

Archdiocese of Atlanta Planning Committee Awareness Meetings

Location: St. Matthew - Winder, GA
Date: September 6, 2007

Location: Holy Trinity – Peachtree City, GA
Date: September 20, 2007

Location: Cathedral of Christ the King – Atlanta, GA
Date: October 4, 2007



Introduction

Our Objectives

- **Share the results of the work completed during Phase One of the Archdiocesan Planning Committee**
- **Provide an opportunity for you to ask questions and to share your suggestions relating to our 10 year planning study**

Our Agenda

- **Review what we have been doing**
- **Share what we have learned**
- **Present a strategic framework for the next 10 years**
- **Outline the next steps for the Archdiocesan Planning Committee**

Tonight's Team

- **Archbishop Wilton Gregory**
- **Mike Cote, Chairman of the Planning Committee**
- **Peter Faletti, Project Leader - The North Highland Company**

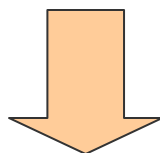


Archdiocesan Planning Committee - Background

The Challenge

“We are not the same Archdiocese that we were 20 years ago. We are the same Catholic Church - but we are already a very large, growing, multi-cultural Archdiocese in North Georgia - and we will continue to grow substantially in the next ten years.”

Archbishop Wilton Gregory



Our challenge is to make sure we understand and are prepared for significant changes in our community while improving Archdiocesan/parish relationships



Archdiocesan Planning Committee - Background

The Approach

- Form a planning study committee (18 members that are reflective of the different ethnicities – as well as the urban and rural communities of the archdiocese) to *build an objective, fact-based, understanding of the needs of the Archdiocese and implement a long-term strategy for addressing those needs*
- Engage outside consultants (North Highland) to guide the committee in the planning study work, conduct interviews and to gather and summarize required information.
- Conduct third-party market research to gain further insight into stakeholder needs and issues
- Planning Committee members have committed to lead this effort over a three year period.

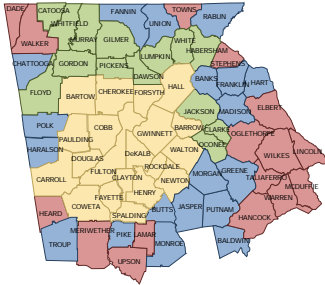
Timeline

- Year 1 (Completed) – Fact gathering and strategic direction development
- Year 2 (September 2007-June 2008) – Building the foundation for the future
- Year 3 (September 2008-June 2009) – Implementing the strategy



Progress to Date

Phase One: October 2006 through June 2007



Demographic Analysis

- Historical Facts
- Projected Trends

Stakeholder Interviews

- Pastors
- Principals
- Archdiocesan Offices
- Parishioners

Articles

- Catholic Education and Future Affiliation
- Where Are Those Missing Catholics?
- Opening Arms to Strangers
- A Bold Move

Studies

- Hispanics in the Archdiocese (2002)
- Priest Convocation (2006)
- Black Catholic Study (2006)
- Young Adult Catholics
- FACTS on Growth

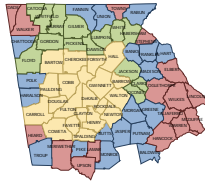
Market Research

- Telephone survey (Non-Hispanic White Segment)
- Online survey (Open to all)
- Facilitated group surveys in ethnic parishes / missions



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Primary Inputs

Developed the strategic framework for the 10-year plan

- Needs prioritization
- Vision elements
- Mission elements
- Values statements (internal and external)
- Operating model guidelines

Planning Committee Output

Archdiocese of Atlanta Strategy Map



Demographic Analysis – Historical Facts (1995 – 2005)

Growth

- The total population in the **69** counties of North Georgia grew by **32%** and the **Catholic** population grew by **60%** in the last 10 years
- Population growth in North Georgia is due to natural population increase as well as net positive domestic and international migration
- The Hispanic population of North Georgia and the Atlanta Region showed a significant increase both in the total number and as a percentage of total population

Concentration

- The **20** counties in the Atlanta Planning Region account for almost **80%** of today's total North Georgia population and **85%** of the growth in the last 10 years
- The **20** counties in the Atlanta Planning Region account for **92%** of the Catholic population in the **69** county North Georgia area

- The Catholic population in North Georgia has increased from 4.2% to 5% of the total population over the past 10 years
- The number of active priests and deacons per 10,000 Catholics has remained relatively stable over the past 10 years while the number of Catholics per parish and mission has increased by over 50%



Demographic Analysis – Future Projections (2005 – 2015)

Growth

- The Growth in the North Georgia between 2005 and 2015 will continue to outpace the national average
- By 2015, the minority population in North Georgia will increase from 38% to 41% of the total population
- The population of North Georgia will be both younger AND older in 2015

Concentration

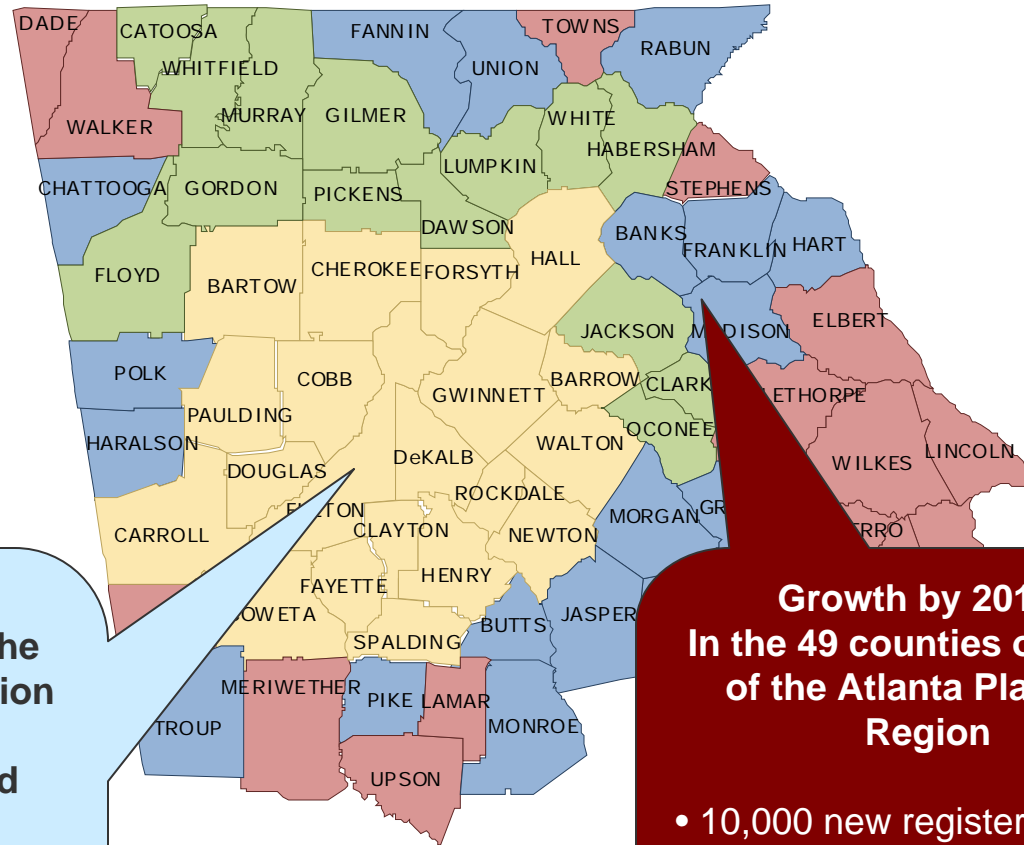
- The Growth in the North Georgia between 2005 and 2015 will be concentrated in the Atlanta region - similar in numbers to the period 1995-2005

- The projected population increase of 120,000 new Catholics in North Georgia by 2015 will require significant increases in Archdiocese resources to maintain today's "service levels":
 - 4.7 priests per 10,000 Catholics
 - 5.6 deacons per 10,000 Catholics
 - 195 elementary students per 10,000 Catholics
 - 65 high school students per 10,000 Catholics
 - 3400 Catholics per parish



Key Demographic Projections for 2015

- Atlanta Planning Region – 20 Counties
(Increase of **1,300,000** between 1995 and 2005)
- Growth Region 1 – 14 Counties with Population Increase > 7,000 from 1995-2005
(Increase of **143,000** between 1995 and 2005)
- Growth Region 2 – 19 Counties with Population Increase between 3,000 and 7,000 from 1995-2005
(Increase of **78,000** between 1995 and 2005)
- Growth Region 3 – 16 Counties with Population Increase less than 3000 between 1995 and 2005
(Increase of **14,000** between 1995 and 2005)



**Growth by 2015
In the 20 counties in the
Atlanta Planning Region**

- 110,000 new registered Catholics
- 34 new parishes/missions
- 54 net new priests
- 6 elementary schools
- 1 high school

**Growth by 2015
In the 49 counties outside
of the Atlanta Planning
Region**

- 10,000 new registered Catholics
- 4 new parishes/missions
- 6 net new priests

2015 projections for parishes/missions, priests, and schools assume that services are delivered at the same level of service as currently delivered.



Interview Findings – Consistent Themes from all Stakeholders



Pastors



Principals



Archdiocesan Staff



Parishioners



- Leadership and visibility of Archbishop Gregory is wanted and needed
- Vocations – sources, number required, impact of foreign-born priests, improving presbyteral unity, need for continuing education of priests, support for priests
- Better use of priests' time; leveraging the skills of deacons and the laity (administration, spiritual counseling, technology)
- Coping with ethnic diversity (integration, financial support of the parish, role in assimilation process)
- Strengthening/deepening the faith of the core Catholic population
- Fellowship, building a sense of community - essential for parish growth

Interview Findings – Consistent Themes from all Stakeholders



Pastors



Principals



Archdiocesan Staff



Parishioners

- Catholic education – importance, availability, affordability, quality of faith formation
- Listening to and meeting the needs of the people in the parishes
- Putting more emphasis on serving those in need
- Finding the money to support expected growth / improving stewardship across the base
- More transparent, professional, and accountable financial management needed at all levels
- Archdiocese needs to prove its relevancy to the parishes and the people
- Organization structure of the Archdiocese must be changed to meet its future needs; need a process study to improve efficiency/reduce cost



Third Party Market Research Findings



Random
Phone Survey



Open Online
Survey



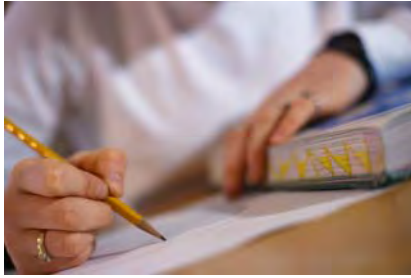
Moderated
Surveys
Brazilian
Hispanic
Korean
Vietnamese



- The survey results indicate that parishioners – including the ethnic communities – are satisfied with their parishes and the Archdiocese.
- Parishioners ranked Religious Education experiences higher than Fellowship experiences at the parish.
 - Religious Education scores were higher for child and youth programs and lower for adult and bible study programs.
 - Parishioners indicated some concern that parishes are not listening to their needs and that more could be done for young adults and singles.
- Catholic school location and tuition expense concern a majority of parishioners.
- There was general agreement by all groups about how the Archdiocese should handle multi-cultural diversity – combination of separate cultural parishes and fully integrated parishes.
- The lowest survey scores were in the area of Social Services – parishioners are not satisfied with the efforts of the Archdiocese and parishes to provide support to all of the needs identified in the survey.
- Respondents regularly donate the largest part of their charitable contributions to the church...but expressed concerns with the Archbishop's Annual Appeal.

Third Party Market Research Findings

A Profile of Black Catholics in the Archdiocese of Atlanta (CARA)



Paper Surveys

- Eight in ten respondents are at least “concerned” about children, youth, and adults leaving the faith
- Two in three respondents “very much” agree that they are satisfied overall with their parish.
- **Outreach, evangelization, faith formation, and worship are the priority areas for the respondents.**
- Recruiting more priests, lay leaders, and deacons from racial or ethnic groups present in the parish is very important.
- Recruiting more priests from parts of the world represented by parishioners is very important
- Two-thirds of respondents place at least “some” importance on offering religious education, worship, and devotional opportunities in languages other than English (separately, or incorporated while alternating with English).



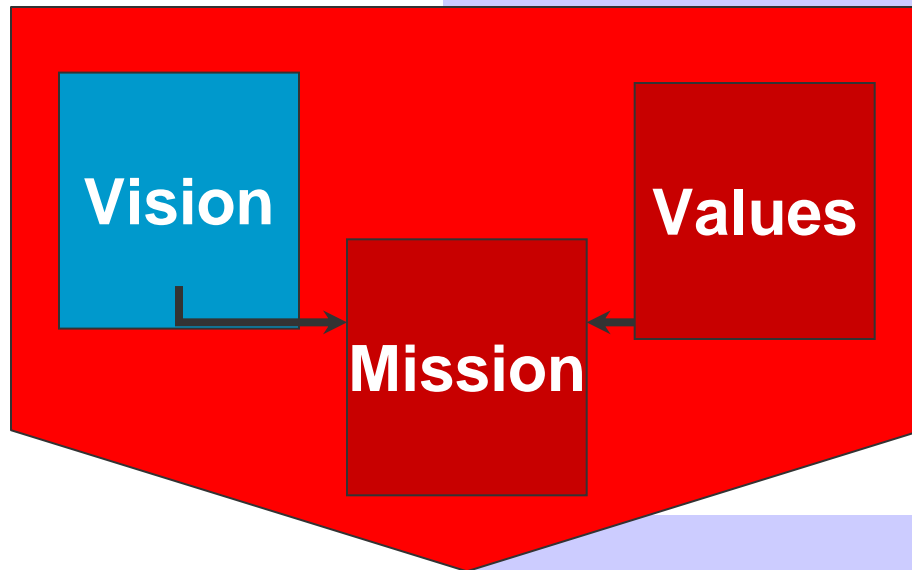
Third Party Market Research Findings

- Hispanic and Vietnamese respondents were generally more satisfied across the survey areas than all other respondents.
- Brazilian respondent were generally less satisfied across the survey areas than other respondents.

Survey Area	Brazilian	Hispanic	Korean	Vietnamese
Mass/Worship Experience				
Religious Education	↓			
Evangelization / Vocations	↓	↑		↑
Fellowship Opportunities	↓	↑		↑
Catholic Schools				↑
Social Services	↓		↓	
Stewardship			↓	



Strategic Framework Components

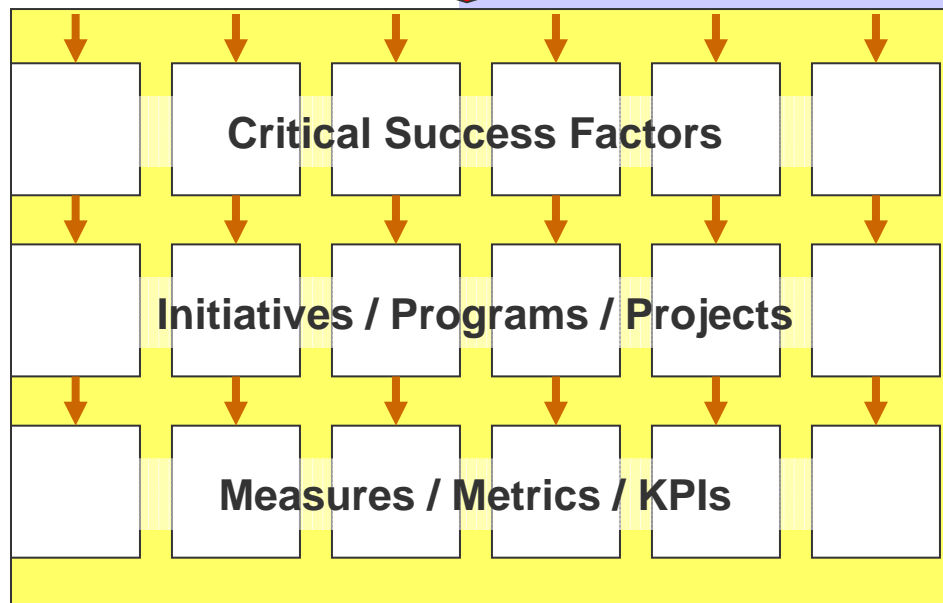


Who are we?

- Vision – Aspirations
- Values – Enduring

Where are we going?

- Mission – Specific, Achievable, Updated



How are we going to get there?

- CSFs – “Must Haves” to accomplish objectives
- Initiatives – Specific tactics to meet objectives; Require owners, timelines and success criteria

How is our progress?

- Metrics – Quantification of objectives; outcomes



Vision Elements of the Archdiocese of Atlanta

Vision Elements for the Archdiocese of Atlanta

Catholic traditions

Active parishioners

Time, talent, and treasure

Heartfelt, vibrant worship experience

Open and inclusive

Learning and meeting the needs of society

Increasing vocations

Catholic education

Committed evangelization

Healthy, thriving parishes

United Archdiocese / one Church

Readily available sacraments

Communication

High growth



That we may truly be the people of strong and vibrant faith the Lord has called us to be; that we be His living witnesses in the world and good examples of faith, hope and love that will inspire others

*From the General Intercessions by Rev. G. Philip Ryan
Pastor, Christ our King and Savior Catholic Church*



Targeted Values for the Archdiocese of Atlanta

Internal Values

How we should work within the Archdiocese

Accountability
Integrity
Pastoral
Respect
Teamwork
Responsiveness
Joyful
Leadership

External Values

How we want others to view us

Approachable
Holy
Serving
Inclusive
Caring
Family / Community
Faith Through Works
Inspirational Leadership



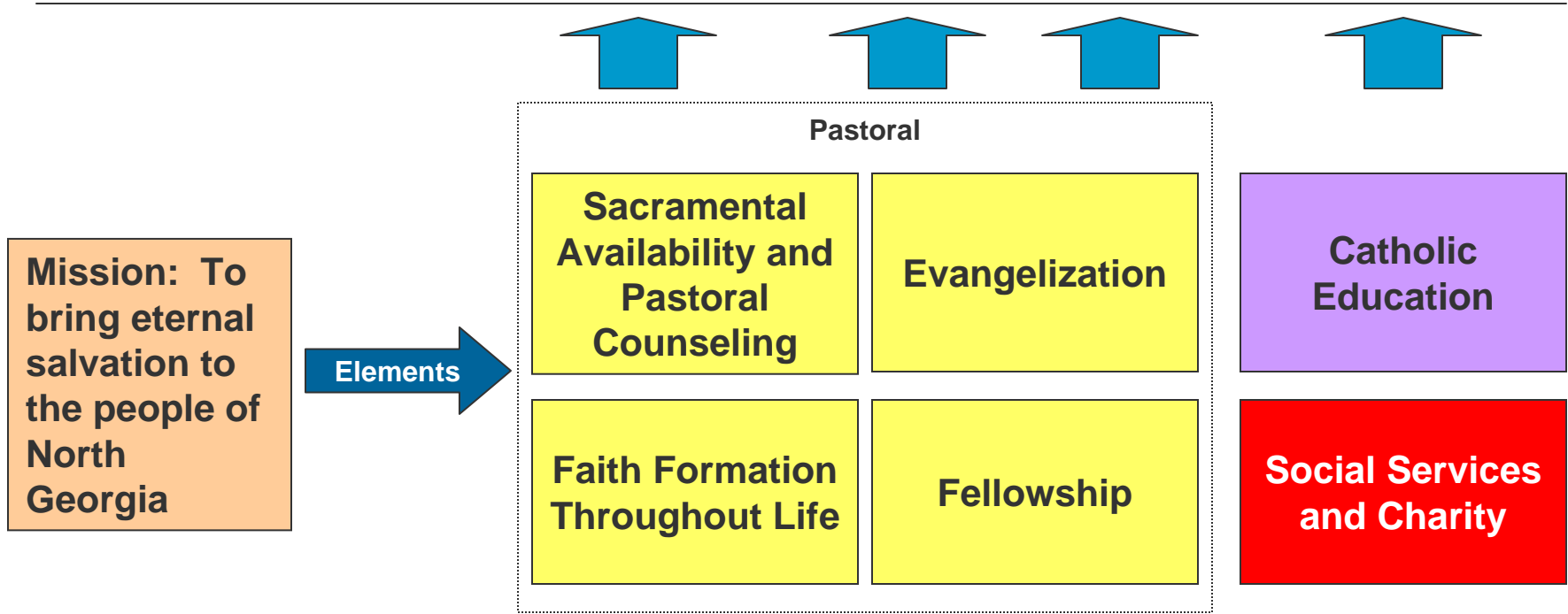
Strategy Map

Vision Elements



- Catholic traditions
- Active parishioners
- Time, talent, and treasure
- High growth
- Open and inclusive
- Learning and meeting the needs of society
- Increasing vocations
- Catholic education

- Communication
- Healthy, thriving parishes
- United Archdiocese / one Church
- Readily Available Sacraments
- Committed Evangelization
- Heartfelt, vibrant worship experience



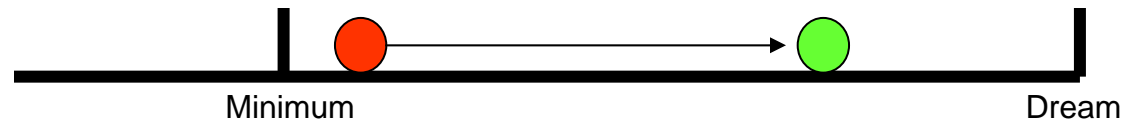
The Planning Committee has identified six Mission Elements to help us focus our resources on the important areas that will help us achieve our Vision



Mission Element 1 – Sacramental Availability/Counseling

● Today

● In 10 yrs

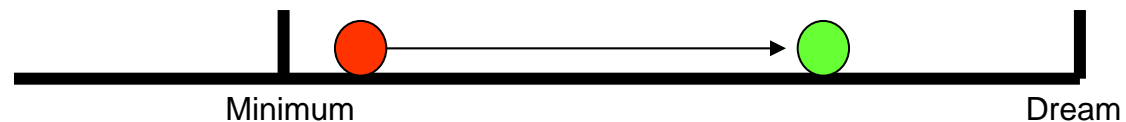


Definition: Ensuring the timely availability of celebrations of the Mass and access to the sacraments and pastoral counseling to the Catholic population of North Georgia.

Mission Element 2 – Faith Formation Throughout Life

● Today

● In 10 yrs



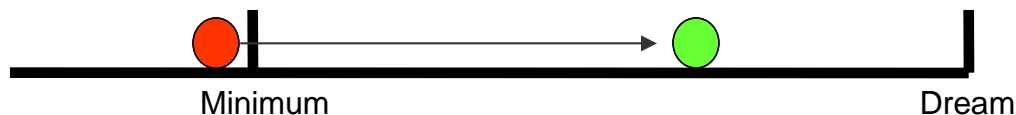
Definition: Ensuring the availability of resources and programs to encourage, nurture, and support the on-going spiritual growth and well being of Catholics within the Archdiocese.



Mission Element 3 – Evangelization

● Today

● In 10 yrs

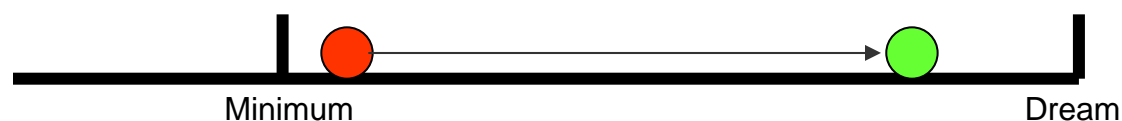


Definition: Ensuring that the Catholic population of the Archdiocese understands and embraces its role in spreading the Catholic faith to all people within North Georgia.

Mission Element 4 - Fellowship

● Today

● In 10 yrs



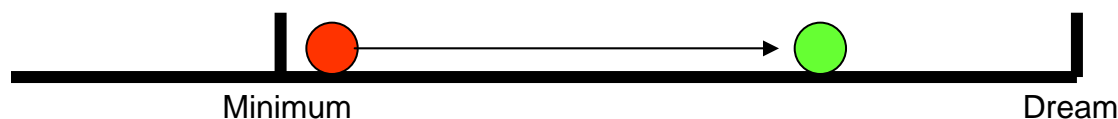
Definition: Ensuring that all parishes and missions provide a welcoming, positive community that supports all members of their congregations and that is open to both visitors who are similar to us and “the stranger” who is not.



Mission Element 5 – Catholic Education (Schools)

● Today

● In 10 yrs



Definition: Ensuring the availability of affordable Catholic elementary and secondary schools to the greatest extent possible to Catholic families in a wide range of economic segments within the Archdiocese.

Mission Element 6 – Social Services and Charity

● Today

● In 10 yrs



Definition: Ensuring that the Catholic population actively “lives” its faith by sharing its time, talent and treasure with the poor and marginalized and enthusiastically working to improve social justice in their home communities.



Critical Success Factors

- ✓ **Increase vocations / Support system for priests**
- ✓ **Multi-cultural service delivery model**
- ✓ **Defined roles and decision making processes**
- ✓ **Accountability and performance measures**
- ✓ **Customer-centric support**
- ✓ **Improved communications**
- ✓ **Develop new / expanded facility process**
- ✓ **Demand-based input to Archdiocesan programs**
- ✓ **Coordinated program delivery**
- ✓ **Vibrant worship experience**
- ✓ **Coordinated religious education**
- ✓ **Professional skills development / Continuing education**
- ✓ **Expanded school availability**
- ✓ **Defined school funding model**
- ✓ **Greater focus and emphasis on evangelization**
- ✓ **Pastoral and administrative support for priests**
- ✓ **Expand revenue sources**
- ✓ **Increased stewardship**



Strategy Map



- Catholic traditions
- Active parishioners
- Time, talent, and treasure
- High growth
- Open and inclusive
- Learning and meeting the needs of society
- Increasing vocations
- Catholic education

- Communication
- Healthy, thriving parishes
- United Archdiocese / one Church
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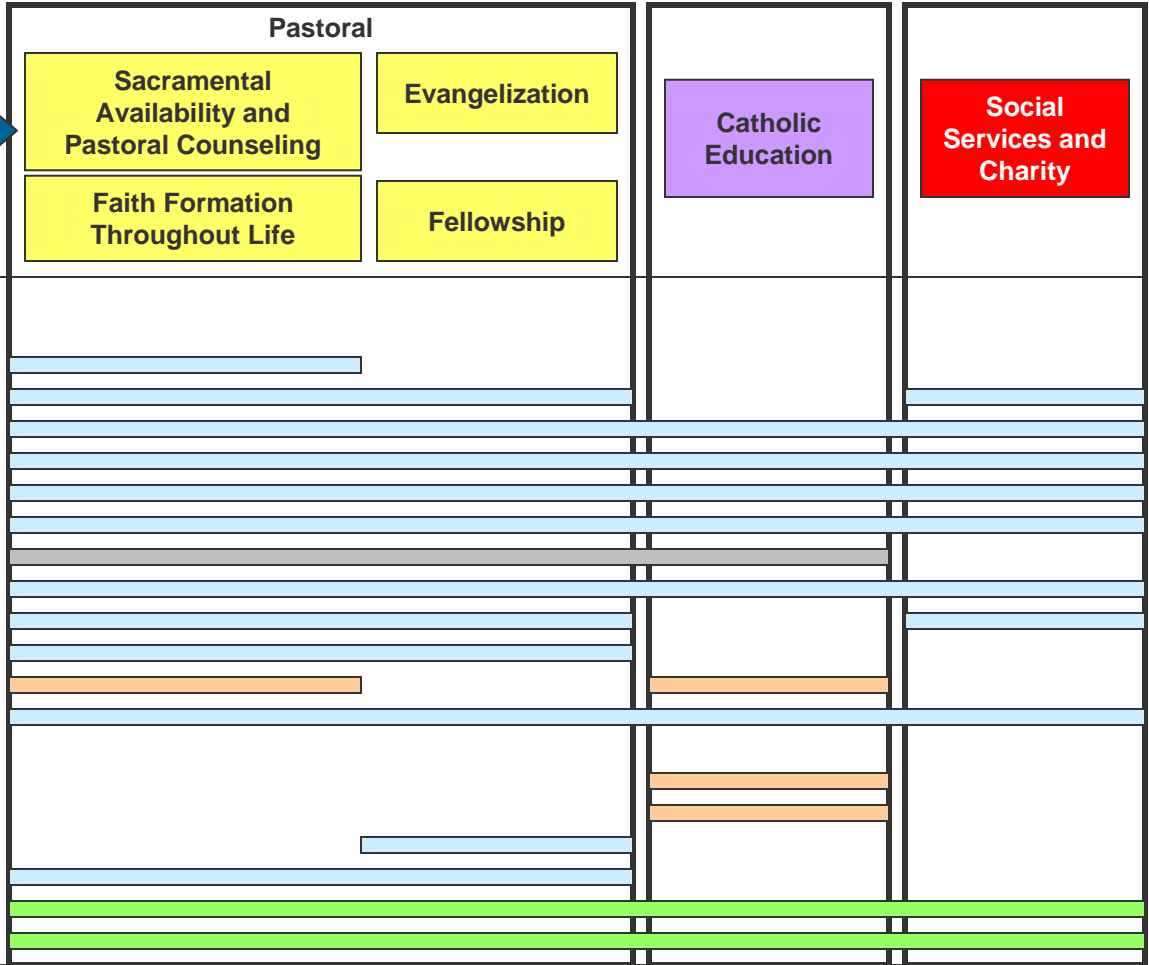
Vision Elements

Mission: To bring eternal salvation to the people of North Georgia



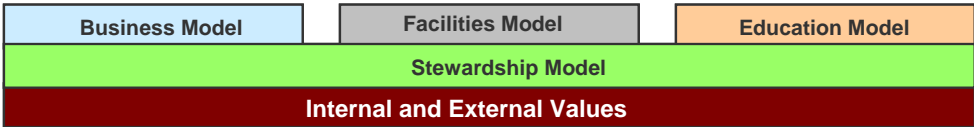
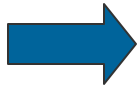
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Foundations

- Processes
- Technologies
- Organization
- Skills
- Roles



Initiatives – Building the Foundational Operating Models



Business Model

Objectives

- Implement an efficient and effective customer-centric business model capable of supporting the vision and mission of the Archdiocese in a multi-cultural operating environment.
- Eliminate “silos” within the Archdiocese
- Improve trust between the Archdiocese and its parishes and schools

Focus

- Day to day operations and communications within the Archdiocese and between the Archdiocese and its parishes and schools.



Facilities Model

Objectives

- Implement an integrated, professional, end-to-end model for planning, locating, contracting, and constructing facilities to meet Archdiocesan needs.
- Implement an efficient facilities upgrade/major maintenance model to support parishes and schools

Focus

- End-to-end facilities planning, funding and construction process that supports the future facilities needs of the Archdiocese



Education Model

Objectives

- Develop a model for expanding the availability of high quality Catholic schools that are affordable to a wide range of economic segments

Focus

- Needs assessments, chartering and day to day operations of Archdiocesan Catholic schools



Stewardship Model

Objectives

- To instill the true meaning of Catholic Stewardship throughout the Archdiocese

Focus

- A stewardship-based model capable of supporting the future ministry and financial needs of parishes, schools, and the Archdiocese



Next Steps

Developed the strategic framework for the 10-year plan

- Needs prioritization
- Vision elements
- Mission elements
- Values statements (internal and external)
- Operating model guidelines

Planning Committee Output

Archdiocese of Atlanta Strategy Map

Phase Two: July 2007 through June 2008

- **Completing the vision, mission and values statements for the Archdiocese**
- **Developing the Archdiocesan operating models through Subcommittees**
 - **Planning Committee members serving as leaders**
 - **Additional members recruited to provide expanded insight and to share the workload**
 - **Subcommittees will report progress to the Planning Committee monthly**
 - **Planning Committee responsible for final design of the operating models**

Phase Three: July 2008 through June 2009

Implementing the new operating models throughout the Archdiocese



Suggestions and Questions

- Please fill out one (or more) of the Suggestion/Question cards that were on your chairs when you arrived.
- Please direct your Suggestions and Comments to the material that we presented tonight. We will not be able to respond to questions relating to specific parishes, missions or schools.
- We will collect the cards - so please pass them to the center of your row.
- We will try to group your Suggestions/Questions by topic to minimize the need to address a topic multiple times.
- If you think of a Suggestion or Question after the meeting, you can email it to **PlanningStudy@archatl.com**.

