

St. Mary's Catholic Church Strategic Plan: 2006-2011

Approved and adopted by Father James Arsenault
and the 2005-2006 St. Mary's Parish Pastoral Council (PPC), June 2006

Strategy Area 1: Support of St. Mary's Priests & Deacons

By 2011, our church will have supported and enabled the Pastor's ministry while sustaining the long-term continuity of the parish community.

PPC Liaison: Amy Crawford

- Goal 1:** Work with Pastor and pastoral leadership to determine which duties might be reassigned/delegated to other qualified individuals
- Goal 2:** Reduce administrative workload and increase time available for pastoral work for the Pastor
- Goal 3:** Provide planned and intentional support of Pastor and clergy
- Goal 4:** Provide a more defined structure for the Parish Council to support the Pastor and the parish

Strategy Area 2: Administration & Organization

By 2011, our church will have established an effective, efficient, open structure to meet the operational needs of St. Mary's and support our Priest's pastoral activities and needs.

PPC Liaison: Alice Coughlin

- Goal 1:** Define a decision-making structure
- Goal 2:** Describe staff roles – paid and unpaid (definitions for many positions available from the Diocese)
 - Identify staffing requirements (number of employees and/or positions)
 - Evaluate the need and feasibility of hiring an Administrative Director/Operations Manager
- Goal 3:** Develop a method of information exchange to accept and respond to input/feedback from parishioners
- Goal 4:** Communicate the decision-making structure, staff roles, and feedback mechanisms to the parish community
- Goal 5:** Identify and evaluate operational procedures to locate strengths and gaps
- Goal 6:** Identify and use “best practices” – *i.e.*, current practices here (or elsewhere) that effectively meet operational needs, as defined by research

Strategy Area 3: Lifelong Spiritual Development

By 2011, through education, our church will have further enhanced the spiritual and educational environment to encourage, enable, and foster lifelong spiritual development of all parishioners in a Catholic Community of the 21st century.

PPC Liaison: Sharon Newberne

- Goal 1:** Identify the gaps in the Elementary CCD program, The Edge, LifeTeen, and adult education programs
- Goal 2:** Develop strategies to address the “gaps”
- Goal 3:** Incorporate core values, Catholic traditions, Church doctrine and rituals into the educational process
- Goal 4:** Efficiently use church resources to meet these goals

Strategy Area 4: Fiscal Management & Responsibility

By 2011, our church will have continued running a fiscally sound parish supported by all parishioners.

PPC Liaisons: Dennis Sleighter & Mark Paiser

- Goal 1:** Maintain and further develop programs and facilities
- Goal 2:** Fund all staff positions (current & proposed new jobs)
- Goal 3:** Be fiscally accountable for all funds and clearly communicate accountability with parishioners
- Goal 4:** Study and identify “giving patterns” of parishioners and use information to increase parishioner giving
- Goal 5:** Use “best practices” to maintain fiscally sound and financially responsible management

Strategy Area 5: Human Resources

By 2011, our church will have capitalized on and recognized the strengths, talents, loyalty, time, and gifts of all of St. Mary’s parishioners and staff.

PPC Liaison: Ann Bragg

- Goal 1:** Appropriately match qualified personnel (paid staff, clergy, and volunteers) to the needs of the parish
- Goal 2:** Increase motivation to participate by developing a meaningful reward and recognition system
- Goal 3:** Create a staffing plan for personnel needs including paid staff, volunteers, and ministry leaders/members
- Goal 4:** Identify knowledge, skills, and abilities necessary to meet the staffing plan
- Goal 5:** Provide adequate training where needed

Strategy Area 6: Ministries

By 2011, our church will have structured and organized the ministries to effectively and efficiently meet the changing needs of the parishioners.

PPC Liaison: John Morris

- Goal 1:** Identify and evaluate all existing ministries (purposes, functions, staff, activity, funding)
- Goal 2:** Identify and evaluate the need to develop new ministries, combine overlapping ones, and/or redefine those that no longer effectively meet Parish needs
- Goal 3:** Develop a “reporting process” of the activities of each ministry and have a Ministry Coordinator oversee the program
- Goal 4:** Develop a program to ensure the consistency, continuity, and sustainability of each ministry
- Goal 5:** Communicate ministerial opportunities/invitations to participate to parishioners (develop public relations program/methods of parishioner contact)

Strategy Area 7: Communication

By 2011, our church will have developed and implemented a timely, accurate, available communication plan that effectively and efficiently provides information to those who need it.

PPC Liaisons: Jim Armstrong & Susan Williams

- Goal 1:** Evaluate all modes (and preferred methods) of communication within the parish
- Goal 2:** Determine who needs what information
- Goal 3:** Determine the most effective methods of disseminating needed information
- Goal 4:** Maintain an archival system for documents, communications, and historical information

Strategy Area 8: Liturgy & Doctrine

By 2011, our church will have engaged in Liturgy in a way that provides an experience of worship and centering in accordance with Catholic doctrine, while still addressing the preferences of parishioners.

PPC Liaison: Mary Riley

- Goal 1:** Consciously enhance the Eucharistic experience by providing varied, yet doctrinally sound, approaches to Mass
- Goal 2:** Educate parishioners about the Masses (structure, scripture, and preaching), Sacraments, devotional practices, and prayer
- Goal 3:** Balance the traditions of Catholic liturgy with the needs and character of our Parish community in a way that is liturgically sound

Strategy Area 9: Building & Facilities

By 2011, our church will have developed and maintained facilities that support all activities of the parish.

PPC Liaison: Steve Gerus

- Goal 1:** Establish/continue a proper management system (Facilities Coordinator or Manager)
- Goal 2:** Establish a space-scheduling system
- Goal 3:** Evaluate hospitality capabilities and goals (“The Kitchen” as it applies to Parish Life)
- Goal 4:** Routinely evaluate facilities use with regard to the various parish activities/ministries
- Goal 5:** Lobby for appropriate transportation – bus routes, carpools, etc.

Strategy Area 10: Outreach

By 2011, our church will have organized, enhanced, and effectively communicated our efforts to reach out and educate and serve local, national, and global communities in keeping with the mission of the Church.

PPC Liaison: Dennis Cotellesse

- Goal 1:** Educate the public about Catholicism and St. Mary's
- Goal 2:** Systematically assess and respond to community needs
- Goal 3:** Evaluate/adopt the practices/systems of comparable churches to coordinate and inform parishioners about outreach opportunities
- Goal 4:** Define outreach role and identify community service priorities
- Goal 5:** Coordinate and communicate outreach efforts with those of the ecumenical community

Strategy Area 11: Fellowship

By 2011, our church will have created a sense of community and belonging for all parishioners through opportunities for fellowship.

PPC Liaison: Beverly Errazuriz

- Goal 1:** Provide appropriate human and fiscal resources for fellowship activities
- Goal 2:** Develop a "circle system" to organize and implement fellowship events for age/interest-specific groups
- Goal 3:** Create and coordinate a support/implementation system that crosses age/interest groups to bring the whole parish community together including large scale events
 - Establish annual traditional parish functions
- Goal 4:** Support all clergy through recognition activities
- Goal 5:** Incorporate liturgy in fellowship events

Strategy Area 12: Strategic Planning

By 2011, our church will have provided a process for continual study/review/assessment of parish functions and activities.

PPC Liaisons: Marie Parette & Kimberle Badinelli

- Goal 1:** Develop a succession plan for all ministries, offices, committees, etc. to formally document and evaluate the overall purpose of each for continuity of the program
- Goal 2:** Develop a mechanism to interact with Pastor, clergy, staff, Parish Council, etc. to evaluate the effectiveness of the Strategic Plan
- Goal 3:** Implement the plan/identify priorities and timelines
- Goal 4:** Evaluate success, establish timeline, determine outcomes and begin again
- Goal 5:** Present and promote the Strategic Plan to Pastor, Parish Council, Executive Building Committee, parish at large
- Goal 6:** Develop a mechanism for the Strategic Planning Committee to share observations, ideas, and specific action items with the Parish Council