



St. Basil Church
Planning the Future
February 20, 2012

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Introduction

St. Basil Catholic Church, a parish of The Roman Catholic Diocese of Kalamazoo, called by God through Baptism, nourished by the celebration of the Eucharist, and inspired by the Holy Spirit, is committed to proclaiming the Good News. The Parish desires to be faithful to the examples and teaching of Christ by sharing God's love, compassion, and mercy through worship, service, education, and hospitality.

In 2010, Father Bob, the Parish Council and the Finance Council recognized the need to develop a strategic plan that will allow the Parish to more effectively pursue and accomplish its mission, utilize its resources, and guide the ministries, daily activities and decisions. A strategic planning team, drawn from diverse elements of the Parish, developed this plan in 2011.

Plan Structure

This plan is organized as follows:

Core Values. The basis for our plan rests in our core values. These core values represent who we are as a unique organization; they are our parish "identity." Core values are deeply held and we would not consider making any important parish decisions without taking them into consideration first.

Purpose / Mission. Our purpose rises from our core values. The purpose, also referred to as the mission statement of an organization, represents why we exist as an organization. The purpose is congruent with the core values and articulates our unique place, or mission, in the world.

Vision. Our vision represents and articulates what kind of organization we want to create for the future. The vision is guided by, and consistent with our core values and purpose.

Mental Models. Our mental models clearly articulate the assumptions and beliefs that must be held or activated by key parish stakeholders in order to accomplish our vision.

Strategies. Our strategies represent how we intend to create the organization we see in our vision. These strategies were developed with careful analysis of the success factors we believe will help us achieve our vision. Ideas for specific actions we intend to pursue are also articulated here.

Supporting Materials. In the appendix, we include supporting models that were used to generate this plan.

The elements in this plan build upon each other. Our purpose/mission is true to our core values, our vision is supportive of our purpose, and our strategies are designed to

achieve our vision. This planning structure was chosen to ensure that the choices we make are ones that tie our actions to our core values and purpose.

While these plan elements are written in words, they really are things we want to internalize as a parish community. This plan document offers statements to guide our discussion, decisions, and actions in the future.

Core Values

The following core values were discerned as representing the core values for St. Basil Church as an organization.

Worship	We are strengthened and unified by the Word, Eucharist, and our gathering.
Spiritual Formation	We are dedicated to ongoing growth in our loving relationship with God through our pursuit of knowledge and understanding of our faith.
Service	Motivated by the example of Christ, we joyfully fulfill our obligation to serve others.
Evangelization	We are called to carry on the mission of Jesus to proclaim the Good News to all people.
Stewardship	We are committed to develop and share our gifts of time, treasure, and talents.

Purpose

Building on the core values, the following purpose / mission was identified by the Strategic Planning Team, reflecting on the core values and building on the past mission statement. The purpose represents why we exist as a parish.

Called by Baptism, nourished by the Eucharist, and inspired by the Holy Spirit, our mission is to live the Good News of Christ through Worship, Evangelization, Service, Spiritual Formation, and Stewardship.

Vision

Our vision helps us “see” the future of the organization. It is what we wish to create via the strategies and actions in the next session. The vision for St. Basil Church is:

We are a strong Catholic community unified through our worship, ongoing spiritual growth, active spirit of stewardship, and service to others through vibrant ministries.

- **Strong Catholic Community** – As a strong, faith-based community, we celebrate our Catholic traditions, respect and take advantage of our diversity, and engage our parish family to embrace and live our core values.
- **Unified through our worship** – We are a diverse people who gather to share the one cup and one bread that strengthens us to live the Word. We acknowledge our need for reconciliation and express our unity in forgiveness.
- **Ongoing spiritual growth** – St. Basil Church is a core provider of faith-based education. All members of St. Basil Parish have the opportunity to grow in their spiritual life through parish supported growth activities.
- **Active spirit of stewardship** – We identify and nurture our time, talent, and treasure, accepting God's gifts with charity and justice and returning God's gifts with abundance.
- **Service to others through vibrant ministries** – We recognize the needs of our Parish families and the community and reach out through the commitment of rededicated Parish ministries.

We are an active parish community that has responded to God's call to actively seek eternal life by deepening our commitment to our faith and traditions, educating ourselves, serving our community, and building for future generations. We are committed to this vocation.

Mental Models

All of us have mental models. They are our beliefs and assumptions about how the world works and they are based on our own experiences over the years. It is important to identify the key stakeholders who must be engaged to accomplish our vision and articulate what the mental models are that need to be held if they are already a belief, or activated if they are not in action.

Below are the key stakeholders the planning team felt would be important to engage, and our "mental models" about what the important "mental models" should be for that group.

School Community

- We understand and trust the Parish to support our effort to provide a quality Catholic education to our school children; therefore, the Parish will provide the resources to ensure continued school viability.

- Adult Education: Religious Education extends from birth to death; therefore, focus and resources should be directed to adult groups.
- Religious Education Programs/Staff: We believe the Parish is confident in our ability to service the non-school population; therefore, the Parish needs to support this work through prayer, necessary resources, and financial commitment.

Leadership/Administrative Ministries

- It is important to build and strengthen a foundation of Catholic faith; therefore, we respect our traditions and look for ways to incorporate them.
- Good leadership for the Parish requires listening; therefore, we will develop formal and informal ways to receive input and feedback from the Parish for our decision making.
- Leadership requires making sustainable financial decisions; therefore, we will ensure that our resources are prioritized appropriately in order to accomplish our vision and mission.

Knights of Columbus

- Men of the Parish believe that the Knights of Columbus is an integral group that helps to implement Parish strategies; therefore, young men will join the Knights when they attain 18 years of age.
- The Knight's goals of charity, unity, fraternity, and patriotism coincide with Parish goals; therefore, we will participate in all activities that involve our personal spirituality and interest in service.

Service Ministries

Service to others is our response to God's love for us; therefore, we will re-define / establish service ministries that are aligned with the Parish Vision/Mission and respond to the needs of our parish, families, and community by reaching out to provide the most meaningful service that our time, talents, and treasures will allow.

Worship Service / Mass-related Ministries

- We believe that it is important to have a worship atmosphere that is joyful and engaging for all parishioners; therefore, we will focus on full and active participation in all liturgical celebrations.
- We believe that the aesthetics of our church affect the quality of our worship; therefore, we will pursue the renovation and restoration of our church.

Youth Ministries

- Youth believe that they are equal partners in our parish; therefore, we will be more involved with other ministries.
- Youth bring a way of working that is fun, joyful, effective and inclusive; therefore, we will act as teaching aides for the education ministries.
- Youth want to be accepted and protected; therefore, adult leaders will offer an environment of non-judgmental acceptance and opportunities for spiritual growth.
- Youth prefer to be active; therefore, the youth group will offer activities such as weekly fellowship with peers, bible studies, “how to cope with social issues” programs, and fun opportunities to interact with other peers.

Women’s Ministries

Women’s ministries provide a vehicle for women to grow spiritually, to serve others, and mentor and support each other; therefore, we will structure women’s ministries so that they appeal to a variety of ages, cultures and interests.

Staff

Being on the staff of St. Basil’s Parish, we have a sense of ownership to the Parish; therefore, I am dedicated and committed to representing its mission and vision.

Pastor

I am the appointed representative of the Bishop, working closely with the pastoral team; therefore, I am dedicated to the spiritual and material well being of the Parish, in accord with Diocesan policy and vision.

Strategies

We have a vision that defines what we want to create for the future and are confident that it is supportive of our core values and purpose. We have identified the key stakeholders that should be engaged in order to accomplish our vision and identified the necessary mental models. Now we turn to our specific strategies that will help us move toward this vision as a parish community.

To support movement toward our vision, we have identified a number of key success factors that we believe should receive our collective focus in the coming years. Key success factors are elements in our systems that are most important to our successfully achieving our vision.

- Stewardship
- Spirituality
- Worship
- Education
- Diversity
- Ministries

The following strategies and possible tactics have been identified to support achieving our vision.

Stewardship – We will be a full stewardship parish of time, talent and treasure by 2014.

- A. Identify a committee (persons) responsible for stewarding this strategy by April 1, 2012.
- B. Define “full stewardship Parish” in relationship to Vision, Core Values and Mission by July 30, 2012.
- C. Assess the current reality of Parishioner involvement to Vision by September 1, 2012.
- D. Develop a 3-year implementation plan to become a full stewardship parish by December 30, 2012, including presentation to the Parish Council.
- E. Begin implementation of the plan by January 13, 2013.
- F. Bi-annually conduct a formal evaluation of the plan and make any necessary adjustments.

Other possible tactics or activities could include:

- A. Implement education plan through sermons, hand-outs, and testimonies by January 2013.

- B. Plan and hold a “Stewardship Day” during 2013 Lenten season that will provide Parishioners with an opportunity to formally pledge their time, talent and treasures.
- C. Person(s) responsible (Stewardship Committee) will develop an instrument to measure progress towards a full stewardship Parish by December 2013.

Spirituality – By 2015, we will have specific formative programs and activities to promote and enhance personal and parish spirituality.

- A. Identify a committee (persons) responsible for stewarding this strategy by April 1, 2012.
- B. Define “spirituality” in relationship to Vision, Core Values and Mission by July 30, 2012.
- C. Assess the current reality of Parishioner involvement in programs and activities to Vision by September 1, 2012.
- D. Develop a 3-year implementation plan to support engaged personal and parish spirituality by December 30, 2012, including presentation to the Parish Council.
- E. Begin implementation of the plan January 2013.
- F. Bi-annually conduct a formal evaluation of the plan and make any necessary adjustments.

Other possible tactics or activities could include:

- A. Engage the Parish to identify needs for additional programs and activities.
- B. Implement education plan through sermons, hand-outs, and testimonies.

Worship – By 2015, we will provide a worship experience that engages the faith community, is in accord with Catholic Liturgical norms, and held in a space that reflects the dignity and importance of that worship.

- A. Identify a committee (persons) responsible for stewarding this strategy by April 1, 2012.
- B. Define the worship experience in relationship to Vision, Core Values and Mission by July 30, 2012.
- C. Assess the current worship experience of Parishioners to Vision by September 1, 2012.
- D. Develop a 3-year implementation plan that incorporates the components of engagement, education, materials, diversity and worship space by December 30, 2012, including presentation to the Parish Council.
- E. Begin implementation of the plan January 13, 2013.
- F. Bi-annually conduct a formal evaluation of the plan and make any necessary adjustments.

Other possible tactics or activities could include:

- A. Assess worship aid needs.
- B. Assess / define roles / duties of homilist / liturgical leader / worship leader.

Education – By July 1, 2014, St. Basil Parish will have implemented specific structures for faith education and growth for parishioners of all ages.

- A. Identify a committee (persons) responsible for stewarding this strategy by April 1, 2012.
- B. Define the education experience in relationship to Vision, Core Values and Mission by July 30, 2012.
- C. Assess the current educational experience of Parishioners to Vision by September 1, 2012.
- D. Develop a 3-year implementation plan to support personal and parish education by December 30, 2012, including presentation to the Parish Council.
- E. Begin Implementation of the plan January 13, 2013.
- F. Bi-annually conduct a formal evaluation of the plan and make any necessary adjustments.

Other possible tactics or activities could include:

- A. The Parish will financially support and, where possible, enhance all existing education programs (including school, religious education, youth groups, Café, RCIA Etc.)
- B. In an attempt to recruit talent and stabilize the religious education program, an appropriate stipend for each religious education teacher will be determined by April 2012 for implementation for the 2012 instructional cycle.
- C. By May 2012, a parish survey will be conducted among all adult members to surface those programs most desired by parishioners. Surveys will be conducted every two years to assist evaluation and identify new interests.
- D. A Parish mission will be held during September/October 2013.
- E. A video/materials library will be established by January 2013, and will include a complete list of materials for parishioners and will be updated annually.
- F. All educational groups will participate in at least one fund-raising activity annually to offset the impact on parish finances.
- G. At least two new adult program initiatives will be started each calendar year.
- H. RCIA will be enhanced to include evangelization activities for the 2013 cycle.
- I. Small group programs will receive appropriate support in their need for resources. Budget needs will be submitted to the Finance Committee in February of each year.
- J. 100% of all school-age Parishioners will be involved in either the school or the religious education program by September 2013.
- K. All programs will be evaluated every two years for effectiveness and future growth. Support levels for the next period will be established at this time.
- L. By April of 2012 each existing group will access the level of financial support it feels is appropriate for its activity and meet with the Finance Committee to determine the level of Parish support.

Diversity – By 2013, we will effectively utilize the full diversity of the St. Basil faith community, be it cultural, gender, age, or parishioner/participant status.

- A. Identify a committee (persons) responsible for stewarding this strategy by April 1, 2012.
- B. Define “Diversity” in relationship to Vision, Core Values and Mission by July 30, 2012.
- C. Assess the current reality of Parishioner diversity to Vision by September 1, 2012.
- D. Develop a 3-year implementation plan to support full diversity of the St. Basil faith community by December 30, 2012, including presentation to the Parish Council.
- E. Begin Implementation of the plan January 2013.
- F. Bi-annually conduct a formal evaluation of the plan and make any necessary adjustments.

Other possible tactics or activities could include:

- A. Create a “Diversity Council”.
- B. The Diversity Council will create a comprehensive assessment survey of parish diversity that encompasses the key components of culture, age, gender, and seasonal Parishioners.
- C. By January 2014, the Diversity Council drives the implementation of the plan that begins to:
 1. Provide more opportunities for the Hispanic Parish community.
 2. Expand and develop age-appropriate activities/ministries for each major age group within the parish.
 3. Establishes balanced male-female representation across all parish ministries and committees, and cultivate interest and engagement of seasonal Parishioners.

Ministries – By 2015, St. Basil will offer its parishioners and the surrounding community a full complement of vibrant ministries with 40% of our parish community engaged.

- A. Identify a committee (persons) responsible for stewarding this strategy by April 1, 2012.
- B. Define “full complement of vibrant ministries” in relationship to Vision, Core Values and Mission by July 30, 2012.
- C. Assess the current reality of current ministries to Vision by September 1, 2012.
- D. Develop a 3-year implementation plan to offer full complement of vibrant ministries by December 30, 2012, including presentation to the Parish Council.
- E. Begin implementation of the plan January 2013.
- F. Bi-annually conduct a formal evaluation of the plan and make any necessary adjustments.

Other possible tactics or activities could include:

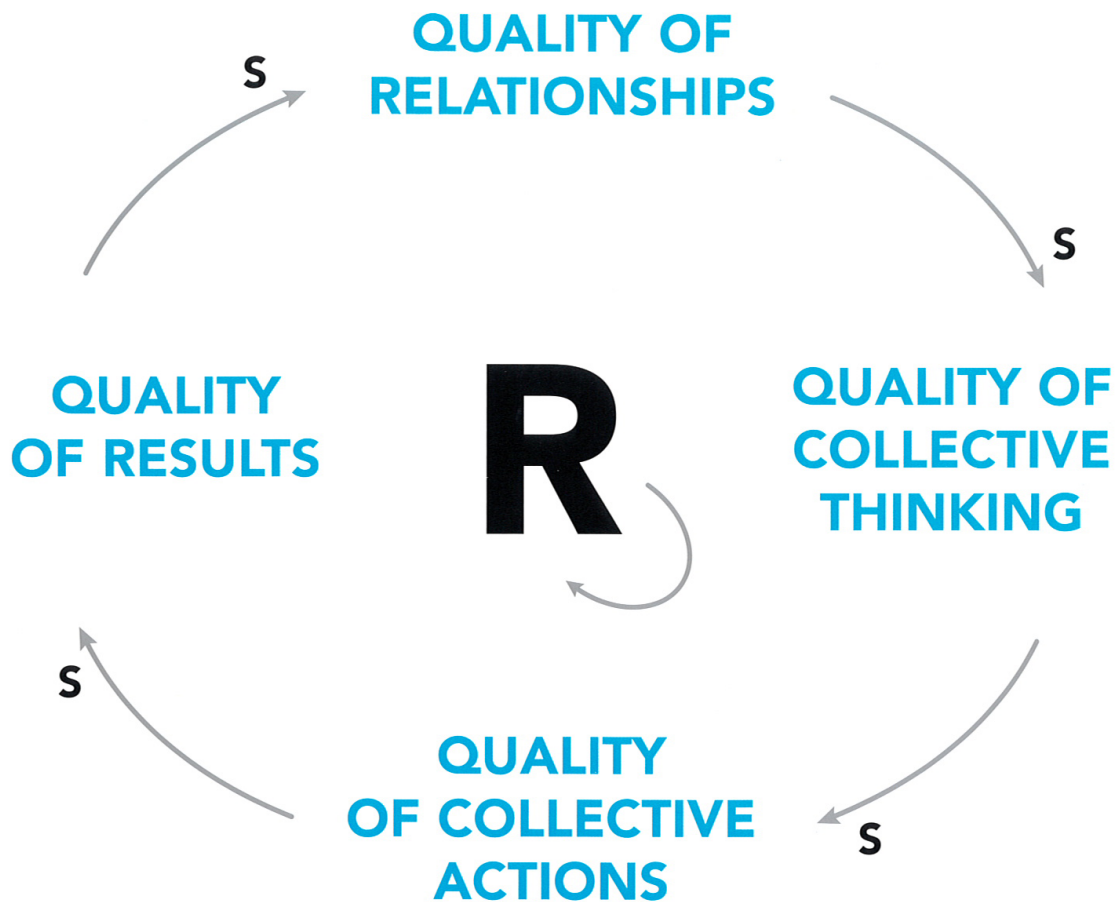
- A. Determine current participants in ministries by January 2013.

- B. Establish plan for mentoring and orienting volunteers, develop leadership training, provide ministry handbook for each activity by June 2013.

Supporting Materials

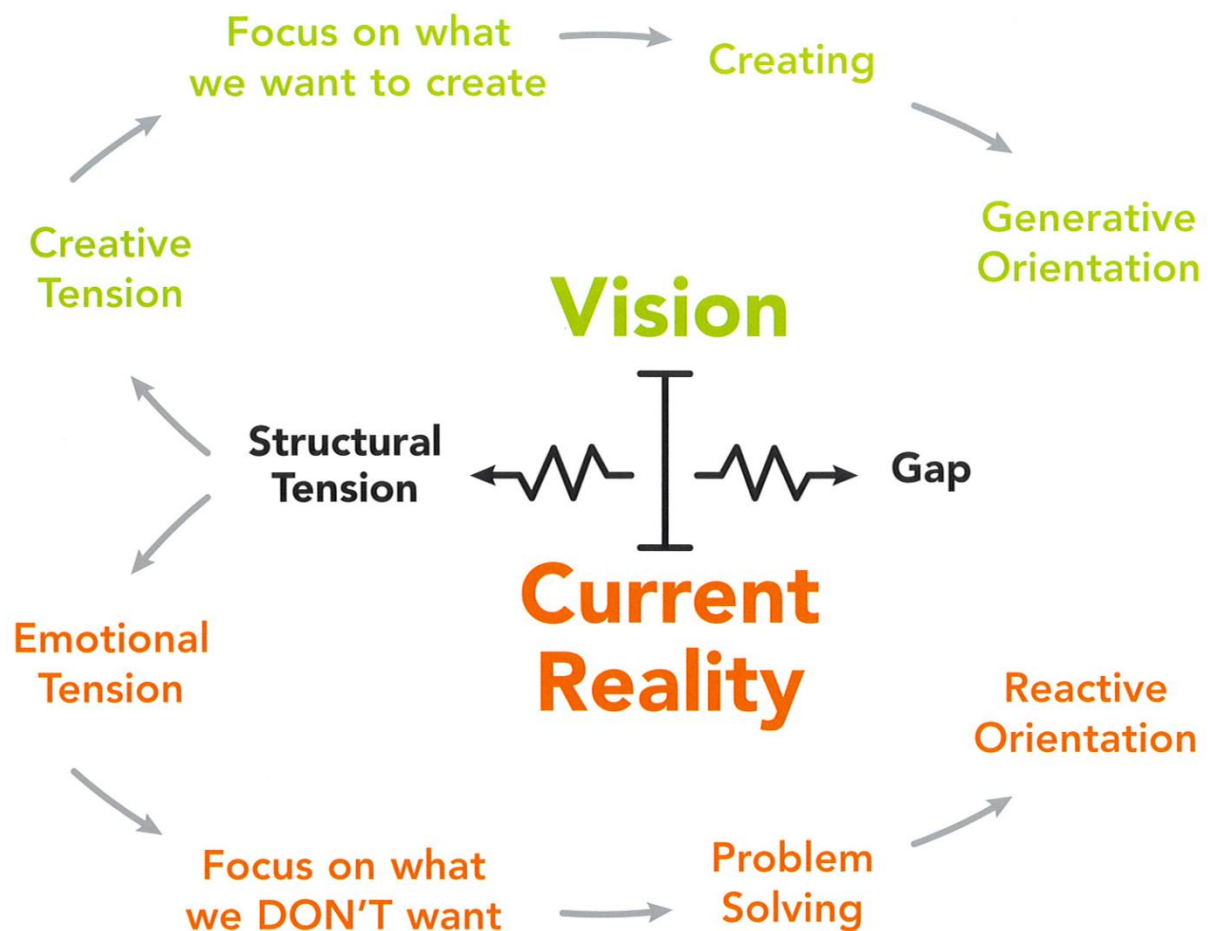
The following pages contain the planning models that were used to guide the team in the strategic planning. These are models from the disciplines of Organizational Learning and Systems Thinking. They represent an asset-based approach to strategic planning.

Core Theory of Success



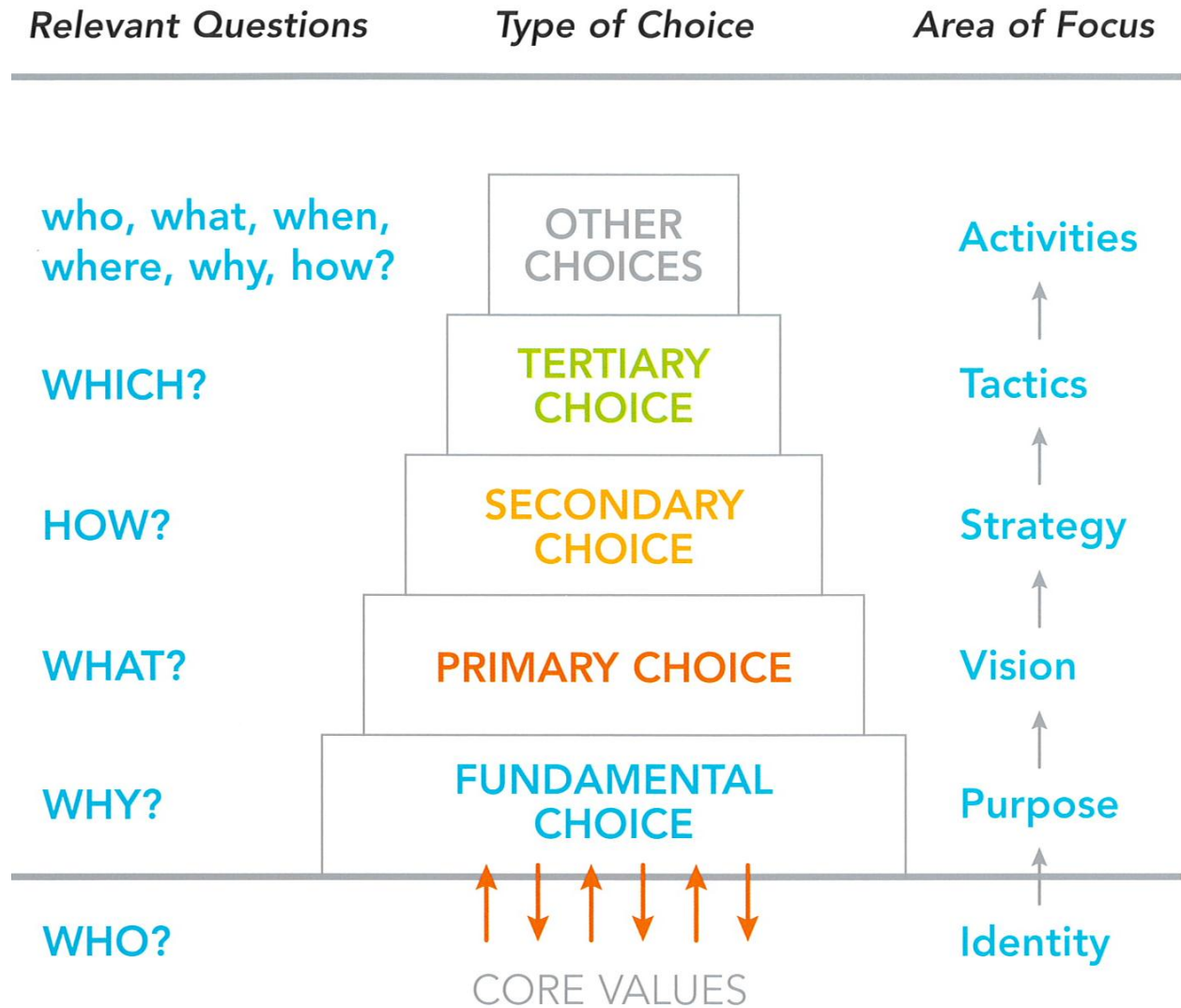
Kim, Daniel H. (2001). *Organizing for Learning: Strategies for Knowledge Creation and Enduring Change*.

Creative Tension Model



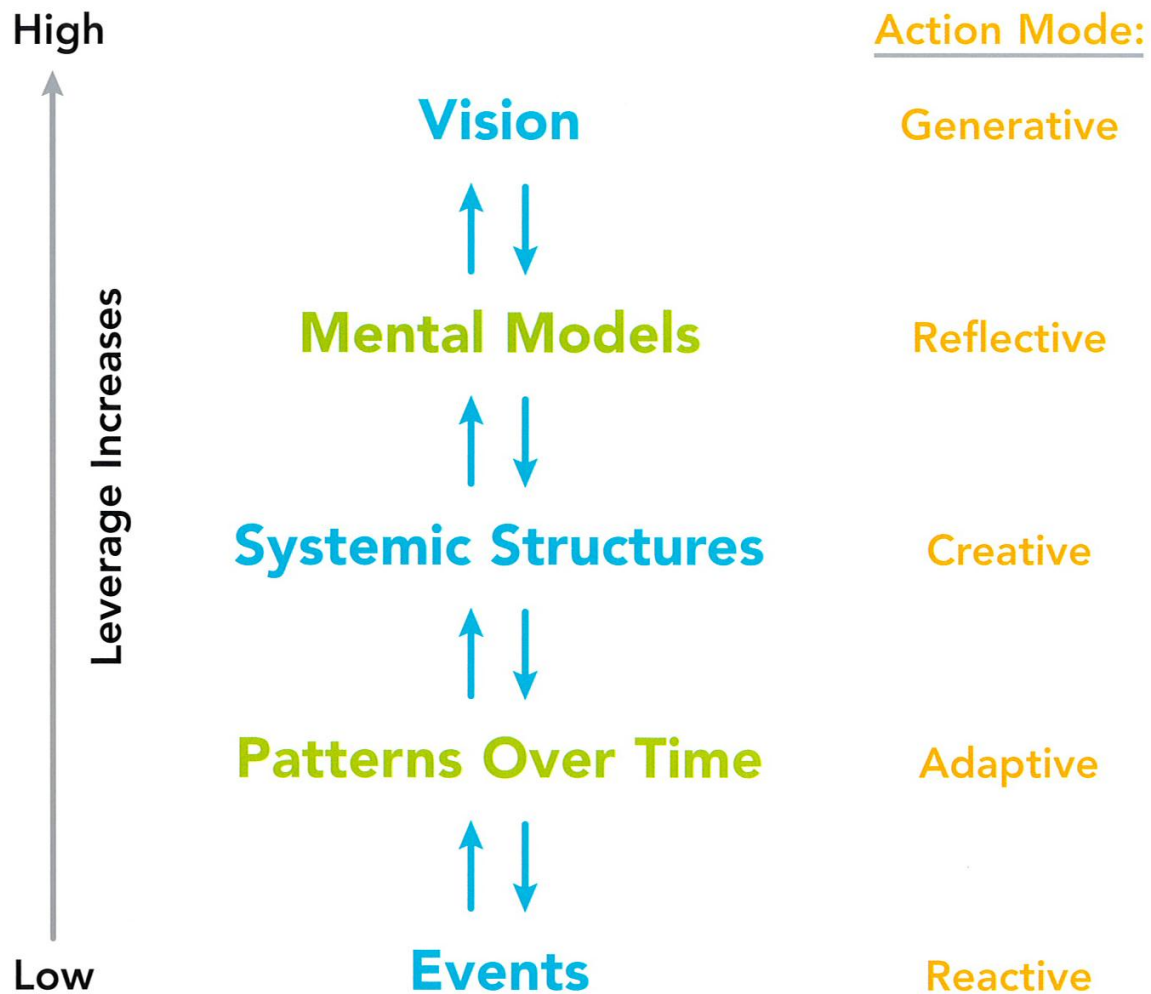
Kim, Daniel & Cory, Diane. (Adapted from Robert Fritz, 1989, *The Path of Least Resistance: Learning to Become the Creative Force in Your Own Life*).

Hierarchy of Choices



Kim, Daniel H. (2002). *Foresight as the Central Ethic of Leadership*.

Levels of Perspective



Kim, Daniel H. (2002). *Foresight as the Central Ethic of Leadership*.

Vision Deployment Matrix

	Level of Perspective (Action Mode)	Desired Future Reality	Current Reality	Gaps, Open Issues, Questions	Action Steps	Indicators of Progress	Timeline
Increasing Leverage ↑	Vision (Generative)						
	Mental Models (Reflective)						
	Systemic Structures (Creative)						
	Patterns (Adaptive)						
	Events (Reactive)						

Kim, Daniel H. (2001). *Organizing for Learning: Strategies for Knowledge Creation and Enduring Change*.