

# **St. Vincent de Paul Roman Catholic Church**

## **Pastoral Strategic Business Plan**

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# Executive Summary

***“Crisis in the Church is not priest shortage, dipping donations, low percentage of Catholics who attend Sunday mass. These are just symptoms of a deeper problem. Crisis in the Church is our pervasive failure over multiple generations to form disciples.” -- Author Unknown***

St. Vincent de Paul Church is Summit County’s oldest Roman Catholic Church. It has been in existence since 1837. As such, history is its ally, but history, at times, can be an obstacle to growth, and growth is our operative word in the new decade of the 21<sup>st</sup> century.

We face the same struggles as many churches, such as a maturing parish and dwindling numbers in the pews and in the grade school. *However, it is our firm belief that by enhancing and strengthening our spiritual and financial focus with existing numbers, we can grow from within and use that re-energized core to spread the gospel and thereby grow each critical element in our parish.*

In order to achieve our goals of growth, we have begun to ensure that each group, endeavor, activity within the parish is aligned with the overall strategic priorities, goals and objectives. This Pastoral Business Plan is the first step in that mission.

We want all members of the parish and school to be in sync with the objectives and, over the next three to five years become a “well-oiled” operation “humming together on all cylinders!”

The strategic priorities are simple: *Increase faith formation and evangelization; strengthen the existing Commission system and giving them a greater role in faith formation, evangelization and community outreach; grow the grade school using modern-day marketing initiatives, and become more pro-active in fund-raising initiatives.*

We want a parish that can operate smoothly and efficiently for the needs of our members and school well into the next decade using a process-based approach that 1. Provides consistency in direction; 2. Offers uniformity in messaging; 3. Eliminates guesswork (i.e., who does what?); and 4. Delivers a solid spiritual roadmap with solid financial support for the transcendent health of each parishioner and grade school student.

When this takes place, St. Vincent de Paul Catholic Church will have a community outreach-focused parish that is alive and well-equipped to become missionary disciples of Jesus Christ:

*“He said to them, ‘Go into all the world and preach the gospel to all creation’.” Mark 16:15*

# Parish Mission and Vision

## Mission Statement

*We are a welcoming Catholic community called together by Jesus Christ and guided by the Holy Spirit to live and share the love of God in our parish and in our daily lives.*

## Vision

*We will be a vibrant Catholic parish that fosters life-long faith formation, evangelization and community outreach, centered around a daily relationship with Jesus Christ.*

# Definition of Terms

## **Pastoral Business Plan**

The strategic and prioritized goals and objectives identified in this plan are intended to be high level and relevant for the next three to five years. The successful implementation of the plan will rely on the development of a strong, supporting internal structure that works collaboratively with a focus on a unified message as described in the Mission and Vision statements. This plan should be the road map to that progress.

## **Strategic and Prioritized Goals**

These are the prioritized endeavors that St. Vincent de Paul Catholic Church prays to achieve over the next five years. These are used to establish specific performance objectives (or tactics) that impact our entire Parish. Goals can be qualitative or quantitative.

## **Objectives**

Objectives specify the steps, activities or approaches that will be carried out to achieve the goals. These are often referred to as tactics, i.e. what's needed to achieve the goal. These are usually specifics that can be measured for those who require metrics to track the progress.

# Strategic Priorities, Goals and Objectives

## **Strategic Priority No. 1**

CONSISTENTLY AND CONTINUOUSLY PROVIDE SUPPORT - IN WHATEVER FORM IS NEEDED - TO ALL MEMBERS OF THE PARISH THAT FOCUSES ON *FAITH FORMATION AND EVANGELIZATION AND COMMUNITY OUTREACH*.

**GOAL (A)** *Confirm or reaffirm that the Parish is meeting the real and expected spiritual needs of its members and potential members through a focus on Faith Formation, Evangelization, Community Outreach and a stronger faith for all of God's children.*

### **OBJECTIVES:**

- Establish a consistent process to encourage parishioner involvement in the planning of *Faith Formation, Evangelization and Community Outreach* initiatives (whether individually, in a group setting, or via an online or electronic process).
- Focus on five (5) Parish groups:
  - Family
  - Youth
  - Singles
  - Divorced
  - Widows/widowers
- Survey each above mentioned group in order to determine their needs as it relates to *Faith Formation, Evangelization and Community Outreach*.
- As surveys are completed, the Commissions and Organizations will develop programs, processes or procedures that acknowledge the results.
  - *(See goal regarding communications)*
- In a pro-active way, seek out “best practices” in *Faith Formation, Evangelization and Community Outreach*.
  - Consider asking the Commissions to seek volunteers (either within their own group or outside of the Pastoral Council) to investigate the efforts of other parishes, dioceses, non-Catholic churches, online endeavors (similar to *Christ Life*), etc.

**GOAL (B)** *Reinforce the Faith Formation, Evangelization and Community Outreach efforts through increased and targeted communications.*

### **OBJECTIVES:**

- Coordinator of Communications will develop plan to coordinate distribution of pertinent information about Faith Formation and Development achievements and progress on a monthly basis (or more frequently, as required).
- Coordinator of Communications will work with Parish Pastoral Executive Committee to ensure efforts will mirror SVDP Pastoral Business Plan priorities, goals, objectives.
- Coordinator of Communications will also interact with Communications Commission liaison for additional guidance and counsel on these issues.

## **Strategic Priority No. 2**

CONTINUE TO SUPPORT AND STRENGTHEN THE PARISH COMMISSIONS AND THEIR STRUCTURE.

**GOAL (A)** *Utilizing Faith Formation, Evangelization and Community Outreach as a focus, assist each Commission in creating or refining existing standards that mirror the Parish's strategic priorities, goals and objectives.*

**OBJECTIVES:**

- The Pastoral Council Executive Committee will review the goals and objectives of each Commission and offer counsel and assistance in revision, if needed, to align with Parish's strategic priorities, etc.
- Establish a process to pro-actively seek qualified candidates for each Commission.
- Institute a public ceremony to announce and christen new Commission moderators.

**GOAL (B)** *Improve communication between commissions.*

**OBJECTIVES:**

- In monthly Pastoral Council meetings, Commission liaisons will report new initiatives and opportunities for collaboration with other commissions regarding policy issues and concerns.
- If there is timely information that needs to be shared, it is recommended that liaisons distribute that material to other select Commissions according to its appropriateness.

**GOAL (C)** *Emphasize the importance of the commissions to the parish through effective marketing tactics.*

**OBJECTIVES:**

- Commissions will identify key initiatives of each goal and develop a strategy to promote each's activity, results, successes, etc.
  - Communications Coordinator will assist along with the Communications Commission in developing a communications strategy, tactics, etc., as well as a distribution plan.

## **Strategic Priority No. 3**

ENSURE THAT ST. VINCENT DE PAUL GRADE SCHOOL IS POISED TO MEET PRESENT AND FUTURE GROWTH CHALLENGES.

**GOAL (A)** *Cultivate a Catholic faith-based culture of academic excellence.*

**OBJECTIVES:**

- Principal will implement the parish's mission, vision and direction of the parish school functions and activities.
- Principal will follow Diocese of Cleveland guidelines and curriculum.

**GOAL (B)** *Develop the school's accreditation plan to align with the Saint Vincent de Paul Parish Pastoral Business plan*

**OBJECTIVES:**

- Principal will direct the vision of the Catholic identity and educational accreditation goals to align with the pastoral business plan.

**GOAL (C)** *Develop a marketing plan to sustain and increase enrollment*

**OBJECTIVES:**

- Establish a marketing board of directors to meet on a quarterly basis.
  - Marketing board, in conjunction with the Principal and Coordinator of Communications, will develop and implement strategies to sustain and increase enrollment.

**GOAL (D)** *Develop a security plan that focuses on safety of entire school – staff and students.*

- Create a crisis communication plan
  - With Pastor and Pastoral Council and Communications Coordinator, develop a detailed plan in case of a natural disaster (real or eminent); potential breach of school by an individual intent on doing harm to either property or individuals.
  - Develop a detailed chart detailing who does what and in what order.



## **Strategic Priority No. 4**

CONTINUE TO FOCUS ON EFFORTS THAT WILL STRENGTHEN OUR FINANCIAL STABILITY AND FOSTER GROWTH FOR TODAY AND IN THE FUTURE.

**GOAL (A)** *Continue to support St. Vincent de Paul Parish's financial process by enhancing our current financial strength, building on monetary wisdom supported by faith-based principles.*

**OBJECTIVES:**

- Grow parish financial stewardship
- Increase annual giving
- Establish a well-structured legacy giving program
- Add a parish development resource (volunteer/s or paid)
- Vigorously pursue grant opportunities for school and parish

**GOAL (B)** *Continue to utilize best practices in review of parish/school expenses and capital projects.*

**OBJECTIVES:**

- Continue monitoring ongoing expenses, exploring alternatives, when appropriate
- Require bid specifications for capital projects (school and church)
- Require written contracts
- Pursue synergies where possible with large suppliers, contractors
- Seek partnerships with other Summit County parishes

**GOAL (C)** *In collaboration with the Parish School, establish a school alumni database.*

**OBJECTIVES:**

- Seek volunteers to track current cell phone, address and emails of school.
- Establish faith-based legacy relationships that may lead to financial support to the school, parish parents and alumni
  - Plan alumni events – social and religious

**GOAL (D)** *Provide financial support, counsel to parish organizations and commissions.*

**OBJECTIVES:**

- Target all parish organizations, commissions and ministries.

**GOAL (E)** *Provide faith-based financial education for parish community.*

**OBJECTIVES:**

- Offer classes utilizing internal, parish and community financial expertise.