

**Our Mother of Sorrows**

**RECONSTITUTION OF  
PASTORAL & PARISH  
STRATEGIC PLAN**

**DOCUMENTATION  
OF THE PROCESS**

**December 2005 – April 2006**

## **PREVIOUS PLANS**



## Our Mother of Sorrows Pastoral Plan 2001 - 2003

"Journey Together  
to the Holy"

Epiphany 2001

1800 S. Kolb Road  
Tucson, AZ 85710  
520-747-1321

Dear Parishioners,

We observe a new opportunity as the parish promulgates a new pastoral plan and celebrates the retirement of its debt. There is a great sense of shared gratitude for what has been accomplished in the development and completion of the parish plant.

The development of the parish as the Body of Christ is an ongoing call. The new three-year Pastoral Plan...for the years 2001, 2002, and 2003 outlined in this special brochure, has been in the process of formation for the past six months. The pastoral staff and our Parish Ministries Council have worked jointly in the development of this plan.

Strategies are now being developed for the phased implementation of this three-year Pastoral Plan. Your sustained support through prayer and stewardship sharing in time, talent and treasure will assure the success of this planned effort for our continued growth and development in the Lord.

It is important to note that this plan does not make an assumption that Our Mother of Sorrows Parish is starting from scratch. It is building and enhancing the ministerial efforts that are already firmly in place. The points of emphasis through this three-year plan will enhance our very fine school, religious education, youth and adult ministry programs, as well as our reach out efforts within and beyond the parish.

Within this three-year period our parish will also be addressing some staff salary levels, developing a comprehensive parish plant preventative maintenance program, and a more intentional focus on missionary out reach efforts. Please see the special review form on the back page of this brochure. May we be blessed in our *journey together to the Holy*.

Your brother in Christ,

*Msgr. Thomas Cahalane*

Msgr. Tom Cahalane  
Pastor

### Parish Mission Statement

*Rooted in the spiritual tradition of the Catholic faith and called to be disciples of Jesus Christ, we the people of Our Mother of Sorrows Parish are here to proclaim the Good News of God's love for all people.*

*A dynamic faith community, we desire to grow in our faith and to share faith and love with one another. We encourage one another in prayer, in worship, in continuing to learn and to live daily the meaning of the Christian life.*

*As disciples of Jesus we are called to love and to care for one another. As a parish we accept our call to reach out to all God's people, especially to those in need, so that the reign of God may be realized in our community, in our nation and in our world.*

### Pastoral Plan Section I

**LEADERSHIP: Vision Statement** - *Our future depends on a greater participation in everyday parish life. We envision a strong leadership at Our Mother of Sorrows through a closer integration of the parish and leaders through education, prayer, passion, love, and example.*

1. Communicate to the Parish the various ministries and their objectives in order to identify and recruit lay leaders to serve specific needs within the Parish.
2. Mentor, train, and spiritually form future and current lay leaders.
3. Identify professional and ministerial growth needs for the Parish staff and lay leadership through pastoral and personal assessment.
4. Extend to youth ministry an equal opportunity for leadership training which is available to all parish and non-pastoral staff leaders.
5. Develop a leadership process for all ministries and establish guidelines for leadership and participation in ministry.

## Section II

**LITURGICAL PARTICIPATION: Vision Statement** - *We envision an increased awareness of who we are and our relationship with God and each other through a more involved participation in the sacraments and liturgical devotions.*

1. Continue to support liturgical/sacramental integration of parish families and school families by promoting combined Family Mass, Teen Liturgy, sacramental preparation and summer religious education activities.
2. Review the new liturgical directions and options from the National Conference of Catholic Bishops.
3. Continue catechesis of the parish community regarding liturgical changes and growth through various means of communication.
4. Investigate and implement more technologically advanced vehicles of communication for on-going catechesis and liturgical enhancement.
5. Enhance the training and spiritual development of all liturgical ministers.

## Section III

**FAITH FORMATION: Vision Statement** - *We envision that Our Mother of Sorrows faith formation will be rooted in scripture and in a rich prayer life, leading to evangelization of our children, families, neighborhoods, and community for the glory of God.*

1. Continue evaluation of Renew 2000 and its impact on parish areas of spirituality, faith

formation, lay leadership and outreach; promote small faith sharing communities after Renew.

2. Encourage homilies that are relevant to the various age groups of the parish; address key social/ moral issues of our times.
3. Encourage and support the need and importance for a viable Youth Ministry Program, using continued communication from the pulpit by Clergy, Teens, Youth Minister, and the Youth Ministry Team, as well as other means, such as mailings, newsletters articles, etc.
4. Continue a retreat program that offers ongoing renewal/spiritual formation opportunities for parish ministry groups as well as parishioners in general.
5. Conduct a cultural and ethnic-sensitive survey of the needs of the parish that would provide the basis for future planning to meet the needs of these groups.

## Section VI

**SOCIAL AND MORAL ISSUES: Vision Statement** - *We envision our parish looking at the issues that are interwoven socially, morally, and spiritually. It is through us as individuals and together as a parish family, that issues for the common good can be addressed through prayer, education, and a connection with one another.*

1. Continue to support existing outreach efforts such as, Habitat for Humanity, PCIC, Casa Maria, Primavera, St. Vincent de Paul, TIHAN, etc.
2. Identify current key social and moral issues in line with a consistent life ethic.
3. Implement a deliberate, parish wide catechesis after identifying key social and moral issues.

4. Identify and develop additional outreach efforts after catechesis.

## Section V

**PARISH ACTIVITIES: Vision Statement** - *We envision Our Mother of Sorrows as being the center of our daily lives, where everyone is welcomed and accepted as children of God - A place to grow together through understanding of each other and of our needs by prayer and parish outreach.*

1. Create a parish welcoming committee for the purposes of inviting, welcoming, informing and mentoring newly registered members. This could be done with a buddy system, home visits, neighborhood network, telephone inquiry, etc.
2. Investigate various ways to engage uninvolved or overlooked parishioners: Use of the Parish Single Parent Project, a family-to-family program, OMOS Alumni from school and religious education, etc.
3. Continue to improve the methods of communication with parishioners using traditional methods and other means such as: the Vision newsletter, open forum discussions, the parish website, use of audio-visuals during Mass, etc.
4. Review and possibly revise the existing "Parish Registration Form" and develop an improved method for follow-up and involvement of new members.
5. Relate more intentionally to the outreach of special and second collections around specific projects, i.e. Habitat for Humanity, Food for the Poor, Campaign for Human Development, PCIC, etc.



## Parishioner Review Form

*Please complete prior to an Open Forum on January 21st at 3:00 PM or January 23rd at 7:00 PM in the Church.*

I have reviewed the Pastoral Plan and find it *(your comments/observations)*.....

I particularly like section \_\_\_\_\_ item # \_\_\_\_\_ because *(your comment/observation)*...

I would be interested and available to lend my support in the implementation of section \_\_\_\_\_ item # \_\_\_\_\_ of the plan.

*Continued*

What I like most about this plan is....

What I wish was included in the plan is....

Other comments/observations....

Name \_\_\_\_\_ Address \_\_\_\_\_ Phone \_\_\_\_\_

*Drop this completed review form in the Sunday collection or mail to: Pastoral Plan, 1800 S. Kolb Rd., Tucson, AZ 85710*

**Our Mother of Sorrows Updated Three-Year Pastoral Plan**  
***“Journey Together to the Holy”***  
**Epiphany 2003**

Over the past several months, our Parish Ministries Council and our pastoral staff have reviewed and updated the present Three-Year Pastoral Plan for the parish. This insert presents the updated plan for your prayerful review. Individual commissions and groups are invited to assume responsibility immediately for the parts of the plan relevant to their ministry.

All parishioners are invited to support the implementation of this plan through their prayer and stewardship sharing in time, talent and treasure.

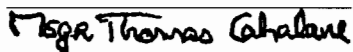
It is important to note this plan does not assume that Our Mother of Sorrows Parish is starting from scratch, but rather, it is building and enhancing the ministerial efforts that are already firmly in place. New points of emphasis through this plan will enhance our very fine school, religious education, youth and adult education/formation programs, and our reach-out efforts within and beyond the parish.

Through the Building and Maintenance Commission, our parish continues to develop a comprehensive plan for preventative maintenance. Construction of the new administrative office for our school and religious education programs is scheduled for Summer 2003. We continue a more intentional focus on missionary outreach efforts through Joan Martin, our Haiti missionary.

Also noted in the updated plan are some insights from the Congregational Life Survey conducted in our parish more than a year ago. The *Ministry of the Assembly* and the *Ministry of Everyday Life* will be new points of emphasis this year.

During the Year of the Rosary, our parish will place special emphasis on catechesis, promotion and celebration of this special prayer form within our tradition. May we be blessed in our *journey together to the holy*.

Your brother in Christ,



Msgr. Tom Cahalane Pastor

**PARISH MISSION STATEMENT**

*Rooted in the spiritual tradition of the Catholic faith and called to be disciples of Jesus Christ, we the people of Our Mother of Sorrows Parish are here to proclaim the Good News of God's love for all people.*

*A dynamic faith community, we desire to grow in our faith and to share faith and love with one another. We encourage one another in prayer, in worship, in continuing to learn and to live daily the meaning of Christian life.*

*As disciples of Jesus we are called to love and to care for one another. As a parish we accept our call to reach out to all God's people, especially to those in need, so that the reign of God may be realized in our community, in our nation and in our world.*

## PASTORAL PLAN

OMOS updated the 3-year Pastoral Plan based on new points of emphasis and insights from the Congregational Life Survey. [CLS] = vision or action item emerged from Congregational Life Survey date – rewording from the original.

### **Section I- Leadership**

**Vision Statement-** *Our growth as a parish depends on the degree to which the Gospel and its message are transformed into the everyday lives of our parish community. We envision a strong leadership at Our Mother of Sorrows through a closer integration of the parish and leaders through education, prayer, passion, love and example.*

1. Communicate to the Parish the various ministries and their objectives in order to identify and recruit lay leaders to serve specific needs within the Parish. (*ongoing*)
2. Mentor, train, and spiritually form future and current lay leaders. (*ongoing*)
3. Identify professional and ministerial growth needs for the Parish staff and lay leadership through pastoral and personal assessment. (*ongoing*)
4. Extend to youth in ministry the opportunity for leadership training. (*ongoing*)
5. Develop a leadership process for all ministries and establish guidelines for leadership and participation in ministry, including the importance of providing a welcoming environment.
6. Implement a deliberate, parish-wide catechesis that broadens the meaning of leadership in ministry to include all individuals who lead lives of faith, integrity, and Gospel values in the midst of the secular world. [CLS]

### **Section II- Liturgical Participation**

**Vision Statement-** *We envision a growing and welcoming Eucharistic community with an increasing awareness that we are a priestly people in relationship with God and each other through involved participation as Ministers of the Assembly in sacramental and liturgical celebrations*

1. Increased awareness that our liturgies, based around the two tables of the Lord, are the “source and summit” of our faith experience which should be the focal point of our daily lives, and that by virtue of our Baptism we all actively share in the Ministry of the Assembly. [CLS]
2. Promote a sense of community in the Assembly through the practice of genuine hospitality and welcoming using the many different talents and ministries available within our parish community. [CLS]
3. Continue to support liturgical/sacramental integration of parish families and school families by promoting combined Family Mass, Teen Liturgy, sacramental preparation and summer religious education activities. (*ongoing*)
4. Review the new liturgical directions and options from the National Conference of Catholic Bishops and continue liturgical catechesis of the parish community through various means of communication.



5. Continue catechesis of the parish community regarding liturgical changes and growth through various means of communication.
6. Investigate and implement more technologically advanced vehicles of communication for on-going catechesis and liturgical enhancement.
7. Enhance the training and spiritual development of all liturgical ministers. (*ongoing*)

### Section III- Faith Formation

**Vision Statement-** *We envision that Our Mother of Sorrows faith formation will be rooted in scripture and a rich prayer life, fostering awareness of our common vocation to live our faith through the Ministry of Everyday Life and manifests itself in evangelization of our children, families, neighborhoods, and community for the glory of God.*

1. Continue evaluation and promotion of small communities of faith and their impact on parish areas of spirituality, faith formation, lay leadership and outreach. (*ongoing*)
2. Encourage homilies that are relevant to the various age groups of the parish that address key social/moral issues of our times, the Ministry of Everyday Life, and the Ministry of the Assembly. [CLS]
3. Encourage and support the need and importance for a viable Youth Ministry Team, and other means such as mailings, the parish website, newsletter articles, etc. (*ongoing*)
4. Continue a retreat program that offers ongoing renewal/spiritual formation opportunities for parish ministry groups and parishioners in general. (*ongoing*)
5. Use the results of the Congregational Life Survey to address the needs of the parish, based on sensitivity to our parish demographics. [CLS]
6. Implement a deliberate, parish-wide catechesis to develop a more profound awareness of our common vocation to live our faith through the Ministry of Everyday Life. [CLS]
7. Engage our parish community's faithful, silent majority by acknowledging and honoring the call to be actively involved in the Ministry of Everyday Life and the Ministry of the Assembly. [CLS]

*Pastoral Plan continued next page...*

#### Parishioner Review Form

*Please complete prior to the end of January*

I have reviewed the Pastoral Plan and find it... (*your comments/observations*)

I particularly like section \_\_\_\_\_ item # \_\_\_\_\_ because... (*your comment/observation*)

I would be interested and available to lend my support in the implementation of section \_\_\_\_\_ item # \_\_\_\_\_ of the plan.

*Continued bottom of next page...*

### Section IV- Social and Moral Issues

**Vision Statement-** *We envision our parish as actively engaged in the Ministry of Everyday Life. In that way, we weave together the spiritual, moral and social issues we encounter in the home, neighborhood, workplace and the larger community. In each of these settings we seek the common good through prayer, education and a life lived according to Gospel values.*

1. Continue to support existing outreach efforts such as Habitat for Humanity, PCIC, Casa Maria, Primavera, St. Vincent de Paul, TIHAN, and the Haiti Project; identify and develop additional outreach efforts after catechesis. *(ongoing)*
2. Identify current key social and moral issues in line with a consistent life ethic. *(ongoing)*
3. Implement a deliberate, parish-wide catechesis after identifying the key social and moral issues. *(ongoing)*
4. Increase the awareness in the parish community that a life lived with respect and love for others regardless of where they are encountered is a valuable form of ministry. *[CLS]*

### Section V- Parish Activities

**Vision Statement-** *We envision Our Mother of Sorrows as a foundation and framework for our spiritual lives- A place where everyone is welcomed and accepted as children of God and a place to grow together through understanding and recognizing each other's needs by prayer, hospitality and outreach.*

1. Create a parish welcoming committee for the purposes of inviting, welcoming, informing and mentoring newly registered members. This could be done with a buddy system, home visits, neighborhood network, telephone inquiry, etc.
2. Investigate various ways to engage uninvolved parishioners in the life of the parish. Develop an awareness of the Ministry of Everyday Life and the Ministry of the Assembly through use of the diversity of opportunities available in the Parish, such as the Parish Single Parent Project, a family-to-family program, OMOS Alumni from school and religious education, etc. *[CLS]*
3. Continue to improve the methods of communication with parishioners using traditional methods and other means such as listening sessions/open forums, the parish newsletter, the parish website, use of audio-visuals during Mass, etc.
4. Develop an improved method for follow-up and involvement of new members and non-involved parishioners.
5. Relate more intentionally to the outreach of special and second collections around specific projects such as Habitat for Humanity, Food for the Poor, Campaign for Human Development, PCIC, the Haiti Project, etc.

What I like most about this plan is....

What I wish was included in the plan is....

Other comments/observations....

Name \_\_\_\_\_ Phone \_\_\_\_\_

Address \_\_\_\_\_ Zip Code \_\_\_\_\_

*Drop this completed review form in the Sunday collection or mail to: Pastoral Plan, 1800 S. Kolb Rd., Tucson, AZ 85710*

## **PAST SURVEY ACTIVITIES**

Council Member: \_\_\_\_\_

Contact Date: \_\_\_\_\_ / \_\_\_\_\_ / \_\_\_\_\_

Phone Disconnected? \_\_\_\_\_

My name is \_\_\_\_\_ from OMOS Parish Council. Each month we call several parishioners at random to get a sense of how people feel about the parish-both positive and negative-and we have found this to be helpful in evaluating parish life and how we can work to improve it. May I ask you a few questions about your perceptions of the Parish?

First of all, we would like to verify your address.

Do you still live at \_\_\_\_\_? Yes [ ] No [ ]

On a scale of 1 to 10, with 1 being the lowest and 10 being the highest, how would you rate OMOS Parish meeting with your expectations of a parish? \_\_\_\_\_

Could you tell me something about OMOS Parish from your experience that is positive... that you feel good about? (i.e., Sunday Mass, social events, youth program, religious education, etc.)

Again, from your experience, what would you like to see changed or improved in the Parish?

Is there a program, activity, or service not currently happening in the parish that you need or would like to see the parish offer?

How would you complete this sentence?... In my opinion, the most important service a parish can offer is.....

Thank you for your time! If you should have any further ideas or suggestions of how the parish council or staff can better serve our parish family, feel free to leave your name and number at the parish office and a member of the council staff will contact you.

Follow up recommended? Yes [ ] No [ ]

By Priest? Yes [ ] No [ ]

Other staff? Yes [ ] No [ ]

Recommended contact by: \_\_\_\_\_

Other comments:

This family wishes to be removed from parish rolls because:

\*\*\*\*\*

Parish Council members rating of the respondents feeling about OMOS:

Very Satisfied \_\_\_\_\_

Satisfied \_\_\_\_\_

Unsatisfied \_\_\_\_\_

Inactive \_\_\_\_\_

## PARISH SURVEY OF ATTITUDES AND PRACTICES

You are about to perform a great service for the parish. In order to make good plans for the future, we need to know what our people are feeling. Your name has been picked at random from the parish files. We ask that you take a little of your time to fill out this survey. All your answers are to be placed on the Answer Sheet provided. This Answer Sheet has a row of numbers for each question contained in this questionnaire.

Read the question. Choose the response you wish to make to that question. Then go to the Answer Sheet and circle the number you have chosen for your answer to that question. The questions that are grouped together between lines all have the same set of possible responses.

For example, the first two questions on the questionnaire are:

Possible Choices are:

- |  |   |
|--|---|
| <ol style="list-style-type: none"> <li>1. Approximately how often do you attend Mass?</li> <li>2. Approximately how often do you receive Communion?</li> </ol> | <p>=1 = More than once a week<br/>                 =2 = Every week<br/>                 =3 = About 2 or 3 times a month<br/>                 =4 = About once a month<br/>                 =5 = Several times a year<br/>                 =6 = Once a year or less<br/>                 =7 = Never</p> |
|--|---|



Having read these questions, go to the Answer Sheet and locate the box marked PAGE ONE. Find the questions marked 1] and 2]. Then circle the number of your choice for each question. Your response might look like this:

<u>PAGE ONE</u>							
1]	1	2	3	4	5	6	7
2]	1	2	3	4	5	6	7

If you wish to make any comments or qualify your answer in any way, turn the Answer Sheet over and locate the box for comments to PAGE ONE. Write your comments in this box.

### THINGS TO REMEMBER

1. There are no "right" or "wrong" replies to this questionnaire. Your honest reaction to each statement is the only reply we are interested in. It is, in other words, a survey to learn how you feel about the Church, the parish and current issues.
2. Circle only one answer for any one question. Erase or cross out any mistakes you have made on the Answer Sheet.
3. When you are finished, place the Answer Sheet into the questionnaire. Then slip all the materials into the return envelope provided. Seal the envelope and mail it or return it to the address given on the return envelope.
4. If you have any questions, keep the survey handy and a representative of the parish will be in contact with you in a few weeks to answer your questions.
5. All replies are strictly confidential and no attempt will be made to identify individual responses. We thank you for your time and help in this effort to improve the parish.

**PAGE ONE**

Circle the number on the Answer Sheet that is the same as your response in this column. Use the box marked **PAGE ONE**.

**I. The Church and The Parish:**

1. Approximately how often do you attend Mass?
2. Approximately how often do you receive Communion?
3. Approximately how often do you go to the individual Rite of Reconciliation (Private Confession)?
4. Approximately how often do you take part in parish activities, programs or projects?

- = 1 = More than once a week
- = 2 = Every week
- = 3 = About two or three times a month
- = 4 = About once a month
- = 5 = Several times a year
- = 6 = Once a year or less
- = 7 = Never

5. What is your present attitude toward your local parish?
6. What is your present attitude toward the local parish school? [If no school, mark =7=.]
7. What is your present attitude toward the institutional Catholic Church in general?

- = 1 = Very favorable
- = 2 = Favorable
- = 3 = Mixed Feelings
- = 4 = Unfavorable
- = 5 = Very Unfavorable
- = 6 = No Opinion
- = 7 = No School

What is your reaction towards the following types of liturgical activities? Please indicate your feelings towards them even if your parish does not have them.

8. Novenas and Rosary Devotions:
9. Benediction of the Blessed Sacrament:
10. Participation Mass with hymns and singing:
11. The Greeting of Peace during Mass:
12. Lay people distributing Holy Communion:
13. Communal Penance Services:
14. Receiving Communion under both species of Bread & Wine:
15. Female Altar Servers:

- = 1 = Very Favorable
- = 2 = Favorable
- = 3 = Mixed Feelings
- = 4 = Unfavorable
- = 5 = Very Unfavorable
- = 6 = No Opinion one way or another
- = 7 = Never heard of it

16. Do you frequently attend Mass or worship service at another church or place not connected with the local parish? [Mark only one.]

- = 1 = No, not frequently
  - = 2 = Yes, it's more convenient
  - = 3 = Yes, I don't like the local parish liturgies
  - = 4 = Yes, the place I go is more friendly
  - = 5 = Yes, for other reasons
- (Comment on Answer Sheet)

**IF YOU WISH TO MAKE COMMENTS ON ANY OF THESE QUESTIONS, YOU MAY DO SO ON THE ANSWER SHEET.**

Circle the number on the Answer Sheet that is the same as your response in this column. Use the box marked **PAGE TWO**.

**I. The Church and The Parish: (Continued)**

Please indicate your reaction to the following statements:

- 17. The parish should take official stands on public social issues.
- 18. The parish should form discussion groups on public social issues.
- 19. The parish should encourage parishioners to participate in community social action groups.
- 20. The parish should not become involved in any way with public social issues.

- = 1 = Very Favorable
- = 2 = Favorable
- = 3 = Mixed Feelings
- = 4 = Unfavorable
- = 5 = Very Unfavorable
- = 6 = No Opinion one way or another

Please indicate your level of participation in the following parish activities:

- 21. Recreation and socializing activities: (bridge, sports, etc.)
- 22. Fund-raising activities: (bake sales, bazaars, bingo, etc.)
- 23. Liturgical groups: (choir, lectors, commentators, etc.)
- 24. Parish organizations: (Holy Name, Women's Club, etc.)
- 25. Leadership groups: (Parish Council, Boards, etc.)
- 26. Adult religious education: (Bible study, theology discussion, etc.)
- 27. Rite of Christian Initiation (RCIA): (Leaders, sponsors, etc.)
- 28. Small Faith Communities: (Faith sharing, etc.)
- 29. Parish Social Action Groups: (Race relations, Peace & Justice, etc.)
- 30. Personal Growth Groups: (Support groups, encounter sessions, etc.)
- 31. The Parish School: (Parent-Teachers Assoc., School Board, etc.)
- 32. Religious Education for public school children: (Teacher, aide, etc.)
- 33. Youth Ministry: (Teen program, liturgies, outings, retreats, etc.)
- 34. Pastoral Ministry: (Visiting sick and shut-ins, outreach, etc.)

- = 1 = Highly Involved
- = 2 = Somewhat Involved
- = 3 = Not Involved but would like to be
- = 4 = Not Involved, no interest
- = 5 = Never Heard of it
- = 6 = Not Offered by Parish

- 35. How many parish groups or activities are you now a member of or do you now participate in on a regular basis?
- 36. How many years have you been a member of the parish?
- 37. How many more years are you likely to be a member of the parish?

- = 1 = One
- = 2 = Two
- = 3 = Three
- = 4 = Four or more
- = 5 = None

IF YOU WISH TO MAKE COMMENTS ON ANY OF THESE QUESTIONS, YOU MAY DO SO ON THE ANSWER SHEET.

Circle the number on the Answer Sheet that is the same as your response in this column. Use the box marked PAGE THREE.

**I. The Church and The Parish: (Continued)**

Indicate your reaction to the following statements:

- 38. I like most of the homilies I hear at the parish Masses.
- 39. I feel the pastor is interested in me personally.
- 40. I find the parish staff approachable if and when I come to them for help.
- 41. In general, I like the way the local parish is being run.
- 42. I feel the parishioners should have a greater share in the decision-making of the parish.

- = 1 = Strongly Agree
- = 2 = Agree
- = 3 = Mixed Feelings
- = 4 = Disagree
- = 5 = Strongly Disagree
- = 6 = No Opinion

**II. General Information**

43. What is your sex?	= 1 = Female	= 2 = Male	
44. What is your age?	= 1 = Under 25 = 2 = 25-34	= 3 = 35-44 = 4 = 45-54	= 5 = 55-64 = 6 = 65 or over
45. What is your marital status?	= 1 = Single = 2 = Married	= 3 = Separated/Divorced = 4 = Remarried	= 5 = Widowed = 6 = Priest/Religious
46. How many children do you have?	= 1 = One = 2 = Two	= 4 = Four = 5 = Five	
47. How many children attend a Catholic grammar school at this time?	= 3 = Three	= 6 = Six or more = 7 = None	
48. Which one of the groups given best describes your heritage or background?	= 1 = European = 2 = Hispanic = 3 = Asian	= 4 = African American = 5 = Other = 6 = None but American	
49. What is your present occupational status? Mark the one that occupies most of your working time?	= 1 = Working full-time = 2 = Working part-time = 3 = Looking for work	= 4 = Retired = 5 = Home-making = 6 = Going to school	
50. What is your present family income before taxes? Include your spouse's income or that of your parents if you live at home. (All answers are confidential.)	= 1 = Under \$15,000 = 2 = \$15,000-\$29,999 = 3 = \$30,000-\$44,999	= 4 = \$45,000-\$59,999 = 5 = \$60,000-\$74,999 = 6 = \$75,000 and over	
51. What is the highest year of school you have completed?	= 1 = Grammar school = 2 = Some high school = 3 = High school graduate = 4 = Some college	= 5 = Four year college graduate = 6 = Some graduate school = 7 = Graduate degree	
52. What kind of work does the major wage earner in your family do? If retired, please answer on the basis of previous occupation.	= 1 = Professional work = 2 = Manager/owner of large firm = 3 = Manager/owner of small business	= 4 = Government Employee = 5 = White collar/Office Employee = 6 = Blue collar/Plant Employee = 7 = Other (Comment on Answer Sheet)	

IF YOU WISH TO MAKE COMMENTS ON ANY OF THESE QUESTIONS, YOU MAY DO SO ON THE ANSWER SHEET.



[Note: Unfold this page to continue with PAGE TWO.]

**PAGE FOUR**

Circle the number on the Answer Sheet that is the same as your response in this column. Use the box marked **PAGE FOUR**.

**III. Religious and Daily Life:**

Approximately how often do you personally do the following:

- 53. Read from the Bible or the Scriptures?
- 54. Read religious books or periodicals?
- 55. Pray to God, using your own words or a prayer book?
- 56. Discuss religious issues with another person?

- = 1 = Daily
- = 2 = At least once a week
- = 3 = About 2 or 3 times a month
- = 4 = About once a month
- = 5 = On rare occasions
- = 6 = Never

- 57. As an adult, have you ever had the feeling of being in close contact with something holy or sacred?
- 58. As an adult, have you ever had an experience of the presence of God?
- 59. As an adult, have you ever had the experience that God was leading you or directing you to some goal?

- = 1 = I am sure I have
- = 2 = I think I have
- = 3 = I don't think so
- = 4 = I am sure I have not

Please indicate the amount of help the parish has given you in sermons, study groups, counseling, etc., in the following areas:

- 60. Given you guidance in how to pray:
- 61. Given you guidance in forming your faith and beliefs:
- 62. Given you guidance in personal moral issues:
- 63. Given you guidance in social and public policy issues:
- 64. Given you assistance and support in times of need:

- = 1 = Very helpful
- = 2 = Helpful
- = 3 = Of little help one way or another
- = 4 = Unhelpful
- = 5 = Very unhelpful
- = 6 = Don't need help or guidance

Have you had a concern about the following? (If yes, indicate on the Answer Sheet any area of concern.)

- 65. What will become of our country?
- 66. What will become of our Church?
- 67. What will become of our parish?
- 68. What will become of our family?
- 69. What will become of our neighborhood?

- = 1 = It concerns me a great deal now
- = 2 = It concerns me somewhat now
- = 3 = It concerned me a great deal in the past but not now
- = 4 = It concerned me somewhat in the past but not now
- = 5 = It has never been a concern to me

70. There are many reasons why people do not participate in parish programs and activities. What is the single most important reason you do not participate regularly in parish functions? [Mark only one.]

- = 1 = I am too involved elsewhere
- = 2 = I am not interested
- = 3 = I have not been asked
- = 4 = I don't feel qualified
- = 5 = Controlled by in-groups
- = 6 = Other reason (Use Answer Sheet)
- = 7 = I do participate regularly

IF YOU WISH TO MAKE COMMENTS ON ANY OF THESE QUESTIONS, YOU MAY DO SO ON THE ANSWER SHEET.

**PAGE FIVE**

Circle the number on the Answer Sheet that is the same as your response in this column. Use the box marked **PAGE FIVE**.

**IV. Attitudes and Feelings:**

Indicate your reactions to the following statements:

- 71. I feel it is a ~~sin~~ to miss Mass on Sunday (or Saturday evening) when I could easily attend.
- 72. Homilies should stick to spiritual matters and not deal with current social issues.
- 73. Catholic priests should be allowed to marry and still function as priests.
- 74. Women should be allowed to be ordained to the priesthood.
- 75. Catholics should follow the teachings of the Pope and not take it upon themselves to decide differently.
- 76. It is wrong for married people to use artificial means of birth control.
- 77. It is wrong for a person to remarry after a divorce without an annulment.
- 78. It is wrong for people who are not married to have sexual relations.
- 79. It is wrong for a woman who wants an abortion in the first three months of pregnancy to have one.
- 80. The Institutional Catholic Church should take public stands on social issues.
- 81. Gay and lesbian persons should be included in all aspects of parish life.
- 82. The death penalty is a just sentence for a selected set of crimes.
- 83. The Catholic Bishops should continue to publish statements on public issues: nuclear war/U.S. economy.
- 84. Provided the education is good, I prefer sending my children to a racially integrated school.
- 85. Even though it be a good one, I would not live in an integrated neighborhood.

- = 1 = Strongly Agree
- = 2 = Agree
- = 3 = Mixed Feelings
- = 4 = Disagree
- = 5 = Strongly Disagree
- = 6 = No Opinion
- = 7 = Depends on Circumstances

- = 1 = Strongly Agree
- = 2 = Agree
- = 3 = Mixed Feelings
- = 4 = Disagree
- = 5 = Strongly Disagree
- = 6 = No Opinion
- = 7 = Depends on Circumstances

USE THE ANSWER SHEET FOR ANSWERING THESE QUESTIONS.

- 86. What do you feel are the greatest strengths of the parish at this moment?
- 87. What do you feel is the most important problem or need in the parish and what suggestions do you have for a solution?

IF YOU WISH TO MAKE COMMENTS ON ANY OF THESE QUESTIONS, YOU MAY DO SO ON THE ANSWER SHEET.

# The U.S. Congregational Life Survey

Thank you for taking part in this survey.

Fill in one circle per question unless instructed otherwise.

Your answers will be kept completely anonymous.

Please shade circles like ● not like this ⊗ or this ⊙

## You and Your Congregation

1. How often do you go to worship services at this congregation?

- This is my first time
- Hardly ever or special occasions only
- Less than once a month
- Once a month
- Two or three times a month
- Usually every week
- More than once a week

2. How long have you been going to worship services or activities at this congregation?

- Less than 1 year
- 1-2 years
- 3-5 years
- I am visiting from another congregation
- I am visiting and do not regularly go anywhere else
- 6-10 years
- 11-20 years
- More than 20 years

3. Are you regularly involved in any *group* activities here? (Mark *all* that apply.)

- Yes, in Sunday school, church school, or Sabbath school
- Yes, in prayer, discussion, or Bible study groups
- Yes, in fellowships, clubs, or other social groups
- No, we have no group activities
- No, I am not regularly involved in group activities

4. Do you regularly take part in any activities of this congregation that reach out to the wider community (e.g., visitation, evangelism, outreach, community service, social justice)? (Mark *all* that apply.)

- Yes, in evangelism or outreach activities
- Yes, in community service, social justice, or advocacy activities of this congregation
- No, we don't have such activities
- No, I am not regularly involved

5. Do you currently have any of the following roles here? (Mark *all* that apply.)

- Member of the governing board
- Member of a congregational committee or task force
- Leading or assisting in worship
- Officer or leader of men's, women's, youth, or other group
- Choir member, musician, or choir director
- Sunday school, church school, or Sabbath school teacher
- Other role not listed here (specify): \_\_\_\_\_
- None

## About Your Faith

6. Over the last year, how much have you grown in your faith?

- No real growth
- Some growth
- Much growth, mainly through this congregation
- Much growth, mainly through other groups or congregations
- Much growth, mainly through my own private activities

7. How often do you spend time in private devotional activities (such as prayer, meditation, reading the Bible alone)?

- Every day or most days
- A few times a week
- Once a week
- Occasionally
- Hardly ever
- Never

8. Which statement comes closest to your view of the Bible? (Mark *one* only.)

- The Bible is the word of God, to be taken literally word for word
- The Bible is the word of God, to be interpreted in the light of its historical and cultural context
- The Bible is the word of God, to be interpreted in the light of its historical context and the Church's teachings
- The Bible is not the word of God, but contains God's word to us
- The Bible is not the word of God but is a valuable book
- The Bible is an ancient book with little value today
- Don't know

9. Do you agree or disagree with this statement: "All the different religions are equally good ways of helping a person find ultimate truth"?

- Strongly agree
- Agree
- Neutral or unsure
- Disagree
- Strongly disagree

10. Do you agree or disagree: "My spiritual needs are being met in this congregation or parish"?

- Strongly agree
- Agree
- Neutral or unsure
- Disagree
- Strongly disagree

11. Some people feel they came to faith gradually. For others, it began at a definite moment of commitment. Have you ever experienced such a moment of decisive faith commitment or conversion?

- No, I've had faith for as long as I can remember
- No, I came to faith through a gradual process
- Yes, at one specific moment in the last 5 years
- Yes, at one specific moment more than 5 years ago
- Yes, a number of specific moments of commitment or re-commitment
- Not sure or not applicable

12. Are you currently a member of this congregation?

- Yes
- No, but I'm in the process of becoming a member
- No, but I regularly participate here
- No

## About Your Involvement

13. Are you involved in any community service, social service, or advocacy groups *not* connected to this congregation? (Mark *all* that apply.)
- Yes, social service or charity groups
  - Yes, advocacy, justice, or lobbying groups
  - No, I'm not involved with such groups
14. Which one of the following best describes your readiness to talk to others about your faith?
- I do not have faith, so the question is not applicable
  - I do not talk about my faith; my life and actions are sufficient
  - I find it hard to talk about my faith in ordinary language
  - I mostly feel at ease talking about my faith and do so if it comes up
  - I feel at ease talking about my faith and seek opportunities to do so
15. Would you be prepared to invite to a worship service here any of your friends and relatives who do not now attend a congregation?
- Yes, and I have done so in the past 12 months
  - Yes, but I have not done so in the past 12 months
  - Don't know
  - No, probably not
  - No, definitely not
16. In the past 12 months, have you done any of the following? (Mark *all* that apply.)
- Loaned money to someone outside your family
  - Cared for someone outside your family who was very sick
  - Helped someone outside your family find a job
  - Donated or prepared food for someone outside your family or congregation
  - Voted in the last presidential election
  - Donated money to a charitable organization (other than this congregation)
  - Worked with others to try to solve a community problem
  - Contacted an elected official about a public issue
17. How satisfied are you with what is offered here for children and youth (less than 19 years of age)?
- Very satisfied
  - Satisfied
  - Mixed feelings
  - Dissatisfied
  - Very dissatisfied
  - Not sure or not applicable
18. Which best describes your involvement in the making of important decisions in this congregation?
- I have been given the opportunity and often participate in decision-making
  - I have been given the opportunity and occasionally get involved in decision-making
  - I have been given the opportunity but don't usually get involved in decision-making
  - I have *not* been given an opportunity to be involved and this is fine with me
  - I have *not* been given an opportunity to be involved and I am not happy about this
19. Do you have a strong sense of belonging to this congregation?
- Yes, a strong sense of belonging that is growing
  - Yes, a strong sense--about the same as last year
  - Yes, but perhaps not as strong as in the past
  - No, but I am new here
  - No, and I wish I did by now
  - No, but I am happy as I am
  - Don't know or not applicable
20. While you may value many different styles of music, which of the following do you prefer in congregational worship? (Mark up to *two* options.)
- Traditional hymns
  - Praise music or choruses
  - Contemporary hymns
  - Other contemporary music or songs (not hymns)
  - Sung responsorial psalms
  - Classical music or chorales
  - Contemplative chants (Taizé, Iona)
  - Music or songs from a variety of cultures
  - African-American gospel music
  - No music or songs
  - Don't know
21. To what extent do the worship services or activities of this congregation help you with everyday living?
- A great extent
  - A small extent
  - Some extent
  - Not at all
22. Which of the following aspects of this congregation do you personally most value? (Mark up to *three* options.)
- Wider community care or social justice emphasis
  - Reaching those who do not attend church
  - Traditional style of worship or music
  - Contemporary style of worship or music
  - Sharing in Holy Communion, Eucharist, or the Lord's Supper
  - Social activities or meeting new people
  - Sermons, preaching, or homilies
  - Bible study or prayer groups, other discussion groups
  - Ministry for children or youth
  - Prayer ministry for one another
  - Practical care for one another in times of need
  - The congregation's school or pre-school
  - Openness to social diversity
  - Adult church-school or Sabbath-school class
23. Do you have any close friends in this congregation?
- No, I have little contact with others from this congregation outside of activities here
  - No, I have some friends in this congregation, but my closest friends are not involved here
  - Yes, I have some close friends here as well as other close friends who are not part of this congregation
  - Yes, most of my closest friends are part of this congregation
24. Before you started coming to this congregation, were you participating in another congregation?
- No, I've come here for most or all of my life
  - No, before coming here I had not been attending any congregation for several years
  - No, before coming here I had never regularly attended
  - Yes, immediately prior to coming here, I was participating in another congregation

25. Before you started coming here, what type of congregation did you attend? (Mark only **one**.)
- Assembly of God
  - Baptist
  - Catholic
  - Episcopal
  - Lutheran
  - Methodist
  - Other (please specify): \_\_\_\_\_
  - I did not attend another congregation before coming here
  - Nazarene
  - Non-denominational
  - Pentecostal
  - Presbyterian
  - Seventh-day Adventist
  - United Church of Christ

26. Over the last two years, has there been any conflict in this congregation? (Mark only **one**.)
- No conflict that I am aware of
  - Some minor conflict
  - Major conflict
  - Major conflict, with leaders or people leaving
  - Don't know
27. Have this congregation's leaders encouraged you to find and use your gifts and skills here?
- Yes, to a great extent
  - Yes, to some extent
  - Yes, to a small extent
  - Not at all
  - Don't know

**About You**

28. In what year were you born?
29. Are you:  Female  Male
30. What is your employment status? (Mark **all** that apply.)
- Employed full time, part time, or self-employed
  - Unemployed
  - Retired
  - Other (please specify): \_\_\_\_\_
  - Full-time homemaker
  - Student

31. What is the **highest** educational level you have completed?
- No formal schooling
  - Primary school through 8th grade (K-8)
  - Some high school
  - Completed high school
  - Trade certificate
  - Associate degree
  - Bachelors degree from a university or college
  - Master's, Doctorate, or other graduate degree

32. What is your present marital status?
- Never married
  - In first marriage
  - Remarried after divorce
  - Remarried after death of spouse
  - Living in a committed relationship
  - Separated
  - Divorced
  - Widowed

33. Do you have a spouse or partner who is also completing a survey here?  Yes  No

34. What is your race or origin? (Mark **all** that apply.)
- Asian or Pacific Islander
  - Black or African American
  - Hispanic, Latino, or Spanish origin
  - Indian (American) or Alaska Native
  - White or Caucasian
  - Some other race (please specify): \_\_\_\_\_

35. Where were you born?

- In the United States
- In another English-speaking country
- In a non-English-speaking country

36. Is English your first language?  Yes  No

37. Which statement **best** describes the people who **currently** live in your household?

- I live alone
- A couple without children
- One adult with child/children
- Two or more adults with child/children
- Some adults living in the same household

38. What is the ZIP Code where you live?

--	--	--	--	--	--

39. About how much do you give financially to this congregation?

- I give 10% or more of net income regularly
- I give about 5% to 9% of net income regularly
- I give less than 5% of net income regularly
- I give a small amount whenever I am here
- I do not contribute financially here

40. Which of the following describes your total annual household income before taxes?

- less than \$10,000
- \$10,000 to \$24,999
- \$25,000 to \$49,999
- \$50,000 to \$74,999
- \$75,000 to \$99,999
- \$100,000 or more

41. How many children of any age do you have, whether they live at home or elsewhere?

Please write the number:

42. Do you have any children **living at home**? (Please provide the ages of your children living at home starting with the eldest.)

- None at home → Please skip to question 44

- Eldest child at home   years
- Child number 2 at home   years
- Child number 3 at home   years
- Child number 4 at home   years

43. Of your children who **live at home**, which ones participate at this or another congregation?

**Does he or she participate here?**

	Participates Here	Participates Elsewhere	No
Eldest child at home	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Child number 2 at home	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Child number 3 at home	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Child number 4 at home	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



**Some Final Questions**

44. How long does it usually take you to get here?
- 1-5 minutes
  - 6-10 minutes
  - 11-15 minutes
  - 16-20 minutes
  - 21-30 minutes
  - More than 30 minutes

45. Compared to 2 years ago, do you think you participate in activities of the congregation more, less, or about the same amount as you did then?
- Participate more
  - About the same participation
  - Participate less
  - Not applicable (been coming less than 2 years)

46. Do you identify with any of the following approaches to faith? (Mark up to *two* options.)
- Catholic
  - Evangelical
  - Reformed
  - Charismatic
  - I do not identify with such descriptions
  - Pentecostal
  - Fundamentalist
  - Traditionalist
  - Moderate
  - Liberal
  - New Age

47. Do you agree or disagree: "This congregation is strongly focused on serving the wider community beyond the congregation"?
- Strongly agree
  - Agree
  - Neutral or unsure
  - Disagree
  - Strongly disagree

How often do you experience the following during worship services at this congregation? (Mark *one* response in each row.)

	Always	Usually	Sometimes	Rarely
A sense of God's presence	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Inspiration	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Boredom	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Awe or mystery	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Joy	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Frustration	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Spontaneity	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
A sense of fulfilling my obligation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

49. Does this congregation have a clear vision, goals, or direction for its ministry and mission?
- I am not aware of such a vision, goals, or direction
  - There are ideas but no clear vision, goals, or direction
  - Yes, and I am strongly committed to them
  - Yes, and I am partly committed to them
  - Yes, but I am not committed to them

50. Do you agree or disagree: "I have a sense of excitement about our congregation's future"?
- Strongly agree
  - Agree
  - Neutral or unsure
  - Disagree
  - Strongly disagree

51. Of the following, which *one* best describes your opinion of the future directions of this congregation?
- We need to get back to the way we did things in the past
  - We are faithfully maintaining past directions
  - We are currently deciding on new directions
  - We are currently moving in new directions
  - We need to rethink where we are heading
  - Our future is very unclear or doubtful
  - Don't know

52. Do you agree or disagree: "This congregation is always ready to try something new"?
- Strongly agree
  - Agree
  - Neutral or unsure
  - Disagree
  - Strongly disagree

53. To what extent does the minister, pastor, or priest here take into account the ideas of those who worship here?
- A great extent
  - Some extent
  - A small extent
  - Not at all
  - Don't know
  - There is currently no leader here

54. Which of the following is the best description of the style of leadership of your pastor, minister, or priest?
- Leadership that tends to take charge
  - Leadership that inspires people to take action
  - Leadership that acts on goals that people here have been involved in setting
  - Leadership where the people start most things
  - There is currently no leader here
  - Don't know

55. What do you think are the main roles that your minister, pastor, or priest actually carries out here? (Mark up to *three* options.)
- Conducting worship or administering the sacraments
  - Teaching people about the faith
  - Training people for ministry and mission
  - Converting others to the faith
  - Administering the work of the congregation
  - Visiting, counseling and helping people
  - Involvement in wider community groups or social issues
  - Providing a vision and goals for the future
  - Offering prayer or being a spiritual role model
  - Don't know

56. Do you agree or disagree: "In general, there is a good match between our congregation and our minister, pastor, or priest"?
- Strongly agree
  - Agree
  - Neutral or unsure
  - Disagree
  - Strongly disagree
  - There is currently no leader here

**Thanks for your help!**



**OMOS FOLLOW-UP COMMITTEE ON THE U.S. CONGREGATIONAL LIFE SURVEY (CLS)  
PROGRESS REPORT & PROPOSED UPDATE FOR THE OMOS 3-YEAR PASTORAL PLAN**

*(November 9, 2002)*

**COMMITTEE MEMBERS:**

Katie Hirschboeck (chair), Charlie Mann, Jean Fedigan, Kathy Dehn, Bob Scala, & Bob Brauer

**COMMITTEE TASKS:**

1. Examine & discuss survey results in more detail
2. Review Sept 15<sup>th</sup> Leadership Meeting discussion results
3. Discuss & identify ways to integrate the survey results into the 2001-2003 Pastoral Plan
4. Define "Action Statements" for the Pastoral Plan
5. Plan & implement a procedure to communicate the results of the survey as linked to the Pastoral Plan to the congregation-at-large. (Epiphany 2003)

**PROGRESS REPORT & RATIONALE FOR PROPOSED UPDATES**

The Committee met on October 13th and November 3rd and completed the rest of our work through a series of email exchanges conducted over the past month. We have completed items #1 through #4 above and present the results of our efforts in this report.

After reviewing the results of the Sept 15<sup>th</sup> meeting (see attached summary) some key themes / needs seemed to be emerging from the survey results:

- engaging the unengaged parishioner
- fostering an attitude of welcoming and hospitality
- deepening a sense of awareness of one's faith and spirituality in everyday life

Upon examining the survey in more detail, especially the 7-page CLS report containing statistics on the responses to individual questions by OMOS respondents (see attached report), the committee further identified the following apparent "paradox" that emerged from the survey:

- A large number of parishioners (up to 70%) say they are inactive or "unengaged" in the existing groups / activities / ministries in the parish
- At the same time, 65% or more say they pray regularly, 40% to 70% (or more) say they perform actions in their everyday lives that could be interpreted as corporal works of mercy (e.g., caring for the sick, feeding the hungry) and 80% participate in the liturgy at least once a week.

We concluded that perhaps we need to re-envision what it means to be "involved" or "engaged" in ministry. Not all may be inclined – or even called -- to be joiners or members of our existing parish ministry structure. However, all persons of faith are indeed called to be ministers in two very important ways:

1. Leading faith-filled lives that exemplify Gospel values "in the world": The Ministry of Everyday Life"
2. Actively participating in the liturgy as "Ministers of the Assembly"

It is from this perspective that we approached Tasks 3 & 4 and, as a committee, produced the attached document "Proposed Update for the OMOS 3-Year Pastoral Plan. We have suggested some re-wording of items in the existing Pastoral Plan and have added some action statements in an attempt to integrate the two new themes noted above. These items are annotated with [CLS] in the proposed plan. It should also be noted that the new themes mesh well with the parish's current focus on hospitality by allowing us to reach out more sensitively to the "unengaged" of the parish. More details about the Committee's work and explanation of the proposed plan will be given by Katie Hirschboeck when she formally presents the proposed update.

## WHITE-BOARD SUMMARY OF DISCUSSION AT SEPT 15<sup>TH</sup> LEADERSHIP MEETING

*(Note that we didn't complete the "Pastoral Plan Section numbers for all the comments)*

Main themes that emerged from the discussion (based on number of times the issue was raised, see \*\*)

- engaging the unengaged parishioner
- fostering an attitude of welcoming and hospitality
- deepening a sense of awareness of one's faith and spirituality in everyday life

Other themes that emerged:

- Building on current strengths (leadership, faith, open atmosphere, outreach, other programs)
- Addressing high number of transfers; influx of new parishioners; balance between stability and newness
- Addressing needs of youth/young adults, those "at risk"
- Being aware of parish's demographic make-up (age, gender, with/without children, ethnicity, etc.)

<b>BUILDING SPIRITUAL CONNECTIONS</b>	<b>Pastoral Plan Section</b>
** 1. Build on current strengths re: Hospitality & Welcome	5
** 2. Reaching out continually	5 & 3
3. Update plan as needed, strong leadership	1
** 4. How to connect with those who don't attend	1
5. Open atmosphere, renew programs, young adults especially	2 & 4
6. Comfortable with leadership; build on strengths we have	1 & 5
<b>BUILDING INSIDE CONNECTIONS</b>	
** 1. Strong sense of belonging desire greater participation among congregation	3
** 2. Team participation spirit; challenge to involve others / welcome	5
** 3. Welcome / fellowship with new parishioners; evangelize outside of parish	5
** 4. How do we broaden our theology to use ministry in all aspects of life; integrate Catholic practice to everyday life / lifestyle	overall
** 5. Strong faith of people; compartmentalization (pro's & con's)	2
** 6. Void between Confirmation & later adulthood; understanding of Mass obligation	4
<b>BUILDING OUTSIDE CONNECTIONS</b>	
1. Huge # of transfers: school? Stability and newness	--
2. Be more proactive; promotion of Parish and Catholicism	--
3. "Come Home" sign; strong St. Vincent DePaul; resources for crisis care	4 & 6
** 4. Challenges of inviting "outsiders" to Mass; large number of parishioners live outside parish boundaries; understanding of vocation	4 & 5
** 5. Challenges of evangelization; How do we take what we do here into everyday life?	--
6. High number of transfers show we are meeting needs	--
<b>BUILDING IDENTITY CONNECTIONS</b>	
1. Continue to harvest our youth; focus on "at risk" ages 18-22	--
** 2. Clear vision of parish goals; commitment level increase	--
3. Large number of non-OMOS boundaries; male/female leadership percent	--
4. No ethnicity questions on survey	--
5. Challenges to promote ethnic diversity in leadership / cultural understandings	--
6. Population of Golden Agers	--
7. Questions raised by demographics (i.e., so few children compared to national averages?)	--



## HIGHLIGHTS OF KEY OBSERVATIONS FROM THE SUMMARY OF OMOS PARISH RESPONSES TO EACH QUESTION IN THE CLS SURVEY

[see the question response statistics in the attached 7-page CLS report]

*(These highlights were compiled by K. Hirschboeck. The "Analyses" reflect many of the points the committee raised during our discussions, but this is not a committee-developed document.)*

- (a) 67% attend worship services usually every week; 13% more than once a week (Question #1)

*[Analysis: 80% come to church/are participating in the liturgy weekly or more often – the liturgy is indeed the primary avenue of parish connection and the "lifeblood" of the parish-at-large]*

- (b) 36 % have been in the parish 5 years or less; 33% for 6 –20 years; 24% more than 20 years (Question #2)

*[Analysis: we have close to a 3-way split in the degree of parish identity and "institutional memory;" in our worshippers; there's a balance between the elements of newness, stability, and longterm legacy in the parish.]*

- (c) 53% say they are *not* regularly involved in any parish group activities; 18% say there *are* no group activities in the parish; while up to 30% *are* involved in some form of parish group activities (in many cases, probably more than one activity) (Question #3)

*[Analysis: The majority of our parishioners (anywhere from 53 to 71 %) are "unengaged" in the rich variety of activities the parish offers and almost 20% seem to be either unaware of -- or have a misconception about -- the parish group activities that are available.]*

- (d) 72% say they do not regularly take part in activities *of the parish that reach out to the wider community* (e.g. visitation, evangelism, outreach, community service, social justice) (Question #4) and 75% say they are not involved in any community service, social service, or advocacy groups *not* connected to the parish (Question 13).

However, later in the survey (Question #16) worshippers stated that they have done the following over the past 12 months:

- o Loaned money to someone outside your family (31%)
- o Cared for someone outside your family who was very sick (22%)
- o Helped someone outside your family find a job (19%)
- o Donated or prepared food for someone outside your family or parish (47%)
- o Votes in the last presidential election (70%)
- o Donated money to a charitable organization (other than the parish) 73%)
- o Worked with others to try to solve a community problem (17%)
- o Contacted an elected official about a public issue (14%)

Also, later in the survey, 80% agree or strongly agree that the parish "is strongly focused on serving the wider community beyond the congregation." (Question #47)

*[Analysis: A comparison of the results of Question # 4 & 13 with Question #16 suggests that our parishioners are indeed active in the "Corporal Works of Mercy" in their everyday lives, but may not be aware of these actions as part of their identities as parishioners of OMOS or as a ministry role that they are assuming. At the same time, there is a perception that the parish DOES reach out to the wider community, even though the individual responding may not be doing so.]*

- (e) 30% say they had much growth in their faith *mainly through the parish* over the last year; while 18% experienced much growth *mainly through their own private activities*. (Question #6). 84% agree or strongly agree that their spiritual needs are being met in this parish.(Question #9)

*[Analysis: 30% are being nourished directly through the parish while almost 20% are getting greatly nourished spiritually, but not necessarily through parish activities. Nevertheless, there's an 84% agreement that spiritual needs are being met by the parish – together this suggests that there are multiple avenues for growing in faith at work – do we recognize / foster them all?]*

- (f) 65% spend time in private devotional activities (prayer, meditation, reading Scripture) at least once a week (45% every day or most days) and an additional 22% spend time in devotional activities “occasionally.” (Question #7)

*[Analysis: We are a “praying” parish! One can assume that not all of this prayer is happening on the parish grounds – it’s going on in people’s everyday lives.]*

- (g) 76% say they feel at ease or mostly at ease talking about their faith to others.

*[Analysis: Parishioners have an awareness of their faith and ability / willingness to share it. Do they see this as part of their call / ministry / vocation?]*

- (h) 45% say the liturgies or activities of the parish help them with everyday living to a great extent and 42% to some extent (total of 87%). (Question #21)

*[Analysis: Evidence that what happens in the parish IS connecting to everyday life of parishioners – at least on some level.]*

- (i) 67% say they have a strong sense of belonging to the parish (Question #19). However 44% say that their closest friends are *not* in the parish, 47% say that they have close friends both within *and* outside of the parish, and only 10% say that their closest friends are a part of the parish.

*[Analysis: parishioners have a good sense of belonging, but a large proportion (44%) are more socially and personally connected with those outside the parish than within the parish.]*

- (j) 50% are employed, 33% retired, 11% full-time homemaker, 8 % student, 4 % unemployed (Question #30)  
(k) 65% are married (first marriage, remarried after divorce or death of spouse); 32% are single (never married, separated, divorced, or widowed). (Question #32)  
(l) 34% are couples without children, 34% are two or more adults with children, 13% live alone, 6% are single parents (Question #7) 51% total are living in households with no children at home (Question #42)  
(m) Of those with children at home, 73% have children who participate at OMOS worship, 23% have children who participate elsewhere, and 4% have children who do not participate. (Question #43)

*[Analysis of Items j through m: multiple work / life / family identities exist in parish; sensitivity / awareness / appreciation / recognition needed for all, not just the “traditional family-with-kids” experience.]*

- (n) Ethnic origins: 64% are White/Caucasian, 30% are Hispanic/Latino/Spanish, 5% are Asian/Pacific Islander, 2 % Black/African, 2% Indian (American), 2 % Other (Question #34)

*[Analysis: Here are the statistics for our cultural/ethnic make-up – how do we address them?]*

- (o) 53% say that yes, the parish has a clear vision, goals, or direction for its ministry and mission and they are partly or strongly committed to them. 20% say yes, the parish has a clear vision/goals but they are NOT committed to them; 21% are not aware of any vision/goals/direction. (Question #49)

*[Analysis: 41% are either not committed to the parish mission or are unaware of it; better communication needed?]*

**You and Your Congregation**

1. **How often do you go to worship services at this congregation?**
  - 3% This is my first time
  - 3% Hardly ever or special occasions only
  - 2% Less than once a month
  - 3% Once a month
  - 9% Two or three times a month
  - 67% Usually every week
  - 13% More than once a week
2. **How long have you been going to worship services or activities at this congregation?**
  - 11% Less than 1 year
  - 11% 1-2 years
  - 14% 3-5 years
  - 14% 6-10 years
  - 19% 11-20 years
  - 24% More than 20 years
  - 7% I am visiting from another congregation
  - 1% I am visiting and do not regularly go anywhere else
3. **Are you regularly involved in any group activities here? (Mark all that apply.)**
  - 7% Yes, in Sunday school, church school, or Sabbath school
  - 12% Yes, in prayer, discussion, or Bible study groups
  - 19% Yes, in fellowships, clubs, or other social groups
  - 18% No, we have no group activities
  - 53% No, I am not regularly involved in group activities
4. **Do you regularly take part in any activities of this congregation that reach out to the wider community (e.g., visitation, evangelism, outreach, community service, social justice)? (Mark all that apply.)**
  - 6% Yes, in evangelism or outreach activities
  - 13% Yes, in community service, social justice, or advocacy activities of this congregation
  - 12% No, we don't have such activities
  - 72% No, I am not regularly involved

5. **Do you currently have any of the following roles here? (Mark all that apply.)**
  - <1% Member of the governing board
  - <1% Member of a congregational committee or task force
  - 12% Leading or assisting in worship
  - 4% Officer or leader of men's, women's, youth, or other group
  - 1% Choir member, musician, or choir director
  - <1% Sunday school, church school, or Sabbath school teacher
  - 10% Other role not listed here
  - 74% None

**About Your Faith**

6. **Over the last year, how much have you grown in your faith?**
  - 8% No real growth
  - 37% Some growth
  - 30% Much growth, mainly through this congregation
  - 7% Much growth, mainly through other groups or congregations
  - 18% Much growth, mainly through my own private activities
7. **How often do you spend time in private devotional activities (such as prayer, meditation, reading the Bible alone)?**
  - 45% Every day or most days
  - 15% A few times a week
  - 5% Once a week
  - 22% Occasionally
  - 10% Hardly ever
  - 3% Never
8. **Which statement comes closest to your view of the Bible? (Mark one only.)**
  - 16% The Bible is the word of God, to be taken literally word for word
  - 17% The Bible is the word of God, to be interpreted in the light of its historical and cultural context
  - 57% The Bible is the word of God, to be interpreted in the light of its historical context and the Church's teachings
  - 4% The Bible is not the word of God, but contains God's word to us
  - <1% The Bible is not the word of God, but is a valuable book
  - <1% The Bible is an ancient book with little value today
  - 5% Don't know



**9. Do you agree or disagree with this statement: "All the different religions are equally good ways of helping a person find ultimate truth"?**

- 16% Strongly agree
- 45% Agree
- 19% Neutral or unsure
- 14% Disagree
- 5% Strongly disagree

**10. Do you agree or disagree: "My spiritual needs are being met in this congregation or parish"?**

- 31% Strongly agree
- 53% Agree
- 13% Neutral or unsure
- 2% Disagree
- <1% Strongly disagree

**11. Some people feel they came to faith gradually. For others, it began at a definite moment of commitment. Have you ever experienced such a moment of decisive faith commitment or conversion?**

- 57% No, I've had faith for as long as I can remember
- 14% No, I came to faith through a gradual process
- 6% Yes, at one specific moment in the last 5 years
- 6% Yes, at one specific moment more than 5 years ago
- 11% Yes, a number of specific moments of commitment or re-commitment
- 6% Not sure or not applicable

**12. Are you currently a member of this congregation?**

- 72% Yes
- 2% No, but I'm in the process of becoming a member
- 13% No, but I regularly participate here
- 13% No

**About Your Involvement**

**13. Are you involved in any community service, social service, or advocacy groups not connected to this congregation? (Mark all that apply.)**

- 23% Yes, social service or charity groups
- 4% Yes, advocacy, justice, or lobbying groups
- 75% No, I'm not involved with such groups

**14. Which one of the following best describes your readiness to talk to others about your faith?**

- <1% I do not have faith, so the question is not applicable
- 13% I do not talk about my faith; my life and actions are sufficient
- 10% I find it hard to talk about my faith in ordinary language
- 61% I mostly feel at ease talking about my faith and do so if it comes up
- 15% I feel at ease talking about my faith and seek opportunities to do so

**15. Would you be prepared to invite to a worship service here any of your friends and relatives who do not now attend a congregation?**

- 40% Yes, and I have done so in the past 12 months
- 38% Yes, but I have not done so in the past 12 months
- 13% Don't know
- 7% No, probably not
- 1% No, definitely not

**16. In the past 12 months, have you done any of the following? (Mark all that apply.)**

- 31% Loaned money to someone outside your family
- 22% Cared for someone outside your family who was very sick
- 19% Helped someone outside your family find a job
- 47% Donated or prepared food for someone outside your family or congregation
- 70% Voted in the last presidential election
- 73% Donated money to a charitable organization (other than this congregation)
- 17% Worked with others to try to solve a community problem
- 14% Contacted an elected official about a public issue

**17. How satisfied are you with what is offered here for children and youth (less than 19 years of age)?**

- 28% Very satisfied
- 34% Satisfied
- 9% Mixed feelings
- 1% Dissatisfied
- <1% Very dissatisfied
- 27% Not sure or not applicable



- 18. Which best describes your involvement in the making of important decisions in this congregation?**
- 6% I have been given the opportunity and often participate in decision-making
  - 13% I have been given the opportunity and occasionally get involved in decision-making
  - 47% I have been given the opportunity but don't usually get involved in decision-making
  - 28% I have not been given an opportunity to be involved and this is fine with me
  - 6% I have not been given an opportunity to be involved and I am not happy about this
- 19. Do you have a strong sense of belonging to this congregation?**
- 42% Yes, a strong sense of belonging that is growing
  - 25% Yes, a strong sense--about the same as last year
  - 7% Yes, but perhaps not as strong as in the past
  - 6% No, but I am new here
  - 3% No, and I wish I did by now
  - 9% No, but I am happy as I am
  - 7% Don't know or not applicable
- 20. While you may value many different styles of music, which of the following do you prefer in congregational worship? (Mark up to two options.)**
- 53% Traditional hymns
  - 26% Praise music or choruses
  - 28% Contemporary hymns
  - 13% Other contemporary music or songs (not hymns)
  - 14% Sung responsorial psalms
  - 6% Classical music or chorales
  - 2% Contemplative chants (Taizé, Iona)
  - 14% Music or songs from a variety of cultures
  - 3% African-American gospel music
  - 3% No music or songs
  - 5% Don't know
- 21. To what extent do the worship services or activities of this congregation help you with everyday living?**
- 45% A great extent
  - 42% Some extent
  - 10% A small extent
  - 4% Not at all

- 22. Which of the following aspects of this congregation do you personally most value? (Mark up to three options.)**
- 14% Wider community care or social justice emphasis
  - 18% Reaching those who do not attend church
  - 27% Traditional style of worship or music
  - 21% Contemporary style of worship or music
  - 63% Sharing in Holy Communion, Eucharist, or the Lord's Supper
  - 9% Social activities or meeting new people
  - 29% Sermons, preaching, or homilies
  - 11% Bible study or prayer groups, other discussion groups
  - 12% Ministry for children or youth
  - 6% Prayer ministry for one another
  - 13% Practical care for one another in times of need
  - 17% The congregation's school or pre-school
  - 13% Openness to social diversity
  - 7% Adult church-school or Sabbath-school class
- 23. Do you have any close friends in this congregation?**
- 26% No, I have little contact with others from this congregation outside of activities here
  - 18% No, I have some friends in this congregation, but my closest friends are not involved here
  - 47% Yes, I have some close friends here as well as other close friends who are not part of this congregation
  - 10% Yes, most of my closest friends are part of this congregation
- 24. Before you started coming to this congregation, were you participating in another congregation?**
- 10% No, I've come here for most or all of my life
  - 8% No, before coming here I had not been attending any congregation for several years
  - 4% No, before coming here I had never regularly attended
  - 77% Yes, immediately prior to coming here I was participating in another congregation.



**25. Before you started coming here, what type of congregation did you attend? (Mark only one.)**

- <1% Assembly of God
- <1% Baptist
- 78% Catholic
- <1% Episcopal
- <1% Lutheran
- 1% Methodist
- 0% Nazarene
- <1% Non-denominational
- <1% Pentecostal
- <1% Presbyterian
- <1% Seventh-day Adventist
- <1% United Church of Christ
- 2% Other
- 7% I did not attend another congregation before coming here

**26. Over the last two years, has there been any conflict in this congregation? (Mark only one.)**

- 65% No conflict that I am aware of
- 12% Some minor conflict
- 2% Major conflict
- 1% Major conflict, with leaders or people leaving
- 19% Don't know

**27. Have this congregation's leaders encouraged you to find and use your gifts and skills here?**

- 30% Yes, to a great extent
- 27% Yes, to some extent
- 13% Yes, to a small extent
- 12% Not at all
- 18% Don't know

**About You**

**28. Ages of worshipers (2001 minus birth year):**

- 7% 15-24 (born between 1977 and 1986)
- 27% 25-44 (born between 1957 and 1976)
- 33% 45-64 (born between 1937 and 1956)
- 33% 65 and above (born between 1901 and 1936)

**29. Gender of worshipers:**

- 61% Female
- 39% Male

**30. What is your employment status? (Mark all that apply.)**

- 50% Employed full time, part time, or self-employed
- 4% Unemployed
- 33% Retired
- 11% Full-time homemaker
- 8% Student
- 3% Other

**31. What is the highest educational level you have completed? (reported for those born before 1977)**

- <1% No formal schooling
- 3% Primary school through 8th grade (K-8)
- 5% Some high school
- 37% Completed high school
- 8% Trade certificate
- 15% Associate degree
- 20% Bachelors degree from a university or college
- 10% Master's, Doctorate, or other graduate degree

**32. What is your present marital status?**

- 12% Never married
- 54% In first marriage
- 10% Remarried after divorce
- 1% Remarried after death of spouse
- 1% Separated
- 9% Divorced
- 10% Widowed
- 2% Living in a committed relationship

**33. Do you have a spouse or partner who is also completing a survey here?**

- 47% Yes
- 53% No

**34. What is your race or origin? (Mark all that apply.)**

- 5% Asian/Pacific Islander
- 2% Black/African American
- 30% Hispanic/Latino/Spanish origin
- 2% Indian (American) or Alaska native
- 64% White/Caucasian
- 2% Other

**35. Where were you born?**

- 87% In the United States
- 4% In another English-speaking country
- 9% In a non-English-speaking country



36. **Is English your first language?**  
84% Yes  
16% No

37. **Which statement best describes the people who currently live in your household?**  
15% I live alone  
34% A couple without children  
6% One adult with child/children  
34% Two or more adults with child/children  
11% Some adults living in the same household

38. **Most often reported ZIP codes of worshipers:**

31% 85710 - 535 people	<1% 85716 - 12 people
19% 85730 - 332 people	<1% 85708 - 10 people
6% 85747 - 103 people	<1% 85713 - 9 people
6% 85711 - 96 people	<1% 85705 - 7 people
5% 85706 - 93 people	<1% 85745 - 5 people
4% 85715 - 71 people	<1% 85746 - 5 people
3% 85748 - 56 people	<1% 85737 - 4 people
2% 85749 - 37 people	<1% 85743 - 4 people
2% 85750 - 30 people	<1% 85641 - 3 people
<1% 85712 - 17 people	<1% 85718 - 3 people

39. **About how much do you give financially to this congregation?**  
8% I give 10% or more of net income regularly  
27% I give about 5% to 9% of net income regularly  
33% I give less than 5% of net income regularly  
26% I give a small amount whenever I am here  
7% I do not contribute financially here

40. **Which of the following describes your total annual household income before taxes?**  
10% less than \$10,000  
22% \$10,000 to \$24,999  
33% \$25,000 to \$49,999  
23% \$50,000 to \$74,999  
6% \$75,000 to \$99,999  
7% \$100,000 or more

41. **How many children of any age do you have, whether they live at home or elsewhere?**  
*(adjusted for multiple responses per household)*  
19% None  
12% One  
22% Two  
47% Three or more

42. **Ages of children living at home**  
*(adjusted for multiple responses per household)*  
51% Reported none at home  
Of those reported, the age breakdowns follow:  
4% less than 2  
10% 2 to 4  
8% 5 to 6  
27% 7 to 11  
19% 12 to 15  
11% 16 to 18  
11% 19 to 24  
10% 25 or older

43. **Of your children who live at home, which ones participate at this or another congregation?**  
*(adjusted for multiple responses per household)*  
73% Participate here  
23% Participate elsewhere  
4% Do not participate

**Some Final Questions**

44. **How long does it usually take you to get here?**  
NA 1-5 minutes  
NA 6-10 minutes  
NA 11-15 minutes  
NA 16-20 minutes  
NA 21-30 minutes  
NA More than 30 minutes

45. **Compared to 2 years ago, do you think you participate in activities of the congregation more, less, or about the same amount as you did then?**  
22% Participate more  
51% About the same participation  
12% Participate less  
15% Not applicable (been coming less than 2 years)

46. **Do you identify with any of the following approaches to faith? (Mark up to two options.)**

NA Catholic	NA Fundamentalist
NA Evangelical	NA Traditionalist
NA Reformed	NA Moderate
NA Charismatic	NA Liberal
NA Pentecostal	NA New Age
NA I do not identify with such descriptions	



47. Do you agree or disagree: "This congregation is strongly focused on serving the wider community beyond the congregation"?

- 36% Strongly agree
- 44% Agree
- 18% Neutral or unsure
- 1% Disagree
- <1% Strongly disagree

48. How often do you experience the following during worship services at this congregation?

*Always or Usually*

- 85% A sense of God's presence
- 74% Inspiration
- 6% Boredom
- 37% Awe or mystery
- 75% Joy
- 4% Frustration
- 32% Spontaneity
- 81% A sense of fulfilling my obligation

49. Does this congregation have a clear vision, goals, or direction for its ministry and mission?

- 21% I am not aware of such a vision, goals, or direction
- 6% There are ideas but no clear vision, goals, or direction
- 25% Yes, and I am strongly committed to them
- 28% Yes, and I am partly committed to them
- 20% Yes, but I am not committed to them

50. Do you agree or disagree: "I have a sense of excitement about our congregation's future"?

- NA Strongly agree
- NA Agree
- NA Neutral or unsure
- NA Disagree
- NA Strongly disagree

51. Of the following, which one best describes your opinion of the future directions of this congregation?

- 6% We need to go back to the way we did things in the past
- 11% We are faithfully maintaining past directions
- 18% We are currently deciding on new directions
- 33% We are currently moving in new directions
- 4% We need to rethink where we are heading
- <1% Our future is very unclear or doubtful
- 27% Don't know

52. Do you agree or disagree: "This congregation is always ready to try something new"?

- NA Strongly agree
- NA Agree
- NA Neutral or unsure
- NA Disagree
- NA Strongly disagree

53. To what extent does the minister, pastor, or priest here take into account the ideas of those who worship here?

- 48% A great extent
- 25% Some extent
- 3% A small extent
- <1% Not at all
- 23% Don't know
- <1% There is currently no leader here

54. Which of the following is the best description of the style of leadership of your pastor, minister, or priest?

- 21% Leadership that tends to take charge
- 49% Leadership that inspires people to take action
- 14% Leadership that acts on goals that people here have been involved in setting
- 2% Leadership where the people start most things
- <1% There is currently no leader here
- 15% Don't know

55. What do you think are the main roles that your minister, pastor, or priest actually carries out here? (Mark up to three options.)

- NA Conducting worship or administering the sacraments
- NA Teaching people about the faith
- NA Training people for ministry and mission
- NA Converting others to the faith
- NA Administering the work of the congregation
- NA Visiting, counseling and helping people
- NA Involvement in wider community groups or social issues
- NA Providing a vision and goals for the future
- NA Offering prayer or being a spiritual role model
- NA Don't know





56. Do you agree or disagree: "In general, there is a good match between our congregation and our minister, pastor, or priest"?

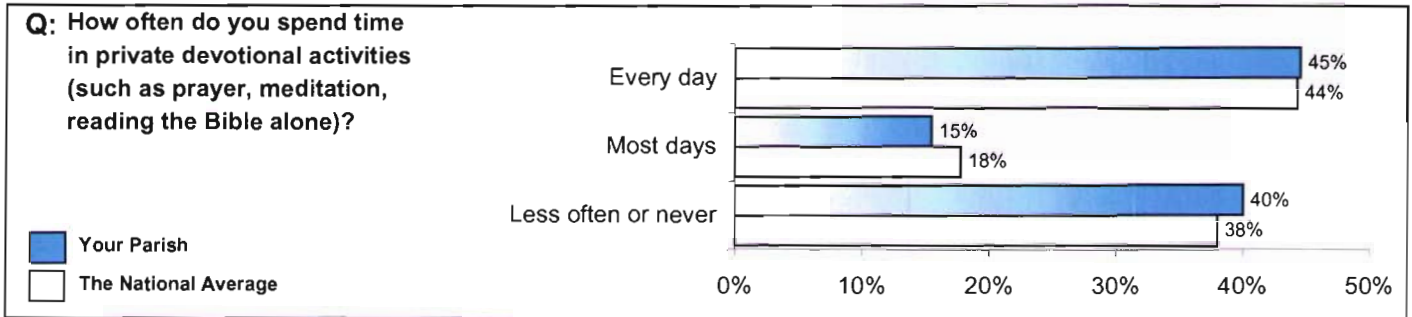
- 53% Strongly agree
- 34% Agree
- 12% Neutral or unsure
- <1% Disagree
- <1% Strongly disagree
- <1% There is currently no leader here



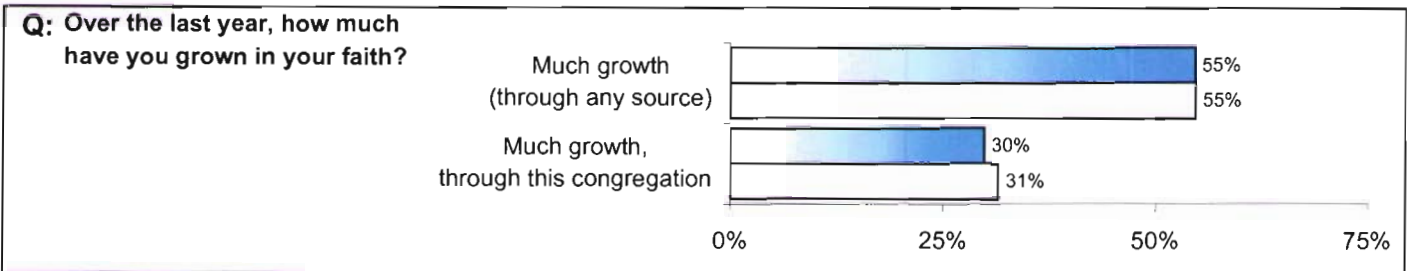
## Building Spiritual Connections

Spiritual connections are made through worshipers' private devotional activities and their participation in parish activities such as worship.

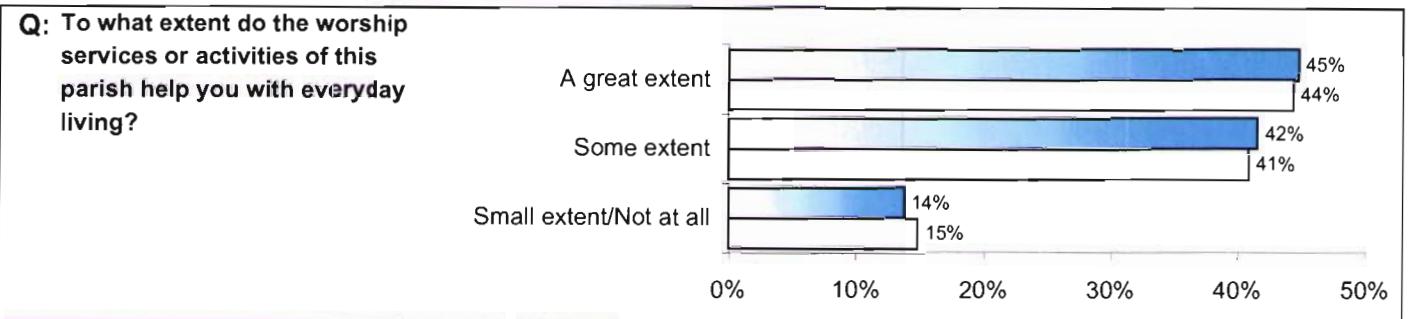
**1 Private Devotions.** About 45% of the people in your parish spend time *every day* in private devotional activities (such as prayer, meditation, or reading the Bible alone). Your worshipers are about as likely to spend time in these activities when compared to worshipers across the country (the national average is 44% who spend time every day in private devotional activities).



**2 Growing in Faith.** About half of the people in America's congregations (55%) and 55% in your parish report they have experienced much growth in their faith over the last year, through any source. Worshipers in your parish (30%) are about as likely to say their spiritual growth comes from involvement in your parish. Some of your worshipers reported growing in their faith through other groups (7%) or through their own activities (18%).



**3 Help with Everyday Living.** To what extent do the worship services or activities of your parish help worshipers with everyday living? 45% of your worshipers reported that they are helped "to a great extent" by worship or congregational activities. This compares to the national average of 44% who report finding worship services or activities helpful with everyday living.

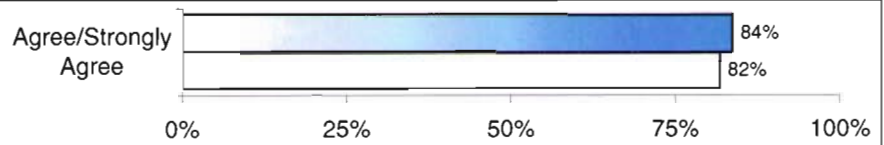




## Building Spiritual Connections

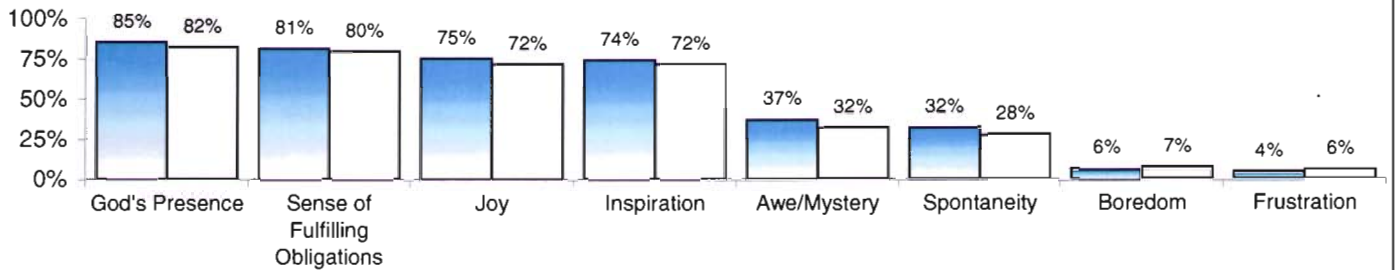
**4 Meeting Spiritual Needs.** Like the majority of worshippers in the U.S., 84% of your worshippers feel that your parish meets their spiritual needs. Across the U.S., 82% of worshippers feel this way.

**Q: My spiritual needs are being met in this parish.**  
(% who "agree" or "strongly agree")



**5 Worship Experiences.** Meaningful worship experiences are central for most congregations and their members. In your parish, the largest number of worshippers "usually" or "always" experience God's presence during worship. Fortunately, the smallest percentage of worshippers "usually" or "always" experience frustration.

**Q: How often do you experience the following during worship services at this parish?**  
(% who say "always" or "usually")



**6 Making Music.** Worshippers in your parish prefer the following styles of music in congregational worship: traditional hymns (53%), contemporary hymns (28%), and choruses (26%). Across the country, worshippers reported the following preferences most often: traditional hymns (58%), contemporary hymns (26%), and choruses (24%).

**Q: While you may value many different styles of music, which of the following do you prefer in worship? (Mark up to two.) Responses for your parish:**

Traditional hymns	53%	Other contemporary music	13%
Contemporary hymns	28%	Classical music	6%
Choruses	26%	No music	3%
Sung responsorial psalms	14%	African-American gospel music	3%
Music from a variety of cultures	14%	Contemplative chants	2%

## Making the Connections

Review the six spiritual connections in your parish and consider these discovery questions for group discussion:

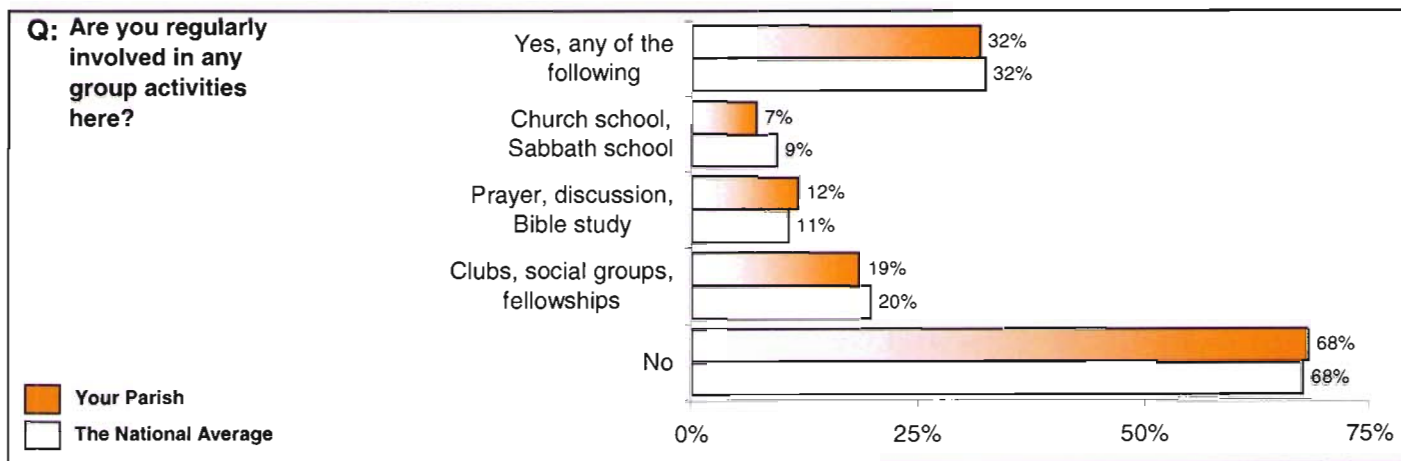
- ✓ What are your parish's strengths in nurturing the spiritual lives of those who attend here?
- ✓ What faith connections require new wiring?
- ✓ What can your parish offer to meet the spiritual needs of those who are not attending worship anywhere?
- ✓ How can your parish build on its spiritual strengths?



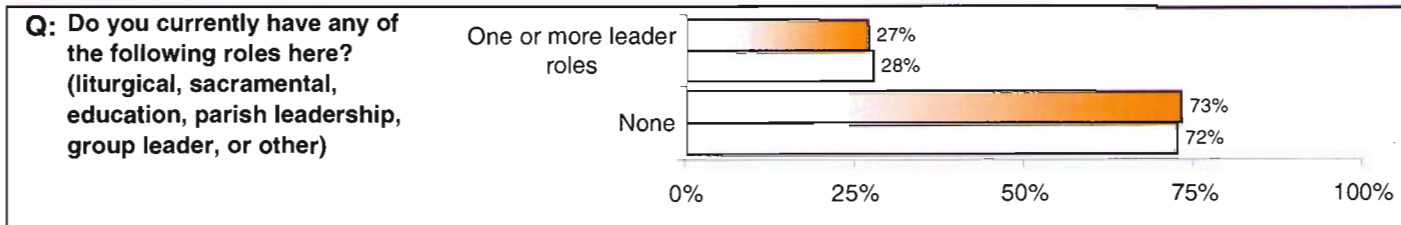
## Building Inside Connections

Worshipers connect with others in the parish through group activities (such as church school, prayer and study groups, and fellowships or clubs), serving in leadership roles, and financial support.

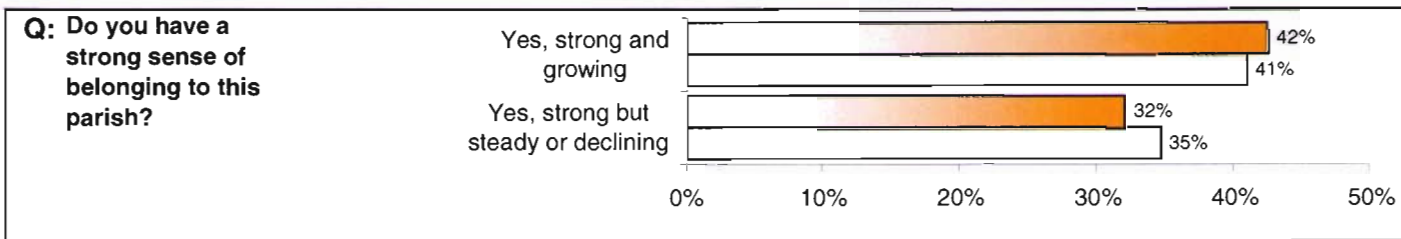
**1 Involving Worshipers.** How are worshipers involved in your parish? Overall, 32% of your worshipers join in small group activities. Some take part in group activities like Sunday school, church school, or Sabbath school (7%); prayer, discussion, or Bible study groups (12%); or fellowships, clubs, or other social groups (19%). Your parish's percentage is about the same as the national average where 32% engage in some small group activity.



**2 Involving Leaders.** How many worshipers serve in leadership roles in your parish? 27% hold at least one leadership position in your congregation (such as liturgical, education, parish leadership, group leader, etc.). About 28% of worshipers across the U.S. serve as leaders.



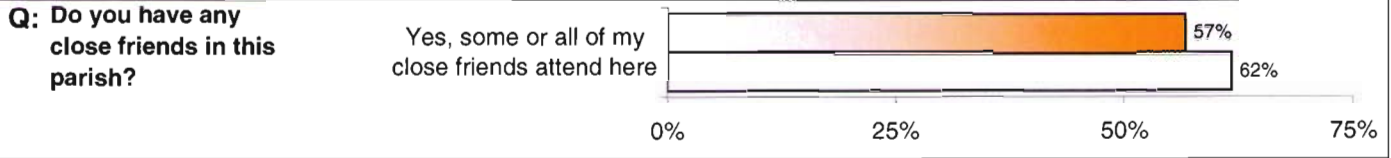
**3 Belonging Here.** Do worshipers in your parish feel like they belong? 74% report a strong sense of belonging to your parish, which is about the same as in the typical congregation. 42% in your parish said this sense of belonging has been growing, and 32% said it was steady or declining.



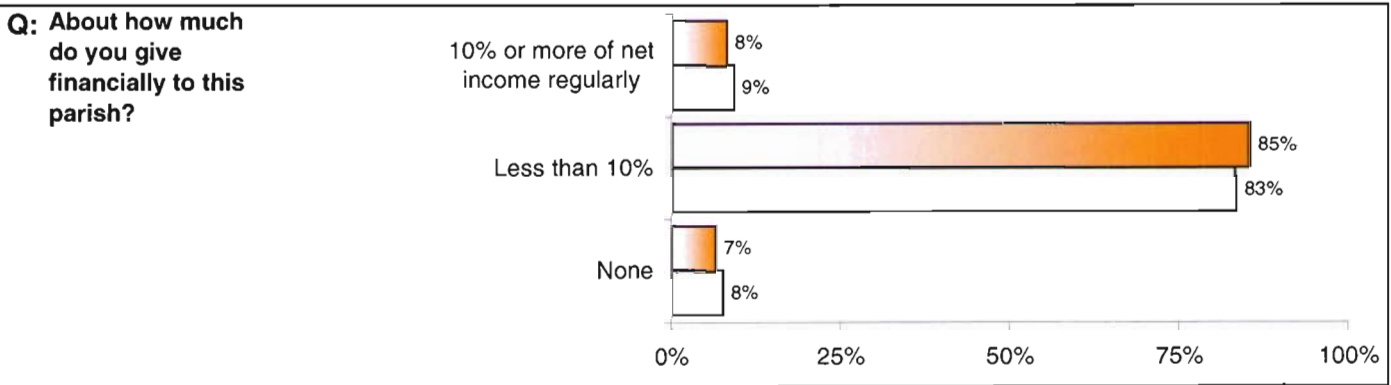


### Building Inside Connections

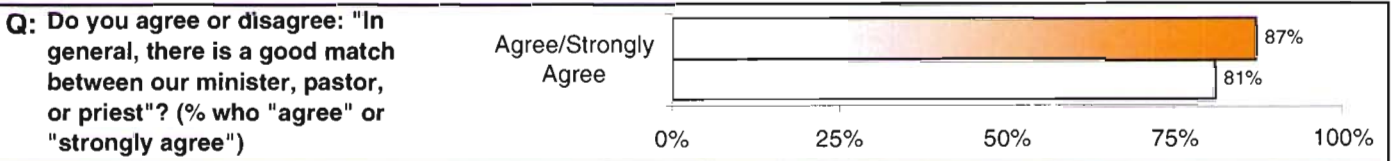
**4 Making Friends.** Are worshippers developing friendships with others in your parish? About 57% of your worshippers say some or all of their close friends attend there. This is not typical of the national picture where 62% of worshippers say they have some close friends in their congregation.



**5 Giving.** Financial support connects people to the parish and its mission. In your parish, 93% make financial contributions including 8% who regularly give 10% or more of their net income to your parish. Nationally, 92% of worshippers make financial contributions, and 9% give 10% or more of their net income.



**6 Being a Team.** Do worshippers feel there is a connection between leaders and worshippers in your parish? Nearly all worshippers in your parish (87%) agree with the statement "In general, there is a good match between our congregation and our minister, pastor, or priest." Across all worshippers in the U.S., about 81% agree with this statement.



### Making the Connections

Review the six inside connections in your parish and consider these discovery questions for group discussion:

- ✓ What are your parish's strengths in this area?
- ✓ What connections inside your walls need attention and maintenance?
- ✓ How can your parish build on its relationship strengths?



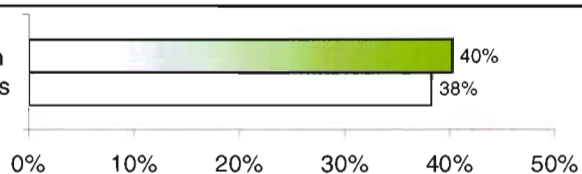
## Building Outside Connections

How does your parish connect to the community and non-members? Outside Connections consist of inviting others to attend, caring for neighbors, and welcoming new people.

- 1 Inviting Others.** Do your worshipers invite others to attend Mass? In the past 12 months, 40% invited a friend or relative who does not attend a congregation to your worship services. This is about the same as the average congregation where 38% asked someone to attend worship services.

**Q: Would you be prepared to invite to a Mass here any of your friends and relatives who do not now go to church?**

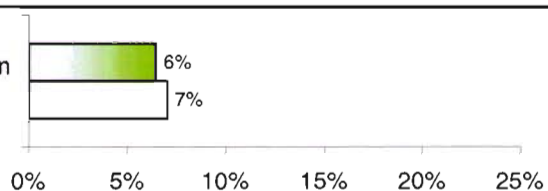
Yes, and did so in the past 12 months



- 2 Reaching Out.** How many worshipers contribute to your parish's outreach or evangelization efforts? In your parish, 6% join in these types of activities to reach out to the wider community. This percentage is similar to the national picture where 7% report being involved in evangelism or outreach activities.

**Q: Do you regularly take part in any activities of this parish that reach out to the wider community?**

Yes, in evangelization or outreach activities



- 3 Your Parish's Inviting Activities.** From a list of 14 possible activities, a typical congregation reports using 6 strategies to reach out to non-members in the previous year. The most common strategies are encouraging people in the congregation to invite someone new, mailing a letter to visitors, and mailing newsletters or flyers. Your parish listed 8 outreach strategies: placing an ad in the phone book, mailing newsletters, keeping a web site for the congregation, encouraging members to invite new people, trying to contact people new to the area, holding a neighborhood activity, placing a paper ad, and having a committee to recruit new members.

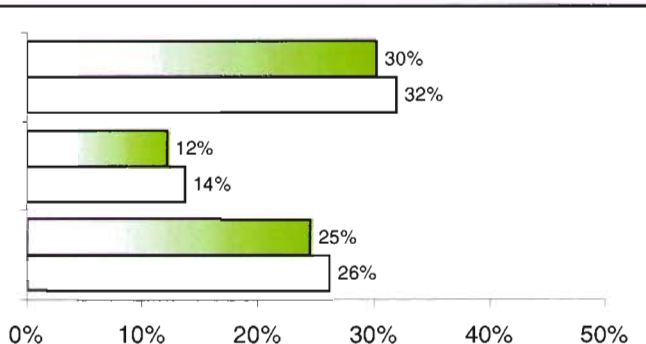
- 4 Serving the Community.** Are your worshipers involved in any community service, social justice, or advocacy activities? 30% of your worshipers take part in service or advocacy activities. Some join in community service activities organized through your congregation (12% in your parish take part in such groups). Some of your worshipers (25%) participate in social service or advocacy groups not connected to your parish. This is about the same as the national average for all U.S. worshipers where 14% overall get involved in service or advocacy through their parish, and 26% serve their communities through groups not connected to their parish.

**Q: Are you involved in any community service, social service, or advocacy groups?**

Yes, any of the following

Yes, through activities of this parish

Yes, through groups not connected to this parish

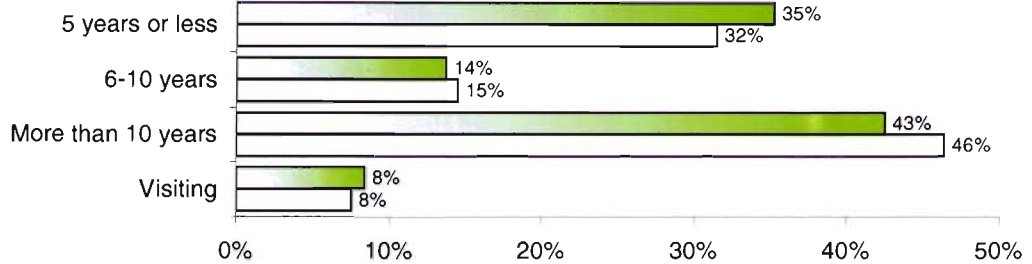




## Building Outside Connections

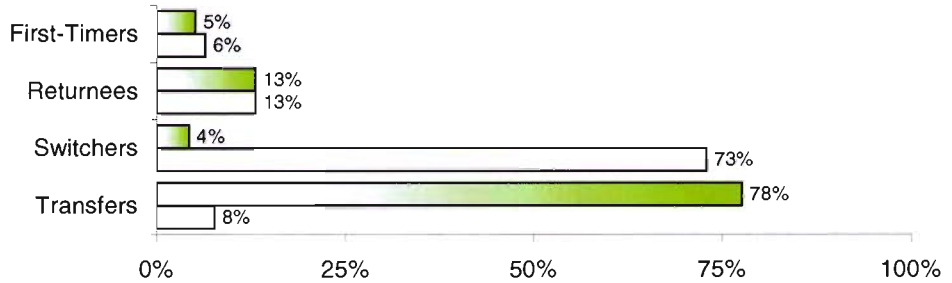
**5 Welcoming New People.** How many new people attend Mass in your parish? About 35% of those attending your parish's Masses have been coming for 5 years or less. Nationally, about 32% of all worshipers report attending 5 years or less. Visitors make up 8% of your worshipers. This compares to a national average of 8% of worshipers who are visitors.

**Q: How long have you been going to Mass at this parish?**



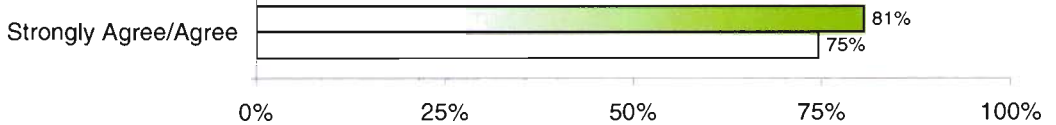
**6 Knowing New People.** What type of faith background is typical of the new people in your parish? New people (those attending five years or less) come from 4 different faith backgrounds: *first-timers* (5% in your parish), those who have never regularly attended anywhere; *returnees* (13%), those who are coming back after not attending anywhere for several years; *switchers* (4%), those who participated in another congregation with a different faith tradition; and *transfers* (78%), those who were participating in another Catholic parish immediately prior to going to church at your parish.

**New People (attending your parish for no more than five years):**



**7 Serving Others.** Do worshipers feel the parish is focused on serving others in the community? Nearly all worshipers describe the parish as strongly focused on serving the wider community beyond the congregation.

**Q: This parish is strongly focused on serving the wider community beyond the congregation.**



## Making the Connections

Review the seven connections with people and the community outside your parish and consider these discovery questions for group discussion:

- ✓ What are your parish's strengths in the areas of social care, evangelization, and advocacy?
- ✓ Is your focus what you expected it to be?
- ✓ Are there gaps in your community connections? What walls do you need to break down or open up?

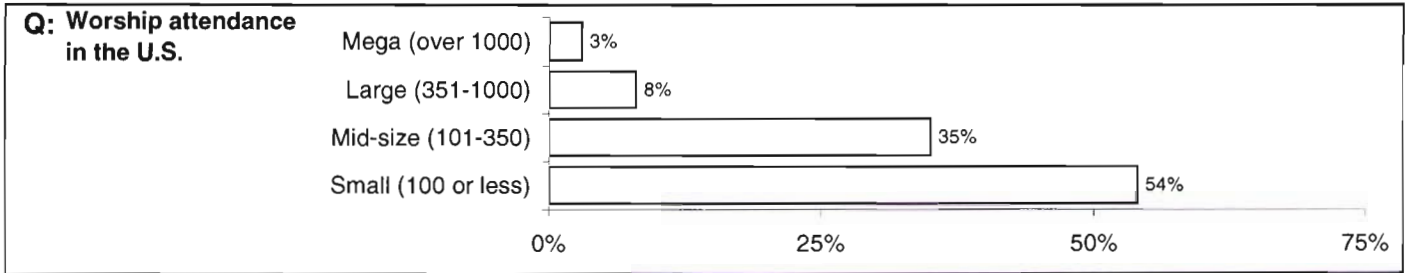


■ Your Parish  
 The National Average: Catholics

## Building Identity Connections

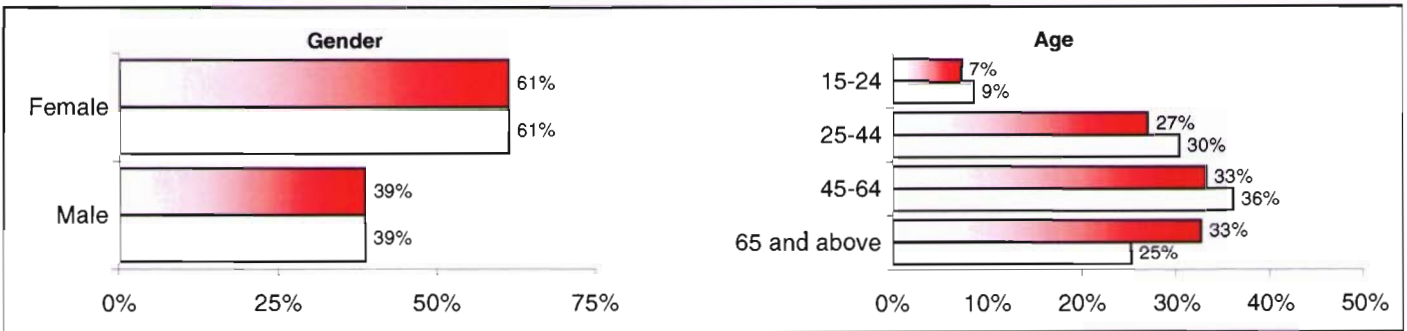
Worshippers have an individual identity based on their age, education, and other factors. Worshippers also have a congregational identity that includes what they value and their dreams for the congregation's future.

**1 Your Size.** Small congregations dot the landscape, but most worshippers find themselves in large congregations. Your parish is mega with an average of 3250 attendees. The chart below shows where your congregation fits in the size picture of all congregations.



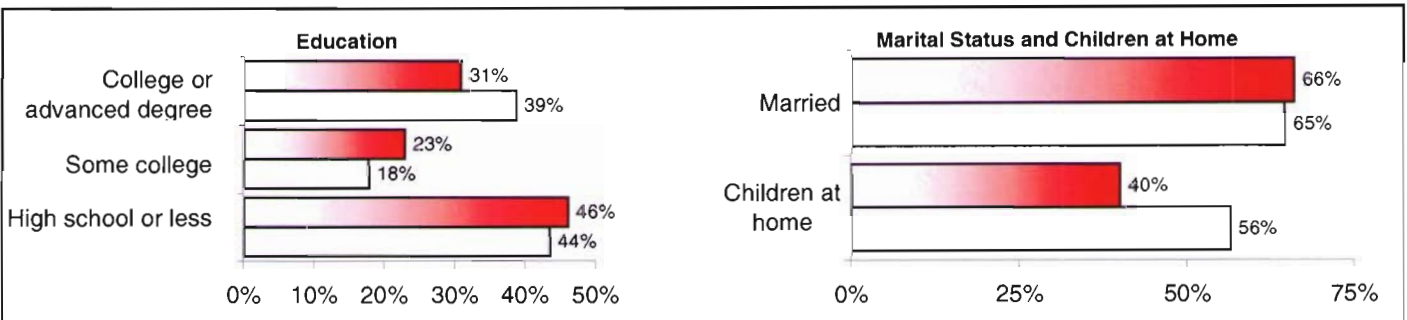
**2 Your Gender Profile.** Who makes up your parish? There are fewer men (39%) than women (61%) in most congregations. Women outnumber men in your parish (61% are women).

**3 Your Age Profile.** In most congregations, those aged 45-64 make up the largest group (36%). The average age of worshippers in your parish is 53. This is older than than the national average of 51. People in the age range of 45-64 comprise the largest age group in your parish.



**4 Your Educational Background.** Worshippers in the U.S. tend to be well-educated. The U.S. Census shows that about 23% of people across the country hold at least a college degree. Among worshippers, the figure is 39%. In your parish, 31% report a college or graduate degree.

**5 Your Household Types.** Most worshippers in America are married, and this is true in your parish as well. Overall, 56% of worshippers have children living at home, more than the results in your parish (40%). Again, worshippers differ from typical Americans. The U.S. Census indicates that only 52% of the population in this country are currently married, and about 33% have children living at home.







### Building Identity Connections

**6 What You Value.** What does your parish value? Your worshippers most value Holy Communion, preaching and homilies, traditional worship or music, contemporary worship or music, and reaching the unchurched.

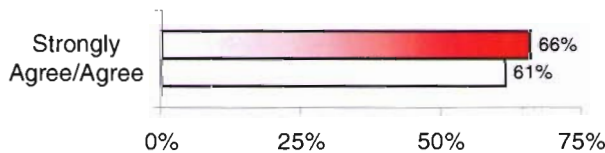
**Q: Which of the following aspects of this parish do you personally most value?**

(Mark up to three responses.) Responses for your congregation:

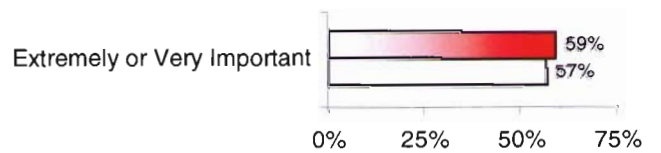
Holy Communion . . . . .	63%	Openness to diversity . . . . .	13%
Preaching and homilies . . . . .	29%	Care for one another . . . . .	13%
Traditional worship or music . . . . .	27%	Ministry for children or youth . . . . .	12%
Contemporary worship or music . . . . .	21%	Bible study groups . . . . .	11%
Reaching the unchurched . . . . .	18%	Social activities . . . . .	9%
Congregation's school/pre-school . . . . .	17%	Adult education . . . . .	7%
Wider community care . . . . .	14%	Prayer ministry . . . . .	6%

**7 Seeing Possibilities.** How strong is the sense of community in your parish? Most worshippers (66%) feel the parish has grown in unity and strength in the past year. Another sign of community is the number of people who see the parish as important in their life. Many worshippers in your parish (59%) describe the parish community as extremely or very important in their life.

**In the past year, we have grown in unity and strength as a parish community.**

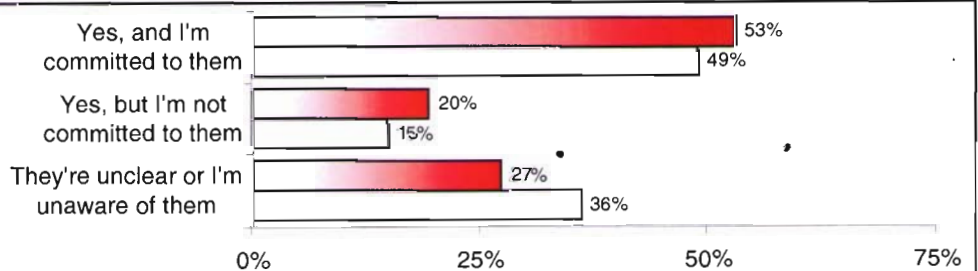


**How important is this parish in your life?**



**8 Committing to the Future.** Does your parish claim a clear vision, goals, or direction for its ministry and mission? Most worshippers in your parish believe there is a clear vision or direction for the future (73% say yes). However, several are not sure that the vision is clear or that it exists (27%). The national average shows that most worshippers believe their congregation has a clear vision for the future (64%).

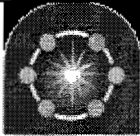
**Q: Does this parish have a clear vision, goals, or direction for its ministry and mission?**



### Making the Connections

Review the eight identity connections in your congregation and consider these discovery questions for group discussion:

- ✓ Who are you as a parish? Who can you become?
- ✓ How do these pictures compare to how you like to think of your parish?
- ✓ Are you having an identity crisis?
- ✓ How can you build on the strengths of your identity?



### You and Your Parish

#### 1. How often do you go to Mass at this parish?

- 3% This is my first time
- 4% Hardly ever or special occasions only
- 2% Less than once a month
- 4% Once a month
- 12% Two or three times a month
- 62% Usually every week
- 14% More than once a week

#### 2. How long have you been going to church at this parish?

- 10% Less than 1 year
- 10% 1-2 years
- 14% 3-5 years
- 17% 6-10 years
- 17% 11-20 years
- 26% More than 20 years
- 5% I am visiting from another parish or church
- 1% I am visiting and do not regularly go anywhere else

#### 3. Are you currently a member of this parish?

- 71% Yes
- 3% No, but I'm in the process of becoming a member
- 13% No, but I regularly participate here
- 13% No

#### 4. Are you regularly involved in any group activities here? (Mark all that apply.)

- 7% Yes, in adult faith formation programs or CCD classes
- 12% Yes, in other prayer, discussion, or Bible study groups
- 17% Yes, in clubs, social groups, or other types of groups
- 16% No, we have no group activities
- 59% No, I am not regularly involved in group activities

#### 5. Do you regularly take part in any activities of this parish that reach out to the wider community (community service, social justice, advocacy, outreach, evangelization)? (Mark all that apply.)

- 16% Yes, in outreach or evangelization activities
- 9% Yes, in community service, social justice, or advocacy activities of this parish
- 10% No, we don't have such activities
- 70% No, I am not regularly involved

#### 6. Do you currently have any of the following roles here? (Mark all that apply.)

- 14% Liturgical (Reader, Eucharistic minister, music minister, liturgy planning)
- 4% Sacramental (preparing children or adults for sacraments)
- 3% Education (teacher in parish programs or parish school)
- 3% Member of a leadership group (Parish Pastoral Council or Finance Council; parish fund-raising)
- 3% Leader of a group (prayer, discussion, Bible study, youth)
- 12% Other role not listed here
- 73% None

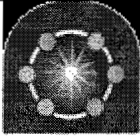
#### 7. To what extent do the worship services or activities of this parish help you with everyday living?

- 56% A great extent
- 30% Some extent
- 8% A small extent
- 6% Not at all

### About Your Faith

#### 8. How often do you spend time in private devotional activities (such as prayer, meditation, reading the Bible alone)?

- 48% Every day or most days
- 17% A few times a week
- 6% Once a week
- 18% Occasionally
- 8% Hardly ever
- 3% Never



**9. Over the last year, how much have you grown in your faith? (Mark only one.)**

- 8% No real growth
- 35% Some growth
- 32% Much growth, mainly through this parish
- 7% Much growth, mainly through other groups or churches
- 17% Much growth, mainly through my own private activities

**10. Which statement comes closest to your view of the Bible? (Mark only one.)**

- 22% The Bible is the word of God, to be taken literally word for word
- 55% The Bible is the word of God, to be interpreted in the light of its historical context and the Church's teachings
- 11% The Bible is the word of God, to be interpreted in the light of its historical and cultural context
- 4% The Bible is not the word of God, but contains God's word to us
- 2% The Bible is not the word of God, but is a valuable book
- 1% The Bible is an ancient book with little value today
- 5% Don't know

**11. Do you agree or disagree with this statement: "All the different religions are equally good ways of helping a person find ultimate truth"?**

- 21% Strongly agree
- 41% Agree
- 20% Neutral or unsure
- 13% Disagree
- 5% Strongly disagree

**12. Do you agree or disagree: "My spiritual needs are being met in this parish"?**

- 36% Strongly agree
- 48% Agree
- 14% Neutral or unsure
- 2% Disagree
- 1% Strongly disagree

**13. Which one of the following best describes your readiness to talk to others about your faith? (Mark only one.)**

- 1% I do not have faith, so the question is not applicable
- 12% I do not talk about my faith; my life and actions are sufficient
- 11% I find it hard to talk about my faith in ordinary language
- 55% I mostly feel at ease talking about my faith and do so if it comes up
- 20% I feel at ease talking about my faith and seek opportunities to do so

**14. Have you ever had a conversion experience or a moment of decisive faith commitment?**

- 47% Yes
- 28% No
- 25% Not sure

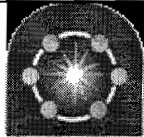
**About Your Involvement**

**15. Are you involved in any community service, social service, or advocacy groups not connected to this parish? (Mark all that apply.)**

- 24% Yes, social service or charity groups
- 4% Yes, advocacy, justice, or lobbying groups
- 74% No, I'm not involved with such groups

**16. Would you be prepared to invite to a Mass here any of your friends and relatives who do not now go to church?**

- 40% Yes, and I have done so in the past 12 months
- 41% Yes, but I have not done so in the past 12 months
- 10% No, probably not
- 1% No, definitely not
- 8% Don't know



**US Congregational Life Survey**

**OUR MOTHER OF SORROWS PARISH, 2008  
TUCSON, ARIZONA**

1653 total responses.  
ID Number: R1073

**17. In the past 12 months, have you done any of the following? (Mark all that apply.)**

- 34% Loaned money to someone outside your family
- 25% Cared for someone outside your family who was very sick
- 22% Helped someone outside your family find a job
- 44% Donated or prepared food for someone outside your family or parish
- 69% Will vote or did vote in the 2008 presidential election
- 65% Donated money to a charitable organization (other than this parish)
- 16% Worked with others to try to solve a community problem
- 10% Contacted an elected official about a public issue
- 10% Contributed money to a political party or candidate
- 4% Spoke at a decision-making meeting of this parish
- 5% Went on a mission or service trip

**18. How satisfied are you with what is offered here for children and youth (less than 19 years of age)?**

- 31% Very satisfied
- 35% Satisfied
- 8% Mixed feelings
- 1% Dissatisfied
- 1% Very dissatisfied
- 24% Not sure or not applicable

**19. Do you have any close friends in this parish?**

- 29% No, I have little contact with others from this parish outside of activities here
- 17% No, I have some friends in this parish, but my closest friends are not involved here
- 44% Yes, I have some close friends here as well as other close friends who are not part of this parish
- 10% Yes, most of my closest friends are part of this parish

**20. Does this parish have a clear vision, goals, or direction for its ministry and mission?**

- 15% I am not aware of such a vision, goals, or direction
- 5% There are ideas but no clear vision, goals, or direction
- 32% Yes, and I am strongly committed to them
- 28% Yes, and I am partly committed to them
- 19% Yes, but I am not committed to them

**21. Which one statement best describes your involvement in the making of important decisions in this parish?**

- 6% I have been given the opportunity and often participate in decision-making
- 10% I have been given the opportunity and occasionally get involved in decision-making
- 41% I have been given the opportunity but don't usually get involved in decision-making
- 35% I have not been given an opportunity to be involved and this is fine with me
- 7% I have not been given an opportunity to be involved and I am not happy about this

**22. Do you have a strong sense of belonging to this parish?**

- 39% Yes, a strong sense of belonging that is growing
- 25% Yes, a strong sense--about the same as last year
- 9% Yes, but perhaps not as strong as in the past
- 7% No, but I am new here
- 4% No, and I wish I did by now
- 9% No, but I am happy as I am
- 7% Not applicable

**23. While you may value many different styles of music, which two of the following do you prefer at the Masses you attend? (Mark up to two.)**

- 48% Traditional hymns
- 31% Choruses or praise music
- 19% Contemporary hymns
- 8% Other contemporary music or songs (not hymns)
- 9% Sung responsorial psalms and other parts of the Mass
- 8% Classical music or chorales
- 4% Contemplative chants (Taizé, Iona)
- 13% Music or songs from a variety of cultures
- 13% Gospel music
- 5% No music or songs
- 6% Don't know



**US Congregational Life Survey**

**OUR MOTHER OF SORROWS PARISH, 2008  
TUCSON, ARIZONA**

1653 total responses.  
ID Number: R1073

**24. Do you agree or disagree: "In general, there is a good match between our parish and our pastor or pastoral leader"?**

- 52% Strongly agree
- 32% Agree
- 14% Neutral or unsure
- 1% Disagree
- <1% Strongly disagree
- 1% There is currently no leader here

**25. Which of the following aspects of this parish do you personally most value? (Mark up to three.)**

- 26% Wider community care or social justice emphasis
- 20% Reaching those who do not attend church
- 27% Traditional style of worship or music
- 11% Contemporary style of worship or music
- 54% Celebrating the Eucharist or receiving Holy Communion
- 10% Social activities or meeting new people
- 22% Sermons or homilies
- 10% Bible study or prayer groups, other discussion groups
- 15% Ministry for children or youth
- 7% Prayer ministry for one another
- 10% Practical care for one another in times of need
- 16% The parish school or pre-school
- 12% Openness to social diversity
- 9% Adult faith education

**26. Before you started coming to this parish, were you going to church anywhere else?**

- 12% No, I've come here for most or all of my life
- 8% No, before coming here I had not been going to church for several years
- 6% No, before coming here I had never regularly attended
- 74% Yes, immediately prior to coming here, I was going to church somewhere else

**27. Before you started coming here, what type of church did you attend? (Mark only one.)**

- 84% Another Catholic parish
- 1% Assembly of God
- 1% Baptist
- <1% Episcopal
- <1% Lutheran
- <1% Methodist
- <1% Nazarene
- 1% Non-denominational
- <1% Pentecostal
- <1% Presbyterian
- <1% Seventh-day Adventist
- <1% United Church of Christ
- 2% Other
- 9% I did not attend another church before coming here

**About You**

**28. Age of worshippers:**

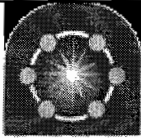
- 9% 15-24
- 26% 25-44
- 34% 45-64
- 31% 65 and above

**29. Gender of worshippers:**

- 61% Female
- 39% Male

**30. What is your employment status? (Mark all that apply.)**

- 43% Employed or self-employed full-time
- 9% Employed or self-employed part-time
- 5% Unemployed
- 30% Retired
- 10% Full-time homemaker
- 8% Student
- 4% Other



**31. What is the highest educational level you have completed? (reported for worshippers age 25 and older)**

- <1% No formal schooling
- 2% Primary school through 8th grade (K-8)
- 6% Some high school
- 33% Completed high school
- 8% Trade certificate
- 15% Associate degree
- 21% Bachelor's degree from a university or college
- 13% Master's, Doctorate, or other graduate degree

**32. What is your present marital status?**

- 16% Never married
- 52% In first marriage
- 9% Remarried after divorce
- 2% Remarried after death of spouse
- 2% Separated
- 1% Divorced
- 10% Widowed
- 9% Living in a committed relationship

**33. Do you have a spouse or partner who is also completing a survey here?**

- 48% Yes
- 52% No

**34. What is your race or origin? (Mark all that apply.)**

- 10% Asian or Pacific Islander
- 2% Black or African American
- 40% Hispanic, Latino, or Spanish origin
- 1% Indian (American) or Alaska Native
- 50% White or Caucasian
- 3% Some other race

**35. Where were you born?**

- 76% In the United States
- 7% In another English-speaking country
- 17% In a non-English-speaking country

**36. Where were your parents born?**

- 57% Both born in the United States
- 6% Only father born in the United States
- 6% Only mother born in the United States
- 31% Both father and mother born in another country

**37. Where did you live when you were 5 years old?**

- 77% In the United States
- 23% In another country

**38. When you were 5 years old, was English your primary language?**

- 67% Yes
- 33% No

**39. Which statement best describes the people who currently live in your household?**

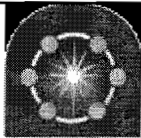
- 15% I live alone
- 28% A couple without children
- 8% One adult with child/children
- 37% Two or more adults with child/children
- 12% Some adults living in the same household

**40. Most often reported ZIP codes of worshippers:**

- 29% 85710
- 21% 85730
- 10% 85747
- 7% 85711
- 5% 85756
- 3% 85748
- 3% 85641
- 3% 85715
- 2% 85749
- 2% 85706

**41. About how much do you give financially to this parish (not including school tuition)?**

- 10% I give 10% or more of net income regularly
- 22% I give about 5% to 9% of net income regularly
- 26% I give less than 5% of net income regularly
- 31% I give a small amount whenever I am here
- 10% I do not contribute financially here



**42. Which of the following describes your total annual household income before taxes?**

- 9% Less than \$10,000
- 19% \$10,000 to \$24,999
- 30% \$25,000 to \$49,999
- 18% \$50,000 to \$74,999
- 12% \$75,000 to \$99,999
- 7% \$100,000 to \$124,999
- 2% \$125,000 to \$149,999
- 3% \$150,000 or more

**43. Respondents with at least one household member: (adjusted for multiple responses per household)**

- 16% Less than 6 years old
- 22% 6 to 12 years old
- 23% 13 to 18 years old
- 16% 19 to 24 years old
- 92% 25 years old or older

**44. Respondents with at least one household member participating here: (adjusted for multiple responses per household)**

- 15% Less than 6 years old
- 22% 6 to 12 years old
- 21% 13 to 18 years old
- 11% 19 to 24 years old
- 90% 25 years old or older

**45. How many children of any age do you have, whether they live at home or elsewhere? (adjusted for multiple responses per household)**

- 24% None
- 12% One
- 24% Two
- 20% Three
- 21% Four or more

**46. How many of your children of any age live at home with you? (adjusted for multiple responses per household)**

- 57% None
- 17% One
- 17% Two
- 6% Three
- 4% Four or more

**Some Final Questions**

**47. Do you agree or disagree: "In the past year we have grown in unity and strength as a parish community"?**

- 27% Strongly agree
- 43% Agree
- 28% Neutral or unsure
- 2% Disagree
- <1% Strongly disagree

**48. Compared to 2 years ago, do you think you participate in activities of this parish more, less, or about the same amount as you did then?**

- 23% Participate more
- 47% About the same participation
- 14% Participate less
- 16% Not applicable (been coming less than 2 years)

**49. Have this parish's leaders encouraged you to find and use your gifts and skills here?**

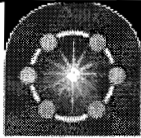
- 30% Yes, to a great extent
- 27% Yes, to some extent
- 13% Yes, to a small extent
- 14% Not at all
- 16% Don't know

**50. How often do you experience the following during worship services at this congregation? (Always or Usually)**

- 85% A sense of God's presence
- 76% Inspiration
- 10% Boredom
- 42% Awe or mystery
- 75% Joy
- 7% Frustration
- 32% Spontaneity
- 76% A sense of fulfilling my obligation

**51. Do you agree or disagree: "Only followers of Jesus Christ can be saved"?**

- 22% Strongly agree
- 20% Agree
- 19% Neutral or unsure
- 25% Disagree
- 13% Strongly disagree



**US Congregational Life Survey**

**OUR MOTHER OF SORROWS PARISH, 2008  
TUCSON, ARIZONA**

1653 total responses.  
ID Number: R1073

**52. Of the following, which one best describes your opinion of the future directions of this parish?**

- 8% We need to get back to the way we did things in the past
- 17% We are faithfully maintaining past directions
- 14% We are currently deciding on new directions
- 24% We are currently moving in new directions
- 5% We need to rethink where we are heading
- 1% Our future is very unclear or doubtful
- 31% Don't know

**53. How long does it usually take you to get here?**

- 20% 1-5 minutes
- 29% 6-10 minutes
- 21% 11-15 minutes
- 17% 16-20 minutes
- 9% 21-30 minutes
- 3% More than 30 minutes

**54. Over the last two years, has there been any conflict in this parish? (Mark only one.)**

- 59% No conflict that I am aware of
- 11% Some minor conflict
- 2% Major conflict
- 1% Major conflict, with leaders or people leaving
- 27% Don't know

**55. How important is this parish community in your life?**

- 30% Extremely important
- 33% Very important
- 18% Quite important
- 14% A little important
- 4% Not at all important

**56. To what extent does the pastor or pastoral leader here take into account the ideas of those who worship here?**

- 48% A great extent
- 20% Some extent
- 5% A small extent
- 1% Not at all
- 26% Don't know
- <1% There is currently no leader here

**57. Which of the following is the best description of the style of leadership of your pastor, minister, or priest?**

- 21% Leadership that tends to take charge
- 45% Leadership that inspires people to take action
- 13% Leadership that acts on goals that people here have been involved in setting
- 1% Leadership where the people start most things
- <1% There is currently no leader here
- 20% Don't know

**58. Do you agree or disagree: "God is directly involved in worldly affairs"?**

- 47% Strongly agree
- 33% Agree
- 15% Neutral or unsure
- 4% Disagree
- 1% Strongly disagree
- <1% I don't believe in God

**59. Do you agree or disagree: "God is angered by human sin"?**

- 28% Strongly agree
- 32% Agree
- 19% Neutral or unsure
- 14% Disagree
- 6% Strongly disagree
- <1% I don't believe in God

**60. Which of the following terms best describes your current stand on theological issues?**

- 13% Very conservative
- 39% Conservative
- 37% Right in the middle
- 9% Liberal
- 2% Very liberal



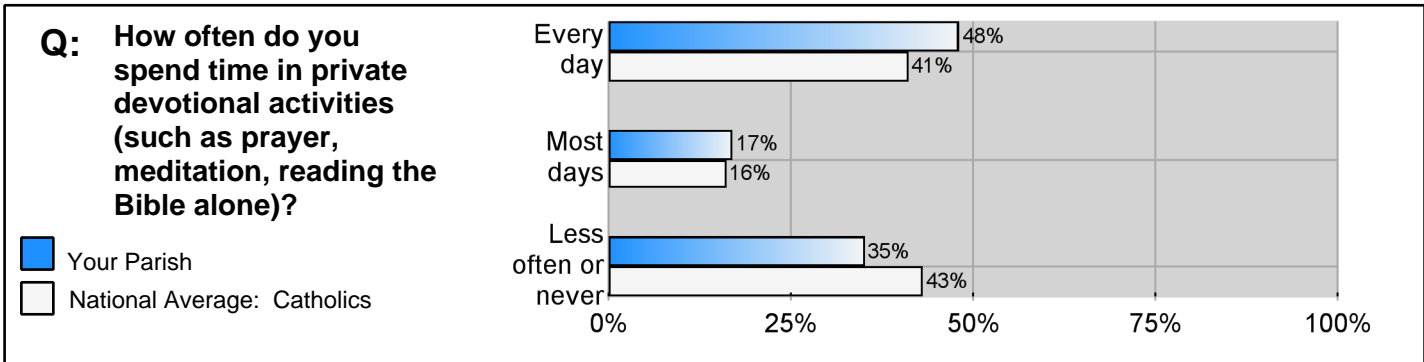


## Building Spiritual Connections

Spiritual connections are made through worshipers' private devotional activities and their participation in parish activities such as worship.

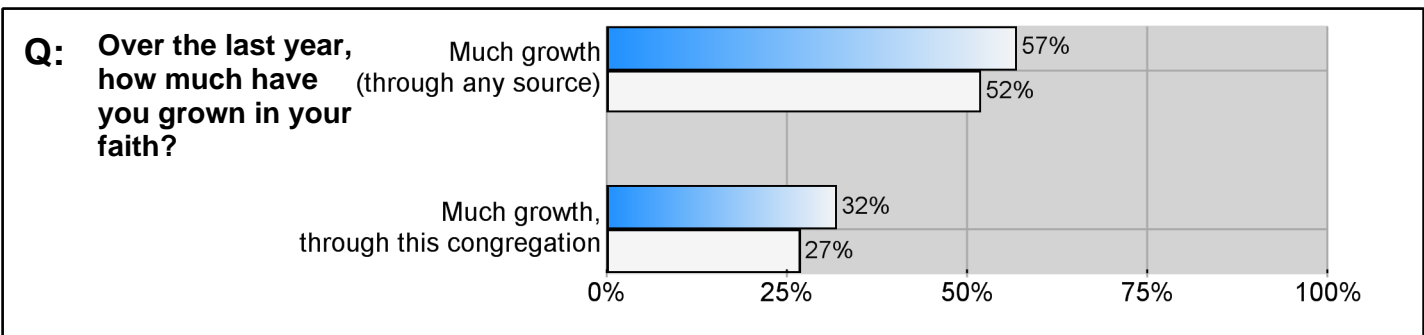
### 1 Private Devotions

About 48% of the people in your parish spend time every day in private devotional activities (such as prayer, meditation, or reading the Bible alone). Your worshipers are more likely to spend time in these activities when compared to worshipers across the country (the national average is 41% who spend time every day in private devotional activities).



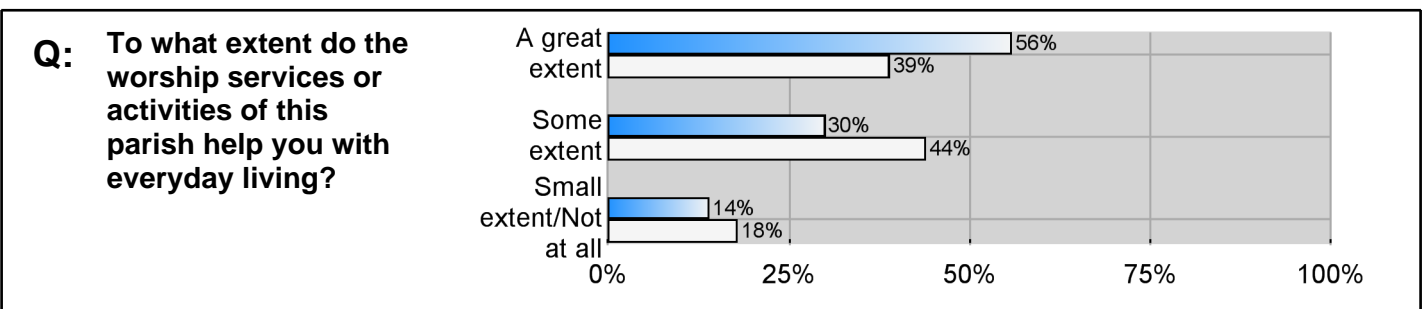
### 2 Growing in Faith

About half of the people in America's congregations (52%) and 57% in your parish report they have experienced much growth in their faith over the last year, through any source. Worshipers in your parish (32%) are about as likely to say their spiritual growth comes from involvement in your parish. Some of your worshipers reported growing in their faith through other groups (7%) or through their own activities (17%).



### 3 Help with Everyday Living

To what extent do the worship services or activities of your parish help worshipers with everyday living? 56% of your worshipers reported that they are helped "to a great extent" by worship or parish activities. This compares to the national average of 39% who report finding worship services or activities helpful with everyday living.

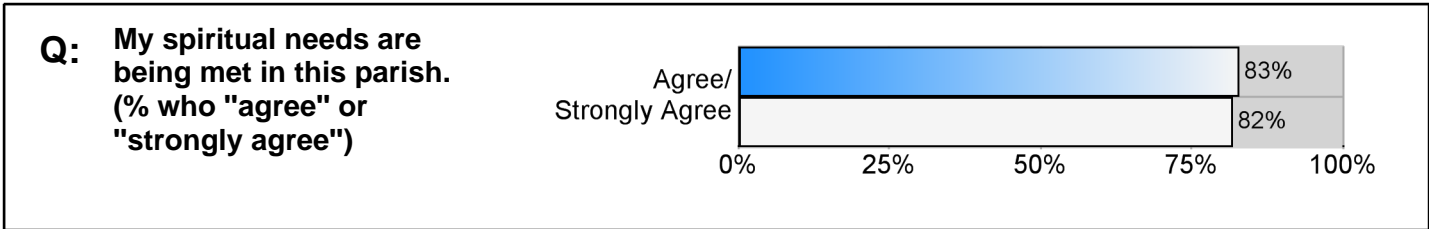




■ Your Parish  
 National Average: Catholics

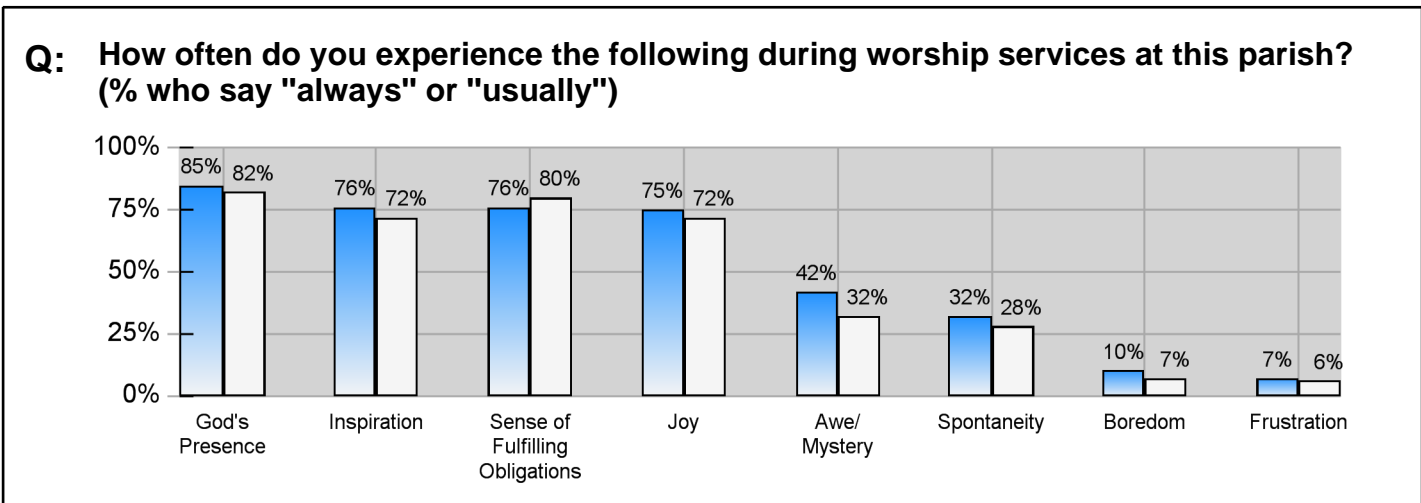
**Meeting Spiritual Needs**

**4** Like the majority of worshipers in the U.S., 83% of your worshipers feel that your parish meets their spiritual needs. Across the U.S., 82% of worshipers feel this way.



**Worship Experiences**

**5** Meaningful worship experiences are central for most congregations and their members. In your parish, the largest number of worshipers "usually" or "always" experience God's presence during worship. Fortunately, the smallest percentage of worshipers "usually" or "always" experience frustration.



**Making Music**

**6** Worshipers in your parish prefer the following styles of music in parish worship: traditional hymns (48%), praise music or choruses (31%), and contemporary hymns (19%). Across the country, worshipers reported the following preferences most often: traditional hymns (58%), contemporary hymns (26%), and praise music or choruses (24%).

**Q: While you may value many different styles of music, which of the following do you prefer in worship? (Mark up to two.) Responses for your parish:**

Traditional hymns	48%	Sung responsorial psalms	9%
Praise music or choruses	31%	Other contemporary music or songs	8%
Contemporary hymns	19%	Classical music	8%
Music from a variety of cultures	13%	No music	5%
Gospel music	13%	Contemplative chants	4%

**Making the Connections**

Review the six spiritual connections in your parish and consider these discovery questions for group discussion:

- \* What are your parish's strengths in nurturing the spiritual lives of those who attend here?
- \* What faith connections require new wiring?
- \* What can your parish offer to meet the spiritual needs of those who are not attending worship anywhere?
- \* How can your parish build on its spiritual strengths?

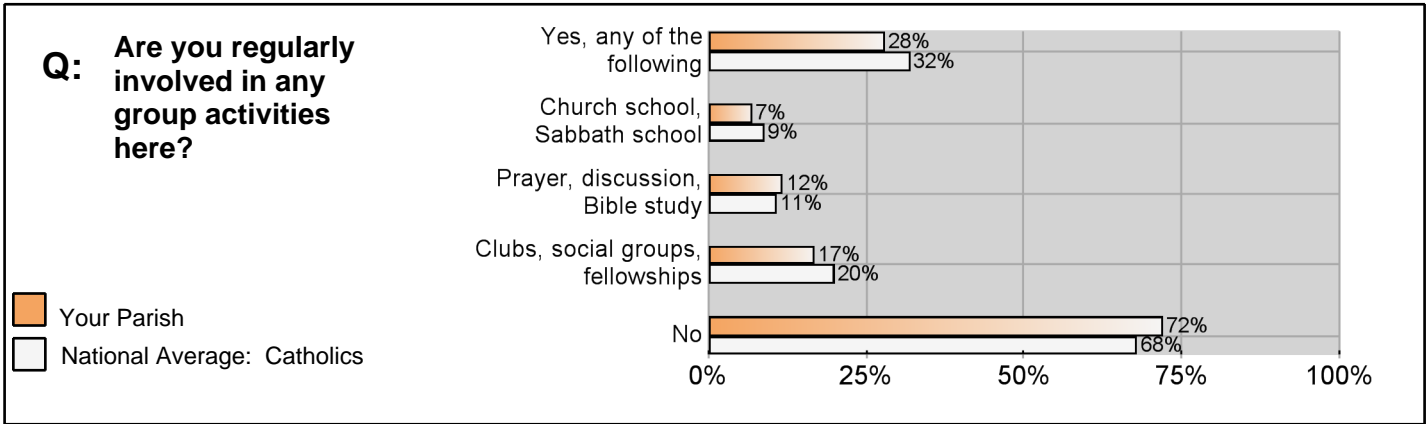


## Building Inside Connections

Worshippers connect with others in the parish through group activities (such as church school, prayer and study groups, and fellowships or clubs), serving in leadership roles, and financial support.

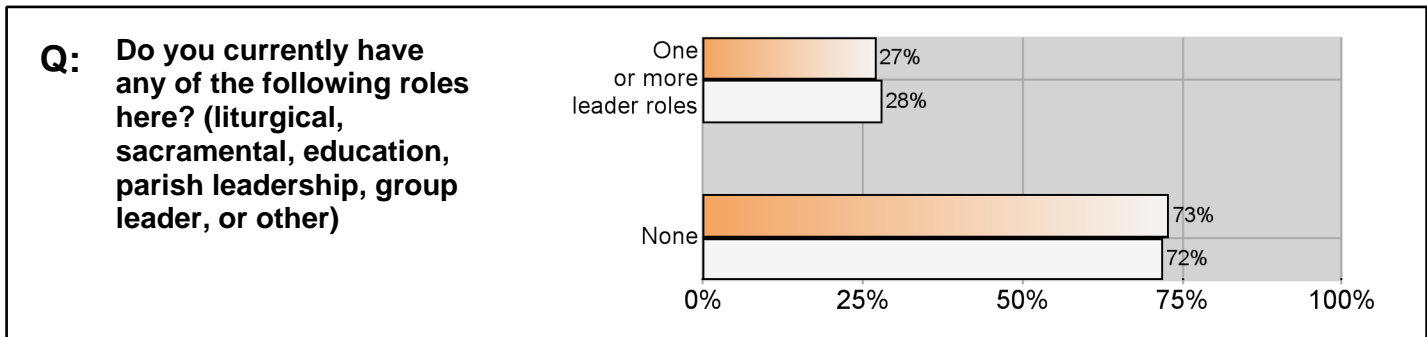
### 1 Involving Worshipers

How are worshippers involved in your parish? Overall, 28% of your worshippers join in small group activities. Some take part in group activities like Sunday school, church school, or Sabbath school (7%); prayer, discussion, or Bible study groups (12%); or fellowships, clubs, or other social groups (17%). Your parish's percentage is about the same as the national average where 32% engage in some small group activity.



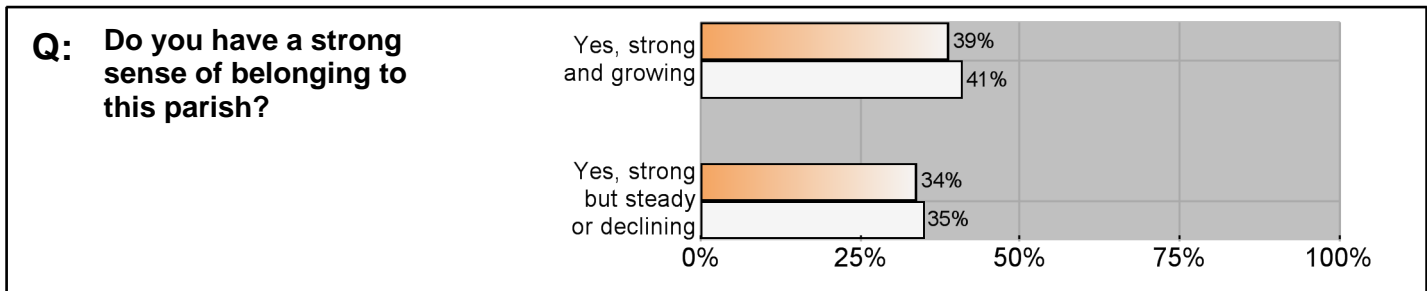
### 2 Involving Leaders

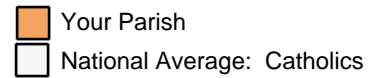
How many worshippers serve in leadership roles in your parish? 27% hold at least one leadership position in your parish (such as liturgical, parish leadership, group leader, etc.). About 28% of worshippers across the U.S. serve as leaders.



### 3 Belonging Here

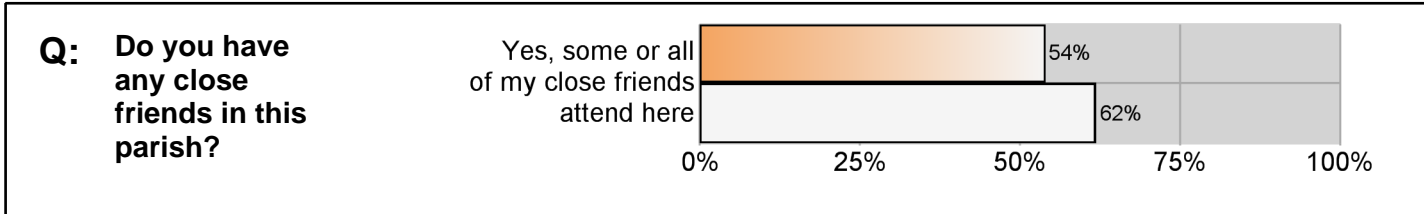
Do worshippers in your parish feel like they belong? 73% report a strong sense of belonging to your parish, which is about the same as in the typical congregation. 39% in your parish said this sense of belonging has been growing and 34% said it is steady or declining.





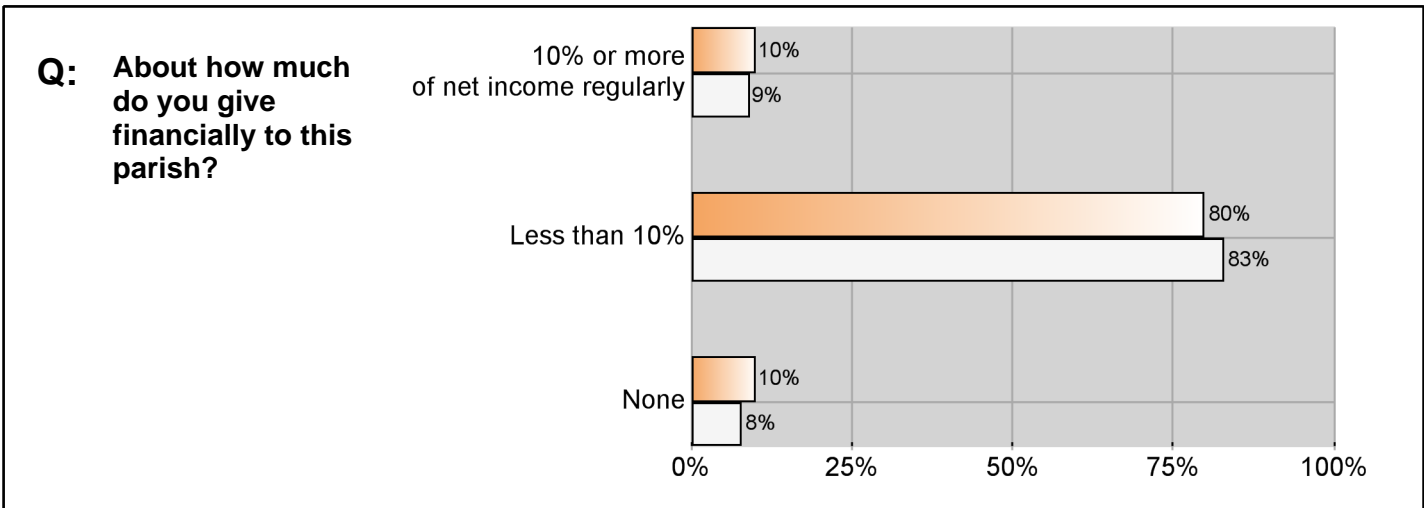
**4 Making Friends**

Are worshipers developing friendships with others in the parish? About 54% of your worshipers say some or all of their close friends attend there. This is not typical of the national picture where 62% of worshipers say they have some close friends in their congregation.



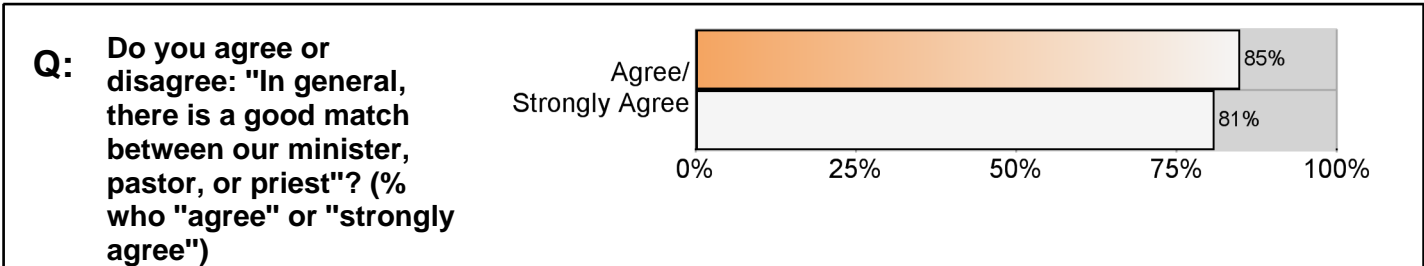
**5 Giving**

Financial support connects people to the parish and its mission. In your parish, 90% make financial contributions including 10% who regularly give 10% or more of their net income to your parish. Nationally, 92% of worshipers make financial contributions, and 9% give 10% or more of their net income.



**6 Being a Team**

Do worshipers feel there is a connection between leaders and worshipers in your parish? Nearly all worshipers in your parish (85%) agree with the statement "In general, there is a good match between our parish and our minister, pastor, or priest." Across all worshipers in the U.S., about 81% agree with this statement.



**Making the Connections**

Review the six inside connections in your parish and consider these discovery questions for group discussion:  
 \*What are your parish's strengths in this area?  
 \*What connections inside your walls need attention and maintenance?  
 \*How can your parish build on its relationship strengths?



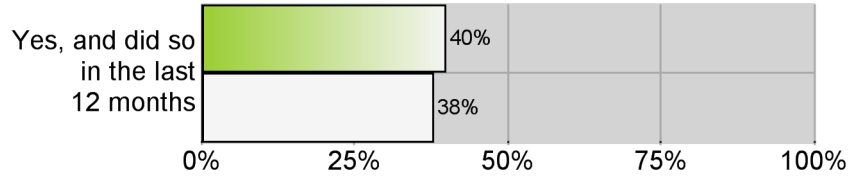
## Building Outside Connections

How does your parish connect to the community and non-members? Outside Connections consist of inviting others to attend, caring for neighbors, and welcoming new people.

### 1 Inviting Others

Do your worshipers invite others to attend Mass? In the past 12 months, 40% invited a friend or relative who does not attend a parish to your worship services. This is about the same as the average congregation where 38% asked someone to attend worship services.

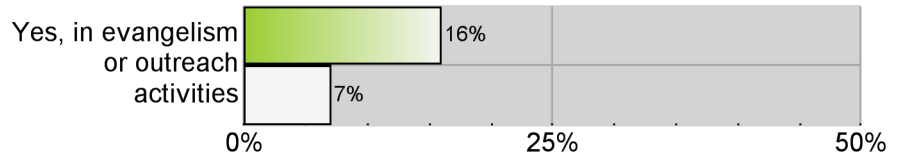
**Q: Would you be prepared to invite to a Mass here any of your friends and relatives who do not now go to church?**



### 2 Reaching Out

How many worshipers contribute to your parish's outreach or evangelism efforts? In your parish, 16% join in these types of activities to reach out to the wider community. This percentage is unlike the national picture where 7% report being involved in evangelism or outreach activities.

**Q: Do you regularly take part in any activities of this parish that reach out to the wider community?**



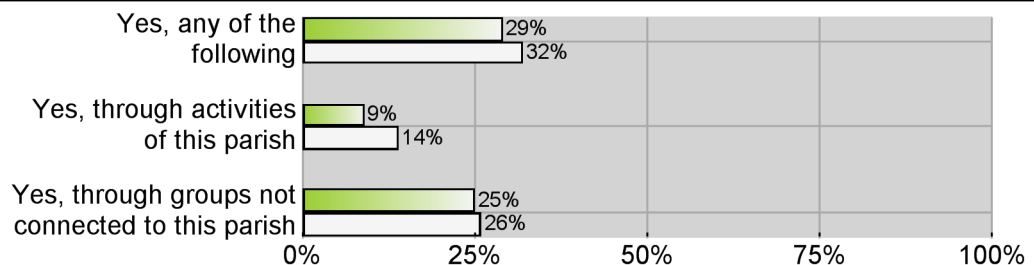
### 3 Your Parish's Inviting Activities

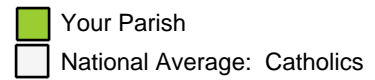
From a list of 15 possible activities, a typical congregation reports using 6 strategies to reach out to non-members in the previous year. The most common strategies are: placing an ad in the phone book, keeping a web site for the congregation, and encouraging members to invite new people. Your parish listed 8 outreach strategies: mailing newsletters, placing a paper ad, placing an ad in the phone book, keeping a web site for the congregation, holding a neighborhood activity, encouraging members to invite new people, trying to contact people new to the area, and having a committee to recruit new members.

### 4 Serving the Community

Are your worshipers involved in any community service, social justice, or advocacy activities? 29% of your worshipers take part in service or advocacy activities. Some join in community service activities organized through your parish (9% in your parish take part in such groups). Several of your worshipers (25%) participate in social service or advocacy groups not connected to your parish. This is about the same as the national average for all U.S. worshipers where 14% overall get involved in service or advocacy through their congregation, and 26% serve their communities through groups not connected to their congregation.

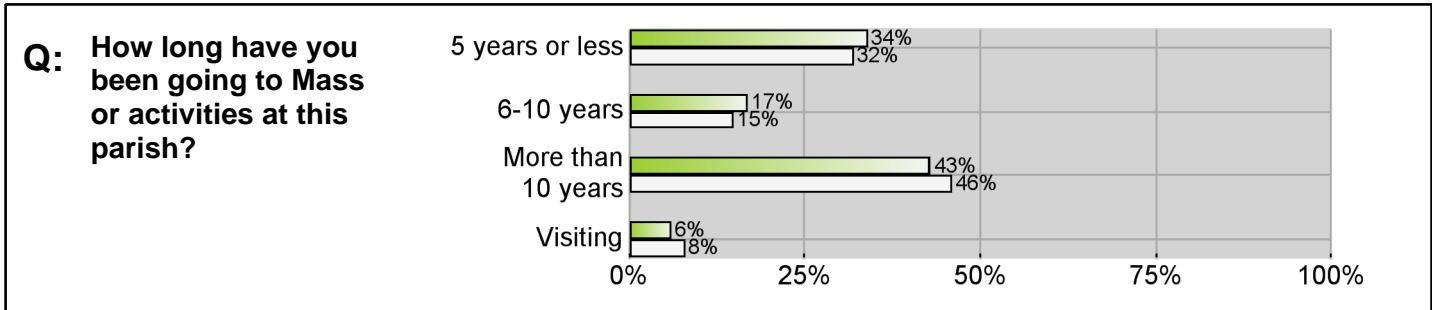
**Q: Are you involved in any community service, social service, or advocacy groups?**





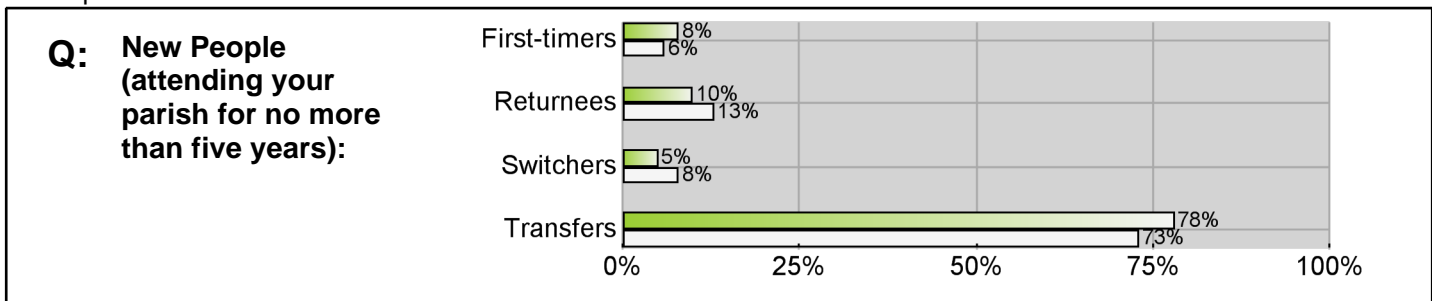
**5 Welcoming New People**

How many new people attend Mass in your parish? About 34% of those attending worship services at your parish have been coming for 5 years or less. Nationally, about 32% of all worshipers report attending 5 years or less. Visitors make up 6% of your worshipers. This compares to a national average of 8% of worshipers who are visitors.



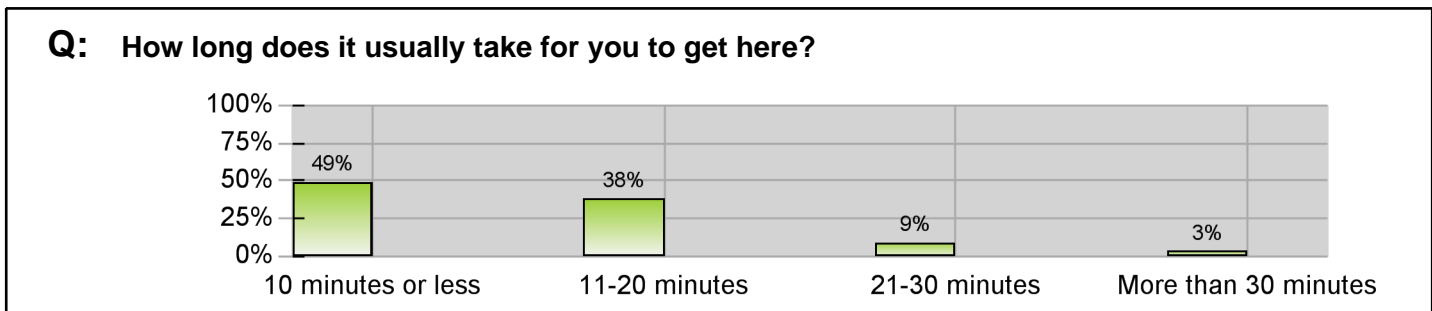
**6 Knowing New People**

What type of faith background is typical of the new people in your parish? New people (those attending five years or less) come from 4 different faith backgrounds: first-timers (8% in your parish), those who have never regularly attended anywhere; returnees (10%), those who are coming back after not attending anywhere for several years; switchers (5%), those who participated in another congregation with a different faith tradition; and transfers (78%), those who were participating in another Catholic parish immediately prior to attending your parish.



**7 Getting Here**

Do worshipers come from the immediate community or do they travel some time in order to attend? The largest percentage of people in your parish take 10 minutes or less to get to the services. Nearly all of the people in your parish (87%) travel 20 minutes or less to attend services. Across all American congregations, -2% take over 20 minutes to arrive.



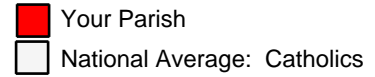
**Making the Connections**

Review the seven connections with the people and the community outside your parish and consider these discovery questions for group discussion:

\*What are your parish's strengths in the areas of social care, evangelism, and advocacy?

\*Is your focus what you expected it to be?

\*Are there gaps in your community connections? What walls do you need to break down or open up?

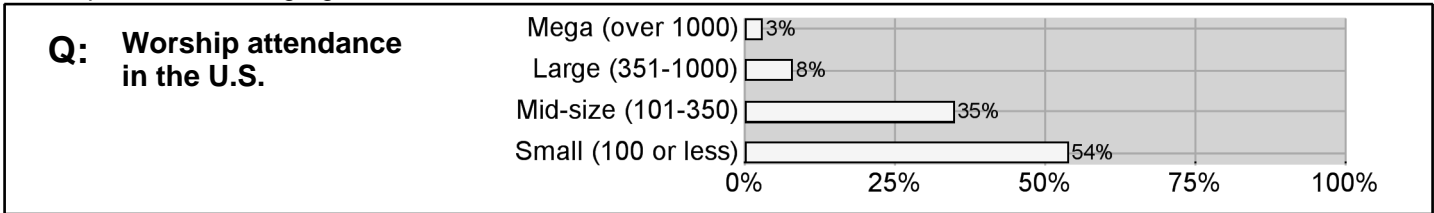


## Building Identity Connections

Worshippers have an individual identity based on their age, education, and other factors. Worshippers also have a congregational identity that includes what they value and their dreams for the congregation's future.

### 1 Your Size

Small congregations dot the landscape, but most worshippers find themselves in large congregations. Your parish is mega with an average of 3000 attendees. The chart below shows where your parish fits in the size picture of all congregations.

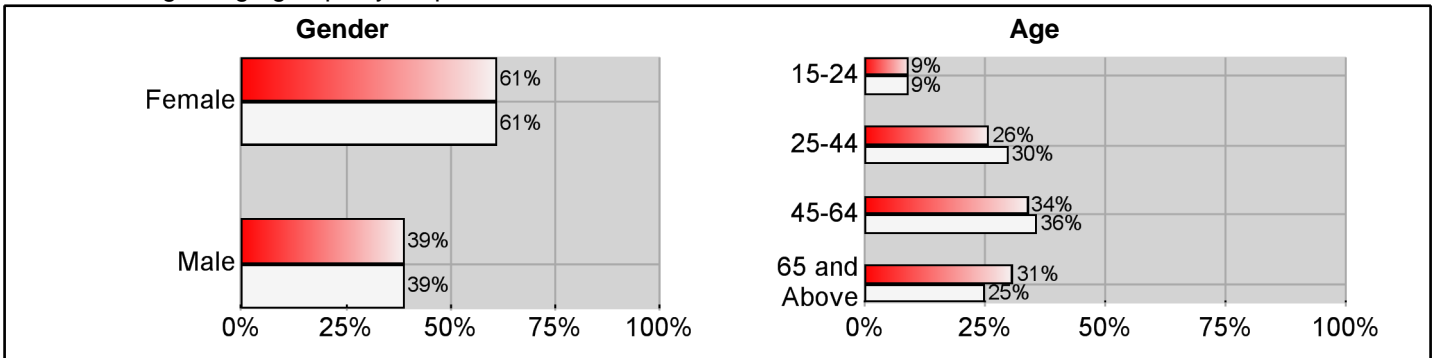


### 2 Your Gender Profile

Who makes up your parish? There are fewer men (39%) than women (61%) in most congregations. Women outnumber men in your parish (61% are women).

### 3 Your Age Profile

In most congregations, those aged 45-64 make up the largest group (36%). The average age of worshippers in your parish is 52. This is older than than the national average of 51. People in the age range of 45-64 comprise the largest age group in your parish.

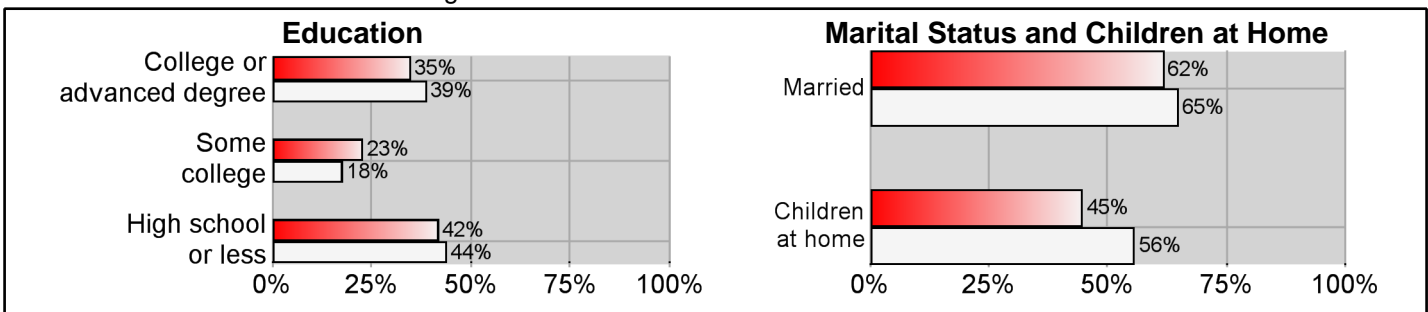


### 4 Your Educational Background

Worshippers in the U.S. tend to be well-educated. The U.S. Census shows that about 23% of people across the country hold at least a college degree. Among worshippers, the figure is 39%. In your parish, 35% report a college or graduate degree.

### 5 Your Household Types

Most worshippers in America are married, and this is true in your parish as well. Overall, 56% of worshippers have children living at home, more than the results for your parish (45%). Again, worshippers differ from typical Americans. The U.S. Census indicates that only 52% of the population in this country are currently married, and about 33% have children living at home.





■ Your Parish  
 National Average: Catholics

**What You Value**

**6** What does your parish value? Your worshipers most value Holy Communion; traditional worship or music; wider community care; sermons, preaching, or homilies; and reaching the unchurched.

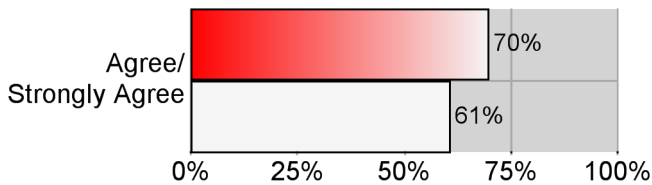
**Q:** Which of the following aspects of this parish do you personally most value? (Mark up to three responses.) Responses for your parish:

Holy Communion	54%	Openness to diversity	12%
Traditional worship or music	27%	Contemporary worship or music	11%
Wider community care	26%	Social activities	10%
Sermons, preaching, or homilies	22%	Care for one another	10%
Reaching the unchurched	20%	Bible study groups	10%
Congregation's school/pre-school	16%	Adult education	9%
Ministry for youth	15%	Prayer ministry	7%

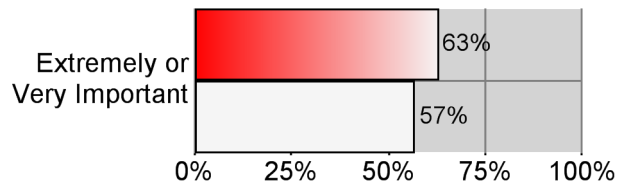
**7 Seeing Possibilities**

How strong is the sense of community in your parish? Most worshipers (70%) in your parish feel the parish has grown in unity and strength in the past year. Another sign of community is the number of people who see the parish as important in their life. Many worshipers in your parish (63%) describe the parish community as extremely or very important in their life.

**In the past year, we have grown in unity and strength as a parish community.**



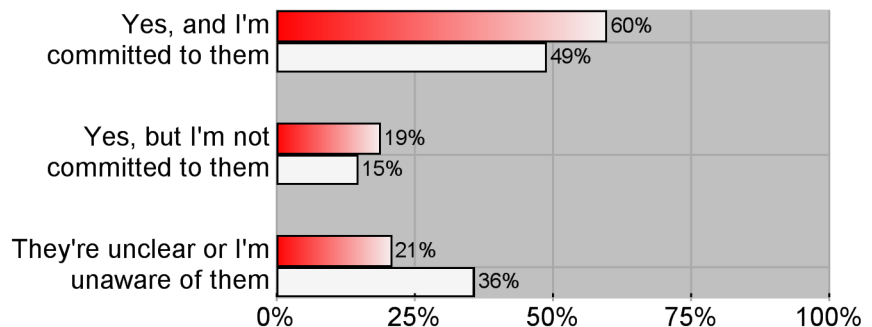
**How important is this parish in your life?**



**8 Committing to the Future**

Does your parish claim a clear vision, goals, or direction for its ministry and mission? Most worshipers in your parish believe there is a clear vision or direction for the future (79% say yes). However, some are not sure that the vision is clear or that it exists (21%). The national average shows that most worshipers believe their congregation has a clear vision for the future (64%).

**Q:** Does this parish have a clear vision, goals, or direction for its ministry and mission?



**Making the Connections**

Review the eight identity connections in your parish and consider these discovery questions for group discussion:

- \* Who are you as a parish? Who can you become?
- \* How do these pictures compare to how you like to think of your parish?
- \* Are you having an identity crisis?
- \* How can you build on the strengths of your identity?





# Strength 1

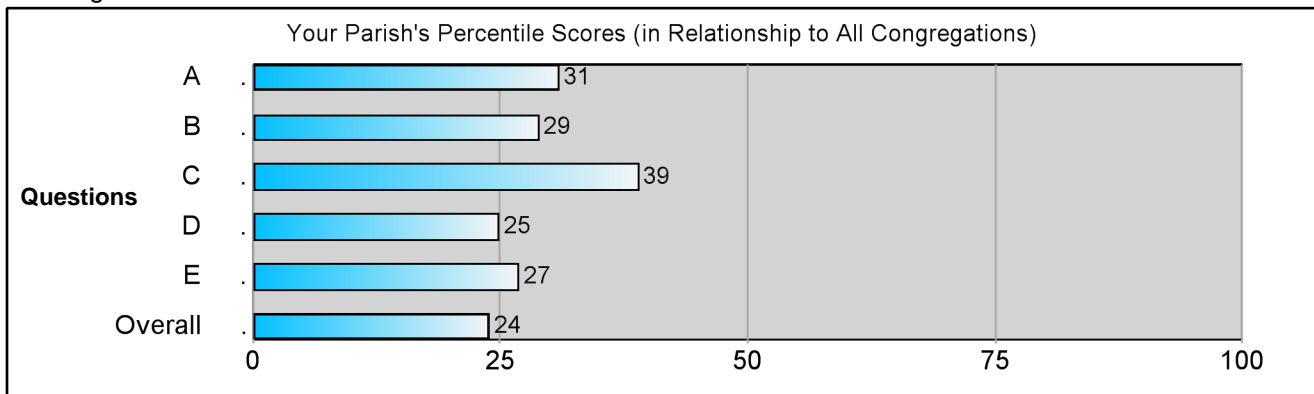
## Growing Spiritually

**Spiritual Connections**

Are your worshipers Growing Spiritually? The chart below displays the five questions that make up this strength and the percentage of worshipers giving each answer. The last line shows your parish's overall or average score—your parish's overall score is 39%. You can also see how your scores compare to other congregations of similar size and faith group.

	Growing Spiritually Questions: Percentage of Worshipers Who...	Your Parish	Average for all congregations with more than 350 in worship	Average for Catholic Churches
<b>A</b>	Are growing in their faith through participation in activities of their parish	32%	34%	32%
<b>B</b>	Spend time at least a few times a week in private devotional activities	65%	66%	61%
<b>C</b>	Feel their spiritual needs are being met in their parish	83%	85%	83%
<b>D</b>	Report Bible study and prayer groups as one of the three most valued aspects of their parish	10%	16%	9%
<b>E</b>	Report the prayer ministry of the parish as one of the three most valued aspects of their parish	7%	9%	5%
	<b>Overall Growing Spiritually Scores:</b>	<b>39%</b>	<b>42%</b>	<b>38%</b>

The box below shows where your parish's percentile scores on each question fit in the national picture of all congregations. Your parish has an overall score that puts it in the 24th percentile. This means 76% of all congregations scored higher than yours on Growing Spiritually. Congregations in the 80th percentile or above are strong in this area.



**What We Know about Congregations Where Most Worshipers Are Growing Spiritually**

Congregations and parishes in the top 20%, that is in the 80th percentile or above (where Growing Spiritually is high), also tend to be doing well in other areas. Their worshipers are more likely to:

- \* have a strong sense of belonging to the congregation (Strength 4)
- \* experience meaningful worship in the congregation (Strength 2)
- \* have begun attending the congregation in the last five years (Strength 8)



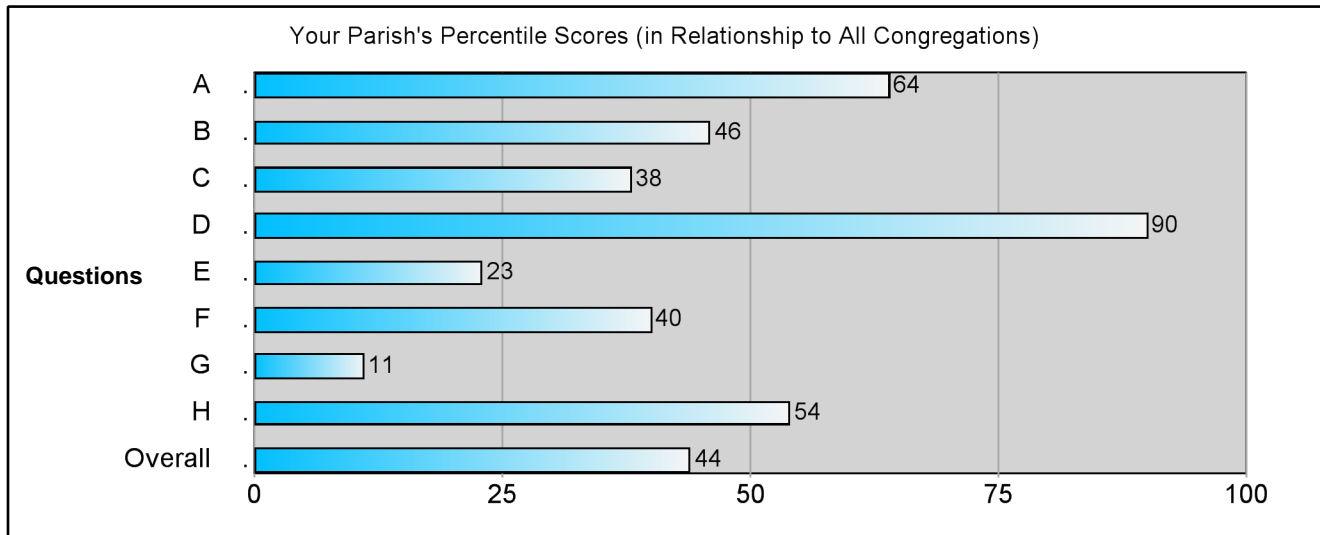
## Strength **2** Meaningful Worship

### Spiritual Connections

Do your worshipers experience Meaningful Worship? The chart below displays the eight questions that make up this strength and the percentage of worshipers giving each answer. The last line shows your parish's overall or average score—your parish's overall score is 60%. You can also see how your scores compare to other congregations of similar size and faith group.

	<b>Meaningful Worship Questions: Percentage of Worshipers Who...</b>	Your Parish	Average for all congregations with more than 350 in worship	Average for Catholic Churches
<b>A</b>	Experience God's presence during worship always or usually	85%	84%	83%
<b>B</b>	Experience inspiration during worship always or usually	76%	77%	70%
<b>C</b>	Experience joy during worship always or usually	75%	77%	72%
<b>D</b>	Experience awe during worship always or usually	42%	33%	34%
<b>E</b>	Experience boredom during worship rarely	57%	66%	59%
<b>F</b>	Experience frustration during worship rarely	69%	72%	67%
<b>G</b>	Report the sermons, preaching, or homilies as one of the three most valued aspects of their parish	22%	38%	32%
<b>H</b>	Report worship services and other congregational activities help them to a great extent with everyday life	56%	49%	43%
	<b>Overall Meaningful Worship Scores:</b>	<b>60%</b>	<b>62%</b>	<b>58%</b>

The box below shows where your parish's percentile scores on each question fit in the national picture of all congregations. Your parish has an overall score that puts it in the 44th percentile. This means 56% of all congregations scored higher than yours on Meaningful Worship. Congregations in the 80th percentile or above are strong in this area.



### What We Know about Congregations with Meaningful Worship

Congregations and parishes in the top 20%, that is in the 80th percentile or above (where Meaningful Worship is high), also tend to be doing well in other areas. Their worshipers are more likely to:

- \* have empowering congregational leaders (Strength 9)
- \* be growing spiritually (Strength 1)
- \* participate in congregational activities (Strength 3)



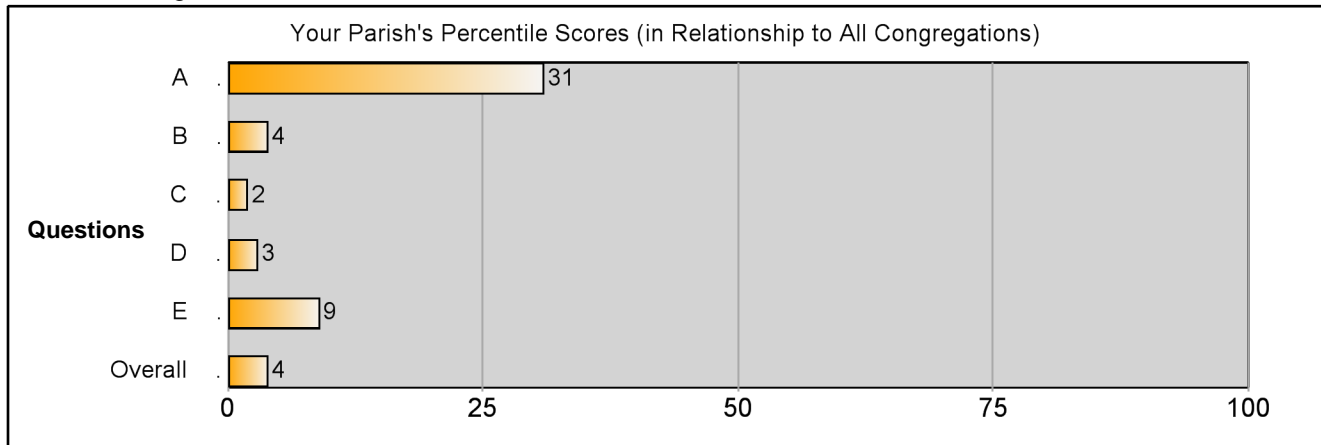
**Strength 3**  
**Participating in the Parish**

**Inside Connections**

Are your worshipers Participating in the Parish? The chart below displays the five questions that make up this strength and the percentage of worshipers giving each answer. The last line shows your parish's overall or average score—your parish's overall score is 34%. You can also see how your scores compare to other congregations of similar size and faith group.

	<b>Participating in the Parish Questions: Percentage of Worshipers Who...</b>	Your Parish	Average for all congregations with more than 350 in worship	Average for Catholic Churches
<b>A</b>	Attend Mass usually every week or more than once a week	76%	80%	80%
<b>B</b>	Are involved in one or more small groups (e.g., Sunday school, prayer, or Bible study, discussion groups)	28%	50%	42%
<b>C</b>	Have one or more leadership roles in the parish (e.g., parish council member, reader, Eucharistic minister, teacher, group leader)	27%	40%	42%
<b>D</b>	Often participate in important decision making in the parish	6%	15%	14%
<b>E</b>	Regularly give 5% or more of their net income to the parish (not including school tuition)	32%	53%	44%
	<b>Overall Participating in the Parish Scores:</b>	<b>34%</b>	<b>48%</b>	<b>44%</b>

The box below shows where your parish's percentile scores on each question fit in the national picture of all congregations. Your parish has an overall score that puts it in the 4th percentile. This means 96% of all congregations scored higher than yours on Participating in the Parish. Congregations in the 80th percentile or above are strong in this area.



**What We Know about Congregations Where Most Worshipers Are Participating in the Congregation**

Congregations and parishes in the top 20%, that is in the 80th percentile or above (where Participating in the Parish is high), also tend to be doing well in other areas. Their worshipers are more likely to:

- \* be growing spiritually (Strength 1)
- \* be inviting others to worship and talking about their faith (Strength 7)
- \* share a strong vision for the congregation's future (Strength 10)
- \* have begun attending the congregation in the last five years (Strength 8)
- \* be caring for children and youth participating in the congregation (Strength 5)



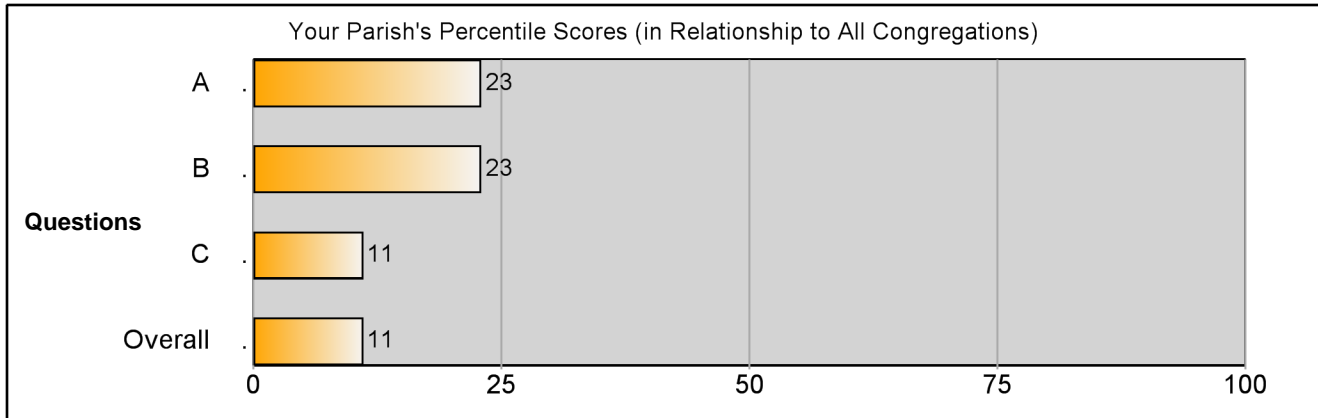
**Strength 4**  
**Having a Sense of Belonging**

**Inside Connections**

Do your worshipers Have a Sense of Belonging? The chart below displays the three questions that make up this strength and the percentage of worshipers giving each answer. The last line shows your parish's overall or average score—your parish's overall score is 24%. You can also see how your scores compare to other congregations of similar size and faith group.

	<b>Having a Sense of Belonging Questions: Percentage of Worshipers Who...</b>	Your Parish	Average for all congregations with more than 350 in worship	Average for Catholic Churches
<b>A</b>	Report they are participating in the activities of the parish more than they did two years ago	23%	30%	28%
<b>B</b>	Say most of their closest friends are part of this parish	10%	16%	15%
<b>C</b>	Feel their sense of belonging to this parish is strong and growing	39%	50%	48%
	<b>Overall Sense of Belonging Scores:</b>	<b>24%</b>	<b>32%</b>	<b>30%</b>

The box below shows where your parish's percentile scores on each question fit in the national picture of all congregations. Your parish has an overall score that puts it in the 11th percentile. This means 89% of all congregations scored higher than yours on Having a Sense of Belonging. Congregations in the 80th percentile or above are strong in this area.



**What We Know about Congregations with a Strong Sense of Belonging**

Congregations and parishes in the top 20%, that is in the 80th percentile or above (where Having a Sense of Belonging is high), also tend to be doing well in other areas. Their worshipers are more likely to:

- \* be growing spiritually (Strength 1)
- \* share a strong vision for the congregation's future (Strength 10)
- \* have begun attending the congregation in the last five years (Strength 8)



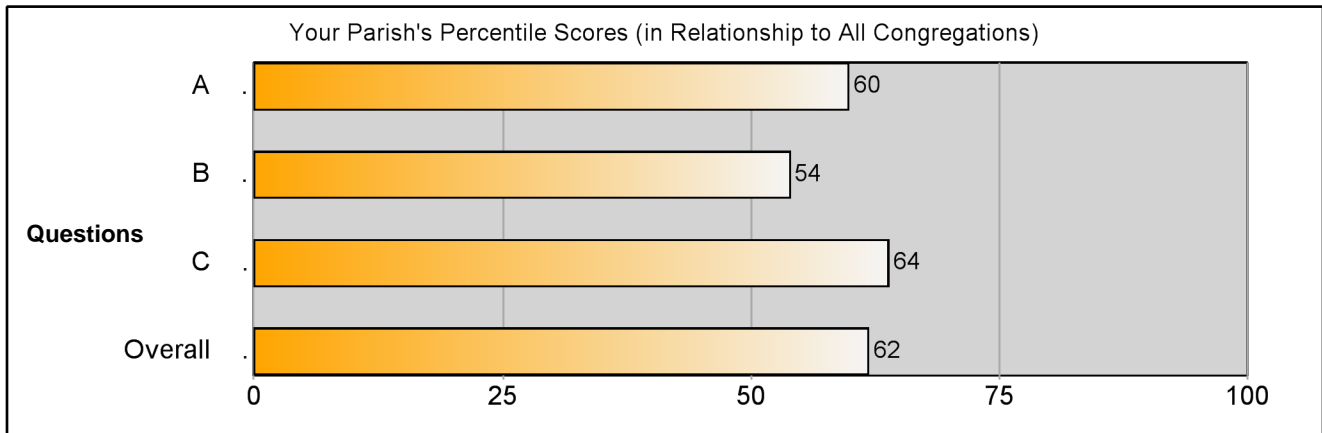
**Strength 5**  
**Caring for Young People**

**Inside Connections**

Does your parish Care for Young People? The chart below displays the three questions that make up this strength and the percentage of worshipers giving each answer. The last line shows your parish's overall or average score—your parish's overall score is 56%. You can also see how your scores compare to other congregations of similar size and faith group.

	<b>Caring for Young People Questions: Percentage of Worshipers...</b>	Your Parish	Average for all congregations with more than 350 in worship	Average for Catholic Churches
<b>A</b>	Who are satisfied with what is offered by the parish for children and youth (under 19 years of age)	66%	65%	54%
<b>B</b>	Who report ministry for children or youth as one of the three most valued aspects of their parish	15%	15%	9%
<b>C</b>	Whose children and youth (living at home) also worship here	86%	78%	74%
	<b>Overall Caring for Young People Scores:</b>	<b>56%</b>	<b>53%</b>	<b>46%</b>

The box below shows where your parish's percentile scores on each question fit in the national picture of all congregations. Your parish has an overall score that puts it in the 62nd percentile. This means 38% of all congregations scored higher than yours on Caring for Young People. Congregations in the 80th percentile or above are strong in this area.



**What We Know about Congregations That Are Caring for Young People**

Congregations and parishes in the top 20%, that is in the 80th percentile or above (where Caring for Young People is high), also tend to be doing well in other areas. Their worshipers are more likely to:

- \* share a strong vision for the congregation's future (Strength 10)



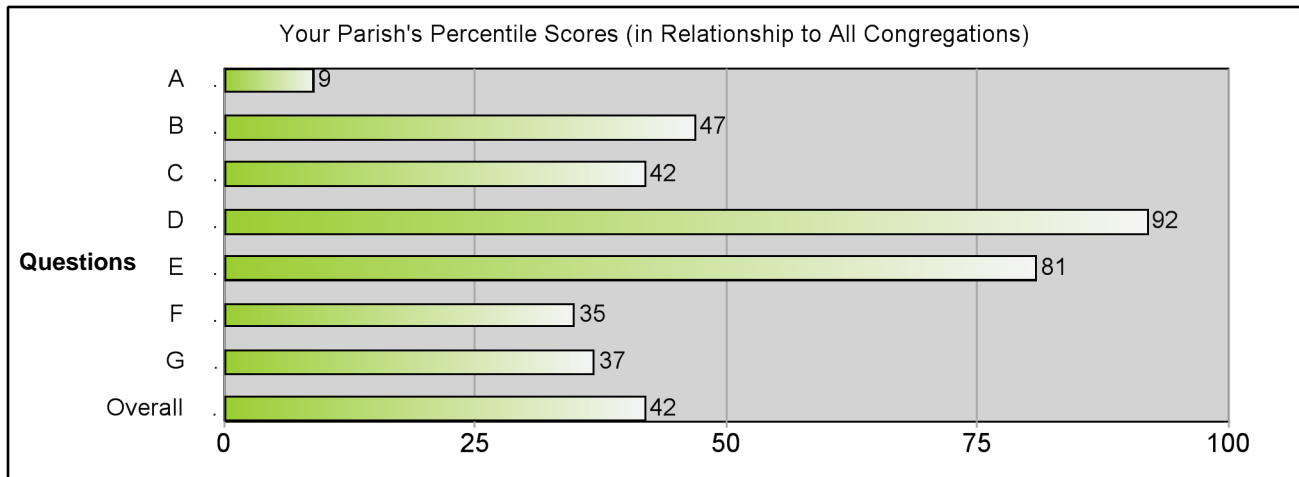
**Strength 6**  
**Focusing on the Community**

**Outside Connections**

Does your parish Focus on the Community? The chart below displays the seven questions that make up this strength and the percentage of worshipers giving each answer. The last line shows your parish's overall or average score—your parish's overall score is 32%. You can also see how your scores compare to other congregations of similar size and faith group.

	<b>Focusing on the Community Questions: Percentage of Worshipers Who...</b>	Your Parish	Average for all congregations with more than 350 in worship	Average for Catholic Churches
<b>A</b>	Are involved in social service or advocacy groups through the parish	9%	19%	20%
<b>B</b>	Are involved in social service or advocacy groups in their community	26%	27%	28%
<b>C</b>	Contribute to charitable organizations other than their parish	65%	67%	65%
<b>D</b>	Report wider community care or social justice emphasis as one of the three most valued aspects of their parish	26%	13%	14%
<b>E</b>	Report openness to social diversity as one of the three most valued aspects of their parish	12%	9%	10%
<b>F</b>	Worked with others in the last year to try to solve a community problem	16%	19%	23%
<b>G</b>	Voted or will vote in the 2008 presidential election	69%	73%	70%
	<b>Overall Focusing on the Community Scores:</b>	<b>32%</b>	<b>32%</b>	<b>33%</b>

The box below shows where your parish's percentile scores on each question fit in the national picture of all congregations. Your parish has an overall score that puts it in the 42nd percentile. This means 58% of all congregations scored higher than yours on Focusing on the Community. Congregations in the 80th percentile or above are strong in this area.



**What We Know about Congregations That Are Focusing on the Community**

Congregations and parishes in the top 20%, that is in the 80th percentile or above (where Focusing on the Community is high), also tend to be doing well in other areas. Their worshipers are more likely to:

- \* have empowering congregational leaders (Strength 9)
- \* have a strong sense of belonging to the congregation (Strength 4)
- \* share a strong vision for the congregation's future (Strength 10)



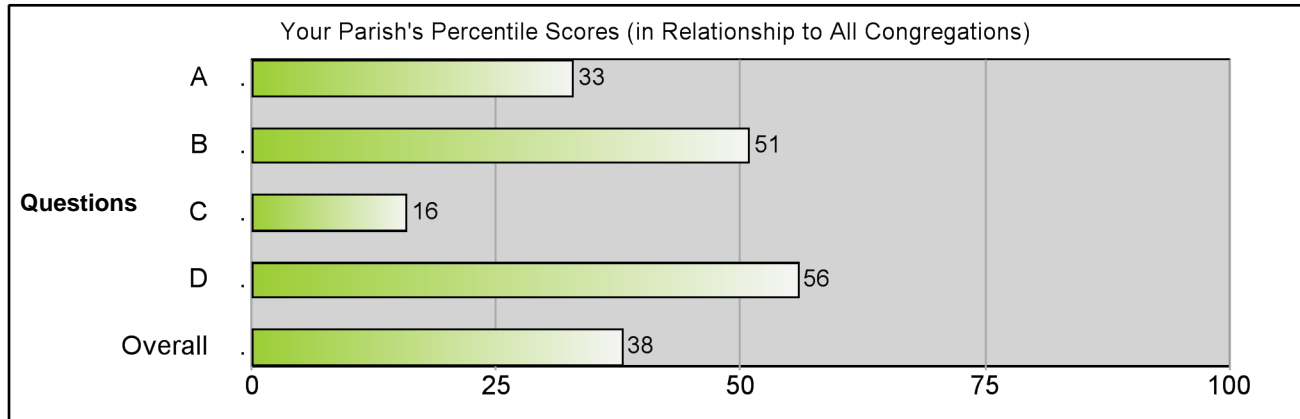
## Strength **7** Sharing Faith

### Outside Connections

Are your worshipers Sharing Their Faith? The chart below displays the four questions that make up this strength and the percentage of worshipers giving each answer. The last line shows your parish's overall or average score—your parish's overall score is 24%. You can also see how your scores compare to other congregations of similar size and faith group.

	<b>Sharing Faith Questions: Percentage of Worshipers Who...</b>	Your Parish	Average for all congregations with more than 350 in worship	Average for Catholic Churches
<b>A</b>	Are involved in outreach or evangelistic activities in their parish	16%	15%	11%
<b>B</b>	Feel at ease talking about their faith and seek opportunities to do so	20%	19%	17%
<b>C</b>	Have invited to a worship service in the past year a friend or relative who does not currently attend anywhere	40%	49%	40%
<b>D</b>	Report reaching those who do not attend as one of the three most valued aspects of their parish	20%	16%	12%
	<b>Overall Sharing Faith Scores:</b>	<b>24%</b>	<b>25%</b>	<b>20%</b>

The box below shows where your parish's percentile scores on each question fit in the national picture of all congregations. Your parish has an overall score that puts it in the 38th percentile. This means 62% of all congregations scored higher than yours on Sharing Faith. Congregations in the 80th percentile or above are strong in this area.



### What We Know about Congregations Strong in Sharing Faith

Congregations and parishes in the top 20%, that is in the 80th percentile or above (where Sharing Faith is high), also tend to be doing well in other areas. Their worshipers are more likely to:

- \* participate in congregational activities (Strength 3)
- \* have empowering congregational leaders (Strength 9)
- \* have a strong sense of belonging to the congregation (Strength 4)
- \* have begun attending the congregation in the last five years (Strength 8)



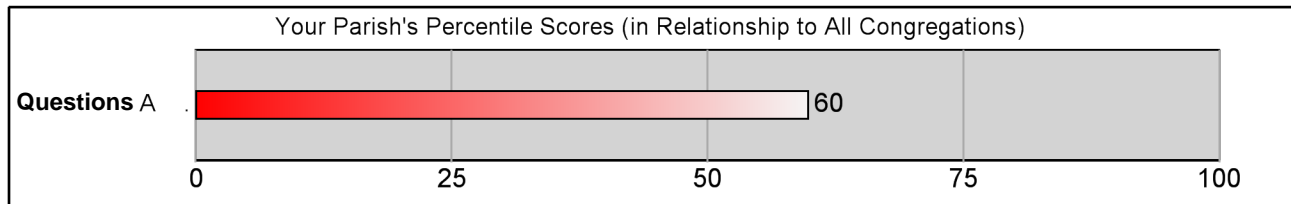
**Strength 8**  
**Welcoming New Worshipers**

**Identity Connections**

Is your parish Welcoming New Worshipers? The chart below displays the one question that makes up this strength and the percentage of worshipers giving that answer. The last line shows your parish's overall or average score—your parish's overall score is 34%. You can also see how your scores compare to other congregations of similar size and faith group.

	<b>Welcoming New Worshipers Questions: Percentage of Worshipers Who...</b>	Your Parish	Average for all congregations with more than 350 in worship	Average for Catholic Churches
<b>A</b>	Began attending services or activities of your parish in the last five years	34%	35%	27%
	<b>Overall Welcoming New Worshipers Scores:</b>	<b>34%</b>	<b>35%</b>	<b>27%</b>

The box below shows where your parish's percentile scores on each question fit in the national picture of all congregations. Your parish has an overall score that puts it in the 0th percentile. This means 100% of all congregations scored higher than yours on Welcoming New Worshipers. Congregations in the 80th percentile or above are strong in this area.



New people (those attending five years or less) come from four faith backgrounds:

- 1) **First-timers** (8% in your parish) are those who have never regularly attended anywhere
- 2) **Returnees** (10% in your parish) are those coming back after not having attended anywhere for several years
- 3) **Switchers** (5% in your parish) are those who participated in another congregation with a different faith tradition before coming here
- 4) **Transfers** (78% in your parish) are those who were participating in another parish immediately prior to attending your parish

**What We Know about Congregations That Are Welcoming New Worshipers**

Congregations and parishes in the top 20%, that is in the 80th percentile or above (where there are many New Worshipers), also tend to be doing well in other areas. Their worshipers are more likely to:

- \* be inviting others to worship and talking about their faith (Strength 7)
- \* be growing spiritually (Strength 1)





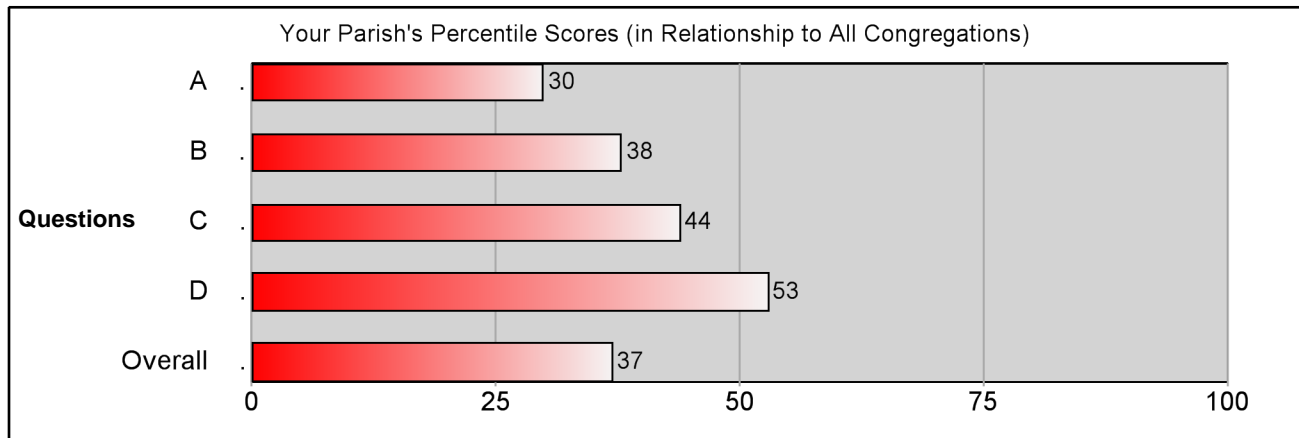
## Strength **9** Empowering Leadership

### Identity Connections

Does your parish have Empowering Leadership? The chart below displays the four questions that make up this strength and the percentage of worshipers giving each answer. The last line shows your parish's overall or average score—your parish's overall score is 44%. You can also see how your scores compare to other congregations of similar size and faith group.

	<b>Empowering Leadership Questions: Percentage of Worshipers Who...</b>	Your Parish	Average for all congregations with more than 350 in worship	Average for Catholic Churches
<b>A</b>	Feel the parish's leaders encourage them to find and use their gifts to a great extent	30%	35%	30%
<b>B</b>	Feel the priest or appointed pastoral leader takes into account the ideas of worshipers to a great extent	48%	47%	45%
<b>C</b>	Describe the leadership style of the priest or appointed pastoral leader as one that inspires people to take action	45%	48%	39%
<b>D</b>	Strongly feel there is a good match between the parish and the priest or appointed pastoral leader	52%	53%	42%
	<b>Overall Empowering Leadership Scores:</b>	<b>44%</b>	<b>46%</b>	<b>39%</b>

The box below shows where your parish's percentile scores on each question fit in the national picture of all congregations. Your parish has an overall score that puts it in the 37th percentile. This means 63% of all congregations scored higher than yours on Empowering Leadership. Congregations in the 80th percentile or above are strong in this area.



### What We Know about Congregations with Empowering Leadership

Congregations and parishes in the top 20%, that is in the 80th percentile or above (where Empowering Leadership is high), also tend to be doing well in other areas. Their worshipers are more likely to:

- \* experience meaningful worship in the congregation (Strength 2)
- \* have a strong sense of belonging to the congregation (Strength 4)
- \* share a strong vision for the congregation's future (Strength 10)
- \* be involved in the community (Strength 6)



**Strength 10**  
**Looking to the Future**

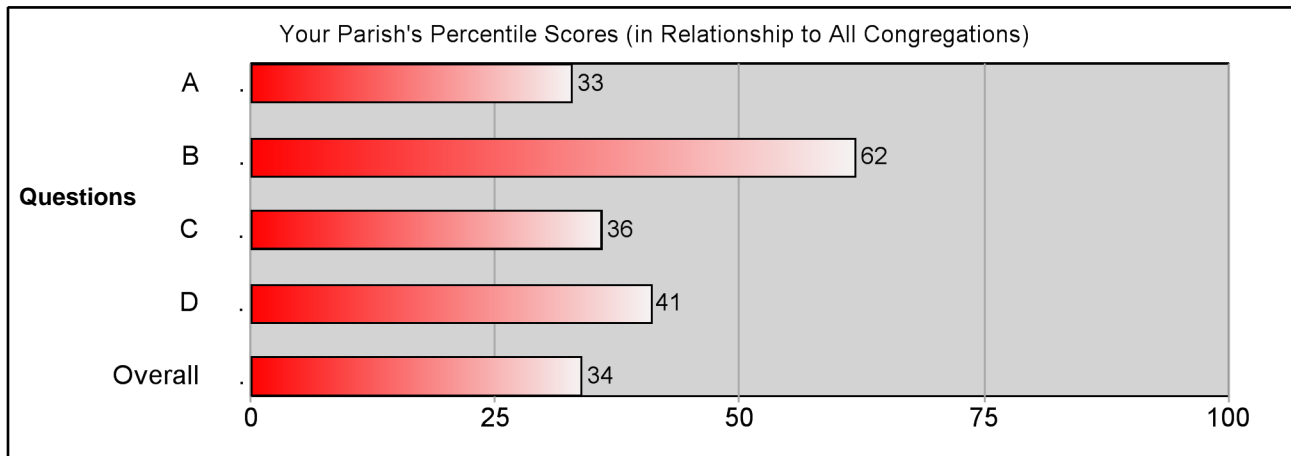
**Identity Connections**

Is your parish Looking to the Future? The chart below displays the four questions that make up this strength and the percentage of worshipers giving each answer. The last line shows your parish's overall or average score—your parish's overall score is 35%. You can also see how your scores compare to other congregations of similar size and faith group.

	<b>Looking to the Future Questions: Percentage of Worshipers Who...</b>	Your Parish	Average for all congregations with more than 350 in worship	Average for Catholic Churches
<b>A</b>	Feel the parish has a clear vision, goals, or direction for its ministry and mission and are strongly committed to them	32%	35%	26%
<b>B</b>	Have a sense of excitement about their parish's future	**	38%	34%
<b>C</b>	Feel the parish is currently moving in new directions	24%	37%	27%
<b>D</b>	Feel the parish is always ready to try something new	**	55%	50%
	<b>Overall Looking to the Future Scores:</b>	<b>35%</b>	<b>41%</b>	<b>34%</b>

\*\* Note that this questions was not used in many Catholic parishes. Your overall score on this strength has been calculated using the average of Catholic parishes that did answer this question.

The box below shows where your parish's percentile scores on each question fit in the national picture of all congregations. Your parish has an overall score that puts it in the 34th percentile. This means 66% of all congregations scored higher than yours on Looking to the Future. Congregations in the 80th percentile or above are strong in this area.



**What We Know about Congregations That Are Looking to the Future**

Congregations and parishes in the top 20%, that is in the 80th percentile or above (where Looking to the Future is high), also tend to be doing well in other areas. Their worshipers are more likely to:

- \* have a strong sense of belonging to the congregation (Strength 4)
- \* have begun attending the congregation in the last five years (Strength 8)

Our Mother of Sorrows Parish  
CONGREGATIONAL LIFE SURVEY  
2001 – 2008 Graphical Comparison

(plus English / Spanish Mass  
breakdown for 2008 survey)

Sample sizes

2001 Survey

Whole Parish: 1728 total responses

2008 Survey

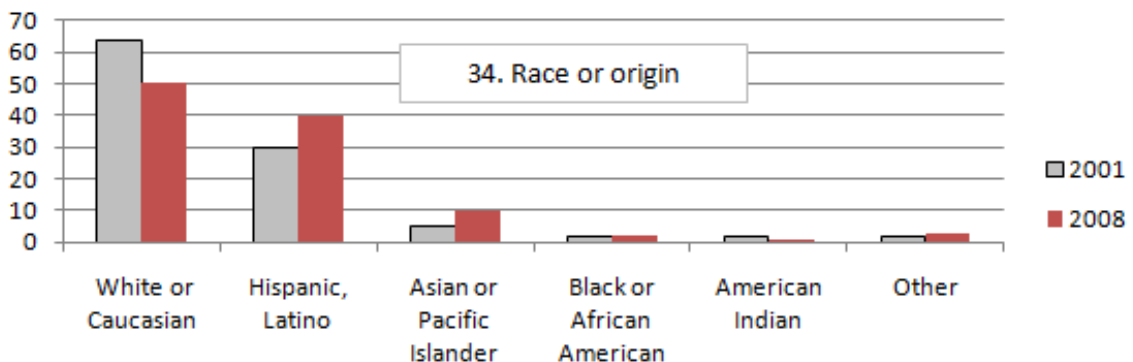
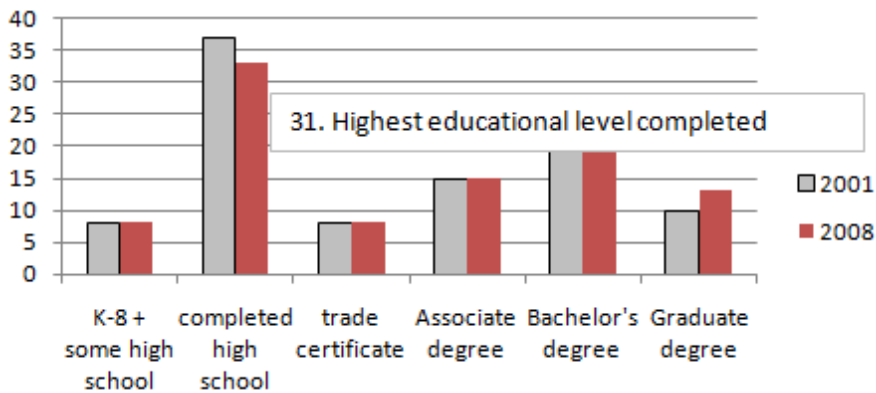
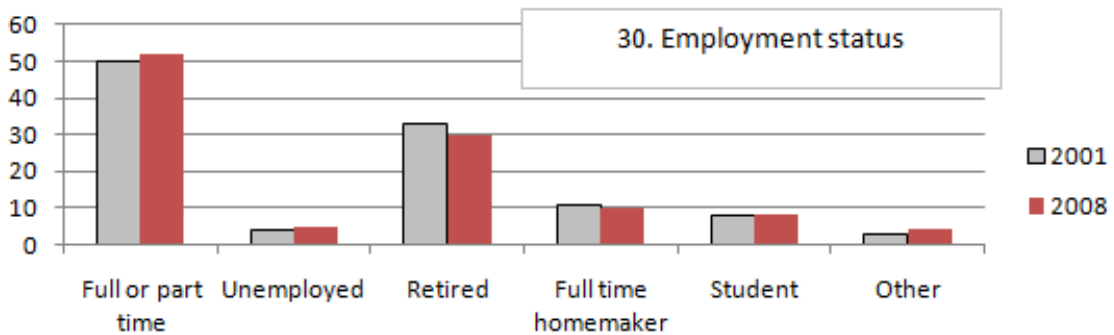
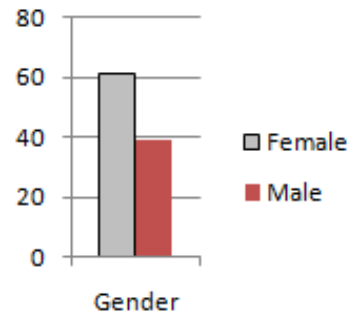
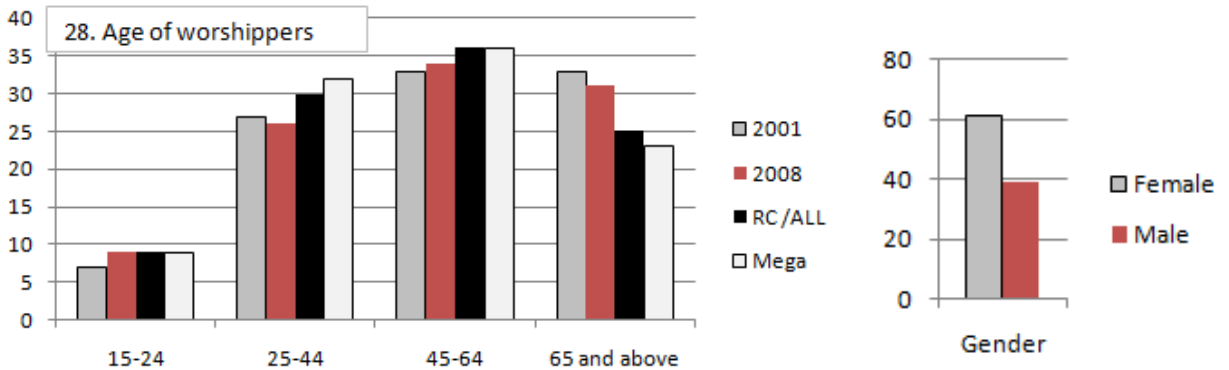
Whole Parish: 1653 total responses

English Masses: 1498 total responses

Spanish Mass: 155 total responses

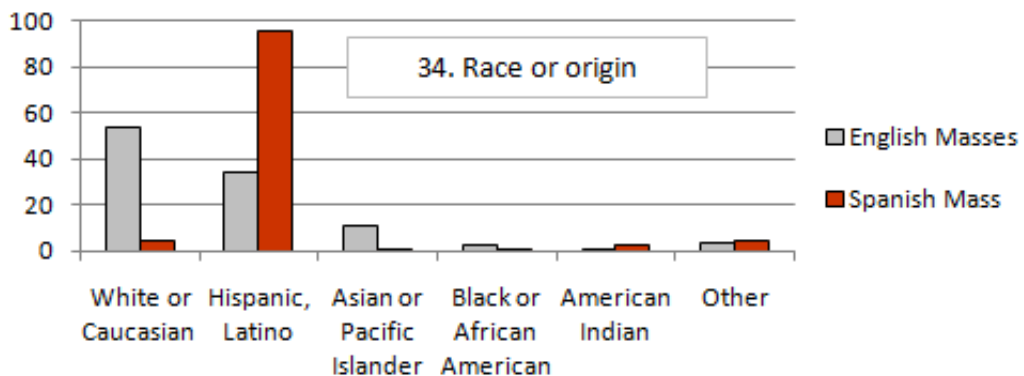
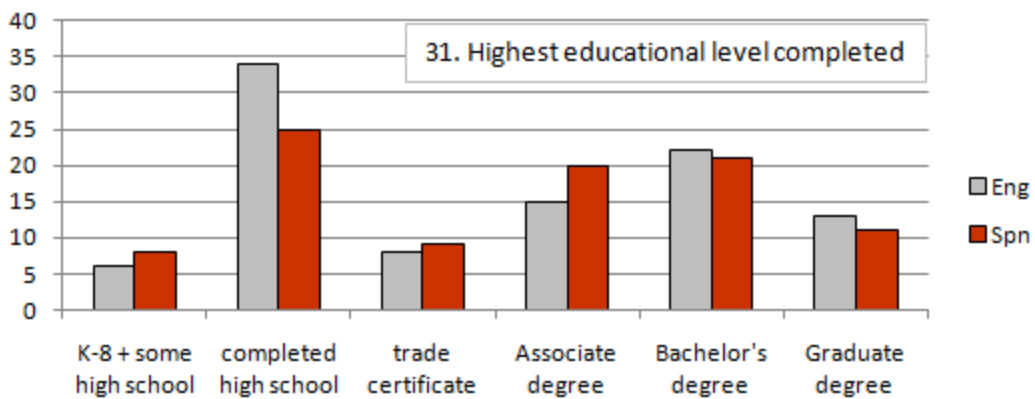
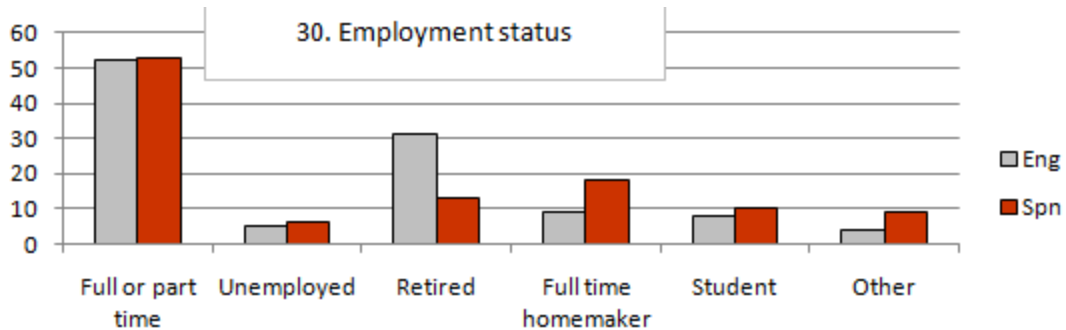
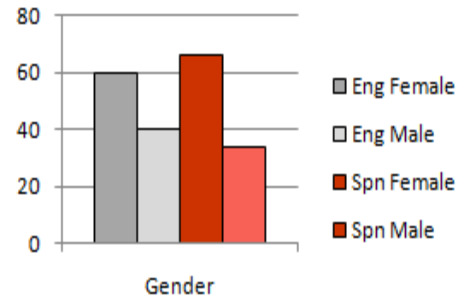
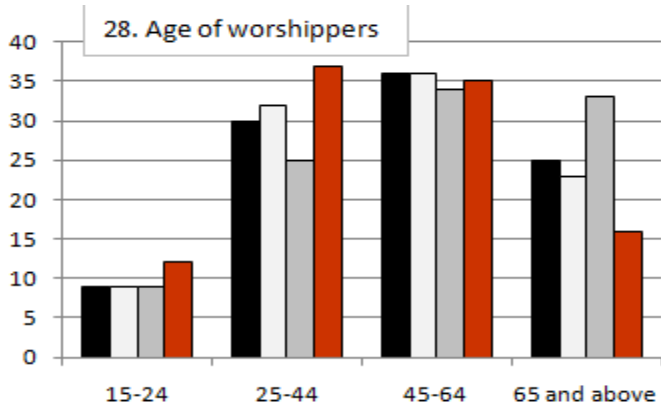
# Who We Are

## Whole Parish 2001 + 2008

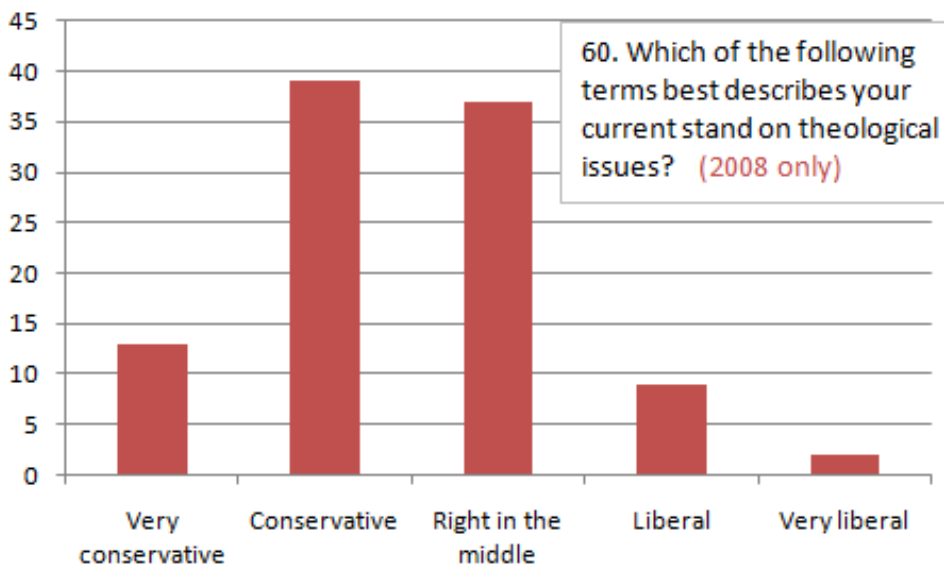
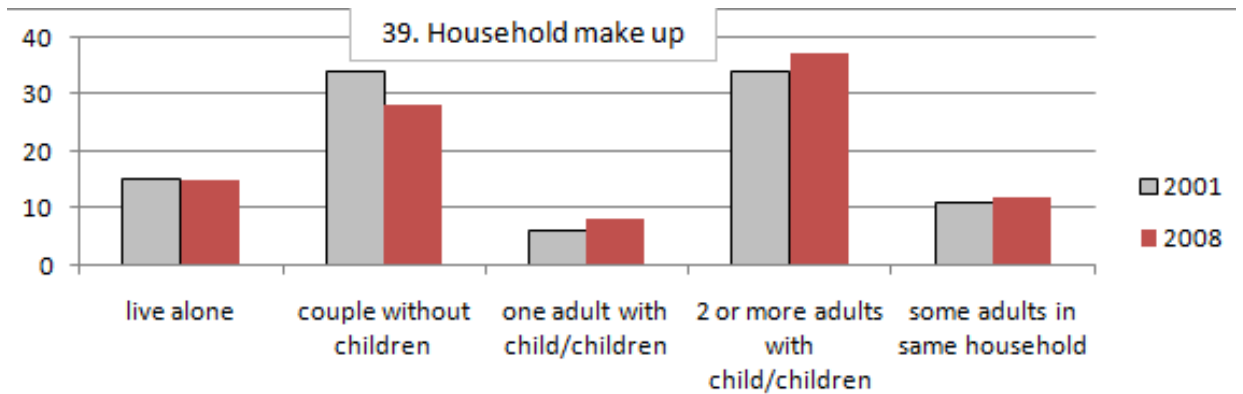
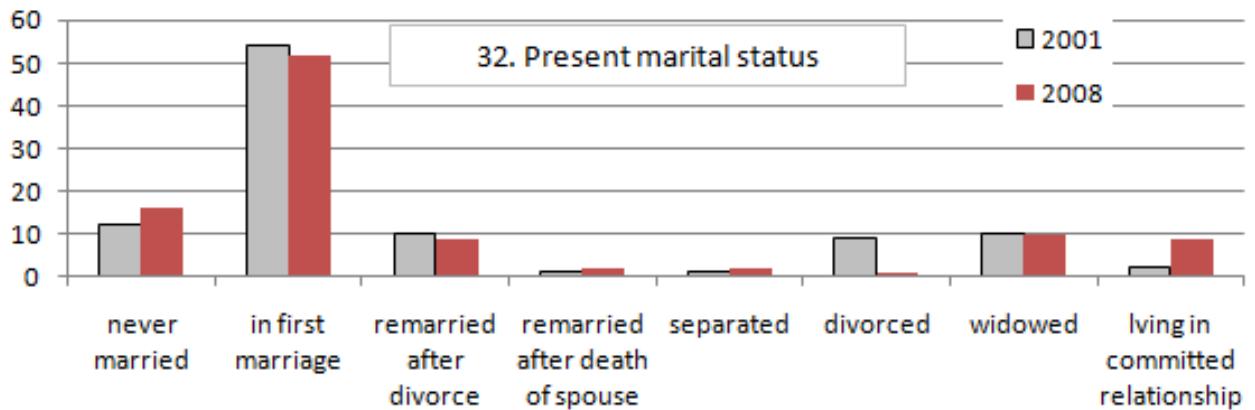


# Who We Are

## English / Spanish Mass Breakdown (2008 only)

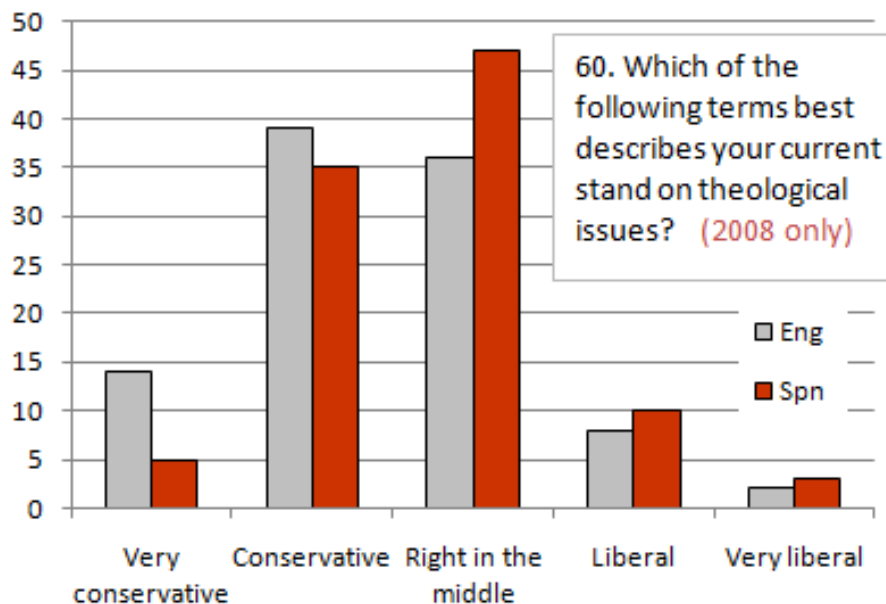
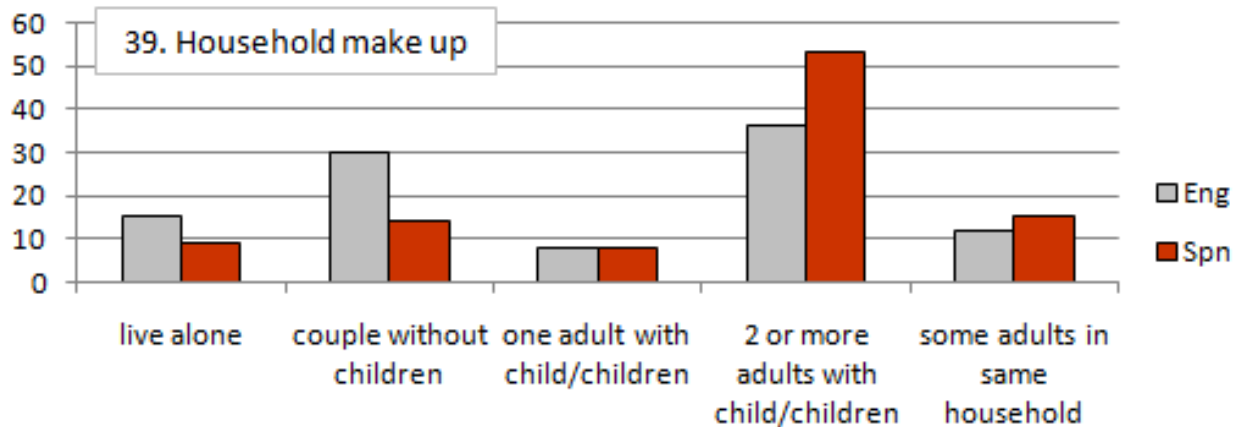
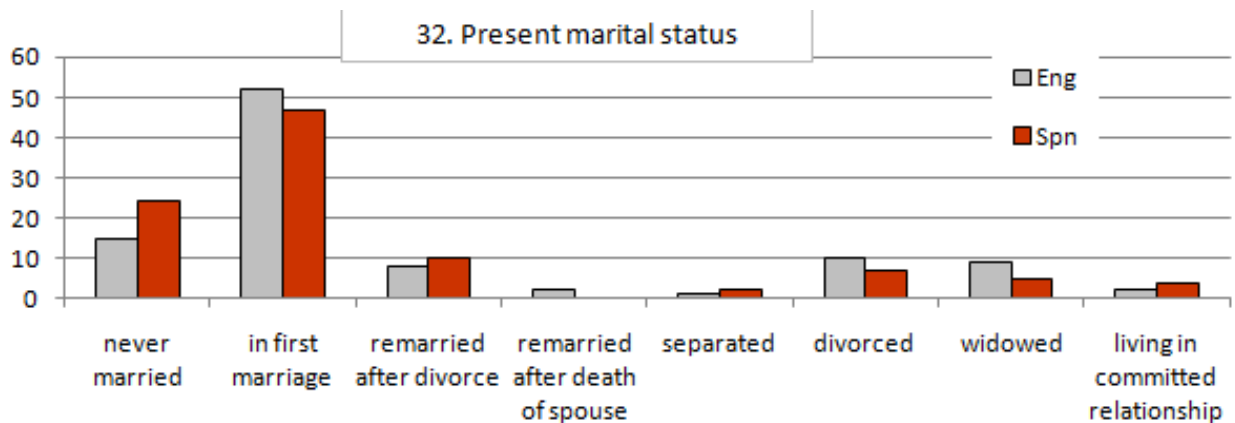


## Who We Are (cont.) Whole Parish 2001 + 2008



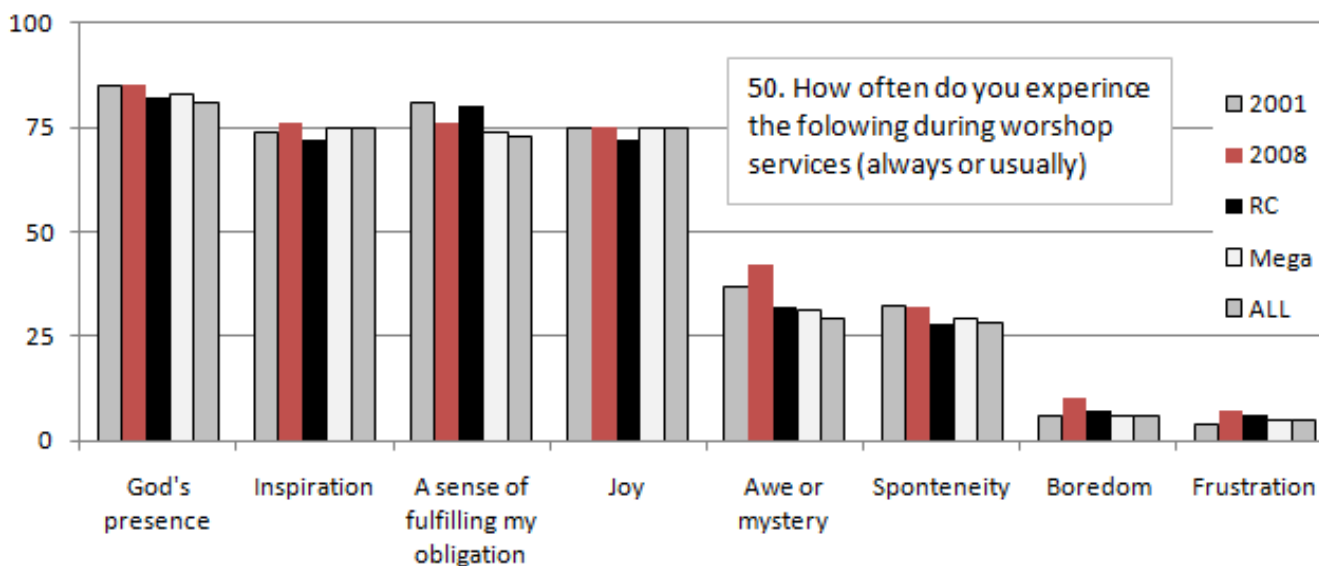
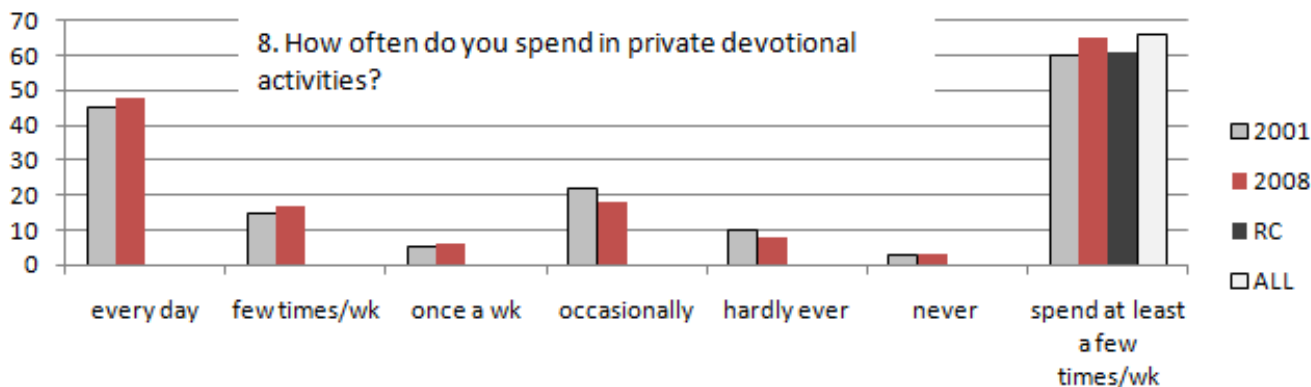
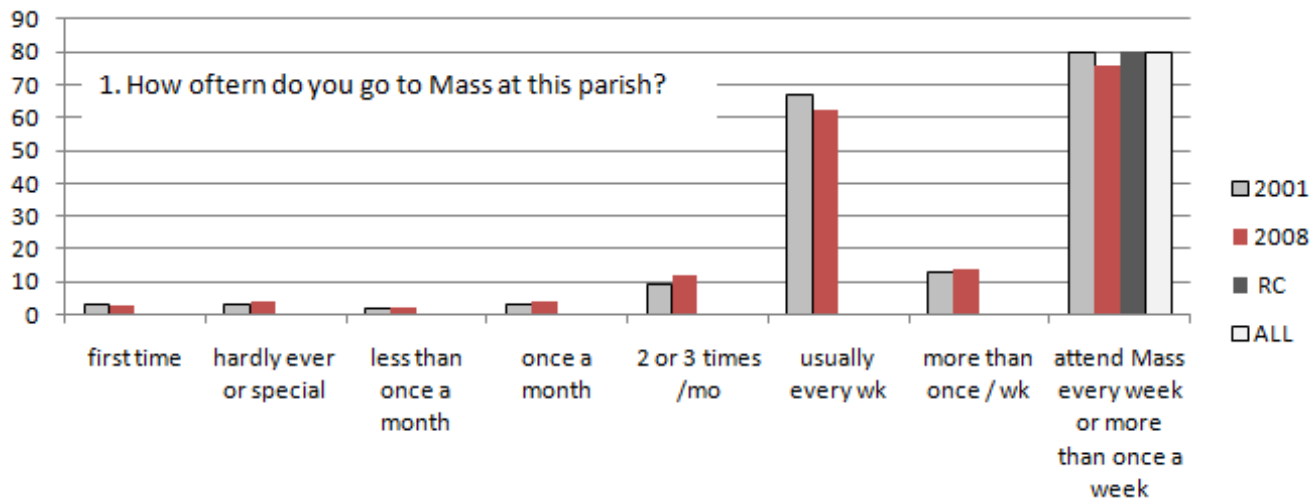
## Who We Are (cont.)

### English / Spanish Mass Breakdown (2008 only)



# Liturgy & Worship / Spirituality & Prayer

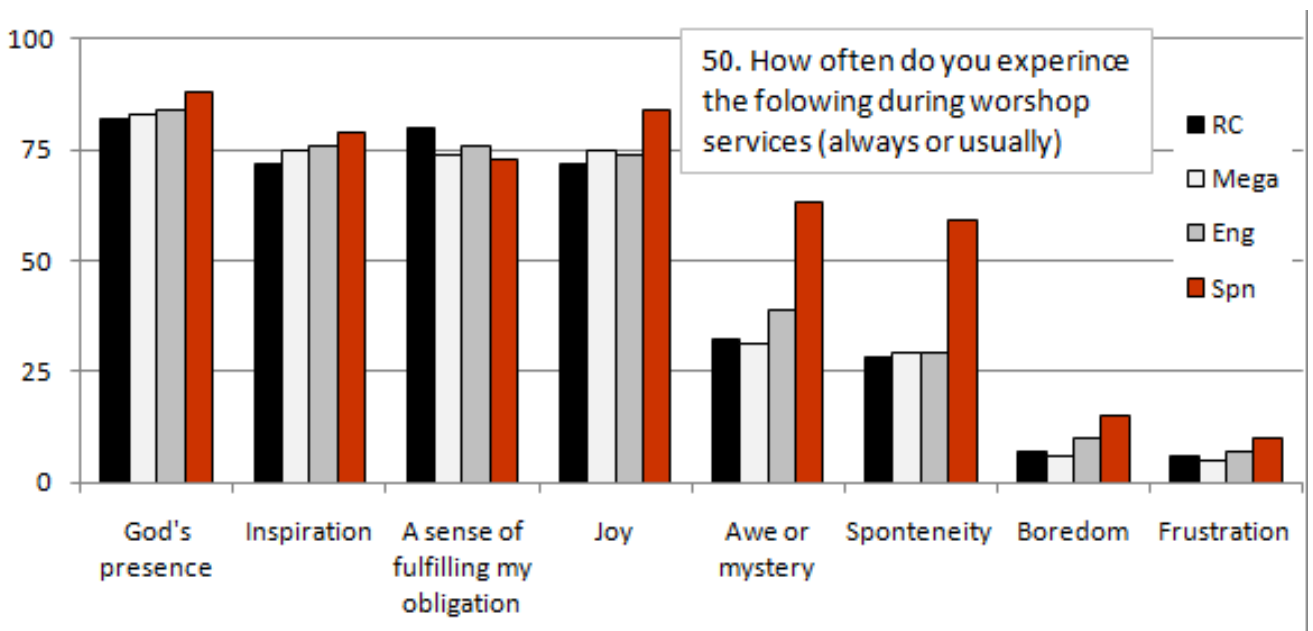
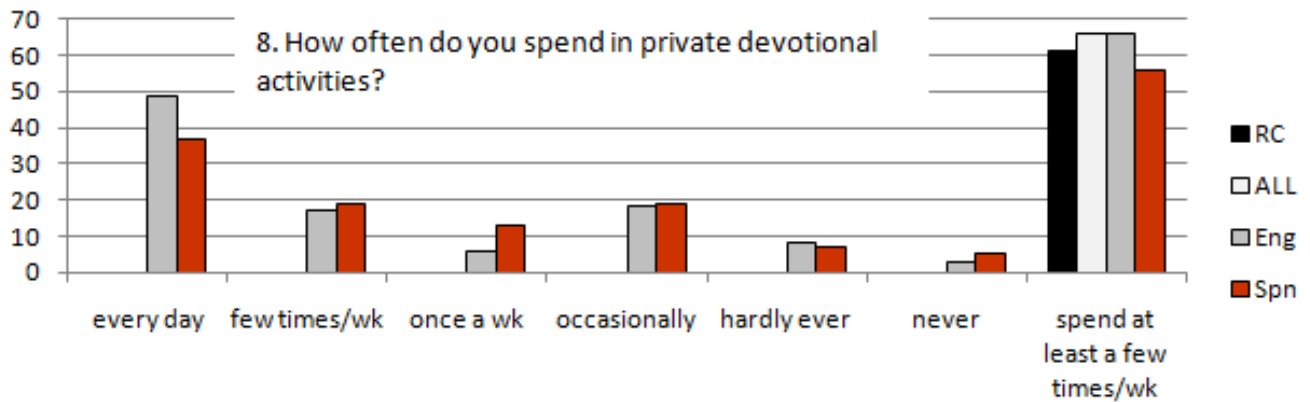
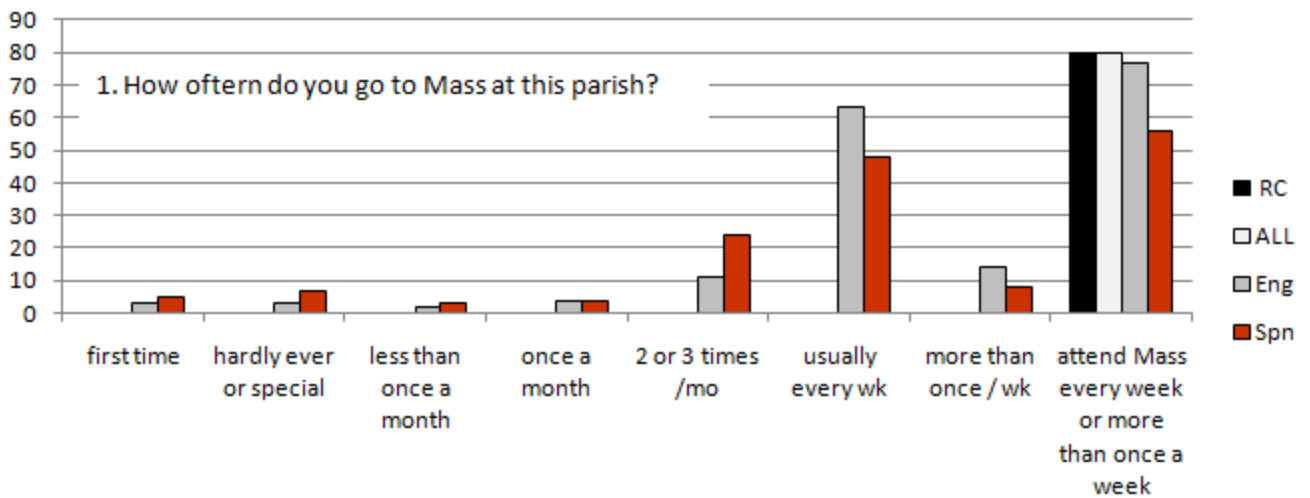
## Whole Parish 2001 + 2008



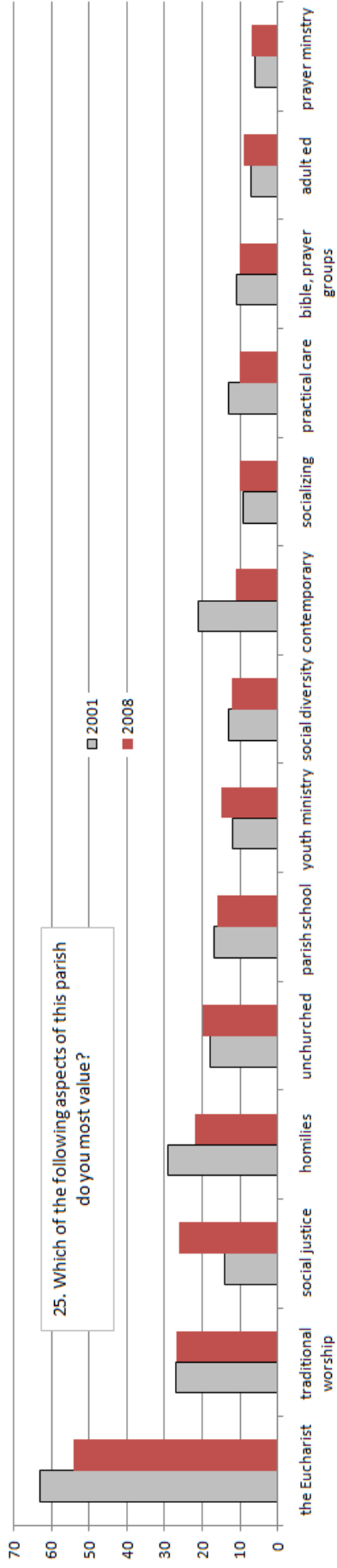


# Liturgy & Worship / Spirituality & Prayer

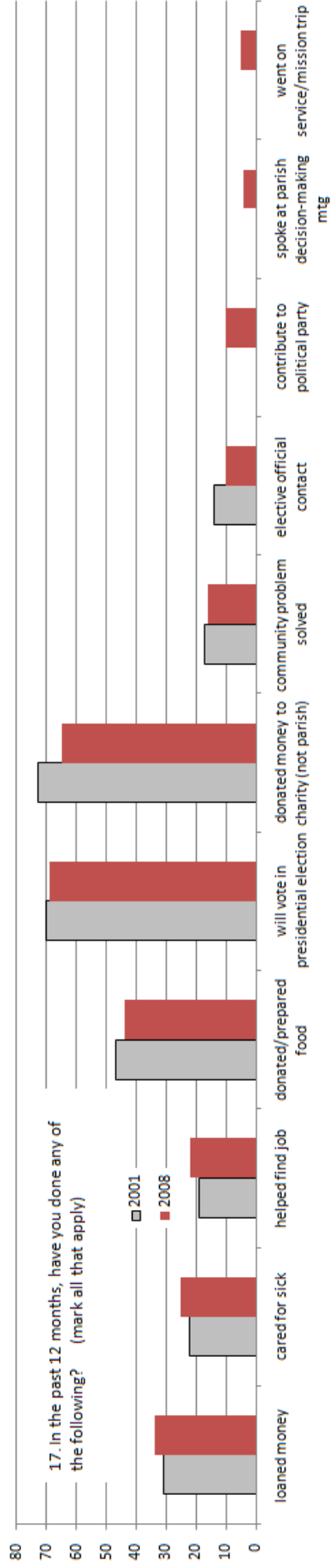
## English / Spanish Mass Breakdown (2008 only)



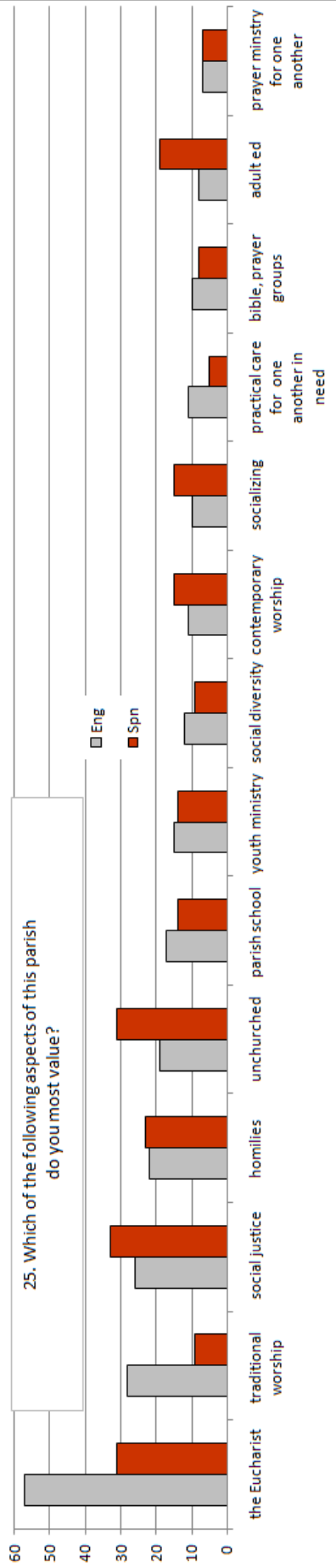
# Aspects Most Valued Whole Parish 2001 + 2008



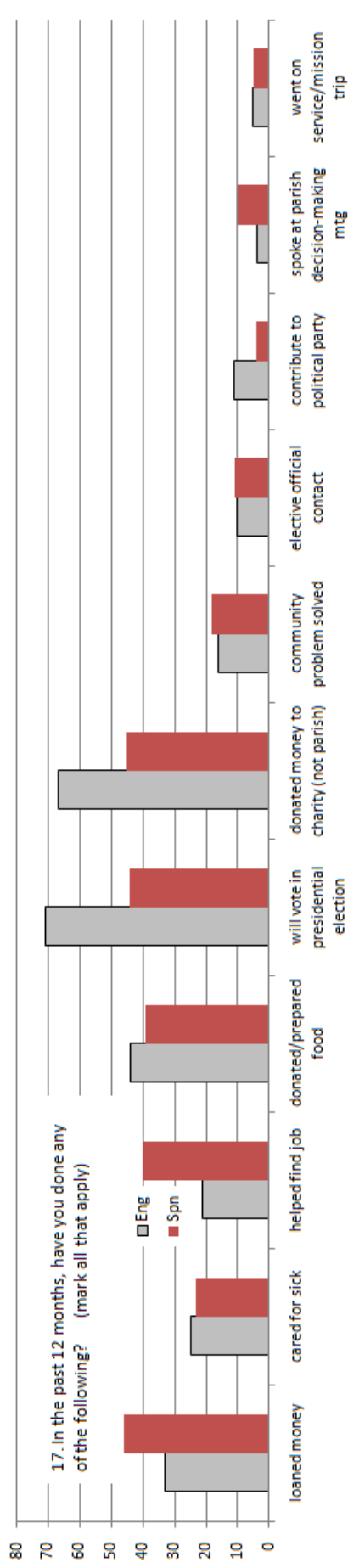
# Ministry of Everyday Life / Charity – Outreach - Social Change Whole Parish 2001 + 2008



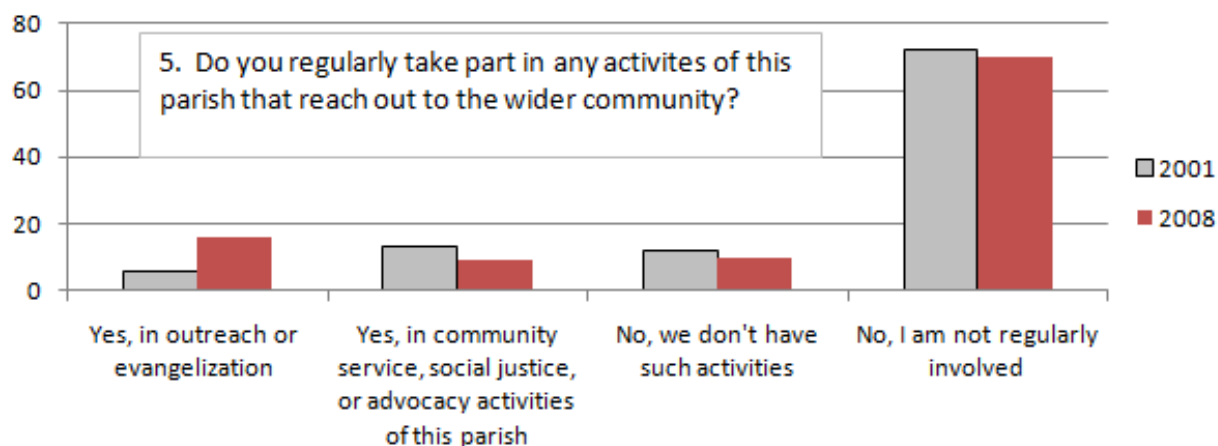
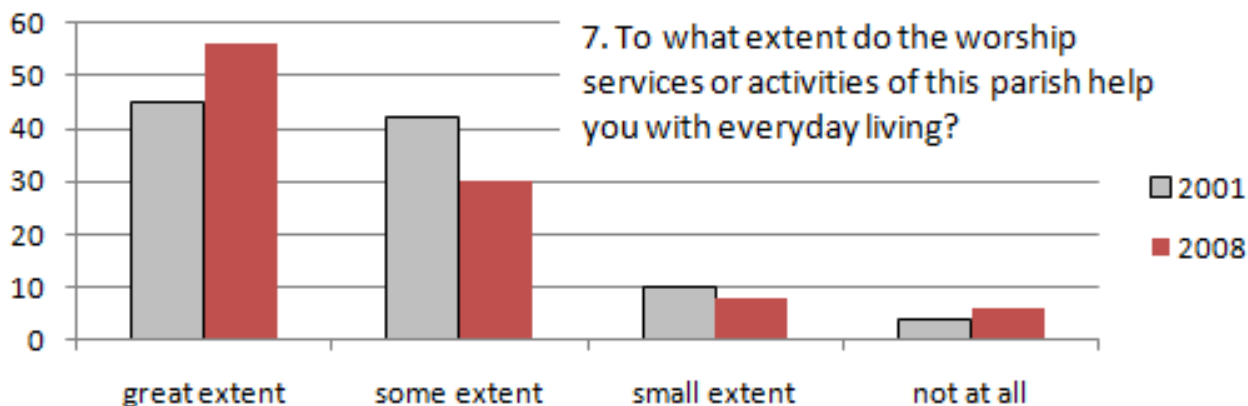
## Aspects Most Valued English / Spanish Mass Breakdown (2008 only)



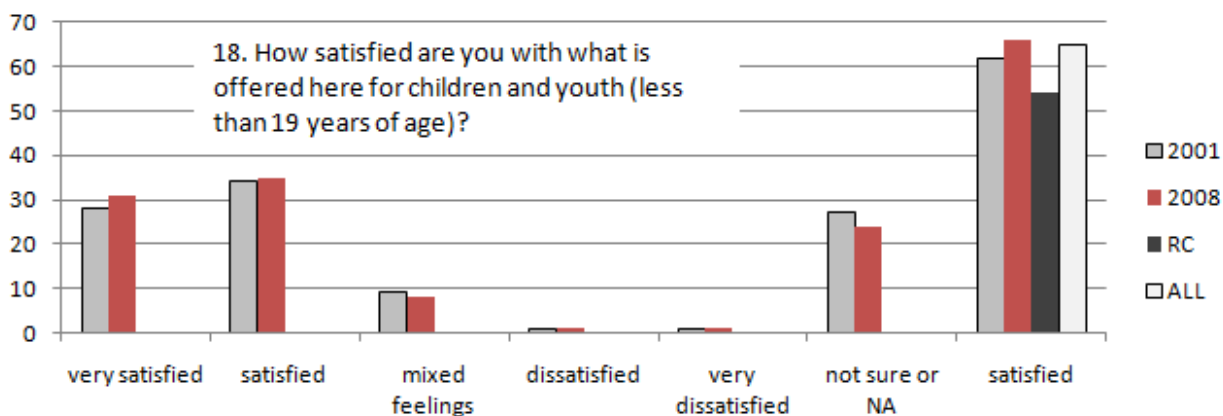
## Ministry of Everyday Life / Charity – Outreach - Social Change English / Spanish Mass Breakdown (2008 only)



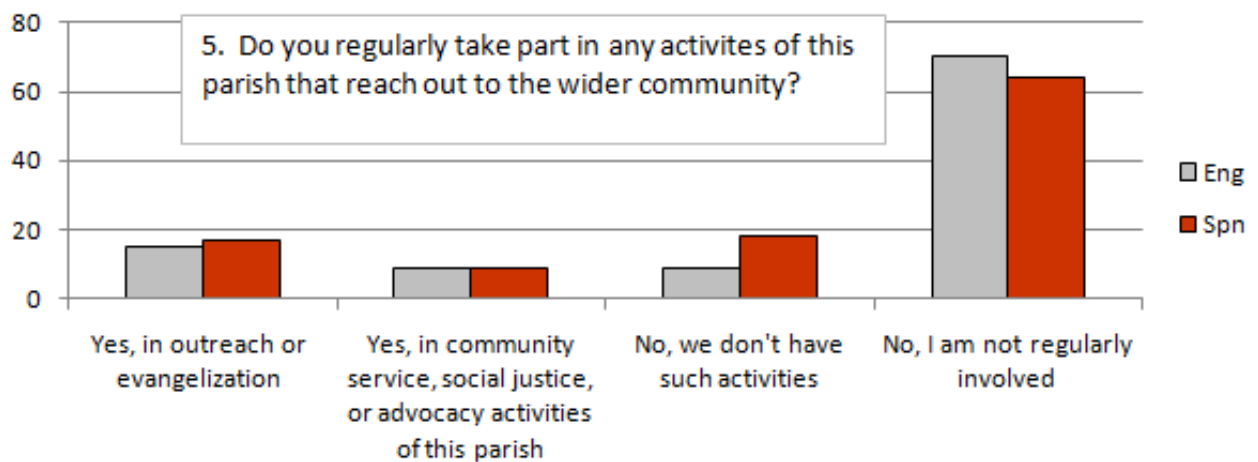
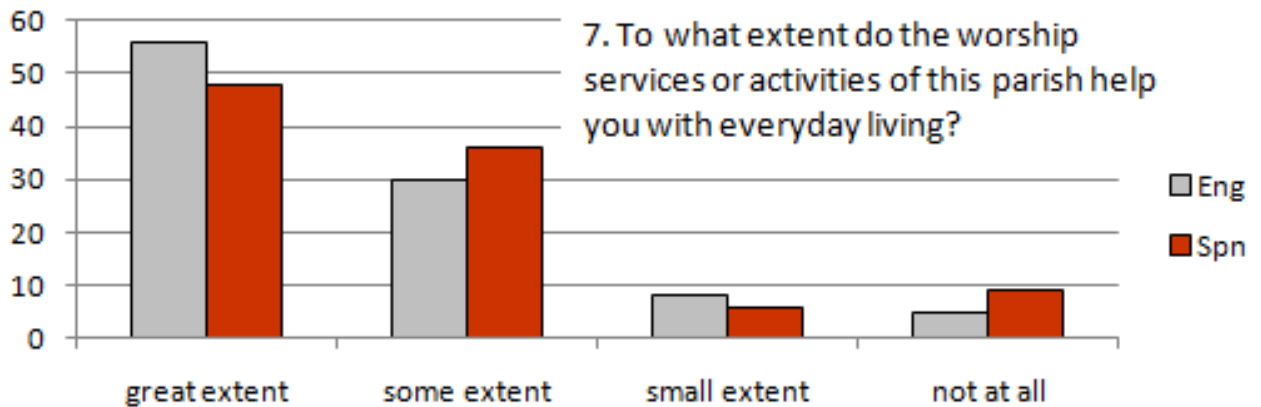
## Ministry of Everyday Life Whole Parish 2001 + 2008 (cont.)



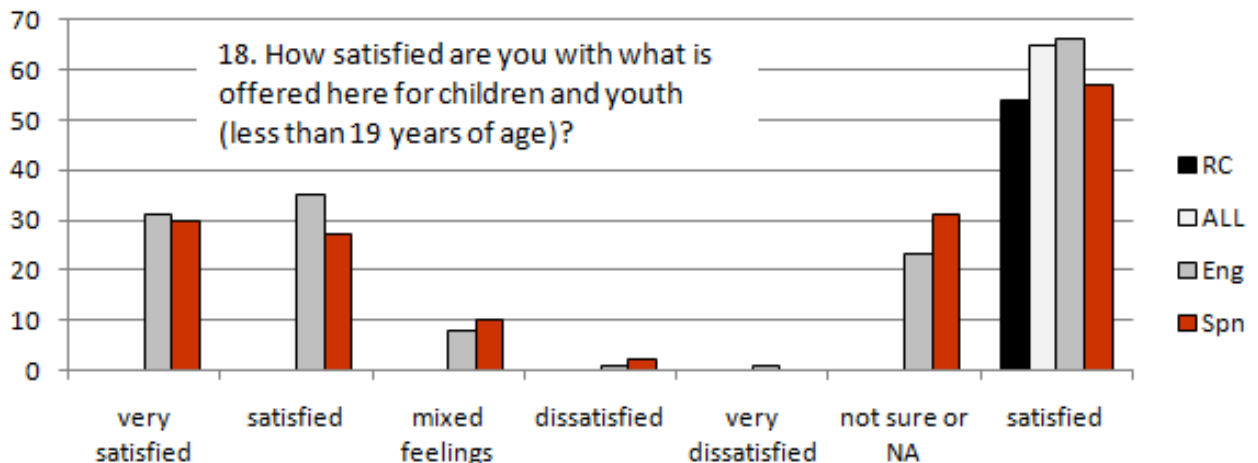
## Children / Youth



## Ministry of Everyday Life (cont.) English / Spanish Mass Breakdown (2008 only)

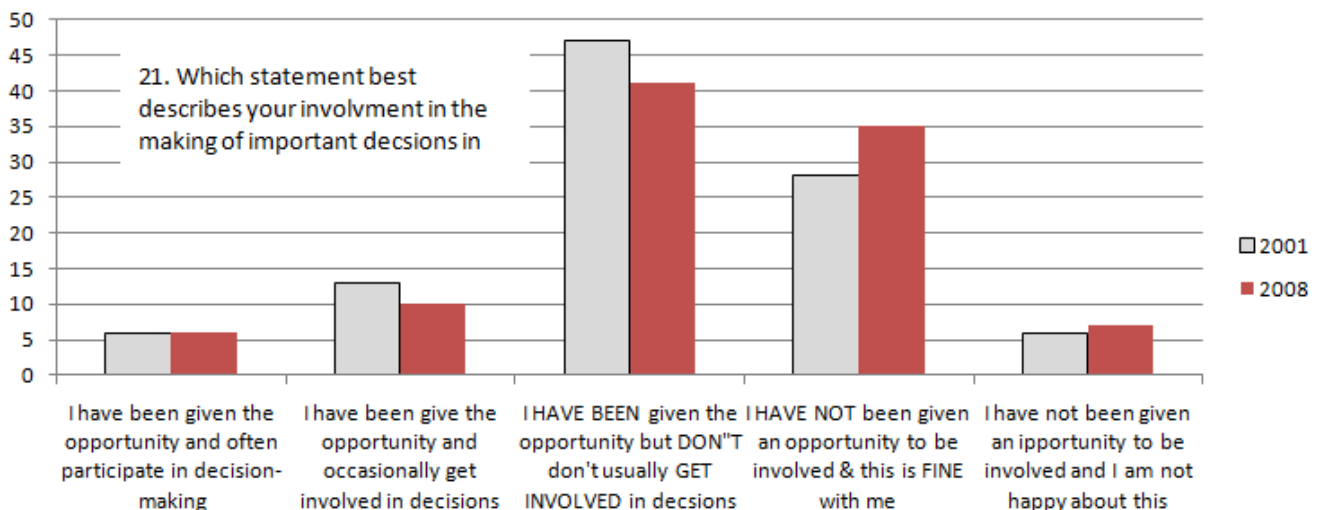
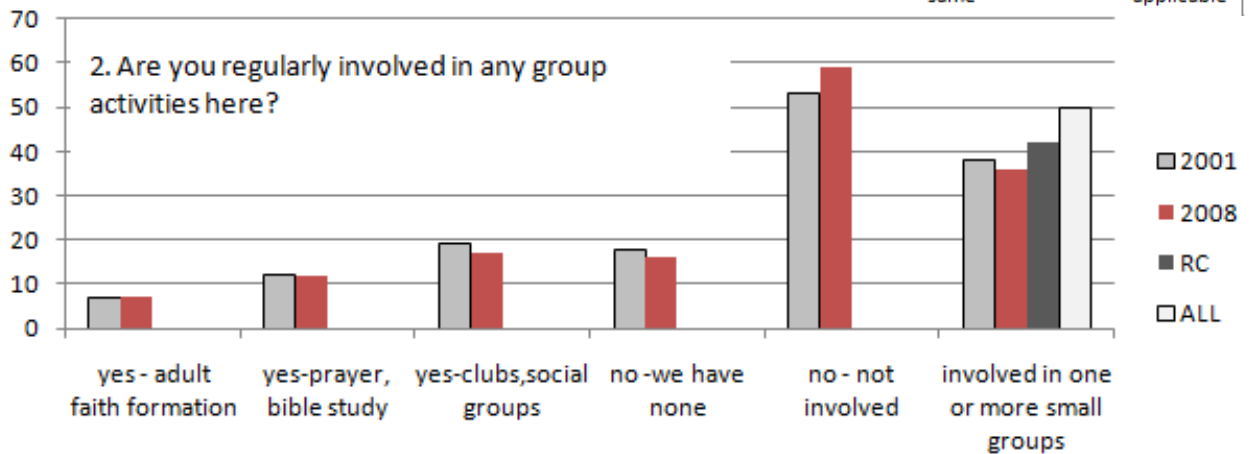
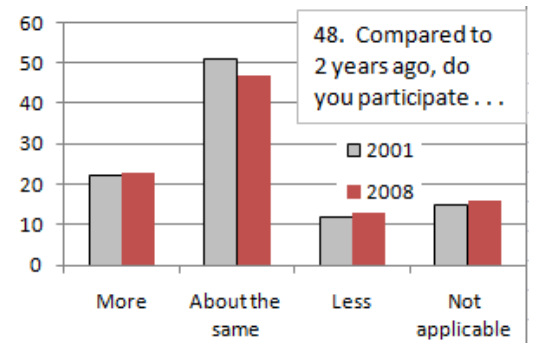
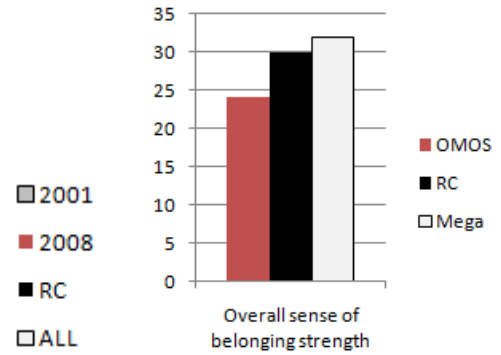
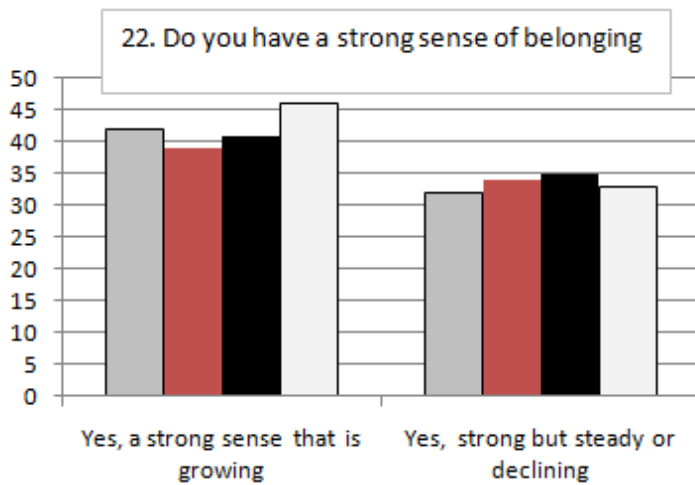


## Children / Youth



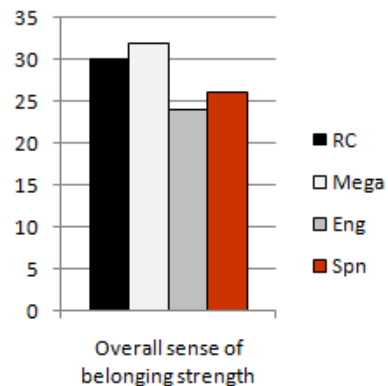
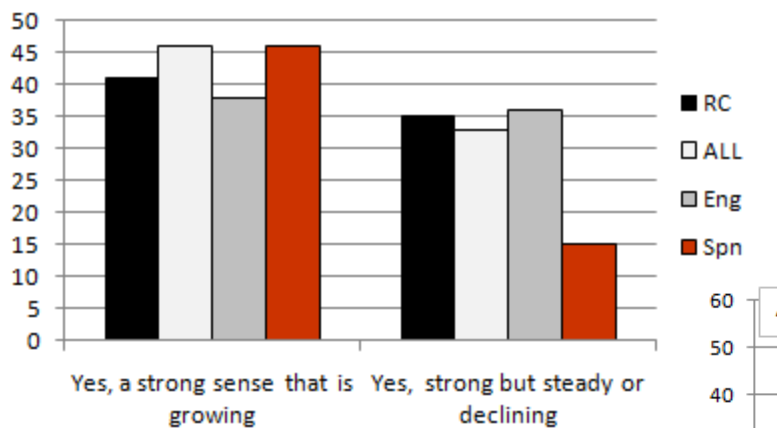
# Sense of Belonging / Engaging the Unengaged

## Whole Parish 2001 + 2008

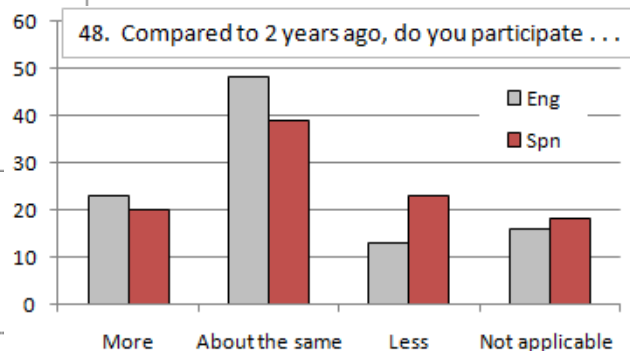


# Sense of Belonging / Engaging the Unengaged English / Spanish Mass Breakdown (2008 only)

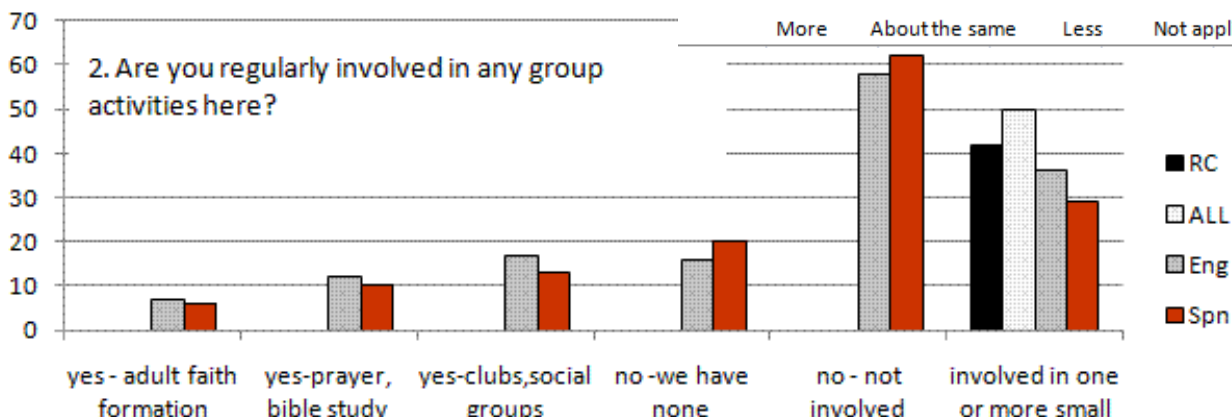
22. Do you have a strong sense of belonging to this parish?



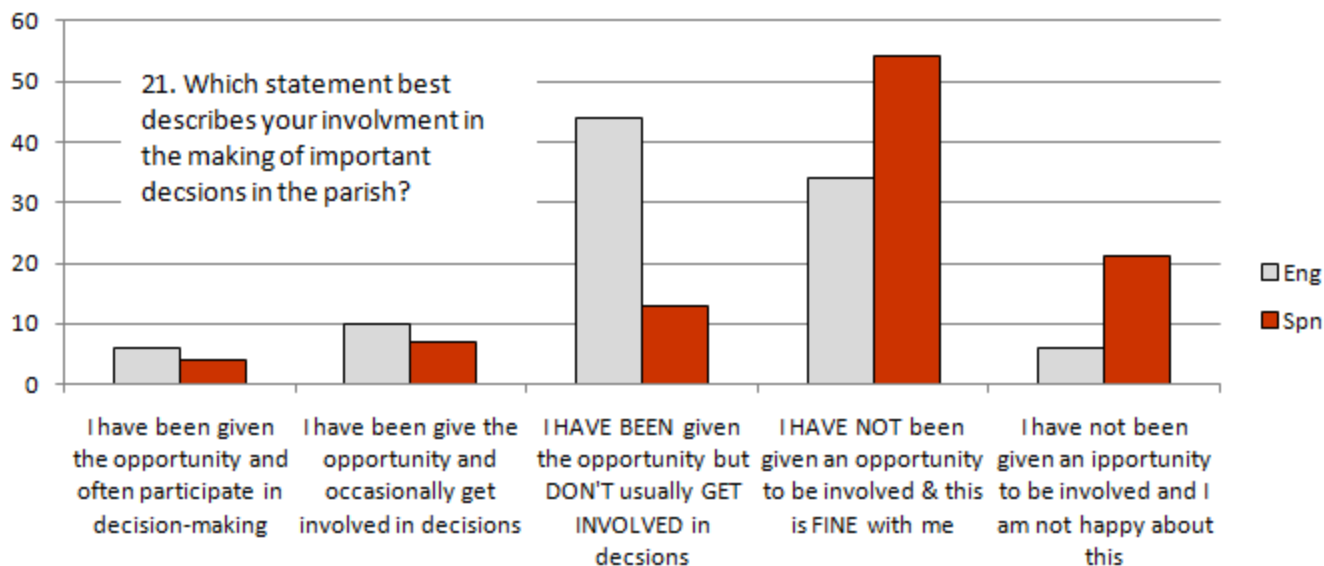
48. Compared to 2 years ago, do you participate . . .



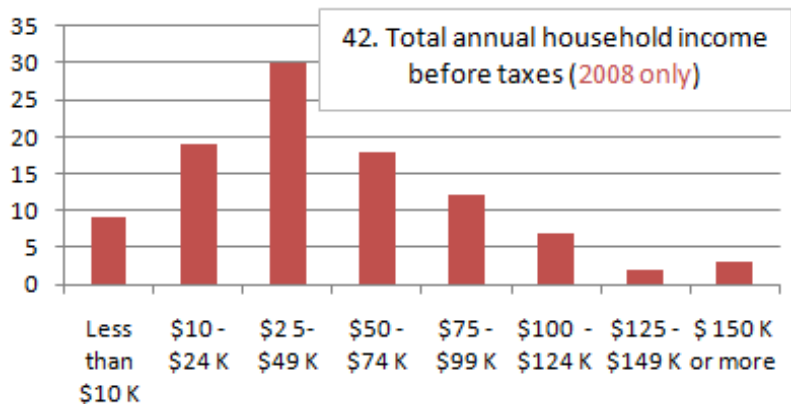
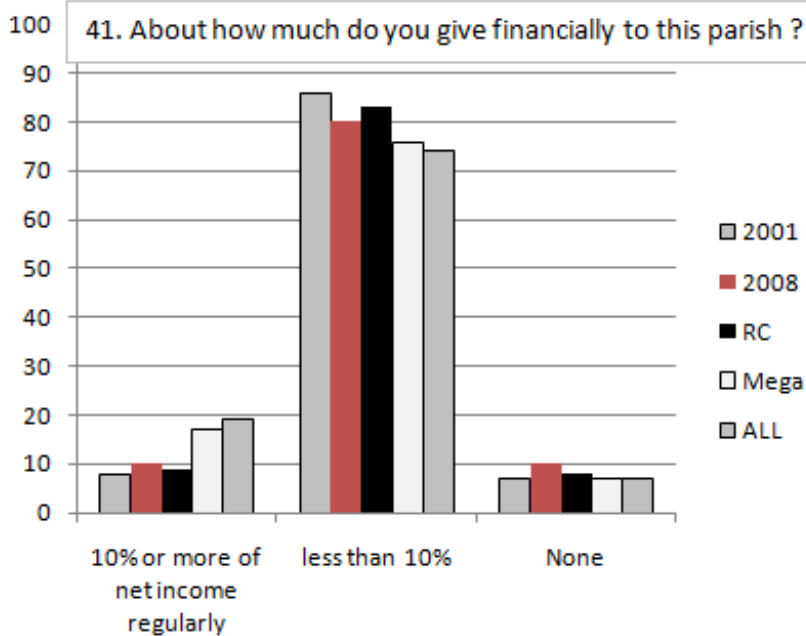
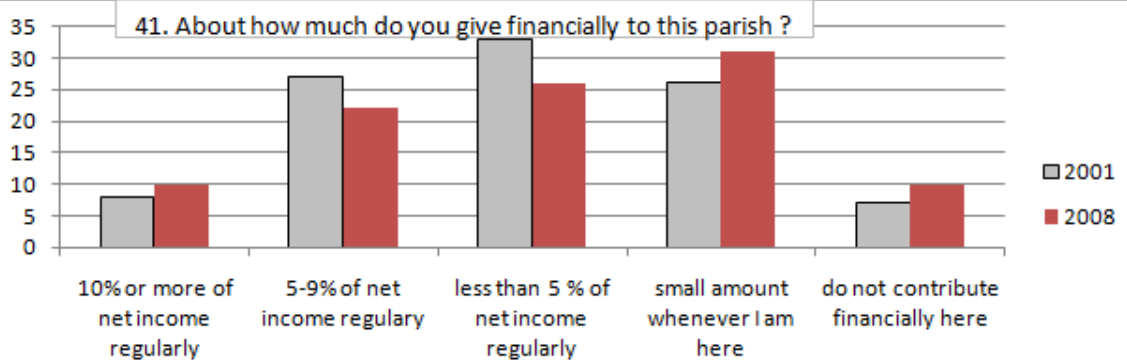
2. Are you regularly involved in any group activities here?



21. Which statement best describes your involvement in the making of important decisions in the parish?



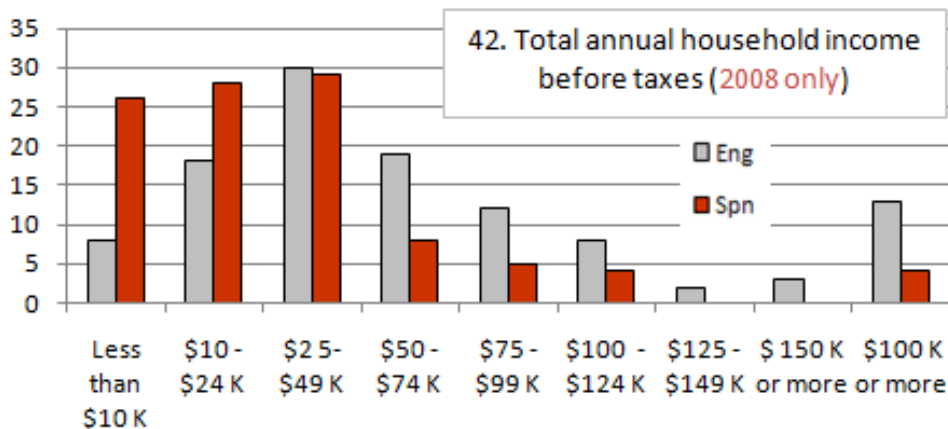
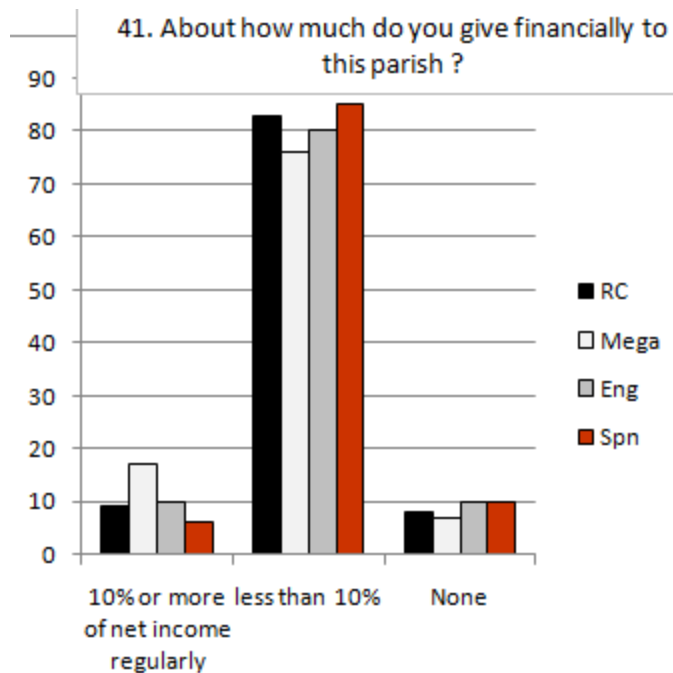
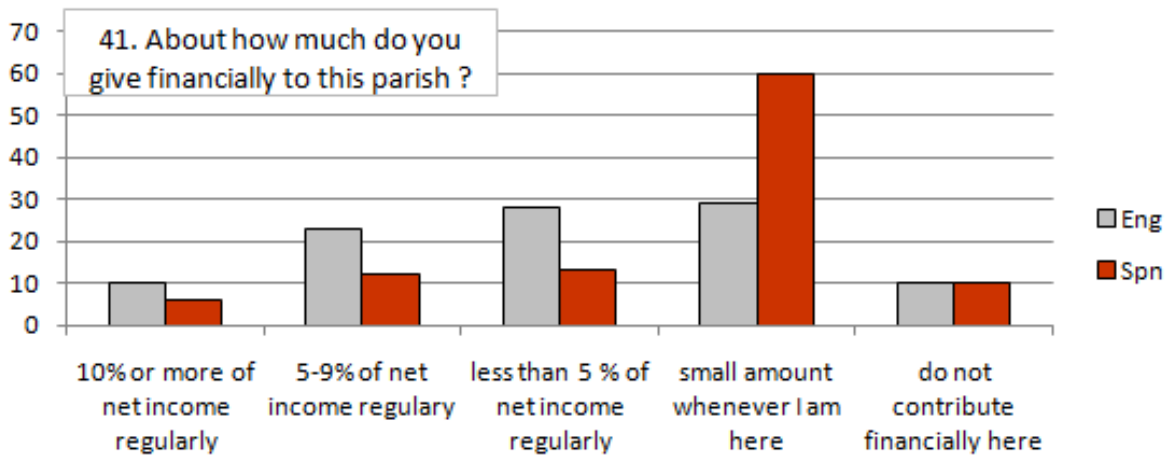
# Financial Giving Whole Parish 2001 + 2008





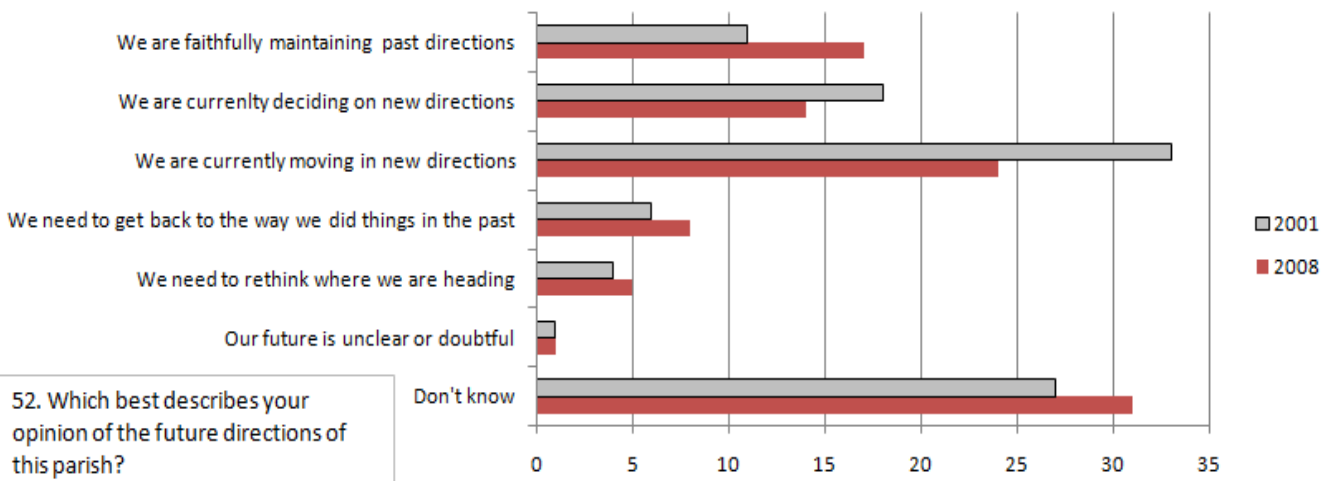
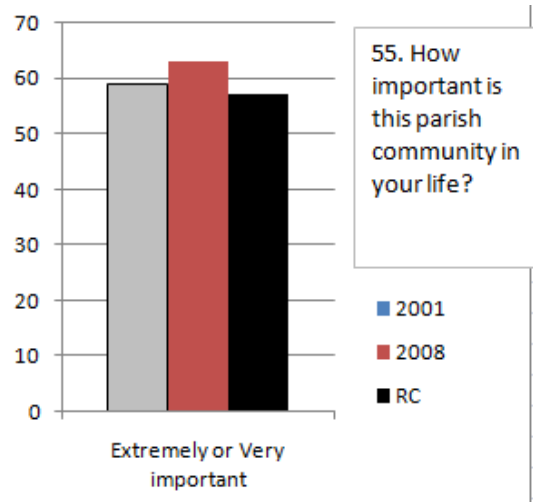
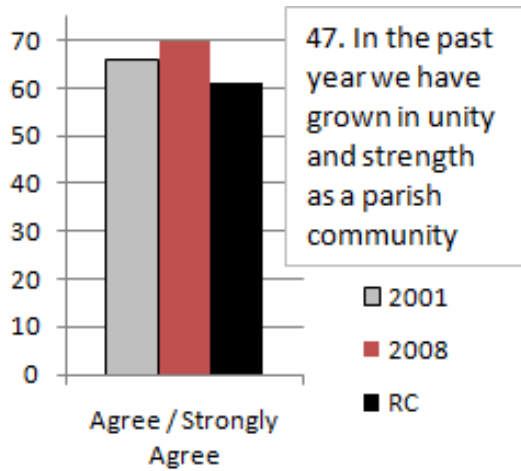
# Financial Giving

## English / Spanish Mass Breakdown (2008 only)



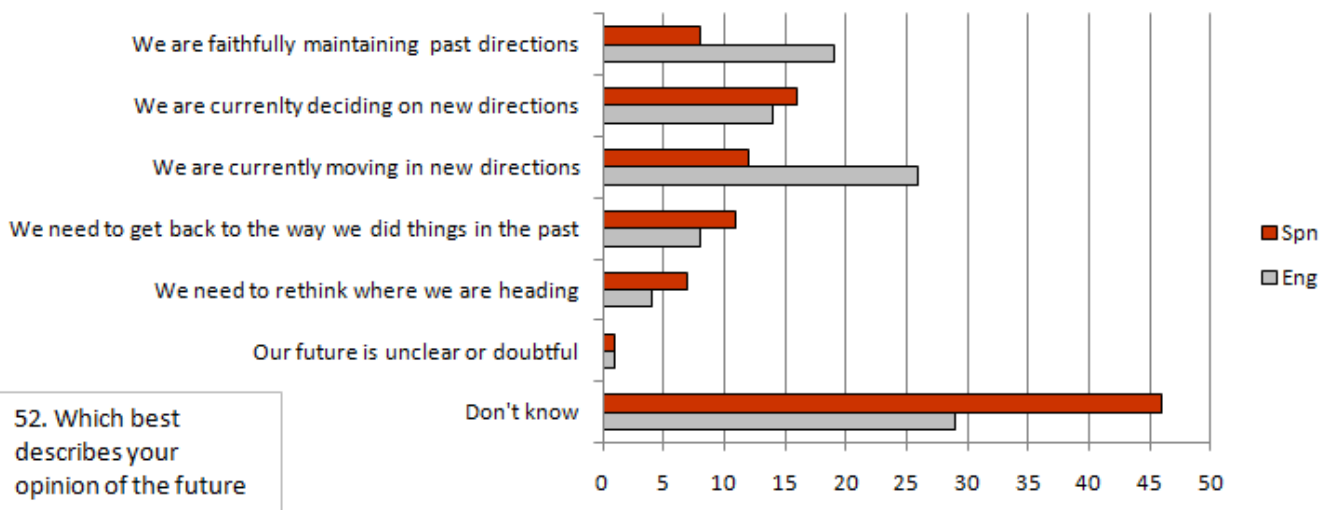
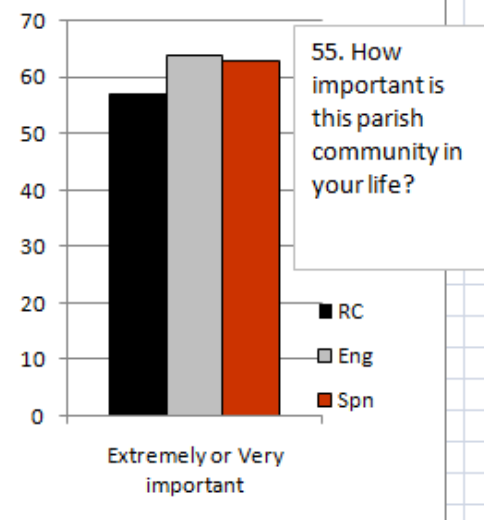
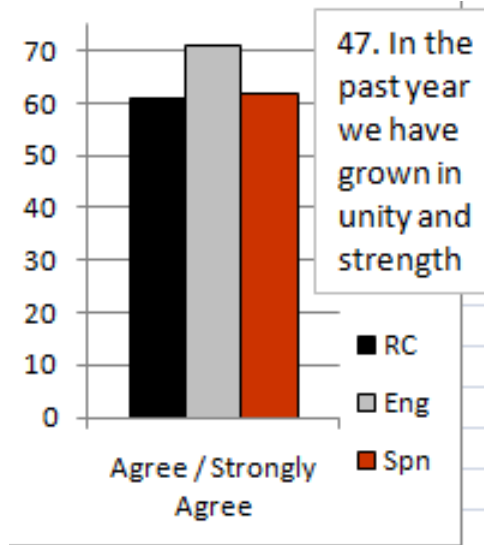
# Mission & Vision

## Whole Parish 2001 + 2008



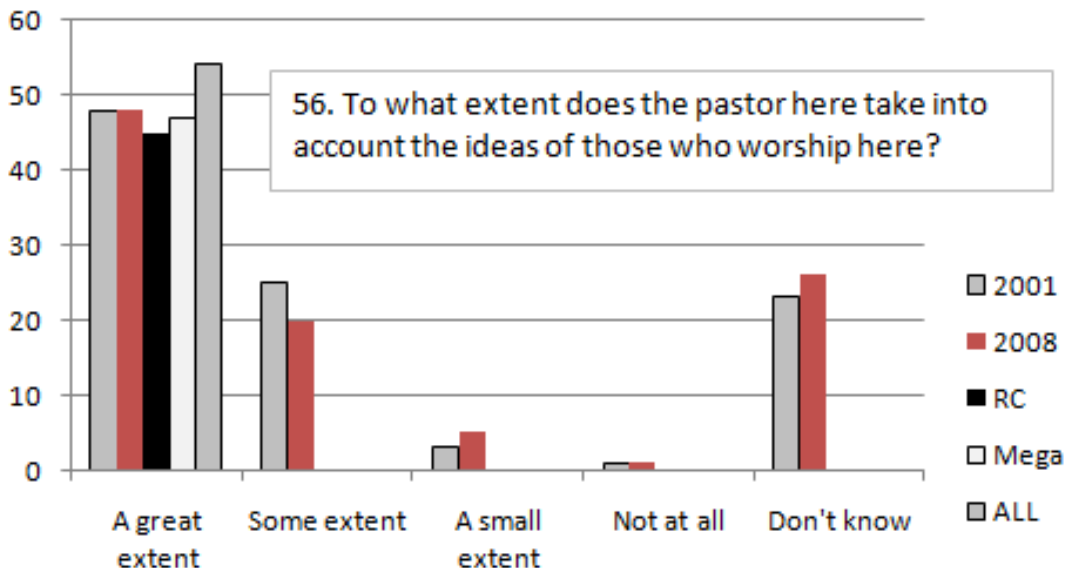
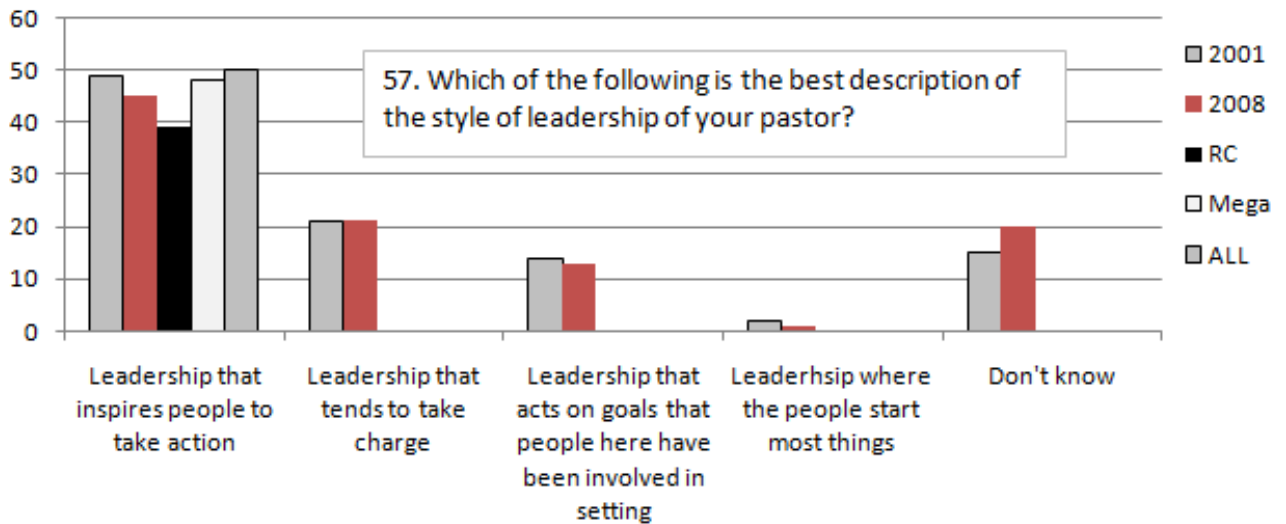
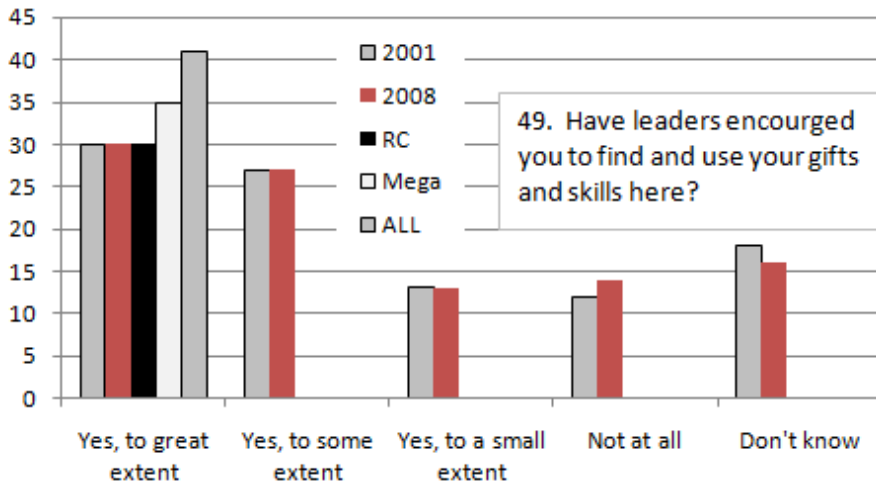
# Mission & Vision

## English / Spanish Mass Breakdown (2008 only)



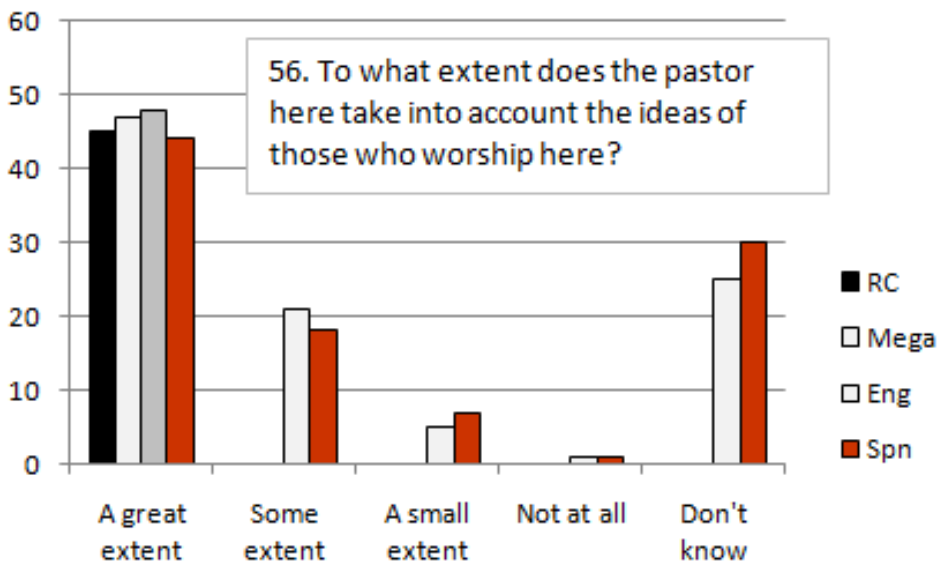
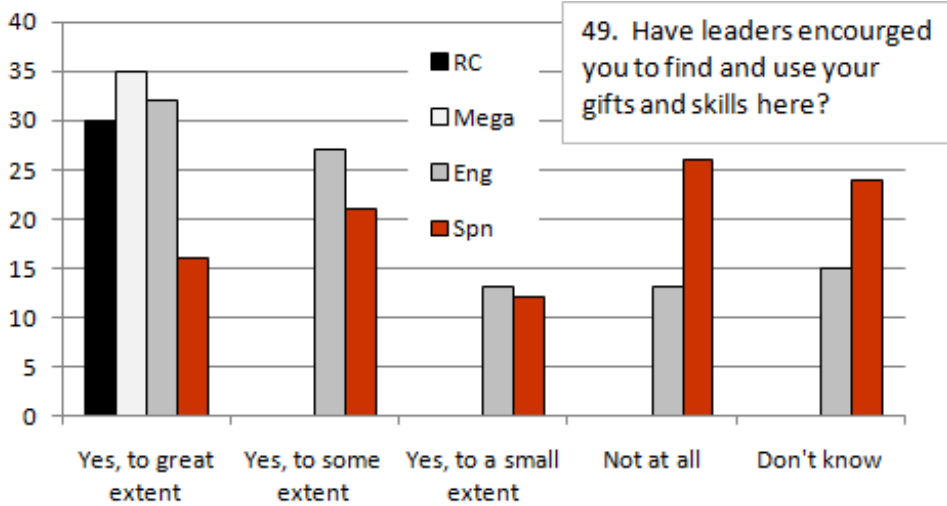
# Leadership

## Whole Parish 2001 + 2008



# Leadership

## English / Spanish Mass Breakdown (2008 only)



**Our Mother of Sorrows**  
**RECONSTITUTION OF**  
**PASTORAL & PARISH STRATEGIC PLAN**

**Documentation**  
**of the Process**

**December 2005 – April 2006**

## Strategic Planning Committee

Jan Britt  
6364 E Placita Divina  
Tucson, AZ 85750  
299-4982  
janbritt@comcast.net

Msgr. Tom Cahalane  
1800 S Kolb Road  
Tucson, Az 85710  
747-1321  
Tomas o C@aol.com

Daisy Carrillo  
5680 E 33rd St  
Tucson, Az 85711  
745-5401  
DAISYCCARRILLO@msn.com

Brenda Carrillo  
7017 E Calle Marte  
Tucson, Az 85710  
790-1117  
brenda.carrillo@titlesecurity.com

Ken Hilliard  
7683 S Sugarberry Dr  
Tucson, Az 85747  
574-7718  
hilliard4@cox.net

Katie Hirschboeck  
2979 E Placita Santa Lucia  
Tucson, Az 85716  
795-4733  
katie@ltrr.arizona.edu

Charlie Mahn  
10022 E Country Shadows Dr  
Tucson, AZ 85748  
886-9746  
charliem21@aol.com

Michael McDonald  
1741 S Avenida del Sol  
Tucson, Az 85710  
747-1989  
Mmcdon1017@aol.com

Bob Scala  
12500 E Cape Horn Dr  
Tucson, Az 85749  
760-4955  
bobscala@earthlink.net

Dynse Wilson  
10750 E. Placita de pascua  
Tucson, AZ 85730  
733-9655  
swilson960@aol.com

**OUR MOTHER OF SORROWS**  
**Reconstitution of Pastoral and Parish Strategic Plan**  
Meeting Minutes  
Monday, December 5, 2005

Msgr. Tom Cahalane, Pastor, called the meeting to order in the Kino Conference Room at 6:37 P.M.

Opening Prayer. Msgr. Tom Cahalane, Pastor led the group's prayer and faith sharing.

Members Present: Dynse Wilson, Charlie Man, Daisy Carrillo, Ken Hilliard, Katie Hirschboeck, Michael McDonald and Msgr. Tom Cahalane, Pastor.

Msgr. Tom Cahalane explained that OMOS has a pastoral plan that needs to be deliberately implemented. He said that is a new opportunity to reengage parish in the plan.

Katie Hirschboeck reported details about the present pastoral plan and its evolution. Katie Hirschboeck said that many of the updates to the 2001 pastoral plan were started by the results of the congregational life survey done in 2001.

Msgr. Tom Cahalane said that he realizes that there are several floating pieces of the pastoral plan and would like to see them attached to specific groups which will oversee them.

Michael McDonald said that the present pastoral plan is very comprehensive and suggested the reorganization of the present commissions to fit the pastoral plan. He said that each commission could be in charge of overseeing a specific part of the plan.

Ken Hilliard mentioned that the different sections of the pastoral plan need some kind of measure to evaluate if the parish has succeeded in meeting the goals or not. He also suggested that a time table could be added to the different goals prescribed in the pastoral plan.

The group reviewed all sections of the present Pastoral Plan that was updated in 2003. See attachment with specific changes that were approved by the whole group.

Msgr. Tom Cahalane shared that several parishioners have suggested that OMOS offer focus groups as one option available to all parishioners. He said that he would like to see the focus groups done in a very professional manner. Msgr. Tom Cahalane would like to invite Margaret Kenski to present the facts about the process and effectiveness of focus groups to the present pastoral committee.

Michael McDonald suggested that a theme be developed to make the pastoral plan more interesting to all parishioners. He got some homework: work on a motto and symbol for the revised pastoral plan.

Next meeting will be on Wednesday, January 11<sup>th</sup> at 7:00 p.m. in the Kino Conference Room.

The meeting was adjourned at 8:21 P.M. with a prayer by Monsignor Tom.

Respectfully Submitted,

Daisy C. Carrillo



## Strategic Planning Committee

Jan Britt	<a href="mailto:janbritt@comcast.net"><u>janbritt@comcast.net</u></a>
Daisy Carrillo	<a href="mailto:DAISYCCARRILLO@msn.com"><u>DAISYCCARRILLO@msn.com</u></a>
Brenda Carrillo	<a href="mailto:brenda.carrillo@titlesecurity.com"><u>brenda.carrillo@titlesecurity.com</u></a>
Ken Hilliard	<a href="mailto:hilliard4@cox.net"><u>hilliard4@cox.net</u></a>
Katie Hirschboeck	<a href="mailto:katie@lrr.arizona.edu"><u>katie@lrr.arizona.edu</u></a>
Charlie Mahn	<a href="mailto:CharlieM21@aol.com"><u>CharlieM21@aol.com</u></a>
Michael McDonald	<a href="mailto:mmcdon1017@aol.com"><u>mmcdon1017@aol.com</u></a>
Bob Scala	<a href="mailto:bobscala@earthlink.net"><u>bobscala@earthlink.net</u></a>
Dynse Wilson	<a href="mailto:swilson960@AOL.com"><u>swilson960@AOL.com</u></a>
Msgr Tom Cahalane	<a href="mailto:Tomasoc@aol.com"><u>Tomasoc@aol.com</u></a>

**OUR MOTHER OF SORROWS**  
**Reconstitution of Pastoral and Parish Strategic Plan**  
Meeting Minutes  
Wednesday, January 11, 2006

Msgr. Tom Cahalane, Pastor, called the meeting to order in the Kino Conference Room at 7:05 P.M.

Opening Prayer. Msgr. Tom Cahalane, Pastor led the group's prayer.

Members Present: Dynse Wilson, Charlie Man, Daisy Carrillo, Ken Hilliard, Katie Hirschboeck, Michael McDonald, Bob Scala, Jan Britt, John Brell and Msgr. Tom Cahalane, Pastor.

Msgr. Tom restated that the theme will be Let Go, You are Sent. He commissioned Michael McDonald to work on logo.

Msgr. Tom reported that a representative from New Bridge Company (professional consultants on surveys and related matters) presented their way of approaching the reconstruction of OMOS strategic pastoral plan. Msgr. Tom and others who attended the presentation felt that the process plan proposed was not worth the service fees. They agreed that the task can be approached by the members of the pastoral strategic plan.

Msgr. Tom shared that Margaret Kenski, a professional survey and focus groups facilitator, recommended surveys as the best option to gather ideas for the new strategic plan. She discouraged Msgr. Tom from doing focus groups.

The group discussed the difference and effectiveness of focus groups versus the use of surveys.

Michael McDonald shared that it is important to do both: in focus groups people could respond to the present plan and the surveys could help gather new ideas.

Katie Hirschboeck reminded the group about several surveys that have been given to the parishioners in the past as an option to gather new information.

Msgr. Tom expressed the importance of clarifying what we need to know in order to select the best tool to gather such information.

The group discussed the fact that there are engaged, disengaged, and disaffected parishioners and how this might affect the type of tool used and the kind of information that is gathered.

Bob Scala questioned the effectiveness of the structure of the present pastoral plan.

Daisy Carrillo pointed out the absence of the Hispanic ministry within the structure of the present plan.

The group discussed the language and cultural differences, and the needs and intentions of the Hispanic community in connection to the Anglo OMOS community.

Bob Scala questioned the group about the people that we are trying to reach out to.

It was stated that 30% of OMOS parishioners are engaged and 70% are indifferent, disengaged, and/or disaffected.

Msgn. Tom questioned the group about the best way to design a survey, what questions to ask, and what type of survey to use.

The group discussed if we should keep the present structure of the plan or restructure it to better fit the ministries.

Msgr. Tom tried to refocus the discussion and asked the group:

- From the present pastoral plan, what stays the same?
- What needs to be changed?
- How do we keep the parishioners we have?
- How do we reach the disaffected? Recapture?
- How do we reach the ones who are unchurched?
- How do we live our faith in the world?

Ken Hilliard suggested that the present pastoral plan be restructured completely to realign it to the ministries.

Msgn. Tom rejected the idea of starting from scratch because it will seem that the parish has not had a pastoral strategic plan before.

Bob Scala suggested that we use the questions listed above to frame the structure of the survey that will be given to the parishioners.

John Brell suggested that we invite Margaret Kenski to the next meeting to listen to our concerns and facilitate the meeting.

Bob Scala expressed that the group should define the pastoral plan goals before asking an outsider for guidance.

Msgr. Tom Cahalane expressed that the parish needs an updated plan because he feels it is imperative to engage all the people more intentionally on the plan.

Jan Britt said that the wording of the present pastoral plan is heavy and feels that it should be reworded to simplify it.

Pr. 1st  
Pr. 2nd

Michael McDonald suggested that the theme and logo could help communicate the concept of the plan.

The group discussed again the possibility of implementing focus groups to listen to what people think about the present pastoral plan because this type of discussion will help discern how to improve the plan.

Msgr. Tom Cahalane restates that he would like to see a plan that reengages the parish and attends to its needs.

Each member of the pastoral plan shared his opinion about his role and point of view of the direction to take in restructuring the plan.

Katie Hirschboeck suggested that we all review the present plan and bring ideas to the next meeting.

Dynse Wilson summarized the groups' ideas by saying that 7 people suggest keeping the present plan, 6 feel that is important to simplify it and 8 would like to have a "reach out category" included in the survey.

Bob Scala suggested that in addition to boiling down the plan elements for homework that we review the questions that have been used in past surveys.

Katie Hirschboeck volunteered to send everyone the surveys that have been given to parishioners in the past.

**Next meeting** will be on Tuesday, January 31<sup>st</sup> at 7:00 p.m. in the Kino Conference Room.

The meeting was adjourned at 8:52 P.M. with a prayer by Msgn. Tom.

Respectfully Submitted,

Daisy C. Carrillo

**Subject:** Previous OMOS Parish survey questions  
**From:** Katie Hirschboeck <katie@lrr.arizona.edu>  
**Date:** Tue, 17 Jan 2006 00:02:38 -0700  
**To:** "OMOS Strategic Planning Committee";

Dear Strategic Planning Committee --

At our last meeting I was asked to pull together the questions that have been asked in past surveys & questionnaires of the Parish so we could look them over for insights on how to approach our current strategic planning task. The attached PDF contains the questions asked in the 3 different types of surveys that have been used in the Parish.

Included are:

1. The one-page "Random Sample" questionnaire that is currently used when Parish Council members phone parishioners at random.
2. The questions for the "Parish Survey of Attitudes and Practices" that was taken sometime in the early 1990s.
3. The questions asked in the "U.S. Congregational Life Survey," that was taken April 21, 2001.

(Note that the actual survey results of these questionnaires are not included).

Blessings to all of you,

Katie

P.S. See you at our next meeting on Tuesday Jan 31st @ 7 pm -- don't forget we have a homework assignment to try to "boil down" the current (Epiphany 2003) Pastoral Plan <== I just noticed this when I reviewed my notes!

~~~~~  
Katie Hirschboeck  
[katie@lrr.arizona.edu](mailto:katie@lrr.arizona.edu)  
work: 621-6466  
home: 795-4733  
~~~~~

Survey questions.all.pdf Content-Type: application/pdf  
Content-Encoding: base64

X-Sieve: CMU Sieve 2.2

Date: Sun, 29 Jan 2006 17:15:50 -0700 (GMT-07:00)

From: Robert Scala <bobscala@earthlink.net>

Reply-To: Robert Scala <bobscala@earthlink.net>

To: Bob Scala <bobscala@earthlink.net>,

Brenda Carrillo <brenda.carrillo@titlesecurity.com>,

Charlie Mahn <CharlieM21@aol.com>,

Katie Hirschboeck <Katie@lrr.arizona.edu>, daisyccarrillo@msn.com,

Hilliard4@cox.net, <janbritt@comcast.net>,

Annette <omoschurch@aol.com>

Subject: Plan elements

X-Mailer: EarthLink Zoo Mail 1.0

Members of the OMOS Long Range Planning Group

(Annette - can you see that this reaches Msgr. Tom)

Here is my attempt to "boil down" the Pastoral Plan elements:

Leadership - Continuing formation of lay and professional staff leaders to assure greater participation by parishioners in parish life.

Liturgical Participation - Catechesis of the parish community accompanied by enhanced training and spiritual development of liturgical ministers to provide richer and more inclusive liturgies.

Faith Formation - Evangelization of the faith community through enhanced quality in small group sharing, homilies, retreats and other prayer-based activities.

Social and Moral Issues - Enhance the common good through catechesis and prayer-based involvement in study and outreach.

Parish Activities - Reach out and welcome all for whom OMOS is or can be a home, a place secure, faith-filled and inclusive.

.....and now that I have your attention, I'll restate the Pastoral Plan objectives in different language. No one seemed to consider this possibility during our last meeting but I thought I'd run it past you anyhow.

Go, you are sent

- to reach out to the least and littlest
- to seek and embrace the unchurched and disaffected
- to learn and grow in all dimensions of our faith
- to expand and enhance all aspects of our liturgies
- to give witness to your faith in all elements of everyday life
- to see the face of Jesus in everyone you meet.

Bob Scala

*sent to Bob  
lead to  
Bob's  
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**PASTORAL PLAN**  
Revision by Dynse Wilson

Our pastoral plan is organized into five areas ~~for~~ sections for assessment.

- I. **Leadership:** Strong leaders help OMOS grow in the gospel message. We hope to cultivate this leadership through prayer, education, love and example.
- II. **Liturgical Participation:** We are a Eucharistic community. We hope to increase our relationship with God through our liturgies and sacraments.
- III. **Faith Formation:** Our faith will be formed through Scripture, prayer, everyday vocations and through the evangelization of people in our lives.
- IV. **Social and Moral Issues:** We encounter and become engaged in social and moral issues in our home, work, and community. We seek a life based on Gospel values through outreach, prayer, and education.
- V. **Parish Activities:** Our parish provides a foundation for growth of our spiritual lives. We feel welcome and accepted and support each other's needs and enjoy fellowship.

As Written

Recommended Edits

**Section I- Leadership**

**Vision Statement** - *Our growth as a parish depends on the degree to which the Gospel and its message are transformed into the everyday lives of our parish community. We envision a strong leadership at Our Mother of Sorrows through a closer integration of the parish and leaders through education, prayer, passion, love and example.*

1. Communicate to the Parish the various ministries and their objectives in order to identify and recruit lay leaders to serve specific needs within the Parish. *(ongoing)*
2. Mentor, train, and spiritually form future and current lay leaders. *(ongoing)*
3. Identify professional and ministerial growth needs for the Parish staff and lay leadership through pastoral and personal assessment. *(ongoing)*
4. Extend to youth in ministry the opportunity for leadership training. *(ongoing)*
5. Develop a leadership process for all ministries and establish guidelines for leadership and participation in ministry, including the importance of providing a welcoming environment.
6. Implement a deliberate, parish-wide catechesis that broadens the meaning of leadership in ministry to include all individuals who lead lives of faith, integrity, and Gospel values in the midst of the secular world. *[CIS]*

**Section I- Leadership**

**Vision:** *Strong, capable and compassionate parish leadership*

1. Continue to identify, recruit, train and mentor lay leaders to serve specific needs within the Parish. *(lead: ?)*
2. Identify and address professional and ministerial growth needs for the Parish staff and lay leaders. *(lead: ?)*
3. Include youth ministers in leadership training process. *(lead: ?)*
4. Develop a ministry leadership process and establish guidelines for leadership and participation in ministry. *(lead: ?)*
5. Implement a parish-wide catechesis of the broaden meaning of ministry leadership to include all individuals who lead lives of faith, and Gospel values in the secular world. *(lead: CIS)*



As Written

Recommended Edits

**Section II- Liturgical Participation**

**Vision Statement** - *We envision a growing and welcoming Eucharistic community with an increasing awareness that we are a priestly people in relationship with God and each other through involved participation as Ministers of the Assembly in sacramental and liturgical celebrations*

1. Increased awareness that our liturgies, based around the two tables of the Lord, are the "source and summit" of our faith experience which should be the focal point of our daily lives, and that by virtue of our Baptism we all actively share in the Ministry of the Assembly. [CIS]
2. Promote a sense of community in the Assembly through the practice of genuine hospitality and welcoming using the many different talents and ministries available within our parish community. [CIS]
3. Continue to support liturgical/sacramental integration of parish families and school families by promoting combined Family Mass, Teen Liturgy, sacramental preparation and summer religious education activities. (ongoing)
4. Review the new liturgical directions and options from the National Conference of Catholic Bishops and continue catechesis of the parish community through various means of communication.
5. Continue catechesis of the parish community regarding liturgical changes and growth through various means of communication.
6. Investigate and implement more technologically advanced vehicles of communication for on- going catechesis and liturgical enhancement.
7. Enhance the training and spiritual development of all liturgical ministers. (ongoing)

**Section II- Liturgical Participation**

**Vision** - *A growing and welcoming Eucharistic community with awareness that we are a priestly people in relationship with God and each other through the Ministry of the Assembly.*

1. Increase awareness that liturgy is the "source and summit" of our faith experience and should be the focal point of our daily lives. (lead: CIS)
2. Promote community in the Assembly through hospitality and welcoming. (lead: CIS)
3. Integrate school and non-school family liturgical and sacramental celebrations via combined Family and Teen Liturgies, sacramental preparation and summer religious education activities. (lead: ?)
4. Continue catechesis and incorporation of the National Conference of Catholic Bishops liturgical directions and options in our celebrations. (lead: ?)
5. Investigate and implement technology vehicles of communication for catechesis and liturgy. (lead: ?)
6. Continue to training and develop all liturgical ministers. (lead: ?)
7. Acknowledge and honor the call to be actively involved in the Ministry of the Assembly. (lead: CIS)

As Written

Recommended Edits

**Section III - Faith Formation**

**Vision Statement** - *We envision that Our Mother of Sorrows faith formation will be rooted in scripture and a rich prayer life, fostering awareness of our common vocation to live our faith through the Ministry of Everyday Life and manifests itself in evangelization of our children, families, neighborhoods, and community for the glory of God.*

1. Continue evaluation and promotion of small communities of faith and their impact on parish areas of spirituality, faith formation, lay leadership and outreach. *(ongoing)*
2. Encourage homilies that are relevant to the various age groups of the parish that address key social/moral issues of our times, the Ministry of Everyday Life, and the Ministry of the Assembly. *[CIS]*
3. Encourage and support the need and importance for a viable Youth Ministry Team, and other means such as mailings, the parish website, newsletter articles, etc. *(ongoing)*
4. Continue a retreat program that offers ongoing renewal/spiritual formation opportunities for parish ministry groups and parishioners in general. *(ongoing)*
5. Use the results of the Congregational Life Survey to address the needs of the parish, based on sensitivity to our parish demographics. *[CIS]*
6. Implement a deliberate, parish-wide catechesis to develop a more profound awareness of our common vocation to live our faith through the Ministry of Everyday Life. *[CIS]*
7. Engage our parish community's faithful, silent majority by acknowledging and honoring the call to be actively involved in the Ministry of Everyday Life and the Ministry of the Assembly. *[CIS]*

**Section III - Faith Formation**

**Vision** - *Faith formation rooted in scripture and prayer, fostering awareness of our common vocation in the Ministry of Everyday Life, focused on evangelizing our children, families, and neighborhoods of the glory of God.*

1. Continue promoting small communities of faith, focusing on spirituality, faith formation, lay leadership and outreach. *(lead: ?)*
2. Provide homilies that are relevant to the various age groups, address key social/moral issues of our times, the Ministry of Everyday Life, and the Ministry of the Assembly. *(lead: ordained ministers)*
3. Establish and maintain a viable Youth Ministry Team. *(lead: ?)*
4. Maintain a viable retreat program that offers renewal/spiritual formation opportunities. *(lead: ?)*
5. Implement a parish-wide catechesis to increase awareness of our common vocation to live our faith through the Ministry of Everyday Life. *(lead: CIS)*
6. Acknowledge and honor the call to be actively involved in the Ministry of Everyday Life. *(lead: CIS)*

As Written

Recommended Edits

**Section IV - Social and Moral Issues**

**Vision Statement** - *We envision our parish as actively engaged in the Ministry of Everyday Life. In that way, we weave together the spiritual, moral and social issues we encounter in the home, neighborhood, workplace and the larger community. In each of these settings we seek the common good through prayer, education and a life lived according to Gospel values.*

1. Continue to support existing outreach efforts such as Habitat for Humanity, PCIC, Casa Maria, Primavera, St. Vincent de Paul, TIHAN, and the Haiti Project; identify and develop additional outreach efforts after catechesis. *(ongoing)*
2. Identify current key social and moral issues in line with a consistent life ethic. *(ongoing)*
3. Implement a deliberate, parish-wide catechesis after identifying the key social and moral issues. *(ongoing)*
4. Increase the awareness in the parish community that a life lived with respect and love for others regardless of where they are encountered is a valuable form of ministry. *[CLS]*

**Section IV - Social and Moral Issues**

**Vision** - *Our parish actively engaged in the Ministry of Everyday Life, weaving together the spiritual, moral and social issues encounter in the home, neighborhood, workplace and community. Seek the common good through prayer, education and living according to Gospel values.*

1. Support existing outreach efforts. Discern the parish's involvement in additional outreach efforts. *(lead: ?)*
2. Identify key social and moral issues in line with a consistent life ethic; followed by a deliberate, parish-wide catechesis of the issues(s). *(lead: ?)*
3. Increase congregation's awareness that a life lived with respect and love for others regardless of where they are encountered is a valuable form of ministry via ??????. *(lead: CLS)*

As Written

Recommended Edits

**Section V - Parish Activities**

**Vision Statement** - *We envision Our Mother of Sorrows as a foundation and framework for our spiritual lives- A place where everyone is welcomed and accepted as children of God and a place to grow together through understanding and recognizing each other needs by prayer, hospitality and outreach.*

1. Create a parish welcoming committee for the purposes of inviting, welcoming, informing and mentoring newly registered members. This could be done with a buddy system, home visits, neighborhood network, telephone inquiry, etc.
2. Investigate various ways to engage uninvolved parishioners in the life of the parish. Develop an awareness of the Ministry of Everyday Life and the Ministry of the Assembly through use of the diversity of opportunities available in the Parish, such as the Parish Single Parent Project, a family-to-family program, OMOS Alumni from school and religious education, etc. [CLS]
3. Continue to improve the methods of communication with parishioners using traditional methods and other means such as listening sessions/open forums, the parish newsletter, the parish website, use of audio-visuals during Mass, etc.
4. Develop an improved method for follow-up and involvement of new members and non-involved parishioners.
5. Relate more intentionally to the outreach of special and second collections around specific projects such as Habitat for Humanity, Food for the Poor, Campaign for Human Development, PCIC, the Haiti Project, etc.

**Section V - Parish Activities**

**Vision** - *Our Mother of Sorrows being a foundation and framework for our spiritual lives, a place where everyone is welcomed and accepted as children of God and a place to grow together through understanding and recognizing each other needs by prayer, hospitality and outreach.*

1. Invite, welcome, inform and mentor newly registered members. (lead: Welcoming Committee)
2. Engage uninvolved parishioners in the life of the parish. (lead: CLS)
3. Continue to improve the methods of communication with parishioners. (lead: ?)
4. Follow-up with new members and involve the non-involved parishioners in active parish life. (lead: ?)
5. Relate more intentionally to the special and second collections around specific parish sponsored outreach projects. (lead: ?)

**Subject:** Greetings from Tucson  
**From:** Katie Hirschboeck <katie@ltrr.arizona.edu>  
**Date:** Sun, 22 Jan 2006 14:43:11 -0700  
**To:** gautierm@georgetown.edu

Hi Mary --

It's been a long time since we've had the chance to get together! (No more yearly trips to D.C. since my appointment on that National Academy of Sciences Committee ended! ) I've been following your impressive career at a distance -- how neat to be involved in the NCR survey, among all the other things you have been doing! I'm writing now for a semi-official purpose -- seeking your advice -- but will add some personal stuff in a P.S.

My parish in Tucson is Our Mother of Sorrows. <http://www.omosparish.org/> (We are the "winter "parish of Andy Greeley who still does his Spring semester stint at the U of AZ). I am past president of the Parish Council and I am now part of a committee involved in a new session of strategic planning, which our pastor, Msgr Tom Cahalane, is spearheading. As you are probably aware, the Diocese of Tucson has been emerging from Chapter 11 bankruptcy reorganization, with all parishes in the Diocese incorporating. In light of this, our pastor thinks now is a good time to "take stock" and revisit /update our pastoral plan and possibly re-survey the parish. We've done several types of surveying over the past decade or so.

You can see the types of questions asked in the attached pdf which contains:

1. A one-page "Random Sample" questionnaire that is currently used when Parish Council members phone parishioners at random.
2. Questions for the "Parish Survey of Attitudes and Practices" that was taken sometime in the early 1990s.
3. Questions asked in the "U.S. Congregational Life Survey," that was taken April 21, 2001. (the second pdf attached is a summary of the results of this survey and what we learned from it.)

Msgr Tom seems keen on doing some surveying again -- this time a survey (or focus group?) more centered on our inactive parishioners to find out where they are coming from and how the parish can better reach out to them, meet their needs, or engage them. (Tom has been trying to talk his good friend Fr. Andy into designing such a survey for us for free :) -- but without success, since Andy is totally absorbed in writing his latest novel! ) I personally am not totally convinced we need a new survey at this point in time since we still have lots to do to respond to the most recent one (2001). However it \*is\* true that the parish (along with the diocese) is moving into a new "era" as we move forward from the clergy abuse crisis and Chapter 11 issues, and maybe we need to get a handle on where people are coming from at this point.

So I told Msgr Tom that I would contact you for some "unofficial" friendly advice from an expert about what might be a good strategy for us at this point. Are there effective ways to survey inactive parishioners? ( think Msgr means registered-inactive parishioners, but it could also involve unregistered persons, too, I imagine). Is another survey at this time overkill, or might we actually learn something new that the 2001 survey didn't tell us? Would focus groups be better than a survey to get the kind of info we want? Do you have any other ideas, suggestions, etc.???

I looked at the CARA webpage and found the section on PASS -- I'm not sure if our parish could afford one of these services, but I will show the info to Msgr Tom. As a start, I was wondering if I could talk you into coming to Tucson for a visit! You could meet with our Strategic Planning Committee while here, plus it would give you and me a chance to catch up on everything (on the personal side!) From the CARA webpage, it didn't look like you were the "PASS person" and I couldn't tell if your area is limited to diocesan work only . . . nevertheless, I thought it might be easiest to start whatever we are planning on doing by talking to an expert -- and you ARE one! So . . . might you ever be able to take an official or unofficial trip to Tucson this winter/spring?? If this is a possibility, I will run my idea past Msgr to see if we can make it happen! Even if a trip wouldn't work out, please let me know if you have any thoughts or suggestions on how we might proceed.

Thanks Mary -- and all my best,

Katie

P.S. Now for a quick personal update. Bob and I are doing well after a rough 2005 dealing with the aftermath of Bob's two serious surgeries (brain & gut) in 2004. I'm immersed in teaching at the U of A and enjoy it mostly -- although I never seem to have the time to get my research and writing done. Life in Tucson is wonderful! Will fill you in on more later if/when we get a chance to chat.

~~~~~  
 Dr. Katie Hirschboeck  
 Laboratory of Tree-Ring Research  
 105 W. Stadium  
 University of Arizona  
 Tucson, AZ 85721-0058  
 ph: (520) 621-6466  
 fax: (520) 621-8229  
 katie@ltrr.arizona.edu  
<http://www.ltrr.arizona.edu/~katie>  
 ~~~~~  
 home phone: (520) 795-4733

OMOS.survey questions.all.pdf

Content-Type: application/pdf

Content-Encoding: base64

Date: Sat, 28 Jan 2006 13:05:40 -0500  
From: Mary Gautier <gautierm@georgetown.edu>  
Organization: CARA at Georgetown University  
To: Katie Hirschboeck <katie@ltr.arizona.edu>  
Subject: Re: Greetings from Tucson

Hi Katie,

How great to hear from you! Sorry to be so slow in responding, but I have been kind of swamped with work lately. In addition, I am supposed to have first drafts of three chapters ready by mid-February for the book that will come out of the study that you saw in NCR. These are great guys to work with and I don't want to let them down, so the pressure is on!!!

I looked over quickly the things you sent in your e-mail and also took a look at your parish's web site. It looks like a great place to be (why am I not surprised?) 🍷

The ground work that you all have done is admirable and is obviously paying off in a thriving and vibrant parish community. I can't really advise you about whether it's time for another survey -- that is a judgment call that is best made by your pastor and parish council. I think that what we do in our parish surveys is a very user-friendly way to place the attitudes and behaviors of Mass-attending parishioners into the hands of parish planners (and it is certainly easier for parishioners than the PEP survey your parish did in 1993!). We also advised on the U.S. Congregational Life Survey - trying to help them to modify their question wording enough that it would work in a Catholic parish. You probably still have a lot of good information you can use from that survey, but it was not designed for a Catholic parish or tailored to the specific needs and concerns of your parish, as ours would be. If you want, I can have Jon Wiggins send your pastor an information packet about the types of surveys we do. It has sample surveys and planning materials in there, too.

The survey is not a good way to get at the attitudes and behaviors of inactive parishioners, though. They are a tough group to get to. Even if you have current addresses for them, they are unlikely to respond to a written survey and are often reluctant to commit to or participate in a focus group sponsored by the parish. After all, what is in it for them? They are likely to feel like they are being put on the spot, asked to defend or justify their inactivity, perhaps triggered by some negative experience they had. And it is very likely that whatever reason they might give you is not something that the parish is in a position to do anything about anyway (marriage problems, mixed faith marriage, small children at home, work conflicts, anger at the US bishops over the sex abuse scandal, some fallout or slight they may have experienced while at the parish one time, etc...) The reasons are myriad and usually not fixable. The best way to reach out to inactive parishioners (in my humble opinion) is through a modified form of the random phone calls that your parish is already doing. The protocol needs to be modified a little to probe for inactive Catholics and ask them what the parish could do to welcome them back, but it is as good a way as any to find out if there are specific, fixable things (like acoustics, handicap access, a cry room for infants, etc.) that the parish could address.

The other side of meeting the needs of inactive Catholics is to make sure that the parish is giving them some reason to come back -- and something to come back to. The best way to get someone to commit is to make them feel like they have something to offer that is unique and valuable. If

your random telephone call surfaces a young adult that is inactive and feeling alienated perhaps he can be told of a group in the parish that is doing mission work on the Indian reservation that he could become involved in. Or perhaps she could help organize a group of young adults to take a week or two in the summer to go to the Gulf Coast and help with hurricane cleanup. As you can see, I am just rambling here, but my point is that the parish needs to make sure first that it is ready to address the needs of inactive Catholics before it goes the extra step of trying to reach out to them.

You might be better off to work on your strengths and survey active parishioners to find out what keeps them coming and see what suggestions they might have to make the parish a more welcoming, hospitable place that inactive Catholics might be drawn to. Just a couple of suggestions:

- I noticed that the Parish Council does not reflect the diversity of the parish, although I was relieved to see one young adult on the Council -- many places don't even have that.
- I also noticed that the web site is good, but has lots of room for improvement. That is an area where young people are especially well-suited. The talents of a group of young parishioners could be tapped to develop web content that is attractive to young Catholics who are seeking on the web.
- I couldn't tell from your web page, but does your parish advertise its Mass schedule (including weekday and Holy day Masses) as well as parish contact information outside on the parish grounds for those who may be driving or walking past the parish? You'd be surprised how many places (including my own parish) don't even do that small step toward hospitality.

Any way, that is my "unofficial" friendly advice, for whatever it is worth. I'd love to come visit you, too, but am not convinced that is a good use of parish resources (I would have to charge for travel and consulting fee). I will, however, let you know if my travel schedule brings me to the Southwest (I was in Phoenix last September for a Catholic Charities USA conference, for example) and perhaps we can tag a brief visit on to one of those trips. Either way, feel free to give me a call.

Take care, and say hello to Bob for me.  
Best wishes,  
Mary

X-Sieve: CMU Sieve 2.2  
From: CharlieM21@aol.com  
Date: Tue, 31 Jan 2006 16:29:13 EST  
Subject: Planning  
To: OMOSCHURCH@aol.com  
CC: bobscala@earthlink.net, brenda.carrillo@titlesecurity.com,  
Katie@lrr.arizona.edu, daisyccarrillo@msn.com, Hilliard4@cox.net,  
janbritt@comcast.net  
X-Mailer: 9.0 Security Edition for Windows sub 6503  
X-Spam-Flag: NO

Annette, please get this to Msgr Tom before tonite's meeting, if possible

**Msgr:**  
I can't attend tonite's meeting because of a commitment that can't be changed, but I have the following input to the process.

On reflection, I really like the plan objectives as stated in Bob Scala's email of Jan. 29th. They embody everything in the Vision Statement and should be included as a sort of a preamble to the plan.

The plan should then continue on, in clear and SIMPLE terms, to describe how these objectives are going to be satisfied. I feel strongly that the plan should be one of exception, i.e. ,including only those items that we do not presently do well, or are not doing at all, and should not contain activities that we have been engaging in and expect to continue in the future. If existing items are to be included, they could be in a stand-alone appendix.

In terms of further questions posed to the parish-at-large, I doubt that such action would provide much information beyond what we already have as a result of the previous questionnaires.

Charlie Mahn



OUR MOTHER OF SORROWS CHURCH  
LONG RANGE PLANNING COMMITTEE  
MINUTES OF MEETING – JANUARY 31, 2006

Present: Msgr. Tom, Jan Britt (Facilitator), Brenda Carrillo, Ken Hilliard, Katie Hirschboeck, Michael McDonald, Dynse Wilson, Bob Scala (Secretary)

Excused: Charlie Mahn, Daisy Carrillo

The Opening Prayer was led by Jan Britt.

The minutes of the January 11 meeting were accepted as presented.

Msgr. Tom announced that Jan Britt had accepted the role of Facilitator and that Bob Scala would serve as Secretary.

The meeting did not follow the agenda so these minutes are more topical in organization than a summary of the discussion as it occurred.

1. With regard to the request that the existing Pastoral Plan elements be “boiled down” to simpler statements, three versions were distributed. There was general agreement that the existing plan was too lengthy and less likely to be read than a shorter form. The question of whether we need a top-down or bottom up effort was resurfaced. After much discussion, Msgr. Tom noted that the original Pastoral Plan arose from extensive parish input and the present effort is an adjustment in terms of contemporary needs and understandings. Similarly, any attempt to have the broad goals expanded upon by the various parish commissions was judged to be very time consuming and potentially not very helpful. A small group consisting of Jan Britt, Brenda Carrillo, Katie Hirschboeck and Bob Scala will work by e-mail to take the best of the boiled-down materials and add some general action steps. These steps would not be instructions to a commission. Gaps would be included.
2. The group agreed that gap analysis would be helpful. **Are there areas of the existing plan that have gaps needing to be filled?** One such gap was the lack of a way to encourage parishioners to go deeper into any one of the topics. For example, does our liturgical program provide enough opportunities to go from a passive seat in the pews to a deeper level of participation? Another was the identification and training of lay leadership. The availability of a number of tools for doing so was noted. A further need identified was for a sustainable youth program. The Parish Council has formed a task group to examine how to construct a viable youth ministry. Lastly, apart from

- the ACA, we have no efforts directed towards the disaffected and disconnected.
3. The group studied in detail the comments provided by Mary Gautier of CARA in a January 28 e-mail to Katie Hirschboeck regarding our efforts. There were many complimentary statements regarding OMOS. With regard to contacting inactive or disaffected parishioners, neither a written survey nor an invitation to a focus group would be successful. The best mode would be a carefully structured phone contact. She emphasized that meeting the needs of inactive Catholics requires giving them some reason to come back- and something to come back to. She concluded by suggesting that we might be better off to work on our strengths.
  4. What are our strengths? Among the items mentioned was an increased awareness of the ministry of everyday life. Also noted were hospitality and outreach. To a lesser degree we have an awareness of the ministry of the assembly but that needs further catechesis and effort. By this point in the meeting there was agreement that in reconstituting the plan we would emphasize the evident strengths of the parish programs and ministries. **What can people who read the plan want to give to the parish? If we can awaken that thought, the plan will be a useful device.**
  5. A peripheral discussion related to the use of outside signage to list Mass times and other programs such as ACA. The question was raised about the evident absence of newspaper advertising on a continuing basis.
  6. Have we made any progress to date? Msgr. Tom summarized where we've come. We looked at a major outside resource to help with this effort (Newbridge) and discarded the idea as bringing another special to the effort. We looked at surveys and felt we had sufficient data on hand from what has already been done and would be unlikely to reach the audience we sought. We dropped the idea of focus groups for mostly the same reasons. We determined to use the resources of this study group and the assignment noted in item 1, above is a start. Our time line would be something in rough form by the March Parish Council meeting and an associated pulpit announcement to alert the parish as a whole as to what we are doing and why. The final product would be due in May.
  7. The next meeting is set for Monday, February 13 at 7 pm
  8. Msgr. Tom led the Closing Prayer.

Respectfully submitted, Bob Scala

**Subject:** Draft: Updated Pastoral Plan  
**From:** "Jan Britt" <janbritt@comcast.net>  
**Date:** Wed, 8 Feb 2006 17:49:06 -0700  
**To:** <brenda.carrillo@titlesecurity.com>, <katie@lrr.arizona.edu>, <bobscale@earthlink.net>

Hi to All!

Attached please find my initial cut on an update to the pastoral plan. As I have little history with OMOS, you may see potential problems, but at least it's a start! Feel free to react, add, change, cut, etc.!!

I look forward to your input and our "finished" product.

Blessings,  
Jan

DRAFT. Updated Pastoral Plan. Feb. 2006.doc

Content-Type: application/msword  
Content-Encoding: base64

**DRAFT:       UPDATED PASTORAL PLAN  
                  FEBRUARY 2006**

**Section 1- *Leadership***

**Continuing formation of lay and professional staff leaders to assure greater participation by parishioners in parish life.**

- **Achieve greater integration of school board and parish council by appointing a representative that is a voting member of both groups.**
- **Appoint a non-school parishioner to the Parent's Association Committee at the school.**
- **Provide leadership training days three times a year for both new and returning lay leaders.**
- **Provide spiritual gifts workshops for interested parishioners two times a year.**
- **Provide communications workshops three times a year for leaders, committee members, and interested parishioners.**
- **Provide workshops two times a year using personality instruments, to enhance our ability to work together.**

**Section 2- *Liturgical Participation***

**Catechesis of the parish community accompanied by enhanced training and spiritual development of liturgical ministers to provide richer and more inclusive liturgies.**

- **Encourage greater parishioner attendance at School Masses to provide role models and further integration of parish and school.**
- **Provide workshops several times each year for lectors, eucharistic ministers, cantors, and musicians.**
- **Encourage all lectors, cantors, musicians, and eucharistic ministers to participate in at least one of the opportunities offered in section 3.**

### **Section 3- *Faith Formation***

**Evangelization and Christian growth of the faith community through greater participation and enhanced quality in small groups, homilies, retreats, and other prayer-based opportunities and activities.**

- **Offer a variety of retreats, in addition to the regularly scheduled retreats, for all parishioners three times a year.**
- **Encourage and help link interested parishioners, who want to go deeper in their faith, with a spiritual director.**
- **Encourage and publicize outside programs and retreats for parishioner's participation.**
- **Provide prayer learning opportunities several times a year, in areas such as lectio divina, centering prayer, praying body and soul, and conversational prayer.**
- **Encourage greater participation in small groups.**
- **Organize inductive bible study groups for interested parishioners.**
- **Implement a youth ministry program for high school age teens by adding the staff position of a Youth Minister.**

### **Section 4- *Social and Moral Issues***

**Enhance the common good through catechesis and prayer-based involvement in study and outreach.**

- **Encourage formation of Christian Service Corps for school children and youth.**
- **Encourage greater participation in existing outreach efforts, such as, Habitat for Humanity, PCIC, Prison Ministry, Casa Maria, Primavera, St. Vincent de Paul, TIHAN, and the Haiti Project.**
- **Solicit input from parishioners regarding additional outreach efforts.**

## **Section 5- *Parish Activities***

**Reach out and welcome all for whom OMOS is or can be a home, a place secure, faith-filled and inclusive.**

- **Encourage parish participation in school functions.**
- **Develop and implement an appropriate phone survey for inactive members.**
- **Improve outside signage with information such as mass times, ACA, and any other pertinent information.**
- **List parish activities and mass times in the local newspaper.**
- **Enlist help from youth and others in improving OMOS website.**
- **Schedule several “open forum” meetings for interested parishioners.**

**Subject:** Re: Our Project!  
**From:** Robert Scala <bobscala@earthlink.net>  
**Date:** Wed, 15 Feb 2006 14:00:31 -0700 (GMT-07:00)  
**To:** Jan Britt <janbritt@comcast.net>, katie@ltrr.arizona.edu

Jan - Will do. Bob

-----Original Message-----

*From:* Jan Britt <janbritt@comcast.net>  
*Sent:* Feb 15, 2006 1:02 PM  
*To:* Robert Scala <bobscala@earthlink.net>, katie@ltrr.arizona.edu  
*Subject:* Re: Our Project!

*Yes, there does seem to be some confusion, but why don't you go ahead and take Katie's draft and work it into a draft document for all of us? You are a wonderful writer. If what I did with Dynse's notes makes sense, use it, otherwise use whatever of her comments makes sense to you! Regarding the dates next week, I was thinking that was your time in Florida, but I see*

>from your original note that Florida was a later date.

*Let me know what you think!*

Jan

----- Original Message -----

*From:* "Robert Scala" <bobscala@earthlink.net>  
*To:* "Jan Britt" <janbritt@comcast.net>; "Katie Hirschboeck" <katie@ltrr.arizona.edu>  
*Sent:* Wednesday, February 15, 2006 12:11 PM  
*Subject:* Re: Our Project!

*Jan - I think there is some confusion reigning here. The original task was for each one in our group (you, Katie, Dynse and Brenda) to send me comments which I would try to meld into a draft document. Let's count Brenda out for now as she is under the weather. Dynse sent her notes which you incorporated into your draft. It's clear where I'm coming from - I want it to be brief, hence the material I wrote. We await Katie's draft which has been incubating but will not see daylight until next week. One of us - and it might as well be you - should take Katie's material and see how it fits with what we already have.*

*I'm not traveling the week of February 20, but I have day and evening obligations which preclude any further meetings in that time period.*

*Hope this helps, Bob*

-----Original Message-----

*From:* Jan Britt <janbritt@comcast.net>  
*Sent:* Feb 14, 2006 4:30 PM  
*To:* bobscala@earthlink.net, Katie Hirschboeck <katie@ltrr.arizona.edu>  
*Subject:* Re: Our Project!

*Thanks, Katie. I hope everything works out this week. Your draft for the parish council retreat looked great. Were you looking for any specific feedback from me on the material?*

*Bob, you mentioned that you were going out of town next week. What is your timing for draft material on the pastoral plan?*

*I will query Msgr. and the others regarding March 6!*

*Thanks,*

*Jan*

----- Original Message -----

*From:* "Katie Hirschboeck" <katie@ltrr.arizona.edu>  
*To:* "Jan Britt" <janbritt@comcast.net>; <bobscala@earthlink.net>  
*Sent:* Tuesday, February 14, 2006 10:32 AM  
*Subject:* Re: Our Project!

Hi Jan & Bob --

All my (non-university-job) attention this week is on getting my St. Albert's talk ready for tomorrow night and preparing for the PC Council Retreat on Saturday -- plus at the university I have a Departmental Annual

Report due next Monday (for the graduate interdisciplinary program I chair), which is a task over and above my regular work -- so this week is

VERY cramped. Starting next week I will have more time to produce a strategic planning draft -- I have lots of ideas coming together, but no time to get them in writing until next week.

katie

At 10:17 AM 2/14/2006, Jan Britt wrote:

Hi Bob and Katie,

Do you think it possible to produce some drafts this week- then all work on what we see- then I will work towards the meeting on March 6. Does that sound like a plan?

Thanks,  
Jan

----- Original Message ----- From: "Katie Hirschboeck"

<katie@ltr.arizona.edu>

To: "Jan Britt" <janbritt@comcast.net>

Sent: Monday, February 13, 2006 10:28 AM

Subject: Re: Tonight's SPC meeting is postponed!

Hi Jan --

I will be in Phoenix at a workshop all day Tuesday Feb 21st, although I expect to get back to Tucson by 7:00 pm, so I could do that date in a pinch, although it's not desirable. I'm also available the evenings of Friday Mar 3 and Mon March 6

Thanks!!  
Katie

At 09:41 AM 2/13/2006, you wrote:

Hi to all,

We need to postpone our scheduled meeting tonight. Your subcommittee is not yet ready to present our proposed draft of the Pastoral Plan!

Please let me know what your availability for Tuesday, Feb. 21st?

Also,  
Friday, March 3, and Monday, March 6

Thanks very much,  
Jan

----- Original Message ----- From: "Robert Scala"

<bobscale@earthlink.net>

To: <bobscale@earthlink.net>; <brenda.carrillo@titlesecurity.com>;

<CharlieM21@aol.com>; <Katie@ltr.arizona.edu>;

<daisyccarrillo@msn.com>; <Hilliard4@cox.net>; <janbritt@comcast.net>;

<omoschurch@aol.com>; <swilson960@aol.com>; <Mmcdon1017@aol.com>

Sent: Thursday, February 02, 2006 3:18 PM

Subject: Minutes - January 31 meeting

Greetings to all -

Attached as a MicrosoftWord document are the minutes for our January 31



To: "Brenda Carrillo" <brenda.carrillo@titlesecurity.com>, "Jan Britt" <janbritt@comcast.net>, <bobscala@earthlink.net>  
From: Katie Hirschboeck <katie@ltrr.arizona.edu>  
Subject: P.S. (Again) RE: Pastoral Plan Draft - katie's 2 bits  
Cc:  
Bcc:  
Date: Sat, 04 Mar 2006 10:10:02 -0700

All --

I just wanted to add that everything in my suggestions is up for grabs re: editing re-phrasing or tossing out. Other modifications could be bulletted action items under each sections transferred over from Jan's draft . . . I like the fact that Jan's draft has specifics because they can be measured and that REAL action items are there that would be great to do (e.g.workshops, training days) -- it's really concrete! At the same time, I have a bit of resistance to the top-down approach of just a small committee deciding what kinds of action items should be implemented when the task of doing all these workshops, etc. will fall on the shoulders of an already over-stretched few. A compromise might be to select one or two really important action items for each section, tied to a more general vision statement I also recall Msgr somehow wanting to link the Plan to the budget and fundraising . . . so maybe the things selected could be tied into initiatives that a lot of parishoners might want to contribute to or invest in to move the parish forward -- e.g., full time Youth coordinator position or something like that.

katie

**From:** Katie Hirschboeck [<mailto:katie@ltrr.arizona.edu>]  
**Sent:** Saturday, March 04, 2006 1:09 AM  
**To:** Jan Britt; Brenda Carrillo; bobscala@earthlink.net  
**Subject:** Re: Pastoral Plan Draft - katie's 2 bits

Hi Bob, Jan, & Brenda . . . .

Finally -- Here is my input. I've been trying to find a solution to the apparent tension created by the differences in the following 3 approaches to the plan that have emerged::

- (1) the beautiful simplicity of Bob's "boiled down" vision for the plan e.g " . . . to reach out to the least . . ."
- (2) the concrete specificity of Jan's "action items" spelled out for the different sections
- (3) the inspiration and broad-brush "call and challenge" of the Vision Statements for Sections I through V in the original (updated) Pastoral Plan (see the boxes).

Other considerations:

- integration of the "Go you are sent forth" theme
- integration of the "logo" to highlight the theme and re-envisioning of the Pastoral Plan
- integration of the Parish's new emphasis on the 7 themes of Catholic Social Teaching

Time frame of the plan & at what level goal-setting should be done:

-- I propose that 3 years is too short a turnaround and that the overall plan should be a 5-year vision for 2006-2010, with yearly goal-setting in 'bite-size,' do-able goals and action items which are guided by the overall plan, but identified and accomplished by the group or constituency (e.g., Commission, staff, ministry group, etc.) that is closest to that goal. In other words, we should try to implement the principle of subsidiarity on a parish functional level: [Here's a quote explaining the principle of subsidiarity: "A community of a higher order should not interfere with the life of a community of a lower order, taking over its functions." In case of need it should, rather, support the smaller community and help to coordinate its activity with activities in the rest of society for the sake of the common good.]

If we adopt this approach it could solve the "top down" vs. "bottom up" problem. The plan itself is a "top down" vision, embracing the earlier versions that arose from extensive Parish input and more or less keeping the earlier Plan's basic structure (although I propose 6 sections instead of 5). However, the implementation of the plan (short-term goals and action items) would be more of a "bottom up" or "up-and-down-and-up" iterative process. Example -- the plan might have a vision statement about improving liturgies with some broad-brush suggestions, but the logistics of how to do this would be worked out within the Liturgy Commission -via a few workable goals set each year with a metric for success and a reporting or accountability responsibility once a year in sort of an "annual report" that ties the Commission's accomplishments to the overall Pastoral Plan. This will allow the Commission structure to get connected with the Plan, as well as the Parish Staff, School, -- and even individuals in the Parish (e.g. Ministry of Everyday Life). If every group/constituency/individual in the Parish sees itself "in" the Plan and feels ownership toward it, more is likely to be accomplished. Some oversight entity (Parish Council?, Pastoral Plan Committee?, Staff? Pastor? ) could be charged with coordinating efforts, keeping a lookout for gaps not being addressed, and calling forth accountability -- i.e. coordinating "for the sake of the common good" of the Parish and beyond.

With the above considerations in mind, I am advocating a plan that is more general (like Bob's boiled down version) than one with a lot of specific action items, (like some aspects of the earlier plan and of Jan's draft). I still think it can have some specific suggestions, but there should be room for the subsidiary groups to contribute THEIR action items to the overall plan instead of spelling out a lot of action items at the start from the top down.

The Sections / Parts of the Plan:

Inspired by Bob's beautiful phrases in his boiled down version -- I came up with 6 phrases that attempt to capture Sections I through V of the previous plan -- I've rearranged the order and added a 6th section:

### **GO, YOU ARE SENT**

- **to lead & form** (former Section I Leadership)
- **to worship & welcome** (former Section II Liturgical Participation)
- **to learn & grow** (former Section III Faith Formation)
- **to seek & embrace** (former Section V Parish Activities, but with more explicit emphasis on hospitality and engaging the disengaged)
- **to reach out to the least** (former Section IV on Social & Moral Issues -- with emphasis on

*charity and outreach specifically)*

*- to witness with love (former Section IV on Social & Moral Issues -- with emphasis on witness in the marketplace, social change, morals and ethical life, etc.)*

I didn't try to write the text or goals for each section -- hoping Bob can do this (!) I envision the text short with fewer and less explicitly spelled out action items than is in Jan's draft (which overwhelmed me a bit with the detail provided and the prescriptive nature of the action items) , and maybe a little of the language in the vision statements for each section in the previous plan - - sort of a hybrid.

The easiest way to communicate all of this in one "package" was for me to design a mock-up brochure of how the plan might be presented to the Parish. I've attached this mock-up brochure in both MS doc and PDF form. (the PDF is there in case some of the text block formatting in the Word doc gets messed up).

Lastly, I've added in the 7 themes to the back of the brochure -- they are going to be highlighted in this week's bulletin with a blurb by Msgr, so maybe something from Msgr's piece can be added to the back of the brochure.

Ok -- that's about the best I can contribute at this point in time -- we are running up against deadline here, and I'm really sorry it took me so long to get these thoughts hammered out! If I am way out in left field here, I have no problem with shifting gears to a different direction, but the "package" I'm proposing is the only way I could resolve all the conflicting perspectives on what the strategic plan should be that seem to have been floating around these past few months!

May the Holy Spirit guide us in pulling it all together!! AMEN!

Katie

**PARISH  
MISSION STATEMENT**

*Rooted in the spiritual tradition of the Catholic faith and called to be disciples of Jesus Christ, we the people of Our Mother of Sorrows Parish are here to proclaim the Good News of God's love for all people.*

*A dynamic faith community, we desire to grow in our faith and to share faith and love with one another.*

*We encourage one another in prayer, in worship, in continuing to learn and to live daily the meaning of the Christian life.*

*As disciples of Jesus we are called to love and to care for one another. As a parish we accept our call to reach out to all God's people, especially to those in need, so that the reign of God may be realized in our community, in our nation and in our world.*

Insert short introduction to the Pastoral Plan , its purpose, etc.

*Living Our Faith*



As a Parish we are called to live our faith rooted in Gospel values as reflected in Catholic Social Teaching

(or insert something from Msgr's CST bulletin piece)

*Our Mother Of Sorrows  
Parish  
Pastoral Plan  
2006-2010*



**GO, YOU ARE SENT**

- to lead & form
- to worship & welcome
- to learn & grow
- to seek & embrace
- to reach out to the least
- to witness with love

**Our Mother of Sorrows Parish  
1800 S. Kolb  
Tucson AZ 85710  
(520) 327-6662**

[www.omosparish.org](http://www.omosparish.org)

*To Lead & Form*

Insert blurb on Leadership and formation . . . including youth

*To Learn & Grow*

Insert blurb on faith formation , including importance of school, youth, adult faith formation

*To Reach out to the Least*

Insert blurb on charity & outreach

*To Worship & Welcome*

Insert blurb on Liturgy, with emphasis on authentic welcoming community & hospitality

*To Seek & Embrace*

Insert blurb on building parish community, engaging the disengaged

*To Witness in Love*

Insert blurb on witnessing in the marketplace, doing social change

**Subject:** Pastoral Plan Draft

**From:** "Brenda Carrillo" <brenda.carrillo@titlesecurity.com>

**Date:** Sat, 4 Mar-2006 10:22:28 -0700

**To:** "Katie Hirschboeck" <katie@ltr.arizona.edu>, "Jan Britt" <janbritt@comcast.net>, <bobscale@earthlink.net>

First I apologize for the delay. My input is based on updating parishioners of our accomplishments and goals based on our original Pastoral Plan. This original plan was developed by leaders of our parish containing input from our parishioners, was carefully updated and should not be discarded. Again, I feel we should merely update our parishioners by using Bob's "boiled down" vision keeping matters simple and to the point. Katie, and Jan your comments and suggestions along with mine will help to insert the necessary language in each category of the brochure. Thanks to all, Brenda

**Content-Description:** Go Forth You Are Sent.doc  
**Go Forth You Are Sent.doc** **Content-Type:** application/msword  
**Content-Encoding:** base64

Go Forth You Are Sent

2006-2007 Update and Action Steps based on the needs and aspirations of our parishioners as reflected in our Parish Pastoral Plan:

Leadership Formation:

OMOS will continue to mentor, train and spiritually form future and current lay leaders by providing throughout the year spiritual workshops and leadership training days in support of our lay leadership.

We welcome our current youth leaders who are actively serving in various leadership roles.

Need: OMOS is in need of a non-school parishioner to be an active and voting member to the Parent's Association at our Parish School.

Liturgical Participation:

OMOS continues to strive to create an environment that fosters meaningful liturgy by building a greater sense of welcome and hospitality.

In support of our liturgical ministers, OMOS will continue to provide workshops several times a year to enhance training and spiritual growth.

Need: Call to Ministers of the Assembly: Members of our Welcoming Committee invite each and every one of you to be a greeter at the Mass you attend. Arrive 15 minutes early and pick a door.

Faith Formation:

OMOS G.I.F.T.S. program is alive and well. Currently \_ parishioners are actively involved in small communities of faith enhancing their spiritual life through scripture, prayer and gaining insights from one another enabling us to evangelize the people in our lives.

OMOS encourages and supports the need for a viable Youth Ministry Program.

Social and Moral Issues:

OMOS continued support our existing outreach efforts are very visible within our parish. Members of St. Vincent de Paul, Pilgrims Together, Haiti Project, PCIC, Prison Ministry, Casa Maria, Primavera, TIHAN have given been actively present and have given parishioners accountability reports as to the progress and works of these programs.

Parish Activities:

OMOS has formed a Welcoming Committee. Our mission statement reads "Welcoming is part of our every day spirituality. Let us welcome one another as Christ welcomes you, by being cordial, gracious and generous for the glory of God. We desire to be a community in relationship with God and all our brothers and sisters with hospitable hearts to create an atmosphere of welcome."

Accomplishments: We have moved hospitality Sunday from the hall to outside of the church. We have hosted several receptions which have been very successful in creating a very welcoming atmosphere.

Goals: To continue to engage the unengaged in our ministry. To provide 2 fund raisers a year in the form of a party. It seems that our parishioners enjoy a good party!



From: [Katie Hirschboeck](#)  
To: [Brenda Carrillo](#) ; [Jan Britt](#) ; [bobscala@earthlink.net](mailto:bobscala@earthlink.net)  
Sent: Saturday, March 04, 2006 10:36 AM  
Subject: Re: Pastoral Plan Draft

Brenda --

Your plan "nails" the hybrid thing I was trying to articulate fairly nicely . . .

Bob -- can you put it all together in a grand synthesis?????

katie

At 10:22 AM 3/4/2006, Brenda Carrillo wrote:

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[Welcoming.Community8.doc](#)

X-Sieve: CMU Sieve 2.2  
Delivered-To: katie@ltrr.arizona.edu  
X-Mailer: QUALCOMM Windows Eudora Version 6.2.3.4  
Date: Sat, 04 Mar 2006 11:19:51 -0700  
To: "Jan Britt" <janbritt@comcast.net>,  
"Brenda Carrillo" <brenda.carrillo@titlesecurity.com>,  
<bobscala@earthlink.net>  
From: Katie Hirschboeck <katie@ltrr.arizona.edu>  
Subject: Re: Pastoral Plan Draft

Hi Jan & Co.

Thanks for the memory jog re: Msgr's comments on hospitality, the alienated & unchurched. I think these could be addressed explicitly in the one or two bullets/action-items we spell out. I would really like to see the theme of "becoming an authentic welcoming community" emerge from the overall plan -- either implicitly or explicitly -- stated, along the lines of that document I gave you all (it is attached if it's been misplaced). Brenda has hospitality explicitly covered under Liturgy and Parish Activities ... but we could add a bullet to show how it fits into EVERY section -- emphasizing that it is a parish wide (and beyond) challenge. This plan-wide emphasis on Hospitality would then fold-over nicely to the welcoming of the alienated/unchurched/unengaged/disaffected ... (I REALLY wish we could come up with a more positive term for these folks -- we want them to perhaps pick up a copy of the plan and SEE themselves in it and feel welcomed, but will they with terms like these? any suggestions??)

Katie

At 11:05 AM 3/4/2006, Jan Britt wrote:

**Thanks, everyone, for all the input! (Katie, were you really working on this at 1 am?!?)  
Hopefully, Bob's plane will touch down soon and he will be able to put it all together for us.**

**The specific action steps that I originally suggested may not be appropriate for this time and place. And, you all are right, they would never work without much wider involvement from both staff and parish community. So, maybe as Brenda's document indicates, they should be suggestions that each commission or ministry group might work out.**

**Katie's point regarding the 5-year vision with yearly goal-setting, is an important one, and I believe should be stated as such.**

**One further thought- the only comments I have heard from Msgr. Tom publicly regarding the pastoral plan, have been related to hospitality, alienated Catholics, and the unchurched. I don't know what this means for our project. Any thoughts?!?**

**Thanks for all!  
Jan**

----- Original Message -----

**OUR MOTHER OF SORROWS PARISH  
AS AN AUTHENTIC WELCOMING COMMUNITY**

*Statement by the Core Committee of the Liturgy Commission, August 1995*

**GOAL**

- ‡ The Core Committee of the Liturgy Commission has, as one of its primary aims, the goal **"to build a greater sense of welcome and hospitality in our worshipping community."**
- ‡ This goal emerges from our prayerful reflection on what it means to image Christ in the world and on the type of environment that fosters meaningful liturgy. The importance of hospitality is echoed in the official liturgical documents that guide our liturgies:

As common prayer and ecclesial experience, liturgy flourishes in a climate of hospitality: a situation in which people are comfortable with one another, either knowing or being introduced to one another; a space in which people are seated together, with mobility, in view of one another as well as the focal points of the rite, involved as participants and *not* as spectators. (*Environment and Art in Catholic Worship*, #11)

- ‡ We therefore rejoice in the spirit of welcome and hospitality that already exists at OMOS and are committed to nurturing and facilitating its continued growth.

**EVANGELIZATION AND HOSPITALITY**

- ‡ We view the upcoming parish census and evangelization effort as an important moment in time -- and an impetus -- for examining the quality of our liturgical hospitality at OMOS. Indeed, hospitality itself can be viewed as "a vital evangelistic ministry:"

The ministry of hospitality is vital to long-term effective evangelization. As evangelizers, we must ask ourselves, "Into what are we welcoming these newcomers?" If our parishes are not vibrant and alive, we wonder if we are not setting live chicks under dead hens (*The Ministry of Evangelization*, 1968, p.68).

- ‡ We feel strongly that a spirit of hospitality must permeate all facets of parish life -- including every aspect of the liturgy -- and that our outward signs of hospitality will only be as authentic as the inner spirit of welcoming love that lies within the heart of each individual in the liturgical assembly, as well as the parish as a whole.

Hospitality is a ministry which must pervade all aspects of parish ministry -- liturgy, catechesis, support groups, adult education groups, and prayer groups. The parish secretary must be hospitable; the groundskeeper must be a welcoming person; the rectory housekeeper can affect the tone of the whole parish. Every single person from the youngest child enrolled in a CCD class to the oldest pillar-of-the-church parishioner must be hospitable and welcoming if evangelization is to succeed in that parish. And the spirit of hospitality must be genuine if strangers are truly to feel welcome. (*The Ministry of Evangelization*, 1968, p.68)

‡ We therefore endorse an approach to fostering hospitality in the liturgical assembly that:

- springs forth genuinely and naturally from within each person in the assembly without provocation or synthetic motivation, after being nurtured and fostered by catechesis and a parish-wide formation effort;
- is supported and reinforced by natural and/or symbolic gestures of hospitality appropriate for each of the liturgical ministries and incorporated into their training, formation, and function;
- is called forth from the assembly in a special way by the priest-presider, at designated times that flow naturally from the liturgical rites and whenever he wishes to exercise his charism to do so;
- is supported and reinforced by a genuine welcoming spirit exhibited by persons involved in every function of parish life, and by the parish institution as a whole;
- is born, nourished, and strengthened in the loving hospitality of the domestic church and is carried in joyous witness to the marketplace of each parishioner's daily life in the world.

## RECOMMENDATIONS

‡ We applaud the initiative of the Parish Ministries Council Communication Task Force in facilitating the **Ministry of Greeters** at the church doors before and after Mass. We view this as an important new liturgical ministry which sets the tone of welcome at the threshold of the church. We are committed to working with the Parish Ministries Council to fully develop the formation and procedural logistics for the effective implementation of this ministry.

‡ We currently recommend the continuation of a once-a-month "Hospitality Weekend" and its symbolic welcome and applause for visitors and new parishioners. We also recommend that a formal evaluation be done on the effectiveness of this gesture and that discussion be initiated in the appropriate parish committees on ways in which a more welcoming follow-up could be done, both at the liturgy itself, immediately after, and in subsequent weeks and months. The Liturgy Commission will review the lector/commentator's script for Hospitality Weekend and suggest rewording that enhances the spirit of welcome for newcomers and visitors, as well as each and every member of the assembly.

‡ After discussion and prayerful reflection, augmented by our committee's sense of responsibility to be acutely sensitive to the diverse needs and disposition of the entire liturgical assembly, we currently recommend against the institution of a formal period of personal greeting and introductions that would be facilitated by the lector/commentator prior to each weekend Mass. Our aspiration is that a moderate rewording of the lector/commentator's introductory script and the gradual transformation of the entire parish will result in an assembly that engages in greeting and welcoming spontaneously and naturally.

We feel that a certain segment of the assembly would sincerely appreciate a formal pre-Mass greeting procedure and feel genuinely welcomed and nourished by it. Others would find it invasive at first, but would grow to adapt to the procedure and even embrace it. However, we also feel that many members of our particular parish assembly would be alienated by the repeated imposition of such an event prior to Mass. A large number of people often sit in the same pews, already know most of those around them, and will have already greeted them. A number of others sit among people they may or may not know, but do not feel called to engage in interpersonal dialogue prior to Mass, preferring to ready themselves for the liturgy in private prayer. Many other people are put off by forced greetings and introductions and therefore would not perceive the action as genuine -- negating its intent and effect. In short, we feel that most members of our community would want personal introductions and welcoming to spring from within naturally, rather than be imposed artificially prior to every Mass.

We further feel that a convincing invitation to personal greetings and introductions requires a certain charisma and that it is most effectively extended by the priest-president, as leader of the assembly. While we encourage our presidents to exercise the option to invite the people to greet each other in a way that flows naturally from the liturgy, we also feel that each president should always feel free to do so -- or not do so -- at any given liturgy, depending on his own discernment.

‡ The above said, the Core Liturgy Committee wishes to underscore that we are sincerely committed to fostering a liturgical environment in which the spirit and action of a welcoming community will take place unfailingly, and that every individual who joins the assembly will be warmly and personally greeted. We support the idea of inviting the people to exchange greetings and introductions on an occasional basis, with follow-up evaluation to see how the practice is received by our congregation.

However, our first recommendation is that our welcoming at liturgies should occur naturally through a spontaneous and genuine outreach of every individual in the pews and by the actions of each liturgical minister in the assembly. **The realization of such a welcoming liturgical environment will involve no less than a radical transformation and ongoing evolution of our entire parish community. We understand that catechesis must take place for this to happen and are committed to work in concert with all of the parish commissions to generate a parish-wide consciousness-raising on hospitality.**

Subject: RE: Pastoral Plan Draft  
From: "Brenda Carrillo" <brenda.carrillo@titlesecurity.com>  
Date: Sat, 4 Mar 2006 11:34:58 -0700  
To: "Katie Hirschboeck" <katie@ltr.arizona.edu>

Our new parishioner orientation hosted by the Human Resource Committee has been well attended over the past few years. The idea of going door to door to welcome new parishioners as we used to is not feasible today. Members of the welcoming committee have been present at the new parishioner orientations over the past 2 years. When the committee was first formed, I attended a Human Resource Committee meeting to let them know of our presence. I need to raise the awareness of our existence. We all know how dear that yellow "Come Home" sign was to Msgr and how effective it was. We need to investigate the cost a little more. The funds raised through the 2 fund raisers a year I mentioned could go toward that cost if approved. As far as the unengaged, all we can do is communicate our services and continue to create a welcoming environment that is respectful to their needs. We can alienate if we try to hard. Anyway, just my thoughts.

---

From: Katie Hirschboeck [mailto:katie@ltr.arizona.edu]  
Sent: Saturday, March 04, 2006 11:20 AM  
To: Jan Britt; Brenda Carrillo; bobscala@earthlink.net  
Subject: Re: Pastoral Plan Draft

Hi Jan & Co.

Thanks for the memory jog re: Msgr's comments on hospitality, the alienated & unchurched. I think these could be addressed explicitly in the one or two bullets/action-items we spell out. I would really like to see the theme of "becoming an authentic welcoming community" emerge from the overall plan -- either implicitly or explicitly -- stated, along the lines of that document I gave you all (it is attached if it's been misplaced). Brenda has hospitality explicitly covered under Liturgy and Parish Activities ... but we could add a bullet to show how it fits into EVERY section -- emphasizing that it is a parish wide (and beyond) challenge. This plan-wide emphasis on Hospitality would then fold-over nicely to the welcoming of the alienated/unchurched/unengaged/disaffected ... (I REALLY wish we could come up with a more positive term for these folks -- we want them to perhaps pick up a copy of the plan and SEE themselves in it and feel welcomed, but will they with terms like these? any suggestions??)

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Thanks for all!  
Jan

----- Original Message -----  
From: Katie Hirschboeck  
To: Brenda Carrillo ; Jan Britt ; bobscala@earthlink.net  
Sent: Saturday, March 04, 2006 10:36 AM  
Subject: Re: Pastoral Plan Draft

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**Subject:** brochure - version 2  
**From:** Katie Hirschboeck <katie@lrr.arizona.edu>  
**Date:** Sat, 04 Mar 2006 22:12:11 -0700  
**To:** Robert Scala <bobscala@earthlink.net>

Welcome back Bob!

I worked a bit more on the brochure format by adding in vision statements for each of the 6 (formerly 5) sections. (The statements are revised and updated versions of the statements found in the most recent pastoral plan -- this gives some connection to the new plan with its earlier formulations.) I also made a few other updates and changes to my earlier version of the brochure.

FYI -- I won't be offended if my suggestions, phrasing and format do not seem "on target" with how you have been envisioning the plan -- do with it what you will. However, if you do decide to use the brochure format and would like me to "paste in" your edits and additions to it -- just email them to me and I will do so.

Thanks for being the "grand synthesizer" Bob!!

Peace,  
Katie

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**PP.v2.kkh.doc** Content-Type: application/msword  
Content-Encoding: base64

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**PP.v2.kkh.pdf** Content-Type: application/pdf  
Content-Encoding: base64

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*As disciples of Jesus we are called to love and to care for one another. As a parish we accept our call to reach out to all God's people, especially to those in need, so that the reign of God may be realized in our community, in our nation and in our world.*

The inspiration underlying our new Pastoral Plan is based on the words spoken at the end of every Mass:

**Go, you are sent forth  
"Ite, Missa est"**

"Holy Mass (Missa), the liturgy in which the mystery of salvation is accomplished, concludes with the **sending forth** (missio) of the faithful, so that they may fulfill God's will in their daily lives. "

Catechism of the Catholic Church, no. 1332

***Living Our Faith***

The seven themes of Catholic Social Teaching help us grow in social awareness and consciousness of the Gospel call to love our neighbor in every and all environments.

**Dignity of the Human Person & Sacredness of Life**

*The person is sacred, made in the image of God.*

**Call to Family, Community, & Participation in Seeking the Common Good**

*The betterment of the person and the improvement of society depend on each other.*

**Human Rights & Corresponding Responsibilities**

*Every person has a right to the basic material necessities that are required to live a decent life.*

**Preferential Option for the Poor & Vulnerable**

*The extent to which the poor and vulnerable suffer is a measure of how far we are from being a true community of persons.*

**Dignity of Work & the Rights of Workers**

*Through work we not only transform the world, we are transformed ourselves, becoming "more a human being."*

**Solidarity in an Interdependent World**

*We are all really responsible for all.*

**Stewardship & Care for God's Creation**

*The goods of the earth are gifts. We hold them in trust.*

DRAFT

***Our Mother Of Sorrows  
Parish  
Pastoral Plan  
2006-2010***



***GO, YOU ARE SENT  
FORTH***

- to lead & form
- to worship & welcome
- to learn & grow
- to seek & embrace
- to comfort the afflicted
- to witness with love

**Our Mother of Sorrows Parish  
1800 S. Kolb  
Tucson AZ 85710  
(520) 327-6662**

**www.omosparish.org**



### ***To Lead & Form***

*We envision a strong and collaborative parish leadership which grows through ministry formation, education, prayer, passion, love, and example and includes all those who lead lives of faith, integrity, and Gospel values in the world.*

### ***To Learn & Grow***

*We envision life-long learning and growth in our faith through Christian education formation that is rooted in Scripture, the Sacraments, and in a rich prayer life, and which fosters an awareness of our common vocation to evangelize the world through the Ministry of Everyday Life.*

### ***To Comfort the Afflicted***

*We envision a parish in which the Gospel message of love and care for the least and the littlest is transformed into the everyday lives of our parish community and that our responsibility toward the poor and vulnerable is realized through our outreach and generosity of heart.*

### ***To Worship & Welcome***

*We envision a reverent and welcoming Eucharistic community, aware of its role as a priestly people in relationship with God and with one another, and actively involved in liturgical and sacramental celebrations as Ministers of the Assembly.*

### ***To Seek & Embrace***

*We envision our parish as an authentic welcoming community: a place where the dispirited and the stranger are invited, embraced, and accepted as children of God, and where individuals and families can grow together through love, understanding, prayer, hospitality, and festivity.*

### ***To Witness with Love***

*We envision our parish as actively engaged in the Ministry of Everyday Life whereby we weave together a consistent ethic of life and seek the common good in the spiritual, moral and social issues that we encounter in the home, neighborhood, workplace and world.*

**Subject:** FYI on tonight's SPC meeting  
**From:** Katie Hirschboeck <katie@lrr.arizona.edu>  
**Date:** Mon, 06 Mar 2006 12:41:11 -0700  
**To:** "Michael McDonald" <michaelm@hftucson.com>

Hi Michael --

I wanted to let you know that I kludged up a logo for our draft plan document by borrowing some of the figures from your logos and adding them to the OMOS cross. You may have been working on the same thing, so I thought I should send you a copy of what I did -- it's very simple, but I think I kind of like the figures leaping out of the "opening" in the OMOS cross outline. Did you have a chance to work up anything yourself? If so please bring it tonight and we can see what the group says.

See you tonight!

Katie



X-Sieve: CMU Sieve 2.2  
Date: Sun, 5 Mar 2006 17:07:43 -0500 (EST)  
From: Robert Scala <bobscala@earthlink.net>  
Reply-To: Robert Scala <bobscala@earthlink.net>  
To: brenda.carrillo@titlesecurity.com, janbritt@comcast.net,  
Katie@ltrr.arizona.edu  
Subject: Plan document  
X-Mailer: EarthLink Zoo Mail 1.0

Greetings to all -

What a great job Katie did in assembling all our earlier thoughts into a formatted document! Attached as a MicrosoftWord doc is the text to go under each of the six boxes in Katie's tri-fold. She agreed to paste the material into each box but I wanted each of you to see what I wrote. Brenda, I drew on your texts as well as the original and updated Pastoral Plan for this.

A couple of additional comments:

1. I very much concur with the five year horizon for the Pastoral Plan.
2. I'm really not persuaded that the seven themes of Catholic Social Teaching belong in the overall Pastoral Plan. It takes up a whole panel in the tri-fold yet underlies only a portion of the Plan. I would rather give more space to the Mission Statement. Any space left over can be a message from the Pastor (which we'll probably have to write).
3. Did you know that "Ite, Missa est" does not mean "Go, you are sent forth"? The literal translation is "Go, it has been sent on its way". We should probably reword that portion to say "Ite, Missa est, commonly taken to mean...."
4. In the section on "Ite, Missa est" where the notation refers to this as the inspiration for our mission, we could add some additional language that highlights the seven themes of Catholic Social Teaching without giving all the explanatory material. Something like the following:  
The inspiration underlying our new....  
"Ite, Missa est"  
Quote from the Catechism of the Catholic Church, then  
These words of inspiration take particular meaning in our commitment to embrace the seven themes of Catholic Social Teaching.  
They are Dignity of the human person and sacredness of life; Call to family, community and participation in seeking the common good; etc. etc.
5. Katie noted that the words alienated/unchurched/unengaged/disaffected might not resonate well with such a person reading this document. That's because they are all negative or "un" words. My suggested replacement was "overlooked" and that's what I used in one instance. It has a more positive tone.
6. I introduced the welcoming concept in several but not all places. Should we do more in that regard?

Hope I haven't done violence to anyone's thoughts or words.

Keep each other in prayer, Bob

BOB SCALA 3/5/2006

## TEXT FOR EACH OF THE SIX SECTIONS OF THE PLAN

### To Lead and Form:

Continue to mentor, train and provide spiritual formation for present and future lay leaders through workshops, retreats and training days throughout the year. Develop a process to identify future leadership in all areas of ministry to assure continued effective programs. Assure a continued emphasis on youth as well as adult leadership among pastoral staff and volunteers.

### To Worship and Welcome:

Maintain an ongoing emphasis on a spirit of welcome and hospitality to all who participate in the liturgy or associated activities. This welcoming extends to greetings before and after the liturgy, the ongoing activities of a Welcoming Committee and a parish-wide acceptance of all who join us in worship.

All liturgical ministers will be afforded opportunities through training, workshops and other venues to deepen their understanding and participation in the roles they have accepted.

All parishioners and visitors will experience periodic catechesis on elements of the liturgy to assure more meaningful participation.

### To Learn and Grow:

Faith formation occurs not only within the weekly (or daily) liturgy but also through other means of study. Small faith formation groups will continue to break open the Scripture for study and reflection. Multiple opportunities for study and reflection on selected portions of Scripture will be offered. The Retreat Program will offer special opportunities for prayer, reflection and renewal based on Scripture and other devotional sources. A major source of ongoing faith formation will be the prepared homilies at all liturgies.

### To Seek and Embrace:

In recognition of the reality that our lives are connected in many ways, the family of Our Mother of Sorrows places great emphasis on being a welcoming community whose members reach out to all who come to us. A special concern is directed towards those who may feel overlooked by the mainstream church. Through both modern and traditional means of

communication Our Mother of Sorrows will evidence an openness and transparency to all. As “welcoming is part of our everyday spirituality”, we desire to be in relationship with God and with all our brothers and sisters to whom we can reach out. All parish programs will be encouraged to identify those not traditionally a part of the group and seek to welcome them.

#### To Reach Out to the Least:

Our Mother of Sorrows will continue the very strong emphasis on outreach, especially to the “least and littlest”. Catholic Social Teaching mandates this concern and it has been an ongoing element of OMOS parish life.

Leadership training and development will provide for continuation and growth in these programs. Regular reporting to the parish on the work of these ministries will assure continued support from the community at large. All participants will receive ongoing catechesis on the need to see the face of Christ in all who are served.

#### To Witness with Love:

As part of our mission and ministry, we recognize that we are connected not only to those in our parish, but also to the community, state and world at large. As part of that connection we share a social responsibility for the welfare and well being of our less fortunate brothers and sisters. We do so primarily through the Ministry of Everyday Life; that is the witness we give by our actions in the home, school, workplace and marketplace. As we strive through prayer, study and efforts to achieve social change, our actions will reflect clearly our faith and our commitment to the social teachings of the Church.

**Subject:** Pastoral Plan 2006 draft  
**From:** Katie Hirschboeck <katie@lrr.arizona.edu>  
**Date:** Sun, 05 Mar 2006 18:26:23 -0700  
**To:** Robert Scala <bobscala@earthlink.net>, brenda.carrillo@titlesecurity.com, janbritt@comcast.net

Jan, Bob & Brenda --

Here is the updated brochure with Bob's text and other changes (in both MS Word and PDF format) for your review.

Bob -- I edited your text for "To Lead & Form" a bit to conform to the tense and style of the other sections, plus I added specific mention of the School and young adult programs -- figured they should have special mention in the plan. Also integrated your suggestions on the 7 themes as part of the intro to the plan.

Let me know what other changes we need and I will fix up tonight so Jan can present this to Msgr tomorrow. I printed it out double-sided and the "tri-fold" works pretty well.

Katie

PP2006.doc    **Content-Type:**    application/msword  
                  **Content-Encoding:** base64

PP.2006.pdf    **Content-Type:**    application/pdf  
                  **Content-Encoding:** base64

DRAFT

## About the Pastoral Plan

The inspiration underlying our new Pastoral Plan is based on the words spoken originally in Latin at the end of every Mass:

**"Ite, Missa est"**

which are commonly taken to mean . . .

**"Go, you are sent forth"**

"Holy Mass (Missa), the liturgy in which the mystery of salvation is accomplished, concludes with the **sending forth** (missio) of the faithful, **so that they may fulfill God's will in their daily lives.**"

Catechism of the Catholic Church, no. 1332

These words of inspiration take particular meaning in our call, commitment, and vocation as lay people "sent forth into the world" to embrace the seven themes of Catholic Social Teaching:

*Sacredness of life and dignity  
of the human person*

*Call to family, community, and  
participation in society, seeking  
together the common good*

*Human rights and the  
responsibility to protect them*

*Preferential option for the  
poor and vulnerable*

*The dignity of work and  
the rights of workers*

*Solidarity with all people  
as one global family*

*Stewardship and care  
for God's creation*

## PARISH MISSION STATEMENT

*Rooted in the spiritual tradition of the Catholic faith and called to be disciples of Jesus Christ, we the people of Our Mother of Sorrows Parish are here to proclaim the Good News of God's love for all people.*

*A dynamic faith community, we desire to grow in our faith and to share faith and love with one another.*

*We encourage one another in prayer, in worship, in continuing to learn and to live daily the meaning of the Christian life.*

*As disciples of Jesus we are called to love and to care for one another. As a parish we accept our call to reach out to all God's people, especially to those in need, so that the reign of God may be realized in our community, in our nation and in our world.*

## Our Mother Of Sorrows Parish Pastoral Plan 2006-2010



**GO, YOU ARE SENT  
FORTH**

- to lead & form
- to worship & welcome
- to learn & grow
- to seek & embrace
- to reach out to the least
- to witness with love

**Our Mother of Sorrows Parish  
1800 S. Kolb  
Tucson AZ 85710  
(520) 327-6662**

[www.omosparish.org](http://www.omosparish.org)

## To Lead & Form

*We envision a strong and collaborative parish leadership which grows through ministry formation, education, prayer, passion, love, and example and includes all those who lead lives of faith, integrity, and Gospel values in the world.*

- Our Mother of Sorrows will continue to mentor, train and provide spiritual formation for present and future lay leaders through workshops, retreats and training days throughout the year.
- A process will be developed to identify future leadership in all areas of ministry to assure continued effective programs.
- An emphasis on youth will be continued and invigorated through collaboration with OMOS School and religious education programs
- Ongoing formation of future leaders will be emphasized in parish youth and young adult ministry programs.

## To Worship & Welcome

*We envision a reverent and welcoming Eucharistic community, aware of its role as a priestly people in relationship with God and with one another, and actively involved in liturgical and sacramental celebrations as Ministers of the Assembly.*

- Emphasis will be maintained on a spirit of welcome and hospitality to all who participate in the liturgy or associated activities. This welcoming extends to greetings before and after the liturgy, the ongoing activities of the Welcoming Committee and a parish-wide acceptance of all who join us in worship.
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*We envision life-long learning and growth in our faith through Christian education formation that is rooted in Scripture, the Sacraments, and in a rich prayer life, and which fosters an awareness of our common vocation to evangelize the world through the Ministry of Everyday Life.*

- We will foster an awareness that faith formation occurs not only within the liturgy but also through a constant attentiveness to prayer and through various other means of study.
- Small faith formation groups will continue to break open the Scripture for study and reflection.
- Multiple opportunities for study and reflection on selected portions of Scripture will be offered.
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- A major source of ongoing faith formation will continue to occur at all liturgies through inspiring and thought-provoking homilies.

## To Seek & Embrace

*We envision our parish as an authentic welcoming community: a place where the overlooked and the stranger are invited, embraced, and accepted as children of God, and where individuals and families can grow together through love, understanding, prayer, hospitality, and festivity.*

- In recognition of the reality that our lives are connected in many ways, the family of Our Mother of Sorrows places great emphasis on being a welcoming community whose members reach out to all who come to us.
- A special concern is directed towards those who may feel overlooked by the mainstream church.
- Through both modern and traditional means of communication Our Mother of Sorrows will evidence an openness and transparency to all.
- As “welcoming is part of our everyday spirituality,” we desire to be in relationship with God and with all our brothers and sisters to whom we can reach out.
- All parish programs will be encouraged to identify those not traditionally a part of the group and seek to welcome them.

## To Reach Out to the Least

*We envision a parish in which the Gospel message of love and care for the least and the littlest is transformed into the everyday lives of our parish community and that our responsibility toward the poor and vulnerable is realized through our outreach and generosity of heart.*

- Our Mother of Sorrows will continue our very strong emphasis on outreach, especially to the “least and littlest.” Catholic Social Teaching mandates this concern and it has been an ongoing element of OMOS parish life.
- Leadership training and development will provide for continuation and growth in these programs.
- Regular reporting to the parish on the work of these ministries will assure continued support from the community at large.
- All participants will receive ongoing catechesis on the need to see the face of Christ in all who are served.

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*We envision our parish as actively engaged in the Ministry of Everyday Life whereby we weave together a consistent ethic of life and seek the common good in the spiritual, moral and social issues that we encounter in the home, neighborhood, workplace and world.*

- As part of our mission and ministry, we recognize that we are connected in solidarity, not only to those in our parish, but also to the community, state and world at large.
- As part of that connection we share a social responsibility for the welfare and well being of our less fortunate brothers and sisters.
- We do so primarily through the Ministry of Everyday Life; that is the witness we give by our actions in the home, school, workplace and marketplace.
- As we strive through prayer, study and efforts to achieve social change, our actions will reflect clearly our faith and our commitment to the social teachings of the Church.



**Subject:** P.S. Implementation document with typos corrected

**From:** Katie Hirschboeck <katie@lrr.arizona.edu>

**Date:** Sun, 05 Mar 2006 19:06:42 -0700

**To:** Robert Scala <bobscala@earthlink.net>, brenda.carrillo@titlesecurity.com, janbritt@comcast.net

At 07:01 PM 3/5/2006, Katie Hirschboeck wrote:

All --

*Here is a draft of an implementation document for the Plan that could be provided to Msgr -- or discussed at the meeting tomorrow night.*

*Comments, suggestions?*

*Katie*

PROPOSED IMPLEMENTATION OF.doc

**Content-Type:** application/msword

**Content-Encoding:** base64

## **PROPOSED IMPLEMENTATION OF THE NEW 2006-2010 PASTORAL PLAN**

The new pastoral plan will be a 5-year plan providing an overall vision for the period 2006-2010. Implementation of the plan will be addressed annually though yearly short-term goal-setting and action items which are guided by the overall plan, but identified and accomplished by the group or constituency (e.g., Commission, staff, ministry group, etc.) that is closest to that particular goal. In other words, we will apply the principle of *subsidiarity*<sup>1</sup> on a parish functional level. The plan itself is a "top down" vision, embracing the earlier versions that arose from extensive Parish input and maintaining the earlier Plan's basic structure. The implementation of the plan (short-term goals and action items) will take place within a "bottom up" or "up-and-down-and-up" iterative process. For example, the plan includes a vision statement about improving liturgies with some broad-brush suggestions, but the logistics of how to do this will be worked out within the Liturgy Commission via workable goals set each year with a metric for success and a reporting or accountability responsibility once a year in an "annual report" that connects the Commission's accomplishments to the overall Pastoral Plan. This will allow the Commission structure to take ownership of the Plan, as well as the Parish Staff, School -- and even individuals in the Parish (e.g., through their commitment to the Ministry of Everyday Life). If every group/constituency/individual in the Parish sees itself "in" the Plan and feels ownership toward it, the Plan is likely to be realized. A Pastoral Plan oversight entity<sup>2</sup> will be charged with coordinating efforts, keeping a lookout for gaps not being addressed, and calling forth accountability, i.e. coordinating all aspects of the Plan "for the sake of the common good" of the Parish and beyond.

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<sup>1</sup> Subsidiarity: "A community of a higher order should not interfere with the life of a community of a lower order, taking over its functions." In case of need it should, rather, support the smaller community and help to coordinate its activity with activities in the rest of society for the sake of the common good.

<sup>2</sup> This oversight entity might be the Pastor, the Pastoral Staff, the Parish Council, an appointed subcommittee -- or some combination thereof -- named as a Pastoral Plan Oversight Committee.

**Subject:** Re: SPC Agenda for meeting tonight  
**From:** "Jan Britt" <janbritt@comcast.net>  
**Date:** Mon, 6 Mar 2006 13:54:15 -0700  
**To:** "Katie Hirschboeck" <katie@lrr.arizona.edu>  
**CC:** <bobscale@earthlink.net>, <brenda.carrillo@titlesecurity.com>

The PDF format seems to work, but since you know just how it is supposed to look, why don't you just print and bring for the group?

Your comments on Msgr's take on how things should get done is very interesting to me. That would be one way of keeping close control. When I looked at the previous document, my first thought was- how do things get done- and how is it determined what is to get done? Was anything getting done? His initiation of each thing would be one way of getting some things done- but he must be very busy!!

I thought that your brochure detail was likely an attempt to finish the project- and hopefully, it will!! Great work.

See you tonight!

Jan

----- Original Message -----

**From:** [Katie Hirschboeck](#)  
**To:** [Jan Britt](#)  
**Cc:** [bobscale@earthlink.net](mailto:bobscale@earthlink.net) ; [brenda.carrillo@titlesecurity.com](mailto:brenda.carrillo@titlesecurity.com)  
**Sent:** Monday, March 06, 2006 12:02 PM  
**Subject:** Re: SPC Agenda for meeting tonight

Jan (Bob & Brenda) --

Jan -- this sounds like the same problem Bob had on his printout -- I think they are printer- or default-specific to each user. Did you try printing it from the PDF or the Word document? The PDF should maintain the correct formatting. Since it's not formatting correctly, I will be happy to bring copies set up in the 2-sided "final brochure format" without the glitches you note.

I'm not sure what Msgr will say . . . I'm hoping he will like it, but one never knows. One ulterior motive to jazzing it up in the brochure format was to get it looking as close to "final" as we can so that we don't go into another tailspin of "now where do we go from here" all over again at the meeting tonight. Changes can still be made of course, but I don't want to have to go back to square one. I think the real nitty gritty part of it will be the annual accountability. With the earlier plans, to my recollection only in the first one was there any sort of consistent accountability or follow-up about whether progress was actually being made on specific parts of the plan. It just sort of "sat there" and the things that moved forward were the things that (mostly) Msgr wanted to get done, or were pushed by individual groups. If we can set up a system whereby everyone takes some ownership in the plan and is asked to make progress on relevant parts of it and report each year about what they did, then it will be more than a nice document.

See you all tonight!

katie

At 10:48 AM 3/6/2006, you wrote:

Hi Katie,

The brochure copied as 2 pages. The only "holes" I see are the far right hand side of page 2- it only says "To Reach Out to the". I didn't know if that was intentional, but couldn't find more copy. Also, on page one under About the Pastoral Plan where it says "which are commonly taken to mean..."- there are some marks underneath just before the boxed piece? I would be glad to bring copies if the format as it appears on my computer is ok. Just let me know. It really does look great! It will be interesting to see Msgr.'s reaction?!?

Thanks,  
Jan

----- Original Message -----

**From:** [Katie Hirschboeck](#)  
**To:** [Jan Britt](#)  
**Sent:** Monday, March 06, 2006 10:44 AM  
**Subject:** Re: SPC Agenda for meeting tonight

Hi Jan --

Should I bring copies of the brochure and implementation plan to the meeting or will you? Did the brochure copy ok for you in the double-side tri-fold format?

katie

At 07:49 AM 3/6/2006, you wrote:

Hi to All,

Attached is the agenda for our meeting tonight. We will be in the Kino Conference room at 7 pm.

Thanks, and I look forward to seeing you all tonight!  
Jan

# OMOS STRATEGIC PLANNING COMMITTEE

## Agenda

**March 6, 2006**

- Opening Prayer
- Minutes: review and approval by group
- Small committee report: Pastoral Plan update draft (Katie & Bob)
- Review draft: suggestions and changes
- Pastor's observations, perspectives
- Assignments
- Next meeting
- Closing Prayer

OUR MOTHER OF SORROWS CHURCH  
LONG RANGE PLANNING COMMITTEE  
MINUTES OF MEETING – MARCH 6, 2006

Present: Msgr. Tom, Jan Britt (Facilitator), Brenda Carrillo, Daisy Carrillo, Ken Hilliard, Katie Hirschboeck, Charlie Mahn, Mike McDonald, Dynse Wilson, Bob Scala (Secretary)

The Opening Prayer was led by Jan Britt.

The minutes of the January 31 meeting were accepted as presented.

Msgr. Tom opened the meeting by distributing Fr. Greeley's e-mail comments on CARA and parish surveys. The group decided not to do any surveying and the discussion centered on reaching the young, the alienated and the disinterested. Msgr. Tom noted that the Pastoral Staff will be examining the issue of why people come to Church only at Christmas, Ash Wednesday and Easter.

The remainder of the meeting dealt with a review of the proposed revision to the Pastoral Plan and a related implementation document prepared by the work group (Jan, Brenda, Katie and Bob). The following points were made:

- a. The time horizon will be five years (2006-2010) instead of three years as in prior plans.
- b. After much meaningful discussion, the order of presentation of the six plan elements was revised.
- c. Small changes were made to the text related to each of these elements.
- d. With these changes the committee accepted the proposed Pastoral Plan. It will next be reviewed by the Pastoral Staff and by the Pastoral Council. If accepted by these groups and the Pastor, the Plan will be forwarded to the Corporate Board as an information item.
- e. Implementation will be critical, as the responsible committees or commissions or individuals must accept ownership of the elements. Similarly, reporting relationships need to be established. After several proposals were made and discussed, the committee decided that there should be an Oversight Committee set up as a Standing Committee of the Pastoral Council. Both this Council and the Staff will be asked to provide their thoughts on implementation.

**Action step:** Members of the Committee are to send Jan suggestions for membership on the Oversight Committee. These suggestions can be either by name or by function and are due by March 20.

Next meeting is scheduled for Monday, March 27 at 7 pm in the Kino Conference Room.

Msgr. Tom thanked the group for its efforts and led the Closing Prayer.

Respectfully submitted, Bob Scala

**Subject:** Final version of Pastoral Plan brochure  
**From:** Katie Hirschboeck <katie@lrr.arizona.edu>  
**Date:** Mon, 06 Mar 2006 22:45:03 -0700  
**To:** "OMOS Strategic Planning Committee"; ;

Dear Strategic Planning Committee --

Thanks for all of your input tonight! Attached is the revised version of the Plan brochure, in PDF format.

God bless you all!

Katie

PP2006.final.pdf **Content-Type:** application/pdf  
**Content-Encoding:** base64



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## *Our Mother Of Sorrows Parish Pastoral Plan 2006-2010*



**GO, YOU ARE SENT  
FORTH**

- to witness with love
- to learn & grow
- to worship & welcome
- to seek & embrace
- to reach out to the least
- to lead & form

**Our Mother of Sorrows Parish  
1800 S. Kolb  
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(520) 747-1321**

**[www.omosparish.org](http://www.omosparish.org)**

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- We will foster an awareness that faith formation occurs within the liturgy, within our school & religious education programs, and through various other means of study.
- We will nurture our faith through constant attentiveness to prayer.
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- In recognition of the reality that our lives are connected in many ways, the family of Our Mother of Sorrows places great emphasis on being a welcoming community whose members embrace diversity and reach out to all who come to us.
- A special concern is directed towards those who may feel overlooked by the mainstream church.
- Through both modern and traditional means of communication Our Mother of Sorrows will evidence an openness and transparency to all.
- As “welcoming is part of our everyday spirituality,” we desire to be in relationship with God and with all our brothers and sisters to whom we can reach out.
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## To Reach Out to the Least

*We envision a parish in which the Gospel message of love and care for the least and the littlest is transformed into the everyday lives of our parish community and that our responsibility toward the poor and vulnerable is realized through our outreach and generosity of heart.*

- Our Mother of Sorrows will continue our very strong emphasis on outreach, especially to the “least and littlest.” Catholic Social Teaching mandates this concern and it has been an ongoing element of OMOS parish life.
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- Ongoing formation of future leaders will be emphasized in parish youth and young adult ministry programs.

3/8/06

To: File/Msgr. Tom  
From: Sr. Jeanette  
Re: Pastoral Plan 2006-2010

After reviewing the six (6) areas in the plan, I can identify the following areas that can either directly or indirectly be part of the Christian Life Commission:

- **TO WITNESS WITH LOVE:**

“As part of that connection we will demonstrate a social responsibility for the welfare and well being of our less fortunate brothers and sisters.”

This is already being *directly* lived out in the nine (9) ministries connected with:

St. Vincent de Paul

MOSES

Casa Maria

Prima Vera

Haiti project

Prison Ministry

JustFaith

Pelegrinos Juntos

TIHAN

It is *indirectly* being lived out in the four (4) ministries of:

Eucharistic Ministry to the Homebound

Stephen Ministry

Golden Agers

Counseling Ministry

(Over)

(Cont.)

Regular reporting: as the Pastoral Staff person who is liaison to the CLC, I report annually or as requested to the Pastor and parish council.  
Catholic Social Teaching. This is a major effort requiring continual review and support.  
The Pastor with immersing (educating/informing) the parish relative to the 7 Themes of the Christian Life Commission's main, long-term goal established \*2005-06, is to assist  
See comments under "Witness with Love".

### **TO REACH OUT TO THE LEAST:**

affiliate with (Eucharistic Ministry to the homebound).  
. Someone who is being overlooked (for various reasons) by the parish they normally  
. Someone "unchurched" or lapsed from the Catholic faith (Stephen Ministry) or  
will be made to minister to:  
opportunities to "reach beyond" the parish boundaries. It is not infrequently that a request  
The Stephen Ministry Program and ministry to the Homebound are examples of  
group and seek to welcome them".  
"All parish programs will be encouraged to identify those not traditionally a part of the  
God and with all our brothers and sisters to whom we can reach out."  
"As 'welcoming' is part of our everyday spirituality," we desire to be in relationship with  
church."  
"A special concern is directed towards those who may feel overlooked by the mainstream

### **TO SEEK & EMBRACE:**

with whom they might make a connection/friendship.  
personal basis. The off-shoot of this is to connect them with other parishioners  
who are a "new face" and to set up an opportunity to get to know them on a  
Acknowledging all who are present at a gathering, but especially to seek out those  
and give leadership to by:  
I attempt to provide the role model to the ministry groups that I am directly involved in

### **TO WORSHIP & WELCOME:**

encourage them to participate in them whenever possible.  
I try to keep the various ministry groups informed about these opportunities and  
based on Scripture and other devotional sources."  
\* "The Retreat Program will offer special opportunities for prayer reflection and renewal

### **TO LEARN & GROW:**

- **TO LEAD & TO FORM:**

“OMOS will continue to mentor, train and provide spiritual formation for present and future lay leaders through workshops, retreats and training days throughout the year.” and “A process will be developed to identify future leadership in all areas of ministry to assure continued effective programs.”

As staff liaison to this very large, wide-reaching Commission, I am constantly assessing ministry members who show leadership skills or who could develop those skills. \*

\*During the seven (7) years I've been on staff, we have talked about “developing a process” but no formal/official process in place that I am aware of.

(PastoralPlan2006-2010)

**REPORT ON**  
**THE STRATEGIC PLANNING COMMITTEE & THE NEW PASTORAL PLAN**  
*March 2006*

Background:

- **Early 1990s:** A Five Year Pastoral Plan was developed in the early 1990s (1992) through a series of parish input meetings. It included various needs and action items arranged in a large chart structured roughly along the lines of the Commissions. The Commissions were asked periodically to report to a *Pastoral Plan Committee* (Mike Berger, Chair) on progress in addressing the needs within their areas of ministry. (This five-year plan ended ~ 1996.)

- **Epiphany 2001:** A new Three year Pastoral Plan for 2001-2003 was announced, "Journey Together to the Holy," in conjunction with the Parish retiring its debt (salmon-colored brochure). It had been in the process of formation jointly by pastoral staff and Parish Council over a 6-month period in 2000. The plan had five sections: I Leadership, II Liturgical Participation, III Faith Formation, IV Social & Moral Issues and V: Parish Activities.

- **Epiphany 2003:** A review and update of the 2001-2003 Three-Year Pastoral Plan took place during Fall 2002 in response to the Congregational Life Survey and was presented on Epiphany 2003 (yellow bulletin insert). The update followed the 2001 plan's structure, did some rewording, added some new items and emphasized the Ministry of Everyday Life and Ministry of the Assembly. The main work for the plan was done by a subcommittee of parishioners (Council members and non-members) and was later endorsed by the Staff and Parish Council.

- **March 2006:** A new Five-year Plan for 2006-2010, "Go, You are Sent Forth" has been in development over the past ~ 4 months by a subcommittee of parishioners, along with Msgr. Tom (Parish Council members: Daisy Carrillo, Ken Hilliard, Michael McDonald, & Katie Hirschboeck; Incorporation Board members: Brenda Carrillo & Bob Scala; other members: Jan Britt, Charlie Mahn, & Dynse Wilson).

-- The new plan builds on the basic structure and some of the wording and action items of the earlier plans but has been re-focused and re-cast as follows:

- To Witness with Love** (new section emphasizing social justice and social change, and ministry in the marketplace/everyday life),
- To Learn & Grow** (former Faith Formation section),
- To Worship & Welcome** (former Liturgical Participation section)
- To Seek & Embrace** (former Parish Activities section with greater emphasis on hospitality)
- To Reach Out to the Least** (former Social & Moral Issues section which primarily emphasized charity and outreach, not social justice/change)
- To Lead & Form** (former Leadership section).

-- A draft of the plan is now being presented to the Parish Staff and full Parish Council for input. It is expected that the final plan will be presented to the Parish sometime after Easter 2006.

-- A key part of the new plan's success will be how it is implemented. The previous Three-Year Plan and its 2003 update did not have any structure in place to coordinate or review the elements of the plan and see that they were being addressed. How the new plan will be implemented is under discussion (see reverse).

## PROPOSED IMPLEMENTATION OF THE NEW 2006-2010 PASTORAL PLAN

- The new pastoral plan will be a 5-year plan providing an overall vision for the period 2006-2010.
- Implementation of the plan will be addressed annually through yearly short-term goal-setting and action items which are guided by the overall plan, but identified and accomplished by the groups or constituencies (e.g., Commission, staff, ministry group, etc.) that are closest to that particular goal. In other words, we will apply the principle of *subsidiarity*<sup>1</sup> on a parish functional level.
- The plan itself is a "top down" vision (developed by a committee) which attempts to embrace the original plan that arose "bottom up" from extensive Parish-wide input and maintain the more recently updated plan's basic structure. The implementation of the plan (short-term goals and action items) will take place via a back-and-forth iterative process between subsidiary units and some form of Pastoral Plan (coordinating) Committee.
  - For example, the plan includes a vision statement about improving liturgies with some broad-brush suggestions (e.g., training and workshops for liturgical ministers), but the logistics of how to do this should be worked out within the Liturgy Commission via workable goals set each year with a metric for success and a reporting or accountability responsibility (e.g., in an "annual report") that connects the Commission's accomplishments to the overall Pastoral Plan.
- Implementation from the "bottom up" will allow the Commission structure to take ownership of the Plan, as well as the Parish Staff, School -- and even individuals in the Parish (e.g., through their commitment to the Ministry of Everyday Life or their newly gained awareness of their role as Ministers of the Assembly by participating at Mass). If every group/constituency/individual in the Parish sees itself "in" the Plan and feels ownership toward it, the Plan is more likely to be realized.
- A *Pastoral Plan Committee*<sup>2</sup> will be charged with coordinating efforts, keeping a lookout for gaps not being addressed, calling forth accountability, and overseeing all aspects of the Plan from the perspective of a Parish-wide vision.

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<sup>1</sup> *Subsidiarity*: "A community of a higher order should not interfere with the life of a community of a lower order, taking over its functions." In case of need it should, rather, support the smaller community and help to coordinate its activity with activities in the rest of society for the sake of the common good.

<sup>2</sup> Several members of the Strategic Planning Committee reasoned that the coordinating and oversight of the Plan should be the responsibility of the Parish Council. One possibility would be the formation of a *Pastoral Plan Committee* as a standing subcommittee of the Parish Council. The committee would also include staff representative(s) and other appointed members to maintain continuity. The committee could hold regular meetings on its own and report back periodically to the full Parish Council.

## OUR MOTHER OF SORROWS PARISH COUNCIL OF MINISTRIES

Meeting Minutes

March 18, 2006

Bob Sicilian, President, called the meeting of the Parish Council of Ministries to order in the Kino Conference Room at 6:30 A.M.

Opening Prayer. Bob led the reading of the Mission Statement and Parish Council Prayer. Mike Garard let the faith sharing.

Members Present: Daisy Carrillo, Cris Derrington, Mike Garard, Miklynn Hickman, Ken Hilliard, Katie Hirschboeck, Charlotte Patterson, Michael McDonald, Bob Sicilian, Msgr. Tom Cahalane, Pastor and Nancy Arce, Secretary.

Excused: Patrick Burke, Talia Cordisco, Susie Delgado and Tamra Kuehl-Hood

Guests: Sr. Jeanette Mariani, Christian Life Commission

Minutes: After discussion and upon motion by Mike Garard and seconded by Mike McDonald, the minutes of the January 21, 2006 were unanimously approved.

### PASTOR'S REPORT

- Parish Council Retreat. Msgr. Tom reported that the retreat on February 18<sup>th</sup> facilitated by Katie Hirschboeck on the Seven Themes of Catholic Social Teaching was a great presentation and well received by the council members, especially the 'world hunger banquet.'
- Parish Lenten Mission Preview. Msgr. Michael O'Grady, the Mission Director, will preach at all Masses on the weekend of April 1 / 2. The Mission proper will held on April 3, 4 and 5. The theme will be, "The Mass, the Source and Summit of our Life in Christ."
- Holy Week & Easter Overview. All Lenten services were well-attended by the parishioners. Easter will be celebrated at ten (10) Easter Masses, some concurrently in the church and parish hall.
- Greeley Annual Lecture. Father Greeley's lecture was held on March 12<sup>th</sup> and overall received very positive comments.
- Annual Staff Evaluations. Msgr. Tom said that the staff evaluations will commence next week. The pastoral staff does a very good job and represents a high quality of ministry.
- Confirmante Interviews. Msgr. Tom reported that he is in the process of interviewing all the Confirmation candidates. He read some of their faith testimonials and said that it was a very positive experience of great affirmation of their Faith.
- Strategic Planning Update. Msgr. Tom asked Katie to report on behalf of the Pastoral Plan Resources Committee. Katie reported that the committee consisted of the pastoral and staff, school staff, and the six commissions of the Parish Ministries Council.



Representatives from the Parish Council were Daisy, Ken, and Mike McDonald. She distributed a report on The Strategic Planning Committee & the New Pastoral Plan. The report highlighted the background of former Pastoral Plans from the 1990s to present. She also distributed a draft copy of the brochure of the Our Mother of Sorrows Parish Pastoral Plan 2006-2010 and its proposed implementation. The Plan is entitled, "Go, You Are Sent Forth" and encourages us to witness with love; to learn & grow; to worship & welcome; to seek & embrace; to reach out to the least; and, to lead & form. The inspiration underlying the Pastoral Plan is based on the words spoken originally in Latin at the end of every Mass: "Ite, Missa est" which are commonly taken to mean... "Go, you are sent forth." *After discussion, a motion was made by Charlotte Patterson, seconded by Miklynn Hickman and unanimously endorses the Pastoral Plan for 2006-2010.*

Msgr. Tom thanked Katie and all the committee members for their many talents and great efforts. He suggested that the Plan be announced to the parishioners after Easter and implementation begin in fall, 2006.

Discussion followed on amending the Parish Mission Statement to delete some of the old wording and replace them with "sent forth to," "are sent forth" and "called and sent forth" as discussed. *A motion was made by Mike McDonald, seconded by Miklynn Hickman, and unanimously approved to replace some of the wording in the Parish Mission Statement with "sent forth to," "are sent forth" and "called and sent forth" to mirror the new Pastoral Plan.*

- Preschool Remodel. Msgr. Tom reported that the preschool remodel will begin this summer and cost approximately \$60,000 – \$70,000. The remodel will utilize the space more effectively and update the overall of the facility. He also reported that at the recommendation of the Finance Committee that an opportunity to help contribute toward the remodel fund would be forthcoming during the 3 T's season.
- Income Update. Msgr. Tom said that the income level has declined slightly. The St. Patrick's Day collection was a great success and all the donations will go to the Gloucester Project.
- Other. Father Jojo is establishing himself well and is planning a youth retreat in the near future.

Bob welcomed Sr. Jeanette to the meeting.

Christian Life Commission. Sr. Jeanette's report on the Christian Life Commission was e-mailed to all the members prior to the meeting. She mentioned that the Convocation on April 1<sup>st</sup> with the core group is being postponed until a future date. Discussion followed.

*Msgr. Tom thanked Sr. Jeanette for her annual report and feels extremely blessed with her presence and competency in all she does as a Pastoral Staff member. Sr. Jeanette was excused from the remainder of the meeting.*

## PRESIDENT'S ITEMS

- Update on Discernment of New members. Bob reported that 10 invitations have been mailed to the candidates. The discernment committee (Bob Sicilian, Human Resources committee member; Miklynn Hickman, Parish Council member; Helen Hilliard and Beth Eyerma) will meet on April 2<sup>nd</sup> after the 9:00 A.M. Mass.

*Daisy was excused from the remainder of the meeting.*

- Nominations for Parish Council Officers. The floor was open to nominations for President and Vice President. After discussion, Bob will personally call the members to be considered for the office of President. Mike Garard and Miklynn Hickman graciously accepted nomination to the office of Vice President. Ballots will be presented and election will be held at the Annual Meeting on May 13<sup>th</sup> for President and Vice President.
- Spring Orientation of new parishioners. Bob reminded the members that their presence is requested on May 7<sup>th</sup> after the 9:00 Mass in the PAC dining room to welcome and answer questions the new parishioners may have.
- Youth Ministry Update. Bob reported that a sub-committee met and have the following general concerns about the direction of the Youth Ministry: that it provides a place for the youth to go for fellowship; the right person with exuberance and in for the long haul. Discussion followed on what measures success – the number of people attending (quantity vs quality). The committee recommends following some of guidelines provided by Ginny Stirich. Discussion followed. Hopefully, next year a half-time position can be budgeted.
- Brief Commission Update(s): None.
- Random Sample Report(s). Tabled until next meeting.
- Next Meeting / Faith Sharing Leader. The next meeting will be May 13 at 6:30 a.m. in the Kino Conference Room followed by 8:30 Mass. **The Parish Council Breakfast to welcome the new council members and thanked the outgoing members will be held on August 19 immediately following the 8:30 Mass.** Miklynn Hickman will be the prayer and faith-sharing leader at the May 13<sup>th</sup> meeting.

There was no other business before the meeting; it was adjourned at 8:32 A.M. Mass followed.

Respectfully submitted,

Nancy Arce, Secretary

**Subject:** Pastoral Plan, Staff Goal Setting, & Beyond!

**From:** "Jan Britt" <janbritt@comcast.net>

**Date:** Wed, 22 Mar 2006 13:00:15 -0700

**To:** "Msgr Tom" <tomasoc@aol.com>, <OMOSCHURCH@aol.com>

**CC:** <katie@lrr.arizona.edu>

Dear Msgr. Tom,

I have come up with some thoughts, comments, and suggestions regarding the three items I have listed above. They are detailed below.

1. **Pastoral Plan.** After much reflection on the implementation of the pastoral plan, I offer the following thoughts and suggestions.

- All members of the Parish Council should become very familiar with and committed to the Pastoral Plan. If it is to be fully integrated into parish life, and effective in constituting change and action, it should be the guiding light behind much of what they do as a council.
- Current members of the Strategic Planning Committee that are also members of the Parish Council, should constitute the core oversight committee. A new PC member should be added each time a new class is brought on board. I've been told that Ken is rotating off the Council, but I think he should remain on this committee for at least a year. Four members for the oversight committee are likely enough. This oversight committee should only need to meet once or twice a year to review goals and progress via written reports from the commissions. They should then report to the entire Parish Council.
- Katie and I could be most productive and helpful to this process by serving as individual resource people, available to meet with groups on an as-needed basis. We could be referred to a group by the Parish Oversight Committee, Staff, or you. Either of us could be called upon, depending upon the group and need. Personally, I would rather not be involved in oversight.

2. **Staff Goal Setting.**

- I believe that this could best be accomplished by meeting with staff individually, on an as-needed basis. I would certainly be willing to do this. This way, we wouldn't take the time and energies of the entire staff, some of whom might not need help with the process. And, I'm guessing that the outcome of these meetings could be close to a finished product.

3. **Beyond**

- I am wondering if my role and service to OMOS might be defined sometime in the future as "Affiliated Staff", or "Consulting Staff?" Many churches use the affiliated term, and service in this way seems to work well for the individual and the church. If this sounds interesting and workable to you, it would be fun to discuss at some point!

Many Thanks! And, again I loved the St. Patrick's Day service and found it to be an amazingly holy way to start the day and honor St. Patrick's gift to the Church!

Jan

**Subject:** Re: Fw: Pastoral Plan, Staff Goal Setting, & Beyond!  
**From:** "Jan Britt" <janbritt@comcast.net>  
**Date:** Mon, 27 Mar 2006 16:51:47 -0700  
**To:** "Katie Hirschboeck" <katie@ltr.arizona.edu>

We could call it that- it does get away from an onerous word. My email to Msgr and you details what I think is a workable plan for implementation. I don't think the "consultants" would be very effective if they were also members of the committee. I see my role as simply a resource person for staff and commissions- not as a member of the committee.

See you tonight!

Jan

----- Original Message -----

**From:** Katie Hirschboeck  
**To:** Jan Britt  
**Sent:** Monday, March 27, 2006 3:45 PM  
**Subject:** Re: Fw: Pastoral Plan, Staff Goal Setting, & Beyond!

Hi Jan --

Just got done with my long Monday class. . . .

I think we should get away from the term Oversight Committee altogether -- it's probably my fault for introducing it early on! How about "Pastoral Plan Coordination Committee" (PPCC)? I'm envisioning a little structure diagram with the PPCC coming out of the Parish Council (which will connect to the commissions). . . . and then being connected to the staff and consultant(s). if I have time I will try to rough it out so we have a template to discuss at tonight's meeting.

See you then!

Katie

At 12:36 PM 3/27/2006, you wrote:

Hi,

Well he responded this morning at the Inigo meeting by saying- thanks for your email, yes I would like to take you up on the consulting- then went straight to being the "oversight" committee?!? I reminded him that oversight is not a good role if you really can best help by consulting, facilitating the goal setting, etc. So, I will really need your help tonight to keep him focused on letting the parish council sub-group be the oversight- and you and I help the action groups on an as-needed basis. Nobody can provide both services! I will make an appointment with him after Easter to define my "staff" role. I think you are right, it would need to be defined and focused.

Thanks,  
Jan

----- Original Message -----

**From:** Jan Britt  
**To:** Katie Hirschboeck  
**Sent:** Wednesday, March 22, 2006 2:22 PM  
**Subject:** Re: Pastoral Plan, Staff Goal Setting, & Beyond!

Thanks! It really makes me feel good that you like it! And, yes it will be very interesting to see how he responds.

Jan

----- Original Message -----

**From:** Katie Hirschboeck  
**To:** Jan Britt  
**Sent:** Wednesday, March 22, 2006 1:22 PM  
**Subject:** Re: Pastoral Plan, Staff Goal Setting, & Beyond!

Jan --

Splendid! I'll be anxious to hear how he responds!

katie

At 01:00 PM 3/22/2006, you wrote:

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Katie and I could be most productive and helpful to this process by serving as individual resource people, available to meet with groups on an as-needed basis. We could be referred to a group by the Parish Oversight Committee, Staff, or you. Either of us could be called upon, depending upon the group and need. Personally, I would rather not be involved in oversight.

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I believe that this could best be accomplished by meeting with staff individually, on an as-needed basis. I would certainly be willing to do this. This way, we wouldn't take the time and energies of the entire staff, some of whom might not need help with the process. And, I'm guessing that the outcome of these meetings could be close to a finished product.

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I am wondering if my role and service to OMOS might be defined sometime in the future as "Affiliated Staff", or "Consulting Staff?" Many churches use the affiliated term, and service in this way seems to work well for the individual and the church. If this sounds interesting and workable to you, it would be fun to discuss at some point!

Many Thanks! And, again I loved the St. Patrick's Day service and found it to be an amazingly holy way to start the day and honor St. Patrick's gift to the Church!

Jan

# OMOS STRATEGIC PLANNING COMMITTEE

## Agenda

**March 27, 2006**

- Opening Prayer
  
- Minutes: review and approval by group
  
- Report on draft document from Parish Council and Staff (Katie & Jan)
  
- Implementation:
  1. Feedback from group
  2. Further suggestions from whole group
  3. Timing for 5-year implementation
  
- Pastor's observations, perspectives
  
- Closing Prayer

**Subject:** Pastoral Plan - final version

**From:** Katie Hirschboeck <katie@ltr.arizona.edu>

**Date:** Wed, 29 Mar 2006 13:59:54 -0700

**To:** OMOSCHURCH@aol.com

**CC:** <janbritt@comcast.net>, <bobscala@earthlink.net>, <brenda.carrillo@titlesecurity.com>, <CharlieM21@aol.com>, <Katie@ltr.arizona.edu>, <daisycarrillo@msn.com>, <Hilliard4@cox.net>, <swilson960@aol.com>, <Mmcdon1017@aol.com>

Dear Annette --

Attached is the FINAL version of the new Pastoral Plan. I'm sending it in both MS Word and PDF versions. (The PDF file will maintain the proper formatting if for some reason the MS Word version changes when viewed on a different computer or printed out on a different type of printer.)

We are also getting it translated into Spanish, but it will take a while before that version is ready.

The Strategic Planning Committe suggested a nice bright Easter YELLOW for the color of the brochure, since it is going to be distributed after Easter.

Thanks for all your help and let me know if there is any problem with the files.

Katie

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## About the Pastoral Plan

The inspiration underlying our new Pastoral Plan is based on the words spoken originally in Latin at the end of every Mass:

**"Ite, Missa est"**

which are commonly taken to mean . . .

**"Go, you are sent forth."**

"Holy Mass (Missa), the liturgy in which the mystery of salvation is accomplished, concludes with the **sending forth** (missio) of the faithful, so that they may fulfill God's will in their daily lives. "

Catechism of the Catholic Church, no. 1332

These words of inspiration take particular meaning in our call, commitment, and vocation as lay people "sent forth into the world" to embrace the seven themes of Catholic Social Teaching:

*Sacredness of life and dignity  
of the human person*

*Call to family, community, and  
participation in society, seeking  
together the common good*

*Human rights and the  
responsibility to protect them*

*Preferential option for the  
poor and vulnerable*

*The dignity of work and  
the rights of workers*

*Solidarity with all people  
as one global family*

*Stewardship and care  
for God's creation*

## PARISH MISSION STATEMENT

*Rooted in the spiritual tradition of the  
Catholic faith and called to be disciples of  
Jesus Christ, we the people of Our Mother  
of Sorrows Parish are sent forth to  
proclaim the Good News of  
God's love for all people.*

*A dynamic faith community, we are sent  
forth to grow in our faith and to share our  
faith and love with one another.*

*We encourage one another in prayer, in  
worship, in continuing to learn and to live  
daily the meaning of the  
Christian life.*

*As disciples of Jesus we are called and  
sent forth to love and to care for one  
another. As a parish we accept our  
call to reach out to all God's people,  
especially to those in need, so that the reign  
of God may be realized in our community,  
in our nation and in our world.*

### Pastor's Message

Dear Parishioners . . . Disciples of Jesus Christ,

The Parish Mission Statement embodies our vision and Mission as a parish, as a community of disciples of Jesus Christ. The acronym M.C.S. (Message, Community, Service) offers another perspective on our vision and purpose. Our call as a parish is to proclaim the Message of Jesus Christ, which forms us into a unique Community of disciples and sends us forth on mission and loving Service.

The Pastoral Plan outlined in this brochure under the theme *Go, you are sent forth* puts legs on our Parish Mission Statement and on our acronym M.C.S. May the implementation of this plan in all levels of our parish bond us together more deeply in Jesus Christ who continues to serve in and through us and sends us forth in his name.

Your fellow disciple and pastor,  
Msgr. Tom Cahalane

## Our Mother Of Sorrows Parish Pastoral Plan 2006-2010



**GO, YOU ARE SENT  
FORTH**

- to witness with love
- to learn & grow
- to worship & welcome
- to seek & embrace
- to reach out to the least
- to lead & form

**Our Mother of Sorrows Parish  
1800 S. Kolb  
Tucson AZ 85710  
(520) 747-1321**

**[www.omosparish.org](http://www.omosparish.org)**



## To Witness with Love

*We envision our parish as actively engaged in the Ministry of Everyday Life whereby we weave together a consistent ethic of life and seek the common good in the spiritual, moral and social issues that we encounter in the home, neighborhood, workplace and world.*

- As part of our mission and ministry, we recognize that we are connected in solidarity, not only to those in our parish, but also to the community, state and world at large.
- As part of that connection we will demonstrate a social responsibility for the welfare and well being of our less fortunate brothers and sisters.
- We do so primarily through the Ministry of Everyday Life; that is the witness we give by our actions in the home, school, workplace and marketplace.
- As we strive through prayer, study and efforts to achieve social change, our actions will reflect clearly our faith and our commitment to the social teachings of the Church.

## To Learn & Grow

*We envision life-long learning and growth in our faith through Christian education formation that is rooted in Scripture, the Sacraments, and in a rich prayer life, and which fosters an awareness of our common vocation to evangelize the world through the Ministry of Everyday Life.*

- We will foster an awareness that faith formation occurs within the liturgy, within our school & religious education programs, and through various other means of study.
- We will nurture our faith through constant attentiveness to prayer.
- Small faith formation groups will continue to break open the Scripture for study and reflection.
- Multiple opportunities for study and reflection on selected portions of Scripture will be offered.
- The Retreat Program will offer special opportunities for prayer, reflection and renewal based on Scripture and other devotional sources.
- A major source of ongoing faith formation will continue to occur at all liturgies through inspiring, challenging, and thought-provoking homilies.

## To Worship & Welcome

*We envision a reverent and welcoming Eucharistic community, aware of its role as a priestly people in relationship with God and with one another, and actively involved in liturgical and sacramental celebrations as Ministers of the Assembly.*

- Emphasis will be maintained on a spirit of welcome and hospitality to all who participate in the liturgy or associated activities. This welcoming extends to greetings before and after the liturgy, the ongoing activities of the Welcoming Committee and a parish-wide acceptance of all who join us in worship.
- All liturgical ministers will be afforded opportunities through formation, workshops and other venues to deepen their understanding and participation in the roles they have accepted.
- All parishioners and visitors will experience periodic catechesis on elements of the liturgy to assure more meaningful participation as Ministers of the Assembly.

## To Seek & Embrace

*We envision our parish as an authentic welcoming community: a place where the overlooked and the stranger are invited, embraced, and accepted as children of God, and where individuals and families can grow together through love, understanding, prayer, hospitality, and festivity.*

- In recognition of the reality that our lives are connected in many ways, the family of Our Mother of Sorrows places great emphasis on being a welcoming community whose members embrace diversity and reach out to all who come to us.
- A special concern is directed towards those who may feel overlooked by the mainstream church.
- Through both modern and traditional means of communication Our Mother of Sorrows will evidence an openness and transparency to all.
- As “welcoming is part of our everyday spirituality,” we desire to be in relationship with God and with all our brothers and sisters to whom we can reach out.
- All parish programs will be encouraged to identify those not traditionally a part of the group and seek to welcome them.

## To Reach Out to the Least

*We envision a parish in which the Gospel message of love and care for the least and the littlest is transformed into the everyday lives of our parish community and that our responsibility toward the poor and vulnerable is realized through our outreach and generosity of heart.*

- Our Mother of Sorrows will continue our very strong emphasis on outreach, especially to the “least and littlest.” Catholic Social Teaching mandates this concern and it has been an ongoing element of OMOS parish life.
- Leadership formation and development will provide for continuation and growth in these programs.
- Regular reporting to the parish on the work of these ministries will assure continued support from the community at large.
- All participants will receive ongoing catechesis on the need to see the face of Christ in all who are served.

## To Lead & Form

*We envision a strong and collaborative parish leadership which grows through ministry formation, education, prayer, passion, love, and example and includes all those who lead lives of faith, integrity, and Gospel values in the world.*

- Our Mother of Sorrows will continue to mentor and provide spiritual formation for present and future lay leaders through workshops and retreats throughout the year.
- Our lay people will be inspired and formed as “co-workers in the vineyard” through the study of Church documents.
- A process will be developed to identify future leadership in all areas of ministry to assure continued effective programs.
- An emphasis on youth formation will continue and be invigorated through collaboration with OMOS School and religious education programs.
- Ongoing formation of future leaders will be emphasized in parish teen and young adult ministry programs.



**Subject:** Minutes of March 27 mtg

**From:** Robert Scala <bobscala@earthlink.net>

**Date:** Wed, 29 Mar 2006 16:31:14 -0700 (GMT-07:00)

**To:** bobscala@earthlink.net, brenda.carrillo@titlesecurity.com, CharlieM21@aol.com, Katie@lrr.arizona.edu, daisyccarrillo@msn.com, Hilliard4@cox.net, janbritt@comcast.net, omoschurch@aol.com, swilson960@aol.com, Mmcdon1017@aol.com

Greetings to all -

Attached are the minutes of the March 27 meeting of the Long Range Planning Committee. Please let me know if you have any problem opening them.

Charlie and I met with John Brell this morning. He has agreed to be the staff contact for the PPRC.

Bob Scala

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OUR MOTHER OF SORROWS CHURCH  
LONG RANGE PLANNING COMMITTEE  
MINUTES OF MEETING – MARCH 27, 2006

Present: Msgr. Tom, Jan Britt (Facilitator), Brenda Carrillo, Daisy Carrillo, Katie Hirschboeck, Charlie Mahn, Mike McDonald, Dynse Wilson, Bob Scala (Secretary)

Excused: Ken Hilliard

The Opening Prayer was led by Jan Britt.

The minutes of the March 6 meeting were accepted as distributed.

Katie led a discussion of the changes to the draft plan arising from comments made by the Parish Council and Pastoral Staff. These changes were incorporated in the revised form distributed at the meeting. After further review, the Committee recommended unanimously to the Pastor that this plan be adopted as the 2006-2010 Pastoral Plan. Msgr. Tom concurred.

The remainder of the meeting dealt with goals, objectives and implementation. There is a need to find a way to co-ordinate and provide oversight of this plan. This is clearly a Parish Council responsibility through what was proposed as the Parish Plan Coordinating Committee (PPCC). Each functional ministry will develop plans and measurable goals for a one-year period. Resource persons will be identified and made available as needed to aid in the process. The Committee was reminded to avoid the two extremes of either an over complicated and burdensome structure or no structure at all. First steps in implementation will be taken by the Parish Staff.

The Committee examined a structural model for interactions between and among the Parish Council, the PPCC and the Parish Staff and opinions on all sides of the issue were offered. The consensus that emerged was that the PPCC be renamed the Pastoral Plan Resources Committee (PRCC), that it be composed of some Parish Council members plus individuals with skills in planning, defining measurable objectives, accountability reporting and related abilities. After further discussion, the PPRC will be composed of Mike and Daisy (Parish Council), Brenda (Parish Corporation), Dynse (School), Charlie (Finance Council), Katie and Jan. John Brell was proposed as a staff contact and Charlie and Bob will meet with him to provide background.

The process might be aided by choosing one Commission as a model for others to follow. Building and Maintenance was suggested but no decision made. The PPRC will meet to define a consistent style for developing action steps and reporting under the new Plan. This might include clear definition of short-term goals, reporting on progress toward those goals, description of “barriers” to meet the goals and approaches to surmount the barriers.

The work of the Committee is completed and the PPRC will meet after Easter with Mike as Chair.

Msgr. Tom expressed his sincere thanks for the work of the Committee and led the Closing Prayer.

Respectfully submitted, Bob Scala

**Subject:** Re: PPRC  
**From:** "Jan Britt" <janbritt@comcast.net>  
**Date:** Thu, 30 Mar 2006 11:40:38 -0700  
**To:** "Katie Hirschboeck" <katie@ltrr.arizona.edu>

Hi Katie,

Sorry it took so long to respond to you- so many appointments the last few days!

The meeting- interesting. Well, at least we progressed from "Oversight" to "Resource" committee. No, it isn't what I had in mind, but it seemed hard to present that vision. There was a lot of "ego energy" in the room with an interest in demonstrating good business skills.

Yes, I think Bob Scala was probably serious, but I don't think too many monasteries will be adopting his product?!?

The feeling or thought that I am left with is that the committee will produce some documents/products that look good on paper, but I question whether lives will be changed as a result. It will likely take a lot of nitty-gritty prayerful work with staff and individuals to come up with some plans for each commission and I don't see that happening with this structure. But, I hope I am wrong! It did remind me a bit of "Presbyterian land?!?" I think we might have taken it to prayer before arriving at a final decision.

Peace,  
Jan

----- Original Message ----- From: "Katie Hirschboeck" <katie@ltrr.arizona.edu>  
To: "Jan Britt" <janbritt@comcast.net>  
Sent: Tuesday, March 28, 2006 11:08 PM  
Subject: PPRC

Hi Jan --

*Well, what did you think of the meeting Monday night? Not quite what you had in mind . . . ! And I'm not sure exactly what I had in mind -- except to want to be sure SOME group was going to be looking out for the plan!!*

*I got a real kick out of Bob Scala's claim that he could design a metric for spirituality -- do you think he was serious?*

Katie

**Subject:** Pastoral Plan - final version  
**From:** "Daisy Carrillo" <DAISYCCARRILLO@msn.com>  
**Date:** Sun, 9 Apr 2006 20:02:48 -0700  
**To:** "Jose Hanchi" <jose\_hanchi@hotmail.com>, "Katie Hirschboeck" <katie@ltrr.arizona.edu>

Hi! Katie,

I talked to Jose about the Spanish translation of the pastoral plan and he told me that he has not received it yet.

This Saturday, in the liturgy meeting, Msgr. announced that he will be presenting the plan to the parishioners on the first Sunday of Easter and so I am forwarding the document to Jose so he can start working on the translation.

We have two weeks to get it done, so I hope is okay that I am forwarding the document to him.

Happy Easter!

Daisy Carrillo

----- Original Message -----

**From:** [Katie Hirschboeck](#)

**To:** [OMOSCHURCH@aol.com](#)

**Cc:** [janbritt@comcast.net](#) ; [bobscala@earthlink.net](#) ; [brenda.carrillo@titlesecurity.com](#) ; [CharlieM21@aol.com](#) ; [Katie@ltrr.arizona.edu](#) ; [daisyccarrillo@msn.com](#) ; [Hilliard4@cox.net](#) ; [swilson960@aol.com](#) ; [Mmcdon1017@aol.com](#)

**Sent:** Wednesday, March 29, 2006 1:59 PM

**Subject:** Pastoral Plan - final version

Dear Annette --

Attached is the FINAL version of the new Pastoral Plan. I'm sending it in both MS Word and PDF versions. (The PDF file will maintain the proper formatting if for some reason the MS Word version changes when viewed on a different computer or printed out on a different type of printer.)

We are also getting it translated into Spanish, but it will take a while before that version is ready.

The Strategic Planning Committe suggested a nice bright Easter YELLOW for the color of the brochure, since it is going to be distributed after Easter.

Thanks for all your help and let me know if there is any problem with the files.

Katie

PP2006.FINAL.3-29-06.doc

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Content-Encoding: base64

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Content-Encoding: base64



**Subject:** Pastoral Plan

**From:** "Jose Hanchi" <jose.hanchi@gmail.com>

**Date:** Sun, 16 Apr 2006 22:44:31 -0700

**To:** "Daisy Carrillo (OMOS)" <DAISYCCARRILLO@msn.com>, "Katie Hirschboeck (OMOS)" <katie@lrr.arizona.edu>

Katie, Daisy,  
attached you will find the translation of the Pastoral Plan to spanish.  
FYI, I'd appreciate we use this email address ( [jose.hanchi@gmail.com](mailto:jose.hanchi@gmail.com) ) so if  
you have saved my "@hotmail.com" address please update your address books  
to reflect this change for any future communications.

**Katie:**  
I was not able to view the fonts as shown in the PDF version; however,  
I didn't change  
the font definitions so I suspect you should still be able to view  
them and print them  
or generate the PDF file... in particular the "Lucida Calligraphy"  
used in titles

In addition to the translation, I did minor moving/resizing of text  
boxes to make the  
text fit in the same space.. I hope this does not create havoc once  
downloaded/opened.

Best wishes in this Easter season  
Jose

PP2006.FINAL.spanish.doc **Content-Type:** application/msword  
**Content-Encoding:** base64



**Subject:** Re: CORRECTED Spanish Pastoral Plan brochure  
**From:** "Jose Hanchi" <jose.hanchi@gmail.com>  
**Date:** Tue, 18 Apr 2006 23:19:42 -0700  
**To:** "Katie Hirschboeck" <katie@ltr.arizona.edu>

Katie,  
please find a minor correction... not a spelling one as I was looking before but on the cover where it says "Vayan, son enviados a" (Go, you're sent ..) it was supposed to be 6 topics in accordance to the 6 sections.

I must have left one more while trying to translate the headings from the detail provided in the text to get the context, so now the cover has 7 (not 6) topics.

The revised version should remove "invitar al prójimo" from the cover which is already covered by "buscar e incluir"

I've attached an edited version from the last email attachment you sent.

Jose

On 4/18/06, Katie Hirschboeck <katie@ltr.arizona.edu> wrote:

Jose --

*Glad it passed inspection! Thank you again for your wonderful gift of translation -- it is very important for the ENTIRE parish!*

*Peace,  
Katie*

>

PP2006.FINAL.spanish2.doc

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## *El Plan Pastoral*

El presente Plan Pastoral esta inspirado en las palabras pronunciadas al final de la misa en Latín:

**"Ite, Missa est"**

que significan . . .

**"Vayan, son enviados."**

"Santa Misa porque la liturgia en la que se realiza el misterio de salvación se termina con el envío de los fieles (missio) a fin de que cumplan la voluntad de Dios en su vida cotidiana."

Catecismo de la Iglesia Católica, no. 1332

Estas palabras de inspiración toman un sentido particular en nuestra llamada, compromiso y vocación como laicos: "somos enviados al mundo" para así hacer nuestros los siete temas de la Enseñanza Social Católica:

*La vida como don sagrado y la dignidad de la persona humana*

*Un llamado a la familia, comunidad y participación en la sociedad, para buscar conjuntamente el bien común*

*Los derechos humanos y la responsabilidad de protegerlos*

*Una opción preferencial por los pobres e indefensos*

*La dignidad del trabajo y los derechos de los trabajadores*

*Solidaridad con todas las personas como una familia global*

*Administración y cuidado de la creación de Dios*

## **MISIÓN PARROQUIAL**

*Arrraigados en la tradición espiritual de la fe católica y llamados a ser discípulos de Cristo, los fieles de la Parroquia Our Mother Of Sorrows están enviados a proclamar la Buena Nueva del amor de Dios a toda la humanidad.*

*Somos una comunidad de fe dinámica y estamos enviados a compartir y crecer en nuestra fe y amor al prójimo. Nos apoyamos mutuamente en la oración, adoración y aprendizaje del significado de una vida cristiana.*

*Como discípulos de Jesús estamos llamados a la caridad para con el prójimo. Aceptamos el llamado de servir al prójimo, en especial al más necesitado. De esta manera haremos del Reino de Dios una realidad en nuestra comunidad, país y el mundo entero.*

### **Mensaje de Nuestro Pastor**

Queridos feligreses .. Discípulos de Jesucristo,

La declaración de la Misión Parroquial conlleva consigo nuestra visión y Misión como comunidad parroquial y de discípulos de Cristo. Las siglas **M.C.S.** (*Mensaje, Comunidad, Servicio*) nos ofrecen una perspectiva nueva a nuestra visión y propósito. Nuestra vocación como comunidad es el proclamar el *Mensaje* de Cristo, que nos hace una *Comunidad* auténtica de discípulos y nos impulsa a una misión de *Servicio*.

El Plan Pastoral expuesto en este documento bajo el tema *vayan, son enviados* da un sentido a nuestra Declaración de la Misión Parroquial bajo las siglas **M.C.S.** Que la ejecución de este plan a todo nivel de la parroquia nos una más profundamente en Cristo quien continua sirviendo a través de nosotros y nos envía en Su nombre.

Su condiscípulo en Cristo y pastor.  
Msr. Tom Cahalane

## *Our Mother Of Sorrows Parish Plan Pastoral*

### **2006-2010**



### **VAYAN, SON ENVIADOS A**

- dar testimonio de amor
- aprender y crecer
- dar alabanza y ser receptivos
- buscar e incluir
- ayudar a los más necesitados
- liderar y formar

**Our Mother of Sorrows Parish**  
**1800 S. Kolb**  
**Tucson AZ 85710**  
**(520) 747-1321**

**www.omosparish.org**

## Dar Testimonio de Amor

*Nuestra parroquia estará activamente involucrada en el Ministerio de la Vida Cotidiana en la cual creamos consistentemente una ética de vida y buscamos el bien común en temas espirituales, morales y sociales de actualidad en nuestra comunidad, trabajo y el mundo*

- Como parte de nuestra misión y ministerio, reconocemos estar unidos en solidaridad no sólo con nuestra comunidad parroquial, sino también con la comunidad local, nacional y del mundo
- Como parte de esta unión, demostraremos una responsabilidad social por el bienestar de aquellos hermanos y hermanas más necesitados
- Llevaremos a cabo estas metas a través del *Ministerio de Nuestra Vida Cotidiana*; es decir por las acciones en nuestros hogares, escuelas y ambientes laborales
- A medida que avanzamos en la oración, estudio y esfuerzo por realizar un cambio social, nuestras obras reflejarán nuestra fe y un compromiso con las enseñanzas sociales de la Iglesia

## Aprender y Crecer

*Un continuo aprendizaje y crecimiento en nuestra fe a través de una formación cristiana arraigada en las Escrituras, los Sacramentos y en una vida de oración; promoviendo así una conciencia de nuestra vocación de evangelizar el mundo con el Ministerio de la Vida Cotidiana*

- Promover una conciencia de que la educación en la fe comience con la liturgia en nuestra escuela y en los programas de educación religiosa y otros medios de estudio
- Acrecentar nuestra fe a través de tener un especial cuidado por llevar una vida de oración continua
- Promover el estudio de las Escrituras en los grupos de educación en la fe que conlleven a la reflexión
- Ofrecer nuevas oportunidades de estudio y reflexión de la Biblia
- El *Programa de Retiros* ofrecerá oportunidades de oración, reflexión y renovación fundamentadas en la Biblia y otros materiales de devoción
- Una fuente adicional de formación será la liturgia a través de homilías que inspiren e inviten a la reflexión

## Dar Alabanza y Ser Receptivos

*Ser una comunidad Eucarística reverente y receptiva, consciente de su papel como pueblo sacerdotal en relación con Dios y con el prójimo, activamente involucrada en las celebraciones litúrgicas y sacramentales como Ministros de la Asamblea*

- Poner un énfasis en el espíritu de hospitalidad y recibimiento a todos los que participen en la liturgia y actividades afines. Esta bienvenida se hará realidad en (i) gestos externos antes y después de la liturgia, (ii) todas las actividades del Comité de Bienvenida y en (iii) una receptividad a todo aquel que se nos una en alabanza
- Ofrecer a todos los ministros de la liturgia oportunidades de profundizar en la misión que han aceptado a través de seminarios, módulos de formación y otros medios
- Proveer seminarios de catequesis sobre los elementos de la liturgia a todos los miembros de la parroquia y visitantes para lograr una mejor participación como Ministros de la Asamblea

## Buscar e Incluir

*Ser una comunidad con auténtica apertura, un lugar donde los extranjeros y desposeídos se sientan invitados, acogidos y aceptados como hijos de Dios y donde cada individuo y sus familias puedan crecer a través del amor, aceptación, oración y hospitalidad.*

- En reconocimiento de que nuestras vidas están relacionadas de muchas maneras, la familia de *Our Mother Of Sorrows* pone un énfasis en ser una comunidad receptiva cuyos miembros acogen la diversidad y ayudan a toda persona que se integre
- Tener una especial atención para aquellas personas que se puedan sentir excluidas de nuestra comunidad
- Hacer evidente una apertura y transparencia en todas las comunicaciones, tradicionales y modernas.
- Así como el “acoger es parte de nuestra espiritualidad” deseamos estar en relación con Dios y con el prójimo a quien podemos ayudar
- Todos los programas de la parroquia estarán animados a identificar a aquellos que en el pasado no han sido incluidos para acogerlos abiertamente

## Ayudar a los más necesitados

*Ser una parroquia en la cual el mensaje del Evangelio: amor y caridad por el más necesitado, se traduzca en la vida cotidiana de nuestra comunidad. Que nuestra responsabilidad hacia los pobres y vulnerables se materialice en muestras de generosidad y ayuda sincera*

- *Our Mother of Sorrows* mantendrá el énfasis en tender la mano especialmente a los que más lo necesitan. Las Enseñanzas Sociales Católicas así lo dicta y ha sido un elemento clave de la vida comunitaria en OMOS
- La formación y desarrollo de líderes proveerá un crecimiento continuo en estos programas
- Los reportes periódicos de estos ministerios nos asegurarán el tener un apoyo de la comunidad en general
- Todos los colaboradores recibirán catequesis de una forma regular sobre la necesidad de reconocer el rostro de Cristo en cada una de las personas que servimos

## Líderar y Formar

*Seremos una comunidad con un liderazgo sólido y de colaboración que crecerá a través de los ministerios, formación, educación, oración, pasión, amor y ejemplo y que incluirá a todos aquellos que vivan con fe, integridad y con virtudes evangélicas en el mundo*

- *Our Mother of Sorrows* continuará guiando y ofreciendo formación espiritual a todos los líderes laicos, presentes y futuros, a través de seminarios y retiros
- La comunidad laica estará inspirada y formada para ser “trabajadores de la viña” a través del estudio de los documentos de la Iglesia
- Desarrollar un proceso de identificar futuros líderes en todos los ministerios para asegurar así una continuidad en todos los programas
- Dar un énfasis en la formación de la juventud fortalecida a través de una colaboración con la escuela de OMOS y los programas de educación religiosa
- La formación de futuros líderes tendrá un énfasis en los ministerios orientados a los adolescentes y jóvenes de la parroquia

**Subject:** Msgr's request for homily this Sunday

**From:** "Jan Britt" <janbritt@comcast.net>

**Date:** Thu, 20 Apr 2006 14:15:54 -0700

**To:** <DAISYCCARRILLO@msn.com>, <brenda.carrillo@titlesecurity.com>, <hilliard4@cox.net>, <katie@lrr.arizona.edu>, <CharlieM21@aol.com>, <Mmcdon1017@aol.com>, <bobscale@earthlink.net>, <SWilson960@aol.com>

**CC:** "Msgr Tom" <tomasoc@aol.com>, <OMOSCHURCH@aol.com>

**Hi to All!**

**Hope everyone is having a good Easter Season.**

**Msgr. called and related that he is preaching on the pastoral plan this Sunday and would like a member of our former task force to speak at each of the Masses. He has written some text which he will email to me tomorrow. Included in the text is a space where you can add a few short sentences regarding your own personal involvement and interest.**

**So, please let me know which mass you might be able to cover?!? Dynse, Msgr. mentioned that you might be able to cover the special first communion mass at 2 p.m., since you would be there? Also, Daisy, he mentioned that you might be willing to do the Spanish Mass? I think that leaves the 5:30 mass on Saturday, and the four morning masses on Sunday?**

**I will try and call everyone tomorrow to confirm things. I am on-call tomorrow night at UMC from 7 pm to 7 am. Hopefully, we can nail this down during the day!**

**Thanks- and Many Blessings,  
Jan**

**Subject:** Fw: Pastoral Plan announcement

**From:** "Jan Britt" <janbritt@comcast.net>

**Date:** Thu, 20 Apr 2006 17:40:46 -0700

**To:** <bobscale@earthlink.net>, <katie@ltr.arizona.edu>, <DAISYCCARRILLO@msn.com>, <brenda.carrillo@titlesecurity.com>, <hilliard4@cox.net>, <Mmcdon1017@aol.com>, <CharlieM21@aol.com>, <SWilson960@aol.com>

Here is the draft that I received from Msgr.

Thanks,

Jan

----- Original Message -----

**From:** [TomasoC@aol.com](mailto:TomasoC@aol.com)

**To:** [janbritt@comcast.net](mailto:janbritt@comcast.net)

**Sent:** Thursday, April 20, 2006 4:13 PM

**Subject:** Pastoral Plan announcement

I am \_\_\_\_\_ a member of the 9-person committee involved with the new 5-year Pastoral Plan for the Parish. The Plan has been shaped and formed from relevant data from prior Plans. (Share a brief 2 or 3 sentence personal witness on the Plan from your perspective.)

Parishioners are encouraged to take a brochure copy of the Plan...one per household please. Please prayerfully review it. Families are invited to discuss its implication for themselves and the Parish. Your prayer for its implementation will be a blessing on this Pastoral Plan and its vision on our faith journey together. Your Sunday offertory gift will be a significant resource in translating this Plan to reality. Thank you for your participation and support.

**Pastoral Plan update at Mass: April 22, 2006**

**Good Afternoon- my name is Jan Britt and I was a member of the committee charged with responsibility for developing a new 5-year Pastoral Plan for the Parish. Msgr. referred to this updated plan in his homily.**

**On a personal note, while re-reading the plan, I was drawn to several places where we are encouraged to:**

- 1. be a witness for Christ in our everyday life**
- 2. show concern for those who may feel overlooked by the mainstream church**
- 3. to see the “face of Christ” in those around us.**

**These images stayed with me and as I was meditating on one of the gospel readings for Easter, I was struck by the reaction of most of the disciples upon encountering the empty tomb. The grave clothes were neatly rolled up and amazingly, there was no body. It was said that they “believed.” We don’t know what they believed, but they returned to their home. Mary Magdalene, however, stayed. She looked into the tomb once again and saw 2 angels, who spoke to her. She then turned around and saw someone she supposed to be the gardener. She conversed with him and then he called her name. At that point she knew it was Jesus. I pray that I might stay focused and be granted eyes to see the face of Jesus in the many surprising ways and disguises that we all encounter him. How I pray that all of us can let our “eyes be opened” to encounter the risen one.**

**So, take a plan- read and reflect- and see where God might be taking you on this amazing journey! Your prayer for its implementation will be a blessing on this Pastoral Plan and its vision on our faith journey together. Your Sunday offertory gift will be a significant resource in translating this Plan to reality. Thanks for your participation and support, and thanks for listening!**



I am Katie Hirschboeck a member of the 9-person committee involved with the new 5-year Pastoral Plan for the Parish. The Plan was shaped and formed from prior Pastoral Plans, and one of the things I find most inspiring about the new plan is how it honors the vision of the previous plans, while at the same time challenges us to grow as a parish and live out our faith in the world with a new awareness – an awareness of Catholic Social Teaching – witnessing, welcoming, seeking out the overlooked, reaching out to the vulnerable, loving the poor.

The new plan says to me that –as a parish we are growing, maturing, evolving – Five years ago, some of you may recall that an earlier Pastoral Plan called us to “Journey Together to the Holy.” Now – strengthened by that journey into a deeper holiness (which we must continue to nurture through prayer and worship) we are *again* being called – and sent forth -- beyond the church doors, even beyond the parish boundaries, into a broken world where our everyday witness images God’s love.

We on the pastoral Plan Committee hope that every single one of you will see yourself in this plan in some way, that you will find a word, a phrase, a line that speaks to *your* heart especially and draws you into a realization of how the Spirit might be calling you.

So we encourage you to take home a copy of the Plan...one per household please. Please prayerfully review it. All parishioners – families and individuals -- are invited to discuss the Plan and reflect on its implications for themselves and for the Parish. Your prayers for its implementation will be a blessing on this Pastoral Plan -- and its vision -- as we continue on our faith journey together. And – of course -- your Sunday offertory gift will be a significant resource in translating this Plan to reality. Thank you for your participation and support.

**Subject:** Re: Update on PP at Mass  
**From:** "Jan Britt" <janbritt@comcast.net>  
**Date:** Sun, 23 Apr 2006 19:57:12 -0700  
**To:** "Katie Hirschboeck" <katie@lrr.arizona.edu>

Thanks, Katie. I love catching your vision for things at OMOS! Your sense of history is so helpful. And, as for dreams- I love your dream! I am really into dreams- and have some experience with analysis. We'll have to talk about your dream sometime- it's so interesting- and revealing regarding your relationship with Msgr. and the Church!

I did the 12:15 and 6 pm masses- very interesting crowds! They seemed receptive. I do think our little talks would have been more effective immediately following his homily! Don't know why he positioned it at the end- with all the other general announcements- i.e.- Mexican dinner on May 5, etc.?!?

Take care- and have a great week!

Jan

----- Original Message -----

**From:** Katie Hirschboeck  
**To:** Jan Britt  
**Sent:** Sunday, April 23, 2006 4:49 PM  
**Subject:** Re: Update on PP at Mass

Hi Jan --

At 04:22 PM 4/23/2006, you wrote:

Hi Katie,

Thought you might be interested in what I felt led to say on a personal note after reflecting on the plan!

Jan

Beautiful reflection Jan!

Attached is my script, but when the time came, I just talked and did not read it -- except for first and last sections . . . didn't get all my points made, but I think I got the general impression out!

Btw, you may be amused that I had a very vivid dream last night about doing the announcement. In my dream when I arrived at OMOS and saw the Plan pamphlet, the entire plan had been re-written by Msgr (or someone else) and was back to the original category format, e.g., 1. Leadership, etc. I laughed out loud when I remembered the dream this morning! I wonder what psychoanalysis would say about its deeper meaning!

Katie