

Pastoral Strategic Plan

2022-2024

ASSUMPTION  
*Blessed Virgin Mary*  
PARISH

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## 1:00 PASTORAL PLAN SUMMARY

The three-year Assumption of the Blessed Virgin Mary (ABVM) Pastoral 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).

The **Strategic 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*. It was decided by the planning committee upon the recommendation of LDI to establish as **goals** the universal and essential goals for a parish.

The **objectives** 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 in the four Pastoral Focus Areas. The ranked Aspirations became the objectives in each of the four pillars/commissions. ♦ See Section 8:20 *Vision / Survey Results* for details.

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

FOCUS AREA	STRATEGIC GOALS: BECOME...	STRENGTH-BASED STRATEGIES	OBJECTIVES
<b>WORSHIP</b>	<b>A FULL &amp; ACTIVE COMMUNITY IN THE PARISH SACRAMENTAL &amp; PRAYER LIFE</b>	<ul style="list-style-type: none"> <li>♦ Priests' Homilies &amp; Availability</li> <li>♦ Mass Schedule</li> <li>♦ Music Quality &amp; Variety</li> </ul>	<b>Increase Mass Attendance for the Parish at Large</b>
			<b>Increase Mass Attendance for Young Families</b>
			<b>Increase Understanding of the Mass &amp; Sacraments</b>
<b>FORMATION</b>	<b>A DISCIPLESHIP COMMUNITY (TEACHING &amp; LEARNING)</b>	School & Staff RCIA PSR	<b>Grow K-8 School Enrollment to 25 Children/Class Two Classes per Grade</b>
<b>SERVICE</b>	<b>A MISSIONARY COMMUNITY IN ACTION</b>	<ul style="list-style-type: none"> <li>♦ St. Vincent de Paul</li> <li>♦ Fall Festival</li> <li>♦ Ministries</li> </ul>	<b>Improve Welcoming of New Parishioners</b>
			<b>Increase Young Adult Participation in Ministries</b>
			<b>Increase Awareness of St. Vincent de Paul Ministry</b>
<b>ADMINISTRATION</b>	<b>GOOD STEWARDS OF OUR GOD-GIVEN GIFTS OF TIME, TALENTS AND TREASURES</b>	<ul style="list-style-type: none"> <li>♦ Parishioners Involved in Planning</li> <li>♦ Town Hall Meetings</li> <li>♦ Staff</li> </ul>	<b>Reduce Parish Debt</b>
			<b>Achieve &amp; Maintain Affordable Tuition</b>
			<b>Develop Plan to Support Strategic Plan</b>
			<b>Maintain Financial Transparency: Parish and School</b>

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, and the objectives are the milestone in the journey. Although not shown above, associated with each objective are a series of specific tasks or actions. In the journey analogy, those actions are steppingstones to reach the milestones (objectives). 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.

## 2:00 INTRODUCTION

### EXAMPLE

This section could also be called “How We Got Here”.

Interested in developing a plan for the future of the parish, our Pastor, Fr. Nick Kastenholtz, attended a 2-session workshop on Pastoral Planning (February 4 & 25, 2020) developed and presented by Vince Estrada, Founder and Principal of *The Leadership & Development Institute (LDI)*, who for over 30 years has been providing pro bono services to parishes on the development of pastoral strategic plans. The workshop was sponsored by the Archdiocesan Office of Continuous Formation for Priests.

As a result of the above and after consulting with parish council, Fr. Nick decided to retain the pro-bono services of Vince Estrada. ♦ *See Appendix 8:10 for a description of The LDI Pastoral Planning Process*

The first step recommended by LDI was to form a Pastoral Planning Committee to help direct the effort. The Pastoral Planning Committee was composed of:

- ♦ Gary Hinrichs, Chairman
- ♦ Shawn Gibbs Stewardship Committee
- ♦ Mike Lennon Parish Council
- ♦ Danielle Lifritz Parish Council
- ♦ Doug Prize Parish Council
- ♦ Russ Schaller Parish Council
- ♦ Fr. Nick Kastenholtz Pastor

The work of the committee involved:

- ♦ Planning the Visioning sessions
- ♦ Evaluating the results of the Visioning
- ♦ Designing the Parish Survey
- ♦ Administering the Survey
- ♦ Tabulating the Survey results
- ♦ Revisiting and rewriting the Parish Mission Statement
- ♦ Organizing the planning groups

The first foundational activity involving members of the parish a series of four evening Visioning sessions (normally done in person but because of the Covid pandemic the sessions were done virtually). One session for each of the essential parish pillars (Worship-Formation-Service-Administration) took place over four weeks in February 2021, with about 100 parishioners per session attending. The results of the session in turn formed the basis for a parish-wide Mail Survey, yielding 210 responses. From the consolidated results of the Survey the strategic goals of the plan were established. ♦ *See Appendix 8:20 Summary of Vision / Survey Results.*

Since the structure of the LDI Pastoral Planning Process rests on four essential pillars and was the basis for the Vision and Survey, LDI recommended as one of the pre-requisite goals of the Pastoral Plan that the parish be organized in four Commissions, corresponding to the four Pillars: Worship-Formation-Service-Administration. It was also decided that at least one Parish Council member would be on each commission. ♦ *See Appendix 8:30 Parish Commission Roster.*

Once the goals were established based on the results of the Vision/Survey and the commissions formed, LDI conducted a training session on how to develop detailed plans for each of the goals defined by the Vision/Survey.

The results of that planning are detailed in this document. ♦ *See Section 5:00 Pastoral Plan by Focus Areas.*

### 3:00 FOUNDATIONAL DOCUMENTS

#### 3:10 VISION STATEMENT

The Vision Statement is a description of what we want to become. It is future-oriented; our destination. The Vision Statement flows out of the first phase of the Pastoral Planning Process, the Visioning phase affirmed and prioritized by the Surveying phase. Here is the Assumption of the Blessed Virgin Mary Parish Vision Statement:

<b>BY LEVERAGING THESE GIFT'S...</b>
<b>Priests homilies and availability</b>
<b>Mass schedule</b>
<b>Music quality and variety</b>
<b>School and school staff</b>
<b>PSR</b>
<b>RCIA</b>
<b>Parish Mission</b>
<b>St. Vincent de Paul</b>
<b>Fall festival</b>
<b>Priests and deacons as leaders</b>

<b>WE ASPIRE TO...</b>
<b>Increase Mass attendance, especially young families</b>
<b>Improve our understanding of the Mass and other Sacraments</b>
<b>Increase school enrollment</b>
<b>Improve welcoming of new parishioners</b>
<b>Increase awareness of St. Vincent de Paul ministry</b>
<b>Increase involvement of young adults in ministry</b>
<b>Reduce parish debt</b>
<b>Maintain financial transparency – parish and school</b>
<b>Develop financial plan to support Strategic Plan</b>
<b>Achieve and maintain affordable school tuition</b>

#### 3:20 MISSION STATEMENT

**The Mission Statement** is a description of what we do to reach our vision. It is present-oriented; our journey towards our destination. Following is the ABVM Mission Statement.

*We, the people of Assumption of the Blessed Virgin Mary Parish, are called to be servants of God as exemplified by, and under the protection of, our Mother Mary.*

*As good stewards of our God-given gifts of time, talent, and treasure, we pledge to bring Christ to our community through worship, learning and service.*

*In response to our Lord's Great Commission of "making disciples of all nations" our ministries serve all parts of our parish community, the local and regional community, and the ministries of the Universal church.*

*Through the Pillars of Worship & Prayer, Formation & Education, Service & Hospitality and Administration & Stewardship, we find Christ here and bring Christ to the world.*

*Our mission is guided by the Scripture and traditions of our Catholic faith and aligned with the evangelistic mission of the Archdiocese of St. Louis.*

## 4:00 STRATEGIC FOCUS AREAS



**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 formation. It covers school, PSR, adult education, youth groups, sports, etc.

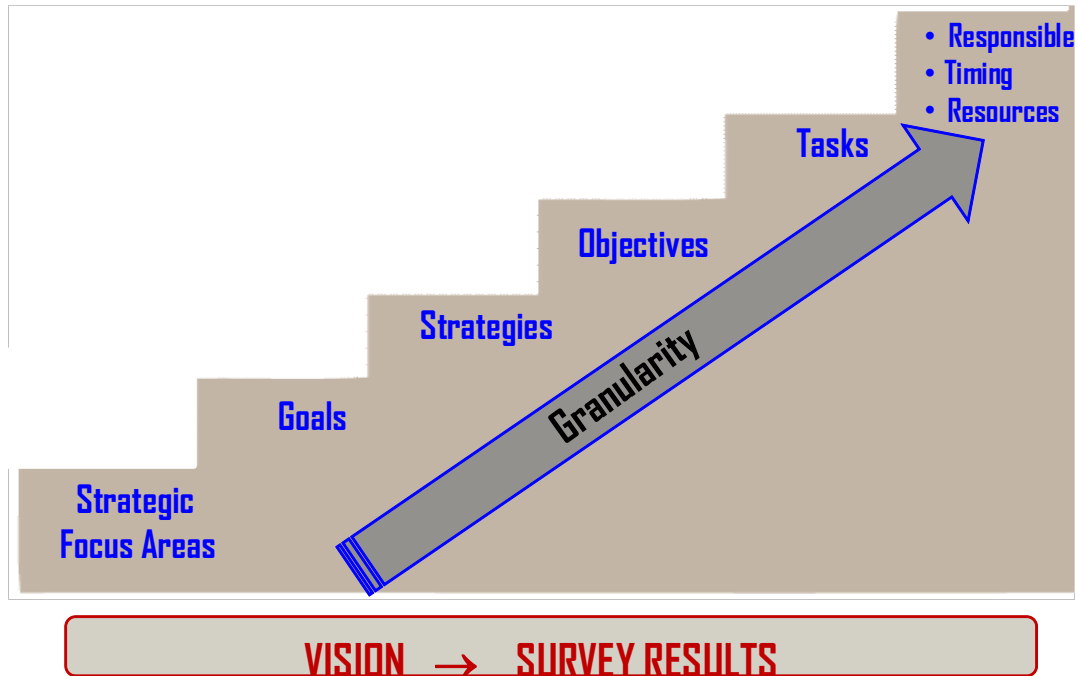
**Service** encompasses all the parish reach-in activities as well as reach-out activities focused on serving others in their needs.

**Administration** has to do with the physical facilities, the financial administration, stewardship (time, talents, and treasures) and the parish leadership (priests, staff and parish council).

There is a possible 5<sup>th</sup> focus area, **Evangelization**. This is defined as “*growing in the faith and helping other grow in the faith*.” Often, Evangelization is considered the integration of the other four focus areas rather than an individual focus area.

From this point on, for each of the focus areas, the plan enters the “nitty gritty” of Strategic Focus Areas → Strategies → Goals → Objectives → Actions → Responsibilities → Timing → Resources.

## 5:00 PASTORAL PLAN BY FOCUS AREAS



As we can see from the above illustration, the elements of the plan increase in “granularity” (level of detail) as we move from Goals to Actions. Let’s discuss in more detail.

**GOALS** A goal is a written statement of what a parish intends to *accomplish* in some strategic focus area. The goals are drawn from the Aspirations identified in the Vision/Survey phase of the process.

**STRATEGIES** An overall directional approach using the resources of the organization to achieve goals. Strategies derive from the Strengths identified during the Vision/Survey phases of the planning process.

**OBJECTIVES** Generally, there are 2 -5 per goal. The goals are based on the Strengths and Aspirations from the Vision/Survey phase. The Success Indicators, as determined by the four Commissions, will assure that progress is being made and the goals are being met.

**ACTION PLANS (TASKS)** These are very specific actions that someone (Responsible) will do or see that it gets done, during specified timeframe (Start Date – End Date). Parish Resources (time, talent, and treasure) will be utilized to accomplish these Action Plans.

**The following pages identify the Objectives and the necessary Action Plans to achieve the goals of the Pastoral Strategic Plan. These planning worksheets are the heart of this document.**

**5:00 PASTORAL PLAN BY FOCUS AREAS**

**5:10 Action Plans for Focus Area: WORSHIP (W)**

<b>GOAL W2: Become a Full and Active Community in the Sacramental and Prayer Life of the Parish</b>					
<b>STRENGTH-BASED STRATEGIES: Mass Schedule / Life Teen Mass / Priests' Homilies &amp; Availability</b>					
<b>Objective W1-1: Increase Mass Attendance by Parish -At-Large</b>					
<b>Gather data of non-attending parishioners</b>					
<b>Actions</b>	<b>Start</b>	<b>End</b>	<b>Responsible</b>	<b>Resources</b>	<b>Completed</b>
<b>Prepare (Including obtaining resources for this objective)</b>					
1. Develop a Parish wide survey (similar to Day School Survey + Census data)	Q1 2022	Q3 2022	Director of Liturgy	Parish Staff	
2. Invite and promote event - "Come back Weekend" - Easter	Q2 2022	Q2 2023	Pastor	Media/ Phone calls/ emails	
3. Develop a prayer to address the hearts of non-attendees and to bless our efforts of evangelism	Q1 2022	Q4'25	Worship Commission		
<b>Do (Main activities aimed at achieving the objective)</b>					
4. Develop and conduct a survey of those parishioners defined as "Around" and "Enrolled" (see Appendix 8.50 Parish Audience Tool) to better understand their objections and obstacles to attend Mass. The survey group would be a statistical reliable number of parishioners from each group.	Q3 2022	Q4 2022	Worship Commission Communications Director	Email / Mail	
5. Initiate a subcommittee to construct a date, promo material, etc. for the "Come back Weekend"	Q2 2022	Q2 2023	Worship Commission		
6. Develop an Invitation to visit Assumption through a mailing to the community once parish boundaries are established from All Things New	Q2 2022	Q3 2023	Worship Commission Communications Director	Parish communication	
7. Submit a prayer for the commission to use	Q1 2022	Q4 2025	Doug Prize Mrs. McCumber	Parish Staff	
<b>Check (Verify that Do actions are achieving the objective)</b>					
8. Yearly mass Counts	Q4 2021	Ongoing	Director of Liturgy		
9. To measure the success of the goal to increase Mass attendance count the number of donations (envelopes, online and cash) on a semi-annual year over year basis	Q1 2022	Beginning Q2 2022 and on-going thereafter	Director of Liturgy		
<b>Act (Activities needed based on results of Check step)</b>					
10. Review proposed Archdiocesan models as to how they will impact our Pastoral Plan and provide feedback to Archdiocese as appropriate	Aug-22	Q4 2022	Pastor		
11. Verify Pastoral Plan is aligned with new Archdiocesan structure	May-23	Q3 2023	Pastor		



<b>Worship Commission</b>					
<b>GOAL W3 : Become a Full and Active Community in the Sacramental and Prayer Life of the Parish</b>					
<b>STRENGTH-BASED STRATEGIES: Priests ( Homilies and Availability)</b>					
<b>Objective W1-2: Increase Mass Attendance – Young Families</b>					
<b>Establish options for Children of Young families at Sunday Mass</b>					
<b>Actions</b>	<b>Start</b>	<b>End</b>	<b>Responsible</b>	<b>Resources</b>	<b>Completed</b>
<b>Prepare (Including obtaining resources for this objective)</b>					
1. Survey parents of young children	Q3 2021	Completed	Director of Religious Education	PSR/Day School social media	Completed
2. Invite volunteers to participate in teaching Sunday School and Liturgy of the Word	Q2 2022	Q3'2022	Director of Religious Education Communications Director	Bulletin	
3. Ask extracurricular leaders and Coaches to request players' parents to regularly attend Mass	Q1 2022	Q4 2022	Pastor Extra Curricular Leaders Coaches	Team Meetings	
<b>Do (Main activities aimed at achieving the objective)</b>					
4. Communicate survey results to young families (Day School & PSR Parents)	Q1 2022	Q1 2022	Director of Religious Education Communications Director	Parish Media (email blast, bulletin, TeacherEase)	
5. Develop and promote Liturgy of the Word program for the 5PM and 10 AM masses	Q2 2022	Q2 2022	Worship Commission		
6. Promote the 10 AM Sunday School Program	Q1 2022	On-going	Communications Director	Greeters	
7. Encourage Coaches to attend Mass as a Team	Q3 2022	On-going	Coaches Extracurricular Leaders		
8. Recruit and Train Volunteers	Q3 2022	Q3 2022	Director of Religious Education		
9. Count children at Mass	Q3 2022	Q3 2022	Director of Liturgy	Ushers	
10. Count Mass bags being used at each Mass	Q1 2022	On-going	Director of Liturgy	TBD	
11. Evaluate ministries where parent/child participation would be appropriate	Q1 2022	Q2 2022	Worship Commission Director of Liturgy		
<b>Check (Verify that Do actions are achieving the objective)</b>					
12. Review demographic data of envelope usage	Q1 2022	Q2 2022 Then every six months thereafter	Parish Manager		
13. Obtain feedback, per the School Survey results, from the School Assembly	Q3 2022	Q1 2023	Director of Rel. Ed.	Pastor	
14. Talk with coaches to see if they are willing to attend Mass as a team	Q3 2022	on-going	President Athletic Association		
<b>Act (Activities needed based on results of Check step)</b>					
14. Review proposed Archdiocesan models as to how they will impact our Pastoral Plan and provide feedback to Archdiocese as appropriate	Aug-22	Q4 2022	Pastor		
15. Verify Pastoral Plan is aligned with new Archdiocesan structure	May-23	Q3 2023	Pastor		

<b>Worship Commission</b>					
<b>GOAL W1: Become a Full and Active Community in the Sacramental and Prayer Life of the Parish</b>					
<b>STRENGTH-BASED STRATEGIES: Music Quality/ Adoration / Mass Schedule</b>					
<b>Objective W1.3: Increase Understanding the Mass and Sacraments</b>					
<b>Educate, witness, communicate the treasures of our faith</b>					
<b>Actions</b>	<b>Start</b>	<b>End</b>	<b>Responsible</b>	<b>Resources</b>	<b>Completed</b>
<b>Prepare (Including obtaining resources for this objective)</b>					
1. Witness the benefits of Adoration	Q1 2022	Q4 2022	Pastor	Willing Parishioners	
2. Schedule and implement evening seminars on various topic discussions	Q1 2022	Q4 2025	Pastor	Outside teachers Parish Priests	
3. Schedule and implement A Teaching Mass - Why do we do this?	Q1 2022	Q4 2025	Pastor	Parish Priests Visiting Priests	
4. Schedule and implement teaching the sacraments	Q1 2022	Q4 2025	Pastor	Parish Priests Visiting Priests	
5. Assess Parish Interest in Pillar of Worship Ministries from commitment cards	Q1 2022	Q4 2025	Worship Commission	2021 Commitment Cards	
6. Promote / Highlight Music Ministry	Q1 2022	Q4 2023	Director of Liturgical Music		
<b>Do (Main activities aimed at achieving the objective)</b>					
7. Create one minute video on Adoration in the Chapel with a personal one minute reflection (witness) on Adoration before Mass	Q1 2022	Q3 2022	Director of Liturgical Music	Adoration Chair	
8. Initiate a combined Subcommittee of both the Worship and Formation to develop nights of discussion	Q1 2022	Q3 2022	Worship & Formation Commissions	Communications Director	
9. Advertise Worship Ministries by Spotighting each of them through a one minute video and a one minute witness before Commitment Card in 2022	Q2 2022	Q3 2022	Worship Commission	Communications Director	
10. Identify "Ministry Champion" from Commitment Cards	Q2 2022	Q3 2022	Worship Commission Director of Liturgical Music	Communications Director	
11. Spotlight Music Ministry (Importance to Liturgy, Song selection)	Q1 2022	Q4 2023	Director of Liturgical Music	TBD	
<b>Check (Verify that Do actions are achieving the objective)</b>					
12. Is the congregation singing	Q1 2022	On-going	Director of Liturgical Music		
<b>Act (Activities needed based on results of Check step)</b>					
13. Review proposed Archdiocesan models as to how they will impact our Pastoral Plan and provide feedback to Archdiocese as appropriate	August-22	May-23	Pastor		
14. Verify Pastoral Plan is aligned with new Archdiocesan structure	Q4 2022	Q3 2023	Pastor		

## 5:00 PASTORAL PLAN BY FOCUS AREAS (CONTINUED)

### 5:20 Action Plan for Focus Area: FORMATION (F)

Formation Commission					
GOAL F-1 Become A Discipleship Community (Teaching & Learning)					
STRENGTH-BASED STRATEGIES: School & Staff					
Objective F-1.1 Grow School Enrollment to 25 Children per Class K-8 , two classes per grade					
Actions	Start	End	Responsible	Resources	Completed
<b>Prepare (Including obtaining resources for this objective)</b>					
Create a recurring survey process for current/new students, parents, faculty regarding satisfaction with customer experience and quality	Q3 2021	Q2 2022	Communications Director Principal	Report F-1.3	
Articulate what benefits Assumption school offers over other lower tuition nearby Catholic schools (St. Paul and ICD) → Report F-1.4	Q3 2021	Q4 2021	Missy	Other schools' websites ICD video on Pre-K	
Determine how many Pre-K students have families that are enrolled in Parish? → Report F-1.5	Completed	Completed	Director Religious Education	Parish Roster School Roster	Completed
What is the mix of kids from local Catholic schools that end up at St. Dominic? → Report F-1.6	Completed	Completed	Principal	Report F-1.6	Completed
o How do those kids differentiate?					Completed
o Especially between the public schools...					Completed
Evaluate possibility of year-round Pre-K program → Report F-1.7	Q3 2021	Q4 2021	Principal Carla Douglas	ABVM '21 Pre-K Survey	
Expanding summer programs, is it worth to bring in more enrollment or finances? Report F-1.8	Q4 2021	Q4 2021	Director Religious Education		
Determine what the reputation risk is for Assumption How could this influence someone's decision to attend Assumption? Report F - 1.9	Q1 2022	Q1 2022	Parish Manager	Parish Manager F- 1.9	
Construct a strategic marketing plan for K-8 to 450 students	Q1 2022	Q3 2022	Communications Director		
Construct a plan to optimize Pre-K as a feeder to our K-8 program	Q1 2022	Q3 2022	Communications Director		
<b>Do (Main activities aimed at achieving the objective)</b>					
Develop Marketing video for Pre-K	Q1 2022	Q4 2022	Communications Director/ Principal	ICD Video	
Hire a Communications Director	Q4 2021	Q1 2022	Pastor	School board and financial board	3/31/2022
Check and balance that the Communications Director's plan is being implemented with ongoing successful reports	Q3 2022	Q3 2023	Communications Director		
Execute survey process for students, parents, faculty regarding satisfaction with customer experience and quality	Q2 2022	Q3 2022	Communications Director		
Continue to develop the course catalogue for summer programs	Q4 2021	Q2 2022	Principal		
Market summer program for more enrollment	Q2 2022	Q2 2022	Communications Director		
Increase enrollment K-4 to 250	Q1 2022	Q3 2026	Communications Director		
Increase enrollment K-8 to 450	Q1 2022	Q3 2030	Communications Director		
Identify and market Pre-K3 and Pre-K4 to get full enrollment	Q1 2022	Q3 2022	Communications Director/ Principal		
<b>Check (Verify that Do actions are achieving the objective)</b>					
Verify and continue to check our reputation of Assumption (Facebook, reputation sites, social medias)	Q2 2022	ongoing	Communications Director		
Analyze and evaluate KPI (Key performance indicators) for enrollment	Q3 2022	ongoing	Communications Director		
Review marketing plans and recent actions/results. Adjust plans as needed	Q3 2022	ongoing	Communications Director	School board	

Act (Activities needed based on results of Check step)					
Review proposed Archdiocesan models as to how they will impact our Pastoral Plan and provide feedback to Archdiocese as appropriate	8/31/2022	Q4 2022			
Verify Pastoral Plan is aligned with new Archdiocesan structure	May-23	Q3 2023			

**Report Notes:**

**Report F-1.1:** Info percentage of collection that goes to support the school still in progress. Ideal number for future parishes is 25 per classroom with two classes in each grade; a total of 450 students.

**Report F-1.2: details elsewhere**

**Report F-1.3:** We need to do better with showing how we are doing. We are faith based in behavior and throughout education. Find a survey to help.

**Report F-1.4:** Analysis of other Catholic schools websites shows that all the Catholic schools have bonuses. In ABVM we have an outdoor classroom, high STEM education, STEAM program for Pre-K, accelerated math classes, awards we win, summer camps, after school programs and Spanish allowing them to test out in 9<sup>th</sup> grade, NGSS for 6-8<sup>th</sup> grade, opportunities for advanced children and excellence. ICD had a wow factor with a video for Pre-K and parent testimonies and was engaging from a marketing standpoint.

**Report F-1.5: details elsewhere**

**Report F-1.6:** About 65-70% will go to St. Dominic, 20% to private schools and 5-10% to public schools. More boys are choosing private schools.

**Report F-1.7:** See 2021 Pre-K Survey

**Report F-1.8:** Working with teachers to get a catalogue together for summer programs. Plan to have completed by March 2022.

**Report F-1.9:** Parish Manager found a website [greatschools.org](http://greatschools.org) that would be worthwhile to evaluate. Is this an area that requires more due diligence on our part to quickly respond to negative comments?

**5:00 PASTORAL PLAN BY FOCUS AREAS (CONTINUED)**

**5:30 Action Plans for Focus Area: SERVICE (S)**

Service Commission					
GOAL S1: Community-Building and Needs-Based Service for the Parish and the Local and Global Communities					
STRENGTH-BASED STRATEGIES: The Various Parish Ministries					
OBJECTIVE S1.1: Increase Young Adult Participation (YAP) in Ministry					
ACTIONS	START	END	RESPONSIBLE	RESOURCES	Completed
<i>PREPARE (INCLUDING OBTAINING RESOURCES FOR THIS OBJECTIVE)</i>					
1. Create survey to distribute to age groups		Q4 2021	Kevin Call YAI Sub-Group		
2. Gather information on current parishioners within age groups (names, e-mail, etc.)		Q4 2021	Brandon Gervais		
3. Gather information from Vince on other parish's efforts towards same objective	Q3 2022	Q3 2022	Vanessa Markelz		
4. Define benchmarks to show progress	Q1 2022	Q3 2022	YAI Sub-Group		
<i>DO (MAIN ACTIVITIES AIMED AT ACHIEVING THE OBJECTIVE)</i>					
5. Checklist to reach out to new ministry members (boilerplate letters)	Q1 2022	Q3 2022	Communications/ Director YAI Sub-Group		
6. Come up with welcoming suggestions for ministry leaders (do/do not's)	Q1 2022	Q3 2022	Ministry Leaders/Stewardship YAI Sub-Group		
7. Reach out to those who have expressed interest in ministries	Q3 2022	On-going	Ministry Leaders/Stewardship YAI Sub-Group		
8. Analyze survey results to gear ministry activity/communication to target market	Q3 2022	Q3 2022	YAI Sub-Group		
9. Assess current ministry leadership burnout/commitment and develop succession plans for ministries	Q1 2022	Q3 2022	Ministry Leaders/Stewardship YAI Sub-Group		
10. Distribute surveys , in person, to PTO, sport teams, hospitality Sunday and school meetings with parents	Q3 2022	Q3 2022			
<i>CHECK (VERIFY THAT DO ACTIONS ARE ACHIEVING THE OBJECTIVE)</i>					
11. Meet on monthly/quarterly basis to ensure completion of actions to achieve objective	Q3 2022	On-going	YAI Sub-Group Service Commission		
12. Survey ministry leaders and young adult participation in ministries		Yearly	Ministry Leaders/Stewardship YAI Sub-Group		
<i>ACT (ACTIVITIES NEEDED BASED ON RESULTS OF CHECK STEP)</i>					
13. Review proposed Archdiocesan models as to how they will impact our Pastoral Plan and provide feedback to Archdiocese as appropriate	Q3 2022	Q4 2022	Pastor		
14. Verify Pastoral Plan is aligned with new Archdiocesan structure	May-23	Q3 2023	Pastor		

Service Commission				
GOAL S1:Community-Building and Needs-Based Service for the Parish and the Local Global Communities				
STRENGTH-BASED STRATEGIES: The Various Parish Ministries				
OBJECTIVE S2.2: Welcoming New Parishioners (WNP)				
ACTIONS	START	END	RESPONSIBLE	RESOURCES
<i>PREPARE (INCLUDING OBTAINING RESOURCES FOR THIS OBJECTIVE)</i>				
1. Gather materials from prior new parishioner welcoming efforts		Q4 2021	Lynn Crews WNP Sub-Group	
<i>DO (MAIN ACTIVITIES AIMED AT ACHIEVING THE OBJECTIVE)</i>				
2. Make banner for welcome table		Q4 2021	Lynn Crews WNP Sub-Group	
3. Create inviting environment (table signage)		Q4 2021	Lynn Crews WNP Sub-Group	
4. Name tags for all volunteers/participants of Hospitality Sunday		Q1 2022	HS Minisitry WNP Sub-Group	
5. Send welcome letters to new parishioners		On-going	New Member Ministry	
6. Follow up on ministry interests		On-going	New Member Ministry	
7. Call new parishioners to welcome them (if information obtained outside of HS)		On-going	New Member Ministry	
<i>CHECK (VERIFY THAT DO ACTIONS ARE ACHIEVING THE OBJECTIVE)</i>				
8. Meet on monthly/quarterly basis to ensure completion of actions to achieve objective		On-going	WNP Sub-Group Service Commission	
<i>ACT (ACTIVITIES NEEDED BASED ON RESULTS OF CHECK STEP)</i>				
9. Review proposed Archdiocesan models as to how they will impact our Pastoral Plan and provide feedback to Archdiocese as appropriate	8/31/2022	Q4 2022	Pastor	
10. Verify Pastoral Plan is aligned with new Archdiocesan structure	May-23	Q3 2023	Pastor	

<b>Service Commission</b>				
<b>GOAL S3: Community-Building and Needs-Based Service for the Parish and the Local and Global Communities</b>				
<b>STRENGTH-BASED STRATEGIES: The Various Parish Ministries</b>				
<b>OBJECTIVE S3.3: Increase Awareness of St. Vincent de Paul Society (SVDP)</b>				
<b>ACTIONS</b>	<b>START</b>	<b>END</b>	<b>RESPONSIBLE</b>	<b>RESOURCES</b>
<b>PREPARE (INCLUDING OBTAINING RESOURCES FOR THIS OBJECTIVE)</b>				
1. Educating and informing Parishioners of St. Vincent DePaul Activities and Needs	11/7/2021	continuing	SVDP President	Pastor/CW
2. Discussions on the needs of our area homeless	11/7/2021	continuing	SVDP President	CW homeless
<b>Do (Main activities aimed at achieving the objective)</b>				
3. Talks at SVDP Sunday at all Masses. Includes information on funds used and where and conference needs	11/6/2021	Q4 2021	SVDP President	CW
4. Have information tables at Hospitality Sundays as approved by Parish	10/1/2021	on going	SVDP President	SVDP CW
5. Parish Bulletin information documents including:	10/1/2021	on going	SVDP President	SVDP CW
6. Success stories with neighbors in need (NIN) in the local community.		on going	SVDP President	
7. SVDP Requests for help (i.e.: Specific food requests, Christmas Program, Parish Participation in SVDP		on going	SVDP President	
8. Thank you notes to Parishioners for help and funds received		on going	SVDP President	
9. Accounting of how funds received were used.		on going	SVDP President	Treasurer
10. School/PSR contact with ways for children to receive service hours	10/1/2021	on going	SVDP President	SVDP CW
11. School/PSR requests for help with specific needs such as Christmas items donated	10/1/2021	on going	SVDP President	SVDP CW
12. Interactions with O'Fallon K of C for use of their resources (Hall, donations, food drives, etc.)	10/1/2021	on going	SVDP President	GN/Home Assoc.
<b>Check (Verify that Do actions are achieving the objective)</b>				
13. Develop measurement tools including:	11/7/2021	Q4 2021	Service Comm.	
a.- number of new SVDP members				
b.- school/PSR service hours achieved				
c.- donations received from parishioners				
d.- number of NINs helped				
<b>Act (Activities needed based on results of Check step)</b>				
14. Review proposed Archdiocesan models as to how they will impact our Pastoral Plan and provide feedback to Archdiocese as appropriate	8/31/2022	Q4 2022	Pastor	
15. Verify Pastoral Plan is aligned with new Archdiocesan structure	May-23	Q3 2023	Pastor	

**5:00 PASTORAL PLAN BY FOCUS AREAS**

**5:40 Action Plans for Focus Area: ADMINISTRATION (A)**

<b>Administration Commission</b>					
<b>Goal: A1 To Become Good Stewards of Our God-Given Gifts of Time, Talents and Treasures</b>					
<b>STRENGTH-BASED STRATEGIES: Budgets for parish and school and satisfaction surveys</b>					
<b>Objective: A 1.1 Development and Implement Financial Plan to Support Strategic Plan</b>					
<b>Actions</b>	<b>Start</b>	<b>End</b>	<b>Responsible</b>	<b>Resources</b>	<b>Completed</b>
<b>Prepare (Including obtaining resources for this objective)</b>					
1. Gather information and financial needs to support the Pastoral Strategic Plan 2025	4/1/2022	8/31/2022	Parish Manager	Office Staff	
2. Review the current Legacy giving plan to assure contributions can be directed to support parish operations	11/3/2021	Q1 2022	Parish Manager	Pastor	
3. Research satisfaction survey options for parishioner and school participants	11/3/2021	Q2 2022	Communications Director	Office Staff	
<b>Do (Main activities aimed at achieving the objective)</b>					
4. Prepare the parish and school budgets for review and approval by the Finance Committee (Calendar in Appendix, 8:60)	4/1/2022	8/31/2022	Parish Manager Kevin Ryan	Pastor	
5. Develop and implement a Legacy Giving Plan to provide additional financial resources for parish operations	11/3/2021	Q2 2022	Parish Manager Communications Director	Pastor	
6. Develop and implement an ongoing satisfaction survey methodology to determine parishioner and school satisfaction and publish results. For example, develop satisfaction surveys for events such as weddings, funerals, baptisms and etc.	11/3/2021	Q2 2022	Parish Manager Communications Director	Pastor Parish Manager Principal Director of Liturgy	
<b>Check (Verify that Do actions are achieving the objective)</b>					
7. Track budget vs actual		On-going	Finance Committee	Parish Manager Pastor	
8. Recast current school year budget based on enrollment and material capital expenses		Q4 /2022	Kevin Ryan	Finance Committee Parish Manager	
8. Review survey opportunities for improvement and identify necessary changes	Q2 2022	On-going	Communications Director	Pastor Parish Manager Principal Director of Liturgy	
<b>Act (Activities needed based on results of Check step)</b>					
9. Manage operating expenses as necessary		On-going	Parish Manager Principal Pastor	Parish Staff	
10. Implement survey changes		On-going	Pastor	Parish Staff	
11. Review proposed Archdiocesan models as to how they will impact our Pastoral Plan and provide feedback to Archdiocese as appropriate	8/31/2022	Q4 2022	Pastor		
12. Verify Pastoral Plan is aligned with new Archdiocesan structure	May-23	Q3 2023	Pastor		



<b>Administration Commission</b>					
<b>Goal: A2 To Become Good Stewards of Our God-Given Gifts of Time, Talents, and Treasures</b>					
<b>STRENGTH-BASED STRATEGIES: Pastoral Planning Involving Parishioners</b>					
<b>Objective: A 2.1 Reduce the Parish Debt</b>					
<b>Actions</b>	<b>Start</b>	<b>End</b>	<b>Responsible</b>	<b>Resources</b>	<b>Completed</b>
<i>Prepare (Including obtaining resources for this objective)</i>					
1. Identify other sources of revenue to reduce the Parish debt	12/1/2021	Q1 2022	Parish Manager	Parish Staff	
2. Evaluate the history and status of the loan	12/1/2021	Q1 2022	Parish Manager	Director of Liturgy	
<b>Do (Main activities aimed at achieving the objective)</b>					
3. Communicate opportunities for additional contributions to reduce the parish debt	10/6/2021	Q2 2022 On-going	Communications Director Parish Manager	Parish Staff	
4. Communicate status of parish debt	10/6/2021	Q1 2022 On-going	Parish Manager	Parish Staff	
<b>Check (Verify that Do actions are achieving the objective)</b>					
5. Check the feedback from parishioners through listening and surveys		On-going	Communications Director	Pastor Parish Manager Director of liturgy	
<b>Act (Activities needed based on results of Check step)</b>					
6. Review proposed Archdiocesan models as to how they will impact our Pastoral Plan and provide feedback to Archdiocese as appropriate	8/31/2022	Q4 2022	Pastor		
7. Verify Pastoral Plan is aligned with new Archdiocesan structure	May-23	Q3 2023	Pastor		

<b>Administration Commission</b>					
<b>Goal: A3 To Become Good Stewards of Our God-Given Gifts of Time, Talents, and Treasure</b>					
<b>STRENGTH-BASED STRATEGIES: Develop Financial and Tuition Assistance Resources</b>					
<b>Objective: A3.1 Achieve and Maintain Affordable Tuition</b>					
<b>Actions</b>	<b>Start</b>	<b>End</b>	<b>Responsible</b>	<b>Resources</b>	<b>Completed</b>
<b>Prepare (Including obtaining resources for this objective)</b>					
1. Research the average percentage of offertory collections to support the day school operations	1/5/2022	1/31/2022	Gary	Mike Duffy	Completed
2. Research the average percentage of a families' household income dedicated to day school tuition	1/5/2022	1/31/2022	Pastor	Mike Duffy	Completed
3. Research Missouri House Bill #349 – Empower Scholarship Account	1/5/2022	On-going	Parish Manager	Parish Staff	
4. Research a tailored affordable tuition program for the day school	11/3/2021	Q3 2022	Parish Manager Pastor	Finance Committee Tuition Assistance Committee	
5. Review the current Legacy Giving Plan to assure contributions can be directed to fund a tuition assistance program	11/3/2021	Q2 2022	Parish Manager	Pastor	
6. The work of the Affordable Tuition Objective of the Administration Commission should be reported and aligned with the Formation Commission through the Parish Council	11/3/2021	On-going	Pastor	Commission Secretary Parish Council	
<b>Do (Main activities aimed at achieving the objective)</b>					
7. Determine the appropriate percentage of offertory contributions to support day school tuition	1/5/2022	Q2 2022	Parish Manager Pastor	Finance Committee	
8. Determine a percentage range of household income dedicated to day school tuition	1/5/2022	Q2 2022	Parish Manager Pastor	Finance Committee	
9. Determine if Missouri House Bill #349 – Empower Scholarship Account will aid with tuition funding or support	1/5/2022	On-going	Parish Manager	Pastor	
10. Develop and implement the tailored affordable tuition program	11/3/2021	Q4 2022	Parish Manager Pastor	Finance Committee Tuition Assistance Committee	
11. Develop a Legacy Giving Plan to provide additional financial resources for tuition assistance	11/3/2021	Q3 /2022	Parish Manager	Pastor	
12. Market the availability of tuition financial assistance through, marketing materials, bulletin, school, and parish e-mail blasts	11/3/2021	Q2 2022	Communications Director		
13. Post ad for Communications Director	11/3/2021	3/31/2022	Parish Manager	Pastor	2/28/2022
14. Interview Communications Director applicants and hire	11/3/2021	3/31/2022	Pastor	Parish Manager	3/31/2022
15. Commission secretary reports minutes to parish council monthly	8/19/2021	On-going	Commission Secretary	Parish Council	
<b>Check (Verify that Do actions are achieving the objective)</b>					
16. Review survey feedback on tuition assistance program and adjust as appropriate	11/3/2021	Q2 2022	Communications Director Pastor	Finance Committee Tuition Assistance Committee	
17. Measure effectiveness of tuition assistance program marketing	11/3/2021	Q2 2022	Communications Director	Finance Committee Tuition Assistance Committee	
18. Check and compare tuition rates annually for day school and Pre-K	12/5/2022	Q2 2022	Parish Manager	Parish Staff	
<b>Act (Activities needed based on results of Check step)</b>					
19. Review proposed Archdiocesan models as to how they will impact our Pastoral Plan and provide feedback to Archdiocese as appropriate	8/31/2022	Q4 2022	Pastor		
20. Verify Pastoral Plan is aligned with new Archdiocesan structure	May-23	Q3 2023	Pastor		

**Administration Commission**

**Goal: A4 To Become Good Stewards of Our God-Given Gifts of Time, Talents and Treasures**

**STRENGTH-BASED STRATEGIES: INTRODUCE: Frequently communicate parish and school financial condition**

**Objective: A4.1 Financial Transparency**

Actions	Start	End	Responsible	Resources	Completed
<b>Prepare (Including obtaining resources for this objective)</b>					
1. Develop and implement an on-going process to communicate the Parish Mission to the parish at large	11/3/2021	Q2 2022	Communications Director	Director of Liturgy Principal Pastor	
2. Develop and implement an on-going process to communicate the Strategic Plan to the parish at large	11/3/2021	Q2 2022	Communications Director	Director of Liturgy Principal Pastor	
3. Create the <u>Financial Communications Plan</u> for the presentation of financial data on a generational, communication vehicle and frequency basis	8/19/2021	Completed	Parish Manager		Completed
4. Develop the story of Assumption	8/19/2021	Q1 2022	Director of Liturgy	Shawn Gibbs	
<b>Do (Main activities aimed at achieving the objective)</b>					
5. Communicate and educate the parish at large on our Parish Mission	11/3/2021	Q2 2022	Communications Director	Director of Liturgy Principal Pastor	
6. Communicate and educate the parish at large on our Pastoral Strategic Plan 2025 (Strategic Plan)	11/3/2021	Q2 2022	Communications Director	Director of Liturgy Principal Pastor	
7. Publish financial data as prescribed in the <u>Financial Communications Plan</u>	8/19/2021	On-going	Parish Manager	Parish Staff	
8. Break the story up into three, three-minute segments	8/19/2021	Q2/ 2022	Director of Liturgy	Shawn Gibbs	
<b>Check (Verify that Do actions are achieving the objective)</b>					
9. Obtain feedback on the clarity of the Financial Communications Plan messaging	8/19/2021	Q3 2022 On-going	Parish Manager	Pastor	
10. Obtain feedback on the clarity of the story of Assumption	8/19/2021	Q3 2022	Director of Liturgy	Shawn Gibbs Pastor	
<b>Act (Activities needed based on results of Check step)</b>					
11. Review proposed Archdiocesan models as to how they will impact our Pastoral Plan and provide feedback to Archdiocese as appropriate	8/31/2022	Q4 2022	Pastor		
12. Verify Pastoral Plan is aligned with new Archdiocesan structure	May-23	Q3 2023	Pastor		

## 6:00 MASTER CALENDAR FOR STRATEGIC FOCUS AREA

### 6:XX Master Calendar for Strategic Focus Area

Strategic Focus Area: WORSHIP	Resp	Year: 2021				Year: 2022				Year: 2023			
		1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q
<b>GOAL W1 : Become a Full and Active Community in the Sacramental and P</b>													
<i>Objective- W1.1 INCREASE MASS ATTENDANCE</i>													→
<i>Objective- W2.2 INCREASE YOUNG FAMILIES MASS ATTENDANCE</i>													
<i>Objective – W3.3 INCREASE UNDERSTANDING OF THE MASS AND SACREMENTS</i>													→

Strategic Focus Area: FORMATION	Resp	Year: 2021				Year: 2022				Year: 2023			
		1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q
<b>GOAL F-1 Become A Discipleship Community (Teaching &amp; Learning)</b>													
<i>Objective – F1.1 GROW SCHOOL ENROLLMENT</i>													→

Strategic Focus Area: SERVICE	Resp	Year: 2021				Year: 2022				Year: 2023			
		1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q
<b>GOAL: Community-Building and Needs-Based Service for the Parish, Local and Global Communities</b>													
<i>Objective – S1.1 NEW PARISHIONER WELCOMING AND FOLLOW-UP</i>													→
<i>Objective – S2.1 INCREASE YOUNG ADULT MINISTRY PARTICIPATION</i>													
<i>Objective – S3.1 INCREASE AWARENESS OF ST. VINCENT DEPAUL</i>													→

Strategic Focus Area: ADMINISTRATION	Resp	Year: 2021				Year: 2022				Year: 2023			
		1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q
<b>Goal: To Become Good Stewards of Our God-Given Gifts of Time, Talents and Treasure</b>													
<i>Objective. - A1.1 PLAN TO SUPPORT PARISH PLAN</i>													→
<i>Objective – A2.1 REDUCE PARISH DEBT</i>													→
<i>Objective – A3.1 ACHIEVE AND MANITAIN FFORDABLE TUITION</i>													
<i>Objective – A4.1 FINANCIAL TRANSPARANCY</i>													→

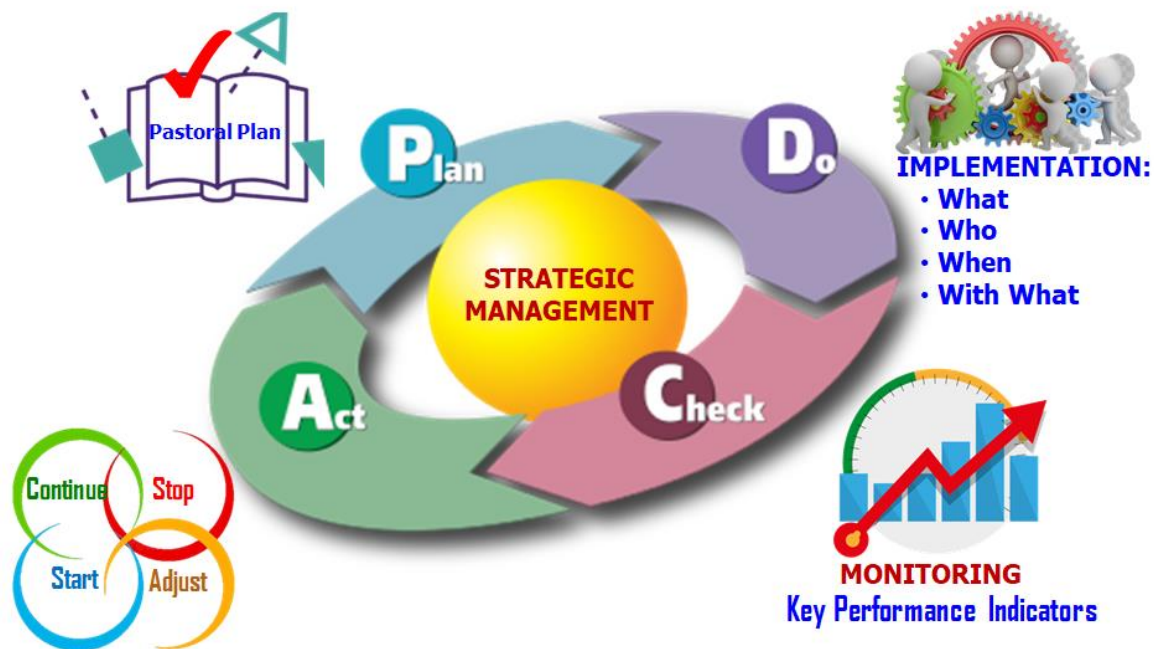
## 7:00 IMPLEMENTATION<sup>1</sup>

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 action plans (tasks) detailed in the plan according to the timelines and responsibilities associated with each of the action plans.

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. The Parish Council receives reports of progress vs. Plans from each Commission. It's Parish Council's responsibility to assure the Pastoral Strategic Plan is progressing in a timely manner.

The **Act** phase of the cycle has to do with adjusting action plans needed based on the Check phase. What those actions are depends on 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 and changing situations.

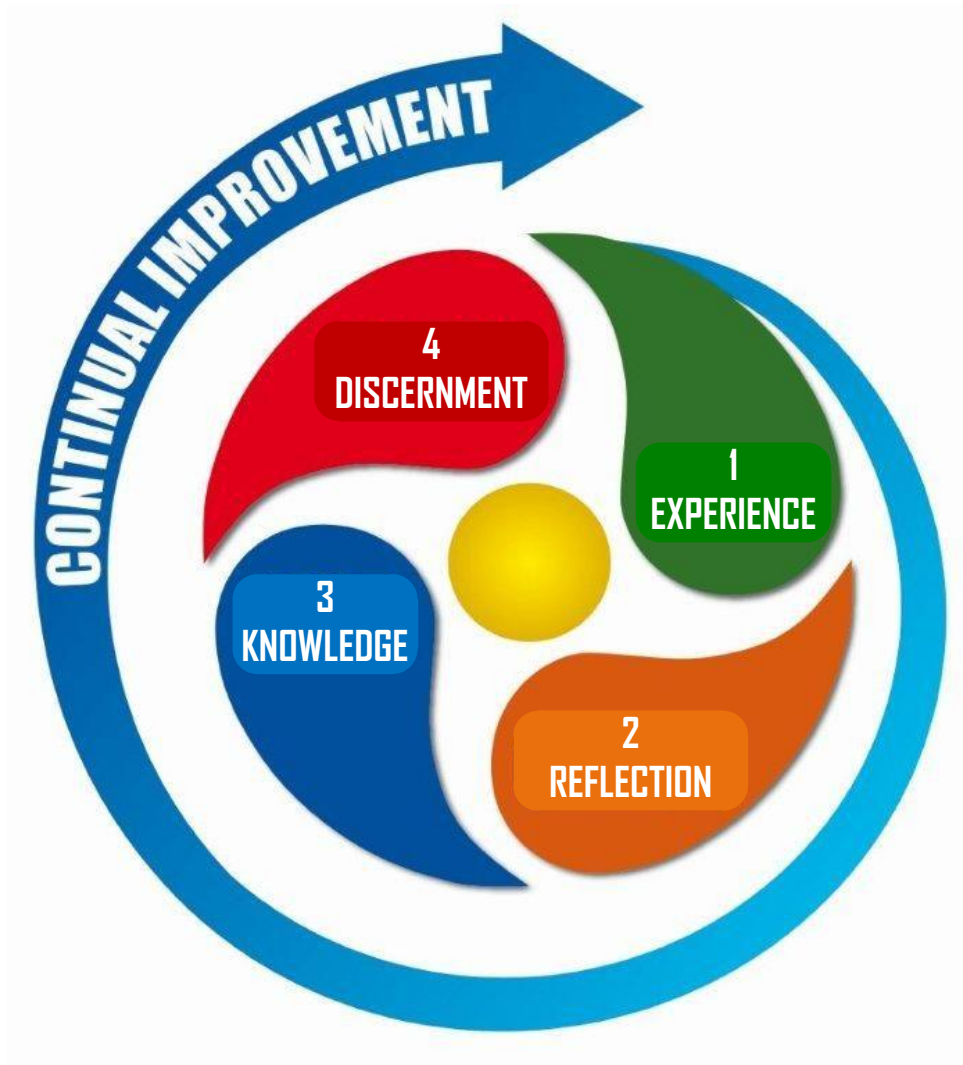
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<sup>1</sup> The content of this section of the Plan document was developed by LDI. It is a recommended standard for all Strategic Plans.

## 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 cycle<sup>2</sup> 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).

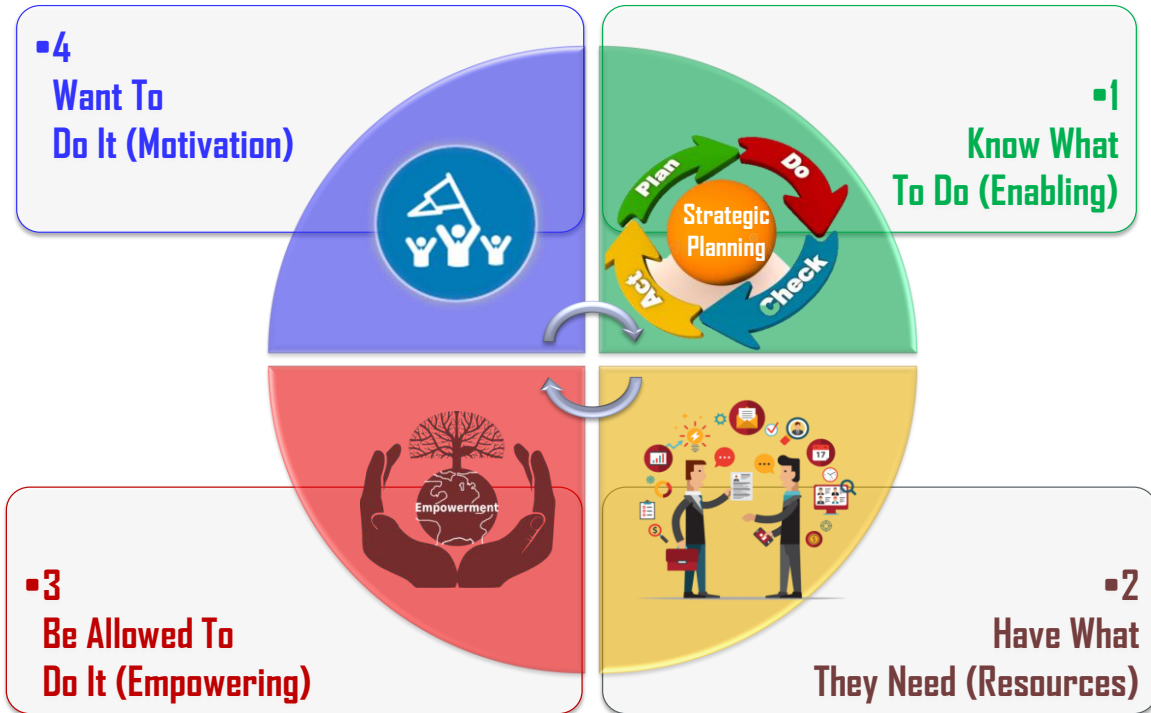
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<sup>2</sup> Because the Continuous Improvement Cycle inevitably generates personal and institutional learning, it is also known as the Learning Cycle

## 7:30 TROUBLESHOOTING

Troubleshooting has to find 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.

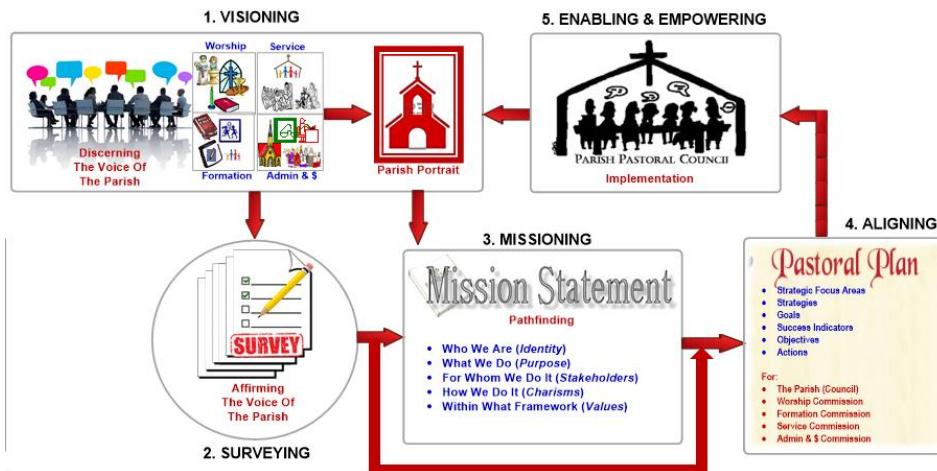
### For Things To Go Well, People Need To...



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 reports.** 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 APPENDIX:

### 8:10 LDI PASTORAL PLANNING PROCESS



***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 (done by Parish Council) and optionally for each of the major commissions (Worship, Christian Formation, Christian Service, Administration & Finance). Some parishes go beyond and 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 considering 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.

The Pastoral Planning Process cycle closes and continues, with the parish leadership using all 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 VISION / SURVEY RESULTS**

**VISION / SURVEY RESULTS**

The following are the results of the parish survey that asked all parishioners to rank the top Strengths and Aspirations that were identified in our visioning meetings. They are listed in descending order from the greatest strength/aspiration to the least.

**WORSHIP & PRAYER**

**STRENGTHS**

Priests Homilies/Availability  
 Mass Schedule  
 Music Quality & Variety  
 Adoration  
 Projected Text on Wall  
 Lifeteen Mass & Music

**ASPIRATIONS**

Increase Mass Attendance  
 Increase Young Families Mass Attendance  
 Better Understanding of Mass & Sacraments  
 More Participation in Singing at Mass  
 Active, Well-Trained Servers  
 Participation to Achieve 24-hour Adoration

**SERVICE & HOSPITALITY**

**STRENGTHS**

St. Vincent de Paul Society  
 Fall Festival  
 Funeral Luncheons  
 Knights of Columbus  
 Advent Giving Tree  
 Hospitality (Doughnut) Sunday

**ASPIRATIONS**

New Parishioners Welcoming & Followup  
 Increase Young Adult Service Participation  
 Increase Awareness of St V de Paul mission  
 Match Parishioners-Service Opportunities  
 Reignite Hospitality Sundays  
 Stephen Ministry for Spiritual/Emotional Support

**FORMATION**

**STRENGTHS**

School & Staff  
 PSR  
 Rite of Christian Initiation of Adults (RCIA)  
 Parish Mission (Fr. Sichko)  
 Youth Ministry/Life Teen  
 CRHP Retreats

**ASPIRATIONS**

Keep School Tuition Affordable  
 Grow School Enrollment  
 Programs Aimed at Young Families  
 Make Various Retreat Opportunities Available  
 Expand Youth Ministry to Middle School  
 Organize Small Faith Groups

**ADMINISTRATION-FINANCE-STEWARDSHIP**

**STRENGTHS**

Clergy (Priests & Deacons)  
 Town Hall Meetings  
 Variety & Quantity of Ministries  
 Pastoral Planning Involving Parishioners  
 Facilities – Overall Campus  
 Parish Staff

**ASPIRATIONS**

Reduce Parish Debt  
 Financial Transparency: Parish & School  
 Better Understanding of Stewardship  
 Better Understanding of Parish Council Role  
 Variety of Information Technology Media  
 User Friendly Ministry Directory (Printed & Online)

## 8:30 PILLARS ROSTERS

Commission Members	Commission	Staff	Affiliation	Chairman	Parish Council Rep
Parker Bishop	Worship	Staff	Dir. of Music		
Jeannette Hamann	Worship	Staff	Dir. of Stewardship & Liturgy		
Jackie Kretschmer	Worship		School Board		
Mike Lennon	Worship		Parish Council		PC
Msgr. McCumber	Worship	Staff	Senior Associate Pastor		
Doug Prize	Worship		Parish Council	Chairman	PC
Barb Stettner	Worship		Liturgy Committee		
Fr. Nick Kastenholz	Worship	Staff	Pastor		
Patti Baratta	Administration		Parish Council		PC
Shawn Gibbs	Administration		Stewardship Committee		
Jeannette Hamann	Administration	Staff	Dir. of Stewardship & Liturgy		
Philip Heiss	Administration		School board		
Dr. Patricia Hensley	Administration	Staff	Principal		
Gary Hinrichs	Administration		Finance Council	Chairman	
Mark Martin	Administration		Finance Council		
Mark Vogt	Administration	Staff	Business Manager		
Fr. Nick Kastenholz	Administration	Staff	Pastor		
Carla Douglas	Formation		At Large		
Dominik Goethe	Formation		At Large		
Dr. Patricia Hensley	Formation	Staff	Principal		
Gary Hinrichs	Formation		Finance Council		
Danielle Lifritz	Formation		Parish Council		PC
Missy Lowery	Formation		RCIA		
Ann Marie Quan	Formation	Staff	Dir. Religious Education		
Becky Whitacker	Formation	Staff	Dir. Youth Ministry		
Trey Willis	Formation		At Large	Chairman	
Fr. Nick Kastenholz	Formation	Staff	Pastor		
Mike Bigler	Service		Men's Ministry		
Kevin Call	Service		Men's Ministry		
Lynn Crewes	Service	Staff	Protecting God's Children		
Brandon Gervais	Service		School Board	Chairman	
Kelly Gessert	Service		Men's Ministry		
Jeannette Hamann	Service	Staff	Dir. of Stewardship & Liturgy		
Vanessa Markelz	Service		CRHP		
Mike McCleish	Service		St. Vincent DePaul Committee		

Bruce Prinster	Service		At Large		PC
Russ Schaller	Service		Parish Council		PC
Deacon Richard Tadlock	Service	Staff	Deacon		
Gene Thornhill	Service		At Large		
Fr. Nick Kastenholz	Service	Staff	Pastor		

**8:40 MISSION STATEMENT WORKSHEET**

**Mission Statement.** A description of what we do to reach our vision. It is present-oriented. **Our journey towards our destination.**

**Who We Are.....**  
**(Distinctive Identity)**

*We the people of the Assumption of the Blessed Virgin Mary Parish, are called to be servants of God as exemplified by, and under the protection of, our Mother Mary.*

**What We Do.....**  
**(Services We Provide)**

*As good stewards of our God-given gifts of time, talent and treasure we pledge to bring Christ to our community through worship learning and service.*

**For Whom We Do It.....**  
**(Whom We Serve, Internally and Externally)**

*In response to our Lord's Great Commission of "making disciples of all nations" our ministries serve all parts of our parish community, the local and regional community, and the ministries of the Universal church.*

**How We Do It.....**  
**(Out Charismas and Resources)**

*Through the Pillars of Worship & Prayer, Formation & Education, Service & Hospitality and Administration & Stewardship we find Christ here and bring Christ to the world.*

**Within What Framework.....**  
**(Values and Alignment with other Institutions)**

*Our mission is guided by the Scripture and traditions of our Catholic faith and aligned with the evangelistic mission of the Archdiocese of St. Louis.*

## 8:50 PARISH AUDIENCE TOOL

*To craft a path of discipleship, a parish should have different programs that help engage different audiences where they are and move them further along the missionary process of "Encounter - Grow - Witness"*

<b>Equipped (.6%)</b>	<b>ENGAGED (7%)</b>	<b>Active (20%)</b>
These are who feel they have the desire, the practical skills, and the confidence to evangelize.	These are the most involved at the parish - regular Mass attendees and those who do most of the volunteering. They desire to evangelize but lack confidence/skills.	These are those who often attend Mass, but are less likely to be involved in leadership or other spiritual activities.
<b>Pre-Evangelization (Trust)</b>		
<b>Encounter</b>		
<b>Grow</b>		
<b>Share (Witness)</b>		
<b>AROUND</b>	<b>ENROLLED</b>	<b>IN THE BOUNDARIES</b>
Those who participate in the social life of the parish, but not the religious life of the parish.	Those who are registered at the parish but are not engaged in either the social life or religious life of the parish.	Non-Catholics who live inside the boundaries of your parish and do not participate in the life of the Church.
<b>Pre-Evangelization (Trust)</b>		
<b>Encounter</b>		
<b>Grow</b>		
<b>Share (Witness)</b>		

## Strategic Planning and Budgeting Calendar

February	Commissions perform their annual review regarding the status and accomplishments of the Action Plans for their Objectives
February	Commissions report the status and accomplishments of the Action plans for their Objectives to the Parish Council by month end
March	Parish Council reviews the Commissions' progress of their Objectives. Parish Council provides feedback to Commissions on next steps
April	Commissions recommend next fiscal years' strategic Objectives to the Parish Council
April	Principal submits Pre-K and Day School personnel and capital expenditures requests to the Business Manager by month end
April	By month end, the Parish Council submits to the Business Manager requests for funding to be included in the <b>Parish Budget</b> . These are the funding requests from the Commissions for their Strategic Objectives
May	Communications Director submits the marketing budget for Parish and Day School by May 15th
May	Principal submits changes to the personnel and capital expenditures budgets to the Business Manager by month end
June	Business Manager submits first draft of Parish Budget to Finance Committee
July	Parish Council and Finance Committee typically don't meet in July
August	Business Manager submits final Parish Budget to Finance Committee for approval
August	Commissions submit quarterly update on Objectives and Tasks to Parish Council by month end
August	Business Manager submits final Parish budget to Parish Council for review and then submits to the Archdiocese
Sept./ Oct.	Principal and school board propose operating budget for next school year to Kevin Ryan by October 15th
October	Recast current year Day School budget to actual enrollment, personnel and any other material changes from the budget approved the previous December
October	Commissions submit quarterly update on Objectives and Tasks to Parish Council
November	Present first draft of the next fiscal year Day School budget to Finance Committee that includes suggested tuition rates
December	Present final Day School budget to the Finance Committee for approval
December	Present final Day School budget to the School Board
January	Announce next year's tuition rates for Pre-K, Day School and PSR
January	Commissions submit quarterly update on Objectives and Tasks to Parish Council by month end

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