

SAINT BERNADETTE CATHOLIC CHURCH

PROSPECT, KENTUCKY

Strategic Plan



Strategic Planning Committee

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Father Jeff Nicolas Message

It's been said, "If you aim for nothing you will hit it every time." This strategic plan is meant to be an intentional strategy to focus our energies and talents toward the advancement of our core mission to:

Seek to strengthen our relationship with God and all people through acts of charity, justice and love, proclaiming the Gospel, sharing the Eucharist and developing our ministries.

We offer this plan as a "living document" that will guide our ongoing discernment of God's will for our parish community and our response to what we have discerned.

May God's Spirit, which has brought us this far, continue to work in and on our hearts, and bring success to the work of our hands!

Peace,

Rev. Jeff Nicolas

Pastor of Saint Bernadette Catholic Church

Mission Statement

We, the Catholic Community of Saint Bernadette, seek to strengthen our relationship with God and all people through acts of charity, justice and love, proclaiming the Gospel, sharing the Eucharist and developing our ministries.

Preamble

This Strategic Plan is presented after two and half years of collaborative effort with the input of parishioners, ministry leaders, Pastoral Council and Staff. The Strategic Planning Committee (SPC) first met in July 2013 to embark on the task of developing a 3-year strategic plan for Saint Bernadette Parish. Several strategic plans from other parishes and dioceses were evaluated as templates. This strategic plan for Saint Bernadette is presented as a living document that will be constantly evolving and evaluated.

To develop the plan, the Strategic Planning Committee met every other Wednesday from August 2013 through April 2016. The following are the committee's milestone achievements:

- Developed statement of our role
- Developed our Guiding Principles
- Hosted a meeting with ministry leaders to kick off the initiative to develop the plan
- Created, administered and compiled the results of a survey sent to ministry leaders and co-leaders to solicit feedback and get input on needs of their ministries
- Met with strategic planning staff from dioceses to get advisement on strategic planning methods, forms and trends
- Collaborated on format, areas of focus, and timelines for the plan
- Created, administered and compiled the results of a parish-wide survey to allow feedback from all parishioners and to learn our strengths and opportunities for improvements
- Determined that the areas of focus for the strategic plan fell into 6 categories, which we named "pillars". The word "pillar" literally means, "supporting structure". The following are the pillars (structure) of the strategic plan:
 - Worship
 - Fellowship
 - Formation
 - "Neighbor" Care
 - Operations
 - Communications
- Produced the goal statement, objectives, strategies and action steps for each pillar
- Consulted with the staff and ministry leaders of the respective pillars to understand their needs and use their ideas and suggestions to further develop the plan
- Submitted each pillar to Pastoral Council for feedback, recommendations and approval
- Provided a recommendation to Pastoral Council on how the plan should be implemented, monitored, and continually updated

Guiding Principles of the Committee:

The Strategic Planning Committee felt it was imperative to develop guiding principles as a tool to keep us on track as we developed the Strategic Plan. The following are those principles:

- The Strategic Plan serves as the foundation for the pursuit of our parish mission
- Development of the plan will have broad involvement from every parishioner
- The committee will have open communication to ensure transparency
- Realistic and measurable goals will be established to ensure objectives are met in an agreed upon timeframe
- Strategic planning is a continual process with regular reviews to ensure our course stays focused on achieving the parish mission

Evangelization – The Common Thread

“To imitate Christ makes Him present”

-Unknown

In April 2015, the Director of Evangelization for the Archdiocese of Louisville approached us about being a pilot parish for their evangelization initiative. In addition to the objectives, strategies, and action plans articulated in the strategic plan, there was a group meeting to foster new evangelization initiatives. Those initiatives have been funneled to the appropriate pillars for consideration and implementation.

We acknowledge that for the purpose of the strategic plan, Evangelization is not knocking on doors or filling seats in mass. Evangelization is best described by the following statement:

“Evangelization is living in such a way that those who don’t know God, but know you, will come to know God because they know you.”

-Unknown

Evangelization became a common thread throughout the strategic plan. In each of the 6 pillars there are opportunities to witness God, be more Christ like, and bring Christ to others.

Saint Mary Academy

When the strategic planning committee was initially formed, Saint Mary Academy was a regional school. During our second year, the school was transitioned to a parish school. As a parish school, we wanted to ensure that Saint Mary Academy was considered as part of our Strategic Plan.

For the purpose of this strategic plan, Saint Mary Academy’s daily operations, financials, and educational aspects were not taken into consideration. The Strategic Planning Committee recommends that Saint Mary Academy maintain its own plan for these areas.

Saint Mary Academy represents a huge opportunity for Saint Bernadette in forming our future through our youth. In each of the pillars there are initiatives for Saint Mary Academy and Saint Bernadette’s youth and families. As the plan evolves and the initiative to have a liaison between Saint Bernadette and Saint Mary Academy is realized, with additional input from Saint Mary Academy we anticipate a wealth of additional ideas will come forward involving our youth and families for each of the pillars.

Pillars

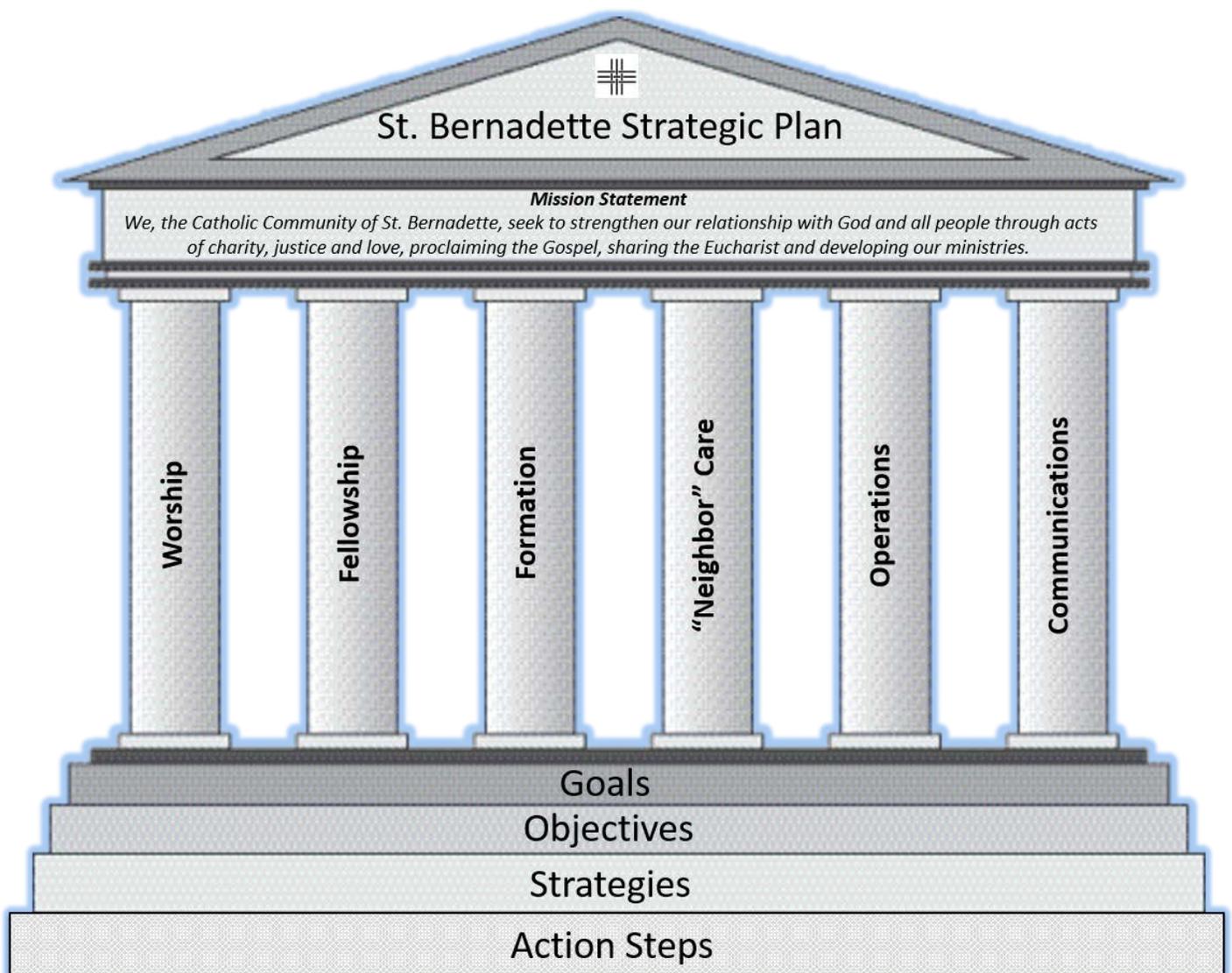
The diagram below depicts the structure of the strategic plan. Each pillar consists of a goal, objectives, strategies, and action steps, which are defined as:

Goal: Broad primary outcome

Objective: Measurable steps taken to achieve a goal

Strategy: Initiative taken to achieve an objective

Action Step: Action taken to achieve a strategy



Worship

Goal: Through celebration of Gospel and Eucharist, an environment is created that inspires and engages us to make Christ a more active part of our daily lives

W1. Objective: Exemplify Evangelization through the interaction of ministers and staff with parishioners and non-parishioners

Measurement: Aim for 100% positive experience through evaluations and / or feedback box

- **Strategy:** Promote evangelization by fostering a warm and welcoming environment as especially seen in our ministry leaders, members, and staff
 - **Action Steps:**
 - Utilize Archdiocese’s training tools for staff & ministry leaders to enhance our warm and welcoming culture
 - Evaluation of ministry, sacramental, and staffing leaders
 - Develop process to respond to evaluations and surveys

W2. Objective: Increase frequency of Mass attendance

Measurement: For the simple task of estimating, we’ll utilize the purchasing of hosts on a quarterly basis. (Recommendation to develop procedure to look at monthly inventory of hosts and compare order from previous year). Increase by 10% year over year for the first three years.

- **Strategy:** Prioritize importance of participation in Mass and importance of interaction with faith community.
 - **Action Steps:**
 - Fellowship in Narthex
 - Collaborate with Communications Pillar to market the attributes of Saint Bernadette (i.e. spiritual Leadership, fellowship, meeting spirituality needs, discipleship building, etc.)
 - Introduce different appropriate styles of music
 - Recruit parishioners to use their God-given talent to enhance the choir and music
 - Develop initiatives to increase liturgical participation of parishioners through various liturgical ministries so more parishioners take ownership of the Mass

W3. Objective: Cultivate the virtue of daily prayer

Measurement: Track number of subscriptions to a daily prayer email once baseline has been established (Quarterly). Track attendance at “prayer seminars” that offer various prayer methods.

- **Strategy:** Identify resources for daily prayer
 - **Action Steps:**
 - Introduce various methods of daily prayer (see Appendix B)
- **Strategy:** Increase parishioners’ engagement with scripture
 - **Action Steps:**
 - Publish upcoming Gospel in bulletin
 - Post Gospel on website and social media (Facebook, twitter, etc.)
 - Email notification on Wednesdays of upcoming Sunday scriptures
 - Introduce Lectio Divina – (describes a way of reading scripture whereby we gradually let go of our own agenda and open ourselves to what God wants to say to us)

W4. Objective: Engage youth in worshipping and making Christ part of their daily life

Measurement: Work with Youth Ministry leadership to develop the measurement

Strategy: Develop ways for the weekend Mass to be more appealing to the youth of the parish (Appendix C)

- **Action Steps:**
 - Develop a youth choir
 - Recruit youth leadership to participate in the roles of the Masses

W5. Objective: Increase participation in Eucharistic Adoration

Measurement: Increase by 10% annually, monitored on a quarterly basis (after verifying baseline with Director of Worship). Baseline could be established by reviewing the sign-in sheet, maintained by Adoration Captains.

- **Strategy:** Promote a renewed appreciation of the grace bestowed on us by participating in Eucharistic Adoration
 - **Action Steps:**
 - Take opportunities to bring awareness to the parish about Adoration via multiple outlets (See Appendix D)
 - **Strategy:** Dedicate adoration prayer time for events, such as retreats, confirmation, etc.
 - **Action Steps:**
 - Encourage combining Adoration with other appropriate ministry activities, allowing for increased awareness of this worship opportunity
 - Communicate adoration times to ministries
 - Develop process to request adoration support for events

W6. Objective: Increase participation of volunteers for those ministries that are involved with worship.

Measurement: Increase volunteers to meet the desired number of volunteers needed for each ministry.

- **Strategy:** Mentor volunteers
 - **Action Steps:**
 - Match volunteers' talents to the ministry procedures.
 - **Strategy:** Develop opportunities to showcase worship ministries using table presentations, video, etc. (Ministry Focus)
 - **Action Steps:**
 - Increase frequency of Narthex Ministry Focus from once a month to twice a month
 - Put more effort into Ministry Focus
 - Take advantage of software portal being evaluated by Operations / Communication Pillars (See Appendix E)
-

Fellowship

Goal: *Expand participation in activities, services and opportunities to engage new and existing parishioners and non-parishioners to enhance their relationship with Christ*

FE1. Objective: Exemplify Evangelization through the interactions of ministers and staff with parishioners and non-parishioners

Measurement: Aim for 100% positive experience through evaluations and feedback box

- **Strategy:** Promote evangelization by fostering a warm and welcoming environment as especially seen in our ministry leaders, members, and staff
 - **Action Steps:**
 - Utilize Archdiocese's training tools for staff and ministry leaders to enhance our warm and welcoming culture
 - Evaluate ministry, sacramental, and staffing leaders
 - Develop process to respond to evaluations and surveys
 - Establish a welcome center with a knowledgeable representative in the Narthex to welcome and provide direction about parish services, events and new parishioner information

FE2. Objective: Identify leadership that would take ownership of the Fellowship Pillar

Measurement: Have a Fellowship committee in place within 6 months after the launch of The Strategic Plan

- **Strategy:** Develop the committee made up of a diverse segment of our members (i.e. Saint Mary Academy, non-Saint Mary Academy, seniors, high school/young adult, etc.)
 - **Action Steps:**
 - Communicate need for committee to parish
 - Develop role description for committee members

FE3. Objective: Increase middle school (6-8th grade) and high school (9th -12th) engagement

Measurement: Achieve participation of 10% of youth of the parish after 1st year, 15% after 2nd year, and 20% after 3rd year. Baseline as of 3/1/2015: HS-403, MS-312

- **Strategy:** Host additional appealing social activities for youth (See Appendix B)
 - **Action Steps:**
 - Develop list of desired activities that would be appealing to the youth
 - Work with Communications Committee to create marketing strategies to promote engagement in the activities
 - Create action steps to measure results and enhance participation in future events
- **Strategy:** Coordinate youth and adult programs to run in conjunction with one another
 - **Action Steps:**
 - Have ministry leaders coordinate program times and locations
- **Strategy:** Involve youth in parish-wide activities
 - **Action Steps:**
 - Identify and publicize opportunities for youth to volunteer and attend parish social events
 - Educate Ministry Leaders to engage youth in all possible parish events for service hour opportunities
- **Strategy:** Increase the engagement of Saint Bernadette's children and their families
 - **Action Steps:**
 - Bridge and create a presence at each other's events (parish and school)
 - Welcoming and New Member Ministry at school activities
 - Back to school night, fish fries, etc.
 - Parish activities to be posted in Saint Mary Academy's newsletter
 - Recruit Saint Mary Academy's school children and their families to participate in ministries appropriate for their age group (i.e. Welcome, ushers, lectors, etc.)
 - Identify opportunities for points in "house system"

FE4. Objective: Increase parishioners' engagement in fellowship

Measurement: Collectively increase attendance and fellowship of parish-wide events (parish festival, Italian dinner, Valentine's Day Dance, etc.)

- **Strategy:** Fellowship opportunities for women
 - **Action Steps:**
 - Develop a women's ministry
- **Strategy:** Fellowship opportunities for young adults (18-39) (See Appendix C)
 - **Action Steps:**
 - Identify a leader and ministry team that will develop programs that appeal to young adults
 - Establish liaison between Saint Bernadette and Saint Mary Academy to increase opportunities for cross-engagement of adults in the parish
- **Strategy:** Host activities and programs to create and build relationships (See Appendix D)
 - **Action Steps:**
 - Develop list of desired activities that would be appealing to all ages, genders and ethnicities
 - Work with Communications Committee to create marketing strategies to promote engagement in the activities
 - Create action steps to measure results and enhance participation in future events
- **Strategy:** Continue to improve the New Member Ministry's approach to on-boarding new members.
 - **Action Steps:**
 - Review process with New Member Ministry
 - Maintain the count of New Member Ministry Ministers at 10

Formation

Goal: Promote Catholic Faith Formation and Education that inspires all ages, stages, and cultures within our community to foster a close, personal relationship with Jesus Christ

FO1. Objective: Exemplify Evangelization through the interactions of ministers and staff with parishioners and non-parishioners

Measurement: Aim for 100% positive experience through evaluations and feedback box

- **Strategy:** Promote evangelization by fostering a warm and welcoming environment as especially seen in our ministry leaders, members, and staff
 - **Action Steps:**
 - Utilize Archdiocese’s training tools for staff and ministry leaders to enhance our warm and welcoming culture
 - Evaluation of ministry, sacramental, and staffing leaders
 - Develop process to respond to evaluations and surveys

FO2. Objective: Through programs, events, and educational opportunities, inspire adult parishioners to strengthen their relationship with Jesus Christ

Measurement: Phase one – have at least 100 adult parishioners trained on being evangelists

- **Strategy:** Promote a new understanding of evangelization (i.e. encountering Jesus)
 - **Action Steps:**
 - Develop and implement a baptismal preparation process in which the parents are highly encouraged to see themselves as the primary catechists, first evangelizers in the faith of their child
 - Develop and implement Evangelization program (e.g. Forming Intentional Disciples, Called & Gifted, CRHP - Christ Renews His Parish, etc.) (See Appendix A)
 - Educate the parishioners in the pews on how they can be evangelizers. Offer them concrete ways to evangelize within their families, workplace, and neighborhoods.
- **Strategy:** Develop and implement a Parish Mission (Retreat)
 - **Action Steps:**
 - Obtain a commitment from recognizable keynote speaker (e.g. Matthew Kelly, Father James Martin)

- **Strategy:** Promote the opportunity for individuals to learn about the Catholic Faith
 - **Action Steps:**
 - Develop a lending library (i.e. provide the document *The Mystery of Faith* by Paul Lang, books, media, website links, etc.)
 - Recognize that Christmas and Easter are unique opportunities to evangelize
 - Encourage parishioners to be especially warm and welcoming to new visitors
 - Introduce Matthew Kelly's Parish Book Program
 - Remind parishioners we have the **Lighthouse** media kiosk in narthex that contains books, DVDs, CDs, etc.
 - Introduce young adult formation opportunities during children's sacrament sessions through cooperative efforts between Adult and Children's Formation
 - Plan & implement presentations, two to three times a year, by speakers from both within and outside of the parish for the young adults of Saint Bernadette, focusing on a variety of Catholic topics for their continuing formation in the faith
- **Strategy:** Increase parishioners' understanding of the components of the Mass, and their role and responsibility during Mass
 - **Action Steps:**
 - Introduce series of teachings by Pastor and Deacons on each component of the Mass (See Appendix B)
 - Work with Communications Committee & Worship Pillar Leaders to promote this strategy (See Appendix C)
 - Develop & promote learning sessions and materials that would focus on preparing for Mass and parishioners' roles during various components of the Mass (See Appendix D)
- **Strategy:** Develop educational component of Eucharistic Adoration
 - **Action Steps:**
 - Educate on different forms of adoration
 - Dedicate adoration for specific events (confirmation, trips, hunger walk, etc.)
 - Work with Communications Committee & Worship Pillar Leaders to promote this strategy (See Appendix C)
- **Strategy:** Emphasize connection between liturgy & moral justice (e.g. feeding the hungry, clothing the poor)
 - **Action Steps:**
 - Routinely connect our responsibilities of moral justice as it relates to gospel/scripture readings as part of sermons
 - Make materials available on the subject

FO4. Objective: Through programs and events, inspire youth (8th grade or younger) parishioners to strengthen their relationship with Jesus Christ (See Appendix F)

Measurement: Use Assessment of Children/Youth Religious Education (ACRE) measurement as an indicator of formation aptitude

- **Strategy:** Director of Children Faith Formation will provide vision for youth formation, coordination, and direction for youth programs
 - **Action Steps:**
 - Participate in monthly regional formation directors meetings and other learning opportunities
- **Strategy:** Promote a new understanding of evangelization (i.e. encountering Jesus)
 - **Action Steps:**
 - Evaluate sacramental programs to ensure we meet the spiritual needs of today's youth (e.g. Dynamic Catholic's Decision Point for confirmation, 1st Communion program, etc.)
 - Develop and implement mentoring program for 1st Eucharist, which pairs older students with first communicants
 - Invite Young At Heart group to share their faith legacy with youth

F05. Objective: Develop a Faith Formation Committee

Measurement: Have a committee functioning ideally by Fall 2017

- **Strategy:** With Pastor's vision, develop a Faith Formation Committee that would help Formation staff create a vision for formation
 - **Action Steps:**
 - Use Archdiocesan Guidelines for developing Faith Formation Committee
 - In Addition to Formation staff personnel, seek parishioners to be committee members who would help create a vision for formation

“Neighbor” Care

- *Community Outreach is the care of our “Neighbors” beyond the parish boundaries*

- *Pastoral Care is the care of our “Neighbors” within the parish boundaries*

Goal: Support those in need, whether near or far, especially the poor, the suffering, and the lonely, through prayer, spiritual encouragement and material assistance (time, talent, and treasure)

CO1. Objective: Exemplify Evangelization through the interactions of ministers and staff with parishioners and non-parishioners

Measurement: Aim for 100% positive experience through evaluations and feedback box

- **Strategy:** Promote evangelization by fostering a warm and welcoming environment as especially seen in our ministry leaders, members, and staff
 - **Action Steps:**
 - Utilize the Archdiocese’s training tools to help staff, ministers and volunteers to foster a warm and welcoming culture
 - Evaluation of ministry, sacramental, and staffing leaders
 - Develop process to respond to evaluations and surveys

CO2. Objective: Emphasize to all parishioners our Catholic responsibility of service to others

Measurement: Start reporting volunteer hours and number of volunteers in the report published quarterly in the bulletin

- **Strategy:** Make all parishioners aware of opportunities to contribute to Community Outreach Ministries through prayer, spiritual and material support
 - **Action Steps:**
 - Work with Communications Committee to create marketing strategies to promote engagement in Community Outreach opportunities (Appendix A)

CO3. Objective: Keep our Community Outreach Ministries and Pastoral Care current and effective in meeting the needs of the community and utilize the capacity of the parish

Measurement: Year over year increase in number of volunteer hours worked, number of volunteers, and financial support of the Community Outreach ministries (See Appendix D)

- **Strategy:** Create Community Outreach task force consisting of representation from the following: Saint Mary Academy, Pastoral Council, and representation from Community Outreach ministries (See Appendix E)
 - **Action Steps:**
 - Create process for evaluating existing Community Outreach Ministries
 - Evaluate the need of adding a staff person to oversee this pillar
 - Create process for adding new Community Outreach Ministries/programs (See Appendix F)
- **Strategy:** Build the awareness of the services offered through the Pastoral Care ministries (which currently include Bereavement, Angels, Consolation)
 - **Action Steps:**
 - Bulletin
 - Welcoming Committee
 - Festival of Ministries
 - Social media platforms
 - Narthex Ministry Focus

Operations

Goal: Maintain a skilled and capable staff, who will maintain property, facilities, and equipment appropriate for our needs and resources, and uphold fiduciary responsibility while maintaining financial stability

OP1. Objective: Exemplify Evangelization through the interactions of ministers and staff with parishioners

Measurement: Aim for 100% positive experience through evaluations and feedback box

- **Strategy:** Promote evangelization by fostering a warm and welcoming environment as especially seen in our ministry leaders, members, and staff
 - **Action Steps:**
 - Utilize Archdiocese’s training tools for staff and ministry leaders to enhance our warm and welcoming culture
 - Evaluation of ministry, sacramental, and staffing leaders
 - Develop process to respond to evaluations and surveys

OP2. Objective: Maintain awareness that our staff and volunteers will be good stewards and manage the resources entrusted to us by the community of faith

Measurement: Obtain an audit rating that meets the desired standards from the Archdiocese

- **Strategy:** Implement a system of controls with checks and balances to ensure financial integrity that includes separation of duties between writing checks and approving payments
 - **Action Steps:**
 - Review of financial workflow processes (See Appendix B) for areas handling monies making sure there is separation of duties
- **Strategy:** Transparency of financial data
 - **Action Steps:**
 - Deliver annual report at Mass with Q&A afterwards
 - Add report to website
 - Send report home in bulletin
 - Make report available in the Narthex welcome center

OP3. Objective: Create Operational Manual to address parish's business continuity and to continually improve the productivity of our staff and the upkeep of our facilities (See Appendix C)

Measurement: Complete manual and review annually

- **Strategy:** Document non-financial processes and supporting documents
 - **Action Steps:**
 - Document job descriptions
 - Document each area's workflow processes
 - Document maintenance and replacement plan for facilities

OP4. Objective: Determine the financial projection of adding or losing 100 parishioners

Measurement: The value is readily available to the finance and pastoral council and updated quarterly

- **Strategy:** Analyze the data that is readily available in PDS software
 - **Action Steps:**
 - Analyze the most recent 100 new members that have been members for at least one year at the end of each quarter to determine the average giving for a new member's first year

OP5. Objective: Utilize a technology strategy that supports the growth of the parish and maximizes the productivity of our staff and volunteers

Measurement: Establish a baseline for the strategy through an assessment

- **Strategy:** Conduct a technology assessment (See Appendix D)
 - **Action Steps:**
 - Inquire with Archdiocese about their capability of conducting the assessment. If they do not have the capability, identify qualified resource/s within the parish or community.
 - Determine the resources (staff, volunteers, outsourced) needed to deliver on each component of technology (See Appendix D)
-

Communications

Goal: *Facilitate the flow of information to support the work of our ministries and operations, in helping to realize the goals of the parish*

C1. Objective: Exemplify Evangelization through the interactions of ministers and staff with parishioners

Measurement: Aim for 100% positive experience through evaluations and feedback box

- **Strategy:** Promote evangelization by fostering a warm and welcoming environment as especially seen in our ministry leaders, members, and staff
 - **Action Steps:**
 - Utilize Archdiocese’s training tools for staff and ministry leaders to enhance our warm and welcoming culture
 - Evaluation of ministry, sacramental, and staffing leaders
 - Develop process to respond to evaluations and surveys

C2. Objective: Keep all communications current and effective in meeting the needs of the community (See Appendix B)

Measurement: Aim for 100% satisfaction that the communication needs of the *ministries* are met as determined by semi-annual survey. Aim for 90% satisfaction that the communication needs of the *community* are met as determined by annual survey.

- **Strategy:** Create Communications Committee (CC) (See Appendix C) consisting of representatives with expertise in marketing, communications, public relations, technologies, websites (See Appendix D), social media (Facebook, LinkedIn, Twitter, etc.), audio/video production, and advertising, that will assess the needs of and create a communication plan (See Appendix E) for the parish, and provide guidance to the ministries.
 - **Action Steps:**
 - SPC initially screens possible committee candidates
 - Parish Council approves candidates
 - SPC liaisons attend initial meetings to ensure communication plan incorporates all needs of the parish
 - Operations liaison to ensure budget & technologies are aligned to strategies
 - Updates are monitored by SPC
 - SPC reports updates to Parish Council
 - CC develops and implements standardized communication templates for events, activities, etc.
- **Strategy:** Centralize, simplify and fulfill the communications needs of all of our ministries
 - **Action Steps:**
 - Ministries will work with the CC to develop their communications plans to promote their good work, events, activities, etc.
 - CC will execute the communication plans for each template associated with a ministry event, activity, etc.

Monitoring

The SPC recommends utilizing a predefined template as a dashboard to monitor the ongoing progress of the strategic plan. It is recommended that each pillar leader update the action steps and measurements utilizing a simple reporting scorecard on a quarterly basis. Pillar leaders would report on estimated % complete of action steps and % complete of measurements. This will provide an overall view of the progress of the strategic plan and uniformity in reporting. Progress results would be shared with PC and parish-wide on a periodic basis. Below is an example of such a predefined template or dashboard:

St. Bernadette's Dashboard		
Pillar: Worship		
W1 Objective: Exemplify Evangelization through the interactions of ministers and staff with parishioners and non-parishioners.		
% of Goal	Measurement	Notes
	Aim for 100% positive experience through evaluations and feedback box.	
Strategy: Promote evangelization through exhibiting a warm and welcoming environment by our ministry leaders, and staff.		
% Complete	Action Steps	
	Utilize Archdiocese's training tools for staff & ministry leaders being a warm and	
✘ 5%	welcoming culture.	
✘ 0%	Evaluation of ministries, sacramental, and staffing leaders.	
⚠ 75%	Develop process to respond to evaluations and feedback box.	
W2 Objective: Increase frequency of Mass attendance		
% of Goal	Measurement	
	For the simple task of estimating we'll utilize the purchasing of hosts on a quarterly basis. Increase by 10% year over year for the first three years.	
Strategy: Prioritize importance of participation in Mass and importance of interaction with faith community.		
% Complete	Action Steps	
✘ 10%	Fellowship in Narthex	
	Collaborate with Communication Pillar to market the attributes of Saint Bernadette (i.e. spiritual Leadership, fellowship, meeting spirituality needs, discipleship building,	
✘ 25%	etc.)	
✘ 35%	Introduce different appropriate styles of music	
✔ 80%	Recruit parishioners to use their God-given talent to enhance the choir and music	
	Develop initiatives to increase liturgical participation of parishioners through various	
✘ 10%	liturgical ministries so more parishioners take ownership of the Mass	
W3. Objective:-Cultivate the virtue of daily prayer		
% of Goal	Measurement	
	Track number of subscriptions to a daily prayer email once baseline has been established. (Quarterly). Track attendance at "prayer seminars" that offer various prayer methods.	
Strategy: Identify resources for daily prayer		
% Complete	Action Step	
✘ 0%	Introduce various methods of daily prayer	
Strategy: Increase parishioners' engagement with scripture		
% Complete	Action Steps	
✔ 80%	Develop process to respond to evaluations and feedback box.	

Logo

The SPC recommends adopting the following logo to identify all strategic plan initiatives. The lines are a representation of the six pillars. They are interwoven to depict unity.



SPC Committee Member Terms / Succession Plan

To replace existing members and maintain continuity, 2 - 3 new members each year will be recruited for a 3-year term.

Appendices & Observations

Key Learnings from interviews and discussions to be used at the discretion of the leader(s) of the pillars to accomplish objectives

Worship

Observation

Altar Servers: evaluate recruitment/training/scheduling to address the shortage as identified from interviews

Home to home visits. Knock on doors. Simply ask if there is anything we can add to our prayers on their behalf.

Appendix

A. Survey Feedback

B. Matthew Kelly's Daily Prayer Card is an example of one method

C. Designate an area for youth to sit with their friends

D. Action Steps to promote Eucharistic Adoration via multiple outlets

- Pulpit announcements
- Social Media posts
- Website
- Bulletin
- Narthex monitor
- Encourage word of mouth
- Email blast

E. The City is a software portal that will support utilizing our parishioners' God-given talents

Fellowship

Appendix

A. Survey Feedback

- Responses should be funneled to Pastoral Council to direct follow-up

B. Suggestions of social activities for youth

- Concert/Christian-based music/entertainment (Quarterly)
- Create youth fellowship committee to solicit input to create and run social activities
- Establish liaison between Saint Bernadette and Saint Mary Academy to increase opportunity for engagement of youth in the parish
- Movie night in the gym (Monthly)

C. Suggestions of social activities for young adults

- Trivia Night
- Night at the Races
- Card Night
- Utilize the gym for these events

D. Suggestions of social activities for adults

- Block Party (Quarterly)
- Donut Sunday/coffee Sunday (Monthly)
- Health Fair (Bi-annually)
- Supper Club
- Blood Drive
- Cultural-Based Activities

Formation

Observation

Youth program should be commensurate with being one of archdiocese's largest and fastest growing parishes.

As the strategic plan evolves, consideration needs to be given for each sacramental formation program – from reconciliation to confirmation for the parish.

ACRE – Testing of adults in the catholic faith is available as an evaluation of our formation effectiveness.

Appendix

A. Potential name for the evangelization program could be “Hold Hands”. Hold hands with Jesus, hold hands with your fellow parishioner, hold hands with those in need, etc.

- Consider archdiocese tools to evaluate current strengths and weaknesses of parish as it relates to evangelization.

B. Outline of parishioners’ role for each component of the Mass

Source: Understanding the Mass by Mike Aquilina

Consider posting to website as separate document and/or laminate and place in pews

- Introductory Rites:
 - Entrance procession and song: make an effort to sing
 - Greeting
 - Sign of the Cross
 - The penitential act: Identify specific thought, word or action that created obstacle between you and God
 - The Gloria: Set your life aside for a moment and praise God for something specific (i.e. goodness, creation, wisdom)
 - Opening Prayer: With a missal you can follow prayers of the Mass
- Liturgy of the Word:
 - Scripture Readings: take time during the week to read over and reflect
- Homily: Listen. Stay open to what God might be saying to you.
- Our Profession of Faith: Examine what is being taught in each instance.
- General Intercession: Consider whom and what you are praying for. Immerse yourself for a moment in that person’s needs, responsibilities, and pain.
- The Collection: Give generously. Give more than monetarily.
- Liturgy of the Eucharist:
 - The Offertory: As gifts are being brought forward, in your heart bring the different aspects of your life forward and offer them to God.
 - Eucharist Prayer: Brings the words to life. Live them out. Place your heart on the altar.
 - The Consecration: Simply allow yourself to be in presence of God. Quiet your mind.
- The Lord’s Prayer: Even though you have prayed these words a 1,000 times, allow them to be new and fresh. Focus on a particular word or phrase and allow it to permeate your whole being.
- Sign of Peace: Jesus offers his peace to you to heal your broken heart and invites you to pass that peace on to others.
- Communion: Be mindful of what is about to take place. Recite this prayer: “I wish, my Lord, to receive you as generously as your holy mother Mary did.”
- Thanksgiving: Kneel or sit, and thank God in your own words for all the blessings in your life.
- Concluding Rite:
 - Final blessing: Bow your head, close your eyes, and allow the words of the final blessing to penetrate the very depths of your heart.

- The Dismissal: Sent on a mission to light up the ways of this world with the love of Christ, consider how you might live out your Christian mission this week.

C. Series of teachings by Pastor and Deacons on each component of the Mass

- Evening events
- Materials handed out after Mass
- Materials sent home in student folders
- Materials incorporated in the bulletin
- YouTube presentations & teachings
- Add as an agenda item for parent meetings on children's sacrament preparations
- Small groups sessions to share personal experience of the Mass

D. Develop and promote learning sessions and materials that would focus on preparing for Mass and parishioner's role during various components of the Mass

- Encourage reading of Gospel prior to weekend Masses
- Publish Gospel in bulletin
- Post Gospel on website, social media (Facebook, Twitter, etc.)

E. Survey Feedback

F. Middle School, High School, Elementary/Pre-school formation program opportunities

- Life Teen - high school program with rave reviews (Cost = \$1,800)
- Edge – middle school
- Teens Encountering Christ - high school juniors through college
- Top 25 Music subscribe relates to today's life for teens
- Developing youth as disciples as stated by Father Bob Sherry on Dynamic Catholic website. This potentially could be our motto – “win, build, send”.
 - This is the time of the year when we hear at Mass Jesus' great commission: “Go now and make disciples of all nations...” Do you think these graduates will?
 - Do you think they will “go and make disciples” because they have been won and built into friends of Jesus? Have they let Jesus generate their souls with love, build up their lives with prayer, study, and generosity, and send them out as disciples?
 - Win, build, send. This is a simple formula for these graduates to become the-best-version-of-themselves and to make the world a better place.

“Neighbor” Care

Observation

When Carolyn and/or JoAnn need to know if there is a budget or they make a request it typically goes to David Zorn. A process and budget should be put in place for them.

Consider having a Pastoral Care position on staff. This Pastoral Care leader is needed for outreach to individual families experiencing serious illness with a family member, separation/divorce support, advice/counseling for those having a family member using drugs, for bereavement, etc.

Appendix

A. Opportunities

- Festival of Community Outreach ministries highlighted once a year in the Narthex
- Message from the pulpit
- Calendar of Community Outreach ministries' events
- List all Community Outreach ministries on a poster which clearly identifies where additional information can be obtained
- Add a Community Outreach Ministry page on our website
- Community Outreach Ministries to engage and challenge Young At Heart (YAH), youth groups, Growing In Faith Together (GIFT), etc. (See Appendix B)
- Add a prayer in the bulletin as Community Outreach events occur (See Appendix C)
- Notify Worship Pillar leader for consideration in intercessions
- Have an annual dedicated Eucharistic adoration for all of our Community Outreach programs and volunteers

B. Make videos of each ministry leader speaking.

C. The following is a suggested prayer that could be added to the bulletin as events occur:

We pray that the success, support and generosity of this mission is felt by those in need.

D. The amount of the increase should be determined by the taskforce team. Additionally, The City Software Portal from PDS, same as our back office software, has functionality to keep up with volunteerism. This software is addressed in the communications pillar.

E. Task Force References Material: Referred to St. Antonio's 10 Steps Toward Focusing Social Ministries (<http://tiny.cc/gaup4x>)

F. Offer programs, workshops, retreats, lectures on topics that deal with needs, hurt, and confusion (e.g. divorce, addictions, loss of a loved one, parenting issues, elderly care). Offer Pastoral Neighbor Care by creating a prayer chain for parishioners in need or specific parish concerns. (This is a ministry that enables even homebound parishioners to feel they are able to contribute to the parish mission through their prayer for the community.)

Operations

Observation

There is concern that if we don't put in the technology tools, systems and processes to support our initiatives, we'll fall short of achieving them.

Consider St. Joseph's Welcoming Package to model a Saint Bernadette Welcoming Package – paid for through selling advertisements.

Appendix

A. Survey Feedback

B. Responses should be funneled to **Audits and Reporting**, and a schedule should be set up for frequency of both internal and external audits.

C. Productivity - Could the archdiocese provide benchmarks for ratios on paid staff members per number of church members or annual budget as a way to see if we are overstaffed or understaffed? Can you apply productivity ratios and benchmarks to volunteers?

D. Suggestions for what technologies need to be assessed and also identify a resource to manage each area:

- Training: Needs of each staff member
- Software options better widgets: PDS – module, features, functionality that we aren't aware of or aren't utilizing.
- Hardware: Current and future needs
- Network
- Portal: secured website to embrace collaboration, efficiencies, ministries, etc. (The City)
- Website
- Remote access to HVAC/Alarms system for campus facilities (currently school and parish center have same alarm company)

Consider addressing/recommending staff job responsibilities that would designate one person to oversee both parish and school infrastructure that would support the technology needs of both the parish and school. The archdiocese may be able to provide direction on how other parishes/schools are doing this.

Communications

Observation

Branding should be a high priority for the Communication pillar.

Appendix

A. Survey Feedback

B. Recommendations:

- The City: Portal to support parishioner collaboration and expedite communications
- Online directory on our website (password protected) or as a feature of The City

C. Committee should include:

- Multi-generational members to address the different forms of communications for different generations, and to introduce current and new forms of communicating being utilized.
- Saint Mary Academy representative

D. Website:

- Offer outreach volunteer sign-up online (The City is a module of our PDS software that is a private secured portal that would support the collaborative communications of our parishioners. It would require a dedicated administrator. The communications committee should evaluate its merits and make recommendations.)
- Add times of parish center office hours

E. Communications plan should include:

- Calendar of events and activities of the parish and school
- Consider weekly communication to parishioners (i.e. illnesses, family immediate needs, prayer requests, communion requests, office volunteer staffing needs, etc.)
- Initiative to evaluate the bulletin's format and a process to improve quality and presentation of content

Attachment

Template: Fostering New Ideas

<p>Brainstorm an Idea (Float a thought to be considered for the strategic plan)</p>
<p>Definitions: Goal: Broad primary outcome (each pillar has a goal statement) Objective: Measureable step taken to achieve a goal Strategy: Initiative take to achieve an objective Action Step: Action taken to achieve a strategy</p>
<p>Strategic Initiative to be considered for the plan (please try to document your initiative in terms of Objective, Strategies, and Action Steps)</p>