



Annunciation Catholic Church

Brazil, Indiana

Strategic Plan

2016 – 2019

Updated May 8th, 2018

Facilitated by:



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Parish Council Resolution

Resolved this 10 day of January, 2017:

That this strategic plan for 2016 to 2019 is accepted and endorsed by the Annunciation Catholic Church Parish Council of Brazil, Indiana.

The Parish Council further accepts the responsibility of assisting the Pastor in the oversight of this plan's implementation and of conducting a regular review of its progress and any needed adjustments or modifications to the plan as needed during its implementation cycle.

On behalf of the Parish Council,

Parish Council Chair

Initiative #1: Parish Campus Master Plan

Goal	Objective	Tactic	Responsible Party	Due
1.1: By the end of 2017 our committee will propose a physical campus plan to meet the needs & wants of our Annunciation Parish.				12/31/17
	<i>1.1.1: Identify what we currently own</i>		Bldgs & Grounds	accomplished
		1.1.1.1: Get a Market analysis of all properties surrounding the campus.	Bldgs & Grounds	3/1/2018
		1.1.1.2: Appraise Kennedy Crossing		Accomplished
	<i>1.1.2: Survey the congregation to determine what needs exist for current facilities & desires for new.</i>		Bldgs & Grounds	Accomplished
		1.1.2.1: Determine current maintenance costs for our current campus.	Bldgs & Grounds	Master planning ongoing
		1.1.2.2: Meet with all groups currently using present facilities to assess their wants & needs.	Bldgs & Grounds	Master planning ongoing
		1.1.2.3: Meet with facilities people from the Archdiocese to get their input.	Fr John Hollowell	9/1/2018
1.2: By the end of 2018, our committee will determine the feasibility of using current structures, with remodeling, or razing and building new.				12/31/18
	<i>1.2.1: Prioritize remodeling or razing current buildings.</i>		Bldgs & Grounds	
		1.2.1.1: Review results of current wants & needs to plan for campus action.	Bldgs & Grounds	Master planning ongoing
		1.2.1.2: Get approval to spend the necessary dollars for architectural & engineering help to put together plans so we can get estimates of remodeling or razing & building new facilities.	Bldgs & Grounds	Accomplished

Goal	Objective	Tactic	Responsible Party	Due
	1.2.2: <i>Determine what properties need to be sold & purchased in order to accomplish campus plan</i>		Bldgs & Grounds	Master planning ongoing
		1.2.2.1: Identify owners of these properties & potential to purchase.	Blaine	9/12/2018
		1.2.2.2: Get appraisal of properties we want to sell & purchase.	Bldgs & Grounds	6/1/2018
		1.2.2.3: Do cost benefit analysis of entire campus plan & present to congregation.	Bldgs & Grounds	Master planning ongoing
1.3: By the end of 2019, our committee will present our findings and pursue potential avenues to fund projects.				12/31/19
	1.3.1: <i>Present campus master plan complete with plans, drawings & costs.</i>		Bldgs & Grounds	Master planning ongoing
		1.3.1.1: Meet with congregation to assess the desire to proceed or scuttle.	Bldgs & Grounds	
	1.3.2: <i>Present plan for financing of campus plan.</i>		Bldgs & Grounds	
		1.3.2.1: Meet with the group that handled the fund raising for the church restoration as to how we proceed.	Bldgs & Grounds	

Initiative #2: By the end of 2019, develop and implement a comprehensive plan for evangelization within the boundaries of Annunciation Parish.

Goal	Objective	Tactic	Responsible Party	Due
2.1: By the end of 2017, implement Y-Disciple at Annunciation.			Christa	Accomplished
		2.1.0.1: Use Fraternus as a resource for implementing their sister organization.	Christa	
2.2: By the end of 2018, start a teen Bible study.				12/30/18
		2.2.0.1: Search out a group of 3-4 parishioners with a propensity for leading a Bible study, who can share implementation and leading responsibilities.	Pastor	
		2.2.0.2: Research opportunities at the County Middle and High Schools to conduct a study before, during or after school.	Pastor	
		2.2.0.3: Consider other venues which would be amenable to hosting a study.	Pastor	
		2.2.0.4: Invite all Parish teens and encourage them to invite at least one non-Catholic friend.	Pastor	
		2.2.0.5: Consider using a study from Formed or a similar resource.	Pastor	
2.3: By the end of 2019, support Catholic Radio prayerfully and financially as a Parish community.				12/30/19

Goal	Objective	Tactic	Responsible Party	Due
		2.3.0.1: By the end of 2017, replace the 4 computers which are used in the transmission of WHOJ	WHOJ Manager	Accomplished
		2.3.0.2: Document how Catholic Radio is currently supported by the Parish and who the additional funders are for the operation of WHOJ.	WHOJ Manager	Accomplished
		2.3.0.3: Develop a budget for the monthly rent for the Brazil transmitter (currently \$100) and internet fees (currently \$40/month).	Parish Council	Accomplished
		2.3.0.4: Search out a group of 4 parishioners who are willing to approach businesses about sponsoring the local radio station.	Parish Council	Accomplished
		2.3.0.5: Host a talk about how Catholic Radio works, its needs and what it accomplishes evangelically at Tapping into Theology and other formats.	WHOJ Manager	Accomplished
		2.3.0.6: Develop a press release or news story to be published in The Brazil Times, The Tribune Star, the Criterion about the new transmitter in Brazil.	WHOJ Manager	Accomplished
		2.3.0.7: provide reminders and updates in the church bulletin to keep Catholic Radio in parishioners' prayers.	Pastor	Accomplished
		2.3.0.8: Sponsor group rosaries with Catholic Radio as the prayer intention.	TBD	Accomplished

Goal	Objective	Tactic	Responsible Party	Due
		2.3.0.9: Consider funding/budgeting podcast memory to make local programs available at any time.	WHOJ Manager	TBD
2.4: By the end of 2018, develop an endowment to fund promotion of evangelical information in a variety of media on an at least a monthly basis.				1/1/2019
Examples: weekly “why Catholicism” in the Brazil Times, Facebook post pushes				
		2.4.0.1: Determine what steps need to be taken to start an endowment, how much money is needed for average advertising costs and determine how much of an endowment will fund this expense for at least 10 years.	Finance Council and Parish Council	Accomplished
2.5: By the end of 2019, reach every residence in the geographic boundaries of Annunciation with a Door to Door invitation.				12/31/19
		2.5.0.1: Support efforts of the Legion of Mary.	Parish Legion of Mary Chapter	TBD
		2.5.0.2: Organize packet preparation sessions, prayer sessions at the church while parishioners are going on a Door to Door Mission, follow up visit opportunities, opportunities to accompany people to Mass.	Parish Legion of Mary Chapter	TBD
		2.5.0.3: Publish Mission dates in the Bulletin, website, app, Facebook.	Parish Legion of Mary Chapter	TBD
		2.5.0.4: Publish Ministry stats (#homes, # contacts, # follow ups) 2-4 times per month in the Bulletin, on website, app, Facebook.	Parish Legion of Mary Chapter	TBD

Initiative #3: By August 2017, research and develop a plan to potentially implement a staged re-opening of the school, incorporating high-quality Catholic education.

Goal	Objective	Tactic	Responsible Party	Due
	3.1: By November 2016, determine the financial feasibility of continuing the traditional preschool for 2017-18 school year.		Business Manager	Complete
	<i>3.1.1: By November 2016, prepare a projection with current staffing levels, with the assumption that the traditional preschool will only have pre-K age students. Use historical data to estimate the number of 3 year olds that will return for the pre-K class, and to estimate expenses.</i>		Business Manager	Complete
	3.2: By February 2018, develop a business plan for a Catholic Montessori School. Submit to Parish Council for review.		DRE, Business Manager	Complete
	<i>3.3.1: By December 15, 2016 determine the timeline to add the lower elementary class (1st grade and up). Is it a 3-year plan or a 4-year plan?</i>		DRE	Complete
	<i>3.3.2: By December 15, 2016 determine the schedule for the first year and beyond. 5 days in the morning or all day for 3 & 4 year olds, 5 days all day for K and up</i>		DRE	Complete
	<i>3.3.3: By December 15, 2016 determine the number of students for year one, year two, year three, incorporating state requirements, the Montessori model for start-ups, and finances. For year one, how many students start in August and how many do we expect and are able to add in January?</i>		DRE, Business Manager	Complete
	<i>3.3.4: By December 15, 2016 set the tuition rate.</i>		DRE, Business Manager	Complete
	<i>3.3.5: By December 15, 2016 incorporate the possibility of accepting childcare vouchers into the business plan.</i>		DRE, Business Manager	Complete

Goal	Objective	Tactic	Responsible Party	Due
	3.3.6: <i>By January 30, 2018 determine staffing needs, # of teachers, assistants, additional administrative staff or additional hours for current staff. Student teacher ratio of 10:1 for primary age classroom.</i>		DRE, Business Manager, Pastor	Completed
	3.3: By March 2018, develop a plan to educate the parish and the surrounding community about Montessori education. This goal is contingent on the Parish Council/Pastor approval to move forward with the Catholic Montessori School.		Chairperson of School Committee	4/30/18
	3.4.1: <i>By February 2018, register the core school team to complete the 6-hour webinar “Seeing Your Child the Montessori Way” on Montessori education.</i>		DRE	Completed
	3.4.2: <i>By February 2018, determine ways to spread the word, i.e. Facebook, Open House, Brazil Times, bulletins in other parishes, Catholic Radio, Tapping into Theology, etc.</i>		Member of School Committee	Completed
	3.4.3: <i>By February 2018, add 3 to 5 members to the current core school team.</i>		Member of School Committee	Completed
	3.4: By March 2018, develop the Admissions Process. This goal is contingent on the Parish Council/Pastor approval to move forward with the Catholic Montessori School.		DRE	Completed
	3.5: By August 2018, develop a plan to become a provider that is eligible to receive Federal childcare vouchers and begin to implement. This goal is contingent on the Parish Council/Pastor approval to move forward with the Catholic Montessori School.		DRE	Completed
	3.6.1: <i>Complete orientation #1 online. (Christa completed this 8/31/16.)</i>		DRE	Completed
	3.6.2: <i>Attend orientation #2 in Indianapolis. (Christa completed this 9/7/16.)</i>		DRE	Completed
	3.6.3: <i>By February 2018, submit applications to the State and Fire Marshall to become an Unlicensed Registered Child Care Ministry.</i>		DRE	Completed

Goal	Objective	Tactic	Responsible Party	Due
	3.6.4: <i>By April 2018, understand and meet CCDF (child care development fund) provider eligibility standards.</i>		DRE	Completed
	3.6.5: <i>By July 2018, understand the Voluntary Certification Program guidelines and develop a timeline for implementation.</i>		DRE	Completed
	3.6.6: <i>By August 2018, understand the process of "Paths to Quality", with the 4th level including accreditation, and develop a timeline for implementation.</i>		DRE	Completed
3.6: By June 2018 apply for grants and seek other resources in preparation for possibly having the Primary classroom (children ages 3-5) prepared to open in August 2018.			DRE	Completed
	3.7.1: <i>By October 1, 2016 subscribe to " Monthly Education Grants Alert" and continue to review each monthly bulletin for potential grants to apply for.</i>		DRE	Completed
	3.7.2: <i>By October 15, 2016, determine which room will be used for the classroom. The ability to have 30 children (ages 3-5) and 35 ft² per child needs to be included in this decision.</i>		School committee	Completed
	3.7.3: <i>By October 31, 2016, apply for the Archdiocese of Indianapolis grant to help pay for Montessori materials and salaries.</i>		DRE	Completed (did not receive any \$)
	3.7.5: <i>By December 2017, determine the modifications that will need to be made to the room to meet the standards to receive vouchers. This includes but is not limited to installing 2 bathrooms, commercial dishwasher, sinks, refrigerator, and a washer/dryer.</i>		DRE	Completed
	3.7.6: <i>By January 10, 2017, apply for Oakley Foundation grant to help pay for necessary renovations to the classrooms (Casa and Atrium) and purchase appliances.</i>		DRE	Completed (did not receive any \$)
	3.7.7: <i>By January 2017, contact the Terre Haute Montessori school to potentially obtain used materials if they are closing in the Spring.</i>		Member of School Committee	Completed

Goal	Objective	Tactic	Responsible Party	Due
	3.7: By August 2019, develop a plan to participate in Tax Credit Scholarships.		Chairperson of School Committee	8/30/19
	3.8: By August 2019, perform a feasibility study for adding kindergarten and possibly elementary to the Catholic Montessori School in Brazil, IN. The study will be presented to the Parish Council for review and comments, as well as the Archdiocese.		Chairperson of School Committee	8/30/19

Initiative #4: Increase the engagement of parishioners in the current ministries of Annunciation Church & Identify gaps in those ministries with focus on the Corporal Works of Mercy.

Goal	Objective	Tactic	Responsible Party	Due
4.1: Define the Ministerial Commission structure of Annunciation Church by April 30, 2017			Accomplished	7/31/17
	<i>4.1.1: Following the Parish Guide issued by the Archdiocese of Indy, the Parish Council will define, develop and approve the appropriate Commission Structure for Annunciation of the BVM Parish by 6/30/17.</i>		Parish Council	Accomplished
		4.1.1: The Parish Council establishes a committee to define the needed commissions and ministry structure of each commission by 2/28/17.	Parish Council	Accomplished
		4.1.2: The Commission Committee will utilize the Parish Guide for Carrying out Ministry to create and report out is recommended commission structure and associated ministries by 6/30/17.	Commission Committee	Accomplished
		4.1.3: The Parish Council will create a complete organization chart for the Parish Commissions & Ministries of Annunciation Parish by 6/30/17.	Father Hollowell	Accomplished
NB: The following plan segments utilize Archdiocesan terminology for committee/commission structures. These terms may be subject to change based on the decisions made under Goal 4.1 above.				
4.2: Increase the engagement of parishioners in current ministries by ≥5% by 3/31/19.				3/31/19
	<i>4.2.1: The Family Life and Social Concerns Commission will develop a brochure explaining the role of a volunteer in each ministry in a single paragraph per ministry and gain Pastor's approval by 11/30/17.</i>		FL & SC Commission	7/1/2018

Goal	Objective	Tactic	Responsible Party	Due
		4.2.1.1: Collect information about the number of people and the time commitment of a volunteer for each ministry by 6/30/17.	FL & SC Commission	Complete
		4.2.1.2: Write text explaining each ministry, its purpose and volunteer commitments by 8/31/17.	FL & SC Commission	Complete
		4.2.1.3: Design and prepare a draft brochure for presentation to the Pastor by 10/15/17.	FL & SC Commission	9/1/18
		4.2.1.4: Finalize and publish the brochure by 11/30/17.	FL & SC Commission	11/1/18
	4.2.2: <i>The FL&SC Commission will present this information to parishioners by 9/30/18.</i>		FL & SC Commission	9/30/18
		4.2.2.1: Prepare a PowerPoint or video by 2/1/17.	FL & SC Commission	2/1/17
		4.2.2.2: Post to Annunciation Website for easy access by 3/31/18.	FL & SC Commission	3/31/18
		4.2.2.3: In pew presentations - conduct multiple focused presentations on the commissions and ministries. AS PART OF POST MASS ANNOUNCEMENTS so as not to interrupt the Liturgy. Complete by 6/30/18.	FL & SC Commission	6/30/18
		4.2.2.4: Conduct a ministry fair to engage current volunteers with potential volunteers & to increase familiarity with each ministry by 9/30/18.	FL & SC Commission	9/30/18

Goal	Objective	Tactic	Responsible Party	Due
	4.2.3: <i>The FL & SC Commissions completes development and execution of a personal one on one program for ministerial engagement by 1/31/19.</i>		FL & SC Commission	1/31/19
		4.2.3.1: Hold a series of training sessions covering the ministries to insure current and new volunteers are properly trained to engage clients by 1/31/19.	FL & SC Commission	1/31/19
4.3: By 3/31/19, analyze the existing Corporal Works of Mercy conducted by Annunciation Parish for impacts and gaps and then define ideas to eliminate those gaps.				3/31/19
	4.3.1: <i>The FL & SC Commission completes analysis of existing ministries for impacts and gaps in our Corporal Works of Mercy by 1/31/18.</i>		FL & SC Commission	1/31/18
		4.3.1.1: By 5/31/17, appoint a "leadership committee" to lead the analysis of each ministry.	FL & SC Commission	5/31/17
		4.3.1.2: By 6/30/17, appoint 2-3 member committees to execute the analysis within a family of ministries.	FL & SC Commission	6/30/17
		4.3.1.3: By 9/30/17, clearly define the market scope' of each of our ministries: <ul style="list-style-type: none"> • The geographic area of interest. • The number of potential people to be served is completely serviced. • The range of needs that exist in that ministry whether we provide them or not. 	FL & SC Commission	9/30/17

Goal	Objective	Tactic	Responsible Party	Due
		<p>4.3.1.4: By 1/31/18, collect information about how well and completely our ministries and others are serving each of the segments of need in that market:</p> <ul style="list-style-type: none"> • The number of people being served by Annunciation. • An estimate of the total "market" for the services of each type. • An estimate of how well the total need is being met right now by the combined efforts of Annunciation, government and other charitable organizations: GAP ANALYSIS. • Develop a list of options to fill those gaps. 	FL & SC Commission	1/31/18
	4.3.2: <i>The FL & SC Commission defines the scope of potential gap filling services by 6/30/18</i>		FL & SC Commission	6/30/18
		4.3.2.1: by 5/31/18, based on the gap analysis, identify, quantify and draft a preliminary budget for possible new CWM that could be added within each ministry/commission.	FL & SC Commission	5/31/18
		4.3.2.2: By 6/15/18, develop a first draft of added or strengthened CWM ministries for Annunciation to be presented to the Pastor and Parish Leadership.	FL & SC Commission	6/15/18
		4.3.2.3: By 6/30/18, review the proposal with the Pastor & Leadership to gain approval to EXPLORE these new ideas.	FL & SC Commission	6/30/18

Goal	Objective	Tactic	Responsible Party	Due
	<i>4.3.3: By 1/31/19, the FL & SC Commission identifies with whom we can partner to execute CWM within the scope of our market and resource limitations with minimal duplication of existing services.</i>		FL & SC Commission	1/31/19
		4.3.3.1: By 6/30/18, identify those agencies and organizations that are serving the identified needs in our market already.	FL & SC Commission	6/30/18
		4.3.3.2: By 9/30/18, meet with those agencies to learn how we might engage with them to better meet the underserved needs of that market segment.	FL & SC Commission	9/30/18
		4.3.3.3: By 12/31/18, create a recommendation for each ministry concerning with whom and how we should create partnerships to eliminate gaps in the CWM spectrum.	FL & SC Commission	12/31/18
		4.3.3.4: By 1/15/19, gain approval for the proposed partners and action plans from the Pastor and Parish Leadership.	FL & SC Commission	1/15/19
	<i>4.3.4: By 3/31/19, the FL & SC Commission proposes to the parish those programs and partners needed to fill effectively the existing gaps in CWM programs in our markets.</i>		FL & SC Commission	3/31/19
		4.3.4.1: By 1/31/19, have concrete proposals on paper for how each ministry is to evolve alone or in partnership with others to serve more effectively the existing needs.	FL & SC Commission	1/31/19
		4.3.4.2: By 2/28/19, present this strategic CWM operating plan to the parish via in pew, online and ministry fair presentations.	FL & SC Commission	2/28/19

Goal	Objective	Tactic	Responsible Party	Due
		4.3.4.3: By 3/15/19, recruit new volunteers into the launch of the expanded CWM program.	FL & SC Commission	3/15/19
4.4: By 12/31/17, develop the knowledge and participation of the Annunciation Catholic Community to increase the sustainability of parish functions and services when the inevitable change in pastoral leadership occurs.				12/31/17
	4.4.1: <i>The Stewardship Commission will develop a Sustainable Mission Plan for Annunciation Church by 12/31/17.</i>		Stewardship Commission	12/31/17
		4.4.1.1: Create a success plan for leadership roles in the Parish Council and each Commission by 3/31/17.	Stewardship Commission	3/31/17
		4.4.1.2: Conduct initial classes for interested leaders on how effectively to discern the appropriate leadership roles which match their interests and abilities by 6/30/17.	Stewardship Commission	6/30/17
		4.4.1.3: Create a continuing leadership training program for each commission by 1/31/18.	Stewardship Commission	1/31/18

Initiative #5: Vocations

Goal	Objective	Tactic	Responsible Party	Due
5.1: Develop a plan to educate the parish to encourage people to hear and understand vocations to the clergy and religious life, married life, and consecrated single life.			Faith Formation Commission	To be ongoing
	5.1.1: <i>Schedule and present talks by speakers representing 6 Vocation areas in the next 18 months. Vocation presentations to be by people representing:</i>		Vocations Coordinator????	Begin 8/31/17 and continue one topic quarterly and continue ongoing.
		1. Priest – schedule for mid-November, talks after weekend Masses with meal afterwards. Teen servers on Saturday night.		
		2. Deacon		
		3. Religious Brother & Religious Sister		
		4. Married Couple		
		5. Single Life		
		6. Consecrated Single Life.		
		5.1.1.1: Talks on Wednesday nights, from 5:00-6:30 with time for Q&A, with a meal provided.	Vocations Coordinator	Not happening yet
		5.1.1.2: Talks after Weekend Masses, with talk, time for Q&A, and a meal.	Vocations Coordinator	
		5.1.1.3: Talks after Weekend Masses, with Eucharistic Adoration, and talk.	Vocations Coordinator	
		5.1.1.4: Plan to record all talks, and possible separate interviews, for airing on Catholic Radio.	Vocations Coordinator	

Recommended Implementation Guidelines

Responsible Party(ies):

Plans can only be executed if there is assigned responsibility for implementation of the elements. For the Assumption Catholic Church Plan, responsibility for each of the tactics is assigned in the appropriate column of the plan.

The responsible party named in the plan is NOT necessarily the individual that accomplishes the goal, objective, or tactic. Rather, he/she is the individual that ensures that the tactic IS accomplished on time (by the due date listed for that tactic in the plan).

The Parish Council holds the ultimate responsibility for implementation of the plan. However, in practice, the Parish Council works in concert with the Pastor and other leadership groups within the parish. The Pastor, in turn, sees that the Parish Council is kept informed of the progress of the plan and holds those individuals listed as “responsible party” in the plan document responsible for their assigned areas.

Timelines:

Unless otherwise stipulated in the plan, Due Dates listed in the plan document are those dates by which each tactic must be COMPLETE. The “responsible party” must calculate the appropriate lead-time for the activities that will complete the tactic by its due date.

Additional Parties:

The “responsible party” listed for each element in the plan may enlist additional individuals to assist him/her in the completion of the tactic. Tasks may be delegated as necessary to ensure completion by the due date.

Accountability:

The Shumway Group recommends that there be a standing item on the regular Parish Council agenda for review of progress on the plan as a whole. The Pastor is responsible for making a regular report to the Parish Council on progress of the plan, including goals,

objectives, and tactics accomplished. If progress is falling behind the timeline(s), then the reasons for this should be outlined and remedies discussed by the Council.

The Shumway Group further recommends that the Parish Council annually review the entire plan to evaluate its ongoing relevance and to make any adjustments deemed necessary due to changing circumstances and environment.

Ongoing Planning:

This document is envisioned as a three-year plan. The Parish Council should place on its agenda late in the second year the preliminary stages of planning for the next three-year period. The Shumway Group suggests that the Parish Council consider beginning the process of designing the plan for 2019 – 2021 in the year 2018.