

Holy Family Parish

Long Range Plan Executive Summary

Holy Family Roman Catholic Church ~ Carroll Catholic School

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“Building God’s Kingdom”

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Looking Forward

These are exciting days to be part of Holy Family Church! We are truly blessed to have so many in our community take such an active role and interest in the future of our church and grade school.

On these pages you will find the Pastoral Plan results from our time of parish and school planning. I invite you to read it carefully and then help implement the plan. How can you help, you might ask? A few suggestions might be helpful:

Continued prayer. The Holy Spirit is indeed working among us and is helping us move forward together. Pray for our community, that we may find the strength to build upon the foundation of faith that has long been part of Lincoln.

Come to Mass regularly. Make it a priority, make it a celebration. Use the time to be with your family, your faith community, and God. Good things will happen and it starts with this most basic aspect of our Catholic faith.

Get involved. Involvement helps build the ties and the excitement that makes Holy Family a special parish. Don't let thoughts of "I'm too busy" rob you and the community of your involvement. Some of the most exemplary contributors of time in our parish and school have very

demanding jobs, several children, volunteer duties with church and/or school, hobbies, and somehow find time to make a difference at Holy Family and Carroll Catholic School. Please consider this your invitation to help us move forward.

Join an implementation team. Attend the presentations on December 13 and 14 and then join one of the implementation teams. Make it a priority in your life to strengthen your relationship with your community – that is what makes us a parish family!

Spread the good news. We are a thriving community of faith and you should feel great being part of the Holy Family parish community. We are the parish that cares. We are the ones who invite, and welcome new members to our community. Share the good news about Holy Family with your family, neighbors and co-workers, so they may experience the renewal that is Holy Family Parish and Carroll Catholic School.

Strengthen your commitment. Your financial support is required for the viability of Holy Family. I sincerely ask you to renew your commitment of regular Sunday support. Without significant improvement in our Sunday collections, the ability to use part of our cash assets



for building, renovation and the other needs outlined in this pastoral plan may not be possible. We can no longer depend on the interest income from our investments to cover our regular operating expenses. I don't believe it was the intention of the donors of our cash assets that we "live off the interest." Now is the time to use their gifts to furthering the mission of Jesus Christ for the long-term.

In conclusion. Many in our community have served many months as the Core Team of our time of parish and school planning to provide you this important information. As we enter into the implementation phase of our Pastoral Plan, I am confident that Holy Family Parish will emerge stronger and more vibrant than ever.

Sincerely yours in Christ,

Rev. R. Anthony Lee
Pastor

“Building God’s Kingdom: Planning Our Future”

Holy Family Church Pastoral Plan Executive Summary

“Building God’s Kingdom: Planning Our Future” is the name given to the Pastoral Planning effort which began in December 2004. This Pastoral Plan was created by the people of Holy Family community with the assistance of Catholic Development Associates, a nation wide consulting firm, specializing in Catholic planning efforts.

Creating this Pastoral Plan required the efforts of many dedicated parishioners and staff members, as we navigated our way through the following stages in developing the plan:

- A Core Team was established to guide the process
- A series of Input Sessions were conducted to gather initial data from the Holy Family community
- The data collected in the Input Sessions was used to guide us in creating the various Planning Areas to build the plan around these areas
- A Parish Planning Team was formed, which met on five different occasions
- Strengths, weaknesses, opportunities and threats were identified, challenges and solutions were also given
- A Convocation, where all parishioners were invited and encouraged to attend was held on October 23, 2005
- At the Convocation, parishioners were placed into small groups, where they examined the challenges, created solutions and prioritized the Top 7 Challenges facing Holy Family

The following information is an Executive Summary of the final Pastoral Plan for your review. A presentation of the final plan will take place on **Tuesday, December 13th at 7:00 PM in the church.** All are invited and encouraged to attend this presentation, as the results of the plan are disclosed and steps of implementation outlined.

Without the leadership of a dedicated group known as the Core Team, this process would not have been possible.

Members of the Church Core

Bill Armbruster, Pat Berger, TJ Cosgrove, Rachel Grunder, Jean Handlin, Melissa Hardiek, Mark Heatherton, Jerry Langenbahn, Kristen Lanning, Father Tony Lee, Bill Marcotte, Joni Marten, Margaret Peifer, Tom Peifer, Joe Reichle, Mary Jane Sheley, John Sutton, Hugh Whalen

Planning Areas

Area A: Administration and Finance

Area B: Buildings and Grounds

Area C: Communication & Image

Area D: Involvement of People

Area E: Music

Area F: Public Relations/Marketing

Area G: Youth/Young Adult Life

Challenges

During the process a list of challenges facing Holy Family Parish were developed from a variety of input sessions and surveys

Area A: Administration and Finance

- A-1 How do we encourage younger members to attend mass and understand the true meaning of stewardship?
- A-2 How do we educate members of our parish regarding planned, estate, and memorial giving to the parish?
- A-3 How do we generate the necessary funds to maintain our current facilities and possibly finance the building or renovation of those existing facilities?
- A-4 How do we establish a leadership structure that will allow Holy Family to function in an efficient manner when we have a change in pastors or no pastor at all?
- A-5 How do we make best use of our clergy and the liturgical schedule of the parish?
- A-6 In light of those who are current active supporting members of Holy Family Parish, how do we renew the faith in our community without becoming distracted by past events or apathy?

Area B: Building and Grounds

- B-1 How do we financially provide for improvements to our Church facility, particularly, kneelers, pews, rest rooms, sound system, choir loft, handicap accessibility, fire/sprinkler system and lighting?
- B-2 How do we expand, upgrade or consolidate our present facilities to meet the growing daily needs of our parish and school while respecting the traditions of the past?
- B-3 How do we renovate Carroll Catholic School to meet the needs of all students and ensure that the environment is conducive to providing for academic achievement at its highest level?

Area B continued from previous page...

- B-4 How do we make our entire facility (church and school) more appealing to community members who would then be more motivated to attend our church and school?
- B-5 Considering that our parish may only be served by one priest, how does our current church serve the rites of church and devotion of our community and foster an encounter with God and how does the building contribute or hinder liturgical actions as well as other needs of the community?

Area C: Communication and Image

- C-1 How do we encourage attendance at mass in order to strengthen in the lives of all our members our belief in the real presence in the Eucharist?
- C-2 How do we create social activities, especially for 20-30 year olds, so as to promote community and to increase participation in all ministries and activities?
- C-3 How do we communicate information about our parish and school to media outlets in the community?
- C-4 How do we establish a communication system that will allow greater communication between church, school, parish office and our parishioners?
- C-5 How do we establish a “welcoming or outreach” atmosphere for all parishioners, visitors and guests in order to improve fellowship within our own community and other churches or faiths?
- C-6 How do we recognize the efforts of various groups?

Area D: Involvement of People

- D-1 How do we educate our population on the need to accept change and get involved in the process to help induce change?
- D-2 How do we get everyone on the same page, at the same time, to be able to encourage a more positive attitude and more involvement in the parish?
- D-3 How do we involve people to lend more support for Father Tony?
- D-4 How do we create a more welcoming atmosphere at mass, within our parish, for our youth and young adults, and those members who have fallen away?
- D-5 What methods can we use to educate and in some instances re-educate our Catholics about our basic beliefs, including the true meaning of stewardship?
- D-6 How do we better serve our community, not just Holy Family, through social support, activities and services in good times and in time of need?
- D-7 How do we identify barriers to participation, communicate with others regarding educational and volunteer opportunities within our own parish and the diocese?
- D-8 How do we foster more involvement from youth to adult and from school to parish in all of the activities that make up a Catholic community?
- D-9 How do we establish a conduit by which parishioners can inform us of the talents they have and/or the needs they have?

Area E: Music

- E-1 How do we discover what music is acceptable and what changes can be made vocally and instrumentally, to better use our music as a ministry of celebration and connectedness?
- E-2 How do we find old standards from our past and incorporate new standards to have more modern and uplifting music?
- E-3 How, through our music ministry, do we get more youth involved and excited about the mass?
- E-4 How do we get parishioners to participate in the singing?
- E-5 How do we make sure our sound equipment is adequate?

Area F: Public Relations

- F-1 How can we design and maintain our current website, so as to allow it to be used as a public relations tool?
- F-2 How do we establish a marketing plan for Holy Family parish that will reach all age groups, the Lincoln community and surrounding communities?
- F-3 How do we motivate our “hallmark” parishioners, as well as outreach to the entire Holy Family community?
- F-4 How do we establish implementation procedures that will allow us to bring the objectives of this plan to reality?

Area G: Youth and Young Adult Life

- G-1 How can we acquire qualified staff to provide for the needs of the youth in our parish?
- G-2 How do we create a sense of enthusiasm among our youth and their families to become involved in our parish life and retain them?
- G-3 How do we involve the youth in mass in order to create a more meaningful relationship to God?
- G-4 How can we better utilize our facilities in order to meet the needs of our youth and young adults?
- G-5 How can we unify the Religious Education Students and the regular Carroll Catholic School Students?

Top 7 Challenges with Top Solutions

Having identified the challenges facing Holy Family Parish, all members of the community were asked to provide solutions to the challenges and then vote on the top seven challenges that first need addressed. The Core Team determined that the solutions included below are those that should be considered first.

A-3 How do we generate the necessary funds to maintain our current facilities and possibly finance the building or renovation of those existing facilities?

- Communicate with parishioners who are involved/volunteers
- Conduct a feasibility study for a capital campaign
- Continue annual drawing
- Educate parish on giving
- Establish a fundraising committee
- Explain tithing
- Have separate envelope for Building Fund
- Have specific memorial opportunities available
- If we build, require pledges
- Increase school and church membership
- Locate grants/grant-writers
- Need “capital improvements” fund
- Parish needs to support church
- Present a detailed budget that shows where money is at, goes, can and can't be spent

G-2 How do we create a sense of enthusiasm among our youth and their families to become involved in our parish life and retain them?

- Advertise what we have and do for young adults
- Allow the kids to “run” some of the programs
- Ask them to be involved in the mass – lector, choir, etc..
- Couples activities
- Create a nursery
- Create programs that meet their needs
- Create social events and utilize all Holy Family facilities
- Create sports programs
- Encourage youth to bring friends to events
- Have a youth mass – everything is aimed at their needs
- Have a Youth Minister
- Have our own “Special” masses for the various age groups: College mass and High school mass
- Have our youth invite their friends to come to church with them
- Have teen retreats (JAM)
- Play music that interests the youth
- Promote the Tiny Seed Program
- Social area for youth – place to go with games, etc...
- Use the talents of the youth at mass
- Youth service projects for ACT

D-4 How do we create a more welcoming atmosphere at mass, within our parish, for our youth and young adults, and those members who have fallen away?

AT MASS

- Involve youth in mass
- Music starting ten minutes before mass

FALLEN AWAY

- Create a committee to “re-welcome” fallen away parishioners
- Directly contact fallen away members – ask why and develop answers
- Personal contact by Father/Deacons, lay ministers

YOUNG ADULTS

- Community service opportunities
- Create more activities for both CCS and religious ed students

WITHIN PARISH

- Create a welcoming committee (deliver packets, educate newcomers)
- Handicapped access to front of church
- Handicapped accessibility inside church bathroom

OTHER:

- Celebrate a regular Youth Mass
- Contact people that have fallen away
- Develop a core group to promote welcoming, friendliness, and various methods at Mass
- Develop a Welcome Parish Pack and a welcome group (include many local tips and lists)
- Sickness, baptism, deaths announced at church
- Youth mass, youth run, music, etc. (maybe monthly)

C-5 How do we establish a “welcoming or outreach” atmosphere for all parishioners, visitors and guests in order to improve fellowship within our own community and other churches or faiths?

- Ask new members to participate in the above activities
- Continue and enlarge WATCH GROUP
- Continue announcements in bulletin of activities at other churches
- Follow up on newly married couples
- Follow up with RCIA people
- Form a welcoming committee to greet new parishioners (with small gift)
- Invite former members back to church
- Keep contact with Lincoln Ministerial Assn. Fr. Tony, Bill
- More personal contact
- Put new parishioner’s names in bulletin to welcome
- Reach out to college students and community
- Welcoming committee

B-1 How do we financially provide for improvements to our Church facility, particularly, kneelers, pews, rest rooms, sound system, choir loft, handicap accessibility, fire/sprinkler system and lighting?

- Answer build or remodel question
- Bring those who have left Holy Family back
- Capital Campaign
- Develop a building plan to renovate – create a welcoming atmosphere
- Have a Holy Family Festival
- Hire an architect
- Increase enrollment to school to take less from church
- Market our parish
- Prioritize and establish cost
- Publish renovation goals and set up fund raisers
- Stewardship
- Unify parishioners to get behind improvements
- Utilize KC
- Write and apply for grants

B-2 How do we expand, upgrade or consolidate our present facilities to meet the growing daily needs of our parish and school while respecting the traditions of the past?

- Bathroom in church
- Build parish hall next to church
- Create “youth center” area for youth to meet
- Expand church building to side of church
- Identify the need for expansion of facilities
- Look into a parish hall to hold activities that involve all parishioners
- More accessibility for disabled (ramp, altar, bathroom)

C-1 How do we encourage attendance at mass in order to strengthen in the lives of all our members our belief in the real presence in the Eucharist?

- Conduct study to find out why parishioners are not attending mass
- Create a contact group to invite or remind
- Direct contact with fallen away parishioners
- Educate/encourage parents to influence their children
- Involve/praise children at mass
- More people involved in parish activities
- More uplifting mass and music
- People need to feel more welcomed
- Promote social gatherings after mass at church or rectory
- Strong evangelism program
- Supply transportation to activities throughout diocese

Catholic Development Associates Recommendations

As part of Catholic Development Associates professional services, Mr. Emile Fair has provided us with his list of recommendations for the future of our community. These suggestions and those of the implementation team will be carefully studied by the Parish Council in the coming weeks.

Implement the Pastoral Plan

Catholic Development Associates will establish the initial framework which will allow implementing the solutions provided in the plan. It is essential that leadership understand that implementation is not only about the solutions, but continued involvement and ownership by all parishioners. This plan must continue to provide opportunities for all parishioners to participate and take responsibility for the future of Holy Family Parish.

Provide ongoing information and updates on progress of the plan

It is essential that parishioners be given information and updates regarding the progress of the plan. The following are recommended:

- Create a visual which is permanently displayed for all parishioners to see the progress of the plan.
- Use testimonials from parishioners working on implementation to provide information on progress of the plan.
- Pastor must use his position, from the pulpit, to continue to create enthusiasm and energy for the implementation process.
- Create inserts, publications, and bulletin sections to report on the progress of implementation.

Create a welcoming, personal atmosphere

Catholic Development Associates believes that in order for Holy Family to grow and bring back lost parishioners, a more welcoming and personal atmosphere must be created. CDA advises that a welcoming committee be created. This committee should be formed of parishioners of all age groups. Responsibilities of this committee would include, but not be limited to, create welcoming materials for new parishioners and welcoming parishioners to mass.

Revise music options for mass

In order to create a more spiritual and uplifting atmosphere during mass, CDA recommends that you take a deeper look at your music program. This in depth look, should include how to involve more youth and young adults in the music program, how to involve more parishioners in participating and how to spiritually enrich each service through the music selections offered.

Feasibility of hiring a Youth Minister

Steps should be taken to evaluate the feasibility of hiring a Youth Minister. This position could possibly be tied into other duties either at the church or at the school, as the Youth Minister position, in the beginning, should not be a full time position. Evaluating the number of young people in the parish to warrant the hiring of a Youth Minister should be of major concern.

Conduct an extensive Exploration, Discovery, and Feasibility process to determine renovation/building needs

Due to the amount of data collected regarding facilities, the leadership of the parish should consider an extensive Exploration, Discovery and Feasibility process to evaluate and determine renovation/building needs. This process should include the establishment of a Steering Committee to help guide this process. The Steering Committee would evaluate and recommend the hiring of an architect to create various schemes and designs to meet the needs of all parishioners, while using the data collected in the Long Range Planning to create this Master Plan. This process would also be involved in conducting a Feasibility Study which will determine the ability to complete work in the Master Plan.

Establish a committee, whose sole responsibility will be identifying those who have left the parish and establish a program to get them back into the church

A committee should be established of interested parishioners, of all age groups, to serve two major purposes. The first purpose would be to identify those who have left the parish. The second purpose would be to establish a process or program that would lead to getting those identified back into the church.

Establish a Youth Mass

A study, survey or evaluation should be conducted to help determine the possibility of creating a Youth Mass. CDA recommends that a Youth Mass be established, but not by adding another mass to the schedule. CDA recommends that, as a possibility, the Saturday evening mass be transformed into this Youth Mass.

A true Stewardship Effort should be established at Holy Family

A Stewardship Committee should be established to educate all parishioners on the true meaning of Stewardship of Prayer, Stewardship of Time, Stewardship of Talent and Stewardship of Treasure. This effort should be year around and extensive, so as to fully express the importance of all aspects of Stewardship and our calling to our Faith through prayer, time, talent and treasure.

Use “Catholics Returning Home” by Sally Mews

One of the ongoing themes of this process was the concern over parishioners who have left the parish, for a multitude of reasons. An excellent program was created by Sally Mews and is entitled, “Catholics Returning Home”. This program should be used at Holy Family to create a viable program to welcome all Catholics back to the church.

“Where To From Here”

Creating the Pastoral Plan was a major step, as identified were specific areas and challenges, that if not addressed would have significant effects on the future of Holy Family Parish. But the plan in itself is only a step not the end. The tremendous solutions that were disclosed during this effort now need to be implemented. A plan is a great tool to have, but without implementation, it is like a car, started, but never put into gear, so it just sits there, running; wasting fuel and time, but never moving forward.

On December 13th, not only will the results of the plan be presented, but Catholic Development Associates will also outline the implementation process that will allow this plan to be put into “gear”, so Holy Family Parish does not just exist, but grows, assured of a bright future, where people will continue to worship, pray and form that everlasting relationship with God our Savior.

316 South Logan Street - Lincoln, Illinois 62656 - Fax: 217-735-2650
Parish Office: 217-732-4019 ♦ Carroll Grade School: 217-732-7518 ♦ Religious Ed Office: 217-735-3520

December 2005

Dear Friends and Families of Carroll Catholic School:

We are nearing the end of a year long study to evaluate, in depth, all aspects of Carroll Catholic School in order to insure its future growth and existence. Many parents and parishioners have participated in this process during this time. I can't thank them enough for the sacrifices they have made in giving of their time and using their God given talents to assist in Building God's Kingdom. Also, I would like to thank everyone that attended the School Convocation meeting and volunteered to assist with the next step in the long school improvement process. Altogether, more than thirty parishioners and school families have volunteered their services.

We are now at a crucial phase in the school improvement study and process called implementation." Enclosed on the following pages are the six challenges and solutions that were identified at the school convocation meeting. Please review these carefully. A meeting is scheduled for December 14 from 7:00 - 8:00 p.m. in the Carroll Catholic School gym. At this meeting, the School Plan will be presented by Emile Fair, the consultant that has guided us through the school improvement process. I strongly encourage you to attend this meeting and hear the presentation and recommendations. You will be invited to join implementation teams. Six teams will be formed, one team for each identified challenge area. These teams will be given the task to review and select the solutions identified under the challenges and evaluate how to implement them. An implementation model has been created as guide for these teams to follow. This guide and much more information regarding the implementation process will be explained at the meeting on December 14th.

The staff and I are excited about the opportunities that lie before us for improving our school and look forward to working with the implementation teams that are formed. I cannot stress to you enough the importance of parental and parishioner involvement in the final phase of this project. All of the excellent work done by so many will be lost, if we fail to complete the implementation process. We need you to stay committed to seeing the process through to its completion for the sake of current and future generations of Carroll Catholic students. Our future is determined by what we do now!

God Bless You and Your Family!

Sincerely,

John Link,
Principal

“Building God’s Kingdom: Educating Future Generations”

Carroll Catholic School Pastoral Plan Executive Summary

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Creating this Long Range Plan required the efforts of many dedicated parents and staff members, as we navigated our way through the following stages in developing the plan:

- A Core Team was established to guide the process
- A series of Input Sessions were conducted to gather initial data from the school community
- The data collected in the Input Sessions was used to guide us in creating the various Planning Areas to build the plan around these areas
- A School Planning Team was formed, which met on five different occasions
- Strengths, weaknesses, opportunities and threats were identified, challenges and solutions were also given
- A Convocation, where all parishioners were invited and encouraged to attend was held on October 13th
- At the Convocation, attendees were placed into small groups, where they examined the challenges, created solutions and prioritized the Top 6 Challenges facing Carroll Catholic School

The following information is an Executive Summary of the final Long Range Plan for your review. A presentation of the final plan will take place on **Wednesday, December 14th at 7:00 PM** in the school gym. All are invited and encouraged to attend this presentation, as the results of the plan are disclosed and steps of implementation outlined.

Without the leadership of a dedicated group known as the Core Team, this process would not have been possible.

Members of the Carroll Catholic School Core Team

Jennifer Bailey, Barbara Bowlby, Valerie Conrady, Jennifer Craig, Judith Gordon, Chris Hemenway, Patty Huffer, Rick Janssen, Laurie Lahr, Janet Langenbahn, Father Tony Lee, John Link, Mike Miller, Peggy Morrow, Kate Ross, Michelle Schick, Jayne Weaver, Margaret Zwilling

Planning Areas

Area A: Building and Grounds

Area B: Communication

Area C: Image

Area D: Positive Learning Environment

Area E: Public Relations/Marketing/Recruiting

Carroll Catholic School Challenges

During the process a list of challenges facing Carroll Catholic School were developed.

Area A: Building and Grounds

- A-1 How do we upgrade all mechanical systems (electrical, plumbing, heating, cooling, and working door hardware) to provide a safe, efficient and enjoyable environment?
- A-2 How do we upgrade the exterior and interior of the building including windows, doors, front entrance, painting interior and flooring to modernize the appearance of the school?
- A-3 How do we restructure the school layout to make a more efficient operation and to include new room assignments, science lab, new administrative area, library, better location for IT equipment, overall storage, overall security and handicap accessibility?
- A-4 How do we provide additional opportunities for the arts and athletics to include a stage, sound system, gym floor and bleachers?
- A-5 How do we overhaul the kitchen to make it safer and more efficient?
- A-6 How do we update and keep current the textbooks and general materials?

Area B: Communication

- B-1 How do we communicate that CCS has a positive and welcoming environment, whose mission is centered on the success of each student?
- B-2 How do we create a communication system which allows consistent and thorough information to be shared with the internal publics, as well as the entire community, from parish, school, religious education and all committees?
- B-3 How do we create an environment that ensures confidentiality and professionalism in our school?
- B-4 How do we create an informational school packet which allows us to communicate the positive aspects of Carroll Catholic School?
- B-5 How do we develop continuity between Carroll Catholic School and the Religious Education Program, and at the same time improve the relationship with Carroll Catholic School students and students from the Religious Education Program?
- B-6 How do we create a communication system that will allow us to reach out to our alumni, form a relationship with our alumni, and increase the interest of our alumni in Carroll Catholic School?
- B-7 How do we implement our school improvement plan?

Area C: Image

- C-1 How do we establish a positive image building marketing plan that will reach out to all potential students in the parish, non-Catholics and all in surrounding communities?
- C-2 How do we generate excitement within the parish, in students, the youth of the parish and the alumni base?
- C-3 How do we insure that all students at Carroll Catholic School will have a positive learning experience through, academics, social activities, emotionally, and within extra curricular activities?
- C-4 How can we create a communication system which allows for more cooperation and support between parents and faculty?
- C-5 How do we ensure that our textbooks, curriculum, materials, and equipment remain state of the art, to allow our students the best opportunity for success?
- C-6 How can we improve our image in the community?

Area D: Positive Learning Environment

- D-1 How do we create a discipline plan that is consistent, Christian like, confidential, and parent focused? This plan should include academics and extracurricular activities.
- D-2 How do we promote a positive attitude among the staff, students, and parents that will create a feeling of mutual respect and positive morale?
- D-3 How do we create a positive environment where students help students learn, where student self-esteem is high and where teacher's value individual student's talents and abilities?
- D-4 How do we establish a process to determine teacher effectiveness and accountability on a yearly basis that includes future goals and personal objectives for each teacher?

Area D continued from previous page...

- D-5 What steps could we take to insure that the needs of all students at all levels of achievement are being addressed?
- D-6 How do we create an innovative and varied evaluation plan that is effective for all students regardless of learning style and ability?
- D-7 How do we objectively assess and actively improve our curriculum on an on-going basis to ensure that it is current, innovative, cutting-edge and competitive?
- D-8 How do we identify the needs of our teachers and provide them with the required materials, resources and training to meet the demands of our curriculum?
- D-9 How do we project Christian image in all aspects of school life? (classroom, extracurricular, playground)

Area E: Public Relations/Marketing/Recruiting

- E-1 How do we, through a public relations/ marketing effort, identify and reach out to potential customers?
- E-2 How can we develop a public relations/marketing/recruitment plan that identifies the core values within Carroll Catholic School and promote those values to the public?
- E-3 How do we improve the negative attitudes, comments, and beliefs that people have about CCS and how do we guard against the negatives in the future?
- E-4 How do we develop a mechanism for communicating with parents, parishioners and alumni?
- E-5 How do we develop a method to do exit interviews, interviews with graduating students, transfer students, etc..? How do we utilize this data?
- E-6 How do we develop, monitor, maintain and publicize a code of conduct for faculty and staff, at least as good as public schools?
- E-7 How do we evaluate what our potential customers want in athletics, fine arts, foreign language, etc..?
- E-8 How can we cultivate teacher involvement in the parish and parish involvement in the school?
- E-9 How do we keep the momentum of forward thinking going and how do we develop a support system to continue the momentum?
- E-10 How do we learn the process to pursue grants?
- E-11 How do we establish a true development program for Carroll Catholic School? (annual fund, planned giving, endowments)
- E-12 How do we identify who our customers are and what our customers want?

Top 6 Priorities/Solutions

Having identified the challenges facing Carroll Catholic School, faculty, staff, parents and other members of our community were asked to provide solutions to the challenges and then vote on the top six challenges that first need addressed. The Core Team then determined that the solutions included below should be considered first.

D-7 How do we objectively assess and actively improve our Curriculum on an on-going basis to ensure that it is current, innovative, cutting-edge and competitive?

- Compensate teachers for advanced degrees
- Evaluate teacher based on performance
- Advertise teacher awards and excellence in the classroom
- Committee of teachers/parents that meet monthly with dialogue shared with all parents
- Literary Club
- Survey high school teachers to see what we need to improve on
- Teacher in-services, workshops on current issues at school
- Update Science Lab – grants, alumni
- Education on writing – encourage writing by letting students write stories
- Increase oral communication skills
- “Student Improvement Day” volunteers come in to help students catch up or improve in certain skills, this can include workshops more children participation in educational activities
- Get input from other teacher at other schools
- Teachers attend additional workshops
- Grant writing expert
- Survey other Catholic schools
- Visit other schools for ideas
- Form a curriculum committee composed of both teachers and parents
- Look at what blue-ribbon schools are doing
- Provide teachers with an all day workshop before the beginning of the school year for school improvement, based on CAT test results, academic deficiencies, curriculum updates, comparing and contrasting ourselves with local schools

C-5 How do we ensure that our textbooks, curriculum, materials, and equipment remain state of the art, to allow our students the best opportunity for success?

- Develop policy for new textbooks and learning materials
- Develop schedule for review to keep books up to date
- Evaluate curriculum to be in line with other schools
- Develop a tool to compare ourselves to others in our own community
- Form a Textbook Committee
- Coordinate with high school teachers in each subject to benchmark where Carroll students are and should be
- Line item in budget for textbook renewal
- Apply for grants to update materials
- Find someone with expertise in grant writing
- Look at enhancing a diversified curriculum (foreign language, special speakers, programs) begin in younger grades
- Science Lab
- Continuously update library

Solutions to Area C-5 Continued...

- Make specific wish list for memorials
- Create a committee including faculty, administration and parents to annually evaluate and recommend areas of improvement
- Develop a curriculum committee to review textbooks and material to insure they are up to date, challenging, state of art and make recommendations for new materials
- Partner with Lincoln High School for expectations to prepare students for high school
- Develop committee to enhance learning environment, example, Spanish, money management, real life occupations
- Develop a Science Lab

C-1 How do we establish a positive image building marketing plan that will reach out to all potential students in the parish, non-Catholics and all in surrounding communities

- Teachers have activities put in Courier (Ann Close contact)
- Expand to pre school three year olds to get children here from beginning
- Have children participate in Sunday Mass, demonstrate music, reading
- More youth building activities for kids that involve and excite them
- Activities to draw people to church – Tiny Seed, open gym, coffee
- Advertise teacher awards and excellence in the classroom
- Enlist outside help to develop a marketing plan
- Send information to parents of children baptized at Holy Family around the time child would start school
- Incentive plan for current families to recruit a family
- Find out from parents why CCD kids are not attending CCS
- Track our kids success in high school, etc...
- Send letters to pre school potentials, maybe home visits
- Use website better
- Publish positive things in local media outlets
- Kids doing more community work
- Form a list of (4-5) target age group of children to promote our school to and a list of alumni to keep them informed (formal invitation – personal follow up)
- Start a 3 year old preschool program
- Develop a welcoming team for new parents to answer questions, provide formation, include/ invite them to participate in school activities and mentor them
- Offer extracurricular activities other than sports – band, theatre, public speaking

C-3 How do we insure that all students at Carroll Catholic School will have a positive learning experience through, academics, social activities, emotionally, and within extra curricular activities?

- Send home survey once a semester on child's positive/negative experiences at school (committee to develop survey)
- Suggestion box
- Develop questionnaire/goal sheet for parents to complete in June
- Develop behavioral standards for students/teachers/parents
- Tap into student's individual abilities and strengths by identifying and cultivating their learning styles, abilities, and talents
- Encourage mass participation on weekends for all families
- Mandatory parent orientation to review dress code, Thursday packet, "free planners"
- Parental support
- BUG Club (bring up grades)
- Announcements at school of student accomplishments

Solutions to Area C-3 continued...

- Make sure coaches follow the same protocol that is expected of Teachers
- Establish a committee to develop family nights, with movie and popcorn, reading nights, fun and games, pizza and volleyball
- Develop an in-school tutoring program
- Systematic evaluation plan for the school based on mission and school goals
- Develop a way to deal with exit interviews, do surveys yearly with parents and students – how happy they are, what's working well, etc..
- Create a suggestion box (website or otherwise)

D-5 What steps could we take to insure that the needs of all students at all levels of achievement are being addressed?

- Keep classrooms size, student/teacher ratio small
- Develop special needs program, advanced and those needing extra help
- Develop innovative teaching methods – hands on teaching
- Look at alternate ways to assess students
- Explore other programs: projects, gifted, special ed.
- Hire Reading Specialist
- More parent involvement with child's learning needs
- Volunteers to help
- Teacher in-service in special learning needs
- Tri-County Special Education A Team
- Market college student help – Honor Society from high school
- Establish in-services to educate teachers on various learning disabilities and how to deal with them, this should be a goal of each teacher
- Develop a gifted student program
- Utilize tri-county special education association
- Explore local programs

B-1 How do we communicate that CCS has a positive and welcoming environment, whose mission is centered on the success of each student?

- Create a welcome letter from teacher to student/family prior to beginning of school year
- Provide testimonials from parents, students, alumni and teachers to community, parish and potential families
- Positive info in weekly church bulletin about CCS
- Use newspaper when our students have achieved something
- Teachers friendly/open to students on a daily basis along with staff and volunteers
- Create overall friendly atmosphere in the entire school
- Public Relations
- Care packet for new students, parents and families
- Include pre-school into all school activities
- Publish alumni successes – get data
- Gather and use feedback from students
- Create a welcoming page of school information via interaction with the internet/website
- Develop a method of promoting school to be used by rectory staff when receiving call inquiring about our school
- Create better signage for school – purchase a marquee for posting school/parish activities and events
- Establish buddy system (mentoring) for new families at school and parish
- Welcome new volunteers by contacting them personally

Catholic Development Associates Recommendations

As part of Catholic Development Associates professional services, Mr. Emile Fair has provided us with his list of recommendations for the future of our community. These suggestions and those of the implementation team will be carefully studied by the Parish Council in the coming weeks.

Begin Implementation of the Long Range Plan

While Catholic Development Associates will assist in organizing implementation teams, it is essential that the solutions given be closely examined and implemented wherever feasible. The solutions that can be implemented quickly should be done and all publics informed, regarding the progress made. Another key component of the implementation process is the continued involvement and ownership of the people who created the plan.

Provide ongoing information and updates on progress of the plan

It is essential that school parents, alumni, parishioners, and community members be given information and updates regarding the progress of the plan.

The following are recommended:

- Create a visual, preferably in the entranceway of the school which is permanently displayed for all who enter the school to see the progress of the plan.
- Use testimonials from parents and others working on implementation to provide information on progress of the plan.
- Principal newsletters are an excellent means of conveying the progress of the plan. This method of communication, from the leadership of the school, displays the importance that is placed on the continued success of the implementation process.

Examine and consider expansion of the pre-school program

Catholic Development Associates recommends that school leadership should examine the present pre-school programs offered. CDA strongly recommends that the pre-school program be expanded both by age and days offered. An excellent pre-school experience often aids in the continued attendance of those students in the school.

Establish an incentive program to encourage families to remain in the school

Consideration should be given to the establishment of an incentive program (financial break) for families that remain at Carroll Catholic School. Catholic Development Associates recommends that a financial incentive program be established at the following times:

- Families that are enrolled in the pre-school program that are entering kindergarten.
- Families that have students entering the middle school grades, for example, students entering the fifth grade.
- A financial incentive program should be established for present families that recommend Carroll Catholic School to other families.

Hire a Development Director

Catholic Development Associates highly recommends that consideration be given to hiring a Development Director. Initially, this position could be part time, but should be a full time position. This individual would be responsible for, but not limited to the following:

- Continued implementation of the Long Range Plan
- Creating a marketing/PR plan for the school
- Coordinating/establishing an Alumni Database
- Creating an Annual Fund for the school
- Play a key role in establishing a recruiting plan
- Assist with/advise in all school fund raising activities, advise and help create school website

Form a “Positive Action Team”

Much of the data collected centered on the aspect of positivism, enthusiasm, caring and relationship building. In an effort to address these concerns, Catholic Development Associates recommends that as part of the Positive Learning Environment Planning Area Team, a “Positive Action Team” be created. This team should be made up of teachers, alumni, parents and older students. This Team would act on the solutions in areas such as:

- Positive learning environment
- Evaluate materials and resources
- Examine the relationship with religious education students and CCS students and families
- Creating an environment of trust, creativity, honesty and connectiveness.
- **Communicate the message that “We are Here to Stay”**
- Establish a “Team Effort” mentality between all publics

Communicate the message regarding the value of a Catholic Education

A sincere effort must be made to communicate to the outer community the value of receiving a Catholic Education. This communication mechanism should come out of the Communication Planning Team Area and must accurately and completely answer the question; what is the value of a Catholic Education for me and my family?

Leadership must re-establish trust and confidence

Throughout the creation process, Catholic Development Associates observed a lack of trust and confidence by the customers in the leadership of the school. This lack of trust and confidence hinders not only relationships with current students and their families, but with all potential students and families. CDA strongly recommends that effort and energy be spent on communicating that constant evaluation is ongoing, that feedback is encouraged and that we want to work together to assure the best possible educational experience for each and every student. Re-establishing this trust and confidence is critical to the growth and stability of Carroll Catholic School.

“Where To From Here”

Creating the School Plan was a major step, as identified were specific areas and challenges, that if not addressed would have significant effects on the future of Carroll Catholic School. But, the plan in itself is only a step, not the end. The tremendous solutions that were disclosed during this effort now need to be implemented. A plan is a great tool to have, but without implementation, it is like a car, started, but never put into gear, so it just sits there, running; wasting fuel and time, but never moving forward.

On December 13th, not only will the results of the plan be presented, but Catholic Development Associates will also outline the implementation process that will allow this plan to be put into “gear”, so Carroll Catholic School does not just exist, but grows, assured of a bright future, where people will continue to worship, pray and form that everlasting relationship with God our Savior.

Mark your Calendar Now

Presentation of the Pastoral Plan for Holy Family Catholic Church



Tuesday December 13 - 7:00 pm to 8:00 pm
Holy Family Church

Presentation of the School Plan for Carroll Catholic School

Wednesday December 14 - 7:00 pm to 8:00 pm
Carroll Catholic School Gym

This Pastoral Plan Executive Summary has been printed through the generosity of the sponsors of our weekly parish bulletin.



**Mark your Calendar Now
Attend the Church and School
Long Range Plan Presentations**

**Church - Tuesday, December 13 (Church)
School - Wednesday, December 14 (School Gym)**
both sessions begin at 7:00 pm

**“And so I say to you, you are Peter, and
upon this rock I will build my church...”** Matthew 16:18

Holy Family Parish

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