

# *OLG Strategic Plan 2026 - 2031*

*December 12, 2025*



# OLG 2026 - 2031 Strategic Plan Process Overview

## Structure / Framework

- Begin with the inspiration / aspiration of the mission
- Viewed through the lens of the *Seven Signs of a Vibrant Parish* (making the mission concrete, feasible and measurable)
- Organized and integrated through three work streams: *Outreach and Evangelization, Organization / Institution Review* and *Fiscal Responsibility / Stewardship*

## Context / Current State

- In the context of the growth / development / progress of parish since its founding in 2000
- In the context of the larger Church (incorporate Archdiocesan strategic direction and plans)
- Honestly assess the progress versus goals in the current plan and calibrate the current state versus desired state

## Plan / Act

- Develop five year objectives for accelerating our mission execution
- Develop action / accountability plan to focus and guide us (who, what, when, and how many)



# OLG 2026 - 2031 Strategic Plan

## Structure / Framework - Mission

### Purpose

The OLG Strategic Plan is to be a roadmap for our journey to live and continually progress our mission and vision. The Plan is designed to focus us, challenge us to achieve, and hold us accountable to meeting the aspirations of our mission and vision

### Mission

As we continue our journey to answer the call to discipleship, we, the faithful of Our Lady of Guadalupe Church, affirm our Judeo-Christian tradition and our Roman Catholic Faith in communion with Our Holy Father, our Archbishop and our parish clergy.

We commit ourselves to:

1. Worship God through the sacramental, liturgical and devotional life of our parish – especially the celebration of the Eucharist.
2. Build a parish community that will cultivate the virtues of faith, hope and love.
3. Provide ongoing formation in our faith through education and evangelization.
4. Embrace stewardship of time, talent and treasure as a way of life in the service of all our sisters and brothers.

We pray to the Father, Son and Holy Spirit through the intercession of Our Lady of Guadalupe, Mother of America, as we endeavor to reflect the light of Jesus Christ that shines before God's people.

### Vision

*We commit to making OLG a vibrant, welcoming parish family dedicated to growing disciples and making Church matter.*

# OLG 2026 - 2031 Strategic Plan

## Structure / Framework - Foundation / Lens

Putting ideas into action to achieve our mission is aided by a clear picture of what “done” looks like. OLG has adopted the Archdiocese of Philadelphia’s *Seven Signs of a Vibrant Parish* as our “done”. Our planning began with an assessment of where we stand against the benchmark for each sign.

### ***Seven Signs of a Vibrant Parish:***

#### ***1. A Worshiping Parish***

“The liturgy is the summit toward which the activity of the Church is directed; it is also the font from which all her power flows. It is therefore the privileged place for catechizing the People of God.” (Catechism of the Catholic Church, #1074, *Sacrosanctum Concilium*, #12). [Per DMI feedback: current strength - strong homily and favorable priest ratings, good liturgies](#)

#### ***2. A Welcoming and Caring Parish***

“The parish is a privileged place where the faithful concretely experience the Church. Parishes are called to be welcoming and fraternal ... attentive to the cultural diversity of the people, open to pastoral projects which go beyond the individual parish... The parish can be the source of great hope. It can gather people in community, assist family life, overcome the sense of anonymity, welcome people and help them to be involved in their neighborhood and in society.” (Ecclesia in America #41) [Current strength - environment and people are friendly, existing parishioners feel welcome. Desire to improve welcoming activity for visitors and non-parishioners. Welcoming initiative underway.](#)

#### ***3. A Witnessing and Proclaiming Parish***

“Evangelization is bringing the Good News of Jesus into every human situation and seeking to convert individuals and society by the Divine power of the Gospel itself. (Go and Make Disciples #10)

The pastor...is to make every effort with the aid of the Christian faithful, to bring the gospel message also to those who have ceased practicing their religion or who do not profess the true faith.” (Code of Canon Law #528). [Currently adequate - Per DMI feedback, clergy are a strength, however many parishioners are uncomfortable being Missionary Disciples. We’ve piloted and are expanding \*ChristLife\* and are building an invitation / evangelization element into all faith formation activities \(bible study, prayer groups, book studies, etc.\) to build this skill and confidence.](#)

# OLG 2026 - 2031 Strategic Plan

## Structure / Framework - Foundation / Lens

### *Seven Signs of a Vibrant Parish (cont'd):*

#### **4. An Educational and Formational Parish**

“The parish is, without doubt, the most important locus in which the Christian community is formed and expressed. The parish is also the usual place in which the faith is born and in which it grows...the prime mover and pre-eminent place for catechesis.” (The General Directory for Catechesis # 257). **Currently adequate - Much activity but uncertain of its impact and completeness of coverage. Plan on building a Faith formation curriculum that builds on the themes of *ChristLife*: Discovering Christ ... Following Christ ... Sharing Christ.**

#### **5. A Parish Responsive to Others**

“To live charity is a primary form of mission. The word proclaimed becomes visible when it is incarnated in acts of solidarity and sharing and in gestures that concretely demonstrate the face of Christ, the true friend of humanity.” (Pope Benedict XVI, Papal Address May 26, 2009). **Current strength - OLG is very strong in the number and impact of its community outreach efforts / ministries. We will continually challenge ourselves to assure we do not become complacent**

#### **6. An Effectively Administered Parish**

“Today, the pressing pastoral task of the new evangelization calls for the involvement of the entire People of God, and requires a new fervor, new methods and a new expression for the announcing and witnessing of the Gospel. This task demands priests who are deeply and fully immersed in the mystery of Christ and capable of embodying a new style of pastoral life, marked by a profound communion with the pope, bishops and priests, and a fruitful cooperation with the lay faithful, always respecting and fostering the different roles, charisms and ministries present within the ecclesial community.” (John Paul II, On the Formation of Priests in the Circumstances of the Present Day #38). **Currently adequate - mainly in Finance work stream, however we need to rationalize the ministry structure to assure efficiency (avoid overlap, don't stretch volunteers too far)**

#### **7. A Gifted Parish, Living Responsibly**

“The Christian faithful are obliged to assist with the needs of the Church so that the Church has what is necessary for divine worship, for apostolic works and works of charity and for the decent sustenance of ministers.” (Code of Canon Law #222)

“As Christian stewards, we receive God's gifts gratefully, cultivate them responsibly, share them lovingly in justice with others, and return them with increase to the Lord.” (Stewardship: A Disciple's Response, United States Conference of Catholic Bishops). **Current Strength - OLG is financially sound and supports AOP initiatives. Moving forward, we want to be in the position to support greater outreach and evangelization programs in addition to facilities and operating needs.**

# OLG 2026 - 2031 Strategic Plan

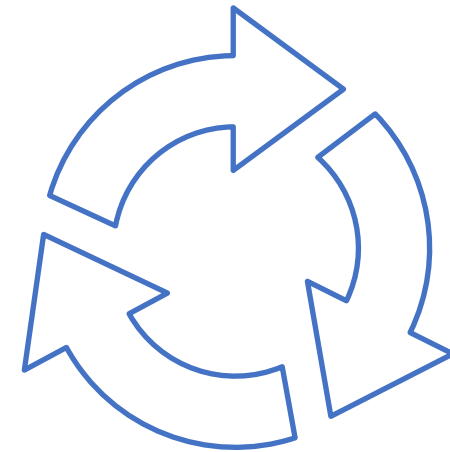
## Context / Framework - Work streams

An outcome of previous strategic plans was to focus our planning into three work streams, under the guidance of the Pastoral Council and Finance Council. Members of these subcommittees were appointed from the Pastoral and Finance Councils along with other committed volunteers from outside the two main councils. The work streams are together comprehensive (covering the full breadth of parish needs) yet individually distinct (allowing for diversity of thinking / planning that needs to be done). These work streams are:

- Outreach/Evangelization Committee (Pastoral Council)
- Organization/Institution Review Committee (Pastoral and Finance Councils)
- Fiscal Responsibility/Stewardship Committee (Finance Council)

These sub-committees have been key to the success of the completion of our previous strategic plans. As a part of the present strategic plan, these sub-committees will continue to guide the implementation of the goals and objectives by working with the committees and organizations of the parish, and when appropriate, creating new ones.

Outreach and Evangelization



Organization and  
Institutional Review

Fiscal Responsibility  
And Stewardship

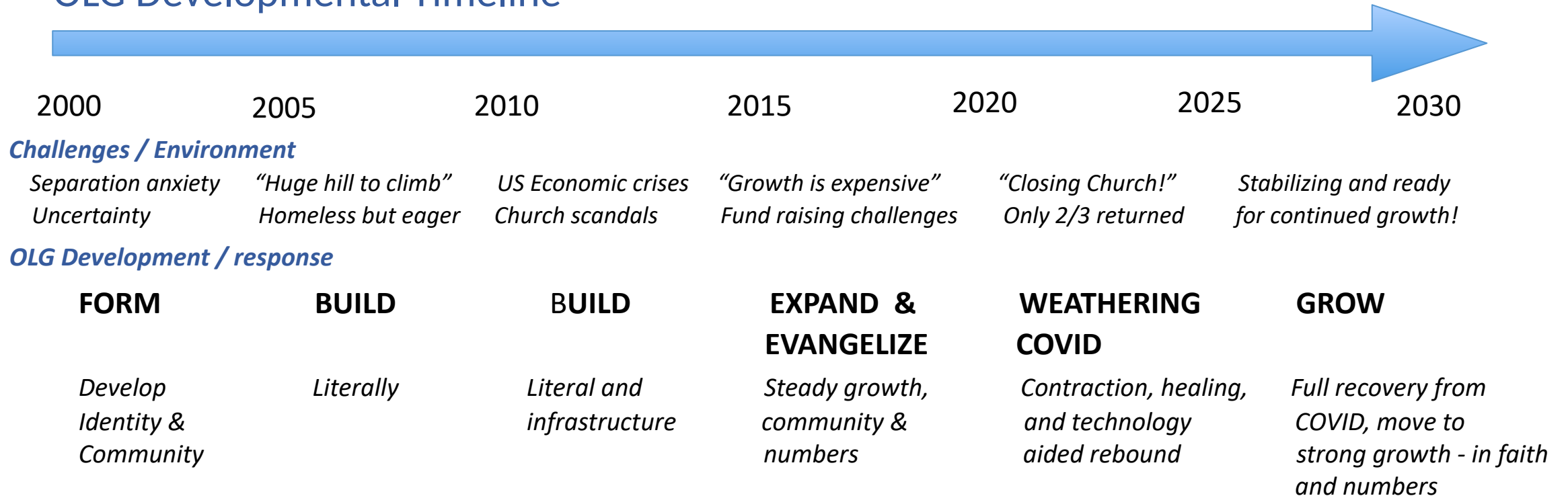
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Integrated and comprehensive approach to  
meeting all of OLG's needs

# OLG 2026 - 2031 Strategic Plan

## Context / Current State - Parish Life-cycle / Development

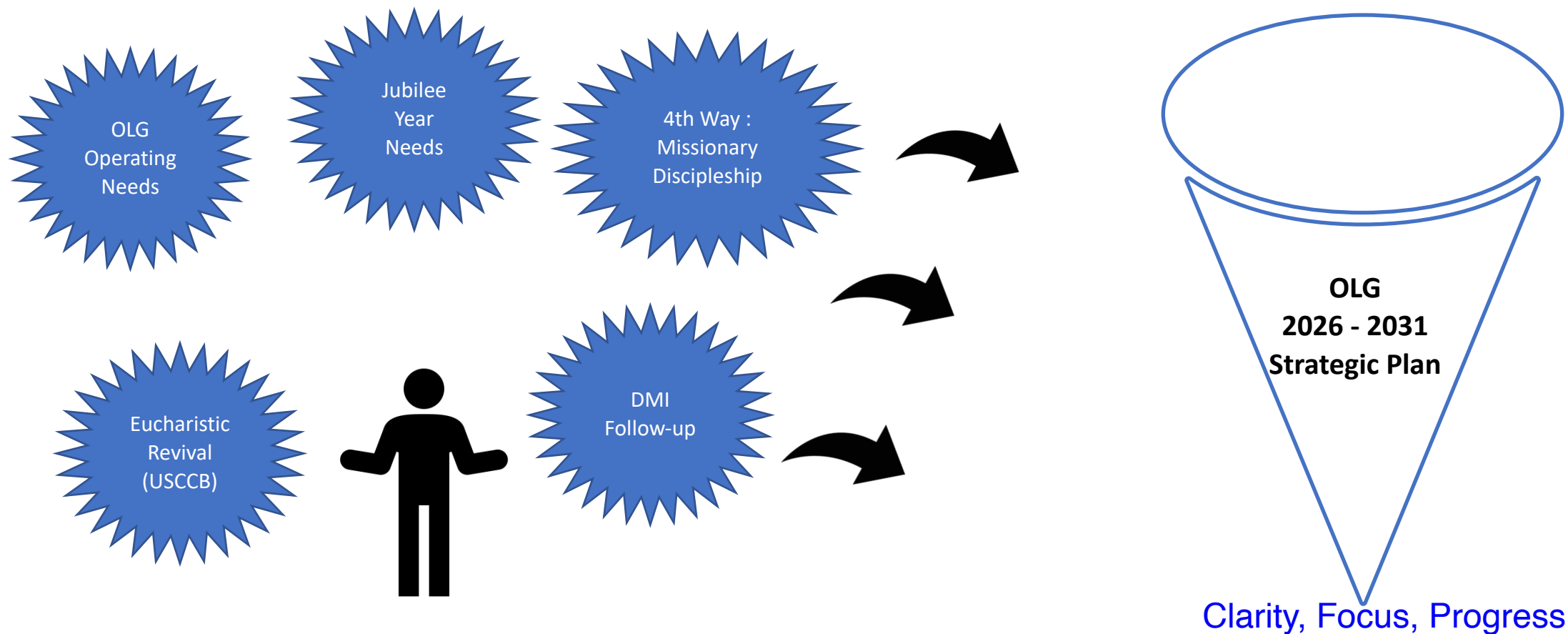
### OLG Developmental Timeline



- Each phase of a parish's development creates unique needs that shape its strategies. In its' 25 year history, OLG has grown through forming and building to become a stable, vibrant parish.
- In this strategic plan horizon, OLG plans to move from "becoming grown up" to a "growing, evangelizing" parish ensuring our long term health. This mindset will impact all aspects of the plan.

# OLG 2026 - 2031 Strategic Plan

## Context / Current State - AOP Needs & Integration



Challenge: How do we achieve the things we need / want and are expected (AOP initiatives) to do without overwhelming or confusing staff and parishioners?

We can process all these opportunities through the OLG Strategic plan for integration and efficiency



# OLG 2026 - 2031 Strategic Plan

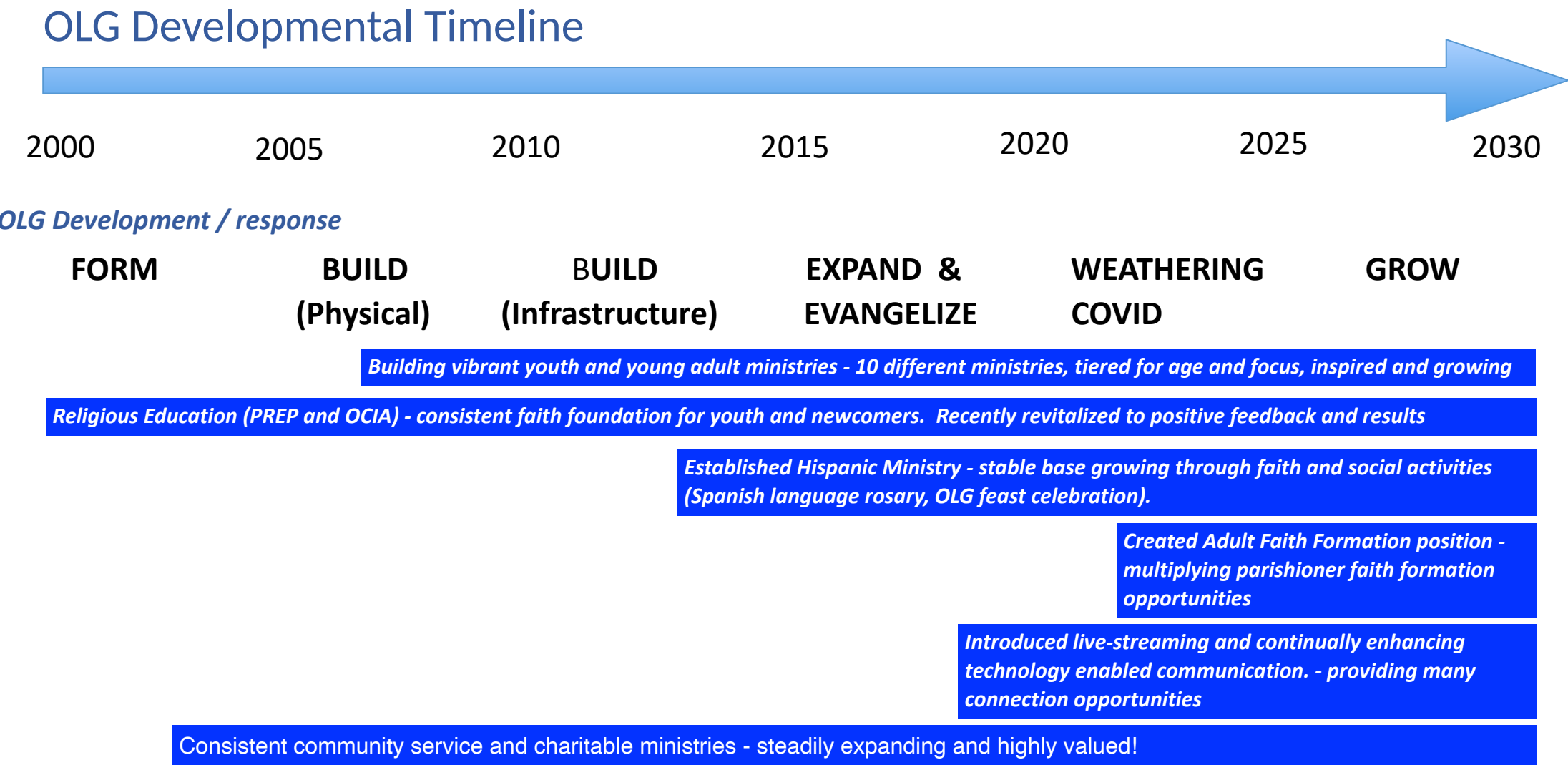
## Context / Current State - Environmental Factors

Environmental factors of general Church or OLG specific nature that will impact us over the planning horizon and whose impact must be addressed in the plan:

- Declining government social support, increasing need for Church to provide support and greater competition for financial support
- Shortage of priests leading to structural changes and need for sharing of resources - supporting AOP's: The Fourth Way; Missionary Disciples plan
- Aging of the Church population - need to find ways to evangelize young adults, parents and children
- Aging of OLG parish leadership - need to prepare for succession
- Aging of OLG facilities - building are no longer "new" - must prepare for increased maintenance
- First American Pope brings enthusiasm and window of opportunity for evangelization

# OLG 2026 - 2031 Strategic Plan

## Strategic Progress: Outreach and Evangelization



# OLG 2026 - 2031 Strategic Plan

## Context / Current State - Assessing the Current State

### *Outreach and Evangelization*

Plan Goals 2021 - 2026	Progress and gaps versus previous plan
<ul style="list-style-type: none"><li>- Increase Sunday mass attendance by 20%</li><li>- Become a Regional Host site for marriage preparation</li><li>- Integrate Spanish speaking families through Hispanic ministry</li><li>- Expand Adult Faith Formation programs</li><li>- Invest in use of technology in communications and live streaming</li><li>- Develop initiative to foster deeper family spiritual life and promote vocations</li></ul>	<ul style="list-style-type: none"><li>● Decrease by 20% - largely a result of Covid pandemic. OLG's recovery from Covid is stronger than most</li><li>● Did not achieve - opportunity for renewed energy with AOP "4th Way"</li><li>● Significant progress in participation of Hispanic community in OLG parish life. Significant growth in Hispanic population in mass attendance and ministries.</li><li>● Hired Director Adult Faith Formation (DAFF). Significantly increased Adult Faith Formation programs and opportunities.</li><li>● Confident in current communication and streaming technology. Can be more creative in leveraging the tech we have (making remote and recorded access easier and more streamlined).</li><li>● No specific family spiritual life program, though we focus on families in multiple ministries (PREP, CYO, etc.).</li></ul>

# OLG 2026 - 2031 Strategic Plan

## Context / Current State - Assessing the Current State

### *Outreach and Evangelization*

Plan Goals 2021 - 2026	Goals / Action 2026 - 2031
<ul style="list-style-type: none"><li>- Increase Sunday mass attendance by 20%</li><li>- Become a Regional Host site for marriage preparation</li><li>- Integration of Spanish-speaking families through Hispanic ministry</li></ul>	<ul style="list-style-type: none"><li>● Increase mass attendance by 5% per year</li><li>● DAFF &amp; DRE develop PREP parent outreach plan to include understanding of “where they’re at” and developing social and service activities that lead to “invitation” (Consider personal invitation to each PREP family - letter / phone call)</li><li>● DAFF to organize post sacramental (baptism and weddings) follow up to invite people back to church - begin with social and service activities (consider fellowship hours after Mass)</li><li>● Pastoral Council Chair to lead Ministry Structure Review - assuring maximum impact of ministries while avoiding individual volunteer or staff overload</li><li>● Become a Regional Host for marriage preparation</li><li>● Continue and strengthen integration of Hispanic Community into OLG - DHM (Door-to-door invitation, social and Spanish Language activities).</li><li>● Find creative approach to supporting Spanish language mass each weekend</li></ul>

# OLG 2026 - 2031 Strategic Plan

## Context / Current State - Assessing the Current State

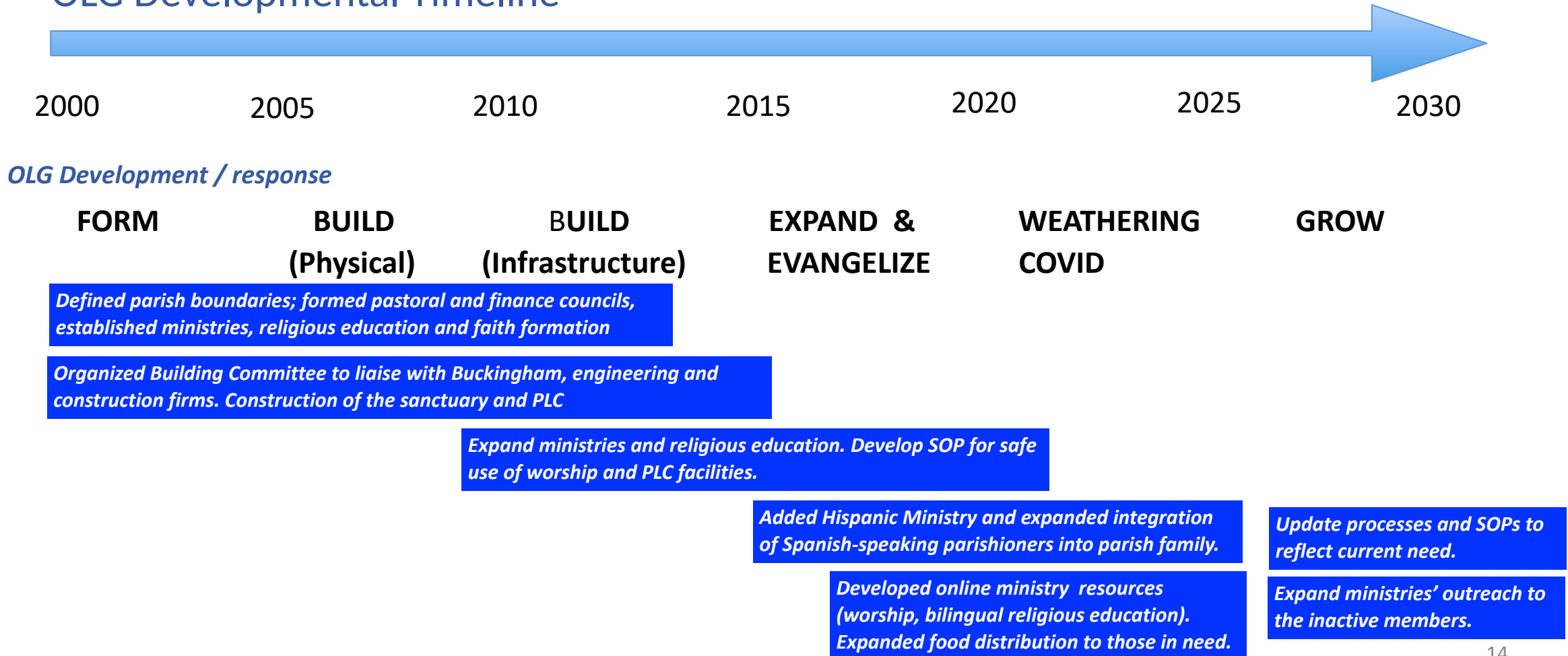
### *Outreach and Evangelization*

Plan Goals 2021 - 2026	Goals / Action 2026 - 2031
<ul style="list-style-type: none"> <li>- Expand Adult Faith Formation programs</li> <li>- Invest in use of technology in communications and live streaming</li> <li>- Develop initiative to foster deeper family spiritual life an promote vocations</li> </ul>	<ul style="list-style-type: none"> <li>● DAFF to develop overall “curriculum” by year end 2025, implement 2026 an onward (consider small group dialog sessions and bible study).</li> <li>● DAFF to develop “opportunities for practice” plan for evangelization - providing for different ways for parishioners of different skills / gifts to contribute.</li> <li>● Expand formal adoration times with ultimate goal of continual adoration - DYM</li> <li>● Increase OLG’s capacity / skill for individual evangelization through execution and expansion of <i>ChristLife</i> program and other AFF initiatives attractive to parishioners - DAFF</li> <li>● Identify opportunities to practice HUB approach to evangelizing; sharing programs, communications and resources in outreach and program efforts (hosting educational events) DRE, DYM, DHM, DAFF</li> <li>● Better leverage our media and technology to improve outreach communication - especially targeting younger audiences</li> <li>● Develop initiative to foster deeper family spiritual life and promote vocations (priests, religious, deacons, HUB jobs)</li> </ul>

# OLG 2026 - 2031 Strategic Plan

## Strategic Progress: *Organization and Institutional Review*

### OLG Developmental Timeline



# OLG 2026 - 2031 Strategic Plan

## Context / Current State - Assessing the Current State

### *Organization and Institutional Review*

Plan Goals 2021 - 2026	Progress and gaps versus previous plan
<ul style="list-style-type: none"> <li>- Review and update SOPs</li> <li>- Continue to review and improve safety procedures</li> <li>- Continue to monitor present ministries, organization and committees of the parish to ensure appropriateness, recruitment, succession and leadership development</li> </ul>	<ul style="list-style-type: none"> <li>● General SOPs written for: general maintenance, safety and security, PLC Hall rental management, Use of the PLC kitchen and equipment</li> <li>● Cameras are installed and monitored inside and outside office and worship spacesCurrent SOPs need to be visible / available in relevant areas (kitchen related SOPs must be available in PLC kitchen)</li> <li>● Annual training of responsible individuals must be conducted to assure safe use of these areas)</li> <li>● Gaps in SOPs must be reviewed and updated annually and updates must be timely.</li> <li>● Process implemented for defining ministry budgets annually</li> <li>● Ministry and project budgets must be reviewed semi-annually to assure effective management and goal achievement.</li> </ul>

# OLG 2026 - 2031 Strategic Plan

## Context / Current State - Assessing the Current State

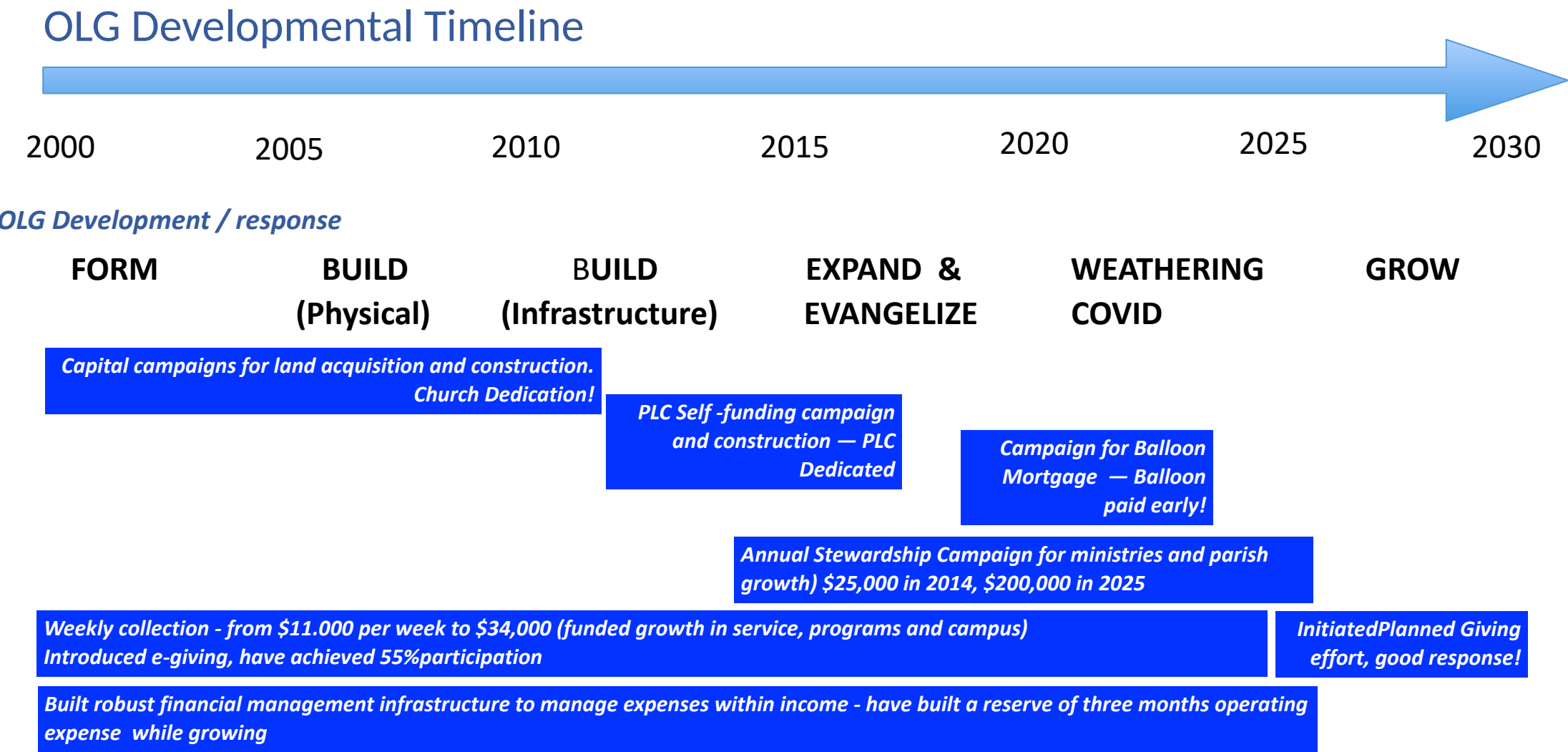
### *Organization and Institutional Review*

Plan Goals 2021 - 2026	Goals / Actions 2026 - 2031
<ul style="list-style-type: none"> <li>- Review and update SOPs</li> <li>- Continue to review and improve safety procedures</li> <li>- Continue to monitor present ministries, organization and committees of the parish to ensure appropriateness, recruitment, succession and leadership development</li> </ul>	<ul style="list-style-type: none"> <li>■ Retire SOPs that are outdated or unnecessary - form a team to review SOPs during 2025</li> <li>■ Identify areas that need SOPs to support consistent and continued operation during changes in leadership.</li> <li>■ Develop a protocol for ongoing SOP review to ensure continued relevance and operability.</li> <li>■ Deploy copies of active SOPs in the respective appropriate areas.</li> <li>• Formalize a process for periodic safety and risk assessment.</li> <li>• Formalize and strengthen a facilities or maintenance plan.</li> <li>• Schedule for routine inspection of plumbing, electrical, gas, and building integrity for regular maintenance.</li> <li>■ Start a formal periodic review of ministries to ensure continued relevance and good administration (aligned with Evangelization and Outreach ministry review)</li> <li>■ Formalize a process to identify and ensure support of ministries that are critical to current strategic plan objectives.</li> <li>■ Develop a leadership succession plan for ministries critical to the fulfillment of current strategic plan objectives.</li> <li>■ Revitalize ministry recruiting efforts: each ministry to develop 30 to 60 second infomercial</li> <li>■ Improve ministry and parish efficiency through common calendar(s) across parish - for service and for social activities</li> <li>■ Continue exploring the use of staff / volunteers to cooperate with local parishes regarding our strategic plan (i.e., PREP, CYO, Pastoral Life, Young Adult, OCIA, Marriage Prep, FOCCUS, etc.)</li> </ul>



# OLG 2026 - 2031 Strategic Plan

## Strategic Progress: *Fiscal Responsibility and Stewardship*



# OLG 2026 - 2031 Strategic Plan

## Context / Current State - Assessing the Current State

### ***Fiscal Responsibility and Stewardship***

Plan Goals 2021 - 2026	Progress and gaps versus previous plan
<ul style="list-style-type: none"> <li>• Grow our Weekly Offertory to \$32,000 per week by June of 2021.</li> <li>• Continue to establish cash flow projections to determine any necessary increases beyond 2021 by developing reasonable and sound 5-year forecasts.</li> <li>• Conduct an annual Stewardship Appeal with an appropriate goal (2020 goal \$150,000), and account for appropriate allocation throughout the year to include: ministry funding, evangelization and outreach, as well as other special projects determined in collaboration with the Pastoral Council, and as recommended to the Pastor.</li> <li>• Provide for funding of major projects from our ordinary sources of income, including Weekly Offertory and Stewardship Appeal, before exploring other methods of funding.</li> <li>• In collaboration with the Business Manager, take an active role to help prioritize according to pastoral need significant projects (\$5,000 and above) proposed by the Pastoral Council, Evangelization Committee and other entities within the Parish, prior to recommending them to the Pastor.</li> </ul>	<ul style="list-style-type: none"> <li>• Achieved June 2023</li> <li>• Yearly achievement and continued focus</li> <li>• Conducted yearly, have surpassed the goal every year by \$25K - \$50K+</li> <li>• Yearly achievement and continued focus</li> <li>• Established Major Projects Subcommittee Fall 2023 to formalize this initiative; previously, was ad hoc and situational</li> </ul>

# OLG 2026 - 2031 Strategic Plan

## Context / Current State - Assessing the Current State

### *Fiscal Responsibility and Stewardship*

Plan Goals 2021 - 2026	Progress and gaps versus previous plan
<ul style="list-style-type: none"><li>• Assist the Business Manager and Pastor to assure that the process of awarding contracts is in accord with Archdiocesan Guidelines and Parish Policy.</li><li>• Work in collaboration with the Business Manager when there are budget deviations over 10 percent and assist as needed.</li><li>• Assure proper disbursement of all Legacy Campaign monies to include \$2.4 million balloon payments, and then principal reduction.</li><li>• Promote on-going memorialization of artistic projects and other works associated with the completion of the Church campus.</li><li>• Work toward maintaining a minimum of three-to-six-month cash reserve in accordance with Archdiocesan recommendations.</li><li>• Conduct bi-annual reviews of vendors/contractors/utilities/office expenses to ensure top level service at cost-effective price</li></ul>	<ul style="list-style-type: none"><li>• Continued initiative</li><li>• Continued initiative</li><li>• Due to STRONG fiscal oversight and follow-up on pledges; balloon payments to AOP and Penn Community were paid off early; final payment made February 2024</li><li>• Overseen by Pastor/Business Manager/Office Staff</li><li>• Successfully achieved and on-going focus</li><li>• Continued initiative</li></ul>

# OLG 2026 - 2031 Strategic Plan

## Context / Current State - Assessing the Current State

### ***Fiscal Responsibility and Stewardship***

<b>Plan Goals 2026 – 2031</b>	<b>Goals / Actions 2026 - 2031</b>
<ul style="list-style-type: none"> <li>• Maintain balanced budgets without depleting cash reserves.</li> <li>• Objective is to increase the current offertory goal of \$36,000 to \$40,000 per week during this planning period.</li> <li>• Continue to establish cash flow projections to determine any necessary increases beyond 2026 by developing sound and reasonable 5-year forecasts.</li> <li>• Conduct an annual Stewardship Appeal with appropriate goal to facilitate ministry funding/evangelization/outreach (new goal \$200,000)</li> <li>• Provide funding for major projects from our ordinary sources of income, including Weekly Offertory and Stewardship Appeal, before exploring other methods of funding.</li> <li>• Provide funding for new initiatives recommended by the Evangelization Committee and Pastoral and Finance Councils</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure laser focus that expenses stay within budget.</li> <li>• Weekly publication of collections received vs goal and soft ask/awareness via Semi-Annual updates</li> <li>• Continue to monitor on-going expenses and communications with Parish Staff/Pastor/PC &amp; Ministries</li> <li>• Review of fund allocation throughout the year to include: ministry funding, evangelization and outreach, as well as other special projects determined in collaboration with the Evangelization Committee, Pastoral Council, and as recommended to the Pastor.</li> <li>• Major Projects Subcommittee will help ensure this happens</li> <li>• Continue open dialogue across Councils to achieve this goal</li> </ul>

# OLG 2026 - 2031 Strategic Plan

## Context / Current State - Assessing the Current State

### *Fiscal Responsibility and Stewardship*

Plan Goals 2026 - 2031	Goals / Actions 2026 - 2031
<ul style="list-style-type: none"> <li>• In collaboration with the General Manager, take an active role to help prioritize according to pastoral need significant projects (\$5,000 and above) proposed by the Pastoral Council, Evangelization Committee and other entities within the Parish, prior to recommending them to the Pastor.</li> <li>• Assist the General Manager and Pastor to assure that the process of awarding contracts is in accord with Archdiocesan Guidelines and Parish Policy.</li> <li>• Work in collaboration with the General Manager when there are budget deviations over 10 percent and assist as needed</li> <li>• Conduct bi-annual reviews of vendors/contractors/utilities/office expenses to ensure top level service at cost-effective prices</li> <li>• Long-term mortgage: mortgage principal reduction is now one of our major goals since the 10-year fixed rate established in 2019 will mature in October 2029 and we paid off the \$2.4 million balloon payments ahead of schedule in February 2024.</li> </ul>	<ul style="list-style-type: none"> <li>• Major Projects Subcommittee is available to assist and guide the General Manager on any projects where further input is needed.</li> <li>• Monitor ongoing process</li> <li>• On-going collaboration and consultation between the GM and FC Chair</li> <li>• Priority to ensure expenses are kept within budget/seek cost efficiencies where possible</li> <li>• Monitor mortgage rates for any opportunity to refinance ahead of maturity date.</li> </ul>

# OLG 2026 - 2031 Strategic Plan

## Context / Current State - Assessing the Current State

### ***Fiscal Responsibility and Stewardship***

<b>Plan Goals 2026 - 2031</b>	<b>Goals / Actions 2026 - 2031</b>
<ul style="list-style-type: none"><li>• Ensure interest accrued is kept for mortgage principal reduction vs being utilized in general checking account</li><li>• Work toward maintaining a minimum of four-to-six-month cash reserve in accordance with OLG Finance Council Guidelines</li><li>• The Finance Council Strategic Plan should be in alignment and recognize the OLG Investment Policy Statement developed in May 2023</li><li>• Follow Investment Subcommittee Guidelines regarding Planned Giving Initiative newly established in Spring 2025</li><li>• Promote on-going memorialization of projects and other works associated with the completion of the Church campus found in the Iconographic Schedule</li><li>• Development of the lower acreage, originally planned as educational center, sporting fields and rectory; discern the best use of the property for OLG, and as potential HUB facilities</li></ul>	<ul style="list-style-type: none"><li>• Continue to monitor progress against the goal</li><li>• Continue to monitor progress against the goal</li><li>• Continued vigilance is a priority</li><li>• Meet to develop guidelines and recommendations</li><li>• Assist Pastor &amp; Staff where needed</li><li>• Future endeavor once long-term mortgage is paid-off; conduct demographic studies to determine need, especially since OLG does not pay for use of Cold Spring Elementary School &amp; numerous facilities/parks/sporting fields in</li></ul>