



**The Path** 2012

July 1, 2012

**The Path** logo uses a rounded/circular element to represent God. The circular/oval image has endpoints (separated) to denote where we have been and where we are going. The arrow point in the middle represents us, moving forward, on the path. The architectural element of the church ties into the parish's history. The "t" in Path is reminiscent of the Cross.

After considering that the parish, both as individuals and collectively, is on a journey following the path of the Risen Lord, our parish planning endeavor was titled **The Path**. **The Path** has a beginning (like St. Maximilian Kolbe Catholic Church), it has a center (our present), and it has a future. It also provides our mission with a sense of spirituality – its God's plan, and so it's our plan. Together we follow the path of the Risen Lord.

## Table of Contents

1.0	Welcome .....	4
2.0	The Background: Why <b><i>The Path</i></b> ? .....	4
3.0	How was Input Collected for <b><i>The Path</i></b> ? .....	5
3.1	So what did the Input say? .....	5
3.1.1	Thematic Issues .....	6
4.0	Is this really worth the effort? .....	7
5.0	So now what? .....	8
6.0	<b><i>The Path</i></b> .....	8
6.1	Parish Mission Statement .....	8
	Action 6.1 Mission Statement .....	9
6.2	Clergy .....	9
6.2.1	Rectory .....	9
	Action 6.2.1 Finish the Rectory Basement .....	9
6.2.2	Emphasize Spirituality of Stewardship .....	10
	Action 6.2.2 The Pastor Leads Stewardship .....	10
	Action 6.2.3 Leadership Provides Support .....	10
6.3	Staff .....	11
6.3.1	Welcoming .....	11
	Action 6.3.1 Create a Welcoming Environment .....	11
6.3.2	Financial and Accounting System .....	11
	Action 6.3.2 Financial and Accounting Software .....	12
	Action 6.3.3 Welcome Packets .....	12
	Action 6.3.4 Voicemail .....	12
	Action 6.3.5 Group Purchases .....	12
6.4	Pastoral Council .....	13
	Action 6.4.1 Leadership “Day of Reflection” .....	13
	Action 6.4.2 Ministry Leader Training .....	13
	Action 6.4.3 Invite more leaders to participate .....	14
	Action 6.4.4 Tithing from offertory .....	14
	Action 6.4.5 How to Start a Ministry .....	14
	Action 6.4.6 Campus Vision .....	14
	Action 6.4.7 Leadership follows <b><i>The Path</i></b> .....	15
	Action 6.4.8 Monthly assessment of Progress .....	16
	Action 6.4.9 Publish Summary Pamphlet .....	16
6.5	Finance Council .....	16
	Action 6.5.1 Budget for <b><i>The Path</i></b> .....	16
	Action 6.5.2 Install Bylaws .....	16
	Action 6.5.3 Publish Quarterly Reports .....	16
	Action 6.5.4 Capital Campaign Committee .....	17
	Action 6.5.5 Consultation Regarding Financial System .....	17
	Action 6.5.6 Facility Improvement Approval Process .....	17
	Action 6.5.7 Encourage “Grant Ministry” .....	17
	Action 6.5.8 Provide Consultation to Grant Ministry .....	17

6.6	Parish Life and Stewardship Commission .....	17
	6.6.1 Commission Renewal .....	18
	Action 6.6.1 Roles and Responsibilities .....	18
	Action 6.6.2 Volunteers Discern.....	19
	Action 6.6.3 Formation and Bylaws .....	20
	Action 6.6.4 Guidance .....	20
	Action 6.6.5 Parish-wide Education and Renewal.....	21
	Action 6.6.6 Promote Welcoming Ministry .....	21
	Action 6.6.7 Promote Fellowship Ministry.....	22
	Action 6.6.8 Stewardship Support Programs.....	22
	Action 6.6.9 Develop Stewardship Spiritual Formation.....	22
6.7	Worship Commission.....	22
	Action 6.7.1 Enhance Eucharistic Spirituality .....	22
	Action 6.7.2 Enhance Hospitality.....	23
	Action 6.7.3 Enhance Liturgical Catechesis .....	23
6.8	Outreach Commission .....	23
	Action 6.8.1 Complete Formation .....	24
	Action 6.8.2 Revive Ministry of Care or alternative.....	24
	Action 6.8.3 Develop a “roadmap” for St. Leo’s.....	24
	Action 6.8.4 Review LRAP and Pulse of Parish .....	24
	Action 6.8.5 Support expansion of Life issues.....	24
	Action 6.8.6 Charity Vetting process .....	24
6.9	Evangelization and Catechesis Commission.....	25
	Action 6.9.1 Form the Commission .....	25
	Action 6.9.2 Develop Small Groups.....	26
	Action 6.9.3 Develop Marriage Enrichment .....	26
	Action 6.9.4 Catholic Elementary School Committee .....	26
	Action 6.9.5 Complete Preschool assessment .....	26
	Action 6.9.6 Lenten Speaker Series.....	26
	Action 6.9.7 Stewardship Spiritual Formation.....	26
7.0	<b><i>The Path</i></b> Continues Forward .....	27
	7.1 Evaluation of Success .....	27
	7.2 Ongoing Opportunity for All Parishioners .....	27

Appendices

Appendix A	Parish Governance Model .....	28
Appendix B	<u>Called to be Church</u> Guideline 3.....	29
Appendix C	<u>A Vibrant Church</u> .....	31
Appendix D	<b><i>The Path</i></b> Score Card .....	33

## 1.0 Welcome

Hello and welcome! It is an exciting time at St. Maximilian Kolbe Catholic Church! If you are not acquainted with our current events, let's mention a couple "milestones". During 2011, the parish celebrated the 10<sup>th</sup> anniversary of the dedication of our church. Now, planning is underway for the celebration of the parish's 25<sup>th</sup> anniversary in 2014! We are a young parish that has gone from a "homeless" group of 500 families in 1989 to a large "mega-parish" in 2012 with approximately 3200 families, a parish family life complex, a church and parish offices.

## 2.0 The Background: Why **The Path**?

Indeed it is an exciting time for the parish. But we never had **The Path** before, why have it now? That is a good question. Since this is the first annual publication of **The Path**, let's begin with a little background.

We are a large vibrant community with 3200 families (approximately 12,200 individuals) and over 80 ministries. Over the last few years we have established a Governance Model that includes the formation of four commissions (Worship; Outreach; Evangelization & Catechesis; and Parish Life & Stewardship) to help organize the community and improve communication, collaboration and cooperation throughout the community. Two commissions are already formed (Parish Life & Stewardship Commission and Worship Commission). Outreach Commission is currently in formation and Evangelization & Catechesis Commission will soon begin formation. For the reader who wants to see the list of parish councils, commissions, ministries, and events, please refer to the parish Governance Model in Appendix A.

In a parish as large and dynamic as St. Maximilian Kolbe, there is always something that is urgent for attention. Dealing with the urgent can occupy the pastor, staff, Pastoral Council, and other leaders, at the expense of longer term planning. Planning ahead, or failure to plan ahead, impacts every aspect of the parish from worship to finances and from staff to volunteers. As a result, Pastoral Council made a deliberate decision to implement a process that will require the parish to be forward looking-not just "once-in-awhile" but continuously. Planning ahead for our parish's journey has resulted in **The Path**.

Research reflects that parishioners, in many cases, may not be actively involved in their parishes because they do not feel welcomed and their needs are not being met.

The process of periodic and well planned parish pastoral planning provides the opportunity to listen carefully and to react accordingly in carrying out a defined parish pastoral plan including goals and objectives that are measurable, periodically reviewed and effective in facilitating the mission of the parish. (*The Formation of Christian Stewards*, page 32, Office of Stewardship, Catholic Diocese of Wichita, June 2009)

Even as we keep our eyes fixed on the everlasting, we must make plans for the here and now. The Lord has counseled us to be wary, as the householder who

knows not the hour when the thief may break in and steal, as the virgins who wait with their lamps for the bridegroom (*Living Life as God Intended*, page 17)

**The Path** is a forward-looking planning effort to help the parish direct its energies and resources into those areas that are determined to be most beneficial.

So who determines what is most beneficial? **The Path** is not “the pastor’s plan”, “Pastoral Council’s plan” or anyone else’s plan. It is our parish plan. What is most beneficial is determined by listening to everyone’s input.

### 3.0 How was Input Collected for **The Path**?

Great effort was taken to include input from most, if not all, of the parish. Interviews were held with the pastor, deacons, staff, councils, commissions, and other organizations such as boosters and Catholic elementary school parents. In the Fall of 2011, Parish leaders completed a Pastoral Leadership Exercise designed to identify parish needs. Direct parishioner input was taken from the 2005 Long Range Advancement Plan (LRAP) documents and the 2009 “Pulse of the Parish” neighborhood meetings held by the pastor (Father Geoff Drew). The Pastoral Leadership Exercise results, LRAP report and Pulse of the Parish summary are available on the parish website Pastoral Council page.

Also, parishioners were invited to attend Listening Sessions after each Mass April 14 and 15, 2012. There they could provide additional input to Pastoral Council members. The comments from the Listening Sessions are also provided on the parish website Pastoral Council page. Pastoral Council members phoned random parishioners and collected their comments as well. In short, the whole parish determines what is most beneficial.

Development of **The Path** followed a course very similar to “Guideline 3 Parish Pastoral Planning is the Principal Activity of a Pastoral Council” from Called to be Church: A Guide for Parish Pastoral Councils, pages 7-8, published by The Archdiocese of Cincinnati, 1998. Those pages are provided for readers of **The Path** in Appendix B.

Also, A Vibrant Church, a guidance document created by the Archdiocese of Cincinnati for use in Pastoral Region planning, was consulted during this process. It was consulted with the belief that the elements that make a Pastoral Region vibrant should be found in our parish to make it vibrant. A Vibrant Church is provided in Appendix C as a reference for those who may find it helpful.

### 3.1 So what did the Input say?

There is plenty of input. There are approximately 2500 LRAP and 3100 Pulse of the Parish comments. In addition, we have all of the interviews, meetings, and listening session information. Obviously, **The Path** cannot address each comment individually. By aggregating similar comments and identifying “thematic” issues, **The Path** can focus on areas of greatest concern.

### 3.1.1 Thematic Issues

Despite the breadth of topics discussed by parishioners, and the thousands of comments, the comments reoccur in patterns or “themes”.

The Catholic Diocese of Wichita has experienced this same dynamic and has successfully addressed these “themes” in their parish communities for decades. They refer to the four “themes” as the four Pillars of Stewardship. The four Pillars of Stewardship are:

- Hospitality
- Prayer
- Formation
- Service

For example, regarding different topics (staff, volunteers, new parishioners, existing parishioners, Worship Commission, Outreach Commission, etc) our parishioners repeatedly said variations of the following statements:

- Be more welcoming to new and existing members
- Increase participation across all parish aspects (i.e. in Mass, in prayer, in ministries, in ministry leadership, and as volunteers)
- Communicate better, more frequently, with more information. Use technology to communicate.

You might say there is a reoccurring “theme” that we need to be more welcoming, more engaging, and more interactive with parishioners and one another. It could be said we need to improve our “hospitality pillar”.

Similarly, when all the thousands of comments parishioners provided are studied, it becomes clear that the far majority fall into four broad “categories” or “themes” that align with the Pillars of Stewardship (hospitality, prayer, formation, and service).

The logical response is that our parish should strive to improve our performance in these four categories. Regarding the four Pillars of Stewardship, *The Path* tries to take the lessons learned from the success in the Diocese of Wichita and apply them to our parish.

In the past, our parish has purposefully emphasized the stewardship components of time, talent, treasure but we have not emphasized the Pillars of Stewardship. There is not a choice between time, talent, and treasure on the one hand, or the Pillars of Stewardship on the other. They all work together and are inter-related.

“Once one chooses to become a disciple of Jesus Christ, stewardship is not an option.”

(*Stewardship: A Disciple's Response*, 10<sup>th</sup> Anniversary, Edition, page 1, USCCB)

Because the majority of our parishioner concerns are related to the Pillars of Stewardship, ***The Path*** responds by emphasizing the four pillars.

#### 4.0 Is this really worth the effort?

Yes, it is! We should point out to the reader that the effort of collecting information and listening to parishioners has already been fruitful.

As an example, by meeting with the parents of Catholic elementary school students, the Pastoral Council heard various concerns of the parents and formed a subcommittee to address those concerns. Subsequently, the pastor formed a Catholic Elementary School Committee under the Evangelization & Catechesis Commission that will continue the positive momentum.

Also, we know that some of the LRAP comments and Pulse of the Parish comments have been addressed. A list of random examples of those accomplishments includes:

- Form commissions (two are formed; two are in formation)
- Use a less “crumbly” bread for Eucharist
- Improve the sound system
- Redesign the bulletin / expand the bulletin / put the bulletin online
- Add a children’s choir
- Use less “fake” electronic music
- Create an organizational structure (we now have the Governance Model)
- Develop planned leadership rotation (we have defined terms for councils and commissions)
- Recognize special needs (Parishioners recently created “Include Me!”)
- Have Lenten Fish Fries (They are now one of the most popular events)
- Turn Catholic elementary school support into a connection (the Catholic Elementary Committee began this process)
- Improve parking lot (ongoing)
- Have a pre-school (assessment completed Spring 2012)
- And there are many other examples!

So, it is clear that good things do result from this type of process.

While ***The Path*** is considered a forward-looking planning effort, by virtue of working through the process of interacting with parishioners and groups of parishioners short-term benefits have already been realized.

Some of the items identified in ***The Path*** are not truly long-range issues. We attribute this to the fact that it is the first time through the process. Our hope is that each year there will be less “immediate” needs and more long-range planning. Certainly, more

remains to be done. With the planned and sustained effort that will come from **The Path**, we can all expect more to be accomplished.

## 5.0 So Now What?

So now we try to address the concerns that have been identified. Since our challenges tend to reside within the Pillars of Stewardship it stands to reason any solution should embrace improving our Pillars of Stewardship.

After collecting and studying the data, Pastoral Council has developed **The Path**. The action steps mentioned below address both “thematic” issues as well as some specific recommendations that were identified during the “survey” of the parish.

## 6.0 **The Path**

As a result of the input of the parishioners of St. Maximilian Kolbe, the steps in 6.1 through 6.9 will be taken. The sections below are in a sequence consistent with the organization of the Governance Model (parish, clergy, staff, councils, and commissions).

In order to help the reader and implementers of **The Path** understand the prioritization of the action items, the action items are presented in each section from highest priority to lowest priority. All action items are significant.

For added clarity, action items have been labeled from highest priority to lowest priority (Urgent, High Priority, 2<sup>nd</sup> Priority, and Important). Implementers should note that the lowest priority is still “Important” and these actions should not be dismissed or overlooked because of their “lower” prioritization.

### 6.1 Parish Mission Statement

“Where there is no vision, the people perish.” (Proverbs 29:18)

In a stewardship parish, there is a clear sense of mission (emphasis added), a pastoral plan with specific goals to achieve it and an organized structure that supports it. All three of these elements are accomplished through planning. The impact of parish planning on stewardship can be tremendous. Planning provides unity, involvement and a sense of belonging. It provides opportunities to call forth parishioners to discipleship. It makes more effective use of the gifts people share. Further, it builds interdependency among the parishioners. Underestimating the importance of the parish planning process undermines and stifles the stewardship process (*Characteristics of a Stewardship Parish in the Catholic Diocese of Wichita*, page 10)



- St. Maximilian Kolbe Parish has two similar but inconsistent mission statements
  - The parish needs a consistent mission statement. It may be one of the existing two statements or, if deemed appropriate, it may be a new one.
  - The leadership of the parish as defined by the Governance Model needs to come together behind a single mission statement.
  
- **Action 6.1: Mission Statement**
  - Pastoral Council will
    - Form a subcommittee to recommend a single mission statement to the Pastoral Council. All commissions and councils will receive an invitation to participate on the subcommittee.
  - This process will begin immediately. The new mission statement should be approved by Pastoral Council as soon as a consensus is reached but no later than January 1, 2013.

URGENT

## 6.2 Clergy

### 6.2.1 Rectory (Welcoming, Prayer and Formation Pillars)

St. Maximilian Kolbe Parish currently has approximately 3200 families and over 12,000 individuals registered with the parish. In planning for a future with fewer active priests, the Archdiocese has defined a pastoral region as an area of approximately 5000 Catholics that would be served by one priest—the pastor of the region. Our parish alone is more than twice the defined size. As a very large parish, our parish demands a lot of time and energy from one priest. It would be wise for the parish to consider how we might be able to support the pastor and supplement his efforts. One possible solution would be to house additional priests here.

In order for the parish to house as many priests as practical (parochial vicar, priest-in-residence, retired clergy, etc) as well as potential seminarian interns or visiting clergy (who currently have to stay at a local hotel at parish expense) the rectory basement should be remodeled so as to maximize the benefit of the residential space. Currently the basement (where the parish offices were formerly located) is not finished. This space could be finished to provide two full bedrooms and bathrooms.

- **Action 6.2.1: Finish the Rectory Basement**
  - Pastoral Council will
    - Include the rectory remodeling in the “Campus Vision” discussed at 6.4.6
    - Include in the Campus Vision rectory maintenance especially evaluation for replacement of the windows, roof, and HVAC.

High  
Priority

- Request Finance Council to include in the budget, funds for the remodeling of the rectory basement to accommodate at least 2 bedrooms and 2 bathrooms.
  - If funding the entire project cannot be accommodated in one year, consider the phased approach described below.
- Request Finance Council refer this project to the Facility Committee as a high priority.
  
- Facility Committee to look at this project in a phased approach similar to
  - Phase I –develop plans as necessary
  - Phase II – foundation egress changes if required by code; other rough plumbing changes that may be required
  - Phase III—remaining interior construction
  - If all phases cannot be completed this year, the goal should be to complete phase I and II this fiscal year and phase III next year. The concept being to first complete all the “preparation work” so that only the interior construction would remain.

## 6.2.2 Emphasize Spirituality of Stewardship (Formation Pillar)

In order to emphasize the four Pillars of Stewardship, the parish needs to be educated with regard to the spiritual elements of Stewardship. This formation requires the vision to be communicated “from the top” and reinforced weekly in homilies.

The pastor is the primary communicator of stewardship to the parish. He teaches by his personal witness the spirituality of stewardship: in the pulpit, in parish gatherings, ministry meetings, and in each and every interaction with his parishioners. Often, a priest must journey through his own spiritual conversion to embrace stewardship completely. This personal conversion as well as his visible support for the message is needed to teach the stewardship way of life throughout the parish and wider community. (*The Pillars of Stewardship*, page 18, Catholic Diocese of Wichita)

High  
Priority

- **Action 6.2.2: The Pastor Leads Stewardship**
  - The pastor leads efforts for teaching the spirituality of stewardship through these and other opportunities:
    - Weekly homilies
    - Letters in the bulletin
    - Letters in the Modern Saint

High  
Priority

- **Action 6.2.3: Leadership Provides Support**
  - The pastor is not alone in the development of stewardship.
    - Parish leaders support the Pastor's effort with a strong Stewardship Commission, volunteers, and resources
      - Section 6.6 specifically addresses Stewardship support
      - Other sections of The Path are intended to support the pastor by detailing action steps for issues that directly support stewardship or by detailing action steps for issues that if left unattended would compete for his time and energy.

## 6.3 Staff

The staff is an extension of the pastor and the “public face” of the parish to everyone they contact. Their abilities allow the parish to better serve the needs of the congregation including Sunday liturgy, education, formation, sacramental preparation, ministries, fellowship, and operation and maintenance of the parish campus. They offer all four Pillars of Stewardship to individual parishioners, and groups of parishioners, most every day.

Individual perceptions regarding whether or not St. Maximilian Kolbe Parish is welcoming can be determined by the “first impressions” that the staff projects. This requires the staff to always have the attitude of a grateful steward “washing the feet of others” even with challenging situations.

### 6.3.1 Welcoming (Hospitality Pillar)

A frequent comment from parishioners is that the parish needs to be more welcoming. This comment, taken in context of each speaker, is addressed towards one or more of: the pastor, staff, volunteers, parishioners, and the parish culture. With regard to staff, parishioners expectations are that the staff will project the sense of welcoming, caring, and warmth that the parish strives to develop.

- **Action 6.3.1: Create a Welcoming Environment**
  - Pastoral Council recommends
    - staff should receive training every year oriented towards creating a welcoming environment (similarly volunteers receive welcoming training at 6.4.2)

URGENT

### 6.3.2 Financial and Accounting System (4 Pillars)

A simple reality is that even in a parish, a place where we want to focus on the spiritual, finances are very important. From payroll to facilities, from parish events to charitable support, money is a concern.

So it is that the “parish treasure” supports all of the Pillars of Stewardship in one way or another. As good stewards of the parish finances we continually seek opportunities to improve our management and operations.

High  
Priority

- **Action 6.3.2: Financial and Accounting Software**
  - the Parish Office will implement a new Archdiocese-approved financial and accounting software system during 2013
  - This will be approached as an opportunity to re-evaluate existing procedures to determine what improvements could be made
  - Finance Council will consult with office staff leading up to the implementation of the new system and during the implementation of the new system to help develop the best processes possible for our parish

2nd  
Priority

- **Action 6.3.3 Welcome Packets (Hospitality Pillar)**
  - Welcoming packets should be reviewed by staff and updated as needed. Staff will:
    - Advise Pastoral Council of the review findings and any planned improvements to the Welcome Packets
    - Provide a Welcome Packet to Pastoral Council for review
    - Pastoral Council can form a committee to assist if necessary
    - These efforts should include the Welcome Ministry when established

Important

- **Action 6.3.4 Voicemail (Hospitality Pillar)**
  - The voicemail system needs to be improved or replaced so that a caller can reach their party within just a few menu selections and a minimum amount of time
    - Voicemail should be oriented to the caller
      - Example: The caller may know they need “RFY” but they may not know the staff person’s name.

Important

- **Action 6.3.5 Group Purchases (Hospitality and Service Pillars)**
  - Staff will
    - Evaluate group purchases to consider
      - Could more ministries be participating?

- Could more items be included in the group purchase program?
- Report findings and actions will be provided to Finance Council and Pastoral Council.
- Participate in the Ministry Leader Training to advise the leaders of the group purchasing opportunity and the protocol leaders should follow to participate

## 6.4 Pastoral Council

The St. Maximilian Kolbe Pastoral Council is one of service to the parish. Pastoral Council serves as the “eyes and ears” of the parish and as an advisor to the pastor. Therefore, it creates ways to listen and stay in touch with the concerns and needs of the parishioners, while providing feedback to the pastor, parochial vicar, associate pastor, and the parish staff. To that end, a goal of Pastoral Council is to develop, implement, and renew the parish strategic plan (***The Path***).

Pastoral Council will help the parish implement actions and processes to develop the Pillars of Stewardship. This includes the development of a uniform mission statement as per 6.1. It will also include the following series of actions.

URGENT

- **Action 6.4.1 Leadership Day of Reflection (4 Pillars)**
  - Pastoral Council will chair a committee including representatives from all councils and commissions to develop and host a Day of Reflection.
  - The Day of Reflection is for members of all councils and commissions and will be the fourth Saturday in August
  - Coordinate with pastor and Parish Life & Stewardship Commission the scheduling of a speaker to emphasize the characteristics of stewardship

URGENT

- **Action 6.4.2 Ministry Leader Training (4 Pillars)**
  - Pastoral Council will lead a Ministry Leader Training Committee including representatives of all councils and commissions to develop
    - Ministry Leader Training Day (Staff is also planning a ministry leader training September 4. Depending upon staff's training agenda, the following may be revised.)
      - Include in the training:
        - Stewardship spiritual formation
        - What it means to be a leader at St. Maximilian Kolbe Parish
          - The parish mission statement

- Welcoming
- Serve the ministry and the parish
- Roles and responsibilities
- Expected leadership renewal
- How to run a meeting
- How to manage diverse groups
- Parish policies and procedures
- Group purchases
- Parish contacts
- Update leader manuals and put the manuals online

High  
Priority

- Action 6.4.3 Invite Leaders to Participate (Hospitality, Formation, Service Pillars)
  - Pastoral Council will invite those who discern for leadership roles but are not “selected from the hat” to consider discerning for other commissions and ministries that are forming (Parish Life & Stewardship Commission; Evangelization and Catechesis Commission, Welcoming Ministry, Fellowship Ministry, Grant Ministry, Catholic School Committee).

High  
Priority

- Action 6.4.4 Tithing from Offertory (Formation and Service Pillars)
  - Pastoral Council will develop a policy, before the 2013 budget is developed, regarding tithing from parish offertory collections
    - Development of this policy will be done with the advice of Finance Council.
    - Commissions are welcome to participate

High  
Priority

- Action 6.4.5 How to Start a Ministry (Hospitality and Service Pillars)
  - Pastoral Council will develop a process regarding “How to Start a New Ministry”. This should be in place within 4 months.

High  
Priority

- Action 6.4.6 Campus Vision (4 Pillars)
  - Pastoral Council, based upon input it has received, will prepare a high level Campus Vision that combines similar, overlapping, or related campus suggestions into a series of specific projects.
  - The Campus Vision will capture all of these suggestions listed at the end of this section into one document. In addition council will:
    - Prioritize these projects
    - Identify projects as maintenance (repair and replacement), remodeling, or new construction.

- Council will refer the Campus Vision to other committees for use in related planning activities such as:
  - Design development or creation of a Master Plan
  - Capital fund drive(s)
  - Commissions soliciting input from ministries
- By referring the Campus Vision to other committees, ministries, or groups there is not any implied approval to proceed with campaigns, design, funding, construction, or other activity without specific authorization by the pastor or Pastoral Council as appropriate
  
- In order to give parishioners an idea of the range of suggestions that have been received, the list below is provided. This is not meant to imply that all of these items will be completed. The order of the list is not significant.
  - Repair parking lots
  - Add new entrances to parking lots
  - Repair / replace HVAC
  - Consider solutions that decrease utility cost
  - Repair / replace roofs
  - Repair church carpeting
  - Replace church kneelers
  - Reconfigure the chapel to be tabernacle centered
  - Replace rectory windows, roof, HVAC
  - Finish the rectory basement
  - Install stained glass windows in church
  - Build new day chapel as per original church drawings
  - Add basement and bell tower to new day chapel
  - Cover or enclose the plaza
  - Expand the Family Life Center to include:
    - Larger kitchen
    - Larger nursery
    - Larger entrance
    - More meeting space
    - New gym floor
  - Develop prayer gardens on the campus
  - Evaluate the purchase of adjoining properties
  
- Action 6.4.7: Leadership follows ***The Path*** (4 Pillars)

Important

- Pastoral Council will recommend that commissions and ministries should direct their attention to the input that created **The Path**. Specifically the Listening Session results, Pastoral Leadership Exercise, Pulse of Parish comments, and LRAP report to focus their ministry direction during 2012-2013. These documents are all available near the bottom of the Pastoral Council page on the parish website.
- In support of **The Path** implementation and regular parish business, commissions are expected to be represented at all regular Pastoral Council meetings

Important

- Action 6.4.8 Monthly Assessment of Progress (4 Pillars)
  - Except in the case of unusual circumstances, Pastoral Council will include an assessment of **The Path** implementation as part of its' regular monthly meetings.

Important

- Action 6.4.9 Publish Summary Pamphlet (4 Pillars)
  - Pastoral Council will develop a pamphlet providing a summary of **The Path** for general distribution within the parish
  - Distribution of the pamphlet is targeted for the Fall of 2012, near the start of the school year

## 6.5 Finance Council (4 Pillars; Treasure)

Success in the stewardship and development efforts of a parish or diocese requires a visible commitment to accountability. This commitment includes accountability for the full range of parish or diocesan activities—from the way decisions are made and carried out by diocesan or parish personnel to the way money is collected, managed, and used. Indeed, accountability is fundamental to good stewardship. (*Stewardship: A Disciple's Response*, 10<sup>th</sup> Anniversary, Edition, page 61, USCCB)

In addition to the financial system at 6.3.2, the following actions will be taken with respect to treasure and accountability.

URGENT

- Action 6.5.1: Budget for **The Path**
  - Finance Council will prepare annual budgets that reflect the plans and objectives of the parish as described in the **The Path**.
  - If Finance Council has concerns regarding the budget and financial pressures, Finance Council will express those concerns and identify possible budget adjustments or alternatives for Parish Council to consider. This will be done



sufficiently early in the budget process to allow thorough review and consideration of the alternatives.

High  
Priority

- **Action 6.5.2: Install Bylaws**
  - Finance Council will install bylaws in accordance with parish and Church standards and as approved by the pastor. The bylaws will include leadership renewal. Existing Pastoral Council bylaws may be used for guidance.

High  
Priority

- **Action 6.5.3: Publish Quarterly Reports**
  - Finance Council will publish in the *Modern Saint*, at least quarterly, a “financial report” so parishioners more fully understand cash flow “in and out”; budget shortfalls or excesses; and the purpose of any accrued funds.

High  
Priority

- **Action 6.5.4: Capital Campaign Committee**
  - Finance Council will chair a committee that will investigate two concerns:
    - Debt Elimination regarding the debt incurred for building of the church
    - Looking ahead to anticipated capital expenditures and developing any corresponding capital campaign plans.
  - Pastoral Council is expected to participate on this committee.
  - The committee will report to Finance Council any recommendations regarding financial education, formation, and capital campaigns for the parish.
  - Finance Council will advise Pastoral Council of the same

High  
Priority

- **Action 6.5.5: Consultation Regarding Financial System**
  - Finance Council will provide consultation to staff with regard to the implementation of the Archdiocese-approved financial system and associated best-practices.

High  
Priority

- **Action 6.5.6: Facility Improvement Approval Process**
  - The Facilities Committee of Finance Council will within 60 days of publication of *The Path*, finalize the “Facility Improvement Approval Process” to include the recommendations discussed with Pastoral Council.

2<sup>nd</sup>  
Priority

- **Action 6.5.7: Encourage Grant Ministry**
  - Finance Council will encourage the development of a “Grant Ministry” to evaluate opportunities for grants and writing the application for grants.
  - Volunteers should be invited immediately

2<sup>nd</sup>  
Priority

- **Action 6.5.8: Provide Consultation to Grant Ministry**

- Finance Council will provide consultation to members of the Grant Committee (when it begins) assuring moneys are spent in compliance with terms of any awarded grant.

## 6.6 Parish Life & Stewardship Commission (Welcoming Pillar)

“When I was a stranger you welcomed me.” (Mt. 25:35)

Jesus Christ teaches that whenever we welcome one of the least of our sisters and brothers, we welcome Christ Himself. Parishioners of a stewardship parish seek to see the face of Christ in one another. With special vigilance, parishioners must seek out and welcome new members to the parish family. A stewardship parish is a welcoming parish regardless of demographics (*The Pillars of Parish Stewardship*, page 11, Catholic Diocese of Wichita)

### 6.6.1 Commission Renewal

The current amount of events and duties assigned to the existing Parish Life & Stewardship Commission volunteers places too many responsibilities on a small group of volunteers.

In our current organization, the small group of seven parishioners is being asked to serve as the commission, host the Ministry Fair and the Ministry Leader Training, and also prepare parish life / hospitality events such as Chili Cook-off and Fat Tuesday dinner.

As a result, our current group of volunteers, while tirelessly committing themselves to St. Maximilian Kolbe Parish, cannot serve all of the roles. The breadth and depth of the current parish needs exceed the “man power” of the existing small group.

- **Action 6.6.1: Roles and Responsibilities**

The existing roles and responsibilities of the current Parish Life & Stewardship Commission will be distributed to various commissions and ministries in this manner:

- The Parish Life & Stewardship Commission will provide the Governance Model role including:
  - Support the ministries and events in that quadrant of the Governance Model
  - Coordinate with other councils and commissions
  - Support the development of a Welcoming Ministry
  - Support the development of a Fellowship Ministry
- Once established, the Welcoming Ministry will

URGENT

- Promote and develop the sense of hospitality and welcoming at St. Maximilian Kolbe Parish
  - Coordinate with Worship Commission regarding welcoming before and after Mass
  - Review how St. Maximilian Kolbe Parish greets and welcomes new and existing parishioners
    - Recommend improvements
    - Consider targeted efforts at various stages
      - Pre- or post- sacraments
      - Stage of life –birth, preschool, college, single, married, senior, etc
  - In lieu of “Ministry Fairs” invite ministries to host “Welcome Sunday” coffee and snacks where they can also promote their ministry
    - As reasonably practical, try to accommodate the seasonal needs of ministries. It may be more practical for some to promote at certain times of year
    - For example, Vacation Bible School would probably prefer to host around May or June and be less likely to host in December or January.
  - Consider “New Parishioner Dinner” every quarter
  - As this ministry is developed, include in the discussion member(s) of Worship Commission, the CRHP women’s team that has expressed interest in welcoming, and any other interested parishioner(s) or ministry.
- 
- The Chili Cook-off will be delegated to an interested ministry.
  - The Fat Tuesday dinner will be delegated to the families of RFY children who are receiving instruction regarding Lent and Lenten practices. This delegation will be coordinated with Evangelization & Catechesis Commission
  - Ministry leader training will be the responsibility of a committee that includes all councils and commissions. Pastoral Council will chair the committee
  - Once established, the Fellowship Ministry will
    - Develop additional fellowship opportunities for all demographics

The above approach will better distribute the man power requirements over a larger number of ministries and people. This also has the added benefit of providing opportunities for more people to participate in the parish. These changes are effective immediately.

URGENT

- The intent of 6.6.1 is to allow the Parish Life & Stewardship Commission to focus on the development of stewardship in our parish and to reduce the workload on the Commission so it can support the ministries in that quadrant of the Governance Model.
- **Action 6.6.2: Volunteers Discern**
  - This year, with the re-assignment of roles and responsibilities in 6.6.1, existing Parish Life & Stewardship Commission volunteers should discern by no later than July 1 which ministry / role in 6.6.1 they will continue serving. The results of this discernment should be reported to Pastoral Council
  - Additional volunteers will be recruited as necessary by Parish Life & Stewardship. Pastoral Council may assist if necessary.
  - Beginning in 2013, Parish Life & Stewardship Commission will participate in the parish leader renewal process

High  
Priority

- **Action 6.6.3: Formation and Bylaws**
  - Parish Life & Stewardship will begin renewal formation following the identification of volunteers from 6.6.2.
  - Parish Life & Stewardship will develop commission bylaws
    - In accordance with existing Pastoral Council guidance
    - Should be completed within 3 months

High  
Priority

- **Action 6.6.4: Guidance**
  - Parish Life & Stewardship will utilize a number of resources including:
    - *Grateful and Giving: How Msgr. Thomas McGread's Stewardship Message has Impacted Catholic Parishes throughout the Country* by Deacon Donald R. McArdle
    - *Characteristics of a Stewardship Parish in the Catholic Diocese of Wichita*, July 1997, Revised, January 1998 , especially the following excerpt from page 4 and 5 describing that the responsibilities of the commission include:
      - Allotting time at each committee meeting to not only pray, but to study and reflect on stewardship
        - Source Material
          - Bible
          - Stewardship "A Disciple's Response"-Bishops' 1992 Pastoral Letter on Stewardship
          - The Disciple as Steward-A six week small group study of the Pastoral Letter

- Avail themselves of all appropriate opportunities to enhance education and understanding of stewardship by attending diocesan, regional, or national stewardship conferences, workshops, or seminars
  - Seek out and provide stewardship resource materials for use of the committee or parish at large
  - Provide ongoing stewardship education for the parish pastoral council, finance council, other key parish organizations, parish administration (staff) and parishioners in general
  - Work with the parish pastor and staff to plan, design and implement an annual parish stewardship (time, talent and treasure) renewal and follow-up process
  - Present and/or assist in the recruiting and training of parish individuals and/or couples to share their personal stewardship testimonies (witness presentations) during the annual parish renewal process
  - Prepare and have available for distribution prior to each annual renewal a parish ministries and activity booklet or sheet reflecting all of the current parish ministries, organizations, and activities. This should include a description of each ministry, organization, or activity, along with the names and phone numbers of the leaders of each
  - Review and evaluate comments, criticisms, and questions that may accompany the annual time, talent and treasure commitment forms completed by parishioners. Determine appropriate response (mail, phone, or personal visit).
  - Periodic evaluations of the parish stewardship renewal and follow-up process
  - Work with pastor and parish pastoral council in developing programs for welcoming new parishioners---within which would include literature and a discussion on stewardship
  - Promote planned giving, the “Stewardship of Assets” within the parish community by providing periodic wills and estate awareness seminars. This would also include promoting, encouraging, and assisting in the establishment of parish and/or school endowments where appropriate, as well as making parishioners aware of established diocesan and related agency endowments.
- Action 6.6.5: Parish-wide Education and Renewal

High  
Priority

- Parish Life & Stewardship will make it an immediate high priority to
  - educate the parish with regard to stewardship
    - Ongoing development of stewardship as a “Way of Life” in our parish
    - Include 6-12 inserts in the Modern Saint per year
    - Additional methods are encouraged
  - Develop a parish-wide stewardship renewal and discernment process
    - Parishioners asked to commit to prayer, Mass attendance, and service
    - Provide ministry materials during Lent for parishioners to discern their ministry commitment
    - Parishioners discern during Easter
    - Commit to time, talent, treasure by Pentecost

2<sup>nd</sup>  
Priority

- Action 6.6.6: Promote Welcoming Ministry
  - Parish Life & Stewardship should promote the development of a Welcoming Ministry
    - Invite new volunteers
    - Supplement volunteers with commission members until adequate volunteers join the ministry
    - Coordinate with needs such as 6.7.2
    - Consider program for “Mentor families” to mentor new parishioners
      - Align with interests and point in “life cycle”
    - Reach out to / develop program for different demographic groups

2<sup>nd</sup>  
Priority

- Action 6.6.7: Promote Fellowship Ministry
  - Parish Life & Stewardship should promote the development of a Fellowship Ministry
    - Develop additional fellowship opportunities for all demographics
    - Consider reviving Breakfast Bonanza
    - Evaluate hosting an Easter egg hunt
      - Work closely with Welcoming Committee as needed

Important

- Action 6.6.8: Stewardship Support Programs
  - Evaluate the cost and benefits of outsourcing stewardship support programs.
  - Present findings to Pastoral Council

Important

- Action 6.6.9: Develop Stewardship Spiritual Formation

- Develop Stewardship Spiritual Formation opportunities for parishioners
  - Coordinate with Evangelization and Catechesis Commission

## 6.7 Worship Commission (Prayer Pillar)

It happened that while Jesus was praying in a certain place, after He had finished, one of His disciples said to Him, “Lord, teach us to pray just as John also taught his disciples.” (Lk 11:1)

A stewardship parish strives to nourish the soul through prayer. “Prayer is as necessary to our souls as food is to our bodies” (Characteristics of a Christian Steward). Prayer and the sacraments dispose a soul to receive God’s abundant graces, which are necessary to grow in holiness. It is through prayer that we nurture our personal relationship with Father, Son and Holy Spirit...

...In both our personal and communal prayer, we turn toward God to discern properly our talents and gifts. In a steward’s response, we place those gifts at the service of God and one another. At the heart of the steward’s prayer is the petition, “Thy Will be done.” (*The Pillars of Parish Stewardship*, page 15, Catholic Diocese of Wichita)

- Action 6.7.1: Enhance Eucharistic Spirituality
  - Enhance Eucharistic spirituality of the parish including
    - Chapel Reconfiguration
      - Recommend a plan to pastor and Pastoral Council by September 2012
    - Promote perpetual Adoration to parishioners, ministries, and ministry leaders

High  
Priority

- Action 6.7.2: Enhance Hospitality
  - Enhance hospitality of the parish community
    - Before and after Mass
    - Welcome Weekend prelude to Mass
    - Welcome new parishioners as potential invitation to ministries
    - Evaluate the need for American Sign Language (ASL) interpreting for a Mass
    - Support the further development of Include Me!
    - Increase role of Catholic elementary school children in Masses during Catholic schools week
    - Increase role / participation of all children throughout the year.

High  
Priority

High  
Priority

- **Action 6.7.3: Enhance Liturgical Catechesis**
  - Enhance liturgical catechesis of the parish regarding
    - Season variety
    - Modes of communication
    - Progressive solemnity
      - Host one or more opportunities by October 1, 2012 to interact with parishioners regarding music in the Liturgy
        - Explain the reasons for musical selections and styles
        - Give parishioners an opportunity to share their reactions and comments

## 6.8 Outreach Commission (Service Pillar)

For the Son of Man came not to be served but to serve and to give His life for many. (Mk 10:45)

So when He had washed their feet, and taken His garments and reclined at the table again, He said to them, “Do you know what I have done to you? You call Me Teacher and Lord; and you are right, for so I am. If I then, the Lord and the Teacher, washed your feet, you also ought to wash one another’s feet. For I gave you an example that you also should do as I did to you. (Jn 13:12-15)

Members of a stewardship parish are ready to minister to varied needs of the their own parish family as well as the needs of the wider community and Church. Just as the members of a family come together to help one of their own, a stewardship parish family serves those who are hurting or in need, doubting or seeking salvation. (*The Pillars of Parish Stewardship*, page 22, Catholic Diocese of Wichita)

The Outreach Commission is currently mid-formation. At this time, completion of formation is primary. Responding to the parishioners who are seeking opportunities to serve others should be a high priority.

URGENT

- **Action 6.8.1: Complete Formation**
  - Complete formation per existing schedule
  - Begin attending Pastoral Council meetings, August 2012

High  
Priority

- **Action 6.8.2: Revive Ministry of Care or Alternative**
  - Revive Ministry of Care or develop a similar program
    - Include a Leadership Renewal Plan so that the leader(s) “job is not too heavy a burden”
- **Action 6.8.3: Develop a “roadmap” for St. Leo’s**



High  
Priority

- Develop a “roadmap” for St. Leo relationship
  - What role can St. Maximilian Kolbe Parish ministries play?
  - How can parishioners “desire to serve” (6.8.4) be addressed with regard to St. Leo?
    - Example: would day or weekend “mission trips” to St. Leo neighborhood be mutually beneficial?
    - What demographics can be involved?
      - Families
      - Children
      - Seniors
      - Peer groups
        - Young adults
        - High school /teenagers

2nd  
Priority

- Action 6.8.4: Review LRAP and Pulse of Parish
  - Review LRAP and Pulse of Parish to help understand parishioner’s perspectives regarding outreach and their desire to serve

2nd  
Priority

- Action 6.8.5: Support expansion of Life issues
  - Support Respect Life Ministry’s desires to:
    - expand Respect Life issues beyond abortion
    - Coordinate with other ministries / organizations

Important

- Action 6.8.6: Charity Vetting Process
  - Report to the parish how charities have been / are selected or “approved” for receipt of contributions
  - Prepare a vetting process for charities to receive funds from parish offertory tithing at 6.4.4.

## 6.9 Evangelization & Catechesis Commission (Formation Pillar)

But you, be sober in all things, endure hardship, do the work of an evangelist, fulfill your ministry. 2Tm 4:5

The Evangelization & Catechesis Commission has not yet begun to form though the Governance Model requirement for this commission has been clear for years. Therefore, formation of the commission is the paramount task.

Several efforts are underway including assessing the parish ability to launch a preschool, a Catholic Elementary Education Committee, and stewardship formation of parishioners. These efforts should continue in parallel with the formation of the commission.

URGENT

- **Action 6.9.1: Form the Commission**
  - In order to reap the full benefits of implementing the Governance Model, Pastoral Council believes the timely formation of the commission is critical. Staff proposes the formation schedule below. Council encourages staff to accelerate the schedule as much as possible.
    - June, 2012 – Choose a leader to help oversee the formation process and work collaboratively with staff liaisons
    - Beginning July 1, 2012 – Personally invite selected parishioners from ministries including Faith Formation Team and Pastoral Council suggestions to join the formation team. Contact with parishioners to include brief description of role on formation team. Follow up letter with a description of what the Commission is about and what the formation process will look like.
    - August, 2012 – Continue with follow up. Select documents for study and discussion by future formation team.
    - September, 2012 – Small team in place and give one or two documents to review.
    - October, 2012 – First meeting mid or late October to begin catechesis and discovery/discussion. Regularity of meetings not yet determined.
    - January, 2013 – Meetings monthly to begin formation process, including continued study of Church documents, discussion and formation of mission statement, beginning of constitution, by-laws, etc.
  - A representative of the Evangelization and Catechesis Commission is expected to attend regular Pastoral Council meetings beginning in August, 2012.

High  
Priority

- **Action 6.9.2: Develop Small Groups**
  - Develop thriving small groups program
    - Target various ages /demographics
    - Something analogous to CRHP or renew CRHP
    - Stewardship formation should be emphasized
    - Make recommendation to Pastoral Council by September, 2012 meeting

High  
Priority

- **Action 6.9.3: Develop Marriage Enrichment**

- Recommend to Pastoral Council a marriage enrichment program and implementation plan by the September Pastoral Council meeting.

- **Action 6.9.4: Catholic Elementary School Committee**

- Develop and encourage the Catholic Elementary School Committee
  - Unite support for all Catholic elementary schools instead of the current sense of division between schools
  - Educate school families regarding sacramental preparation and sacramental formation
- Consider “service hours” program to engage children and parents at the parish
- Invite them to get involved with other ministries
- Coordinate with Worship Commission regarding involvement at Masses, First Communion, etc.

High  
Priority

- **Action 6.9.5: Complete Preschool Assessment**

- Complete Catholic Preschool assessment
  - Communicate to parish whether it leads to a new pre-school or whether it leads to a “not feasible” conclusion

2nd  
Priority

- **Action 6.9.6: Lenten Speaker Series**

- Until the commission is operational, request Adult Education Ministry to evaluate hosting a Lenten speaker series to follow Fish Fry and Stations of the Cross

2nd  
Priority

- **Action 6.9.7: Stewardship Spiritual Formation**

- Support and coordinate with Parish Life & Stewardship regarding stewardship spiritual formation at 6.6.9.

2nd  
Priority

## 7.0 **The Path** Continues Forward

### 7.1 Evaluation of Success

Completion of the “Actions” listed in section 6.0 will be monitored monthly by Pastoral Council on an ongoing basis. This will include a more formal evaluation mid-year (approx January 2013) and near the end of the fiscal year (May-June). (See Score Card at Appendix D). A list of accomplishments and any “incompletes” will be provided in the following year’s edition of **The Path**.

Important

## 7.2 Ongoing Opportunity for All Parishioners

Important

Publication of this year's plan is not the end of ***The Path***. This is an ongoing process. Parishioners, staff, and ministries are welcome to offer their input at any time by contacting members of councils and commissions.

More formal opportunities for input into ***The Path*** when it is revised during 2012-2013 will be announced at the appropriate time. Ministries are encouraged to include strategic and operational input, as well as, budgetary input. Budgetary input should be received by Finance Council no later than the first week of March in order for comments to be included during the annual budget process.

Parishioners are encouraged to contact ministry leaders, commissions, and councils throughout the year. We value input at all times whether the input is directly for ***The Path*** or for some other parish concern.

***As each one has received a gift, use it to serve one another as good stewards of God's varied grace  
(1 Pt 4:10)***

**To all who contributed to *The Path*, or who contribute to the success of our parish by helping to implement *The Path*, a few words of gratitude:**

"I give thanks to my God at every remembrance of you, praying always with joy in my every prayer for all of you, because of your partnership for the gospel from the first day until now. I am confident of this, that the one who began a good work in you will continue to complete it until the day of Christ Jesus." (St. Paul to the Philippians, Phil 1:3-6)



## Saint Maximilian Kolbe Catholic Church

### Bereavement

- Companions on a Journey
- Lazarus Luncheon Ministry

### Blood Drive

#### Charitable IMPACT

- Christmas Food Basket
- Meals on Wheels
- Nursing Home Bingo
- RASKALS

### Communications

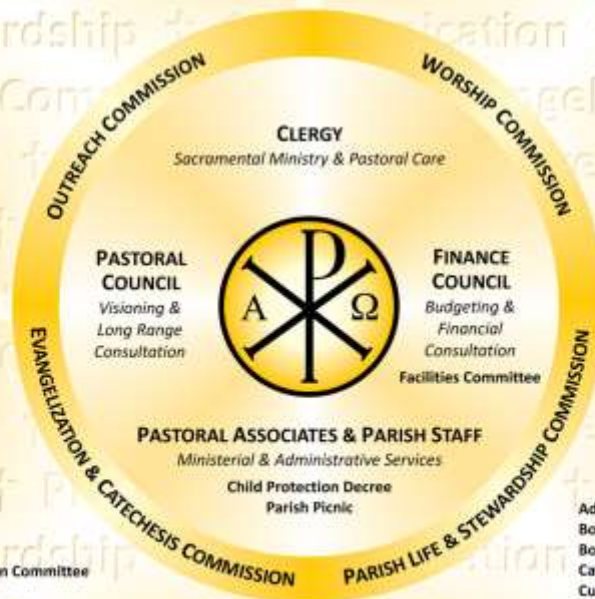
- Bulletin
- E-news
- Modern Saint Newsletter
- Website
- Financial Peace University
- Include Me Ministry
- Ministry of Care
- Nursing Home Rosary
- Prayer Shawl Ministry
- Respect Life
- St. Vincent de Paul Society
- West Liberty Outreach

### Liturgical Ministries

- Altar Servers
- Children's Liturgy of the Word (CLOW)
- Extraordinary Ministers of Holy Communion
- Formation & Scheduling of Liturgical Ministries
- Greeters
- Lectors
- Music Ministry
- Sacristans
- Sound Technicians
- Ushers
- Wedding Assistants
- Word & Communion Services

### Art & Environment

- Communion to the Sick
- Devotions
  - Divine Mercy Chaplet
  - Eucharistic Adoration
  - Marian Devotion
  - Rosary
  - Way of the Cross
- Sacramental Celebrations and Other Rites
  - Baptisms
  - Communal Anointing of the Sick
  - Confirmation
  - Funerals
  - Penance (individual confessions & communal services)
  - Liturgy of the Hours
  - Masses
  - Rite of Christian Initiation of Adults (RCIA)
  - Weddings



### Adult Faith Formation Committee

- Enrichment Breakfast
- Faith Lessons for Moms
- Faith Lessons for Women
- Guest Speakers
- Little Rock Scripture Series
- Marriage Enrichment
- Christ Renews His Parish (CRHP) Continuation Committee
- Library

### Mighty Max

#### Parish Mission

#### Prayer Groups

- Living Waters
- Men's Fellowship: Answer the Call
- Mother's Rosary
- Prayer Support
- St. Benedict Bible Study

#### Religious Formation of Youth (Grades 1-8)

#### Religious Formation of Youth (Preschool)

#### Religious Formation of Youth (Special Needs)

#### Returning Catholics

#### Rite of Christian Initiation of Adults (RCIA)

#### Sacramental Preparation

- Baptism
- Penance
- First Communion
- Confirmation
- Marriage

#### St. Gabriel Consolidated School

#### Small Faith Communities

- Why Catholic?

#### Vacation Bible School

#### Vocations Committee

- Ancora

#### Young Adult Ministry

#### Youth Ministry

- Junior High
- High School

### Adopt-a-Scape

#### Boosters

#### Boy Scouts

#### Catholic Elementary Schools Fair

#### Cub Scouts

#### Knights of Columbus

#### Knights of Columbus Squires

#### Ladies Fellowship Network

#### Market Day

#### Ministry Leadership Meeting

#### Nursery

#### Socials

- Men's Night Out
- Breakfast Bonanza
- Chili Cook-off and Bonfire
- Easter Vigil Reception
- Fashion Show
- Fat Tuesday Pancake Dinner
- Festival
- Fish Fry
- Holy Thursday Dinner
- Ministry Fair (Sample St. Max)
- St. Max Community Sale

#### Venture Crew

#### A Meal and a Prayer (Weekday Meals for Priests)

#### Welcoming New Families/ Welcome Weekend

#### Young at Heart

Revised: October 13, 2011

The Archdiocese of Cincinnati, 1998.

**Guideline 3**

---

**PARISH PASTORAL PLANNING  
IS THE PRINCIPAL ACTIVITY  
OF A PARISH PASTORAL COUNCIL**

Pastoral planning focuses on those things that pertain to a pastor's care for parishioners. It involves the act of visioning the kind of parish that best serves the needs of its members, as well as the larger community. Typically a Parish Pastoral Council identifies goals and objectives and recommends plans to achieve them. Since the arena of study and deliberation is the faith and spiritual lives of parishioners, time is often taken for adult faith formation, i.e., theological reflection on what the church teaches on mission of the church.

Parish pastoral planning is a structured process that includes five components:

- Articulating a vision of where the parish should be going.
- Deciding a method to assess the needs and issues of the parishioners.
- Identifying pastoral priorities or goals that address the needs of the parish.
- Proposing concrete actions and programs that achieve the pastoral goals.
- Determining the personnel, financial and physical resources needed.

Parishes that have pastoral plans typically set them in terms of three to five years. Each year the Parish Pastoral Council determines for the year a set of pastoral priorities. This plan ideally unites the council, commissions and committees in a shared vision of how the parish strives to carry out its mission to the parish and community it serves.

As indicated above, Synod '71 called each Parish Pastoral Council to assist the pastor in promoting the spiritual renewal of the parish. Parish renewal, like personal conversion, is always about change and newness. Pastoral planning works at identifying what that "newness" might look like for this parish.

**Suggestions for Implementation**

Parish pastoral planning is based on the standard steps utilized in the art and science of strategic planning. A parish that engages in pastoral planning for the first time will usually follow these or similar steps in the process:

- 1) *Affirm* or identify the parish **PURPOSE**. This is a brief statement that captures the purpose and the values important to the parish. There are common elements that constitute the mission of all Catholic parishes.
- 2) A *reading* or **ASSESSMENT** of the needs of the parish, as well as the problems and issues in the community environment in which the parish serves. This may take place through the use of a parish needs assessment or some form of listening to the parish membership. A parish survey, a parish assembly (town meeting), small group discussions, phone calls to a randomly selected group of parishioners, or some combination of the above are alternative methods for gathering the perceptions, needs, concerns, hopes and fears of parishioners.

Appendix B continued  
Called to be Church: A Guide for Parish Pastoral Councils,  
The Archdiocese of Cincinnati, 1998.

---

- 3) *Developing* a sense of direction or a **VISION** of the future. Things change in all parishes. Some parishes experience significant demographic changes over time. Some priorities are achieved successfully; new needs surface. The arrival of new resources, new skills or expertise among staff and volunteers make it possible to address new (or old in renewed ways) ministerial needs. All of which make it possible for "new futures."
- 4) *Setting* long range **GOALS** that map out the general direction the parish intends to pursue as it strives to achieve its purpose. This step also includes the determination of specific objectives and strategies.
- 5) Once the general direction and objectives are determined by the Parish Pastoral Council, the work of *developing* specific **ACTION STEPS** and a **RESOURCE ANALYSIS** is done by other groups in the parish. The pastor and members of the parish staff develop the concrete programs and plans for implementing the general direction established by the Parish Pastoral Council. Commissions that represent the major pastoral priorities of the parish, e.g., Worship, Education, Religious Formation, Youth Ministry, etc., develop plans to recommend to the pastor or to parish staff members. The Finance Council develops recommendations concerning the the personnel, physical and financial resources needed to carry out the pastoral plan.

### **On-going Pastoral Planning Where a Pastoral Plan is Already in Place**

Parish Pastoral Councils that have established a three or five year pastoral plan - and have gone through these or similar steps - typically engage in ongoing pastoral planning in the following way:

- Each year, the Parish Pastoral Council evaluates how successful the parish has been in carrying out the pastoral plan. This typically takes place at the end of one council's term.
- Each year (usually at the beginning of the new council's term), the Parish Pastoral Council either reaffirms the pastoral goals for the year (already set forth in the plan) or readjusts the pastoral goals to meet changing needs or circumstances in the parish.
- In planning the overall agenda for the council year, the Parish Pastoral Council may devote a Saturday or Sunday afternoon to a planning retreat - and determine both the issues and priorities that need to be addressed and estimate when the council will be addressing them.
- Parishes may engage in periodic involvement of the parish membership to get feedback on how the parish is meeting parishioners' needs. An annual parish assembly or town meeting, parishioner phone calls, or informal conversations at parish events between members of the parish pastoral council and parish members are some of the ways Parish Pastoral Councils keep in touch with the people the parish serves.

*"Where there is no vision,  
the people perish."  
Proverbs 29:18*

## **A Vibrant Church+**

*Living the mission of Jesus Christ in the Archdiocese of Cincinnati*

### **1. Worship and Spirituality** <sup>1</sup>

- The Mass and Sacraments are central to the life of the church. They are well prepared, celebrated prayerfully, inspire toward mission and evangelization.
- Devotional opportunities, especially the Liturgy of the Hours and Eucharistic Adoration; including prayer groups, the Rosary, and other devotional practices are offered throughout the Liturgical Year.
- Quality preaching leads to transformation in Christ and applies the Gospel to daily life.
- Engaging and nourishing spiritual renewal, e.g. R.C.I.A., *Christ Renews His Parish* (CRHP), *Why Be Catholic*, *Small Faith Communities*. <sup>a</sup>

### **2. Catechesis and Education** <sup>2</sup>

- Catechesis in Knowledge of the Faith, Liturgy, Moral Formation, Prayer, Community Life and Mission are offered for adults, youth, and children.<sup>b</sup> Families are living their call to be “domestic churches.”
- Sacramental preparation is essential. The RCIA is normative for sacramental formation.
- There are ongoing efforts to foster all vocations, especially for ordained ministry.<sup>c</sup>
- A Catholic elementary school maintains quality education and good stewardship of resources<sup>++ d</sup>

### **3. Pastoral Ministry** <sup>3 e</sup>

- Youth, young adult, adult and family ministries are vital to the community.
- There is ongoing care for the sick, homebound, the needy, and life concerns, e.g. family challenges, unemployment; in partnership with local community resources.
- Counseling and support of key groups: grieving families, the divorced, the elderly, are offered.
- Cultural diversity is perceived as a gift and asset in worship and community life.

### **4. Evangelization and Outreach** <sup>4 f</sup>

- Evangelization efforts are ongoing to reach the unchurched, inactive Catholics; and to revitalize the commitment of practicing Catholics to deeper discipleship in Christ and living the Gospel.
- Hospitality and a welcoming spirit are actively expressed in the life of the community.
- Ecumenical and interfaith dialogue and activities are cultivated.<sup>g</sup>
- Outreach is grounded in Catholic social teaching, including respect for life from conception to natural death. Members are engaged in action toward peace and justice, particularly in the local neighborhood and global missions. <sup>h</sup>

### **5. Mission-Centered Leadership and Administration** <sup>5</sup>

- A well-defined mission guides the community. There are many opportunities to get involved. Clergy and laity work together.
- Effective consultative structures are used so that members are engaged in establishing pastoral priorities and policies.
- Formation, training and supervision for paid and volunteer leadership and staff is normative. <sup>i</sup>



## 6. Mission-Centered Fiscal Solvency

- Mission and ministries guide budget. Financial obligations and diocesan requirements are met.
- Just and fair salaries are paid to all employees.
- Accountability and transparency are normative in financial and organizational management.
- Stewardship, tithing are promoted. Buildings and property are appropriately maintained.

1 [ Cf. *Ecclesia De Eucharistia* by Pope John Paul II and *Sacramentum Caritatis* by Pope Benedict XVI]

1a See Congregation for Clergy, *Priest: Pastor and Leader of the Parish Community (PPLPC)*, 28: Pope

Benedict XVI, *Sacramentum Caritatis (SC)* 34-42, 45-46; Congregation for Clergy, Directory on the Life and

Ministry of Priests (DLMP), 45-47; John Paul II, *Christifideles Laici (CFL)*, 16-17; 26-30.

2 [ Cf. *Evangelii Nuntiandi* by Pope Paul VI and *Ecclesiam Suam* by Pope Paul VI]

2b See *Christifideles laici (CFL)*, 60.

2c See John Paul II, *Pastores dabo vobis (PDV)*, ch. 4, 43-41; SC, 23-26.

2d See *General Director for Catechesis*, John Paul II, *Catechesis tradendae*

3 [Cf. *Ecclesiae de Mysterio*, Practical Provisions, article 9]

3e See *CFL*, 27, on works of the apostolate, and 53, on care for the sick, homebound and needy. See also *PPLPC*, 22, 24, on the duties of the priest and *PDV*, 59, on the role of the lay faithful.

4 [ Cf. *Pacem in Terris* by Pope John XXIII]

4f Add Paul VI, *Evangelii Nuntiandi*; John Paul II, *Redemptoris Missio*; John Paul II, *Novo Millennio Ineunte*.

See also *CFL*, 34-44 and *PPLPC* 29.

4g John Paul II, *Ut Unum Sint*; Pontifical Council for Promoting Christian Unity, Ecumenical Directory for Norms on ecumenism.

4h *CFL*, 27.

5 [ Cf. *Co-Workers in the Vineyard of the Lord*, a Statement of the USCCB]

5i In addition to the documents mentioned, you should have a link to the document of the Congregation for the Clergy, *Priest: Pastor and Leader of the Parish Community*. See also *PDV*, 59; *CFL*, 23: and esp. *CFL*

31-Pastors in service of communion.

+These ideas also reflect an approach based on the "Ministerially Complete Fact Sheet" used in the Archdiocese of Cincinnati in the mid-80's, the *Parish Project: The Vibrant Parish* sponsored in 1983 by the National Conference of Catholic Bishops (NCCB) and the National Pastoral Life Center (NPLC), as well as being in sync with the results of "The Emerging Models of Pastoral Leadership Project" funded by a grant from the Lilly Endowment, Inc., and published in *The Changing Face of Church: Emerging Models of Parish Leadership*, by Marti R. Jewell and David A. Ramey, 2010.

++When applicable 02-2-2012

Appendix D

The Path 2012 “Score Card”

<b>ACTION</b>	<b>SUBJECT</b>	<b>PRIORITY</b>	<b>DEADLINE</b>	<b>COMPLETED</b>	<b>COMMENT</b>
6.1	Mission Statement	Urgent	1/1/2013		
6.2.1	Rectory –Finish the Basement	High			
6.2.2	Pastor Leads Stewardship	High			
6.2.3	Leaders Provide Support	High			
6.3.1	Staff customer service training	Urgent	12/31/2012		
6.3.2	Financial and Accounting System	High			
6.3.3	Review Welcome Packets	High			
6.3.4	Improve Voicemail System	Important			
6.3.5	Evaluate Group Purchases	Important			
6.4.1	Committee for Day of Reflection	Urgent			
6.4.2	Committee for Ministry Leader Training	Urgent			
6.4.3	PC invite leaders to participate	High			
6.4.4	Parish Tithing from Offertory	High	03/01/2013		
6.4.5	How to Start a Ministry	High			
6.4.6	Campus Vision	Second			
6.4.7	Leadership Follows The Path	Important			
6.4.8	The Path Monthly Progress Assessment	Important			
6.4.9	The Path summary pamphlet	Important			
6.5.1	Budget	Urgent	7/1/2012		
6.5.2	Finance Council Bylaws	High			
6.5.3	Finance Council Quarterly Reports	High			
6.5.4	Capital Campaign Committee	High			
6.5.5	Financial System Consultation	High			
6.5.6	Facility Committee; Improvement Process	High	9/1/2012		
6.5.7	Form Grant Committee	Second			
6.5.8	Finance Council Grant Cmte Consultation	Second			

6.6.1	Stewardship Roles and Committees	Urgent	7/1/2012		
6.6.2	Stewardship volunteers discern	Urgent	7/1/2012		
6.6.3	Parish Life & Stewardship Commission formation and Bylaws	High	10/1/2012		
6.6.4	Follow Guidance	High			
6.6.5	Stewardship-2 priorities-educate and renewal	High			
6.6.6	Promote Welcoming Committee	Second			
6.6.7	Promote Fellowship Committee	Second			
6.6.8	Evaluate Stewardship support programs	Important			
6.6.9	Stewardship Spiritual Formation	Important			
6.7.1	Eucharist -chapel reconfiguration plan	High	9/1/2012		
6.7.1	Eucharist-adoration promotion	High			
6.7.2	Worship Commission- Hospitality	High			
6.7.3	Liturgical Catechesis and Music dialogue	High	10/1/2012		
6.8.1	Outreach complete formation	Urgent			
6.8.2	Revive Ministry of Care	High			
6.8.3	St. Leo's roadmap	High			
6.8.4	Review LRAP and Pulse of Parish	Second			
6.8.5	Support Respect Life desire to expand	Second			
6.8.6	Charity vetting	Important			
6.9.1	Evan&Cat Commission formation	Urgent	9/1/2012		
6.9.2	Small Group Program / CRHP	High	9/1/2012		
6.9.3	Marriage Enrichment	High	9/1/2012		
6.9.4	Develop Catholic Elem Cmtee	High			
6.9.5	Complete Pre-school assessment	Second			
6.9.6	Lenten Speaker series	Second			
6.9.7	Evan&Cat support 6.6.9 Stewardship Form	Second			
7.1	Scorecard--mid year	Important	1/15/2013		
7.1	Scorecard--near year end and publish	Important	5/31/2013		
7.2	Update The Path	Important			