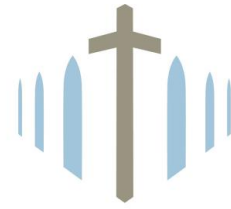


ST. MONICA
CATHOLIC CHURCH

Pastoral Strategic Plan 2019 - 2024



ST. MONICA
CATHOLIC CHURCH

Mission Statement

We, the people of St. Monica Catholic Church, are called through Baptism to celebrate the presence of Jesus Christ in Word and Sacrament. In becoming what we receive, we are sent in peace to glorify the Lord by sharing our gifts in service to others and by inviting all into a deeper relationship with Christ. Inspired by our patroness, St. Monica, we pray that all may become children of heaven.

Strategic Areas

The Seven Essential Elements of Parish Life

Strategic Area	What it Means
Evangelization	Spreading the Good News Practicing and Sharing our Faith with Enthusiasm Spreading the Word
Worship	The Mass The Eucharist
Word	Spiritual Formation, Catechesis, Adult and Youth Faith Formation, Sacramental Preparation
Community	Fellowship United in all We Do
Service	Works of Charity and Justice Community Outreach
Leadership	Pastor, Parish Staff, Pastoral Council, School Leadership, Finance Council
Stewardship	Time, Talent, Treasure

Evangelization

**Spreading the Good News
Practicing and Sharing our Faith with Enthusiasm
Spreading the Word**

Goals	Objectives	Owners	Timing	Status
Parish will welcome and integrate new members into parish life	Develop and launch a quarterly new member orientation/welcome event	VC	Jan 2020	Done Ongoing
	Verify accuracy of current parishioner database and continue annually	DBFS/DC	Fall 2019, Fall yearly	
	Hold parish registration drive	DBFS/DC	Jan 2020	
	Evaluate new computer programs that enable coordination of databases between school and parish	DBFS/DC	Fall 2020	In progress
	Review new member orientation materials and update as necessary. Update annually	DC/BM	Fall 2019, Fall annually	
Parish will reach out to alienated, inactive, un-churched. Begin with inactive school families.	Launch exciting Catholic program(s) to engage school parents (e.g. Great Men Program)	SMSP/ FFT	1Q2019	In progress
Parish will more clearly market current opportunities for adult faith formation	Offer menu of current offerings on website in easy to view format	DC	1Q 2020	In progress
	Evaluate whether faith formation opportunities needs better marketing or whether there are other needs e.g. coordination, timing, program quality etc.	FFT	1Q 2020	
Parish will revive and expand greeter ministry to all Masses	Develop new approaches to recruit greeters that perhaps involve the school and other ministries	VC	Fall 2019	

Worship

The Mass The Eucharist

Goals	Objectives	Owners	Timing	Status
Parish will improve quality and variety of music at 2:00 pm Sunday Spanish Mass	Collaboration between Music Director, 2:00 Mass musicians and 2:00 Mass participants to look at music, who is involved and what they are doing and discern what is needed	DM	Fall 2019	In progress
	Continue to involve young people in the 2:00 Mass. Assess if any changes are needed	DHM/ Hispanic Ministry	Fall 2020	
Parish will coordinate liturgical ministries with more intentionality to enhance the Sunday Mass Experience	Establish Liturgical Committee (LC) of liturgical ministry coordinators that meets quarterly to discuss how to improve delivery by liturgical ministries at Masses and sacramental delivery experience.	P/PV	Fall 2019	In progress
	Identify or hire liturgical coordinator(s) or sacristan to oversee each Sunday Mass	P/BM	Fall 2020	
Parish will integrate children / young people into liturgy at all Masses	Periodically offer homilies or part of homily geared to young people	P/PV	Ongoing	
	Recruit, train and assign young people to liturgical roles	LC	Fall 2020 (after LC formed)	In progress
Parish will recruit more members for liturgical ministries and actively develop them	Develop purposeful ongoing formation for each liturgical ministry	LC	Spring 2020	In progress
	Develop training program and regular training sessions for each liturgical ministry	LC	Spring 2020	In progress
	Develop recruitment strategy for each ministry	LC	Dec 2019	In progress

Word

Spiritual Formation, Catechesis Adult and Youth Faith Formation Sacramental Preparation

Goals	Objectives	Owners	Timing	Status
Parish will build vibrant Youth Ministry Program	Determine timeline to hire high-energy, charismatic, faithful, bilingual youth minister	P/PV/ ADM/ FFT	Spring 2019	Complete
	Develop relationship between St. Monica students and youth minister	DYFF	TBD	
	Establish exciting / faith filled weekly program / activities for High School Students	DYFF	TBD	
Parish will engage Young Adults in Diocesan events and parish activities	Develop marketing program or better communication to Young Adults to increase awareness of events and activities at St. Monica and in the Diocese	DC/ FFT	Fall 2021	
Parish will foster family life through programming and prayer opportunities	Extend childcare to 9:30 Mass	BM	Fall 2019	In progress
	Evaluate offering childcare for activities that draw parents of young children.	BM	Dec 2022	
	Evaluate ability to create age-appropriate childcare space	BM/ Facilities/ CFF	Dec 2022	
	Provide family faith activity opportunities	CFF	Ongoing	
	Balance sacramental requirements with welcome and hospitality so that families and anyone attending or participating in a sacrament will desire to be active in the parish community.	P/PV/ FFT/ DFF/ CFF/ MMC	Ongoing	

Community

**Fellowship
United in all We Do**

Goals	Objectives	Owners	Timing	Status
Parish will create a diverse and effective communication plan to meet the needs of all parishioners	Revamp website for clarity and ease of use (contract out if necessary)	DC	Fall 2019	In progress
	Create an updated list of email addresses for parishioners (Mail Chimp, Constant Contact, etc.)	DC	1Q 2020	In progress
	Develop a regular parish newsletter for more space/dynamic communication (email with active links)	DC/BM	April 2019	Launched
	Create a direct line for parishioners to contact Pastoral Council (form on website/pastoral council email address)	DC	April 2019	Email active, need to inform parish
	Make St. Monica organizational structure and staff responsibilities available to all parishioners	DC/BM	Oct 2019	

Community

**Fellowship
United in all We Do**

Goals	Objectives	Owners	Timing	Status
Parish will maintain vibrant, effective ministries and activities to enrich the parish community	Review purpose, effectiveness and need for each parish organization / ministry annually.	VC	June 2019	In progress
	Develop umbrella parish office structure e.g. faith formation, liturgy, outreach etc. with assigned staff in each area overseeing every ministry or parish activity. Hence every ministry/activity is either headed by a staff member or has a staff liaison.	Staff group: VC/ BM/ SED/ DHM/ and others	June 2019	In progress
	Create categories for all parish ministries /activities and consistent assignment criteria e.g. programs vs. ministries; parish vs. non-parish based; liturgical, faith formation, outreach, other; etc.	Staff group: VC/ BM/ SED/ DHM/ and others	June 2019	In progress
	For all parish activities/ministries identify who is a volunteer and who is a participant. Also, create, as needed, volunteer classifications/ tiers and consistent criteria.	Staff group: VC/ BM/ SED/ DHM/ and others	June 2019	In progress
	Review opportunities for integration of English and Spanish ministries	DHM/VC	Feb 2020	

Community

Fellowship United in all We Do

Goals	Objectives	Owners	Timing	Status
Parish will ensure a safe environment for all children and vulnerable adults	Ensure Safe Environment program conforms to Diocesan requirements.	SED /SET	July 2019	Complete – Update as necessary
	Ensure that St Monica’s safe environment program, while meeting Diocesan requirements, fully supports St. Monica’s Mission	SED /SET	July 2019	Complete
	Ensure that parishioners understand and support safe environment training and that it is executed with heart, love and compassion through good communications	SED /SET	July 2019	In progress
	Use parish activities/ministries volunteer classifications/tiers (preceding Community Goal) to identify those who require safe environment training.	SED /SET	July 2019	In progress
	Identify volunteers who have regular contact with youth and vulnerable adults	SED /SET	July 2019	In progress
	Consider whether there is a less invasive/intensive training e.g. awareness training for those who are volunteers, but are not in regular contact with youth and vulnerable adults.	SED /SET	July 2019	In progress
	Assure that volunteers who are assessed to need Safe Environment training are moved efficiently through clearance process.	SED /SET	July 2019	In progress

Community

**Fellowship
United in all We Do**

Goals	Objectives	Owners	Timing	Status
Parish will have plans in place to respond to emergency situations on its grounds	Develop list of categories of emergency situations that require plans e.g. sudden illness, accidents, weather threats, active shooter, etc.	BM	Fall 2019	
	Develop comprehensive plans for each emergency situation category including responsible parties, action steps and training protocols	TBD (after step one)	TBD	
Parish will foster a vibrant parish life	Host social activities and opportunities to meet other parishioners. In addition to existing annual events, consider a monthly or quarterly repeating activity such as bingo or family game night	Selected Ministries	2021	
	Study and identify what cultures we have in our parish and determine if additional multicultural activities / programs / music at Masses should be added to ensure all the cultures of our parish feel valued and included	DHM/DM	2021	
Parish will try to address parking challenges	Restripe parking lots to accommodate full size cars, SUV's and trucks as allowable within city permits for improvements to school	BM	Sept. 2020	
	Review parish/ school activities that cause traffic congestion and look for solutions e.g. school activity pick up changes	BM	Sept 2019	New system in place; review efficacy by end 2019

Service

Works of Charity and Justice Community Outreach

Goals	Objectives	Owners	Timing	Status
Parish will consider handicap accessibility throughout the church	Designate/ reserve more seats in the church for those with handicaps or trouble walking e.g. front pew reserved and EM's or priests going to those people to provide the Eucharist. Consider other accommodations	P/ PV/ MS/ Usher Ministry Leader	Spring 2020	
	Make audio equipment available for those who need hearing assistance. Check equipment monthly	BM/MS	Oct 2019	
	Ensure ushers are trained on available assistance (audio equipment, handicap seats, etc.)	Usher Ministry Leader	Spring 2020	
	Consider adapting confession lines during penance services to accommodate handicaps and age e.g. lines form in a pew, number cards, confession usher ministry	P/PV/ Usher Ministry Leader	Spring 2020	
Parish will incorporate Catholic Social Teaching (CST) into faith formation of children and adults	Create a lecture series / class on CST	DFP/ FFT	Sept. 2021	
	Connect CST to current outreach efforts	DFP/FFT/VC	Sept. 2021	
	Add CST to homilies periodically	P/PV	Ongoing	In progress

Service

Works of Charity and Justice Community Outreach

Goals	Objectives	Owners	Timing	Status
Parish will publicize service opportunities more broadly throughout the year	Create a highlighted spot in bulletin, newsletter or website for all service opportunities	DC	Feb. 2020	
	Create a plan to notify parishioners of responses to emergencies e.g. hurricane shelters. Consider phone tree and other options	VC/BM/DC	Feb 2020	
	Create collaboration amongst outreach ministries to ensure that services are not being duplicated and to identify needs that are not being met	VC/ P	Spring 2020	
	Create process in church office to ensure that when needs are brought to the church they are addressed either through the church or through directing those in need to services that provide the needed help.	BM/VC/P	Spring 2020	

Leadership

Pastor, Parish Staff, Pastoral Council, Finance Council, School Leadership

Goals	Objectives	Owners	Timing	Status
Parish will create a more welcoming and open reception area in the Church office	Evaluate options for making the entrance to the parish office more visible and welcoming. Execute best option.	BM/MS	Feb. 2020	In progress
Parish will create opportunities for parish leadership committees to work together (Pastoral Council, Finance Council, School Advisory)	Once annually, gather all leadership for a parish leadership summit.	P /BM	Spring 2020	
Parish and school will integrate their efforts and mission.	Parish and school leaders will be aligned and share unified vision.	P / SMSP	Fall 2021	In Progress
	Regular communication between pastor and principal.	P/SMSP	Ongoing	In progress
	Increase school visibility to broader parish so that parishioners see school supporting the Parish Mission	SMSP/P/ SMSAC	Fall 2021	In progress
Parish will ensure that St Monica School has a clear Catholic Identity in addition to maintaining outstanding academics	Assess status of Catholic Identity in the St Monica School and begin enhancements if needed	P/ PV / SMSP	Ongoing	In progress

Stewardship

Time, Talent and Treasure

Goals	Objectives	Owners	Timing	Status
Parish will upgrade school facilities	Develop and Conduct Capital Campaign for St Monica School	P/ SMSP/BM Campaign Committee	1Q2019	In Progress
	When available following school upgrades, use newly opened Family Center space for ministries and programs	P/ SMSP/BM Campaign Committee	Contingent on future fund raising	
Parish will engage young adults in service and giving	Campaign to advertise online giving	DBFS/ DC/ FFT	Sept. 2020	
	Connect young adult parishioners to service ministries	DC/VC/ FFT	Sept. 2020	

Owner Abbreviation Key

St Monica Staff

Pastor	P
Parochial Vicar	PV
Business Manager	BM
Director of Faith Formation	DFD
Children's Faith Formation Director	CFF
Marriage Ministry Coordinator	MMC
Director of Hispanic Ministries	DHM
Director of Music	DM
Assistant Director of Music	ADM
Database Manager & Facilities Scheduler	DMFS
Volunteer Coordinator	VC
Safe Environment Director	SED
Director of Communications	DC
Director of Youth Faith Formation	DYFF
St. Monica School Principal	SMSP
Maintenance Supervisor	MS

Teams / Other

Faith Formation Team	FFT
Liturgical Committee (to be formed)	LC
Safe Environment Team	SET
St. Monica School Advisory Committee	SMSAC
Finance Council	FC
Pastoral Council	PC