



Strategic Plan

Revision: 1.0

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Prepared For:
Parish Community

By:
Parish Pastoral Council



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1.0 Purpose

The purpose of this document is to outline the Strategic Plan for no longer than 5 years for the Catholic Community of St. Katharine Drexel.

2.0 Mission

The mission of the Catholic Community of St. Katharine Drexel is as follows:

“United by God's word, Eucharist and prayer, the Roman Catholic Community of St. Katharine Drexel is called to see Christ in all and be Christ to all.”

3.0 Values

In striving to realize this mission, the Catholic Community of St. Katharine Drexel will live by the following values:

- Community – People bound together in a common mission or environment.
- Creativity – Utilizing existing resources in new ways; developing new ideas to address or resolve problems. (Divine intervention)
- Faith – Belief. The source of our values.
- Integrity – Being true to our values, beliefs and principles.
- Service – Gifts of time and talent to support the mission of the community.

4.0 Strategic Imperatives

In order to realize its mission, the St. Katharine Drexel Catholic Community must pursue the following imperatives:

- Recognize and embrace the need to build community through focus on hospitality, welcoming, social justice and outreach.
- Move toward becoming a Total Stewardship Parish where we recognize that everything we have is a gift from God and that we need to give back to God with our time, talent and treasure. The leadership and the parish community will come to understand and accept stewardship as a way of life.
- Achieve the financial resources to live out our mission.



- Commit to membership growth while sustaining a sense of community. Each

member of the Parish will be responsible for this growth.

- Have ongoing and open communication in a participatory and transparent manner with all of its stakeholders.



5.0 Strategic Goals

The Catholic Community of St. Katharine Drexel will achieve the following goals in support of these imperatives.

5.1 Community Building

Strategic Imperative	Activities / Goals	Who	Estimated Completion Date	Measurements
The Catholic Community of Saint Katharine Drexel recognizes and embraces the need to build community through focus on Hospitality, Welcoming, Social Justice and Outreach	Conduct at least 1 Evangelization Campaign annually	Parish Life Committee Marketing Committee	Ongoing	✓ Achieve a 15-20% increase in the number of households following each Evangelization effort.
	Maintain at least 75% involvement in Shared Ministry Activities	Parish Life Committee	Ongoing	✓ Number of Parishioners involved in Shared Ministry Activities.
	Execute Generations of Faith	Life-Long Faith Formation Committee	Ongoing	✓ Execute at least 7 Generations of Faith Sessions each year. ✓ 50% of Households participate in Generations of Faith.
	Execute Sacramental Preparation Programs (e.g. Baptism, Confirmation, Marriage Prep, etc.)	Life-Long Faith Formation Committee	Ongoing	✓ Document actual faith formation activity
	Create a Parish Life Committee to foster and grow hospitality and welcoming activities both in the parish and the larger community	Parish Life Committee	TBD	✓ Establish Parish Life Committee
	Maintain Social Justice committee that emulates	Social Justice Committee	Ongoing	✓ Publish a list of Charity, Social Justice Ministry and Outreach



Strategic Imperative	Activities / Goals	Who	Estimated Completion Date	Measurements
	the life of St Katharine Drexel in outreach programs to those in need			Activities conducted on an annual basis. ✓ Contribute 20,000 hours per year in Charity, Social Justice Ministry and Outreach Activities.
	Develop and implement plan for welcoming people and guiding them through a process towards registration and integration into parish community	Parish Life Committee	Ongoing	✓ Monthly count of new members registered ✓ Meet with New Households (Joined within the Last Year) individually to discuss Parish Finances and discern their willingness to contribute to the Community.
	Host gatherings that will draw non-parishioners into the space occupied by the Catholic Community of St. Katharine Drexel.	Marketing Committee, Parish Pastoral Council	Ongoing	✓ Examples of events to be held include: <ul style="list-style-type: none"> ○ Christmas Concerts ○ Local Girl scout/Boy scout activities/events



5.2 Stewardship

Strategic Imperative	Activities/ Goals	Who	Estimated Completion Date	Measurements
Move toward becoming a Total Stewardship Parish where we recognize that everything we have is a gift from God and that we need to give back to God with our time, talent and treasure. The leadership and the parish community will come to understand and accept stewardship as a way of life.	Pastoral Council and Finance council become educated on stewardship	Council chairs	12/31/2011	<ul style="list-style-type: none"> ✓ 100% of Council members participate in at least one Stewardship Webinar ✓ 50% of Council members attend Archdiocesan Stewardship Conference (February 2011) ✓ 100% of Council members read <i>Stewardship: A Disciple's Response</i>
	Establish a Stewardship Committee	Pastor	10/31/2011	<ul style="list-style-type: none"> ✓ A committee of at least five members is established.
	Conduct a parish survey to: <ul style="list-style-type: none"> ▪ Assess the needs of Community Members ▪ Perceptions of the Parish within the Community 	Marketing Committee	6/30/2012	<ul style="list-style-type: none"> ✓ 80% of parish households respond to survey assessing their perception of our parish life
	Educate the parish on stewardship as a way of life	Pastor, Parish Staff, Stewardship Committee	6/30/2013	<ul style="list-style-type: none"> ✓ Quarterly homilies focusing on stewardship ✓ Weekly Stewardship Corner in the bulletin ✓ Meet with New Households (Joined within the Last Year)



Strategic Imperative	Activities/ Goals	Who	Estimated Completion Date	Measurements
				individually to discuss Parish Finances and discern their willingness to contribute to the Community. ✓ Annual Stewardship Sunday with at least 75% of members completing Stewardship Form and participating in at least one Talent Ministry
	Provide for an annual Parish Leadership Retreat	Pastor, Council chairs	10/31/2012	✓ 100% of council/committee chairs participate in the annual Leadership Retreat ✓ 75% of council/committee members participate in the annual Leadership Retreat ✓ 10% of other parish members participate in the annual Leadership Retreat
	Establish regular means of communicating concepts, ideas and goals related to stewardship.	Communication Committee	1/1/2012	✓ 100% of parish households receive the newsletter ✓ 60% or more of the newsletter directly focuses on Stewardship as a way of life



5.3 Financial Resources

Strategic Imperative	Activities	Who	Estimated Completion Date	Measurements
<p>Achieve the financial resources to live out our mission.</p>	<p>Educate Households on financial needs of Parish via:</p> <ul style="list-style-type: none"> ▪ Annual Report to the Parish at Mass ▪ Email / Letters containing updates ▪ Town Hall Meetings ▪ Individual Household Meetings 	<p>Parish Pastoral Council</p>	<p>10/1/2013</p>	<ul style="list-style-type: none"> ✓ Report to Parish on state of Community Finances each year ✓ Provide Households Quarterly Summary of Parish's Finances. ✓ Provider Households Quarterly Statements of their contributions to the Parish. ✓ Distribute "Thank-You" Letters to those making first-time or significant contributions to Parish's Finances. ✓ Conduct 2 Town Hall Sessions each year regarding Parish Finances ✓ Meet with New Households (Joined within the Last Year) individually to discuss Parish Finances and discern their willingness to contribute to the Community. ✓ 75% of Households contribute financially to the Parish. ✓ Achieve an average annual contribution per Household of at least \$1,200 by 2013. ✓ Achieve a balanced budget (paying Arch. Assessments and no longer requiring financial assistance from



Strategic Imperative	Activities	Who	Estimated Completion Date	Measurements
				the Archdiocese) by FY 2014.
	Execute an Operating Campaign to cover the Parish's projected Operating Deficits for the next 3 years	Parish Pastoral Council, Finance Committee	12/31/2013	<ul style="list-style-type: none"> ✓ Identify Campaign Leadership no later than end of August 2010. ✓ Kick-off Operating Campaign no later than end of September 2010. ✓ 100% of parish households return operating campaign pledge cards ✓ Achieve at least \$450,000 in pledges and gifts to the Operating Fund Campaign by October 2013.
	Establish a Fundraising Committee	Finance Council	4/1/2011	<ul style="list-style-type: none"> ✓ A committee of at least five members is established
	Active Finance Council that helps analyze current and future financial trends	Finance Council	12/31/2015	<ul style="list-style-type: none"> ✓ Conduct at least 10 meetings of the Finance Council per year. ✓ Produce Revenue Trend Analysis on a monthly basis ✓ Produce 10 year forecast on a quarterly basis.
	Conduct Parish Fundraising events	Fundraising Committee	1/1/2012	<ul style="list-style-type: none"> ✓ At least 3 Parish-wide Fundraisers are conducted by start of 2012



5.4 Growth

Strategic Imperative	Activities/ Goals	Who	Estimated Completion Date	Measurements
Commit to membership growth while sustaining a sense of community. Each member of the parish will be responsible for this growth	Grow the number of households in the Parish at a cumulative annual growth rate of 25% through outreach and evangelization.	Parish Pastoral Council, Marketing Committee	12/31/2015	<ul style="list-style-type: none"> ✓ Increase the number of households in the Parish to 600 by 2015.
		Parish Pastoral Council, Marketing Committee	12/31/2015	<ul style="list-style-type: none"> ✓ Maintain at least 2/3 of capacity at Saturday Mass and at 10:00 AM Mass on Sunday. ✓ Achieve consistent attendance at 8 AM Mass on Sunday.
	Host gatherings that will draw non-parishioners into the space occupied by the Catholic Community of St. Katharine Drexel.	Marketing Committee, Parish Pastoral Council	Ongoing	<ul style="list-style-type: none"> ✓ Marketing Committee to determine frequency and feasibility-Examples of events to be held include: <ul style="list-style-type: none"> ○ Christmas Concerts ○ Local Girl scout/Boy scout activities/events
	Conduct an annual “satisfaction survey” of parishioners in order to maintain current membership. This survey should: <ul style="list-style-type: none"> ▪ Assess the needs 	Marketing Committee, Parish Pastoral Council, Staff, Additional committees as required.	7/1/2011	<ul style="list-style-type: none"> ✓ 80% of parish households respond to survey assessing their perception of parish life and quality of services.



Strategic Imperative	Activities/ Goals	Who	Estimated Completion Date	Measurements
	of Community Members <ul style="list-style-type: none"> ▪ Gather perceptions of the Parish within the Community 			
	Educate parishioners on how to invite new members to the Catholic Community of St. Katharine Drexel. Focus on current Catholics as well as “lost” Catholics.	Pastor, Parish Staff Marketing Committee	Ongoing	<ul style="list-style-type: none"> ✓ Messages during announcements encouraging people to invite new families to come to mass at the Catholic Community of St. Katharine Drexel. ✓ Use Generations of Faith as an opportunity to teach parishioners how to evangelize and invite people to the Catholic Community of St. Katharine Drexel. ✓ Use homilies as a teaching tool to encourage parishioners to invite people to the Catholic Community of St. Katharine Drexel.
	Literature Drop- Ask current members to distribute brochure to potential new members.	Marketing Committee, Parish Pastoral Council	4/1/2011	<ul style="list-style-type: none"> ✓ 75% of current parishioners will distribute 20 brochures to viable prospective members.
	Establish a Marketing Committee	Parish Pastoral Council, Marketing Committee	9/30/2010	<ul style="list-style-type: none"> ✓ A committee of at least 5 members is established.



Strategic Imperative	Activities/ Goals	Who	Estimated Completion Date	Measurements
				<ul style="list-style-type: none">✓ A 3 -5 year Marketing Plan is in place.✓ Marketing meetings are held regularly with consistent attendance of members.



5.5 Communication

Strategic Imperative	Activities	Who	Estimated Completion Date	Measurements
Have ongoing and open communication in a participatory and transparent manner with all of its stakeholders.	Establish a Communications Committee	Parish Pastoral Council, Communication Committee	6/01/2011	<ul style="list-style-type: none"> ✓ A committee of at least 5 members is established. ✓ Communication Committee meetings are held regularly with consistent attendance of members.
	Develop a Communications plan	Communications Committee	12/01/2012	<ul style="list-style-type: none"> ✓ A communications plan is developed
	Ensure that a consistent Logo/branding is used on all Parish Communications	Marketing Committee, Parish Staff	Ongoing	<ul style="list-style-type: none"> ✓ Logo used on all communication and web pages



6.0 Strategic Context/ Background

The Parish Pastoral Council began revising the Strategic Plan for the Catholic Community of St. Katharine Drexel in late 2009. The primary impetus for this revision was the Parish's 5th Anniversary. The needs of the Parish had changed considerably since the initial strategic plan that was developed in 2005.

The Parish Pastoral Council utilized the following process to develop this plan over an 18-month period:

1. Conduct Community Review of Mission, Values and Imperatives – This half-day, community-wide session focused on confirming the Parish's Mission and identifying values and imperatives that will support it over the next 3 – 5 years. The Community also provided ideas for activities that could support these imperatives and the overall Parish Mission at this session.
2. Confirm Community Mission, Values – The Parish Pastoral Council reviewed the results of the Community Review and confirmed the Parish's Mission. It also used the results of the session to select a set of values that supports it. This step was conducted via a series of small-group discussions and focused work sessions. The primary challenge addressed in this step was the definition of each of the values.
3. Select Strategic Activities/ Goals – The Parish Pastoral Council then focused on identifying goals and activities that would support the Parish's Mission and were consistent with its values. This step was conducted via a series of small-group discussions and focused work sessions. The group also had select members of the Council develop initial draft goals and activities that were then reviewed and revised by the Council as a whole.
4. Conduct Community Review of draft Strategic Plan – This half-day, community-wide session was a comprehensive review of a draft of the plan.
5. Finalize Plan – Based on all of the input received in the first four steps, the Plan was revised and finalized. It was formally approved by Parish Pastoral Council at its February 2011 meeting.

A significant event that impacted the process, timeline and resulting Plan was the Archdiocesan Strategic Plan that was announced in October 2010. The announcement of this plan forced the Parish to alter some of its goals and activities to align with the plan for the broader Church within the Minneapolis – St. Paul community.

7.0 Assumptions

This strategic plan is based on the following assumptions:

1. This plan will be used as a decision-making tool for Parish Leadership moving forward. It will help determine in which activities, initiatives, and efforts the Community pursues and participates.
2. This plan was developed in 2010 with a projected time horizon of 3 – 5 years.
3. This plan is a “living document”. It is expected to evolve as the Community evolves and its needs change.
4. This plan will be used to guide both the Parish’s Governance Structure (e.g. Committees) as well as help determine the goals and activities that the entities within that structure should pursue.

8.0 Appendix – Document History

Document History

Date Revised	Version No.	Author	Reason for Change
6/03/2010	0.1	M. Stuedemann	Initial Version
6/20/2010	0.2	M. Stuedemann	Added Value Definitions
8/06/2010	0.3	M. Stuedemann	<ul style="list-style-type: none"> – Added feedback received from Council at June and July Meetings – Added Activity Tables for each imperative
08/25/2010	0.4	M. Stuedemann	<ul style="list-style-type: none"> – Populated “Activity” Table for “Community-Building Imperative”
08/29/2010	0.5	M. Stuedemann	<ul style="list-style-type: none"> – Added feedback received from Council at August Meeting – Added “Communication” Goals and Activities.
9/06/2010	0.6	M. Stuedemann	<ul style="list-style-type: none"> – Added feedback received from Council at September 2, 2010 Meeting – Added “Growth” Goals and Activities
12/26/2010, 1/15/2011	0.7	M. Stuedemann	<ul style="list-style-type: none"> – Incorporated feedback from Community Review of Plan – Revised strategic plan to reflect Archdiocesan Viability Criteria and related Parish goals. – Added “Strategic Context/ Background” section – Corrected miscellaneous grammar and phrasing.
2/18/2011	1.0	M. Stuedemann	<ul style="list-style-type: none"> – Incorporated minor changes discussed at January 27, 2011.