

Strategic Plan Update

Our Lady of the Lake Parish

Mound, Minnesota

November 2018

INTRODUCTION

In December of 2017, our pastor Fr. Tony O'Neill, began a process to update the Parish Strategic Plan, which was last developed in 2002. The process began with a gathering of parish leaders to discuss the existing Strategic Plan and the current status of the Parish. Following that meeting, a broader meeting to envision the future of the Parish was conducted in March 2018. That meeting began a process of "Adaptive Planning" – meaning a Parish Strategy update not starting from scratch – but working within the framework of our current Parish Mission Statement and in alignment with the Mission of the Church and our Diocese to create a living and operational plan. Through a mission driven, data informed, and discernment derived process four priority areas for the next few years for Our Lady of the Lake were determined. In addition, Key Actions with associated timeframes have been outlined to ensure we progress toward fulfilling these priorities. These Key Actions were determined by Committees organized around the four priorities during the year.

MISSION STATEMENT

To proclaim Christ by celebrating the Eucharist, the Sacraments, and other liturgies and rites of the Catholic Church;

To educate and enrich children and adults in living out our Catholic faith through worship, Faith Formation, a Catholic School and by our example;

To welcome, assist and reach out to the stranger, the forgotten, and those in need in our local community; and support social justice efforts here and elsewhere;

To use our talents and resources, given by God, justly and wisely.

EXECUTIVE SUMMARY

The priority areas selected for Our Lady of the Lake that will direct our actions over the next 2 years are:

Engagement – More engaged parishioners, more vital parish.

Formation – Formation at all levels, youth and adult.

Strong School – A growing, vibrant school with adequate resources.

Financial Stability – A parish that can withstand an economic downturn and can sustain its mission in the future.

Committee were formed around each priority to create Key Actions – actions to be conducted over the next two years in alignment with these priorities. Those Key Actions are detailed later in this document.

NEXT STEPS

After finalizing this plan with input from the Parish Council and Strategic Plan Committee leaders, input from the broader Parish will be sought via circulation of this document. Once additional changes from that input are included, a final version of the Strategic Plan will be published.

Then the real work will begin to engage additional people in the parish to conduct the actions in the Key Actions.

Our Lady of the Lake Parish

Strategy 2018

Key Actions

Engagement – More engaged parishioners, more vital parish.

– Michael Border

Initiative	Goal	Action	Responsibility	Deadline/Duration/Actions
Inactive Parishioners/Infrequent Attendees	Goal: get names and contact info for future new member outreach/engagement calls, below	Restore greeter table and sign-in book for visitors- invite them to sign in lector pulpit announcements (Every weekend mass)	Tim Kenealy via Rhonda	ASAP
	Transform from passive into active parish ambassadors to welcome visitors	Greeter & Usher Training	Michael Border via Sister Carrie	ASAP
	To reach CEOs (Christmas & Easter only), shape calls as invitation to some parish event, e.g. Incredible Festival, etc. Don't accuse, invite.	Call Inactive Members	Rhonda, Tim Kenealy & Liz Engelhart	<ul style="list-style-type: none"> •Ongoing/Recurring Rhonda monthly supplies contact info for five CEOs to Tim & Liz •Potentially engage broader group as ambassadors.
	Welcome Package for new members includes tickets for family to dine free at a pancake breakfast	New Member Table at Coffees and Pancake Breakfasts for parishioners to greet and welcome	Carolyn Broghammer, Carol Shukle & Michael Border	<ul style="list-style-type: none"> •Ongoing at Breakfasts & Coffees; Need table signage "Reserved for New Members: Welcome to OLL Parish"
	I.D. young mother parishioner to pair with new mother	Baptism follow-up with new parents	Carla LaBore handles baptism & initial contact- recruit others for longer-term follow-up	<ul style="list-style-type: none"> •Ongoing •Involve School
	Brainstorm opportunities with young people	Mobilize young people back from college for holidays	Michelle Boris, Youth Formation Director	Seasonally

Initiative	Goal	Action	Responsibility	Deadline/Duration/Actions
Community Outreach	Place OLL pamphlet near check-out area	Promote OLL & School in Pennywise (Can't in Food Shelf due to regulations)	Michael Border (revise current pamphlet)	<ul style="list-style-type: none"> •Revise introduction brochure •Ongoing – Need feedback from Pennywise people to keep literature supplied as needed
	Outreach to people not currently attending any church events	Promote Events & OLL School Events on Social Media	Pam Vogt, Michael Border, Rhonda or Char	<ul style="list-style-type: none"> •Ongoing per events calendar •Engage parish leaders to repost social media
	Reach newcomers to Westonka	Welcome Wagon	Michael Border	<ul style="list-style-type: none"> •Take OLL pamphlets to be available or distributed in newcomer packets •Potential direct mail to new residents.
Increase Involvement	Goal: To reach parishioners and others beyond our parish on topics of Catholic faith	Re-start “Ask Father Tony”	Pam Vogt, Tim Kenealy	<ul style="list-style-type: none"> •Ongoing – Call for info requests, Father Tony selects, introduces timely topics
	Goal: To actively engage new parishioners	Challenge All Ministries	Father Tony could request all leaders to initiate a campaign to add new members	<ul style="list-style-type: none"> •Semi-annually; Stewardship Committee & Rhonda track parish aggregate census. •Leaders do personal outreach
	Schedule rep to speak (recruit) for their group from pulpit	Resume Ministry of the Month Showcase Introductions/Calls to Action after Mass	Stewardship & Development Committee, Rhonda & Carolyn Broghammer	<ul style="list-style-type: none"> •Ongoing •Coordinate with Knights/CCW
	Rhonda gives list to School and S&D Committees – challenges each to engage 2 new registered parishioners	Call New Members	Rhonda & Carolyn Broghammer	Ongoing initiative
Leverage Events	Welcome basket with something for kids	Welcome Table at Incredible Festival, School Events, etc.	Carolyn Broghammer & Mary Davis	Annually

Formation – Formation at all levels, youth and adult.

– Michelle Boris

Initiative	Goal	Description	Responsibility	Deadline/Duration/Actions
Leverage Existing Programs	Start with clarifying mission statements for each program and overall formation efforts	Clarify the mission statements as a step towards stronger cooperation and future growth in current programs	Michelle Boris, Carla and Cathy	<ul style="list-style-type: none"> •Form panels for each area and meet •Include additional perspectives – school, engagement committee •Create a mission statement for each program by end of Q1 •Brainstorm and create mission statement for overarching program after Q1 •Annual assessment of mission statement vs programming and results are aligned •Outreach to parents of First Communion/Confirmation to offer and engage for formation of the parents.
Broad Reach	Utilize opportunities for interaction to include formation moments/materials, at level where they currently are	Coordinate with other groups to include formation materials/moments at other events. (Welcome tables, school events, etc.)	Michelle Boris	<ul style="list-style-type: none"> •Schedule meetings with School and Engagement to discuss and coordinate opportunities. •Get veteran families to connect with new families. •Involve all parish groups •Knights/CCW involvement with youth programs
Form Disciples	Make more of our parishioners into disciples and leaders	Find additional ways to increase uptake of formation opportunities in the parish	Michelle Boris Kathy and Carla	<ul style="list-style-type: none"> •Get a group together and plan and event/open forum to brainstorm and plan •Compile favorite go-to resources (use to populate resources list)
Create Opportunities	Create self-directed on-ramps until people are comfortable with personal interaction	Create formation moments/resources – “breadcrumbs” – that can be self-directed opportunities to start a formation journey.	Carla LaBore	<ul style="list-style-type: none"> •Carla and others create a group to prioritize actions •Coordinate w/Engagement to have formation materials at welcome tables •Add resources to kiosks •Improve on-line communication and add content with external resources to our website (links)

Financial Stability – A parish that can withstand an economic downturn and can sustain its mission in the future.

– Lee LaBore

Initiative	Goal	Description	Responsibility	Deadline/Duration/Actions
Capital Campaign	Develop and Conduct Capital Campaign for parish stability and needed upgrades.	Total Campaign: \$2,000,000 Uses of Funds: Mortgage: \$418,000 Assessment: \$150,000 Maintenance/Building improvements: \$350,000 Cash Reserve: \$300,000 School Capital Needs: \$750,000 + Endowment Seed Money, additional \$1,000,000 suggested	Finance Committee with Guidance from Parish Council	<ul style="list-style-type: none"> •Organize (Who involved) •Determine if outside resources are required. •Develop final list of needs, develop story. •Conduct Campaign
Increase Income	Increase current sources of regular income	As engagement improves and additional members are available, continue standard stewardship message. Work with engagement committee!	Finance Council and Engagement Committee	<ul style="list-style-type: none"> •Increase Parish enrollment •Increase giving from current members •Coordinate with Engagement Committee for actions
New sources of Income	Develop new sources of income	Find incremental sources of income. Plan to use estate giving for endowments.	Finance Council	<ul style="list-style-type: none"> •Develop Estate giving program •“Top Donor” Program •Regular, small campaigns throughout the year? •Children’s Envelopes
School Financial Support	Ensure School Financial Stability, enable growth	Take care of initial capital requirements, consider higher level of ongoing parish support.	Finance Council & School Board	<ul style="list-style-type: none"> •Coordinate with School •Capital needs determined for initial campaign (\$750,000) •Determine goal for ongoing financial support level.

Strong School – A growing, vibrant school with adequate resources.

– Bob Chilson

Initiative	Goal	Description	Responsibility	Deadline/Duration/Actions
Our Lady of the Lake School will ensure academic excellence while serving the school's student population	Enhance Reading Methods in all Classrooms		Principal	<ul style="list-style-type: none"> •Research reading best practices •Create plan and financial requirements •Improve classroom materials •Certify teachers in Orton Gillingham •Monitor progress
	Establish a dedicated k-8 science lab		Principal	<ul style="list-style-type: none"> •Create a team •Assess location, supplies and costs •Create financial plan •Raise funds •Construct •Train teachers
	Evaluate and Improve Blended Learning(BL) and Data Driven Instruction (DDI)		Principal, staff	<ul style="list-style-type: none"> •Evaluate BL digital curriculum in ELA and Math •Research and evaluate digital science material. Train in Fusion •Administer NWEA MAP test for baseline •Implement digital science material •Assess results
	Evaluate Effectiveness of Professional Learning Communities(PLC) Use		Principal	<ul style="list-style-type: none"> •Survey faculty on PLC effectiveness •Create Action plan based on results •Implement plan •Reevaluate
At Our Lady of the Lake School, our Catholic identity will be a source of strength.	Our Lady of the Lake will strengthen and enhance the spiritual growth and Catholic Identity for the faith formation of the school community		Principal, staff	<ul style="list-style-type: none"> •Evaluate formation needs of staff, students, and parents •Develop long range staff formation plan •Develop long range parent formation plan •Plan annual staff retreat •Establish a formation committee •Develop long range student formation plan
	At Our Lady of the Lake, we will live out our mission of serving others by being the hands and feet of Jesus		Principal, staff	<ul style="list-style-type: none"> •Assess strengths and challenges in current service projects •Promote student relationships with the parish, build programs that engage students in parish •Strengthen community outreach, coordinate with other church communities •Expand service opportunities

Initiative	Goal	Description	Responsibility	Deadline/Duration/Actions
To continue to serve our students, families and community, we will work to ensure the viability, growth and success of Our Lady of the Lake	Our Lady of the Lake will intentionally improve and develop the Middle School culture		Principal, MSDC	<ul style="list-style-type: none"> • Create a middle school development committee (MSDC) • Visit surrounding middle schools • Hold middle school discussion panels with students and parents • Develop plan • Fundraise and implement
	Faculty, staff and families of OLL will welcome new families and provide them with an experience that will make them feel a part of our school community		Principal, Advancement Director	<ul style="list-style-type: none"> • Design new family information night • Implement family buddies program • Create and implement new family events • Survey new families – why did they come to OLL, why stay?
	OLL will develop relationships with families served by surrounding in-home daycares and daycare centers to ensure our preschool programs remain at full capacity		Marketing Committee	<ul style="list-style-type: none"> • Create and update list of surrounding area daycare • Design and produce goodie baskets and deliver to daycares • Develop and implement events geared toward families with preschool age children
	Our Lady of the Lake will develop a competitive compensation plan for staff and faculty		Principal, Finance Committee	<ul style="list-style-type: none"> • Create Compensation team • Evaluate and research compensation models • Develop proposed compensation plan and propose to board • Implement
Our Lady of the Lake School will provide a safe and attractive environment for learning	Update/improve school entrances bathrooms, hallways and classrooms		Principal, Maintenance Director	<ul style="list-style-type: none"> • Assess current condition of school facility • Develop priority list with costs • Develop plan for budgeting • Implement
	Evaluate discipline process for all grade levels		Principal, staff	<ul style="list-style-type: none"> • Review student conduct procedures • Update/modify for K-4 and 5-8 • Follow up
	Develop improved Orientation Process for Board Members and Staff		School Board, Pastor, Principal	<ul style="list-style-type: none"> • Evaluate current orientation process • Create new process • Implement new orientation for staff and board members

