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# St Martha Catholic Church

## Parish Strategy

*July 26, 2009*  
*Revision 2*



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# Mission Statement

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The principles of St. Martha's mission statement guided the strategic development

## St. Martha Catholic Church Mission Statement

**We, the community of St. Martha, Mary and Lazarus, Friends of Jesus Catholic Parish, are committed to our baptismal covenant with Jesus Christ. This covenant is manifested in our worship, evangelization, education, stewardship, service and our commitment to live as a community of faith.**

- We center our parish life on Christ, Scripture and the celebration of the Sacraments in joyous worship and prayerful reflection of His love and mercy.
- We come together as a community of faith, in a spirit of hospitality and loving care, to serve one another in times of need and to share in the joys and struggles of everyday life in Christ.
- We provide all members of our diverse community the opportunity for spiritual growth through faith formation and the sharing of the richness of our Catholic tradition.
- We, as stewards of God's gifts, share generously of our time, talent and treasure within our community and extend that care to others in fulfilling the mission of the Church in the world.

# Background

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- **In 2004, the Pastoral Council was asked by Msgr. Borski to develop a parish strategy and vision**
  - One of the Pastoral Council's basic duties is parish-wide strategic visioning
  - A 1.5 year study of the various elements of parish life has been conducted
  - St. Martha School was considered out of scope due to a concurrent strategic development project conducted by its Board
  - Initial Strategic Plan document was finalized and released in April 2006
- **The strategy has a 3-year time horizon with recommendations broken into near-term and long-term components**
  - Near-term components: ~1 year timeframe
  - Long-term components: ~3 year time frame
- **The seven element framework of the strategy is based upon the parish model developed by Mary Ann Gubish & Susan Jenny in *Revisioning the Parish Pastoral Council***
  - Evangelization
  - Worship
  - Word
  - Community
  - Service
  - Stewardship
  - Leadership
- **The Strategic Plan will serve as the basis for guiding the activities and initiatives of the Parish and will be updated on a periodic basis by the Parish Pastoral Council**

# Scope: Seven Parish Elements

Evangelization	Worship	Word	Community	Service	Stewardship	Leadership
<ul style="list-style-type: none"> <li>• Newcomer and guests hospitality (image of parish = hospitality)</li> <li>• Outreach activities to parishioners (inactive, alienated, etc.)</li> <li>• Invitation of others to share our faith</li> <li>• Parish renewals, evenings of prayer, retreat days, etc</li> <li>• Overall Parish enthusiasm and attitude for our faith</li> <li>• Parish impact on Kingwood and surrounding community</li> <li>• Evangelization ministry leadership structure, effectiveness, etc.</li> </ul>	<ul style="list-style-type: none"> <li>• All liturgical celebrations (regular, special events, special groups, etc.)</li> <li>• Parish Mass participation</li> <li>• Liturgical ministries-structure, training, effectiveness</li> <li>• Music ministry</li> <li>• Worship environment (space, art, etc.)</li> <li>• Worship aids</li> <li>• Perpetual adoration</li> <li>• Worship ministry leadership structure, effectiveness, and liturgical training</li> </ul>	<ul style="list-style-type: none"> <li>• Faith Formation - Adult Education, Youth Education &amp; Children Education</li> <li>• St. Martha School (follows school's strategic plan)</li> <li>• RCIA/Sacramental preparation</li> <li>• Marriage and Family ministries</li> <li>• Catechetical training of Faith Formation leaders and teachers</li> <li>• Word ministry leadership structure and effectiveness</li> </ul>	<ul style="list-style-type: none"> <li>• Overall review of portfolio of parish organizations/ activities (meets parish demographic groups' needs, alignment with parish mission, etc.)</li> <li>• Communication effectiveness (between groups &amp; parishioners) of available organizations/activities</li> <li>• Parish-wide opportunities for fellowship, prayer, entertainment and hospitality</li> <li>• Promoting collaborative and ecumenical relationships with other local parishes/churches</li> <li>• Community leadership and overall management</li> </ul>	<ul style="list-style-type: none"> <li>• Addressing needs for food, shelter, job assistance, etc.</li> <li>• Ministering to sick, bereaved, and homebound</li> <li>• Provide special support to needy parishioners for Faith-based activities</li> <li>• Participation with other local churches in outreach activities</li> <li>• Education of parishioners on social justice issues</li> <li>• Participation in political action voting, etc to promote Catholic teachings</li> <li>• Social ministry leadership structure and effectiveness</li> </ul>	<ul style="list-style-type: none"> <li>• Portfolio of parish opportunities to share time, talent, treasure</li> <li>• Recruiting efforts for parishioners' time and talents</li> <li>• Fundraising efforts across the parish (includes offering, fundraisers, etc.)</li> <li>• Financial shape and maintenance of facilities</li> <li>• Stewardship leadership structure and effectiveness</li> </ul>	<ul style="list-style-type: none"> <li>• Pastor and parish staff structure and effectiveness</li> <li>• Parish Advisory Councils (including Pastoral Council, Finance Council, Building Committee, Stewardship Committee, etc) structure and effectiveness</li> <li>• Parish leadership training</li> <li>• Parish strategic planning</li> <li>• Parish financial planning and management</li> <li>• Facilities – maintenance and adequacy for parish needs</li> <li>• Communication among parish leaders, staff, parishioners</li> </ul>

# Evangelization

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## *St Martha Evangelization*

- Fundamental mission of the Church and parish is evangelization
- Encompasses the way in which the parish spreads the Good News of Jesus ... through personal and communal sharing of faith
- Involves all elements of parish life
- Progress has been made in several areas over the past few years by numerous ministries but there is still a lot to be done
- Often receive comment that people find it difficult to “break in” to St. Martha
- Welcoming and involving families in parish life at St. Martha are a high priority

## *Strengths*

- Clearly recognized as an improvement opportunity for St. Martha parish
- Recent improvements in other elements (e.g., adult education, social services, liturgy, & etc.)
- Large parishioner base willing to assist in ministry if asked and given some direction

## *Opportunities/Issues*

- Minimal organized effort in the parish that is focused solely on evangelization
- Welcoming of newcomers can be improved (e.g., process, physical area during Mass)
- Welcoming returning Catholics – by developing a program using existing models
- The link between Evangelization and the other Elements needs to be defined within the context of St. Martha and steps identified and taken to make improvements

# Evangelization

<p><b>Objective</b></p>	<p>Initiate a formal Evangelization program at St. Martha Church that focuses on four groups: a) the unchurched in the area; b) fallen-away Catholics; c) parishioners only attending weekend Mass; and d) active parishioners. Seek to increase the inclusion of evangelization principles in other areas of parish life.</p>	<p><b>Responsible Ministries/ Groups</b></p>	<ul style="list-style-type: none"> <li>• Parish Priests &amp; Deacons</li> <li>• Parish Staff</li> <li>• Ministry Leaders</li> <li>• Pastoral Council</li> <li>• Parish Committees</li> </ul>
<p align="center"><b>Strategic Components</b></p>			
<p><b>Near Term (~1 Year)</b></p>	<ul style="list-style-type: none"> <li>• Select person to coordinate parish evangelization efforts</li> <li>• Educate parish staff, ministry leaders and organizations about evangelization efforts</li> <li>• Establish an Evangelization Committee to:             <ul style="list-style-type: none"> <li>– Study Pope Paul VI’s Evangelii Nuntiandi and USCCB’s Go Make Disciples (1992) and their application to the parish</li> <li>– Identify specific evangelization needs of the parish</li> <li>– Plan and coordinate evangelization strategy</li> <li>– Work with parish staff/leadership to integrate evangelization into their areas of ministry</li> </ul> </li> <li>• Continue to improve “Welcoming Ministry” for the Parish:             <ul style="list-style-type: none"> <li>– Maintain quarterly welcoming dinners</li> <li>– Consider helpful handouts for newcomers</li> </ul> </li> </ul>	<p><b>Long Term (~3 Year)</b></p>	<ul style="list-style-type: none"> <li>• Welcome Back Program for “fallen-away” Catholics:             <ul style="list-style-type: none"> <li>– Evaluate and select from program models available through the archdiocese and other sources</li> <li>– Focus on assistance for divorced &amp; separated people and recent departures from the parish</li> </ul> </li> <li>• Home Visit Program:             <ul style="list-style-type: none"> <li>– Visit current parishioners by trained lay persons to provide a personalized forum to discuss and re-energize Catholic faith and St Martha Parish</li> <li>– Integrate this program with “Welcome-Back” Program to better understand why families and individuals leave or join the Catholic Church</li> </ul> </li> </ul>
<p align="center"><b>Complexity</b></p>	<p align="center"><b>Benefits</b></p>	<p align="center"><b>Assumptions</b></p>	
<ul style="list-style-type: none"> <li>• Medium (Near Term) – Building new, on-going programs is challenging, especially with broad subject matter of evangelization</li> <li>• High (Long Term) – Requires training resources and significant time commitment by participants</li> </ul>	<ul style="list-style-type: none"> <li>• Stronger faith community</li> <li>• Increased and broader more diverse parishioner base</li> <li>• More active parishioner participation in liturgies, education programs and other various ministries</li> <li>• More welcoming community to newcomers of all backgrounds and diversity</li> <li>• Increased spiritual growth and well-being of individuals benefiting from outreach ministries</li> </ul>	<ul style="list-style-type: none"> <li>• Current level of evangelization in the parish needs to be increased</li> <li>• Evangelization needs are currently not being fulfilled through other parish activities, such as education, faith formation, stewardship, etc.</li> </ul>	

# Worship

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## *St Martha Worship*

- St Martha can be characterized as a very prayerful, active and giving parish
- Liturgical ministries are led by dedicated volunteers and staffed by motivated parishioners
- Improvements in the area of liturgy can be considered more fine tuning than necessary overhauls
- Quality of the Worship environment at St Martha is very closely tied to the physical property of the church
  - The capacity of the building is relatively small for a parish of this size requiring many Masses which put a strain on small staff of priests and logistics of sacramental rites.
  - Parking continues to be a problem leading to congestion and extra costs incurred for police traffic control
  - Lack of a narthex or gathering space in the church hinders growth of fellowship and hospitality in the parish.

## *Strengths*

- Pastor and parochial vicar
- Dedicated staff of lay volunteers to head various liturgical ministries; volunteers take duties seriously
- Music program
- Faith formation and RCIA programs
- Growing participation of a diverse community
- Chapel facilitates devotions
- Good participation of assembly
- Training opportunities and workshops for liturgical ministers

## *Opportunities/Issues*

- Worship space is insufficient to meet growing needs of parish
- Greater emphasis on welcoming and hospitality
- Heavy burden on priests given number and size of Masses
- Ability to meet demands of growing diversity in the community
- Taking better advantage of training opportunities for liturgical ministries

# Worship

<p><b>Objective</b></p>	<p>To provide the parish with a worship experience that strengthens the bonds of the parishioners with Christ, the Church and each other.</p>	<p><b>Responsible Ministries/ Groups</b></p>	<ul style="list-style-type: none"> <li>• Liturgy Planning Team</li> <li>• Building Committee</li> <li>• Pastoral Council</li> <li>• Parish Priests and Deacons</li> </ul>
<p align="center"><b>Strategic Components</b></p>			
<p><b>Near Term (~1 Year)</b></p>	<ul style="list-style-type: none"> <li>• Provide input into the study of the design of the new worship space:             <ul style="list-style-type: none"> <li>– Examine and recommend the liturgical design requirements for new church.</li> <li>– Survey parishioners, with Stewardship element, to determine priorities for inclusion of various design elements in 1<sup>st</sup> phase of building plan.</li> </ul> </li> <li>• Strive for greater excellence in music program.</li> <li>• Continue to fine tune technology ministry.</li> <li>• Establish training guidelines and program for each liturgical ministry.</li> <li>• Develop plan to continue to improve hospitality at liturgies.</li> </ul>	<p><b>Long Term (~3 Year)</b></p>	<ul style="list-style-type: none"> <li>• Evaluate effectiveness of liturgical training guidelines.</li> <li>• Develop discernment process for selection of all liturgical ministers.</li> <li>• Evaluate annually the quality and effectiveness of all liturgical ministries: Altar Servers, Extraordinary Ministers of Holy Communion, Hospitality, Lectors, Music, &amp; Sacristans.</li> </ul>
<p align="center"><b>Complexity</b></p>	<p align="center"><b>Benefits</b></p>	<p align="center"><b>Assumptions</b></p>	
<ul style="list-style-type: none"> <li>• Low (Near Term) – Requires coordination and commitment of individuals</li> <li>• High (Long Term) – Significant undertaking to physically relocate parish worship space</li> </ul>	<ul style="list-style-type: none"> <li>• Improvement of worship experience &amp; space</li> <li>• Larger facility lightens burden on priests</li> <li>• Better trained and committed liturgical ministers</li> <li>• High quality music program enhances overall worship experience</li> </ul>	<ul style="list-style-type: none"> <li>• Finances available to construct new facility and relocate parish</li> <li>• Commitment from key ministry leaders to implement changes</li> </ul>	

# Word

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## *St Martha Word*

- Adult faith formation & youth ministries have greatly improved with addition of Faith Formation staff
- Budgetary constraints and space limitations have affected scope of activities conducted
- Conducted regular missions and retreats
- Catechesis in Spanish is strong and provides support for the surrounding area.

## *Strengths*

- Vastly expanded adult faith formation programs & Website over the past few years
- High quality of education from K-12
- Life Teen program for youth ministry has been a big success
- Expanded On-line & Traditional Libraries

## *Opportunities/Issues*

- Young adults are an underserved demographic that presents unique challenges for structuring a faith formation program. Continue efforts to form Core Team of young adults (18-30) that will develop a plan that reflects their concerns
- Continue faith formation programs in the parish that address the diversity of the parishioners
- Continue to find opportunities for increased adult catechesis of parents connected to sacramental events.
- In many cases Parents are no the primary educators of the faith in children.

# Word

<p><b>Objective</b></p>	<p>Provide a faith formation program to help parishioners grow in their faith and enhance their relationship with God, their families, and fellow parishioners.</p>	<p><b>Responsible Ministries/ Groups</b></p>	<ul style="list-style-type: none"> <li>• Faith Formation</li> <li>• School</li> <li>• Youth Ministry</li> <li>• Parish Priests and Deacons</li> </ul>
<p align="center"><b>Strategic Components</b></p>			
<p><b>Near Term (~1 Year)</b></p>	<ul style="list-style-type: none"> <li>• Continue to develop faith formation activities for young adults in existing and new programs</li> <li>• More focus on ministry within the youth group rather than on fund raising</li> <li>• Develop intergenerational faith formation for children &amp; adults</li> <li>• Continue to expand online access to faith formation activities</li> <li>• Launch the Youth Link Website and incorporate Children’s Liturgy of the Word</li> </ul>	<p><b>Long Term (~3 Year)</b></p>	<ul style="list-style-type: none"> <li>• Add additional staff to assist Faith Formation activities as needed</li> <li>• Continue to expand Adult Education classes to include all age groups and backgrounds</li> <li>• Continue to work with St. Martha School to ensure collaboration</li> <li>• Find more opportunities for increased adult catechesis of families connected to sacramental events</li> <li>• Continue to develop Spanish language opportunities for faith formation</li> </ul>
<p align="center"><b>Complexity</b></p>	<p align="center"><b>Benefits</b></p>		<p align="center"><b>Assumptions</b></p>
<ul style="list-style-type: none"> <li>• Low (Near Term) – Requires schedule modifications and commitment to individual events with the young adults</li> <li>• (Long Term) – Budget &amp; staff must be adequate to pursue this endeavor</li> <li>• Maintain &amp; modify as challenges occur</li> <li>• Parish Website interactivity and user-friendliness could improve</li> </ul>	<ul style="list-style-type: none"> <li>• Reaches young adults to maintain connection to the Catholic church (catechize parents)</li> <li>• Increases connection of family activities with the Church</li> <li>• Eliminates the disconnect of youth after Confirmation</li> <li>• Reinforces the importance of faith formation with youth when parents are involved</li> </ul>		<ul style="list-style-type: none"> <li>• Adequate number of young adults willing to participate in events</li> <li>• Have plans to build adequate space including space for youth activities.</li> </ul>

# Community

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## *St Martha Community*

- The Community Life element has evolved in the past year with an expanding focus on welcoming, communicating, networking with other elements, and reaching out to the community.
- Our ministries/organizations include but are not limited to: ACTS retreat volunteers, Baptism Volunteers, Caring Cooks, Catholic Daughters of America, Catholic Home School Group, Cursillo, Hispanic Ministry, Homebound Errand Committee, Knights of Columbus, Marriage Preparation, Mothers Day Out, Mom's Prayer Group, Natural Family Planning, Northeast Catholic Singles, Parish Festival, Prayer Quilt Ministry, St. Anne's Society, Sunday Nursery, Senior Citizen Luncheon & Transportation Committee, Sunshine Senior Citizen Club, Teams of Our Lady, Vocations Committee, Welcoming Committee, Women's Club

## *Strengths*

- Large number of active organizations and volunteers in the parish
- Good mixture of large-group and smaller-group experiences
- Organizations address a broad range of demographics and interests
- Communications have been improving (e.g., Parish newsletter, announcements during Mass using PowerPoint, etc.)
- Existence of parish-wide events (e.g. Our Lady of Guadalupe Celebration, School Christmas Journey, Lenten Fish Fry, ACTS retreats, Parish Festival, etc.)
- Deanery/Archdiocesan and ecumenical activities are participated in by staff and clergy as well as the senior citizen group, youth ministry, etc.

## *Opportunities/Issues*

- Facility scheduling – limited space to accommodate all requests.
- Requests for marriage preparation has increased greatly.
- Pastoral needs: requests for spiritual direction and those seeking a declaration of nullity have also increased.
- Sacramental moments – additional effort needed to focus on events in the life of the parish.
- Need to address cultural diversity of parish.

# Community

<b>Objective</b>	To draw parishioners together in celebration, prayer, activity, mutual support, and growth to form a Christian community where life is shared and nurtured and where everyone belongs.	<b>Responsible Ministries/ Groups</b>	<ul style="list-style-type: none"> <li>• Parish Priests &amp; Deacons</li> <li>• Director of Community Life and Community Life Staff.</li> <li>• Pastoral Council</li> <li>• Ministries leaders</li> </ul>
<b>Strategic Components</b>			
<b>Near Term (~1 Year)</b>	<ul style="list-style-type: none"> <li>• Continue to improve marriage preparation and seek ways of reaching out to those needing convalidation, especially for Spanish-speaking couples.</li> <li>• Invite and welcome families celebrating sacraments, specifically Baptism and marriage, to become integrated into parish community.</li> <li>• ACTS retreats – continue to support the parish ACTS retreat ministries (near &amp; long term)</li> <li>• Pastoral Needs - Continue to assist those seeking Spiritual Direction, Annulments, Enrichment, etc.</li> <li>• Develop improved communication with and among community life parish ministries</li> <li>• Continue to improve welcoming approach to the parish</li> <li>• Establish ad hoc committee to develop a sense of community with special emphasis on cultural diversity</li> <li>• Expand and enhance website to become more user friendly and informative</li> </ul>	<b>Long Term (~3 Year)</b>	<ul style="list-style-type: none"> <li>• Marriage enrichment – seek ways to reach out to married couples, especially the newly married.</li> <li>• Expand the ministry of Baptism Preparation to minister to families who may be away from the Church or who are struggling with the transition to parenthood.</li> <li>• Communication and Hospitality – develop a strategy for these ministries to satisfy the near and long-term needs of the parish</li> </ul>
<b>Complexity</b>	<b>Benefits</b>	<b>Assumptions</b>	
<ul style="list-style-type: none"> <li>• Medium (Near Term) – Scheduling events is limited to space availability.</li> <li>• Medium (Near Term) – Maintaining communication between two campuses.</li> <li>• High (Long Term) – Process of expanding ministry needs significant planning.</li> </ul>	<ul style="list-style-type: none"> <li>• Stronger faith community and view of St Martha's as "extended family" by parishioners</li> <li>• Additional opportunities for parishioners to become connected to or involved in their parish community.</li> <li>• Continues St. Martha presence in the Archdiocesan Catholic community and increases its presence in the Kingwood community</li> </ul>	<ul style="list-style-type: none"> <li>• Parishioners will continue participation in parish-wide and inter-parish activities</li> </ul>	

# Service

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## *St Martha Service*

- Dedication to Service is encompassed in the Mission Statement and has always been an integral element of Parish life. There are many ministries dedicated to serving the needs of the parish and surrounding community with committed volunteers.
- Services include Saint Vincent de Paul Society, Interfaith Care Partners, Prison Ministry, Hospital Ministry are now well established to help with the practical needs of the local community.
- Interfaith involvement has increased with greater numbers serving at HAAM.
- Outreach in the Houston area centers of Martha's Kitchen and the S.V.d P. Further outreach to local and surrounding community is envisioned.
- Limited space in the current facility allows for office space. A multi-service on-site social ministry center could be developed when relocation to new campus takes place.

## *Strengths*

- Martha's Kitchen: a significant social service built by St Martha with well-established volunteer/funding processes
- Eucharist-based services for homebound, elderly, and sick are available
- An active St. Vincent de Paul Society
- A well structured outreach ministry with a committed director of social Services, a Social Justice Committee and dedicated leaders in each outreach ministry

## *Opportunities/Issues*

- Increased social service opportunities in the local area (Kingwood, Humble, NE Houston, etc.)
- More integration of youth ministries, St Martha School, and CCE into social outreach
- Demand for services often outpaces resources available
- Study future options for a local single wrap-around services facility

# Service

<b>Objective</b>	Seek and reach out to those in need with the love and mercy of Jesus Christ, by providing and promoting service opportunities, and fostering and inspiring a service culture throughout the parish.	<b>Responsible Ministries/ Groups</b>	<ul style="list-style-type: none"> <li>• Director of Social Services</li> <li>• Social Justice Committee</li> <li>• Faith Formation Staff</li> <li>• Outreach Ministries</li> </ul>
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## Strategic Components

<b>Near Term (~1 Year)</b>	<p><u>Grow outreach ministry:</u></p> <ul style="list-style-type: none"> <li>• Expand the number of social services provided, including an immigration ministry</li> <li>• Continue to focus on local area for near-term growth</li> <li>• Increase the integration of youth ministries, CCE, and School</li> <li>• Continue to develop the social justice committee to ensure a consistent parish-wide approach</li> <li>• Cont'd participation in Archdiocesan pastoral care ministry program</li> </ul> <p><u>Communications:</u></p> <ul style="list-style-type: none"> <li>• Create and distribute parish-wide a video on soc. outreach ministries</li> <li>• Continue regular comm. to parish, include. reporting of finances, but enhanced to include man-hours of service and service coverage.</li> <li>• Put more ministry specific soc. outreach info. onto the parish's website, incl. info. on what types of volunteer opportunities exist, to allow parishioners to find areas that would utilize their talents.</li> </ul>	<b>Long Term (~3 Year)</b>	<ul style="list-style-type: none"> <li>• Conduct a feasibility study for a single physical facility that would house and facilitate coordination of all social services ministries to offer full wrap-around services, including a meal services component (eg. Matha's kitchen, Meals on Wheels), for those in need within the community.</li> <li>• Increase the number of joint social service efforts and activities with other churches in the NE Houston area.</li> <li>• Develop a disaster relief plan and establish a communication network to ensure effective coordination within parish and across area</li> </ul>
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<b>Complexity</b>	<b>Benefits</b>	<b>Assumptions</b>
<ul style="list-style-type: none"> <li>• Medium (Near Term) – Increasing involvement in services beginning to tax existing staff</li> <li>• High (Long Term) – Maintaining a multi-faceted service organization needs ever more significant planning and resource development</li> </ul>	<ul style="list-style-type: none"> <li>• Increased social services provided by the parish to the those in need within the St. Martha and surrounding community</li> <li>• Fosters deepening and enrichment of faith life within the parish by providing opportunities for all parishioners to use their gifts to serve as Jesus teaches. "Whatever you did for one of these least brothers of mine, you did for me." Mt 25:40</li> </ul>	<ul style="list-style-type: none"> <li>• Social ministries will focus on basic needs of the community as well as social justice concerns.</li> <li>• Social outreach planning will be considered in the new building and facilities planning</li> </ul>

# Stewardship

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## *St Martha Stewardship*

- St. Martha began a stewardship program in 2003 and has emphasized a holistic approach to stewardship with a focus on the spirituality of stewardship, not just its financial component.
- The approach seeks to help parishioners grow closer to Christ through participation in ministries and invites them to put their renewed faith into action.
- The result has been an increase of time, talent, and treasure within the parish.
- A Stewardship Committee exists to support and coordinate the efforts.
- Efforts to enhance stewardship are underway on multiple fronts including a monthly newsletter, annual stewardship commitment, parish surveys, and regular leadership retreats.

## *Strengths*

- Steady growth in number of volunteers and funds through stewardship renewal over the past few years
- Stewardship committee is inclusive of key stewardship ministries
- Stewardship message is an integral part of parish communication
- Annual reporting of stewardship

## *Opportunities/Issues*

- Re-energizing stewardship renewal in conjunction with upcoming capital campaign
- Establish in-house stewardship renewal administration
- Increase integration of stewardship themes into faith formation and educational activities
- Establish meaningful measures of stewardship performance
- Establish and encourage "communities of interest" to help all parishioners to feel connected to broader parish

# Stewardship

<p><b>Objective</b></p>	<p>Create a parish lifestyle of generous sharing of time, talent, and treasure by actively encouraging participation in parish activities, ministries, service, etc. and regular sharing of treasure to offset the need for fund-raising activities</p>	<p><b>Responsible Ministries/ Groups</b></p>	<ul style="list-style-type: none"> <li>• Parish Priests &amp; Deacons</li> <li>• Parish Staff</li> <li>• Stewardship Committee</li> <li>• Capital Campaign Committee</li> </ul>
<p><b>Strategic Components</b></p>			
<p><b>Near Term (~1 Year)</b></p>	<ul style="list-style-type: none"> <li>• Continue with plans to move CSC tactical activities in-house</li> <li>• Communications:             <ul style="list-style-type: none"> <li>– Regular pulpit talks on individual ministries</li> <li>– Enhance the quarterly newsletter to include more tangible information regarding all the ministries</li> </ul> </li> <li>• Establish reporting metrics that better help to understand effectiveness of stewardship program and areas for improvement</li> <li>• Consider recommendations contained in CSC report of 1/15/08</li> <li>• Initiate major capital campaign based upon stewardship principles</li> </ul>	<p><b>Long Term (~3 Year)</b></p>	<ul style="list-style-type: none"> <li>• Continue capital campaign based upon stewardship principles.</li> <li>• Faith Formation and education:             <ul style="list-style-type: none"> <li>• Maintain integration of stewardship principles into the current faith formation program</li> <li>• Continue development of a regularly scheduled retreat program that combines experiential faith formation and stewardship ideals</li> </ul> </li> <li>• Continue to develop planned giving program into a more significant part of overall stewardship program</li> <li>• Distinguish between service ministries and “community” ministries</li> </ul>
<p><b>Complexity</b></p>	<p><b>Benefits</b></p>		<p><b>Assumptions</b></p>
<ul style="list-style-type: none"> <li>• Low (Near Term) - Can be driven by stewardship committee; however there is risk of overwhelming staff as burden of renewal and reporting falls internally</li> <li>• Medium (Long Term) – Requires cross-ministry efforts with various ministries to weave stewardship principles into other parish activities</li> </ul>	<ul style="list-style-type: none"> <li>• Increased resources (people and funds) for ministries</li> <li>• Lower reliance on individual fund-raising activities</li> <li>• Participation from a broader parishioner base:             <ul style="list-style-type: none"> <li>– Diverse set of talents</li> <li>– Reduced burnout of current active participants</li> </ul> </li> </ul>		<ul style="list-style-type: none"> <li>• Strong, active stewardship committee</li> <li>• Communication campaigns and messages continually renew/maintain parish enthusiasm for stewardship</li> <li>• A major capital fundraising campaign (e.g., new buildings, etc.) does not take away regular funds giving</li> </ul>

# Leadership

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## *St Martha Leadership*

- Evaluation of current leadership roles promotes growth, communication and cross group interaction
- Effective leadership puts in place the tools to guide the talents of the leaders in administering their current programs and personnel
- Leadership helps identify additional needs of the staff which aids in the future growth of all elements in the parish community.
- Enhancement of our leadership allows for building upon our already strong foundations as the parish continues to grow and more ministries, councils and staff become engaged with each other

## *Strengths*

- Current leadership has successfully provided for the strength and growth of the parish
- Leadership groups have been established for the majority of the parish elements.
- Capable leaders have successfully been recruited for the various groups

## *Opportunities/Issues*

- More structure for roles (organizational chart & job descriptions, etc.) and clarification of responsibilities of parish staff
- Parish leadership groups operate independently, but have interdependent areas of responsibility - more collaboration or integration would be useful
- Demands on leadership from the growth of the parish and its activities may require additional full-time support

# Leadership

<p><b>Objective</b></p>	<p>Provide effective Apostolic leadership within and across all areas of parish life with a caring and spiritual nature so we can worship as one and reach out to all.</p>	<p><b>Responsible Ministries/ Groups</b></p>	<ul style="list-style-type: none"> <li>• Parish Priests &amp; Deacons</li> <li>• Parish Staff</li> <li>• Ministry Leaders</li> <li>• Pastoral Council</li> <li>• Parish Committees</li> <li>• Entire Parish Family</li> </ul>
<p align="center"><b>Strategic Components</b></p>			
<p><b>Near Term (~1 Year)</b></p>	<ul style="list-style-type: none"> <li>• Execute several operational improvements:             <ul style="list-style-type: none"> <li>– Develop and publish org charts for Parish Staff and Departments</li> <li>– Continue the use of job descriptions for each parish employee (including department heads) for annual reviews</li> <li>– Implement Succession Planning</li> </ul> </li> <li>• Maintain continuing education for parish staff &amp; leaders.</li> </ul>	<p><b>Long Term (~3 Year)</b></p>	<ul style="list-style-type: none"> <li>• Establish a process, forum, or entity that integrates the leadership activities of the ministries, committees, and councils:             <ul style="list-style-type: none"> <li>– Invites collaboration of different groups - volunteer and professional</li> <li>– Elevates quality of strategic decision-making with different viewpoints and understanding of the impact on other groups</li> <li>– Improve communication and synergy.</li> <li>– Provide continued formation for professional and volunteer leadership.</li> </ul> </li> <li>• Hire more people in full time ministries (more paid professional staff).</li> </ul>
<p align="center"><b>Complexity</b></p>	<p align="center"><b>Benefits</b></p>	<p align="center"><b>Assumptions</b></p>	
<ul style="list-style-type: none"> <li>• Low (Near Term) – Recommendations are primarily focused on roles &amp; responsibilities definition</li> <li>• Low (Long Term) – Determine goals of groups through improved communication.</li> </ul>	<ul style="list-style-type: none"> <li>• Improved staff performance through better understanding of roles and responsibilities</li> <li>• Stronger parish ministries and programs through integrated decision-making across ministries</li> <li>• Reduced day-to-day workload on Pastor</li> <li>• Joint Ownership of the Mission Statement</li> <li>• Increased participation of the Parish Family</li> </ul>	<ul style="list-style-type: none"> <li>• Current parish leaders are continually identifying and recruiting qualified leaders for future roles</li> <li>• Parish budget will allow hiring a full-time Administrative or Business Manager resource</li> <li>• Need Apostolic Leaders no just doers.</li> </ul>	

# Document Control Log

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Rev	Date	Author	Updated by	Notes
0	4/20/06	SMCC Pastoral Council	G. Braden	Initial release of Strategic Plan
1	6/6/07	SMCC Pastoral Council	G. Braden	Updated Word, Worship, Service and Community elements
2	7/26/09	SMCC Pastoral Council	T. Devins	Added 2008 updates of Evangelization, Stewardship and Leadership and 2009 updates of Word, Community and Service.