

ST. MONICA PARISH LONG-RANGE ADVANCEMENT

PLANNING DOCUMENT

Planning Area A: Evangelization

The purpose of the Evangelization Planning area is to create a plan to enable parishioners to live the word of God with that will seek to start with the word of God, encourage parishioners to live out their Catholic faith enthusiastically and share it in such a manner that it draws people to Catholicism as well as to St. Monica.

Challenges:

A-1 How do we teach/prepare Catholics to share our faith (evangelize)?

Strategic Solutions:

- Workshops on techniques (apologetics)
- Provide age appropriate materials
- Educate weekly
 - Catholicism Trivia Blurbs
 - Myths and misconceptions – church fundamentals/foundations
 - Bulletin
 - Website
- Continuous education such as:
 - Bulletin articles
 - Outside speakers
 - Workshops
 - Calendar of events
 - Catechesis from pulpit
 - Catholic trivia blurbs
 - Lighthouse publication
 - Guest homilist to evangelize
 - Website links
 - Handouts on-site, Parlon resources
- Pulpit challenges – simple “homework” this week
- Form Evangelization Team by Spring 2011 that will oversee and implement evangelization strategies.
- Improve website to focus on evangelization, links.
- Coordinate efforts with other neighboring parishes.

Convocation Strategic Solutions:

- At work bring up our Catholic faith; be willing and open to share; not be ashamed
- Conduct series on parts of Mass.
- Educational classes to learn more about faith.
- Catholic lighthouse mission CD's
- Six step evangelization similar to Protestant evangelization
- Promote Cursillo
- Outing with people who are comfortable in talking about faith/evangelizing and teach others who are not.
- Communicate the opportunities that are available in parish (bible study, etc.).
- Use website, email blast, etc.
- Enable members to provide opportunity to provide witness – 5 minutes at end of Mass.
- Having evangelization workshops.
- Bible study
- Teach (practice) action rather than words.
- Leverage CHRP and RCIA
- Do we have an evangelist team that outreaches and work with other ecumenical evangelization groups?
- Plug into a diocesan program.
- Cursillo movement – encourage more involvement
- Bring in speakers
- Have consistent online resources
- Create a library of resources
- More adult catechism programming
- Start a great bible adventure series
- Promote more in the parish
- Consoling the Heart of Jesus
- Teach Catholics about their faith. Apologetics course or other educational venture.
- Catholic adult fellowship model within parish, similar to small church format, follow magisterium.
- Eucharist should be the source and summit of all ministries.
- Children do not know our faith.
- Solutions teach more about prayer and Eucharist
- Weekly meeting based on catechism.
- Promote Catholic radio, it is a good educational tool and is free.
- Prayer after communion

- Make parish more family friendly. Young families don't feel welcome.
- Cry room is inadequate.
- Ask servers and parishioners to show more respect for Eucharist in dress and behavior.
- Start a "new evangelist" group.
- Presentation of ministries after each Mass.
- Go back to having tables at windows for signing up
- "Gather at the Gazebo"
- The priest should use 3-5 minutes to evangelize at the end of Mass and discuss any topic related.
- Understand our many cultures.
- Offer more workshops to teach the people.

A-2 How do we promote our faith and the St. Monica Community to non-parishioners and non-Catholics?

Strategic Solutions:

- Deliver from the pulpit challenge to parishioners to invite parishioners to live their faith 24/7 and extended personal invitations to non-catholic friends and families.
- Plan social/hospitality events to invite non-parishioners such as multicultural event.
- Outreach fliers/announcements explaining opportunities for RCIA, etc. (Bulletin advertisers)
- Survey other parishes for evangelization materials/programs, etc. that would be appropriate at St. Monica.
- Create multi-cultural fair to promote community and opportunity to invite non-parishioners to St. Monica.
- Offer Lenten Advent series to invite people to hear an enthusiastic lesson followed by a social hour and group discussion.
- Develop a special welcome/come back targeting the holidays of Easter and Christmas.
 - Card for pew, etc.
 - Pulpit

Convocation Strategic Solutions:

- Outside
 - Easter Candle
 - Good Friday stations
- Use sign's to promote our stuff/events.
- Develop an exhibit/brochures to showcase what's going on in our parish.
- Creed is our faith – some people don't know it.
- Direct mail invitation – special meet and greet night

- Invite the youth who live in the neighborhood to play games/sports.
- Do more in the immediate neighborhood.
- Festivals, invite neighbors, promote subtle evangelization
- Hold garage sale in church parking lot for parishioners and neighbors.
- Sign-up cards in pews for visitors and then follow-up with them.
- Stop calling it new parishioner orientation and just parishioner orientation.
- Hire a volunteer coordinator (paid position).
- Volunteer list non-specific/general call person for need, not pre-assigned.
- Have greeters (not the ushers) to greet/interact with parishioners.
- Hire a professional communicator.
- Invite other churches in the area to meet with STM.
- Develop social activities for churches within the geographical area.
- Network with other churches.
- Use school as an alternative to others and more expensive private schools.
- Coat of many Colors is a way for community outreach.
- Pass clipboards around, have speakers at end of Mass, then get volunteers to sign up after/while speaker talks.
- Pencils and post cards in pews, can write/contact parish leadership for more information – invite dialogue and participation.
- Place ads in the newspaper.
- Provide information to area motels and hotels guests.
- Capitalize on website
- Facebook
- Twitter
- Outreach groups for community activities:
 - Visit nursing homes
 - Soup kitchens
 - House painting
- Parish festival draws members from the neighborhood and attracts people to the campus.
- Don't forget the elderly as a group that needs ministry.
- Get outstanding speakers on various subjects to speak to our parishioners.
- Youth interested with other youth in city
- Go to different houses to share the Word of God to evangelize.

A-3 How do we get more parishioners to be actively involved in the parish?

Strategic Solutions:

- Help parishioners know what's available -- how they can serve -- resurrect ministry fair

- Improve communications about opportunities via pastoral support/announcements and lay announcements.
- Resurrect ministry fair for September 2011.
- Identify and update parishioner's lists.
- Prior to opening song: invite congregation to introduce themselves to neighbors in the pews.

Convocation Strategic Solutions:

- Place term limits on "life-long" members in leadership (committees).
- Get new leaders involved.
- Parish "Call Center"
- Select volunteer coordinators
- Always offer evening babysitting (for all on-campus meetings)
- Let parishioners know what's going on every meeting
- Profile ministries in bulletin and website.
- Post "door information items" on website (know in advance)
- Mount a phone campaign – just ask people
- People waiting to be invited
- Call people.
- Overhaul the parish bulletin (delete president information).
- If people are not using envelopes – send bulletins quarterly
- Ushers/Eucharistic ministers should wear nametags.
- Ambassadors who are clearly visible (perhaps a particular shirt) who stand in the narthex between Mass to answer questions.
- Text messages to youth and young adults
- Re-energize the Small Church Community invitations.
- Emphasize CRHP
- Have Father call random parishioners/who are not involved and have him invite them to get involved.
- Have core group who can help direct people who want to get involved. People want to get involved but not sure what commitment is, then have core group.
- Core group to do "visits" to home of parishioners.
- Have ministry give invitations at end of Mass (i.e. as part of announcements).
- Personally ask more people to do things.
- Assign a family that has been around to act as a mentor to a new family that joins.
- Have more social events – there seems like there are a lot of ministries and not enough social events – Dinner for Eight, Trivia night, religious concert
- Coffee and donuts

- Thorough registration (new and non-registered parishioners)
- Announcing at the Mass before or after of all the different opportunities to be involved in the parish.
- Let the parish know that you have been invited by God not only the community.
- Find ways to address needs of parishioners.
- Personal invitation
- Ministry fair
- Hard to say no over the phone; people waiting to be invited.
- Give people a phone log and ask them to call.
- Improve accuracy of parish directory.
- Directory should be updated annually.
- Ask them what they want and how they want to be involved.
- Also, ask do you sing? Are you an accountant? What are your skills?
- Hospitality ministry before Mass – a few people to meet and greet
- information cards – put in the collection basket
- Priest welcomes new parishioners.
- Gift basket (info for new welcome packet)
- Visiting people are recognized
- Census card with choices of volunteer opportunities.
- Bulletin features one ministry each week.
- It is hard for families with young children to be involved, can we do more ‘family friendly’ early events.
- Establish a “concert series” or music at church events (fish fry) not just Mass.
- Make it easier for parishioners to know who to contact to be involved.
- Make a link to volunteer contacts on website.
- Promote new parishioner classes
- Re-label it – new parishioner class as an orientation
- Mentoring system: pair long time parishioner with new parishioner
- Contact all new parishioners by phone.
- Capitalize on website to organize people.
- More direct contact with priests – i.e. classes taught by priests.
- Database of people’s occupations and talents so they can be called when needs arise.
- Electronic/scrolling information in Narthex on flat screen.
- Introduce new parishioners by name after Mass once a month.
- When registering new parishioners, invite them to join new ministries and follow through by contacting new member.
- Be more welcoming to young families.

- If a more reflective parish that treasures the Eucharist, people are fed and would be active.
- Take the message outside the church.

Planning Area B: Family Life/Youth

The purpose of the family Life/Youth and Young Adults Planning Area is to strengthen and coordinate ministries that:

1. *Enrich family spirituality;*
2. *Improve our religious education offerings for youth and young adults;*
3. *Excite and motivate parishioners to be involved.*

Challenges:

B-1 How can we find bridges between youth culture and faith culture to maximize youth and young adults involvement at St. Monica's?

Strategic Solutions:

- Conduct a survey of all grades 7-12 St. Monica parishioners of their likes and dislikes/strengths and weaknesses of the youth ministry program. This survey can be conducted via paper, electronically, person-to-person, etc. within six months of the initiation of the Implementation Team.
- Visits/go to other churches, both catholic and non-catholic to determine what programs/activities are successful with their youth.
- Develop and implement programs, activities and opportunities that place youth in leadership roles, beginning with the involvement of youth as part of the implementation team for this planning area.
- Find best practices of youth ministries - see what works at other churches
- Ask the kids, and listen
- Encourage youth leadership

Convocation Strategic Solutions:

- Facebook and Twitter presence for teens by parish.
- "Stump the Priest" or "in the hot seat" – allow youth to ask priest any question.
- Hold afternoon cook-outs after Mass.
- Host social gatherings Sunday afternoon.
- Have youth activities and parish activities together.
- Teen council to develop leadership skills and the council plans the activities.
- Get some (20+) adults to assist with outreach programs the youth does.
- Youth should be involved in other Masses besides 6:00 PM.
- Expand leadership of youth.

- Survey youth with these questions and on what they would like to see as their faith and social journey.
- As adults we need to do a better job at demonstrating our Catholic identity and showing the youth that we want them to carry it on.
- Get older youth involved in planning activities – owning the leadership, “What do you want to see...”
- Inviting youth to an activity or retreat involving parents. Door-to-door invitation.
- Tournament of a certain sport and inviting other parishes.
- Social Saturday with games, sports and sharing ending with Mass.
- Need a social network or social activities to bring youth back to St. Monica.
- Get young people involved in church service projects.
- Example of young life, 18-20 year olds to do activities with kids.
- Go to where kids are, spend time where they are to try and create an interest.
- CYO kids – try to capture into youth ministries.
 - Have basketball team do project together.
 - Broaden CYO participation to non-parishioners and promote.
- Find ways for each ministry to find way to contribute, do something outside of parish.
- High school students minister to junior high students (volunteer/mentor).
 - Confirmation
- Confirmation needs to be revamped.
- Catholic Youth come out at bottom.
- Confirmation kits – have youth call and find out about why someone is Catholic.
- Have youth get oral history of older folks and other parishioners.
- “Theology on Tap”
- Personalities of leaders don’t mix well with some youth some teenagers dropping out.
- Keep youth group on Sunday morning – easier for families.
- “Other faiths youth groups” are fun, ours is not fun, but other church’s youth groups do the same things.
- Need to create more opportunities to get children involved such as mission trips, a place to hang out, etc.
- EDGE 6th-8th grade like Life Teen – need to better support program
- 6 PM Sunday Mass
- Student leaders
- Young people attend other ministries

- Youth service activities
- Assist elderly around their honor
- There was a development of an apprentice program for the youth.
- Talk to the youth about the Catholic faith.

B-2 How can we improve our Confirmation program at St. Monica?

Strategic Solutions:

- Develop and implement (a program of) facilitator training for confirmation that gives facilitators the skills to engage the youth and to be effective.
- Improve the Confirmation Retreat so that it is organized, effective and attractive and engaging to the youth.

Convocation Strategic Solutions:

- Everyone included – regardless of disability (granddaughter autistic – left church)
- Need something after confirmation because there are no programs for young adults.
- Advertise the Archdiocesan high school retreat to not only public school, but Catholic High School students as well.
- Have Confirmation at a younger age.
- More info about confirmation in youth groups for those not up for confirmation – what’s involved, what does it mean, process. Youth sponsor who is in confirmation to those not.
- More involvement of parents/adults
- Confirmation to be free/lower cost
- Shorter process
- Too long of a process.
- Compare our process to other parishes.
- Get more parents involved in the confirmation program.
- Ask the youth for direction, create plan for that.
- Advertise God Answer’s Prayers.
- Lay people need to witness to the youth.
- Ask youth for the type of music that might encourage kids to stay and not leave for traders point, Zionsville, etc.
- Have we thought about moving it to 8th grade (too much going on once they get to high school, also maybe too late).
- Our youth group needs to have more fun activities instead of focus around the sacrament.
- Review program
- Join the English and Spanish speaking confirmation programs.

- Confirmation has to come across as an exciting opportunity, not dreaded.
- Real planning, determine what issues are correct. Make more meaningful.
- Maybe look at other faiths for how they confirm, get best practices.
- Move confirmation to 9th grade. This might keep them instead of letting them get away for a year.
- Make it fun, active and social.
- Re-establish a Teen Council.
- Teen Life
- Student assistants to help with Sunday School
- Need to engage kids in social justice.
- Help them to live the gospel
- Help them to how to develop a relationship with God.
- Service programs
- Assist in bridging the gap between young and old during confirmation process.
- Look at other youth programs and see what they do right (not necessarily Catholic groups)
 - Benchmarking
 - Look at welcoming atmosphere and see what sparks kids
- Create excitement before they get to confirmation.
- Conflict – RCIA/OCIC
- Have a person after every Mass sharing/giving information.

B-3 How can we excite and motivate St. Monica parishioners to be involved in family life/youth and young adults?

Strategic Solutions:

- Issue personal invitations via phone calls, personal contact, etc. from these ministries to others to become involved.
- Create a process that ensures follow-up with parishioners who sign up to volunteer.

Convocation Strategic Solutions:

- More open gym
- Get a ping-pong table
- Newly married get together and socials (married under 3 years).
- Socials for young adults
- Personal testimonies with positive outcomes that will fulfill personal life.
- We should benchmark other places that are successful o see how they are doing it.
- Music is important and we don't emphasize it at youth activities.

- What they're doing this year in freshman class is working – not sure what that is.
- Recognize children of the parish – those who are in the service, in college.
- Acknowledge all parish high school graduates not just those from Catholic High School.
- Antioch – like crucillo for teens
- Recognize youth groups that have done something special for someone.
- Receive a special blessing
- We need a youth group – not just want one associated with confirmation
- Chat n' Chew – great years 1998 – 2002/03
- Sunday night Mass – used to be the youth minister, lector organized, it was a consistent youth Mass on a weekly basis.
- Mingle with different high schools
- Not clicky
- Good youth minister
- Integrate all teens into one group – not segregated as is now (Spanish is separate)
- Host concert nights or some type of musical revue.
- Jazz band - older youth can teach younger kids
- Have the youth mentor the older generation in the church for facebook, email, etc.
- High school students can 'apply' to run the church facebook page (to be monitored by an adult).
- Joe Connelly is a good speaker and can motivate people.
- Have an occasional vocation day. Invite various orders into school or religious education to discuss their life, their individual order.
- Promote using gifts in life of the parish.
- Lose kids going off to college. How do we connect with kids when they come home for break or summer?
- Catholic adult fellowship model
- Create events were parishioners and youth can get involved.

B-4 How can we improve our Sunday School program at St. Monica?

Strategic Solutions:

- Explore the Sunday school and Mass schedules in order to more easily facilitate students to attend both Mass and Sunday school. This will be done by avoiding Sunday school and Mass schedules to be held at the same time.
- Assess student learning and retention for the purpose of evaluating and improving the program.

- Develop a parent involvement session similar to the sacramental prep parent session for Sunday school families to help parents understand their responsibilities to their child's faith formation.
- Survey parents and kids.
- Archdiocese requirements

Convocation Strategic Solutions:

- Enlist Small Church Community to feed into Sunday school.
- Obtain catechists from Small Church Community.
- Send newsletter to show comparison with school and Sunday school of the similarities in religious education.
- Use Catechesis of the Good Shepherd with Sunday school, an outstanding resource.
- Difficult to do Mass and Sunday school on Sunday unless you want to spend 6 hours at church.
- Field trips
- Why can't we have school Mass for the kids and let them participate.
- Having more Hispanic catechists to cover all the Hispanic kids.

B-5 How can we more effectively communicate the programs/events offered in the areas of family life/youth and young adults at St. Monica?

Strategic Solutions:

- Develop a process that actively maintains a website.
- Evaluate, select and implement an electronic media to determine which best meets the needs of communicating to the Family Life/Youth and young adult ministries of St. Monica Church.
- Create a position for a St. Monica Parish volunteer coordinator.

Convocation Strategic Solutions:

- Texting
- Social media, tailored to the youth and young adults.
- Big screen in Narthex about programs, events, etc.
- Hire a communications director.
- Having the leader/representative of certain program/ministries announcing the information to transmit the feeling and emotion of the activities having control of time during the announcement.
- Better bulletin
- One parish email/update/day
- Daily raffle on website with one entry per day per parishioner to encourage traffic on site.
- More events at church – i.e. family game night, more social events – concentrate on college age

- Announcements after Mass.

B-6 How can we bring together youth communities of the day school, Sunday school, English – speaking and Spanish-speaking communities at St. Monica?

Strategic Solutions:

- Utilize social media
- Plan joint activities that involve the students of the day school and Sunday School of both the English speaking and Spanish speaking communities.
- Encourage non –St. Monica school students to participate in activities such as CYO, sports, scouts, etc.

Convocation Strategic Solutions:

- Communicate the comparison between Sunday school and day school.
- Communicate Sunday school and Spanish speaking that they can be involved in CYO.
- There is animosity between day school and Sunday school.
- Leaders of all four groups to collaborate, create one single web page that contains all (inclusive) information.
- Integrate sister parishes into education. Use a joint project to build camaraderie and integrate, especially with the youth.
- Youth festival
- Parish festival with young people’s area.
- Youth council to bridge gap between Sunday School and day school.
- CYO soccer – sports and kids bring communities together
 - Soccer would bring both communities together
- Advertise to the parish kids – don’t only draw from the school
- Working as a school creating sports activities that are formed with various cultures.

Planning Area C: Governance and Organization

The purpose of the Governance and Organization Planning Area is to create a plan that will focus on the following components while maintaining the creativity, strengths, spirit, and culture of St. Monica:

1. *Identifying our members;*
2. *Unifying our parish;*
3. *Streamlining and strengthening ministries;*
4. *Ensuring appropriate fiscal stewardship;*
5. *Ensuring effective communication;*
6. *Attracting new and diverse leadership;*

7. *Establishing a leadership succession process;*
8. *Preserving our facility/physical plant;*
9. *Ensuring the longevity of the parish and school.*

Challenges:

C-1 How can we create an all inclusive structure that meets the needs of our diverse population?

Strategic Solutions:

- Review current parish organizational structure (staff, PPC, School, committees, commissions, ministries, etc.). Recommend changes to eliminate or combine redundant ministries and commissions, realign ministries with commissions. Document org chart.
- Define ministry, commission, committee and council responsibilities and accountabilities for each document in revised constitution and bylaws.
- Develop process for changing the structure, adding ministries, etc.

Convocation Strategic Solutions:

- Problems with separate but equal system re: Masses (can there be multi-cultural Masses?)
- Make every Mass a little different (include historical, cultural information via presentation or music).
- Succession plan for incoming members
- Election that is bi-lingual for PPC
- Communicate organization chart/structure: who is on what and what are their responsibilities, etc.?
- We need to acknowledge that a good majority of our parish speaks Spanish – communications director should be bi-lingual.
- Integrate our representation – not having separate parish council, separate liturgy ministry
- Develop an affordable way to learn English or Spanish course.
- Would be nice to recognize all the nationalities (i.e. Irish blessing, Polish prayer around saints day).
- Having diversity in the actual staff and PPS.
- Forming a group in charge of diversity activities and that could identify the needs of all diverse cultures.
- Review current structure of the commissions.
- Combine some of the commissions.
- One set of ministries incorporating both English and Spanish
- Seems like two parishes – English and Spanish
- Host more social activities incorporating groups.
- Make everyone feel included.

C-2 How can we build an effective communication system and documentation process?

Strategic Solutions:

- Hire a communications professional/shared between school/parish.
- Conduct an assessment of our current technology infrastructure and recommend improvements.
- Conduct an assessment of current communication tools & media, assess effectiveness, and develop a 5 year plan to evolve communications at the parish.
- Establish a parish documentation library, with commission, committee, and ministry notebooks and materials.
- Assess current state: tools and vehicles (delivery mediums)
 - Define strategic plan (3-5 year comm.) “Look to the Future”
- Identify/engage/recruit volunteers with a passion and talent for communication to help maintain the established system.
- Allocate the budget \$\$\$.
- Create (non-technological) forms for personal interactions/promote two-way/transparent dialogue (town hall meetings, open house, and gather at the gazebo) with pastor or rotate between pastoral leaders.
- Identify and promote training resources.

Convocation Strategic Solutions:

- Put this stuff online – get feedback from others in the parish -- could have had challenges out sooner
- Improve sound system
- Put entire paper bulletin on website (better to duplicate)
- Use nametags
- Ministry pages on website for them to post info, chat, etc.
- Hire someone – create new position
- Create a database for time, talent, and treasure.
- 50” large screen monitor to communicate upcoming events (1 Spanish, 1 English – Narthex)
- Lay people speak after each Mass (2-3 minutes) to provide witness.
- Need to communicate/list all ministries.
- Ministry Fair
- Continue to use a variety of communication mechanisms especially if we want to get the multi-generational connection (i.e. text, web, paper, etc.).
- Look at social media as a way to improve communication.
- Hire a communications director.
- PCC reps could have constituents divided some way.

- PCC could have descriptions of themselves in directory.
- Block captains
- There must be something online
- Website
- More concise bulletin: earlier notice, some things are the same day
- Parish is very poor in advertising all events. Other parishes use the Catholic paper and other communication. St. Monica never does these things.
- The parish needs to hire a professional communication person.
- Do another pictorial directory.
- As a church the priest should share the activities during Mass.

C-3 How can we know who is in the parish?

Strategic Solutions:

- Create a sustainable/secure database; id what data we need (age, family size, attendance, address, geographical location, ethnicity, talents, etc.).
- Create and distribute a survey.
- Engage in personal outreach to all registered members.
- Collect and add parishioner information to the database. Potential ways to collect information include conducting a survey, engaging in personal outreach campaign to collect data, collecting information at time of new parishioner orientation and other registration opportunities.

Convocation Strategic Solutions:

- Place a family profile in bulletin (new or long-term).
- Update and publish parish directory on website.
- Ask families to write 100 word blurb.
- Who is attending Mass?
- Call people once or twice a year – “Are you a parishioner?”
- Send carefully prepared letter to non-contributing parishioners with SASE are you a parishioner?
- Perhaps third directory on website – put in your own picture
- Pictorial directory like the 50th anniversary directory
- Parish census, contact by phone or in person
- Include email address in directory.
- Online? Log in required? Security?
- What about those that don't like new technology?
- Creating a useable database.
- If there is a list, the list should be called.
- Start with a list at the back of the church.
- Follow up with phone calls.

- Hire a staff person to create a better database (be better able to target and identify 70% uninvolved).
- Is there a volunteer in the parish who would be willing?
- Use weekly highlights for ministries to provide information.
- Encourage people to provide accurate information for the parish directory.
- Use email along with other information this may reach people better.
- Perform an exit interview to see why people leave the parish.
- Use the Mass you go to check on people.

C-4 How can we create sustainable governance with healthy turnover, active succession?

Strategic Solutions:

- Define recommended terms for ministry leader roles and term limits where appropriate.
- Develop training program for ministry leadership (e.g. meeting management, delegation, recruitment, budgeting, required documentation, effective transitions).
- Develop a recruitment plan and succession plan for ministries, overseen by the structure above the ministry level.

Convocation Strategic Solutions:

- “Term limits” on ministries chairs and choir succession.
- Have co-chair ready to step in before chair’s term ends.
- Encourage reflection on membership
- Expansion of parish council
- No place for dessert, only “yes men” culture. Need to allow for a healthy discussion.
- Educate on ways to resolve conflict.
- Groom new leaders
- Maintain records on sight, not in people’s homes.
- Like “Amazon” if you like being a Eucharistic minister you might also like...
- Term limits – focus on leaving the legacy, being a humble servant.
- Youth board with parish council
- Outreach to local universities
- Term limits and duty to develop a successor
- Personal invite from pastor
- Develop a succession plan.
- Mentoring and training program for future parish leaders – leadership program

C-5 How can we connect the parish staff and lay leadership?

Strategic Solutions:

- As part of the new structure, ensure that staff (administrative, pastoral, school) are fully integrated with the overall parish structure.
- Establish forums for regular interactions between staff and lay leadership to ensure alignment of goals and objectives, clarity of roles & responsibilities, and opportunity for two-way communication.
- Integrate the staff (administrative, pastoral, school) into the parish organizational structure.
- Agree and align common goals and objectives.
- Facilitate common meetings with attendance required by both staff and lay leadership (monthly meetings).
- Establish two-way communication to promote clarity of roles and responsibilities.
- Survey/ask current staff and lay leadership to understand their perspectives on this challenge, current level of interactions, desired level of interactions, unmet needs, etc.:
 - Perspectives to resolve this challenge
 - Current vs. desired interactions (staff → lay and lay → staff)
 - Needs, issues, gaps (e.g. equipment, information, office access, etc.)

Convocation Strategic Solutions:

- Meeting once a month to find out what's going on.
- Would be nice to have someone in the parish office on the weekend.
- Minutes of PCC on website
- PCC reps
- Parish council page in bulletin.
- More welcoming environment needed in parish office.
- Social activities
- Picnic
- Introduce yourself

C-6 How can we ensure appropriate fiscal stewardship?

Strategic Solutions:

- Address issues/gaps identified in recent audit. E.g. term limits of finance committee.
- Revisit annual process for allocating budget to ministries and create process to review appropriate use of funds.
- Review and clarify roles and responsibilities of each key person involved in the oversight of parish finances – pastor, PPC chair, finance chair, office manager.

- Create a plan to regularly communicate parish finances to the entire parish.

Convocation Strategic Solutions:

- More detailed financial statement, money in/out spelled out quarterly.
- Emphasizing where the money we give to St. Monica's goes much like we are told where our 401K money is distributed.
- Emphasize that tithing is biblical.
- Post monthly and quarterly budget reports.
- Transparency of what's coming in/going out, problems
- Report back on tithing pledge vs. what was actually given – report card.
- Follow-up to the stewardship card.
- Connection
- Personal phone calls
- Clear mission so people know how their money is spent and needed.
- Children's envelopes
- More opportunities for electronic payment/automatic deduction.

Planning Area D: Integration of All Cultures

The purpose of the Integration of All Cultures Planning Area is to create a plan that will facilitate the understanding and interaction of all cultures at St. Monica so that our parish will truly become one parish embracing our community in its entirety as the Body of Christ.

Challenges:

D-1 How can we improve communication within and among parish cultures?

Strategic Solutions:

- Hire a multilingual communication director.
- Common bulletin/announcements
- Better use of parish website (education on using technology)
- Video bulletin board
- Communication among leaders first – common vision
- Newsletters
- Phone tree
- Meeting minutes – published
- Ambassadors (word of mouth people)

Convocation Strategic Solutions:

- Organize social, interactive events
- Major events of people's lives – milestones (wedding, birth, etc.)
- Television in Narthex
- Used to have parish festival – loved it based on culture – bring it back

- Buy Rosetta Stone for the parish.
- Use bulletin boards in hall, etc. to highlight the various cultures and to use them to inform parish of activities, etc.
- Develop an affordable way to learn English or Spanish.
- Having a person in charge of English and another one for Spanish on gathering information from both sides and be able to announce activities.
- We need to invite other groups/cultures to join organizations.
- Ask other parishes for ideas in regards to integration.
- Bring back "Gather at the Gazebo"
- Bilingual Mass
- Celebrate events of each culture.
- Advertise in bulletin
- Bridge from group to parish – core team
- Have member of each group do Sunday reading in native language
- One day multicultural retreat with follow-up in small groups to maintain relationships/contacts
- ESL classes
- Language barrier – bigger push to learn English
- Do we have a multicultural committee? Could be a spring board for growth.
- Use different Saints or Founders of religious orders to educate people about contributions from different cultures.
- Creating a multicultural board with the different cultures or ministries that are in the parish.
- Communication, it is very important

D-2 How can we invite parishioners to accept then embrace our parish's many cultures?

Strategic Solutions:

- Change management
- Host a quarterly multicultural celebration.
- Identify the many cultures of St. Monica parish, and regularly feature them.
- Produce a pastoral led communication (annually) on status of St. Monica as a multicultural parish and on the spirituality of multiculturalism.

Convocation Strategic Solutions:

- Better communication and marketing of parish events.
- Continuation of festival
- Bible study method for 8-12 weeks (teach re: cultures)
- Organize social interactive events.

- Have dinner after 5:30 Mass on Saturday.
- Have a specific culture offer a cuisine.
- Re-introduce/re-energize the multicultural festival.
- Ask for the Archdiocesan Masses (other cultures) here at St. Monica.
- Encourage food, music, and events to embrace our cultures.
- We are not a community parish.
- Would be nice to recognize all the nationalities.
- Pulling out more examples like Lady of Guadalupe to share about the different cultures.
- Put up a map that identifies where people are from – ongoing representation.
- Pull out more music for the different nationalities/cultures but also make it more known that is what we are doing.
- Promote international day.
- Follow up with the St. Monica Mission.
- Create more opportunities to experience other cultures, e.g. meals, etc.
- Just do it!
- Invite cross languages to each Mass – Spanish to English and vice versa.
- Priests to use homily to highlight cross-cultural issues.
- Bring little pieces of culture (washing hands after reconciliation) to share with others.
- Talk about it more
- Cultural festival for each – i.e. specific to that culture
- St. Monica Feast Day – multicultural food fare
- Recognize where everyone is from – map
- Communication issues – speaking/inviting from pulpit
- Hispanic community invites people to come to a bake sale/lunch once a month – who knew?
- Are we pushing, merging the cultures to hard? Let things progress naturally. We can still be accepting and respectful of other cultures but merging to fast. Time will help take care of the language barrier.
- Link people able to teach English or subjects in English for the Hispanic community.
- The Hispanic Sunday dinners were not promoted well – thus few other parishioners attended. How do we overcome this?
- Promote a street festival approach for culture and raising money for the school.
- Is there a way to integrate the Spanish/English small groups?

D-3 How can we have our worship effectively express/reflect the many cultures of St. Monica?

Strategic Solutions:

- Create a written arts/environment plan inclusive of multicultural traditions
- Increase multicultural representation on the liturgy committee.
- Institute a multicultural monthly Mass.
- Invite guest priests (quarterly) from other cultures to officiate Mass.
- Arts/environment reflect various cultures (seasonal)
- Cultural clothing
- Liturgical ministers from various cultures (personal invitation)
- Presentation of gifts (reeducating ushers)
- Vocation chalice
- Vestments
- Accept more Archdiocesan Masses
- Invite priests
- Music

Convocation Strategic Solutions:

- Have a particular culture plan a Mass – and have it done at the main Masses on Sunday.
- Multicultural Masses at different time of day
- Different cultures celebrating their patron saint day with festival/food – sharing the cultures
- Go to Our Lady of Guadalupe Feast Day.
- Need system in place for Spanish language Mass to be more bi-lingual.
- Invite other cultures.
- Explore if all cultures want to be engaged together.
- Identify uniqueness's.
- Increase awareness.
- Try to include other cultures, but don't interfere with current standards (use of Spanish singing in English Mass).
- Can't be everything to everyone; try to focus on larger groups first, then can integrate others (prioritize).
- Every six weeks or so inject some other culture into the Mass; prayer in Spanish.
- We have greeters but maybe we need greeters at other events, e.g. bilingual greeters at Our Lady of Guadalupe hospitality ministry at events as well as Mass.
- Gather at Gazebo
- Others sponsor coffee and doughnuts.

- Music to reflect the different cultures.
- Art – visibly show cultural influence
- Announce blessings in a native tongue of one of the cultures represented in the parish.
- Saints that are important to different cultures
- Get together of different cultures – judging of food or costume – play games
- Bring back the multicultural fair
- Excited about the novena Mass
- Surprise Mass; share a special culture (ritual) then tie it back to the parish as a whole (12% of parishioners are from...)
- Perhaps add those little extras into the 6 PM Sunday Mass so it can go a bit longer.
- Readings in native language
- Better identify distinctions between English speakers and Spanish speakers.

D-4 How can we identify, develop, and bring together ministry leaders from our various cultures?

Strategic Solutions:

- Conduct a census of ministry participants to reach beyond current ministry leaders and succession planning for ministry leaders and based on census results – identify the areas of multicultural representation.
- Liturgical ministers from various cultures

Convocation Strategic Solutions:

- Ministry has a leader – once monthly on pulpit at Mass tell what ministry is all about
- Designate leaders from each cultural group meet quarterly
- Have a ministry leader meeting once every three months.

Planning Area E: St. Monica School

The purpose of the St. Monica School Planning Area is to create a plan that will focus on the following areas:

1. *Strengthening the bond between parish and school*
2. *Marketing the image and brand of the school*
3. *Attracting more families to the school*
4. *Maintaining affordability*
5. *Establish an alumni association*

Challenges:

E-1 How can we better inform and involve the parish?

Strategic Solutions:

- Identify or hire a Communication Director.
- Utilize the bulletin and social media (Facebook, texting, etc.) as means of central communication for sports, activities, volunteer opportunity, fundraisers, prayer opportunities.
- Integrate the school website and the parish website better.
- Communicate school opportunities to the religious education program.

Convocation Strategic Solutions:

- Allow non-school parish families to support school
- Identify peoples gifts for school growth
- Educate non-school families about benefits of school
- School corner every single Sunday
- Have a child speak a Mass once monthly.
- Have a child write a blurb in the bulletin/newsletter.
- Inform parishioners of how much of their money is going to the school.
- Have a page on website for parishioner/member to post needs, group postings (Cub Scouts, Knights of Columbus, etc.) and to be a central source of information.
- Once a month in the parish bulletin –highlights from the school
- Let parish know school needs around volunteer opportunities.
- Cut down on repetition – we tend to “train people not to read bulletin, etc.”
- Provide support for the parents.
- People need to understand why they need to be involved; why is my contribution important?
- What is the benefit of the school to broaden parish (explain why it’s important)?
- Connection is not clear, need to establish more clearly
- Can we learn in this regard from other parishes in area (benchmark).
- Invite catholic schools to gather and share best practices (school commissions).
- How about once a month update at school?
- Have SCC’s or other groups to come in and help e.g. clean the school or something else – could be year round.
- Conduct presentations at Mass during Catholic schools week.
- Wear uniform to Mass on Sunday driving Catholic Schools Week.

- Promote school by honoring student's achievements at Mass or after Mass.

E-2 How can we engage more alumni to help develop the school?

Strategic Solutions:

- Establish an alumni database
- Identify an alumni chair
- Establish a school newsletter
- Organize alumni reunions
- Establish an alumni section of the parish website including volunteer opportunities, fundraisers, etc.
- Create an alumni giving program (adopt a child, support a teacher, support the auction).

Convocation Strategic Solutions:

- Utilize alumni database for reunions and auctions.
- Buzz words for marketing of school
- Alumni association you can join.
- Send letters to alumni (e.g. Our Lady of Lourdes
- Alumni reunion
- Simply contact the alumni.
- Alumni directory
- Strategic planning with high school alumni (promote their involvement for college applications).
- Invite student teachers who are alumni here to build
- Once a year have a tour of the school.
- Each decade, create a fund or advancement for the school from alumni.
- Benchmark what other parishes do in regards to alumni.
- Resource development person
- Capitalize on social media.
- Bring students back during high school – 5 year, 10 year, 15 year reunions.
- Information re: alumni at high schools to parish
- Spread good news
- Have a Facebook page for alums to connect.
- Ask alumni what would bring them back and involve them – tutoring, mentoring

E-3 How can we make the school more affordable to more families?

Strategic Solutions:

- Establish an Annual Fund and endowment
- Create a Grant writers position

- Resurrect the “Share the Vision” (the Annual Fund) to increase the endowment.
- Provide the ability to contribute with automatic withdrawal from the bank account (in addition to envelop option) to contribute to tuition assistance.

Convocation Strategic Solutions:

- Target faith formation families with opportunities to more easily afford catholic education (with scholarships from within parish).
- Establish parish endowments for schools.
- Eagle-rama type
- Scrip program – promote to entire parish (after all Masses each weekend)
- Additional financial resources available from parish and needy families
- Run the tuition through the church – tithing tuition
- Tie the amount of tithe to the amount of individual tuition
- More scholarship funds
- Parish subsidies
- Alumni scholarships
- Could service to school/parish
- Need to market the fundraisers in enough time to the entire parish.
- Do a fundraiser that would benefit all schools. This would bring them all together for one cause.
- Discount for more volunteer time
- School voucher system
- Separation of parish and school is too wide (non-student families feel not involved).
- Websites between school and parish should be united.
- Use pink envelope
- Make participants aware of the need.
- There are matching funds from company – perhaps people are unaware
- Make it personal – advertise the need.
- Carnival/festival to support the school including performances, rides, etc. – money to go to the school.
- Get the nuns back.
- Appeal to parishioners without student’s during raffle.
- Fundraising – resource development
- School performances with parish invited – donations
- Work study programs
- Ebay silent auction
- Calendar raffle
- The tuition fund is good, but knowing a particular child would help.

- People need to understand the tuition envelopes. Better explain the use of the pink envelopes.

E-4 How can we better market the school?

Strategic Solutions:

- Purchase updated school yard signs for parish families to display.
- Develop school brochures with updated images and brand.
- Identify marketing director – can be the same individual as communication director.

Convocation Strategic Solutions:

- Place school sign in family's yard.
- Take down outdated sign at intersection.
- Publish financials and show spending and income of school.
- Brand and position school not only against other schools but what St. Monica stands for.
- Market to nearby Catholic churches that don't have a school.
- Affordability for the Spanish speaking.
- Use social networks to market school and fundraisers.
- Do at same time as other private schools (start in the fall).
- Auction used to be on school grounds, involve parish more, more actions on premises.
- 470 students – capacity is 550
- Have we ever done a neighborhood or zip code marketing campaign?
- Are we strong in teaching Spanish – this could be a huge selling point in integration. Get Anglo students to learn Spanish; Hispanics to learn English.
- The church and school do not always feel connected, if they were there would it be an influx of ideas.
- Market it as a ministry within the church also
- We need a formal marketing plan.
- Promote status as blue ribbon
- Capitalize on marquis
- Banners
- Cohesive marketing plan
- Make the school stand out.
- List the accomplishments.

E-5 How can we better organize and sustain our volunteer program?

Strategic Solutions:

- Hire a volunteer coordinator.

- Define the responsibilities for volunteer opportunities and identify the number of volunteers needed and number of hours required for each opportunity.
- Personally invite more people to fill volunteer opportunities focusing on the less involved families.
- Establish a process to formally thank the volunteers. Have school children write thank you notes, etc.
- Recruit co-chair positions for all large volunteer opportunities with the exception of chairing this the following year (i.e. auction).
- Make personal invitation to religious education program to the school open house and other school activities. Have a reception for the religious education program regarding the school.
- Provide school brochure with sacramental information for children in religious education program.
- Communicate school activities to Cardinal Ritter High School.

Convocation Strategic Solutions:

- Connect non-school parishioners to parish school needs.
- Indicate publicly that the school is the largest parish ministry.
- Promote more frequent virtue training at parish.
- Reach out to other parishioners besides parents of students.
- Volunteer list – non-specific – call person when need is there, rather than previously assigned.
- Single volunteer coordinator
- Follow-up improve this. Example, where does information from annual stewardship card go?
- Make volunteer program voluntary, instead of policy driven.
- People to people contact; easy to delete generic emails.
- Invite outside volunteers.
- Publicize needs to parish.
- Better inform need to parish in general.
- Website: post opportunities on website
- More obvious link – better website
- Have an annual calendar or map to be able to plan for participation.

E-6 How can we adapt to the changing demographics?

Strategic Solutions:

- Provide more Spanish translator availability.
- Create marketing literature in Spanish.

Convocation Strategic Solutions:

- Volunteer in each class to help translate

- ESL for parents
- Parents should encourage kids to speak English.
- Financial support for some Hispanic families to attend STM School.
- Make kindergarten bilingual first, then propagate up through grades with this class. Teach classes with English and Spanish.
- Make kindergarten teachers more prepared to handle Spanish speaking kids.
- Cost of school, make more affordable.
- Many kids know English but not well ESL.
- Bilingual teachers
- Personal invitations
- Translators
- Tutors
- Bridge from school to parents
- Bridge between parents

Planning Area F: Social Justice

The purpose of the Social Justice Planning Area is to engage parishioners in accepting and embracing Catholic Social teachings as a way of life.

Challenges:

F-1 How can we get more people (individuals and families) involved in Social Justice Ministries?

Strategic Solutions:

- Create an initial email and phone list of parishioners interested in Catholic Social teachings.
- Invite parishioners personally, using the created list as a starting point, to participate and provide more opportunities for service.
- Need email list – or email tree or phone tree – use school and ministry heads email lists, use CRHP lists and other target groups.

Convocation Strategic Solutions:

- Job jar (reach in and offer support to parishioner in need)
- Survey of parishioners basic needs.
- Survey of parishioners talents.
- On website – have more information on other churches, organizations have ministry/or opportunities to volunteer.
- Sponsor activities for, say right-to-life “Fun-run for Right to Life”
- Engage Ken Long and associates to organize walk/run activities.
- Bring into homilies, prayers, etc.

- Emphasize in liturgy
- St. Vincent De Paul; chaos for new volunteers. Is there a way to make it better? Need a resource person.
- Make a smaller version so you don't have to commit so much time.
- Church to pick 3-4 priority issues that our parish is going to focus on and concentrate our efforts/energies.
- Have specific things that the parish is associated with (activities, volunteer effort, and mission). Offer in the community, not just at St. Monica.
- Publicize what we currently do.
- Personal invitations – more opportunities for community service
- Family oriented so kids are involved.
- Include children or at least publicize what age of children are allowed to volunteer.
- Need to involve children.
- Witness advantage – get more volunteers for social justice
- Use email or website to get word out.
- Promote St. Vincent de Paul. Let parents use school service hours to bring children to St. Vincent's De Paul or Beggers for the Poor.

F-2 How can we educate parishioners about Catholic Social Teachings?

Strategic Solutions:

- Contact Archdiocese Minneapolis/St. Paul for information on their programs/resources.
- Select one Catholic Social teaching quarterly for emphasis throughout the parish using bulletin inserts, homily, service opportunities, faith formation groups, school, and website.

Convocation Strategic Solutions:

- Tie info into homilies
- Reinforce through bulletin and website
- "Two minutes for living" (pastor blurb on social justice in bulletin)
- Have priest or lay person have a monthly meeting to educate others about social justice.
- Monthly meetings on end of life issues, abortion, etc.
- Use social media to teach about social justice issues.
- Catholic social justice "101"
- Include social justice teaching in homilies.
- Pamphlets about social justice – all people do not have access to social media.
- Priests should speak from pulpit about social issues.
- Bulletin inserts

- Need education form Fr.
- Have Fr. Todd give talks on Catholic social teachings.
- Need more materials in Narthex on what they can do.
- How can it be taught in schools?
- Value of the week or teaching of the week or month.
- Fair trade education – becoming more other minded – beyond our borders
- Never have a meeting without agreeing that something will be done.
- Adult education
- Are there any programs to explain Catholic social teaching?
- Use catechism as a teaching tool.
- Consider an Adult Education series for parents or adults while children are in Sunday school. Even coordinate what children are learning with a program for parents on some topic.

F-3 **How can we develop future leaders?**

Strategic Solutions:

- Invite annually people involved in Parish Social Justice Ministries to consider leadership positions through mentoring participation in Just Faith, Just Skills and other means.

Convocation Strategic Solutions:

- Ask parishioners what titer training is (religious, spiritual or otherwise).
- Ask parishioners what they would like to do for the parish.
- Parishioners shadowing pastoral staff/ministry leader
- Better – publicized opportunities for spiritual enrichment
- Be thankful even if only one person shows up to an event.
- Mentorship program form one leader to another – who do I go to get support?
- Ask other parishes (Our Lady of Greenwood) how they get young men interested in priesthood.
- Through our youth and young adults' programs/events more focused on social justice.
- Build mentoring relationships.
- Need more teaching on the gifts of the Holy Spirit.
- Start young; give opportunities to lead/involve in projects.
- Current leaders mentor, reach out to youth.
- Priests more frequently involved in youth activities.
- Trust our youth to lead adults, trust instincts and qualities.
- Expect more from our youth; invite to be lectors at Mass (or other roles).
- Personal invitations go a long way.

- Student representative on parish council (or other leadership position) – perhaps one from St. Monica, one from a public school.
- Youth strategic planning committee to report to parish council.
- Give current leaders appropriate support and recognition for what they do – use talents that we have.
- Just faith education program, perhaps have way to parcel/shorten.
- Provide opportunities – term limits
- Youth council
- Junior council
- Use personal invitations by the pastor.
- Do a parish assessment of parishioner self assessment of gifts of Holy Spirit and how these could help parish.

F-4 How can we challenge and engage parishioners to Catholic social teaching as a way of life?

Strategic Solutions:

- Provide diverse opportunities for parishioners to be involved in Catholic Social teaching ministries.
- Incorporate scripture, reflection and prayer in service opportunities.

Convocation Strategic Solutions:

- Tithing by parish to targeted non-profit organizations (walking the talk).
- Assign a weekly percentage of the tithe to a social justice program.
- Emphasize during Advent and Lent.
- Facebook page that highlights subject
- Define what a Catholic way of life is.
- Monthly educational service – what is Catholic social justice?
- More education from priests.

F-5 How can we overcome apathy?

Strategic Solutions:

- Build excitement through personal witnesses, presentations and videos on a quarterly basis.
- Require parish leadership to receive Catholic Teaching training to challenge all ministries to exemplify Catholic Social Teaching.

Convocation Strategic Solutions:

- Groups of St. Monica parishioners to go out to those in the neighborhood.
- Put a face on these social problems.
- Personal invitations
- Establish a tradition before Mass of introducing yourself to everyone around you – a greeting time.

- Recognize visitors or new parishioners at the beginning of Mass.
- During the Sign of Peace – say something more personal if the person is new.
- Share personal stories.
- Personal witnesses/testimony about issues that need action (share personal experiences).
- Develop a survey of what other parishes do and compare what we do here at St. Monica.
- Invite motivational speakers.
- Teach and inform better.

F-6 How can we connect to the larger church?

Strategic Solutions:

- Adopt a grass roots approach.
- Work on establishing a West Deanery network for communication/sharing/collaborating.
- Forge network with other parishes and deaneries
- Research resources – check out Archdiocese Minneapolis St. Paul website

Convocation Strategic Solutions:

- “History of the church” sessions – Jeff Cavens is a good source.
- Put info into other church bulletins.
- Connect with local parishes; cross fertilize ideas, activities (Holy Angels).
- Sister parish
- Sunday visitor, check out group discounts so people could learn about global church.

Planning Area G: Spirituality

The purpose of the Spirituality Planning Area is to promote love of God, self, and neighbor by enabling spiritual practice and experience; inviting personal (spiritual) growth; promoting prayer life and increasing participation in the sacramental life of the church and in doing so, we will help people understand their Catholic faith, traditions and rituals; and promote cross cultural spirituality.

Challenges:

G-1 How can we create an atmosphere of inclusion, spiritual opportunity and participation for all God’s people?

Strategic Solutions:

- Design and implement a ministry assessment process to evaluate the spirituality components of inclusion and welcoming and spiritual opportunities for each ministry.
- Develop a ministry leadership formation process that encourages spiritual development.
- Plan an annual parish wide Eucharistic celebration.
- Parish wide gathering (Pike High School)

Convocation Strategic Solutions:

- Monthly nocturnal adoration 8PM – 8 AM Thursday – 1st Friday
- Elderly and shut-ins – incorporate as intercessor each ministry
- Need more examples of history and education around our spirituality (priest need to teach the people).
- More educational literature for people to have access to.
- Every week in bulletin announce things that are already happening – don't replicate (RCIA is doing many things).
- Educational seminars should be taped to be available.
- Need more opportunities for spiritual experiences.
- Priests should announce it more; present the guidelines.
- Increase education of our spiritual opportunities; coaching from the pulpit.
- Re-institute ministry of greeters.
- Start involvement young (more servers, for example).
- Nothing in here about opening to everyone – but especially youth – vocations, lay people involvement; religious life
- Niece who was so impressed with spirituality of Islam that she became a Muslim.
- Show how they pray.
- Better explanations for traditions create “St. Monica for dummies” – why are the servers moved?
- Put all the servers on the altar.
- What about small group activity?
- How do we rekindle an interest in new small groups?
- Some of the older parishioners are tired, need younger people to step forward.
- Foundation of church – parish should focus on development opportunities for spirituality.
- Focus on Eucharist, teach adoration
- Should first focus on improving.

G-2 How can we inspire honoring the third commandment?

Strategic Solutions:

- Create educational opportunities to enrich our understanding of the Mass.
- Develop ways to incorporate the elements of explanatory Mass into Sunday liturgy or liturgies. (Straw Mass)
- Provide recommendation/education for honoring the third commandment.
- Collaborate with evangelization to invite non-churched to Sunday Mass – phone tree.
- “The Lamb’s Supper”
- Lenten theme – parish wide
 - No meetings
 - All cultures
 - All ministries
 - New ways to attract people to Mass

Convocation Strategic Solutions:

- Some people work on Sunday.
- When looking for a job – say you cannot work on Sunday
- Talk with Archdiocese about changing CYO sports/activities to any day but Sundays.
- Define what honoring “Sabbath” means.
- Incorporate more breakfasts/social gatherings alongside Mass to make more social.
- Coffee and conversation, boy scout, pancake breakfast.
- Maybe more healthy offer a diverse food selection to get more consistent attendance – but keep doughnuts
- Music or entertainment should help maintain attendance.
- Educate about Mass and what it really means.
- Priests should go back to the basic tenets of the church, encourage people to go to church on Sunday.
- Create a buddy system among parishioners, you watch my kids I’ll watch yours.
- Nursery is a bonus here.
- Attendance at Mass
- Recognizing Sabbath
- Publicize coffee and conversation
- Gather after Mass for fellowship
- Gazebo in summer after each Mass
- Move tabernacle back into church. Church has become a meeting hall.
- Also breaking the first commandment because God is not first.

G-3 How can we collaborate spiritual offerings across cultures?

Strategic Solutions:

- Develop periodic opportunities for small group gatherings across cultures. (spiritual form)
- Identify ways to celebrate the traditional of various cultures in order to enrich our spiritual growth – develop annual day of the dead celebration.
- Small group gatherings across cultures
- Through music
- Celebrating the traditions of various cultures
- Day of the Dead – Our Lady of Guadalupe

Convocation Strategic Solutions:

- Lay ministers for other Masses (musician/usher/Eucharistic minister)
Spanish – English
- Invite other cultures to plan a Mass.
- Continue to do different ethnic group traditional services; open to entire church.
- Learn from other Indy organizations (Indy Arts Center, day of the dead).
- Blessings represent different cultures spiritual traditions at Mass.
- Include native language
- Skip information in before blessing or with announcements.
- Once a month, highlight a country that is represented in the parish.

G-4 How can we move beyond “self” to focus on spiritual needs of others?

Strategic Solutions:

- Develop a retreat/day of reflection with the theme of moving beyond self.

Convocation Strategic Solutions:

- Need a place for the elderly.
- Become spiritually grounded which will extend naturally to others.
- Explain what spiritual needs of other might be; maybe put into bulletin to increase awareness.
- Spiritual needs an assessment.
- We did not have a November banner of deceased parishioners and we missed it.
- CRHP
- Luscious Newsome
- Personal invitation
- Community involvement

G-5 How can we link spiritual needs to resources?

Strategic Solutions:

- Conduct research and identify resources (people, places, and things) for spiritual development.

Convocation Strategic Solutions:

- Subject title – books available in parlor
- Expand bulletin
- Communicate opportunities of events in parish.
- Speakers – adult education
- Does not seem to be enough education – we need to be educated
- First would like to see it form the priests, then by other experts.
- Shared resources amongst more ministries.
- No bible to be found in church
- Look at existing programs.
- Contact national CRHP
- National small church communities
- Make better use of the library.

G-6 How can we enhance our spiritual electronic outreach across all cultures and age groups?

Strategic Solutions:

- Identify and implement new ways of connecting electronically with our parishioners and possibly beyond.

Convocation Strategic Solutions:

- Facebook and Twitter presence for our parish (evangelization electronically)
- Teach parishioners how to use and navigate our website/future Facebook (possible outreach – evangelization)
- Website in English and Spanish
- Daily reflections in English and Spanish
- Direct e-mail for new parishioners
- Call/contact those we haven't see for a while
- Mass in two different languages is difficult.
- Have some Spanish speaking events be bi-lingual (i.e.: Our Lady of Guadalupe Mass was all Spanish).
- Archive past reflections
- Maybe have a teenager write one every one in a while.
- Set up reflections as a “blog” format.
- Reflection ministry to start (Hispanic version, version more designed for younger people).
- Market what is available (clipboard for daily reflection).
- Manage communication from one place.

- Spanish version
- Grad school games to add
- The new youth ministry with a Facebook page.
- Parishioners identify to church how they would like to be informed
- Establish a facebook page for St. Monica so kids could re-connect.
- Use technology to reach people where they are.

Planning Area H: Total Stewardship

The purpose of the Stewardship Planning Area is to create an actionable plan that promotes stewardship and inspires all parish families to share their gifts of Prayer, Involvement and Financial support.

Challenges:

H-1 How can we develop comprehensive stewardship education for all ages?

Strategic Solutions:

- Initiate stewardship education/curriculum for ages K-12 by beginning 2011/12 school year. Incorporate St. Monica School, CCD & Youth Ministry.
- Implement Crown Ministries financial education with 3 months of strategic plan.
- Train ministry leaders on model stewardship practices (best practices) by September 2011.
- Schedule at least one stewardship homily and at least one stewardship witness per quarter e.g. social justice, social teaching, financial giving, benefits of involvement, etc.
- Same for Sunday school curriculum for all grades
- Prepare/develop model stewardship practices to share with ministry heads.
- Encourage pastor stewardship homilies.

Convocation Strategic Solutions:

- Teach stewardship as part of children and youth faith formation.
- Adult budgeting/tithing classes
- How to get children giving envelopes?
- Implement CROWN ministries.
- Define what “good stewardship” is, not just financial, it’s more than financial.
- Develop a group of diverse cultures, ages, etc. to create a plan.
- Small envelopes for kids to put in basket (specific for kids).

- Children should be given envelopes to start forming a habit.
- To encourage parents to use as well
- Give the kids envelopes too (parish wide).
- Start young
- Provide opportunity for talent and time of young.
- Show what children's envelopes buy.
- Kids donate a percentage (or any size) gift from their Christmas gifts.
- Give kids envelopes.

H-2 How can we increase financial stewardship?

Strategic Solutions:

- Identify a communication non-traditional means of contributing to St. Monica including:
 - ACH
 - Paypal
 - Credit card
 - Online contributions on St. Monica Website
 - Planned giving
 - Affinity programs
- Communicate parish financial condition and needs monthly including communicating 2nd collections via email.
 - Key measures on how money is spent?
 - Summary of revenues/expenses
 - Outreach needs and amounts provided
 - Measure of \$10, \$20, \$50, and \$100 or what they can buy.
- Thank existing givers at least annually.
- Coordinate financial appeals by church and school.
- Heavily promote automatic giving option.
- Witness talks-personal impact of benefits of giving
- Educate on how money is used or could be used if raised.

Convocation Strategic Solutions:

- Find out how many parishioners use direct deduction for parish donations
- Use on-line methods for all parish payments/purchases.
- Update financial info weekly, so parishioners know where the money is being spent.
- Make sure all groups know what they collect and how they spend the money (i.e. rose, tootsie rolls, etc.).
- Quarterly reminder (various ways) to discuss stewardship and planned giving.

- Publish annual list of contributors – not amount
- Envelopes used
- Weekly financial update in bulletin statement – not in bulletin anymore
- If “good stewardship” is defined...
- Need Ad-hoc ability for electronic weekly tithing to allow for second collections.
- Email reminder for second collections.
- Set up similar to F.A.C.T.S
- Directions for parishioners for other methods of electronic payment.
- Improved disclosure of budget – where money is needed, what does it go to?
- Publicize, make more known what is being done.
- Improve facility appearance, more cosmetically pleasing.
- Better disclosure as to where/how money is spent.
- Better promote “giving electronically” more awareness.
- Bring back Bingo
- Envelopes for the kids – teach stewardship
- Encourage people to use envelopes, could get tax benefit from charitable contribution.
- Change paradigm of giving by challenging materialism of society.
- Invite Marion college stewardship group to parish for a program.
- Invite testimony by parishioners about joyful giving.
- Parish shows that they are good stewards, permit people to donate to a certain parish “cause” for a month if designated.

H-3 How can we create a culture of ownership/family?

Strategic Solutions:

- Continue new parishioner orientation (its working).
- Identify more opportunities for priests to great/next parishioners.
- Develop Mentor families at each Mass to allow parishioners to become known.
- Promote SCC, RCIA & CRHP as means to form relationships at church.
- Encourage greeters at Mass including EM's, ushers, and lectors.
- Wear/use name tags.

Convocation Strategic Solutions:

- Ministry Fair
- “House Cleaning,” “Gentle Reminder” from priests about Mass attendance.
- More parking
- Define what a parishioner is.

- What does it mean to be a parishioner?
- A mentorship for new parishioners.
- Personal invitation

H-4 How can we understand needs of our parishioners?

Strategic Solutions:

- Organize personal contact ministry with a goal of contacting each family annually to verify:
 - Parishioner status
 - Contact information
 - Needs
 - If no longer a parishioner, why?
- Develop questionnaire to survey parishioner needs and expectations
- Administer to whole parish
- Do qualitative/quantitative analysis to set benchmarks
- Determine if parish rolls are accurate
- Analyze results for future direction/steps

Convocation Strategic Solutions:

- Discuss needs of homebound parishioners and how to connect with parish nurse and willing volunteers.
- On-line request for parishioners (prayer or basic needs)
- Senior citizens and lower-income families and first generation immigrants have little/no access to computers/internet.
- Tangible connection of parishioner in need with skilled parishioners.
- Personal touch is a must.
- Ask parishioners to stand up and accept the challenge to follow-up with parishioners who don't show up at Mass for a few weeks.
- Personal calls of support for sick parishioners.
- Blurb in bulletin (asking for assistance)
- Invite all parishioners
- Put words to songs on a TV or either side of altar.
- Usher/Mass coordinator can redistribute books after Mass so English and Spanish songbooks are spread out.
- RR on main floor is terrible and needs to be updated.
- Anonymous letter/bulletin to network parishioners who are in need.
- Regional contact as part of census
- Better job at explaining financials (i.e. 26 cents goes paying?)
- Ask them: use forms, copy in Narthex, online, put copies in pews, annual
- Needs assessment.

- Survey of some type.
- Missions and groups –seems to be too many, consider removing those that are struggling/lose interest.
- We could create a needs assessment – emotional, spiritual, personal needs/desires.
- If we had email addresses a quick survey could be done.
- Use ministry leaders to channel needs up to parish leadership
- Access to information as to contact information so that issues can be communicated
- Suggestion box
- A way to contact any ministry leader with needs
- List parishioner’s comments and take them to parish council.

H-5 How can we reach out to 70% not involved or in church on a regular basis?

Strategic Solutions:

- Reach out during Marriage/baptismal prep to recruit active/involved members.
- Use info from personal contact ministry to engage this group, also engage sunshine club, shut-in ministry and bereavement ministry.

Convocation Strategic Solutions:

- Build parishioner database and assign to one volunteer or stipend person.
- Send out e-mail newsletters (monthly).
- Personal invitations to get involved in parish
- Determine present involvement of each parishioner, ask “next level” questions (personal invite).
- Electronic/on-line update of parishioner info by individual families (helps with maintenance)
- Help educate parishioners on three ways to be an “Active Parishioner.”
- Help support parish nurse ministry – educate parishioners as to its existence.
- See what other parishes are doing – other states too – what are they doing
- Send bulletin out to people who have not contributed in so many months.
- Larger bulletin/e-mail/website with more info
- Change bulletin to a newsletter – include catechesis
- Challenge the ministers to reach out to others.
- SCC needs to be more aggressive – market it
- Expand bulletin
- Include inserts in online format.
- Personal contact to both the 70% group and the 30% group.
- Greet late arrivals/early departures.

- Encourage parishioners to reach out to any Catholic neighbors that are part of the 70%.
- Personal invitation
- Engage alumni to return.
- Pack of materials for new people – a type of greeting package
- Mentoring
- Pair active with inactive
- Invite them to church
- Christ Renews his Parish
- Use the “calling technique” to reach people who may have fallen away.
- Get St. Monica and school in realtor packets. We are poor in having St. Monica in the directories of all kinds.
- Reactivate outreach ministry.