

Parish Strategic Plan 2022-2027

*Prepared by and for the parishioners of
St. Joseph Catholic Church*



April 2022

Version 3.0

St. Joseph Catholic Church
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Table of Contents

	Page Number
Parish Vision Statement, Mission Statement, and Core Values	2
Clergy and Pastoral Council	3
Letter from Fr. Jason Cargo, Pastor	4
Introduction and Background	5
Strategic Parish Priority Areas	
1. Faith Formation	7
a. Children’s Faith Formation	8
b. Youth and Young Adult Ministry	11
c. Family Ministry	14
d. Adult Faith Formation	16
e. RCIA/Adult Confirmation	19
2. Business Operations	22
a. Business Operations	23
b. Parish Facility	26
3. Communications	28
4. Liturgy	30
5. Community Outreach	33

Our Parish Strategic Plan, guided by the Holy Trinity and our patron, St. Joseph, outlines the means through which we will put into action the Vision, Mission and Core Values of St. Joseph Parish.

Parish Vision Statement

To be a people united in one heart and mind with Jesus Christ.

Parish Mission Statement

Inspired by our patron, St. Joseph, we are united as a community of disciples of Jesus Christ. We proclaim our Roman Catholic Faith through our commitment to evangelize within our parish and beyond as we worship, study, and serve.

Parish Core Values

These core values are the guiding principles and/or behaviors that embody our parish and describe how we will achieve our Vision and our Mission.

The core values of St. Joseph Parish are expressed in our commitment to *evangelize, worship, study, and serve*. We *evangelize* inside and outside our parish. We *worship* as a community where the Eucharist is life-giving. Our *study* is ongoing. We *serve* each other fostering a community of faith. These core values are rooted in our Roman Catholic faith and function together to ensure the future growth and vitality of our parish. Like Jesus's teachings, these values must be present and enacted in our daily lives. We must help support one another and share our joy in living out these values each day with our community.

Clergy

Fr. Jason B. Cargo, Pastor

Fr. Felipe Vives

Fr. Joseph Nedumankuzhiyil

Deacon John Carlisle • Deacon Randy Engel

Deacon Richard Nelson

Pastoral Council

2022

Fr. Jason B. Cargo, Pastor • Amy Lawrence, Chair

Steven Crane, Vice Chair • MaryCollet Okon, Secretary

Leslie Bartula • Theresa Elaine Bennett • Eric Lagneaux • Larry Monaco •

Dania Sanchez • Dante Santillana • Mike Wagner • Greg Welch • Esther Zapata

Letter from Fr. Jason Cargo, Pastor

St. Joseph Parishioners,

With joy, I would like to present to you our strategy plan for St. Joseph Catholic Church.

Your pastoral council, the directors of the parish, and I have worked hard on this plan to bring it to fruition. We studied the previous plan, reviewed surveys, prayed, and did much evaluation before the creation of this plan. The strategic plan is evolving and even in this publication, new directions will have been taken. However, it does provide a fantastic guide and blueprint for the different structures and organizations within the parish to continue to move towards our mission to evangelize as we worship, study, and serve.

Your team here at St. Joseph really seeks to create an environment where young and old are growing in their ability to follow Jesus as his disciples. We are seeking to provide liturgies that will move the person to a greater desire to live for Jesus. We want faith formation activities where the whole family can be nourished in their knowledge of Jesus and His Church. We seek to provide opportunities to serve the parish and the community around St. Joseph in ways that are impactful and that can get families involved. We want to provide communications that will inspire you daily and help you know about the new plans within our faith community. Finally, we want to be good stewards of the resources that you provide us so that our finances support our mission and provide the facilities to carry out the mission.

Thank you again for being an engaged member of St. Joseph Catholic Church. You are a blessing to me.

In the Heart of Jesus,

Fr. Jason B. Cargo
Pastor of St. Joseph Catholic Church and School

Introduction

This Parish Strategic Plan offers a vision and guidance for where we want to go, and a plan for accomplishing that vision. It is not intended to be a comprehensive outline of all parish activity, which would be impossible given the active and robust parish community that we have.

Our Parish Strategic Plan document is intended to be a working document that can be updated periodically and will remain fluid as parish needs and wishes change.

All parishioners are invited to join in the efforts it will take to support our parish ministries and organizations to implement our Parish Strategic Plan.

Our Parish Strategic Plan will be reviewed annually by the Pastoral Council. The Pastoral Council is always open to comments and support from our parishioners that will help guide our parish.

Background

In March 2016, the Pastoral Council began a 12-month strategic planning process to create the first Parish Strategic Plan. Over the next five years, the parish made great strides in implementing several of the strategic plan priorities.

Following the Covid-19 pandemic and its associated impacts on the community as well as numerous parish staff changes and department restructuring, the parish staff with support from the pastoral council began updating the strategic plan for the upcoming five years. This strategic plan covers 2022-2027 and reflects the current needs and opportunities of the parish.

A mission and vision statement along with goals and key initiatives were developed for each of the following Strategic Parish Priority Areas:

1. Faith Formation
 - a. Children's Faith Formation
 - b. Youth and Young Adult Ministry
 - c. Family Ministry
 - d. Adult Faith Formation
 - e. RCIA/Adult Confirmation
2. Business Operations
 - a. Business Operations
 - b. Facilities
3. Communications
4. Liturgy
5. Community Outreach

This Parish Strategic Plan is the result of a strong, collective effort of dedicated parish staff and committed parishioners. The plan's success, which will be assessed annually by the Pastoral Council and Parish Leadership Team, will be dependent on how it is embraced and implemented by all parishioners to ensure our St. Joseph parish community continues to thrive and grow.

Strategic Parish Priority Areas

Faith Formation

The Faith Formation departments at St. Joseph strive to provide opportunities for people of all ages to worship, study, and serve. Over the past couple of years, we have experienced major leadership transitions in all of our departments, which have provided new opportunities for growth and change as we utilize the gifts of our staff members. Our primary focus with faith formation is to create disciples. We hope to evangelize those within our parish and beyond, creating opportunities for encounter with Christ and drawing them into relationship with God, our Father. Through intentional relational ministry, invitations to participate in community life, and superior catechesis, we hope to facilitate their experience of understanding what it means to be part of the Body of Christ.

These endeavors have many facets, beginning with our ability to communicate to the parish and community at large the various offerings and events that we provide. Through strategic communication, we hope to advertise the programs we offer more effectively. We hope to engage participants and connect them via small groups and intentional faith dialogue. Efforts must be made to help the administrative side of our departments run more smoothly and prevent unnecessary complications that would hinder one's ability to participate and/or receive their sacraments. A challenge we face is to increase the number of active volunteers and core team members across all departments. For us to grow, we must be able to identify and invite new people into partnership with the parish to share their talents with the community at large. As we discern how to best invite new volunteers, we also must examine our current practices of training and forming people to be apostles willing to share their love and knowledge of God with others. Additionally, we have the greater goal of supporting families and strengthening the domestic church. Through family-based formation efforts, supplemental workshops, and family events, we hope to empower parents to take on their role as primary catechists and grow as a family unit in discipleship.

Faith Formation Departments:

1. Children's Faith Formation
2. Youth and Young Adult Ministry
3. Family Ministry
4. Adult Faith Formation
5. RCIA/Adult Confirmation

Children's Faith Formation

Overview

Mission Statement: To form faith-filled families through accompaniment

Vision Statement: We are committed to meeting families where they are, listening to their needs, and supporting parents in forming their children to be the saints they are created to be.

Starting in the fall of 2021, the children's faith formation department transitioned our program to a family formation format in which parents join their children in receiving faith formation once a month and receive packets with all necessary materials to move the formation to their home for the remainder of the month. This format will empower parents to become the primary catechists for their children and strengthen the domestic churches within our parish.

For the 2021-2022 year, 308 students are enrolled in grades PK – 6 in both English and Spanish classes. There are 66 children scheduled to receive their First Holy Communion in the spring. Additionally, 26 students were enrolled in our Catechesis of the Good Shepherd Level 1 and Level 2 atrium classes.

Strategic Goals

Strategic Goal 1: Focus the faith formation program on equipping parents in their primary role of forming their children in the faith.

Key Initiative 1.1: Assess and evaluate the implementation of a family-based catechetical program and modify as necessary. **Target Date: July 2022 – July 2024**

Measurement: Number of enrolled students; parents/catechists' feedback; re-enrollment, especially in non-sacramental years

Key Initiative 1.2: Enhance communication with parents and children to support them in integrating the faith formation program into their home life. **Initiated Fall 2021**

Measurement: Percentage of parents participating in monthly meetings; parent/catechist feedback

Key Initiative 1.3: Expand recruitment of catechists and catechist formation to provide catechetical instruction to parents and children. **Target Date: Initiated 2021**

Measurement: Number of current catechists, assistants, and pool of volunteers; number of formation events for catechists

Strategic Goal 2: Help families build relationships and faith habits through accompaniment, including community events/service activities, milestone celebrations, workshops/retreats, and in-person and social media-based networks.

Key Initiative 2.1: Recruit and establish a team of parents to help brainstorm, create, and execute various family centered events throughout the year. **Target Date: Spring 2023**

Measurement: Number of family-centered events; number of families participating in events

Key Initiative 2.2: Create and moderate a Facebook parent group as a space where families can connect and support one another in the possible challenges that come with the new format. **Target Date: Fall 2023**

Measurement: Number of parent group members

Key Initiative 2.3: Support the creation of family networks and pods to grow in faith as a community. **Target Date: Fall 2024**

Measurement: Number of families participating in networks; number of family pods

Strategic Goal 3: Expand Catechesis of the Good Shepherd (CGS) program, including offering a Level 3 atrium.

Key Initiative 3.1: Increase the number of class offerings, trained catechists, and available levels. **Target Date: Initiated 2021**

Key Initiative 3.2: Create a permanent atrium on campus. **Target Date: Fall 2024**

Measurement: Number of children participating in CGS program; number of trained catechists; parents/catechists feedback

Strategic Goal 4: Welcome families who have children with special needs to fully participate in our faith formation program.

Key Initiative 4.1: Conduct an outreach effort to educate our community that children with special needs are welcome to receive all the sacraments and participate fully in the life of our community. **Target Date: 2022**

Key Initiative 4.2: Recruit volunteers in our community with expertise and experience with children with special needs to help support their formation. **Target Date: 2022**

Measurement: Number of children with special needs participating in our program and successfully receiving their sacraments

Capturing Impact / Measuring Progress:

- Two to three stories per year captured via photos, videos, and/or text (ex: documenting a story or activity, a parent/child testimonial about their involvement in the program and its impact on their faith, etc.)
- Annual feedback/evaluation of parents involved in children's faith formation program

Youth and Young Adult Ministry

Overview

Mission Statement: To lead youth and their families into a deeper relationship with Christ and equip them to be life-long disciples

Vision Statement: To become a community of disciples who go out and share Christ with the world

Strategic Goals

Strategic Goal 1: Establish a strong culture of small group discipleship for youth in grades 6 through 12.

Key Initiative 1.1: Create small groups for all youth confirmation preparation with an emphasis on relational ministry and personal relationship with Christ. **Target Date: Fall 2023**

Measurement: Level of engagement in confirmation interviews

Key Initiative 1.2: Provide youth with powerful encounters with Christ during confirmation preparation such as adoration and a weekend retreat. **Target Date: Spring 2022**

Measurement: Number of participants

Strategic Goal 2: Strengthen the domestic church and empower families to engage in their faith together.

Key Initiative 2.1: Require parent formation during sacrament preparation with their teens that both evangelizes and catechizes. **Target Date: Fall 2022**

Measurement: Percentage of families attending formation sessions and other parent events

Key Initiative 2.2: Work in conjunction with the Family Life Office and Adult Faith Formation to offer ongoing formation for parents. **Target Date: Fall 2022**

Measurement: Number of parents engaged in other ministries

Key Initiative 2.3: Further establish and expand Family Mission Weekend. **Target Date: Summer 2024**

Measurement: Number of families participating in service opportunities

Strategic Goal 3: Retain a greater number of youth after their confirmation and ensure the program meets the needs of youth not participating in the youth confirmation program.

Key Initiative 3.1: Continue to strengthen the culture of ongoing discipleship after and in addition to confirmation program. **Target Date: Summer 2024**

Measurement: Number of teens who remain involved after confirmation

Key Initiative 3.2: Separate high school confirmation and post-confirmation to deepen post-confirmation content, while keeping the groups together for dinner and fellowship at high school youth nights. **Target Date: Summer 2022**

Measurement: Number of participants in post-confirmation groups

Key Initiatives 3.3: Create a strong transition from confirmation into the high school youth ministry by promoting summer ministry, conferences, and mission trips. **Target Date: Fall 2023**

Measurement: Percentage of confirmation students entering the high school youth ministry

Key Initiatives 3.4: Improve the environment, marketing, and branding for the overall youth ministry. **Target Date: Fall 2024**

Measurement: Measure progress based on feedback from initial surveys

Key Initiative 3.5: Engage post-confirmation high school youth in the formation of middle school students. **Target Date: Summer 2024**

Measurement: Number of youth participating in summer program activities

Strategic Goal 4: Form adult volunteers who are actively seeking holiness and growing in their own discipleship.

Key Initiative 4.1: Establish a culture among adult volunteers that we must be disciples of Christ first before we can evangelize the youth. **Target Date: Ongoing through Fall 2023**

Measurement: Number of adult volunteer activities

Strategic Goal 5: Improve the organization and record keeping within the Youth Faith Formation Office.

Key Initiative 5.1: Explore the new ParishStaq Database and all that it has to offer for record keeping and organization. **Target Date: Ongoing through Summer 2023**

Key Initiative 5.2: Establish mainstream systems for sacramental record keeping. **Target Date: Summer 2023**

Measurement: Overall organization and ease of process using database and record keeping

Strategic Goal 6: Work alongside the Children's Ministry to create a well-formed program for children and youth with special needs to receive the sacraments.

Key Initiative 6.1: Explore diocesan resources supporting families with children with special needs. **Target Date: Fall 2024**

Key Initiative 6.2: Establish a ministry for families with special needs and recruit volunteers. **Target Date: Fall 2024**

Measurement: Numbers of families involved and numbers of children with special needs receiving sacraments

Strategic Goal 7: Expand the reach and capacity of the Youth and Young Adult department.

Key Initiative 7.1: Expand the number of employees in the Youth and Young Adult Ministry. **Target Date: Summer 2023**

Measurement: Positions created; staff members hired and fully functioning in the positions

Key Initiative 7.2: Expand Young Adult Ministry. **Target Date: Summer 2023**

Measurement: Number of young adult activities hosted; number of young adults participating in activities

Family Ministry

Overview

Mission: To help family members grow in faith, God, love for each other, and understanding of what it means to be the domestic church during the various stages of the family life cycle by providing opportunities for faith sharing, formation, and evangelization

Vision: The family ministry exists to see families in our church become followers of Christ with a strong HEART for God.

Strategic Goals

Strategic Goal 1: Expand marriage enrichment opportunities to help strengthen the domestic church and enhance evangelization among the newly married.

Key Initiative 1.1. Identify and provide quarterly talks on marriage and dating as well as semi-annual day-long retreats for couples to grow in their love and faith. **Target Date: Fall 2022**

Key Initiative 1.2. Facilitate the creation of small groups and networks of recently married couples within the parish. **Target Date: Fall 2023**

Key Initiative 1.3. Recruit volunteer couples to provide logistical and facilitation support as well as mentorship to newly married couples in the parish. **Target Date: Ongoing**

Key Initiative 1.4. Collaborate with other small groups, organizations, and ministries to find opportunities for couples to expand their engagement with the parish and continue their faith formation. **Target Date: Summer 2022**

Key Initiatives 1.5. Develop and host a series of parish-based Natural Family Planning seminars. **Target Date: Spring 2024**

Measurement: Number of ministry-sponsored events; number of couples participating in ministry-supported small groups; number of volunteers

Strategic Goal 2: Expand the opportunities for family faith enrichment and support within the parish.

Key Initiative 2.1. Collaborate with Children's Faith Formation/Youth Ministry to host quarterly family-based events that foster family interaction. Events might include family movie nights, playdates, scavenger hunts, posada.

Key Initiative 2.2. Develop and provide materials to families that help foster spiritual growth within the home, such as Catholic trivia games or take-home liturgically appropriate kits that enhance family connection. **Target Date: Fall 2024 and beyond**

Key Initiative 2.3. Support the formation of small groups of families of young children by identifying parent leaders and providing them with support, occasional materials, and connecting them with other interested families. **Target Date: Fall 2024**

Measurement: Participation in family events; feedback from families; number of family small groups established

Strategic Goal 3: Hire additional staff members for the Family Ministry Office.

Key Initiative 3.1 Create a full-time position within our ministry staff to alleviate administrative work.

Adult Faith Formation

Overview

Mission Statement: To spread the gospel to our community through continued catechesis using the different resources that we have as a parish, including serving, studying, worshiping, and above all with our testimony of sanctity in the example of St Joseph our patron

Vision Statement: To build a community where everyone can encounter Christ through each parishioner who manifests the fruits of the Holy Spirit as did our patron, St. Joseph

Strategic Goals

Strategic Goal 1: Coordinate the development of small faith groups using the Evangelical Catholic Reach More program.

Key Initiative 1.1: Organize and expand ongoing Reach More Missionary Discipleship training sessions to equip parishioners to lead small groups and/or engage in their own apostolate as evangelists in the world. **Target Date: Ongoing**

Measurement: Number of small group leaders who complete the program; percentage of leaders who are leading small groups

Key Initiative 1.2: Coordinate Reach More faith sharing small groups on a regular basis once new small group leaders have completed the Missionary Training Program. **Target Date: Ongoing**

Measurement: Number of active small groups or family groups formed each quarter

Strategic Goal 2: Organize a variety of adult faith formation opportunities to encourage all Catholics to fully engage in their faith.

Key Initiative 2.1: Develop two spiritual retreats for Advent and Pentecost. **Target Date: November 2022**

Measurement: Feedback from attendees; increase in participation

Key Initiative 2.2: Coordinate an annual Lenten Parish Mission. **Target Date: February 2023**

Measurement: Attendee feedback; number of annual attendees

Key Initiative 2.3: Offer different styles of catechesis through music and art. **Target Date: Summer 2022 and beyond**

Measurement: Number of annual events

Key Initiative 2.4: Improve collaboration with current adult parish organizations to promote events as well as coordinate parish-wide activities. **Target Date: Ongoing**

Strategic Goal 3: Strengthen programming that targets disengaged Catholics and non-Catholics.

Key Initiative 3.1: Collaborate with parish ministry departments to increase parish attendance and re-engage our community after COVID-related shutdowns. **Target Date: Ongoing**

Key Initiative 3.2: Provide entry points to the church for individuals seeking answers. **Target Date: Fall 2022**

Measurement: Number of interactions with individuals (via brochure, meetings, and the like); campaign

Strategic Goal 4: Enhance support of multicultural and multilingual adult faith formation programs.

Key Initiative 4.1: Continue to enhance Spanish leadership formation series. **Target Date: Spring 2022**

Measurement: Number of attendees for Spanish leadership formation series

Key Initiative 4.2: Survey various cultural and language-based groups to determine priorities and needs. **Target Date: Summer 2023**

Measurement: Number of ministries contacted

Key Initiative 4.3: Provide networking and leadership support to various cultural and language-based groups. **Target Date: Fall 2023**

Measurement: Number of networking events; number of resources and materials provided to targeted groups

Capturing Impact / Measuring Progress:

- Two to three stories per year captured via photos, videos, and/or text (ex: documenting a story or activity, an adult testimonial about their involvement in one of the programs and its impact on their faith, etc.)
- Annual feedback/evaluation of participants in the Reach More training program/small groups

RCIA/Adult Confirmation

Overview

Mission: To lead the parish's efforts to make adult disciples in our community through our lives, to demonstrate that Jesus is the Son of God, and to bring them into the fullness of sacramental life and embrace the joy of being children of God

Vision: To be identified as the catechetical pillar of this community where the objectives of the Great Commission are fulfilled in an organic and charitable way and constantly seeking opportunities to carry out this work

Strategic Goals

Strategic Goal 1: Invite people potentially interested in the RCIA program at the various sacramental points in the church life.

Key Initiative 1.1: Coordinate with the communications department to tailor messages for RCIA invitations to specific groups (ex: parents – building a church family; newlyweds – start a faith journey together). **Target Date: Fall 2022**

Key Initiative 1.2: Coordinate with relevant departments to make a special personal invitation at marriage preparation events, baptismal classes, children's faith formation events, and for non-Catholics to join the RCIA program. **Target Date: Fall 2022**

Key Initiative 1.3: Make a special announcement at Mass and include targeted bulletin inserts for RCIA invitations during select holy days (such as Christmas, Easter, Ash Wednesday). **Target Date: Easter 2022**

Key Initiative 1.4: Conduct a parish-wide outreach drive annually in August for potential RCIA participants - encouraging parishioners to reach out to family and friends who might be interested in learning more about the church and joining it. **Target Date: August 2023**

Measurement: Number of RCIA participants; feedback from RCIA candidates/catechumens on where they heard about the RCIA program and what invitations they received (bulletin/print, person to person, speaker at parish event, and the like)

Strategic Goal 2: Develop and form a core group of volunteers to support the RCIA program and serve as sponsors.

Key Initiative 2.1: Conduct an annual drive for sponsors. **Target Date: August 2023**

Key Initiative 2.2: Provide training and formation to sponsors to ensure they understand their responsibilities and long-term relationship with the RCIA candidates and catechumens and have access to any necessary resources. **Target Date: Summer 2023**

Key Initiative 2.3: Maintain a contact list of current and previous sponsors and volunteers within the RCIA program and follow-up with them annually for feedback and continued volunteering. **Target Date: Summer 2023**

Measurement: Number of RCIA sponsors who have received training; number of RCIA sponsors/volunteers

Strategic Goal 3: Support the integration of RCIA candidates and catechumens in the life of the church from the earliest stages of the program and continue to follow-up with them after they have joined the church.

Key Initiative 3.1: Engage local parish ministries to present an overview of their ministry as well as an invitation to the RCIA participants to join in their activities during the Sunday morning class. **Target Date: Fall 2022**

Key Initiative 3.2: Encourage sponsors to offer occasional invitations to RCIA participants to join small groups or other parish events. **Target Date: Ongoing**

Key Initiative 3.3: Form relationships with key ministries to sponsor and improve RCIA retreat environment, and to encourage ministry members to participate in retreat and build relationships with RCIA candidates and catechumens. **Target Date: Ongoing**

Key Initiative 3.4: Host quarterly social/spiritual RCIA alum events for the first year after formation; then transfer hosting to interested alum(s) and provide resources for creating small groups if there is interest. **Target Date: Summer 2023 and quarterly thereafter**

Key Initiative 3.5: Coordinate with ACTS ministry to call RCIA alums one year after formation to invite them to ACTS retreat. **Target Date: Fall 2022**

Measurement: Number of parish ministries presenting to RCIA program; number of RCIA alums attending quarterly events; number of RCIA alums personally invited to ACTS retreat

Strategic Goal 4: Restructure the Spanish RCIA program so that it is consistent with the curriculum and practices of the English RCIA program.

Key Initiative 4.1: Strengthen coordination between English and Spanish RCIA programs to ensure that both programs are meeting the same standards. **Target Date: Fall 2022**

Key Initiative 4.2: Invite and train Spanish-speaking parishioners to be a part of the Spanish RCIA Core team. **Target Date: Summer 2023**

Strategic Goal 5: Evaluate and enhance the Adult Confirmation program.

Key Initiative 5.1: Strengthen the Adult Confirmation program and increase participation.
Target Date: Summer 2022

Measurement: Number of adult confirmation attendees

Capturing Impact / Measuring Progress:

- Two to three stories per year captured via photos, videos, and/or text (ex: documenting a story or activity, a candidate/catechumen testimonial about their involvement in the program and its impact on their faith, and the like)
- Annual feedback/evaluation of candidates/catechumens involved in the RCIA program

Business Operations

Financially and facility wise, St. Joseph has come a long way in the last 6 years. Some positive additions include increasing our bank account to almost 6 weeks of expenditures; reducing our loan by well over \$1 million; getting to 50% of our income from online donations; standardizing human resources; adding a professional accountant service; adding professional custodial service; and adding several additional employees to aid in business office work. In addition, the business office has overseen many facility renovations. Finally, during these six years, there have been many changes in the senior leadership of the business office. Finding a director of business operations to fill the shoes of the long-time business manager who retired four years ago took time, but we now have the right person in this position. Moreover, we have weathered the difficulties the pandemic brought and are ready to initiate this strategic plan. One of the main goals will be to maintain continuity within the business operations and emphasize employee satisfaction.

We are committed to bringing parish business operations up to the industry's best practices. Some of the best practices include maintaining a rainy day fund for the parish operations worth three months of the parish's monthly expenditures; increasing the online giving to at least 65% of the total received income; maintaining a well thoughtful budget; increasing development revenue to coincide with infrastructure repairs; growing our legacy giving campaign; and maintaining the systems of accountability for the volunteers and employees of St. Joseph Church.

As we look to best practices, we will be launching a new parish database system known as ParishStaq. This will revolutionize our business operations and bring us to the 21st century. This system will be unveiled in its entirety in the early summer and will allow everyone the ability to interface directly with their giving, their personal information, and with the groups and apostolates of which they belong.

We have lots of exciting things planned for these years ahead. We are thankful for your support as you join us.

Business Operations:

1. Business Operations
2. Parish Facility

Business Operations

Overview

Mission Statement: Strive to be good stewards of parishioner resources and provide professional business standards so that the parish mission is fulfilled

Vision Statement: Parishioners will be fully engaged and knowledgeable of the business practices of the parish. All ministries and departments will abide by the rules and best practices set forth by the Diocese of Dallas.

Strategic Goals

Strategic Goal 1: Create a business continuity plan to ensure smooth transitions in personnel and procedures.

Key Initiative 1.1: Create manual to address parish's business continuity and to continually improve the productivity of our staff and the upkeep of our facilities. **Target Date: June 2022**

Measurement: Complete manual and review annually

Strategic Goal 2: Grow stewardship by creating a sense of ownership within the parish.

Key Initiative 2.1: Develop a program to increase the percentage of parishioners giving online. **Target Date: July 2022**

Measurement: 10% increase in online giving during the first year; increase online giving in subsequent year by 2.5% yearly average

Key Initiative 2.2: Raise parish awareness of major programming and relevant costs. **Target Date: Spring 2022**

Measurement: Quarterly communications pieces informing parish of programming costs

Key Initiative 2.3: Continue to promote percentage tithing among parishioners. **Target Date: Fall 2022**

Measurement: Average annual giving by active parish families; total number of families contributing annually

Key Initiative 2.4: Consider instituting an annual pledge drive. **Target Date: end of 2022**

Measurement: Completion of annual giving campaign by end of July 2023

Strategic Goal 3: Develop a parish debt reduction plan.

Key Initiative 3.1: Working in conjunction with the parish Finance Council, develop a debt reduction strategy to eradicate parish debt in five years. Renewed focus on Sharing Our Joy; specific challenges; “filling the thermometer” type tracking and reporting; quarterly matching gift challenges. **Target Date: Spring 2023**

Measurement: Elimination of all parish debt

Strategic Goal 4: Ensure transparency with parish through prompt and regular communications on items and issues related to stewardship of treasure.

Key Initiative 4.1: Review present communication paths with parishioners and implement a plan. **Target Date: January 2023**

Measurement: Quarterly summary of the questions from the website

Strategic Goal 5: Standardize human resource policies across parish departments.

Key Initiatives 5.1: Review human resource policies and ensure understanding and buy-in during an all-staff meeting. **Target Date: January 2023**

Measurement: Conduct a quarterly high-level review to ensure adherence to new human resource policies

Strategic Goal 6: Expand parish development initiatives.

Key Initiatives 6.1: Set target for Legacy Circle. **Target Date: January 2023**

Measurement: Number of Legacy Circle participants

Key Initiatives 6.2: Develop a grant application team and strategy.

Measurement: Total amount of grant funding received

Key Initiatives 6.3: Improve donor recognition, including giving levels at annual and lifetime levels. **Target Date: July 2023**

Measurement: Quarterly summaries

Strategic Goal 7: Improve parish analytics.

Key Initiatives 7.1: Track and analyze Sunday contribution trends, including a monthly summary of the percentage of parishioners donating. Identify how many people give annually, monthly, weekly. **Target Date: June 2022**

Measurement: Quarterly summaries

Key Initiatives 7.2: Perform an audit of parishioner list to remove inactive parishioners.
Target Date: Summer 2022

Measurement: Quarterly summary of parishioners that are actively participating in ministries and apostolates

Parish Facility

Overview

Mission Statement: Create an efficient, sustainable, and receptive user-friendly parish facility to adequately serve our community.

Vision Statement: Develop systems and communications that allow for budgeted and comprehensive maintenance as well as effective means of problem reporting and conveying status and resolutions to management and, when appropriate, staff and parishioners.

Over the past six years, St. Joseph has implemented the following major facilities events: construction of new playground, replacement of the roof from hail damage, reconstruction of the church's roofs and the capping of brick tops to eliminate water leaks, replacement of the floors in the upper room and school wing with acoustic tile, replacement of church lights with LED bulbs, purchase of the first HVAC unit replacements, installation of new electrical transformers, creation of the live-streaming center, and the installation of new artwork throughout the parish.

The next several years will continue the same mission to upgrade our current systems and infrastructure. Some of these systems include the remaining HVAC units that are well beyond their life expectancy, the lighting system in the church, possible replacement of the water-damaged ceiling in church, renovation of the confessionals, and renovation of the baptismal. There are several new items that the parish would like to explore after the essential needs are met with these upcoming renovations. We have invested in creating a comprehensive facility plan and aim to continue to update this plan so that the parish can be proactive in the maintenance of facilities.

Strategic Goals

Strategic Goal 1: Develop a parish physical plant capital replacement plan and preventive maintenance and repair scheduling system which identifies items to be maintained and an appropriate budget for needed repairs and updates.

Key Initiative 1.1: Budget current and future costs for major components. **Target Date: July 1, 2022**

Measurement: Quarterly plans of facilities updates presented to Finance Council; yearly summary of facility updates presented to parishioners

Strategic Goal 2: Provide an adequate and user-friendly online facility scheduling system.

Key Initiative 2.1: Develop an online calendaring system using the new ParishStaq Database visible through parish website.

Communications

Overview

Mission Statement: Provide effective communication so the parish can continue to grow and excel in accordance with its mission.

Vision Statement: Fulfill the needs of the parish through excellence in communication.

This department was established in 2021. In 2019, the department started to take shape with the hiring of a Communications Coordinator. Communications became vital during the shelter-in-place orders at the beginning of the COVID pandemic, and a second person was added to assist the Communications Coordinator.

Strategic Goals

Strategic Goal 1: Use social media to evangelize and promote awareness of St. Joseph activities.

Key Initiative 1.1: Grow our efforts to evangelize through social media, helping others learn more about our faith, the lives of saints, liturgical events, theology, the importance of prayer, and otherwise add depth to their faith lives. **Target Date: Ongoing**

Measurement: Number of posts, separated by type of posts; number of likes and followers of St. Joseph Facebook account; number of views per post

Strategic Goal 2: Strengthen outreach to parish community and beyond through high quality podcasts and videos.

Key Initiative 2.1: Encourage growth and formation outside of our campus through podcasts and videos. **Target Date: Ongoing**

Measurement: Number of podcasts and videos available; number of views and downloads of videos

Key Initiative 2.2: Create a media room for producing videos and podcasts and include a management system to encourage staff and parish groups to create videos or audio recordings to help people on their faith journey. **Target Date: Spring 2022**

Measurement: Completion of the room with videos and podcasts being recorded in it; staff to create videos and podcasts; frequency of room usage by parish groups to create videos and podcasts

Key Initiative 2.3: Research and determine whether an existing app for St. Joseph would be a useful way to help our parishioners view/listen to our videos and podcasts. **Target Date: August 2023**

Measurement: Application available for parishioners; number of application downloads

Strategic Goal 3: Improve planning and coordination among staff and ministries/apostolates to facilitate communication to parish.

Key Initiative 3.1: Create a planning system to ensure that all St. Joseph events are thoroughly advertised. **Target Date: July 2022**

Measurement: Unified strategic document for communication procedures; increase in general event attendance due to better advertising/marketing

Strategic Goal 4: Evaluate the effectiveness of parish-wide communication products.

Key Initiative 4.1: Evaluate the value of the printed newsletter and determine if it should be printed and distributed quarterly. **Target Date: August 2022**

Measurement: Survey results; printed newsletter determination

Key Initiative 4.2: Evaluate the value of the Saturday newsletter and if it should continue weekly or move to once a month. **Target Date: May 2022**

Measurement: Survey result; electronic newsletter determination

Key Initiative 4.3: Recruit and support volunteers to assist with video sets and creation and picture taking.

Capturing Impact / Measuring Progress:

- Support the production/development of 2-3 parishioner testimonials per quarter captured via photos, videos, and/or text
- Annual feedback/evaluation from parishioners related to effectiveness of communications

Liturgy

Overview

Mission Statement: To create an environment for divine encounter

Vision Statement: Lives are nourished and transformed through the Liturgy.

Strategic Goals

Strategic Goal 1: Create a sacred place that is conducive for the divine encounter.

Key Initiative 1.1: Create an optimum environment for worship. **Target Date: Spring 2024**

Key Initiative 1.2: Purchase or restore furnishings for liturgy. **Target Date: Fall 2024**

Measurement: Implementation of improvements.

Strategic Goal 2: Create a hospitable environment where all feel welcomed at St. Joseph.

Key Initiative 2.1 Re-engage the hospitality ministries. **Target Date: Fall 2021**

Key Initiative 2.2 Re-define the role of the hospitality minister and recruit and train new and existing hospitality ministers. **Target Date: Spring 2022**

Key Initiative 2.3 Implement hospitality minister rotation. **Target Date: Fall 2022**

Key Initiative 2.4 Create signage that will welcome people in the courtyard. **Target Date: Fall 2022**

Key Initiative 2.5 Develop a team of courtyard greeters. **Target Date: Spring 2023**

Key Initiative 2.6 Create a hospitality center. **Target Date: Fall 2023**

Measurement: Number of hospitality greeters; feedback

Strategic Goal 3: Cultivate knowledgeable and service-minded members of ministries at Mass.

Key Initiative 3.1: Double the number of members within the ministries. **Target Date: Fall 2022**

Key Initiative 3.2: Develop basic standards for ministries and uphold these standards with accountability practices. **Target Date: Fall 2022**

Key Initiative 3.3: Give ongoing and thorough training for all ministers in liturgy around their prospective ministry (Acolyte/ priest helper, Altar Server, Music, Lectors, EEM's, Hospitality, Daily Mass, Candle, and Linen). **Target Date: Fall 2022**

Key Initiative 3.4: Create a leadership pipeline with leadership successors for all ministries. **Target Date: Fall 2023**

Key Initiative 3.5: Create a rotation among ministers to give a three-month break every year. **Target Date: Fall 2023**

Measurement: Number of trained ministry members; feedback

Strategic Goal 4: Increase the quality of the homilies at Masses.

Key Initiative 4.1: Clergy regularly meets to discuss homilies. **Target Date: Spring 2022**

Key Initiative 4.2: Clergy reviews homilies at least once for every four Sunday homilies presented. **Target Date: Fall 2022**

Key Initiative 4.3: Conduct regular evaluation of clergy homilies. **Target Date: Spring 2023**

Key Initiative 4.4: Clergy has ongoing formation in homiletics. **Target Date: Spring 2023**

Measurement: Feedback

Strategic Goal 5: Maintain and improve the quality of music offered during Mass.

Key Initiative 5.1: Recruit youthful musicians creating multiple steps for the musicians to be active in the ministry. **Target Date: Fall 2024**

Measurement: Number of recruits

Key Initiative 5.2: Maintain quarterly review of seasonal music. **Target Date: Ongoing**

Key Initiative 5.3: Develop and perform a choir concert. **Target Date: Fall 2023**

Measurement: Event

Key Initiative 5.4: Teach expertise to adult choirs so they have a high level of competence and abilities. **Target Date: Ongoing**

Measurement: Feedback

Key Initiative 5.5: Evaluate all music ministries at various Masses. **Target Date: Fall 2022**

Community Outreach

Overview

Outreach in the life of the Church is an essential part of our “Call to Mission.” Community outreach provides a platform for evangelization, targeting the specific needs of the people, ideally opening their hearts more to Christ. Outreach encourages church growth by forming disciples which stimulates the church as a whole.

Our outreach initiatives will focus on expanding both internal and external opportunities. Internal outreach activities refer to service and engagement in support of our church and parishioners, particularly seeking to engage the under-engaged and serve the underserved and those in need. External outreach refers to activities, partnerships, and initiatives that take place outside St. Joseph to evangelize and serve the population in our neighborhood and greater community who may not be parishioners or members of the Catholic faith.

This specific community outreach component described below is anticipated to be temporary in nature. Over the next three to five years, we will intentionally provide greater focus on outreach activities to create an ongoing spirit of actively engaging and evangelizing parishioners and the broader community. Our aim is that this effort will lead to a culture shift within the parish and future outreach efforts will occur organically among ministries and apostolates within the next few years.

Vision Statement: The St. Joseph Parish and its ministries and apostolates will be a known safe home and active resource for spiritual and emotional needs as well as a safety net for shortfalls in physical needs among St. Joseph parishioners and the greater neighborhood.

Mission Statement: Increase active participation in the parish by providing an environment with increased opportunities within and outside the parish, enabling and expanding service and support to the parish and broader neighborhood.

Strategic Goals

Strategic Goal 1: Promote enhanced outreach efforts among ministries and apostolates.

Key Initiative 1.1: Establish ownership for outreach coordination in the Pastoral Council. **Target Date: April 2020**

Key Initiative 1.2: Host a pastor-led “kickoff” meeting to communicate strategic vision for parish outreach to leadership/membership of all ministries and apostolates. **Target Date: September 2022**

Measurement: Number of organizations represented at kickoff meeting

Key Initiative 1.3: Encourage and support all parish organizations in reflecting on ways they can renew and expand outreach efforts within the parish and local community in accordance with their unique missions through regular communications and events. **Target Date: Fall 2022**

Key Initiative 1.4: Conduct a survey of ministries and apostolates to identify and understand the different parish outreach efforts, particularly new initiatives and actions. **Target Date: Spring 2023**

Measurement: Number of organizations surveyed

Key Initiative 1.5: Coordinate communication of new outreach efforts with Parish Communications Department to ensure effective parish-wide dissemination of outreach information and activities. **Target Date: Fall/Spring 2022-2023**

Key Initiative 1.6: Regularly reassess and evaluate progress on outreach efforts across ministries and apostolates to determine additional opportunities. **Target Date: Annually beginning January 2023.**

Strategic Goal 2: Foster greater cooperation and coordination between ministries and apostolates.

Key Initiative 2.1: During the annual ministry conference, communicate and discuss outreach vision and ongoing efforts at parish level and across various ministries and apostolates. **Target Date: Following Key Initiatives 1.1 and 1.2; Spring 2023**

Key Initiative 2.2: Encourage ministries to coordinate and work together on outreach activities wherever possible. **Target Date: Fall 2022-2025**

Measurement: Number of joint outreach activities

Key Initiative 2.3: Create and maintain a list of all regular and occasional organization outreach efforts, along with an internal directory of ministries and groups, to share among parish organizations using information gathered from survey (Key Initiative 1.4) as well as organization updates and communications. **Target Date: Fall 2022-ongoing**

Measurement: Number of parish organizations included on listing

Key Initiative 2.4: Consider creation and maintenance of a general calendar of outreach efforts and communicate regularly among ministries and apostolates to encourage coordination. **Target Date: Spring 2023**

Strategic Goal 3: Facilitate parishioner involvement in outreach activities throughout the parish.

Key Initiative 3.1: Organize an annual ministry fair/open house where ministries can showcase their services and where parishioners and the greater neighborhood can become aware and/or volunteer. **Target Date: October 2022**

Measurement: Number of ministries present; number of attendees

Key Initiative 3.2: Identify potential improvements to accessing ministry/apostolate outreach information on St. Joseph website and facilitate ways for parishioners to engage directly with parish organizations. **Target Date: Spring 2023**

Key Initiative 3.3: Create a digital volunteer/inquiry form for the website and a process for capturing and distributing information to relevant ministries and apostolates. **Target Date: Spring 2023**

Strategic Goal 4: Encourage outreach by creating a culture of service within the parish and surrounding community.

Key Initiative 4.1: Gather targeted information on ministry/apostolate service activities (current/previous), challenges, and needs. **Target Date: Spring 2023**

Key Initiative 4.2: Compile resource list of existing and potential community partnerships and service opportunities to share among ministries/apostolates. **Target Date: Summer 2023**

Measurement: Number of community partnerships

Key Initiative 4.3: In coordination with key ministries/organizations, organize an annual parish-wide service event, where parishioners can easily engage in service activities within the parish community and greater neighborhood (to be expanded in subsequent years). **Target Date: Summer 2022 and annually thereafter**

Measurement: Number of participants; number of parish organizations participating

Key Initiative 4.4: Using survey information as well as general input from community, help clarify and prioritize any strategic service needs that need additional support and coordinate with potential apostolates/volunteers to lead efforts and planning (ex: emergency response). **Target Date: Ongoing**

Capturing Impact / Measuring Progress:

- Two to three stories per year captured via photos, videos, and/or text (ex: documenting a community service project, a parishioner testimonial about their involvement in community outreach, someone impacted by the community outreach from outside the parish)
- Percentage of parish involved in community outreach