



St. Katharine Drexel Parish

A PARISH OF THE ROMAN CATHOLIC ARCHDIOCESE OF BOSTON

2020 Strategic Plan

June 6, 2020

Presented By



Transmittal Letter

June 6, 2020

Reverend Oscar J. Pratt
Mr. Robert J. Credle, Chairperson, Ad Hoc Strategic Planning Committee
St. Katharine Drexel Parish

We are pleased to submit the attached Strategic Planning Report and accompanying Appendices to representatives of St. Katharine Drexel Parish (SKD). The Report responds to the Engagement Letter signed August 2019 to provide consulting services “to develop a plan that will enable [the Parish] to continue as a dynamic presence in the community and ensure its growth and viability.”

The Report is the result of seven months of intensive work comprised of 17 Working Group meetings with members of the Ad Hoc Strategic Planning Committee and other volunteers plus over 180 in-person or online-survey contacts with St. Katharine Drexel Parishioners. Most important, the strategic planning effort is marked by a devotion of all involved to the future well-being of the Parish.

As detailed in the Report, the project proceeded in three stages: information was gathered from stakeholders to ground analysis by learning what the SKD community looks like and how the community thinks about its Parish home; information was considered in determining strengths, weaknesses, opportunities and concerns of the community; and lastly, the accumulated information was used to identify **four goals** to achieve future growth and viability.

1. Grow Congregation by 5% per year over next five years;
2. Increase Children/Youth Participation;
3. Strengthen Relationships within SKD Community and with External Partners;
4. Promote Financial Independence.

To monitor and ensure the implementation of the goals of the Strategic Plan, the SKD Working Groups created a tracking mechanism that provides challenging metrics, designates responsibilities and assigns completion dates. However, we want to emphasize that the Strategic Plan should be viewed as a “working” document, a framework for action that will need to be reviewed and updated over time.

As appropriate for consultants, we provided information and challenged the discussion process, but the Strategic Plan was a collaborative effort and the final results were defined by SKD. In the spirit of that ownership, ESC respectfully transmits this Report to St. Katharine Drexel leaders. The Strategic Plan lays the foundation for work to be done. We count on SKD leadership to ensure that a mechanism for implementation is put in place.

It has been a great pleasure to work with the devoted Parishioners of St. Katharine Drexel and with its extraordinary leaders.

Sincerely,

Marietta Joseph
Susan Houston
Carol Kunik

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Introduction

In August 2019, the Ad Hoc Strategic Planning Committee of St. Katherine Drexel Parish (SKD) approached Empower Success Corp (ESC) to engage the firm as consultants **to develop a plan to enable it to continue as a dynamic presence in the community and ensure its growth and viability**. Following the signing of an Engagement Letter, ESC consultants worked with designated members of the Parish over a period of seven months to design a **Five-Year Strategic Plan** to achieve the Parish's mission and vision.

The ESC proposal recognized that SKD expects to respond to a Request for Proposals from the City of Boston to develop the property owned by the Parish at 175 Ruggles Street. Successful response to the RFP and successful completion of the proposed St. Katherine Drexel Village project is expected to result in monetary benefits that will ensure the future financial well-being of the Parish. The current ESC consulting project does not encompass this real estate development effort, with a projected completion date of 2025; rather the project covers the interim period – the period during which the Parish needs to sustain and grow its operations and support its valued Parishioners.

The Planning Process

A Working Group, headed by the Chairperson of St. Katharine Drexel Parish's Ad Hoc Strategic Planning Committee, Bob Credle, was formed. Various members of the Parish Pastoral Council, Finance Council and other church members with experience in strategic planning volunteered for bi-monthly meetings. (Appendix I) Parishioners attending the 8am, 10am and 1pm Masses contributed in many ways. Additionally, the Group met once per month with the Ad Hoc Strategic Planning Committee. Consultants representing ESC were Marietta Joseph, Susan Houston, Carol Kunik, with Cassandra Clay and Miles Robinson as Special Consultants and Louis Grossman as Real Estate consultant. The Group introductory meeting took place in early October 2019 followed by the first planning meeting in late October 2019. (Appendix II) The congregation was kept informed about the process through updates delivered by Father Pratt from the pulpit, the Church Bulletin, participation in surveys and Conversation Circles, and through the written Milestone Report distributed at all three Masses on Sunday, February 16, 2020.

Background and Context

St. Katherine Drexel, a Parish of the Roman Catholic Archdiocese of Boston, is a Black Roman Catholic community currently operating at two non-contiguous locations. Sunday services and social activities take place at the 517 Blue Hill Avenue church in Dorchester; week-day morning Mass is offered at the 175 Ruggles Street Parish Center in Roxbury. The Ruggles Street location also houses the administration, the after-school program and summer camp and other activities such as cybercafé and Timothy Smith Network.

St. Katharine Drexel is a product of the church consolidation within the Boston Archdiocese. The composition of the current SKD Parish is the result of the merger in 2005 of two Parishes – St. John-St. Hugh, originally at 517 Blue Hill Avenue, Dorchester and St. Francis de Sales-St. Phillip formerly located at 175 Ruggles Street, Roxbury. At the time of the merger, the former St. John-St. Hugh hosted, in

addition to the morning Mass, a 1pm worship service celebrated by the Nigerian Catholic Community. This group, which is officially designated an Ethnic Apostolate, maintains the 1pm Mass drawing on Nigerian traditions officiated by a priest who is a Parochial Minister on the staff of SKD. While the 8am and 10am services attract a congregation primarily from the City of Boston, the 1pm Mass draws attendance from the Greater Boston metropolitan area.

To begin work with St. Katherine Drexel, the consultants reviewed recent national trends for Roman Catholic Church affiliation and statistics specific to Massachusetts and the Boston area. According to the Pew Research Center, religious affiliation in the US, in general, has been declining, and Catholic identification, specifically, dropped from 23% in 2009 to 20% in 2019. (Pew Forum 10/17/19) Surveys for Massachusetts show that in 2007, 44% percent of the population identified as Catholic, but by 2017 that number had dropped to 32%. This decrease in Catholic affiliation and church attendance is reflected in the reduction of the number of parishes in the Boston Archdiocese from 394 in 1997 to 288 in 2017, a loss of 20%. (Boston Magazine 12/11/2018) Some of the decline in church attendance is attributed to the clergy sexual abuse scandal that shook the Boston Archdiocese during the last 20 years. But other factors, such as changes in social outlook, also account for congregants' distancing from the teachings of the Catholic Church, and indeed from institutional religious affiliation in general.

PHASE I - Information to Ground Analysis and Action

ESC's first undertaking was to gather information about and from the St. Katherine Drexel Parish community. Answers to three overarching questions were sought:

- What does the St. Katharine Drexel community look like?
- What draws and connects Parishioners to St. Katharine Drexel?
- What does St. Katharine Drexel do really well, and where does it need strengthening?

In collaboration with the Working Groups, ESC identified key stakeholders, developed questionnaires and completed information-gathering for this important phase as follows:

- Conducted 22 structured, in-depth confidential interviews by phone and in-person with members of staff; with members of the Parish Pastoral Council and the Finance Council, entities involved in church management; and members of the Ad Hoc Strategic Planning Committee. (Appendices III & IV);
- Distributed online (and paper) surveys to the entire Parish, of which 84 were completed (Appendix V);
- Hosted over 80 volunteer congregants in Conversation Circles after the 8am, 10am, and 1pm Masses (Appendix VI).

After collating the information gathered from stakeholders, ESC Consultants worked with SKD Committees and staff to create a report to update Parishioners about the Strategic Planning process. (Appendix VII) The following is a summary of that information:

Learning about the SKD Community

Through the surveys we learned that the SKD community is

- a **long-standing** community with the overwhelming number of respondents – over 65% - saying they've been part of this community for 15 years and longer
- a **local community geographically** –with Roxbury and Dorchester as principal places of residence, but with Parishioners coming in from Braintree, Randolph, Brockton, and Malden among other locations
- a congregation that **skews older** – 39% over 66 years of age, and there's a good cohort – 54% - between 40 and 65
- a congregation that is **overwhelmingly female** – nearly 70 percent – and ethnically, many self-identified as **black, African-American, and Nigerian**
- an **active** congregation, with over 70% attending services weekly, and the majority attending the 10am Mass
- a **knowledgeable** congregation, with over 90% being familiar with the ministries and programs of the church, with the weekly bulletin playing the principal role of communication

Hearing from the SKD Community: Strengths and Concerns

From the surveys and interviews we heard that what **draws** Parishioners to St. Katharine Drexel are its

- Spiritual and caring community
- Inclusive and welcoming culture
- Uplifting Sunday worship services & effective preaching
- Unique identity as a black Catholic church
- Home for the Nigerian Catholic Community
- Music Ministry

And the **concerns** expressed were

- The need to grow the congregation
- Financial & Operational stability
- Developing programs for specific populations – especially youth!
- Aging congregation

PHASE II - *Strategic Planning*

Reaffirming and Broadening the Mission Statement

To advance the Strategic Planning process, the Working Group revisited the current Mission Statement of St. Katharine Drexel Parish:

We are a Black Catholic Community of believers committed to celebrating and rejoicing in the love of God and in the love of each other.

Parishioners voiced the importance of service and inclusiveness, and the Working Group sharpened the **Mission Statement** as follows:

We are a Black Roman Catholic Community of believers committed to celebrating and rejoicing in the love of God and in the love of each other. We practice our faith through service to our families, church, and communities—including all, excluding none.

Creating a Vision Statement

The Working Group created a **Vision Statement** as follows:

Our vision is to be...

A welcoming Village that is the pulse of the Black Roman Catholic community dedicated to social justice, living the word of God through sacraments and service, increasing our numbers by the lives we touch.

Reinforcing Values:

The Seven Principles of *Kwanza* challenge us to act with:

- **Unity** – To strive for and maintain unity in the family, community, nation, and race.
- **Self-Determination** – To define ourselves, name ourselves, create for ourselves, and speak for ourselves.
- **Collective Work and Responsibility** – To build and maintain our community together and make our brothers' and sisters' problems our problems and solve them together.
- **Cooperative Economics** – To build and maintain our own stores, shops, and other businesses and to profit from them together.
- **Purpose** – To make our collective vocation the building and developing of our community in order to restore our people to their traditional greatness.
- **Creativity** – To do always as much as we can, in the way we can, in order to leave our community more beautiful and beneficial than we inherited it.
- **Faith** – To believe with all our heart in our people, our parents, our teachers, our leaders, and the righteousness and victory of our struggle.

The SWOC Analysis (Strengths, Weaknesses, Opportunities and Concerns)

After reviewing survey and interview results, the Working Group determined the strengths, weaknesses, opportunities and concerns voiced by stakeholders about their Parish. Key points of these deliberations are listed below:

Strengths

- Joyful, energetic, loyal, committed, black Catholic community
- “Home,” like family, loving, welcoming
- Faith - the “Word” is living part of SKD, Parishioners activate the Word
- Leadership, effective preaching, invitation to personal growth
- Real property resources (rental income, opportunity for future Ruggles Street development)
- Parishioner resources (knowledge-base and community connections)
- Music programs

Weaknesses

- Declining congregation, older parishioners, lack of youth activities
- Lack of current comprehensive data base with access to demographics, lack of sufficient back office support
- Need for website update and regular maintenance
- Communication among 8am, 10am, 1pm congregation
- Low visibility of SKD – “best kept secret”
- Deficit finances – dependence on Archdiocese for sustainability of current operations
- Properties
 - structure dictated by Archdiocese/ two separate locations
 - maintenance required for aging buildings
 - lack of perceived presence/activity at Blue Hill Avenue

Opportunities

- Establish strong “SKD Brand” building on our strengths - become a “hub” for black Catholics
- Grow the Parish community – attract new members, develop vibrant Youth Ministry
- Develop better website and improve social media presence
- Leverage property resources (better use of current facilities, e.g. Blue Hill Avenue)
- Leverage people resources (engage talented parishioners to enhance activities)
- Improve communication with parishioners and external partners
- Respond to current decline in religious worship by programs to meet spiritual needs of the community
- Build bridges among communities within SKD while respecting each other’s traditions
- Establish plan for financial independence
- Engage in dialogue with the Archdiocese to express aspirations and plan for our own future, from our position as a self-determined, vigilant community,

Concerns

- Weak finances and limited, current financial resources
- Lack of young(er) parishioners
- Cultural forces pulling people away from religion
- Declining Church attendance nationally, regionally, and locally
- SKD properties located in under-resourced areas of Boston
- Gentrification – displacement of black parishioners
- Entrenchment in “old” ways
- Lack of African/American priests – succession

Phase III- *Setting Goals, Strategies and Action Steps*

After considering the accumulated information, the Working Group identified **four goals** related to the future well-being of SKD. These “goals” accompanied by “strategies” and “action steps” to achieve the goals comprise the substance of the Five-Year Strategic Plan detailed below:

Goal #1. Grow Congregation by 5% per year over next five years from current base of 250*

The current SKD Parish is the result of the merger in 2005 of two Parishes in two separate neighborhoods, St. John-St. Hugh and St. Francis de Sales-St. Phillip. Many Parishioners are longtime, legacy members by their prior affiliation. The congregation is aging and youth participation is declining. Moreover, Roman Catholic Churches, as well as SKD, have felt the negative impact of the changing demographics of religious affiliation (see Background and Context). Against this backdrop, however, interviews and surveys by ESC Consultants show that SKD Parishioners have great love for their church and confidence in their church’s bright future.

*Information on the average number of congregants obtained from the annual October census submitted to the RCAB.

Strategy 1A: Clarify definitions relating to Church affiliation

Actions

1. Define Parish/Parishioner: Parish is a community of believers (beyond geographic boundaries), Parishioner is a member (counted in the database) of a Parish, who may or may not attend Mass.
2. Define Congregation/Congregate: Congregation is a group of people who attend Mass, congregant is a person who attends Mass.

Strategy 1B: Enable and track comprehensive and reliable database

Actions

1. Merge & verify current disparate email lists - include 1pm Mass - into Parish Soft Database, the primary database
2. Maintain and update database
3. Establish baseline congregant count for 8am, 10am, 1pm services. Thereafter, track number of congregants quarterly

Strategy 1C: Reach out to Parishioners and potential Parishioners

Actions

1. Review purpose of current Hospitality Committee - determine roles, responsibilities, accomplishments (determine if sub-committee needed)
2. Review welcome outreach to visitors at 8am, 10am, 1pm Masses (consider sub-committee of above group)
3. Consider whether there are “types” of new parishioners SKD would like to add to its community (e.g. young families, other). *Note: this could help shape marketing strategy.*

Strategy 1D: Market what is best about SKD

Actions

1. Establish marketing task force to define and communicate “SKD brand” and develop messaging
2. **Launch new website**
3. Create electronic Newsletter
4. Develop social media presence
5. Events
 - a. Attend community events as SKD Ambassadors
 - b. Host SKD events at Blue Hill Avenue (to invite prospective parishioners)
6. Promotion
 - a. Place SKD ads and sponsorships in relevant platforms
 - b. Develop earned media strategy by placing articles in various media outlets

Goal #2. Increase Children/Youth Participation (Spiritual, Social, Service)

Children=ages 5-11, Youth=ages 12-18

Interviews, Surveys and Conversation Circle results determined that increasing “Youth” participation is an important objective. An interview respondent noted, “Create a community for children then the parents will come.” However, over the last few years, there has been a declining participation in youth programs. To counter this trend, SKD needs to create up-to-date programming to attract children and youth from within SKD and from communities outside the SKD family. Programs should focus on spiritual, social and service dimensions of the faith.

Strategy 2A: Identify gaps and opportunities in Youth Programming

Actions

1. Determine number of youth and age ranges in the Parish community & current participation (baseline information)*
2. Develop Working Group for Youth Ministry
3. Interview families and youth to determine their preferred activities
4. Identify successful programs for engaging youth in other similar religious organizations
5. Identify youth programming in partner organizations
6. Evaluate Sacramental program for youth including online participation (COVID-19 closures)

* This information can be gathered during the registration process for Parishioners as database is updated. See Strategy 1B.

Strategy 2B: Identify gaps and opportunities in Children’s Programming

Actions

1. Determine number of children and age ranges in the Parish community & current participation (baseline information)*
2. Consider developing a Working Group for Children’s Programs
3. Interview families and children to determine their preferred activities
4. Identify successful programs for engaging children in other similar religious organizations
5. Identify children’s programming in partner organizations
6. Evaluate Sacramental program for children including online participation (COVID-19 closure)

Strategy 2C: Design programs to provide a pathway for **children and youth** to follow into young adulthood and **enroll** participants

Actions

1. Refer to Strategies #2A and #2B in order to **develop** effective programs that engage children and youth and **enroll** participants

Goal #3. Strengthen Relationships within SKD community and with External Partners

Interviews, surveys and Conversation Circle results indicate that relationships within the SKD community are strong. Parishioners view SKD as “family, inviting, joyful.” However, there also were indications that sectors of the community feel less cared for and that relationships with congregants of the 1pm Mass should be strengthened. External partners should also be sought out and invited into the SKD family.

Strategy 3A: Identify challenges that limit personal relationships within SKD and identify opportunities for relationship-building

Actions

1. Confirm concerns and needs of key internal “constituencies”: young families, young singles, youth; elders; homebound; male parishioners; attendees of 8am, 10am, and 1pm Masses
2. Review recommendations and concerns from Survey results that relate to internal relationships
3. Host joint activities /events among parishioners who attend the 8am, 10am, and 1pm Masses – include activities for all ages
4. Recruit “new faces” to participate in ministries, lay leadership committees, and volunteer activities
5. Create online and high-touch opportunities during COVID-19 public health crisis: e.g., tutoring; family; on line study & affinity groups; social justice blog

Strategy 3B: Use the Gift of Music as a Vehicle for Strengthening Internal Relationships

Actions

1. Incorporate different musical traditions that reflect the diversity of the congregation

Strategy 3C: Develop mutually reinforcing relationships with external partners whose organizations are aligned with the Mission and Values of the Parish

Actions

1. Clarify and define the meaning of partners. With which organizations does SKD wish to deepen relationships?
2. Confirm key external partners: examples: Neighboring colleges; Mother Caroline Academy; GBIO; Grove Hall, Whittier & Ruggles associations; Summer Camp and After-School Programs located at SKD; City of Boston; legislative delegation
3. Identify specific initiatives and activities with external partners (see examples below)
 - a. After determining programs/activities already in place at these institutions, consider inviting Catholic Groups at Northeastern, Emmanuel, Wentworth to worship services or other activities

- b. Invite Mother Caroline Academy students to social activities for youth
- c. Deepen successful GBIO relationship by inviting members to SKD Church activities
- d. Reach out to Neighbors – Grove Hall, Whittier and Ruggles by extending invitations to SKD activities (as above)
- e. Reach out to After School & Summer Camp program students (located at SKD) and invite them to exciting, newly-created youth activities

Goal #4. Promote Financial Independence

To fund operations, SKD relies on assistance from the Roman Catholic Archdiocese of Boston. The Archdiocese does not provide cash a subsidy, but rather provides insurance, employee and other benefits equal in Fiscal Year 2020 to approximately \$150,000 or 27% of total revenue of \$546,000. Interviews, surveys and Conversation Circle results indicate a strong desire to lessen the Parish's financial dependence on the Archdiocese, in fact, to become financially independent. (See Financial Projections, Appendix VIII) In the future, the proposed development of "St. Katherine Drexel Village" at the 175 Ruggles Street property is projected to provide sufficient income to enable financial self-sufficiency. In the interim, projections indicate that RCAB assistance is needed to maintain viable operations.

Strategy 4A: Increase current sources of revenue

Actions

1. Increase offertory by 4% per year; participate in program provided by RCAB
2. Establish leadership group to advocate for increase in offertory giving by sharing SKD's budget needs
3. Strengthen communications vehicles to enhance giving, including **updating online giving options**
4. Evaluate current SKD activities for which parishioners would cover the cost (not revenue generators): cookout, calendars, books, etc.

Strategy 4B: Identify additional "new" sources of revenue

Actions

1. Establish a Fundraising Committee to increase donations by 4%/year
2. Build relationships with external partners – financial leaders - to facilitate connections to Foundations and other groups that can enable grant opportunities
3. Appoint (volunteer) grant writer to pursue grants for specific worthy projects – for example, organ repair, stained glass restoration, Youth Missions
4. Develop 175 Ruggles St. property to generate regular source of income for the Parish

Strategy 4C: Develop protocols to monitor finances on ongoing basis

Actions

1. Provide baseline financial (Cash Flow) on a monthly basis and Cash position quarterly to the Parish Finance Council
2. Monitor variable expenses for appropriate adjustment
3. Comply, to stated timetable in Final Audit Report, to implement RCAB Audit Directives

Implementation

The importance of tracking

To monitor the outcomes for the four Goals defined in the Strategic Plan, the Working Group created a Tracking Sheet that assigns to each “action step”: (1) a priority, (2) an estimated cost, if appropriate, (3) a measure for success, (4) target date for completion of the action and , (5) responsibility for completion. This table – attached at the end of the Strategic Plan - should serve as a checklist for progress of the Plan.

Organizational Structure

St. Katharine Drexel is blessed with a small but dedicated staff that is augmented by the talents of Parishioners who volunteer their services to support their beloved community. The staff and volunteers will be critical in implementing the Strategic Plan. To that end, the Working Group clarified and reviewed the Organization Structure of SKD. The Church has three full-time employees and seven part-time staff. Church management, under Fr. Pratt, Administrator and spiritual head, is assigned to two committees, the Parish Pastoral Council and the Finance Council. The Organization Chart (Appendix IX) details the management structure of the Parish and provides information on paid employees and volunteers available to implement the Strategic Plan.

Moving from plan to execution

The Strategic Plan lays the foundation for work to be done. St. Katharine Drexel leadership, however, must ensure that a mechanism for implementation is put in place. ESC recommends that this mechanism, with detailed lines of authority, responsibility, and accountability, be identified by mid-summer. The committees and names identified in the Tracking Sheet are an important start. To be completed is agreement on a process for getting the work done, possibly under an assigned project manager for each goal, strategy, or action step. Also, to be considered toward achieving the goals of the plan are the leadership roles of the Ad Hoc Strategic Planning Committee, the Parish Pastoral Council, Finance Council, members of the Working Group, and “new recruits” from the Parish at large.

Priorities During a Historic Time of Dislocation and Distress

Toward the end of the ESC engagement, the cataclysmic events of the COVID-19 pandemic and the murder of George Floyd occurred, laying bare the inequities and injustices suffered by Black Americans over the course of the country’s history. It is within this context that St. Katharine Drexel will work to secure its future as “A welcoming Village that is the pulse of the Black Roman Catholic community...” . With the extraordinary talent that resides within the St. Katharine Drexel community, this difficult time presents an opportunity to focus on strengthening and building relationships with parishioners as discussed in Goal #3 and also to invite and welcome new members seeking solace in a time of upheaval.

Tracking Sheet

Priority 1=during 2020; Priority 2=2021-2022; Priority 3=2023-2024

Goal #1 Grow Congregation by 5% per year					
	Priority	Estimated \$ Cost	Measuring Success	Target Date	Responsibility
Strategy 1A: Clarify definition relating to Parish affiliation					
1. Define Parish/Parishioner	1		Accomplished		Fr. Pratt, C. Caveny
2. Define Congregation/Congregant	1		Accomplished		Fr. Pratt, C. Caveny
Strategy 1B: Enable and track reliable Data Base					
1. Merge & verify current disparate email lists - include 1pm Mass - into Parish Soft Database primary database	1		Register 100% Parishioners with full contact, demographic, skills and interest information (both those connected via email and without email addresses)	End of 2020	Lisa, Meyer, Kamalu Joe-Ann consultant
2. Maintain data base	1		Reduce Parishioner email bounce-back to 0%; annually update registration information	Ongoing	Lisa
3. Establish baseline congregant count for 8am, 10am, 1pm services. Thereafter, track number of congregants quarterly.	1		Report congregant number quarterly to Pastoral Council, Finance Council, Ad Hoc Strategic Planning Committee	Each July& Oct.	Ushers, Gerry, Mac, Peter
Strategy 1C: Reach out to Parishioners and potential Parishioners					
1. Review purpose of current Hospitality Committee - determine roles, responsibilities, accomplishments (determine if sub-committee needed)	1		Report to Pastoral Council, Finance Council, Ad Hoc Strategic Planning Committee	Nov 2020	Joyce Rene, Lorraine V, Demaris & Jumaada (consultant)
2. Review welcome outreach to visitors at 8, 10, 1pm Masses (consider sub-committee of above group)	1		Report to Pastoral Council, Finance Council, Ad Hoc Strategic Planning Committee	Nov 2020	Lorraine V plus others to be named

Strategy 1C continued					
3. Consider whether there are “types” of new parishioners SKD would like to add to its community (e.g. young families, other). <i>Note: this could help shape marketing strategy.</i>			XX young families XX young singles XX male parishioners		
Strategy 1D: Market what is Best about SKD					
1. Establish marketing task force to define and communicate “SKD brand” and develop messaging			TBD by SKD		Seek advice of Communications Comm
2. Launch new website	1	\$5000-10,000 TBD	New Website	Q-4 2020	Donna Gittens, Project Manager
3. Create electronic Newsletter	2	\$20/month plus staff time	Issue minimum 2x per month, reach 100% of Parishioners and xx% of External Partners	Q-1 2022	Re-visit with Fr. Oscar
4. Develop robust online presence including building social media presence and promoting livestream Mass	1		Reach XXX followers	Q-4 2020	Donna Gittens included in Website Development
5. Events					
a. Attend community events as SKD Ambassadors			3 events/year		Joe-Ann, Lorraine (Committee)
b. Host SKD events at Blue Hill Ave			2 events/year MLK, Jr. Breakfast (in place)		Joe-Ann, Lorraine
6 Promotion					
a. Place SKD ads & sponsorships in relevant platforms	2		2 ads and/or sponsorships	Q-1 2022	Re-visit with Fr. Pratt
b. Develop earned media strategy by placing articles in various media outlets	2	Prof. expertise may be required	3 articles per year on good work of SKD	Q-3 2022	

Goal #2. Increase Children and Youth participation Children (ages 5-11) Youth (ages 12-18) (Spiritual, Social, Service)					
	Priority	Estimated Cost	Measuring Success	Target Date	Responsibility
Strategy 2A: Identify gaps and opportunities in Youth Programming					
1. Determine number of youth and age ranges in the Parish community & current participation (baseline information)	1		Strategic Planning Committee, Finance, Pastoral Councils	Q-4 2020	Fr. Oscar/Ben

Strategy 2A continued					
2. Develop a Working Group for Youth Ministry	1		Report to Strategic Planning Committee, Finance, Pastoral Councils	Q-4 2020	Fr. Oscar/Ben
3. Interview families and youth to determine preferred activities	2		Report to Ad Hoc Strategic Planning Committee, Finance, Pastoral Councils	Q-2 2021	Working Group/Ben
4. Identify successful programs for engaging Youth in other similar religious organizations	2		Report to Ad Hoc Strategic Planning Committee Finance, Pastoral Councils	Q-2 2021	Working Group/Ben
5. Identify youth programming in partner organizations	2		Report to Ad Hoc Strategic Planning Committee, Finance, Pastoral Councils	Q-4 2021	Working Group/Ben
6. Evaluate Sacramental program for youth including online participation (COVID-19 closures)	1		Fr. Pratt	Q-4 2020	Joyce Rene, Coordinator of Sacramental Program
Strategy 2B: Identify gaps and opportunities in Children's Programming					
1. Determine number of children and age ranges in the Parish community & current participation (baseline information)	1		TBD	Q-4 2020	Fr. Pratt
2. Consider developing a Working Group for Children Programs	1		TBD	Q-4 2020	Fr. Pratt
3. Interview families and children to determine their preferred activities	2		TBD	Q-1 2021	
4. Identify successful programs for engaging children in other similar religious organizations					
5. Identify children's programming in partner organizations					
6. Evaluate Sacramental program for children including online participation (COVID-19 closures)					Joyce Rene, Coordinator of Sacramental Program
Strategy 2C: Design programs to provide a pathway for children and youth to follow into young adulthood <u>and</u> enroll participants					
1. Refer to Strategies #2A and #2B in order to develop effective programs that engage children and youth and enroll participants	2		Secure participation of 50% of Parish Children and Youth by end 2021; 60% by end Sept 2022; 70% by Sept 2023	Q-2 2021	TBD

Goal #3. Strengthen Relationships <u>within</u> SKD community and <u>with</u> External Partners					
	Priority	Estimated Cost	Measuring Success	Target Date	Responsibility
Strategy 3A: Identify challenges that limit personal relationships within SKD and identify opportunities for relationship-building					
1. Confirm concerns & needs of key internal “constituencies”: young families, young singles, youth; elders; homebound; male parishioners; attendees of 8am, 10am, and 1 pm Masses			(Homebound parishioners only - already in place)		Sister Christine
2. Review recommendations and concerns from Survey results that relate to internal relationships					
3. Host joint activities /events among parishioners who attend the 8am, 1am, and 1pm Masses – include activities for all ages	1		Host 4 activities/year – Black History Month, and Cookout (already in place), consider adding 1pm “Thanksgiving” Mass, combined Mother’s Day Mass	In place Q2-2021	Kamalu, Meyer
4. Recruit “new faces” to participate in ministries, lay leadership committees, and volunteer activities	2		Recruit 6 new volunteers	Beginning 2021	
5. Create online and high-touch opportunities during COVID-19: e.g., tutoring; family; on line study & affinity groups; social justice blog	1			Q-3 2020	
Strategy 3B: Use Gift of Music for Strengthening Internal Relationships					
1. Incorporate different musical traditions that reflect the diversity of the congregation			In place Masses/Activities 3A #3		Meyer
Strategy 3C: Develop mutually reinforcing relationships with external partners whose organizations are aligned with the Mission and Values of the Parish					
1. Clarify and define the meaning of partners. With which organizations does SKD wish to deepen relationships?	2		Identify TBD partner organizations	Q4-2021	Fr. Oscar, Carolyn Caveny
2. Confirm key external partners: examples: Neighboring colleges; Mother Caroline Academy; GBIO; Grove Hall, Whittier & Ruggles associations; Summer Camp & After-School Programs located at SKD; City of Boston; legislative delegation					

Strategy 3C continued					
3. Identify specific initiatives and activities with external partners (see examples below)	2			Q4-2021	
a) After determining programs/activities already in place at these institutions, consider inviting Invite Catholic Groups at Northeastern, Emmanuel, Wentworth to worship services or other activities					
b) Invite Mother Caroline Academy students to social activities for youth					
c) Deepen successful GBIO relationship by inviting members to SKD Church activities					
d) Reach out to Neighbors – Grove Hall, Whittier & Ruggles by extending invitations to SKD activities (as above)					
e) Reach out to After School & Summer Camp program students (located at SKD) and invite them to exciting, newly-created youth activities					

Goal #4. Promote Financial Independence					
	Priority	Estimated Cost	Measuring Success	Target Date	Responsibility
Strategy 4A: Increase current sources of revenue					
1. Increase offertory by 4% per year; participate in program provided by RCAB	1		2021= add \$7,200 2022= add \$7,800		Finance Council
2. Establish leadership group to advocate for increase in offertory giving by sharing SKD's budget needs	2		Seek 3 "new" faces to join this group; hold conversation with Catholic Appeal Committee		Finance Council
3. Strengthen communications vehicles to enhance giving, including updating online giving options	2		Updated giving portals established on new Website	Q4-2020	Included in Website Development
4. Evaluate current SKD activities for which parishioners would cover the cost (not revenue generators): cookout, calendars, books, etc.			State the cost and ask "more if you can, less if you can't" Very successful Jan/Feb 2020 – covered \$800. cost/ shipping of books		

Strategy 4B: Identify additional “new” sources of revenue					
1. Establish a Fundraising Committee to increase donations by 4%/year	2		2021= \$26,000 2022= \$27,400	End 2021	Finance Council
2. Build relationships with external partners – financial leaders - to facilitate connections to Foundations and other groups that can enable grant opportunities			First – see Strategy 3B		Finance Council
3. Appoint (volunteer) grant writer to pursue grants for specific worthy projects – for example, organ repair, stained glass restoration, Youth Missions	3		Grant for organ \$XX 2022 Grant for \$XX stained glass 2023 etc.	Q4-2023/2024	
4. Pursue the strategy to develop the 175 Ruggles Street property to generate a regular source of income to support the parish.	1		Become the successful bidder for the Boston Planning and Development Agency’s proposal to develop the Crescent Parcel.	Q-1 2021	Ad Hoc Strategic Planning Committee
Strategy 4C: Develop protocols to monitor finances on ongoing basis					
1. Provide baseline financial (Cash Flow) on a monthly basis and Cash position quarterly to the Parish Finance Council			In progress Submit report	Immediate	Derrick, Gerry, Finance Council,
2. Monitor variable expenses for appropriate adjustment			In progress Submit report	immediate	See above
3. Comply, to stated timetable in Final Audit Report, to implement RCAB Audit Directives			In progress	Due date - See Final Audit Report Timetable	Parish Finance Council – reference rating, list recommendations, and monitor

Appendices

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Appendix I

Strategic Planning Participants

Ad Hoc Strategic Planning Committee*

Fr. Oscar	Pratt	Administrator
Bob	Credle	Chair
Romanus	Ajaero	
Monica	Dean	
Derrick	Dominique	Business Manager
Leslie	Flattes	
Bob	Gittens	
Ben	Hill	Youth Minister
Stacie	Holmes	
Kamalu	MacPhillips	
George	Montgomery	
Pauline	Onyechefule	
Peter	Uzoma	

Additional Working Group Participants**

Ruth	Andrews	
Sister Tess	Brown	
Carolyn	Caveny	Executive Assistant
Joe-Ann	Fergus	
Gerry	Lake	Chair Finance Council
Jumaada	Smith	
Lorraine	Valentine	

* First Saturday meeting each month was with members of this Committee

** Parishioner participants in scheduled meetings in addition volunteer participants from above Committee

Appendix II

St KATHARINE DREXEL PARISH Work Plan – Meetings Schedule

Date	Discussion
Oct. 26, 2019	Kick off meeting: Begin Environmental Scan discussion General, Stakeholders, information gathering, questionnaires
Nov. 2 w/large group	Stakeholders, interview questionnaires, introduction for ESC interviews Finalize questionnaire by November 11
Nov. 16	Questionnaire and Conversation Circle discussions
Dec. 7 With Strategic Planning Committee	Organization structure governing SKD Organization Chart
Dec. 14	Discuss church organization/org chart Discuss church finances Mission statement ideas
Jan. 11, 2020	ESC reports on confidential On-line Surveys; Mission revision discussion
Jan. 25	Present Personal Interview Summary Strengths, Weaknesses, Opportunities, Threats analysis
Feb. 1 With Strategic Planning Committee	Review Mission Statement with larger group Discuss SMART goals Begin Goal setting
Feb 8	Agreement on SMART goals. Begin Strategies to achieve goals [Finances to support goals]
Feb. 22	Strategies to achieve goals, finances
Mar. 7 With Strategic Planning Committee	Strategies to achieve goals
Mar. 21	Continue Strategies for Goals
April 4 With Strategic Planning Committee	Review goals and strategies
Apr. 18	Refine Strategies/Actions and input to Tracking Sheet to establish responsibilities, outcomes measurement
May 2 With large group	Vision, Review Tracking Sheet
May 9	Continue Vision, Agreement on Tracking Sheet
May 23	Review first draft of Five-year Strategic Plan
June 6 With Strategic Planning Committee	Present Final Strategic Plan!

Appendix III

Questions for in-person interviews

<u>Background:</u> Name: Age Category: Family/Individual? When did you join SKD? Where did you live when you joined? Where do you live now? Were you raised in the Catholic Church?	<u>Staff Questions:</u> How long have you been with SKD? What are your responsibilities? How in your position do you interact with other staff? What are you biggest challenges with your position? What are biggest challenges with SKD? What do you need to be more effective?
--	--

Participation in SKD:

- 1.What drew you to join SKD? Why have you stayed?
- 2.Are there any challenges that prevent you from participating as much as you'd like?

Purpose, Mission, and Programming:

- 3.What do you see as SKD's purpose and mission?
- 4.What current projects and programs do you feel help support this purpose?
5. Should SKD take on additional initiatives? Drop any initiatives?
- 6.What 3 words or phrases best describe SKD?

Strengths:

- 7.What are SKD's significant strengths? What do you appreciate the most?
- 8.What could use improvement?
- 9.Do you see any issues or changes – either within or outside Church control - that will impact SKD in the future? What are they?

Perceptions:

- 10.How would you describe the image of SKD in the community?
- 11.How would you distinguish SKD from other Catholic churches?
12. Do you know parishioners who have left SKD? Why have they left?
13. Are you aware of other churches competing for SKD parishioners?

The SKD "Market" and Partnerships

- 14.Who are we not reaching or engaging with now, and how could we improve that? Are there opportunities for alliances with other organizations?
15. How would you describe the relationship between the Nigerian community and the greater SKD community? Would you like to see any changes?

Governance:

16. Do you think that the current governance structure is efficient? If not how would you make it better?
17. Are you comfortable with SKD financial situation? Annual budget? Future funding? If not, what changes would you recommend?

Vision:

- 18.What should SKD look like in 5 years?
19. If you had a magic wand and could change one thing, what would it be?
20. Is there anything else you want to tell us about SKD?

Appendix IV

SKD Interview Summary

Staff work history

3 years, 14 years, 2+ years, 3 years

Staff

Work well with everybody

Staff interaction positive for most part, addressed issue with other staff member

Staff Challenges

No time for other than basics, no challenges with organization

Time, reaching as many elderly and frail as possible

To be more effective need new computer and printer

Deferred maintenance (SKD absorbs cost)

Staff Challenges at SKD, none, people wonderful, all supportive, Fr. Pratt leads good team

To be more affective, need financial resources and PT bookkeeper, need nothing OK with little

Where live when joined, where live now

Lived Dorchester, now Braintree

Lived Roxbury, live Brookline

Lived Brookline, live Boston

Lived Boston, live Randolph

Lived Melrose, live Randolph

Raised Baptist, but joined Catholic Church and stayed, "Feel word of God"

Raised Catholic: 7, Not raised Catholic: 2

Participation

What drew to SKD: Since birth (merger of churches) [many replies of membership due to merger], Married member and joined

Culture, environment, inviting, warm, get energy from community, Nigerian community

Captures values as Black Catholics, "second family"

Values of community to live the Gospel

Fr. Pratt "dances up the aisle"

Challenges to participate more

Time, scandals, health

Understanding how to be productive leader

Getting tired (was Children's Choir Director)

Should have Open House to showcase ministries with tables and information for each

Combine 8 and 10 AM Mass occasionally

Mission

Spread Gospel in Afro-centric way to African-American community, but welcome everyone.

Evangelization to the black community, "total gift of self"

Thriving Catholic Church, serve poor, whatever need

Need strategic plan to understand business – SKD has opportunity to be community asset

Worship and “coming together as one” (Nigerians and Black Americans) [N.B. Nigerian home page has mission separate from SKD.]

Engage African-Americans

“Beacon of light”

Commitment to wider community

Programs to support

Social Justice driving force, committees educate and develop relationships with community

Food pantry, outreach to poor

After school program

Learning together, i.e. discussion groups

Music Ministry

Additional Programming?

Always room for more

New housing, evangelization resources

Maxed out for now

Faith-based service opportunity to do more with consideration for congregation ages and focus

Plan for messaging on how to perform outreach

Educational initiatives

Youth programming (ask youth what they need)

Better way to engage young (birth-21 years)

Take slowly, do well

Environmental, recycling, “protect earth”

Three words

Unity, family, mission driven

Inviting, joyful, energetic, enthusiastic

Lively, participatory, has a lot of potential

Feels like family

Came this far by faith, self-determination, collective work and responsibility

1PM Mass culture and values of Nigeria, all Nigerians welcome not Igbo Church

Welcoming, social justice, vibrant

Comfortable “where you are in a safe place”

Faith and trust in God

Strengths

PEOPLE, people make things happen, “Receive Word and put Word into action”

Welcoming spirit, non-judgmental, grow in faith

Activism, volunteerism, minister (but can’t be personality based) rare to have Black minister for Black parish. Lovingly-based congregation.

“Energy and generous community”

Dynamic preaching that deals with reality

Engaged congregation, multiple facilities

“Homily relates to me” puts mind in the right place for the week.

Perseverance and persistence to weather change

Improvement

Reaching out to **youth** [most often mentioned], create something significant to draw-in children (5-teen), it's in process but need to move.

Youth need a role, they need "ownership"

Move forward with concrete plans for fundraising, become more self-sustaining

Administration and fundraising (become independent of Archdiocese), outreach to welcome new members

Raise awareness that Church exists, get more parishioners

Finances! Invest in facilities

Care for those unable to participate – use van to bring people to church

Grow congregation, get people involved in ministries

Transport vulnerable

Encourage people to come forward, always the same people make announcements in church, same people do the same things and others not come forward.

Male ushers for "security"

Issues

Economics, equity touch lives, housing healthcare impact Church attendance

Stuff with Archdiocese, like where is SKD going? Young people left because of scandals decades ago.

Constant threat of more scandal, contributions drop, priest shortage

Vigilant of Archdiocese

Abuse issues need to be addressed at Archdiocese level with support

Changes in the community, especially gentrification, secularization of society in general.

"Young spiritually hungry, but reject formality and structure." How meet needs?

Poor getting poorer, distribution of wealth ref. people living near church

Perceptions

People don't realize there is a Black Catholic Church, need to reach out to come to worship

Community aware of SKD's spirit, use of Food Pantry, positive image

Community perception not what it could be, community not aware-creates opportunity

Recognize as first Nigerian Catholic Church

Partnership with community as at Caribbean Festival Day and offering food on church steps

Distinguish

Afro-centric but diverse (95%) black, music, educational programs

Preaching of Fr. Pratt, music of Meyer Chambers, parishioners receive these benefits on a regular basis

SKD active and friendly, if offer lunch "someone will cook it" i.e. warm food!

Vitality (attended other churches and felt nothing), sense of openness.

Unique population focuses on less well off and on social justice.

Gospel music, "break open the Word"

Left SKD

Yes, because moved, limited number dissatisfied

Know some who don't go to church any more, nationally religious worship declining. Power of prayer to cure.

Yes, disenchanted; move to Protestant churches with "younger offerings."

Yes, when Fr. Oscar left, now venturing back

All Churches compete for parishioners

No competition, past competition, beyond those concerns

Other Catholic Churches don't compete, Jubilee Church Mattapan draws youth and younger adults with social activity and less preaching. Inner City Churches don't turn people away; not all women married to father of their kids, "Jesus preached to imperfect families."

Market/Partnerships

Not reaching **youth**, millennials, homebound

DeWitt Center, Whittier, Madison Park, "Impact" through DeWitt Center computer classes

Not enough outreach, alliance with GBIO, Whittier Choice (developed around 175 Ruggles)

Reach out to former parishioners who were merged into this parish "each one, bring one"

Help others to be of service to others, provide and empowering platform to serve. Engage with local organizations in service projects with younger people.

Provide sense of belonging to youth with programs and activities

Relationship with Nigerian Parishioners

Improved since Fr. Andrew came. He is a "blessing". Fr. Andrew attends Biweekly Team Meeting. Do combined

Masses. Nigerians want children to maintain their culture – Igbo classes

Ongoing effort to be one whole parish community, do joint events but not there yet.

Better, know more people individually, Nigerians are networked group, drive from far away for Sunday Mass.

Now on Finance Council, Pastoral Council and Strategic Planning Committee, their input critical to agendas for change.

Strategic Planning platform to help broaden Nigerians' voice

Immigrant community with foot in both worlds, hold on to old culture. Fr. Oscar doesn't want to be "landlord".

Governance

Gets a lot done, could always use more money

OK

Works, we have people with different skill-sets and connections. Fr. Pratt has final say. Councils are advisory but Administrator can use to his benefit.

Need to fundraise. Fiscal piece needs improvement.

Volunteer structure efficient for now, grow congregation then attract new skill-sets.

Finances improving incrementally, pursue capital investments with return – like energy savings. Risk: SKD doing well, possible "attack" by weaker parish because of insufficient priests to service parishes.

Nigerian ministries and groups raise funds for their activities

Governance structure is good, communications might improve between ministries/councils and parishioners

Finances are a challenge, need strategy to address. Needs great.

Vision – Five Years

Increase membership, youth programs to be education based. Community to grow and flourish! Visible intergenerational participation.

More people attend Sunday Mass

Become "Prominent Catholic Church" with full Mass attendance!

Drexel Village developed and congregation doubles with expanded youth program. "Create community for children, then parents come."

Thriving! With Drexel Village built!

SKD with unity and oneness all together (i.e. with Nigerians)

New facility should bring "Local engagement, national presence", "a BEACON nationally, as home for Black Catholics" "Possibilities endless"

Develop partnerships in the financial community, find "young philanthropists of color"

If had a Magic Wand?

Increase membership to share word of God

Hire one more person on staff

Trending in right direction

Become fiscally independent

More cohesive with Nigerian community i.e. one church

More activity at Blue Hill, "this could become a daily thing"

Other

SKD is a thriving community, moving forward, maintain spiritual conviction

Fix organ, fix stained glass (get grant), increase after school program (grant) website update and stream "taste of homily" via video. SKD has great potential – not waste time talking!

SKD "continues to be a blessing in my life."

Social media to reach youth and also seniors who engage more and more with social media

Appendix V



St. Katharine Drexel Parish
A PARISH OF THE ROMAN CATHOLIC ARCHDIOCESE OF BOSTON

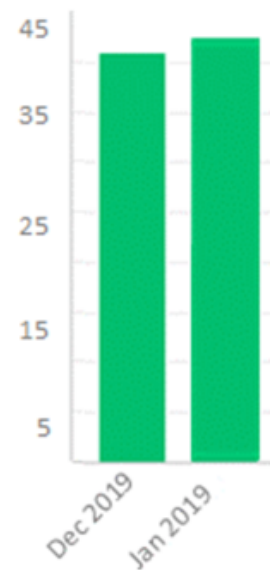
Survey Analysis Report

St. Katharine Drexel Parishioner Survey Strategic Planning Process

Empower Success Corps
176 Federal Street, Suite 5-C
Boston, MA 02110
617-357-5550
empowersuccesscorps.org

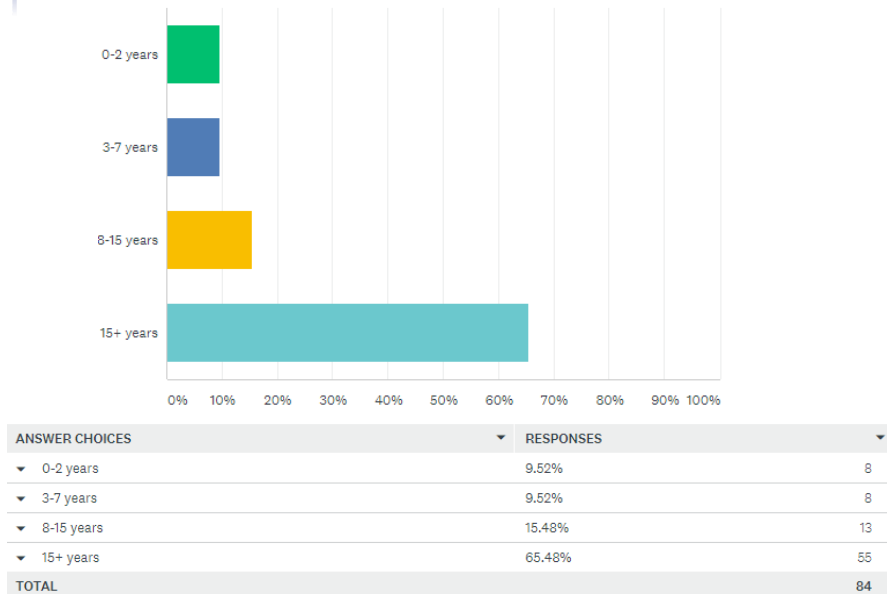
esc Survey Execution

- Survey opened December 9th and ended January 19th
 - 84 responses collected
 - 88% completion rate
 - Typical survey duration 10 mins & 4 sec
 - Responses Volume (see to the right)





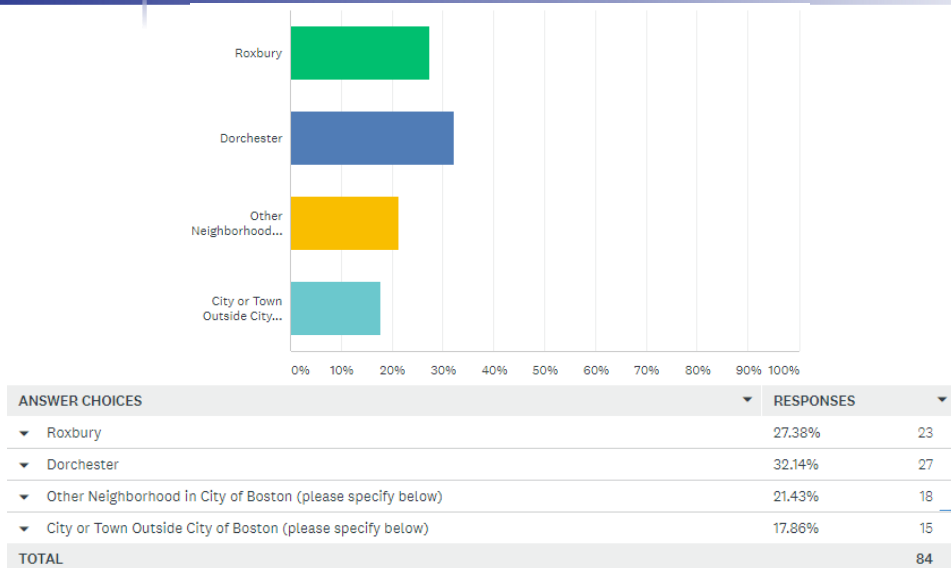
Q1: How long have you been a part of the St. Katharine Drexel Church community?



3



Q2: When you became a parishioner, where did you live?

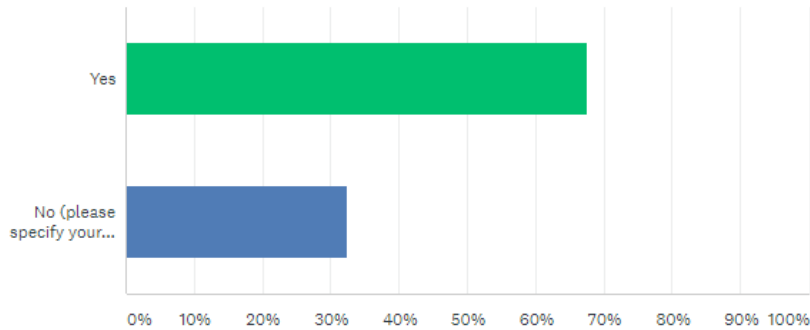


Cambridge
Dorchester
Fenway area
Hyde Park
Jamaica Plain
Mattapan
Medway
Melrose
Milton
Mission Hill
Randolph
Roslindale
Salem
South Boston
Waltham
Watertown
West Roxbury

4



Q3: Do you live there now?



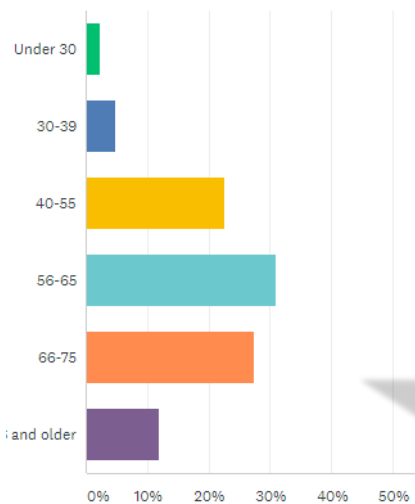
Boston-Mission Hill
Braintree
Brookline
Canton
Dorchester
East Boston
Hyde Park
Jamaica Plain
Malden
Mattapan
Milton
Newton
Quincy
Randolph
Roxbury
South End

5



Q4: How old are you?

Q7: How do you identify your gender?



Gender Responses

F: 55 M: 26 Q: 1 Skipped: 2

ANSWER CHOICES	RESPONSES
Under 30	2.38% 2
30-39	4.76% 4
40-55	22.62% 19
56-65	30.95% 26
66-75	27.38% 23
76 and older	11.90% 10
TOTAL	84



Q6: How do you identify yourself ethnically?

Answered: 82 Skipped: 2

Nigerian Caucasian African American African Black white
American Cape Verdean Igbo

7



Q8: Do you or a family member attend any other church besides St. Katharine Drexel? If so, which?

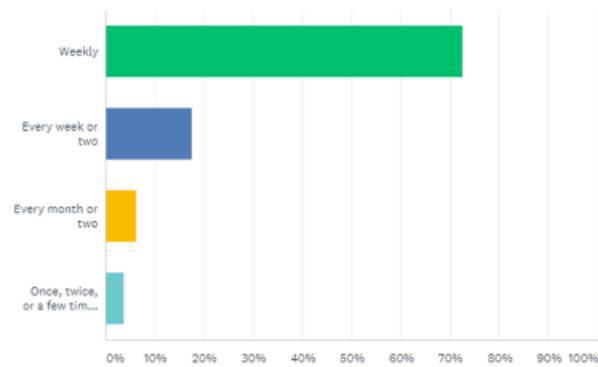
Answered: 84 Skipped: 0

- No or None (46)
- Yes, but church not specified (6)
- Sacred Heart Church, Roslindale (4)
- St. Mary's of the Hill Catholic Church in Milton (2)
- Pentecostal Church (2)
- Grant AME (2)
- Catholic church in Middleborough (2)
- Our Lady of Perpetual Help Basilica, Boston
- Saint Gregory and Saint Marks
- St. Gerald Majella in Canton
- St. Florence's in Wakefield
- St. Angles
- St. James in Salem
- St Joseph Parish, Medway
- St. Patrick
- Story Heights in Newton
- The Cathedral of The Holy Cross in the South End
- St. Paul AME
- Bethel AME
- Jehovah's Witness
- Mother Theresa Calcutta
- Jubilee, Morning Star Baptist, 12th Baptist
- Mission Church, St Anthony Shrine, St Clement, Cathedral
- St. Agatha, St. Ignatius, St. Susanna

8



Q9: How often do you attend Services at St. Katharine Drexel Church at 517 Blue Hill Avenue in Dorchester?

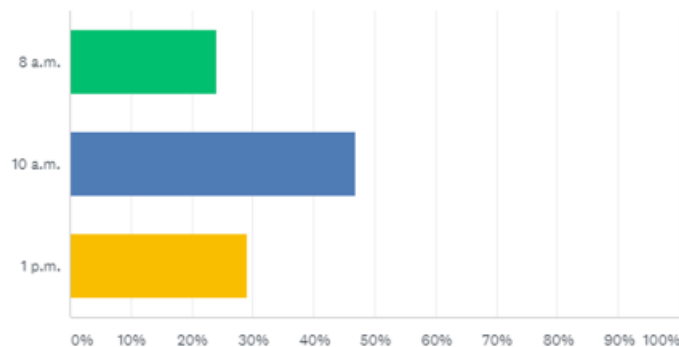


ANSWER CHOICES	RESPONSES	
▼ Weekly	72.50%	58
▼ Every week or two	17.50%	14
▼ Every month or two	6.25%	5
▼ Once, twice, or a few times per year	3.75%	3
TOTAL		80

9



Q10: Which Mass do you usually attend?

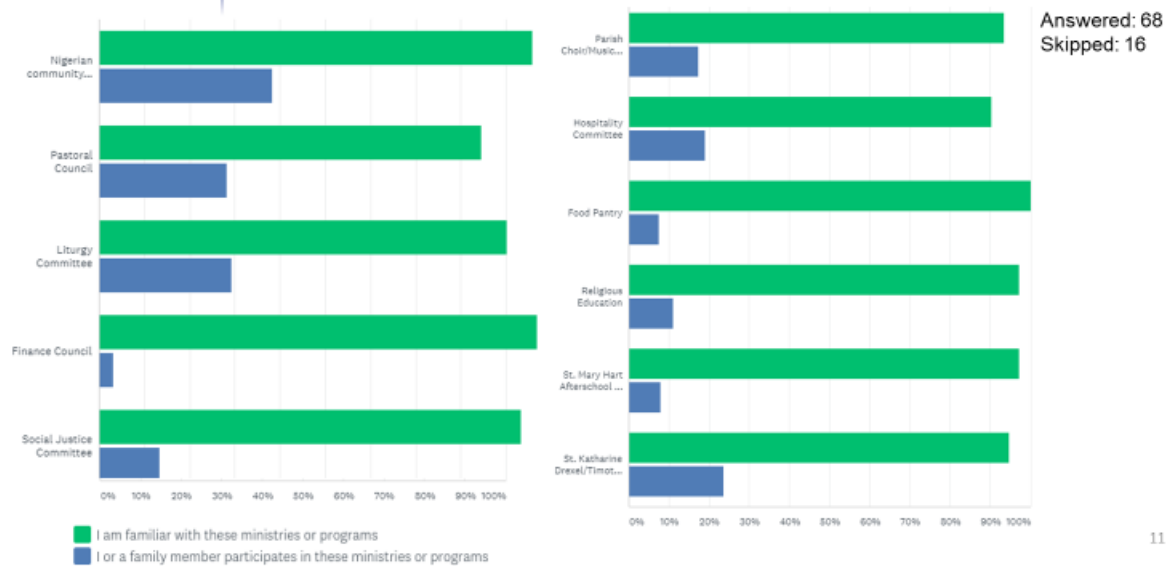


ANSWER CHOICES	RESPONSES	
▼ 8 a.m.	24.05%	19
▼ 10 a.m.	46.84%	37
▼ 1 p.m.	29.11%	23
TOTAL		79

10



Q11: Are you familiar with any of the following Ministries or programs at St. Katharine Drexel Church and Parish Center? Please check any that you recognize and that you or your family participate in



11



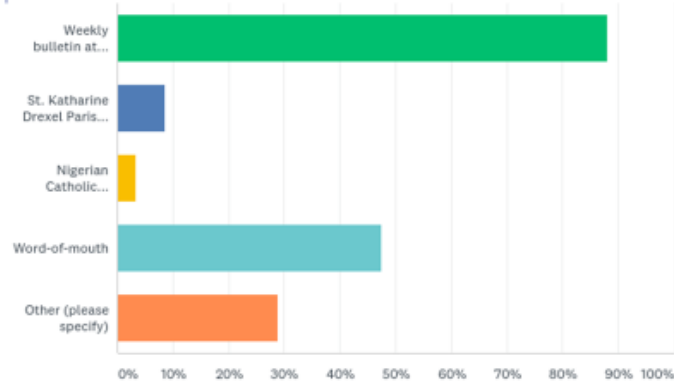
Q11: Are you familiar with any of the following Ministries or programs at St. Katharine Drexel Church and Parish Center? Please check any that you recognize and that you or your family participate in

	I AM FAMILIAR WITH THESE MINISTRIES OR PROGRAMS	I OR A FAMILY MEMBER PARTICIPATES IN THESE MINISTRIES OR PROGRAMS	TOTAL RESPONDENTS
Nigerian community ministries and programs	95.74% 45	38.30% 18	47
Pastoral Council	84.62% 33	28.21% 11	39
Liturgy Committee	90.24% 37	29.27% 12	41
Finance Council	96.88% 31	3.13% 1	32
Social Justice Committee	93.33% 42	13.33% 6	45
Parish Choir/Music Ministry	93.48% 43	17.39% 8	46
Hospitality Committee	90.48% 38	19.05% 8	42
Food Pantry	100.00% 40	7.50% 3	40
Religious Education	97.22% 35	11.11% 4	36
St. Mary Hart Afterschool and Summer Day Camp	97.37% 37	7.89% 3	38
St. Katharine Drexel/Timothy Smith Network Computer Lab	94.74% 36	23.68% 9	38

12



Q12: How do you hear about goings-on at St. Katharine Drexel Church? Please choose all that apply.

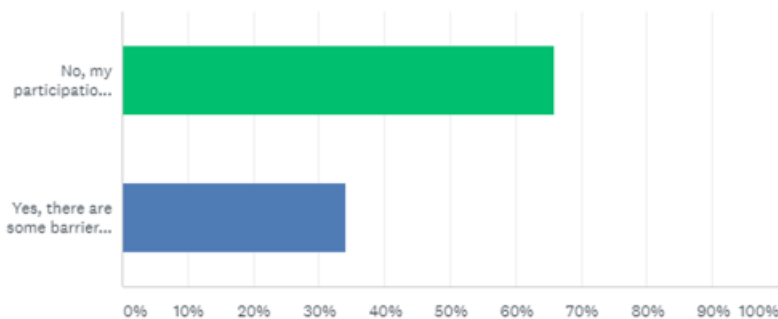


Email blasts from Meyer (5)
Announcements at Mass (2)
Parish Council Meetings (1)
The Seniors Group Meetings (1)
Parishioners (1)

12

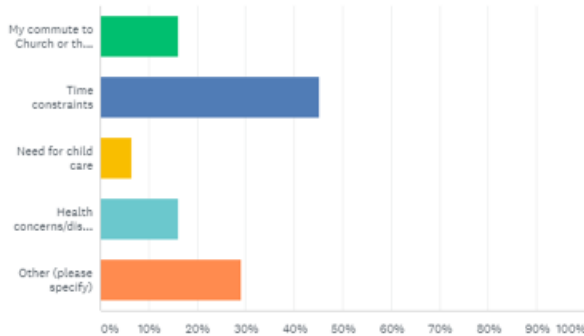


Q13: Are there any barriers that prevent you from participating as fully as you'd like?





Q14: If you chose "Yes" in the above question, which barriers prevent you from more fully participating?
Please choose as many as apply.



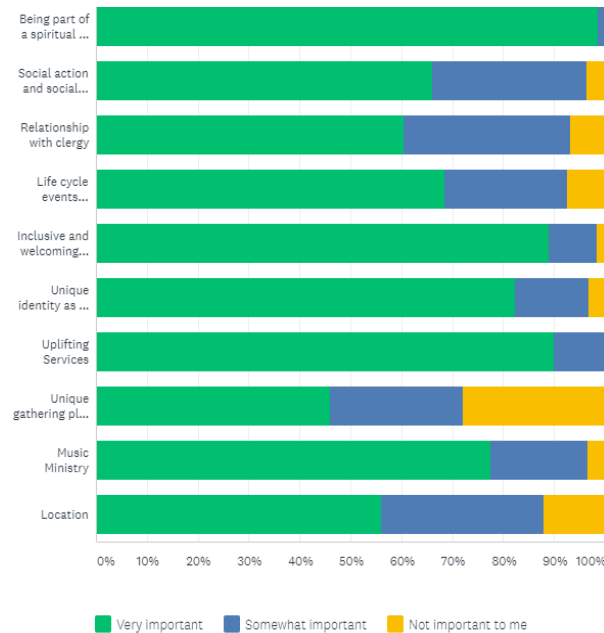
ANSWER CHOICES	RESPONSES
▼ My commute to Church or the Parish House is too long	16.13% 5
▼ Time constraints	45.16% 14
▼ Need for child care	6.45% 2
▼ Health concerns/disability	16.13% 5
▼ Other (please specify)	29.03% 9
Total Respondents: 31	

A personal vehicle
Announcements are usually last minute, not written down
Church politics
Schedule
Work
Take care of grand children
Visual Loss and decreased mobility

15



Q15: What draws you to St. Katharine Drexel Church?
Please rate using, "Very important," "Somewhat important," or, "Not important to me."



Answered: 74
Skipped: 10

16



Q15: What draws you to St. Katharine Drexel Church?
Please rate using, "Very important," "Somewhat important," or "Not important to me."

	VERY IMPORTANT	SOMEWHAT IMPORTANT	NOT IMPORTANT TO ME	TOTAL
Being part of a spiritual and caring community	98.53% 67	1.47% 1	0.00% 0	68
Social action and social justice opportunities	66.07% 37	30.36% 17	3.57% 2	56
Relationship with clergy	60.34% 35	32.76% 19	6.90% 4	58
Life cycle events (wedding, baptism, funeral, First Communion, etc.)	68.52% 37	24.07% 13	7.41% 4	54
Inclusive and welcoming culture	88.89% 56	9.52% 6	1.59% 1	63
Unique Identity as a Black Catholic Church	82.28% 51	14.52% 9	3.23% 2	62
Uplifting Services	90.00% 54	10.00% 6	0.00% 0	60
Unique gathering place for Nigerian Catholic community	45.90% 28	26.23% 16	27.87% 17	61
Music Ministry	77.59% 45	18.97% 11	3.45% 2	58
Location	56.00% 33	32.00% 19	12.00% 7	60

17



Q17: What is the top "selling point" of St. Katharine Drexel? i.e. if someone asked you why they should join, what would be the first thing you told them?

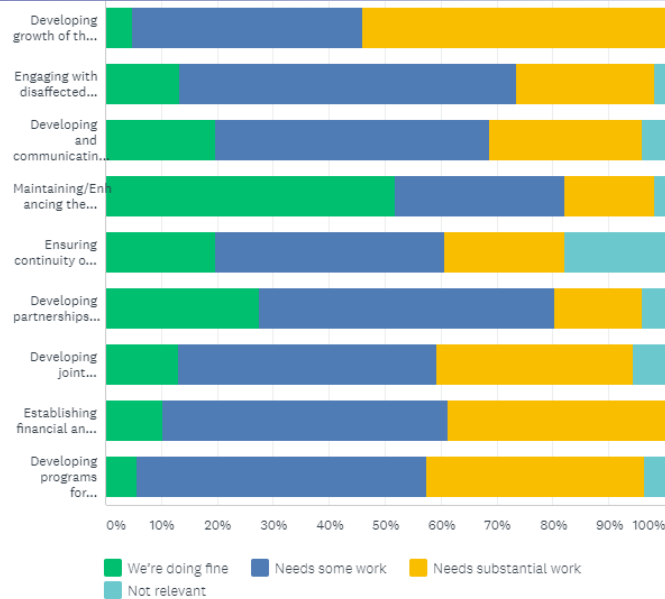
Answered: 68 Skipped: 16

people Warm service catholic church Unique spirit home one
church gospel Caring Black community Father Pratt
welcoming going music feel Uplifting preached
homilies Nigerian spiritual Black Catholic Community good Parish
worship family

18



Q18: Please let us know which of the issues below need work in order to ensure St. Katharine Drexel's future? Please rate using, "We're doing fine," "Needs some work," "Needs substantial work," or "Not relevant."



Answered: 68
Skipped: 16

19



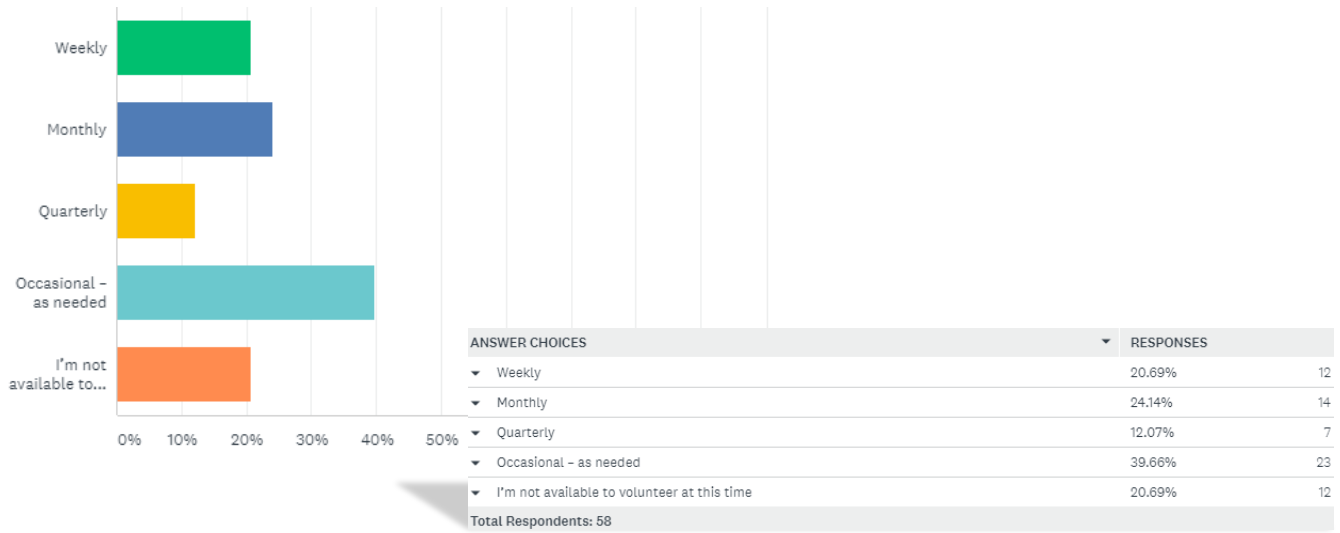
Q18: Please let us know which of the issues below need work in order to ensure St. Katharine Drexel's future? Please rate using, "We're doing fine," "Needs some work," "Needs substantial work," or "Not relevant."

	WE'RE DOING FINE	NEEDS SOME WORK	NEEDS SUBSTANTIAL WORK	NOT RELEVANT	TOTAL
Developing growth of the congregation (i.e. more parishioners)	4.76% 3	41.27% 26	53.97% 34	0.00% 0	63
Engaging with disaffected Catholics (LGBTQ, divorced, interfaith)	13.21% 7	60.38% 32	24.53% 13	1.89% 1	53
Developing and communicating the unique "SKD Brand"	19.61% 10	49.02% 25	27.45% 14	3.92% 2	51
Maintaining/Enhancing the quality and experience of the Sunday service	51.79% 29	30.36% 17	16.07% 9	1.79% 1	56
Ensuring continuity of Nigerian Catholic Worship Services	19.64% 11	41.07% 23	21.43% 12	17.86% 10	56
Developing partnerships with the greater community (i.e., other institutions or organizations)	27.45% 14	52.94% 27	15.69% 8	3.92% 2	51
Developing Joint Initiatives between SKD and Nigerian Catholic community	12.96% 7	46.30% 25	35.19% 19	5.56% 3	54
Establishing financial and operational stability	10.20% 5	51.02% 25	38.78% 19	0.00% 0	49
Developing programs for specific populations (e.g. young families, retired, homebound, youth, parents of teenagers, singles)	5.56% 3	51.85% 28	38.89% 21	3.70% 2	54

20



Q20: What is your availability to volunteer?



Appendix VI

Conversation Circles

Conversation Circle 8 AM

Dec 15, 2019

(approx. 20 people involved)

Best things about SKD:

- The “Word”
- Community
- It’s a praying Church
- “Feeling down and when you leave you are energized”
- The people

Participate in Activities:

- Eucharistic Ministry
- MLK Breakfast
- GBIO

Preventing your from participating

- Health
- Should have an open house and recruitment for all the different Ministries, with tables and information available about all the programs.
- Combine 8AM and 10AM Mass occasionally

Three words to describe SKD

- Supportive, caring, spirit, music
- Community anchor and people
- “have stuck with this church”

Magic Wand

- More activity, this could become a feeding site (Blue Hill Ave) This place would bring people into the Church. This could be a daily thing, we only use it on Sunday – also use kitchen
- We could become a resource center
- More youth involvement

Anything else?

- Get small children involved, they could meet in a space for themselves
- If Ruggles gets developed, could we move activities to Mother Caroline Academy?
- For youth – choir, dance, sports, Social Justice Team
- Hospitality for the 1PM and the 8AM Mass

Conversation Circle 10AM

Dec 15, 2019

(Approx. 16 people involved)

Facilitator Cassandra Clay

Why come to SKD?

- Very black, very Catholic, found people who believe what I believe
- Not “member” but come every Sunday, I gave the keynote at the MLK breakfast, went to Baptist Church, here feel sense of community
- It’s a family, Black Catholic churches (2005) bonded as one.
- Fr. Pratt “dances” up the aisle
- Joy, friendship

Activities/Programs

- After school program and summer camp, builds larger, family-oriented community – then join Church
- Youth programs
- Commitment to Social Justice, bringing people together. Showing of film “Passage to St. Augustine”
- Knights of Peter Klaver need a place to meet

Other Programs to Offer

- Environmental, recycling, “protect earth”
- Encourage people who not come forward to get involved
- Outreach to people to let them know about Programs and to get them engaged
- Communication – requirement to fill out CORI form to become an usher
- “Diamond in the rough” – evangelize inside and outside
- Transportation for seniors and families (Baptists have vans)
- Ushers to engage younger generation, male ushers for “security”

Magic wand

- Young not coming, “service too long”, have Mass for younger people
- Youth group engage with music, musical instruments, social media, computers
- Youth needs a “role,” they need ownership to be part of the “action”
- Preserve heritage, music culture to remain. “Youth sow seed, when they get older the seed will grow.” Build sense of justice and right thinking
- Archdiocese not helping with community outreach, with resources for outreach
- Announcements, always the same people, let people know it’s for everyone – hard for people to know that all need to participate. “Same people, do the same thing, others not engaged”
- Outside collaborations
- Abuse issue needs to be addressed at Parish level, but Archdiocese not offer services, did have conversation but left up in the air! People of color in the Archdiocese. Boston a majority/minority city.

Conversation Circle 1PM Mass

January 12, 2020

Facilitator Cassandra Clay

What draws you to the 1PM Mass?

- Culturally oriented Mass in its entirety; reminds us of Nigeria and Igbo culture
- Feel at “home”, like in Nigeria, connected, the music, the sense of community
- Liveliness of celebration, feel spirit “uplifted”
- Shock at difference in US Mass, the 8 and 10 AM SKD Mass is different
- Children will know culture and way of life (in Nigeria), socialization
- We have organizations for Men and Women and celebrate “holidays” like Mothers’ and Fathers’ Day like in Nigeria also Bazaar (to raise money) reminiscent of home
- See all age groups here; went to other churches and not see this
- Homily made “real” feel connection to Gospel
- Time of Mass important because of time to travel from out of town (Andover, Randolph, RI)
- We want to “buy-in” into the church, want to be owners of the Church (with SKD parishioners and SKD governance), want to help in running of Parish.

What programs do you participate in?

- Christina Men and Women Programs
- Nigerian Youth
- Prayer Ministry
- Monthly Meetings
- Participate in all Parish activities -double work (Nigerian and SKD programs)
- Nigerian Community has members on the SKD Parish Council (Kamalu, Scholastica, Ebere)
- 1PM Mass open to all, welcome all

If you had a Magic Wand, what changes or improvements would you make?

- Bridge gap between Nigerian Community and SKD Parish, Nigerians feel “isolated” from SKD or treated like outsiders (like immigrants); but “it is better” than it was two years ago
- No longer have Nigerian Bulletin which was a reminder of “home”; this issue was brought up with Fr. Oscar but “going nowhere”. There is a prayer in the Nigerian service before and after Communion (printed in Bulletin) that helps congregation in its recital of the prayer.
- Outreach to youth (overall)

Other comments

- Finances: Is SKD in good finance condition? There shouldn’t be a time when “our time here is questioned”; want assurance that SKD is “our home”; concern over sustainability of the Parish; is our offertory sufficient contribution; we have information on plans for SKD Village and plans for financial independence (from Archdiocese). Financial independence is important
- Specific wishes: get A/C in Church for hot summer season; other Masses get things in hall downstairs not given to Nigerian Community; would like to use Parish Hall for parties, but closing at 10:30 PM not good for Nigeria parties; donated freezer to the kitchen, but it was moved to Ruggles without Nigerians knowing about relocation; 8 and 10 AM Masses have keys to access downstairs kitchen adjust heat/access supplies, Nigerians need to make special call to Lloyd to get access. (Unequal treatment with respect to downstairs hall amenities and access).

Appendix VII



St. Katharine Drexel Parish
A PARISH OF THE ROMAN CATHOLIC ARCHDIOCESE OF BOSTON

Keeping you Posted on Strategic Planning February 16, 2020

Thanks to your participation, the Strategic Planning process for St. Katharine Drexel Parish is well underway through the work of the St. Katharine Drexel Parish community, supported by our third-party consultant, ESC. Much appreciation goes to congregants who participated in on-line surveys, Conversation Circles after Mass, in-depth interviews, and our working committees. We will keep you posted through periodic updates and continue to invite your ideas.

Milestone 1: Completing information-gathering from the Parish

22 in-person interviews were held

84 on-line and paper surveys were completed

80 plus congregants from 8 a.m., 10 a.m., and 1 pm Masses participated in Conversation Circles

...and here is what we learned from our respondents:

The SKD community is

- a **long-standing** community with the overwhelming number of respondents – nearly 70% - saying they've been part of this community for 15 years and longer.
- a **local community geographically** –with Roxbury and Dorchester as principal places of residence, but with parishioners coming in from Braintree, Randolph, Brockton, and Malden among other locations
- a congregation that **skews older** – 45% over 66 years of age, but there's a good cohort – 48% - between 40 and 65.
- a congregation that is **overwhelmingly female** – over 70 percent – and ethnically, many self- identified as **black, African-American, and Nigerian**
- an **active** congregation, with over 70% attending services weekly, and the majority attending the 10 a.m. Mass
- a **knowledgeable** congregation, with over 90% being familiar with the ministries and programs of the church, with the weekly bulletin playing the principal role of communication.

The strengths that draw parishioners to St. Katharine Drexel are its

- Spiritual and caring community
- Inclusive and welcoming culture
- Uplifting Sunday worship services & effective preaching
- Unique identity as a black Catholic church
- Home for the Nigerian Catholic Community
- Music Ministry

The respondents expressed concerns about:

- The need to grow the congregation
- Financial & Operational stability
- Developing programs for specific populations – especially youth!



...and noted other key areas that need work:

- Engaging with disaffected Catholics
- Strengthening the relationship with Nigerian Catholic Community
- Developing and communicating the “unique SKD brand”
- Developing partnerships with the greater community

Milestone 2: Reviewing and Confirming Mission and Vision

We heard that...

Our mission should include service, and so we wish to express it as

“We are a Black Roman Catholic Community of believers committed to celebrating and rejoicing in the love of God and in the love of each other. We practice our faith through service to our families, church, and communities - including all excluding none.”

Our vision should be big and bold

St. Katharine Drexel should be a “beacon” for the community – the “Bright Shining Church on the Hill”: St. Katharine Drexel Village developed with housing, senior residences, center for youth, doubling the congregation, a flourishing and prominent Catholic Church - a hub of excitement and events. “Create a community for children, then the parents will come.” From youth involvement in activities, their connection with the Church would be formed, and the evangelical mission of the Church would be furthered.

Milestone 3: Identifying Strengths, Weaknesses, Concerns, and Opportunities

This key milestone was informed by the congregation’s responses to our outreach in Milestone 1 and will form a foundation for defining key goals, strategies, and action steps.

Strengths

- Joyful, energetic, loyal, committed, black Catholic community
- Home-like family, loving, welcoming
- Faith - the “Word” is a living part of SKD, parishioners activate the Word
- Leadership, effective preaching, invitation to personal growth
- Real property resources (rental income, opportunity for future Ruggles development)
- Parishioner resources (much expertise and community connections reside within congregation)
- Music program

Weaknesses

- Aging demographics, lack of youth activities
- Insufficient back office support
 - Inadequate database of SKD membership
 - Need for website update and regular maintenance
 - Need for enhanced internal financial reporting
- Low visibility of SKD – “best kept secret”
- Financial position
- Communication among 8am, 10am, and 1 pm congregations
- Perception by some that there is an “in group” in charge of decision-making
- Lack of diversity of traditions in music program
- Properties
 - two separate locations
 - maintenance required for aging buildings



- lack of perceived presence at Blue Hill Avenue



St. Katharine Drexel Parish
A PARISH OF THE ROMAN CATHOLIC ARCHDIOCESE OF BOSTON

Concerns

- Declining Church attendance nationally, regionally, and locally
- Declining religious affiliation among youth – the cohort for future growth
- Declining supply of priests and limited pool of black priests
- Uncertainty about Archdiocesan decision-making that could affect SKD
- SKD properties located in under-resourced areas of Boston
- Gentrification of Parish neighborhood – displacement of black parishioners
- Entrenchment in “old” ways

Opportunities

- Establish strong “SKD Brand” building on our strengths – become known as a “hub” for black Catholics
- Grow the Parish community – attract new members, develop vibrant Youth Ministry
- Develop better website and improve social media presence
- Leverage property resources (better use of current facilities, e.g. Blue Hill Avenue)
- Leverage people resources (engage talented parishioners to enhance activities)
- Improve communication with parishioners and external partners
- Build bridges among the communities within SKD while respecting each other’s traditions
- Establish plan for financial independence
- Strengthen Music Ministry
- Engage in dialogue with Archdiocese to express aspirations and plan for future from our position as a self-determined, vigilant community,

Milestone 4: Establishing Goals

Where we are now

Drawing from the information in the Milestones above, the Strategic Planning Committee, supported by ESC, is now in the midst of goal setting. Our framework in developing our goals is that they be SMART – that is specific, measurable, attainable, relevant, and time-bound. Strategies and recommended action steps will follow – **all in service of reaching our shared vision of a thriving St. Katharine Drexel Parish.**

COMMENTS OR QUESTIONS? PLEASE CONTACT

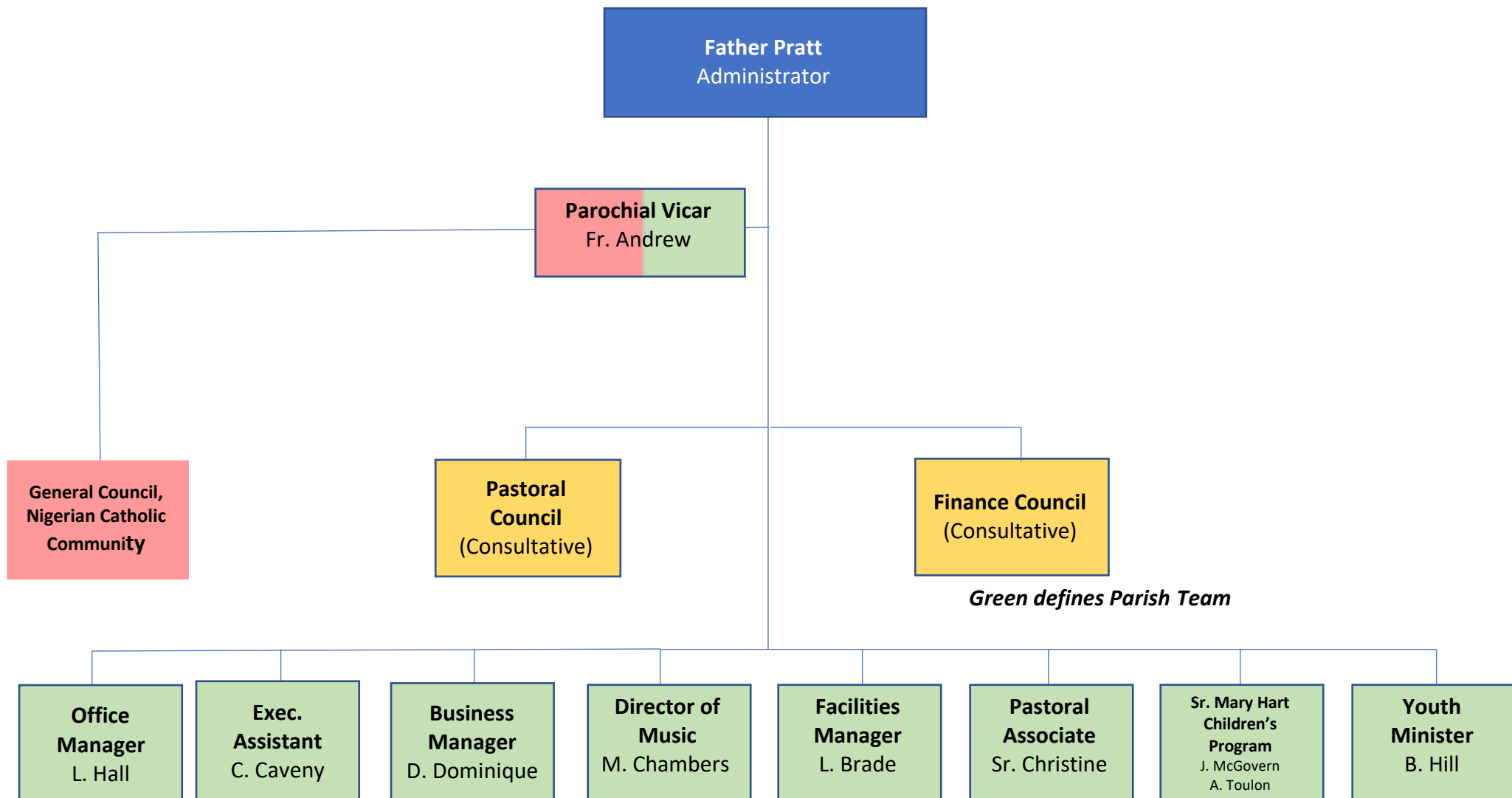
Bob Credle, lead, Strategic Planning Committee at

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Ade Igbineweka nigeriancatholicboston@gmail.com

Appendix VIII

Appendix IX

St. Katharine Drexel Organizational Chart

Appendix X

Website & Online Platform Resources for SKD

Links active as of 5/14/20

Website Design

Paraclete Multimedia: <https://paracletemultimedia.com/web/>. A Brewster-MA based company with a Christian foundation. Builds sites in WordPress.

- Designed St. Cecilia's original website. <https://saintceciliaboston.org/>
- See also from St. Cecilia new landing page: <https://www.stceciliaboston.org/>

LPI: <https://www.4lpi.com/solutions/catholic-church-websites/>. A full-service communications and consulting company specifically dedicated to serving Catholic churches. Connected to the "WeShare" online giving platform used by St. Thomas Aquinas in JP

Registering Parishioners & Congregants

Registration form for parishioners from St. Cecilia: <https://saintceciliaboston.org/life-at-st-cecilias/becoming-a-registered-parishoner/permanent-parishioner-registration-form/>

Examples of On-line giving platforms

St. Cecilia's <https://www.osvonlinegiving.com/162/DirectDonate/2243>

St. Cecilia's <https://www.osvonlinegiving.com/162>

St. Thomas Aquinas in Jamaica Plain: <https://st-thomas-aquinas-church.churchgiving.com/>. St. Thomas Aquinas uses the WeShare Platform, seen here: <https://www.4lpi.com/solutions/church-online-giving/>

Special 90-Appeal by Archdiocese for Parish giving

The Archdiocese has issued a special appeal to donate to the Parish of your choice. Found on the website for the three Catholic churches in Roxbury and Jamaica Plain.

<https://bcatholic.sites.bostoncatholic.org/form/giving-form?fid=4916>

See Recent Offertory Results for St. Thomas Aquinas, Our Lady of Lourdes, and St. Mary of Angels on their Home Page

<https://www.catholicjproxbury.com/>

Electronic newsletter rationale

- During Covid-19 and the aftermath, regular electronic communication becomes a critical means of connecting with parishioners
- Ready-made templates are available at reasonable cost (Constant Contact, MailChimp at approx. \$20/month w/ free trials)
- It could optimize giving. An electronic newsletter proactively puts giving opportunities in front of parishioners on a regular basis.
- It provides a visually compelling, polished vehicle for transmitting information including links to YouTube channel, messages from Father Pratt, Meyer, and other content.
- It can be implemented while the process of website development is occurring – SKD has rich content to draw from right now.