

Holy Apostles Greek Orthodox Church Strategic Plan



General Assembly
December 2, 2018



"Growing Christ's
Church,
Nourishing a
Community of Love"

For Today

Our Parish Council and the
Strategic Planning Leadership Team
are seeking your approval of the
Holy Apostles Strategic Plan

Approval Process

Key Milestones

- | | | | |
|-------------------------------------|-------------------------|----------------------|--------------------------------|
| <input checked="" type="checkbox"/> | November 6, 2018 | Plan Review | Strategic Plan Leadership Team |
| <input checked="" type="checkbox"/> | November 20, 2018 | Plan Approval | Parish Council |
| <input type="checkbox"/> | December 2, 2018 | Plan Approval | General Assembly |

Approval Process

- **If Approved by the General Assembly today**
 - Plan becomes the “official” document for our planning and actions.
- **If NOT Approved**
 - Plan returns for re-work and will require new approvals by the Parish Council and General Assembly before proceeding.

Topics

1. Planning Approach
2. Inputs
3. Objectives and Goals
4. Implementation Guidelines



Planning Approach

Why We Did This

Early in our Planning Process, members of our Strategic Plan Leader Team developed an initial “wish list” for our Parish. ***It’s WHY the process began.***

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

Planning Process

A defined Strategic Plan model was used to guide our plan development efforts.



October 2017

May 2018

November 2018



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
- ❖ 5 Key Strategic Areas Identified
- ❖ OASIS Presentation – Strategic Plan Overview
- ❖ Vision Team Leaders Selected and Prepared
- ❖ Mission, Vision & Core Values Statements Approved

June to October 2018

- ❖ Vision Teams Expanded
- ❖ Solution Development
- ❖ OASIS “First Fruits” Presentations
- ❖ June Review Session – Priorities Approved
- ❖ October VTL 1:1 Sessions

November to December 2018

- ❖ Plan Finalization & Approvals

Plan Participation

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

Strategic Plan Leadership Team

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

Vision Team Leaders

Mary Betts	Ministries
Diana Plumis	Building Program
Brenda Praggastis	Parish Systems
Bill Rockwell	Stewardship
Gus Themelis	Liturgical Life

Total Plan Participants

+45





Inputs

Mission, Vision & Values

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.

*"Growing Christ's Church,
Nourishing a Community
of Love"*

Our Parish 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 judgement.
- ✦ 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.

SWOT Analysis

The following characteristics were identified as a part of our 2011 planning process.

Inside Parish

Strengths

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

Weaknesses

1. Challenge of people being difficult to reach and connect with on new ideas
2. Lack of transparency (in communications of activity, finances)
3. Not good follow up (ongoing engagement) w/new people
4. Weak on outreach as a church
5. Organization - lots of ideas and poor follow through (website, authorization for committees)
6. Leadership leading to action/implementation
7. Understanding the priest's role
8. Community space too small
9. Music: community involvement

Opportunities

1. Interact with the neighborhood community; to be visible (Shoreline Center)
2. Recognizing needs of broken people outside church
3. Interact with the Orthodox in the broader community
4. Relationships with City of Shoreline for long term engagement (capital plan issues)
5. Space Expansion
6. Committees with good follow through
7. Sharing knowledge through education

Threats

1. External pressures (activities) fighting for time with church priorities (over - commitment of families)
2. Negative Orthodox literature
3. Child care during liturgy: clarify school and church
4. Respite care
5. Are we Greek or Orthodox
6. Space restriction: (including chairs) and @ same time getting too big

Outside Parish

Our History

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

1999 Parish Formed

Greek Orthodox Christian Mission
Sunday Services, 9:00 a.m.
6211 NE 182nd / Kenmore, WA

Father Michael
Fr. Michael B. Johnson, Pastor

P.O. Box 82677 / Kenmore, WA 98028
(425) 415-1514 / Res. (206) 938-3721
FAX (425) 415-1614 / john2402@serv.net

Fr. Michael Johnson and 8 families form the “I-5/405” mission in Kenmore, Washington.

Our Early Years



In the 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 retires and Fr. Tsagalakis is ordained to the Holy Priesthood and assigned to pastor Holy Apostles.

Today



In 2005, our parish voted 100% to purchase St. Stephens 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.

Building Expansion Analysis



For this holy house...

In June 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.

Design Options

To provide context and insight related to this special opportunity, the 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.

The committee’s report, in addition to noting specific parish priorities, included the following feasibility findings:

Land Use



Architectural



Financial

Building Expansion Analysis

Parish Priorities

During our architectural design process, the list of parish priorities included six highly rated characteristics:

1. **Adaptability** The facilities should be adaptable for different functions and expandable to accommodate different sized groups.
2. **Aesthetics** The aesthetics of our church should be distinctly Orthodox as well as Northwest regional.
3. **Cost** All economic expenditures should be within the means of the parishioners.
4. **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.
5. **Accessibility** The facilities should be accessible to people of all physical abilities.
6. **Kitchen Capacity** The capacity of the kitchen should be expanded.

Parish Model

The following model was created and used to guide the analysis of our parish.



Key Parish Priorities

In June 2018, our Strategic Plan Leadership Team and Parish Council identified the following priorities for our parish.

“Top Priorities”

Top 2 Items:
**Worship &
Clergy Wellness**

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

All lists displayed in alphabetical order

“Gotta Haves”

- Acolytes
- Capital Campaign
- Change Management
- Coffee Fellowship
- Communication (Parish)
- Evangelism
- Facility Maintenance
- Family Wellness
- Fund Raising
- Insurance, Legal & HR
- Kitchen
- Leadership
- Parish Council
- Seniors
- Technology
- Teens
- Young Adults
- Youth

“Important to Have”

- Alternative Income Sources
(Rentals)
- Archdiocese of America
- Bookstore
- Donations
- Emerging Leaders
- Financial Management
- In-Reach Visitations
- Metropolis of San Francisco
- Ministry Leaders
- Missions
- Office Administration
- Parish Center
- Philanthropy (Philoptochos)

Strategic Areas Defined

With numerous inputs, the Strategic Plan Leaders and our Vision Team Leaders identified the most important and critical areas for Holy Apostles.





Strategic Objectives and Goals

5 Key Strategic Areas

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

- ✦ **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.
- ✦ **Parish Systems** Understand and supply the infrastructure and staffing needed to continue our culture of love and hospitality both within and outside our community.
- ✦ **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.
- ✦ **Stewardship** Develop a comprehensive Stewardship program aimed at improving overall parishioner engagement.

24 Goals
100+ Action Items

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.

Key Goals

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

Vision Team Diana Plumis (Lead), Fr. Tom Tsagalakis, Barb and Earl Bardin, Ruth Pappas, Tom Themelis, Charli Riggle, and future Design and Construction Leads

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.

Key Goals

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

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

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.

Key Goals

1. **Council of Ministries** Bring all ministry heads together to build relationships with one another. April 2019
2. **Outreach** Strengthen our parish’s impact by supporting the needs of the local community in which we serve. January 2019
3. **In - Reach** Identify populations and needs we may be neglecting and determine how we can reach and serve these needs. April 2019
4. **Leadership** Continue to support and inspire current leadership while identifying, recruiting and developing new and untapped leadership for our ministry programs. September 2019

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

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 our community.

Key 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 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
3. **Technology** Utilize modern technology for better communication, education, and participation in worship and community events. December 2019
4. **Staffing** Develop human resource guidelines for all paid and volunteer positions. June 2020
5. **Communication** Improve communication within the community and increase parish involvement in disseminating information. December 2019
6. **Clergy Wellness** Improve the support our community gives the clergy. December 2020

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

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.

Key Goals

- 1. Overall Plan** Develop, and prepare for implementation, a comprehensive and sustainable Stewardship Program.
August 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 plan for tracking and facilitating a 20% increase of time and talent participation, that leverages parishioners' unique talents, as measured in overall hours over the two-year period from 2021-2022.
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 for increased stewardship to meet the key goals, through connections with ministry leadership, stewardship training and engagement. September 2019

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



Implementation Considerations

Implementation

1. Parish Council President and President Elect become Implementation Leaders.
2. Print Strategic Plan Booklet and Launch Communication Process.
3. Confirm role and scope for the overall Implementation Team.
4. Form an Implementation Team with a lead Coordinator aligned to each of the 5 Strategic Areas and their corresponding Goals and Actions.
5. Define how best to coordinate decision-making, scope changes, approval authority and communication between the Implementation Team and the Parish Council.
6. Confirm and publish an annual Master Implementation Calendar.
7. Report progress and amendments to the plan on a regular basis.
8. Examine the potential of establishing an “Implementation Plan Support Budget” to be included in the annual Parish Operating Budget.

Plan Quick Reference

Chronological View — Implementation Schedule

Goals	Commence	Strategic Area
Building Program - Form Steering Committee.	November 2018	Building Program
Strengthen our parish's impact by supporting the needs of the local community in which we serve.	January 2019	Ministries
Increase active participation of all parishioners in the service on Sundays and during the week.	January 2019	Liturgical Life
Increase educational aspects of the Liturgy.	January 2019	Liturgical Life
Building Program - Conduct Program Feasibility Study.	February 2019	Building Program
Develop a management and communications system for tracking and facilitating the increase of time and talent participation in the parish to grow 20%, as measured in hours, over a two-year period in Ecclesiastical Years 2020/2021-2022/2013, based on measurements taken in Ecclesiastical Year 2019/2021.	February 2019	Stewardship
Develop a program to engage directly with parishioners for yearly stewardship visioning, starting Ecclesiastical Year 2019/2020, through a parish Ambassador Program.	February 2019	Stewardship
Bring all ministry heads 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 these needs.	April 2019	Ministries
Develop a plan for increasing the average amount of financial giving 15% per family for the three-year period from Ecclesiastical Years 2019/2020 to 2022/2023.	April 2019	Stewardship
Building Program - Conduct Program Capital Campaign.	June 2019	Building Program
Expand the Liturgical music program.	June 2019	Liturgical Life
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.	August 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
Continue to support and inspire current leadership while identifying, recruiting and developing new and untapped leadership for our ministry programs.	September 2019	Ministries
Mobilize the parishioners through connection with ministry leadership, stewardship training and engagement.	September 2019	Stewardship
Improve communication within the community and increase parish involvement in disseminating information.	December 2019	Parish Systems
Exploit modern technology for better communication, education, and participation in worship and community events.	December 2019	Parish Systems
Develop human resource guidelines for all paid and volunteer positions	June 2020	Parish Systems
Improve the support our community gives the clergy.	December 2020	Parish Systems
Building Program - Design Building Program.	March 2021	Building Program
Building Program - Complete Construction.	December 2022	Building Program

???

Ready to Take the Leap (of Faith)?



Time to Vote

Key Milestones

- | | | | |
|-------------------------------------|-------------------------|----------------------|--------------------------------|
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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.