

Prepared by members of Guardian Angels
Catholic Community

JULY 2016

FAITH IN OUR FUTURE

Guardian Angels Catholic Church

Long-Range Strategic Plan
2016-2019



MISSION

ENGAGING IN GOD'S SERVICE

Our mission statement tells the world who we are and why we exist. It guides our actions and resonates with the diversity inherent within Guardian Angels Catholic Church. Our mission inspires commitment, innovation and courage and calls us to continuously live the life of a disciple.

PARISH VALUES

Our values include:

Gather frequently in prayer and worship

We experience God's presence at Mass, through the sacraments and through our daily lives. We joyfully lift our voices in prayer, in song and in community with one another. All are welcome and included.

Steward our resources with justice and serve those in need

We believe in the key principles of Catholic Social Teaching and recognize our responsibility as Christians to uphold the dignity and integrity of every person. We bear witness to God's love by generously sharing our time, talents and treasure with others.

Provide opportunities for lifelong learning and fellowship

We teach our faith to all ages. We seek wisdom to better understand and follow Christ's teachings...together.

Build on our heritage

Guardian Angels parish has a rich heritage as a vibrant faith community for nearly 160 years. Just as the earliest settlers paused at the well halfway between St. Paul and the river communities of Stillwater and Hudson to refresh themselves on their journey, Guardian Angels remains a welcoming, nourishing and empowering respite to all on their journey through life with God.



Foreword by Fr. Rodger Bauman, Pastor

As your pastor, I am impressed with the tradition of long-range planning within our parish. Such focus is vital to ensure a bright, promising future. This Plan reflects the Second Vatican Council and Pope Francis' call to be a more transparent, collaborative church. We heed that call through openness of dialogue and discernment of the Spirit at work in our church.

This Plan is the result of thorough consultation with parishioners, the leaders within our parish ministries, the Archdiocese and at other local churches. There was also an extensive review of recent demographic data for our surrounding communities. I am confident this Plan will allow us to be faithful to our mission and continue to be a vibrant faith community.

While we are proud of our rich history and our many accomplishments, we are also a community with the foresight and resolve to be intentional about our future. We are willing to look with a critical eye at the changing demographic and cultural landscape. We don't hesitate to ask challenging questions about where we need to be in 3-5 years and what it will take to get there. This requires discipline and the willingness to accept and support new priorities that emerge. We are committed to dedicating the resources required to remain both relevant and inviting to an increasingly discerning population.

Three years ago, our Plan laid out four specific initiatives: (1) Apply Communication Technology, (2) Engage Parishioners at All Life Stages, (3) Be a Welcoming Community, and (4) Be a Caring Community Partner. Since then, we have dedicated extraordinary focus in these areas and have achieved measurable results as outlined in Appendix A. There has been momentum established in each area and efforts are ongoing with continuity in the new and updated initiatives defined within this Plan.

I am excited about the potential for our future and grateful for those who have worked diligently under the guidance and inspiration of the Spirit to develop this Plan. We now pray the Spirit will be with us as we seek to implement these initiatives. Join me in praying for our parish as we strive to make Jesus Christ known and loved.

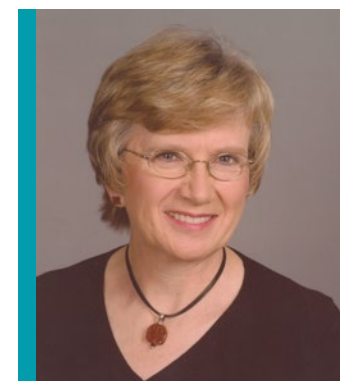
A handwritten signature in black ink that reads "Rodger Bauman".

Fr. Rodger Bauman, Pastor
July, 2016

“WHILE WE ARE PROUD OF OUR RICH HISTORY AND OUR MANY ACCOMPLISHMENTS, WE ARE ALSO A COMMUNITY WITH THE FORESIGHT AND RESOLVE TO BE INTENTIONAL ABOUT OUR FUTURE.”

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Message from Christine Hermanson, Parish Pastoral Council Chair

As we completed this Plan, I didn't think about what comes with ending a project of this scope. Rather, I thought about beginnings. That's because choosing where to focus our energies over the next 3-5 years is the start of an important journey, as even the best of plans are useless if not carried out.

I wish every member of our parish could have been part of our Long Range Strategic Plan (LRSP) team. The experience of reviewing and updating this Plan renews one's energy and faith with the realization the Holy Spirit is at work within our parish community.

Creating this Plan started with gathering information from inside and outside the parish. We listened to parishioners and researched what is going on around us. Now, it is the role of the Parish Pastoral and Finance Councils to make the priority initiatives defined in this Plan a reality. Our goal is to create a culture at Guardian Angels where all can grow in their faith journeys through relationships with God, one another and through the many areas of service available to us.

A parish belongs to its members. We are all called by the commitments of our baptism to be more than passive occupiers of pews. In collaboration with parish staff, the Parish Pastoral Council will create guidelines so members can develop ideas that result in new groups and activities to advance the initiatives included in this Plan.

You will be hearing more about the advancement of our Plan initiatives in the months ahead. Implementation of this new Plan starts now. Beginnings! They are the perfect time to get involved. We ask that you are open to the possibilities of where you can get involved, to pray and let your heart and the Holy Spirit lead you.

Christine Hermanson

Christine Hermanson, Parish Pastoral Council Chair

“A PARISH BELONGS TO ITS MEMBERS. WE ARE ALL CALLED BY THE COMMITMENTS OF OUR BAPTISM TO BE MORE THAN PASSIVE OCCUPIERS OF PEWS.”



“Guardian Angels Parish has a culture of planning. There is a very intentional and deliberative planning process that is revised and renewed every three years. This includes an extensive process for assessment, analysis, implementation and accountability.”

- From Archdiocese of St. Paul and Minneapolis Pastoral Visitation Summary Report for Guardian Angels, February, 2015 (most recent)

PLAN SUMMARY AND OVERARCHING THEMES

Every three years, our parish completes a planning initiative to answer the question: “How can we improve Guardian Angels?” The following Plan, approved by parish leadership, defines our direction for the years 2016 – 2019.

Starting Point

Guardian Angels Catholic Community in Oakdale, Minnesota is part of the archdiocese of St. Paul and Minneapolis and currently has 1,807 families. Our parish history is included on our website as is a listing of our current ministry teams.

This Plan Supports our Ministries

Guardian Angels has many varied ministries that serve parishioners, our local community and people throughout our nation and world. Our pastoral programs (Liturgy, Learning, and Life) fulfill our Mission and Values while our temporal programs (People, Facilities, and Finances) provide the resources required. This Plan is defined within this context. Refer to the Guardian Angels website for more information about our pastoral and temporal ministries.

Overarching Themes

Staying Relevant. Encouraging Faith Journeys. Building Community. Improving Communication.

The Long Range Strategic Plan (LRSP) team met twice a month from October, 2015 through July 2016 to complete this Plan. Throughout our work, four overarching themes came to the forefront as we completed this Plan: staying relevant in a rapidly changing world, encouraging “work in progress” faith journeys, building a welcoming community and improving communications were mentioned at nearly every planning meeting.

Our new Plan builds upon the accomplishments of our 2013 Plan and incorporates updated demographic information, additional research on a number of topics including attracting young adults, the impact of life stages on one’s faith journey and new ways to communicate in a digital world. We also conducted peer reviews with other churches (Catholic and others) and asked for parishioner feedback throughout our planning process.

Parish Initiatives

The 5 Parish Initiatives address key success factors for Guardian Angels that enable significant progress beyond “business as usual” activities. They span ministry areas addressed by our Commissions (see p.9) and improve Guardian Angels to benefit everyone. The parish focuses extraordinary effort and resources to establish sustainable momentum in these areas.

The initiatives are new but you will see consistency with past planning efforts. This is intentional and backed by the data the LRSP team reviewed when completing this Plan. Our initiatives also coordinate with the “Areas of Growth” cited in the most recent Archdiocesan visitation summary report and the strategic priorities listed there.

The members of the LRSP team, based on extensive study and prayer, developed the following initiatives as the most significant for the future growth of Guardian Angels over the next three years:

- Engage Post-Confirmation Teen Parishioners
- Attract and Motivate Millennials
- Build Faith Journeys Through Service
- Expand Opportunities for Spiritual Growth
- Introduce Targeted Communications and Review Parish Branding

Section 2 describes each of these initiatives and provides “Next Step” guidance for the Parish Pastoral Council to consider as they oversee implementation. They will work with our Commissions (volunteer and staff) toward the successful advancement of these five areas within Guardian Angels.

Section 3 summarizes our financial condition and outlook and confirms our solid foundation for the implementation of our new/updated long-term parish initiatives.

Appendix A summarizes the accomplishments from our most recent (2013-2016) Plan. As Fr. Rodger indicates in his opening letter, because of our ongoing planning efforts, we start this Plan with great momentum.

Appendix B lists the information the LRSP team reviewed and studied over the past 18 months to complete this Plan. The detail is provided by request for those interested. An extensive review of this information guided our decisions and helped us select the priorities listed above.



Embracing the future

We must adapt and change to fulfill our parish mission of “Engaging in God’s Service.” Business as usual will not be enough!

Our review also showed that Guardian Angels has many strengths including our liturgical and music ministries, planning culture, volunteers, social justice programs and our financial position. We need to rely on and advance these strengths to continue to grow during a time when people are searching new ways to find God in their lives.

We must welcome the future with courage, enthusiasm and an evangelic spirit that not only says “All Are Welcome” but goes further with a personal invitation that says “Come Join Us.”

It is in this spirit that everyone in the Guardian Angels community will become active ambassadors of our parish and our Church to bring more people closer to God.

Guardian Angels 2016-2019 Long Range Strategic Planning Team

Fr. Rodger Bauman, Pastor

Craig Johnson

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This Plan would not have been realized without the support, mentorship and insights provided by Jerry Roth from the Center for Parish Leadership. The LRSP team would like to thank Madalyn Hunt for donating her terrific graphic design skills to make this booklet so readable and attractive and Carla McGough as the parish staff lead on this project. Additionally, the entire staff of Guardian Angels, parishioners and our parish leadership were vital to the successful completion of this Plan.



We must welcome the future with courage, enthusiasm and an evangelic spirit that not only says “All Are Welcome” but goes further with a personal invitation that says “Come Join Us.”

Guardian Angels Organization

Below is a diagram of the Guardian Angels organization. The **servant leader** organizational model emphasizes that our primary goal is to serve our members and other stakeholders with quality ministry programs.

Volunteers, staff, and the ordained form a collaborative leadership team. Commissions are the “backbone” of our parish leadership – every ministry program is aligned with a Commission and each Commission is directly linked to our mission. For their respective areas, Commissions define the direction and lead the implementation activities. Each Commission has committees and an organizational structure suitable to its needs.

The Pastor guides members and staff in parish focus and direction. The Pastor is advised by the Parish Pastoral Council in pastoral matters and by the Finance Council in temporal matters. Guardian Angels exists as a separate corporation affiliated with the Archdiocese of St. Paul and Minneapolis. Trustees serve as officers of the corporation (along with the Pastor and representatives of the Archdiocese) and are *ex officio* members of the councils.





THE WAY FORWARD: 5 PRIORITY PARISH INITIATIVES

2.1 Engage Post-Confirmation Teen Parishioners

Description

After Confirmation, many teens believe they have graduated from faith formation. This initiative focuses on engaging post-Confirmation teens after Confirmation by introducing small peer group discipleship. In these small groups, with an adult mentor; and in collaboration with parents, teens can grow together in their Catholic faith while exploring relevant issues. The focus is on believing and belonging.

Why now?

Based on responses from Guardian Angels' parishioners and staff, priority should be given to teens on their faith journey. Disengagement of post-confirmation students has been identified as a challenge for parents, youth ministers and coordinators of youth programs. Research shows a strong correlation between good, integrated youth ministry and staying active in the Church.

What will success look like in three years?

- 50 percent of the newly confirmed Guardian Angels parishioners will be involved in other parish activities each year. (This year, 79 of the 125 confirmed were Guardian Angels parishioners; 46 were from other parishes). This goal is based on evidence from a neighboring parish that implemented a small peer group program.
- A multi-parish initiative should be explored because our Confirmation program attracts youth from several parishes. Forming small peer groups is challenging because our youth attend ten high schools (Cretin-Derham Hall, East Ridge, Hudson, Hill-Murray, North St. Paul, Stillwater, St. Paul Academy, St. Thomas Academy, Tartan, and Woodbury). Small peer groups meet on neutral sites (e.g., homes of parents, coffee shops) so cooperation among parishes is enhanced.

"Youth Ministry, as traditionally organized, has suffered the impact of social change. Young people often fail to find responses to their concerns, needs, problems and hurts in the usual structures. As adults, we find it hard to listen patiently to them, to appreciate their concerns, demands, and to speak to them in a language they understand." - Pope Francis

Next steps

The Parish Pastoral Council will develop clear leadership to implement this multi-parish initiative. Additional resources will need to be dedicated to this initiative, including staff. The next steps are:

- Review programs that engage senior high students and adopt the best fit for Guardian Angels.
- Introduce the proposed initiative to neighboring parishes and invite them to be an active partner in this initiative.
- Implement a small group peer program with the support of adult mentors and parents.

2.2 Attract and Motivate Millennial Parishioners

Description:

This initiative seeks to attract and motivate Millennials (ages 18-35) into joining and becoming active members of Guardian Angels - through relevant religious services and "episodic" events. These events are usually planned by a small group and grow with participants inviting their friends. Examples of episodic events include a noon Mass followed by a barbeque, a music festival, monthly Mass followed by a social hour, and service projects. Most church communities also have small peer groups focused on Bible study, spiritual growth, and relevant discussion. Millennials have several subgroups and we should consider offering different episodic events that are relevant for prioritized millennial subgroups.

Why now?

Millennials are leaving Christian churches, including Guardian Angels. They are currently the largest generation in the United States and they are part of the trend away from church affiliation. Our research on Millennials found that they are much less likely than older Americans to attend church or to consider religion an important part of their lives. However, on measures of religious faith (e.g., belief in God, prayer, sharing your faith with others), Millennials have high levels of religious faith but they do not feel a need to belong to an organized religious group. There is a lack of trust in institutional churches. They frequently do not live in their parents' community or affiliate with the church of their youth. The Twin Cities is their perceived community, not traditional church boundaries. Our research also confirmed that Millennials respond to episodic events.



After high school, Millennials frequently move and often do not connect with a new Catholic parish. Millennials reside in our communities—Woodbury, Oakdale, and Lake Elmo — and Guardian Angels has not reached out to them with relevant events and services.

Our most recent Archdiocesan pastoral visit summary (February 2015) indicated that attracting and engaging young adults and younger families is an area of growth for Guardian Angels. Neglecting their spiritual growth may contribute to these young adults becoming one of the “nones,” - the term used for those who are unaffiliated with any particular religion. Other Catholic parishes have seen success in meeting the needs of the Millennials and we can learn from their approaches.

What will success look like in three years?

- Parish Millennials plan one or two events per year to attract a critical mass of participants.
- Millennials who are single, employed, and live in the metropolitan area will find the Guardian Angels community welcoming on their spiritual journey.
- New parents who have recently baptized an infant will continue their spiritual journey in a relevant Guardian Angels community.
- Parish Millennials propose events based on their needs and interests.

Next steps

The Parish Pastoral Council will identify leadership to implement this initiative in collaboration with Millennial parishioners and a staff member. Seed money needs to be allocated for the Millennial planners. The next steps are:

- Identify a staff member to serve as liaison for this initiative. Dedicate budget to be used for the first few events.
- Identify a small group of single, employed parishioners (3-5 members) to plan an event for Millennials. A staff member can convene the initial meeting; perhaps get together at a local pub or other Millennial-friendly venue. Leadership will be within the group.
- Contact parents of recently baptized infants to inquire about their interest in meeting with other parents. Identify 3-5 parents that will give leadership to this initiative. A staff member with knowledge of the parents should make the initial contact and support their vision.
- For both of these subgroups cited above, collect feedback during planning and after the event to evaluate their goals. Look for leadership renewal so ideas and membership continue to increase.

These groups would use the guidelines provided by the Parish Pastoral Council for new proposals.

2.3 Build Faith Journeys Through Service

Description:

This initiative seeks to foster “discipleship” by furthering the culture of service within Guardian Angels. By developing opportunities to serve (e.g., compelling events, short- and long-term activities and programs) we build community, live our faith, improve the world around us and strengthen discipleship within Guardian Angels. The main focus of this initiative will focus on the “less active” and “rarely active” parishioners while continuing to support “active” members.

Why now?

We are proud of the service opportunities at Guardian Angels. While we have become known for these activities and have many parishioners deepening their faith through participation, our focus groups revealed that there are other parishioners still seeking service opportunities where they can make a difference. Benchmarking neighboring faith communities, examining research and our own parish focus groups confirmed that all ages desire to be missional, impactful and engage the world in a meaningful way.

What will success look like in three years?

- There will be an understanding how and where our parishioners’ faith journeys lead them to serve.
- There will be more opportunities for all age groups to serve within Guardian Angels as well as local, state and world communities.
- Success will be a 50 percent increase in the number of parishioners participating in service opportunities. This should reflect participation of all age groups within Guardian Angels.

Next steps:

The Parish Pastoral Council will identify leadership to implement this initiative. The next steps are:

- Define meaning of “service opportunity” within Guardian Angels.
- Inventory what service opportunities currently exist, participant demographics, successes and barriers and the communities served.
- Identify interests of parishioners as they seek opportunities to serve.
 - All ages, multigenerational, families
 - Single, multiple, ongoing opportunities
- Establish expectation that all parish groups consider service opportunities as part of their activities.
- Establish ongoing process that parishioners with a service idea can use to make a service opportunity a reality.
- Establish ongoing process where those interested in serving can learn about service opportunities within Guardian Angels and our community to volunteer.
- Actively seek to collaborate with other groups and organizations within our community in service opportunities.





2.4 Expand Opportunities for Spiritual Growth

Description

This initiative is about expanding spiritual growth opportunities within Guardian Angels. Spiritual growth is our earthly journey with God. As Christians, our spiritual growth is a continual turning to Christ, nurtured by the sacraments, prayer, and other areas of formation. Spiritual growth extends to improving our relationships with others and is enhanced by living our baptismal call of ministry to others.

Why now?

Guardian Angels must maintain its relevance to parishioners and the community. There is a growing demand for additional/different spiritual growth opportunities. Our parishioner focus groups and research on local, national, and worldwide trends confirmed this desire.

Traditional worship services are no longer regarded as sufficient. Successful churches offer many different types of spiritual growth opportunities. Spiritual growth benefits current engaged and not-so-engaged members of our parish, but also beckons those outside of our parish who want to explore the spiritual aspect of their lives and find the peace and satisfaction that come from following Christ and helping others.

What will success look like in three years?

- Parishioners will be more actively engaged in growing spiritually.
- There will be multiple additional opportunities for spiritual growth. These may be “physical” opportunities with people gathering together at Guardian Angels or other locations to grow spiritually, or they may be “virtual” opportunities, with people gathering at disparate times and places to hold bible studies, book discussions online, in blogs, websites or other means.

Next steps

The Parish Pastoral Council will identify leadership to implement this initiative but each commission and group is responsible for developing or expanding spiritual opportunities. All Commissions share responsibilities for adult faith formation. The next steps are:

- Catalogue existing spiritual opportunities, analyzing the quality and quantity of existing opportunities.
- Expand spiritual growth opportunities as part of our many volunteer experiences.
- Review and prioritize our current spiritual growth opportunities, “sun-setting”- those that no longer meet Guardian Angels’ needs to make way for more relevant opportunities for our parishioners.
- Develop guidelines for formation of new prayer and faith formation groups.
- Provide, maintain and publish a list of opportunities at neighboring parishes and churches.
- Provide, maintain and publish a list of resources for developing additional spiritual growth opportunities.
- Encourage lay initiative and leadership of new offerings by developing a training program for “champions” of lay-led spiritual opportunities.

2.5 Introduce Targeted Communication and Review Parish Branding

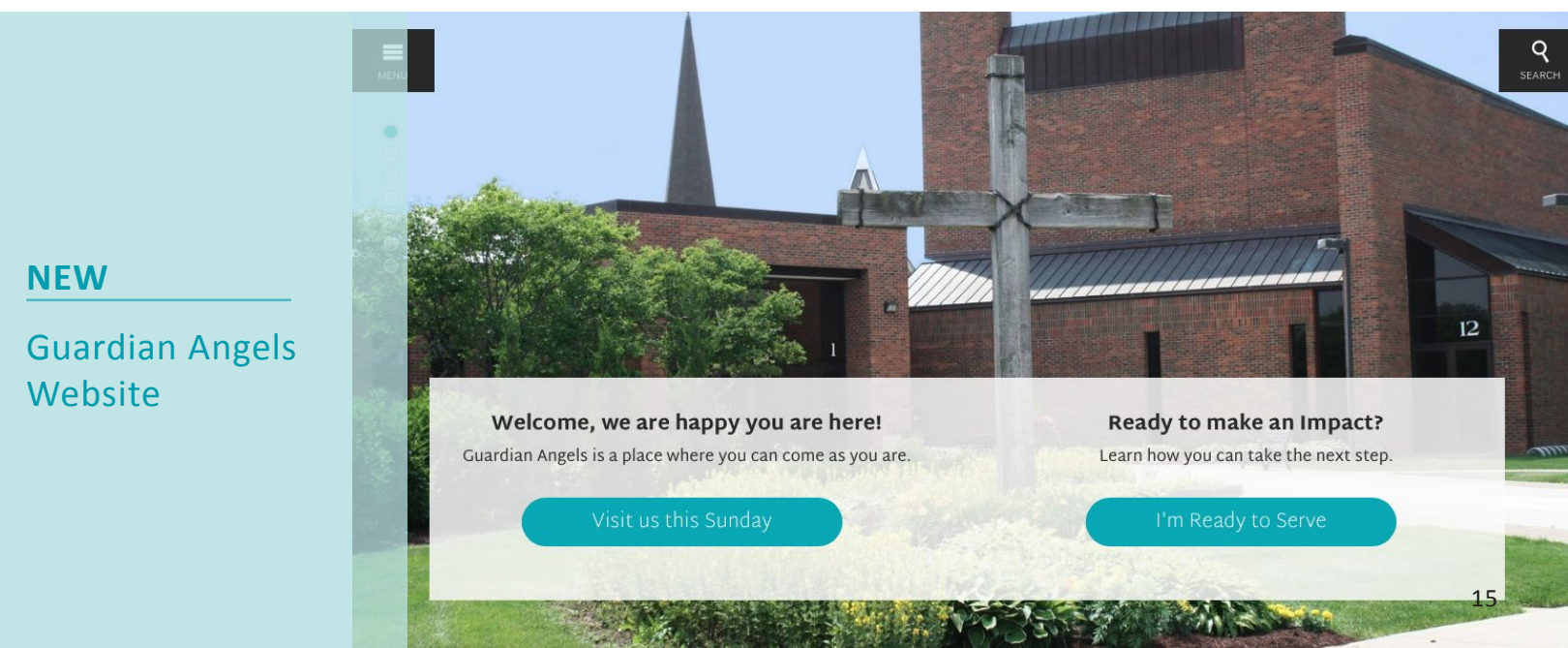
Description

This initiative emphasizes targeted communication to market Guardian Angels and all we have to offer in a way that it is most relevant and meaningful to our varied audiences.

We need to reach desired internal and external audiences with the right message, at the right time, using the right communication channels. Our audiences are not homogeneous. They differ by age, gender, ethnic background, life situation, and other factors.

Why now?

Our past five strategic plans have included communication-related initiatives. While we have made significant progress, we need to “take it to the next level” to reach our audiences most effectively. With the implementation of our 2013 Strategic



Plan, we upgraded our web site and added social media presence. We also dedicated resources (staff and volunteers) and technical infrastructure. We now need to continue this momentum by targeting our messaging and evaluating our overall parish branding.

Achieving the goals of this initiative is vital to our mission. It is also a critical success factor to achieving the other initiatives defined in this Plan. Additionally, we received feedback during this Plan review that our current tagline “Living Water for Your Journey” is not resonating with some parishioners. This led to a broader discussion on the need to evaluate all our branding elements (e.g., tagline, values, mission statement) as they are vitally important to effective communications. Communication is a fast-paced challenge. We must keep up – as there is much competition for people’s hearts and minds!

What will success look like in three years?

- Parishioners will feel better connected with Guardian Angels.
- More people will know about Guardian Angels and the Catholic Church.
- Parishioners are well-informed about parish life and take action to improve our parish and community.
- Parish branding elements have been evaluated (and changed if needed) to ensure they connect with our desired audiences.
- Guardian Angels is using a targeted communications plan to invite, inform, include, instruct and inspire parishioners and newcomers about our faith and our community. This includes knowing the communication preferences of all parishioners and using data analytics and the following communications avenues: email, interpersonal, print, social media, video and our website to relay information in addition to the messages shared at Mass and other liturgical events.

Next steps

The Planning and Communications Commission, with oversight by the Parish Pastoral Council, is responsible for the implementation of this initiative. The next steps are:

- Conduct focus groups and engage members of each parishioner life stage segment to be part of the implementation of this initiative.
- Evaluate current level of strategic investment in communications tools and IT capabilities.
- Complete a thorough analysis to define segmentation of current and prospective parishioners. This includes a description of who they are and the preferred ways to reach them.
- Develop/update an annual communication and marketing plan and priority calendar by segment. Possibly use the following categories: invite, inform, include, instruct and inspire.
- Determine staff responsibility or the “go to” person for Communications/Marketing within Guardian Angels.
- Work with all ministry groups to coordinate messaging and the use of available channels. Conduct training as appropriate.
- Continue to research best practices in digital communication and incorporate available tools more fully.
- Once established, continue to implement targeted communications throughout the Plan years .
- Complete a thorough brand assessment of Guardian Angels (review name Guardian Angels Catholic Church versus Guardian Angels Catholic Community, tagline and mission/vision.)
- Create common themes for Guardian Angels communications and encourage messages that reinforce these themes.



Guardian Angels’ sound financial position is the direct result of hard work by staff, trustees, the Parish Pastoral Council and especially the Finance Council. We will continue to be vigilant as we manage the finances of our parish.

FINANCIAL STATUS AND PLAN

Guardian Angels parish is in sound financial condition to support the initiatives defined in this Plan.

The details of our financial condition are distributed periodically within the Bulletin and *Angel News* to all parishioners. Due to the generosity of parishioners, we expect this condition to continue within the planning horizon, in spite of outside influences.

As described in the introduction by the chair of the Parish Pastoral Council, “even the best of plans are useless if not carried out.” In this regard, the Parish Pastoral Council organizes activities and provides oversight to ensure implementation of initiatives. Working together with the Finance Council, budgets and allocation of resources are aligned with achieving measurable progress with the parish initiatives – while maintaining excellence with current ministry programs.

The leadership collaboration of ordained, staff, and volunteers – working within the structure of councils, commissions, and committees – provides guidance to responsibly manage our resources of time, talent, and treasure. While church is not business, it is important to steward our resources to maintain financial strength to best achieve the goals of our mission.

WITH CONTINUED SUPPORT FROM PARISHIONERS, THE FINANCE COUNCIL BELIEVES THAT GUARDIAN ANGELS HAS A SOLID TEMPORAL FOUNDATION BY WHICH TO CARRY OUT OUR MISSION AND ACHIEVE THE INITIATIVES OUTLINED IN THIS PLAN.

APPENDIX A:

PLANNING BACKGROUND

2013-2016 PLAN – SUMMARY OF ACCOMPLISHMENTS

Initiative	Desired Outcomes	Actual Outcomes
Apply Communication Technology	Research and adopt best practices in digital communication and incorporate available tools more fully. This includes social networking – Twitter, Facebook, Pinterest, Google groups, YouTube, expanded use of email, and others.	Established Facebook, Twitter, and Pinterest accounts. Posted choir performances on YouTube. Obtained email addresses from additional parishioners to improve communications.
	Evolve the GA website to a new level of capability including information architecture and technical architecture to incorporate micro sites, distributed content creation and publishing, among other criteria. A budget and phase plan should be part of the planning activity.	Redeveloped website, including better architecture, easier navigation, more pictures and better links.
	Define acceptable use guidelines for content creation and the use of the available channels. Conduct training, as appropriate. Create common themes for GA communication and encourage messages that reinforce these themes.	Carried over to new Plan.

Initiative	Desired Outcomes	Actual Outcomes
Engage Parishioners at All Life Stages	Research and define relevant life stages and the services and styles that attract individuals at each stage. Leverage the extensive research that has been conducted by JustFaith Ministries and others.	Started small groups: Good News People, had book club groups discussing “Rediscover Catholicism”, held multiple forums about current issues with political candidates about our church and our new pope.
	Perform benchmarking of successful models in church and other areas.	Started , carried over into new Plan.
	Identify parish services and styles to test and/or implement within GA. The goal is to consider the needs and wants of not-so-engaged current and prospective members, while preserving the successful services and styles in place.	Started, health ministries, focus groups.
	Experiment with identified approaches and develop measures to determine feedback from members and the level of participation based upon life stage groups. An area of focus is young adults within the 25-45 age group, although life stage can vary significantly within this age group.	Started Lenten Fish Fries, continued social and service activities, especially the Fall Festival, and increased membership in the Men’s and Women’s Clubs.

Initiative	Desired Outcomes	Actual Outcomes
Be a welcoming community	Identify “Entry Points” for visitors and not-so-engaged members. Ensure that GA has the services and styles that address their needs and preferences and begins to form the desired bond.	Reached out to families having funerals, established BeFrienders program, started annual new parishioner dinners and created cards of welcome with gifts for newly baptized and their families.
	Identified entry points will include “digital” entry points including the website, GA social networking presence, etc.	Carried over to new Plan.
	GA will expand the Initial welcoming and the “first impressions” to all entry points in a manner that is consistent with each situation. Entry points may often align with life stages identified earlier.	Created Welcoming Committee and improved the appearance of the library, entryway, and Holy Family room. Obtained a large digital informational screen to post parish activity schedule in the entryway.
	GA will achieve measurable progress in advancing individuals from initial welcome to invitation, to service (serving or being served), and to being engaged.	We were unable to track this

Initiative	Desired Outcomes	Actual Outcomes
Be a Caring Community Partner	Continue the success and growth of the H4H. Identify how to move the shelter to the next level in terms of organizational structure and partnerships.	Have continued success with Hope for the Journey Home. Have hosted many Archdiocesan events and rented Peter O’Neil Hall to various groups. Have increased youth involvement in community (e.g., Summer Stretch, community service at Fish Fries and Fall Festival.)
	GA will become more proactive with partnering. In addition to responding to further opportunities for community service as they arise, GA will initiate contact with other Catholic parishes and other regional organizations as needed, to advance mutual goals.	We have reached out to area Catholic churches for collaboration but have had no positive responses. We have continued successful collaboration with Washington County Catholic and Christian churches regarding Hope for the Journey Home. Have partnered with area Food Shelves and provided space for benefit performances.

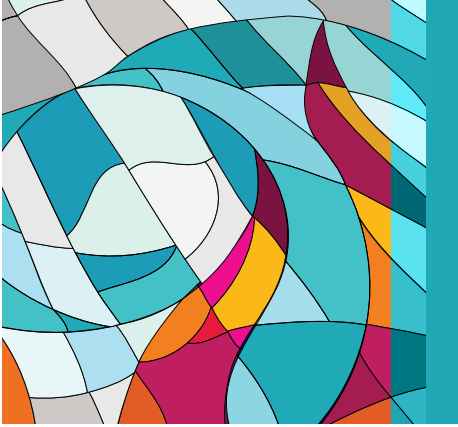
APPENDIX B: SUPPORTING DATA

The following information is available by request.

- **Long Range Strategic Plan (LRSP) Steering Committee:**
 - Meeting and Timeline Minutes:
 - ◊ December 2014 thru October 2015 (Living Document)
 - Targeted Focus Groups
 - ◊ Senior High Students
 - ◊ New Parishioners
 - ◊ Filipino Parishioners
 - ◊ Young Single Adults
 - ◊ Faith Formation Parents I
 - ◊ Faith Formation Parents II
- **Targeted Benchmarking**
 - ◊ Basilica – Youth Programs
 - ◊ St Ambrose – Faith Formation
 - ◊ Eagle Brook – Worship Services
 - ◊ St Michaels – Discipleship Program
 - ◊ Coon Rapids Epiphany – Discipleship Program
 - ◊ Thomas Becket – Worship
 - ◊ Guardian Angels – Pastoral Services
- 2012 Parish-wide Survey
- 2014 Parish-wide Survey
- 2014 Archdiocese Parish Visitation
- **LRSP Planning Committee Meeting Minutes:**
 - October 15, 2015 (Launch)
 - October 28, 2015
 - November 11, 2015
 - November 25, 2015
 - December 9, 2015
 - December 23, 2015
 - January 13, 2016
 - January 27, 2016
 - February 10, 2016
 - February 24, 2016
 - March 9, 2016
 - March 23, 2016
 - April 13, 2016
 - April 27, 2016
 - May 11, 2016
 - May 27, 2016
 - June 29, 2016
 - July 13, 2016
- **Guardian Angels Council of Ministries (GACM) Meeting Documentation:**
 - January 6, 2015
 - May 5, 2015
 - March 8, 2016
 - May 3, 2016
- **LRSP Related Angel News Articles:**
 - February 2015
 - May 2015
 - August 2015
 - November 2015
 - February 2016
 - May 2016
- **Guardian Angels Bulletin**
 - Weekly LRSP Updates
 - Parishioner Feedback
- **Other Reference Material (Data):**
 - Washington County, MN – Demographics (2015)
 - /StudiesWashington County, MN - Population Growth (2015)
 - Oakdale, MN – Demographics (2015)
 - Woodbury Demographics: (2015)
 - Guardian Angels Boundary Map (2015)
 - Guardian Angels Parishioner Analysis: ZIP Codes (2015)
 - Guardian Angels Census Analysis (2015)
 - Guardian Angels Mass Counts (Oct 2015)
 - Guardian Angels Sacramental Statistics (FY 2006 – 2015)
 - Guardian Angels Revenue Chart (2007–2015)
- **Other Reference Material (Articles/Studies):**
 - Pew Research Center: US Becoming Less Religious (11/3/15)
 - America: Church Shopping (10/19/15)
 - ACRE Fall Formation Day: The State of Discipleship (11/5/15)
 - Pioneer Press: How Covenants Make Us (4/11/16)
 - Me, Thinking Out Loud: Church Slogans (4/21/16)
 - Leading Ideas: Why Typical Groups Miss Typical Members (5/4/16)
 - Leading Ideas: Measuring What Matters (1/28/15)
 - Leading Ideas: Next Generation Leaders (2/24/16)
 - Leading Ideas: John Wesley Practices that can Change Hearts (3/30/16)
 - StewNews: Tips From a Millennial (May 2016)
 - LA Times: How Secular Family Values Stack Up (2/15/15)
 - Informal Benchmarking: Themes (1/27/16)
 - BARNA: Trends in Youth Ministry (May 2016)
- **Other Reference Material (Books):**
 - Growing an Engaged Church (2013)
 - Church Refugees (2015)
- **Specific Initiative Background Information:**
 - Engage Post-Confirmation Teen Parishioners
 - Attract and Motivate Millennials
 - Build Faith Journeys Through Service
 - Expand Opportunities for Spiritual Growth
 - Introduce Targeted Communications and Review Parish Branding

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**WE INVITE ALL GUARDIAN ANGELS
PARISHIONERS TO PARTICIPATE IN
OUR MINISTRIES IN SUPPORT OF
THIS STRATEGIC PLAN**

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