

## STRATEGY #1 FOSTER SPIRITUAL MATURITY AND PLAN FOR DISCIPLESHIP

**Enhance the spiritual life of our parish by creating intentional opportunities for spiritual growth and a whole parish discipleship plan**

### Strategy #1 Goal #1 Detailed Action Plan

#### *We are Disciples*

**Goal #1:**

Foster a sense of community among parishioners by providing opportunities to grow in their faith together.

**Issue/Gap to be Addressed:**

There is a strong desire to have closer, faith-based relationships among the community.

There is an understanding that our community is diverse in theological ideologies and understanding of Church teaching. As such, we need to provide opportunities to meet people where they are so that they may grow deeper in their Catholic faith. There is often a sense of comfort with people who already know one another, which can easily become unwelcoming to new parishioners. We need to learn how to engage with one another, specifically people we do not know.

**Solution/Plan:** Establish a comprehensive, collaborative discipleship plan. This plan should be fluid, reviewed and updated annually, to improve and deepen our relationships with others.

**Owner:**

Director of Faith Formation, Director of Parish Engagement, and their committees

Actions		By Whom?	Resources Needed?	Completed By:	How to measure success?
1	Hold an annual /biennial parish-wide event (e.g. parish mission) to foster community, spiritual growth, and individual conversion.	Staff	\$4,000	Initial event March 2020	Event is planned, is held and we receive feedback on its impact and effectiveness.
2	Provide more opportunities for parishioners to meet and get to know one another (e.g. year one will include Parish Jubilee events).	S & E Committee, Community Life Coordinator, Community Life Committee	\$200/event for light hospitality and promotional communications	June 2020	Events are held and documented, photos of events are shared with the community through various methods of communication.

3	Implement a discipleship plan for small groups of all ages and demographics, including facilitator training.	Clergy, Staff	\$1000 Outside Trainer  Formal program for training facilitators	March 2021	Small group facilitator training is scheduled and completed annually, and more small groups are active..
4	Offer study groups that focus on “hot-topics” within the secular world and our Church with particular emphasis on the Church’s social mission.	S&E  Social Resp  Staff	\$ 400-500 per small group initiative for materials, promotional communication and hospitality	December 2022	“Hot topic” study groups are active, and discussions are summarized to share with the parish and beyond.

**Strategy #1 Goal #2 Detailed Action Plan**

***Prayer Opportunities***

**Goal #2:** Enhance the devotional life of the parish by advertising current prayer opportunities, offering what we have at varying times, and offering new prayer opportunities.

**Issue/Gap to be Addressed:**

Communication of existing prayer opportunities needs to be improved. Our parishioners desire existing prayer opportunities to be offered at additional times. In addition, our parishioners would like to have a greater variety of prayer opportunities that reflect our community’s diverse theological ideologies. Epiphany has a long standing history of studying and participating in the resolution of modern-day social issues. Our parishioners continue to be interested in learning more about “hot-topics” happening both within the Church and in secular society, and how we can best respond to these issues as informed Catholics with strong knowledge of the Catholic social teachings and social mission.

**Solution/Plan:** Create energy around and educate the parish of our current prayer opportunities. Establish new prayer opportunities and additional times for current prayer offerings.

**Owner:** Worship Committee

	<b>Actions</b>	<b>By Whom?</b>	<b>Resources Needed?</b>	<b>Completed By:</b>	<b>How to measure success?</b>
1	Encourage parishioners to “drop in” the worship center to spend quiet time in prayer and contemplation.	Worship Communications Coordinator		December 2020	Reminders are published weekly in the bulletin and Epiphany Happenings.

2	Provide catechesis annually on various prayer opportunities offered at Epiphany.	Appropriate staff: Worship, Parish Engagement, Formation, Youth/Young Adults, Communications Coordinator	\$100/ seminar or class for hospitality and communication /promotional expenses	First Event December 2021	Catechesis held annually and participants evaluate re: effectiveness.
3	Research and analyze desire for and development of Stations of the Cross and other devotional prayer opportunities	Worship & Formation Committees, Youth and Young Adults, Communications Coordinator	Devotion Education Materials (\$300)	March 2022	Interested groups are identified and supported in developing prayer forms with suitable materials

**Strategy #1 Goal #3 Detailed Action Plan**

***Adult Formation***

**Goal #3:** Develop a comprehensive formation program for adults.

**Issue/Gap to be Addressed:**

There are limited adult formation opportunities at Epiphany.

As our community is diverse in theological ideologies, there is a desire for an increased variety of formation classes that meet people where they are in their spiritual journeys.

**Solution/Plan:** Create opportunities for adults to learn about their faith using a variety of resources and assessing the best use of our available space.

**Owner:** Director of Faith Formation

Actions		By Whom?	Resources Needed?	Completed By:	How to measure success?
1	Embrace the liturgical calendar as a guide for adult faith formation and provide opportunities for adults to learn a deeper understanding of our faith and how to live it.	Formation,  Social Responsibility	\$200 Materials, Promotion	December 2020	Staff utilizes the liturgical calendar as a guide for planning formation opportunities.

2	Regular staff collaboration to plan formation opportunities on a variety of topics that appeal to diverse spiritual and social needs.	Formation, Youth and Young Adults, Parish Engagement,, Social Responsibility	Parish-wide planning sessions	March 2021	Staff meets regularly to collaborate on planning formation opportunities.
3	Provide adult formation opportunities on Sundays, simultaneously with Children's formation.	Formation	Catechists Studies	December 2021	Formation Opportunities presented each semester and parents of formation children participate.
4	Educate parishioners on the history, importance, and theology of the Second Vatican Council.	Formation	\$ 100-300 for materials, promotion and hospitality	December 2022	Vatican II focused seminars/classes are advertised and held as needed.

### Strategy #1 Goal #4 Detailed Action Plan

#### Stewardship

**Goal #4:** Finalize an Epiphany Stewardship plan, evaluating and incorporating best practices in all areas of stewardship.

**Issue/Gap to be Addressed:**

We need to continue to solidify the stewardship programming that was established as a result of the 2020 LRP. There is a gap between the foundational vision and implementation of Epiphany as a “Stewardship parish” in relation to modern day financial best practices in stewardship. This creates opportunities for growth as a community. Additionally, there is often a lack of knowledge and understanding of what ministries we have at Epiphany as well as a need for parishioners to be able to identify what ministries would best suit them, according to their own gifts and talents.

**Solution/Plan:** Finalize an Epiphany Stewardship Plan. Examine and re-evaluate the financial policies/guidelines for Epiphany.

**Owner:** Director of Parish Engagement, and Stewardship and Evangelization Committee.

	Actions	By Whom?	Resources Needed?	Completed By	How to measure success?
1	Complete and offer a spiritual gifts inventory tool for parishioners to use to determine how	Stewardship & Evangelization	\$80 to create the software that is personalized for Epiphany.	December 2020	Spiritual Gifts Inventory tool is available for parishioners to use.

	they can best serve the community.				
2	Enhance the communications to the parish about Epiphany ministries.	Communications Coordinator	\$250 for hospitality at any events held.	December 2020	Information re: various ministries is published quarterly in bulletin, Epiphany Happenings and/or The Star, as well as on the parish website
3	Compile a comprehensive stewardship plan that explains our stewardship practices.	Stewardship & Evangelization	\$800-1,000 for printing and binding	March 2021	A stewardship plan is completed and parishioners gain a better understanding of stewardship.
4	Apply for International Catholic Stewardship Council certification.	Stewardship & Evangelization	Application	June 2021	Epiphany is certified as an ICSC Stewardship Parish
5	Review and update Epiphany's policies, guidelines and understanding of the financial component of being a "Stewardship Parish".	Stewardship & Evangelization, PPC		December 2023	Epiphany is able to utilize all facets of financial stewardship best practices.

## **STRATEGY #2 ENHANCE THE SUNDAY EXPERIENCE**

**Enhance the Sunday experience to support our parishioners on their various life journeys, helping them to connect to God and one another, so that they may live out their faith**

### **Strategy #2 Goal # 1**

#### ***Finding Unity and Mission Inspired by Eucharist***

**Goal #1:** Improve our understanding of how the Eucharist forms and transforms us for our christian mission, and appreciate and support the diverse prayer practices of those participating in Mass each weekend.

**Issue/Gap to be Addressed:**

Based on the parish survey, and other environmental scans, we believe there are various personal worship needs of existing parishioners (as well as potential parishioners) with respect to feeling welcome (defining what feeling welcomed means and how it is carried out), reverence in the worship center (balance between building community and providing a

place for parishioners to be reverent and prepare for the Eucharist), participating in liturgy and beyond (lack of missalette and music with notes/lyrics, homilies relating to everyday lives and challenges), community building (many travel from afar and appreciate catching up before Mass starts), and understanding/respecting the diverse worship needs (inclusive language in the Word, as well as kneeling v standing) that need to be understood and nourished.

**Solution/Plan:**

Analyze available data from our parish surveys, best practices for young adult participation, and the Worship Committee perspectives to improve the Sunday experience through foundational formation and community discussions in order to understand and respect diverse Catholic prayer practices. We will look specifically at linking the Sunday experience to the Eucharist, both receiving it and being Christ to the world.

**Owner:** Director of Worship and Music Ministries, Worship, Stewardship and Formation Committees

Actions		By Whom?	Resources Needed?	Completed By:	How to measure success?
1	Ensure that liturgical planning continues to include the implementation of some aspect of Catholic social teachings and/or our Church social mission in at least one element of every Mass	Worship Committee  Social Responsibility Committee		June 2021	A structure is in place in the liturgy plans and principles and guidelines are created, communicated and understood.
2	Present liturgical/scriptural formation series on the Mass.	Worship/ Formation	Teaching Series DVD/ Program (Biblical Walk through the Mass)	September 2021	Series offered to community
3	Offer a teaching Mass annually.	Clergy, Worship, Formation		September 2021	Teaching Mass regularly scheduled
4	Study demand and cost/benefit of expanding the weekly Worship Aid to include readings and musical notation, maintaining bilingual capability.	Worship Committee, Communications Director	Possible solution: include in bulletin, which may incur additional costs.	December 2021	Data is collected, analyzed, decisions reached and the best solution is implemented

5	Gather and analyze data on young adult and young family faith needs from parishioners, and other parishes' best practices, as well as archdiocese initiatives	S&E Committee, Worship Committee, youth and Young Adult Minister		March 2022	Data collected regarding young adult and young family faith needs, and recommendations made
6	Implement initiatives for young adult and young family faith needs	S & E Committee, Worship Committee, Youth and Young Adult Minister		June 2022	Agreed initiatives implemented
7	Analyze data regarding Catholic traditions and the Mass experience at Epiphany. Identify areas of focus for community formation and discussion.	Worship Committee and Adult Formation	Time given for worship and formation collaboration	June 2022	Data collected, topics and process for community discussions planned.
8	Implement education and listening sessions on each area identified in 2.1.7.	Worship, Formation, Stewardship and Parish Life	Outside Consultant with Facilitation skills \$1000	June 2022	Parishioners' deeper understanding of the importance of participating in weekend Mass and other formation/outreach opportunities
9	Develop plan for increased active participation in liturgical ministries by Hispanic and Deaf parishioners.	Worship Committee/ Stewardship and Evangelization Hispanic Ministry Team		December 2022	Hispanic and Deaf Communities participate in weekend liturgies with increasing regularity.
10	Implement necessary changes in weekend Masses and formation offerings, based on findings in 2.1.7.	Worship, Formation		March 2023	Changes are agreed upon, implemented, and communicated to the parish.

**Strategy #2 Goal # 2**  
**Sunday Formation & Outreach Space Needs**

**Goal # 2:** Develop desired Sunday formation for adults and outreach programs for all parishioners. Evaluate utilization of space to accommodate these programs.

**Issue/Gap to be Addressed:**

Currently, the Sunday experience is limited by space availability for activities outside of Mass. Because there are many that travel from afar, being able to provide additional formation, community building and outreach, as well as prayer opportunities, beyond Mass on campus on Sundays will encourage and support parishioners' journeys to joyfully live their Catholic Faith.

**Solution/Plan:**

Provide Sunday adult formation programs for diverse adult groups, which will aid in the goals of the parish to be the Body of Christ out in the world, and to be disciples as called in our Baptism/Confirmation. We will also particularly target the needs of young families with children attending Sunday formation classes, with childcare, if needed. These formation programs will be developed based on the feedback received from the Strategy 3, Goal 1 results, as well as the other strategies in the plan related to discipleship and spiritual maturity, and will be considered when long term building plans are developed.

**Owner:** Formation Committee

Actions		By Whom?	Resources Needed?	Completed By:	How to measure success?
1	Identify and prioritize adult formation topics for Sunday formation based on the liturgical calendar.	Director of Faith Formation, Formation Committee	Joint meetings between formation and worship – See Strategy 1 Goal 1.	June 2021	New formation opportunities identified and communicated to the parish.
2	Identify Catholic social teaching topics related to the liturgical calendar, and create opportunities for Sunday small group development and outreach.	Social Responsibility, Formation	Social Responsibility Committee analysis	June 2021	Priorities for opportunities implemented in association with liturgical plans

3	Identify the expected space requirements due to increased participation on the weekends in programs developed in 2.2.1, 2.2.2.	Formation/Worship Youth/Young Adult Ministry/Administration		September 2021	Additional space and time requirements are identified.
---	--	---	--	----------------	--

**Strategy #2 Goal #3**

**Excellence in Preaching and Listening to Understand**

**Goal #3:**

Cultivate a culture of excellence and continuing growth in both the art of preaching and the discipline of listening for God’s Word in our world today.

**Issue/Gap to be Addressed:**

Based on parish survey results, there is a desire to enhance the Sunday homilies. Preaching is a demanding and challenging multidisciplinary art form that can always be further developed. With the various demands of the parish and life, it is challenging to find significant amounts of time to devote to homily preparation. The distracted lifestyle of our culture also makes attentive listening more challenging. The continuing displacement of Christian imagery in the public square and the expansion of anti-Christian messaging in the culture make it more challenging to recognize God’s word and movement in the world and to even remember to look and listen in the first place. Many in our church may be less mindful of the critical role they play in providing “ears to hear” the word of God in every circumstance.

**Solution/Plan:**

Develop plans/programs to support parishioners and the Clergy for the roles they play in the entire dynamic of listening and preaching in the homily: adult education on listening, periodic opportunities for preachers and parishioners to discuss together the preaching endeavor, aid for preachers protecting prep time, opportunities for constructive feedback from parishioners, opportunities for feedback from those with homiletics training, ways for preachers and parishioners to recognize and develop their partnership.

**Owner:** Clergy, Formation, Worship

Actions		By Whom?	Resources Needed?	Completed By:	How to measure success?
1	Protect preachers’ homily preparation time and location by prioritizing this work.	Clergy	Offload commitments that others can do	June 2020	Clergy report improvement / increase in preparation time.

2	Develop opportunities for, and greater involvement in, scripture studies relevant to weekend readings(See Adult formation).	Formation	Lay leaders, program materials	September 2020	Opportunities are developed, communicated to the parish and participation increases.
3	Offer each preacher the opportunity to receive feedback from a homiletics expert annually.	Outside expert	Budget (\$500?)	December 2020	Annual feedback is completed.
4	Develop small group feedback forums of parishioners, focused on listening and providing feedback on homilies.	Clergy, Formation, Worship	Outside expert(See Above)	December 2020	Forums are held. Clergy receive feedback on their homilies.
5	Develop formation series on contemplative prayer process and active listening skills, especially to the Word and homilies.	Worship Formation	Outside expert (\$500)	December 2021	Formation series are developed. Parishioners are more engaged in readings and homilies.
6	Develop opportunities for Church social mission/Catholic social teaching connection in homilies (See Goal 2.3.2)	Pastoral Associate of Social Responsibility/ Worship and Formation		December 2021	Homilies regularly include Catholic Social Teaching/social mission “stories”

### **STRATEGY #3 EVANGELIZE**

**Broadly define and demystify evangelization to make the idea friendly both within and beyond our parish; to invite and include different demographic groups; to accompany people on their spiritual journeys.**

***Strategy #3 Goal #1 Evangelization Formation***

**Goal #1:** Develop and implement an evangelization plan for our parish that starts with understanding exactly what evangelization is.

**Issue/Gap to be Addressed:** There is an overall lack of understanding and formation on Evangelization. It is understood that Evangelization continues to be a “buzz” word in the Catholic Church, however; there are some misgivings regarding what Evangelization looks like and how it is done. This goal is designed to bring awareness to Evangelization and how we can grow as disciples that evangelize; grow in our own faith so that we feel compelled and comfortable sharing our own faith stories with others.

**Solution/Plan:** De-mystify Evangelization and provide formational opportunities to the community to grow in awareness of what Evangelization is and how it impacts our call to discipleship.

**Owner:** Stewardship & Evangelization Committee, Staff

Actions		By Whom?	Resources Needed?	Completed By:	How to measure success?
1	Establish Evangelization team	Stewardship & Evangelization		June 2020	Leadership and team members identified.
2	Develop communication on evangelization and a plan that inspires people to go forth and evangelize	Stewardship & Evangelization, Communication	A parish evangelization plan	June 2021	Communication on evangelization begins and a parish wide evangelization plan is completed.
3	Strongly encourage parish leadership to develop & implement personal invitations to Epiphany events.	All Staff  PPC	Personal email, in-person, or phone call invitation to drive participation.	September 2021	Implement personal invitation approach to a minimum of three events or programs. Gather data and analyze success.
4	Develop and provide training on how to recognize God in your life and share your personal faith journey/story.	Stewardship & Evangelization	Outside consultant or internet based training \$1000	March 2022	Training developed and offered annually to parishioners. 15% of parishioners trained over 3 years
5	Integrate Evangelization message into all parish ministries and other activities	All Staff	Collaborative Staff Planning	June 2022	Each ministry or area includes evangelization messaging at least twice per quarter

## Strategy #3 Goal #2 Detailed Action Plan

### *Evangelizing through Accompaniment*

**Goal #2:** As disciples, create a model that identifies needs of others, encouraging parishioners to help others, and enable parishioners to accompany one another on their journeys through faith sharing.

**Issue/Gap to be Addressed:**

Epiphany prides itself on being a dynamic and vibrant, long-standing community. In order to attract and engage others, the survey and environmental scans revealed a strong desire to have ways to more frequently engage and build relationships. This goal focuses on accompanying and building strong relationships with one another through faith sharing.

**Solution/Plan:** Implement mentorship model, and the four activities of discipleship: Encounter, Accompany, Community, Send

**Owner:** Director of Parish Engagement,, S&E Committee

	Actions	By Whom?	Resources Needed?	Completed By:	How to measure success?
1	Develop and implement mentorship model for sacramental prep participants	Committee Chairs  Staff	Mentor/Mentee Guidelines	September 2020	First year, mentors identified for the following year. Remaining years - 40% of those who participated in Sacramental prep from the prior year mentor the next year's class.
2	A discipleship plan includes discipleship opportunities based on various demographic groups	Staff and Committee Chairs	Discipleship Plan	March 2021	Messaging and associated plan completed
3	Utilize the Four Activities of Discipleship: Encounter, Accompany, Community, Send	Director of Parish Engagement	Discipleship Plan	June 2021	Discipleship plan updated and messaging incorporates these activities.
4	Develop a process to re-engage inactive members of Epiphany	Director of Parish Engagement		March 2022	Process in place and more parishioners participate in parish activities.

**Strategy #3 Goal #3 Detailed Action Plan**

***Creating Culture of Invitation***

**Goal #3:** Develop culture of invitation for both parishioners and guests

**Issue/Gap to be Addressed:** Parishioners and guests attending Mass on the weekends come with various needs and perspectives regarding feeling welcome at Epiphany.

**Solution/Plan:** Implement new ways to be more welcoming to parishioners interested in ministries. Examine ways to be social that are age/demographic appropriate, as well as social opportunities that engage the whole community.

**Owner:** S&E Committee, Parish Life, worship and Staff

	<b>Actions</b>	<b>By Whom?</b>	<b>Resources Needed?</b>	<b>Completed By:</b>	<b>How to measure success?</b>
1	Create a plan to become more welcoming through additional social activities after Mass	All Staff working with Parish life Committee	Welcoming and Social Activities Best Practices	September 2020	Complete one per month per Mass
2	Evaluate and update welcoming rituals at start/end of Masses	Stewardship & Worship Ministries		September 2020	All Masses have updated welcoming rituals
3	Develop template for short effective end of Mass communications that include personal invitation for specific needs and events	Staff		March 2021	A template is developed for announcing specific needs and events, with an effective invitation to parish to participate
4	Develop and implement guidelines for use by each ministry and committee to invite and welcome new members	All Staff working with Committees		September 2021	Guidelines implemented, and a one-page questionnaire completed

**Strategy #3 Goal #4 Detailed Action Plan**

***Evangelizing Young Adults and Young Families***

**Goal #4:** Attract more young adults and young families to become active members of our parish.

**Issue/Gap:** All Catholic parishes, including Epiphany, are trying to find ways to better minister to young adults. The Epiphany effort requires listening and understanding of young adult spiritual needs, as well as implementing specific programs and initiatives that respond to these needs.

**Solution/Plan:** Parishioners, staff, and clergy listen to understand, then provide activities to engage young adults and young families.

**Owner:** Director of Parish Engagement; Youth and Young Adult Minister

Actions		By Whom?	Resources Needed?	Completed By ?	How to measure success?
1	Utilize the moments of preparation for the Sacraments of Initiation to engage parents more fully in ECC (social event after the Sacrament, reunions for Baptisms from that year, meals for new parents, etc)	Youth & Young Adult Minister  Formation  S&E Ministry	Sacrament curriculum Schedules ( i.e., baptisms, first communion, weddings, etc.)	September 2020	10 new families per year are more fully engaged in Epiphany as demonstrated by their consistent church attendance after their moments of preparation for the sacraments conclude
2	Develop family parish activities that are both social and service oriented, with a focus on understanding and living our Catholic social teaching and Church social mission	CLife Social Resp Y&YA Ministry Formation	Schedule of Parish Activities  Social Responsibility Plan	September 2021	10 New families per year are participating in parish activities
3	Develop annually targeted youth activities for middle school, high school, and college-aged youth. Include Catholic social teaching and Church social mission focus in programming.	Y&YA Ministry  Social Resp	Spiritual Gifts Assessment Tools for Youth  A Social Responsibility Plan	September 2021	Each group participates in at least one activity per year.
4	Encourage parents to connect with each other while their children participate in youth activities.	Y & YA Ministry	Schedule of youth activities and annual curriculum	September 2021	Parent social gatherings held (e.g., meet in Library, lighthouse, coffee shop, Epiphany house)

**Strategy #3 Goal #5 Detailed Action Plan**

***Evangelizing through the Church's Social Mission***

**Goal #5:**

Develop a plan for integration of the Church's social mission and Catholic social teaching into all aspects of parish life

**Issue/Gap:**

There was a lack of clarity and understanding surrounding the 2020 LRP strategy #3 which was intended to be centered on the Church's social mission. As such, acknowledging the integral nature of the social mission to Catholic faith and life as well as its centrality in Epiphany's foundation, we incorporate a specific goal to improve awareness of and strengthen our core value of Social Responsibility.

**Solution/Plan:** Create a plan that includes ways that we can integrate the Church's social mission and Catholic social teaching into our parish activities.

**Owner:** Pastoral Associate of Social Responsibility, All other Staff and Clergy

Actions		By Whom?	Resources Needed?	Completed By?	How to measure success?
1	Develop a parish-wide plan for integrating the Church's social mission and Catholic social teaching into all parish activities	Pastoral Associate of Social Responsibility Staff	Communities of Salt and Light: Social Mission of the Parish (USCCB) and accompanying Parish Resource Manual; related websites	June 2021	Social Responsibility Plan completed
2	Each ministry and committee integrates the Church's social mission into its planning and activities.	All Staff	Communities of Salt and Light: Social Mission of the Parish (USCCB) and accompanying Parish Resource Manual; related websites	December 2021	Focus on our Church's mission and Catholic Social Teaching (CST) shared with Staff and Ministries for Adult, Family, Youth, and Children.

3	Gather staff quarterly to ensure integration of Catholic social teaching and our Church's mission into liturgy planning, formation, and youth ministry--engaging related standing committees/working groups as needed.	Pastoral Associate of Social Responsibility  Staff	Social Responsibility, Liturgical and formation plans	December 2021	Plans established to incorporate measurements listed in notes below from SR Leader.
4	Intentionally link Epiphany service and social justice projects to relevant Catholic social teaching and our Church's social mission through participant reflection sessions	Pastoral Associate of Social Responsibility	Social Responsibility Plan with Reflection Guidelines related to Catholic Social Teachings and Church Mission for each service project offered	December 2021	Service Projects are linked to CST and Church's mission, participant reflections are integral part of projects, and first event is held with this format..
5	Offer 1 adult or family retreat (immersion experience) per year with a Catholic social teaching and Church mission focus.	Pastoral Associate of Social Responsibility  Formation  Youth & Young Adult Ministry Team	Retreat Plan Retreat Location Topics decided	June 2022	Topics established, retreat planned and held with at least 25 participants,
6	Homilists regularly include real-life stories about those facing injustice and those engaged in social ministry, including Catholic social teaching	Clergy  Social Responsibility	Regularly provide homilists with resources that lift up Catholic social teaching Church mission in the Sunday readings, including real-life examples	June 2022	Homilies more frequently include real life stories re: the Church's social mission and Catholic social teaching

## STRATEGY #4 - SHARED LEADERSHIP

**Through shared leadership, the optimal model of parish leadership, Epiphany will become a vibrant parish with a strong professional collaborative staff and dedicated competent lay leaders, effective communications, and a campus wide facility improvement and utilization plan**

### Goal #4 Detailed Action Plan

#### *Creating High-performing Leadership Teams*

**Goal #1:** Develop a clear and consistent leadership plan to promote, strengthen, and create high performing teams involving clergy, staff, PPC, standing committees, and ministry leaders focused on the mission of our parish.

**Issues/Gaps to be Addressed:**

Staff/committees do not always collaborate effectively with each other and occasionally gravitate to silo behavior. PPC roles and responsibilities are not completely understood by parishioners and they are consequently viewed as ineffective, therefore need to be reviewed and revised as necessary. There are few or no succession plans in place for standing committee chairs or ministry leaders. Ministry leaders receive very little training if any and are never exposed to other ministry leaders' ideas.

**Solution/Plan:** We will develop a list of areas where we need to strengthen leadership skills at all levels of leadership in our parish and implement changes that clearly identify and educate on roles, responsibilities, and succession planning.

**Owner:** Clergy, Staff, PPC, Standing Committee Chairs, and Ministry Leaders.

Actions		By Whom?	Resources Needed?	Completed By:	How to measure success?
1	Identify and implement annual programs that will provide staff personal development and collaboration skills.	Clergy, Staff	\$3000 Outside Conference	Initial program offered by December 2020	Staff individual and collaborative group development programs completed annually
2	Clarify and define the roles and responsibilities of the PPC	PPC		December 2020	PPC roles and responsibilities are clearly defined
3	Educate the parish on the roles, responsibilities of PPC members and encourage more communication between the two.	PPC, Communications Coordinator	\$500 Printing communications	June 2021	PPC roles and responsibilities communicated to and discussed with the parish

4	Develop user-friendly guides for standing chairs and ministry leaders to more effectively lead their committees and ministries, including mentoring new members.	S&E Committee, Staff, Standing Chairs, Ministry Leaders	\$500 Printing Management expertise re: effective meetings and team building	March 2021	Guides completed and introduced to standing chairs and ministry leaders.
5	Develop and maintain succession plans to identify replacements for leaders of standing committees and ministries.	S&E Committee Staff Standing Chairs Ministry Leaders	Succession Plan Templates	June 2021	Each standing committee has a succession plan for committee leaders
6	Conduct one or more annual gatherings of ministry leaders to foster greater communication and collaboration among ministries.	S&E Committee Staff Standing Chairs	\$1000 Meeting Expense	March 2021	Meetings are held on a regular basis and collaboration and idea sharing among ministries is occurring.

**Strategy #4 Goal #2 Detailed Action Plan**  
**Communications**

**Goal #2:**

Develop an integrated communications plan that uses various forms of media to gather and disseminate information about activities, opportunities, needs and deadlines for the parish community and those beyond the parish boundaries.

**Issue/Gap to be Addressed:**

Parishioners believe there needs to be better communication related to events or programs being held in our parish. Parishioners are not familiar with our vision, mission and long range plan strategies, goals and action items. Parishioners believe there could be better communication between them, clergy and staff.

**Solution/Plan:** Create a communications committee and develop a communications plan to be used internally and externally to improve effectiveness of communications.

**Owner:** Clergy, Staff, PPC, Communications Coordinator, Communications Committee, Technology Committee

Actions	By Whom?	Resources Needed?	Completed By:	How to measure success?
---------	----------	-------------------	---------------	-------------------------

1	Evaluate and update the roles of the Communications Coordinator and form the Communications Committee	PPC, Staff Communications Coordinator Communications Committee		September 2020	Communication committee is functioning and the roles and responsibilities of committee and coordinator are clearly defined.
2	Evaluate all current methods of communication, both to and from parishioners. Explore new methods we could use to gather and disseminate information.	PPC, Staff Communications Coordinator Communications Committee Technology Committee	\$1000 for potential changes to website	December 2020	Methods of communication have been evaluated and improved for more effective communications to and from parish.
3	Create and implement communications plans with advertising guidelines to effectively communicate important parish matters such as the long range plan and Jubilee events/activities.	LRPT, PPC, Staff Communications Coordinator	Communications Plan, \$1000 Printing	December 2020	Communication plans are in place and parishioners are aware of, and can participate in, important activities.

### Strategy #4 Goal #3 Detailed Action Plan

#### Facility Improvements

**Goal #3:** Inform leadership with an assessment of the current facility use and improvement needs, and put in place an annual facility utilization review.

**Issue/Gap to be Addressed:** Our facilities are in need of repair, remodeling, and new furniture. There are numerous issues needing attention regarding energy efficiency and environmental friendliness of the campus and its facilities. Parishioners believe there is a need for additional meeting space. Our parish does not have a parish-owned rectory to house pastor, and/or associate pastor and parish clergy visitors.

**Solution/Plan:** We will plan a number of actions to improve the energy efficiency, condition and utilization of our facilities, and decide on the best solution for parish rectory.

**Owner:** FAC, PPC, and Facility Planning Team

Actions	By Whom?	Resources Needed?	Completed By:	How to measure success?
---------	----------	-------------------	---------------	-------------------------

1	Identify capital improvements and associated funds needed to update and improve utilization and sustainability of existing facilities.	FAC/ potential capital campaign Committee	Project Estimates  Outside Consultant	June 2020	Funds for capital improvements to and effective utilization of facilities are identified.
2	Complete a feasibility study to determine when/if a capital campaign can begin for our parish	Capital Campaign committee  PPC	Completed Feasibility Study	September 2020	
3	Begin an annual analysis of facility utilization and needs.	Facility Planning Team, Outside Consultant	\$3000 Outside Consultant	March 2021	The process is in place for an annual analysis.
4	Implement identified maintenance and utilization improvements with prioritization process	Facility planning team	Cost identified in prioritization process	June 2021	Project plan completed for each project with project scope, schedule and costs determined and agreed to