

02/21/2024



## **Guardian Angels Strategic Plan (2024-2027)**

## **Guardian Angels Value Statement**

Share the good news of Jesus in our words and deeds.

## **Guardian Angels Mission**

We will focus on the basics of our Catholic Faith rooted in the Eucharist by sharing the good news of Jesus in our words and deeds. We will practice life-long faith formation, share our time, talent, treasure and our faith by reaching out in service to our parish and our community.

## **Guardian Angels Vision**

- Live the gospel joyfully, faithfully and sacramentally every day by focusing on the Eucharist as the Source and Summit of our faith.
- Build our lives in the image of Christ through worship and prayer.
- Contribute to the growth of our parish by spreading the Gospel by word, witness, action and small group evangelization.
- Maintain a long-term vision to ensure financial stability for the parish.
- Create a volunteer and events plan to effectively manage and coordinate our volunteers and events.
- Create a caring and supportive culture that focuses on the love and compassion of Jesus to ensure we stand in faith with others during times of transition, illness and loss

## **Strategic Pillars**

Through the Strategic Pillars of Worship; Faith Formation; Justice and Outreach; Parish and Community Life; and Administration "we find Christ here... and bring Christ to the world."

- *Worship. Celebration of the Eucharist is the source and summit of our Catholic identity. We are gathered, formed, nourished, and renewed by our weekend liturgies and sent forth to live our faith. Adherence to the General Instruction of the Roman Missal allows us the best path toward experiencing and executing liturgy in a way that fosters the deepest and richest encounter with Christ and ensuring we are acting in communion with Church. With this as our main focus, through organizing, training, and lay volunteers we will ensure the viability of the Masses, celebrations and Sacraments.*
- *Faith Formation. Faith Formation provides the basis for children and adults to grow in their knowledge of God and the Catholic faith, prepare for and celebrate the sacraments and liturgy of the Church and proclaim the message of Jesus Christ.*

- *Justice and Outreach. The Justice and Outreach Ministry is dedicated to education, advocacy, and outreach in areas of charity, social justice, and peace-making and provides opportunities to live the commandment to “love our neighbors as ourselves”*
- *Pastoral Care and Community Life. Pastoral Care and Community Life nurtures and enables all parishioners to be active disciples of Jesus’ love. Pastoral Care is the way we stand in faith and compassion beside one another.*
- *Administration. Administration supports a skilled and capable staff in the smooth operation of the parish and its ministries, assists with the stewardship of resources, and maintains the quality of property, facilities, and equipment in support of the overall mission of the parish*

## **Strategic Plan Goals**

In order to implement Guardian Angels Catholic Church Strategic Pillars, the following goals are defined. These goals will serve as a roadmap to drive Guardian Angels priorities, resource allocation and focus within our ministries. Below each goal are specific, measurable, achievable, relevant and time-bound objectives that will be evaluated quarterly to show actions being taken to achieve the objectives.

- **Goal 1:** Become a more prayerful, participative and worshipping community.
- **Goal 2:** Strengthen our relationship within the local community by living our Catholic identity.
- **Goal 3:** Raise awareness of shared programs and resources within the church and local community.
- **Goal 4:** Be fiscally responsible in meeting the needs of the parish and supporting the archdiocese.
- **Goal 5:** Engage parishioners in teaching and service by involvement in parish ministries and activities.

The following chart, shows that at the center of Guardian Angels' Strategic Plan, are five Strategic Pillars and the goals that apply to each Strategic Pillar.



### **Strategic Pillar – Worship**

*Celebration of the Eucharist is the source and summit of our Catholic identity. We are gathered, formed, nourished, and renewed by our weekend liturgies and sent forth to live our faith. Adherence to the General Instruction of the Roman Missal allows us the best path toward experiencing and executing liturgy in a way that fosters the deepest and richest encounter with Christ and ensuring we are acting in communion with Church. With this as our main focus, through organizing, training, and lay volunteers we will ensure the viability of the Masses, celebrations and Sacraments.*

#### **Goal 1:**

***Become a more prayerful, participative and worshipping community.***

**OBJECTIVE W.1.1:** Provide annual training opportunities for liturgical volunteers.

**STRATEGY W.1.1.1:** Heads of the ministries will provide ongoing training to their volunteers with at least one training meeting annually - especially within the Liturgical Ministries (Extra Ordinary Ministers of Holy Communion, Lectors, Ushers, Greeters, Sacristans, Altar Servers). (Pastor/Deacon, Ministry Staff)

**OBJECTIVE W.1.2:** Encourage and educate the parish community about the benefits of active participation in the liturgies.

**STRATEGY W.1.2.1:** Include information about the benefits of participation in bulletin articles, newsletters, homilies, sacramental preparation and Christian Formation. Continue to stress and emphasize the connection between worship and service (Ministry Staff, Pastor/Deacon)

**OBJECTIVE W.1.3:** Create more opportunities in the music ministry.

**STRATEGY W.1.3.1:** Recruit and stabilize the current music ministry and expand it to include an additional adult choir, a children's choir, and an ensemble for middle/high school. (Music Ministry)

**OBJECTIVE W.1.4:** Increase Sacramental participation by parishioners.

**STRATEGY W.1.4.1:** Strive for 30-40 First Reconciliations/First Communions each year and increase the frequency of Reconciliations for adult parishioners. (Pastor/Deacon, Faith Formation Ministry)

**OBJECTIVE W.1.5:** Increase Holy Hour participation and the number of hours of Eucharistic Adoration.

**STRATEGY W.1.5.1.** Create a First Tuesday parish dinner before Holy Hour in order to increase Holy Hour participation. Increase the number of Eucharistic Adoration hours to 20 per week. (Pastor/Deacon, Faith Formation Ministry)

**Goal 3:**

***Raise awareness of shared programs and resources within the church and local community.***

**OBJECTIVE W.3.1.:** Cultivate a wider view of universal Catholic identity.

**STRATEGY W.3.1.1:** Identify and encourage shared prayer opportunities through Holy Hours, Eucharistic adoration. Look toward creating opportunities for deeper faith formation, formation that goes beyond the training of performing a task. Invite ministers to engage in theological study, liturgical formation, prayer, and scripture. (Pastor/Deacon, Liturgical Ministry, Faith Formation Ministry, Justice and Outreach Ministry)

**OBJECTIVE W.3.2.:** Encourage participation by Guardian Angels parishioners in events, prayer services and social offerings by the Archdiocese of Saint Paul and Minneapolis.

**STRATEGY W.3.2.1:** Obtain information and schedules for Archdiocesan events and advertise as appropriate via meetings, bulletin notes, email, and social media postings. (Guardian Angels Staff, Communications Commission)

**STRATEGY W.3.2.2:** Identify a pool of willing parishioners who will attend Archdiocesan events as representatives of Guardian Angels, finding one or two to attend each event. (Guardian Angels Staff, Communications Commission)

**Goal 5:**

***Engage parishioners in teaching and service by involvement in parish ministries and activities.***

**OBJECTIVE W.5.1:** Provide active support to the ministries by recruiting volunteers and providing training and guidance to new volunteers. Increase the number of ALL ministry participants, especially Extraordinary Ministers, Ushers, Lectors and Altar Servers and music ministry.

**STRATEGY W.5.1.1:** Hold Ministry Fairs annually to inform parishioners of volunteer opportunities. Encourage the congregation to seek out a ministry that suits their comfort level and talents. (Pastor/Deacon, All Ministries)

**STRATEGY W.5.1.2:** Inform new parishioners of ministry opportunities and encourage them to explore at least one ministry at the time they join the Parish and during annual Time and Talent weekends. (Pastor/Deacon, Engagement Commission)

**STRATEGY W.5.1.3:** Announce the special needs for ministries particularly in need of volunteers at Mass and on the days that Time and Talent weekends are held. Periodically highlight volunteer needs for specific ministries in the bulletin, on the parish website, via parish emails. Implement a “Ministry of the Month” program that highlights a different ministry each month; informing parishioners what it does, normal time commitments, and volunteer needs. (Pastor/Deacon, Ministry Leads, Communication Commission)

**STRATEGY W.5.1.4:** Task each of the ministry chairs, staff and church leadership with the responsibility to actively identify parishioners to serve. Be sure to seek out those with special needs (hearing impaired or mobility issues) and include them in volunteer opportunities and an active worship life. (Pastor/Deacon, Ministry Leads)

### **Strategic Pillar - Faith Formation**

*Faith Formation provides the basis for children and adults to grow in their knowledge of God and the Catholic faith, prepare for and celebrate the sacraments and liturgy of the Church and proclaim the message of Jesus Christ.*

#### **Goal 1:**

***Become a more prayerful, participative and worshipping community***

**OBJECTIVE FF.1.1:** Increase parishioner participation in adult faith formation opportunities.

**STRATEGY FF.1.1.1:** Create a culture of evangelization by having parishioner participation in of two Catechetical Institute Program sessions each year. (Faith Formation Ministry)

**STRATEGY FF.1.1.2:** Commence a three-year series on the Catechism of the Catholic Church so that small groups can dive into the riches of our faith. (Faith Formation Ministry)

**STRATEGY FF.1.1.3:** Maximize the use of social media, the parish website, bulletins and direct contact to promote and present adult formation opportunities. (Faith Formation Ministry, Communications Commission)

**STRATEGY FF.1.1.4:** Establish a Small Group Program based on the Synod with the goal of 10 Small Group sessions/programs per year. (Faith Formation Ministry/PECS Lead)

**STRATEGY FF.1.1.5:** Establish a parish program for returning Catholics to address issues, concerns, or questions that caused these members to drift away. This engagement may be incorporated as part of RCIA, or offered separately, as appropriate based on the individual's circumstances. Advertise the program intent through a marketing campaign to inactive parishioners. (Pastor/Deacon, Faith Formation Ministry, Communications Commission)

**OBJECTIVE FF.1.2:** Reinvigorate Young Adult formation opportunities at Guardian Angels and support formation activities that may particularly appeal to that group.

**STRATEGY FF.1.2.1:** Creation of a consistent Young Adult Group, including a Young Adult leadership team that will use the Small Group/Book Club model, as well as Holy Hour/Happy Hour Tuesdays. The goal is to have enough young adults to have a leadership team and have 2+ small groups. (Faith Formation Ministry)

**STRATEGY FF.1.2.2:** Create a High School Co-op using the classrooms and Peter O'Neil Hall (Faith Formation Ministry)

**STRATEGY FF.1.2.3:** Shift early childhood education to the Catechesis of the Good Shepard Program with the emphasis on a creating Level 1 program (ages 3-6) (Faith Formation Ministry)

**STRATEGY FF.1.2.4:** Shift faith formation to a parent-centered model where it is recognized parents are the primary catechist for their children and encourage them to play that role. (Faith Formation Ministry)

**STRATEGY FF.1.2.5:** Evaluate merging the Family Ministry with Faith Formation to help children and parents better encounter Jesus. (Faith Formation Ministry)

**OBJECTIVE FF.1.3** Continue to stress/emphasize the connection between worship and service.

**STRATEGY FF.1.3.1:** Coordinate with Liturgy Ministry and Justice & Outreach ministry to identify suitable topics and/or shared opportunities to include in religious education and Adult Formation events. Address these topics at least annually in formation activities. (Faith Formation Ministry, Justice and Outreach Ministry, Liturgical Ministry)

**STRATEGY FF.1.3.2:** Develop and execute at least one (each) service project for children, youth, and adults each year that reinforces the “worship – service” connection. (Faith Formation Ministry, Justice and Outreach Ministry, Liturgical Ministry)

**STRATEGY FF.1.3.3:** Publicize ongoing service projects and results to the parish and local community to raise awareness and increase interest. (Faith Formation Ministry, Justice and Outreach Ministry, Liturgical Ministry, Communication Commission)

**OBJECTIVE FF.1.4:** Continue to expand the quality of, and participation in, religious education classes.

**STRATEGY FF.1.4.1:** Continue to review class objectives, lesson plans and resources used for religious education to ensure they comply with the latest diocesan guidelines. (Faith Formation Ministry)

**STRATEGY FF.1.4.2:** Identify and track those children who do not progress from First Holy Communion to Confirmation for follow-up engagement, or to remove from the parish rolls due to relocation to other areas or parishes. (Faith Formation Ministry)

## **Goal 2:**

***Strengthen our relationship within the local community, demonstrated by living our Catholic identity.***

**OBJECTIVE FF.2.1:** Collaborate to provide educational opportunities for the purpose of expanding knowledge of Catholic religious practices and teaching on faith and morals.

**STRATEGY FF.2.1.1:** Schedule informational programs to provide insight into the Catholic faith traditions annually, invite representatives from other local area faith traditions. (Pastor/Deacon, Faith Formation Ministry)

**STRATEGY FF.2.1.2:** Provide an overview of other faiths and their beliefs (Pastor/Deacon, Faith Formation Ministry)

**OBJECTIVE FF.2.2:** Collaborate to provide opportunities for parishioner participation in Local Area service.

**STRATEGY FF.2.2.1:** Follow Justice and Outreach lead to identify service opportunities that may be incorporated into youth and adult formation activities. Offer at least one local



service-related opportunity as part of the youth and adult formation programs each year. (Pastor/Deacon, Faith Formation and Justice and Outreach Ministries)

**STRATEGY FF.2.2.2:** Identify collaborative, interfaith service opportunities, to increase our exposure to, and awareness of, the commitment of other faith traditions to service. (Pastor/Deacon, Faith Formation Ministry)

**STRATEGY FF.2.2.3:** Working with Justice and Outreach, compile information on Local Area service opportunities and advertise/encourage volunteering for individual service projects during formation activities. Track and recognize individual volunteer efforts. (Pastor/Deacon, Faith Formation Ministry, Justice and Outreach Ministry, Engagement Commission)

### **Strategic Pillar - Justice and Outreach**

*The Justice and Outreach Ministry is dedicated to education, advocacy, and outreach in areas of charity, social justice, and peace-making and provides opportunities to live the commandment to “love our neighbors as ourselves”*

#### **Goal 1:**

***Become a more prayerful, participative and worshipping community.***

**OBJECTIVE JO.1.1:** Create consistent opportunities for speakers on creation care, homeliness, poverty, Mission & Respect Life formation.

**STRATEGY JO.1.1.1:** At least quarterly, using diocesan resources, identify topics and specific weeks/liturgies that have social justice themes and provide input to announcements. Submit bulletin articles at least monthly highlighting these connections. Ongoing. (Justice and Outreach Ministry)

**STRATEGY JO.1.1.2:** Provide a combination of bulletin articles, email newsletters, parish-wide retreat days, workshops, teaching Masses, and training sessions throughout the year with the aim of providing formation for liturgical ministers and the assembly. (Justice and Outreach/Communications Commission)

**OBJECTIVE JO.1.2:** Establish new affiliation with Minnesota Council of Churches (MCC) for Refugee Resettlement Ministry.

**STRATEGY JO.1.2.1:** Continue to serve and welcome immigrants. In the upcoming years of 2024-2026, continue to work with the existing families and welcome new families and grow the number of volunteers supporting this ministry. (Justice and Outreach Ministry)

**OBJECTIVE JO.1.3:** Continue to feed the Homeless at the Dorothy Day Center in St. Paul through the Loaves and Fishes Program.

**STRATEGY JO.1.3.1:** The current ministry has 40 volunteers, however there is a need to continue to get others to fill in for those who will not be involved in the future. Work to get 5-8 new volunteers per year. (Justice and Outreach Ministry)

**OBJECTIVE JO.1.4:** Hope for the Journey Home. Continue to offer this ministry with the support of the Community Resource Center at St Andrews and the Churches that support the Shelter.

**STRATEGY JO.1.4.1.** Explore new funding options in 2024-2026 to support a growing budget of staff. Look to grow number of volunteers who help with serving an evening meal and overnights. (Justice and Outreach Ministry)

**OBJECTIVE JO.1.5:** Giving Center/Outreach Grants. Continue to provide emergency gas and gift cards for those who need them. Continue to collect for Santa Shop, Holiday Hope, Animal Shelter, Community Thread, Brittany's Place, Risen Savior Missions, Open Cupboard, Card Ministry, Crafters, and Listening House.

**STRATEGY JO.1.5.1:** Continue the use of outreach grants with non-profits to support the emergency support Guardian Angels provides. (Justice and Outreach Ministry)

**STRATEGY JO.1.5.2:** Educate parishioners on this program through a combination of bulletin articles, newsletter articles and social media campaigns. (Justice and Outreach, Communications Commission)

**OBJECTIVE JO.1.6.:** Our Mission parish in Nicaragua. Because of the political climate in Nicaragua, we have had to stop our direct participation, but hope in the next few years this will change, by 2026.

**STRATEGY JO.1.6.1.** Look at affiliating with another mission in the near term to keep the sense of Outreach Mission as a focus here at GA. (Justice and Outreach Ministry)

## **Goal 2:**

***Strengthen our relationship within the local community, by living our Catholic identity.***

**OBJECTIVE JO.2.1:** Start the Prison Ministry at Guardian Angels in the Fall of 2023.

**STRATEGY JO.2.1.1:** Commence with praying the Rosary inside the Prison. (Justice and Outreach/Prison Ministry)

**STRATEGY JO.2.1.2:** In 2024 start Catholic Studies for the prisoners at Stillwater & Rush City Prisons. (Justice and Outreach/Prison Ministry)

**STRATEGY JO.2.1.3:** Get parishioners involved in writing as pen pals to the inmates in another state. (Justice and Outreach/Prison Ministry)

**STRATEGY JO.2.1.4.** Involve the card ministry when possible. (Justice and Outreach/Prison Ministry, Card Ministry)

**OBJECTIVE JO.2.2:** Respect Life. Continue projects addressing dignity of life, and abortion and euthanasia issues.

**STRATEGY JO.2.2.1:** Engage with local Respect Life activities, 40 Days for Life (Lent), Crisis Pregnancy Centers and Birthright to highlight emphasis on the sanctity of life and the dignity of all people from conception to natural death. Identify a Respect Life Coordinator to organize this engagement within the parish. (Justice and Outreach Ministry).

**STRATEGY JO.2.2.2.** Each month send baby congratulations (cards) to new parents in the parish. (Justice and Outreach Ministry).

**STRATEGY JO.2.2.3.** Write Letters to Legislators asking support for pro-life legislation. (Justice and Outreach Ministry).

**STRATEGY JO.2.2.4.** Purchase pro-life pamphlets for the parish bookrack in church. (Justice and Outreach Ministry).

**STRATEGY JO.2.2.5.** Provide Petitions for Life in the Church for parishioners to sign that support life at conception. (Justice and Outreach Ministry).

**OBJECTIVE JO.2.3:** Food Shelf Garden. Continue our participation with Ascension parish in Minneapolis in support of the Food Garden.

**STRATEGY JO.2.3.1.** Grow staffing & volunteers. (Justice and Outreach Ministry).

**STRATEGY JO.2.3.2.** Apply different strategies to increase food production including choosing High Yield Plants, Growing Vertically, Staggering Spacing, Interplanting, Succession Planting and Extending the Season. (Justice and Outreach Ministry).

### **Goal 3:**

*Raise awareness of shared programs and resources within the church and local community.*

**OBJECTIVE JO.3.1:** Publicize service and formation opportunities available in other parishes.

**STRATEGY JO.3.1.1:** Attend monthly Justice Meetings and network with other directors of social ministries to exchange parish information. Provide information to bulletin, newsletter, and bulletin boards as available. (Justice and Outreach Ministry/Communication Commission)

**OBJECTIVE JO.3.2:** Continue to help our Youth get involved in justice and outreach

**STRATEGY JO.3.2.1:** Work with Faith Formation to look for opportunities to involve Guardian Angels Youth in service projects in the areas of justice and outreach. (Justice and Outreach Ministry, Faith Formation Ministry)

**Strategic Pillar – Pastoral Care and Community Life**

*Pastoral Care and Community Life nurtures and enables all parishioners to be active disciples of Jesus' love. Pastoral Care is the way we stand in faith and compassion beside one another.*

**Goal 1:**

***Become a more prayerful, participative and worshipping community***

**OBJECTIVE PCL.1.1:** Increase parishioner participation in parish social and community building events that the parish plans and executes.

**STRATEGY PCL.1.1.1:** Actively recruit committee membership from the Parish Pastoral Council and engaged parishioners. Participate in semi-annual parish Ministry Fair events. (Pastoral Council, Pastor/Deacon)

**STRATEGY PCL.1.1.2:** Develop and offer parish social and community building events to include a Parish Feast Day Dinner, Lenten Fish Fries and a parish Fall Festival each year. Where feasible, collaborate with other ministries to co-sponsor parish-wide events. (Special Events/Fall Festival/Fish Fry Committee)

**STRATEGY PCL.1.1.3:** Implement “First Sunday” social events following the Masses on the first Sunday of each Month, to include evening snacks/drinks after Saturday Mass and coffee/donuts after Sunday Masses. (Pastoral Council, Pastor/Deacon)

**STRATEGY PCL.1.1.4:** Schedule periodic New Parishioner socials that include a “meet and greet” with the pastor. This could be incorporated as part of the “First Sunday” social events. (Parish Life Ministry/Engagement Commission)

**STRATEGY PCL.1.1.5:** Implement student Pizza Nights, targeting student members of the parish. (Faith Formation Ministry)

**OBJECTIVE PCL.1.2:** Conduct quarterly planning meetings for parish social events to include staff, Parish Pastoral Council representatives and interested parishioners.

**STRATEGY PCL.1.2.1:** Gather ideas from various constituents before planning for the next year’s event calendar commences in November each year. (Pastor/Deacon/Administrator/Special Events)

**OBJECTIVE PCL.1.3:** Steward, advance, and further develop our volunteer and event coordination efforts.

**STRATEGY PCL.1.3.1.** Volunteers and events are the fabric of the parish which allows the Parish to serve its members and our community. In the next year, develop a separate Volunteer and Events Coordination Plan that creates a vision, mission, objectives, and tactics to create a centralized, consistent, durable, effective volunteer and event coordination effort that produces a high level of satisfaction and meaningful results for volunteers and event audiences. (Pastor/Deacon/Administrator)

**OBJECTIVE PCL.1.4.** Increase opportunities for parishioner participation in prayerful community support in times of emotional, spiritual difficulties.

**STRATEGY PCL.4.1.1:** Train support group facilitators in the next year in order to keep support groups going for grief and caregivers (Pastoral Care)

**STRATEGY PCL.4.1.2:** Invite parishioners to participate in support groups for grief, and caregivers through *personal* outreach as well as announcements in articles, bulletin and website in the next year. (Pastoral Care, Pastor/Deacon)

**STRATEGY PCL.4.1.3:** Research other faith-based support groups Guardian Angels parishioners may benefit from, (e.g., Divorced and Separated, Chronic Pain, etc.) and create faith-based support groups if the need exists. (Pastoral Care, Pastor/Deacon)

**Goal 5:**

***Engage parishioners in teaching and service by involvement in parish ministries and activities.***

**OBJECTIVE PCL.5.1:** Clarify and communicate expectations and opportunities for every parishioner to offer time, talent and treasure to the Parish.

**STRATEGY PCL.5.1.1:** Semi-annually update the Time and Talent sheets to outline ministries where volunteers are needed. (Engagement Commission/All Ministries)

**STRATEGY PCL.5.1.2:** Provide information at least quarterly to parishioners in the bulletin, emails, website and /or letters to remind them of the expectations, needs and opportunities for their treasures, whether regular budget items or new opportunities. (Pastor/Deacon, Engagement Commission, Communications Commission)

**STRATEGY PCL.5.1.3:** Identify, schedule, and execute parish social events that are targeted for young adults to bolster participation the Parish (Faith Formation)

**STRATEGY PCL.5.1.4:** Advertise, upcoming parish events in the bulletin, on the website, in social media, and through email communications to engage parishioner interest and involvement. (Communications Commission)

**OBJECTIVE PCL.5.2:** Provide Pastoral Care ministries to those in need (e.g., those who are ill, hospitalized, grieving or experiencing family crisis) and assist in long-term situations, especially in which parishioners are no longer able to attend, worship and pray with the Parish on a regular basis.

**STRATEGY PCL.5.2.1:** Communicate information about Pastoral Care to the parish at large and raise consciousness of the need of fellow parishioners. (Pastor, Pastoral Care Staff, trained volunteers)

**STRATEGY PCL.5.2.2:** Develop recruitment and training programs for pastoral care volunteers to include expectations, recordkeeping, the need for confidentiality and protect vulnerable children and adults. (Pastor, Pastoral Care Staff, trained volunteers)

**STRATEGY PCL.5.2.3:** Develop a network of community resources that parishioners may be referred to for professional help. (Pastor, Pastoral Care Staff, trained volunteers)

**STRATEGY PCL.5.2.4:** Establish regular communication with parishioners to help them connect with the Pastoral Care ministry when they have a need for help. (Pastor, Pastoral Care Staff, trained volunteers)

### **Strategic Pillar – Administration**

*Administration supports a skilled and capable staff in the smooth operation of the parish and its ministries, assists with the stewardship of resources, and maintains the quality of property, facilities, and equipment in support of the overall mission of the parish*

#### **Goal 4:**

***Be fiscally responsible in meeting the needs of the parish and supporting the archdiocese.***

**OBJECTIVE A.4.1:** Build the theme of financial stewardship—of parish operations, ministries, and the church building—as an integral part of the call to stewardship in the faith lives of parishioners.

**STRATEGY A.4.1.1:** Make, as a minimum, four regular fund-raising/financial announcements to the congregation annually: (1) Annual Stewardship Appeal in October of each year, reminding parishioners of the good works supported by their financial giving, the parish’s ongoing needs, and any new financial challenges on the horizon. (2) Annual Diocesan Appeal in the Spring (3) April/May general financial update (4) November/December general financial update. (Pastor/Deacon, Finance Council)

**STRATEGY A.4.1.2:** Employ bulletin announcements, on-line information, and displays to increase awareness of parish financial needs, how those needs are being met, and where shortfalls remain to be addressed. (Pastor/Deacon, Finance Council)

**STRATEGY A.4.1.3:** Make special appeals, through members of the Finance Council or the pastor, for unanticipated repair expenses over \$10,000 when necessary and appropriate. (Finance Council)

**STRATEGY A.4.1.4.** To maintain a long-term vision to assure financial stability, Guardian Angels Catholic Parish Leadership will develop a separate Financial Stewardship and Development Plan that considers the long-term vision, objectives, and tactics to allow the parish to thrive rather than survive financially.

**OBJECTIVE A.4.2:** Develop and codify a Guardian Angels “citizenship” statement based on the membership expectations, rights and responsibilities for new parishioners.

**STRATEGY A.4.2.1:** Review the New Parishioner registration package to ensure it aligns with strategic plan, with special focus on the parishioner rights and responsibilities. (Engagement Commission)

**STRATEGY A.4.2.2:** Conduct in-person, monthly information/registration sessions for new parishioners to compliment the online process. (Engagement Commission)

**STRATEGY A.4.2.3:** As part of the registration process, ask each new parishioner to complete a time, talent and treasure card. (Engagement Commission)

**OBJECTIVE A.4.3:** Improve communications to inform and educate parishioners about the parish vision and goals, ongoing issues, updates and activities.

**STRATEGY A.4.3.1:** Conduct annual parish information events to present the parish vision and goals, with a focus on what is planned to be accomplished that year.

(Pastor/Deacon, All Ministries)

**STRATEGY A.4.3.2:** Post information about the parish vision and goals and annual priorities on the website, social media and bulletin board in the commons.

(Communication Lead)

**STRATEGY A.4.3.3:** Implement an integrated parish communications approach applying information technology capabilities deemed most effective to enhance parishioner engagement, and the parish social media presence. Consider mass emailing; mass texting, livestreaming, online survey capabilities, automated website and Facebook content posting; and other technologies deemed useful for this purpose. Maximize the amount of parish information made available online while minimizing the labor requirement to get it there. (Pastor, Staff, IT Support)

**STRATEGY A.4.3.4:** Continue the use of mass emails (e.g., Constant Contact) to inform members about parish-wide policy updates, issues, and activities. Consolidate weekly content as much as possible to minimize the number of emails that need to be sent. (Staff, Ministries)

**STRATEGY A.4.3.5:** Investigate the use of mass text messages for parish communications to broaden the information flow to younger parishioners who do not rely on email. (Marketing Committee, Staff)

**STRATEGY A.4.3.6:** Post a long-term calendar of major parish events online for access by all. (Staff)

**STRATEGY A.4.3.7:** Update parish website to make finding information easier. (Communication Commission/Staff)