

ARCHDIOCESE OF LOUISVILLE

2002 ARCHDIOCESAN STRATEGIC PLAN

MANY PEOPLE ONE FAITH



MISSION



We are the Catholic Church in Central Kentucky, a community of believers rich in our tradition and growing in our diversity, striving for fullness of life in God.

In communion with the Bishop of Rome, our mission is to proclaim the good news of Jesus Christ by:

- **Worshipping** God in word and sacrament;
- **Teaching** and sharing our faith;
- **Serving** human needs, especially those of the poor and oppressed;
- **Promoting** holiness of life through continuing conversion;
- **Fostering** justice and reconciliation among all God's people.

We commit ourselves to thankfulness through responsible stewardship of all God's gifts.

VALUES



In pursuit of this mission we choose to emphasize these particular values:

- The **goodness of God** manifested in all creation;
- The **dignity of the person** called to wholeness in Jesus Christ;
- The **power of community** committed to prayer, collaboration, and service.

GOALS



1. To make parishes vital centers of worship and Christian community.
2. To teach Catholic beliefs, traditions, and values through lifelong formation and education.
3. To share our faith with all God's people.
4. To foster discipleship and provide leadership for all areas of Church ministry.
5. To work for social justice in collaboration with all people of good will.
6. To exercise responsible stewardship of our human and material resources.

It is a great pleasure to present *Many People, One Faith, the 2002 Strategic Plan for the Archdiocese of Louisville*. This is the fourth version of our archdiocesan plan. The first strategic plan, *Directions for a Renewed Church*, was published in 1989. We should be proud that we found a good system for planning, because it effectively brings ideas into concrete action. I can tell you from my years of experience elsewhere, this is not easily achieved.

Strategic planning is a formal process of listening (identifying needs), prioritizing, and allocating resources. It addresses the most important priorities of our local Church. These priorities flow from six goals that reflect upon who we are and why we exist (our mission) and what we stand for (our values).

In preparation for this plan, we conducted research. Hundreds of pastoral leaders, including staff, clergy, and parish council members, identified the most important issues facing our local Church. Though there were many suggestions, definite themes emerged that are reflected in all of the goals of this plan. These themes include: the need for a comprehensive multicultural ministry, the primacy of adult faith formation, the development of lay leadership, the importance of stewardship, outreach to young adults, and a more effective use of technology. The archdiocesan response to the clergy sex abuse crisis also emerged as an important component of this plan.

At the same time as this plan came together, the United States Conference of Catholic Bishops released the results of an internet-based lay survey that was conducted in 2001. More than 90,000 lay persons from every state identified issues that are important for parishes to address and improve as they seek to integrate faith with everyday life. It is gratifying that many of the themes that emerged from this study are also priorities in our strategic plan, especially adult faith formation.

I most enjoy the part of the planning process when I have the opportunity to identify my own priorities among the action steps. These are tough choices, because there is so much to choose from. Here are my priorities:

Goal 1: To make parishes vital centers of worship and Christian community.

Action Step 1.3.1 Prepare resources to assist parishes in recognizing and affirming the workplace and family life as means for authentic stewardship.

This will help us realize that the full strength of family and parish life can ultimately be achieved only by bringing our faith to others.

Goal 2: To teach Catholic beliefs, traditions, and values through lifelong formation and education.

Action Step 2.2.2 Research and make available to parishes models/resources of best practices for adult Scripture study.

Adult faith formation, particularly involving Scriptures, also emerged as the number one priority for the U.S. Church in the laity study.

Goal 3: To share our faith with all God's people.

Action Step 3.5.3 Develop a plan to celebrate the 200th anniversary of the Archdiocese in 2008.

The bicentennial will be of great historical importance. It also is an excellent opportunity for spiritual renewal and outreach, and we will focus on these elements as the most important parts of our preparation for this celebration.

Goal 4: To foster discipleship and provide leadership in all areas of Church ministry.

Action Step 4.5.5. Develop a coordinated recruitment plan for ordained, religious, and lay ministry.

The recruitment and training of future leaders is crucial for the future of our Church; we must continue to address this with our best efforts.

Goal 5: To work for social justice with all people of good will.

Action Step 5.5.1 Develop new initiatives to reach out to victims of sexual abuse by Church personnel and to minister to all those hurt by the sexual abuse crisis.

I wish this priority was not necessary, but we must deal with this crisis and help those who have been hurt. This is a personal priority for the remainder of my time here.

Goal 6: To exercise responsible stewardship of our human and material resources.

Action Step 6.3.1 Explore various avenues for the creation and funding of a building repair fund.

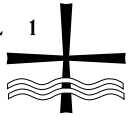
It is very important that we share resources to help those parishes and schools in need. This action step presents a very practical and useful way that parishes can help one another.

I look forward to seeing this plan come to fruition during the next five years, and I am thankful to everyone who played a part in making it happen.

Thomas C. Kelly O.P.

Archbishop Thomas C. Kelly, O.P.

GOAL 1



To make parishes vital centers of worship and Christian community.

Full, conscious, and active participation in liturgy, diversity, stewardship, and the spirituality of work are the strategic directions for Goal 1. Recognizing that liturgical training for parish ministers has been in place for many years, the action steps focus on the formation and training of the People of God. Other initiatives challenge us to foster, affirm, and embrace the diversity that exists in our Catholic faith; recognize everyday realities, especially in the family and workplace, as opportunities for stewardship; and begin parish dialogues on the spirituality of work.

OBJECTIVE 1.1

Develop genuine full, conscious, and active participation for all people.

Action Steps:

- 1.1.1 Prepare a catechetical resource for pastoral leaders to use in educating parishioners on the multiple elements of the Mass. [Worship, Office of Lifelong Formation & Education (OLFE)]
B Spring 2003 C Spring 2006
- 1.1.2 Expand and implement a formation process for leaders of prayer. [Worship, Ministry & Spirituality]
B Fall 2002 C Winter 2003
- 1.1.3 Facilitate five multicultural dialogue sessions for the purpose of surfacing obstacles to active participation in parish life and leadership. [Multicultural Ministry, Ministry & Spirituality]
B Spring 2003 C Fall 2004
- 1.1.4 Assist parishes in evaluating how the parish engages those with special needs in worship. [Worship, OLFE, Accessibility Committee]
B Spring 2003 C Fall 2004
- 1.1.5 Provide parents with resources for the liturgical catechesis of their children. [Worship, OLFE]
B Fall 2002 C Fall 2003

OBJECTIVE 1.2

Name, claim, and celebrate our diversity in our Catholic faith.

Action Steps:

- 1.2.1 Develop and provide models, tools, and resources that affirm cultural diversity in every aspect of parish life. [Multicultural Ministry, Archdiocesan Communications Center (ACC)]
B Fall 2003 C Fall 2004
- 1.2.2 Offer or provide an archdiocesan conference focusing on embracing diversity in the Archdiocese. [Multicultural Ministry, Worship, ACC, Catholic Family Center]
B Winter 2003 C Winter 2005
- 1.2.3 Provide resources to parishes that address the comprehensive aspects of Christ-like hospitality as the responsibility of all the baptized. [ACC, Personnel & Planning, Ministry & Spirituality]
B Fall 2002 C Fall 2004
- 1.2.4 Implement local workshops/seminars that educate parishes and agencies to assist them in fostering an appreciation for diversity. [Multicultural Ministry, Personnel & Planning]
B Spring 2004 C Spring 2005
- 1.2.5 Facilitate sessions for a comprehensive plan on welcoming other cultures that includes in-depth training in multicultural ministry with seven parishes throughout the Archdiocese. [Multicultural Ministry, Ministry & Spirituality, ACC, Catholic Family Center]
B Fall 2002 C Spring 2005

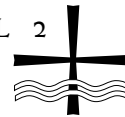
OBJECTIVE 1.3

Raise awareness and foster appreciation that lived experience contributes to the vitality of parish life.

Action Steps:

- 1.3.1 Prepare resources to assist parishes in recognizing and affirming the workplace and family life as means for authentic stewardship. [Ministry & Spirituality, Catholic Family Center, Stewardship & Development]
B Spring 2003 C Spring 2004
- 1.3.2 Provide small group materials that focus on the spirituality of workplace ethics. [Ministry & Spirituality, ACC, OLFE]
B Spring 2003 C Spring 2004
- 1.3.3 Train and provide facilitators for small group dialogue sessions on the spirituality of work. [Ministry & Spirituality, ACC, OLFE]
B Fall 2003 C Spring 2004
- 1.3.4 Communicate the spirituality of everyday life by developing and implementing Christ-like witness through radio/television spots or *Record* supplements. [ACC, Ministry & Spirituality, Catholic Family Center]
B Fall 2003 C Fall 2004

GOAL 2



To teach Catholic beliefs, traditions and values through lifelong formation and education.

Community and comprehensiveness are the strategic focus of Goal 2. This goal addresses the directions that various communities play in the teaching/learning process and calls for a multifaceted approach to faith formation. Since learning takes place among all parishioners, action steps in the goal present a variety of models and tools to advance lifelong learning.

OBJECTIVE 2.1

Assist parishes to articulate and implement a vision for a catechumenal model of catechesis as found in the *General Directory for Catechesis* and the forthcoming *National Directory for Catechesis*.

Action Steps:

- 2.1.1 Design and implement a process to rewrite the pastoral *Teaching and Sharing Our Faith*, based on the vision of catechesis as found in the *General Directory for Catechesis* and the forthcoming *National Directory for Catechesis*. [OLFE]
B Spring 2004 C Spring 2005
- 2.1.2 Design a resource that assists parish staffs to implement the catechumenal model into their programs for adolescents. [OLFE]
B Winter 2005 C Spring 2005
- 2.1.3 Explore and develop strategies to increase understanding of the catechumenal model with archdiocesan agencies, clergy, and parish pastoral leadership. [OLFE, Personnel & Planning]
B Spring 2003 C Fall 2004
- 2.1.4 Develop guidelines to assist parishes to enhance sacramental preparation based upon a catechumenal model of catechesis. [OLFE, Worship]
B Fall 2003 C Spring 2004
- 2.1.5 Research and promote models of creative programs to extend and enrich parish weekend worship with families. [Worship, Catholic Family Center]
B Fall 2003 C Spring 2004
- 2.1.6 Study and develop parish strategies for effective formation and engagement of those who enter the Church through adult initiation. [OLFE, Ministry & Spirituality, Stewardship & Development]
B Winter 2003 C Fall 2004
- 2.1.7 Design and implement a strategy to clarify an understanding of liturgical catechesis and lectionary-based catechesis. [OLFE, Worship]
B Fall 2003 C Winter 2005

OBJECTIVE 2.2

Develop processes and programs to enable parishes to focus upon adult faith formation as the central task in education and formation.

Action Steps:

- 2.2.1 Develop a handbook to assist parishes in empowering parents as partners in faith formation, recognizing various family lifestyles and cultures. [OLFE, Catholic Family Center]
B Fall 2002 C Spring 2003
- 2.2.2 Research and make available to parishes models/resources of best practices for adult Scripture study. [OLFE, Ministry & Spirituality]
B Fall 2002 C Spring 2004
- 2.2.3 Design and implement a process of ongoing formation for leaders of parish Small Christian Communities. [OLFE, ACC]
B Fall 2002 C Fall 2003
- 2.2.4 Design and implement a process to assist parishes to resource adult learners with various needs and in various life situations. [OLFE, Catholic Family Center]
B Fall 2002 C Spring 2004
- 2.2.5 Develop and implement a process for parishes to share *Kentucky Catechetical Assessment Program* results with parents and to identify ways parents can help strengthen the faith growth of their children. [OLFE, Catholic Family Center]
B Fall 2002 C Fall 2003
- 2.2.6 Design and implement an interparish faith formation process for young adults, similar to the Chicago-based program, Theology on Tap. [OLFE]
B Fall 2003 C Spring 2004
- 2.2.7 Using the comprehensive resource *Young Adult Works*, design and implement a workshop and a consultative process to assist parishes in becoming young-adult responsive. [OLFE]
B Fall 2003 C Fall 2004

OBJECTIVE 2.3

Develop and promote effective methods and models for comprehensive youth ministry.

Action Steps:

- 2.3.1 Develop and pilot a process for effective parish adolescent catechesis specifically addressing the needs of public high school students. [OLFE]
B Fall 2002 C Spring 2003
- 2.3.2 Explore the practice of junior high youth ministry in the Archdiocese and design and implement guidelines and recommendations for more effective programming. [OLFE]
B Fall 2003 C Spring 2004
- 2.3.3 Design a program to train adults in new methods and models of comprehensive youth ministry outlined in the U. S. Bishops' document, *Renewing the Vision: A Framework for Catholic Youth Ministry*. [OLFE]
B Fall 2002 C Spring 2003
- 2.3.4 Research and design an evaluative tool to assist parishes in identifying the need for, or the effectiveness of, their youth ministry programs. [OLFE, Personnel & Planning]
B Fall 2004 C Spring 2005
- 2.3.5 Design and implement a parish resource manual for creative prayer and worship with high school age people. [OLFE, Worship]
B Fall 2005 C Spring 2006
- 2.3.6 Research and develop an annual youth ministry event that gathers culturally diverse young people for catechesis, worship, and outreach. [OLFE, Multicultural Ministry]
B Fall 2003 C Spring 2004

OBJECTIVE 2.4

Develop and implement processes to insure Catholic schools are viable and accountable in the areas of Catholic faith formation and academic excellence.

Action Steps:

- 2.4.1 Redesign and implement the school planning process to focus upon improvement. [OLFE, Personnel & Planning]
B Fall 2002 C Spring 2003
- 2.4.2 Provide training that emphasizes professional growth plans for administrators, teachers, and others, as the basis of goal setting, standards-based professional development, and improving student achievement. [OLFE]
B Fall 2002 C Spring 2004
- 2.4.3 Research and implement a comprehensive curriculum plan infused with brain-based learning theory and instructional practices. [OLFE]
B Fall 2003 C Spring 2004
- 2.4.4 Assist schools with using K-CAP results to identify strengths, growth areas, and plans to enhance Catholic faith formation. [OLFE]
B Fall 2002 C Spring 2003
- 2.4.5 Develop a plan to strengthen Catholic identity in professional gatherings, curriculum, policies, and leadership development. [OLFE, Ministry & Spirituality]
B Fall 2002 C Spring 2004

OBJECTIVE 2.5

Develop effective means for recruitment, training, and support for lifelong formation and education leaders.

Action Steps:

- 2.5.1 Design and implement a process to promote the role of the pastor/pastoral administrator as catechetical leader of the parish. [OLFE]
B Winter 2003 C Fall 2003
- 2.5.2 Provide biannually, on local level, catechetical conferences where all catechetical leaders can come together for professional development. [OLFE, Personnel & Planning]
B Fall 2003 C Winter 2004
- 2.5.3 Regularly profile successful catechetical leaders in *The Record*. [ACC]
B Winter 2003 C Winter 2004
- 2.5.4 Initiate a Future Catholic School Teacher initiative for elementary, secondary, and post-secondary students in the Archdiocese. [OLFE, Personnel & Planning]
B Winter 2003 C Spring 2004
- 2.5.5 Develop a variety of models to recruit, orient, and provide ongoing support/appreciation for Catholic school administrators, teachers, and new parish catechetical leaders as professionals in faith. [OLFE, Personnel & Planning]
B Fall 2002 C Fall 2004
- 2.5.6 Create a systematic initial training program for parish initiation team members. [OLFE]
B Fall 2002 C Spring 2003
- 2.5.7 Create a training program for parish adult faith formation teams, as called for in *Our Hearts Were Burning Within Us*. [OLFE, Ministry & Spirituality, Catholic Family Center]
B Fall 2002 C Spring 2003
- 2.5.8 Develop a track to *A Call to Catechetical Ministry* catechist certification class for RCIA/adult faith formation leaders. [OLFE]
B Fall 2002 C Winter 2003

OBJECTIVE 2.6

Effectively use technology in teaching, learning, and communicating in faith communities.

Action Steps:

- 2.6.1 Develop the archdiocesan Internet site as a tool for formation, catechesis, education, and administration. [Personnel & Planning, OLFE]
B Summer 2003 C Summer 2004
- 2.6.2 Research and implement the services of the Media Center beyond those presently provided (i.e., learning lab). [OLFE]
B Fall 2003 C Fall 2004
- 2.6.3 Create a website showcasing best practices in parish/school education and formation. [OLFE, Personnel & Planning]
B Spring 2004 C Spring 2005
- 2.6.4 Create interactive communication in both simultaneous (videoconferencing, instant messaging, chat, desktop video, audio streaming) and non-simultaneous (web-based archives of video and audio streaming, threaded discussion boards, e-mail) modes. [OLFE, Personnel & Planning]
B Winter 2004 C Winter 2005

OBJECTIVE 2.7

Coordinate and integrate efforts that impact on the formation of children and young people in family, parish, school, and activities to insure the replication of messages aimed at building Catholic identity.

Action Steps:

- 2.7.1 Create an organizational connection among the Catholic School Athletic Association (CSAA), the Catholic Family Center, and the Office of Lifelong Formation and Education in the common mission of building assets in children and young people. [Personnel & Planning, CSAA, OLFE, Catholic Family Center]
B Spring 2003 C Spring 2004
- 2.7.2 Design and conduct a collaborative forum focusing on fostering Catholic identity, values, and leadership for CSAA, athletic directors, coaches, pastors, pastoral staff, and others. [OLFE, CSAA, Catholic Family Center]
B Fall 2003 C Fall 2004
- 2.7.3 Develop and implement for parishes a formation program to certify coaches. [Catholic Family Center, OLFE, CSAA]
B Fall 2004 C Spring 2005
- 2.7.4 Design and implement ongoing support for parish-based parent sports education programs. [Catholic Family Center, CSAA, OLFE]
B Fall 2002 C Fall 2003
- 2.7.5 Evaluate and revise Family Life curriculum to increase its effectiveness in teaching Catholic values and forming desired student behaviors. [OLFE, Catholic Family Center]
B Fall 2003 C Spring 2004
- 2.7.6 Design, for implementation in Catholic faith communities, a comprehensive parish and school based asset-building initiative encompassing the activities that form the Christian character of children and young people. [Catholic Family Center, OLFE, CSAA]
B Fall 2003 C Spring 2004

OBJECTIVE 3.1

Create opportunities, training, and tools to promote a better understanding of inter-cultural ministry at archdiocesan and parish levels.

Action Steps:

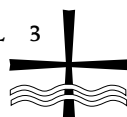
- 3.1.1 Hold dialogues with cultural groups about what archdiocesan resources need to be translated into their languages. [Multicultural Ministry, ACC, OLFE]
B Winter 2003 C Winter 2004
- 3.1.2 Study and improve the use of other languages in archdiocesan communication tools. [ACC, Multicultural Ministry]
B Winter 2003 C Winter 2004
- 3.1.3 Through archdiocesan communication tools, promote and highlight cultural and religious holidays. [ACC, Multicultural Ministry]
B Spring 2003 C Spring 2004
- 3.1.4 Promote training on dialogical skills among ministers of the Archdiocese. [Ministry & Spirituality, OLFE, Multicultural Ministry]
B Winter 2003 C Winter 2004
- 3.1.5 Utilize existing census information and develop tools for ongoing census updates that will allow parishes to improve the tracking of cultural groups that live in their neighborhoods. [Personnel & Planning, ACC, Charities]
B Fall 2003 C Fall 2004
- 3.1.6 Based upon information from Action Step 1.1.3, implement strategies to address the barriers to lifelong formation and education and to improve ethnic diversity within Catholic schools. [OLFE, Multicultural Ministry]
B Fall 2004 C Spring 2005

OBJECTIVE 3.2

Broaden and enhance the efforts of the Catholic Connection.

Action Steps:

- 3.2.1 Research methods to reach out to unchurched individuals, young adults, and specific ethnic/cultural groups. [ACC, OLFE, Multicultural Ministry, Ecumenical and Interreligious Relations]
B Winter 2003 C Fall 2003
- 3.2.2 Develop and execute Catholic Connection plan to reach out to people who are unchurched. [ACC, Personnel & Planning, Catholic Family Center, Ministry & Spirituality]
B Fall 2003 C Fall 2004
- 3.2.3 Develop and execute Catholic Connection plan to reach out to young adults. [ACC, OLFE, Ministry & Spirituality]
B Spring 2004 C Winter 2005
- 3.2.4 Develop and execute Catholic Connection plan to reach out to specific ethnic/cultural groups. [ACC, Multicultural Ministry, Ministry & Spirituality]
B Spring 2004 C Winter 2005
- 3.2.5 Develop new initiatives to maintain the annual outreach to inactive Catholics. [ACC, Personnel & Planning, Catholic Family Center, Ministry & Spirituality, Pastoral Care]
B Fall 2003 C Fall 2004
- 3.2.6 Develop and execute a pilot program for a lay hospital team ministry for inactive Catholic patients and their families, which includes referrals to parishes and agencies. [Pastoral Care, ACC, Catholic Family Center, Ecumenical and Interreligious Relations]
B Fall 2002 C Spring 2004

GOAL 3

To share our faith with all God's people.

Evangelization, outreach across cultures, effective communication as a tool for evangelization, and ecumenism are the strategic directions for Goal 3. Evangelization action steps build upon the success of the Catholic Connection and build capacity for evangelization within parishes and individuals. The ecumenical action steps focus on families, parishes, schools, and neighborhoods. Communication initiatives improve the effectiveness of our communication vehicles in reaching out to other cultures, enhance our presence on the World Wide Web, and address public relations needs of the Archdiocese.

OBJECTIVE 3.3

Prepare parishes and individuals to be better evangelizers.

Action Steps:

- 3.3.1 Hold workshops on effective practices in parish evangelization and hospitality. [ACC, Worship, Ministry & Spirituality, Personnel & Planning, Stewardship & Development]
B Fall 2003 C Fall 2004
- 3.3.2 Through consultation and training opportunities, promote consciousness among parish ministers about the evangelization opportunities available in regular parish ministry, e.g. baptisms, sickness, bereavement, marriages, and funerals. [ACC, Worship, Catholic Family Center, Pastoral Care]
B Winter 2004 C Winter 2005
- 3.3.3 Through archdiocesan and parish communication vehicles, promote simultaneously, tools, rituals, and resources that can help families and individuals develop and practice spirituality in the home. [ACC, Catholic Family Center, Worship, Ecumenical and Interreligious Relations]
B Fall 2003 C Fall 2004

OBJECTIVE 3.4

Expand the role of the Internet in the Archdiocese.

Action Steps:

- 3.4.1 Develop and execute an archdiocesan technology plan that will address website usage and promotion, Internet usage, and electronic communication among and with archdiocesan parishes, schools, and agencies. [Personnel & Planning, ACC, OLFE]
B Fall 2003 C Fall 2004
- 3.4.2 Develop a position description and appoint an archdiocesan webmaster. [Personnel & Planning, ACC, OLFE]
B Winter 2003 C Summer 2003
- 3.4.3 Offer training and technical assistance to parishes for their websites. [Personnel & Planning, ACC, OLFE]
B Fall 2003 C Fall 2004

OBJECTIVE 3.5

Improve the public presence of the Roman Catholic Church in Central Kentucky.

Action Steps:

- 3.5.1 Develop and execute a comprehensive public relations plan that is responsive to the geographic regions and cultures of the Archdiocese. [ACC, Personnel & Planning, Stewardship & Development]
B Spring 2003 C Spring 2005
- 3.5.2 Conduct an evaluation of the radio and television ministries of the Archdiocese and implement recommended strategies based upon the evaluation. [ACC, Personnel & Planning]
B Spring 2003 C Spring 2004
- 3.5.3 Develop a plan to celebrate the 200th anniversary of the Archdiocese in 2008. [Personnel & Planning, ACC]
B Fall 2004 C Spring 2008
- 3.5.4 Evaluate and improve marketing efforts for Catholic schools. [ACC, OLFE]
B Fall 2003 C Fall 2005
- 3.5.5 Build upon the success of the radio talk show "Connection Point" to develop the radio medium and ministry for the Archdiocese. [ACC, Multicultural Ministry]
B Fall 2003 C Summer 2004
- 3.5.6 Improve cross-coordination and cross-promotion among *The Record*, television/radio ministry, and the archdiocesan website. [ACC, Personnel & Planning]
B Winter 2003 C Winter 2004

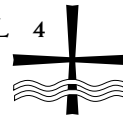
OBJECTIVE 3.6

Promote ecumenical and interreligious understanding among parishes and individuals.

Action Steps:

- 3.6.1 Develop and communicate resources and tools to help individuals and families promote ecumenical and interreligious understanding within their own families, neighborhoods, and workplaces. [Ecumenical and Interreligious Relations, Catholic Family Center, ACC, Charities]
B Winter 2003 C Fall 2004
- 3.6.2 Identify or create resources and tools to help parishes minister to interchurch and interreligious families. [Ecumenical and Interreligious Relations, Diaconate, Catholic Family Center]
B Fall 2002 C Fall 2004
- 3.6.3 Create support groups for interchurch and interreligious families. [Ecumenical and Interreligious Relations, Catholic Family Center, Diaconate]
B Fall 2003 C Fall 2005
- 3.6.4 Assess and strengthen parish participation in community ministries. [Ecumenical and Interreligious Relations, Charities]
B Winter 2003 C Winter 2005
- 3.6.5 Assess and strengthen covenants among parish communities and other Christian congregations. [Ecumenical and Interreligious Relations]
B Fall 2002 C Fall 2004
- 3.6.6 Assess and improve ecumenical and interreligious understanding within Catholic schools as an essential component of Catholic identity. [Ecumenical and Interreligious Relations, OLFE]
B Fall 2002 C Fall 2004
- 3.6.7 Sponsor a ministry day for archdiocesan agency staff and their counterparts from other judicatories. [Personnel & Planning, Ecumenical and Interreligious Relations]
B Summer 2004 C Summer 2005

GOAL 4



To foster discipleship and provide leadership for all areas of church ministry.

The discipleship of all the baptized and recruitment of the next generation of leaders are the strategic directions for Goal 4. Action steps in this goal focus on development of the leadership of parishioners, ongoing formation of lay and ordained ministers, and recruitment of young adults who wish to consider church ministry as a career. Emphasis is also placed on the importance of stewardship education and empowerment of volunteers on both parish and diocesan levels.

OBJECTIVE 4.1

Foster the personal, pastoral, and professional development of the ordained and the lay minister.

Action Steps:

- 4.1.1 Develop self-assessment processes for the personal and professional life of the minister. [Personnel & Planning, Clergy Personnel, Ministry & Spirituality, Diaconate]
B Fall 2003 C Spring 2004
- 4.1.2 Develop and implement models for affirmation and commissioning. [Ministry & Spirituality, Worship]
B Fall 2002 C Spring 2004
- 4.1.3 Explore how lay ministers can be heard and represented. [Ministry & Spirituality, ACC]
B Fall 2004 C Fall 2005
- 4.1.4 Develop culturally sensitive mentoring processes for ordained and lay ministers based on national standards for ministries. [Clergy Personnel, OLFE, Ministry & Spirituality, Multicultural Ministry, Diaconate]
B Spring 2003 C Fall 2004

OBJECTIVE 4.2**Develop the leadership skills of ministers.****Action Steps:**

- 4.2.1 Develop archdiocesan resources for leadership that include an orientation program, parish-assessment tools, resources and training. [Ministry & Spirituality, Personnel & Planning, Catholic Family Center]
B Spring 2003 C Spring 2005
- 4.2.2 Create regional follow-up opportunities for the Archdiocesan Leadership Institute days. [Ministry & Spirituality, OLFE]
B Spring 2003 C Fall 2004
- 4.2.3 Develop a comprehensive plan for the further development of pastoral administrators. [Personnel & Planning, Ministry & Spirituality]
B Spring 2003 C Spring 2004
- 4.2.4 Develop and provide a training program for the ministry of parish business manager. [Ministry & Spirituality, Finance]
B Fall 2003 C Fall 2004

OBJECTIVE 4.3**Provide assistance to parishes in order to help them recruit, train, and retain volunteer ministers.****Action Steps:**

- 4.3.1 Foster the concept of discipleship by creating:
• a *Record* supplement addressing issues of faith at work;
• peer-to-peer ministry models;
• models for affirming parish volunteers;
• models for parish retreats on discipleship.
[Ministry & Spirituality, Pastoral Care, Stewardship & Development]
B Spring 2004 C Spring 2006
- 4.3.2 Create models for discernment and orientation for parish volunteer ministers. [Ministry & Spirituality, Pastoral Care, Stewardship & Development]
B Spring 2004 C Spring 2005
- 4.3.3 Identify models for working with volunteer ministers, e.g., volunteer coordinators, contracts, position descriptions, terms, evaluation processes, etc. [Personnel & Planning, OLFE, Stewardship & Development, Ministry & Spirituality]
B Spring 2004 C Spring 2005
- 4.3.4 Develop an archdiocesan-wide process, utilizing pastors, staffs, and parish pastoral council members, to create a common understanding of the ministry of parish pastoral council. [Personnel & Planning, Clergy Personnel]
B Fall 2003 C Fall 2004
- 4.3.5 Create a theological reflection process for parish volunteer ministers. [Ministry & Spirituality, Pastoral Care]
B Spring 2003 C Spring 2004
- 4.3.6 Explore the implications of the growing multicultural diversity for the ministry training and formation programs of the Archdiocese. [Multicultural Ministry, Ministry & Spirituality, OLFE]
B Spring 2004 C Spring 2005

OBJECTIVE 4.4**Address the particular needs of young adults for ministry.****Action Steps:**

- 4.4.1 Create a young adult volunteer corps to provide an experience and understanding of the church's pastoral ministry. [OLFE, Charities, Ministry & Spirituality]
B Fall 2004 C Winter 2006
- 4.4.2 Research, develop, and implement a culturally inclusive program calling young adults into leadership roles in parish life. [OLFE, Vocations, Multicultural Ministry]
B Spring 2003 C Spring 2005

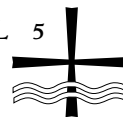
OBJECTIVE 4.4

(CONT.)

- 4.4.3 Expand ways to financially assist young adults for ministry education. [OLFE, Stewardship & Development, Personnel & Planning]
B Spring 2003 C Spring 2004
- 4.4.4 Provide shadowing opportunities in ministry for high school and college students. [OLFE, Vocation]
B Fall 2003 C Fall 2004

OBJECTIVE 4.5**Foster recruitment for ordained and lay ecclesial ministry.****Action Steps:**

- 4.5.1 Promote vocational ministry in a variety of settings; e.g., schools, colleges, parishes, and archdiocesan information sessions. [Vocations, ACC, OLFE, Diaconate]
B Fall 2002 C Fall 2004
- 4.5.2 Develop a self-assessment process for discernment of life/mission/gifts. [Ministry & Spirituality, Vocations, Catholic Family Center]
B Fall 2003 C Fall 2004
- 4.5.3 Develop a media campaign for ministry. [ACC, Personnel & Planning]
B Fall 2004 C Fall 2006
- 4.5.4 Develop internship opportunities for ministry students. [Ministry & Spirituality, OLFE, Personnel & Planning]
B Spring 2004 C Spring 2005
- 4.5.5 Develop a coordinated recruitment plan for ordained, religious, and lay ministry. [Personnel & Planning, Vocations, Diaconate, Ministry & Spirituality]
B Fall 2003 C Fall 2004
- 4.5.6 Enhance the archdiocesan website and other technologies to recruit for ministry. [Personnel & Planning, Ministry & Spirituality]
B Fall 2004 C Fall 2005

GOAL 5**To work for social justice in collaboration with all people of good will.**

In Goal 5, action steps have been developed with an emphasis on broadening and expanding the participation of parish members in measurable works of social justice. Many of the action steps identify current activities where people can be involved; others develop new opportunities for service and action. The intent is to call forth the gifts of the entire community for the social ministry of the Church. The archdiocesan response to the clergy sexual abuse crisis is included in this goal.

OBJECTIVE 5.1**Promote a comprehensive approach to social justice education and formation.****Action Steps:**

- 5.1.1 Promote greater awareness of Catholic social teaching, relevant legislative issues, and social justice resources by expanding and improving the utilization of the Internet among parishes and archdiocesan agencies. [Personnel & Planning, Charities]
B Fall 2004 C Fall 2005
- 5.1.2 Create a resource guide on the social justice teachings of the church to inform children and adults, and update it biannually. [Charities, OLFE]
B Fall 2003 C Fall 2004

OBJECTIVE 5.1
(CONT.)

- 5.1.3 Pilot a program in at least three parishes where young adults are given the opportunity to connect their experience of social justice to Catholic social teaching using an action-reflection model. [Charities, OLFE]
B Spring 2004 C Fall 2005
- 5.1.4 Develop and implement a training program for social ministry leaders at the parish level. [Charities, Ministry & Spirituality]
B Fall 2005 C Fall 2006
- 5.1.5 Feature a social justice theme and speaker for the Archdiocesan Leadership Institute. [Ministry & Spirituality, Charities, Personnel & Planning]
B Fall 2004 C Fall 2005
- 5.1.6 Host the *Preaching the Just Word* workshop in the Archdiocese again. [Charities, Worship]
B Fall 2003 C Fall 2004
- 5.1.7 Adapt the Christianity and Social Justice class from the catechist certification curriculum and offer it in three or more parishes. [Charities, OLFE]
B Spring 2003 C Spring 2004

OBJECTIVE 5.2**Generate and organize parish and community responses to issues of social justice.****Action Steps:**

- 5.2.1 Form a steering committee of parish, diocesan, and community leaders that will promote faithful citizenship through its creative use of National Issues Forums in the Catholic community. [Charities, OLFE]
B Spring 2003 C Spring 2004
- 5.2.2 Organize a parish-based, ecumenical living wage group to advocate on behalf of the working poor. [Charities]
B Fall 2002 C Spring 2004
- 5.2.3 Conduct a study of wages and benefits of archdiocesan employees according to living wage criteria. [Personnel & Planning]
B Fall 2003 C Spring 2004
- 5.2.4 Complete the *Social Ministry Directory*, which lists the social ministry activities of all parishes in the Archdiocese. [Charities, ACC]
B Fall 2002 C Summer 2003
- 5.2.5 Organize an annual event that acknowledges and celebrates the social justice work of parishes throughout the Archdiocese. [Charities]
B Spring 2004 C Spring 2005

OBJECTIVE 5.3**Generate and organize parish and community responses to growing unmet service needs of all populations.****Action Steps:**

- 5.3.1 Develop pre-release and after-care programs that build upon current prison and jail ministry activities and utilize parish volunteers as mentors or in other capacities. [Charities, Diaconate]
B Fall 2002 C Fall 2004
- 5.3.2 Advocate for and facilitate development of safe, decent, affordable housing for low-income persons. [Charities, Finance]
B Fall 2002 C Fall 2005
- 5.3.3 Support rural family ministry and promote the economic well being of rural families by advocating for, and facilitating fair wages, adequate housing, and appropriate health and social service programs. [Charities]
B Spring 2003 C Fall 2004

OBJECTIVE 5.3
(CONT.)

- 5.3.4 Promote a process for parishes to identify unmet human service needs of all age groups and develop responses to them. [Charities, Personnel & Planning, Catholic Family Center]
B Spring 2004 C Spring 2005
- 5.3.5 Develop a clear and consistent service system to support women in distress (e.g., poverty, unplanned pregnancy, single-parent family, welfare-to-work, domestic violence, substance abuse, etc.) [Charities, Catholic Family Center]
B Fall 2002 C Fall 2004

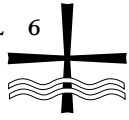
OBJECTIVE 5.4**Promote the contributions of refugees and immigrants in the community.****Action Steps:**

- 5.4.1 Publish articles on a regular basis in *The Record* focusing on the contributions of the refugee and immigrant community within the Archdiocese. [Charities, ACC]
B Fall 2002 C Fall 2004
- 5.4.2 Expand parish participation in National Migration Week activities and other activities that celebrate refugee and immigrant contributions. [Charities, Multicultural Ministry]
B Fall 2002 C Winter 2004
- 5.4.3 Expand program presentations by refugees and immigrants to schools and archdiocesan agencies. [Charities]
B Fall 2002 C Fall 2004

OBJECTIVE 5.5**Implement the *Charter for the Protection of Children & Young People*.****Action Steps:**

- 5.5.1 Develop new initiatives to reach out to victims of sexual abuse by Church personnel and to minister to all those hurt by the sexual abuse crisis. [Chancery, ACC, Catholic Family Center, Pastoral Care]
B Fall 2002 C Fall 2005
- 5.5.2 Review and update current policies and processes regarding sexual abuse by church personnel. [Chancery, ACC, Clergy Personnel]
B Fall 2002 C Spring 2003
- 5.5.3 Appoint a sexual abuse review board to advise the Archbishop on the implementation of the Charter. [Chancery, ACC]
B Fall 2002 C Spring 2003
- 5.5.4 Provide training seminars for parish, school, and agency employees and volunteers regarding sexual abuse reporting requirements and standards of professional behavior. [Chancery, Catholic Family Center, OLFE]
B Winter 2003 C Winter 2005

GOAL 6



To exercise responsible stewardship of our human and material resources.

The theology of stewardship calls us to recognize that everything we have is a gift from God, and we are accountable for the use of those gifts. This Archdiocese has embraced stewardship as a way of life for many years, and tremendous strides in stewardship education have been made. Goal 6 builds on this success and addresses ways to expand and enhance stewardship education efforts, especially in the area of education for children and youth. In addition, the action steps encourage parishes to more effectively share resources, manage capital construction, and address school funding issues.

OBJECTIVE 6.1

Provide a comprehensive process for parish leadership that defines, educates, and supports the archdiocesan vision of stewardship.

Action Steps:

- 6.1.1 Continue to develop a training program that provides pastors, pastoral administrators, and associate pastors with an understanding of the theology of stewardship and its application in light of the archdiocesan vision for stewardship. [Stewardship & Development, Continuing Formation for Clergy]
B Fall 2002 C Fall 2003
- 6.1.2 Integrate the theological principles of stewardship and their application into the curriculum for the permanent diaconate. [Diaconate, Stewardship & Development]
B Fall 2003 C Spring 2006
- 6.1.3 Integrate an educational process on the theological principles of stewardship and their application as part of the seminarians' summertime parish experience. [Stewardship & Development, Vocations]
B Summer 2003 C Summer 2004
- 6.1.4 Continue training lay leadership at the parish level, including school classroom and religious education teachers, in the theology and principles of stewardship as outlined in the U. S. Bishops' pastoral letter, *Stewardship: A Disciple's Response*. [Stewardship & Development, Ministry & Spirituality, OLFE]
B Fall 2003 C Spring 2005

OBJECTIVE 6.2

Customize materials and support systems so that all parishes will embrace and implement the theological principles of stewardship.

Action Steps:

- 6.2.1 Assist parishes in educating parishioners on the theology of stewardship as articulated in the U. S. Bishops' pastoral letter, *Stewardship: A Disciple's Response*. [Stewardship & Development]
B Fall 2002 C Fall 2004
- 6.2.2 Assist parishes in developing and refining systems that will enable parishes to accurately track and record parishioners' gifts of time, talent, and treasure. [Stewardship & Development, Finance, Personnel & Planning]
B Fall 2002 C Winter 2004
- 6.2.3 Collaborate with parishes to establish guidelines for providing periodic accountability reports to parishioners on the use of the parish's resources. [Stewardship & Development, Finance]
C Fall 2002 C Fall 2004
- 6.2.4 Expand stewardship education for young people in parish schools and/or parish religious education programs. [Stewardship & Development, OLFE]
B Fall 2003 C Spring 2004

OBJECTIVE 6.3

Establish and provide for the administration of an archdiocesan building repair fund for parishes in need.

Action Steps:

- 6.3.1 Explore various avenues for the creation and funding of a building repair fund. [Finance]
B Spring 2003 C Fall 2004
- 6.3.2 Develop a plan for the administration of a building repair fund. [Finance]
B Fall 2004 C Fall 2005

OBJECTIVE 6.4

Explore and develop new funding models for parish schools.

Action Steps:

- 6.4.1 Explore the establishment of alternative non-traditional school models. [OLFE]
B Spring 2003 C Fall 2005
- 6.4.2 Establish opportunities for parish schools to share resources by developing a system to track and match individual school needs with a school that has the resources to share. [OLFE, Personnel & Planning]
B Spring 2003 C Fall 2005
- 6.4.3 Explore programs that meet the educational and social needs of Catholics in areas without a Catholic school presence. [OLFE, Charities, Multicultural Ministry]
B Spring 2003 C Fall 2004

OBJECTIVE 6.5

Develop plans that provide for the effective utilization of available personnel and/or material resources within each region.

Action Steps:

- 6.5.1 Survey parishes to identify current and projected staffing needs. [Personnel & Planning]
B Spring 2003 C Spring 2004
- 6.5.2 Develop a process where parishes can achieve their staffing goals through collaborative efforts such as job sharing. [Personnel & Planning, OLFE, Clergy Personnel]
B Spring 2004 C Spring 2005
- 6.5.3 Research and develop new parish staffing models in light of the projected decline in available clergy. [Personnel & Planning, Clergy Personnel]
B Spring 2003 C Fall 2004

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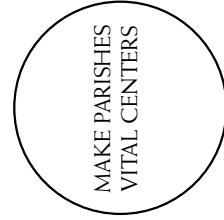
DIRECTIONS FOR A RENEWED CHURCH

Goodness of God

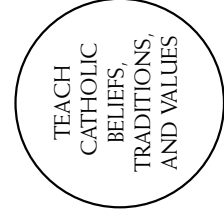
Dignity of Person

Power of Community

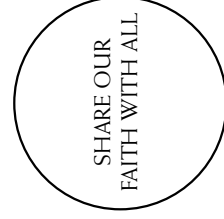
We are the Catholic Church in Central Kentucky, a community of believers rich in our tradition and diversity, striving for fullness of life in God



Develop genuine "full, conscious, and active participation" for all people.
Name, claim, and celebrate our diversity in our Catholic faith.
Raise awareness and foster appreciation that lived experience contributes to the vitality of parish life.



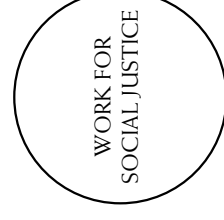
Assist parishes to articulate and implement a vision for a catechumenal model of catechesis.
Enable parishes to focus upon adult faith formation as the "central task" in education and formation.
Develop and promote effective methods and models for comprehensive youth ministry.
Develop and implement processes to insure Catholic schools are viable and accountable in the areas of Catholic faith formation and academic excellence.
Develop effective means for recruitment, training, and support for lifelong formation and education leaders.
Use technology in teaching, learning, and communicating in faith communities.
Coordinate and integrate efforts that impact on the formation of children and young people in family, parish, school, and activities to insure the replication of messages aimed at building Catholic identity.



Create opportunities, training, and tools to promote a better understanding of inter-cultural ministry at archdiocesan and parish levels.
Broaden and enhance the efforts of the Catholic Connection.
Prepare parishes and individuals to be better evangelizers.
Expand the role of the Internet in the archdiocese
Improve the public presence of the Roman Catholic Church in Central Kentucky.
Promote ecumenical and interreligious understanding among parishes and individuals.



Foster the personal, pastoral, and professional development of the ordained and the lay minister.
Develop the leadership skills of ministers.
Provide assistance to parishes in order to help them recruit, train, and retain volunteer ministers.
Address the particular needs of young adults for ministry.
Foster recruitment for ordained and lay ecclesial ministry.



Promote a comprehensive approach to social justice education and formation.
Generate and organize parish and community responses to issues of social justice.
Generate and organize parish and community responses to growing unmet service needs of all populations.
Promote the contributions of refugees and immigrants in the community.
Implement the *Charter for the Protection of Children & Young People*.



Provide a comprehensive process for parish leadership that defines, educates, and supports the archdiocesan vision of stewardship.
Customize materials and support systems so that all parishes will embrace and implement the theological principles of stewardship.
Establish and provide for the administration of an archdiocesan building repair fund for parishes in need.
Explore and develop new funding models for parish schools.
Develop plans that provide for the effective utilization of available personnel and/or material resources within each region.

THIS IS A GRAPHIC SUMMARY OF THE
2002 ARCHDIOCESAN STRATEGIC PLAN