



Financial Stewardship Analysis Phase Two

Bill Marianes

www.stewardshipcalling.com

Bill@stewardshipcalling.com



Helping people and parishes discover and live their stewardship callings so that they may have a good account before the awesome judgment seat of Christ

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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](#)

[Saints Raphael
Nichols & Irene Page](#)

<https://stewardshipcalling.com/saints-raphael-nicholas-irene-cumming-ga/>

The screenshot shows the website's navigation menu with the following items: WHY?, STEWARDSHIP, STRATEGIC PLANNING, INTERVIEW DADIN & BONDIETS, ACCOUNTS & 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, SAINTS RAPHAEL, NICHOLAS & IRENE - CUMMING, GA, CHRIST THE SAVIOUR - HARRISBURG, PA, HOLY TRINITY GOC - GRAND RAPIDS, MI, HOLY TRINITY - INDIANAPOLIS - STRATEGIC PLAN, and ST. NICHOLAS - GRAND RAPIDS, MI STRATEGIC PLAN. A large photograph of a church congregation holding a 'Welcome!' sign is visible in the background. Below the menu, the text for the 'Saints Raphael, Nichols & Irene' page is partially visible, starting with 'By the grace of God... GA. is undertaking... incredible work is... dedicated team of... Strategic Planning...'. At the bottom, there are social media sharing options for Email, Print, Facebook, and Twitter.

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





WHY Statement

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



Mission Statement

Sts. RNI is a welcoming family who develops intentional Orthodox Christians through worship, education, outreach, and service.

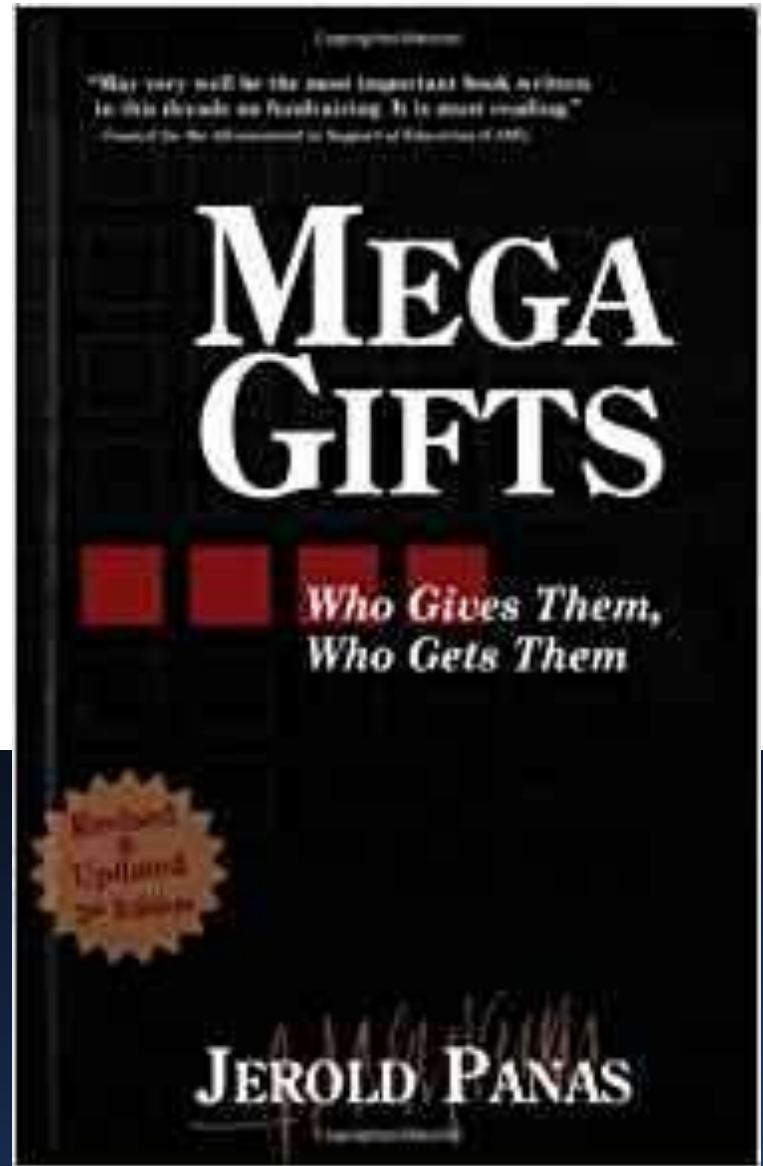
C. P. I.

People give to

Causes and

People with

Integrity



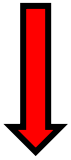
**You Have Not Had Anything
Remotely Close to a Proper Income
Statement (P&L)!**

P&L

The messenger
requests that he
please not be shot.



EPA 2 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



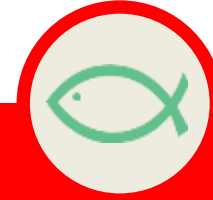
Stewardship & Generosity

- 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

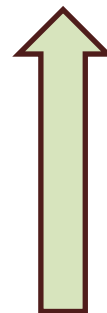


Sts. RNI Effective Parish Assessment Results

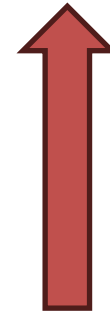


Stewardship & Generosity

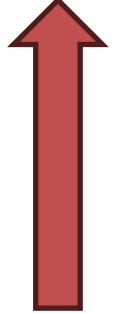
Stewardship & Generosity	% favorable	% unfavorable	% neutral
Giving & Tithing	51%	16%	32%
Stewardship Campaign	51%	16%	32%
Capital Campaign	38%	25%	38%
Planned Giving & Endowments	11%	45%	44%
External Philanthropy	45%	14%	41%
Transparency & Accountability	61%	11%	28%



25



5



12





STEWARDSHIP
CALLING

Sts. RNI Effective Parish Assessment Results



<u>Operational Effectiveness</u>	<u>% favorable</u>	<u>% unfavorable</u>	<u>% neutral</u>
Communications & Digital Strategies	73%	4%	24%
Facilities & Technology	60%	12%	28%
Financial Excellence	57%	9%	34%
Safety & Security	53%	13%	34%
Staff Management	61%	4%	35%

23

4

15



2023 Income

2023 TOTAL NET¹ INCOME = \$464,641

- ❖ Stewardship = 74% (\$341,457)
- ❖ Disguised Stewardship = 7% (\$ 34,765)
(trays, candles, collections, donations, offerings, etc.)

• **STEWARDS TOTAL = 81% (\$376,222)**

• **Non-Orthodox TOTAL = 19% (\$ 88,419)**

(Greek Festival)

¹ For your fundraising expenses, we offset the direct expense against the income and only report net income, and we allocate what estimated portion came from parishioners vs. non parishioners (i.e., Non-Orthodox)

2023 Expenses

2023 TOTAL NET EXPENSES = \$454,719

- **PERSONNEL & ADMIN = 74% (\$338,708)**
(payroll, benefits, supplies, office, and church expenses)
- **OCCUPANCY TOTAL = 15% (\$67,158)**
(utilities, insurance, repairs, and maintenance)
- **OTHER/MINISTRY TOTAL = 11% (\$48,852)**
(Archdiocese, ministry, philanthropy, etc.)

¹ For your fundraising expenses, we offset the direct expense against the income and only report net income, and we allocate what estimated portion came from parishioners vs. non parishioners (i.e., Non-Orthodox)

Who Should Fund The Church's Operations?

~ What % of operating expenses were provided by the founders of your parish?

100%

~ What % of operating expenses are currently provided by the parish stewards?

73%

~ What % of parish operating expenses are currently paid by outsiders / non-Orthodox guests?

19%



Parish Actual 2021 - 2023 and GOA

Averages and Variances

<u>INCOME TOTALS</u>	<u>GOA</u>	<u>2023</u>	<u>2022</u>	<u>2021</u>	<u>Δ 21-23</u>
• Stewardship	52%	73%	64%	74%	- 1%
• Disguised Stewardship	20%	7%	28%	20%	-13%
• NO (Non-Orthodox) Income	28%	19%	8%	6%	+13%

<u>EXPENSE TOTALS</u>	<u>GOA</u>	<u>2023</u>	<u>2022</u>	<u>2021</u>	<u>Δ 21-23</u>
• Personnel + Office	52%	81%	62%	69%	+12%
• Occupancy	30%	7%	24%	18%	-11%
• Other (Ministry)	18%	12%	14%	12%	0%

When Disguised Stewardship or Non-Orthodox Income increases, it is a bad thing because that means the stewards are contributing a lower percentage. When Other (Ministry) decreases, it is a bad thing because the parish is less charitable.

Actual 2021 - 2023

INCOME TOTALS

- Stewardship
- Disguised Stewardship
- Non-Orthodox Income

<u>2023</u>	<u>2022</u>	<u>2021</u>	<u>Δ23-22</u>
\$341,457	\$288,538	\$282,969	+\$52,919
\$ 34,765	\$128,373	\$ 74,838	-\$93,608
\$ 88,419	\$ 36,785	\$ 23,819	+\$51,634

EXPENSE TOTALS

- Personnel + Office
- Occupancy
- Other (Ministry)

<u>2023</u>	<u>2022</u>	<u>2021</u>	<u>Δ23-22</u>
\$338,708	\$322,526	\$219,032	+\$16,183
\$ 67,158	\$123,259	\$ 58,103	-\$56,101
\$ 48,852	\$ 70,797	\$ 38,089	-\$21,945



Net **GAIN-LOSS**

+\$9,923	-\$62,885	\$66,402
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1-Year Swings
 21 to 22 = -\$129,287
 22 to 23 = \$72,808

When Disguised Stewardship or Non-Orthodox Income increases, it is a bad thing because that means the stewards are contributing a lower percentage. When Other (Ministry) decreases, it is a bad thing because the parish is less charitable.

A mannequin dressed in a dark suit, white shirt, and striped tie, wearing a dark fedora hat. The head of the mannequin is missing, leaving a hollow space. The background is a textured, light-colored wall. An orange horizontal bar is located in the top left corner, and a white horizontal line is in the bottom left corner.

**If Sts. RNI disappeared, would anyone
in the community notice?**

How You Do in 2023



- 3% of Total Net Expenses were used for Parish chosen Charities and Ministries
- You ran a net **GAIN** of \$9,923 in 2023
(LOSS of -\$62,886 in 2022)
- 73% of your revenues come from your parishioners' financial stewardship
- 19% of your income depends on the generosity of Non-Orthodox strangers



“And if you are untrustworthy about worldly wealth, who will trust you with the true riches of heaven?”

Luke 16:11



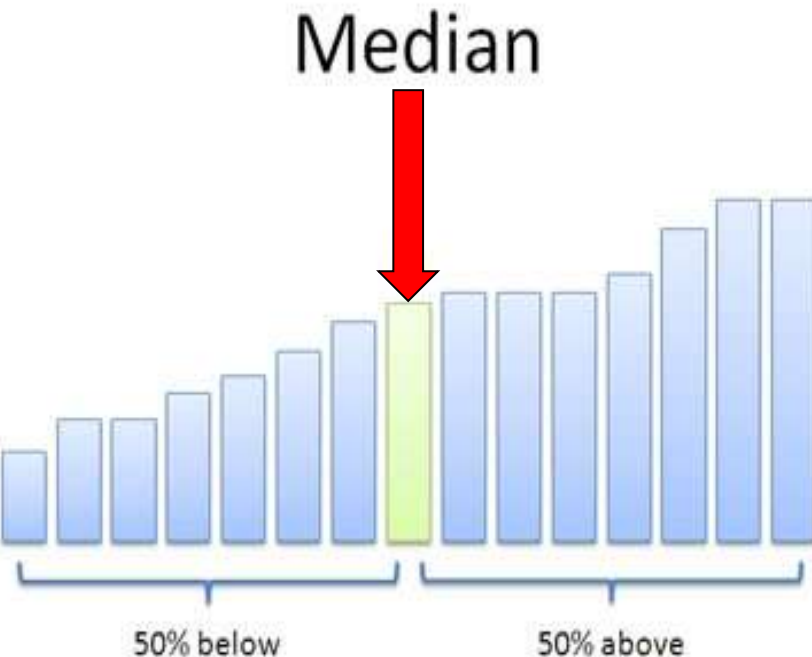
“Median Not Mean”

Averages Are Irrelevant

- **Average Pledge #'s are misleading**
- **Median pledge is a better number**

• **3 Donors =**

\$1 \$2 \$3,000



Total = \$3,003

Average = **$(\$3,003 \div 3)$**
\$1,001

Median = **$\$2$**

Big donors skew averages

**Your Median Pledge Per
2023 Steward Family =**

\$1,200

**Your Expense Budget Per
2023 Steward Family =**

\$3,368



How Did You Do in 2023

Mean/Median Stewardship Analysis

- Stewardship Total = \$341,457
- No. of Steward Units = 135
- Average Pledge = \$2,529
- **Median Pledge = \$1,200**
- **% Diff Median/Mean = 47%**

2023 Donor Concentration

Top 10

40% of stewardship



Top 20

60% of stewardship

2021 to 2023 Stewardship Donor Concentration

<u>Year</u>	<u>2023</u>	<u>2022</u>	<u>2021</u>
Top 10	40%	35%	42%
Top 20	60%	58%	59%

<u>Year</u>	<u>2023</u>	<u>2022</u>	<u>2021</u>
Top 10	\$137,169	\$ 96,721	\$119,797
Top 20	\$204,104	\$160,176	\$170,657

The higher the percentage of donor concentration, (the lower the contributions) the riskier it is for the parish.

Tithing of ALL 3 Ts

Tithing (percentage giving) of Time, Talents AND Treasures is what Holy Scripture requires and can make a positive difference



Tithing Is Not Just An Old Testament Thing

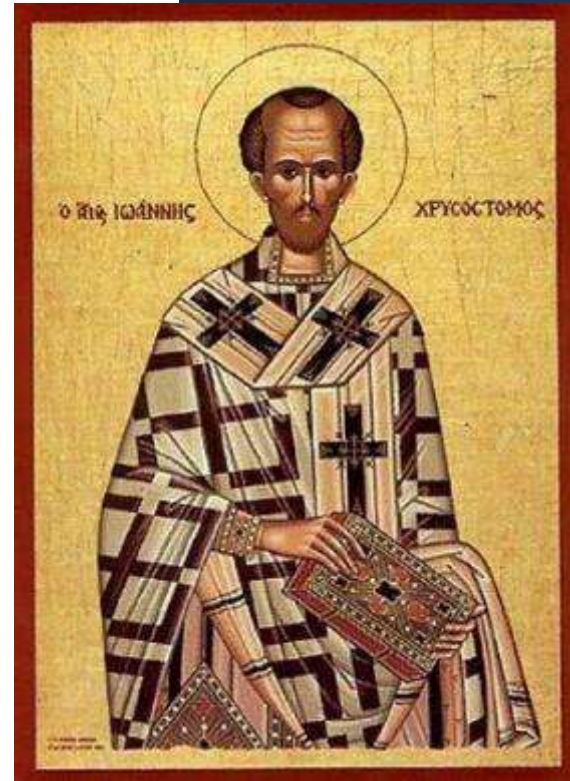


“Do not think that I have come to abolish the Law and Prophets. I did not come to destroy but to fulfill” (Matthew 5:17)

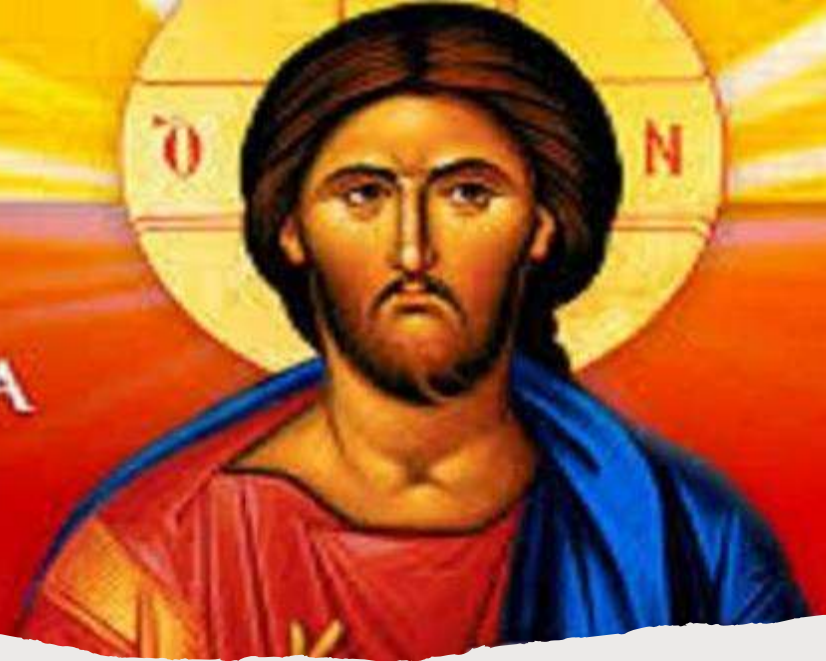
“Woe to you scribes and Pharisees, hypocrites! For you pay tithe of mint and anise and cummin, and have neglected the weightier matters of the law: justice and mercy and faith. These you ought to have done without leaving the others undone”
(Matthew 23:23)

**“If there was a danger
then (during Old Testament times)
in omitting tithes,
think how great it
must be now!”**

St. John Chrysostom, Homily on Ephesians
2:10 - Nicene and Post-Nicene Fathers,
Volume XIII First series, p.69



GREEK ORTHODOX
ARCHDIOCESE OF AMERICA



“Stewardship is recommended to be ten percent (10%) of one’s annual income as stated in Holy Scripture to help meet the financial obligations of the Parish, the Metropolis and the Archdiocese”



THE **tithe**
challenge

**Tithing should
be your goal.**

**A minimum of
10% Time,
Talent and
Treasures.**

“You shall tithe...” Deuteronomy 14:22

Why Do Orthodox Christians Pray



but...

**Orthodox Christians
Don't Tithe?**





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

\$1,145,475

in total annual stewardship instead of only \$341,457

Here's How This Is Possible?

- Est. Median U.S. Orthodox Christians 2022 income = **\$84,850¹**
- **\$8,485** = a median income tithe
- If all 135 stewards (2023) earned the 2022 median and tithed, your stewardship income would = **\$1,145,475** instead of **\$341,457**
- What could you do with about **\$804,018** more?

¹ MEDIAN INCOME OF AMERICANS FROM HISTORICALLY ORTHODOX COUNTRIES = \$84,850

*Median annual household income U.S. Census as reported 2-8-23: Lebanese \$92,997; Macedonian \$91,852; Russian \$90,296
Greek \$87,428; Albanian \$85,092; Serbian \$84,607; Armenian \$83,756; Ukrainian \$83,723; Romanian \$81,768; Yugoslavia \$78,560.*

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

\$1,006,830

in total annual stewardship using U.S. median income instead of only \$341,457

Here's How This Is Possible?

- Median U.S. income = \$74,580
- \$7,458 = a median income tithe
- If all 135 stewards (2023) earned U.S. median and tithed, your stewardship income would = \$1,006,830 instead of **\$341,457**
- What could you do with about \$665,373 more?

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

\$736,965

in total annual stewardship using Forsyth County median income instead of only \$341,457

Here's How This Is Possible?

- Median Forsyth County income = \$54,588
- \$5,459 = a median income tithe
- If all 135 stewards (2023) earned Forsyth County median and tithed, your stewardship income would = \$736,965 instead of **\$341,457**
- What could you do with about \$395,508 more?

Where Are We Now On This Journey?

\$8,485 = est. 2022 tithe based median Orthodox income of \$84,850

1.4% = est. parishioner giving (\$1,200 median) compared to median U.S. historically Orthodox income

\$7,458 = est. 2022 tithe based median U.S. income of \$74,850

1.6% = est. parishioner giving (\$1,200 median) compared to median U.S. median income

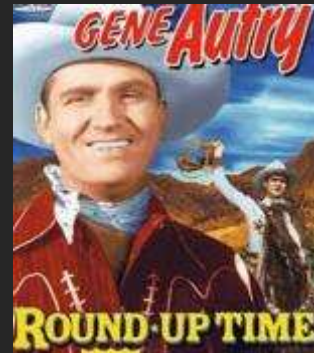
\$5,459 = est. tithe based on median Forsyth County

2.2% = est. parishioner giving (\$1,200 median) compared to median Forsyth County income of \$54,588

How To Start A Tithing Program

Use The Roundup

- ~ Calculate what % of last year's income you donated to 1 decimal point (e.g. 0.7%)
- ~ This year, "round up" your donation to the next highest whole number percent of income (e.g. 1%)
- ~ Next year, add 1% more
- ~ Add 1% each year until you reach 10%





Recommended Parish Financial Dashboard

Stewardship Calling Recommended Parish Financial Dashboard

ITEM ¹	THIS YEAR	LAST YEAR	PRIOR YEAR
The following are reported monthly			
Total Income			
Total Stewardship Income			
Total Expenses			
Net Income or Loss			
% of Expenses Covered by Stewardship			
Number of Stewards			
Median Stewardship Pledge ²			
(add any other critical line item the PC needs to watch here)			

The following are added to the report each quarter

Total Expenses invested in parish chosen charities and ministries			
% of Total Expenses invested in parish chosen charities and ministries			
Proxy Tithe % Analysis ³			
% of stewardship income from top 10 stewards			
% of stewardship income from top 10% of stewards			
% of stewardship income from top 20 stewards			
% of stewardship income from top 20% of stewards			

¹ ALL columns include only "month to date" numbers as of the end of the previous month

² Use median NOT average because major donors skew averages

³ Divide median stewardship contribution by \$8,175 (tithe of median U.S. Orthodox income)



Recommended Parish Financial Dashboard

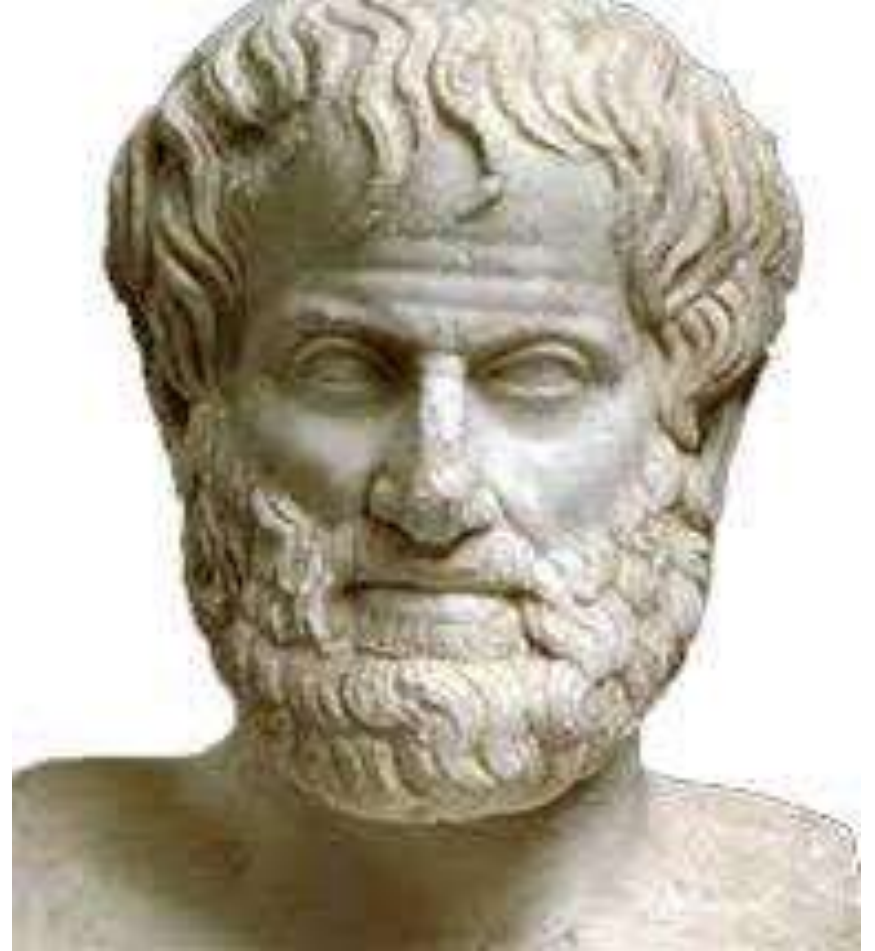


Item	2023	2022	2021
Total Income	\$ 464,641	\$ 453,696	\$ 381,626
Total Stewardship Income	\$ 341,457	\$ 288,538	\$ 282,969
Total Expenses	\$ 454,719	\$ 516,581	\$ 315,224
Net Income or Loss	\$ 9,923	\$ (62,885)	\$ 66,402
% of Expenses Covered by Stewardship	73%	64%	74%
Number of Stewards	135	133	122
Median Stewardship Pledge	\$ 1,200	\$ 900	\$ 1,214

Item	2023	2022	2021
Total Expenses invested in Parish Chosen charities and Ministries	\$ 11,712	\$ 38,117	\$ 11,189
& of Total Expenses invested in Parish Chosen charities and Ministries	3%	7%	4%
Proxy Tithe Analysis	1.40%	1.06%	1.43%
% of stewards income from top 10 stewards	40%	35%	42%
% of stewards income from top 20 stewards	60%	58%	59%

**You are what we
repeatedly do.**

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



Aristotle

In one single moment...

EVERYTHING

Changed.

Changed.

**Sts. RNI no longer has a yesterday.
It's now only about tomorrow!**

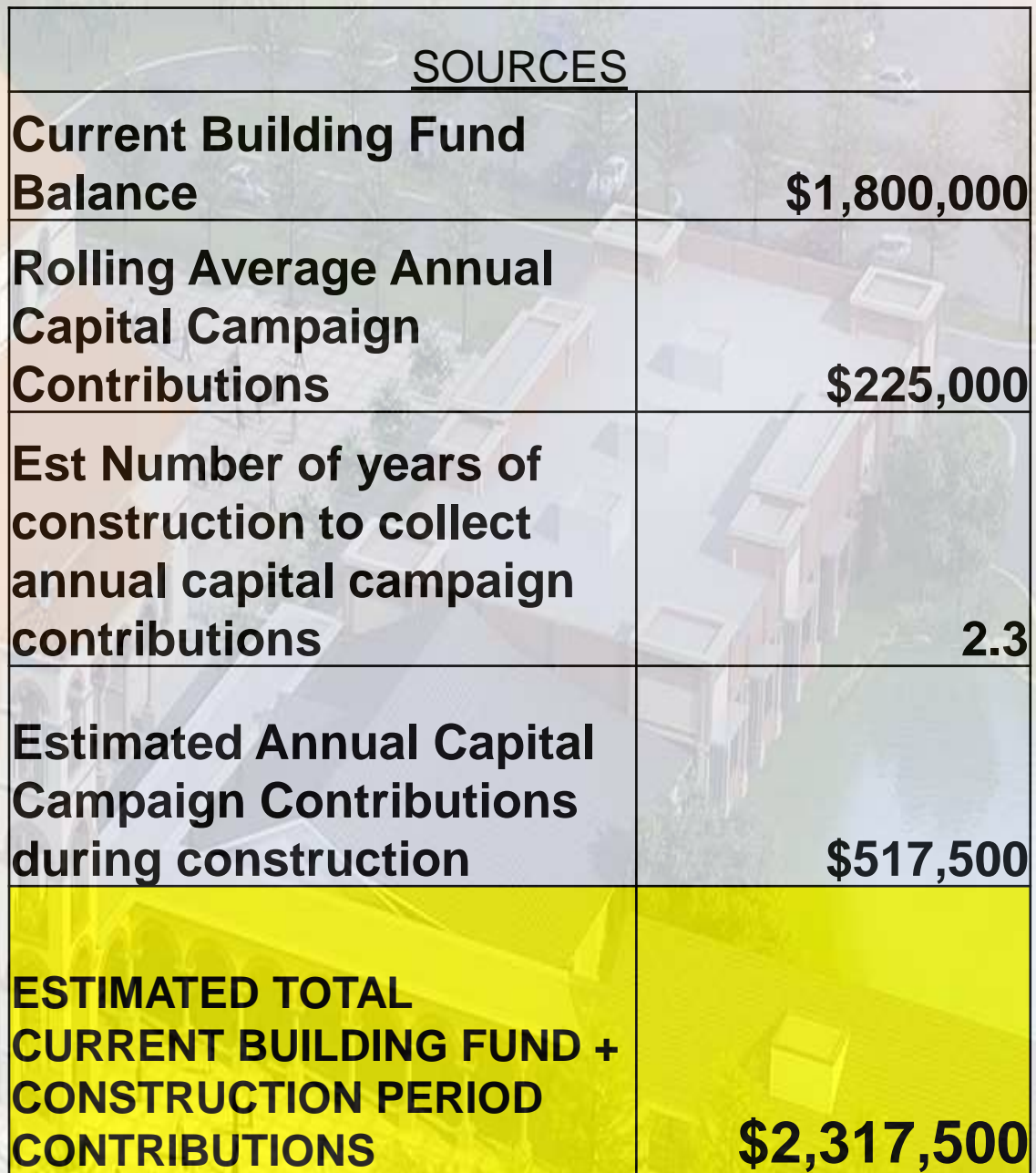


SPOTLER WARNING

Sts. RNI Phase 3 Report
Will Provide A Roadmap
To Fund The New
Sanctuary



<u>USES</u>	
Est Building Cost	\$3,500,000
Contingency	\$350,000
Reconfigure Sanctuary for classrooms (est.)	\$150,000
MINIMUM TOTAL USES	\$4,000,000
Future Cap Ex Reserve Fund	\$400,000
TOTAL USES	\$4,400,000



SOURCES	
Current Building Fund Balance	\$1,800,000
Rolling Average Annual Capital Campaign Contributions	\$225,000
Est Number of years of construction to collect annual capital campaign contributions	2.3
Estimated Annual Capital Campaign Contributions during construction	\$517,500
ESTIMATED TOTAL CURRENT BUILDING FUND + CONSTRUCTION PERIOD CONTRIBUTIONS	\$2,317,500



ESTIMATED MORTGAGE

**MINIMUM TOTAL
USES**

\$4,000,000

**ESTIMATED TOTAL
CURRENT BUILDING FUND +
CONSTRUCTION PERIOD
CONTRIBUTIONS**

\$2,317,500

**ESTIMATED
MORTGAGE**

\$1,682,500

<u>\$1.75 million Loan 10 years</u>	
Loan Amount	\$1,750,000
Annual Interest Rate	7%
Life of Loan	10
Number of payments per Year	12
Total Number of Payments	120
Payment per Period	\$20,094
Sum of payments	\$2,411,306
Total Cost	\$661,306
Annual cost	\$241,131

**Fully Amortized Loan of
\$1.75 million over
10 years and 15 years**

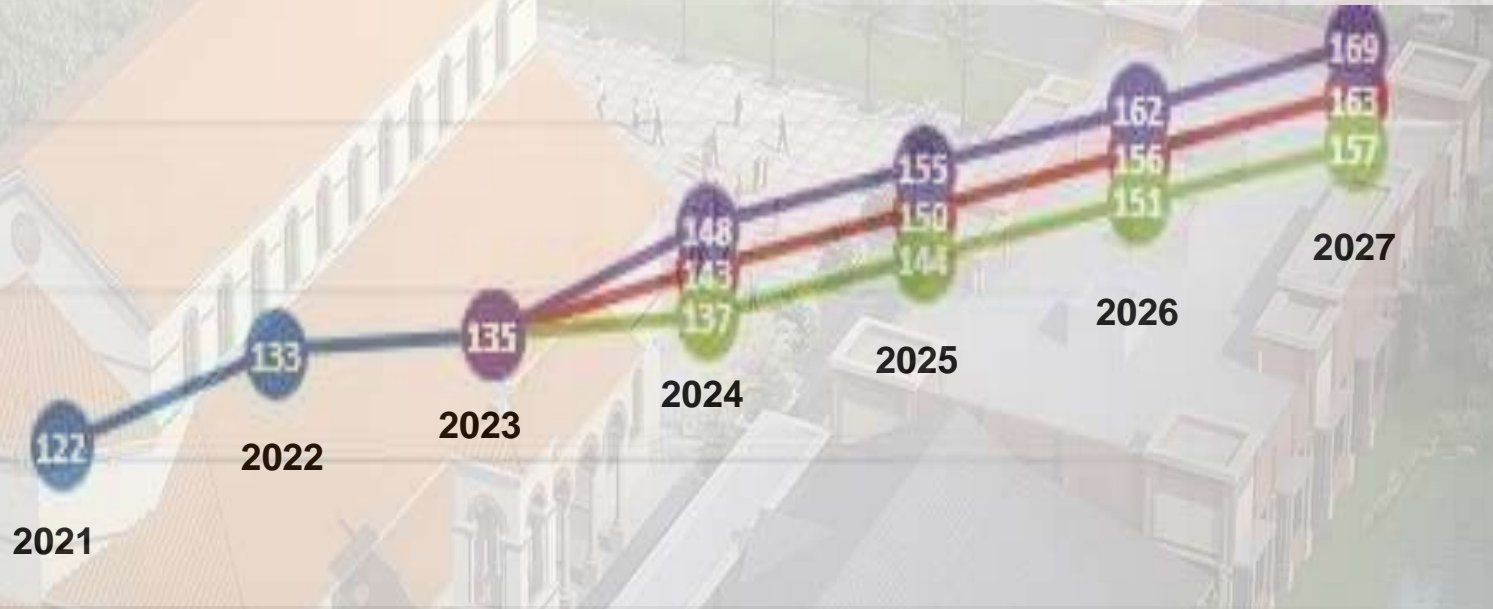
<u>\$1.75 million Loan 15 years</u>	
Loan Amount	\$1,750,000
Annual Interest Rate	7%
Life of Loan	15
Number of payments per Year	12
Total Number of Payments	180
Payment per Period	\$15,486
Sum of payments	\$2,787,465
Total Cost	\$1,037,465
Annual cost	\$185,831

\$241,131 additional stewardship is needed each year after 2025 when construction loan is converted to a permanent 10-year fully amortized loan

Constant # of Stewards =	135				
YEAR	STEWARDSHIP	Proxy Tithe %	\$ Increase from 2023	MEDIAN	Average Pledge
2023	\$341,457	1.60%	-----	\$1,200	\$2,529
2024	\$426,821	2%	\$85,364	\$1,500	\$3,162
2025	\$640,232	3%	\$298,775	\$2,250	\$4,742
2026	\$853,643	4%	\$512,186	\$3,000	\$6,323
2027	\$1,067,053	5%	\$725,596	\$3,750	\$7,904

But what happens if the number of stewards grows at the average rate of growth over the last 3 years?

But what happens if the number of stewards grows at the average rate of growth over the last 3 years (at the 95% confidence level within 2 standard deviations)?



	2021	2022	2023	2024	2025	2026	2027
Number of Stewards	122	133	135				
Forecast(Number of Stewards)			135	143	150	156	163
Lower Confidence Bound(Number of Stewards)			135	137	144	151	157
Upper Confidence Bound(Number of Stewards)			135	148	155	162	169

- ◆ Number of Stewards
- ◆ Forecast(Number of Stewards)
- ◆ Lower Confidence Bound(Number of Stewards)
- ◆ Upper Confidence Bound(Number of Stewards)



Conservative Case of Forecast # of Stewards and Income Growth

YEAR	# Stewards	Additional # of Stewards	% growth	Projected Stewardship Based on 1% Tithe Growth per year	Est. Stewardship after Steward Growth Rate	Reasonable Minimum Additional Stewardship \$
2023	135			\$ 341,457		
2024	143	8	5.9%	\$ 426,821	\$ 452,004	\$ 25,182
2025	150	7	4.9%	\$ 640,232	\$ 671,603	\$ 31,371
2026	156	6	4.0%	\$ 853,643	\$ 887,788	\$ 34,146
2027	163	7	4.5%	\$ 1,067,053	\$ 1,115,071	\$ 48,017

The Parish Council Must Lead The Way To The Tithing Culture

**“Either lead, follow
or get out of the way.”**



- Ted Turner
- General George S. Patton
- Lee A. Iacocca
- Thomas Paine
- Bill Marianes





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