MISSION STATEMENT

We seek to glorify and to proclaim God through our discipleship, in worship and in community, with loving service and immense hope found only in Jesus Christ.

“For nothing will be impossible for God.”

(Luke 1:37)
Dear Friends in Christ:

You and I have been honored with the task to share Jesus Christ with all we encounter. This is missionary discipleship. However, our very Christian life does not occur in a void but requires metrics answerable to periodic assessment. The nature of a Strategic Plan is to prepare the proper method in which to reach our ultimate goal, that is, to encounter Jesus Christ and share Him with all whom we meet.

Our mission statement articulates that vision and while goals and objectives may change over time, depending on ability and need, it is critical for us to maintain a disciple’s focus. Like the early Church, following that Pentecost moment of the descent of the Holy Spirit, we too are charged to do the same in the Ohio Valley.

As I have frequently mentioned, you and I are fellow Christian pilgrims and in fact through our missionary discipleship the Gospel of Jesus Christ must go viral. Thank you for your fidelity to our Lord Jesus Christ in serving our fellow brothers and sisters. May this recent Strategic Plan provide us with the appropriate accountability tool in order to progress the salvific mission of our local Church.

On behalf of the Diocese of Steubenville and thanking you for your disciple’s service and entrusting you and your loved ones to the Immaculate Heart of Mary, patroness of our beloved diocese, I am,

Sincerely yours in Christ,

Most Reverend Jeffrey M. Monforton
Bishop of Steubenville
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At the onset of the planning process, the following goals were established as the foundation for creating a measurable instrument that would assist the Chancery in improving the quality of its services and support structure:

1) To produce a document which summarizes the 2020-2025 goal planning process that includes objectives, key performance indicators, accountability, and timelines.

2) To increase effectiveness by assuring that chancery offices, parishes, schools, and diocesan councils are working together toward organizational goals.

3) To develop opportunities for the people of the diocese to fully share their talents, experiences, and gifts.

4) To increase communication and collaboration between the chancery and diocesan parishes, schools, and councils.
HISTORY

The Diocese of Steubenville was founded in 1944, formed from the Diocese of Columbus, Ohio, as a mission diocese.

Comprised of 13 counties - Athens, Belmont, Carroll, Gallia, Guernsey, Harrison, Jefferson, Lawrence, Meigs, Monroe, Morgan, Noble and Washington - the Diocese of Steubenville snakes for 5,913 square miles along the Ohio River. Its northern most point is Malvern and Minerva, in Carroll County, where two Catholic churches (St. Gabriel and St. Francis Xavier) serve residents there, and its southern tip is in Lawrence County, where parishioners frequent two churches in Ironton (St. Joseph and St. Lawrence O’Toole), a mission in Pine Grove (St. Mary), and a church in Chesapeake (St. Ann). Some of the diocesan counties, Gallia, Meigs, and Morgan, are served by only one Catholic church for the entire county.

The Most Reverend John King Mussio was appointed the first bishop of the Diocese of Steubenville. He arrived in the See City, Steubenville, with much fanfare in May 1945.

Diocesan offices were established in the former Ohio Bell Telephone Company building at 422 Washington Street, where they remain.

Bishop Mussio is credited with urging construction of churches and schools throughout the diocese. Currently, 54 parishes and three missions are located in the diocese, which also educates students in three parochial high schools, one junior high school, and nine grade schools.

Early on, the diocese educated seminarians at St. John Vianney Seminary, which Bishop Mussio located first in Steubenville and then in Bloomingdale.

A Catholic college, The College of Steubenville, opened in downtown Steubenville, next to the chancery, in 1945. Now known as Franciscan University of Steubenville, its campus currently stretches along University Boulevard in Steubenville.

Originally, there was a downtown Steubenville hospital called Gill Memorial Hospital. Now, that one hospital, known as Trinity Health System, is located in the city’s west end and on its hilltop, and, too, has close ties with the Catholic Church.

Bishop Mussio also formed the Catholic Woman’s Club in each parish of the diocese, where individual units continue to thrive in most parishes. The Diocesan Council of Catholic Women is an affiliate of the National Council of Catholic Women and, as a whole, convenes at least once a year.

On October 11, 1977, after 32 years as bishop, Bishop Mussio retired. He died April 15, 1978.
HISTORY

Other bishops who shepherded the diocese include Bishop Albert H. Ottenweller, now deceased; Bishop Gilbert I. Sheldon, who serves as bishop emeritus, resides in Steubenville in his retirement, and continues to write a biweekly column for The Steubenville Register, the diocese’s publication; and Bishop R. Daniel Conlon, presently bishop of the Diocese of Joliet in Illinois.

In 2012, Bishop Jeffrey M. Monforton was ordained and installed to serve the Diocese of Steubenville. As bishop, he has directed the drawing of a Strategic Plan for the diocese, as well as the renovation, restoration, and renewal of the diocesan cathedral, Holy Name, in Steubenville. He is assisted in his ministry by 43 active priests.

Because the diocese is located, not only in Appalachia, but also is positioned in the Rust Belt of the United States, it suffers from the ills attached to a decline in population – an estimated 493,252 people in the 13 counties – and, therefore, fewer Catholics, 35,865 estimated, than in past years. Catholics make up 7 percent of the total population in the diocesan counties. Despite their small numbers in some locales, Catholics in the diocese continue to be devoted to their parishes and support them with time, talent and treasure, whenever possible. Many parishes and schools have major improvements planned or underway, such as the construction of a church in Carrollton, plans for a parish hall in Malvern, building of a gymnasium/parish center in Ironton, and rewiring of the church in Gallipolis.

Due to the remoteness of some of the parishes, the Massgoers do not have easy access to the Internet and cell phones are inoperable. To aid with connecting the far-flung parishioners, the diocese supports a diocesan newspaper, The Steubenville Register, which is printed biweekly and mailed to virtually every Catholic household in the diocese. The diocese also designed a diocesan website, which serves to connect people, electronically. The current bishop, too, uses social media to communicate with parishioners.

Chancery staff supports priests and parishes with ministries. And, in recent years, the diocese, too, developed a permanent diaconate program, which has enabled eleven men to be ordained to the diaconate to assist in diocesan parishes. More men continue to study for the diaconate.

As well, the diocese has seven men studying for ordination to the priesthood. Those men are in seminaries in Ohio and Michigan.

To complement the priests and deacons, the Diocese of Steubenville is served by lay volunteers, also. At present, there are 293 catechetical leaders in various parts of the diocese.

In October 2019, the Diocese of Steubenville began celebrating its 75th Anniversary with opening Masses at St. Peter Church in Steubenville and the Basilica of St. Mary of the Assumption in Marietta.
“What you can measure, you can manage.”

OUR STRATEGIC PLANNING PROCESS

The Strategic Planning process for the Diocese of Steubenville is focused on developing a long-range vision for our Catholic outreach and evangelization throughout the Diocese. As a means to effective management, the Diocese has developed a goal setting and monitoring system to improve the quality of decision-making. It calls upon the experiences and talents of a broad group, actively engaging the administrative staff to enhance communication among the chancery, parishes, schools, and councils. This process will also grace our work by strengthening our schools, providing support for our clergy, and facilitating evangelization and outreach efforts in our parish communities.

Diocesan goals will direct planning operations on a daily basis. Through the process of outcomes assessment, goals will be evaluated by comparing actual benchmarks to determine successful outcomes. Results will be fed back into a continuous process of planning and assessment.

Implementation of this process will enhance collaboration among our stakeholders and assist in developing methods to quickly adjust to changes. Through the ongoing process of planning and assessment, increased levels of efficiency and capacity are expected.
STRATEGIC PLANNING CYCLE

STAGE I
- Needs analysis and preliminary goal planning.
- Diocesan administration reviews preliminary objectives.
- Diocesan departments develop a budget strategy to carry out departmental objectives.

STAGE II
- Goals and objectives are prioritized and given timeline for completion.
- Bishop approves the budget and strategic goals.
- Plans are submitted to Presbyteral and Finance Councils.
- Plan implementation begins.

I. GOAL DEVELOPMENT

STAGE III
- Goals are evaluated and progress is measured monthly.
- Outcomes assessment in goal evaluation is completed to measure progress and goal effectiveness.
- Plans are adjusted as necessary and reworked into needs analysis and planning for upcoming year.

STAGE IV
- Outcomes assessment in goal evaluation is completed to measure progress and goal effectiveness.
- Plans are adjusted as necessary and reworked into needs analysis and planning for upcoming year.
**Objective 1.1**
Develop new evangelization efforts through the “ChristLife” parish program.

**Objective 1.2**
Establish ministry objectives for divorced and/or divorced and remarried Catholics.

**Objective 1.3**
Develop diocesan standards for sacramental preparation.
STRATEGIC GOAL TWO
Objectives 2.1 to 2.6
ENGAGING OUR YOUTH and YOUNG ADULTS

Objective 2.1
Provide professional and spiritual leadership formation and training to youth leaders.

Objective 2.2
Develop a communication platform for youth ministry and catechetical objectives.

Objective 2.3
Enhance campus ministry presence at residential colleges and universities in the diocese.

Objective 2.4
Increase diocesan youth ministry and catechetics opportunities in partnership with Franciscan University of Steubenville.

Objective 2.5
Plan for diocesan youth participation in World Youth Day events.

Objective 2.6
Provide formation for all parochial catechists and strengthen support for parish catechetical leaders.
**Objective 3.1**
Revise the diocesan handbook for schools.

**Objective 3.2**
Develop a curriculum evaluation plan for the diocesan Catholic schools.

**Objective 3.3**
Increase stability and growth potential in Catholic schools through the creation of school finance councils.

**Objective 3.4**
Provide support for Chesterson Academy Tract at Catholic Central High School.

**Objective 3.5**
Continue efforts to review Diocesan Curriculum with Catholic Education Standards in mind.
STRATEGIC GOAL FOUR
Objectives 4.1 to 4.4
SUPPORT FOR OUR PRIESTS

**Objective 4.1**
Compile a manual of parish management standards for priests.

**Objective 4.2**
Provide training for newly ordained priests in parish management.

**Objective 4.3**
Provide spiritual and wellness support for our priests.

**Objective 4.4**
Develop on-going funding for assistance to retired priests that includes having the Priests Retirement Plan fully funded in ten years and provides health insurance for every priest.
STRATEGIC GOAL FIVE
Objectives 5.1 to 5.3
VOCATIONS

Objective 5.1
Educate and encourage families and parishes to nurture priestly and religious vocations.

Objective 5.2
Develop and distribute vocational materials to parishes.

Objective 5.3
Enhance the diocesan Vocations Tour to increase awareness of the priesthood and religious life.

Pray for Vocations
Objective 6.1
Identify the prevalent physical, social, and spiritual needs in diocesan parish communities.

Objective 6.2
Explore the feasibility of a mobile physicians health network to administer basic health care services, checkups, and vaccinations for the underserved and impoverished populations.

Objective 6.3
Update Catholic Charities and Social Concerns Resource Guide.

Objective 6.4
Promote environmental awareness to Catholic schools and PSR classes via social media platforms.

Objective 6.5
Expand services at Sacred Heart Center of Hope to include social work / social services initiatives.
**Objective 7.1**
Expand the diocesan ministry for Natural Family Planning (NFP) and identify additional NFP instructors throughout the diocese.

**Objective 7.2**
Make helpful Christian parenting resources more widely known.

**Objective 7.3**
Incorporate goals and suggestions from the upcoming USCCB Pastoral Framework for Marriage and Family Life (pending its approval and publication.)
**Objective 8.1**
Provide pastoral outreach for Hispanic inclusion into the Catholic community.

**Objective 8.2**
Make the sacraments more accessible to the growing Hispanic community.

**Objective 8.3**
Provide effective sacramental preparation to the Hispanic community.

**Objective 8.4**
Develop an integration process for access to Catholic schools.

**Objective 8.5**
Make bi-lingual text resources available for Hispanic parishioners.
Objective 9.1
Develop core set of development resources for parish-level funding initiatives. Example: On-line giving; planned giving; capital campaign; offertory.

Objective 9.2
Develop framework for each parish’s development initiatives.

Objective 9.3
Explore the feasibility of managed funds within the Mission Diocese Fund LLC. (Catholic Extension)
Objective 10.1

Utilize the diocesan *youtube* channel with recorded messages from the bishop, priests, deacons, and other employees with the help from Franciscan University interns.
STRATEGIC GOAL ELEVEN

Objectives 11.1 TO 11.3

ADMINISTRATION and HUMAN RESOURCES INCLUDING INFORMATIONAL TECHNOLOGY

Objective 11.1
Designate a trainee to learn the duties of the Catholic Charities Services Coordinator.

Objective 11.2
Communicate services and responsibilities of the chancery offices to parishes, schools, and diocesan affiliates.

Objective 11.3
Establish and test a disaster recovery plan for I.T. infrastructure.
Objective 12.1
Update priests personnel records.

Objective 12.2
Create an electronic inventory system for general archived records.

Objective 12.3
Scan and preserve sacramental and department records in digital format.
This section describes our diocesan objectives in terms of the anticipated time frame for meeting those objectives, the most likely source of funding, and the level of financial resources required for implementation. In addition, it provides a tool for monitoring actual performance against critical success factors.

To provide greater accountability, we have indicated a target timescale over which objectives will be met, including the:

1) Origination date of the objective; and
2) Planned completion date of the objective.

Next to each objective is an indication of the likely level of financial resources required for each objective, using an indicative scale of:

1) Minor (Less than $5,000)
2) Significant (Between $5,000 and $20,000) and
3) Major (More than $20,000)

Next to each resource scale is an indication of the most likely source of funding:

1) From the FYE 2019 budget;
2) From the five-year financial plan for FYE 2024 and beyond;
3) From additional fundraising/development; or
4) No additional funding needed.
GUIDING METRICS FOR
STRATEGIC GOAL ONE
Evangelization and Revitalization of our Parishes
Objectives 1.1 to 1.3

<table>
<thead>
<tr>
<th>S M A R T (Specific, Measurable, Achievable, Relevant, Timebound) GOALS and OBJECTIVES</th>
<th>Origination Date</th>
<th>Planned Completion Date</th>
<th>Resource Scale</th>
<th>Source of Funding</th>
<th>Responsible Department</th>
<th>Expected Outcome</th>
</tr>
</thead>
<tbody>
<tr>
<td>Objective 1.1 Develop new evangelization efforts through the &quot;ChristLife&quot; parish program.</td>
<td>7/1/2017</td>
<td>7/1/2022</td>
<td>A</td>
<td>4</td>
<td>Office of Evangelization</td>
<td>Eight pilot parishes have completed all 3 ChristLife phases.</td>
</tr>
<tr>
<td>Objective 1.2 Establish ministry objectives for divorced and/or divorced and remarried Catholics.</td>
<td>7/1/2017</td>
<td>7/1/2020</td>
<td>A</td>
<td>4</td>
<td>Marriage, Family, and Respect Life</td>
<td>Ministry objectives established and implemented.</td>
</tr>
<tr>
<td>Objective 1.3 Develop diocesan standards for sacramental preparation.</td>
<td>7/1/2017</td>
<td>7/1/2024</td>
<td>A</td>
<td>2</td>
<td>Office of Christian Formation and Marriage, Family, and Respect Life</td>
<td>Consistent standards for sacramental preparation are in place and communicated.</td>
</tr>
</tbody>
</table>
## GUIDING METRICS FOR

### STRATEGIC GOAL TWO

**Engaging our Youth and Young Adults**

**Objectives 2.1 to 2.6**

<table>
<thead>
<tr>
<th>OBJECTIVES</th>
<th>Origination Date</th>
<th>Planned Completion Date</th>
<th>Resource Scale</th>
<th>Source of Funding</th>
<th>Responsible Department</th>
<th>Expected Outcome</th>
</tr>
</thead>
<tbody>
<tr>
<td>Objective 2.1 Provide professional and spiritual leadership formation and training to youth leaders.</td>
<td>7/1/2017</td>
<td>7/1/2024</td>
<td>A</td>
<td>3 Grant Funds</td>
<td>Office of Christian Formation in partnership with Catechetical Institute at FUS</td>
<td>Partnership with FUS Catechetical Institute and leadership formation program for youth leaders in place.</td>
</tr>
<tr>
<td>Objective 2.2 Develop a communication platform for youth ministry and catechetical objectives.</td>
<td>7/1/2017</td>
<td>7/1/2022</td>
<td>A</td>
<td>2</td>
<td>Office of Christian Formation and Communications</td>
<td>Better communication between the Office of Christian Formation and youth catechetical leaders.</td>
</tr>
<tr>
<td>Objective 2.3 Enhance campus ministry presence at residential colleges and universities in the diocese.</td>
<td>7/1/2017</td>
<td>7/1/2024</td>
<td>C</td>
<td>3</td>
<td>Campus Ministry</td>
<td>Increased campus ministry participation by college students.</td>
</tr>
<tr>
<td>Objective 2.4 Increase diocesan youth ministry and catechetics opportunities in partnership with Franciscan University of Steubenville.</td>
<td>7/1/2017</td>
<td>7/1/2021</td>
<td>B</td>
<td>2 Grant Funds</td>
<td>Office of Christian Formation in partnership with FUS</td>
<td>Coordinated diocesan participation at FUS youth conferences and in FUS Catechetical Institute.</td>
</tr>
<tr>
<td>Objective 2.5 Plan for diocesan youth participation in World Youth Day events.</td>
<td>7/1/2017</td>
<td>9/1/2022</td>
<td>C</td>
<td>1, 3</td>
<td>Office of Christian Formation</td>
<td>Increased participation in WYD.</td>
</tr>
<tr>
<td>Objective 2.6 Provide formation for all parochial catechists and strengthen support for parish catechetical leaders.</td>
<td>7/1/2017</td>
<td>7/1/2020</td>
<td>B</td>
<td>4</td>
<td>Office of Christian Formation</td>
<td>Course outlines for catechist formation are completed and available.</td>
</tr>
</tbody>
</table>
GUIDING METRICS FOR
STRATEGIC GOAL THREE
Assistance for our Catholic Schools
Objectives 3.1 to 3.5

<table>
<thead>
<tr>
<th>OBJECTIVES</th>
<th>Origination Date</th>
<th>Planned Completion Date</th>
<th>Resource Scale</th>
<th>Source of Funding</th>
<th>Responsible Department</th>
<th>Expected Outcome</th>
</tr>
</thead>
<tbody>
<tr>
<td>Objective 3.1  Revise diocesan handbook for schools.</td>
<td>7/1/2017</td>
<td>7/1/2022</td>
<td>A</td>
<td>2</td>
<td>Diocesan School Superintendent</td>
<td>School handbook is updated and published.</td>
</tr>
<tr>
<td>Objective 3.2  Develop a curriculum evaluation plan for the diocesan Catholic schools.</td>
<td>7/1/2017</td>
<td>7/1/2022</td>
<td>B</td>
<td>4</td>
<td>Diocesan School Superintendent</td>
<td>Rubicon-Atlas Curriculum Mapping framework in place.</td>
</tr>
<tr>
<td>Objective 3.3  Increase stability and growth potential in Catholic schools through the creation of school finance councils.</td>
<td>7/1/2017</td>
<td>7/1/2020</td>
<td>A</td>
<td>1</td>
<td>Diocesan School Superintendent and Chief Financial Officer</td>
<td>Finance councils in place for all diocesan schools.</td>
</tr>
<tr>
<td>Objective 3.4  Provide support for Chesterson Academy Tract at Catholic Central High School.</td>
<td>7/1/2019</td>
<td>7/1/2022</td>
<td>A</td>
<td>2</td>
<td>Diocesan School Superintendent</td>
<td>More students benefit addition of Diocesan-wide curriculum with courses of study.</td>
</tr>
<tr>
<td>Objective 3.5  Continue efforts to review Diocesan curriculum with Catholic Education Standards in mind.</td>
<td>7/1/2019</td>
<td>7/1/2022</td>
<td>A</td>
<td>2</td>
<td>Diocesan School Superintendent</td>
<td>Adoption of Diocesan-wide curriculum with courses of study.</td>
</tr>
</tbody>
</table>
## GUIDING METRICS FOR STRATEGIC GOAL FOUR

Support for our Priests

Objectives 4.1 to 4.4

<table>
<thead>
<tr>
<th>OBJECTIVES</th>
<th>Origination Date</th>
<th>Planned Completion Date</th>
<th>Resource Scale</th>
<th>Source of Funding</th>
<th>Responsible Department</th>
<th>Expected Outcome</th>
</tr>
</thead>
<tbody>
<tr>
<td>Objective 4.1 Compile a manual of parish management standards for priests.</td>
<td>7/1/2017</td>
<td>7/1/2020</td>
<td>A</td>
<td>2</td>
<td>Vicar General</td>
<td>Manual is available.</td>
</tr>
<tr>
<td>Objective 4.2 Provide training for newly ordained priests in parish management.</td>
<td>7/1/2017</td>
<td>7/1/2020</td>
<td>B</td>
<td>3</td>
<td>Vicar General and Pastors</td>
<td>Training program implemented.</td>
</tr>
<tr>
<td>Objective 4.3 Provide spiritual and wellness support for our priests.</td>
<td>7/1/2017</td>
<td>7/1/2022</td>
<td>A</td>
<td>2</td>
<td>Vicar General</td>
<td>Assistance is accessible.</td>
</tr>
<tr>
<td>Objective 4.4 Develop on-going funding for assistance to retired priests that includes having the priests Retirement Plan fully funded in 10 years and provides health insurance for every priest.</td>
<td>7/1/2017</td>
<td>7/1/2029</td>
<td>C</td>
<td>3</td>
<td>Finance and Human Resources</td>
<td>Plan in place for assistance to retired priests.</td>
</tr>
</tbody>
</table>
GUIDING METRICS FOR
STRATEGIC GOAL FIVE
Vocations
Objectives 5.1 to 5.3

<table>
<thead>
<tr>
<th>OBJECTIVES</th>
<th>Origination Date</th>
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<th>Resource Scale</th>
<th>Source of Funding</th>
<th>Responsible Department</th>
<th>Expected Outcome</th>
</tr>
</thead>
<tbody>
<tr>
<td>Objective 5.1 Educate and encourage families and parishes to nurture priestly and religious vocations.</td>
<td>7/1/2017</td>
<td>7/1/2022</td>
<td>A</td>
<td>4</td>
<td>Vocations Director</td>
<td>Increase in vocations for priesthood and religious life.</td>
</tr>
<tr>
<td>Objective 5.2 Develop and distribute vocational materials to parishes.</td>
<td>7/1/2017</td>
<td>7/1/2019</td>
<td>A</td>
<td>2</td>
<td>Vocations Director</td>
<td>Materials circulated throughout the diocese.</td>
</tr>
<tr>
<td>Objective 5.3 Enhance the diocesan Vocations Tour to increase awareness of the priesthood and religious life.</td>
<td>7/1/2017</td>
<td>7/1/2019</td>
<td>A</td>
<td>2</td>
<td>Vocations Director</td>
<td>The Vocations Tour creates a better understanding of serving God's people.</td>
</tr>
</tbody>
</table>
### GUIDING METRICS FOR
### STRATEGIC GOAL SIX
### Catholic Charities Mission Expansion and Social Concerns
### Objectives 6.1 to 6.5

<table>
<thead>
<tr>
<th>OBJECTIVES</th>
<th>Origination Date</th>
<th>Planned Completion Date</th>
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<th>Source of Funding</th>
<th>Responsible Department</th>
<th>Expected Outcome</th>
</tr>
</thead>
<tbody>
<tr>
<td>Objective 6.1 Identify the prevalent physical, social, and spiritual needs in diocesan parish communities.</td>
<td>7/1/2019</td>
<td>7/1/2021</td>
<td>A</td>
<td>1</td>
<td>Catholic Charities</td>
<td>Data is available to map specific needs in parish communities.</td>
</tr>
<tr>
<td>Objective 6.2 Explore the feasibility of a mobile physicians health network to administer basic health care services, checkups, and vaccinations for the underserved and impoverished populations.</td>
<td>7/1/2018</td>
<td>7/1/2022</td>
<td>B</td>
<td>2</td>
<td>Catholic Charities</td>
<td>Volunteer physicians available in target areas.</td>
</tr>
<tr>
<td>Objective 6.3 Establish a trauma counseling center in downtown Steubenville.</td>
<td>7/1/2017</td>
<td>7/1/2020</td>
<td>C</td>
<td>3</td>
<td>Catholic Charities</td>
<td>Trauma counseling center is renovated, staffed, and operating.</td>
</tr>
<tr>
<td>Objective 6.4 Update Catholic Charities and Social Concerns Resource Guide.</td>
<td>7/1/2017</td>
<td>7/01/2021</td>
<td>A</td>
<td>4</td>
<td>Catholic Charities</td>
<td>Catholic Charities Guide is completely revised and available as needed.</td>
</tr>
<tr>
<td>Objective 6.5 Promote environmental awareness to Catholic schools and PSR classes via social media platforms.</td>
<td>7/1/2017</td>
<td>7/1/2020</td>
<td>A</td>
<td>4</td>
<td>Social Concerns, Communications, and Christian Formation and Schools</td>
<td>Trauma counseling center is renovated, staffed, and operating.</td>
</tr>
<tr>
<td>OBJECTIVES</td>
<td>Origination Date</td>
<td>Planned Completion Date</td>
<td>Resource Scale</td>
<td>Source of Funding</td>
<td>Responsible Department</td>
<td>Expected Outcome</td>
</tr>
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<td>----------------------------------------------------------------------------</td>
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</tr>
<tr>
<td>Objective 7.1  Expand the diocesan ministry for Natural Family Planning (NFP) and identify additional NFP instructors throughout the diocese.</td>
<td>7/1/2017</td>
<td>7/1/2020</td>
<td>A</td>
<td>4</td>
<td>Marriage, Family, and Respect Life</td>
<td>Increased participation and more NFP instructors available.</td>
</tr>
<tr>
<td>Objective 7.2  Make helpful Christian parenting resources more widely available.</td>
<td>7/1/2017</td>
<td>7/1/2020</td>
<td>A</td>
<td>4</td>
<td>Marriage, Family, and Respect Life</td>
<td>Christian parenting resources are available.</td>
</tr>
<tr>
<td>OBJECTIVES</td>
<td>Origination Date</td>
<td>Planned Completion Date</td>
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<td>Responsible Department</td>
<td>Expected Outcome</td>
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</tr>
<tr>
<td>Objective 8.1  Provide pastoral outreach for Hispanic inclusion into the Catholic community.</td>
<td>7/1/2017</td>
<td>7/1/2020</td>
<td>B</td>
<td>3</td>
<td>Vicar General and Pastors</td>
<td>An increase in registered Hispanic Catholics.</td>
</tr>
<tr>
<td>Objective 8.2  Make the sacraments more accessible to the growing Hispanic community.</td>
<td>7/1/2017</td>
<td>7/1/2021</td>
<td>A</td>
<td>4</td>
<td>Pastors</td>
<td>Sacraments easily accessible to the Hispanic community.</td>
</tr>
<tr>
<td>Objective 8.3  Provide effective sacramental preparation to the Hispanic community.</td>
<td>7/1/2017</td>
<td>7/1/2021</td>
<td>A</td>
<td>3</td>
<td>Diocesan Liturgical Commission and Marriage, Family, and Respect Life</td>
<td>Sacramental preparation program in place for the Hispanic community.</td>
</tr>
<tr>
<td>Objective 8.4  Develop an integration process for access to Catholic schools.</td>
<td>7/1/2017</td>
<td>7/1/2022</td>
<td>C</td>
<td>3</td>
<td>Diocesan School Superintendent</td>
<td>Increased Hispanic enrollment in diocesan Catholic schools.</td>
</tr>
<tr>
<td>Objective 8.5  Make bi-lingual text resources available for Hispanic parishioners.</td>
<td>7/1/2017</td>
<td>7/1/2020</td>
<td>A</td>
<td>3</td>
<td>Through grant funding Catholic Charities and Social Concerns</td>
<td>All parishes have access to resources available in Spanish as needed.</td>
</tr>
</tbody>
</table>
**GUIDING METRICS FOR**

**STRATEGIC GOAL NINE**

**Stewardship & Development Initiatives**

**Objectives 9.1 to 9.3**

<table>
<thead>
<tr>
<th>OBJECTIVES</th>
<th>Origination Date</th>
<th>Planned Completion Date</th>
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<th>Responsible Department</th>
<th>Expected Outcome</th>
</tr>
</thead>
<tbody>
<tr>
<td>Objective 9.1  Develop core set of development resources for parish-level funding initiatives. <em>Example:</em> On-line giving, planned giving, capital campaign, offertory.</td>
<td>7/1/2017</td>
<td>12/1/2020</td>
<td>A</td>
<td>2</td>
<td>Finance</td>
<td>How-to on-line. Resources are available to parishes.</td>
</tr>
<tr>
<td>Objective 9.2  Develop framework for each parish’s development initiatives.</td>
<td>7/1/2017</td>
<td>6/30/2022</td>
<td>A</td>
<td>2</td>
<td>Finance</td>
<td>Framework defined for parish initiatives.</td>
</tr>
<tr>
<td>Objective 9.3  Explore the feasibility of managed funds within the Mission Diocese Fund LLC. (Catholic Extension).</td>
<td>1/2/2019</td>
<td>1/1/2020</td>
<td>B</td>
<td>3</td>
<td>Finance</td>
<td>Membership access in a managed pooled investment fund.</td>
</tr>
</tbody>
</table>
GUIDING METRICS FOR
STRATEGIC GOAL TEN
Communications

Objective 10.1

<table>
<thead>
<tr>
<th>OBJECTIVES</th>
<th>Origination Date</th>
<th>Planned Completion Date</th>
<th>Resource Scale</th>
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<th>Responsible Department</th>
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</tr>
</thead>
<tbody>
<tr>
<td>Objective 10.1 Utilize the diocesan YouTube channel with recorded messages from the bishop, priests, deacons, and other employees with the help from Franciscan University interns.</td>
<td>9/1/2019</td>
<td>7/1/2022</td>
<td>A</td>
<td>$500 in stipends for students who volunteer that work ($100 each)</td>
<td>1</td>
<td>Communications</td>
</tr>
</tbody>
</table>
## GUIDING METRICS FOR STRATEGIC GOAL ELEVEN
Administration and Human Resources

Objectives 11.1 to 11.3

<table>
<thead>
<tr>
<th>OBJECTIVES</th>
<th>Origination Date</th>
<th>Planned Completion Date</th>
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<th>Responsible Department</th>
<th>Expected Outcome</th>
</tr>
</thead>
<tbody>
<tr>
<td>Objective 11.1 Designate a trainee to learn the duties of the Catholic Charities Services Coordinator.</td>
<td>7/1/2017</td>
<td>7/1/2020</td>
<td>A</td>
<td>4</td>
<td>Catholic Charities and Human Resources</td>
<td>Trainee executes the primary responsibilities of a CC services coordinator.</td>
</tr>
<tr>
<td>Objective 11.2 Communicate services and responsibilities of the chancery offices to parishes, schools, and diocesan affiliates.</td>
<td>7/1/2017</td>
<td>7/1/2020</td>
<td>A</td>
<td>1</td>
<td>Human Resources and Chancellor</td>
<td>Services are communicated to parishes, schools, and diocesan entities.</td>
</tr>
<tr>
<td>Objective 11.3 Establish and test a disaster recovery plan for I.T. infrastructure.</td>
<td>7/1/2017</td>
<td>7/1/2020</td>
<td>A</td>
<td>None</td>
<td>Human Resources (I.T.)</td>
<td>Successful backups to tape.</td>
</tr>
</tbody>
</table>
GUIDING METRICS FOR STRATEGIC GOAL TWELVE
Diocesan Records
Objectives 12.1 to 12.3

<table>
<thead>
<tr>
<th>OBJECTIVES</th>
<th>Origination Date</th>
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<th>Responsible Department</th>
<th>Expected Outcome</th>
</tr>
</thead>
<tbody>
<tr>
<td>Objective 12.1  Update priests personnel records.</td>
<td>7/1/2017</td>
<td>7/1/2021</td>
<td>A</td>
<td>4</td>
<td>Chancellor</td>
<td>Records updated.</td>
</tr>
<tr>
<td>Objective 12.2  Scan and preserve sacramental and department records in digital format.</td>
<td>7/1/2019</td>
<td>7/1/2024</td>
<td>A</td>
<td>2</td>
<td>Archivist</td>
<td>All records are digitally preserved.</td>
</tr>
<tr>
<td>Objective 12.3  Back up archives database to the backup on the server in case of disaster in Archive Department.</td>
<td>7/1/2019</td>
<td>7/1/2020</td>
<td>A</td>
<td>None</td>
<td>Human Resources (I.T.)</td>
<td>Successful backups to tape.</td>
</tr>
</tbody>
</table>
The Diocese of Steubenville is an ecclesiastical division of the Church governed and administered by a bishop who is subject to the ultimate authority of the Holy Father. The Diocese is the local Church, the People of God, all of whom assist the Bishop in the administration of the Diocese. A diocese usually receives its name from the See City and ordinarily the Bishop resides in that city.

The Diocese of Steubenville comprises thirteen counties in Eastern Ohio. They are Athens, Belmont, Carroll, Gallia, Guernsey, Harrison, Jefferson, Lawrence, Meigs, Morgan, Monroe, Noble and Washington. This territory covers 5,913 square miles with a total population of 493,252 according to the 2019 federal census estimates.

The Catholic Diocese of Steubenville was established on October 21, 1944, and the Most Reverend John King Mussio was appointed the first Bishop on March 16, 1945. The Catholic population is approximately 35,865.
Most Reverend Jeffrey M. Monforton  
Bishop of Steubenville  
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Steubenville, OH 43952  
740-282-3631  
www.diosteub.org