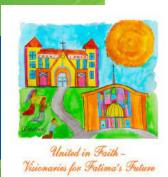
# PASTORAL STRATEGIC VISION & VITALITY REPORT

February 15, 2022

# OUR LADY OF FATIMA CATHOLIC CHURCH Lafayette, LA





In Partnership with
Catholic Vitality 360 of Lafayette, LA
337-412-9110 – CatholicVitality360.com

# **CONTENTS**



Addendum includes: 1) Vision Implementation Form

2) Vision Implementation Standards

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United in Faith -Visionaries for Fatima's Future

- A New Pastoral Vitality Vision -

OUR LADY OF FATIMA CATHOLIC CHURCH

Lafayette, LA

Diocese of Lafayette, Louisiana



### **Executive Snapshot**

W ith the need to adequately address the future of the parish, address key issues and ensure ongoing vitality, parish leaders contacted Bernard Dumond, President & CEO of Catholic Vitality 360 (CV360), a consulting group based in Lafayette, LA, serving parishes, schools and dioceses in the areas of strategic visioning, parish renewal, capital campaigns, covenant stewardship, leadership coaching and parish/school vitality. Thus, in March of 2021, Mr. Dumond visited parish leaders to discuss parish vitality and growth strategies.

Through subsequent conversations, it was determined that with the guidance and facilitation of Catholic Vitality 360, we would focus on conducting the Parish Vitality Assessment, work closely with parish staff, provide coaching on school Advancement, facilitate the Pastoral Strategic Vision and establish the Facilities Master Plan/Discovery Feasibility Study as critical components of the Parish Vitality Process.

This new Pastoral Strategic Vision for Our Lady of Fatima represents a transcendent opportunity to create a responsive pastoral model of family engagement, faith formation and Discipleship that remains rooted in the transformative power of the Holy Eucharist.

Based on the exclusive methodology of Catholic Vitality 360, and successfully utilized by numerous partnership churches, the Parish Vitality Process is created through the framework of the **Seven Circles of Catholic Vitality**. Parish Vitality refers to the strategic implementation of best practices and proven strategies that contribute to the overall and sustaining viability of the parish. All activities support this effort and continuous innovation is an unwavering cultural value. Parish renewal, sustainability and growth become positioned as desirable outcomes.

As illustrated and referenced throughout this report, the **Seven Circles of Catholic Vitality** – **Parishes** are:

- 1) Visionary Leadership through Focused & Aligned Teams
- 2) Mission in Motion through True Discipleship
- 3) Education/Formation through Strong Faith Formation
- 4) Communication through Effective Marketing
- 5) **Strategic Growth** through Active Outreach & Service
- 6) Thriving Community through Vibrant Liturgy
- 7) Financial Viability through Sound Funding Models

As a system of best practices, operating principles and strategic action items, these seven areas serve as the framework and building blocks for Catholic parish success. In terms of this new vision, the focus remains on all aspects of the aforementioned seven areas that will advance the vitality of the parish, most notably, liturgy, leadership, finances, facilities, ministry involvement, communication, parish unity and Stewardship efforts.

In order to properly execute the desired outcomes of the visioning process, we created and successfully completed the following five process phases:

PARISH VITALITY PROCESS  Five Phases & Timeline			
PHASE ONE: Conduct Parish Vitality Assessment	June – July of 2021		
PHASE TWO: Establish Vitality Steering Committee/Conduct Parish Listening Sessions	August – Sept. of 2021		
PHASE THREE: Execute Parish Visioning Process	Sept. 2021 – Nov. 2021		
PHASE FIVE: Conduct the Parish Vitality Summit	January 23, 2022		
PHASE SIX: Final Report & New Vitality Vision	February of 2022		

Thus, the data and input provided for the Pastoral Strategic Vision & Vitality Report was gathered through the following methods and source material:

- Working extensively with parish staff and leaders on the current state of parish life at Our Lady of Fatima Catholic Church.
- Conducting the Parish Vitality Assessment in June of 2021, consisting of personal interviews with administration, staff, parents, ministry leaders and families. An extensive questionnaire was also completed by the parish administration.
- Meetings, communication and discussions with clergy, administration and Vitality Committee.
- Conducting five (5) Listening Sessions, that solicited input on three key questions:
  - 1) What is working well at Our Lady of Fatima?
  - 2) What are areas of needed improvement at Our Lady of Fatima?
  - 3) As you look to the future, what is your vision for the parish areas of focus, goals and priorities?
- Attendance was strong with over 120 people participating. The results were shared with the community and utilized in the Visioning Process. The rating of the listening sessions was a 9.3 out of 10.
- Creating the Pastoral Strategic Vision through four (4) meetings of the six (6) Vitality Vision Teams, who shared input on the components of the vision document, as presented: A: Liturgy & Worship, B: Ministry & Discipleship, C: Operations & Finance, D: Education & Faith Formation, E: Facilities and F: Communications & Marketing.

- Conducting the Parish Vision and Vitality Summit on January 23, 2022, that gathered input on the 20 Vision Goals with over 107 people in attendance and wonderful spirit of renewal and growth. The Priorities Ballot was presented and a tally of the results is shared in the report (Page 32-33) as a key starting point for process implementation.
- With the Parish Vitality Assessment, Listening Sessions, the Vitality Summit and numerous meetings with the Vitality Steering Committee and the six Vitality Vision Teams, 20 Goals were created with Strategies & Tactics for ongoing implementation.
- Building on this framework of Parish Vitality, the Pastoral Strategic Vision & Vitality Report also offers a series of recommendations, intended to serve as a true vision and engagement roadmap -- with immediate implementation. The time is now to take the necessary steps to ensure the bright future of the Our Lady of Fatima Catholic Church for many years to come.



### **New Pastoral Model - Top Vision Area Goals**



Vision Area A - Liturgy & Worship: Appreciation of the Mass



Vision Area B - Ministry & Discipleship: Variety of Ministries for All



Vision Area C - Operations & Finance: Common Financial Goals



Vision Area D - Education & Faith Formation: Visionary Leadership



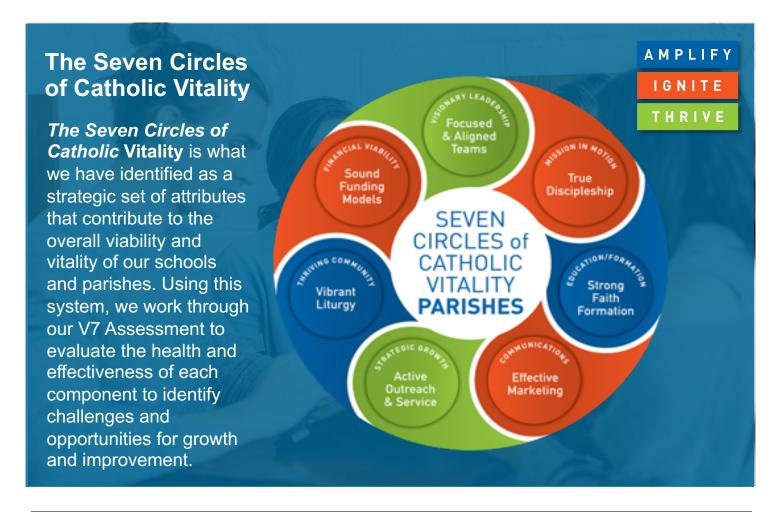
Vision Area E - Facilities: Campus Master Plan



Vision Area F - Communications & Marketing: Engaging Content



#### The Seven Circles of Catholic Vitality - Parishes



#### **KEY POINTS**

KEY POINT #1: Parish Leaders must understand Catholic Vitality and make a long-term commitment to its success, cultivating a strong sense of Expectancy and Hope.

KEY POINT #2: Parish Vitality is everyone's responsibility. Quality, excellence, growth and innovation are cultural values. We create a culture of Respect, Learning and Growth.

KEY POINT #3: There is a strategic vision in place – that is being implemented and reviewed monthly. Ongoing communication illustrates stated goals and accomplishments. New ideas and approaches are encouraged. Innovation is valued and nurtured.

KEY POINT #4: Parish Vitality is supported by an active Stewardship and Discipleship Process that encourages ongoing conversion through a journey of self-discovery, volunteerism, spiritual growth and generosity.

KEY POINT #5: Each of the Seven Circles of Catholic Vitality has assessment indicators. These are measured and reviewed monthly for maximum performance.

KEY POINT #6: The Parish Staff are the most important group in building Parish Vitality. They are focused on providing the BEST parish experience for the parishioners.



#### **Areas of Vitality & Growth**

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rom the team at Catholic Vitality 360, as we consider the implementation phase of this important vitality process, the following areas of growth must govern all decision-making:

# PARISH VITALITY PROCESS Areas of Vitality & Growth

#1: Parish Renewal: Comfort is a threat to growth. The time has come to energize and renew the life of the parish. This requires a new fervor and commitment to the witnessing of the Gospel – in our own hearts -- and marked with a profound communion with our companion parishioners. Begin with small group community building and engaging families in ministry.

#2: Parish Facilities: The needs of the physical plant must be addressed on an annual basis with a recurring maintenance and renovation. With a Facilities Master Plan, and Discovery Feasibility Study, a future Capital Campaign can energize the parish, school and civil communities.

#3: Financial Stability: Although the parish demonstrates fiscal responsibility with reliable sources of weekly income, new and recurring sources of revenue should be created. The growth of parish funds through planned giving efforts and true Stewardship should be pursued.

#4: Vibrant Liturgy: The emphasis on vibrant liturgical celebrations should be consistent and a top priority. Consider all aspects of liturgy that maintain dynamic orthodoxy and touches the spirit and soul of each person.

#5: Communication: Through a Parish Communication Strategy, it is time to execute a comprehensive communication plan. While there is an abundance of good news, barriers must be removed and an investment must be made to tell the positive story of the enduring mission of the parish to all age groups through a variety of media.

#6: Education & Faith Formation: As outlined in this report and vision, the emerging and desired model of parish education and faith formation is family-centered, holistic and inclusive, with an emphasis on Discipleship. This will require a new approach to ministry, spiritual growth and family engagement – and can serve as a point of transformation for each person of God.

#7: Vision Implementation: With the presentation of this Pastoral Strategic Vision & Vitality Report for the parish, the time is now to make significant investments in this shared vision. From parish administration to Pastoral Council to ministry leaders, all must make a strong commitment to addressing the goals and strategic activity illustrated here.

#8: Parish Ministry & Discipleship: Critical to the future vitality of the parish is the engagement and involvement of parishioners. Outlined in this report and shared with leaders is a new way of viewing parishioner engagement – the Clear Path to Discipleship, which organizes small groups and promotes self-discovery and faith development, Thus, Discipleship is an act of love and this process must be cultivated – as transformative to the life and mission of the parish.



### **Congregational Effectiveness: Measurement Matters**

a parish seeking higher levels of vitality, the goal is to transform lives – from sinners to saints. In looking at congregational effectiveness, it is natural for parish leaders to desire a manageable set of standards and measurements to determine allocation of resources, staffing and establishing accountability.

While some church leaders may find the concept of measurements in parish life troublesome and hard to define, the use of metrics remains an essential element in determining the current state and vitality of the parish. If numbers do not tell the full story, we must find a number of different ways to define how God is moving in people's hearts.

Thus, there is quantitative data like Mass attendance, new families, baptisms, offertory giving and ministry activity that can deliver analytical metrics and then there is qualitative data like faith, hope, love, joy and smiles that may not be measured by spreadsheets. Both types of measurements are important and should be tracked and analyzed.

# **Primary Congregational Measurements**

Worship &
Sacramental
Life

Ministry & Outreach

Generosity & Service

**Secondary Congregational Measurements** 

**Web Traffic** 

**New Families** 

Phone Calls

**Parking Lot** 

**Smiles** 

Prayer



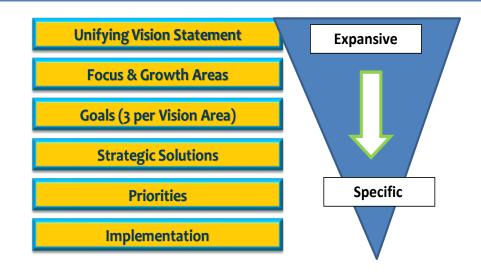
### The Pastoral Strategic Vision – Six Vision Areas & Elements

he Pastoral Strategic Vision for Our Lady of Fatima Catholic Church was created through the following activities: The presentation of the Parish Vitality Assessment Report, a series of Listening Sessions, the establishment and training of the Vitality Steering Committee, four (4) meetings of the Vision Area Teams, conducting the Vision & Vitality Summit and the ongoing process review sessions by the parish leadership team (administration and staff).

### SIX VITALITY VISION AREAS



### **VITALITY VISION AREA COMPONENTS**





#### **The Pastoral Strategic Vision & Vision Components**

hroughout the course of the Parish Vitality Process, having conducted extensive research and analysis of proven Catholic parish models, the focus remained on the Six Vision Areas: Each Vision Area Team produced the following five vision components: 1) Vision Statement 2) Focus & Growth Areas 3) Vision Area Goal(s) and 4) Strategic Activity (Solutions & Tactics).

#### **VISION AREA A: LITURGY & WORSHIP**

#### **Vision Statement**

The Vision of the Liturgy and Worship Vision Area is to create a plan to promote reverence through the mystery of the sacraments, foster deeper participation in the Faith, engage our families and enhance prayer opportunities.

#### **Focus & Growth Areas**

- Mass participation for the whole family
- o Greeters become "Ministers of Hospitality"
- o Children's choir & engagement opportunities for young children
- Sacrament education formation, expanded adoration time and communication of opportunities at Mass through announcements

#### **Vision Area Goals**

- A-1: To increase engagement of participation in Eucharistic Adoration even Benediction.
- A-2: To provide Eucharistic discourse by the priests inclusive of Eucharistic miracles (True Presence).
- A-3: To offer and conduct Liturgical Festivals (Feast Days: Fatima, Corpus Christi, etc.).
- A-4: To enhance our appreciation of the Mass through sacred music.

# VISION AREA A: LITURGY & WORSHIP Continued

#### **Goals with Strategic Activity**

- A-1: To increase engagement of participation in Eucharistic Adoration even Benediction.
- A-1-1: Educate the parish on power of Adoration, instructions, prayers and schedule.
- A-1-2: Create ongoing promotional campaign on Adoration, including students.
- A-1-3: Provide security for Adoration.
- A-1-4: Offer a list of volunteers who would like to serve as an "Adoration Buddy" to answer questions and/or attend with new participants.
- A-1-5: Add monthly Benediction before one specific Mass.
- A-1-6: Offer alternate Mass times where Benediction is held.
- A-1-7: Offer First Friday Benediction before Mass. Benediction ties to Holy Days/church events.
- A-1-8: Offer Benediction with ties to Holy Days and special church events.
- A-1-9: Offer Benediction apart from Mass times.
- A-1-10: Promote the Way of the Cross before or after Mass on Fridays.

- A-2: To provide Eucharistic discourse by the priests inclusive of Eucharistic miracles (True Presence).
- A-2-1: Offer Eucharistic discourse 1-2 times annually in Knight Hall recorded and shared.
- A-2-2: Educate the parish on the transformative power of the Eucharist videos, pulpit, bulletin, etc.
- A-2-3: Create host families and provide dinner with discussion on Eucharist & Mass participation.
- A-2-4: Have Priests/clergy educate on Eucharistic presence and miracles ongoing.
- A-2-5: Provide Bible study/religious movie/activity, etc. for kids and families in various age groups.
- A-2-6: Create speaker series on the Mass, True Presence and miracle.
- A-2-7: Offer workshop series for family catechesis on the Mass and True Presence.

# VISION AREA A: LITURGY & WORSHIP Continued

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#### **Goals with Strategic Activity**

- A-3: To offer and conduct Liturgical Festivals (Feast Days: Fatima, Corpus Christi, etc.).
- A-3-1: Create budget, volunteers and logistics for liturgical festivals.
- A-3-2: Celebrate Miracle of the Sun to be combined with Fall Fest.
- A-3-3: Offer family picnics after Mass as social events and celebrations.
- A-3-4: Conduct Eucharistic processions as part of Holy Days and special events.
- A-3-5: Offer Servants of Christ class with involvement of students/youth.
- A-3-6: Promote OLF Liturgical Festivals through comprehensive communication process.

- A-4: To enhance our appreciation of the Mass through sacred music.
- A-4-1: Create an active Children's Choir for special Liturgy and holidays.
- A-4-2: Make visible at Mass, parts of the Liturgy (pages #'s) and hymns.
- A-4-3: Select more approachable music to sing with input from staff and implementation team.
- A-4-4: Add noon Mass once new parking lot is complete.
- A-4-5: Offer Opportunity for children participation in Mass bring up gifts, read, ushering, etc.
- A-4-6: Invite families to serve as liturgical ministers.
- A-4-7: Provide children's bulletin geared to different age groups (ex: 3+ and 7+) available before/after Mass and posted on website and online.
- A-4-8: Expand music ministry consider age demographics, different styles, formats.
- A-2-9: Create weekly bulletin and website column on components of the Mass, music and miracle.

#### **VISION AREA B: MINISTRY & DISCIPLESHIP**

#### **Vision Statement**

The Vision of the Ministry & Discipleship Vision Area is to create a plan that offers a variety of ministry opportunities for the entire family, increasing awareness of our ministries and to activate a community of missionary disciples.

#### **Focus & Growth Areas**

- o Increased Awareness of Ministries offered with Sign-up Process
- o New Parishioners Welcome Process & Packet, Mentor/Buddy Family
- o More Children/Youth-friendly Ministries, Youth Engagement at Mass
- Creation of true Discipleship Process spiritual growth, prayer, generosity, time and talent

#### **Vision Area Goals**

- B-5: To inspire people to serve God and community by encouraging ongoing spiritual formation, stronger Stewardship and Discipleship.
- B-6: To provide a process which offers a variety of ministries & opportunities for all members of Fatima to participate and engage in the work of the mission of the Gospel.
- B-7: To promote and increase awareness of activities and opportunities for Discipleship.

# VISION AREA B: MINISTRY & DISCIPLESHIP Continued

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#### **Goals with Strategic Activity**

- B-5: To inspire people to serve God and community by encouraging ongoing spiritual formation, stronger Stewardship and Discipleship.
- B-5-1: Motivate people to attend, host a national speaker with Ministry Fair & Ministry Movie Night.
- B-5-2: Offer personal welcome to congregation from Pastor during Mass.
- B-5-3: Have ministry representatives speak at Masses to inspire joining a ministry.
- B-5-4: Offer information through social media, website, bulletin, etc.
- B-5-5: Highlight specific ministry of the month "Ministry Spotlight" with promotional campaign.
- B-5-6: Host a Meet & Greet of a particular ministry following Mass.
- B-5-7: Provide Interviews/testimonials from ministry members.
- B-5-8: Have representatives from organizations that benefit from Fatima ministries speak on what it means to them.
- B-5-9: Expand ACTS retreats to women with multiple offerings each year.

- B-6: To provide a process which offers a variety of ministries & opportunities for all member of Fatima to participate and engage in the work of the mission of the Gospel.
- B-6-1: To research the unserved parishioners in our parish (Home-schooled/public school children).
- B-6-2: Create interest inventory to choose a ministry where your talent shines.
- B-6-3: Form a committee that will oversee availability and vitality of our existing parish programs.
- B-6-4: Add electronic database to track and monitor communication.
- B-6-5: Create a sign-up process or form where people can indicate their area of interest.
- B-6-6: Plan immediate follow-up once someone filled out sheet expressing an interest. Need a designated person/persons to take charge of follow-up.

# VISION AREA B: MINISTRY & DISCIPLESHIP Continued

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- B-6-7: Highlight ministries that are child/children friendly.
- B-6-8: Send personal note from Msgr./clergy to parishioners letting them know they have been missed and hope to see them back at Mass again soon.
- B-6-9: Find ways to connect with other youth ministries (STM campus ministry). Showcase crossover ministries for ALL ages.

- B-7: To promote and increase awareness of activities and opportunities for Discipleship.
- B-7-1: Create contact, follow-up and training system for ministry sign-up weekend/online form.
- B-7-2: Offer Bingo nights and special events hosted by a particular ministry.
- B-7-3: Offer ministry information through social media, website, bulletin, etc.
- B-7-4: Offer reward/celebration event for active participation in a ministry.
- B-7-5: Have child/teen parishioners adopt a senior figure/grandparent figure.
- B-7-6: Offer small groups that explore the call to Discipleship and provide guidance and prayer.
- B-7-7: Invite parishioners to complete a Gifts and Talents survey with follow-up.
- B-7-8: Promote family participation in Stewardship Prayer, Offering, Time & Talent.
- B-7-9: Work closely with the Diocese of Lafayette on Stewardship resources.
- B-7-10: Consider attending the annual International Catholic Stewardship Conference for strategy.

#### **VISION AREA C: OPERATIONS & FINANCE**

#### **Vision Statement**

The Vision of the Operations & Finance Vision Area is to create a plan that provides the parish (church and school) with funding to meet parish needs, including quality facilities and stellar operations, as well as to fund new programs as defined by the new pastoral vision.

#### **Focus & Growth Areas**

- Increase Online Giving
- Communicate Financial Success
- o Create and promote Annual Parish Finance Report
- Establish Parish Goal to increase Giving/Generosity
- Promote Good Stewardship of Parish Resources

#### **Vision Area Goals**

- C-8: To create, design and implement a Parish Stewardship Process that encourages and educates parishioners and commits them to increase giving (time, talent, treasure).
- C-9: To design and implement a process to communicate clearly and concisely the financial operations and status of the parish on a periodic basis.
- C-10: To strengthen the collaboration between church and school families to accomplish common financial goals and meet operational demands, including those outlined in the new OLF Pastoral Strategic Vision.

# VISION AREA C: OPERATIONS & FINANCE Continued

#### **Goals with Strategic Activity**

- C-8: To create, design and implement a Parish Stewardship Process that encourages and e educates parishioners and commits them to increase giving (time, talent, treasure).
- C-8-1: Establish a Stewardship Committee to identify volunteer opportunities in the parish and communicate to parishioners through a Ministry Fair or similar recruiting endeavor.
- C-8-2: Simplify and streamline the on-line giving process to facilitate parishioner sign-up.
- C-8-3: Celebrate all volunteer commitments with annual Stewardship Weekend Prayer, Offering and Ministry, including follow-up, training and placement in ministry.
- C-8-4: Promote planned giving to the parish by hosting a seminar for parishioners on the various ways they can donate -- Example: gifts of life insurance, gifts of appreciated securities, qualified charitable distribution from an IRA, bequests, etc.
- C-8-5: Promote year-end giving with bulletin tax advantaged articles illustrating innovative ways to make donations to the parish.
- C-8-6: Identify special (non-operating) expenses or outlays, which can be publicized for stewardship (ex: vestments, secure system, etc.).
- C-8-7: Work in collaboration with the Ministry & Discipleship Vision Implementation Team to organize and implement Parish Stewardship Process.

- C-9: To design and implement a process to communicate clearly and concisely the financial operations and status of the parish on a periodic basis.
- C-9-1: Have the Stewardship Committee communicate the overall parish financial needs to the parishioners on a regular, recurring basis.
- C-9-2: Provide professionally printed piece that illustrates the financial state of the parish.
- C-9-3: Offer presentations on needs of the parish and state of operations.
- C-9-4: Utilize the bulletin and website for weekly updates on parish operations, testimonials ("Why I Give Series") and success stories.

# VISION AREA C: OPERATIONS & FINANCE Continued

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- C-10: To strengthen the collaboration between church and school families to accomplish common financial goals and meet operational demands, including those outlined in the new OLF Pastoral Strategic Vision.
- C-10-1: Establish formal communication lines between parish and school families as to operational, financial needs and opportunities through the Stewardship Committee.
- C-10-2: Illustrate the wise use of funds with reports, graphics, family recognition and celebrations.
- C-10-3: Cross representation of parish and school during all School Advisory Council and Parish Pastoral Council meetings.
- C-10-4: Create publications/events that highlight parish and school accomplishments and goals.
- C-10-5: Publish profiles and highlight staff positions that outline areas of expertise and areas of focus.
- C-10-6: Consider future campaigns as a collaborative effort of the parish and school.
- C-10-7: Create engagement strategies to involve non-parishioner, school families.
- C-10-8: Conduct an annual meeting and leadership retreat of all staff to review gaps, create strategic priorities, discuss areas of needs and calendar.

#### VISION AREA D: EDUCATION & FAITH FORMATION

#### **Vision Statement**

The Vision of the Education & Faith Formation Vision Team is to establish an effective parish and school community to inspire parishioners of all ages as they grow in the fullness of faith and lifelong Catholic formation, by enhancing spiritual stewardship and academic leadership.

#### **Focus & Growth Areas**

- Increase New Youth Minister Active Youth Ministry Program
- Expanded CCD Program for in-person learning
- Expanded Bible Study and focus on Adoration
- Renewal through Retreats and Prayer groups
- o Our Lady of Fatima School as an institution of distinction and vitality

#### **Vision Area Goals**

- D-11: To sustain effective and visionary leadership that provides an environment that supports kind, loving, and open dialogue for clear and effective communication.
- D-12: To ensure a Christ-like, virtues-based discipline policy that focuses on a positive and nurturing environment.
- D-13: To provide year-round, holistic and inclusive discipleship formation for our Fatima community.
- D-14: To ensure educational excellence and faith vitality through differentiation in meeting all learner needs (parish & school).

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- D-11: To sustain effective and visionary leadership that provides an environment that supports kind, loving, and open dialogue for clear and effective communication.
- D-11-1: Execute a clear and consistent communication system.
- D-11-2: Develop feedback system between parents, faculty, staff and administration
- D-11-3: Offer Leadership Seminars LEAD Professionals.
- D-11-4: Bring in guest priests to engage with school/children.
- D-11-5: Bring in seminarians to interact with students/church parishioners.
- D-11-6: Offer mobile confessional during school year and during parish events.
- D-11-7: Schedule interactive opportunities to engage with pastors.
- D-11-8: Offer Coffee with Clergy each month for students and parents.
- D-11-9: Organize Theology on Tap sessions for families.
- D-11-10: More interaction at school Masses with students.
- D-11-11: Highlight 5:00 pm Youth Mass.
- D-11-12: Conduct regular Listening Sessions with parents.
- D-11-13: Hire Assistant Principal(s) for upper school and lower school.
- D-11-14: Add school Counselor to Administration Team.
- D-11-15: Publish Phone directory Warrior Pages.
- D-11-16: Create and publish new organizational chart with verticality and authority.
- D-11-17: Hire upper and lower school curriculum directors.
- D-11-18: Create formal system checks and balances for communication.
- D-11-19: Have the right people in the right positions moving in the right direction.

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### **Goals with Strategic Activity**

- D-12: To ensure a Christ-like, virtues-based discipline policy that focuses on a positive and nurturing environment.
- D-12-1: Create different/responsive policies along grade levels.
- D-12-2: Implement upper/lower school discipline policies.
- D-12-3: Create task force of parent/staff to rewrite discipline policies.
- D-12-4: Revise social media policy look at other schools' policies.
- D-12-5: Improve perception of fear relating to school disciplinarian.
- D-12-6: Reward virtues in policy and behavior.
- D-12-7: Coordinate discipline policy with OLF House System.
- D-12-8: Utilize the gifts and talents of new Youth Minister for guidance, retreats, etc.

- D-13: To provide year-round, holistic and inclusive discipleship formation for our Fatima community.
- D-13-1: Hire full-time OLF Youth Minister by 2022-23.
- D-13-2: Offer Campus Ministry/Disciples for Christ as a club and elective -- good opportunity to join school and church. Can expand beyond children at Fatima school.
- D-13-3: Offer CCD for public school/other school in person.
- D-13-4: Organize annual Mission with speakers and themes responsive to diverse age groups.
- D-13-5: Hire Parish Outreach Minister.
- D-13-6: Add 5:00 p.m. Youth Mass.
- D-13-7: Organize a series of retreat offerings.
- D-13-8: Coffee between Masses including Q & A with clergy.

D-13-9: Offer retreat with parents and their children. D-13-10: Expand Women's Ministry – school & parish women. D-13-11: Organize active Men's Ministry. D-13-12: Offer Confession before, after and during school. D-13-13: Expand/offer 24-hour adoration for students. D-13-14: Add Adoration & Confession every Wednesday evening. D-13-15: Offer Bible Study – multiple times a year with parents involved at school. D-13-16: More opportunities for parents & children to study Bible or explore their faith together – maybe before school – like book club/recess. D-13-17: Offer "Be a Warrior Leader" Program. D-13-18: Invite non-Fatima kids in youth choir. D-13-19: Inclusivity of all people in parish – with new outreach minister. D-13-20: Provide ongoing communication to help bridge the gap between the church & school – DRE committee. D-13-21: Outreach minister & youth minister share DRE responsibilities between church & school. D-13-22: Organize Spring Festival – organizations have tables, people come to learn more about the church, include fun & education. D-13-23: Provide education topic every month for people to come and learn more about the church D-13-24: Offer dinner on the OLF grounds – family and fellowship. D-13-25: Add Easter Egg Hunt for families. D-13-26: Review and assess content and format of sacraments preparation. D-13-27: More youth involvement in weekend Masses – reading, ushers, greeters. D-13-28: Offer Picnic and family movie after Mass.

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- D-14: To ensure educational excellence and faith vitality through differentiation in meeting all learner needs (parish & school).
- D-14-1: Create explanatory rubric on technology used parents told what/how long apps/technology is used.
- D-14-2: Offer a variety of academic growth tracks and faith development opportunities for all families.
- D-14-3: Revitalize academic excellence creating diversification to meet all student needs.
- D-14-4: Hire more than one curriculum director. Consider upper and lower positions.
- D-14-5: Public goals and outcomes for each grade communicated to teachers & parents rubric.
- D-14-6: Offer Gifted program with differentiation and excellence.
- D-14-7: Offer more Honors classes (5th Grade and junior high).
- D-14-8: Create more opportunity to keep families together students move to other schools that can meet their needs.
- D-14-9: Expand resource and ministry offerings in response to needs of age groups.
- D-14-10: Create culture of continuous improvement and willingness to change the way things have always been done.
- D-14-11: Evaluate effective use of current staff.
- D-14-12: Conduct award ceremonies quarterly -- before the last day of school.
- D-14-13: Create banner and media for honor roll awards.
- D-14-14: Design family-centered religious education for all family members as faith journey.

#### **VISION AREA E: FACILITIES**

#### **Vision Statement**

The Vision of the Facilities Vision Area is to create a comprehensive Master Plan for Facilities that determines the current state of the Fatima campus, required maintenance, renovations and new construction. Upon completion, the Master Plan for Facilities is presented for input, implementation and funding.

#### **Focus & Growth Areas**

- Creation of Campus Master Plan for Facilities looking to future growth, identifying conditions of existing buildings and explore new construction
- Evaluate security issues
- Proposed Projects: new rectory, Parish office, purchase of additional real estate, new gym and ball fields, renovate classrooms & instructional spaces, expand Knight Hall, covered drop-off area
- Assess use of art building

#### **Vision Area Goals**

- E-15: To create a Campus Master Plan for school and church that includes new additions, renovations, and preserving of unique elements of the architecture and natural environment.
- E-16: To implement and prioritize security for the school and church with a security policy/plan, installing cameras and controlled access.
- E-17: To coordinate with the Operations and Finance Committee to establish a campaign to raise money in addressing campus facility needs/plan.

### **VISION AREA E: FACILITIES**

**Continued** 

#### **Goals with Strategic Activity**

- E-15: To create a Campus Master Plan for school and church that includes new additions, renovations, and preserving of unique elements of the architecture and natural environment.
- E-15-1: Create a committee made up of existing Vitality Facilities Team members that engages an architect and other experts in creating a Campus Facilities Master Plan within six months.
- E-15-2: Perform a needs assessment plan regarding existing facilities by inquiring of the stakeholders and architectural landscaping within 4 months (2022).
- E-15-3: Gather input from students, parishioners, parents, administration, teachers and Our Lady of Fatima leaders.
- E-15-4: Investigate and explore hiring or engaging experts and/or consultants to assist in guiding a Master Plan to evaluate the costs and implementation.
- E-15-5: Share Campus Master Plan with Our Lady of Fatima and regional community.
- E-15-6: Evaluate all input and financial data in order to make an informed decision on future Capital Campaign.

- E-16: To implement and prioritize security for the school and church with a security policy/plan, installing cameras and controlled access.
- E-16-1: Create a committee to study/evaluate feasibility of implementing safety and security plan for the church/school and surrounding entrances.
- E-16-2: Create a committee to evaluate security of school before and after sporting and evening events on campus.
- E-16-3: Establish a year-round security committee that annually evaluates and updates ongoing security needs & changes in consultation with a security expert to address immediate needs.
- E-16-4: Provide funding source and mechanism to update parish and school security equipment and system.
- E-16-5: Create separate and secure entrance for Adoration Chapel to allow for longer hours no access to rest of Knight Hall.

# **VISION AREA E: FACILITIES**

**Continued** 

- E-17: To coordinate with the Operations and Finance Committee to establish a campaign to raise money in addressing campus facility needs/master plan.
- E-17-1: Move through Discovery Feasibility Study checkpoints with Catholic Vitality 360 to determine the feasibility of future Capital Campaign.
- E-17-2: Offer the opportunities for parish and school families to review the Campus Master Plan and share input and feedback.
- E-17-3: Identify donor's interests in specific aspects of Campus Master Plan.
- E-17-4: Allow donor families to give specifically to their interests (ex: choir money for those passionate about music, etc.
- E-17-5: Offer numerous levels of giving low to high/small to big projects.
- E-17-6: Identify wants and needs and understand cost of each project.
- E-17-7: Create parish committee to set priority of projects and make recommendations.

#### VISION AREA F: COMMUNICATIONS & MARKETING

#### **Vision Statement**

The Vision of the Communications & Marketing Vision Area is to create a plan, united in faith, that engages and informs all parishioners/parents with consistent communication and engaging content that creates excitement and pride for one Fatima Family.

#### **Focus & Growth Areas**

- o Being informed with compelling content -- social media, website
- Consistent communication between leaders and families
- Utilize all communication channels (e-mail, bulletins, social media, websites, etc.)
- Key person for social media or Media Team

#### **Vision Area Goals**

- F-18: To design and unify communication channels under one common brand.
- F-19: To develop a responsive communication plan that allows parishioners to choose preferred method of communication and engagement.
- F-20: To enhance and increase engaging and fulfilling content to reach parishioners and community.

# VISION AREA F: COMMUNICATIONS & MARKETING Continued

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#### **Goals with Strategic Activity**

- F-18: To design and unify communication channels under one common brand.
- F-18-1: Conduct a Parish branding process with the school & church at the beginning of implementation process by March of 2022.
- F-18-2: Engage OLF Branding Team to create new branding process with diverse age groups.
- F-18-3: To develop a way to interconnect the church and school website, while keeping separate sites.
- F-18-4: Connect social channels between school & church, cross-posting and sharing.
- F-18-5: Offer a variety of media platforms based on usage and preferences.
- F-18-6: Conduct ongoing research on best practices and innovative communication strategy.

- F-19: To develop a responsive communication plan that allows parishioners to choose preferred method of communication and engagement.
- F-19-1: Create a Media Ministry to create, distribute and share content.
- F-19-2: Audit all the communication channels used by the church & school.
- F-19-3: Clean and organize all parishioners into a database.
- F-19-4: Collect from vitality teams all communication needs to develop a responsive, unified plan.
- F-19-5: Create a shared content calendar with church and school.
- F-19-6: Conduct an annual communication survey to determine user preferences and content usage.
- F-19-7: Conduct communication focus group sessions with various OLF age groups to inform approach and strategy.
- F-19-8: Set up utilizing options for engagement and communication strategy.

# VISION AREA F: COMMUNICATIONS & MARKETING Continued

- F-19-9: Create a more modern, responsive database and utilization process.
- F-19-10: Create and implement escalation plan for communication (text, email, WWB, etc.)
- F-19-11: Create groups/opportunities to hear leaders monthly/quarterly (parents/parishioners to understand/know more).

- F-20: To enhance and increase engaging and fulfilling content to reach parishioners and community
- F-20-1: Acquire source equipment and knowledge base for creating video content.
- F-20-2: Have church and school leaders do Facebook/video/live messages.
- F-20-3: Create a weekly "Did you Know?" series for social and website channels.
- F-20-4: Create special outreach to OLF Mothers/Fathers clubs .
- F-20-5: Create and utilize a New Family Welcome Kit with orientation each year.
- F-20-6: Capturing/resharing talks, meetings, etc. for people who cannot attend.
- F-20-7: Develop teaching series for parents.
- F-20-8: Establish positions within "Mothers Club" to delegate duties.
- F-20-9: Create Grandparents Club to help connect parish to school.
- F-20-10: Invite and host more speakers on Catholic faith live and on social media, etc.
- F-20-11: Host weekly Q & A on social media, Facebook Live, email, etc. (Ex: Wine Down with Father at Sacred Heart, etc.)
- F-20-12: Give people a better way to communicate to leaders to get answers with response.
- F-20-13: Communicate more background/professional skills on leaders and staff.
- F-20-14: Create Warrior Buddy program for new parents & new parishioners (welcoming process).

# The Vision & Vitality Summit – Snapshot

Our Lady of Fatima Catholic Church

Vision & Vitality Summit

**SNAPSHOT** 

RATIONALE: As a key component in the Parish Vitality Process, following numerous Listening Sessions and Vision Area Team meetings, the purpose of the Vitality Summit was the opportunity for the Vitality Committee to share input on the Vision Area Goals. Parishioner engagement was secured and the spirit of the event was quite impressive.

DATE: January 23, 2022 HOSTED BY:

Msgr.

Jefferson

DeBlanc & Vitality

Committee

SUMMIT WELCOMING & OVERVIEW
Presented By:
Bishop Douglas Deshotel,
Msgr. Jefferson DeBlanc & Angela Isaacs

Top Five Results of Priorities Ballot

**#1: Facilities Master Plan** 

**#2: Variety of Ministries for All** 

**#3: Ongoing Spiritual Formation** 

**#4: Effective & Visionary Leadership** 

**#5: Inclusive Discipleship Formation** 

Number of Of Attendees: 107

Number of Small Groups: 6

Rating of Summit: 9.4 of 10

All input was analyzed and reviewed for Vision implementation



# The Vision & Vitality Summit Ballot Results – January 23, 2022

### **PRIORITIES BALLOT RESULTS**

RANK	VISION AREA	GOAL
#1	Facilities	E-15: To create a Campus Master Plan for school and church that includes new additions, renovations, and preserving of unique elements of the architecture and natural environment.
#2	Ministry & Discipleship	B-6:To provide a process which offers a variety of ministries & opportunities for <u>all</u> members of Fatima to participate and engage in the work of the mission of the Gospel.
#3	Ministry & Discipleship	B-5: To inspire people to serve God and community by encouraging ongoing spiritual formation, stronger Stewardship and Discipleship.
#4	Education & Faith Formation	D-11: To sustain effective and visionary leadership that provides an environment that supports kind, loving, and open dialogue for clear and effective communication.
#5	Education & Faith Formation	D-13: To provide year-round, holistic and inclusive discipleship formation for our Fatima community.
#6	Education & Faith Formation	D-14: To ensure educational excellence and faith vitality through differentiation in meeting all learner needs (parish & school).
#7	Operations & Finance	C-10: To strengthen the collaboration between church and school families to accomplish common financial goals and meet operational demands, including those outlined in the new OLF Pastoral Strategic Vision.
#8	Education & Faith Formation	D-12: To ensure a Christ-like, virtues-based discipline policy that focuses on a positive and nurturing environment.
#9	Ministry & Discipleship	B-7: To promote and increase awareness of activities and opportunities for Discipleship.
#10	Liturgy & Worship	A-1: To increase engagement of participation in Eucharistic Adoration – even Benediction.



# The Vision & Vitality Summit Ballot Results – January 23, 2022

### **PRIORITIES BALLOT RESULTS -- Continued**

RANK	VISION AREA	GOAL
#11	Liturgy & Worship	A-4: To enhance our appreciation of the Mass through sacred music.
#12	Facilities	E-16: To implement and prioritize security for the school and church with a security policy/plan, installing cameras and controlled access.
#13	Communications & Marketing	F-20: To enhance and increase engaging and fulfilling content to reach parishioners and community
#14	Liturgy & Worship	A-3: To offer and conduct Liturgical Festivals (Feast Days: Fatima, Corpus Christi, etc.).
#15	Operations & Finance	C-8: To create, design and implement a Parish Stewardship Process that encourages and Educates parishioners and commits them to increase giving (time, talent, treasure).
#16	Operations & Finance	C-9: To design and implement a process to communicate clearly and concisely the financial operations and status of the parish on a periodic basis.
#17	Communications & Marketing	F-18: To design and unify communication channels under one common brand.
#18	Liturgy & Worship	A-2: To provide Eucharistic discourse by the priests inclusive of Eucharistic miracles (True Presence).
#19	Facilities	E-17: To coordinate with the Operations and Finance Committee to establish a campaign to raise money in addressing campus facility needs/master plan.
#20	Communications & Marketing	F-19: To develop a responsive communication plan that allows parishioners to choose preferred method of communication and engagement.



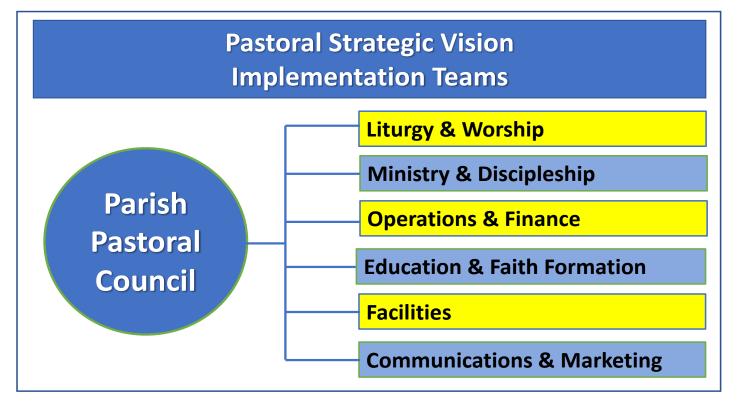
### **Pastoral Strategic Vision & Vitality Plan Implementation**

ritical to the success of the Parish Vitality Process, it becomes essential that the new Vision Implementation Teams create and sustain the right structure and environment for the goals of this vision to be implemented. As the content of the vision is the "head and the heart", the implementation serves and the "hands and feet", as we must carry out key duties and DO the work that is required for success.

At Catholic Vitality 360, our experience has shown that the real fruit of the vision is the accomplishment of key goals and solutions. Here, with this vision. the path to being a Parish of Vitality lies ahead. Now is the time to make a full and complete commitment to making this vision a reality.

### Our Lady of Fatima Catholic Church Pastoral Strategic Vision & Vitality Plan Vision Implementation Team Structure

Through the leadership, focus and perseverance of the Vision Implementation Team, the Vitality Vision comes to life as monthly activities address the top goals and strategies. Six vision implementation teams are established, monitored and evaluated by clergy, administration and team members. Vision Implementation Teams meet monthly and consists of clergy, related ministry leaders, council members and parishioners. All implementation team activity, reporting and request are shared with parish staff and Pastoral Council (See Vision Implementation Form – Addendum Section):



## Pastoral Strategic Vision & Vitality Plan Implementation Process Key Components

#### **Key Component #1**

Parish Pastoral Council approves the final Parish Vison & Vitality Report.

#### **Key Component #2**

Process logistics are secured: policy, reporting and resources.

#### **Key Component #3**

Six Implementation Teams are formed – corresponding to the Vision Areas.

#### **Key Component #4**

Conduct Monthly Implementation Team Meetings – with Team Reports.

#### **Key Component #5**

All Vision Area Reports are reviewed by Administration – with Response.

#### **Key Component #6**

All Financial and Resources requests must be reviewed and approved.

#### **Key Component #7**

All Implementation activity is reported, tracked, communicated and celebrated.

#### **Key Component #8**

Organize Vitality Summit as an annual event – updates, review, new goals – share findings and priorities.

#### **Key Component #9**

Ongoing assessment and evaluation are conducted and shared with all.

#### **Key Component #10**

Success is recognized and Strategic Innovation is rewarded as a cultural value.



#### Recommendations

aving successfully conducted the Parish Vitality Process, the following are recommendations from Catholic Vitality 360, that serves to ensure the proper organization, execution and sustainability of key vitality and growth initiatives.

Recommendation #1: Utilize the Strategic Thinking Model with Applied Questions to Successfully Implement the Parish Vision & Vitality Plan.

Exclusive to Catholic Vitality 360, the Strategic Thinking Model enables parish leaders to utilize applied questions when considering implementation activities. As an operational framework, the Strategic Thinking Model allows leaders to consider all aspects of an activity in order to properly leverage resources and increase engagement, while functioning as a collaborative system.

Through the work of the implementation teams, desired activities and tactics are subjected to the applied questions – providing deeply informed strategies that align with the overall mission and vision of the parish. The implementation teams share data, collaborate on strategy and create an environment of vitality, where challenges become opportunities and innovation is consistently valued.

#### **PARISH VISION & GROWTH PROCESS**

**Strategic Thinking Model - Applied Questions** 

Does the activity advance our parish mission and vision?

Who will be impacted by the activity?

How will they be impacted by the activity?

What are the desired outcomes of the activity?

What are the required resources to sustain the activity?

Does the activity engage more people in the life of the parish?

How will we measure the success of the activity?

Will the activity contribute to a culture of growth and vitality?

Does the activity allow for faith development, spiritual growth and to know, love and serve Jesus Christ?

#### Recommendation #2: Make a Strong Commitment to Five Key Investment Areas.

As an important starting point in this process, when we began working with the Parish Vitality Steering Committee, an important question emerged:

What is parish?

By Canon Law a Catholic parish is...

"A parish is a definite community of the Christian faithful established on a stable basis within a particular Church; the pastoral care of the parish is entrusted to a pastor as its own shepherd under the authority of the diocesan bishop." (No. 515)

In the analysis of the above definition, two key words echo the input of the Parish Vitality Committee: 1) community and 2) stable. We exist as a **community** of believers – God's faithful servants striving towards salvation. We come together – united in our faith – on a journey of self-discovery, grace and spiritual growth. We are bonded with Jesus Christ through sacred liturgy, sacramental commitment and the promise of heavenly salvation.

The other striking key word here is **stable**. A parish of stability is a thriving parish. As leaders, we must create and advance the right operational systems to allow our parish to demonstrate vitality.

As we have discovered, the ultimate measurement of vitality is people engagement – calling people to Jesus Christ and bringing Jesus Christ to people.

This new Pastoral Strategic Vision outlines our strategic direction to ensure the continued responsible stewardship of our parish: We will improve upon our historic strengths as a Catholic community of vibrant liturgy and faith formation by developing and supporting visionary leaders; communicating consistently and clearly about our ministries, opportunities, and advantages of our Catholic faith; and consistently calling parishioners to a life of generosity and Discipleship.

This strategic direction requires that we continue to make and increase investments in five key areas essential to the sustainability and success of our parish.

- 1) **Invest in Leadership:** Support the work of key parish leadership groups and ministry leaders by providing strong formation, effective meetings, sound decision-making and accountability, while developing a pipeline for future leadership.
- 2) **Invest in Vibrant Liturgy:** As the source and summit of our collective parish experience, all efforts should be mobilized to make our Liturgy vibrant and inspiring. Position all activities around Sunday as a family day: social events, workshops, small group meetings, meals, ministry meetings, etc. Partner with OLF Catholic School to support their mission and vision as an educational mission and ministry of the parish.
- 3) **Invest in Clergy**: Help pastors and clergy to develop the tools, policies and strategies to successfully manage and support parish life so that they can engage and involve the faithful in supporting the ministries and faith formation initiatives.

- 4) **Invest in Discipleship:** Expanding the concept of Stewardship to move to true Discipleship, with a focus on self-discovery, faith-formation and spiritual growth. This level of engagement results in measurable growth in ministry and generosity.
- 5) **Invest in Marketing & Communication:** Promoting the parish daily rooted in tradition and accessible to today's parishioners and other stakeholders, and consistently communicate and advertise the mission in order to attract families to our parish.

A commitment to these five areas of investment remains essential to the achievement of this vision and becoming a Catholic parish of true vitality.

#### Recommendation #3: Focus on Achieving Ongoing Financial Stability.

As indicated through the Parish Vitality Process, the need for ongoing financial stability is paramount to the success of Our Lady of Fatima Catholic Church. While sound financial practices are currently in place, the key to long-term vitality is a sustaining financial system that works – each month. Quite simply, if the proper financial infrastructure is not well established and executed, parish life and ministry are not sustainable and advanced.

Through this reality check, it is important to understand the complexity of parish finances and revenue streams. It is recommended that an increasing percentage of maintenance costs are covered by offertory income. New revenue streams can be created and a future and successful Capital Campaign should address the immediate needs of the physical plan by increasing parish building funds and focusing on ministry enhancements.

#### Recommendation #4: Implement the New Pastoral Strategic Vision & Vitality Plan.

A key component in the Pastoral Strategic Vision & Vitality Plan is the immediate establishment of the implementation process. This comprehensive and collaborative strategic plan builds upon identified strengths to sustain a dynamic and compelling vison for the parish. Here are key components in the implementation process:

- Key Component #1: Pastoral Council approves the final Pastoral Vision & Vitality Report
- Key Component #2: Process logistics are secured: policy, reporting, resources, communication, timeline – with administration and new Vision Implementation Team
- Key Component #3: Six Implementation Teams are formed corresponding to Vision Areas with each group establishing their top priority.
- Key Component #4: Conduct Monthly Implementation Team Meetings with Team Reports
- Key Component #5: All Vision Area Reports are reviewed by Administration and Parish Council – with response
- Key Component #6: All financial request must be reviewed and approved
- Key Component #7: All activity is reported, tracked, communicated and celebrated
- Key Component #8: Organize Vitality Summit as an annual event updates, review, new goals share findings and priorities
- Key Component #9: Ongoing assessment/evaluation is conducted and shared with all

Key Component #10: Success is recognized and innovation is rewarded as a cultural value.

Each Vision Implementation Team is formed from the Vitality Steering Committee and Vision Area Teams, additional staff, ministry leaders, new parishioners, community members and student leaders. In addition to successfully managing the above ten components, the following are three essential elements in the implementation of the new Parish Vision & Vitality Plan:

### PARISH VISION IMPLEMENTATION Three Essential Elements



#### Recommendation #5: Apply Vision Implementation Standards to Strategic Activity.

As we look to the monthly implementation of the Pastoral Strategic Vision, the following standards will be utilized in the review, execution and assessment of Strategic Activity:

#### Implementation Standards for Vision Area Goals & Strategies

Standard A: The activity must adhere to and advance our parish mission and vison.

Standard B: The activity must have or acquire the required people or staffing resources.

Standard C: The activity must have or acquire the requested financial resources and budget.

Standard D: The activity seeks to engage more people in the life of the parish.

Standard E: The activity contributes to ongoing family faith development, spiritual growth and to know, love and serve Jesus Christ.

Standard F: The activity serves as a tool for evangelization and community engagement.

#### Recommendation #6: Cultivate an Intentional Sense of Parish Welcoming.

As indicated in the visioning process, there is a desire at Fatima to build community through more social and welcoming activities. The desired outcome of being a welcoming parish is building a strong community of faith. Thus, it is important to be intentional in forming quality relationships and inviting all to join ministry and attend parish events. With community, recognizing the brokenness of the secular world allows us to see the universal truth of our Catholic faith. We all desire to be united together in faith.

Parish unity is really about CommUNITY. We are all bonded together by our Catholic faith and our journey to know, love and serve God. It is time to make parish welcoming an intentional effort to recognize and include everyone. It is recommended that parish unity be modeled by parish administration, staff, leadership groups and ministry leaders. All decisions and ministry activity must be executed to involve all families. Active ministries, offered as a menu of spiritual faith opportunities, touching all age groups and forming strong bonds with each other, is a great example of parish unity through community. Some proven welcoming strategies include:

- Designate the Blessed Mother Mary the patron of your welcoming activities. Just as she welcomed Jesus into her life, we carry her loving spirit into our welcoming process.
- Create New Parishioner Welcome Packet, that formally introduces them to the parish.
- Form a Welcoming Committee to serve as the process leadership team.
- Create activities based on Stewardship and Parish Vitality efforts.
- Formally welcome new families at Mass, through the bulletin and website with pictures
- Invite new parishioners to Welcoming Reception with campus tour.
- Have family members complete Gifts & Talents Survey.
- Assign new families to Parish Buddy family.
- Host three or more social events each year and recognize key parish families.
- Write notes and make personal phone calls/visits to parish families.
- Personally invite family members to join small groups and ministries.
- Send birthday cards and baptism anniversary cards.
- Engage new families in small groups, workshops, ministry teams and special events

#### Recommendation #7: Expand Parish Communication Strategy with New, Responsive Media.

The challenge of parish communication, in a community of multiple age groups, digital platforms and traditional methods of weekly publications, can be hard to measure for effectiveness. Primarily, your communication must cultivate an environment of trust and transparency. One of the key areas of success is responsive and ongoing communication. As policy, procedure and governance issues arise, it becomes paramount to share the rationale and factors that impact decision-making. By utilizing a variety of key communication strategies, it is recommended that information is shared on key decisions on a weekly and monthly basis. It is also recommended that staff biographies and duties are shared.

Along with sharing information, it is also important for people to share feedback. One strategy is to conduct informal listening sessions with parishioners, ministry leaders, youth and staff each month. These "Coffee & Conversation" events can build trust and confidence in parish leadership.

In terms of communication strategy, four parish target groups have been identified, with each of the following requiring different platforms and messaging. The four parish groups are as follows:

- The "Pre-Vatican II Generation," ages 80 and over. The Pre-Vatican II Generation was born in 1942 or earlier. Its members came of age before the Second Vatican Council.
- The "<u>Vatican II Generation</u>," ages 78-61. These are the "baby boomers" who were born between 1943 and 1960, a time of great demographic and economic growth. They came of age during the time of the Second Vatican Council and their formative years likely spanned that time of profound changes in the Church.

- The "Post-Vatican II Generation," ages 40-60. Born between 1961 and 1981, this generation, sometimes called "Generation X" or "baby busters" by demographers, has no lived experience of the pre-Vatican II Church.
- The "Millennial Generation," ages 18-39. This generation, born in 1982 or later (up to 2003 among adults), have come of age primarily under the papacies of John Paul II and Benedict XVI. Because some still live with their parents, their religious practice is often closely related to that of their families of origin.

Note: Special outreach is also given to children and high school age groups.

In designing a parish communication, you must begin by asking some basic questions:

- What is the parish mission and vision?
- What are the needs of parishioners?
- What is our unique difference or approach?
- What are the words and phrases that illustrate our mission?
- What is our visual image?
- What are the qualities of the ideal parish?
- What are the best strategies to attract and retain families?
- Beyond the weekly bulletin, how do we reach families?
- Will parishioners utilize blogs, podcasts, videos and social/digital media?

Working closely with the Marketing & Communications Implementation Team, there are considerations for budget, timing, execution and ongoing evaluation. Within the plan there is the annual view, the monthly view and the Monday morning view that is helpful for implementation and execution. A Communication Committee can be helpful to monitor the plan, offer advice, insight and ongoing observation. Some effective parish communication strategies include:

- Evaluate your current strengths and gaps in communication
- Conduct parishioner survey on communication needs and preferences
- Secure parish resources and assets
- Upgrade the parish website as the main digital source for parish communication
- Utilize the power and reach of social media platforms: Facebook, Twitter, Instagram
- Gather parishioner e-mails and cell numbers sending weekly updates
- Conduct an annual Parish Vitality Summit vision and ministry priorities
- Create short videos on various news items, faith topics and share online
- Provide content for local Catholic radio station 99.5 KLFT Catholic Radio

Recommendation #8: Promote Inspiring Liturgy with Active Participation that offers a Special Experience with God.

Many components create good liturgy and Our Lady of Fatima does a wonderful job with this important aspect of parish vitality. Parish liturgical ministers are well formed in their roles and invite all community members to celebrate together. Responsive music moves the hearts and spirits of those who play, listen and sing. Relevant preaching connected to the lives of the community touches hearts and sends all forth nourished and challenged. Preachers who take the time to break open the Word during the week are well prepared to preach and pray with power.

Vibrant parishes offer liturgies that invite people to linger with God, yet propel them into the world refreshed, nourished and then sent forth to act. The liturgy at Our Lady of Fatima is touching people's lives. Keep up the fine work and continue to respond to the needs of the congregation.

#### Recommendation #9: Organize and Implement Parish Stewardship & Discipleship Process.

As discussed in detail with the Parish Vitality Steering Committee, the Parish Stewardship & Discipleship Process is the systematic and strategic implementation of teaching Stewardship as a Way of Life. As stewards, Christian living means that we view our resources of time, talent, wisdom and treasure as gifts from God. We do not "possess" or "own" these resources, but we are entrusted with them to nurture their growth and use them wisely.

Flowing from the core values and mission statement of the parish, Stewardship as a Way of Life emerges as a vehicle for evangelization, faith formation and spiritual growth. Parishes that make an ongoing commitment to Stewardship become a praying, welcoming, serving, giving and celebrating community:

- Praying Community: One of the key hallmarks of a Stewardship parish is a vibrant prayer and worship life. Parishioners are invited to make time for God in personal prayer and in the Eucharist. The parish gives special attention to all liturgical celebrations so that they are reverent, yet joyful public worship. Numerous opportunities are also organized and encourage for parishioners to express their faith through prayer both public and private.
- Welcoming Community: A Stewardship parish is a welcoming parish. Parishioners understand that a sense of belonging is part of the spirit of evangelization. We recognize everyone current families, visitors, newcomers, seekers and the community with cheerful spirit. Every aspect of a parish can offer a welcoming spirit to people from friendly greetings, to recognition at Mass, to lighting in the parking lot, to responsive staff members, to making home visits and just a warm smile. This sense of belonging makes all the difference regardless of the size of the parish.
- Serving Community: Being a Stewardship parish means recognizing the value of serving the needs of the community. Great Catholic parishes are constantly seeking feedback on the needs of the people. Through surveys, input sessions and ministry evaluations, vibrant parishes are responding to the needs and doing it well. As a parish leader, ask yourself, what are our measurements for success? Are our ministries effective? How are we responding to the needs of parishioners? Through the Stewardship process, parishes create numerous opportunities to effectively serve its people and community.
- Giving Community: Just as the Stewardship process invites parishioners to share their gifts and talents, the same is also required of the parish. The parish must model the way for Stewardship demonstrating good and responsible use of its resources. The parish must take good care of its facilities, be respectful of people's time, run quality meetings, provide training and resources for ministry leaders, maintain community partnerships, illustrate sound fiscal policies and procedures and distribute contributions to local, national and international charities. Giving and giving back is a hallmark of the Stewardship parish.

Celebrating Community: The Stewardship parish is a spirit-filled and joyful community of faith. The parish celebrates all aspects of our Catholic faith – the clergy, the staff, volunteers, youth, sacraments, holidays, anniversaries, weddings, new members – making the community a cheerful and special place of belonging and love.

One successful example to consider is the *Clear Path for Discipleship*, shared with the Parish Vitality Steering Committee, supported by Catholic Vitality 360 and implemented in the Diocese of Kansas City-St. Joseph. This innovative approach is a guided learning and self-discovery process that equips parish leaders to facilitate a new model of people involvement and spiritual growth, thus forming missionary disciples. Here are the key components:

- Defined by various stages of spiritual development and self-discovery
- Evaluates the mission effectiveness of leadership and ministries
- Opportunity to consistently educate and inform
- Focus on the path not programs
- Executed in small group formats
- Managed by Discipleship Team
- Numerous small groups are moving through various stages of growth
- Builds culture of learning, growth and generosity
- Can be part of Prayer, Offering and Ministry annual commitments
- Promotes ongoing conversion and spiritual transformation
- Builds on the research from Sherry Weddell's book, Forming Intentional Disciples
- Opportunity for small groups to conduct various faith formation activities: bible study, book readings, gifts inventory, service projects, retreats, workshops, adoration, mentoring, ministry creation, prayer groups, etc.

Parish leaders can further explore this successful Discipleship model and create a customized and workable process for Our Lady of Fatima. The key is to start small and proceed in a methodical and engaging manner, with a focus, not on programs, but spiritual growth (the path).

#### Recommendation #10: Determine the Feasibility of a Future Parish Capital Campaign.

As we continue to work with the Parish Council and Vision Implementation Teams, one of the critical issues is addressing the needs of the physical plant. Upon the creation of a Facilities Master Plan, illustrating the current state needs of the campus, the Discovery Feasibility Study process would commence and the following action items will be executed:

- The creation of a Facilities Master Plan illustrating key projects with estimated costs.
- The organization and conducting of a series of Listening Sessions to present the Facilities Master Plan for input and feedback.
- Personal interviews conducted with parish families regarding the Facilities Master Plan.
- Create the Discovery Feasibility Study Report with finding and recommendations regarding a future parish Capital Campaign.
- The Steering Committee make a formal recommendation to the Parish Council regarding the feasibility of a future parish Capital Campaign.
- If favorable, the proper organization of a parish Capital Campaign would commence.

#### Recommendation #11: Maintain Strong Partnership with Our Lady of Fatima Catholic School.

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One of the most impressive areas of the parish is the enduring commitment to Our Lady of Fatima Catholic School. Every effort must be made to continue this important partnership – as Catholic schools are increasingly concerned about enrollment, leadership, finance, academic rigor and Catholic identity. Thus, as a true partnership, it remains important that parish staff, ministry leaders, parents and parishioners be fully engaged in the sustainability and support of Catholic education.

From the outset of this Parish Vitality Process, clergy, administration and staff have expressed a strong desire to achieve parish unity through this effort. Thus, the concept of "parish" includes every ministry and activity of Our Lady of Fatima.

#### Recommendation #12: Sustain Numerous Avenues for Parishioner Involvement.

In order to sustain parish vitality, Our Lady of Fatima Catholic Church needs to seek ways to inform, invite and involve all parishioners and families. Some continuing methods would be:

- Parish Vitality Summit annually (Vision updates, reports, recognition, input, etc.)
- Listening Sessions annually
- Small Faith-Sharing Groups
- Parish Welcoming Team
- Responsive Communication Plan
- Bible Study
- Married Couples Dinner
- Campus Work Days
- Parish Leadership Training with Retreat
- Ministry Fair
- Surveys and interviews
- Coffee & Conversation with the Pastor and Staff each Friday morning
- Parish Open House outreach to parishioners and community
- Parish Discipleship Process with Leadership Team
- Online Events
- Pastoral Strategic Vision with Implementation Teams
- Community Partnerships
- Service Projects community interfaith group
- Special events sponsored by parish
- Building the "Parish Weekend Experience" with ministry and discovery activities
- Small Groups based on Interest Book Club, Pro-Life, Prayer, Parenting, Papal Documents
- Parish Vitality Leadership Team
- Pastor's and/or Principal's Cabinet: seeks input on key challenges three times each year
- Mentoring/Buddy Programs
- Workshops and Seminars with discussion

Note: The goal is to engage 100 NEW people every year!



#### **Appreciation**

rom all of us at Catholic Vitality 360, we would like to thank our parish and school leaders, Msgr. Jefferson LeBlanc. Angela Isaacs, Deacon Tim Maragos, Stephanie Supple, Angela Schoeffler, Lisa Melancon, Charlotte Huval and Caroline White for your unwavering support during the Parish Vitality Process.

Also, noteworthy here is our heartfelt appreciation of the Parish Vitality Steering Committee and Vision Area Vitality Teams. Their many hours of work on this vitality process have been remarkable, inspiring and well-executed. I am especially grateful for our deep and exploratory conversations about our Catholic faith and parish life.

Our Lady of Fatima Catholic Church remains a special Catholic community of faith, hope and love, poised and ready for a vibrant future filled with vitality and growth.

Bernard Dumond President & CEO

Maria Inzerella Partnership Associate

Catholic Vitality 360 February 10, 2022

#### VISION IMPLEMENTATION FORM



## OUR LADTY OF FATIMA CATHOLIC CHURCH Parish Vitality Process Vision Implementation Form

PARISH VITALITY PROCESS IMPLEMENTATION FORM				
Name of Committee				
Meeting Date				
Members Present				
Goal Being Addressed				_ _
Plan of Action  Please Code each: F = Finance Approval Request	2)	Who:	Code: When:	<del> </del>
PC = Pastoral Council Approval Request		Who:		_
C = Continuing – No Action Required		Who:	Code:	
Explanation of Request				
Estimated Time to Complete Action Item	1) 2) 3)			- - -
Next Meeting				
Person Submitting Form				

#### Vision Implementation Standards



# OUR LADY OF FATIMA PARISH The Parish Vitality Process Vision Implementation Standards February 9, 2022

• Submitted by Bernard Dumond, President & CEO of Catholic Vitality 360

#### **Objective:**

To create the protocols and standards regarding the strategic implementation of goals and strategies as it relates to the Pastoral Strategic Vision.

#### **Implementation Process:**

Step #1: Pastoral Parish Council Approves the Pastoral Strategic Vision & Vitality Report.

Step #2: Process Logistics are Secured: Policy, Standards, Reporting and Resources.

Step #3: Pastoral Parish Council is organized around the Six Vision Area Implementation Teams.

Step #4: Conduct Monthly Meetings of the Vision Implementation Teams – with Reports.

Step #5: Financial and Resources Reports/Requests must be Reviewed and Approved.

Step #6: All Implementation Activity is Reported, Tracked, Communicated and Celebrated.

Step #7: Ongoing Assessment and Evaluations are Conducted and Shared with All.

#### Implementation Standards for Vision Area Goals & Strategies:

Standard A: The activity must adhere to and advance our parish mission and vison.

Standard B: The activity must have or acquire the required people or staffing resources.

Standard C: The activity must have or acquire the requested financial resources and budget.

Standard D: The activity seeks to engage more people in the life of the parish.

Standard E: The activity contributes to ongoing family faith development, spiritual growth and to know, love and serve Jesus Christ.

Standard F: The activity serves as a tool for evangelization and community engagement.