



The Community
of **SAINT PATRICK**
1807 Poplar Street Terre Haute, Indiana 47803
Fr. Riek Ginther, Pastor

Saint Patrick Parish

Terre Haute, Indiana

STRATEGIC PLAN

August 2011



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I. PARISH HISTORY

St. Patrick Parish was formally established in January 1881 to serve the spiritual needs of the growing population in the southeastern quarter of Terre Haute. Large percentages were Irish immigrants attracted to Terre Haute by employment opportunities in railroad, mining, and other industries.

The Reverend Thomas X. Logan, a native of Ireland, was appointed first Pastor by Bishop Francis Silas Chatard. No stranger to the community, Father Logan lived in Terre Haute as a youth with his parents. Father Logan appointed architect Josse A. Vrydagh to design a Gothic style church to be built at the southeast corner of 13th and Poplar Streets. The cornerstone was laid August 29, 1880.

Before the church was finished, Father Logan engaged the Sisters of Providence to establish and operate St. Patrick School in a small frame building known as Plymouth Chapel, immediately east of the parish. When endeavors to raise the \$22,000 necessary to pay for the new building stalled, Bishop Chatard appointed Reverend Denis J. McMullen, an experienced administrator, to succeed Father Logan effective June 20, 1883. Father McMullen placed the parish in sound fiscal order and the Reverend Victor A. Schnell, who replaced him two years later, effectively managed the parish for 34 years until his death at age 77 on November 21, 1919. Under Father Schnell's leadership, the parish had grown to 260 families or 1,150 individuals and the debt had been reduced to \$11,000.

When Reverend James B. Delaney became pastor on July 23, 1920, he laid plans to relocate the parish further east to accommodate parishioners. First he acquired an entire block between Poplar and Oak Streets on South 19th Street to found a new elementary school and a new girl's high school. The schools were dedicated on November 25, 1923. Before a new church was erected at the location, the Depression intervened, interrupting Father Delaney's vision. He resigned due to failing health in 1936 without reaching his goal.

Between 1936 and 1950, the parish was administered by Reverend Thomas Finneran and the Reverend (later Monsignor) Finton Walker. World War II postponed plans for the new church, but in 1937, St. Joseph Church on South 5th Street was closed and merged into St. Patrick High School. After the merger, the school was called Central Catholic High School.



Monsignor Walker died unexpectedly on January 26, 1950. Father Herbert Winterhault, then pastor at St. Margaret and Mary Church, was appointed to succeed him. By that time the parish has 2400 members and the school enrollment was 350. Father (later Monsignor) Winterhault promptly established a building fund and initiated a fund drive to build a new church at a cost

exceeding \$400,000. Ground was broken on March 17, 1955 at the southwest corner of 19th and Poplar Streets. The cornerstone was laid on June 19th, 1955. The Indiana limestone building, designed by Indianapolis architect Charles Brown, accommodates 900 people, twice as many as the former church. The present St. Patrick Church and connecting rectory were dedicated on February 5, 1956. Monsignor Winterhaulter resigned as pastor in 1967.

The Reverend John Elford was appointed pastor in October 1967 and served until 1977. He was succeeded by Reverend Joseph Wade in 1977 to 1985.

Father (later Monsignor) Larry Moran was appointed pastor in 1985 and retired in 2005. During his tenure, the Moran Family Life center and new gymnasium and library were added to St. Patrick School. In 1996, the current Perpetual Adoration Chapel was opened.

Upon Monsignor Moran's retirement as pastor at St. Patrick (but not from active ministry), he was succeeded by Father Rick Ginther who remains the current pastor. Today, there are more than 500 families in the parish and a school enrollment of approximately 270. The parish continues to have a vibrant number of active ministries, with St. Patrick School remaining as the largest ministry and only Catholic Grade school (Pre-K through 8th grade) in the Terre Haute Deanery. The Soup Kitchen continues to meet the needs of the poor. The Deanery Pastoral Center and Catholic Charities now occupy the former Simeon House (low income housing and former convent). Father Rick Ginther has been appointed Dean of the Terre Haute Deanery as of June 2011 and has been appointed to a second 6-year term as pastor.

II. BACKGROUND

In the fall of 2009, the Parish Pastoral Council (PPC) of St. Patrick Parish established a Strategic Planning Sub-Committee to examine the Parish, its ministries, programs and activities for the purpose of development of a comprehensive Strategic Plan to guide the continued growth of the Parish. Appointed by our Pastor, Fr. Rick Ginther and the PPC, the St. Patrick Strategic Planning Sub-Committee (SPSC) initially met on January 6, 2010 to begin the planning process.

The St. Patrick SPSC included the following Parishioners within its membership:

Fr. Rick Ginther, Chair	Mike Hayden
Richard Payonk, Co-Chair	Brian McMurtry
Rod Bosley	Greg Monte
Julie Bowers	Charlie Shacklee
Charlie Bryan	Mike Wittman
Sharon Gick	

The membership included background and experience from some of the primary ministries at St. Patrick including the PPC, Finance Committee, Liturgy Committee as well as St. Patrick School. Community business, academia and education backgrounds were represented with specialty skill sets including business management and business strategic planning.

The SPSC developed an overall path and strategy for the work to be completed while defining the boundaries and limits to which the committee's recommendations should extend. Over the course of the initial meetings in the 1st quarter of 2010, the following path forward was developed:

- Research/Education on Strategic Planning Process
- Development and Parish consensus on St. Patrick Mission Statement
- Define St. Patrick Current State with SWOT analysis (strengths, weaknesses, opportunities, threats)
- Identification of Initiative Areas and Development of Vision Statements within these key areas
- Parish Survey on St. Patrick Current State in Primary Initiative Areas identified
- Development of goals for Initiative Areas
- Presentation of Mission, Vision Statements and Goals to St. Patrick PPC along with Implementation Recommendations



The plan submitted here was developed with the intention of making broad-based improvements in key areas for the continued growth of the Parish. In doing so, the SPSC maintained the mantra borrowed from the following quotation:

*See everything.
Overlook a great deal.
Improve a little.*

-- Pope John XXIII

In other words, the intention of the Strategic Plan is not to drill down and determine the proper color of paint for the Parish Rectory entry hall, but rather to determine those primary initiative areas that are pivotal to the success of the St. Patrick Mission and to recommend goals for implementation that should assure the long term success of our Parish in achieving that Mission.

III.MISSION STATEMENT

In development of the Mission Statement for St. Patrick Parish, the SPSC completed benchmarking that included review of numerous Catholic parish missions. This review also included review and study of applicable Mission Statements within our Parish Community. The following three Mission Statements of our Archdiocese, Deanery and

School, included here, cannot be separated from the St. Patrick Parish Mission Statement and should be kept in mind throughout the Strategic Plan implementation process that follows.

A. Mission Statement of the Archdiocese

We, the church in central and southern Indiana, called to faith and salvation in Jesus Christ in the Roman Catholic tradition, strive to live the gospel by:

- Worshipping God in word and sacrament
- Learning, teaching and sharing faith
- Serving human needs

We commit ourselves to generosity and to the responsible use of our spiritual and material resources.

Values:

- Prayer and spiritual growth
- Lifelong learning and sharing our faith
- Parish and family, the individual and community
- Compassion and respect for human life and all creation
- Justice and consistent moral standards
- Pro-active leadership and shared responsibility
- Vital presence in urban, suburban and rural neighborhoods
- Stewardship

B. Terre Haute Deanery Mission Statement

We, the Roman Catholic Church of west central Indiana, called to be disciples of Jesus Christ, collaborate in meaningful: worship, life-long faith formation, community and service to those in need.

C. St. Patrick School Mission Statement

St. Patrick School, in partnership with the parish community, provides a caring Catholic Christian education.



As a faith-filled community, our St. Patrick School family strives to promote the academic, spiritual, moral, physical, social, and emotional growth in every child.

In this environment, each child is respected, given the opportunity to develop to his or her fullest potential, and helped to acquire the skills to succeed in changing the world.

The initial draft of the St. Patrick Mission statement was developed after review and study of the statements above, multiple additional Catholic Mission Statements and brainstorming of the key values and activities of St. Patrick Parish. The initial draft was

presented to the Parish Community, where the SPSC solicited review and feedback from all Parishioners and Staff before finalizing the statement. After slight revisions, the St. Patrick Mission Statement was presented to the PPC and approved.

St. Patrick Parish Mission Statement

In the Roman Catholic tradition, the people of Saint Patrick Parish are called to spread the Gospel of Jesus Christ by our words and actions through the celebration of the Sacraments, acts of justice and charity and life-long Faith formation; the fruits of which are a welcoming faith-filled community bringing ourselves and others, through God's grace, to salvation.

IV. CURRENT STATE OF THE PARISH

After completion of the Mission Statement, the balance of 2010 was devoted to ascertaining the current state of St. Patrick Parish such that the SPSC could identify Initiative Areas upon which the Strategic Plan should focus so as to move our Parish from its current state to our Mission and Vision. The exercises completed included defining current activities and our organization chart, a SWOT analysis, and finally a Parish survey. The details and results of each are included within this section.

A. Parish Organization & Ministries

The Appendices attached here include the newly developed organization chart for the parish along with a functional organization as it might be broken down by Initiative Areas discussed in the following sections.

B. 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 an organization's strengths (what an organization can do) and weaknesses (what an organization cannot do) in addition to opportunities (potential favorable conditions for an organization) and threats (potential unfavorable conditions for an organization). SWOT analysis is an important step in planning and its value is often underestimated despite the simplicity in creation. The role of SWOT analysis is to take the information from the environmental analysis and separate it into internal issues (strengths and weaknesses) and external issues (opportunities and threats).

The SWOT analysis at St. Patrick was facilitated on May 27, 2010 by parishioner Kim LaGrange of the Indiana State University School of Business. Participants included the SPSC, PPC and the Parish Staff. The entire summarized results of the SWOT analysis are included within the appendix, but a brief summary is included here.

St. Patrick SWOT Summarized Results	
STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> ❖ School ❖ Staff/Pastor ❖ Multiple Ministries ❖ Brand Recognition <ul style="list-style-type: none"> ✓ <i>Positive Community Image</i> ❖ Culture of Service 	<ul style="list-style-type: none"> ❖ Division between School and Parish ❖ Sharing of Pastor ❖ No net growth in Membership ❖ Not known for Welcomeness ❖ Facilities <ul style="list-style-type: none"> ✓ <i>Lack of Planning for use</i> ✓ <i>Inaccessible to some</i>
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> ❖ Engage Youth ❖ Deanery Resources ❖ Evangelization ❖ Potential Funding Sources <ul style="list-style-type: none"> ✓ <i>Foundations</i> ❖ Engage Universities and their Students 	<ul style="list-style-type: none"> ❖ Economy ❖ Moral Climate including Substance Abuse ❖ Priest Shortage ❖ Stagnant Population/Aging Population ❖ Image of the Church

C. Parish Current State Survey

Late in 2010, after development of Initiative Areas (these Initiative Areas are discussed in the following section), the SPSC developed a Parish Survey for the purpose of evaluating importance of each aspect of the St. Patrick Mission to our parishioners as well as performance within those areas. Such a survey allowed the committee to find the existing gaps between current and desired performance thereby assisting in identifying potential goals for the Strategic Plan.

A copy of the survey prepared is included within the Appendix. The survey was issued within the parish by distribution at two weekend masses and was also placed on the Parish web-site for on-line use. A total of 57 surveys were completed in December 2010 (47 paper, 10 on-line). The results were compiled and reviewed by the SPSC. The complete data analysis is also included within the Appendix

The survey asked parishioners to first, rate how important it is to you that St. Patrick had this particular aspect of Parish Life. Responses were on the scale of 1 to 5 (where 1 indicates "Not at All" and 5 indicates "Very Important"). Then, parishioners were asked to rate how well St. Patrick currently provides this particular aspect of Parish Life (where 1 indicated "Not Well Done" and 5 indicated "Very Well Done").

Questions in the survey were grouped into the Initiative Areas, allowing for five questions in each area as well as an open question for additional comments to be provided. From these questions the SPSC analyzed overall scoring and individual question scoring.

A brief summary of the overall results by Initiative Area is as follows:

Importance To Me Ranking By Initiative Area:

1. Evangelization – 4.64
2. Life-Long Faith Formation – 4.52
3. Sacraments – 4.45
4. Justice & Charity – 4.40

How Well Done Ranking by Initiative Area:

1. Sacraments – 4.09
2. Life-Long Faith Formation – 3.99
3. Justice & Charity – 3.87
4. Evangelization – 3.22

A brief analysis of the *overall* results by the SPSC indicates that all 4 Initiative Areas have a comparable score for “Importance” to our Parishioners, with Evangelization scoring as the most important by only a small statistical margin. However, in terms of parishioners’ perception of how well St. Patrick is accomplishing these Initiatives, while Sacraments, Life-Long Faith Formation and Justice & Charity scored in a comparable range, there is a noticeable drop off in respondents’ feelings toward the quality of St. Patrick’s work in the field of Evangelization. Interestingly, this is the Initiative Area that scored as most important.

A brief summary of results by question is as follows:

How Well Done “Best” Scores:

1. Quality Catholic School educations – 4.43
2. An interior environment that creates good atmosphere... - 4.36
3. Availability of Programs to prepare for sacraments – 4.33
4. Worship that is prayerful, reverent and spiritually moving – 4.26

How Well Done “Worst” Scores:

1. Activities engaging parishioners to reunite inactive members – 2.64
2. New members of the parish are welcomed – 2.89
3. Parish exhibiting a spirit of warmth and hospitality – 3.08

Importance to Me “Best” Scores:

1. Worship that is prayerful, reverent and spiritually moving – 4.87
2. Parish exhibiting a spirit of warmth and hospitality – 4.80
3. New members of the parish are welcomed – 4.74
4. Quality Catholic School education – 4.64

Importance to Me “Worst” Scores:

1. Additional devotional services – 3.94
2. Sensitivity to people with special needs – 4.13
3. Attention to the spiritual and sacramental needs to sick/shut-in – 4.26

Several broad conclusions were drawn by the SPSC from the analysis of the individual questions of the parish survey. These are summarized as follows:

- *Quality Catholic School education* scored the highest for any individual item with regard to “How Well Done” at St. Patrick. In addition, this same ministry shows as one of our most important to parishioners with a high rank under “Importance to Me.”
- Only slightly below *Quality Catholic School education*, *Worship that is prayerful, reverent and spiritually moving* is also viewed as well done and important in our parishioners’ responses.
- *Reuniting inactive members* was viewed by parishioners as that activity that St. Patrick is not performing well compared to all other areas.
- On the opposite end from the first two bullet points above, the *Parish exhibiting a spirit of warmth and hospitality* while one of the most important items to our parishioners, it is unfortunately viewed as one of the lowest scoring areas for “How Well Done.”
- The lowest scoring areas in “Importance to Me” still had relatively high scores of nearly 4.0 and greater. Note the third worst score at 4.26 for *Attention to the spiritual and sacramental needs to sick/shut-in*, is not significantly worse than the 4th best score in this area for *Quality Catholic School education*. The conclusion here is that parishioners feel many or all items are important and did not differentiate importance of each area to the same degree as they may have critiqued the quality of the work in these areas.

Average scores for each question in the survey and overall results are included in the Appendices.

V. INITIATIVE AREAS

After the SPSC had examined the current structural organization of the parish and its ministries and had completed the SWOT analysis discussed earlier, closer examination of the approved parish Mission Statement and extensive discussion led to the development of four Initiative Areas upon which a vision and set of broad goals could be developed.

The Initiative Areas were directly lifted from key components of the St. Patrick Mission Statement as highlighted below.

In the Roman Catholic tradition, the people of Saint Patrick Parish are called to ***spread the Gospel*** of Jesus Christ by our words and actions through the ***celebration of the Sacraments, acts of justice and charity*** and ***life-long Faith formation***; the fruits of which are a welcoming faith-filled community bringing ourselves and others, through God’s grace, to salvation.

As these actions together form the very mission of our Parish, then they are separately called out in our Strategic Plan as Initiative Areas upon which to build the plan.

A. Evangelization

According to Catholic Answers (http://www.catholic.com/library/12_ways.asp), Evangelization is *the spreading of the Good News of Jesus Christ, as it has been entrusted to the Church he established. When we evangelize, we explain the truths of the Catholic faith and invite people to consider them and to consider becoming Catholics. We offer them a welcome into the house that God built for them.*

Beyond the normal context of Evangelization described above, the SPSC also discussed Evangelization through actions, specifically that development of our Christian persons and characters can alone draw persons to Christ. This thought comes from the quotation commonly attributed to St. Francis of Assisi, *“Preach the Gospel every day, and if necessary, use words.”*

Within this Initiative Area, the SPSC includes all welcoming activities and ministries including our RCIA program and all other programs associated with uniting current parishioners and engaging inactive members of the Church.

“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.” Matthew 28:19-20

B. Celebration of the Sacraments

Joseph Martos, a retired professor of philosophy and theology, at Catholic Update (<http://www.americancatholic.org/newsletters/cu/ac0895.asp>) writes that *“Sacraments are celebrations of Christian tradition, of Christian life and of Christian hope. They share the dimensions of past, present and future that give ordinary celebrations meaning. St. Thomas Aquinas wrote a prayer about the Eucharist that illustrates the point: ‘O sacred banquet, in which Christ is received, the memory of his Passion is renewed [past], the mind is filled with grace [present], and the pledge of future glory is given to us [future].’”* This is a beautiful quote on what the Celebration of the Sacraments should mean to our St. Patrick Parishioners.



Within this Initiative Area, the SPSC includes all worship celebrations as well as preparation for the sacraments through our available ministries. Also included are additional devotional services such as our Perpetual Adoration Chapel. Arts and environment with the physical church structure is also included in this area. The committee would also point out the importance of all religious vocations.

“I am the living bread that came down from heaven; whoever eats this bread will live forever; and the bread that I will give is my flesh for the life of the world.” John 6:51

C. Acts of Justice & Charity

Justice and Charity are often grouped in the category of Social Ministry. This is defined well at e-Catholic 2000 (<http://www.ecatholic2000.com/sj/socjust.shtml#Introduction>) as follows (paraphrased).

Social Ministry includes Social Service and Social Action. Social Service is giving direct aid to someone in need. It usually involves performing one or more of the corporal works of mercy. That is, giving alms to the poor, feeding the hungry, clothing the naked, visiting the sick or imprisoned, taking care of orphans and widows, visiting the shut-ins etc. Another name for it is *charity*. *Social Action* is correcting the structures that perpetuate the need. Another name for this is social justice. Through the lens of social justice, we begin to take a look at the problems and issues facing us in our own communities, the nation and finally the world. Social Ministry as presented here defines acts of justice & charity.

Within this Initiative Area, the SPSC includes all outreach ministries, all stewardship programs of time and talent (volunteerism) and those programs and efforts to encourage racial harmony. Acts of Justice & Charity should not only include parish initiatives, but those in the broader community. Youth and adult parishioners are all called to this initiative of Social Ministry.

*"You have been told, O man
what is good and what Yahweh asks of you, simply this:
to act justly, love tenderly and walk humbly with your God." Micah 6:8*

D. Life-Long Faith Formation

Lifelong Faith Formation supports parishioners of all ages in “*developing a personal relationship with Jesus as the foundation of discipleship.*” [Catechism of the Catholic Church, 426] Within this Initiative Area, as the title implies, the SPSC includes all faith strengthening programs and ministries within St. Patrick. These include religious education for our children, youth ministry programs, as well as adult education and faith-strengthening programs.



*“What was from the beginning, which we have heard,
which we have seen with our eyes, which we have looked upon
and touched with our hands, concerning the word of life – that
which we have seen and heard we proclaim also to you, so that
you may have fellowship with us; and our fellowship is with the
Father and with his Son Jesus Christ.” 1 John 1:1,3*

VI. VISION AND GOALS

After defining the Initiative Areas upon which to build the Strategic Plan actions, the SPSC set about envisioning future success in all areas by defining a Vision Statement for each. With a Vision Statement defined, use of the SWOT analysis and the Current State Survey (both explained in a previous section) the SPSC could then target several key goals to ensure the Strategic Plan employs actions to address current gaps. Vision Statements and Goals are defined in the following sections.

A. Vision Statements

Wording was carefully chosen over a series of meetings to reflect how we wish to be viewed as a Catholic Community within each Initiative Area. The words were selected to incorporate numerous thoughts and ideas that had been collected and discussed throughout the planning process.

INITIATIVE AREA 1: EVANGELIZATION

Vision: We evangelize the good news of Jesus Christ, by words and actions, inviting all to God's salvation.

INITIATIVE AREA 2: SACRAMENTS

Vision: We celebrate the conferring of God's grace through the Sacraments in a reverent, joyful and welcoming communion of our Parish.

INITIATIVE AREA 3: JUSTICE & CHARITY

Vision: We are rooted in works of mercy and the sharing of our time and talents with respect, patience and compassion for all.

INITIATIVE AREA 4: FAITH FORMATION

Vision: We are a vibrant community where parishioners of all ages enthusiastically participate in life-long formation of their Catholic faith through study, understanding, and teaching.



B. Goals

Within each Initiative Area, the SPSC discussed various ideas and programs which could move the parish from current state to the Vision within the particular area, or ensure on-going success at achieving our Vision. In each case, many more ideas were developed than have been documented as goals in this plan. For each area below, the selected goals are provided along with some of the more prominent thoughts and ideas associated with those goals. Though all goals have importance in the overall success of the plan, the committee worked to ensure the listing was in a prioritized order of importance.

INITIATIVE AREA 1: EVANGELIZATION

GOALS

1. **Engage in a program to educate and encourage parishioners to invite and bring inactive Catholics home.**

Discussion: Implementation ideas here included development of a potential “How To” Guide or educational class, which would help active Catholics with the difficult work of reaching out to inactive members. This was described as a step-by-step guide complete with example letters, conversation points etc.

2. **Engage in a program to invite and welcome new members to the Parish.**

Discussion: Implementation ideas were focused on enhancing a new member program. Additional thoughts included clear checklists associated with all meeting activities required for newcomers; instituting a mentoring program (a family assigned to new families); dinners with Parishioners; requests/requirements to join social committees, etc.

3. **Provide increased opportunities for Parish interaction.**

Discussion: Implementation ideas were centered on increasing social activities such as picnics, newcomers dinners (small scale and large scale), and also associated with improving facilities to allow for greater interaction before and after masses. The absence of a Narthex calls for a need for an alternate meeting place to socialize and still maintain sanctity of the church.

INITIATIVE AREA 2: SACRAMENTS

GOALS

1. **Increased involvement in Liturgical/Sacramental ministry for all Parishioners.**

Discussion: Implementation ideas in this area were associated with improving the direct “ask” to our parishioners. Many more parishioners could be involved in the numerous ministries (usher, lector, Eucharistic ministers, etc.) and greater involvement in Liturgical planning is needed. It was also discussed that such positions could become part of a “newcomer” checklist as discussed under Evangelization above.

2. **Increase awareness of and emphasis on the importance of all religious vocations.**

Discussion: Implementation ideas indicated that the area of focus within religious vocations should further emphasize the importance of marriage and marriage prep along with holy orders (all considered vowed religious vocations). Increased visuals such as the previously employed “Vocations Cross” could be considered.

3. **Educate and encourage Parishioners of Liturgical/Sacramental opportunities that can be met throughout the Deanery.**

Discussion: Implementation ideas here involved use of the whole Deanery by publishing Mass schedules, confession times, communion and Lenten services, etc. The Deanery could also use a web-site. There are currently 54 Mass services in the Deanery on the weekend. Improved knowledge and acceptance for Deanery-wide services would reduce the concerns with sharing priests and would help us embrace all Catholics.

INITIATIVE AREA 3: JUSTICE & CHARITY

GOALS

1. **Establish an infrastructure to facilitate volunteerism for our Parishioners so as to increase participation in Parish ministries and external works of mercy beyond the Parish.**

Discussion: Implementation ideas here were associated with improving the means and ease to get and maintain volunteers such as establishing a volunteer registry with the Parish (perhaps including links to other organizations like Rotary, ISU, United Way). Also discussed was a re-census of the Parish. Such a census might provide skill sets of parishioners and how they could be applied to volunteer needs. Another idea was to include cultural icons promoting our volunteerism (flyers, bulletin announcements, discussion at Mass, more visuals in Church and School). The SPSC suggests there is potential for a Standing Committee on volunteerism in the Parish.

2. **Increase participation in charitable opportunities for Parish youth, embracing diversity of age in all Parish ministries.**

Discussion: Implementation ideas here centered on means to better engage youth both for the benefit of the Parish and their benefit. A suggestion surfaced to place Associate “Youth” Members on many of our standing committees (as we currently lack this type of diversity in our membership).

3. **Improve and maintain the skill sets of all volunteers through orientation and training.**

Discussion: This goal was suggested as a means to perhaps “do more with less” by improving skill sets. The quality of volunteers greatly correlates to the impact gained through them. Perhaps certain areas could consider job descriptions and improved accountability. It was also suggested to look to other resources such as American Society for Quality, which has a whole section on Religion.

INITIATIVE AREA 4: FAITH FORMATION

GOALS

1. Support, strengthen and grow St. Patrick School through broadened financial support.

Discussion: By the parish survey discussed earlier, the school is the crown jewel of our ministries as St. Patrick. High scores both in “importance” and “how well done” strongly indicate we must continue and build support. Implementation suggestions here included growing the school endowment and placing someone in charge of this single important activity. Added thoughts were to enhance or develop a program for planned giving (estate planning); perhaps a small % of increased tuition could go to the endowment; bulletin announcements on estate planning, etc.

2. Build social relationships among Parishioners in order to strengthen the faith community.

Discussion: Implementation suggestions here included increasing participation in the *Christ Renews His Parish* (CHRP) program with more visualization of CHRP in the parish. Some discussion centered on the value of mixing faith with fun (the Shamrockers were discussed as an example). Some discussion also suggested that in this area St. Patrick might be better off with the Protestant mindset that church on Sunday is a 3-hour commitment – service and a few hours of fellowship (bible study).

3. Develop a program to strengthen and foster religious formation in each Parish family.

Discussion: Implementation ideas in this area centered on implementing activities or programs to strengthen faith activities between the period of First Communion and Confirmation, when there are no Sacraments to help with this activity. The SPSC also discussed increasing family faith-building activities – weekly dinner discussion topics as an example.

VII. IMPLEMENTATION RECOMMENDATION

The success of this Strategic Plan depends on maintaining strong working relationships between the pastor, the PPC and its commissions, the school, and parish staff. But the heart of this plan is to invite parishioners into a deeper and broader involvement in parish leadership and ministries. This plan can only be accomplished when more of our parishioners choose to become deeply involved in the life and ministries of our parish.

The SPSC recommends the formation of a Strategic Plan Implementation Committee to oversee the development of implementation plans. The Committee should have an overall chairperson, but success will take many parishioners’ participation. It is suggested a single parishioner and staff member be assigned responsibility to head subcommittees in each Initiative Area for implementation of actions to achieve the stated goals. Timeline for implementation should be set by the PPC.

VIII. APPENDICES

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