

## Strategic Plan Outline of Costs (2020-2024)

### Summary Action Plans for Each Goal

*(Please see detailed, specific action plans under each goal on website)*

- **Initiate New Church Membership Growth Strategies - \$1,251,293**
  - \$1,040,132 (Expand/Enhance Church Entry)
  - \$120,861 (ADA Access in Parking Lot & adding Elevator)
  - \$90,300
    - \$8,500: Increased Communication with Stewards
    - \$72,500: Spread the Word (Hospitality) Ministry Reach Out Activities
    - \$9,000: Community Outreach to Charities and Community Members
    - \$300: Narthex Greeters identification of Guests and Follow-up
- **Develop and Increase Financial Resources - \$17,600**
  - \$10,000: One-time for Capital Campaign Materials
  - \$7,500: Stewardship Materials and Training
  - \$100: Planned Giving Materials
- **Enhance and Improve Internal Operations - \$129,000**
  - \$26,000: Good Governance Plan Materials and Training
  - \$43,000: Volunteer Management Workshops, Events, Software, etc.
  - \$60,000: Leadership Training On Going for all Church leaders
- **Enhance and Improve Facilities - \$310,850**
  - \$250,000 – Maintenance Plan
  - \$60,850 – Main Kitchen Remodel
- **Expand and Increase Support for Existing Parish Ministries - \$1,648,266**
  - \$204,438: Renovate School Building, Offices, and Small Kitchen
  - \$856,654: Small Hall, Space for Smaller activities, Saving Energy
  - \$30,000: Upgrade ergonomic furnishings and IT needs for ministries
  - \$390,000: Parish Ministries Director to Coordinate Ministries as they undergo and complete all the many aspects of the Strategic Plan. Amount will decrease depending on date of hiring. Goal 2020-2021 Ecclesiastical Year. (\$78,000 a year including benefits)
  - \$167,174 (\$33,435 per year for these ministries: (Sunday School, Youth & Young Adults, Adult Education, Byblos Book Club, Mommy & Me, VIPs, Choir. Visitation, Heritage Folk Dance and Heritage Greek Language)
- **Expand and Continue Service to the Poor and Needy - \$25,000**
  - \$1250: Engage local Charities with Parishioners with Nativity Shirts Volunteering
  - \$17,500: Increase Philanthropic Work involving Youth of Community
  - \$6250: Increasing Inter-ministry work on outside Philanthropy like YiaYia University with Youth & VIPs.

**TOTAL: \$3,382,009**

**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>

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<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>

**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

**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**

<b>Action</b> <i>Overall Action Plan for Improve Internal Operations</i>	<b>Costs</b> Total: \$129,000	<b>Who Responsible</b>	<b>Milestones and Timelines</b>	<b>Completion Criteria</b>
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

**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

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**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

**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 &amp; 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 &amp; \$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 &amp; 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>

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**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 Katsafieri	Participation in these new programs	Continual Evaluation and Reassessment

**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