

APPENDIX



NATIVITY OF CHRIST
GREEK ORTHODOX CHURCH

✦ faith ✦ love ✦ community ✦

GOAL

**INITIATE NEW
CHURCH**

MEMBERSHIP

GROWTH STRATEGIES



**NATIVITY OF CHRIST
GREEK ORTHODOX CHURCH**

✦ faith ✦ love ✦ community ✦

Summary

OVERALL GOAL: Initiate New Church Membership Growth Strategies -\$1,251,293

Objective: To Increase participation of Current, New and Past Stewards; Promote Orthodoxy; and Involve the local Community

Action	Cost	Who Responsible	Milestones and Timelines	Completion Criteria
<p>Overall Church Membership Growth</p> <p>Expand/Enhance Church Entry and Narthex to make Gods House more amenable to Worship, Welcoming New People, and Providing Facilities to accommodate all age groups with physical and spiritual needs*Cross reference with Facilities Goal</p>	<p>Church Resources Total: \$1,251,293</p> <p>\$ 1,040,132.00 one time (there is slight additional cost if we raise entire balcony)</p> <p>* Cross reference with Facilities Goal</p>	<p>Christ Kamages ACE plus other</p>	<p>Created support /excitement among the parish members. Defined existing conditions. Developed a plan to meet goals and requirements, create design, price and schedule.</p>	<p>Approval Design 4 wk City Design Review 4 wk Construction Documents 6 wk Bidding/Permits 16 wk Construction 32 wk Occupancy: New Narthex and Entry completed with new doors, new candle holders, bathrooms, bride, Baptism, funeral, and cry room, space for processions. * Cross reference with Facilities Goal</p>
<p>Provide Elevator and Improve ADA Access in Parking Lot and Campus to provide safe access for welcoming Parishioners with mobility issues to participate in Worship, Ministries, and Fellowship</p>	<p>\$ 120,861.00 one time</p> <p>* Cross reference with Facilities Goal</p>	<p>CJK Studio Support Effie Fourakis Electra Fourakis</p>	<p>Based on the long term ultimate goal to provide access throughout the campus, break the work into segments with priorities. Fund accordingly.</p> <p>Includes upper and lower plazas</p>	<p>Approval Design 1 wk Construction Documents 1 wk Bidding/Permits 6 wk Manufacture 12 wk Construction 4 wk Occupancy</p>
<p>Increase Communication and Interaction with current, new and past Stewards</p>	<p>\$8500 over five years</p>	<p>Welcoming Ministry (Dina Stathis, Chair)</p>	<p>Communication plan completed – Milestone: Increase in attendance and new Stewards.</p>	<p>Should be Ongoing and Continually Evaluated</p>

Summary

OVERALL GOAL: Initiate New Church Membership Growth Strategies -\$1,251,293

Objective: To Increase participation of Current, New and Past Stewards; Promote Orthodoxy; and Involve the local Community

<p>Create an Hospitality Plan to Reach out to those who would benefit from the spirituality of Orthodoxy</p>	<p>\$72,500 over five years</p>	<p>Spread the Word Ministry/Hospitality (Floretta Burrows, Chair)</p>	<p>Hospitality Plan Completed – Milestones: Increase in non-Orthodox Attendees and Conversions to Orthodoxy</p>	<p>Should be Ongoing and Continually Evaluated</p>
<p>Create a Comprehensive Community Outreach Plan to Help Those in Need in Marin County and making Nativity more involved and known in the community. *cross reference with poor and needy goals</p>	<p>\$9000 over five years</p>	<p>Community Outreach Ministry (Cheryl Messner, Chair)</p>	<p>Community Outreach Plan Completed Summer Bible School Research Completed Milestone: More Residents of Marin know who we are. Results of Community Survey</p>	<p>Should be Ongoing and Continually Evaluated</p>
<p>Create a Five Year Stewardship Plan incorporating Sacrificial Giving by Engaging and Welcoming More People* *Cross referenced with Financial Resources Goal</p>	<p>* Cross reference to Increase Financial Resources. Costs there</p>	<p>Stewardship Ministry (Irene Meehan, Chair)</p>	<p>Five Year Stewardship Plan Completed</p>	<p>Specific Goals for each year 2020 -2014 will be created to evaluate success</p>
<p>Narthex Greeters Plan: More One on one at Guest book and Entrance, Identifiable Sticker for those Visiting, Coordination with Welcome, Spread the Word, Community Outreach to make sure every visitor and possible Parishioner is contacted and welcomed.</p>	<p>\$300 for five years *Cross reference to Ministries</p>	<p>Dina Camamis Vicki Kalabokes</p>	<p>Increase in People returning and becoming engaged at Nativity</p>	<p>Continual Evaluation and Reassessment</p>

OVERALL GOAL: Initiate New Church Membership Growth Strategies

Objective: To increase participation and engagement of current, new and past stewards

Specific Objective: Create a Communication/Interaction/Welcoming Plan to reach out to those who are new or not currently engaged

Action	Costs Church Resources	Who Responsible	Milestones and Timelines	Completion Criteria
<p>Welcome Ministry</p> <p>Have Quarterly Welcoming Receptions</p>	<p>\$2000 +/- depending on welcoming reception attendance for five years</p>	<p>Dina Stathis & Welcoming Sub Ministry Committee with the support of Stewardship, Hospitality, Community Outreach and Narthex Greeters with Parish</p>	<p>Communication Plan completed. Milestone: Increase in attendance Timeline: Quarterly Welcoming Receptions. April, June, September, November</p>	<p>Should be ongoing and continually evaluated and kept current</p>
<p>Pair current stewards with new stewards. Create sticker/tag to identify new visitors in church.</p>	<p>\$500 for five years</p>	<p>Same as Above</p>	<p>Milestone: Increased Engagement and increased attendance</p>	<p>Same as Above</p>
<p>Narthex Greeters to identify new visitors, provide sticker, retrieve names and contact info, relay info to Fr John to welcome new visitors in church and follow-up thereafter. Coordination important Possibly Change Office name to "Reception"</p>	<p>\$1000 + staff time for five years</p>	<p>Same as Above</p>	<p>Milestone: people feel welcome and become more engaged</p>	<p>Same as Above</p>
<p>Create Welcome Baskets for new Stewards and others who have joined the faith</p>	<p>\$5000 (assuming the attendance keeps growing) for five years</p>	<p>Same as Above</p>	<p>Milestone: Attendance at Receptions, Church and participation in Ministries Increases</p>	<p>Same as Above</p>
<p>Create New Seating Plan or changing seating plans for Fellowship Hour to increase interaction among Parishioners , Visitors, and Guests</p>	<p>No Cost. Already covered in Janitor Set up</p>	<p>Dina Stathis et al</p>	<p>See significant interaction and everyone in room is talking with someone.</p>	<p>Ongoing Review, Evaluation, and changing to continue to Reach ultimate Goal</p>

OVERALL GOAL: Initiate New Church Membership Growth Strategies

**Objective: Organize and launch an effective, comprehensive and sustained ministry to lovingly assist others to enter the Holy Orthodox Church
 "Go therefore and make disciples of all nations, baptizing them in the name of the Father and of the Son and of the Holy Spirit"**

Action	Costs Church Resources	Who Responsible	Milestones and Timelines	Completion Criteria
<p>Spread the Word/Hospitality All parishioners and clergy engaged in this ministry accept the need for leadership training and participate in the training program. Assist parishioners to look as much outwardly to the huge number of struggling non-believers that surround us, as much as they look inwardly to cultural promotion and preservation</p>	<p>\$ 25000 for five years</p>	<p>Strategic Plan Steering Committee</p>	<p>First phase training completed</p>	<p>Volunteer leaders incorporate training in their ministry</p>
<p>Assess present hospitality efforts; cease, alter, create or increase various efforts to Spread the Word of Orthodoxy</p>	<p>\$ see above</p>	<p>Strategic Plan Steering Committee</p>	<p>Monthly meetings</p>	<p>Hospitality Ministry organized, up and running</p>
<p>Volunteers accept responsibility for various aspects of Hospitality Ministry</p>	<p>\$ Minimal</p>	<p>Strategic Plan Steering Committee</p>	<p>Regular check-ups to ensure ministry workers adequately supported</p>	<p>Seekers, inquirers, catechumens, former members engaged in some aspect of parish life, ideally participating in worship and sacramental life</p>
<p>Regular reporting and evaluation of effectiveness by measuring results Complete a comprehensive assessment of the "persona" of NOC in terms of its readiness to attract, engage,</p>	<p>\$ 10,000 one time</p>	<p>Strategic Plan Steering Committee</p>	<p>Regular reports to Strategic Plan Steering Committee. Make a Plan based on Assessment. Evaluation of Effectiveness by measuring results</p>	<p>Reports included in The Word and Parish Assemblies</p>

OVERALL GOAL: Initiate New Church Membership Growth Strategies

**Objective: Organize and launch an effective, comprehensive and sustained ministry to lovingly assist others to enter the Holy Orthodox Church
 "Go therefore and make disciples of all nations, baptizing them in the name of the Father and of the Son and of the Holy Spirit"**

accept, inform, welcome and educate seekers of truth and to undertake an energetic effort to adjust or amend aspects of the parish to be more effective in growing the membership of the parish.				
Comprehensive annual self-assessment and review of programs	\$ 37,500 for five years	Strategic Plan Steering Committee	Volunteer leaders and Hospitality Ministry workers interviewed concerning continuing in ministry or negotiating service in another area of parish life, or taking a break	Adjustments made, as needed

OVERALL GOAL: Initiate New Church Membership Growth Strategies

Specific Goal: Reach out to General Community and Charities to Welcome people and do Philanthropic Work

Objective: Nativity of Christ will be known in the Community for what we offer and what we do for others

Action	Costs Church Resources	Who Responsible	Milestones and Timelines	Completion Criteria
Community Outreach				
Create a Shirt or clothing identifying volunteers of Nativity of Christ as they volunteer in various local charities	\$3500 for five years	Parish Ministries Director	Number of Volunteers Serving Community Survey Results	Continue to Evaluate and Monitor Success
Place a banner at base of driveway Welcoming people to our Church. Info on services, ministries, Priest name, email/phone	\$500 one time	Father John & Parish Ministries Director	Banner displayed no later than September 2020 Responses and visitors who come measured by Guest Book and Office Administrator	Banner displayed and People responding
Research all charities that could use our help and communicate with them. Set up Partnerships	Donated *Cross reference to Poor & Needy	Philoctochos	Partner with Two Charities by 2020 And add more each year through 2024	Review and monitor constantly Survey Charities on success
Establish a week long summer vacation bible camp program for the youth of our parish and the community	Curriculum and supplies \$50/student Staff salary \$1200 Food and misc. \$500 Expenses should be covered by fees	Father John, Church School and Youth ministries, and volunteers from the parish Parish Ministries Director	Design week long summer Bible Camp <ul style="list-style-type: none"> - Consult with other churches with successful programs - Develop curriculum for preschool & elementary age - Hire staff/recruit volunteers - Determine special licensing/insurance needs - Develop application paperwork, liability, tuition - Develop advertisement for the program and determine priority of enrollment 	Establishment of Camp at least by 2021

OVERALL GOAL: Initiate New Church Membership Growth Strategies

Specific Goal: Reach out to General Community and Charities to Welcome people and do Philanthropic Work

Objective: Nativity of Christ will be known in the Community for what we offer and what we do for others

<p>Appoint a public relations volunteer from the parish to announce church activities, functions and community service projects Use voicemail and text apps to communicate also.</p>	<p>\$5000 for five years for materials Parish Ministries Director included in Support Ministries Goal</p>	<p>Father John As part of Strategic Plan a Parish Ministries Director will be hired. This would be interim and person could help Director as Volunteer after that.</p>	<p>Milestone: Designation of a PR volunteer and/or committee from the parish Volunteers will utilize social media, signage, and other forms of communication Milestone: Hiring of Parish Ministries Director</p>	<p>Increased Communication Continually Evaluate</p>
--	--	--	--	--

OVERALL GOAL: Initiate New Church Membership Growth Strategies
Specific Objective: Connect & Engage with More People to Get them More involved in Church Activities
This will result in them becoming Loving Stewards

Action: Stewardship	Costs Church Resources	Who Responsible	Milestones and Timelines	Completion Criteria
<p>Increase personal interaction with Stewards and non-stewards, increase personal visits, increase private home receptions, increase communication, and increase their involvement in Ministries and helping the Poor and Needy.</p> <p>Receive Visitor info from Narthex Greeters</p>	<p>Included in other ministries and Increase Financial Resources.</p> <p>Cross Reference to Increase Financial Resources</p>	<p>Stewardship Ministry Team</p>	<p>Parishioners become more involved in Church activities and Ministries</p>	<p>Increase in Stewardship Giving</p> <p>Continue to Evaluate and Reassess</p>
<p>Create and give New Stewards gift baskets and other Welcoming materials.</p>	<p>Costs in Welcoming Ministry Action Plan</p> <p>Cross Reference to Welcome Ministry & Increase Financial Resources</p>	<p>Stewardship Ministry Team</p>	<p>Baskets given to at least 30 new Stewards in 2020 and increasing in subsequent Years</p>	<p>More involvement by New Stewards</p> <p>Continue to Evaluate and Reassess</p>

OVERALL GOAL: Initiate New Church Membership Growth Strategies
Objective: To Make People Feel Welcome Promoting Mission of Narthex Greeters
Cross-reference with New Membership Growth & Support Ministries

Action	Costs Church Resources Provided	Who Responsible	Milestones and Timelines	Completion Criteria
Narthex Greeters				
Increase engagement with new and existing church attendees.		Narthex Greeter Staff	One greeter ("First Greeter") to stand within 3 feet of entrance to Narthex, near Guest Table, in order to greet and welcome each churchgoer before they buy and light candles.	
Guest Book Management	\$ 50 for new Guest Book that better delineates places for name, address, email, phone	"First Greeter," to be determined each Sunday by members of that team	First Greeter will also manage the guest book table, greeting all attendees, but with an emphasis on visitors. Greeter will encourage visitors to sign guest book, making sure we have contact info and that it is readable.	Names to be delivered by knocking on Sacristy door after communion so Father can acknowledge visitors by name. Names and contact info to be shared with Hospitality (and Stewardship, if appropriate) for follow up.
Visitors and New Parishioner Stickers	\$ 250 for five years	Parish Council Member Greeter	Select design, order stickers. Send out communication to Greeter staff informing them of purpose and use of sticker. Send out alert to all parishioners informing them of sticker's meaning and how to engage with wearers.	Stickers delivered, greeters informed and trained in use, including where to find

GOAL
DEVELOP &
INCREASE
FINANCIAL
RESOURCES



NATIVITY OF CHRIST
GREEK ORTHODOX CHURCH

✦ faith ✦ love ✦ community ✦

SUMMARY

OVERALL GOAL: Develop and Increase Financial Resources - \$17,600

Overall Objectives: To Raise Money for the Strategic Plan. Improve Stewardship and Planned Giving for Annual Giving for the yearly operating budget. Research other revenue streams specifically a Nativity Pre-School in order to Provide Financial Stability for the Parish

***Focus More on the New Testament Activities of Fellowship, Education, Hospitality, Worship and Service to the Poor and Needy
Focus Less on Constant Wheel of Fundraising Activities and constantly asking for small amounts of money***

Actions for Overall Action Plan for Develop and Increase Financial Resources	Cost Total: \$17,600	Who Responsible	Milestones and Timelines	Completion Criteria
Do Stewardship Overhaul Teach and Practice Biblical Sacrificial Giving. Detailed Activity List Actions attached	\$7500 Cross Reference to Membership Growth	Stewardship Team	Less asking, more sacrifice	Increased meaningful and personal giving, fewer fundraising activities and less small amount asking
Conduct a Fundraising Feasibility Study to determine amount that can be raised for Capital Campaign	Donated	SP Steering Committee	Complete by September 30, 2019	Realistic estimate produced of the fundraising goal for the capital campaign
Conduct a Successful Capital Campaign to fund the Five Year Strategic Plan, Ask Donors for Pledges to be given the next three years (2020-2022)	\$10,000 for Materials	Capital Campaign Committee	Leaders Recruited and Trained by October 15, 2019 Start Receiving Pledges October 2019	Solicitations completed by November 30, followed by receiving from parishioners the installments on their three-year pledges
Educate people about Planned Giving and include it in Capital Campaign	\$100	Capital Campaign Committee	Included as part of the capital campaign	Ongoing increase of list of people open to discussion on planned giving or willing to go on record of PG.
Research having a Nativity Preschool as a Revenue Stream and Community Outreach	Research still being conducted. Would have Revenues in excess of Expenses. Cross Reference with Community Outreach	Daphne Cummings Presvytera Stephanie	Feasibility Study completed if Nativity Pre School would be Economically Viable 2020-2021	If Feasible, Establishing a Pre-School Proposal presented to Parish Council and Parish Assembly with next steps

OVERALL GOAL: Develop & Increase Financial Resources

Specific Objective: Teach, Grow, & Practice Sacrificial Giving & Overhaul Stewardship Ministry to increase Annual Sacrificial Giving

Action: Stewardship, Sacrificial Giving	Costs Church Resources	Who Responsible	Milestones and Timelines	Completion Criteria
Continue annual activities of Letters, Mailings, Emails and Church Stewardship Sunday with Parish Leaders Offering their next year Stewardship pledge (see extra Detailed Action Plans)	\$7,500 for Five Years including office and staff costs.	Stewardship Ministry Team	Stewardship Response Measured Preparation for the more Personal Contacts researched and scheduled	Increase in Stewards Continue to Evaluate and Reassess
Promote Stewardship in terms of self-giving, not just treasure but offering our lives to Christ Our God. Promote Philanthropia by cheerful giving in spirit of love, the source of which is knowing the Almighty God.	Included above	Stewardship Ministry Team	Parishioners give generously for our Stewardship for Gods many gifts to us and offering gifts back to him.	Increase in Stewardship Giving Amounts Continue to Evaluate and Reassess
Increase personal interaction with Stewards and non-stewards, increase personal visits, increase private home receptions, increase communication, and increase their involvement in Ministries and helping the Poor and Needy.	Included Above	Stewardship Ministry Team	Parishioners become more involved in Church activities and Ministries	Increase in Stewardship Giving Continue to Evaluate and Reassess
Create and give New Stewards gift baskets and other Welcoming materials.	Costs in Welcoming Ministry Action Plan Cross Reference to Welcome Ministry	Stewardship Ministry Team	Baskets given to at least 30 new Stewards in 2020 and increasing in subsequent Years	More involvement by New Stewards Continue to Evaluate and Reassess

OVERALL GOAL: Develop & Increase Financial Resources
Specific Objective: To Determine How Much the Nativity can raise to Implement the Strategic Plan
by conducting a Fundraising Feasibility Study

Action: Fundraising Feasibility Study	Costs Church Resources	Who Responsible	Milestones and Timelines	Completion Criteria
Implement campaign planning study in motion to approve strategic plan on August 25	Donated	Steve Rouman	If Motion passes August 25	Greenlight to move forward
Write Cover Letter & Write Statement of Need For Study	Donated Donated	Fr. John Steve Rouman	August 2019 August 2019	Material reviewed by consultant (Anthony Scott)
Create Survey Monkey Survey	Donated	Anthony Scott	August 2019	When Survey Completed and Ready for Distribution
Email material and link to survey to every family. Post on website.	negligible	Rebekah	Early September 2019	At LEAST 100 families complete the survey
Analyze Survey Returns and write Survey report	Donated	Anthony Scott	Mid-late September	Distribute report
Analyze Survey Returns and write Survey Report in order to Start Capital Campaign	Donated	Anthony Scott	Mid-Late September	Survey Completed Capital campaign started Report Given at October 20 Parish Assembly

OVERALL GOAL: Develop & Increase Financial Resources

Specific Objective: Research For Profit Daycare Pre-School that would benefit our own Parishioners as well as those in surrounding Community in addition to having a profitable venture for the Church

Action PreSchool	Costs Church Resources	Who Responsible	Milestones and Timelines	Completion Criteria
<p>Research and Propose the Feasibility of Having a Preschool on Church Campus</p> <p>**Cross reference with Expanding Ministries and Community Outreach</p>	<p>(All preliminary researched estimates) Teacher pay: \$107,898</p> <hr/> <p>Furniture: inc Sun Sch Materials: \$3738 Equipment: \$2160 Fees & Training \$ 242 Supplies: \$ 350 Comp&Tech inc Sun Sch Staff rec/train \$ 500 Sandbox&Sand \$ 350 Climbing Struc \$5000</p> <p>Total Startup Costs: \$13, 125</p> <hr/> <p>Yearly Costs: Going rate in Marin is minimum \$1200 a month which provides an revenues of \$201,600 which would be net revenues of \$77, 460</p>	<p>Daphne Cummings & Educational Leaders at Nativity</p>	<p>Safe play area created for the kids that meets codes and regulations (at least 75 feet per kid of fencing)</p> <p>State licensing is 12:1 ratio Work on 10:1 ratio</p> <p>Purchase tables and Chairs that meet code (Cross reference to Sunday School. Already included in that budget)</p>	<p>A Complete Proposal to be reviewed and approved by Parish Council followed by Parish Assembly whether to embark on this venture</p>

GOAL
ENHANCE &
IMPROVE
INTERNAL
OPERATIONS



NATIVITY OF CHRIST
GREEK ORTHODOX CHURCH

✦ faith ✦ love ✦ community ✦

SUMMARY:

Overall Goal: Enhance & Improve Internal Operations: \$129,000

Objective: To Train Volunteer Leaders and Staff, to Streamline Procedures, to Practice Good Governance and to Develop Strategies to Improve Engagement with Parishioners

Action <i>Overall Action Plan for Improve Internal Operations</i>	Costs Total: \$129,000	Who Responsible	Milestones and Timelines	Completion Criteria
Implement Strategic Plan	Donated	Anthony Scott & Strategic Plan Committee	Monitor at least quarterly on all Facets of the Plan	Yearly Evaluation of what was completed & what was not completed. At end of five years decide if any non-completed items warrant consideration for next Strategic Plan
Create Good Governance Plan to Improve Parish Council and its effectiveness (see specific action plan)	\$26,000* for five years	Renee Scott Finance/Governance Committee	Monitor Success of Plan	Secure, centralized and comprehensive policies & procedures in place and consistent as volunteer leaders change
Provide Volunteer Management to have effective leaders to connect & engage ore people. (see specific action plan)	43,000* for five years	Volunteer Manager Parish Ministries Director	Increase in Volunteers and their effectiveness	All Volunteers trained, engaged, and thanked
Provide Leadership Training to improve ministries and activities at our Parish (see specific Action Plan)	\$ 60,000* for five years	Strategic Plan Committee Parish Ministries Director	Ministries flourish due to more effective and dedicated leadership	All Leaders Trained

OVERALL GOAL: Enhance & Improve Internal Operations

Specific Objective: Good governance encourages organizations to develop sound organizational plans and strategies. Additionally, good governance requires organizations to review their operations and delivery processes for effectiveness and efficiency.

Action Good Governance	Costs Church Resources	Who Responsible	Milestones and Timelines	Completion Criteria
Work towards improving Parish Council initiation and engagement. Meetings are well planned and guided by strategic initiatives.	Retreat Welcome packets Training each PC mtg Improve P & P 0 Per Year 0	Anthony Scott Renee Scott Renee Scott Renee Scott	October 2019 November 2019 January 2020 March 2020	Retreat Completed. Welcome packets done. Training element at each mtg. All necessary documentation in one document easy to access.
Continue to improve Parish Council initiation and engagement. Meetings are well planned and guided by strategic initiatives.	Retreat 0 Introduce FR trg to PC mtg 200 Develop matrix of needs for recruiting 0 Per Year 200	Anthony Scott Renee Scott Renee Scott	October 2020 March 2021 October 2021	Retreat Completed. FR line item in PC agenda. PC actively seeking new members needed to lead community.
Explore new ways to meet and to be more effective as guided by strategic initiatives.	Retreat 1,000 Send surveys after each mtg 0 Per Year 1,000	Consultant Renee	October 2021 January 2022	Retreat Completed. Surveys being completed.
Pre- and Post - operations focus (planning and evaluation); strong commitment to fundraising	Retreat 2,000 Per Year 2,000	Consultant	October 2022	Retreat Completed.
Focus on fund raising and recruitment dedicated, experienced Parish Council members, increased expectations of staff	Retreat 2,000 Per Year 2,000	Consultant	October 2023	Retreat Completed.

OVERALL GOAL: Enhance & Improve Internal Operations

Specific Objective: Improve the management, engagement and satisfaction of NOC volunteers as their work helps the entire community.

Action	Costs	Who Responsible	Milestones and Timelines	Completion Criteria
Volunteer Management An internal assessment & analysis of NOC. How & where volunteers fit within the mission, & how a vision for volunteer engagement fits with other strategic goals.	Church Resources Appreciation Event 500 Supplies, cards and postage 200 Per Year \$ 700	PC and team Volunteer Manager Parish Ministries Director	TBD 2020 On Going	Event held. Thank yous and gifts of gratitude.
Increase vols help with day-to-day operations, behind the scenes, and act as ambassadors to community.	Incorporate tech 500 T-shirts 2,000 Appreciation Event 500 Supplies, cards, postage 300 Per Year \$3,300	Volunteer Manager Volunteer Manager PC and team Volunteer Manager Parish Ministries Dir	On going Spring 2021 TBD 2021 Ongoing	Tech engaged. T Shirts completed. Event held. Thank yous and gifts of gratitude.
As vol engagement increases, effective volunteer management becomes vitally important.	Vol trng workshop 500 Tracking software or directory 1,000 Appreciation Event 500 Supplies, cards and postage 300 Per Year \$ 2,300	Volunteer Manager Volunteer Manager Volunteer Manager Volunteer Manager Parish Ministries Dir	TBD 2022 March 2022 TBD 2022 Ongoing	Training held. Research and purchase completed. Event held. Thank yous and gifts of gratitude.
Trained volunteers are invaluable to deliver services required at NOC. Vols continue to reduce costs through their work and often provide better services to since they serve because of their passion for NOC.	Vol trng workshop 500 Tracking software or directory 1,000 Appreciation Event 500 Supplies, cards and postage 300 Per Year \$ 2,300 Cross Reference: Increase Financial Resources	Volunteer Manager Volunteer Manager Volunteer Manager Volunteer Manager	TBD 2023 Ongoing TBD 2023 Ongoing	Training held. Utilized. Event held. Thank yous and gifts of gratitude.

OVERALL GOAL: Enhance & Improve Internal Operations

Specific Goal: To Improve Ministry Success by providing Leadership Training to all Parish Leaders

Objective: To Improve Ministry Development and Success by Having Well Trained Leaders

Action Leadership Training	Costs Church Resources	Who Responsible	Milestones and Timelines	Completion Criteria
Identify all parishioners who qualify for required leadership training – including clergy and former clergy. Recruit to training program.	\$10,000/yr: resources, travel, seminars, conferences, consultant	Strategic Plan Steering Committee Parish Ministries Director	Winter 2020 initial training completed	Heads of ministries and organizations apply leadership principles and methods
Identify, recruit Parish Ministries Director Orient, Train, empower Director	\$10,000 one time	Strategic Plan Steering Committee Parish Ministries Director	Winter 2020	On board and functioning well
Require Monthly Reports from Ministry heads and Every other Month Meetings with Member of Steering Committee of SP	Donated	Strategic Plan Steering Committee Parish Ministries Director	October	Ensure that people are following through
Commence and/or continue ministry leaders training	TBD	Strategic Plan Steering Committee Parish Ministries Director	Videos, books, consultants, seminars utilized	Ministry leaders have participated in continuing education opportunities
Via measuring growth, progress, numbers participating in ministry assess effectiveness of ministry	Donated	Strategic Plan Steering Committee Parish Ministries Director	Evaluate, Coach and Assist Ministries as necessary	Effectiveness or lack thereof catalogued. Action taken by Steering Committee of Strategic Plan

GOAL
ENHANCE &
IMPROVE
FACILITIES



NATIVITY OF CHRIST
GREEK ORTHODOX CHURCH

✦ faith ✦ love ✦ community ✦

SUMMARY

OVERALL GOAL: Enhance & Improve Facilities - \$310,850

Objective: To Maintain and Improve Facilities to Better Serve the Parishioners and Guests to Provide a Safe and Inviting Campus to Worship, Participate in Sacraments, and Engage in Ministries

Action Enhance & Improve Facilities	Costs Church Resources Total: \$310,850	Who's Responsible	Milestones and Timelines Triage Critical/Essential to Address	Timeline
Provide Long Term Maintenance For Major Items	\$ 50,000 2020 \$ 50,000 2021 \$ 50,000 2022 \$ 50,000 2023 \$ 50,000 2024	Parish Council Maintenance Leader	Define yearly maintenance must dos and wish to dos, mid to long term. Set budget for both and fund projects. Create schedule of priority tasks once funded and staffed.	Funds to be defined per project Allow \$50,000 per year
Renovate/Upgrade Large Kitchen to provide safe, clean organized place for parishioners to use for Fellowship and inter Ministry Activities	\$ 60,850.00 Cross Reference - Ministries	Irene Meehan Pat Kamages CJK Studio Support	Set priorities in manageable segment, based on urgency and available funds. Schedule tasks with workers and materials during times when kitchen is not in use. Evaluate existing conditions. Develop cabinet/storage designs.	Approval Design 1 wk Construction Documents 2 wk Bidding/Permits 8 wk* Construction 6 wk Occupancy *If necessary
Provide Elevator and Improve ADA Access in Parking Lot and Campus to provide safe access for Parishioners with mobility issues to participate in Worship, Ministries, and Fellowship	Cross Reference Membership Growth	CJK Studio Support Effie Electra	Based on the long term ultimate goal to provide access throughout the campus, break the work into segments with priorities. Fund accordingly. Includes upper and lower plazas	Approval Design 1 wk Construction Documents 1 wk Bidding/Permits 6 wk Manufacture 12 wk Construction 4 wk Occupancy
Renovate Classrooms, Offices and Small Kitchen to Improve the learning environment for Orthodox Educational Activities, Ministries, and Fellowship	Cross Reference - Ministries	Educational Leader(s) CJK Studio Support	Leadership to defining the best approach based on user's feedback (maybe to include some of the children.) Also take into account the non-utilization factor. -Office furnishings to be added	Approval Design 1 wk Construction Documents 2 wk Bidding/Permits 6 wk Construction 8 wk Occupancy
Expand/Enhance Church Entry and Narthex to Make Gods House more amenable to Worship, Welcoming New People, and Providing Facilities to accommodate all age groups with physical and spiritual needs	Cross Reference Membership Growth	Christ Kamages ACE plus other	Create support /excitement among the parish members. Define existing conditions. Develop a plan to meet goals and requirements, create design, price and schedule.	Approval Design 4 wk City Design Review 4 wk Construction Documents 6 wk Bidding/Permits 16 wk Construction 32 wk Occupancy

SUMMARY

OVERALL GOAL: Enhance & Improve Facilities - \$310,850

Objective: To Maintain and Improve Facilities to Better Serve the Parishioners and Guests to Provide a Safe and Inviting Campus to Worship, Participate in Sacraments, and Engage in Ministries

Action	Costs Church Resources	Who's Responsible	Milestones and Timelines Triage Critical/Essential to Address	Completion Criteria
Build New Small Hall to provide a space for smaller activities, use of large and small for larger activities, and save energy and \$ when not needing the larger space.	Cross Reference – Ministries & Membership Growth	Christ Kamages ACE Tony Kosmas Vasilis Fourakis Achilleas Fourakis Pat Kamages	Define existing conditions. Develop a plan to meet goals and requirements, create design, price and schedule.	Approval Design 3 wk Possible City Design Review Construction Documents 6 wk Bidding/Permits 16 wk Construction 34 wk Occupancy
Renovate/Enlarge Solea in Church to provide a safer area that accommodates services traditionally correct	On Hold for this SP	Father John CJK Studio	Define existing conditions. Develop a plan to meet goals and requirements, create design, price and schedule.	In process
Beautify Nave with Traditional Iconostasis	On Hold for this SP	Father John CJK Studio	Create Designs using existing icons. Price options Create schedule	In process
Iconography	On Hold for this SP	Father John CJK Studio	Research options plus possibilities for icon themes and placement. Obtain pricing from qualified iconographers.	In process
Renovate the Dome and Add Pantokrator	On Hold for this SP	Father John CJK Studio	Review the desired scope of the renovation and establish feasibility of options.	In process
Campus Housing	On Hold for this SP	CJK Studio Chris Kalabokes Realtor	Provide housing options (2 single or senior) Define existing conditions. Develop a plan to meet goals and requirements, create design, price and schedule.	In process
Under Hall Development as Heritage Center	On Hold for this SP	CJK Studio Tony Saris	Define existing conditions. Develop a plan to meet goals and requirements, create design, price and schedule.	In process

GOAL

**EXPAND & INCREASE
SUPPORT FOR
EXISTING
PARISH MINISTRIES**



**NATIVITY OF CHRIST
GREEK ORTHODOX CHURCH**

✦ faith ✦ love ✦ community ✦

SUMMARY

OVERALL GOAL: Expand Existing & New Ministries - \$1,648,266

Objective: To Engage and Connect with More Parishioners to get them Connected, Engaged with God and our Church

Action Overall	Costs Total: \$1,648,266	Who Responsible	Milestones and Timelines	Completion Criteria
Renovate Classrooms, Offices and Small Kitchen to Improve the learning environment for Orthodox Educational Activities, Ministries, and Fellowship	\$204,438.00 one time Cross Reference - Facilities	Educational Leader(s) CJK Studio Support	Leadership to defining the best approach based on user's feedback (maybe to include some of the children.) Also take into account the non-utilization factor. -Office furnishings to be added	Approval Design 1 wk Construction Documents 2 wk Bidding/Permits 6 wk Construction 8 wk Occupancy
Build New Small Hall to provide a space for smaller activities, use of large and small for larger activities, and save energy and \$ when not needing the larger space.	\$856,654.00 one time Cross Reference – Facilities & Membership Growth	Christ Kamages ACE Tony Kosmas Vasilis Fourakis Achilleas Fourakis Pat Kamages	Define existing conditions. Develop a plan to meet goals and requirements, create design, price and schedule.	Approval Design 3 wk Possible City Design Review Construction Documents 6 wk Bidding/Permits 16 wk Construction 34 wk Occupancy
Add new ergonomic furnishings for all rooms, Televisions and a computer workstation for all ministries but especially Sunday School	\$30,000 one time	Ministry Heads with Father John and office Administrator	Material ordered and ready to be placed and connected	All new It and furnishings set up
Hire Parish Ministries Director to coordinate and advise all ministries. Need a non-Volunteer experienced person to help our Church Grow through our ministries	\$390,000 over five years	Father John	Creation of Job Description Announcement of Position Interviews Hiring	Have hired Director and all Ministries are Flourishing. Ongoing Evaluation and Reassessment
Sunday School Plan –Improve Environment for Learning, Provide safe organized place, youth involved in adult and VIPs Church activities including Choir, leadership training for teachers	\$11,500 for items above Annual Budget five years	Christina Thomatos Andy Stenros	Evaluation each item every three month	Continual Evaluation and Reassessment

SUMMARY

OVERALL GOAL: Expand Existing & New Ministries - \$1,648,266

Objective: To Engage and Connect with More Parishioners to get them Connected, Engaged with God and our Church

<p>Youth & Young Adults plan – Increased youth activities, inter-ministry activities. More involvement in Charitable causes through Nativity</p>	<p>\$129,000 for five years (\$29,000 is for reg. activities. \$50,000 for nationwide youth Events & \$50,000 for sports inc inv. fees</p>	<p>Andy Stenros</p>	<p>Increased attendance and participation Youth excited to come to Nativity Campus Nativity Campus becomes an activity hub</p>	<p>Continual Evaluation and Reassessment</p>
<p>Adult Education Plan- More opportunities for people to learn about the Orthodox Religion. Use Applications that will enable people to participate in activities from home.</p>	<p>\$ 3,750 for five years</p>	<p>Father John</p>	<p>More people receiving this Orthodox educational enlightenment</p>	<p>Continual Evaluation and Reassessment</p>
<p>Byblos Book Club –Provide Religious book club for parishioners and local community for community outreach</p>	<p>\$6,174 for five years</p>	<p>Anthony Scott</p>	<p>Increase in attendance over 15 signed up for first session</p>	<p>Continual Evaluation and Reassessment</p>
<p>Mommy & Me Plan. Increase ways to have young families participate and make them feel welcome, Gifts for 40 day blessing, Food delivery. Place to participate in liturgy</p>	<p>\$2500 for five years</p>	<p>Presvytera Stephanie</p>	<p>More Young Families engaged at Nativity</p>	<p>Continual Evaluation and Reassessment</p>
<p>VIPs Plan: Increase 60 and over participation, Coordination and activities with youth Ministries, research drop in Center</p>	<p>\$6000 for five years</p>	<p>Maria Pappas</p>	<p>Increase in 60-75 year old attendees At laest three joint activities with Youth in 2020 and increasing thereafter</p>	<p>Continual Evaluation and Reassessment</p>

SUMMARY

OVERALL GOAL: Expand Existing & New Ministries - \$1,648,266

Objective: To Engage and Connect with More Parishioners to get them Connected, Engaged with God and our Church

Choir Plan – New Hymns, hymns in English, Youth participation in hymns	\$0 for five years. Everything Electronic	Maria Passaris Peter Passaris	Increase in Choir participation, Congregational singing, and youth Involvement	Continual Evaluation and Reassessment
Visitation Plan: More organized interaction with those who need help. Coordination of those who need transportation to Church. Maree gift packets for Visitees,	\$4500 for Five years	Susan Stockton Matina Seremetis	Helping and Visiting more people	Continual Evaluation and Reassessment
Heritage Folk Dance – Offer Non Competitive Dance for Parishioners and local Community. More Community outreach	\$1250 for five years. All other expense covered by fees	Effie Fourakis Achilleas Fourakis	Participation in these new programs	Continual Evaluation and Reassessment
Heritage Greek Language – Provide basic conversational Greek for Parishioners and Community. Increase activities that teach the Orthodox religion with the language	\$2500 for five years. All other expenses covered by fees	Lena Kokalis Erini Katsaferi	Participation in these new programs	Continual Evaluation and Reassessment

OVERALL GOAL: Expand and Increase Support for Existing Parish Ministries
Objective: To Increase participation of Parents and Students in the Sunday School Program

Action	Cost	Who Responsible	Milestones and Timelines	Completion Criteria
Sunday School Increase Communication with all means of communication including one- on- one communication Use Remind and other phone based Programs	\$5000 for five years	Sunday School and Youth Ministries Director or Parish Ministries Director	Communication plan completed – September 2019 Milestone: Increase in attendance.	Should be Ongoing and Continually Evaluated
Employ Curriculum that engages youth of all ages and allows for interactive participation and relates to everyday life today.	\$5000 for five years	Sunday School and Youth Ministries Director or Parish Ministries Director	Curriculum Completed – September 2019-2020 Milestones: Increase in involvement	Should be Ongoing and Continually Evaluated
Inclusion of hymns and foundational prayers of services in class time to make the Divine Liturgy and other services meaningful to the Children (and their parents).	\$1500 for five years	Sunday School and Youth Ministries Director or Parish Ministries Director	Hymns and Service Inclusion Plan completed – November 2019 Milestone: Increase in participation and on time for services and Sunday liturgy	Should be Ongoing and Continually Evaluated
Initiate Junior Narthex Greeters, Servers, Fellowship Hour Helpers. Use Youth in greater Parish Outreach Activities. Joint Field Trips with other Ministries. Cross Reference to Other Ministries	Minimal	Parish Ministries Director	More Involvement of Youth in Parish services and Activities	Should be ongoing and Continually Evaluated

Overall Goal: Expand and Increase Support for Existing Parish Ministries
Objective: Improve Sunday School for Students to Increase Engagement with God through Orthodoxy

Action: Sunday School	Costs (In Annual Budget)	Individuals Responsible	Timeline	Criteria
Identify Volunteers to teach and substitute	Time and communication	Sunday School Director and priest	Ongoing as needed when there is turnover or when teachers want an assistant	Classes staffed consistently
Create student learning objectives and teacher monthly focus for instruction; create teacher calendar with monthly focus	Time, research, meetings, and communication	Sunday School Director, youth ministry director and priest	New document to serve as template. Summer; June through August Tweak yearly as needed to introduce new learning objectives and rotate themes	Increase communication, set standards, strengthen program, and provide students with opportunity to learn common themes and aspects of our faith.
Create teacher handbook with policies and important information reference sheets and charts etc.	Time, research, printing costs	Sunday School Director, youth ministry director, priest, teachers	In progress. Will be given to teachers in stages as policies developed, important resources identifies etc.	Increase communication, provide teacher support, invite collaboration, and set standard policies and procedures to maximize communication, cooperation, safety.
Meet with staff to implement learning objectives and SS programs/activities	Time and communication	Sunday school director	summer in preparation for opening day; ongoing by phone and in person to support teachers as they teach; 4 staff meetings per year; meet also as needed individually with teachers.	Increase communication, strengthen program
Monthly Communication with community—WORD Article	Time, research, communication	Sunday School Director and staff; SS Director to compile, may invite staff to contribute	monthly	Increases communication with community and showcases things students are learning;

Overall Goal: Expand and Increase Support for Existing Parish Ministries
Objective: Improve Sunday School for Students to Increase Engagement with God through Orthodoxy

Action	Cost	Individuals Responsible	Timeline	Criteria
Communication with parents—monthly/weekly general SS	Time, gathering info,	Sunday School Director and youth ministry director	Monthly and weekly	Communication, reminders, requests, gets families involved, informed
Communication with parents—monthly weekly specific to grade levels	Time, gathering info, printing costs, giving to student to take home	Teachers	Monthly or weekly	Communicating with families about what's being learned in class
Identify age appropriate texts and resources both print and online	Time	SS Director and teachers and priest	ongoing	Education support having materials ready for teachers to use strengthens SS program by having quality materials education
Purchasing materials	Time and costs for materials needed to be ordered	SS Director and office manager	ongoing	Having needed materials with which to teach education
Create lessons	Time, materials, some money	teachers	ongoing	Being prepared to teach; education
Teaching	Time materials talent	Teachers, SS Director, Substitutes	ongoing	Helping our children learn about their faith, grow in community with one another and further develop their love for Christ and His Church. Education.
Training in new youth protection policies from Archdiocese	Time materials money	Teachers, SS Director, Priest, Youth Ministry Director, other youth ministry heads	As soon as policies are made available to the parishes	Promoting and requiring safety for both youth workers and children. Accountability.

Overall Goal: Expand and Increase Support for Existing Parish Ministries
Objective: Improve Sunday School for Students to Increase Engagement with God through Orthodoxy

Children learn about sacrament of baptism and chrismation	Time materials planning	SS Teachers	January, yearly	Education of church doctrine tradition sacraments
All classes participate in Annunciation Greek Independence Day Celebration;	Time, materials planning, some monetary costs for props, programs	SS and Greek school teachers and Directors, priest, Philoptochos for food and hall coordination set up etc. office manager and custodian	March, yearly	Accountability, showing what they have learned about this joint holiday, outreach to community with performance
Oratorical Preparation and festival day	Time, materials, planning, monetary costs	Oratorical Chair, students, coaches, priest, SS and Youth ministry directors	Prep: as soon as the topics are announced; festival March yearly	Witnessing their faith.
Students learn about Lent, Lazarus Saturday, Palm Sunday Holy Week Pascha Good Friday Retreat, Ascension, Pentecost	Time planning material some financial costs	SS Director teachers priest Good Friday Retreat coordinators	April/May yearly	Education, reflection, knowing our faith, major feast days etc.
Mother's Day Tribute program in church	Time, materials, practice	SS Director teachers priest and students	May yearly	Honoring our Theotokos and our mothers
Sunday School moving up celebration	Time, cost for end of year gifts	SS Director Youth Ministry Director Priest Philoptochos Parents (team for luncheon)	May yearly	Being thankful for and celebrating year's work and learning
Teaching the children our church petition responses and hymns for major feast days	Time and materials	SS Director and teachers	September through April yearly	Knowing the liturgy, allowing kids to participate more actively.
Identify items needed to enhance classroom learning such as technology items Purchase items	Research, time and then money	SS Director, teachers, work with parish council	ongoing	Have modern classrooms that invite modern learning and teaching.

Overall Goal: Expand and Increase Support for Existing Parish Ministries
Objective: Improve Sunday School for Students to Increase Engagement with God through Orthodoxy

Field Trips Oratorical Festival, Monastery in Calistoga, visit another ethnicity Orthodox Church etc.	Time, money, parent volunteers	Sunday School and Youth Ministry Directors	Fall 2019 or Spring 2020	Enhances learning by experiencing liturgy at another church and other aspects of church life.
Children experience and participate in blessing of the waters service, Sunday of Orthodoxy procession	Time and communication	Sunday School Director, Teachers and priest	Yearly; August, January and March	Experience feast days and learn more about the faith. Education
PreK and elementary students learn Lord's prayer; middle school and high school students learn Nicene Creed	Time, teaching, practice	Teachers and students	August and September 2020	Students understand the key prayers of our church; recite to one another and buddy class; recite to priest and staff. Observation that they are saying it in Liturgy. Accountability to have to recite, show what they are learning.
Children learn about some saints of our church, identify their saint and name day and look to their saint and example for own life, create community bulletin board to show saints.	Research, time, teaching, money for materials for bulletin board	SS teacher and director	October 2019	Accountability; showing what students are learning; communication to community through visual display.
Learn about our feast day of the Nativity, discuss, participate in Christmas play, learn hymns, Christmas luncheon	Planning, time, materials, money for costumes, set materials, printing programs, Dress rehearsal lunch costs for food;	SS Director, Youth Ministry Director, Greek School Director, Philoptochos (coordinate for set up, decor, food for lunch), office manager, custodian, priest	November and December; Play December 15 2019 and Nov/Dec yearly	Accountability: showing what they know, sharing faith with community; education, multi ministry event

OVERALL GOAL: Expand and Increase Support for Existing Parish Ministries

Objective: To Increase Participation and Engagement with Youth and Young Adults and with other Ministries

Action Youth/Young Adults	Costs Church Resources Provided	Who Responsible	Milestones and Timelines	Completion Criteria
<p>Create a working calendar that includes youth and family events for this year and future years</p> <p>Communication every week with families by text, email, Social Media and Phone calls</p>	<p>\$ 6000 per year for Youth Ministry Director – (2020 only)</p>	<p>Youth Ministries Director Currently (Future Parish ministries Director)</p>	<p>Increase in number of Activities and Increase in Attendance</p>	<p>Continue to Evaluate and Adjust</p>
<p>Hold one event in fall for our parish GOYA and one event in spring that invites all of the Bay Area GOYA groups</p> <p>Monthly GOYA meetings hosted by families of GOYA attendees</p>	<p>\$ 5000 for five years</p> <p>\$ 3000 for five years</p>	<p>Youth Ministries Director Currently</p>	<p>Rise in attendance for GOYA members</p> <p>Members from broader GOYA group are responsive and attend Nativity parish activity</p>	<p>Continue to Evaluate and Adjust</p>
<p>Coordinate 10 Family Nights</p>	<p>\$ 15000 for five years</p>	<p>Youth Ministries Director Currently</p>	<p>Have One every month of the school year</p> <p>Attendance successful if over half of registered Sunday School students attend with their families</p>	<p>Continue to Evaluate and Adjust</p>

OVERALL GOAL: Expand and Increase Support for Existing Parish Ministries

Objective: To Increase Participation and Engagement with Youth and Young Adults and with other Ministries

Engage with Philoptochos, VIPs, Choir, Welcome Committee, Narthex Greeters, and other Ministries to engage Youth Cross Ministries and Multi Age groups	Cost listed on other Action Plans	Strategic Plan Steering Committee and Parish Ministries Director	Successful joint activities occur	Continue to Evaluate and Adjust
Have the Young Adults meet monthly and help the younger youth Ministries	Minimal	Youth Ministries Director Currently	Young Adults Group Grows. There are at least six interaction between the Youth and Young Adults in 2020 increasing every year thereafter	Robust Youth and Young Adults Ministry
Activate & coordinate Youth and Young Adults to participate in already existing Orthodox youth events around the state and nationally	\$50,000 for five years to help pay expenses for youth and young adults to attend	Youth Ministries Director Currently	Attendance increases at Archdiocese, Metropolis and Bay area youth and young adult event	Continually Evaluate and reassess
Initiate Sports Activities for Youth and Young Adults. Possibly Volleyball & Basketball	\$50,000 for five years to help pay fees and uniforms for youth and young adults to attend;	Youth Ministries Director Currently	One team formed by 2020 increasing every year thereafter	Continually Evaluate and Reassess

OVERALL GOAL: Expand and Increase Support for Existing Parish Ministries

Objective: To Increase the Interest and Participation in Adult Education by engaging our hearts and minds through open dialogue and discussion in order to strengthen the knowledge of our faith

Action	Costs	Who Responsible	Milestones and Timelines	Completion Criteria
Adult Education	Church Resources Provided			
Read and Discuss Scriptural Passages	Minimal	Father John	Measuring Monthly Participation & Consistency of Recurring Participation	Continually Evaluate and Adjust
View & Discuss Various online Resources like Journey to Fullness	\$ 1250 for five years	Father John	Measuring Monthly Participation & Consistency of Recurring Participation	Continually Evaluate and Adjust
Engage Parishioners who aren't able to attend in person through interactive communication tool like ZOOM	\$ 1500 for five years	Father John	Measuring Monthly Participation & Consistency of Recurring Participation	Continually Evaluate and Adjust
Purchase IT equipment needed to enhance presentations and engagement	\$ 1000 one time	Father John	Success of presentations	Continually Evaluate and Adjust
Increase communication of this and all ministries through email, texts, social media, Facebook. Purchase Remind or One Call Now Phone based announcement system.	Costs include above	Father John	Increase of responses and attendance	Continually Evaluate and Adjust

OVERALL GOAL: Expand and Increase Support for Existing Parish Ministries

SPECIFIC OBJECTIVES: Establish NOC-Sponsored Traditional Christian Book Club named "Byblos"

Assist members of NOC to grow their spiritual life, make new friends and learn from fellow parishioners

Welcome as participants seekers, agnostics, atheists, disenchanting members of other faith traditions or expressions of Christianity

Action	Costs Church Resources Provided	Who Responsible	Milestones and Timelines	Completion Criteria
Byblos Book Club Complete SP planning study. Identify Byblos Book Club as high priority.	Survey Monkey 384.00 Book Browse 39.00 Adobe 23.88 Leader books 250.00 Meetup.com 287.88 Zoom 250.00 \$ per year \$1234.76 \$6174 for five years	Anthony Scott	August 20, 2019 First Meeting	Group consensus to go forward with the ministry.
Thoroughly research the world of book clubs. Interview members of book clubs and parishes that have book clubs	Costs Above	Anthony Scott	Completed! Build membership, count participants	Membership and participation increases. Positive response from participant survey
Create documentation and survey supporting this ministry. Post on parish Website. Announce via email and The Word, this new ministry	Costs Above	Anthony Scott	Completed!	As needed, initiate Byblos newsletter; grow subscriber base
Recruit participants via personal invite, business cards and Meetup.com website.	Costs Above	Anthony Scott	Present parish members activated Participants in Byblos elect to become Orthodox Christians	New members recruited to Byblos and to Orthodoxy and long-time NOC members deepen and expand their spiritual life

OVERALL GOAL: Expand and Increase Support for Existing Parish Ministries
Objective: To Increase Participation and Engagement with Young Families

Action	Costs Church Resources Provided	Who Responsible	Milestones and Timelines	Completion Criteria
Mommy & Me				
Monthly gatherings at homes, restaurants, parks and church	\$0 per year	Ministry leader (Pres. Steph)	Monthly meetings with flyers present in email communication and in the Word. Pictures from last month's event.	Monthly updates in the Word.
Material Resources: 40 Day blessing welcome bag	\$ 500 per year	Ministry leader/co-leader	For every 40 day blessing. ~ 5/year at \$100 each	Presentation of welcome bag in Church
New baby food delivery	\$ 0 per year	ministry members/ leader to coordinate delivery	Prepare food for new mothers in our community	Meals being delivered

OVERALL GOAL: Expand and Increase Support for Existing Parish Ministries

Objective: To Increase Participation & Engagement with Those 60 & over and to Increase Interaction with Other Ministries Especially Youth

Action VIPs	Costs Church Resources Provided	Who Responsible	Milestones and Timelines	Completion Criteria
Research all who could become members of the VIPs and increase personal communication, especially to 60-75 year olds.	Volunteer & some Office staff time	Maria Pappas Stassie Sideris	Increase in attendance Increase in attendance of 60-75 year olds	Ongoing review and adjustment
Continue monthly socials	\$ 6000 for five years	Maria Pappas Paraskevi Catel	Good attendance & Involvement	Continue to evaluate
Research possibility of a senior drop in center	Volunteer donated	Vicki Kalabokes	When enough research is done to present a proposal to the Parish	Proposal accepted by Parish (for next five year Strategic Plan 2025-2029)
Coordinate with Youth Ministries to plan joint activities with the Youth of the Parish.	\$ cost listed under other Action Plans	Maria Pappas Stassie Sideris Sophia Stathis Andy Stenros	2020 – 2 joint activities 2021 – 3 joint activities 2022-2024 – 4 joint activities	Success of joint activities

OVERALL GOAL: Expand and Increase Support for Existing Parish Ministries
Objective: To Increase Participation & Quality of Choir & Chanting, and to Involve the Youth

Action	Costs Church Resources Provided	Who Responsible	Milestones and Timelines	Completion Criteria
Choir New Cherubic Hymn in both English and Greek	None – I (Maria) have written this with free software	Maria Passaris	Beginning rehearsals in August 2019	Will start to chant in Liturgies by September 2019
Apolitikia (in 8 tones) in English	None – I (Maria) have compiled music for this already	Maria Passaris	Within the next year	By end of 2020
Include Sunday School children in chanting of hymns	None	Maria Passaris and Christina	2020	2020

OVERALL GOAL: Expand and Increase Support for Existing Parish Ministries

Objective: To Increase Participation by Parishioners in Visitations and Create a more Structured Ministry

Action Visitation	Costs Church Resources Provided	Who Responsible	Milestones and Timelines	Completion Criteria
Research how many people need assistance and would like visitations	\$400 per year in staff time included in Church Annual Budget	Susan Stockton Matina Seremetis Parish Ministries Director	Reviewed all on database and known to Father Create a list for Visitation Increase in number visited	Visitations occurring. Needs to be received quarterly
Determine what constitutes a visit. Should it include transportation to Church if possible? Define and create instructional piece for Volunteer visitors	\$ 500 for five years	Susan Stockton Matina Seremetis	Definition and instructional piece completed	Improvement in Quality of Visits
Assign one Volunteer to be a one on one liaison with person to be visited. Should be two way communication to create consistency and comfort.	\$ Minimal	George Tacticos	Everyone identified has a liaison	Increase in Communication
Recruit Visitors. Create communication recruitment plan. Use all regular Church communications to promote the Ministry	\$ Minimal	Matina Seremetis Parish Ministries Director	Increase in number of visitors	Continual Recruitment
Develop gift packets for those being visited and distribution plan.	\$4000 for five years	Stacey Pinoris Bessie Tzasopoulos Parish Ministries Director	Gift Packets completed monthly	Continual Creation
Create an accurate spreadsheet on Church Drop Box so everyone on Visitation committee can see who has been visited, received a card, gift or call.	Minimal	Matina Seremetis Parish Ministries Director	Dropbox Spreadsheet created and used!	Continued Monitoring is required.

OVERALL GOAL: Expand and Increase Support for Existing Parish Ministries

Objective: To Increase Participation by Parishioners and the Local Community in Heritage Folk Dance Program

Action	Costs Church Resources Provided	Who Responsible	Milestones and Timelines	Completion Criteria
<p>Heritage Folk Dance</p> <p>Develop Greek Dance Class* open to Parishioners and the Local Community</p> <p><i>*This is a non-performing course; children and teens interested in performing can join the Minoan Dancers for instruction and performances (participation in Metropolis Greek Orthodox Folk Dance & Choral Festival is not a requirement of joining the Minoan Dancers)</i></p>	<p>Classes for different age groups (children, teens, adults should be taught separately)</p> <p>Participants will be charged fee to sign up for course (cost TBD)</p> <p>Consider tiered fees for parishioners vs non-parishioners</p> <p>Liability insurance provided by the parish to cover instructors in the event of injuries by participants</p> <p>Cost: \$1250 for five years. Oher Costs covered by fees</p>	<p>Effie Fourakis</p> <p>Instructors will be rotation of current adult Minoan Dancers</p>	<p>6-week sessions for adults, 8-week sessions for children</p> <p>Minimum number of participants required for sessions to proceed</p> <p>Course will cover Pan-Hellenic dances and popular regional dances; the types of dances you would expect to dance at a church festival or Πανηγύρι</p>	<p>On-going once established</p>
<p>Develop a Schedule of Instructional time for this Greek Dance Classes</p>	<p>Classes will be one hour long</p> <p>Use of gym is required and scheduling will not to conflict with Minoan dance rehearsals on Wednesday evenings and Sunday afternoons</p>	<p>Effie Fourakis</p> <p>Instructors will be rotation of current adult Minoan Dancers</p>	<p>Sessions to be scheduled considering ecclesiastical constraints, time constraints of instructors</p>	<p>On-going once established</p>
<p>Develop a Communication Plan to Communicate this Program to the Internal and External Nativity Community</p>	<p>Church & Minoans websites, Church, Marin Greek Festival and Minoans Facebook pages, Next Door, other Novato neighborhood sites</p>	<p>Effie Fourakis, church administrator, Parish Ministries Director</p>	<p>Attendance is sufficient and increases</p>	
<p>Develop a Plan to Increase Knowledge and Participation in our Orthodox Faith by Participants in the Dance program. New Facts each session.</p>	<p>Program will need support for this</p>	<p>Parish Ministries Director, Parish Priest</p>	<p>When Non-Orthodox Christians and Orthodox Christian participants become engaged in the Greek Orthodox Faith</p>	

OVERALL GOAL: Expand and Increase Support for Existing Parish Ministries

Objective: To Increase Participation by Parishioners and the Local Community in Heritage Greek Language Ministry

Action	Costs Church Resources Provided	Who Responsible	Milestones and Timelines	Completion Criteria
Heritage Greek Language				
Develop a Plan to Recruit New Teachers	<p>\$3000 + for two teachers/1 school year- 1/week for 8 months children's classes. Paid by tuition</p> <p>Additional cost to run adult program paid by tuition and Ministry funds</p>	<p>Eirini Karatzaferi and Lena Kokalis to remain as administration</p> <p>Possible Third Person?</p>	<p>Advertise on Craigslist, LinkedIn, other?</p> <p>Develop better marketing on NOC website</p>	<p>Need immediately</p> <p>Possible candidate currently interested!</p>
Develop a Curriculum for Introductory Conversation and or Travel Conversation	<p>\$ 2000 first year plus</p> <p>Materials as needed - iPads or TV in the classroom to Stream Greek Channels</p>	<p>New Teacher</p> <p>Greek School Administration</p>	<p>Advertise New curriculum</p> <p>Flyers to be sent every month until First day of School to Register for Classes</p> <p>Perhaps offer 1/2 semester registration options in 2020</p>	<p>Students to purchase their own books or included within tuition cost- TBD</p>
Create Communication Plan to Increase Internal and External Nativity Community to learn basic Greek Language	<p>\$ 500 for five years</p> <p>Materials as needed - iPads or TV in the classroom to Stream Greek Channels (Part of School Building Renovation</p>	<p>New Teacher</p>	<p>Incorporate TVs or iPads by 2020</p> <p>Develop better marketing on NOC website</p>	<p>Students to purchase their own books or included within tuition cost- TBD</p>
Develop a Plan to Increase Knowledge and Participation in our Orthodox Faith by Participants in the Greek School program.	<p>Shared with Sunday School. Materials as needed</p>	<p>Implemented within the Greek School Curriculum.</p>	<p>Christmas, Three Hierarchs, March 25th Celebration, Easter</p>	

GOAL
EXPAND &
CONTINUE
SERVICE TO THE
POOR AND NEEDY



NATIVITY OF CHRIST
GREEK ORTHODOX CHURCH

✦ faith ✦ love ✦ community ✦

SUMMARY

OVERALL GOAL: Expand & Continue Service to Poor and Needy - \$25,000

Objective: Increase involvement of Parishioners with Coordinated Effort to Volunteer at More Charities to help Nativity be known as a true Christian Church through this increased involvement

Action	Costs Total: \$25,000	Who Responsible	Milestones and Timelines	Completion Criteria
Engage with Local Charities with Philoptochos Lead: Nativity logo Shirts, Engage Charity Bloom, Gilead House, Food Bank, Sparkle, Vietnam Veterans	\$1250 For five years	Philoptochos	Shirts made, Parishioners signed up, Parishioners serving for these charities 2020-2021 Ecclesiastical Year	Continue to Evaluate and Adjust
Increase Philanthropic Work, School supply drive, more homeless work, more domestic abuse work, and engage other local churches with our Church through various activities	\$17,500 for five years	Philoptochos, VIP, Community Outreach, Hospitality, Spread the Word, Youth & Sunday School	Donations given to Charities, More Youth and Seniors increased involvement. 2020-2021 Ecclesiastical Year	Continue to Evaluate and Adjust
Specific plans to increase inter-ministry participation. Local Monastery Work, Adopt a Youth to become Junior Philoptochos, & YiaYia University to make items for poor and needy. Also using Fellowship Hour to explain plans and communicate how people can help.	\$ 6250 for five years	Philoptochos, VIP, Community Outreach, Hospitality, Spread the Word, Youth & Sunday School	YiaYia University started, Adopt a Youth Started Fellowship Hour Presentations started 2020-2021 Ecclesiastical Year	Continue to Evaluate and Adjust

OVERALL GOAL: Expand and Continue Service to the Poor & Needy

Objective: Engage with Local Charities with Philoptochos Lead

*** Cross Reference with Membership Growth Goal: Objective Community Outreach**

Action Engage with Local Charities	Costs Church Resources	Who Responsible	Milestones and Timelines	Completion Criteria
Gilead House: Childcare volunteers to provide supervision Tuesday-Wednesday evenings, 6.15p-7.45p. Activities include playing games, reading, helping with homework.	\$ 250 for five years advertising	Philoptochos will spearhead program, soliciting point person, working with VIPs and Youth Ministries and Parish-at-large to create volunteer base	Create outreach materials to be emailed, handed out, and published in The Word. Create database of volunteers. Contact Gilead to determine how best to schedule.	Per Gilead House direction, scheduled volunteers. Each quarter, volunteers will share their experience and triumphs with Parish at large.
SF-Marin Food Bank: Marin warehouse volunteering. Potential tasks: shop floor team (stocking), inventory, assembling grocery boxes etc.	\$ 250 for five years advertising	Philoptochos to coordinate volunteers from the entire Parish population, especially Youth Ministries	Contact SF-Marin Food Bank to determine needs and procedures	Assembled volunteer database and schedule for volunteering on site
Sparkle Foundation: The Holiday Gift Drive 2019 will need volunteers to sort, wrap and deliver gifts to needy women and children.	Lend Space & Volunteers	Philoptochos	Increased coordination between Sparkle & Church Assigned point person to contact Sparkle for program details and to assess needs	Scheduled and held event with Sparkle staff.
Vietnam Veterans of America, Chapter 547, and San Rafael: Connect with Local chapter regarding assisting them with their homeless Vet's initiatives. Possibilities include creating toiletry or first aid kits, coat drive etc.	\$500 for five years	Philoptochos to contact VVA to determine needs, will then attempt to broad engagement with Parish community	Initial contact made in 2020	To be determined once initiative is identified

OVERALL GOAL: Expand and Continue Service to the Poor & Needy
Objective: Engage with Local Charities with Philoptochos Lead
*** Cross Reference with Membership Growth Goal: Objective Community Outreach**

Action	Costs Church Resources	Who Responsible	Milestones and Timelines	Completion Criteria
Engage with local Charities				
<p>Create Nativity T shirts!! Develop and produce Nativity t-shirts to be worn at all off-campus events. Purpose is to increase visibility and recognition of our Church's good works.</p>	<p>Also under Community Outreach. Cost is in Community Outreach</p>	<p>Parish Council with Father John to approve final</p>	<p>Create design-one month (including sign off) Determine quantities/sizes Production and delivery: 3-4 weeks</p>	<p>Delivery and distribution of shirts</p>
<p>Bloom: non-profit that provides clothing to men, women, and children in transition. Philoptochos will coordinate two programs, 1. raise money for purchase of new clothing for children; 2. Volunteer time to provide Intake Support-steaming, sorting and organizing of clothing, an ongoing need.</p>	<p>\$250, (five years) marketing flyers</p>	<p>Philoptochos Youth Ministries to assist with soliciting donations (in and out of Parish), purchase of new children's clothes using donated funds, and give time at Bloom facility</p>	<p>Donation drive to begin late June-July, so purchases can be made and delivered early August in advance of start of school. Contact local retail stores to solicit donations of new clothing, promising to advertise their involvement in all Parish communications.</p>	<p>Donations to be taken to various stores to purchase new clothes. Pick up donated clothing from participating retail stores. Assorted clothing to be delivered to Program Director at Bloom.</p>

OVERALL GOAL: Expand and Continue Service to the Poor & Needy
Objective: Engage with Local Charities so Nativity can do more Philanthropic Work
*** Cross Reference with Membership Growth Goal: Objective Community Outreach**

Action	Costs Church Resources	Who Responsible	Milestones and Timelines	Completion Criteria
Engage with Local Charities				
Work with SF Marin Food Bank to see how Nativity can increase support to feed the Needy.	Volunteer	Philoptochos and volunteers from the parish	Volunteers Scheduled Increased involvement in the community, visibility and philanthropy by the parish 2020	Increased Parishioner Support of existing Food Bank Nativity known in Community for Philanthropic Work
Participate in a school supply drive on a yearly basis to provide school supplies and backpacks to needy children	Signage \$250 over Five years	Church School and Youth ministries	Parish School Supply Drive will take place on an annual basis between June and August First Engagement 2020 Milestone: Increased involvement in the community, visibility and philanthropy by the parish	Partnerships will be established between our Youth Ministries leading the school supply drive and community organizations that serve needy children. Nativity known in Community for Philanthropic Work
Partner with North Marin Community Services, Gilead House, Homeward Bound, Center for Domestic Peace to serve the needy during holidays and upon request throughout the year	Signage \$150 over five years Additional Donations to Charities in addition to Volunteering: \$16,350	All parish ministries including: Philoptochos, VIP, Hospitality, Evangelism Youth and Church School, and Community Outreach	Milestone: Increased involvement in the community, greater visibility and philanthropic opportunities for all members of Nativity 2020	Ongoing
Partner with local churches to offer Christian education and evangelism to the community (i.e. St. Anthony's Alpha series, Nativity's Byblos Book Club)	Signage \$250 over five years Food/drink \$500 over five years	Hospitality and Evangelism ministries will coordinate with church partners and create a schedule of events Note: Publicity for each event will be the responsibility of the hosting church	Each church will rotate hosting an event and will provide a speaker, lecture, book discussion, movie on a Christian topic. - Host church will choose the topic and determine whether to include a meal or coffee/dessert, etc.	Ongoing and continually evaluated to determine community interest and parish Participation

OVERALL GOAL: Expand and Continue Service to the Poor & Needy

Objective: Nurture & Cultivate Nativity Parishioners and Ministry Support (Especially Youth) to Help

*** Cross Reference with Membership Growth Goals: Welcoming, Hospitality, Community Outreach**

Action	Costs Church Resources	Who Responsible	Milestones and Timelines	Completion Criteria
Nurture Parishioner Involvement				
Increase parish participation by revamping structure and responsibilities of Fellowship Hour (FH) to enable Philoptochos to focus on its Mission of helping the Poor & Needy	\$5500 over five years for supplies. Weekly food offerings to be donated by parish members, though Philoptochos may fund specific events as appropriate	Philoptochos Lead Philoptochos FH Coordinator in concert with stewards at large	Developed calendar for the year Coordinator to signed up participating stewards for entire year Created Fellowship Hour Guidelines to be shared with all participants Developed database of participants with phone and email contact info to communicate special needs (fasting periods), reminders, etc.	Yearly calendar noting participants committed to each Sunday, fasting periods, special events. Deliver guidelines to all participants
Castro Valley Monastery: Work Day Coordinate with Goya/Youth and VIPs	\$500 for five years	Philoptochos	Coordinator identified Monastery Confirmed Supplies Confirmed Coordination with Other Ministries Completed Car pools Assembled	Go and work! Coordinator responsible for reporting back with successes, suggestions
Philoptochos Adopt –A Youth: solicit girls from youth ministries to become Junior Philo members. Purpose is to attract, interest and engage youth to Philoptochos mission and activities	\$ 250 for Five Years	Philoptochos Coordinate with Goya, Youth Director	# of Adoptees per year determined marketing flyer created promoted at Youth Ministry Meetings	Signed up adoptees, assigned to events, activities Continue evaluating and reassessing program
Initiate YiaYia University One Example: Crochet Class: Make blankets and throws for the needy	Volunteers will donate time and materials	Philoptochos to coordinate with VIPs and Youth ministries and Hospitality for participants	Established teaching staff Selected start date Created ad flyer Bought materials (or provide materials list) for participants Selected recipients (hospital ward, nursing home, etc)	Deliver blankets and throws to selected recipients