



STRATEGIC PLANNING RETREAT #1 HANDBOOK

**September 23, 24 & 25, 2022
Grand Rapids, Michigan**

“Where there is no vision, the people will perish.” Proverbs 29:18



<https://stewardshipcalling.com/holy-trinity-goc-grand-rapids-mi/>

billmarianes@gmail.com

Rules of Engagement for Strategic Planning Retreats

1. We will stay on schedule (unless modified by the Facilitator who is OZ).
2. Titles, rank, position, and roles of participants are left outside the room. During the retreat, everyone is equal (except OZ – see rule 1).
3. We will speak and interact confidentially. There can be NO repercussions for anything said. (“What happens in our meetings, stays in our meeting”).
4. Ask questions if you don’t understand because no idea or question is dumb (unless it has already been asked and answered).
5. Tangential/side issues will be parked.
6. No texting/emailing/tweeting/Facebooking/ private conversation/phone calls until after our retreats. We must all stay focused and be dedicated.
7. All decisions will be made by consensus. We will not be voting (except for consensus straw polls). Majority does not rule. Consensus will prevail.
8. OZ’s 3 Bucket Rule applies. Bucket 1 = things we control; Bucket 2 = things we can influence; Bucket 3 = things we can’t do anything about. We will focus on Bucket 1 and 2 issues and spend no time on Bucket 3 issues.
9. Everyone MUST participate. (“get in the game, or stay home”)
10. Be honest and “no spin.” No party lines. Think about what will really make a difference in the Church, and not just what you want. It’s all about Christ’s Church.
11. No defensiveness. Disagree agreeably. Listen carefully before you object or agree. (“Seek first to understand, and then to be understood.”)
12. Absolutely NO “Discussion Killers.” (e.g., “we tried that once,” “it won’t work,” “you don’t know what you’re talking about,” etc.) Be positive/encouraging.
13. Think strategically, creatively, and outside the box. Think long (not short) term.
14. Speak precisely and make your point succinctly. (Save the long, funny, or personal stories for personal time discussions.)
15. We are all members of the Body of Christ, our Holy Orthodox Church, and made in the image and likeness of God. We will interact with each other as if we were interacting with our Creator. We will treat one another with love and respect and allow the Holy Spirit to participate freely.

Strategic Planning Retreat Schedule
Holy Trinity (“Holy Trinity ”)
Friday, September 23, 2022

1. First Day 5:30 p.m. - 11:00 p.m.¹

#	Time	Presenter	Activity
			A. The Opening
1	5:30 - 6:30	Full SPT	Opening Prayer and dinner.
2	6:30 - 6:35	Fr. Joshua	Fr. Joshua’s Opening Remarks and Welcome.
3	6:35 - 7:45	OZ	Review strategic planning process, goals, agenda, rules of engagement, facts and statistics, and Strategic Planning Team (“SPT”) exercises.
			B. SWOT
4a	7:45 - 9:00	4 SWOT Teams	SWOT explanation followed by each separate SWOT Team develops a consensus list of the Holy Trinity Strengths, Weaknesses, Opportunities, Threats based on the results from the heat mapped SWOT submissions depending on to which SWOT Team they have been assigned. (See Team assignments on page 7. SWOT instructions are on page 6. Your specific SWOT heat mapped results will be given to you in your room. Summaries of all heat mapped suggested SWOT conclusions are on pages 13-15.)
4b	7:45 - 9:00	Core Values Team	The Core Values Team develops a consensus list of the proposed Holy Trinity Core Values. (See Team assignments on page 7. Core Values instructions are on page 6. Summaries of heat mapped SPT suggested Core Values are on page 15.)
5	9:00 - 10:55	Full SPT	Each SWOT Team presents their specific consensus proposed Holy Trinity’s Strengths, Weaknesses, Opportunities or Threats. The full SPT will then discuss and reach consensus agreement on Holy Trinity’s final Strengths, Weaknesses, Opportunities and Threats.
6	10:55 - 11:00	Fr. Joshua	Closing comments, prayer, and dismissal.

¹ Subject to change by OZ – See Rules of Engagement #1

Strategic Planning Retreat Schedule

Saturday, September 24, 2022

2. Second Day 8:30 a.m. - 8:30 p.m.²

#	Time	Presenter	Activity
			C. Statement of WHY & Core Values
7	8:30 - 9:00	Full SPT	Opening Prayer and continental breakfast.
8	9:00 - 9:05	Fr. Joshua	Fr. Joshua's remarks.
9	9:05 - 10:30	Full SPT	WHY Discovery
10	10:30 - 11:15	Full SPT	Core Values Team presents their proposed list of Holy Trinity Core Values and the full SPT will discuss and reach consensus on the final Holy Trinity Core Values. (Summaries of heat mapped SPT suggested Core Values are on page 15.)
11	11:15 - 11:30	Full SPT	Break.
12	11:30 - 12:30	OZ	Explanation of Holy Trinity Mission Statement and Vision/Wildly Important Goals development process.
13	12:30 - 1:15	Full SPT	Lunch.
			D. Mission Statement & Vision / Wildly Important Goals (WIGs)
14a	1:15 - 2:30	Mission Teams 1 & 2	Mission Teams 1 & 2 discuss and develop by consensus a Proposed Mission Statement (See instructions on pages 9-11. Your specific heat mapped Mission Statement results will be given to you in your room. Summaries of heat mapped SPT suggested Mission Statement themes are on page 16.)
14b	1:15 - 2:30	WIG Teams 3, 4 & 5	WIG Teams 3, 4 & 5 discuss and determine by consensus Proposed WIG Strategic Areas of Focus. (See instructions on pages 9-11. Your specific heat mapped WIG/Strategic Areas of Focus results will be given to you in your room. Summaries of heat mapped SPT suggested WIGs are on page 15.)
15	2:30 - 3:45	Full SPT	Mission Teams 1 & 2 have up to 10 minutes each to present their proposed Mission Statement followed by SPT discussion, development, and agreement on consensus final Holy Trinity Mission Statement.
16	3:45 - 4:00	Full SPT	Break.
			E. Strategic Areas of Focus
17	4:00 - 5:45	Full SPT	WIG Teams 3, 4 & 5 have up to 10 minutes each to present their proposed consensus Holy Trinity WIG/Strategic Areas of Focus followed by SPT discussion, development, and agreement on consensus Holy Trinity final WIG Strategic Areas of Focus. Each SPT member selects which WIG/Strategic Area of Focus Team on which they would like to work.
18	5:45 - 6:45	Full SPT	Break and dinner.
19	6:45 - 8:15	Full SPT	Discuss and explain process for determining "WIGs," "Lead and Lag Measures," "Compelling Scoreboard," and creating a comprehensive Action Plan.
20	8:15 - 8:25	OZ	Sunday Services homework assignment.
21	8:25 - 8:30	Fr. Joshua	Closing comments, prayer, and dismissal.

² Subject to change by OZ – See Rules of Engagement #1

Strategic Planning Retreat Schedule
Sunday, September 25, 2022

3. Third Day 12:30 p.m. - 4:15 p.m.³

#	Time	Presenter	Activity
22	12:30 - 1:30	Full SPT	Opening Prayer and working lunch and discussion of Sunday Services homework assignment.
23	1:30 - 2:15	OZ and full SPT	Review and recommit to Holy Trinity final SWOT, Statement of Why, Core Values, Mission, WIG/Vision Strategic Areas of Focus. Discussion of SMART Goal development and next steps.
			F. WIG Teams
24	2:15 - 3:30	WIG Teams	WIG Teams are formed and: (i) select their Co-Chairs and Secretary; (ii) identify their meeting schedule; (iii) start brainstorming possible Wildly Important Strategic Goals in their Strategic Area of Focus, and (iv) brain-storm people who add value in their area of focus who can be on-ramped. (See instructions on page 11.)
25	3:30 - 4:00	OZ	Discuss next steps, timetable, and final retreat on <u>December 10, 2022.</u> <i>(See post-retreat instructions on pages 11-12.)</i>
26	4:00 - 4:15	Fr. Joshua	Fr. Joshua's final comments, closing prayer and dismissal.

³ Subject to change by OZ – See Rules of Engagement #1

SWOT and CORE VALUES Guidelines

1. You have **ONLY 75 minutes** to reach consensus.
 2. Use the Heat Mapped SWOT Document in your assigned room. The Heat Mapped SWOT Document lists verbatim all submissions from everyone in the SPT and parish in the area in which your group is focusing. (*Summaries of all heat mapped suggested SWOT conclusions are on pages 13-15.*)
 3. The bold number in front of each group of comments represents the number of times that item was mentioned. Start with the items mentioned most frequently.
 4. The bold word(s) after the number and before the listing of all verbatim comments is the short, suggested **SUMMARY DESCRIPTION** of those comments. You must decide if those short descriptive words need any editing to be most clear, concise, and accurate.
 5. Only the most important items can make the final list in your assigned area. You are deciding how far down the list you will “draw the line” of the most mentioned and most critical items. **The most popular answers must make your final SWOT list.**
 6. Make your decisions by **consensus based on the actual data in the Heat Mapped Document**, and **NOT** your personal opinion. Thus, something you may think is important may not make the final list.
 7. **Select a secretary** (with good handwriting) who fills out flip chart listing **ONLY** your final **SUMMARY DESCRIPTION** of the most important items in your area.
 8. **Don't take anything personal** (especially if something you care about is mentioned, or not mentioned, or criticized).
 9. Opportunities and or Threats, must be **external** to Holy Trinity .
 10. **Core Values** are beliefs shared among stakeholders in an organization that drives its culture and priorities. They should be **simple SINGLE words** or very **short several word phrases**. There should not be too many.
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RETREAT BREAK OUT GROUP ASSIGNMENTS (steps 4 (a+b) and 14 (a+b))

Afendoulis	Chris	Opportunities	WIG 1
Afendoulis	Peter	Threats	WIG 2
Agon	Charles	Weaknesses	WIG 3
Baarda	Jon	Opportunities	WIG 2
Bageris	Leisa	Strengths	MISSION 1
Bird	Christa	Threats	WIG 1
Bird	Jason	Strengths	WIG 2
Brumley	Katie	Strengths	WIG 3
Buck	Demetrios	Strengths	MISSION 1
Buck	Isabella	Strengths	MISSION 2
Buck	Photini	Core Values	MISSION 2
Buterakos	Paul	Opportunities	WIG 1
Chardoul	Paul	Threats	MISSION 1
Couretas	John	Core Values	WIG 3
Crosser	Susan	Weaknesses	MISSION 2
Dello	Alexander	Threats	WIG 1
Dimitriou	Jim	Core Values	WIG 2
Dyer	Carol	Threats	MISSION 2
Erber	Kathryn	Opportunities	WIG 3
Fiorenzo	Anamaria	Weaknesses	WIG 1
Gorant	James	Weaknesses	WIG 3
Gorant	JoAnne	Opportunities	MISSION 1
Harshman	Natasa	Core Values	MISSION 1
Karatsinides	Spior	Core Values	MISSION 2
Landon	Maria	Weaknesses	MISSION 2
Lange	Ginger	Threats	MISSION 1
Lionokis	Emmanuel	Opportunities	WIG 1
Martinez	Josh	Strengths	WIG 2
Martinez	Zoe	Strengths	WIG 3
Monoyios	Terry	Weaknesses	MISSION 1
Nicholas	Terry	Weaknesses	WIG 2
Nicholas	Sam	Threats	WIG 1
Orphan	George	Weaknesses	WIG 3
Pappas	Fr Joshua	Weaknesses	WIG 2
Phipps	Brian	Core Values	MISSION 2
Phipps	JoAnna	Weaknesses	WIG 1
Popescu	Andy	Opportunities	WIG 2
Poston	Abraham	Opportunities	WIG 3
Poulopoulos	Andrea	Threats	WIG 2
Propper	Douglas	Core Values	WIG 1
Stamas	George	Weaknesses	WIG 3
Stark	Matthew	Strengths	MISSION 1
Taylor	Robert	Core Values	WIG 1
Trierweiler	Becky	Core Values	WIG 2
Wake	Nicholas	Opportunities	WIG 3
Zarafonetis	James	Strengths	MISSION 2

WHY STATEMENT SESSION

1. The WHY Statements is a compelling and inspirational reason why Holy Trinity exists and why anyone should care or want to join us?
2. Our “Why” is the purpose, cause, or belief that inspires us to do what we do. When we think, act, and communicate starting with Why, we inspire others to join us.
3. A WHY Statement typically has 2 parts: (a) the “**TO**” part that identifies the Contribution; and (b) the “**SO THAT**” part that identifies the Impact.
4. Here are some modified partial Parish and ministry WHY Statement examples:
 - ~ *To seek and share Christ’s love so that all will find eternal life in Him.*
 - ~ *To receive and share unconditional love, mercy, healing and peace, so that life has greater meaning and purpose.*
 - ~ *To share unconditional love, mercy, healing, and peace, so that life has greater meaning and purpose.*
 - ~ *To practice Christ’s love through faith and service in a welcoming community, so that we may reflect the image and likeness of God.*
 - ~ *To welcome those seeking holiness and salvation through a loving and nurturing spiritual family so that we may manifest the presence of Christ on earth.*
 - ~ *To provide an authentic experience of transformational love, healing, and peace so that we may find the fullness of truth and salvation through Jesus Christ.*
 - ~ *To welcome all people seeking Love, Peace, Salvation and Truth, so that we may bring ourselves and others closer to Christ.*
 - *To practice Christ’s love through faith and service in a welcoming community so that we may reflect the image and likeness of God.*
 - *To be a welcoming and inspiring community of God so that we experience Christ’s love with all seeking eternal life.*
 - ~ *To glorify God by growing in life, faith and spiritual understanding.*
 - ~ *To be transformed in Christ’s joy, peace and sacrificial love, so that all may become one with God and others.*
 - ~ *To welcome all so that we may share Christ’s love with one another.*

- ~ To bring together all who want to serve and inspire others so that we can all be ready to enter a life with Christ.
- ~ To inspire everyone to discover their true purpose in life through the life and teachings of Jesus Christ so that we may lead everyone to salvation.
- ~ To spread God's living word to all so that souls are saved.
- ~ To be a beacon of Christ's love so that we may make disciples of all nations.
- ~ To create engaged disciples of Christ so that we may reflect the image and likeness of God in the world.
- ~ To guide all people to the love of Christ so that we may live eternally in heaven with God.
- ~ To serve and nurture people so that their path to salvation is an experience of love, peace, and inclusion.
- ~ ~ To be a warm caring Christian environment so that faith, service and community thrive.

INSTRUCTIONS FOR WHY STATEMENT

1. You have **ONLY 10 minutes** to draft your proposed Holy Trinity WHY Statement.

MISSION & WIG SESSIONS

INSTRUCTIONS FOR BOTH MISSION AND WIG TEAMS

1. You have **ONLY 75 minutes** to reach consensus.
2. Each team selects a secretary (with good handwriting) who fills out flip chart and reports your team's consensus to the whole SPT.

INSTRUCTIONS FOR JUST MISSION STATEMENT TEAMS 1 & 2

1. Mission Statement Teams 1 & 2 will each **develop one suggested parish Mission Statement.**
2. Use the Heat Mapped Mission Statement Document in your assigned room.

3. This Heat Mapped Document is in two parts. The first part is the Heat Mapped most common major themes from the proposed Mission Statements (*repeated on page 16*). The second part lists every Mission Statement submitted by an SPT member.
4. Draft by consensus **ONE** composite Mission Statement that reflects the key themes in the Heat Mapped Document.
5. You may draft a new one from scratch using those key themes or you may take one of the proposed ones and edit it as needed.
6. Remember that the Mission Statement specifically says **WHAT** are the most critical things the parish does (not everything it does, or Why or How it does them).
7. A good Mission Statement is the shortest description it can be that incorporates the key themes. Ultimately, it should be easy to memorize.
8. You may **NOT** just propose the current parish Mission Statement as it was created a while back before the development of the WHY, Core Values, SWOT and SPT feedback from this process. It is also too long and is not easy to memorize.

INSTRUCTIONS FOR WIG TEAMS 3, 4 & 5

1. WIG Teams 3, 4 and 5 will each separately decide what are the fewest strategic areas in which the parish should focus to determine its fewest number of most critical Wildly Important Goals that can have the greatest impact.
2. Use the Heat Mapped WIG Document in your assigned room. The bold number in front of each group of comments represents the number of times that item was mentioned.
3. The bold word(s) after the number and before the listing of all verbatim comments is the short, suggested **SUMMARY DESCRIPTION** of those comments. (*The Summary Description list is repeated on page 15*).
4. NOTE, that these were suggested **BEFORE** our retreat. They now should be re-examined through the lens of our SWOT, Why, and Core Values.
5. Ultimately WIG Teams 3, 4 and 5 must each reach consensus on the fewest number of Strategic Areas of Focus upon which the parish will focus with disproportionate energy in order to make the greatest transformation and difference.
6. In determining these most critical Strategic Areas of Focus, start by considering how to address the consensus biggest parish **Weaknesses** first. The Strategic Areas of Focus **MUST ADDRESS** the biggest final **Weaknesses** for the parish. It is also great if they address some of the biggest Opportunities.
7. **Three** (or fewer) Strategic Areas of Focus for WIGs is the ideal target. You cannot recommend more than five.

8. The Strategic Areas of Focus should be **very short phrases or single words** (just like the Summary Description words). They should summarize the area in which a separate team will actually develop the specific Wildly Important Goal.
9. You do **NOT** need to identify the specific Strategic Wildly Important Goals themselves. Identify merely the areas from which the specific Strategic Goals will eventually be developed.

STRATEGIC AREA OF FOCUS FIRST WIG TEAM MEETING

1. WIG Teams in each Strategic Area of Focus will initially meet to specifically identify their work plan and brainstorm possible Strategic WIGs in their specific Strategic Area of Focus.
2. Each WIG Team:
 - (a) select 2 Co-Chairs (who will coordinate the meetings and work) and 1 Secretary (who will communicate with the WIG Team);
 - (b) identify their meeting schedule and location (e.g., where in person, or ZOOM);
 - (c) start brainstorming possible specific Wildly Important Goals in their Strategic Area of Focus; and
 - (d) brainstorm people who add value in their Strategic Area of Focus who can be on-ramped and added to their WIG Team.

PART TWO – (AFTER RETREAT #1)

1. Each WIG Team must develop **1** (and only 1) SMART (Specific, Measurable, Attainable, Relevant with a Time deadline) Wildly Important Goal (WIG), Lag Measures, Lead Measures, comprehensive implementation Action Plan and Compelling Scoreboard. (See *retreat #1 PowerPoint Presentation deck to review definitions: <https://stewardshipcalling.com/holy-trinity-goc-grand-rapids-mi/>.*)
2. Each WIG Team will have as many meetings/ZOOM calls as necessary to finalize all of the items in #1 above. (Please invite OZ to all meetings.)
3. Each WIG Team should recruit and include any new key individuals who can add value to their Strategic Area of Focus.
4. Your WIG Team is **NOT** responsible for actually doing the research or determining the specific solution or way to achieve the WIG at this time. Your Action Plans will merely outline the steps that a separate Implementation Team will use to determine the solution. **DO NOT DISCUSS SPECIFIC SOLUTIONS.** Merely provide the to-be-formed Implementation Team the step-by-step roadmap they need to follow to research, develop, implement, and evaluate the new solution.

5. The Action Plan you will develop will **NOT** start now. A start date for implementation will be chosen by the separate Implementation Team that will be selected after the strategic plan is finalized.
6. Each Action Plan will list all of the Lag Measures and Lead Measures that will lead to its achievement. It will lay out the detailed work plan in 4 columns:
 - ~ Column 1 = the specific action to be undertaken
 - ~ Column 2 = who must do that action
 - ~ Column 3 = the deadline (**IN MONTHS**) for completing that action
 - ~ Column 4 = describes how someone will know when that action is completed
7. Each WIG Team should check with other parish constituencies affected by the topic they are focusing on and recruit the involvement of those people.
8. You **MUST** use the official **WIG and Action Plan Template** to develop your WIGS and Action Plans. Everything can be found at:

<https://stewardshipcalling.com/holy-trinity-goc-grand-rapids-mi/>
9. Each WIG Team must **COMPLETE** all of their work **and submit them to OZ** by:

NO LATER THAN NOVEMBER 27, 2022
10. OZ will participate remotely in as many of your WIG Team meetings/calls as possible to make sure you are on the right track, answer your questions and help you finalize the specific wording.
11. Examples of the correct format for WIGs, Lead and Lag Measures, comprehensive Action Plans and Compelling Scoreboards can be found here:
 - (a) Holy Trinity Antiochian Grand Rapids: <https://stewardshipcalling.com/st-nicholas-grand-rapids-mi/>
 - (b) St Demetrios Saginaw: <https://stewardshipcalling.com/st-demetrios-saginaw-mi-strategic-plan/>
 - (c) Holy Trinity GOA Indianapolis: <https://stewardshipcalling.com/holy-trinity-indianapolis-strategic-plan/>
12. If you have ANY questions, please don't guess, just email OZ at:

billmarianes@gmail.com.
13. Talk up this strategic planning process every chance you get among your friends, at parish and other events and activities. This is a critical part of the consensus-building and communications process.
14. This Handbook, the entire Retreat #1 PowerPoint presentation, the final consensus SWOT, Statement of Why, Core Values, Mission Statement, Strategic Areas of Focus and WIG Teams (together with regular updates and information) will be available on the: **Stewardship Calling** website under the **Church Strategic Planning Tab** in the Holy Trinity – Grand Rapids Strategic Plan page located at:

<https://stewardshipcalling.com/holy-trinity-goc-grand-rapids-mi/>

SECOND RETREAT

1. Please reserve **December 10, 2022** on your calendar for our second and final retreat.
2. We will finalize the schedule once the WIG Teams finalize their work between retreats.
3. The entire SPT (PLUS any “on-ramped” new WIG Team members you recruit) will attend the 2nd retreat.
4. Each WIG Team will present their proposed SMART “Wildly Important Goal,” “Lag Measures,” “Lead Measures,” comprehensive “Action Plan” and “Compelling Scoreboard.” The entire SPT will debate, revise, and reach consensus on the exact wording of everything.

If you have ANY questions, please email OZ at:
billmarianes@gmail.com

HOLY TRINITY STRATEGIC PLANNING RETREAT #1 **HEAT MAP SUMMARY APPENDIX**

(number of mentions is the first number listed before each item)

SUMMARY HEAT MAPPED TOP STRENGTHS

- 43 - Church Services & Theology
- 41 - Finances & Stewardship
- 40 - Clergy
- 36 - Building & Grounds
- 29 - Sense Of Community
- 28 - Welcoming
- 20 - Diverse & Multi-Cultural
- 19 - Volunteers Rise To The Challenge
- 18 - Youth Ministries
- 16 - Parishioner Talents And Qualities
- 16 - Growing Outreach
- 16 - Lay Leadership
- 13 - Festivals
- 12 - Choir
- 11 - Parish Growth
- 9 - Communications
- 9 - Greek Culture

- 7 - General Ministries
 - 7 - Chanters
 - 6 - Endowments.
 - 5 - Philoptochos
 - 5 - Special Programs.
 - 4 - Gift Shop / Book Store
 - 3 - Local Community Standing
 - 2 - Coffee Hour
-

SUMMARY HEAT MAPPED TOP WEAKNESSES

- 57 - Parishioner Engagement & Stewardship
 - 55 - Unwelcoming, Clannish, Cliquish & Lack Of Fellowship (Inreach)
 - 36 - Religious Education
 - 34 - Leadership / Management Issues
 - 28 - Youth & Young Adults
 - 28 - Worship & Participation Issues
 - 16 - Lack Of Outreach & Evangelism
 - 16 - Facilities
 - 13 - Family Issues
 - 13 - Too Greek / Ethnic
 - 10 - Inadequate Philanthropy
 - 7 - Communications / Technologies Inadequacies
 - 6 - Staffing Shortages
 - 6 - Aging Congregation
 - 6 - Not Greek / Ethnic Enough
 - 5 - Sunday School
 - 5 - Resistance To Change
 - 4 - Not Enough Ministries/Activities
 - 4 - Festival
 - 2 - Greek School
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SUMMARY HEAT MAPPED TOP OPPORTUNITIES

- 47 - Outreach & Education About Orthodoxy To Seekers
- 27 - External Philanthropy & Community Opportunities
- 20 - Social / Moral Issues
- 16 - Technology / Social Media
- 16 - Pan Orthodox Opportunities
- 9 - Growing Area

SUMMARY HEAT MAPPED TOP THREATS

- 35 - Anti-Christian Sentiment / Secularism / "None" Movement
- 25 - Issues With The Orthodox Church
- 25 - Loss Of Morality / Liberalism / Wokeism / Individualism
- 21 - Social Media / Technology -
- 21 - Busyness - Other Time Demands -
- 20 - Other Faiths/Churches Do A Better Job
- 15 - Economic Issues -
- 15 - Societal Division
- 10 - Change In Demographics
- 7 - Pandemic / Covid
- 5 - Retention Of Youth/Young Families
- 5 - Crime / Global Conflict
- 2 - Mental Health Issues

SUMMARY HEAT MAPPED TOP CORE VALUES

- 38 - Faithful Orthodox
- 31 - Welcoming
- 19 - Loving
- 18 - Generous
- 18 - Grow Spiritually
- 3 - Family
- 3 - Integrity

Summary Heat Mapped Pre-Retreat Top Wildly Important Goals/ STRATEGIC Areas Of Focus

- 17 - Spiritual Education
 - 16 - Worship
 - 10 - Youth & Young Adults
 - 8 - Outreach & Evangelism
 - 8 - Inreach & Welcoming Community
 - 7 - Financial /
 - 4 - Leadership & Management
 - 4 - Facilities
 - 3 - Family
 - 3 - Technology
-

Heat Mapped Most Common Themes From Proposed Mission Statements

- 8 - Love**
 - 6 - Worship/Glorify God/Christ**
 - 5 - Welcoming/Supportive Community**
 - 5 - Know God/Christ**
 - 4 - Serve Others**
 - 4 - Salvation / Spiritual Journey**
 - 3 - Educate**
 - 3 - Grow Faith**
 - 3 - Humility**
 - 2 - Live The**
 - 2 - Prayer**
 - 2 - Sacraments & Services**
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NOTES