



St Michael Parish and School Vision 2030 Strategic Plan

MISSION (Why we exist)

To courageously advance the Gospel of Jesus Christ and the work of His Church.

PURPOSE (How we will achieve our mission)

By building trust with those in our community, by facilitating occasions to encounter Jesus in Word and Sacrament, and by forming and preparing disciples for mission.

VISION (What we see)

Every person in the St. Michael boundary will have a relationship with Jesus Christ and His Church.

CORE VALUES (Beliefs that guide our behavior)

- Fidelity** – We are faithful to the teaching of the One, Holy, Catholic, and Apostolic Church.
- Dignity** – We are affirming of each person’s inherent value as a son or daughter of the Father.
- Generosity** – With humble and hospitable hearts, we give of ourselves in time, talent, and treasure.
- Sustainability** – We value and responsibly use our spiritual, human, and financial resources.
- Virtue** – We pursue excellence and that which is true, good, and beautiful.

STRATEGIC PILLARS (St. Michael will...)

- **Faith Formation** – Provide and support a wide range of adult and youth **faith formation** opportunities that help fulfill our Parish Mission, Purpose, Vision, and Core Values.
- **Education** – Commit to delivering a superior Catholic education for pre-K-8 and CCD students, cultivating a strong foundation in faith and a love for learning.
- **Hospitality** – Foster an inviting atmosphere that mirrors the love and acceptance embodied by Christ.
- **Stewardship** – Promote a culture of stewardship by encouraging parishioners to share their gifts of time, talent, and treasure.
- **Fiscal Responsibility** – Ensure the long-term financial stability of our parish and school.

STRATEGIC FOCUS (Areas of Concentration)

- **Faith Formation**
 - Foster Eucharistic devotion.
 - Support and nurture the sacramental life in families.
 - Provide formation opportunities for growth in prayer, virtue, and the spiritual life.
 - Provide formation opportunities to deepen knowledge and understanding of Scripture and Church teaching.
 - Form and equip disciples for mission.
 - Develop a more robust youth ministry program.
 - Develop a young adult ministry (for parishioners who are post-college to mid-thirties).
- **Education**
 - Recruit, invest in, and retain quality educational staff at all levels.
 - Continually review and invest in updated curriculum.
 - Meet the needs of all parish school age students while maintaining financial stability.
 - Provide and maintain quality educational facilities.
 - Maintain, monitor, and update a separate school specific 5-year strategic plan.
 - Review parish preschool fee structure, capacity and overall strategy.
 - Recommit to current plan to remain as a 2-unit (2 classrooms per grade) school with well communicated classroom enrollment limits and enrollment priority system.
 - Develop, maintain, and communicate a tuition strategy that provides targets for the portions of educational cost that will be expected of tuition and fees, overall parish support and other revenue.
 - Grow student enrollment to utilize current classroom capacity.
- **Hospitality**
 - Instill a culture of hospitality within all parishioners.
 - Encourage increased outreach efforts by all parish organizations and staff.
 - Seek ways to connect school families and CCD student families.
 - Support individual parishioner's efforts to form new social groups and activities for parishioners of similar interests.
 - Increase efforts for one-on-one personal parishioner connections.
- **Stewardship**
 - Broaden the participation of parishioners in leadership roles within parish organizations.
 - Coordinate efforts to match parishioner skills and passions with parish needs.
 - Promote engagement through service.

- **Fiscal Responsibility**
 - Maintain an active parish Finance Committee that meets no less than quarterly.
 - Except as required by the Diocese, avoid conducting additional parish wide capital campaigns to concentrate on Operational Budget sustainability for school and parish.
 - Increase the percentage of parish families that contribute financially to support our parish and school.
 - Develop and update annually a 5-year financial proforma for both the school and parish that requires a balanced budget.
 - Provide financial resources to support staffing levels to fulfill our parish priorities.
 - Create a formal St. Michael scholarship fund to support parish families with financial need.
 - Regularly communicate financial status of parish and school to all parishioners.
 - Seek to maintain a cash reserve that is no less than **30%** of our annual budget.

ACTIONS AND INITIATIVES TO SUPPORT STRATEGIC FOCUS

- **Faith Formation**
 - To the degree possible, schedule faith formation activities to meet all parishioner's schedules.
 - Fill a vacant parish Leadership Team position whose job description includes coordinating Youth Ministry activities, Hospitality efforts, Stewardship, and other staffing priorities.
 - Review current Liturgical music efforts and modify if appropriate to respond to parishioner 2023 survey.
- **Education**
 - Partner with SFA and individual student parents on school priorities and funding.
 - Set K-8 school financing targets at **45%** tuition and fees (excluding Diocese pass through Technology Fee), 45% overall parish support, and **10%** other.
 - Determine and communicate enrollment priorities when classrooms meet predetermined capacity.
 - Include in the 5-year school financial proforma increased educational staff compensation to at least match the compensation in Lincoln's highest paying Catholic K-8 school.
 - Create well-developed marketing plan to grow enrollment.

- **Hospitality**
 - Once a month, at the end of announcements, encourage parishioners to introduce themselves and their family to someone they do not know by name.
 - Staff the existing Narthex welcome desk with trained volunteers before and after weekend Masses.
 - Preschedule refreshments and social time after all Masses on 1st and 3rd weekends each month.
 - Create a volunteer call committee to welcome new parishioners within 30 days of registration.
 - Encourage parish priests to greet parishioners as they arrive at Mass whenever possible.

- **Stewardship**
 - Annually conduct a stewardship weekend event.
 - Recruit an active facility volunteer corps.

- **Fiscal Responsibility**
 - Focus efforts to increase automatic (ACH and other) giving.
 - Encourage parishioners to increase their tithing by at least 5% every year.
 - Seek to increase the percentage of parishioners who can be identified as regular financial contributors.
 - Use an annual stewardship appeal to promote increased tithing.
 - Develop a strategy to finance a parish endowment to enhance future financial sustainability.
 - Partner with parish organizations to fund our overall mission.
 - Promote estate planning and other non-cash financial commitments.
 - Include funding of capital maintenance needs in the annual parish and school operating budget at no less than 5% of the most current total fixed assets.
 - Review current parish fundraising activities in light of the strategic plan to maximize fulfillment of mission and financial goals.
 - Refrain from major parish capital expansion and capital campaigns for at least the next 3-5 years.

