

St. Thomas More Catholic Church

Strategic Plan 2005-2010



By The Strategic Planning Committee
September, 2005

Contents

Introduction	
<i>Background</i>	3
<i>Purpose</i>	4
<i>Acknowledgements</i>	4
St. Thomas More Vision Statement	5
St. Thomas More Mission Statement	5
Planning Areas	
<i>Faith Formation</i>	6
<i>Liturgy/Music</i>	8
<i>Buildings/Facilities/Grounds</i>	12
<i>Finance/Administration/Governance</i>	15
<i>Parish Development/Stewardship/Evangelization</i>	18
<i>Lay Ministry Organization</i>	22
<i>Information Technology</i>	24
Final Thoughts	
<i>Future editions of this document</i>	28

Introduction

Background

In January 2005, the Strategic Planning Committee of St. Thomas More was established to examine the Parish, its programs, activities, staffing and facilities to assess whether the needs of the parish and parishioners were being met. In response to the changing needs of a growing parish, the Strategic Planning Committee wanted to ensure the parish is postured to meet the challenges of the new millennium. Fr. John Durbin was in full support of this effort and clearly articulated his desire to follow our vision for the parish including our mission and a clear set of objectives. Initial discussions between the Strategic Planning Committee and the Parish Council focused upon the importance of long-term planning. It was emphasized that all efforts and activities within the parish be integrated, coordinated and mission-driven. The Strategic Planning Committee was established to oversee a planning process to provide direction for St. Thomas More over these next 5 years. Planning steps included an historical overview, identification of key church strengths and needs assessment and the establishment of key organizational and programmatic goals, actions steps and priorities.

A 7-person Strategic Planning Committee, representing a cross section of laity from throughout the parish and school, prepared a draft strategic plan for recommendation to Fr. Durbin who approved the plan in June 2005.

Extensive interviews were used to identify critical issues, and to help formulate proposed goals, objectives and action steps. The draft plan was then circulated to all interviewees for their comments and suggestions before recommendations were made to the Pastor. The final Strategic Plan embodies the thoughts and vision of a very wide spectrum of people in St. Thomas More.

The Strategic Planning Committee met several times over a five-month period to review parish feedback and develop our common vision into the plan. We studied demographic and financial information about our church, identified strengths and weaknesses of our current operations, surfaced opportunities and threats to be addressed, and finally after much debate and sharing of wisdom, developed this document. It was truly a team effort.

Overall, the process identified many areas of great strength and effective programming, both internally and for the community-at-large, while at the same time identifying areas of concentration needing new or enhanced focus. Plan recommendations encompass seven key areas of initiative:

- **Faith Formation**
- **Liturgy/Music**
- **Buildings/Facilities/ Grounds**
- **Finance/Administration/Governance**
- **Parish Development/Stewardship/ Evangelization**
- **Lay Ministry Organization**
- **Information Technology**
- **School** (The Strategic Plan for the School will be addressed in the Fall by a separate team.)

The Standing Committee seeks formal adoption of this plan at the Pastoral Council meeting in October, 2005. It is recognized that any plan is merely a guideline for future direction. All effective organizations must, of necessity, be able to adapt to changing needs or circumstance. Provision for this has been built into the plan through a mechanism of ongoing monitoring by the Standing Committee. Each goal is followed by the person(s) or committees recommended to assume responsibility for carrying out the proposed action steps.

Purpose

The primary purpose of this Strategic Plan is to establish a clear focus and direction for St. Thomas More Church and School over the next five years. By enacting the strategic initiatives contained herein, we hope to positively impact the spiritual lives of our current and future members and constituents. Through this document we further intend to recommend priorities to assist St. Thomas More leadership and members at large in determining goals, strengthening unity, commitment, and implementing change.

The Critical Success Factors and essential elements of the strategic plan are:

- We must embrace our vision
- We must nurture spiritual growth and relationships
- We must educate for confidence and growth
- We must serve our local and global communities
- We must value and support our leaders and volunteers
- We must provide opportunities for involvement
- We must develop and share our strengths
- We must demonstrate good financial planning and management
- We must focus on our strategic plan and govern effectively
- We must provide facilities to support our strategic plan

Acknowledgements

Each committee member is to be commended for their work in helping guide the process and developing the plan. The Strategic Planning Team included: Walter Capone, Dennis Egan, Mary Gates, David Schmidt, Mark Simon, Philip Stadter, and Robert Wirth. The committee would like to thank Charles Green for developing the technology plan for both the parish and school. We would also like to thank parishioners, volunteers, staff and faculty who contributed their expertise, time, and opinions to help develop this document. Many thanks for your generous contributions of time and talent, and your commitment to the St. Thomas More Community.

This document, like our parish, is dynamic, and we invite your input and comment.

If you are interested in learning more about our parish, please check out our website at www.st-thomasmore.org, or call the parish office at (919) 942-1040.

St. Thomas More Vision Statement

St. Thomas More Catholic Community, Chapel Hill, NC

We are the St. Thomas More Catholic Community in Chapel Hill.

As a sacramental people, we gather in joyful liturgy. (1)

As called to be good stewards, we tithe our time, talent, and treasure in service to the local community and the world at large. (2)

As a welcoming community, we provide our members with the environment that supports our mission of prayer, celebration, formation, and service. (3)

As disciples of Jesus, we reach across barriers of language and geography in solidarity with the poor and forsaken. (4)

As a people who hunger for understanding, we nourish our faith in school, in catechesis, and in festival. (5)

Responding to our baptismal call, we proclaim "Prepare the way of the Lord." (6)

Suggested Scriptural References:

Psalm 48.

Genesis 1, 2; Matthew 5-6.

Ephesians 4.

Matthew 25.

John 4.

Luke 3.

St. Thomas More Mission Statement

Believing that God is always among us and that it is the will of God that all people be saved, the mission of the people of St. Thomas More is to:

Be a welcoming, loving, and reconciling community for all peoples.

Celebrate our relationship with God and neighbor through the sacraments and the liturgy.

Strengthen our identity as Catholics through a deeper understanding and incorporation of our beliefs.

Serve Christ, both individually and collectively, through a life style firmly based in Catholic values.

Faith Formation Strategy Plan Information by: Mark Simon

Interviewees:

- Jim Hynes
- Nancy Johnson
- Ken Reeb
- Elizabeth Tempia
- Robert Wirth

Background

Faith Formation at St. Thomas More is built around educational, spiritual, and catechetical vehicles to bring structured knowledge of Christian Catholic living to all Catholics. This includes sacramental preparation for members of the parish ready to receive them. Faith Formation needs to touch the lives of every member of the STM community and provide a deep resource for personal and communal spiritual development. From the 2005 Annual Plan, the goal of Faith Formation is to create an understanding of the meaning behind Catholicism through our efforts in Catholic formation by instructing all of our people on the **theology, faith, morals, and values** upon which so much of our Catholic identity depends.

A systematic formulation for the mission of the Catholic Formation Ministries comes from the initial goals of Our Hearts Were Burning Within Us, by the US Catholic Bishops, a 1999 document that has been the focus of considerable planning and work in our community.

Faith formation is distinct from faith sharing (e.g., Disciples in Mission, Bible study groups) in that faith formation is directed by trained catechists or teachers while faith sharing is group-based or led by untrained laity.

SWOT Analysis

Strengths

- Programs such as RCIA, Generations of Faith, Landings, Disciples in Mission, TYM/JYM, Children's Liturgy are strong and attract many people
- Strong core of catechists
- Knowledgeable and supportive pastor (on faith formation)
RCIA attracts and develops new Catholics as well

Opportunities

- 10% annual growth rate in JYM/TYM attendees shows interest and opportunity in the community
- Family ministry to address stresses of the family
- On-line faith formation courses available – Univ. of Dayton courses are supported by diocese
- Mentoring could be valuable, but must have controlled, developed mentors
- Faith sharing (Landings, Bible studies, informal "mentoring") can highlight opportunities for faith formation and be an extension for the formation
- Strengthen role of deacon and trained laity to overcome issue of reduced numbers of priests
- Use principles of adult learning

Weaknesses

- Lack of lifelong learning mentality on the part of parishioners
- Need to develop plan for lifelong learning to promote and support at STM
- Large groups (e.g., JYM/TYM) can cause disorder unless more leaders and meeting spaces are available to split up groups
- Lack of sponsors for RCIA candidates
- Need for linkage to Sunday liturgies across all programs
- Need for coordination between programs
- Home schooled children are isolated from the rest of children in programs
- Disconnect of programs between Hispanic and non-Hispanic
- Training issues on the part of TYM teachers and catechists (rely too much on their fundamentals of faith)
- Need for more catechesis from the pulpit
- Should not be only program-based, but process-based (continual learning)

Threats

- Individualistic society as double-edge sword. Lulls people to think they are OK as they are, yet also has some people looking for something to fill the emptiness
- Meeting space limitations aggravate leaders trying to plan faith formation activities
- Disillusionment due to chaos with large groups in TYM/JYM
- Demand seems to be there for programs, yet attendance is only strong for 1 time programs. Presumably, due to time pressures for longer commitment
Not enough priests to help direct Faith Formation

Questions to be addressed

1. How can we market the programs available to the parish related to faith formation?
2. How can we coordinate faith sharing across the programs, and make them less “program” and more continual learning?
3. What can be done to help Catholic adults articulate their faith?

Goals	Metric	Ownership
Develop “Whole Community Catechesis,” where catechesis looks more like liturgy, less like school. This is Vatican-directed vision for all catechesis throughout the world	Implemented directives in <u>General Directory for Catechesis</u> , 1997 (Vatican Press)	Office of Faith Development
Implement Family Ministry	Family Ministry is defined, mission & goals created, leadership named, and activities are conducted	Office of Faith Development
Continue programs in specific “need” areas, but as a supplement to the whole community catechesis	Program content directed toward upcoming liturgy content and direction provided for coordination among programs	Office of Faith Development
Use RCIA program as a model for other programs, as far as content and end-result being converted Catholics	Survey of participants related to program content, measured against same questions for newly converted Catholics	Office of Faith Development
Staff and parishioners are committed to lifelong faith formation and attend weekly instruction	Numbers of attendees at programs	Office of Faith Development

Potential Actions

- Host an annual retreat centered around the mission of the parish.
- Run a pilot project with interested families for after-Mass faith instruction.
- Develop one children’s program for Anglo/Hispanic children.
- Get all existing programs that meet regularly in faith formation to center on upcoming liturgy readings as a focal point to ensure consistency across the programs.
- Develop faith leaders in the community who develop theological understanding of the faith and can be helpful in directing the whole community catechesis classes and may develop into mentors for future one-on-one spiritual direction.

Faith Formation impacts and is impacted by Community Life. Both are formed around and tightly connected to Liturgy.

Liturgy/ Music Plan Information by: Robert Wirth

Liturgy Interviewees

- Director of Liturgy
- Ken Reeb. Landings
- Fr. Alex Gonzalez- Vicar
- Diana Bailey- Sacristan
- Roger Petrich- Director of Music

Background

Liturgy is any public celebration or act of the Church. Our most celebrated and central liturgy is the Mass, which is the Liturgy of the Word and the Liturgy of the Eucharist celebrated together.

The English word 'Mass' is derived from the Latin word *Missa*, a word used in the phrase to dismiss a Mass in Latin, "Ite Missa est." At Mass, gifts of our dear Lord in the Word and the Eucharist are witnessed and celebrated in reverence. We share these gifts, reflect on the sacrifice in the Eucharist for our salvation, and prayerfully give thanks for it all. Therefore this phrase at the end of Mass charges us to go forth with our gifts and the knowledge of God's love to passionately, yet peacefully, spread the news of his saving grace throughout the world in any and every way we can, bringing our faith fully into each and every part of our lives.

The Eucharist is the central lifeblood of our faith and the Mass. All liturgies focus back to the Eucharist, or thanksgiving. The Eucharist is our communion with God during Mass, celebrating the sacrifice made for our grace and salvation. That salvation and grace are the gifts we are charged to steward out into the world when we are dismissed. The message of our Mass calls us to build our lives around our faith and Eucharist, rather than fitting our faith into our lives where we can find space, time, or convenience. Simply put, Faith First. Therefore all liturgies are to focus back to the Eucharistic covenant of the Mass.

Liturgies other than the Mass give our parish great opportunities to celebrate our infinite gifts as disciples of God. Therefore we will find opportunities to expand our liturgical offerings.

The facilities of the St. Thomas More are the central location for the liturgies of our parish. The larger facilities on Carmichael, replacing the original facilities on Gimghoul Road, enable more of God's children to participate in the liturgies of St. Thomas More. Our new sanctuary entrance has large heavy doors that remind us of Christian struggles historically and today as children of Christ. The Baptismal font, front and center, calls us to remember and renew our Baptismal covenant every time we enter the sanctuary, and provides strength when we exit back through the doors, now foreshadowing future challenges. These challenges will test our faith again and again until we return to commune with God and our parish at the next liturgy. We face our lives with celebrated faith or times of sinful weakness where we fall from Grace into the merciful and redemptive arms our dear Lord. Therefore our sanctuary will continue as the central location for liturgies and will enjoy support by alternate space for celebration and fellowship.

So, with our charge of the Mass, our focus on the Eucharist, and facilities at hand, we will expand our liturgical offerings, including our Mass, at St. Thomas More to bring our faith into every part our lives and every part of the world where we may go.

SWOT Analysis

Strengths

- Volunteer commitment for those serving to produce all liturgies.
- Music depth, beauty and comprehensiveness enhancing all liturgies.
- Clergy Homiletics, leadership, character.
- Liturgies reverent, celebrative and theme focused all focusing back to the Eucharist.
- Sanctuary in good repair and beautiful simple décor that is celebrative and appealing to worshipers and visitors.

Weaknesses

- Embracing our call to take and evangelize our faith in every aspect of our lives beyond Mass.
- Welcoming all as brothers and sisters in Christ and fellowship.
- Big size limiting an intimate feel of communion.
- Drawing Non-Catholics and inactive Catholics to celebrate Mass and other liturgies.

Opportunities

- Build a cohesive and active parish with opportunities focusing back to the Eucharist.
- Build faith to Eucharist through education opportunities in homilies, announcements, publications and other liturgical-centric activities.
- Embracing all cultures to reflect our Catholicism.
- Alternative Mass schedules to accommodate space and time constraints.
- Mentoring others in an active response to our baptismal calling.
- Masses actively celebrated by any parishioner, Anglo or Hispanic primarily.

Threats

- Space limits that will constrain expansion and limit new liturgy.
- Divergence of Anglo and Hispanic populations that will divide the parish.
- Two languages not effectively accommodated creating a polarizing factor.
- Disjoining of Sunday Mass from every other aspect of our everyday lives.

To begin to meet all of our challenges we need to further make our liturgies true to the core of our faith, diverse, welcoming and, of course, celebratory.

True to our faith

The Mystery of the Holy Trinity is the central Mystery of our Faith as well as the light that enlightens all Mysteries. This is revealed to Christ's apostles in the resurrection, the heart of our faith. It is the Church that guards the words and teachings of Christ in our faith, passing them from generation to generation. 1 Tim 3:15. We adhere to these teachings in faith by following our Pastors in prayer and breaking of bread. Acts 2:42. Therefore, we will support our pastoral leadership by collectively responding with passion in moving our parish further in our mission.

Over the next five (5) years we will welcome a new Bishop for the Raleigh Diocese who will convey the guidance of our new Pope, Benedict XVI, and lead our Diocese in spreading our faith throughout the Chapel Hill and the World. We will fashion our liturgies universally according to our leadership and embrace them, bringing our lives to actively surround our faith, and resisting the temptation to merely fit our faith into our lives. Therefore we will offer diverse but unifying liturgies that represent our Church as well as St. Thomas More.

To do this we will prayerfully work towards the following goals:
Expand liturgical offerings continually focusing back to the Eucharist by:

Goals	Metric	Ownership
Exploring Liturgy of the Hours celebrations	Recruit leaders establishing a consistent liturgical celebration	Director of Liturgy
Searching for alternatives in Mass scheduling	Study trends in parish growth and develop a plan for size and diversity	Pastor and Director of Liturgy
Expanding tenebrae services	Establish a plan to build service offerings and seek increased attendance	Director of Liturgy and Music Director
Truly reflecting the parish memberships' devotion and commitment to our faith	Increased parish-wide participation in activities and tithing	Entire Parish
Setting out specific plans to meet and further define the above goals	Review information, develop broad step and make an action plan	Director of Liturgy

Refined liturgical celebrations under the guidance of our Bishop and Pastor by;

Goals	Metric	Ownership
Developing Sacristans to maintain the high standards currently enjoyed by our parish	Further refine and document policies and procedures for continued quality currently enjoyed at liturgies.	Pastor, Director of Liturgy, and Sacristans
Expanding support to various and ever changing musical aspects of our liturgies	Increased musical opportunities to participate and celebrate at each liturgy	Music Director, Pastor, Director of Liturgy
Actively recruiting and training for liturgical ministries of Eucharistic Ministers, Lectors, Mass Coordinators and Altar Servers	Keep participation growth even with or above increase in parish growth	Ministry Leaders and members
Strengthening our sacramental preparation by increased regular liturgical participation from those seeking sacramental administration	Develop tracking of those receiving sacraments at our parish	Pastor, Director of Liturgy, Baptismal preparation ministers, faith development, and pre-cana ministers

Diversity;

The Holy Spirit unifies us all in worship as when the days of Pentecost were accomplished and all were brought together in one place, Acts 2:1-4. The Church, in Christ, is like a Sacrament—a sign and instrument, that is, of communion with God and of unity among all men. Catechism of the Catholic Church 775. It is by following the Spirit and faith in Jesus Christ that we are all children of God destined to shine as lights to the world. Romans 8:14-16, Gal 3:26, Phil 2:15. Therefore our liturgical celebrations need to reflect our unity in the Holy Spirit so that we may serve as stewards of light that is Christ.

Over the next five years we will use the cultural and language diversity of St. Thomas More to move our liturgical opportunities further towards that Pentecostal unity and understanding that will enable us to shine as lights to the world in all aspects of our lives.

To do this we will prayerfully work towards the following goals:

Reverent unity embracing all cultures of our parish by;

Goals	Metric	Ownership
Seeking the Holy Spirit to guide us in spanning the broad range of diverse backgrounds in our parish	N/A	Entire parish
Reducing the number of liturgies that may exclude parishioners based on an individual distinctions	Increase bilingual offerings where appropriate	Director of Liturgy, pastoral staff, and parishioners
Looking for alternative liturgy schedules enabling the diverse cultures of our Parish to mingle and learn from one another	Request input from parish, report findings and develop plan of alternative offerings for parish approval	Director of Liturgy and pastoral staff
Utilizing technology to reduce language barriers between parishioners through yearly budget allocations	Research and establish capital expenditure budget adding to equipment that results in reduced language barriers	Administrator and ministry leaders
Utilizing our staff expertise to facilitate our diverse celebrations through music, song, décor and communication	N/A	Parish Staff and parishioners
Bringing a broad scope of parishioners to be involved in planning for liturgical celebrations and sanctuary preparation throughout the Liturgical year	N/A	Pastor, Director of Liturgy, Equipo Pastoral, environment and arts ministry, sanctuary care ministry to reach out to all parishioners

Expanded prayer activity through collective organized prayer times to reflect on faith by;

Goals	Metric	Ownership
Establishing morning and evening prayer services to support the Mass		Ministry leaders and Director of Liturgy
Exploring all communication options in the liturgies giving a genuine opportunity for each parishioner to understand and use their gifts	Actively use bulletin and announcements to encourage liturgical participation	Director of Liturgy and Stewardship Committee
Using the all liturgical celebrations as a forum to educate parishioners of the opportunities available to them	Increase ministry participation and ownership in end of liturgy announcements	Ministry leaders and Stewardship Committee
Encouraging parishioners to attend total parish catechesis events or gifts workshops that will assist them in growing their faith	Increase number and percentage of total parish participation in GOF events	GOF core team and workshop leaders
Increasing capacity and alternative Mass schedules making the 1:15 Mass appealing to all parishioners	Increasing non –hispanic attendance of 1:15 Mass without sacrificing distinct culture of that Mass	Pastor, Pastoral Vicar, and Director of Liturgy

Welcoming;

Christ told us that where any man hear my words, and keep them not, I do not judge him: for I come not to judge the world but to save the world. John 12:47. In his actions he came crowned with glory and honor: that, through the grace of God, he [Jesus Christ] might taste death for all. Heb 2:9. Therefore we recognize that we share the new covenant and his saving grace with all men who come to God.

Over the next five years we will welcome all of our brothers and sisters in Christ to our liturgies including those who are looking to begin their faith journey in the Catholic doctrine to reflect the new and everlasting covenant of Jesus with all of God's children.

To do this we will prayerfully work towards the following goals:

Make each individual attending our liturgies feel personally welcomed in peace, love and fellowship by:

Goals	Metric	Ownership
Developing and utilizing an organized greeters program for each liturgy		Director of Liturgy and future welcoming ministry leaders
Establishing/re-establishing an infrastructure for ushers to seat more people when needed during our liturgies		Director of Liturgy and usher coordinators

Embracing the opportunity to connect with Catholics inconsistently, sporadically, or even only seasonally attending Mass by;

Goals	Metric	Ownership
Promoting opportunities to reinvigorate their faith		Director of Liturgy and Stewardship Committee
Actively communicating and engaging individuals at high attendance and seasonal Masses as well as our in our community		ministry leaders (particularly landings)

Celebratory;

We shall gather to come before his presence with thanksgiving; and make a joyful noise to him with psalms. Ps 94:1,2. At our gatherings my lips shall greatly rejoice, when I shall sing to thee; and my soul, which thou hast redeemed. Ps I 20:23. Therefore, recognizing that our liturgies are the Church's public acts of our faith and praise, we will use all of our talents for a true celebration at our liturgies.

Over the next five years we will draw on the talents of each parishioner to have our liturgical celebrations reflect the proper tone and reverence appropriate for each season.

To do this we will prayerfully work towards the following goals:

Goals	Metric	Ownership
Our sanctuary will continue to magnificently reflect the spirit of the liturgical season in establishing a visual background that serves as a proper forum for our liturgies	N/A	Environmental and arts committee and sanctuary care
We will support the gifts of our music leadership so that they may continue to inspire the various choirs in setting tones appropriate for the spirit of our liturgies during the various seasons	N/A	Parishioners, Administrator, music ministry leaders
Our Missal and pastoral guidance will accurately establish the substantive content, tone, and reflection for attendees to grow in their faith through active participation in our liturgical celebrations	N/A	Pastor and Director of Liturgy

Buildings / Facilities / Grounds Strategy Plan Information

by: David Schmidt

Interviewees:

- Dan Schaefer (H) 489-3935, (B) 828-3441, e-mail: dschaefer@fandr.com
- Les Mazur 942-1040 (x259)
- Dennis Egan 942-1040
- Bob Weickert (942-1040 x232)
- Bill Soeters 918.7161
- John Mackowiak (919) 619-3838, jmackowiak@c-o-r.org

Key Points

- This plan presents an opportunity to develop a longer term (beyond 1-2 years), consolidated (Church, School, rest of campus plus rectory and convent) plan for all the parish facilities.
- In order to avoid making mistakes in a 5 year strategy, we need a longer-term campus point-of-view for buildings, services, grounds.
- The plans can and should change as environment and underlying assumptions change.
- Building and Grounds, in general, has an interesting role, as it is both a follower and a leader. It is a follower in that the requirements of other areas drive the Buildings and Grounds needs. It is a leader in that it must clearly communicate any limits as to what is possible, and should be an active participant in developing and finalizing requirements.

Background

1. Lower school built in 1964 and is in good shape for its age.
2. Site chosen in 1994 for location of new church and upper school.
3. Church built in 1998 and is in good shape.
4. Upper school built in 1998 and is in good shape.
5. New Multipurpose building and other developments are being planned.
6. The Master Plan of 1996 is guiding new planning and may be revised.
7. We have a Building and Grounds Committee (Chair > Dan Schaefer) and a New Building Project Committee (Chairs > Meade Christian, Bob Smith).
8. The New Building Project Committee has the following committees: Requirements, Communication, Finance, Capital Campaign, Construction and an Executive Steering Committee.
9. The New Building Project Committee has received a prioritized list of focus areas to address. In order, they are: new multipurpose building, changes to existing facilities, parking & egress, art and music, gym, outside structures. Recommendations and decisions are due this year.
10. Between the new building project and existing maintenance needs, we have little available “bandwidth” in staff and funding to take on a lot more.
11. Population forecast for Orange County—See Page 20.

SWOT Analysis

Strengths

- Church and upper school are in good shape.
- Good, experienced, stable maintenance crew.
- Integrated preventive maintenance plan (plumbing, electrical, HVAC, Doors, fire protection) is being developed and will be ready by end of this year.
- Capital Improvements Planning process exists.
- First, major phase, Capital Reserve Study has been completed, and initial funding is in place for planned capital expenditures.
- Talented team working on Multipurpose Bldg plan (building, existing structures, parking & egress, art & music, gym, outside structures and fields).

Weaknesses

- Limitations of site:
 - Parking
 - Traffic egress / flow
 - Capacity for construction.
- Complexity of regulatory environment.
- Insufficient staff, both paid and volunteer, to maintain facilities and improve landscaping.
- Lack of Project Management expertise to get mid-sized projects done in a timely manner.
- Limited storage.
- 40-year-old lower school, roof and HVAC are maturing.
- Two “trailers” (for art and music) not integrated into the school.
- Playgrounds / Athletic facilities are in need of improvement.
- No irrigation sprinklers – tough to keep the grass alive.
- Most parishioners do not know plans.

<p>Opportunities</p> <ul style="list-style-type: none"> • New building project (more than just Multipurpose Building). • Accessibility report developed in 2005 shows important opportunities. • <u>One</u> master plan, with 30-year scope. • School Capital Improvement process could be improved. • Better communication could drive understanding and help with funding. 	<p>Threats</p> <ul style="list-style-type: none"> • Laborious town review and approval process. • Carmichael / 15-501 intersection is traffic bottleneck.
--	--

Goals	Metric	Ownership
Develop, as an output of the New Building Committee, an updated Master Plan, based on the 15-20 year outlook for the Diocese, addressing all buildings, grounds on the campus, and the off-campus rectory and convent.	Plan published on STM web site by end of 2005	New Building Project Committee
Complete the proposed Multipurpose Building and associated construction: <ul style="list-style-type: none"> • Develop and get Diocesan approval for the STM plan • Execute a Capital Campaign to determine STM capacity • Rework the plan and get Town approval • Engage contractors, set schedules • Complete the projects 	Projects completed according to schedule to be determined during 2005	New Building Project Committee
Implement improved traffic flows for church and school	Church – on campus parking for all attendees. Lot empty no more than 10 minutes after end of service School – Waiting time of no more than 10 minutes for drop off & pickup lines	New Building Project Committee

Develop, and update as appropriate, a preventive maintenance program and tie requirements to budgeting process.	Published, complete, easy-to-maintain, integrated PM program by end of 2005	Les Mazur
Improve volunteer participation in Buildings and Grounds improvements events	Emphasize Time/Talent/Treasure Tithing: <ul style="list-style-type: none"> • All school parents at or above 30 hours per year. • Half of all parish families devoting 10 or more hours per year. 	HSA
Update the Capital Reserve Study and the Capital Improvement Process as appropriate. <i>Confirm repair / replacement costs of large ticket items (e.g., organ) and add the convent and rectory to the spreadsheet.</i>	Capital Reserve Study updated every other year (2007, 2009, etc.) Capital Improvement Process Plan updated semi-annually	Building & Grounds
Establish a “Green” plan with specific and measurable goals and then work that plan.	Plan to be published in 2006, and updated every other year (2008, 2010, etc.)	Building & Grounds
Review and update the Master Plan	Every two years beginning 2007	Building & Grounds

Potential Actions

1. "Ask the Administration" Q&A on the STM web site.
2. Re-stripe existing parking lots. (Completed)
3. Enroll traffic guides to expedite parking and egress.
4. Publish Parish Pride Day type activities in advance so people know what projects are planned, and allow people to volunteer for the activities in which they have the most interest.
5. Consider changes to days/ times of events (e.g., Faith Development) to help with traffic / parking.
6. Explore the feasibility of school students utilizing the UNC Women's softball fields.
7. Explore "sponsorship" of STM campus areas by ministries, families, groups (e.g., this area maintained by ____).
8. Enroll parishioners in parking / traffic control.
9. It would be desirable to identify a contract individual or engineering firm that could take on projects that the church staff doesn't have the expertise or is too busy to take on.
10. Figure out longer term diocese / parish plan – when will we hit capacity (already an issue Easter and Christmas)

Questions to be addressed

1. What assumptions are being made to inform our planning (e.g., parish growth, increase in rate of "active" parishioners – impacts ministries, offerings, etc., other parishes in Chapel Hill, changes to the Church)?
2. Do we have enough of a long-term vision to avoid making shorter-term mistakes?
3. Do we sufficiently understand the future environment – both externally (pop growth, Catholic growth, etc.) and internally (hopefully expressed by the other Strategic Plan areas) and have we planned accordingly?
4. Are the plans for the School and Church sufficiently coordinated?
5. Are there any on-campus buildings / services which should be moved (e.g., Caring and Sharing Center to be more accessible to its patrons)?
6. Will the school's mix of offerings change in a way which impacts space planning?
7. What new ministries are being contemplated (e.g., Hispanic re-settlement, family planning, financial planning, immigration assistance, job placement, senior center, day care, etc.) and what impact does this have on our facilities?
8. Which needs will the New Building Project Committee's work not satisfy?
9. What is the best way to communicate to our parish the plans?

Finance/Administration/Governance Strategy Plan Information

by: Dennis Egan

Interviewees:

- Bob Weickert (Parish Administrator)
- Donna Olsen (Financial Services)
- Philip Stadter (Pastoral Council Co-Chair)
- Jac Chambers (Finance Council Co-Chair)
- Joe Kirsch (Finance Council Co-Chair)
- Fr. John (Pastor)
- Carolyn Distasio (Secretarial Services)
- Stefanie McAdoo (Communications Secretary)
- Lisa Hirsch (Membership Secretary)
- MJ Kraft (Receptionist)

Background

Governance is provided through a top-down and bottom-up approach under the leadership of the Pastor, Pastoral Council, Finance Council, School Advisory Board (SAB), Stewardship Committee and parishioners. It is a hierarchical structure based on Canon Law. Only the Finance Council is required by Canon Law.

The Pastor is leader of the parish. The Pastoral Vicar is responsible especially for the Latino community of STM. The Equipo Pastoral advises the Pastoral Vicar on ministries to the Latino community.

The Finance Council is responsible for advising the pastor and supporting parish staff in preparation of budget, investigation of items with financial impact, and review reporting of financial results in addition to strategic planning for long-term parish needs.

Administration performs communication activities for the parish (website, bulletin, publications etc.), membership enrollment/status, reception duties (telephone, walk-ins, etc.) and coordination of various events such as weddings, baptisms, and funerals. Also responsible for all financial records.

The Pastoral Council is the leadership organization of the parish. The council operates under the oversight and cooperation of the Pastor and the Parish team of staff liaisons, and serves as the primary integrating force of the parish.

SWOT Analysis for Finance

Strengths

- Good results clearly communicated
- Engaged and active Finance Council
- Parish Administrator's role, providing attention to finance and administration in both church and school matters
- Reliable and known Computer System (ACS)
- Annual Planning Process
- Thoughtful balance between church and school
- Thoughtful planning for future liabilities (capital expenditures, endowments, savings, etc.)

Opportunities

- Better skill level
- Re: New Bldg.- need to assess financials to be extended into a 5 year Financial Plan and same for school i/c/w tuition model
- Develop a means to support increase tuition assistance for school families => more diverse student population
- Examine current processes and procedures looking for optimization
- Recommend enhancements to ACS Computer System; receive appropriate training
- Generate more \$ from estate planning,, matching gifts, capital campaign

Weaknesses

- Absence of Long-Term Finance Plan (no hardcopy exists)
- Absence of formal process improvement procedures between Staff and Council
- Uneven skill levels
- Defined roles of Staff vs. Council

Threats

- Willing, skilled parishioners don't volunteer to actively participate on Finance Council
- Possible economic downturn

SWOT Analysis for Administration

Strengths

- Experienced, dedicated staff
- Knowledge of computers, software, office equipment
- Diocesan Personnel Policies in place
- Documentation of Key Processes/Procedures

Weaknesses

- Uneven skill level
- Absence of formal process improvement procedures
- Lack of intra-office communication
- Lack of volunteer support and trained volunteers
- Lack of good record keeping in some areas
- Physical office space

Opportunities

- Better skill level
- Examine current processes and procedures looking for optimization
- More training/cross-training
- More efficient/effective website usage
- Adequate office space i/c/w New Bldg. Project

Threats

- Communication issues
- Inadequate wage issue

SWOT Analysis for Governance

Strengths

- Council structure
- Visibility of all Councils
- Pastor involvement with many Councils
- Split Role of Pastor & Councils

Weaknesses

- Hierarchical structure with democratic elements-based on Canon Law
- Lack of new volunteers (80/20 rule)
- Level of active participation of Council members
- Absence of formal (written) process improvement procedures between Staff and Pastoral Council

Opportunities

- Issue of Governance and Good Faith of parishioners - to reflect on STM participation in good governance in a systematic way
- Recruitment
- Reflection as to roles of governance (Staff, Laity and Clergy)
- Develop a parish model consistent w/ Vatican II and Canon Law

Threats

- Governance two extremes: "Pastor says".... vs. open revolt model; think and pray vs. no interest, especially from parish elders
- Pastoral Council unable to establish a solid identity
- Anglo vs. Latino issue; losing sight of mission and common good of parish

Goals	Metric	Ownership
Finance		
Develop a Long-Term documented Finance Plan	Plan published by end of FY 2006; submit plan for new building by end of FY 2005	Finance Council, Parish Administrator, Pastor
Develop formal process improvement procedures	Procedures published by end of FY 2006	Finance Council, Parish Administrator
Improve Skill Levels of employees	Appropriate training completed by end of FY 2006 and on-going	Parish Administrator, Pastor
Provide funding to enable an increase in tuition assistance in school	Redirect subsidy to increase Tuition Assistance beginning FY 2006-07	DoD, SAB, Parish Administrator
Update policy for Parish Investment in School	Prior to October, 2005 budget preparation	Finance Council subcommittee
Administration		
Develop formal process improvement procedures	Plan published by end of FY 2006	Parish Administrator
Improve Skill Levels of employees	Training/Recruiting by end of FY 2006 and on-going	Parish Administrator
Provide adequate office space for staff	Relocate Admin. Office to New Bldg. in 2008	New Bldg. Comm., Pastor, Parish Administrator
Governance		
Develop a systematic approach to good governance	Plan published by end of FY 2006	Pastoral Council, Finance Council, Pastor
Develop Governance model for Staff, Laity and Clergy based on Vatican II and Good Business Practices	Plan published by end of FY 2006	Pastoral Council, Finance Council, Pastor
Develop procedures to ensure that the Councils have a "waiting list" of 4-5 candidates ready to serve	Plan published by end of FY 2006	Pastoral Council, Finance Council, Stewardship Comm.

Potential Actions for annual implementation plans

- Training (and cross-training) for staff employees.
- Training for new and existing parish office volunteers.
- Conduct communication workshops for employees.
- Recruit new employees (market and advertise in Narthex and church/school publications, website).
- Review administration pay scale to ensure appropriateness.
- Recruit, market and advertise for volunteers, especially new Pastoral Council, Finance Council, Stewardship Comm. members via parish website, bulletin, More News, word of mouth.
- Develop position descriptions and expectations for all volunteer positions, including Council membership.
- Re: New Building, move present staff offices to new building, if feasible.
- Implement Cost-Based, Needs-Based Assistance Tuition Model.
- Utilize parish website more effectively.
- Promote open "town hall" meetings, publish calendar of events in bulletins and web sites, publish minutes of meetings on web sites.

Parish Development/Stewardship/Evangelization Strategy Plan Information

by: Philip Stadter

“Believing that it is the will of God that all people be saved, the mission of the people of St. Thomas More is to: be a welcoming, loving, and reconciling community.” –Mission Statement

The purpose of the Parish Development/Stewardship/Evangelization planning area is to motivate and inspire our community to extend its activity in stewardship, evangelization and invitation to new members.

St. Thomas More is a Stewardship parish, that is, one which realizes that all we have is given to us by God as stewards of his gifts, and that we should return to in gratitude generously, tithing our time, our talent, and our treasure to his service and that of his people.

Some areas of concern are tithing of time, talent, and treasure; inviting new members into our community, both Catholics and those looking for a church; welcoming Hispanic immigrants and making them feel comfortable in the church, increasing vocations to priesthood, diaconate, the religious life, and Christian service; working ecumenically with other Christian churches.

Interviewees:

Dennis Egan (Development)
Fr. Durbin (Pastor)
Debbie Rossi (Diocesan Stewardship)
Theresa Keller (Neighborhood church)
Ken Reeb (Landings, Hispanic ministry)
Jim Hynes (Vocations)
Fr. Michael Clay (Vocations)
Craig and Teresa Merrigan (Stewardship)
Chris Elam and Sandy Vartorella (Welcoming, Communications)
Mike Komives (Disciples in Mission, Lectors, Communication)
Denise Perez-Albert (Hispanic ministry)

Background:

1. STM a Stewardship parish; but is still far from goal of 100 % participation
2. Recent growth has been about 3% per year (see appendix 1), but registered parishioners only represent a part of the congregation.
3. Large (1000 people), relatively new (1998) church, 5 masses per Sunday
4. Large influx of Hispanic immigrants (ca. 400 at Spanish mass)
5. Active welcoming committee
6. New members added through RCIA (adult and children, Hispanic and Anglo): 29 (18 baptism, 11 other) in 2004, 21 (11 baptism, 10 other) in 2005
7. Parking facilities are overwhelmed for some masses
8. Respected Catholic school for pre-K through 8th grade.
9. A dearth of religious vocations in parish and diocese.
10. Several ministries ecumenical in nature: Habitat, IFC (Kitchen, Shelter, Crisis intervention), Meals-on-Wheels, Pregnancy Support Services

SWOT Analysis

Strengths

Active, friendly parish
Pastor stresses baptismal call and stewardship
Many ministries of community life, outreach and service
Strong school and faith formation programs
Planned new multipurpose building
Sister parish relationship
Caring and sharing center

Weaknesses

Difficulties in reaching and serving Hispanic population
Parking squeeze
Difficulty in estimating actual members
Few vocations, or none
Poor Latino-Anglo integration
Small percentage contribute significantly to offertory or mortgage
Small percentage in ministry

<p>Opportunities</p> <p>Many seeking God Tremendous intellectual resources A prosperous community Large 'target population' Sacraments as route of evangelization Establish a Sunday evening mass Revisit Faith Development schedule Establish more child care Parish census Vocations committee Evangelization committee</p>	<p>Threats</p> <p>Cultural pressures: focus on consumption, money, secularism, etc. Scandals in the Church Appeal of evangelical churches to Hispanics Inactive Catholics with history of bad experiences Parish is large: can seem intimidating or impersonal</p>
--	---

Questions to be addressed

1. Who in the parish is generally responsible for evangelization efforts?
2. Who is responsible for ecumenical steps?

Goals	Metric	Ownership
<p>Vocations: Establish a Vocations Committee to keep vocations before the parish in different areas Two permanent deacons in parish</p>	<p>Committee established and functioning by 7/06; multi-tiered basis laid 5 vocations by 2010 2 permanent deacons by 2010</p>	<p>Pastoral Council and Facilitator of Lay ministry</p>
<p>Evangelization: -increase active members of the church</p> <p>--Sunday evening Mass --Saturday Span. Mass --Sacramental occasions and ministries as site of low-key evangelization: invitation to join --Parish census (establish a committee?) --Improve parking --Use new social hall for community activities --Publicity/Marketing campaign: Use parish advertising/marketing expertise</p>	<p>Parish registrations up 4%/yr Mass attendance to capacity RCIA candidates up 10% New Mass by 7/07 New Mass by 7/06 Training of ministries in evangelization</p> <p>Census min. by 6/2006 Census complete by 9/09 Continuous effort New social hall by 9/08</p> <p>Brochure for realtors and Welcome Wagon and Spanish brochure for new Hispanic arrivals 7/2006 regular ads broadcast and newspaper ads (esp. Spanish radio)</p>	<p>Pastor, Pastoral Vicar, and all church members</p> <p>Pastor Pastor, Past. Vic. Faith Form., ministries involved</p> <p>Past. Coun., Fac. Lay Min.</p> <p>Building/Grounds Comm. New Building comm..</p> <p>Admin., Comm. Portfolio, new ministry?</p>
<p>Stewardship: -Improve ministry participation</p> <p>-Training for ministry</p>	<p>30% increase in participants in ministries</p> <p>Establish training program by 1/2007 30% of families tithing 500 families using direct deposit</p>	<p>Stewardship Comm., Past. Council, Equipo Pastoral, individual ministries Facil. of Lay Ministry, Pastoral Council Stew. Comm.</p>
<p>Hispanic Catholics: -Full time Coordinator of Hispanic Ministries --Increase Hispanic ministries,-- Incorporation of Hispanic culture, festivals, and piety --Increase number of Hispanic leaders --Greater Hispanic participation in School -Increase Faith Formation for Hispanics --English as a second language program</p>	<p>Appoint full time Coordinator by 7/2007 Mutual assistance between parishes St. Thomas More day as bicultural festival 6/07 Training program for leaders 10 % Latino enrollment in school by 2008/9 Faith formation in English includes Latino children Establish ESL ministry by 6/06, Regular short ESL courses thereafter</p>	<p>Pastor, Administrator Parochial Vicar and Equipo Pastoral Parochial Vicar, Equipo Pastoral, Sister Parish comm.. Equipo Past., Soc. Comm., Lit. comm..</p> <p>Equipo Pastoral, Pastoral Council SAB, School, HSA</p> <p>Dir. of Faith Form., Faith Form. Port. Pastoral Council? Comm. Life? Comm. Life?</p>

--Spanish as a second language program (perhaps combined with ESL, as now) -Spanish teaching in School coupled with local Spanish-speakers --Increase Spanish signage outside and inside Church and School --"Neighborhood church centers" for Hispanics --Athletic program: soccer field, perhaps teams? --Publicity (as above) --Develop the Sister Parish relationship	Student projects with Hispanic community in 2006/07 Spanish language signs as frequent as English by 6/07 3 centers by 6/2008 STM soccer team by 5/2006 Soccer field by 9/08 Regular advertisements in Spanish newspapers, radio, and TV	School, SAB, HSA Admin., Coord. Hisp. Min. Past. Vicar, Admin. Eq. Past. Eq. past., Coord. Hisp. Min. Bldg. Comm., Admin. Communications portfolio, School, Coord. Hispanic Ministries
Means of Evangelization Landings Outreach programs: Habitat, IFC, etc. caring and sharing	Welcoming committee Athletics sacraments: baptisms, weddings, funerals, etc.	School Disciples in Mission

Appendix 1. Demographic data

STM PARISH GROWTH

A review of the history of St. Thomas More (see attached) indicates that registered households have increased from 1,623 in 1993 to 2,145 in 2004 with real growth from 2002 (1,816 households) to 2004 (2,145).

From 1993 to 2004, 522 households registered or 32% growth, about 3% growth per year. There has been no significant increase upon moving to the new church in 1998.

STM should plan on 3-5% growth on average going forward. The inconvenience of parking/traffic may limit how many attend STM. Our households may increase without having increased weekly participation. STM may project a plateau of 2600 to 2800 households.

The STM School enrollment is at 451 students presently. The maximum number of seats is 470 and it is anticipated that these 19 remaining openings will be filled by FY 2007-08.

STM Households

1. History from Sept.10, 1997 (new church/school financial plan)

year*	1993	1994	1995	1996	1997
actual	1623	1753	1840	1910	1964

2. Projections from Sept.10.1997 (new church/school financial plan)

year	1998	1999	2000	2001	2002
projection	2146	2360	2597	2727	2863

3. History for 2Q05 MP Bldg financial plan

year		2000	2001	2002	2003	2004
actual		1993	1827	1816	1911	2145

*All years are as of June 30.

Observations:

1. Projections from 1997 are wildly unrealistic.
2. Cleaning the DB results in fewer households.
3. There is real growth from 2002 to 2004.
4. From 1993 to 2004, 522 households or 32% growth, about 3%/year.
5. No significant increase occurred upon moving to the new church.

Hypotheses:

1. We should plan on 3-5% growth on average.

2. The inconvenience of parking/traffic may limit how many attend STM.
3. Our households may increase without having increased weekly participation.
4. But look out for Christmas and Easter!
5. We might project a plateau of 2600 to 2800 households.

STM FAITH DEVELOPMENT GROWTH

	1999/2000 +		2000/2001 +		2001/2002 +		2002/2003 +		2003/2004 +		2004/2005 +	
Elementary	281	1%	283	11%	314	2%	321	-7%	298	15%	342	
JYM	94	26%	118	12%	132	29%	170	8%	183	-11%	162	
TYM	117	13%	132	13%	149	13%	168	24%	208	16%	241	
Total	492	8%	533	12%	595	11%	659	5%	689	8%	745	

	2002 Estimate	2000 Census	1990 Census	% Change 1990-2000	1980 Census	% Change 1980-1990
County Total	122,526	118,227*	93,662	26.2%	77,055	21.8%
Chapel Hill	50,540	46,798*	37,596	24.5%	32,038	20.7%
Carrboro	17,456	16,782	12,134	38.3%	7,336	57.5%
Hillsborough	5,535	5,446	4,263	27.8%	3,019	41.2%
Mebane (part)	---	675	485	39.2%	379	28.0%
Durham (part)	---	39	17	129.4%	0	---
All Municipalities	---	69,740	54,495	28.0%	42,772	27.5%
Unincorporated Areas	---	48,487	39,299	23.8%	34,283	14.6%

CENSUS DATA

Sources: NC Office of State Planning, Estimates Released July 2002; US Census 2000, 1990 and 1980

POPULATION PROJECTIONS - Orange County

2005: 129,791
 2010: 140,750
 2015: 150,962
 2020: 162,033

Population by Race

White 78%
 Black 13.8%
 Hispanic 4.5%
 Asian/Other 4.5%

*Hispanics are noted as a separate ethnic group, but may be part of any racial group.

Source: 2000 U.S. Census

Lay Ministry Organization Strategy Plan Information by: Mary Gates

Interviewees:

- Amy Johnson- Portfolio Coordinator for Community Life
- Nancy Johnson- Staff Liaison to Liturgy Portfolio
- Theresa Keller- Staff liaison to Outreach Portfolio
- Stefanie McAdoo- Staff liaison to Communications Portfolio
- Greg Neyhart- Co-chair Pastoral Council to be completed 3/24/05
- Scott Workman- Portfolio Coordinator for Faith Formation

Background

Strengths

- Ministry structure definition is good—more visible and open to parishioners than before
- Many excellent volunteers
- Charismatic pastor
- STM is blessed financially and professionally with skilled parishioners
- Welcoming parish—each mass with its own personality
- Pastoral Vicar excellent with Hispanic families
- Excellent liturgy and music
- “Flat” (not too many layers of hierarchy) structure good, affords direct lines of communication to the top

Opportunities

- Larger portfolios offer more candidates for leadership roles
- Clarify expectations by creating job
- Develop “mentor” structure for new leaders
- Influx of new members creates opportunity for ministries to grow in numbers/output
- Involve youth via personal invitation into ministry “apprenticeship” roles
- Can do more to be in solidarity with those we serve...challenged to live simply, to “be poor” rather than just serve poor
- Institute “carpool weekend”
- Improve cross-cultural integration efforts
- Need constant process to help members see how they fit into ministry organization
- Improve relationship between school and church...emphasize “community priorities”
- Train up a new generation of leaders
- Create a new body to handle planning/admin issues presently expected of PC (ex: new bldg, annual plan, tuition--non-ministry initiatives)

Weaknesses

- Slow rate of converting non-active parishioners to active
- Little direct contact with new members
- Some ministries are stagnant and do little or no recruiting
- Uninformed leaders and ministry members
- COMMUNICATION!
- PC and Port. Leaders unclear on roles
- Hispanic-Anglo relations
- Pastoral Council not a “leading body”
- No clear mission for Pastoral Council or process for new directions/ideas

Threats

- Leadership burnout
- Parking/ Physical space
- Staff /Leader succession planning
- Unwelcoming style/approach/language (i.e. academic community vs. “plain folks”)
- Unwillingness of members to take responsibility
- People find jobs overwhelming
- Failure of leaders/liaisons to empower/delegate—occasionally viewed as too controlling
- No feedback/evaluation processes
- Pastoral Council meetings inconsistently attended, thus, unproductive
- Poor accountability
- Stewardship message not promulgated adequately by ALL
- Parishioners too comfortable, not challenged to reach out of comfort zone
- Division of parish/school communities
- Money—what if we can’t raise new building funds

1. Spring, 1999, Bishop sponsored retreat on Stewardship with Father Thomas McGread speaker. Father McGread is Pastor of St. Francis of Assisi in Wichita, Kansas
2. Summer 1999, Group from St. Patrick's, Fayetteville visits St. Francis of Assisi Parish to determine whether parish functions as described by Father McGread.
3. Fall 1999, Group from STM attend report of Fayetteville visitors to St. Francis at the Catholic Center in Raleigh.
4. Late Fall, 1999, Father Durbin appoints Stewardship Committee and Chair
5. December 1999, St. Thomas More Pastoral Council invites Mr. Don Bray, the parish administrator at St. Patrick's to describe his visit to St. Francis of Assisi and their organizational structure. This begins Pastoral Councils discussion of Pastoral Council Reorganization.
6. Winter, 2000, St. Thomas More parish members obtained information on parish organization at Holy Infant, Durham, NC and St. Francis of Assisi in Raleigh.

Goals	Metric	Ownership
Promulgation of Stewardship Message Establish processes for introducing new members to ministry organization and follow-up at 12-18 months	100% of newly registered families contacted within 1 month, follow-up calls at 12-14 months.	Stewardship Committee, FLM, Welcome Committee, PC, Communications
Develop plan for periodic discernment program	All parishioners invited to semi-annual gifts discernment program, attendance goal-100 each event.	FLM, Adult Faith Form.
Integrate efforts of Stewardship and PC more closely to increase visible communication of our stewardship vision to parish	Visible, measurable coordinated efforts between bodies culminating in defined strategy with details of execution	Stewardship, PC, Communications
Growth in Ministry Membership — Establish recruitment as key priority among all ministries	Achieve 10% increase in number of adult parishioners contributing time/talent or treasure to parish (current:2757)	Portfolio leaders, Ministry leaders, FLM. DoD
Create charter for each ministry	Charters complete	Same as above
Create job descriptions	Appropriate job descriptions complete	Ministry leaders
Conduct recruitment event in 05-06 year	Each portfolio to set goal for "new sign-ups"	Stewardship Committee, FLM, PC
Leadership --Select 05-06 Council, introduce concepts and expectations so that members are clear of mission and individual roles	New members seated, and in possession of information supplied in personal meeting, agreement signed as to expectations/responsibilities	Current PC, FLM, Pastor
Consider establishing admin. body to handle planning, budgeting, goal-setting and measures	Add as agenda item to fall PC schedule, make decision by Sept. 30	PC, PA
Plan 1 st annual leadership skills/recruitment program to improve leadership management practices	Develop plan and schedule by 12/22/05. Identify leaders for 3 empty ministry seats.	FLM, Lay Volunteers, Portfolio leaders
Establish mentor for each new portfolio leader	Name portfolio mentors, as needed, by 08/26/05	Current Portfolio leaders w/ staff liaisons
Create plan with timeline for ministry leader replacement	Departing leaders identified, with transfer timeline and replacement plan in place by Oct. 1, 05.	Ministry leaders, staff liaisons, associated portfolio coordinators and FLM
Strengthen role of Pastoral Council by revising its mission to give power to initiate, as well as react to, proposals from ministers	Review and modify as needed PC mission by Dec. 1, 05. Attendance goal: 80% (this year 49%)	Pastoral Council w/ pastor and parish administrator
Modify existing portfolio structure to reflect current needs for ministry placement	Add to PC agenda, finalize by Dec.-05	Pastoral Council
Unity —Conduct mid-year meeting of all ministry leadership: portfolio coordinators, ministry leaders and staff liaisons, to determine progress on achievement of parish/portfolio/ministry goals	Meeting conducted by Dec. 1-05	FLM, Pastoral Council, ministry leaders, staff liaisons
Continue to involve leaders from both Anglo and Hispanic communities in parish planning	Conduct two bi-lingual meetings in 05-06 year including leaders from Equipo Pastoral and PC. Consider August kick-off meeting and annual plan day.	PC/EP/PA/Pastor

Information Technology Strategy Plan Information by: Charles Green

Interviewees:

- Sister Catherine Michael-Fee, SSJ
- Bob Weickert, Parish Administrator
- Dan Angelini, Network Administrator
- Elizabeth Tempia, Director of Youth Ministry
- Dennis Egan, Director of Development
- Jane Kyle, Secretary
- Judy Foster, Administrative Assistant
- Drew Melvin, Parishioner
- Sean Lennard, Parishioner
- Betty Williams, Science Lab Coordinator
- Jo Williams, Librarian
- Michael Throm, Technology Coordinator
- Stefanie McAdoo, Communications Secretary
- Lisa Hirsch, Membership Secretary
- Denise Korynta, Faith Development Secretary
- and twenty-three willing school faculty members

Background

The IT Strategic Planning process examines plans and priorities for the use and support of information technology (IT) in service of the mission of the Catholic Community of St. Thomas More, Chapel Hill, North Carolina. The Plan combines strategic planning with some degree of tactical planning. The parish has undertaken this strategic planning process for several reasons:

To establish plans and priorities for the use of IT that address the needs of both the school and the greater parish;
To create greater cross-functional understanding of and involvement in IT issues; and
To work toward a sustainable IT funding model that is in step with the development and growth of the school and parish.

SWOT Analysis

Strengths

- Network
- Near up-to-date PC environment
- System upgrades
- Deep Freeze implementation
- Desktop support
- IT management
- Onsite support
- Documentation

Opportunities

- Classroom software
- Grant writing
- Telephone programming
- Web site improvements
- Remote computing
- IT advisory board
- Life-cycle budgeting

Weaknesses

- Inconsistent proficiencies among staff
- Inadequate staffing for growth
- Lack of training
- Multimedia equipment
- Limited access to digital media
- Insufficient budget
- Lack of personnel redundancy

Threats

- Spam
- Viruses
- Intrusion attempts

Recommendations of the 2005 IT Strategic Plan

Develop and enhance programs that promote the use of educational technology throughout the parish.
 Improve and expand web-based services for parishioners and students;
 Improve access to parish information and resources through strategic management of central IT services;
 Improve communications about and governance of the parish's IT resources.

Goals	Metric	Ownership
Establish school-wide goals and programs that promote the use of educational technology.	Constitute and charge a committee made up from representatives from school leadership and various grade levels with articulating a set of meaningful goals and educational objectives relating to the benefits of using technology in improving learning.	Sister Catherine Faculty reps
	Establish a school-wide policy that requires each teacher to develop and submit an instructional plan each year that incorporates the agreed upon goals and educational objectives for using technology.	Sister Catherine Faculty reps
Develop an effective "Teaching with Technology" professional development program for faculty.	Develop or acquire an effective teaching with technology curriculum for faculty development.	Sister Catherine Faculty reps
	Develop a strategy for helping faculty members to find time for professional development and for planning relating to the use of technology.	Sister Catherine Faculty reps
	Develop a program that provides faculty members with peer coaching and opportunities for collaboration in the use of technology for instructional purposes.	Sister Catherine Faculty reps
	Create incentives encouraging technology use.	Sister Catherine Faculty reps
	Tie technology-related professional development to the evaluation process.	Sister Catherine
Develop an effective plan to upgrade existing and future technology-enhanced instructional and meeting facilities.	As an interim measure in the school, install PC-to-TV video cards and RCA cables between devices in classroom computers.	Dan Angelini
	Develop a plan and timeline for outfitting classrooms, the library, the computer lab, and other frequently used meeting spaces in parish buildings with computer projectors and projection screens.	Dan Angelini IT Leadership and Advisory Committee
Provide resources and support for expanding the use of digital media in the school.	Develop a program to provide funding and support for innovative proposals seeking to infuse digital media within the curriculum.	Carlos Lima Sister Catherine IT Leadership and Advisory Committee

Goals	Metric	Ownership
	Increase the acquisition of and or subscription to instructional-based multimedia materials.	Sister Catherine Faculty reps
	Develop a timeline in parallel with an implementation of Strategy 1.3 for reducing and phasing out the purchase of non-digital instructional materials where appropriate.	Sister Catherine Faculty reps
Increase efforts to examine and realize grant opportunities that will help enrich the school's efforts.	Develop a committee charged with assessing campus needs, researching grant opportunities, and identifying the appropriate principals for the grant writing effort.	Sister Catherine Dennis Egan Faculty reps
Provide improved, distributed, and unified web-based services that are tailored to individuals based upon their affiliation with St. Thomas More Parish.	Develop a comprehensive plan regarding the parish's websites that articulates a strategy encompassing mission, goals, architecture, management and maintenance. It is suggested that planning and management be overseen by a steering committee comprised of representatives from the different parish constituencies.	Comm. Committee Carlos Lima Charles Green
	Assess the viability of using ACS Technologies' Site Extend as a CMS solution for the parish.	Comm. Committee Carlos Lima Charles Green
	Develop a plan and methodology, including training, for delegating web content management to interested parish groups.	Comm. Committee
	Make school and parish forms and applications easily available through the parish's website.	Comm. Committee School staff
Maintain network system upgrades.	Develop a sustainable funding strategy to maintain the parish's mission critical network systems.	Dan Angelini Carlos Lima IT Leadership and Advisory Committee
	Develop appropriate measure of redundancy among personnel in regards to recovering data in case Network Administrator is unavailable.	Dan Angelini Carlos Lima IT Leadership and Advisory Committee
Maintain the highest levels of anti-virus, anti-spam, and anti-intrusion measures.	Maintain current levels of support for security and anti-virus measures, and increase anti-spam efforts.	Dan Angelini
Develop a plan for maintaining an appropriate level of bandwidth capacity for the campus.	Develop a process for assessing data access requirements each year and a plan for providing an appropriate level of bandwidth to meet these needs.	Dan Angelini Carlos Lima IT Leadership and Advisory Committee

Goals	Metric	Ownership
Promote awareness and use of Microsoft XP's remote computing features.	Develop and implement a plan for educating those parish staff and faculty members who have Windows XP Professional and an Internet connection at home about Windows Remote Desktop and its capabilities.	Dan Angelini
	Create network folders for projects and efforts wherever the individuals involved would benefit from the sharing of electronic material.	Dan Angelini
Improve current data management procedures and centrally coordinate efforts between the school and the parish office to increase efficiency and eliminate duplication of effort.	Schedule yearly training for data managers in ACS.	Carlos Lima
	Provide cross-training to everyone in the parish who works with ACS and Headmaster with a focus on developing redundancy in critical data management expertise.	TBD (To be determined)
	Create a committee charged with identifying the different data types that need to be shared across the organization and have appropriate reporting mechanisms developed to ensure that data is retrievable when needed.	IT Leadership and Advisory Committee
Develop a plan and scheduling process for a full implementation of ACS's Headmaster Pro and Classroom Manager throughout the school.	Purchase license for ACS Classroom Manager.	Carlos Lima
	Develop a training program for all school personnel in Headmaster Pro and Classroom Manager as appropriate.	TBD
Update existing phone system accessibility and programming in order to better reflect evolving needs of the parish office and school.	Reconsider original preferences associated with the current call management system and develop a plan, if desired, to reprogram the parish phone system to more accurately reflect the needs of its users.	IT Leadership and Advisory Committee Carlos Lima Father John
Establish an IT leadership and advisory body (IT Council/Committee) to reflect the growing role of IT in the life of the parish, and the need for increased participation by and communication with a wide array of parish constituencies.	Establish an IT leadership and advisory body (IT Council/Committee) made up of representatives from a number of parish constituencies (parish office, school, ministries, etc.).	Carlos Lima
Establish a sustainable funding model for IT.	Develop a plan for phasing in life cycle funding for all key parish IT investments over the next five years.	IT Leadership and Advisory Committee Carlos Lima

FINAL THOUGHTS

St. Thomas More is at an historically significant crossroads. We will celebrate our 50th anniversary of our first Church on Gimghoul Road in just two years and our school celebrated its 40th anniversary last year. As we prepare for our 50th celebration event, it is an appropriate time to prayerfully consider where we as a church are headed. The world is changing around us so rapidly that it is almost overwhelming. Old issues are not yet settled and new ones abound.

We are at the perfect point to consider those actions that will best position our parish to build on its current strengths, and plan an even stronger leadership role—in our church, in our community, in our country, and around the globe. We have the capacity to lead. We are blessed with a strong cadre of leaders from many professions and interests. We are an affluent parish—it must be said, and it is relevant.

We need to enhance our collective ability to create, support, and nurture programs that will help others, particularly those who have limited ability to help themselves.

We have no choice but to be involved with those in our community, our nation, and from other countries who enjoy few, if any, of the daily opportunities and freedoms that we do.

We must assure that our structures are sound, well maintained, accessible to all, and configured to be fully supportive of the needs of the parish, the staff, and community.

We can't assume that we can answer every challenge with existing staff. Enhanced lay leadership training as we build on our past accomplishments and move forward with new programs are imperatives.

This, then, is the charge we respectfully present to the parish: It is the right time to think expansively, act boldly and wisely, and invest the time and resources that will enable St. Thomas More to become everything our own members are telling us we should be in the twenty-first century.

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

From the committee

We are honored to have been asked to serve St. Thomas More as members of this committee, and we applaud the vestry for having the foresight to initiate such a broad-gauged review. We ask for God's blessing on you as you begin the demanding task of setting the priorities for the next generation of St. Thomas More's worshippers.

Prayerfully and respectfully submitted.
The Strategic Planning Committee.