

# **Saint James Catholic Church Strategic Plan**

2021-2024



**Saint James  
Catholic Church**



# Mission Statement

**“As God’s pilgrim people on earth, we are led by the Holy Spirit to serve Christ and His Holy Catholic Church.”**

We Seek a More Excellent Way (1 Cor. 12: 31) by

- **Exalting** God through the Sacraments and Mass with special attention to preaching and music.
- **Evangelizing** by sharing the Good News of Jesus Christ and making disciples of all.
- **Enriching** the formation of our Catholic faith in children, youth, adults and families.
- **Educating** children and youth through our progressively academic, traditionally Catholic school.
- **Expressing** faith in God, love for Christ and trust in the Holy Spirit through Stewardship as a way of life.
- **Expanding** our mission and ministries while honoring our past and building our future.

## **Our Goal**

***To see the face of God in heaven***

*Amen*



# A Letter from the Pastor



Dear St. James Parishioners,

Since my arrival in early August as Pastor, I have come to know and cherish the great giftedness of our parish community and the many wonderful people who make it home. As we begin a new calendar year and our journey into the season of Ordinary Time together, this is a fine opportunity to provide an update on Strategic Planning at St. James.

Strategic Planning has been underway at St. James since well before my arrival. Since the fall of 2019 the Parish Council has served as the driving force for comprehensive parish reflection in this regard through ongoing collaboration with the Vice Chancellor for the Archdiocese of Louisville, Tink Guthrie. His guidance has been truly essential to our efforts. More recently the Strategic Planning initiative invited thorough feedback from the parish community through a survey in the summer of 2020 that was well received and highly utilized. In recent months your feedback has been analyzed and distilled in hopes of charting the course for our parish community in the next three to five years.

This Strategic Plan is a living and evolving document that seeks to embrace the seven pillars articulated in the survey as central to our parish identity. As a point of reference we have identified completion dates for specific action steps at various times of year, while recognizing efforts in each regard are truly ongoing. Please note that primary and secondary parties have been identified to assist with the ongoing development of particular action steps. These parties do not exercise unilateral ownership or responsibility for specific items. Rather, they help to ensure particular efforts engage the mission of the Strategic Plan with relevant parties in continued healthy fashion. Naturally, as Pastor I exercise some investment in all efforts, while collaborating deeply and necessarily with others.

As we chart this course together your personal witness and engagement will be decisive for the future of St. James. I have enjoyed my time here immensely and hope to be here throughout the years addressed in this Strategic Plan and well into the bright and promising future that awaits us here. In spite of present challenges, I am thoroughly convinced that the best is yet to come for St. James Parish and School. As always, God will provide. Be assured of my prayers for you and family members in this new year.

In Christ,

Fr. Michael Wimsatt



# Strategic Planning Milestones

## September 2019

Identified Strategic Planning Need

- First meeting of the strategic planning committee
- Twenty-four parish members served on the Parish Council planning committee
- Revised parish mission statement

## October 2019

Identified Seven Pillars for Strategic Planning/  
Survey input

1. Communication
2. Evangelization
3. Faith Formation
4. Fellowship
5. Operational Vitality
6. Stewardship
7. Worship

## March 2020

Administered Parish Survey

- Survey offered online and in print
- Four hundred plus parishioners responded

## April-May 2020

Studied Survey Findings

- Wrote initial goals, objectives and action steps

## June 2020

Distributed Executive Summary Findings to  
Parishioners

- Executive Summary provided online and in print

## July-November 2020

Refined Goals, Objectives and Action Steps

- Identified measures of success, action steps, completion dates and primary and secondary role ownership for each action item

## December 2020

Approved the Strategic Plan

- The Parish Council reviewed and approved the Strategic Plan for Saint James

## January 2021

Published/Distributed Approved Strategic Plan  
Document to Parishioners

## February 2021

Begin Implementation and Monitoring

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## Completion Dates

**WINTER** – January, February, March

**SPRING** – April, May, June

**SUMMER** – July, August, September

**FALL** – October, November, December



# Communication

**GOAL:** To proclaim and share our faith in God through all forms of communication in order to effectively reach the many individuals who collectively embody our Catholic parish and the surrounding community.

*Note: Survey findings validated the importance of consistent and timely internal and external communication. Results also stated that present communications are well-positioned for future sustainability but do require continual evaluation to meet evolving needs. The parish welcomes ongoing feedback and will continue developing this pillar so future generations of parishioners can capably further its evolution.*

**OBJECTIVE 1.1** Develop planning processes that address and anticipate the evolving communication needs for present and future generations of Saint James parishioners.

Action	Measure of Success	Planned Completion Date	Primary	Secondary
<b>1.1.1:</b> Develop a Communication Plan to govern Parish Communications and establish processes and responsibilities for content contributors.	Publication of Communication Plan	Spring 2021	Director of Mission Advancement	Communication Coordinator
<b>1.1.2:</b> Develop social media platform, including the creation of a Parish App.	Launch Parish Social Media (App and Facebook)	Spring 2021	Director of Mission Advancement	Communication Coordinator



# Evangelization

**GOAL:** To deepen enthusiasm for the Catholic faith amongst members of Saint James Parish and Saint James School, so that in living their faith, they may freely share it with others.

*Note: Many parishioner survey responses indicated an openness to the process of evangelization, but many also acknowledged not knowing the best way to do so. Substantial feedback also indicated that when it comes to serving the community at large, outreach opportunities are significant.*

**OBJECTIVE 2.1** Research and implement available Catholic resources on the subject of Evangelization and seek appropriate means to educate parishioners on personal witness to the Catholic faith.

Action	Measure of Success	Planned Completion Date	Primary	Secondary
<b>2.1.1:</b> Review authoritative resources from entities such as the United States Conference of Catholic Bishops (USCCB) and the Archdiocese of Louisville to determine best practices for parishes regarding Evangelization.	Identify best evangelization practices to apply to local community	Fall 2021	Parish Council Representative	Clergy
<b>2.1.2:</b> Educate parishioners on the theological meaning of Evangelization and opportunities for putting faith into action.	Offer recurring catechesis on evangelization during the upcoming liturgical year	Fall 2021	Parish Council Representative	Clergy
<b>2.1.3:</b> Develop best ways to teach youth to evangelize their peers.	Implement training material	Winter 2022	Director of Faith Formation	Youth Ministry Team
<b>2.1.4:</b> Examine opportunities for evangelization at Saint James School.	Embed evangelization practices into Saint James School curricula	Spring 2022	SJS Principal	Faculty



# Faith Formation

**GOAL:** To inspire the hearts of all who encounter our parish by fostering a profound relationship with Christ and a deeper understanding of the teachings of His Church.

*Note: Parishioner survey responses in 2020 indicate our current programs for addressing this pillar are well-positioned for future sustainability but do require continual evaluation to meet evolving needs. The parish welcomes ongoing feedback and will continue developing this pillar so future generations of parishioners can readily embrace the Faith Formation ministry.*

**OBJECTIVE 3.1** Develop a working document that brings together mission of Faith Formation with its various ministries in order to both clarify ongoing efforts and more readily engage the parish community.

Action	Measure of Success	Planned Completion Date	Primary	Secondary
<b>3.1.1:</b> Determine best direction to proceed in serving various ministries at the level of staff and volunteer personnel in consultation with Faith Formation Committee.	Conduct a quarterly survey and reassessment of needs in consultation with Faith Formation Committee	Winter 2021 (ongoing)	Faith Formation Committee Representative	Director of Faith Formation Family Faith Committee
<b>3.1.2:</b> Develop opportunities to serve target audiences highlighted in Strategic Planning feedback: namely middle school aged youth.	Conduct needs assessment	Summer 2021	Director of Faith Formation	Youth Representative At Large
<b>3.1.3:</b> Establish opportunities to serve target audiences highlighted in Strategic Planning feedback: namely seniors (55+).	Conduct needs assessment	Spring 2021	Faith Formation Committee Representative	Director of Faith Formation





# Fellowship

**GOAL:** To respond to the Gospel initiative of hospitality by inviting, inspiring and involving members of our parish and school community.

**OBJECTIVE 4.1** Pursue collaborative effort to welcome and serve all Catholics in the regional community of faith.

Action	Measure of Success	Planned Completion Date	Primary	Secondary
<b>4.1.1:</b> Facilitate communication between appropriate Saint James ministries to add planning and conducting of fellowship outings to their current ministries.	Host new fellowship events	Summer 2021 (ongoing)	Parish Council Chair	Social Events Committee Chair
<b>4.1.2:</b> Use Social Media, weekly e-updates, bulletins and St. James School communications to promote fellowship events and opportunities.	Advertise events	Spring 2021 (ongoing)	Ministry Chairs	Director of Mission Advancement
<b>4.1.3:</b> Develop a Parish Ambassador program, modeled after Saint James Catholic School's program, to engage parishioners in parish life.	Increased volunteer pool with additional committee participation	Winter 2022	Parish Life Chair	Worship Chair



# Operational Vitality

**GOAL:** To effectively share the parish’s current and long-term visions for its finances, facilities and other assets in a transparent manner and to invite collaboration by the regional community of faith.

**OBJECTIVE 5.1** Foster increased awareness and ownership among parishioners on the current and ongoing financial conditions of Saint James Church and Saint James School.

Action	Measure of Success	Planned Completion Date	Primary	Secondary
<p><b>5.1.1:</b> Use efficient timing and communication venues to provide consistent quarterly updates on financial position and operations to include Saint James Church, Saint James School ministries and the school debt.</p>	<p>Publish biannual financial updates and offer annual homily to address the financial status of the parish</p>	<p>Spring 2021 (ongoing)</p>	<p>Finance Committee Chair</p>	<p>Finance Committee Accounting Manager</p>
<p><b>5.1.2:</b> Engage a Finance Subcommittee to develop a long-term plan to repurpose the downtown campus.</p>	<p>Assemble committee and surface recommendations for possible use of the campus buildings</p>	<p>Fall 2023</p>	<p>Finance Subcommittee Representatives</p>	<p>Director of Mission Advancement Finance Committee Director of Facilities</p>



# Operational Vitality (Continued)

**OBJECTIVE 5.2** Increase a shared understanding of the purpose and development of parish properties at the Robinbrooke campus.

Action	Measure of Success	Planned Completion Date	Primary	Secondary
5.2.1: Expand parish and school activities at the Robinbrooke campus.	Approve events calendar to allow for church gatherings to be hosted on Robinbrooke campus with at least seasonal frequency	Summer 2022	Parish Life Chair Stewardship Chair	Social Events Chair Parish Staff Representatives SJS Principal
5.2.2: Determine cash flow, debt levels and potential time frame based on financial projections for future development of buildings at the Robinbrooke campus and communicate to the parish at large.	Create multi-year capital and cash flow plan to project feasibility of full move to the Robinbrooke campus	Fall 2022	Finance Committee Chair	Finance Team Parish Council Accounting Manager

**OBJECTIVE 5.3** Facilitate on-going study and planning for the parish's future financial needs.

Action	Measure of Success	Planned Completion Date	Primary	Secondary
5.3.1. Prepare a capital plan for the maintenance of campuses.	Present a capital budget for approval	Winter 2022	Finance Committee Representative SJS Principal	Director of Facilities



# Stewardship

**GOAL:** Create an environment within our parish that is centered around stewardship and provides parishioners with the encouragement and ability to offer time, talent and treasure to assist Saint James Catholic Church in fulfilling its mission.

*Note: Parishioner survey responses in 2020 indicate our current programs and systems for addressing this pillar, while requiring ongoing refinements, are well-positioned for future sustainability. Responsibility of the Stewardship objective and its actions focuses on the Stewardship Committee which meets year round in its mission of implementing an annual renewal event.*

**OBJECTIVE 6.1** Promote Stewardship as a way of life in a variety of means.

Action	Measure of Success	Planned Completion Date	Primary	Secondary
<b>6.1.1:</b> Host a leadership workshop for volunteer ministry leaders.	Conduct workshop and process feedback	Spring 2021	Stewardship Committee Chair	Stewardship Committee
<b>6.1.2:</b> Seek to increase parish participation in stewardship renewal.	Quantifiable increase in stewardship participation from the previous year	Spring 2022	Stewardship Committee Chair	Director of Mission Advancement
<b>6.1.3:</b> Communicate with parishioners and Parish Council the ongoing status and needs of current parish ministries, including implementation of new ministries.	Offer monthly ministry status report at Parish Council meetings with minutes to be shared with the Parish	Spring 2022	Stewardship Parish Council Representative	Stewardship Committee Chair Communication Coordinator Parish Council Chair



# Worship

**GOAL:** To embrace a deeper relationship with Jesus Christ through the celebration of liturgy, devotions, prayer and the Real Presence in the Holy Eucharist.

**OBJECTIVE 7.1** Inform, encourage and enable the faithful to more fully embrace worship as the centerpiece of our parish life.

Action	Measure of Success	Planned Completion Date	Primary	Secondary
<p><b>7.1.1:</b> Schedule regular worship committee meetings with representation and engagement from relevant parties including priests, deacons, acolytes, ministry chairs and appropriate staff to discuss liturgical life of the parish including feedback from parishioners.</p>	<p>Conduct meetings with at least quarterly frequency and share outcomes with relevant parties</p>	<p>Spring 2021 (ongoing)</p>	<p>Worship Committee Chair</p>	<p>Worship Committee Co-Chair</p>
<p><b>7.1.2:</b> Research opportunities for expanded worship and devotional offerings.</p>	<p>Provide expanded opportunities for prayer and spiritual growth</p>	<p>Summer 2022</p>	<p>Worship Committee Chair</p>	<p>Clergy</p>



**OBJECTIVE 7.2** Offer music that consistently contributes to a fulfilling worship experience and provides the opportunity for full, active participation.

Action	Measure of Success	Planned Completion Date	Primary	Secondary
<b>7.2.1:</b> Place renewed emphasis on liturgical music that recognizes survey and ongoing feedback from parishioners and honors input from musicians, cantors and choirs.	Create working document that encompasses musical offerings to allow for ongoing evolution and revision as needed	Summer 2021	Director of Music Ministries	Worship Committee
<b>7.2.2:</b> Provide a workshop for music ministers to allow for interpersonal growth and collective proficiency.	Conduct workshop and process feedback	Summer 2021	Director of Music Ministries	Worship Committee Chair

**OBJECTIVE 7.3** Foster an environment in which all people feel invited to participate and share in the worship of our parish community.

Action	Measure of Success	Planned Completion Date	Primary	Secondary
<b>7.3.1:</b> Offer liturgical aids that include seasonal variations of Mass parts when needed.	Circulate liturgical aids, specifically during Advent, Christmas, Lent and Easter seasons	Fall 2021	Worship Committee Chair	Director of Music Ministries

# Our Path Ahead

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The Strategic Plan presented in this document outlines our strategy formulation by identifying goals, objectives, action steps, timelines for completion and parties responsible for completion.

Now we begin the **second and equally critical part of this effort:** strategy implementation. Strategy implementation is all about “how” the activities will be carried out, “who” will perform them, as well as “when”, “how often” and “where” they will take place. We anticipate that further planning and adjustments to the original plan during the implementation stage can and will occur.

To be successful, strategy implementation *must have the participation of Saint James parishioners* along with parish staff and personnel.

Thank you for your sincere input and continuing contribution.



**Saint James  
Catholic Church**