

Parish Strategic Plan 2017-2021

*Prepared by and for the parishioners of
St. Joseph Catholic Church*



ST. JOSEPH
Catholic Church and School

Version 1.0

March 2017

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Our Parish Strategic Plan, guided by the Holy Trinity and our patron, St. Joseph, outlines the means through which we will put into action the Vision, Mission and Core Values of St. Joseph Parish.

Parish Vision Statement

To be a people united in one heart and mind with Jesus Christ.

Parish Mission Statement

Inspired by our patron, St. Joseph, we are united as a community of disciples of Jesus Christ. We proclaim our Roman Catholic Faith through our commitment to evangelize within our parish and beyond as we worship, study, and serve.

Parish Core Values

These Core Values are the guiding principles and/or behaviors that embody our parish and describe how we will achieve Our Vision and Our Mission.

The Core Values of St. Joseph Parish are expressed in our commitment to Evangelize, Worship, Study, Serve. We Evangelize inside and outside our parish. We Worship as a community where the Eucharist is life-giving. Our Study is ongoing. We Serve each other fostering a community of faith. These Core Values are rooted in our Roman Catholic Faith and function together to ensure the future growth and vitality of our parish. Like Jesus' teachings, these values must be present and enacted in our daily lives. We must help support one another and share our joy in living out these values each day with our community.

Clergy

Fr. Jason B. Cargo, Pastor
Fr. Jacob Dankasa • Fr. Juan Carlos Marin
Deacon Randy Engel • Deacon Jim Petkovsek
Deacon Tim Vineyard

Pastoral Council 2017

Fr. Jason B. Cargo, Pastor • Ken Hutchenrider, Chair
Kevin Conway, Vice Chair • Leilani Ticman, Secretary
Judy Foglia • Dan Gibbs • Patricia Eno Okon • Genet Sorhe
Derek Storey • Eric Stengel • Josie Tejada

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Letter from Father Jason Cargo, Pastor

Dear Parishioners,

Our Strategic Plan is a blueprint and guide for our future.

The purpose of our strategic planning process, that was undertaken with much prayer and with trust in the guidance of the Holy Spirit, is to make the good news of the Gospel, our Vision Statement, our Mission Statement, Our Core Values, our ministries and organizations all an integrated reality.

Put simply, our Strategic Plan allows us to assess and provide the best our parish has to offer. It also lets us recognize areas of opportunity for growth and sustainability. The information gathered during our strategic planning process has helped us to create a plan that is designed to encourage and guide us as we move forward together and revitalize our parish.

I am grateful to the Pastoral Council and all of the people that have worked over the past year to develop this strategic plan for the benefit of St. Joseph Parish. We recognize with special gratitude all of the parishioners who gave so much of their time to the planning process. We thank all those who answered the parish surveys, and those who provided ideas and recommendations to the Pastoral Council. The enthusiasm surrounding this plan is a testament to the commitment, dedication and love you have for our parish and parish school community.

Our Strategic Plan is truly a blueprint and guide for us to follow. It will take all of us to implement the actions and achieve the goals we have outlined. Working together we will provide the best our parish has to offer. Please take time to read and understand our plan. And please look for ways to get involved in helping us accomplish Our Mission and reach the promise of Our Vision.

St. Joseph, our patron, pray for us!

Sincerely in the Heart of Christ,

Fr. Jason B. Cargo

Pastor

INTRODUCTION

The Parish Strategic Plan offers a vision and guidance for where we want to go, and a plan for accomplishing that vision. It is not intended to be a comprehensive outline of all parish activity, which would be impossible given the active and robust parish community that we have.

Our Parish Strategic Plan document is intended to be a working document that can be updated periodically and will remain fluid as parish needs and wishes change.

All parishioners are invited to join in the efforts it will take to support our parish ministries and organizations to implement our Parish Strategic Plan.

Our Parish Strategic Plan will be reviewed annually by the Pastoral Council. The next annual review of the Plan will occur in the 2018-2019 time frame. The Pastoral Council is always open to comments and support from our parishioners that will help guide our parish.

BACKGROUND

In March 2016, the Pastoral Council recommended that a parish strategic planning process be initiated for our parish. The effort started that month began a 12 month strategic planning process.

This educational and planning process focused on gaining a better understanding of the Core Values of the parish, establishing the parish Vision Statement, and reaffirming and updating the parish's Mission Statement.

The process included reading, studying, researching and discussing what makes our parish thrive and what opportunities exist to help our parish grow.

In the spring, summer and fall of 2016, the Pastoral Council conducted an analysis* of our parish resources and capabilities to identify internal strengths and weaknesses and to uncover external opportunities and threats. (*) *See SWOT analysis description on next page.*

Three parish surveys were conducted in 2016 that provided essential information for building the Strategic Plan: Parish Pew Survey (May); Diocesan Parish Survey (June); Parish Leadership Survey (September).

A Parish Town Hall Meeting was held in September 2016 to present the results of those surveys and gather parishioners' comments. Those comments, along with an analysis of the surveys' results, and guidance from our parish clergy and parish leadership team, all contributed to the information gathering process that formed the basis for the Parish Strategic Plan.

Examples of parish strategic plans and processes from across the Diocese of Dallas and elsewhere in the U.S. were also reviewed and used to guide the development of our St. Joseph Parish Strategic Plan.

Recurring themes in various areas of parish need were examined. The result: ten (10) Strategic Parish Priority Areas were selected to be included in our Parish Strategic Plan that represent areas of growth and opportunity.

Strategic Parish Priority Areas

Planning steps including Objectives, Goals and Actions were developed for each of the following ten Strategic Parish Priority Areas:

1. Evangelization
2. Faith Formation
3. Stewardship of Treasure (Finances / Debt)
4. Fellowship / Community / Social Outreach
5. Intercultural Committee (Hispanic and Multi-Cultural Ministry)
6. Communication within Parish
7. Parish & Parish School Relations
8. Administration & Parish Facilities Management
9. Stewardship of Time and Talent
10. Ministry to People with Disabilities and Special Needs

This Parish Strategic Plan is the result of a strong, collective effort by committed parishioners. The plan's success, which will be assessed annually by the Pastoral Council and Parish Leadership Team, will be dependent on how it's embraced and implemented by all parishioners to ensure our St. Joseph parish community continues to thrive and grow.

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Our Parish Strategic Plan, as well as 2016 parish survey results, are available on our parish website, <http://www.stjosephcccchurch.net> (About Us section), and in the parish office.

(*) SWOT Analysis Note: The parish strategic planning process included a SWOT Analysis of parish survey results and related parish research. The letters in the acronym SWOT refer to the first letter in the words Strengths, Weaknesses, Opportunities and Threats. A SWOT analysis is a basic, straightforward planning model that provides direction and serves as a basis for the development of a strategic plan. It accomplishes this by assessing a parish's Strengths (what a parish can do) and Weaknesses (what a parish cannot do). In addition, it identifies Opportunities (potential favorable conditions for a parish) and Threats (potential unfavorable conditions for a parish).

See APPENDIX section of the Parish Strategic Plan for our parish SWOT analysis summary.

Strategic Parish Priority Areas

The following pages feature the **Strategic Parish Priority Area Summaries (Objectives, Goals and Actions)** developed for each of the ten Strategic Parish Priority Areas listed below.

1. Evangelization
2. Faith Formation
3. Stewardship of Treasure (Finances / Debt)
4. Fellowship / Community / Social Outreach
5. Intercultural Committee (Hispanic and Multi-Cultural Ministry)
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Strategic Parish Priority Areas

TOPIC 1. EVANGELIZATION

Objective: To renew and transform our community's faith in The Eucharistic Christ and his Gospel and proclaim it to all peoples.

Goal 1: Promote, develop and implement opportunities to lead parishioners into a deeper relationship with Jesus Christ.

Actions:

1. Encourage full and active participation in the Eucharistic Liturgy through singing, responses, and an enhanced internal focus in the Mass.
2. Continue to make every Mass a more intentional evangelization effort through catechesis of the Mass and calls to conversion, repentance and greater sense of prayer.
3. Develop and implement means for personal spiritual growth to make evangelization part of all of parish life, incorporating it into each element of strategic planning and each supporting ministry.
4. Promote a vibrant prayer life for the community by increasing awareness of community prayer of the Liturgy of the Hours, daily Mass, Eucharistic Adoration, the Stations of the Cross, the Rosary and prayer groups in our parish.
5. Promote Eucharistic Adoration through Holy Hours and expansion of the hours and days of the Exposition of the Blessed Sacrament.
6. Encourage frequent Confession/Reconciliation and provide more opportunities at different times and days if needed.
7. Provide conferences on how to pray in the various traditions of the Church. These would include empowerment through the Holy Spirit, Lectio Divina, meditative and contemplative prayer, and other prayer techniques.
8. Provide additional retreat opportunities within the parish.

Goal 2: Speaker Series

Action:

1. Develop an ongoing speaker series that would address a variety of issues and interests. This will include identification of sources of speakers, funding requirements and opportunities.
2. Continue to survey parishioners to understand what speaker topics are most beneficial to them.

For us to hold this sacred truth and joy to ourselves would be a grave injustice to our neighbor, whom God has ultimately created for friendship with Himself.

“Woe to me if I do not preach the Gospel” (1 Corinthians 9:16)

Goal 3: Reach out to inactive Catholics and spiritual seekers.*

() Spiritual seekers include those who do not see the necessity of religion but seek to follow God.*

Actions:

1. Develop and offer classes on basics of what Catholics believe and practice to equip parishioners to explain our Catholic Faith in love and in charity.
2. Provide educational opportunities to learn how to defend the teachings of the faith when challenged. ^
(^) These classes include Apologetics, the traditional approach to presenting historical and reasoned evidence for defending the Catholic Faith against objections.
3. Promote and expand opportunities for people interested in becoming members of the Catholic Church to explore our Faith.
4. Align all facets of our parish ministries and their mission towards greater welcoming evangelistic efforts, including volunteers, personnel and staff.
5. Assist parishioners in recognizing and utilizing opportunities to evangelize and explain Catholic doctrine.
6. Provide opportunities of developing faithful discipleship through programs and ministries such as ACTS Retreats, RCIA, Marriage / Engagement Encounter, Legion of Mary evangelization initiative and establish other intentional evangelistic programs.
7. Continue engaging Christmas, Easter and Ash Wednesday Catholics with books, CDs, DVDs and other resources, as well as the Catholics Returning Home series.
8. Develop other means of reaching out to non-practicing Catholics and spiritual seekers.*
9. Engage new converts and “re-verts” to the Catholic Faith (RCIA, ACTS, Catholics Returning Home and more) in ongoing learning and active participation in the parish community while promoting Stewardship of their Time, Talent and Treasure.
10. Create a ministry whose mission is to evangelize.

Strategic Parish Priority Areas

TOPIC 2. FAITH FORMATION

o Adult, Family, Young Adult, Youth and Children

NOTE: *Catechesis is a life-long process of initial conversion, formation, education, and on-going conversion.*

Objective: Provide faith that will last a lifetime and promote faithful discipleship for all ages.

Goal 1: Encourage parishioners to deepen their knowledge and love of their Catholic Faith.

Actions:

1. Provide opportunities to study the Scriptures in a classroom setting and in small groups.
2. Actively promote the formation resources available to the parish about Catholicism such as RCIA, Our Catholic Life programs, Catholics Come Home series, and Catholic education resources available through FORMED, Lighthouse Media and other sources.
3. Establish measures/metrics to identify levels of participation in faith formation offerings, which includes highlighting the most effective methods used to promote and provide popular faith formation opportunities.

Goal 2: Encourage the development of a more family centered approach to faith formation.

Actions:

1. Catechize parents to embrace their role as the first teachers of faith in the family.
2. Emphasize the role of each head of the family, including the male figure (if present), in teaching the faith.
3. Cultivate an awareness of the importance of prayer and devotion in the home.
4. Organize family oriented activities that involve parents and children in the parish.
5. Encourage Ministries to do family friendly activities and formation events that keep the family together.
6. Utilize the latest and best available educational materials and technology whenever appropriate and available in teaching the faith.

Goal 3: Encourage faith formation that goes beyond the classroom.

Actions:

1. Promote participation in the different ministries in the parish, putting faith into action.
2. Encourage participation in activities that promote Catholic social teachings especially among the youth.

Goal 4: Attract young adults (college age) to the Church and its ministries.

Actions:

1. Provide opportunities for young adults to get involved in the life of the church and continue their faith development.
2. Add administrative staff to support outreach to young adults in the parish.
3. Connect young adults with activities that are ongoing in the diocese.
(Examples: Young Catholic Professionals, the 635, Shepherd's Cafe).

Goal 5: Encourage and promote development of religious vocations in the parish through programs such as a Parish Vocation Committee and Serra Club.

Actions:

1. Increase membership on the Vocations Committee.
2. Create routine meetings that engage young men and women in discernment.
3. Provide and expand vocational awareness opportunities through Youth Ministry, Faith Formation and the Parish School.

Strategic Parish Priority Areas

TOPIC 3. STEWARDSHIP OF TREASURE: FINANCES / DEBT

- o Financial management transparency reporting
- o Develop 1, 3 & 5 year financial projections

“As each one has received a gift, use it to serve one another as good stewards of God’s varied grace.” (Peter 4:10)

Objective 1: Continue to find ways to communicate effectively items and issues related to stewardship of treasure.

Goals:

1. At least once a year, communicate the financial situation of the parish and major parish ministries to parishioners from the pulpit.
2. Report the status of our parish finances, debt, and major parish/diocesan financial campaigns to all parishioners on a quarterly and annual basis.
3. Establish and provide parishioners an annual Stewardship Update Financial Report that presents the good that the parish is doing with the parishioners’ financial contributions and other parish financial resources.
4. Make special efforts to find ways to communicate the detailed information of financial reporting in an easily understandable way to all parishioners.

Actions:

1. Create a web-link and miscellaneous expenditures Frequently Asked Questions (FAQ) sheet appendix to accompany financial reports.
2. Create an additional reporting instrument in addition to the line-item detail page in the parish bulletin -- *such as the use of a parish debt thermometer or other easy to understand graphic illustration* -- to increase parishioner understanding of parish finances and encourage increased tithing toward eradicating our parish debt.
3. A Pastoral Council liaison will work with the Finance Council representative and Clergy at determining the best method to convey findings.
4. Continue to offer ongoing financial communications using multiple communication streams such as the bulletin, parish website, Flocknote email, traditional mail and other communications channels.

5. Offer a continual communication channel for parishioners' feedback and inquiries; work with the parish staff and parish volunteers who have the experience to address needs.
6. The Finance Council representative and Parish Business Manager will work collaboratively to address any findings for miscellaneous expenditures and general issues/inquiries that may occur.
7. Utilize existing talent on the Finance Council and in the parish to determine the best method for communicating financial numbers and transparency that makes sense to all.
8. Use existing parish staff such as the Parish Business Manager, Finance Council members and diocesan-approved auditors, etc. to examine the possibility of creating a more efficient operation and continuous improvements in financial operations and reporting.

Objective 2: Continue to look for ways to provide education about the importance of parishioners' involvement in the stewardship of treasure.

Goals:

1. Elevate and emphasize the importance of the Stewardship Council and the stewardship of treasure educational efforts that come forth from this Council.

Actions:

1. Educate the leadership of the parish to move away from a transactional environment of fundraising to a giving environment of tithing, the holy tradition and practice of giving to God the first 10 percent of personal income to the Church as a sign of gratitude to Him.
2. Continue to develop an ongoing formation among parishioners about stewardship of treasure with a special emphasis on the role of tithing in parishioners' faith lives.
3. Determine a consistent date for an annual pledge* drive for our parish and work with the necessary committee of volunteers and staff to create a good method for the communication of this effort to the parish.

(*) Father Jason Cargo has chosen the LORSHIP OF CHRIST program as a new parish initiative that will reframe and reintroduce our existing parish Stewardship Program.

The financial component of the new program is called STEWARDSHIP: LORDSHIP OF CHRIST / The Christian View of Tithing. This component of the new program will replace the annual Stewardship Pledge effort.

In his former parish, Father Cargo notes there was an 80% increase in giving when this Lordship of Christ program was used. It is a 5-week program that will be announced in the parish bulletin, on the parish website, from the pulpit and in parish social media.

The thrust of the program is The Spirit of Giving. Program will be repeated every 3 years. After Easter (April 16, 2017), all ministries will be asked to review during their meetings The Lordship of Christ program document.

4. Provide and encourage continual education of the parish's councils, employees, and committees on the importance of Stewardship.

Objective 3: Develop a debt reduction plan to eliminate the current parish financial debt.

Goal:

1. Create a committee of volunteers and staff to create a parish debt reduction campaign.

Action:

1. Create a debt reduction campaign to eradicate the parish debt in five years from the Sharing Our Joy campaign.

Objective 4: Create a comprehensive Parish Financial Plan that is approved by the Finance Council annually and reviewed quarterly by the Pastoral Council.

Goals:

1. The Parish Financial Plan will include steps taken to provide and maintain a satisfactory operating account, legacy estate giving program, columbarium maintenance program, finances dedicated to planned maintenance of existing parish facilities, and savings for future parish expansion efforts.
2. Develop a plan to give to outside charities 5% of annual income and gradually moving toward 10%. Part of the plan should include a committee to adequately disburse the fund and report on fund disbursement.

3. Conduct a needs assessment and data analysis of our existing online giving platform and tithing collections work to see if there is a possible way to eliminate redundancy and improve efficiency.
4. Implement a parish legacy giving program that enables (and honors) people who give to St. Joseph parish from their end of life will.
5. Develop a parish maintenance and facilities replacement plan that supports ongoing maintenance needs as well as planned purchases of replacement items for parish facilities.
6. Within the parish budget, develop a savings plan that can do the following:
 - A. Provide an operational account that has a three (3) month expenditure balance.
 - B. Identifies and reserves finances dedicated to the parish maintenance plan.
 - C. Establish and grow savings for future large parish facilities projects.

Strategic Parish Priority Areas

TOPIC 4. FELLOWSHIP / COMMUNITY / SOCIAL OUTREACH

- o Provide Service Opportunities to Assist Poor & Needy
- o Feed the Hungry / Austin Street Center / Meals-On-Wheels
- o Outreach to Single Parishioners and others who may feel excluded

“What you did not do for one of these least ones, you did not do for me.” (Matthew 25:45)

Objective: Foster a community for all and provide adequate resources and opportunities to evangelize and reach out to all members and non-members in a spirit of compassion, charity and call to discipleship.

Goals:

1. Provide outreach to the needy and homeless within our parish and community.
2. Provide outreach to single adults.
3. Provide continual service opportunities within our parish community for volunteers and staff to engage in service to others both in our parish and in the diocese.
4. Expand our greeting ministry to provide a more welcoming atmosphere within our church to visitors and to ensure that newcomers are reached out to within 48 hours of their visit.
5. Create a wider network of partnerships with other Catholic and non-Catholic parishes and programs in our diocese.

Actions:

1. Develop outreach efforts to single adults by age group.
2. Identify and list applicable small groups within the St. Joseph parish community and through the current parish Family and Adult Ministry where single adults can benefit.
 - A. When funds are available, examine the possible role of a Young Adult or Evangelization Ministry within our parish community.
 - B. Examine the role of an Alpha program for our parish community aimed at the ongoing spiritual energizing and renewal of our ministers and groups leaders.
NOTE: Ministry can be a difficult endeavor and ministers can burn out; constant efforts of spiritual refreshment and renewal in an evangelical spirit are needed to revitalize ministers. (<http://alphausa.org/catholic/>)

3. Provide for a network of other ministers to come in from other area parishes and diocesan communities to give talks and discussions aimed at specific parish groups.
4. Provide our parish ministers with data resources and research findings to support their ongoing efforts by creating a parish library network for parish ministers and volunteers (similar to the communal spiritual reading library).
5. Ensure that parish ministry resources and information are utilized and promoted through various communication streams (Examples: parish social media, website and other parish communications mediums, not just bulletin or pulpit announcements).
 - A. Work with Habitat for Humanity and Community Ministries Network.
 - B. Create a job search ministry providing human resource consultation to individuals that have lost their job.
 - C. Raise an awareness in our parish concerning the plight of third world countries and our ability to serve those in developing nations.
 - D. Work with diocese to provide opportunities for the recent immigrant and to raise awareness of the situations affecting the new immigrant and refugee within our country.
5. Continue to communicate both parish and diocesan events and utilize volunteer and paid ministry staff to coordinate such events.
6. Create a heart of prayer and humility of service culture within our parish community and encourage annual retreats, parish missions, and small groups to renew our mission to be saints.
 - A. Consider creating a suggested parish rule to turn off all wireless devices when in the church sanctuary.
 - B. Work with various other denominations such as Watermark and the Baptist Church across the street, to not only work together in an ecumenical spirit of Christian cooperation, but provide a wider variety of Christian community events for members of all churches to encourage Christian community.
 - C. Have regularly scheduled dinners and social gathering events for young adults and singles to go to and talk about their faith (similar to the Diocesan Theology on Tap program).
 - D. Work with other Catholic Church Youth and Young Adult programs to create a partnership of cooperation for events and gatherings.

7. Create a more concise and articulate communication method for the invitation of special visitors and ministers who may come to the parish to lead discussions and offer expert “witness to the faith” talks that may embolden and help various ministries within our parish.
8. Work with the parish Communications Advisory Team and other ministries to encourage and promote a spirit of cooperation within the parish to use and share existing resources and talents in support of community-wide parish events.
 - A. Encourage parish ministers to increase their knowledge and effectiveness by seeking and reading works by authors such as Brandon Vogt and his book *RETURN: How to Draw Your Child Back to the Church.*

Strategic Parish Priority Areas

TOPIC 5. INTERCULTURAL COMMITTEE

Objective: To create an environment where the parish community is strengthened by the diversity of cultures that is reflected in the Body of Christ.

Goal 1: Encourage all ministries to reach out to all parish multicultural groups to identify opportunities to interact together in efforts to build better understanding and stronger unity between all parish ministries and groups.

Actions:

1. Develop a calendar of events that highlight the multicultural diversity of the parish such as the Santo Niño de Cebú for the Filipino community and Posadas for the Hispanic community.
2. Encourage active participation in the existing multicultural events in the parish such as Community Sunday, Fall Festival, etc.
3. Develop and cultivate more bilingual events in the parish. (Examples: Praying the rosary and Chaplet of Divine Mercy together more than once a year).
4. Incorporate our diverse parish community's songs into worship at a multi-lingual Mass, Stations of the Cross, on the Feast Day of St. Joseph, Holy Thursday, Easter Vigil, Pentecost, etc. with songs in other languages.

Goal 2: Work on integrating the Spanish Community into existing ministries (including but not limited to Stewardship Committee, St Vincent de Paul Society, Stephen Ministry, Mother Theresa and Corpus Christi Eucharistic Ministries, Rosary Makers, Quilters and more).

Action:

1. Work with leaders of existing ministries to establish outreach and regular invitations to members of the Spanish Community to join their ministries.

Goal 3: Encourage and assist establishment of a group of bilingual volunteers to aid ongoing parish efforts.

Actions:

1. Recruit volunteer bilingual help for the main parish office.
2. Recruit volunteers to provide multilingual assistance as needed.

Strategic Parish Priority Areas

TOPIC 6. COMMUNICATION WITHIN PARISH

Objective: Ensure and encourage effective communications within the parish that helps us support and accomplish our parish mission.

Goal 1: Establish parish Communications Advisory Team (CAT)

Actions:

1. Publish parish bulletin announcements seeking parishioners who are communications professionals to consider joining new parish Communications Advisory Team (CAT) and help with new Parish Strategic Communications Plan (Oct-Nov 2016). COMPLETE
2. Interview potential members of new parish Communications Advisory Team (Oct-Nov 2016). COMPLETE
3. Establish a CAT Coordinator and convene an in-person meeting of members of the team to review and discuss a draft Parish Strategic Communications Plan (Dec 2016 and/or Jan 2017) COMPLETE

Goal 2: Establish a sustainable Parish Communications Plan

Actions:

1. Conduct a SWOT (Strengths, Weaknesses, Opportunities & Threats) analysis of existing parish communications (Fall-Winter-Spring 2016-17).
2. Research existing strategic communications plans; primarily parish and non-for-profit organizations (Fall-Winter-Spring 2016-17).
3. Develop First Draft of Parish Communications Plan Dec. 2016 – May 2017 and share draft plan with Pastoral Council by or before May 2017 monthly meeting.
4. Evaluate and approve/accept the Communications Plan (Spring 2017).

Goal 3: Implement Parish Strategic Communications Plan tactical actions to enhance existing parish communications.

Actions:

1. Use the Communications Plan for all parish communications.
2. Evaluate parish communications mediums (with communications tracking metrics as available) and improve communications mediums and revise communications plan as needed.

Strategic Parish Priority Areas

Topic 7. PARISH & PARISH SCHOOL RELATIONS

Objective: Strengthen the Parish and Parish School relationship by creating opportunities for parishioners/ministries and parish school students (and Faith Formation youth) to work side-by-side to foster a permanent relationship and a unified sense of community.

Goals:

1. Establish a new “Parish & School Activities” Committee composed of school and parish representatives to facilitate the communication and coordination of integrated activities at a higher level.

Actions:

1. Potential committee members include:
 - A. School representatives (administrative, teacher, school board member, others).
 - B. Little Disciple Pre-School representatives (administrative and/or teacher)
 - C. Parish representatives (administrative, clergy, members from Parish Council/Finance Council/Stewardship or Hospitality committees, others).
NOTE: The person responsible for fundraising for the Parish and School needs to be part of this committee.
2. Envision the Committee’s planning/coordination meetings being held every other month or as needed.
3. Foster maturation/development of the parish-parish school relationship and promote joint activities.
4. Resolve issues with the parish-parish school relationship (communication problems, etc.) through increased levels of interaction between parish and parish school leaders.

2. Establish alignment between the Parish School and Parish to coordinate events.

Actions:

1. Enhance level, detail and frequency of communication between school and parish to optimize shared support and resources to ensure successful parish-wide activities.

2. A representative from the Parish Office and the Parish School (admin or teacher) will maintain ongoing contact (email, phone, and meetings) to facilitate coordinating events.
 - A. Parish School and Parish Pre-School will build awareness of Parish-wide activities by featuring select Parish events on Parish School website and in weekly emails and reminder notes to students' parents/guardians.
 - B. Parish includes select Parish School events (e.g., Open House, retreats, etc.) in all Parish communications mediums.
 - C. School can recruit volunteers by advertising ministry events to school students/parents in the form of newsletters or as part of the School's daily/weekly email blasts.
 - D. Students are required to perform service hours and volunteering for Parish events can help them perform those service hours.
 - E. Parish students and Parish School leaders can collaborate with parishioners on all community building events.
 - F. Align parish ministries and organizations with Parish and Parish School activities to have both groups engage with each other.

3. The Parish School would like help from the Parish to petition Parish ministries and organizations for volunteers to assist with on-campus Parish School retreats/events.
 - A. The Parish School should be able to solicit Parish volunteers through the new Parish and Parish School Activities Committee and the new direct lines of communication.

Examples: Ministries and Parish events/areas of need include:

 - Knights of Columbus & Women's Guild activities
 - Austin Street Center for the homeless / Meals-On-Wheels
 - Hospitality (new parishioner welcoming and orientation)
 - Parish Festival and more

Goal 3: Assist collaboration with Parish School administration and parish administration for facilities usage and needs.

Actions:

1. Unify fundraising efforts of both parish and parish school for major projects.
 - A. If possible, identify a single point of responsibility to direct fundraising efforts for both the Parish School and the Parish.

2. When discussing financial and structural needs of the Parish School, please include comments from Children's Faith Formation and Youth Ministry on building, computer, and digital media changes in school classrooms as these areas are shared spaces.

Strategic Parish Priority Areas

TOPIC 8. ADMINISTRATION & PARISH FACILITIES MANAGEMENT

- o Parish Physical Plant Maintenance
- o Parish Physical Plant Repair Schedule
- o Church Sound System
- o Facilities Scheduling System

Objective: St. Joseph Parish will create and maintain efficient, sustainable and user-friendly parish facilities (parish and school) to adequately serve our community.

Goals:

1. Provide adequate and sustainable sound system for church services.
2. Provide adequate and user friendly facilities scheduling system.
3. Create a Parish Physical Plant Repair Schedule which is definable, maintains the facilities and can have an appropriate budget developed to fund needed repairs.
4. Create an ongoing Parish Physical Plant maintenance schedule to adequately maintain systems for full term service.
5. Work with other parishes and leadership programs within the diocese and Church to identify and create leadership development opportunities.

Actions:

- 1) Expand the Parish Physical Plant Committee of current church members (that is overseen by the Finance Council) to assist Parish Staff with prioritization and review of priorities, projects and the development of a Parish Strategic Maintenance Plan.
 - A. Solicit through the Sunday Bulletin interested individuals to serve on the committee.
 - B. Parish Staff and Finance Council representatives will select members for the committee.
 - C. Committee will meet monthly to review and prioritize projects.
 - D. Final project recommendations will be forwarded to the Pastor, Staff and Finance Council as appropriate for review and approval.

- E. Updates will be provided to Parish on an ad hoc basis but not less frequently than annually.
 - Example: Roof repairs under way for parish buildings (Spring 2017).
 - F. Physical Plant Committee shall review all current major parish equipment, facilities and systems and develop a schedule for the end of useful service life time frame for these resources, as well as a major repair schedule for parish equipment, facilities and systems.
 - G. Physical Plant Committee will create a workable system to submit, review and prioritize work order maintenance items for the parish.
2. Continue to develop a church sound system that is effective and economically sustainable.
 3. Involve the Physical Plant Committee in appropriate reviews of recommendations made by professional sound system companies to ensure effective and economical solutions.
 4. Develop an online parish facilities reservation and scheduling system that is efficient and user-friendly.
 5. Explore the hire of part-time facilities scheduling coordinator.

Strategic Parish Priority Areas

TOPIC 9. STEWARDSHIP OF TIME AND TALENT

Objective: To build a community of Stewardship as a way of life where parishioners share their time, talent and treasure.

Goal 1: Continue to educate all parishioners about stewardship.

Actions:

1. Continue to include stewardship messages when possible in all parish communications.
2. Build awareness about and practice of stewardship among parishioners by including stewardship messages in parish liturgies and prayers.
3. Encourage all parish groups and ministries in their outreach to their members, and all parishioners, to communicate about stewardship and opportunities parishioners have to practice stewardship.
4. Coordinate with RCIA team to inform and encourage new Catholics and those in the Catholics Returning Home program about stewardship, with special encouragement for individuals to share their time and talent.
5. Include stewardship messages in outreach to all parish new comers in all welcoming activities (phone calls, parish informational materials, welcome luncheons).
6. List parish groups and ministries on the back of parish registration forms so when new comers register they can also include ways they can share their talent or time in the parish.
7. Develop online registration for sign-ups to parish groups and ministries.
8. Develop and encourage parishioners to participate in a Parish Stewardship Talent Inventory effort that will identify and inventory parishioners' skills/talents as potential resources to assist the parish as needed.
9. Use Flocknote communications to communicate stewardship messages to parishioners.

Goal 2: Employ personality assessment tools and resources such as Living Your Strengths.

Actions:

1. Use these tools and resources to help parishioners learn about, better understand, and use their talents.
2. Use these tools and resources to help group and ministry leaders to place parishioners in areas in which they will excel.

Goal 3: Continue efforts to educate and engage parishioners in stewardship of treasure.*

Actions:

1. Build awareness about -- and reinforce the importance and value of -- developing a custom of tithing among parishioners.
2. Educate and encourage children and young people to give as they grow in awareness about the stewardship of treasure and tithing.

(*) Father Jason Cargo has chosen the LORDSHIP OF CHRIST program as a new parish initiative that will reframe and reintroduce our existing parish Stewardship Program.

The financial component of the new program is called STEWARDSHIP: LORDSHIP OF CHRIST / The Christian View of Tithing. This component of the new program will replace the annual Stewardship Pledge effort.

In his former parish, Father Cargo notes there was an 80% increase in giving when this Lordship of Christ program was used. It is a 5-week program that will be announced in the parish bulletin, from the pulpit and in parish social media.

The thrust of the program is The Spirit of Giving. Program will be repeated every 3 years. After Easter (April 16, 2017), all ministries will be asked to review during their meetings The Lordship of Christ program document.

Goal 4: Establish efforts to educate parish young people about stewardship.

Actions:

1. Discover ways to encourage young parishioners (teens and young adults) to get involved in parish life.
2. Learn from other parishes how they use principles of stewardship to help keep a strong young adult program.
3. Educate and encourage students that are not in the parish school about stewardship, and how they can practice stewardship, by getting involved in parish liturgical celebrations such as greeters, ushers and altar servers.
4. Educate families about how they can encourage their young people to grow spiritually and practice stewardship in how they live their lives after Confirmation.
5. Encourage young parish leaders to mentor members of parish groups and ministries to assume leadership opportunities.

Strategic Parish Priority Areas

TOPIC 10. MINISTRY TO PEOPLE WITH DISABILITIES & SPECIAL NEEDS

Objective: To provide a spiritual and physical environment to allow individuals, both children and adults, with intellectual and/or physical disabilities and their caregivers to participate as fully as possible in the life of the Church/parish.

Goal 1: Ensure that parishioners with disabilities and special needs feel welcome to participate in all parish activities.

Actions:

1. Conduct a parish survey to determine the type and number of people with disabilities in our parish and maintain a database of that information for reference as needed.
COMPLETE
2. Promote favorable acceptance and attitudes of inclusion. Promote inclusion in liturgical functions and parish organizations.
3. Create emotional and spiritual support groups to persons with disabilities/special needs and their caregivers.
4. Offer educational/retreat type events to continue enhancing spiritual lives of individuals with disabilities.
5. Encourage parish ministries to include people with disabilities in their ministries.
6. Offer resource information for persons with disabilities; partner with the Dallas Diocese Disabilities and Deaf Ministries for continued collaboration, support and training.
7. Make persons with disabilities/special needs and/or their caregivers aware of programs offered by the diocesan disability ministry (noted on ministry's website), including:
 - A. Inclusive Masses
 - B. Lenten retreats
 - C. Advent socials
 - D. Deaf program
 - E. Resource information for persons with mental illness, and
 - F. Help with obtaining needed mobility assistance devices.

8. Review the designs of the parish facilities to ensure hospitality is offered to all people, including people with disabilities.

Goal 2: Sensitize the parish community to disabilities through educational opportunities offered within the parish that builds awareness about people with disabilities and their inclusion in all aspects of the parish community.

APPENDIX

SWOT Analysis

A SWOT analysis is a basic, straightforward model that provides direction and serves as a basis for the development of a strategic plan.

It accomplishes this by assessing a parish's **STRENGTHS** (*what a parish can do*) and **WEAKNESSES** (*what a parish cannot do*). In addition, it identifies **OPPORTUNITIES** (*potential favorable conditions for a parish*) and **THREATS** (*potential unfavorable conditions for a parish*).

The role of SWOT analysis is to take the information from our recent parish survey analysis and separate it into **Internal Issues** (STRENGTHS AND WEAKNESSES) and **External Issues** (OPPORTUNITIES AND THREATS).

St. Joseph Parish SWOT Analysis Summary

<p>Strengths</p> <ol style="list-style-type: none"> 1. Eucharist/Mass/Liturgy 2. Sacramental Formation 3. Cultural Diversity 4. New focus on Stewardship 5. Hospitality 6. Parish Service Organizations 7. Facilities/Parking 	<p>Weaknesses</p> <ol style="list-style-type: none"> 1. Evangelization 2. Faith Formation (Adult, Family, Youth and Young Adult) 3. Finances / Debt / Stewardship 4. Communication within parish 5. Disconnect between parish and parish school 6. Need more young leaders 7. Need more volunteers (address 90/10 - 80/20 rule)
<p>Opportunities</p> <ol style="list-style-type: none"> 1. Intercultural Committee (Hispanic and Multi-Cultural Ministry) 2. Church Sound System 3. Parents Catechism Class 4. Provide Service Opportunities to Assist Poor and Needy 5. Communication 6. Evangelization and Outreach 7. Communication to connect and work better together as a whole 	<p>Threats</p> <ol style="list-style-type: none"> 1. Demographic shifts 2. Savvy church marketing from non-denominational churches 3. Younger people non-practicing or leaving church 4. Secularization / moral climate in society

APPENDIX

2016 Parish Surveys

2016 Diocesan Parish Survey (*June*)

Our 2016 Diocesan Parish Survey was conducted in June 2016 with 35 surveys completed (14 parishioners and 21 parish employees).

Bishop Kevin Farrell requested a Parish Self-Assessment Survey of each Diocese of Dallas parish in 2016. A Post-Survey Evaluation Discussion Session in our parish produced a survey results report that focused on Parish Strengths and Challenges.

Parish Self-Assessment Survey Categories included:

1. Parish as a Faith Community
2. Parish in Worship and Prayer
3. Parish in Faith Formation, Discipleship & Evangelization
4. Parish in Pastoral Outreach & Service
5. Parish in Administration

2016 Parish Pew Survey Results (*May*)

2016 Parish Pew Survey Results, are available on our parish website, <http://www.stjosephccchurch.net> (About Us section).

Following are excerpts from the parish website 2016 Parish Pew Survey Results section and related information about the surveys:

Our 2016 Parish Survey was conducted in May 2016 with over 1,500 surveys completed.

Survey results reports posted include a narrative summary report, comments reports, and a numerical data results report.

Parish Survey Narrative Summary Results Report

Report contains the following information:

- Narrative Summary Report Overview
- Executive Summary
- Narrative Summary Report
- Appendix A: Parish Demographic Survey Results
- Appendix B: Strengths derived from survey
- Appendix C: Challenge Areas / Actions to Consider & Planned Actions

Parish Survey Data Results Report

Report contains the following information:

- Detailed numerical survey results

Parish Survey Comments Reports

Report contains parishioners' views on a range of topics:

- Category 1: Eucharist / Mass
- Category 2: Adult Faith Formation (catechesis)
- Category 3: Faith Formation for Children & Youth
- Category 4: Evangelization
- Category 5: Stewardship
- Category 6: Facilities / Parking
- Category 7: Administration
- Category 9: Fellowship/Community/Social Outreach
- Category 10: Parish School
- Category 11: Hospitality (corporal works of mercy)

(NOTE: Three of the 13 Survey Focus Area Categories (Category 8 Communication, Category 12 Disabilities and Category 13 Nursery) do not have a separate Comments report. Any comments related to those categories were incorporated where appropriate in other Comment Reports or survey results reports.)

2016 Parish Leadership Survey (September)

Our Parish Leadership Survey was conducted in September 2016. Parish leaders (paid staff and volunteers) asked to participate in the survey included: Parish Staff Directors, Ministry and Organization leaders (those with director, president or equivalent top leader titles), as well as all members of the Pastoral Council, Finance Council, Stewardship Council and School Advisory Council). A total of 76 of 117 leaders completed the survey.

Our Parish Strategic Plan, as well as 2016 parish survey results, are available on our parish website, <http://www.stjosephccchurch.net> (About Us section), and in the parish office.