

The Church of the Annunciation
Houston, Texas
Pastoral Plan

THE CHURCH OF THE ANNUNCIATION
HOUSTON, TEXAS
FIVE-YEAR PASTORAL PLAN
2018-2023

Part I
Vision Statement and Mission Statement of the Parish

Vision Statement:

The Church of the Annunciation will preserve our tradition of Roman Catholic faith and service through truth, goodness, beauty, and through our dedication to reverently proclaiming the Good News of the Gospel of Jesus Christ.

Mission Statement:

The Church of the Annunciation has been grounded from its foundation in 1869 in a tradition of Catholic faith and service and will continue to be a leader in the community honoring our rich history and beauty. In pursuit of the Great Commission of Jesus Christ*, we will:

- promote reverence and the sense of the sacred,
- celebrate the Holy Mass in both the Ordinary Form and the Extraordinary Form,
- value the sacrament of Matrimony, the family, and the sanctity of life,
- serve the greater Houston community and beyond through outreach, and
- extend an open invitation to all to participate in the life of the Church.

*MT28:19-20 NAB-RE

Part II

Guidance for Implementing Pastoral Plan

1. Members of the 2018 Pastoral Council will serve as the Temporary Pastoral Planning Committee (TPPC), a sub-committee of the Pastoral Council. It is the goal of the Pastoral Council to provide the initial framework for a rolling five-year Pastoral Plan (the “Plan”). Once the Pastor appoints the first permanent Pastoral Planning Committee (PPC), who will serve rotating two-year terms, the Pastoral Council will cease to act as the TPPC. The Pastor will appoint all members of the permanent Pastoral Planning Committee, as and when vacancies arise.
2. The Pastoral Council shall provide over-sight to the permanent PPC.
3. The permanent PPC (i) shall have between five and nine members, or as determined by the Pastor, (ii) shall be comprised of parishioners of the Church of the Annunciation (the “Parish”), (iii) shall include at least one member of each of the Pastoral Council and the Finance Council, (iv) shall appoint a Leader, approved by the Pastor, for each of the Five-Year Objectives found in Part III of the Plan, (v) shall provide direct and ongoing support to the Leaders and oversee implementation of the Plan and the Specific Action Plans for each Objective, (vi) shall direct each Leader to form a Working Group (to serve as a leadership team for that objective), whose members are approved by the Pastor, to assist the Leader in completion of the Objective. At the Pastor’s discretion, the Leaders of each Objective may be members of the permanent PPC, the Finance Council, and/or the Pastoral Council. Both Leaders and members of Working Groups must be individuals who have lived out their faith; demonstrated good morals; and have relevant expertise. Safe environment training may be necessary.
4. The Pastoral Council and Finance Council representatives will oversee the activities of the permanent PPC and report back to their respective Councils, which will make recommendations to the Pastor.
5. The PPC and each Working Group formed by the Leader for each Objective will begin meetings with a prayer and review the Mission Statement and the Vision Statement (together the “Statements”) of the Parish (found in Part I of the Plan) with a view to making proposals and developing annual Specific Action Plans that both support and promote the Statements and meet the Objectives. The PPC and each Working Group formed by the Leaders of each Objective may establish regional sub-groups; hold regional meetings; and use telecommunication technology to accommodate the logistics of their members.
6. The Plan is a dynamic document intended to provide a Specific Action Plan for the current year and Objectives for the remaining four years of the Plan. No later than September of each year, the PPC, working with the Leaders and their Working Groups, shall (i) review and document the progress for that year by benchmarking against the Specific Action Plan and related Budget for

that year, (ii) document and agree on the following year's Specific Action Plan and Budget, and (iii) review the Plan and the Objectives and make deletions and additions as desirable (and as approved in accordance with item 8 below) to ensure the Plan and Objectives are current given the fluid and growing nature of the Parish and the long term nature of the Vision and Mission Statements.

7. The PPC shall meet with the Leader of each Objective to discuss progress, next year's Specific Action Plan and Budget, and other matters related to the Objective raised for discussion. The Budget shall be prepared in collaboration with, and with the approval of, the Finance Council.
8. The Plan may be amended from time to time by the PPC, with approval of the Pastor, and after appropriate consultation of the Pastoral Council. All Budget approvals must be approved by the Pastor and after appropriate consultation of the Finance Council.
9. The PPC will develop a general communication plan and platform to communicate to the Parish and all interested parties.
10. The PPC will strive to meet the objectives outlined in the Archdiocese of Galveston-Houston ("ADGH") Pastoral Plan (as amended from time to time) as annual Specific Action Plans are developed for the Parish. The ADGH Pastoral Plan will be reviewed annually by the PPC to note changes and implement necessary and complementary modifications to the Parish Plan. The Parish Plan is intended to address the specific needs of the Parish and will serve as a focus for the Parish in meeting those needs; however, the PPC will be mindful of working to support the objectives of the ADGH. The ADGH Pastoral Plan states as its current objectives the following:
 - Ensure a vibrant comprehensive youth ministry (addressing all components outlined by the National Federation for Catholic Youth Ministry) that actively engages adolescents and young adults of all cultures by making use of parishes and archdiocesan resources.
 - Educate and form the faithful in a Spirituality of Communion, recognizing that it embodies our vision for the future of the Archdiocese.
 - Engage parishioners in the life of the parish by providing opportunities to offer their talents and skills, and by recruiting, forming and empowering them to serve in existing parish groups and ministries.
 - Assist parents in their personal sanctification and provide resources in prayer, catechesis, and service to nurture the spiritual development of their children.
 - Stimulate the whole community to create a welcoming and accessible environment for hospitality and evangelization through embracing a Spirituality of Communion.
 - Identify and provide resources and opportunities for adult formation responding to the various life stages and cultural needs of the parish adult community.
 - Partner with at least one other parish by meeting regularly with parish leadership to identify opportunities to share resources.

The Church of the Annunciation
Houston, Texas
Pastoral Plan

- Evaluate, develop, and plan liturgical and spiritual development opportunities that promote individual spiritual growth and an increase in holiness, while facilitating active participation by the faithful in the celebration of the liturgy.
- Promote an interchange among the various cultural communities within a parish and draw on resources of archdiocesan departments to build stronger intercultural connections.

Part III
2018 Five-Year Objectives of the PPC for the Parish

The following are the Parish Objectives and will be used by the PPC in developing annual Specific Action Plans for each Objective. The 2018 Specific Action Plans and Budget are set forth in the schedules to this Plan. New schedules will be developed annually for the following year as contemplated in the guidance section (Part II) of the Plan. Exhibit 1 sets forth the five-year staffing objectives in the form of an organizational chart. Succinct job descriptions will be developed for each position and benchmarking will be performed to ensure staff are paid competitively. This is subject to the approval of the Finance Council and Pastor.

Objective 1. Vision and Mission to Nurture Faith

Seize the opportunity to invite the Holy Spirit to kindle the fire of His love and inspire the faithful of Annunciation and the greater Houston community to: (i) grow in knowledge about God and the Church founded by His Son our Lord Jesus Christ, and develop an insatiable desire to share it, (ii) participate in educational opportunities with a view to facilitate growth in the Faith, (iii) proclaim the Good News of the Gospel in majestic beauty, and (iv) expand Parish services to foster growth in Liturgical spirituality for all members of the Parish family.

Objective 2. Growth and Retention

Invest our time, talent, and treasure in both our Parish family and in the greater Houston community to: (i) attract and retain a diverse and active membership, (ii) foster engagement of both our Parish family and the greater community in the Parish activities and in our Catholic Faith, and (iii) enable a better understanding of, and address the needs of, the different parishioner demographics and the greater community to promote ownership within the Parish community and, thereby, advance growth and retention.

Objective 3. Internal Outreach/Stewardship

Take stock of the blessings and talents God has given us and actively identify resources to develop new programs and apostolates, with a view to ensure the needs of all are met. Strive to provide our extraordinarily diverse parish community with meaningful opportunities to understand and engage each other as well as the broader community. Invite parishioners to share in the parish vision by engaging their individual strengths.

Objective 4. External Outreach

Engage the greater community, including the broader Catholic community, through: (i) mutual support and collaboration, (ii) identifying and empowering outreach advocates who possess strong relationships with other parishes and local organizations, and (iii) the building of an

external network with other churches and community groups to encourage the sharing of resources, attendance at functions, and the provision of assistance in times of need.

Objective 5. Internal Development Opportunities – Long Range Plan

Leverage and capitalize on both the current change that the physical Parish premises are undergoing and the rapid urban renewal within downtown Houston to create an atmosphere of growth and excitement in the Parish: (i) by inviting all to participate thereby promoting a sense of ownership by all in charting the direction of Parish growth and development, (ii) instilling value in all that parishioners have to offer, (iii) inviting and inspiring active participation by parishioners, visitors, and others, and (iv) energizing parishioners and the greater Houston community to commit their time, talent, and treasure.

Objective 6. Outside Influences

Adopt a proactive approach in identifying and addressing outside influences. Recognize and actively manage those outside influences that are within the control of the Parish. Pinpoint those influences that are outside of Parish control to enable the Parish to develop mitigation efforts to minimize their impact.

Objective 7. Vision to Come – Annunciation in the Greater Community

Annunciation will preserve the tradition of the Catholic faith and service through truth, goodness, and beauty, and through our dedication to reverently proclaiming the Good News of the Gospel of Jesus Christ. This vision will be promoted by becoming an active part in the growth and development of the community and by emphasizing the benefits that Annunciation offers.

The Church of the Annunciation
Houston, Texas
Pastoral Plan

Exhibit 1
Five-Year Plan Organizational Chart

See separate attachment.

Schedule 1 – Specific Action Plan 2018
Vision and Mission

1. Explore the possibility of expanding the Music Ministry to include music at designated Masses. Consider provision of a budget to support music efforts.
2. Create formational opportunities for fostering liturgical spirituality (seminars, workshops, and liturgical services, such as: Liturgy of the Hours, etc.).
3. Sponsor an annual special spiritual event with invitations extended within the Parish, community and throughout the Archdiocese.
4. Organize at least four significant liturgical events each year followed by a social activity. Seek a budget from the Finance Council to support these activities and identify patrons to sponsor the events with financial support, leadership and/or organizational support.
5. Develop adult education programs and organize groups to attend retreats on a quarterly basis. The content and dynamics of such programs and retreats should be grounded in Annunciation Parish's identity strengthening the relationship of the participants with Annunciation Parish.
6. Offer programming targeting the various age groups within the Parish.

Schedule 1 – Budget 2018
Vision and Mission

Schedule 2 – Specific Action Plan 2018
Growth and Retention

1. Organize regional, social and educational, small community groups. Initially focus on Spring/Woodlands, Clear Lake/Seabrook, Central/Downtown, and others. Organize educational aides and a budget for community/social activities. Allow flexibility for each group to identify and address its specific needs and goals.
2. Implement the appropriate aspects of the communication plan to keep the Parish family informed of developments relevant to the Parish and its activities.
3. Reach out to Young Catholic Professionals and organize one or two sponsored activities at the Parish each year.
4. Develop a plan to increase weekday Mass attendance by people working downtown.
5. Disseminate the Vision and Mission of the Parish utilizing social media to create awareness of our diverse liturgical opportunities, offerings, and life.

**Schedule 2 – Budget 2018
Growth and Retention**

Schedule 3 – Specific Action Plan 2018
Internal Outreach/Stewardship

1. Develop specific leadership and support roles needed to implement the Pastoral Plan and invite parishioners to volunteer to be involved in specific, identified ministries and apostolates. Include accountability parameters to allow both soft and hard measurements of progress.
2. Identify support needed by staff and match with Parish volunteers. Create an environment where staff and Parish volunteers grow relationships of mutual support and recognition.
3. Cultivate an ethos of professionalism and ownership in volunteerism and stewardship within the Parish as this work is done in service to God in support of the Kingdom of God. Specifically, develop covenants and commissions outlining the agreed commitments of volunteers with defined responsibilities, tasks, and reporting guidelines, to be celebrated during an annual day of recollection, commissioning, and prayer.
4. Organize and hold an annual stewardship fair.

Schedule 3 – Budget 2018
Internal Outreach/Stewardship

Schedule 4 – Specific Action Plan 2018
External Outreach

1. Become involved in Diocesan activities and organizations to foster Parish involvement and visibility in the Archdiocese.
2. Partner and collaborate with institutions such as Catholic Charities, San Jose Clinic, Life Advocates and Foundation for Life, 40 Days for Life, etc. in supporting their efforts, especially within our Parish boundaries.
3. Seize upon opportunities to connect with our secular neighbors and visitors.
4. Create community assistance opportunities to engage the community to participate in our service activities fostering evangelization.
5. Communicate Parish activities to local hotels, apartments, and businesses.
6. Engage area stakeholders.

Schedule 4 – Budget 2018
External Outreach

Schedule 5 – Specific Action Plan 2018
Opportunities – Long Range Planning

1. Maintain a forward looking plan to allow the Parish to leverage off trends and developments in the community. Utilize the census material and demographic information from “MissionInsite Demographics”.
2. Carry out our mission to visitors of the arts, sports, businesses, conventions, etc., in downtown Houston; and develop a plan to encourage this constituency and these stakeholders to support the Parish financially and otherwise.
3. Encourage visitors to be missionaries of Annunciation Parish in their places of origin.
4. Review and revisit staffing levels and develop staffing objectives on an annual basis. Support staffing objectives, and funding, to provide competitive compensation to staff.

Schedule 5 – Budget 2018
Opportunities – Long Range Planning

Schedule 6 – Specific Action Plan 2018
Outside Influences

1. Develop a list of and understanding of outside influences that foster or frustrate the Objectives. Identify those that can be overcome or managed, and those that are beyond our control. Develop a plan to manage or overcome those that can be influenced. By way of example, act proactively with respect to downtown activities that infringe upon our rights.
2. Develop and maintain a list of external groups and stakeholders (governmental, neighborhood, community, etc.) with whom the Parish should foster positive ongoing relationships.

Schedule 6 – Budget 2018
Outside Influences

Schedule 7 – Specific Action Plan 2018
Vision to Come – Annunciation in the Community

1. Offer programs targeting various age groups in the Parish.
2. Become an active part of the growth and development of East of Downtown (“EaDo”) and the surrounding downtown community by participating actively in city events. Be a visible part of the downtown identity of the city.
3. Support the Pastor in his efforts to create and maintain solid bonds with Houston leadership giving us a seat at the table in the long-term planning in Houston.
4. Develop a plan to encourage “tithing” by community stakeholders by highlighting the ongoing intrinsic value of Annunciation and the benefits Annunciation offers them, their constituents, and the greater community.
5. Create an environment where staff and volunteers can develop relationships of mutual support and recognition.

The Church of the Annunciation
Houston, Texas
Pastoral Plan

Schedule 7 – Budget 2018
Vision to Come – Annunciation in the Community