

# **Strategic Plan 2010 – 2012**

## **Holy Family Catholic Church Hesperia, CA**

### **Strategic Planning Committee**

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## **I. Introduction: The Planning Process**

On September 11, 2010 members of the Pastoral Committee, Finance Council, Building Committee, Parish Staff, and Acting Pastor, Father Fahnstock held a Strategic Planning Workshop to develop a new Strategic Plan. The previous plan had been drafted in 2005 and had never been updated or goals and objectives clearly quantified.

The focused of the workshop was to develop new and refined Goals and Objectives for the Parish for the next few years. A primary focus of discussion was the parish's need to become one unified Holy Family. Many of the goals and objectives outlined in this document focused on becoming one unified parish.

The first draft of the Strategic Plan was submitted to the committee members for their review, comments and edits prior to a follow up meeting on October 9, 2010. During the follow up meeting committee members reviewed the drafted goals and objectives one by one and recommended changes in the language or timelines. The recommendations and revisions were incorporated in the plan. Potential actions needed to attain each of the objectives were also included. The Final Strategic Plan was distributed to all committee members for any final comment and approval.

## **II. Mission and Values**

In this 2010 Strategic Plan, the Holy Family Catholic Church reaffirms its commitment to becoming one unified parish focusing on what is best for everyone and not anyone person or group.

### **Mission Statement**

We the people of Holy Family Catholic Community, called to live and teach the good news of Jesus Christ, commit our stewardship of God's abundant gifts in service to our brothers and sisters so as to fill their lives with faith, hope and love.

### **Statement of Values**

***Catholic Education*** – We cherish quality education rooted in the tradition of the Catholic Church and focused on providing spiritual, social, and cultural activities that encourage parishioners to develop fully in their Catholic Faith.

***Leadership*** – We call upon our Priests and Deacons to provide responsible leadership centered in the Gospel values and the Seven Essentials of Parish Life.

**Teaching by Example** – We want to attract and retain outstanding religious education instructors who will foster a love of learning among our adult and juvenile learners and also serve as role models in their lives.

**Diversity** – We promote unity in diversity in our parish community.

**Respect** – We are dedicated to fostering respect for oneself and for others.

**Community** – We are committed to maintaining a strong sense of community, centered in faith and embracing each parishioner of Holy Family.

### **III. Goals and Objectives**

#### **Goal I: Practice the seven essentials of parish life.**

##### Objective I-a

Develop a plan for educating our parishioners about the seven essentials of parish life by December 2010.

##### Objective I-b

Implement a program that will focus on educating our parishioner about one essential element of parish life every month by June 2011.

#### **Goal II: Promote stewardship to ensure that all parishioners have ownership and a stake in the future of Holy Family.**

##### Objective II-a

Develop a method for educating our parishioners about being a good steward that is called and obligated to give of their time, talent and treasure to God by June 2011.

##### Objective II-b

Engage all parishioners and ministries in developing a stewardship program that focuses on the glory of God and not the edification of a specific ministry or parishioner by June 2011.

##### Objective II-c

Develop an analysis of the costs, hours and needs necessary for the continuation of parish life by June 2011.

**Goal III: Establish an environment where all adult parishioners can meet at the church to grow in their faith without concern for their children.**

Objective III-a

Begin a program to educate our parishioners about the importance of the Diocese's Safe Environment Program by December 2010.

Objective III-b

Develop a childcare program that will provide appropriate adult supervision at no cost to the parish by June 2011.

Objective III-c

Develop a list of qualified and approved child caregivers who will supervise children when not in the company of their parents by June 2011.

**Goal IV: Unify the parish by creating a true Holy Family.**

Objective IV-a

Develop diversified Pastoral Council that can clearly communicate the mission, goals and objectives of the Holy Family community with the Pastor and parishioner by December 2010.

Objective IV-b

Hold a meeting of all ministry heads to educate them on the Strategic Plan and to solicit their input and support in implementing the plan by March 2011.

Objective IV-c

Hold a meeting of all ministry heads so that they can educate one another on each other's purposes and objectives by June 2011.

Objective IV-d

Begin the implementation of a parish policies and procedures manual that the Pastoral Council and parish staff must follow when dealing with the needs of the parish by January 2011.

Objective IV-e

Consolidate ministries with a shared common purpose whenever possible by December 2011.

Objective IV-f

Instill upon all ministries the importance of adhering to the Holy Family Mission by combining ministries to together to worship God, to know, love and serve him by December 2011.

**Goal V: Improve security to around the parish.**

Objective V-a

Develop and maintain an up to date list of all parish staff, instructors and volunteers who meet the Diocese's Safe Environment Program background check by December 2010.

Objective V-b

Develop a policy and procedure that will assure monitored access to critical buildings on the parish site by June 2011.

Objective V-c

Install an electronic card entry system on critical building around the parish site by June 2011.

**Goal VI: Receive approval of a 20-Year Master Plan by the Diocese.**

Objective VI-a

Establish a committee of qualified parishioners who will be willing to review and refine the existing draft building plot in order to meet the needs of the parish in five year increments for the next 20 years by June 2011.

Objective VI-b

Request proposals from at least three diocese approved architects who can draft a 20-Year plan from the needs assessment conducted by the master plan committee by August 2011.

Objective VI-c

Submit a draft of the parishes 20-Year Master Plan for diocese approval by June 2012.

**Goal VII: Prepare the parishioners of the parish in the education and preparation of the new Roman Missal.**

Objective VII-a

Periodically educate and update parishioners during liturgies in the reasoning and changes being implementation in the new Roman Missal by November 2011.

## **IV. Objectives Recommended Actions**

### **Goal I: Practice the seven essentials of parish life.**

#### Objective I-a Action Plan

Pastor and Pastoral Council should develop a yearly plan for the continual education of our parishioners about the seven essentials of parish life by December 2010.

#### Objective I-b Action Plan

Pastor and Pastoral Council should coordinate the implementation of the seven essentials education plan by June 2011.

### **Goal II: Promote stewardship to ensure that all parishioners have ownership and a stake in the future of Holy Family.**

#### Objective II-a Action Plan

Pastor and Pastoral Council should develop a method for continually educating our parishioners about being good stewards by June 2011.

#### Objective II-b Action Plan

Pastor and Pastoral Council should develop a plan for meeting with parishioners and ministries on a regular basis to instill the importance of the stewardship program by June 2011.

#### Objective II-c Action Plan

The Finance Council should meet with parish staff to develop a cost analysis associated with the use of parish facilities and submit a proposed plan to the Pastor for managing such costs by June 2011.

### **Goal III: Establish an environment where all adult parishioners can meet at the church to grow in their faith without concern for their children.**

#### Objective III-a Action Plan

Pastor and parish staff should develop a process for educating our parishioners about the Diocese's Safe Environment Program by December 2010.

#### Objective III-b Action Plan

Pastor, parish staff and Finance Council should coordinate in developing a childcare program that will provide appropriate adult supervision at no cost to the parish by June 2011.

#### Objective III-c Action Plan

Parish staff should develop and maintain a list of qualified and approved child caregivers, to include an identification system, who meet the Diocese's Safe Environment Program guidelines by June 2011.

**Goal IV: Unify the parish by creating a true Holy Family.**

Objective IV-a Action Plan

Pastor and Pastoral Council members should solicit from a diverse list of strong and committed parishioners from all represented nationalities who can communicate without translation to make up the Pastoral Council by December 2010.

Objective IV-b Action Plan

Pastor and Strategic Plan Committee should schedule a meeting of all ministry heads to provide them a copy of and educate them about the Strategic Plan by March 2011.

Objective IV-c Action Plan

Pastor and Strategic Plan Committee should schedule a meeting of all ministry heads so that they can coordinate with one another on each other's purposes and objectives by June 2011.

Objective IV-d Action Plan

Pastor should begin the implementation of a parish policies and procedures manual, using the diocese's policy manual as a reference that would be used by parish staff, councils, committees and ministries by January 2011.

Objective IV-e Action Plan

Pastor and Pastoral Council should work toward the consolidation of all ministries with a shared common purpose whenever possible by December 2011.

Objective IV-f Action Plan

Pastor and Pastoral Council should develop a plan to meet with all ministries to assure that they adhere to the Holy Family Mission by December 2011.

**Goal V: Improve security to around the parish.**

Objective V-a Action Plan

Parish staff should develop and maintain a spreadsheet list of all parish staff, instructors and volunteers who meet the Diocese's Safe Environment Program background check by December 2010.

Objective V-b Action Plan

Parish staff and building committee should meet to develop a policy and procedure that will assure monitored access to critical buildings on the parish site by June 2011.

Objective V-c Action Plan

Building Committee and Finance Council should conduct a plan and cost analysis for the installation of an electronic card entry system on critical building around the parish site by June 2011.

**Goal VI: Receive approval of a 20-Year Master Plan by the Diocese.**

Objective VI-a Action Plan

Pastor should establish a committee of qualified parishioners to review and refine the existing draft building plot plan so that it meet the needs of the parish in five-year increments for the next 20 years by June 2011.

Objective VI-b Action Plan

Pastoral and Finance Councils should coordinate in developing a request for proposal in hiring a diocese approved architect from a list of no less than three by August 2011.

Objective VI-c Action Plan

Pastor, Pastoral Council and architect should submit a draft of the parishes 20-Year Master Plan for diocese approval by June 2012.

**Goal VII: Prepare the parishioners of the parish in the education and preparation of the new Roman Missal.**

Objective VII-a Action Plan

Pastor should implement an education plan for educating the parishioners about the new Roman Missal by July 2011.