

Saint Paschal Baylon Pastoral Plan 2020-2025

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1	OBJECTIVE	STRATEGY	ACTION STEPS	RESPONSIBLE PARTIES
2	SPIRITUALITY: Foster and deepen our spirituality through faith formation, prayer and evangelization			
3	1. Affirm our faith formation with experiences that guide us to an enhanced relationship with Christ and each other.	A. Improve, design and promote Catholic faith formation opportunities for parishioners of all ages.	S1. Strengthen and support all who teach the Catholic Faith	Catechetical Leaders
4			S2. Continue to create Small Faith Sharing communities (ex. ARISE and Journey)	Spiritual Formation Commission
5			S3. Continue to provide new Adult Faith Formation Programs (ex. Symbolon)	Spiritual Formation Commission
6			S4. Continue to have annual Fall/Advent Evenings of Retreat with guest speaker	Spiritual Formation Commission
7			S5. Continue to have yearly Lenten Mission with guest presenters	Spiritual Formation Commission
8			S6. Conduct Needs Assessment for all ages within the parish every 5 years	Pastor, Catechetical Leader & SFC
9			S7. Establish inter-generational faith sharing activities in our parish	All Ministry Leaders
10			S8. Expand Bible studies and faith sharing groups as aids to evangelization opportunities	Bible Study Group Leaders
11			S9. Offer spiritual renewal opportunities that deepen people's experience of God in their lives	Spiritual Formation Commission
12			S10. Promote participation in faith formation events from the diocese and neighboring parishes	Catechetical Leader & Communication Director
13			S11. Continue to encourage the use of FORMED for spiritual enrichment if warranted with enough users	Catechetical Leader & Spiritual Formation Commission

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14	2. Energize the congregation through meaningful Liturgy and prayer experiences.	B. Strengthen, grow and enrich the worship life of our parish.	S12. Regularly provide music at Masses that aids in creating a meaningful and engaging congregation	Music/Liturgy Minister & Liturgy Commission		
15			S13. Foster a personal commitment among parishioners to faithful weekly participation in the celebration of the Eucharist.	Pastor, Catechetical Leader, Principal, & Spiritual Formation Commission		
16			S14. Inspire youth and young adults to enter into the joy of sacramental relationship with Christ	Youth Minister		
17			S15. Create fellowship opportunities to bring together all liturgical ministers	Liturgical Ministries		
18			S16. Continue to develop a varied music ministry that reaches all generations	Music Ministry		
19			S17. Encourage small group gatherings which explore topics of prayer including techniques of prayer, objectives of prayer and achievements of prayer	Community at Prayer		
20			S18. Focus on cultivating a climate of hospitality in our worship life to permeate every facet of parish life	Welcoming Committee		
21			S19. To enhance a spirit of community, create a greeting ministry	Ushers		
22			3. Increase Evangelization to create a spirit of discipleship by engaging current parishioners, attracting new disciples, and reaching out to less engage parishioners.	C. Reach out as a more visible and welcoming presence in the community.	S20. Provide opportunities for parishioners to get to know one another more deeply	All ministries and Pastoral Staff
23					S21. Regularly invite our parishioners to evangelize and expand our parish family in all generations	Pastoral Staff with Clergy
24	S22. Renew our efforts to promote the theology and pastoral style that "WE are the Body of Christ"	Clergy & Liturgy Commission				
25	S23. Increase our knowledge and appreciation of the Liturgy	Liturgy Commission				
26	S24. Rekindle the fire of Christ's mercy, reconciliation, and healing among those who no longer attend or have left the Church	Clergy, Pastoral Council, Evangelization Committee, & Liturgy Commission				
27	S25. Continue to encourage "Catholics Returning Home"	Communication Director & Evangelization Committee				

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28	3. Increase Evangelization to create a spirit of discipleship by engaging current parishioners, attracting new disciples, and reaching out to less engage parishioners.	C. Reach out as a more visible and welcoming presence in the community.	S26. Develop and designate a Year of Reconciliation in conjunction with the rest of the church's liturgical calendar	Pastor, Spiritual Formation Commission, & Liturgy Commission
29			S27. Renew efforts to catechize that all liturgical services are evangelization events	Liturgy Commission & Evangelization Committee
30			S28. Continue to offer liturgy and service opportunities to the Junior and Senior High students for meeting their requirements (i.e. confirmation or graduation)	Youth Minister
31			S29. Re-create a parish Evangelization Committee	Pastoral Council & Spiritual Formation Commission
32	SCHOOL: Continue to foster Christ-centered values within each student while providing a challenging academic curriculum in an environment of dignity and respect			
33	1. Nurture in each student a sense of faith, respect, self-confidence, moral judgment and a commitment to the Gospel values of our faith grounded in SPB's mission, philosophy and beliefs while providing a challenging academic curriculum	A. Ensure that each student has an understanding and deeper appreciation of SPB's mission, philosophy and beliefs	SC1. Continue a program to instill this understanding across all grade levels. Continue Green Knight program with references to the 5-C's (Courage, Compassion, Character, Civility through Christ)	Principal & Faculty
34		B. Develop the desired profile of a SPB student, which includes core competencies (both academics and Gospel values) and correlates to SPB's mission, philosophy and beliefs	SC2. Write, share and reinforce the profile with students and parents and community. (Leverage 5-C's)	Principal & Faculty

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35	<p>1. Nurture in each student a sense of faith, respect, self-confidence, moral judgment and a commitment to the Gospel values of our faith grounded in SPB's mission, philosophy and beliefs while providing a challenging academic curriculum</p>	<p>C. Create and implement a student focused plan that enables our students to achieve the desired profile.</p>	<p>SC3. Assess where student body is compared to desired profile and prioritize gaps in achieving desired profile. Continue existing efforts such as STREAM (Science, Technology, Religion, Engineering, Arts, Math) as well as the school's accreditation plan (including both Catholic Identity and Academic Performance)</p>	<p>Principal & Faculty</p>
36		<p>D. Create and implement a student focused plan in which students will develop empathy skills through their understanding of the Catholic social justice teaching of solidarity (Accreditation goal)</p>	<p>SC4. Develop plans for a school-wide project that allows students to demonstrate understanding of empathy skills and their commitment to solidarity</p>	<p>Principal & Faculty</p>
37		<p>E. Create and implement a student focused plan in which students will solve real-world problems using the skills of adaptability and creativity (Accreditation goal)</p>	<p>SC5. Create a plan for students to participate and solve real-world problems in projects that use adaptability and creativity skills</p>	<p>Principal & Faculty</p>
38	<p>2. Develop a program to instill a clear understanding and deeper appreciation of the value of Catholic education to families</p>	<p>D. Redesign the student handbook with a committee of faculty, parents and other relevant people, to reflect the mission and core values of the school with emphasis on Catholic education</p>	<p>SC6. Make necessary changes to documents (i.e., handbook and media platforms)</p>	<p>Principal & Faculty</p>
39			<p>SC7. Reassess on annual basis</p>	<p>Principal & Faculty</p>

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40	2. Develop a program to instill a clear understanding and deeper appreciation of the value of Catholic education to families	E. Create a holistic marketing plan specifically for the school that will draw families that desire a Catholic education	SC8. Continue to promote our community and strengths	Communication Director & Marketing Committee
41			SC9. Devise ways to reach local families who desire a Catholic education or who are not aware of our school	School Advisory Council, Marketing Committee, Advancement & Communication Directors
42		F. Embed the mission and core values, as well as consistent logos, email signatures and colors, into communication with current families	SC10. Continue to include mission and core values as well as consistent branding on all communication materials	Principal & Faculty
43		G. Showcase alumni, recent and success stories to encourage support of school	SC11. Grow the alumni database, to include (but not limited to) the tracking of graduates' further education and beyond, achievements and services they have done for the community (not just their jobs)	Advancement Director
44			SC12. Continue to share interesting alumni success stories with community via Paschal Life and social media	Communication Director
45			SC13. Continue to recognize the Distinguished Graduate each year	Principal, Faculty, & School Advisory Council
46		H. Communicate with parents, classroom activities that are unique to SPB and the value in their sacrifices	SC14. Continue to use a variety of communication tools, including the newsletter, social media, etc. to highlight unique activities	Principal, Communication Director, & Faculty
47		3. Foster a community atmosphere between the school and families	I. Analyze all current communication channels between school and families to look for unclear information and missing links	SC15. Learn from parents where discrepancies lie and take action(s) steps to remedy

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48	3. Foster a community atmosphere between the school and families	J. Regular opportunities for parents/family members to share relevant "real world experiences" with students	SC16. Create opportunities for parents/family members to share their knowledge/experiences related to STREAM and "real world" experiences	Principal & Faculty
49	4. Provide a technology rich learning environment that improves communication, makes instruction more efficient and effective, and enhances thinking and learning skills	K. Increase professional training focusing on instructional and administrative applications	SC17. Create an internal platform for teachers to learn and share new apps and other technology focused learning opportunities	Technology Director
50		L. Strengthen the use of cutting-edge technology as a teaching and learning tool	SC18. Continue our award-winning Technology Plan for the teachers that will further their ability to bring technology into classroom	Principal & Technology Director
51			SC19. Identify teachers who can assist peers	Principal
52		M. Implement technology in all classroom and homework learning	SC20. Assess holes where technology is not being utilized	Technology Director & Technology Committee
53		N. Incorporate emergent technology in a strategic way	SC21. Create plan to identify, assess and incorporate emergent technology to meet teacher and student needs	Technology Director & Technology Committee
54	5. Ensure that the Safety of the student body, faculty and staff is a top priority	O. Re-evaluate the Safety Plan on an annual basis	SC22. Keep Safety Committee current by recruiting additional support and reviewing plan regularly	Safety Committee
55		P. Leverage local law enforcement as resources and educational experiences	SC23. Continue to foster law enforcement relationships through "thank you" initiatives (i.e., the Blue Mass)	Safety Committee
56		Q. Create a process for educating faculty, students and parents on changes to plan	SC24. Use our communication platforms keeping information up to date and relevant to the students, parents and faculty	Safety Committee

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57	<p>6. Strengthen the professional skills and capabilities of faculty and staff and expect academic excellence of each teacher and staff for the student body.</p> <p>Note: Cross Reference or Refer (where applicable) the Diocesan Rubric of Evaluation</p>	<p>R. Continue tracking safety incidents to enable better analysis for improvement</p>	<p>SC25. Determine and guide patterns of problem areas of school</p>	Safety Committee
58			<p>SC26. Measure and track improvements</p>	Safety Committee
59		<p>S. Develop a specific job specification for each faculty position</p>	<p>SC27. Continue to use the Diocesan Job Description for each SPB faculty member, and add additional qualities as needed. Measure individuals to Job Description annually</p>	Principal
60		<p>T. Strengthen the use of cutting-edge technology as a teaching and learning tool</p>	<p>SC28. Continue our award-winning Technology Plan for the teachers that will further their ability to bring technology into classroom</p>	Principal & Technology Director
61			<p>SC29. Identify Teachers who can assist peers</p>	Principal
62		<p>U. Ensure academic excellence on an ongoing basis</p>	<p>SC30. Continue focused professional development on best instructional practices across all grade levels</p>	Principal
63		<p>7. Develop a broad, innovative Enrollment Management Plan</p>	<p>V. Increase opportunities for and support of faculty professional development</p>	<p>SC31. Create opportunities for teachers that return and share their findings with the rest of staff</p>

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64	7. Develop a broad, innovative Enrollment Management Plan	W. Benchmark enrollment trends to forecast patterns	SC32. Utilize this information to understand future enrollment opportunities	Principal, Advancement Director, & Marketing Committee
65		X. Enhance the tuition assistance available for families in need	SC33. Review the past tuition assistance plan	Finance Council
66			SC34. Research other possibilities of tuition assistance, (e.g., G.I.F.T.S. and other sources)	Finance Council
67		Y. Promote and increase scholarship and other tuition aid opportunities	SC35. Market the G.I.F.T.S. program and educate parents and parishioners on the importance of this program	Advancement Director & Marketing Committee
68			SC36. Grow the G.I.F.T.S. program	Advancement Director, PTO, Pastoral Council, Finance Council, School Advisory Council, Communication Director and Pastor
69			SC37. Research and identify a process for uncovering scholarships, grants and additional state revenues for students and families	Advancement Director
70		Z. Create an opportunity to work with parents at surrounding parishes and non-Catholic congregations (that don't have a school) to encourage enrollment	SC38. Invite pastors to share the importance and value of Catholic education with their parishioners	Pastor & Principal
71	YOUTH & FAMILY: Provide opportunities for youth and family engagement			
72	1. Strengthen connections to the parish community through social and spiritual interactions involving both youth and their families	A. Use existing events (e.g., Spring Fling, Trunk or Treat) and develop new activities to provide and promote opportunities for families to come together	Y1. Create a "Family-Focus" Committee which includes Athletic Association, PTO, Ladies Guild, Young Families, Day School, PSR, and Youth Group, to coordinate all family faith-formation, community service, and social events	Pastoral Council, with members from PTO, Ladies Guild, Young Families, Day School, PSR, and Youth Group
73			Y2. Bring together existing ministries that serve youth & family to create a plan to engage young families. Each group could oversee 1-3 events per year	Family-Focus Committee (to include PTO, Ladies Guild, Young Families, Day School, PSR, and Youth Group)
74			Y3. Leverage existing youth group and connect with other ministries in promoting specific activities that draw in youth and are chaperoned age-appropriate social activities	Family-Focus Committee

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75	1. Strengthen connections to the parish community through social and spiritual interactions involving both youth and their families	A. Use existing events (e.g., Spring Fling, Trunk or Treat) and develop new activities to provide and promote opportunities for families to come together	Y4. Assess interests, develop and publicize family events for the parish that would provide opportunities for families to do things together	Family-Focus Committee
76			Y5. Communicate broadly and consistently to inform youth and families of activities inside the parish	Family-Focus Committee
77			Y6. Communicate broadly and consistently to inform youth and families of activities outside the parish that would contribute to their spiritual growth	Family-Focus Committee
78			Y7. Assess and publicize family retreats and family service opportunities outside of our parish i.e.- have families sit together at the Fest.	Family-Focus Committee
79		B. Strengthen opportunities during Mass for family participation	Y8. Continue to strengthen existing and develop additional youth activities at weekend Masses (lectors, announcements) a. Children’s liturgy of the word b. Children’s choir c. Establish greeter program for Mass using school students (Grade 3 and up) and PSR participants (Utilize Sign-Up Genius)	Liturgy Commission & Youth Minister
80	2. Provide the youth of the parish reasons to stay connected to the parish	C. Strengthen youth activities that promote a spirit of inclusion and involvement with the parish community and deepen their ties to our parish (see Spirituality)	Y9. Segment our youth into targeted groups for activities, but also identify opportunities for all groups to come together, using the following groups: a. Birth – Preschool (YF, PTO, Guild) b. K – 5th grade (YF, PTO, Guild) c. 6th-8th grade (Youth Group) d. High school (Youth Group) e. College/post high-school (Theology on Tap)	Family-Focus Committee

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81	2. Provide the youth of the parish reasons to stay connected to the parish	C. Strengthen youth activities that promote a spirit of inclusion and involvement with the parish community and deepen their ties to our parish (see Spirituality)	Y10. Catalog existing set of events—social vs. service. Catalog what we’re doing today / what we need to do (gauge level of interest), identify gaps	Youth Minister
82			Y11. Continue outreach, social justice, and community service opportunities with PSR students (6th grade and over)	Youth Minister & Life in the Eucharist Committee
83			Y12. Enhance plan for reaching out to 5th grade students and under (PSR and SPB school) by continuing to email upcoming events to families	Catechetical Leader
84			Y13. Identify additional opportunities to engage pre-school aged children and their parents, post-baptism	Catechetical Leader
85			Y14. Use existing Parish ministries / groups to find opportunities to include youth in parish activities	Family-Focus Committee
86			D. Develop programming for college/young adult age group	Y15. Explore opportunities to partner with local colleges in young adult ministries and programs
87		Y16. Explore opportunities for youth group “alumni” to share experiences when visiting		Youth Minister & Advancement Director
88		Y17. Identify student leaders that will work to keep in contact with others in this age group		Youth Minister & Advancement Director
89		E. Work with the Athletic Association on using existing or new events to better tie Athletics to youth activities more closely aligned with the parish for entire family	Y18. Develop further the outreach of Nick’s Knights	Athletic Association
90			Y19. Continue parish support for all athletic activities	Pastor, Principal, PTO, School Advisory Council, & Athletic Association

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91	OUTREACH, Social Justice & Community Service: Sustain and expand our commitment to serve one another within our parish and beyond			
92	<p>1. Continue Saint Paschal Baylon parish as a focal point of Catholic Christian discipleship so that we will enrich our community</p>	<p>A. Support current and expand outreach, social justice, and community service initiatives, in particular, the Clown, Helping Hands, and Manna ministries</p>	O1. Continue and strengthen communication on outreach, social justice, and community service ministry (bulletin, website, Facebook, visual displays, NE Ohio Catholic)	Communication Director
93			O2. Continue to communicate success/experiences with parishioners and community	Outreach Commission
94			O3. Investigate possibilities of collaborating with other ministries to integrate outreach, social justice, and community service opportunities in liturgy, school, & Youth Ministry	Outreach Commission
95			O4. Review goals and take steps for future growth opportunities for outreach, social justice, and community service ministries	Outreach Commission
96			O5. Continue to partner with cluster parish (Saint Clare) to expand outreach, social justice, and community service efforts	Outreach Commission
97			O6. Share "advocacy opportunities" with related ministries (e.g. times when relevant legislation is being considered)	Outreach Commission, Social Action Commission, & Communication Director
98			O7. Explore possibility of cross-denominational efforts in organizing outreach, social justice, and community service efforts through proactive outreach to invite cross-denominational participation in our ministry	Outreach Commission & Communication Director
99			<p>1. Continue efforts that make Saint Paschal Baylon parish as a focal point of Catholic Christian discipleship so that we will enrich our community</p>	<p>B. Increase the community's awareness of outreach, social justice, and community service ministry efforts</p>
100	O9. Continue to participate in highly visible community events (i.e. Highland Heights Home Day, etc.) to increase awareness of our parish culture and its mission	Outreach Commission		

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101	1. Continue efforts that make Saint Paschal Baylon parish as a focal point of Catholic Christian discipleship so that we will enrich our community	C. Identify and provide opportunities for involvement	O10. Sustain involvement and recruit new participation in formal leadership structure, asking for a 1-2 year commitment	Helping Hands and Social Action Commission
102			O11. Develop guidelines/bylaws to regularly renew the leadership in the Helping Hands Board	Helping Hands Ministry
103			O12. Promote the volunteer opportunities of other community service ministries through our media platforms	Outreach Commission
104		D. Increase youth and family participation in outreach, social justice, and community service activities (see Youth & Family)	O13. Review and survey outreach, social justice, and community service programs to assess opportunities for youth and family participation (e.g. kid-friendly events, social media sharing, especially with school)	Outreach Commission
105			O14. Involve day school, PSR and Youth Ministry leadership to recruit families to join outreach, social justice, and community service ministries	Outreach Commission
106	2. Link outreach, social justice, and community service with living a Catholic Christian life	E. Educate parishioners about the connections between living a life of faith and outreach, social justice, and community service	O15. Continue to publicize monthly meetings for parishioners to discuss current social issues and to reflect on a personal response founded on Catholic values	Social Action Commission
107			O16. Educate all parishioners of our call to deepen the discipleship of our members through service to those who are in need	Clergy & Social Action Commission
108			O17. Grow social media presence and education opportunities through all our information platforms	Communication Director & Outreach Commission
109	3. Support and reach out to those in need within our parish and beyond	F. Provide opportunities for parishioners to be advocates for those in need	O18. Assess needs of parishioners and community for consideration in providing services	Outreach Commission
110			O19. Continue consistent communication with homebound, those in assisted living and nursing facilities, etc. through visits, phone calls, etc.	Outreach Commission
111			O20. Enhance process for requesting assistance	Outreach Commission

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112	3. Support and reach out to those in need within our parish and beyond	F. Provide opportunities for parishioners to be advocates for those in need	O21. Organize a "Random Acts of Kindness" program that involves day school, PSR, scouts, etc. in building relationships with community (especially during Leadership Day)	Outreach Commission, Catechetical Leader, Principal, PTO, School Advisory Council and Athletic Association
113		G. Identify segments in need (i.e. veterans, blind, deaf)	O22. Have committees to assess/identify needs not currently being addressed	Pastoral Council, Outreach Commission & Social Action Commission
114			O23. Train volunteers to provide benefits enrollment assistance (e.g. for those served by Manna or Helping Hands)	Outreach Commission
115	STEWARDSHIP: Ensure SPB thrives as a vital resource for the spiritual lives of our parishioners and the communities we serve through our commitments of TIME, TALENT and TREASURE			
116	1. Create and sustain an environment where Stewardship is both valued and owned by School patrons and parishioners	A. Welcome new parishioners and follow-up	T1. Renew welcoming plan for new parishioners to embrace their role in maintaining a spiritually active parish	Welcoming Committee
117			T2. Regularly encourage visitors to register in the parish during the Mass announcements	Music/Liturgy Minister
118			T3. Continue to ask new parishioners in their first months to match interests of with our ministry and organizational needs	Welcoming Committee
119		B. Communicate Stewardship needs to Parishioners and their roles in maintaining a spiritually active and sustainable parish	T4. Continue to publish the needs of the parish on a regular basis via bulletin and speakers at Masses (during homily)	Pastoral Council
120		C. Renew strategies for retention of parishioners	T5. Continue to visit, survey and inquire why people are parishioners and reasons for their moving to another parish	Welcome Committee, Evangelization Committee & Pastor
121	2. Show care and commitment by sharing the gift of TIME and TALENT to our Parish	D. Develop a streamlined plan to effectively use our gifts of TIME and TALENT (see Spirituality)	T6. Renew fundraising efforts with a comprehensive plan with all parish groups supporting the strategies and goals (e.g. expand Knight to Remember Gala and Spring Fling)	Advancement Director
122			T7. Regularly review parish database to match skills and needs	Advancement Director
123			T8. Continue to develop recruitment campaigns (e.g. Ministry Fair) on a regular basis, especially during Mass	Advancement & Pastoral Council

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124	2. Show care and commitment by sharing the gift of TIME and TALENT to our Parish	E. Ensure there are enough volunteers with the skills needed to execute the plan	T9. Continue to encourage active ministers to invite others to participate	Ministry Leaders
125			T10. Continue to pursue, educate and advertise for the need of grants, bequest, planned giving, and other revenue streams, especially with online giving	Advancement Director
126	3. Share financial resources (TREASURE) by investing ourselves in the sustainability of the School and Parish	F. Grow the Endowment	T11. Renew education to parishioners on the spirituality of giving	Finance Council
127			T12. Continue to recognize donors and identify strategies to insure their involvement in expanding giving to include other non-donors to the fund	Advancement Director
128		G. Educate parishioners on alternative forms of giving	T13. Develop and implement a formal plan to campaign for bequeaths or other planned gifts to the Endowment with more education on the purpose of the Endowment and Planned Giving option and guidelines.	Advancement Director
129			T14. Continue to pursue, educate and advertise for the need of grants, bequest, planned giving, and other revenue streams, especially with online giving	Advancement Director
130			T15. Create a Marketing Committee	Advancement Director, PTO, Pastoral Council, Finance Council, School Advisory Council, Communication Director and Pastor
131	COMMUNITY AWARENESS: Enhance SPB's image and presence in the community through marketing, communication recruitment and retention			
132	1. Affirm the great media platform outreach through our Communication Office	A. Assist the Communication Director	C1. Expand the Communication Director from part-time to a full-time position	Finance Council
133			C2. Continue and strengthen relationships with local media sources (papers, TV, etc.) to keep SPB's name in public	Communication Director

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134	1. Affirm the great media platform outreach through our Communication Office	A. Assist the Communication Director	C3. Have regular sign-ups for assist parishioners to know our media platforms (i.e. website, Facebook, Twitter, YouTube, email)	Communication Director
135		B. Renew efforts to grow our pastoral staff	C4. Through parish stewardship appeals at Mass, invest in the Communications and Advancement Department to meet the initiatives in the strategic plan	Pastor, Finance Council, School Advisory Council, Pastoral Council
136	2. Develop a job description and tasks for a marketing committee and a marketing strategy	C. Regularly remind folks that we are a stewardship parish - always "recruiting" to expand and grow our ministries and enrollment	C5. Increase student recruitment efforts for the school and PSR (see School)	Principal & Catechetical Leader
137			C5. Continue to encourage non-parishioner Catholic school families to become parishioners	Pastor, Principal & All Ministries
138			C6. Keep current parishioners involved in activities (volunteering, ministries, school events)	All Ministry Leaders
139			C7. Expand & brainstorm the process for long-time parishioners to welcome new parishioners	Welcoming Committee
140	3. Foster a parish community that is collaborative, mutually supportive, and well informed about parish life so that all parishioners feel welcome and empowered	D. Continue our public feedback and evaluation of parish life	C8. Continue opportunities for parishioners to share feedback through open meetings and forums (i.e. "coffee," parish deck or fireside chats, with the pastor)	Pastor & Pastoral Council
141			C9. Increase relationships with local business and other civic groups to create awareness about SPB's mission and events	Advancement Director
142			C10. Continue quarterly meetings, bringing together representatives from each "focused group" to coordinate joint and independent programs and plan for the sharing of resources and supplies.	Pastor & Pastoral Council
143			C11. Continue regular surveys and/or "town halls" to assess how parishioners feel about the status of parish life.	Pastoral Council

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144	3. Foster a parish community that is collaborative, mutually supportive, and well informed about parish life so that all parishioners feel welcome and empowered	E. Increase efforts to instill a sense of pride and loyalty among current parishioners with the Pastoral Plan	C12. Update annually the parishioners on the Pastoral Plan	Pastoral Council & Implementation Team
145	3. Foster a parish community that is collaborative, mutually supportive, and well informed about parish life so that all parishioners feel welcome and empowered	E. Increase efforts to instill a sense of pride and loyalty among current parishioners with the Pastoral Plan	C13. Obtain regular updates from those responsible for action items to ensure time lines are being met	Implementation Team
146	4. Implement and monitor the strategic plan	F. Appoint an Implementation Team	C14. Set time lines for implementing strategic initiatives	Implementation Team
147			C15. Provide regular progress updates to the parish community quarterly	Pastoral Council & Implementation Team
148			C16. Hold quarterly ministry leader meetings (with and without pastor) to assist with implementing strategic initiatives and building relationships	Pastoral Council & Implementation Team
149			C17. Continue quarterly meetings, bringing together representatives from each "focused group" to coordinate joint and independent programs and plan for the sharing of resources and supplies	Pastor & Pastoral Council
150			G. Regular meet with parish leaders to implement the plan	C18. Renew organization of councils, their mission statements and objectives, "focused groups" and related ministries. Consider holding "all ministry" meetings 2x/year; use other quarterly meetings for special purposes

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151	GOVERNANCE & OPERATIONS: Operate parish in a collaborative, efficient and transparent manner			
152	<p>1. Foster and further develop our collective Catholic Christian identity</p>	<p>A. Ensure that all short and long term opportunities and concerns impacting the Parish are identified and managed through resolution</p>	G1. Enhance a unified calendaring system, both for planning and notifying potential participants of programs, include key diocesan events	Business Manager
153			G2. Support ministry leaders, who are accountable for implementing strategic plan action items for their respective areas, by providing training, best practices, status tracking procedures, resource request templates, and clarification of objectives	Pastor
154			G3. Renew the comprehensive plan to solicit local businesses in support of all parish events (one time each year) as SPB. (Every business/donor should have one primary contact person at SPB.)	Advancement Director
155			G4. Strengthen network of communication with other “focused groups”, to coordinate programs or events and share resources	Communication Director & Marketing Committee
156			G5. Renew and review the list of ministries, purpose, and contact information, organized by “focused groups.” Key contact person for maintaining this list needs to be communicated regularly to all current and new ministries	Pastor, Business Manager, & Pastoral Council
157			G6. Identify people to assume leadership positions to organize, develop and encourage new initiatives for each of the ministries and committees	Pastor & Implementation Team
158		B. Communicate regularly and transparently to build trust and common unity in pursuing our goals	G6. Continue external and internal checks on lay leadership performance	Pastor

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	A	B	C	D
159	1. Foster and further develop our collective Catholic Christian identity	B. Communicate regularly and transparently to build trust and common unity in pursuing our goals	G7. Provide budget for ministry leadership	Finance Council
160			G8. Provide volunteer training during Leadership Day/Knight	Pastor & Implementation Team
161	2. Increase the visibility and viability of each of the Parish ministries and committees	C. Group ministries into “focused groups” and encourage inter-ministry cooperation and sharing of information, resources, and calendars	G8. Continue rotating Pastoral and Finance Councils lay membership represents the parish	Pastor
162			G9. Continue the review of Council bylaws to ensure that guidelines are being met	Pastor
163			G10. Enhance procedures to safeguard that parish leadership hears parishioners’ voices. The website should be more fully utilized for communicating with parishioners	Pastoral Council
164			G11. Continue to provide timely advice and communicate parish financial health by delivering an annual report and budget to the Parish	Finance Council
165			G12. Continue our 5-year financial forecast incorporating the strategic plan initiatives, with annual reviews and renewals during the budget process	Finance Council
166			G13. Regularly publish the summaries of all key council meetings (i.e. Pastoral and Finance Councils)	Pastoral Council & Finance Council
167	4. Continue to be a good steward in the Diocese of Cleveland	D. Encourage active participation in diocesan initiatives and events	G14. When possible, budget parish resources for diocesan initiatives as needed	Pastor & Finance Council
168			G15. Regularly support diocesan events through communication on all our platforms and pulpit announcements	Communication Office

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	A	B	C	D
169	4. Continue to be a good steward in the Diocese of Cleveland	D. Encourage active participation in diocesan initiatives and events	G16. Serve as role models for diocesan support and be visible at key diocesan events	Pastor & Finance Council
170	5. Steward our facility and ground resources	E. Continue to enhance and develop the parish facilities and grounds with a 5-year maintenance plan	G17. Continue to monitor our 5-year Master Facilities and Campus plan with our annual parish budget	Maintenance Supervisor & Finance Council
171			G18. Continue to use and renew energy efficient items for our campus	Maintenance Supervisor & Finance Council
172				
173			G19. Develop a Sustainability Task Force to do an in-depth assessment of environmentally sound methods	Maintenance Supervisor & Social Action Commission