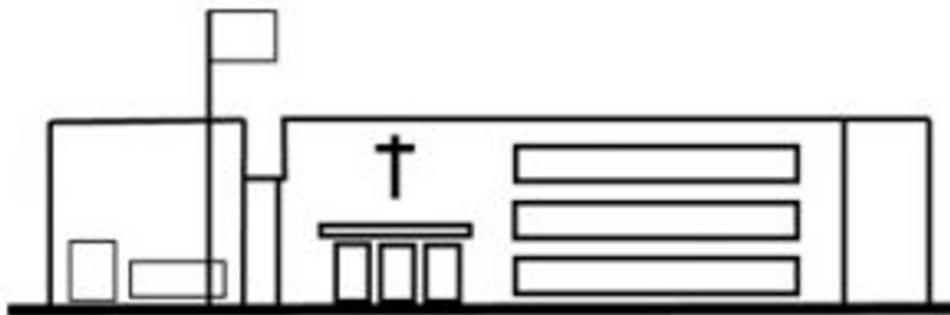




**Report of the Saint Agnes Parish Community
2021-2022 *Ad Hoc* Committee for Parish Engagement**



Identifying Priority Initiatives to Reinvigorate Parish Engagement



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Report of the Saint Agnes Parish Community 2021-2022 *Ad Hoc* Committee for Parish Engagement

Identifying Priority Initiatives to Reinvigorate Parish Engagement

I. Overview of *Ad Hoc* Committee Work

A. Appointment and Mission

Saint Agnes Parish is blessed to have a community shepherded by the Passion that is strong in faith, energy, talent, and treasure. The Parish also values the contributions of its parishioners and wants to ensure that it is meeting the needs of the Community in a collaborative manner that addresses the needs of all of its members and to position itself for the future. In response to the request of Fr. Justin Nelson and members of the 2020-2021 Pastoral Council, on July 1, 2021, Fr. Justin Nelson and Margaret Anderson, as Chair of the 2021-2022 Pastoral Council, created an *Ad Hoc* Committee of the Pastoral Council for Parish Engagement (“*Ad Hoc* Committee”).

The *Ad Hoc* Committee was established to identify priority initiatives to reinvigorate engagement of all members of the Saint Agnes Parish Community (“Community”). Particular consideration was to be directed to Saint Agnes preschool families, Saint Agnes grade school families, high school students (including Saint Agnes School alumni), and young adults, as they are the next generation of leaders, learners, and volunteers at Saint. Agnes. The *Ad Hoc* Committee was instructed to pursue its mission and provide a written Report of its recommendations by June 30, 2022.

The work of the *Ad Hoc* Committee was intended to review the parish’s activities and engagement opportunities, with contributions from members of various Parish ministry teams, organizations, and committees to provide a fresh perspective to invigorate our Community. As such, the work was (and the Report is) intended to be a supplemental enhancement and is not intended to replace any existing plans of the Community, nor is it intended to duplicate any existing efforts of the Parish Community.

Being mindful of these intentions, the *Ad Hoc* Committee was assembled to provide different perspectives from within the Community, as well as to capture, preserve, and share valuable historical and ongoing knowledge about the Community and its activities. The following individuals served as Committee Members or Advisory Members:

<i>Ad Hoc</i> Committee Member	Current Role within Parish Ministry and/or Committees¹
Margaret Anderson	Pastoral Council (Chair)
Fr. Febin Barose	Associate Pastor
Tanya Bowman	PTO Board, Community Building; Pastoral Council
Mandy Decker (Co-Chair)	Pastoral Council (Chair Elect)
Aundrea George	School Principal
Sarah Inman	PTO Board, Stewardship Partner Parents
Jo Lawless	Stewardship Committee (Chair)

¹ Many of the *Ad Hoc* Committee Members serve or have served in additional roles with Parish ministry teams, organizations, and committees. At least one of their roles of relevance to the mission of the *Ad Hoc* Committee is identified here.

Ad Hoc Committee Member	Current Role within Parish Ministry and/or Committees¹
Jeff Mills	School Board (Chair)
Fr. Justin Nelson	Pastor
Will Ousley	Director of Parish Engagement
David Schuler	Food Pantry (Co-Chair)
Michelle Vanegas	PTO Board, Preschool Parent
Lauren Wernert (Co-Chair)	Pastoral Council
Advisory Members²	
Martha Lies	Worship Committee (Chair)
Bro. John Monzyk	Passionist Local Superior
Shelia Murphy	Pastoral Associate

B. Critical Path and Collaboration Strategy

The *Ad Hoc* Committee followed a Critical Path (*See Appendix A-1*), including independent work and collaborative discussions within four Focus Areas, and culminating with the drafting of this Report.

1. First Focus Area – Defining “Engagement” & Identifying Obstacles to Engagement

For the First Focus Area, the *Ad Hoc* Committee considered defining the term “engagement,” and identified obstacles to engagement from the perspectives of various members of the Community. After conducting independent work, the *Ad Hoc* Committee came together for a collaborative discussion, first within small breakout groups, and then within the entire group (*See Appendix A-2*).

The following definition for “engagement” was adopted:

“Engagement”
<p>There is a shared understanding that “Engagement” should not be defined in a formulaic manner that would apply rigidly to all members of the Community; rather the meaning should have some flexibility to meet members where they are at different stages and abilities during their progression through life and through their own faith journeys.</p> <p>The meaning of Engagement is also understood in view of the Saint Agnes Mission, Values, and Goals, as presented in the most-recent Strategic Plan.</p> <p><u>Mission</u>: “Saint Agnes is a catholic Community served by the Passionists, embracing Jesus’ love and suffering for all through worship, service, formation, and education.”</p> <p><u>Values</u>: Eucharist, Welcoming, Lifelong Spiritual Formation, Community, Compassion, Stewardship, Social Justice.</p> <p><u>Goals</u>:</p> <ol style="list-style-type: none"> 1. Continue to make Eucharist the source and summit of Parish life 2. Provide life-long spiritual and educational opportunities 3. Develop comprehensive stewardship efforts within the Parish and beyond 4. Build a supportive, involved and compassionate Parish Community

² The Advisory Members were not available to attend all of the Ad Hoc Committee meetings, but received Worksheets and other information from the working Committee, and periodically provided their input.

<p>5. Develop partnerships and collaborative relationships</p> <p>6. Support the Passionist Priests and Brothers and show appreciation for their many years of service to Saint Agnes Parish</p> <p>7. Develop a physical environment that reflects our Parish values and meets current and future ministry needs of the parish.</p>
<p>With these understandings, Engagement for a Member means:</p> <ul style="list-style-type: none"> • being involved within, interacting with, and supporting the Community • by sharing time, treasure, and talent according to one’s own ability, • with particular consideration to <ul style="list-style-type: none"> ○ worshipping together (such as by attending Mass and sharing in the Eucharist), ○ serving together (such as by participation in Parish and School Stewardship), and ○ learning together (such as by involvement in spiritual and educational opportunities).

The categories of identified obstacles fell within two broad groups: (1) obstacles to parishioners becoming engaged / reengaging / maintaining engagement; and (2) organizational challenges.

Obstacles to Parishioners ³	Organizational Challenges
<ul style="list-style-type: none"> • Insufficient Bandwidth/Time of Parishioners (e.g., increasing demands on time for individuals and families) • Established patterns of non-engagement by a growing number of Parishioners that need to be disrupted (some, but not all, related to COVID quarantine) • Insufficient strategies to establish patterns of engagement at entry-points into the Community (e.g., baptism, start of school, wedding, new member meetings) • Insufficient Opportunities Matched to Parishioner’s Circumstances (e.g., stage of life) • Burnout or Frustration by a sub-group of over-committed or previously-committed Volunteers and Donors. • Lack of transparency and/or communication about plans, direction, and oversight of the parish. • Feeling excluded or feeling that others are excluded. 	<ul style="list-style-type: none"> • Insufficient Bandwidth/Time of Parish Staff Members (limited staff for current and strategic demands; unfilled positions) • Insufficient Resources (Budget and People Power) for Maintaining or Introducing Initiatives • Lack of usable data about Parishioners (e.g., ready access to strategic information gathered via membership and/or stewardship forms) • Communication and Access to Information that Meets Needs of Individual Parishioners (e.g., desired mode of and portal for accessing communications and other information) • Insufficient of knowledge transfer during leadership changes (e.g., Committee “binders” and shadowing) • Lack of clarity in the scope of activities needed to meet basic requirements and strategic goals of the Community, and which Staff Member or Committee has ultimate responsibility for oversight of each of those activities.

³ Saint Agnes is fortunate to have Parish Staff Members, including School Faculty and Staff Members, who are also Parishioners. For purposes of this content, a person in their capacity as a Parish Staff Member, which is an Organizational role, is considered separately from that person in their capacity as a Parishioner.

2. Second Focus Area – Identifying Tools to Mitigate Obstacles to Engagement

In view of the identified obstacles, the *Ad Hoc* Committee worked to identify tools that could be used to mitigate the obstacles. After conducting independent work, the *Ad Hoc* Committee came together for a collaborative discussion and identified a series of mitigation tools, which could be generally grouped into the following categories (*See Appendix A-3*).

Categories of Mitigation Tools
<ul style="list-style-type: none">• Actions for building a solid organizational foundation to support initiatives (staff, volunteers, and scope of responsibilities)• Strategies for obtaining additional resources to support initiatives (fundraising)• Plans for reinstating pre-COVID Programs and Activities (“back to baseline”)• Programs related to Children and Youth Ministry• Activities matched to particular stages of life.• Stewardship opportunities for target groups and activities surrounding annual stewardship form submission process.• Best practices for welcoming and engaging new Parishioners• Technology solutions to support effective communication with and access to information about Parishioners.• Tools to determine needs and desires of current Parishioners

3. Third Focus Area – Identifying Owners for Mitigation Tools

Being mindful that success of any mitigation tool will require an “owner” with ultimate responsibility for taking action toward its implementation, the *Ad Hoc* Committee spent time identifying which staff positions, volunteer positions, committees, ministry teams, or organizations would be best suited to own and implement each of the identified mitigation tools (*See Appendix A-4*).

It was recognized that we are in a time of transition in connection with staff positions (e.g., new people onboarding in certain staff positions, and currently advertising for other staff positions) and organizational structure (e.g., the Pastoral Council is implementing a Coordinating Committee in 2022-23 to assist with communication among the various positions, committees, and ministry teams within the Community). Thus, where the Priority Initiatives outlined below do not identify a particular owner, every attempt has been made to provide a mechanism for identifying the owner at such time as the Priority Initiative is executed. Further, it was learned that job descriptions were also needed clearly define responsibilities and job duties in relation to supporting initiatives.

4. Fourth Focus Area – Prioritizing Initiatives & Implementation Resources

While there were many wonderful mitigation tools identified by the *Ad Hoc* Committee, there was an understanding: (1) of the need to focus resources on initiatives having the highest impact on reinvigorating Parish engagement, and (2) that certain resources must be present to support implementation of these initiatives. (*See Appendix A-5*)

After conducting independent work, the *Ad Hoc* Committee came together for a collaborative discussion and identified a series of candidate Priority Initiatives, with consideration to their Sustained Impact, Rapid Impact, and/or Direct Impact on reinvigorating Parish engagement. The *Ad Hoc* Committee also identified necessary implementation resources, such as staff support, volunteer support, and budget.

5. Deliver Recommendation Report

Following further collaborative discussions, Co-Chairs reviewed all Worksheets (*See Appendixes A-2 – A-5*) that were completed by the *Ad Hoc* Committee and considered the feedback obtained from Parishioners during the Global Synod on Synodality Listening Sessions at Saint Agnes, , as well as shared its preliminary findings with the Committee and the Pastoral Council. (*See Appendix B*).

An outline of Priority Initiatives was prepared and discussed with the Pastor. Following approval by the Pastor, using the outline of Priority Initiatives as a framework, this *Ad Hoc* Committee Report was drafted, including the recommended Priority Initiatives for implementation to reinvigorate the engagement in the Community.

II. Current Engagement Profile and Organizational Structure

Engagement within the Catholic Church has been an area of concern in recent years, both worldwide and at Saint Agnes Parish. The decrease in engagement at Saint Agnes can be seen by the change in Mass attendance, lack of diverse parishioner involvement in volunteer positions, and staff turnover, which was further impacted by the COVID pandemic. As of November 2021, Parish records reflect that the Saint Agnes Community has 4,038 active members represented in 1,640 families, six (6) lay Parish staff positions (*see Appendixes D-1 through D-6*), and six (6) pillars with multiple ministry teams, organizations, committees, groups, and school staff (*see Appendix E*). The Saint Agnes Community consists of highly informed adults with diverse talents. The current challenge is finding ways to motivate and to facilitate active members to engage in spreading the message of Jesus Christ and to attract new members to the Catholic Church.

Successful engagement requires the Church to listen, meet people where they are and to reach out to them.⁴ In May 2022, Saint Agnes participated in a global-wide Synod initiated by His Holiness Pope Francis. The theme of this synod is communion, participation and mission. The results of the synod discussions at Saint Agnes were summarized in a document entitled “Listening Session Convener Feedback to Archdiocese.” (*See Appendix B*).

Recognizing the Saint Agnes Community’s disproportionate level of engagement, Father Nelson (Pastor) directed the Pastoral Council in 2021 to form an *Ad Hoc* Committee to explore the engagement of the Saint Agnes Community and to suggest recommendations to re-engage members. The purpose of the *Ad Hoc* Committee was to bring together current staff and volunteers within the Saint Agnes

⁴ Gray, Kramarek, and Gaunt (2021) “Faith and Spiritual Life of Catholics in the United States,” Washington, DC: Center for Applied Research in the Apostolate, Georgetown University, p.16.
https://www.google.com/url?sa=t&rct=j&q=&esrc=s&source=web&cd=&ved=2ahUKEwjO5ZabmN_3AhUmoWoFHWt4DFkQFnoECAcQAQ&url=https%3A%2F%2Fcara.georgetown.edu%2Fyoungadults2020.pdf&usg=AOvVaw0hrcPkD-BfTA7r7YF4v4nd

Community to provide a written framework by July 2022 which identifies priority initiatives to reinvigorate engagement of members in activities of the Saint Agnes Community.

The work product of the *Ad Hoc* Committee is intended to provide fresh perspective, with contributions from members of various Parish ministry teams, organizations, and committees. As such, the work product of the Ad Hoc Committee is a supplemental enhancement, and is not intended to replace any existing plans of the Community, nor is it intended to duplicate any existing efforts of the Parish Community. Being mindful of these intentions, the *Ad Hoc* Committee was assembled to provide different perspectives from within the Community, as well as valuable historical and ongoing knowledge about the Community and its activities.

III. Priority Initiatives

A. Targeted Outreach

1. Description

As Catholics, we recognize an all-inclusive invitation to believe in one God, the Father almighty, his son Jesus Christ, and the Holy Spirit. God calls all people to believe, and with a diverse group of believers comes diverse ways to engage believers. Saint Agnes Parish has thousands⁵ of members, each having distinct levels of engagement and preferences on how to engage in the Parish community. Outreach to members of a diverse group can be a challenge, because individuals vary in their preferred methods and frequency of engagement and communication.

The *Ad Hoc* Committee recognized that Saint Agnes has a history of providing its parishioners with a range of options for engaging with the Catholic community. However, over the years, some initiatives have fallen by the wayside. Some initiatives were stopped due to challenges of in-person gatherings caused by the COVID-19 pandemic. Other initiatives were stopped due to lack of staff or volunteer involvement, lack of funding, and/or changes in Parish priorities.

When discussing targeted groups on whom to focus engagement reinvigoration efforts, two main groups surfaced – youth and parents new to Saint Agnes School. The *Ad Hoc Committee* was passionate about the youth of Saint Agnes Parish staying engaged during their school years and after graduation from Saint Agnes School. Also related to Saint Agnes School are the groups of parents whose children started school during the pandemic and did not have the in-person opportunities to engage in either the school or Parish that is traditionally available during non-pandemic times. Saint Agnes also wants to continue to recruit young adults through ministries that meet their needs, in addition to the existing ministries of Marriage and Baptism Sacramental Preparation.

The *Ad Hoc* Committee also identified the need to engage new and existing members in the Saint Agnes Parish in a more intentional way. Since the Parish currently struggles with meeting all its volunteer needs, it was identified that new parishioners are currently an underutilized resource. The *Ad Hoc* Committee identified some initiatives that were halted due to the pandemic that can be reimplemented to facilitate this need.

⁵ 3236 families, based on data from late 2021.

2. Rationale/Anticipated Impact

Taking steps to reach out to targeted groups of parishioners at Saint Agnes will have an immediate and sustained impact.

The focus on our youth will facilitate long-term growth of the Catholic faith, with a view toward these children serving as future volunteers, staff, and parishioners at Saint Agnes. In order for our youth to engage in the faith, we heavily rely on their parents to be active stewards for their children’s faith formation. There are programs that stopped during the pandemic that need to be restarted and/or reimagined, as these programs will have immediate impact on the engagement of our parishioners.

3. Recommendations

In connection with the Priority Initiative “**Targeted Outreach**,” the *Ad Hoc* Committee recommends the following actions, the implementation of which will be primarily the responsibility of the identified owners. To ensure that the recommendations are expeditiously evaluated and implemented, as appropriate, the *Ad Hoc* Committee has proposed target deadlines.

Action	Owner	Target Deadline
1. Communicate this report to the greater Saint Agnes Community, including specific committees that play a role in deliverables.	Pastoral Council (PC) Executive Committee	Initial communications and provide report access to parishioners by end of 2022 .
2. In walking with Jesus Christ, identify entry points to the Community and develop best practices for welcoming and engaging new members. ⁶	Pastoral Associate, with support of PC Coordinating Committee through relevant ministry teams/committees. ⁷	Identify entry points by June 2023 . ⁸
3. Re-implement pre-COVID programs and establish new programs with a strategic focus on young people, encouraging families to engage through programs directed towards their children. ⁹	PC Coordinating Committee through relevant ministry teams/committees, and in consultation with Principal with proposal would impact the school.	Identify by the end of March 2023 the top five (5) programs to be re-implemented and/or established.
4. Establish a Task Force to explore Youth Ministry, and recommend reasonable initiatives that can be implemented over time, with	PC Chair, in consultation with the Executive Committee, to establish the Task Force.	Establish Task Force and identify Chair by March 2023 .

⁶ Inclusive of back-to-baseline programs like regularly-scheduled New-Member Meetings.

⁷ See **Appendix E** – Organizational Chart – Committees & Ministries.

⁸ If possible, in view of staff hiring and bandwidth, it is recommended that this deadline is moved to allow for more-rapid implementation.

⁹ Saint Agnes School has record high enrollment for the 2022-23 school year. This represents a notable opportunity for the Community. Preschool through rising 1st Grade School Families arrived at Saint Agnes during the pandemic, and all School Families have experienced 2+ years of COVID protocol years. There is a ripe opportunity for the 2022-23 school year to discuss engagement expectations and offer programming opportunities to drive engagement.

Action	Owner	Target Deadline
consideration to leveraging collaboration. ¹⁰	Task Force for Youth Ministry to own with reporting to Pastor and PC.	
5. Consider targeted initiatives based on data about needs and desires of current Membership. ¹¹	PC Coordinating Committee through Stewardship Committee, and Staff member who is identified to manage the Parish database.	PC Executive Committee will request an update in January 2023 , to include a summary of available data and to include recommendations for gathering additional data from Coordinating Committee, especially through Stewardship Committee following 2022 distribution and collection of Stewardship Form, and the Staff member who is identified ¹² to manage the Parish database.

B. Leverage Stewardship Programs

1. Description

Stewardship involves placing God’s priorities before our own priorities. Through stewardship we recognize that God is the ultimate giver of all that we have, and that we should direct our “first fruits” accordingly.

In Proverbs, we are reminded to “honor the Lord with your wealth, with first fruits of all your produce; then will your barns be filled with plenty, with new wine your vats will overflow.” Proverbs 3:9. The referenced wealth is inclusive of, but not limited to gifts of material possessions. Indeed, within the Catholic faith, we often called to consider three facets of stewardship:

- (1) taking care of, planning, and sharing the gift of **time**, which is a limited and precious resource, including worshipping together and working in service of others;
- (2) nurturing, developing, and sharing the gift of **talent**, including God-given abilities; and
- (3) caring for and generously sharing the gift of **treasure**, including money and other material possessions, which are all entrusted to us by God.

¹⁰ Recognizing the magnitude of Youth Ministry programs in terms of overall time and cost, as well as the clear desire to support Youth Ministry that was reflected throughout the work of the *Ad Hoc* Committee, a Task Force is proposed to guide and provide recommendations for moving forward with programs in a reasonable manner, building over time. Possible collaborations should be considered by the Task Force, such as partnering with other parishes in the Highlands or partnering with Bellarmine University. Initial projects might include, for example, creating a usable database of recent alumni of Saint Agnes School, supporting an operational Youth Group, reviewing the existing Coordinator of Youth Ministry Position Description (**Appendix D-6**) to identify important projects, and developing a reasonable timeline for implementing a full Youth Ministry program.

¹¹ Sources of data can include feedback provided in Annual Stewardship Renewal Form, Congregate survey, and records from Synod discussions. Consideration can also be given to the possibility of a discrete survey to fill in gaps in information.

¹² If possible, in view of staff hiring and bandwidth, it is recommended that this deadline is moved to allow for more-rapid implementation.

To help guide parishioners in their call to become a steward of Christ, there is an Annual Stewardship Renewal process, administered by the Stewardship Committee and Parish Staff. While the process and the Stewardship Forms that have been used have differed over the years, there has been a consistent attempt to share through this process information about the various opportunities that are available within the Saint Agnes Community. There are numerous ministry teams, organizations, and committees with opportunities for a wide range of talents and interests, from musical abilities to athletic abilities, from business skills to public speaking skills, from social justice interest to childhood educational interests.¹³

The existing Annual Stewardship Renewal process provides a structure for sharing information between Parish and parishioner, learning about each individual parishioner’s unique gifts and interests, meeting each individual parishioner where they are, and intentionally matching parishioners to opportunities where they can thrive and grow in their engagement with the Community. This process was also impacted during the pandemic and is in the process of being updated to increase the parishioner response rate and make it more user friendly.

2. Rationale/Anticipated Impact

Taking steps to leverage stewardship programs will have a direct impact, by focusing on actions that specifically lead to engagement of parishioners. This will also have a sustained impact, by directly matching opportunities with parishioners, in view of their unique gifts and interests.

Leveraging stewardship programs and processes can also provide an opportunity for engagement of families, and for encouraging greater engagement within families. For example, engagement of a child encourages engagement of a parent, and vice versa. In this regard, there is significant opportunity for re-engagement of school families, and to engage new school families who joined the community during the pandemic.

3. Recommendations

In connection with the Priority Initiative “Leverage Stewardship Programs,” the Ad Hoc Committee recommends the following actions, the implementation of which will be primarily the responsibility of the identified owners. To ensure that the recommendations are expeditiously evaluated and implemented, as appropriate, the Ad Hoc Committee has proposed target deadlines.

Action	Owner	Target Deadline
1. Stewardship Form distribution and collection	Stewardship Committee with support from PC Coordinating Committee.	October 2022
2. Stewardship Kick-Off Fair	Stewardship Committee, with support of PC Coordinating Committee. ¹⁴	Stewardship Kick-Off Fair to be held October 2023 .

¹³ See, e.g., **Appendixes E and F**.

¹⁴ As of June 2022, this effort is already underway. The *Ad Hoc* Committee applauds the leadership of the Stewardship Committee.

Action	Owner	Target Deadline
3. Review and optimize Annual Stewardship Form for ease of compliance, strategic information gathering, ¹⁵ and maximizing opt-in for automatic withdrawal giving.	PC Coordinating Committee through Stewardship Committee, and Staff member who is identified to manage the Parish database.	PC Executive Committee will request in March 2023 , that Stewardship Committee start conducting a review of and seek feedback to update the Annual Stewardship Renewal form, with the benefit of insight following distribution and collection of 2022 Stewardship Forms and in preparation for October 2023 Stewardship Fair.
4. Engage in mining Parishioner data to match individuals with relevant Stewardship programs, and actively recruit on an individual-ask level based on this matching.	Stewardship Committee, with support of Communication and Technology Committee ¹⁶ , and PC Coordinating Committee through relevant ministry teams/committees. ¹⁷	Data mining to begin during 2023-24 Parish Year . ¹⁸
5. Gather ideas from School Families about increasing weekend Liturgy participation.	PC Executive Committee in collaboration with School Administration Team	PC Executive Committee and School Administration Team to meet and initiate planning by end of 2022 .
6. Monthly grade participation in weekend Mass to be continued, heavily promoted, and expanded to include a focused monthly participation as part of Sacramental Preparation activities for Eucharist (2 nd Grade), Reconciliation (4 th Grade), and Confirmation (8 th Grade). ¹⁹	Stewardship Committee and 2 nd /4 th /8 th Grade Stewardship Partner Parents, in collaboration with Religion Teachers providing Sacramental Preparation or other School Point Person, as designated by the Principal.	PC Chair, Stewardship Committee Chair, and Principal or other School Point Person initiate discussions about 2022-23 School Year Mass Calendar by the Start of 2022-23 School Year .

C. Focus on Fundraising

1. Description

Saint Agnes relies almost exclusively on contributions through General Collections from its parishioners to support its operating budget and current ministries. The largest ministry of Saint Agnes Parish is Saint Agnes School. Tuition does not cover all the costs associated with educating a child, which is why there is an active parishioner requirement to qualify for the active parishioner tuition rate.

¹⁵ This is one source for determining needs and desires of current members.

¹⁶ One of the action items under “D. Solidify Operational Foundation” is to reinstitute/establish a Communications and Technology Committee chaired by a Parish staff member and including volunteer members. Identification of a Parish staff member to serve as chair of the Communications and Technology Committee is targeted for **June 2023**. It is understood that this may also be the Staff member identified to manage the Parish database.

¹⁷ See **Appendix E** – Organizational Chart – Committees & Ministries.

¹⁸ Because this action will involve identification of the Staff member who will manage the Parish database and the Staff member to chair the Communications and Technology Committee, whether this data could be moved to allow for more-rapid implementation will depend on staff hiring and bandwidth.

¹⁹ This Recommendation came directly from Fr. Nelson and aligns with goals already in discussion within the School.

Saint Agnes Parish assumes the balance of these educational costs because the School is an important ministry of the Parish. For strategic goals of the community, special gifts beyond the General Collections are also needed to meet the needs of the Community as a whole.

Accordingly, in order for Saint Agnes to fund necessary operations of the Parish and School, to meet the essential needs of the parishioners, to keep tuition affordable, and to continue to support current ministries, the Community relies on the gifts of its parishioners through financial stewardship in the form of General Collections. In order to perform the activities needed to meet the strategic goals of the Parish and School, the Community must provide financial stewardship in the form of special gifts and annual giving so that Saint Agnes can adequately support these strategic goals.

With the dispensations granted and overall decline in in-person mass attendance during the COVID pandemic, there was a risk of a reduction in the regular contributions that make up the General Collections. However, attributable in part to the percentage of gifts made by online giving, Saint Agnes saw only a minor decline in the General Collections from pre-pandemic levels in 2019 to 2020 and 2021.²⁰

However, when considering a longer-term trend, there is evidence of a growing number of Parishioners who are not engaging in financial stewardship. Contrary to the substantial growth of the Parish community²¹, the total contributions of the Saint Agnes community to the General Collections has remained relatively flat for the past ten (10) years.²² Thus, despite a decade of nation-wide inflation, Saint Agnes continues to build an operating budget based on the same total dollar amount in General Collections as in 2011.

2. Rationale/Anticipated Impact

The current financial engagement profile creates a number of obstacles, such as a lack of funding to support efforts to recruit and retain Parish and School staff. This is on top of additional competitive disadvantages arising from salary differentials as compared to private companies, public schools, and Catholic high schools.

In addition to the budget necessary to support the staff for the Parish and School, financial resources are necessary to support all Pillars within the Saint Agnes Community, including Worship, Service, Formation, Education, Parish Life, and Engagement. To execute on the recommendations in this Report, implementation resources are necessary, including an adequate budget for supporting staff, day-to-day operations, and strategic projects.

When attendance at in-person mass declined during the pandemic, Saint Agnes was afforded some protection due to the amount of gifts made by parishioners using automatic withdrawal. Increasing the percentage of parishioners giving by automatic withdrawal would increase consistency of giving and increase stability for the annual Parish budget.

²⁰ General Contributions: \$1.216M in 2019, \$1.141M in 2020, \$1.145M in 2021; -6.18% change 2021 vs 2019.

²¹ 1506 families in 2011 vs. 3236 families in 2021, representing a 2.15-fold (115%) increase in the past 10 years.

²² General Contributions: \$1.218M in 2011; -0.2% change 2011 vs. 2019; -6.32% change 2020 vs. 2011; -5.99% 2021 vs. 2011.

Solidifying financial health will allow the Parish to achieve basic requirements and strategic goals.

3. Recommendations

In connection with the Priority Initiative “**Focus on Fundraising**,” the *Ad Hoc* Committee recommends the following actions, the implementation of which will be primarily the responsibility of the identified owners. To ensure that the recommendations are expeditiously evaluated and implemented, as appropriate, the *Ad Hoc* Committee has proposed target deadlines.

Action	Owner	Target Deadline
1. Adopt and use an Active Parishioner Verification Form for school families, ensuring that communication of expectations is confirmed and that proper tuition rates are applied. ²³	Adoption by Pastor with approval from Principal and School Board, and with support of PC.	Adoption for the 2022-23 School Year . Review and revise annually, as needed.
2. Actively follow up with Parishioners during Annual Stewardship Renewal to maximize participation, and increase percent of parishioners giving by automatic withdrawal, as well as better utilize the online giving platform. ²⁴	Administration by Stewardship Committee with support of PC Coordinating Committee. Once it is established, additional support from Communication and Technology Committee. ²⁵	PC Executive Committee will request that by June 2023 that Stewardship Committee (1) provide initial recommendation on how we can use information obtained from Stewardship Forms to further goals, and (2) identify inquiries to pose to Communications and Technology Committee, once established, to further these goals.
3. Strong support for Congregate and engaging a Congregate Coordinator and Consultant to ensure successful capital campaign giving.	Congregate Committee, Congregate Coordinator, and Consultant with support of Pastor and PC.	Congregate Committee to provide status update to Pastoral Council by the first quarter of 2023 .

D. Solidify Operational Foundation

1. Description

Ensuring that Saint Agnes has a solid operational foundation and sufficient resources to meet basic requirements, as well as strategic goals, will be vital to parishioner engagement and success in evangelization to the Catholic faith. The scope of “Operations” in this report can be viewed as the

²³ Notwithstanding placement in this section, it is recognized that item relates not only to gifts of treasure, but also to gifts of time and talent. Implementation and communication must be thoughtful and compassionate. There are many examples from other parishes that are currently in use that can serve as a guide.

²⁴ Feedback during this process could also inform, e.g., updating Parishioner Database, identifying individuals for exit interviews and/or to bring back to being active Parishioners.

²⁵ See, D. Solidify Operational Foundation for Action Item related to reinstating/establishing a Communications and Technology Committee chaired by a Parish staff member and including volunteer members. Identification of a Parish staff member to serve as chair of the Communications and Technology Committee is targeted for **June 2023**. It is understood that this may also be the Staff member identified to manage the Parish database.

administrative functions of a business, including Human Resources (HR), Organizational Development, Information Technology (IT), Marketing/Communications and Finance. Engagement initiatives span both basic requirements and strategic goals – basic requirements must be met to have an operational Parish Community to support engagement at baseline levels. Once basic requirements are met, strategic goals can be supported to pursue initiatives to drive engagement beyond baseline levels.

Human Resources - Saint Agnes has a need for people in both Parish staff and volunteer positions, to carry out the evangelization of Christ’s message, both internal and external to the Saint Agnes community. As of the time of this report, the Parish staff is experiencing turnover that is impacting the ability to meet the basic requirements of the Parish, and its strategic goals. In pre-pandemic norms, both the Parish staff and volunteers struggled with bandwidth – the energy and mental capacity needed to deal with certain activities, and time to engage in training and development of its team members. The pandemic added more basic requirements to staff and volunteer duties. Ultimately, the lack of bandwidth has gradually caused staff and volunteer burnout, and burnout has a known correlation with high turnover.

Organizational Development – Given the current state of Saint Agnes’ Parish staff and volunteers, now is a crucial time to focus on improving the organization’s capability through aligning strategy, structure, people and management processes. As seen in **Appendix C** and **E**, Saint Agnes has developed both a Parish and Staff Organizational Chart. Additionally, there are job descriptions available for certain current and past staff positions.(see **Appendixes D-1 – D-6**).²⁶ As of the date of this report, at least 3 positions remain open/unfilled, two of which are not being actively recruited.²⁷ There are two items within organizational development where Saint Agnes should focus: (1) ensuring staff jobs and volunteers positions align with St Agnes’ ministries²⁸ and (2) developing best practices to ensure hand off/continuity of staff jobs and volunteer positions. The realignment and redefinition of job and volunteer positions will result in better continuity of institutional knowledge and for new volunteers to better understand the scope of roles to successfully serve the Parish and mission of Jesus Christ.

Information Technology – In today’s world of fast-moving information, it is imperative that Saint Agnes review the use of technology to gather, analyze, disperse, and utilize information. Electronic data will allow Parish staff and volunteers to create processes, query relevant information and communicate to Parishioners effectively. Technology should be a tool to enhance efficiencies for staff and volunteers to achieve basic requirements.

Marketing/Communications – Part of evangelization requires getting Jesus’ message to people. Saint Agnes currently struggles getting relevant information to Parishioners in ways that have the most impact. A major theme amongst the *Ad Hoc* Committee discussions around communication was “meeting people where they are.” Communicating Parish news and God’s word can prove to be a difficult task since each Parishioner has different preferences on frequency and method of receiving information from Saint Agnes. There are industry best practices for communications that need to be researched and implemented.

²⁶ The *Ad Hoc* Committee was provided with all of the available job descriptions; however, there are not job descriptions available for all of the current Parish staff positions.

²⁷ See, **Appendix D-2** – Director of Parish Engagement, and **Appendix D-6** – Coordinator of Youth Ministry.

²⁸ Job Descriptions are outdated, incomplete, and need to be aligned with current basic requirements, strategic goals, and skill strengths of Parish Staff Members.

Finance – Both basic requirements and strategic goals of a Parish need sufficient funds to operate. Saint Agnes’ finances are currently governed by the Finance Committee that reports to the Pastoral Council, and staff members who keep bookkeeping tasks up to date. The Parish has struggled to maintain continuity in both staff and volunteer roles surrounding Finance, and therefore is struggling to meet the basic requirements of the Pastoral Council Bylaws and best practices. The Parish continues to operate on a budget (in terms of total dollars) set many years ago, pre-pandemic.

2. Rationale/Anticipated Impact

Taking steps to solidify the operational foundation at Saint Agnes will have an immediate and sustained impact.

The operation of the Parish needs certain support (i.e. – human capital, financial, technological) to achieve the basic requirements required of the Parish, meet the changing needs of the Community, and position itself for the future. Looking at the functions of the staff and volunteers, their role in basic requirements and strategic goals will allow the Saint Agnes Parish to better align resources with the evangelization of Christ, both internal and external to the Saint Agnes community.

3. Recommendations

In connection with the Priority Initiative “**Solidify Operational Foundation**,” the *Ad Hoc* Committee recommends the following actions, the implementation of which will be primarily the responsibility of the identified owners. To ensure that the recommendations are expeditiously evaluated and implemented, as appropriate, the *Ad Hoc* Committee has proposed target deadlines.

Action	Owner	Target Deadline
1. Conduct a Leadership Best Practices Training for the 2022-2023 Volunteer and Staff Leadership.	Pastoral Council Executive Committee	The training is scheduled for August 30, 2022
2. Define best operational practices for all Ministry Teams, Organizations and Committees. ²⁹	Pastoral Council Coordinating Committee	2022-23 Parish Year
3. Establish a Task Force and engage a consultant to review and optimize position descriptions and staffing, ³⁰ and develop an action plan.	PC Chair, in consultation with the Executive Committee, Task Force reporting to the Pastor and Pastoral Council	Establish Task Force and select a Chair by March 2023 .
4. Reinstitute/establish a Communications and Technology Committee including a Parish staff member, a School staff member, and	PC Chair, in consultation with the Executive Committee, establish a task force to define mission and scope of responsibilities for	Establish Task Force by January 2022 . Identify Parish and School staff members to serve as chair by June 2023 .

²⁹ See **Appendix E** – Organizational Chart – Committees & Ministries; Operational practices will include transitioning leadership, defining scope of work, engaging volunteers, memorializing scope of work, preserving a record and communication internally and externally.

³⁰ Review Staff Position Descriptions and Volunteer Positions critical to filling essential needs, identify gaps in filling essential needs, and make recommendations for filling gaps.

Action	Owner	Target Deadline
volunteer members with subject area expertise.	Communications and Technology Committee, and to identify initial members. Pastor to identify Parish staff member, Principal to identify School staff member to serve on Committee.	Identify initial committee members and launch Committee by 2023-24 Parish Year .
5. Develop and implement Communication Best Practices, with consideration to newly adopted technology solutions.	Communications and Technology Committee	Implement during 2024-25 Parish Year . ³¹
6. Implement a technology solution for information access and communication. ³²	Communications and Technology Committee	Implement during 2024-25 Parish Year ³³

IV. Records of the *Ad Hoc* Committee

The *Ad Hoc* Committee identified numerous additional tools to support Parish Engagement, many of which complement the Priority Initiatives discussed above. These additional tools are preserved in the records of the *Ad Hoc* Committee. In addition to this Report, including the Appendixes, in the interest of preserving records of the *Ad Hoc* Committee, they have been saved to a Google Drive Folder with credentials held by the Saint Agnes Parish Office.

³¹ If possible, in view of staff hiring and bandwidth, it is recommended that this deadline is moved to allow for more-rapid implementation. Some efforts are already underway, with Fr. Febin having led a review of some technology solutions in early 2022.

³² The technology solution should address database needs to allow for usable storage & access to Parishioner data, to provide a portal for Parishioners (and perspective Parishioners) to access information, and to provide communication tools individualized to Parishioner preferences.

³³ If possible, in view of staff hiring and bandwidth, it is recommend that this deadline is moved to allow for more-rapid implementation. Some efforts are already underway, with Fr. Febin having lead a review of some technology solutions in early 2022.

Appendix A-1 – Critical Path for Ad Hoc Committee Work

2021-22 Ad Hoc Committee for Parish Engagement

Critical Path:

In view of the importance to the Saint Agnes Parish Community of having engaged members at all stages of life, the *Ad Hoc* Committee is asked to be diligent in its work, providing a final written framework by July 2022.

To guide the effective and efficient work of the *Ad Hoc* Committee, the following Critical Path will be followed. The Critical Path envisions a mixture of Independent Work and Collaborative Discussions.

Introduction to the Mission and Members	
October 28, 2021 6:30-8:00pm	<ul style="list-style-type: none"> • Members initial gathering to meet one another, to learn about the Mission, and to ask Questions. • Information about the First Focus Area will be distributed
First Focus Area – (A) Defining “Engagement” and (B) Identifying Obstacles to Engagement	
Independent Work ³⁴	<ul style="list-style-type: none"> • Review and consider the distributed Information about the First Focus Area any time before the meeting.
Collaborative Discussion <i>Third Wednesday</i> November 17, 2021 6:30-8:00pm	<ul style="list-style-type: none"> • Discussion about First Focus Area within break out groups (Each break out group has a Secretary to compile discussion notes). • Reports from breakout group and full group discussion (Lauren Wernert will serve as Secretary for the full group). • Following the meeting, the Co-Chairs will circulate to the Committee: (1) the compiled discussion notes, and (2) Information about the next Focus Area.
Second Focus Area – Tools to Mitigate Obstacles and Initiatives Specific for Target Ages /Prioritizing Tools and Initiatives Considered Most-Likely to Have High Impact	
Independent Work	<ul style="list-style-type: none"> • Review and consider the distributed Information about the Second Focus Area any time before the meeting.
Collaborative Discussion Jan. 19, 2021 6:30-8:00pm	<ul style="list-style-type: none"> • Discussion about Second Focus Area within break out groups (Secretary of each break out group to compile discussion notes). • Reports from breakout group and full group discussion (Lauren Wernert will serve as Secretary for the full group). • Following the meeting, the Co-Chairs will circulate to the Committee: (1) the compiled discussion notes, and (2) Information about the next Focus Area.

³⁴ “Independent Work” is not intended to be a burdensome time commitment, rather it is intended to provide an opportunity for each Committee Member to have access to information about the upcoming Focus Area in advance of the meeting, and to be prepared for the Collaborative Discussion at the meeting.

Third Focus Area – Coupling Priority Initiatives to Owner/Coordinator, with Consideration to Current Staff and Roles/Job Descriptions	
Independent Work	<ul style="list-style-type: none"> Review and consider the distributed Information about the Third Focus Area any time before the meeting.
Collaborative Discussion Feb. 16, 2021 6:30-8:00pm	<ul style="list-style-type: none"> Discussion about Third Focus Area within break out groups (Secretary of each break out group to compile discussion notes). Reports from breakout group and full group discussion (Lauren Wernert will serve as Secretary for the full group). Following the meeting, the Co-Chairs will circulate to the Committee: (1) the compiled discussion notes, and (2) Information about the next Focus Area.
Fourth Focus Area – Resources Needed to Implement; Other Final Discussions Points	
Independent Work	<ul style="list-style-type: none"> Review and consider the distributed Information about the Fourth Focus Area any time before the meeting.
Collaborative Discussion Mar. 16, 2021 6:30-8:00pm	<ul style="list-style-type: none"> Discussion about Fourth Focus Area within break out groups (Secretary of each break out group to compile discussion notes). Reports from breakout group and full group discussion (Lauren Wernert will serve as Secretary for the full group). Following the meeting, the Co-Chairs will circulate to the Committee: (1) the compiled discussion notes, and (2) outline for and information about preparing the Written Framework.
Preparing Draft of Ad Hoc Committee Report	
Co-Chair Drafting April – May 2022	<ul style="list-style-type: none"> Review all Worksheets submitted from Committee Members and Advisory Members. Prepare Composite Worksheets. Distill information from Composite Worksheets into working documents. Prepare Outline of Priority Initiatives Prepare draft Framework for <i>Ad Hoc</i> Committee Report.
Pastor Approval June 2, 2022	<ul style="list-style-type: none"> Discuss Outline of Priority Initiatives and Framework with Pastor; Obtain feedback for use in finalizing outline and proceeding with drafting <i>Ad Hoc</i> Committee Report.
Finalizing Ad Hoc Committee Report	
Committee Drafting June 2022	<ul style="list-style-type: none"> Outline of Priority Initiatives and Framework as approved by Pastor circulated to <i>Ad Hoc</i> Committee. Draft sections of <i>Ad Hoc</i> Committee Report. Co-chairs compile drafted sections and prepare final draft of <i>Ad Hoc</i> Committee Report.
Committee Input May 2022	<ul style="list-style-type: none"> Circulate a final draft of Report to <i>Ad Hoc</i> Committee for final comment. Co-chairs finalize <i>Ad Hoc</i> Committee
Final Meeting of Pastoral Council June 28, 2022	<ul style="list-style-type: none"> Present final <i>Ad Hoc</i> Committee Report to Pastoral Council
July 1, 2022	<ul style="list-style-type: none"> <i>Ad Hoc</i> Committee is dissolved.

**Appendix A-2 – First Focus Area Worksheet-
Defining Engagement and Identifying Obstacles**

2021-22 *Ad Hoc* Committee for Parish Engagement

First Focus Area Worksheet

A. Defining “Engagement”

1. What does Parish “Engagement” mean to you?
2. When you think of people who are “engaged” in the Saint Agnes Parish Community, what are they doing / not doing?
3. When you think of people who are not “engaged” in the Saint Agnes Parish Community, what are they doing / not doing?
4. Do your answers to 2 and 3 change or do you have any additional thoughts about engagement when you think about someone who is a Young Adult (under 40)?
5. Do your answers to 2 and 3 change or do you have any additional thoughts about engagement when you think about someone who is a High School Student?
6. Do your answers to 2 and 3 change or do you have any additional thoughts about engagement when you think about someone who is a member of a Grade School Family?
7. Do your answers to 2 and 3 change or do you have any additional thoughts about engagement when you think about someone who is a member of a Pre-School Family?

8. Do you have any other thoughts about what it means to be an “engaged” member of the Saint Agnes Parish Community?

B. Identifying Obstacles to Engagement from Various Perspectives

Identify obstacles (actual and perceived) to consistent engagement as a member of the Saint Agnes Parish Community from the perspective of various individuals or groups within the Community.

You may draw from actual experience (your own or based on discussions with others) or by using empathy (imagine yourself in the shoes of a one in a different position).

Please consider the perspective of various members of the Community. You may consider additional perspectives from within the Community that are not listed in the chart below, and you do not necessarily need to consider every perspective listed in the chart below.

Perspective	Identified Obstacles
Young Adult/New Member	
Young Adult/Single	
Young Adult/Married	
Young Adult/Infant Children	
New Member Recently Married at Saint Agnes	
College Student	
College Student / Saint Agnes School (SAS) Alum	
High School Student	

High School Student / SAS Alum	
SAS Middle School Student	
SAS Student K-5 th Grade	
Member of a Grade School Family	
Member of a Pre-School Family	
Member who is also School or Parish Staff	
Member who volunteers particularly with SAS	
Member with Relatively Few Financial Resources	
Member with Relatively Many Financial Resources	
Member with Relatively Many Family Care Responsibilities	
Member of a Traditionally Marginalized Group	
Member of a Traditionally Empowered Group	

Appendix A-3 – Second Focus Area Worksheet - Identifying Tools to Mitigate Obstacles

2021-22 *Ad Hoc* Committee for Parish Engagement

Second Focus Area Worksheet

Identifying Tools to Mitigate Obstacles to Engagement of Members of Our Community

In our First Focus Area, we considered defining the term “**engagement**” for purposes of our Committee’s work, and we considered various **obstacles to engagement** from the perspectives of various members of our Community.

In advance of our first working meeting, we each independently considered inquiries presented in the First Focus Area Worksheet. On November 17, 2021, we came together for a collaborative discussion, first within small breakout groups, and then within the larger group of the Committee.

Notes from the discussions and independent work were collected, and the information was compiled by the Co-chairs of the Committee. Based on these notes and the information shared during the November 17th meeting, this Second Focus Area Worksheet was prepared.

“Engagement”

Our discussions highlighted a shared understanding that “Engagement” should not be defined in a formulaic manner that would apply rigidly to all Members of the Community; rather the meaning should have some flexibility to meet members where they are at different stages and abilities during their progression through life and through their own faith journeys.

The meaning of Engagement is also understood in view of the Saint Agnes Mission, Values, and Goals, as presented in the Strategic Plan.

Mission: “Saint Agnes is a catholic Community served by the Passionists, embracing Jesus’ love and suffering for all through worship, service, formation, and education.”

Values: Eucharist, Welcoming, Lifelong Spiritual Formation, Community, Compassion, Stewardship, Social Justice.

Goals:

1. Continue to make Eucharist the source and summit of parish life
2. Provide life-long spiritual and educational opportunities
3. Develop comprehensive stewardship efforts within the parish and beyond
4. Build a supportive, involved and compassionate parish Community
5. Develop partnerships and collaborative relationships
6. Support the Passionist Priests and Brothers and show appreciation for their many years of service to St. Agnes Parish
7. Develop a physical environment that reflects our parish values and meets current and future ministry needs of the parish.

With these understandings, Engagement for a Member means:
 being involved within, interacting with, and supporting the Community
 by sharing time, treasure, and talent according to one's own ability,
 with particular consideration to
 worshiping together (such as by attending Mass and sharing in the Eucharist),
 serving together (such as by participation in Parish and School Stewardship), and
 learning together (such as by involvement in spiritual and educational opportunities).

Mitigating Obstacles to Engagement

Our discussions led to identification of a number of Obstacles to Engagement that are or may be experienced by members of the Community. A review of these Obstacles revealed that they can be grouped within a number of categories.

Please consider and select examples of Obstacles within each category, and identify tools that could be used to mitigate or eliminate the selected obstacle. (If you would like to review the completed First Focus Area Worksheets and notes from our November 17, 2021 meeting, they can be accessed from the shared Google Drive).

Please feel free to be creative, and at this stage in our work, please do not feel a need to limit your ideas by any assumed constraints (e.g., an assumed budget, an assumed group of staff members or volunteer, etc.).

Categories of Obstacles to Member Engagement

A. Time/ Bandwidth [busyness of life in the current environment, including work, activities, etc. / fitting it all in and prioritizing]

Obstacle	Mitigation / Elimination Tools

B. Insufficient Opportunities Matched to Member's Circumstances e.g., Youth Group, children's church

Obstacle	Mitigation / Elimination Tools

C. Resources for Maintaining or Introducing Programs e.g., budget, volunteers or staff, etc.

Obstacle	Mitigation / Elimination Tools

D. Time/ Bandwidth (Staff) [bandwidth of existing staff to manage current and proposed programs]	
Obstacle	Mitigation / Elimination Tools
E. Access to Information (ability to get information in a manner that works for the individual Member; need for software solutions)	
Obstacle	Mitigation / Elimination Tools
F. Insert Category	
Obstacle	Mitigation / Elimination Tools

Appendix A-4 – Third Focus Area Worksheet - Identifying Owners for Mitigation Tools

2021-22 *Ad Hoc* Committee for Parish Engagement

Third Focus Area Worksheet

Refining Tools to Mitigate Obstacles to Engagement and Identifying an Owner for Each Action

In our Second Focus Area, we identified tools to mitigate or eliminate the obstacles identified in our First Focus Area. We considered mitigation tools independently, and then came together for a discussion. We identified patterns and discussed categories of tools and some specified examples.

The Co-Chairs prepared Compiled Notes based on feedback from the members of the Ad Hoc Committee, as obtained from independently prepared worksheets or in discussions at the January 2022 meeting.

A Composite of Second Focus Area Worksheets was prepared, including all of the written and discussed feedback that we received. Please feel free to edit the Composite document, as needed, to ensure that the tools/examples that you provided or that you heard discussed at the meeting are accurately captured.

For our Third Focus Area we will do the following work. The identified categories/examples of tools from the Compiled Notes are reproduced in the first column of the table below.

- (1) Complete Table 1: Coupling Owners to Mitigation Tools.
 - (a) The Mitigation Tools that were identified in the Second Focus Area tended to fall within the categories identified in the first column of Table 1.
Example: Category 1: “Leveraging and Matching Stewardship Opportunities.”
 - (b) Within each category, consider identify **one (1) or two (2)** specific Mitigation Tools that you believe to be most important and add them to the first column of Table 1. You can review the Composite of Second Focus Area Worksheets to help make your selections.
Example: Implement Stewardship Kickoff Weekend.
 - (c) Identify who should be the “Owner,” who should be primarily responsible for execution of each Mitigation Tool, and add them to the second column of Table 1.
Example: Stewardship Committee

To help in identifying Owners, the Organizational Chart for Staff and the Organizational Chart for Committees that Fr. Febin prepared will be very useful.

- (2) Complete Table 2: Top Priority Items.
- (a) Please consider a maximum of **Three (3)** Mitigation Tools that you believe should be prioritized and add them to the first column of Table 2.
Example: Implement Stewardship Kickoff Weekend.
- (b) Briefly explain in the second column of Table 2 **WHY** the Mitigation Tools that you selected have a likelihood to impact (“Impact Rationale”). Consider the St. Agnes Strategic Goals to substantiate your rationale. Make your case as to why your top 3 tools should be prioritized as the most important.
Example: Sustained Impact and Direct Impact by meeting the following Strategic Goals:...
- (3) Please upload your Third Focus Area Worksheet to the shared Google Drive, or send it to the Co-Chairs, or bring your notes to our February meeting.

Table 1: Coupling Owners to Mitigation Tools	
Mitigation Tools	Identify Owner(s)
1. Leveraging and Matching Stewardship Opportunities	Owner(s) (existing staff, volunteer, new staff, etc)
<i>Example:</i> Implement Stewardship Kickoff Weekend	<i>Example:</i> Stewardship Committee
2. Identifying Entry Points to the Community and Develop Best Practices for Welcoming and Engaging New Members	Owner(s)
3. Determining Needs and Desires of the Current Membership	Owner(s)
4. Identifying and Implementing Software / Database Solutions	Owner(s)
5. Relaunching Youth Ministry	Owner(s)
6. Identifying and Building Foundation for Foregoing Initiatives	Owner(s)

7. Other (Mitigation Tools that don't fall within a category above).	Owner(s)

Table 2: Top Priority Items

Impact Rationale - explain why this Mitigation tool will make the identified impact; Identify which of the following applies:

Sustained Impact – These tools are needed for long-term success, and are necessary to support other useful mitigation and strategic tools

Rapid Impact – These tools can start to be implemented immediately

Direct Impact – These tools have a very direct impact on our goals

St. Agnes Strategic Goals (based on current Strategic Plan):

1. Continue to make Eucharist the source and summit of parish life
2. Provide life-long spiritual and educational opportunities
3. Develop comprehensive stewardship efforts within the parish and beyond
4. Build a supportive, involved and compassionate parish Community
5. Develop partnerships and collaborative relationships
6. Support the Passionist Priests and Brothers and show appreciation for their many years of service to St. Agnes Parish
7. Develop a physical environment that reflects our parish values and meets current and future ministry needs of the parish.

Identified Tool	Impact Rationale (the WHY)
<i>Example:</i> Stewardship Kickoff Weekend	<i>Example:</i> Sustained Impact and Direct Impact by meeting the following Strategic Goals: provide life-long spiritual/educational opportunities, develops stewardships within the parish, and build a supportive, involved and compassionate parish Community.

Appendix A-5 – Fourth Focus Area Worksheet – Implementation Resources

2021-22 *Ad Hoc* Committee for Parish Engagement

Fourth Focus Area Worksheet

Implementation Resources

The *Ad Hoc* Committee has been charged with providing a written framework by July 2022, which identifies priority initiatives to reinvigorate engagement of members in activities of the Saint Agnes Parish Community. While we can include a record of the many ideas that have been identified and discussed, we seek to recommend 3-5 that are top priority items because we believe that they can have a significant impact.

Our work thus far in preparation for drafting the Written Framework has included:

- 1) **First Focus Area** – Defining “Engagement” and identifying obstacles to engagement from the perspective of various individuals or groups within the Community.
- 2) **Second Focus Area** - Identifying tools to mitigate obstacles to engagement of members of the Community, and beginning to prioritize the mitigation tools.
- 3) **Third Focus Area** - Refining identified mitigation tools and coupling actions to owners, and further prioritization for implementing mitigation tools.

In connection with our Third Focus Area, we worked to select top priority items from among all of the mitigation tools we have identified and discussed.

It was also recognized that certain tools could be considered priorities because of their potential for sustained impact, while others could be considered priorities because of their potential for rapid impact or direct impact.

The attached chart allows you to identify the **Priority Tools** you find most important, provides you space to document the **reasons WHY** those are important and identify the **resources and details** needed to implement the identified tool. Please reference the 2nd and 3rd Focus Area composite worksheets to help identify Priority Tools discussed in prior conversations.

Please edit and complete the chart so that it reflects your current perspective about top priority tools impact on Parish Engagement within the Community.

Priority Mitigation Tool <i>(reference 2nd & 3rd Focus Composite Worksheets)</i>	Reason for Prioritizing <i>(Why is this most important)</i>	Valuable details, resources <i>(ie people, volunteers, budget), inquiries, other info.</i>
Sustained Impact – These tools are needed for long-term success, and are necessary to support other useful mitigation and strategic tools		
Rapid Impact – These tools can start to be implemented immediately		
Direct Impact – These tools have a very direct impact on member engagement.		
Other Tools – These tools might not fit into a category above, but are important to consider engagement		

What would you like to share with the Ad Hoc Committee that you haven't already had an opportunity to share during previous independent work and discussions?

Appendix B – Synod Report – Saint Agnes Listening Session Convener Feedback to Archdiocese



Synod on Synodality Listening Session – Convener Feedback to Archdiocese

Date of Sessions May 16 & 23

Location of Session St Agnes Pastoral Center

Estimated No. of Attendees: 50

Person Completing Form Deacon Ned Berghausen

#1

Describe the listening session experience (attendees' attentiveness, engagement, openness, etc.).

St Agnes parishioners actively and attentively engaged with our two listening sessions. Most participants embraced the spirit of the synod as a time to listen for the voice of the Holy Spirit and to speak courageously. A few came with prior grievances, but most understood the synod not as a time to fix problems but to engage with the Church as the People of God and to dream about what and who God is calling us to be. A common sentiment was that this should not be the end of listening in the Church.

Our participants tended to be older parishioners. Despite having one session targeted for under 45-year olds, only 3 attendees were in that age group. We otherwise had excellent turnout, particularly for getting started late in the process.

#2

Highlight frequently cited points that generated energy or struck a particular chord with attendees.

We journey together as a Church through our shared baptism, Catholic education, service to others, two thousand years of history (including dark chapters) and communion at the Lord's Table. We journey as part of a local parish, a community of churches in our archdiocese, and in the global church. We are united by these things. We are also divided. We self-segregate into like-minded groups, and racially and socioeconomically similar communities. The growing isolation and political polarization (heightened by the pandemic) of American culture has infected our church, making us afraid to talk to each other about anything of consequence. We exclude many. One participant asked, "How can we be the Body of Christ when we leave out so many voices?"

God is speaking to us through women's voices. God is speaking to us through Black voices. God is speaking to us through Hispanic voices. The voices of the poor and marginalized. The voices of gay and transgendered people. We have often ignored them. God is calling us to listen to them and to Him. And to open windows to let the Spirit in. The face of our church is changing locally and globally. Our hierarchy has been slow to reflect this, and sometimes is resistant or hostile to it.

The People of God are hungry for the sacraments and for sacramental ministry. In the absence of ordained ministers, our participants suggested that the Church think creatively about how to fulfill

her ministry. Additionally, this view was extended to the leadership of the Church, recognizing that orders and leadership are separate. As one attendee put it, “right now in our moment in history, the Holy Spirit is calling for us to open up the leadership by providing a need – we lack enough ordained, celibate men.” Participants wanted the important role of laity as “workers in the vineyard” to be strengthened, recognized, and celebrated.

At the same time, many parishioners believe we should ordain women to the priesthood, or lift the ban on discussing it as a first step, and quickly move to restore women to the permanent diaconate. The desire to ordain married men to the priesthood was expressed by many, as well.

#3

Describe less-frequently cited points that attendees found inspiring or that introduced new perspectives.

We do not hear the name “Jesus” spoken enough. We should take a cue from our evangelical brothers and sisters and return to a deep devotion to his Holy Name. Our liturgies have become stiff and lifeless. How do we express joy and praise through our communal prayer?

Adults need ongoing, life-long catechesis but this care for our fellow Catholics often stops with the end of high school or sooner. Our Church needs to pay more attention and care in providing comprehensive, life-long faith formation, including spiritual direction, along with the resources to meet these needs. Many participants mourned a “lost generation” of young adults and middle aged former or nominal Catholics. This was connected by some to a lack of evangelization by lay Catholics and by a lack of emphasis on service.

One parishioner asked, “in what ways should the Church be political?” This was not answered directly, but was an evocative question, reflecting the need to put our faith into action.

#4

Provide examples of diversity of views and opinions that were shared by attendees.

We should prudently incorporate new technologies into worship. The forced experiment of streaming liturgies should be seen as an opportunity. We should also embrace multicultural music, worship, and rituals.

Our community described feeling embraced by the universal Church and sometimes rejected. In the first case, for example, a naval officer experienced being spiritually cared for on ship, and a transplant felt welcomed to a new church community in Texas. On the other hand, a Hispanic member had a painful experience of being discriminated against and felt unwelcome in a new church.

One participant mentioned the value of persons who are poor in our Church, “they have so much to teach me [about] emptying myself of things.” Several members expressed concern about the destruction of the environment, echoing themes of *Laudato Si*.

#5

Highlight any pertinent, unique feedback that was shared by attendees.

One unique suggestion was the creation of a Catholic Community Center, looking to the very successful example of Jewish community centers in creating spaces for living out one's faith in a holistic Catholic culture in community, with leisure, childcare, and ways to lead an overall healthy lifestyle.

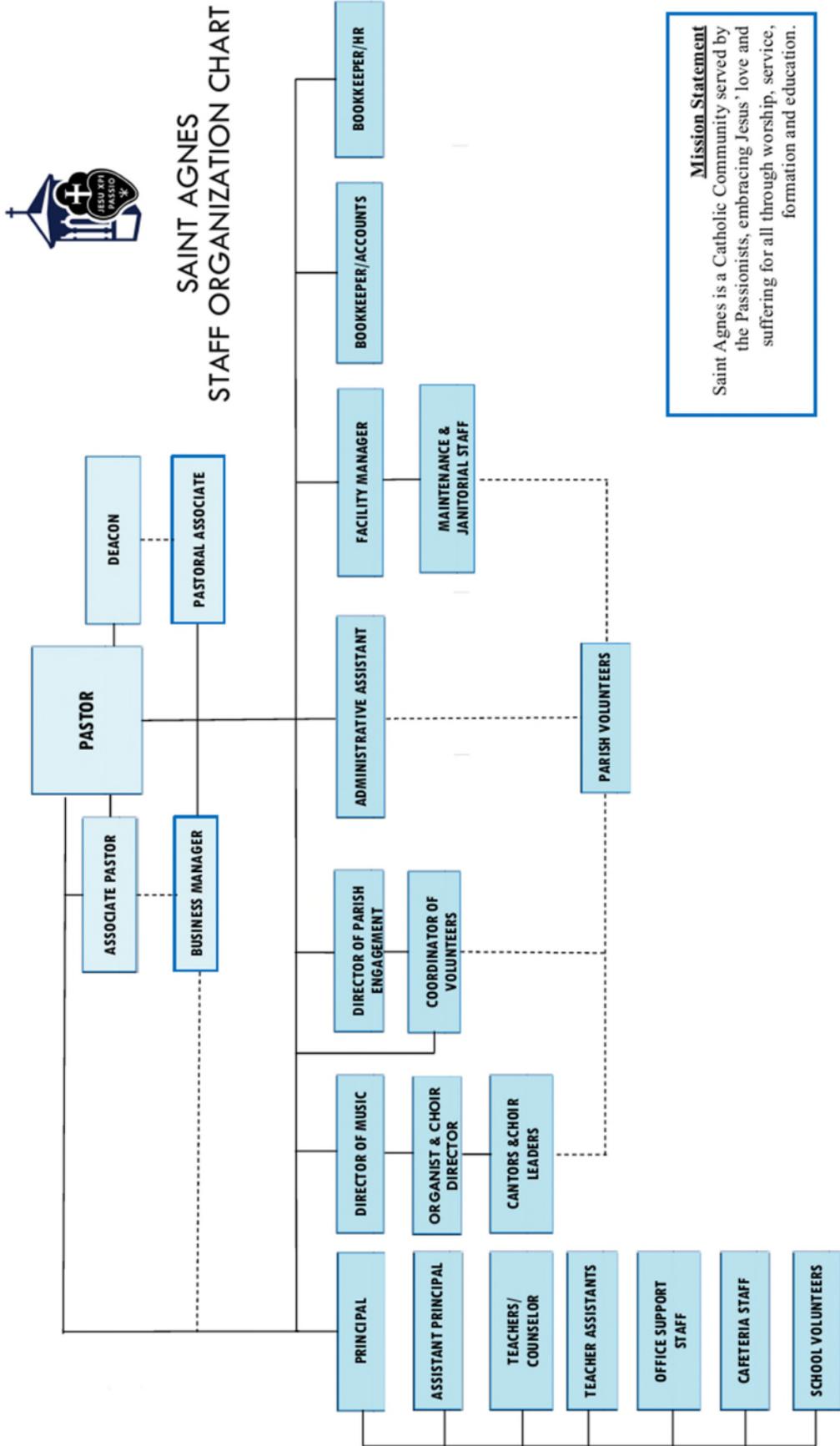
#6

Share additional observations, comments, or input that you feel could add to our learnings in this Synod listening phase.

Our parish said that this should not be the end of listening in the Church. Echoing the Holy Father, the synod should be a process not a destination and deeply woven into our identity as church. One participant added, "we need many more conversations like this. It is how we intentionally build the Body of Christ."

Others added how conversations should be supported by active listening, prayer, and finally, with action. Our actions may be small, but should be enlivened by great love.

Return this form as soon as possible after your listening session(s). The form can be turned in online by going to www.archlou.org/Feedback-Archdiocese. You also may email the form to Tink Guthrie at tguthrie@archlou.org or mail it to Tink Guthrie, Archdiocese of Louisville, 3940 Poplar Level Road, 40213-1463. All forms must be returned by June 1, 2022.



Mission Statement
 Saint Agnes is a Catholic Community served by the Passionists, embracing Jesus' love and suffering for all through worship, service, formation and education.

POSITION DESCRIPTION

Title: Pastoral Associate/Parish Catechetical Director

General Description:

The Pastoral Associate/PCL is a member of the parish team who shares responsibility for the pastoral care and the lifelong faith formation of the parishioners within the overall parish mission. In collaboration with the pastor and other staff members, he or she will provide assistance in the planning and implementation of ministries and sacramental actions within the daily activities of the parish.

Reports To: Pastor

Duties:

• **WORSHIP**

- Coordinates and serves with leaders of Communal Prayer/Eucharist Service outside of Mass, Wakes & Cemetery Services, ecumenical gatherings along with the pastoral team and other lay leaders.
- Assists in planning parish seasonal and sacramental celebrations in collaboration with the Worship Committee.
- Oversees volunteers/ministry team leaders including:
 - Lectors, Extraordinary Ministers, Hospitality, Altar Servers, Sacristans.

• **PASTORAL SERVICES**

- Provides significant personal presence at parish events. e.g., at the church during the hours of Sunday liturgies and parish events. Spends time with parishioners, especially at important moments of their lives.
- Participates in the pastoral care of the sick in homes and hospitals in collaboration with the coordinator of the ministry of care and members of the pastoral team.
- Provides spiritual leadership within the parish for individuals and/or groups through renewal programs, spiritual direction, pastoral counseling, retreats, etc.
- Assists and shares in ministering to persons in crisis, e.g., the sick and the grieving, the divorced and separated, widows and widowers, and emergency requests for assistance.
- Provides support and assistance with those persons processing annulments. Serve as a liaison with the Marriage Tribunal in matters relating to marriages and annulments.

• **EDUCATION and FORMATION**

- Fosters the faith formation of all members of the parish (contributing to initial and ongoing formation of various parish ministers and groups), while serving as a specialist/consultant for all areas of catechesis and faith formation. This includes;

Refugee resettlement, Justice Days, Small Faith Communities, Seasonal programs and Scripture studies.

- Collaborates with the parish wedding team and prepares couples for the Sacrament of Matrimony.
- Administers and directs the Rite of Christian Initiation of Adults and Confirmation
- Oversee the regional parish family faith formation program based currently at Saint Agnes campus. This includes oversight of volunteer catechists.
- Collaborate with and advise parish staff and lay leadership as needed.
- Collaborates with other parish staff and volunteer leadership in the following areas:
 - School Principal, Baptism/Eucharist/Reconciliation Preparation, Youth Ministry, Baptism preparation, Children's Liturgy of the Word.
- **ADMINISTRATION**
 - Collaborates with the Parish Administrator in the overall process of parish administration.
 - Shares responsibilities with the Pastor and staff in representing the parish at Archdiocesan and regional and community functions, i.e, Office of Lifelong Formation, Highland Community Ministries.
 - Assists the Parish Pastoral Council in long-range planning, goal-setting, objectives and action steps for the overall parish mission.
 - Exercises fiscal prudence in collaboration with the Parish Administrator in regards to planning and expenses for Pastoral ministry and Formation programming.
- **OTHER DUTIES AS ASSIGNED BY THE PASTOR**

Qualifications:

- Bachelor's degree in Theology or related field
- Specialized training in faith formation, theology and pastoral ministry
- Minimum 3 years of experience in Pastoral Ministry
- Minimum 3 years of experience teaching/facilitating educational programs
- Minimum 3 years of experience providing Pastoral Care
- Strong verbal and written communication skills
- Compassionate presence in stressful situations
- Strong organizational skills
- Strong interpersonal and collaboration skills
- Technology literate

- Available to work evenings and weekends
- Practicing Catholic in full communion with the Church

Benefits:

- Health, Dental, Vision insurance
- 401(k) plan
- Vacation, Personal, Sick time off



Saint Agnes

CATHOLIC COMMUNITY

1920 Newburg Road ✘ Louisville, KY 40205 ✘ phone: (502) 451-2220 ✘ stagneslouisville.org

POSITION DESCRIPTION

Title: Director of Parish Engagement

General Description:

The Director of Parish Engagement is responsible for promoting and cultivating parishioner engagement (stewardship) to support our parish and its many ministries. This role is responsible for developing and executing our overall parish communication strategy with the goal of directing people toward our mission of embracing Jesus' love and suffering for all through worship, service, formation and education.

Duties may include, but are not limited to, the following:

Communication & Engagement

- Through collaboration with our parish leaders, develop and execute our overall parish communication strategy using print and digital media. Strategy should include a rolling 6-month calendar that ensures regular touchpoints and avoids over-saturation.
- Ensure all parish communication channels are of the highest quality and meet parish/school branding standards. This includes the parish bulletin, weekly parish/school emails, social media, website, banners, marketing material, annual letters, etc.
- Establish open communication, through a regular on-site presence, with parish staff to best position yourself to support these individuals (e.g. annual Accountability Report).
- Never be afraid to try new approaches to evangelization, communication, or solving problems – think outside the box!

Youth Ministry

While this role is responsible for engaging & communicating with parishioners of all ages, Saint Agnes remains committed to Youth Ministry & offers programming directed specifically to this demographic.

- Develop and executive a youth ministry program that fosters the personal and spiritual growth of our younger parishioners through unique and appealing programs.
- Coordinate and support our parish confirmation program.
- Empower and develop our youth in order for them to assume responsibility within the Church.

Other Items

- Attend and participate in parish and archdiocese meetings, as requested.
- Perform other duties as assigned by the Pastor or Parish Administrator.

- ❖ Reports to: Parish Administrator
- ❖ Hours: 40 hours / week
- ❖ Status: Full-time / Exempt salary



Our Mission Statement: *“St. Agnes is a Catholic Community served by the Passionists, embracing Jesus’ love and suffering for all through worship, service, formation, and education.”*

BUSINESS MANAGER JOB DESCRIPTION

The Parish Business Manager is a professional administrator in service to the Church. This minister is a steward of the physical, financial and personnel resources of the parish. The business manager is responsible for budget development and parish finances, supervision of support staff, coordination of the stewardship program and fund raising efforts. In collaboration with the pastor and other staff members, the Business Manager integrates effective management within the overall parish mission and vision of St. Agnes.

A. Financial Administration

1. Oversee the budget preparation and review process in collaboration with the Pastor, Finance Council & Parish Council.
2. Oversee the compliance of Archdiocesan financial policies in all areas of parish life.
3. Supervise bookkeeping, accounting, banking and recording procedures.
4. Supervise all necessary filings (Tax and charitable gaming required filings)
5. Oversee the maintenance of parish financial records.
6. Be familiar with computer and web-based programs for financial management and reporting.
7. Monitor stewardship offerings in collaboration with the Pastor & Finance Council.
8. Monitor tuition payments in collaboration with the Pastor & Finance Council, including tuition assistance.
9. Oversee the annual stewardship pledge drive (with the Stewardship Committee).
10. Coordinate and support fundraising efforts.
11. Keep track of capital projects, funding resources and depreciation schedules.
12. Meet regularly with the Pastor to review the parish finances.
13. Manage cash flow and investments per the Pastor’s direction & Archdiocesan guidelines.
14. Review and analyze monthly financial statements.
15. Oversee the preparation of scheduled Archdiocesan financial reports.

B. Personnel Administration

1. Supervise all Parish Office support staff (e.g. Bookkeepers, Secretary, Maintenance & Cleaning) per the direction of the Pastor.
2. Implement personnel policies and maintain job descriptions.
3. Oversee the maintenance of personnel records.

4. Conduct periodic performance reviews for each direct report.
5. Review and approve payroll and release retirement contribution file.

C. General Administration

1. Oversee all maintenance & facilities of the entire parish.
2. Serve as the point of contact for all building and construction-related activities.
3. Maintain coverage & inventory of furnishings & record of purchases, repairs and warranties.
4. Coordinate and maintain the scheduling of all parish facilities.
5. Oversee policies for the use and rental of parish facilities.
6. Oversee the stewardship of parish properties through a program of preventive maintenance in collaboration with the maintenance staff.
7. Direct purchasing procedures.
8. Attend and participate in the Finance Council and Staff Meetings as scheduled, as well as other meetings as directed by the Pastor.

D. Other

1. Establish and maintain effective communications with the Parish Staff and Parishioners.
2. Represent the Parish at appropriate meetings & workshops sponsored by the Archdiocese.
3. Assist in establishment of strategic goals, identify and evaluate options and outcomes.
4. Negotiate contracts and invigilate the accomplishment of the contracts
5. Attend conferences and workshops to ensure professional growth.
6. Perform other tasks or special projects as requested by the Pastor.

Qualifications: BS/BA in accounting or finance – 3 to 5 years’ experience in field related to administration. Strong leadership, organizational and communication skills, strong people skills and able to maintain confidentiality, work in a team environment and appropriately delegate responsibility.

Reports to: Pastor

Status: Exempt, 40+ hours per week, available for evening meetings



Saint Agnes

CATHOLIC COMMUNITY

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POSITION DESCRIPTION

Title: Parish Secretary

General Description:

The Parish Secretary is responsible for providing administrative support for the parish office, maintaining accurate sacramental records, and being a welcoming first impression for all who visit the parish office.

Duties may include, but are not limited to, the following:

Administrative Support

- Provide administrative support to the Pastor, Associate Pastor, and other members of the parish staff.
- Maintain accurate parishioner records in our church management system (i.e. PDS).
- Serve as *Director of First Impressions* by providing a welcoming experience for all who visit the parish office.
- Ensure phone calls are answered in a timely manner and directed to the appropriate individual or agency; offer to take messages or direct caller to voicemail, as needed.
- Prepare high-quality, visually attractive bulletins that reflect the vibrancy and diversity of our parish community.
- Maintain the parish calendar and daily mass record book; keep staff members abreast of upcoming activities and special liturgies.
- Schedule parish facilities and coordinate with school office on use of “school facilities”; coordinate the use of keys or access cards with parishioners, as needed.
- Recruit, train, and schedule volunteers during absences (vacation, etc.).
- Prepare announcements for weekend liturgies.

Sacramental Records

- Maintain accurate sacramental records in the appropriate register and our church management system (i.e. PDS).
- Ensure sacramental certificates are generated and distributed in a timely manner.
- Answer questions from other parishes regarding parishioners’ sacramental history.

Other Items

- Honor and maintain confidentiality at all times.
- Assist in annual stewardship campaign and parish mailers.
- Perform other duties as assigned by the Parish Administrator or Pastor.

- ❖ Reports to: Parish Administrator
- ❖ Hours: 40 hours / week
- ❖ Status: Full-time / Non-exempt hourly



Saint Agnes CATHOLIC COMMUNITY

1920 Newburg Road ✘ Louisville, KY 40205 ✘ phone: (502) 451-2220 ✘ stagneslouisville.org

POSITION DESCRIPTION

Title: Coordinator of Volunteers

General Description:

The Coordinator of Volunteers is responsible for connecting parishioners, and thereby their skills and talents, with our various parish ministries and/or organizations. This role also assists with the administrative support of the parish office by maintaining accurate records and serving as a backup for our parish secretary.

Duties may include, but are not limited to, the following:

Volunteer Management

- Attend Stewardship Committee meetings and assist with annual stewardship renewal process – including printing, mailing, updating parish records, and notifying ministry leaders.
- Attend all new member meetings and serve as liaison to connect parishioners with parish ministries and organizations that match their skills and talents.
- Oversee and track Safe Environment Training for all parish staff and volunteers.
- Ensure all volunteers have an appropriate background check before having contact with children or vulnerable individuals.

Administrative Support

- Ensure phone calls are answered in a timely manner and directed to the appropriate individual or agency; offer to take messages or direct caller to voicemail, as needed.
- Maintain accurate parishioner records in our church management system (i.e. PDS).
- Coordinate the preparation of our bimonthly Belltower mailing.
- Serve as backup to our parish secretary, providing a welcoming experience for all who visit the parish office.
- Assist with the coordination/tracking of keys/access cards, as needed.
- Serve as primary staff contact for bereavement ministry.

Other Items

- Honor and maintain confidentiality at all times.
- Perform other duties as assigned by the Parish Administrator or Pastor.

- ❖ Reports to: Parish Administrator
- ❖ Hours: 15 hours / week (flexible)
- ❖ Status: Part-time / Non-exempt hourly

Appendix D-6 – Coordinator of Youth Ministry (Open / Unfilled)

Job Description for Full-time Coordinator of Youth Ministry

General Responsibilities - The coordinator of youth ministry provides vision and coordination for the parish's efforts in ministry to young people in 7th through 12th grades. These responsibilities could include both high school and middle school sessions (weekly or bi-weekly gatherings), monthly activities, assists with catechesis and sacramental preparation for Confirmation.

Accountability - The coordinator is a member of the parish staff who reports directly to the pastor or a designee of the pastor.

Responsibilities as a Parish staff member:

- Attend regular staff meetings.
- Participate in staff planning and retreats.
- Communicate to staff about youth ministry activities.
- Seek staff input in planning youth ministry.
- Be a resource person to parish staff on issues related to youth & youth ministry.
- Serve as the liaison with the pastor, parish staff and the parish council.
- Responsibly and diligently manage the youth ministry budget.

Responsibilities as the Coordinator of Parish Youth Ministry

- Facilitating the Youth Leadership Team, which is responsible for planning, implementing, and evaluating a comprehensive youth ministry program.
- Leading Youth Ministry Vision Team, which is an oversight group of adults and teens providing vision, direction, support, and advocacy for the parish ministry with youth.
- Coordinating the recruitment, training, supporting, and evaluating of volunteers in the youth ministry program.
- Developing a systematic and intentional plan for adolescent catechesis that utilizes a creative variety of formats, settings, and timeframes.
- Providing resources (print, video, archdiocesan events) for effective programming.
- Providing appropriate training for the adults and young people in leadership positions.
- Coordinate Confirmation for the 8th-grade students.
- Fostering the involvement of young people in the life of the parish, including serving on various parish committees and being involved in parish activities and liturgical ministries.
- Coordinating the outreach to and evangelization of all young people in the parish.
- Providing appropriate services and programs for parents of adolescents.
- Advocating for a comprehensive vision of youth ministry, based on the 1997 USCCB document, *Renewing The Vision: A Framework for Catholic Youth Ministry*.
- Communicating and collaborating with other Parish and Archdiocesan youth ministry programs.

Relationships

- Pastor—immediate supervisor;
- Parish Staff—close cooperation and communication and seek staff involvement and input when appropriate;

- Parish Committees—communicate and collaborate with appropriate committees, i.e., Parish Council, Worship, Compassion and Action, Formation, etc.
- Parish Youth Ministry Volunteers and Vision Team –close support and involvement;
- Parents and Parishioners—regular communication and seek input as appropriate;
- Archdiocesan Offices—regular communications, adherence to diocesan policies, participation in archdiocesan professional gatherings of other parish youth ministers.

What do Coordinators of Youth Ministry do?

In many respects it is a job that never ends since coordinators of youth ministry never stop caring for young people. Most generally, the time clock of a coordinator of Youth Ministry does not fit the typical business model as youth ministry is a ministry of presence and availability. (There is an expectation that nighttime and weekend activities are the norm in these ministries.) In Youth Ministry, coordinators should be always ready to reach out to young people and their families.

They do that through:

- Direct programming—implementing the goals and components of the 1997 Bishops’ document *Renewing the Vision*, for example, working with a core team of youth and adults to organize programs like retreats, youth group meetings, peer ministry, outings, opportunities for pastoral care, gathered and non-gathered events, catechetical sessions, attendance at school events, etc.
- Seasonal programming—involving youth in the liturgical life of the parish and its celebrations, for example, Advent or Lenten special programs, Christmas activities, Carnival and Bible Days, etc.
- Leadership development—recruiting youth and adult volunteers, and training them for effective ministry, looking for opportunities and other people to enrich the lives and the faith of young people.
- Sacramental and/or catechetical programs—helping facilitate the faith development of youth in the areas of catechesis and preparation for the celebration of the sacraments.
- Administration—coordinating an efficient office, working in tandem with the pastor and parish staff, especially with the parish catechetical leaders and/or the principal of the school and staying in contact with the Archdiocesan office of youth ministry.
- Pastoral Care-availability in crisis situations, for example, death of family member or friends, referral for issues needing counseling, providing advisement for normal adolescent woes, etc.

Salary offered will consider the diocesan scale and match the suggested salary as closely as possible. Full-time benefits are also included as outlined by the Archdiocese.

Mission, purpose and goals of Saint Agnes Youth Ministry:

The Saint Agnes Youth Ministry Program exists to foster the total personal and spiritual growth of the young people in the parish by offering the opportunity for growth and development in their lifelong journey through prayer and worship, catechesis, justice and service, and evangelization. Saint Agnes Youth Ministry nurtures relationships between youth and their peers, families, parish, and local and world communities. Youth Ministry also works to empower young people to live as disciples of Christ in our world today. Our ministry seeks out and develops leadership potential in our young people in order for them to assume responsibility for the present and future of our church.

Core Values of Saint Agnes Youth Ministry

- A welcoming community where everyone feels safe and comfortable to grow in their faith.
- Recognizing, appreciating, and sharing individual gifts.
- Recognizing that each person is loved by God.
- Inspire commitment through consistently meaningful and enjoyable experiences.
- Building community through service among Saint Agnes members and beyond.

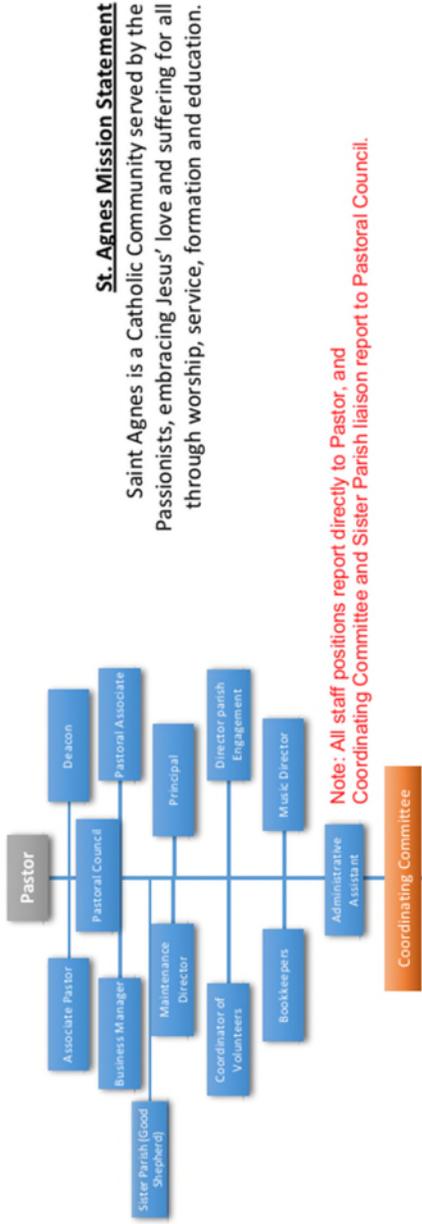
Core Purpose of Saint Agnes Youth Ministry

To empower youth to recognize Gods call and give the opportunity to live it out.

Appendix E – Parish Organization Chart

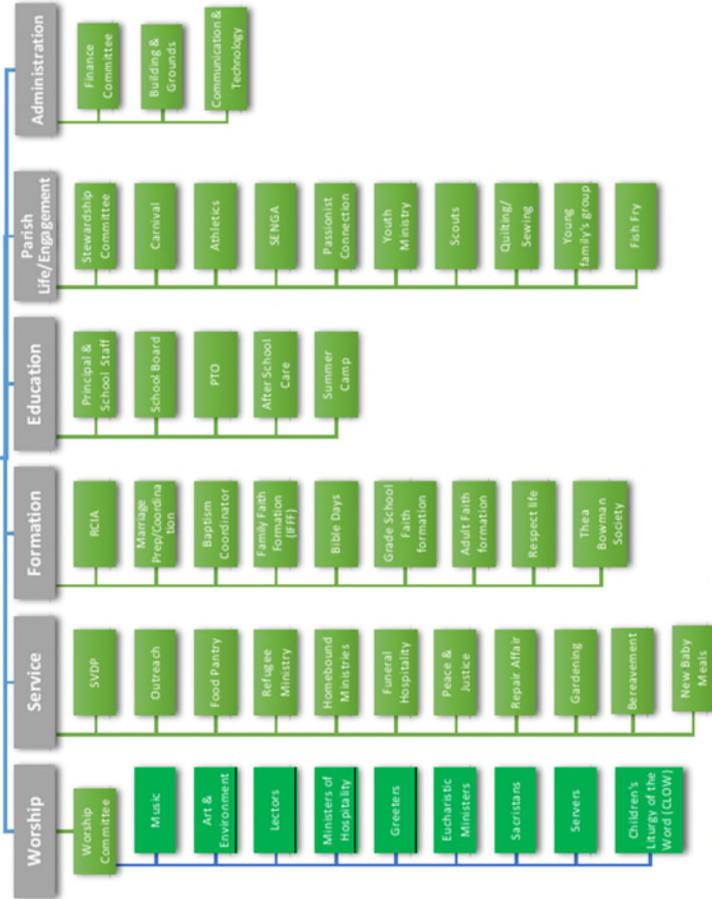


Saint Agnes Parish Organization Chart



St. Agnes Mission Statement
 Saint Agnes is a Catholic Community served by the Passionists, embracing Jesus' love and suffering for all through worship, service, formation and education.

Note: All staff positions report directly to Pastor, and Coordinating Committee and Sister Parish liaison report to Pastoral Council.



Created by Fr. Febin Barose, CP
 (November 2021)

**Appendix F – 2021-2022
Parish Organization Heads**

ST. AGNES PARISH ORGANIZATION HEADS – 2021-2022 (updated 7/01/21)

WORSHIP

Worship Committee	Martha Lies
Art & Environment	Julie Johnson/Marlene Will
Director of Music	Joe Edlin
Lectors	Jo Lawless
Liturgy Word W/Children	Jean Woodland/Michelle Rudovich
Ministers of Communion	Sean O’Dea
Lectors/EM Scheduler	
Ministers of Hospitality/Greeters	Dana Schlich
Sacristans	Tracy Lundergan
Server Training/ Server Scheduling	Will Ousley

PARISH LIFE

Athletic Committee	Jack Jeziorski/Deck Decker
Funeral Hospitality	Carolyn Pape
Carnival	Robert & Kelly Pringle
	Tony & Sarah Williams
Director of Parish Engagement	Will Ousley
Fish Fry	David & Meg Schuler
Homebound Ministry	Martha Lies
New Baby Meals	Diane Lewis
Quilting/Sewing	Romilda Westenhofer/Lori Codey
Scouting (Boy Scouts)	Dave Pape/Jim Webb
Scouting (Cub Scouts)	Chris Hettinger
Scouting (Girls)	Anne-Marie Lucchese
Senga Club (Seniors)	Judy Seidt
Young Families Group	Michelle Rudovich/EmilyHunn

FORMATION/EDUCATION

Adult Faith Formation	Sheila Murphy
Baptism Committee	Sarah Inman
Bible Days	Erica Robison/Jean Woodland
Grade School	Aundrea George
PTO	Laura Zoglman
RCIA	Sheila Murphy
Religious Education Program (IFFF)	Sheila Murphy
School Board	Jeff Mills

MISSION

Highland Community Ministries
Peace & Justice
Repair Affair
Respect Life
St. Vincent de Paul

Troy Burden
Sheila Murphy
Jerry/Cherie Hettinger
Chris Walker
Dick Scherrer

ADMINISTRATION

Buildings & Grounds
Finance/Budget Committee
Outreach Committee
Pastoral Council
Stewardship Committee

Greg Dues
Vanessa Haulk
Anne Sansbury
Margaret Anderson
Jo Lawless