

# Parish Pastoral Plan 2009-2014

## St Francis of Assisi Catholic Church

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### INTRODUCTION

In the fall of 1998, after a year of work and study, the original Pastoral Plan to direct and guide St. Francis of Assisi Catholic parish was created by our Pastoral Council, ministry leadership and Fr. Jim McDougall, pastor of St. Francis parish. For the next five years, this plan was implemented. In 2003 a new Pastoral Plan, written under the direction of the Pastoral Council, ministry leadership and pastor was written.

In 2008, the Pastoral Council found that most of this plan had been accomplished and that it was time to create the next plan for the parish. To better understand the needs of the parish, our council again contracted with the Gallup Organization to do the Spiritual Engagement Survey within the parish community. The results of the survey, a self study by each ministry, other consultations within the parish, and extensive visitations of other successful large parishes and congregations by pastoral council members, staff and ministry members, led to the creation of this new strategic plan.

As was stated in the introduction to the previous plan, all of the listening in the world – all possible planning is in need of God’s blessing and grace if there is to be spiritual and ministerial fruit. So we begin this new segment of our parish journey with heartfelt reliance on God and also praise and

thanks for God's love and care. Once again, our research and planning has led us to the same ingredients for *a plan for church* that we can find in the second chapter of the Acts of the Apostles. God seems to continue to call St. Francis to be a Pentecost-like church under the sway of the Holy Spirit - enlivened by the gifts of the Holy Spirit, characterized by small groups or communities, filled with a spirit of evangelization and a concern for conversion, and alive with a contagious missionary passion that reaches out more and more to those separated or alienated from us, or those unchurched.

## **ST FRANCIS' VISION**

St. Francis of Assisi Parish is a Catholic community committed to *the* mandate of Jesus in John's Gospel: "*Love one another as I have loved you.*" We strive to be a Christ-centered expression of the family of God, nourished by the Holy Spirit.

## **ST FRANCIS' HEART VALUES**

1. Jesus Christ, Companion, Lord and Savior is the life-giving center of this community.
2. The Eucharist is our font of nourishment, where with Jesus, we offer the Father praise and worship.
3. We experience Christ's love and presence within our many groups and ministries.
4. We practice the dictum of St. Francis: "Preach the Gospel always, and when necessary use words."
5. We believe that through our common Baptism each of us is blessed with gifts of the Spirit to be used for the common good and the Glory of God.
6. We embrace the Priesthood of the Faithful that flows from Baptism, training and formation for ministry. All persons are called to be active ministers in the service to all.

## **ST FRANCIS' MISSION To:**

1. Be a community with ministries that impact, challenge and empower people of all ages to serve one another in a spirit of community, stewardship, and outreach:
  1. Evangelize the world around us toward conversion and life in God's reign.
  2. Communicate the Good News of Jesus Christ and our faith community to the world around us.
  3. Feed and nurture each other and the world around us.
  4. Continue to be a *welcoming* community, accepting and inclusive of all people.
  5. Be a church for all ages, races, ethnic backgrounds, social/economic status and family structures with a focus on the formation of children, teens, young adults and families.
  6. Be a community of outreach, ministering to the victims of society's sin and injustice using the resources with which God has blessed us.

2. Be a source of inner healing through Christ, our deepening relationship with God and our faithful presence to each other in times of need.
  3. Practice stewardship of time, treasure and gifts of the Holy Spirit.
  4. Develop the "Domestic Church" (the home) as the basic cell of *the* parish.
  5. Work for social justice as an integral part of *our* community.
  6. Develop Small Groups and basic Christian Communities as model for our parish life.
  7. Strive to be a community of Spirit filled worship.
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## **FOCUS AREA: GOVERNANCE**

**Vision:** Establishing good parish governance is key to the implementation of the mission and heart values of St. Francis of Assisi parish.

1. To this end, in the next three years, the Pastoral Council along with the pastor will review the present parish governance structure and study governance structures of other communities.
  2. If changes in the governance structure are deemed appropriate, the Pastoral Council with the Pastor, Councils and staff will work to implement these changes.
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## **FOCUS AREA: ST. FRANCIS OF ASSISI SCHOOL**

### **Vision Statement**

St. Francis of Assisi Catholic School is a family centered ministry of the St. Francis of Assisi parish Community where each person is valued, respected and nurtured as a unique creation of God.

We challenge our students spiritually, academically and physically to learn, care and lead as they work to discover the plan God intends for them.

As followers of Christ, we strive always to instill in our students the words of St. Francis of Assisi...

"Preach the Gospel always and when necessary use words."

## **TECHNOLOGY AND ASSESSMENT**

### **Goals**

1. Use integrated technology, formative assessment and Professional Learning Communities (PLC) to enhance the learning experience of our students.
2. Employ research based methodology to assess our technology projects. (Rubrics)
3. Increase the school wide use of technology for our students, faculty and staff.
1. Measureables

1. **Demonstrate a 2% increase in Math and English Language Arts from Performance Level 2 (Proficient) to Performance Level 3 (Advanced) on MEAP scores by 2011. Use current (2008-2009) MEAP scores as baseline data. MEAP Tests are currently administered in 3<sup>rd</sup>, 5<sup>th</sup> and 7<sup>th</sup> grades.**
2. **Strategies to Achieve Goals**
  1. **Provide faculty with professional development:**
    1. **Instruction on implementing "Professional Learning Communities".**
    2. **Establish monthly technology meetings to share ideas among peers**
    3. **Establish regular meetings with media specialist to learn new methods and /or software.**
    4. **Arrange school-wide schedule to ensure peer planning time at least once a week for collaboration on student learning. (PLC)**
    5. **Provide additional training on use of the three Interwrite Workspaces in place today. Move the three Interwrite boards so there is one in each wing of the school i.e. Primary, Intermediate and Middle School.**
    6. **Provide training on the Personal Response system.**
  2. **Curriculum – Enhance student’s use of technology:**
    1. **Integrate formative assessment strategies to determine the students who need more instructional assistance or further challenge in content area.**
    2. **Develop a check out system to ensure the Personal Response system is available for all classes. A set should be made available in each wing.**
    3. **Ensure that each teacher includes a technology/assessment goal for the next school year and a report of progress each year to be included in end-of-the-year personal evaluations. Principal will incorporate the lessons developed into the schedule of supervision and/or evaluation. This will include teacher self-analysis of their own technology and assessment goal for student learning.**
    4. **Develop a Scope and Sequence by grade level in Technology applications.**
    5. **Shared Technology Experience – Pair up grade levels so that older students can teach lessons to younger students.**
    6. **End-of-Year Technology Showcase: Students prepare a technology-based project and present the project orally to parents and/or classmates. (5<sup>th</sup> – 8<sup>th</sup>)**
  3. **Regularly communicate on technology & assessment:**
    1. **Technology Committee should meet monthly to write a brief article to be emailed/posted on Edline that focuses on communicating progress to school families, faculty and staff.**

## **Goals**

1. Increase our students' understanding of Spanish-speaking cultures.
  2. Improve the ability of our students to speak Spanish from Preschool through 5<sup>th</sup> grade.
  3. Increase the writing and Spanish grammar skills of our students.
1. **Measureables**
    1. Demonstrate a 20% increase in Spanish Language Test scores (over previous year's scores) for each fifth grade class through 2011. Data will be collected to demonstrate and measure growth.
    2. Using baseline data from the class of 2009, 86% of students qualified (through Placement Exam) to enter Spanish II as a High School Freshman. Increase that percentage of students by 2% a year. Data will be collected each year to demonstrate growth.
  2. **Strategies to Achieve Goals**
    1. Singing and Spanish-music appreciation
    2. Oral recitation of poems and rhymes
    3. Small group instruction: Students work in small groups for collaborative learning. Students are speaking and listening to the Spanish language from peers and teacher.
    4. Questioning strategies: Adjusts questioning strategies to differentiate instruction for native-speaking students.
    5. Cultural exposure: Bring Spanish holidays, traditions, foods and lifestyles to compare/contrast with American culture.
    6. Developed routines and expectations to provide a positive, eager learning environment where students feel comfortable and uninhibited to speak Spanish.
    7. Religious prayers: Integrates Catholic faith through the Spanish curriculum within each session.
    8. Tactile learning and exploration of language development activities: Uses multiple intelligences to meet needs for all learners.
    9. Publishing and showcasing of written materials
    10. Long-term projects: Develop and implement
    11. Collaborate regularly with middle school Spanish teacher to ensure smooth transition between fifth and sixth grade Spanish curricula.

## **MATHEMATICS**

### **Goals**

1. Enhance our students' skills in mathematics

2. Increase the use of tactile learning using math manipulatives for concept building and comprehension.

#### 1. Measureables

1. Demonstrate a 2% increase year over year on MEAP Math scores by 2011. Use current (2008-2009) MEAP scores as baseline data. MEAP administered in 3<sup>rd</sup>, 5<sup>th</sup> and 7<sup>th</sup> grades.
2. Demonstrate a 2% increase year over year on the Iowa Test of Basic Skills in Total Math. The ITBS is administered in 4<sup>th</sup>, 6<sup>th</sup> and 8<sup>th</sup> grade.
3. Data will be collected to demonstrate growth and will be used to drive the areas of focus for the following year.

#### 1. Strategies to Achieve Goals

1. Adopted a new mathematics curriculum, for K-5 *Math Connects*: This program is SMART board ready, four types of Problem Solving Lessons, differentiated practice and a Leveled Reader Database. For 6 – 8 grade *Math Connects: Concepts, Skills and Problem Solving. Course 1, 2, 3*
2. Adopted the *Renaissance Accelerated Math Program*. Accelerated Math monitors the progress of mathematical skills practices. It generates individualized assignments and tests, corrects assignments and tests, and records and reports results for immediate feedback. Along with this we have adopted the *STAR MATH* program that is a database of Math assessments.
3. Communicate with parents the availability of on-line resources that are included with the curriculum adoption.
4. Professional Development will be provided on the use of Renaissance Accelerated Math program on a regular and ongoing basis. This training is a key component of the success of this program.
5. This training will be paid for using Federal Title IIA funds.
6. The Math Chairperson will hold monthly meetings with Math teachers to monitor the implementation of the program and address questions and concerns. This will allow the chairperson to schedule the appropriate training based on the needs of the faculty.

### FACULTY PROFESSIONAL DEVELOPMENT

#### Goals

1. Provide focused Professional Development in these four specific areas for our faculty and staff: Technology, Mathematics, Strategies for working with students with learning disabilities or Talented and Gifted and lastly training in Professional Learning Communities over the next five years.

#### 1. Measureables

1. All Professional Development will be documented to include the following information: Title of PD, Presenter, date, length of time, summary or list of objectives, list of attendees.

2. As funds are available each teacher attends one workshop per year. Principal to keep track so the funds are allocated evenly.

## 2. Strategies to Achieve Goals

1. Provide professional development in the area of PLC (Professional Learning Committees) to provide time for teachers to collaborate on student learning and assessment to ultimately increase performance.
2. Funding for faculty to receive focused professional development on strategies and best practices for students with diverse learning styles and/or learning disabilities (e.g. Dyslexia) will be provided from the 2008 Summer Appeal. These funds may also be used to provide professional development to address the needs of students who have outstanding abilities and extremely high potential.
3. A variety of types of PD will be presented to include webinars, individual graduate level course or workshop.
4. See Mathematics section for a complete description of the PD in this area.
5. See Technology section for a completed description of the PD in this area.

## CURRICULUM UPDATES

### Goals

1. Continue to update curriculum from year to year in order to be informed about the latest *Best Practices* to improve the skills of our students.

### 1. Measureables

1. Curriculum Committee is formed with representatives from every grade level.
2. A Chairperson is selected and the committee spends one year engaged in the process of evaluating a variety of textbooks that adhere to the Diocese of Lansing and State of Michigan Benchmarks.
3. The purchase of the new materials is made the summer following the year of study.

### 2. Strategies to Achieve Goals

1. Continue with schedule of Curriculum Updates on an annual basis, funded through development programs:
  - 2010-11 Spanish
  - 2011-12 Science
  - 2012-13 Social Studies
  - 2013-14 Religion
  - 2014-15 PE and Fine Arts

## SPIRITUAL DEVELOPMENT

### Goals

1. **Improve the spiritual development of our students**
2. **Raise students awareness of their ability to help improve their community through social outreach**
3. **Increase student understanding of the world-wide Catholic Church**
1. **Measureables**
  1. **Number of class based service projects**
  2. **Number of school wide service projects**
  3. **Amount of funds raised or quality of service hours contributed to a specific program.**
  4. **End of Year Survey by faculty reflecting upon the effectiveness of the service.**
  5. **Number of worship activities outside Mass**
  6. **Middle School choir travels to Rome in December 2010**
2. **Strategies to Achieve Goals**
  1. **Continue to require all faculty who teach religion work complete the Catechist Formation certification within the first five years, as required.**
  2. **Select school-wide service and year-long projects that represent local, national and global needs.**
  3. **Ensure that service project activities actively engage students and their families to learn and gain understanding of the targeted need by engaging in a yearlong project.**
  4. **Provide teachers with at least one spiritual retreat per year/or Spiritual Development course to ensure their own ongoing faith development and enhance certification requirements.**
  5. **Provide the opportunity for Middle School Choir students to travel to Rome to participate in the Papal Mass on December 31, 2010**

## **FACILITY IMPROVEMENT**

### **Goals**

1. **Provide a safe, secure and optimal learning environment for our students.**
  1. **Measurables**
    1. **Actual evidence (photographs or tour of facility) of completion of projects**
    2. **Actual decrease in the number of items that are taken or vandalized in classrooms during non-school hours. (We keep a list of what happens so we could actually compare year to year)**
  2. **Strategies to Achieve Goals**



1. Develop and maintain an ongoing wish list of facilities projects to be completed as funding becomes available.
2. Bathroom renovation
3. Painting in primary/middle school wings
4. 6<sup>th</sup> Grade entrance (doors and windows)
5. Desks and Chairs
6. Multimedia Projectors with Interwrite boards with Personal Response Systems in every classroom
7. Window replacement in Art and Music rooms
8. An extensive review of security in the school was completed by the Michigan Catholic Conference. From the report published in May, a list of priority projects will be determined this fall 2009.
9. Continue the SCRIP program from which PTG is dedicating proceeds that add cabinets and additional area storage in classrooms.
10. Explore creative security solutions to address the ongoing theft and vandalism that takes place in the school classrooms after hours.
11. Electronically scan and save prior students records on an external hard drive in a fire-proof safe. The original hard copies will be saved in a different, yet secure, location.
12. Stage lighting, curtains and speakers to enhance the Fine Arts program

## **TUITION AFFORDABILITY**

### **Goals**

1. Ensure that St. Francis is a viable option financially for a broader range of Catholic families within the community.
2. Enhance the affordability of our school's tuition for members of our parish.
  1. Measureables
    1. Number and amount of need based scholarships awarded within the parish
    2. Compare the amount of need with the amount of awarded to provide an average percent of tuition paid by financial assistance.
  2. Strategies to Achieve Goals
    1. Dedicate funds annually from School Appeal, Car Raffle and the ETF Benefit event to need-based scholarships for the following school year.
    2. Maintain scholarship funding of at least \$60,000 per year so that no regular budget funds are used. This will keep yearly increases of tuition to a minimum.

3. Decrease the cost of Kindergarten tuition/Enrichment program in order to make it the same cost of a full time student's tuition. Currently ½ day K tuition is \$3000 plus \$1600 for full day = \$4600, while the tuition for one student in 1<sup>st</sup> through eighth grade (in-parish) is \$4400.

## **ADMINISTRATION**

### **Goals**

1. Address the needs for additional administrative staff within our school.
1. Measureables
  1. Completion of strategies listed below, resulting in hiring of additional administrative staff.
2. Strategies to Achieve Goals
  1. Conduct research to determine what the enrollment requirements are to justify a vice-principal. Research will be conducted using such organizations as Diocese of Lansing, Diocese of Detroit, MANS, NCEA, NAESP, etc.
  2. Create a job description for the vice-principal position.
  3. Explore various funding options to fund additional administrative resources.
  4. Approach various members of our community for ideas and suggestions
  5. Provide a career development/transition opportunity for a teacher who wishes to learn about school administration.
  6. Determine an office space for additional administrative staff person

## **MARKETING AND ENROLLMENT**

### **Goals**

1. Improve our ability to attract and retain students/families within our school.
1. Measureables
  1. Reduction in attrition (students leaving our school other than graduation or home move).
2. Strategies to Achieve Goals
  1. Gather data at the end of each year on the number of families who left St. Francis for reasons other than graduation. Track the reasons why families left.
  2. Collect data on families that came on a tour of the building and the percentage of those who subsequently enrolled.
  3. Track the progress of enrollment weekly, beginning with Open House, to allow comparison with year-to-date enrollment figures.

4. Collect and analyze demographic data on existing families. Establish "family profiles" to better understand what could help improve their St. Francis experience and thereby retain their children as students.
5. Regularly survey families on their perceptions of St. Francis (strengths and weaknesses). Ensure that School Improvement Committee works to address weaknesses and further enhance strengths.
6. Continue marketing program to adjust strategies that address changing economic climate.

## **ACCREDITATION**

### **Goals**

1. Maintain our school's accreditation with the Michigan Non-Public School Accrediting Association.
2. Continue working on our Schools of Distinction application for final review during our Accreditation visit in 2010-2011.
  1. Measureables
    1. Completion of Accreditation Self – Study by the end of September 2010.
    2. Completion of MANS official visit by end of November 2010.
  2. Strategies to Achieve Goals
    1. Faculty, staff and various constituents will collaborate on writing our new Accreditation self-study.
    2. Completion of our Schools of Distinction application, with displays of data for visiting team.
    3. Visit by MANS officials and others to take place in Fall 2010.
    4. Prepare displays of exhibits/evidence to demonstrate the completion of goals set in last Accreditation visit in 2003.

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## **FOCUS AREA: ADMINISTRATION AND OPERATIONS**

### ***Vision Statement:***

To efficiently and conscientiously oversee the maintenance and growth of the financial, physical and human resources of our Parish so that its staff and members may ambitiously carry out the Word and the work of our Lord Jesus Christ.

### ***Goals:***

1. To be forthright in all our business affairs and to demonstrate accountability by the preparation of regular, accurate reports to the Parish

1. **Form an advisory Fiscal Management Sub-Committee, headed by one or two Finance Council members, to review existing Diocesan fiscal guidelines and compare them to existing Parish practices. This sub-committee will be responsible for insuring that each annual financial report was compiled using sound practices including a protocol for the self-auditing of financial statements and for verifying that Parish funds are being properly managed and reported.**
2. **To continue to retire debt in accordance with its existing amortization schedule.**
3. **To accompany each management-prepared financial statement with a statement of the Fiscal Management Sub-Committee chair pertaining to the Parish's level of compliance with sound practices and to the quality of financial management and reporting.**
2. **To manage our physical resources in a manner which allows the activities of the Parish's many ministries and programs to be effectively presented**
  1. **Form an advisory Facilities Sub-Committee, headed by one or two Finance Council members, to work with the Pastor and the Business Manager to study and make recommendations regarding prospective repairs or replacements of facilities, new construction (e.g. a family center), and potential contractors.**
  2. **The Sub-Committee will assist the Business Manager in overseeing all projects to their successful completion.**
3. **To study and develop new recycling and ecological goals**
  1. **Form an advisory Ecology Sub-Committee, headed by one or two Finance Council members, to monitor ever-changing practices and studies pertaining to ecological conscientiousness and safety.**
  2. **The Sub-Committee will work with the Business Manager to develop new programs for the ecological disposal or recycling of by-products (e.g., fluorescent light tubes).**
4. **To manage our human resources in a manner consistent with our Catholic teachings**
  1. **Form an advisory Human Resources Sub-Committee, headed by one or two Finance Council members, to review Diocesan and regional employment guidelines and compare them to St. Francis' employment policies, human resources procedures, and staff composition targets.**
  2. **The Sub-Committee will work with the Business Manager to assess Parish salary and benefit structure, relative to Diocesan and regional compensation programs.**
5. **With the assistance of the Pastoral Council, to identify one or more individuals to oversee the development and documentation of a procedural manual for all basic administrative and operational functions of the Parish.**
  1. **Oversee the creation of job descriptions detailing functional responsibilities of each member of the Parish staff.**
  2. **Develop an in-depth procedural manual for the administration and operations of the Parish which could be used in case of emergency or to assist in training new staff.**

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## **FOCUS AREA: COMMUNICATIONS**

### **Vision Statement**

**Continue to recognize the latest technological developments in communications and evaluate how to combine them with existing communication methods to best reach all demographics within the parish. We will to utilize technology to enhance communication between the church and its members while also encouraging interactions between church members.**

### **Goals:**

- 1. Make the parish's online presence a dynamic community where parishioners are actively engaged with both the parish and other parishioners by**
  - a. Providing connections with other parishioners**
  - b. Creating discussion board topics where all members can post. These can be geared towards certain demographics or**
  - c. Allowing Ministry Leaders to quickly and easily create and post content**
  - d. Allowing sharing of photos & videos from parish events and providing a place for people to RSVP and discuss the event**
  - e. Providing a central framework for and a place for parishioners to find various ministries that are already utilizing social networking**
  - f. Allowing the parish to quickly disseminate information to all.**
  - g. Allowing anyone to post a message to the parish**
- 2. Encourage parishioners prayer life through providing**
  - 1. A section allowing for parishioners to post prayer requests**
  - 2. An opportunity for online small group faith sharing that would meet virtually utilizing social networking rather than on a set schedule**
  - 3. A central location to find links to online prayer resources such as Pray as you Go mp3s**
- 3. Disseminate news from the Catholic Church and provide education by**
  - 0. Maintaining a set of links to various Catholic News Agencies, theology sites, etc.**
  - 1. Publicizing links to particularly noteworthy articles**
  - 2. Periodically providing a link to an article on doctrine, a saint, church history, etc. with some commentary**

### **Measurement:**

**Since this a new arena, we will quarterly review the activity of the various sections and determine if any changes are required.**

## **FOCUS AREA: DEVELOPMENT**

Looking ahead to 2014, St. Francis Catholic School continues to be perceived as the ‘best game in town’ offering high quality education. Enrollment is at target levels, our teachers are recognized for excellence in the classroom, the Parish is vibrant and actively supporting the School. Tuition remains at a level that enables a wide range of families to attend. The Development process for the school is robust with an expanding base and a disciplined annual cadence to Development activities. Participation in Development events and fund raising results are improving year over year. Our cost ratio remains low.

The St. Francis School parent community remains highly dedicated and engaged and is recognized and appreciated as the backbone of our success in Development. We are actively engaging the new School families in our Development process. We have effectively expanded the base and continue to actively communicate with and cultivate 3 key constituents in fund raising for the school:

1. 50+ in parish
2. Past School Families
3. Inclined Grandparents

The Development activities of the School build on past success and are continually renewed with lessons learned and new ideas each year. Both a Major Gift and Planned Giving program are primary elements of Development. There is a strong culture of recognition and appreciation for our rich network of Development volunteers and liaisons.

The Development Director is working in partnership with a strong and active Development Council with a rich network of sub-teams focused on select initiatives. The Director is also working in partnership with the Trustees of the Educational Trust Fund who are actively engaged in growing the endowment towards its goal of \$10 million. The school’s Scholarship Fund for tuition assistance is at target levels to support families in need.

Development at St. Francis is strong and fully in sync with the Parish & School 5-year plans to ensure the long term vibrancy of St. Francis School in Ann Arbor.

**1. Goal: Define & Strengthen the Development Process. Means to Achieve include:**

**1.1 Develop a comprehensive calendar of communication and Development initiatives including Parish & School activities that serve as an effective means of cultivating a relationship between prospective donors and the school.**

**1.1.1 Measure: Each event in calendar delivered as planned.**

**1.2 Enhance the capacity of the Parish Soft database to enable the collection of prospect and donor data, and associated standardized reports, as we expand the base with 3 key constituents: Past School Families, 50+ in parish and inclined Grandparents.**

**1.2.1 Measure: Database is capable of generating standardized reports to assess progress on expanding the base.**

**1.3 Define & implement an overall communication strategy (message & medium) including an enhanced online presence.**

**1.3.1 Measure: Quarterly Mustang Connection Newsletter published; Annual Development Report created.**

**1.4 Refine the responsibilities of the Development Council and ETF Trustees to include active leadership on select initiatives & associated sub-team(s). The Trustees are actively engaged in building the Endowment.**

**1.4.1 Measure: # of individuals actively engaged in select initiatives.**

**1.5 Continue to build on the strong volunteer culture at St. Francis and ensure leaders / volunteers are in place for various development initiatives. Recognize volunteers in meaningful ways.**

**1.5.1 Measure: Each Development event is adequately staffed.**

**1.6 Continue to evolve the role of the Development Liaisons (DL's) to cultivate key relationships as we expand the base and develop both a Major Gift & Planned Giving program.**

**1.6.1 Measure: # & continuity of DL's.**

**1.7 Provide educational and training opportunities for the Development Director as well as the Development Council and key volunteers.**

**1.7.1 Measure: # of educational &/or training events.**

**1.8 Maintain an ongoing partnership with the Principal including monthly planning meetings to ensure the alignment of the Five-Year Plans and associated implementation. Work together to enhance the St. Francis School web site with Development & online giving imbedded throughout the web site.**

**1.8.1 Measure: Meet monthly with Principal, or more, if needed.**

**1.9 Assess the need for additional Development Office staff relative to the goals & objectives and hire as needed (potentially seasonally.)**

**1.9.1 Measure: Staffing aligned with goals.**

**2. Goal: Expand the Base. Means to Achieve include:**

**2.1 A primary Development goal is to 'expand the base' beyond our exceptionally committed school families. The goal is to communicate with, cultivate, and solicit 3 key constituencies beginning with inclusion in the Parish Soft database and an invitation to the Spring Educational Trust Fund Benefit:**

- **50+ in parish**
- **Past School Families (PSF)**
- **Inclined Grandparents**

**2.2 Communicate with key constituents via the Mustang Connection (newsletter) as well as online.**

**2.2.1 Measure: # of Mustang Connection issues mailed to key constituents and online connections made with them.**

**2.3 Cultivate key constituents. In partnership with school staff, identify select school events that the 3 key constituencies can be invited to.**

**2.3.1 Measure: # of events key constituents received an invitation to.**

**2.4 Solicit key constituents.**

**2.4.1 Measure: # of requests for support made to key constituents.**

**2.4.2 There is a rough estimate of about 600-800 families in the parish that are 50+ and/or PSF. The overall goal is continual growth year over year in participation and donations.**

**3. Goal: Deliver the Major Development Events Annually. Following, evaluate their effectiveness and Identify Opportunities for Improvement. Means to Achieve include:**

**3.1 Deliver the Educational Trust Fund Benefit (ETF) in the early Spring with growth in participation, One-of-a-Kind Treasures and net results over time. Initiate & grow Sponsor program. Establish succession plan for event leaders. Establish linkage between ETF and Planned Giving program.**

**3.1.1 Measure: Growth in # of participants and \$ netted year over year. Endowment growth too.**

**3.2 Deliver the Car Raffle in June in a way that maintains good will in the parent community. Plan for potential \$1 million mark in 2010/2011 and recognition of Ken Butman's contributions over the years. Identify leaders/team to keep the event 'fresh & engaging' to ensure ongoing success over time.**

**3.2.1 Measure: \$ netted equal to budget to meet identified school operating needs.**

**3.3 Deliver School Appeal (October to December) and include the expanded base. Define ongoing School Appeal process including personal contact with "Top 100" donors, 'thank-a-thon' and other 'best practices'. Identify and recruit a highly recognized Chairperson to lend leadership to the Appeal. Establish linkage between the School Appeal and the Major Gift program via cultivation of "Top 100" donors. Define a "Major Gift."**

**3.3.1 Measure: \$ netted equal to budget to meet identified school operating needs.**

**3.4 Pursue grants as key opportunities present themselves.**

**3.4.1 Measure: \$ netted included in budgeted "other development income" to help meet school operating needs.**

**4. New Initiatives**

**4.1 Build a Scholarship Fund to keep tuition affordable to a wide range of families. Develop an overall plan which may include an appeal for need-based tuition scholarships in the ETF Benefit.**

**4.2 Build a Major Gifts program with cultivation of "Top 100" donors: define what a Major Gift is, as well as the approach & process steps including: case statements, prospect identification, select cultivation events, potential 'giving circles', etc. The**



Development Director leads with active participation of the Pastor, Principal and select Development Liaisons. 'Rule of the Few' is our guiding principle.

4.2.1 Measure: Prospects identified. # of personal contacts / visits / cultivation events.

4.3 Build a Planned Giving program to enable St. Francis School to be included in Wills, Estates and as Insurance beneficiaries. Develop a "letter of intent" to formally identify individuals who have included St. Francis School.

4.3.1 Measure: Prospects identified. # of "letters of intent" received.

4.4 Long range contingency plan: plan completed with 5-year view and various scenarios defined.

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## **FOCUS AREA: EVANGELIZATION & OUTREACH**

The Church exists to evangelize, and with God's help, the parish and its people are the prime way in which this happens. Thus, we at St. Francis will:

1. More clearly define and communicate what it means to be a member of St. Francis parish

Measurement of success: Do another Gallup Survey

2. Examine our Welcoming Process to:

2.1 Review the "one on one" Neighborhood Coordinator Approach

2.2 Look at the possibility of adding communal aspect to the process (ie. bi-monthly brunches)

2.3 Better connect Giftedness/Discernment/Time/talent process to welcoming process

Measurement of success: Gallup Engagement Survey

3. Establish better ways to help all parishioners use their strengths & talents

3.1 Implement the Gallup Strength Finder – using the "Catholic" approach out of Cleveland

Measurement of success: Gallup Engagement Survey

4. Examine our Web Site

4.1 Examine it to find where it can be more welcoming and inviting

4.2 Put more parish presentations on the web site (ie. Business Breakfast)

4.3 Enhance the weekly livestreaming of the Mass for Shut-ins to become a evangelization tool

Measurement of success: Number of "hits" increases

5. Investigate different opportunities for parishioner socialization

5.1 Inexpensive international dinners

5.2 Game nights

Measurement of success: Response of people

**6. Returning Catholics; see Adult education**

**7. Christian Initiation: see Adult education**

**8. Outreach Programs**

**8.1 Develop ways to encourage existing parishioners of St. Francis to invite others to belong to the church**

**Measurement of success: Response of people**

**8.2 Develop special interest groups (ie. language groups, spiritual groups) that would serve as an outreach to people**

**Measurement of success: Response of people**

**8.3 Continue to develop ways that would help various immigrant groups to create a home at St. Francis.**

**8.3.1 Have gatherings of the various nationalities to:**

**a. invite them to belong**

**b. investigate their spiritual needs**

**8.3.2 Incorporate various devotional practices as interest indicates**

**Measurement of success: Response of people**

**8.4 Develop ways to help the alienated educated groups in to re-connect with the church**

**8.4.1 Develop forums that would discuss and engage topics for this group**

**Measurement of success: Response of people**

**8.5 Advertise some parish programs (ie. Theology on Tap) to the wider community**

**Measurement of success: Response of people**

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## **FOCUS AREA: HIGH SCHOOL YOUTH MINISTRY**

**Our mission is to actively engage high school youth in a comprehensive youth ministry that equips and encourages them to in turn go forth into the community to live and share their faith.**

- 1. Promote engagement and active participation in the youth ministry and the church at large.**
  - 1. Seek and implement ways to show active youth participating in parish life.**
  - 2. Invite and welcome youth to youth and parish events.**
  - 3. Seek and implement ways to engage youths in parish ministries in which they are not yet actively participating.**
- 2. Explore innovative methods and technologies to further connect youth, the ministry, and the church.**
  - 1. Continuously examine and improve use of changing technology, particularly the Internet.**
  - 2. Foster the skills and interests of the youth to develop, maintain, and expand the use of technology in the ministry.**

3. **Develop effective channels of communication between parents, teens, the youth ministry, and volunteers.**
  1. **Explore means to assist parents with issues facing families with teens.**
  2. **Determine how to use technology and face-to-face communication for this assistance.**
  3. **Determine when to use technology and when to use face-to-face communication.**
4. **Ease the transition from 8<sup>th</sup> to 9<sup>th</sup> grade and promote participation in the high school ministry.**
  1. **Create relationships with the 8<sup>th</sup> graders in St. Francis school, religious education program, and middle school youth ministry.**
5. **Promote, maintain, and develop relationships and ministry components that encourage outreach to youth unconnected to the youth ministry.**
  1. **Develop events that are well suited to new, unconnected youth.**
  2. **Create an environment of welcome and openness at all youth ministry events.**
  3. **Encourage peer invitations.**
  4. **Develop means to stay in contact with youth that attend for the first time.**
  5. **Foster a stronger sense of communal identity for the youth coming from a wide number of schools and backgrounds.**
6. **Recruit, train, and mentor youth and adult leaders.**
  1. **Consistently offer opportunities for leadership development.**
  2. **Encourage peer recruitment for leadership.**
  3. **Examine the possibilities, effectiveness, and means of a mentoring program.**
7. **Continue involvement in activities outside the parish such as National Catholic Youth Conference (NCYC), World Youth Day (WYD), Diocesan Youth Leadership Camp (DYLC), Diocesan Jamboree and joint parish ventures such as retreats.**
8. **Evaluate individual programs and the overall effectiveness of the ministry.**
  1. **Establish measurable methods to evaluate the different components of the ministry in a quantifiable and useful way.**
  2. **Establish a schedule of examining the evaluations.**
  3. **Determine methods to take the evaluation results and apply them to the ministry.**

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## **FOCUS AREA: PASTORAL CARE AND SMALL GROUPS**

### ***Vision Statement:***

**Pastoral care and small groups will provide a compassionate presence in imitation of Jesus' care of others, nurturing and empowering the physical, spiritual and emotional gifts of people to serve one another and promote a sense of belonging, community, and stewardship.**

**Goals:**

- 1. Create a parish where all parishioners are encouraged to actively use and develop their strengths in service to one another.**
  - 1. Involve parishioners in identifying their God given gifts and talents and how they are called to use them. This is key to being able to meet the pastoral care needs of our large parish in an economically feasible manner.**
  - 2. Utilize strength finders or some other gifts and talent assessment tool to enable parishioners to identify their God given gifts and talents.**
  - 3. Assist parishioners in identifying ministry opportunities in alignment with these gifts and talents.**
  - 4. Plan and provide ongoing training and support for all volunteers to enhance the development of ministry skills.**
  - 5. Empower members of the community to be pro-active in identifying and meeting the ministry needs of our community.**
- 1. Create a men's group to address the spiritual needs of men within our parish, to support their role in our families and community, and to empower and enrich their spiritual and emotional lives. This is particularly needed to support and affirm men in these difficult economic times.**
  - 1. Identify at least two men with leadership gifts interested in starting a men's group within the first year, and an additional potential leader each year thereafter.**
  - 2. Provide annual effective leadership and group facilitation training to the leaders.**
  - 3. Identify, invite and recruit an increasing number of members each year.**
- 1. Create a women's group to address the spiritual needs of women within our parish, to support their role in our families and community, and to empower and enrich their spiritual and emotional lives. This is particularly needed to support and affirm women in these difficult economic times.**
  - 1. Identify at least two women with leadership gifts interested in starting a woman's group within the first year, and an additional potential leader each year thereafter.**
  - 2. Provide annual effective leadership and group facilitation training to the leaders.**
  - 3. Identify, invite and recruit an increasing number of members each year.**
- 1. Increase the outreach and support to parishioners experiencing particular life changes.**
  - 1. Determine how our ministry to the infirm and homebound can be improved to best minister to this growing population, strengthen their connections with the community and utilize their prayer and spiritual potential for the benefit of the whole community.**

1. Identify a project leader from the parish using the strength finder gifts assessment tool.
  2. Undertake a study of the existing infirm and homebound to determine their needs as well as their gifts and talents.
  3. Create a complete, written study that identifies and addresses the needs of the infirm and homebound.
  4. Implement the written plan based upon the results of the study.
2. Increase the level of outreach and support from the parish to our bereaved and grieving.
    1. Develop resource packet to be mailed to the grieving including parish and local support resources.
    2. Identify and train a leader from the parish to contact the bereaved to determine their support needs and connect them with the necessary supports in the parish.
    3. Identify, train, assign and provide support to more bereavement companions to walk with bereaved one-on-one through their grief.
    4. Accumulate or journal anecdotal evidence (track feedback) that the bereaved are feeling supported by our parish.
  3. Increase the level of outreach and support from the parish to our divorced and separated.
    - 4.3.1 Study ways to increase the early identification of the divorced and separated of our parish.
      2. Identify and train a leader from the parish to contact the divorced and separated to determine their support needs and connect them with the necessary supports in the parish.
      3. Develop a reporting mechanism to insure that timely contact was made.
      4. Identify, train, assign and provide support to more divorced companions to walk with the divorced and separated one-on-one through their time of difficulty.
  1. Assist parishioners in deepening their relationship with God through spiritual direction, thereby becoming more fully the person God created them to be.
    1. Continue to highlight the opportunities available for individual spiritual direction and to educate parishioners on the benefits of direction in the spiritual journeys of our lives, adjusting methods based on response.
    2. Encourage and cultivate parishioners with the necessary gifts to become trained as spiritual directors.
    3. Work with the advisory facilities sub-committee (see Operations and Administration) to study and acquire appropriate space for individual spiritual direction sessions.

5. Enhance our small group ministry to build relationships among parishioners that create a more engaged, empowered and caring community.
  1. Utilize existing small groups organized around various populations or similar interests in our community and build and strengthen relationships among members.
  2. Encourage, empower and provide training for parishioners to initiate new groups based on shared interests.
  3. Provide vibrant, ongoing small group opportunities year-round as a means for building community and periodically eliminate groups that no longer meet people's needs.
  4. Identify, mentor and train future leaders from within small groups to form and lead new small groups.
  5. Provide feedback opportunities at least annually for small group members, with 80% positive feedback received from participants.

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## **FOCUS AREA: RELIGIOUS EDUCATION GRADE PRESCHOOL-8TH**

The mission of the Religious Education program, under the auspices of St. Francis parish, is to aid our parish parents in forming their children in the Catholic Faith and instilling a Catholic identity as a child of God to our parish children and youth. Specifically, the goal of Religious Education is to form our children and youth, so that they may grow secure in the knowledge of God's love, learn to recognize God's love in their lives, and confidently share that love using their own unique God-given talents and gifts. With the help of the Holy Spirit through many faith-filled parents, teachers, and mentors, Religious Education works to impart and teach our Catholic Faith, so that the children grow in knowledge and relationship to Jesus Christ. By so doing, the children are encouraged to reach their fullest potential with a spiritual foundation empowering their lives.

**GOALS** (Measurement of goals is determined by evaluation, involvement, and participant response):

1. Provide for and continue to develop family participation in the Faith development of children.
  - 1.1 Continue to explore, learn, and develop the family Religious Education program.
  - 1.2 Promote and provide opportunities for faith sharing and community among our Religious Education families.
  - 1.3 Continue to offer and develop means of on-line technology that furthers the connection of families and offers information and educational opportunities for parents and children.
2. Promote continuing education and faith enrichment opportunities for our Religious Education teachers (catechists).
  - 2.1 Offer best teaching practices and classes on the knowledge of the Faith.
  - 2.2 Explore and consider promoting online programs for catechists and Religion teachers, such as the Fordham Jesuit University of New York online series.
  - 2.3 Offer opportunities for catechists to come together for support of one another, for idea exchange, and for the building of relationships.

3. Provide for the faith development of the middle school youth
    - 3.1 Promote, develop and offer opportunities for the middle school youth to work and volunteer with mature faith-filled adults as models of discipleship.
    - 3.2 Develop an engaging middle school youth group.
    - 3.3 Explore best teaching practices for the middle school youth which engages and interactively promotes Christian living.
  4. Provide for engaging worship opportunities for children and youth
    - 4.1 Explore the development of an interactive style of presenting the Word during the Children's Liturgy of the Word during Mass.
    - 4.2 Explore other means of liturgy involvement, such as ushering and participation in music for the older child.
    - 4.3 Explore the offering of increased prayer and faith opportunities, such as youth camps, family retreats, and special seasonal events.
  5. Encourage the active involvement of families from different cultures.
    - 5.1 Develop opportunities for connections with others from similar cultures.
      - 5.2 Continue to promote and develop events that highlight our appreciation for differing cultural backgrounds.
      - 5.3 Develop opportunities for the inclusion of differing devotional experiences of different cultures within Religious Education events.
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## **FOCUS AREA: SOCIAL MINISTRY**

### **Vision Statement**

The Social Ministry group will respond creatively to the mandate of Jesus in John's Gospel: "Love one another as I have loved you" by bringing the truth of Catholic Social Teaching to the community at large.

### **Goals**

1. Define and communicate our Catholic Social Teaching to the people of St. Francis.
  - 1.1 The 22 groups within the Social Ministry<sup>[1]</sup> will review how their ministry effort addresses the Major themes from Catholic Social Teaching.
    - 1.1.1 Each group will identify the major Catholic Social Teaching theme(s) which their ministry effort addresses in the next six months.
    - 1.1.2 Each group will assess their annual goals in this context and create their own five year plan & vision using this data (including means and metrics).
  - 1.2 Increase the parish focus on social justice issues.
    - 1.2.1 To educate parishioners on how we are implementing these teachings, three groups will provide written summaries by the end of the

- year for the Forum and/or the Canticle Newsletter to encourage parishioners' participation in ongoing programs, to solicit input for further development of programs, and/or to stimulate thought regarding application of these themes into parishioners' personal lives. (Due by the end of the year following publication of the strategic plan.)
2. Recognizing that one of the deepest forms of poverty a person can experience is isolation (Benedict XVI, Encyclical Letter, *Caritas in Veritate*, June 29, 2009, 53) the Social Ministry groups will reach out in collaboration and compassion to the community.
- 2.1 Encourage engagement of and seek collaborations with School Service Committee, Youth Ministry, families and specific (groups of) parishioners to support ongoing programs.
- 2.1.1 Each of the groups will have sought at least one new collaboration from within the parish community by the first year following publication of the strategic plan.
- 2.2 Each group will encourage participation of 'prayer partners' (such as: senior citizens, home bound, students, and others) in their priority areas.
- 2.2.1 Creatively explore how to make initial contact individuals to explain current goals, and ask for commitment to pray and/or offer sufferings, sacrifices, to support the ongoing ministry of the group. (within six months)
- 2.2.2 Stipulate the manner and frequency of follow-up contact which will be made with the person to let them know what progress is being made, what challenges are faced (frequency: perhaps once each month or every other week).
- 2.2.3 The results of this consideration (i.e., whether it is feasible for a specific group or not) will be reported to the Director of Social Ministry within six months of the publication of the strategic plan. (This is an optional program for ministry groups.)
- 2.2.4 Those groups who do engage parishioners in this aspect of ministry will assess annually and report, over the next five years to the Director of Social Ministry the 'fruits' of this endeavor.
3. Provide support for and identify new avenues of outreach to parishioners and to the larger community.
- 3.1 Employ state of the art technology in developing and maintaining these outreach efforts.
- 3.1.1 Director of Social Ministry will work in collaboration with the Parish Pastoral Council's Focus Group on Communications to use the tools and assist ministry participants in applying the state of the art technology. Director of Social Ministry will set standards to streamline the web pages for these groups by July 2010, taking into consideration new applications like Face Book, Twitter, etc...
- 3.2 Ensure that parishioners are personally aware of resources (Stephen Ministry, Health Care Ministry, Elizabeth Ministry, Career Network, Crisis Support, Seniors' Group) available within the St. Francis community and feel welcome to avail



themselves of these services.

**3.2.1 Groups providing care and support for parishioners should explore how to connect more personally with those in need and report quarterly to Director of Social Ministry their suggestions for how this is to be done.**

**3.3 Ensure that parishioners know that their participation in each of the group ministries is both needed and welcome.**

**3.3.1 Social Ministry Groups should report semiannually to Director of Social Ministry their efforts to show both appreciation for parishioner participation and to invite additional parishioners to participate in their various ministries. The report should include the number of and names of people already participating --- and new people --- invited, contacted personally to join and/or pray for the ministry effort. (This number will vary naturally by the group.)**

**3.4 Continue our collaborations within the community which comply with Matthew 25 (works of mercy) and demonstrate our belief that each person is the clearest reflection of God among us.**

**3.4.1 For the present, the Social Ministry groups will continue ongoing outreach efforts which include**

- providing food (Sustainable Garden Project, food drives, Community Kitchen, serving supper),
- efforts for shelter (Rebuilding Together, Habitat house, Homeless Shelter, Alpha House, Religious Action for Affordable Housing, Michigan Prisoner ReEntry Initiative,)
- support of single parents (partnership with Perry Nursery School) and migrant workers (personal care items, Holy Family Ministry Camp)
- efforts to support families in need (Domestic Violence project: Safe House; Christmas giving programs, Adopt-a-Family;
- support for AIV/AIDS patients
- mission trips to Detroit, New Orleans, Honduras and India

**3.4.2 Over the next two years, each ministry group will consider their ongoing projects and potential new projects in light of parish and community priorities and make decisions/recommendations as needed to accommodate current needs. Submit these in writing to Director of Social Ministry.**

**[1]Social Ministry Groups include: Career Network; Parish Sustainable Garden Project; Community Kitchen in the PAC; Food Gatherers' Community Kitchen; Peace and Justice Committee; St. Vincent/Christian Service Committee; Stephen Ministry; Pro-Life Committee; Detroit Sister Parish; New Orleans Sister Parish; Habitat Build; Rebuilding Together; Food Drives; Home bound; Migrant**

## **FOCUS AREA: STEWARDSHIP**

We shall be guided by the Gospel message of Stewardship which is caring and tending for our parish, for God's creation, and for others, as a way of life. To help foster this life-value, we shall:

**1. Goal: Plan and undertake parish stewardship efforts, which shall be coordinated by a Director of Stewardship, with the assistance of an active Stewardship Committee.**

**1.1 Measure: The Stewardship Committee, which is adequately represented by members of the St. Francis Parish community, will meet consistently throughout the year to provide leadership to the Stewardship initiative.**

**2. Goal: Continue to strengthen the message of "Stewardship as a Way of Life" by helping parishioners to understand that sharing God's gifts leads to a more meaningful and happy life.**

**2.1 Measure: The Stewardship Committee will seek feedback from the Pastor and Parish staff regarding parishioner participation and support, as well as their involvement and support in community charities. Year by year, the committee will evaluate progress.**

**3. Goal: Increase communication efforts concerning "Stewardship as a Way of Life."**

**3.1 During Mass: Parish Annual Report (video clips in church and written materials available on the website or to hand out.)**

**3.2 In the Forum: Monthly Stewardship articles featuring various ministry opportunities and also individuals who exemplify the stewardship values.**

**3.3 On the Website.**

**3.4 As a Stewardship Committee, continue to become better educated ourselves, by obtaining and studying available stewardship and communication materials and learning what other successful parishes and organizations are doing.**

**4. Goal: Strengthen engagement by parishioners in a variety of parish activities and ministries.**

**4.1 Increase collaboration and support of other parish staff members and ministries so that we may continue to work together to provide a wide variety of ways in which parishioners may contribute their time and talents.**

**4.2 Help parishioners discern their strengths and gifts through the Time & Talent brochure and through prayer to the Holy Spirit for wisdom and guidance in seeking the best ways to share their gifts in gratitude to God.**

**4.3 Support or host a regular welcome event for new parishioners.**

**5. Goal: Increase recognition of those who live out the stewardship way of life.**

**5.1 Designate one weekend a month as Stewardship Sunday, recognize and bless the people who work in a particular ministry, i.e., seasonal projects, such as teachers in June, Vacation Bible School in July, etc.**

**5.2 Provide print recognition of people who serve the parish, including listing names in the Forum or some other regular forms of print recognition.**

5.3 Send thank you notes from the Stewardship Committee to those who do extraordinary work in sharing their time, talents or treasure.

5.4 Encourage the leaders of various ministries to recognize fellow participants with personal notes or recognition in the Forum.

6. Goal: Continue to offer parishioners efficient and convenient ways to contribute to the financial well-being of the Parish.

6.1 Provide an opportunity for on-line giving, in addition to electronic funds transfer and weekly envelopes.

6.2 Print direct debit form in Forum (weekly or monthly).

6.3 Mail direct debit form with contributions statements.

6.4 Include parish financial reports in Forum monthly.

7. Goal: Investigate ways to improve our data base of parishioners, to more easily identify those with usable skills, and better match them to Parish needs.

7.1 Encourage new members to fill out registration forms to support the collection of complete information, including skills and interests.

7.2 Continue to integrate electronic methods in the collection of information about parishioners.

8. Goal: Continue to find innovative ideas for the fall kick-off of our Stewardship campaign, while we also develop ways to keep the message of "Stewardship as a way of life" before our parishioners throughout the year.

8.1 Utilize some of the communication ideas listed above.

8.2 Create a half-page Stewardship section in the Forum including the weekly offering information and a once a month article on the Ministry of the Month.

8.3 Establish a "Covenant Blessing" in which parishioners record their gift of treasure to the parish for the upcoming year on a covenant form. These will be collected during Mass and will remain private. Then, during the same Mass, they'll be blessed and burned outside as an offering to God in gratitude for His many gifts to each of us.

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## **FOCUS AREA: WORSHIP**

### **Vision Statement**

The Worship Department's Guiding Principle is a dedication to worship practices and prayers that inspire each St. Francis Parishioner in his/her sacred quest to be with God and integrate "The Word" into every aspect of his/her life in order to bring forth the Kingdom here on earth. Good celebration is essential to our growing faith in Christ's Paschal mystery. Good celebration requires the "full, conscious, and active participation" of the assembly. The need for a fully active and celebrating assembly in worship is so important that the Constitution on the Sacred Liturgy said it is the "aim to be considered before all else" (SC#14).

### **Goals**

1. The music program will work to encourage the full participation of the assembly by:
  1. Teaching new music to the congregation before Mass in a consistently careful and clear manner when a new hymn or song is introduced into the repertoire.

2. **All cantors, musicians, and ensembles as a whole providing music that is in an appropriate dynamic range so as to properly lead and inspire the assembly to sing.**
  3. **All cantors singing with clear diction to effectively communicate the text and lead the congregation.**
  4. **Accompanists being sensitive to the hymn and song texts by use of dynamic variation, timbral variation such as varied organ registration, and creative and appropriate accompaniments that inspire and enhance the meaning of the text.**
2. **Bring the music ministry together as a whole by:**
1. **Having different ensembles participate in music ministry at Mass together.**
  2. **Have the handbells ring at Saturday 5pm and Sunday 5pm Mass periodically throughout the year.**
  3. **Have the Junior Choirs join the Parish Choir at 10:30 Mass sometime during the school year in addition to during Catholic Schools Week.**
  4. **Invite musicians from the difference ensemble and groups to come together during the summer to minister at Mass periodically.**
    1. **Promoting social activity outside of the Liturgy by all music ministers.**
    2. **Promote attendance for monthly Sunday morning brunch through use of ministry wide email reminders, announcements, and advertising.**
    3. **Promote attendance for twice per year music ministry social activities through use of ministry wide email reminders, announcements, and advertising.**
    4. **Create end of the year event designed and scheduled for all members of the music ministry.**
3. **Train and maintain the skills of our music ministers by:**
1. **Holding workshop/reflection events one to two times per year to reflect and refresh what it means to be a music minister, how and why we are called to the ministry, and to develop skills and improve methods.**
  2. **Bring in a professional conductor or vocalist to work with ensembles or cantors once or twice per year to supplement the current instruction and provide fresh perspective.**
4. **Worship Committee (WC) – Continue to inspire the worship and prayer of the St. Francis of Assisi Parish Community.**
1. **Continue successful programs for recruiting liturgical ministers, funeral ministers, and collaboration with Youth Ministry**
    1. **Increase awareness of importance of evangelization in recruiting for various ministries**
  2. **Utilize feedback mechanisms to assess and improve the worship and prayer at St. Francis Parish.**

1. **"View from the Pew" - conduct random sampling of interviews/questionnaires at each Mass to see what improvements can be made**
2. **Invite at least one individual parishioner or group to share perspectives at each WC meeting**
3. **Strengthen coordination & collaboration with other St. Francis ministries by assigning a WC member to serve as liaison to each ministry and provide summary of their activities for the upcoming month which involve worship at each WC meeting**
4. **At each WC meeting:**
  1. **Review/evaluate the liturgies which have occurred since the previous meeting.**
  2. **Review the upcoming liturgies**
5. **Using technology to improve the quality of our worship. Possible strategies/measures:**
  1. **Collaborate with St. Francis "Technology Team" to generate a detailed five year plan to best utilize available media in our worship experience and maintain personal interactions**
    1. **Develop and maintain a worship committee website to enable parishioners to link to and be better able learn about and participate in ministries related to worship and ongoing formation. Enlist feedback from different age groups for design and ease of use.**
    2. **Provide option of webcast, podcast and live-stream technology for various catechesis and formation activities e.g. Theology on Tap, Discipleship so that the homebound or those unable to physically be at the event can participate in parish life**
    3. **Increase the size of screens in church to use verbiage in worship, rather than just video**
    4. **Upgrade video capabilities**
    5. **Use TV monitors to post liturgical arts, play choir's recorded music, and articulate the theme of Mass/season**
    6. **Use video system to increase participation (and "buzz") among attendees prior to mass by posting a "Question of the Day".**
6. **Continue to use Art and Design to create the optimum environment for worship**
  1. **Revamp banners and recycle current décor into gathering space where appropriate**
  2. **Bring liturgical season into gathering space and church**
  3. **Add gospel/inspirational calls to service and discipleship above exits**
  4. **Explore options to help liturgical ministers move more safely to and from altar**

1. **Add handrail on right side of altar**
2. **Increase number of stairs in the sanctuary**
7. **Continue to provide activities which foster individual spiritual development**
  1. **Continue Taize prayer in Advent and Lent**
    1. **Invite other area churches to participate – ecumenical service**
  2. **Implement the following events – continue if accepted by parish:**
    1. **Liturgy of the Hours**
    2. **Transitus**
    3. **Masses of Intention**
  3. **Connect current events to Stations of the Cross**
  4. **Expand the use of seasonal books (Little Black Book, Little Blue Book, etc)**
  5. **Collaborate with other ministries to increase parishioner comfort zones for small faith-sharing groups by offering meeting times after various Masses and be open to new members**
8. **Hospitality – continue efforts to create a welcoming atmosphere**
  1. **Once per month, ask a different ministry to bring up a symbol of their group's "gifts" during the Offertory at each Mass with a feature of that group in that week's bulletin**
  2. **Implement use of nametags for various ministries and events: ushers, liturgical ministers, and for parishioners at certain events, e.g. PAC gatherings**
    1. **Start with nametags for ushers first**
  3. **Expand Greeter ministry**
    1. **Invite current greeters to all training sessions**
    2. **Develop a script for greeters**
    3. **Train EMs, Lectors, Altar Servers in basics of greeting at the beginning of Mass and adjust responsibilities of these roles to reflect expectation that greeting is a part of their ministry.**
    4. **Train EMs not to block back entrance outside Bride's Room**
    5. **Once established, expand the Greeter Ministry by actively recruiting individuals, couples and families.**
    6. **Explore option of having greeters ask for a limited number of special intentions to be incorporated into the Prayers of the Faithful or offertory.**
  4. **Generate a Ministry of the Smile campaign to promote Charity (the love of other human beings) and reflect the joy of being Catholic.**

5. **Expand use of Prayer Wall Cards**
  1. **Add check box for approval to include this intention in community prayer at Mass**
  2. **Take two intentions off prayer wall to read at each Mass**
    1. **After reading these intentions, add the phrase: "for these and the other prayers on the prayer wall"**
  3. **Print cards on colored paper for the pews. Encourage parishioners to put special intentions on prayer cards & put in collection. Bring up these intentions and those generated by liturgical ministers during the pre-Mass greeting at the Offertory**
6. **Utilize ice breakers where appropriate so people feel more a part of our community**
9. **Formation and Catechesis of assembly**
  1. **Conduct periodic Teaching Masses and church tours open to parish**
  2. **Explore various vehicles for catechesis: Common Conference, presentations, Mass Introduction & Welcome, Webex/podcasts, bulletin articles**
    1. **Possible topics**
    2. **History of Catholicism – "Smells and Bells"**
    3. **Discussion of books referenced in Catholics Returning Home program**
      1. **use RCIA/Catholics Returning Home topics for ideas**
  3. **Did You Know?" feature in bulletin or on TV monitors**
  4. **Have "Calendar Facts" in bulletin relating to the liturgical year**
  5. **Explore copyright permission needed to use excerpts from Handbook for Today's Catholic in the bulletin in "serial novel" format**
  6. **I spy activity – where is "X" in the church?**
10. **Inclusion of diverse people**
  1. **Pentecost – glossilalia, rather than individual readers**
  2. **Increasing involvement of youth in worship**
    1. **Find out what makes the Youth Methodist Fellowship so successful**
    2. **Interview Youth Day and retreat attendees for ideas for improving worship**
    3. **Collaborate w/ Youth and Religious Education to broaden participation in our worship**
  3. **Broaden the representation on the WC to include each age group**

## **FOCUS AREA: YOUNG ADULT MINISTRY**

**Our mission is four-fold. We will actively participate in the community – as disciples of Christ to share, challenge, and develop spiritually, as servants to minister to and be enriched by serving those in need, as friends to mature and flourish socially, as young adult professionals to inspire each other and grow intellectually.**

1. Continue to consistently offer Theology on Tap while looking for ways to improve.
  1. Seek out topics and speakers that appeal to the young adult demographic.
  2. Explore means to invite those not active in the young adult ministry through personal invitation, innovative uses of technology, and other forms.
2. Pursue outreach as a significant part of the young adult ministry.
  1. Focus on the younger portion of the age range (20-30).
  2. Create methods to reach out to the young adults present at Mass and events but not engaged in the ministry or registered in the parish.
3. Increase the engagement of young adults active in the ministry while we reach out to new individuals.
  1. Examine and implement methods to bring those young adults participating in social events to the other events (catechetical, service, etc.) sponsored by the ministry.
  2. Encourage the relationships between members through social events and service projects.
  3. Utilize social events to strengthen the Christian community of young adults.
4. Develop small group opportunities outside the regular schedule of weekly events.
  1. Determine seasonal or stand alone events that are offered on nights other than the weekly meeting.
  2. Find or develop small group materials that are well suited for young adults.
  3. Promote faith sharing among members.
  4. Offer opportunities for young adults to go deeper into topics of interest that may be too specialized or complex for the weekly meeting.
5. Examine, improve, and implement use of technology to support the ministry and give non-traditional ways to engage in faith community.
  1. Utilize the web to form virtual communities and discussions for those unable to attend scheduled events.



2. Constantly improve methods of communication between the leadership, staff, and group through technology.
  3. Determine ways and efficacy of using the web to supplement routine events and special events.
  6. Continue and improve upon our service and social justice programming.
    1. Ensure service remains a crucial and integrated part of our regular programming.
    2. Explore options for service trips.
    3. Expand local service opportunities.
  7. Develop strong peer leadership on a constant basis.
    1. Form leaders through parish opportunities and trainings offered elsewhere such as the diocese.
    2. Examine the leadership structure and seek the most effective and engaging form of peer leadership.
    3. Seek to match individuals' interests and skills with leadership roles.
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## **FOCUS AREA: ADULT FAITH FORMATION**

### **Vision Statement**

The Adult Faith Formation Committee at St. Francis of Assisi Parish exists to make lifelong learning about and practical living of our Roman Catholic faith an intentional planned reality in the Parish.

Formed by the Word of God, strengthened by the Eucharist and inspired by the Holy Spirit, adult parishioners of St. Francis, regardless of age, are invited, encouraged and challenged to continue developing their faith knowledge and spirituality to bring them into a closer relationship with God.

Our ministry serves to empower each parishioner with a better understanding of Gospel values, allowing them to share their faith experience with others.

Working in partnership with other parish groups, the Adult Faith Formation Committee accepts and respects each parishioner's unique faith journey by offering a diversity of programs and resources within an atmosphere of welcome.

### **GOALS**

1. Write and administer survey: *"How may we serve you?"* to guide the committee in future program planning
  1. Committee will write
  2. Administration will be via hardcopy and online
  3. Measurement of success will be:

1. Complete survey; use data in planning
1. Develop annual written formation/catechetical plan that encompasses four main aspects of adult formation: education, Christian living, spirituality, and discipleship
  1. Committee will discuss and write full year plan at spring meeting – plan will not preclude the possibility of one-offs at various times of the year
  2. Incorporate topics or programs desired from survey into plan
  3. Measurement of success will be:
    1. Attendance, evaluations
1. Expand use of various modes of technology: advertise, communicate, provide content for different programs
  1. Create/maintain an Adult Faith Formation page on the St. Francis website
  2. Tape or film appropriate Adult Faith Formation activities to allow those who may be unable to attend the opportunity to participate
  3. Investigate the use of web 2.0 technologies (such as blogs, RSS feeds, Facebook, etc.) to provide adults with an opportunity to share their "God-moments" with other interested parishioners
  4. Develop an opt-in email group to communicate either educational content or advertising of faith formation events with adults of parish
  5. Measurement of success will be:
    1. Counter on webpage
    2. Upload audio/video of events to webpage
    3. Number of people who interact on blog
    4. Number of people who opt-in for email
1. Increase awareness of the Parish Library and other information resources.
  1. Continue advertising new or thematic materials
  2. Employ available technology to offer access to other resources on the web
  3. Explore publishing short book reviews by parishioners
  4. Measurement of success will be:
    1. Quarterly book reviews
    2. Increased patronage
1. Collaborate with various departments within the parish to better engage more of the adult parishioners

1. **With School –**
  1. **Advertise upcoming events using communication vehicles already in place**
  2. **Wisdom Bytes or Catechetical Moments – brief "did you know...?" bursts of information**
  
1. **With Liturgy –**
  1. **Plan/get input for several mini retreats/mornings of reflection throughout the year**
  2. **Teaching Mass for whole parish**
  
1. **With Religious Education – Explore possibility of opening up adult portion of Family Rel. Ed to other adults of the parish**
  
2. **With Social Ministry –**
  1. **Investigate and provide more opportunities for events that dovetail formation with action**
  2. **Work service opportunities into regularly scheduled RCIA sessions**
  
1. **With Young Adult Group –**
  1. **Focus on communication to engage them by advertising upcoming events**
  2. **Wisdom Bytes or Catechetical Moments (see a. above)**
  
1. **Measurement of success will be:**
  1. **Change in the typical demographic of the attendees of various Adult Faith Formation programs**