



St. Vincent DePaul Parish Five Year Strategic Plan (2011 – 2015)

Version 2.1
June 22, 2011

About This Document

- 1) **Task Owners** – These are the committees, groups, and/or individuals responsible for various tasks. Note that these are suggested responsibility assignments and are subject to change at the discretion of the Pastor and Parish Council.
 - This plan assumes the absence of a parish development director or administrator. If a development director or administrator position is established, and filled, some of the responsibility assignments in this plan may need to be changed or adjusted accordingly.
- 2) **New Committees** – There are new committees and groups referred to that do not currently exist:
 - Growth and Membership Committee (supersedes the current Hospitality Committee)
 - Parish Ambassadors (a function of the Hospitality Committee)
 - Marketing Committee
 - Facilities Committee
 - Audit Committee (a Finance Council sub-committee)
 - Consecrated Life (a Faith Formation sub-committee)
 - Service to the Poor Committee (if a separate 501C3 is established this may not be needed)

It is suggested that these new committees and groups be established by the Parish Council so that they can take on their roles, as defined in this plan.

- 3) **Implementation Schedule** – The column labeled “When” currently identifies when the task can be implemented, i.e., “Now” (short term) or “Later” (long term). As work plans are developed, it is suggested that a more detailed and specific implementation timeline be established by the Pastor and Parish Council.

Change History

12/05/2010 – Original plan (Version 1.0) completed by parishioner members of the Strategic Task Force—Jane Lammers, Jim Lammers, Kerry Lyman, Pat Poehling, Sr. Mary Roch Rocklage, Bill Pues, Dennis Turek, and Barb Zawier.

04/04/2011 – First attempt at merging goals and objectives developed by the Parish Council. Added three of those goals:

- Goal #6 – Contains content from **Spiritual Formation** goal category in the Parish Council plan.
- Goal #7 – Contains content from **Leadership** goal category in the Parish Council plan.
- Goal #8 – Contains content from **Service to the Poor** goal category in the Parish Council plan.

05/04/2011 – Attempt to eliminate duplicates and overlaps – Jane Lammers.

- Changed Growth & Membership to Hospitality
- Note Objective 6.3
- Comments from PC added in green type.

05/12/2011 – removed all duplications, etc. – Jane Lammers

Goal #1: Re-energize the membership base and strengthen the commitment of parishioners and volunteers.

Expected Results: More parishioners will be engaged in supporting the parish, by actively contributing their time, talent, and treasure.

Objective 1.1: Review and certify the current state and demographics of parish membership.

	Action	When	Owners	Comments
1.1.1	Conduct a census and update the parish database: <ul style="list-style-type: none"> • Validate personal data in the database. • Identify parishioner skills and areas of possible interest and involvement. • Understand parishioner needs and priorities. • Identify active members, inactive members, and supporters (i.e., non-members who contribute). • Demographics by age, zip code, etc. 	Now	Hospitality Committee	A volunteer with database experience would be very helpful with this.
1.1.2	Personally contact those who are inactive, to determine the reason for their absence and/or inactivity, and invite them to return.	Now	Hospitality Committee	

Objective 1.2: Promote more active engagement of members and volunteers in parish activities.

	Action	When	Owners	Comments
1.2.1	Provide more programs, or other opportunities, specifically for young adults and families with children. <ul style="list-style-type: none"> • Create opportunities for young adults and their friends to meet for worship and volunteer for mission-related activities at St. Vincent’s. 	Later	Faith Formation Committee	What is the age range for young adults? What about 7th – 12th graders? Consider having sisters/brothers help with this area (see action item 1.2.2).
1.2.2	Offer opportunities for greater involvement by those belonging to a religious order (sisters/brothers). <ul style="list-style-type: none"> • Lead Bible study or similar study group sessions (for parishioners). 	Now	Faith Formation Committee (Consecrated Life Sub-committee)	Possible involvement here by the Vincentians, Daughters of Charity, Sisters of Mercy, Sisters of Charity, Adorers of the Blood of Christ, etc.

	<ul style="list-style-type: none"> • Lead Bible study at Meals (for guests). • Participate in fund raising events. • Work with youth and/or young adult groups. 			
1.2.3	<p>Seek ways to encourage parishioners to participate in non-liturgical spiritual opportunities.</p> <ul style="list-style-type: none"> • Bible study, book clubs, etc. • Small faith communities, retreat weekends, etc. 	Now	Faith Formation Committee	
1.2.4	<p>Consider altering Mass times (i.e., increase the time available between Masses) to better facilitate parish activities that could be held on Sundays.</p> <ul style="list-style-type: none"> • Activities such as Bible Study, book clubs, Ken Parker series, etc. • To make this effective, Mass needs to consistently start on time. <p>Or consider having one Saturday night Mass and one Sunday morning Mass. This would also allow for longer activity time on Sundays.</p>	Now	Pastor, Parish Council	
1.2.5	Hold parish wide Festival of Ministries.	Fall 2011	Faith Formation Committee Hospitality Committee Parish Council	
1.2.6	Continue collaborative efforts among established parish committees.	Ongoing	Parish Council All parish committees and subcommittees	

Objective 1.3: Effectively utilize, and visibly acknowledge, parishioners who volunteer and participate in parish life.

The various aspects of parish life include worship services, parish committees, fundraisers, etc.

	Action	When	Owners	Comments
1.3.1	<p>Encourage parishioners to take a more active role in parish activities and our outreach to the poor.</p> <ul style="list-style-type: none"> • Explain and publicize volunteer opportunities. • Feature volunteer roles in publications. • Extend personal invitations to participate. 	Now	<p>Hospitality, Ambassadors, Marketing, Service to the Poor Committee, Volunteer Coordinator, Parish Council</p>	
1.3.2	<p>Enhance leadership and collaboration skills, and the organizational effectiveness of parish committees involved in volunteer activities.</p> <ul style="list-style-type: none"> • Create job descriptions for chairperson positions. • Create mission and work statements for each committee. • Define and utilize committee term limits. For example, two years for chairperson and vice-chairperson. Then vice-chairperson assumes chairperson role after two years. • Provide leadership training opportunities. 	Now	<p>Parish Council, All parish committees</p>	
1.3.3	<p>Give public recognition to Parish Council, Finance Council, and committee members.</p> <ul style="list-style-type: none"> • Have installation ceremonies at Sunday masses. • Use the bulletin/website to publish significant council or committee undertakings and achievements. 	Now	<p>Pastor, Parish Council, Hospitality Committee</p>	

	<ul style="list-style-type: none"> • Provide a personal thank you from pastor for leadership roles undertaken by these groups and members. • Provide appreciation dinners/events. 			
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Objective 1.4: Effectively utilize, and visibly acknowledge, parishioner and non-parishioner volunteers who support the Social Ministries programs at St. Vincent’s.

This objective would be an opportunity to increase awareness and understanding of Social Ministries.

	Action	When	Owners	Comments
1.4.1	Determine, or clarify, who is responsible for the coordination and oversight of those who volunteer for Social Ministries’ activities. <ul style="list-style-type: none"> • Establish an official volunteer coordinator position, if it doesn’t already exist. 	Now	Pastor, Parish Council , Service to the Poor Committee or SM Board	
1.4.2	Create and promote opportunities for non-parishioner volunteers to contribute time, talent and treasure to the mission at St. Vincent’s. <ul style="list-style-type: none"> • Identify individuals and groups who support St. Vincent’s and wish to help us fulfill our mission. • Connect with those individuals and groups we have not yet established contact. • Include these groups on a mailing/contact list when volunteers are needed. 	Now	Volunteer Coordinator, Marketing Committee	
1.4.3	Prepare volunteers so they know what to do, as well as when and how to do it. <ul style="list-style-type: none"> • Provide information packets, especially for those new to volunteering at St. Vincent’s. • Provide training and/or orientation, as needed or requested. 	Now	Volunteer Coordinator	
1.4.4	On a regular basis, visibly thank the volunteer groups	Now	Volunteer	

	<p>and individuals who serve St. Vincent’s and help us fulfill our mission.</p> <ul style="list-style-type: none"> • Perhaps have get-together events to personally thank these volunteers. • Have an occasional volunteer recognition Mass. • Encourage the staff, pastor, and parish council, to communicate regularly (phone calls, letters, etc.) with volunteer groups and individuals (particularly non-parishioner) about what’s happening at St. Vincent’s. Make it an opportunity to express our appreciation for their involvement with our parish. 		<p>Coordinator, Service to Poor, Parish Council, Marketing</p>	
<p>1.4.5</p>	<p>Keep volunteers informed about the Social Ministries programs and raise awareness of services provided.</p> <ul style="list-style-type: none"> • Create an informational brochure about the “Meals” program. • Offer regular feedback to volunteers about how their contributions of time and money help. • Publish a volunteer newsletter to be handed out quarterly to all volunteers. • Publish monthly stats from meals, lunch window, food pantry & direct assistance. • When appropriate publications should also be put on the website. 	<p>Now</p>	<p>Volunteer Coordinator, Marketing Committee, Service to Poor, Parish Council</p>	

Goal #2: Increase net membership by 10 new households per year (50 households over 5 years).

Expected Results: There is a renewed focus on programs and activities that foster relationships with parish visitors, prospective members, and with organizations in the surrounding community. Membership grows as a result.

Objective 2.1: Increase awareness of St. Vincent’s by establishing new and closer relationships with organizations in the community and surrounding neighborhood (LaSalle Park, Lafayette Square, and Souldard).

	Action	When	Owners	Comments
2.1.1	Identify nearby businesses, neighborhood associations, and other organizations, especially those likely to have regular contact with area visitors and/or new residents. <ul style="list-style-type: none"> • Create a master list (or database) of these organizations. 	Later	Marketing Committee	Businesses could include realtors, restaurants, cafes, hotels, etc. Neighborhood associations & realtors would seem to be the initial focus. Include non-profit organizations with a mission or purpose similar to ours at St. Vincent’s.
2.1.2	Meet with each organization identified in 2.1.1: <ul style="list-style-type: none"> • Learn more about the business or organization, their role in the neighborhood, and the contacts or connections they have. • Discuss the mission of St. Vincent’s and our role in the neighborhood. • Explore the potential for a mutual partnership or relationship of some kind. • See if any next steps, or plans for follow-up contact, can be established. 	Later	Marketing Committee	Consider who would be effective at reaching out to the community and representing St. Vincent’s.
2.1.3	For the potential relationships established in 2.1.2, assemble welcome/resource packets that share useful information about St. Vincent’s. <ul style="list-style-type: none"> • Distribute these, in person, to each business or organization. • Verify a date and time for follow-up contact. • Also publish this information on the website. 	Later	Marketing Committee	Packets should include the new parish brochure.

2.1.4	<p>Where appropriate, participate in (and join) neighborhood associations or business organizations in the area.</p> <ul style="list-style-type: none"> • Provide them with information (newsletters, flyers, etc.) about events and activities at St. Vincent’s. • Participate in their events (provide a booth, etc.). 	Later	Marketing Committee	Representing St. Vincent’s at neighborhood events might be an opportunity for young adults in the parish.
2.1.5	<p>Maintain regular contact with these “Friends of St. Vincent’s” established in the action items above.</p> <ul style="list-style-type: none"> • Schedule regular meetings or visits (monthly, quarterly, etc.) with each organization. • Invite them to events and activities at St. Vincent’s. • Where appropriate, ask for an invitation to, or notification of, events they are hosting. • Acknowledge events or milestones that are important to each organization. • Send holiday greetings. 	Later	Marketing Committee	
2.1.6	<p>Grow and strengthen relationships with the local Vincentian community and its ministries.</p> <ul style="list-style-type: none"> • St. Vincent DePaul Society, Guardian Angel Settlement, Gateway Vincentian Volunteers. 	Later	Marketing Committee	

Objective 2.2: Create an Ambassador Program to welcome, inform, and assist new parish members and visitors.

The parish ambassadors (a function of the Growth and Membership Committee) will help new members, and visitors, connect with the parish by inviting them participate in worship, service, and fellowship opportunities.

	Action	When	Owners	Comments
2.2.1	<p>Identify and select parishioner volunteers to participate in the Ambassador Program.</p> <ul style="list-style-type: none"> • Select 4 – 6 parishioners who attend each Mass (12 – 18 altogether). • Select those who possess the personal skills 	Now	Hospitality Committee	

	<p>necessary to be good representatives of the Parish at Mass and special events.</p> <ul style="list-style-type: none"> • Contact those selected to ensure their willingness to serve as an ambassador for St. Vincent's. 			
2.2.2	<p>Define the responsibilities assigned to the ambassadors. These could include:</p> <ul style="list-style-type: none"> • Welcome all who enter to Mass each weekend and to special parish events. • Personally connect with visitors and new parishioners after each Mass. • Invite parishioners and visitors to special events. • Contact new parishioners by phone and send a welcome packet. • Contact parishioners who appear to have left St. Vincent's. • Attempt to reconnect with those who have participated in a sacrament at the parish (e.g., marriage, baptism, RCIA, confirmation, etc.). • Work with Parish office to create and maintain a Parish Pictorial Directory. • Ensure registration/information cards are placed in pews. Follow-up on completed call cards within seven days. 	Now	Hospitality Committee, Parish Council	
2.2.3	<p>Prepare for the Ambassador Program:</p> <ul style="list-style-type: none"> • Develop and provide training to Ambassadors so that they are comfortable in welcoming new parishioners and visitors and understand ways to reach out and engage them. • Provide ambassadors with an official name tag and materials to support their work (i.e., booklets for those interested in Catholicism, St. Vincent's brochures, lists of volunteer opportunities, etc.). 	Now	Hospitality Committee	

	<ul style="list-style-type: none"> • Develop a schedule so that at least one or two Ambassadors are present at each Mass and at special parish events (as requested or needed). • Create a welcome packet, and a special gift, for new parishioners. 			
2.2.4	<p>Startup and maintain the Ambassador Program.</p> <p>Pastor announces the Ambassadors Program and offers a blessing for the newly trained participants, at each Mass during the “rollout” weekend.</p> <ul style="list-style-type: none"> • Each week, ambassadors continue to fulfill their responsibilities (as described above in 2.2.2). 	Now	Hospitality Committee	
2.2.5	<p>Provide ongoing support and communication for the Ambassador Program:</p> <ul style="list-style-type: none"> • Meet at least quarterly to discuss how the program is working. Ensure ongoing support for their role within the parish. • Report to Parish Council and Pastor on success and needs at least quarterly. • Host listening session or one-on-one conversations, with former or potential parishioners, to discuss how St. Vincent’s can be more welcoming. • Help link new parishioners to volunteer needs in the parish. • Help organize stewardship events at the parish. • Annually participate in refresh training to update and sharpen outreach and welcoming skills. 	Now	Hospitality Committee	

Goal #3: Strengthen parish fiscal management processes.

Expected Results: Long-term planning for future revenue and expenditures, and the enhancement of financial tracking/reporting processes, will improve overall financial efficiency and effectiveness.

Objective 3.1: Develop a 5 year plan to address physical plant and facilities maintenance needs.

	Action	When	Owners	Comments
3.1.1	Establish a Facilities Committee of knowledgeable individuals to assess facilities issues and develop a master plan.	Now	Pastor, Finance Council	Resources: Maintenance staff, selected volunteers.
3.1.2	Conduct an initial facilities audit to identify projects, maintenance, and repairs that are needed. <ul style="list-style-type: none"> Establish timeframe priorities of high (within 1 year), medium (1-3 years), and low (3-5 years). 	Now	Facilities Committee	
3.1.3	Obtain estimated costs for projects in each timeframe category. Present findings to the Finance Council, pastor and Parish Council.	Now	Facilities Committee	
3.1.4	If necessary, establish and implement a capital funding plan to address the facility needs that have been identified.	Now	Pastor, Finance Council	
3.1.5	Periodically (quarterly or semi-annually) review status of action plan (3.1.2) and update audit of facilities.	Now	Finance Council, Facilities Committee	
3.1.6	Communicate status of facilities to parishioners.	Now	Finance Council, Facilities Committee	

Objective 3.2: Research the merits and feasibility of converting Social Ministries to a non-profit 501(3)(c) corporation.

	Action	When	Owners	Comments
3.2.1	Visit with Peter & Paul Community Services to understand why and how they transitioned their social ministry to a separate corporation.	Now	Finance Council, Jim Lammers Dennis Turek Dennis Wells	Issues to understand: <ul style="list-style-type: none"> • How did they maintain parishioner support and involvement? • What was impact on parish membership and contributions? • What were the issues with transition? • What were/are the relationships with their parish? With the Archdioceses? • How was the start-up funded? • What was the impact on staff? Full time, part-time, volunteers, additions to staff. • How did the changes affect costs? • What support did the parish give through the transition in the way of subsidies of cost, staff support, etc. • How long did it take to become self sufficient?
3.2.2	Talk with an attorney and an accountant to determine the legal, tax, and accounting issues involved.	Now	Finance Council, Jim Lammers Dennis Turek Dennis Wells	
3.2.3	Meet with the Vincentian provincial administration to discuss and determine the extent of their support and involvement.	Now	Finance Council, Jim Lammers Dennis Turek Dennis Wells	

3.2.4	Put together a recommendation for review by Pastor, Parish Council, and Vincentian Provincial if needed.	Now	Finance Council, Jim Lammers Dennis Turek Dennis Wells	
3.2.5	<p>If recommendation is to proceed, include with the recommendation at least the following:</p> <ul style="list-style-type: none"> • Impact assessment on the parish and parishioners including the support needed from the parish during transition and afterwards if needed. • Relationship to the Vincentian community and the archdiocese. • A forecast of start-up cost and the sources of funding these expenses. • Assessment of initial staffing requirements including positions needed and estimated costs for salaries and benefits of each. • A 5 year forecast of income and expenses, balance sheets, cash flows. 	Now	Finance Council, Jim Lammers Dennis Turek Dennis Wells	
3.2.6	If approved by Parish Council and Pastor, proceed with other approvals as needed.	Now	Finance Council, Jim Lammers Dennis Turek Dennis Wells	
3.2.7	Develop and execute an implementation plan.	Now	Finance Council, Pastor	

Objective 3.3: Strengthen parishioner confidence in the fiscal management and administration of the parish.

	Action	When	Owners	Comments
3.3.1	Establish an internal Audit Committee to perform	Now	Finance Council	Audit committee will be a sub-committee of

	periodic reviews of the parish’s internal controls.			the Finance Council.
3.3.2	<p>Evaluate current staff workload.</p> <ul style="list-style-type: none"> • For each staff member – Top five responsibilities and the percent of time typically spent on each. • Make adjustments as needed to maximize effectiveness and eliminate unproductive activities. 	Later	Finance Council, Pastor	This is important as we seek to minimize negative perceptions and improve the cost effectiveness of the services provided by St. Vincent’s.

Goal #4: Increase overall revenue so that unrestricted cash reserves grow to at least three months of average annual expenses.

Expected Results: Strategic planning and strong leadership, with a focus on new and improved funding sources, will increase revenue and help eliminate budget deficits.

Objective 4.1: Develop a synergistic process, in conjunction with the other goals in this plan, to identify and tap into funding sources.

	Action	When	Owners	Comments
4.1.1	Determine financial goals for each revenue category, i.e., fundraisers, grants, planned giving, program giving, endowments, etc.	Now	Finance Council, Pastor	This would be part of the budgeting process.
4.1.2	As part of the contact development process in Goal #2, contacts should be made aware of the opportunity to contribute financially and to the mission of SVDP via the materials handed out and in the conversation.	Later	Marketing Committee	This is an activity that should take place only after a relationship has been established – not at first meeting. In many cases organizations may only be in a position to provide “in-kind” or promotional support.
4.1.3	Establish a process for asking for donations at the appropriate time and for the appropriate need.	Later	Finance Council, Pastor	Finance Council should work closely with the Parish Council and committees, to know what is needed in specific areas and to be able to

				capitalize on opportunities as they arise.
4.1.4	<p>Create deeper relationships with current “friends,” including parishes, churches, volunteers and other organizations.</p> <ul style="list-style-type: none"> • Utilize “sister parish” or “twinning” type programs. • Reestablish an active, participatory relationship with the archdiocese. 	Later	Marketing Committee, Volunteer Coordinator	
4.1.5	Establish a database of donors and a solicitation program to continue and increase contributions.	Now	Marketing Committee	
4.1.6	Establish a process to acknowledge and thank donors.	Now	Marketing Committee	

Objective 4.2: Develop a program, or process, that regularly seeks funding through grant opportunities.

	Action	When	Owners	Comments
4.2.1	Set a financial revenue goal.	Now	Finance Council	Part of budget process?
4.2.2	Put in place the resources necessary for an effective grant program (i.e., grant writer, database of information required by funders, database of potential grantors, etc.).	Now	Finance Council, Grant writer	As of November 2010, the Finance Committee has voted to utilize the services of an outside grant writer.
4.2.3	Establish a 5-year plan with annual goals to identify and obtain grants.	Later	Finance Council, Grant writer	
4.2.4	<p>Develop stronger relationships with organizations and foundations that are current, or potential, sources of funding.</p> <ul style="list-style-type: none"> • Seek opportunities for funding and program partnership with the Archdiocese and Vincentian Community. 	Later	Finance Council, Grant writer	

Objective 4.3: Increase income from current and new fundraising events.

	Action	When	Owners	Comments
4.3.1	Set a financial revenue goal.	Now	Finance Council Fund Raising Committee	Part of budget process?
4.3.2	Analyze the value of current fundraisers. <ul style="list-style-type: none"> • Use historical financial data as well as “fellowship” value to the parish. • Determine if fundraiser can be improved or should be eliminated. 	Now	Fund Raising Committee	
4.3.3	Develop an annual plan and calendar of events.	Now	Fund Raising Committee, Parish Council, Staff	
4.3.4	Utilize a “succession planning” process to rotate event chairpersons and Fund Raising Committee members.	Now	Fund Raising Committee	This may also occur through membership and volunteer goals elsewhere in this plan.
4.3.5	Develop “how to” documentation for each fund raiser.	Now	Fund Raising Committee	
4.3.6	Analyze current Fundraising Committee structure to determine if this is the most effective structure.	Later	Parish Council	
4.3.7	Develop, test and analyze new fundraisers.	Later	Fund Raising Committee, Parish Council	

Goal #5: Establish a brand identity for St. Vincent DePaul Parish, and the Social Ministries Programs, and build awareness of it as a means of increasing membership, support and funding.

Expected Results: A well-planned marketing strategy will enhance the visibility and awareness of St. Vincent’s, and its mission, throughout the St. Louis metro area.

Objective 5.1: Establish a brand identity for the parish and Social Ministries Programs.

	Action	When	Owners	Comments
5.1.1	Establish a Marketing Committee with members that have marketing and/or public relations expertise.	Now	Parish Council	
5.1.2	Determine how best to intertwine the church and the Social Ministries Program for maximum effectiveness.	Later	Marketing Committee	Some funders will not give to religious institutions.
5.1.3	Develop the appropriate branding tools: <ul style="list-style-type: none"> • Tagline • Logo • Visuals/graphics • Consistent communication standards (graphic and written) 	Later	Marketing Committee	
5.1.4	Establish a review process to ensure that all communications are consistent and support brand identity.	Later	Marketing Committee	

Objective 5.2: Develop or revise communication vehicles so they are effective tools in spreading the message of St. Vincent’s to all audiences.

	Action	When	Owners	Comments
5.2.1	Conduct a communications audit to determine current vehicles and gaps, overlapping or unnecessary	Now	Marketing Committee	

	vehicles.			
5.2.2	Create, update or revise vehicles as needed.	Later	Marketing Committee	

Objective 5.3: Promote the parish, and the Social Ministries Programs, through an annual marketing communications plan with specific goals and expected outcomes.

	Action	When	Owners	Comments
5.3.1	Develop a plan that: <ul style="list-style-type: none"> • Supports the priorities of the other goals (i.e., the Ambassador Program, specific grant opportunities, or fundraising activities). • Allows room for the Marketing Committee to add one or two new ways of communicating the parish mission to untapped audiences. 	Later	Marketing Committee	
5.3.2	Establish partnerships with community organizations, donors, other parishes, Vincentian organizations, Archdiocese, local, state & national political leadership, etc., to expose our brand to their audiences and audiences new to both entities (i.e., via the news media).	Later	Marketing Committee	
5.3.3	Use “free” media to promote our brand. <ul style="list-style-type: none"> • Social networks • Bloggers • Editorial coverage in news media (PR) 	Later	Marketing Committee	

Goal #6: Enhance and develop opportunities for spiritual growth and education.

Expected Results:

Objective 6.1: Liturgy and Worship – Provide liturgical services that bring energy and passion to the mission of the Parish.

	Action	When	Owners	Comments
6.1.1	Create an environment that is conducive to worship and reflect the liturgical season.	Ongoing	Art and Environment Subcommittee of Liturgy Committee	Resources - Altar Society helps raises funds for altar flowers for Christmas and Easter.
6.1.2	Educate and promote positive acceptance to the new liturgical language for the Mass.	Begin now /completed 1st Sunday of Advent 2011	Liturgy Committee	
6.1.3	Recruit and train liturgical ministers for all Masses.	As needed	Liturgy Committee Faith Formation Committee Dennis Wells	
6.1.4	Ongoing spiritual formation of all liturgical ministers and servers.	Annually	Liturgy Committee Faith Formation Committee Dennis Wells	
6.1.5	Increase participation in the music ministry.	Ongoing	Liturgy Committee	
6.1.6	Recruit, as needed, people to serve on the Liturgy Committee and the Arts & Environment subcommittee	Ongoing	Liturgy Committee	

Objective 6.2: Faith Formation – Increase parishioners’ opportunities for, and participation in, faith development.

	Action	When	Owners	Comments
6.2.1	Continue annual Advent and Lenten reflective activities.	Advent & Lent	Faith Formation Committee	
6.2.2	Plan a parish mission.	Within 3 years	Faith Formation Committee Music Ministers of the parish Hospitality Committee	
6.2.3	Increase awareness of Vincentian spirituality.	Ongoing	Faith Formation Committee Linda Mertz for the parish staff	Resources - Pastor, Daughters of Charity
6.2.4	Strengthen and update materials used in the PSR program.	Sep 2012	Linda Mertz and Pat Poehling from the parish staff	

Goal #7: Demonstrate leadership by meeting and sustaining aspirational goals in all areas of Parish life.

Expected Results:

Objective 7.1: Clergy & staff – Provide professional leadership to promote community, accountability, and implementation of the strategic plan.

	Action	When	Owners	Comments
7.1.1	Develop an organizational chart for staff and committees.	Mar 2011	Pastor Parish Council	
7.1.2	Develop job descriptions and evaluations for key staff positions.	Sep 2011	Pastor Tom McCrackin Parish Council Staff	
7.1.3	Develop yearly goals and objectives for key personnel.	Mar 2011	Pastor Parish Council	
7.1.4	Deliver a State of the Parish report annually.	Sep 2011	Pastor Parish Council Financial Council Committees	
7.1.5	Develop a mechanism for the parish to have input into Pastor's performance.	May 2011	Parish Pastor	

Objective 7.2: Parish Council and committees/organizations – Develop and coordinate a structure of responsibilities and deliverables.

	Action	When	Owners	Comments
7.2.1	Restructure Parish Council and committees.	Mar 2011	Parish Council Task Force	Done!
7.2.2	Develop and publish a charter for each committee.	June 1	Parish Council Committees	Task Force will assist.
7.2.3	Establish an orientation process for new committee members.	Mar 2011	Committee Chairs	

7.2.4	Have the Task Force members join Parish Council as Adhoc members until PC is restructured.	Apr 2011	Parish Council Committees	
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Objective 7.3: Establish succession plans for all key staff positions.

	Action	When	Owners	Comments
7.3.1	Use job descriptions and goals and objectives of key positions to develop a "Game Plan" to fill vacant positions.	May 2011	Parish Council Search Committee	Who is Search Committee?

Objective 7.4: Review and evaluate Strategic Plan annually.

	Action	When	Owners	Comments
7.4.1	Develop a process to review and evaluate the Strategic Plan annually.	Jun 2011	Parish Council Task Force	

Goal #8: Deliver loving and practical ministries/service to those in our area living in poverty.

Expected Results:

Objective 8.1: Improve the quality of our service, and ensure our services are both effective and efficient.

	Action	When	Owners	Comments
8.1.1	Maintain high quality food delivery systems. <ul style="list-style-type: none"> Establish and regularly monitor a system to prevent food spoilage. (Monthly) 	Monthly	Service to the Poor committee Kitchen staff	This committee may not be necessary if we establish a NFP.
8.1.2	Review and re-assess Meal content to better meet the needs of our guests.	Quarterly	Service to the Poor committee	

8.1.3	Establish and monitor a plan to maintain consistently clean parish plant and grounds.	Ongoing	Custodial staff Facilities committee (?)	Litter after Meals / Lunch window, etc.
8.1.4	Evaluate needs of those seeking assistance from us and explore new ministry possibilities. <ul style="list-style-type: none"> • Assess the application of parish resources toward services. 	Monthly	Service to the Poor committee Pat P. Ralph Glaser Finance Council	