

Pastoral Planning Proposal Outline

Cover page

Pastor: Fr. Shaun Haggerty

Pastorate #: Ave Maria Pastorate (Pastorate 6)

Other Assigned Clergy: Fr. John Fischer, Fr. Christopher Hughes, and Fr. Richard Baumberger

Planning Committee Members, Parish or School [i.e. Barb Tuttle, St. Lambert]:

School-	Becca Brings Principal
School-	Greg Hanson School Board Member
Immaculate Conception-	Jo Vitek
Immaculate Conception-	Craig Swarthout
Holy Name-	Laurie Danforth
Holy Name-	Jesse Peterson
Holy Rosary-	Adam Raml
Holy Rosary-	Dan Meseberg
St. Michael-	Tom Labrie
St. Michael-	Angie Graves
St. Henry-	Jennifer Johnson
St. Henry-	Chris Coplan
St. Mary-	Jennifer Carstensen
St. Mary-	Steve Carlson
Blessed Sacrament-	Kyle Schroeder
Blessed Sacrament-	Sara Byer

Parishes, Towns of the Pastorate [i.e Saint Mary, Aberdeen]:

1. **Immaculate Conception, Watertown**
2. **Holy Name, Watertown**
3. **Holy Rosary, Kranzburg**
4. **St. Michael, Clark**
5. **St. Henry, Henry**
6. **St. Mary, Bryant**
7. **Blessed Sacrament, Florence**

Worship

Please Attached Document on Worship

Where We Are

1. These are the specific aspects/elements of our current experience of worship that we especially value and are grateful for:
2. We recognize with gratitude that God has blessed our pastorate with these particular gifts and resources for our worship:

Where We Want to Go

3. We recognize these opportunities to intentionally invest in and cultivate those gifts:
4. As we discussed opportunities to elevate our experience of worship, the following themes emerged in our conversations and consultations:
5. These are the specific aspects/elements of our worship experience that we would like to develop/enhance in the future:

Our Roadmap for Getting There

6. From the previous list, in the next 12 Months, these are the (2-4) priorities we will focus on to enhance our experience of worship:
7. For each of these priorities, here are the steps we have brainstormed to accomplish them and groups or individuals we've identified who will take lead and create a timeline (who will do what by when)

How We Will Know We Are Succeeding

8. These are the quantitative and qualitative measures we will track in order to see if our efforts are succeeding in elevating our experience of worship:

Discipleship and Evangelization

Please Attached Document on Discipleship and Evangelization

Where We Are

9. These are the specific aspects/elements of our current efforts of discipleship and evangelization that have been especially fruitful:
10. We recognize with gratitude that God has blessed our pastorate with these particular gifts and resources to help people encounter Christ, come to love him, choose to follow him, and be empowered to help others do the same.

Where We Want to Go

11. We recognize these opportunities to intentionally invest in and cultivate those gifts:
12. As we discussed opportunities to make our discipleship and evangelization efforts more intentional, consistent and fruitful, the following themes emerged in our conversations and consultations:
13. These are the specific aspects/elements of our discipleship and evangelization efforts that we would like to develop/enhance in the future:

Our Roadmap for Getting There

14. From the previous list, in the next 12 Months, these are the (2-4) priorities we will focus on to enhance our discipleship and evangelization efforts:
15. For each of these priorities, here are the steps we have brainstormed to accomplish them and groups or individuals we've identified who will take lead and create a timeline (who will do what by when):

How We Will Know We Are Succeeding

16. These are the quantitative and qualitative measures we will track in order to see if our efforts are succeeding in enhancing our discipleship and evangelization efforts:

Service

Please Attached Document on Service

Where We Are

17. These are the specific aspects/elements of our current experience of Christian service that we especially value and are grateful for:
18. We recognize with gratitude that God has blessed our pastorate with these particular gifts and resources for extending Christian service to our neighbors:

Where We Want to Go

19. We recognize these opportunities to intentionally invest in service of our neighbors:
20. As we discussed opportunities to develop our habits of service, the following themes emerged in our conversations and consultations:
21. These are the specific aspects/elements of Christian service that we would like to develop/enhance in the future:

Our Roadmap for Getting There

22. From the previous list, in the next 12 Months, these are the (2-4) priorities we will focus on to enhance our experience of Christian service:
23. For each of these priorities here are the steps we have brainstormed to accomplish them and groups or individuals we've identified who will take lead and create a timeline (who will do what by when):

How We Will Know We Are Succeeding

24. These are the quantitative and qualitative measures we will track in order to see if our efforts are succeeding in enhancing our habits of Christian service:

Community

Please Attached Document on Community

Where We Are

25. We recognize with gratitude that God has blessed our pastorate with these particular gifts and resources for building Christian community in our pastorate:
26. These are the specific aspects/elements of our current experience of Christian community that we especially value and are grateful for:

Where We Want to Go

27. We recognize these opportunities to intentionally invest in these gifts in pursuit of a greater community:
28. As we discussed opportunities to develop our habits of Christian community, the following themes emerged in our conversations and consultations:
29. These are the aspects/elements of Christian community that we would like to develop/enhance in the future:

Our Roadmap for Getting There

30. From the previous list, in the next 12 Months, these are the (2-4) priorities we will focus on to enhance our experience of Christian community:
31. For each of these priorities, here are the steps we have brainstormed to accomplish them and groups or individuals we've identified who will take lead and create a timeline (who will do what by when):

How Will We Know if We Are Succeeding?

32. These are the quantitative and qualitative measures we will track in order to see if our efforts are succeeding in enhancing our experience/habits of Christian community:

Schools

Please Attached Document on Schools

Goal: For Pastorates with one or more schools, to ensure that Set Ablaze Pastoral Planning seamlessly integrates the aspirations, needs and realities of the school(s) with the Pastorate Pastoral Plan. Discussion should follow the same pattern of where we are, where we want to go, our roadmap for getting there, and how we will know we are succeeding. How are our aspirations for building Lifelong Catholic Missionary Discipleship Through God's Love by enhancing our Worship, Discipleship and Evangelization, Service and Community expressed in the life of the school as a significant apostolate of our Pastorate?

Where We Are

33. We recognize with gratitude that God has blessed our pastorate school(s) with these particular gifts and resources.
34. These are the specific aspects/elements of our Catholic School that we especially value and are grateful for:

Where We Want to Go

35. We recognize these opportunities to intentionally invest in these gifts in our Catholic school(s) to more effectively build a culture of lifelong Catholic missionary discipleship through God's love
36. As we discussed opportunities to develop our Catholic school(s) role in forming lifelong Catholic missionary disciples through God's love, the following themes emerged in our conversations and consultations:
37. These are the aspects/elements of our Catholic school(s) mission that we would like to develop/enhance in the future:

Our Roadmap for Getting There

38. From the previous list, in the next 12 Months these are the (2-4) priorities we will focus on to enhance Catholic school(s) mission.
39. For each of these priorities, here are the steps we have brainstormed to accomplish them and groups or individuals we've identified who will take lead and create a timeline (who will do what by when):

How Will We Know if We Are Succeeding?

39. These are the quantitative and qualitative measures we will track in order to see if our efforts are succeeding in enhancing the mission of our Catholic school(s)

----- Practical Implementation (Phase 2) -----

Pastorate Leadership Team

40. These are the members of our Pastorate Leadership Team:

1. Fr. Shaun Haggerty (Pastor)
2. Terri Bjerke (Business Manager)
3. Missy Baumberger (Director of Discipleship & Evangelization)
4. Fr. John Fischer
5. Fr. Christopher Hughes
6. Fr. Richard Baumberger

41. These are key steps we will take to be well formed and set up for success in our work as a leadership team:

- i. Take the Clifton Strength Finders Assessment tool
- ii. Do one-on-one coaching with a Strength Finders Coach
- iii. Have team building days around our strengths
- iv. Team Meets Daily Tues-Friday @ 10 a.m. for 15 minutes and 60-90 minutes on Fridays.
- v. Priests Meet Weekly on Thursday 4 p.m. – 7 p.m.

Pastoral Level Positions, Parish Staffing, Office Locations

42. This is our staffing proposal (pastorate and parish level) position, person, location:

- a. Please see attached Organization Chart
- b. We are currently figuring out the location and what will be most efficient. Currently our Business Manager commutes daily between Holy Name and Immaculate Conception. This is not ideal nor sustainable. Our second pastoral accountant is located at Holy Name. We have receptionists at each parish in Watertown. One at Kranzburg and one in Clark.
- c. For the Office of Discipleship & Evangelization our Director is at Immaculate Conception and we are planning on having the Coordinator of Religious Education 7-12 at Holy Name relocate to Immaculate Conception Office to work more closely with the Director. We also have a Coordinator of Religious Ed K-6 at Holy Name and she will stay at Holy Name for now, but we will explore the idea of her coming to the campus of Immaculate Conception so the whole team of D&E can be together. This is still a work in progress that will be completed by the fall of 2024.
- d. Our “facilities manager” has an office at Immaculate Conception, but travels regularly to the multiple locations in the pastorate. All other employees caring for facilities are one location of their facilities.

43. If not already filled, this is our plan and timeline to fill the pastorate-level positions of Director of Discipleship and Evangelization, Business Manager and Facilities Manager:

1. Terri Bjerke (Business Manager)
2. Missy Baumberger (Director of Discipleship & Evangelization)
3. Fred Stanton (Facilities Manager)

Pastorate Name and Communication Strategy

44. This is what has gone well from a communications standpoint in the parishes of our pastorate:

- The Pastor has sent out a monthly YouTube video with an update on the Pastorate and sent it out via Flocknote.
- Flocknote, set up by the diocese has been very helpful

- We plan to have one bulletin by the beginning of July 2024 and Launching one Pastorate Website. We have had challenges with this because of pre-existing contracts each parish has had with vendors on their bulletin. In particular LPI at Immaculate Conception is not willing to cancel the existing contract. We have been negotiating new terms with them over the past three months and we plan to sign a new contract by May 14th.
 - We have a Pastorate Facebook Page and that has been helpful.
45. This is what we have learned about various ages and groups in our pastorate about what types of communication they prefer:
- a. Those that are older prefer the bulletin and announcements at Mass and town halls. This group is in their 60's – 90's
 - b. Those who are in their 50's and younger prefer text messages, emails, social media. However, there are many older people who use Facebook.
46. This is the name we have adopted for our pastorate: Please see our logo for our pastorate on the organization chart. The A and M stand for Ave Maria. These letters are standing upon the waters of our geographical region. The seven stars are the locations of our seven parishes.
47. Here are the key communication priorities, strategies, and methods we will focus on to help keep all members of our pastorate informed and engaged:
- a. We are exploring the idea of having a communication director. If we can afford it.
 - b. We will continue to use Flocknote
 - c. We will begin to utilize the new Diocesan platform of "MinistryPlatform" that needs to be implemented by July of 2025
 - d. The Pastor will continue to send out a monthly video with updates
 - e. We will have one Pastorate Bulletin by July 1st 2024
 - f. We will have one Pastorate Website by July 1st 2024
 - g. We will continue to use our Facebook Page and explore other social media outlets

Discipleship/Catechetical and Sacramental Prep Programs

48. This is what is working well with our discipleship/catechetical and sacramental prep efforts:
- a. Confirmation Program was combined this year among the Watertown Parishes and Florence. Other parishes in the Pastorate did their own preparation. We had just two Confirmation Masses with about 60 kids at each Confirmation.
 - b. OCIA Program was combined this year. Made it more robust
 - c. Pastorate Level Events when planned and advertised have got a huge response.
 - d. The biggest obstacle to doing many things together is neither Parish in Watertown is large enough to really host Pastorate Level Events, hence two confirmations, etc.
49. These are particular gifts, resources, opportunities we have in our pastorate to be fruitful in our discipleship/catechetical and sacramental prep efforts:
- a. We have a Catholic School and a lot of support for our school
 - b. We have a Foundation for our Catholic School
 - c. We have just hired a new principal, though we were sad to see our current principal leave. God has provided for us a new principal.
 - d. We have many repairs that need to be done on the school, so many that we have an opportunity to maybe even build a new school and design it meet the needs of the pastorate and pastorate level events.
 - e. There is a clear desire to have pastorate level events together.
50. Here is what we would like to be true about each person who participates in our discipleship/catechetical and sacramental prep programs:

- a. They become Life Long Catholic Missionary Disciples Through God's Love as our Bishop has desired. Concretely we would want to see the following:
 - i. Attend Sunday Mass weekly
 - ii. Frequent the Sacrament of Confession at least quarterly and more often if needed
 - iii. Every member would be a volunteer for some ministry in the pastorate. Particularly in the Five areas of the Pastoral Plan
 - iv. Each person would have daily prayer life in the morning and evening and follow the ten commandments and the precepts of the Church.

51. Metrics: This is how we will know we are succeeding in Baptism prep, prep for First Communion, prep for Reconciliation, prep for Confirmation, youth catechesis, marriage prep, vocations promotion, OCIA
- i. We will our Director of Discipleship and Evangelization send out surveys to those who have undergo these formation programs and ask them if they are doing the following as listed in #50 This is how we can have metrics if we are succeeding.

Priest Living Arrangements, Fraternity and Collaboration in Mission

52. These are the keys we have identified to foster clarity and good coordination in the priestly care of the people of the pastorate:
- a. We meet regularly every Thursday 4p.m.-7 p.m. The first 1.5 hours are talking ministry, organization, scheduling. Evening Prayer follows and then Dinner. We rotate the location each week to where each priest lives. We have been very consistent. Since July we have met about 90% of the time. This keep communication strong and little room for division. We feel we have a very good sense of unity among us priests.
53. This is the living arrangements we have decided on and the principal advantages we see for this arrangement:
- a. Fr. Shaun Haggerty @ Immaculate Conception Watertown Rectory
 - b. Fr. John Fischer @ Holy Name Watertown Rectory
 - c. Fr. Christopher Hughes @ Holy Rosary Kranzburg Rectory
 - d. Fr. Richard Baumberger @ St. Mary Bryant Rectory

Fr. Baumberger will be retiring on July of 2024 and so he has the right to live where ever he chooses. Has asked if he can stay at St. Mary's Rectory in Bryant. I have granted permission, and he has agreed to offer daily Mass in Bryant twice a week and once in Clark and once in Henry in compensation for living at the rectory.

Fr. John Fischer will continue to live at Holy Name until retirement in the summer of 2027 at which time, depending on my associate and his experience I may or may not have him living with me at Immaculate Conception rectory. If he is younger he would live with me.

Fr. Christopher Hughes, enjoys very much living at a Holy Rosary Rectory in Kranzburg and I see no reason to not to continue to allow this. He is able to keep up the rectory and keep an eye on the large church campus of Holy Rosary.

If Parishes merge or close in the coming years living arrangements would have to be looked at and most likely change. It seems to be working very well right now.

54. If any rectories will be going unused, here is our plan for those buildings and properties, with a proposed timeline:
- a. Rectory in Florence and Henry have not been used for years and they are being used for Religious Education.
 - b. The rectory in Clark is not being used and became vacant in July 2023. Currently the office employee at Clark checks the rectory weekly and maintains the property. Quarterly the priests of the pastorate visit the rectory for their Thursday night meeting. There has been some

discussion about renting out rectories, but not sure if Catholic Mutual and the Diocese would allow it.

Financial Arrangements

55. Here is the budget for the fiscal year beginning July 1, 2024, which reflects the priorities of our Pastorate Pastoral Plan:

Each parish will continue to maintain its own budget however, each parish will pay for a portion of the pastoral level expenses.

- Priests Expenses of salary, insurance, retirement:

- o Immaculate Conception 30.6%
- o Holy Name 30.6%
- o Holy Rosary 9.7%
- o Blessed Sacrament 7.7 %
- o St. Michael 10.3 %
- o St. Henry 5.4 %
- o St. Mary 5.7 %

- Pastorate Level Positions are paid by the 7 parishes. Each parish pays a certain percentage of the expenses of pastorate. Immaculate Conception and Holy Name in Watertown pay the most by far.

- o Immaculate Conception 45.12 %
- o Holy Name 45.12 %
- o Holy Rosary 3.71%
- o Blessed Sacrament 1.53%
- o St. Michael 2.22 %
- o St. Henry 1.29 %
- o St. Mary 1.01%

- When St. Henry and St. Mary cease having Sunday Mass their collection will go down and so they will be paying a smaller percentage. However, the other five parishes will be paying more as they will have more people attending Sunday Mass and should have a bigger collection. This change will not occur until January of 2025. We do not know how much this will affect their collection.

Therefore, we will keep the budget the same as this past year for pastorate level expenses.

- Fr. Baumberger will no longer be paid as a fulltime priest, but will become a retired priest in July 2024. He will offer four daily Masses each week in the pastorate to compensate for housing at the rectory in Bryant. We plan to contract him for weekends regularly as he is able at the going diocesan rate of \$85 per Sunday Mass plus mileage.

56. Here is what has been going well in the financial stewardship and administration of the parishes of our pastorate:

- a. We have a wonderful Business Manager and a new associate accountant. Together they are running the finances for the pastorate. They have three parttime employees who work part time in the following areas: one does the Catholic School, one over sees Clark, Henry, Florence, and Bryant, and one over sees Kranzburg.

57. These are the finance related concerns we have for the parishes of our pastorate:

- a. How much do we charge the parishes with no Sunday Mass for Pastorate Level Services?
- b. Our Pastoral Plan has us hiring the following positions for the Pastorate but we do not know where the money will come from for a: Communication Director, Service/Volunteer Coordinator, Music/Liturgy Coordinator.
- c. We have a school that needs 5-10 million dollars in repairs. We are concerned how we will raise the money. A campaign will be coming soon.

58. Here are key ways we hope to grow in financial stewardship in our pastorate:

- a. We would like to have parishioners begin to give at least 5% of their income to the parishes and the ministries of the pastorate. We plan to educate them on stewardship through
 - i. Talks, Bulletin Articles, Youtube Videos, Communication
 - ii. Homilies
 - iii. Education on what additional services in the Pastorate could do for the parishes.
 - iv. Make it easy to donate to the parish through direct deposit.

Mass and Confession Schedule

59. Here is our permanent Mass and Confession schedule proposal, which meets the parameters of the 10-year forecast of the Set Ablaze Structural Plan:

We currently have eleven Masses going on in the pastorate. Partners Edge recommended seven Masses. We made an appeal via for nine Masses due to seating capacity discrepancies in the data Partners Edge Received. We were granted eight Masses with room for re-evaluation. Our plan is to go with eight Masses. However, we still have a desire to have nine Masses.

We currently have four priests serving the pastorate, however we will have three priests serving by July 2024. Our fourth priest will retire. We have built our Mass schedule to work with only three priests. However, Fr. Baumberger our retired priest wishes to continue to serve the pastorate and help keep our current Mass schedule until the end of the year. Therefore this new schedule below will not be implemented until the weekend of January 4th and 5th. The last weekend of Masses in Henry and Bryant will be Dec 28th and 29th. However we want to begin and try alternating the Saturday Evening Mass in Watertown in July to see how it will work.

Saturday Night (2 Masses)

- i. Watertown Holy Name Odd Months, Immaculate Conception Even Months: Saturday 4 p.m.
 - o (Two Priests would be at Saturday night Mass regularly to help with confessions and Communion and greet the people. It would be Priests A & B)
- ii. Holy Rosary Kranzburg: Saturday 5:30 p.m. Mass by Priest C

Sunday Early Morning Masses (3 Masses)

- i. Holy Name Watertown 8:30 a.m. Priest A
- ii. Immaculate Conception Watertown 9 a.m. Priest B
- iii. Blessed Sacrament Florence 8:30 a.m. Priest C

Sunday Mid Morning Masses (3 Masses)

- iv. Holy Name Watertown 10:30 a.m. Priest A
- v. Immaculate Conception Watertown 11 a.m. Priest B
- vi. St. Michael Clark 11 a.m. Priest C

60. The people (demographic, community...) most impacted by this plan are:

- a. St. Mary in Bryant- The parishioners will join four different parish communities: The Brookings Pastorate of Arlington and DeSmet, and our Pastorate which has Clark, and Watertown Parishes.
- b. St. Henry in Henry- The Parishioners will most like attend in Clark and the Parishes in Watertown.
- c. Lastly the Watertown Community will be affected on Saturday night with only one Saturday night Mass in Town with around 550 people attending churches with 400-450 Capacity. Parking and seating will be a challenge especially for the elderly and large families.

61. Their main concerns are:

- a. For the St. Mary Community they are afraid they will not be able to gather as a community often as they will be in four different locations. They are concerned that some people will not come to church anymore. They are afraid that the Hispanics moving to the area for work will join the

local protestant church and leave the Catholic faith. They are concerned that they will not have money coming in the collection to keep the church facility up. They are also concerned having Fr. Baumberger living in Bryant at the rectory and not offering a Sunday Mass there. They say it gives insult to injury.

- b. For the St. Henry community they are concerned mainly with their community being split in two in two different parishes. There is a concern the youth will not be connected with their priests because they will be attending a large church. They are concerned they will lose the sense of community they enjoy as a small parish family. They believe larger parishes do not have much community and people do not with each other after Mass in larger parishes.
- c. For Watertown the main concern is seating capacity and parking for one Mass on Saturday night. We will need to put out 100-150 chairs out for Saturday night Mass each week. Many people will be parking 3 to even 4 blocks away for Mass. This Mass will be our largest Mass in the Pastorate with around 550 people in regular attendance. There will be two priests at this Mass regularly to help with confessions before the Mass and to help distribute Holy Communion and to greet the people before and after Mass. People will ask why don't we have two Masses on Saturday night if two priests are regularly together on Saturday night. It would make sense to have two Masses to alleviate the seating and parking issues. It will be a challenge to explain to the people why we don't have two Masses if we have two priests already at the same Mass.

62. This is our strategy to help address the concerns of those most affected:

- a. Invite Deacon Roger Heidt to come and speak about the grieving process of no longer having Mass in your Church. Creating a panel of those who have gone through the process who can give words of hope and encouragement.
- b. Have different Pastorate Events to invite people to get to know one another.
- c. Have my Business Manager, Director of D &E, and Facilities Manager spend extra time with parishes without a weekend Mass to answer questions they may have. Have a question and answers night of how we can plan for the future in the parish without Mass. How will handle up keep, finances, questions of mergers, etc.
- d. After 4-6 months of having one Saturday night Mass in Watertown re-evaluate how it is going. Make an appeal if needed to go to our capacity of nine Masses instead of eight. Then we would have two Masses on Saturday night in Watertown.