



Welcome home
Saint Demetrios Greek Orthodox Church
Warren, OH

Strategic Planning Retreat Day 1

*“Where there is no vision, the people will
perish”*


Proverbs 29:18

Bill Marianes



TODAY is
the day
we...



A sunset over a body of water with a small boat in the distance. The sky is filled with colorful clouds in shades of orange, red, and purple, with the sun low on the horizon. The water reflects the colors of the sky. A small boat is visible in the distance on the water.

“The best way to
predict the future is to
create it.”

Peter Drucker

**The sky is
not the limit...**



**...because there
are footprints on
the moon**



So, who's "helping" you today?



So, who's "helping" you today?



A journey ...

... 415,000+ airlines miles over 20+ years

...presentations to over 600+ Parishes of all Orthodox jurisdictions

...a financial stewardship analysis for over 275+ Parishes



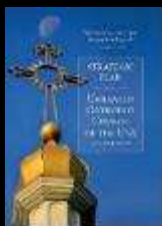
The Stewardship Calling Process has been used to complete Strategic Plans covering over **26%** of Orthodox Christians



**GOA
Metropolis
of San
Francisco**



**GOA
Metropolis
of Atlanta**



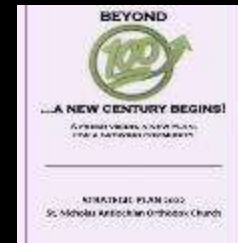
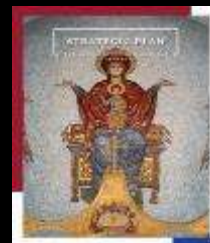
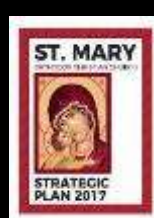
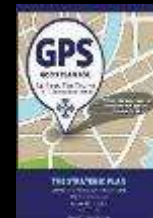
**Ukrainian
Orthodox
Church of
the USA**



**GOA
Metropolis
of
Chicago**



**Orthodox
Christian
Prison
Ministry**



- St. John The Divine (Jacksonville FL)**
- St. Mary (Wichita, KS)**
- St. John The Baptist (Beaverton, OR)**
- St. Nicholas (Ann Arbor, MI)**
- Sts. Mark, Mary, Philopater (Troy, MI)**
- Annunciation Cathedral (Atlanta, GA)**
- St. Nicholas (Grand Rapids, MI)**

Recently Completed Strategic Plans:

- OCA Diocese of New England**
- OCA Diocese of Midwest**
- St. Demetrios (Saginaw, MI)**
- Holy Trinity (Indianapolis, IN)**
- Christ the Saviour (Harrisburg, PA)**
- Holy Trinity (Grand Rapids, MI)**

Strategic Plans In Progress:

- St Nicholas (Lexington, MA)**
- St. Luke (E. Longmeadow, MA)**
- St. Demetrios (Warren, OH)**
- St. Raphael (Iowa City, IA)**
- Dormition of the Theotokos – (Sommerville, MA)**
- Holy Trinity (Concord, NH)**
- Sts. Raphael, Nicholas & Irene (Cumming, GA)**
- St. Sophia (Jefferson, PA)**

Μετάνοια

Metanoia



“a transformative change of heart”



Where there is
no vision, the
people perish.

Proverbs 29:18

Download This Presentation:

Stewardship Calling
What are you doing with all of the gifts God has given you?

StewardshipCalling.com

Strategic Planning Tab

St. Demetrios Page

<https://stewardshipcalling.com/warren-oh-st-demetrius-strategic-plan/>

The screenshot shows the website's navigation menu with the following items: WHY?, STEWARDSHIP, STRATEGIC PLANNING, INTERNET BLOG & PODCASTS, KEYNOTES & LEADERSHIP, and RESOURCES. The 'STRATEGIC PLANNING' tab is selected. Below the menu, there are several links for strategic plans: BOSTON METROPOLIS – THRIVING CONGREGATIONS TRAINING PROGRAMS ON PARISH STRATEGIC PLANNING, SAMPLE S.M.A.R.T GOAL & ACTION PLANS, METROPOLIS OF BOSTON – FOUR PARISH STRATEGIC PLAN, WARREN, OH – ST DEMETRIOS STRATEGIC PLAN, CHRIST THE SAVIOUR – HARRISBURG, PA, HOLY TRINITY GDC – GRAND RAPIDS, MI, HOLY TRINITY – INDIANAPOLIS – STRATEGIC PLAN, ST. NICHOLAS – GRAND RAPIDS, MI STRATEGIC PLAN, and ZOE FOR LIFE – WHY DISCOVERY. The 'WARREN, OH – ST DEMETRIOS STRATEGIC PLAN' link is highlighted. The main content area features a large image of the interior of the St. Demetrios Greek Orthodox Church in Warren, OH, with the text 'Welcome home St. Demetrios Greek Orthodox Church Warren, OH' overlaid. Below the image, there is a section titled 'Warren, OH – St De' with a paragraph starting 'By the grace of God, the transformational and co...' and another paragraph starting 'St. Demetrios Greek Orthodox Church in Warren, OH, is undertaking a...'.

The most critical question each person, parish and ministry must answer.



Find Your



“I beg you to walk worthy of the calling to which you have been called.”

Ephesians 4:1

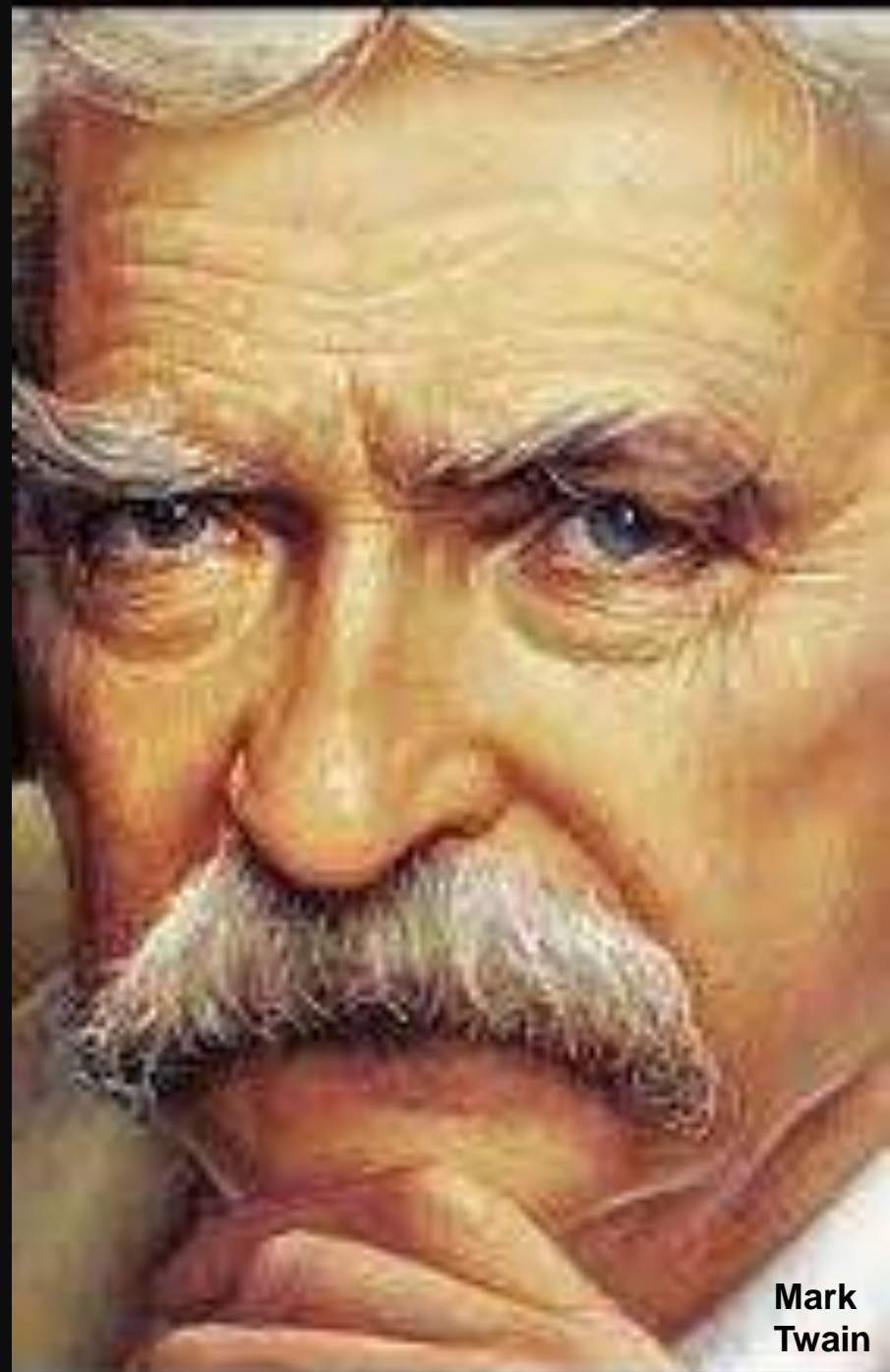
“... to each one of us grace was given according to the measure of Christ’s gift... some to be apostles, some prophets, some evangelists, and some pastors and teachers for the equipping of the saints for the work of ministry...”

Ephesians 4:7-13

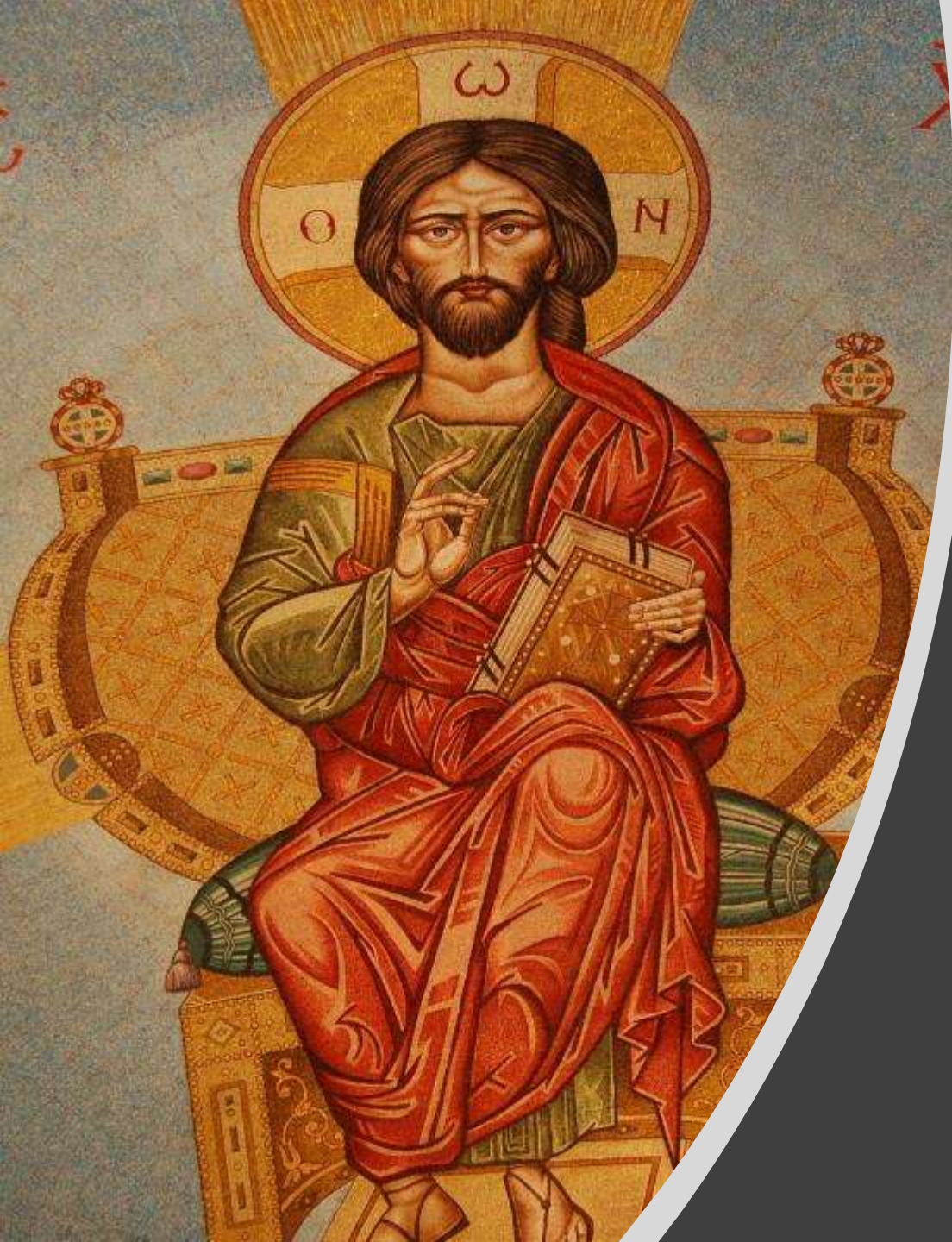
“Two of the most important days of your life are:

First, the day you were born; and

Second, the day you figure out why.”



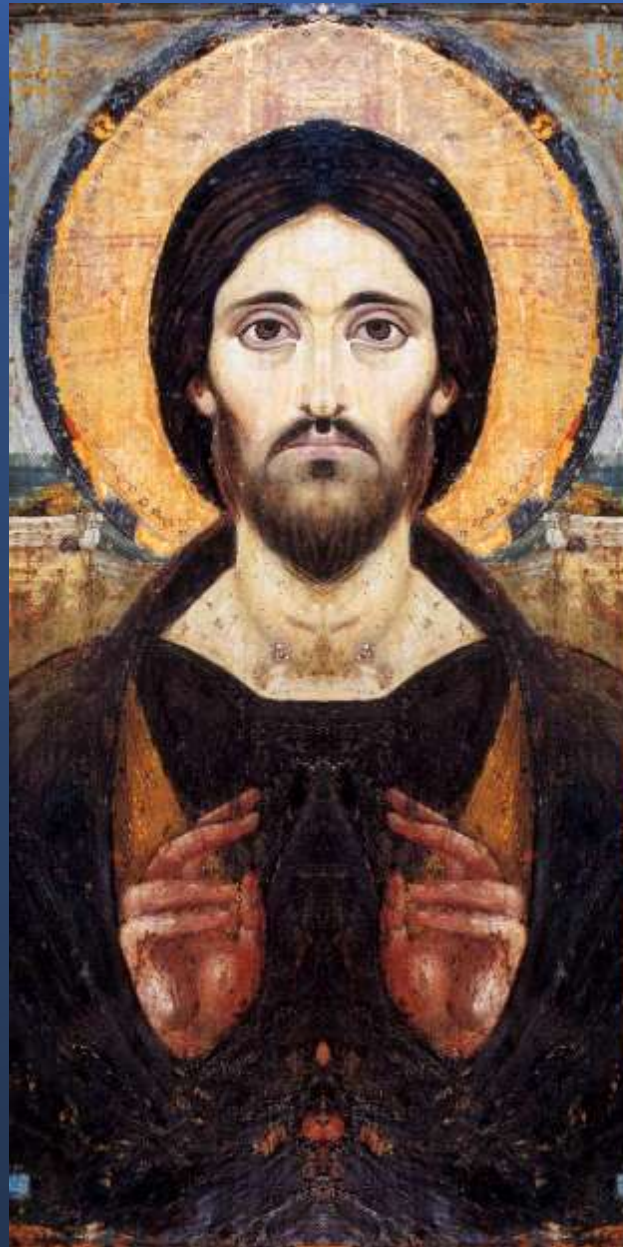
**Mark
Twain**



Why Are We Doing This?

“That the end of our lives may be Christian, without pain, blameless and peaceful, and for a good account at the awesome judgment seat of Christ.”

**Christ's
possible
very
difficult
question to
you**





**What did you do,
for My church and My people,
under your watch,
given all of the gifts I gave you?**

1. Frs. Costa and Demetri
2. Anthony Payiavlas
3. Retreat Facilitator
Amanda Haupt
4. All of you...



**Special
Thanks**

Retreat Agenda

P.S. it's on pages 3-5
of your handbook

Two Process Keys



Rules of Engagement & Consensus

Rules Of Engagement

ROEs

P.S. They are on page 2 of your handbook.

1. We stay on schedule
2. Everyone is equal
3. We interact confidentially.
4. Ask questions
5. We'll park tangential issues.
6. No distractions.
7. All decisions made by consensus.
8. Focus only on things we control or influence
9. Everyone **MUST** participate.
10. Be honest and "no spin."



11. No defensiveness.
12. NO "Discussion Killers."
13. Think strategically and outside the box.
14. Speak precisely and succinctly.
15. We are members of the Body of Christ treating everyone with love and respect and allowing the Holy Spirit to participate freely.

A group of five business professionals (three women and two men) are gathered around a red circular table in a meeting room. They are all dressed in dark business suits. The scene is captured in a way that suggests a moment of intense conflict or disagreement. One woman on the left is pointing her finger towards the center, while another woman in the middle is also pointing. A man on the right is looking towards the center with a serious expression. In the background, another man is leaning forward, and a woman is looking on with a concerned expression. The overall atmosphere is one of tension and lack of agreement. The word "Consensus" is overlaid in large white text across the middle of the image, with a white underline, suggesting a contrast between the visual scene and the concept of consensus.

Consensus

Consensus

A group of business professionals in a meeting, with text overlaid on a dark background. The image shows several people in business attire sitting around a table, engaged in discussion. The text is white and stands out against the dark background.

~ Seek the “common mind” through respectful dialogue

~ An agreement everyone can “live with” (even if it is not their first choice)

~ Consensus is achieved once:

(a) the discussion has been full and fair

(b) everyone can live with the modified proposal



Go into all
the world

How Fast Is Our World Changing?



Exponentially!

We are living in exponential times...

... the speed of change is
unimaginable and accelerating

'The following is based on the pioneering YouTube video "Did You Know?" (with certain updated statistics).

Did You Know? is licensed by Karl Fisch, Scott McLeod, and XPLANE under a Creative Commons Attribution Non-Commercial Share-Alike license. You are free to copy, distribute, remix and transmit the presentation as long as you give proper attribution to the original creators and share the resulting work under the same license. You may not use Did You Know? for commercial purposes without permission from the creators. (Selected statistics have been updated, as much as reasonably possible, from available sources.)

Years it took to reach 50 million users:

Telephone - 75 years



Radio - 38 years



TV - 13 years



Internet - 4 years



Angry Birds - 35 days



Pokémon GO - 19 days





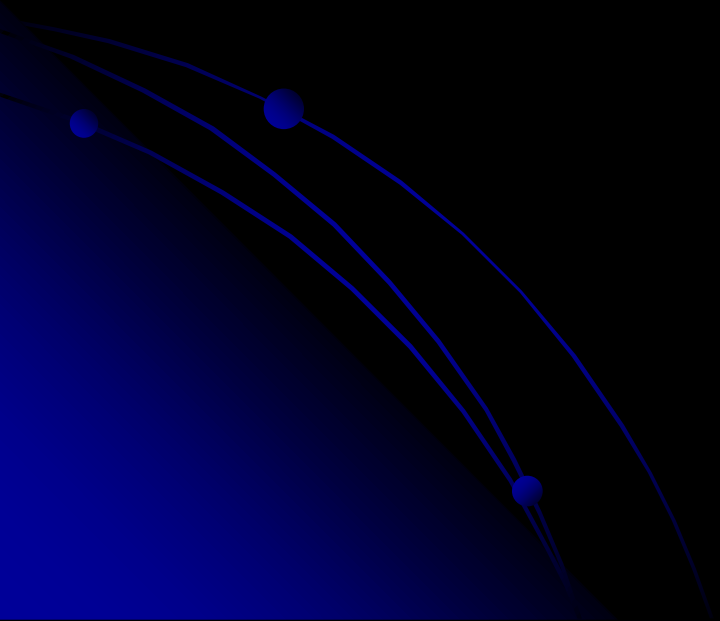
~ 2.7 BILLION worldwide users

~ YouTube is the 2nd most visited website in the world

~ 8.3 hours of video is uploaded every second

(500 hours per minute)

We are living in exponential times...



facebook started about 20 years ago in October 2003.

~ It now has over 2.989 Billion active monthly users.

~ It has over 2.037 Billion active daily users.

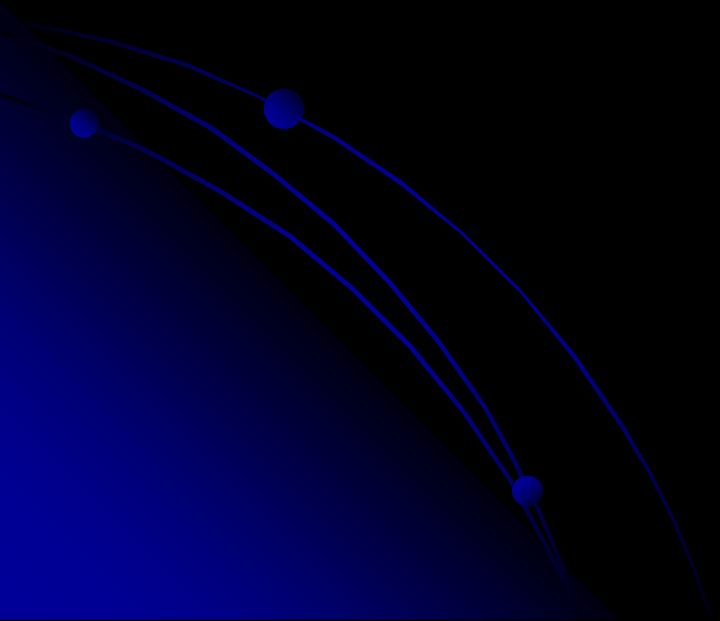
If Facebook were a country . . .



. . . it would be the largest country in the world

. . . Almost twice the size of China and India, and 8.7 times bigger than the U.S.

We are living in exponential times...



~ 97% of American adults text weekly.



~ Text messages have a 98% open rate versus only 20% for email.

~ 95% of all text messages are read in under 3 minutes.

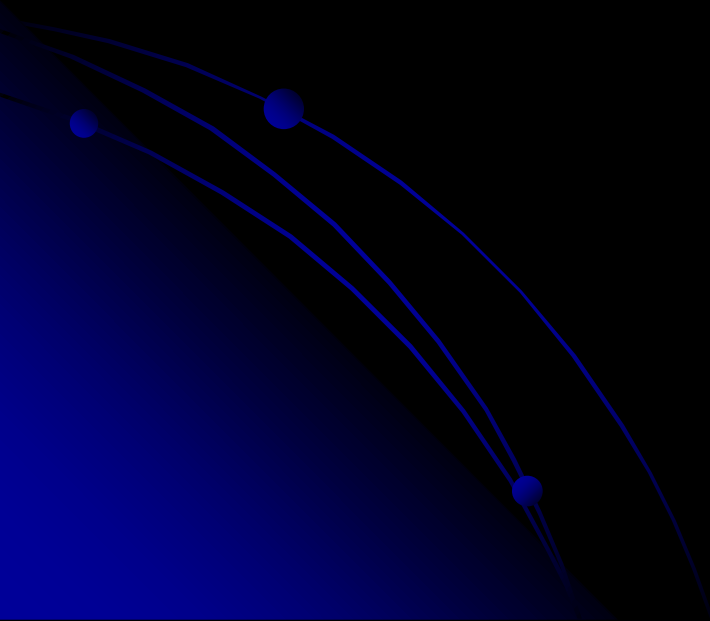


~ 13% of couples married in
the U.S. in 2005 . . .
. . .met online

~ By 2017, 39% of couples
in the U.S. met online

We are living in exponential times...

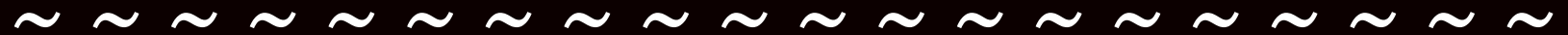
So what does this mean for our
Parish?





Jack Welch

Chairman & CEO - General Electric

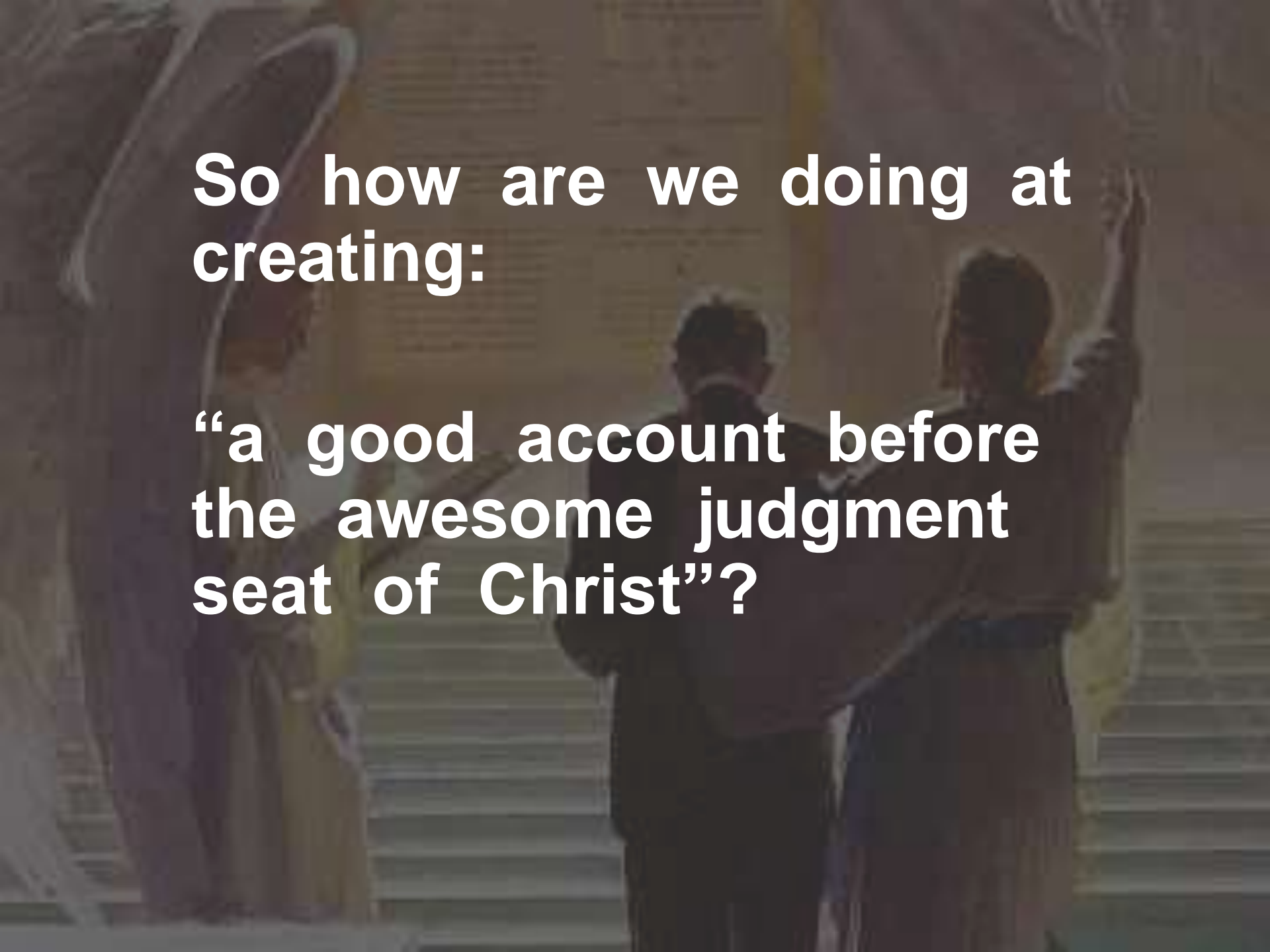


“If the rate of change on the outside exceeds the rate of change on the inside, the end is near.”



“Change before you have to.”





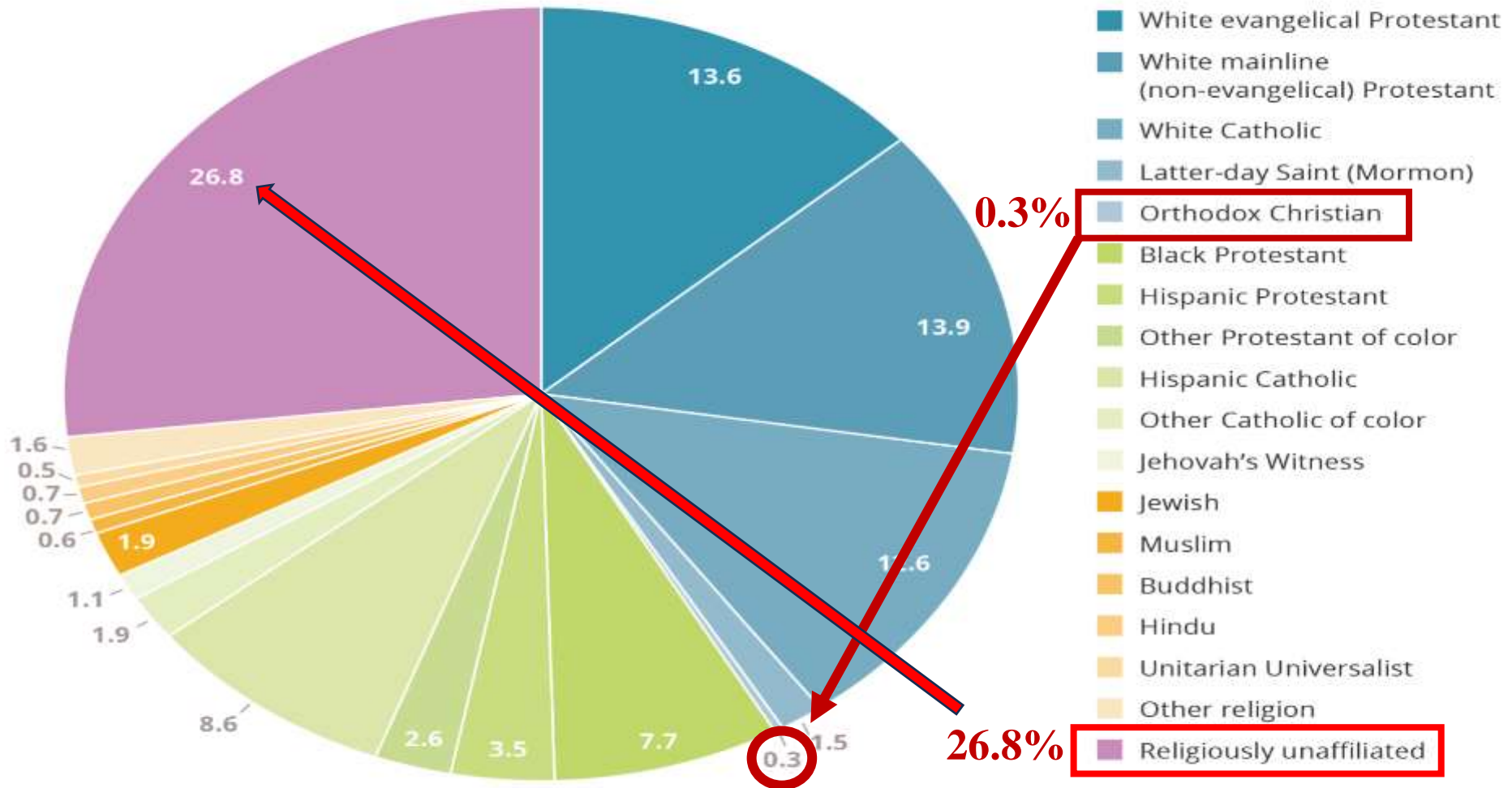
**So how are we doing at
creating:**

**“a good account before
the awesome judgment
seat of Christ”?**

Orthodoxy – A Rounding Error In The American Christian Landscape

FIGURE 1. The American Religious Landscape in 2022

Percent who identify as:

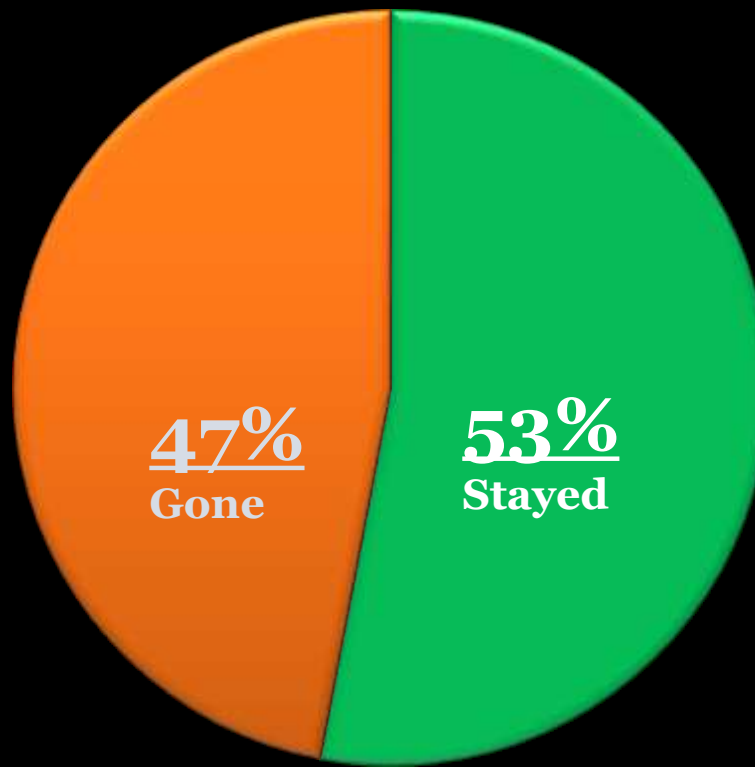


Source: PRRI 2022 American Values Atlas.

0.5% 100 years ago

26.8%

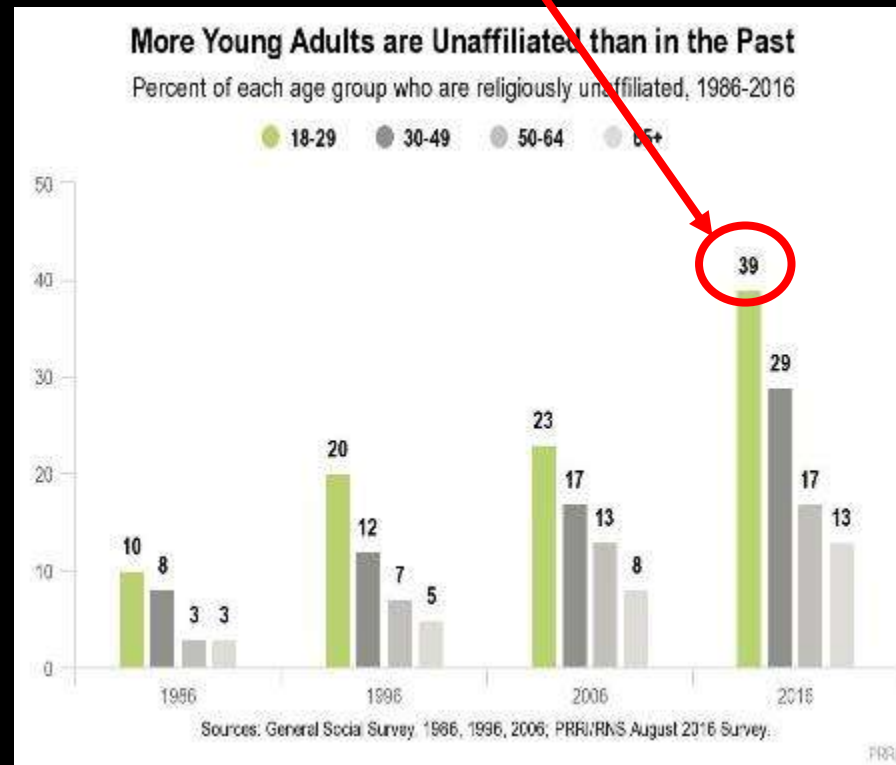
**47% of cradle Orthodox
adults have left the Church¹**



■ YES ■ NO

¹ 2015 U.S. Religious Landscape Study - Pew Research Center

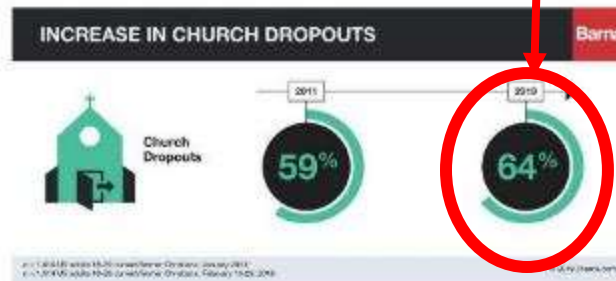
39% of Millennials (1981-1996) are “NONES” and claim NO religion



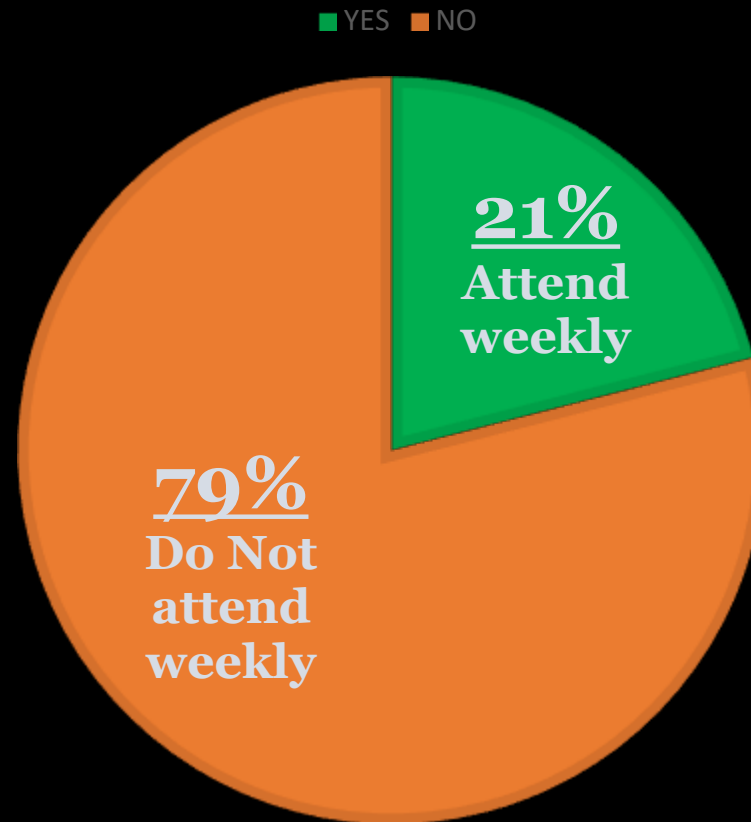
64% of youth drop out of church in their 20's

When Barna president David Kinnaman published his 2011 book *You Lost Me*, we heard from many people (especially church leaders) who were shocked to learn that 59 percent of young adults with a Christian background had dropped out of church at some point during their 20s—many for just a time, but some for good.

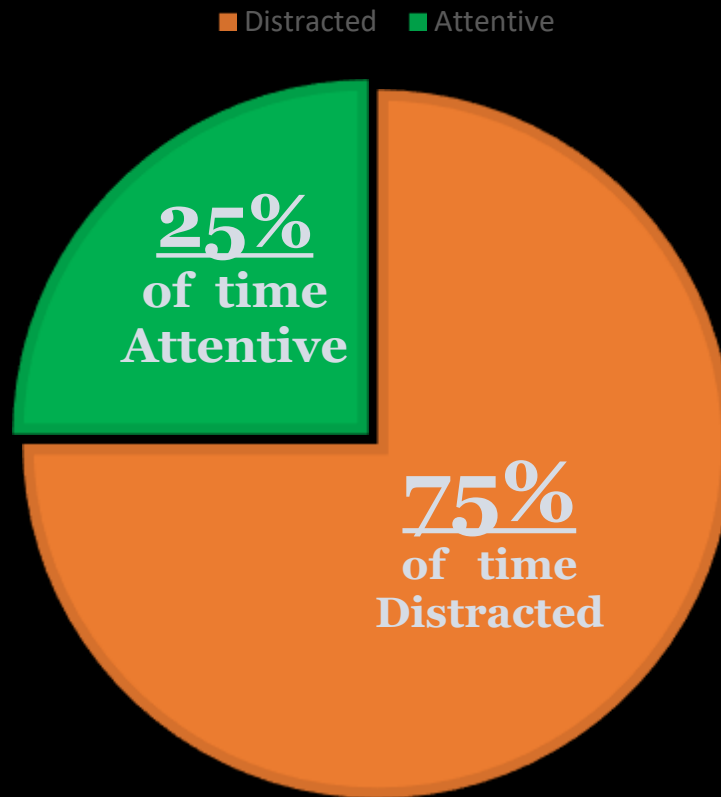
Eight years later, research for Kinnaman's new book *Faith for Exiles: 5 Ways for a New Generation to Follow Jesus in Digital Babylon* reveals that the church dropout problem is still a problem. In fact, the percentage of young-adult dropouts has increased from 59 to 64 percent. Nearly two-thirds of U.S. 18–29-year-olds who grew up in church tell Barna they have withdrawn from church involvement as an adult after having been active as a child or teen.

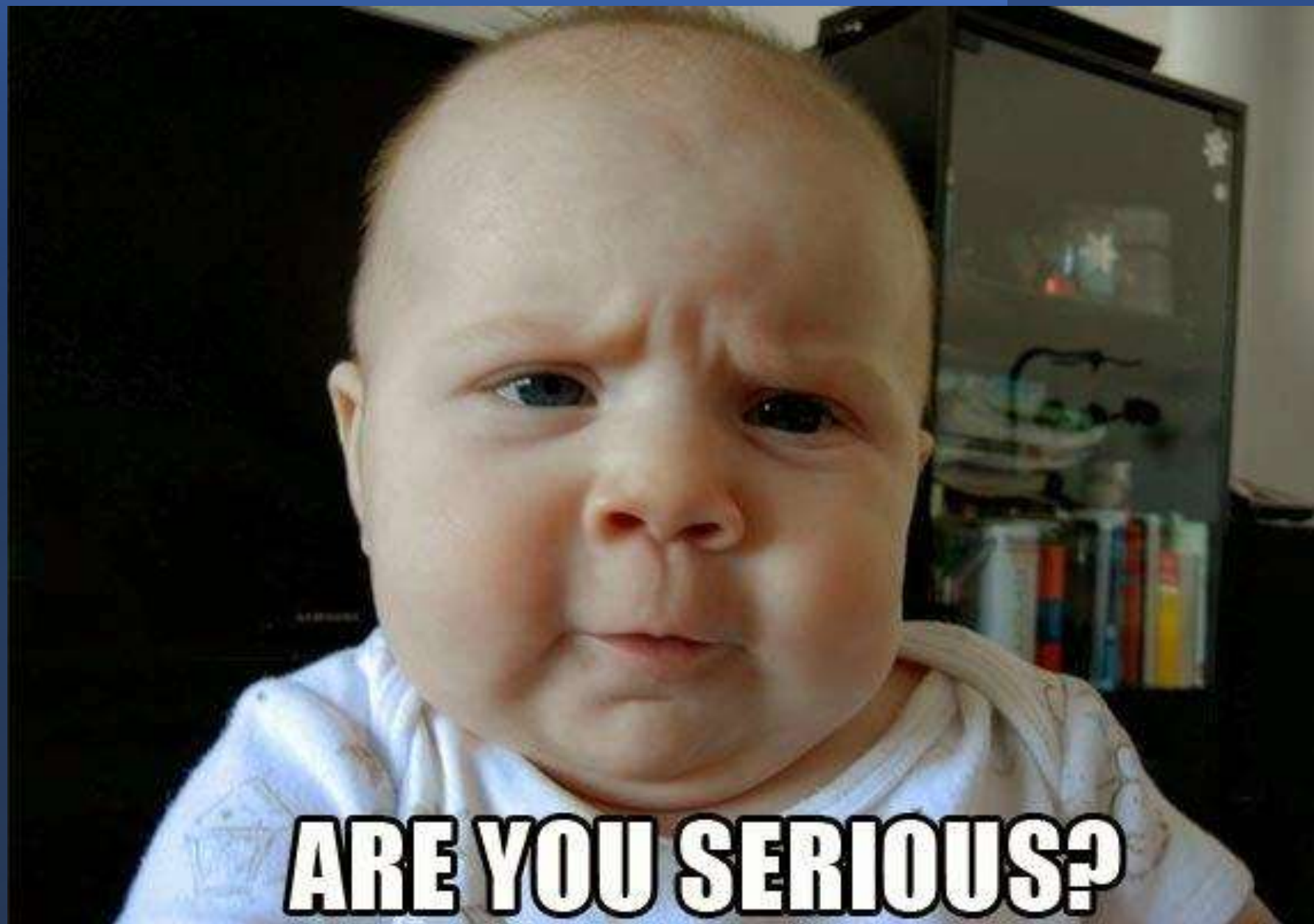


**21% of GOA adherents
regularly attend church services.**



Our minds wander \approx 75% of the time during church services.





ARE YOU SERIOUS?

How Are We Doing Financially?

GENEROSITY



U. S. Orthodox Christians PRE-COVID Giving Facts

~ top 1/4 in annual income

~ bottom 1/4 in church stewardship

The messenger
requests that he
please not be shot.



Who Should Fund The Church's Operations?

- ~ What % of operating expenses were provided by the founders when St. Demetrios GOC began?

100%

- ~ What % of operating expenses are currently provided by the stewards of St. Demetrios GOC?

30%

- ~ What % of St. Demetrios GOC operating expenses are currently paid by outsiders / non-Orthodox guests?

48%



Your Median Pledge Per
Steward Family =

\$300

Your Expense Budget Per
Steward Family =

\$1,829



St. Demetrios Donor Concentration

Top 2.5%
(10 stewards)

17% of stewardship

Top 5%
(20 stewards)

27% of stewardship

Top 20%
(80 stewards)

54% of stewardship



What ministries, services or
charities could you fund if
you had

\$ 3,286,350

in total annual stewardship
instead of only \$ 195,161

Here's How This Is Possible?

- Est. Median U.S. Orthodox Christians 2019 income = **\$81,750¹**
- **\$8,175** = a median income tithe
- If all 402 stewards (2022) earned the 2019 median and tithed, your stewardship income would = **\$3,286,350** instead of **\$195,161**
- What could you do with about **\$3,091,189** more?

¹ MEDIAN INCOME OF AMERICANS FROM HISTORICALLY ORTHODOX COUNTRIES = \$81,750

*Median annual household income U.S. Census as reported 10-02-2020: Lebanese \$87,099; Russian \$85,989
Greek \$82,036; Romanian \$81,878; Ukrainian \$81,603; Serbian \$81,452; Bulgarian \$80,626; Armenia \$77,110.*

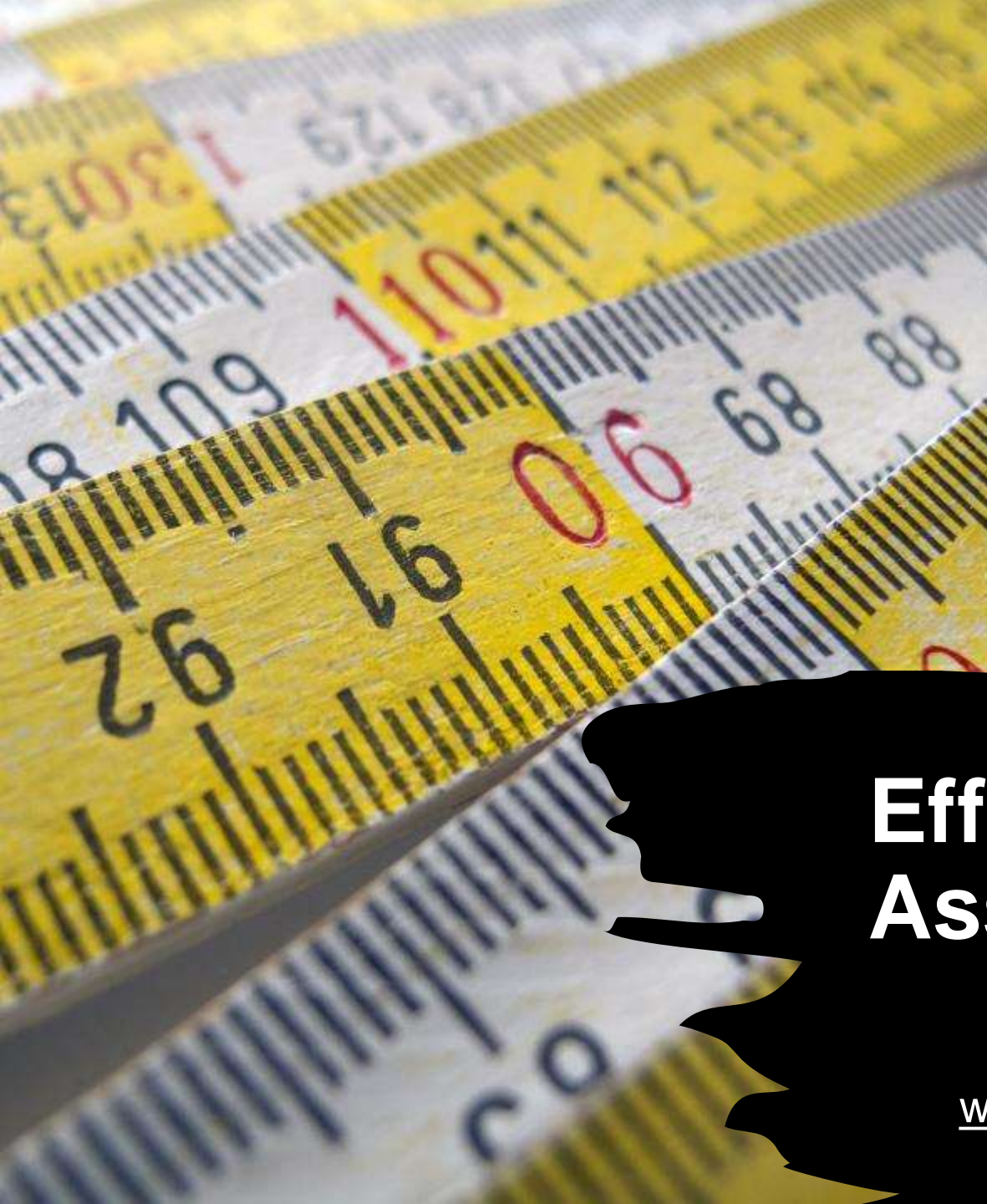
Where Are We Now On This Journey?

\$8,175 = est. 2019 tithe based median Orthodox income

0.4% = est. St. Demetrios parishioner giving based on median U.S. historically Orthodox income

\$5,028 = est. tithe based on median Trumbull County income of \$50,258

0.6% = est. St. Demetrios parishioner giving based on median Trumbull County income



Effective Parish Assessment

www.effectiveparish.org

THE ORTHODOX PARISH

A Living House of Faith



Vision &
Planning



Leadership &
Teams



Stewardship &
Generosity



Parishioner
Engagement



Ministry



Operational
Effectiveness

Personal Faith Formation

Effective Parish Preliminary Assessment

70 responses

EPA RESULTS



Vision & Planning

- Strategic Planning
- Operational & Tactical Planning
- Parishioner Involvement
- Goal Achievement & Accountability



Leadership & Teams

- Christian Leadership
- Leading & Coaching
- Conflict Management
- Effective Teams
- Parish Council & Boards



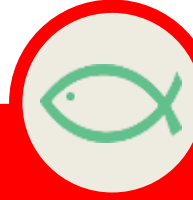
Stewardship & Generosity

- Giving & Tithing
- Stewardship Campaign
- Capital Campaign
- Planned Giving & Endowments
- External Philanthropy
- Transparency & Accountability



Parishioner Engagement

- Spiritual Education & Catechism
- Liturgical & Sacramental Participation
- Outreach
- Evangelism
- Welcoming & Fellowship



Ministries

- Defines Needs of Parishioners
- Ministry Management
- Ministry Engagement
- Volunteer Management
- Youth & Young Adult



Operational Effectiveness

- Communication & Digital Strategies
- Facilities & Technology
- Financial Excellence
- Safety & Security
- Staff Management



Effective Parish Preliminary Assessment

70 total responses



6 Pillar EPA Results

	<u>%</u> favorable	<u>%</u> unfavorable	<u>%</u> neutral	<u>% I don't</u> know
Vision & Planning	37%	34%	29%	17%
Leadership & Teams	50%	21%	28%	7%
Stewardship & Generosity	28%	45%	26%	30%
Parishioner Engagement	44%	38%	18%	15%
Ministries	33%	40%	27%	15%
Operational Effectiveness	45%	29%	26%	23%

~ Favorable + Unfavorable + Neutral = 100% (does not include "I don't know")

~ "I don't know" is separately shown as a % of total responses

EPA 2

Vision and Planning

Vision & Planning	% favorable	% unfavorable	% neutral	% I don't know
Strategic Planning	38%	42%	20%	18%
Operational & Technical Planning	35%	30%	35%	12%
Parishioner Involvement	51%	24%	25%	21%
Goal Achievement and Accountability	26%	38%	37%	18%

EPA 2

Leadership & Teams

Leadership & Teams	% favorable	% unfavorable	% neutral	% I don't know
Christian Leadership	51%	21%	28%	3%
Leading & Coaching	51%	18%	31%	6%
Conflict Management	39%	27%	34%	11%
Effective Teams	54%	20%	26%	7%
Parish Council & Boards	56%	20%	24%	7%

Typical American Orthoshpere Leadership favorability scores are 70%+

EPA 2

Stewardship & Generosity

Stewardship & Generosity	% favorable	% unfavorable	% neutral	% I don't know
Giving & Tithing	18%	57%	24%	20%
Stewardship Campaign	33%	46%	21%	17%
Capital Campaign	18%	43%	38%	50%
Planned Giving & Endowments	18%	57%	25%	37%
External Philanthropy	35%	39%	26%	32%
Transparency & Accountability	49%	29%	22%	23%

Parishioner Engagement

<u>Parishioner Engagement</u>	<u>% favorable</u>	<u>% unfavorable</u>	<u>% neutral</u>	<u>% I don't know</u>
Spiritual Engagement & Catechism	69%	14%	17%	8%
Liturgical & Sacramental Participation	49%	35%	15%	13%
Outreach	25%	52%	23%	29%
Evangelism	37%	44%	19%	19%
Welcoming & Fellowship	37%	47%	16%	4%

EPA 2

Ministries

Ministries	% favorable	% unfavorable	% neutral	% I don't know
Defines Needs of Parishioners	27%	51%	22%	12%
Ministry Management	25%	48%	27%	23%
Ministry Engagement	42%	31%	27%	11%
Volunteer Management	27%	40%	33%	16%
Youth & Young Adult	46%	28%	26%	12%

EPA 2

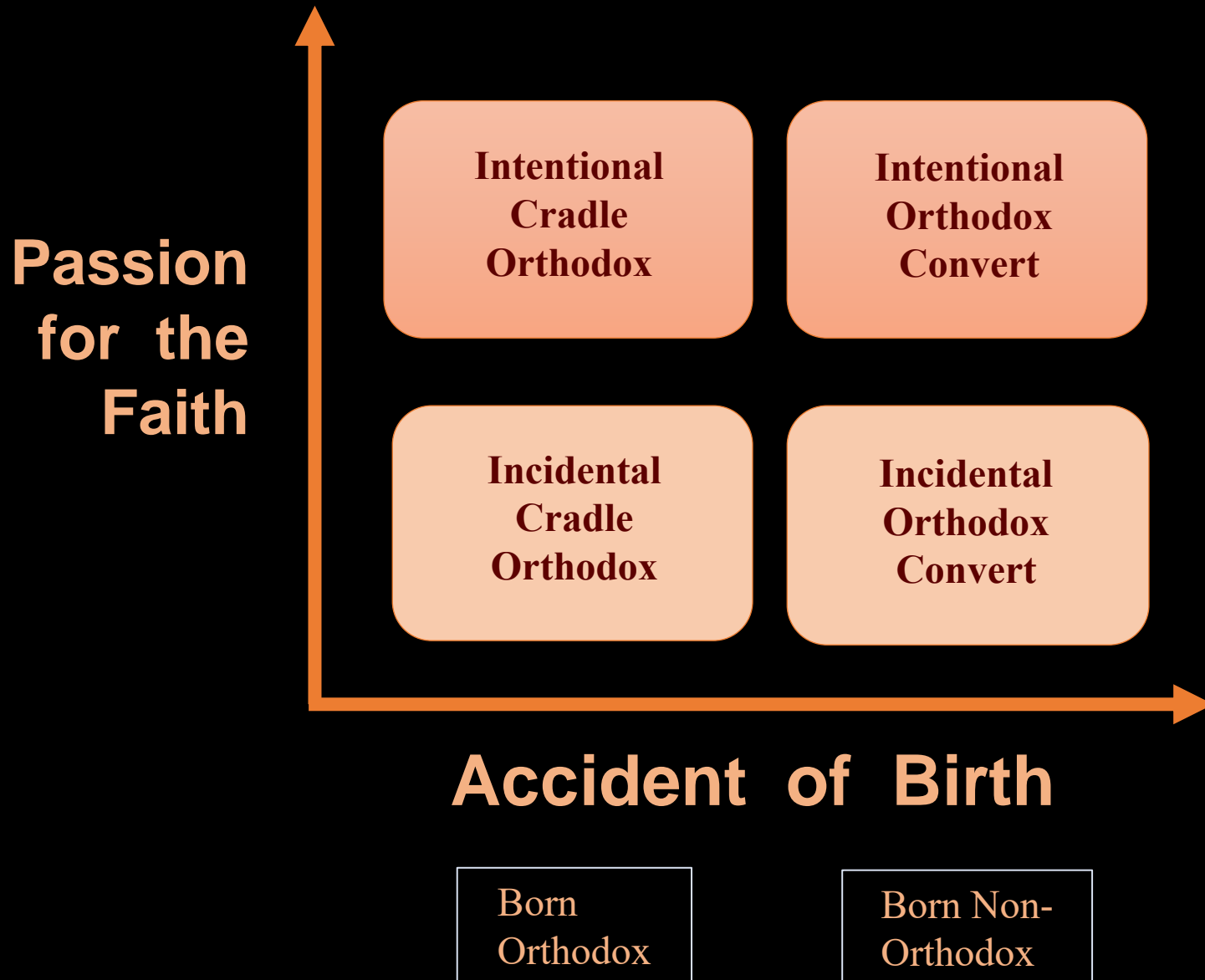
Operational Effectiveness

Operational Effectiveness	% favorable	% unfavorable	% neutral	% I don't know
Communications & Digital Strategies	47%	23%	30%	12%
Facilities & Technology	47%	32%	21%	17%
Financial Excellence	50%	24%	25%	35%
Safety & Security	33%	43%	24%	24%
Staff Management	48%	24%	28%	26%

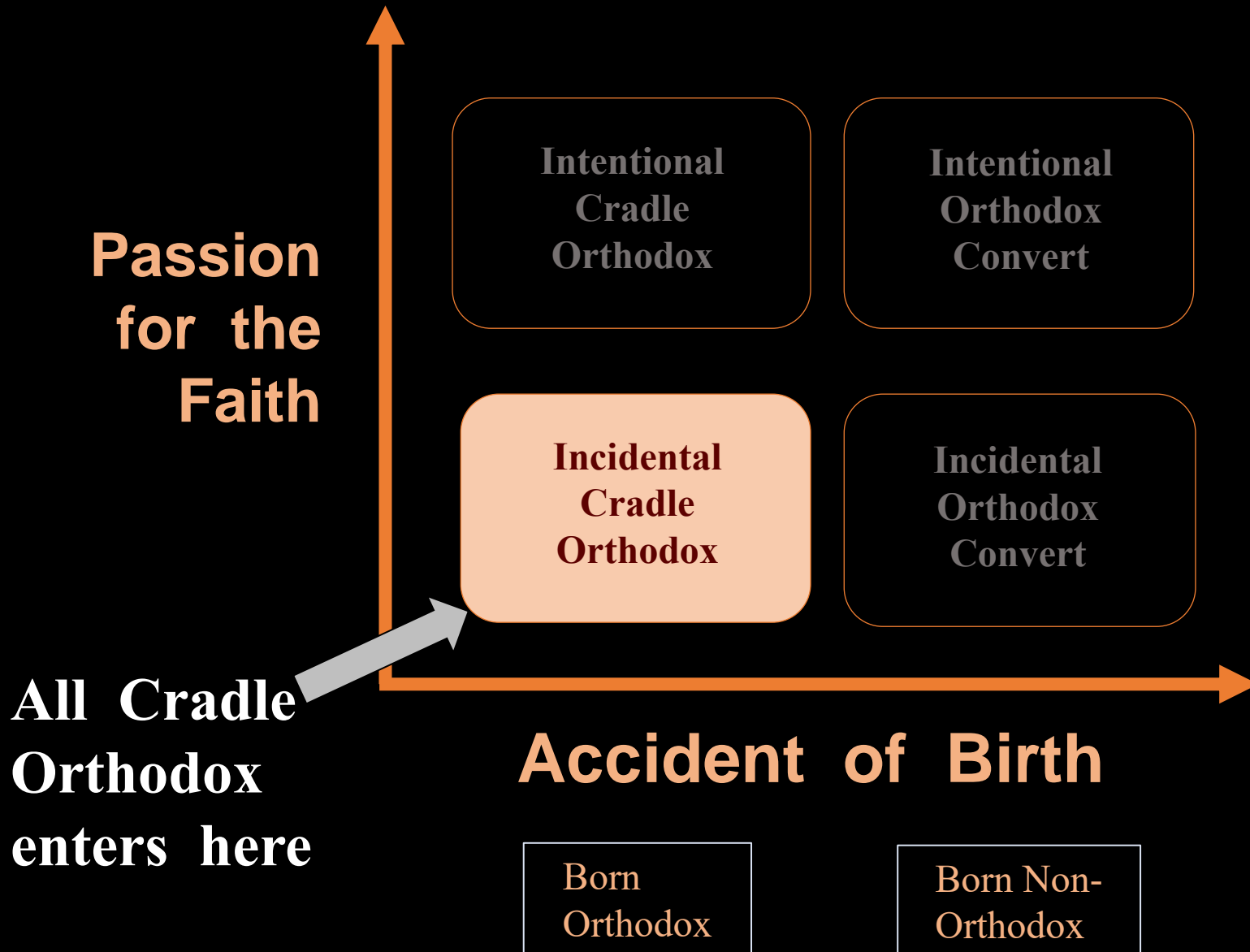
The Orthodox
Church
Demographic
Makeup Has
Changed
Significantly Over
The Last 15
Years



4 Kinds of U.S. Orthodox Christians



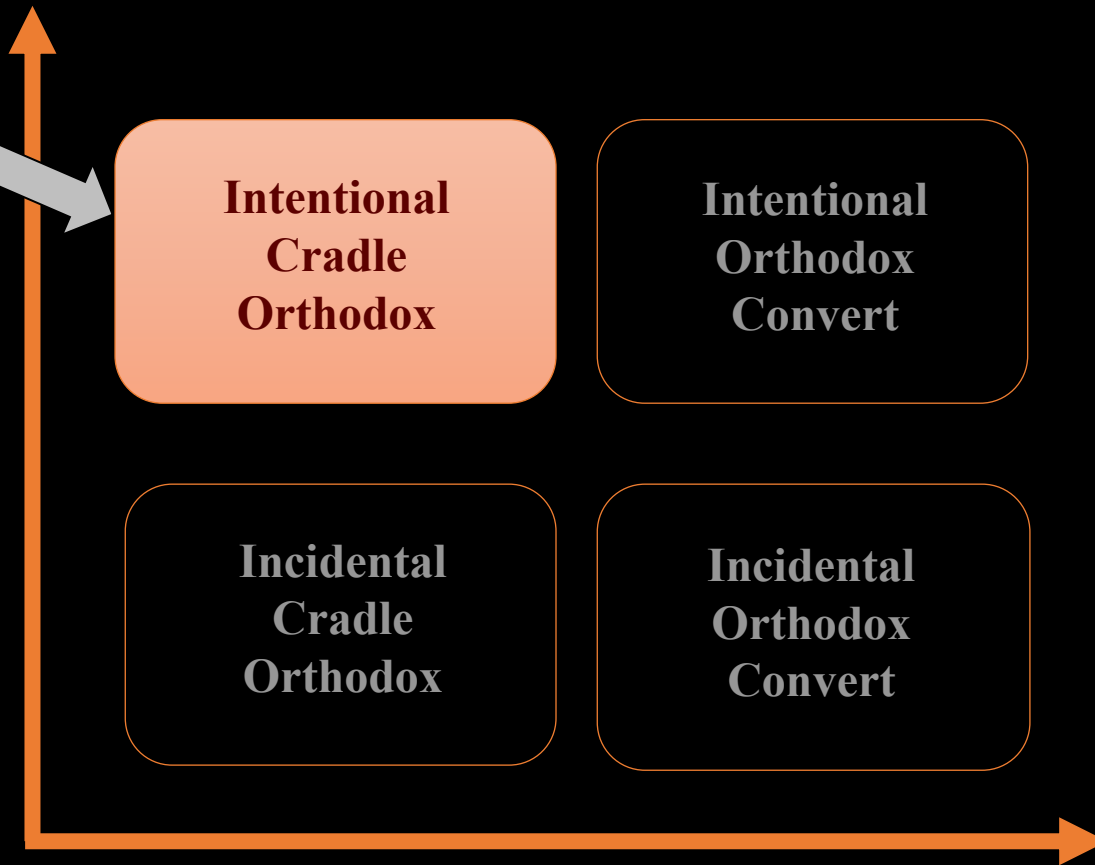
4 Kinds of U.S. Orthodox Christians



4 Kinds of U.S. Orthodox Christians

Few Cradle
Orthodox
move here

Passion
for the
Faith

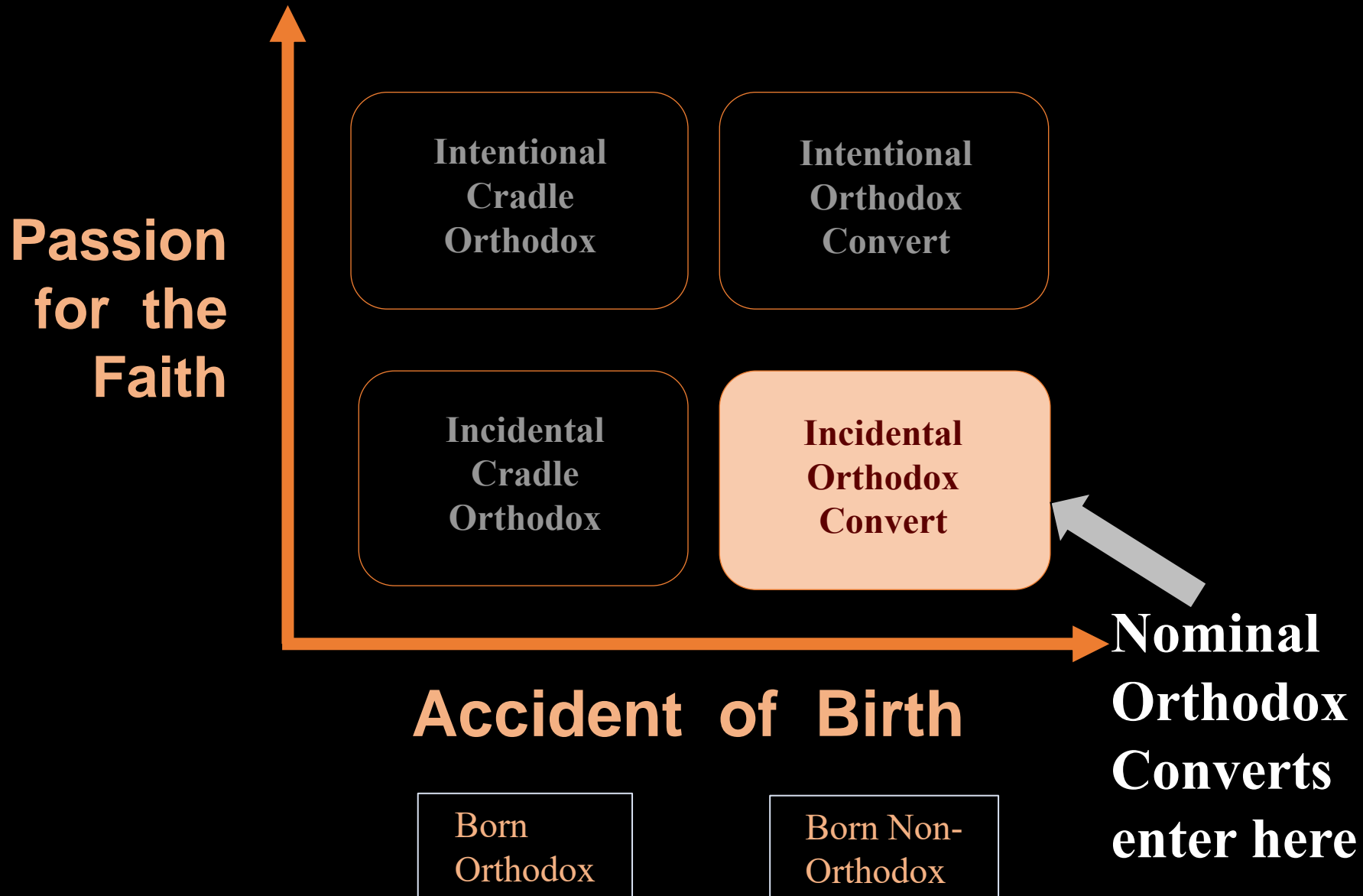


Accident of Birth

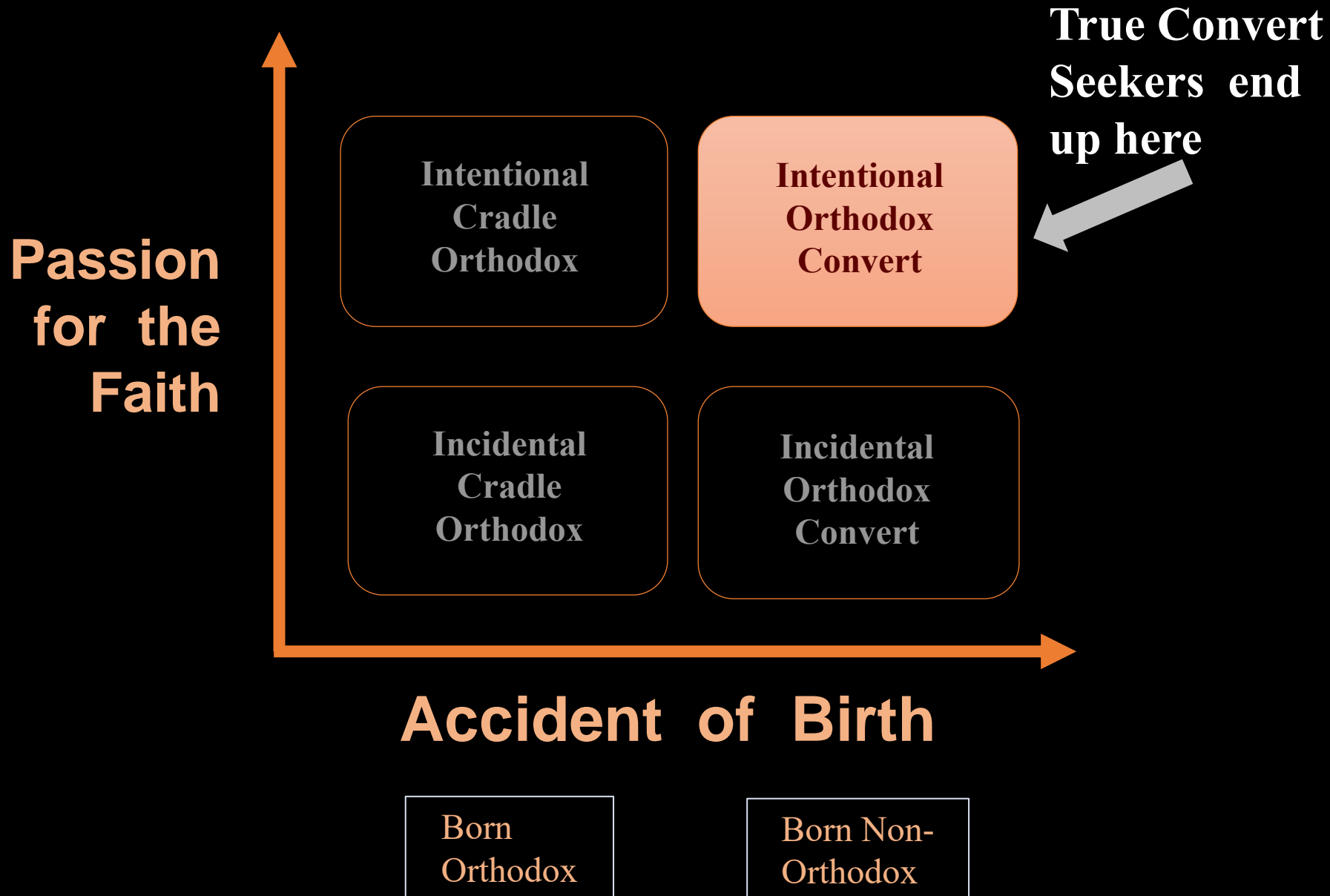
Born
Orthodox

Born Non-
Orthodox

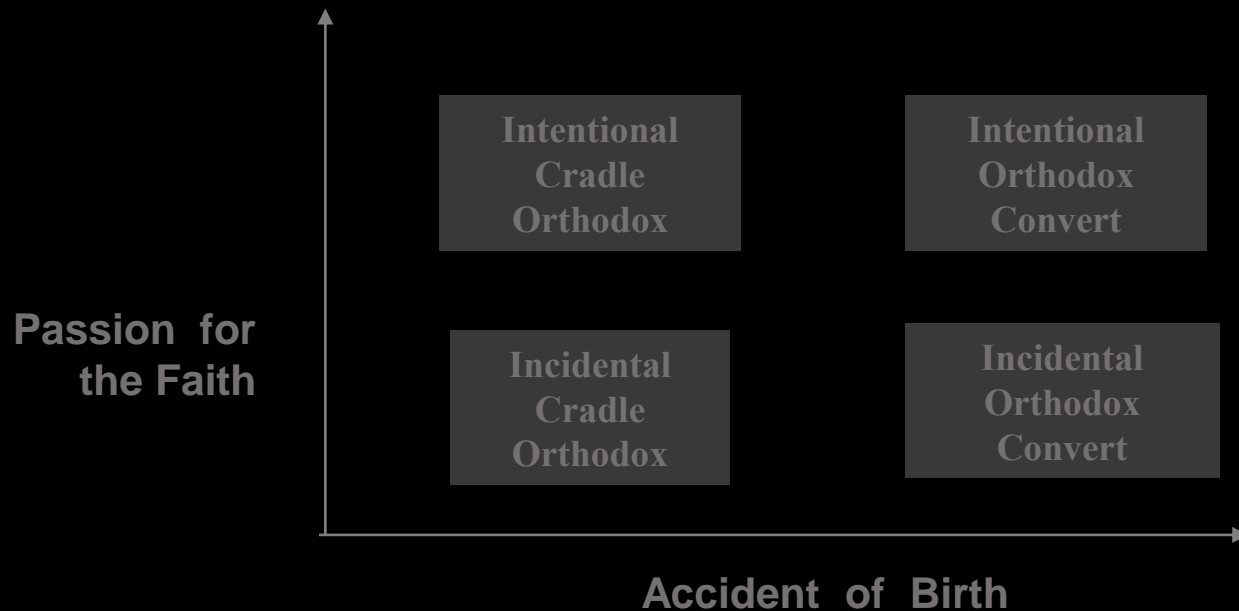
4 Kinds of U.S. Orthodox Christians



4 Kinds of U.S. Orthodox Christians



We now need at least 4 strategies to effectively reach all our different parishioners





AUDIENCE PARTICIPATION TIME!

**What Is The Biggest Challenge
Facing Your Parish?**

$$\Delta S = S_f - S_i = \int \frac{dq_{rev}}{T}$$

$$\Delta S = \frac{q_{rev}}{T}$$

~ Entropy

~ Everything in the universe moves from order to disorder, and Entropy measures that change

~ If you don't make positive changes, you will get negative changes

**Every church leader
chooses how he will
lead a flock:
as a risk taker,
as a caretaker, or
as an undertaker
while it slowly dies.**



(Warren, 2013)

Who Owns The Problem?

“Any time the majority of people behave a particular way the majority of the time, the people are not the problem. The problem is inherent in the system.

As a leader, you own responsibility for the system.

... if you find yourself blaming the people, you should look again.”

**W. Edwards Deming
(father of the Quality Movement)**



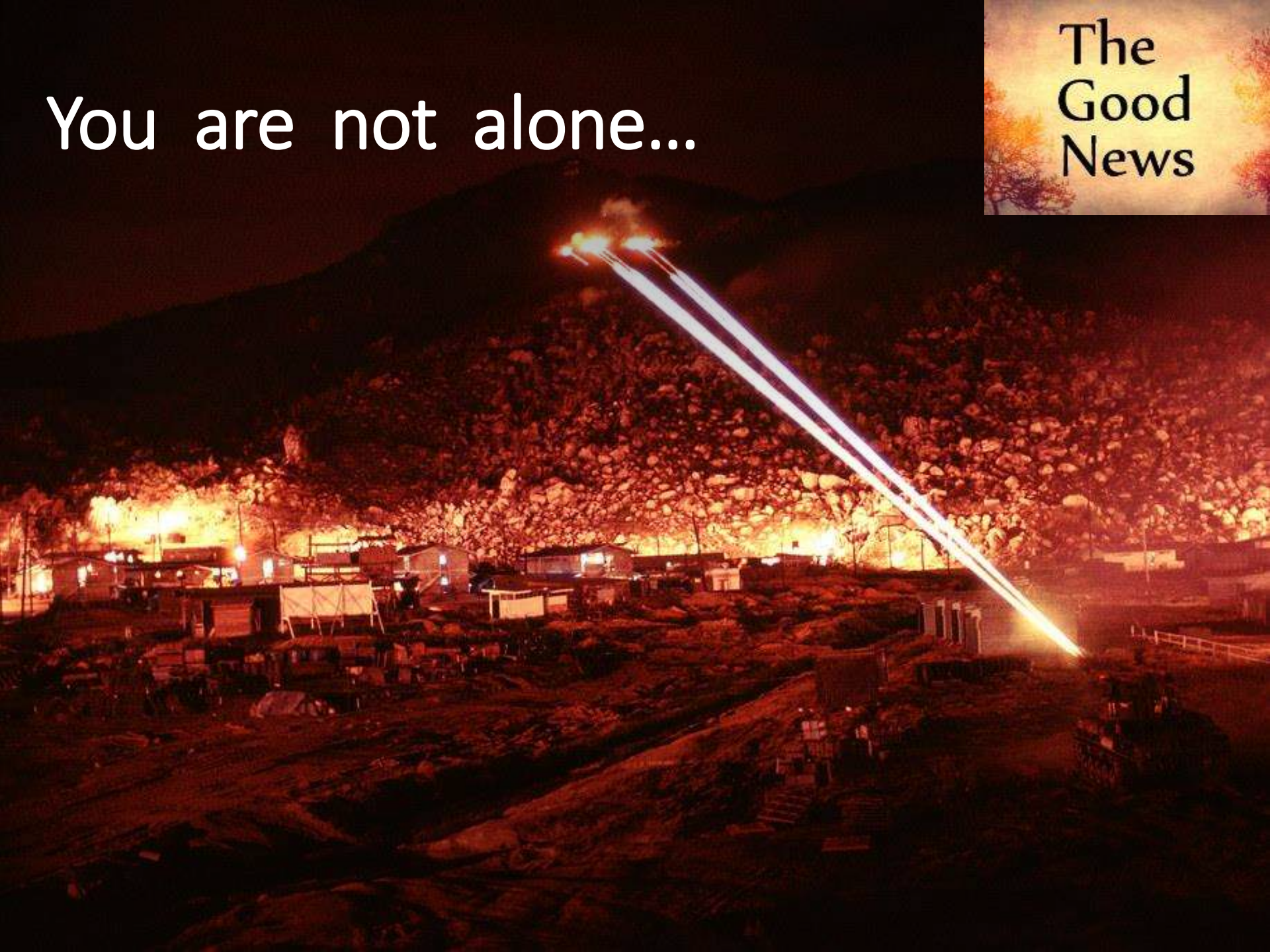
“If you keep doing what you’ve always done, you’ll keep getting what you’ve always got.”



Henry Ford

You are not alone...

The
Good
News



“Two are better than one, because they have a good return for their labor.

If either of them falls down, one can help the other up.

But pity anyone who falls and has no one to help them up.”

**ONE
TEAM
ONE
DREAM**



Ecclesiastes 4:9-10

***So we, being many,
are one body in
Christ,***

***and every one
members one of
another.***



Romans 12:5

Are You Willing To Play On A Championship TEAM?



Comfort ... Discomfort





“Don’t measure yourself by what you have accomplished, but by what you should have accomplished with your ability.”

**UCLA Coach
John Wooden**



**Won 10 NCAA national
basketball championships
in 12 years (7 in a row)**



**As iron sharpens
iron, so one person
sharpens another.**

I Can't Hide The Symptoms Of.....



We had extremely LOW and LATE response rates from:

- S.P.T. Commitment Responses
 - S.P.T. Advance Assignments
 - Core Team Heat Mapping
 - Parishioner S.W.O.T.
 - Parishioner E.P.A.
-



"Tolerance and Apathy are the last virtues of a dying society"

Aristotle



Don't Leave Your Teammates Hanging

- ~ This is transformational and salvific work (make it a top priority)
- ~ You devalue your teammates if you don't timely respond (don't leave your partners hanging)
- ~ You will work for ≈ 40 years but live for all of eternity, so learn how to prioritize your salvific church work









It Takes 3 Teams



Community

Community-wide input throughout the entire process



Strategic Planning Team

Diverse, representative smaller cross-section of parishioners who analyze the data and help draft the Strategic Plan



Implementation Team

A large, diverse group of parishioners who implement all the Strategic Goals and Action Plans and are accountable to the entire Parish community

Oz's 2 Team Premises

None of us is as
smart as all of us are.



None of us can do as
much as all of us can
do together.

TURN *the* PAGE



**There comes a day
when you realize
turning the page is
the best feeling in
the world.**

**Because you realize
there's so much
more to the book
than the page you
are stuck on.**

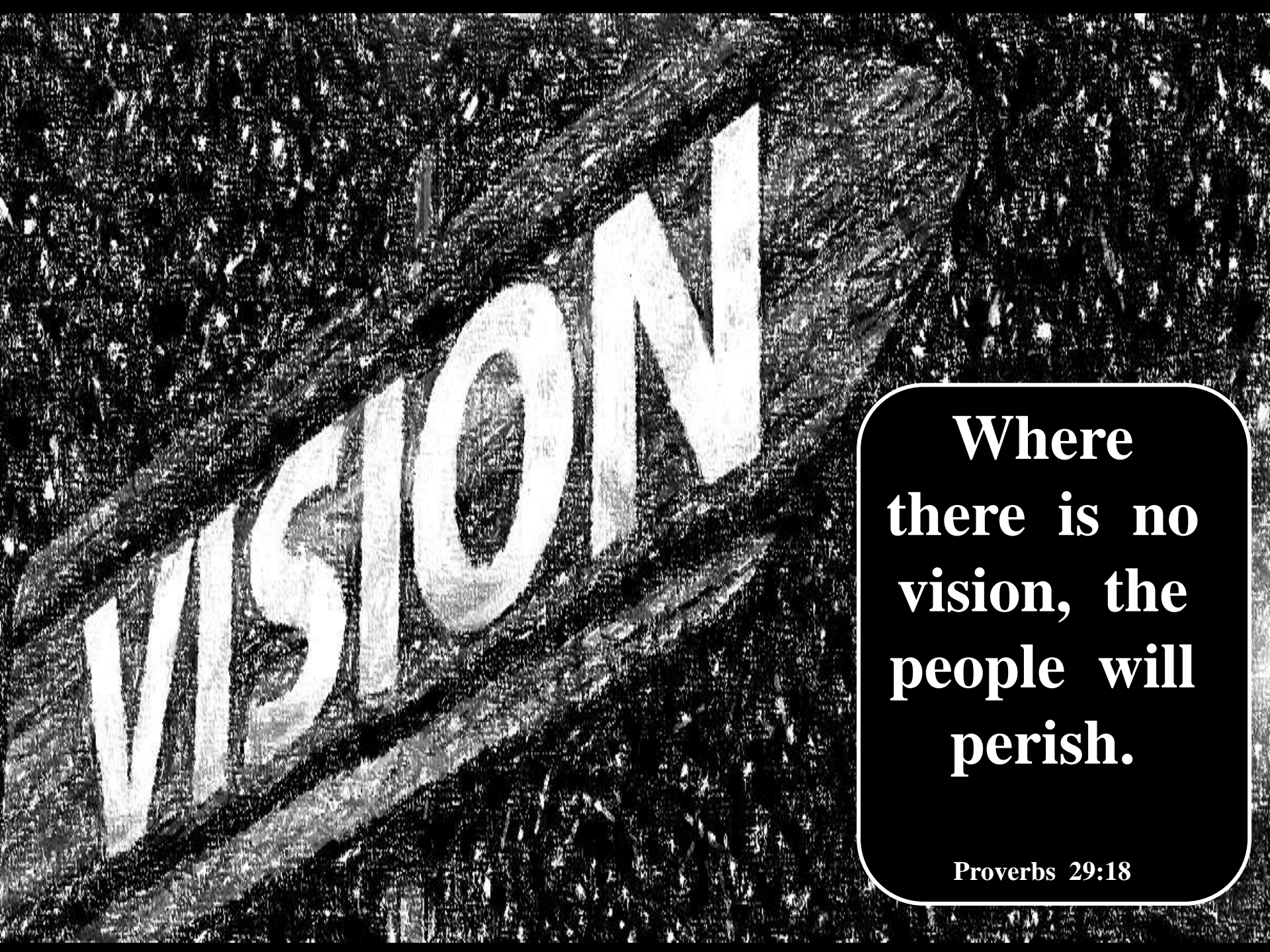




**Consensus Vision and
Strategic Planning**

Strategic Planning is Biblical





**Where
there is no
vision, the
people will
perish.**

Proverbs 29:18



**Must answer
4 questions:**

- 1. Why do we exist?**
- 2. Where are we now?**
- 3. Where do we want to be?**
- 4. How will we get there?**

10 Stewardship Calling Strategic Plan Elements



1. **SWOT Analysis (Strengths, Weaknesses, Opportunities & Threats)**
2. **Statement of Why**
3. **Core Values**
4. **Mission Statement**
5. **Vision Statement**
6. **Strategic S.M.A.R.T. Goals**
7. **Interim Goals & Interim Actions**
8. **Accountability Scoreboard**
9. **Cadence of Accountability**
10. **Strategic Plan**



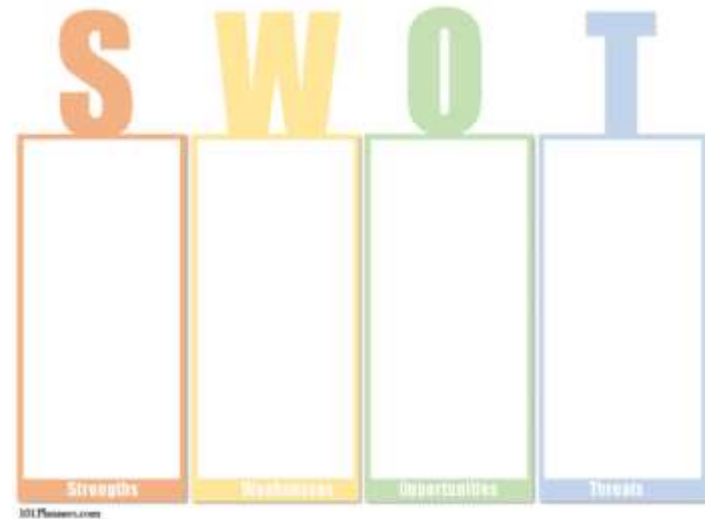
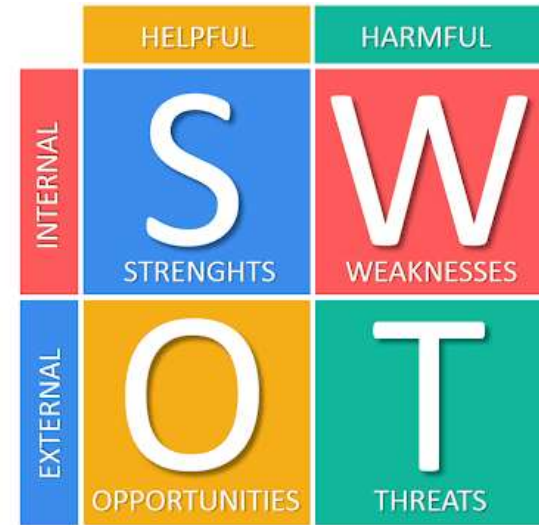
Answers strategic planning question #2: Where are we now?

First focus:

INTERNALLY

Second focus:

EXTERNALLY

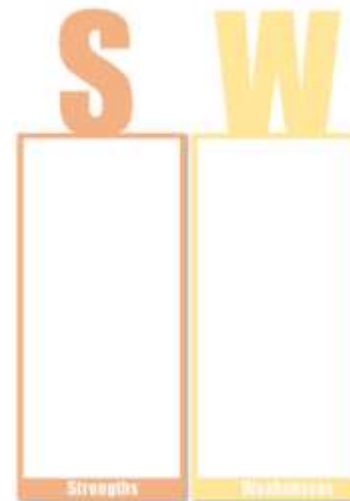


Strengths & Weaknesses



Strengths things we do well and characteristics that give us advantages

Weaknesses things we do poorly or internal challenges that place us at a disadvantage



Opportunities & Threats

Opportunities include external things outside of our control that could help us

Threats include external things outside of our control that could cause trouble for us

HELPFUL HARMFUL



Low Hanging Fruit

The Parish Council can address our Weaknesses not making final Strategic Plan list



A SWOT Analysis is Biblical



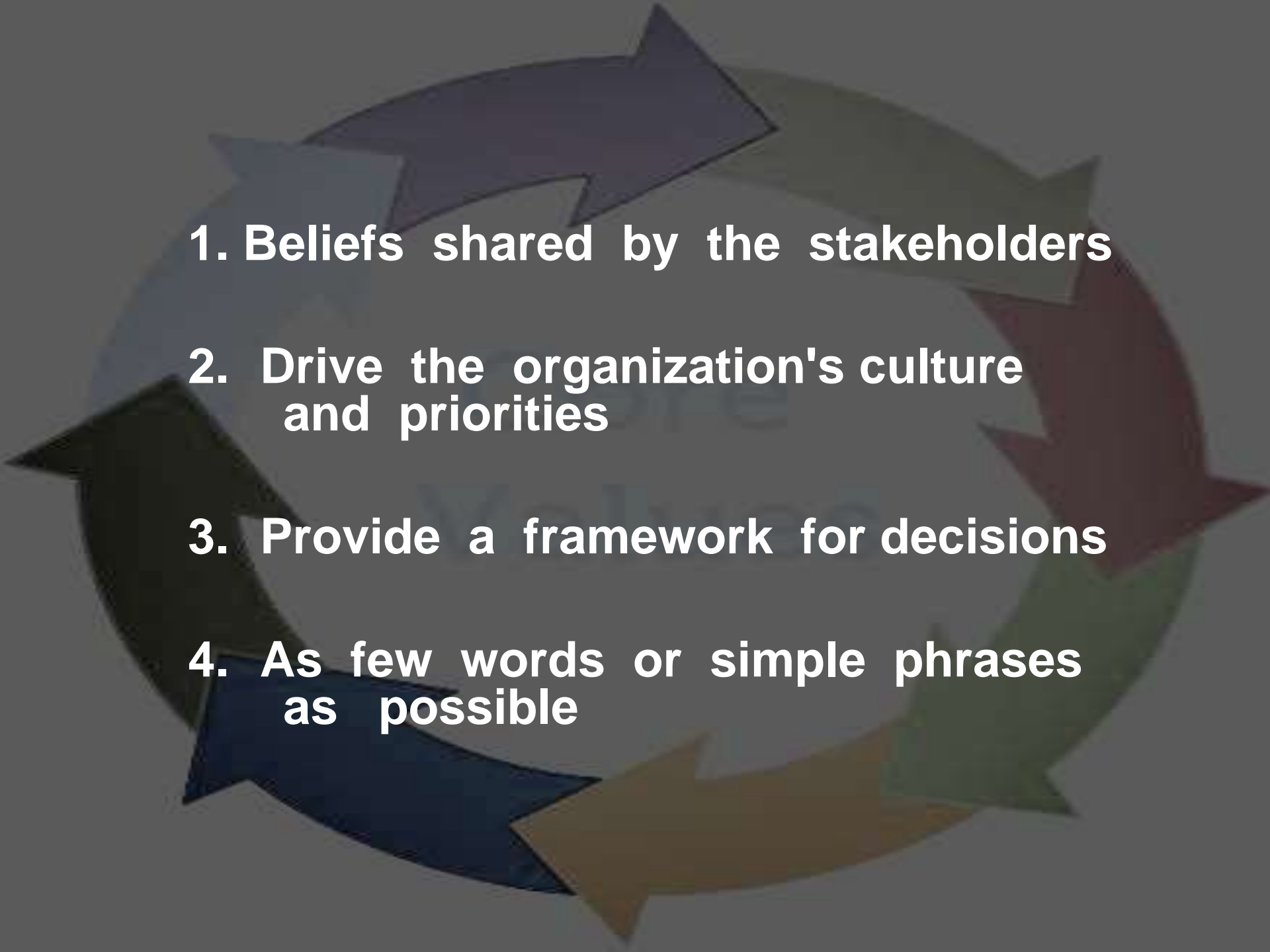
“Examine yourselves as to whether you are in the faith.

Test yourselves!”

$$\begin{aligned} & \frac{1}{5}y - \frac{2}{3}x - \frac{2}{3}y + \frac{1}{2}x \\ &= \frac{3 \cdot 1}{3 \cdot 5}y - \frac{5 \cdot 2}{5 \cdot 3}y - \frac{2 \cdot 2}{2 \cdot 3}x + \frac{3 \cdot 1}{3 \cdot 2}x \\ &= \frac{3}{15}y - \frac{10}{15}y - \frac{4}{6}x + \frac{3}{6}x \\ &= \frac{-7}{15}y - \frac{1}{6}x \quad \checkmark \end{aligned}$$

A circular diagram consisting of seven thick, curved arrows pointing clockwise. The arrows are colored in a sequence: purple, olive green, red, green, orange, dark blue, and brown. In the center of the circle, the words "Core Values" are written in a blue, sans-serif font.

Core
Values

- 
- 1. Beliefs shared by the stakeholders**
 - 2. Drive the organization's culture and priorities**
 - 3. Provide a framework for decisions**
 - 4. As few words or simple phrases as possible**

Core Values Are Biblical



I
THOU SHALT HAVE
NO OTHER GODS
BEFORE ME

II
THOU SHALT NOT
MAKE UNTO THEE
ANY GRAVEN IMAGE

III
THOU SHALT NOT
TAKE THE NAME OF
THE LORD THY GOD
IN VAIN

IV
REMEMBER THE
SABBATH DAY TO
KEEP IT HOLY

V
HONOR THY FATHER
AND THY MOTHER

VI
THOU SHALT
NOT KILL

VII
THOU SHALT NOT
COMMIT ADULTERY

VIII
THOU SHALT
NOT STEAL

IX
THOU SHALT NOT
BEAR FALSE
WITNESS AGAINST
THY NEIGHBOR

X
THOU SHALT
NOT COVET

GOD'S Core Values

THE BEATITUDES

Blessed are the poor in spirit,
for theirs is the kingdom of heaven.

Blessed are those who mourn,
for they shall be comforted.

Blessed are the meek,
for they shall inherit the earth.

Blessed are those who hunger and thirst
for righteousness, for they shall be satisfied.

Blessed are the merciful
for they shall obtain mercy.

Blessed are the pure of heart,
for they shall see God.

Blessed are the peacemakers,
for they shall be called children of God.

Blessed are those who are persecuted
for righteousness sake,
for theirs is the kingdom of heaven.

Matthew 5:3-10

CHRIST'S Core Values



SWOT & Core Values Process

**Let's review page 6 of the
Retreat Handbook together**



Draw the Line & Decide the Description)

(Sample Weaknesses not @ St. Demetrios)



46 - Facilities/Location Issues

34 - Welcoming, Engagement & Inclusiveness Issues

30 - Stewardship / Engagement (Time, Talents And Treasures)

29 - Youth & Emerging Adult Ministry Issues

26 - Outreach & Evangelism And Community Impact

21 - Church Services Engagement & Accessibility Issues

18 - Education Issues (Adult & Youth) Sunday School

9 - Communications & Technology

8 - Choir / Music

7 - Staffing Issues - Need More Clergy Help

7 - Resistance To Change

6 - Aging Parish Demographic

4 - Lack Of Pan-Orthodox Emphasis /Work

4 - Female Issues

3 - Family Challenges

3 - Seniors Issues



Draw the Line & Decide the Description)



46 - Facilities/Location Issues

34 - Welcoming, Engagement & Inclusiveness Issues

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Draw the Line & Decide the Description)



Facilities

Welcoming

Stewardship & Ministry Engagement

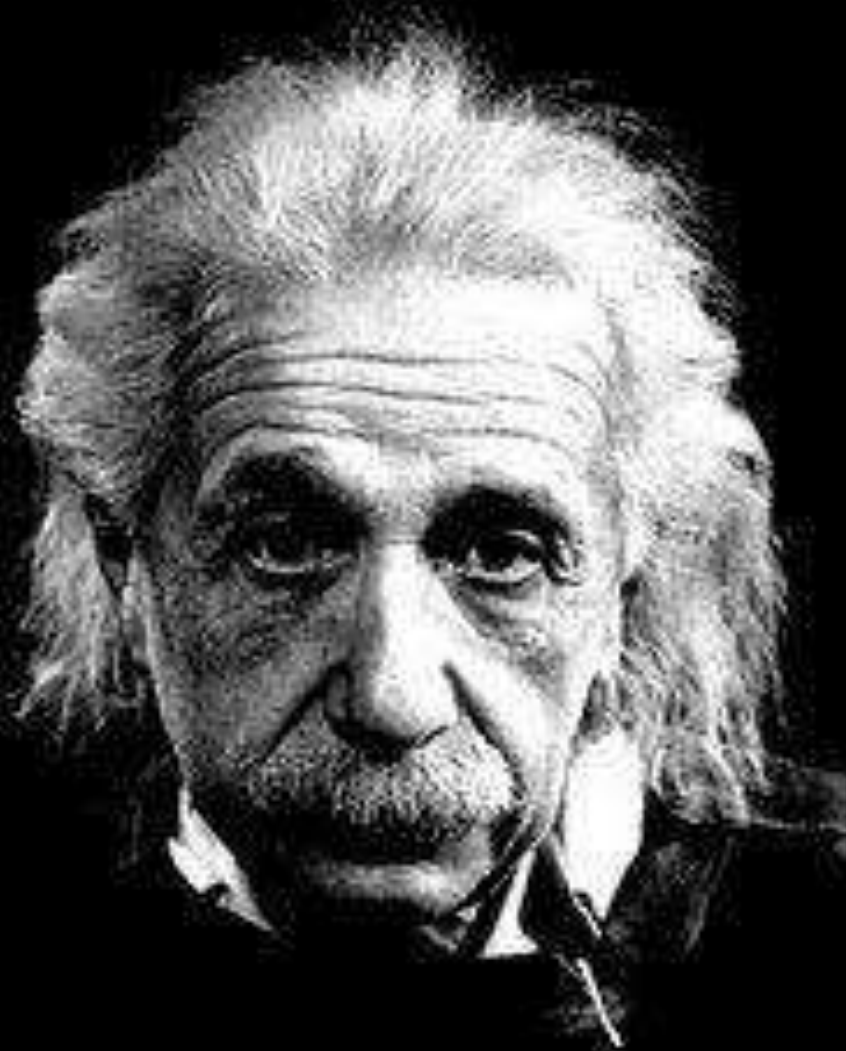
Youth & Emerging Adults

Outreach & Evangelism

Church Engagement

Religious Education (Adult & Youth)

"WE CANNOT
SOLVE OUR
PROBLEMS
WITH THE SAME
THINKING WE
USED WHEN WE
CREATED THEM"





Internal Strengths

Clergy Leadership
Diverse and Talented Community
Ministries (church and youth)
Culture, History & Traditions
Real Estate and Facilities
Orthodox Faith
Fundraisers
Local Communities



Internal Weaknesses

Stewardship & Ministry Engagement (youth and adult)

Leadership & Parish Culture (youth and adult)

- ~ Apathy & Resistance to Change
- ~ Unwelcoming & Divisive Culture
- ~ Inadequate Facilities

Religious Engagement & Education (youth and adult)



External Opportunities

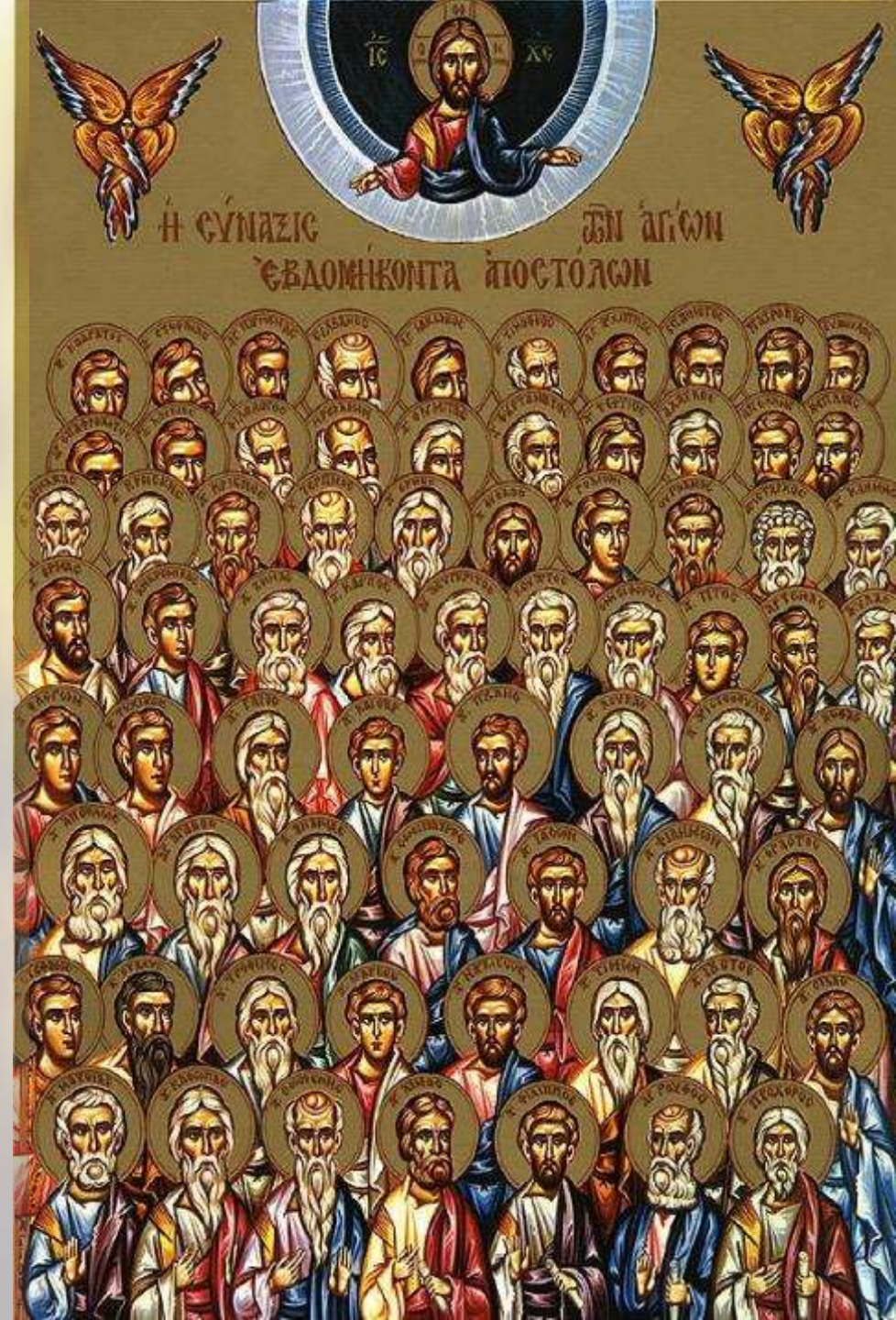
Community Outreach & Philanthropy
Location & Downtown Warren
Technology & Social Media
Seekers & Non-Greek Converts



External Threats

Antagonism / Non-priority of Religion
Crime & Violence
Economy
Social Media
Non-denominational Churches

***You have
now been
called as
one of the
70 Disciples***



Luke 10:1



Strategic Planning Retreat Day 1

*“Where there is no vision, the people will
perish”*

Proverbs 29:18

Bill Marianes





Strategic Planning Retreat Day 2

*“Where there is no vision, the people will
perish”*

Proverbs 29:18

Bill Marianes



Download This Presentation:

Stewardship Calling
What are you doing with all of the gifts God has given you?

StewardshipCalling.com

Strategic Planning Tab

St. Demetrios Page

<https://stewardshipcalling.com/warren-oh-st-demetrius-strategic-plan/>

The screenshot shows the website's navigation menu with the following items: WHY?, STEWARDSHIP, STRATEGIC PLANNING, INTERNET RADIO & PODCASTS, KEYNOTES & LEADERSHIP, and RESOURCES. The 'STRATEGIC PLANNING' tab is selected, displaying a list of strategic plans for various parishes: BOSTON METROPOLIS - THRIVING CONGREGATIONS TRAINING PROGRAMS ON PARISH STRATEGIC PLANNING; SAMPLE S.M.A.R.T GOAL & ACTION PLANS; METROPOLIS OF BOSTON - FOUR PARISH STRATEGIC PLAN; WARREN, OH - ST DEMETRIOS STRATEGIC PLAN; CHRIST THE SAVIOUR - HARRISBURG, PA; HOLY TRINITY GDC - GRAND RAPIDS, MI; HOLY TRINITY - INDIANAPOLIS - STRATEGIC PLAN; ST. NICHOLAS - GRAND RAPIDS, MI STRATEGIC PLAN; and ZOE FOR LIFE - WHY DISCOVERY. The 'WARREN, OH - ST DEMETRIOS STRATEGIC PLAN' item is highlighted. Below the menu, a large image of the church interior is shown with the text 'Welcome home! St. Demetrios Greek Orthodox Church Warren, OH'. The main content area below the image contains the text: 'Warren, OH - St De... By the grace of God, the transformational and co... of Father Constantine Va... Core Team consisting of: Georgia Marousis, Anna... Team will be supplement... ongoing work of our very... trios Greek Orthodox Church in Warren, OH. is undertaking a... ning process. This incredible work is under the inspired leadership... Constantine, Strategic Planning Chairman, Anthony Payiavlas, and a... Gentis, Pam Kassos, Mike Kontos, Cindy Lambis, Argie Makroglou, es, Constantine Payiavlas, Vicki Raptis and Steve Zervas. This Core... 0 additional parishioners to form the Strategic Planning Team. The... tegic Planning Team can be found on this page.'

State of the States
Importance of Religion

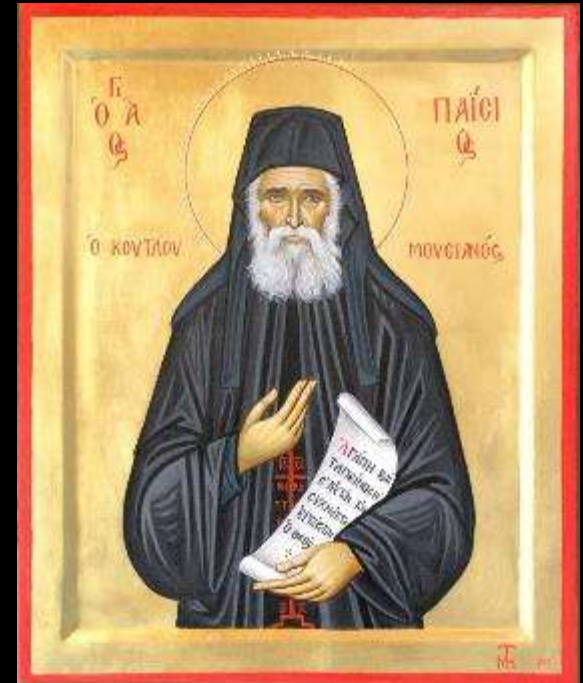
lighter = less religious

GALLUP POLL

- Most Religious
- More Religious
- Average
- Less Religious
- Least Religious



Tough Love



St. Paisios the Athonite

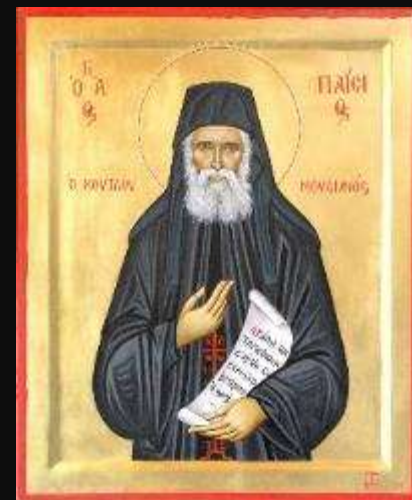
The spirit of luke-warmness reigns.

We've been spoiled for good.

How does God still tolerate us?



St. Paisios the Athonite



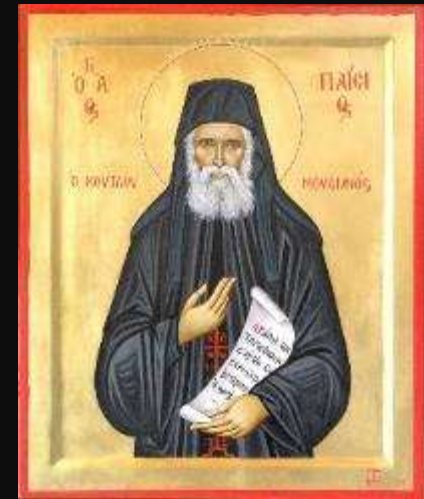
Today's generation
is the generation
of indifference.

There are no
Palikaria (warriors)!

The majority are
fit for parades
and feasts only.



St. Paisios the Athonite

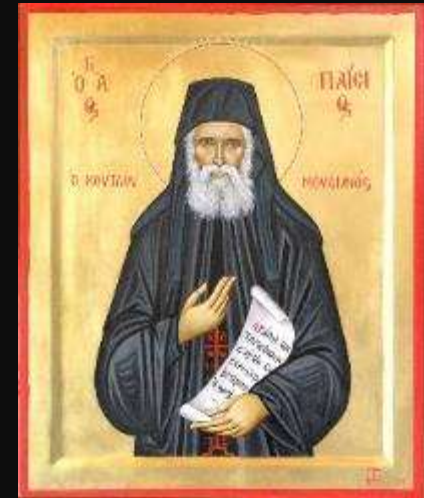


Even people who've
got something
inside have begun
to grow cool
saying,

Can I really do
anything to change
the situation ?



St. Paisios the Athonite

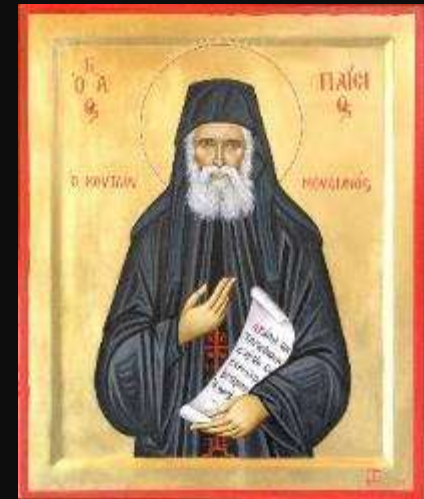


We have to
witness our Faith
with **boldness**,

because if we
continue to remain
silent, we'll have
to **answer in the
end.**



St. Paisios the Athonite



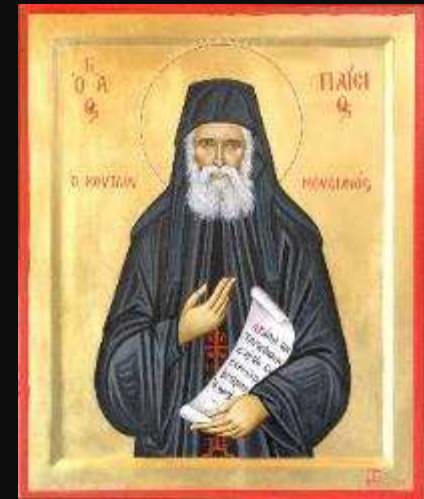
In these difficult days, **each must do** what is in their own power.

Leave what's out of their power to **GOD.**

In this way, our **conscience will be clear.**



St. Paisios the Athonite



Are You Willing To Play On A Championship TEAM?



Comfort ... Discomfort





Internal Strengths

Clergy Leadership
Diverse and Talented Community
Ministries (church and youth)
Culture, History & Traditions
Real Estate and Facilities
Orthodox Faith
Fundraisers
Local Communities



Internal Weaknesses

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Community Outreach & Philanthropy
Location & Downtown Warren
Technology & Social Media
Seekers & Non-Greek Converts



External Threats

Antagonism / Non-priority of Religion
Crime & Violence
Economy
Social Media
Non-denominational Churches

If anyone ever asks you, "What Would Jesus Do?"



Remind them that flipping over tables and chasing people with a whip is within the realm of possibilities.

Matthew 21:12

Mark 11:15

Luke 19:45

John 2:15

**This story of courage is told
in all four Gospels**

WHY Statement

Answers strategic planning question #1:

Why are we here?

~ An articulate, compelling and inspirational reason why our parish exists and why anyone should care, or want to join us.



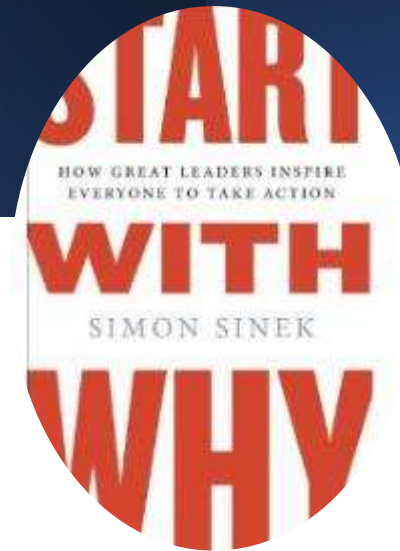
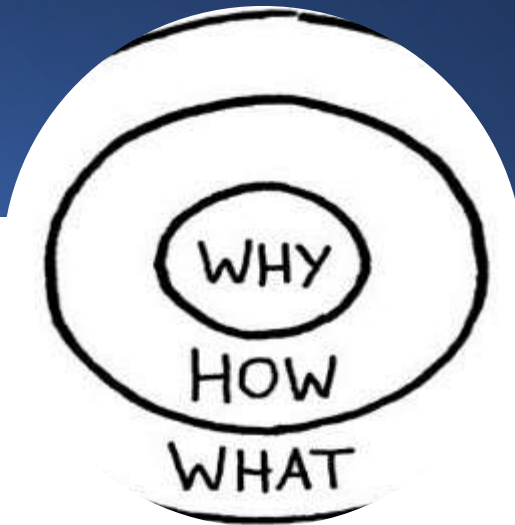
A Statement of Why is Biblical



***“Friends, WHY
are you doing
these things?”***

Acts 14:15

Start With Why - How Great Leaders Inspire Everyone To Take Action



Over 54,212,375 views

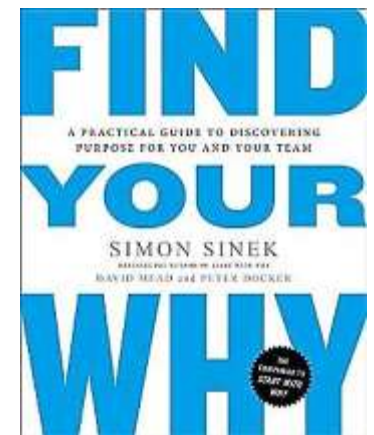
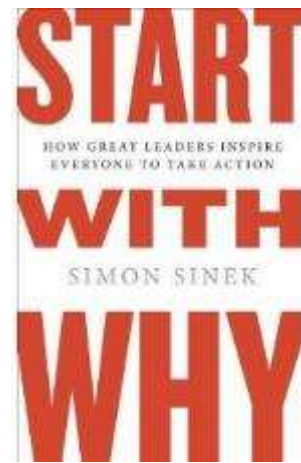
http://www.ted.com/talks/simon_sinek_how_great_leaders_inspire_action.html

“People don’t buy-in to what you do. They buy-in to why you do it.”

“But if you don’t know why you do what you do, how will you inspire anyone else to follow you?”



Simon Sinek





“The goal is not to attract people who need what you have. The goal is to attract people who believe what you believe.”

Joey Asher's book
Even A Geek Can Speak,
included my 1981 WHY
Statement as a lawyer



Elevator Pitch to Prospects

What is a sales prospect interested in? Solutions to problems. With that in mind, your elevator pitch to a sales prospect should highlight how your product serves or solves your client's problems.

Bill Marianes is a transactional attorney with the law firm Troutman Sanders in Atlanta. When people ask him what he does for a living, he says "I'm a problem solver and dream facilitator." That's appropriate, because when people come to see a lawyer, he says, they either have a problem or something they want to accomplish. After hearing the Marianes elevator pitch, prospective clients are always lured into asking him more detail about what he does.

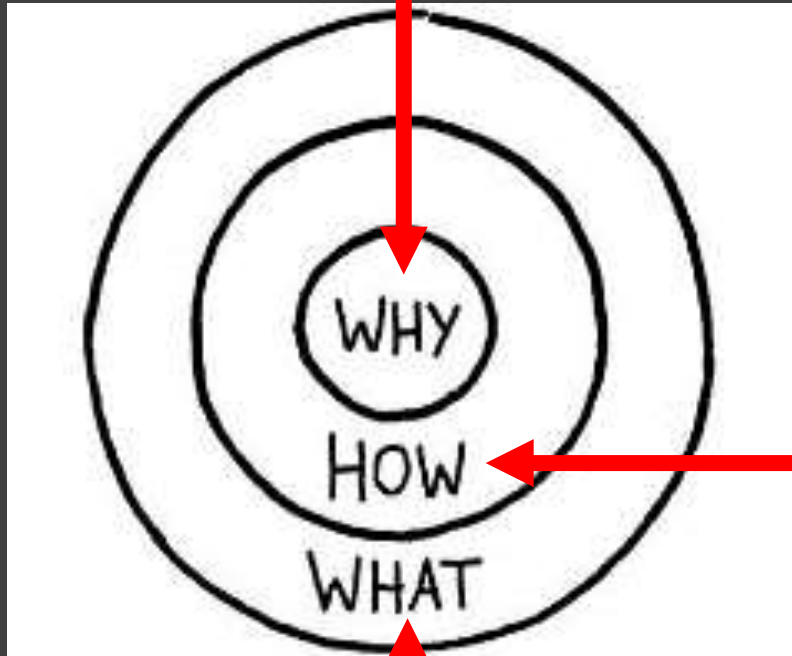
He never responds to the question, "What do you do?" with "I'm an attorney." That kind of response, he says, means, "I'm stuck with whatever box they put all the attorneys and lawyers in. I don't have a chance to distinguish myself."

*"I'm a problem solver
and dream facilitator"*

WHY

Why do we exist and do what we do?

The intersection of WHY with Strategic Planning



Vision / SAFs

Where are we going and how will we get there?

Mission

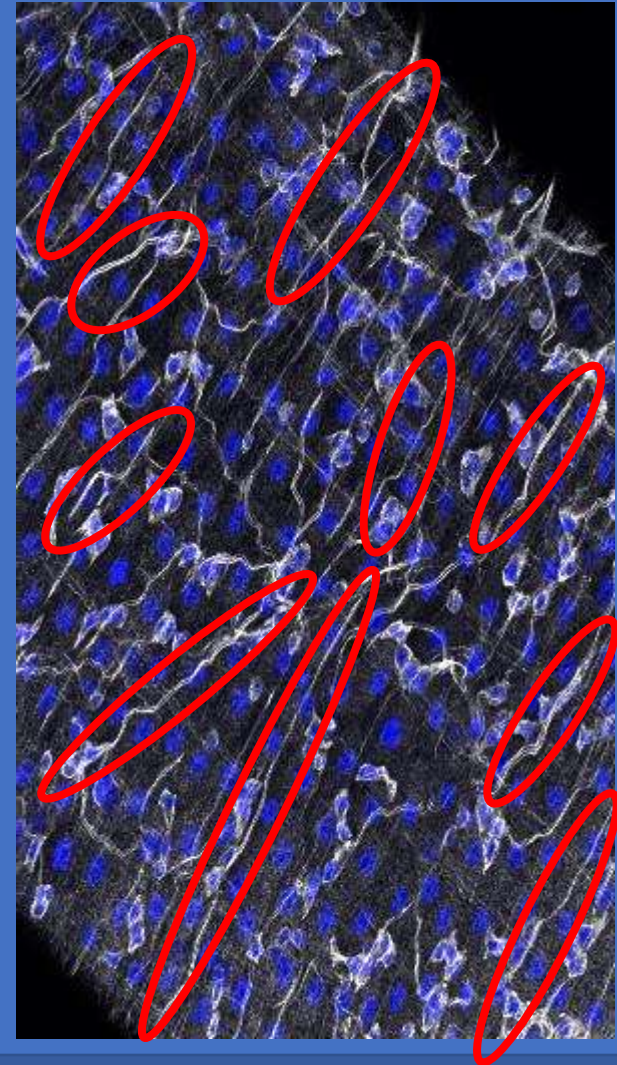
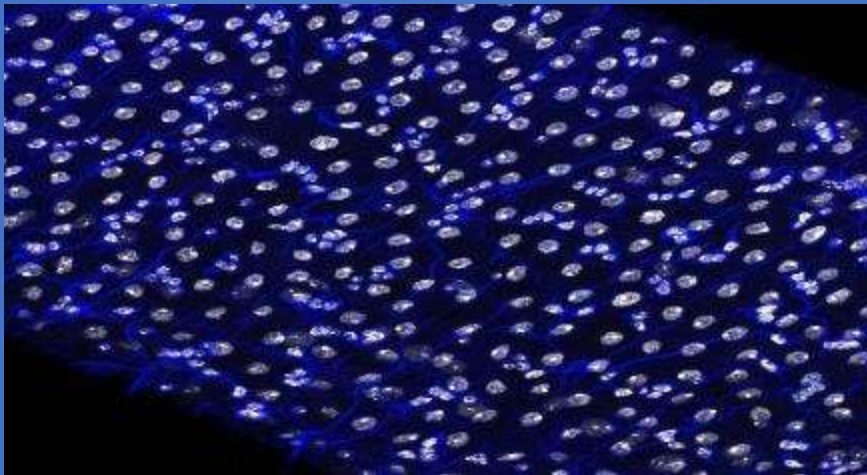
What do we do?

Your Second Brain”¹

“The 2nd brain informs our state of mind...”

The enteric nervous system
 (“second brain”) in our gut has
 100+ million neurons

*“A big part of our emotions are
 probably influenced by the
 nerves in our gut...”*



¹ The Second Brain (HarperCollins) Dr. Michael Gershon, Chairman Department of Anatomy and Cell Biology at New York–Presbyterian Hospital/Columbia University Medical Center

² Pictures of midgut enteric neuron system taken from PhD dissertation of Dr. Alexis Marianes –“*How to bust a gut: physiological and stem cell compartmentalization in the Drosophila midgut*” - Johns Hopkins University (2013)

2 Parts to a Why Statement

TO = the contribution

SO THAT = the impact



To inspire people to do the things that inspire them

so that together, we can change our world.



Simon Sinek's WHY?

**To help people
and parishes
discover and live
their stewardship
callings,**

**so that they may
have a good
account before
the awesome
judgment seat of
Christ.**



**Helping transform
and improve
Orthodox Church
parishes,
organizations and
ministries in
order to
strengthen the
Body of Christ.**



**To share love,
spread joy, instill
hope, and live
with purpose.**

ST. NICHOLAS GREEK
ORTHODOX CHURCH

**To welcome all
on a
transformational
journey to a life
of purpose and
salvation.**



**To receive and
share unconditional
love, mercy,
healing and peace,
so that life has
greater meaning
and purpose.**

GREEK ORTHODOX
METROPOLIS OF CHICAGO



**To seek and
share Christ's
love so that all
will find eternal
life in Him.**



St. Nicholas
Orthodox Church

**To bring people
closer to Christ
and each other.**



ASSEMBLY OF CANONICAL
ORTHODOX BISHOPS

OF THE UNITED STATES OF AMERICA

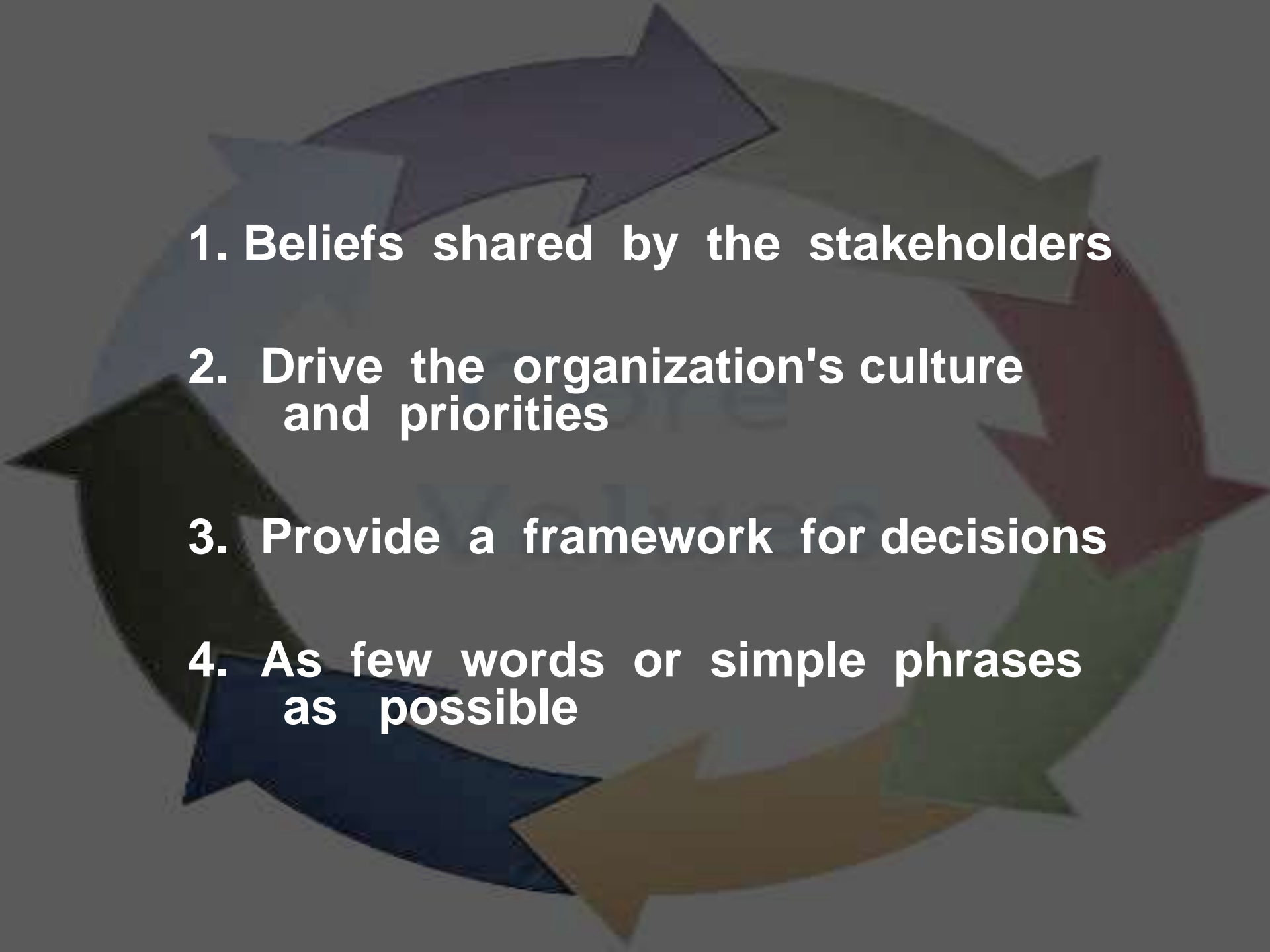


WHY Statement

**To love one another
through Christ and inspire
a joyous life with purpose.**



Core
Values

- 
- 1. Beliefs shared by the stakeholders**
 - 2. Drive the organization's culture and priorities**
 - 3. Provide a framework for decisions**
 - 4. As few words or simple phrases as possible**



Core Values

Faith


Love

Philanthropy

Outreach

Integrity

Education



Mission

Statement

Mission Statement

Answers strategic planning question #3:

What do we do?

~ A clear description of the what the organizations it does to achieve its Why/Vision/Goals



A Mission Statement Is Biblical



The Great Commission
Mission Part 2 (Matthew 28:18-20)

***“Go therefore
and make
disciples of all
the nations”***

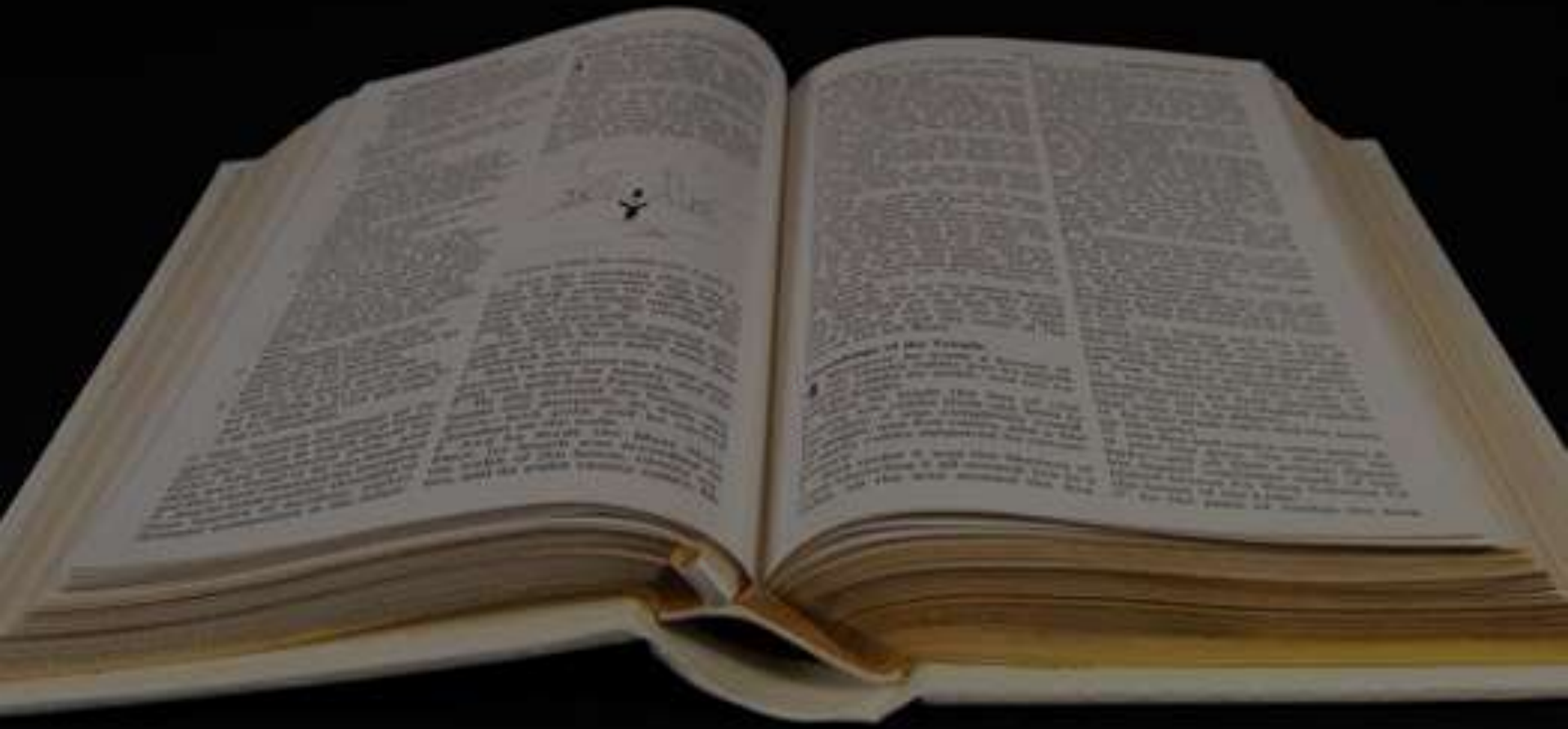


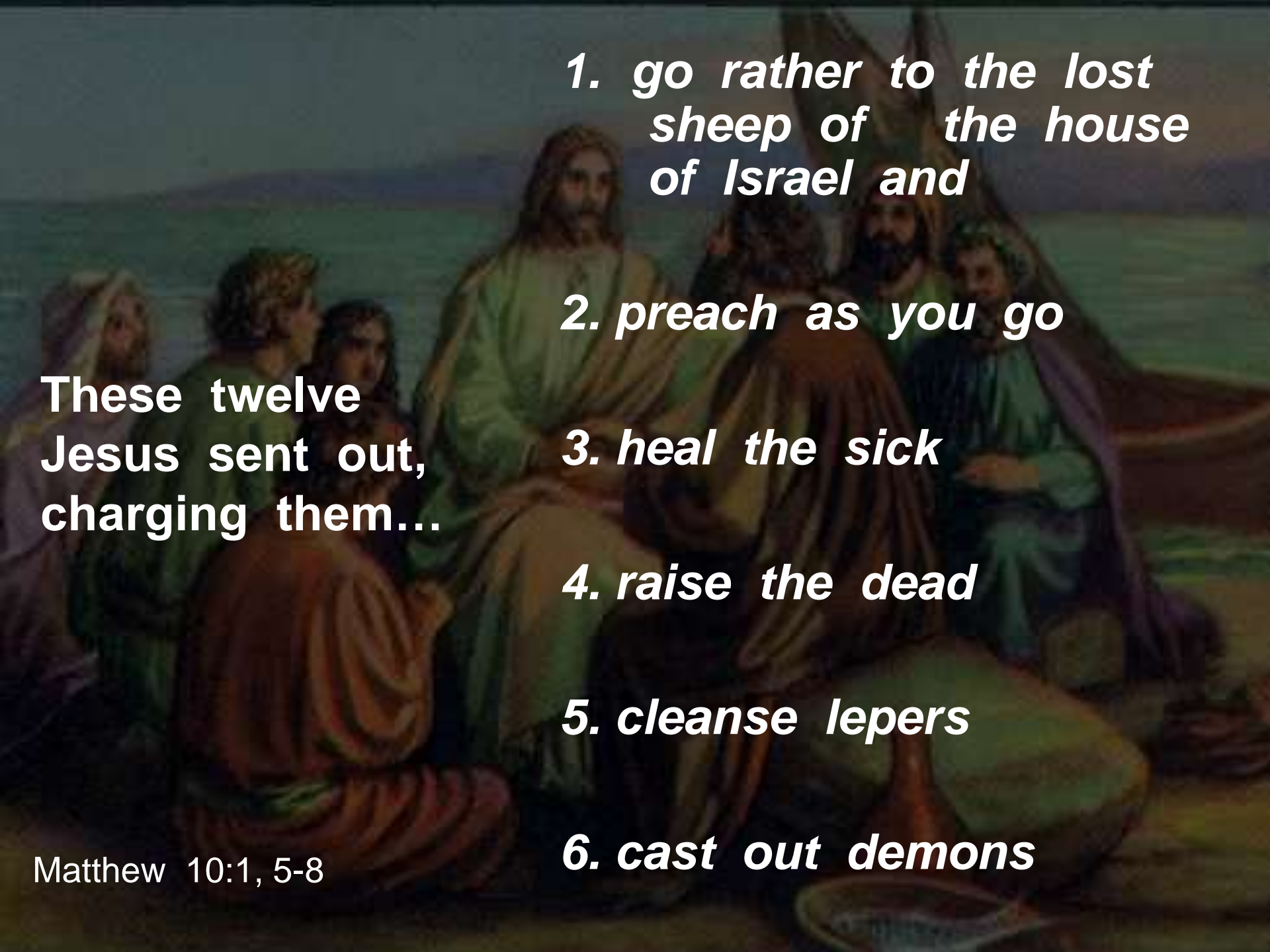


Mission Statement

**The Mission of St. Demetrios GOC
is to nurture a welcoming and
loving community that worships the
Holy Trinity and grows spiritually in
the Orthodox faith.**

Strategic Goals Are Biblical





**1. go rather to the lost
sheep of the house
of Israel and**

2. preach as you go

**These twelve
Jesus sent out,
charging them...**

3. heal the sick

4. raise the dead

5. cleanse lepers

6. cast out demons

Matthew 10:1, 5-8

ACHIEVING YOUR WILDLY
IMPORTANT GOALS

#1
Business
Bestseller
*The Wall Street
Journal*

The
4 Disciplines
of
Execution



CHRIS McCHESNEY

SEAN COVEY

THE NEW YORK TIMES BESTSELLING AUTHOR

JIM HULING

FOREWORD BY CLAYTON CHRISTENSEN

***“In the
moment,
urgency
always trumps
importance”***

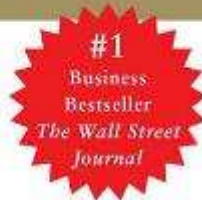


Chris McChesney

Franklin Covey 4DX

ACHIEVING YOUR WILDLY
IMPORTANT GOALS

The
4 Disciplines
of
Execution



CHRIS McCHESNEY

SEAN COVEY

THE NEW YORK TIMES BESTSELLING AUTHOR

JIM HULING

FOREWORD BY CLAYTON CHRISTENSEN

1. Determine your **WIGs (Wildly Important Goals)**
2. Act on Lead Measures
3. Create a Compelling Scoreboard
4. Create a Cadence of Accountability

**Steve Jobs hired
Tim Cook to
improve the Apple
Supply Chain**



**The Apple Supply Chain
is now one of the best
in the world.**

**Tim Cook went from Apple's
Chief Procurement Officer
to being Apple's CEO.**



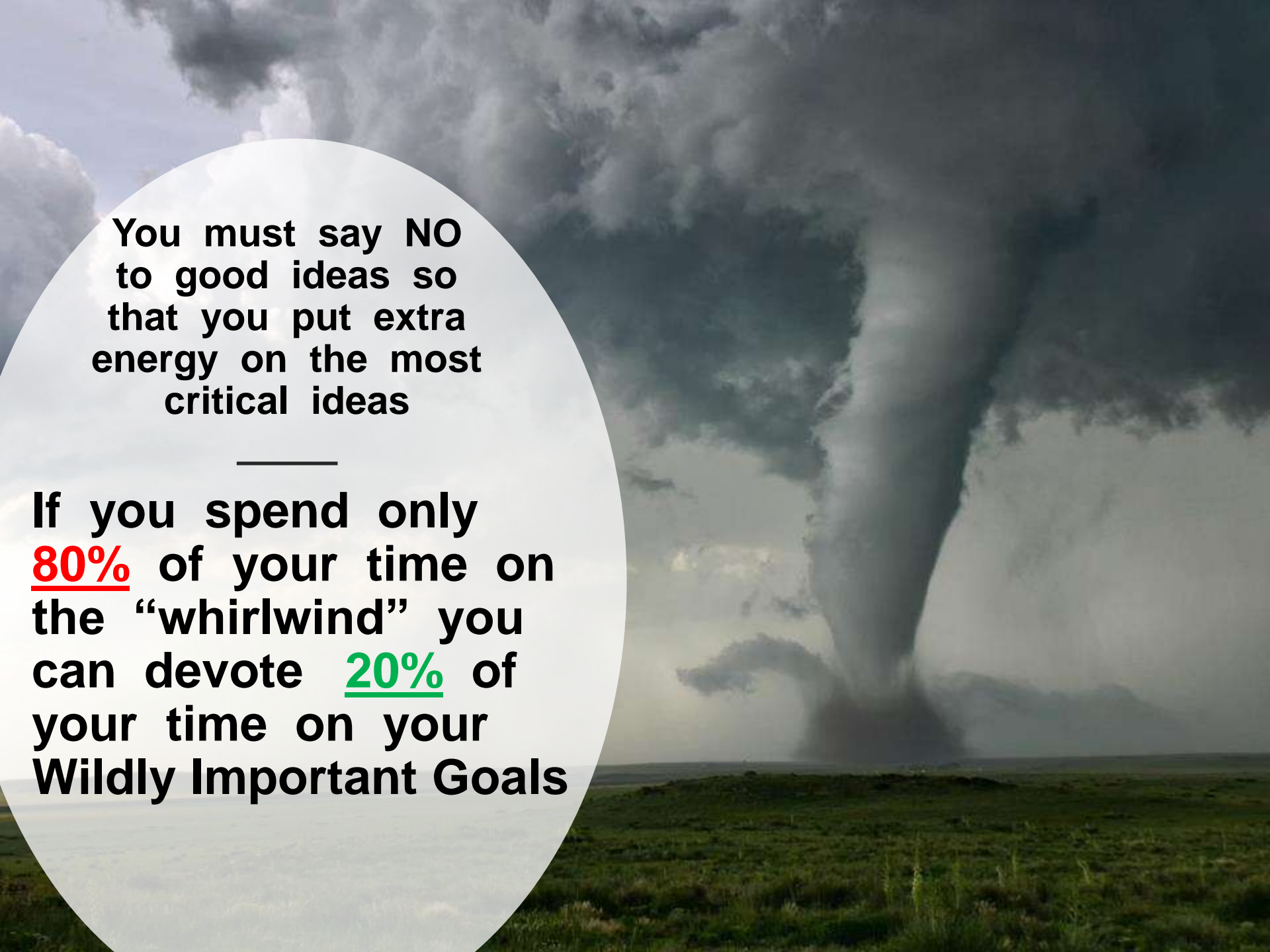
“We are the most focused company that I know of or have read of or have any knowledge of. We say no to good ideas every day.

We say no to great ideas in order to keep the amount of things we focus on very small in number so that we can put enormous energy behind the ones we do choose...

It’s not just saying yes to the right products, it’s saying no to many products that are good ideas, but just not nearly as good as the other ones.”



Tim Cook



**You must say NO
to good ideas so
that you put extra
energy on the most
critical ideas**

**If you spend only
80% of your time on
the “whirlwind” you
can devote 20% of
your time on your
Wildly Important Goals**

BILL MARIANES

REVITALIZE STEWARDSHIP IN
YOUR PARISH AND PERSONAL LIFE

A STEWARDSHIP CALLING



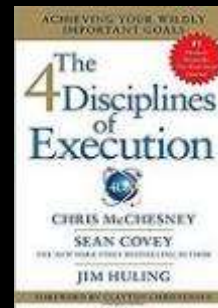
Ancient Faith
PODCASTS



Using The Four Disciplines of Execution In Parishes

August 5, 2020

<https://www.ancientfaith.com/podcasts/stewardshipcalling/how-can-you-and-your-church-be-more-effective>



Best-selling author Jim Huling





2 Fundamental Rules and 1 Critical Question

1. Since change is the only constant, you must constantly change.

2. You cannot master what you do not measure.

3. How are you measuring effectiveness or success in your parish?



Problem = large numbers of sub-Saharan African children getting repeated bacterial infections



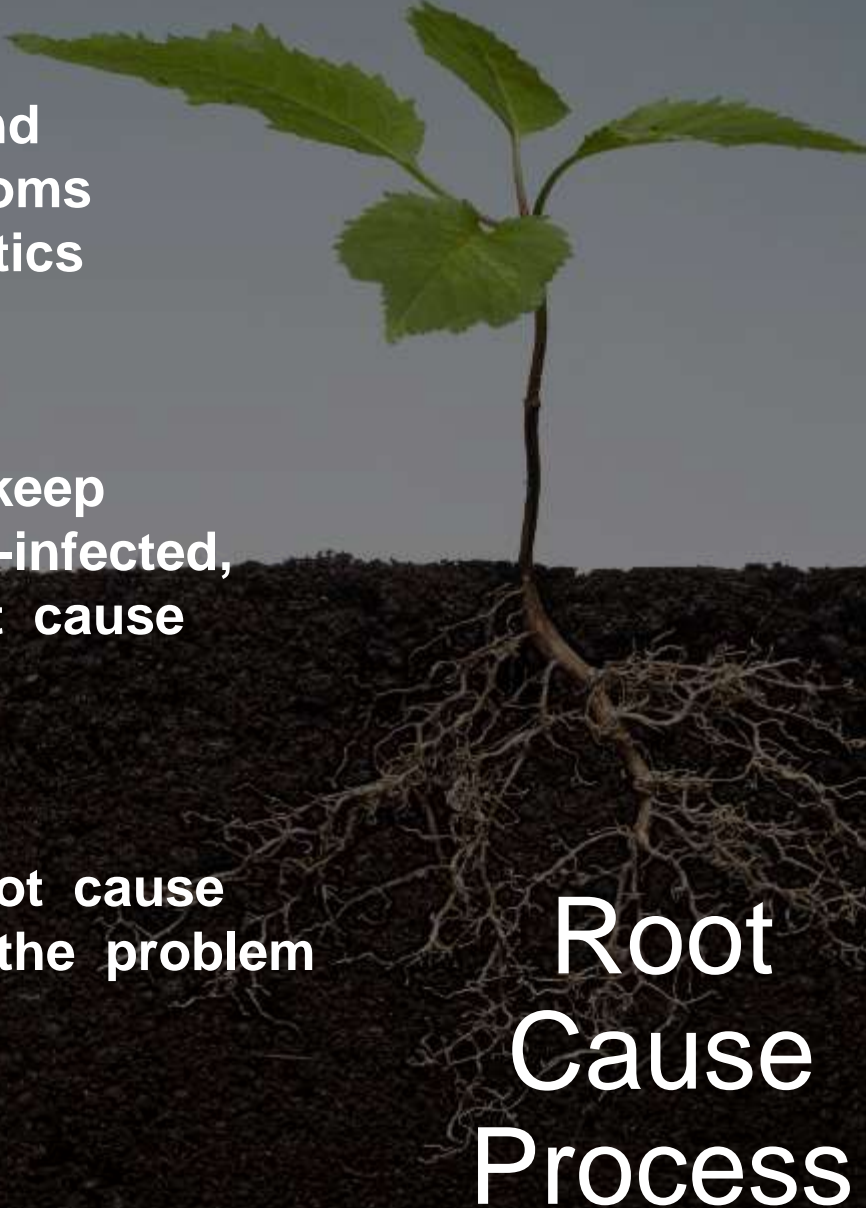
Step 1: diagnose and treat symptoms with antibiotics



Step 2: when kids keep returning re-infected, identify root cause



Step 3: address root cause and solve the problem

A photograph of a young tree with a large, complex root system. The tree is growing out of a dark, rich soil. The roots are exposed and spread out across the ground. The text 'Root Cause Process' is overlaid on the right side of the image.

Root
Cause
Process

Gaylord Opryland

the largest non-gaming in-hotel exhibition space.



With 2,888 rooms, it is one of the 30 largest hotels in the world.

4DX Strategies Example



1. Identify a high-level Wildly Important Goal (the “War”)
2. Set the fewest number of Battles necessary to win the War

The War



move Customer Satisfaction “top box” score of 5 (on 1 to 5 scale) from 42% to 55% by year end

4DX Strategies Example

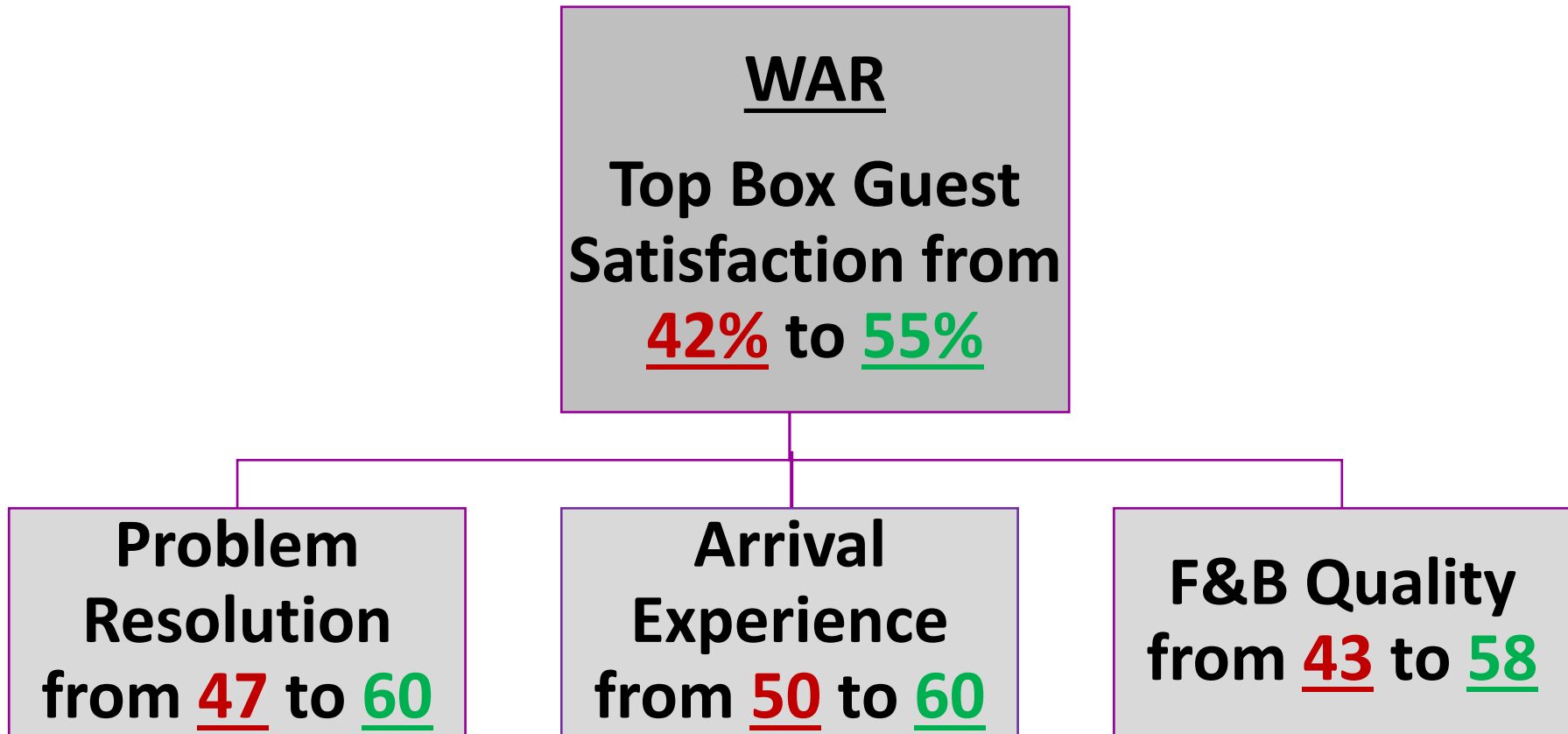
Opryland research:



1. Negative opinions formed in the first 15 - 20 minutes are almost impossible to change
2. Once the inevitable “problem” occurs, it’s all about WHAT the hotel does next
3. Most people ate at one of the restaurants, so food quality was critical

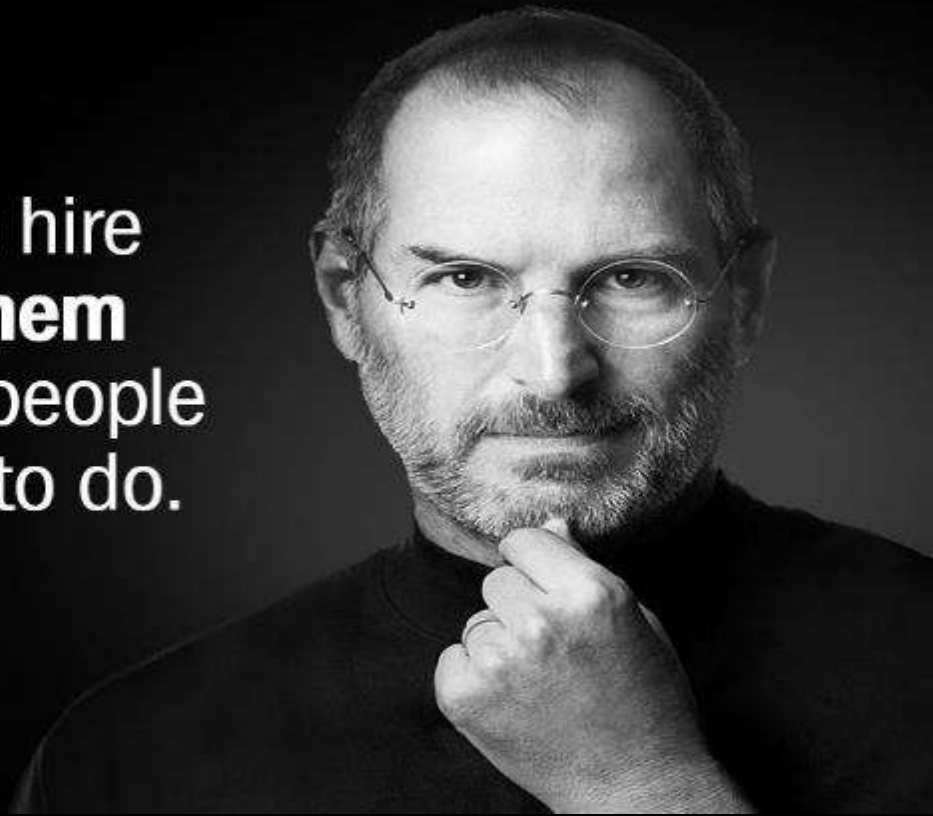
4DX Strategies Example

To win the WAR, Opryland research showed:



It doesn't make sense to hire smart people and **tell them** what to do; we hire smart people so they can **tell us** what to do.

– *Steve Jobs*



4DX Strategies Example

- ~ **Front desk team focused on improving check-in speed**
- ~ **Housekeeping focused on increasing quick room availability**
- ~ **Bellstand focused on decreasing the bag delivery time from 106 min to 20 min**

4DX Strategies Example

WAR = Guest Satisfaction
from 42% to 55%

After only 9 months of intense focus,
they raised their Top Box score from
42% to 61%

Wildly Important Goals

- ~ Human beings are genetically hardwired to do a very small number of things at a time with excellence¹
- ~ Focus on the most important things that largest scale impacts

¹ MIT neuroscientist Earl Miller: “Trying to concentrate on two tasks causes an overload of the brain’s processing capacity.”



Wildly
Important
Goals

~The most important objectives that can only be achieved with special attention

~ Focus on “*the few things that can change everything*”

~ Define:

1. Starting Line (where you are now)

2. Finish Line (where you want to go)

3. Deadline (by when)

SMART Goals

The “SMART” goal process helps ensure our Strategic Wildly Important Goals can be realistically achieved

S



SPECIFIC

M



MEASURABLE

A



ATTAINABLE

R



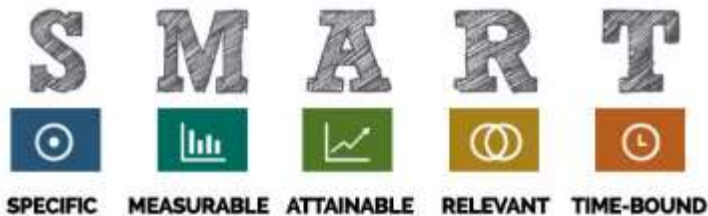
RELEVANT

T



TIME-BOUND

SMART Goals



Specific: Is the goal clear and specific enough to be understandable?

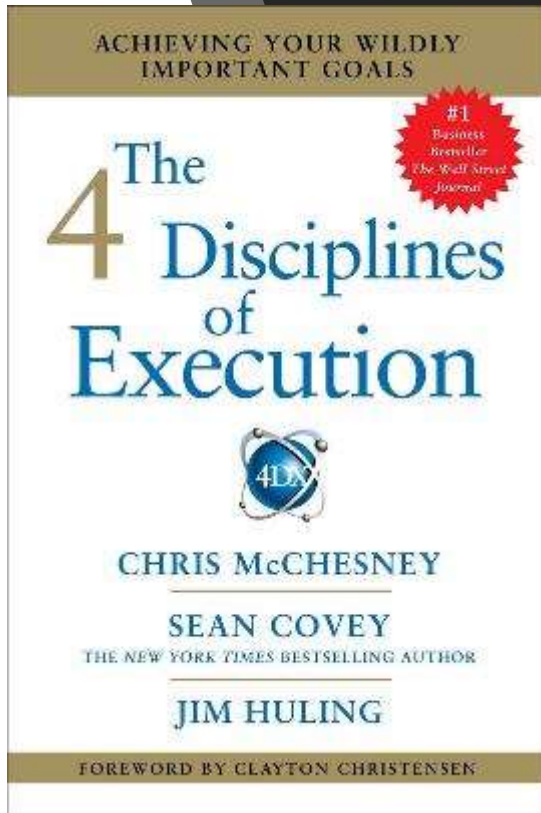
Measurable: Can you measure the success of the goal?

Attainable: Is the goal attainable within a reasonable time?

Relevant: Is the goal most relevant to us and is it Realistically written?

Time-Bound: Is there a realistic timeline to achieve the goal?

1. Determine your WIGs
(Wildly Important Goals)



2. Act on Lead Measures

3. Create a compelling scoreboard

4. Create a cadence of accountability



Act On Lead Measures

- ~ Lag Measures track the success of the WIG
- ~ Lead Measures track the specific activities that drive a Lag measure
- ~ By the time you see Lag Measures, you can't do anything to fix them
- ~ Lead Measures predict the success of the Lag Measure and can be influenced directly by the team
- ~ Lead Measures must be predictive and influenceable)

Act On Lead Measures



**I have been losing
the same 25
pounds for 25
years.**

Very unsuccessfully!



Act On Lead Measures

- ~ Lead measures are
 1. PREDICTIVE of the Lag Measure changes
 2. INFLUENCEABLE - directly by the team
- ~ Applying disproportionate energy on Lead Measures helps achieve your Lag Measures
- ~ *“Managing an entity by looking at year end data (a lag measure) is like “driving a car by looking in the rearview mirror”¹*

¹ W. Edwards Deming – father of the Quality Movement

**Which is the
best luxury
global hotel
chain?**



THE RITZ-CARLTON



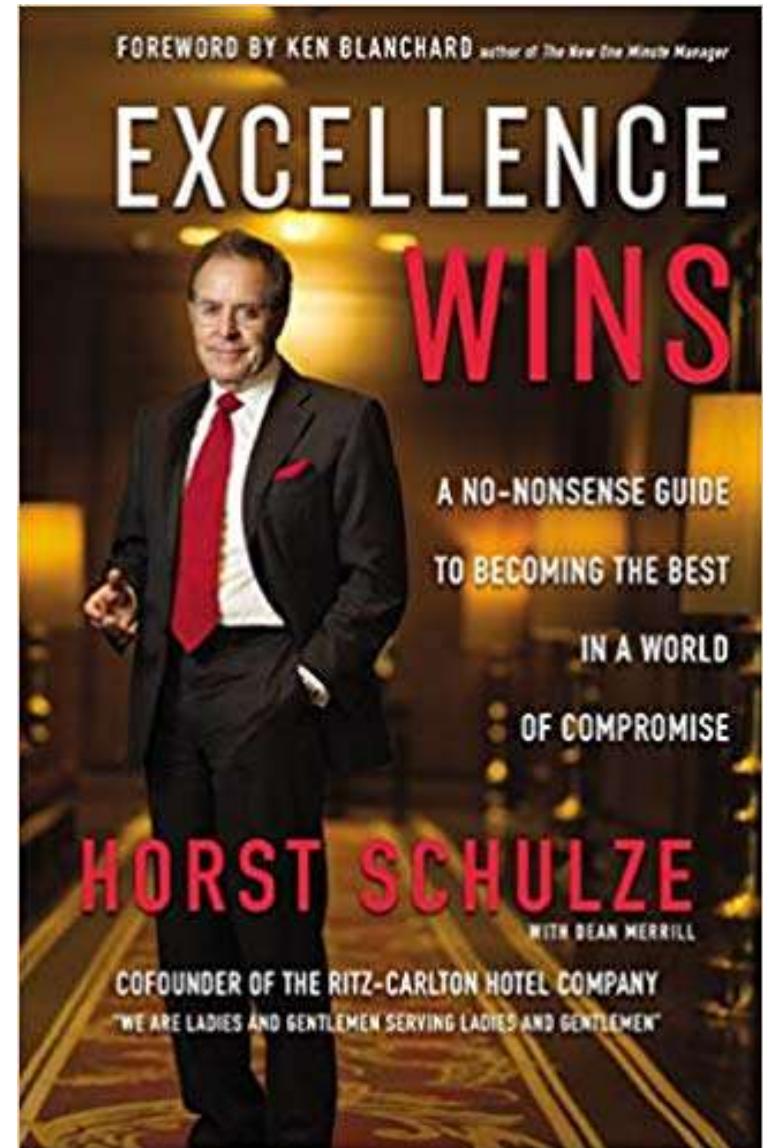
How did Horst Schulze focus on Lead Measures to create the most premier hotel chain?

Andy Stanley Leadership Podcast
Part 1 with Horst Schulze:

<https://podcasts.apple.com/us/podcast/building-vision-with-horst-schulze-part-1/id290055666?i=1000446163631>

Andy Stanley Leadership Podcast
Part 2 with Horst Schulze:

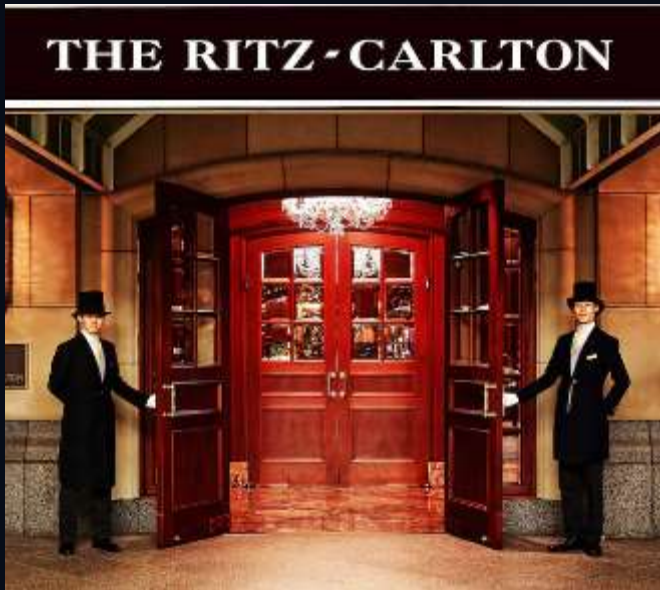
<https://podcasts.apple.com/us/podcast/building-vision-with-horst-schulze-part-2/id290055666?i=1000448382130>



Act on Lead Measures Using Empirical Data

~ What are some important
Lag Measures for the Ritz?

1. Customer satisfaction scores
2. Customers repeat visits/rebook at Ritz
3. Customer spend for each day/whole stay



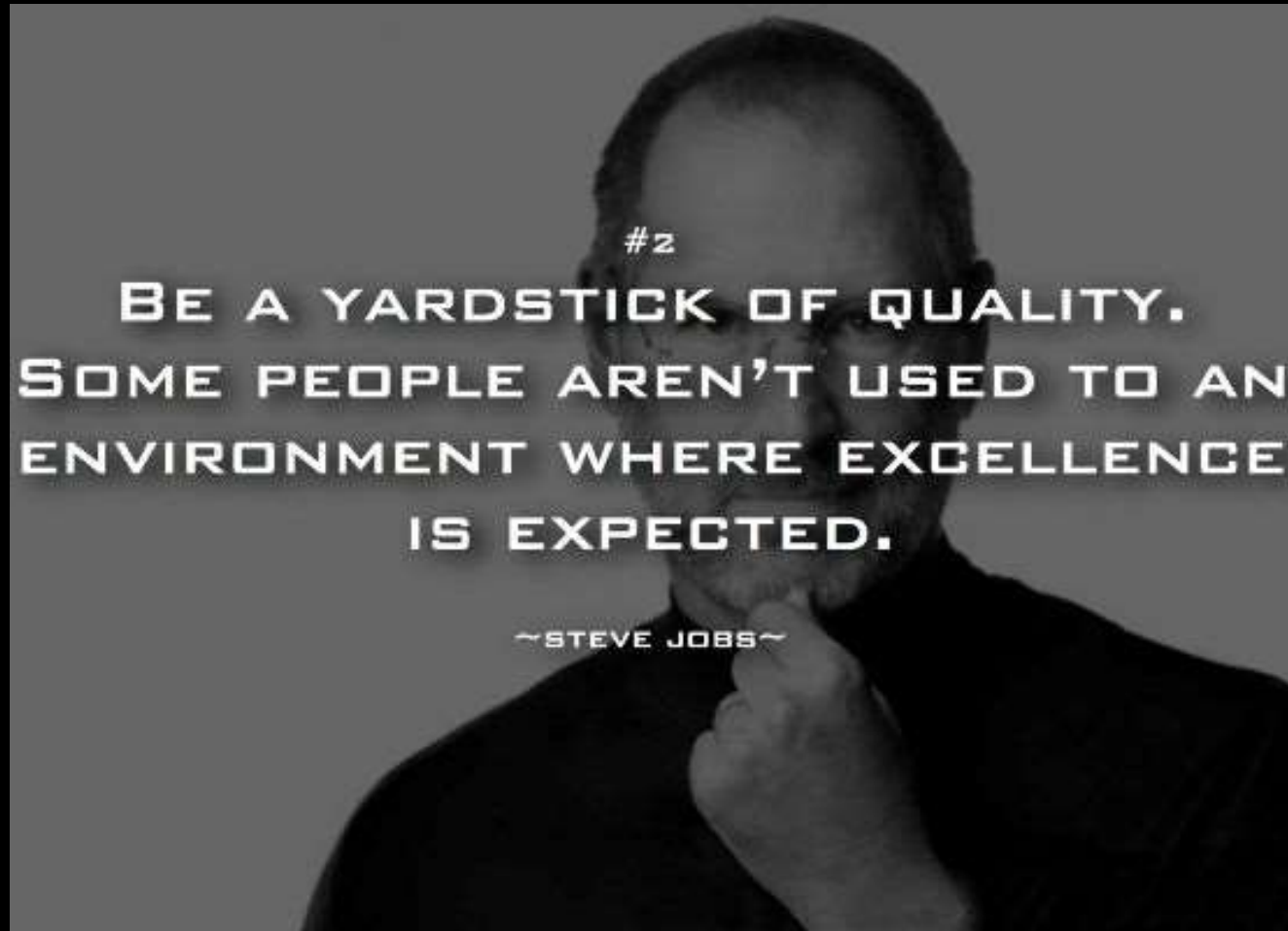
Act on Lead Measures Using Empirical Data

~ What did Ritz Carlton determine was the most important Lead Measure that influenced the Lag Measures?

**EMPLOYEE
SATISFACTION**



What Are Our Expectations?

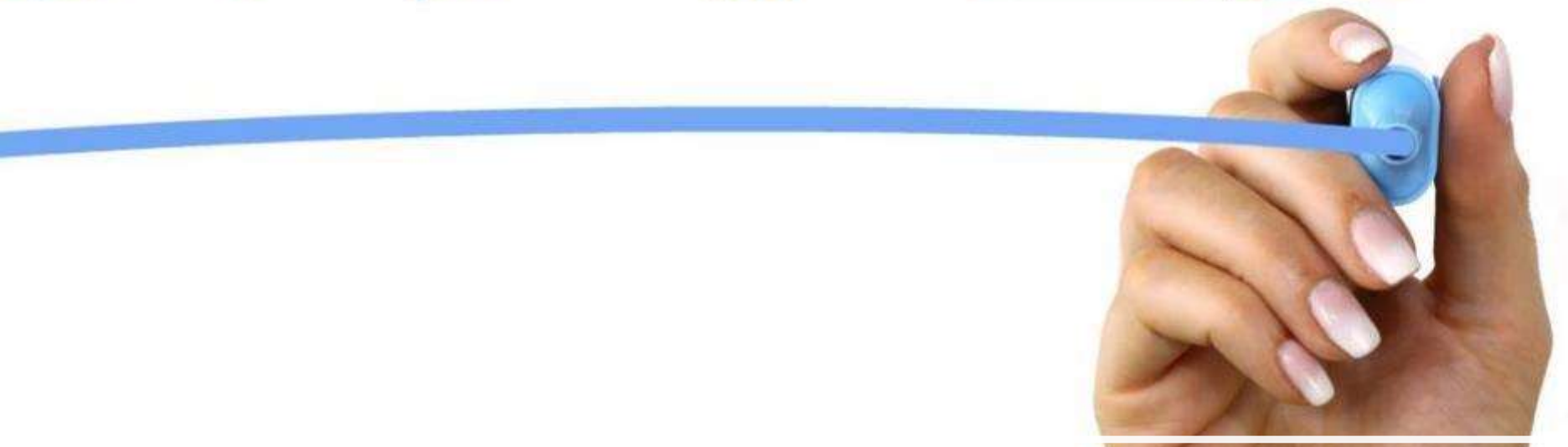


#2

BE A YARDSTICK OF QUALITY.
SOME PEOPLE AREN'T USED TO AN
ENVIRONMENT WHERE EXCELLENCE
IS EXPECTED.

~STEVE JOBS~

SAMPLE



Example of S.M.A.R.T. Goal & Action Plan

Stewardship & Engagement SMART Goal 1

We will research, develop, and implement a best practices and effective adult and youth Stewardship Ministry Engagement Program (the “Stewardship & Engagement Program”) with a comprehensive communications plan that will achieve the following “Stewardship & Engagement Targets” within 22 months:

(a) Transition the adult and youth parishioners to becoming percentage givers on their way to becoming tithers;

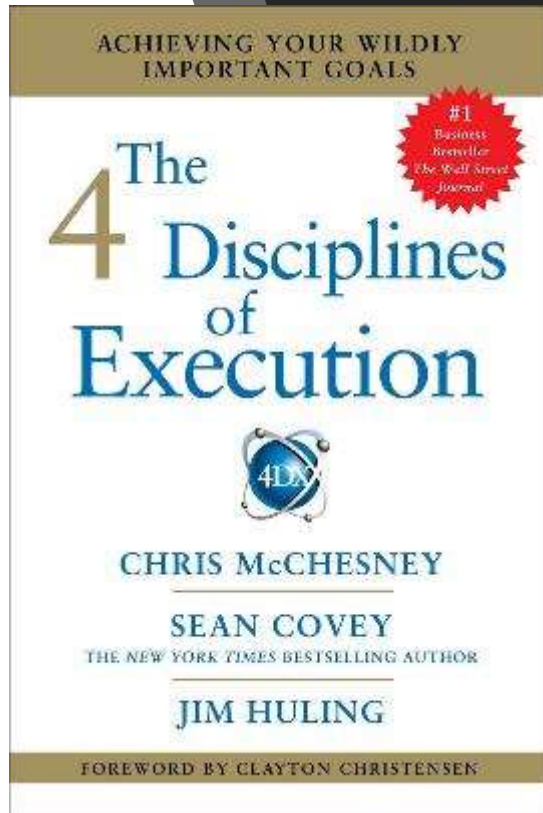
(b) Increase the adult and youth ministry engagement by at least 25% through implementing pathways for parishioners use their talents and gifts; and

(c) Cover all parish operating expenses solely through financial stewardship contributions, with such parish operating expenses to include:

(i) an amount equal to at least 10% of all other operating expenses to be given to parish-chosen external charities and philanthropies, and

(ii) at least \$16,000 annually added to the building fund and maintenance account.






1. Determine your WIGs
(Wildly Important Goals)

2. Act on Lead Measures

3. Create a compelling
(accountability)
scoreboard

4. Create a cadence of
accountability

A roll of yellow measuring tape is shown, partially unrolled, with black markings and numbers. The tape is coiled in the center, and the numbers 3, 4, 5, 6, and 7 are visible on the unrolled portion. The background is dark and textured.

You cannot
master what you
do not measure!

Accountability Scoreboard

~ Highest engagement comes when people know the score

~ The best scoreboard is:

1. designed for and by the players
2. only shows critical information



Accountability Scoreboard Questions



1. Is the scoreboard simple?
2. Can the team see it easily? (visibility drives accountability)
3. Does it show the most critical data
4. Can everyone quickly tell if they're "winning"

A Church Accountability Scoreboard

FIRST WEST SCOREBOARD

	EVANGELISM				WORSHIP			
	1 STORY, 1 VERSE, 1 PERSON COMMITMENTS		BAPTISMS		INVITE CARDS DISTRIBUTED		WORSHIP ATTENDANCE	
	THIS WEEK	TOTAL	THIS WEEK	TOTAL	THIS WEEK	TOTAL	THIS WEEK	AVERAGE
WEST MONROE	20	156	2	14	114	1,431	2,174	1,827
FAIRBANKS	16	19	0	7	120	303	270	261
2017 MULTISITE	0	0	0	0	0	0	0	0
TOTAL	36	175	2	21	234	1,734	2,444	2,088

	COMMUNITY				SERVICE			
	NEW GROUPS		LIFE GROUP ATTENDANCE		NEW PEOPLE MOBILIZED		MISSIONS PARTICIPATION	
	THIS WEEK	TOTAL	THIS WEEK	AVERAGE	THIS WEEK	TOTAL	THIS WEEK	TOTAL
WEST MONROE	2	7	1,355	1,367	0	19	0	173
FAIRBANKS	0	1	150	155	0	0	0	0
2017 MULTISITE	0	0	0	0	0	0	0	0
TOTAL	2	8	1,505	1,522	0	19	0	173

Stewardship & Engagement Action Plan

<u>Lead Measure Action</u>	<u>Deadline Date</u>	<u>% Complete and Date</u>
1. Form Stewardship, Engagement & Tithing Program Team		
2. Develop definitions and effectiveness metrics		
3. Analyze parish baselines and engagement success impediments		
4. Research Stewardship, Engagement & Tithing Program		
5. Evaluate Stewardship, Engagement & Tithing Program		
6. Finalize Stewardship, Engagement & Tithing Program		
7. Identify and recruit Stewardship Ambassadors		
8. Train Stewardship Ambassadors		
9. Implement Stewardship, Engagement & Tithing Program and manage to interim monthly targets		
10. Track performance Data from Stewardship, Engagement & Tithing Program Implementation		
11. Obtain qualitative and quantitative assessment data from Stewardship, Engagement & Tithing Program		
12. Improve Stewardship, Engagement & Tithing Program based lessons learned in step 11		

~ Answers strategic planning question #4:

How will we get there?

~ For each step identify:

1. the specific action
2. who does it
3. completion deadline
4. how we know it is completed

Action Plan



Stewardship & Engagement Action Plan

<u>Actions Steps</u>	<u>Responsible Party</u>	<u>Deadline</u>	<u>Completion Test</u>
Interim Goal 1: Research the most effective stewardship and ministry engagement programs within 3 months			
1. Form Stewardship & Engagement Program Team (S&EPT).	SPT and S&EPT Goal Co-Captains	1 month after Start Date	S&EPT members agree to serve
2. Determine adult and youth stewardship and ministry engagement and percentage giving and tithing key definitions and effectiveness metrics.	S&EPT	1 month after step 1	Definitions and metrics determined
3. Analyze the adult and youth parish baseline on those key stewardship & ministry engagement and tithing effectiveness metrics and survey/research parish impediments to achieving increased stewardship, ministry engagement, and tithing success.	S&EPT	1 month after step 2	Parish baselines and parish impediments determination are finalized
4. Identify at least 3 stewardship & engagement and 3 percentage giving/tithing programs for both youth and adults to consider from both inside and outside the Orthodox ecosystem.	S&EPT	Simultaneous with steps 2 & 3	At least 3 stewardship & engagement and 3 percentage giving/ tithing programs are examined

Stewardship & Engagement Action Plan

<u>Actions Steps</u>	<u>Responsible Party</u>	<u>Deadline</u>	<u>Completion Test</u>
<u>Interim Goal 2: Develop the most effective Stewardship Program within 3 months</u>			
5. Evaluate researched adult and youth stewardship & engagement and tithing for effectiveness against key performance metrics and parish baselines based on criteria of effectiveness determined in step 2.	S&EPT	1 months after step 4	Evaluation of alternative stewardship & ministry engagement and tithing programs is completed
6. Modify or develop new adult and youth stewardship & engagement and tithing program for utilization at the parish (the “Stewardship, Engagement & Tithing Program”) and establish monthly performance benchmarks and comprehensive communications strategy and plan.	S&EPT	2 months after step 5	Stewardship, Engagement & Tithing Program is finalized, and monthly performance benchmarks are determined
<u>Interim Goal 3: Recruit and train Ambassadors within 2 months</u>			
7. Identify and recruit personal visitation ambassadors/small group leaders (“Ambassadors”) who can implement the Stewardship, Engagement & Tithing Program.	S&EPT	1 month after step 6	Ambassadors are recruited
8. Train Ambassadors to implement the Stewardship, Engagement & Tithing Program.	S&EPT	1 month after step 7	Ambassadors are trained

Stewardship & Engagement Action Plan

<u>Actions Steps</u>	<u>Responsible Party</u>	<u>Deadline</u>	<u>Completion Test</u>
<u>Interim Goal 4: Implement the Stewardship, Engagement & Tithing Program to achieve the Stewardship & Engagement Targets within 12 months</u>			
9. Implement Stewardship, Engagement & Tithing Program to achieve the Stewardship & Engagement Targets.	Ambassadors	12 months after step 8	Stewardship, Engagement & Tithing Program is fully launched
10. Track and report on monthly performance benchmarks determined in step 6 and continue Ambassadors follow-up with parishioners until Stewardship & Engagement Targets are achieved	Ambassadors	Contemporaneous with step 9	Established monthly Stewardship & Engagement Targets are achieved

Stewardship & Engagement Action Plan

<u>Actions Steps</u>	<u>Responsible Party</u>	<u>Deadline</u>	<u>Completion Test</u>
<u>Interim Goal 5: Compile and assess the results of the Stewardship Program and make necessary improvements within 2 months</u>			
11. Obtain and compile qualitative and quantitative data from Stewardship, Engagement & Tithing Program and determine effectiveness and success (based on criteria established in step 2) and identify areas for improvement.	Ambassadors and S&EPT	1 month after step 10	Stewardship, Engagement & Tithing Program assessments are completed
12. Finalize and deliver Stewardship, Engagement & Tithing Program assessment analysis report, and make all refinements necessary to make the Stewardship & Engagement Program more effective based on information identified in step 11.	Ambassadors and S&EPT	1 month after step 11	Analysis is completed, and Stewardship, Engagement & Tithing Program is refined accordingly

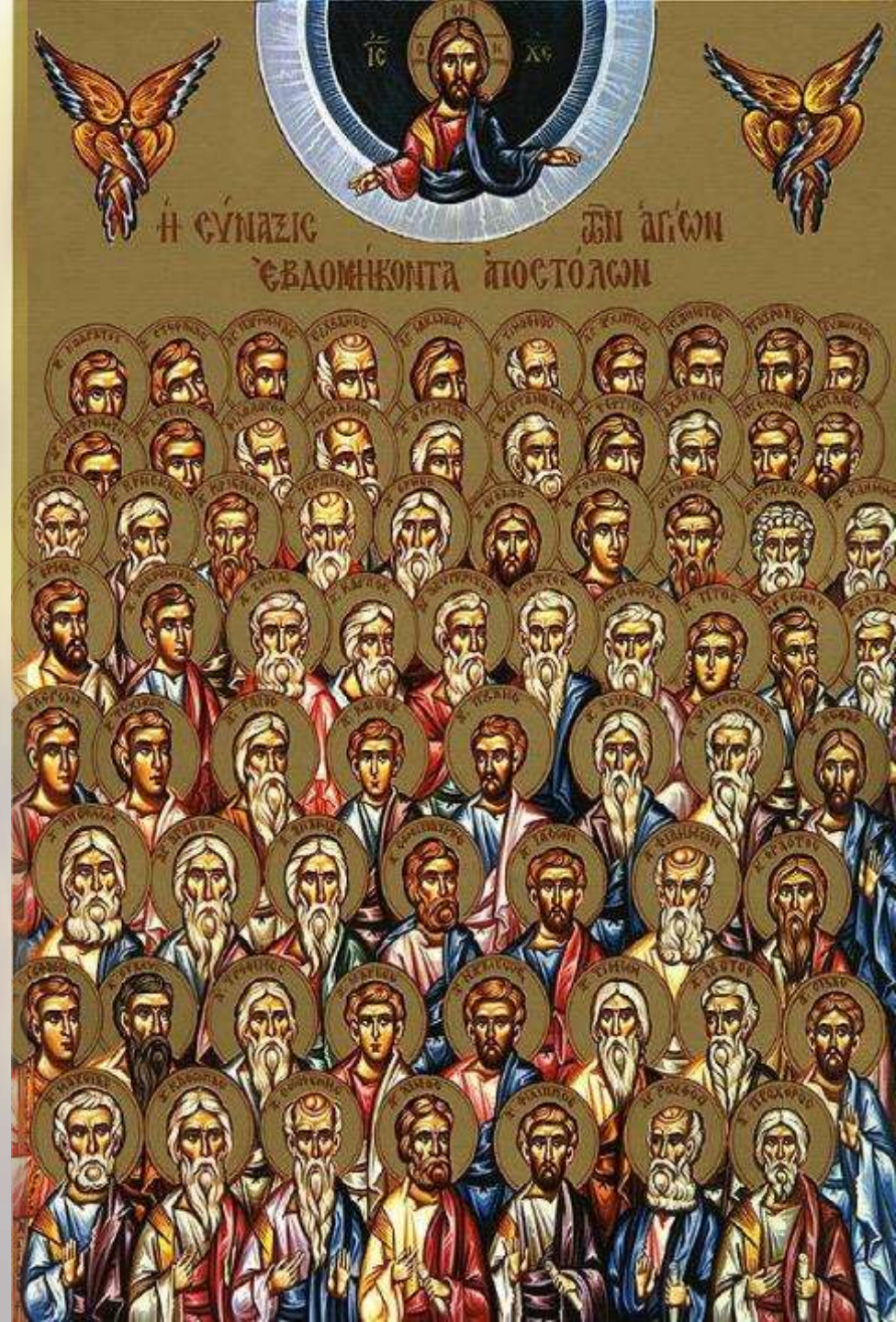
Sun Tzu



“Strategy without tactics is the slowest route to victory.

Tactics without strategy is the noise before defeat.”

***You have
now been
called as
one of the
70 Disciples***



Luke 10:1



Strategic Planning Retreat Day 3

*“Where there is no vision, the people will
perish”*

Proverbs 29:18

Bill Marianes





WHY Statement

**To love one another
through Christ and inspire
a joyous life with purpose.**



Internal Strengths

Clergy Leadership
Diverse and Talented Community
Ministries (church and youth)
Culture, History & Traditions
Real Estate and Facilities
Orthodox Faith
Fundraisers
Local Communities



Internal Weaknesses

Stewardship & Ministry Engagement (youth and adult)

Leadership & Parish Culture (youth and adult)

- ~ Apathy & Resistance to Change
- ~ Unwelcoming & Divisive Culture
- ~ Inadequate Facilities

Religious Engagement & Education (youth and adult)



External Opportunities

Community Outreach & Philanthropy
Location & Downtown Warren
Technology & Social Media
Seekers & Non-Greek Converts



External Threats

Antagonism / Non-priority of Religion
Crime & Violence
Economy
Social Media
Non-denominational Churches



Core Values

Faith

Love

Philanthropy

Outreach

Integrity

Education



Mission Statement

**The Mission of St. Demetrios GOC
is to nurture a welcoming and
loving community that worships the
Holy Trinity and grows spiritually in
the Orthodox faith.**



Strategic Areas of Focus

- 1. Stewardship & Ministry Engagement**
- 2. Leadership & Parish Culture**
- 3. Religious Education & Engagement**

A photograph of a wooden staircase with a dark wood railing, leading up to a bright, arched opening in a dark brick wall. The light from the opening illuminates the steps and the railing. The text "Today's Last Step" is overlaid in white at the bottom of the image.

Today's Last Step

Agenda – 1st SAF Team Meeting

- 1. Select SAF Team Co-Chairs and Secretary**
- 2. Identify the dates and times of three meetings (subject to OZ availability)**
- 3. Brainstorm any people who add value in your SAF who can be on-ramped and which team member will invite them**
- 4. Start brainstorming possible general S.M.A.R.T. Goal topics to address in your SAF**



<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>SAF</u>
Aggelis	Dimitri	2
Aivazis	Cindy	3
Aivazis	Gus	3
Aivazis	Mariah	3
Atsalis	Anna	2
Baker	JoAnn	3
Baker	Ted	1
Cassudakis	Charles	2
Cassudakis	Nick	1
Constantine	Fr. Demetri	1
Constantine	Pres. Maria	3
Culetsu	Irene	2
DiCesare	Arlene	1
Gentis	Afrodete	3



1. Stewardship & Ministry Engagement

2. Leadership & Parish Culture

3. Religious Engagement & Education

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>SAF</u>
Hendryx	Nita	2
Kapolis	Christina	1
Kassos	Matthew	1
Kassos	Pam	3
Kondolios	Georgette	3
Kontos	Mike	1
Lambis	Cindy	3
Magiassos	Manoli	2
Magiassos	Savas	2
Makroglou	Argie	2
Marousis	Georgia	2
McGarrity	Vivian	1
Morgan	Helen	2
Oakes	Mary	2
Nikolaides	Nicole	1



1. Stewardship & Ministry Engagement

2. Leadership & Parish Culture

3. Religious Engagement & Education



<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>SAF</u>
Paidas	Dean	2
Payiavlas	Anthony	3
Payiavlas	Constantine	2
Payiavlas	Alexander	1
Payiavlas	John	1
Perperidis	Sonia	3
Rubino	Litsa	2
Savakis	Alex	3
Savakis	Cindy	3
Tempesta	Athena	1
Valantasis	Fr. Constantine	3
Vardavas	Louie	2
Zervas	Steve	1

1. Stewardship & Ministry Engagement

2. Leadership & Parish Culture

3. Religious Engagement & Education



LAST NAME	FIRST NAME	EMAIL	SAF Team & Role
Cassudakis	Nick	nickcassudakis@gmail.com	Co-Chair – Team 1
Baker	Ted	TBaker4767@yahoo.com	Co-Chair – Team 1
DiCesare	Arlene	arlene@saintdemetrioswarren.org	Secretary – Team 1
Aggelis	Dimitri	Dimitri@aigagency.net	Co-Chair – Team 2
Magiassos	Manoli	manolimag@gmail.com	Co-Chair – Team 2
Rubino	Litsa	Litsa.rubino@gmail.com	Secretary – Team 2
Kassos	Pam	pammy5445@aol.com	Co-Chair – Team 3
Savakis	Cynthia	ctsavakis@gmail.com	Co-Chair – Team 3
Perperidis	Sonia	saperper@yahoo.com	Secretary – Team 3

- 1. Stewardship & Ministry Engagement**
- 2. Leadership & Parish Culture**
- 3. Religious Engagement & Education**

What's Next?



Step 2

Are You Willing To Play On A Championship TEAM?



Comfort ... Discomfort

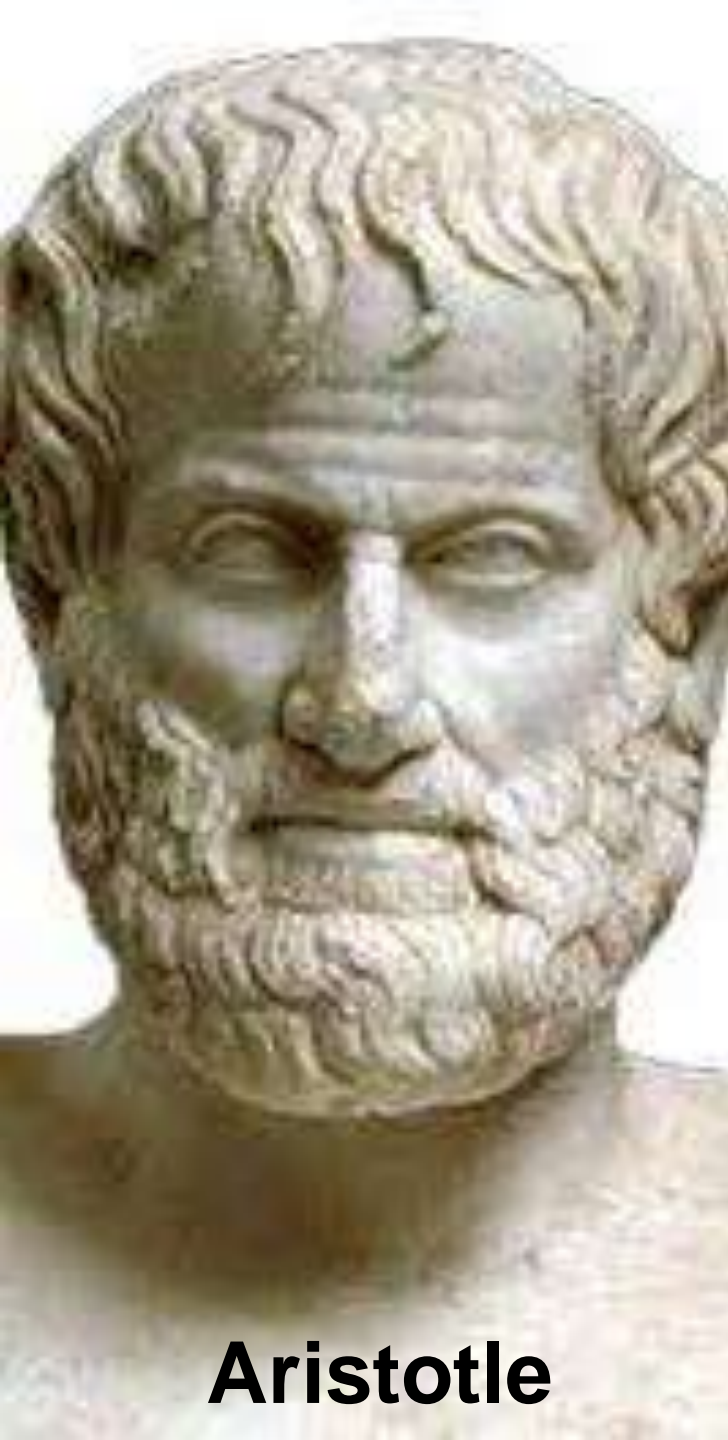




Words may inspire, but only ACTION creates change. Most of us live our lives by accident - we live life as it happens. Fulfillment comes when we live our lives on purpose.

— *Simon Sinek* —

AZ QUOTES



Aristotle

**We are what we
repeatedly DO.**

**Excellence, then,
is not an act, but
a HABIT**



3 Critical Concepts

1. Since change is the only constant, you must constantly change.

3. You cannot master what you do not measure.

2. You need strong roots to grow, so address the root causes



**PAY CLOSE
ATTENTION**

SAF Team Meetings

- ~ YOU ARE NOT SOLVING THE PROBLEM - that's the job of the implementation team we will recruit after the strategic plan is finalized
- ~ You are an architect outlining plans and designs for the implementation team
- ~ The implementation team will actually do the research, design, build and implement the programs and solutions you design
- ~ JUST IDENTIFY THE PLAN

**PAY CLOSE
ATTENTION**

SAF Team Meetings

- ~ Each SAF Team must **COMPLETE** their S.M.A.R.T. Goal and Action Plans (with assistance from OZ) **NO LATER THAN: JANUARY 31, 2024**
- ~ Sample S.M.A.R.T. Goals and Action Plans can be found at:
<https://stewardshipcalling.com/sample-s-m-a-r-t-goal-action-plans/>
- ~ Send any questions to OZ billmarianes@gmail.com

**PAY CLOSE
ATTENTION**

SAF Team Meetings

Every Action Plan will have 4 or 5 phases:

1. Research Phase

- ~ research how to measure success
- ~ research best practices
- ~ assess your current program against best practices

2. Design and Development Phase

- ~ develop the best solution based on research of best practices

3. Training Phase (if necessary)

- ~ train any solution team members

4. Implementation Phase

- ~ implement the solution

5. Evaluation and Improvement Phase

- ~ assess solution implementation effectiveness and improve it

Stewardship & Engagement Action Plan

<u>Actions Steps</u>	<u>Responsible Party</u>	<u>Deadline</u>	<u>Completion Test</u>
Interim Goal 1: Research the most effective stewardship and ministry engagement programs within 3 months			
1. Form Stewardship & Engagement Program Team (S&EPT).	SPT and S&EPT Goal Co-Captains	1 month after Start Date	S&EPT members agree to serve
2. Determine adult and youth stewardship and ministry engagement and percentage giving and tithing key definitions and effectiveness metrics.	S&EPT	1 month after step 1	Definitions and metrics determined
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Stewardship & Engagement Action Plan

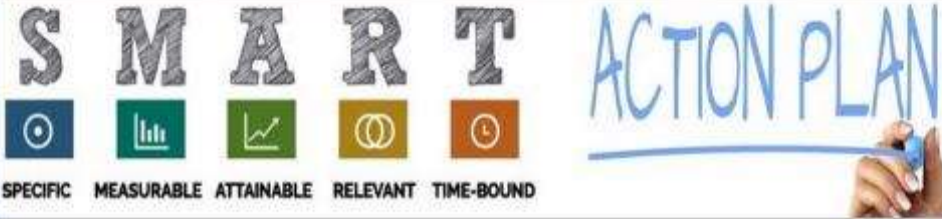
<u>Actions Steps</u>	<u>Responsible Party</u>	<u>Deadline</u>	<u>Completion Test</u>
<u>Interim Goal 2: Develop the most effective Stewardship Program within 3 months</u>			
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<u>Interim Goal 3: Recruit and train Ambassadors within 2 months</u>			
7. Identify and recruit personal visitation ambassadors/small group leaders (“Ambassadors”) who can implement the Stewardship, Engagement & Tithing Program.	S&EPT	1 month after step 6	Ambassadors are recruited
8. Train Ambassadors to implement the Stewardship, Engagement & Tithing Program.	S&EPT	1 month after step 7	Ambassadors are trained

Stewardship & Engagement Action Plan

<u>Actions Steps</u>	<u>Responsible Party</u>	<u>Deadline</u>	<u>Completion Test</u>
<u>Interim Goal 4: Implement the Stewardship, Engagement & Tithing Program to achieve the Stewardship & Engagement Targets within 12 months</u>			
9. Implement Stewardship, Engagement & Tithing Program to achieve the Stewardship & Engagement Targets.	Ambassadors	12 months after step 8	Stewardship, Engagement & Tithing Program is fully launched
10. Track and report on monthly performance benchmarks determined in step 6 and continue Ambassadors follow-up with parishioners until Stewardship & Engagement Targets are achieved	Ambassadors	Contemporaneous with step 9	Established monthly Stewardship & Engagement Targets are achieved

Stewardship & Engagement Action Plan

<u>Actions Steps</u>	<u>Responsible Party</u>	<u>Deadline</u>	<u>Completion Test</u>
<u>Interim Goal 5: Compile and assess the results of the Stewardship Program and make necessary improvements within 2 months</u>			
11. Obtain and compile qualitative and quantitative data from Stewardship, Engagement & Tithing Program and determine effectiveness and success (based on criteria established in step 2) and identify areas for improvement.	Ambassadors and S&EPT	1 month after step 10	Stewardship, Engagement & Tithing Program assessments are completed
12. Finalize and deliver Stewardship, Engagement & Tithing Program assessment analysis report, and make all refinements necessary to make the Stewardship & Engagement Program more effective based on information identified in step 11.	Ambassadors and S&EPT	1 month after step 11	Analysis is completed, and Stewardship, Engagement & Tithing Program is refined accordingly



SAMPLE S.M.A.R.T GOAL & ACTION PLANS

Here are sample draft S.M.A.R.T. Goals and Action Plans created by Parishes using my Stewardship Calling Strategic Planning process. They are broken down by subject matter category. Parishes can use these as a starting point to create their own S.M.A.R.T. Goals and Action Plans designed specifically for their Parish needs. If you have any questions, or would like to see examples of other goals, please contact me at Bill@stewardshipcalling.com.

[COMMUNICATIONS & TECHNOLOGY](#)

[EDUCATION & SPIRITUAL GROWTH](#)

[FACILITIES & CHURCH CAMPUS IMPROVEMENT](#)

[LEADERSHIP](#)

[LIFE STAGE MINISTRY](#)

[OUTREACH & EVANGELISM](#)

[PHILANTHROPY MINISTRY](#)

[SMALL GROUP MINISTRY](#)

[STEWARDSHIP & ENGAGEMENT \(Time, Talent & Treasures\)](#)

[WELCOMING](#)

[WORSHIP, ENGAGEMENT, PRAYER, LIFE & IN-REACH](#)

S.M.A.R.T. Goals and Action Plan examples:

<https://stewardshipcalling.com/strategic-planning/>



Second SPT Retreat

~ **FEBRUARY 24, 2024**

~ **Entire SPT + “on-ramped members” reach a consensus and finalize the entire Strategic Plan**



On-Ramping Warning

~ Please on-ramp specific people whose insights would be helpful

~ DO NOT on-ramp anyone without:

(a) sharing and explaining what we did this weekend

(b) making sure they review this retreat presentation

Download This Presentation:

Stewardship Calling
What are you doing with all of the gifts God has given you?

[StewardshipCalling.com](https://stewardshipcalling.com)

[Strategic Planning Tab](#)

[St. Demetrios Page](#)

<https://stewardshipcalling.com/warren-oh-st-demetrius-strategic-plan/>

The screenshot shows the website's navigation menu with the following items: WHY?, STEWARDSHIP, STRATEGIC PLANNING, INTERNET BLOG & PODCASTS, KEYNOTES & LEADERSHIP, and RESOURCES. The 'STRATEGIC PLANNING' tab is selected. Below the menu, there are several links for strategic plans: BOSTON METROPOLIS – THRIVING CONGREGATIONS TRAINING PROGRAMS ON PARISH STRATEGIC PLANNING, SAMPLE S.M.A.R.T GOAL & ACTION PLANS, METROPOLIS OF BOSTON – FOUR PARISH STRATEGIC PLAN, WARREN, OH – ST DEMETRIOS STRATEGIC PLAN, CHRIST THE SAVIOUR – HARRISBURG, PA, HOLY TRINITY GDC – GRAND RAPIDS, MI, HOLY TRINITY – INDIANAPOLIS – STRATEGIC PLAN, ST. NICHOLAS – GRAND RAPIDS, MI STRATEGIC PLAN, and ZOE FOR LIFE – WHY DISCOVERY. The 'WARREN, OH – ST DEMETRIOS STRATEGIC PLAN' link is highlighted. The main content area features a large image of the interior of St. Demetrios Greek Orthodox Church in Warren, OH, with the text 'Welcome home St. Demetrios Greek Orthodox Church Warren, OH'. Below the image, there is a section titled 'Warren, OH – St De...' and a paragraph starting with 'By the grace of God, the...' and another paragraph starting with 'St. Demetrios Greek Orthodox Church in Warren, OH. is undertaking a...'.

Special Thanks

1. Frs. Costa and Demetri
2. Anthony Payiavlas
3. Retreat Facilitator
Amanda Haupt
4. All of you...



**“A society
grows great
when old men
and women
plant trees in
whose shade
they shall
never sit.”**

Greek Proverb





Old Chinese Proverb

***“The best time to plant a tree
was 20 years ago.***

The second best time is today.”



**“Then he said to his disciples,
The harvest is plentiful, but the
workers are few.**

**Ask the Lord of the harvest,
therefore, to send out workers
into his harvest field.”**

Matthew 9:37-38

Be Courageous

If anyone ever asks you, "What Would Jesus Do?"



Remind them that flipping over tables and chasing people with a whip is within the realm of possibilities.

**Matthew 21:12
Luke 19:45**

**Mark 11:15
John 2:15**

Fortune Favors The Bold...

Now, Lord,
look on their
threats, and
grant to Your
servants that
with all
boldness they
may speak
Your word!

Acts 4:29





Why Are We Doing This?

“That the end of our lives may be Christian, without pain, blameless and peaceful, and for a good account at the awesome judgment seat of Christ.”



WHY Statement

**To love one another
through Christ and inspire
a joyous life with purpose**



Core Values

Faith

Love

Philanthropy

Outreach

Integrity

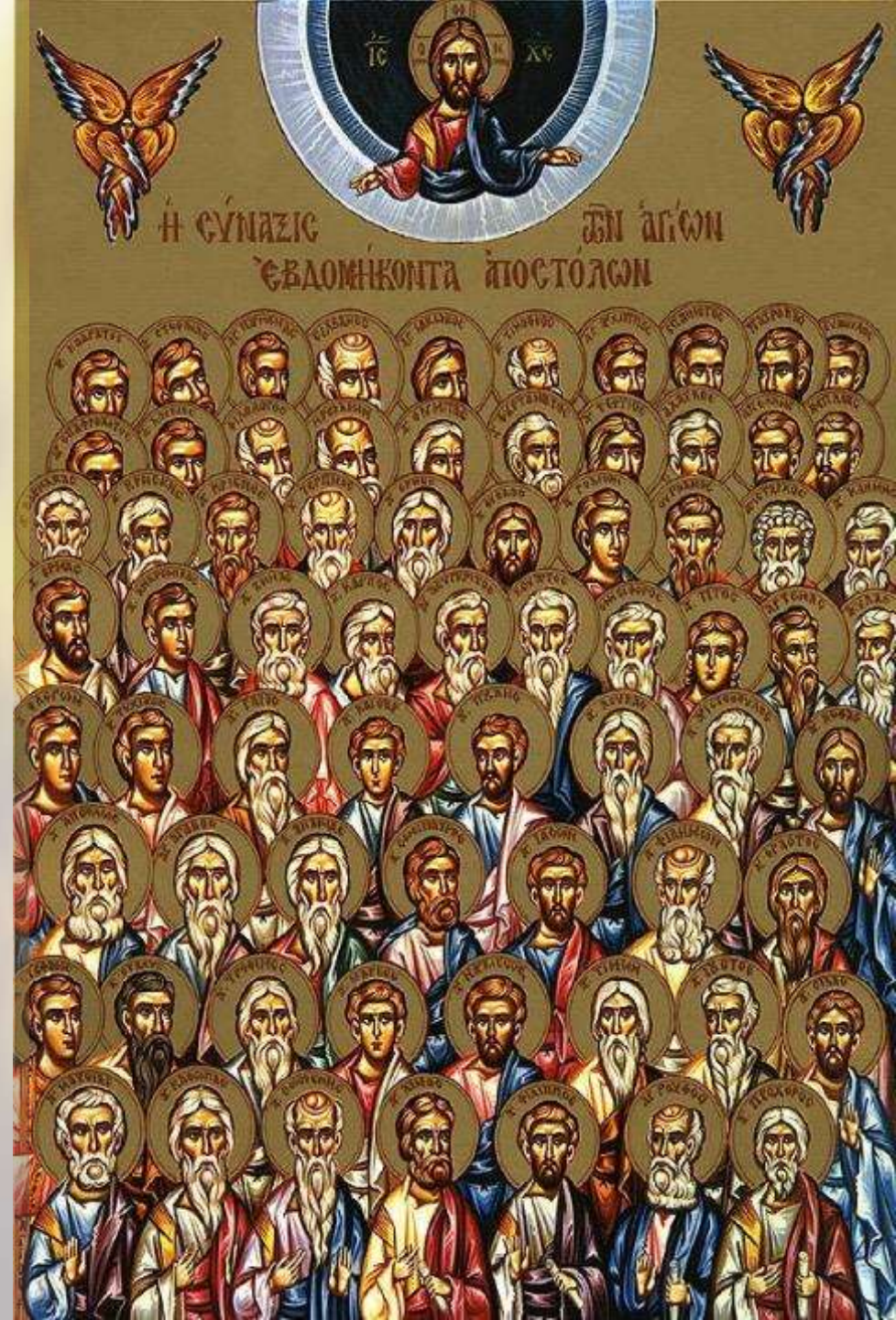
Education



Mission Statement

**The Mission of St. Demetrios GOC
is to nurture a welcoming and
loving community that worships the
Holy Trinity and grows spiritually in
the Orthodox faith.**

***You have
now been
called as
one of the
70 Disciples***



Luke 10:1



Strategic Planning Retreat Day 3

*“Where there is no vision, the people will
perish”*

Proverbs 29:18

Bill Marianes

