



# **Saint Paul the Apostle Catholic Parish**

## **Greencastle, Indiana**

**Strategic Plan**  
**2015-2019**

Facilitated by:



Michael Shumway, CFRE

## **Resolution of Endorsement**

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Resolved this XX day of XXX, 2015:

That this strategic plan for 2015 to 2019 is accepted and endorsed by the Saint Paul the Apostle Parish Council.

The Parish Council further accepts the responsibility of assisting the Pastor in the oversight of this plan's implementation and of conducting a regular review of its progress and any needed adjustments or modifications to the plan as needed during its implementation cycle.

On behalf of the Parish Council,

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Parish Council Chair

## Recommendations for Implementation

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### **Responsible Party(ies):**

Plans can only be executed if there is assigned responsibility for implementation of the elements. For the Saint Paul the Apostle Plan, responsibility for each of the tactics is assigned in the appropriate column of the plan.

The responsible party named in the plan is NOT necessarily the individual that accomplishes the tactic. Rather, he/she is the individual (or committee) that ensures that the tactic IS accomplished on time (by the due date listed for that tactic in the plan).

The Pastor holds the ultimate responsibility for implementation of the plan. However, the Parish Council is responsible for assisting the Pastor in this task. The Pastor, in turn, sees that the Parish Council is kept informed of the progress of the plan and holds those individuals listed as “responsible party” in the plan document responsible for their assigned tactics.

### **Timelines:**

Due Dates listed in the plan document are those dates by which each tactic must be COMPLETE. The “responsible party” must calculate the appropriate lead-time for the activities that will Complete the tactic by its due date.

### **Additional Parties:**

The “responsible party” listed for each tactic in the plan may enlist additional individuals to assist him/her in the completion of the tactic. Tasks may be delegated as necessary to ensure completion by the due date.

### **Accountability:**

The Shumway Group recommends that there be a standing item on the regular Parish Council agenda for review of progress on the plan. The Pastor should keep the Parish Council informed on the progress of the plan, including tactics and objectives accomplished. If progress is falling behind the timeline(s), then the reasons for this should be outlined and remedies discussed by the Parish Council in order to better advise the Pastor.

The Shumway Group further recommends that the Parish Council annually (or more frequently as requested by the Pastor) review the entire plan to evaluate its ongoing relevance and to make any adjustments deemed necessary due to changing circumstances and environment.

### **Ongoing Planning:**

This document is envisioned as a multi-year plan. The Parish Council should place on its agenda in the beginning of the last year the preliminary stages of planning for the next period. The Shumway Group suggests that the Parish consider beginning the process of designing the next plan in 2018.

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Goal	Objective	Tactic	Responsible Party	Due
<b>1</b>	<b>By January 2019 grow parish membership by 30% as measured by parish registrations.</b>		<i>Leader: Murray Pride</i>	
	<i>1:1 Inform the community of all the good events/activities that occur in our parish.</i>			
		1:1:1 Appoint a volunteer "Coordinator of Communications" that would get the word out about all our parish events/activities to the community through the local newspaper, local radio station, social media, Catholic Radio, etc.	Growth Team <i>Leaders: Matt Welker, Jason Fajt and Brian Gilmartin</i>	2/1/16 on hold
	<i>1:2 Communicate with parishioners (current and former) and inform them about all the activities going on and of a renewed energy within our parish, also to bring back former parishioners.</i>			
		1:2:1 Send a letter to all current and former parishioners acknowledging the parish has had some changes over the last couple years, and also informing of all the great things going on in our parish.	Growth Team	8/1/16
		1:2:2 Follow-up with a phone call to former members, and a visit if they would like one, as a more personal invitation to become active in our parish again.	Growth Team	5/1/16
	<i>1:3 Make sure we are welcoming and nurturing our new members and visitors.</i>			
		1:3:1 Develop consistent messaging about all the opportunities for participation within our parish.	Jim Bewsey	ongoing
		1:3:2 At the end of Masses on the 2 <sup>nd</sup> weekend of each month, Father would ask all new parishioners and visitors to raise their hands. Greeters would then approach those people in the Narthex to make sure they are welcomed and informed using messaging developed in 1:3:1 above.	Father Hollowell	ongoing
		1:3:3 At the end of Masses on the 2 <sup>nd</sup> weekend of each month, Father will ask anyone celebrating a wedding anniversary that month, to raise their hands to further the sense of community.	Father Hollowell	Weekend of 3/12/16 Complete and ongoing
	<i>1:4 Determine a Mass schedule that serves the needs of our parishioners.</i>			
		1:4:1 Continue to study the weekend Mass schedule based on attendance numbers.	Parish Council	Ongoing

Goal	Objective	Tactic	Responsible Party	Due
		1:4:2 If a need for an earlier Sunday morning Mass is identified, consider possible options.	Parish Council	Ongoing
	1:5 <i>Have an updated parish directory.</i>		Growth Team	5/1/16

Goal	Objective	Tactic	Responsible Party	Due
<b>2 Evaluate both short and long-term maintenance items as noted in the current 2015 Building and Grounds Report. Evaluate both short and long term additional space issues and requirements for the Church campus. Continue to develop a draft master plan addressing both future maintenance items and future space needs for St. Paul the Apostle's with a Council approved master plan by 2017.</b>			<i>Leader: Tom Helmer along with Marvin Peters</i>	
	<i>2:1 Based on the current 2015 Building and Grounds Report, review and verify all known short and long term pending maintenance items and determine their pending status and costs.</i>			
		2:1:1 Add and address any new maintenance items that might be identified on the planned CSO Architects' Facilities Assessment report project planned for late May of 2015.	Buildings and Grounds Chair	6/1/16
	<i>2:2 Identify the anticipated additional space needs in the church, narthex and outside parking and determine a way to address noted requirements by 2017</i>			12/1/16
		2:2:1 Review recent parish survey with regards to the present known space issues for the various ministerial activities at St. Paul's.	Buildings and Grounds Committee	6/1/16
		2:2:2 Identify the noted space requirement items with regards to short term and long term needs	Buildings and Grounds Committee	6/1/16
		2:2:3 Explore and identify alternative offsite meeting spaces to meet additional required space.	Buildings and Grounds Committee	6/1/16
		2:2:4 Explore alternative scheduling to maximize use of existing facilities.	Catherine Engle	6/1/16
		2:2:5 Use the CSO facilities study to help determine potential alternatives with regards to future space requirements.	Buildings and Grounds Committee w/Pastor	6/1/16
		2:2:6 Investigate off campus pastoral accommodations to free up the old rectory building space. (Note: Such as the removal of the rectory for different use.)	Buildings and Grounds Committee w/Pastor	6/1/16
		2:2:7 Consider pursuing opportunities to acquire additional real estate for future space, if feasible, to the current location	Buildings and Grounds Committee w/Pastor & Council	6/1/16

Goal	Objective	Tactic	Responsible Party	Due
		2:2:8 Consider coordinating the parish facilities planning efforts with the DePauw University planning effort.	Bill Dory	1/1/17
		2:2:9 Seek formal arrangements with the Putnam Co. Library and City of Greencastle for additional church parking space areas.	Buildings and Grounds Committee w/Bill Dory	11/1/15 Complete
	<i>2:3 Engage CSO Architects by Mid 2015 to develop a Facilities Master Plan based on ministerial needs with a focus on the church, classrooms and parking expansions.</i>			
		2:3:1 Communicate that CSO Architects are going to assist in the Parish in the development of a facilities master plan that will cover the next five (5) years	Father Hollowell	9/1/15 Complete
		2:3:2 The review committee is to ensure that any renovations or expansion projects minimize the use of energy and any impacts on the environment.	Buildings and Grounds Committee w/Pastor	5/1/16
		2:3:3 Upon completion of the study, the Building and Grounds committee to Analyze the results of the CSO total facilities study, present and future facility options.	Buildings and Grounds Committee w/Pastor	5/1/16
		2:3:4 Parish Council to investigate and analyze the correct approach to any recommended additions or replacement or some of both for the church campus facilities.	Parish Council	6/1/16
		2:3:5 Develop a communication plan that would help cover project, justification, costs and a timetable of projects and periodic focus/discussion of activities.	Parish Planning Committee w/Pastor & Consultant	Between 2017 & 2018



Goal	Objective	Tactic	Responsible Party	Due
<b>3 By January 2019 Have in place a comprehensive set of Catechetical and Formation Programs addressing faith from cradle to grave. (AEC)</b>			<i>Leader: Kathy Benassi</i>	
	<i>3:1 All teachers, catechists, and small group leaders will be provided with at least one training session per year.</i>		Bernie Batto	
		3:1:1 Contact the archdiocese to see what kinds of training are available.	ARE (Paulette)+ Chair, FFC (Faith Formation Com.)	9/15/2015 Complete
		3:1:2 Make sure all teachers/leaders have copies of relevant church documents on catechesis and faith formation.	ARE + Chair, FFC	4/15/16
		3:1:3 Find experts in both content and method appropriate to the different age groups who are willing to put together a workshop.	FFC + AEC (Adult Ed Cmte)	2/1/2016
	<i>3:2a Renewed emphasis on faith formation for adults, including reinstating an adult education committee to work in coordination with/under the Faith Formation Commission; this committee will oversee and promote diverse faith formation programs and events in the parish.</i>			
		3:2a:1 Poll recent leaders/presenters (Beth Fajt, Mike Seaman, Bernie Batto) for interest in joining an oversight committee.	AEC	10/1/2015 task not necessary
		3:2a:2 Invite interested parishioners to join committee.	AEC	4/15/16 Complete
		3:2a:3 Make committee chair a member of the Faith Formation Commission, with Parish Council approval as necessary.	Expanded AEC	2/1/2016 Complete
		3:2a:4 Coordinate with other Strategic Planning Committees when appropriate to provide common, parish-wide educational opportunities as needed.	Expanded AEC	3/1/16 Complete
	<i>3:2b Creation of various faith sharing and educational opportunities:</i>			
	<ul style="list-style-type: none"> <li>• <i>Formal sessions (lectures, study groups, etc.) to deepen understanding and practice of Catholic Christianity,</i></li> <li>• <i>Small home-based groups, including convenient regional groups, and Specialized activities and/or discussion groups.</i></li> </ul>			

Goal	Objective	Tactic	Responsible Party	Due
		3:2b:1 Scheduling of adult educational activities will be coordinated with children's activities, seasons of the year, and pressing current cultural and religious issues.	FFC + Expanded AEC	8/1/2017
		3:2b:2 Plan adult education sessions to take place at the same time as the children's Sunday religious education.	FFC + Expanded AEC	12/1/2016
		3:2b:3 Solicit willing and capable people to host a small home group. Leaders should be willing to find books, curriculum, or themes for their group and to assure that they are compatible with Church doctrine and tradition.	Expanded AEC	5/1/2016
		3:2b:4 Research curriculum and ideas to implement.	Expanded AEC	ongoing
		3:2b:5 Consider the spaces available for classes/groups, including the rectory, and strive to create comfortable, welcoming places that are appropriate for the activity. Check church and rectory schedule. Make provision for baby-sitting when appropriate.	Expanded AEC	8/1/2016
		3:2b:6 Have occasional or monthly larger activities, with food, and use these to invite people to continue to meet in small groups.	Expanded AEC	ongoing
		3:2b:7 Work with the Faith Formation Commission to develop a seamless vision and implementation of lifelong learning.	Expanded AEC	8/1/2017
	<i>3:3 All members of the Faith Formation Commission attend the annual Archdiocesan training program for religious education.</i>		Faith Formation Committee	10/1/2016

Goal	Objective	Tactic	Responsible Party	Due
<b>4</b>	<b>By January 2019 put into action our Gospel obligation to address poverty by becoming a parish through which those in need can find authentic help and support. To that end, at minimum we will begin formation and education of parishioners by offering at least three sessions per year about poverty. Our parish will become actively involved in at least two new ministries that help the poor and in at least three organizations which support those in poverty who are working toward more stable and productive lives.</b>		<i>Leader: Jim Gillen</i>	Goal: January 2019
	<i>4:1 Initiate immediate steps to set the stage for larger efforts to follow in Objectives 4:2-4</i>			
		4:1:1 Promote our current participation in ongoing poverty outreach.	Parish Council and Jim Bewsey	ongoing
		4:1:2 Attend and support Poverty Awareness week to be held in September 2015	Batto; Singer; Welker	8/15/15 Complete
		4:1:3 Pastor to offer two homilies to help set the stage for our poverty initiatives.	Father Hollowell	Complete 8/4/16
		4:1:4 Work with finance council and our bookkeeper to determine how to set up, manage and utilize a poverty fund and a process for using it to assist those who call for help	Poverty Awareness Committee	Complete 8/4/16
		4:1:5 Develop or purchase prayer cards to end poverty that can be distributed to all parishioners.	Poverty Awareness Committee	10/1/16
	<i>4:2 Inaugurate within our parish a standing committee to address poverty issues in a comprehensive manner.</i>			
		4:2:1 Form a poverty committee of six members to coordinate and promote our poverty goal. This will be done by developing a list of possible committee members; contact each, present our goal and objectives; determine interest and time available to serve; continue through list until committee is formed. (NB: The committee will report its activities to the parish and social concerns commissioner.)	Batto, Singer, Welker, Dave & Joyce Johnson, Linda Cain and Susan Gillen.	10/1/15 Complete
		4:2:2 Develop a unified understanding about poverty within the poverty committee	Poverty Action Committee	3/1/16 Complete

Goal	Objective	Tactic	Responsible Party	Due
		4:2:3 The poverty committee will define or adapt tactics as necessary for objectives 4:3 and 4:4, which are under their direction.	Poverty Action Committee	In process
	4:3 Begin formation and education of parishioners concerning the duty of every disciple of Jesus Christ to make helping the poor a priority.			
		4:3:1 Partner with the catechetical and formation sub-committee to develop an educational model and schedule.	Poverty Action Committee	complete 8/4/16
		4:3:2 Offer for parishioners at least three educational sessions per year about poverty. These sessions will include: <ul style="list-style-type: none"> <li>o biblical and church teaching</li> <li>o the condition (experience) of being in poverty</li> <li>o the many causes of poverty</li> <li>o the differences between “getting by” and “getting ahead”</li> <li>o two or three graduates of the Getting Ahead program will be invited to attend part or all of one meeting and to share their stories</li> </ul>	Poverty Action Committee	1/1/17
		4:3:3 Learn about and catalog existing “getting by” and “getting ahead” resources for the poor in our community.	Poverty Action Committee	1/1/16 Complete
	4:4 Develop within our parish community multiple actions and practices to address or alleviate poverty in Putnam County and beyond			
		4:4:1 Catalog and promote the poverty ministries we currently are doing, e.g., Care Net Pregnancy Center of Putnam County, Food Pantry, Christmas store.	Poverty Action Committee and Jim Bewsey	2/1/16 Complete
		4:4:2 Quarterly collection for the poor & link with current on-going giving initiatives within the parish	Poverty Action Committee	Complete 8/4/16
		4:4:3 Become actively involved in at least three organizations within “Transformers of Greencastle,” a collection of “getting ahead” ministries.	Poverty Action Committee	Complete 8/4/16
		4:4:4 Become actively involved in at least two new “getting by” ministries, already existing in our county or directly from our parish.	Poverty Action Committee	ongoing

Goal	Objective	Tactic	Responsible Party	Due
		4:4:5 Explore adopting a needy parish.	Poverty Action Committee	10/1/16