

SAINT ANN PASTORAL PLAN (May 15, 2018 draft)

“As each one received a gift, use it to serve one another as good stewards of God’s varied grace.” 1 Peter 4:10

Dear Saint Ann Parishioners:

For the past year a Pastoral Planning Committee has worked to develop parish priorities for the next three years. This process began with the survey administered in April 2016 with the help of Georgetown’s Center for Applied Research in the Apostolate (CARA). The committee worked closely with various Saint Ann ministries and dozens of parishioners serving on subcommittees on Church life, worship, faith formation and Catholic education, evangelization, social outreach, community life, and stewardship.

The committee and subcommittees looked to the many things we already do well -- such as providing a welcoming worship space, a dynamic youth ministry through Invictus, and ministries to the less fortunate in our community -- as guidance for how we can improve in other areas and better share our faith in our Lord Jesus Christ with our fellow parishioners and larger community.

The attached Draft Pastoral Plan, a final version of which I hope the parish can implement in the coming year, focuses on four themes dominant in your CARA survey responses:

- the need for better communication within the parish
- a desire for greater investment in the physical plant
- an increased emphasis on families
- a closer bond between Saint Ann’s English- and Spanish-speaking parishioners

Each section of the plan is divided into goals followed by their rationale, action plan and required resources. You will note there is overlap in some areas that can be taken advantage of to use parish resources most efficiently. Some of the goals will tap into or build upon things already happening at the parish, while others will be new initiatives requiring additional financial or volunteer commitments— in some cases substantial ones. The committee submits this draft to you for reflection and feedback. In it I hope you recognize issues you care about and goals we can realize together. Most important, I hope you accept this invitation to engage in finalizing this plan.

So what’s next? In the coming weeks, we will solicit input and reactions both online and in a series of English and Spanish listening sessions. After hearing from you, the committee will do its best to incorporate your thinking into a final Pastoral Plan and Mission Statement truly reflective of the faith and spirit of Saint Ann Parish.

In all things, we rely on the guidance of the Holy Spirit, while acknowledging that God gives us the opportunity to use our knowledge and talents to help bring about the Kingdom. A Pastoral Plan and Mission Statement reflecting our common vision can be a concrete step toward accomplishing that goal here at Saint Ann.

-- Fr. Mel Portula, CICM, Pastor

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PARISH-WIDE GOALS

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| <p>Goal 1</p> | <p>Modernize and improve the communications capabilities and digital reach of the parish and school by:</p> <ul style="list-style-type: none"> • upgrading the website to meet current parish needs with flexibility to modify and improve over time • creating and maintaining a database to be used for parish and school communication needs <p>Secure financial commitments from parishioners to fund this necessary undertaking.</p> |
| <p>Rationale</p> | <p>The current website is outdated and inadequate to satisfy the needs of the many ministries and outreach efforts at the parish. Communication was a common issue raised by parishioners in the CARA survey. A dynamic and effective website is necessary to support existing parish activities and accomplish the expanded goals in this Pastoral Plan.</p> <p>A parish database is necessary to quickly and effectively communicate with parishioners and school families. The database will allow individual ministries to communicate with all parishioners and specific groups within the parish.</p> |
| <p>Action Plan</p> | <p>Assign personnel within the parish and school who are knowledgeable about parish communication, database, and social-media needs to outline the specific scope of the project and solicit bids from firms capable of performing the work at a competitive price.</p> <p>Build into the scope of the project the necessary maintenance and future modifications of the website and database. Educate relevant personnel and volunteers on the proper use of the website and database once operational. Investigate parish use of School Messenger for email/text/voicemail message communications.</p> <p>Educate the parish on the need to fund website, database, and social-media development, maintenance, and future modifications. This is a substantial undertaking and will require new financial commitments by parishioners.</p> |
| <p>Resources needed</p> | <p>Development of the new website and backend database is anticipated to cost between \$45,000 and \$80,000 and approximately \$7,500 annually to maintain.</p> |

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| Goal 2 | Hire staff necessary to oversee implementation of the goals listed in the Pastoral Plan. Secure financial commitments from parishioners to fund annual cost of hiring additional staff. |
| Rationale | <p>The ambitious goals set forth in the Pastoral Plan will deepen the faith of our community by allowing parishioners to better answer God’s unique call individually and through our parish.</p> <p>In a large parish, paid staff is needed to ensure that activities are well organized and volunteers are recruited and properly utilized. Paid staff will not be hired to do what we should otherwise be doing as volunteers, but rather to harness our collective commitment to serve our neighbors as we strive to be the face of Christ in our community.</p> |
| Action Plan | Evaluate the hiring needs recommended by the subcommittees in this Pastoral Plan. Solicit subcommittee input in developing job descriptions for positions that are going to be filled. |
| Resources needed | <p>The subcommittees have outlined the following staff needs:</p> <ul style="list-style-type: none"> ● A part-time hire for a communications director (website, database, social media) at a projected annual cost of \$28,000 ● A part-time hire for a community outreach coordinator at a projected annual cost of \$28,000 ● A part-time hire for a community life coordinator at a projected annual cost of \$28,000 ● A part-time hire or employee shared with surrounding parishes for facilities management (cost TBD) <p><i>Note -- a \$28,000 annual salary breaks down to about \$16 annually per household for the approximately 1800 households in the parish.</i></p> |
| Goal 3 | Renovate the Parish Hall kitchen so that it can support a wide range of church and school activities, including those supported by the Community Life goals set forth below. |
| Rationale | Renovating the kitchen is vital to the success of on-going volunteers and ministries. Invictus, for instance, uses the kitchen for two meals per week, and Saint Ann School uses the Parish Hall for lunch and other activities. These and other ministries need a fully functioning facility, with a working refrigerator, a freezer, and functional cabinets and drawers that provide storage capacity. Our fundamental parish-wide ability to offer hospitality is hampered by the kitchen’s limitations. |
| Action Plan | Form a committee, including representatives of the Community Life and Stewardship subcommittees, and Parish Finance Council to determine kitchen needs and cost estimates. |

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| Resources needed | The estimated cost of the kitchen renovation is \$35,000-\$40,000. |
| WORSHIP | |
| Goal | Increase participation in and ensure welcome to our worship services. |
| Rationale | <p>The CARA survey results indicate that the worship experience at Saint Ann can be enriched by promoting inclusion at all liturgies and devotions.</p> <p>Actively involving more groups, especially families, in the weekend worship will deepen the faith of those individuals and the broader parish. Additional education and support can lead to increased active participation at Mass by Saint Ann School and Faith Formation students. Identifying ways to involve millennials and other young adults in active roles in liturgical ministries will also widen the circle of worship and inclusion.</p> |
| Action Plan | <p>Use enhanced parish website and social media capabilities to publicize and elevate the value, meaning, and visibility of worship events.</p> <p>Increase the understanding of, and appreciation for, our Mass and other liturgical services through education and support activities.</p> <p>Establish liaisons between Worship, Faith Formation and Catholic Education, and Community Life subcommittees to coordinate overlapping activities (per the goals set forth in their sections of this plan).</p> |
| Resources needed | We anticipate these efforts to rely on volunteers and incur only nominal financial costs. |

EVANGELIZATION

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| Goal 1 | Enhance parishioners' faith and invite non-parishioners to share the Saint Ann community's spiritual and educational experiences by sponsoring at least one pilgrimage per year to a local or regional religious destination. |
| Rationale | Saint Ann is close to many important spiritual destinations, many of which parishioners might be more likely to visit if the parish made the arrangements and provided transportation. |

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| | Past pilgrimages have brought persons at different stages of their faith together. Future trips may be a first means of reaching out to friends of parishioners and others in the community to make a connection to Saint Ann. |
| Action Plan | Solicit suggestions about destinations, gauge interest, advertise pilgrimages, and begin arrangements. |
| Resources needed | Pilgrimages will be self-sustaining, with parishioners paying for transportation and out-of-pocket costs. |
| Goal 2 | Assist parishioners in reflecting on their own faith and relationship with Christ by providing print and electronic educational resources. |
| Rationale | Many in our parish find it difficult to attend programs but seek spiritual nourishment beyond Mass that can be provided in short doses. Providing new resources could attract new people into more active parish participation. |
| Action Plan | Determine which resources would best foster greater spirituality and purchase rack and signage for the narthex. Advertise online spiritual resources through the Saint Ann bulletin, website, and social media. |
| Resources needed | We anticipate needing approximately \$200 for purchase of brochures in bulk, printing of electronic resources, and purchase of a rack for brochures and would seek to recoup costs through a donation box. |
| Goal 3 | Offer religious and secular educational opportunities for community members, Catholics who are away from the Church, Saint Ann School parents, Faith Formation program parents, and others that draw them to our parish or deepen their existing connections. |
| Rationale | Opening wide the doors of our Church to non-Catholics and lukewarm Catholics can be the invitation to worship that will spark a deeper love of Jesus Christ through our Catholic faith. The rationale is simple: get people here and expose them to our faith and our parish by whatever means possible. A secondary goal is to offer service to our larger community -- Catholic and non-Catholic alike. |
| Action Plan | Develop activities and programs that help non-Catholics, lukewarm Catholics, and others explore our faith. |

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| | <p>Offer secular programs on subjects such as income tax and personal finance, strategies for addressing the “sandwich years,” coping with teenagers, book talks, <i>etc.</i></p> <p>Establish liaisons between Worship, Faith Formation and Catholic Education, and Community Life subcommittees to coordinate overlapping activities (per the goals set forth in their sections of this plan).</p> <p>Advertise in and out of the parish through arlnow.com and insidenova.com websites, civic associations, or other community media outlets.</p> |
| Resources needed | Lecture print and video materials would incur nominal costs, which might be covered by participants. Adequate space would have to be reserved for each event, and volunteers would be needed to arrange events. |

FAITH FORMATION AND CATHOLIC EDUCATION

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| Goal 1 | Use enhanced parish communications capabilities to spread the word (in both English and Spanish) about the array of faith formation opportunities available at Saint Ann. |
| Rationale | Saint Ann Parish and School sponsor many activities beneficial for spiritual growth that need to be better publicized, since many lack for participants and volunteers. Given the bilingual nature of our parish community, it is critical that all communications be done in English and Spanish. |
| Action Plan | <p>Use the new parish database to enhance communication across the parish. For example, send e-mail blasts or text messages when special events are approaching.</p> <p>Continue to pursue improvements to the bilingual website and update Faith Formation and Education information at least weekly; use social media; make parish bulletin fully bilingual; regularly publicize contact lists for parish groups; and create communications template to ensure consistent messaging.</p> |

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| | Establish liaisons between Worship, Faith Formation and Catholic Education, and Community Life subcommittees to coordinate overlapping activities (per the goals set forth in their sections of this plan). |
| Resources needed | <p>Hire staff or secure volunteer communications director. Estimated annual cost of \$28,000, to be funded by increased parishioner donations.</p> <p>Website, database, and social media costs are outlined in Parish Wide Goals above.</p> <p>We estimate a cost of about \$1,000 for print materials</p> |
| Goal 2 | Offer quarterly Faith Formation events to assist parents in their role as the primary faith educators of their children, and enhance faith-sharing opportunities for parish families. |
| Rationale | Events that address faith and other elements of our lives can help busy parents both teach and model the values and ideals we share. Incorporating child care and faith formation for children would kindle friendships among participating families. |
| Action Plan | <p>Establish a committee to coordinate and promote quarterly events, including choosing pertinent topics (<i>e.g.</i>, challenges of social media, work/life balance,).</p> <p>Establish liaisons between Worship, Faith Formation and Catholic Education, and Community Life subcommittees to coordinate overlapping activities (per the goals set forth in their sections of this plan).</p> |
| Resources needed | Volunteer coordinators are needed to organize these efforts, but we envision them as otherwise self-sustaining (charging modest fee for attendance). |

SOCIAL OUTREACH

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| Goal 1 | Improve understanding and communication about our call to serve God and neighbor. |
| Rationale | Through a comprehensive social outreach program we can instill in our parish family a deeper understanding that our call to service is rooted in the person of Jesus and Catholic teaching. This will promote awareness, participation, and collaboration in outreach ministries. |

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| Action Plan | <p>Educate and engage parishioners on both <i>what</i> we are doing for social outreach and <i>why</i> we are called to do it with a firm emphasis on Catholic teaching.</p> <p>Use all relevant means, including improved communication and education, to increase awareness of social outreach opportunities. Provide service to vulnerable populations and those most impacted by unjust structures and government policies.</p> <p>Encourage more deliberate alignment between faith formation (at all levels) and social outreach ministries. Perform outreach, in English and Spanish using the parish website and online and print outlets.</p> |
| Resources needed | Hire staff or secure volunteer social outreach coordinator, with an estimated annual cost of \$28,000, to be funded by increased parishioner donations. |
| Goal 2 | Ensure outreach ministries reflect commitment to Catholic social teachings at the individual and structural levels. |
| Rationale | Parish outreach should include both serving vulnerable persons and working to change structures and policies that contribute to suffering and injustice. |
| Action Plan | Ask the Social outreach coordinator to direct each of these efforts: prison ministry, special needs, social justice, and pro-life. With a coordinator in place, those involved in each subgroup will develop their own action plans. |
| Resources needed | Hire staff or secure volunteer social outreach coordinator and volunteers for specific activities. |
| Goal 3 | Expand opportunities for family participation in encountering and sharing with the poor and vulnerable, and establish greater integration of the parish's Hispanic community in social outreach. |
| Rationale | The CARA survey indicated that 51% of survey respondents are not involved in any parish ministry or activity. Social outreach can be a gateway to increased participation in worship and religious education activities as well. |
| Action Plan | Organize a kick-off social for all Social Outreach ministry volunteers and new participants. Recruit members representing families from English- and Spanish-speaking parishioners. |

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| | <p>Review existing ministries and identify opportunities for family service projects.</p> <p>Use improved parish website and database to spread the word about service and social outreach opportunities.</p> |
| Resources needed | Approximately \$5,000 would be needed annually for supplies and communications (in addition to the expense of the social outreach coordinator if that position cannot be filled on a volunteer basis). |

COMMUNITY LIFE

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| Goal 1 | Retain a paid staff member to oversee and recruit additional volunteers to build on Saint Ann's long history as a welcoming place known to practice the radical hospitality and love taught by Our Lord Jesus Christ. |
| Rationale | Parish volunteers are the heart of the work we do as a Catholic community. The parish needs additional committed volunteers to ensure that the following areas each have the oversight and volunteer numbers needed to serve the community: hospitality, bereavement, coffee & doughnuts, fall festival, parish picnic, new-member welcoming, senior activities, and many more. Volunteers are the best way for the parish to continue to build the City of God through the Saint Ann community. |
| Action Plan | <p>Create a new part-time, paid Community Life Coordinator position to organize and manage committees, ministries, and activities.</p> <p>The coordinator will ensure that every parish Community Life Ministry has a leader and that new volunteers are invited and current ones supported.</p> |
| Resources needed | Hire or secure part-time volunteer community life coordinator, with an estimated annual cost of \$28,000, to be funded by increased parishioner donations. [Note: a key requirement for many Community Life activities is an upgraded Parish Hall kitchen. Since that is an overarching need, it is included above in Parish-Wide Goals.] |
| Goal 2 | Initiate additional activities to foster relationships among parishioners by attracting and building small groups of individuals with common interests. |

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| Rationale | By offering new activities that are favored by particular groups, we have the opportunity to bring in new and existing parishioners and develop their sense of belonging here. Examples: yoga classes (with or without children); quilting circles; donating to the homeless or refugees; mother/daughter book and doll club (e.g., “American Girl”); cooking classes; a once-a-month movie and beer garden night for parents. |
| Action Plan | Survey interests via the Sunday bulletin, e-bulletin, and website, and recruit parishioners with particular skills to lead classes and activities. Secular activities could be similar to the current bridge group for our seniors and could target particular age or interest groups we wish. |
| Resources needed | Depending on the activity, Saint Ann may have to pay an instructor and find available space. Costs could be borne by the group. |
| Goal 3 | Structure communication with new and existing parishioners to promote volunteering and participation across a range of Community Life activities, in coordination with other parish ministries. |
| Rationale | Welcoming new and existing parishioners, learning their unique needs or requests, and encouraging their participation in Community Life activities will grow personal connections with and within the Saint Ann community. |
| Action Plan | <p>Each month highlight a different ministry’s activities through a dedicated bulletin insert, the e-bulletin, and the parish website.</p> <p>Sort registered parishioners by zip code or street. Assign a volunteer neighborhood coordinator from each area to communicate and share information by email and/or face-to-face to generate interest and participation in parish activities.</p> <p>Develop an outreach plan for various ministries. For example, each can take a turn hosting coffee & doughnuts and use the opportunity to share literature and personal stories about their activities.</p> |
| Resources needed | Oversight of the neighborhood groupings will fall to the Parish Life Coordinator. |

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STEWARDSHIP

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| Goal 1 | The Finance Committee will provide monthly guidance to the pastor on matters affecting the church and school, as well as preparation of the annual budget. The committee will continue to communicate Saint Ann's financial position to parishioners and maintain controls and transparency. |
| Rationale | The parish has a duty to manage and preserve parish resources to ensure continued advancement of the parish's apostolic mission for generations to come. |
| Action Plan | Conduct an annual evaluation of Finance Committee membership and processes with the assistance of the pastor and business staff. |
| GOAL 2 | Plan and budget for future improvements, maintenance, and contingencies. |
| Rationale | As the Saint Ann campus ages and as our parish membership grows, careful attention must be given to the maintenance and adequacy of our facilities. Addressing issues and needs as they arise best ensures parish facilities continue to meet our needs in the most economical way. |
| Action Plan | <p>Create a small professional committee that will be guided by the CARA survey, the pastor's oversight, Finance Council's guidance, and the final parish Pastoral Plan to develop a Global Facilities Plan in conjunction with the annual budget. This plan would encompass the lifecycle of major elements of the parish campus including the church, offices, school, parking, and grounds.</p> <p>Elements of the Facilities Plan would be addressed either through continued self-funding or a capital campaign (see Goal 3) and could include:</p> <ul style="list-style-type: none"> ● Beautification of the church, inclusive of artwork, stained glass, monuments and façade ● Global renovation of the school facilities ● Construction of a new official-size gym for the school ● Landscaping improvements and upgrades ● Options for the convent. Such options can be viewed on the parish website and the process may require the establishment of a technical committee of parishioners with relevant expertise and consultation with the diocese.) |

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| | Consider hiring a Facility Manager (possibly a shared position with neighboring parishes). |
| Goal 3 | Evaluate the development needs of the parish, for example, to raise additional funds given the competing priorities identified in the Pastoral Plan and the CARA survey. |
| Rationale | Without a mortgage, the parish is now in a position to develop the facilities it needs to expand its work and mission. |
| Action Plan | Empanel an <i>ad hoc</i> Development Committee, drawn from members of the Finance Committee and other parishioners, to advise the pastor on the advisability and feasibility of a capital campaign – perhaps a “Drive to 75” pegged to Saint Ann’s 75 th anniversary in 2022. |
| Resources needed | These goals would incur the cost of a Facility Manager salary and professional consulting for plans for the Saint Ann physical plant. |