



ARCHDIOCESE OF LOUISVILLE
2020 STRATEGIC PLAN





INTRODUCTION

I present to you the 2020 Strategic Plan for the Archdiocese of Louisville. This is the seventh strategic plan for the Archdiocese since we began the formal process of strategic planning in 1989. I was pleased to oversee the strategic planning processes in 2009, 2014, and for this plan.

Most of our plans have had four to five year durations. Because of my impending retirement sometime after my 75th birthday, this plan extends for three years to 2023.

I have experienced these planning efforts as very helpful tools to energize our programs and ministries in order to proclaim and live the Good News of Jesus Christ in our local Church. This plan is strategic, meaning it does not include every program or activity. Rather it identifies priorities in various areas of ministry.

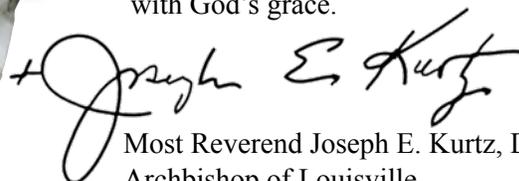
For this plan, initiatives emerged from several fruitful sources. This included the parish discernment process conducted by 80 parishes in 2017-2018, already existing pastoral plans, such as the African American Five-Year Pastoral Plan of Action, developing plans such as the one for the Office of Youth and Young Adults, and important national efforts, such as the V National Encuentro and its local implementation.

Archdiocesan agencies, the Pastoral Council of the Archdiocese, and the Priests' Council all reviewed drafts of this plan.

This plan introduces a new goal dealing with the stewardship of resources that includes strategies in the areas of stewardship education, finances, communications, the work of archdiocesan agencies, as well as assessments of areas in which we should study and implement new and emerging models.

I have found that these planning efforts spur important and helpful disciplines. These include the regular process of consultation and listening and the careful allocation of resources according to priorities. Ultimately, however, we are led by the Holy Spirit and fueled by God's grace, as we seek to worship God, witness to our faith, serve human needs, promote holiness of life, and foster justice and mercy.

As I accept and present this strategic plan, I thank all who participated. In carrying out this ministry in Christ's name, let us seek the intercession of our Blessed Virgin Mary, whose whole-hearted "yes" is the inspiration for our efforts to cooperate with God's grace.



Most Reverend Joseph E. Kurtz, D.D.
Archbishop of Louisville

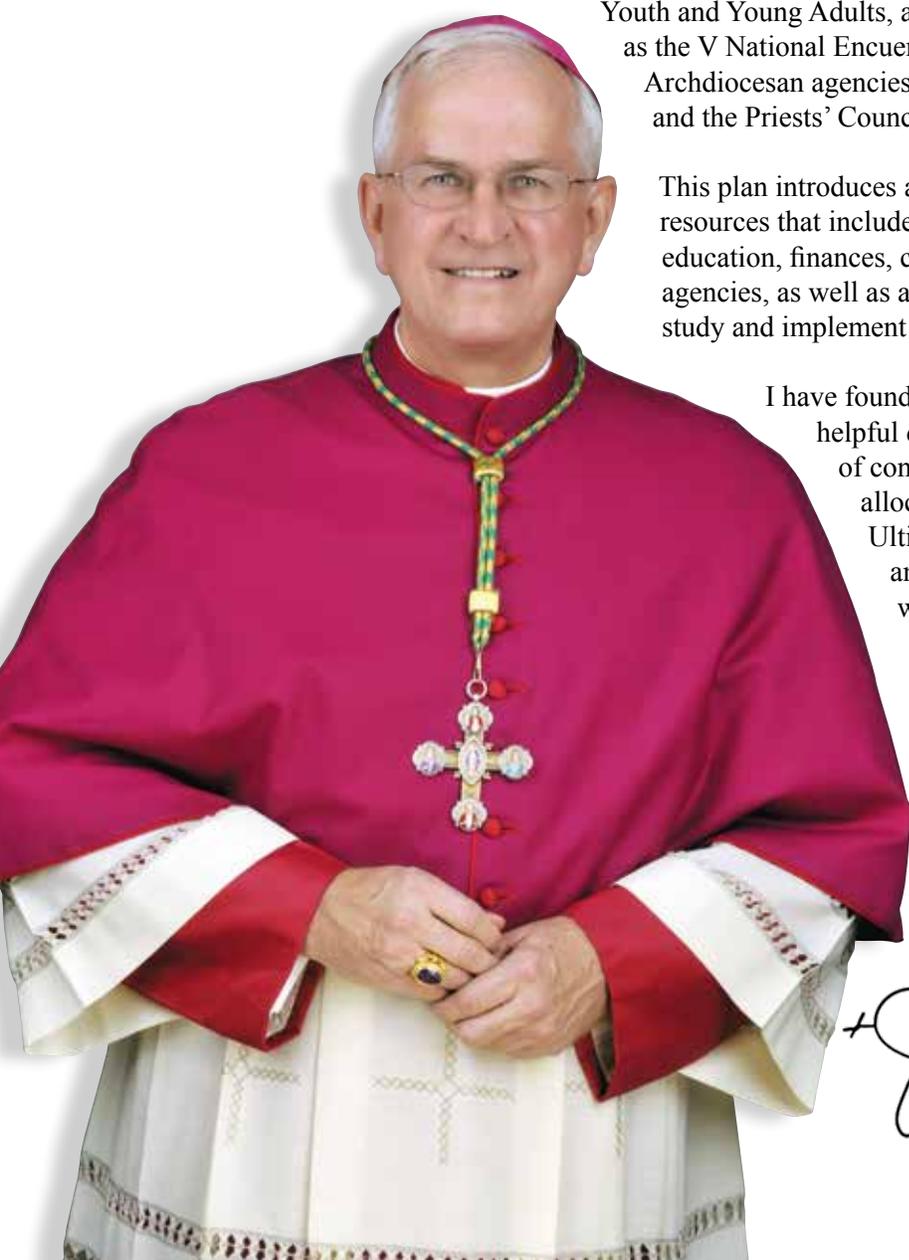




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MISSION

We are the Catholic Church in Central Kentucky, disciples of Jesus Christ, rich in our tradition and growing in our diversity, striving for fullness of life in God.

Led by the grace of the Holy Spirit and in communion with the Bishop of Rome, our mission is to proclaim and live the good news of Jesus Christ by:

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

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



GOALS

GOAL 1: To awaken and affirm a vibrant Catholic faith, arising from the celebration of the Eucharist and our response to the Gospel of Jesus Christ.

GOAL 2: To create a more evangelizing church as we invite all people to become missionary disciples who live out the Good News of Jesus Christ.

GOAL 3: To celebrate the new and growing breadth of diversity in our Church.

GOAL 4: To seek out and empower leaders for ministry and evangelization.

GOAL 5: To advance excellence in and accessibility to lifelong Catholic formation and education for all members of the Body of Christ, the Church.

GOAL 6: To be responsible stewards of the human and material resources with which our Archdiocese has been blessed.



GOAL 1

To awaken and affirm a vibrant Catholic faith, arising from the celebration of the Eucharist and our response to the Gospel of Jesus Christ.

The purpose of this goal is to invite Catholics to a deeper relationship with Jesus Christ and to affirm in them the beauty and depth of Catholicism, especially in the context of worship, prayer, and the sacraments.

OBJECTIVE 1.1

Provide new opportunities for formation and catechesis on the liturgy at the parish, regional, and diocesan levels.

ACTION STEPS:

- 1.1.1** Provide resources to assist parishes with strategies that instill and enhance the love of the Holy Eucharist and the real presence of Christ.
Begin: Winter 2021 Complete: Fall 2021 (Office of Faith Formation | Office of Worship)
- 1.1.2** Expand the worship resources available to liturgical ministries and make them available in a variety of formats, including print and electronic formats.
Begin: Spring 2020 Complete: Summer 2021 (Office of Worship)
- 1.1.3** Plan, coordinate, and host a series of focus groups or other gatherings around the Archdiocese to stimulate idea sharing among parish leaders on ways to enhance the liturgy experience.
Begin: Spring 2021 Complete: Spring 2023 (Office of Worship)
- 1.1.4** Produce a tool to assist parish leaders in assessing the engagement in the Sunday liturgy and the quality of liturgical practice.
Begin: Fall 2021 Complete: Spring 2022 (Office of Worship)

OBJECTIVE 1.2

Enhance sacramental preparation programs and ongoing post-sacrament engagement at the parish.

ACTION STEPS:

- 1.2.1** Assemble a task force to study and develop new sacramental guidelines (including at what age and at what time of the liturgical year) for use by parishes in sacramental preparation.
Begin: Fall 2020 Complete: Spring 2021 (Office of Faith Formation | Office of Worship)
- 1.2.2** Develop a tool for parishes to use with participants to assess the effectiveness of their sacramental preparation.
Begin: Summer 2021 Complete: Winter 2022 (Office of Faith Formation)
- 1.2.3** Design catechetical resources that explain and emphasize the significance of marriage as a holy sacrament meant to be celebrated within the Catholic Church.
Begin: Spring 2020 Complete: Spring 2021 (The Metropolitan Tribunal | Office of Faith Formation)

OBJECTIVE 1.2 ACTION STEPS cont.

- 1.2.4** Create and distribute communication tools that parishes can use to inform and invite those married outside the Catholic Church to have their marriages recognized by the Catholic Church.
Begin: Spring 2020 Complete: Spring 2021
(The Metropolitan Tribunal | Archdiocesan Communications Office)
- 1.2.5** Provide resources and methods to assist parishes in reaching out to families after sacramental celebrations.
Begin: Winter 2022 Complete: Summer 2022 (Office of Faith Formation | Family Ministries Office)
- 1.2.6** Infuse existing infant baptism preparation programs with evangelizing opportunities to engage young adults in the Church.
Begin: Spring 2022 Complete: Fall 2022 (Office of Faith Formation | Office of Youth and Young Adults)

OBJECTIVE 1.3

Promote an appreciation of the richness of Catholic worship, prayer, and spirituality.

ACTION STEPS:

- 1.3.1** Evaluate how parish liturgies reflect the diversity of their parishioners, including ethnicity, and provide suggestions for how parishes can make their worship more impactful for those groups.
Begin: Winter 2020 Complete: Winter 2022 (Office of Worship | Office of Multicultural Ministry)
- 1.3.2** Provide training for parishes interested in developing teams of volunteers to visit Hispanic/Latino homes and welcome them to participate in the worship, prayer, and spirituality of the parish.
Begin: Summer 2020 Complete: Ongoing (Office of Hispanic Ministry)
- 1.3.3** Make resources available that promote a deeper understanding of family prayer, blessings, and devotions that parishes can use to encourage prayer at home.
Begin: Spring 2020 Complete: Summer 2023 (Office of Worship)
- 1.3.4** Increase clergy and family awareness of proper disposition options that respectfully honor cremated remains within the Catholic tradition.
Begin: Winter 2021 Complete: Fall 2023 (Catholic Cemeteries)
- 1.3.5** Develop seasonal prayer services incorporating the themes of Catholic social teaching that can be used by parishes, schools, and families.
Begin: Summer 2021 Complete: Summer 2022 (Office of Worship | Catholic Charities of Louisville)



GOAL 2

To create a more evangelizing church as we invite all people to become missionary disciples who live out the Good News of Jesus Christ.

The purpose of this goal is to create a more evangelizing Church, which is accomplished by inviting all members to become missionary disciples—people who live and witness to the Gospel of Jesus Christ in their daily lives.

OBJECTIVE 2.1

Enhance awareness of available ministries, services, and resources that unite people in Christ.

ACTION STEPS:

- 2.1.1** Create print and social media templates for bulletins, newsletters, and other communication tools that parishes can use over the course of a year to spotlight existing parish-based ministries, services, and programs and that invite readers to participate.
Begin: Spring 2020 Complete: Summer 2021
 (Archdiocesan Communications Office | Office of Mission Advancement)
- 2.1.2** Increase clergy and parish staff awareness of the range of family support services available during difficult times such as grieving, marital issues, and addictions and offer ideas for sharing that information with the parish at-large.
Begin: Summer 2020 Complete: Ongoing (Family Ministries Office)
- 2.1.3** Develop and execute a strategy to inform and involve parishes across the Archdiocese as to the social outreach programs, services, support, and training available for those in need, including immigrant families.
Begin: Spring 2020 Complete: Ongoing (Catholic Charities of Louisville)
- 2.1.4** Train parishes on the effective use of social media as a means of invitation to seekers and as a way to promote greater engagement on the part of parishioners in the mission of the Church.
Begin: Spring 2020 Complete: Spring 2021 (Archdiocesan Communications Office)
- 2.1.5** Increase awareness of the social outreach impact of Catholic Charities so that more people will feel called to support the vital, ongoing programs and services available to those in need.
Begin: Winter 2020 Complete: Ongoing (Catholic Charities of Louisville)

OBJECTIVE 2.2

Develop welcoming communities that invite all people to participate and grow in their Catholic faith and build relationships within the Church community.

ACTION STEPS:

- 2.2.1** Create and distribute a list of activities that parishes can implement to stimulate new—or deepen existing—relationships among parish families and promote intergenerational activities.
Begin: Summer 2021 Complete: Summer 2023 (Family Ministries Office)

OBJECTIVE 2.2 ACTION STEPS cont.

- 2.2.2** Provide resources and training to assist parishes in developing ministry programs to serve parents of young children, with a particular focus on introducing and sustaining them in parish life.
Begin: Summer 2021 Complete: Ongoing (Family Ministries Office | Office of Faith Formation)
- 2.2.3** Develop resources and strategies that welcome and promote a sense of belonging among Hispanics/Latinos who often feel disconnected from social and spiritual encounters.
Begin: Summer 2020 Complete: Ongoing (Office of Hispanic Ministry)
- 2.2.4** Create and distribute communication tools that parishes can use to increase parishioner awareness of the marriage annulment process and invite inquiries from interested parties.
Begin: Spring 2020 Complete: Spring 2022 (The Metropolitan Tribunal | Archdiocesan Communications Office)
- 2.2.5** Create and distribute a list of strategies that parishes can implement to reach out to people who are no longer coming to Church or engaging in the parish faith community.
Begin: Fall 2020 Complete: Spring 2021 (Parish Leadership Development | Office of Faith Formation)

OBJECTIVE 2.3

Provide learning opportunities on Catholic social teaching, with particular emphasis on the dignity of the person.

ACTION STEPS:

- 2.3.1** Promote greater awareness and usage in Catholic elementary schools of the United States Conference of Catholic Bishops' (USCCB) materials on "National Respect Life Month."
Begin: Fall 2020 Complete: Ongoing (Family Ministries Office | Office of Catholic Schools)
- 2.3.2** Research available options and periodically offer a post-abortion support program within the Archdiocese.
Begin: Spring 2021 Complete: Spring 2022 (Family Ministries Office)
- 2.3.3** Prepare resource packets and online materials with suggested implementation steps on the seven themes of Catholic social teaching, aligning them with the Days of Dignity.
Begin: Winter 2021 Complete: Winter 2022 (Catholic Charities of Louisville | Office of Faith Formation)
- 2.3.4** Embed in the existing ministries and programs of the Archdiocese opportunities for healing of those impacted by sexual abuse in the Church.
Begin: Winter 2020 Complete: Ongoing (Family Ministries Office | Office of the Archbishop)
- 2.3.5** Develop three initiatives to increase engagement in the advocacy efforts of the Catholic Conference of Kentucky.
Begin: Summer 2021 Complete: Fall 2023 (Archdiocesan Communications Office | Catholic Conference of Kentucky)
- 2.3.6** Develop and distribute short audio and video segments (podcasts, YouTube, radio, television) featuring diverse speakers that provide a compelling witness to the Church's teaching on solidarity and the dignity of the human person.
Begin: Summer 2020 Complete: Spring 2022 (Archdiocesan Communications Office)



GOAL 3

To celebrate the new and growing breadth of diversity in our Church.

This goal calls our local Church to embrace diversity as a gift to be received rather than a problem to be solved and to recognize that diversity exists in many forms – age, economic realities, race, ethnicity, and geography, to name a few. Within our Church, we celebrate this gift as we strive for unity as the Body of Christ.

OBJECTIVE 3.1

Provide resources and opportunities for parishes to embrace the breadth of diversity within parishes.

ACTION STEPS:

- 3.1.1** Offer workshops and programs to families, parishes, and archdiocesan agencies designed to foster knowledge of and appreciation for culturally diverse spirituality, ministries, and practices (e.g. African American, Asian American, Hispanic/Latino, etc.).
Begin: Winter 2020 Complete: Ongoing
(Office of Multicultural Ministry | Parish Leadership Development)
- 3.1.2** Promote parish-based intercultural dinners and other social events that celebrate the various cultures present in parishes.
Begin: Winter 2020 Complete: Ongoing (Office of Multicultural Ministry)
- 3.1.3** Promote awareness of the lives and impacts of culturally diverse saints in the Catholic Church.
Begin: Winter 2020 Complete: Summer 2021 (Office of Multicultural Ministry)
- 3.1.4** Collaborate with parishes to promote the pairing of new Hispanic/Latino parishioners with established parishioner households to ease their adjustment into new geographic, cultural, and societal circumstances.
Begin: Summer 2020 Complete: Ongoing (Office of Hispanic Ministry)
- 3.1.5** Design various communication methods to increase awareness among Hispanic/Latino Catholics of the principles of Christian stewardship and impart a deeper understanding of their responsibility to actively participate in the life of the Church.
Begin: Spring 2020 Complete: Ongoing (Office of Hispanic Ministry | Office of Mission Advancement)

OBJECTIVE 3.2

Develop strategies that address the Catholic formation and outreach to culturally diverse populations of the Archdiocese.

ACTION STEPS:

- 3.2.1** Develop and promote a comprehensive approach for culturally diverse lifelong formation and education of the Catholic faith.
Begin: Winter 2020 Complete: Fall 2021
(Office of Multicultural Ministry | Office of Faith Formation | Office of Youth and Young Adults)
- 3.2.2** Promote awareness and understanding in our parishes of communication from the National Black Catholic Congress and the U.S. Conference of Catholic Bishops on the sin of racism.
Begin: Winter 2020 Complete: Ongoing (Office of Multicultural Ministry)
- 3.2.3** Implement Hispanic/Latino ministry planning process recommendations designed to find sustainable solutions that align available archdiocesan and parish-based resources with the corresponding needs of Hispanic/Latino communities.
Begin: Spring 2020 Complete: Ongoing (Priest Personnel Office | Office of Hispanic Ministry)
- 3.2.4** Develop an approach to address the unique cultural and generational challenges of engaging second-and-third generation Hispanic/Latino Catholics in faith formation.
Begin: Spring 2021 Complete: Winter 2022
(Office of Faith Formation | Office of Hispanic Ministry | Office of Youth and Young Adults)
- 3.2.5** Seek new and ongoing collaborations with Catholic dioceses around the world on the principle of mutuality in which they and the Archdiocese of Louisville collectively arrange for clergy formation and service opportunities within the Archdiocese.
Begin: Summer 2020 Complete: Ongoing (Priest Personnel Office | Office of the Archbishop)

OBJECTIVE 3.3

Create resources and opportunities that encourage culturally diverse persons to consider leadership roles in the Catholic Church.

ACTION STEPS:

- 3.3.1** Create and distribute resources, including trained teams, throughout the Archdiocese to promote culturally diverse vocations as they discern a call to ordained ministry and religious life.
Begin: Fall 2020 Complete: Ongoing (Vocation Office | Office of Multicultural Ministry)
- 3.3.2** Promote the importance of inclusivity and diversity on parish committees, organizations, and liturgical ministries to ensure diverse leadership representation within parishes.
Begin: Summer 2020 Complete: Ongoing
(Office of Multicultural Ministry | Parish Leadership Development)



GOAL 4

To seek out and empower leaders for ministry and evangelization.

The purpose of this goal is to identify, form, train, and support leadership for ministry and evangelization.

OBJECTIVE 4.1

Nurture the call of individuals to service in the priesthood, diaconate, and consecrated religious life.

ACTION STEPS:

- 4.1.1** Develop a comprehensive recruiting plan inviting persons to consider roles in ordained ministry and consecrated religious life, suitable for use in a variety of settings (e.g. schools, colleges, parishes).
Begin: Fall 2020 Complete: Ongoing
 (Vocation Office | Office of Catholic Schools | Office of Youth and Young Adults)
- 4.1.2** Develop and distribute materials and strategies specifically designed to assist parishes and schools in promoting vocations to priesthood and religious life.
Begin: Winter 2020 Complete: Winter 2022 (Vocation Office)
- 4.1.3** Collaborate with Catholic organizations on college campuses to develop vocation discernment groups at the schools.
Begin: Winter 2020 Complete: Ongoing (Vocation Office)
- 4.1.4** Provide parishes with a “prayer for vocations” and encourage regular recitation at Masses.
Begin: Winter 2020 Complete: Winter 2022 (Vocation Office)

OBJECTIVE 4.2

Provide ongoing development opportunities for ordained ministers and those in clergy formation.

ACTION STEPS:

- 4.2.1** Create written expectations for continuing development useful in the ongoing formation of ordained ministers.
Begin: Fall 2020 Complete: Spring 2021 (Parish Leadership Development | Priest Personnel Office)
- 4.2.2** Offer mentoring opportunities to seminarians while in formation and to newly ordained priests as they transition into parochial ministry.
Begin: Fall 2020 Complete: Ongoing (Vocation Office | Priest Personnel Office)
- 4.2.3** Promote and encourage the leadership development of priests and deacons through participation in the Archdiocesan Leadership 360 program and use those results to create personalized, ongoing formation plans.
Begin: Spring 2020 Complete: Ongoing
 (Parish Leadership Development | Priest Personnel Office | Diaconate Office)

OBJECTIVE 4.3

Create opportunities to develop existing and invite new persons to leadership positions in lay ecclesial ministry.

ACTION STEPS:

- 4.3.1** Develop a comprehensive recruiting plan inviting persons to serve in lay ecclesial ministry, suitable for use in a variety of settings (e.g. schools, colleges, parishes).
Begin: Spring 2021 Complete: Spring 2022
(Personnel Office | Office of Catholic Schools | Office of Youth and Young Adults)
- 4.3.2** Plan, coordinate, and facilitate a bi-annual (every other year), multi-day assembly workshop for lay ecclesial ministers in parishes and archdiocesan agencies.
Begin: Winter 2020 Complete: Ongoing (Parish Leadership Development)
- 4.3.3** Implement protocols to assist pastors and archdiocesan leaders to identify, evaluate, and transition principals in Catholic schools.
Begin: Winter 2020 Complete: Ongoing
(Office of Catholic Schools | Personnel Office | Parish Leadership Development)
- 4.3.4** Promote and encourage the leadership development of lay ecclesial staff and leaders through participation in the Archdiocesan Leadership 360 program and other agency-specific initiatives, and use those results to create personalized, ongoing formation and education plans.
Begin: Spring 2020 Complete: Ongoing (Parish Leadership Development | Office of Catholic Schools)

OBJECTIVE 4.4

Support the spiritual and overall wellness of ordained and lay ecclesial ministers.

ACTION STEPS:

- 4.4.1** Expand the number of peer support groups available for those ordained to the priesthood.
Begin: Spring 2020 Complete: Fall 2021 (Priest Personnel Office)
- 4.4.2** Expand the number of peer support groups available for those in the permanent diaconate, including retired deacons, widowers, and widows.
Begin: Fall 2020 Complete: Fall 2022 (Diaconate Office)
- 4.4.3** Implement the initiatives as outlined in the Archdiocese's scaling grant from the Lilly Endowment on the topic of Economic Challenges Facing Pastoral Leaders, which is designed to impact the spiritual and overall wellness of lay ecclesial leaders.
Begin: Spring 2020 Complete: Fall 2022 (Office of the Archbishop | Parish Leadership Development)
- 4.4.4** Enhance existing programs that prepare parish staff and parishioners to welcome new associate pastors and priests from other countries.
Begin: Fall 2020 Complete: Spring 2021 (Priest Personnel Office)
- 4.4.5** Develop a process that assists the integration of pastors into new parochial assignments.
Begin: Fall 2020 Complete: Spring 2021 (Priest Personnel Office | Parish Leadership Development)



GOAL 5

To advance excellence in and accessibility to lifelong Catholic formation and education for all members of the Body of Christ, the Church.

The purpose of this goal is to enhance, expand, and promote lifelong formation and education for all Catholics by offering a range of platforms including instructional, experiential, and digital learning programs.

OBJECTIVE 5.1

Create formation and education initiatives and resources to enhance understanding of Catholic faith by all members of the Body of Christ.

ACTION STEPS:

- 5.1.1 Develop and promote theological reflection formats that can be used to accompany parish and school service projects.
Begin: Winter 2022 Complete: Summer 2022 (Office of Faith Formation | Office of Catholic Schools)
- 5.1.2 Develop and promote information sessions for Hispanic/Latino Catholics interested in learning more about the role of catechists and catechetical leader training opportunities.
Begin: Spring 2022 Complete: Fall 2022 (Office of Faith Formation | Office of Hispanic Ministry)
- 5.1.3 Create and promote ongoing formation approaches that help candidates and catechumens who have completed the RCIA process remain engaged in their parishes.
Begin: Fall 2020 Complete: Ongoing (Office of Faith Formation)
- 5.1.4 Study the faith formation needs of various ages and cultures in parishes throughout the Archdiocese and develop responsive programming based on findings.
Begin: Fall 2020 Complete: Spring 2021 (Office of Faith Formation | Office of Youth and Young Adults | Office of Multicultural Ministry)

OBJECTIVE 5.2

Enhance support for Catholic youth and young adults through the collaboration of archdiocesan, parish, and school ministries.

ACTION STEPS:

- 5.2.1 Identify and appoint young adult leaders to all appropriate archdiocesan advisory boards.
Begin: Fall 2020 Complete: Summer 2022 (Office of Youth and Young Adults | Office of the Archbishop)
- 5.2.2 Offer mentorship training to parish and school youth ministers and individuals who are identified by parishes and schools as interested in accompanying young adults.
Begin: Summer 2021 Complete: Ongoing (Office of Youth and Young Adults)
- 5.2.3 Promote and support FOCUS campus ministry at the University of Louisville and integrate their program with archdiocesan resources and services.
Begin: Winter 2021 Complete: Ongoing (Catholic Campus Ministry | Office of Youth and Young Adults)

OBJECTIVE 5.2 ACTION STEPS cont.

- 5.2.4** Implement archdiocesan task force planning recommendations that seek to more effectively serve Catholic youth and young adults in the Archdiocese.
Begin: Summer 2020 Complete: Fall 2023 (Office of Youth and Young Adults)

OBJECTIVE 5.3

Improve existing formation and education programs by expanding the use of digital learning as a tool for catechesis, education, and evangelization.

ACTION STEPS:

- 5.3.1** Research the available web-based resources for online catechetical materials and inform parishes as to programs that offer appropriate Catholic-based training and formation.
Begin: Winter 2020 Complete: Ongoing (Office of Faith Formation)
- 5.3.2** Expand the content and circulation of marriage preparation content and the Newly Married Companionship digital resource so that the marriage formation program is available to a wider audience of participants.
Begin: Winter 2020 Complete: Ongoing (Family Ministries Office)
- 5.3.3** Develop an online platform that provides information about parish-based faith-sharing groups, formation programs, youth ministry programs, training, and best practices that will encourage the sharing of formation resources among parishes and foster instances of regional collaboration.
Begin: Spring 2021 Complete: Winter 2022 (Archdiocesan Communications Office | Office of Faith Formation | Office of Youth and Young Adults)
- 5.3.4** Develop archdiocesan online training models that offer distance learning to parish staff, ministers, leadership councils, and volunteers.
Begin: Spring 2021 Complete: Fall 2021 (Parish Leadership Development | Office of Faith Formation)

OBJECTIVE 5.4

Develop and implement initiatives to improve the accessibility, structures, and evangelizing outreach of Catholic elementary schools.

ACTION STEPS:

- 5.4.1** Collect stakeholder input and identify the most significant issues in mission, leadership, governance, academic excellence, and operational vitality that our Catholic schools are likely to face in the next three to five years, and develop innovative ways to address them.
Begin: Winter 2020 Complete: Fall 2023 (Office of Catholic Schools | Parish Leadership Development | Finance Office)
- 5.4.2** Design and implement consistent professional learning opportunities to form and educate board members for Catholic schools.
Begin: Winter 2020 Complete: Ongoing (Office of Catholic Schools | Parish Leadership Development)
- 5.4.3** Evaluate the impact of the 2014 Catholic Elementary School Plan and determine ongoing initiatives to address present-day challenges.
Begin: Spring 2020 Complete: Spring 2021 (Office of the Archbishop | Office of Catholic Schools | Finance Office)



GOAL 6

To be responsible stewards of the human and material resources with which our Archdiocese has been blessed.

This goal calls our Archdiocese to be good and mindful stewards of the blessings entrusted to us by God our Heavenly Father, primarily by inviting, demonstrating, and nurturing a holistic understanding of Catholic stewardship principles as a way of life within our parishes, schools, and agencies.

OBJECTIVE 6.1

Provide stewardship education, resources, and support to parishes and the Catholic faithful so that they may joyfully share God's abundant blessings.

ACTION STEPS:

- 6.1.1 Convene focus groups of parish stewardship staff to learn their successes, challenges, and concerns, and equip them with resources to enhance their programs.
Begin: Spring 2020 Complete: Summer 2021 (Office of Mission Advancement)
- 6.1.2 Identify and cultivate ongoing sources of financial support for a ministry assistance fund that assists priests and lay staff experiencing financial hardship.
Begin: Spring 2020 Complete: Ongoing (Office of Mission Advancement)
- 6.1.3 Establish an ongoing application, review, and distribution process by which financial support from a ministry assistance fund will be awarded to priests and lay staff.
Begin: Fall 2020 Complete: Fall 2021 (Office of the Archbishop)

OBJECTIVE 6.2

Increase awareness among parishes concerning ministries, services, and resources currently available through archdiocesan agencies.

ACTION STEPS:

- 6.2.1 Assemble a task force to study and recommend best practices that creatively promote awareness and engagement in the wide range of existing programming offered by the Archdiocese.
Begin: Fall 2020 Complete: Fall 2021 (Archdiocesan Communications Office | Office of the Archbishop)
- 6.2.2 Coordinate periodic regional visits around the Archdiocese in which various agency directors are available to meet with groups of priests and staff to discuss ideas for assisting with their local needs.
Begin: Fall 2020 Complete: Ongoing (Office of the Archbishop | Parish Leadership Development)
- 6.2.3 Create and host occasional lunch-and-learn orientation workshops that gather new parish employees to learn about archdiocesan agencies and services and to better understand the relationship between parishes and the Archdiocese.
Begin: Spring 2021 Complete: Ongoing (Office of the Archbishop | Personnel Office)

OBJECTIVE 6.2 ACTION STEPS cont.

- 6.2.4** Design a standard framework, including a training session and ongoing support, to assist parishes interested in undertaking long-range planning at the local level.
Begin: Spring 2020 Complete: Winter 2021 (Office of the Archbishop | Parish Leadership Development)
- 6.2.5** Develop technical and procedural training opportunities to assist with the hiring and transition of new parish/school business managers and bookkeepers.
Begin: Fall 2020 Complete: Summer 2021 (Personnel Office | Finance Office)
- 6.2.6** Develop an ongoing communication strategy, with the help of parishes (e.g., bulletin announcements, social media, etc.), informing Catholic households not currently receiving *The Record* about how to initiate a subscription.
Begin: Summer 2020 Complete: Ongoing (Archdiocesan Communications Office)

OBJECTIVE 6.3

Develop plans that anticipate and address the evolving needs for archdiocesan personnel, programs, and services.

ACTION STEPS:

- 6.3.1** Convene an “Archbishop Transition Committee” of archdiocesan leadership and staff to facilitate advance planning for the retirement of Archbishop Kurtz and the arrival of a new archbishop.
Begin: Fall 2020 Complete: Fall 2021 (Office of the Archbishop)
- 6.3.2** Develop succession-planning procedures for archdiocesan agencies to document critical responsibilities, timelines, resources, etc. in advance of key personnel turnover.
**Begin: Spring 2021 Complete: Ongoing
(Personnel Office | Parish Leadership Development | Office of the Archbishop)**
- 6.3.3** Create a plan to welcome, train, and seek feedback from archdiocesan staff regarding workplace and inter-agency programs and services.
Begin: Summer 2020 Complete: Fall 2020 (Personnel Office)
- 6.3.4** Develop strategies for *The Record* newspaper that address expanded digital platforms, access, and availability in response to the readership’s preferred sources for news.
Begin: Winter 2020 Complete: Ongoing (Archdiocesan Communications Office)
- 6.3.5** Study the integration of Mass of the Air ministry into the operations of the Archdiocesan Communications Office.
Begin: Winter 2021 Complete: Summer 2022 (Archdiocesan Communications Office | Mass of the Air)
- 6.3.6** Conduct a planning process that studies the strategic priorities of Catholic Charities over the next five years and form an action plan responsive to the findings.
Begin: Spring 2020 Complete: Fall 2020 (Catholic Charities of Louisville)

OBJECTIVE 6.4

Develop strategies that provide for the protection and safety of human, digital, and other resources of the Archdiocese.

ACTION STEPS:

- 6.4.1** Evaluate the television program *Conversations with Archbishop Kurtz* and adapt it as necessary to enhance production and promotion for viewership.
Begin: Winter 2020 Complete: Summer 2020
(Archdiocesan Communications Office | Office of the Archbishop)
- 6.4.2** Determine how the Safe Environment training program can incorporate ongoing training and refreshers for clergy, staff, and volunteers throughout the Archdiocese.
Begin: Winter 2020 Complete: Winter 2021 (Family Ministries Office | Office of the Archbishop)
- 6.4.3** Research, develop, and implement a master plan that uses electronic, digital, or other technologies for safeguarding, accessing, and retention of archdiocesan vital records.
Begin: Winter 2020 Complete: Spring 2021 (Archives Office | Catholic Cemeteries)
- 6.4.4** Research and implement appropriate privacy and security policies and guidelines for sharing information electronically for the Archdiocese, parishes, and schools.
Begin: Fall 2020 Complete: Winter 2021 (Archdiocesan Communications Office | Facilities Management)
- 6.4.5** Develop an ongoing training plan that educates parishes, schools, and archdiocesan agencies on safety responses for situational dangers and security procedures for physical properties.
Begin: Summer 2020 Complete: Summer 2021
(Facilities Management | Office of the Archbishop | Office of Catholic Schools)

RESOURCES USED TO DEVELOP THE 2020-2023 STRATEGIC PLAN

Carryover of action steps from 2014-18 strategic plan:

- Based on archdiocesan agency directors' review and feedback on all actions steps.
- Directors requested that not-yet-completed action steps be carried over to the new plan.

New priorities cited by archdiocesan agency directors:

- Directors' feedback on new priority topics arising since last strategic plan was developed.

Parish discernment process:

- Feedback received from approximately 80 parishes.
- Recurring topics identified as to what is God's hope for parishes.
- Action steps developed for how archdiocesan agencies can help parishes succeed.

African American Catholic Five-Year Pastoral Plan of Action (2018):

- Produced by Office of Multicultural Ministry, which was compiled from assorted resources.
- Flows from National African American Catholic Plan of Action and the archdiocesan plan.

Report for the V National Encuentro about local Hispanic ministry (2017):

- Gathering of local Latinos.
- Produced a report of their hopes, successes, needs, concerns.

Catholic Schools Continuous Improvement Plan (2016):

- Produced by Office of Catholic Schools in response to accreditation findings/recommendations.

Catholic Charities of Louisville internal strategic plan.

Consultation feedback from parish pastoral council chairpersons attending the Pastoral Council of the Archdiocese (PCAL) workshop in October 2019.

Archdiocesan leadership knowledge of current topics to be strategically addressed.



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