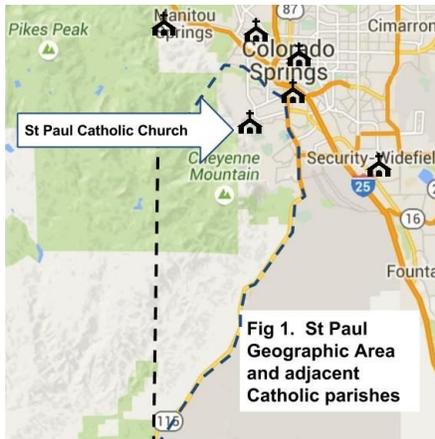


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Introduction 22,960 persons live within the prime geographical area (GA) of the St Paul Parish boundary (See Figure 1). God’s expectation of our parish is that we reach out to each of these persons so that they will come to know, love and serve God and neighbor. We can think of this as each person’s spiritual mission. St Paul Parish’s mission is to help them see what God is doing in their lives.

Purpose of the plan: The purpose of our plan is to support the parish in affecting changes in our parish to best serve our mission. We need to stay current and relevant while focusing on our Catholic Faith.

Assessment. The Pastoral Council believes that the parish is making solid and valuable support available to its parishioners’ mission to know, love and serve God and neighbor. While our focus is primarily on practicing Catholics, we continue to reach out to everyone in our GA. We will use the eight Areas of Value listed in *Table 1* to direct our response to the challenges presented to us by contemporary society. Our efforts will be reflected in three focus areas: Family Faith Formation, Increased Participation in Parish Life, and Baseline Continuance.

Family Faith Formation. Each family is a domestic church and a key societal cornerstone of God’s Kingdom on earth. However it is not easy for families to understand the dimensions of their mission. Divorce, cohabitation, single parenting, gender issues, the media, and economic pressures impact all families. Everyone is a member of a family from birth to death. Parents and children constitute a family, but can also extend to members of other families in the parish. Families should reach out to include unmarried and widowed neighbors in their domestic church. As a parish we will stress evangelization towards family members, especially those not currently practicing their faith. We will help families understand their baptismal identity as suggested in the first year of our Diocesan Five Year Plan. Formation is a lifelong pursuit as we deepen our relationship with Christ and our church community. All the parish programs seek to encourage families to continue their growth in the Faith.

Increased Participation in Parish Life. Mass and the sacraments are essential for everyone’s salvation journey. Therefore the parish will always provide sacramental and devotional support for our community. We seek to attract people to a fuller participation in parish life. This plan will seek to provide know, love and serve opportunities for those within our parish boundaries. We will continue to look for venues, commitment levels and communication means to reach our diverse population. We will learn and adapt. Thus this is a living plan.

“...our efforts will be reflected in three focus areas: Family Faith Formation, Increased Participation in Parish Life, and Baseline Continuance.”

A prime venue for involvement is St. Paul Catholic School. The school is an integral part of the parish, so this plan will encourage an integration of school and parish activities. Infrastructure, technology, management and financial support are already well integrated. We would like to increase cross-flow of time and talent among students, parents, and other parishioners.

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Communications and technology will help us welcome and invite people to parish activities. We can encourage participation through:

- Integrating the existing school Five Year Plan with this new parish-wide plan;
- Institutionalizing the Five Year Plan process to yield a “living plan” and link to Diocesan Pastoral Plans.
- Praying together as a community which can be supported by annual Retreats (example: Lenten Retreat, depending on the availability of retreat directors; also advertising regional retreats at other parishes or locations), Parish Feast Day activities, and additional liturgical or seasonal celebrations.
- Instituting a school alumni program.
- Expanding the existing school Communication Committee into a parish-wide committee that would also facilitate parish information technology expansion, coordinate social media and promote parish initiatives.
- Facilitating small group meetings.
- Continuing our stewardship process.

<p>Table 1. Parish Areas of Value</p> <ul style="list-style-type: none"> - Sacramental Devotion and Prayer Life - Evangelization - Marriage and Family - Stewardship - Formation (includes Saint Paul Catholic School) - Community Building - Communication - Leadership, Mgmt & Ops Effectiveness
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Focus Area: Baseline Continuance. As of the baseline year of 2016, St Paul Parish is successful and extremely active in its worship, learning/teaching, community involvement and leadership/management processes. Evidence of this is seen by the number (47) and diversity of baseline ministries, sub-ministries, and organizations as shown in Appendix 1. Parish mission success is measured by emphasis on the eight Areas of Value shown in *Table 1*. All of the associated baseline activities will continue to receive full attention of the staff and volunteers in order to continue their contribution to parish mission success. Using this plan, we will evaluate our progress regularly.

Societal Influences. The principles established in Scripture and through revelation guide our Christian lives. It is always difficult to apply our faith to real life situations. Currently we face many different issues including:

- | | | |
|--|--|---|
| <ul style="list-style-type: none"> ● Media Influence (social, news, entertainment) ● Personal isolation and loneliness ● Civil Involvement and Responsibilities | <ul style="list-style-type: none"> ● Family/peer lack of support ● Gender issues ● Science and Faith ● Religious Abandonment | <ul style="list-style-type: none"> ● Evangelization Challenges ● Religious Freedom ● Wealth Gaps ● Politics Interaction |
|--|--|---|

These influences will be discussed in more detail in Appendix 1 and updated in succeeding versions of the plan.

Next Steps. Our Pastor, Monsignor Jaeger, has approved this plan. Starting January 2016, a separate Implementation Plan will be prepared to describe how new activities will be resourced and activated. To keep in step with our changing culture and demographics, both the Five Year and Implementation Plans will be continually monitored and assessed

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with measurable metrics. They will be updated in accordance with a formal process that also continually interfaces with the ongoing Diocesan Five Year Pastoral Plan. As this monitor-and-change process is put into place, it will be described in Appendix 7.

Index of Appendices. The index of appendices is as follows:

- | | | |
|--|---|--|
| 1. Parish Description
(includes ministries and organizations) | 3. References | 6. Info Technology Details |
| 2. Parish Change Descriptions | 4. Demographics Source Material | 7. St Paul Five Year Plan Governance Process |
| | 5. Interfaces to Diocesan Five Year Pastoral Plan | |

Appendix 1: Parish Descriptions. The parish description is organized so that its basic framework of elements and attributes can be used for the starting year of 2016, as well as interim phase years and the final year of 2021.

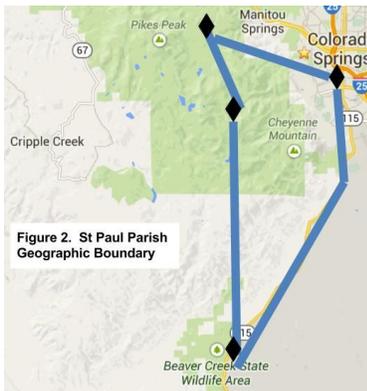


Figure 2. St Paul Parish Geographic Boundary

2016 Parish Description. The 2016 attributes of the standard nine parish elements are as follows:

Parish Element 1: St Paul Parish Statutes/Authority. The St Paul Parish exists under the authority of statutes signed by Bishop Michael Sheridan of the Diocese of Colorado Springs on November 8, 2011. The GA assigned to St Paul Parish for pastoral care is shown in Figure 2 and described in detail in the statutes.

Parish Element 2: St Paul Mission/Vision. Five Year Plan progress will be assessed by how well the activities within the three focus areas support the following parish mission and vision statements, measured against the eight Areas of Value

shown in *Table 1* and described in Parish Element 9.

- **Mission Statement:** We are a Catholic parish of the Diocese of Colorado Springs and Eucharistic community following Jesus Christ. With faith in God, we are proclaiming the Good News of Jesus Christ through joyful celebration of His Word in worship and commitment to serve all people. We invite and encourage everyone to appreciate and share the gifts we continue to receive from the Lord on this journey. The mission can be summarized as helping each parishioner to know what God is doing in his/her life.
- **Vision Statement:** We seek to be the manifestation of Jesus Christ's Kingdom of holiness and grace by obeying His commandment to love God above all things and one another as He has loved us.

Parish Element 3: Parishioners. Parishioners are people who have an interest in St Paul Parish because they receive (actually or potentially), provide, or both receive and provide support connected with St Paul's mission. St Paul Parish primarily serves the 22,960 persons within the GA boundaries as shown in *Figure 1*. and in some circumstances, persons outside these boundaries.

The **Receiving** parishioners can be categorized as

- **Regularly or Periodically Attending** Catholics/non-Catholics living in the geographic area around St Paul. Observations at a typical weekend of Masses set this category at

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an average of 700 persons (summer) and 900 (Fall). Statistics predict this number averages 1795 for a population of the St Paul GA. There are 2157 formally registered persons in St Paul Parish.

- **Holiday Attending** (less than once a month) Catholics/Non-Catholics living or visiting in the geographic area around St Paul (usually Christmas and Easter). Statistics predict 1444 over the regularly or periodically attending persons.
- **Non-Practicing Catholics** living in the GA. Statistics predict this number to be 664.
- **Non-Catholics** living in the boundary. This includes Protestants, Jewish people, Muslims and other. Statistics number this category at approximately 14,235 persons.
- **Students** of St Paul Catholic School. 180 for the 2015/16 school year (includes preschool students)
- **Persons outside** the boundary who **influence or are influenced by the parish mission**. (e.g. Broadmoor Hotel guests, visiting relatives, and those who travel from outside the assigned parish boundaries to be a part of our parish)

The **Serving Parishioners and Staff** are divided into two categories

- **St Paul Parish Staff and Management Support**. This category is further broken out into (a) the pastor and parochial vicar, (b) the paid parish staff, including the faculty and staff of St Paul Catholic School and (c) volunteers who comprise the Pastoral Council, the **Finance** Council, and the Stewardship Committee and Liturgy Committee.
- **St Paul Ministry/Organizations**. A variety of parish groups comprised mostly of parishioner volunteers serve our parish through their gifts of time, talent, and financial support. We have grouped them into two categories: those unique to St Paul Parish and those who are a local presence of national or international organizations.

-----Ministries/Organizations sponsored by, and unique to St Paul Parish:-----

- **Bible Study**. Periodic (usually weekly except summer) meetings for men and women of all ages to study and discuss Scripture and Scripture-related topics. Volunteer layperson led. Various academic and multi-media program resources are used for each session.
- **Children/Youth Faith Formation**. Faith formation for children and youth not enrolled in St Paul Catholic School.
- **Finance Council**. The only parish council mandated by Canon Law. Volunteers are appointed by the Pastor to assist in the preparation of the annual budget, review all financials on an on-going basis, review annual audit and to advise Pastor on any major financial transactions. The Finance Council is a consultative body
- **G.I.F.T.** Growing in Faith and Together is a collaborative adult religious education program provided primarily to parents whose children attend Children/Youth formation classes (but G.I.F.T. is also open to all parishioners).
- **Liturgy Committee**. Parish volunteers who organize, provide, manage and monitor liturgical events and activities to include music, altar care and serving, Eucharistic ministering, lecturing, intercession authoring, and wedding coordination.
- **Men's Breakfast Ministry**. Men's Breakfast Ministry that supports St. Paul's *Community Value Area* by bringing together men of the Parish to enjoy fellowship, engage an interesting speaker, and share a hot meal. Men meet monthly from September to April

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and encourage members to invite Catholic and non-Catholic men from outside St. Paul Parish. Breakfast expenses are more than covered by donations and any excess funds are returned to the parish.

- **Natural Family Planning.** Instruction and mentoring on the application of natural methods of achieving and avoiding pregnancies within a family context.
- **Parish Staff.** Pastoral, administrative, financial, faith formation, youth ministry, music, information technology, and facilities salaried positions within the parish.
- **Pastoral Council.** Principal body of volunteer parishioners appointed by the Pastor and under the authority of the Pastor. The council considers and proposes practical recommendations concerning the pastoral works in the parish and fosters pastoral activity. The Pastoral Council is a consultative body.
- **Preparation for Baptism, Reconciliation Communion, Confirmation and Marriage.** Religious education for grammar school-aged children (preparation for Baptism if not baptized as infants, Reconciliation, First Communion) teenagers (preparation for Confirmation) and adults (preparation for Confirmation and/or Marriage)
- **RCIA.** Rite of Christian Initiation of Adults is a process covering Catholic beliefs and practices to prepare prospective converts to Catholicism.
- **St Paul Catholic School Organizations**
 - Staff
 - Home and School Association (HSA)
 - Liturgical Committee
 - Response to Intervention
 - School Advisory Council (SAC)
 - Safety Committee
 - Student Council
 - Communications Committee
- **Social Concerns Outreach Ministry.** A set of sub-ministries that support the community with various types of needs (physical, emotional, social, spiritual and financial). Those receiving support range from St Paul parishioners to people living in adjacent communities. The support also includes St Paul Parish liaison with other Catholic and community outreach programs. The current Social Concerns Outreach Ministries are: Adopt-a-Family, BeFriends, CRS Operation Rice Bowl, Food Pantry, Fostering Hope, Funeral Meals, Giving Tree, Homebound Ministry, Meals Ministry, Respect Life/Life Support Center, Soup Kitchen (Marian House), and Westside CARES
- **Stewardship Committee.** Volunteer parishioners who support and oversee a parish stewardship program that seeks to bring awareness to parishioners about the need to support the parish with time, talent and treasure.
- **Welcoming Committee.** A group of parishioners who calls and welcomes new parishioners, informs on all support available from the parish, answers any questions about the parish, and provides any other assistance that might be needed.
- **Youth Ministry.** Teen aged group that meets for social and faith formation activities tailored to meet the needs of that age group in today's culture and in a Catholic context. The group also performs volunteer activities locally and on mission trips and organizes for and attends World Youth Day and similar events.

-----**Ministries/Organizations with a presence at St Paul Parish, -----**
but part of national/international organizations

- **Boy Scouts of America.** Troop #1
- **Equestrian Order of the Holy Sepulchre of Jerusalem (EOHSJ).** A 900 year old, worldwide association of Catholic laity and religious established according to ecclesiastical law and entrusted with a special mission from the Holy Father to aid the

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Church in the Holy Land and to strengthen the practice of the Christian life amongst its members.

- **Girl Scouts of America.** Troop #272.
- **Knights of Columbus.** Council # 11634 is the St Paul chapter of this world-wide Catholic fraternal benefit society which promotes social and intellectual fellowship among its members and offers assistance to parish parishioners in need through charitable, educational, religious, social welfare, war relief and public relief works. The council also provides several scheduled and ad hoc parish activities in a wide range of venues.
- **Legatus.** A Colorado Springs chapter of this international organization of Catholic business leaders with a mission to study, live and spread the Faith in their business, professional and personal lives.
- **Praying Prodigals Home Prayer Group.** A monthly meeting of parishioners to pray a rosary with mysteries focused on asking for the return of Catholic family and friends who have left the practice of the Catholic faith.
- **That Man is You Men's Group.** An early morning weekly meeting for men of all ages to view a video from the That Man is You (TMIY) organization and have a discussion afterwards. The meeting ends by 7:30 a.m. to accommodate those who work. The TMIY program reflects on Scripture and secular research to address the challenges and responsibilities facing men in modern culture.

Parish Element 4: Parish Governance. The St Paul mission is accomplished through the following processes.

- **Worship.** St Paul Parish provides sacraments, liturgy, and support for spiritual and vocational development. Receiver parishioners use this parish support to worship God.
- **Learn and Teach.** St. Paul Parish provides Catholic schooling through 8th grade, faith formation and Catholic identity programs for all ages and various specialized learning from a Catholic perspective. Receiver parishioners use this parish support to learn on a continuing basis throughout their faith lives.
- **Build Community & Evangelize.** St Paul Parish conducts activities to establish and grow a sense of community, address social concerns, foster all aspects of stewardship and spread Christ's message amongst all its parishioners, and then to extend the fruits of these efforts beyond.
- **Lead/Manage.** St Paul Parish establishes and maintains infrastructure and technology and associated skills and finances that support all parish mission processes. The parish fosters the "treasure" aspect of good stewardship, which parishioners exercise through giving. Parish leaders assess progress towards the Five Year Plan and Diocesan Five Year Pastoral Plan goals. Finally, the parish organizes to provide informed, relevant and timely management advice to the leadership of all elements.

Parish Element 5: Infrastructure. St Paul Parish infrastructure includes a 550 person capacity church, school, several meeting rooms, a parish hall with a commercial size kitchen, parking lots (some shared with the Broadmoor Hotel), a rectory in the neighborhood adjacent to the main property, and a separate chapel (the Pauline Chapel) that is leased to the Broadmoor Hotel. Building square footage totals 71,100 sq ft, parking totals 640 spaces and total lot size is 6.4 acres.

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Parish Element 6: Information Technology (IT)

The parish either owns or outsources a complete set of hardware and software typical of an organization the size of St Paul's. A description of the hardware, software, functional capabilities and social media is contained in Appendix 6.

Parish Element 7: Financial Condition . Total income from all sources for the 2015/16 fiscal year, which ended June 30, 2016, was \$2,422,328. Income came primarily from offertory, school tuition, fundraising and program fees. Total expenses were \$2,339,056 with a current debt of \$111,771. The parish subsidizes about 45% of the school's expenses. Although the parish operates at a near break-even level, there are several needs that remain unmet that could be met if giving could be more evenly distributed across the parishioners. We are blessed to have a giving pattern that exceeds the national average. Sixty percent of registered families contribute and 60% of those contributing account for 90% of the offertory.

Parish Element 8: Influence Interfaces. There are a variety of internal and external, and planned and unplanned influences that affect the St Paul Mission and Vision. Since many of these influences are not controlled by or a product of the parish elements, the Five Year Plan will only be concerned with the interfaces of these influences to parish elements. The most relevant of the influences are:

- **Pastor Guidance.** Drawing from the parish statutes, the Pastor's guidance is the most important influencer for the parish. How the other parishioners influence the Pastor in the performance of his responsibilities is therefore equally important.
- **Parishioner Influence.** Parishioner awareness of and involvement in all parts of the Five Year Plan are critical to the parish Mission and Vision.
- **Diocesan Guidance.** Some of the Pastor's guidance results from his response to Diocesan level guidance, plus there are various Diocesan offices that directly interface with parish elements for specialized guidance that originates with the Bishop, the US Council of Catholic Bishops (USCCB) and the Vatican. Areas of emphasis are expected to change annually (ex: Year of Marriage and Family Life). The parish plan will also be continually synchronized and interfaced with the Diocesan Pastoral Plan.
- **External Influences.** The parish must stay current with various social, cultural, political, technological, financial influences and maintain the ability to interpret their relative importance and apply same to appropriate parish elements and the Five Year Plan. Specific influences most relevant for 2016 are:

- **Media Influence.** Social, news and entertainment media are growing in their ease and extent of exposure to all society in all age groups. The influence on the faith lives is significant.
- **Personal Isolation & Loneliness.** Many factors contribute to sense of isolation and loneliness in our society. Relocating makes it difficult for people to develop and maintain long-term relationships outside their immediate family. Both the stress and busyness of modern life encourages many of our personal interactions to remain superficial. Some groups are unwilling or unable to discuss controversial moral and personal issues without taking or giving offense. Thus, even in the midst of an active and successful life some people struggle to make the deep friendships that are necessary part of a healthy spiritual life.
- **Gender Trends.** Societal acceptance of gay and transgender lifestyles sometimes triggers reactions against formal religions that hold to traditional

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concepts. The correct understanding of gender issues for Catholics and the ability to communicate same effectively is not easy for our young parishioners, let alone for all others. Informed parish help is needed.

- **Family/Peer Lack of Support.** Growing numbers of parents do not practice their faith or do so only on the surface while kids are in school. When kids leave home, this lack of faith support, coupled with increased peer pressure from broken homes or homes without a faith life influence a growing number of kids raised Catholic to stop practicing
- **Science and Faith.** There is a common misunderstanding in many parts of society that there is a conflict or inconsistency between science and religious beliefs. Formal Catholic teaching is that there is no conflict or inconsistency, but misunderstandings continue to be a stress factor for many that parish programs should take into account
- **Religious Dropouts.** Growing societal tendency away from organized religious practice and towards apathy and “noneism”, especially in the college age and beyond population. Some contributing factors are the above five influences (media, gender, etc):
- **Evangelization Challenges.** Challenges abound to minister and evangelize in ways relevant to a fast changing and diverse local/national/international culture. Best practices are needed for all levels of parishioners, in all venues, especially in spontaneous, informal societal situations (the workplace, shopping centers, etc)
- **Wealth Gap Perceptions.** Complex sensitivities within and among various wealth categories in parishes like St Paul where the diversity is broad
- **Religious Freedom.** Growing tendency of government to inappropriately regulate church activities that were once immune from government regulation.
- **Civic Responsibility and Involvement.** Growing societal and governmental complexities result in increased challenges for parishioners as regards voting, environmental issues, sustainability issues, political platforms and interaction, jury duty, respecting laws, and civic governance awareness and involvement (to include participation). Parish activities should provide support for parishioner conscience formation and area and degree of responsibility and involvement.

Parish Element 9: Value Model. St Paul Parish will develop and maintain as part of the Five Year Plan an explicit and customized set of value areas which it will use to prioritize possible changes to elements of the parish description. Although customized to St Paul Parish, many of these values will be based on diocesan goals and current Catholic Church-wide focus areas. The Areas of Value are:

- **Sacramental, Devotional and Prayer Life:** The degree to which a parish element encourages, supports, informs about and makes available sacraments, devotions and prayer, on both communal and individual bases for all parishioners.
- **Evangelization** (includes New Evangelization): The degree to which a parish element encourages, leads, supports, and informs about evangelization on the part of all parishioners.
- **Marriage and Family Life** : The degree to which a parish element encourages, supports and informs about traditional Catholic marriage and family life.
- **Stewardship** (time, talent, treasure): The degree to which a parish element encourages, supports and informs about and leverages stewardship as a way of life.

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- **Formation:** The degree to which a parish element encourages, supports, and informs about a continual knowledge development of the faith life and Catholic identity of all parishioners in accordance with validated Catholic traditions and principles. Includes support and to all lay and religious discernment.
- **Community:** The degree to which a parish element builds, encourages, supports, and informs about a vibrant, welcoming sense of community for the parish as a whole (to include all parishioners) and extends that understanding and support to the community outside the parish to include those who are disadvantaged and “on the fringe”
- **Communication.** The degree to which a parish element encourages, supports and informs about a responsive, efficient, positive, affordable, available, easy to use, automated (when appropriate) and productive exchange of information and knowledge between all parishioners. Social media and other technologies are appropriately leveraged. Appropriate skill levels are encouraged, supported and informed about.
- **Leadership, Management and Operational Effectiveness:** The degree to which a parish element motivates, encourages, supports and informs about efficient and effective use of resources and all three elements of stewardship and performs activities efficiently. This value area also includes initial and lifecycle cost and affordability in terms of dollars, skills, technology, complexity, culture, and politics.

Use of the Value Model. The St Paul Pastoral Council approved the above values. They will be used to assess recommendations made to change any of the parish description elements in the 2016-2021 time frame. The Value Model will also be updated as needed to support the parish’s current reflection of the Diocesan Pastoral Plan goals and any changes required throughout the Five Year Plan span.

2021 Parish Description. The goal parish description for the year 2021 will be organized the same as the baseline year of 2016. The element paragraphs will be populated with those changes from the list that are approved.

Appendix 2: Parish Change Descriptions. More detailed descriptions of new activities that are summarized in the three plan focus areas follow below in this appendix. Note that a separate Implementation Plan ~~will be~~ has been developed in early 2016 to organize leadership for each of the new changes that are approved and to monitor progress.

- **School/Parish Plan Integration.** Integrate next St Paul Catholic School Strategic Plan into the St Paul Five Year Plan and governance. The school already has a five year plan that ends in 2016. The integration will consist of linking the compatible parts of the school plan into corresponding parts of the parish plan. The parish and school already share many processes, skills and resources, so this integration is not seen as difficult.
- **Lenten Retreat.** Host periodically based on the availability of retreat directors, lasting 1-2 days. This is an institutionalization of the onetime retreat first held in 2015.
- **Information Technology Enhancements.** Includes updating and external hosting of the parish website, to include the school’s website. They will be made smartphone ready. A parish smart phone app will be introduced ~~as funding permits~~. Social media resources already introduced by various ministries and organizations will be coordinated through the expanded Communications Committee. Increased paid staff support for both IT and the Communications Committee ~~will be considered~~ has been implemented starting 2017.

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- **Communications Committee.** The existing school Communications Committee will be continued and expanded to include all parish elements. It would also facilitate parish IT expansion. This committee would coordinate social media, promote a parish identity program to include a parish brochure and logo/trademark, coordinate subject matter across family and formation programs, Liturgy, Bible Study, TMIY, Saturday Men's Breakfast, etc.; communicate the school budget transparently across the parish; insure information that is published in print and online is up-to-date and consistent, and promote linkage of yearly themes between school, parish and Diocese. Testimonials would be encouraged as a type of formation and teaching across all parish elements.
- **Strengthening Marriage Outreach.** Many marriages in today's culture are not considered sacramental in accordance with the complex rules of Canon Law, especially when a divorce history exists and one or both parties are not practicing Catholics. Some of these process rules are evolving. Many couples, or just one of the parties, feel a need to achieve full communion with the Church, but aren't ready to seek formal help. This change would establish an outreach activity to discover parties with this type of need and provide a noninvasive welcoming opportunity to help with a "next step". The ultimate goal would be to facilitate first contact with existing parish/diocesan processes that address the path to sacramental marriage
- **Parish Faith Night.** Program started that invites entire families to structured meetings to support Family Faith Formation and Increased Parishioner Involvement (parish level) and Baptismal Identity (DPP) themes. Typically four sessions a year. Sub-sessions accommodate children as well as adults of all ages.
- **Denver Catholic Bible School.** Host this 4 year program offered by the Denver Biblical School
- **Parish Feast Day Activities.** On the June Feast Day of Sts Peter and Paul. Activities could include picnics, lectures, movies, etc.
- **Prayer-of-the-Faithful Outreach.** Provide opportunities for ministries and individuals to periodically contribute to weekend mass prayers-of-the-faithful.
- **Holy Land Awareness Updates.** St Paul parishioner EOHSJ members would devise ways via the daily bulletin, parish website, weekly prayers-of-the-faithful, etc, to make parishioners aware of the issue of Christians living in the Holy Land. For parishioners making a trip to the Holy Land via pilgrimage or otherwise, this initiative would provide means to make travelers aware of issues in order to increase the solidarity between St Paul Parishioners and Christians living in the Holy Land..
- **Small Group Meeting and Leadership Coordination.** Encourage formation of informal and formal groups for any variety of reasons: purely social, support (such as single parenting), apologetics, spiritual, etc. The parish would ensure leadership of any group had the appropriate skills and focus and if not, so provide.
- **Five Year Plan Implementation & Governance.** Implement and institutionalize the plan includes interface to Diocesan Five Year Plan
 - Implementation. An Implementation Plan has been developed that will include a schedule, a list of dependency factors, and a list of responsibilities. Some approved changes may have to be put on hold pending budgetary and stewardship issues and pending identification of responsible parties (including a lead Parish Element and person)
 - Governance. A process will be has been developed for the Pastoral Council to manage and monitor progress of the implementation, process and document

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modifications to the plan and communicate/coordinate of all aspects of the plan to appropriate parishioners.

- Diocesan Interface. The Diocese of Colorado Springs has formulated a new Diocesan Five Year Plan as its former 2010-2015 plan has ending. Appropriate processes has been implemented to interface with the Diocese and documented in St Paul's Implementation Plan.
- New Activities on hold for the first year of the 5 Yr Plan:
 - Off-parish-grounds lecture/discussion series. Establish a Colorado Springs local monthly series like Theology on Tap in Monument. Monthly speakers would be lined up to make presentations on a wide variety of current topics to help Catholics with appropriate understanding of a wide range of societal issues. Religious topics would also be covered, with emphasis on how to relate all topics in today's culture to every person's personal spiritual mission (know, love, serve God and neighbor and get to heaven). The venue would typically be in a meeting room associated with a brew pub in order to be very informal. Note: this activity is on hold at least for the first year of the 5 Yr Plan due to resourcing constraints.

Appendix 3. References

- St Paul Statutes (a website will be provided in the final plan version to download)

Appendix 4 Demographics Source Material Relevant Data: The following information is according to

- a) A report drawn from 2013 Census Department data by neighborhoods in the geographic area around St Paul Parish,
- b) The PEW report "America's Changing Religious Landscape" of May 2015, and
- c) The Center for Applied Research in the Apostolate (CARA) "1964" blog.

Statistics say that

- a) 17% of the 22,960 individuals in the St Paul Parish GA self ID as Catholic, and that this percentage has held steady since the 1970s although the segment of this 17% that attend mass regularly has reduced significantly to 24% (of the 17%) by 2014 and
- b) the percentage of "nones" who do not identify with any organized religion and these include atheists, agnostics and non-practicing believers has risen from 5% to 21% since the 1970s with most coming from Protestant faiths (statistically, there are 4,822 "nones" in the St Paul GA) and
- c) the percentage of those raised Catholic who remain self-identified as Catholic to adulthood has dropped from 73% in the 1970's to 66% in 2014.

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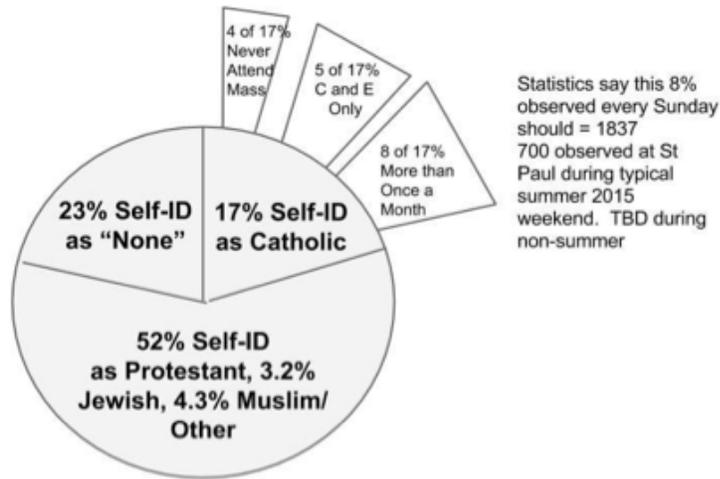
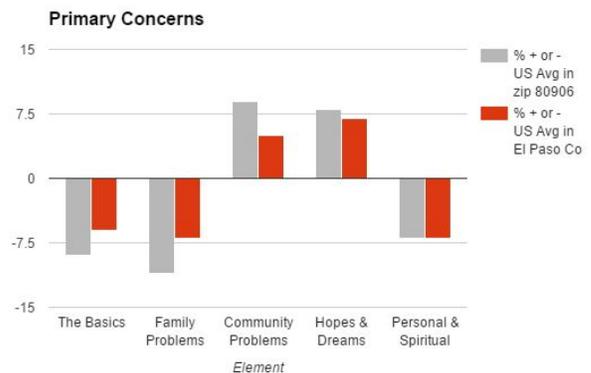
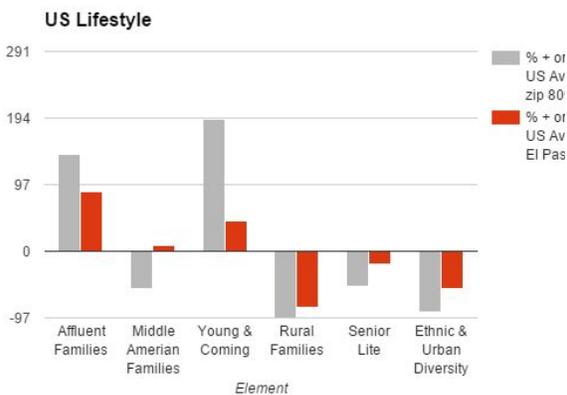
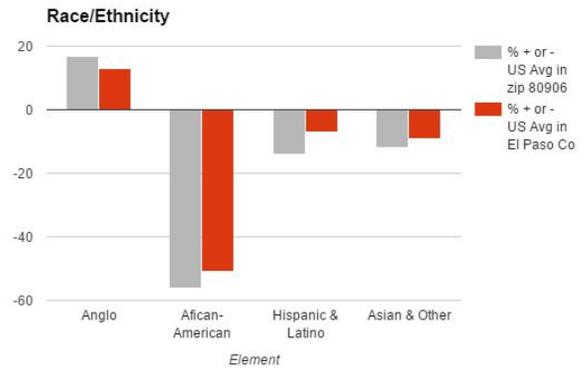
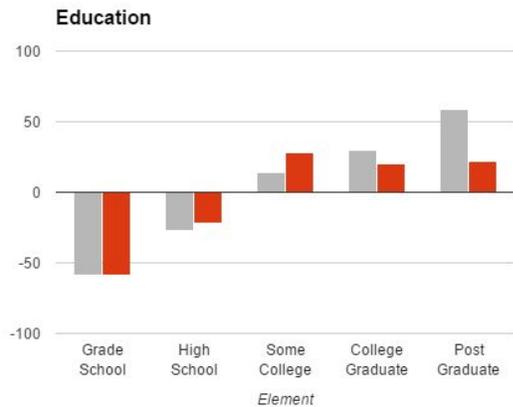


Figure A4-1

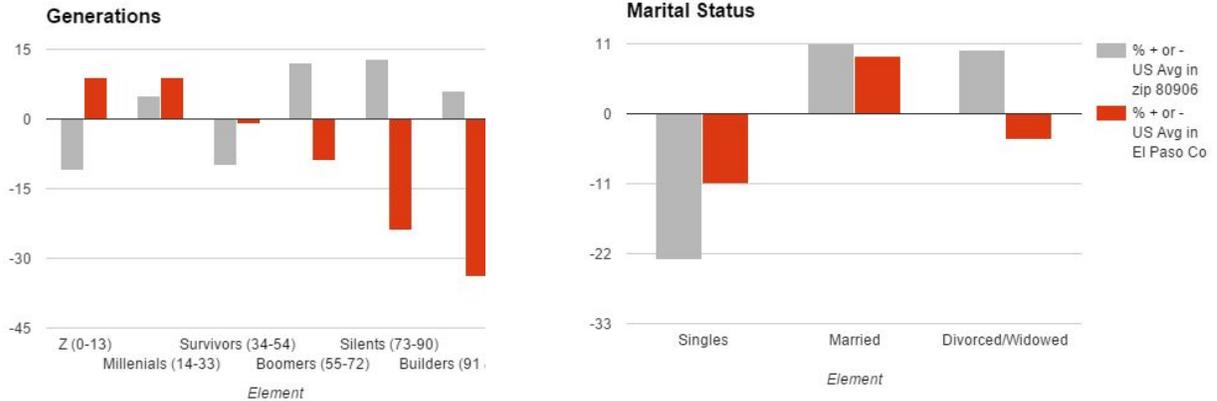
Figure A4-1 (above) Top Level St Paul Parish Geographic Area 2016 Demographics

Figure A4-2 (below) Zip code 80906 (primary for St Paul) and El Paso County Comparisons

(for negative bars, determine the 0% value and subtract (the value of the bar times the 0% value))



St Paul Parish 2016-2021 Pastoral Plan As of 3-10-17



Appendix 5 Interfaces to Diocesan Five Year Pastoral Plan. The Implementation Team provides a shortened version of the parish Five Year Plan end-of-year report as requested to show how the parish plan also supports the focus areas of the diocesan plan.

Appendix 6 Information Technology Details. TBP

Appendix 7 St Paul Five Year Plan Governance Process. A process is being developed for the Implementation Team to outreach to appropriate parish organizations and ministries to ensure awareness of parish plan details and goals and metrics and to assess compliance where appropriate. The plan is updated annually, with a version showing changes made from the previous year available from the Implementation Team upon request.