

# St. Margaret Mary

Catholic Church

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## Pastoral Plan 2018

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## **1. Introduction**

The target audiences for this document are the Parish Clergy and Deacons as well as the Parishioners of the church.

This document is organized such that the pertinent information covering content of the Pastoral Plan is contained in a single-page overview that is followed by sections that provide more detail and clarity for the strategic areas, key initiatives and the implementation outlines that will be used to determine the progress of those initiatives.

## **2. The Pastoral Plan**

### **2.1. Executive Overview**

St. Margaret Mary's Pastoral Plan consists of the top strategic areas, that when addressed will lead to the achievement of our long-range objectives.

Five strategic areas were identified to help organize annual initiatives for the long-range plan. The initiatives are prioritized to provide emphasis, focus and adequate resource allocation to ensure successful completion on a timely basis. The implementation of each initiative and/or project will be managed using a structured implementation process consisting of the following "demonstrated best practices":

- Deliverables-based Action Plans
- Assigned Leaders (owners) and Team Members
- Defined Team Roles, Responsibilities, & Processes
- Leadership defined measures that will indicate success
- Regularly scheduled reporting to parish leadership

### **2.2. Single-Page Plan Graphic**

The single-page version of the Pastoral Plan is included to provide a summary document that can be used for quick reference and for communications clarity. The Strategic Areas and Key Initiatives & Projects are included on this page. Additional detail is provided in the sections following the Single-Page Pastoral Plan.

# 2018 PASTORAL PLAN



## BELIEVE

- YOUNG ADULT FORMATION/SOCIAL
- ADULT CHATECHESIS
- YOUTH PROGRAMS



## CELEBRATE

- LITURGY IMPROVEMENTS



## LIVE

- IMPROVE COMMUNICATIONS
- WELCOMING STRATEGY
- ADDRESS MULIT-CULTURAL BALANCE
- IMPROVE EVANGELIZATION
- CREATE PARISH MINISTRY PLAN



## PRAY

- IMPROVE PRAYER OPPORTUNITIES

## FOUNDATION

- SHORT-TERM PARKING SOLUTION
- LONG-RANGE CAMPUS PLAN
- MAINTENANCE PLANNING/REPAIRS
- MEETING SPACE COORDINATION
- ORGANIZATIONAL CLARITY

### 2.3. Vision

Our parish vision matches that of the Diocese and as such provides alignment with the diocesan goals and objectives.

*"Encounter that leads to Transformation"*

### 2.4. Mission

Our mission is an internally focused statement of what we are trying to be as a parish. Our specific objectives will help us to further develop and strengthen our parish family and thus, our church.

*"St. Margaret Mary is a warm and diverse family unified by our Roman Catholic faith through the celebration of the Holy Eucharist. Like the Apostles, we teach and proclaim the Good News of our Lord Jesus Christ and through our ministries we serve the needs of the community in Sacrament, Word, and Deed".*

### 2.5. Strategic Emphasis Areas

The Youth Catechism of the Catholic Church, also known as "YouCat", was selected as the guiding document for the establishment of our Pastoral Plan. The first four strategic emphasis areas are taken from the four sections of YouCat. A brief excerpt is outlined below. The final emphasis area is the Foundation, or those topics that are necessary and fundamental to effective parish operations.

#### 2.5.1. Believe

For what purpose are we here on earth? We are here on earth in order to know and to love God, to do good according to his will, and to go someday to heaven. In order to know God we must study his teaching and grow in his love.

#### 2.5.2. Celebrate

Celebrating the Christian mysteries (the Sacraments) is about encountering Jesus Christ in time. Until the end of time he is present in his Church. The most profound encounter with him on earth is the Liturgy, our divine

worship. Therefore the *Rule of St. Benedict* says: "Nothing may have priority over the liturgy."

#### 2.5.3. Live

To live well is nothing other than to love God with all one's heart, with all one's soul, and with all one's efforts; from this it comes about that love is kept whole and uncorrupted (through temperance). No misfortune can disturb it (and this is fortitude). It obeys only God (and this is justice) and is careful in discerning things, so as not to be surprised by deceit or trickery (and this is prudence).

#### 2.5.4. Pray

What is prayer? Prayer is turning the heart toward God. When a person prays, he enters into a living relationship with God.

Prayer is the great gate leading into faith. Someone who prays no longer lives on his own, for himself, and by his own strength. He knows there is a God to whom he can talk. People who pray entrust themselves more and more to God. Even now they seek union with the one whom they will encounter one day face to face. Therefore, the effort to pray daily is part of Christian life. Of course, one cannot learn to pray in the same way one learns a technique. As strange as it sounds, prayer is a gift one obtains through prayer.

#### 2.5.5. Foundation

The results of the parish surveys clearly indicated the need for additional facilities to support the every growing needs of the parish. While we could get by with the current facilities for the near future, the population growth in the Leander area is substantial. If we do not plan for a doubling of our current membership, we will outgrow our current facilities in roughly 3-5 years.

### 2.6. Key Initiatives or Projects

The Pastoral Planning Team spent a great deal of time reviewing the feedback from the parish and identifying the consistent themes of the comments and suggestions. A long list of recommendations for actions was created and through a series of meetings and prioritization steps, a short list was developed. Based on many factors the

following items were selected for implementation in 2018 (in priority order). The remaining items on the list of ideas will be considered for 2019 implementation. See the Appendix for more detailed information on the scope for each initiative.

#### 2.6.1. Short-term Parking Solution

The objective of this initiative is to provide significant improvements in parking space availability and traffic flow, in the near term, while we wait for a permanent long-term solution. This includes standard weekday and weekend parking as well as event and holiday parking.

#### 2.6.2. Maintenance Planning/Repairs

Maintenance planning and ongoing repairs are a standard part of the annual parish operating budget so this initiative is meant to ensure that all aspects of maintenance are being covered in a comprehensive plan and that the most important repairs are funded and addressed. Transparency is a very important part of the plan since the parishioners see the problems but have no visibility to the solutions. Communication with the interested parishioners will go a long way to satisfying any concerns that issues will be addressed. The authority for managing all maintenance and repair will remain with the Parish Business Administrator.

#### 2.6.3. Organizational Clarity

This initiative will focus on potential improvements in the effectiveness and efficiency of parish staff and clergy. It was created to address a number of issues identified during staff and clergy interviews as well as comments raised in the parish surveys and town hall meetings. This project may be the most important of all initiatives in the 2018 pastoral plan since it is focused on improving the internal operations of the parish and will ultimately improve all aspects of the parish.

#### 2.6.4. Improve Communications

One of the key elements of a healthy parish is its ability to communicate effectively so that all parishioners are

informed and can engage when needed. Communication tools have evolved over the past few years and we need to utilize the tools that match our parishioner's communications methods so that all parishioners stay up to date on current needs and activities.

#### 2.6.5. Welcoming Strategy

Our objective is to maintain our strong welcoming culture and environment and be seen as the most welcoming parish in the Diocese. This project will outline a comprehensive approach to welcoming potential new members, engaging current members, and sustaining a welcoming connection to those that are not current active in parish ministries.

#### 2.6.6. Long-Range Campus Plan

The objective of this initiative is to plan for the tremendous growth that the parish will experience in the next 8-10 years. This initiative will develop a long-term plan, with consideration for any short-term options that may be needed to sustain us until the long-term plan is implemented. A cross-functional team will be formed to acquire input from the Diocese, other parishes, technical experts, and local liturgical specialists to assist in the development of the plan. A separate team or teams will be formed to implement the plan.

#### 2.6.7. Meeting Space Coordination

This initiative will address the shortage of meeting space and the increasing need expressed by the ministries, parishioners, staff, and clergy. Since new construction will not be possible in the near term, this project will look at all alternative meeting spaces as well as methods to more effectively utilize the meeting space that we have today.

#### 2.6.8. Address Multi-Cultural Balance

As we grow it will be more important for us to manage our cultural diversity and maintain balance so that we serve all of our parishioners. Our Hispanic community strength is based on the fact that we are pulling people from surrounding parishes and meeting their needs locally. We need to ensure that we have the appropriate number of

language specific masses to meet the English and Spanish needs of the parish. This initiative will evaluate our current situation and provide recommendations for improvement to the parish leadership.

#### 2.6.9. Improve Evangelization

Evangelization has both an inward and an outward direction. Inwardly it calls for our continued receiving of the Gospel of Jesus Christ, our ongoing conversion both individually and as Church. It nurtures us, makes us grow, and renews us in holiness as God's people. Outwardly evangelization addresses those who have not heard the Gospel or who, having heard it, have stopped practicing their faith, and those who seek the fullness of faith. For St. Margaret Mary this initiative will revitalize our efforts focused on getting people to the church (Fallen away Catholics, Conversions, Those in Need), and then keeping them connected so they remain.

#### 2.6.10. Liturgy Improvements

The two guiding documents concerning Liturgy are the General Instruction of the Roman Missal and the Norms for Holy Communion Under Both Forms in the Dioceses of the United States. These documents are intended to guide parish priests in the ways in which the liturgy is to be celebrated. This initiative will address suggestions for improvements that are not governed by these two documents or by Diocesan guidelines or recommendations.

#### 2.6.11. Create Parish Ministry Plan

The parish has a wealth of active and successful ministries that have grown over the years driven primarily by parishioner requirements and enthusiasm. As we strive for a consistent direction for the parish we need a Parish Ministry Plan that supports our mission, goals and objectives. The Pastoral Plan identified several initiatives that will be implemented in 2018. We will need all ministries to be consistently managed and fully supported by the staff and the parishioners if we are to be successful in implementing our plan. We will also need a mechanism for measuring the effectiveness of each ministry so that we understand when a ministry needs to be improved or discontinued.

2.6.12. Young Adult Formation/Social

This initiative will revitalize our commitment to invest in the future of our church, our young adults. Pope Benedict XVI stated "... youth is a time of continuous discovery of life, of the world, of others and of ourselves. It is a time of openness to the future and of great longing for happiness, friendship, sharing and truth, a time when we are moved by high ideals and make great plans." Our objective is to create an environment that will allow our young adults to discover life in communion with the church.

2.6.13. Adult Catechesis

This initiative will forward our mission to help the faithful of all ages to grow in both human and Christian maturity. Our adult faith formation ministry must satisfy the particular needs and interests of the adults in each sub-community within the parish. It must offer a systematic presentation and exploration of the core elements of Catholic faith and practice. It should do so in a way that is accessible to all adults and relates to their life experiences and enhances their ability to put their Catholic faith into practice.

2.6.14. Youth Programs

This initiative will enhance our ability to engage early with the youth and build a sense of unity around their involvement with the community such that they remain active after confirmation.

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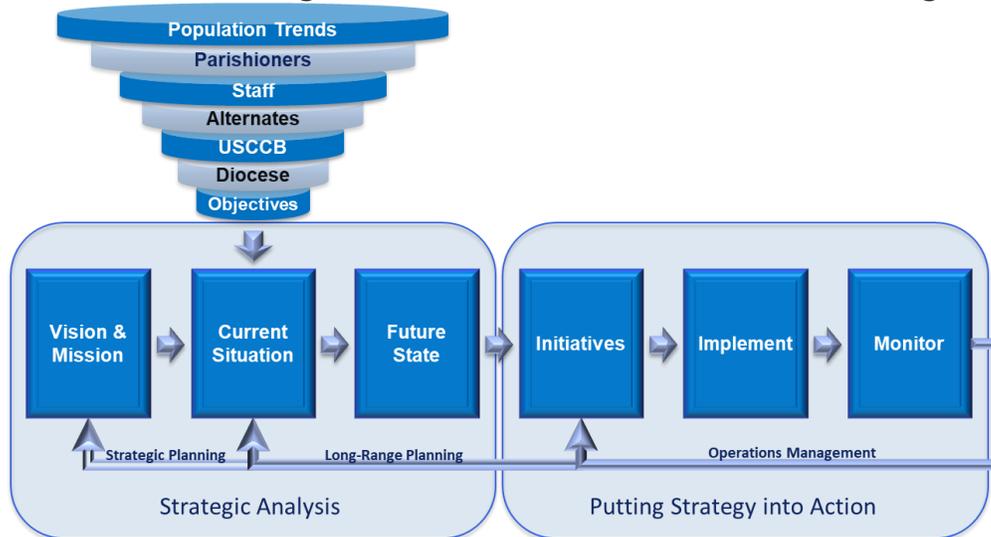
2.6.15. Improve Prayer Opportunities

This initiative will evaluate the current opportunities to deepen each parishioner's prayer life and determine the need for additional groups or activities. The team will consider opportunities to teach people how to pray. The team will make a formal proposal to parish leadership which will

include any ministry plans or special events/retreats required.

### 3. The Planning Process

The process selected for the development of the Pastoral Plan is illustrated in the figure below and outlined in the following sections.



#### 3.1. Vision & Mission

The team determined that it would use the current Vision and Mission as the foundation of this planning process.

#### 3.2. Current Situational Analysis

The current situational analysis phase of the planning process is the most time consuming but provides the input needed to understand the needs of the parish along several dimensions. For this plan we covered input from sources within the Catholic Church, the local communities, and government statistical databases.

#### 3.3. Future State Definition

Establishing the desired future state allowed the team to determine which of the many ideas would need to be implemented in order to achieve that future state.

#### 3.4. Initiative Development & Selection

The most challenge step of the planning process is defining the individual initiatives and then prioritizing them to ensure that the required resources can be assigned to each initiative. The most critical items will be supported in the first year of

implementation and the remaining items will move up the list as resources become available.

### **3.5. Implementation**

The most common failing of any long-range plan lies in the implementation of the plan. For that reason, the team spent a great deal of time creating action plans for each initiative. These action plans will be used as a scope-of-work document by team leaders and will define the expectations of parish leadership.

### **3.6. Monitoring**

Periodic update reports will be provided by each team so that parish leadership can monitor implementation progress.

### **3.7. Annual Refresh**

In the fourth quarter of each year, parish leadership will review the remaining items on the priorities list, the suggestions list, and any updated requests to select the items for the next years Pastoral Plan. If resources become available as initiatives are completed, then additional initiatives can be formed mid-year.

### **3.8. Long-Range Planning**

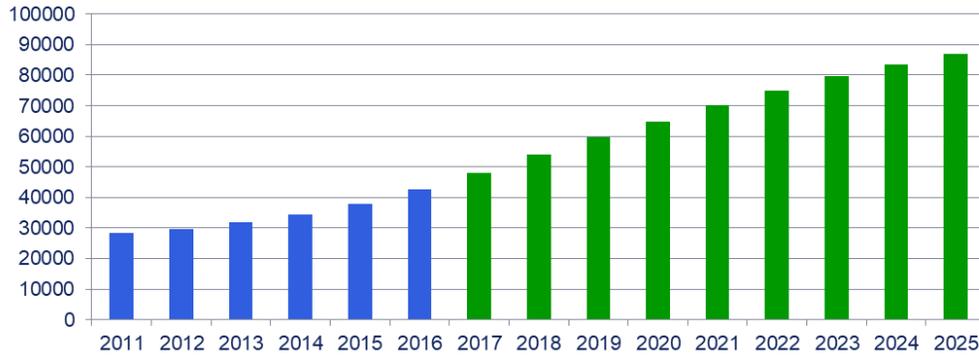
Every 2-3 years the plan should be refreshed to take into account the changing environment. Every five years the full plan should be redone to ensure that all current issues are captured and considered for implementation.

## **4. Situational Analysis Results**

### **4.1. Population Trends**

The US Census Bureau databases were used to complete an estimate for population growth for several zip codes surrounding the St. Margaret Mary parish boundaries. All zip codes had similar growth rates indicating a doubling in population in the next 8 years. The chart below is for the primary Leander zip code's population growth.

## Population Estimate (78641)



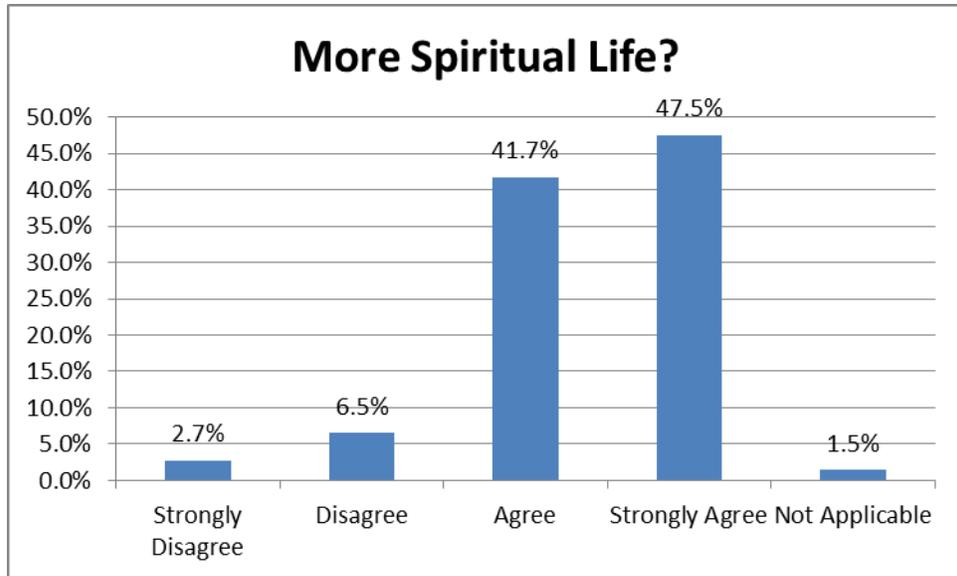
### 4.2. Parishioner Feedback

#### 4.2.1. Surveys

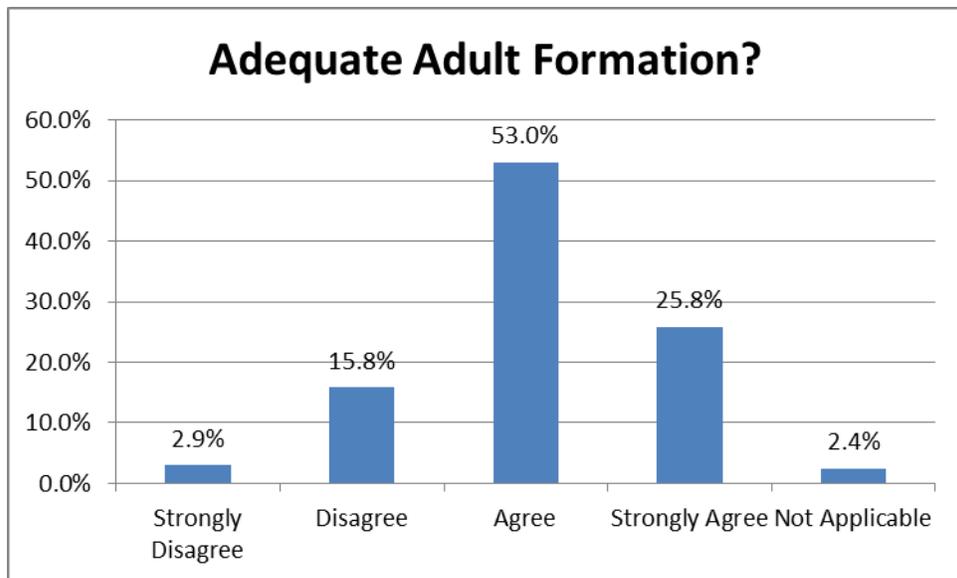
The primary method for feedback from the parish was through the parish survey. The survey remained open from early July through early September so that all parishioners would have adequate opportunities to take the survey. It was available in English and in Spanish, electronic form and on paper, and interviews were held for those not able to use the other formats. There were 562 total surveys completed (498 English, 56 Spanish, 8 Paper (English)). 1883 Comments, questions, or suggestions were collected from the surveys.

The feedback was overwhelming very strongly positive even though there were many comments and suggestions for improvement. A sampling of results are listed and the full survey summary is included in the Appendix.

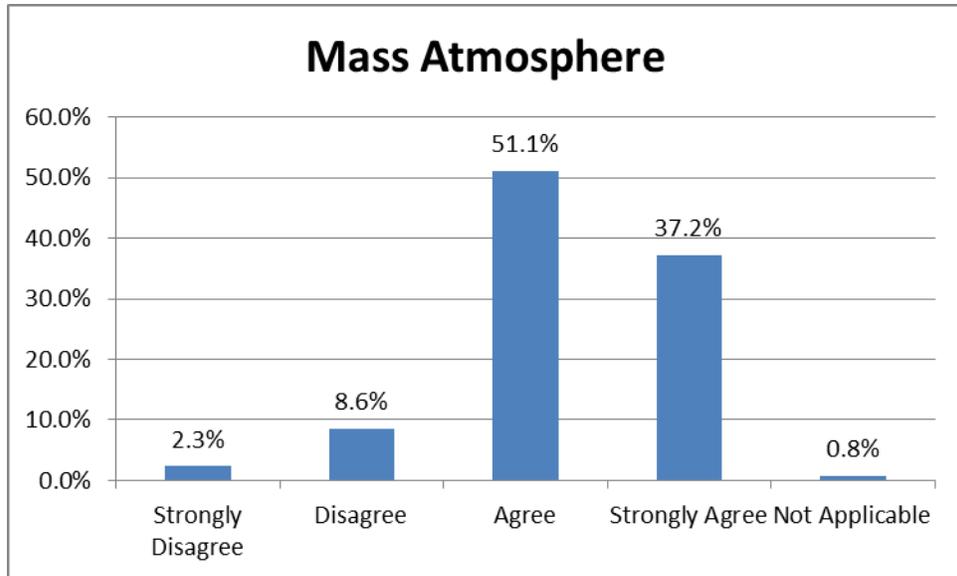
When asked to rate "My experiences at St. Margaret Mary Parish have led to a more spiritual life", the results were as noted in the following chart.



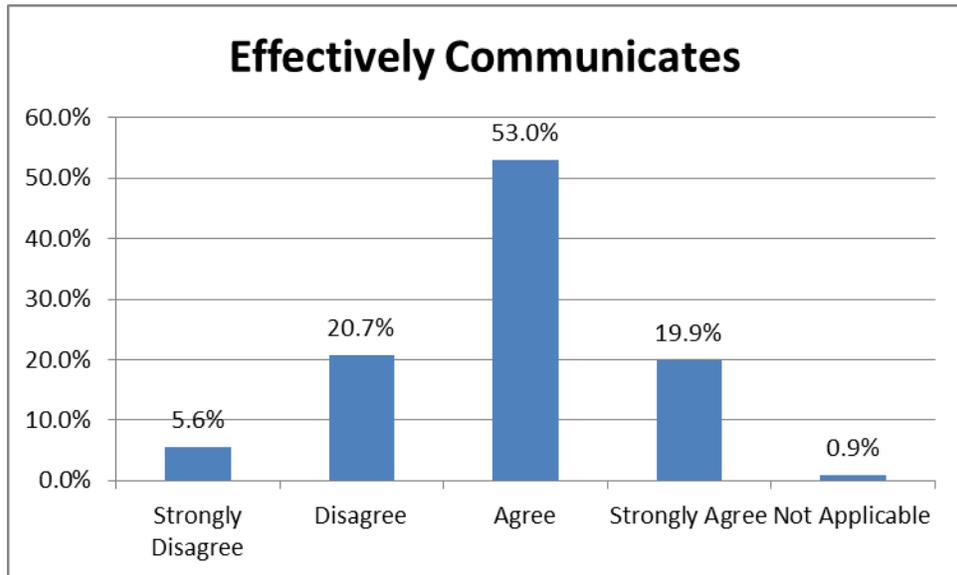
When asked to rate the following statement, the results were totaled in the chart below: "The St. Margaret Mary parish provides an adequate variety of faith formation opportunities for adults. (Examples: Scripture Study, retreats, Catholic belief and tradition resources provided, etc.)".



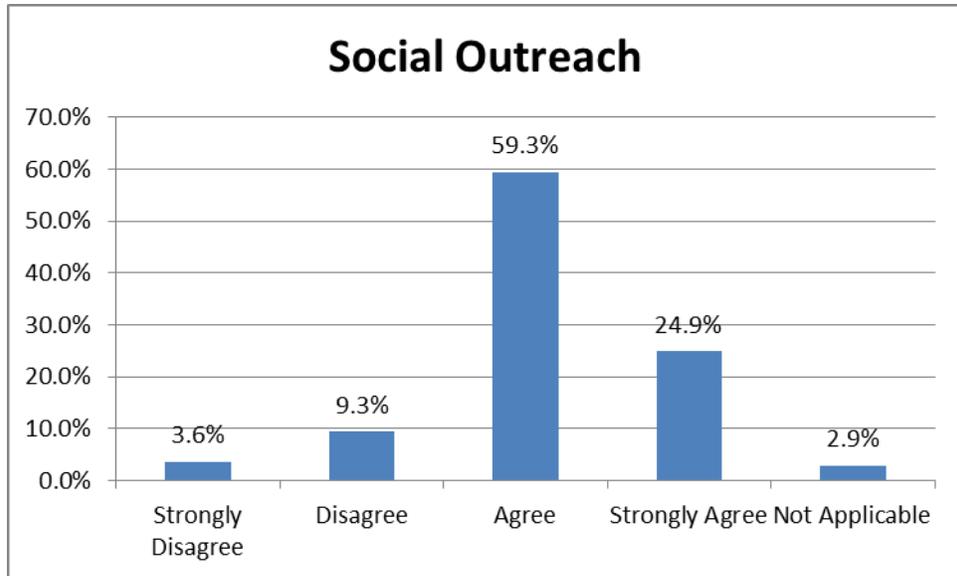
When asked to rate the following statement, the results were totaled in the chart below: "The atmosphere within the church is conducive to prayer and active participation in the liturgy".



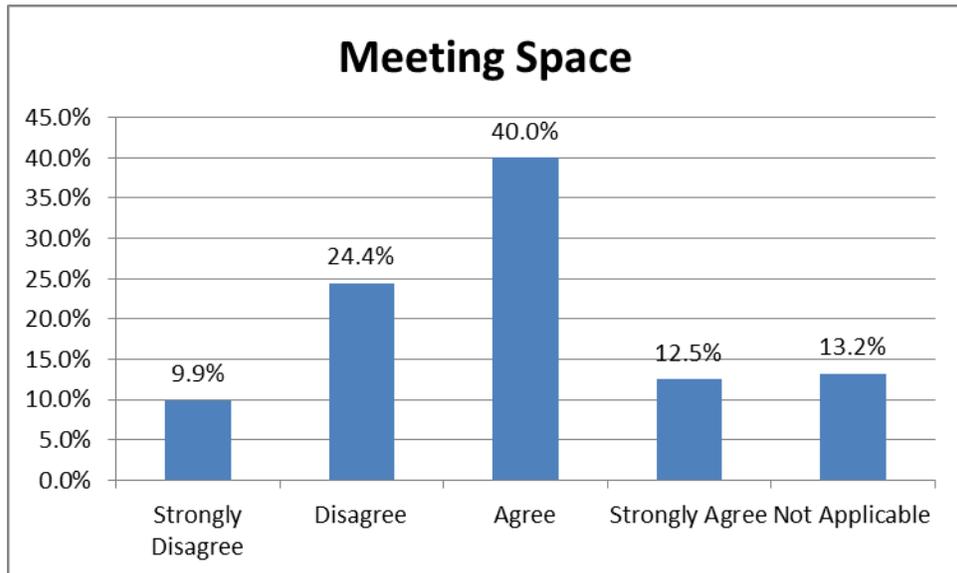
When asked to rate the following statement, the results were totaled in the chart below: “The parish effectively communicates information about the various ministries and activities”.



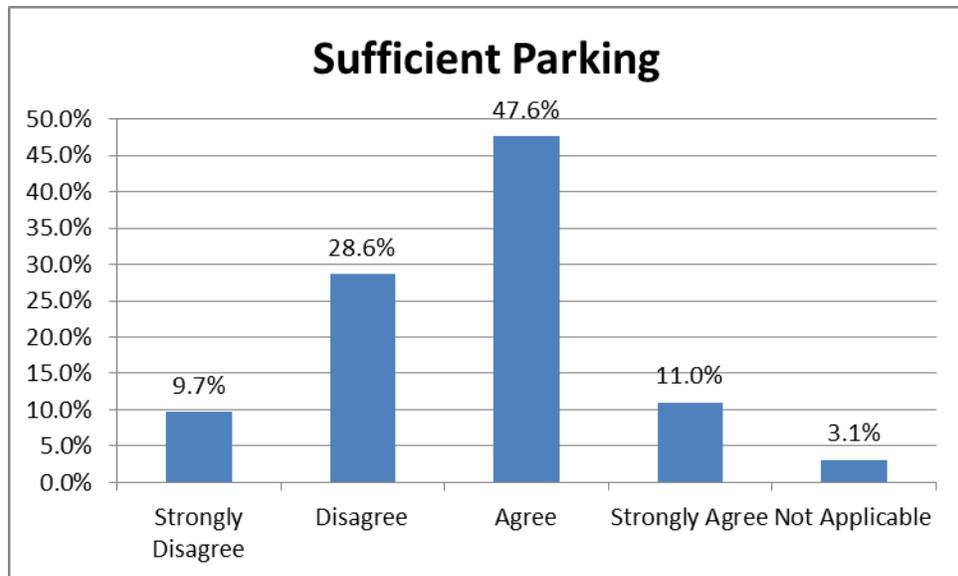
When asked to rate the following statement, the results were totaled in the chart below: “The parish adequately imitates Christ through social action and community outreach”.



When asked to rate the following statement, the results were totaled in the chart below: "The parish provides adequate meeting space".



When asked to rate the following statement, the results were totaled in the chart below: "The parish provides sufficient parking for parish activities".



#### 4.2.2. Town Hall Meetings

A total of 8 town hall meetings were held covering both English & Spanish. There were 128 attendees whom offered over 172 comments, questions, or suggestions.

#### 4.3. Clergy & Staff Interviews

19 clergy and staff interviews were completed after the survey data was collected so that some of the feedback could be used in discussions about possible improvements. 121 ideas or suggestions were added to the input database and the staff offered very strong support for improvement & growth.

#### 4.4. Worship Alternatives

While many Catholics have begun attending other Christian churches while looking for a change, that problem doesn't seem to be a major issue at St. Margaret Mary. The largest issue identified was that youth stop attending church all together following Confirmation. This issue will be addressed in the initiatives selected for 2018.

#### 4.5. US Council of Catholic Bishops

Five Strategic Priorities are included in the USCCB Strategic Plan. Each provides guidance to the local Diocese which in turn offers guidance to the local parishes. The five priorities are:

#### 4.5.1. Evangelization

To open wide the doors to Christ through missionary discipleship

#### 4.5.2. Marriage and Family Life

To encourage and heal all families

#### 4.5.3. Human Life and Dignity

To uphold the sanctity of life from conception to natural death with a special concern for the poor and vulnerable

#### 4.5.4. Vocations

To nurture the call to the priesthood and consecrated life

#### 4.5.5. Religious Freedom

To promote and defend the freedom to serve, witness and worship in the United States and abroad

### 4.6. Diocese of Austin

The Austin Diocese has completed its own Pastoral Planning Process and has communicated its plan to each local parish. The parishes have been asked, but not required, to include initiatives or objectives from the plan in their local plans when the local needs and the diocesan plans are aligned. The team found several areas of alignment and used suggestions as the formal plan was finalized.

The Diocesan Vision is "Encounter that leads to Transformation". There are three Goals and nine Initiatives as listed below:

#### 4.6.1. Spiritual Formation That Leads to Encounter

4.6.1.1. Spiritual Formation of the Faithful

4.6.1.2. Family as Domestic Church

4.6.1.3. Renewed Sacramental Practice

#### 4.6.2. Culture of Ministry: Individuals and Communities

4.6.2.1. Leadership Formation

4.6.2.2. Collaborative Ministry

4.6.2.3. Call and Form Diverse Leaders

#### 4.6.3. Witness and Outreach

4.6.3.1. Commitment to Discipleship

4.6.3.2. Engage Culturally Diverse Communities

#### 4.6.3.3. Engage Those at the Periphery of Society

### 5. Initiative Development & Prioritization

The team combed through over 2100 comments, suggestions, complaints, issues, etc. Items that could be evaluated and translated into potential actions were listed. Items that were clearly identical were consolidated while items that contain any additional information were retained for group discussion. The final summary list contained 161 potential action items, including areas that are working well today and should be protected in our planning process. The 162<sup>nd</sup> item was added by the team to hold many ministry topics that indicated a strong need for centralized planning for all ministries.

#### 5.1. Feedback Summary List (162)

- 5.1.1. Office space (confidentiality)
- 5.1.2. Short-term Parking Solution
- 5.1.3. Campus Safety/Security
- 5.1.4. Maintenance (Planning and Repairs)
- 5.1.5. Meeting space
- 5.1.6. Ministry support (too many ministries)
- 5.1.7. Communications (Parish)
- 5.1.8. Communications (Internal Organizational/Staff /Clergy)
- 5.1.9. Organizational Clarity
- 5.1.10. Budget
- 5.1.11. Maintenance Planning
- 5.1.12. Staffing Plan
- 5.1.13. Communications (Ministries)
- 5.1.14. Multi-cultural Balance
- 5.1.15. Adult Catechesis
- 5.1.16. Youth Programs - Youth Catechesis (up to Confirmation)
- 5.1.17. Evangelization
- 5.1.18. Welcoming Strategy
- 5.1.19. Campus Plan
- 5.1.20. Staff Tools
- 5.1.21. Better Tech Support
- 5.1.22. Adequate Variety of Ministries
- 5.1.23. Music - Continue Strong Choir
- 5.1.24. Add a CRHP Style Retreat
- 5.1.25. Add/Improve Small Faith Communities
- 5.1.26. Continue Mobile Loaves and Fishes
- 5.1.27. More Adult Formation
- 5.1.28. Create Small Home-based Groups for Prayer and Bible Studies
- 5.1.29. More Spanish Masses. Less Formalisms
- 5.1.30. Continue Strong Knights of Columbus

- 5.1.31. Continue Warm and Welcoming Clergy
- 5.1.32. Continue Welcoming Atmosphere
- 5.1.33. Add a Strong Mothers Group
- 5.1.34. Continue CRESPA
- 5.1.35. Leader Training to Support Ministries
- 5.1.36. Organizational Bridge to Ministries (Administrative Support for Ministries)
- 5.1.37. Free Adult Formation
- 5.1.38. Couple Formation Opportunities
- 5.1.39. Young Adult Formation/Social Opportunities (Post-confirmation to 25yrs)
- 5.1.40. More Effective Administration (seem overloaded)
- 5.1.41. Better Method for helping parishioners get connected
- 5.1.42. Jesus is Lord was excellent, do something like this again
- 5.1.43. Confession lines are long, improve times
- 5.1.44. Build a Cry Room (but keep the families connected)
- 5.1.45. Need Youth Engagement (keep them active)
- 5.1.46. Better RE Organization
- 5.1.47. Adult and Child Formation during same timeframe
- 5.1.48. Replace the Mother's Day Out Program (evangelize)
- 5.1.49. Priests need to be more involved/seen in RE
- 5.1.50. Pre-Communion/Communion Classes need restructuring
- 5.1.51. Continue Vacation Bible School
- 5.1.52. Add Homeschool Activities for Children
- 5.1.53. Better RE Curriculum
- 5.1.54. Combined Spanish/English Youth Group
- 5.1.55. Continue Kings Army
- 5.1.56. Add Bible Studies
- 5.1.57. Better "Advertisement" of Formation Opportunities
- 5.1.58. More Guest Speakers
- 5.1.59. Intellectually Challenging Courses
- 5.1.60. Continue Divine Mercy Groups
- 5.1.61. Catholic Family and Parenting Formation
- 5.1.62. Add Social Group for Men
- 5.1.63. Add/Better Program for Widowed and Divorced People
- 5.1.64. St. Ignatius Rules of Discernment and the Examen are good
- 5.1.65. Support Holy Family Schools
- 5.1.66. Need Better and More Meeting Facilities
- 5.1.67. Improve Coordination between Programs (child to youth to young adult)
- 5.1.68. Add Youth Program to tie Catholic Community work to High School Credit
- 5.1.69. Add a Converts Club
- 5.1.70. Better Communication on Parish Priorities (Vision, Mission, Values, Objectives)
- 5.1.71. Add Volunteer Recruitment training to Ministry Leadership training
- 5.1.72. Too Many Ministries - Combine Some

- 5.1.73. Keep Pre-Mass Rosary
- 5.1.74. Add Proper Etiquette Card to Pews (address talking, babies crying, child care, participation)
- 5.1.75. Add Cry Room
- 5.1.76. Improve the Sound System (also train the sound people)
- 5.1.77. Improve Participation in Music (help parishioners to know the songs)
- 5.1.78. Liturgy Improvements
- 5.1.79. Improve Lighting in Church
- 5.1.80. Don't use Multi-Media at Mass unless you can do it well
- 5.1.81. Creating a Split Parish, English versus Spanish
- 5.1.82. Move Commercial Activities Out of the Church/Narthex
- 5.1.83. Church Frequently Too Cold
- 5.1.84. Add a Sidewalk to the Adoration Chapel
- 5.1.85. Move Welcoming to Beginning of Mass
- 5.1.86. Keep Sermons Brief and to the Point (repeating to many times causes us to stop listening)
- 5.1.87. Address Appropriate Use of Incense
- 5.1.88. Less Incense
- 5.1.89. Add Adult Fellowship Groups (groups according to age)
- 5.1.90. Stop Bilingual Masses (too confusing, people leaving the parish, want English masses)
- 5.1.91. Improve Reverence (add kneelers for communion, stop clapping, better dress code, etc.)
- 5.1.92. Add more Community Outreach/Evangelization
- 5.1.93. Add Sign Language Interpreter
- 5.1.94. Add Small Group Discussions after mass
- 5.1.95. Add pre-Mass Greeting of Neighbors
- 5.1.96. Could we have Instrumental Music After Communion
- 5.1.97. Need better Advertising for Classes
- 5.1.98. Add a Welcome Table in Narthex to engage new people
- 5.1.99. Send a Personal Note/Invitation to all New Parishioners
- 5.1.100. Improve Responses when people Sign Up for Ministries
- 5.1.101. Improve Communications about Ministry Activities
- 5.1.102. Add Childcare and Use The Playground (mass times, large events, large ministry activities)
- 5.1.103. Improve eMail Response Times from Office Staff
- 5.1.104. Add Monthly Children's Mass (kids as ushers, lectors, servers, etc.)
- 5.1.105. Improve Website (add video testimonials, educational information, updated calendar)
- 5.1.106. Create a Communication Strategy (how/when to use Web, Bulletin, Pulpit, Social Media)
- 5.1.107. Need a Welcome Packet (Ministry list, contacts, activities, first contact person for help)
- 5.1.108. Add Bulletin Board in Narthex for non-electronic updates
- 5.1.109. Add Newcomers Luncheon Monthly/Quarterly to get them involved

- 5.1.110. Communicate, Communicate, Communicate
- 5.1.111. Business Administration Communication Need Improvement (between and outbound)
- 5.1.112. Ministries Need to Communicate (objective, progress, activities, membership)
- 5.1.113. Keep Online Bulletin Current
- 5.1.114. Add Text Reminders, Volunteer Requests
- 5.1.115. Add Social Media Platform (GET CURRENT)
- 5.1.116. Make our Social Outreach Visible to the Church and the Community
- 5.1.117. Continue St. Vincent de Paul
- 5.1.118. Priests Need to Know about Deaths and Contact Parishioners
- 5.1.119. Need 2-3 Big Projects per Year (see Texas A&M <http://bigevent.tamu.edu/>)
- 5.1.120. Eliminate Reserved Parking
- 5.1.121. One Ministry Must Pay, All Must Pay
- 5.1.122. Add a Columbarium
- 5.1.123. Need an Updated Campus Plan (short-term and long-term)
- 5.1.124. Add a Group to Support Strengthening Marriages/Married Couples
- 5.1.125. Prayer and Life Workshops (by Father Ignacio Larrañaga) were good
- 5.1.126. Parish Email Needs to be Monitored/Replied
- 5.1.127. Like that we are a part of FORMED
- 5.1.128. Need Opportunities to Pray in Groups and Discuss
- 5.1.129. Continue That Man Is You is a Great Program (poorly attended)
- 5.1.130. Continue ST Faustina groups are doing a great job
- 5.1.131. Continue Divine Mercy, Legion of Mary, Schoenstatt, men's liturgy of hours are all great
- 5.1.132. Part of Catholic Mother's Group (through MeetUp)
- 5.1.133. Very Limited/Flexible Meeting Space
- 5.1.134. Hard to Use Space (Access, Permissions, Scheduling, A/C control)
- 5.1.135. Parish Admin Policies Limit Meeting Space Usability
- 5.1.136. Time to Expand
- 5.1.137. Expand with Audio/Visual/Multimedia Design
- 5.1.138. Use Alternate Spaces (vacant office/rented space, parishioner homes, schools out of session)
- 5.1.139. Need More Event Parking
- 5.1.140. Current Buildings Need Updating
- 5.1.141. Current Maintenance is not Adequate
- 5.1.142. Office Staff should Stagger lunches to allow office to stay open
- 5.1.143. Use Volunteers to keep office open during staff meetings/retreats

- 5.1.144. Administrator Needs to be Responsive (Delegation may allow better service)
- 5.1.145. Add More Handicap Parking
- 5.1.146. Improve RE Pickup Traffic Flow
- 5.1.147. Need Covered Drop/Pickup Area
- 5.1.148. Add Police/Traffic Direction after Events and Larger Masses
- 5.1.149. Parking Lot Lighting Requires Maintenance
- 5.1.150. Open Access to New Property Parking with Third Entrance/Exit
- 5.1.151. Reduce the Speed Bump Height
- 5.1.152. Add 6:30am masses on Holy Days
- 5.1.153. Create Succession Plans for Ministry Leads
- 5.1.154. Create Sound-proof Space for Music Groups
- 5.1.155. Have weekly bulletins available 24/7 in the Narthex
- 5.1.156. Add Gluten Free Communion
- 5.1.157. Add E.S.L. Classes for Adults, Computer Classes, and Jobs offer for people with talents
- 5.1.158. Add Parish Grandparents Association or connection to one in another parish
- 5.1.159. Need More Information about how our faith applies to today's politics
- 5.1.160. Need Notification of Catholic Movies, Area Catholic Activities, etc.
- 5.1.161. Need More Storage Space
- 5.1.162. Create Parish Ministry Plan

## **5.2. Consolidate, De-duplicate, Add (34)**

Starting with the complete list of 162 ideas, the team began a multi-step process of removing duplicates, adding items if necessary, and consolidating ideas that could be implemented as a group. When this step of the process was complete, the list was reduced to 34, see below, with many of the ideas being grouped into those 34.

- 5.2.1. Short-term Parking Solution
- 5.2.2. Maintenance (Planning and Repairs)
- 5.2.3. Organizational Clarity
- 5.2.4. Communications (Parish)
- 5.2.5. Communications (Internal Organizational/Staff /Clergy)
- 5.2.6. Welcoming Strategy
- 5.2.7. Campus Plan
- 5.2.8. Meeting space
- 5.2.9. Multi-cultural Balance
- 5.2.10. Evangelization
- 5.2.11. Liturgy Improvements
- 5.2.12. Create Parish Ministry Plan

- 5.2.13. Ministry support (too many ministries)
- 5.2.14. Young Adult Formation/Social Opportunities (Post-confirmation to 25yrs)
- 5.2.15. Adult Catechesis
- 5.2.16. Youth Programs - Youth Catechesis (up to Confirmation)
- 5.2.17. Add Childcare and Use The Playground (mass times, large events, large ministry activities)
- 5.2.18. Build a Cry Room (but keep the families connected)
- 5.2.19. Need Opportunities to Pray in Groups and Discuss
- 5.2.20. Confession lines are long, improve times
- 5.2.21. Replace the Mother's Day Out Program (evangelize)
- 5.2.22. Music - Continue Strong Choir
- 5.2.23. Continue Strong Knights of Columbus
- 5.2.24. Address Appropriate Use of Incense
- 5.2.25. Continue Mobile Loaves and Fishes
- 5.2.26. Continue St. Vincent de Paul
- 5.2.27. Continue ST Faustina groups are doing a great job
- 5.2.28. Continue Kings Army
- 5.2.29. Prayer and Life Workshops (by Father Ignacio Larrañaga) were good
- 5.2.30. Continue Divine Mercy, Legion of Mary, Schoenstatt, men's liturgy of hours are all great
- 5.2.31. Need 2-3 Big Projects per Year (see Texas A&M <http://bigevent.tamu.edu/>)
- 5.2.32. Continue Divine Mercy Groups
- 5.2.33. Continue That Man Is You is a Great Program (poorly attended)
- 5.2.34. Add a Columbarium

### **5.3. Prioritization**

The final group of 34 ideas was too large to be implemented in a single year. In order to identify and then select the most important ideas, the team completed three prioritization steps.

The first pass created a level of prioritization but with a significant variation in priority across the team members. The team discussed the scope, purpose, and potential outcomes for each idea and began to form them into actionable initiatives.

With a greater resolution and level of detail defined, the team then forced ranked the list based on urgency, current actions already underway, potential for short-term success, and overall requirements for achieving our expected growth as a parish.

With the forced ranking completed the team then completed further discussion around each initiative to ensure complete

alignment across the team. We discussed the requirements for implementation which included leadership, processes, reporting, and monitoring by parish leadership. We also discussed balance across the strategic emphasis areas that would become the pillars of the plan. A few consolidations were achieved through this step and then a final consideration was given to the resources required for implementation in 2018.

A final forced ranking vote was then taken and the final 15 initiatives for 2018 were selected. The remaining ideas for initiatives will not be discarded but rather held for consideration as soon as resources are made available. This may occur as soon as a 2018 initiative is completed or when the plan is refreshed for 2019.

#### **5.4. Final Selection (15)**

The final list of 2108 initiatives is listed below. Detailed descriptions are included in the Appendix.

- 5.4.1. Short-term Parking Solution
- 5.4.2. Maintenance Planning/Repairs
- 5.4.3. Organizational Clarity
- 5.4.4. Improve Communications
- 5.4.5. Welcoming Strategy
- 5.4.6. Long-Range Campus Plan
- 5.4.7. Meeting Space Coordination
- 5.4.8. Address Multi-Cultural Balance
- 5.4.9. Improve Evangelization
- 5.4.10. Liturgy Improvements
- 5.4.11. Create Parish Ministry Plan
- 5.4.12. Young Adult Formation/Social
- 5.4.13. Adult Catechesis
- 5.4.14. Youth Programs/Catechesis
- 5.4.15. Improve Prayer Opportunities

#### **6. Implementation**

Completion of the Pastoral Planning Process does not guarantee success of the plan overall. The most important step once the plan is complete is the management of the implementation process. The key elements of implementation are outlined below and are specified in the implementation and scoping documents for each initiative, see the Appendix.

### **6.1. Objective**

The objective describes in general terms, the intent for creating this initiative. It sets the overall expectations for the implementation team assigned to complete the work.

### **6.2. Background**

In many cases, there is some history behind the need or requirements associated with an initiative. When this information can be helpful for the team, it is included in this section.

### **6.3. Scope Definition**

Every initiative will have an action plan that outlines the work to be completed and the expected deliverables. This section provides initial input to the implementation team so that they understand the early thinking on the project. The team may change the scope of the project as they learn more, with the approval of the pastor.

### **6.4. Key Milestones**

Initial milestones are defined for each project. The team will need to update this information as the project develops. It is critical to the success of every project that key milestones be defined and progress measured against these milestones.

### **6.5. Roles & Responsibilities**

Each project team will consist of an Leadership Sponsor that will make critical decisions as well as provide coaching and guidance for the team. Each team will have a team leader that is responsible for all day-to-day activities and management of the team. The team members will follow the direction of the team leader and act as implementation resources to complete the objective of the initiative.

### **6.6. Budget**

As the early planning is completed for each initiative, a budget must be created for the expected costs. The pastor will have ultimate authority for continuation of each initiative within the constraints of the parish financial resources.

## **7. Communications**

With the completed and documented the final phase of the Pastoral Planning project is to communicate the results to all parishioners,

staff, and clergy. This will occur in January 2018 to align with clergy vacations and the team's availability to meet face-to-face in Town Hall Meetings.

#### 7.1. Rollout Communications Plan

The rollout communications will begin the weekend of January 27<sup>th</sup> with hold the date communications being broadcast in early January. Announcements will be made during the 27<sup>th</sup> weekend masses. The website will be updated for that weekend launch. Town Hall meetings will begin the next Monday and be scheduled as outlined below.

7.1.1. Monday 1/29 after 8am mass English Day Chapel

7.1.2. Wednesday 1/31 after 7pm mass Spanish Day Chapel

7.1.3. Thursday 2/1 after 6:30 mass English Day Chapel

7.1.4. Saturday 2/3 after 5pm mass Benish center or Day Chapel

7.1.5. Sunday 2/4 after each mass in the Benish center, except for 5 pm Day Chapel

7.1.6. Wednesday 2/7 after 7pm mass Spanish Day Chapel

If needed additional meetings will be held 2/10 and 2/11 the weekend before lent, after each mass in the Benish Center, except for 5 pm Day Chapel

## **8. Appendix**

### **8.1. Survey Summary**

The survey summary document is over 140 pages in length and therefore has not been included here. The file may be found on the Pastoral Planning Dropbox site.

See file: Summary Data English171017.pdf

See file: Summary Data English171017.pdf

### **8.2. Planning and Prioritization Spreadsheet**

The Pastoral Planning Worksheet contains 15 tabs of information collected to start the planning process through the final spreadsheet used to prioritize and select the final initiatives for the first year of the plan.

See file: Pastoral Planning Worksheet v10.xlsx

The tabs include:

8.2.1. Survey Master (consolidated English and Spanish results)

8.2.2. Town Hall Meeting Notes (English and Spanish)

8.2.3. Staff and Clergy Interview Summary

8.2.4. Total Ideas List

8.2.5. Voting Sheets & Vote Master

8.2.6. Priorities Master Sheet (final results)

### **8.3. Presentations**

The primary presentation that was used throughout the planning process may be found on the Pastoral Planning Dropbox site.

See file: SMM Strategic Planning rev9.pptx

## 8.4. Frequently Asked Questions

### 8.4.1. Why did we need to undertake this planning process now?

As the parish has grown, many changes are required to meet the changing needs of the parish. Without a comprehensive plan of action we could easily make decisions for the moment, which are not consistent with the long-term needs of the parish. Taking a full assessment helps us decide what must be done, what could be done, and what we should do at this time.

### 8.4.2. Is there already a parish leadership long-range plan that is controlling or guiding the outcome of this planning process?

No, this effort was intended to start with a blank sheet of paper and use the input of all stakeholders to create a plan that meets the needs of our complete parish family. To ensure that Fr. Luis' leadership did not influence the outcome, he did not attend the meetings nor did he vote on the list of selected initiatives.

### 8.4.3. Was our parishes plan a copy of, or strongly influenced by, a plan from another parish?

No, our plan was created by our Pastoral Planning team using input from our town hall meetings and the parish surveys. We considered information from the Diocese and the USCCB but defined our own plan.

### 8.4.4. Do we have a new Vision or Mission for our parish?

No, both the Vision and Mission remained as defined. The team felt that they met the current and future needs of the parish.

### 8.4.5. What were the top five issues identified for work in 2018?

The top five issues mentioned for improvement by the largest number of parishioners are listed below. Each of these will be addressed by 2018 initiatives.

1. Parking space and flow
2. Facilities maintenance
3. Long-range Campus Planning
4. Meeting space availability and coordination
5. Communications improvements

- 8.4.6. I don't see my suggestions reflected in the list of projects for 2018. How do I know if my input was considered?  
We collected over 2100 suggestions, complaints, statements, and ideas. The team sorted through all of them and collected like items together while deleting obvious duplicates. We then organized all of these ideas and grouped them into logical groupings that could be implemented together. We believe that we have included all suggestions but with this volume of data it is possible that we missed something. If you would like further detail on a specific item, please talk with a team member so they can work with our consultant to find information on your specific suggestion.
- 8.4.7. I only see the one-page Pastoral Plan, how long will these plans last?  
This planning effort should be current and valid for roughly three to five years. Given the rapid population growth of the Leander area, we may need to refresh the plan sooner than five years. Some of the projects that we start in year one may take more than five years to implement. Our list of initiative ideas contains a selected list of 15 projects for 2018 and the remaining ideas will be held for consideration when we select our list for 2019. The plan is evergreen so as projects are completed mid-year, new projects may be started, providing of course that we have the resources for the implementation.
- 8.4.8. Will we be building additional parking lots?  
There are two initiatives that will address parking; the first will be focused on short-term solutions while we wait for the second, an overall Campus Plan, to address the long-term solution.
- 8.4.9. How will we fund all of these projects?  
Some of the projects will be implemented with little to no cash required. Some of our larger projects will be funded out of our annual budget, while others will require financing through the Diocese. Each project team will estimate the cost for implementation and then propose an action plan. We will need to stagger the implementation so that we build our financial resources before we begin some of these projects.

- 8.4.10. Is our Pastoral Plan consistent with the Diocesan Pastoral Plan?  
Yes, Our Vision is identical to the Austin Diocesan Vision. Our mission statement is similar but different, given the unique needs of our parish. Our initiatives are very well aligned with several of the Diocesan goals and objectives. Ensuring alignment with the Austin Diocesan plan was an intentional part of our planning process.
- 8.4.11. Did we cover the needs of the English speaking members and the Spanish speaking members?  
Absolutely, we made a concerted effort to collect input from all parishioners. While we had roughly 10% of the surveys completed in Spanish, there are many more bi-lingual parishioners. All survey information was translated to English and consolidated in the master database. That ensured that all input was treated equally by the team.

## **8.5. Initiative Implementation/Scope Documents**

The team completed a project plan outline for each of the 15 initiatives selected for 2018. These outlines may be found in the following MS Word files.

- 8.5.1. Adult Catechesis Project v2.doc
- 8.5.2. Campus Plan Project v3.doc
- 8.5.3. Improve Evangelization Project v1.doc
- 8.5.4. Improve Prayer Opportunities Project v1.doc
- 8.5.5. Liturgy Improvements Project v2.doc
- 8.5.6. Maintenance Planning and Repairs Project v1.doc
- 8.5.7. Meeting Space Coordination Project v1.doc
- 8.5.8. Multi-Cultural Balance Project v2.doc
- 8.5.9. Organizational Clarity Project v1.doc
- 8.5.10. Parish Communications Project v2.doc
- 8.5.11. Parish Ministry Plan Project v2.doc
- 8.5.12. Short Term Parking Project v1.doc
- 8.5.13. Welcoming Strategy Project v1.doc
- 8.5.14. Young Adult Formation Project v2.doc
- 8.5.15. Youth Programs and Catechesis Project v2.doc