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June 22, 2026

Re: Long-Range Planning Update 2026

Dear Parishioners:

Thank You for Your Participation. This past spring, more than 400 parishioners participated in Epiphany's Long-Range Planning process through surveys and bilingual listening sessions after Mass. Your voices, insights, and reflections have helped shape a clear picture of our parish today and our shared hopes for the future. We are deeply grateful for your time, honesty, and commitment to the life of our parish.

What We Heard

A Strong and Faith-Filled Parish

Parishioners overwhelmingly affirm Epiphany as a welcoming, inclusive, and spiritually vibrant community. More than 90% rated the parish as Good or Excellent.

You consistently identified strengths in:

- Meaningful liturgy and worship
- Strong pastoral care and leadership
- Commitment to social justice and outreach
- A welcoming and diverse community
- Beautiful and well-maintained campus
- Active ministries and dedicated volunteers

Key Priorities for the Future

While satisfaction with the parish is high, several important priorities emerged for the next 2–3 years:

1. Engaging Youth and Young Families

A top concern is the need to better engage younger generations. Parishioners desire stronger youth ministry, more family-centered activities, and greater involvement of young people in parish life.

2. Building Greater Unity Across Cultures

Many expressed a desire for Epiphany to grow as one parish family. This includes stronger relationships between English-speaking and Spanish-speaking communities, more bilingual opportunities, and shared leadership across cultures.

3. Strengthening Faith Formation

There is strong interest in expanding opportunities for adult faith formation, Bible study, retreats, and spiritual growth programs.

4. Supporting Ministry and Leadership Development

Parishioners encouraged improved coordination among ministries, clearer pathways for volunteers, and greater leadership development.

5. Improving Communication

While communication is generally effective, suggestions include simplifying messages, improving consistency, and strengthening bilingual communication.

6. Clarifying and Strengthening Our Parish Identity

Parishioners strongly affirmed Epiphany's core identity as:

- Rooted in the vision of Vatican II
- Centered on hospitality, welcome, and inclusion
- Committed to social justice and outreach
- Focused on ongoing spiritual growth and discipleship
- Enriched by cultural diversity and shared life

At the same time, there is a desire to:

- Maintain a balance between tradition and renewal
- Strengthen unity while honoring cultural differences
- Ensure all ministries and initiatives reflect a shared mission

This identity is the foundation for all future planning and decision-making in the parish.

Moving Forward

This process is not an endpoint, but a beginning. In the coming months, parish leadership will develop practical next steps based on these priorities and continue sharing updates with the community.

With blessings,

Toan Do

Father Toan Do, S.T.D., Ph.D.
Pastor

Epiphany Catholic Church

Long-Range Planning Report 2026

Executive Summary and Strategic Recommendations

Introduction

During the spring of 2026, Epiphany Catholic Church engaged parishioners in a comprehensive listening and planning process through parish-wide surveys and follow-up feedback sessions conducted after Mass in both English and Spanish.

More than 400 parishioners participated in the survey process, representing a broad cross-section of the parish community. The written responses gathered after liturgies provided valuable insight into parishioners' hopes, concerns, and aspirations for the future.

This report combines quantitative survey results with qualitative feedback to identify key strengths, challenges, and strategic priorities for the next two to three years.

Overall Parish Assessment

The survey confirms that Epiphany is a highly valued parish community with strong levels of satisfaction and engagement.

Key Findings

- Over 90% of respondents rated Epiphany as Good or Excellent.
- Parishioners consistently describe Epiphany as welcoming, faith-filled, inclusive, and spiritually nurturing.
- The parish's commitment to social justice, pastoral care, worship, and community outreach remains highly valued.
- The physical campus and worship space are considered major strengths.

The data reveals a parish with a strong foundation and a clear sense of mission, while also identifying important opportunities for growth and renewal.

Parish Strengths to Preserve

1. Strong Spiritual Foundation

Parishioners report that Epiphany contributes significantly to their spiritual growth through:

- Meaningful liturgy
- Reverent worship
- Opportunities for prayer and service
- Faith formation programs
- Compassionate pastoral leadership

Many respondents expressed gratitude for the clergy, staff, and volunteers who help create a welcoming and faith-filled environment.

2. Commitment to Social Justice

One of the most frequently cited strengths is Epiphany's longstanding commitment to:

- Caring for the poor
- Environmental stewardship
- Social responsibility
- Outreach to marginalized communities

Parishioners view this commitment as central to the parish identity and a reflection of Catholic Social Teaching.

3. Welcoming Community

Respondents consistently described Epiphany as:

- Friendly
- Inclusive
- Compassionate
- Diverse in thought and experience

The parish's culture of hospitality remains one of its greatest assets.

4. Beautiful Campus and Facilities

The survey rated the parish campus among the highest-performing areas.

Parishioners value:

- Attractive grounds
 - Welcoming worship space
 - Accessibility
 - Well-maintained facilities
 - Natural beauty and green spaces
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5. Strong Communication and Volunteer Engagement

Parishioners report that:

- Communication is generally effective.
 - Technology is used successfully.
 - Numerous opportunities exist for ministry involvement.
 - Volunteers play a critical role in parish life.
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Major Strategic Challenges

While overall satisfaction remains high, several themes emerged consistently across all feedback sources.

1. Engaging Youth and Young Families

This was by far the most frequently identified concern.

Current Reality

- Parish demographics are heavily weighted toward older adults.
- Youth participation scores were among the lowest in the survey.
- Many parishioners expressed concern about long-term parish sustainability.

Desired Future

Parishioners envision:

- More young families in the pews.
- Stronger youth ministry programs.
- Greater youth leadership opportunities.

- Expanded religious education offerings.
- Intergenerational parish life.

Recommended Actions

- Develop a comprehensive youth ministry strategy.
 - Recruit and support youth ministry leadership.
 - Create family-centered parish events.
 - Expand service opportunities for teens.
 - Increase youth participation in liturgy and ministries.
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2. Parish Unity Across Cultures

Both English-speaking and Spanish-speaking parishioners identified greater parish unity as a top priority.

Current Reality

Many parishioners perceive the parish as operating in parallel communities rather than as one unified parish family.

Desired Future

Parishioners expressed a strong desire for:

- One parish community.
- Shared leadership.
- Bilingual events.
- Greater interaction between cultural groups.
- Stronger relationships across language barriers.

Recommended Actions

- Expand bilingual social and educational events.
 - Create opportunities for shared ministry leadership.
 - Encourage collaborative parish-wide initiatives.
 - Develop leadership pathways for Spanish-speaking parishioners.
 - Promote cultural appreciation and mutual understanding.
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3. Faith Formation and Spiritual Growth

Parishioners expressed interest in additional opportunities for adult spiritual growth.

Desired Areas of Growth

- Bible studies
- Adult faith formation
- Catholic Social Teaching
- Prayer opportunities
- Retreats and spiritual enrichment

Recommended Actions

- Expand adult faith formation programming.
 - Develop ongoing learning opportunities.
 - Increase opportunities for small faith-sharing groups.
 - Provide additional spiritual development resources.
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4. Ministry Coordination and Volunteer Development

While parishioners appreciate the wide variety of ministries, many believe ministry structures could be strengthened.

Key Themes

- Better coordination among ministries.
- Clearer volunteer pathways.
- Stronger leadership development.
- Greater collaboration among groups.

Recommended Actions

- Conduct a ministry review process.
 - Identify overlapping ministries.
 - Develop leadership training programs.
 - Improve volunteer recruitment and onboarding.
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5. Communication and Organizational Effectiveness

Although communication scored highly, parishioners suggested opportunities for improvement.

Recommended Actions

- Simplify communications.
- Improve consistency across communication channels.
- Continue expanding digital engagement.

- Ensure information is easily accessible.
 - Strengthen bilingual communication efforts.
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6. Parish Identity and Vision

The planning process revealed strong support for preserving Epiphany's core identity.

Parishioners consistently describe Epiphany as:

- Rooted in Vatican II values.
- Committed to inclusion and hospitality.
- Dedicated to social justice.
- Focused on spiritual growth.
- Open to diverse perspectives.

At the same time, parishioners seek a balance between honoring tradition and embracing future opportunities.

Parishioners want opportunities for spiritual growth while maintaining Epiphany's welcoming and inclusive approach.

Recommended Actions

- Deepen Spiritual Formation Rooted in Catholic Tradition
 - Expand adult faith formation and scripture study opportunities.
 - Offer formation programs centered on Catholic Social Teaching.
 - Create small faith-sharing groups.
 - Provide opportunities for both traditional devotional practices and contemporary spiritual experiences.
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Conclusion

The planning process reveals a parish with significant strengths, a clear mission, and a faithful community deeply invested in its future.

Parishioners overwhelmingly affirm Epiphany's commitment to worship, hospitality, social justice, and spiritual growth. At the same time, they recognize the need to address

emerging challenges related to youth engagement, cultural integration, leadership development, and long-term sustainability.

The future of Epiphany will be shaped not only by preserving what parishioners cherish most, but by courageously responding to the opportunities that lie ahead.

The collective vision expressed through this planning process is clear:

A vibrant, welcoming, multicultural Catholic community that forms disciples, serves others, nurtures future generations, and reflects the Gospel in all aspects of parish life.

Responses from Questions asked after Liturgy Parishioner Insights & Long-Term Vision (English)

Source Document: “Epiphany Catholic Church: Strategic Planning Synthesis”

Data Scope: 116 Parishioner Feedback Forms (English)

Planning Horizon: 2 to 3 Years

Summary

Epiphany Catholic Church is a deeply loved parish navigating a central strategic crossroads. Over the next three years, leadership must balance a critical tension: How to preserve the parish’s progressive, Vatican II liturgical simplicity and beautiful natural environment while adapting to attract young families, ensuring financial sustainability, and achieving genuine, deep integration across its multicultural communities.

The master database reveals five interconnected strategic pillars designed to move the parish from its current challenges into a sustainable, unified future.

Actionable Roadmaps

1. Youth & Young Family Regeneration

- **Program Restructuring:** Re-evaluate and rebuild the “Youth Group” formation program. Prioritize hiring, properly compensating, and actively supporting professional youth ministers to combat historical burnout.
- **Targeted Liturgy:** Pilot a shorter Sunday Mass option specifically geared toward youth, incorporating contemporary music and focused, relatable homilies.
- **Family Outreach:** Launch a “Young Families Outreach Taskforce” to design playgroups, parenting ministries, and family events aimed at attracting local neighborhood couples with young children.

2. Organic Multicultural Integration

- **Social & Cultural Sharing:** Move beyond strictly liturgical integration by hosting combined social events that celebrate cultural diversity through song, food, and dance.
- **Broad Worship Elements:** Ensure greater representation of diverse cultural influences beyond just the Latino community within mainstream worship services.
- **Joint Leadership:** Disband segregated councils in favor of a Joint Leadership Initiative, creating opportunities for Spanish- and English-speaking leaders to serve together on combined parish committees.

3. Liturgical Identity & Spiritual Formation

- **Traditional Spaces:** Create dedicated devotional areas and options for traditionalist members (such as placing a statue of Mary at the entrance doors or supporting adoration hours) without altering the primary progressive Mass experience.
- **Reverence Balance:** Respect requests for silence in the church building before and after Mass for personal prayer, while preserving the community’s signature hospitality within the narthex.

- **Continuing Education:** Expand seasonal successes into ongoing “Adult Faith Formation” structured as continuing education, featuring specialized training on Catholic Social Teaching.

4. Active Lay Stewardship & Community Care

- **“Parishioner Ambassadors” Campaign:** Launch a community-wide hospitality challenge encouraging every parishioner to intentionally say hello to three unknown people at every church gathering.
- **Local Neighbor Care:** Launch a parish-led snow removal and lawn care service within a 2–3 mile radius to assist local seniors or disabled individuals who cannot leave their homes.
- **Senior Transportation:** Form a peer-to-peer senior support network focused entirely on providing practical transportation to and from Mass for aging parishioners facing mobility challenges.

5. Operations, Campus, & Communications

- **Creation Care Campus Trail:** Embrace Pope Francis’s *Laudato Si* call to care for creation by establishing a wooded “prayer and exercise trail” around the campus, built with wood chips and utilizing plants donated by parishioners.
- **Apolitical Sanctuary Policy:** Formalize clear operational guidelines for homilies and parish council meetings to keep the focus entirely on spiritual unity, deliberately staying out of divisive partisan politics.
- **Communication Modernization:**
 - Ensure all digital newsletters and emails feature *clickable links* alongside QR codes to accommodate smartphone users.
 - Replace generic-looking communications by showcasing local parish talent, utilizing art and designs from Epiphany’s own artists on bulletins and newsletters.

Strategic Trajectory Matrix

Strategic Pillar DOCX	Current Reality & Pain Points DOCX	Core Strengths to Leverage DOCX	Core Strategic Goal DOCX
1. Youth & Family Regeneration	Aging congregation; no parochial school; sliding youth programs; historical youth minister burnout.	High-quality music; warm, welcoming environment.	Attract young couples and rebuild a sustainable, professionally supported youth ecosystem.
2. Multicultural Integration	“Separate but equal” operations; rigid bilingual liturgies that can feel “othering”.	Strong bilingual liturgy foundations; existing Hispanic presence.	Move past isolated worship into a deeply unified, shared parish life and leadership structure.
3. Liturgical Identity & Care	Tension between progressive Vatican II simplicity and requests for traditional devotions.	Exceptional liturgy; strong homilies (Fr. Toan/clergy);	Balance community hospitality and progressive roots with

Strategic Pillar DOCX	Current Reality & Pain Points DOCX	Core Strengths to Leverage DOCX	Core Strategic Goal DOCX
		successful Bible studies.	reverent, traditional devotional spaces.
4. Lay Stewardship & Outreach	Parishioners want to participate but need clear invitations and structured pathways.	Proactive “see a need, fill it” volunteer spirit; strong pastoral care ministries.	Channel high-participation strengths into localized, peer-to-peer neighborhood care.
5. Operations & Campus	Mobile/QR code tech issues; generic communications; concerns over partisan political division.	Beautiful, park-like campus; excellent physical facilities.	Modernize digital tools, preserve an apolitical sanctuary, and embrace environmental stewardship.

Long Range Plan Survey 2026 Results (English)

Participation

- **201 parishioners** completed the survey.
- Respondents were primarily long-time parishioners.

Distribution of Parish Tenure

Years as Parishioner Number of Respondents

0–5 years	25
6–10 years	13
11–20 years	41
21–30 years	32
31–40 years	38
40+ years	30

- The parish population represented in the survey is predominantly older adults:
 - 65–80 years: **106 respondents**
 - 80+ years: **57 respondents**
 - 50–64 years: **24 respondents**
- Ethnicity:
 - White: **183 respondents**
 - Small representation from Latino, Black, Asian, and multiracial parishioners.

Overall Parish Assessment

Parishioners expressed a very positive view of Epiphany.

Overall opinion of the parish

- Excellent (5): **114**
- Good (4): **67**
- Fair (3): **15**
- Poor (2): **1**

Over 90% of respondents rated the parish positively.

Quantitative questions have been categorized into performance tiers based on their average scores out of 5.

Tier 1: Exceptional Strengths (Score: 4.50+)

These items reflect areas of peak performance where the parish is meeting or exceeding community expectations. Strategy here should focus on **preservation and celebration**.

- **4.71** | First impression to a visitor entering our worship space *(190 responses)*
- **4.70** | Visual impression when arriving at our parish campus *(194 responses)*
- **4.67** | Opportunities exist to serve within Epiphany *(195 responses)*
- **4.67** | Parish uses technology to communicate with parishioners *(196 responses)*
- **4.64** | Worship space encourages relationship with God *(194 responses)*
- **4.58** | Opportunities exist to serve beyond Epiphany *(187 responses)*
- **4.56** | Courtesy of parish staff *(190 responses)*
- **4.55** | Maintenance of outside landscape and grounds *(195 responses)*
- **4.52** | Epiphany contributes to my spiritual growth *(199 responses)*
- **4.50** | Sunday Mass times are convenient *(195 responses)*

Tier 2: Strong / Very Solid (Score: 4.00 – 4.49)

The core operational machine of the parish lives in this tier. These areas are healthy, well-regarded, and functionally reliable.

- **4.49** | My overall opinion of our parish as a whole *(197 responses)*
- **4.49** | Existing facilities adequately serve our parish needs *(184 responses)*
- **4.47** | Opportunities for devotional activities outside of Mass *(182 responses)*
- **4.45** | Attractiveness of our parish for new members *(183 responses)*
- **4.42** | Atmosphere of reverence within our worship space *(194 responses)*
- **4.40** | Parish communicates effectively with parishioners *(197 responses)*
- **4.39** | Availability of parish staff *(180 responses)*
- **4.38** | Opportunities to develop a deeper relationship with God *(188 responses)*
- **4.37** | Opportunities to develop my prayer life outside of Mass *(183 responses)*
- **4.37** | Epiphany's commitment to environmental concerns *(193 responses)*
- **4.36** | Overall level of energy /enthusiasm with our parish *(198 responses)*
- **4.34** | Parish is made aware of faith formation programs *(187 responses)*
- **4.33** | Style/quality of the music at Mass *(198 responses)*
- **4.30** | Parish is adequately assisted by lay volunteers *(176 responses)*
- **4.26** | Stewardship is a way of life within the parish *(187 responses)*
- **4.23** | Opportunities for a variety of faith formation programs *(185 responses)*
- **4.22** | My overall opinion of our outreach programs *(180 responses)*
- **4.19** | Opportunities for parishioner social interactions *(187 responses)*
- **4.11** | Overall effectiveness of our pastor/parish council *(174 responses)*

- **4.09** | Parish Council consultation/guidance to the pastor *(137 responses)*
- **4.07** | My overall opinion of our faith formation programs *(184 responses)*
- **4.02** | Parish ministry to senior citizens outside of Epiphany *(166 responses)*

Tier 3: Moderate / Room to Grow (Score: 3.50 – 3.99)

These scores show mild community hesitation or general neutrality. They indicate areas that aren't broken but require active monitoring or strategic refinement.

- **3.91** | Welcomes perspectives from diverse racial backgrounds *(174 responses)*
- **3.89** | Welcomes perspectives from diverse cultures *(176 responses)*
- **3.85** | Interactions with non-parish organizations *(166 responses)*
- **3.85** | Efforts to value unique background and life experiences *(152 responses)*
- **3.84** | Homilies connect the scripture to real-life *(198 responses)*
- **3.77** | Interactions with non-parish community organizations *(151 responses)*
- **3.76** | Opportunities exist for youth formation *(142 responses)*
- **3.69** | Efforts to integrate diverse cultures within Epiphany *(176 responses)*
- **3.66** | Parish ability to adapt to changing demographics [Track 2] *(168 responses)*
- **3.62** | Parish diversity (age, race, ethnicity, special needs, etc.) *(185 responses)*
- **3.55** | Efforts to collaborate with other faith traditions *(163 responses)*
- **3.52** | Opportunities exist for young adult formation *(136 responses)*
- **3.52** | Outreach to divorced, single parents, disabled, etc. *(148 responses)*

Tier 4: Strategic Priorities / Action Required (Score: < 3.50)

These indicators represent systemic vulnerabilities. In a long-range planning environment, these four items should occupy the bulk of structural problem-solving.

- **3.46** | Parish ability to adapt to changing demographics [Track 1] *(165 responses)*
- **3.28** | Youth involvement in service programs *(130 responses)*
- **3.20** | Youth involvement in worship services/activities *(167 responses)*
- **3.13** | Overall youth involvement in our parish *(146 responses)*

Written Responses

An extraction and thematic analysis of the **100+ written comments** across the open-ended columns of the “Long Range Plan Survey 2026 (Responses).xlsx” file reveals clear, deeply passionate community sentiments. While the numerical ratings establish a high baseline of institutional satisfaction, the text comments expose the critical undercurrents, tensions, and opportunities that parishioners care about most.

Primary thematic areas:

1. Epiphany's Greatest Strengths: What Must Be Preserved

Parishioners are exceptionally vocal about what makes Epiphany a unique, cherished spiritual home. These themes reflect the core values that the community feels define the parish identity:

- **Commitment to Social Justice:** Comments repeatedly cite an unyielding dedication to “*social justice*,” “*compassion*,” and “*action on behalf of those less fortunate*.” This is seen as a hallmark of Epiphany’s post-Vatican II identity.
- **Physical Space and Campus Beauty:** The physical footprint of the parish is praised consistently. Words like “*beautiful campus*,” “*welcoming worship space*,” and the fact that the parish does not maintain a traditional school building are highlighted as structural advantages that allow focus on the environment and community.
- **Inclusivity and Music:** The liturgy is frequently described as “*open*,” “*inclusive*,” and elevated by high-quality, professional music and inclusive language.

2. The Next Generation: The Existential Need for Youth and Families

The single most frequent topic mentioned in the text fields is the critical absence of young people and young families. Parishioners view this not just as an area for improvement, but as an existential threat to the parish’s future survival:

- **Out of Sight, Out of Mind:** Commenters note that youth are currently “*invisible*” in the community, with a severe lack of service projects, liturgical roles, or visible gathering spaces dedicated to them.
- **Strategic Outreach to Young Parents:** Rather than just creating a “youth group,” multiple entries advise the parish to specifically identify, invite, and design programmatic entry points for *parents* of middle- and high-school-aged children.
- **Creative Programming:** Suggestions include creating high school volunteer service hour tracks, summer programs, and integrating youth directly into major parish celebrations (e.g., booths for artistic youth at the Artist Showcase).

3. The Cultural Divide: Bridging the Anglo and Latino Communities

A highly prominent theme across the “Greatest Needs” and “Changes Desired” categories is the perceived separation between English-speaking and Spanish-speaking parishioners:

- **Structural Separation:** Parishioners express concern that the Anglo and Latino communities function as separate entities rather than one unified parish. Comments express a desire for more “*bilingual events*,” “*bilingual staff on team*,” and mixed-cultural social opportunities.

- **Leadership and Empowerment:** Written feedback calls for the intentional development of *Spanish-speaking catechists, leadership teams, and ministry leaders* to build robust, self-sustaining Latino ministry infrastructure.
- **Linguistic Bridges:** Several practical comments suggest implementing ESL classes or Spanish-as-a-second-language groups to physically enable parishioners to converse and collaborate on projects together.

4. Operational Adjustments & Ministry Friction

The qualitative data reveals minor friction points regarding parish operations, communication style, and ministry management:

- **Ministry Proliferation:** When asked about adding ministries, a powerful counter-consensus emerged advising leadership to “**pare down**” or **consolidate** existing groups. Commenters noted that the parish has an “*abundance of ministries*” that thins out volunteer reserves, suggesting that combining them would yield stronger results.
- **Liturgy and Homiletics:** Tensions appear around preaching and liturgical additions. While many praise the pastor, multiple comments requested homilies that are more challenging and practical rather than focusing heavily on specific political or social policy slants. Additionally, a segment of long-term parishioners noted lingering friction regarding traditional additions to the worship space, such as kneelers.
- **Communication Adjustments:** A few comments specifically target administrative communication, asking for the parish bulletin and announcements to adopt a more streamlined, standardized, and “*less cutesy*” format so critical information is easier to read and find in a single source.
- **Casual Fellowship:** There is an explicit desire for unprogrammed, casual interaction—such as a weekly open “drop-in day” at the Parish Center with coffee and conversation, completely free of committee agendas.

Ideological Differences

The qualitative data from the **Long Range Plan Survey 2026 (Responses).xlsx** file reveals a deeply self-aware parish navigating an ideological tug-of-war. The comments expose an active friction between **traditional liturgical desires** and **progressive social action**, as well as differing views on the parish’s identity as a post-Vatican II community.

1. The Social Justice Tension: Gospel Mandate vs. Secular Politics

The single sharpest ideological divide in the written comments centers around the **Social Responsibility Ministry**. The parish is experiencing a clear polarization over how homilies, forums, and outreach programs are framed:

- **The “Overly Political” Critique:** Several parishioners express strong frustration, noting that the parish has become too aligned with progressive secular politics. Specific complaints mention an appearance by a controversial, hyper-partisan speaker (local cartoonist Marc Murphy), with one commenter noting: *“My guess is that the committee shared his views and used him to push a political message that I found to be inappropriate for our religious community.”* Others explicitly state they feel Epiphany *“only highlights progressive ideas and values”* while ignoring conservative viewpoints.
- **The “Gospel/Vatican II Mandate” Defense:** Conversely, progressive parishioners fear that leadership might “buckle” to appease conservative members. They argue that actions like caring for immigrants, feeding the poor, and environmental stewardship are non-negotiable spiritual duties. One articulate commenter noted that these initiatives should be boldly reframed *“not as secular political agendas, but as non-negotiable spiritual duties demanded by the Psalmist and the Prophets.”*
- **The Path Forward (Catholic Social Teaching):** There is a strong, unifying call from moderate voices asking the Pastor and Council to deliberately anchor all outreach in **Catholic Social Teaching (CST) and the Magisterium** rather than modern American partisan politics. Grounding these efforts explicitly in the Gospel from the pulpit could help parishioners view serving the vulnerable as a core tenet of faith rather than a partisan agenda.

2. Spiritual Practices & Liturgical Preferences

While the numeric data rates the beauty and reverence of the worship space very highly, the comments show a desire for adjustments to spiritual practices, split along traditional and contemporary lines:

- **Traditional & Devotional Additions:** Some respondents ask for more traditional or explicit devotional elements to be woven back into the liturgy. Suggestions include *“adding bell ringing during the consecration”* and introducing more diverse, structured Bible studies. There is also a lingering, historical split mentioned regarding the physical space itself, such as mixed feelings about the past addition of kneelers.
- **Mass Consolidation & Logistics:** A highly practical spiritual concern raised by multiple commenters is the scheduling of the Saturday Vigil Mass. Many older parishioners request moving it earlier (e.g., to 4:30 PM or 5:00 PM), noting that driving in the dark during late fall and winter prevents them from attending. Furthermore, given lower attendance, multiple individuals suggested combining the two Sunday morning Masses into a single, vibrant 10:00 AM Mass to “fill up the church” and create a more energized communal worship experience.
- **Homilies and Preaching:** There is a desire for preaching that focuses less on structural parish politics or external social policies, and more on personal spiritual transformation—homilies that *“connect scripture to real life”* and *“make us want to grow, to be different, to help others.”*

3. Re-imagining Vatican II and “Creation Care”

Epiphany’s identity as a post-Vatican II parish is viewed by many as its greatest foundational strength, but commenters note that the execution needs a fresh approach:

- **Moving Beyond “How It Used to Be”:** Progressive voices note that while the parish boasts a legacy of Vatican II initiatives, it risks getting stuck in the past. Commenters express a desire to explore how to maintain Epiphany’s traditions while remaining open to new ideas that appeal to the younger generation.
- **Active Environmental Stewardship:** The parish’s large, tree-filled grounds are highly valued, but progressive comments push to transform the property from passive “eye candy” into an active spiritual practice of stewardship. Suggestions include replacing expansive lawns with functional water retention gardens, diverse ecosystems, and productive agricultural spaces where the community can learn to collectively “till and harvest what we sow.”

Aquí tiene la traducción al español del informe:

Iglesia Católica Epiphany

Informe de Planificación a Largo Plazo 2026

Resumen Ejecutivo y Recomendaciones Estratégicas

Introducción Durante la primavera de 2026, la Iglesia Católica Epiphany involucró a los feligreses en un proceso integral de escucha y planificación a través de encuestas en toda la parroquia y sesiones de seguimiento con comentarios realizados después de la Misa, tanto en inglés como en español.

Más de 400 feligreses participaron en el proceso de encuesta, representando una muestra representativa de la comunidad parroquial. Las respuestas escritas recopiladas después de las liturgias brindaron una visión valiosa sobre las esperanzas, preocupaciones y aspiraciones de los feligreses para el futuro.

Este informe combina los resultados cuantitativos de la encuesta con comentarios cualitativos para identificar fortalezas clave, desafíos y prioridades estratégicas para los próximos dos o tres años.

Evaluación General de la Parroquia La encuesta confirma que Epiphany es una comunidad parroquial altamente valorada con fuertes niveles de satisfacción y compromiso.

Hallazgos Clave

- Más del 90% de los encuestados calificó a Epiphany como Buena o Excelente.
- Los feligreses describen constantemente a Epiphany como acogedora, llena de fe, inclusiva y espiritualmente enriquecedora.
- El compromiso de la parroquia con la justicia social, el cuidado pastoral, el culto y el alcance comunitario sigue siendo muy valorado.
- El campus físico y el espacio de culto se consideran fortalezas importantes.
- Los datos revelan una parroquia con una base sólida y un sentido claro de misión, al tiempo que identifican oportunidades importantes para el crecimiento y la renovación.

Fortalezas de la Parroquia a Preservar

1. Sólida base espiritual

Los feligreses informan que Epiphany contribuye significativamente a su crecimiento espiritual a través de:

- Liturgia significativa
- Culto reverente
- Oportunidades para la oración y el servicio

- Programas de formación en la fe
- Liderazgo pastoral compasivo Muchos encuestados expresaron gratitud por el clero, el personal y los voluntarios que ayudan a crear un ambiente acogedor y lleno de fe.

2. Compromiso con la justicia social

Una de las fortalezas más citadas es el compromiso de larga data de Epiphany con:

- El cuidado de los pobres
- La administración ambiental
- La responsabilidad social
- El alcance a comunidades marginadas Los feligreses ven este compromiso como fundamental para la identidad de la parroquia y un reflejo de la Doctrina Social de la Iglesia.

3. Comunidad acogedora

Los encuestados describieron constantemente a Epiphany como:

- Amistosa
- Inclusiva
- Compasiva
- Diversa en pensamiento y experiencia La cultura de hospitalidad de la parroquia sigue siendo uno de sus mayores activos.

4. Hermoso campus e instalaciones La encuesta calificó el campus de la parroquia entre las áreas de mejor desempeño. Los feligreses valoran:

- Terrenos atractivos
- Espacio de culto acogedor
- Accesibilidad
- Instalaciones bien mantenidas
- Belleza natural y espacios verdes

5. Comunicación sólida y participación de voluntarios

Los feligreses informan que:

- La comunicación es generalmente efectiva.
- La tecnología se utiliza con éxito.
- Existen numerosas oportunidades para la participación en el ministerio.
- Los voluntarios desempeñan un papel fundamental en la vida parroquial.

Principales Desafíos Estratégicos

Si bien la satisfacción general sigue siendo alta, surgieron varios temas consistentemente en todas las fuentes de comentarios.

1. Involucrar a los jóvenes y a las familias jóvenes Esta fue, con mucho, la preocupación identificada con mayor frecuencia.

- **Realidad actual:** La demografía parroquial está fuertemente inclinada hacia los adultos mayores. Los puntajes de participación juvenil estuvieron entre los más bajos en la encuesta. Muchos feligreses expresaron preocupación por la sostenibilidad a largo plazo de la parroquia.
- **Futuro deseado:** Los feligreses imaginan más familias jóvenes en los bancos, programas de ministerio juvenil más fuertes, mayores oportunidades de liderazgo juvenil, ofertas ampliadas de educación religiosa y una vida parroquial intergeneracional.
- **Acciones recomendadas:** Desarrollar una estrategia integral de ministerio juvenil, reclutar y apoyar el liderazgo del ministerio juvenil, crear eventos parroquiales centrados en la familia, ampliar las oportunidades de servicio para adolescentes y aumentar la participación juvenil en la liturgia y los ministerios.

2. Unidad parroquial a través de las culturas Tanto los feligreses de habla inglesa como los de habla hispana identificaron una mayor unidad parroquial como una prioridad máxima.

- **Realidad actual:** Muchos feligreses perciben que la parroquia opera en comunidades paralelas en lugar de como una familia parroquial unificada.
- **Futuro deseado:** Los feligreses expresaron un fuerte deseo de una comunidad parroquial, liderazgo compartido, eventos bilingües, mayor interacción entre grupos culturales y relaciones más fuertes a través de las barreras del idioma.
- **Acciones recomendadas:** Ampliar los eventos sociales y educativos bilingües, crear oportunidades para el liderazgo ministerial compartido, fomentar iniciativas colaborativas en toda la parroquia, desarrollar caminos de liderazgo para los feligreses de habla hispana y promover la apreciación cultural y el entendimiento mutuo.

3. Formación en la fe y crecimiento espiritual Los feligreses expresaron interés en oportunidades adicionales para el crecimiento espiritual de los adultos.

- **Áreas de crecimiento deseadas:** Estudios bíblicos, formación en la fe para adultos, Doctrina Social de la Iglesia, oportunidades de oración y retiros y enriquecimiento espiritual.
- **Acciones recomendadas:** Ampliar la programación de formación en la fe para adultos, desarrollar oportunidades de aprendizaje continuo, aumentar las oportunidades para grupos pequeños de intercambio de fe y proporcionar recursos adicionales de desarrollo espiritual.

4. Coordinación ministerial y desarrollo de voluntarios Si bien los feligreses aprecian la gran variedad de ministerios, muchos creen que las estructuras ministeriales podrían fortalecerse.

- **Temas clave:** Mejor coordinación entre ministerios, caminos más claros para los voluntarios, un desarrollo de liderazgo más fuerte y una mayor colaboración entre grupos.
- **Acciones recomendadas:** Llevar a cabo un proceso de revisión ministerial, identificar ministerios superpuestos, desarrollar programas de capacitación en liderazgo y mejorar el reclutamiento e incorporación de voluntarios.

5. Comunicación y efectividad organizacional Aunque la comunicación obtuvo una calificación alta, los feligreses sugirieron oportunidades de mejora.

- **Acciones recomendadas:** Simplificar las comunicaciones, mejorar la consistencia en los canales de comunicación, continuar expandiendo la participación digital, garantizar que la información sea fácilmente accesible y fortalecer los esfuerzos de comunicación bilingüe.

6. Identidad y visión parroquial El proceso de planificación reveló un fuerte apoyo para preservar la identidad central de Epiphany. Los feligreses describen constantemente a Epiphany como arraigada en los valores del Vaticano II, comprometida con la inclusión y la hospitalidad, dedicada a la justicia social, centrada en el crecimiento espiritual y abierta a diversas perspectivas.

- **Acciones recomendadas:** Profundizar la formación espiritual arraigada en la tradición católica, ampliar las oportunidades de formación en la fe para adultos y estudio de las escrituras, ofrecer programas de formación centrados en la Doctrina Social de la Iglesia, crear grupos pequeños de intercambio de fe y brindar oportunidades tanto para prácticas devocionales tradicionales como para experiencias espirituales contemporáneas.

Conclusión El proceso de planificación revela una parroquia con fortalezas significativas, una misión clara y una comunidad fiel profundamente comprometida con su futuro. Los feligreses afirman abrumadoramente el compromiso de Epiphany con el culto, la hospitalidad, la justicia social y el crecimiento espiritual. Al mismo tiempo, reconocen la necesidad de abordar los desafíos emergentes relacionados con la participación juvenil, la integración cultural, el desarrollo de liderazgo y la sostenibilidad a largo plazo.

El futuro de Epiphany será moldeado no solo por preservar lo que los feligreses más aprecian, sino por responder valientemente a las oportunidades que se avecinan. La visión colectiva expresada a través de este proceso de planificación es clara: una comunidad católica vibrante, acogedora y multicultural que forma discípulos, sirve a los demás, nutre a las generaciones futuras y refleja el Evangelio en todos los aspectos de la vida parroquial.

Long Range Plan Survey 2026 Results (Latino)

Report

Dataset Reference: Spanish Version Long Term Plan 2026 (Responses).xlsx

Responses: 3

Target Audience Analyzed: Latino/Hispanic Parishioners (100% of respondents)

Mass Attendance: Sunday 2:30 PM Mass (100% of respondents)

Age Demographics: 50–64 years old (66.7%), 65–80 years old (33.3%)

Parish Tenure: Ranging from 4 years to 23 years

1. Primary Strategic Core Themes

From the data, two prominent pillars emerged as the highest priorities for this segment of the community:

- **Deep Desire for True Cultural Integration:** Respondents expressed great affection for Epiphany but noted a distinct separation between the Anglo/American and Latino communities. They want to move away from parallel tracking and become “*really one community of different cultures.*”
- **Urgent Focus on Youth and Young Adults:** Across multiple metrics, youth involvement scored the lowest. There is a strong call to action to revamp youth ministry timelines, volunteer opportunities, and overall engagement.

2. Quantitative Insights: Highs and Lows

The survey utilized a 1–5 scale (with 5 being the highest/most positive).

★ Top Performing Areas (Averages: 4.67 – 5.00)

The Latino community views the spiritual leadership, preaching, and physical environment of Epiphany with exceptional reverence.

- **Homilies (\$5.0/5.0\$):** 100% agreement that the homilies successfully connect the Scriptures to real, daily life.
- **Campus Grounds & Worship Space (\$5.0/5.0\$):** Perfect scores for the first impression of the worship space, visual appearance of the campus, and maintenance of the landscape.
- **Spiritual Growth (\$4.67/5.0\$):** Strong consensus that Epiphany actively contributes to personal spiritual growth and maintains a deep atmosphere of reverence during worship.

⚠ Areas of Concern / Low Scores (Averages: 2.00 – 2.50)

These items pinpoint specific structural or programmatic gaps that need attention in the 2026 Long Term Plan:

- **Youth & Young Adult Formation (\$2.00/5.0\$):** Extremely low satisfaction regarding general teen participation and the availability of faith formation programs tailored to young adults.
- **Teen Service Participation (\$2.33/5.0\$):** Respondents feel that adolescents are not being successfully funneled into parish service opportunities.
- **Community & Civic Outreach (\$2.50/5.0\$):** Lower awareness or low efficacy scores regarding outreach to divorced individuals, single parents, individuals with disabilities, and collaboration with non-parochial civic organizations.

3. Qualitative Narrative & Open-Ended Feedback

The written comments can be broken down into three operational categories:

A. Leadership & Communication

- **Sacerdotal Connection:** The community deeply values the faith taught by Pastor Toan, Father Claudio, and Father Manuel. However, there is an explicit request for a *“dedicated, baseline priest committed to the Latino community who can act as a permanent bridge/liaison with the American community.”*
- **Mass Announcements:** A request was made for more explicit information, written materials, and spoken announcements in Spanish right after Mass.
- **Parish Council Representation:** One respondent noted, *“The parish council needs to get to know the Latino community more deeply.”*

B. Faith & Community Programming

- **Family-Centric Growth:** There is an expressed desire for more specialized faith formation workshops/talks focused specifically on family spiritual growth (*“pláticas de crecimiento de la Fe a las familias”*).
- **Technology Gaps:** While the parish utilizes technology well, a commenter pointed out that the parish needs to actively teach and onboard the Hispanic community on how to use the specific digital tools and platforms Epiphany deploys.

C. Youth Ministry Adjustments

- **Logistics:** A key barrier mentioned was the scheduling of youth events (*“El horario de las reuniones de los jóvenes”*), indicating that moving or adjusting meeting times could unlock better volunteerism and attendance among teens.

Responses from Questions asked after Liturgy Latino Parishioner Insights & Long-Term Vision

Source Document: “PLANNING REPORT Spanish Questions.docx”

Data Scope: 93 Responses

Planning Horizon: 2 to 3 Years

Summary

An analysis of 93 parishioner surveys reveals a vibrant, deeply faithful Spanish-speaking community at Epiphany Catholic Church. The congregation highly values its current leadership, Spanish-language ministries, and familial atmosphere. However, to maximize the parish’s potential over the next 2 to 3 years, strategic planning must proactively manage community growth, deepen parish-wide cultural integration, expand youth faith formation, and preserve vital spiritual traditions.

The primary mandate is to transition the parish from cultural co-existence to full integration with the wider Anglo/American congregation, while protecting the liturgical pillars that anchor the community.

1. Parish-Wide Integration and Unity

- **The Vision:** Moving the parish beyond separate, parallel communities to live completely united as brothers and sisters in Christ.
- **Actionable Items:**
 - **Unified Ministries:** Dismantle isolated ministry structures, merging them into unified, collaborative teams where leadership is shared across cultural groups.
 - **Bilingual Community Events:** Establish intentional, parish-wide bilingual gatherings and fellowship hours to build social and spiritual bridges instead of operating in isolation.

2. Clergy Sustainability & Liturgical Excellence

- **The Vision:** Securing the long-term future of the primary liturgical pillars that draw parishioners to Epiphany.
- **Actionable Items:**
 - **Clergy Succession Planning:** Engage in proactive dialogue with the Archdiocese to secure commitments for the permanence of bilingual clergy and explore pathways for additional supporting bilingual priests.
 - **Lay Ministry Cultivation:** Launch formal training programs within the Spanish-speaking community to equip lay leaders to serve as lectors, extraordinary ministers of Holy Communion, and liturgical musicians.

3. Youth Faith Formation & Sacramental Preparation

- **The Vision:** Executing the spiritual safeguarding of children and youth while paving clear paths for active leadership and sacramental milestones.
- **Actionable Items:**
 - **Scale Catechetical Programs:** Dedicate financial and facility space resources to scale up Spanish-language or bilingual religious education classes, ensuring catechists are well-equipped.

- **Youth Ministry Initiative:** Establish a dedicated youth group or leadership council that empowers *los jóvenes* to take ownership of liturgical roles, community service projects, and peer outreach.
- **Sacramental Pathways:** Provide structured tracks over the next one to two years to help individuals step into church service and complete key milestone sacraments like Confirmation and Holy Matrimony.

4. Preservation of Traditions & Community Outreach

- **The Vision:** Standardizing the community’s cultural-spiritual landmarks while expanding the parish’s role as a safe haven and material sanctuary.
- **Actionable Items:**
 - **Institutionalize Traditional Festivities:** Fully integrate traditional community celebrations—such as *Las Posadas* and *Rosarios*—into the master parish liturgical calendar as resource-backed, parish-wide events.
 - **Strengthen Care Infrastructure:** Formalize and expand support programs that distribute resources, provide care notes, and coordinate assistance for local families experiencing personal crisis, financial strain, or grief.
 - **Enhance Communication & Environment:** Maintain robust, multi-channel bilingual communications (print, digital, and pulpit announcements) while keeping the physical facilities clean, secure, and prayerful.

Strategic Trajectory Matrix

Strategic Priority DOCX	Current Reality & Key Insights DOCX	Core Strengths to Leverage DOCX	Recommended Strategic Actions DOCX
1. Parish-Wide Integration & Unity	A profound desire to shift from co-existence to full integration; a shared spiritual vision that “we are all brothers.”	Strong gratitude for Latino ministries; a desire for deeper bilingual fellowship (<i>convivencia</i>).	• Transition separate ministries into collaborative teams with shared leadership. • Design intentional, bilingual parish-wide events and fellowship hours.

Strategic Priority DOCX	Current Reality & Key Insights DOCX	Core Strengths to Leverage DOCX	Recommended Strategic Actions DOCX
2. Clergy Sustainability & Liturgical Excellence	High reliance on high-quality Spanish-language sacramental life; need to keep pace with rapid community growth.	2:30 PM Sunday Mass schedule; excellent preaching (Fr. Claudio/Fr. Emmanuel); vibrant praise music (<i>las alabanzas</i>).	• Work with the Archdiocese to secure long-term bilingual priest commitments. • Invest in training lay lectors, extraordinary ministers, and musicians.
3. Youth Faith Formation & Sacramental Prep	Urgent need to protect the next generation; individual drive to achieve milestones (Confirmation/Matrimony).	High emphasis and collective push for active youth involvement and leadership roles (<i>los jóvenes</i>).	• Allocate financial and space resources to expand bilingual religious education. • Launch a dedicated youth group or youth leadership council.
4. Preservation of Traditions & Outreach	Need to expand church capacity to help families navigating personal loss, crisis, or material hardship.	Value for the church as a safe sanctuary; beautiful, nature-facing prayer windows; high value on proactive communication.	• Fully integrate celebrations (<i>Las Posadas, Rosarios</i>) into the main calendar with church resources. • Formalize care infrastructure (resource distribution, care notes).

Strategic Priority DOCX	Current Reality & Key Insights DOCX	Core Strengths to Leverage DOCX	Recommended Strategic Actions DOCX
			• Maintain multi-channel bilingual communications.