

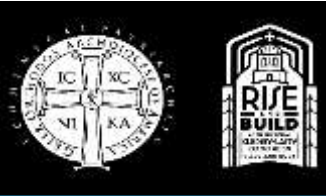


# PARISH VISION & STRATEGIC PLANNING

*Building Flourishing Orthodox Parishes  
Through Intentional Leadership*

**Dr. Bill Marianes**  
Stewardship Calling &  
Church Roadmap





1. Start with WHY

2. Need right People, Process, Plan and Performance

3. Three Teams are essential for success

4. Implementation (“Performance”) is the biggest challenge

5. Change resistance and lethargy are the biggest headwinds

**Dr. Bill Marianes**

**Stewardship Calling & Church Roadmap**



# Download this Presentation



<https://stewardshipcalling.com/2026-go-a-clergy-laity-congress/>



Have you ever gone to the airport and asked to buy a ticket to “somewhere?”

**“The domain of  
the Leader is  
the**



**The work of the  
leader is  
change.”**



Dr. James Kouzes

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





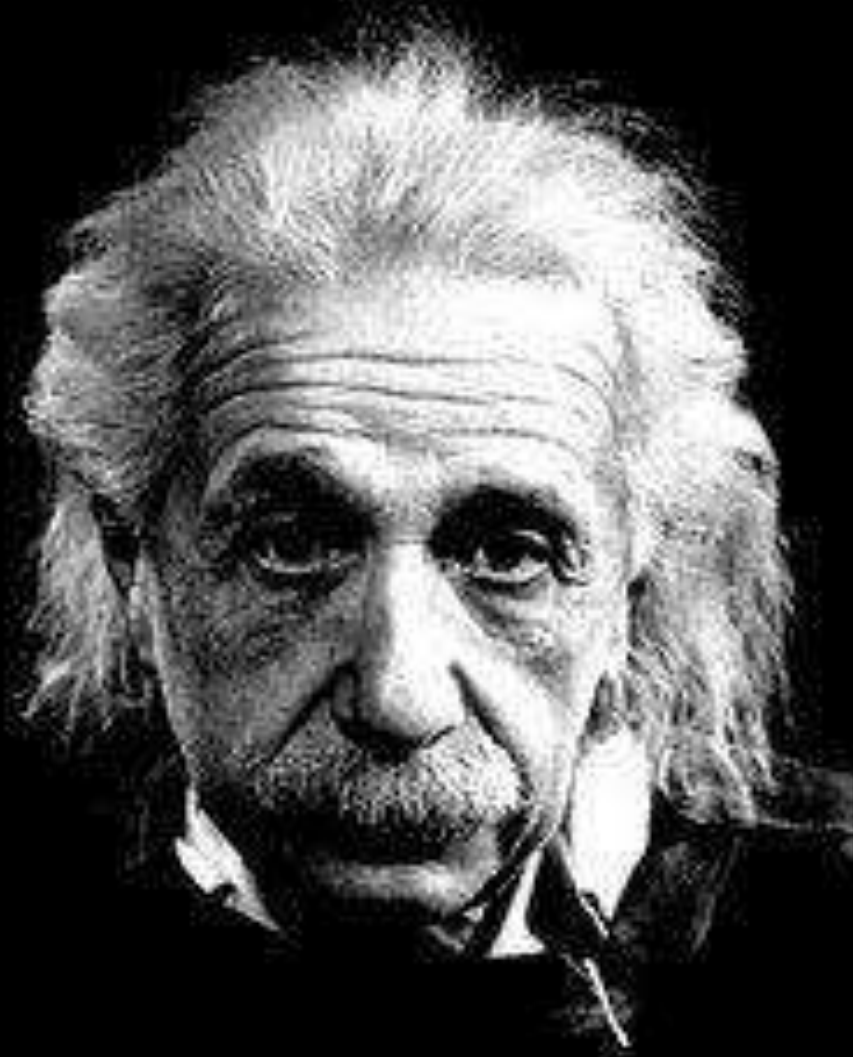
*...for a  
good account  
before the  
awesome  
judgment seat  
of Christ.”*

II 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?**

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



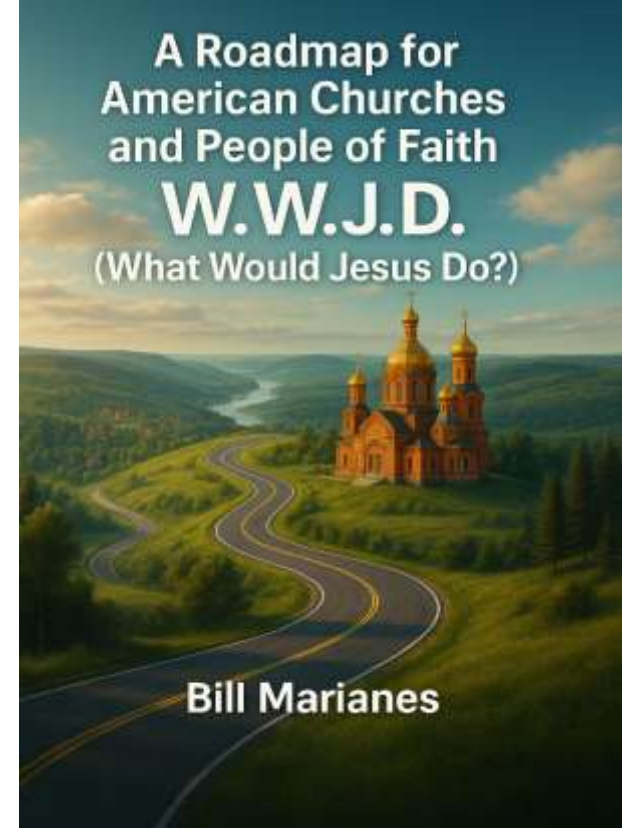
# A Roadmap for American Churches and People of Faith: W.W.J.D. (What Would Jesus Do?)

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For more information, download for free:

## Vision And Strategic Positioning & Planning

Chapter 7 (pages 144-236)



<https://churchroadmap.com/>





# Church Roadmap Podcast

## Episode 17 (4-29-26) Strategic Planning Introduction Part 1



Part 2 Episode 30 (7-29-26); Part 3 Episode 39 (9-30-26); Part 4 Episode 52 (12-30-26)

## Watch or Listen:

- YouTube: <https://www.youtube.com/@stewardshipcallingministry/live>
- Facebook: <https://www.facebook.com/stewardshipcalling/videos>
- Recorded versions available at: [www.churchroadmap.com](http://www.churchroadmap.com)

# Vision & Strategic Planning is Biblical



Where there is  
no vision, the  
people perish.

Proverbs 29:18

# Holy Scripture

“By his faithfulness he proved to be a true prophet, and by his words, he was known to be faithful in **vision**” (The Wisdom of Sirach 46:15)

“Write the **vision** and make it plain on tablets, that he may run who reads it. For the vision is yet for an appointed time...” (Habakkuk 2:2–3)

“ ‘For I know the **plans** I have for you,’ declares the Lord, ‘plans to prosper and not to harm you, plans to give you hope and a **future.**’ ”  
(Jeremiah 29:11)

“Suppose one of you wants to **build** a tower. Won’t you **first sit down and estimate** the cost to see if you have enough money to complete it?” (Luke 14:28)

“Now faith is the substance of things hoped for, the **evidence** of things not seen.” (Hebrews 11:1) “Things hoped for and not seen - **a vision of the future have encouraged the people of God throughout history.**” (The Orthodox Study Bible )

“**Why** are you doing these things?” (Acts 14:15)

“**Go therefore and make disciples of all the nations...**” (Matthew 28:19)

STRATEGIC  
PLANNING



## A process to:

1. manage the “busyness” of our Church without turning our Church into a “business”
2. define our strategy to allocate our resources to achieve our vision

## STRATEGIC PLANNING



**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?**

# The 4 Ps of

STRATEGIC  
PLANNING



1. **People** - The right people leading, developing and implementing the process, with input from everyone along the way
2. **Process** - A comprehensive, inclusive and methodical process and schedule
3. **Plan** - A 10-element comprehensive strategic plan with a detailed implementation action plan and timeline
4. **Performance** - A well-managed and persistent implementation with full accountability

# 10 Strategic Planning Deliverables

STRATEGIC  
PLANNING



1. SWOT / EPA / FSA
2. Statement of Why
3. Core Values
4. Mission Statement
5. S.M.A.R.T. Goals
6. Vision Statement
7. Interim Goals & Interim Actions
8. Success Timeline
9. S.M.A.R.T. Goal Accountability Process
10. Strategic Plan

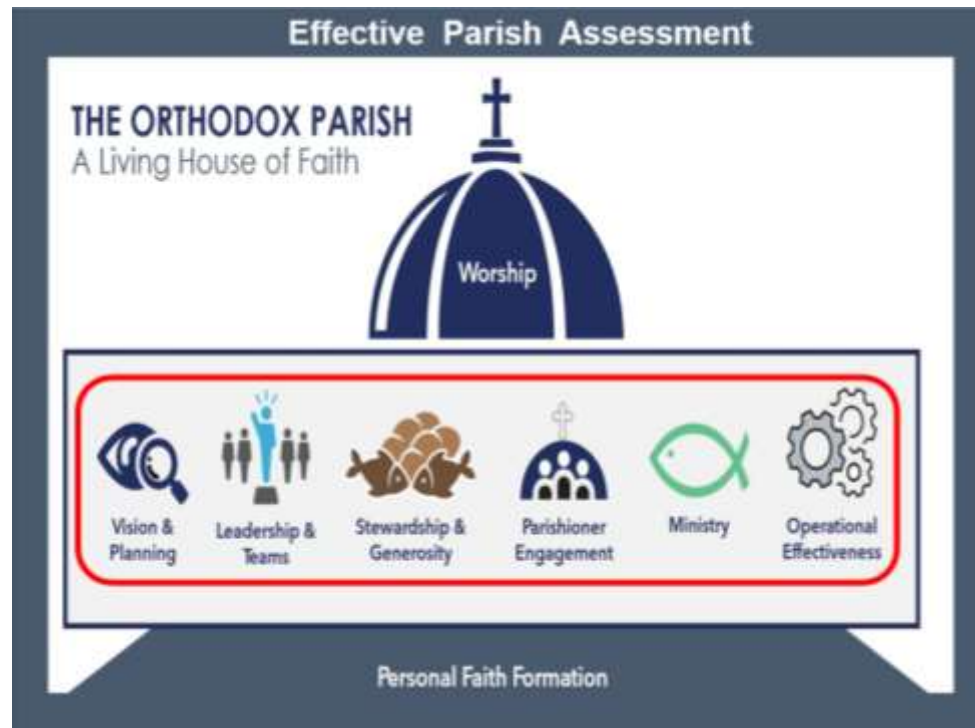
**Sample  
Parish  
WHY  
Statement**

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

**Sample  
Parish  
Core  
Values**

**Intentionally Orthodox  
Community  
Agape Love  
Christ-focused**

# 3 “Where Are We Now?” Empirical Discovery Options



## Financial Stewardship Analysis for Churches (“FSA”)

# The Great Commission Mission Statement

---

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



Matthew 28:18-20

**Sample  
Parish  
Mission  
Statement**

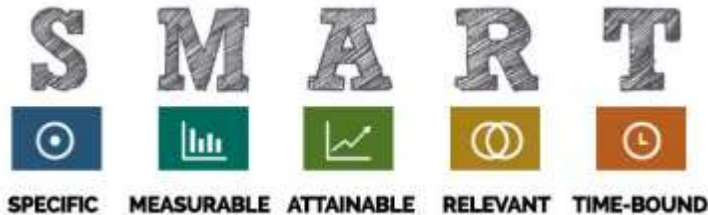
**We are a welcoming  
family developing  
intentional Orthodox  
Christians through  
worship, education,  
outreach, and service.**

# **Sample Parish Vision Statement**

## **We will:**

- 1. Be a tithing percentage giving parish covering all operating expense from stewardship within 34 month;**
- 2. Actively engage at least 75% of youth and adult parishioners in a small group ministry within 36 month;**
- 3. Complete a Capital Campaign to fully fund the new church within 54 months.**

# SMART Goals



The “S.M.A.R.T.” goal process helps ensure our Strategic Plan can be achieved

**Specific**: Is it clear, specific and understandable?

**Measurable**: Can we measure our success?

**Attainable**: Can we achieve the goal within a reasonable time?

**Relevant**: Does the goal address our issues/needs?

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

# The Power of FOCUS<sup>1</sup>

- ~ Human beings are genetically hardwired to do a very small number of things at a time with excellence<sup>1</sup>
- ~ Focus on the most critical things produces larger scale positive impacts

---

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



**Sample Parish Strategic  
S.M.A.R.T. Goal and  
Implementation Action  
Plan**

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

**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 34 months:**

- (a) Transition all adult and youth parishioners to intentionally give a percentage of their income on their way to becoming at least tithers (10%);**
- (b) Increase the adult and youth ministry engagement so that at least 90% of parishioners use their time and talents in ministry so that we can become a full participation parish;**
- (c) Cover solely through financial stewardship all parish operating expenses plus at least an additional 10% of operating expenses to be given to parish-chosen external charities without negatively impacting the capital campaign; and**
- (d) Implement a planned giving campaign in which at least 25% of parishioners participate.**

# 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 3 months</b>			
<b>1. Form Stewardship &amp; Engagement Program Team (S&amp;EPT).</b>	SPT and S&EPT Goal Co-Captains	1 month after Start Date	S&EPT members agree to serve
<b>2. Determine adult and youth stewardship, tithing, ministry engagement, and planned giving key definitions and effectiveness metrics.</b>	S&EPT	1 month after step 1	Definitions and metrics determined
<b>3. Analyze the adult and youth parish baseline 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&EPT	1 month after step 2	Parish baselines and parish impediments determination are finalized
<b>4. Identify at least 3 engagement, 3 percentage giving/tithing, and 3 planned giving programs to consider from both inside and outside the Orthodox ecosystem.</b>	S&EPT	Simultaneous with steps 2 & 3	At least 3 stewardship & engagement, 3 percentage giving/ tithing, and 3 planned giving programs are examined

# 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 &amp; Engagement Program within 3 months</b>			
<b>5. Evaluate researched adult and youth stewardship, tithing, ministry engagement, and planned giving for effectiveness against key performance metrics and parish baselines based on criteria of effectiveness determined in step 2.</b>	S&EPT	1 months 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 for utilization at the parish the Stewardship, Tithing, Ministry Engagement and Planned Giving Program (collectively the “Stewardship &amp; Engagement Program”) and establish monthly performance benchmarks and comprehensive communications strategy and plan.</b>	S&EPT	2 months after step 5	Stewardship & Engagement Program is finalized, and monthly performance benchmarks are determined
<b>Interim Goal 3: Recruit and train Ambassadors within 2 months</b>			
<b>7. Identify and recruit personal visitation ambassadors/small group leaders (“Ambassadors”) who can implement the Stewardship &amp; Engagement Program.</b>	S&EPT	1 month after step 6	Ambassadors are recruited
<b>8. Train Ambassadors to implement the Stewardship &amp; Engagement Program.</b>	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>
<b><u>Interim Goal 4: Implement the Stewardship &amp; Engagement Program to achieve the Stewardship &amp; Engagement Targets within 24 months</u></b>			
<b>9. Implement Stewardship &amp; Engagement Program to achieve the Stewardship &amp; Engagement Targets.</b>	Ambassadors	24 months after step 8	Stewardship & Engagement Program 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

# Stewardship & Engagement Action Plan

<u>Actions Steps</u>	<u>Responsible Party</u>	<u>Deadline</u>	<u>Completion Test</u>
<b><u>Interim Goal 5: Compile and assess the results of the Stewardship Program and make necessary improvements within 2 months</u></b>			
<b>11. Obtain and compile qualitative and quantitative data from Stewardship &amp; Engagement Program and determine effectiveness and success (based on criteria established in step 2) and identify areas for improvement.</b>	Ambassadors and S&EPT	1 month after step 10	Stewardship & Engagement Program assessments are completed
<b>12. Finalize and deliver Stewardship &amp; Engagement Program assessment analysis report, and make all refinements necessary to make the Stewardship &amp; Engagement Program more effective based on information identified in step 11.</b>	Ambassadors and S&EPT	1 month after step 11	Analysis is completed, and Stewardship & Engagement Program 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 Giving Program Team		
2. Develop definitions and effectiveness metrics		
3. Analyze parish baselines and engagement success impediments		
4. Research Stewardship &.Engagement Program		
5. Evaluate Stewardship & Engagement Program		
6. Finalize Stewardship & Engagement Program		
7. Identify and recruit Stewardship Ambassadors		
8. Train Stewardship Ambassadors		
9. Implement Stewardship & Engagement Program and manage to interim monthly targets		
10. Track performance Data from Stewardship & Engagement Program Implementation		
11. Obtain qualitative and quantitative assessment data from Stewardship & Engagement Program		
12. Improve Stewardship & Engagement Program based lessons learned in step 11		



# IN-PERSON PROCESS OVERALL TIMETABLE<sup>1</sup>

<u>TASK</u>	<u>TIME</u>
Pick and recruit SPT <sup>2</sup>	1-2 months after start
Solicit “where are we now” data	2-3 months after start
First retreat	4-5 months after start
Create SMART Goals and Action Plans	6-7 months after start
Second retreat	7-8 months after start
Public rollout event	≈ 8-9 months after start



# ZOOM PROCESS OVERALL TIMETABLE<sup>1</sup>

<u>TASK</u>	<u>TIME</u>
Pick and recruit SPT <sup>2</sup> & obtain “where are we now” data	1-2 months after start
Two Why discovery Zooms	2-3 weeks later
S.W.O.T. determination	2-3 weeks later
Core Values, Mission Statement & Strategic Area of Focus determination	2-3 weeks later
Specific S.M.A.R.T. Goal development	2 months later
Second retreat	1 month later
Public rollout event	≈ 8 months after start

# It Takes 3 Teams

## Community

Input from everyone in the parish



## Strategic Planning Team

A diverse, large, cross-section of strategic thinkers who analyze data and draft a Strategic Plan



## Implementation Team

A larger, diverse parishioner group who implement the Strategic Goals and Action Plans



# 4 Essential Deliverables From any Parish Strategic Planning Process



## 1. Comprehensive Strategic Plan

10 elements - SWOT / EPA / FSA Analysis; WHY; Core Values; Mission Statement; S.M.A.R.T. Goals; Vision Statement; Interim Goals & Interim Actions; Success Timeline; S.M.A.R.T. Goal Accountability Process (“SMART GAP”); Strategic Plan



## 2. Inspired Teams



## 3. Consensus Decision Makers



## 4. Energized & Improved Parish Culture



# The distance between **VISION** and **REALITY**

is measured by

# **EXECUTION.**

## **VISION**

Where God  
is calling us

## **EXECUTION**

-  FOCUS
-  DISCIPLINE
-  ACTION
-  PERSISTENCE
-  FAITHFULNESS





## **REALITY**

Where we  
are today

# THE BATON IS DROPPED BETWEEN PLANNING AND EXECUTION.



## TRANSFORMATION

-  WHY
-  MISSION
-  VISION
-  FLOURISHING PARISH

**90%** OF PLANS NEVER REACH THE OTHER SIDE.

### WHY DO THEY FAIL HERE?



NO OWNER



NO RESOURCES



NO ACCOUNTABILITY



NO METRICS



NO FOLLOW-UP

“Plans rarely fail in planning. They fail in *implementation*.”

– Robert Kaplan,  
Harvard Business School Professor

# PROSPECT THEORY

(KAHNEMAN & TVERSKY)



We feel the pain of **loss** more than the pleasure of **gain**.



**LOSS**

Feels heavier



**GAINS**

Feels lighter

**THE STATUS QUO FEELS SAFER,  
BUT THE GREATEST RISK IS OFTEN DOING NOTHING.**



WE'RE HIRING A  
DIRECTOR OF CHANGE  
MANAGEMENT TO HELP  
PARISHIONERS EMBRACE  
STRATEGIC CHANGES.



Dilbert.com DilbertCartoonist@gmail.com

OR WE COULD COME  
UP WITH STRATEGIES  
THAT MAKE SENSE.  
THEN PARISHIONERS  
WOULD EMBRACE  
CHANGE.



10.29.12 ©2012 Scott Adams, Inc. /Dist. by Universal Uclick

THAT  
SOUNDS  
HARDER.



# Sun Tzu



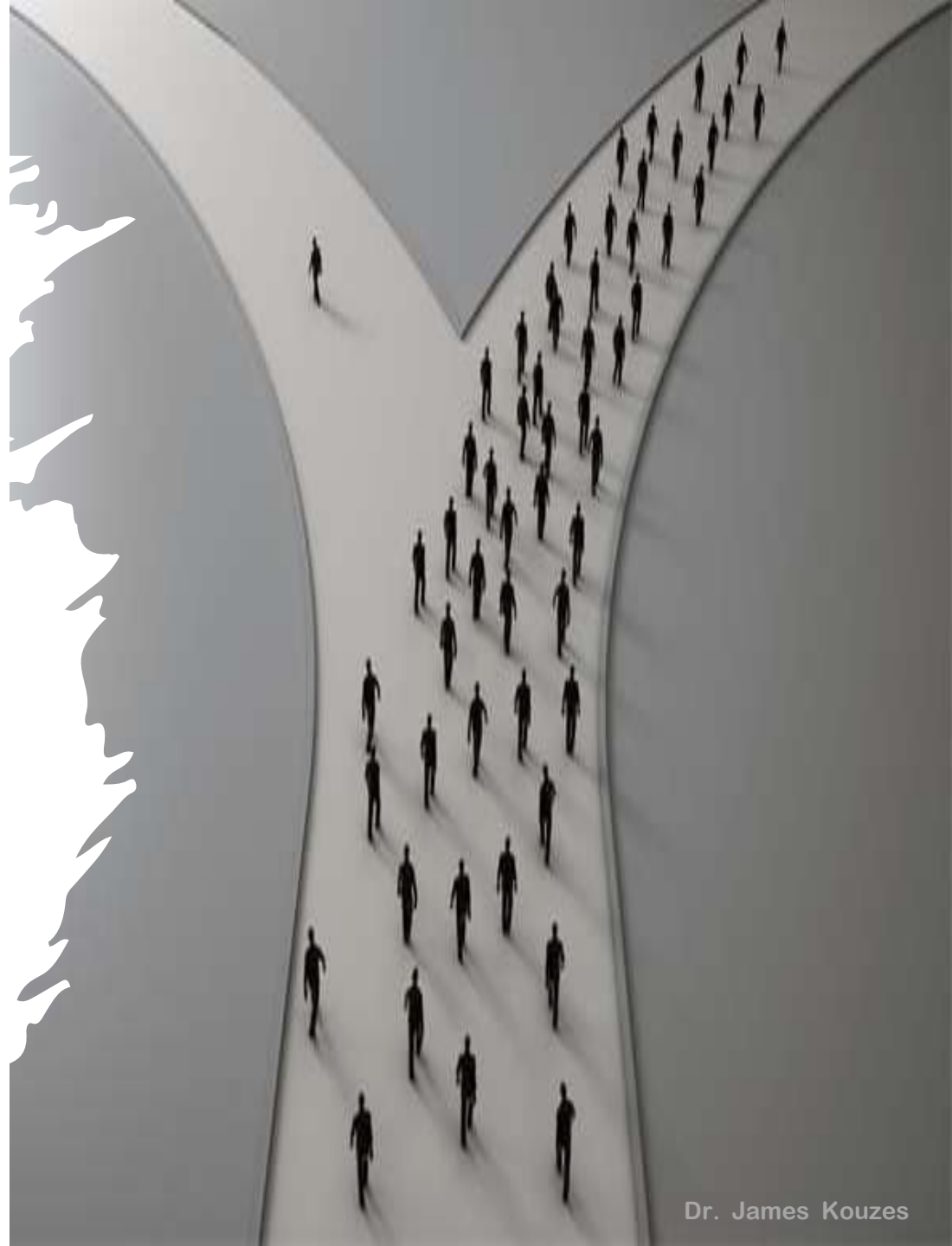
**“Strategy without tactics is the slowest route to victory.**

**Tactics without strategy is the noise before defeat.”**

**“In the end,  
leaders don't  
decide who  
leads.**

**Followers do.”**

**“If you think  
you're a leader  
and you turn  
around and no  
one is following  
you, then you're  
simply out for a  
walk.”**



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



**Ted Turner**



**Thomas Paine**



**General George S. Patton**



**Lee A. Iacocca**



**Bill Marianes**



1. Start with WHY

2. Need right People, Process, Plan and Performance

3. Three Teams are essential for success

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**Dr. Bill Marianes**

**Stewardship Calling & Church Roadmap**



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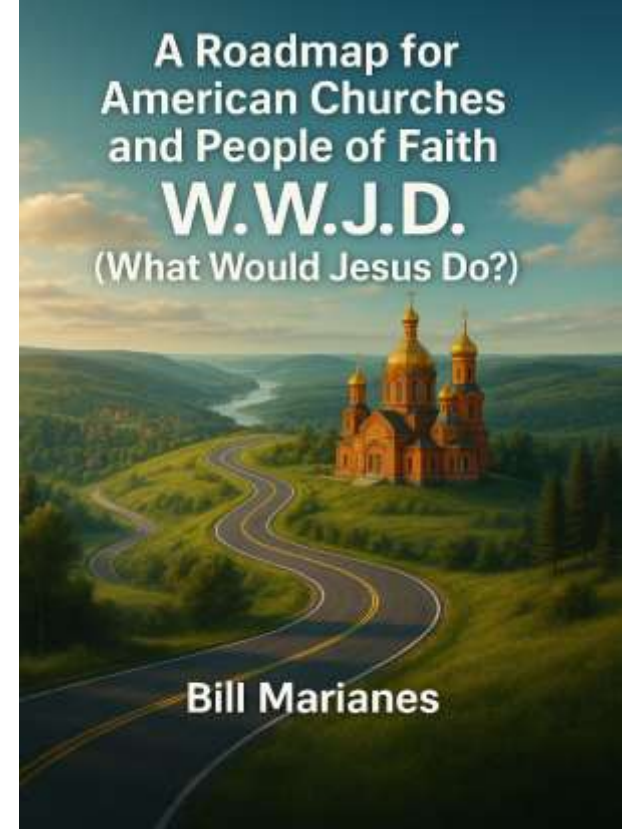
# **A Roadmap for American Churches and People of Faith: W.W.J.D. (What Would Jesus Do?)**

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For more information, download for free:

## **Vision And Strategic Positioning & Planning**

**Chapter 7 (pages 144-236)**



<https://churchroadmap.com/>





1. What are your questions?



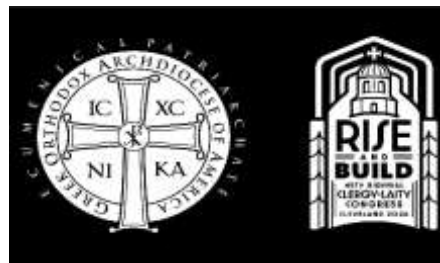
2. What are the biggest challenges you anticipate with what you heard today?



3. What are your biggest takeaways?

If you need me in the future:

Bill Marianes - [Bill@stewardshipcalling.com](mailto:Bill@stewardshipcalling.com)





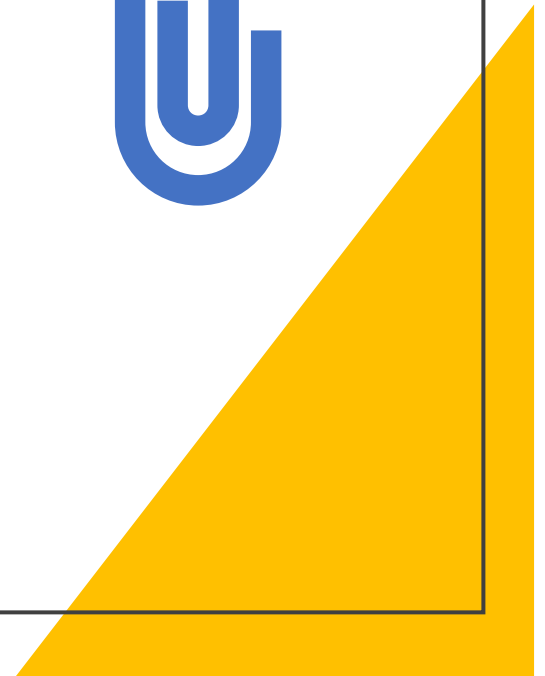
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# Appendix



# Two Process Keys



**Rules of Engagement & Consensus**

# Rules Of Engagement

ROEs

- 1. We stay on schedule**
- 2. Everyone is equal**
- 3. We interact confidentially**
- 4. Ask questions**
- 5. 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**
- 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 dressed in dark business suits. The scene is captured in a dramatic, slightly overexposed style. The individuals are engaged in a tense interaction; one woman on the left is pointing towards the center, while others have expressions of concern or disagreement. The word "Consensus" is overlaid in large white font across the middle of the image, with a white underline. The background is a plain, light-colored wall, and there are blue and red chairs visible around the table.

# 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, some standing and some sitting at a table, engaged in discussion. The text is overlaid in white on a dark, semi-transparent 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

# SPT Criteria (35-50+ diverse people)

## YES:

- ~ Key leaders who must participate
- ~ Many different perspectives
- ~ Many diverse gifts
- ~ All major constituencies
- ~ Team-players
- ~ Intelligent
- ~ Strategic thinkers - not small thinkers
- ~ Creative
- ~ Visionaries/futurists not stuck in the past
- ~ Articulate
- ~ Engaged
- ~ Faithful
- ~ Intellectually honest
- ~ Well-adjusted
- ~ Care about doing the right thing
- ~ Can leave their egos at the door
- ~ Represent ALL areas and different constituencies (young/old, non-ethnic /ethnic, urban/rural, professional/non-professional, convert/cradle, men/women, incidental/intentional Orthodox, catechumens, etc.)

## NO:

- ~ serial arsonists
- ~ “know-it-alls”
- ~ non-team players
- ~ mean-spirited folks
- ~ inarticulate thinkers or talkers
- ~ people who say nothing
- ~ people who can't stop talking
- ~ people who are so sad/mad/angry/hostile that they cannot see beyond their own circumstances.
- ~ not just the same “usual suspects”

SPT members must be willing to dedicate the time over the next 7-9 months

# Financial Stewardship Analysis

- ~ Validated financial analysis tool to help understand what
  - ~ is happening financially at the parish
  - ~ are the most critical areas to focus on
  - ~ areas are less important or misleading
  - ~ are the good and bad trends over the last 3 years
  - ~ are the 7 items the Parish Council must track and report on to the parish
- ~ Validated over 20 years of working with over 275 Orthodox parishes

# For More Information About A Financial Stewardship Analysis

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

[www.stewardshipcalling.com](http://www.stewardshipcalling.com)

WHY? **STEWARDSHIP** STRATEGIC PLANNING INTERNET RADIO & PODCASTS KEYNOTES & LEADERSHIP RESOURCES

PERSONAL EFFECTIVE CHURCH MODEL

STEWARDSHIP TRAINING VIDEOS

ST. SOPHIA – JEFFERSON, PA

METROPOLIS OF SAN FRANCISCO – IGNITING THE FLAME OF TRUE CHRISTIAN STEWARDSHIP PROGRAM

TITHING AND PERCENTAGE GIVING

PLANNED GIVING

DIRECT ARCHDIOCESE OF NEW JERSEY – IGNITING THE FLAME OF TRUE CATHOLIC CHRISTIAN STEWARDSHIP

OCF SUMMER LEADERSHIP INSTITUTE

**FINANCIAL STEWARDSHIP ANALYSIS (FSA) FOR**

## Financial Stewardship Analysis for Churches (“FSA”)

### Financial Stewardship Analysis (FSA) for Churches

How are you doing financially? Most parishes have detailed financial statements, but it is easy to get lost in the minutia and miss the big picture. More than just looking at the numbers, by identifying the key performance indicators (KPIs), metrics that define success, and making meaningful comparisons, parish leaders can be unclear about what the numbers mean. So how can you be using on less relevant metrics (e.g., average pledges, percentage of budget) and instead appreciate the more relevant financial stewardship metrics and want benchmarks?

churches/



# Recommended Parish Financial Dashboard

(used by parish council and reported to parish monthly with constantly updated month-to-date numbers)

Item	2025	2024	2023
<b>Total Income</b>			
<b>Total Stewardship Income</b>			
<b>Total Expenses</b>			
<b>Net Income or Loss</b>			
<b>% of Expenses Covered by Stewardship</b>			
<b>Number of Stewards</b>			
<b>Median Stewardship Pledge</b>			

Item	2023	2022	2021
<b>Total Expenses invested in Parish Chosen charities and Ministries</b>			
<b>% of Total Expenses invested in Parish Chosen charities and Ministries</b>			
<b>Proxy Tithe Analysis</b>			
<b>% of stewardship income from top 10 stewards</b>			
<b>% of stewardship income from top 20 stewards</b>			

# Effective Parish Assessment



# Effective Parish Assessment

## THE ORTHODOX PARISH

A Living House of Faith



Vision & Planning



Leadership & Teams



Stewardship & Generosity



Parishioner Engagement



Ministry



Operational Effectiveness

Personal Faith Formation



# Sample Effective Parish Assessment 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



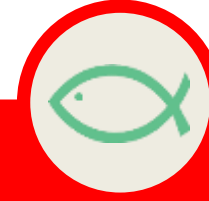
## Stewardship & Generosity

- 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

To learn more: [www.effectiveparish.org](http://www.effectiveparish.org)

# PROSPECT THEORY

(KAHNEMAN AND TVERSKY)

People consistently believe the potential for **loss** exceeds the benefit potential of **gains**.

## POTENTIAL LOSS

-  Decline
-  Familiarity Lost
-  Risk of Failure
-  What We Might Lose

**FEELS HEAVIER**  
SO WE PLAY IT SAFE.

## POTENTIAL GAINS

-  Growth
-  Stronger Faith
-  Greater Impact
-  Eternal Significance

**FEELS LIGHTER**  
SO WE UNDERVALUE IT.

THE STATUS QUO FEELS SAFER THAN IT REALLY IS,  
BUT THE GREATEST RISK IS OFTEN DOING NOTHING.





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