



SKD Strategic Plan 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	Office Manager / Parish Life Coordinator, Meyer, Kamalu Joe-Ann consultant
2. Maintain data base	1		Reduce Parishioner email bounce-back to 0%; annually update registration information	Ongoing	Office Manager / Parish Life Coordinator
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 within SKD community and with 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)		Office Manager / Parish Life Coordinator
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