



St. James the Greater began the 2022-2025 Strategic Planning process in March 2021. The Pastoral Council members believe by creating a strategic plan we can provide an opportunity to strengthen the parish's mission to serve its members and community. The process focused strongly on feedback from all parishioners to develop meaningful plan.

Over the past eight months data and feedback from parishioners were gathered through an all parish survey in which nearly 150 members participated. Individual and group meetings with Father Tom Krieg, and staff, helped this writer understand their concerns and hopes for the parish community. A SWOT (Strength, Weakness, Opportunity, Threats) process occurred with the Social Concerns Committee, Pastoral Council, Music Ministry Volunteers, Religious Education Staff, the PCCW (Parish Council of Catholic Women), the Liturgy Committee and Parish Finance Council. The information gathered from the above and was then synthesized into a plan in which you have before you.

Many thanks to the work that was completed by the parish volunteers and Staff of St. James the Greater in making this plan possible. A special thank you to my husband, Larry Winter and Pastoral Associate, Christine Warloski who helped provide guidance and editing this document.

Paula Winter
St. James the Greater parish member and Pastoral Council President



Mission: We, the people of St. James the Greater Parish in Eau Claire, are a community of Catholic believers. We nurture our relationship with God and others through prayer, worship, Scripture, evangelization and education. We are committed to spiritual growth, service and stewardship. We embrace the diversity of gifts and needs of all people.

Values

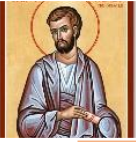
- **Fully Loving:** “May the Lord make your love increase and overflow for each other and everyone else.” 1Thess. 3:12
- **Faithfully Teaching:** “Grow in the grace and knowledge of our Lord, Jesus Christ.” 2 Peter 3:18
- **Compassionately Serving:** “For even the Son of Man did not come to be served, but to serve.” Mark 10:45
- **Truly Living:** The promise of being fully Christ-like in the future is in itself motivation for becoming more Christ-like now. “I am the way, the truth, and the life.” John 14:6
- **Joyfully Catholic:** “Be joyful in hope, patient in affliction, faithful in prayer.” Romans 12:12

2022-2025 Strategic Initiatives

1. **Catholic Faith:** We value our Catholic Faith and believe in the Trinity, one God, His Son Jesus Christ, and the Holy Spirit. We are a community of Catholic believers who embrace our brothers and sisters in Christ. We desire to engage in activities that deepen our faith and bring others to the faith.
2. **Our People:** We retain parish staff, volunteers, and parishioners at St. James because they are valued, engaged, provided opportunities for growth, and are empowered to contribute to St. James Mission and Values.
3. **Our Finances and Operations:** We value transparency, planning, stewardship of resources and environment, and best practices in St. James operations and finances.
4. **Charitable works:** We look to scripture to understand Jesus’ teachings and how we are to live a life of The Beatitudes (Matt 5: 1-12 NAB).

*Domestic Church: The Christian family is the first place of education in prayer. Based on the Sacrament of marriage, the family is the “domestic church” where God’s children learn to pray “as the Church” and to persevere in prayer.” *Catechism of the Catholic Church 2685*

Joyfully Catholic & Faithfully Teaching



Our Catholic Faith

- Provide Spiritual retreats for parish music ministry and staff.
- Increase meaningful relationships with young adults and youth.
- Increase the understanding of the *Domestic Church throughout the parish community.
- Promote Religious Education for all persons.

Fully Loving



Our People

- Ensure sufficient staffing Levels and Role Authority.
- Invest in training opportunities for parish community.
- Educate parishioners on the various ministries in the church.
- Provide opportunities for all PCCW members.
- Increase children/youth involvement in parish ministries.
- Provide yearly listening sessions to gather parishioner feedback.
- Develop a plan to improve communication throughout the parish.
- Increase parish membership.

Truly Living



Our Finances & Operations

- Provide information about the operations of the parish.
- Increase Financial Stewardship
- Gather data to determine the future needs of the church.
- Recruit people for open or new positions.
- Use computer programs to modernize the technology needs of the parish.
- Evaluate the space needs of the parish.
- Recruit members for Committees.

Compassionately Serving



Our Charitable Works

- PCCW to increase revenue in order to donate to charity.
- Become a resource concientious parish.
- Meet the needs of vulnerable populations within and outside of the parish.
- Educate on and champion Social Justice issues.

DEFINITIONS:

- Pastoral Staff: Pastor, Pastoral Minister, and Pastoral Associate
- Parish Staff: Members of the parish staff (Office Manager, Pastoral Associate, Coordinator of Religious Education, Liturgy Music Coordinator, Pastoral Minister), Director of Religious Education, and/or Maintenance Staff
- Objective: What we want to accomplish.
- Strategies: The “how” we will achieve our objective and reach our goals.
- Plans (Plans): The activities and actions we will pursue to accomplish each of our strategies.
- Responsibility: The person that will ensure that the plans are achieved. This person may delegate but it is their ultimate responsibility to ensure completion.

OUR CATHOLIC FAITH

Provide Spiritual retreats for parish music ministry and staff.			
Objectives	Strategies	Plans	Responsibility
Provide an opportunity for the music program members to participate in one retreat/workshop.	Grow the music ministry program.	Offer to the music program members a spiritual retreat by December 31, 2022.	Liturgy Music Coordinator
Offer parishioners one spiritual retreat per year.	Introduce the opportunity for spiritual growth .	Ensure parishioners receive the opportunity to participate in an annual spiritual retreat by September 30, each year.	Pastoral Staff
Provided an annual opportunity for parish staff to deepen their Christian faith.	Research options and costs associated with a spiritual retreat.	Ensure parish staff are offered the opportunity to participate in a spiritual retreat by October 31, each year.	Pastor

Increase engagement with young adults and youth.			
Objectives	Strategies	Plans	Responsibility
Introduce one new activity for young adults.	Deepen the engagement and spiritual growth for young adults and youth.	Organize a drive for freshman college students to receive care packages- “adopt a college kid” activity December 31, 2022, and each consecutive year of plan.	The Coordinator of Religious Education

Increase the understanding of the Domestic Church throughout the parish community.			
Objectives	Strategies	Plans	Responsibility
Provide family activities bi-weekly opposite Religious Education classes.	Provide to students in grades 1-8 and their parents opportunities to increase parent child faith interchange.	Implement the first of a series of family activities during the school year by October 31, each year.	Director of Religious Education
Invite students and parents yearly to an Advent Family night.	Encourage spiritual growth of families.	Organize and set a date for the 2021 Advent Season by November 1, each year.	Director of Religious Education
Expect that Religious Education Students will complete 3 enrichment activities monthly. One activity must include their families.	Encourage spiritual growth of families.	Students will choose the first series of activities by September 30, each year.	Director of Religious Education
Offer yearly Mass and charity event for families.	Encourage spiritual growth of families.	Offer an annual kickoff Mass and charity event by September 30, each year.	Director of Religious Education
Select annually a facilitator to discuss church history with parish families.	Deepen the families understanding of church history.	Implement the church history event for families by May 31, each year.	Director of Religious Education
Individual small group faith topics will be facilitated yearly by parents.	Encourage spiritual growth of families.	Complete the first small group session for high school students by May 31, each year.	Director of Religious Education
Increase connections of parents and unconfirmed youth by instructing parents to write letters of support to their youth.	Support the faith journey of parents and their unconfirmed youth.	Instruct parents of unconfirmed youth to write a letter to their youth prior to confirmation to support their faith journey, by the Spring Confirmation Retreat (Approximately April each year)	Director of Religious Education
Provide a one-day retreat yearly for parents and children prior to the day of First Communion.	Deepen the understanding of the	Complete retreat by February 28, each year.	Director of Religious Education

	meaning of 1 st Holy Communion.		
Provide yearly, during lent, the opportunity for Religious Education youth and their parents to participate in Shadow Stations of the Cross.	Encourage spiritual growth of families.	Invite Religious Education families to participate in the Shadow Stations of the Cross by (date)	Director of Religious Education
Offer yearly Trunk or Treat to families.	Provide a safe way to participate in Halloween.	Implement by November 1, each year.	Director of Religious Education
Assess the interest of families for summertime movie nights.	Increase church social activities for families.	Invite families to attend the first of a series of summertime movie nights by June, 2022.	Director of Religious Education

Promote Religious Education.			
Objectives	Strategies	Plans	Responsibility
Provide yearly training opportunities for Liturgical Volunteers.	Deepen understanding of Liturgical procedures.	Provide the first yearly training by December 31, 2022.	Pastoral Staff
Provide yearly training opportunities to increase parishioner's knowledge of Vatican II.	Deepen parishioners understanding of the teachings.	Determine the two methods and invite parishioners by December 31, each year.	Pastoral Staff and Liturgy Committee
Assess the option for Religious Education classes for kindergarten children while parents attend the 10:00 weekly Sunday Mass.	Increase participation in classes for kindergarten students.	Decide the feasibility of Religious Education classes for kindergarteners during Mass by December 31, 2023.	Coordinator of Religious Education
Increase participation yearly of 1 st grade children in Religious Education classes by 5%.	Parents will become aware of the opportunity for their children to Participate in the Religious Education program.	Mail flyers to each parish family with a 1st grade student inviting them to the Religious Education Program by August 31, each year.	Director of Religious Education
Communicate yearly on social media the opportunity to register for Religious Education classes.	Encourage maximum participation in the Religious Education Program	Enroll children, youth, and their families by August 31, 2022.	Director of Religious Education
Offer a "bring your friend" to an evangelization event night.	Increase engagement of children and youth.	Schedule the activity by May 31, 2023.	Director of Religious Education

Increase faith enrichment.	Increase online presence.	Post faith enrichment information on social media quarterly.	Director of Religious Education
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Our People

Ensure Sufficient Staffing levels and Role Authority.			
Objectives	Strategies	Plans	Responsibility
Create a system that ensures a balanced workload for parish staff.	Equalize the workload responsibilities of parish staff.	Update job descriptions, evaluate capacity issue, and reassign duties when necessary by March 31, 2022.	Parish staff and Finance Council
Ensure operations can continue in the event of staffing issues or emergency.	Develop a written plan.	Identify and train staff/volunteer members using the written plan by May 31, 2022.	Finance Council and Pastor
Develop a written plan or flow chart to delineate roles of authority.	Review current practice.	Create an update to current practice for role authority by December 31, 2022	Pastor

Invest in training opportunities for parish community.			
Objectives	Strategies	Plans	Responsibility
Provide annual training for Parish staff	Identify training needs.	Review training plan needs, prioritize and select training by December 31, every three years.	Parish staff

Educate parishioners on the various ministries in the church.			
Objectives	Strategies	Plans	Responsibility
Increase ministry participation by 10%.	Invite Parish members to learning events.	Offer a ministry fair for parishioners to learn about the parish's ministry opportunities by September 30, each calendar year.	Pastoral Staff
Develop a directory of ministry opportunities and contact information in a user-friendly	Increase Parish member engagement in the various ministries of the church.	Directory of Ministry opportunities will be completed by December 31, 2022.	Pastoral Associate

version that is more widely available to parishioners.			
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Provide opportunities for all PCCW members.			
Objectives	Strategies	Plans	Responsibility
Increase member engagement in activities by 10%.	Rotate the list of members approached for volunteer opportunities.	Invite each member of PCCW to participate in a PCCW sponsored activity annually.	PCCW Committee
	Provide Conference information.	Provide three opportunities for PCCW members to participate in local, deanery, and national event by December 31, annually.	PCCW Committee

Increase children/youth involvement in parish ministries.			
Objectives	Strategies	Plans	Responsibility
Active involvement in Parish ministries will increase by 20%.	Grow participation in ministry opportunities.	Integrate music and youth ministry by providing music opportunities during the Religious Education Kick Off event and Ash Wed. Mass.	Liturgy Music Coordinator and Director of Religious Education
Increase participation in Religious Education mini lessons for children and youth.	Offer opportunities to practice and provide information regarding the program.	Complete mini lesson opportunities annually.	Liturgy Music Coordinator and Director of Religious Education
Increase fellowship opportunities for older youth/young adults by 20%.	Expand the Music Ministry Program.	Offer opportunities for fellowship from 9-10 am on Sundays, in the gathering space beginning January 9, 2022.	Liturgy Music Coordinator
Increase children/youth participation by 20% in Parish Ministry.	Expand children/youth engagement.	Identify a list of young adults and personally invite them to volunteer for ministries such as Adult Acolyte and Co-teach Religious Education classes no later than May of each calendar year.	Pastoral Associate and Director of Religious Education
Invite young adults to participate in one Religious Education Presentation.	Increase young adult participation in the parish community.	Presentations will occur no later than March of each calendar year.	Director of Religious Education
Invite older youth to discuss needs of Liturgy.	Enrich older youth's Liturgy experience.	Facilitate a listening session with older youth to identify their Liturgy needs by April 3, 2022.	Director of Religious Education

Invite a small group of young adults to attend Liturgy Committee Meeting.	Determine who will attend.	Discuss and report the findings from the Religious Education Session by May 31, 2022.	Chair of Liturgy Committee
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Provide yearly listening sessions to gather parishioner feedback.			
Objectives	Strategies	Plans	Responsibility
Offer an annual listening session to listen to the needs of Parishioners.	Grow relationships within the Parish Community.	Offer annual in person listening session for parishioners. Needs will be documented by May 31, each calendar year.	Pastoral Associate
Present a written document of outlining needs of Parishioners.	Increase Parishioner engagement.	Present findings to Pastoral Council by August 31, each calendar year.	Pastoral Associate

Develop a plan to improve communication throughout the parish.			
Objectives	Strategies	Plans	Responsibility
Offer an on-line reservation system for users of kitchen space.	Develop a plan to implement a reservation system.	Implement new system by April 2022	Pastoral Associate and Office Manager
Improve staff communication.	Research and develop a system to improve parish staff communication.	Implement a new system by March 1, 2022.	Director of Religious Education and Parish Staff

Increase parish membership.			
Objectives	Strategies	Plans	Responsibility
Select a minimum of 12 pictures incorporating St. James Vision, Mission and Values.	Expand opportunities to promote St. James Parish.	Post a minimum of 12 pictures incorporating St. James' Vision, Mission, and Values by December 31, each year.	Pastoral Associate

Our Finances and Operations

Provide information about the operations of the parish			
Objectives	Strategies	Plans	Responsibility
Develop a picture and short biography of Parish staff and committee members.	Introduce staff and committee member to encourage parish wide communication.	Parish Staff and Committee members will submit a picture and short biography to the Parish Office by March 31, 2022.	Pastoral Associate
Introduce one staff or committee members utilizing the bulletin and social media weekly.	Grow relationships between staff, committees, and members of the Parish.	Implement a strategy utilizing bulletin and social media to post picture and biographies.	Pastoral Associate
		The Religious Education Program will create a “meet your catechist post” for Facebook and bulletin.	Coordinator of Religious Education

Encourage Financial Stewardship.			
Objectives	Strategies	Plans	Responsibility
Increase the Parish Finance Council's understanding of fiscal projections.	Develop a long-term financial plan for St. James operations.	Data is provided to the Finance Council which includes parish demographics, interest earnings, endowment and savings plans, which will be completed by May 31, 2022	Office Manager & Chair of Finance Council
Offer seminars to parishioners on learning about Qualified Charitable Distributions (QCD).	Develop content for the seminars focusing on QCD.	Conduct educational seminars by Dec. 31, 2022.	Chair of the Finance Council

Promote On-Line Giving.			
Objectives	Strategies	Plans	Responsibility
Increase online giving by 10%.	Expand online giving by educating parish members.	Send letter inviting parishioners who do not participate in online giving to participate by May 31, 2022.	Office Manager

Gather data to determine the future needs of the church.			
Objectives	Strategies	Plans	Responsibility
Identify long term building needs within the parish.	Assess the parish's needs.	Review long term building study report and associated costs to outline a plan to meet the needs by December 31, 20220	Finance Council
Increase resources to assist needs of ease of access needs and Liturgy space needs within the parish community.	Assess the parish's needs.	Develop a plan listing the needs of the parish and prioritizes. Present the plan to the Finance Council by December 31, 2022.	Pastoral Council
Provide a response to the Pastoral Council on priorities and fiscal viability to address ADA and other physical needs of parish.	Select priorities for ADA and other physical needs of parish.	Submit a response to the Pastoral Council as to the financial ability of the parish to move forward with the identified needs by March 31, 2023.	Finance Council Chairperson

Recruit people for open or new positions.			
Objectives	Strategies	Plans	Responsibility
Conduct an external search in the event there is not an internal person to fill the Pastoral Minister position.	Advertise to interview for a Pastoral Minister.	Hire a Pastoral Minister by August 2022.	Pastor
Provide training for the new Pastoral Minister position.	Introduce new Minister to parish community and its operations.	Complete Training by February 2023.	Current Pastoral Minister
Identify a person to run the roof project.	Advertise for a person	Appoint a person by Spring 2022, complete project by October 2022.	Pastor and Office Manager

Use computer software to modernize the technology needs of the parish.			
Objectives	Strategies	Plans	Responsibility
To provide efficiencies in scheduling for the music program.	Research and evaluate electronic scheduling systems.	Present findings of the electronic scheduling analysis to Pastor by July 2022.	Liturgy Music Coordinator and Pastoral Associate
Implement the most effective system of scheduling for the music program.	Review analysis of the electronic system to decide most effective system.	Implementation may occur if the decision maker approves of a new system by December 31, 2022	Liturgy Music Coordinator
Identify a service provider to fix internet service issues.	Increase Wi Fi throughout the parish and school.	Contract with a provider by March 31, 2022.	Technology Committee and Parish Staff
Create a Technology Committee that will study and recommend software options that will realize efficiencies and market parish programs.	Recruit at least five members for the committee.	Select Technology Committee members and appoint a chairperson.	Pastoral Minister and Parish Staff
Research and select software that will perform messaging to multiple recipients.	Increase communication and messaging.	Implement the software program by August 31, 2022.	Technology Committee- Conduct Research and Select. Director of Religious Education will implement.
Understand the new financial software reports and budgeting information.	Create opportunities for Finance Council to receive education on financial reports.	Complete understanding of the parish's new software, tracking of expenses, and revenue for fiscal year 2022-2023 by May 31, 2022.	Office Manager

Evaluate the space needs of the parish.			
Objectives	Strategies	Plans	Responsibility
Provide space in the church for the Music Program.	Select an area, then develop a plan and estimate the cost of the project.	Present a plan to the Finance Council by September 30, 2022.	Pastoral Council, Liturgy Committee, Liturgical Music Coordinator

Recruit members for committees.			
Objectives	Strategies	Plans	Responsibility
Conduct a parishioner search for Resource Conscious Committee membership and select a Chairperson.	Inform parishioners of the opportunity to serve on the Resource Conscious Committee and become the Chairperson.	Select committee members, a Chairperson, and hold the first meeting by May 2023.	Pastoral Minister, Parish staff and Pastoral Council
Appoint parishioner to become the Technology Committee Chairperson.	Inform parishioners of the opportunity to serve as a Chairperson.	Review candidates for Chairperson of the Technology Committee by July 30, 2022.	Technology Committee and Parish Staff
Appoint a parishioner to become the Building and Grounds Committee Chairperson.	Inform parishioners of the opportunity to serve as Chairperson of the committee.	Review candidates for Chairperson of the Building and Grounds Committee by May 31, 2022.	Pastor
Conduct a parishioner search for a Birth to Death: Right to Life lead person.	Inform parishioners of an opportunity to be selected as the lead for the Birth to Death: Right to Life Program.	Appoint a Birth to Death: Right to Life lead person by December 31, 2022.	Social Concerns Chairperson

Our Charitable Works

PCCW to increase revenue.			
Objectives	Strategies	Plans	Responsibility
Increase yearly PCCW revenues by 10% in 2022 and by 5% in 2023, and 2024.	Increase fund raising opportunities.	Identify the first fund-raising opportunity by May 31, 2022.	PCCW Committee Chairperson, or designee

Become a resource conscious parish.			
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Objectives	Strategies	Plans	Responsibility
Create a Resource Conscious Committee to ensure effective use of resources throughout the parish community.	Recruit members for the committee. St. James staff will announce the desire to develop a Resource Conscious Committee.	Select committee members to commit to regular meetings by July 2023.	Parish Staff, Pastoral Council, Pastoral Minister

Meet the needs of vulnerable populations.			
Objectives	Strategies	Plans	Responsibility
Recruit yearly at least three males to perform charitable works within the community.	Increase male volunteer participation in charitable work activities.	Select one new charitable works opportunity for males by December 31, 2022.	Social Concerns Committee
Increase participation in Habitat for Humanity by five people.	Inform parishioners of the opportunity to participate.	Engage parishioners directly to assist Habitat for Humanity by December 31, 2022.	Social Concerns Committee
Develop a link on the parishes Facebook page to the Sister Parish, of San Jose Luquillo Facebook page.	Increase community wide awareness for Sister Parish opportunities to engage in mission.	Inform people about the Facebook page by March 1, 2022	Pastoral Minister and Pastoral Associate
Increase charitable works participation for parish members by marketing at least two new charitable works.	Design a method to recruit parish members.	Implement a marketing plan by December 31, annually.	PCCW, Social Concerns Committee Chairperson and Pastoral Associate

Educate and champion Social Justice issues.			
Objectives	Strategies	Plans	Responsibility
Offer yearly Birth to Death: Right to Life educational opportunities.	Create a plan for educational opportunities.	Conduct educational opportunities by December 31, each year.	Social Concerns Chair Person or Right to Life Lead Person, when appointed.

Offer yearly Racial Inequity educational opportunities.	Create a plan for educational opportunities.	Conduct educational opportunities by December 31, each year.	Social Concerns Chair Person
Offer yearly one opportunity to become aware of human trafficking.	Research an entity to provide educational opportunities for the community.	Select an entity by December 31, 2022.	PCCW and Social Concerns Chairperson
Provide a yearly financial donation to victims of human trafficking.	Research an organization to funnel the donation through.	Select an organization to distribute financial donation to victims of human trafficking by December 31, 2022 each year.	PCCW and Social Concerns Chairperson