

St. Joseph Catholic Church

Marion, Iowa

Strategic Plan July 2014-June 2017

Vision

Disciples will be transformed by Christ to love and serve.

Mission

Fed by Word and sacrament, to love and to serve.

Strategic Plan Contents

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The Vision of Archbishop Jackels
for
The Archdiocese of Dubuque
June 2014

Education and formation in Catholic faith.

Enhancing the Holy Assembly at Mass.

Call to follow a state-in-life (a vocation to priesthood, religious or consecrated life, marriage or the single life) with particular emphasis on the priesthood of the Archdiocese of Dubuque.

Stewardship as a way of life.

Goals and Objectives

Goal 1: Building Relationship with God

Objective 1. Offer opportunities for parishioners to embrace the Catholic faith in order to further develop a dynamic relationship with God

Objective 2. Foster a renewal of the liturgical and sacramental celebrations of the parish.

Goal2: Building Relationship with our Faith Community

Objective 1. Effectively communicate relevant opportunities with parishioners to increase involvement, knowledge and participation.

Objective 2. Evaluate our organizational structure and facilities in order to serve the present and future faith community.

Goal 3: Building Relationship with the World

Objective 1. Engage more effectively in the New Evangelization within and outside the parish.

Objective 2. Develop an Evangelization Plan

Priorities of the Pastoral Plan

- **Reorganize the parish structure to meet current demands of ministry.**
- **Foster a renewal of the liturgical and sacramental celebrations of the parish.**
- **Enhance current parish communications.**

Goal 1: Building Relationship with God

Objectives

1. Offer opportunities for parishioners to embrace the Catholic faith in order to further develop a dynamic relationship with God

- Create a plan that directs a deliberate process that provides for and evaluates parish formation opportunities
 - Driver: Faith Formation Director
 - Volunteer: Faith Formation Commission

Tasks:

- Develop or use an existing planning tool to ensure all populations are served and all catechetical tasks are addressed.
- Develop or use an existing evaluation tool to evaluate offerings
- Develop or use a tracking tool to archive offerings/evaluations for an ongoing list of parish formation opportunities (historical)
- Develop a yearly, community-wide catechetical message that is instrumental in directing all parish formation opportunities
 - Driver: Staff
 - Volunteer: none

Tasks:

- Evaluate themes/messages from Pope, USCCB, Archdiocese of Dubuque, etc., to use or modify in order to eliminate confusion among parishioners regarding multiple themes from multiple places.
- Develop a plan and methods for cohesive implementation of the message, once chosen.
- Decide when the year begins/ends.
- Educate/share message with ministry leaders/ committee heads so message reaches all areas of ministry
- Create needed communications (posters, flyers, web, etc.).

2. Foster a renewal of the liturgical and sacramental celebrations of the parish

- Driver: Pastor
- Volunteer: Liturgy Committee and various staff

Tasks:

- Gather with involved parties to clarify goals and communicate vision and roles.

- Provide education regarding liturgical and sacramental celebrations as needed (focus, history, purpose, etc.).
- Consider the weekend liturgical celebration, and how it can be renewed, in its entirety, from the time one drives into the parking lot until the time one drives away, to include: parking/valet, door greeters, hospitality, ministers of all varieties, environment & decorations, music, homily, flow of Mass, use of printed materials, paint/ lighting/ sound/ digital signage in and out of church. etc.
- Consider adding additional Eucharistic Adoration experiences at a variety of times/methods.
- Evaluate the possibility of Perpetual Adoration at the Parish, via a designated chapel.

Timeframe:

- Jul-Sep 2014—Study and explore
- Oct 2014-Mar 2015—Create plan
- Apr-Sep 2015—Implement plan
- Oct-Dec 2015—Evaluate, adjust and continue

Goal 2: Building Relationship with our Faith Community

Objectives

1. Effectively communicate with parishioners in order to increase involvement, knowledge, and participation
 - Enhance current parish communications
 - Driver: Staff
 - Volunteer: None

Timeline

- July to September 2014—Finalize new website, online registration and new member information tab.
- July-September 2015—Create an electronic parish calendar
- Create a parish communications plan
 - Driver: Staff
 - Volunteer: None

2. Evaluate our organizational structure and facilities in order to serve the present and future faith community

- Reorganize the parish structure to meet current demands of ministry.
 - Driver: Pastor
 - Volunteer: Finance and Pastoral Councils

Timeline

- July to September 2014—Meet to complete structure plan aligned with the Code of Canon Law, the vision of the Archbishop and the regulations and policies of the Archdiocese of Dubuque
- October to December 2014—Plan to assess resource allocations
- January to March 2015—Implement reorganization
- April to June 2015—Finalize efforts
- Enhance the use of current space, equipment, and technology
 - Driver: Staff
 - Volunteer: Building and Grounds Committee and Finance Council

- Initiate the process of a facilities feasibility study
 - Driver: Staff
 - Volunteer: Finance and Pastoral Councils

Goal 3: Building Relationship with the World

Objectives

1. Engage more effectively in the New Evangelization within and outside the parish.
 - Evaluate current mission-mindedness and evangelization efforts within the parish community.
 - Driver: Adult Faith Formation Director
 - Volunteer: Faith Formation Commission
 - Tasks:
 - Research framework for evangelization for parishes set forth by the Pope, USCCB and the Archdiocese of Dubuque, and practices of other parishes.
 - Evaluate the parish's alignment regarding above framework.
 - Gather involved leadership, including Faith Formation Commission, Social Justice Committee, Parish Life Committee, and Staff, to clarify roles for evangelization visioning.
 - Explore the possibility of creating an Evangelization Commission/Committee.
2. Develop an Evangelization Plan
 - Driver: Director of Adult Faith Formation
 - Volunteer: Faith Formation Commission (or Evangelization Commission/Committee)
 - Tasks:
 - Explore opportunities for parishioners to learn about and be equipped for the New Evangelization
 - Explore opportunities for our parish to engage in the New Evangelization out in the world (locally, nationally, and internationally). Including: a parish presence at local community events, pilgrimages, regular service trips, developing a sister parish relationship, developing outreach-focused parish events, expanding the Christmas/Easter postcard campaign, etc.
 - Based on findings and visioning, write a comprehensive evangelization plan for the parish.
 - Implement the evangelization plan, evaluate, and adjust accordingly.

Goal	Objective	Action Item	Staff driver	Volunteer driver	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun		
Building Relationship with God	Offer opportunities to parishioners to learn the Catholic faith so that they enter into a dynamic relationship with God.	Develop a plan that directs a deliberate process about writing what the church offers.	Matt	?																										
		Develop a yearly, community wide catechesis message.	Matt	?																										
	Grow parishioners in a deeper appreciation of the Eucharist.	Facilitate a renewal of the liturgical (Mass) and sacramental celebrations.	Fr. O'Connor	Liturgy committee																										
		Increase opportunities for Eucharistic adoration.	Deacon Dennis	?																										
	Building Relationship with our Faith Community	Effectively communicate relevant opportunities with parishioners to increase involvement, knowledge and participation.	Finalize new website.	Cathy																										
			Create an electronic parish calendar.	Cathy	Bill Perrault																									
		Investigate and determine the feasibility of a facility that provides space and adequate accommodations to serve and grow our faith community.	Conduct a parish census/update parish database.	Laurie	Census task force																									
			Explore hiring of a parish communications director.	Fr. O'Connor	?																									
		Overhaul and reorganize the parish structure.	Determine best use of current space.	Fr. O'Connor	Finance/council chairs																									
			Begin the process of architect and fundraising feasibility studies.	Matt	?																									
	Building Relationship with the World	Increase visibility and awareness of St. Joseph parish to create relationships with people not currently members of the parish.	Develop a new committee—the Evangelization Committee.	Matt	Evangelization committee chair																									
			Revitalize Social Justice Committee.	Fr. O'Connor	Social Justice committee chair																									
Expand and evaluate a postcard campaign.			Matt	?																										
Organize a parish festival.			?	?																										
Provide greater opportunities to send forth disciples to "do" the work of the gospel in our world in order to meet the need for people to live deeper their faith.			Educate parishioners about outreach/ evangelization/ baptismal call.	Matt	?																									
Design the activities of the parish calendar around the liturgical calendar.			Fr. O'Connor	Liturgy/Social Justice Committees																										

Building a Stronger Church
St. Joseph Catholic Church
Strategic Planning Retreat
November 15, 2013

Archbishop Jackels Priorities for the Archdiocese of Dubuque

1. Affordable Catholic education
2. Hospitality at liturgy
3. Vocations

Summary of Pre-Retreat Participant Survey

Revitalization of parish

1. Particularly with young people and aging population
2. Reaching out to non-attendees/those who left
3. Welcoming/inviting/faith-filled environment
4. Realistic plans for growth/facilities
5. Communication
6. Fellowship/community building
7. New volunteers

SPOT Analysis

Strengths

- The parish is fiscally responsible
- Population dedicated to service
- Large population to draw from
- Geographic advantage as only Catholic church in Marion
- Economically stable (both parish & parishioners)
- Large campus (opportunity for growth)
- Core group that is involved
- Youth group that is dynamic and involved
- Having a strong K-8 connected school (builds a sense of community)
- Worship aids
- Strong professional staff (warm, giving, helpful, outreach) and community

- Liturgies are well done
- Variety of offerings to parishioners – all ages
- Location – retreat centers are close, speakers are local
- Generous parishioners (when given specifics) – material goods and food
- Strong sense of spirituality
- Sense of oneness – work towards unity in education
- Older parishioners – strong, faith-filled wisdom
- Forward thinking/visionary leadership – willing to try new things
- Genuine attempts to create/build community
- Well educated population that is diverse
- Curiosity/desire for faith formation
- There are strong programs already in place that has a wide age range
- Charism discernment
- Love in parish – want to help/serve

Problems

- Facility, facility, facility (welcoming/gathering/meeting/music practice space)
- Percentage of involved is low for both volunteering and mass attendance
- Not all youth are involved in a YFF/school program
- Family involvement seems to be around sacrament times
- Giving is flat (for multiple years)
- Consumeristic society create unrealistic expectations
- Priests pulled to the linkages
- Priests have to spend too much time on administrative matters – more staff duties change or more staff needed (communications, website, communications director, facilities manager)
- Lack of community event
- More variety in the communication to community & parishioners – mass times on sign, website, Facebook, bulletin, auto withdraw of donation
- Priest shortage
- Ministers & volunteers need to be reliable
- Home school families are not included
- Non-attendance of 2/3 of families
- Community – cliquy parish
- Large parish – we don't know many of our people (many in shadows)

- We teach, not form disciples – how do we create encounters with Christ (conversion)
- Hard to crack parishioners that can't be reached (cold feel)
- How do we reach those on “outside,” “marginalized”
- I want it right now mentality
- Lack of organization – unifying organization
- No chapel or “other” worship space
- Do we have too many programs? Lack of focus
- Apathy towards Catholicism
- Avoid tough conversations
- Want religion to entertain & give to “me”
- We want to blame why people left not look at what we didn't provide
- Attitude that lacks gratitude
- Lack of marriage enrichment, opportunities for other types of counseling

Opportunities

- Growth in population of Marion
- Using community event to publicize our Church
- Outreach to community through service (Marion Cares, food bank, care facilities, Marion churches, outreach services)
- Sister parish (outside Marion)
- Work with other area parishes (social justice) – projects are great, need education
- Financial planning education – marriage enrichment, older youth
- Communication
- The financial means are available in Marion
- Have strong local community service programs to plug into
- Community events that allow our parish to have visibility
- K-8 Catholic education has no direct competition
- Marketing (signage throughout community)
- Technologies are available for outreach
- CEW TEC, TOT, CEO, Kairos – further community outreach
- Form strategic alliances with other Catholic parishes
- Coffeeshops for conversation – encounter people on a more informal level
- Get to know your neighbors – broken families, wandering kids
- Linn-Mar/Marion events to link with (facilities)
- Connect with other Christian churches

- Eucharistic procession within community
- Educated adults – who could share gifts (technology, facilities, health care info, etc)
- Present our “brand” identity (t-shirts & tchotchkes)
- Promote service within the community
- Do we possess facilities others could use

Threats

- Anti-Catholic bigotry
- Other faiths think we are wrong & promote that
- Consumerism – “me” culture
- Relativism – religious and moral
- Polarization within St. Joseph community & out
- Children’s activities – why is this valuable to parents
- Business priorities – choices
- Community – outside the church (sports, dance, etc); almost becomes a religion
- Lack of parenting skills
- Broken/blended families – we don’t understand them
- People trying to meet basic needs before spiritual needs
- Two working parents with young kids – How to?
- Priest shortage
- Other churches are more advanced in their evangelizing efforts (marketing, programs and communication)
- Transportation
- Apathy towards organized religion
- People are having to choose how to spend their time
- Lack of diversity in the state
- Economy (we have been fortunate, but that could change)
- The uncertainty in our government – anti-Catholic (abuse scandal, right to life laws, marriage)
- Changing global environment – competition is more than local, meeting the challenge of educating for the 21st century, evangelizing for the 21st century
- Consumerism
- Misperceptions on teachings
- Much more secular society
- Church isn’t your “community” – your kids clubs are
- Large demand on time
- Priorities have changed
- Individualism – “spiritual but not religious”
- Media
- People want to be entertained at mass
- Other churches actively recruit Catholics

- Disagreement with Doctrine
- Hollywood

Values

- Creed
- Mass/liturgy
- Parishioners
- Priests
- Serving others
- Community
- Education
- Respect
- Staff
- Spirituality
- Leadership
- Eucharist
- Sacraments
- Scripture
- Family
- Charisms or call
- Music
- Ministries
- Environment
- Youth
- Vacations
- Discipleship
- Catholicity
- Evangelization
- Caring
- Listening
- Hospitality
- Giving/stewardship
- Honesty
- History
- We are one, holy, Catholic and apostolic

Critical Issues and Key Questions

What “business” is St. Joseph Church in and why?

- “Saving souls” because people are lost
- Why? That’s why Jesus came here and founded the Church. We meet spiritual needs thru physical needs; this is why we teach; this is our motivation for social justice; evangelization & discipleship.
- Introduce people to a relationship with Jesus Christ and His church.
- Go into world and preach Gospel – because Jesus said
- Making/forming disciples
- Church of Community – Catholics – many & one
- Helping others meet human needs so they can become spiritual
- The Fundamental Option – to be of Christ or not of Christ
- Called to be more than a business – we have a great responsibility; we serve not because its nice thing to do, we serve because we must
- Community out of this world! Our goal is heaven!
- Respecting life, sacraments, prayers “Walk the walk, talk the talk.”
- Teaching/educating the faith

Where is St. Joseph Church going?

- True active enthusiastic (joyful) participation
- “Getting the smell of the sheep” on us
- Embracing/ministry of heart of Christ – justice, mercy, forgiveness
- Community (prayerfully) heaven
- Moving toward growth (critical juncture)
- New opportunities and new ideas
- Charting our course/creating a vision – doing this purposefully
- To love and serve the Lord, living our mission, loving one another, evangelizing, spreading the Gospel, forming disciples, educating our parish and community, serving others.

What is the single most critical factor facing St. Joseph Church in the next three years?

- Stewardship (time, talent and treasure)
- Openness to change and reinvention (change our packaging, not our product)
- Retaining the flock, calling forth flock, seeking and reconciling with them

If St. Joseph Church were to receive a multi-million dollar donation, what should be done with the dollars?

- Facility (property, plant & equipment upgrades) TWO
- Staff position expansion (communication, marketing)
- Marketing
- Outreach/service
- Non-threatening, welcoming locations (in-house coffee house, library)
- Technology upgrades
- Sister parish
- No programs for one year to get in better relationship with each other
- Space (facility) is a need to be together as community
- Tithe to community

Vision

- St. Joseph Catholic Church: We will transform lives by loving and serving others
- We will be a vibrant, faithful community that has transformed lives
- St. Joseph Parish: Creating disciples who ignite God's love throughout our community
- St. Joseph Parish: We will be a Catholic community of intentional disciples engaged in the work of Christ. (ENGAGED IN CHRIST)

Long discussion by entire group to hammer out a parish vision statement.

- St. Joseph Catholic Church will be a ~~vibrant~~ vibrant community of disciples transformed in Christ to love and serve the world.
- St. Joseph Catholic Church: where disciples will be transformed by Christ to love and serve.

Mission

Mission – We form disciples through the Word, service and worship. Tagline – Love, Serve, Transform

Mission – Fed by Word and sacrament; to love simply, serve profoundly (or humbly)

Mission – Our mission is to Love God and love/serve people. To glorify the Lord by our lives.

CONSENSUS MISSION: Fed by Word and sacrament, to love and to serve. (“to grow in relationship with Christ” instead? Post-retreat note, based on similarity to vision and the discussion of needing to be in relationship.)

Goals

- Build relationship among parishioners (internally) to be Christ to each other
 - Relationship/community building
 - Update parish roster
 - Continue to educate
 - Communication
 - Organization/focus
 - Stewardship/culture of appreciation
- Build relationships beyond parish to be Christ to others
 - Reaching out to non-attendees
 - Create sense of common purpose
 - Build community
- Facilities to support growth with Christ

Goals and Objectives

Staff Meeting, December 5, 2013

Goal: Building Relationship with God

- Who am I as a Child of God?
 - Prayer
 - Reflection
 - Conversion of Self
 - Sacrament/Worship
- What am I Called to Do as A Child of God?
 - Discern
 - Prayer
 - Pilgrimage/Reflection/Faith Journey
 - Sacrament
 - Conversion of Others
- Witness to Your Relationship as a Child of God
 - Actively Living Your Faith
 - LOVING AND SERVING

Goal: Building Relationships within Our Faith Community

- Communication
 - Website
 - Social Media
 - Printed Media (Bulletin, Worship Aid, etc.)
 - How to communicate effectively?
- Census
 - Who are we?
 - Accurate data (phone, names, address, email, # of children, etc.)
- Organizational Structure
 - Staff
 - Parishioners
- Community Building
 - Large Parish Event
 - Smaller Gatherings

- Faith Sharing/Prayer Groups
- Facilities
 - Meetings spaces of all sizes
 - Easily accessed
 - Handicapped accessible
 - Projectors, screens, TVs, DVD, Sound Systems
 - Music Practice Spaces
 - Coffee shop-type space
 - Someone in charge
 - Space to gather after Mass
- Involvement/Contribution of Time, Talent w/each other
 - Broaden volunteer base
 - Increase involvement in programs
 - Mass participation

Goal: Building Relationship with the World

- Equip Parishioners to Evangelize
- Offer Outreach Oriented Events/Programs (Facilities)
- Increase Visibility
 - Marketing/Communication
 - Presence at Community Events
- Increase Service Opportunities
- Offer Service/Mission Trips
 - Pilgrimages
- Sister Parishes

Goals and Objectives

Building Relationship with God

1. St. Joseph parishioners will have the knowledge of the Catholic faith so that they enter into a dynamic relationship with God.

2. St. Joseph parishioners will find themselves falling in love with God in order to accept their faith
3. St. Joseph parishioners will act on who they love in order to proclaim (share) their life with God to the world (others)

Building Relationship with our Faith Community

1. Effectively communicate with parishioners to increase involvement, knowledge and participation by 2016-2017.
2. Build a facility that provides space and adequate accommodations to serve and grow our faith community by 2016-2017.
3. Grow a cohesive faith community by offering opportunities that parishioners find relevant and in which they choose to invest time, talent and resources.

Building Relationship with the World

1. Increase visibility and awareness of St. Joseph parish to create relationships with people
Outcome: engaged people – measured by: online, in pews, participate in programs, dollars

When: annual basis – attendance, dollars, track and publish; 1 years' time – increase website visits by X%; track monthly or weekly FB likes /visits

Tasks: staff to specifically do this; Hire and/or reassign someone

2. Change and update facilities to Engage and equip people (in our sphere of influence) to provide an opportunity for them to be transformed
Outcome: pilgrimage; prayer groups; educational opportunities

Measure: attendance, hits on web site/ facebook, offerings, % of parishioners in attendance at events / programs

When: 2-3 years begin building project

3. Provide greater opportunities to send forth disciples to “do” the work of the gospel in our world in order to meet the need for people to live deeper their faith.
Outcome: service trips, sister parishes, community events, parish events

When/ How: annual “service event” trips, rotate local/national/international; youth focused, adult focused, giving events: local/national/intl

Measure: # of attendees, # of giving projects

Tasks: Work with social justice committee, assign a staff member permanently, coordinate staff for planning of trips, parish Theme??