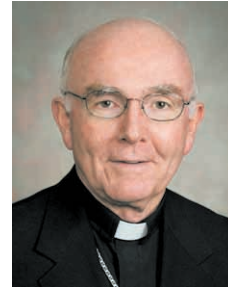




Guide for Strategic Plan



Dear parish and diocesan leaders,

Welcome to the planning process for your parish. There is an old adage that certainly applies to all parishes, “If you don’t know where you are going, any road will do.” Also, if you have all the resources you want, then you don’t need to plan. However, with limited resources and personnel, planning is imperative!

As responsible stewards of God’s gifts and resources in our parish, we need to have a planning process. We cannot meet every spiritual and human need immediately. We need to plan and select the best and most important activities to serve God’s people. This requires identification, selection and planning.

The planning guide is simple and easy to use. The closer you adhere to the process, the better the planning will be.

May God inspire you as you strive to be faithful and responsible stewards and followers of Jesus Christ.

Sincerely,

A handwritten signature in black ink that reads '+ William J. Dendinger'. The signature is written in a cursive style.

Bishop William J. Dendinger



Prayer for Grand Island One Future/Un Futuro Plan

Good and gracious God,
We thank You for the many gifts You have given to the
Catholic Church of the Diocese of Grand Island.

We thank You for accompanying us in our planning process.
Thank You for knowledge and wisdom to respond to Your call.

Help us to enact this plan with courage and commitment
So that Your will be done.
And so we Your people, are strengthened in our discipleship and
guided in stewardship, with the Gospel message of love
proclaimed in word and in deed ever more clearly.

We ask these things through Christ our Lord.

Amen

Mission Statement

We Roman Catholics of the Grand Island Diocese
are disciples of Jesus Christ
responding to the call of the Holy Spirit.

We dedicate ourselves to full, conscious and active participation
in the Church's mission to build God's reign
through vibrant, faith-filled Eucharistic communities that proclaim
the Gospel in Word, Sacraments, Celebration and Service.



Our Commitments

We are and seek to be ...



... a people baptized in Christ.

We participate in lifelong faith formation that empowers us to live Christ's evangelizing mission.

... a Eucharistic people.

We call forth the gifts of all believers and compassionately serve our communities.

... a forgiving people.

We share the grace of mercy we have received from God.

... a welcoming people.

Modeling the inclusiveness of Christ we reach out to all people.

... a grateful people.

We live a stewardship way of life dedicated to sustaining God's creation and calling forth the gifts of all people for the common good.

... a multicultural people.

Working together in a global Church, we are in solidarity with all God's people.

... a just people.

We serve the poor and marginalized and work continually for justice and peace.

... a resourceful people.

We respond to the changing demographics and economy in our region and meet needs driven by these changes through collaborative ministry of the lay and ordained.

... a loving people.

Through the grace of the Sacraments and the example of our saints, we grow in the image of our loving God.

.. a prayerful people.

Through daily prayer and weekly worship, we enrich our relationship with God.

Goals

The goals listed surfaced during the data collection phase of the Strategic Plan for the Diocese of Grand Island. The goals listed are all of equal priority.

VOCATION DEVELOPMENT

The Diocese will promote the vocations of all the faithful—religious laity and clergy.

- Discern and call forth lay ministers, especially among Hispanics;
- Address current needs of ordained ministers;
- Increase number of priests in Diocese;
- Expand the Permanent Diaconate;
- Cultivate shared responsibility appropriate to each one's vocation.



FAITH FORMATION

The Diocese will strengthen and support effective faith formation efforts at all age levels.

- Emphasize adult faith formation;
- Build on success of present efforts of youth and young adult ministry;
- Develop Catholic school systems, especially financial support;
- Multicultural resources, especially Hispanic;
- Build on success of present preschool-12 catechetical programs.



OUTREACH

The Diocese will strengthen and expand its outreach efforts.

- Foster consciousness of and skills for evangelization and outreach;
- Strengthen pastoral outreach among Hispanics;
- Address the needs of inactive and alienated Catholics;
- Develop programs of social service;
- Advocate for social justice;
- Improve communication efforts for outreach and diocesan unity;
- Greater support for families and married persons.



STEWARDSHIP

The Diocese will implement principles of stewardship at all levels.

- Promote full concept of stewardship to foster greater ownership of the diocese among the faithful;
- Focus on present use of time, talent and treasure in relation to priorities;
- Communicate accountability and transparency, especially in financial matters;
- Improve effectiveness of Diocesan Appeal and parish financial stewardship.

OVERVIEW

Long-range Pastoral Planning Process

PREPARATION, REVIEW AND ASSESSMENT PHASE

Diverse Steering Committee formed

Set agenda for information gathering

Reviewed previous plans

Drafted calendar

Created bilingual prayer and logo

Developed bilingual communications process

Celebrated a kickoff liturgy



DATA-GATHERING PHASE

24 focus sessions with over 175 diocesan leaders

Survey returned by over 1,000

Drafted and consulted on Mission and Commitment statements

Participation encouraged through various media

Diocesan demographics, financial information, etc. gathered



ANALYSIS AND FEEDBACK PHASE

Data analyzed

Mission and Commitment statements revised

11 open Deanery feedback sessions attended by over 300

Initial planning framework developed

Diocesan Pastoral Council data review and feedback



ANALYSIS AND FEEDBACK PHASE

Final analysis of feedback

Revision of Mission and Commitment statements

Developed first draft of goals and focus areas

Steering Committee reviewed feedback and developed final draft of plan

Strategic Plan Review Committee takes over

Resources

COMMITTEE MEMBERS FOR STRATEGIC PLAN REVIEW

VOCATION DEVELOPMENT COORDINATORS:

Father Jim Golka	308-532-0942 Office 308-520-7766 Cell	frjim@st-pats-online.org	P.O. Box 399 North Platte, NE 69103-0399
Ellen Lierk	308-762-2009 Office 308-760-0309 Cell	elierk@bbc.net	1104 Cheyenne Ave. Alliance, NE 69301

FAITH FORMATION COORDINATORS:

Don Kurre	800-252-9325	dkurre@gidiocese.org	1225 S. Poplar St., Suite 100 North Platte, NE 69101
Jack Mertz	308-254-4720 Office 308-249-3498 Cell	jlmertz@hotmail.com	1120 23rd Ave. Sidney, NE 69162-1818

OUTREACH COORDINATORS:

Frances Thomas	308-225-0841 Cell	frances_thomas188@hotmail.com	210 E 17th St. Scottsbluff, NE 69361
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STEWARDSHIP COORDINATORS:

Freg Huck	308-254-5308 Residence 308-249-4264 Cell	ghuck@yourfinancialassistant.com	1240 Road 1113 Sidney, NE 69162-4015
Father Jim Novakowski	308-534-6623 Office 308-380-5266 Cell	frjimn@netscape.net	P.O. Box 427 North Platte, NE 69103-0427



Diocesan review committee members of the One Future/Un Futuro Strategic Plan are pictured from left back row: Father Jim Golka, Father Jim Novakowski, Don Kurre, Jack Mertz, Ellen Lierk and Greg Huck. Front row: Theresa Wood, Frances Thomas and Bishop William J. Dendinger.

Resources

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CATHOLIC SCOUTING OFFICE

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CHARISMATIC RENEWAL SERVICES

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COUNCIL OF CATHOLIC WOMEN

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LAY MINISTRY

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MARRIAGE ENCOUNTER

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Andrea Mack 4349 Cambridge Rd., Grand Island, NE 68803	fccgi@hotmail.com Website: www.popepaulvi.com	308-390-8857

NEBRASKA CATHOLIC CONFERENCE

James Cunningham Executive Director 215 Centennial Mall South, Suite 310, Lincoln, NE 68508	nebrcc@neb.rr.com	402-477-7517
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Associate Director of Catholic School Parents		
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(RELIGIOUS EDUCATION MEDIA EXCHANGE)		
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RURAL LIFE CONFERENCE		
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SERRA CLUB		
(PROMOTES VOCATIONS TO PRIESTHOOD AND RELIGIOUS LIFE)		
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Rev. Neal Nollette, Spiritual Director	joelizgal@embarqmail.com	308-874-3221
P.O. Box 586, Chappell, NE 69129-0586		
or the Youth and Young Adult Ministry Office	800-252-9325	308-532-2707
TRIBUNAL		
(MARRIAGE ANNULMENTS AND CASES)		
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Elisea Guerrero smip@stmarysgi.com 308-381-2855 Ext. 302

VICTIM ASSISTANCE COORDINATOR

CHILD PROTECTION OFFICE
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Parishes with Spanish and/or Bilingual Masses

St. Mary's Cathedral
112 S. Cedar Street, Grand Island, NE 68802
308-384-2523

St. James Church
3801 Avenue A, Kearney, NE 68847
308-234-5536

St. Ann's Church
303 E. 6th St., Lexington, NE 68850
308-324-4647

St. Patrick's Church
415 N. Chestnut, North Platte, NE 69101
308-532-0942

Our Lady of Guadalupe
1102 12th Avenue, Scottsbluff, NE 69361
308-632-2845

Sacred Heart Church — Mission of Wood River
508 B. Street, Shelton, NE 68876
308-583-2464

Frequently Asked Questions

WHY SHOULD WE DO THIS?

Planning is critical to parish development and discernment. Sharing a vision and mission helps us work together to become the people we were created to be. Planning helps us identify our needs and resources. Every need is important, but some parish needs demand priority. If everything is critical, then nothing is critical. This process is an opportunity to review the Mission Statement of the parish and identify goals and resources for meeting goals.

HOW MUCH WORK IS ENTAILED?

Planning requires commitment and shared effort. Planning results in action when it is part of the work of all parish committees. Because of the responsibility of the Parish Council and the Finance Council, involvement of these groups is critical. Planning should be embedded in the existing parish structure and not in some special ad-hoc committee. Planning and evaluation are an ongoing process and good planning helps a parish grow and creates synergy.

HOW DO WE GET STARTED?

Implementation of the plan through parish activities of prayer and service have probably already begun in your parish. However, after the pastor, staff, parish and finance committees read the guide and make planning an essential item on the agenda for future meetings, planning and implementation becomes intentional and shared. A good planning process begins with an evaluation of what is happening in the parish today. If you need further assistance call the Office of Lay Ministry.

IS THIS AN ONGOING PROCESS?

Because our desire is to respond to the call of the Holy Spirit, planning and establishing specific goals is something we should do annually. As the needs of the parish change, the goals for each year are fine-tuned or changed.

WHAT IS THE VALUE OF THIS PROCESS FOR OUR PARISH?

This process has two specific values—providing a framework for intentionally articulating parish goals and objectives and identifying needs and resources on a regular basis. Annually identifying specific goals and needs of the parish by the staff, committees and parishioners allows the parish to prioritize achievable goals for the coming year, better utilizing the time, talents and treasures of the parish. Living as good stewards requires us to call forth talents and to remain faithful to our baptismal promises. By reflecting upon who we are as a Catholic parish and responding to our stated mission, we move together in the Diocese in one direction.

DO WE HAVE TO DO IT ALL?

Planning can seem overwhelming. However, we do not need to do everything all at once. After reviewing the four strategic goals of the Diocesan Plan, each parish will identify the goals and objectives for their focus. Both short-term and long-term goals and actions will be determined. This process is ongoing and must be challenging, yet realistic.

DO WE HAVE TO ADDRESS EVERY GOAL?

Every goal is important. Based on the understanding of our gifts and needs we will evaluate which of the diocesan goals need to currently be addressed. The first step is to reflect upon all the goals of the Strategic Plan and then establish the short-term and long-term priorities for our parish community.

HOW MUCH WILL IT COST?

The cost of the planning process itself rests primarily on time and talent. For example, planning will mean devoting time at each meeting to evaluate your parish situation. Depending upon the goals you identify, implementation of the action steps to achieve the goals may require parish resources. By focusing our efforts around a shared mission, the use of parish resources of time, talent and treasure, may actually be used more effectively and economically. By articulating the mission and goals of the parish, resources may be utilized that may have otherwise gone untapped.

WHAT WILL HAPPEN TO THE ANNUAL REPORT REQUESTED IN THE GUIDE?

An annual report from the parish to the Diocese will aid in living our diocesan mission and identifying staffing needs and resources. The responsibility to collect the information will rest with the Lay Ministry Office. The annual reports will also be used as a resource for parish planning. This “bank” of good ideas will be made available to parishes to help in meeting their goals.

WHAT IS THE PURPOSE OF THE REPORT?

The primary purpose of the report is to be an evaluation tool that gives strategic direction to the parish. The report, used as a resource, will provide data to trace the progress of the entire Diocese in accomplishing the strategic goals.

PLANNING PROCESS

There are many ways to plan. Each parish will develop their own style of planning and whatever style is developed, there are certain basic questions to ask. Many resources suggest the following five steps as a foundation for planning:

1. **Mission**
2. **Needs Assessment and Analysis**
3. **Set Goals**
4. **Implement**
5. **Evaluate**

STEP ONE: *Review your mission statement*

What are we trying to do as a parish in light of the Diocesan Mission Statement? If your parish does not have a mission statement then a good starting point would be to implement one.

STEP TWO: *Assess and analyze the needs*

Collect the facts, statistics and opinions to determine the next step.

STEP THREE: *Set Goals*

Agree on goals for the next year and set steps to accomplish those goals.

STEP FOUR: *Implement*

Identify and carry out the action steps needed to accomplish the goals.

STEP FIVE: *Evaluate*

Are things working out the way we intended—why or why not? What have we learned?

TIPS FOR WRITING GOALS

- Does the goal begin with the word “to” and follow with an action? The statement must be action-oriented, conveying the thought of action. Example: To establish, to maintain, to initiate, to support.
- Does the goal contain one central event? The statement must be direction-setting. It establishes a framework for activities to set in motion to achieve a particular result. If you have two activities, write two goals.
- Is the goal a guide for action? A goal points the way; it facilitates decision-making by establishing an end toward which the parish works. The statement is a stimulus for activity.
- Can the goal be subdivided into objectives? Since a goal has a one- to three-year time frame it must be able to be divided into shorter time spans of one year or less—these are called objectives. There must be shorter steps to help mark achievement toward the goal.
- Does the goal contain a measure of effectiveness? The goal must provide a tangible way of determining if and when it has been achieved.
- Is the goal within the control of the parish? The parish operates within a framework of both external and internal constraints. Questions to be answered should include—Does the parish have control or at least strong influence over the desired end? Can the parish make the goal real?
- Is the goal challenging? The parish must set goals that involve stretching. A parish goal should be lofty, ambitious and attainable. It should stimulate and inspire parishioners.
- Is the goal in harmony with the mission of Jesus Christ? The parish is called to make known the saving mission of Jesus Christ. A goal should be set with this premise. The goal statement is a contemporary expression of helping people see their mission in today’s society.

SWOT: Strengths/Weaknesses/Opportunities/Threats

- Identify your parish strengths and weaknesses
- Identify your community opportunities and threats surrounding your parish

Name of Parish _____

Internal STRENGTHS	Internal WEAKNESSES
External OPPORTUNITIES	External THREATS



PROCESS OUTLINE

Diocese of Grand Island Long Range Planning

ASSESS NEEDS

What are the needs in your parish?

List needs

ANALYZE NEEDS

Organize and prioritize the needs

List top priorities

WRITE GOAL

A statement of what you hope to accomplish

Write the goal

DESIGN PROGRAM

Brainstorm

Write in general plan

Critique

Choose general plan

IMPLEMENT PROGRAM

Develop steps to carry out

Date

Steps

Time

Place

Person responsible

Money needed

EVALUATE RESULTS

Decide how to evaluate your effort

Write out evaluation plan



ACTION STEPS

Diocese of Grand Island Long Range Planning

Goal		
Focus Area	Start Date/ Completion Date	List who will collaborate on this action step
Action Step Lead Agent		
What are the detectable results of successful implementation?		
Personnel: List the amount of staff and volunteer time required		
List the materials required for this action step		
What outside resources will be needed?		
What space will be needed?		
What program support will be needed?		
Other		



ANNUAL REPORT

Diocese of Grand Island Strategic Planning

The Diocese asks each parish to complete this form once a year
Please submit form by July 1 each year to:
Lay Ministry Office — 1225 S. Poplar St., Suite 100, North Platte, NE 69101

Name of Parish/Office/Organization: _____

Name of person completing form: _____

Phone: _____ E-mail: _____

VOCATION DEVELOPMENT: The diocese will promote the vocations of all the faithful—religious, laity, clergy.

Name two practices in your parish that have addressed this goal in the past year:

Name two plans for the coming year that will address this goal:

FAITH FORMATION: The diocese will strengthen and support effective faith formation efforts at all age levels.

Name two practices in your parish that have addressed this goal in the past year:

Name two plans for the coming year that will address this goal:

OUTREACH: The diocese will strengthen and expand its outreach efforts:

Name two practices in your parish that have addressed this goal in the past year:

Name two plans for the coming year that will address this goal:

STEWARDSHIP: The diocese will implement principles of stewardship at all levels.

Name two practices in your parish that have addressed this goal in the past year:

Name two plans for the coming year that will address this goal:

Of the practices listed in this report, what would you consider to be your best practice(s) from the past year?
List any detectable results from the practice.

The purpose of this report is to help the Diocese of Grand Island evaluate whether we are achieving our goals as listed in the Strategic Plan. The reports will be collated by the Lay Ministry Office and results will be made available. Please keep your responses succinct and clear ... your input is important. We also encourage your pastor to work with his Parish Council in completing this form. Please return it to: Lay Ministry Office, 1225 S. Poplar St., Suite 101, North Platte, NE 69101 or e-mail it to: www.gidiocese.org/layministry



EVALUATION FORM

Diocese of Grand Island Strategic Planning

Objective #	Current Status Code	Progress Description List quantitative or qualitative indicators of what has been realized as compared to what was expected	Factors Influencing Progress Provide explanation of reasons why objective program is or is not being realized	Recommendations Code

Status Codes:

- 1 Not yet begun
- 2 In progress—on schedule
- 3 In process—behind schedule
- 4 In process—ahead of schedule
- 5 Completed
- 6 Other (explain briefly)

Recommendation Codes:

- A Continue objective for coming year
 - 1 with same programs directed toward achievement
 - 2 with different programs directed toward achievement
- B Enlarge objectives of coming year
- C Drop objectives for coming year