

fellow pilgrims on the journey



ST. EMILY PARISH

PARISH TRANSFORMATION

2014

PARISH TRANSFORMATION

Action Plan for St. Emily Parish



A) Mission Narrative

We in St. Emily are a community of believers, who invite people of all ages to revitalize our spirits by deepening our personal relationships with God, fully participating in parish life and serving the needs of each other as God's family. Each of us receives a **Call to Holiness**, in which Pope Francis explains that "Sanctity does not consist especially in doing extraordinary things, but in allowing God to act. . . Let us not lose the hope of holiness, let us follow this path." As members of the Body of Christ, we seek to inspire each other to walk not only with our God, but also to reach out and create an awe-inspired sense of belonging for youth through to the elderly and our growing populations of culturally diverse people.

In reaching out in a strong **Missionary Spirit**, we will strengthen our unity and serve as a beacon of hope guiding all to the source, the Risen Christ, who enriches our lives, and asks us to give of ourselves, and serve.

As fellow pilgrims on the journey of life, we all receive the Call to Holiness, to develop a deeper relationship with our loving God. As we strive for this deeper connection, we hope to learn more about our faith, embrace it more passionately, both as children and adults, and develop a spirit of sainthood while living what may seem to be an ordinary life. Our God, who knows our strengths and weaknesses, challenges us to "Be perfect as your Heavenly Father is perfect," and provides us with the graces to work toward this goal. So, let us joyfully celebrate each others' gifts, as we strive to create an environment which unites people across ministries, generations, ethnicities and cultures.

This Call to Holiness summons us to become more attentive to God's work in our souls, to focus on the messages of homilies, read Scripture and other spiritual works, and, engage in more thoughtful prayer. Blessed with a vibrant music ministry, our prayer life is enriched as song moves us ever closer to God. By becoming more aware of God's presence in our lives, we will cultivate this grace to energize and support our work of faith in the wider world, thus, leading us to live in the practice of charity day-by-day, just as Jesus did.

Then, emboldened with the love of God, we will seek ways to answer the call with a fresh, strong Missionary Spirit, reaching out in faith, hope and love. Knowing that love is the ultimate quality of Missionary Spirit, as reminded by Jesus' great commandment, "You shall love your neighbors as yourself," we will strive to become more open and loving among ourselves and to those in our changing neighborhoods of different ethnicities and backgrounds.

With the strength of Jesus' love, and mindful of the love of our patron saint, St. Emily de Rodat, and the charitable legacy of the Sisters of the Holy Family of Nazareth, we will embrace opportunities to shine brighter and warmer light on our gifts of strong Catholic education and well-founded ministries. And we look for opportunities to serve our own Catholic community and the broader underserved community by leveraging our talents in new ways, such as ministerial-mentoring, student-ministering and the sharing of professional services in the community for adults and young people of diverse backgrounds.

Just as in the construction of the great cathedrals of hundreds of years ago, members did their part in building the church of God, all members of St. Emily play a vital role in renewing parish life and reaching out in the spirit of love. United, we will put the gospel into action and foster a more mission-minded culture, for as Pope Francis said, "Every Christian is a missionary to the extent that he or she bears witness to God's love." **Let us begin by living a life of gratitude to God for the many blessings we have received and by joyfully reaching out and serving others, so our very lives will be an oasis of hope and love.**



MISSION ACTION PLAN

B) Actions required to strengthen our foundations

Focus Area	Advances Mission	Needs Strengthening
Evangelization		
Catechesis		
Prayer and Worship		
Communion		
Missionary Spirit	2	
Call to Holiness	1	
Spiritual Stewardship		



MISSION ACTION PLAN

B) Actions required to strengthen our foundations *(cont'd.)*

Objectives and Actions	Time	Owner	Measureable Goal
Focus Area #1: Call to Holiness			
1) Maximize prayerfulness and participation in Mass and the Sacraments: a) Establish a Liturgy Committee involving key parish personnel and start implementing proposal submitted by Pete Hajdu; b) Explore and offer more prayer renewal opportunities and a teaching Mass that reaches out to all age groups and ethnic groups; c) Extend Sacrament of Reconciliation schedule to offer a variety of times to parishioners.	Winter 2015	a) JM/PH/CS/RN b) Lit.Com.; RN c) Clergy	a) Increased Sunday/weekday Mass attendance 5% by Winter 2015. b) Increased positive feedback from parishioners thru survey specific to this and other mission objectives. c) Increased # of people going to reconciliation by 5% by winter 2015.
2) Increase knowledge of our Catholic faith and the history of the Church: a) Establish an adult education committee involving key parish personnel; b) Establish a faith sharing book club.	a) Fall 2014 b) Fall 2014	a) DJ/MH/JF b) JF/DB	a) 4 events in first year of implementation with 50+ attendees at each-include Family Faithflix in this action plan; b) 4 books first year with 10+ attendees
3) Encourage living out the virtue of charity: a) Establish a professional bureau to provide services to those in need; b) Establish parishioner faith question forum under professional guidance; c) Be more frequent in communicating opportunities for charitable giving with education on giving beyond normal Sunday donation.	a) Summer 2015 b) Spring 2015 c) Winter 2015	a) JM b) PH c) Lit. Com.; JH	a) Legal, financial and medical professional services available by Fall 2015; b) Q&A present in bulletin. c) Increased awareness and therefore participation in special collections by 5%
Focus Area #2: Missionary Spirit			
1) Establish "St. Emily Cares" Walk the Jesus Walk Ministry: Provide service opportunities for religious ed, families, school families and all parishioners who are interested in reaching out to the homeless, the elderly, and neighbors in need.	Fall 2014	Linda Kestler; Lucy Kissane;	Form Ministry and increase referrals to SVDPaul by 5% Spring 2015.



MISSION ACTION PLAN (con'd)			
<p>2) Cultivate a spirit of mission-mindedness that encourages more people to become involved in ministry:</p> <ul style="list-style-type: none"> a) Strengthen and clarify channels of communication in ministry leadership through professional workshops and other outside learning sources; b) Provide parish-wide events to introduce ministries to parishioners and encourage participation; c) Establish clear volunteer mentoring/orientation procedures specific to each ministry, and encourage existing volunteers to participate in bringing in and training new help. d) Establish evaluation method to determine if ministries are meeting parishioner needs. 	<ul style="list-style-type: none"> a) Fall 2014 b) Fall 2014 c) Fall 2014 d) Spring 2015 	<ul style="list-style-type: none"> a) Key parish staff; parish council b) each ministry c) each ministry d) TBD 	<ul style="list-style-type: none"> a) Increased communication; establish resource at Archdiocese b) Ministry spotlight in bulletin; bookmarks for each ministry c) Participation of 70% of parish ministries d) Survey target group Fall 2015 to establish baseline and then 1 year afterwards for 10% improvement.
<p>3) Revitalize Welcoming Ministry:</p> <ul style="list-style-type: none"> a) Get suggestions from other parish welcoming ministries; b) Establish existing parishioner outreach and as well as community outreach programs identifying and using specific methods that are attractive to all ages and ethnicities; c) Re-evaluate parish registration process to be more personal and welcoming; 	<ul style="list-style-type: none"> a) Fall 2014 b) Spring 2015 c) Spring 2015 	<ul style="list-style-type: none"> a) GV b) LuK; GV; LR; DB c) parish staff; parish council 	<ul style="list-style-type: none"> a) Report to implementation committee on responses from 4 parish welcoming committees. b) Rotating ministries to sponsor "welcome coffee" 1 x per month after weekend Masses with attendance of 50 persons for the weekend; increase registration and bring lax parishioners back. c) Program revisions in place



MISSION ACTION PLAN

C.) Resources for Mission (people, programs, capital) that will require funding

Resources Needed	Low-Cost/Interim Option	Longer-term Option	Time-frame
Adoration Chapel	EST. \$4,000		Winter 2015
Speakers	EST. \$2,500		Fall 2014
Misc. Printing (<i>i.e.</i> bookmarks from ministries; T-shirts for “St. Emily Cares” etc)	EST. \$1,000		Fall 2015



SCHOOL ACTION PLAN

A. Actions to improve school vitality

Our focus areas:

X Mission/ "Value Proposition"

Academics

X Catholic Identity

Governance

Objectives and Actions	Time	Owner	Measureable Goal
Focus Area #1: Catholic Identity			
<p>1) Foster, promote and reinforce the faith-based education model and the unique feelings of “family” and “home” that are present within our School and Rel. Ed communities, both for the families with children in the School or Rel. Ed. Program as well as those considering sending their children to one of them.</p> <ul style="list-style-type: none"> ● Family Mass -- increased participation by School and Rel. Ed. Families; enhance visibility by allowing family members to have an active part in more aspects of liturgy (readings, petitions, gifts, etc.) ● Encourage high school students to return to school and read or distribute Eucharist at weekly School Masses or participate in 8th Grade Retreats ● Promote/publicize opportunities for teen-aged youth to sing at the 6:00 Sunday Mass 	<p>Sept. 2014 - May 2015</p> <p>Sept. 2014 - May 2015</p> <p>Aug. 2014 & ongoing</p>	<p>School Principal / Rel. Ed. Coordinator</p> <p>Youth Minister / School Principal</p> <p>Music Director</p>	<p>Monthly</p> <p>Ongoing</p> <p>Ongoing</p>
Focus Area #2: Mission/"Value Proposition"			
<p>2) Identify the special people, qualities and programs of Saint Emily School that set it apart from other schools in our area. Communicate more effectively the unique features that demonstrate its vitality.</p> <ul style="list-style-type: none"> ● Promote and encourage School’s numerous service projects for people in need in the Parish community and surrounding neighborhood. <ul style="list-style-type: none"> ○ Produce Mobile ○ Food Drives with MP Fire Dept ○ Gift Giving Program at Euclid ○ Baby Closet Lenten project ○ Stuffed animals for children in Philippines ○ Preschoolers’ Christmas Tree Decoration Project 	<p>Sept. 2014 - May 2015</p>	<p>School Principal / School Faculty & Staff</p>	<p>Ongoing</p>



SCHOOL ACTION PLAN (con'd)			
<ul style="list-style-type: none"> ● Alumni development team <ul style="list-style-type: none"> ○ Build database of alumni of School to increase opportunities to stay in touch 	Ongoing	School Board	
<ul style="list-style-type: none"> ● Neighborhood parades/Awareness <ul style="list-style-type: none"> ○ Capannari "Coolest School" Competitions ○ Participation in the 4th of July Parade ○ Summerfest 5K Run-Walk 	July 2014 - June 2015	School Principal/faculty and staff	
<ul style="list-style-type: none"> ● Expand the media in which school activities and achievements are publicized and promoted <ul style="list-style-type: none"> ○ Flock Notes ○ Constant Contact ○ Twitter ○ Facebook ○ E-Mail Blasts to Parish Community 	Ongoing	TBD	
<ul style="list-style-type: none"> ● Update servers to improve web access for school 	TBD	TBD	



SCHOOL ACTION PLAN (con'd)

B. Actions to contribute to parish mission (if not already addressed in Section A):

Objectives and Actions	Time	Owner	Measureable Goal
Focus Area #1: Call to Holiness			
<p>Establish a framework that unifies all Faith Formation programs in the Parish by the hiring of an individual and/or the creation of a committee responsible for the supervision and direction of all aspects of St. Emily Faith Formation, including School, Religious Education, Youth Ministry, and Adult Faith Formation.</p> <ul style="list-style-type: none"> ● Create (in consultation with the School Principal, Rel. Ed. Coordinator, Pastoral Minister, and a representative of the Transformation Committee) a job description for the individual or committee, noting necessary qualifications, responsibilities, and accountability. 	Fall 2014	Pastor	Hiring individual and/or establishing committee
Focus Area #2: Call to Holiness			
<p>1) Respond to the “call to holiness” by eliminating the divisions between the School and Religious Education programs. Encourage collaboration and more effective communication between the leaders and participants in the School and Religious Education programs. Create a culture in our Parish where education is viewed as a Parish responsibility and the School and Religious Education meaningfully collaborate to provide catechesis to all families with school-age children.</p> <ul style="list-style-type: none"> ● Registration: Use the Religious Education registration process to ask whether family considered school option; use the exit interviews at School to encourage enrollment in Religious Education ● Follow up with families whose children are baptized at St. Emily to determine whether catechesis options are known and encourage enrollment in School or Religious Education ● Sacramental Planning: both School and Rel. Education personnel participate in the planning, preparation and execution of sacraments at St. Emily 	<p>Sept. 2014</p> <p>June 2014 -</p> <p>August 2014 - May 2015</p>	<p>Rel. Ed. Coordinator / School Principal</p> <p>Baptism Preparation Coordinator</p> <p>Rel. Ed. Coordinator / School Principal/ teachers/RE catechists</p>	<p>Once a year-review registration process and exit interviews</p> <p>Once a year</p> <p>Yearly planning for sacraments</p>



<p>SCHOOL ACTION PLAN (con'd)</p> <ul style="list-style-type: none"> ● Create opportunities for families from both School and Religious Education to come together to foster a greater sense of “community” <ul style="list-style-type: none"> ○ Catechetical days for parents and children during sacrament years ○ Family retreat for confirmation year ○ Invite Religious Education families to participate in/attend School events and vice versa ● Bring School teachers and Rel. Ed. Catechists together at least once each year to discuss teaching methods and the targeted themes of emphasis at their particular grade level(s) ● Establish regular meetings for the School Principal and Religious Education Coordinator to address implementation of above programs and the development of additional collaboration efforts. Transformation Committee representatives might participate in meeting to follow up on ideas generated. 	<p>Sept. 2014 - May 2015</p> <p>Sept. 2014</p> <p>August 2014 - Sept. 2014</p>	<p>Rel. Ed. Coordinator / School Principal</p> <p>School Principal / Rel. Ed. Coordinator</p> <p>Sister Danielle</p>	<p>Ongoing</p> <p>Meeting held at least once a year</p> <p>Implementation of above programs</p>
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Focus Area #3: Missionary Spirit

<p>2) Foster “Missionary Spirit” in Parish Educational Programs</p>			
<ul style="list-style-type: none"> ● Offer wider variety of service projects for Confirmation candidates to enable more expansive impact on needy members of community ● Encourage School and Religious Ed service projects for people in need in the Parish community and surrounding neighborhood. Examples: <ul style="list-style-type: none"> ○ Produce Mobile ○ Food Drives with MP Fire Dept ○ Gift Giving Program at Euclid School ○ Baby Closet (Lenten project) ○ Preschoolers’ Christmas Tree Decorations ○ Stuffed animals for children in Philippines 	<p>Sept. 2014 -</p> <p>Sept. 2014</p>	<p>Rel. Ed. Coordinator/ School Principal/ catechists & teachers</p> <p>Rel. Ed. Coordinator/ School Principal/ catechists & teachers</p>	<p>Yearly Planning for Confirmation</p> <p>Ongoing</p>



FINANCE ACTION PLAN

Targets for FY 2014

A.) Overall improvement goals (to be completed at start of finance effort and then revised by end)

	FY13	Improvement goal	Target FY14
Church Net	353,729	25,049	378,778
School Net	-289,370	-9,999	-299,369
Total Net	64,359	15,050	79,409

B.) Areas for financial improvement (to be completed at end of finance effort)

	FY13	Improvement goal	Target FY14
Church Revenue	1,556,281	22,246	1,578,527
Church Expenses	-1,202,552	-65,329	-1,267,881
Church Net	353,729	-43,083	310,646

	FY13	Improvement goal	Target FY14
School Revenue	1,344,838	173,857	1,518,695
School Expenses	-1,634,208	-178,014	-1,812,222
School Net	-289,370	-4,157	-293,527



FINANCE ACTION PLAN

Targets for FY 2015

A.) Overall improvement goals (to be completed at start of finance effort and then revised by end)

	FY14	Improvement goal	Target FY15
Church Net	378,778	TBD	TBD
School Net	-299,369	TBD	TBD
Total Net	79,409	TBD	TBD

B.) Areas for financial improvement (to be completed at end of finance effort)

	FY14	Improvement goal	Target FY15
Church Revenue	1,578,527	63,141	1,641,668
Church Expenses	-1,267,881	63,400	-1,204,481
Church Net	310,646	126,541	437,187

	FY14	Improvement goal	Target FY15
School Revenue	1,518,695	45,561	1,564,256
School Expenses	-1,812,222	-90,611	-1,902,833
School Net	-293,527	-45,050	-338,577



FINANCE ACTION PLAN

C. Actions to improve church, parish and school finances

Our focus areas:

**X Church Revenue, X Church Expense, X Parish Capital , X Parish Stewardship, X Call to Holiness,
X Retire AoC Loans**

Abbreviations: PA=Pastor, BU=Business Manager, OP=Operations Manager, MA=Maintenance Manager, FI=Finance Council, PC=Pastoral Council, WE=Website Administrator, SA=School Administration, SB=School Board, PS=Parish Secretary, LI=Liturgy Committee, FA=Facilities Committee

Objectives and Actions	Time	Owner(s)	Measureable Goal
Focus Area #1: Church Revenue			
1. Improve communications on the financial state of the Parish: a) Provide a financial health status update by speaking at all the Masses each quarter. b) Publish a complete, accurate, understandable financial summary on the website and in the bulletin each quarter. c) Publish a monthly business/operations column on the website and in the bulletin.	a) Begin in Aug. 2014 b) Begin in July 2014 c) Begin by Sept. 2014	PA, BU, OP, FI, PC	a) Pastor to talk at all Masses in Jan. (3 rd Sunday of Archdiocese Appeal), Business Manager each quarter. b) Start publishing new financial status summary in July 2014. c) Start new column in bulletin and page on website by Nov. 2014.
2. Grow our electronic giving program: a) Enable ease of contribution using the Parish website to approach the Archdiocese benchmark of 30% for electronic giving (our current rate is 1%). b) Eliminate system redundancy by using <i>GiveCentral</i> for all electronic contributions.	a) Begin by Jan. 2015 b) Begin in Dec. 2014	BU, OP, WE, FI	a) Achieve an electronic giving percentage of 20% by end of FY2018; goals for yearly increase: To 3% in FY 2015 To 8% in FY 2016 To 15% in FY 2017 To 20% in FY 2018 b) Complete transition to <i>GiveCentral</i> by Mar. 2015.
Focus Area #2: Church Expense			
1. Reduce cost of Parish communications: a) Analyze ways to reduce usage of paper collection envelopes. b) Perform analysis of Parish Bulletin cost and total cost of Parish mailings. c) Determine feasibility of replacements using email.	a) Begin in June 2014 b) Begin by Sept. 2014 c) Begin by Sept. 2014	BU, OP, PS, FI	a, b) Perform a 4-month study to determine costs, percent usage rate, frequency of use, opportunities to reduce mailings, by Dec. 2014. c) Where possible, begin using email to replace mailings by Dec. 2014.



<p>FINANCE ACTION PLAN (con'd)</p> <p>2. Revise/enhance/update our communications methods:</p> <ul style="list-style-type: none"> a) Replace current website, add new content. b) Streamline Parish Bulletin. c) Update and verify the electronic parishioner database directory so that Parish-wide email communication can be implemented. d) Implement other new electronic communication applications as warranted. 	<ul style="list-style-type: none"> a) Spring 2014 b) Begin in Sept. 2014 c) Begin in June 2014 d) Begin in Sept. 2014 	WE, PS, OP, PC	<ul style="list-style-type: none"> a) New website is live; identify website content owners by Sept. 2014 and perform weekly web maintenance. b) Roll-out fully redesigned bulletin by Jan. 2015. c) Complete loading of Parish Data System directory by Dec. 2014. d) Identify other new communications applications for possible implementation by Dec. 2014.
<p>3. Develop and implement a 3-year fundraising plan to reduce and maintain the Parish school subsidy in line with the Archdiocese cohort threshold (15% - 25%).</p>	Begin in Sept. 2014	PA, SA, SB, FI, BU, OP, PC	<ul style="list-style-type: none"> a) Complete plan by 3rd week of Jan. 2015. b) Reduce the Parish school subsidy from 18% to 15% by end of FY 2017. c) Maintain 15%.
Focus Area #3: Parish Capital			
<p>1. Develop new fundraising programs to enhance our parish/school capital position.</p> <ul style="list-style-type: none"> a) Consult with St. Viator's Business Development team to develop school alumni giving campaign. 	a) Begin in June 2014	BU, SA, SB, FI	a) Develop and implement "Footprints" alumni giving campaign by June 2015.
<p>2. Establish a Facilities Committee to help implement improvements to our facilities and grounds, with two specific focus areas:</p> <ul style="list-style-type: none"> > On-going monitoring of facility health, space utilization, and regulatory compliance and handicap accessibility. > Enhance the appearance of our grounds/landscaping. a) Create grounds/landscaping improvement plan. 	a) Begin in Sept. 2014	FA, MA, PA, BU, OP, FI, PC	<ul style="list-style-type: none"> a) Facilities Committee established by Nov. 2014. b) Grounds/landscaping improvement plan approved by Oct. 2015.
<p>3. Develop a plan to address our capital needs:</p> <ul style="list-style-type: none"> a) Conduct a facility evaluation. b) Develop a master plan for capital improvements identified in the facility evaluation. 	<ul style="list-style-type: none"> a) Summer 2015 b) Summer 2015 	MA, PA, BU, OP, FI, PC	<ul style="list-style-type: none"> a) Facility evaluation completed by Sept. 2015. b) Master capital improvement plan approved by Oct. 2015.



FINANCE ACTION PLAN (con'd)			
Focus Area #4: Parish Stewardship			
1. Gain buy-in/acceptance from the Parish Finance Council to assume ownership of specific deliverables of the Parish Transformation Finance Action Plan.	Begin in June 2014	PA, BU, OP, FI	a) Parish Transformation implementation team to hold a special meeting with Finance Council in June 2014.
Focus Area #4: Call to Holiness			
1. Create an Adoration Chapel in the Church in cooperation with the Liturgy Committee.	Begin in June 2014	PA, LI, BU, OP, MA	a) Begin project planning in June 2014 b) Identify space by Aug. 2014 c) Complete the project by Jan. 2015
Focus Area #4: Retire AoC Loans			
1. Pay off loans.	By June 30, 2014	BU	



IMPLEMENTATION PLANNING			
ACHIEVING THE MISSION--PREPARING FOR IMPLEMENTATION PLANNING			
Question			Comments
Resource Allocation			
• Given our new Mission and focus areas, should we review our programs with an eye toward pulling back on some that no longer fit?	<input type="checkbox"/> yes	<input checked="" type="checkbox"/> no	
• Do we need to raise additional funding for our top priorities?	<input checked="" type="checkbox"/> yes	<input type="checkbox"/> no	
Effective Leadership			
• Does our action plan require us to reconsider the roles and responsibilities of our staff?	<input checked="" type="checkbox"/> yes	<input type="checkbox"/> no	
• Should we re-evaluate the way our Pastoral Council, School Board, and our Finance Council serve our parish?	<input checked="" type="checkbox"/> yes	<input type="checkbox"/> no	
• Do we need to think more specifically about training and formation of our staff and lay leaders?	<input checked="" type="checkbox"/> yes	<input type="checkbox"/> no	
Communication			
• Do we have an opportunity to utilize more effective communication methods to inform parishioners about our parish life?	<input checked="" type="checkbox"/> yes	<input type="checkbox"/> no	
• Do we have an opportunity to make better use of technology in our communications?	<input checked="" type="checkbox"/> yes	<input type="checkbox"/> no	
• Do we have an opportunity to better clarify how decisions are made and communicated in our parish?	<input checked="" type="checkbox"/> yes	<input type="checkbox"/> no	
• Do we have an opportunity to elicit more ideas and feedback from parishioners?	<input checked="" type="checkbox"/> yes	<input type="checkbox"/> no	
Collaborating with Neighboring Parishes			
• Can we think of areas where cooperating with a neighboring parish might be beneficial to both?	<input checked="" type="checkbox"/> yes	<input type="checkbox"/> no	
• Do we have gifts and resources that we can offer to other parishes?	<input checked="" type="checkbox"/> yes	<input type="checkbox"/> no	
• Do our ministries and advisory boards have an opportunity to share ideas, concerns, and best practices with neighboring parishes?	<input checked="" type="checkbox"/> yes	<input type="checkbox"/> no	



IMPLEMENTATION PLANNING

ACHIEVING THE MISSION--PREPARING TO "Launch"

- How will the Parish Transformation Action Plan become incorporated into the parish (e.g., Pastoral Council will now take responsibility; Parish Transformation Steering committee will stay together and continue to oversee implementation)?

The Parish Transformation Action Plan will be managed by the Implementation Leader, with help from Implementation Core Team members. The Implementation Leader is a member (currently chairperson) of the Parish Pastoral Council (PPC), and the Implementation Leader will report directly to the PPC on the project status, and the PPC will be the oversight committee for implementation.

- How frequently should we review progress (e.g., monthly, quarterly)?

Progress will be reviewed monthly with the PPC and Implementation Core Team members. The regular PPC meeting will be the forum for the reviews.

- Who will be responsible for tracking our progress and reporting back?

The Implementation Leader will be responsible for tracking project progress and reporting on a monthly basis to the PPC and Implementation Core Team members. Currently, the Implementation Leader is Joseph Welk, with assistance from Jane Fiore.

- Who will be responsible for managing the ongoing process of implementation--i.e., arranging meeting times, setting meeting agendas, etc...?

The Implementation Leader will be responsible for overall management of the projects within the Transformation Action Plans. However, each Parish staff member or organization (e.g., PPC, Finance Council, Facilities Committee, etc.) involved with specific tasks in the Action Plans will be responsible for the planning of the tactical aspects of plan execution. It is the responsibility of the Implementation Leader to coordinate the activities and ensure that staff and organizations communicate with each other and drive to take ownership of the projects within the Transformation Action Plans.

- How will we communicate to the broader parish community our parish transformation experience and plan?

The Implementation Leader will be responsible to provide regular updates (e.g., monthly) to the Parish community through the Parish website, bulletin, PPC meetings, speaking at the Masses, or special meetings for the purpose of communicating the background and status of the Action Plans.

