



ST. ROSE PHILIPPINE DUCHESNE PARISH
FLORISSANT, MISSOURI
PASTORAL STRATEGIC PLAN
2020-2022

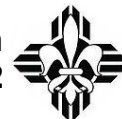
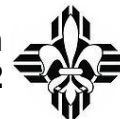


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1:00 PASTORAL PLAN SUMMARY

The three-year St. Rose Philippine Duchesne (StRPD) Strategic Plan rests on two foundational documents: the Vision Statement and the Mission Statement (♦ See Section 3.00 Foundational Documents). The actual content of the plan flows through five stages, each stage adding granularity (details) to the previous one. The five stages are: Pastoral Focus Areas → Goals → Strategies → Objectives → Actions (including timing, responsibilities and resources). ♦ See Appendix 8:10 LDI Pastoral Planning Process. The Pastoral Focus Areas selected for the plan are the ones recommended by *The Leadership & Development Institute (LDI)* for parishes: **Worship, Formation, Service and Administration**. ♦ See Section 4 Pastoral Focus Areas

The goals were extracted from the results of the Visioning and Surveying phases of the LDI Pastoral Planning Process which identified and prioritized the Strengths and Aspirations in each of the four Pastoral Focus Areas. The ranked Aspirations became the Strategic Pastoral Goals. Although a good number of strengths and aspirations surfaced during the process, those identified as highest priority were selected for the next 3 years of the plan. The other strengths and aspirations have been retained for further review and possible inclusion in the next cycle of the plan.

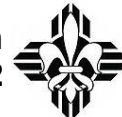
By selecting which strength(s) can be leveraged to reach which aspiration(s), strategies were developed. Following is the summary of the Goals and Strategies and the number of Objectives and Actions associated with each. ♦ Section 5.00 Pastoral Plan by Focus Area for details.

Focus Area	Strategic Goals	Strength-Based Strategies (Leverage)	No. of Objectives	No. of Tasks
WORSHIP	Increase Mass Attendance by School Children & Families	<ul style="list-style-type: none"> • Catholic School • Priests • Welcoming Spirit 	3	34
FORMATION	Explore Adding a DRE to Staff	<ul style="list-style-type: none"> • Catholic School • Commission Structure 	3	20
SERVICE	Increase Number of Volunteers for Service	<ul style="list-style-type: none"> • Homilies • Welcoming Spirit • Existing Ministries 	3	28
	Develop & Implement Young Adult Program	<ul style="list-style-type: none"> • Welcoming Spirit • Homilies • Existing Ministries 	2	8
	Increase Vocations to Priesthood & Religious Life	<ul style="list-style-type: none"> • Catholic School • Homilies 	2	15
ADMIN	Develop Financial Plan to Support Strategic Plan	<ul style="list-style-type: none"> • Commission Structure 	2	14
	Complete Review of Two Sites	<ul style="list-style-type: none"> • Catholic School • Commission Structure 	2	19
	Optimize Functioning of Commissions	<ul style="list-style-type: none"> • Commission Structure 	3	24
4 Areas	8 Goals	6 Strategies	20 Objectives	162 Tasks

Using the journey analogy, the goals are the destination on the way to the vision, the strategies are the thrust to move us in that direction, the objectives are the milestone in the journey and the actions are the stepping steps to journey from milestone to milestone.

This plan document includes a section on Implementation (♦ See Section 7.00) and an Appendix (♦ See Section 8.00) with details of items referred to and/or used in the development of the plan.

The Appendix summarizes the Strategic Pastoral Plan in the form of a Strategic Goals Map deploying the goals and the possible interaction between them.



2:00 INTRODUCTION

Another name for this section could be “how did we get here”.

In 2013, under the pastorship of Fr. Tom Wyrsh, StRPD's Parish Council decided to embark on a pastoral (strategic) planning process to help shape the future of the parish. Having had this kind of experience in his previous two parishes, Fr. Wyrsh contacted Vince Estrada – Founder and Principal of The Leadership & Development Institute, and requested his pro-bono services again. The LDI Pastoral Planning Process was implemented and the 2013 StRPD Strategic Plan was developed.

Based on the 'best practice' of updating strategic plans every 3-5 years (depending on the number and type of changes that have occurred) Fr. Wyrsh re-contacted Vince Estrada in 2019 to help update the plan. The first step was to form a Pastoral Planning Committee to help direct the effort. The Pastoral Planning Committee was composed of:

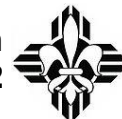
- ♦ Terry O'Neil (Parish Council President at the time)
- ♦ Tom Rechtien
- ♦ Cara Koen
- ♦ Joe Murphy
- ♦ Steve Gantner
- ♦ Fr. Tom Wyrsh (Pastor)
- ♦ Fr. John Nickolai (Associate Pastor)

One of the early decisions of the committee, given that 6 years had elapsed since the last plan, to replicate the whole pastoral planning process rather than just 'update' the plan document. Thus, the work of the committee involved:

- ♦ Planning the Vision Day
- ♦ Evaluating the results of the Vision Day
- ♦ Designing the Parish Survey
- ♦ Administering the Survey (in lieu of homilies during one weekend masses – as it was done in 2013)
- ♦ Tabulating the survey results
- ♦ Facilitating the development of the plan document: strategies, goals, objectives and actions

Once the goals were established based on the results of the Vision/Survey, a presentation was made to a wider parish audience (open to all) to give them a status report and engage them in the development of the objectives and tasks.

A second session was held involving representatives of the 4 commissions to continue the work of developing the plan. Good progress was being made when the Covid-19 pandemic slowed the process down. We continued to work with Parish Council via virtual meetings, ultimately generating enough details to be able to issue this document.



3:00 FOUNDATIONAL DOCUMENTS

The plan foundational documents are the Vision and Mission Statements. The Mission Statement already existed when the planning process was initiated. The Vision Statement was the result of the Vision affirmed and prioritized by the results of the Survey.









It is important to distinguish between Vision and Mission.

Vision is a statement of what we are striving to become. It is future-oriented, aspirational and inspirational.


Mission is a statement of what we do now as we journey towards the Vision. While the Mission statement can have an inspirational tone to it, it must also be operational and used as a template for the leadership to make decisions about the Parish.

3:10 VISION STATEMENT

We aspire to...

-  ***Increase Sunday Mass Attendance by School Children and Families***
-  ***Complete Review of Two Sites***
-  ***Increase the Number of Volunteers for Service Ministries***
-  ***Explore Adding a Director of Religious Education to the Staff***
-  ***Increase Support for Young Adults***
-  ***Increase Parish Vocations to the Priesthood and Religious Life***
-  ***Develop Financial Plan to Support the Strategic Plan***
-  ***Optimize the Functioning of the Parish Commissions***

By leveraging these strengths...

-  ***A Welcoming Spirit***
-  ***St. Vincent de Paul & TEAM***
-  ***Elementary Catholic School***
-  ***Our Priests***
-  ***Homilies***
-  ***Senior Socials***
-  ***Existing Commission Structure***

3:20 MISSION STATEMENT

Inspired by St. Rose Philippine Duchesne, our Parish serves God and community with its many ministries by witness of faith, through ongoing faith formation and evangelization of youth, while embracing cultural diversity and social justice.



4:00 STRATEGIC FOCUS AREAS

The 4 Strategic Focus Areas shown below are based on the time-tested Essential Parish model developed by The Leadership & Development Institute.



- ✚ **Worship** includes the Sacraments as well as other devotions and the ministers involved in them – both ordained and lay.
- ✚ **Formation** includes spiritual, intellectual, physical and apostolic. It covers school, PSR, adult education, youth groups, sports, etc.
- ✚ **Service** encompasses all of the parish reach-in activities as well as reach-out activities focused on serving others in their needs.
- ✚ **Administration & Finance** has to do with the physical facilities, the financial administration, stewardship (time-talents-treasures) and the parish leadership (priests, staff and parish council).

Please note that **Evangelization**, defined as “*growing in the faith and helping other grow in the faith*”, is more than a pillar or a commission; It is the integration – the natural outcome of the other four focus areas.



5:00 PASTORAL PLAN BY FOCUS AREA
5:100 WORSHIP

GOAL W-1: INCREASE MASS ATTENDANCE BY SCHOOL CHILDREN AND THEIR FAMILIES				
STRENGTH-BASED STRATEGIES: THE SCHOOL, THE PRIESTS, WELCOMING ENVIRONMENT AT MASS				
OBJECTIVE W-1.1 RE-ESTABLISH LITURGY OF THE WORD FOR CHILDREN				
ACTIONS	START	END	RESPONSIBLE	RESOURCES
PREPARE (INCLUDING OBTAINING RESOURCES FOR THIS OBJECTIVE)				
1. Review StRPD previous Liturgy of the Word for Children (LOW)	Q1 '21		Worship Commission	Previous LOW Program
2. Develop roles and responsibilities of coordinator and volunteers	Q1 '21		Worship Commission	
3. Estimate resources (time-talent-treasure)	Q1 '21		Worship Commission	
DO (MAIN ACTIVITIES AIMED AT ACHIEVING THE OBJECTIVE)				
4. Present plan to Pastor for approval. Adjust if needed			Worship Commission	
5. Select LOW Program Coordinator			Worship Commission	LOW Scope & Resources
6. Recruit volunteers			LOW Coordinator	LOW Scope & Resources
7. Communicate to families			LOW Coordinator	All Parish media
8. Initiate LOW Program			LOW Coordinator	Volunteers
CHECK (VERIFY THAT DO ACTIONS ARE ACHIEVING THE OBJECTIVE)				
9. Verify participation vs. invitations sent			LOW Coordinator	
10. Assess impact on mass attendance by school children & families			Worship Commission	
11. Obtain feedback on LOW program from families of children attending			LOW Coordinator	
ACT (ACTIVITIES NEEDED BASED ON RESULTS OF CHECK STEP)				
12. Review and update program if needed			LOW Coordinator	Other Parishes' LOW
13. Maintain communication about LOW with families			LOW Coordinator	All Parish media
14. Continue assessing participation and mass attendance			Worship Commission	LOW Coordinator
OBJECTIVE W-1.2 INVOLVE AGE-QUALIFIED CHILDREN IN WEEKEND LITURGICAL MINISTRIES				
ACTIONS	START	END	RESPONSIBLE	RESOURCES
PREPARE (INCLUDING OBTAINING RESOURCES FOR THIS OBJECTIVE)				
1. Determine age-qualification for each of the liturgical ministries	Q2 '21		Worship Commission	
2. Determine other non-age qualifications for each ministry	Q2 '21		Worship Commission	Liturgical Ministry Coord.
DO (MAIN ACTIVITIES AIMED AT ACHIEVING THE OBJECTIVE)				
3. Recruit from Youth Group			Youth Minister	Ministry Qualifications
4. Recruit from the School				
5. Promote monthly Mission Choir Mass to School parents				
6. Select children who showed interest for Liturgical Ministries				
7. Train children on the specific ministries			Liturgical Ministry Coord.	
CHECK (VERIFY THAT DO ACTIONS ARE ACHIEVING THE OBJECTIVE)				
8. Assess impact on mass attendance by school children & families			Worship Commission	
ACT (ACTIVITIES NEEDED BASED ON RESULTS OF CHECK STEP)				
9. Publicize involvement of children in liturgical ministries (testimonials)			Communications Coord.	Parish media
10. Continue recruiting as needed				



5:100 WORSHIP (Continued)

GOAL W-1 : INCREASE MASS ATTENDANCE BY SCHOOL CHILDREN AND THEIR FAMILIES				
STRENGTH-BASED STRATEGY: THE SCHOOL, THE PRIESTS, WELCOMING ENVIRONMENT AT MASS				
OBJECTIVE W-1.3 INVOLVE CHILDREN IN SCHOOL IN MENTORED ACTIVITIES THAT WILL LEAD THEM TO WANT TO GO TO MASS AT THE PARISH				
ACTIONS	START	END	RESPONSIBLE	RESOURCES
<i>PREPARE (INCLUDING OBTAINING RESOURCES FOR THIS OBJECTIVE)</i>				
1. identify school families that are parishioners	Q1 '21		School Office	
2. Identify natural opportunities throughout the year to invite student to participate.	Q1 '21			Enhance already scheduled events: • 1 st Communion Reprise • Catholic School Week • Confirmation • Stations during Holy Week • Triduum
3. Invite school to share school news with parish with oral announcements by student once per month at all weekend masses (Ambassador Program)	Q3 '21		Liturgy Commission	School marketing committee
<i>DO (MAIN ACTIVITIES AIMED AT ACHIEVING THE OBJECTIVE)</i>				
4. Schedule specific worship opportunities involving students at mass or other church services – publish calendar/list				All Saints Academy teachers
5. Schedule dates for student Ambassador announcements at mass				Pastor Parish Office
6. Personally invite students and families to participate in these special opportunities				
<i>CHECK (VERIFY THAT DO ACTIONS ARE ACHIEVING THE OBJECTIVE)</i>				
7. Review attendance by school families at special worship opportunities				
8. Schedule students for student Ambassador announcement weekends, provide script				School marketing committee
<i>ACT (ACTIVITIES NEEDED BASED ON RESULTS OF CHECK STEP)</i>				
9. Send thank you notes to students and families who participate			Welcoming	
10. Promote to school community – recognition for families who participated, encouragement for others to join next time			Communications	



5:200 FORMATION

GOAL F-1 EXPLORE ADDING A DIRECTOR OF RELIGIOUS EDUCATION (DRE) TO THE STAFF

STRENGTH-BASED STRATEGIES: CATHOLIC SCHOOL (FAMILIES), COMMISSION STRUCTURE

OBJECTIVE F-1.1 DEVELOP PACKAGE ON SCOPE OF DRE FUNCTION

ACTIONS	START	END	RESPONSIBLE	RESOURCES
<i>PREPARE (INCLUDING OBTAINING RESOURCES FOR THIS OBJECTIVE)</i>				
1. Obtain scope and compensation guidelines from Archdiocese	Q1 '21		Office Mgr.	
2. Appoint DRE Search Committee	Q2 '21		Pastor	
<i>DO (MAIN ACTIVITIES AIMED AT ACHIEVING THE OBJECTIVE)</i>				
3. Develop Position Description including:			Office Manager	
• Specific Functions: Technical-Organizational-Interpersonal				
• Competencies: Technical-Organizational-Interpersonal				
• Accountabilities				
• Resources Available to the Position				
<i>CHECK (VERIFY THAT DO ACTIONS ARE ACHIEVING THE OBJECTIVE)</i>				
4. Check Position Description vs. Archdiocesan Guidelines			Committee	
<i>ACT (ACTIVITIES NEEDED BASED ON RESULTS OF CHECK STEP)</i>				
5. Adjust Description based on 4 above			Office Mgr.	
6. Submit Description to Pastor for Review & Approval			Committee	

OBJECTIVE F-1.2 DETERMINE IF DRE POSITION WILL BE VOLUNTEERED OR PAID STAFF & OBTAIN APPROVAL

ACTIONS	START	END	RESPONSIBLE	RESOURCES
<i>PREPARE (INCLUDING OBTAINING RESOURCES FOR THIS OBJECTIVE)</i>				
1. Review DRE Salary vs. Parish Budget	Q1 '21		Finance Council	
<i>DO (MAIN ACTIVITIES AIMED AT ACHIEVING THE OBJECTIVE)</i>				
2. If Budget does not allow a full time staff addition:				
3. See if neighboring parishes have DRE to share			Committee	
4. Consider position part time			Committee	
5. Determine if a willing parish volunteer fits the description			Committee	
<i>CHECK (VERIFY THAT DO ACTIONS ARE ACHIEVING THE OBJECTIVE)</i>				
6. Compare 7 with Description			Committee	
<i>ACT (ACTIVITIES NEEDED BASED ON RESULTS OF CHECK STEP)</i>				
7. Recommend option			Committee	

OBJECTIVE F-1.3 RECRUIT & HIRE DRE

ACTIONS	START	END	RESPONSIBLE	RESOURCES
<i>PREPARE (INCLUDING OBTAINING RESOURCES FOR THIS OBJECTIVE)</i>				
1. Decide – external media	Q3 '21		Committee	
2. Decide Parish media	Q3 '21		Committee	
<i>DO (MAIN ACTIVITIES AIMED AT ACHIEVING THE OBJECTIVE)</i>				
3. Post job in all selected media			Office Mgr.	
<i>CHECK (VERIFY THAT DO ACTIONS ARE ACHIEVING THE OBJECTIVE)</i>				
4. Review applications			Committee	
5. Select candidates to be interviewed			Committee	
<i>ACT (ACTIVITIES NEEDED BASED ON RESULTS OF CHECK STEP)</i>				
6. Conduct interviews			Committee, Pastor	
7. HIRE DRE			Pastor	



5:300 SERVICE

GOAL S-1 : INCREASE NUMBER OF SERVICE VOLUNTEERS

STRENGTH-BASED STRATEGY: HOMILIES, WELCOMING SPIRIT, EXISTING MINISTRIES

OBJECTIVE S-1.1 INCREASE COVENANT CARD RECEIPTS 25-30%

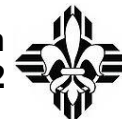
ACTIONS	START	END	RESPONSIBLE	RESOURCES
<i>PREPARE (INCLUDING OBTAINING RESOURCES FOR THIS OBJECTIVE)</i>				
1. Determine 2-year baseline Data	Q1 '21		Stewardship	
2. Review/finalize format of covenant cards	Q3 '20		Stewardship	
<i>DO (MAIN ACTIVITIES AIMED AT ACHIEVING THE OBJECTIVE)</i>				
3. Accessibility throughout year in welcome packets			Welcoming	Supply of printed cards to K.
4. October Donut Sunday				
5. Available at monthly committee Meetings				
6. Cards in literature racks				
7. Welcome table at fish fry			Welcoming	
<i>CHECK (VERIFY THAT DO ACTIONS ARE ACHIEVING THE OBJECTIVE)</i>				
8. Keep ongoing tally – collection spot for cards				
9. Determine which actions (3-7) are most productive			Committee leads	
<i>ACT (ACTIVITIES NEEDED BASED ON RESULTS OF CHECK STEP)</i>				
10. Follow up with phone call to those who signed up				
11. Adjust plan based on results of 8 and 9 above				

OBJECTIVE S-1.2 DEVELOP AND IMPLEMENT AN UPDATED PUBLICITY PLAN FOR EACH SERVICE ORGANIZATION

ACTIONS	START	END	RESPONSIBLE	RESOURCES
<i>PREPARE (INCLUDING OBTAINING RESOURCES FOR THIS OBJECTIVE)</i>				
1. Propose updating presentation board/summary	Q2 '21		Each committee	
2. Prepare promotion for updated board	Q2 '21			
<i>DO (MAIN ACTIVITIES AIMED AT ACHIEVING THE OBJECTIVE)</i>				
3. Produce a video of service highlights				
4. Donut Sunday hosts speak at Masses (1 min. “commercial”)				
5. Record Brief Videos				
6. List opportunities for bulletin and website				
<i>CHECK (VERIFY THAT DO ACTIONS ARE ACHIEVING THE OBJECTIVE)</i>				
7. Schedule organizations for donut Sunday (not just host)				
<i>ACT (ACTIVITIES NEEDED BASED ON RESULTS OF CHECK STEP)</i>				
8. Follow up with service orgs to ensure they are scheduled				
9. Adjust schedule as needed				

OBJECTIVE S-1.3 DEVELOP AND IMPLEMENT A CAMPAIGN TARGETED FOR SCHOOL FAMILIES

ACTIONS	START	END	RESPONSIBLE	RESOURCES
<i>PREPARE (INCLUDING OBTAINING RESOURCES FOR THIS OBJECTIVE)</i>				
1. Obtain school family list	Q1 '21		Service Comm.	School Office
2. Determine parishioners/not parishioners	Q1 '21		Service Comm.	School Office
3. Ask service organizations for specific volunteer needs	Q2 '21		Service orgs	
<i>DO (MAIN ACTIVITIES AIMED AT ACHIEVING THE OBJECTIVE)</i>				
4. Schedule specific service opportunities – publish list				School's Parent Association
5. Personally invite families to participate in service				
<i>CHECK (VERIFY THAT DO ACTIONS ARE ACHIEVING THE OBJECTIVE)</i>				
6. Maintain list of school families who participate				
<i>ACT (ACTIVITIES NEEDED BASED ON RESULTS OF CHECK STEP)</i>				
7. Send thank you notes to families who participate				
8. Promote successful service day/events to school community – recognition for families who participated, encouragement for others to join next time				



5:300 SERVICE (Continued)

GOAL S-2: DEVELOP & IMPLEMENT PROGRAM FOR YOUNG ADULTS				
STRENGTH-BASED STRATEGY: HOMILIES, WELCOMING SPIRIT, EXISTING MINISTRIES				
OBJECTIVE S-2.1 PARISH YOUNG ADULT POPULATION IDENTIFIED				
ACTIONS	START	END	RESPONSIBLE	RESOURCES
<i>PREPARE (INCLUDING OBTAINING RESOURCES FOR THIS OBJECTIVE)</i>				
1. Define 'Young Adult'	Q1 '21		Parish Council	
2. Create a Directory of Young Adults with Contact Information	Q1 '21		Office Manager	Parish Directory
<i>DO (MAIN ACTIVITIES AIMED AT ACHIEVING THE OBJECTIVE)</i>				
3. Survey Young Adults to find out what they want/need			Office Manager	Parish Council
<i>CHECK (VERIFY THAT DO ACTIONS ARE ACHIEVING THE OBJECTIVE)</i>				
<i>ACT (ACTIVITIES NEEDED BASED ON RESULTS OF CHECK STEP)</i>				
4. Tally the number of YA accepting the invitation to participate			Parish Council	
OBJECTIVE S-2.2 INCREASE NUMBER OF YOUNG ADULTS PARTICIPATING & LEADING PARISH SERVICE ORGANIZATIONS				
ACTIONS	START	END	RESPONSIBLE	RESOURCES
<i>PREPARE (INCLUDING OBTAINING RESOURCES FOR THIS OBJECTIVE)</i>				
1. Identify at least 2 specific opportunities for YA service	Q1 '21		Parish Council	Survey Results
<i>DO (MAIN ACTIVITIES AIMED AT ACHIEVING THE OBJECTIVE)</i>				
2. Inform YA of the specific service opportunities			Communications	YA Directory
<i>CHECK (VERIFY THAT DO ACTIONS ARE ACHIEVING THE OBJECTIVE)</i>				
3. Follow up on invitation per 3 above			Parish Council	
<i>ACT (ACTIVITIES NEEDED BASED ON RESULTS OF CHECK STEP)</i>				
4. Sign up YA to the selected opportunities			Office Manager	
GOAL S-3 INCREASE PARISH VOCATIONS TO THE PRIESTHOOD & RELIGIOUS LIFE				
STRENGTH-BASED STRATEGIES: SCHOOL, HOMILIES				
OBJECTIVE S-3.1 DEVELOP PROGRAM TO FOSTER VOCATIONS TO THE PRIESTHOOD & RELIGIOUS LIFE				
ACTIONS	START	END	RESPONSIBLE	RESOURCES
<i>PREPARE (INCLUDING OBTAINING RESOURCES FOR THIS OBJECTIVE)</i>				
1. Contact Archdiocesan Vocations Office for Suggestions	Q1 '21		Youth Minister	L Schuettenberg
<i>DO (MAIN ACTIVITIES AIMED AT ACHIEVING THE OBJECTIVE)</i>				
2. Analyze Suggestions for Relevance to StRPD Parish			PARISH COUNCIL	
3. Survey Parishes with successful vocations programs			Youth Minister	L Schuettenberg
4. Develop program			Parish Council	
<i>CHECK (VERIFY THAT DO ACTIONS ARE ACHIEVING THE OBJECTIVE)</i>				
5. Get Vocations Office feedback on proposed program			Youth Minister	L Schuettenberg
<i>ACT (ACTIVITIES NEEDED BASED ON RESULTS OF CHECK STEP)</i>				
6. Adjust based on feedback			Parish Council	
OBJECTIVE S-3.2 IMPLEMENT PROGRAM (OBJECTIVE S-3.1) TO FOSTER VOCATIONS TO THE PRIESTHOOD & RELIGIOUS LIFE				
ACTIONS	START	END	RESPONSIBLE	RESOURCES
<i>PREPARE (INCLUDING OBTAINING RESOURCES FOR THIS OBJECTIVE)</i>				
1. Inform Parish of Need (shortage)	Q1 '21		Communications	Archdiocesan Video
2. Inform Parish of proposed Program	Q1 '21		Communications	
<i>DO (MAIN ACTIVITIES AIMED AT ACHIEVING THE OBJECTIVE)</i>				
3. Start a Vocation Chalice Praying Program			Prayer Group	
4. Invite seminarians, priests and religious to speak at mass			Youth Minister	L Schuettenberg
5. Invite seminarians, priests and religious to speak at school			Youth Minister	L Schuettenberg
6. Schedule 'field trips' to seminary, convents, etc.			Office Manager	
<i>CHECK (VERIFY THAT DO ACTIONS ARE ACHIEVING THE OBJECTIVE)</i>				
7. Follow up on interest generated			Youth Minister	L Schuettenberg
8. Analyze what worked and what did not			Parish Council	
<i>ACT (ACTIVITIES NEEDED BASED ON RESULTS OF CHECK STEP)</i>				
9. Adjust program based on analysis			Youth Minister	L Schuettenberg



5:400 ADMINISTRATION

GOAL A-1 DEVELOP FINANCIAL PLAN TO SUPPORT PARISH STRATEGIC PLAN				
STRENGTH-BASED STRATEGIES: COMMISSION STRUCTURE				
OBJECTIVE A-1.1 ALLOCATE FUNDS TO COMMISSIONS IN PARISH BUDGET				
ACTIONS	START	END	RESPONSIBLE	RESOURCES
<i>PREPARE (INCLUDING OBTAINING RESOURCES FOR THIS OBJECTIVE)</i>				
1. Determine \$ resources needed to meet each Commission Goals	Q1 '21		Commission Ch.	Planning Worksheets
2. Determine if those funds are already in the Budget; if not...	Q1 '21		Finance Council	Existing Budget
<i>DO (MAIN ACTIVITIES AIMED AT ACHIEVING THE OBJECTIVE)</i>				
3. Explore possibility of re-distributing existing non-strategic funds			Finance Council	Existing Budget
4. Include one line item for each Commission with allocated funds			Finance Council	
<i>CHECK (VERIFY THAT DO ACTIONS ARE ACHIEVING THE OBJECTIVE)</i>				
5. Calculate shortfall, if any			Finance Council	
<i>ACT (ACTIVITIES NEEDED BASED ON RESULTS OF CHECK STEP)</i>				
6. If a shortfall exists, go to Objective A-1.2			Finance Council	
OBJECTIVE A-1.2 DEVELOP FUNDRAISING PLAN TO ACCOMMODATE \$ NEEDS OF STRATEGIC PLAN				
ACTIONS	START	END	RESPONSIBLE	RESOURCES
<i>PREPARE (INCLUDING OBTAINING RESOURCES FOR THIS OBJECTIVE)</i>				
1. Review shortfall (see above)	Q1 '21		Finance Council	
<i>DO (MAIN ACTIVITIES AIMED AT ACHIEVING THE OBJECTIVE)</i>				
2. Estimate how much additional \$ can be from Stewardship			Finance Council	
3. Estimate if additional \$ can be obtained from existing fundraisings			Finance Council	
4. Explore additional fundraising initiatives			Parish Council	
5. Communicate need to the Parish at large: what and why			Communications	
6. Implement fundraising			Parish Council	
<i>CHECK (VERIFY THAT DO ACTIONS ARE ACHIEVING THE OBJECTIVE)</i>				
7. Determine if needed funds have been generated	Ongoing		Finance Council	
<i>ACT (ACTIVITIES NEEDED BASED ON RESULTS OF CHECK STEP)</i>				
8. If not, review and revise plan			Finance Council	



5:400 ADMINISTRATION (Continued)

GOAL A-2 COMPLETE REVIEW OF TWO SITES				
STRENGTH-BASED STRATEGIES: SCHOOL, COMMISSION STRUCTURE				
OBJECTIVE A-2.1 REVIEW PRESENT SITUATION OF TWO SITES REGARDING: USAGE, PHYSICAL CONDITION, VALUE, COST AND ACCESSIBILITY				
ACTIONS	START	END	RESPONSIBLE	RESOURCES
<i>PREPARE (INCLUDING OBTAINING RESOURCES FOR THIS OBJECTIVE)</i>				
1. Examine yearly financials for each site	Q3 '21		Finance	
2. Determine plans for each building and site	Q3 '21		Facilities	
3. Poll organizations as to when, where and how often used	Q3 '21		Commission / Survey	
4. Determine Archdioceses long term objective	Q4 '21		Pastor	
<i>DO (MAIN ACTIVITIES AIMED AT ACHIEVING THE OBJECTIVE)</i>				
5. Analyze how organizations use the facilities				
6. Determine maintenance and repair expenses				
7. Estimate overall value of both sites				
8. Calculate operational cost per square foot				
9. Determine ADA accessibility for both				
10. Determine Area (Sq. Ft.) of each room size				
<i>CHECK (VERIFY THAT DO ACTIONS ARE ACHIEVING THE OBJECTIVE)</i>				
11.				
<i>ACT (ACTIVITIES NEEDED BASED ON RESULTS OF CHECK STEP)</i>				
12.				
OBJECTIVE A-2.2 DETERMINE FUTURE VIABILITY BASED ON PAST & PRESENT FACTORS AND DEVELOP OPTIONS				
ACTIONS	START	END	RESPONSIBLE	RESOURCES
<i>PREPARE (INCLUDING OBTAINING RESOURCES FOR THIS OBJECTIVE)</i>				
1. Get Objective A-1.1 finished	Q2 '22			
2.				
<i>DO (MAIN ACTIVITIES AIMED AT ACHIEVING THE OBJECTIVE)</i>				
4. Review outcome of A-1.1				
5. Determine option of keeping both				
6. Determine option of keeping one or the other				
7. Wild card that comes from A-1.1				
8.				
9.				
10.				
<i>CHECK (VERIFY THAT DO ACTIONS ARE ACHIEVING THE OBJECTIVE)</i>				
11.				
<i>ACT (ACTIVITIES NEEDED BASED ON RESULTS OF CHECK STEP)</i>				
12.				



5:400 ADMINISTRATION (Continued)

GOAL A-3 : OPTIMIZE THE FUNCTION OF PARISH COMMISSIONS

STRENGTH-BASED STRATEGY: EXISTING COMMISSION STRUCTURE

OBJECTIVE A-3.1 REVIEW/UPDATE ALIGNMENT OF COMMISSIONS TO THE ESSENTIAL PARISH PILLARS: WORSHIP-FORMATION-SERVICE-ADMIN

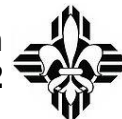
ACTIONS	START	END	RESPONSIBLE	RESOURCES
<i>PREPARE (INCLUDING OBTAINING RESOURCES FOR THIS OBJECTIVE)</i>				
1. Obtain and Review 2019 Parish Guidebook-Directory	Q1 '21		LDI Consultant	Website/Communications Coord.
2. Confirm additions, deletions and modifications	Q1 '21		LDI Consultant	Website/Communications Coord.
<i>DO (MAIN ACTIVITIES AIMED AT ACHIEVING THE OBJECTIVE)</i>				
3. Update Parish Organization Chart			LDI Consultant	
4. Review/Update Scope of Each Group in ea. Commission			LDI Consultant	Commission Chairs
5. Re-Align Commission Composition to Pillars (if needed)			LDI Consultant	Commissions Chairs
<i>CHECK (VERIFY THAT DO ACTIONS ARE ACHIEVING THE OBJECTIVE)</i>				
6. Verify Adequacy of Realignment			LDI Consultant	Commissions Chairs
<i>ACT (ACTIVITIES NEEDED BASED ON RESULTS OF CHECK STEP)</i>				
7. Make Necessary Adjustments			LDI Consultant	Feedback from Commission Chairs
8. Submit Updated Commission Structure for Approval			Parish Council Ch.	Report from LDI Consultant
9. Update Parish-Guidebook Directory			WCC	Approved Version from Council
10. Communicate Update to All Interested Parties			WCC	Updated 2020 Parish Directory

OBJECTIVE A-3.2 DEVELOP COMMISSIONS MISSION STATEMENTS

ACTIONS	START	END	RESPONSIBLE	RESOURCES
<i>PREPARE (INCLUDING OBTAINING RESOURCES FOR THIS OBJECTIVE)</i>				
1. Review LDI Mission Statement Specs	Q3 '21		LDI Consultant	LDI Mission Specs
2. Review Scope of StRPD Ministries	Q3 '21			Directory
<i>DO (MAIN ACTIVITIES AIMED AT ACHIEVING THE OBJECTIVE)</i>				
3. Draft Mission Statement for Each Commission			LDI Consultant	LDI Mission Statement Specs
4. Submit Draft to Parish Council for Review & Approval			LDI Consultant	
<i>CHECK (VERIFY THAT DO ACTIONS ARE ACHIEVING THE OBJECTIVE)</i>				
5. Review/Approve Mission Statements			Parish Council	Commission Chairs
<i>ACT (ACTIVITIES NEEDED BASED ON RESULTS OF CHECK STEP)</i>				
6. Make Adjustments (if Necessary)			LDI Consultant	
7. Issue Final Version of Commissions Mission Statement s			Parish Council	
8. Communicate to all Interested Parties			Commissions Ch.	Commission Rosters

OBJECTIVE A-3. DEVELOP A PROCEDURE FOR THE FUNCTIONING OF COMMISSIONS

ACTIONS	START	END	RESPONSIBLE	RESOURCES
<i>PREPARE (INCLUDING OBTAINING RESOURCES FOR THIS OBJECTIVE)</i>				
1. Select Scope of Procedure	Q3 '21		LDI Consultant	
2. Select Format of Procedure	Q3 '21		LDI Consultant	
<i>DO (MAIN ACTIVITIES AIMED AT ACHIEVING THE OBJECTIVE)</i>				
3. Draft Commissions Procedure(s)			LDI Consultant	
<i>CHECK (VERIFY THAT DO ACTIONS ARE ACHIEVING THE OBJECTIVE)</i>				
4. Review Procedure			Parish Council	Commission Chairs
<i>ACT (ACTIVITIES NEEDED BASED ON RESULTS OF CHECK STEP)</i>				
5. Make Adjustments (if needed)			LDI Consultant	
6. Issue Procedure & Send to Commission Members			Commissions Ch.	



6:00 MASTER CALENDARS

The following pages recap the entire Pastoral Plan by Strategic Focus Areas, focusing on the timeline over the plan span of 3 years.

This Master Calendars also serves the purpose of tracking progress of the achievement of goals, objectives and actions. This can be done by placing a specific completion date inside the rectangle representing a goal, objective or task.

Show below is the format used for the Master Calendars. There should be a Master Calendar for each Strategic Focus Area.

Strategic Focus Area: _____	2020				2021				2022			
	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q
Goal												
Objective				12/15								
Task 1	3/15											
Task 2	3/30											
Task 3				12/8								
Task 4				12/8								
Task 5				12/15								
Objective												
Task 1												
Task 2												
Task 3												
Task 4												



6:10 MASTER CALENDAR FOR STRATEGIC FOCUS AREA: WORSHIP

Strategic Focus Area: Worship	Resp	2020				2021				2022			
		1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q
GOAL W-1 INCREASE MASS ATTENDANCE BY SCHOOL CHILDREN & FAMILIES													
OBJECTIVE W-1.1: RE-ESTABLISH LITURGY OF THE WORD FOR CHILDREN.													
1. Review StRPD previous Liturgy of the Word for Children (LOW)													
2. Develop roles and responsibilities of coordinator and volunteers													
3. Estimate resources (time-talent-treasure)													
4. Present plan to Pastor for approval. Adjust if needed													
5. Select LOW Program Coordinator													
6. Recruit volunteers													
7. Communicate to families													
8. Initiate LOW Program													
9. Verify participation vs. invitations sent													
10. Assess impact on mass attendance by school children & families													
11. Obtain feedback on program from families of children attending													
12. Review and update program if needed													
13. Maintain communication about LOW with families													
14. Continue assessing participation and mass attendance													
OBJECTIVE W-1.2 INVOLVE AGE-QUALIFIED CHILDREN IN LITURGICAL MINISTRIES													
1. Determine age-qualification for each of the liturgical ministries													
2. Determine other non-age qualifications for each ministry													
3. Recruit from Youth Group													
4. Recruit from the School													
5. Promote monthly Mission Choir Mass to School parents													
6. Select children who showed interest in Liturgical Ministries													
7. Train children on the specific ministries													
8. Assess impact on mass attendance by school children & families													
9. Publicize involvement of children in liturgical ministries (testimonials)													
10. Continue recruiting as needed													
OBJECTIVE W-1.3 INVOLVE CHILDREN IN SCHOOL IN MENTORED ACTIVITIES													
1. Identify school families that are parishioners													
2. Identify opportunities to invite student participation at mass/worship													
3. Invite school to share news by student monthly at all w/e masses													
4. Schedule opportunities involving students at mass or other services													
5. Schedule dates for student ambassador announcements at mass													
6. Invite each students /families to participate in the special opportunities													
7. Review attendance by school families at special worship opportunities													
8. Schedule students announcement weekends. Provide script													
9. Send thank you notes to students and families who participate													
10. Promote to school community recognition for families who participated.													

Responsibility Code:

Pa: Pastor – **AP:** Associate Pastor – **De:** Deacon – **PC:** Parish Council – **SC:** Finance Council – **WC:** Worship Commission –
FC: Formation Commission – **SC:** Service Commission – **AC:** Administration Commission – **CC:** Communications Coordinator
OM: Office Manager – **YM:** Youth Minister – **SP:** School Principal – **WeC:** Welcoming Committee –
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6:20 MASTER CALENDAR FOR STRATEGIC FOCUS AREA: FORMATION

Strategic Focus Area: Formation	Resp	2020				2021				2022			
		1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q
GOAL F-1 EXPLORE ADDING DIRECTOR OF RELIGIOUS EDUCATION (DRE) TO STAFF													
OBJECTIVE F-1.1: DEVELOP PACKAGE ON SCOPE OF DRE FUNCTION.													
1. Obtain scope and compensation guidelines from Archdiocese	OM												
2. Appoint DRE Search Committee (SeCo)	Pa												
3. Develop Position Description	OM												
4. Check Position Description vs. Archdiocesan Guidelines	SeC												
5. Adjust Description based on 4 above	OM												
6. Submit Description to Pastor for Review & Approval	SeC												
OBJECTIVE F-1.2 DETERMINE IF DRE POSITION IS VOLUNTEERED OR PAID.													
1. Review DRE Salary vs. Parish Budget	\$C												
2. If Budget does not allow a full time staff addition:													
3. See if neighboring parishes have DRE to share	SeC												
4. Consider position part time	SeC												
5. Determine if a willing parish volunteer fits the description	SeC												
6. Recommend option	SeC												
OBJECTIVE F-1.3 RECRUIT & HIRE DRE													
1. Decide – external media	OM												
2. Decide Parish media	OM												
3. Post job in all selected media	OM												
4. Review applications	SeC												
5. Select candidates to be interviewed	SeC												
6. Conduct interviews	Sec												
7. Select final candidate	Pa												
8. Hire DRE	Pa												

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6:30 MASTER CALENDAR FOR STRATEGIC FOCUS AREA: SERVICE

Strategic Focus Area: Service	Resp	2020				2021				2022			
		1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q
GOAL S-1 INCREASE NUMBER OF SERVICE VOLUNTEERS													
OBJECTIVE S-1.1 INCREASE COVENANT CARD RECEIPTS 25-30%	StC												
1. Determine 2-year baseline data	StC												
2. Review/finalize format of covenant cards													
3. Insure accessibility throughout year in welcome packets	WeC												
4. Have Cards at October Donut Sunday													
5. Have Cards Available at monthly committee Meetings													
6. Place Cards in literature racks													
7. Staff Welcome Table at fish fry	WeC												
8. Keep ongoing tally – collection spot for cards													
9. Determine which actions (3-7) are most productive	SC												
10. Follow up with phone all to those who signed up													
11. Adjust plan based on results of 8 and 9 above													
OBJECTIVE S-1.2 DEVELOP /IMPLEMENT PUBLICITY PLAN FOR EA. ORGANIZATION													
1. Propose updating presentation board/summary													
2. Prepare promotion for updated board	SC												
3. Produce a video of service highlights													
4. Donut Sunday hosts speak at Masses (60-sec “commercial”)													
5. Record Brief Videos													
6. List opportunities for bulletin and website													
7. Schedule organizations for Donut Sunday (not just host)													
8. Follow up with service orgs to ensure they are scheduled													
9. Adjust schedule as needed													
OBJECTIVE S-1.3 DEVELOP/IMPLEMENT A CAMPAIGN TARGETED FOR SCHOOL FAMILIES													
1. Identify school families – segment parishioner/non parishioner	SC												
2. Ask service organizations for specific volunteer opportunities	SC												
3. Schedule specific service opportunities – publish list													
4. Personally invite families to participate in service opportunities													
5. Maintain list of school families who participate in service													
6. Send thank you notes to families who participate													
7. Recognize families who participate in school community promotion													

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6:30 MASTER CALENDAR FOR STRATEGIC FOCUS AREA: SERVICE (CONTINUED)

Strategic Focus Area: Service	Resp	2020				2021				2022			
		1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q
GOAL S-2 DEVELOP & IMPLEMENT PROGRAM FOR YOUNG ADULTS (YA)													
OBJECTIVE S-2.1 IDENTIFY PARISH YOUNG ADULT POPULATION													
1. Define 'Young Adult'	PC												
2. Create a Directory of Young Adults with Contact Information	OM												
3. Survey Young Adults to find out what they want/need	PC/OM												
4. Tally the number of YA accepting the invitation to participate	OM												
OBJECTIVE S-2.2 INCREASE NO. OF YA PARTICIPATING & LEADING SERVICE ORG.													
1. Identify 2+ specific opportunities for YA service involvement	PC												
2. Inform YA of the specific service opportunities	CC												
3. Follow up on invitation per 2 above	PC												
4. Sign up YA to the selected opportunities	OM												

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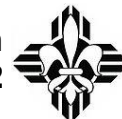


6:30 MASTER CALENDAR FOR STRATEGIC FOCUS AREA: SERVICE (CONTINUED)

Strategic Focus Area: Service	Resp	2020				2021				2022			
		1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q
GOAL S-3 INCREASE PARISH VOCATIONS TO PRIESTHOOD & RELIGIOUS LIFE													
OBJECTIVE S-3.1 DEVELOP VOCATION PROGRAM													
1. Contact Archdiocesan Vocations Office for Suggestions	YM												
2. Analyze Suggestions for Relevance to StRPD Parish	PC												
3. Survey Parishes with successful vocations programs	YM												
4. Develop program	PC												
5. Get Vocations Office feedback on proposed program	YM												
6. Adjust based on feedback	PC												
OBJECTIVE S-3.2 IMPLEMENT VOCATION PROGRAM.													
1. Inform Parish of Need (shortage)	CC												
2. Inform Parish of proposed program	CC												
3. Start a Vocation Chalice Praying Program	PG												
4. Invite seminarians, priests and religious to speak at mass	YM												
5. Invite seminarians, priests and religious to speak at school	YM												
6. Schedule 'field trips' to seminary, convents, etc.	OM												
7. Follow up on interest generated	YM												
8. Analyze what worked and what did not	PC												
9. Adjust program based on analysis	YM												

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6:40 MASTER CALENDAR FOR STRATEGIC FOCUS AREA: ADMINISTRATION

Strategic Focus Area: Administration	Resp	2020				2021				2022			
		1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q
GOAL A-1 COMPLETE REVIEW OF TWO SITES													
OBJECTIVE A-1.1 REVIEW PRESENT SITUATION OF TWO SITES													
1. Examine yearly financials for each site													
2. Determine plans for each building and site													
3. Poll organizations as to when, where and how often used													
4. Determine Archdioceses long term objective													
5. Analyze how organizations use the facilities													
6. Determine maintenance and repair expenses													
7. Estimate overall value of both sites													
8. Calculate operational cost per square foot													
9. Determine ADA accessibility for both													
10. Determine Area (Sq. Ft.) of each room size													
11.													
12.													
13.													
14.													
OBJECTIVE A-1.2 DETERMINE FUTURE VIABILITY AND DEVELOP OPTIONS													
1. Get Objective A-1.1 finished													
2. Review outcome of A-1.1													
3. Determine option of keeping both													
4. Determine option of keeping one or the other													
5. Wild card that comes from A-1.1													
6.													
7.													
8.													
9.													
10.													

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6:40 MASTER CALENDAR FOR STRATEGIC FOCUS AREA: ADMINISTRATION (CONTINUED)

Strategic Focus Area: Administration	Resp	2020				2021				2022			
		1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q
GOAL A-2 DEVELOP FINANCIAL PLAN TO SUPPORT STRATEGIC PLAN													
OBJECTIVE A-2.1 ALLOCATE FUNDS TO COMMISSIONS IN PARISH BUDGET													
1. Determine \$ resources needed to meet each Commission Goals	CCh												
2. Determine if those funds are already in the Budget; if not...	\$C												
3. Explore possibility of re-distributing existing non-strategic funds	\$C												
4. Include one line item for each Commission with allocated funds	\$C												
5. Calculate shortfall, if any	\$C												
6. If a shortfall exists, go to Objective A-1.2	\$C												
7.													
8.													
9.													
10.													
OBJECTIVE A-2.2 DEVELOP FUNDRAISING PLAN FOR \$ NEEDS OF SP													
1. Review shortfall (see above)	\$C												
2. Estimate how much additional \$ can be from Stewardship	\$C												
3. Estimate if more \$ can be obtained from existing fundraisings	\$C												
4. Explore additional fundraising initiatives	PC												
5. Communicate need to the Parish at large: what and why	\$C												
6. Implement fundraising	PC												
7. Determine if needed funds have been generated	\$C												
8. If not, review and revise plan	\$C												

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CCh – Commission Chairs

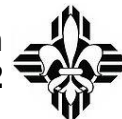


6:40 MASTER CALENDAR FOR STRATEGIC FOCUS AREA: ADMINISTRATION (CONTINUED)

Strategic Focus Area: Administration	Resp	2020				2021				2022			
		1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q
GOAL A-3 OPTIMIZE FUNCTIONING OF COMMISSIONS													
OBJECTIVE A-3.1 REVIEW/UPDATE ALIGNMENT OF COMMISSIONS TO THE PILLARS													
1. Obtain and Review 2019 Parish Guidebook-Directory	LDI												
2. Confirm additions, deletions and modifications	LDI												
3. Update Parish Organization Chart	LDI												
4. Review/Update Scope of Each Group in ea. Commission	LDI												
5. Re-Align Commission Composition to Pillars (if needed)	LDI												
6. Verify Adequacy of Realignment	LDI												
7. Make Necessary Adjustments	LDI												
8. Submit Updated Commission Structure for Approval	PCCh												
9. Update Parish-Guidebook Directory	CC												
10. Communicate Update to All Interested Parties	CC												
OBJECTIVE A-3.2 DEVELOP COMMISSIONS MISSION STATEMENTS													
1. Review LDI Mission Statement Specs	LDI												
2. Review Scope of StRPD Ministries	LDI												
3. Draft Mission Statement for Each Commission	LDI												
4. Submit Draft to Parish Council for Review & Approval	LDI												
5. Review/Approve Mission Statements	PC												
6. Make Adjustments (if Necessary)	LDI												
7. Issue Final Version of Commissions Mission Statement s	PC												
8. Communicate to all Interested Parties	CC												
OBJECTIVE A-3.3 DEVELOP /IMPLEMENT PROCEDURE FOR COMMISSIONS													
1. Select Scope of Procedure	LDI												
2. Select Format of Procedure	LDI												
3. Draft Commissions Procedure(s)	LDI												
4. Review Procedure	PC												
5. Make Adjustments (if needed)	LDI												
6. Issue Procedure & Send to Commission Members	CC												

Responsibility Code:

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CCh: Commission Chairs – **LDI**: LDI Consultant



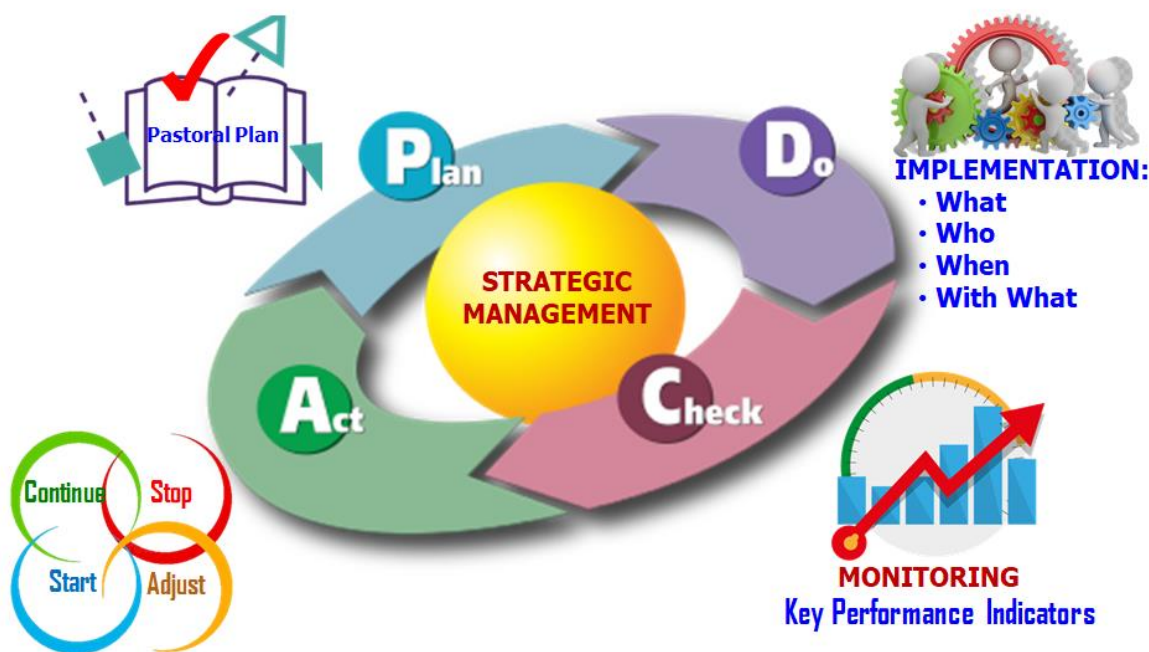
7:00 IMPLEMENTATION¹

Up to this point in this document we have dealt with “planning the work”. Now we turn our attention towards “working the plan”.

7:10 STRATEGIC MANAGEMENT

Shown below is the Strategic Management Process based on a time-tested cycle known as PDCA (Plan-Do-Check-Act). This cycle is the joint responsibility of the Parish Council and the Commission Chairs.

Plan-Do-Check-Act Cycle



The **Plan** phase of the cycle, during its first pass, has been completed with the issuance and approval of this Strategic Plan document.

The **Do** phase of the cycle is the day-to-day implementation of the actions (tasks) detailed in the plan according to the timelines and responsibilities associated with each of the tasks.

The **Check** phase of the cycle has an informal component and a formal component. The informal component is the verification by those implementing the plan that milestones (objectives) are being achieved. The formal component of this phase rests with the Parish Council. Regularly (and we recommend that it be done at each council meeting) the council receives reports of progress vs. plans.

The **Act** phase of the cycle has to do with adjusting actions needed based on the Check phase. What those actions are depends of the nature of the findings during the Check phase. Typically, adjusting actions are about starting or continuing or stopping or adjusting something.

The implication of this PDCA cycle concept is that Strategic Planning is not a one-shot event. The document itself is a living document subject to fine tuning based on the realities of the outcomes.

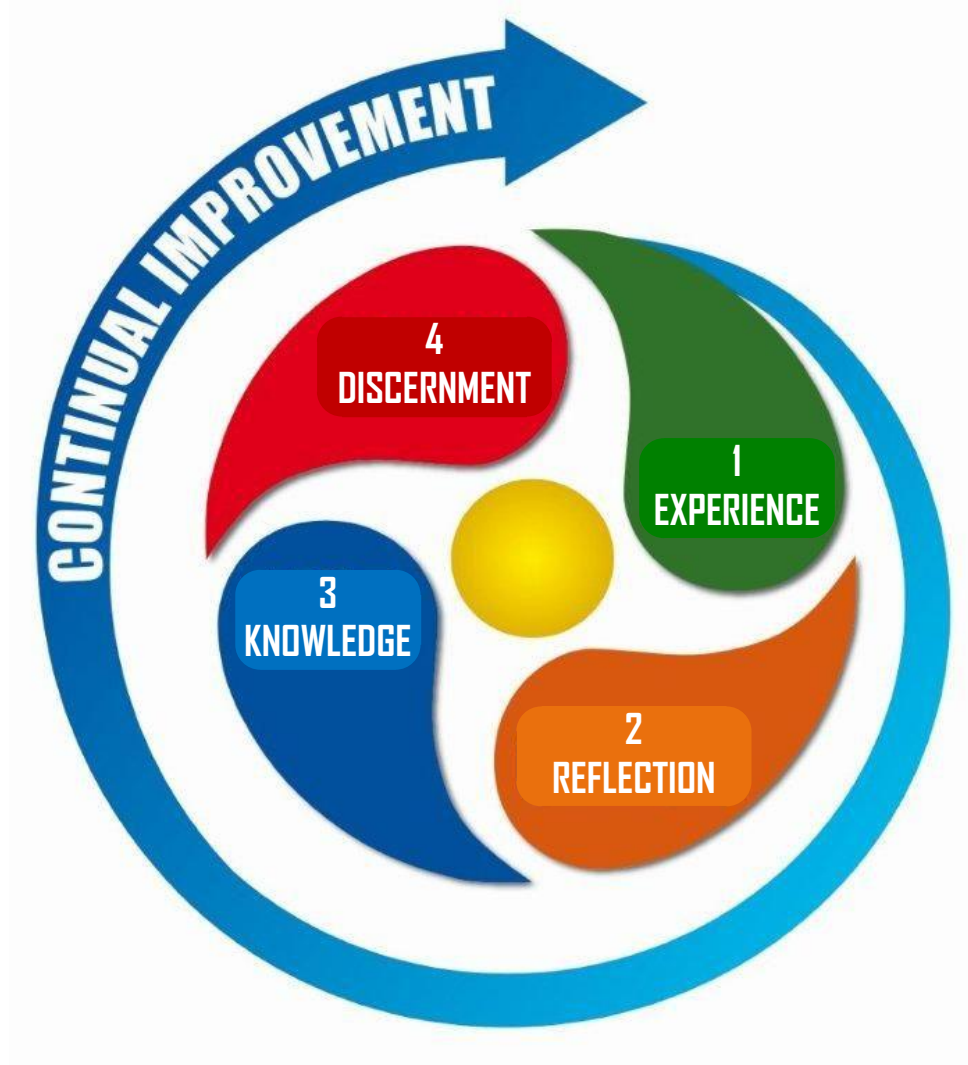
¹ The content of this section of the Strategic Plan document was developed by LDI.



7:20 CONTINUOUS IMPROVEMENT

As noted in the previous sub-section, the Strategic Plan is a living document and as such can and should be continually improved. The continuous improvement cycle² is shown below.

Continuous Improvement Cycle



The cycle works as follows. Based on the experience (in our case, the experience of implementing the strategic plan), we should frequently reflect on that experience. From that reflection we extract new knowledge which it is then distilled by discernment to help us decide how to apply that new knowledge to the ongoing experience. As a result, we have learned and we have improved the experience.

Colloquially, the continuous improvement/learning cycle can be summarized and easily remembered as What-So-What-Now What. What did we learn (from the experience), so what does that mean (what is its significance), now what are we going to do (the application of the new knowledge).

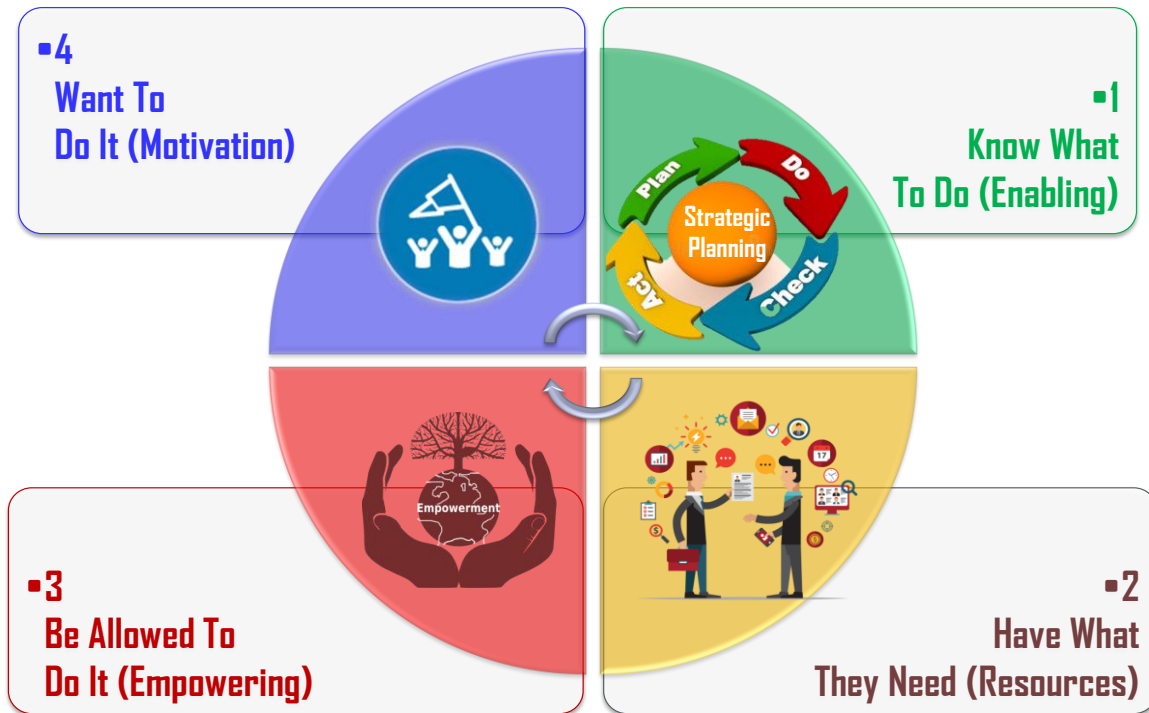
² Because the Continuous Improvement Cycle inevitably generates personal and institutional learning, it is also known as the Learning Cycle



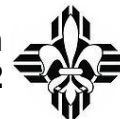
7:30 TROUBLESHOOTING

Troubleshooting has to do finding the cause when something is not going the way it was expected. Knowing the cause, we can take corrective action. A simple and time-tested approach to troubleshooting when the situation involves people (as in a strategic plan implementation) is the 4-Performance Factors model. This is shown below.

For Things To Go Well, People Need To...



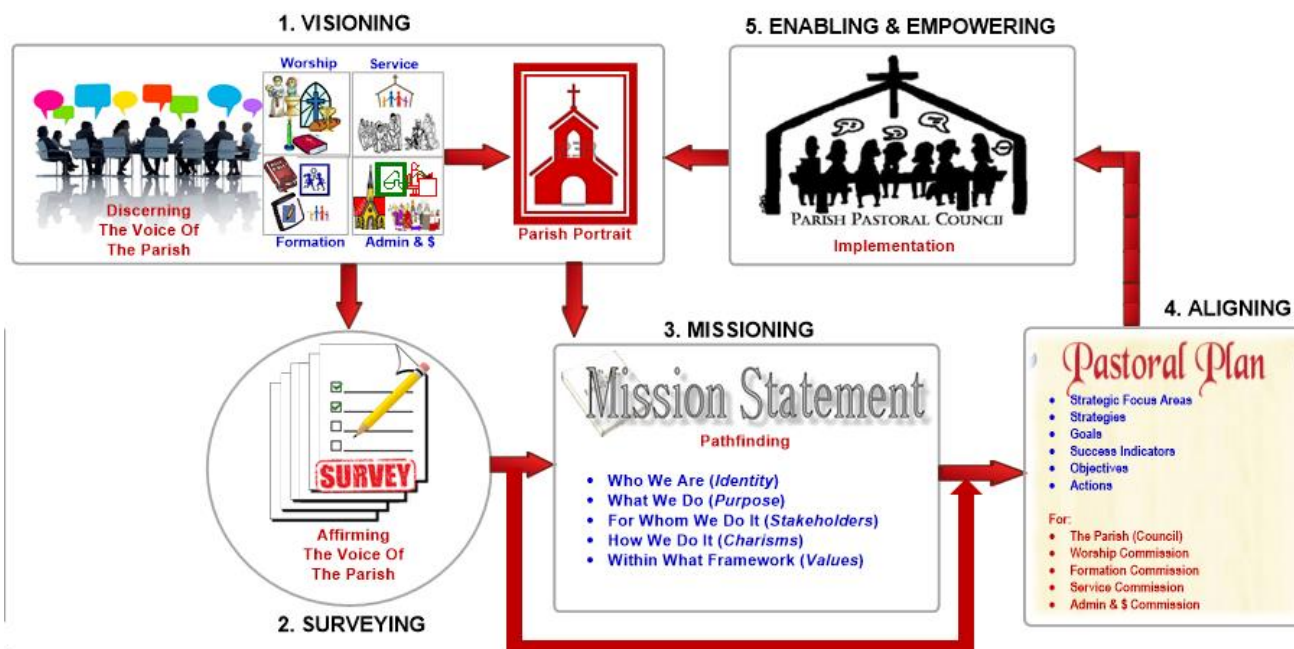
1. **No Understanding of the Process.** People involved in the planning and implementation need to know (or learn) what to do and why. This is a training or educational (enabling) issue. The most frequent solution is using professional consulting and facilitation.
2. **Lack of Resources.** Time and money being the principal ones. A common occurrence is the misalignment between the plan and budget allocations.
3. **Lack of Organizational Support.** Those involved in the planning, and especially in the implementation, must be 'allowed' to do it and supported in the journey. This is an empowering matter. It rests squarely on the leadership of the institution.
4. **Poor Motivation.** If the first 3 factors above are taken care of, motivation is usually a non-issue. If it is, it could be because:
 - 1.1 **The plan is overwhelming.** Too many non-critical minutiae crept in.
 - 1.2 **The plan is meaningless.** Vision, Mission and Values may be viewed as fluff if not accompanied by action.
 - 1.3 **No progress report.** Even if progress is being made, it is not communicated.
 - 1.4 **Mired in the day-to-day.** Strategic items of the agenda take a back seat to operational matters and those who worked hard for the plan become disillusioned.
 - 1.5 **Misunderstood Delegation.** Leaders either abdicate or over-manage.



8:00 APENDIX

8:10 LDI PASTORAL PLANNING PROCESS

Shown below graphically is the Leadership & Development Institute (LDI) Pastoral Planning Process being used at our parish.



PASTORAL PLANNING – A VARIATION OF STRATEGIC PLANNING – IS THE COLLABORATIVE AND FAITH-BASED PROCESS BY WHICH THE PARISH (A WORSHIPPING, LEARNING, SERVING, SUPPORTIVE AND EVANGELIZING COMMUNITY) ENVISIONS ITS FUTURE AND DEVELOPS & IMPLEMENTS THE ACTIONS TO ACHIEVE THAT FUTURE.

1. The **Visioning Phase** (*Discerning the Voice of the Parish*) generates consensus among parishioners who respond to a parish-wide invitation to come together and discern what is right in the parish and what would make it better. This process focuses on the five key areas of parish life: Worship-Formation-Service-Administration & Finance. The energizing outcome of Visioning is a 'parish portrait' 3-5 years into the future.
2. Using the consensus of what is right and what would make it better from the Visioning phase, the parish at-large is given the opportunity to affirm the vision and to prioritize its action items. This is done in the **Surveying Phase** (*Affirming the Voice of the Parish*). Maximum parish involvement is sought in this phase.
3. The survey results together with the consolidated consensus from the Visioning phase are used as principal inputs to develop mission statements in the **Missioning** (*Path Finding*) phase of the process. Mission statements are developed for the parish as a whole (done by Parish Council) and optionally for each of the major commissions (Worship, Christian Formation, Christian Service, Administration & Finance). Some parishes go beyond and also develop mission statements for structures within commissions (school, PSR, committees and the likes). If a Mission Statement already exists, this phase is used to review it and adjust it if needed in light of the Vision results.
4. Individual commissions and parish council use their respective mission statements plus other strategic planning tools to develop goals, objectives and plans. This is the so-called **Aligning** phase, where proposed actions (plans) are aligned with the vision-mission of the parish.
5. The Pastoral Planning Process cycle closes and continues, with the parish leadership using all of the above as a template for making decisions about the life of the parish. This is the **Enabling and Empowering** or Implementation phase. Every so often (three to five years) it is desirable to revisit the process.



8:20 STRATEGIC MAP

Shown below graphically are the 8 Strategic Goals that make up this 2022-2022 Strategic Plan. Also shown are the possible interactions between goals (interdependence) and how achieving a goal can contribute to another or other goals.

