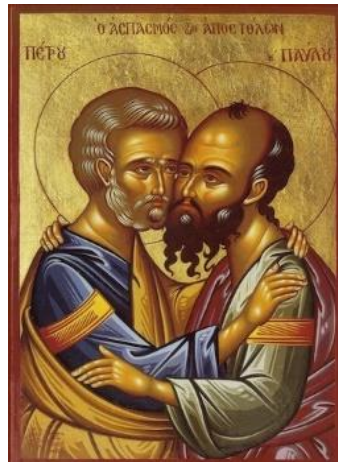




***Reaching Forward to What Lies Ahead
Vision 2025***

**Strategic Plan
January 2016**



**Saints Peter and Paul Greek Orthodox Church
Glenview, Illinois**

My Brothers and Sisters in Christ,

St. Paul, one of our two beloved patron saints, describes the Church as the Body of Christ (1 Corinthians 12.27), and Saints Peter and Paul Greek Orthodox Church of Glenview, IL bears unique witness to this fact. For, the life of our parish follows the development of Christ in His body over 2000 years ago. Both begin ministry with vigor, and as both grow over time, add followers drawn to the transformative nature of the Gospel. Similarly, each suffered damage and wounds, only to rise again transfigured and sanctified.

At this exact moment in the life of Saints Peter and Paul, we are poised for resurrection and the glory that accompanied Christ at Pascha. It is a glory that far surpassed what was previously known; a glory that expanded in scope and brought salvation to the world.

To assist in that journey toward greater resurrected glory, our parish has spent the last year engrossed in the preliminary work of developing a Strategic Plan to guide us through the next 5-10 years. Integral to that effort is engagement with each and every parishioner. When we, being individuals, gather together we become and constitute the one Church of Christ. Therefore, no future plans can ever succeed without input from all the faithful.

We thank you for the time and effort that you have given to this process, be it through filling out the Parish Census, participating in the Opinion Survey, or aiding in any of the numerous committees convened over the last year. As St. James the Brother of the Lord directs, the Strategic Planning Committee has been “quick to hear” (James 1.19) any and all feedback that you the faithful members of Saints Peter and Paul have offered.

With the aid of the following Strategic Plan we hope to continue and strengthen Saints Peter and Paul’s legacy as **a united worshipping community**; united to one another in Christian love and fellowship, committed to engaging and improving the community both within and outside of our parish, Metropolis, and Archdiocese, all of which stems from and leads back to our worship of the One God in Trinity: Father, Son, and Holy Spirit.

We refer to the work of the last year as preliminary because a plan without action is instead a wish. The subsequent 5-10 years will determine the success of our efforts. It is incumbent upon each of us to strive toward the resurrected glory of our parish. As the Strategic Planning Committee sought your input, we now ask for your implementation. While reading through the goals, objectives, and actions presented in this Strategic Plan, please consider where you might be able to assist in the development of our bright future.

I would like to conclude by offering a deep and heartfelt thank you to all the members of the Strategic Planning Committee for their dedication and sacrifice over the last year. Thanks in particular to our Chairperson, Jimmy Samartzis as well as the then Parish Council President Jim Santos. Without their support none of this would have been possible.

In the Service of Christ and His Church,



Rev. Fr. Panagiotis Boznos
Proistamenos

Table of Contents

Executive Summary.....	1
Strategic Planning Committee	3
Our History.....	4
Our Purpose and Mission.....	6
Our Parish Today.....	7
Strategic Planning Overview	8
Parish Member Involvement in Strategic Planning	9
Defining Our Needs – Themes from Our Research	10
Our Vision and Goals.....	12
Objectives, Outcomes, and Performance Targets	13
Appendix A: Strategic Planning Approach and Process	29

Broad parish engagement occurred over a year-long period to understand current and future parishioner and community needs.

Our vision establishes our parish as a community that continuously evolves to serve the changing needs of our parishioners over time.

Executive Summary

In the fall of 2014, Clergy and laity parish leaders initiated a year-long strategic planning process for Saints Peter and Paul Greek Orthodox Church. Through broad parish engagement – interviews, focus groups, census, and opinion survey – future needs were identified alongside opportunities for improving our parish and spiritual lives. The resulting strategic plan, *Reaching Forward to What Lies Ahead - Vision 2025*, lays out a clear path for developing our parish to meet the current and future needs of our parishioners.

A complementary collection of *Action Plans* serve as working documents that will be managed by the Parish Council as a means of designing and implementing the changes needed to achieve the goals laid out in the strategic plan.

The core elements of our strategic plan are as follows:

Purpose

Salvation in Jesus Christ is the purpose of our parish’s existence. All actions as a parish aim to have salvation as the underlying and primary goal. This manifests itself through the fulfillment of Christ’s commandment to “Love the Lord your God with all your heart, with all your soul, with all your strength and with all your mind” and to “Love your neighbor as yourself” (Luke 10:27). Loving God through worship and loving our neighbor through ministries are the bedrocks of our community.

Mission

Our mission is to proclaim the Gospel in accordance with the Orthodox Faith and sanctify the faithful through God’s grace in the worship and the sacraments of the Church. In so doing, we aim to fulfill Christ’s great commission that we “go and make disciples of all nations, baptizing them in the name of the Father, Son and Holy Spirit, teaching them to obey all that I have commanded you” (Matthew 28:18).

Vision

We are a welcoming, inclusive, vibrant, and contemporary Greek Orthodox parish that respects and honors its ethnic and religious traditions, while continuously adapting to serve the changing needs of its parishioners and the surrounding community. We build on the founding principles of our parish to support a predominantly English-speaking community throughout life’s journey and advance Christ-centered values through our ministries.

Our fundamental priority is on the spiritual development and fulfillment of our parishioners. From there, we will develop a stronger parish with thriving ministries and outreach programs. Improving in these areas will generate more engaged stewardship of time, talent and treasure.

Our two enabling goals focus on building the appropriate capabilities with our staff and volunteers, while also improving our technology to better engage our community.

Goals

1. **Spiritual Formation, Religious Education and Worship.** Provide a fulfilling and relevant worship experience, and strengthen spiritual formation and the understanding, appreciation, and advocacy of Orthodox Christianity, enabling our Church to be an inspiration to the community.
2. **Community and Membership.** Create and maintain a welcoming, inclusive, and positive parish environment that grows in strength and fosters unity.
3. **Ministries.** Inspire lifelong parishioner engagement by improving ministries that support the evolving needs of our members over the course of their lifetime.
4. **Outreach.** Strengthen our parish's impact locally in our community, throughout Chicagoland, and on missions where we can provide valuable support.
5. **Stewardship.** Continually improve parishioner stewardship by deepening understanding of need, use and value of one's engagement with the Church.
6. **Staffing.** Develop staff and volunteers to drive parish engagement and growth.
7. **Communications and Technology.** Modernize communications and technology implementations to improve the impact of our programs and ministries.

Additionally, each goal has its set of objectives, outcomes desired, performance measures, targets, and key dates for achievement. This information can be found beginning on page 13.

Strategic planning is intended to be an iterative process for the parish. The Parish Council will monitor progress towards the goals and objectives, conduct an annual review with the parish, and make the necessary decisions and investments to support achievement of the plan.

The Strategic Planning Committee represented our parish community including clergy, Parish Council members, ministry leaders, and members in non-leadership roles. It also spanned demographic representation of our parish to provide a balanced view of perspectives.

Strategic Planning Committee

The following members of our parish participated throughout 2015 in leading and developing this strategic plan.

Father Panagiotis Boznos, Proistamenos
Jimmy Samartzis, Chairperson
Jim Santos, Council President

Keith Anderson
Randa Anderson
Chris Atsaves
Doreen DeSent
Julie Finnegan
Tonya Gall
Christy Gouletas
Deacon Kosmas Kallis, Assistant Priest
Angie Katsamakis
Mary Ann Langas
George Nassos
Louie Pappamichiel
Elizabeth Samartzis
Helen Theodoropoulos
Alexandra Zubay

Saints Peter and Paul was chartered in 1960 to serve Chicago's northern suburbs. Since its very beginning, it offered a parish environment that supported the evolving needs of the Greek-American community.

Fr. Panagiotis Boznos serves as our current Proistamenos who has brought a clear focus of strengthening our parish and building the programs and capabilities to service the future needs of the community.

Our History

Parish History

In the winter of 1958 a number of Greek Orthodox Christians met to discuss their common need for a parish in Chicago's northern suburbs. Within the first year worship services had begun at the Crow Island School in Winnetka.

On the 25th of March 1960, the new community was granted an ecclesiastical charter from the Greek Orthodox Archdiocese of North and South America. In 1963, groundbreaking ceremonies and blessing of the site took place with Bishop Meletios officiating. On November 15, 1964, the first Divine Liturgy was celebrated in the new church in Glenview.

Rapid growth followed and prompted the construction of the Community Center, completed in 1974, adjacent to the Church. The Church of Saints Peter and Paul was consecrated on November 19, 1978 by Archbishop Iakovos. The parish grew to over 800 families and many new ministries were developed through the 1990s.

Our parish is part of the Greek Orthodox Archdiocese of America, which is under the jurisdiction of the Patriarchate of Constantinople, and of the Metropolis of Chicago.

Proistamenos Assignments

- Fr. Dennis Latto, assigned 1962, Fell Asleep 1973 - May his memory be eternal
- Fr. George Scoulas, assigned 1974, Fell Asleep 2000 - May his memory be eternal
- Fr. Angelo Artemas, 2001 - 2012
- Fr. James Dokos, 2012 - 2014
- Fr. Panagiotis Boznos, 2014 - Present

Parish Identity

Using English in the Divine Liturgy has been a consistent hallmark for meeting the needs of parish families. A strong Church School program from the parish beginnings continues to the present and in the 1980s our parish evolved to include a strong focus on Youth Programs and associated staff leadership. The approach to parish finances shifted from \$375 annual dues in 1978 to a freewill stewardship offering that endures to the present and has expanded to offset the majority of annual operating expenses.

Indeed, the parish identity may evolve over time, but is remarkably consistent with the aspirations captured in the “Faith Capsule” placed within the cornerstone of the Church in 1964. The Board of Trustees placed a Bible, a copy of the 1964 budget, photos of building construction and the cornerstone ceremony, along with predictions for the community 100 years in the future. Among the predictions were:

- At least four sister parishes will exist within the boundary of Lincolnwood, Lake Forest, Lake Michigan, and Des Plaines.
- The Divine Liturgy will be celebrated entirely in the English language.
- An annual dinner dance door prize will consist of a trip for two to the moon, or perhaps even Mars.

A look back provides a heartening view of parish history that forms a solid foundation for the Vision 2025 Strategic Plan.

The diakonia – work, ministry, and mission – of the parish is to enhance the faithful’s spiritual life and catechizing them in the Orthodox faith through programs, schools, and philanthropic activities.

This strategic planning effort helps ensure our parish supports the needs of our members and of the community today and into the future.

Our Purpose and Mission

Purpose

Salvation in Jesus Christ is the purpose of our parish’s existence. All actions as a parish aim to have salvation as the underlying and primary goal. This manifests itself through the fulfillment of Christ’s commandment to “Love the Lord your God with all your heart, with all your soul, with all your strength and with all your mind” and to “Love your neighbor as yourself” (Luke 10:27). Loving God through worship and loving our neighbor through ministries are the bedrocks of our community.

Mission

Our mission is to proclaim the Gospel in accordance with the Orthodox Faith and sanctify the faithful through God’s grace in the worship and the sacraments of the Church. In so doing, we aim to fulfill Christ’s great commission that we “go and make disciples of all nations, baptizing them in the name of the Father, Son and Holy Spirit, teaching them to obey all that I have commanded you” (Matthew 28:18).

An Evolving Church

Over the course of its existence in the United States, the Greek Orthodox Church has evolved and continues to change. Parishes were originally established to support and respond to the needs of Greek immigrants that made the United States their new home. As immigration has substantially slowed since the early 1970s, the Church today finds itself meeting the needs of second and third generation Greek-Americans, and as in the case of our parish, the needs of interfaith couples and individuals who may not identify themselves with Greek ethnicity.

The immigrants that came to the United States and formed the very foundation of the Greek Orthodox Church in the United States, built it with a set of values, heritage and culture, and religious beliefs that today are challenged by the evolving world around us.

Our clergy and laity leadership launched this strategic planning effort to ensure that our parish is moving forward to support the needs of our members and of the community as it exists today and as we anticipate it to exist in the future.

Our parish serves and welcomes those of Greek Orthodox faith, in interfaith marriages, and other Orthodox and non-Orthodox Christian denominations.

***“So we, being many, are one body in Christ.”
Romans 12:5***

93% of our stewards are Orthodox.

80% of our stewards reside within 7 miles from the parish.

92% of our stewards were born in the U.S. and 96% are fluent in English.

Our Parish Today

Since its founding, Saints Peter and Paul has been a parish of growth and inclusion. It believes in creating an environment and a community that welcomes families of Greek Orthodox faith, couples in interfaith marriages, individuals of other Orthodox Christian and non-Orthodox denominations, and increasingly Greek Orthodox who are beyond first generation Greek-American.

In order to understand the needs of our parishioners today and in the future, we commissioned a Census Survey to collect important data on the composition of our congregation.

On average annually, we have approximately 770 stewardship families and more than 1,200 active stewards. 47% of our active stewards participated in the Census Survey.

Religious Affiliation

- 93% are Orthodox of which 92% were baptized as Orthodox in infancy and 8% converted through Chrismation; 7% are non-Orthodox
- Of those married, 97% were married in the Orthodox faith; 3% are non-Orthodox marriages

Household Composition

- 46% of our stewardship households have 3 or more individuals
- 22% of our stewardship households include only 1 individual

Membership

- 96% of our stewards consider Saints Peter and Paul their primary parish; 4% consider another parish as their primary
- 80% of our stewards reside within seven miles of the parish; 20% reside more than seven miles from the parish
- 16% are elderly (older than 65), 47% are adults (between 26 and 65), 15% are young adults / late teens (16 to 25 years old), and 22% are youth (15 or under)

Ethnicity and Language

- 92% were born in the U.S.; 6.5% were born in Greece
- Of those who immigrated, 81% did so prior to 1970
- 79% identified with some Greek ethnicity; 48% identified with only Greek ethnicity
- 96% are fluent in English; 19% are fluent in Greek
- 60% have little to no understanding of the liturgy in Greek

Our Strategic Plan lays out a pragmatic approach to strengthening our parish by setting a longer-term vision that supported by broad goals and nearer-term, specific objectives.

Strategic Planning Overview

Strategic planning for Saints Peter and Paul enables us to identify where the parish is now and how it intends to best support the needs of our community and of the Church in the future. It provides organizational and programmatic focus to help both clergy and laity establish priorities and implement purposeful ministries and changes that maximize member engagement and spiritual fulfillment.

Strategic planning also help link day-to-day activities to the parish's goals. Saints Peter and Paul plans to periodically revisit and update its strategic plan as needed to respond to the changing needs of the community. Strategic planning has been established at the parish as an iterative process which includes:

- Clear articulation of our reason for existence and mission;
- A desired future state;
- Defined broad goals and outcomes;
- Specific, measurable objectives; and
- Detailed action plans which outline the steps to execute the plan.

For detail on our strategic planning approach, please refer to Appendix A.

The Strategic Planning Committee led the research and development of the strategic plan.

A census identified the current makeup of our parish including area of residence, country of birth origin, knowledge of Greek and English languages, faith, etc.

Interviews and focus groups were conducted with a broad representation of our parish community to engage in detailed discussion and understanding of what works well and what needs to be improved.

The opinion survey captured current levels of engagement and satisfaction across all dimensions of parish life.

Parish Member Involvement in Strategic Planning

From the onset, a primary cornerstone of our strategic planning process was a focus on inclusion and to maximize involvement and participation of members from our parish community. Members engaged throughout the process through a variety of structured activities and groups, as listed below.

Strategic Planning Committee – Led the development of the Strategic Plan

- Comprised of both clergy and laity
- Active members of Saints Peter and Paul
- Leaders of ministries
- Representatives of all demographics – young adult, adult, elderly
- Met monthly throughout 2015
- Subcommittees focused on key segments of the project and met frequently every month
- Groups were formed by goal to develop action plans

Census – Survey of current stewards to capture demographic facts

- Extended to all stewards of Saints Peter and Paul
- 47% participation rate

Interviews – Discussions conducted to obtain qualitative insights into the functioning of the parish and needs of the community

- More than 50 interviews of one to two hours in duration were conducted with the following:
 - Metropolis and Archdiocese Leaders
 - Clergy
 - Parish Council
 - Ministry Leaders
 - Strategic Planning Committee
 - Disengaged members
 - Former members that have fallen away
 - New members
- Focus groups of one to two hours were conducted with the following:
 - Youth
 - Young adults

Opinion Survey – Primarily intended to evaluate the current functioning of the parish

- All stewards invited to participate
- 29% of stewards participated

As a result of the discussions that occurred with members of the parish in interviews and focus groups, along with details from the census and opinion survey, clear themes emerged in terms of needs and areas of opportunity that would enable the parish to be successful in the years to come.

Defining Our Needs – Themes from Our Research

Research conducted through the Census, Opinion Survey, qualitative interviews, and through some benchmarking identified opportunities for improvement to more substantially and effectively address the current and future needs of our parish. The themes listed below served as the basis for developing our strategy.

- **Spiritual Formation, Religious Education and Worship:** Parishioner engagement in worship and spiritual development is fundamental to our Faith. Our parishioners desire inspirational worship and intellectual faith engagement. As the parish evolves, it is important to identify innovative ways to engage parishioners on Sunday and beyond, balancing aspects of parish life outside of Sunday liturgy that resonate with parishioners and involve them, with the necessity of active participation in liturgy. Our parishioners are desiring to learn more about the Orthodox faith and to connect the traditions to their modern day lives.
- **Community and Membership:** The demographics of our parish and the communities that we serve suggest that we need to embody a modern approach to the Orthodox Faith and parish life while preserving fundamental Orthodox beliefs. Additionally, being a dominantly English-speaking parish continues to remain an important aspect of who we are and how we can grow and engage parishioners. The diversity of our parish suggests we have strong Greek roots but that with the passage of time, we have grown to attract a diversity of ethnicities as well as interfaith families.
- **Ministries:** Several parishioner groups, which represent important segments of our parish, are underserved and need deliberate attention as we consider future ministries and programming.
 - The traditionally spiritually focused ministries – bible study, choir, etc. – need to be expanded to address broader demographics of the parish.
 - Young adults and parents of school aged children can benefit from additional focus during these formative and transitional periods in their lives. Young adults are interested in improved engagement, but in ways that resonate with them. We are blessed with accomplished parishioners who are able to provide career counseling and mentoring in our younger members, but have yet to meaningfully do so.

- Our community is aging and ministries which our members found fulfilling earlier in their life no longer provide adequate engagement. Tailored programs to support the needs of our parishioners as they transition through phases in life – empty-nesters, newly retired, widowers, etc.
- The number of non-ethnically Greek and non-Orthodox parishioners is growing. We need to be well positioned to welcome, accommodate, and engage all new members and the diversity of our community through effective outreach.
- **Outreach:** We are geographically located in a vibrant religious community of Catholics and Protestants, whereby we can be mutually supportive of advancing our Christian goals by strengthening our relations to advance certain ministries. Additionally, many of our parishioners desire to volunteer in support of non-profit organizations in our surrounding community, in Chicago, in other parts of the U.S., and beyond our nation’s borders in ways that they find deep meaning, relevance, and positive impact and change.
- **Stewardship:** We must think about stewardship as giving of one’s time, talent, and treasure. Our parishioners desire to learn about the full scope of stewardship as a means of improving engagement and creating fulfillment. Traditional approaches to connecting stewardship to one’s salvation must evolve to address our parishioners’ intellectual need for how funds are deployed and the outcomes impacted.
- **Staffing:** Effective development and growth of our parish requires additional, dedicated staff to support the ministries and needs of our community. Parishioners identified needs for additional clergy, youth director, and administrator for the parish.
- **Communications and Technology:** Communication approaches and vehicles are not sufficient to address the various demographics of our parish. Modern techniques must be developed to enable effective engagement with our youth, young adults, millennials, and even older generations that have adapted to new communication methods. People today want to engage in conversations through technology and not simply be the recipients of information.

Our vision establishes a clear focus around building on our past while focusing on the future – honoring our heritage and traditions, while remaining relevant to our community in the years ahead.

Our goals represent broad areas of focus for the parish in the years ahead and help shape priorities, development of programs, and enhancement of the supporting infrastructure of the community.

Our Vision and Goals

Vision

We are a welcoming, inclusive, vibrant, and contemporary Greek Orthodox parish that respects and honors its ethnic and religious traditions, while continuously adapting to serve the changing needs of its parishioners and the surrounding community. We build on the founding principles of our parish to support a predominantly English-speaking community throughout life's journey and advance Christ-centered values through our ministries.

Goals

1. **Spiritual Formation, Religious Education and Worship.** Provide a fulfilling and relevant worship experience, and strengthen spiritual formation and the understanding, appreciation, and advocacy of Orthodox Christianity, enabling our Church to be an inspiration to the community.
2. **Community and Membership.** Create and maintain a welcoming, inclusive, and positive parish environment that grows in strength and fosters unity.
3. **Ministries.** Inspire lifelong parishioner engagement by improving ministries that support the evolving needs of our members over the course of their lifetime.
4. **Outreach.** Strengthen our parish's impact locally in our community, throughout Chicagoland, and on missions where we can provide valuable support.
5. **Stewardship.** Continually improve parishioner stewardship by deepening understanding of need, use and value of one's engagement with the Church.
6. **Staffing.** Develop staff and volunteers to drive parish engagement and growth.
7. **Communications and Technology.** Modernize communications and technology implementations to improve the impact of our programs and ministries.

Each broad goal is comprised of several specific, measurable objectives. Each objective has a defined outcome as well as a performance measure, target, and date of completion.

Goal 1 focuses on the critical foundation of our parish – our spirituality and worship. It reinforces the importance of strengthening our development in and understanding of the Orthodox Christian faith.

Our Objectives, Outcomes, and Performance Targets

Goal 1 – Spiritual Formation, Religious Education and Worship

Make me to know your ways, O Lord; teach me your paths. Lead me in your truth and teach me, for you are the God of my salvation; for you I wait all the day long. (Psalm 25.4-5)

Goal

Provide a fulfilling and relevant worship experience, and strengthen spiritual formation and the understanding, appreciation, and advocacy of Orthodox Christianity, enabling our Church to be an inspiration to the community.

Objectives

- a) Continue practice of English-based liturgies and reinforce the importance of English to maintain relevancy in our society today.

Outcome	Performance Measure	Target	Date
A stronger parish connection to, and more meaningful experience of the Divine Liturgy and other service through better understanding using the English language	Increased attendance to Liturgy and other services	Full before Gospel	2016
	Higher satisfaction among parishioners in the liturgical experience (survey)	Survey Score 3.8	2018

- b) Design opportunities to make the beautiful Orthodox Liturgy even more meaningful by delivering engaging and topical sermons, providing explanations of the liturgy to parishioners, and finding ways to encourage fully invested participation.

Outcome	Performance Measure	Target	Date
A parish joined and growing within the Liturgy, and confident in applying their Orthodox faith to the challenges of modern life, as well as be able to share their faith with others	Greater involvement during the Liturgy by the Parish, as noted by weekly, prompt arrival and attendance through to the conclusion of the Liturgy	Strong Participation	2016
	Higher rating of Liturgical understanding and appreciation among parishioners (survey)	Survey Score 3.8	2018
	Higher involvement of parishioners in Outreach ministries	10% year over year improvement	2016

- c) Expand opportunities for worship and spiritual growth.

Outcome	Performance Measure	Target	Date
A parish actively participating in all worship services offered, as well as events geared toward spiritual growth	Increased attendance by parishioners in all worship services	Strong attendance	2016
	Higher rating of Spiritual growth satisfaction in the Parish	Survey Score 3.5	2018

- d) Consistently and purposefully intertwine educational opportunities around theological topics, and develop practical approaches to integrating those teachings into everyday life for youth, young adults, and adults.

Outcome	Performance Measure	Target	Date
A parish eager to learn and participating in education opportunities in conjunction with worship services and other events	Greater attendance by parishioners in all worship services	Strong attendance	December 2016
	Higher rating of Spiritual growth satisfaction in the Parish	Survey Score 3.5	December 2018

- e) Implement parish activities to promote the focus on the Orthodox faith and provide education about Orthodoxy for the wider community, while also reinforcing our interest in diversity of culture and people.

Outcome	Performance Measure	Target	Date
A surrounding community enlightened about the Orthodox Christian faith, and appreciative of the Parish's active outreach	Greater presence and involvement of Non-Orthodox individuals in the parish, within and beyond worship services	Increased visits, attendance and participation	December 2016
	Any increase in the number and rate of Converted Orthodox Christians	5 per year	December 2017

Goal 2 is about the development and growth of our parish in order to maintain a healthy community. It focuses on creating and reinforcing a culture that seeks and welcomes new members and reinforces core principles of openness and inclusiveness.

Goal 2 - Community and Membership

We, who are many are one body. (1 Corinthians 10.17)

Goal

Create and maintain a welcoming, inclusive, and positive parish environment that grows in strength and fosters unity.

Objectives

- a) Increase the number of parishioners over the next five years.

Outcome	Performance Measure	Target	Date
Maintain a healthy and growing parish community	Number of net new families year over year	20% increase in parishioners	December 2020

- b) Enable new members and disengaged members feel welcome and included in the parish.

Outcome	Performance Measure	Target	Date
Inclusive culture and growth of the parish	Increased frequency of engagement	Year over year improvement	Annually
	Percentage of new members and disengaged members assigned a host	100%	December 2016

- c) Grow a volunteer base that leverages parishioners' unique talents.

Outcome	Performance Measure	Target	Date
Inclusive culture and growth of the parish	Increased number of volunteers	10% increase in the number of parishioners volunteering annually	Annually
	Increased satisfaction among diverse membership	Year over year improvement in satisfaction	Annually

- d) Celebrate diversity among parishioners with different backgrounds and varied interests.

Outcome	Performance Measure	Target	Date
Increase population and sustained engagement of new parishioners	Number of programs centering on all new members	Four (4)	December 2018
	Number of programs that celebrate diversity	Two (2)	December 2017

Our ministries play a vital role in the success of our parish. Ministries engage members with varying interests. Our parish continues certain ministries that are quite effective while also focusing on strengthening others that are underdeveloped, and developing new ministries that have yet to address the needs of our community. Goal 3 builds a robust focus on the ministries that are required to support the needs of our community in the future.

Goal 3 - Ministries

To equip the saints for the work of ministry, for building up the body of Christ. (Ephesians 4.12)

Goal

Inspire lifelong parishioner engagement by improving ministries that support to the evolving needs of our members over the course of their lifetime.

Objectives

- a) Enhance youth programs for all segments to foster continuous and relevant engagement as they grow and develop - elementary, high school, and college aged.

Outcome	Performance Measure	Target	Date
An enhanced relationship with God through one's own spiritual experience and through relationships with other youth that are mutually beneficial in terms of social support, education, and faith development	Increased number of ministries offered to YAL for better participation	10% increase	January 2017
	Increased participation in Youth Ministries that better reflects athletics participation	20% increase	January 2017
	Increased level of self-sufficiency in the age 11-35 demographic	20% increase	January 2017

- b) Expand adult education and fellowship programs to foster stronger, more meaningful, and increasingly relevant relationships with members.

Outcome	Performance Measure	Target	Date
Closer relationships between individuals that are mutually beneficial in terms of social support, education, and faith development	Increased number of adult education and fellowship events offered per month (as parish staffing increases, events offered increase also)	20% increase	December 2017
	Increased number/% of parishioners participating in adult education and fellowship opportunities	20% increase	December 2017
	Increased satisfaction in quality of adult education and fellowship offerings	20% increase	December 2017

- c) Promote a regular schedule of multi-generational and family events for the purpose of developing a cohesive and caring parish community.

Outcome	Performance Measure	Target	Date
Closer relationships between individuals across the life span that are mutually beneficial in terms of social support, education, and faith development	Number of multigenerational events offered per quarter	1	December 2016
	As parish staffing increases, events offered per quarter increase also	2	December 2017

- d) Develop the ability to support parishioners in need whether it be through new or existing ministries, one-on-one support, or community alternatives.

Outcome	Performance Measure	Target	Date
Establish awareness and comfort, lessen stigma, cultivate mission and address the issues of parishioners in need	Parish Support Liaison (PSL) exists and is regularly advertised in parishioner communications	PSL in place	June 2016

- e) Develop a framework for the administration, evaluation, and coordination of ministries to ensure the continued success of these ministries over time and given the evolving needs of our parish.

Outcome	Performance Measure	Target	Date
Enhance the parish's ability to consistently develop and deliver successful ministries that meet the changing needs and wants of our diverse and growing parish community	All ministries have documented their purpose, goals, procedures, and leadership requirements stored in a common location	100% of ministries	September 2016
	A ministry leadership identification and training program exists for all ministries	100% of ministries	December 2016
	Parish leadership is involved in reviewing current offerings versus parishioners' feedback and needs	>1/per year per ministry	December 2017

Our parish exists in a vibrant religious community and our outreach goal strengthens our focus on partnering within our Orthodox community as well as beyond with non-Orthodox faiths. In addition, this goal seeks to evolve and augment our support of the needs of those in the Chicagoland community and beyond through volunteerism and active engagement.

Goal 4 – Outreach

I was hungry and you fed me; I was thirsty, and you gave me drink; I was a stranger, and you welcomed me; I was naked, and you clothed me; I was sick, and you visited me; I was in prison and, you came to me. (Matthew 25.35-36)

Goal

Strengthen our parish’s impact locally in our community, throughout Chicagoland, and on missions where we can provide valuable support.

Objectives

- a) Build relationships and joint programs within the Orthodox Christian community.

Outcome	Performance Measure	Target	Date
Strengthen parish relationship with other Orthodox Christians	Number of events with other Orthodox parishes	Services – 2-3 per year	March 2017
	Parishioner participation	Speakers per year – 2 in 2016, 3 in 2017	December 2017

- b) Build relationships and joint programs with non-Orthodox Christian churches in our surrounding community.

Outcome	Performance Measure	Target	Date
Strengthen parish presence and relationship with other Christians	Number of activities	2 per year	June 2018

- c) Develop ongoing, meaningful support for local causes, as well as national and global ministries

Outcome	Performance Measure	Target	Date
Providing opportunities for spiritual growth and helping other	Increased number of volunteerism opportunities year of year	10% increase annually	January 2017
	Increased number of volunteer hours per volunteer opportunity	5% increase annually / 20% within 4 years	January 2017 / January 2020

- d) Enhance missionary programs to achieve continual growth and to involve a broader segment of our parish membership.

Outcome	Performance Measure	Target	Date
Providing opportunities for spiritual growth and helping other	Increased number of volunteerism opportunities in missionary programs	20% increase	December 2019
	Increased number of volunteer hours per mission	10% increase	June 2017

Stewardship will grow with our success in fulfilling goals one through four, as we develop more meaningful ways to engage our parish community. Our stewardship focus and goal goes beyond improving parishioner financial support of the church, to the giving of time and talent through volunteerism.

Goal 5 – Stewardship

As each has received a gift, use it to serve one another, as good stewards of God’s varied grace. (1 Peter 4.10)

Goal

Continually improve parishioner stewardship by deepening understanding of need, use and value of one’s engagement with the Church

Objectives

- a) Develop and promote a new stewardship program that encourages the giving of time, talent and treasure to our parish and programs that our parish supports.

Outcome	Performance Measure	Target	Date
Increased engagement of parishioners in supporting the parish	Tracking of time and talent developed and implemented	Program implemented	December 2016

- b) Communicate regularly on Stewardship in a way that promotes understanding of the parish’s overall position as well as a personal stewardship journey.

Outcome	Performance Measure	Target	Date
Improved awareness and engagement by parishioners	Improved satisfaction score on Opinion Survey	>4.3	December 2016

- c) Establish and achieve Goals of increasing levels of stewardship on a per person basis.

Outcome	Performance Measure	Target	Date
Improved engagement of parishioners in supporting the parish	Increasing giving of time, talent, and treasure every year for the next five years	10% increase every year for the next 5 years	December 2020

- d) Promote and continuously strengthen volunteerism with all age groups.

Outcome	Performance Measure	Target	Date
Increased engagement and satisfaction of parishioners – greater impact by the parish	Increased involvement in volunteering – hours volunteered	24 hours of volunteering per person per year / 10% increase per year thereafter	December 2017

In order to effectively execute this strategic plan, the development of capability and growth of our staff and of volunteers is necessary. As we make progress on each of the goals, staffing and volunteerism enhancements are necessary to support the growth and nurture further programmatic and spiritual development.

Goal 6 – Staffing

For we are co-workers of God. (1 Corinthians 3.9)

Goal

Develop staff and volunteers to drive parish engagement and growth

Objectives

- a) Grow clergy to meet the needs of the parish.

Outcome	Performance Measure	Target	Date
Maintain energized clergy for growing parish	Annual Parish Needs Gap Report	Reduce gaps 10% per year	December 2016
	# of staff who are seminary graduates	3	December 2017

- b) Establish the Youth Director role to meet the long-term needs of the parish.

Outcome	Performance Measure	Target	Date
Dynamic and sustainable youth program leadership	% of eligible children participating	80% min	December 2016
	# of young adults participating	+10% / year	Annual
	# of leader changes in 4 years	<2	December 2020

- c) Grow and develop the parish staff and capabilities to leverage technology and improve ministry support across the parish.

Outcome	Performance Measure	Target	Date
Cross-ministry communications and volunteer programs aligned through staff leadership	# of ministries supported	+6 / year	December 2016
	# of digital communication processes	+3 / year	December 2017
	# of volunteers managed	+10% / year	December 2017

- d) Establish a volunteer leader development and mentoring program to prepare and engage members for meaningful roles within the parish.

Outcome	Performance Measure	Target	Date
Volunteer leadership roles sustained, expanded, and rotated	<i># of volunteer leaders</i>	+10% / year	December 2016
	<i># of volunteers leading multiple ministries</i>	0	December 2020
	<i>(average) # of years volunteer leaders in role</i>	2	December 2020

Our parish community continues to evolve alongside technology developments. Our parish sets a course to adapt to these evolving technologies to more effectively engage with and communicate with our parishioners. Additionally, improvements in infrastructure will support the achievement of the goals we set forth in the strategic plan.

Goal 7 - Communications and Technology

And He sent them out to proclaim the Kingdom of God. (Luke 9.2)

Goal

Modernize communications and technology implementations to improve the impact of our programs and ministries Leverage modern communications within the parish and across parish ministries.

Objectives

- a) Establish a parish communication plan that aligns channels (i.e., Website, Facebook, Twitter, Insta-gram, SMS text messaging, E-mail and listserv) with messages and content relevant to target parish groups.

Outcome	Performance Measure	Target	Date
Streamline communication effectiveness and efficiency.	Awareness of offerings	>85%	June 2016
	Participation in offerings	+20% in 2 years	December 2017
	Number of ministries with messages monthly	>85%	December 2016

- b) Modernize ability to push topics and links electronically to membership groups.

Outcome	Performance Measure	Target	Date
Reach and coordinate members	# of subscribers	>1000	March 2017
	% of parish subscribed	>85%	December 2017
	# of subscribers opening push messages	>85%	December 2016

- c) Modernize website for parish information, pending and past events, volunteer opportunities, and requesting service.

Outcome	Performance Measure	Target	Date
Comprehensive information source; Facilitate member interaction with ministries	# of hits per month	Increase	June 2017
	Most, least visited top 5 monthly	Increase	June 2017
	# of volunteer sign-ups per month	Increase	June 2017
	# of ministry requests per month	Increase	June 2017
	# of sacrament plans automated per month	Increase	June 2017

- d) Regularly collect and analyze data to guide the parish's development, progress, and feedback to members.

Outcome	Performance Measure	Target	Date
Analytics on communication trends and effectiveness	Summary report for council meetings on Goal measures	Monthly	September 2016
	Semiannual report for assembly meetings	Twice per year	December 2016

Appendix A: Strategic Planning Approach and Process

Introduction

Our strategic planning approach to strategic planning starts with a broad vision and as planning progresses, the level of detail in the plan increases. “How to accomplish the plan” and “why we are doing specific things” are shown in the relationship between plan elements.

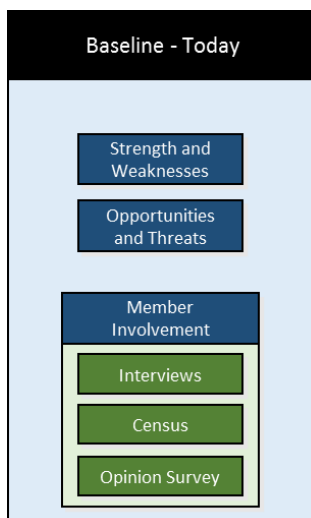


Using this approach, clergy and laity worked together to clearly define, articulate, and plan the future path for Saints Peter and Paul. It is intended to provide a roadmap for improving the parish, and to serve as a guide and establish context for decisions to be made in the future. It is informed by the members of the parish and clearly lays out steps that can be taken to achieve the ambitions of the parish to continue to strengthen and build Greek Orthodoxy and through Christ to best serve its members and community.

Strategic Planning Approach

The strategic planning methodology used at Saints Peter and Paul involves a multiple step approach which begins with analysis of where our parish is today and provides a structured method for defining where our parish should go to best support our members and our community, and how we will get there. As shown in the figures below, our approach consists of three major phases:

- **Baseline - Today:** develops a clear understanding of where the parish is today.
- **Set the Course:** sets a clear direction for the parish’s future.
- **Chart Implementation:** maps clear steps for executing the plan.

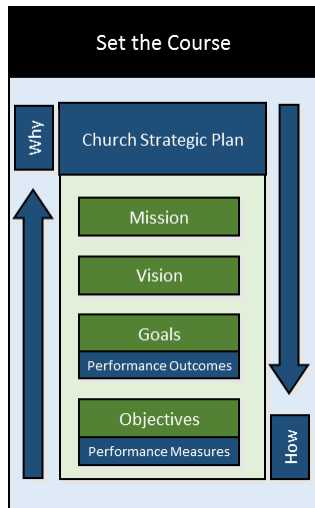


The primary purpose of the first phase, Baseline – Today, is to ensure there is clarity on what is working well, what can and should be improved, and what the needs are of our community moving forward.

We involved members of the community throughout this phase. We began with discussion sessions of the Strategic Planning Committee which is comprised of a cross-representation of members of the parish. More than 50 one- to two-hour interviews were conducted with parish leaders, members of each demographic group of the parish including youth, young adults, adults, and elderly, actively engaged members, fallen away members, and clergy leaders from our Metropolis. We conducted a Census which enabled us to capture a snapshot of facts associated with our current stewards. 47% of our stewards participated in the Census. Finally, the Opinion Survey allowed us to:

- Assess current functioning of our Parish,
- Provide a baseline for future comparisons, and
- Engage stewards in the strategic planning process and provide an opportunity for them to voice ideas and concerns.

29% our stewards participated in the Opinion Survey, and of those who participated, 74% attend worship services more than twice a month. Additionally, the Opinion Survey respondents represented an actively engaged segment of our parish.



The interviews provided qualitative input from our members, while the Census and Opinion Survey provided us with statistically significant facts and assessment of the effectiveness of our current ministries and clergy, in addition to satisfaction of our stewards in parish life.

With clarity in understanding what the parish does well, what it can and should improve, and what it needs to do to meet the needs of its members and the goals of the Archdiocese, we began to shape a vision for the future of the parish. Using the data and insights from the interviews, we established priorities for the parish moving forward. Through the expansion of our Strategic Planning Committee with the involvement of additional stewards, we identified Goals and Objectives which established what it is that the parish needs to do in order to be successful in the future.

The augmented Strategic Planning Committee worked collaboratively to explore how to best implement the goals and objectives developed. Through workshops and group activity, action plans were built detailing the initiatives and activities necessary to be implemented, along with milestones for completing them. Additionally, indicators of success – or performance measures and their targets – were identified for all of the objectives. The resulting action plans serve as a strong foundation for the parish’s continued development, and the performance measures provide clarity as to the factors to consider in the future to determine whether or not the parish is successfully achieving its desired goals.

