

Diocese of Austin

The Catholic Church of Central Texas



St. Stephen Catholic Church

Salado, Tx.



Five Year Pastoral Plan

*strategic process for strengthening
and sustaining parish achievement*

April 2010



From Our Pastor

Dear Parishioners of St. Stephen,

It is with great joy that I commend the St. Stephen “Five Year Plan” to your attention. I ask you to use it as a tool for discernment, for direction, for a guidepost to the future. As a community of faith, we are called to look into our future so that the identity of St. Stephen Parish is solidified and bolstered against the backdrop of being part of the diocese of Austin. The plan is intended to chart our journey for the next five years. The community of St. Stephen is on a mission. We are a living, breathing Catholic community of faith on the move. Our aim is to realize what our vision of Christian faith calls us to be that will soon be formed into a mission statement that reflects where we are now and where we will go as a community of faith.

Over the past seven months, the parish lay ministers along with the pastoral council, dutifully crafted this strategic plan under my direction as mandated by the Diocese of Austin. Recently a summary of the plan was approved by me with the full support of and under the advice of the parish council. Each quarter progress will be reviewed. Already, some of the implementation is well underway. Thank you to those involved for sharing your gifts and talents.

In order to be successful, implementation requires the involvement of many parishioners. As you, along with your fellow parishioners, review our plan, look upon it as an opportunity to engage yourselves anew in the future of our parish. Your parish pastoral council, your pastor, your finance council, and ministry leaders will ask for your assistance. I hope that you respond generously and enthusiastically in the spirit of Christian stewardship. This is your parish. This is part of your spiritual journey. This is the call of the Lord to invite you to use your gifts and talents to bring about the kingdom in some small way here and now.

Looking back to the beginning of the strategic planning process, I have seen a great deal of progress as St. Stephen Catholic Church clarified its own mission about the kind of parish we want to be in the 21st century. We are indebted to our lay ministers and pastor council for the months of hard work. On your behalf, I thank them. Now, I invite each of you to join me and all of our parishioners in building a community of Jesus’ followers. May we grow to be a more vibrant and effective testimony to his life-giving message.

Fraternally in Christ,

Rev. Gregory A. McLaughlin,
Pastor, St. Stephen Catholic Community



Father Gregory A. McLaughlin, St. Stephen Pastor, the Parish Council, the Parish Laity and the parishioners at large worked in cooperation with the Austin Diocese to develop this Strategic Plan that will provide a road map for the Parish. The Plan is intended to create opportunities for the Parish to develop a strong sense of community and unanimity to help each of us grow in our faith and that our families to facilitate open exchange of information and to achieve the defined vision of the Diocese in communion with the Parish.



Pastoral Planning Team

The Saint Stephen dedicated pastoral planning team of Lay Ministers who tirelessly invested many long hours in the process as well as provided numerous innovative thoughts and ideas:

Barbara Hoelscher

Pamela Hoernis

Bella Martinez

Robert Michalewicz

Sister Ann Pennington

Laura Snyder

Women's Society Ministry

Finance Council Ministry

Hispanic Ministry

Adult Formation Ministry

National Fellowship of Catholic Men

RCIA Ministry

Social Justice Ministry

Religious Education Ministry



Diocese of Austin

The Catholic Church of Central Texas

Pastoral Plan



Diocese of Austin—Pastoral Plan

Living Our Legacy: Christ-Centered Communities

In January 2008 the Catholic Diocese of Austin initiated a pastoral planning process. The focus of this plan was ministry to parishes. The process had several goals:

- Solicit input from the many diverse groups in the Diocese;
- Identify a vision that responds to the needs of the Diocese and the call of the Spirit;
- Create focused goals in support of the vision; and
- Develop a plan that would provide parishes, ministries and diocesan offices a common focus that all could work toward together.

In developing this pastoral plan for the Diocese of Austin, Bishop Gregory M. Aymond and Catholics throughout the diocese reflected on some fundamental questions:

1. To what is the Holy Spirit calling us?
2. How can we live the Gospel in central Texas and beyond?
3. How can we use our pastoral plan to best unite our efforts?

The answers to these questions all focused on helping each Catholic in the diocese deepen his or her encounter with Christ. The parish is where the majority of Catholics experience themselves as the People of God. Therefore the parish provides the greatest opportunity to initiate and implement the ongoing conversion of Catholics in central Texas. This discernment leads to a clear focus: strengthening our Christ-centered parishes. The plan's vision statement articulates this focus:

We are committed to strengthening our Christ-centered parishes. Therefore the Diocese of Austin will provide formation and education to laity, religious and clergy so they may be leaven to transform our parishes and renew the world



Diocese of Austin—Pastoral Plan Living Our Legacy: Christ-Centered Communities (continued)

John Paul II in his Apostolic Letter *Novo Millennio Ineunte* also emphasizes the five core strategies identified in parish town halls:

1. **Conversion to Christ:** “I have no hesitation in saying that all pastoral initiatives must be set in relation to holiness. ... the whole life of the Christian community and of Christian families must lead in this direction. It is also clear however that the paths to holiness are personal and call for a genuine "training in holiness", adapted to people's needs (30-31).”
2. **Holy Families:** “At a time in history like the present, special attention must also be given to *the pastoral care of the family*, particularly when this fundamental institution is experiencing a radical and widespread crisis (47).”
3. **Young People:** “In making these recommendations, I am thinking especially of the pastoral care of young people....We must learn to [invest their] enthusiasm like a new talent (cf. Mt 25:15) which the Lord has put into our hands so that we can make it yield a rich return (40).”
4. **Welcoming Communities:** “A spirituality of communion implies also the ability to see what is positive in others, to welcome it and prize it as a gift from God: not only as a gift for the brother or sister who has received it directly, but also as a "gift for me". A spirituality of communion means, finally, to know how to "make room" for our brothers and sisters (44).”
5. **Strong Leaders:** “Therefore the Church of the Third Millennium will need to encourage all the baptized and confirmed to be aware of their active responsibility in the Church's life. Together with the ordained ministry, other ministries, whether formally instituted or simply recognized, can flourish for the good of the whole community, sustaining it in all its many needs: from catechesis to liturgy, from the education of the young to the widest array of charitable works. (46)”

The five strategies follow a natural progression from the individual call to holiness to the family and to the parish community. Thus, the first step is to nurture conversion in each individual, so they in turn can then devote themselves to building holy families and strong parish communities. This pastoral plan offers a means for all Catholics to participate in their communal call by strengthening parishes to be truly Christ-centered. In so doing, we will not only serve Catholics but all people in the diocese as a sign of Christ's much-needed presence in our world.



Saint Stephen Mission Statement

We will develop a Saint Stephen mission statement after we are well into the implementation of the five year pastoral plan. It is essential that our mission statement is in lockstep with the plan and properly reflects a sense of direction

A mission statement, as defined elsewhere in this document, conveys a sense of purpose, projects an image and provides a sense of direction, guide decision-making and aids in the strategy formulation process.

Contents



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Strategic Plan

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- *Religious Education*
- *Adult Formation*
- *Liturgical Ministry*
- *Administration and Finance*
- *Parish Council*
- *Social Justice*
- *Hispanic Ministry*
- *Women's Society*
- *National Fellowship Catholic Men*

Implementation

- *Evaluation and Control*
- *Dynamic and Continuous Process*

Summary

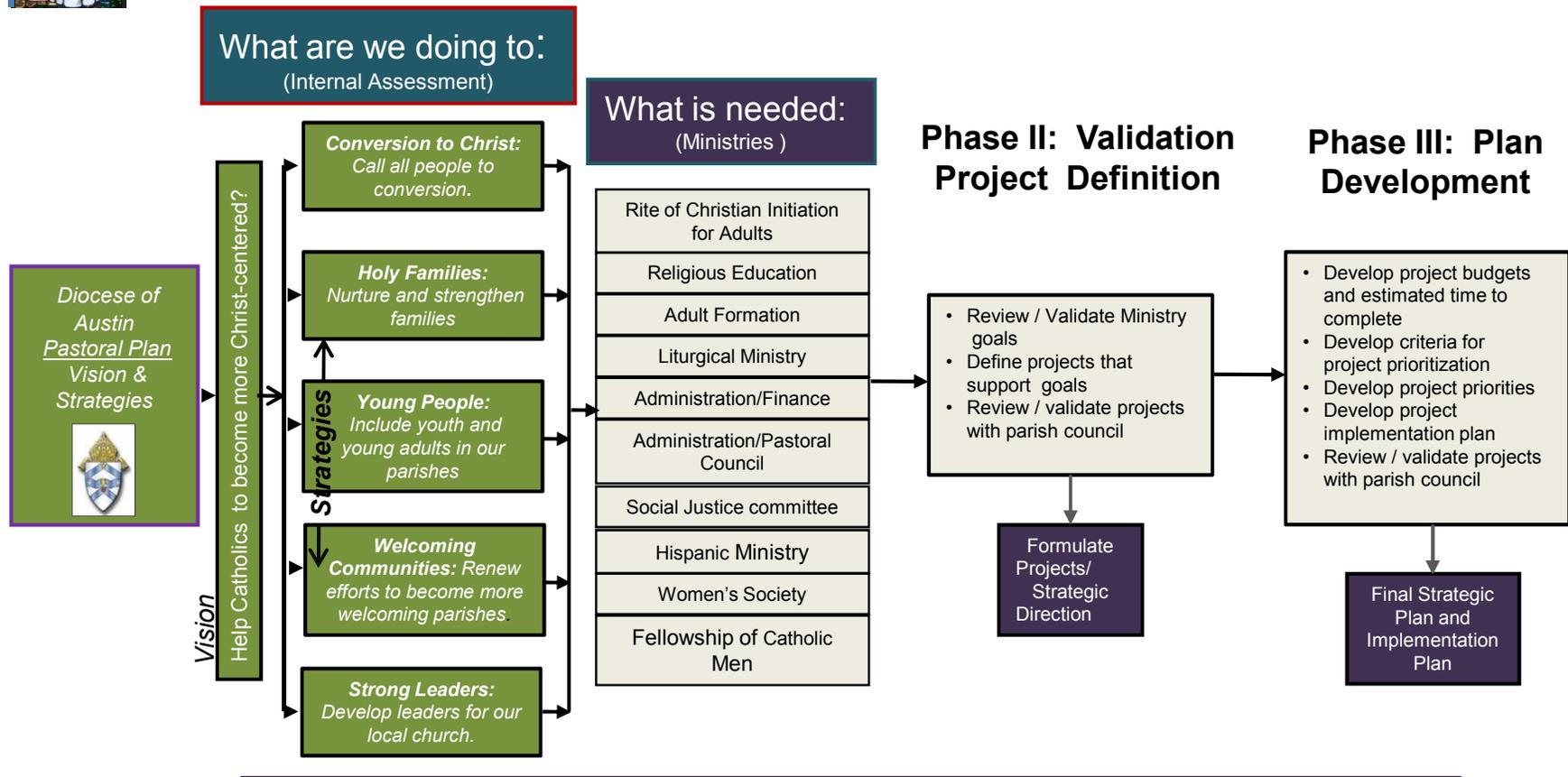


Saint Stephen Strategic Planning



Approach to the Saint Stephen Parish Plan

Phase I: Analysis





Mission, Vision, Strategies and Goals

Mission is the reason for being/existence and is expressed in the form of a statement which conveys a sense of purpose, projects an image and provides a sense of direction, guide decision-making and aids in the strategy formulation process.

Vision, the vision statement sets the mood of where we should go and sets goals for the key elements of an entity to a higher level within a given time period.

Strategies A strategy is an approach to a set of goals with the objective (s) to reach a desired outcome. Strategies describe a general approach or method; they do not describe specific activities or projects. Tactics or action plans describe specific tasks and projects, that will advance a strategy.

Goals are concrete objectives that the organization seeks to reach through projects and action plans. The goals should be challenging but achievable. They also should be measurable so that the Parish can monitor its progress and make corrections as needed.

Action Steps are the foot soldiers. They are the ones who get the job done. Action steps are the specific steps / actions which need to happen to bring completion to the objective, and eventually, the goal.



The Planning Process

A process that clearly:

- Receives external direction and assesses internal situation to formulate parish strategy
- Defines goals
- Implement the strategy
- Evaluate progress
- Make adjustments as necessary to remain viable.



Benefits

Benefits that can and should occur:

- Will assist the management process by providing a framework and a clearly defined direction for decision-making.
- Establishes a uniform vision and purpose that is shared among all members of the Parish and helps them pull in the same direction.
- Works to create an increased level of commitment to the Parish and its goals.
- Results in improved quality of services for Parishioners and a means of measuring the service.
- Helps everyone with setting priorities and matching resources to opportunities.
- Increases the ability to deal with risks from the external environment.
- Improves the decision-making in a number of different areas



Common Reasons For Failure

- Once the plan is completed it is shoved it into the back of the drawer, never to be looked at or considered again. Hence, the plan itself is ignored.
- Leaders fail to understand that there is a link between leadership and implementing the strategic plan; and that without leadership and leadership commitment to keep the plan on everyone's radar, the value is lost.
- Indeed, the process of strategic planning is valuable. Simply doing it can be helpful.
- Not using the plan once time and energy are invested into it, however, results in a waste of those valuable resources.

To Wit:

Alice: Which way should I go?
Cat: That depends on where you are going.
Alice: I don't know where I am going.
Cat: Then it doesn't matter which way you go!!

Through the Looking-Glass
Lewis Carroll
1872



Situation Analysis

(Evaluating the situation and trends in a given area)



Factors for Consideration

- Parish culture
- Parish image
- Organizational structure
- Key staff
- Position on the experience curve
- Operational capacity
- Operational efficiency
- Standing in community
- Financial resources
- Parishioner benefactor(s)



Strategic Assessment

<p><u>STRENGTHS</u></p> <ul style="list-style-type: none">• Can – do Pastor• Acquisition of new Church Property• Strong Talent Pool• Parish Growth	<p><u>WEAKNESSES</u></p> <ul style="list-style-type: none">• Lack of Communication• Limited cooperation• Duplication of Efforts• Volunteers drawn from same group
<p><u>OPPORTUNITIES</u></p> <ul style="list-style-type: none">• Growth in area population• Strong Economic Base• Significant Giving Potential• Technological Advances	<p><u>THREATS</u></p> <ul style="list-style-type: none">• Negative Image and Publicity of Catholic Church• Societal permissiveness• Threat of Recession• Threat of Terrorist Attack



Strategic Plan
Pastoral Plan
Implementation Plan

anticipatory decision making



We are committed to strengthening our Christ-centered parish

Strategies

Conversion to Christ

Holy Families

Young People

Welcoming Communities

Strong Leaders



Ministries

Rite of Christian Initiation
for Adults

Religious Education

Adult Formation

Liturgical Ministry

Administration/Finance

Pastoral Council

Social Justice committee

Hispanic Ministry

Women's Society

Fellowship of Catholic
Men

anticipatory decision making

anticipatory decision making



Plan Development

anticipatory decision making



RCIA

The Rite of Christian Initiation for Adults (RCIA) is the study and experience of becoming a member of the Catholic community and the joys of Catholic life. The RCIA process is a period of instruction with distinct phases, such as Inquiry, Catechumenate, and the like; all culminating in a celebration of the sacraments with the Holy Mother Church.



RCIA

Conversion To Christ

Goals

- Using a variety of methods, introduce participants to Spiritual life.
- Initiate a deepen connection with the Community of Faith that explores beliefs and faith from a Catholic understanding

Holy Families

Goals

- Emphasize how process of deepening faith can be applied to marriage and family
- Helps adults understand to grow in their relationship with God and become familiar with Catholic teachings and practices provide ways to nurture and strengthen families

Young People

Goals

- Keep track of needs of young people who may be entering Church through another faith tradition and determine ways to include them in the life of our parish
- Help to introduce young people to programs which may aid them as well as get involved in ministry and service through various groups in the parish.



RCIA

Welcoming Communities

Goal

- Welcome people of all races and cultures and share differences in traditions
- By using a variety of methods introduce participants to Spiritual life.
- Deepen connection with Community of Faith in particular Catholic understanding of beliefs and faith and would include various prayer experiences.

Strong Leaders

Goals

- Provide training for RCIA leadership as a component of the training and preparation of leaders for the parish



Religious Education

The St. Stephen Religious Education Ministry strives to enrich and challenge the lives of our adults, young people and children. We will provide them with the education and examples necessary to become faithful disciples of Jesus Christ in a loving and caring Christian community and in keeping with the vision statement of the Austin Diocese; and all those who are called to serve in the catechetical ministry of the church will work together to carry out our specific religious education goals:

- Provide quality educational resources for all children, youth and adults;
- Meeting individual children and youth at their particular stage of faith development;
- Integrate prayer, Scripture and service;
- Involve parents in the religious education of their children;
- Provide preparation for the reception of the sacraments; and
- Provide opportunities for service to the community at large through a variety of projects.



Religious Education

Conversion To Christ

Goals

- Provide opportunities to learn about vocations and how we are each called to a vocation within the church.
- Encourage and emphasize prayer and prayer experiences in religious education programs.
- Develop retreats for both youth and adults that will deepen their relationship and personal commitment to Jesus Christ.
- Coordinate RE projects and events with the Social Justice ministry

Holy Families

Goals

- Emphasize how relationships between parent and child, between siblings and between children and community call us to express Christian values.
- Develop activities and opportunities for families to participate in the liturgical celebrations of the church.
- Increase family involvement in the church's liturgy and parish community.
- Provide opportunities for parents to become active participants in their child's faith formation.
- Develop a lifelong and continuous program of faith formation for all ages and generations

Young People

Goals

- Hire a paid youth minister to work with the youth of the parish to encourage and promote a desire to know and imitate Christ in service, compassion and morality.
- To develop a youth program that will shape our youth into Christian leaders, strengthening their knowledge of their faith and their faith traditions.
- Provide opportunities for interaction between parent and youth in a safe environment.
- Provide leadership opportunities for our parish youth to become involved in the parish community.



Religious Education

Welcoming Communities

Goals

- Utilize the sacramental preparation program as an ongoing means for welcoming families into the church and to maintain their continued involvement in the parish community.
- Define programs that invite all members of the parish community to participate in the events of church life.
- Work with the Hispanic Ministry committee to deal with Hispanic cultural issues that impede active participation in the church.

Strong Leaders

Goals

- Provide continuing education and training opportunities for Catechists to become effective leaders in the classroom.
- Develop a strong youth leadership program that encourages youth to actively participate in the parish community.
- Provide leadership roles and continuing education for altar servers and other parish ministries.



Adult Formation

Adult Formation addresses the faith formation of parish members by nurturing the spiritual life and an ongoing understanding of our Catholic faith tradition. The Catholic Adult Formation Program is designed to foster personal faith growth and leadership development for practicing Catholics. It is open to all who want to learn about and understand the Catholic Church's teachings. The classes provide the opportunity to study and reflect on your faith on a Catholic community setting. The focus is to implement our Parish Mission Statement by providing a dynamic Scripture-based program of faith formation which enables us to understand the Christian message and our faith tradition and which prepares us for the challenges of Christian living.



Adult Formation

Conversion To Christ

Goals

- Introduce participants to Spiritual life using a variety of methods.
- Deepen connection with Community of Faith in particular Catholic understanding of beliefs and faith and would include various prayer experiences.
- Share differences in traditions

Holy Families

Goals

- Emphasize how process of deepening faith can be applied to marriage, raising children, making decisions about use of time, money, talents.
- Daily experiences can be a call to holiness.

Young People

Goals

- Keep track of needs of young people who may be entering Church through another faith tradition.
- Help to introduce them to programs which may aid them as well as get involved in ministry and service through various groups in the parish.



Adult Formation

Welcoming Communities

Goals

- Introduce participants to Spiritual life using a variety of methods.
- Deepen connection with Community of Faith in particular Catholic understanding of beliefs and faith and would include various prayer experiences.
- Share differences in traditions

Strong Leaders

Goals

- Participate in building strong and effective training programs for the future leaders of our parish



Liturgical Ministry

The Second Vatican Council, in the Constitution Sacrosanctum Concilium, stated: "The Texts and the Rites should be clearly manifested so that devout and active participation by the Faithful may be more easily accomplished. "(Sacramentary). The Liturgical Ministry offers many opportunities for our parishioners to become more committed and involved in the beautiful celebration of the Mass. "liturgy is the source and summit of our faith" and "liturgy is meant to bring about full, conscious and active participation. The Saint Stephen Liturgical goal is to provide worship experiences that nurture and renew the hearts and souls of those who gather in the name of Christ. The various Liturgical Ministries needed in order to minister to parishioners year round as well as the many visitors who enter our doors to worship Christ in a Catholic Community: Ministers of Holy Communion, Lectors, Altar Servers, Art and Environment, Music Ministry, Ushers and Greeters, and Altar Guild.



Liturgical Ministry

Conversion To Christ

Goals

- Define a process that encourages active participation in the Saint Stephen Liturgical Ministries to include a program of instruction and training
- Provide a Music Ministry that offers opportunities for parishioners to enhance the liturgical celebrations and provide opportunity to deepen their conversion to Christ through the use of their musical skills
- Working with the Saint Stephen Hispanic Ministry develop a process for implementing The Saint Stephen Liturgical worship experiences in the Spanish Mass

Holy Families

Goals

- Develop a program whereby the Saint Stephen Liturgical Ministries would assist in worship experiences that nurture and renew the hearts and souls of those who gather in the name of Christ
- Working with the Saint Stephen Hispanic Ministry develop a process for implementing The Saint Stephen Liturgical worship experiences in the Spanish Mass

Young People

Goals

- Develop a program that involves youth and young adults in the Saint Stephen Liturgical Ministries that is commensurate with their ages, as well as provide for the transitioning of our youth to young adult ministries as appropriate.
- Work with the Saint Stephen Hispanic Ministry to develop a process for implementing The Saint Stephen young people Liturgical Ministries experiences in the Spanish Mass



Liturgical Ministry

Welcoming Communities

Goals

- Using our ushers and greeters to coordinate with other applicable Saint Stephen Ministries develop a welcoming program that welcomes people of all races and cultures, is an outreach in charity and justice, healing for the alienated and non-practicing and evangelization to all.

Strong Leaders

Goals

- Train and prepare leaders for the Liturgical Ministries to build a solid foundation for the future of Saint Stephen and our faith and that embraces leadership training and best practices in personnel matters.



Finance Council

The Saint Stephen Finance Council is a consultative body which assists the pastor in the administration of the goods of the parish and provides expertise and consultation through accounting, financial analysis, budgeting and financial reporting, strategic planning and policy development to aid the Pastor in the administration, preservation, and distribution of parish goods. Parish goods shall be defined as all parish financial resources, including movable and non-movable assets such as artwork, buildings, and grounds. The Council also assists the Church by providing accountability through fiscal oversight and regular open presentations to the parish at large.



Finance Council

Conversion To Christ

Goals

- Initiate new church building fund drive and Pay off existing debt on land purchase
- Consider implementing a stewardship program that includes budgets as part of each program in all ministries
- Prepare and publish a document that reflects and encourage Christian values and good stewardship attitudes

Holy Families

Goals

- Embrace and foster a Stewardship mentality by teaching children tithing, children offering envelopes and service to community
- To continue and determine methods for improving Ashes to Easter and Black bag collection

Young People

Goals

- Consider an adult representative for the finance council to work with director to define and implement various financial functions/projects that would involve youth, especially fundraising involvement of youth



Finance Council

Welcoming Communities

Goals

- Provide new parishioners w/finance information, special collections and fundraising events information

Strong Leaders

Goals

- Provide training and resources for Finance Council training that includes fiscal planning and management training, budgeting, etc. leadership and governance training for the finance council..
- Provide parish resources related to finance practices. ??
- Establish a program for the identification and implementation of finance policies and procedures best practices



Parish Council

The Parish Council is a vital and important ministry in the parish. Through it, the priorities and directions of the parish are determined, new ministries undertaken, budgets approved, and buildings built. It is the primary advisory or consultative body for the pastor. In addition to doing long range planning and plan implementation monitoring, the council members deal with whatever pastoral concerns the pastor brings before them. The pastor works collaboratively with the council and participates in the workings of the council



Parish Council

Conversion To Christ

Goals

- Introduce participants to Spiritual life using a variety of methods.
- Deepen connection with Community of Faith in particular Catholic understanding of beliefs and faith and would include various prayer experiences.
- Share differences in traditions

Holy Families

Goals

- Emphasize how process of deepening faith can be applied to marriage, raising children, making decisions about use of time, money, talents.
- Daily experiences can be a call to holiness.

Young People

Goals

- Keep track of needs of young people who may be entering Church through another faith tradition.
- Help to introduce them to programs which may aid them as well as get involved in ministry and service through various groups in the parish.



Parish Council

Welcoming Communities

Goals

- Introduce participants to Spiritual life using a variety of methods.
- Deepen connection with Community of Faith in particular Catholic understanding of beliefs and faith and would include various prayer experiences.
- Share differences in traditions

Strong Leaders

Goals

- Develop training program for parish Council members, especially in relationship to Diocesan norms and policies.
- Develop training to emphasized building parish as a unified whole rather than as individual groups
- Aid training on difference between volunteerism and real ministry.
- Bring leaders together from different areas to work on training needs and help seek required resources to implement.



Social Justice

Social Justice is an essential part of the Catholic faith that promotes the dignity of the human person, the importance of the family, and the common good of our society, so that our nation may continue to be transformed by the saving power of Jesus Christ. This ministry responds to the needs of our brothers and sisters and also works for social change. It addresses the implementation of Catholic social justice teachings on a parish level, and encourages the participation of parishioners to address unjust structures and situations in society. It also fosters the charitable distribution of time and money for appropriate causes.



Social Justice

Conversion To Christ

Goals

- Develop guidelines for the process by which the parish responds to requests from non-parishioners seeking assistance in obtaining food, clothing and shelter.
- Plan education and ministry with option for poor, disenfranchised, etc. to show Jesus' preference in beatitudinal living.
- Help parishioners develop awareness of social justice and explore ways in which their talents, backgrounds, and gifts can be put to use in assisting the poor, disenfranchised, and marginalized members of their communities.
- Enrich and deepen prayer lives/routines of the parish families
- Provide opportunities for various types of prayer and self reflection

Holy Families

Goals

- Identify diocesan, civic programs, hospital, Catholic charities for resource personnel who could provide educational assistance on finances, relationships, including assistance for troubled marriages, parenting classes, conflict resolution and the like.
- To encourage prayer within the families including morning, mealtimes, bedtimes and special occasions
- To discuss, provide special events and pray for family related issues and concerns as they arise



Social Justice

Young People--

Goals

- Put youth representative on committee especially in outreach areas such as Jarrell and Holland to assist with research of community agencies.
- Consider establishing a Youth Council consisting of each representative from other Councils to ministry areas who can give a broad perspective on needs of youth.
- Invite and include young people to participate in prayerful activities and special events

Welcoming Communities--

Goals

- Establish groups in each outlying area such as Holland and Jarrell who can form a social nucleus of parish presence in those areas. Possibly use these to nurture prayer, spirituality, and community and have members visit new families in each of these areas.
- Provide new parishioners with opportunities for spiritual growth and healing through prayer
- Plan special events and programs to assist in welcoming and ministering to inactive and alienated catholics

Strong Leaders

Goals

- Do leadership training with regard to small faith communities in relationship to Holland and Jarrell communities.
- Help develop training programs in finance, child rearing, communication, etc. for service to outreach areas.
- To encourage shared responsibility of leadership roles



Hispanic Ministry

Hispanic Ministry is to help and to serve the Hispanic people by providing evangelization and involvement within the American catholic Church. The Hispanic Ministry serves all the Hispanic community of the parish with a variety of activities, including the following: Mass in Spanish, Baptism Preparation, RCIA, Marriage Preparation, Liturgy Group, Lectors, Ministers of the Eucharist, Altar Servers, “Quinceaneras” (fifteen year old girls), Hispanic Choir, Prayer Group, Pilgrim Virgin, Couples Encounter/Renewal of Vows, Youth Sports Group, Dance Group, Nativity Posadas, and Other Activities



Hispanic Ministry

Conversion To Christ

Goals

- Work with Fr. Greg and Deacon Jose to deepen connection with Community of Faith
- Focus on universality of Christ's love versus specific cultural expression of love
- Create an understanding with Hispanics that Catholic means universal
- Stress the importance and understanding of the Saint Stephen Liturgical worship

Holy Families

Goals

- Arrange for keeping Hispanics informed on immigration laws, benefits tax issues, and general help to Hispanic families
- Make provisions for translation of applicable English documents to Spanish.
- Provide translation for people to obtain services through the various civic aid offices
- Develop a process for implementing various young people Liturgical Ministries experiences into the Spanish Mass

Young People

Goals

- Provide for the Jovenes have an active role in the Parish council
- Establish ways for the Jovenes to have opportunities to associate with English counter-parts
- Provide for a Jovenes representative to participate in the youth board when established



Hispanic Ministry

Welcoming Communities

Goals

- Re-establish hospitality function with other ministries.
- Identify various activities to coordinate with Women's Society
- Establish a program for greeting and introducing new Hispanic families to Saint Stephen

Strong Leaders

- Establish training programs to involve Hispanics in the various and applicable Saint Stephen ministries



Women's Society Ministry

The **Women's Society** objectives *are* to encourage the spiritual development of one another, the parish, and the community through our cooperative activities, friendships, and fellowship with the Society. We additionally strive to: aid the priest in the care of the altar and sacred vestments; procure items for the church only as approved by the priest; provide love, friendship, and sociability among members; provide assistance when possible for the parish needs; and plan and carry out fundraising projects for required revenue.



Women's Society Ministry

Conversion To Christ

Goals

- Provide opportunities for prayer and reflection for women
- Provide speakers who encourage spiritual growth
- Support SS Mass through the preparation of the altar as defined by church law and the diocese
- Continue responsibility for SS prayer chain
- Reinforce spirituality through availability of Religious articles

Holy Families

Goals

- Coordinate World Marriage Day following guidelines provided by the ADCCW
- Create hand crafted items for shelters and hospitals
- Collect, provide and distribute toiletries to local shelters
- Support the deanery meetings where family related programs are presented
- Write guidelines and requirements for SS Bereavement committee
- Provide sacramental reinforcement



Women's Society Ministry

Young People

Goals

- Invite and encourage membership in the Women's ministry
- Encourage youth to participate in parish functions
- Support all youth projects and activities

Welcoming Communities

Goals

- Develop activities to foster a welcoming atmosphere

Strong Leaders

Goals

- Provide training in conducting meetings and organizational structures for officers and chairs
- Encourage leadership by supporting ladies involved in the pro-life ministry
- Train in care of the altar, church, chasuble, servers and priests' vestments
- Participate in stewardship drive of the parish
- Involve ministry members in observing the needs of the parish and act to address these needs



National Fellowship of Catholic Men

Fellowship of Catholic Men are committed men of Saint Stephen who recognize our need for God's help and who exist to support, strengthen and help maximize the spiritual growth of our fellow Catholic men. We gather in Christ's presence in an atmosphere of trust, equality and fellowship to share personal feelings and experiences and study the Word of God in the Scriptures; and we unconditionally accept each other and prayerfully support one another in the role of fatherhood, marriage, patriotism and duty as a catholic man.



National Fellowship of Catholic Men

Conversion To Christ

Goals

- Provide opportunities for members to deepen conversion to Christ
- Using a variety of methods, establish approaches that introduce participants to a Spiritual life
- Initiate a deepen connection with the Community of Faith that explores beliefs and faith from a Catholic understanding

Holy Families --

Goals

- Determine ways to nurture and strengthen families
- Emphasize how process of deepening faith can be applied to marriage and family

Young People--

Goals

- Define ways to include young adults (ages 18-35) in the life of our parish .
- Help to introduce young people to programs which may aid them as well as get involved in ministry and service through various groups in the parish.



National Fellowship of Catholic Men

Welcoming Communities

Goals

- Develop a program to welcome men of all races and cultures as well as share differences in traditions
- By using a variety of methods, introduce participants to a Spiritual life.
- Initiate a deepen connection with the Community of Faith that explores beliefs and faith from a Catholic understanding

Strong Leaders

Goals

- Train and prepare leaders for the parish's National Fellowship of Catholic Men



Implementation

anticipatory decision making



Implementation

- Implementation of the plan involves organizing the Church's resources and motivation of the members of the ministry groups and Parish to achieve the identified goals
- Goals are further defined by programs, budgets, and procedures that are converted to a comprehensive set of projects
- Implementation of the plan is based on the projects that are defined for each of the five diocesan strategies for each of the ten ministries
- These projects are documented on Excel spreadsheets that ministry members will use for the purpose of project management and execution



Evaluation and Control

Implementation of the strategy must be monitored and adjustments made as needed

1. Define parameters to be measured
2. Define target values for those parameters
3. Perform measurements
4. Compare measured results to the pre-defined standard
5. Make necessary changes



Dynamic and Continuous Process

Process is dynamic and continuous

- Change in one component could necessitate change in the entire strategy
- Often the process must be repeated frequently in order to adapt the strategy to environmental changes
- Throughout the process the parish may need to cycle back to a previous stage and make adjustments



Summary

anticipatory decision making



Summary

This strategic plan represents a challenge to all members of the St. Stephen community. This will require strong leadership, and great cooperation. The commitment to the Diocese's Vision must continually be communicated. In order to facilitate our Mission, it is recommended that leadership development become a priority at St. Stephen involving the broadest possible segments of the parish. The current framework appears to be in place to achieve this. The Pastoral staff, the Parish Council, Finance Council and Lay Ministers constitute the major leadership groups.

Finally, it is imperative to create a process for ongoing assessment and monitoring of the implementation of the goals articulated herein. This monitoring system will help to develop the framework for continued revision of the strategic plan as the parish evolves.