



**HOLY TRINITY COMMUNITY  
WOVEN AS ONE  
2021-2025 STRATEGIC PLAN**



**“Change in Webster County and the broader Catholic community is far from finished. Holy Trinity has led the way by embracing change in the past.**

**The question we now face is this:  
are we ready to change again, to change more?”**

**- Strategic Plan Interviewee**



**Strategic Plan Facilitated  
and Prepared by**



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# A MESSAGE FROM PASTOR MSGR KEVIN McCOY, V.G.

Planning has been an ongoing reality for our Holy Trinity Catholic Community in Webster County over the course of the past three decades. **Our planning has created opportunities to strengthen our common unity and purpose of being disciples of Christ Jesus** with the ultimate goal of eternal life in the heavenly kingdom.

With the realization of Holy Trinity Church, our Parish family, St. Edmond Catholic School and Marian Home and Village **find ourselves centered on one Campus.**



This physical reality of a new church building, ever-increasing facility improvements to our school, and the newly remodeled skilled nursing facility invite us to explore how we all can benefit and grow our spiritual wellbeing together, attending to the needs of our community across Webster County. Our call to the mission of Christian discipleship is ongoing and motivates us to look forward in faith.

We do so reassured by Jesus' words, "And behold, I am with you always, until the end of the age." (Matthew 28:20) His words as incorporated into our sesquicentennial medallion in Holy Trinity's south tower.

The Strategic Planning process that produced the goals contained in this report are the result of **hundreds of voices contributing to a vision** to guide our future. This process and this plan were begun and remained rooted in prayer.

**Might we continue to pray for our tomorrow: that through the inspiration of the Holy Spirit, the intercession of Mother Mary, and all the Saints, may our Holy Trinity Community of the parish, school and health care facility truly become Woven as One.**

# LEADERSHIP & ENGAGEMENT

Our immersive, community-driven process engaged hundreds of Parishioners; St Edmond students and alumni; Marian Home residents and families; and staff and board leaders from across our three Catholic entities.



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# LEADERSHIP & ENGAGEMENT

## LISTENING & ENGAGEMENT PROCESS

143 Vision Session Participants

47 Strategic Interviewees

518 Community Survey Respondents

## COMMUNITY WORKING GROUP

**Fr Brian Feller**, Holy Trinity Parochial Vicar & Chaplain, St Edmond

**Kellie Blair**, Parishioner

**Lizzy Condon**, Parishioner, St Edmond Parent

**Jenn Crimmins**, Parishioner, St Edmond Parent

**Jon Flattery**, Parishioner, St Edmond Parent, School Foundation Board

**Mike Johnson**, Parishioner, Parish Council, St Edmond School Board

**Steve Kersten**, Parishioner, Marian Home Board of Directors

**Pat Leiting**, Parishioner, Parish Lay Director

**Dcn. Prosser**, Chief of Staff & Director of Pastoral Planning, Sioux City Diocese

**Jordyn Putney**, Parishioner, St Edmond senior

**Royce Ranniger**, Marian Home Board Of Directors, Director of Administration and Finance, Sioux City Diocese

**Craig Schlien**, Parishioner, Parish Council, Parish/St Edmond Finance Council

**Erin Rossmanith**, Parishioner, St Edmond & Marian Home staff/faculty

## CORE LEADERSHIP TEAM

**Msgr. McCoy**, V.G., Pastor

**Mary Gibb**, President, St Edmond

**Tracy Trotter**, Administrator, Marian Home

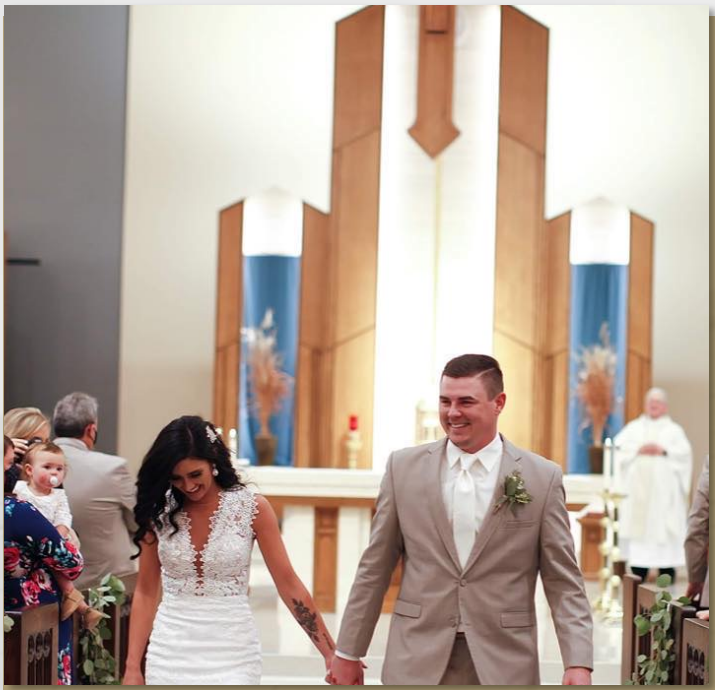
**Susan Laufersweiler**, Development Director, Holy Trinity & St Edmond

**Kate Stucky**, Operations & Finance Director, Holy Trinity & St Edmond

**Hiedi Touney**, Holy Trinity

# HOLY TRINITY COMMUNITY MISSION STATEMENT

During our process, we crafted a shared Mission Statement – not to replace the existing missions of each entity, but rather, to enhance the overlapping values and approach that unify our multi-generational campus; and reflect how we continue to grow stronger, **Woven as One**.



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# HOLY TRINITY COMMUNITY MISSION STATEMENT

**Holy Trinity Catholic Campus forms a loving Community of disciples of Jesus Christ across the continuum of life.**

**With the Eucharist our source and summit,  
and with Heaven our goal,  
we welcome and share the love of God with all people  
through education, service, worship, and prayer.**





# **WOVEN AS ONE**

## **OUR CATHOLIC CAMPUS & COMMUNITY STRATEGIC PLAN**

Buoyed by your prayerful feedback and engagement, our Strategic Plan reflects the hopes and priorities of our multigenerational community.

The Vision Statements and Goals included here represent an overview of our actionable blueprint for our future.



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# WOVEN AS ONE

## AN OVERARCHING VISION FOR OUR CATHOLIC COMMUNITY & CAMPUS

- 1** Proactively sustain our vibrant community by supporting our Clergy and increasing Faithful leadership.
- 2** Become an ever-more welcoming faith community and campus.
- 3** Grow enrollment and retention at St Edmond, our largest Parish Ministry.
- 4** Responsibly, integratively, and holistically pursue the expansion of our Campus.
- 5** Grow our ability to transparently tell our story of service; of campus integration; and of decommissioning our former faith sites.
- 6** Enhance campus integration and staff collaboration, communications, and retention.
- 7** Strengthen campus-wide philanthropy.



**1**

**Proactively sustain our vibrant community by supporting our Clergy and growing Faithful leadership.**

**Fewer clergy will require enhanced leadership among Deacons and Faithful staff; and a larger role for Faithful in volunteerism, Ministries, and evangelization.**

**We will enhance catechesis of the Faithful; and more vigorously encourage and celebrate vocations.**

**We will provide sustainable paths for those who sustain us: our priests.**

**We will leverage our Catholic Campus and Community to become an increasingly-valued destination for retired priests to enrich our Community, preside over Sacraments, and mentor the Pastor.**

## **Proactively sustain our vibrant community by supporting our Clergy and growing Faithful leadership.**

- 1. Create a Faithful Leadership Task Force.** Research and visit (virtually or otherwise) 5 Catholic communities implementing best practices for faithful leadership training and staffing; and volunteer committees and structures related to Parish life and spirituality.
  - Timeline: January 2022
- 2. Subsequently, implement a Personnel & Pastoral Audit** to maximize cross-campus staffing and staff operations; informed by the Faithful Leadership Task Force’s findings and recommendations.
  - Make bold decisions regarding integration of campus fundraising, marketing, and other areas of efficacy.
  - Consider utilization of a Development Assessment.
  - Develop a clear plan to best leverage Deacons’ time. Set benchmarks for presiding over Liturgies and Sacraments that steadily increase each year.
  - Timeline: February 2022
- 3. Create an annual Parish engagement survey; and bi-annual Ministries Assessment.**
  - Timeline: Spring 2022
- 4. Increase and improve conversations with young people and adults of all ages regarding vocations** in closer partnership with the Diocese, Director of Pastoral Planning and Diocesan Vocations Director.
  - Timeline: Summer 2022
- 5. Allocate funding for Deacons and/or established Deacon candidate** towards implementing activities beyond and separate from their Deacon responsibilities.
  - Timeline: 2023

**“Let each of you look not to your own interests, but to the interests of others. Let the same mind be in you that was in Christ Jesus”**

**Philippians 2:4-5**



# 2

## **Become an ever-more welcoming faith community and campus.**

**With your support, we have been graced with a beautiful new Church. Yet our Catholic Community is much more than our buildings.**

**The Holy Spirit dwells in the souls and homes across Webster County, and we face specific challenges as a geographically wide-spread community of faith.**

**We will pursue an active plan to deepen and widen social bonds of our community; and encourage all Parishioners to embrace the spirit of fellowship.**

**We will celebrate the dedication of our rural Parishioners; of our transplants new to our community without generational ties; of our non-native English speakers; and those recently converted to our Faith.**

**We will recognize our interwovenness as a community through the Eucharist as the heart of all we do.**

## **Become an ever-more welcoming faith community and campus.**

- 1. Create a uniform method for evaluating our spirit of welcoming** with Ministries and across Campus. Use a consist framework of Invitation, Formation, and Discipleship in all Ministries.
- 2. Implement more diverse musical offerings during Mass.** Engage Parishioners in evaluative conversations to gauge receptivity to various experiences.
  - Explore offering more contemporary musical offerings for Mass.
  - Grow integration with St Edmond music courses and clubs.
- 3. Center parents, young families, and youth in Ministries** as the manifestation of our Parish's future.
- 4. Honor Marian Home residents and older adults as the stewards of our Parish's legacy.**
- 5. More substantially support youth ministry.** Pursue an integrative approach to engage young people across Webster County.
- 6. Proactively engage rural Parishioners.**
  - Hold at least one Parish social event beyond Fort Dodge each year.
  - Grow rural representation in board governance.
- 7. Inclusively engage our Hispanic community members.** Continue to grow as a beacon in serving Spanish-speaking Catholics in our region. Explore opportunities for continued social integration, and representation in board governance.

**“...Welcome one another as Christ has welcomed you,  
for the Glory of God.**

**Romans 15:7**



# 3

## **Grow enrollment and retention at St Edmond, our largest Parish Ministry.**

**The future of our Church is embodied in our youth.**

**We are blessed to have so many Parish families enrolled at St Edmond, and our investment in St Edmond scholarships is among the most fruitful choices we make in sustaining our Catholic future.**

**We will leverage expertise, infrastructure, and family values to expand the ages served on campus.**

**We will strengthen the role of faith throughout the school day.**

**We will redouble our efforts towards a sustained parent partnership in forming youth.**

## Grow enrollment and retention at St Edmond, our largest Parish Ministry.

1. **Prioritize enrollment on retention** of pre-kindergarten, 5<sup>th</sup>, and 8<sup>th</sup> grade families; and **enrolling more Pre-Kindergarten to 5<sup>th</sup> grade families.**
2. **Focus recruitment on Faithful area families and recent Webster County transplants.**
3. **Clarify overall brand identity.** Update the mission statement.
4. **Integrate faith formation** throughout the entire school.
5. **Create specific incentive structures to encourage more extracurricular leadership among faculty.**
6. **Invest in a culture of teacher training and development.** Focus on retaining veteran teachers.
7. **Leverage the renowned legacy of Catholic preparatory education** to increase advanced coursework. Make families more aware of these opportunities.
8. **Strengthen parent partnership dynamics.**
9. **Establish a Daycare Working Group** to explore potential viability on an affiliated on-site daycare supporting family life for our Parish, community, and staff.
  - Timeline: Summer 2022
10. **Launch a 3-year-old pre-kindergarten** within the school's existing space.
  - Timeline: Fall 2022
11. **Better tell the story of our Parish's significant investment** in the sustainment of affordable Catholic education in our community.

**“Train up a child in the way he should go;  
even when he is old, he will not depart from it.”**

**Proverbs 22:6**





# 4

**Responsibly, integratively, and holistically pursue the expansion of our Campus.**

**Mirroring the Church as our spiritual home, a new Parish Center will serve as the social and civic hub for our entire campus: our Parish, St Edmond, and Marian Home.**

**The new Center will foremost embody and encourage evangelization; will drive us towards becoming an ever-more welcoming community; and foster multigenerational relationships.**

**The Marian Home independent living expansion will prioritize connectivity with current Marian Home amenities and the broader campus.**

**We will continue aligning St Edmonds' academic excellence with investments in our physical spaces through renovations and improvements.**

## **Responsibly, integratively, and holistically pursue the expansion of our Campus.**

1. **Engage in community dialogue to explore campus physical priorities.**
  - Timeline: Fall 2022
2. **Implement a Philanthropic Feasibility Study** to best understand our needs, timing, and donor dynamics.
  - Determine the most cost-efficient, transformative approach to cross-entity campus collaboration, and the potential reality of concurrent campus expansion of both the Parish Center and Marian Home Independent Living center.
  - Timeline: Fall 2022-Winter 2023
3. **Implement a Facilities Audit**, linked with the larger Personnel and Pastoral Audit. Explore potential cost savings with contracting and operations (snow removal, vendors, etc.).
  - Timeline: Winter 2022
4. **Achieve a more pedestrian-friendly, integrated 6<sup>th</sup> Avenue**, through improved pedestrian and crossing signage or more ideally, through privatization.
  - Timeline: Spring 2024

**“Seed fell on good soil and did yield fruit that sprang up and increased some thirty, some sixty, and some a hundred.”**

**Mark 4:8**

# 5

**Grow in our ability to transparently tell our story – of service; of campus integration; and of decommissioning our former faith sites.**

**We will improve our transparency and inclusivity; and better leverage digital mediums to do so.**

**We will build a stronger overall Catholic Campus and Community brand identity.**

**We will humbly but more frequently share the good news of our service to Webster County; and grow in our service.**

**We will responsibly and transparently decommission our former faith spaces.**

**In all these efforts, we will leverage our unique interwoven campus dynamics of our Parish, St Edmond, and Marian Home.**

## **Grow in our ability to transparently tell our story – of service; of campus integration; and of decommissioning former faith sites.**

- 1. Increase opportunities for St Edmond students to grow in charitable acts** for Marian Home residents and staff.
- 2. Better leverage our service ministries to reach more people in-need**, including those beyond our Catholic community in Webster County.
- 3. Deepen our relationship with Catholic Charities.** Encourage them to market our service ministries.
- 4. Humbly but more regularly tell the story** of Parishioner, Deacon, student, and Priest service to our Campus and to our broader Webster County community.
- 5. Convey the benefits and purposes of our more collaborative, Campus-wide future.**
- Establish a website-based hub that **addresses the decommissioning status of our former faith sites.** Provide quarterly updates to the public.
  - Timeline: Winter 2022 (then quarterly)
- 7. Set a public timeframe to determine suitable alternative uses for our former faith sites.**
  - Timeline: Winter 2023
- 8. Relocate our food pantry.**
  - Timeline: Fall 2024

**“And let us not grow weary of doing good, for in due season we will reap if we persevere.”**

**Galatians 6:9**



# 6

**Enhance campus integration;  
and staff collaboration,  
communication, and retention.**

**Our staff and faculty make all that we do possible each and every day.**

**From teachers to nurses to administrators and more, each of these individuals lovingly embodies Christ's devotion to service.**

**We will better harness the unique campus synergies among Parish, St Edmond, and Marian Home; and seek to find ways to increase staff integration and shared momentum as one Catholic Campus and Community.**

## **Enhance campus integration; and staff collaboration, communication, and retention.**

- 1. Charge Communications Director with enhancing and improving intercampus communication.**
- 2. Establish regular cross-campus leadership meetings.**
- 3. Explore potential for greater interwoven board governance** while retaining separate legal and fiduciary entities.
- 4. Establish a unified new staff onboarding experience** to clarify the shared, humanity-driven values of the Campus; and providing information regarding the other 2 campus entities.
- 5. Implement an annual campus-wide Staff Leadership Retreat** focused on skill-development and collaboration. Explore Catholic values and virtuousness while retaining an ability to engage staff of diverse faiths.
- 6. Allocate annual professional development for Parish Staff**, echoing practices of Edmond and Marian Home, with a focus on enhancing Faithful leadership skills.
- 7. Foster a sense of cross-campus staff appreciation.** Integrate opportunities for clergy to celebrate staff contributions.

**“You shall eat the fruit of the labor of your hands; you shall be blessed, and it shall be well with you.”**

**Psalm 128:2**



# 7

## **Strengthen campus-wide philanthropy.**

**We are deeply blessed with many donors who make our Ministries possible.**

**Our donors are truly generous. You give amply in accordance with your capacity.**

**Through you, we have reached new heights.**

**As we look to a future as an increasingly interwoven Campus and Community, we must structure our philanthropy to best-leverage future momentum across our Catholic Parish, St Edmond, and Marian Home.**

## **Strengthen campus-wide philanthropy.**

1. **Conduct a Development Operations Assessment to explore campus-wide dynamics in fundraising.** Retain institution-specific events and funds while investigating if and how we can grow synergistically in our philanthropic efforts.
2. **Increase Parish offertory through digital pathways.** Giving online is the most reliable and effective way to lend support to the Parish's Ministries and mission.
3. **Consolidate philanthropic data across the Campus** to understand and streamline communications and better value donors' time and attention.
4. **Embrace the community's momentum in desiring to continue to grow the Campus physically and in our Ministries.**

**“Give to the Most High as He has given to you,  
generously, according to your means.”**

**Sirach 35:7**





**[www.HolyTrinityWCI.org/StrategicPlan](http://www.HolyTrinityWCI.org/StrategicPlan)**





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