



**CHRIST THE SAVIOUR ORTHODOX CHURCH
HARRISBURG, PENNSYLVANIA**

STRATEGIC PLANNING RETREAT #1 HANDBOOK

**October 21, 22 & 23, 2022
Harrisburg, PA**

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



<https://stewardshipcalling.com/christ-the-saviour-harrisburg-pa-2/>

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Rules of Engagement for Strategic Planning Retreats

1. We will stay on schedule (unless modified by the Facilitator, who is OZ).
2. Titles, ranks, positions, 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 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
Friday, October 21, 2022

1. First Day¹

#	Time	Presenter	Activity
			A. The Opening
1	5:30 - 6:30	Full SPT	Opening Prayer and dinner.
2	6:30 - 6:40	Fr. Stephen	Fr. Stephen's opening remarks and welcome
3	6:40 - 7:50	OZ	Review strategic planning process, goals, agenda, rules of engagement, facts and statistics, and Strategic Planning Team ("SPT") exercises.
			B. SWOT
4a	7:50 - 9:00	OZ then 4 SWOT Teams	SWOT explanation followed by each separate SWOT Team develops a consensus list of the Christ the Saviour OC Strengths, Weaknesses, Opportunities, and 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 13-14.)
4b	7:50 - 9:00	OZ then Core Values Team	The Core Values Team develops a consensus list of the proposed Christ the Saviour OC 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 Christ the Saviour OC's Strengths, Weaknesses, Opportunities, or Threats. The full SPT will then discuss and reach a consensus agreement on the final Strengths, Weaknesses, Opportunities, and Threats.
6	10:55 - 11:00	Fr. Stephen	Closing comments, prayer, and dismissal.

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

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. Stephen	Fr. Stephen's opening 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 Christ the Saviour OC Core Values, and the full SPT will discuss and reach a consensus on the final Christ the Saviour OC Core Values. <i>(Summaries of heat-mapped SPT suggested Core Values are on page 15.)</i>
11	11:15 - 11:30	Full SPT	Break.
12	11:30 - 12:30	OZ	Explanation of Christ the Saviour OC Mission Statement and Vision/Wildly Important Goals development process.
13	12:30 - 1:10	Full SPT	Lunch.
			D. Mission Statement & Vision / Wildly Important Goals (WIGs)
14a	1:10 - 2:15	Mission Teams 1 & 2	Mission Statement Teams 1 & 2 discuss and develop by consensus a Proposed Mission Statement <i>(See instructions on pages 9-10. Your specific heat-mapped Mission Statement results will be given to you in your room. Mission Statement examples are in your room.)</i>
14b	1:10 - 2:15	WIG Teams 3, 4 & 5	WIG Teams 1, 2 & 3 discuss and determine Proposed WIG Strategic Areas of Focus by consensus. <i>(See instructions on pages 9-10. 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.)</i>
15	2:15 - 3:30	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 a consensus final Christ the Saviour OC Mission Statement.
16	3:30 – 3:45	Full SPT	Break.
			E. Strategic Areas of Focus
17	3:45 – 4:55	Full SPT	WIG Teams 1, 2 & 3 have up to 5 minutes each to present their proposed consensus Christ the Saviour OC WIG/Strategic Areas of Focus followed by SPT discussion, development, and agreement on consensus Christ the Saviour OC 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	4:55 - 6:45	Full SPT	Vespers (5:00 – 6:00) and dinner (6:00 - 6:45).
19	6:45 - 8:15	Full SPT	Discuss and explain the 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. Stephen	Closing comments, prayer, and dismissal.

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

3. Third Day 12:00 p.m. - 3:05 p.m.³

#	Time	Presenter	Activity
22	12:00 - 1:00	Full SPT	Opening Prayer and working lunch and discussion of Sunday Services homework assignment.
23	1:00 - 1:30	OZ and full SPT	Review and recommit to Christ the Saviour OC 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	1:30 - 2:30	WIG Teams	WIG Teams are formed and: (i) select their Co-Chairs and Secretary; (ii) identify their meeting schedule (subject to confirmation with OZ; (iii) brainstorm any people who add value in their area of focus who can be on-ramped; and (iv) start brainstorming possible Wildly Important Strategic Goals in their Strategic Area of Focus, and (See instructions on page 11.)
25	2:30 - 3:00	OZ	Discuss the next steps, timetable, and final retreat on <u>January 21, 2023.</u> <i>(See post-retreat instructions on pages 11-12.)</i>
26	3:00 - 3:05	Fr. Stephen	Fr. Stephens'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 a 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 13-14.*)
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 think is important may not make the final list.
7. **Select a secretary** (with good handwriting) who fills out a 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, not mentioned, or criticized).
9. Opportunities and/or Threats must be **external** to Christ the Saviour OC.
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.

Last Name	First Name	Friday	Saturday
Africa	Jay	Strengths	WIG 1
Boca	Robert	Strengths	MISSION 2
Brown	Andrew	Opportunities	MISSION 1
Bucharew	Cathy	Opportunities	WIG 2
Bupp	Denny	Weaknesses	MISSION 1
Burock	Ted	Core Values	WIG 3
DiFlorio	Angie	Weaknesses	MISSION 2
Dotsey	Sue	Strengths	WIG 1
Dotsey	John	Threats	MISSION 1
Gebre	Yordanos	Opportunities	WIG 1
Hanna	Melissa	Threats	MISSION 2
Herman	Eleanor	Core Values	WIG 3
Hisiro	Debbie	Threats	WIG 2
Howanetz	Jennifer	Threats	WIG 1
Howanetz	Greg	Weaknesses	WIG 2
Jekel	Rebecca	Threats	WIG 3
Klipa	Cheri	Opportunities	WIG 2
Knox	David	Opportunities	MISSION 1
Kuchwara	Katherine	Threats	WIG 2
Kushlan	Rdr. James	Core Values	MISSION 1
Leader	Keith	Weaknesses	WIG 3
Leer	Rdr. Leo	Opportunities	MISSION 2
Lewis	Jennifer	Core Values	WIG 2
Lopez	Samantha	Core Values	MISSION 2
Lubecki	Rdr. Matthew	Strengths	WIG 3
Mantle	Lydia	Weaknesses	WIG 1
McClure	Joe	Strengths	MISSION 2
Pankiw	Kathy	Opportunities	MISSION 2
Rieck	Ray	Strengths	WIG 3
Rutz	Fr. Aaron	Threats	MISSION 1
Sembrot	Joe	Strengths	WIG 3
Shingara	M. Sharon	Weaknesses	WIG 1
Shingara	Dn. John	Strengths	MISSION 1
Shuga	Larissa	Core Values	MISSION 2
Smith	Larry	Weaknesses	WIG 3
Snyder	Stephanie	Weaknesses	WIG 2
Staller	M. Hilarene	Core Values	WIG 1
Velott	Christine	Threats	WIG 2
Vernak	Fr. Stephen	Core Values	MISSION 1
Wevodau	Joanne	Weaknesses	WIG 1
White	Mary	Opportunities	WIG 1

WHY STATEMENT SESSION

1. The WHY Statement is a compelling and inspirational reason Christ the Saviour OC 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 two parts: (a) the “**TO**” part that identifies the Contribution; and (b) the “**SO THAT**” part that identifies the Impact. You are not required to use this format.
4. You have **ONLY 10 minutes** to draft your proposed Christ the Saviour OC WHY Statement (either alone or with a partner).
5. 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 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.
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MISSION & WIG SESSIONS

INSTRUCTIONS FOR BOTH MISSION AND WIG TEAMS

1. You have **ONLY about 65 minutes** (subject to OZ audible change) to reach a consensus.
2. **Each team selects a secretary** (with good handwriting) who fills out a 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. Look at the Mission Statement examples in your assigned room. Feel free to use all or any of those examples or start from scratch.
3. Draft by consensus **ONE** brief Mission Statement.
4. Remember that the Mission Statement says explicitly **WHAT** are the most critical things the parish does (not everything it does, or why or how it does them).
5. A good Mission Statement is the **shortest** description incorporating key themes. Ultimately, it should be easy to memorize.

INSTRUCTIONS FOR WIG TEAMS 1, 2, & 3

1. WIG Teams 1, 2 & 3 will each separately decide 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** COVID. They now should be re-examined through the lens of our SWOT, Why, Core Values, and our current situation.
5. Ultimately, WIG Teams 1, 2 & 3 must each reach a consensus on the fewest number of Strategic Areas of Focus upon which the parish will focus with disproportionate energy to make the greatest transformation and difference.
6. In determining these most critical Strategic Areas of Focus, start by first considering how to address the consensus biggest parish Weaknesses. The Strategic Areas of Focus **MUST ADDRESS** the biggest final **Weaknesses** of the parish. It is also great if they address some of the biggest Opportunities.
7. **Three** (or fewer) Strategic Areas of Focus for WIGs are the ideal target.
8. The Strategic Areas of Focus should be **concise phrases or single words** (just like the Summary Description words). They should summarize the area where a separate team will develop the specific Wildly Important Goal.
9. You do **NOT** need to identify the specific Strategic Wildly Important Goals. Identify merely the strategic areas from which the specific Strategic Wildly Important Goals will eventually be developed.

(Sunday) STRATEGIC AREA OF FOCUS FIRST WIG TEAM MEETING

1. WIG Teams in each Strategic Area of Focus will initially meet to 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 and via ZOOM);
 - (c) brainstorm people who add value in their Strategic Area of Focus who can be on-ramped and added to their WIG Team; and
 - (d) start brainstorming possible specific Wildly Important Goals in their Strategic Area of Focus.

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 the items in #1 above. (**Please invite OZ to all meetings** for continuity and to help keep the entire process on track.)
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 doing the research or determining the specific solution or way to achieve the WIG at this time. You are not to solve the problem. Your Action Plans will merely outline the steps that a separate Implementation Team will use to determine the solution. **DO NOT RESEARCH OR DISCUSS SPECIFIC SOLUTIONS.** Simply provide the to-be-formed Implementation Team with 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/ministries 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. OZ will help build this for you, so include OZ in your meetings.
9. Each WIG Team must **COMPLETE** all of their work **and submit them to OZ** by:
NO LATER THAN DECEMBER 30, 2022
10. OZ will participate remotely in as many of your WIG Team meetings/calls as possible to ensure you are on the right track, answer your questions, and help you finalize the specific wording. OZ is working with all the Task Forces and thus can help avoid overlaps or conflicts among the Task Forces

11. Examples of the correct format for WIGs, Lead and Lag Measures, comprehensive Action Plans, and Compelling Scoreboards can be found here:

(a) St Nicholas 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 GOC Indianapolis: <https://stewardshipcalling.com/holy-trinity-indianapolis-strategic-plan/>

(d) Holy Trinity GOC Grand Rapids: <https://stewardshipcalling.com/holy-trinity-goc-grand-rapids-mi/>

12. If you have ANY questions, please don't guess; just email OZ at: billmarianes@gmail.com.

13. Positively talk up this strategic planning process every chance you get among your friends, at the parish, and at 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 Christ the Saviour OC- Harrisburg Strategic Plan page located at: <https://stewardshipcalling.com/christ-the-saviour-harrisburg-pa-2/>

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, but it will likely start at 9 a.m. and be finished by 4 p.m.
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 a consensus on the exact wording of everything.

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

HEAT MAP APPENDIX –Pre-COVID SWOT Analysis (# of mentions at the beginning)

SUMMARY HEAT MAPPED TOP Pre-COVID STRENGTHS

- 59 - Worship
- 50 - Clergy
- 42 - Diversity
- 42 - Active Parishioners
- 36 - Loving And Unified Community
- 32 - Facilities
- 27 - Adult / Catechumen Education
- 27 - Generous Stewardship & Fiscal Stability
- 26 - Welcoming Parish
- 25 - Sunday School / Youth Programs
- 19 - Numerous Ministries / Opportunities To Serve
- 18 - Outreach
- 17 - Effective Leadership/Parish Council
- 15 - Strong/Committed Orthodox Membership
- 12 - Food Fest/Ethnic Foods
- 11 - Pan-Orthodox Mindset
- 10 - Family Friendly
- 10 - Preserving Tradition
- 9 - Good Use Of Technology
- 7 - Growing In Numbers
- 6 - Forward Thinking
- 6 - Bookstore/Library/Literature Available
- 4 - Non-Political
- 3 - Effective Covid Response
- 3 - Seminary/Seminarian Support
- 2 - Security Oriented

SUMMARY HEAT MAPPED TOP Pre-COVID WEAKNESSES

- 46 - Facilities/Location Issues
- 34 - Welcoming, Engagement & Inclusiveness Issues
- 30 - Stewardship / Engagement (Time, Talents, And Treasures)
- 29 - Youth & Emerging Adult Ministry Issues
- 26 - Outreach & Evangelism And Community Impact
- 21 (32)⁴ - Church Services Engagement & Accessibility Issues
- 17 - Education Issues (Adult And Youth) Sunday School
- 13 - Communications & Technology
- 11 - Choir / Music
- 7 - Staffing Issues - Need More Clergy
- 7 - Resistance To Change
- 6 - Aging Parish Demographic
- 4 - Lack Of Pan-Orthodox Emphasis /Work
- 4 - Female Issues
- 3 - Family
- 3 - Seniors Issues

SUMMARY HEAT MAPPED TOP Pre-COVID OPPORTUNITIES

- 34 - Community Needs & Outreach Opportunities
- 27 - Growing “Nones” & Dissatisfaction With Current
- 18 - Young Seekers & Outreach
- 16 - Internet / Technology / Social Media
- 16 - Pan-Orthodox Activities & Outreach
- 11 - Civil / Social Unrest & Instability
- 11 - Area Growth / Economy
- 10 - Advertising & Communications
- 10 - Mission
- 6 - Disruptive Crises (E.G., Covid)

SUMMARY HEAT MAPPED TOP Pre-COVID THREATS

- 40 - Secular Society
- 31 - Misconceptions About
- 23 - Uncontrollable Crises (E.G., Covid-19)
- 22 - Economy - Economic Strain
- 18 - Political Issues
- 14 - Declining Morals / Values
- 13 - Youth And Young Adult Issues
- 10 - Other Christian Groups
- 9 - Technology
- 8 - Orthodox Lack Of Unity
- 7 - Violence

⁴ The number of mentions would rise to 32 if we included the 11 mentions of choir issues

SUMMARY HEAT MAPPED TOP Pre-COVID CORE VALUES

- 26 – Traditional - Apostolic
- 23 – Service-
- 21 - Welcoming
- 21 - Christ-Centered
- 19 - Unified - Fellowship
- 17 - Loving
- 16 – Education-Focused
- 15 - Generous - Stewardship
- 12 - Evangelism &
- 10 - Faith In God
- 9 - Diverse
- 8 - Honest / Truthful
- 5 - Resourceful & Determined
- 4 - Discipleship
- 3 - Humble
- 3 - Hopeful
- 2 - Respectful
- 3 - Compassionate
- 2 - Creative
- 2 – Youth-Oriented

Summary Heat Mapped Pre-COVID Top STRATEGIC AREAS OF FOCUS *(suggested before first retreat consensus determination of SWOT, Why, Core Values, and Mission)*

- 29 - Community Philanthropy, Outreach & Evangelism Ministries
 - 21 - Stewardship (Time, Talents & Financial Stability)
 - 19 - Youth Education And Young Adult Ministry Programs
 - 17 - Orthodox Education
 - 11 - Grow Parish
 - 8 - Greater Church Service Engagement And Participation
 - 8 - Parishioner Unity/Fellowship
 - 8 - Develop A Strategic Plan
 - 6 - New Mission Parish
 - 5 - Facilities Expansion/Improvements
 - 5 - Increase Parish Visibility
 - 4 - Staffing And Support
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NOTES