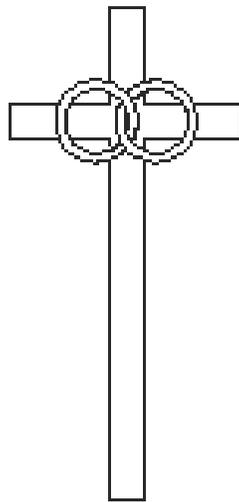


**ST. ALBAN ROE PARISH  
STRATEGIC PLAN**

**2009 - 2014**



**Table of Contents**

Introduction	3
Mission Statement	3
Vision Statement	4
Parish Cultural Value Categories	6
Faith and Religious Practice	7
Programs and Education	9
Participation and Hospitality	11
Facilities	14
Finances	16
Athletics	18
Epilogue	20
Appendix	21
Appendix A	22
Appendix B	24
Appendix C	25
Appendix D	26

***Introduction***

In Matthew's Gospel, we are encouraged to be a light for the world and let our light shine before others (Matthew 5:14). A strategic plan is intended to be a light illuminating the path ahead. Members of our parish have met often over the past eighteen months seeking to discern the goals and priorities for the next three to five years. The previous strategic plan was referenced for continuity and relational context to maintain the forward thinking processes that were developed by past parish councils. A strategic plan is not meant to be an exact blueprint for future planning and development, but a guide. Our plan highlights certain important areas for parish life; in areas of faith practices, liturgy, evangelization, hospitality, and other important areas. May this plan be a helpful guide for pastoral leaders and our parish members.

Come Holy Spirit and help us renew the face of St. Alban Roe Parish.

***Mission Statement***

“Aware of our call by the Holy Spirit, we the parish of St. Alban Roe Roman Catholic Church are gathered in the name of Jesus to be nourished by His word and the Eucharist. Our mission is to follow Jesus Christ, to pray, to teach, to serve, and thereby live our baptismal promises. By worshipping God, supporting each other in our Christian values, and providing the opportunities for all parishioners to be faithful stewards of their gifts of time, talent, and treasure, we will continually build the Kingdom of God.”

## *Vision Statement*

### *Our Past*

Established in 1980, St. Alban Roe is the newest parish in St. Louis County. As a faith community of approximately 2,300 families, the majority of whom are not St. Louis natives, the church serves as a surrogate family community for many. St. Alban Roe welcomes people of all ages.

Based upon the community needs, the parish school was founded in 1998 for kindergarten through third grade. The school has been expanded to include Pre-K and K-8, with an enrollment of 490 students.

St. Alban Roe is an active and vital parish with a focus on children and families. Over 800 students are enrolled in the Parish School of Religion. Over seventy social, service, and faith development ministries enhance and enrich parish life.

### *Our Vision*

Connectivity exists in all aspects of our spiritual, family, and personal lives. Connectivity forges a lasting link between our lives and our faith, our Parish Community, interactions with each other, the broader community of faith, our families, and most importantly, with the word of God. Recognizing the Eucharist as the source and summit of our unity in Christ, connectivity will be the driving force in our goals and plans for living a Catholic Christian life. This enables the spiritual growth of all parishioners through stewardship, learning, and growing our faith community with each other, and with God.

### *Our Future*

Forging connections both internally and externally will strengthen St. Alban Roe. Over the next several years, we envision our parish growing from 2,300 to over 3,300 families. We are firmly committed to being a parish for all ages with an emphasis on family values. While we welcome growth, we will continue to stress the unity of our worship and activities.

We will encourage our parish community to continue to exhibit a welcoming hospitality to one another and to be Disciples of Christ. We will ask the Holy Spirit to help us to evangelize and minister to one another.

St. Alban Roe will strive to bring together home and church for our parishioners. As our faith community grows, we will continue to focus on family-conscious religious education.

*Conclusion*

Our vision of “connectivity” encompasses all aspects of church life. It reaches from our past and extends into our future. It plays a key role in our goals and plans for the years ahead and serves to define our Catholic, Christian identity. We will continue to foster these ideals as we move forward into the future.

*Parish Cultural Value Categories*

- 1. Faith and Religious Practice (Liturgy)**
- 2. Programs and Education**
- 3. Participation and Hospitality**
- 4. Facilities**
- 5. Finances**
- 6. Athletics**

## ***1. Faith and Religious Practice (Liturgy)***

**Strategic Goal:** To empower parishioners to connect Faith Practice to everyday life.

**Priority 1:** Focus the Liturgy on the Sacraments and personal faith formation.

Action Steps:

- Continue to enhance the nourishment of the parish at St. Alban Roe through the liturgy of the Eucharist, emphasizing more attention to preparedness by presiders, ministers, and congregation at all liturgies.
- Promote the perpetual adoration of the Holy Eucharist by increasing awareness of the need for participation in the Adoration Chapel schedule.
- Plan and execute paraliturgical celebrations of Penance, Evening Prayer, Morning Prayer, Stations of the Cross, Marian Devotions, and Novenas to focus on leading to a deeper understanding of our Eucharistic Celebrations.
- Enhance the liturgical events such as Easter Vigil to maximize the effect of the sacraments of initiation: Baptism, Holy Eucharist, and Confirmation.
- Make a more explicit connection between the RCIA program and the larger parish community within the liturgical assembly. Explore ways of connecting parishioners with catechumens and candidates in the initiation process.
- Enhance the music ministry to include a more diverse program with more lay participation by adults and children to draw more parishioners to the Mass.
- Increase the numbers of volunteers in the various liturgical ministries.
- Look for opportunities to hold special liturgical events to enhance the learning of all parishioners.
- Facilitate conversations and planning with other commissions that have liturgical components in their ministry.

Lead Agent: Liturgy Committee

**Priority 2: Foster docility (openness & receptivity) to the Holy Spirit.**

Action Steps:

- Promote prayer at all parish functions.
- Promote faith-related resources to strengthen the Catholic ethic in the workplace and everyday life.
- Promote Catholic devotional practices such as Eucharistic adoration, the rosary, Divine Mercy Sunday chaplet, Marian devotion, and participation of other Saints' Feast Days.

Lead Agent: Liturgy Committee

## **2. *Programs and Education***

**Strategic Goal:** To provide and broaden Spiritual formation and education opportunities for the parish community.

**Priority 1:** Adult education and formation

Action Steps:

- Continue *Christ Renews His Parish (CRHP)*, Small Church Community groups (SCC), Rite of Christian Initiation of Adults (RCIA), and Sacramental Preparation.
- Explore other adult education/formation programs.
- Continue humanitarian trips to other areas/countries.

Lead Agent: Faith Formation Team

**Priority 2:** Foster participation of Teen-agers

Action Steps:

- To explore creative ways to involve the teen-age members of the Parish.
- Develop more inclusive teen participation.

Lead Agent: Youth Minister

**Priority 3: Youth Education and Formation (Pre- School up through 8<sup>th</sup> grade)**

Action Steps:

- To explore creative ways to teach, expand and structure Parish School of Religion (PSR) and the Parish Elementary School.
- Continue the Rite of Christian Initiation of Children (RCIC), Sunday Pre-school, and the Children's Ministry.
- Continue Confirmation Preparation.

Lead Agent: Faith Formation Team

**Priority 4: Focus on young adult formation and education.**

Action Steps:

- Develop a young adult core team for Life Teen.
- Explore additional structures in which young people may participate.
- Continue humanitarian trips to other areas/countries.

Lead Agent: Youth Minister

### **3. *Participation and Hospitality***

**Strategic Goal:** To increase parish participation through discipleship, hospitality, neighborhood and/or subdivision, and community focus.

**Priority 1:** Enhance hospitality processes to welcome/invite all members to consider participating in parish activities.

Action Steps:

- Institute mentor families for new members to assist the welcoming committee in bringing excitement and understanding to parish activities.
- Host a quarterly, new family donut Sunday where Parish Council members attend and greet the families.
- Create a questionnaire that new individuals could fill out to help the Welcoming Committee determine the best fit for them that would capture their attention and fits their talents and desires.
- Based on questionnaire, have the Welcoming Committee notify a corresponding parish organization to call and invite that individual to come to their event.
- Provide better hospitality to new and existing Parishioners.
  - Greeters at all Masses
  - Welcome from the Pulpit, at every Mass. Announce names of new families or individuals monthly.
  -

Lead Agents: Priests, Welcome Committee, Hospitality Ministry (New),

Greeters, Ushers, Lectors, Parish Council, Mentor Family

**Priority 2: Orientation of New Parishioners**

Action Steps:

- Utilize mentor families to answer questions and give direction.
- Have a 90-day follow-up call with new families/members to ensure their needs at SAR Parish are being met.
- Continue our weekly orientation program.
  - Offer sponsors.
  - Improve orientation methods.
  - Develop new parishioner welcome package

Lead Agents: Welcome Committee, Mentor Family

**Priority 3: Increase Youth and Children participation in Parish activities.**

Action Steps:

- Identify the challenges that face the Youth Ministry in attracting new members and develop ways to decrease those challenges.
- Increase the marketing efforts of the Children's Ministry.
- Identify ways in which the children in Sunday Preschool can volunteer (e.g. Children and family can sponsor a booth at the Homecoming.)
- Develop color brochures for the youth activities: Vacation Bible Camp, Sunday Preschool, and Youth Ministry etc., for advertising these programs.
- Continue to place emphasis on spiritual and social growth of youth.
- Include youth representation in key committees.

Lead Agents: Youth Minister, Committee Chairs, Sunday Preschool Kids, Children's Ministry

**Priority 4: Increase adult participation in existing parish activities.**

Action Steps:

- Create a conscious perception that involvement in any of the many organizations, activities, or ministries offers a means to fulfill some of the responsibilities of faith practice under stewardship.
- Create unity of purpose through inclusion of diversity.
- Continue to publish organization's notices in the bulletin.
- Each organization should implement the activities that contribute to the enrichment of the parish.
- Continue development of Christ Renews His Parish program.
- After CRHP, have participants fill out a stewardship card to see how they want to keep their renewal alive.
- Identify adults that do not participate in any activities and have Parish Council members and other organization volunteers personally call and invite them to volunteer for parish events (e.g. Homecoming).

Lead Agents: The leadership of each organization within the parish, Parish Council, CRHP

**Priority 5: Develop Family Planned Activities that foster unity, fun, and community service.**

Action Steps:

- Ask new family members to take up gifts at a specific Mass.
- Ask parish families to read intentions.
- Organize a quarterly family night event.
- Through School and PSR, ask families to pick one Parish activity that they will service together.

Lead Agents: Welcome Committee, School/PSR

#### **4. Facilities**

**Strategic Goal: To update the Master Plan for facilities, maintenance and growth, and a financial vehicle to accomplish the following.**

- Expansion of Liturgical Space
- Parking and access
- Athletic Facilities

**Priority 1: Develop a process to determine the feasibility of expanding or creating new liturgical space for the expected growth of the Parish**

Action Step:

- Establish a Facilities Committee.
- Send out questionnaire to Parish to solicit feedback on feasibility.

Lead Agent: Parish Council

**Priority 2: Develop a comprehensive building development plan that will meet the anticipated growth of the Parish and provide for the overall integration of the campus and community.**

Action Step:

- Expansion of Liturgical Space.
- Update the Master Plan for Parish Campus.
- Review existing documents for the expansion of the Church and update.
- Develop long term plans for campus.
- Proceed with Conceptual Design of Phase III.
  - Timetable and budget

Lead Agents: Facilities Committee, Planning and Design Committee.

**Priority 3:                    Develop a plan and process for the on-going maintenance and upkeep of the current campus and any future facilities.**

Action Step:

- Formalize plan for maintenance and upkeep of facilities.
- Develop, maintain, and implement Facility Use Guide.

Lead Agent: Facilities Committee

**Priority 4:                    Develop a financial debt-reduction and funding plan that will reduce the present Parish debt and fund future expansion and other Parish projects**

Action Step:

- Develop financing and donation methods for present debt and future expansion.

Lead Agent: Finance Committee and Stewardship Committee

## 5. *Finances*

**Strategic Goal:** Create a sustainable revenue program that meets the financial needs of the parish.

**Priority 1:** Continue to assess and clearly communicate to the Parish the costs of operating the parish and the revenues generated.

Action Step:

- Continue to determine the cost of the needs of the parish based on the Six Cultural Values.
- Encourage uninvolved/registered parishioners to participate in adult service to the parish (not necessarily organization related) as part of the time/talent/treasure stewardship program.

Lead Agent(s): Finance Committee, Stewardship Committee

**Priority 2:** Determine revenue stream & identify revenue sources required to pay for the current as well as the future needs

Action Step(s):

- Assess existing revenue sources and needs, and study/investigate new funding sources and methods.
- Continue to encourage all families of the parish to use the envelope system or electronic tithing system.

Lead Agent(s): Finance Committee, Stewardship Committee

**Priority 3: Communicate revenue needs to the Parish.**

Action Step(s):

- Continue to publicize the financial information in the weekly bulletin. Information published should be concise and understandable.
- Develop a presentation to communicate the total funds required.
- Use presentation to solicit specific capital pledges and/or increased weekly contributions in fulfillment of stewardship obligations.
- Fully define the existing capital debt problem and formulate a solution(s).

Lead Agent(s): Finance Committee, Stewardship Committee, Capital Campaign Committee

## **6. Athletics**

**Strategic Goal:** To provide a vehicle for recreation and social and physical development of the youth of St. Alban Roe Parish within an atmosphere of Catholic philosophy, good sportsmanship, and teamwork.

**Priority 1:** Develop within participants an understanding of their value as an individual.

Action Steps:

- Provide a fun, instructive, and positive sporting environment for development of self-esteem and physical skills.
- Ensure that each participant is given the opportunity to reach their full potential while respecting their individual level of development.
- Ensure that each coach is trustworthy, fair, and caring.
- The coaching staff will place the emotional and physical well-being of the participant ahead of any desire to win.

Lead Agents: St Alban Roe Athletic Commission, Coaches, Parish Council Liaison

**Priority 2:** Inspire a sense of respect for the rights and responsibilities of others as individuals and groups.

Action Steps:

- The coaching staff will lead by example in demonstrating fair play in the spirit of Christian sportsmanship.
- Instill ethical standards of conduct.
- Encourage cooperation and team spirit.

- Cultivate a spirit of trust and concern for others.
- Develop social and teamwork skills.
- Promote fellowship and sportsmanship.
- All volunteers (coaches, et al.) must complete the Protecting God's Children program.

Lead Agent: St Alban Roe Athletic Commission, Coaches, Parish Council Liaison

**Priority 3: Create an environment for the participants and their families to meet, interact, and develop friendships that unify and strengthen our parish and its place in the community.**

Action Steps:

- Parents must encourage good sportsmanship by demonstrating positive support for all players, coaches, and officials at games and practices.
- Promote fellowship and sportsmanship with other parishes in the sports leagues in which we compete.

Lead Agent: St Alban Roe Athletic Commission, Coaches, Parish Council Liaison

## *Epilogue*

A significant number of your fellow parishioners have invested many hours and their personal talents in the development of this plan. They have invested this time and talent with the intent to now entrust this investment to your care and attention, anticipating that it will help us all to grow our parish into a more vital and vibrant element of the Body of Christ's Church.

In developing this plan, members of Parish Council found, collected, and studied information from many sources and locations. Much of this information is cataloged and archived as a reference for those who are to carry out the implementation of this endeavor. It is also meant to be available to those who embark upon developing the next segment of the strategic plan for St. Alban Roe Parish. We suggest that this plan be revisited and updated at least every 3-5 years.

Your planning team developed the six cultural value areas and the associated goals to cover the scope of the planning that is necessary to effectively allocate resources for the efficient operation and development of our parish. But these choices are by no means exhaustive. In the execution of the plan, other areas requiring inclusion will arise and they should be included and developed as a dynamic process.

A real plan is a living document. And this plan can yield fruit 100 fold, but it needs your talents to nurture it. We encourage you to use this plan and to grow this plan. The document is designed with substantial covers to enhance its availability and utilization as a desktop reference. It has a lot of 'white space' for notes and comments to allow you to grow it and to mature it into a working guide for operations and decisions. Through continuous conscious effort to accept and apply the marvelous Gifts of the Holy Spirit we can provide the opportunities for all parishioners to be faithful stewards, investing their time, talent and treasure and we can all help build up the Kingdom of God.

William Dean  
Acting President  
St. Alban Roe Parish Council

***APPENDIX***

## *Appendix A*

### **Trend Analysis**

An updated demographic study, completed as part of a Planning and Building Committee inquiry for the potential related to new worship space, offered the following information on internal and external trends.

- The parish currently has 2,250 families.
- Growth over the next 20 years is expected to be approximately 2 percent, which would estimate our parish body to be at 3,000 families by 2028.
- The average household consists of 3.5 persons and will reduce to 3.0 persons by 2030.
- The parish has a positive member growth acquiring more new members than losing members annually.
- Parish membership continues to be transient due to job placement and other factors.
- Parish is strongly oriented to families and is particularly oriented to the Parish School and PSR Program for the children.
- The Youth Ministry has developed a strong contingency of teens for our teen Mass and other youth-related events.
- Philanthropy at the parish has been a unique combination of giving to both short-term and longer-term commitments, if various reasons for the giving are explained.
- There will continue to be a shortage of priests within the Archdiocese and this eventuality should be planned for.

### **Conclusions**

One trend perceived as a continuing threat is the ongoing shortage of priests within the Archdiocese and the impact on the region. Although, St. Alban Roe has been blessed with excellent leadership, the fact remains that there may be shortages that could affect the number of priests available for service at our parish. Church leadership will need to be shared and committed to by the Parish Family and the Pastor to make sure that these needs are planned for.

Transient parish members will always be a threat to the stability of the parish. However, the fact that the parish has had a positive growth of families over the past years and is projected to build to 3,000 families in the next 20 years gives every indication that this trend will continue to be positive. An important element in retaining parish membership is to continue concentrating on welcoming new members into the parish and to work to involve them in parish ministries and other organizations.

*Appendix A (continued)*

Families are busy and sometimes they may feel that they are limited as to the amount of participation that they can provide the parish. This lack of time and presence overflows into trends of declining financial commitment to the parish. Young adults also need to be substantively engaged in Mass or other parish activities to create consistency and process. Fortunately, this parish is still considered young and is responsive to these trends.

- The Parish School is strong and is currently a premier institution for Catholic learning. PSR has also had strong commitment from the parish youth.
- The Christmas Outreach, In God's Hands, and Mission Apostolate (Basement Sale) are seen as great opportunities to involve parishioners.
- The parish family is seen as a giving community that responds well when they are informed.
- The parish will respond best to comprehensive and consistent planning.

## ***Appendix B***

### **Community Trends**

Trends in the community that this committee felt could affect the parish and community in general were:

Home building has remained strong, however the MSD infrastructure will need to be upgraded and extended for remaining properties to be developed for housing.

The development of the Wildwood Town Center and the West County Community College has increased the retail development and attractiveness for families to locate into Wildwood and eastern Franklin counties.

People continue to look at private schooling, particularly in the realm of religious education, and our school is an excellent place for that. Provided the local public school system (Rockwood) has received a high state ranking for its education.

### **Conclusions**

Population growth in the general area still presents St. Alban Roe with new opportunities and challenges. Many of these new families and transient relocations could be attracted to our Parish School and the many ministries that are offered within the Parish. The challenge will be to get more participation from these families beyond the school.

The Parish competes with many outside influencers, inclusive of materialism and the need for status in the community. Athletics and busy lifestyles contribute to indifference by the population in being attracted to religious or school activities, in relation to other choices. St. Alban Roe has to make every attempt to become the priority for the entire family. It could become a unique place where Parish family members prefer to spend time because it meets their needs specifically and comprehensively.

- A continuing resurgence and concentration on spiritualism offers a great opportunity to engage new members. The development of the Welcoming Committee will help to initiate that first engagement.
- Encouraging new members to participate in the liturgy and to become part of Parish ministries
- Using the Web page and other communication vehicles to keep our members informed.
- Collaborating with surrounding Parishes to maximize resources and learn from these other Parishes about their positive growth programs.

## *Appendix C*

### **Strengths and Challenges**

#### **Strengths**

- We are a parish of young vibrant families that is projected to grow in total numbers.
- There is a strong sense of community with a focus on family.
- St. Alban Roe is focused on the long-term growth and spirituality of our Parish.
- We have a huge pool of talented and educated parishioners willing to donate their time, talent, and treasure.
- We have a community that desires spiritual faith.
- We have great faith formation programs and we connect faith to everyday life.
- Our parish has excellent leadership, with sincere, spiritual priests.
- We have good Masses and services that are tailored to meet the different needs of our diverse community.
- Eucharistic adoration is important at St. Alban Roe.
- Our Parish has the right priorities.
- We have a good location and good facilities.
- Newcomers are welcome at St. Alban Roe.

#### **Challenges**

- Our parish community is spread out over a larger area, and access to the campus is a challenge, especially for services for our elderly.
- We should strive to have a “small parish” feeling by creating improved and specific social activities and hospitality programs.
- The expected population growth and parish membership will entail the need to expand our worship space and provide for more office and meeting spaces.
- We need to better encourage all parish members, especially newcomers to financially contribute to the parish and we need to cultivate larger donors.
- We need to improve respect for Mass and keep attendees from coming in late and leaving out early.
- We will be faced at some point in the future of having a smaller number of clergy.

## *Appendix D*

### **Parish Council Members**

The Parish Council is proud to present this updated St. Alban Roe Strategic Plan for the next council and our parish to follow over the next planning period. The following individuals assisted in creating this document;

Julius Adewunmi

Jim Biehle

Bill Dean

Deacon Mark Guilford

Jim Hill

Dennis Hrubes

Tony Kirtley

Deacon Norm Nuelle

Jan Commens

Tony Paraino

Karen Sewell

Charles Siebert

Tracey Simmons

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Monsignor Greg Mikesch