



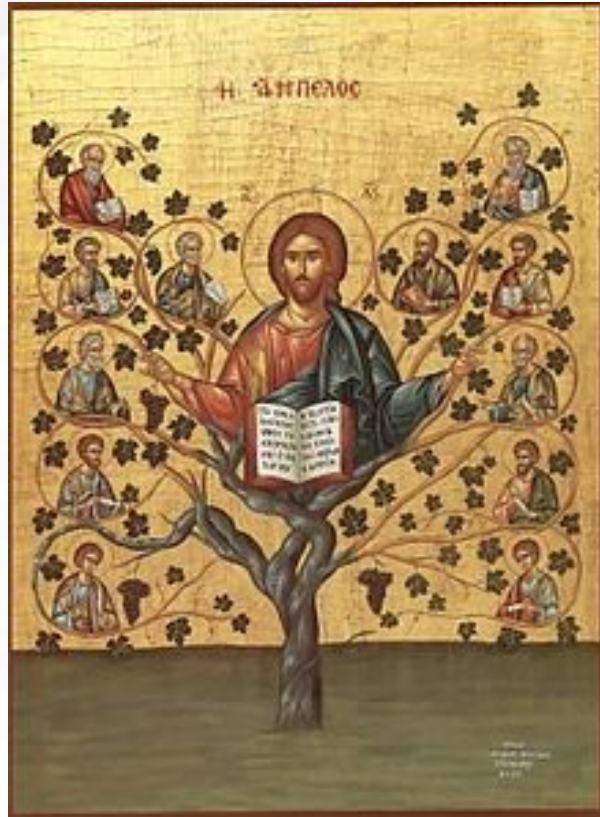
*Holy Apostles  
Greek Orthodox  
Church*

Shoreline, Washington

**“Growing Christ’s Church,  
Nourishing a Community of Love”**

Strategic Ministry Plan 2018 -2022





“I am the vine, you are the branches. He who abides in me, and I in him, he bears much fruit, for apart from me you can do nothing.

John 15:5

### *This Booklet*

has been developed by and for  
Holy Apostles Greek Orthodox Church  
in Shoreline, Washington  
with the purpose of developing a  
basis for action, development and  
commitment to Jesus Christ and this beloved parish.

~ 2019 ~

# Welcome

Dear Brothers and Sisters,

The Parish Council and I are excited and proud to present the Strategic Plan for Holy Apostles. It was a pleasure to work with Steve Tibbs, our Strategic Planning team, and the many people of our parish who contributed to this great vision over the past year. Our hope is that we continue to come together with our mind, body and soul, to grow together in love.

This well thought-out Strategic Plan will help guide every effort for Holy Apostles to continue to become a community of love. A community who does its best to provide a safe, inviting, and engaging place to meet Jesus Christ. A place to worship together and support each other on the sacred road to healing and transformation, the road to becoming Christ-like.

Charlie DeJong, of blessed memory, our past parish council president said, “many hands make light work.” Growing Christ’s church depends on all of us coming together in prayer and commitment offering our hands, our talents, and our resources to make this vision, this goal, this dream a reality.

My prayer as your priest is that we realize we are a community of broken people who are united not by our differences, problems, or diagnoses but by our desire and thirst to know and love God. We are confident this Strategic Plan will help guide our work. We look forward to all our members fully participating at Holy Apostles creating a Christ-centered body who is interested in transforming lives and desires to have an encounter with God that fills the soul with sheer delight!

You are all called and encouraged to see where God is asking you to be involved and committed to this Great Plan as we “Grow Christ’s Church, Nourishing a Community of Love.”

Yours in Christ,

A handwritten signature in black ink, reading "Fr. Tom Tsagalakis". The signature is fluid and cursive, with the first letters of "Fr.", "Tom", and "Tsagalakis" being capitalized and prominent.

Fr. Tom Tsagalakis

# Mission, Vision & Values

## *“Growing Christ’s Church, Nourishing a Community of Love”*

### **Our Mission**

*Holy Apostles is a community of love; welcoming and encouraging adults and children to participate in the Orthodox Christian Faith, growing together like the Holy Apostles, to know, love, and serve Jesus Christ.*

### **Our Vision**

*To grow Christ’s church expanding a community of love; giving, leading and serving, welcoming all people to experience the healing love of Christ.*

### **Our Values**

- ✦ We love and respect every human because we value that all people are God’s beloved children.*
- ✦ We offer teaching that leads to transformation because we value the living wisdom found in the Bible and Holy Tradition, as lived by the Holy Fathers and Mothers of the Orthodox Church.*
- ✦ We create a safe place for people because we value honesty, authenticity, and seeking healing without judgment.*
- ✦ We practice prayer, compassion, patience, humility, and love because we value experiencing God in worship and in everyday life.*
- ✦ We serve and encourage others because we value a community of love and service to Him because Christ came to serve and not to be served.*
- ✦ We bring the church into our homes and communities because we value having God at the center of our lives.*
- ✦ We nourish each other as we are nourished by God.*



# Why We Did This

## Why Plan?

Early in our planning process, members of our Strategic Planning Committee developed an initial vision (their “wish”) for our parish. A desire to see these elements come to light has driven the planning process. In essence, here is WHY the process began:

- ✦ To bring people closer to God.
- ✦ To develop our parish’s Mission, Vision and Value Statements and to bring these ideals into reality via a defined plan.
- ✦ To accommodate our parish’s growth and liturgical participation.
- ✦ To get us all on the “same page” regarding our direction.
- ✦ Because it’s the “right thing to do” -- every church needs a plan and we need ours.
- ✦ Establish a pathway for a “continued voice” for all parishioners.

## Purpose of this Booklet

This booklet is designed to provide the parishioners of Holy Apostles Greek Orthodox Church an overview of the vision for our parish, the beliefs and values which will guide, by God’s grace, our actions and the related plans and goals designed to bring new and exciting programs, services and activities to our parish. It is not intended to be a detailed operating plan but, rather, a guiding document which will provide a sense of direction and share the wonderful potential for our future.

# Our Strategic Plan

## 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 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." (Matthew 28:19-20).

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'll hear you.'"

Simply defined, strategic planning is a process which enables a parish to get from where it is *today* to where it wants, or needs, to be *tomorrow*. The plan will define direction (strategy) and identify the resources, programs, ministries and services (goals & actions) necessary to approach its vision. The plan generally covers a one to five year range, with defined goals and timelines along the way.

## Four Fundamental Questions a Strategic Plan Seeks to Answer



# Planning Process

## Our Prayer for Guidance

*“O Lord, Jesus Christ, our God, the true and living Way, be, O Master, our companion, guide, and guardian during our journey. For in You do we put our trust and hope, and to You, together with Your Eternal Father and the All-Holy Spirit, we ascribe all praise, honor, and glory, now and ever and unto the ages of ages. Amen.”*

## Strategic Plan Development Model

The following strategic planning model guided our plan-development efforts. This booklet represents the completion of the first four phases of the strategic planning process as the plan was shaped and taken from a beginning interest to the actual development of specific plans.

Today, we are now in the “Implement” phase of our process which is designed to allow parish teams to “bring to life” the plans within this document.





# Participation

*“Plans fail for lack of counsel, but with many advisors they succeed.” Proverbs 15:22*

## Leadership and Parishioner Involvement

### Strategic Plan Leadership Team

Fr. Tom Tsagalakis, Karen DeJong (chair), Barbara Bardin, Brenda Praggastis, and Brian Warren.

**Vision Team Leaders** The following “VTLs” focused on building and leading parishioner Vision Teams to create effective ministries, programs and services within their respective key strategic areas:

- |                     |                    |
|---------------------|--------------------|
| • Mary Betts        | “Ministries”       |
| • Diana Plumis      | “Building Program” |
| • Brenda Praggastis | “Parish Systems”   |
| • Bill Rockwell     | “Stewardship”      |
| • Gus Themelis      | “Liturgical Life”  |

*This plan represents the direct involvement of nearly 50 parishioners of Holy Apostles and received unanimous approval and support from the Parish Council and our General Assembly.*

## Our Journey

### October 2017 to March 2018

- ♦ Pre-Planning discussions
- ♦ Review and verification of prior planning documents, including prior parish survey, SWOT outcomes and previous Strategic Plan

### May 2018

- ♦ Strategic Plan Leaders Team formed
- ♦ Decision to proceed made
- ♦ 5 Key Strategic Areas identified
- ♦ Strategic Plan Overview and Direction presented at OASIS
- ♦ Vision Team Leaders selected and prepared
- ♦ Mission, Vision & Value Statements created and approved

### June to October 2018

- ♦ Vision Teams expanded
- ♦ Plans and recommendations developed
- ♦ Vision Team Leaders present their team’s “First Fruits” at OASIS
- ♦ Solution review sessions conducted to track progress

### November to December 2018

- ♦ Plan finalization & approvals by Parish Council and General Assembly

# SWOT Analysis

A SWOT Analysis is a comprehensive process used to examine a parish's Strengths, Weaknesses, Opportunities and Threats. Proper strategic planning reviews all elements of parish life in order to identify present strengths, challenges, and future opportunities for the parish. The process is not based solely on data analysis, but is illuminated by qualitative input representing the personal views and opinions of a broad cross-section of the parish.

Many of the following SWOT attributes were first recognized as a part of our 2011 planning and review process. As part of our current plan development, those findings were revisited and generated a new baseline profile for our parish.

## Strengths (of the parish)

- People interested in building bridges, listening, reconciling
- Able to recognize new people, good initial contact
- Small family parish with a diverse spiritual background (hard to get lost)
- Spiritual health development (church as hospital)
- Our priest: knowledge, education and wellness
- Family - size matters!

## Weaknesses (of the parish)

- Difficult to reach and connect on new ideas
- Lack of transparency (activities, finances, etc.)
- Poor follow-up with new people and new ideas
- Weak on outreach
- Leadership leading to action/implementation
- Full understanding of the priest's role
- Community space too small
- Congregational singing could be expanded

## Opportunities (external to the parish)

- Interact with the neighborhood community; improve visibility
- Recognize needs of broken people outside church
- Interact with Orthodox in the broader community
- Relationships with City of Shoreline for long-term engagement (capital plan issues)
- Expand Building and Sanctuary space
- Sharing of information through education

## Threats (external to the parish)

- External activities competing for time with church priorities (over - commitment of families)
- Negative Orthodox literature
- Space restrictions

# Our History

Holy Apostles has long demonstrated a commitment to growth and change.

## 1999 - Parish Formed



Our founding priest, Fr. Michael Johnson, (shown at our first “Resurrection” Service) and his wife Presvytera Maria, began the vision of organizing a new parish.

Together, with eight Greek Orthodox families, we began the “1-5/405” mission in Kenmore, Washington.

## Our Early Years



The Episcopal Church of the Redeemer was gracious in allowing our fledgling parish to use their sanctuary for services.

In August 2003, Fr. Johnson retired and Fr. Tom Tsagalakis is ordained to the Holy Priesthood and assigned to pastor Holy Apostles.

## Today



In 2005, our parish voted 100% to purchase St. Stephen's Lutheran Church. We moved into our new church in January 2006 and celebrated our first Divine Liturgy in February of 2006.

Today, it remains our home but with endless possibilities to support our history of growth.



Fr. Tom celebrating our first “Resurrection” Service in our current Church.

# Building Analysis

In 2015, the Building Feasibility Committee was charged by the Parish Council with the task of determining the most feasible option for providing additional worship and social space to accommodate our growing “extended village” as we continue to “know, love and serve” Jesus Christ. Those guidelines were validated during this planning process.

## Design Options

To provide context and insight related to this special opportunity, the committee assessed four options for a building program:

1. Do nothing—utilize our existing space.
2. Build a new church on our current property.
3. Remodel and expand our current facility.
4. Purchase another church within reasonable proximity to our current location.

## Architectural Priorities

During an initial architectural design process, a list of parish priorities included the following six highly-rated characteristics:

- ♦ **Adaptability** The facilities should be adaptable for different functions and expandable to accommodate different sized groups.
- ♦ **Aesthetics** The aesthetics of our church should be distinctly Orthodox as well as “Northwest regional.”
- ♦ **Cost** All economic expenditures should be within the means of the parishioners.
- ♦ **Worship Experience** The interior of the church should be sacred yet humble and allow the members of the congregation to experience the Liturgy with all their senses.
- ♦ **Accessibility** The facilities should be accessible to people of all physical abilities.
- ♦ **Kitchen Capacity** The capacity of the kitchen should be expanded.

# Key Parish Priorities

In June 2018, our Strategic Plan Leadership Team and Parish Council identified the following categories/activities as priorities for our parish. All lists are displayed in alphabetical order within their respective category.

## “Top Priorities”

### “Top 2” Worship & Clergy Wellness

- Fellowship (Welcome & Hospitality)
- Music Ministry
- Outreach
- Parish Culture
- Religious Education (OASIS, Studies in the Faith, Bible Studies, Sunday School)

## “Gotta Have”

- |                     |                         |                  |
|---------------------|-------------------------|------------------|
| • Acolytes          | • Facility Maintenance  | • Parish Council |
| • Capital Campaign  | • Family Wellness       | • Seniors        |
| • Change Management | • Fund Raising          | • Technology     |
| • Coffee Fellowship | • Insurance, Legal & HR | • Teens          |

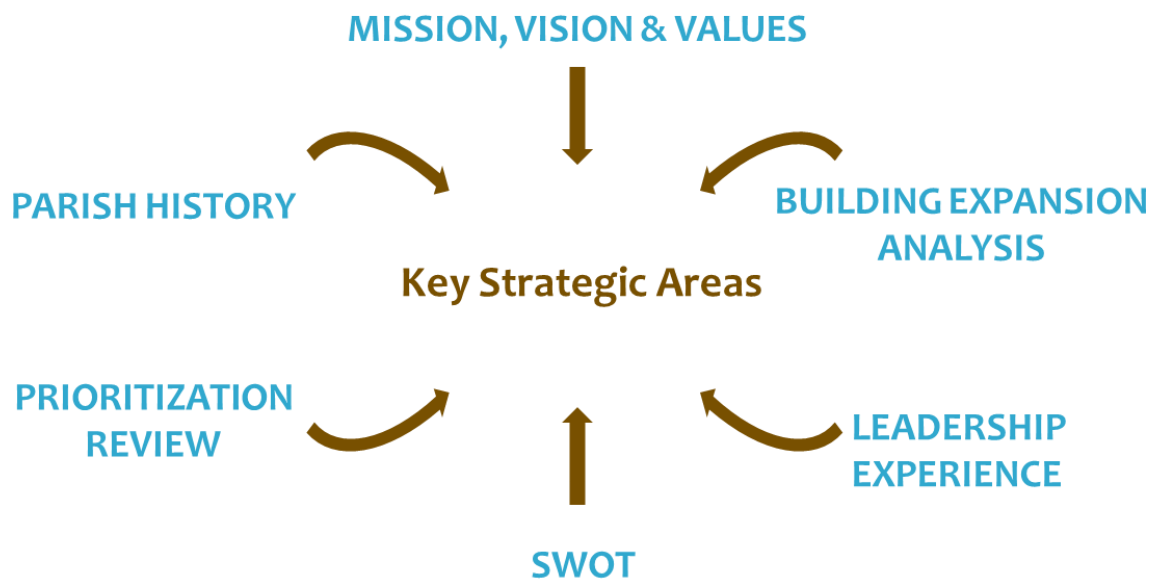
## “Important to Have”

- |                              |                               |                         |
|------------------------------|-------------------------------|-------------------------|
| • Alternative Income Sources | • Financial Management        | • Missions              |
| • Bookstore                  | • In-Reach Visitations        | • Office Administration |
| • Donations                  | • Metropolis of San Francisco | • Parish Center         |
| • Emerging Leaders           | • Ministry Leader Development | • Philanthropy          |

# Key Strategic Areas

## Key Inputs Leading to the Identification of our Strategic Areas

After reviewing the key factors and analyses noted below, the Strategic Plan Leadership Team and our Vision Team Leaders identified the most important and critical areas for Holy Apostles. It is felt that by either making impactful improvements, or by expanding current capabilities, these Key Strategic Areas possess the greatest likelihood of significantly and positively impacting the mission, vision and future of our parish.





# Key Strategic Areas

*“Growing Christ’s Church,  
Nourishing a Community of Love”*

## Our Five Key Strategic Objectives

- ✦ **Building Program** Support the current and future ministry needs of the parish by providing adequate space for worship, spiritual development and education, philanthropic outreach and fellowship.
- ✦ **Liturgical Life** Proclaim the Gospel of Jesus Christ, the teachings of the Apostles, and the Tradition and life of the Church through worship, communion, witness and service.
- ✦ **Ministries** Design, offer and support ministry programs as our Church’s cornerstone for all ages, facets and needs of our church family.
- ✦ **Parish Systems** Understand and supply the infrastructure and staffing needed to continue our culture of love and hospitality both within and outside of our parish community.
- ✦ **Stewardship** Develop a comprehensive Stewardship Program aimed at improving overall parishioner engagement.

# Building Program

*“Now therefore, you are no longer strangers and foreigners, but fellow citizens with the saints and members of the household of God, having been built on the foundation of the apostles and prophets, Jesus Christ, Himself being the chief cornerstone, in whom the whole building, being fitted together, grows into a holy temple in the Lord, in whom also you are being built together for a dwelling place of God in the spirit.” Ephesians 2:19-22*

## Strategic Objective

Support the current and future ministry needs of the parish by providing adequate space for worship, spiritual development and education, philanthropic outreach and fellowship.

## Goals

1. Form Steering Committee November 2018
2. Conduct Feasibility Study February 2019
3. Conduct Capital Campaign June 2019
4. Design Financial Strategy June 2019
5. Design Master Plan and Building Program March 2021
6. Complete Construction December 2022

## Strategic Questions Addressed

- ◆ Why do we want to build?
- ◆ Do we have a clear vision for our building scope and design?
- ◆ Will we have adequate financial resources to fund our vision?
- ◆ What skills do we have within the parish to help guild the project?
- ◆ What resources are we lacking?
- ◆ What are the key components our capital campaign should include?
- ◆ How, and when, do we start the campaign?

## Vision Team

Diana Plumis (Lead), Fr. Tom Tsagalakis, Barbara and Earl Bardin, Ruth Pappas, Charli Riggle (Communications Lead), Brian Warren, and future Design and Construction Leads

# Building Program

## Goal 1 Form Steering Committee.

	Key Actions	Measures	Timing
1	Oversee the strategic plan of the Building Committee to completion.	Steering Committee formed.	November 2018
2	Implement an effective parish information and engagement strategy. Identify lead information officer.	Identify and have committed individual in place.	June 2019
3	Identify and recruit effective leadership.	Develop process to add new members to team as project progresses.	December 2019
4	Assist various committees in planning and executing kick-off, groundbreaking and consecration events.	Identify lead person who will coordinate committees and key events.	December 2019

## Goal 2 Conduct Feasibility Study.

	Key Actions	Measures	Timing
1	Engage Parish Council to create a building program need statement.	Written statement of need co-authored by Parish Council and Building Program team.	February 2019
2	Create one sheet case statement along with project brochure.	One page statement and brochure created to support initial communications.	February 2019
3	Identify top 30 major potential donors within the parish.	Donors identified and spreadsheet created to track donor progression.	February 2019
4	Solicit top 30 major donors to determine initial potential financial commitment levels.	Meetings held and verbal commitments received; spreadsheet updated.	February 2019
5	Identify and approach potential donors external to our parish who may potentially support the program.	Meetings held and verbal commitments received; spreadsheet updated.	June 2019
6	Create projection for potential participation of donors throughout the parish.	Create listing of additional prospective donors within the parish.	June 2019
7	Create Feasibility Study Report identifying projected giving potential from parishioners and external resources. Share report, with “go/no-go” recommendations, with the Parish Council.	Final report with recommendations regarding course of action and project vision. <b>“Go/no-go” decision reached.</b>	August 2019
8	Develop an electronic system for recording and managing donations.	Identify person to manage process; Create spreadsheet to track donor participation.	August 2019
9	Continue to keep abreast of possible buildings in our area which might become available and would suit our needs.	Identify person to coordinate effort and lead process.	June 2019

# Building Program

## Goal 3 Conduct Capital Campaign.

	Key Actions	Measures	Timing
1	Create the Capital Campaign plan with the assistance of professional fund raiser.	Capital Requirement Plan developed.	June 2019
2	Create printed and electronic materials to support the plan.	Have printed material for Capital Campaign ready to mail.	July 2019
3	Identify the “askers.”	Create and train team who will solicit commitments to support the program.	July 2019
4	Identify the people to be asked.	Develop spreadsheet containing potential donors; assign each to an “asker.”	July 2019
5	Track donations over the three years of the campaign and follow-up, as necessary.	Identify person to track progress and manage receipt and acknowledgement of donations.	July 2019
6	Identify foundations and organizations that might be potential donors.	Have compiled a list of possible organizations and foundations who might be possible donors.	July 2019

## Goal 4 Design Financial Strategy.

	Key Actions	Measures	Timing
1	Determine the borrowing capacity of the parish.	Identify person to lead discussions with outside lending organizations to determine potential capacity of parish.	June 2019
2	Determine after capital campaign, our financial shortfall and what money needs to be borrowed.	Financial needs identified.	October 2019
3	Secure appropriate loans.	Have a locked-in loan amount with terms	December 2019
4	Identify additional fundraising needs and methods.	Financial plan completed; alternative funding sources arranged, if needed.	June 2019
5	Set up electronic system to track donations and send thank you letters.	Tracking donations system completed and thank you letters distributed.	August 2019

# Building Program

## Goal 5 Design Master Plan and Building Program.

	Key Actions	Measures	Timing
1	Form Construction Committee to guide early-stage planning process.	Committee formed.	November 2019
2	Identify parish's internal construction project manager who will lead contractor selection process and be the on-going, internal construction project manager.	Parishioner identified.	November 2019
3	Select an architect.	Architect hired.	December 2019
4	Create community engagement activities to garner design input and suggestions from parishioners.	Design sessions held.	January 2020
5	Building design and architectural plans designed and approved.	Plans ready for bidding process.	May 2020
6	Initiate contractor selection process.	Contractor selected.	September 2020
7	Obtain required pre-construction plan approvals and permits.	Building designed and permitted for construction to commence.	March 2021

## Goal 6 Complete Construction.

	Key Actions	Measures	Timing
1	Launch ground-breaking festivities.	Ground-breaking event held.	March
2	Inform parish of plan and confirm safety guidelines with parish.	Safety document created, posted and communicated effectively with parish.	March 2021
3	Stage construction area & provide site management.	Construction site planned and fenced.	March 2021
4	Establish issue resolution and scope management process.	Issue Resolution and scope management process established.	March 2021
5	Establish positive city, inspector and local community relations.	Positive relationships established and maintained throughout construction process.	March 2021
6	Confirm final project delivery and punch list process.	Occupancy permit received.	January 2023

# Liturgical Life

*“Shine within our heart loving master, the pure light of your divine knowledge, and open the eyes of our mind that we may understand your teachings.”*

## Strategic Objective

To proclaim the Gospel of Jesus Christ, the teachings of the Apostles, and the Tradition and life of the Church through worship, communion, witness and service.

## Goals

1. **Education** Increase educational aspects of the Divine Liturgy. January 2019
2. **Participation** Increase active participation of parishioners in all services, including the Divine Liturgy, Orthros, and Vespers. March 2019
3. **Music** Expand the Liturgical Music Program. January 2020

## Strategic Questions Addressed

- ♦ How will we increase active participation of all parishioners in services held at Holy Apostles and at home beyond Sundays?
- ♦ How will we increase the educational aspects of the Liturgy?
- ♦ How do we expand the Liturgical Music Program?

## Vision Team

Gus Themelis (Lead), Fr. Tom and Presvytera Pat Tsagalakis, Barbara Bardin, Jason Hall, and Tom Themelis



# Liturgical Life

## Goal 1 Increase educational aspects of the Divine Liturgy.

	Key Actions	Measures	Timing
1	Proistamenos to provide explanations of parts of the liturgy as they occur during worship services.	Twice per year.	March 2019
2	Provide monthly articles highlighting aspects of the Divine Liturgy.	Articles created.	March 2019
3	Utilize OASIS sessions for continued education.	Sessions conducted.	March 2019

## Goal 2 Increase active participation of parishioners in all services, including the Divine Liturgy, Orthros, and Vespers.

	Key Actions	Measures	Timing
1	Expand the participation and preparation of altar servers.	Define altar servers' roles; Conduct 2 Altar Boy retreats per year.	March 2019
2	Expand the base of Epistle Readers by encouraging and preparing more parishioners, with a special emphasis on youth and women.	Articles created.	May 2019

## Goal 3 Expand the Liturgical Music Program.

	Key Actions	Measures	Timing
1	Expand size of Choir by 10%.	% achieved.	June 2019
2	Hold monthly Choir practices.	Practices held.	January 2020
3	Expand the youth choir.	Establish youth choir and train for specific hymns.	January 2020
4	Implement new liturgical music.	New music introduced.	January 2020

# Ministries

*“Come behold the works of the Lord” Psalms 46:8*

## Strategic Objective

Design, offer and support ministry programs as our church’s cornerstone for all ages, facets and needs of our church family.

## Goals

1. **Council of Ministries** Bring all ministry leads together to build relationships with one another. April 2019
2. **In - Reach** Identify populations and needs we may be neglecting and determine how we can reach and serve them. April 2019
3. **Leadership** Continue to support and inspire current leadership while identifying, recruiting and developing new and untapped leadership for our ministry programs. December 2019

## Strategic Questions Addressed

- ♦ How are we able to inspire growth, participation and leadership in our current ministry programs?
- ♦ What populations and needs are we neglecting and how do we identify and reach these groups and fill those needs?
- ♦ How do we identify, recruit, support and inspire leadership for these ministry programs?

## Vision Team

Mary Betts (Lead), Fr. Tom Tsagalakis, Stephanie and Andrea Bardin, Jillian Chandler, Lisa Galvin, Jason and Jennifer Hall, Chris Lekas, Selma Nadir, Scott Ross, Rick Sailor, Gus Themelis, and Anna Warren

# Ministries

## Goal 1 Bring all ministry leads together to build relationships with one another.

	Key Actions	Measures	Timing
1	Offer twice yearly, 2-hour seminars to current ministry leads.	Deliver spring and fall seminars.	April & September 2019
2	Priest to honor and acknowledge ministry leads three times per year thanking them for their service.	Priest and/or Parish Council writes thank you cards to each ministry lead.	April, September & December 2019
3	Share list of each ministry's leads with their peers, to encourage daily prayer for one another.	Email leader list to all ministry leads.	September 2019
4	Build community through triads of existing ministries with bi-monthly check-ins. Questions for these check-ins to be provided by internal & external ministry leads.	Pray over all ministry leads; establish triads.	September 2019

## Goal 2 Identify populations and needs we may be neglecting and determine how we can best reach and serve them.

	Key Actions	Measures	Timing
1	Proistamenos to produce and distribute video and survey to the parish asking for their input as to what needs are being met and what needs are being neglected.	Video distributed to parish along with survey.	April & November 2019
2	Three people from Ministries Committee evaluate survey results and make recommendations.	Reports generated following each video.	April & November 2019
3	From the survey results, select an identified need and establish a supportive ministry.	Ministry or program established.	April & November 2019

## Goal 3 Continue to support and inspire current leadership while identifying, recruiting and developing new and untapped leadership for our ministry programs.

	Key Actions	Measures	Timing
1	Establish a budget line-item for religious education.	Included in annual budget.	January 2019
2	Recognize, and attend to possible ministry leadership "burn-out," by incorporating a maximum 2-year ministry commitment, with an option for the ministry lead to renew and extend their commitment.	New guidelines implemented and managed.	September 2019
3	Proistamenos delivers three sermons on the topic of "Christian Leadership" throughout the year, per a defined schedule.	Schedule created; sermons delivered.	December 2019
4	Conduct three consecutive OASIS classes addressing the need for leadership by utilizing three inspirational speakers to encourage potential parish leaders.	OASIS programs implemented.	December 2019

# Parish Systems

*“Be kindly affectionate to one another with brotherly love, in honor giving preference to one another; not lagging in diligence, fervent in spirit, serving the Lord; rejoicing in hope, patient in tribulation, continuing steadfastly in prayer; distributing to the needs of the saints, given to hospitality.” Romans 12: 10-13*

## Strategic Objective

Understand and supply the infrastructure and staffing needed to continue our culture of love and hospitality both within and outside of our parish community.

## Goals

1. **Fellowship** Improve community fellowship, strengthen relationships, and engender a stronger sense of belonging and commitment to Christ’s Church. June 2019
2. **Security** Improve the physical security of our buildings and property, protect the use of personally identifiable information within the church, and implement the Archdiocese of America’s Youth Protection Program. September 2019
3. **Technology** Utilize modern technology for better communication, education, and participation in worship and community events. December 2019
4. **Communication** Improve communication within the community and increase parish involvement in disseminating information. December 2019
5. **Staffing** Develop human resource guidelines for all paid and volunteer positions. June 2020
6. **Clergy Wellness** Continue to actively support our clergy. December 2020

## Strategic Questions Addressed

- ◆ How can we increase participation and engagement during coffee hour?
- ◆ What is the most appropriate security system for our parish?
- ◆ What aspects of our church life could benefit from technology?
- ◆ What positions are needed to provide adequate support for our Parish Systems?
- ◆ How can we improve communication?
- ◆ How can we best support our priest and his family?

## Vision Team

Brenda Praggastis (Lead), Judy Bethea, Carri & Jim Dymment, Naomi Faast, Janell Gilmore, Linda Smith, Karen Themelis, Laura Bitzes-Thomas, Mika Thompson, Melissa Tracy, and Gary Zabolusky

# Parish Systems

**Goal 1 Improve community fellowship, strengthen relationships, and engender a stronger sense of belonging and commitment to Christ's Church.**

	Key Actions	Measures	Timing
1	Create a written policy for leaders and participants of the Apostles groups.	Document added to common binder in office and posted on website. Verify accessibility of information at General Assembly.	June 2019
2	Post pictures and names of parishioners on the bulletin board, with a special section for leadership, and one for newcomers.	Designate individual to manage the board. Photos and labels are posted onto the board and kept current.	June 2019
3	Improve first contacts with newcomers.	Create protocols for ushers and greeters to review. Document placed into "Common Binder" in office and posted on website. Welcome packets are available in narthex.	December 2019
4	Increase the number of participants in the Apostles Groups.	Establish minimum of 8 families per group.	December 2019
5	Find the optimal use of our space to accommodate everyone who wants to come to fellowship hour and to improve the overall acoustics of the hall.	Design multiple floor layouts. Install acoustic tiles. Once implemented, conduct satisfaction survey at General Assembly.	December 2019
6	Gather all stewards into Apostles Groups.	Verify that membership in the groups matches stewardship list.	December 2021
7	Enrich fellowship with events or activities which increase inter-community connections.	Measure using informal and formal surveys periodically during General Assemblies.	December 2021
8	Coordinate fellowship between parish ministries to verify all demographic groups of the community have opportunities for enriched fellowship.	Measure using informal and formal surveys periodically during General Assemblies.	December 2021

# Parish Systems

**Goal 2 Improve the physical security of our buildings and property, protect the use of personally identifiable information within the church, and implement the Archdiocese of America's Youth Protection Program.**

Key Actions		Measures	Timing
1	Determine what valuables we need to protect.	Create a written inventory of church valuables and retain copy in office, in cloud, and with insurance company.	June 2019
2	Create a secure and hidden place to store parish valuables.	Verify effectiveness of measures taken with insurance company and/or local police.	December 2019
3	Evaluate effectiveness of alarm system and add security cameras with cloud storage capability.	Verify effectiveness of measures taken with insurance company and/or local police and install additional cameras.	December 2019
4	Identify all places where personally identifiable information is stored and create a policy for protection.	Areas where personally identifiable information will be contained in password protected area of computer/cloud memory with access limited to a need to know basis within the parish administration and Parish Council.	December 2019
5	Evaluate current access to directory information and possibly create password protected portal for stewards.	Distribute parish directory information, with login guidelines, to the parish; verification of receipt to occur following General Assembly.	December 2019
6	Create a written policy for Proistamenos and the Parish Council giving a clear protocol if a concern is raised regarding abuse.	Policy placed into "Common Binder" in office and online. Parish will be informed of the policy during OASIS or General Assembly.	December 2019
7	Implement Greek Orthodox Archdiocese of America Youth Protection Program.	Policy placed into "Common Binder" in church office and online. Adults working with youth will be required to take and register their training per Archdiocese guidelines.	December 2020
8	Educate parish on the importance of vigilance with respect to youth protection and protection of vulnerable adults.	One or two OASIS sessions set aside every year for education and discussion of how to protect the vulnerable in our parish.	December 2020



# Parish Systems

## Goal 3 Utilize modern technology for better communication, education, and participation in worship and community events.

	Key Actions	Measures	Timing
1	Determine the technology needs of our parish by conducting a parish survey.	Survey results announced during General Assembly.	December 2019
2	Determine the costs/benefits of live-streaming services and educational programs.	Analysis completed; Parish Council approves plan and presents to General Assembly.	December 2019
3	Stream church services into the teen room.	Liturgical services streamed live.	December 2020
4	Improve the overall clarity of sound throughout the sanctuary and all parish buildings.	New speakers installed in all classrooms and areas of main building.	December 2020

## Goal 4 Improve communication within the community and increase parish involvement in disseminating information.

	Key Actions	Measures	Timing
1	Create an Ambassador program, possibly connected to Apostles Groups, which segments the community into smaller groups within which more intimate conversations may be had between Parish Council members and the community.	Every steward and giver identified within the parish database will be assigned a group and informed of their Parish Council representative.	December 2019
2	The Parish Council will schedule monthly updates after each Parish Council meeting delivered by alternating members of the council to inform and request feedback from the community.	A schedule of regular, brief parish meetings and General Assemblies for a one-year period will be posted in the Fellowship Hall and made available online.	June 2020
3	Create a parish-wide survey to determine individual preferences for communication both for general announcements and emergency contacts.	Within the parish database, each steward will have a note indicating their preferred communication. Systems will be set into place so that all parishioners are reached using their preferred method.	December 2020
4	Enlist a team of volunteers to help with printed and web publications by contacting publication contributors and assisting in the editing and release of communications.	Volunteer positions filled to assist parish secretary.	December 2020
5	Create a phone tree and alternate modes of communication for emergency contacts.	Tree will be placed into "Common Binder" in church office ; two emergency drills to be conducted annually in order to test the system.	December 2020
6	Establish a Communications Committee of volunteers for ongoing work developing and updating parish communications and methods.	Committee established.	December 2020

# Parish Systems

## Goal 5 Develop human resource guidelines for all paid and volunteer positions.

Key Actions	Measures	Timing
1 All paid staff and volunteer positions will have a representative on the Parish Council who will be responsible for informing the Proistamenos of new issues and keeping the Parish Council informed of needs or changes.	Assignments will be made and all staff and volunteers will be informed of their respective representative.	May 2019
2 Current staff will journal existing roles, responsibilities and actions through the year in order to document current processes and procedures.	At the end of evaluation period a complete record of existing administrative and volunteer tasks will be documented and available for review by the Parish Council.	June 2020
3 Use output of one-year position journaling, to identify positions needed to adequately support parish systems (current state and future state).	All positions documented and placed into "Common Binder" in church office and in the cloud; recommendations given to the parish at the General Assembly.	June 2020
4 Create a Continuity Plan that outlines procedures to keep parish systems operating in the event of an emergency.	All parish and ministry leaders will be responsible to learn procedures upon acceptance of their respective position.	June 2020
5 Develop a master calendar for all recurring programs and events identifying personnel requirements for each program.	Master calendar kept in the office and online.	December 2020
6 Develop job descriptions for all paid staff and volunteer positions. Coordinate information with all ministry leaders.	A binder will be kept in the church office and a digital binder will be available online with descriptions for all leadership, administrative, and volunteer positions.	December 2020
7 Create a Transition Plan including long-term succession planning for the Proistamenos.	Plan will be placed into "Common Binder" in church office and in the cloud. Plan will be approved by the Parish Council and Proistamenos to ensure it encompasses adequate plans for continuity of programs and our parish culture.	December 2021

## Goal 6 Continue to actively support our clergy.

Key Actions	Measures	Timing
1 Identify tasks done by the Proistamenos and Presvytera that could be distributed to others.	Conduct study to identify task impacts with recommendation presented to Proistamenos and Presvytera.	January 2020
2 Review the potential, and impacts, of having the Proistamenos participate in a defined sabbatical program.	Research programs within the Archdiocese of America to understand "best practices" of clergy sabbatical programs and the potential and actions required to offer such a program.	January 2020
3 Investigate the feasibility, including the financial impact and process of assignment, of a second full-time priest or deacon.	Develop analysis and present, with the Proistamenos' blessing, to the Parish Council, a recommendation to proceed or hold on presenting formal request to the Office of the Metropolitan.	June 2021
4 Research the possibility of introducing Stephens Ministry Program.	Recommendation made to the Parish Council to either proceed, hold or postpone participation.	June 2021
5 Encourage the Proistamenos to participate in continuous personal and spiritual growth through annual monastery visits.	Schedule time-off on an annual basis and place related costs into parish operating budget.	January 2022

# Stewardship

*“As each one has received a gift, minister it to one another, as good stewards of the manifold grace of God” 1 Peter 4:10*

## Strategic Objective

Develop a comprehensive Stewardship program aimed at improving overall parishioner engagement.

## Goals

1. **Overall Plan** Develop, and prepare for implementation, a comprehensive and sustainable Stewardship Program. June 2019
2. **Financial Plan** Develop a plan to encourage the increase of the average amount of financial giving of the parish by at least 15% over the three-year period from 2020-2022. April 2019
3. **Time and Talent Plan** Develop a system for tracking and facilitating a 20% increase of time and talent participation, that leverages parishioners' unique talents, as measured in hours over two-year periods of 2020/2021 and 2022/2023. June 2019
4. **Ambassador Plan** Develop a program to engage directly with parishioners for annual stewardship visioning through the parish's "Ambassador Program." June 2019
5. **Communication Plan** Mobilize parishioners to meet the key stewardship goals, through connections with ministry leadership, stewardship training and engagement. September 2019

## Strategic Questions Addressed

- ◆ What programs and resources are available to support the parish stewardship ministry?
- ◆ What is Orthodox Christian Stewardship, and what makes it Orthodox?
- ◆ What can be done to make the stewardship program a year-round focus?
- ◆ What is the cognizant connection between our parish stewardship and creation care?
- ◆ Are we eligible for National Stewardship training?
- ◆ How can our parish management software be best utilized?
- ◆ How can we move our culture more deeply into personal connections and real stewardship conversations?

## Vision Team

Bill Rockwell (Lead), Anne Boroza, Wally Frank, Nick Karakos, Stephen Koch, George Pappas, Chris Praggastis, and John Serkland

# Stewardship

## Goal 1 Develop, and prepare for implementation, a comprehensive and sustainable Stewardship Program.

	Key Actions	Measures	Timing
1	Develop stewardship core leadership team (SCLT) roles and responsibilities in respective sub-committees.	Team members agree to serve in their roles.	September 2018
2	Research at least three effective church stewardship programs (inside and outside Orthodoxy) along with resources from the Metropolis, Archdiocese, and "Stewardship Calling," including action plans, training plans, assessment strategies and change plans.	Matrix complete which includes all data, approved by team members and peer reviewed.	November 2018
3	Gather and analyze Holy Apostles historical and current stewardship data.	Information gathered & analyzed.	January 2019
4	Incorporate Goal 2, 3 and 4 inputs and complete Holy Apostles Stewardship Program, action plan, training plan, assessment strategy and change plan.	Draft document completed and shared with Strategic Planning Team for their review and comment.	June 2019
5	Integrate plan into overall strategic plan and vision team objectives, goals and activities, and gain parish concurrence.	Comprehensive Stewardship Plan approved and moved into training and implementation phases.	August 2019

## Goal 2 Develop a plan to encourage the increase of the average amount of financial giving of the parish by at least 15% over the three-year period from 2020-2022.

	Key Actions	Measures	Timing
1	Research best practices and experiences from other parishes on what was most effective at increasing financial giving.	Report and recommendations from subcommittee.	November 2018
2	Review recommendations with Strategic Planning Team and other Vision Teams; review participatory activities recommended for other vision teams which are required to reach the financial giving targets.	Consensus reached with impacted teams on which activities should be incorporated into overall plan.	January 2019
3	Create 3-year (2019-2021) forecast of stewardship using data, best practices, and predictive factors.	Information gathered & analyzed; stewardship forecast created.	February 2019
4	Each respective team incorporates approved recommendations into plan.	Plans incorporated into Goal 1 output and updated.	April 2019

# Stewardship

## Goal 3 Develop a system for tracking and facilitating a 20% increase of time and talent participation, that leverages parishioners' unique talents, as measured in hours over the two-year periods of 2020/2021 and 2022/2023.

Key Actions	Measures	Timing
1 In joint-effort with Ministries Vision Team, research best practices and experiences from other parishes and program training on what was most effective with "Council	Report and recommendations received from subcommittee.	November 2018
2 In a joint-effort with Parish Systems team, review existing volunteer management and communication systems within parish and research best practices and experiences from other parishes and program training on what was most effective with their volunteer management	Gap analysis report regarding volunteer management created.	December 2018
3 Identify leading rationales for parishioner participation in order to facilitate increased involvement and to be able to track these variables over time. To be performed with Ministries and Parish Systems Vision Teams and by utilizing best practices and templates	Create recommendations for approval of measuring tools and communication system for coordination; Joint report with Ministries and Parish Systems Vision Teams.	February 2019

## Goal 4 Develop a program to engage directly with parishioners for annual stewardship visioning through our "Ambassador Program."

Key Actions	Measures	Timing
1 Determine items and actions which are most effective within the Ambassador Program by researching best practices and experiences from other parishes and program training.	Report and recommendations from subcommittee.	December 2018
2 Develop teams, presentation and support literature.	Teams Identified, training completed and literature approved and printed.	February 2019

## Goal 5 Mobilize parishioners to meet the key stewardship goals, through connections with ministry leadership, stewardship training and engagement.

Key Actions	Measures	Timing
1 Communicate Stewardship Program.	Kick-off meeting in OASIS followed by visioning sessions with parishioners.	September 2019
2 Implement assessment to measure effectiveness and alignment with strategic plan.	Quarterly, Stewardship Committee provides report and recommendations to Parish Council .	January 2020
3 Update, on an on-going basis, stewardship materials and plan based on results.	Conduct annual review of program and materials ; amend as necessary.	December 2020

# Implementation

## Holy Apostles Strategic Plan Summary

**5** Years   **5** Strategic Areas   **23** Goals

Once the overall plan has been created, the implementation process comes forward to guide the effective integration of our strategic goals and actions into the “daily life” of the parish.

To support the efforts of the implementation team and our parishioners, the following key steps and principles will guide our implementation efforts:

- ◆ Identify overall Implementation Lead.
- ◆ Confirm role and scope for the overall Implementation Team.
- ◆ Form an Implementation Team with a lead Coordinator aligned to each of the 5 Strategic Areas and their corresponding goals and actions.
- ◆ Define how best to coordinate decision-making, scope changes, approval authority and communication between the Implementation Team and the Parish Council.
- ◆ Confirm and publish Master Implementation Calendar.
- ◆ Report progress and amendments to the plan on a regular basis, especially at all subsequent General Assembly meetings.
- ◆ Examine the potential of establishing an “Implementation Plan Support” budget which would be included in the annual Parish Operating Plan.
- ◆ Identify Communication Protocols and Plans.
- ◆ Identify Areas of Cross-Over and Synergy between Goals and Actions.
- ◆ Determine if, when and how a Strategic Area or Goal may become an on-going Ministry of the Parish.



# Plan Quick Reference

To help guide and track our implementation efforts for the term of our plan, the following table has been created.

Strategic Goals	Timing	Strategic Area
Form Steering Committee.	November 2018	Building Program
Increase educational aspects of the Divine Liturgy.	January 2019	Liturgical Life
Conduct Feasibility Study.	February 2019	Building Program
Increase active participation of parishioners in all services, including the Divine Liturgy, Orthros, and Vespers.	March 2019	Liturgical Life
Develop a plan to encourage the increase of the average amount of financial giving of the parish by at least 15% over the three-year period from 2020-2022.	April 2019	Stewardship
Bring all ministry leads together to build relationships with one another.	April 2019	Ministries
Identify populations and needs we may be neglecting and determine how we can reach and serve them.	April 2019	Ministries
Conduct Capital Campaign.	June 2019	Building Program
Design Financial Strategy.	June 2019	Building Program
Improve community fellowship, strengthen relationships, and engender a stronger sense of belonging and commitment to Christ's Church.	June 2019	Parish Systems
Develop, and ready for implementation, a comprehensive and sustainable Stewardship Program.	June 2019	Stewardship
Develop a system for tracking and facilitating a 20% increase of time and talent participation, that leverages parishioners' unique talents, as measured in hours over two-year periods of 2020/2021 and 2022/2023.	June 2019	Stewardship
Develop a program to engage directly with parishioners for annual stewardship visioning through the parish's "Ambassador Program."	June 2019	Stewardship
Improve the physical security of our building and property, protect the use of personally identifiable information within the church, and implement the Archdiocese of America's Youth Protection Program.	September 2019	Parish Systems
Mobilize parishioners to meet the key stewardship goals, through connections with ministry leadership, stewardship training and engagement.	September 2019	Stewardship
Continue to support and inspire current leadership while identifying, recruiting and developing new and untapped leadership for our ministry programs.	December 2019	Ministries
Utilize modern technology for better communication, education, and participation in worship and community events.	December 2019	Parish Systems
Improve communication within the community and increase parish involvement in disseminating information.	December 2019	Parish Systems
Expand the Liturgical Music Program.	January 2020	Liturgical Life
Develop human resource guidelines for all paid and volunteer positions.	June 2020	Parish Systems
Continue to actively support our clergy.	December 2020	Parish Systems
Design Master Plan and Building Program.	March 2021	Building Program
Complete Construction.	June 2022	Building Program

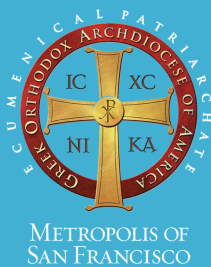


## Our Prayer

To You, O Lord, do we commend all of our plans, in gratitude for all that You have done and continue to do for us. Laying them before You, we seek to do Your will in all that we hope to accomplish. Bless our good intentions, establish our plans and guide us in doing whatever is good, right and true for the glory of Your Holy Name. Purify our minds and hearts and prosper the works of our hands.



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