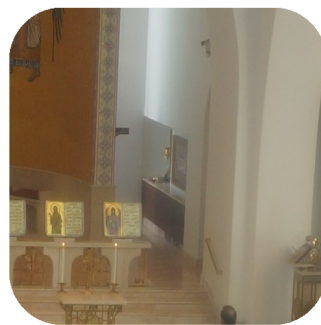
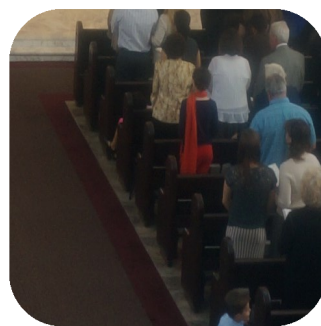


Saint Paul's Greek  
Orthodox Church  
"Vision 21" 2014-2018



Today  
Tomorrow  
Together







June, 2014

Brothers and Sisters in Christ,

It is with a great sense of joy and humility that we present this next version of *Vision 21*, the long-range strategic plan which will guide our Parish over the course of the next five years.

To honor those who work so hard and tirelessly for our Parish, to recognize emerging trends and opportunities, to further serve others, and to embrace the notion that we are one Parish with many hands, “St. Paul’s: Today, Tomorrow, Together” has been selected as an appropriate and meaningful theme which will guide our newly planned programs, ministries, stewardship opportunities, building program and conduct as a Church community as we seek to do the will of God (*Matthew 7:21*).

This booklet will provide you with insight into the plans and recommendations developed by our Visioning Teams as they looked to the “horizon-line” of their respective areas of assignment. Nearly 100 parishioners have provided input into this plan. On behalf of our Parish, we wish to thank all who have contributed so much to make this plan a reality.

Like our *Vision 21* plans of the past, this new plan will be used to chart our course and focus our energies and resources to meet the needs of our Parish. It will also serve as a benchmark which can both measure our progress and help us calibrate changes in direction as new needs arise. Most importantly, however, it will be used for the most basic and important of reasons - to better serve Christ and build up His Body, the Church.

Yours in Christ,

Fr. Steven Tsichlis  
Pastor

Ted Konopis  
President, Foundation

Ron Tedesco  
President, Parish Council

Steve Tibbs  
V21 Coordinator

“Jesus Christ is the same yesterday,  
today and forever.” - *Hebrews 13:8*

# Our Journey Continues

1

## YESTERDAY.

In 1977, fifty-seven families formally petitioned the Greek Orthodox Archdiocese of America for the establishment of a new Parish in Orange County, California. The late Father George Stephanides of blessed memory (*Proverbs 10:7*) was assigned as our founding pastor and celebrated the first Liturgy of the new community on June 11, 1978 at Mission Viejo High School. In the years which have followed, our Parish has thrived and grown.



We purchased 5.6 acres of land in Irvine, erected a Parish center and offices, built a Church, opened an education center and library and continued to glorify God and His Saints by adding iconography within the Church.

## TODAY.

Under the leadership of Father Steven Tsichlis, our Parish has grown to over 425 committed stewardship families with an active Church School roster of over 200 children annually. In the spring of 2013, our first Parish-wide survey was conducted and 270 participants identified our strengths and opportunities. Additional meetings then took place to confirm the Parish's direction. Here is how we describe ourselves as a Parish:



### WHAT WE DO WELL

- > Education (#1 overall rating)
- > Outreach (array and quality)
- > Welcoming, Friendly & Cooperative as a Parish
- > Many Opportunities to Volunteer
- > Our Clergy and Staff
- > Programs & Services (array and quality)

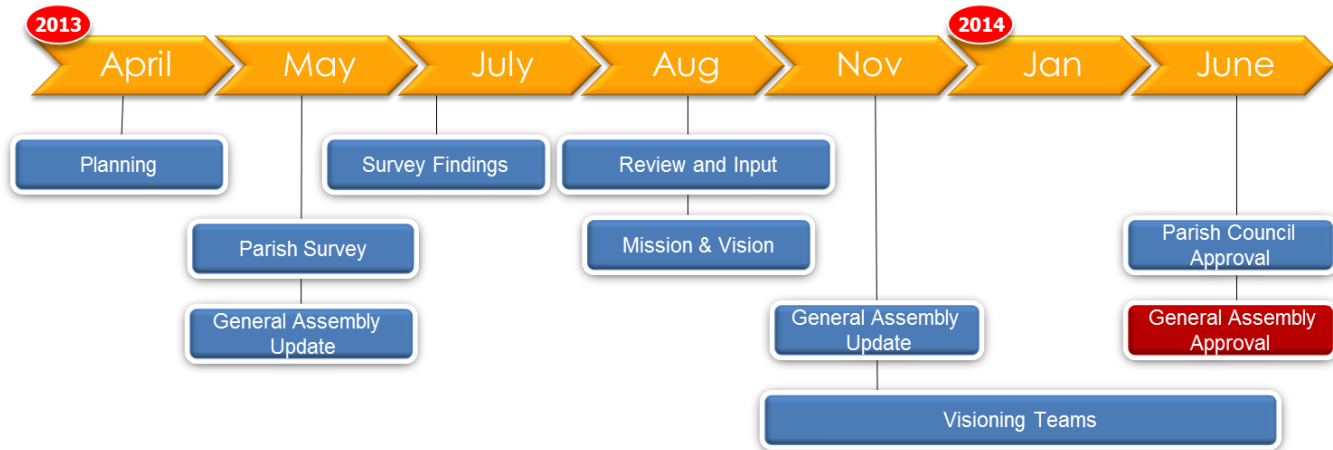
### WHAT WE COULD IMPROVE

- > Worship (additional opportunities and time considerations)
- > Youth Programs
- > Social Interaction (provide additional, smaller, more casual social gatherings)

# Vision 21 Planning Sequence

## TOMORROW.

We used the following timeline and plan components to guide the development of *Vision 21*.



## TOGETHER.

Visioning Teams, led by parishioners noted below, were challenged to define scope, review the present state and create recommendations spanning the next five years for their respective areas.

<b>Mission, Vision, Purpose &amp; Values</b>		Fr. Steven
<b>Liturgical Life</b>	<b>Ministries, Programs &amp; Services</b>	
Fr. Steven	Mission is Possible	Alex Gorbenko
<b>Parish Systems</b>	Philanthropic Ministries	Helen Louis
Hospitality	Religious Education	Eve Tibbs
Management Systems	Youth Ministry	Pita Dargavel & Carolyn Kouracos
Technology	Senior Ministry	Dean Langis
Leo Lovato	<b>Building Programs &amp; Facilities</b>	
Steve Tibbs	Ted Konopis	
John Leventis		
<b>Gift-Based Support</b>		
Endowment Program		
Stewardship		
Mark Hudoff		
Ron Tedesco		

# Purpose and Mission

## OUR PURPOSE

Our purpose as a Parish, and our goal as Christians, is salvation in Jesus Christ: what the Saints have sometimes called *theosis* – living in Him, seeking to do His will and conforming our lives to His in every way. Therefore, we constantly seek to fulfill the two great commandments He has given us: to love the Lord our God with all our heart, with all our mind, with all our soul and all our strength; and to love our neighbor as ourselves (*Mark 12:30; Matthew 22:36-39; Luke 10:27*).

At St. Paul's, we strive to "make love our aim" (*1 Corinthians 14:1*) in all that we do as individuals, families and as a community.

## OUR MISSION

Our mission is to share this Good News of salvation with as many people as possible, proclaiming God's boundless love for all humanity and by the power of the Holy Spirit being His witnesses "in Jerusalem, Judea, Samaria and to the ends of earth" (*Acts 1:8*) – or, as we would say today, at the local, national and even international levels. In doing so, we reflect the *apostolic and evangelical* nature of the Church, in obedience to the great commission that He has given us to "go and make disciples of all nations, baptizing them in the name of the Father, Son and Holy Spirit, teaching them to obey all that I have commanded you" (*Matthew 28:18*).



# Vision and Values

## OUR VISION

At St. Paul's we want to build a Christ-centered, Spirit-filled community that is welcoming, loving, forgiving, encouraging and authentic, where people can "grow in grace and knowledge of our Lord and Savior, Jesus Christ" (2 Peter 3:18) and make love the aim of our lives.

*(1 Corinthians 14:1)*

***"A new commandment I give you: Love one another. As I have loved you, so you also must love one another. If you love one another, it is by this that everyone will know that you are my disciples." (John 13:34)***

## OUR VALUES

To move towards and actualize our vision of where God is calling us, both individually and as a community, we will value the following:

***Worship*** of the living God "in Spirit and in Truth" (John 4:24) as the heart and soul of our life together, the *essence* of what it means to *be* the Church; the committing "of ourselves and one another and our whole life to Christ our God" (Liturgy of St. John Chrysostom);

***Education*** that is intended to be transformational for people of all ages to nurture their relationship with Christ in the Holy Spirit, to learn the essentials of that "faith once delivered to the Saints" (Jude 3); and

***Ministry***, loving and caring for one another within the Parish as brothers and sisters in Christ and actively serving others outside the Parish by sharing the Good News and doing philanthropic outreach, practicing the faith we teach and proclaim by living lives that are "worthy of the Gospel of Christ" (Philippians 1:27).

## ETHNICITY AND THE CHURCH

Historically, ethnicity has played a major role in the life of the Greek Orthodox Church in America. This will no longer be the case in the future. Increasingly – and this is abundantly evident at St. Paul's – one's commitment to the life of faith is not a matter of cultural heritage, but of personal choice. The tide of ethnicity cannot sustain the Church's life in the pluralistic and intensely secular society of 21st century America. St. Paul's is – and must continue to be – a Parish that welcomes people of all backgrounds to join with us. Initially established by men and women of Greek descent, St. Paul's today is comprised of more than 425 families representing more than a dozen different nationalities. In this, we reflect the *catholic* nature of the Church's life: that the Church's message of salvation in Christ Jesus is universal and embraces people "from every nation, from all tribes, peoples and languages" (Revelation 7:9).

# Vision and Values (continued)

## WHAT DOES THIS MEAN FOR ST. PAUL’S?

This means, first of all, that evangelism – sharing our faith in the Risen Christ with others and inviting them to share in our life together as a community – must become a central focus of our Parish. This will require a re-orientation of our minds and hearts, an increased openness and a willingness for each of us to ask ourselves how we can participate in bringing our families, friends and neighbors to faith in Christ and the fullness of apostolic teaching and practice that is Orthodoxy. Every program and event from Church School and Bible Study to the Greek Festival and Easter Picnic must have this focus.

Secondly – and even more fundamentally – we as a community must seek above all else the rekindling of a personal faith in Christ and commitment to Him in the minds and hearts of all of our parishioners, young and old. The word “personal” in this context means the *internalization* of the truths and values of the Orthodox Christian faith so that these truths and values can be held with conscious conviction and expressed concretely by the quality of our lives as Christians. We must strive to create a nurturing and supportive social environment, a network of Christian relationships, to offer a counterbalance to the pervasively secular milieu in which so much of our time is spent.

## VISION MODEL







# Liturgical Life

## FOCUS

Worship, the Divine Liturgy and the sacramental life of the Parish.

## VISIONING TEAM

Team Lead: Fr. Steven Tsichlis; Members: Fr. Theofanis Degaitas, Dcn. Daniel Cunningham, John Britigan, Robert Henning, Dean Langis, Eve Tibbs.

## VISION

The on-going revitalization of our liturgical and sacramental life must be an absolute priority in the life of the Parish, encouraging the full, conscious and active participation of the faithful who gather for worship “with faith, reverence and the fear of God” (*Liturgy of St. John Chrysostom*). In doing this, we reflect one aspect of the **Orthodox** nature of the Church’s life, for the word Orthodoxy means, first and foremost, “true worship.”

## PROGRAMS AND ACTIONS

- **Liturgical Participation**
  - > Develop a new Divine Liturgy book (for the pews) which aligns with what the clergy and choir are praying and singing and provides brief commentaries on the Liturgy in order to deepen one’s understanding of why we worship the way we do and the Biblical roots of the Liturgy.
  - > Continue to encourage more congregational singing; provide better English translations of hymns.
  - > Develop a pilot program for a Saturday evening Vespers and Divine Liturgy.
  - > Continue the development and production of liturgical booklets to enable people to more fully understand and participate in the sacramental life of the Church (i.e. baptism, making of catechumens, etc.).
  - > Develop prayers of thanksgiving to recite after receiving Holy Communion.
- **Deacon**
  - > Have an additional deacon assigned to St. Paul’s with the blessings of the Metropolitan.
- **Chanter Development**
  - > Launch a “Chanter Training” program designed to expand the number of Chanters at St. Paul’s.
- **Liturgical Support**
  - > Develop the “next generation” of parishioners to prepare the making of *prosforo* for Liturgy, *artoklasia* breads for the blessing of the loaves service and *kolyva* for memorial services, etc.
- **Church Attendance**
  - > Increase, and improve the consistency of, regular Sunday Church attendance.
  - > Improve on-time attendance for the Divine Liturgy.
  - > Improve attendance at weekday services, Morning Prayer (Orthros) before Liturgy and the celebration of one’s name day.
- **Youth Participation**
  - > Continue to expand the acolyte program as an important segment of the youth ministry that includes an educational component that promotes better understanding of the Liturgy and worship.
  - > Continue programs to enhance girls’ participation in worship such as usher interns, choir, “Bridesmaids” during Holy Week, etc.
  - > Encourage participation of youth in the Sacrament of Confession.
  - > Form a Youth Choir.



# Mission is Possible

## FOCUS

The Mission Committee at St. Paul's is active in the undertaking of our Lord's great commission to "go forth and make disciples of all nations, baptizing them in the name of the Father and of the Son and of the Holy Spirit" (*Matt. 28:19-20*). To that end, we aim to support and minister to the spiritual and physical needs of the Orthodox faithful, particularly in regions of high need around the world, supporting and supplementing the work of the Orthodox Christian Mission Center (OCMC) to spread the Gospel and the philanthropic work of International Orthodox Christian Charities (IOCC). In doing so, we reflect the *apostolic* and *evangelical* nature of the Church's life.

## VISIONING TEAM

Team Lead: Alex Gorbenko; Members: Fr. Steven Tschlis, Angela Arvanitis, Linda Gorbenko, Steve and Carolyn Kouracos, Adam and Nadine Mwesigwa, Stephanie Petas, Jennifer Schipsi, Carol Sekeris, John Smith, Mark and Ginny Tomich, Tony and Juliana Wissa.

## VISION

The Mission Committee serves as an advocate for growth and self-sufficiency in newly developed Orthodox communities worldwide by fostering partnerships with existing Orthodox communities. The Mission Committee is dedicated to:

- > Fundraising for the construction and upkeep of Orthodox Churches, clergy homes, fresh water wells, school and medical clinics in Tanzania and other target areas.
- > Coordinating and supporting all medical, educational and construction teams as they witness to our sister communities abroad.
- > Actively serving as a resource and as a catalyst for other Orthodox Parishes in America to follow in the field of mission work.
- > Educating St. Paul's about the necessity of ongoing outreach, as well as providing a variety of opportunities to participate in outreach.
- > Maintaining close spiritual ties with sister communities around the world and actively praying for their growth and success.
- > Collaborating with other ministries within St. Paul's to accomplish the above goals.

## PROGRAMS AND ACTIONS

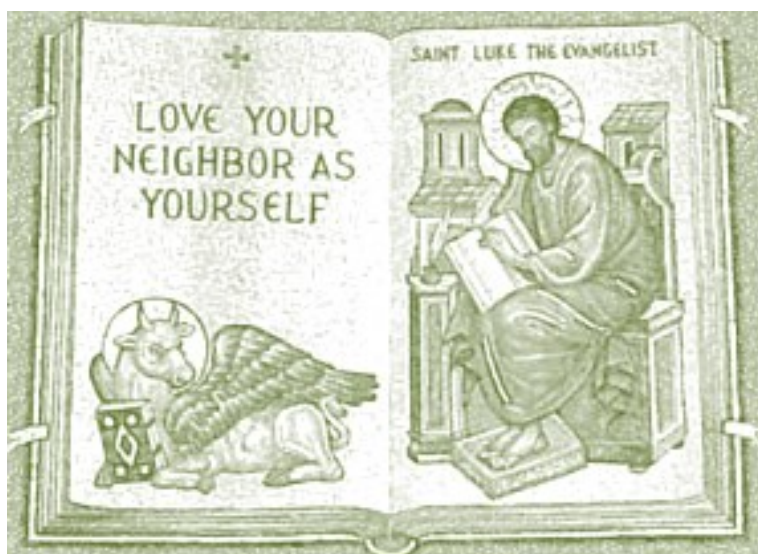
### • Water Well Project

- > Target: 50 villages with functioning wells providing clean drinking water.
- > The Tanzania well digging project will encompass the hiring and training of a local Tanzanian team which will dig boreholes, pour aprons and install drop pipes and pump hardware.

*"Go, therefore, and make disciples of all nations, baptizing them in the Name of the Father and the Son and the Holy Spirit, teaching them to obey everything I have commanded you." - Matthew 28:19-20*



- **Medical Teams**
  - > Form a small medical team (5 - 6 people) to work at the Orthodox Health Center near Bukoba, Tanzania.
  - > Send at least one team per year following the initial team formation.
- **International Outreach Awareness**
  - > Communicate to Orthodox communities throughout the U.S. the need for international outreach programs and promote the development of mission committees at the Parish level.
- **Support a Priest**
  - > Enlist the help of sister Parishes in the U.S. that will annually support priests around the world through the SAMP program (Support a Mission Priest, OCMC).
- **Solar Lights**
  - > Bring solar lights to African Orthodox boarding school children as part of every visit to their area.
- **“Mission is Possible” Fundraisers**
  - > Host annual fundraisers to support general operating projects.
- **Medical Equipment**
  - > Invite other Parishes to participate in shipping medicine, supplies, and medical equipment to the Orthodox Health Center in Tanzania.
- **Project Mexico Mission Trip**
  - > Coordinate weekend or week-long mission trips to Project Mexico to encourage and develop parishioners to be mission-minded. Invite families and individuals, as well as teens.
- **Mission Team to Kenya**
  - > Send a missionary team to Kenya (who will also interview local children for “Hunger Strike”).





# Philanthropic Ministries

## FOCUS

At St. Paul's, the mission of *Philoptochos* (Greek, meaning "love for the poor") as an organization is to aid the poor, the destitute, the hungry, the aged, the sick, the unemployed, the orphaned, the widowed, the impoverished, the handicapped and those who are victims of disasters; to undertake the burial of impoverished persons; and to offer assistance to anyone who may need the help of the Church. However, care for those in need is the mission and responsibility of *all* Christians and, as the Lord Jesus teaches, will be the basis for our judgment at the Second Coming (*Matthew 25: 31-46*).

## VISIONING TEAM

Team Lead: Helen Louis; Members: Nanette Bowman, Steve Buday, Sandy Cooper, Sondra Johnson, Jeri Konopisos, Dorothea Love, Lou Machos, John Ogonowski, Mark and Ginny Tomich.

## VISION

Philanthropic Ministries provide care, support and service to those in need by:

- > Supporting Philoptochos projects at the local, national and international levels.
- > Providing Outreach support and services to the greater Orange County community (e.g., FOCUS, Isaiah House, St. Anselm's Episcopal Church, Hannah's Gift, Alcoholics Anonymous, Career Ministry, etc.).
- > Providing In-reach care, wellness and counseling support to St. Paul's parishioners in need.
- > Establishing and coordinating the recruitment, training and development of volunteers serving as care providers.

St. Paul's parishioners are currently involved in several Outreach programs which can be expanded with the support of more volunteers and Outreach leaders. St. Paul's will continue to provide an active lay In-reach program to meet the needs of the ill, elderly and those in crisis within the Parish. Within five years, the goal is to have at least 35% of St. Paul's parishioners actively volunteering in programs of support that are being led by a paid coordinator.

## PROGRAMS AND ACTIONS

### OUTREACH

- **Local Support**

- > Continue to support local programs which serve those in need outside of the Parish of St. Paul's; each Outreach program will continue to have a designated leader(s) responsible for building a volunteer team and delivering their respective support and services.

### IN-REACH "Hands to Help"

- **Identify a volunteer In-Reach Coordinator for the Parish that will:**

- > Work closely with the Church Office to develop a support response system designed to identify and support parishioners in need.
- > Build a care team comprised of many **Local Area Caregivers** who can respond to the needs of parishioners within their local geographies, offer support services as needs arise and perform follow-up check-ins from time-to-time (e.g., send cards, visit, provide meals or transportation, etc.).



- **Care Review Team**

- > Investigate other lay outreach and volunteer recruitment programs at other Christian Churches (e.g., St. Killian, St. Edward the Confessor, Holy Family Cathedral Roman Catholic Churches and Trinity Presbyterian Church, Tustin, etc.).

- **Volunteer Readiness**

- > Explore the “Stephen Ministry” program and other lay pastoral ministries as a vehicle to train and support our lay volunteers.
- > Hold a “Ministry Fair” twice a year to acquaint parishioners of our Outreach/In-Reach programs and to recruit new volunteers.
- > Engage more youth to participate in Outreach programs.
- > Encourage Catechumens, at the conclusion of “Christianity 101,” to make a commitment to at least one of the Outreach/In-reach ministries.
- > Reinforce ministry messages and share volunteer opportunities via sermons, Church presentations, website messages and written communications.



Unmercenary Women Healers of the first century: Zenaida, Philonella, and Hermione



# Religious Education

## FOCUS

The goal of Religious Education is to lead people more deeply into what St. Paul calls “life in Christ” (*Galatians 2:20*) by increasing both the participation in and the understanding of the fullness of the Orthodox Christian faith, which includes worship and the Holy Mysteries, prayer, providing service to those in need and the cultivation of personal holiness. All of the educational programs of our Parish must clearly teach the faith in a way that can be personally appropriated and practiced in our daily lives. The scope of Religious Education in the life of the Parish includes: Church School, Seminars, Retreats, Bible Studies, Book Study Groups, Workshops, Libraries and Programs targeting specific demographic groups.

## VISIONING TEAM

Team Lead: Eve Tibbs; Members: Dcn. Daniel Cunningham, Irene Aviles, Dean Langis, Jeffrey Levine, Dorothea Love, MaryAnne Smith, Chrissie Zeppos.

## VISION

St. Paul’s will continue to provide the same vast array of educational opportunities to its parishioners that it offers today. However, additional programs designed for specific adult groupings within the Parish will be created. Also, the Parish will begin utilizing technology in course delivery and Bible and Book studies, establishing learning communities and special interest groups and providing guidance on electronic educational resources for parents, children and youth.

## PROGRAMS AND ACTIONS

- **Church School**
  - > Offer continuous teacher development (key priority).
  - > Consider a family night for intergenerational education.
- **Bible Studies**
  - > Create localized bi-monthly Bible study groups around the themes of worship and sacramental living.
  - > Use technology to form geographically-dispersed learning communities (such as is currently being done in the Women’s Bible Study “Skype-in” on Thursday mornings and Orthodox Koinonia “call-in” on Thursday evenings).
  - > Consider developing on-line classes.
- **Book Study Group**
  - > Continue a Lenten (or seasonal) Parish-wide Reading Project (e.g., “Lives of the Saints”).
    - Form “Closed Groups” on Facebook or Google “Hangouts” for book study participants.
    - Schedule at least one face-to-face meeting to discuss the book being read.
  - > Continue the monthly ecumenical book club focused on prayer and spiritual life that includes local Roman Catholic and Coptic Orthodox Churches.
- **College**
  - > Form a committee to host college-specific social and educational events during summers when “away” students are home.
- **Adult Education**
  - > Add/continue additional Orthodox Theology and Spirituality classes (Orthodoxy 201, 301, etc.).
  - > Conduct special “one-session” classes on a Sunday or weeknight before the major seasons of the Liturgical year.
- **Seminars & Speakers**
  - > Restore Spiritual Odyssey (as it was in its first year) over a weekend in late January offering a number of different speakers, food and a robust book faire (icons, jewelry, other accoutrements).
  - > Continue the annual Women’s Retreat.
  - > Develop an annual Men’s Retreat.
  - > Continue inviting selected guest speakers to share and present throughout the year.



- **Library & Bookstore**

- > Continue having volunteers serve as Library Resource Coordinators who can recommend books, and especially downloadable materials, for families (on topical or seasonal themes).
- > Implement a library awareness campaign to increase use of current library resources.
- > Have one or several parishioners regularly write book reviews or articles for the “Good News” and occasional Parish emails.
- > Set up a book display to promote books during the coffee hour.
- > Utilize technology to allow patrons to browse books online, or on a pc or a tablet.
- > Expand the bookstore to offer a wider variety of icons, incense, prayer ropes, CD’s of liturgical music, children’s books, etc.

### OTHER SPECIFIC DEMOGRAPHIC GROUPS

- **Parents**

- > Support young parents by addressing parenting themes in written materials or in an adult-only parenting seminar.
- > Distribute relevant books (such as Fr. Coniaris’ *Making God Real in the Orthodox Christian Home* and Sister Magdalen’s *Children in the Church Today*).

- **Youth**

- > Restore Vacation Church School (traditional one-week daytime VCS).
- > Secondly, explore additional VCS formats, such as an inter-generational weeknight VCS (such as each Monday evening in July).

- **Choir**

- > Invite an occasional guest speaker a few times each year to choir practice to explain the theology of certain feasts and the meaning of hymns.

- **Seniors**

- > Continue to offer education as provided by the current ministry leaders.



Christ the Teacher



## Youth Ministry

### FOCUS

To develop a comprehensive Youth ministry at St. Paul's Parish that is Eucharist- centered, relational, vibrant, intentional and relevant.

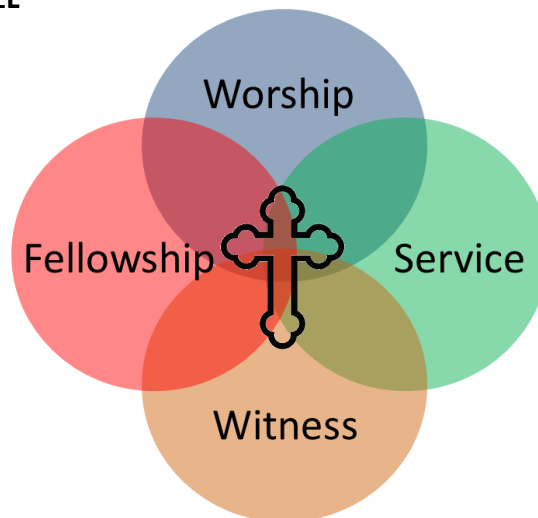
### VISIONING TEAM

Team Co-Leads: Pita Dargavel/Carolyn Kouracos; Members: Fr. Steven Tschlis, Dcn. Daniel Cunningham, Irene Aviles, Alexis Bien, Carolyn Bien, Will Boyd, John Britigan, Lena Chernyshev, Alex Gorbenko, Amy Hawkins, Laura Leventis, Helen Louis, Dorothea Love, Metri and Linda Manneh, Eve Tibbs, Chrissie Zeppos, Patricia Zioga.

### VISION

The Youth of the Orthodox Church are not only the *future* of the Orthodox Church in America, but they are also the Church NOW. With that understanding, it is the vision and desire of St. Paul's to weave them into the very life of the Parish by providing a vibrant Youth ministry program that will feed them on all levels, most importantly, spiritually. The goal is to give them opportunities to encounter Christ, and by encountering Him, to come to know and love Him and His Holy Church. By being ingrained by, and sustained in, the life of the Church, their Orthodox faith will develop deep and lasting roots.

### YOUTH MINISTRY MODEL



### Youth Ministry Model Defined

- ✝ **Worship (Liturgia)** *“O come, let us worship and bow down; Let us kneel before the Lord, our Maker. For He is our God, and we are the people of His pasture, and the sheep of His hand” ( Psalm 95:6-7).*
  - > Help our Youth establish a life of personal prayer and immersion into the sacramental life of the Church.
- ✝ **Service (Diakonia)** *“For even the Son of Man did not come to be served, but to serve” ( Mark 10:45).*
  - > Encourage youth participation in a variety of settings including serving meals, home building, providing outreach to the elderly, the sick and the shut-ins or working on special charitable projects.
- ✝ **Witness (Martyria)** *“For you will be His witness to all men of what you have seen and heard” ( Acts 22:15).*
  - > Prepare our Youth to offer Christian witness through a knowledge of Orthodoxy, with a loving and welcoming approach and by their personal behavior.
- ✝ **Fellowship (Koinonia)** *“Behold how good and pleasing it is when brothers dwell in unity” ( Psalm 133:1).*
  - > Provide opportunities to enjoy true “Christian fellowship” through weekly meetings as well as social events at both the Parish and Pan-Orthodox levels.





## PROGRAMS AND ACTIONS

- **Leadership**
  - > Hire a Youth Director.
  - > Establish a Youth Leadership Council, comprised of parents and other ministry leaders, designed to coordinate various ministry programs and create a unified annual calendar of events.
- **Program Design**
  - > Design a unique Youth Program for St. Paul's that incorporates elements of successful programs of the Greek Orthodox Archdiocese of America and the Greek Orthodox Metropolis of San Francisco and referencing external programs (such as the Catholic Youth Ministry's "Life Teen" program).
- **Programs and Activities**
  - > Conduct weekly Youth meetings/events.
  - > Participate in Greek Orthodox and Pan-Orthodox activities such as St. Anthony's Volleyball Tournament, the Bible Bowl, St. John Chrysostom Oratorical Festival and the Metropolis of San Francisco's Folk Dance/Choral Festival.
  - > Conduct two Youth Retreats annually, one of which will be "Hunger Strike."
  - > Encourage participation in the "CrossRoad" and Ionian Village programs.
  - > Re-start Vacation Church School.
  - > Re-start Pioneer Club in an eight-week format for elementary-aged children.
  - > Establish a "Moms and Tots" - type of program.
  - > Participate in the Greek Orthodox Metropolis of San Francisco's Youth Choral Festival.
  - > Expand the Youth Ministry to include Parenting and Family Ministries.
- **Communication**
  - > Expand the use of social media to keep Youth connected to St. Paul's.
- **Facilities**
  - > Locate and furnish a "High School Youth Room" on St. Paul's campus.

*"Train up a child in the way he should go; even  
when he is old he will not depart from it."*

*- Proverbs 22:6*



## Senior Ministry

### FOCUS

The “Ambassadors” Senior Ministry Group of St. Paul’s is a very active group that consists of individuals over the age of 50 who support the Parish through their volunteer efforts and diligent support of other ministries.

### VISIONING TEAM

Team Lead: Dean Langis; Members: Georgia Anasis, Alice Antoniou, Angie Diamant, Elly Gabrielian, Elvira Opran, Martha Murry, Mary Poulos, Zoe Tsapos.

### VISION

St. Paul’s Senior Ministry will provide a broad variety of programs and services to meet the spiritual, emotional, physical and intellectual needs of our seniors within an authentically Orthodox Christian context. The aim of the program is to:

- > Provide spiritual growth.
- > Meet emotional needs.
- > Improve physical and mental well-being.
- > Stimulate intellectual growth.
- > Address loneliness issues.
- > Provide grief and bereavement support.
- > Provide perspectives on death and dying within an Orthodox worldview.

### PROGRAMS AND ACTIONS

- **Provide on an on-going basis:**
  - > Monthly excursions on the first Thursday of each month.
  - > Orthodox Bible Studies and Study Groups.
  - > Senior Luncheons.
  - > Philanthropic activities for our seniors to help others.
  - > Arts and crafts activities for our seniors, including free arts and crafts program for seniors, on the first Sunday afternoon of the month, at the Bowers Museum.
  - > Senior physical fitness programs; health and wellness presentations.
  - > Game and movie gatherings.
  - > Personal enrichment classes and lectures of interest.
  - > Dance and musical programs.
  - > Grief and bereavement support groups.
  - > Educational programs on Orthodoxy.
  - > Financial assistance seminars.



# Building Programs and Facilities

## FOCUS

To create and maintain a physical facility at St. Paul's which will enable the Parish to meet the needs of its parishioners and the community in which we reside.

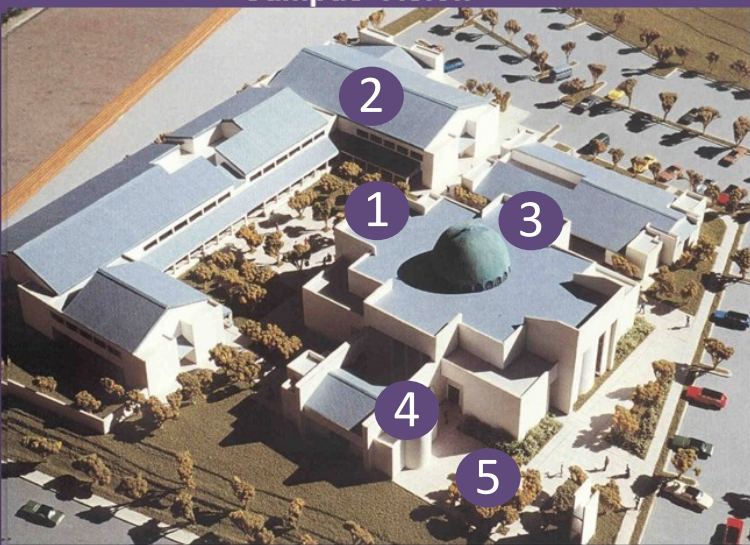
## VISIONING TEAM

Team Lead: Ted Konopisos; Members: Fr. Steven Tsichlis, Nick Konopisos, Steve and Eve Tibbs.

## VISION

St. Paul's has been blessed to have parishioners who have actively and inspirationally supported the development of the Parish campus throughout the years. Our Parish has put its trust in Christ and we have been able to grow in His name. To support the programs, services and ministries which comprise *Vision 21*, appropriate facilities must be provided. As such, it is recommended that we continue to use our current master plan (below) as a benchmark for the development of an overall plan.

Campus Vision



## Projects Remaining from 2008 Plan

1. Iconography within Church
2. Church Multipurpose Hall
3. Side Windows of Church
4. Chapel
5. Bell Tower

*“For which of you, desiring to build a tower, does not first sit down and count the cost, whether he has enough to complete it?” - Luke 14:28*



## **BUILDING PRIORITY AND SEQUENCE**

As a result of parishioner feedback and input shared during the “2013 Parish Survey,” the following Building Program is proposed. It is also recommended to combine these projects into one unified fundraising program based upon the following building priority and recommended construction sequence.

### **# 1. CHURCH ICONOGRAPHY**

- **Concept**

Using the medium of mosaic iconography, depict the Crucifixion and Resurrection on the North and South walls of the Sanctuary, respectively. Additional icons and biblical passages will be also be created beneath the choir loft and on the rear West walls of the Sanctuary.

- **Approach**

- > Select Iconographer: 2014
- > Concept Development and Renderings: January 2015
- > Master Iconographic Design Plan for entire Sanctuary: 2015
- > Cost Estimate (to be confirmed): \$750,000
- > Work to commence upon design approval and funding
- > Anticipated completion: 2016

### **#2. CHURCH MULTI-PURPOSE CENTER**

- **Concept**

Construct a multi-purpose center housing a basketball gymnasium which can be transformed into an excellent venue capable of hosting celebrations served from a professional-grade kitchen.

- **Approach**

- > Select Architect: 2014
- > Concept Development and Renderings: January, 2015
- > Cost Estimate (to be confirmed): \$4 Million
- > Work to commence upon design approval and funding
- > Anticipated completion: 2017

### **# 3. CHURCH WINDOWS**

- **Concept**

Replace the side windows of the church with windows depicting the Saints of the Church.

- **Approach**

- > Select Designer: 2017
- > Concept Development and Renderings: 2017
- > Cost Estimate (to be confirmed): \$250,000
- > Work to commence upon design approval and funding
- > Anticipated completion: 2018



## PROGRAM CHANGES

- **Chapel:** Although identified in our original building plan, development plans for the Chapel will be placed “on-hold” without anticipated action, through the term of this plan (2018).
- **Bell Tower:** The construction of the Bell Tower, also identified in our original plan, will be deleted from *Vision 21* development plan.

## FUNDRAISING PROGRAM

- **Single-Phase Campaign to Support Church Iconography, Multi-Purpose Center, Church Windows**
  - > \$ 1.0 M (iconography and windows)
  - > \$ 4.0 M (multi-purpose center)
  - > \$ 5.0 M Total
- **Key Dates**
  - > Fundraising Plan Development: fall, 2014
  - > Iconographic and Center Rendering Development: fall, 2014
  - > Fundraising Capital Campaign Kick-off: Quarter 1, 2015

## FACILITY MAINTENANCE AND SUPPORT

We have been blessed to have been able to build, and maintain, a campus which has met our needs for the past 25+ years. However, based upon recent reviews of our campus, our buildings and major equipment systems by experts in property and facility management, St. Paul’s will likely be facing repair and replacement costs which could reach \$500,000 over the next few years if sound, lighting and environmental systems fail.

- **Recommendations**
  - > Finalize a comprehensive equipment repair or replacement schedule for all key building systems and equipment.
  - > Build, and maintain, the Maintenance Reserve Fund to \$500,000 by the summer of 2015.

*“Commit your work to the Lord, and your plans  
will be established.” - Proverbs 16:3*



# Hospitality

## FOCUS

Build on the tradition and reputation of St. Paul's Greek Orthodox Church as a Christ-centered and Spirit-filled, friendly, cooperative and hospitable Orthodox Christian community.

## VISIONING TEAM

Team Lead: Leo Lovato; Members: Katherine Boucher, Theresa Louis, Terry Theologides, Tom Zampas.

## VISION

The St. Paul's *experience* is a friendly and welcoming one which serves each and every parishioner, their guests and visitors. This experience should encourage people to want to return to St. Paul's for worship and to progress through their faith journey in Orthodoxy. The Hospitality initiative will support this by:

**Modeling** an environment and mindset of service and hospitality.

**Nurturing** the connectedness and community dimensions of the St. Paul's *experience*.

**Expanding** the scope of the Usher Ministry's role to include hospitality and partnering with the Welcome Team in order to provide a full and engaging experience for our parishioners and guests.

## PROGRAMS & ACTIONS

- **Visitor's Program**
  - > Coordinate the Usher and Welcome Team Ministries to partner effectively. The Welcome Team welcomes visitors and guests, obtains contact information and provides a brochure about St. Paul's and Orthodoxy. Then they will introduce the visitor to an "Outside Usher."
  - > Assign two "Outside Ushers" to engage with and support visitors attending Sunday Liturgy. These Ushers will be introduced to visitors by a Welcome Team member and will then provide a short overview of the Divine Liturgy prior to escorting the visitors into the Narthex.
  - > Ushers will invite visitors, at the close of Liturgy, to join the congregation at Coffee Hour. During this time, "Outside Ushers" will reconnect with their guests and make further introductions.
- **Welcome Folder/Brochure**
  - > Present each visitor, as they visit the Welcome Table, with a distinctive brochure which provides an overview of Orthodoxy and the Divine Liturgy.
  - > The brochure will also signal all parishioners that the holder of the brochure is a visitor and that they should seek appropriate opportunities to say hello, show hospitality or simply answer any questions the visitor may have.

*"Contribute to the needs of the saints and seek to show hospitality." - Romans 12:13*



- **Hospitality Training for Ushers**

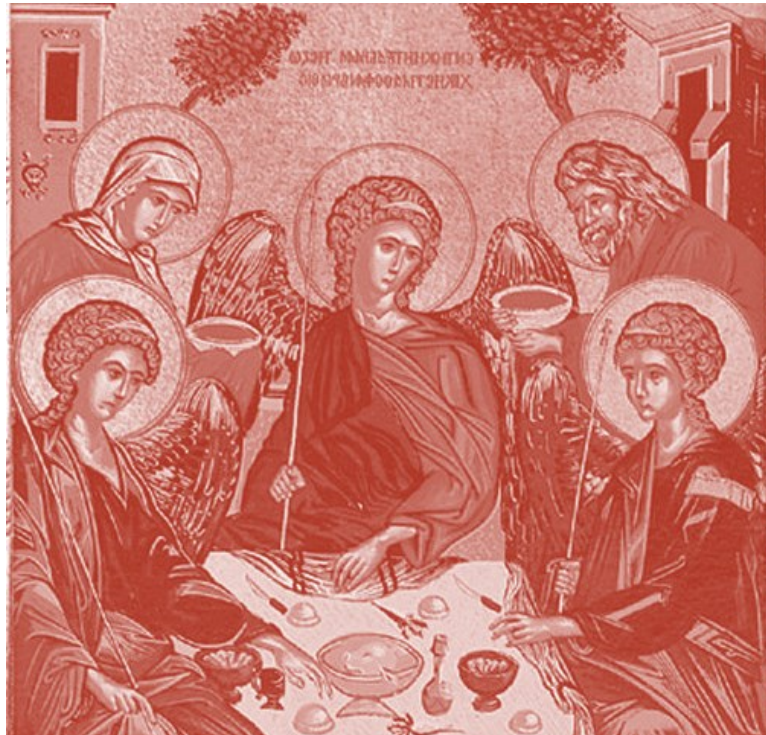
- > Develop “Welcoming” and “Hospitality” training modules containing methods and scripts on how to approach and engage visitors as well as the processes and protocols we have in place to support a “first-time” visit.
- > Provide to the Ushers a simple “fact sheet” about Orthodoxy to assist them.
- > Hold an Usher meeting to introduce the Hospitality initiative and provide initial training and information.

- **Hospitality Awareness for Parishioners**

- > Elevate the awareness of all parishioners by informing them of the Hospitality initiative and educating them on how they can participate.
- > Introduce the program via a presentation following the Divine Liturgy, coupled with follow-up communications in the “Good News” and in weekly Sunday Bulletins.

- **Visitation Follow-up**

- > Continue to identify areas for improvement, including review of the visitor follow-up process and the visitor information card.
- > Provide a follow-up contact with each visitor by both a lay person and a clergy member. Coordination of the follow-up actions will be vital.
- > Send each visitor a handwritten note with a small memento from the Parish (such as an icon).



The Hospitality of Abraham and Sarah



# Management Systems

## FOCUS

In order to provide the Parish with the best possible programs and services, St. Paul's needs to build a solid base of operations which provides excellent levels of "internal" service in the following areas:

- Parish Communications
- Financial Processes & Management
- Site/Campus Security
- Human Resource Management

## TEAM

Team Lead: Steve Tibbs; Members: Fr. Theofanis Degaitas, Jim Dargavel, Wayne House, Marina Kookoosedes, Denise Oller, Joanne Petas, Vanessa Teen.

## VISION

Establish effective, simple-to-use processes, tools and materials to deliver and manage each of the management areas.

## PROGRAMS & ACTIONS

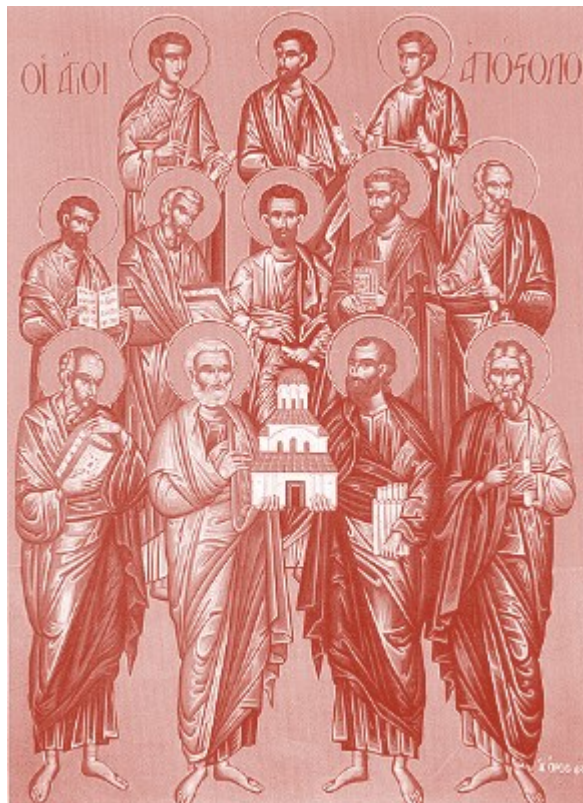
- **Parish Communications**
  - > Expand St. Paul's "digital footprint" through increased use of social media (i.e., Facebook, Twitter, etc.).
  - > Develop a Communications Committee, representing all major age demographics of the Parish, in order to review communications and marketing effectiveness twice yearly.
  - > Determine the best way to announce parishioner "key life changes/events" to the Parish.
  - > Confirm "Disaster Recovery/Emergency" communication protocols making sure they are linked to an overall security plan.
  - > Work with the Technology, Hospitality and Philanthropic Ministries teams to review options for the development of an on-line Church Directory.
  - > Purchase smart phones for our clergy.
- **Financial Systems and Management**
  - > Create a financial process flow diagram to confirm key processes and responsibilities and determine if staff/volunteers are adequately cross-trained.
  - > Initiate an investment program to grow the monies currently held within the Vision 21 reserve funds.
  - > Develop a process to more accurately define special event goals, identify cash flow needs and advances and improve post-event reporting accuracy and timing.
  - > Implement a "continuous improvement" process to correct issues or improve performance.

*"All things should be done decently and in order." - 1 Corinthians 14:40*





- **Site/Campus Security**
  - > Develop a program, and provide staff training, on how to effectively engage and support non-parishioners who approach the Church office seeking support.
  - > Create an effective process that encourages the use of the existing alarm systems on a more consistent basis.
  - > Improve the exterior lighting around the Church, especially along the walkway between the Church and the Parish Center.
  - > Conduct an annual Church evacuation drill.
  - > Assess the possibility of creating a visitor's lobby within the Parish Center/Administrative Offices.
- **Human Resource Management**
  - > Create an overall staffing and resource plan encompassing all elements of the *Vision 21* planning process.
  - > Create a Human Resource Manual.



The Holy Apostles



# Technology

## FOCUS

All aspects of Technology at Saint Paul's such as Computers, Security Cameras, Websites, Social Media, Phone Systems and Audio/Visual equipment and systems.

## VISIONING TEAM

Team Lead: John Leventis; Members: Jacob Lee, Eve Tibbs.

## VISION

Utilize technology to enable and assist staff and volunteers of St. Paul's to present Christ and His message to our parishioners, the local community and the world while also minimizing manual effort and improving cost efficiencies.

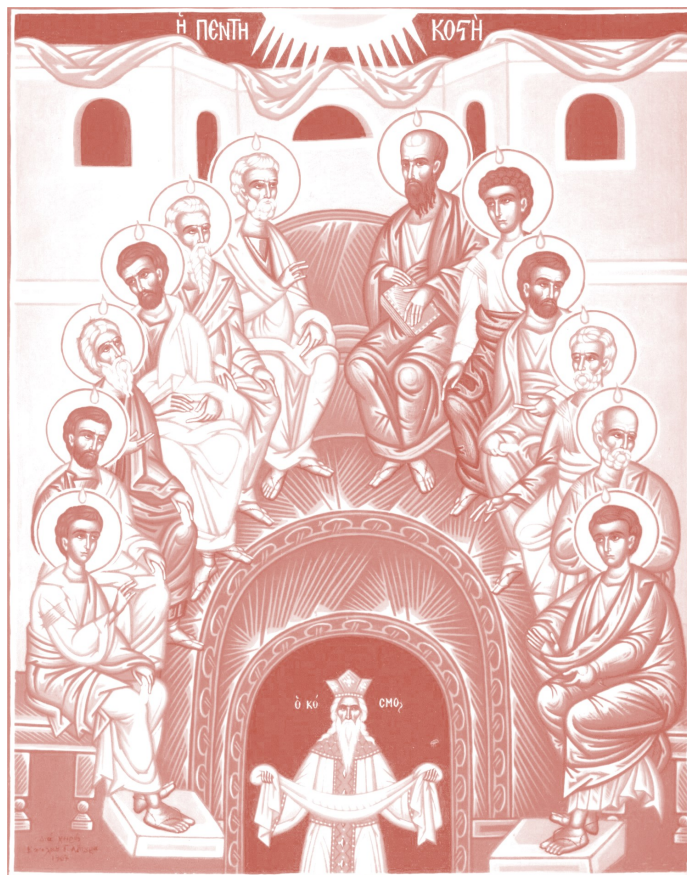
## PROGRAMS & ACTIONS

- **Website/Social Media**
  - > Modify our current website to make it easier for visitors to navigate and locate relevant information and to enable our staff and ministry leaders to maintain their respective areas of information.
  - > Design and implement a mobile app for St. Paul's.
- **Content Delivery**
  - > Develop the capability to dependably record and archive sermons and presentations.
  - > Create the ability to stream the Divine Liturgy (or special events) live via St. Paul's website or other social media (such as Facebook).
  - > Compile and maintain a library of sermons and talks for rebroadcast and distribution.
  - > Record videos to promote various individual ministries and for educational purposes.
- **User and Systems Support**
  - > Form a new "Tech Team" comprised of St. Paul's volunteers who can provide user and systems support for all major services (i.e., make sure sanctuary cameras and sound systems are working) and are available to resolve technical questions or issues which may arise during a service or an event.
- **Video Security System**
  - > Install a video camera security system in the Education Center.
  - > Upgrade, and create a process for the consistent use of, the security cameras within the Church.
  - > Enhance security systems at both entrances of the Parish Center/Administrative Offices installing upgraded surveillance cameras, an intercom and electronic door locks.
  - > Develop an annual maintenance program to review the adequacy and operation of all camera systems in all buildings.
  - > Link all security systems together for easier monitoring and use by staff.
- **Infrastructure**

*"Behold, they are one people, and they have all one language, and this is only the beginning of what they will do. And nothing that they propose to do will now be impossible for them." - Genesis 11:6*



- > Upgrade and re-architect the Administration Building's computer system to "thin-clients" with a central server.
- > Continue to monitor and upgrade the Parish email system to increase efficiency and reduce spam.
- > Upgrade the router in the Administration Building.
- > Wi-Fi enable the entire campus allowing all buildings to be linked.
- **Software and Applications**
  - > Update "ResourceMate," the Parish's library management system, and take advantage of training DVDs to fully utilize its capabilities, including barcodes and automated checkout.
  - > Install a kiosk or smart tablet in the Parish Center to allow parishioners to search for and download educational materials.
  - > Install a touch screen monitor in the Parish Center to display upcoming events and provide information/sign-ups for Church Ministries.
  - > Explore the potential of establishing St. Paul's intranet (for St. Paul's member use only; such as "Cobblestone Community Network," etc.) to be used for Parish-level parishioner communication, e-mail management, volunteer sourcing and community photo directories.



Pentecost: The Descent of the Holy Spirit



# Endowment Program

## FOCUS

To establish a long-term vision and plan for St. Paul's Greek Orthodox Foundation Endowment.

## VISIONING TEAM

Team Lead: Mark Hudoff; Members: Hugo Aviles, Jim Eckstaedt, Mike Kartsonis, Ted Konopisos.

## VISION

- **Participation**
  - > Expand Parish-wide awareness of the Endowment and encourage parishioners to:
    - Identify the Endowment as part of their estate planning efforts.
    - Facilitate early donations, being mindful not to impinge on our vital stewardship contributions.
- **Fund Management**
  - > Provide prudent and thoughtful management and investment of the Endowment's assets. A primary objective is the principal preservation of the fund with competitive returns as a subordinated objective.
  - > Ultimately, transition the asset management responsibility to a professional asset management organization.
- **Distribution**
  - > First priority: Direct distributions to support the maintenance, upkeep and modernization of the physical plant of St. Paul's.
  - > Second priority: Support the broader mission of the Parish.
  - > Distributions from the Endowment are not anticipated until a point in time when the assets exceed \$1,000,000, thereby ensuring a sufficiently long incubation period as well as a meaningful ability to distribute according to the needs of the Parish.

*"For every good and perfect gift is from above, coming from You, the Father of lights." - James 1:17*



## PROGRAMS & ACTIONS

- **Five Year Goal**
  - > To have at least \$350,000 (with a stretch goal of \$500,000) within the Endowment and under active management.
- **Fund Growth:**

item	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
Beginning Year Balance	\$ 100,000	\$146,000	\$ 194,300	\$ 245,015	\$ 298,266	\$ 354,179	\$ 414,118	\$ 478,321	\$ 547,039	\$ 620,536
Investment Flows	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 41,200	\$ 42,436	\$ 43,709	\$ 45,020	\$ 46,371
ROA (100% BYE, 1/2 Ifs)	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%
Gains on AUM	\$ 6,000	\$ 8,300	\$ 10,715	\$ 13,251	\$ 15,913	\$ 18,739	\$ 21,767	\$ 25,009	\$ 28,477	\$ 32,186
End of Year Balances	\$ 146,000	\$194,300	\$ 245,015	\$ 298,266	\$ 354,179	\$ 414,118	\$ 478,321	\$ 547,039	\$ 620,536	\$ 699,093
Year	1	2	3	4	5	6	7	8	9	10

- **Participation**
  - > Improve involvement through semi-annual presentations to the Parish and through the distribution of an annual Endowment brochure.
- **Returns**
  - > Manage the endowment fund in a conservative manner targeting an annual real return of 3%.
- **Investment Guidelines**
  - > Invest in a mix of funds along the lines of 60% diversified equity/40% diversified fixed income with cash varying between 0-50%.
- **Continue to Grow the Endowment Team**
  - > Identify and add contributors to the Endowment Committee.
- **Grow Foundation membership**
  - > Recommend that the Foundation increase opportunities to accommodate a broader membership.
- **Fund Management**
  - > Endowment assets will be self-managed by the Foundation until assets reach \$250,000 (for the next three years, approximately). At that time, the Endowment Committee will review options and opportunities for external management of the fund.



# Stewardship

## FOCUS

Stewardship encompasses the full sacramental body of St. Paul's membership. It includes each ministry group, all current active members and their families, as well as our Church-school children.

## VISIONING TEAM

Team Lead: Ron Tedesco; Members: Barbara House, Mark Hudoff, Jeff Levine, Leo Lovato, Lou Machos, MaryAnne Smith.

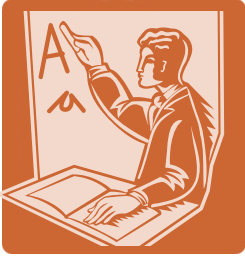
## VISION

Ultimately, the Stewardship program offers the opportunity for people to offer their gifts to God and His Church. In addition, the program is intended to fully fund the annual operating expenses of St. Paul's in order that the Church may provide the needed ministries, programs and services to those in need.

## PROGRAMS & ACTIONS

- **Stewardship Goal**
  - > Ultimately funds the annual operating expenses of St. Paul's, thereby enabling fundraising events to become 100% purpose-driven supporting identified charities or programs.
- **Stewardship Messaging**
  - > Accents the potential all Parishioners have to offer their Time and Talents to the Church.
  - > Develops meaningful measurements of stewardship effectiveness in order to better gauge and communicate involvement.
  - > Establishes multiple communication platforms and scriptural messaging of stewardship.
  - > Refocuses the "stewardship culture" equally between the sharing of Time, Talents and Treasures.
- **Stewardship Team**
  - > Visits and speaks regularly with St. Paul's ministry groups to understand their visions, needs, challenges and concerns.
  - > Shares St. Paul's stewardship goals and progress.
  - > Expands the membership of the core Stewardship team.
  - > Expands internal stewardship speaking events (those inside our community).
  - > Brings in outside stewardship speakers.
  - > Introduces new "Giving Guideline" program.
- **Stewardship Education**
  - > Expands communications media and educational programs.
  - > Leverages technology for a smart phone stewardship app.
  - > Implements stewardship training programs & materials (Stewardship 101 and 201).
  - > Implements educational programs on personal finance for stewards (Personal Finance 101).
  - > Provides debt management training for interested participants.

*"As each has received a gift, use it to serve one another, as good stewards of God's varied grace."- 1 Peter 4:10*



# Saint Paul's Academy

## FOCUS

Establish and operate a Christian day school at St. Paul's.

## VISIONING TEAM

Fr. Steven Tschlis, Ted Konopisos, Steve Tibbs

## RECOMMENDATION

- Place Saint Paul's Academy on a "hold" status for the term of this plan (2018).

## BACKGROUND

Since 1998, when the original long-range plan for St. Paul's was first created, the concept of starting an Orthodox-based, private school has been continuously reviewed. Here is a brief glimpse at the history of the studies:

- 1998 Feasibility Study Commissioned. The original "Vision 21" plan commissioned an internal study to determine the possibilities of starting and operating a school on the campus of St. Paul's. At that time, it was determined that in order to proceed with any plans, a suitable facility would need to be constructed.
- 2006 Education Center and Library opens.
- 2007 Crean Lutheran High School rents Education Center.
- 2009 "Behavior Research Center" hired for external study; internal review conducted. Key findings:
  - > Limited market for an "Orthodox" school – would need to position as a "Christian" school.
  - > K – 8<sup>th</sup> grade would be the targeted grade levels.
  - > Potential enrollment could reach 175 students but could take five years to achieve.
  - > Enrollment would be significantly challenged due to lack of defined middle school or high school "feeder connections" (i.e., Catholic or Lutheran high school systems).
  - > School would require approximately \$700,000 in start-up costs before projected profitability.
  - > School should be considered a ministry of St. Paul's and be funded by the Parish.
  - > No experienced leadership or expertise in "school-planting" apparent within St. Paul's.
- Non-traditional options explored.
  - > Charter school status (limited potential due to state regulations).
  - > Joint ventures with third-party provider (low profit, theological differences).
- 2010 Crean Lutheran High School moves to new campus.
- 2011 Pacific Academy/ ACI leases facility.
- 2014 Current Status:
  - > Prior findings found to still be valid.
  - > Talks commencing to extend Pacific Academy/ACI lease to 2020.

## MOVING FORWARD WITH “VISION 21”

### FOCUS

Develop plans and organize resources to effectively implement our plan through 2018.

### CONCEPT TO REALITY

This is our plan. It has been conceived, designed and approved by the parishioners of St. Paul's. As such, it will now require our full commitment and participation to effectively implement and bring the array of ideas presented by the Visioning Teams to reality.

Specifically, the implementation will require prayer, as we seek guidance from the Holy Spirit, as well as Christ-centered leadership coupled with financial, human resource and project management.

### NEXT STEPS

Immediately upon approval of this plan:

- Thank God for His guidance.
- Thank those whose hands have crafted this plan in His Name.
- Return the approved plan to the Long Range Planning Committee and our Parish Council for implementation coordination.
- Encourage others to become involved in the delivery and support of the programs, services and ministries detailed in the plan.
- Mobilize plans for our Building and Fundraising Programs.
- Begin the hiring process for a Youth Director.



## A PRAYER COMMENDING OUR PLANS TO GOD

Lord Jesus, You are the King of kings and Lord of lords, the Son and Word of the living God. You were crucified for the forgiveness of our sins and rose from the dead that we might have eternal life.

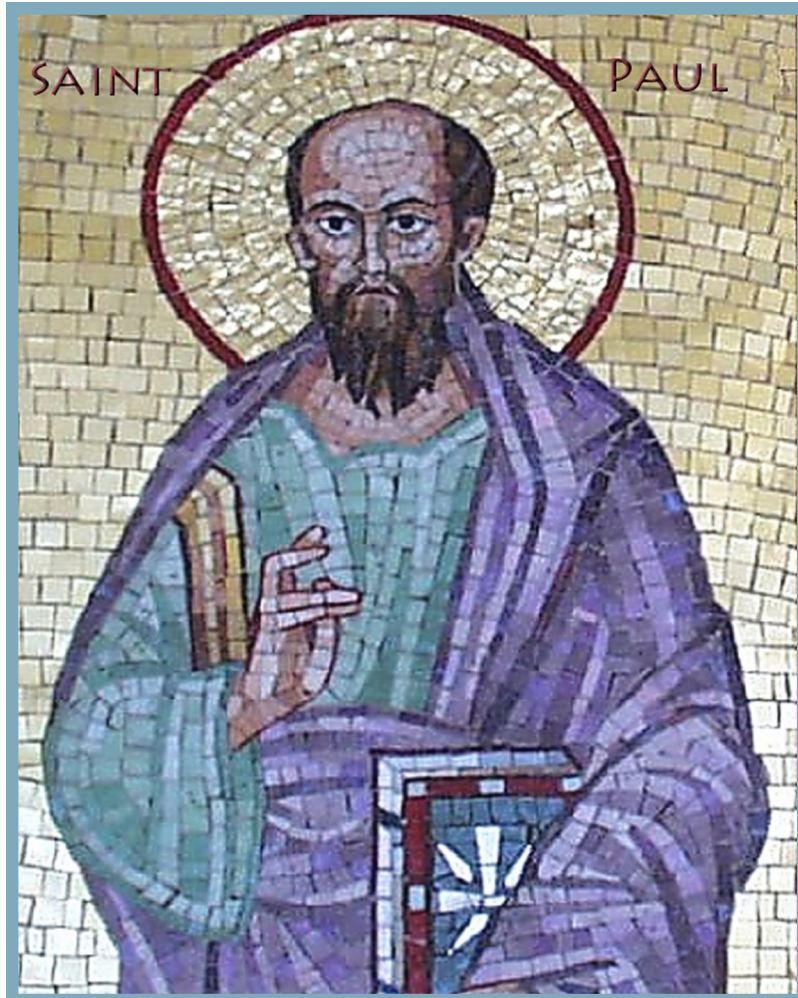
To You, O Lord, do we commend all of our plans, in gratitude for all that You have done and continue to do for us. Laying them before You, we seek to do Your will in all that we hope to accomplish. Bless our good intentions, establish our plans and guide us in doing whatever is good, right and true for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

Loving Lord, send Your Holy Spirit upon us that we may truly become living icons of Your Presence in the world, making St. Paul's a beacon of salvation and safe harbor for those who are tossed by the storms of life, for we know that it is Your desire that all people should be saved and come to the knowledge of the Truth.

May our plans bring praise, glory and honor to Your holy Name, together with that of Your Father who is without beginning and Your all-holy, good and life-giving Spirit, now and forever and to the ages of ages.

Amen.









METROPOLIS OF  
SAN FRANCISCO

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