

# Saint Paschal Baylon Parish Strategic Plan

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## Parish Mission Statement

Saint Paschal Baylon is a joyful, welcoming community centered in the Eucharist. Through our prayer and liturgy, we are empowered to grow in faith, love and service.

## Preamble to the Strategic Plan

The Roman Catholic Community of Saint Paschal Baylon and its leadership believe in a culture that is collaborative and transparent. Under the guidance of the Holy Spirit, we join together as a faith community. The Eucharist is central in our community as the source and summit of our discipleship. Furthermore, we have joined together as a faith community to discover, dream, design, and implement this Strategic Plan.

At Leadership Day September 2013, the Pastoral Council and Pastoral Staff mandated the creation of a 5-year strategic plan and an ad hoc committee to develop it. The goal of the Strategic Planning Committee was to create a dynamic plan that builds upon our vibrant SPB parish community and continues our rich legacy. Since January 2014, the committee volunteered hundreds of hours. Parish leaders from various ministries served the committee and provided input through surveys and interviews from hundreds of parishioners played a vital role in development of the plan. Additionally, students from the Weatherhead School of Management Case Western Reserve University provided additional analysis.

This Strategic Plan is a “living document” that will guide and direct the parish over the next five years and beyond. It builds upon our rich heritage and traditions fostered in our parish. It provides a cohesive direction to ensure a successful and meaningful parish for our future in the Diocese of Cleveland and our community.

The Strategic Plan identifies priorities that will guide the parish’s activities and resource decisions in each of the following areas:

1. Spirituality
2. School
3. Youth and Family
4. Outreach, Social justice, and Community Service
5. Stewardship
6. Community Awareness
7. Governance and Operations

For each of these areas, a statement of strategic direction has been developed. These goals express a vision for the future of the Parish. Objectives and strategies for each area have been identified along with suggested action items and focus areas. With this plan we can expect a revitalized parish community that reaches out to others, good stewardship of financial and human resources, a vision for the future rooted in mission and values, and a game plan to achieve the vision.

Thank you for taking the time to read this important document and praying for its success. Parishioners are encouraged to identify opportunities to engage in our parish and to enhance our vibrant, active Catholic community. We appreciate your participation in the life of our parish and walking together in faith through Christ our Lord.

*11 January 2015  
Feast of the Baptism of the Lord*

# Saint Paschal Baylon Parish Strategic Plan

Note: The term “Parish”, as used in this document is intended to be inclusive of the school, church, organizations, ministries, and committees of St Paschal Baylon, unless otherwise noted.

## Spirituality

**Goal: Foster and deepen our spirituality through opportunities for faith formation and inspiring liturgies**

Spirituality			
Objective	Strategy	Suggested action Items & focus areas	Responsible
1. Affirm our faith formation with programs that guide us to a richer relationship with Christ and each other	A. Continue an active formation program that offers an explanation and understanding of the Mass and liturgical seasons	S1. Explain the meaning of the liturgy, sacraments, and other worship on a regular basis during Masses, as part of the annual parish mission, and at other times	Pastor
	B. Develop “continuing education” opportunities	S2. Teach that spirituality is not just a solitary experience but a communal experience as well	Pastor
		S3. Assess the needs, desires and barriers to the whole parish catechesis	Pastor
		S4. Propose new ways to meet the needs of those whose needs/desires for accessible faith formation are not being met	Liturgy Commission
		S5. Identify ways in which to measure the effectiveness of our Faith Formation programs	Liturgy Commission
		S6. Assess, select, and use technology to further faith formation goals	Technology Committee
	C. Continue to support and promote PSR, sacrament preparation, RCIA, Catholics Returning Home, bible studies and other faith-formation ministries	S7. Communicate opportunities for faith formation through bulletin and social media	Spiritual Formation Committee
		S8. Transition the newly confirmed into adult education and parish ministry a. Connect parishioners with catechumens and initiation candidates	Spiritual Formation Committee
	D. Foster a sense of communion/oneness in the parish	S9. Provide Opening and Closing Prayers for all ministries/committees to use at their meetings	Catechetical Leaders

## Saint Paschal Baylon Parish Strategic Plan

<b>Spirituality</b>			
<b>Objective</b>	<b>Strategy</b>	<b>Suggested action Items &amp; focus areas</b>	<b>Responsible</b>
		S10. Continue greeting each other at the beginning of Mass	Liturgy Commission
2. Energize the congregation, through meaningful and memorable liturgies and worship, to actively challenge parishioners to participate, understand and live their Faith	E. Incorporate children and youth into worship. (see Youth & Family)	S11. Continue to promote and explore expanding Children’s Liturgy of the Word	Catechetical Leaders
		S12. Involve youth and family in the annual parish mission (planning and attendance)	Staff – Youth Minister
	F. Encourage and advertise prayer and worship opportunities that supplement Sunday liturgies and reflect liturgical themes in conjunction with liturgical seasons (e.g., Liturgy of the Hours, Morning & Evening Prayers)	S13. Continue and expand opportunities for “published” reflections	Priests
		S14. Incorporate alternative liturgical services (e.g. Taize Prayer, Lenten evening prayer) including lay minister-led services	Liturgy Commission
		S15. Promote the annual parish mission	Pastor
	G. Create a climate of actively responding to parishioners concerns and input on how to continually improve the liturgical experience (e.g., music, homily, orchestration)	S16. Establish and communicate purpose of the Liturgy Commission	Liturgy Commission
		S17. Invite people to assume leadership positions in the Liturgy Commission	Liturgy Commission
		S18. Survey and request input from the full parish community on how to improve the liturgical experience	Liturgy Commission
		S19. Incorporate variety in liturgies that are responsive to parishioner input and appeal to different interests	Liturgy Commission
	H. Invite and encourage a greater number of people to become involved in ministries that are part of the Eucharistic celebration (see Stewardship)	S20. Communicate sign-up days to invite new people to sign up	Welcoming Committee
		S21. Facilitate a process for current ministers to mentor new ministers	Liturgy Commission
		S22. Promote participation through coordinated rotation of ministers, grouping family members at the same liturgy, and sharing/posting schedules for celebrant and liturgical team	Liturgy Commission

## Saint Paschal Baylon Parish Strategic Plan

<b>Spirituality</b>			
<b>Objective</b>	<b>Strategy</b>	<b>Suggested action Items &amp; focus areas</b>	<b>Responsible</b>
		S23. Develop altar serving training program for all ages, not just grade school age	Liturgy Commission
		S24. Encourage coordination amongst the ministries and foster a team culture	Pastor
	I. Continue to encourage artistic excellence in all aspects of liturgy	S25. Discern the needs of the music program so that it will continue to grow	Staff – Music Minister
		S26. Use visual arts to enhance the liturgy and the worshipping community a. Continue to use floral and fabric artistry	Arts & Environment Committee
3. Collaborate with other Catholic parishes and non-catholic congregations (see Outreach, Social Justice, & Community Service)	J. Share resources in planning and executing “continuing education” programs in spirituality with cluster parish	S27. Identify interests, compare to existing programs, and develop a plan to fill gaps in programs offered	Spiritual Formation Committee
		S28. Execute the continuing education plan	Spiritual Formation Committee
	K. Explore possibilities of ecumenical services with other local denominations	S29. Identify interests, compare to existing services, and develop a plan to fill gaps in services offered	Liturgy Commission
		S30. Plan ecumenical services	Liturgy Commission

# Saint Paschal Baylon Parish Strategic Plan

## School

**Goal: Continue to foster Christ-centered values within each student while providing a challenging academic curriculum in an environment of dignity and respect**

School			
Objective	Strategy	Suggested action Items & focus areas	Responsible
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)	Staff – Principal
	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)	Staff – Principal
	C. Create and implement a student focused plan that enables our students to achieve the desired profile. Components should include effective communications and help through the change	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 Catholicity and Student Learning goals)	Staff – Principal
		SC4. Grow anti-bullying initiatives to help in process	Staff – Principal
2. Develop a program to instill a clear understanding and deeper appreciation of the value of Catholic education to	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	SC5. Make necessary changes to documents (i.e., handbook and website)	Staff – Principal
		SC6. Reassess on annual basis	School Advisory Council

## Saint Paschal Baylon Parish Strategic Plan

School			
Objective	Strategy	Suggested action Items & focus areas	Responsible
families	E. Create a holistic marketing plan specifically for the school that will draw families that desire a Catholic education	SC7. Create a Marketing/ Communications Committee that consists of key personnel, students and alumni from both church and school. <i>(see Community Awareness)</i>	Pastor
		SC8. Promote BOTH the school and church	Marketing/ Communications Committee
		SC9. Devise ways to reach local families who desire a Catholic education or who are not aware of our School	School Advisory Council
	F. Imbed the mission and core values, as well as consistent logos, email signatures and colors, into communication with current families	SC10. Create a task-force to be responsible for auditing all print and electronic materials	School Advisory Council
	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)	Staff – Development
		SC12. Create a way to share interesting Alumni successes stories to share with community (SPB Alumni Updates)	Staff – Development
		SC13. Create an Alumni Hall of Fame	School Advisory Council
	H. Communicate with parents, classroom activities that are unique to SPB and the value in their sacrifices	SC14. Continue to encourage "specials" teachers to spotlight their unique curriculum (e.g. Meet the Teacher Night)	Staff – Principal
		SC15. Spotlight a teacher and unique ways that they teach at a Catholic school	Staff – Principal
	3. Foster a community atmosphere between the	I. Analyze all current communication channels between school and families	SC16. Learn from parents where discrepancies lie and take action to fix

## Saint Paschal Baylon Parish Strategic Plan

School			
Objective	Strategy	Suggested action Items & focus areas	Responsible
school and families	to look for unclear information and missing links	SC17. Work with Technology group to re-work the parent newsletter and leverage Edline	Staff - Technology
		SC18. Identify parents that aren't receiving information and work to ensure that each parent receives information	Staff – Principal
	J. Create a vehicle that allows parents to share feedback easily and increases the flow of positive communication to and from the school	SC19. Conduct town hall meetings specifically for school	School Advisory Council
		SC20. Survey parents &/or provide and promote the place where parents can ask questions (either anonymously or not) and receive a prompt answer. [e.g., ask grads/parents (current & past) specific questions and then reply with answers or vice versa via a survey tool (Survey Monkey)]	School Advisory Council
		SC21. Create curriculum questions sessions or Common Core learning sessions that allow for feedback	School Advisory Council
	K. Create opportunities for parents/family members to share relevant “real world experiences” with students	SC22. Create a Career Day	Staff – Principal
4. Provide a technology rich learning environment that improves communication, makes instruction more efficient and effective, and enhances thinking and learning skills	L. Improve technology infrastructure to allow for simpler and cohesive communication among teachers, parents and students	SC23. Explore software to help with goals	Staff - Technology
		SC24. Ensure the Technology Committee has the tools and resources it needs to accomplish goals	Staff – Principal
	M. Increase professional training focusing on instructional and administrative applications	SC25. Create an internal platform for teachers to learn and share new Apps and other technology focused learning opportunities	Staff - Technology

## Saint Paschal Baylon Parish Strategic Plan

School			
Objective	Strategy	Suggested action Items & focus areas	Responsible
	N. Implement technology in all classroom and homework learning	SC26. Assess holes where technology is not being utilized, e.g. Edline may be able to do more than what we are paying for, simplify number of logins for parents and students	Staff - Technology
	O. Incorporate emergent technology in a strategic way	SC27. Create plan to identify, assess and incorporate emergent technology to meet teacher and student needs	Staff - Technology
5. Ensure that the Safety of the student body, faculty and staff is a top priority	P. Re-evaluate the Safety Plan on an annual basis	SC28. Keep Safety Committee current by recruiting additional support and reviewing plan regularly	Safety Committee
	Q. Leverage local law enforcement as resources and educational experiences	SC29. Continue to nourish law enforcement relationships through “thank you” initiatives (i.e., the Blue Mass)	Safety Committee
	R. Create a process for educating faculty, students and parents on changes to plan	SC30. Utilize oral and written ways of keeping information up to date and relevant to the students, parents and faculty	Safety Committee
	S. Establish a system for tracking safety incidents to enable better analysis for improvement	SC31. Determine and record patterns of problem areas of school	Safety Committee
		SC32. Measure and track improvements	Safety Committee
6. Strengthen the professional skills and capabilities of faculty and staff and expect academic excellence of each teacher and staff for the student body.	T. Develop the desired profile of an SPB educator, including qualities, traits, and desired professional expertise	SC33. Use the Diocesan Job Description for each SPB educator, and add additional qualities as needed. Measure individuals to Job Description annually	Staff – Principal
	U. Develop a specific job specification for each faculty position	SC34. Use the Diocesan Job Description for each SPB faculty member, and add additional qualities as needed. Measure individuals to Job Description annually	Staff – Principal
	V. Strengthen the use of cutting-edge technology as a teaching and learning tool	SC35. Develop and implement a Technology Plan for the teachers that will further their ability to bring technology into classroom	Staff – Principal
		SC36. Identify Teachers who can help peers	Staff – Principal
Note: Cross Reference or Refer (where applicable) the Diocesan Rubric of Evaluation			

## Saint Paschal Baylon Parish Strategic Plan

School			
Objective	Strategy	Suggested action Items & focus areas	Responsible
	W. Ensure academic excellence on an ongoing basis	SC37. Create an Academic Excellence & Curriculum Committee to identify, select and implement best instructional practices across all grade levels	Staff – Principal
	X. Increase opportunities for and support of faculty professional development	SC38. Create opportunities for teachers that return and share their findings with the rest of staff	Staff – Principal
7. Develop a broad, innovative Enrollment Management Plan	Y. Design, set goals and write an Enrollment Management Plan	SC39. Establish a task force of school leaders and parents	Staff – Principal
		SC40. Write the Enrollment Management Plan	Staff – Principal
		SC41. Implement the Enrollment Management Plan	Staff – Principal
	Z. Benchmark enrollment trends to forecast patterns	SC42. Utilize this information to understand future enrollment opportunities	Staff – Principal & Development
	AA. Enhance the tuition assistance available for families in need	SC43. Review the past tuition assistance plan	Finance Council
		SC44. Research other possibilities of tuition assistance, (e.g., G.I.F.T.S. and beyond)	Finance Council
	BB. Promote and increase scholarship and other tuition aid opportunities  <i>(see Stewardship)</i>	SC45. Market the G.I.F.T.S. program and educate parents and parishioners on the importance of this program	Staff – Development
		SC46. Grow the G.I.F.T.S. program and the Endowment Fund	Staff – Development
		SC47. Research and identify a process for uncovering scholarships, grants and additional state revenues for students and families	Staff – Development
	CC. Create an opportunity to work with parents at surrounding parishes and non-Catholic congregations (that don't have a school) to encourage enrollment	SC48. Invite Pastors to share the importance and value of Catholic education with their parishioners (i.e., Learning Fair)	Staff – Principal
SC49. Explore further collaboration and partnership with neighboring Catholic parish schools		Staff – Principal	

# Saint Paschal Baylon Parish Strategic Plan

## Youth & Family

### Goal: Provide opportunities for youth and family engagement

Youth & Family			
Objective	Strategy	Suggested action Items & focus areas	Responsible
1. Create stronger 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 to coordinate all family faith-formation, community service, and social events	Pastor
		Y2. Create ideas for new events that support family-focused time with other families (e.g., Mardi Gras Night to “welcome Lent”, Play dates after Mass, Community focused events such as volunteering at a food bank, Family retreats or other off-campus service opportunities	Family-Focus Committee
		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
		Y4. Assess interests, develop and publicize family events for the parish that would provide opportunities for families to do things together	Family-Focus Committee
		Y5. Communicate broadly and consistently to inform youth and families of activities inside the parish	Family-Focus Committee
		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
		Y7. Assess and publicize family retreats and family service opportunities outside of our parish	Family-Focus Committee

## Saint Paschal Baylon Parish Strategic Plan

<b>Youth &amp; Family</b>			
<b>Objective</b>	<b>Strategy</b>	<b>Suggested action Items &amp; focus areas</b>	<b>Responsible</b>
	B. Strengthen designated Family Masses and include opportunities for family participation	<p>Y8. Continue to strengthen existing and develop additional youth activities in Mass (lectors, announcements)</p> <p>a. Children’s liturgy of the word</p> <p>b. Children’s choir</p> <p>c. Establish greeter program for Mass using school students (Grade 3 and up) and PSR participants (see Stewardship)</p>	Liturgy Commission
2. Provide the youth of the parish reasons to stay connected to the parish	C. Establish youth activities that promote a spirit of inclusion and involvement with the parish community and deepen their ties to St. Paschal (see Spirituality)	<p>Y9. Segment our youth into targeted groups for activities, but also identify opportunities for all groups to come together, using the following groups:</p> <p>a. Birth – Preschool</p> <p>b. K – 5<sup>th</sup> grade</p> <p>c. 6<sup>th</sup>-8<sup>th</sup> grade</p> <p>d. High school</p> <p>e. College/post high-school</p>	Family-Focus Committee
		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	Staff – Development
		Y11. Build outreach, social justice, and community service opportunities with PSR students. 6 <sup>th</sup> grade and over	Staff - Youth Minister
		Y12. Enhance plan for reaching out to 5th grade students and under (PSR and SPB school)	Spiritual Formation Committee

## Saint Paschal Baylon Parish Strategic Plan

<b>Youth &amp; Family</b>			
<b>Objective</b>	<b>Strategy</b>	<b>Suggested action Items &amp; focus areas</b>	<b>Responsible</b>
		Y13. Identify additional opportunities to engage pre-school aged children and their parents, post-baptism	Spiritual Formation Committee
		Y14. Use existing Parish ministries / groups to find opportunities to include youth in parish activities	Family-Focus Committee
	D. Develop programming for college/young adult age group	Y15. Explore opportunities to partner with local colleges in young adult ministries and programs	Spiritual Formation Committee
		Y16. Explore opportunities for youth group “alumni” to share experiences when visiting	Staff –Youth Minister
		Y17. Identify student leaders that will work to keep in contact with others in this age group	Staff –Youth Minister
	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	Y18. Expand Nick’s Knights to all sports	Athletic Assoc.
		Y19. Ensure parish support for all athletic activities	Pastor

# Saint Paschal Baylon Parish Strategic Plan

## Outreach, Social Justice, & Community Service

**Goal: Sustain and expand our commitment to serve one another within our parish and beyond**

<b>Outreach, Social Justice, &amp; Community Service</b>			
<b>Objective</b>	<b>Strategy</b>	<b>Suggested action Items &amp; focus areas</b>	<b>Responsible</b>
1. Establish Saint Paschal Baylon parish as a focal point of Catholic Christian discipleship so that we will enrich our community	A. Support current and expand outreach, social justice, and community service initiatives, in particular, the Clown and Helping Hands and Manna ministries	O1. Create a resource plan that adapts and grows according to the outreach, social justice, and community service activities and interests of the parish	Pastor
		O2. Develop and implement a plan to improve outreach, social justice, and community service ministry communication to parish (bulletin, website, Facebook, visual displays)	Staff – Outreach
		O3. Communicate success/experiences with parishioners and community	Staff – Outreach
		O4. Investigate possibilities of collaborating with other ministries to integrate outreach, social justice, and community service opportunities in liturgy, school, etc.	Staff – Outreach
		O5. Review goals and future growth opportunities for outreach, social justice, and community service ministries	Staff – Outreach
		O6. Partner with cluster parish, St. Clare, to expand outreach, social justice, and community service efforts	Staff – Outreach
		O7. Explore possibility of cross-denominational efforts in organizing outreach, social justice, and community service efforts	Staff – Outreach
	B. Increase the community’s awareness of outreach, social justice, and	O8. Sponsor activities to which the community is invited (blood drives, Helping Hands tasks, etc.)	Staff – Outreach

## Saint Paschal Baylon Parish Strategic Plan

<b>Outreach, Social Justice, &amp; Community Service</b>				
<b>Objective</b>	<b>Strategy</b>	<b>Suggested action items &amp; focus areas</b>	<b>Responsible</b>	
	community service ministry efforts	O9. Participate in highly visible community events (i.e. Highland Heights Home Day, etc.) to increase awareness of our parish culture and its mission	Staff – Outreach	
		O10. Communicate outreach, social justice, and community service activities to the community	Staff - Development	
	C. Identify and provide opportunities for involvement	O11. Sustain involvement and recruit new participation	Ministry Leaders	
		O12. Communicate opportunities for parishioner involvement	Staff – Outreach	
	D. Increase youth and family participation in outreach, social justice, and community service activities (see Youth & Family)	O13. Review outreach, social justice, and community service programs to assess opportunities for youth and family participation	Staff – Outreach	
		O14. Identify external community service opportunities for youth and family	Staff – Outreach	
		O15. Involve day school, PSR and Youth Ministry leadership to recruit families to join outreach, social justice, and community service ministries	Staff – Outreach	
	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	O16. Publicize a forum for parishioners to discuss current social issues and to reflect on a personal response founded on Catholic values	Pastor
			O17. Educate all parishioners of our call to deepen the discipleship of our members through service to those who are in need	Pastor
			O18. Educate parishioners on current events, social justice concerns, and the value commitment to these causes (e.g., guest speakers)	Pastor
O19. Use parish bulletin, website and Facebook to educate parishioners about programs, opportunities and resources			Staff - Outreach	
3. Support and reach out to those in need within our	F. Provide opportunities for parishioners to be advocates for those in need	O20. Assess needs of parishioners and community for consideration in providing services	Staff – Outreach	

## Saint Paschal Baylon Parish Strategic Plan

<b>Outreach, Social Justice, &amp; Community Service</b>			
<b>Objective</b>	<b>Strategy</b>	<b>Suggested action Items &amp; focus areas</b>	<b>Responsible</b>
parish and beyond		O21. Continue consistent communication with homebound, those in assisted living and nursing facilities, etc. through visits, phone calls, etc.	Staff – Outreach
		O22. Enhance process for requesting assistance	Staff – Outreach
		O23. Organize a “Random Acts of Kindness” program that involves day school, PSR, scouts, etc. in building relationships with community	Staff – Outreach
	G. Identify segments in need (i.e. veterans, blind, deaf)	O24. Establish a committee to assess/identify needs not currently being addressed	Staff – Outreach
		O25. Implement programs to address these needs	Staff – Outreach

# Saint Paschal Baylon Parish Strategic Plan

## Stewardship

**Goal: 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**

Stewardship			
Objective	Strategy	Suggested action Items & focus areas	Responsible
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. Create and implement a welcoming plan for new parishioners to embrace their role in maintaining a spiritually active and sustainable school and parish	Welcoming Committee
		T2. Follow-up with new parishioners in their first 3-6 months	Welcoming Committee
	B. Communicate Stewardship needs to Parishioners and their roles in maintaining a spiritually active and sustainable Parish	T3. Publish the needs of the Parish, the roles to be filled by Parishioners, and “why” they are important, on a regular basis	Pastoral Council
		T4. Provide timely feedback to Parishioners that have taken the time to submit their ideas or concerns	Pastoral Council
	C. Understand why Parishioners are leaving (or have left) and develop a plan to maximize Retention	T5. Hold exit interviews with Parishioners that are leaving (or have left) to understand the reasons “why”, identify trends and develop a plan to address these to maximize retention	Welcoming Committee
2. Show care and commitment by sharing the gift of <u>TIME</u> and <u>TALENT</u> to our Parish	D. Develop a streamlined plan to effectively use our gifts of TIME and TALENT (see Spirituality)	T6. Identify Parish needs and how they can be most efficiently met. (i.e. Committees, Services, etc.)	Pastoral Council
		T7. Coordinate fundraising efforts and create a comprehensive plan to maximize the benefits to the Parish, efficiently utilize resources, and bring unity between the sponsoring groups within SPB and the surrounding community	Staff – Development
		T8. Catalogue the events, knowledge and expertise of our parishioners	Staff – Development

## Saint Paschal Baylon Parish Strategic Plan

<b>Stewardship</b>			
<b>Objective</b>	<b>Strategy</b>	<b>Suggested action Items &amp; focus areas</b>	<b>Responsible</b>
		T9. Create a plan to leverage the knowledge and expertise of our parishioners with Parish needs and fill any identified gaps	Pastoral Council
		T10. Document and communicate (transparently) a comprehensive list of volunteer opportunities to the parish using multiple media outlets	Staff – Development
	E. Ensure there are enough volunteers with the skills needed to execute the plan	T11. Hold recruitment campaigns on a regular basis and leverage a more personal touch when we recruit (i.e. call or ask folks in Mass)	Staff – Development
		T12. Ask active ministers to invite others to participate	Staff – Development
3. Share financial resources ( <u>TREASURE</u> ) by investing ourselves in the sustainability of the School and Parish	F. Grow the Endowment	T13. Develop and implement a formal plan to campaign for bequeaths or other planned gifts to the Endowment by using our own experiences and reaching out to other Parishes that have done this successfully in the past	Staff – Development
		T14. Communicate the plan to the Parish and surrounding communities	Staff – Development
	G. Educate parishioners on alternative forms of giving	T15. Develop a strategy to utilize technology in gift-giving and fundraising efforts	Staff – Development
		T16. Continue communicating the alternative forms of giving to the Parishioners	Staff – Development
		T17. Continue to pursue grants and other revenue streams	Staff – Development
4. Foster an environment of gratitude for providing gifts of Time, Talent and Treasure	H. Create awareness of the spirituality in providing gifts and show appreciation to those that provide	T18. Educate parishioners on the spirituality of giving	Spiritual Formation Committee
		T19. Create a plan for identifying ALL those who give (regardless of size or effort) and graciously say “thank you” on a regular basis (publically and privately)	Staff – Development

# Saint Paschal Baylon Parish Strategic Plan

## Community Awareness

**Goal: Enhance St. Paschal Baylon's image and presence in the Community through marketing, communication, recruitment, and retention**

Community Awareness			
Objective	Strategy	Suggested action Items & focus areas	Responsible
1. Establish a Marketing/ Communications Committee to focus and centralize marketing, public relations, and development needs	A. Create a Marketing/ Communications Committee	C1. Identify staff, parishioners, school parents and other interested community members with marketing/ communications talents to form a Marketing/ Communications Committee	Pastor
	B. Develop a multi-faceted marketing and communications plan	C2. Assess the marketing, public relations, and development needs of the parish	Marketing/ Communications Committee
		C3. Evaluate current communications methods and determine opportunities for improvement	Marketing/ Communications Committee
		C4. Develop a marketing and communications plan so that information and resources can be shared within ministries, between ministries, and with the parish community	Marketing/ Communications Committee
		C5. Implement the marketing and communications plan	Staff – Marketing
	C. Examine the current function of the Development Department and create a resource plan that adapts and grows according to the marketing/ communications needs of the parish	C6. Invest in the Development Department to meet the initiatives in the strategic plan	Pastor
2. Develop marketing strategies for the purpose	D. Increase efforts to attract new parishioners	C7. Increase recruitment efforts for the school (see School)	Staff – Principal

## Saint Paschal Baylon Parish Strategic Plan

<b>Community Awareness</b>			
<b>Objective</b>	<b>Strategy</b>	<b>Suggested action Items &amp; focus areas</b>	<b>Responsible</b>
of increasing the number of new parishioners and retaining current parishioners		C8. Increase recruitment efforts for the parish	Staff - Development
		C9. Encourage non-parishioner Catholic school families to become parishioners	Pastor
	E. Increase efforts to instill a sense of pride and loyalty among current parishioners	C10. Keep current parishioners involved in activities (volunteering, ministries, school events)	All Ministry Leaders
		C11. Expand the process for long time parishioners to welcome new parishioners	Welcoming Committee
	F. Assess and enhance specific programs to reach out to and welcome back inactive Catholics or those that participate infrequently	C12. Research offering different style Masses that attract different interests. (i.e. Children's Mass, signing for the deaf, etc.)	Liturgy Commission
3. Foster a parish community that is collaborative, mutually supportive, and well informed about parish life so that all parishioners feel welcome and empowered	G. Enable parishioners to provide input to parish leadership and receive meaningful and timely feedback regarding policies, programs and directions	C13. Renew the parish suggestion box in the church, bulletin, and on website to be reviewed by Pastoral Council	Pastoral Council
		C14. Allow opportunities for parishioners to share feedback through open meetings and forums. (Coffee with Pastor, publicize Ministry meeting dates/times)	Pastor
4. Improve existing communications mechanisms, and create and maintain new methods of communications with, and among, parishioners and the community	H. Strengthen the visibility of SPB community assets (relationship building)	C15. Increase relationships with local business and other civic groups to create awareness about SPB's mission and events	Staff - Development
		C16. Develop relationships with local media sources (papers, TV, etc.) to keep SPB's name in public	Staff - Development
	I. Utilize social media and networking technologies	C17. Grow website, Facebook, Twitter, You Tube and email to be sources of information and publicity	Staff - Development

# Saint Paschal Baylon Parish Strategic Plan

## Governance & Operations

### Goal: Operate parish in a collaborative, efficient, and transparent manner

Governance & Operations			
Objective	Strategy	Suggested action Items & focus areas	Responsible
1. Foster and further develop our collective Catholic Christian identity	A. Ensure that all short and long term opportunities and concerns impacting the Parish are identified and managed through resolution	G1. Conduct periodic, regular surveys and/or “town halls” to assess how parishioners feel about the status of parish life	Pastoral Council
		G2. Roll-forward the 5-year strategic plan, updating annually based on changes in environment and input from parishioners	Pastoral Council & Implementation Team
		G3. Implement and monitor the strategic plan a. Set time lines for implementing strategic initiatives b. Obtain regular updates from those responsible for action items to ensure time lines are being met	Pastoral Council & Implementation Team
		G4. Communicate the strategic plan and provide regular progress updates to the parish community	Pastoral Council & Implementation Team
	B. Communicate regularly and transparently to build trust and common unity in pursuing our goals	G5. Hold quarterly ministry leader meetings (with and without pastor) to assist with implementing strategic initiatives and building relationships (trust)	Pastoral Council & Implementation Team
		G6. 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, as needed	Pastoral Council & Implementation Team

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<b>Governance &amp; Operations</b>			
<b>Objective</b>	<b>Strategy</b>	<b>Suggested action Items &amp; focus areas</b>	<b>Responsible</b>
		G7. C parishioners and school families to be more aware of and involved with each other	School Advisory Council and Catechetical Leaders
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 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
		G9. Renew organization of councils, “focused groups”, and related ministries	Pastor
		G10. Enhance a unified calendaring system, both for planning and notifying potential participants of programs, include key diocesan events and minimize overlaps for target participant groups	Staff - Administration
		G11. Establish a procedure for scheduling events, purchasing supplies and requesting assistance from parish staff for running of events	Staff - Administration
		G12. Develop a comprehensive plan to solicit local businesses in support of all parish events (one time each year) as SPB	Staff –Marketing
		G13. Strengthen network of communication with other “focused groups”, to coordinate programs or events and share resources	Pastor
		D. Establish a procedure for publicizing the work of each of the “focused groups”, to aid in attracting new members and potential leaders for each group	G14. Renew and review the list of ministries, purpose, and contact information, organized by “focused groups”
	G15. Keep Welcoming Committee updated throughout the year on changes to ministry listing and contact information		Staff – Administration

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<b>Governance &amp; Operations</b>			
<b>Objective</b>	<b>Strategy</b>	<b>Suggested action Items &amp; focus areas</b>	<b>Responsible</b>
		G16. Identify people to assume leadership positions to organize, develop and encourage new initiatives for each of the ministries and committees	Pastor & Focus Group Coordinators
3. Base all personnel (including volunteer) decisions on comprehensive Human Resource policies and procedures (see School for faculty, administration, and volunteer personnel)	E. Develop and define job descriptions and competencies of all parish paid and unpaid positions (religious and lay)	G17. Enhance annual performance reviews and professional development plans for all staff positions	Pastor & Principal
		G18. Set annual goals incorporating the applicable aspects of implementing the strategic plan	Pastor
		G19. Continue external and internal checks on lay leadership performance	Pastor
		G20. Provide budget for training and conferences identified in professional development plans for staff	Finance Council
		G21. Provide budget for ministry leadership and volunteer training	Finance Council
		G22. Continue to develop succession plans for anticipated retirements and transfers for key roles	Pastor
	F. Conduct all hiring and retention practices in accordance with HR policy and diocesan guidelines	G23. Post all job openings publicly	Staff – Administration
	G. Encourage and develop lay leadership of parish ministries/committees	G24. Enhance the Pastoral and Finance Councils with rotating lay membership that fairly represent the parish	Pastor
	H. Conduct parish decision-making processes in as transparent a manner as possible	G25. Ensure an active and consultative voice that affects the management and vision of the parish is afforded to the pastor’s chief advisory bodies (Staff, Pastoral & Finance Councils)	Pastor
		G26. Call forth a diversity of parishioners to utilize their gifts and talents in advisory councils’ leadership	Pastor

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		G27. Enhance procedures to safeguard that parish leadership hears parishioners' voices	Pastoral Council
		G28. Continue to provide timely advice and communicate parish financial health by delivering an annual report and budget to the Parish	Finance Council
		G29. Develop a rolling 5 year financial forecast incorporating the strategic plan initiatives	Finance Council
		G30. Provide electronically the by-laws of all councils, committees, and ministries, as applicable	Pastor
		G31. Publish the summaries of all council meetings	Pastoral Council & Finance Council
4. Continue to be a good citizen in the Diocese of Cleveland	I. Encourage active participation in diocesan initiatives and events	G32. Allocate parish resources for diocesan initiatives as needed	Pastor
		G33. Communicate diocesan events (websites, bulletin, and announcements)	Staff - Administration
		G34. Serve as role models for diocesan support and be visible at key diocesan events	Pastor & Pastoral Council
5. Steward our facility and ground resources	J. Continue to enhance and develop the parish facilities and grounds with a 5-year maintenance plan	G35. Develop a 5-year Master Facilities and Campus plan	Staff - Maintenance
		G36. Incorporate the Facilities & Campus plan within the rolling 5 year forecasts and annual budgets	Finance Council
		G37. Renew our facilities and grounds with energy efficient items to improve the quality of our campus	Staff - Maintenance