

Strategic Ministry Plan for Immaculate Conception and St. Patrick's Parishes

Strategic Framework

September 26, 2024

Introduction:

Strategic planning is a process undertaken by an organization to clarify its overall organizational purpose, priorities to work toward that purpose, and how each priority will be addressed. There are numerous models of strategic planning that can be used, depending on the culture of the organization and purpose of the planning. This contrasts with a business plan which is focused on a particular product or service, or to a program plan which is focused on a particular program. (copyright 2008 Authenticity Consulting, LLC)

Strategy: A major approach to achieve strategic goal(s) or address strategic issue(s). For example, a strategy might be a major approach that uses the internal strengths of an organization to take advantage of external opportunities, while shoring up internal weakness to ward off external threats. Strategies are usually long term in nature. (copyright 2008 Authenticity Consulting, LLC)

Strategic Plan:

The overarching strategic plan is for Immaculate Conception and St. Patrick's Parishes (ICSP Community) for their respective Council of Ministries and Parish/Finance Council.

Evangelization Steering Committee:

- A committee will be created called the Evangelization Steering Committee, known as the Ministry of Evangelization within the Constitution for Church of the Immaculate Conception of the Blessed Virgin for the Council of Ministries, and part of the committee structure of the Pastoral Council/Finance Council within the Constitution of St. Patrick Church of Erin Prairie.
- This committee will consist of seven to nine people, some of which are members of Immaculate Conception and some of which are members of St. Patrick's. These members shall be recruited and selected from people within the parishes that demonstrate knowledge regarding the evangelization process and how this affects all aspects of parish life. The committee shall have a co-chair structure. One chair person shall be a member of Immaculate Conception, and one a member of St. Patrick Church. These chairs shall be selected at the August meeting. Each chair person will be the representative at their respective parish's meetings to present up to date reports. A person may be a co-chair for a maximum of two years. They may still be a member of the Evangelization Steering Committee. They may once again be eligible for co-chair after a period of two years. There shall be no limit set on terms for serving on the Evangelization Steering Committee. However, new members bring new ideas and new energy. Every Fall during the stewardship process people make commitments to ways that they may be interested in volunteering. Those that show interest in the Evangelization process shall be contacted to be part of the committee, or part of one of the work groups that answer to the Evangelization Steering Committee.
- The Evangelization Steering Committee shall meet initially at least monthly until the Strategic Planning Process has been implemented and at least four times per year thereafter.
- Each meeting shall have a printed agenda. Agendas will include standard reports, current items for each work group, and prior agenda items that have been tabled or

carried over from previous meetings. Every effort will be made within the meetings to accommodate the needs of the cluster.

- Consensus shall be the usual form of consultation. Voting shall not be part of the usual procedure. Consultation is a conversation by members of the parish family, striving to live the life of Christ more fully in the parish through a sharing of wisdom. Discernment of what is true and good and lasting is part of consensus formation. It is an exercise of shared responsibility at the level of policy formation called collegiality.
- A quorum shall always be 51% of the members.

Focus Directive:

ICSP Community working together in cooperation with the Diocese of Superior to build objectives which lead parishioners and the members of the local communities to a relationship with Christ through evangelization processes.

Strategic Objectives:

- Plan and review new and existing long-term and short-term strategies and programs for evangelization within the parish cluster.
- Implement and develop strategic work groups that meet with the existing ministries and staff in each parish to attain evangelization strategic objectives as follows:
 - (1) Catechesis & Formation
 - (2) Communication
 - (3) Community
 - (4) Resource Stewardship
 - (5) Spirituality
- Develop strategies for evangelization to advise and make recommendations to the respective Councils for both parishes on plans of action to consider for the benefit of both parishes.
- Analyze where the ICSP Community may utilize and share resources (time, talent, and gifts) of parishioners and facilities for evangelization endeavors. The Ministry of Evangelization should foster cooperation and coordination while strategically planning various programs and joint projects, while recognizing each parish's unique culture, traditions, and constitutions.
- Assess opportunities and threats to evangelization processes.
- Study demographics of both parishes to determine where future evangelization may be developed.
- Develop timelines for meeting strategic objectives for each work group.

Catechesis & Formation Strategic Work Group

Strategic Plan:

The Global Mission of Catechesis is “Go, therefore, and make disciples of all nations, baptizing them in the name of the Father, and of the Son, and of the Holy Spirit, teaching them to observe all that I have commanded you. And behold, I am with you always, until the end of the age.”

Matthew 28:19-20

Work with the Ministry of Catholic Formation (CF) to strategically research and review the effectiveness of our parishes’ existing faith formation programs which are in alignment with our Catholic faith and approved by the Diocese as needed. Review faith formation programs for relevance. Recommend enhancements or new opportunities in faith formation for our parishes. This may include ensuring there are committees to help develop programs, specific CF curriculum, and events.

Collaborate as needed with the Ministry of Education to help ensure the faith formation needs of students are served. St. Mary School teachers are required to stay in compliance with the diocese with regards to all curricula. This ensures the education of each student is well rounded and comprehensive.

Focus Directive:

“Provide opportunities to form, inform, and transform each individual’s faith life by providing faith formation, spiritual experiences, witnessing and community building.” Strategically align faith formation opportunities for spiritual growth across all age demographics and ensure that necessary resources are available. Areas of consideration could include but are not limited to:

- Children’s Ministry (3y-grade 5)
- Youth Ministry (grade 6-12 or age 18)
- Adult/Young Adult Ministry (age 18-99)

Determine related and relative strategic objectives including but are not limiting to the objectives listed below. Refer to Addendum #1 for input of ideas as applicable.

Strategic Objectives:

- Maintain a catechesis and formation coordinating committee made up of volunteer members from the ICSP Community and a parish staff member.
- Provide knowledge about our religion to all demographics so they may grow in faith, develop a deeper relationship with Christ, and lead others to Christ. Opportunities could include but are not limited to:
 - Classroom participation
 - Prayer experiences
 - Sacramental preparation
 - Childrens’ experiences connected to faith
 - Youth experiences connected to faith
 - Adult/Young Adult experiences connected to faith
- General understanding of the roles of other leadership groups and their purpose so that information can be shared and captured, and the volunteer(s) are directed to the appropriate ministry or strategic work group.
- Assist in the development of the long-range planning and implementation for all catechesis and faith formation of the parish providing a comprehensive approach for all ages and journey in life.

- Advise and consult with the staff of CF and St. Mary School regarding general policies and procedures.
- Help to ensure professional growth opportunities for the faith formation of the staff of CF, St. Mary School, and corresponding volunteers.
- Help to promote the understanding that faith formation starts in the home and that parents are primary educators and role models of the Catholic faith.
- Coordinate with the Communication Strategic Work Group to use media resources to reach and target individuals.
- Report to the Evangelization Steering Committee and make recommendations.

Communication Strategic Work Group

Strategic Plan:

“Ask and it will be given to you; seek and you will find; knock and the door will be opened to you. For everyone who asks, receives; and the one who seeks, finds; and to the one who knocks, the door will be opened.” *Matthew 7:7-8*

“Let your speech always be gracious, seasoned with salt, so that you know how you should respond to each one.” *Colossians 4:6*

Communication is seen as vital to enable the parishioner and community members in finding out what is offered at our churches that can help them grow in their relationship to Jesus Christ and help them lead others to Christ. The scope of our parishes is growing, and communication mediums have changed rapidly with a large dependence on an online presence. Some of our demographic is not as familiar with use of the online mediums. Therefore, all types of communications that are adopted must be used consistently.

Focus Directive:

Assess the communications demographics of parishioners. Strategically find multiple ways of communicating or enhance current means of communicating: events, pastoral messages, links to websites and applications that share faith filled messages. Determine related and relative strategic objectives including but not limited to the objectives outlined below. Refer to Addendum #1 for additional input of ideas as applicable.

Strategic Objectives:

- Maintain a communication coordinating committee made up of volunteer members from the ICSP Community and a parish staff member.
- General understanding of the roles of other leadership groups and their purpose so that information can be shared and captured, and the volunteer(s) are directed to the appropriate ministry or strategic work group.
- Create a centralized communication hub for communication distribution to and from , parish membership, program groups, special events, announcements, and periodical newsletters.
- Create a communication checklist (who, what, when and where) so that all groups have a standard format to provide communications to volunteer coordinators for more efficient and quicker communication distribution.
- Establish a weekly due date and communication schedule for updates for materials to be communicated.
- Ensure consistent, timely and accurate information is provided on defined media ports as determined by the committee: parishes' bulletin, website, Facebook, and all other media sources used.
- Maintain periodicals and church libraries, information kiosks, links to information of parish community help sources and faith learning guides.
- Report to the Evangelization Steering Committee and make recommendations.

Community Strategic Work Group

Strategic Plan:

“He said to Jesus, ‘Who is my neighbor?’” *Luke 10:29*

This work group covers two areas of outreach. The first is outreach within the parish, to provide and establish programming that will engage current parishioners and attract new parishioners to be participating members of the church. This is to be done through outreach programs, highlighting and promoting parish activities, to promote social interaction and unity, and providing encouragement to those who are volunteers. The second is outreach to New Richmond and the surrounding communities.

Focus Directive:

To nurture a welcoming atmosphere whereby people of all demographics feel comfortable to share their faith, time, talents, and gifts to help bring all closer to Jesus. Coordinate with the Communications Strategic Work Group to assess the scope of demographics and culture within our parishes. Determine related and relative strategic objectives including but not limited to the objectives listed below. Refer to Addendum #1 for additional input of ideas as applicable.

Strategic Objectives:

- Maintain a community coordinating committee made up of volunteer members from the ICSP Community and a parish staff member.
- General understanding of the roles of other leadership groups and their purpose so that information can be shared and captured, and the volunteer(s) are directed to the appropriate ministry or strategic work group.
- Provide ways for people to be included in the parish life and ways to connect that to their relationship with Jesus.
- Provide ways that ICSP Community volunteers can share their faith and their relationship with Jesus in the surrounding communities and beyond, via inviting ways which sparks interest to participate in a faith and spiritual experience.
- Act as ambassadors of the parish. This could include, but is not limited to, coordinating invitations to Sunday Masses, special events, and meetings, all while maintaining a welcoming environment which leads others to a deeper relationship with Christ.
- Distribute to parishioners (via pamphlets or social media, kiosks) list of current outreach groups and service ministries available in the parish community and diocese especially to new members.
- Coordinate with the Communications Strategic Work Group to use media resources to reach and target individuals.
- Coordinate and assist with the planning of special events. This would include working with volunteers involved in special events for assistance obtaining available resources, such as scheduling rooms, available parish facilities, supplies, etc.
- Work with the priest's schedule and coordinate scheduling of parish events, allowing for priests, deacons, or religious to be available at the event.
- Develop and maintain a new parishioner orientation/program.
- Report to the Evangelization Steering Committee and make recommendations.

Resource Stewardship Strategic Work Group

Strategic Plan:

“You shall love the Lord, your God, with all your heart, with all your being, with all your strength, and with all your mind, and your neighbor as yourself.” *Luke 10:27*

Continue the growth of our parishes’ resources stewardship by actively promoting the generous sharing of one’s participation, service, and gifts in gratitude for what God has given us.

“... A steward is one to whom the owner of a household turns over responsibility for care for the property, managing affairs, making resources yield as much as possible, and sharing the resources with others.” *Stewardship: A Disciple’s Response” USCCB 2002*

Focus Directive:

Assess and evaluate available resources to meet the needs of our parishes and their communities to grow in faith and lead others to Christ. Strategize and nurture a welcoming atmosphere to invite parish members to offer and share their gifts, talents, and desire to serve others.

Stewardship Pillars could include but are not limited to: Hospitality, Prayer, Formation, and Service, as referenced in the document by the Catholic Diocese of Wichita called “The Pillars of Parish Stewardship”.

Determine related and relative strategic objectives including but are not limiting to the objectives listed below. Refer to Addendum #1 for input of ideas as applicable.

Strategic Objectives:

- Maintain a resource stewardship coordinating committee made up of volunteer members from the ICSP Community and a parish staff member.
- Foster a spirit of stewardship and generosity through parish and diocesan initiatives in faith formation practices.
- General understanding of the roles of other leadership groups and their purpose so that information can be shared, captured, and the volunteer(s) are directed to the appropriate ministry or strategic work group.
- Develop and maintain a list of parishioner’s self-identified talents and interests, with a date of last contact in regard to those interests.
- Work with parish office staff/volunteers to ensure new member registration information is processed and shared with work groups and also specific committees to integrate the new member.
- Optimize facility assets by making recommendations for upgrades, repair, enhancement or combining facilities to meet the needs of the ICSP Community.
- Review the scope of our parishes’ resources so the appropriate resources can be utilized for the needs of our ICSP Community.
- Utilize parish resources so they can be engaged to optimize the needs of the greater ICSP community.
- Work with the stewardship committee and all parish finance councils to consider the optimal frequency for parish financial and stewardship activities to implement long term consistency in generosity and awareness.
- Report to the Evangelization Steering Committee and make recommendations.

Spirituality Strategic Work Group

Strategic Plan:

“You will receive power when the Holy Spirit comes upon you, and you will be my witnesses in Jerusalem, throughout Judea and Samaria, and to the ends of the earth.” *Acts 1:8*

“Do not conform yourself to this age but be transformed by the renewal of your mind, that you may discern what is the will of God, what is good and pleasing and perfect.” *Romans 12:2*

Capture and determine relevance of changes in our growing demographics and the corresponding influx of cultures. Use this information to nurture a welcoming faith community fostering each person’s spirituality, both current and those seeking a church community.

Focus Directive:

Identify strategic opportunities, with the goal of optimizing spiritual opportunities such as liturgy, sacraments, adoration, relevant church ministries, and traditions, as they relate to spiritual growth needs, thus fostering an idea of no one being left behind in their life journey. Determine related and relative strategic objectives including but are not limited to the objectives listed below. Refer to Addendum #1 for input of ideas as applicable.

Strategic Objectives:

- Maintain a spirituality coordinating committee made up of volunteer members from the ICSP Community and a parish staff member.
- General understanding of the roles of other leadership groups and their purpose so that information can be shared, captured, and the volunteer(s) are directed to the appropriate ministry or strategic work group.
- Strategically discuss areas of growth and review resources necessary to fulfill individual outreach in spiritual growth.
- Encourage sacramental participation as a parish community.
- Strategize as to how to provide an intimate and private process of outreach so individuals feel safe in seeking these resources for spiritual growth.
- Make recommendations to clergy for events such as: Feast Days, liturgical celebrations & processions, and similar traditions to meet the spiritual needs of our faith community.
- Develop spiritual mentors to meet the needs of individuals and small groups.
- Support the continuing spiritual enrichment of the ICSP Community.
- Ensure availability and scheduling of the various liturgical ministries as well as the supplemental ministries as related to the Mass.
- Work within the parishes’ constitutions to aid in the preparation of the environment and music for prayerful worship.
- Ensure availability of enrichment for liturgical ministry members.
- Coordinate with the communications coordinating committee to use media resources to reach and target individuals.
- Strategically review the use of media (i.e., YouTube, Zoom, etc.)
- Report to the Evangelization Steering Committee and make recommendations.

ADDENDUM #1:

Historical Reference: 1/20/24 & 1/27/24 Parish Planning Meetings: Themes with Current and New Ideas

Vision: Grow in our faith and lead others to Christ

Evangelization Process: Pre-evangelization - Evangelization - Discipleship - Apostolate

Evangelization (Comments for all Work Groups):

- Don't start with "Jesus"
- Create relationships
- Build trust
- God loves you and has a plan for you specifically
- Connection/Community
- How can we create these relationships?

***Catechesis/Formation**

- **Current:**
 - Formation classes/programs (birth through death)
 - St. Mary School
- **New:**
 - my little library
 - My little library at church.
 - The Passion Event - teach others about what Jesus went through & why
 - Question & Answer Sessions
 - Classes for parishioners to learn more about our faith so we can be a resource.
 - People who are willing/trained to talk with people who have questions/Father John is one resource and there are others who could be.
 - Getting parents answers to questions - parent formation

- Direct people to Catechism, websites, Diocesan events. Invite parents to come to CF classes, instead of sitting in car. Know what kids are learning.
- Tell parents what was taught @ CF. Weekly email newsletter
- Find out why parents send kids to CF – so we can reinforce and help
- Last of CF what did you learn?
- Parent Group/Formation
- Start Parent Formation on Wednesdays - Tim
- Mirror kids' program so parents can discuss with them
- Help make learning the faith a priority
- Build relationships with the parents during first communion and baptism orientations
- Provide list of resources (website links) to parents so they can search of answers to kids' questions.
- Interactive – Zoom Catechism – virtual catechism
- Adult/Young Adult Ministry (18-99)
- Young Adults Ministry (18-40)
 - Examples: Diocesan Retreats, Reignite, In Christ
- Marriage/Married Couples Ministry
- Single Individuals Ministry
- Elderly Ministry (I would like clarification of this intention of Elderly Ministry, please. If the intent is to do service for the elderly, like Jo mentioned, then this should fall under the pastoral side like Homebound Communion, Word and Communion etc. If it is to form and help those who are over the age 40 to grow spiritually then it belongs here. I would, however, suggest renaming it. No suggestion comes to mind.)

***Communication**

- **Current:**
 - new member follow up packet mailing
 - Bulletin

- website
- Facebook
- SP email
- quarterly newsletter
- IC slides before Mass
- **New:**
 - parish app with links to calendar, event registration, outside resources (formed, Bishop Barron, etc), volunteer opportunities, opt in to be able to connect with other parishioners etc.
 - Update our website/Social Media/Parrish App
 - Regular communication with upcoming events - email? text blast?
 - a lot of work putting together events, but need better communicated to parishioners
 - building signage
 - Hire Communication Director (one person/source for all parish communication)
 - what is the list of groups? Is there a place to see group options & sign up to join different groups?
 - Increase communication of small groups – have info tables after mass and at events with a person available to invite and share
 - Add screen with scrolling info to church entrances.
 - Monitors for information at entrances and exits.
 - Videos and TV for announcements in Parishes
 - Social media “ministry spotlight” – highlight a volunteer with a ministry FB post Joyce Pascarella Highlight next week.
 - Parish Directory

***Community**

- **Current:**

- community service various opportunities through different groups
- various ministries - Respect Life Group, Homebound Eucharistic Ministers, Outreach Committee (COME, Grace Place), volunteer Catechists, KC's, SP Women's Group etc
- parish social events i.e. Fat Tuesday, St. Patrick Day Dinner, Sunday Donuts both parishes, 3rd Sunday brunch St. Pats, Fall Festival weekend in October for both parishes and school, etc
- men's reignite & In Christ women's groups
- St. Mary School community
- priest active in community
- Thanksgiving Day meal at IC
- • Greeters – welcoming, friendly, helpful, “St Pat's Example”
- **New:**
 - Groups:
 - Groups - grief, widows, new married couples etc
 - Groups of kids who are grieving – cancer diagnosis etc. Support!
 - Parent Group/Formation
 - senior citizen group (trips)
 - Welcoming Environment at Sunday Mass:
 - Opening greeting/visiting with others – a few minutes before mass starts – Father ask the parish to visit and greet their neighbors. Discuss timeframe with Father.
 - Ministry designed for people to sit with/introduce/welcome new people/stranger - introduce yourself to one new person at mass
 - bringing up the gifts - engage families
 - Pew cards

- Enhance the Sunday Social experience – put conversation cards on tables to get people talking. Ask Father John what his question at the end of the homily will be and use this at tables.
- new member ministry
 - Church Round Ups – New member Round-up for welcoming and belonging – New members coffee and donuts Monthly/Quarterly
 - New members mentorship program – personal contact/outreach
- active members reach out to nonactive/less active members
- Opportunities for sharing testimonies, personal witness stories
 - Parish is the place that offers the needs of people of the community – people come to our parishes place for their needs. Example: handicap bus, bring homebound to mass, childcare, unplanned pregnancy, homeless..
 - Do we have a shuttle that bring assisted living folks and shut ins to mass? If not could we have a shuttle for shut-ins? (This program is already in place with nursing homes!
 - How can the church (or our parishes) meet the needs of the people (not just Parishioners?)
 - Do you have any parishioners who are licensed counsels to help with life changes? Support group
 - Turning our facilities to be used for outside groups and/or activities coordinated by an active parishioner
 - Help request form - people/ministry to help with requested service.

***Resource Stewardship**

- **Current:**

- Stewardship Committee
- (used to do annual parishioner stewardship witness weekend masses; till 2014?)
- (used to ask parishioners to do annual/bi-annual time talent treasure renewal; till 2014?)

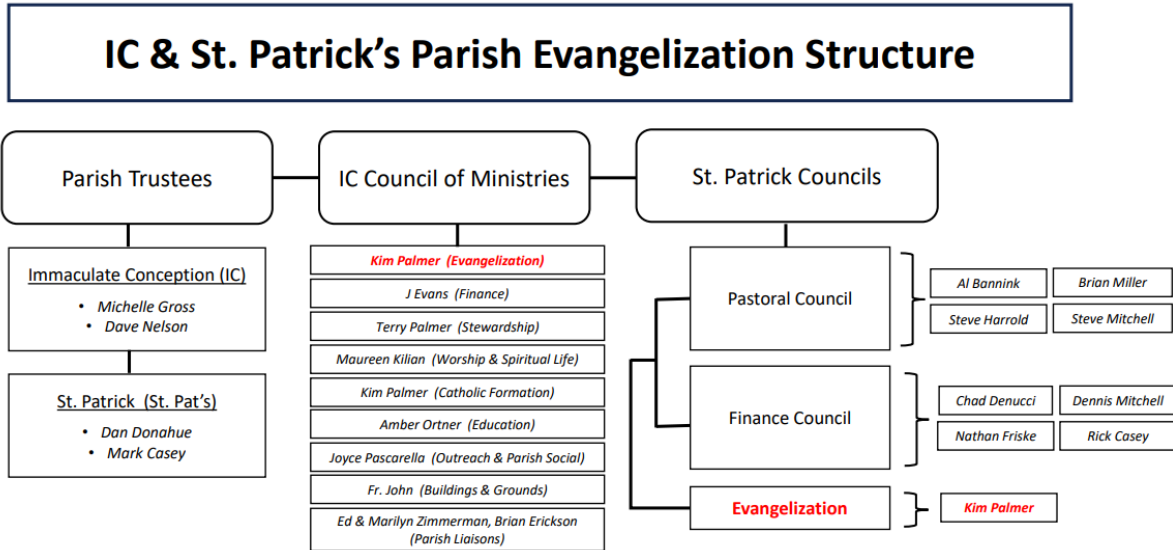
- New parishioner form allows for volunteerism in many activities and ministries (don't know how actively it is followed up on)
- **New:**
 - volunteer director/someone who oversees & supports all ministries & volunteers
 - Coordinate activities with parishes, School and CF – Concerts, gatherings
 - Coordinate and combine ministry efforts to be more intentional
 - Help request form. Asking for volunteer help etc.

***Spirituality**

- **Current:**
 - Liturgy & Sacraments
 - Homebound Eucharistic Ministers,
 - Adoration
 - men's & women's groups, prayer groups, CGS, etc
 - Seven Sisters Apostolate praying for Father John
 - Prayer doves at IC doorways Fall 2023 for 2023 confirmands and 2024 students preparing for Confirmation
- **New:**
 - Adoration more opportunities
 - open church to be available for walk in prayer
 - Prayer warriors for different events, groups, staff etc.
- Make recommendations to clergy for events such as: Feast Days, liturgical celebrations & processions, and similar traditions to meet the spiritual needs of our faith community: masses for the sick, blessing of the throats, Advent traditions: (i.e., Rorate Caeli Mass), invitations for an open church hour for prayer and reflections, blessing of Easter baskets, St. Nicholas Day, opportunities for processions and similar traditions to clergy to meet the spiritual needs of individuals.
- Developing spiritual mentors to meet the needs of individuals and small group.

- Holy Family School of Faith
- Support as helpful the continuing spiritual enrichment of the parish community. devotions such as Stations of the Cross, Adoration, mens' and womens' bible and faith study groups, RCIA, Seven Sisters Apostolate (7 women each praying a holy hour one day a week for the pastor), student prayer team at St. Mary School

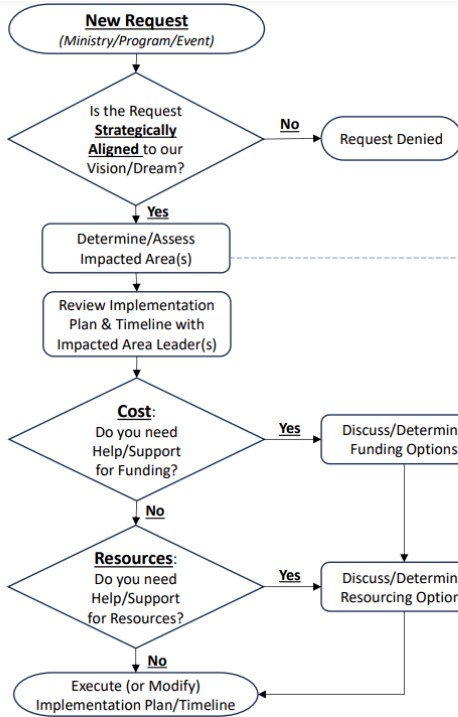
ADDENDUM #2



Our Dream/Vision: To Grow in Our Faith and Lead Others to Christ

*Do our ministries invite people to a deeper relationship with Jesus Christ?
 If our ministries do not invite people to a deeper relationship with Jesus Christ, then why do they exist?
 Are there Dreams/Visions that a committee or ministry has, which would invite people to a deeper relationship with Jesus Christ?*

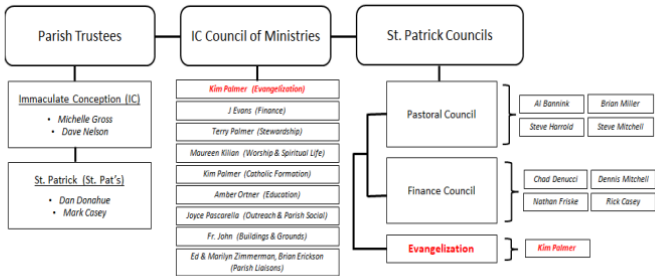
ADDENDUM #3



Decision Tree for "New Ministry/Program/Event" Request

Grow in Our Faith and Lead Others to Christ

IC & St. Patrick's Parish Evangelization Structure



	Community	Communication	Catechesis & Formation	Spirituality	Resource Stewardship
Team Leader	Joyce Pascarella	Arlene Tenner (Interim Lead)	Kim Palmer	Kendra Bos	Dave Epperly
Assigned Staff	Rush Hickethier	Rush Hickethier	(TBD)	(TBD)	Rush Hickethier