



Parish Mission Planning Overview

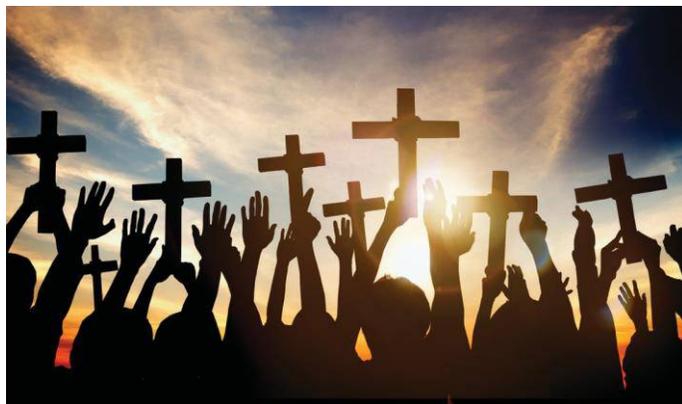


Table of Contents

| | |
|---|----|
| Table of Contents..... | i |
| The Essential Step..... | ii |
| Parish Mission Planning Overview..... | 1 |
| Aligning and Mobilizing to Mission..... | 1 |
| Guiding Characteristics and Values..... | 2 |
| Assessment Toolkit Overview..... | 4 |
| Providing Insight for Community Impact..... | 4 |
| Health of Leadership Survey..... | 5 |
| Operational and Ministry Checklists..... | 6 |
| Parish and Community Smart Data Analysis..... | 7 |
| Alignment to Action..... | 8 |
| Fostering Communities of Discipleship that Impacts Communities..... | 8 |
| Summary of Nine Steps of a Successful Parish Mission Plann..... | 9 |
| Beyond the Nine Steps of Parish Mission Planning..... | 11 |
| The Process of Discipleship is a Journey..... | 11 |
| Appendix A - Missionary Discipleship Cultural Values..... | 12 |
| Appendix B - 2016 Parish Leadership Survey..... | 13 |
| Appendix C - Citation Abbreviations..... | 14 |
| Appendix D - Glossary of Terms..... | 15 |
| Appendix E - Parish Mission Planning Key Contacts..... | 17 |
| Operational and Ministry Checklist Key Contacts..... | 17 |

The Essential Step

Successful planning begins with the end in mind. It is recommended that as your team begins its work each time it meets to recite the Diocesan Vision and Mission statements. As any works in the Church are really the works of the Holy Spirit, it is *essential* that your team incorporates hospitality, begins and ends with prayer. The Diocese of Green Bay Discipleship Prayer by Bishop Ricken is a good place to start.

Vision

We are missionary disciples striving to lead all people to the Kingdom of God.

Mission

As friends and followers of Jesus, we are dedicated to fostering households and communities of discipleship through the mission and ministry of the Catholic Church.

Discover Jesus - Follow Jesus - Worship Jesus - Share Jesus with Others

A Disciple's Prayer

*Oh, Good Shepherd, Jesus,
Help me to imitate You and reflect Your image to others,
Especially those whom I guide and serve.
Help me to think with your mind,
To see and gaze with your eyes,
To hear with your ears,
To speak with the words of your mouth.
Lord Jesus, use me to carry forth your mission,
As your servant and disciple,
Help me to carry out this work with your hands,
To be a voice for You in all that I say and do.
Merciful Shepherd, Jesus,
Help me to live in your Person,
To share generously in the carrying of your cross,
So that many others may be saved,
By coming to know and love You
Through my simple, faithful witness.
Glory be to the Father,
and to the Son and to the Holy Spirit,
As it was in the beginning,
is now and ever shall be, world without end.
Amen.*

Parish Mission Planning Overview

“One of the great challenges facing the Church in this generation is to foster in all the faithful a sense of personal responsibility for the Church’s mission, and to enable them to fulfill that responsibility as missionary disciples, as a leaven of the Gospel in our world.”

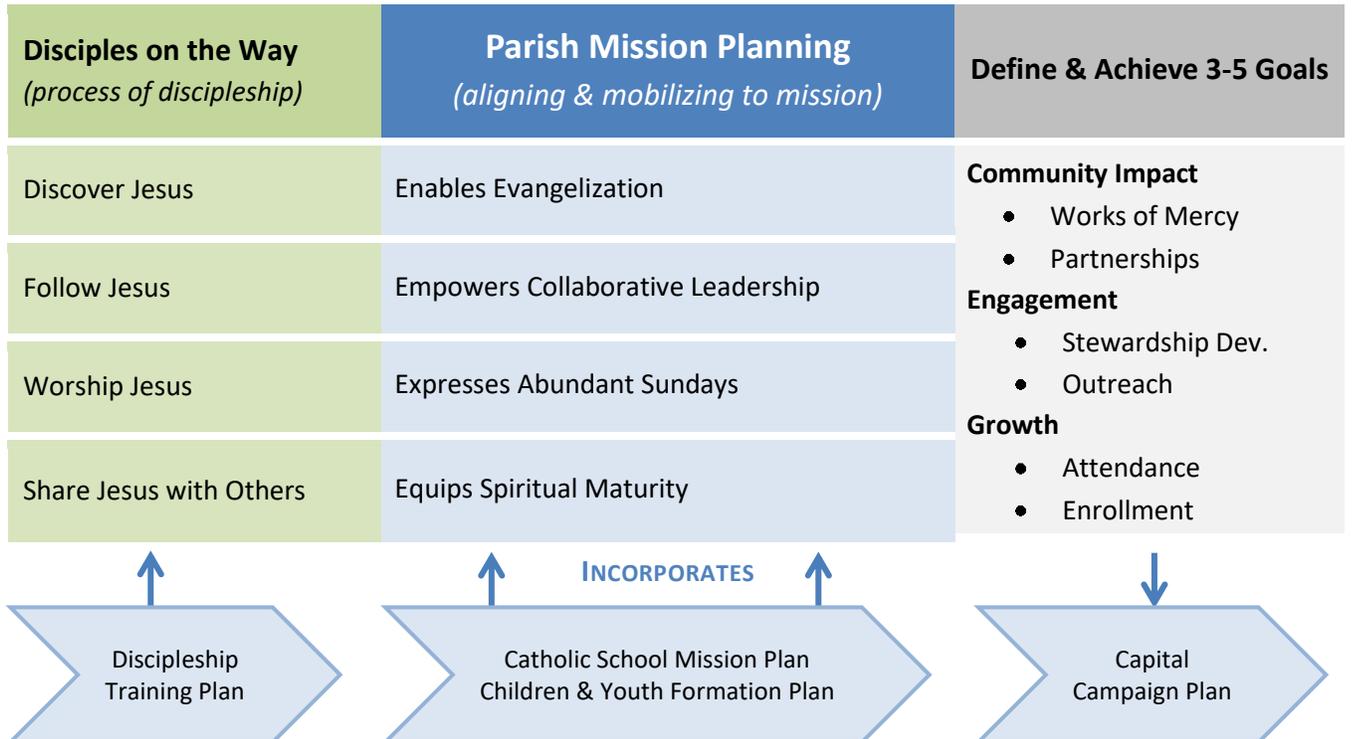
– Pope Francis, Apostolic Journey to the United States

Aligning and Mobilizing to Mission

| VISION | MISSION |
|--|--|
| We are missionary disciples striving to lead all people to the Kingdom of God. | As friends and followers of Jesus, we are devoted to fostering households and communities of discipleship through the mission and ministry of the Catholic Church. |

Disciples on the Way, launched in 2014 with Bishop Ricken’s “Teach My People to Pray,” and the ensuing Diocesan Vision and Mission established in 2016, is a **response to our responsibility** as missionary disciples to be a leaven of the Gospel of Jesus in the communities in which we dwell.

Parish Mission Planning, as a continuation of *Disciples on the Way*, is one seamless and enduring planning **process to align and mobilize** all parishes and schools – together – to our common Mission.



Guiding Characteristics and Values

“Even if many are now involved in lay ministries, this involvement is not reflected in a greater penetration of Christian values in the social, political and economic sectors. It often remains tied to tasks within the Church, without a real commitment to applying the Gospel to the transformation of society.” – Pope Francis, *Evangelii Gaudium* (EG), no.1

Parish Mission Planning is different from traditional parish and school planning. Inserting the word “Mission” and removing the distinction of *parish* or *school* changes the context and goal of the type of planning process. Parish Mission Planning seeks to engage the social, political, and economic sectors by intentionally bringing the Gospel of Jesus (specifically our Catholic value) into the communities in which we dwell.¹

Characteristics

Driven by the question: “**How do we impact the communities in which we dwell?**”

1. **Incorporates the Process of Discipleship** (discover, follow, worship and share Jesus) in our entire ministry works; to ensure everything we do provides an opportunity to encounter and develop a relationship with Jesus.
2. **Incorporates Catholic School Planning** by including the key findings and recommendations from the Diocesan Catholic Schools Strategic Mission Plan; to ensure that school planning decisions are made in alignment with the parish(es) planning.
3. **Incorporates Children and Youth Faith Formation** ensuring that the process of discipleship extends to the mission of fostering families, schools, and parishes of discipleship.
4. Orients planning around four areas:
 - **Enabling Evangelization:** extending our evangelization efforts across our parishes and schools and outward to families, neighborhoods, and our mission fields.
 - **Empowering Collaborative Leadership:** promoting dialogue and collaborative planning between schools and parishes and to partnerships in our mission field with other faiths, public and social outreach, civic leadership, Catholic Charities, and Apostolates.
 - **Expressing Abundant Sundays:** incorporates hospitality, music, and liturgy; ensuring that we lift up the reality of the source and summit of our faith – the Real Presence of Jesus Christ in Holy Mass – and also creating an experience around our gathering on Sundays that is transformative and fosters communities of discipleship.
 - **Equipping Spiritual Maturity:** incorporates training and development to form missionary disciples to be sent out with joy and hope to all souls in the communities in which we dwell.
5. **Provides a seamless process for Capital Campaign Planning:** provides criteria for case statements that are prioritized and in alignment with the vision and mission.

¹ Based on the newly defined parish and school boundaries in 2016.

Cultural Values

“An evangelizing community is always concerned with fruit, because the Lord wants her to be fruitful. ... He or she finds a way to let the word take flesh in a particular situation and bear fruits of new life...” – EG no. 24

Parish Mission Planning is concerned with bearing fruit throughout the planning process. This shift in focus ensures that attention is directed toward pruning what is ineffective so that new life and fruit can occur. As such, Parish Mission Planning incorporates three pivotal cultural mindsets:

1. **Culture of the New Evangelization:** is a “summons to all” to have a deeper encounter with Jesus Christ, best expressed in a simple, confident, informed, and joyous witness to Jesus and the life of the Church; expressed in three ways:
 - In our existing pastoral activities and ministries,
 - To those who have left the practice of faith,
 - To those that do not know Jesus or have rejected him.²
2. **Culture of Missionary Discipleship:** a renewed focus on the missionary element of discipleship that emphasizes accompaniment of others into a deeper encounter with Christ in the Church, rooted in the disciple’s desire to receive and share the mercy and love of God with others.³
3. **Culture of Community Impact:** opening minds and hearts to “out of box” thinking; outward beyond our parish/school structures to our communities; with burning desire to reach and receive all souls with the gospel message of Jesus in the communities which we dwell!

Parish Mission Planning also introduces our diocesan cultural values as an aide to moving our minds and hearts from the paradigm of *scarcity* (maintenance) to *abundance* (growth).⁴

| | |
|---|--|
| <p>Explore Potential</p> <p><i>...to see the possibilities and the gifts each of us has to accomplish the mission and impact communities.</i></p> | <p>Connect to Inspire</p> <p><i>...to accomplish more together than we can on our own...with God and others.</i></p> |
| <p>Embrace People’s Hearts</p> <p><i>...our interactions communicate the positive regard and appreciation we have for each and every person.</i></p> | <p>Empowered to Act</p> <p><i>...empowered to act and live out the vision & mission of missionary discipleship.</i></p> |
| <p>Nurture Abundant Life and Growth</p> <p><i>Life is a gift and we are charged by the Creator to protect it and to foster its growth wherever possible...</i></p> | |

² Cf. EG no. 14-15; affirms previous papal documents by Pope’s Benedict XVI and St. John Paul II.

³ Cf. EG no. 169.

⁴ See “Diocesan Cultural Values” in this document for more details.

Assessment Toolkit Overview

“One way to ensure that our parishes are true communities of evangelization, focused on preparing Christians for discipleship, is for the whole parish to undertake a process of discernment to evaluate current pastoral ministry and outreach programs.”

- *Living as Missionary Disciples (LMD)*, pg. 3, USCCB

Providing Insight for Community Impact

The assessment toolkit provides parishes and schools insightful parish and community data, practical assessment tools, and best practices that assist the Parish Mission Planning team and parish/school leadership to understand the current state of parish leadership (staff, ministry leaders, boards, and councils) and the reality of their parish mission field (all people in the communities in which they dwell).

| ASSESSMENT | |
|---|--|
|  | |
| <p>Understanding the reality of the mission field and the good works being done but not necessarily impacting the community, nor in alignment with a common vision, mission, and goals.</p> <p>Busy producing, but not bearing fruit.</p> | <p>Mission & Vision Assessment</p> <ul style="list-style-type: none">• Assess current parish vision and mission <p>Health of Leadership and Ministry Areas</p> <ul style="list-style-type: none">• New Evangelization• Collaborative Leadership• Missionary Discipleship• Community Impact <p>Operational and Ministry Best Practice Checklists</p> <ul style="list-style-type: none">• Parish Life, Leadership, Discipleship• Family, Schools, Religious Education, Young Adults• Living Justice, Pastoral Care, Catholic Charities, Worship• Operations <p>Parish and Community SMART Data Analysis</p> <ul style="list-style-type: none">• Parish Vitality• Community Demographics and Insight |

Health of Leadership Survey ⁵

“You did not choose me, but I chose you and appointed you that you should go and bear fruit and that your fruit should abide...” – John 15:16

*“The fruitfulness of pastoral ministry at the service of evangelization requires effective leadership focused on missionary discipleship. It means discerning the state and life or *pulse* of the parish community and whether *maintenance and self-preservation* or *mission and evangelization* best describes the parish’s life.” – LMD, pg. 3*

Whether you are a volunteer catechist, paid DRE, school board member, school teacher, parish secretary, deacon, finance committee member or ministry leader, you are a part of the leadership in your parish community. Whether you are teaching a child, answering a question on the phone, providing counsel, defining a strategy or interpreting a financial spreadsheet, you are influencing someone in a direction, or to a solution. You are, by the nature of your role, leading!

An honest assessment is essential. Answers are anonymous, but very important in assessing core cultural values in your parish or school relating to evangelization, leadership, discipleship, and community impact. **Participation is essential.** Combined with others from your community, the survey provides important insights to ensure Parish Mission Planning teams and leadership has an accurate understanding of the varied organizational and ministry perspectives specific to your community.

Instructions

Distribute the online survey to the following people in your parish/school:⁶

- **Staff/faculty:** pastor, pastoral leader, associate pastor, deacon, religious, parish staff, school administration, and school teachers
- **Ministry leaders:** all individuals who lead/facilitate a parish or school ministry area (including volunteers), for example: Altar Society, Liturgy/Worship, Men/Women’s Ministry, Faith Formation, Catechesis, Religious Education, Youth Ministry, Prayer Groups, Pastoral Care Ministries, etc.
- **Board members:** school board members, parish trustees, and any other individual or group that is deemed top level advisory or governance
- **Council/committee member:** school strategic advisory council members, parent committee members, parish council members, finance committee members, and any other officially named ad-hoc committee (parish and school)
- **Parish Mission Planning team members:** all people selected to be a part of the Parish Mission Planning team should also complete the survey

⁵ See “2016 Parish Leadership Survey – serves to inform Parish Mission Planning” in this document.

⁶ Online survey: <http://www.gbdioc.org/parishmissionplanning>

Operational and Ministry Checklists

“And you shall do what is right and good in the sight of the LORD, that it may go well with you, and that you may go in and take possession of the good land...” – Deuteronomy 6:18

“Successful pastoral ministry is not just about planning programs and activities. It depends first on [laity and ecclesial leaders’] ongoing conversion and daily personal encounter with Christ, allowing the Holy Spirit to inspire and lead all ministries toward witness and discipleship, whether in liturgy, preaching, catechesis and education, administration, or works of mercy focused on the dignity of the human person and care for the poor.

Successful pastoral ministry involves reevaluating parish ministries, programs, and activities to assess how effectively they serve missionary discipleship, with an honest assessment of how human and financial resources are prioritized and managed.” – LMD, pg. 3

As a part of the Assessment Toolkit, twelve checklists are provided modeled on best practices as defined by personnel with area expertise. **With an honest assessment** these checklists will identify areas for enrichment, while honoring the current good works, in key areas of parish/school operations and ministries. These checklists emphasize the cultural nuances of the new evangelization, missionary discipleship, and community impact. And, where appropriate, they incorporate a standard way of complying with legal or ethical requirements.

Instructions

Distribute the online checklists to the individual best equipped to answer the questions for the area of consideration (one person may be able to complete more than one checklist but it is not expected that one person can answer all the checklists).

| | | |
|-----------------------------------|--------------------------------|---------------------------------|
| Cemetery (if applicable) | Education (Catholic Schools) | Evangelization |
| Facilities & Properties | Human Resources | Living Justice Advocacy |
| Marriage and Family Life | Parish Communications | Parish Financial Mgmt. Services |
| Pastoral Care, Catholic Charities | Religious Ed. & Youth Ministry | Worship |

Parish and Community SMART Data Analysis

“So then you are no longer strangers and sojourners, but you are fellow citizens with the saints and members of the household of God, built upon the foundation of the apostles and prophets, Christ Jesus himself being the cornerstone.” – Ephesians 2:19-22

“The Holy Spirit, sent by the Father and the Son, transforms our hearts and enables us to enter into the perfect communion of the blessed trinity, where all things find their unity. He builds up the communion and harmony of the people of God. The same Spirit is that harmony, just as he is the bond of love between the Father and the Son. It is he who brings forth a rich variety of gifts, while at the same time creating a unity which is never uniformity but a multifaceted and inviting harmony. Evangelization joyfully acknowledges these varied treasures which the Holy Spirit pours out upon the Church.” – EG, no. 117

What is SMART data analysis?

Specific | Meaningful | Actionable | Relevant | Tangible

SMART data and community analysis provides more than individual parish data points and simple trends (e.g. Mass attendance and registered households). SMART data analysis establishes meaningful context in relationship with multiple parish data points *and* community demographics for all souls in your mission field.

Included with your parish data is community data specific to your parish/school boundary (from MissionInsite.com) that cross analyzes behavioral, religious, socio-economic, and financial data sets.

What are the goals of SMART analysis?

1. Provide community insights that reveal how your Parish Mission Planning can be oriented towards community impact.
2. Provide questions and recommendations to assist in identifying specific and actionable steps you can begin to incorporate into Parish Mission Planning.
3. Opens minds and hearts to “out of the box” thinking; outward beyond our structures to our communities; with burning desire to reach and receive all souls joyfully with the gospel message of Jesus Christ in the communities which we dwell!

Your Diocesan Curia support team is available to help! As you begin the prayerful process of discerning what the Holy Spirit is revealing in your parish data and community analysis, if you have any questions please contact your Curia support team member. The Curia support contact list is located at <http://www.gbdioc.org/parishmissionplanning>.

Alignment to Action

The missionary disciple “knows that the Lord has taken the initiative, he has loved us first (cf. 1 Jn 4:19), and therefore we can move forward, boldly take the initiative, go out to others, seek those who have fallen away, stand at the crossroads and welcome the outcast. Such a community has an endless desire to show mercy, the fruit of its own experience of the power of the Fathers infinite mercy.” – EG, no. 24

Fostering Communities of Discipleship that Impacts Communities

Parish Mission Planning incorporates missionary discipleship cultural values to align, classify, and prioritize goals and actions through a simple nine-step process; oriented to three areas of impact: increasing growth (attendance, enrollment, and participation), engagement (stewardship), and community impact (Works of Mercy, partnerships).

| ALIGNMENT TO ACTION | |
|---|--|
|  <p>Establishing alignment of all our works to a common vision and mission that is ordered by the needs of our communities and impacts people's lives.</p> <p>Focused on responding to community's needs, bears much fruit.</p> | <p>Mission & Vision Alignment</p> <ul style="list-style-type: none">• Align to Diocesan Mission and Vision <p>Observations and Analysis</p> <ul style="list-style-type: none">• Compile assessment findings <p>Alignment to Cultural Values</p> <ul style="list-style-type: none">• Culture of New Evangelization• Culture of Missionary Discipleship• Culture of Community Impact <p>Classification and Prioritization</p> <ul style="list-style-type: none">• Enabling Evangelization• Empowering Collaborative Leadership• Expressing Abundant Sundays• Equipping Spiritual Maturity <p>Goals and Actions</p> <ul style="list-style-type: none">• SMART Goals• Concise Actions |

Summary of Nine Steps of a Successful Parish Mission Plan

STEP 1 ASSESSMENT – HEALTH OF LEADERSHIP SURVEY

All ministry leaders, parish and school staff, board members, council members, committee members, and the PMP team members complete the Health of Leadership Survey regarding their perception of the parish's, the school's, and their own efforts in reference to evangelization, discipleship, leadership, and community impact. A list of the ten (10) or eleven (11) major areas for improvement will be made by the planning team.

STEP 2 ASSESSMENT – OPERATIONAL AND MINISTRY CHECKLISTS

Appropriate personnel and school personnel are assigned the duty of filling out various checklists associated with parish and school operations and ministry areas. A list of the ten (10) major areas for improvement will be made by the planning team.

STEP 3 ASSESSMENT – PARISH AND COMMUNITY DATA SHEETS

The PMP team will review their community and parish demographics and school and religious education enrollment. The team will identify observations in areas of youthfulness, faithfulness, contributions, and activity. A list of five (5) recommendations/strategies for improvement will be made by the planning team.

STEP 4 ASSESSMENT – STRATEGIC PLAN FOR CATHOLIC SCHOOLS

The PMP team will review the *School and Parish Planning: Key Recommendations* document and determine which goals in this plan will be a focus in the development of the Parish Mission Plan. No more than five (5) goals that stress collaboration and cooperation between the parish and school should be identified by the planning team as a major focus.

STEP 5 OBSERVATIONS/ANALYSIS

The PMP team compiles the lists developed in steps 1 through 4. This list should be no longer than twenty (20) items.

STEP 6 PRIORITIZATION, CLASSIFICATION, ALIGNMENT, AND MOBILIZATION TO MISSION

The items listed in Step 5 are prioritized. The top three (3) to five (5) priority items are assigned under the following categories by the planning team: Enabling Evangelization, Empowering Collaborative Leadership, Expressing Abundant Sundays, and Equipping Spiritual Maturity.

STEP 7 SET GOALS

The PMP team takes the list developed in Step 6 and transforms the three (3) to five (5) priority items into goal statements. The goals are concise statements of what the parish and/or school will do over the next one (1) to three (3) years to accomplish evangelizing, forming disciples, and impacting the community in which the parish and school are located. The goals and corresponding action steps are to be SMART: Specific, Measurable, Achievable, Results-Focused, and Time-Bound. The goals are put into the appropriate categories of GROWTH, ENGAGEMENT, and COMMUNITY IMPACT. It is recommended that no more than three (3) to five (5) goals be identified.

STEP 8 ACTION STEPS

The PMP team defines a set of action steps for each of the goals identified by: clearly stating each step, identifying the metric or evidence that will be used to show completion of the step, identifying the person(s) responsible for carrying out the step, identifying the human and financial resources necessary to complete each step, and defining the start and completion date for each step.

STEP 9 IMPLEMENTATION AND PERIODIC EVALUATION

First, set the date to implement the plan according to the plan's action steps. Make sure those responsible for the steps actually start work implementing the steps when they are scheduled. Communicate the start of the action step(s) to the appropriate oversight body and/or constituents. Second, establish a plan evaluation process and schedule. Third, report the progress made toward the plan's implementation to the appropriate oversight body and/or constituents according to the agreed upon schedule.

Beyond the Nine Steps of Parish Mission Planning

“And they devoted themselves to the apostles’ teaching and fellowship, to the breaking of bread and the prayers. ...and many wonders and signs were done through the apostles. ...And day by day, attending the temple together and breaking bread in their homes, they partook of food with glad and generous hearts, praising God and having favor with all the people. And the Lord added to their number day by day those who were being saved.”

- Acts 2:42, 46

Parish Mission Planning is an enduring process designed to continuously improve our ability to incorporate the process of discipleship (discover, follow, worship, and share Jesus) in all of our works. The nine steps presented are not an end, but a means to a greater end; to fully realize our vision: *“to become missionary disciples striving to lead all people to the Kingdom of God.”* Parish Mission Planning begins with asking the question: “How do we impact the communities in which we dwell?,” ultimately driven by living out our common mission: *“fostering households and communities of discipleship through the mission and ministry of the Catholic Church.”*

The rollout of Parish Mission Planning begins a new era of planning designed to change how we fundamentally approach “planning.” Parish Mission Planning begins by changing our minds and hearts: from *scarcity* to *abundance*; from *programs* to *people*; from *inward* focused to *outward* oriented; from *maintenance* to *mission*.

Parish Mission Planning can be likened to building a runway that enables us to launch a plane that is *missionary in configuration*. Incorporating the Process of Discipleship can be likened to learning over time how to operate the plane (parishes & schools) to be *missionary in action*, actively serving our mission fields.

The Process of Discipleship is a Journey

Flowing out of the initial three (3) to five (5) goals (building the runway), we will continue our journey of incorporating the process of discipleship (learning how to fly the plane) in our parishes and schools over the next several years. The Curia is committed to partnering with our parishes and schools throughout this journey. We expect to identify pearls of success along the way which will be shared for all to learn and benefit.

The Curia will be offering additional trainings to deepen our understanding of incorporating the process of discipleship which will serve to inform us on what we need to stop doing as we come to understand what we need to start doing to meet the needs of our mission fields.

All of this work is under the intercessions of Our Lady of Good Help, *as we become missionary disciples striving to lead all people to the Kingdom of God; as friends and followers of Jesus devoted to fostering household and communities of discipleship through the mission and ministry of the Catholic Church; Communities of Discipleship: Discover Jesus, Follow Jesus, Worship Jesus, Share Jesus with Others.*

Appendix A

Missionary Discipleship Cultural Values

Parish Mission Planning introduces missionary discipleship cultural values as an aide to moving our minds and hearts from the paradigm of *scarcity* (maintenance) to *abundance* (growth).

Explore Potential

"I can do all things in Christ who strengthens me" - Philippians 4:13

We all have God-given potential. We work together to see the possibilities and the gifts each of us has been given in order to accomplish the vision and mission of the Church to evangelize and impact communities.

Connect to Inspire

"And let us consider how we may spur one another on toward love and good deeds, not giving up meeting together, as some are in the habit of doing, but encouraging one another - and all the more as you see the Day approaching." - Hebrews 10:24-25

We are able to accomplish more together than we can on our own. The connection we have with God and others creates growth and excitement.

Embrace People's Hearts

"Be devoted to one another in love. Honor one another above yourselves." - Romans 12:10

Each person is created in the image and likeness of God and is deserving of respect and honor. All of our interactions communicate the positive regard and appreciation we have for each and every person.

Empowered to Act

"We put no obstacle in any one's way, so that no fault may be found with our ministry." - 2 Cor 6:3

All baptized Christians are empowered to act according to the gifts given to them by the Father, through the Son, in the Holy Spirit. By living out the Diocesan Vision and Mission of missionary discipleship, we are empowered to take responsibility to act.

Nurture Abundant Life and Growth

"I came that they may have life, and have it abundantly" - John 10:10

Life is a gift and we are charged by the Creator to protect it and to foster its growth wherever possible. We actively pursue life over death, potential over limitation, and light over darkness.

Appendix B

2016 Parish Leadership Survey

The 2016 parish leadership survey facilitated by St. Norbert College focused on specific parish and school functional areas and services. It asked questions of pastors, pastoral leaders, and lay leaders related to communications as well as satisfaction and culture. The emphasis of the survey was on the satisfaction, not so much the capabilities necessary to carry out the Diocesan Mission and Vision on a local level. Special focus was placed on pastors, the differences between rural, small town, and urban parishes, as well as the differences in perception from those who took the survey that were in one parish versus those involved in ministry or leadership in multiple parishes.

The 2016 parish leadership survey provided many insights which helped to provide the framework for Parish Mission Planning: *Enabling Evangelization, Empowering Collaborative Leadership, Abundant Sundays, and Equipping Spiritual Maturity*. The survey results also indicated it would be helpful incorporated an emphasis on the *Culture of Evangelization, Culture of Missionary Discipleship* and *Culture of Community Impact*. Key findings from the survey include:

There are differences in perception and needs in rural, small town, and urban parishes.

- There are notable disconnections between the pastors' views on how well things are going in parishes versus the lay leaders who participated in the survey.
- An uncertainty, especially with rural and small town parishes, and the role of Catholic Schools in parish life.
- An uncertainty with the role of the Diocesan Office of Catholic Schools and how it serves the parish and school.
- General unfamiliarity with the Diocesan Vision and Mission, especially by parishioners.
- Expressed desire to receive resources, training and general help on topics of:
 - evangelization, discipleship, youth and young adults,
 - and how to increasing Mass attendance.

The Parish Mission Planning “Health of Leadership Survey” is definitely different from the 2016 Parish Leadership Survey. It is focused specifically on the current capabilities/experiences in Evangelization, Discipleship, Leadership, and Community Impact – both towards others and with self. The Parish Mission Planning Leadership Survey is more outward looking; focusing on community impact and community needs and not just centered on parish and school internal operations. The questions in a sense force one to look at how one can improve their relationship with Jesus and provide outreach to all those who live in the greater community; Catholic and non-Catholic alike.

Appendix C Citation Abbreviations

| | |
|-----|---|
| CCC | <i>Catechism of the Catholic Church</i> , 2nd edition, 1997 |
| CIC | Code of Canon Law.... |
| CF | Pope John Paul II, Apostolic Exhortation <i>Christifideles Laici</i> |
| DCW | <i>Disciples Called to Witness</i> (Washington, DC: USCCB, 2012) |
| EG | Pope Francis, Apostolic Exhortation <i>Evangelii Gaudium</i> |
| EN | Pope Paul VI, Apostolic Exhortation <i>Evangelii Nuntiandi</i> |
| EV | Pope John Paul II, Encyclical <i>Evangelium Vitae</i> |
| LF | Pope Francis, Encyclical <i>Lumen Fidei</i> |
| LMD | <i>Living as Missionary Disciples</i> , Leadership Resource (Washington, DC: USCCB, 2017) |

Recommended Resources

Parish Mission Planning Webpage: <http://www.gbdioc.org/parishmissionplanning>

- PowerPoint Handouts
- Pilot Teams and Curia Support Team Contacts
- Online Health of Leadership Survey (English and Spanish)
- Online Operational and Ministry Checklists
- Link to Other Supporting Resources: <http://www.gbdioc.org/supporting>
 - Catholic Schools Strategic Mission Plan
 - Disciple on the Way & Parishes: Called to be Holy, Fully Engaged, Fully Alive
 - Various best practice resources

Amazing Parish: <https://amazingparish.org/>

Provides a variety of online resources designed to help pastors and parish leadership to sharpen their leadership skills and improve team dynamics; helping parishes turn from maintenance to missionary communities.

Diocese of Green Bay Discipleship Formation Seminar Resources (handouts):

<http://www.gbdioc.org/disciples-on-the-way/discipleship-seminar-resources.html>

Divine Renovation Book and Workbook*: <https://www.divinerenovation.net/books/>

Author Fr. James Mallon provides insights and practical tools he used in transforming Saint Benedict Parish in Halifax Canada from maintenance to a missional parish.

*Great Catholic Parishes: How Four Essential Practices Make Them Thrive**:

<https://www.parihcatalyst.org/bills-book/>

Author William Simon provides his insights and highlights the success stories of 244 vibrant parishes to show what makes them great.

* Parish Mission Planning draws upon the concepts contained in these resources.

Appendix D

Glossary of Terms

Action Step - Those specific actions that will be taken in logical and chronological order to ensure a particular goal is achieved.

Active Membership – Calculates the combined average change in registered households, contributing units, and Mass attendance.

Community Impact – The parish’s and school’s impact as a catalyst for change in the greater community or mission field. It refers to parishes and schools working collaboratively with community social service agencies, other churches, civic organizations and leadership, Catholic Charities, and Apostolates.

Contribution – Calculates the parish median contribution per household as compared to the diocesan median.

Culture – Per the Merriam-Webster Dictionary, it is the customary beliefs, social forms, and material traits of a racial, religious, or social group. It is a set of shared attitudes, values, goals, and practices that characterizes an institution or organization.

Disciples on the Way - An invitation from Bishop Ricken in the Spring of 2014 to all Catholics of the Diocese of Green Bay to embark upon a missionary journey into the new evangelization. The first step in this process focused on prayer followed by a focus on what it means to be a disciple. The final step in the process will be to train Catholics to become missionary disciples.

Discipleship - Learning and living out the teachings of Jesus.

Evangelization – Bringing the Gospel into every human situation and seeking to lead individuals to the healing and saving power of the Gospel.

Faithfulness – Represents the difference in the ratio of Mass attendance change over registered households in the past 10 years.

Goal (SMART) - These are concise statements of what the parish and/or school will do over the next one to three years to accomplish evangelizing , forming disciples, and impacting the great community in which the parish and school are located. All goals should adhere to SMART principles: Specific, Measurable, Attainable, Results-focused, and Time-bound.

Metric - Evidence that will be used to show completion of an action step. Examples of metrics are meeting minutes, e-mail, posters, pictures, written testimonials, reports, etc.

Missionary Discipleship – It is the process of going outside the parish and into the greater community bringing the message of Jesus to those who have left the practice of the faith or have never had any faith at all.

Mission Field – This is congruent to the parish boundaries. It includes all people within a defined geographic area; both Catholic and Non-Catholic alike.

Parish Mission Planning – A planning process designed to align and mobilize our church, parish, and ministry efforts to align with the diocesan vision, mission, cultural values, and goals. It embodies the new diocesan vision and mission shared by Bishop Ricken in 2016, as well as his ongoing formation initiatives of Disciples on the Way. It is done to inspire fundamental cultural change at the parish and school level. It is oriented toward impacting communities in which parishes and schools reside which shifts planning from inward to outward-focused.

Parish Mission Planning Team Facilitator – This is the member of a Parish Mission Planning team who will lead the Parish Mission Planning team through the nine steps of the planning process. They set the schedule for the planning sessions, prepare the meeting agendas, provide hospitality, delegate certain aspects of the planning process to other members of the team, and ensure planning deadlines are met. They work as a liaison between the local Parish Mission Planning team and the Curia Parish Mission Planning Team.

Parish Mission Planning Tech Person – Someone with competent computer skills who will be trained at the training workshop on how to collect various pieces of parish and community data using an online tool called MissionInsite. This information will be very important in helping to develop your plan.

Youthfulness – Represents the net change in the average of parish baptisms, confirmations, and marriages over the past 10 years

Appendix E Parish Mission Planning Key Contacts

| | | |
|--|---|--|
| Todd Blahnik, Superintendent of Catholic Schools Email: tblahnik@gbdioc.org Phone: (920) 272-8273 | Joe Bound, Parish Mission Planning Director Email: jbound@gbdioc.org Phone: (920) 272-8179 | Barry Metzentine, Director of Parish Life Mission Team Email: bmetzentine@gbdioc.org Phone: (920) 272-8297 |
| Parish Planning and Pastoral Services Email: pastserv@gbdioc.org Phone: (920) 272-8312 | | |

Operational and Ministry Checklist Key Contacts

| | | |
|---|---|---|
| Catholic Charities • Ted Phernetton Email: tphernetton@gbdioc.org Phone: (920) 272-8226 | Cemetery (if applicable) • Barb Wiegand Email: bwiegand@gbdioc.org Phone: (920) 272-8260 | Education (Catholic Schools) • Todd Blahnik Email: tblahnik@gbdioc.org Phone: (920) 272-8273 |
| Evangelization • Joe Tremblay Email: jtremblay@gbdioc.org Phone: (920) 272-8313 | Facilities & Properties • Barb Wiegand Email: bwiegand@gbdioc.org Phone: (920) 272-8260 | Human Resources • Jen Buechel Email: jbuechel@gbdioc.org Phone: (920) 272-8343 |
| Living Justice Advocacy • Peter Weiss Email: pweiss@gbdioc.org Phone: (920) 272-8321 | Marriage and Family Life • Elisa Tremblay Email: etremblay@gbdioc.org Phone: (920) 272-8315 | Discipleship & Leadership Formation • Julianne Stanz Email: jstanz@gbdioc.org Phone: (920) 272-8270 |
| Parish Communications • Justine Lodl Email: jlodl@gbdioc.org Phone: (920) 272-8213 | Parish Financial Mgmt. Services • Paul Kolbach Email: pkolbach@gbdioc.org Phone: (920) 272-8206 | Pastoral Care • Mary Armbrust Email: marmbrust@gbdioc.org Phone: (920) 272-8300 |
| Religious Ed. & Youth Ministry • Maximus Cabey Email: mcabey@gbdioc.org Phone: (920) 272-8288 | Worship • Michael Poradek Email: mporadek@gbdioc.org Phone: (920) 272-8342 | |