



ST. MICHAEL THE ARCHANGEL ROMAN CATHOLIC CHURCH PARISH PASTORAL PLAN 2021



Letter to the Parish

September 29, 2016

Feast of the Archangels

Dear Sisters and Brothers in the Lord,

Canonically established in 1830, our parish will celebrate its Centennial in only 14 years. Today we rejoice in past accomplishments while planning for the future. During this Year of Jubilee, occasioned by the celebration of the Year of Mercy, we have sought to access our vitality and published a new Parish Pastoral Plan.

For many years now our parish has been organized according to the Archdiocesan Indicators of Vitality. These indicators of Worship, Education, Service, Community, and Administration/Stewardship were set forth by Cardinal Wuerl in 2013.

Worship: The heart of the Church is the celebration of the sacraments, particularly the Eucharist. From the Eucharist flows all the worship, prayer, acts of charity and faith formation. Possible areas for discussion may include full, active and conscious participation in liturgy; homilies that are appropriate to the needs and cares of Catholics today; the quality of music and singing; the cultural needs of a diverse Church, and parish involvement in the Rite of Election.

Education: Forming the lay faithful for mission depends on a variety of educational programs. Assessing the Church's ability to teach the faith to parishioners of all ages is essential. Possible areas for discussion may include effective formation for adults who have not been catechized; Catholic schools and religious education programs that successfully transmit the faith; catechetical programs for adults and children with special needs; ways in which the Church teaches, and the importance of religious liberty.

Community: Building community within the parish and with those outside of it is reflected in the Church's ability to make all Catholics feel at home and to invite and welcome those who are inactive Catholics and all people who seek a relationship with Jesus Christ. Possible areas for discussion may include the qualities of a welcoming parish that prepares Catholics for mission; helping Catholics understand their baptismal obligation to share Christ with others in the world, and discernment of charisms of the laity to aid them in parish ministry and in perfecting the temporal order.

Service: This dimension of vitality assesses the ways in which the Church calls Catholics to serve those in need. Furthermore, it evaluates the Church's practical commitment to bringing the Gospel to bear on the issues of the day in a way that supports the mission of the Church. Possible areas of discussion may include the extent to which the spiritual and corporal works for mercy are carried out by individual Catholics; how Catholics serve the poor through Catholic Charities, and local parish initiatives; sharing the Church's social teaching to preaching and catechesis; involvement in Catholic efforts to defend life, advance the preferential option for the poor and protect religious liberties.

Administration/Stewardship: The ability to carry out the mission of the Church depends on strong leadership and sound stewardship. Possible areas for discussion may include the fostering and promotion of leadership in parishes with respect to each Catholic's role within the Church; formation on the protection and advancement of religious liberty; management

of the temporal goods of the Church; and the promotion of donation of time, talent and treasure.

Letter of Cardinal Wuerl
Solemnity of Pentecost 2013

As we begin to initiate this most recent Parish Pastoral Plan, it is my hope that we all acknowledge its' necessity. In our time there is a great challenge to our Catholic Identity. Our definitions of family, marriage, the common good and objective right and wrong, that flow from what has been divinely revealed, are constantly under attack. Christ has given to the Church the mission of interpreting God's truth in every age. Daily we are offered the grace to receive this truth and act upon it. Still, there remains a paucity of knowledge on our part and our unawareness and silence is dangerous.

This occurs while others strive to know what is right, true and good. I ask that you pray with me to become more passionate about our faith, to understand more fully what it means to be Catholic and to be a disciple. It is my hope that our new Parish Pastoral Plan will inform and encourage each one of us to participate more fully and consciously in the New Evangelization. Now it is our time to deepen our knowledge of our faith so that we can confidently share it with those who have forgotten or never heard the Gospel.

Sincerely yours in the Lord,

A handwritten signature in dark ink, reading "Fr. Tolentino". The signature is written in a cursive, flowing style with a large initial "F" and a long, sweeping underline.

Rev. Msgr. Eddie Tolentino
Pastor

Table of Contents

Letter to the Parish	1
Acknowledgements	5
Our Mission, Vision, and Core Values	6
Mission	6
Vision	6
Core Values	6
Our Process	7
Parish Pastoral Plan, 2016 – 2021	8
Worship.....	9
Goal: Encourage active participation in the Mass celebration.	9
Education.....	11
Goal 1: Continue faith formation for current and new catechists according to Archdiocesan and parish policies.....	11
Goal 2: Develop a comprehensive youth ministry that integrates the diverse community of St. Michael the Archangel.....	14
Goal 3: Combine Spanish and English children's religious education classes.	16
Goal 4: Continue formation of new catechists for leaders and teachers working with youth.....	16
Goal 5: Help children strengthen their relationships with Jesus Christ through prayer, participation in Mass, good deeds, and keeping the Commandments.....	17
Service.....	19
Goal 1: Increase awareness of both new and ongoing service opportunities to increase the number of Parish households actively volunteering by 10% annually.	19
Goal 2: Promote Catholic Social Teaching and strengthen our social justice work.	21
Goal 3: Encourage parishioners to live the Catholic mission of doing Corporal and Spiritual works of mercy.	22
Goal 4: Tend to the physical and financial health and wellness needs of the parishioners by offering ample opportunities to learn and participate in active and educational programs.....	24

Evangelization	26
Goal 1: Develop and train an evangelization team capable of addressing the varying needs of the New Evangelization.....	26
Goal 2: Instill and embrace evangelization as necessary in all ministries and activities in the parish.	29
Goal 3: Establish evangelization opportunities with the surrounding Silver Spring community that shares the faith and welcomes others to St. Michael the Archangel.....	30
Administration	31
Goal 1: Create and fill open parish positions.....	31
Goal 2: Update the web page to effectively communicate staff contacts and event information.	32
Goal 3: Plan for all parish-wide events to be bilingual-friendly.	33
Goal 4: Tend to our parish needs to ensure we are equipped with necessary resources to continue to be a prosperous parish.	33
Communications	37
Goal 1: Enhance communications from St. Michael the Archangel leadership to the Parish in order to increase community engagement.....	37
Goal 2: Provide communications pathways that empower parishioners to get involved and provide feedback.	38
Goal 3: Establish a visible presence in downtown Silver Spring that invites people and families from all walks of life into the Parish.	39
Next Steps.....	41
Get Involved.....	42

Acknowledgements

The planning process would not have been possible without the input from you, the Parishioners at St. Michael's the Archangel Roman Catholic Church. We are one body in Jesus Christ our Lord. It is through you and your involvement in our Church family that we can continue our work of bringing the Good News to the world around us.

We appreciate your participation in the Parish survey, the Town Hall meetings, and the other meetings and events related to this strategic planning process.

This work was also made possible through the leadership of the 2015-2016 Parish Council, Finance Council, various lay ministers within the Church, and the administrative staff of St. Michael the Archangel. Our ordained ministers, including Monsignor Eddie Tolentino, Father Saulo Vicente, Father Alberto Biondi, Deacon Ronald Ealey, Deacon Curtis Rodney, and Deacon Carlos Hernandez, guided the ongoing discussions of the Parish and developed our vision for the future. Our Parish Council Leaders were also instrumental in this process, including Douglas Lawrence, Aimee and James Valenzuela.

Finally, we are thankful for the *pro bono* contribution of John Butler, who facilitated our Town Hall meetings and the strategic planning process.





Our Mission, Vision, and Core Values

Mission

Guided by the Holy Spirit, St. Michael the Archangel Church brings the Parish and community closer to the Lord through worship, love, and stewardship, so that all may be one in Christ.

Vision

To be a dynamic community of faith, celebrating our growing diversity as a beacon of the new evangelization.

Core Values

During the 2016 pastoral planning process, members of the parish identified these core values that showcase the spirit of the St. Michael the Archangel parish: Hospitality, Stewardship, Worship, Community, Discipleship, and Diversity.

Our Process



The work of St. Michael the Archangel Church is guided by our parishioners, the Parish Council, Finance Council, our clergy, and the Catholic Church as a whole. This parish pastoral plan flows directly from the concerns, goals, and aspirations of our Church body.

This document began with a review of the previous parish pastoral plan, released in 2011. In 2015, we were blessed to celebrate the 85th Anniversary of our parish, which afforded an opportunity to reflect on our past and look forward to the future of our church.

You, the parishioners, provided feedback to the leadership of St. Michael the Archangel in several key ways. First, members of the parish were invited to participate in a survey to indicate your thoughts and concerns. Then, parishioners were invited to a Town Hall meeting to review findings from the survey and



Members of the Parish meet for the Town Hall

provide in-person feedback. Following the Town Hall gathering, the parish hosted multiple in-person strategic planning sessions for ministry leaders and other interested parishioners. Finally, the parish leadership and lay persons invited to help write the plan, began identifying goals and objectives for St. Michael the Archangel to achieve our vision for the church in 2021. This work included identifying our Core Values and future goals for each section of the Parish Pastoral Plan.

Committee leaders and members then turned those parish suggestions and desires into a clear set of goals to lead our church forward in a way that the parish desires while keeping in mind the needs of the Church and our community.

Parish Pastoral Plan, 2016 – 2021

The Parish Pastoral Plan includes goals in the following six areas of focus:

- Worship
- Education
- Service
- Evangelization
- Administration
- Communications

In each focus area, Church leadership, Parishioners, and members of the Parish Council identified **Goals** for the St. Michael the Archangel community and **Objectives** to support the Goals.

The Parish Council and the leaders of the St. Michael the Archangel areas of vitality have responsibility for ensuring that the Goals and Objectives are pursued over the next five years. This is a living document, which will continue to be revised as we work towards our vision for the Church.

We encourage you to continue to stay involved in this process, by providing feedback to our parish leadership and by getting involved in the ministries described in this plan. Your voice matters, and we are listening.



Worship

Goal: Encourage active participation in the Mass celebration.

Objective 1.1: Train facilitators in enhancing the Mass experience with ongoing formation.



- **Action Item:** Provide clergy-led training for all new lectors.
 - **Indicator of Success:** Lectors will receive annual training in proclaiming the Word.
- **Action Item:** Assigned mentors and provide training to new ushers and servers.
 - **Indicator of Success:** Clergy will provide training to new ushers and altar servers on an annual basis and work to assign mentors to support the training.



Objective 1.2: Enrich the worship experience by encouraging Parishioners to actively participate in the Word.

- **Action Item:** Develop a mechanism for parishioners to provide feedback to the clergy.
 - **Indicator of Success:** Clergy will encourage ongoing conversation within the church in the homily.
- **Action Item:** Identify how additional feedback will be provided to the clergy.
 - **Indicator of Success:** The bulletin will provide a statement on how parishioners can provide feedback to clergy and other parish leadership.

Objective 1.3: Engage parishioners in the Worship service.

- **Action Item:** Announce prayers, especially St. Michael the Archangel prayer.
 - **Indicator of Success:** Parishioners will recite the St. Michael the Archangel Prayer and engage in the worship service.
- **Action Item:** Encourage Parishioner participation in music by the Cantor through a diversity of music.
 - **Indicator of Success:** Parishioners will engage with the worship service by joining the choir in singing during the mass.



Education

Goal 1: Continue faith formation for current and new catechists according to Archdiocesan and parish policies.



Objective 1.1: Continue the development and of current catechetical programs for adult faith formation.

- **Action Item:** Offer additional catechesis, including 15 classes and one weekend retreat, with offerings twice a week for 8 weeks. Topics will include Bible Studies for families and other parishioners, Catholic Social Teachings, Faith Foundation, Living Catholic, diversity training, intergeneration catechesis, and other topics as identified.
 - **Indicator of Success:** Parishioners will participate in two catecheses per year, with approximately 20 catechumenates per catechesis program.
- **Action Item:** Restructure the marriage preparation program to include couple-to-couple mentoring, “for better and for ever” training, and FOCUS training.
 - **Indicator of Success:** The parish will provide 4 to 8 classes per year, assisting at least 3 couples with marriage preparation annually.
- **Action Item:** Offer Monthly Convivence (a retreat) for the Neocatechumenal Way communities.
 - **Indicator of Success:** Four Neocatechumenal Way communities will participate regularly in the Convivence.
- **Action Item:** Offer Weekly Word and Eucharist celebration for the members of the Neocatechumenal Way.
 - **Indicator of Success:** Approximately 130 Neocatechumenal Way community members participate in weekly celebrations.

Objective 1.2: Ensure the continued development of the RCIA programs with more emphasis on continuing evangelization.

- **Action Item:** Offer a Parish Sponsor Program for individuals in the RCIA course.

- **Indicator of Success:** The parish will train 6 – 12 members of the parish to be RCIA sponsors each year.

- **Action Item:** Continue to offer English and Spanish RCIA classes with a focus on Rites and Scrutiny.

- **Indicator of Success:** Approximately 55 catechumenates will receive the Sacraments each year.

- **Action Item:** Offer RCIA family days.

- **Indicator of Success:** Host 2 per year.

- **Action Item:** Offer post-RCIA ministry, including programs like the Living Catholic Course (3 classes per year), Faith Foundation course, Neocatechumenal Way Catechesis, and a Catechist Retreat.

- **Indicator of Success:** Establishment of a 1-year, post-RCIA program for Neophytes.

Objective 1.3: Develop a sustainable, monthly Young Adults ministry for parishioners between ages 18 – 35.

- **Action Item:** Offer a weekly Bible study to Young Adults.

- **Indicator of Success:** Weekly Bible offered on a regular basis, such as each Sunday at 12:30 pm.





- **Action Item:** Provide opportunities for Young Adults to participate in Monthly Service.
 - **Indicator of Success:** Invite Young Adults to participate in Shepherd's Table, Mercy Monday, Legislative Lobby Day and other key events. Measure attendance and participation.
- **Action Item:** Encourage Young Adults to work with the Youth Group after receiving VIRTUS training and certification.
 - **Indicator of Success:** Young Adults participate in bi-annual events with the St. Michael the Archangel Youth Group. Young Adults volunteers will achieve and maintain required Archdiocese training for working with Catholic youth.
- **Action Item:** Develop a Young Adult ministry for Hispanic parishioners.

Objective 1.4: Foster partnerships between St. Michael the Archangel Young Adults and young adults from other parishes.

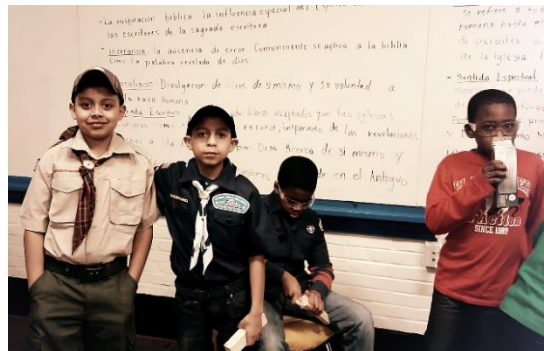
- **Action Item:** Establish a Catholic "Meetup Group" and align with the Silver Spring Catholic and 270 Catholic.
 - **Indicator of Success:** At least 12 attendees will participate in group events offered to Young Adults.

Objective 1.5: Increase parental and family involvement and role in their children's faith formation.

- **Action Item:** Create a new family Bible study with a focus on sharing the Word within an intergenerational group.
 - **Indicator of Success:** 70% of parents with children in the program will attend the education class.
- **Action Item:** Find opportunities for families to get involved in service in the local Silver Spring community.
 - **Indicator of Success:** Increased participation of 12 families in local service opportunities each year.

Objective 1.6: Promote more active parental participation with the children's liturgy and other family activities.

- **Action Item:** Develop an Intergenerational Family Ministry Program that incorporates parental input through an online survey and form a committee of parents to implement suggestions.
 - **Indicator of Success:** Approximately 12 parents participate as program builds on established, ongoing activities each year.
- **Action Item:** Maintain support for the Boy Scout program, including Cub Scout Pack 23.
 - **Indicator of Success:** Approximately 3 dens formed of Cub Scouts in Pack 23 with bi-monthly meetings.



- **Action Item:** Develop and support a Hispanic charismatic group.

Goal 2: Develop a comprehensive youth ministry that integrates the diverse community of St. Michael the Archangel.

Objective 2.1: Maintain and grow the middle school and high school Youth Group ministry established in September 2015.

- **Action Item:** Build a youth ministry team with leadership from a dedicated Youth Minister and 5 – 6 annual volunteers.

- **Indicator of Success:** Hiring of a dedicated Youth Minister and 2 – 3 year commitments from parish volunteers. All staff and volunteers will successfully receive VIRTUS training and training in youth catechesis.
- **Action Item:** Offer youth retreats to Middle School and High School students.
 - **Indicator of Success:** One retreat per year.
- **Action Item:** Encourage the youth to participate in World Youth Day with the Young Adults and to join World Youth Day activities.
 - **Indicator of Success:** The parish will encourage the participation of 12 youth attendees from each youth ministry (English, Hispanic, and Neocatechumenal) in World Youth Day activities.
- **Action Item:** Host monthly events for the youth, including programs with focus on education, career, vocation, and service.
 - **Indicator of Success:** Approximately 12-24 youth attendees will attend events each month, with ongoing relationships developed with youth each program year.
- **Action Item:** Identify opportunities to align the Hispanic and English Youth Groups.
 - **Indicator of Success:** Quarterly programs for English and Hispanic Youth to meet and grow in fellowship together.
- **Action Item:** Form a post-confirmation ministry and high school catechesis for older youth.
 - **Indicator of Success:** Approximately 12-24 youth attendees will attend events each month, with ongoing relationships developed with youth each program year.



Goal 3: Combine Spanish and English children's religious education classes.

Objective 3.1: Meet the needs of all students in catechesis, building on the success of the 8th Grade/Year 2 Confirmation Class.

- **Action Item:** Continue to combine English and Spanish classes, adding new combined classes each year.
 - **Indicator of Success:** Regular attendance of approximately 36 students for the 3rd – 7th grade classes after classes are combined.
- **Action Item:** Continue children's liturgy of the Word at Sunday English and Spanish masses.
 - **Indicator of Success:** 30 regular participants at 9:30 AM Mass and 60 regular participants at 1:00 PM Mass.



Goal 4: Continue formation of new catechists for leaders and teachers working with youth.

Objective 4.1: Develop, recruit, and train a certified youth ministry team of youth, young adults, and parents/parishioners.

- **Action Item:** Develop a plan to recruit, train, and certify new volunteers to work with the youth.
 - **Indicator of Success:** Recruit 5-6 new volunteers each year. Identify 3-5 certified ministers specifically from the Young Adult group.

Objective 4.2: Ensure compliance of all persons in the Parish working with youth in catechesis and faith formation with the prescribed Archdiocese of Washington certification program.

- **Action Item:** Ensure volunteers participate in VIRTUS-Certification.
 - **Indicator of Success:** 100% of all youth ministry/education volunteers will be VIRTUS certified.

- **Action Item:** Begin participation of Youth Ministers in Faith Foundation classes and other ongoing catechesis.
 - **Indicator of Success:** 12-24 attendees at two courses (3-4 classes each).

Goal 5: Help children strengthen their relationships with Jesus Christ through prayer, participation in Mass, good deeds, and keeping the Commandments.

Objective 5.1: Ensure that children understand Reconciliation/Penance, including how to go to the Sacrament of Reconciliation and the nature of absolution.

- **Action Item:** Offer annual meetings with parents and children on Reconciliation, with at least 3 total meetings each year.
 - **Indicator of Success:** Children will successfully make the Sacrament of Reconciliation and understand “I am sorry for my sins” when they go to the sacrament.



- **Action Item:** Assist children with First Penance.

Objective 5.2: Ensure that children are prepared for the Sacrament of Communion.

- **Action Item:** Offer annual meetings with parents and children on Communion, with 6 total meetings each year.
- **Action Item:** Ensure that all youth enrolled in the sacramental class for First Communion successfully make their First Communion.

Objective 5.3: Recruit and sustain sufficient altar servers for Sunday Masses.

- **Action Item:** Host biannual altar server classes.
 - **Indicator of Success:** Increase the number of altar servers by 3 youth per year.



- **Action Item:** Recognize all servers at an annual recognition event.

Objective 5.4: To ensure children and parents understand their baptism and the importance of the sacraments in their lives, the significance of the Last Supper and the Sacrament of Holy Eucharist, order of the Mass, liturgies, and objects in Church.

- **Action Item:** Offer annual meetings with parents and children on Baptism, with 2 total meetings each year.
 - **Indicator of Success:** The children and parents will understand Baptism and the significance of the Last Supper as it relates to the sacrament of Holy Eucharist, the Mass and liturgies of the Church.



Service

Goal 1: Increase awareness of both new and ongoing service opportunities to increase the number of Parish households actively volunteering by 10% annually.

Objective 1.1: Use traditional methods of reaching out to the parishioners to increase participation in service activities.

- **Action Item:** Encourage parishioners to participate in services through the following strategies:
 - Create monthly bulletin inserts with comprehensive information on how to join the ministry and service activities.
 - Make an annual pulpit announcement to call parishioners to service and incorporate the Call to Service in regular homilies.
 - Hand out flyers after mass with Greeters/Ushers.
 - Create a Service Ministry summary to include in New Parishioner Info Packet and encourage new parishioners to get involved early in the process.
- **Indicator of Success:** Increase the number of Parish households volunteering by 10% each year.





Objective 1.2: Use online and tech-savvy outreach to recruit parishioners to service opportunities.

- **Action Item:** Collect names and emails from parishioners who wish to learn more about getting involved.
 - **Indicator of Success:** Create a contact database devoted to parishioners who wish to volunteer.
- **Action Item:** Send monthly email blasts with upcoming events. Send email reminders about events people have signed up for.
 - **Indicator of Success:** Bridge the gap between interested volunteers and active service participants.
- **Action Item:** Host a webpage on the St. Michael the Archangel website with detailed information about volunteer and outreach opportunities.
 - **Indicator of Success:** Provide parishioners with easy-to-access information on service opportunities.
- **Action Item:** Encourage parishioners to engage in service through social media outreach from St. Michael the Archangel, such as Facebook, Twitter, and Instagram.

Objective 1.3: Create parish-wide events to encourage service.

- **Action Item:** Host a table for service at the Fall Kick Off event and host an annual Services Ministry Open House.
 - **Indicator of Success:** Recruit at least 12 people each year to sign up for service activities.

Goal 2: Promote Catholic Social Teaching and strengthen our social justice work.



Objective 2.1: Promote the pro-life mission of the Catholic Church and teach parishioners why the pro-life movement matters.

- **Action Item:** Encourage parishioners to participate annually in the March for Life.
 - **Indicator of Success:** St. Michael the Archangel group present every year.
- **Action Item:** Partner with other parish ministries for 40 Days for Life.
 - **Indicator of Success:** St. Michael the Archangel group present every year.
- **Action Item:** Bring awareness to number of babies aborted each day to the Silver Spring community at large.
 - **Indicator of Success:** Place roughly 3,000 flags on Church lawn every year in January for Flags for Life.

Objective 2.2: Provide social justice support to our parishioners.

- **Action Item:** Reach out to moms in need, whether it be spiritual or material needs.
- **Action Item:** Provide free legal consultation for immigration issues annually (paired with Health Fair).

Objective 2.3: Teach parishioners about Social Justice Issues.

- **Action Item:** Inform parishioners about social justice issues. Identify list of local issues (economic, justice, racism, environmental justice, worker's rights, health care, women's rights, etc.) and ways to participate.

- **Indicator of Success:** Increase volunteer participation in social concerns by 15%.



- **Action Item:** Identify and develop Parish and community resources to address the needs and concerns of the diverse ethnic and racial groups within the Parish. Develop resource directory and identify a person to update and maintain the directory.
 - **Indicator of Success:** Development of written and electronic resources to address the social concerns of parishioners.
- **Action Item:** Increase involvement of Legion of Mary in Social Justice Ministry.
 - **Indicator of Success:** Increase volunteer participation in social concerns by 15%.

Goal 3: Encourage parishioners to live the Catholic mission of doing Corporal and Spiritual works of mercy.

Objective 3.1: Give alms to the poor.

- **Action Item:** Change name of "Poor Box" to "Giving Box" and inform parishioners of how the donations will be spent.
 - **Indicator of Success:** A 10% increase in giving each year.
- **Action Item:** Continue the Matthew 25 programs, including the Matthew 25 Christmas Tree and the toiletry baggie collection.
 - **Indicator of Success:** A 10% increase in giving each year.
- **Action Item:** Partner with Little Sisters of the Poor twice each year.

Objective 3.2: Shelter the homeless.

- **Action Item:** Volunteer with Catholic Charities at homeless shelters.
 - **Indicator of Success:** Volunteer program for parishioners is established.



Objective 3.3: Feed the Hungry.

- **Action Item:** Increase participation in “So Others Might Eat” by 10% by making signs to indicate where SOME food should be dropped off, providing recipes on the St. Michael website, and sending email reminders to volunteers.
 - **Indicator of Success:** 10% increase in volunteer engagement.
- **Action Item:** Continue the success of twice monthly service at Shepherd's Table.
 - **Indicator of Success:** Achieve stable participation for the Tuesday and Saturday service events at Shepherd's Table.
- **Action Item:** Continue to feed the needy through Food Boxes and Rectory Hunger Packs.
 - **Indicator of Success:** Feed those who come to our doors.
- **Action Item:** Determine the feasibility of partnering with local supermarkets for donations of food that would otherwise be discarded.
 - **Indicator of Success:** Partner with one supermarket.

Objective 3.4: Visit the sick.

- **Action Item:** Create a system to easily update bulletin pray list for the sick and homebound parishioners.
 - **Indicator of Success:** System that helps organize information on who is sick and who can help.

- **Action Item:** Recruit volunteers to join the Sick & Homebound program which brings the Eucharist to those unable to go to Mass.
 - **Indicator of Success:** Maintain a database of those who need assistance and those who can provide it, and ensure volunteers are available each week to provide support.
- **Action Item:** Partner with the Red Cross to host a blood drive at St. Michael the Archangel.
 - **Indicator of Success:** Develop partnerships with local health organizations.



Objective 3.5: Pray for the living and the dead.

- **Action Item:** Develop bereavement/grief counseling twice a year, with English programs in the spring and Spanish programs in the fall.
 - **Indicator of Success:** Have an annual English and Spanish grief counseling.

Goal 4: Tend to the physical and financial health and wellness needs of the parishioners by offering ample opportunities to learn and participate in active and educational programs.

Objective 4.1: Understand health needs of the community and pair them with resources within the parish and other external partners.

- **Action Item:** Conduct a Community Health Needs Assessment survey of the parish and surrounding community.

- **Indicator of Success:** Upon review of the survey results, Health and Welfare Committee will begin prioritizing and planning the health and wellness events for the parish and community.
- **Action Item:** Host an annual Health Fair (free screenings, flu shots).
 - **Indicator of Success:** Offer opportunities for the parish and community to come together to learn more about health, fitness, and healthy eating and sleeping.
- **Action Item:** Offer monthly health, fitness, and nutrition exercises and presentations focusing on different topics such as mental health and substance abuse, successful aging, and health conditions.
 - **Indicator of Success:** Post a list of community resources to help parishioners regarding each topic discussed.
 - **Indicator of Success:** Host monthly Zumba/line dancing class.

Objective 4.2: Provide families with classes on financial management and education, in order to reduce potential stress in the families.

- **Action Item:** Offer financial education series twice monthly for adults and youth.

Objective 4.3: Provide support to families and individuals.

- **Action Item:** Provide pastoral care of single, separated, and divorced Catholics. Develop materials and collect Archdiocesan information for parish use.
 - **Indicator of Success:** Successful establishment of a Divorced and Separated Catholics group.
- **Action Item:** Provide pastoral care for newly married couples and couples with kids.
 - **Indicator of Success:** Offer support from the parish to newly married couples and couples with kids.

Evangelization

Goal 1: Develop and train an evangelization team capable of addressing the varying needs of the New Evangelization.

Objective 1.1: Designate staff person to coordinate evangelization team.

- **Action Item:** Appoint staff members (clergy/lay) from staff.
 - **Indicator of Success:** Appointees presented to Parish Council and parishioners.
- **Action Item:** Provide necessary training/orientation from Archdiocese for designated staff.
 - **Indicator of Success:** Appointees complete all training required by the Archdiocese within 3 months of appointment.

Objective 1.2: Recruit parishioners to participate in the Archdiocesan Evangelization Event.

- **Action Item:** Use the stewardship fair to recruit and expand the evangelization committee.
 - **Indicator of Success:** Add at least 2 new members each year.
- **Action Item:** Identify those activities and events from the Archdiocese to assist the parish's effort to evangelize.
 - **Indicator of Success:** Provide or support an Archdiocese program once per quarter.



- **Action Item:** Appoint a liaison to the Archdiocesan Office to receive information and assistance with the ministry.
 - **Indicator of Success:** Appointed member makes presentations to Evangelization Committee and Parish Council on regular basis.

Objective 1.3: Convene evangelization team to implement strategies outlined by the Archdiocese.



- **Action Item:** Appoint evangelization team members from representatives of each viable parish ministry.
 - **Indicator of Success:** Maintain a roster including at least one team member from each ministry.
- **Action Item:** Provide on-going training to the membership and staff on the new evangelization utilizing Archdiocesan and other program staffs or entities.
 - **Indicator of Success:** Hold quarterly trainings to keep everyone up-to-date with training requirements.
- **Action Item:** Offer ongoing training that addresses the needs of current and new team members.
 - **Indicator of Success:** Hold quarterly trainings to keep everyone up-to-date with training requirements.
- **Action Item:** Review the Vatican and U.S. Bishops' policies and documents relevant to the ministry of evangelization.
 - **Indicator of Success:** Present review findings to Evangelization committee and uncovered needs to the Parish Council.
- **Action Item:** Provide excerpts from the various documents into the bulletin similar to the stewardship and other reflections.
 - **Indicator of Success:** Maintain a section of the bulletin that is continuously updated with relevant parish information.

- **Action Item:** Make materials available to parishioners related to evangelization in our parish.
 - **Indicator of Success:** Identify those activities and events from the Archdiocese to assist the parish's effort to evangelize.
 - **Indicator of Success:** Appoint a liaison to the Archdiocesan Office to receive information and assistance with the ministry.

Objective 1.4: Infuse evangelization strategies into existing parish ministries.

- **Action Item:** Provide on-going catechesis through bulletins, websites and other media to educate parishioners on evangelization.
 - **Indicator of Success:** Develop a media plan and calendar that ensures presentation of new media-based catechesis monthly.
- **Action Item:** Offer periodical presentations on the various themes of evangelization on Sundays and other appropriate occasions.
 - **Indicator of Success:** Appointment of team members to determine appropriate events and a relevant topic for each event.
 - **Indicator of Success:** Presentation of information at least once per quarter with a following Evangelization committee review.



Goal 2: Instill and embrace evangelization as necessary in all ministries and activities in the parish.

Objective 2.1: Use weekly homilies to catechize the new evangelization.

Objective 2.2: Develop workshops in diversity, communications, social justice and human relations to foster evangelization.

- **Action Item:** Invite personnel from the USCCB, Cultural Diversity, to train in diversity and cultural literacy.

- **Indicator of Success:** Provide quarterly diversity training to clergy, staff, and invited parishioners.

- **Action Item:** Use the ethnic ministries of the Archdiocese to assist with ministering to diverse population.

- **Indicator of Success:** Determine the diversity of our Parish and create ministry action items to address each individual population.



- **Action Item:** Promote Black History Month in February, Hispanic Ministry Month in September/October, Asian Ministry Month in May, and others related to the many ethnic cultures present in the parish.

- **Indicator of Success:** Hold activities and provide relevant information that celebrates the ethnic diversity of St. Michael the Archangel Parish.

Objective 2.3: Use the Lenten Retreat as a tool for enthusiasm and devotion toward the theme of evangelization.

Goal 3: Establish evangelization opportunities with the surrounding Silver Spring community that shares the faith and welcomes others to St. Michael the Archangel.

Objective 3.1: Enhance the building and grounds to advertise and promote effectively evangelization in the physical space.

- **Action Item:** Create and install a more attractive and eye-catching signage with more explicit details about parish activities.
 - **Indicator of Success:** Signage installed by the close of the 2017 fiscal calendar.
- **Action Item:** Use seasonal banners to promote parish events and liturgical activities.
 - **Indicator of Success:** Development and installation of banners for each of the 2017 liturgical seasons.



Objective 3.2: Designate staff to attend and participate in various community activities and events in order to be visible in the community.

Objective 3.3: Advertise in the local and state media to promote activities.

Objective 3.4: Encourage the evangelization team to visit residents in the Silver Spring and surrounding areas.

- **Action Item:** Place bulletins and other relevant information in apartment buildings.
 - **Indicator of Success:** Increase of attendance from residents in the surrounding area by 10% per year.
- **Action Item:** Set up a tent during the spring to fall season on the plaza, staffed by parishioners to invite the community to the parish.
 - **Indicator of Success:** Collect names and contact information for 100 potential new church members per year.

Administration

Goal 1: Create and fill open parish positions.



Objective 1.1: To manage effectively the human resources of the parish, namely its staff, and to administer and enhance the staff's benefits.

- **Action Item:** Create and hire a new part-time position of Pastoral Associate for Youth Ministry.
 - **Indicator of Success:** Employment start.
- **Action Item:** Train and support the new Director of Religious Education.
 - **Indicator of Success:** Employment start.
- **Action Item:** Fill a new part-time position of Hispanic Music Coordinator.
 - **Indicator of Success:** Employment start.
- **Action Item:** Update detailed job descriptions and benefits of all staff positions.
 - **Indicator of Success:** Written descriptions.
- **Action Item:** Evaluate the performance of new staff three months after start of employment and of all staff annually.
 - **Indicator of Success:** Annual written evaluations.

Goal 2: Update the web page to effectively communicate staff contacts and event information.

Objective 2.1: To ensure parishioners can find information on the current Parish Staff in order to know who to contact for help.

- **Action Item:** Update the 'Staff' web page of parish staff for new members and add bios of each staff member.
 - **Indicator of Success:** Accurate information on the web page with regular updates.
- **Action Item:** Update the PDF organizational chart for new staff members and assignments on the 'Participate' web page,
 - **Indicator of Success:** Accurate information on the web page with regular updates.



Objective 2.2: Post information that will help new parishioners learn about their parish.

- **Action Item:** Post the Parish Pastoral Plan 2021 on the parish website to provide easy access to parishioners.
 - **Indicator of Success:** PDF provided on website and announced with an email blast, with the web address to the full report noted in the Executive Summary provided to parishioners at Michealmas 2016.
- **Action Item:** Add a list of the abbreviated meeting spaces to the 'Calendar' page and information on how to reserve them.
- **Action Item:** Create and add maps of buildings, meeting spaces, restrooms, etc. to the 'Participate' web page. Correlate the spaces to the list of abbreviations of the 'Calendar' page. Consider the creation of a virtual tour of the spaces for posting on-line.

Goal 3: Plan for all parish-wide events to be bilingual-friendly.

Objective 3.1: Continue integrating programs with the Spanish-speaking community by having the resources to allow better communication.

- **Action Item:** Equip the parish with necessary tools to allow Spanish-speakers to be able to participate.
 - **Indicator of Success:** Invest in, promote and maintain a language translation system, including wireless headsets or in a regular translator.
- **Action Item:** Create follow-up information available for Spanish-speakers.
 - **Indicator of Success:** Ensure any notes from parish-wide meetings are available in Spanish.



Goal 4: Tend to our parish needs to ensure we are equipped with necessary resources to continue to be a prosperous parish.

Objective 4.1: Administer, maintain, and enhance the parish meeting spaces and buildings.

- **Action Item:** Continue hosting an annual Facilities Meeting to remind everyone about Facility Maintenance Rules, Montgomery County Rules, Archdiocese of Washington Rules, and submitting Facility Reservation Requests for use of parish meeting spaces for the upcoming year.

- **Indicator of Success:** 2017-2018 meeting set for June 2017.
- **Action Item:** Transform the former school building into the mature Parish Center.
 - **Indicator of Success:** Removal of obsolete furniture and furnishings. Removal of the basement's wood stage and its wood storage room.
- **Action Item:** Enhance the space for young adults and teens, currently in the basement of the Romero Center.
 - **Indicator of Success:** Clean basement, basement storage, and basement bathroom. Stock bathroom with toiletries.

Objective 4.2: To sustain and enhance the financial and physical health of the parish.

- **Action Item:** Prepare a detailed description of the roles and responsibilities of each committee and ministry, including those reporting to the Pastor and Parish Council.
 - **Indicator of Success:** Monthly written reports by committee chairs.
- **Action Item:** Revitalize the Stewardship Committee.
 - **Indicator of Success:** Monthly meetings and reports by the committee.
- **Action Item:** Re-establish initiatives of tithing, increase of weekly offertory, planned giving, donations for capital facilities and emergency funding.
 - **Indicator of Success:** Formalization of initiatives.
 - **Indicator of Success:** 1) Educate parishioners about Faith Direct. 2) Promote Faith Direct. 3) Assist parishioners with Faith Direct. 4) Teach parishioners about good online security measures.





- **Action Item:** Create and oversee the annual operating budget.
 - **Indicator of Success:** Quarterly review of the operating expenses versus budget.
- **Action Item:** Create the annual capital budget for improvements of the parish's buildings and grounds.
 - **Indicator of Success:** Capital budget is created and allocated.
- **Action Item:** Maintain and submit quarterly the Capital Improvements Program (CIP). Within the CIP, establish priority of capital projects for funding and implementation.
 - **Indicator of Success:** Submittals of CIP to Pastor and Parish Finance Council.
- **Action Item:** Develop cost estimates for the capital projects of the CIP, commencing with those of highest priority.
 - **Indicator of Success:** Update of the CIP.
- **Action Item:** Prepare before-and-after photo log of completed capital projects.
 - **Indicator of Success:** Web page update.
- **Action Item:** Educate the Parish Council and parishioners on the capital improvement needs of the parish facilities.
 - **Indicator of Success:** Reports to the Parish Council. Web page update. Parish bulletin entry.
- **Action Item:** Solicit parishioners and use the new parish database of services and leaders to add members to the Buildings & Grounds

Committee. Create a list of parishioners with expertise in building trades and services.

- **Indicator of Success:** Additional members.

Objective 4.3: To prepare our parishioners for impending changes in the community.

- **Action Item:** Track the progress and impacts of the right-of-way, construction and operations of the Purple Line.
 - **Indicator of Success:** Educate parishioners on use of the signalized crosswalk of Wayne Avenue at Cedar Lane upon the closure of the mid-block crosswalk of Wayne Avenue.



Communications

Goal 1: Enhance communications from St. Michael the Archangel leadership to the Parish in order to increase community engagement.

Objective 1.1: Streamline communications to parishioners by ensuring consistent messages across all platforms.

- **Action Item:** Develop a process for creating and sending communications to parishioners, including a "Parishioner Tool Kit" to submit content for review and approval by Church leadership.



- **Indicators of Success:**

- Increase number of families signed up on the Parish email listserv by 10% each year.
- Develop a central editorial calendar for all communications and standard brand for St. Michael the Archangel.
- Sign up 50% of Parishioners to a central text messaging system.

Objective 1.2: Maintain one, common shared calendar of Parish events that is readily accessible to Parishioners, with an identified lead to maintain the calendar on a weekly basis.

- **Action Item:** Find additional ways to communicate the existing Parish calendar that is on St. Michael the Archangel website, such as a physical bulletin board or digital kiosk.
- **Indicator of Success:** Improved feedback from Parishioners and increased engagement in Church programs.

Objective 1.3: Offer short trainings for all ministry leaders on social media strategies, marketing, and other types of communications for events.

- **Action Item:** Identify topics of interest to ministry leaders through a survey and offer trainings twice a year, beginning Spring 2017.
 - **Indicator of Success:** Annual participation of 80% of church ministry leaders in communications trainings.

Goal 2: Provide communications pathways that empower parishioners to get involved and provide feedback.

Objective 2.1: Develop communications policies to help people get the word out about new programs and events, with a clearly identified chain-of-command.

- **Action Item:** Identify which areas need clear policies and where there are gaps in knowledge.
 - **Indicator of Success:** One pager on communication policies made available to ministry leaders.



Objective 2.2: Identify ways to educate new and established members of the St. Michael the Archangel community about service and volunteer opportunities.

- **Action Item:** Create a "tool kit" for parishioners to engage in ministry programs and distribute as appropriate.
 - **Indicator of Success:** Create tool kit for parishioners to engage in ministry programs and distribute as appropriate.
- **Action Item:** Create a visitor log process to capture information about new visitors.
 - **Indicator of Success:** Create tool kit for new parishioners to engage in ministry programs and distribute as appropriate.

Objective 2.3: Provide a means for parishioners to give feedback on ministry programs and other parish initiatives through a "Suggestion Box" on the parish website.

- **Action Item:** Develop a clear process developed for parishioners to provide feedback to parish leadership.
 - **Indicator of Success:** "Digital Suggestion Box" added to the website with high-touch or paper means of collecting additional feedback.



Goal 3: Establish a visible presence in downtown Silver Spring that invites people and families from all walks of life into the Parish.

Objective 3.1: Develop an "Evangelization Ambassador" program to take advantage of the blessings offered by the Downtown Silver Spring Community.

- **Action Item:** Convene a council of local business leaders to identify areas of collaboration between the St. Michael the Archangel parish and the Silver Spring community.
 - **Indicator of Success:** 5% increased Church attendance (new visitors) within six months of program launch.

Objective 3.2: Develop protocol for social media presence on Facebook, Twitter, and Instagram.

- **Action Item:** Develop a protocol as a committee with oversight from Clergy, staff, and the Parish Council. Develop a "tool kit" that gives members of the Parish a means to communicate with clear guidelines.
 - **Indicator of Success:** Incorporate parishioner-submitted information in communications from St. Michael the Archangel church. Increase engagement online by 5%.

Objective 3.3: Purchase and install an outdoor scrolling LED board or outdoor digital signage.

- **Action Item:** Research the costs of an LED Board and identify how the content for the Board will be created. Budget and purchase the LED board.
 - **Indicator of Success:** Increased Church attendance within six months of signage.

Objective 3.4: Communicate the work of the Parish ministries and programs and events to the larger DC Metro area.

- **Action Item:** Identify a lead person to draft press releases and other media templates. Identify the process for reviewing and approving these communications for distribution.
 - **Indicator of Success:** News coverage of Parish events in 3 -5 outlets.



Next Steps

This Parish Pastoral Plan is designed to be a “living” document.

Together, clergy, parish leaders, and all of our parishioners will be able to reference this plan as we grow the St. Michael the Archangel’s community into the church body described in our Vision Statement: “a dynamic community of faith, celebrating our growing diversity as a beacon of the new evangelization.”

We will continue to invite the entire parish to participate in the future development of this plan through town hall meetings, Stewardship Fairs, and other opportunities. We invite you, as partners in developing this plan, to reflect on how you can give your time, talent, and treasure to the Parish.

Join us in this ongoing conversation.



Get Involved

St. Michael the Archangel Roman Catholic Church

824 Pershing Drive

Silver Spring, Maryland 20910-4471

(301) 589-1155 Office

(301) 589-3470 Fax

www.stmichaelsilverspring.org

Register at:

www.stmichaelsilverspring.org/registration-for-st-michael-

Find us online!



<https://twitter.com/StMichaelArch>



<https://www.facebook.com/St.Michael.the.Archangel.Church>

