

*Guardian
Angels
Catholic
Community*

**Long Range
Strategic Plan
FY 2010-15**

Living Water for Your Journey

June 2010

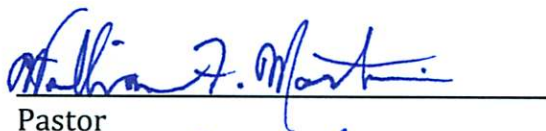
Foreword by Fr. Bill Martin

A successful enterprise needs to perform ongoing planning to address future direction and priorities. This is true for Guardian Angels Parish just as it is for secular businesses. The Guardian Angels Planning Process (GAPP), which we began in June 2007, yielded an initial Long Range Strategic Plan for FY 2008 that described our organizational model and established parish-wide priorities. This document is the successor and provides a planning framework for FY 2010-2015.

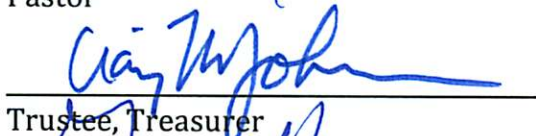
Discipleship is what we do after we say, "I believe". The LRSP and our planning activities in Commissions help us organize for the effective spread of the Gospel through full, conscious and active participation of all our members in parish activities. It is important that we assess and develop our individual gifts for participation within our community. Priorities for developing leaders and for more effective communication (especially using our renovated website) are important features of this LRSP.

The purpose is to help us see more clearly what we need to do to be the best that we can be at helping all people - members, guests and neighbors - to encounter Jesus Christ and hear His message.

This LRSP reflects the outcomes of planning activities among the leaders of our parish over the past couple years. With this document, we reach another milestone from which we can move forward as a community of disciples who serve the Lord and the Kingdom in all those we encounter.




Pastor



Trustee, Treasurer



Co-Chair, Parish Council



Co-Chair, Finance Council



Administrator



Trustee, Secretary



Co-Chair, Parish Council



Co-Chair, Finance Council

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Section 1: Guardian Angels Mission

Our Mission is a call to live the life of a disciple. It is what we do after we say, “I believe,” after we are baptized, and after we confirm our decision to be disciples. Just as the earliest settlers paused at the well halfway between St. Paul and the river communities of the St. Croix to refresh themselves on their journey, Guardian Angels remains a welcoming, nourishing, and empowering respite to all travelers on their journey with God through life.

Living Water for Your Journey

Our values, which give rise to our Mission, are as follows:

- Gather frequently in prayer and worship
- Responsibly steward our resources with justice
- Actively serve others in our community and beyond
- Create opportunities for lifelong learning and fellowship
- Enhance and preserve our traditions for future generations

Our Mission is primarily served through our pastoral programs, while our temporal programs are essential to attract and manage the resources that are required to fulfill that Mission. The following framework summarizes Guardian Angels’ ministries:

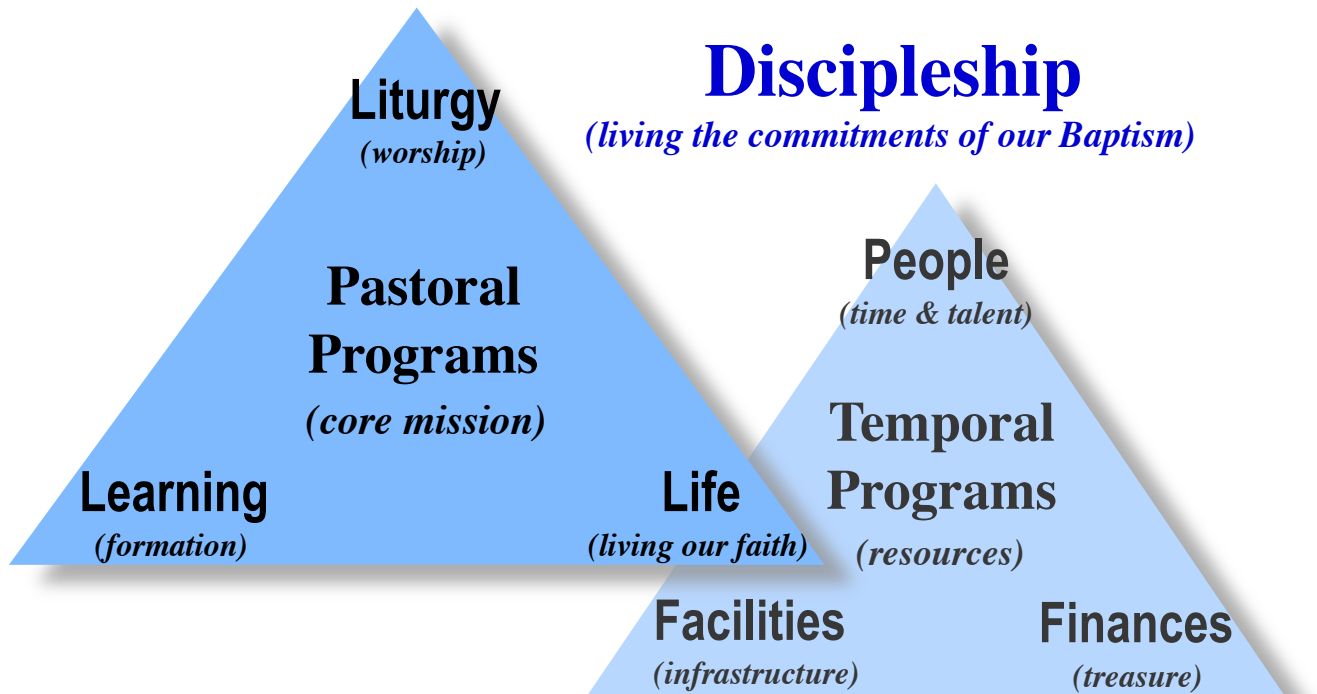


Figure 1-1: Overview of Guardian Angels Ministries

1.1 Pastoral Programs

Pastoral programs consist of the following:

- **Liturgy (worship)** – The communal celebration of the Eucharist is the source and summit of the life of our parish. All liturgical celebrations flow from this one source. In our liturgies we express who we are as Christians. Liturgy continues to form us in the ways of our Christian life. The celebrant of the liturgy is the entire community, from priest to parishioner, from musician to minister of hospitality in full, conscious and active participation.
- **Learning (education)** – Forming our faith is a life-long process necessary for adults as for children and youth. We are committed to grow and mature our faith into a faith that makes a total and free self-commitment to the Body of Christ. Education is the beginning of this full and rich development; providing expanded knowledge and new perspectives that are later reinforced and internalized through experience. This process shapes who we are both individually and as a community.
- **Life (living our faith)** – Christian Life is a commitment to right relationships, peace, justice, and reconciliation. Christian Life consists of the Inner Life and the Public Life. The *Inner Life* represents the development of personal spirituality and the nurturing of community through Christian hospitality and ministry programs that focus on pastoral service and fellowship to meet the needs of GA parishioners. The *Public Life* invites us to be disciples in the world and live out our call to faithful citizenship. Guided by the Gospel and Catholic Social Teaching, we seek to shape a society that is respectful of human life and dignity, and committed to justice and peace, with a special concern for the most vulnerable. Through mutuality and solidarity, we seek to assure that everyone has the means to meet basic needs, and that no one is excluded.

1.2 Temporal Programs

Temporal programs consist of the following:

- **People** – A parish is ultimately its *people ministering to one another* – the time and talent of each of us, individually, and all of us, collectively to the full extent of our abilities.
- **Facilities (infrastructure)** – To effectively accomplish our goals in a practical sense, we require infrastructure, in the form of buildings and grounds, supplies, technology, etc.
- **Finances** – Money is required as the means to support our infrastructure, maintain our staffing, and share our gifts with others outside our parish.

Together, the pastoral programs and temporal programs within Guardian Angels provide an effective avenue for each of us to live out our Baptism.

Section 2: Who is Guardian Angels Parish?

Working together as Disciples of Jesus Christ, we are Guardian Angels! We are:

- A religious community of 2300 diverse families in Oakdale, MN.
- Known for liturgies that are welcoming, affirming, and encouraging:
 - Sundays and Holy Days, weekdays, vespers, small prayer groups.
- Known for our music ministry:
 - Three composers, singers and instrumentalists of all ages, recordings.
- Known for extensive and active ministry programs that connect people with God, each other, and the World, we:
 - Learn through education and formation – examples:
 - Bible Study, JustFaith, Little Angels, Sacramental Preparation, Rite of Christian Initiation for Adults (RCIA), Vacation Bible School.
 - Visit the sick and imprisoned – examples:
 - Pastoral care to elderly, hospitalized and homebound, outreach to extended care facilities.
 - Invite the stranger and foster fellowship and concern for others – examples:
 - Sister Parish, Men’s Club, Retreads, Women’s Club, Crafters, Boy Scouts, Pre-School, Befrienders, Fall Festival, Employment Ministry.
 - Shelter the homeless and advocate for Catholic Social Teaching – examples:
 - Project Home, Sowers of Justice, Stewards of Earth Ministry (STEM), Respect Life Action Team, Casa Guadalupana, Social Justice Leadership Team, promotion of non-violent peacemaking and key advocates.
 - Feed the hungry – examples:
 - Gardening Angels (food shelf garden), Christian Cupboard, Loaves and Fishes (Dorothy Day Center), Giving Center.

Guardian Angels aspires to be:

- A community of disciples fully, actively and consciously participating in parish life to the extent of our ability,
- A Stewardship parish,
- More welcoming and hospitable,
- More diverse,
- More engaging, and
- More environmentally aware.

Section 3: Guardian Angels Parish Planning (GAPP) Process

Within Guardian Angels, planning is important at every level. Through effective planning, we communicate and test our ideas, we provide for broad participation in setting GA’s purpose and direction, and we develop a shared understanding and commitment to this purpose.

Of equal importance, we must effectively communicate and realize our plans. Every GA member should understand its direction and his/her role in contributing to success. We believe that effective planning and communication are vital to being a good steward to most effectively manage the time, talent, and treasure that God has entrusted to us.

3.1 GAPP Process Overview

GAPP is a collaborative and repeatable annual process performed within the Guardian Angels fiscal year (FY), which is from July 1 to June 30. The first half of the FY, we focus on longer-term thinking to describe the goal state for ministry programs within Guardian Angels. In the second half of the FY, we focus on a 12-month horizon to identify the specific objectives, budgets, and measurements for the upcoming fiscal year. The GAPP process is summarized as follows:

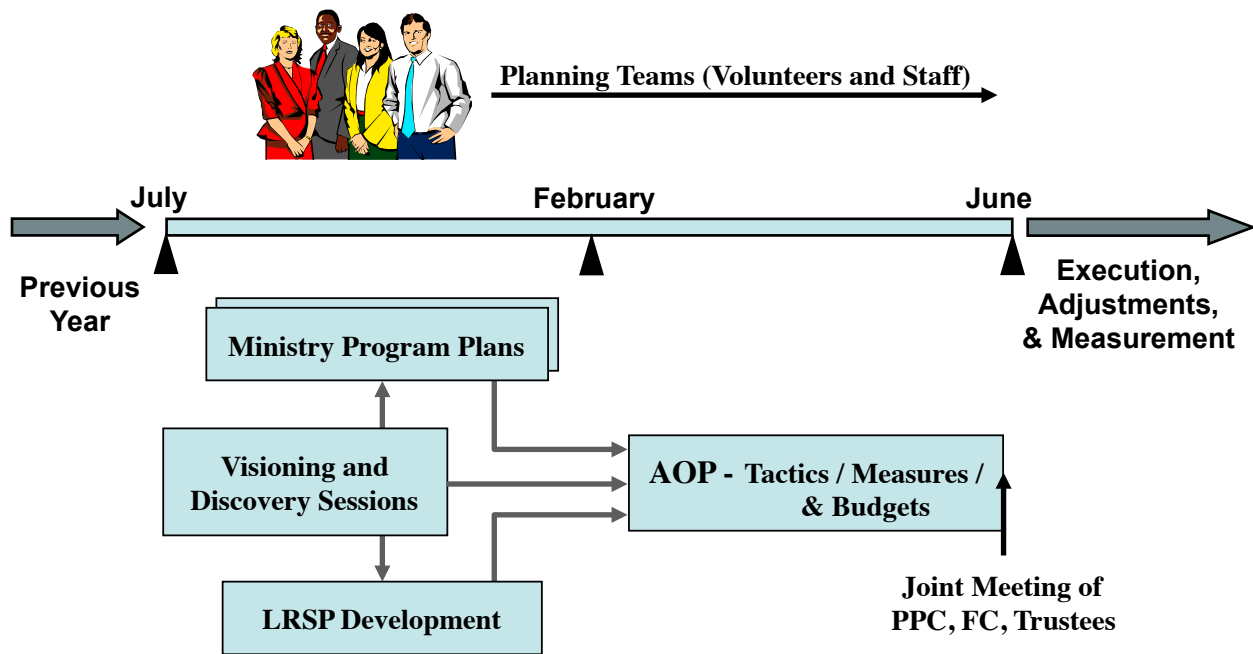


Figure 3-1: GAPP Summary

3.2 GAPP Documents

To record planning decisions reached and to widely communicate, the planning teams publish planning documents. While planning, per se, is a continuous and dynamic activity, the documents provide a “snapshot” of the current status as of the publication date. The documents are valuable to the process, however, the most significant value of GAPP is the

collaboration among volunteers, staff, and leaders that results in a shared understanding of our direction.

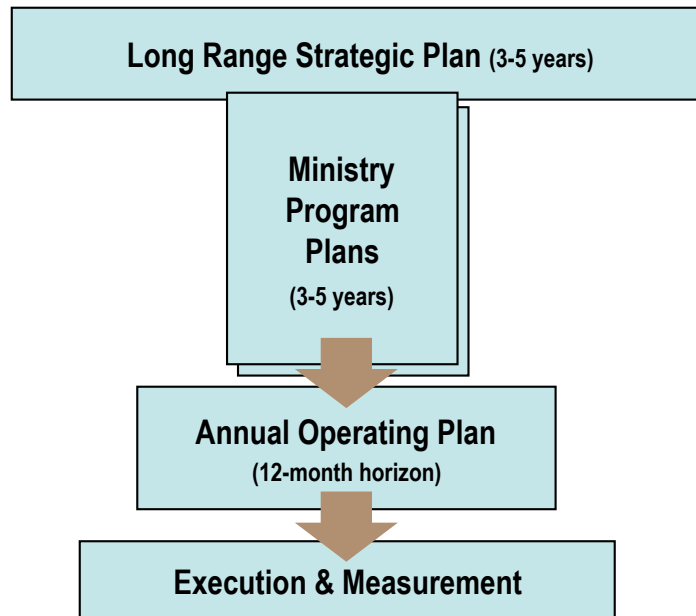


Figure 3-2: GAPP documents

The Ministry Program Plans (MPPs) and the Long Range Strategic Plan (LRSP) are developed with a 3-5 year horizon. They establish a direction for Guardian Angels that is aggressive and desirable, while on the other hand, the goals must be achievable, timely, and measurable. The LRSP defines the GA mission and vision, establishes a framework for the GAPP process, and identifies directions and initiatives that are Parish-wide and pertinent to most (if not all) ministry areas. Ministry Program Plans describe programs and initiatives for the major pastoral and temporal areas. As described in Figure 3-1, these longer range documents are developed during the first half of the fiscal year.

In early February, work begins on the Annual Operating Plan (AOP). While the longer-range plans provide general guidance for Parish activities, the AOP has a 12-month horizon and is very specific relative to goals, budgets, measures, etc. It is during the AOP process that priorities and tradeoffs must be applied such that the Parish is living within its budget and other constraints. At the end of the fiscal year (June), Parish leadership meets to approve the AOP, which is then used to manage the execution of activities during the new fiscal year.

Section 4: Guardian Angels Organization

The Pastor, as parish leader, guides the members and staff to collaboratively establish parish focus and direction. The Pastor is advised by the Parish Pastoral Council in pastoral matters and by the Finance Council in temporal matters. Trustees, in addition to their temporal role as officers of the corporation, are *ex officio* members of the Parish Pastoral Council and the Finance Council.

4.1 Organization Chart

Commissions are the “backbone” of our parish leadership – every ministry program is aligned with a Commission and each Commission has direct linkage with the GA mission. Commissions define the direction and lead the execution of activities for their respective areas. Each Commission has committees and an organizational structure suitable to its needs. The PPC and FC serve to ensure consistency of direction and prioritize the allocation of resources within the means of the parish. The Council of Ministries, which meets periodically to share ideas, comprises the Pastor, PPC, FC, and Commission leaders.

The following is a diagram of the Guardian Angels organization. We use the *servant leader* model to emphasize that GA’s primary goal is to serve our members and other communities with quality ministry programs.

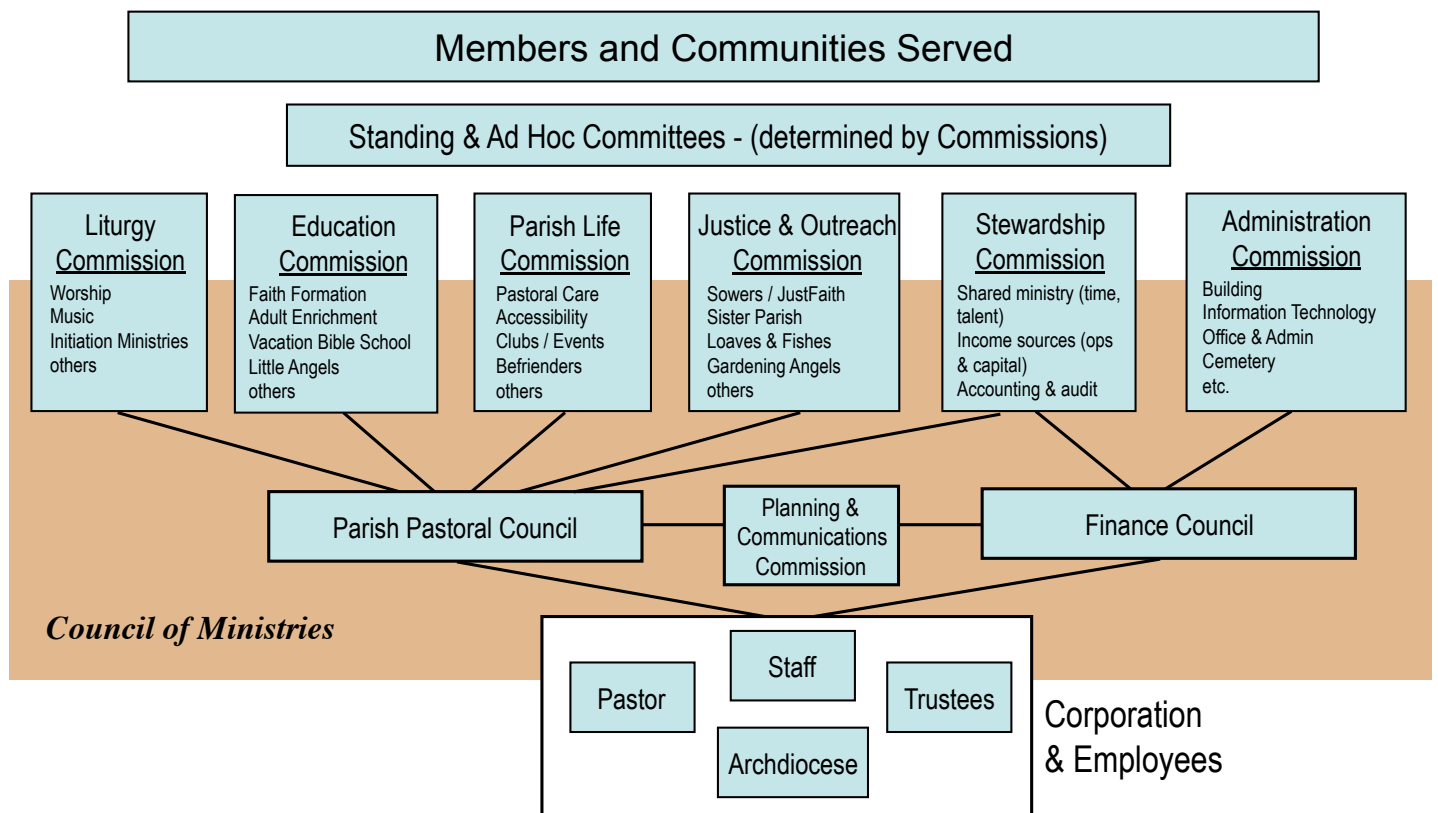


Figure 4-1: Guardian Angels Organization Summary

4.2 Roles and Responsibilities

Each commission block in Figure 4-1 is a partial representation of the areas of responsibility and/or committees reporting to the Commission. The general charter for each organization follows; refer to the Ministry Program Plans for additional detail.

- ❖ **Parish Pastoral Council** – Representative of the Parish as a whole, the PPC advises the Pastor regarding the pastoral needs of the Parish. The PPC maintains a two-way communication with the membership and with organizations whose primary focus is

pastoral in nature – to coordinate and prioritize Ministry Programs to the best benefit of the Parish.

- ◇ **Finance Council** – Representative of the Parish as a whole, the FC advises the Pastor regarding temporal matters of the Parish with an emphasis on finance. The FC works closely with the administrator to coordinate budgets and with the Stewardship Commission for fund raising. The FC ensures timely and accurate financial reporting to the Archdiocese and the membership and is responsible for the treasury function.
- ◇ **Planning and Communications Commission** – The P&C Commission is the “process owner” for the annual GAPP process. The P&C Commission acts on behalf of the PPC and FC to recommend parish-wide initiatives that would benefit all ministry areas and to assist in communicating GA’s direction to the membership and beyond.
- ◇ **Council of Ministries** – It is expected that all organizations will communicate with each other, as needed, to effectively coordinate GA’s planning and execution activities. The Council of Ministries provides a forum for periodic meetings among leaders for awareness and dealing with issues. The P&C Committee coordinates Council of Ministry meeting agendas on behalf of the PPC and FC.

The Commissions listed below have similar roles in their respective areas. However, while there are similarities, there may also be unique aspects based upon specific needs. Generally, these Commissions are responsible to establish direction and provide oversight of the execution and measurement of their Ministry Programs. While the P&C Commission coordinates GAPP activities, events, and milestones (*process*), these Commissions are responsible for the *content* of their respective plans.

Each Commission must maintain awareness and be engaged in relevant activities external to the Parish in the community, the Archdiocese, national organizations, etc. Each Commission must also remain closely connected within Guardian Angels to its members and Ministry Programs. The first four are most closely aligned with the PPC and the latter two with the FC.

- ◇ **Liturgy Commission** – responsible for the worship, music, and initiation ministries. Liturgy is the common experience among all members of Guardian Angels and the basis of our individual and collective faith lives.
- ◇ **Education Commission** – responsible for developing and conducting educational programs for all age groups across Guardian Angels.
- ◇ **Parish Life Commission** – responsible for *living our faith* ministry programs focused on pastoral, service, and social activities and events for GA parishioners.
- ◇ **Justice & Outreach Commission** – responsible for *living our faith* ministry programs that advocate the principles of Catholic Social Teaching.
- ◇ **Stewardship Commission** – responsible for ministry programs that attract and manage resources – time, talent, and treasure – for the benefit of all other programs. This encompasses fund raising activities and efforts to develop infrastructure (e.g., data base technology) and information gathering activities to register people’s

interests. It also encompasses promoting the “stewardship way of life” to Guardian Angels membership.

- ◇ **Administration Commission** – responsible for day-to-day operations of the Parish and for the infrastructure (building & grounds, information technology, etc.) required.

4.3 Commission Operations

Internally, each Commission will operate similarly. Increasingly, Guardian Angels relies upon members to be the leaders and volunteers within our ministry programs. This “Disciple’s Response” is increasingly essential due to the reduced availability of clergy in the Catholic Church and the tight budgets that are becoming the norm.

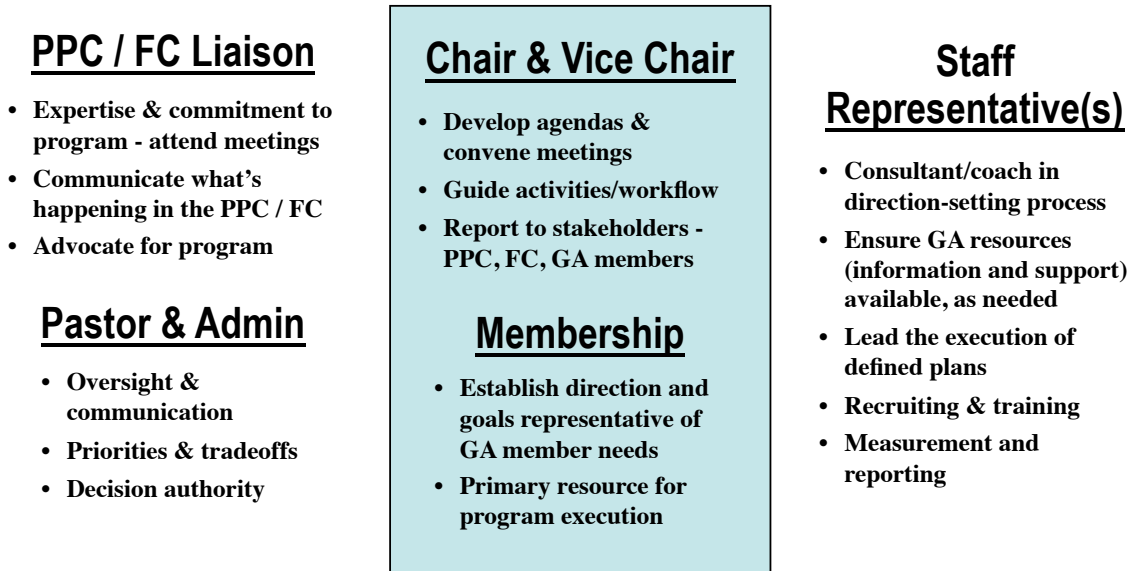


Figure 4-2: General Roles and Responsibilities within a Commission

Each Commission has a Chair and Vice Chair (or Co-Chairs) to organize the activities of the Commission. All Commission members (including the leadership) establish the direction and goals of their respective Commission. Staff representatives perform a consultative role in setting the direction and have the primary responsibility for leading and coordinating the execution activities of volunteers. The goal is a collaborative relationship among staff and lay leaders (volunteers), in which each leverages the strengths of the other. Committees (under Commissions) may opt to operate similarly.

Section 5: Analysis of the Environment

There are a number of factors that influence how we operate at Guardian Angels and it is important that we have a realistic understanding of them. As a Catholic Parish in the east metro area of the Twin Cities, our region has certain demographic characteristics. There are trends occurring with church, generally, and the Catholic Church, specifically. Since we exert little (if any) control over these trends and regional factors, we must understand and adapt to them, within the bounds of the Catholic canons, such that we are responsive to the needs and wants of our members.

In addition, Guardian Angels Parish today has certain characteristics. We excel in some areas and can improve in other areas. We must assess our competencies and recognize areas of improvement hold us back from getting better. Being effective and efficient in the development and delivery of quality Ministry Programs is good stewardship of the resources (time, talent, and treasure) that God has entrusted to us.

Jim Collins, in his book, *Good to Great*, notes that often “good is the enemy of great”. In the case of an organization that is already good at what it does, many would consider the *status quo* acceptable and, with an attitude of complacency, not strive to improve. Guardian Angels is recognized within the Archdiocese as a very good parish that excels to the point of being a role model in selected areas. An important perspective is that we, as members of Guardian Angels, are part of a wonderful faith community. But if we ask the question “can we be better,” the answer is “yes”. The purpose of the GAPP process is to identify how we can accomplish this and to manage the activities to that end.

Generally, regional factors, which are mostly not under our control, are described by opportunities and threats. Competencies, which are mostly under our control, are described by strengths and weaknesses. Discovery sessions have been held with groups such as the PPC, the FC, the Pastor and Trustees, staff, and others to explore these areas. The process is called SWOT analysis (strengths, weaknesses, opportunities, threats). The following sections describe the consolidated results of those discovery sessions.

5.1 Opportunities and Threats

The following factors are considerations for Guardian Angels.

- ◇ The most significant demographic trends in Minnesota are increased ethnic diversity and an aging population.
- ◇ Guardian Angels Parish operates within the east metro area, which is, generally, regarded as an affluent area. Some regions (particularly on our western boundaries) are less so. This may be changing, but is extremely difficult to measure.
- ◇ Our Catholic affiliation attracts many new members who are new to the area (approximately 35% of Minnesota residents are Catholic). We have a relatively transient and mobile population, which diminishes people’s connection with their church. Our Catholic affiliation reduces the latitude within which we may operate and the Catholic Church, generally, is trending more conservative in its thinking.
- ◇ Our society is often troubled and there is a growing complexity to life, while at the same time, there is an increasing desire for faith and purpose to life. Some have difficulty with the required commitments of work, family, and school life; others are stressed financially due to the forces of consumerism. There is increasing competition for the time, talent, and treasure of our members.
- ◇ Attitudes toward church are generally declining – there is less confidence in the institution (even though there is an increased need for faith), reduced denominational loyalty, reduced loyalty to one’s home church (people often

attend several churches), declining attendance, and “church as entertainment.” Within the Catholic Church, including Guardian Angels, there is often a minimalist attitude toward church as an obligation.

- ◇ We should look to make the boundaries of our parish life organizations and commissions more porous. (Move away from silos)
- ◇ There are opportunities to engage young people in our discipleship by asking them to participate in various areas of the liturgy as greeters, ushers, readers, servers, musicians, and as members of the choir. We should also be reviewing all of our ministries, seeking opportunities to further involve our youth.
- ◇ We must continue to become a more service-oriented parish, targeting to be a servant parish by providing support both internally to our parishioners and to families in our local community.
- ◇ Intergenerational opportunities include: community garden, boy scout/men’s club relationship, orchestra, and choir. We need to look for ways to expand this type of relationship, perhaps young women/ladies club, retreats/pre school.
- ◇ Since we do not have a school, we must strive to make our faith formation program the best of its class in our region.
- ◇ The Archdiocese is experiencing financial difficulties and will be relying more heavily on the strength of successful parishes. Given people’s busy schedules, we should strongly evaluate the opportunity to schedule weekend liturgies at alternative times. We should also strongly consider taking advantage of MTC parking lot by scheduling Holy Day Masses early and/or late to meet the needs of those constituents using the facility.

5.2 Strengths and Weaknesses

The following points discuss our competencies at Guardian Angels, highlighting areas in which we excel and areas for which there is room for improvement.

- ◇ Our identity at Guardian Angels is considered warm and inviting. We have a rich, extensive history and excellent physical location and visibility. We do have difficulty, however, following through from our warm welcome to engaging new members actively in parish activities.
- ◇ Unlike several surrounding parishes, we have no school. This is not a factor we can easily change, but it is an integral element of our positioning within the eastern metro region. This is potentially very positive for attracting members to Guardian Angels – especially considering the aging demographic trend in Minnesota if we succeed in moving our Faith Formation program to best of its class.
- ◇ Our programs in worship and music, The RCIA and JustFaith are very successful and have proven to be excellent entry points for adults.

- ◇ Faith Formation programs for youth and adults need to be expanded. For example, we have an excellent pre-school program as an entry point for households, but we can further capitalize on pre-school by expanding into before and after school programming. Youth programs are particularly attractive since they attract young families to GA. There is an opportunity to expand education programs based on the family unit. *Given the previous success of the Holy Family program at GA, strong consideration should be given to reactivating this program or something similar.*
- ◇ Our Pastor is liked and respected. We have an excellent base of volunteers and very effective leaders. Our membership is highly educated and we have a passionate and dedicated staff. We need to broaden our base of volunteers and particularly leaders through our LITF (Leadership Initiative Task Force); the continuing trend is heavy reliance on fewer individuals. Many of our membership have a minimalist attitude and view church attendance as an obligation. There is often a lack of “parish perspective”, in which staff and volunteers are focused on their own programs and less so on the parish as a whole.
- ◇ Communications effectiveness continues to be a concern. Print publications, such as the Angel News and Messenger are considered effective for awareness of events and other happenings within Guardian Angels. Communication via digital media, except for the growing use of email, is lacking. For example, much potential exists for a state-of-the-art web site. Interpersonal communications (one-on-one, one-to-many, etc.) is generally effective for awareness purposes. Areas lacking are promotional communications, in which the goal is to influence and change the way people think about something, and two-way communications, in which the audience is actively engaged.
- ◇ We must continually improve how we steward our resources for our ministry programs. An example is to optimize the use of space, which is often strained at certain times of the week, across the needs for ministry programs, workspace for staff, and storage. We should plan for flexible and multi-functional use of space, as well as building the case for a potential capital program for expansion.
- ◇ Related to becoming a more servant-oriented parish, we should consider doing a parish wide census with someone from the parish personally visiting each family to determine opportunities to serve or be served.

One facility issue is the lack of appropriate small spaces for group meetings. We may want to consider subdividing Peter O’Neil Hall into two or four separate spaces using portable partitions. This space problem could be exacerbated if we are successful in growing the pre-school before and after school programming.

5.3 Dealing with Change

The SWOT analysis highlights that our environment is characterized by ever-increasing change. The region is becoming more dynamic and it is essential that we become “masters

of change” rather than its victims. The organization, especially staff and lay leaders, must be sensitive to the needs and wants of members and willing, within the boundaries of the Catholic canons, to try new approaches for developing and delivering Ministry Programs.

Section 6: Parish-wide Ministry Programs and Initiatives

Parish Initiatives are programs that are vital to GA’s success and often affect more than one Commission area. The goal with defining such initiatives within the LRSP is to bring extraordinary focus and attention by Parish leadership such that sustainable momentum is established in each area. After such a program is off and running, it is typically transitioned to a Commission to maintain and manage.

During FY08 and FY09, three initiatives were identified: 1) improve communication effectiveness, 2) develop future leaders, and 3) attract and manage resources. Generally, task groups were formed and staff and volunteers worked in each area. The Angel News, a state-of-the-art web site (under construction), leadership training, the launch of the Stewardship Commission, and a much more financially sound Parish have resulted from these efforts – and these activities continue in various forms under the leadership of the respective Commission. Thanks to everyone who made a difference!

For the upcoming fiscal year, three additional programs have been identified. These priorities have emerged from discussions among Parish leaders, including the February 2009 planning workshop.

The following sections describe these initiatives. The Parish Council and all Commissions (Liturgy, Education, Justice & Outreach, Parish Life, Planning & Communications, Stewardship, and Administration) will coordinate efforts to establish and achieve more specific goals in each area.

6.1 How to Market Guardian Angels?

Who is the Guardian Angels Community? We are a multilayered, diverse, and intergenerational community. We have a rich and vibrant source of history and culture that makes great stories of who we are and how we have come to be. What do we have to offer? Why would anyone want to join this community? What do we offer that is unique to Guardian Angels? All these questions, when answered will contribute to defining our identity and mission. But from there, the goal is to more effectively communicate and “connect” us with God, with each other, and to the World.

Many view “marketing” as a secular activity that doesn’t fit with Church. But in its basic form, marketing is about understanding audiences and communicating in the most effective ways. It is about communicating the Good News to all in such a way that it is relevant and meaningful.

6.2 Expand the Intergenerational Nature of Ministry Programs

Singles, married, divorced, young parents, single parents, high school, college age and other young adults without children are all part of the Guardian Angels community. It is a worldwide trend that younger audiences are not as engaged with Church as they once

were. GA's goal is to counter this trend and get our youth and young adults more active in Parish activities.

While activities focused on younger ages exist and will continue, the focus of this initiative is to ***more effectively engage youth and young adults through an intergenerational focus*** for all GA ministry programs. We have many success stories currently of intergenerational participation; the goal is to build upon this success and increase the level of participation. All benefit as this is achieved.

6.3 Being a Leader and Catalyst with Regional Programs

Section 8 describes Archdiocesan planning activities that are underway. An outcome of this activity is that Parishes are becoming more open to sharing resources and working together to conduct ministry programs. Such cooperation makes economic sense, but it also can produce higher quality programs through collaboration of ideas and energy.

GA has the leadership qualities to be a catalyst in this effort for regional cooperation. Some activities might be ongoing programs (such as social justice initiatives), while some might be events that are held at GA. We have many examples of success in both areas, but the timing is right to investigate expanding such involvement and to be a leader and catalyst within the east metropolitan area for such cooperation. Examples include workshops, leadership training, social justice initiatives, programs such as JustFaith, planning methodology, web site technology, and worship and music programs.

6.4 Overarching Goals

Although activities from the above goals will certainly be long lasting and ongoing within GA, as Parish Initiatives they have a time line or "planning horizon" of 1-2 years. It is our intention to dedicate extraordinary energy and attention to them during this time – to establish momentum such that they are sustainable over the longer term.

In addition, however, there are two distinct areas that have a longer timeline – perhaps 5 to 10 years. These goals represent a transformation of our Parish and are universal across Commissions and ministry programs and activities. They are as follows:

- ***Become a Stewardship Parish*** – Discipleship is what you do after you say, "I believe". Stewardship is closely aligned as recognizing that everything you are and everything you have is a gift from God – and generously sharing the gifts to which you have been entrusted. Certainly, some members have gotten the message and are living the "Disciple's Response", giving generously of their time, talent, and treasure. But we need to broaden the base and get more involved. Our ability to expand and improve our Parish is dependent upon engaging more individuals in our Ministry Programs and having every member support our financial needs to the extent of their ability.
- ***Escalate Volunteer Leadership and Participation*** – with the changes in Parish economics and ordained staff, it is vital that lay volunteers take a more active role in Guardian Angels. The goal is to attain a collaborative model by which staff (ordained and lay) work together on an equal basis with capable volunteers to achieve our goals. This involves a challenge for lay leaders – they must rise to the

occasion. It also involves a challenge for the staff – they must be advisors (religious “subject matter experts”) to the lay leaders and develop their leadership skills to coordinate the efforts of volunteers.

It is the role of both Councils, all Commissions and Committees, and everyone within Guardian Angels to dedicate their thinking and energy toward these goals. This will move us all into a more “full and active participation in Parish life.”

The Parish Council, Finance Council and Stewardship Commission will work together to establish more specific goals and metrics by which to measure our progress.

Section 7: Information Technology Strategy

The adoption and use of information technology follows a classic bell curve – from early adopters, to mainstream users (early and late), to laggards. Church, in general, the Archdiocese, and GA historically have been on the back half of this curve as late adopters – presumably for economic reasons.

GA is increasingly taking an enlightened view relative to its IT positioning:

- With reduced staff, individual productivity is becoming increasingly important.
- With increased involvement of lay leaders and volunteers, it is vital to be able to communicate and collaborate on a consistent and distributed basis.
- With our goals to market GA more effectively and to draw younger audiences into full and active participation in our ministries, it is vital to communicate in new ways to reach the intended individuals.

The above points cite a few reasons why GA will consider selective and strategic investment in IT capabilities. Our internal operations are changing as we move to web-based tools provided by the Archdiocese (“Logos”) for membership and financial accounting. We will evaluate return on investment for productivity tools for staff and volunteers. Cemetery operations are now being managed on computer. We need to utilize email, the new web site, and social networking capabilities for reaching desired audiences and for collaboration. The new web site will feature distributed contribution such that many authorized contributors will be able to keep the content of the site interesting and up to date – it will become the focal point for Parish communications.

GA is becoming more aggressive and will invest selectively and strategically in IT capabilities that enable us to be better Disciples in carrying out our Mission. ***The Administration Commission will publish a more specific IT strategy that defines the GA enterprise architecture and specific initiatives.***

Section 8: Archdiocese Planning Activities

Over an 18-month time frame, the Archdiocese is conducting a comprehensive planning activity to identify and deal with the changes that are occurring. The planning

encompasses parishes and schools and defines approaches for changing demographics, economics, and availability of the ordained. The approach is participative and is summarized below.

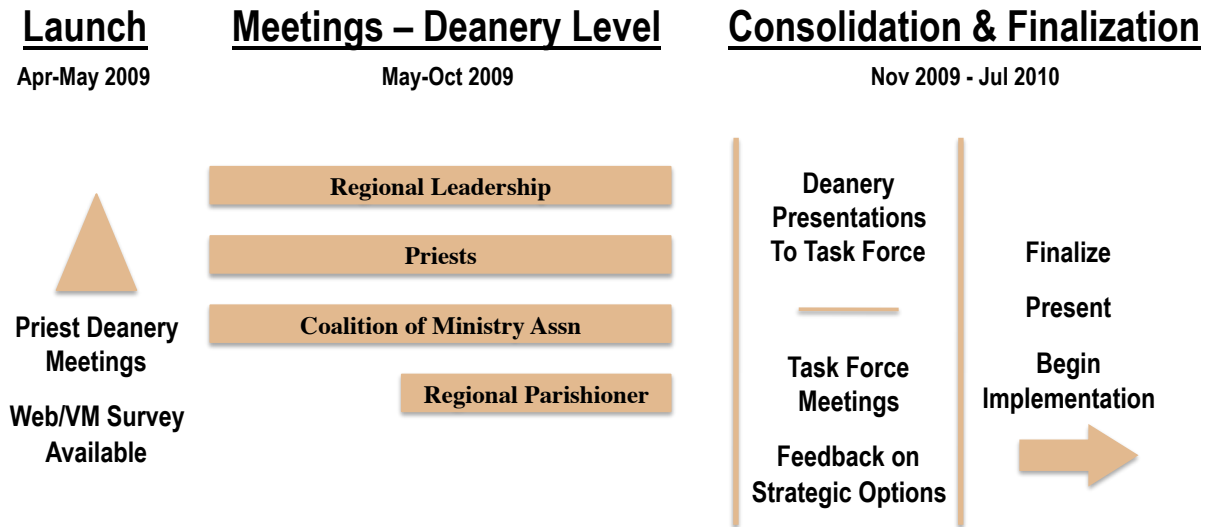


Figure 8-1: Archdiocese Planning Summary

This planning effort has reinforced the validity of the following trends:

- The Catholic population in the Archdiocese is growing and aging.
- Socio-economic diversity and disparity is increasing, as is ethnic diversity.
- There are becoming fewer priests to serve as pastors.
- Many parishes and schools are living beyond their means.
- Catholic education is increasingly a challenge to grow and maintain.

Guardian Angels is participating as invited in this process in presentations, feedback, and task force meetings within our deanery. As the conclusions are finalized, we look forward to working with the recommendations and providing leadership, as appropriate.

Section 9: Five-Year Resource Forecast

To succeed, GA’s ministry programs require temporal resources including finances, people (time and talent), and facilities. Councils and Commissions will work toward including a forecast of such resources in the next version of the LRSP. This includes all organizations, but specifically the Finance Council, the Stewardship Commission, and the Capital Committee will collectively lead these efforts.

Section 10: Next Steps

The following sections describe general activities and roles to follow up from the direction provided within this LRSP document.

10.1 General Plans – Councils and Commissions

Guardian Angels staff and lay leaders, during the remainder of FY 2010 (January 2010 to June 2010), will be working on the following tasks.

- Complete the FY 2011 Annual Operating Plan (AOP), which includes specific goals and objectives for Ministry Programs and the associated budgets. The AOP will be presented to Parish leaders in June for final approval. See Section 7.0.
- Update Ministry Program Plans (MPP) – The objective of the MPP is to guide the activities of the respective Commission. A group of 3-5 individuals from each Commission should develop a draft format that will be reviewed and approved by the Commission leadership.
- Continue to develop Commissions – Most of the Commissions are already well in place. Some are in place, but need to become stronger through adding more committed members, improve their MPP and clearly define leadership by naming chairs and co-chairs allowing for continuity and succession.
- Commissions need to work closer with Staff on their respective MPP planning document – defining the 3-5 year goals and following up on current objectives and action plans.
- January 2010 – December 2010 – Continue to have Council of Ministry quarterly meetings and require attendance of one member of each Council, Commission and Committee. Encourage participation of lay leadership rather than staff.
- January 2010 – December 2010 – Continue to implement the Lay Leadership Training Program by having the Stewardship Commission lead two sessions (winter and late fall 2010) as we focus on developing future lay leaders.
- February 2010 – AOP process for FY11 begins.
- February 6, 2010 – Hold a planning workshop to discuss the updates to LRSP and present session 1 of the Lay Leadership Training Program.
- March 2010 – Draft MPP's will be circulated for review within Council of Ministries.
- June 2010 – Secure approval of AOP and MPP's by Parish Pastoral Council and Finance Council and recommend for adoption to Fr. Bill.

10.2 FY2011 Annual Operating Plan (AOP) Guidelines

The budgeting calendar for 2010 – 2011 is as follows:

- Tuesday, February 9th – Instructions and worksheets given to Directors
- Tuesday, March 2nd – Stewardship Committee recommends 2011 Stewardship Goals
- Friday, April 9th – Preliminary budgets to Denny from Directors
- Thursday, April 15th – Finance Council review preliminary Budget
- Friday, May 14th – Revised budgets due to Denny
- Tuesday, June 8, 2010 – Ministry Budget presentations to Parish Pastoral Council

- Thursday, June 17, 2010 – Annual Operating Budget approved by Finance Council

In addition to working within the guidance of our revised Mission & Vision statement, there are several guiding principles for this year's process:

- Income trend for budget purposes should be flat and increases in fees should be discussed and consideration given to implementing increases. The 2010 Stewardship goal will probably be met even though the economy continues to be sluggish.
- Budgets should be realistic and use current year as a guideline. Any line item adjustments must be documented.
- Budgets should also include all revenue accounts and "Due to" and "Due from" accounts.
- Budgets may include new programs that have been approved by Fr. Bill and Denny. Please indicate if the new program is a replacement for something else.

Along the way, we will adapt the activities and deadlines, as appropriate, based on needs.