

# St Raphael Orthodox Church

## Strategic Planning Retreat 2

Bill Marianes



STEWARDSHIP  
CALLING

**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 is dark and reflects the colors of the sky. A small boat is visible in the middle ground.

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

Peter Drucker



## 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.”

2 Corinthians 5:10  
Divine Liturgy



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

# Two Process Keys



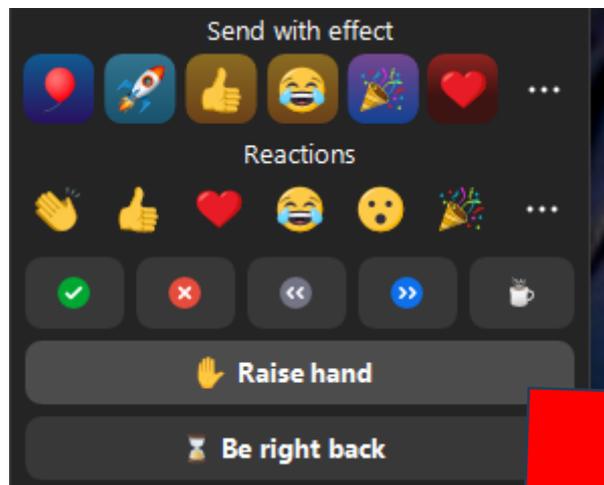
Rules of Engagement & Consensus

- 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."**

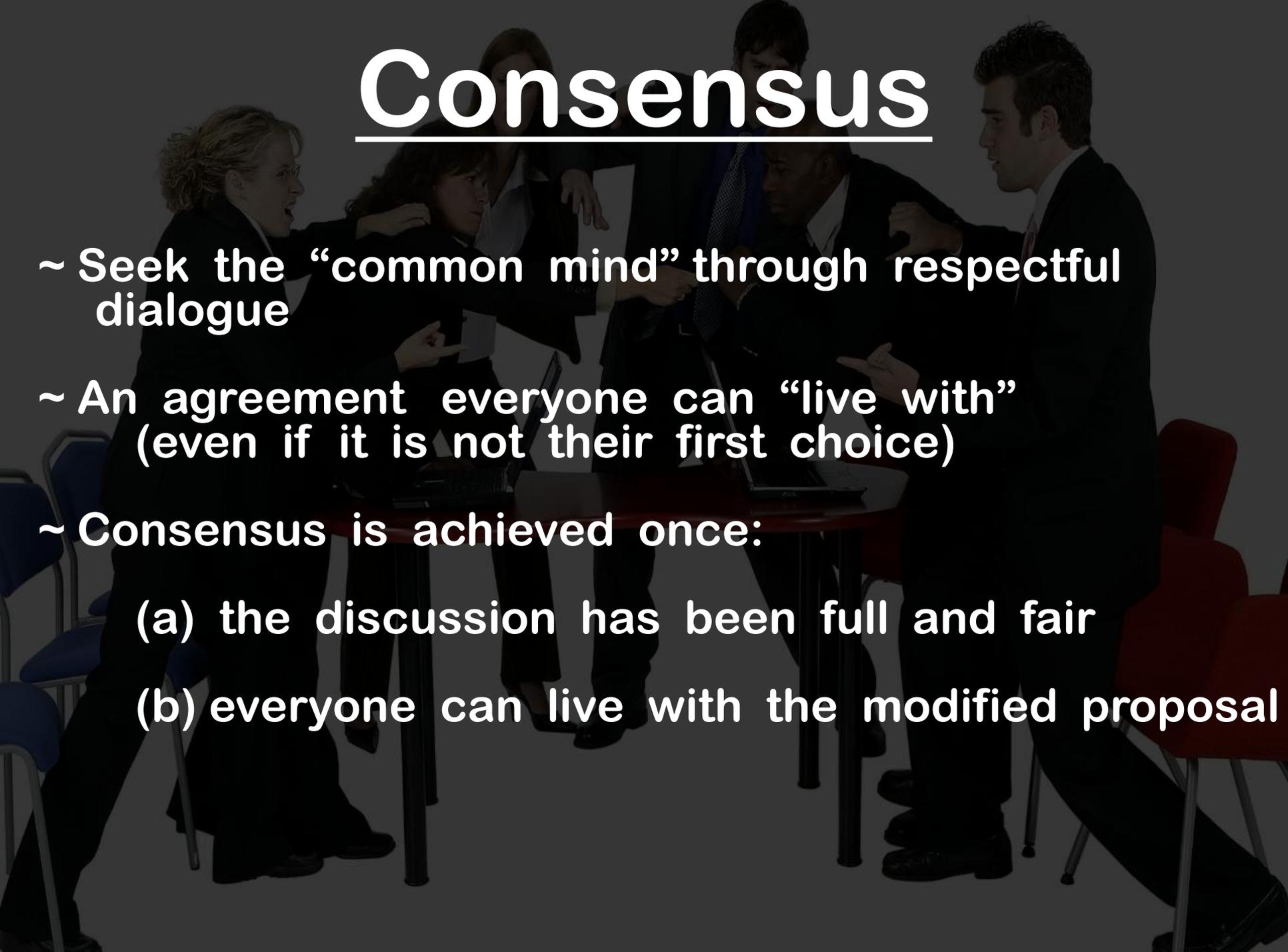


- 11. No defensiveness.**
- 12. NO "Discussion Killers."**
- 13. Think strategically and outside the box.**
- 14. Speak precisely and succinctly.**
- 15. We are members of the Body of Christ treating everyone with love and respect and allowing the Holy Spirit to participate freely.**

Please use the Raise Hand Feature When  
You Want To Speak  
- Click the REACT button -



# Consensus

A group of business professionals in a meeting, with text overlaid. The image is dark and semi-transparent, showing several people in business attire sitting around a table, engaged in discussion. The text is white and clearly legible 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

# **St Raphael Orthodox Church**

## **Final WHY Statement**

**To participate in the healing,  
transforming, and unifying  
light of Christ for the  
salvation of the world.**

# **St Raphael Orthodox Church**

## **Core Values**

**Service & Outreach**

**Worship**

**Loving Community in Fellowship**

**Orthodox Faith**

# **St Raphael Orthodox Church Mission Statement**

**The Mission of St. Raphael  
Orthodox Church is to live the  
Orthodox Christian faith by  
worshiping, growing, loving, and  
serving together as a Christ-  
centered community.**

# St Raphael Orthodox Church

## Internal Weaknesses

42 - Facilities

30 - Stewardship & Engagement

14 - Divisive - Too Political -  
Unwelcoming

10 - Youth / Young Adult/ College  
Ministry

## Top Strategic Areas of Focus

10 - Stewardship, Generosity  
& Engagement

8 - Church Culture

5 - Facilities

5 - Education / Spiritual  
Growth/ Evangelization

3 - Outreach & Evangelism

3 - Leadership / Staffing

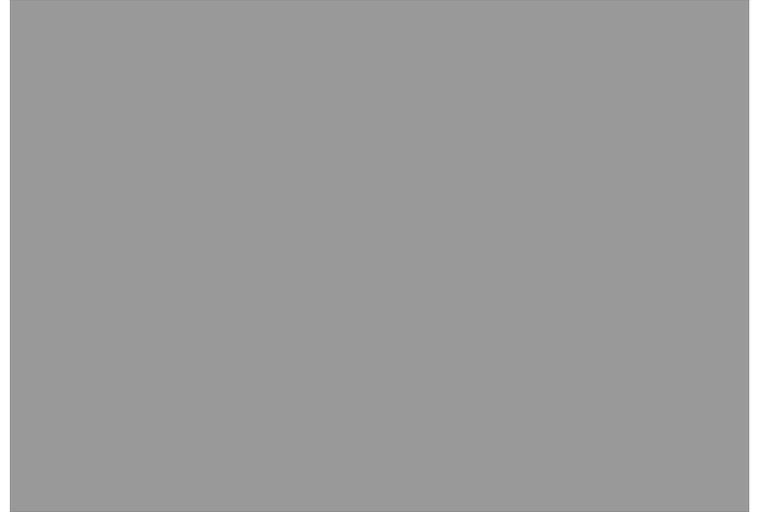
# **St Raphael**

## **Orthodox Church**

### **Strategic Areas of Focus**

- 1. Stewardship, Generosity & Engagement**
- 2. Church Culture & Welcoming**
- 3. Facilities**

(NOTE: Each strategic area of focus will focus on both youth and adult needs)



TIME FOR  
SOMETHING  
NEW!

# **St Raphael Orthodox Church Vision Statement**

- A. We will use effective best practices to achieve at least the stated measurable targets in the Strategic Goals to materially improve adult and youth:**
- 1. Welcoming, Interpersonal Engagement, Small Group Ministry and college Orthodox Christian Fellowship engagement within 23 months; and**
  - 2. Growth in stewards, engagement in ministries, and a planned giving program within 36 months; and**
- B. We will develop a comprehensive parish Consensus Facilities Plan and finalize all necessary approvals and contracts within 18 months and thereafter complete an effective capital campaign to fund the Consensus Facilities Plan requirements within 36 months thereafter.**

# SMART Goals

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

S



**SPECIFIC**

M



**MEASURABLE**

A



**ATTAINABLE**

R



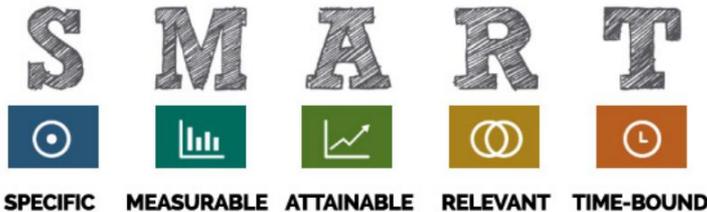
**RELEVANT**

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?

# Parish Culture S.M.A.R.T. Goal

**We will research, develop, and implement best practices and effective adult and youth “Welcoming & Church Culture Ministry” programs that will achieve the following “Welcoming & Culture Targets ” within 23 months:**

- (a) Welcoming and Newcomer Ministry that ensures that 100% of adult and youth visitors, newcomers, and former parishioners in the area are fully welcomed by completing a comprehensive welcoming process;**
- (b) Have engaging community-wide activities, programs or service projects at least twice a year where a minimum of 20% of parishioners actively participate;**
- (c) Small Group Education and Engagement Ministry that will include at least 30 people consistently participating within 12 months of beginning this ministry, and at least 40 people consistently participating within the next 12 months;**
- (d) 70% of parishioners after year one and 90% of parishioners after year two report in an evaluation that they feel the parish is a loving and welcoming community;**
- (f) Increase our OCF actively engaged student to at least 25 students within 18 months.**

# Parish Culture S.M.A.R.T. Goal

**We will research, develop, and implement best practices and effective adult and youth “Welcoming & Church Culture Ministry” programs that will achieve the following “Welcoming & Culture Targets ” within 23 months:**

- (a) Welcoming and Newcomer Ministry that ensures that 100% of adult and youth visitors, newcomers, and former parishioners in the area are fully welcomed by completing a comprehensive welcoming process;**
- (b) Semi Annual community-wide activity or program (New or Enhanced Interpersonal Engagement Activity Semi-Annual Programs or Community Service Event in which a minimum of 20% of parishioners actively participate;**
- (c) Small Group Education and Engagement Ministry that will include at least 30 people within 12 months;**
- (d) 70% of parishioners after year one and 90% of parishioners after year two report in an evaluation that they feel the parish is a loving and welcoming community;**
- (f) Increase our OCF actively engaged students to at least 25 students within 18 months.**

# Parish Culture Ministries

<u>Actions Steps</u>	<u>Responsible Party</u>	<u>Deadline</u>	<u>Completion Test</u>
<b>Interim Goal 1: Research the most effective Parish Culture Ministries within 3 months</b>			
<b>1. Form Parish Culture Ministry Team (PCMT).</b>	SPT and Goal Co-Captains	1 month after Start Date	PCMT members agree to serve
<b>2. Determine key definitions, current baselines and desired effectiveness metrics and strategies for the successful (i) welcoming, (ii) parishioner engagement, (iii) interpersonal special events, (iv) small group ministry, and (v) OCF programs and activities (collectively, the “Parish Culture Ministries”) and identify welcoming, engagement, special event, small group, and OCF barriers and areas for improvement.</b>	PCMT	2 months after step 1	Key Parish Culture Ministries metrics for success and definitions are developed
<b>3. Research and identify at least 2-3 effective and empirically proven best practices programs in each of the five Parish Culture Ministries to consider from both inside and outside the Orthodox ecosystem.</b>	PCMT	Simultaneous with step 2	At least 2-3 effective programs are identified in each of the 5 Parish Culture Ministry areas

# Parish Culture Ministries

<u>Actions Steps</u>	<u>Responsible Party</u>	<u>Deadline</u>	<u>Completion Test</u>
<b>Interim Goal 2: Develop the most effective Parish Culture Ministries within 4 months</b>			
<b>4. Compile and evaluate research and data from steps 2 and 3, existing processes, baselines, best practices research and visitor's experiences and review and analyze results and data and identify the elements of best practices in each of the five Parish Culture Ministries to be implemented.</b>	PCMT	2 months after step 3	A report and analysis of all data and research is compiled to inform judgement of most effective five Parish Culture Ministries
<b>5. Develop effective comprehensive programs for each of the five Parish Culture Ministries and identify monthly "Parish Culture Ministry Targets" performance benchmarks for each of such five Parish Culture Ministries.</b>	PCMT	2 months after step 4	Each of the five Effective Parish Culture Ministries are developed and monthly performance benchmarks are identified

# Parish Culture Ministries

<u>Actions Steps</u>	<u>Responsible Party</u>	<u>Deadline</u>	<u>Completion Test</u>
<b>Interim Goal 3: Recruit and train Culture Ministry Leaders to implement the Parish Culture Ministries</b>			
<b>6. Identify and recruit parishioners (“Culture Ministry Leaders”) to implement each element of the five Parish Culture Ministries to achieve the Parish Culture Ministry Targets.</b>	PCMT	1 month after step 5	Culture Ministry Leaders are recruited
<b>7. Train all Culture Ministry Leaders to implement each of the five Parish Culture Ministries</b>	PCMT	1 month after step 6	Culture Ministry Leaders are trained
<b>Interim Goal 4: Implement the most effective Parish Culture Ministries</b>			
<b>8. Implement all Parish Culture Ministries for a period of 12 months to achieve the Parish Culture Ministry Targets and track and report on monthly performance benchmarks determined previously in step 5 and continue Culture Ministry Leaders follow-up with parishioners until Parish Culture Ministry Targets are achieved.</b>	Culture Ministry Leaders and PCMT	beginning immediately after step 7 and continuing for 12 months	Parish Culture Ministries are implemented, and monthly achievement of Parish Culture Ministry Targets are reported and tracked

# Parish Culture Ministries

<u>Actions Steps</u>	<u>Responsible Party</u>	<u>Deadline</u>	<u>Completion Test</u>
<b>Interim Goal 5: Assess and improve all Parish Culture Ministries within 2 months</b>			
<p><b>9. Obtain and compile qualitative and quantitative data from each of the five Parish Culture Ministries as to the effectiveness and success based on established criteria, Parish Culture Ministry Targets, and identify areas for improvement. Finalize and deliver improvements to all continuing Parish Culture Ministries to make them more effective for the following year.</b></p>	<p>Culture Ministry Leaders and PW&amp;CCMT</p>	<p>2 month after step 8</p>	<p>Parish Culture Ministries assessment completed, and improvements implemented for the next year.</p>

# Parish Culture Ministries

<u>Lead Measure Action</u>	<u>Deadline Date</u>	<u>% Complete and Date</u>
1. Form Parish Culture Ministries Team		
2. Develop definitions and effectiveness metrics		
3. Research Parish Culture Ministries		
4. Compile and evaluate research and Parish Culture success impediments		
5. Finalize Parish Culture Ministries		
6. Identify and recruit Culture Ministry Leaders		
7. Train Culture Ministry Leaders		
8. Implement Parish Culture Ministries and manage to interim monthly targets and track performance data from Parish Culture Ministries Implementation		
9. Obtain qualitative and quantitative assessment data from Parish Culture Ministries and improve Parish Culture Ministries		

# **Parish Facilities Ministry S.M.A.R.T. Goal**

**Within 54 months we will research, develop, and implement best practices and effective Parish Facilities Ministry with a comprehensive communications plan that will achieve the following “Parish Facilities Targets”:**

**A new and comprehensive “Parish and Facilities Ministry” will:**

- (A) Within 6 months, finalize developing a detailed plan “Consensus Parish Facilities Plan” that addresses all present and future building and facilities needs and desires of the parish in one campus location, including**
  - 1. facilities improvements and additions priorities list,**
  - 2. plans for sales or repurposing of existing property and purchase of alternative building or property with the assistance of the appropriate retained professionals, and**
  - 3. creation of development budget for the Consensus Parish Facilities Plan;**
- (B) within 6 months after (A),**
  - 1. develop a “Capital Campaign” process plan and methodology that includes using the parish building restricted funds plus three-year pledges to cover at least 80% of the aggregate budget for the Consensus Parish Facilities Plan (“Contributed Portion”);**
  - 2. obtain all necessary parish approvals for the Consensus Parish Facilities Plan;**
  - 3. obtain Archdiocese and other governmental approvals for the Consensus Parish Facilities Plan approved by the parish;**
- (C) within 6 months after (B),**
  - 1. identify and contract with architects, general contractors. and other service providers necessary to execute the Consensus Parish Facilities Plan;**
  - 2. execute the “Capital Campaign” to raise the Borrowed Portion; and**
- (D) within 36 months after (C) complete the Consensus Parish Facilities Plan, including completion of the Capital Campaign by raising at least the Contributed Portion.**

# Parish Facilities Ministry

<u>Actions Steps</u>	<u>Responsible Party</u>	<u>Deadline</u>	<u>Completion Test</u>
<b><u>Interim Goal 1: Research parish buildings and facilities options to determine optimum solution within 6 months</u></b>			
<b>1. Form Parish Facilities Ministry Team (PFMT).</b>	SPT and Goal Co-Captains	1 month after Start Date	PFMT members agree to serve
<b>2. Comprehensively research the alternative options and analyze optimal alternative(s) for a proposal for Goal items (A) (the “Consensus Parish Facilities Plan.”</b>	PFMT	5 months after step 1	Comprehensive research of optimal building and facilities options is completed
<b><u>Interim Goal 2: Obtain consensus consents and approvals from parishioners and Metropolis in support of the Consensus Facilities Plan within 6 months</u></b>			
<b>3. Finish development of Consensus Parish Facilities Plan and obtain all necessary parish and Archdiocese approvals as outlined in (B) to whatever final version of the Consensus Parish Facilities Plan is approved by the parish general assembly.</b>	PFMT	6 months after step 2	Obtain parishioner and Archdiocese approval of Consensus Parish Facilities Plan

# Parish Facilities Ministry

<u>Actions Steps</u>	<u>Responsible Party</u>	<u>Deadline</u>	<u>Completion Test</u>
<p><b>Interim Goal 3: Obtain all necessary professionals and capital campaign program and debt borrowings to implement Consensus Parish Facilities Plan and Capital Campaign within 6 months</b></p>			
<p><b>4. Implement steps (C) to achieve Consensus Parish Facilities Plan by: (i) identifying architects, general contractors, and other service providers; (ii) develop and begin executing a “Capital Campaign” to obtain at least the Contributed Portion of the Consensus Parish Facilities Plan; and (iii) obtain funding commitments for the “Borrowed Portion.”</b></p>	<p>PFMT</p>	<p>6 months after step 3</p>	<p>Finalize retention of necessary professionals, any borrowings and capital campaign and debt program to fully implement the Consensus Parish Facilities Plan</p>
<p><b>5. Develop tracking and reporting monthly performance benchmarks for all activities associated with Consensus Parish Facilities Plan and Capital Campaign (the “Parish Facilities &amp; Capital Campaign Targets”).</b></p>	<p>PFMT</p>	<p>Simultaneous with step 4</p>	<p>Report on monthly progress of Parish Facilities Building &amp; Capital Campaign Targets</p>

# Parish Facilities Ministry

<u>Actions Steps</u>	<u>Responsible Party</u>	<u>Deadline</u>	<u>Completion Test</u>
<b>Interim Goal 5: Implement the Facilities and all other programs to achieve the LPC&amp;F Targets within 24 months</b>			
<b>6. Successfully implement Consensus Parish Facilities Plan and Capital Campaign Ministry.</b>	PFMT	36 months after step 5	Consensus Parish Facilities Plan and Capital Campaign Ministry are completed
<b>7. Track and report on monthly performance benchmarks determined previously regarding Consensus Parish Facilities Plan, Parish Facilities &amp; Capital Campaign Targets, and Consensus Parish Facilities Ministry.</b>	PFMT	Simultaneous with step 6	Monthly performance benchmark reports are released
<b>8. Identify and fill any gaps in Parish Facilities &amp; Capital Campaign Targets until Consensus Parish Facilities Plan is fully completed and achieved.</b>	PFMT	Simultaneous with step 6	Consensus Parish Facilities Ministry and Capital Campaign are successfully achieved

# Parish Facilities Ministry

<u>Lead Measure Action</u>	<u>Deadline Date</u>	<u>% Complete and Date</u>
1. Form Parish Facilities Religious Ministry Team		
2. Research Consensus Parish Facilities Plan options		
3. Develop Consensus Parish Facilities Plan and obtain all necessary parish and Metropolis approvals		
4. Identifying professionals, and obtain approval for use of Endowment, develop and begin executing a Capital Campaign and obtain funding commitments for the Borrowed Portion		
5. Develop tracking and reporting monthly performance benchmarks for all activities associated with Consensus Parish Facilities Plan and Capital Campaign (the "Parish Facilities & Capital Campaign Targets		
6. Successfully implement Consensus Parish Facilities Plan and Capital Campaign Ministry		
7. Track and report on Consensus Parish Facilities Ministry monthly performance benchmarks, Capital Campaign Targets.		
8. Identify and fill any gaps in Parish Facilities & Capital Campaign Targets until Consensus Parish Facilities Plan is fully completed and achieved.		

# **Stewardship & Engagement S.M.A.R.T. Goal**

**We will research, develop, and implement a best practices and effective adult and youth Stewardship & Engagement Ministry (the “Stewardship & Engagement Ministry”) with a comprehensive communications plan that will achieve the following “Stewardship & Engagement Targets” within 36 months:**

- (a) Transition the adult and youth parishioners to becoming percentage givers on their way to becoming tithers and filling out stewardship cards;**
- (b) The median annual stewardship contribution from adult parishioners increases by at least 50% within 2 years;**
- (c) Net increase of at least 15% adult stewards each year;**
- (d) Implement a youth stewardship and engagement program that includes 100% of our youth within 2 years;**
- (e) Increase the adult and youth ministry engagement so that at least 50% of parishioners within two years are actively engaged in ministry through implementing pathways for parishioners to use their time and talents on our way to becoming a full participation parish;**
- (f) Consistently cover at least 100% of parish operating expenses solely through financial stewardship contributions plus at least an additional 10% of operating expenses to be given to parish-chosen external charities without negatively impacting any capital campaign; and**
- (g) Implement a planned giving campaign in which at least 10% of parishioners participate within two years.**

# Stewardship & Engagement Action Plan

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

# Stewardship & Engagement Action Plan

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

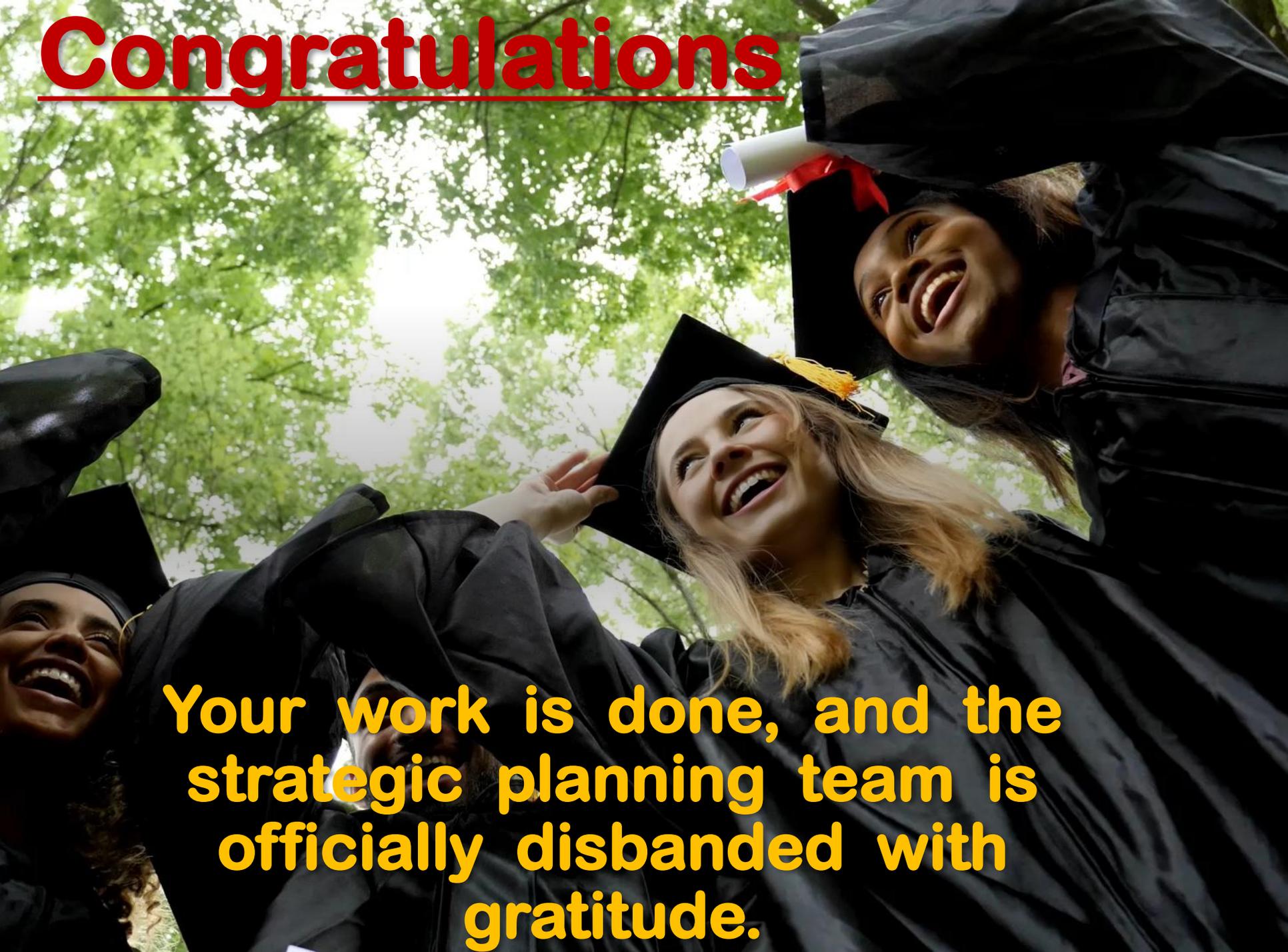
# Stewardship & Engagement Action Plan

<u>Actions Steps</u>	<u>Responsible Party</u>	<u>Deadline</u>	<u>Completion Test</u>
<b><u>Interim Goal 4: Implement the Stewardship, Engagement &amp; Tithing Ministry to achieve the Stewardship &amp; Engagement Targets within 24 months</u></b>			
<b>9. Fully implement the SMEPG Ministry to achieve the Stewardship &amp; Engagement Targets.</b>	Ambassadors	24 months after step 8	SMEPG Ministry is fully launched
<b>10. Track and report on monthly performance benchmarks determined in step 6 and continue Ambassadors follow-up with parishioners until Stewardship &amp; Engagement Targets are achieved</b>	Ambassadors	Contemporaneous with step 9	Established monthly Stewardship & Engagement Targets are achieved
<b><u>Interim Goal 5: Compile and assess the results of the Stewardship, Engagement &amp; Tithing Ministry and make necessary improvements within 2 months</u></b>			
<b>11. Obtain and compile qualitative and quantitative data from SMEPG Ministry and determine effectiveness and success (based on criteria established in step 2, and identify areas for improvement.</b>	Ambassadors and S&EMT	1 month after step 10	SMEPG Ministry assessments are completed
<b>12. Finalize and deliver SMEPG Ministry assessment analysis report and make all refinements necessary to make the SMEPG Ministry more effective.</b>	Ambassadors and S&EMT	1 month after step 11	Analysis is completed, and SMEPG Ministry is refined accordingly

# Stewardship & Engagement Action Plan

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

# Congratulations

A low-angle, upward-looking photograph of several graduates in black academic regalia. They are smiling and laughing joyfully. One graduate in the center is holding up her cap. The background is filled with lush green trees under a bright sky.

**Your work is done, and the strategic planning team is officially disbanded with gratitude.**



**Transition from Strategic  
Planning to Implementation**

# **St Raphael Orthodox Church**

## **Final WHY Statement**

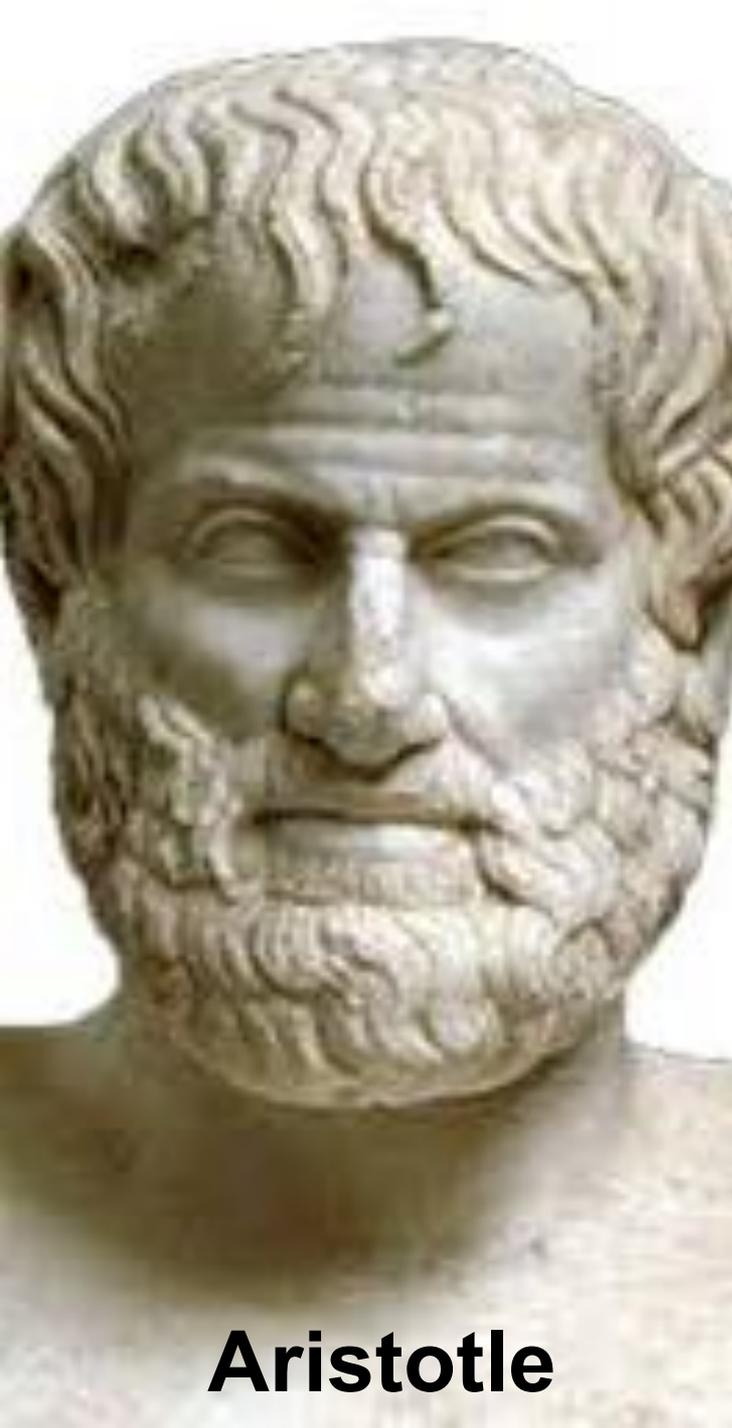
**To participate in the healing,  
transforming, and unifying  
light of Christ for the  
salvation of the world.**



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**

# Next Steps For Success

LEADERSHIP



## Implementation Management

- ~ All 3 Strategic Goals will have:
  - A. Its own Implementation Team
  - B. 2 Goal Co-Captains to manage and lead the team's execution of the Action Plan steps
  
- ~ 2 Head Coaches will coordinate with the 6 Goal Co-Captains
  
- ~ Fr. Symeon and the two Head Coaches will form the Implementation Headquarters (“IHQ”) and ultimately be responsible for the entire implementation process

# Next Steps

**Find A Strategic Plan Template  
in the book: “A Roadmap for  
American Churches and People  
of Faith: W.W.J.D. (What Would  
Jesus Do?)”**

**Chapter 7: Strategic  
Planning – Exhibit “A” (pages  
169-184)**

**P.S. Find Stewardship & Engagement and  
Spiritual Formation and Religious Education  
best practices in:**

**Chapters 9-11: Stewardship & Engagement  
Best Practices**

**Chapters 12 & 14: Spiritual Formation,  
Religious Education Best Practices, and  
Seminary Strategic Foresight**



<https://stewardshipcalling.com/a-roadmap-for-american-churches-and-people-of-faith-w-w-j-d-what-would-jesus-do/>

# Next Steps For Success

## Community Roll-Out Celebration

- ~ Date TBD where entire community celebrates and gets a copy of new Strategic Plan and hears details from IHQ and Co-Captains and are recruited to join Implementation Teams

## Parish Council and Ministry Leaders

- ~ Review SWOT Weaknesses that did not rise to the level of a Strategic Goal (“Low Hanging Fruit Issues”)
- ~ Address Low Hanging Fruit Issues immediately during the “Strategic Plan Quiet Period” (approx. 9 mo. during S.M.A.R.T. Goals research/new program development and rollout)
- ~ Publicly celebrate addressing Low Hanging Fruit as Strategic Planning success



**LEADERS WHO DON'T  
LISTEN WILL EVENTUALLY  
BE SURROUNDED BY  
PEOPLE WHO HAVE  
NOTHING TO SAY**

**ANDY STANLEY**

**SMARTLEADERSHIP**

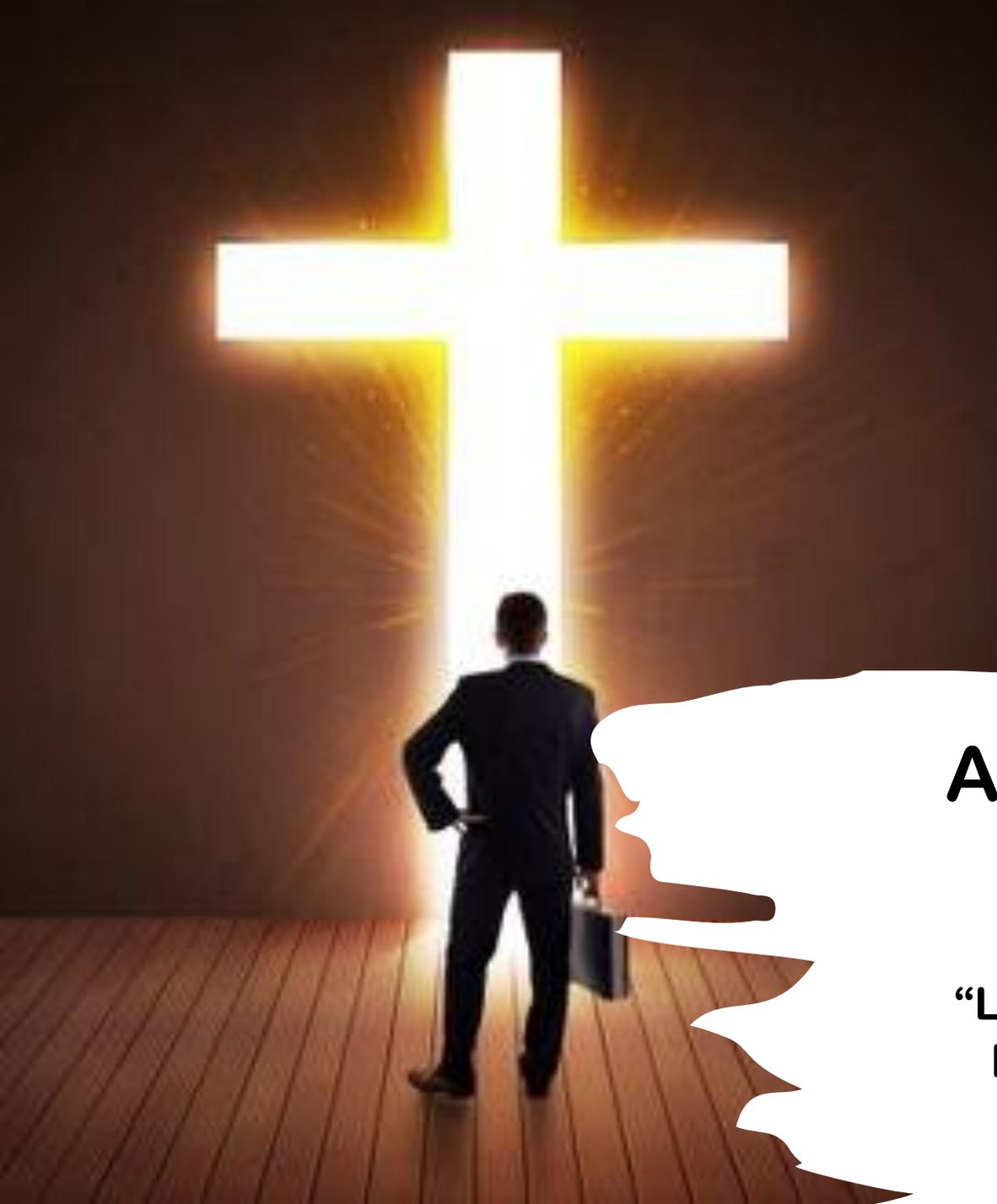


# Next Steps For Success



## Communications

- ~ Constant and regular reporting on the Strategic Planning process in all parish media outlets and forms, including in church announcements, bulletins, homilies, General Assemblies, etc.
- ~ Parish website adds a strategic planning page where everything is posted (including all Scoreboard updates)
- ~ Reporting on Low Hanging Fruit Issues progress and other activities is essential during Strategic Planning “Quiet Period”



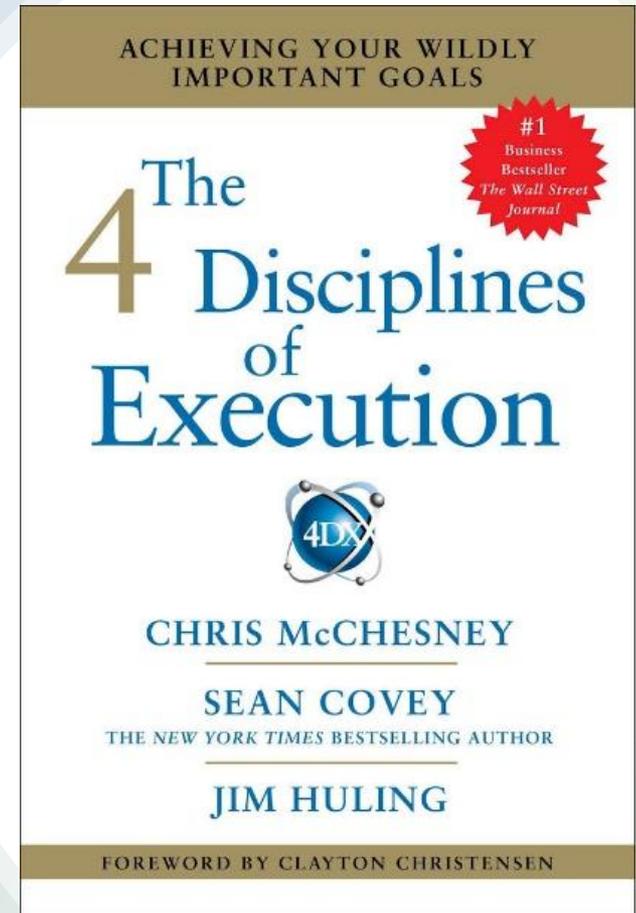
## **A Leader Leads By Example**

**“Leadership is not about  
personality. It’s about  
behavior”**

# SMART Gap Accountability Plan

(A Cadence of Accountability)

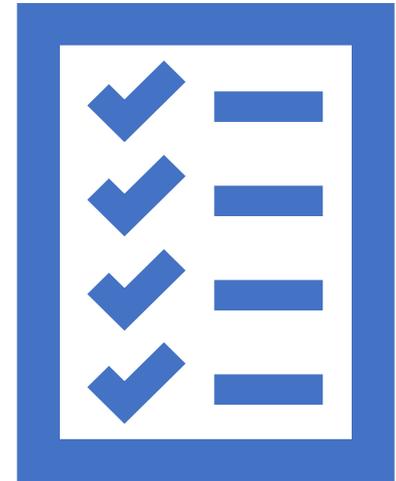
- ~ Regular and frequent team meetings that solely focus on the Strategic Goals
- ~ Team members hold each other accountable for their commitments



# SMART Gap Accountability Plan

(A Cadence of Accountability)

- ~ Implementation Team weekly check-ins on Goal Scoreboard progress
- ~ IHQ regular accountability check-ins with Co-Captains



# SMART Gap Accountability Plan

(A Cadence of Accountability)

## 1. Implementation Goal Team check-ins

- Short (10-15 minutes  
WEEKLY update call
- Each member reports:
  - What they said they'd do
  - What they did
  - What they will do this week
  - Any help they need
- Goal Scoreboard is updated and posted for everyone to see



# SMART Gap

## Accountability Plan

(A Cadence of Accountability)

### 2. Head Coach regular accountability check-ins

- a) Bi-weekly calls among Head Coach and Goal Co-Captains to review progress and update Goal Scoreboard
- b) Co-Captains identify successes, failures, and action plan next steps
- c) Head Coaches identify issues that need to be addressed

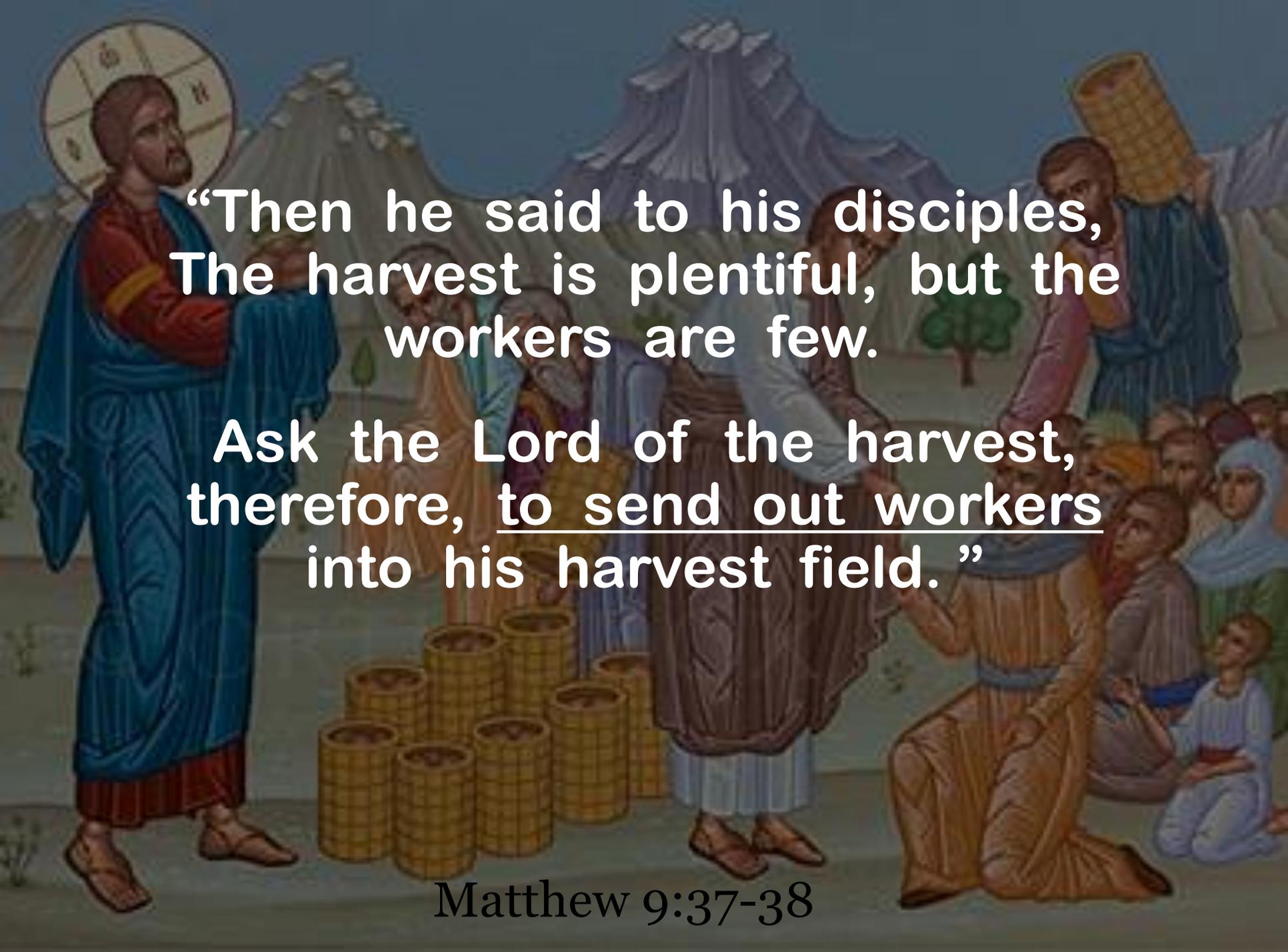


# Top 5 Implementation Challenges

1. Lack of discipline and momentum
2. Resistance to change
3. Insider “nattering nabobs of negativism” & naysayers (“not my idea” (not invented here syndrome), “we always did it differently”)
4. Absence of visible activity and immediate results
5. Loss of focus on your **WHY**



To participate in the healing, transforming, and unifying light of Christ for the salvation of the world.



“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

# We Need To Build High Performing Implementation Teams



# Next Steps For Success



...to complete the Implementation Volunteer Form and tell us on which Implementation Task Force you will work

Tell us if you're willing to be considered as a possible Goal Co-Captain to manage the implementation of a Goal using the Action Plan.

# Next Steps For Success

Rat out (recruit) your talented friends  
to work on these Strategic Goals



# Next Steps For Success

- ~ Integrate existing related ministries into Strategic Goal Teams and research/develop new best practices
- ~ Continuously recruit new parishioners/converts to implementation teams over the next three years

# Next Steps For Success



Fill out your Implementation Team Volunteer Form you received in my email or downloadable at:  
<https://stewardshipcalling.com/st-raphael-iowa-city/> and turn it in to Alli or the church office ASAP.

## St Raphael Orthodox Church

### STRATEGIC PLAN IMPLEMENTATION VOLUNTEER FORM

(Please Type Or Print Legibly)

1. Full Name: \_\_\_\_\_
2. Full Mailing Address: \_\_\_\_\_
3. Email: \_\_\_\_\_
4. Phone number: \_\_\_\_\_
5. I agree to give my time and talents to work on the following Strategic Goal:  
 **Goal 1 – Stewardship, Generosity & Engagement Ministry**  
 **Goal 2 – Church Culture & Welcoming Ministry**  
 **Goal 3 – Facilities Ministry**
6. I am willing to volunteer to be considered to co-lead the implementation of a Goal (identify the **specific** Goal number):  
  
I am willing to be considered to serve as Co-Captain for: **Goal Number** \_\_\_\_\_
7. Any other people you think would serve on a Goal Team, or as a Goal Co-Captain (please specify the **specific** Goal full number and provide their name and any contact information you have):  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_
8. Any other comments / suggestions: \_\_\_\_\_  
\_\_\_\_\_

# Next Steps For Success

A man with a beard and glasses is pointing directly at the camera. He is wearing a dark shirt. The background behind him is a white poster with the words 'WE WANT YOU' in blue and red capital letters. The poster is partially obscured by the man's head and shoulders.

**WE WANT YOU**

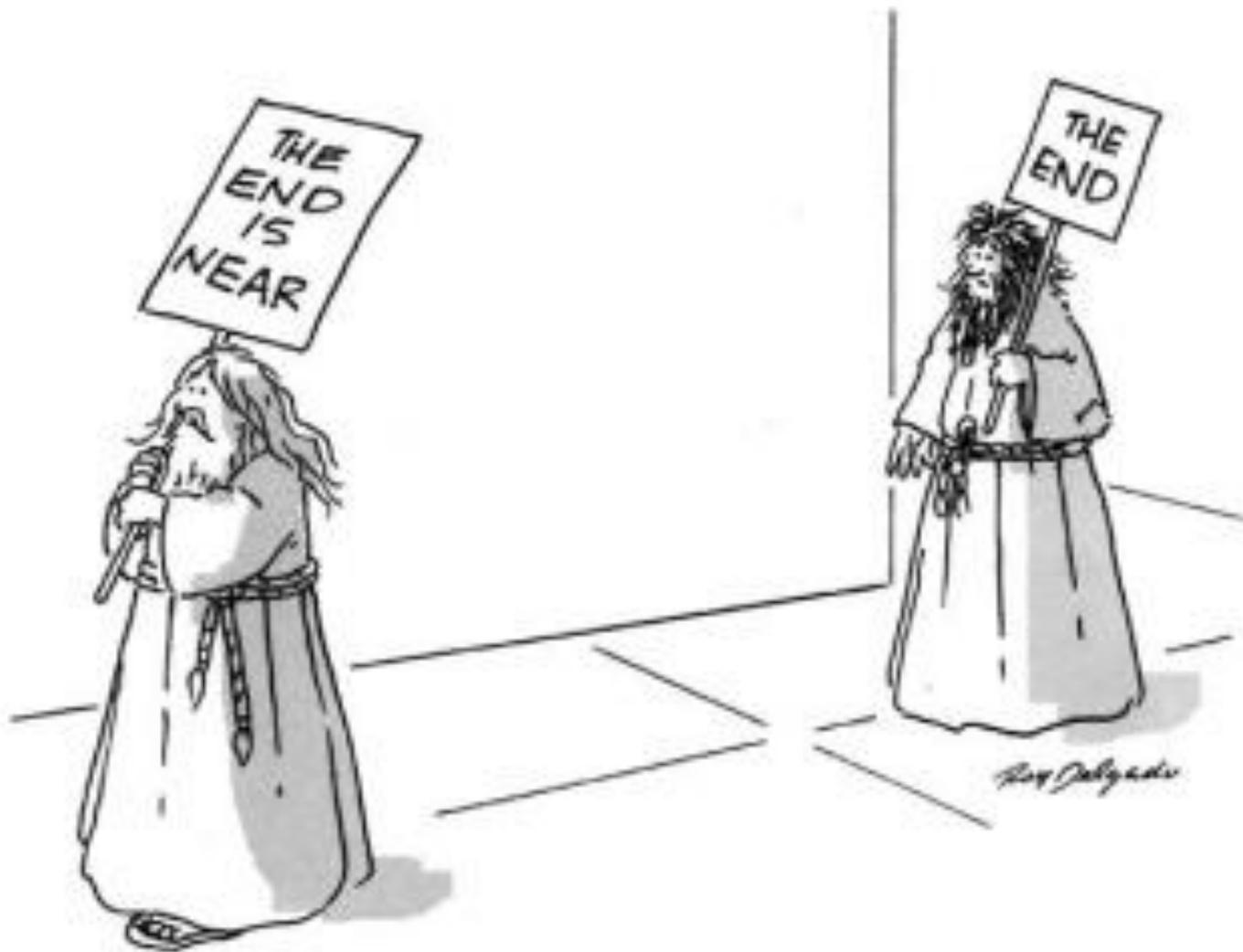
## What can you do?

1. Promote Strategic Planning Roll Event (date TBD)
2. Get your friends to sign up to work on an Implementation Team by completing the Implementation Volunteer Form at: <https://stewardshipcalling.com/st-raphael-iowa-city/> and submit it to the church office or Alli
3. Be positive and talk it up with everyone and recruit others to attend the roll-out event and work on the implementation



**QUESTIONS  
ANSWERED  
HERE  
EVEN THE  
SILLY ONES**

**Any Questions?**





**Stewardship**  
**Calling.com**

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

**Strategic  
Planning**

WHY? STEWARDSHIP STRATEGIC PLANNING BIBLE RADIO & PODCASTS KEYNOTES & LEADERSHIP RESOURCES

PERSONAL

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

ST. SOPHIA JEFFERSON, PA STRATEGIC PLAN

WARREN, OH – ST DEMETRIOS STRATEGIC PLAN

SAINTS RAPHAEL, NICHOLAS & IRENE – CUMMING, GA

ST. RAPHAEL – IOWA CITY

CHRIST THE SAVIOUR – HARRISBURG, PA

St. Raphael – Iowa City

Below is the Power...

...offered to the entire community December 17, 2023

...aknesses, Opportunities & Threats (SWOT) of the St

**Scroll down  
to St.  
Raphael –  
Iowa City**

**<https://stewardshipcalling.com/st-raphael-iowa-city/>**

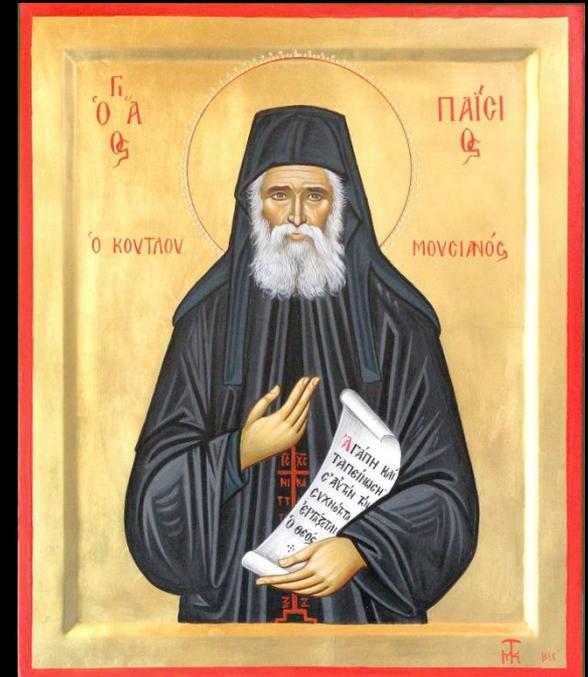
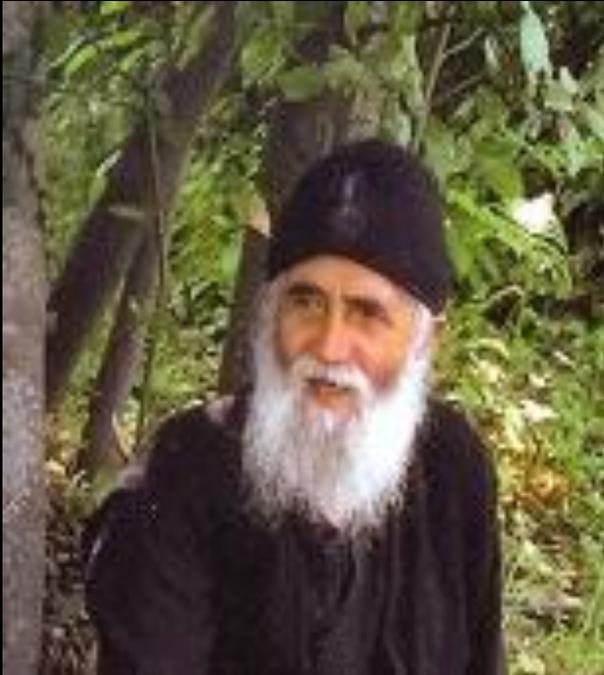
# Special Thanks

**1. Fr. Symeon, Alli and Becky**

**2. All of you...**

IN ALL THINGS  
*give*  
THANKS  


# Tough Love

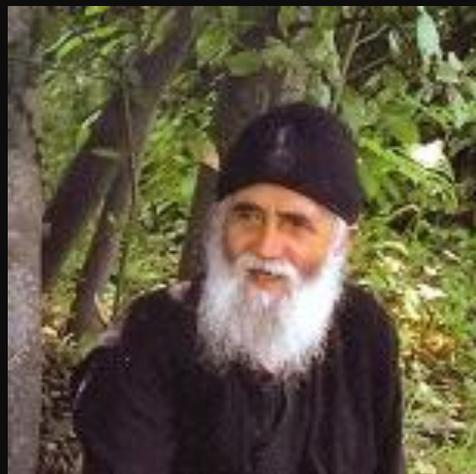


**St. Paisios the Athonite**

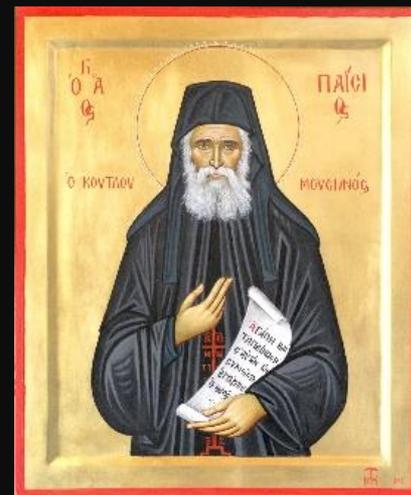
The spirit of luke-  
warmness reigns.

We've been spoiled  
for good.

How does God still  
tolerate us?



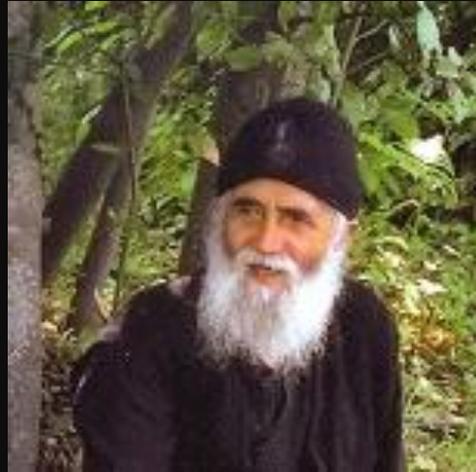
St. Paisios the Athonite



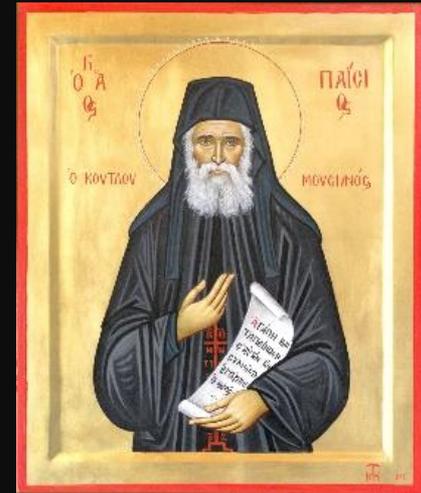
Today's generation  
is the generation  
of indifference.

There are no  
Palikaria (warriors)!

The majority are  
fit for parades and  
feasts only.

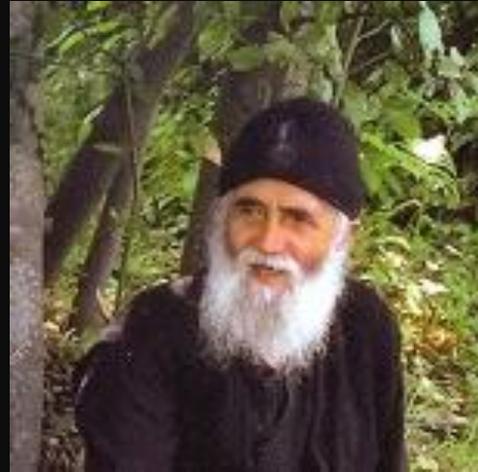


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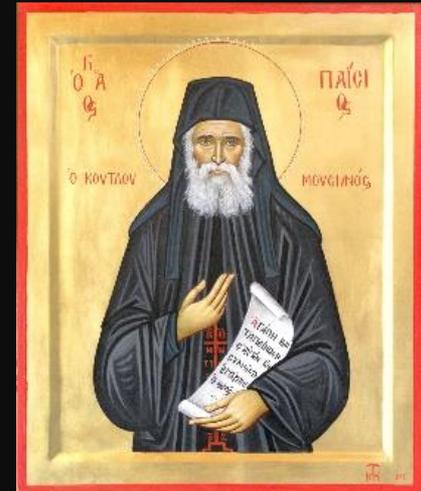


Even people who've  
got something  
inside have begun  
to grow cool  
saying,

Can I really do  
anything to change  
the situation ?

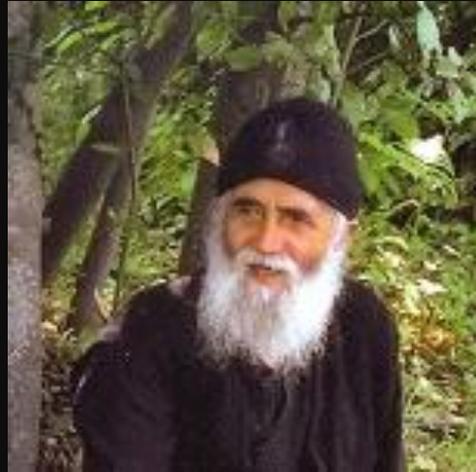


St. Paisios the Athonite

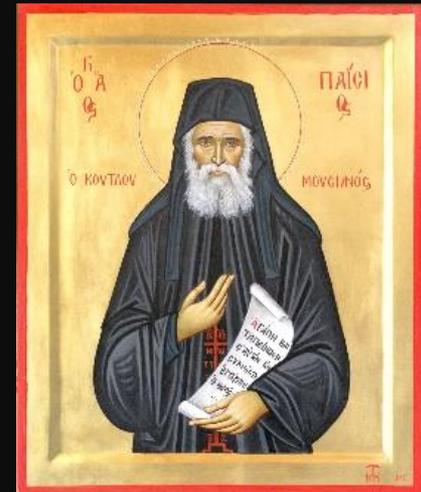


We have to  
**witness** our Faith  
with **boldness**,

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



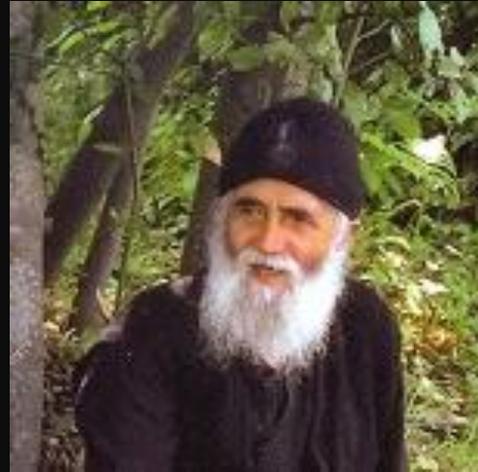
St. Paisios the Athonite



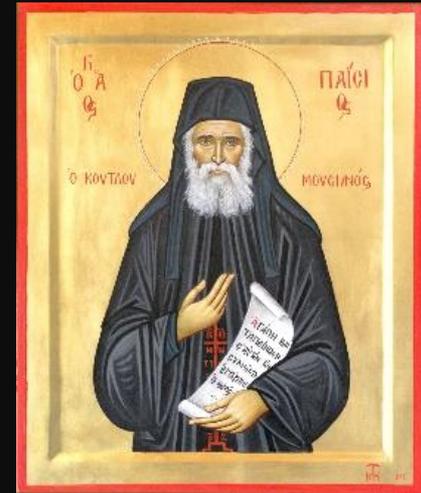
In these difficult days, **each must do** what is in their own power.

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

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



St. Paisios the Athonite



**“You must be the change  
you wish to see in the  
world.”**



**Mahatma Gandhi**

**“God doesn’t call  
the qualified;  
God  
qualifies  
the  
called.”**

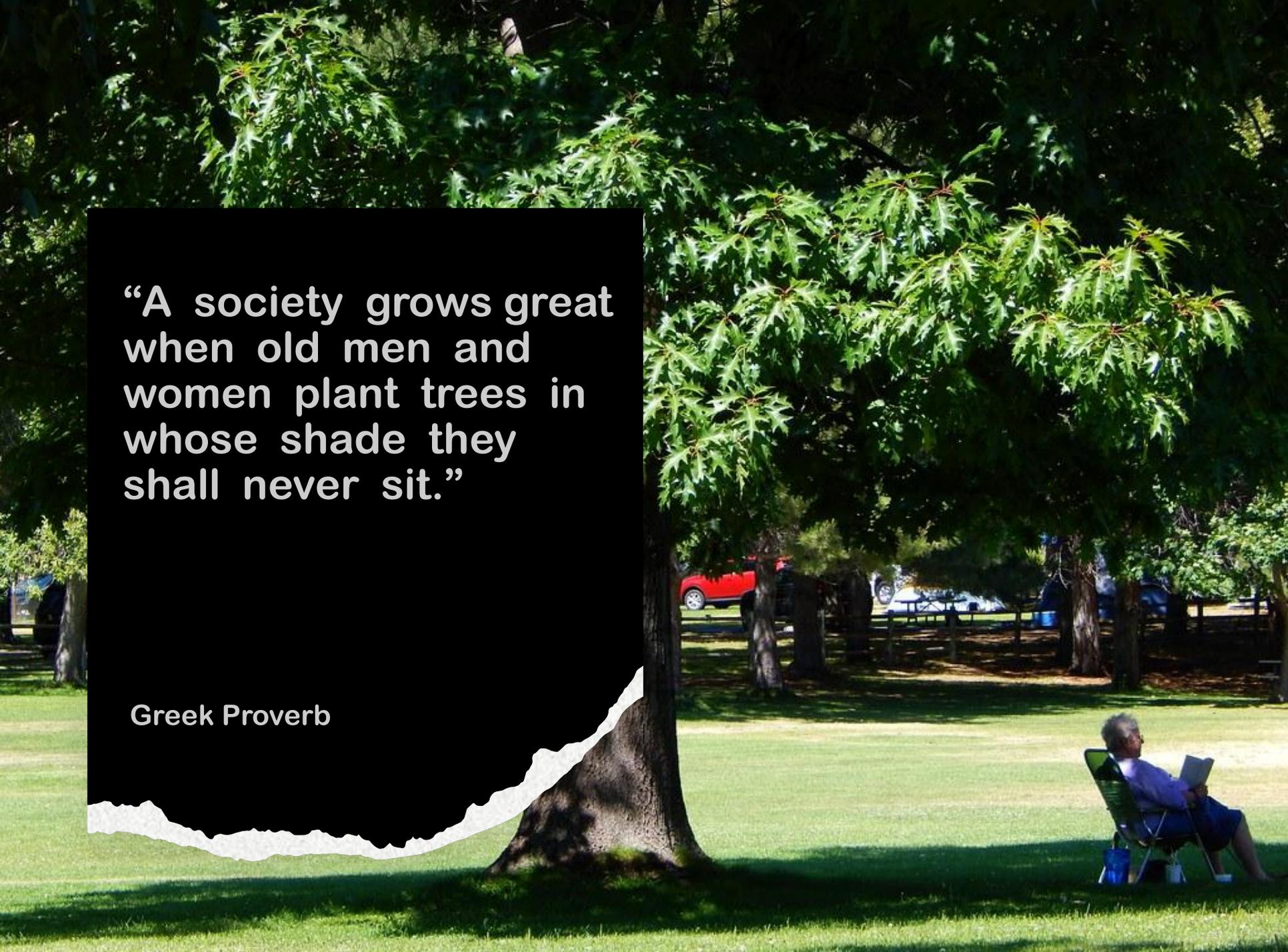




**“The most basic task of the Church leader is to**

- 1. discern the spiritual gifts of all those under his authority, and**
- 2. to encourage those gifts to be used**
- 3. to the full**
- 4. for the benefit of all.”**

**“Only a person who can discern the gifts of others and can humbly rejoice at the flowering of those gifts is fit to lead the Church.”**

A large, leafy tree dominates the left and center of the frame. Its branches are full of vibrant green leaves. In the background, a red car and other vehicles are parked in a lot. In the foreground, a person is sitting in a green folding chair, reading a book in the shade of the tree. The ground is a well-maintained green lawn.

“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.”**

# Persistence

**“It is not the critic who counts; not the person who points out how the strong person stumbled or where the doer of deeds could have done them better.**

**The credit belongs to the person who is actually in the arena,**

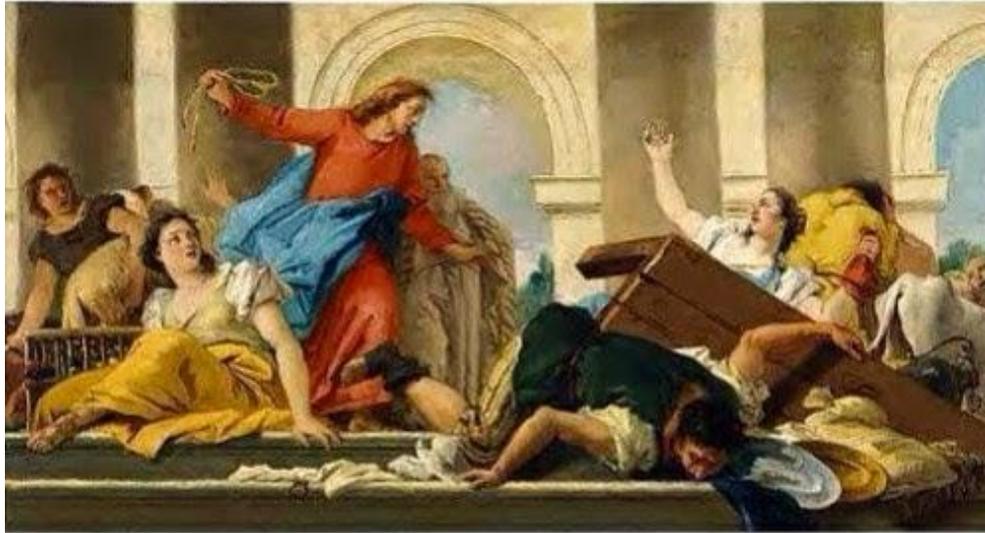
**whose face is marred by dust and sweat and blood;  
who strives valiantly;  
who errs and comes short again and again;  
who knows great enthusiasms, the great devotions;  
who spends themselves in a worthy cause;  
who at the best, knows in the end the triumph of high achievement, and**

**who, at the worst, if they fail, at least fail while daring greatly so that their place shall never be with those timid souls who neither know victory nor defeat.”**



**President Theodore Roosevelt**

**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**

# 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.”

2 Corinthians 5:10  
Divine Liturgy



## St. Paisios the Athonite and WHY

“After our death, when we come face to face with Christ, we will understand the why and how of our lives, and will be told everything we went through in this world.

Then with all the power of our existence we will say to Him, ‘Thank you my God, for allowing these for me!’ ”



Leaders of a church will either be risk takers, or church caretakers who will eventually become its undertaker.

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



Ted Turner



Thomas Paine



General George S. Patton



Lee A. Iacocca

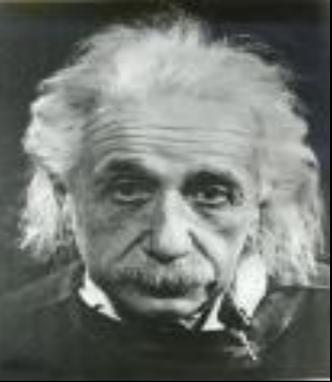


Bill Marianne

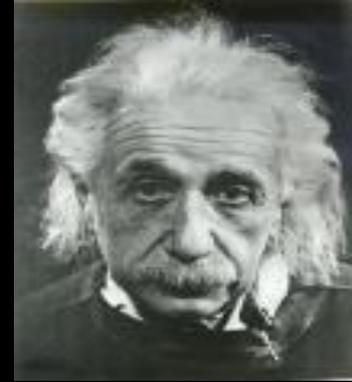


*Be the change!*





# Albert's Insight



- ❖ What was Albert Einstein's greatest contribution?
- ❖  ~~$E=mc^2$~~

“NOTHING HAPPENS UNTIL  
SOMETHING MOVES”

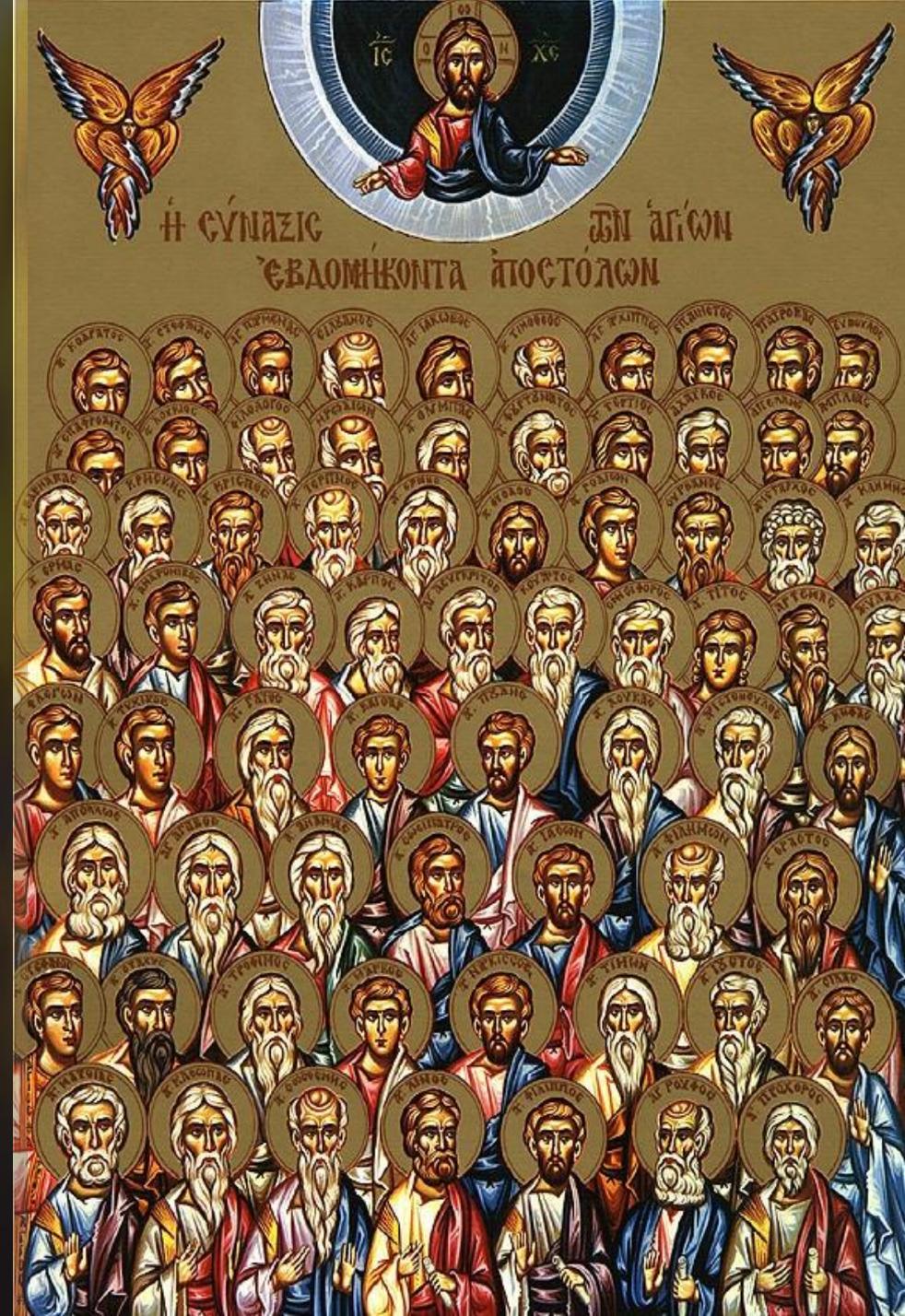


# The Marianes Corollary

**“NOTHING HAPPENS  
UNTIL SOMEBODY  
MOVES”**

You have  
now been  
called as  
one of the  
70 Disciples

Luke 10:1



# St Raphael Orthodox Church

## Strategic Planning Retreat 2

Bill Marianes



STEWARDSHIP  
CALLING