



STRATEGIC PLAN



HOLY TRINITY GREEK
ORTHODOX CATHEDRAL



Holy Trinity Greek Orthodox Cathedral

To Glorify God and experience His unconditional love.

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Brothers and Sisters in Christ,

Holy Trinity Greek Orthodox Cathedral is an active community of faithful Orthodox Christians who are committed to deepening their spiritual life and sharing the light of Christ and their Orthodox Christian Faith. A group of over 50 parishioners have come together over the past year to purposefully seek the guidance of the All-Holy Trinity and to lay the ground work for a plan that will serve the parish community today and into the future.

The planning team has reviewed feedback through SWOT surveys submitted by you, the parishioners, in order to better understand what areas are of greatest need. After a year of diligent and prayerful work, we are pleased to present this Strategic Plan Booklet to you. The main goals have been collated and identified as three specific areas, which are epitomized by the following commands we find in Holy Scripture; “Gather the people” (Deuteronomy 4:10), which refers to Welcoming, Outreach, In-reach and Evangelism, “Make Disciples” (Matthew 28:19) which refers to Religious Education for all ages and Liturgical Engagement, and “Give Thanks” (Psalm 135/136:1) which refers to Stewardship and Parishioner engagement.

Our Lord Jesus says to His disciples, “I sent you to reap that for which you did not labor. Others have labored, and you have entered into their labor” (John 4:38). You are invited to enter into the joyful labor of the work of the plan put forth. You can work with one of the goals through the whole process, or only for a period of time. You may also work on different goals at different times if you like.

We prayerfully commit our plans to the Lord and ask for His blessing, following what we read in Proverbs, “Commit your work to the LORD, and your plans will be established” (Proverbs 16:3 ESV).

Yours Truly in Christ,

Rev. Father Gregory Hohnholt



Greek Orthodox Archdiocese of America ✝ Metropolis of Detroit

✝ Father Gregory Hohnholt
Dean of the Cathedral

✝ Father Bryce Buffenbarger
Assistant Priest



EXECUTIVE SUMMARY

The Holy Trinity Cathedral (HTC) community exists to glorify God and experience His unconditional love.

Growth requires periodically assessing where we are, where we want to be and how we will get there. In 2020 the Parish Council and Father Gregory Hohnholt began the process of considering these questions and laying the groundwork for engaging the parish in the development of a strategic plan. Throughout 2021, a group of 50 parishioners representing the diversity found within the parish worked diligently to analyze data and issues collected through surveys and open forums with the parish community. Through this process, a detailed analysis of the parish's Strengths, Weaknesses, Opportunities, and Threats (SWOT) provided the basis for the committee's work. The following **Mission Statement** was adopted:

"The Mission of Holy Trinity Greek Orthodox Cathedral is to be a Christ-centered community welcoming all people to grow spiritually in the fullness of the Orthodox Christian faith through love, worship, and service."

The Strategic Planning committee also agreed upon **Core Values** that will drive our culture and provide a framework for decision-making as the plan is implemented. The Core Values are:

- *To be loving and welcoming*
- *To be Christ-centered, godly, and faithful Orthodox Christians*
- *To be philanthropic, charitable, and compassionate*
- *To act with integrity*

Additionally the following **Vision** was developed:

Within three years, Holy Trinity Greek Orthodox Cathedral will measurably improve efforts to:

- *"Gather the People" (Deuteronomy 4:10) - Welcoming, Outreach, In-reach, and Evangelism*
- *"Make Disciples" (Matthew 28:19) - Religious Education and Liturgical Engagement*
- *"Give Thanks" (Psalm 135/136:1) - Stewardship and Engagement*

During the Summer and Fall of 2021 three teams developed Strategic Goals and detailed action plans to achieve them. All goals follow the SMART goal criteria of being Specific, Measureable, Attainable, Realistic, and achievable within a Timetable.

The parish Strategic Plan which follows this Executive Summary is in two parts:

Part 1: Provides more detail about the Process, Mission, SWOT Analysis, Core Values, Vision, and Strategic Goals.

Part 2: Outlines the three specific Strategic Goals and the step-by-step action plans which will guide the efforts to achieve each goal. These plans include precise timelines, areas of responsibility, and criteria for success measurement.

It is our sincere hope you are inspired by the work of our Strategic Planning Team and join the efforts to fulfill these goals. Please turn to page 13 to learn more about how to join in the efforts to reach these goals.

Part I: The Process, Mission, SWOT Analysis, Core Values, Vision, Strategic Goals

THE PROCESS

Strategic planning is a process to define direction and allocate resources to achieve goals. A Strategic Plan must answer four fundamental questions:

1. Why do we exist?

We articulated why we exist and why anyone would want to be a part of our church:

The Holy Trinity Cathedral community exists to glorify God and experience His unconditional love.

2. Where are we now?

We performed an assessment of HTC's current strengths, weaknesses, opportunities, threats, programs, talents, financial resources, and needs.

3. Where do we want to be?

We developed a comprehensive vision of where we want to be within a reasonable period of time.

4. How will we get there?

We developed an action plan which outlines steps to achieve goals which we determined to be critical in making our vision a reality.

THE MISSION

We wrote the following Mission Statement as a concise description of how we will achieve our vision:

The Mission of Holy Trinity Greek Orthodox Cathedral is to be a Christ-centered community welcoming all people to grow spiritually in the fullness of the Orthodox Christian faith through love, worship, and service.

SWOT ANALYSIS

Proper Strategic Planning requires a comprehensive analysis of the current state of an organization by examining Strengths, Weaknesses, Opportunities and Threats (SWOT).

The entire HTC family was invited to participate in this SWOT analysis. At the first retreat, the committee used your responses to assess HTC's Strengths, Weaknesses, Opportunities and Threats. To make the final HTC SWOT list, a particular item had to be listed by many people and agreed-upon by the committee.

The committee extensively discussed all items in order to reach a consensus on our community's Strengths, Weaknesses, Opportunities and Threats. A summary of the consensus SWOT conclusions follows in the table below:

STRENGTHS include characteristics of our Parish that give us advantages. This can include things we do well.

- Facilities & Iconography
- Parishioners
- Church Services & Theology
- Financial Stability
- Clergy
- Welcoming
- Ministries & Programs
- Technology & Communications
- Leadership

WEAKNESSES include characteristics that place our Parish at a disadvantage. This can include problems we face that we must overcome.

- Stewardship & Engagement (Time & Treasures)
- Youth & Young Adults Ministries
- Parishioner In-reach, Retention & Engagement
- Outreach & Evangelism
- Leadership & Complacency
- Facilities
- Religious Education
- Unwelcoming

OPPORTUNITIES include external chances to improve our performance in our environment.

- Community Outreach & Partnerships
- Evangelism / Many Seekers
- Technology

THREATS include external elements in our environment that could be problematic for our Parish or inhibit our success

- Secular & Societal Issues
- Youth Engagement Challenges
- Pandemic and Other Crises
- Hostility To Religion & Its Perceived Unimportance
- Other Churches

After reviewing the SWOT analysis, we were able to determine what issues were most important to our community. These issues are our Core Values.

CORE VALUES

Core Values drive an organization's culture and priorities and provide a framework to help make decisions. After numerous discussions, the committee reached the consensus that the following Core Values should guide our church in everything we do:

- *To be loving and welcoming*
- *To be Christ-centered, godly, and faithful Orthodox Christians*
- *To be philanthropic, charitable & compassionate*
- *To act with integrity*

VISION

Vision defines what the organization hopes to do in the future. Vision is a long-term view and focuses on: (1) What do we want to accomplish? (2) Where are we going? (3) What do we want to be in the future? After numerous and extensive discussions, the committee crafted the following Vision for the parish:

Within three years, Holy Trinity Greek Orthodox Cathedral will measurably improve efforts to:

- *"Gather the People" - Welcoming, Outreach, Inreach, and Evangelism*
- *"Make Disciples" - Religious Education and Liturgical Engagement*
- *"Give Thanks" - Stewardship and Engagement*

STRATEGIC GOALS

The Strategic Plan Committee broke down the needs of the parish based on the above analysis into three overarching Strategic Goals and drafted accompanying Action Plans for each of them. The Strategic Goals are all based on commands from God in the Scriptures.

- "Gather the People" (Deuteronomy 4:10) - Welcoming, Outreach, In-Reach, and Evangelism
- "Make Disciples" (Matthew 28:19) - Religious Education and Liturgical Engagement
- "Give Thanks" (Psalm 135/136:1) - Stewardship and Engagement

The committee used the "SMART" goal process to ensure that each Strategic Goal be:

SPECIFIC: *Each goal must be specific and clearly stated so that everyone will understand it.*

MEASURABLE: *There must be a way to measure the success of the goal.*

ATTAINABLE: *The goal must be attainable within a reasonable time.*

RELEVANT: *The goal must align with our values and objectives.*

TIMELINE: *There must be a timeline associated with the goal to ensure completion and provide accountability.*

YOU ARE INVITED TO JOIN THE TEAM

We invite anyone who is interested in working on any Strategic Goal to volunteer and offer their time and talents. The more people we have working together, the more we can achieve!

Each Strategic Goal has two Goal Leaders who are the individuals primarily responsible for ensuring that the Action Plan Teams working on that Strategic Goal stay on schedule. The overall implementation of every aspect of this Strategic Plan will be coordinated by the Plan Leaders who, together with the clergy, form our Oversight Team to help ensure the entire project remains on track.

COMMUNICATIONS

Regular communications about how we are achieving our Strategic Goals and Vision is an integral part of this Strategic Plan. Our Oversight Team will be regularly communicating all updates regarding our progress to all members of our community. The HTC website will feature active links to content for each of the elements of our Vision and Strategic Goals. We have also included numerous reporting and accountability processes to ensure that we transparently report our progress.

CONCLUSION

After thorough research, careful and prayerful reflection, and diligent work by dedicated parishioners, we believe that the implementation of this Strategic Plan will allow us to measurably improve our service to the faithful members of this parish and the broader community. By the Grace of God and with the essential support of the Holy Spirit, we can make a difference and achieve all of our Strategic Goals. Our future will be very bright when we work together!

We want as many of our faithful as possible involved in the transformational improvements that will result from this Strategic Plan. If you, or anyone you know, wants more information or to volunteer, please contact the church office directly or visit our website. You can always access this entire Strategic Plan, and check out our progress which we will regularly update, by going to our HTC Strategic Planning website at <https://htcindy.org/strategic-plan>.

There is plenty of room for the active engagement of every person in ensuring that our parish is a welcoming and inspiring community where together we experience Christ's love. May God bless us as we embark on this journey together!

Strategic Plan Goals

GOAL 1: WELCOMING, OUTREACH, IN-REACH, AND EVANGELISM

“Gather the People”

This goal focuses on creating a welcoming environment by taking visitors through a comprehensive welcoming process, welcoming more unaffiliated Orthodox and/or non-Orthodox in the parish each year, and increasing the number of youth and adults engaged in parish activities.

SMART GOAL:

Develop and implement an effective youth and adult Welcoming, Outreach, In-reach, & Evangelism Ministries (the “WOI&E Ministries”) that within 36 months will achieve the following “Target Goals”:

- (a) Welcoming Ministry in which 100% of visitors actively complete a comprehensive welcoming process
- (b) 52 or more unaffiliated Orthodox or nonOrthodox are welcomed in the parish each year
- (c) In-reach Ministries will achieve a 20% or more increase in the number of youth and adults engaged in parish activities or ministries from the prior year

GOAL 2: RELIGIOUS EDUCATION AND LITURGICAL ENGAGEMENT

“Make Disciples”

This goal focuses on the creation and completion of a Religious Education and Liturgical Engagement Program, that will in-turn engage parish adults, youth, and unaffiliated Orthodox or non-Orthodox.

SMART GOAL: Develop and implement an effective Religious Education and Liturgical Engagement (“RELE”) Program for youth and adults that will be completed within 20 months by the following “Education Targets”:

- (a) 25% or more of parish adults
- (b) 75% or more of parish youth
- (c) 50% or more of unaffiliated Orthodox or non-Orthodox are fully welcomed by the parish

GOAL 3: STEWARDSHIP AND ENGAGEMENT

“Give Thanks”

This goal focuses on increasing ministries engagement, increasing new steward families per year, and increasing parish stewardship financial giving.

SMART GOAL:

Develop and implement effective youth and adult “Stewardship & Ministry Engagement Programs,” gain membership growth, and enhance our financial position so that within 36 months, we will achieve the following “Engagement Targets”:

- (a) Increase ministries engagement by 50% or more across each age demographic
- (b) Net increase of 30 or more new steward families per year
- (c) Increase parish stewardship financial giving to fund 100% of the parish approved budget (including parish approved ministry expenses); provided that 10% or more of that parish approved budget is to be spent on community philanthropic outreach

Part II: Strategic Plan Goals and Action Plans

"Gather the People" - Welcoming, Outreach, In-Reach, and Evangelism

STEP 1: Research the most effective Welcoming Ministry and Outreach, In-Reach, and Evangelism Ministries (the WOI&E Ministries) within 3 months

Key Actions	Deadline Timetable	Completion Confirmation
1. Form Gather the People Team to develop strategies for Welcoming, Outreach, In-Reach & Evangelism Ministries	1 month after start date	Gather the People Team members agree to serve
2. Research and identify definitions of youth and adult welcoming, outreach, in-reach and evangelism and metrics to determine effectiveness and how success will be determined.	2 months after step one starts	Definitions and effectiveness metrics determined
3. Identify 5 or more Welcoming Ministries and 5 or more Outreach, In-Reach & Evangelism Ministries for both youth and adults to evaluate and consider from both inside and outside the Orthodox ecosystem.	Simultaneous with step 2	5 or more WOI&E Ministries are identified for study

STEP 2: Develop the most effective Welcoming, Outreach, In-Reach, and Evangelism Ministries within 4 months

Key Actions	Deadline Timetable	Completion Confirmation
4. Analyze the Holy Trinity baseline on key Welcoming, Outreach, Inreach, & Evangelism Ministries effectiveness metrics. Evaluate and study the Welcoming, Outreach, Inreach, & Evangelism Ministries identified in step 3 to determine their effectiveness and applicability to Holy Trinity based on definitions and criteria of effectiveness and success determined in step 2.	1 month after step 3	Evaluation of alternative Welcoming, Outreach, Inreach, & Evangelism Ministries are completed
5. Modify researched programs, or develop new programs or elements, as necessary, to finalize the creation of official Holy Trinity youth and adult Welcoming, Outreach, Inreach, & Evangelism Ministries	3 months after step 4	WOI&E Ministries are finalized

STEP 3: Identify implementation modalities and processes and recruit Welcoming, Outreach, In-Reach, & Evangelism Ministries Teams within 3 months

Key Actions	Deadline Timetable	Completion Confirmation
6. Identify best implementation modalities (technology, ministry participants, etc.) to achieve the Target Goals and recruit and train Welcoming, Outreach, In-Reach, & Evangelism Ministries participants (the "WOI&E Disciples").	1 month after step 5	WOI&E Ministries, delivery modalities are determined, and WOI&E Disciples are recruited
7. Develop WOI&E Ministries implementation training programs and delivery modalities and materials and train WOI&E Disciples.	3 months after step 5 (and concurrent with step 6)	WOI&E Disciples are trained, and all delivery modalities are set up

STEP 4: Implement the Welcoming Ministry and Outreach, In-Reach & Evangelism Ministries Programs and Achieve the "Intended" within 24 months

Key Actions	Deadline Timetable	Completion Confirmation
8. Implement the WOI&E Ministries to achieve the Target Goals	24 months after step 7	Achieve or exceed the Target Goals in welcoming and outreach & evangelism
9. Track and report on the achievement of the Target Goals on a monthly basis and implement improvements to WOI&E Ministries to overcome impediments to success.	Concurrent with step 8	WOI&E Target Goals achievement is reported monthly and WOI&E Ministries improvements are implemented

STEP 5: Compile and assess the results of the Holy Trinity WOI&E Ministries and make necessary improvements within 2 months

Key Actions	Deadline Timetable	Completion Confirmation
10. Obtain and compile qualitative and quantitative data from WOI&E Ministries implementation as to the effectiveness and success (based on criteria established in step 2) and areas for improvement	1 month after step 9	WOI&E Ministries assessments are compiled
11. Finalize and deliver WOI&E Ministries assessment analysis report, make all refinements necessary to make the WOI&E Ministries more effective based on information identified in step 10, and revise/improve them accordingly	1 month after step 10	WOI&E Ministries implementation assessment analysis is completed, and WOI&E Ministries are refined



“Make Disciples” - Religious Education and Liturgical Engagement

STEP 1: Research the most effective Religious Education and Liturgical Engagement (RELE) Program within 3 months

<i>Key Actions</i>	<i>Deadline Timetable</i>	<i>Completion Confirmation</i>
1. Form Make Disciples Team to develop strategies for Religious Education and Liturgical Engagement.	1 month after start date	Make Disciples Team members agree to serve
2. Research and define how RELE success will be determined for each targeted demographic of adults and youth and identify metrics to determine effectiveness.	2 months after step 1	Success and effectiveness metrics are finalized
3. Identify 5 or more Religious Education and 5 or more Liturgical Engagement Programs for both adults and youth to evaluate and consider from both inside and outside the Orthodox ecosystem.	Simultaneous with step 2	5 or more Religious Education and 5 or more Liturgical Engagement training programs are identified for study

STEP 2: Develop the most effective RELE Program within 3 months

<i>Key Actions</i>	<i>Deadline Timetable</i>	<i>Completion Confirmation</i>
4. Evaluate and study the RELE Programs identified in step 3 to determine their effectiveness and applicability to Holy Trinity based on criteria of effectiveness and success determined in step 2.	1 month after step 3	Evaluation of alternative RELE Programs is completed
5. Modify researched RELE programs, or develop new curriculum or programs, as necessary, to finalize the creation of official Holy Trinity adult and youth RELE Program for use. Identify potential “Educators” who can teach the RELE Program to each age demographic.	2 months after step 4	Adult and Youth RELE Program is finalized

STEP 3: Identify delivery modalities and recruit and train the RELE Program Educators within 3 months

Key Actions	Deadline Timetable	Completion Confirmation
<p>6.</p> <ul style="list-style-type: none"> • Identify the best ways to deliver the RELE Program for both adults and youth; • Identify delivery modalities and materials (technology, live education, etc.); • Recruit potential Educators for each age demographic; • Schedule training for Educators. 	<p>1 months after step 5</p>	<p>RELE Program delivery modalities determined, and Educators are recruited and trained</p>
<p>7.</p> <ul style="list-style-type: none"> • Develop RELE training program for Educators; • Determine interim effectiveness assessment measurement process; • Train the Educators selected in step 6 • Implement and establish all delivery modalities and materials. 	<p>3 months after step 5 (concurrent with step 6)</p>	<p>Educators are trained in RELE training program, interim assessment process determined, and all delivery modalities are set up</p>

STEP 4: Deliver the RELE Program to the Education Targets or more of adults and youth within 9 months

Key Actions	Deadline Timetable	Completion Confirmation
<p>8. Identify, recruit and educate the “Education Targets” or more of parish adults and youth in each targeted demographic in the RELE Program.</p>	<p>Concurrent with step 7</p>	<p>The Education Targets of Adult and Youth Parishioners or more participate in the RELE Program</p>
<p>9. The Education Target numbers or more of adults and youth in each targeted demographic will complete the RELE Program</p>	<p>9 months after steps 7 & 8</p>	<p>RELE Program is implemented to achieve or exceed the Education Targets of Parishioners</p>

STEP 5: Compile and assess the results of the parish RELE Program and make necessary improvements within 2 months

Key Actions	Deadline Timetable	Completion Confirmation
10. Obtain and compile qualitative and quantitative data from RELE Program implementations as to the effectiveness and success (based on criteria established in step 2) and identify areas for improvement.	1 months after step 9	RELE Program implementation assessments are compiled
11. Finalize and deliver RELE Program effectiveness assessment analysis and make all refinements necessary to make the RELE Program more effective based on information identified in step 10.	1 months after step 10	RELE Program is refined accordingly based on results of implementation

“Give Thanks” - Stewardship and Engagement

STEP 1: Research the most effective Stewardship and Ministry Engagement Programs within 4 months

Key Actions	Deadline Timetable	Completion Confirmation
1. Form Give Thanks Team to develop strategies for Stewardship and Ministry Engagement.	1 month after start date	Give Thanks Team members agree to serve
2. Determine stewardship and ministry engagement key definitions of engagement success and effectiveness metrics for each age demographic of youth and adults.	2 months after step 1	Key stewardship and ministry definitions and key effectiveness metrics are determined
3. Analyze the parish baseline on those key effectiveness metrics and identify parish impediments to success.	1 month after step 2	Parish baseline and impediments have been determined
4. Identify successful Stewardship & Ministry Engagement Programs to consider 5 or more Orthodox and 5 or more non-Orthodox programs.	Simultaneously during step 2 and 3	Targeted number of programs have been identified

STEP 2: Develop the most effective Engagement Programs within 4 months

Key Actions	Deadline Timetable	Completion Confirmation
5. Evaluate researched Stewardship & Ministry Engagement programs for effectiveness against definitions of engagement success and effectiveness metrics determined in step 2.	2 month after step 4	Stewardship & Ministry Engagement programs effectiveness evaluation completed
6. Create or modify youth and adult Stewardship & Ministry Engagement Programs for implementation at Holy Trinity (the "Stewardship & Engagement Programs") and establish quarterly and/or monthly Stewardship & Engagement Programs performance benchmarks in order to achieve Engagement Targets.	2 month after step 5	Stewardship & Ministry Engagement Programs have been developed and quarterly or monthly effectiveness measurement benchmarks have been determined

STEP 3: Recruit and train the parish Engagement Champions within 2 months

Key Actions	Deadline Timetable	Completion Confirmation
7. Define roles and responsibilities for team to implement the Stewardship & Ministry Engagement Programs (the "Engagement Champions") and identify numbers and names of Engagement Champions.	1 month after step 7	Engagement Champions are identified along with roles and responsibilities
8. Develop Engagement Champions training programs to teach them how to implement the Stewardship & Ministry Engagement Programs and train Engagement Champions.	1 month after step 6	Stewardship & Ministry Engagement Programs Training plan/manual and training completed

STEP 4: Implement the Stewardship & Ministry Engagement Programs to achieve the Engagement Targets within 24 months

Key Actions	Deadline Timetable	Completion Confirmation
9. Implement Stewardship & Ministry Engagement Programs based on determined monthly and quarterly performance benchmarks in order to fully achieve the Engagement Targets.	24 month after step 8	Engagement Champions are identified along with roles and responsibilities
10. Ongoing monthly/quarterly reviews of results of Stewardship & Ministry Engagement Programs with Engagement Champions.	Monthly during 24 months of implementation	Stewardship & Ministry Engagement Programs assessments are compiled

STEP 5: Compile and assess the results of the Stewardship & Ministry Engagement Programs and make necessary improvements within 2 months

Key Actions	Deadline Timetable	Completion Confirmation
11. Obtain and analyze qualitative and quantitative data from Stewardship & Ministry Engagement Programs effectiveness (based on criteria established in step 2) and make all necessary program improvements.	2 month after step 10	Review data and make necessary changes to Stewardship & Ministry Engagement Programs

Strategic Plan Team

Strategic Plan Development Volunteers (2021)

Steering Committee

Father Gregory Hohnholt
Father Bryce Buffenbarger
Dennis Dickos
Steve Kollias

Tracy Pappas
Julie Rowlas
Tony Seat
Nick Sofianopoulos

Strategic Plan Development Committee

Dean Antonopoulos
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Tony Batson
Gordon Bennett
Renee Brochhagen
David Carlson
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Greg Dickos
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Mike Hendricks
Paula Koned
Christopher Lafter
Connor Larew
Danielle Larew
Dean Maniakas
Gary Martine
Niki Martine
Jim Megremis
Megan Megremis
Veronica Megremis
Panayiota Moe
Sam Nicholas
Kingdon Offenbacher

James Pappas
Leon Pappas
Joe Pavia
Tina Pavia
Maria Pease
Grant Robbins
Sheri Seat
Andrew Spurrison
Lenie Tsakonas
Matt Welch
Cindy Woodruff
Mike Young
Gail Zeheralis

Strategic Plan Implementation Volunteers (2022-2024)

Implementation Oversight Team

Father Gregory Hohnholt
Father Bryce Buffenbarger
Renee Brochhagen
Megan Megremis
Julie Rowlas
Tony Seat
Lenie Tsakonas

Goal Leaders

“Gather the People”
Paula Koned and Tracy Pappas

“Make Disciples”
Danielle Larew and Jim Megremis

“Give Thanks”
Joe Pavia and Cindy Woodruff

Please share your talents and help our parish reach the goals of the strategic plan by joining one of the goal teams. Any parishioner interested in joining a goal team may contact one of the Goal Team Leaders, the Parish Office, or complete the form on the Strategic Plan website, <https://htcindy.org/strategic-plan>.