



Template: Family Pastoral Planning Proposal

Your Family Pastoral Planning Proposal is comprised of your Family Pastoral Planning Team's responses to each of the following questions, along with your convener's certification in Section 7. Please refer to the accompanying Family Pastoral Planning Template Guidelines PDF for important guidance, timelines and background as you work through each section of your proposal. Your assigned coaches and the Pastoral Planning Office are standing by to assist you.

Peace,
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Director of Pastoral Planning
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Section 1. Family of Parishes: General Information

1. Name of Family of Parishes, e.g., Rural Family A-L or Urban Family A-U:

- We are Urban Family "F"

2. Name of Family Convener:

- Fr. Michael Gadache

3. Names of priests in the Family:

- Fr. Dan Wittrock, Outgoing Pastor St. Bernard July 2023, transitioning to Fr. Michael Gadache, outgoing St. Pius X Associate Pastor, incoming Pastor St. Bernard July 2023; Fr. Joe Wray, Pastor St. Pius X; Fr. Craig Loecker, Pastor St. Leo; Fr. Michael Swanton, Associate Pastor St. Leo.

4. Names of Parishes and Missions in Family:

- St. Bernard; St. Leo; St. Pius X; Our Lady of Africa Catholic Chaplaincy; St. Michael the Archangel French Community *Family F Note: The two African Mass communities will consolidate as part of St. Bernard parish.

5. Names of active deacons and their associated Parishes in the Family:

- St. Bernard: Paul Dreismeier, Tim McNeil, Charles Sheik
- St. Leo: Randy Landenberger, Trung Nguyen, Jim Shipman, Kevin Fuller, Norm Tierney
- St. Pius X: Does not have any active deacons; would like to have an active deacon.

6. Names of retired deacons and their associated Parishes in the Family:

- St. Leo: George Knockenhauer
- St. Pius X : Gene Schimonitz, retired

7. Names of Catholic schools in Family:

- St. Bernard School
- St. Pius X / St. Leo School

8. Names of Catholic schools in other Families that are in relationship with this Family's Catholic Schools:

- St. Wenceslaus - Partner School to St. Bernard. St. Wenceslaus kindly passes along unsold used uniforms, and some extra school supplies.

Section 2. Family of Parishes Current Assessment: Flourishing as

Missional Faith Communities. Please answer the questions in this section to assess how various elements of life in each of your parishes are oriented on the mission today, and to begin to identify opportunities for growth. Your answers here will inform how you approach Sections 3 and 4 and how to collaborate more deeply as a mission-oriented Family of Parishes. Your responses to these questions will help you identify your parishes' strengths and where you are invited to growth.

A. Mission-Oriented Liturgy

1. What steps can each of your parishes take to increase the beauty and excellence of its Sunday worship?

The Family has beautiful and excellent Sunday worship. There are steps each parish can take to increase those aspects of Sunday worship.

St. Bernard: We could continue to prepare students at School and Religious Ed. to understand seasons of the church and seek more opportunities to engage students and their families to join the parish's sacramental / liturgical life on their journey toward discipleship (e.g. through children's choir, religious artwork, children's collection, students serving as greeters, ushers, gift bearers, lectors, musicians, etc.). The pastor, deacons, school principal and school/religious education teachers could personally invite young parishioners—especially those whom they have taught (teens to those in their twenties and thirties) to participate as lectors, EMHCs, and music ministers. Invite all people (families AND individuals) to serve as gift bearers, ushers, and greeters. Extend requests for donations of/for flowers and appropriate seasonal decorations beyond Easter and Christmas.

St. Leo: Many ideas surfaced about strengths and opportunities for beautiful Sunday worship at St. Leo. They include: music at all Masses, excepting the earliest Sunday Mass where parishioners may want a music-free

liturgy; children's choir; minister presence to include more servers and ushers; reinstate bell choir if interest can be drummed up; rosary before some liturgies.

St. Pius X: Beautiful and excellent worship opportunities begin with invitation to all to engage and participate at all Masses. Inviting people to share talent in all ministries (music, lector, EMHC, etc.) is a good first step. Including youth alongside seasoned parishioners adds to the beauty.

2. What steps can your Family of Parishes take to build Family unity around Sunday worship?

A natural place to encourage Family unity is Sunday worship.

St. Bernard: To build Family unity around Sunday worship, we could announce/invite all parishes in Family to Donut Sundays, children's choir performances, and patron feast day Masses/celebrations at each church. Also, we could share information about each parish's history and church (e.g. explain stained glass windows, statues, architecture, etc. after Masses and/or in bulletins with photos). Perhaps once per year, each parish in Family could host a breakfast/casual dinner after weekend Masses. At Masses, have greeters at the door, continue offering the sign of peace, and provide name tags once per month.

St. Leo: Shared communication about parish festivals will help connect the Family. Other suggestions to increase unity amongst St. Leo's parishioners are to maintain greeters at every mass and host donut Sunday once a month. An evening Sunday mass *(5:30pm) is unique to the Family and appeals to some. We will communicate with the Family our Mass schedule.

St. Pius X: To build family unity around Sunday worship, the family of parishes can take steps to communicate the liturgical schedule of each parish. Bulletin communication can remind the Family of Parishes about Sunday worship opportunities. Gatherings after Mass such as donuts and pancake breakfasts bring people together.

3. What are the obstacles to a mission-oriented Mass schedule that must be addressed, e.g. parishioner expectations, facility size, and driving distance?

St. Bernard: Delaying the start of the Sunday morning Mass and eliminating the 10am Mass will cause some consternation for early-risers and for those managing volunteers for community-building events after Masses. Eliminating 10 am Mass will make late-risers unhappy, and will leave the St. Bernard choir without a home. Many in this group have been in the choir for decades, so it will be difficult for them to not feel disappointed and discouraged. Early morning Mass attendees generally prefer liturgies with little or no music (except for a song or two for Advent, Christmas, and Easter). In addition, losing a Sunday Mass may result in more elderly and handicapped attending available Masses than there are handicap accessible parking spots. The plan to have the 11 am African Mass be celebrated in French on the fourth Sunday of the month will require non-French speakers to attend a completely different time or a different church and sadly some may skip Mass altogether. Some parishioners walk to church, so could not attend Saturday night due to darkness, or elsewhere due to the distance.

OLA and St. Michael the Archangel French Community will have further distances to drive. St. Bernard does not have a Parish Center, so sharing the Clairvaux, School Gym, and School Cafeteria (depending on size of the event) can be an obstacle and will require flexibility and precise scheduling.

St. Leo: As in any parish, people are committed to “their” Masses. The Masses with highest attendance at St. Leo are 5:00pm Saturday and 10:00 am Sunday.

St. Pius X: Any time a change in Mass schedule occurs, it is natural to expect obstacles for some parishioners due to transportation and expectations. Parishioner expectations include things such as whether music is included as part of the liturgy, the type of music included, what precedes a liturgy (confessions and/or praying a rosary, for example), duration of Mass, and community gathered.

B. Collaborative Leadership

1. Do each of your pastors have a leadership team to help them advance the mission for your parishes?

St. Bernard: Yes. St. Bernard has the following leadership teams: Parish Pastoral Council, Finance Committee, and School Board. In addition, until this year, we used to conduct a Joint Planning Meeting three times a year to communicate and coordinate between the leadership teams and the various ministries.

Evidently the African communities also have their own set of leadership teams. Though the OLA and St. Michael the Archangel communities will combine, it is unclear how that leadership will be affected. There is no current plan by the African communities to join St. Bernard parish, so they will remain separate at this time.

St. Leo uses the talented staff at St. Leo to advance the mission.

St. Pius X has a pastoral leadership team for the past six years.

2. Do each of your parishes have a clear and unifying expression of the mission for all staff and volunteers?

St. Bernard: St. Bernard’s Mission Statement is: *St. Bernard Parish, a Catholic community, seeks to make Christ present in all we say and do.* The Vision for St. Bernard Community is: *St. Bernard Parish, a faith-filled Catholic community, sustained by our prayer, works, and trust in God, through the intercession of our Blessed Virgin Mary and our patron saint, Saint Bernard, provides a vibrant, welcoming environment. We invite all to join in activities that foster our spiritual, educational, and social growth to promote discipleship. We unite with the Catholic Church, and partner with the community to share the love of Jesus Christ within our parish and beyond.* Our school incorporates the mission into its everyday activities and communications—both written and verbal. Until this year, the mission and vision were reaffirmed and/or updated during strategic planning discussions held by the Parish Pastoral Council and shared/confirmed with others at the Joint Planning Meetings. Because the pastor discontinued the Strategic Planning and Joint Planning meetings, and did not communicate the mission across parish and school volunteer committees and other parishioners via the pulpit, bulletin, website, etc., some may be missing this message and the opportunity to keep it as a current, unifying expression of our mission.

St. Leo: Each group has its own focus, yet the parish is unified in missionary work to others. St. Leo’s various ministries do a good job of their own focus to bring others closer to Jesus.

St. Pius X: Yes; St. Pius X mission for staff, volunteers, and parishioners is as follows:

We are St. Pius X Parish, grateful to our founders for a tradition of sacrifice, hard work and simplicity, proud of our economic, cultural and age diversity. As a Catholic community, we share our gifts and resources to live the Gospel of Jesus in a spirit of joy. We commit to Spirit-filled worship and prayer and excellence in education for all. We strive to be a welcoming community, to work for justice and to provide caring service for one another and the world.

The St. Pius X Parish Prayer reflects this mission. We pray it at Mass and Parish Council meetings and use our mission as a guiding document.

3. How are your parishes inviting lay leaders to recognize their gifts and use those gifts to advance the mission?

Personal invitation is an effective way to bring people into the mission and activities of our parishes.

St. Bernard: St. Bernard lists and explains parish and school ministries/groups and volunteer opportunities in the Parish directory. Periodically a survey has been sent to allow parish members to offer their gifts/skills. New members are invited to complete and return a Time and Talent Sign-Up form. In addition, the pastor, staff, and ministry members invite others to join various groups via the bulletin and/or personal invitation. St. Bernard is looking to add volunteer opportunities and organization availability to our parish/school website.

St. Leo: We extend invitations for lay leadership frequently. Personal invitation helps to get more lay leaders and is best practice with best results. We can all think of a time where invitation by someone led to positive outcomes; people can be leery of joining but personal invitation can overcome this hesitation.

St. Pius X: St. Pius X parish invites lay leaders to recognize their gifts and use those gifts to advance the mission of the parish. A non-exhaustive ministry list includes: Lay reflections at Mass or faith formation events; invitations to serve as ministers in liturgy: EMHC, lector, server, sacristan, musicians, baptismal stole embroiderers, special remembrance Masses and events; in faith formation events and programs: RE catechists, RCIA team or sponsor, small faith group leader, Bible Study coordinator, baptism prep facilitator, Sunday Preschool catechists, Confirmation Discipleship Group facilitators; in human needs outreach; in parish service to one another as community (hospital and bereavement ministry, funeral lunches, Pasta Fridays, supper club, Men's Group and Women's Org., Young at Heart); and in support of financial stability for the parish and its works (Knights of Columbus, Parish Festival, trustees and Pastoral Council).

4. Using the scale below, describe how staff members and volunteers at each of your parishes view their particular ministry areas as part of the larger mission. Provide a justification for each of your responses.

- a. Beginning:** Initial work has been done within the parish to connect ministry areas with the mission, along with justification.
- b. Progressing:** Staff members and volunteers have begun to view their ministry areas as part of the larger mission, along with justification.
- c. Proficient:** Staff members and volunteers are actively engaged in connecting their ministry areas with the larger mission, along with justification.

- d. **Advanced:** Staff members and volunteers are actively engaged in promoting the mission through their ministry areas, and in helping others take their next step toward doing the same. Please include justification for this evaluation.

St. Bernard: Beginning. As St. Bernard and OLA and the French Community join together, communication of the particular ministries will need to increase and be more available to all three communities so they can coordinate/combine efforts effectively.

St. Leo: An inventory of ministries is below.

| St. Leo Ministry | How do you view? Provide detail. |
|----------------------------------|--|
| Altar servers | Progressing. More than we had; more new kids will be coming. |
| Lectors | Proficient. Look as ministering to community |
| EMHC | Proficient. Look as ministering to community |
| Hospital Ministry | Progressing. Back at it (at Methodist and maybe Immanuel) |
| Homebound Ministry | Proficient. Hoping to add more soon but it is well covered |
| Communion Service | Proficient. Active in surrounding locations |
| Sacristans | Progressing. Covered but not deep; those that are there are probably proficient. |
| Ushers | Proficient. Do a good job and also many of them act as greeters |
| Environment | Advanced. Draws people in to each season of the liturgy |
| Liturgy of the word for children | Progressing. Have people that want to do it |
| Music | Proficient, when available. Music does connect people with the mission and liturgy; hard getting a music director/choir director - |
| Prayer shawl | Advanced. They don't make a big deal of it and do it quietly behind the scenes |
| Prayer line | Proficient. |
| St. Monica's | Advanced. Very dedicated |
| RCIA | Advanced. Organized and connect others to Jesus |
| Sacrament prep | Advanced. Engaged in sacraments |
| SPSL | Advanced. Catholic identity propelled. |
| Family Faith Formation | Advanced. Connecting families. |
| Vacation Bible School | Advanced. Volunteers, kids, a lot engaged |
| HS youth group | Advanced. Creating community with others and God |

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|---|--|
| JH youth group | Advanced. Creating community with others and God |
| Adult Formation | Proficient. Groups are moving forward and growing |
| Bible Study | Proficient. Small in number. |
| Parish Resource Library | Advanced. Resource for parish, visible, updated |
| TMIY (That Man Is You: men's study group) | Advanced. Committed to mission, intentional, focused |
| Christ Life | Beginning. Will start in January |
| Book Club | Advanced. |
| CST | Proficient. Have semi-regular activities |
| Human needs | Proficient. reaching out to our parish |
| Habitat- | Coming to a close most likely |
| Francis house ministry | Proficient. Consistent to ministering to those in need |
| Harvest of faith | Advanced. Includes people beyond SL parishioners. |
| Bereavement | Proficient. Making contact with all those who have lost a loved one. |
| Funeral lunch | Proficient. |
| Respect life | Proficient. |
| Knights of Columbus | Proficient. Active in lots of parts of the parish and connecting to Jesus in a variety of ways |
| Young Adult; Singles Group | Non-existent |
| Young at Heart | Advanced - connecting our older population |
| Couples Bridge Club | Proficient. Builds Community |
| Parish council | Proficient. regularly look at our parish and what more we can do |
| Finance | Proficient. Helpful. |
| Board of education | Proficient. Active. |
| Heavenly helpers | Proficient. |
| Buildings and grounds | Proficient. |

St. Pius X: Here at St. Pius across the board, the parish ministries hold at their center our mission statement and welcome statement. It gets played out in everything they do, from extending invitations to the type of programming, speakers, missions, etc. We know this because of the fact that parishioners can easily express what the 'Spirit of St. Pius means' and regularly follow suit with action. We will continue to review specific program efficacy against this scale. Of note: the Men's Club/Knights, Human Needs Outreach, Health Ministry, and Social Justice groups have been especially active and advanced in ministry in recent years.

5. Using the scale above, what actions would help staff members and volunteers at each of your parishes to move from one step to the next higher step toward integrating their ministry areas with the mission?

St. Bernard: Beginning. Additional staff that are bilingual may be needed, but continuous evaluation will be done.

St. Leo: St. Leo will evaluate ministry areas as time progresses.

At **St. Pius X**, one way we might be able to move a step further in an area that is already strong, is to reach out a little more with the school. There is already a great relationship, and on both sides we probably could give more attention to some areas; those are opportunities to progress from proficient to advanced.

6. Are there ministries at your parishes that might best be pruned to make room for the growth of mission? If so:
 - a. What are they?
 - b. What is the invitation for those participating in such ministries to grow in their lives on mission?

St. Bernard: Not at this time.

St. Leo: (a). Habitat jumps out as a dormant ministry that could be pruned. (b). ChristLife, Liturgical ministry invitation, and TMIY (That Man Is You) are examples of mission-driven programs that can increase participation in parish life by people of all ages and stages of life.

St. Pius X: All ministries are meaningful to those involved; times of transitions are good times to consider what missions may be added or pruned. (a) One example at St. Pius X is the Respect Life Committee. We have wondered if it could grow if it were incorporated jointly with our Family. We've considered if it should be a subcommittee of Catholic Social Teaching group. Further elaboration regarding RCIA/Faith Formation opportunity is below. Resources and suggestions from the Archdiocese would be welcomed. An example of an invitation: "We are called to care for all life in all forms. We desire to grow our Right to Life / Life / Pro-Life Ministry and are curious about how that may look within our Family of Parishes."

C. Clear Path of Discipleship

1. What has each of your parishes done to develop a clear path of discipleship? A clear path is a parish roadmap that meets people wherever they are on their faith journeys—ranging from the disconnected to mature Christians—and invites them to take their next step toward a growing relationship with Christ.

St. Bernard:

St. Bernard does have opportunities for improvement when it comes to having well-defined steps that provide a clear path of discipleship, though we do offer opportunities to grow along various paths:

- One of our deacons facilitates our RCIA program for those who express an interest in joining the Church.
- Various programs throughout the year offer opportunities for people to grow in their faith (faith-sharing, Bible study, Christian Family Movement (CFM) group, parish mission, Lenten Journey in the Word, Live Lent Together, parish library/monthly book reviews, etc.). St. Bernard also started a 'book of the month' program that provides a free book (at the front entry of the church) to anyone interested. These are mainly Matthew Kelly/Dynamic Catholic books, and everyone is encouraged to take one to read and then pass it on to another person.
- Our school provides faith-based education and encourages families to join our parish.
- Opportunities to put faith in action are also available
 - Volunteers who support Spiritual Life: EMHCs, lectors, choir, Knights of Columbus, Religious Ed., Parish Library, et al.
 - Volunteers who support our church/services: welcoming committee, funeral committee, church cleaners, indoor and outdoor flower preparation/care
 - Volunteers for Parish Outreach: St. Vincent de Paul Society—food pantry, etc. to help our neighbors and refugees, support for homebound/those in nursing homes, pro-life activities
 - Volunteers for school, athletics, scouting
 - Volunteers to help the pastor and staff: Parish Pastoral Council, Finance Committee, Facilities Committee, Alumni Association, Communications, etc.

At St. Leo, there are a lot of roads that connect, not just a single path. Programmatic examples to support discipleship are: ChristLife; Religious Education, Youth Ministry, RCIA, etc.

St. Pius X has not explicitly marked, mapped, and matched one's journey of faith to intentional programming. However, as a parish that is firmly committed to social justice, we offer myriad opportunities for comfortable Catholics in the pews to get involved in any number of ongoing justice-work activities (from providing dinner for the Francis House, to recycling, to refugee resettlement). The flexibility and openness of accompanying and encountering faithful people along their faith journey is important; accomplishing this without prescription and rigidity fits for St. Pius X.

2. How are your parishes involved in relational outreach to connect with people who are disconnected or loosely connected to your parishes?

St. Bernard: The deacons and pastor regularly visit hospitals and nursing homes in our area. Fr. Dan also visits a local prison and will visit those who are sick when asked, regardless of their connection to the church. The Men's Faith group invites men of all faiths, not just Catholic. We reach out by word of mouth and faithful parish members reaching out to others. We have a list of people to volunteer to 'buddy' with new families at the school, and would like to do the same for new or disconnected members of the parish. When asked by the French-speaking community whether they could use our church for a monthly Mass, Fr. Dan welcomed them with open arms. Periodically we include photos in the parish directory to help people connect names to the faces they see (it had been cost-prohibitive to do this every year, but especially with the new groups in the Family attending Mass at our church, it may be worth doing this again soon.) We try to have a welcoming community that provides a positive association with Jesus and Catholics in general. We have found that often people enter the Church "through the gym door" by meeting kind parishioners who invite them to join. So, St. Bernard holds friend-raiser events such as Pancake breakfasts, Doughnut Sundays, Irish Hooley Dinner, Parish Carnival, Parish Festival on St. Bernard Feast Day, Rolls and Coffee after Wednesday morning Masses, Men's Prayer Group, Athletic Club, Gourmet Dinner Group, Pot-Luck Dinners, etc.

St. Leo: This is a challenge! In our boundaries, there are lots of apartment dwellings, which becomes a bit more challenging to reach than single-family homes. We are asking ourselves how we reach all of those, and we do not yet have a great answer. We know we can evangelize people who are already active, those already in the parish, and those on our parish roles but not attending. Natural life-stage points of transition may be time to invite people back to church, such as birth of a child, baptism, when families have children beginning school, weddings, and funerals. Emphasizing the diversity of parishioners with presence at the parish festival is an idea as well. We look forward to sharing more ideas with the Family about different nationalities and family of origin stories.

At St. Pius X, COVID-times and post-COVID times have proven to be challenging to keep the flock together! St. Pius X has enhanced communication to parishioners through school outlets as well as individual outreach (phone calls) for invitation back to our Welcome Back mass and the like. Invitation to parish social events (e.g., Pasta Fridays, speakers) and fundraisers (e.g., sales, festival, etc.) persists. Further, we've recently hosted a newcomers gathering and then followed up on several occasions inviting them to something.

3. What opportunities for significant moments of conversion, e.g. Christians Encounter Christ (CEC) weekends, mission trips, retreats, Alpha or ChristLife, do your parishes promote for adults to encounter Christ more deeply?

St. Bernard: St. Bernard provides Parish Missions (with guest priests providing mission-inspiring homilies) during Lent, and works with His Global Love and Ablaze Worship Ministry for intercessory prayers and Healing Masses. The Men's faith group participates in the Cloisters retreat and invites others to join.

St. Leo provides opportunities for adults to encounter Christ more deeply such as Family Faith Formation (FFF; formerly "religious education"); ChristLife; Living Lent program and the parish mission.

St. Pius X promotes events for adults to encounter Christ more deeply such as Parish Mission during Lent, occasional retreats for men and women, advertising CEC weekends, and publishing retreat opportunities.

4. What formation opportunities do your parishes offer to help adults who have experienced conversion to deepen their understanding of the Faith, e.g. small groups, Bible studies and parish missions?

St. Bernard: St. Bernard offers Bible studies a few times a year, RCIA, which is open to new and existing members, Lenten parish missions, Stations of the Cross, Live Lent Together, and Journey in the Word groups, men's and women's small group faith sharing, and daily Confession. The rosary is prayed prior to Masses, and there is also a weekly devotion to Our Mother of Perpetual Help (after Tuesday morning Masses).

St. Leo: ChristLife, TMIY, and our parish mission help adults who want to deepen their understanding of their Faith.

St. Pius X offers adults seasonal (e.g. Advent, Lent) small group opportunities, Bible studies, Lenten mission, and various ad-hoc support.

5. What formation opportunities do your parishes offer for mature Christians to help them understand their co-responsibility for mission and to equip them to purposefully evangelize others?

St. Bernard: Christian Family Movement (CFM), Men’s Group, Lenten retreats (at the Parish), Parish prayer-request ministry, Parish Library with monthly book reviews in the bulletin, and free book-of-the-month program.

St. Leo: TMIY and our parish Book Club equip mature Christians to purposefully evangelize.

St. Pius X’s Theology Matters tends to attract mature and thoughtful Christians, and although taking concrete action on the topics is usually encouraged that action is not for the explicit purpose of evangelizing, just for living a full Christian life. Almost every CST event ends with a call to action and often provides specific “next steps”

D. Culture of Generosity

1. How are your parishes creating an atmosphere of welcoming and inclusiveness for parishioners and visitors?

St. Bernard: Welcoming committee [pre-covid] had dinners for all new members. The welcoming committee does need some revamping post-covid

St. Leo: Our parish feels welcoming and we feel it is our strength. Parishioners greet one another and visitors warmly, with a smile and a “hi”. Of course there is always room for improvement. Encouraging everyone to be welcoming, not just the “greeters” is an idea. The prominence of the parish library with books and goodies is a swift and welcoming way to support those who want something to take home.

St. Pius X creates an atmosphere of welcoming and inclusiveness for parishioners and visitors from Mass greeters, “Welcome” at Mass, and other common practices such as greeters at funerals. We proclaim a culture of welcome and inclusivity by words and by actions. Less obvious practices of welcome and inclusivity include things like the following:

- Because the RCIA team is willing to be flexible and work with people where they are (not where we wish they were), they have taken on inquirers who other parishes have turned away. RCIA deals with a lot of people in difficult situations and that is one of our unsung ministries of outreach and welcome.
- St. Pius X has many ADA accommodations: automatic door openers, hearing loop, ASL interpreters, wheelchair availability, reserved seating for deaf community, seating that welcomes those in walkers or wheelchairs, ramp into sanctuary, and a non-Facebook page user webpage for all the news that we post on FB.

We seek out diversity in parish leadership and use a selection system for Pastoral Council members that results in a broader range of participants than the “usual suspects”.

2. How do your parishes build up fellowship and friendship in the service of our Lord and our fellow human being?

St. Bernard: St. Bernard is part of the St. Vincent De Paul Society and prays with all the recipients. St. Bernard has a refugee committee. There is also a Christian Family Movement group.

St. Leo: Fellowship and friendship are big pieces of parish life! Things that came to mind right away are: St. Leo Parish Festival, recurring pancake breakfasts, chili cook-off and Husker chili feeds, Winter/Lent soda bread making just to name a few. Parishioners and community members look forward to these events.

St. Pius X builds up fellowship and friendship in the service of our Lord and our fellow human beings. When registering as a parishioner, the registration form asks for them to identify gifts and talents; internally, staff use that to invite parishioners to participate in areas of interest. Also, if staff/parish leaders see that someone has a particular gift, we invite them to share. Many of our community-facing activities endeavor to build fellowship and outreach. An example is our summer Garage Sale and Ann's Attic. We host a Wednesday community night for all the workers, staff and teachers to come and meet each other and pre-shop.

3. How do your parishes build up a culture of life that promotes the dignity of every human life from conception to natural death?

St. Bernard: St. Bernard has a group that prays outside abortion clinics and participates in the pro-life march on Dodge each year.

St. Leo: St. Leo has an active Respect Life group that sets the example for the parish and promotes the dignity of every human life from conception to natural death.

St. Pius X builds up a culture of life that promotes the dignity of every human life from conception to natural death. Our parish Respect Life Committee promotes life-centered activities, particularly anti-abortion efforts. The Catholic Social Teaching group is very active in life issues beyond abortion. The Health Ministry committee does a great job at addressing health across the board and dealing with end of life issues, as does the bereavement ministry. The Human Needs Outreach responds with great compassion to all those seeking help through us.

4. How do your parishes help everyone recognize and act upon the Lord's invitation for them to share their particular gifts and talents with others?

St. Bernard: St. Bernard provides all organizations and volunteer opportunities in the Parish directory. There has been a survey to allow parish members to offer their gifts/skills. St. Bernard is looking to add to our webpage for volunteer and organization availability.

St. Leo: Being called to share our gifts and talents with our parish is one way we get closer to God. St. Leo has a variety of things for people to share those God-given gifts. Our garden is one example. Others are other groups, creating prayer shawls, participating in liturgical ministries, the parish mission, and the festival. The ministry fair is a good way to invite more to identify and share!

St. Pius X helps everyone recognize and act upon the Lord's invitation for them to share their particular gifts and talents with others. We present new parishioners with a list of expectations that address the use of their gifts; it is accompanied by a stewardship form asking them to name their gifts. This is constantly utilized to match people with ministries and needs by staff. This can also be found on the website, and in the directory. Further, if staff/parish leaders see that someone has a particular gift, we invite them to participate in an area that uses it. Because of the number of volunteers needed for ministries, we often invite people to "discover" and cultivate a gift that may not yet be mature (e.g., inviting those who shun public speaking to help as a catechist aide, then

potentially grow into a catechist, etc.) There is an opportunity for our parish to do a better job of mentoring people into leadership.

5. How do your parishes invite everyone to accompany others in need of material, spiritual, and emotional support?

St. Bernard: St. Bernard is part of the St. Vincent De Paul Society and prays with all the recipients. SVDP has food drives and coat drives. St Bernard participates in Undies Sunday. St. Bernard has a refugee committee.

St. Leo: At times in life, everyone needs material, spiritual, and emotional support. St. Leo has tangible ways to help its parishioners. Those include crafting and sharing prayer shawls, taking communion to hospitals and the homebound, identifying human needs and outreach, staffing a prayer line, incorporating St. Monica group to help, and priest and pastoral ministry duties to support (hospice, meeting with people).

St. Pius X invites everyone to accompany others in need of material, spiritual, and emotional support. St. Pius parishioners are very generous with material gifts to help those in need. The health and bereavement ministries walk with those who have lost someone for a year and provide assessments and resourcing on health matters. Prayers of the faithful for weekend Masses almost always include a call to action to spur hearers to be God's face/hands/feet in the world. Regular personal (email) reminders to Confirmation sponsors to encourage accompaniment of candidates. Personal invitations are issued from ministry heads/chairs, Pastoral Council members and staff to participate in parish ministries and events ranging from liturgy to garage sale.

6. How do your parishes use homilies and lay witness talks to model a culture of encountering the Lord and living as disciples?

St. Bernard: Father Dan and the Deacons regularly talk about Catholic values like reconciliation/confession, the importance of the Eucharist, the importance of respect for Life, the sacraments available, prayer and praying for each other.

St. Leo: Our parish is known for preachers with good homilies, which enhance the enjoyment and participation at Mass. We do not currently incorporate lay witness talks at Mass, but those can be done at fellowship times. ChristLife, the parish mission, and CHRP are other opportunities for preaching and sharing.

St. Pius X uses homilies and lay witness talks to model a culture of encountering the Lord and living as disciples. Lay witness talks are a powerful model of that here. Hearing witnesses of all ages and stages of life helps parishioners to examine their own lives and habits. St. Pius X has lay witness talks at Masses approximately once a month (with access to listen on the website in perpetuity).

7. How do your parishes invite everyone to share their financial resources with their parishes to help build up the Kingdom of God?

St. Bernard: The weekly offerings are posted in the bulletin every week. Announcements from the finance committee during masses a couple times a year. Announcements and mailings for the annual appeal.

St. Leo: We are blessed with a generous community regarding financial resources. We formerly do a once-a-year update with letters every quarter. We acknowledge it is challenging to reach those who are not consistent Mass goers, even if on our rosters.

St. Pius X invites everyone to share their financial resources with our parish to help build up the Kingdom of God. Appeals are made in the bulletin, through second collections and appeals, and through occasional communication from the parish finance committee and pastor.

E. Adult Formation

1. What specific ministries do your parishes regularly offer for adult formation?

St. Bernard: Bible Studies

St. Leo: The list is robust and includes: RCIA, That Man Is You (TMIY), Family Faith Formation (FFF), ChristLife, Book Club, Pro-Life Group, Tuesday Night Rosary, and nightly Rosary

St. Pius X offers specific ministries for adult formation. Examples are: Theology Matters and Spectrum speakers (~quarterly); Bible study, faith sharing or book read (~Lent); parish mission (~Lent). Though the interest seems to be seasonal (especially, Lent) as well as interest at the beginning of the school year.

2. How do your parishes provide an initial proclamation of the kerygma and create conditions for an encounter with Jesus, e.g. RCIA, Alpha, or ChristLife?

St. Bernard: RCIA, Live Lent Together, Christian Family Movement

St. Leo: ChristLife and RCIA are examples of initial proclamation of the kerygma and programmatic encountering with Jesus.

St. Pius X creates conditions for encounter with Jesus programmatically through RCIA and Religious Ed. RCIA team members and RE catechists understand that their job is to give adults/children the opportunity to encounter Christ and hear the good news of the Gospel, not just to impart facts about our faith.

3. How do your parishes engage young adults, ages 21-35?

St. Bernard: Though we certainly would like to do more for this age group, St. Bernard does offer multi-generational events and social activities (Irish Hooley Dinner, Valentine's Dance, Gourmet Dinner Group, volleyball in the school gym, and various volunteer opportunities for community events etc.)

St. Leo: Young adult ministry can at times be tough! Depending on whether these people are parents yet or not (singles or married with no children) also shapes what kind of activities or outreach resonates. We desire a rich community for young adults and are open to ideas about how to improve ministry post-college age people. If young adults are parents of five-day school (SPSL) children, they are typically engaged with other school parents through activities.

St. Pius X engages young adults (21-35). Non-programmatically, we offer social, service, and community-building events at the parish and invite them to participate as volunteers, leaders and attendees (e.g., Pasta Fridays, Super Bowl watch parties, parish festival and garage/clothing sales, etc.). Currently, we do not offer anything programmatic for young adults except what they get as parents in the parish Rel Ed presentations for adults and

parent videos/instructions for the Family Faith Formation materials used in the Rel Ed program. If young adults are parents of five-day school (SPSL) children, they are typically engaged with other school parents through activities.

4. What percentage of couples who complete marriage preparation remain engaged in parish life?

St. Bernard: We do not currently track this statistic but those who were involved generally have stayed involved.

St. Leo: Estimate 50% of couples who complete marriage preparation remain engaged in parish life. We have seen families often return to church when a child is baptized.

St. Pius X does not explicitly track this statistic.

5. How do your parishes engage couples in parish life during their first 5 years of marriage?

St. Bernard: When couples have children, they generally request baptisms. We also have sent letters to those who had children baptized in the past several years to remind them that St. Bernard has a 5-day School Pre-K through grade 8, and a Child Care that offers infant, toddler, and before-after school care. The school provides welcoming events/buddy families for those new to the school. This and invitations to volunteer help engage young families. We could do more to specifically invite young couples and individuals to engage in parish life.

St. Leo: If in the five years, couples have children, they often return for baptism. Engaging that group is part of the challenge. See above for young adult ministry.

St. Pius X: See above for young adult engagement (assuming most people in their first five years of marriage are young adults).

6. What percentage of couples baptize their first child after marriage?

When couples married at **St. Bernard** have children they generally have them baptized, but we do not explicitly track this statistic.

St. Leo: Most do!

St. Pius X does not explicitly track this statistic.

7. How do your parishes provide opportunities for adults to support one another in their faith through small groups, e.g. Live Lent Together, Christians Encounter Christ groups, and Lord, Teach Me To Pray?

St. Bernard: Men's Faith Group, Live Lent Together, Christian Family Movement, small groups that have started during Lent have sometimes ended up meeting year-round.

St. Leo: St. Leo provides opportunities for adults to support one another in their faith through small groups such as: Live Lent Together, Bible Study, Book Group, Prayer group, and upcoming launch of ChristLife.

St. Pius X provides opportunities for adults to support one another in their faith through small groups. Typically these are seasonal opportunities in Advent and Lent; we offer book reads and small groups, but typically only for a short (~6 week-ish period).

8. How are your parishes' personnel and ministries focused on helping adults take their next step to grow in their relationship with Jesus Christ through relational, contemplative prayer?

St. Bernard: Small group gatherings are offered, generally for Lent and Advent. In addition, all are welcome to join in praying the rosary before Masses.

St. Leo: Live Lent Together and Prayer Groups are two ways St. Leo helps adults take their next step to grow in their relationship with Jesus Christ.

St. Pius X: At this time, we offer seasonal opportunities for contemplative prayer (Lent/Advent), but contemplative and relational prayer is not an intentional focus of the parish widely.

9. How are your parishes' personnel and ministries helping everyone take their next step toward recognizing and accepting Christ's command to go and make disciples?

St. Bernard parish has historically provided opportunities to live the Gospel message through helping our neighbors (e.g. with St. Vincent de Paul pantry, pro-life support of pregnancy centers, etc.) and supporting our school that provides a faith-based education as well as our religious education program for public school children. Both help prepare students for the Sacraments and bring their families into the parish. We have Bible study groups, the parish library, a book-of-the-month program, and in the past have held Apologetics presentations and other informational offerings to prepare people to share with others. We are looking forward to guidance as we take a more direct approach to helping our parishioners follow Christ's command to go and make disciples.

St. Leo: Recently, going to make disciples has been re-recognized as every member of the faithful's job, not just traditionally looked at as the priest and religious' job. We are always trying to invite as many as possible. Programs like RCIA, YM, FFF support these efforts. Homilies do a good job of addressing one's individual faith journey (witness talks, how to live their Christian lives).

St. Pius X: A variety of sources help everyone take their next step toward recognizing and accepting Christ's invitation to go and make disciples. Examples include bulletin articles, social media posts, and homilies that include a call to action.

10. What opportunities do your parishes have to improve their adult formation offerings?

St. Bernard: Being part of a Family of parishes with St. Leo, St. Pius X, the OLA Chaplaincy and St. Michael the Archangel French-speaking community will provide larger audiences that could support more offerings. Taking turns may inspire those in each group to "have a good showing" from their contingency, which may entice more to attend and benefit.

St. Leo: St. Leo is fortunate to have many programs to improve adult formation offerings such as RCIA, FFF, and ChristLife. There is an opportunity to improve with school parents. We want to invite people on an one-to-one basis, possibly go and visit those who are not attending. We are willing to listen.

St. Pius X: There are myriad opportunities for our parish to improve and grow adult formation opportunities. For example, Bible studies and/or small groups have been ad hoc, and then usually only during Lent/Advent. Possibly combining (or at least collaborating on) Baptism prep, RCIA, Bible study/small groups, mission speakers and adult retreats would lead to richer adult formation offerings. Collaboration could be as basic advertising for each other's programs, to somewhat integrated, such as working together on taking turns presenting events and or as integrated as providing joint preparation in RCIA and Baptism.

F. Mission-Oriented Parish Religious Education.

1. What percentage of parish religious education families consistently attend Sunday Mass?

St. Bernard: Approximately 50%

St. Leo: While it is hard to identify a percentage, there are religious education families who attend Sunday mass consistently. To encourage this, Father would like to send a letter to RE and school families, as well as inviting altar servers. Mass attendance is improved in the fall, versus the summer. We encourage families to attend even with sports commitments.

St. Pius X: Approximately 40-50% of parish religious education families consistently attend Sunday Mass, based on DRE's anecdotal observation. Because St. Pius X has a small program, it is easy for our DRE to spot religious education families when they attend. At least once each month, our DRE tries to attend all Masses on a weekend to get a sense of attendance.

2. How engaged in parish life do the children participating in parish religious education seem to be?

St. Bernard: Approximately 10% are altar servers. Quite a few attend parish events geared toward families.

St. Leo: It really depends on the family. There is a range of engagement.

St. Pius X: In addition to attending mass, children participating in parish religious education are engaged in these activities: aides in Sunday Preschool, children's choir, cantor, attendance and/or assistance at Pasta Fridays, Pancake breakfasts, parish picnic, festival, and sales.

3. How engaged in parish life are the parents of children participating in your parish religious education?

St. Bernard: Quite a few attend parish events geared toward families. Those who are from long-time parish families are generally engaged. We could do better to involve others.

St. Leo: It really depends on the family. There is a range of engagement.

St. Pius X: In addition to attending mass, families are fully engaged in multiple aspects of parish life, and others in only one ministry or by attending parish events. Some ways that I know they are involved are: Men's Club/Knights, dusting disciples, Sunday Preschool, musicians for liturgy, lay witnesses, Confirmation Discipleship

Group facilitators, attendance and/or assistance at Pasta Fridays, Pancake breakfasts, picnic, parish festival, and sales.

4. How do your parishes equip and form catechists and/or other volunteers in your parish religious education programs to partner with parents in transmitting the faith to their children?

St. Bernard: Recently our religious education teachers have been either deacons or teach at the school, so they were already trained. They informally train others who volunteer to help. There is currently no formal program.

St. Leo: Our DRE does a great job of training catechists! Some of this depends on the family. The family is provided good resources and materials.

St. Pius X: Catechists and other volunteers in our religious education program are equipped to partner with parents in transmitting the faith to children. This happens by the DRE sharing materials (e.g. Catechist Toolbox materials by Joe Paprocki or The Religion Teacher by Jared Dees) with catechists and inviting them to practice what Paprocki, Dees, and others recommend. Catechists who use the Family Formation materials from Ham Lake also get monthly videos and supplemental materials to prepare for the month's lesson. Formerly, local DREs sponsored a speaker (like Paprocki or Dees) or workshops to help prepare them, but the sponsoring organization has folded for now.

5. How can the mission-oriented engagement of children and parents together be fostered more effectively within the parish religious education ministry?

St. Bernard: Perhaps we could sometimes have parents and children attend the class together. We could then have families serve as greeters before Mass and/or at gatherings after Mass (donut Sundays and pancake breakfasts). They could also prepare a display to show to others materials from recent classes to help them become more comfortable talking with others and sharing the joy of their faith.

St. Leo: We intend to keep inviting families to FFF and other opportunities!

St. Pius X: By getting more RE children and parents involved in parish activities and liturgies as more than just Sunday "consumers" of what we "offer". For example, the RE Shadow Stations were a great example of the RE kids/families taking ownership of a beautiful mission-oriented event, but it had to be cut last year due to numbers. Finding a way to keep that alive is a good first step.

6. How is the parish religious education ministry equipping disciples and creating a culture of evangelization, mercy, and unity?

St. Bernard: Religious education students are invited to be altar servers, and join school students to help with community service efforts for the poor and mothers in need of help (St. Vincent DePaul pantry, coat drive, and donation drives for St. Augustine mission and various pregnancy centers).

St. Leo: There are daily opportunities for unity and evangelization. The Mercy program has many activities throughout the year.

St. Pius X uses a family discipleship diary that encourages families to practice one of the works of mercy and reflect on it each month. The DRE sends an email to RE families and does a Facebook post for each month's work and encourages the RE catechists to ask the children about what they're doing each month. (The monthly work of mercy is the same as the one that's part of the Confirmation preparation. Our DRE sends a similar email to Confirmation families and sponsors, so the reach is beyond just RE families.)

7. How do your parish religious education ministries create opportunities for youth to take their next step to grow in their relationship with Jesus Christ through relational, contemplative prayer?

St. Bernard: No current program aside from the religious education materials, invitation to join the living rosary, and preparation for the Sacraments.

St. Leo: We use the religious education resources as fully as possible. We used to have each grade doing the prayer. The living rosary activity is a good opportunity.

St. Pius X: Second graders make a prayer shawl that they wear for prayer in class, during adoration and hopefully, at home, during the family formation sessions they do with parents. Prayer is built into every session; journaling is encouraged at the middle school level.

8. How do you parish religious education ministries help everyone take their next step to discern where God is calling them?

St. Bernard: Teaching the children to have a relationship with Jesus and to love their neighbors.

St. Leo: We emphasize doing things during the week above and beyond simply Wednesday night. Sharing gifts and talents is a frequent theme.

St. Pius X: The 7th & 8th graders use Dynamic Catholic's Decision Point materials which are very focused on their decisions, from small to large. We no longer have a "vocations night" for 5th graders (previously done in conjunction with several other RE programs). The logistics of that evening were a burden for the hosting parish (SJEA) and no other parish wanted to take it over. (With a Family Formation format, giving up a week's session for that is not feasible, but there may be other ways to encourage 4th & 5th graders to consider how God specifically calls them to use their gifts.)

9. How many parish religious education participants from your parishes have entered the seminary or a religious vocation in the last 10 years?

St. Bernard: None

St. Leo and St. Pius X do not know of any parish religious education participant who has entered seminary or religious vocation in the last 10 years.

G. Mission-Oriented Catholic Schools NOTE: Your responses here begin to frame your planning for Catholic schools.

1. What percentage of school families also consistently attend Sunday Mass?

St. Bernard: About 15-20% of families consistently attend Mass.

SPSL: An estimate is 25-30% of school families consistently attend Sunday Mass, a number that has declined similarly and mirrors the archdiocesan loss in attendance over the years.

2. What percentage of students continue to live out their faith after graduation from their Catholic school?

St. Bernard: Most STB graduates attend Catholic high school (85-90%). Very few students attend Sunday Mass during high school. Those who do have been altar servers and/or are part of long-time parish families.

SPSL: Most SPSL graduates (80%+) attend Catholic high school. However, only about 30% of high schoolers continue to live their faith after graduation.

3. How do your Catholic schools create opportunities for youth to discern where God is calling them?

St. Bernard: We are slowly returning to having the religious members of our church come to the school to speak with students for a Vocations day. Many are elderly and are worried about getting sick. We have had members of the parish speak with students about certain Catholic summer camps to attend. Students are returning to altar serving. Students have multiple service opportunities throughout the year especially during Advent, Catholic Schools week, and Lent. Students typically have a SVDP pantry drive to replenish what is low at our pantry. Students learn about healthy relationships and we always have a speaker in each year to talk to our students about parenthood and being pro-life. Students are given many opportunities to pray including weekly Mass, rosaries, and Eucharistic Adoration.

SPSL: In the past 6th grade attended Vocations day every October. They have not returned to doing this since Covid. Service opportunities as well as volunteering to work with grade partners creates opportunities. Mission Day is another great way to focus on our mission and where one may share their talents.

4. How many Catholic school graduates have pursued the seminary or a religious vocation in the last 10 years?

St. Bernard: We have had no religious vocations from the last ten years of graduates.

SPSL: St. Pius X was about 11 years ago (Nardini); Possibly 2 others from SPSL; Never had an archdiocesan priest vocation from SL.

5. How is the mission-oriented engagement of children and parents together being fostered within Catholic school(s)?

St. Bernard: Our families work together with their children to make Christ present in all we say and do by having parents come to school Mass, participating in SVDP food drives, participating in EPS money drives, having parents volunteer in classrooms and at events, call home to parents for positive student behaviors, involve

parents in the PBIS management structure that we have implemented including Representing Christ, Owning It, Acting Positively, and Respecting Everyone. Parents are also invited to school Eucharistic Adoration. Parents must volunteer for a minimum number of hours per year.

SPSL: The mission-oriented engagement of children and parents together are being fostered at SPSL in a variety of ways such as: Mission Day every May (parents are encouraged to join); food drive; Coat drive; diaper drive. We focus on our Catholic identity while also being a welcoming place for all. There is still room to grow. We are blessed with great educators that help discern.

6. How can the mission-oriented engagement of children and parents together be fostered more effectively within Catholic school(s)?

St. Bernard: It would be great if the Archdiocese could provide, and even establish a method to share across all schools sample short, faith-filled remarks and inspiring quotations to promote the mission. The pre-prepared items could then be highlighted in our regular school newsletters.

It would also be nice to have more people volunteer, and to have ideas on how to involve single-parents. Many times the same small group of parents and parishioners are stepping up to volunteer at every event. We plan also to have a school wide event at the beginning of the year to welcome families back in a fun environment outside of the typical back to school night. We are working on ways we can get parents more involved in the parish (Live Lent Together groups, altar servers, EMHC, children's choir).

SPSL: Perhaps we can provide more opportunities to volunteer throughout the community. Oftentimes it has to be on the parent. It would be helpful to have mission days through the parishes (food bank, shelters etc) where families can sign up.

7. How do you know the Catholic school ministry is equipping disciples and creating a culture of evangelization, mercy, and unity?

St. Bernard: Students participate in weekly Mass and bi-weekly Eucharistic Adoration. As a school we plan and participate in larger events depending on the season. Students participate in rosary and Mary related activities throughout October culminating in a school wide rosary. In December students participate in school-wide events for Advent which includes blessing the Advent wreath as a school, participating in penance services, and lighting each candle throughout Advent. Our students participate in school wide events for Catholic Schools Week which includes a service project. Students participate in school wide events for Lent including a penance service, a service project, weekly stations of the Cross and one production of Living Stations by our 8th grade class. Older students are paired up at the beginning of the year with younger students. These students sit with each other at every Mass, Eucharistic Adoration, and Stations of the Cross so that our older students can teach the younger students how to behave and are an example of belief.

SPSL: Our weekly school mass equips disciples and teaches children how to share their faith with one another. Rosary services are another example.

H. Mission-Oriented Youth Ministry

1. Do your parishes have youth ministries that fruitfully reach out beyond the most engaged families in the parish?

St. Bernard: None

St. Leo/St. Pius X: Friends reaching out to friends is one of the best ways to reach beyond those families who always are engaged. Ongoing communication helps.

2. How many youth ministry participants have been received into the Church as a result?

St. Bernard: None

St. Leo: None that we know of

St. Pius X: Not certain

3. What rough percentage of youth ministry participants continue to live out their faith after high school graduation?

St. Bernard: N/A

St. Leo/St. Pius X: - 30%

4. How do your parishes assist parents in the formation of young people as missionary disciples?

St. Bernard: No programs aside from involving parents as their children prepare for the Sacraments.

St. Leo/St. Pius X We frequently invite parents to presentations.

4. How do your parishes' youth ministries create opportunities for youth to discern where God is calling them?

St. Bernard: N/A

St. Leo/St. Pius X: We have discussions about how to look at life journeys. Fr. Craig talks about vocations, especially marriage. Divorce and annulment is also addressed.

5. How many youth ministry participants from your parishes have entered the seminary or a religious vocation in the last 10 years?

St. Bernard: N/A

St. Leo: We have invited but no vocations yet.

St. Pius X: We believe we have one, although we are not certain.

I. Mission-Oriented Sacramental Preparation for Children

1. How consistently do children and adults who participate in sacramental preparation remain in your parishes as active members?

St. Bernard: Around 20% remain active in the Parish

St. Leo: Yes, remain active

St. Pius X: Yes, but to varying degrees.

2. What percentage of sacramental preparation participants continue to practice their faith beyond confirmation?

St. Bernard: Some go on to Catholic High School

St. Leo: It really is a family-by-family practice.

St. Pius X: According to research touted by Dynamic Catholic materials, less than 15% of them after 7 years.

3. How are your sacramental preparation ministries following up with children after they receive a sacrament, helping them unpack the graces they have received and helping to connect them with parish life?

St. Bernard: Currently no program for this aside from involving school and religious education students in community service activities.

St. Leo: The months and weeks after receiving a sacrament are truly special. Unpacking is an important part of learning, and that is done in the religious education program, with parents after baptism, and frequently at the five-day Catholic school.

St. Pius X: Baptism (parental follow-up): None. Reconciliation: discussion at next session and refresher preparation for reconciliation during Lent. Communion –There is only one RE session after first Communion and the catechist does the “unpacking” in that short session. Confirmation: Confirmandi continue attending RE sessions for five months after Confirmation. During those sessions, the catechists work with them to present Shadow Stations (or other events) for the parish and spend time talking with them about topics beyond Confirmation, e.g., making pilgrimages, community service, etc.

4. How do your current sacramental preparation ministries proclaim the Gospel and draw people into a life of discipleship?

St. Bernard: Students are taught about where the Gospels describe how Jesus established the Sacraments and what He told us that we should do to follow Him. We are looking forward to guidance regarding how to explain more concretely what we are called to do as Christian disciples and to clarify the steps individuals can take.

St. Leo: St. Leo hosts parent meetings for those who have children undergoing sacramental preparation. At those meetings, Fr. Craig teaches and proclaims gospel, a very concrete example.

St. Pius X: By their nature, all sacramental prep ministries proclaim the Gospel. The ministries attempt to draw people into a life of discipleship by: Confirmation – the Discipleship Journal that youth are expected to use for the year of intense intentional discipleship; RCIA – the leaders strive to get participants and their sponsors to actively engage in the ministries and activities of the church; Baptism prep for parents - the preparation

emphasizes the importance of connection with the faith community throughout life (through every sacramental and life milestone) and importance of recognizing and responding to our own baptismal call as priest, prophet and king; preparation for Reconciliation and Eucharist involve the parents as the first teachers and the most powerful models of the faith for their children.

5. What is needed to effectively deepen the mission orientation of sacramental preparation in your parishes?

St. Bernard: It would be nice to have some sample methods and materials that have worked elsewhere to engage families to help them understand the importance of the Sacraments and the next steps that should be taken afterward. Good preparation is needed prior to evangelization. Better materials will help all become more confident in their understanding and will entice greater participation from the parents before and after their children receive the Sacraments.

St. Leo: Follow up with Baptism, as well as encouraging those with other Sacraments of Initiation to engage in the mission and life of the parish.

St. Pius X: Baptismal prep ministry is probably the one most lacking in mission orientation (except insofar as parents are handing on the faith to their child). The old materials (Called By Name) that we used had long and ponderous sections on living as disciples through vocations (marriage, diaconate, ordination or religious life – nothing about the single vocation as I recall). The current presentation focuses more on being part of the faith community and the importance of “showing up”. Reconciliation and Communion are probably the next most lacking in mission orientation. Our DRE is open to hearing how other parishes achieve this with 2nd graders. Confirmation and RCIA are both mission oriented in part because their participants are seekers at the cusp of a conversion. If the conversion of heart is genuine, the practices and service opportunities that we put before them encourage them to share the good news in word and deed.

J. Mission-Oriented Finances

1. What percentage of your parishes’ budgets are designated for the mission of radiating the Gospel and providing for those in need in the community?

St. Bernard: 100%

St. Leo: 80%

St. Pius X: Quantifiably, 100%. Qualitatively, everything we do as a parish is done for the purpose of radiating the gospel and providing for those in need.

2. How do your parishes prioritize the funding of staff positions directly involved with evangelization and missionary outreach?

St. Bernard: We pay annual stipends as deemed necessary.

St. Leo: Randy Landenberger is a funded staff position as Pastoral Minister as well as a deacon.

St. Pius X: We have pastoral and education (DRE) staff positions aligned to evangelization and mission.

3. How do your parishes prioritize the funding of parish evangelization and missionary outreach initiatives?

St. Bernard: We budget for the funding of existing programs. New ideas can be brought to or proposed by the Parish Pastoral Council, which then may make a case to the pastor and Finance Committee.

St. Leo: We made the intentional step to hire a pastoral minister and initiate the ChristLife program in January 2023, both of which are a commitment of financial resources.

St. Pius X: Just over half of the St. Pius X budget goes to the SPSL school (51%). Therefore, anything we can do to continue an intentional connection to the school - perhaps even an employee - could be good use of the budget. That emphasizes the importance of connection to parish life by school families.

4. What might be some first steps to realigning each parish's finances for the sake of mission?

St. Bernard: Available people to plan/organize/implement new mission-related efforts are generally more of an issue than finances. If the pastor, Parish Council and Finance Committee are convinced that something is worth pursuing, we develop strategies for funding. We have upon occasion sought specific donations to pursue worthwhile efforts/programs that weren't in the given year's budget.

St. Leo: Making contacts and extending invitations is the primary concern. The finances are not the issue related to the mission.

St. Pius X: Some consideration has been given to expand the youth ministry program financing. The finances are reviewed and strategized by the finance council frequently.

K. Mission-Oriented Facilities

1. What facilities exist in your parishes today, e.g., meeting spaces, rectories not in use as priest residences, schools, cemeteries? How does each contribute to the community's efforts to make disciples and promote missionary outreach?

St. Bernard: Our facilities are made available to schedule if needed.

St. Leo: At this time, the parish does not have any unused spaces and open to outside groups

St. Pius X: The St. Pius X Parish Center is used thoroughly most nights! There is lots of competition for space for parish activities. The Parish Center that can be divided into four spaces and a library off the church. We have been open to outside groups to use our space. We do invite those needing assistance (food, rent, utilities) to come to the parish to meet with someone. This is done intentionally to build relationships.

2. What does the accessibility and signage of your facilities communicate to outsiders? Are visitors easily able to find their way, or do they feel lost?

St. Bernard: Visitors can easily find their way. The church front entrance is handicap accessible. The school has a lift chair or a north entrance for those unable to use the stairs to the cafeteria. We do not currently have automatic door openers.

St. Leo: Inside signage could be improved (west/east/commons, etc.). Exterior signage about how to enter the church could be added.

St. Pius X: Wheelchair accessibility is okay at the St. Pius X church, but getting into the Parish Center in a wheelchair is difficult because there are no automatic door openers. Further, we could use better signage on Blondo. Finding the parish office/parish center is difficult if you are not from the parish. The church is on the opposite side of campus.

3. How does the scheduling process for your parish facilities prioritize access for mission-oriented activities first?

St. Bernard: We do not have too many conflicts. If they do arise, church and school functions come first.

St. Leo: St. Leo parish prioritizes activities such as youth ministry, religious education, and RCIA when considering facilities conflicts.

St. Pius X: Religious Education and RCIA generally get priority on Wed. evenings. They often bump other events into alternate spaces (e.g., evening Tai Chi, small committees, etc.). With space in such demand, this is important. Parish ministries have priority. Funerals get priority.

4. What might be an example of a facility improvement that directly serves the mission?

St. Bernard: Examples of what could help make the facilities more accessible: an elevator in the school/cafeteria, and auto door openers. Stronger wi-fi for easier live-streaming of church services.

St. Leo: There are opportunities for facilities improvements in a range of scope. A larger effort is to build a youth center, chapel and spiritual center. Smaller scope is to improve facility signage.

St. Pius X: Automated door-openers into Parish Center (and Church and parish center restrooms) to provide easier access to walkers and wheelchairs are examples of facility improvements.

Section 3. Family of Parishes: Structural Changes for Mission. Complete Section A for Single Pastor Families or Section B for Multi-Pastor Families. The only families that should complete both Section A and B are Rural Families I and H, and Urban Family E.

~~A. Single Pastor Families. Build on your responses in Section 2 by answering the following questions in detail. Your answers to Questions 1-9 can help your Family Pastoral Planning Team discern how you will approach your selection and development of a Family Governance Model in Questions 10-13.~~

1. ~~How will your Clergy team be centralized? For the good of the Family as a whole and in keeping with their individual charisms, where will each priest and deacon serve and what ministries will they emphasize?~~
2. ~~Who are the people who a) are serving or b) are being considered for service on your Pastor's Leadership Team? See Appendix III, Forming a Pastor's Leadership Team, for details.~~
3. ~~How will Parish Staff be centralized?~~
 - a. ~~Indicate the current staffing in each parish, noting whether a person is full-time, part-time, contract, or volunteer. Please also indicate the current work locations of each of these individuals:~~
 - b. ~~Indicate proposed staffing positions, including whether each is full-time, part-time, contract or volunteer, and work location(s):~~
 - i. ~~Describe your actions, timeline, and rationale for centralizing evangelization initiatives for this family:~~
 - ii. ~~Describe your actions, timeline, and rationale for centralizing parish religious education for this family:~~
 - iii. ~~Describe your actions, timeline, and rationale for centralizing sacramental preparation for children for this family:~~
 - iv. ~~Describe your actions, timeline, and rationale for centralizing youth ministry for your family:~~
 - v. ~~Describe your actions, timeline, and rationale for centralizing adult formation for this family:~~
 - vi. ~~Describe your actions, timeline, and rationale for centralizing communication for this family:~~
 - vii. ~~Describe your actions, timeline, and rationale for centralizing financial management for this family:~~

~~NOTE: For increased efficiency, it is highly recommended that Single Pastor Families establish a single, centralized business office for bookkeeping and business services located near the pastor's residence.~~
 - viii. ~~Describe your actions, timeline, and rationale for centralizing Human Resources for this family:~~

~~ix. Describe your actions, timeline, and rationale for centralizing facilities management for this family. Include all parish-owned facilities and properties, including cemeteries:~~

~~4. Describe your actions, timeline, and rationale for centralizing each of the following councils: Pastoral Councils, Finance Councils, and School Councils:~~

~~5. How will Sunday Masses be scheduled?~~

~~NOTES:~~

- ~~● The rotation of Sunday obligation Mass schedules within a Family is discouraged; a Family Pastoral Planning Team's Mass rotation deliberations must include consultation with the Pastoral Planning Office as early in the planning process as possible.~~
- ~~● The application of Sunday Mass and Daily Mass parameters:
 - ~~○ is based on the Family's priest availability in 2033. See Appendix I for details.~~
 - ~~○ will support the focus of our planning principles on promoting flourishing faith communities, flourishing priests and a stable environment, all to advance the mission.~~~~

~~a. Current Sunday Mass locations, languages, and times in each church:~~

~~b. Proposed Sunday Mass locations, languages, and times in each church:~~

~~6. How will Daily Masses be scheduled?~~

~~a. Current daily Mass locations and times in each church, school, or care center:~~

~~b. Proposed daily Mass locations and times in each church, school, or care center:~~

~~7. How will holy day and Ash Wednesday Masses be scheduled?~~

~~a. Current holy day and Ash Wednesday Mass locations, languages, and times in each church:~~

~~b. Proposed holy day and Ash Wednesday Mass locations, languages, and times in each church:~~

~~8. Proposal of sites and supporting rationale for where Sunday obligation Masses will no longer be celebrated:~~

~~9. How will Confessions be scheduled?~~

~~a. Current Confession locations, days, languages, and times in each church:~~

~~b. Proposed Confession locations, days, languages, and times in each church:~~

~~10. Please indicate the Family Governance Model you have chosen:~~

~~—NOTES:~~

~~● Family Pastoral Planning Teams should only consider the merger of two or more parishes within the context of Family Model Two if a) the administration of all existing parishes within the Family is expected to be too complex, b) the parishes to be merged have a history of working together, and c) pastors think there will be a high degree of parishioner support for the merger.~~

~~● Families that select and implement Family Models One or Three now may consider some form of merger in the years to come if the parishes involved experience a shared desire to move in this direction.~~

~~a. Family Model One. Proceed to Question 11.~~

~~—~~

~~b. Family Model Two. Proceed to Question 12.~~

~~c. Family Model Three (Not Recommended). Proceed to Question 13.~~

~~11. Only if choosing Family Model One, how will the family establish and fill important consultative bodies and essential staff, including all of the following:~~

~~a. Family Leadership Team~~

~~b. Family Pastoral Council~~

~~c. Family Finance Council--Optional~~

~~d. Family Staff~~

~~i. Family Evangelization Coordinator~~

~~ii. Family Facilities Manager~~

~~iii. Family Business Manager/Bookkeeper~~

~~iv. Family Education Director or Executive Director for Schools (optional)~~

~~v. Family Sacramental Preparation Coordinator~~

~~e. Parish Life Coordinators in Satellite Parishes (optional). See Appendix IV for details.~~

~~f. Individual Finance Councils~~

~~g. Individual Parish Trustees~~

~~12. Only if choosing Family Model Two, how will the parish establish and fill important consultative bodies and essential staff, including all of the following:~~

- ~~h. Parish Pastoral Council~~
- ~~i. Parish Finance Council~~
- ~~j. Parish Staff~~
 - ~~i. Parish Evangelization Coordinator~~
 - ~~ii. Parish Facilities Manager~~
 - ~~iii. Parish Business Manager/Bookkeeper~~
 - ~~iv. Parish Life Coordinator (optional). See Appendix IV for details.~~
 - ~~v. Parish Education Director (optional). See Appendix VI for details.~~
 - ~~vi. Parish Sacramental Preparation Coordinator~~
 - ~~vii. Parish Trustees~~

~~NOTE: A Family Pastoral Planning Team may propose a partial merger within the Family such that two or more parishes merge, but one or more additional parishes remain separate. Each parish merger must be individually proposed to the Priests' Council in order for the archbishop to hear its counsel before making a determination in accordance with canon law.~~

~~13. Only if choosing Family Model Three, how will the parishes establish and fill important positions:~~

- ~~viii. Group Pastoral Council~~
- ~~ix. Parish Life Coordinators at Satellite Parishes (optional). See Appendix IV for details.~~

B. For Multi-Pastor Families. Please answer in detail.

1. How will the Family collaborate in terms of liturgy?

- Liturgy is an important part of parish life. Urban Family F is already undergoing newness and change, as planning and incorporation of the Our Lady of Africa (OLA) chaplaincy, which includes the St. Michael the Archangel French Community, into the St. Bernard's parish begins. The formation of the new community at St. Bernard's is in its very initial planning phases. St. Pius X and St. Leo parishes acknowledge the effort and time it will take for that new community to come together. Urban Family F desires to explore liturgical collaboration at such a time in the future when St. Bernard+OLA are more closely formed.
- St. Leo parish has an open position and current need for musical leadership in the parish. Some discussion was given to support St. Leo with accompanists and musicians as schedules allow.
- See details of proposed mass changes in Question 2 below.

2. How will the Family collaborate in terms of complementary liturgical scheduling?

- Urban Family F desires to collaborate with complementary liturgical scheduling and extensive communication regarding Family Mass schedule and any change. We look to continue evaluating ways to support one another in liturgy, especially in the area of music.
- Any time a change in Mass schedule occurs, it is natural to expect obstacles for some parishioners due to transportation and expectations. As of July 2023, St. Pius X will have one pastor, reduced from a pastor and an associate pastor. Reducing the "human resource" consequently means that the number of Masses offered in the Urban Family F will be reduced.*

**New guidance has recently been given that if there are more than 100 people in attendance at a Sunday Mass, parishes can retain four weekend masses.*

Too, priests have a heavy workload, and the intention to schedule days off and rest is important. Guidance has been given that each priest says Mass twice on Sunday, once on Saturday, once daily and at other times such as school mass, funerals, and weddings.

- It is anticipated that in July 2023, **St. Leo's** will retain its Pastor and Associate Pastor positions as it currently is staffed. St. Leo's Mass schedule will remain as it is. No changes are anticipated in St. Leo's schedule.
 - No Change: 7:30 am Daily; 8a, 10a, Noon, 5:30pm Sunday; 5pm Saturday
 - Confessions: Saturdays 3:30p-4:30p (no change)
 - Support SPSL School Masses on Wednesdays and Thursdays at 8:30am.
- In July 2023, **St. Bernard's** will continue to have a Pastor position as it does now; however, the pastor will also serve the Our Lady of Africa (OLA) Chaplaincy, to include the St. Michael the Archangel French Community. It is unclear whether/when the African community will wish to become part of St. Bernard parish.
 - St. Bernard's will alter its schedule on Sundays.

- Bi-monthly meetings of the Urban Family F priests and deacons has already begun and fosters collaboration, sharing, and coverage planning.
- Consideration has been given to the following ideas:
 - All clergy assigned to St. Leo, St Pius X, and St. Bernard will be available to help each other as needed. In exceptional scheduling cases, the Family is the first to fill in as needed.
 - Deacon support is particularly needed at St. Pius X where there are no active deacons.
 - The Family intends to call upon the services of the five “standby” priests in times of need.
 - Explore coverage by priests in community (Benedictines, Jesuits) at times

4. How will the Family collaborate in terms of clerical fraternity and mission, including all priests and deacons?

- Clerical fraternity and mission is important to Urban Family F. To that end, our priests and deacons are meeting as a Family every two months. Those meetings have begun. Deacons are a vital ministry and valuable to parishes. St. Leo has five active deacons and St. Bernard has three. St. Pius X does not have any active deacons and is hopeful that the Family could consider deacon support.
- Recently, the clergy have been coming together to work more collaboratively on needs and that will continue into the future. One idea is to look more broadly at the pastoral care vision for the Family, such as in hospitals and care centers.

5. How will the Family collaborate in terms of parish staffing?

- Urban Family F is open to suggestions about parish staffing collaboration. We have experience in this regard already, as the Youth Minister is a shared position for St. Leo and St. Pius X. We have considered collaboration in Music and Liturgy positions, particularly because St. Leo Parish currently has a need. We have considered a bilingual French/English staff member for St. Bernard. Our Family intends to keep conversation and evaluation open for possible ways to collaborate on parish staffing.

6. How will the Family collaborate in terms of parish religious education?

- Programmatic parish religious education exists at each parish in the Urban Family F. St. Leo’s program is the largest with over 150 students enrolled; St. Pius X and St. Bernard each has about 20 children in parish religious education programs, alongside SPSL and St. Bernard 5-day Catholic school education. The parishes in Urban Family F desire to keep the parish religious education programs as is for now, continuing to educate and share Sacraments at each parish.

7. How will the Family collaborate in terms of 5-day Catholic school staffing?

- The Family is open to evaluating school staffing and certain subjects. The administration at St. Bernard and SPSL will look into possible school staffing options as needed.

8. How will the Family collaborate in terms of youth ministry?

- The Family is practiced in terms of youth ministry collaboration, as St. Leo and St. Pius X youth ministry programs are combined and facilitated by the same director and have been for quite some time to great success. The Youth Minister is allocated 10 hours to St. Pius and 30 hours to St. Leo, technically, but the effort is a combined one. The junior high group meets twice a month; the high school group meets weekly during the school year. A suggestion was made for invitation to the youth of St. Bernard to attend

these meetings as a possible first foray into further collaboration. St. Bernard desires to learn and further discuss youth ministry.

9. How will the Family collaborate in terms of sacramental preparation for children?

- Sacramental preparation for children is a key part of parish life, supported by the 5-Day Catholic School. The Family is not contemplating much collaboration at this time. However, we will continue to look at this in the upcoming years.

10. How will the Family collaborate in terms of Adult Formation opportunities?

- Urban Family F enjoyed rich discussion about Adult Formation opportunities and potential collaboration. Consideration was given to the RCIA experience for people and wondering if collaboration amongst the parishes in terms of presentations would be a richer experience for RCIA candidates. The celebration of Sacraments would remain in respective parishes, but perhaps preparation could be combined for a deeper learning and faith formation opportunity. There was expressed curiosity as to how the logistics could work out but enthusiasm around some sharing of resources in this regard.

11. How will the Family collaborate in terms of evangelization initiatives?

- Evangelization in the Family takes many forms and involves many initiatives. A non-exhaustive list and ideas such as the following were shared:
 - Explore ChristLife program at St. Leo's on Monday nights (21 weeks starting in January 2023) - join or do own
 - Attend Theology Matters quarterly presentations at St. Pius X
 - Consider Knights of Columbus, Men's Groups collaborating, depending on events
 - Evaluate Right to Life ministry and consider collaborating
 - Invite St. Bernard to join the combined St. Leo - St. Pius X Senior Group
 - Join together to support refugee family support, as St. Leo and St. Pius X have done

12. How will the Family collaborate in terms of pastoral care coverage to hospitals and care centers?

- Pastoral care coverage to hospitals and care centers is important to parishes. Pastors have committed to reviewing the coverage and ensuring every center in the boundary is covered. There is acknowledgment that individual parishes know their parishioners and there will always be individual pastoral care. We do need a refresher on the boundaries that the three parishes cover and understanding of all the places that require our attention, to ensure they will be covered. Each parish will write up a coverage plan.

Section 4. School Governance and Finance Models. Part A of this section will help you to develop a more complete assessment of your current school(s) situation, building on your responses to Section 2, Questions G 1-6 on missional Catholic schools. Part B relates to any changes you might propose.

A. Assessment of Current Situation

1. What is the student-to-teacher ratio in the schools?

| St. Bernard | SPSL |
|-------------|------|
| 13:1 | 22:1 |

2. What is the number of full-time teachers in each school

| St. Bernard | SPSL |
|-------------|------|
| 11 | 42 |

3. What is the number of part-time teachers in each school?

| St. Bernard | SPSL |
|-------------|------|
| 2 | 6 |

4. What percentage of teachers are working outside their certified area?

| St. Bernard | SPSL |
|-------------|------|
| 23% | 10% |

5. Do you have any multi-grade level classrooms? If yes, how many and what are they?

| | |
|--|-------------|
| St. Bernard | SPSL |
| Yes. 6th & 7th are combined for math, science, and social studies. 5th & 6th grade are combined for language arts. | n/a |

6. What is the number of full-time administrators in each school?

| | |
|--------------------|-------------|
| St. Bernard | SPSL |
| 1 | 2 |

7. What is the number of other school personnel? Please indicate types, e.g., paraprofessionals, teacher's aide, office secretary, etc.

| | |
|--|--|
| St. Bernard | SPSL |
| 2 paras; 2 - cafeteria; 1-office; 3 - maintenance; 1 nurse | 22 TAs/paras: 4 - Cafeteria; 4 - Office; 1 - Tech; 2 - Maintenance; 2 Counselors |

8. What is the total number of personnel?

| | |
|--------------------|-------------|
| St. Bernard | SPSL |
| 23 | 76 |

9. What is the number of courses taught by remote instruction?

| | |
|--------------------|-------------|
| St. Bernard | SPSL |
| 2 | n/a |

10. Why is remote instruction chosen in these cases?

| St. Bernard | SPSL |
|---|------|
| The remote instructors are qualified science teachers, and our current staff would be unable to fulfill all the classes necessary in order to cover the position. | n/a |

11. What positions in the school will not be filled at the start of the academic year, 2022-2023? Why not?

| St. Bernard | SPSL |
|--|---|
| One position is unfilled. The qualified candidates turned down offers due to salary, and the unqualified candidates with teaching certificates had incidents in their previous roles that go against Catholic teaching (inappropriate conduct with staff and/or students). | 2 school staff positions were open at the start of the school year; 1 staff remains open (development role) |

12. What is the total number of students enrolled in each school, excluding any school daycare services?

| St. Bernard | SPSL |
|-------------|----------|
| 175 | 608, K-8 |

13. What percentage of the student body in each school is Catholic?

| St. Bernard | SPSL |
|-------------|------|
| 52% | 76% |

14. How does each school invite non-Catholics into the faith?

- **St. Bernard:** We teach all children the Catholic faith through religion classes. All students participate in Eucharistic adoration. Every child participates in Lent, Advent, and Catholic Schools Week projects. Students attend Mass each Friday or last day of the week if Friday is not a school day.
- **SPSL:** Religion class and weekly mass are two examples of how we teach Catholic faith. In addition to weekly Mass and religion class, SPSL also offers monthly Rosaries, Adoration for grades 6-8 (to start 11/28/22), Stations of the Cross in Lent, Confession in Advent and Lent, and other liturgies/Catholic experiences throughout the year. Catholic Identity is important to SPSL.

15. What is the projected starting enrollment for each of the following academic years: 2023-2024, 2024-2025, 2025-2026?

| | St. Bernard | SPSL |
|------------------|-------------|------|
| 2023-2024 | 200 | 615 |
| 2024-2025 | 225 | 630 |
| 2025-2026 | 250 | 645 |

16. What is the capacity of the school if all classrooms were full?

| St. Bernard | SPSL |
|-------------|------|
| 500 | 696 |

17. How does the parish membership trends compare to the school's enrollment trends?

St. Bernard: School membership is steadily growing and is projected to exponentially grow depending on teacher availability.

SPSL : Except for the pandemic, the school enrollment K-8 enrollment grows a bit a year (1-2%) and hovers between 630-645. The membership trends at St. Leo and St. Pius X are falling, not growing; therefore, the school outpaces the parishes in enrollment growth.

18. What are the sources of revenue for the school?

- **St. Bernard:** Parish subsidies, tuition, donations, and fundraisers
- **SPSL:** Parent Paid Tuition (42% of budget covered by parents), Parish Support - St. Leo + St. Pius (38% of budget covered by parishes), Development/Fundraising Efforts (20% of budget supported by fundraising)

19. What percentage of parish income—if applicable—goes to support the school?

| St. Bernard | SPSL |
|-------------|------|
| | |

| | |
|-----|-----------------------------|
| 58% | St. Leo 49% St. Pius 51% |
|-----|-----------------------------|

20. How competent and prepared does the pastor feel to oversee the current school(s) in the Family of Parishes?

St. Bernard: Very competent and prepared

SPSL: Fr. Craig Loecker has been involved in school leadership and administration for over 30 years. In his words, he is confident in these abilities.

21. What percentage of the pastor’s time is taken up with school administration?

St. Bernard: About 20% of time

SPSL: This could vary week-to-week; the pastor presides at at least one weekly school Mass; participates in monthly school board meetings, and is available on an as needed basis. Estimated: 4 hours/week. (10-15% of time)

22. What is the minimum number of students for each school’s financial sustainability?

| St. Bernard | SPSL |
|-------------|---|
| | Goal: pre-pandemic level of 638 students K-8 or more with > 66% pay-in-full; get back to 650 ASAP |

B. Proposed School Changes

1. For each school in the Family of Parishes, please indicate the current school governance model.

- St. Bernard is a Single Parish School.
- SPSL is a Joint-Parish School, although it is currently governed as a Single Parish School with two parish pastors, with an advisory board not a policy-making board as indicated in the governance model materials. SPSL is interested in learning more about Joint Parish School governance.

2. For each school in the Family of Parishes, please indicate the current school financial model.

- St. Bernard is supported by St. Bernard’s parish, parent paid tuition, and fundraising.
- SPSL is supported by each of its parishes (St. Leo and St. Pius) alongside parent-paid tuition and fundraising efforts.

3. **For each school in the Family of Parishes:**
 - a. **Does the Family Pastoral Planning Team propose any changes to the current school governance model? If so, why? If not, why not?**
 - St. Bernard: No. Our community, parents, teachers, parishioners, and alumni find it beneficial to be independent which means their voice matters more in the parish and the school.
 - SPSL is interested in learning more about transitioning to a true Joint-Parish school board of limited jurisdiction with support of our pastors and administration. Further changes to the SPSL school governance model are not anticipated at this time.
 - b. **Does the Family Pastoral Planning Team propose any changes to the current school financial model? If so, why? If not, why not?**
 - No changes to the St. Bernard nor the SPSL school financial model are proposed at this time.
4. **If a change is proposed in either the school governance model or the school financial model, please provide the details here.**
 - SPSL is interested in learning more about transitioning to a true Joint-Parish school board of limited jurisdiction with support of our pastors and administration. Further changes to the SPSL school governance model are not anticipated at this time.

Section 5. Plan Implementation for Parishes and Schools

1. **What has already changed in your Family in terms of collaboration between the involved parishes, missions, and schools?** While St. Pius X and St. Leo parishes have collaborated for many years on many things, most particularly the 5-day Catholic School, changes in the Family due to this Journey of Faith process are just beginning. See below for details.
 - A. **First Steps – Quarter One. Please describe how, once your planning proposal receives final approval from Archbishop Lucas, the following items will be addressed during the first three months of implementation:**
 1. **Broad Family Movement Towards Missional Communities**
 - a. Continues after these meetings.
 2. **Staff Changes**
 - a. None anticipated.
 3. **Council Changes**
 - a. None anticipated.
 4. **Clergy Residence Changes**
 - a. St. Pius X Associate Pastor, Fr. Michael Gadache, will move to St. Bernard to become Pastor as of July 1, 2023.
 - b. TBD on St. Leo Associate Pastor as of July 1, 2023

5. Clergy Duties Changes: Priests and Deacons

- a. St. Pius X reduces coverage from Pastor and Associate to Pastor only July 1, 2023

6. Hospital/Care Center Pastoral Ministry Changes

- a. None anticipated.

7. Sunday Mass Changes

- a. St. Pius Sunday Mass changes effective 12/31/22
- b. St. Bernard changes take effect July 2023
- c. No St. Leo changes anticipated

8. Weekday Mass Changes

- a. St. Pius weekday effective 11/14/22
- b. No St. Bernard nor St. Leo changes to weekday masses anticipated

9. Confession and Liturgical Schedule Changes

- a. Changes take effect July 2023

10. Family Communications—Internal and External

- a. will be ongoing

11. School Pastoral Ministry Changes

- a. n/a

12. School(s) Governance Model Changes

- a. n/a

13. School(s) Financial Model Changes

- a. n/a

B. Next Steps – Quarter Two. By three months after implementation begins, all of the above items should be in motion.

1. Please describe how all of the same items above will progress during months three to six.

Nothing planned.

C. Further Steps – Quarter Three. By the sixth month, the primary focus of implementation should be on the “Broad Family Movement Towards Missional Communities.” Generally, the other items should already be implemented by this time, with the exception of school governance and finance model changes, which will likely take longer.

1. Please explain what steps will be undertaken—once the structural nuts and bolts issues of schedules, governance, pastoral councils, etc., have been addressed and lived in—towards making your family a missional community.

Nothing planned.

D. Looking to the Future – Quarter Four. By the ninth month, planned school changes should be in motion.

1. Please explain what steps will be undertaken towards adopting and working under a new school governance and/or financial model.

Nothing anticipated.

Section 6. Curia Support Desires. What support would you like to receive from the curia as implementation of your Family of Parishes begins to unfold? Please be specific about issue areas you imagine you will need assistance.

1. What support would you like to receive to help your parishes become more missional communities?

If the Archdiocese is asking parishes to merge, collaborate, share, hire, implement new structures, systems and processes, etc. we would like parish support to those doing the work (staff and volunteers), nuts and bolts practical help in the following:

- i. Hiring and training for particular ministries
- ii. Goal Setting, visioning and strategic planning
- iii. Collaboration skills
 1. Communication skills
 2. Leadership skills
 3. Working with Volunteers
 4. Recruiting
- iv. Models for shared RCIA programs

2. What support do you imagine you would like to receive during the transition phase from January through June 2023? General support as noted above.

3. **What support do you imagine you would like to receive during the implementation phase beginning July 1, 2023?** General support as noted above.

Section 7. Certification

Family Pastoral Planning Proposal Submission Date 11.14.2022

Convener Printed Name REV. FR. AHMADU MICHAEL CADACHE

Convener Signature *Fr. Michael Cadache*

Archbishop Lucas Decision

Approved _____

Approved with Changes _____

More Discussion Needed _____