



IMMACULATE CONCEPTION CHURCH

FIVE YEAR PLAN

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Parish Clergy

Approved by the Parish Council

February 23, 2016

Pastor Summary

Brothers and Sisters of Immaculate Conception Church,

Coming to Immaculate Conception Church this past July, I was pleased to discover that the parish had completed a CARA survey and was in a strategic planning process. Over these months the Steering Committee has met with the Parish Council and me to review the status of the plan and discern whether it was ready to be adopted by the parish. It takes a full year to transition to a parish community, so I can still say that as a newcomer this process has been most enlightening.

It is clear to me that the parishioners of Immaculate Conception Church have taken the process seriously, with still a sense of humor, and a future full of hope. Indeed we will not be a perfect parish until we leave the parish behind to gather at the heavenly banquet. In the meantime, there is yet much for us to be about.

In consultation with the Parish Council and parish staff, I have suggested some adjustments to part of the plan. And there is nothing about a strategic plan that is set in stone. What will not change? Our mission to evangelize and live the good news in Clarksville and Montgomery County. Writing in 1999 in *The Church in America*, Pope John Paul II described the **new evangelization** as primarily the *clear and unequivocal proclamation of the person of Jesus Christ, that is, the preaching of his name, his teaching, his life, his promises and the Kingdom which he has gained for us by his Paschal Mystery*. For Catholics in Clarksville since 1845, this happens because we let ourselves fall in love with Jesus.

From my first time reading of these pages, I saw our baptismal identity. Right after a baby is baptized, the priest or deacon says, *As Jesus Christ was anointed ("Christed") Priest, Prophet and King, so may you live always as a member of his body...* As the baptism of Jesus is described in Matthew, Mark and Luke, when Jesus arises from the water a voice from the heavens calls him *The Beloved*. From those who followed him, Jesus appointed Apostles (meaning *one who is sent*) to continue his mission. It is indeed appropriate for us to identify one another as **apostles, priests, prophets, royals, and beloveds**. On the last page are some prayer reflection questions for pondering of our baptismal identity.

Some of the proposals in this plan have already been implemented. As we seek to stay faithful to our vocations, some of them may have to be adapted. May this fruit of so much hard work continue to be a source and guide as we continue to ask together what God is up to at Immaculate Conception Church and School.

My deepest gratitude to the Steering Committee, to all those who worked so hard on the CARA survey, to the staff, and to the Parish Council as they seek to continue strategic planning at this wonderful parish.

All God's blessings,

Rev. Steve Wolf, Pastor
Immaculate Conception Church

Parish History



Immaculate Conception Parish was first founded as St. Mary's Church in 1845. The parish was originally served by missionary priests from Bardstown, Kentucky and Nashville, Tennessee, and the first Pastor was the Reverend Ivo Schacht. The church bore the name St. Mary's until May 30, 1875, when entries on the parish record books were recorded under the name "Immaculate Conception."

On August 12, 1880, Rt. Rev. Dr. Feehan, Third Bishop of Nashville (1865-1880), and Father Patrick Gleeson, Pastor (1873-1885), laid the cornerstone of the church that serves today as Immaculate Conception Chapel.

The current main church and worship center was originally completed and dedicated as St. Mary's Center, an educational-activity center, on August 17, 1975. The center was rededicated as Immaculate Conception Church June 21, 1987, by Most Rev. James Neidergeses, D.D., Bishop of Nashville, and Pastor Robert J. Roeser (1982-1992).

St. Mary's School existed as part of Immaculate Conception Parish from 1860-1968. It was staffed mostly by Dominican Sisters from the St. Cecilia Motherhouse in Nashville, TN., that was also founded in 1860. St. Mary's school was located at 740 Franklin Street until it was closed in 1968 due to the poor condition of the building and a significant decline in enrollment when the U.S. Department of Defense opened new schools on Ft. Campbell, and the Army installation no longer bussed their students to St. Mary's school.

On June 16, 1999, Fr. Eric Fowlkes purchased the land and buildings of our current school site from the Hilldale Church of Christ, and after considerable renovation, St. Mary's School, including a chapel and gym, opened its doors on August 15, 2000. The new school served kindergarten through fourth grades, and added a grade each year to the eighth. The school's name changed to Immaculate Conception in 2011 to better signify that it is a ministry of the parish. One unique characteristic of the school is that there are many children attending whose grandparents attended over 40 years ago. This year's graduates will represent the 125th academic year of our school.

Today's Parish Council

Patty Pierce, Chair Pat Paszek Nancy Garza Kathie Schuler
 Juan Garza Len Stolz Ed Wilson Selene Anderson, Secretary
 Deacons and Priests of the Parish

Current Parish Profile



Parish contribution data indicates a total of 1455 families in Immaculate Conception Parish. Complete demographic information by respondents of the parish survey conducted December 2013, may be found at: immaconception.org; Place cursor on "Home Page" "click on What's New > Planning our future > Parish Survey. Data contains information on age, gender, residency, primary language, employment, income, and much more.

Parish Council, Committees, and Ministries



To find the ministries, programs and committees available for participation, please visit:

<http://www.immaconception.org>.

Immaculate Conception Parish Mission



We strive to be a vibrant parish, unified by our sacramental participation in the Catholic Church.

We seek to be an inclusive, caring, and unified congregation, and to be effective stewards of the gifts with which we have been blessed by God.

We will work together serving our God, our Church, and our community.

We will focus on spiritual growth and renewal to better serve the needs of all people.

Parish Vision



How will we know when we have achieved our Parish Vision?

When we can gratefully state the following....

Immaculate Conception Catholic Church is a dynamic, thriving, cohesive, and financially stable Catholic parish.

Parishioners are well-catechized in Catholic faith, doctrine and theology and present a caring, positive witness to God throughout the Clarksville community ?.

They know, love and live their faith, participate in the Sacraments often, and maintain Adoration of the Blessed Sacrament.

Parishioners support Catholic formation for parish children grades K thru 12 and Immaculate Conception School has a robust enrollment,

The parish experiences an authentic spiritual renewal, Sunday Eucharist is truly the source and summit of all we do, Hispanics and families in transition are welcomed and integrated into the parish through love in unity and unity in diversity, and the spiritual hunger of people God calls to us is nourished.

Five Year Plan Summary

The table below summarizes the goals of the five major components of the plan (Evangelization; Worship & Spirituality; Education; Communication; and Finance & Stewardship).

Evangelization is identified as the Parish mission.

Worship & Spirituality and **Education** are each a primary focus and provide the best methods to achieve our goals and perform our mission.

Communication and **Finance & Stewardship** components provide direct support to our Parish mission of evangelization.

The table also identifies the tangible and non-tangible results the parish can expect to see if we follow the plan. Fr. Steve suggested the addition of **apostles**, **priests**, **prophets**, **royals**, and **beloveds**, to describe our identity as baptized followers of Jesus Christ. See page 2.

Five Year Plan Summary Table

	MISSION Apostles	PRIMARY FOCUS Priests	PRIMARY FOCUS Prophets	DIRECT SUPPORT Beloveds	DIRECT SUPPORT Royals
COMPONENTS:	Evangelization -good news witnesses	Worship & Spirituality -praying believers	Education -learning/teaching disciples	Communication -people of God in communion	Stewardship -serving stewards
Primary Goals of each component	1. Help parishioners grow in faith.	1. Instill appreciation & understanding of the Liturgy.	1. Create environment for understanding faith. 3. Improve participation in Education programs. 4. Increase knowledge in faith.	1. Enhance & improve communication infrastructure.	3. Provide adequate facilities for parish ministries. 6. Build a volunteer network.
	2. Bring lapsed Catholics home.	2. Increase spirituality.	2. Develop cohesive programs and a spirit of unity.	2. Expand staff capabilities.	1. Sound fiscal policies. 4. Improve tithing & fundraising programs.

	3. Evangelize to non-Catholics.	3. Help people identify their personal spirituality. 4. Increase individual spiritual growth.			2. Ensure adequate operating capital. 5. Investment & endowment programs.
Expected Tangible Results	Increased attendance Increased sacramental participation	Liturgical planning	Growth in number participating Variety of learning opportunities for all ages and interests	Hardware/Software Media products Designated employee, volunteer, or contractor	Increased tithing Positive cash flow Fiscal accountability
Expected Non-tangible Results for Parishioners	Confidence that I am an example of Jesus Christ and can evangelize	Finding my center of spirituality	Comfort in the knowledge that I am learning about my religion	Meaningful discourse about the Catholic faith	Peace and comfort in our environment

Strategic Goals and Objectives

The timeline key below indicates the length of time the planning teams anticipate it will take to accomplish the initiatives and activities associated with each component goal in the plan. The key is explained below.

Timeline Key:

(S) = Short Term = accomplish in 1 month to 9 months;

(M) = Medium Term = accomplish in 10 months to 24 months;

(L) = Long Term = accomplish in 25 months to 60 months.

(S/M) = Activity may be achieved short term but will require follow-on action as well.

Evangelization

Introduction to Evangelization

When the Pharisees asked Jesus, "Teacher, which commandment in the law is the greatest?" Jesus responded, "You shall love the Lord, your God, with all your heart, with all your soul, and with all your mind. This is the greatest and the first commandment. The second is like it: You shall love your neighbor as yourself." (Matthew 22:37-39) Pope Francis emphasizes that, "...the love each one of us has for the other, from the closest to the furthest, is in fact the only way that Jesus has given us to find the way of salvation..." So, we must ask ourselves, 'Do we truly demonstrate love of our neighbor if we are not willing to share the Word of God with them, as Jesus instructs us to do?'

Imagine if everyone lived their lives by the values found in the Two Commandments above. The result would be Paradise on earth, for that is exactly how God created man in the beginning. But that is not the world we know today. The world today constantly changes for better or worse, and what makes it better or worse is the way we live our lives. Making the world a better place has to start with each one of us.

The recent Parish survey indicates that only 45% of respondents think the efforts by the parish to reach out to the community to bring back fallen-away Catholics were good or excellent. So let's restate this in context of the two commandments above. Less than half the people in our parish think we, the people of our parish, are doing what Jesus has asked us to do, show our love of neighbor by sharing the Word of God with them and inviting them back to His Holy Church.

In his book, *The Four Signs Of A Dynamic Catholic*, Matthew Kelly shares that his research showed that less than 7% of Catholics are actively involved in their parishes or in supporting Catholic Charity programs around the world.

While it is true that Catholic programs do much good for the world, it appears also to be true that only a small number of Catholics are accomplishing over 80% of the work. Just think, if less than 7% are now doing so much good in the world, imagine what 14% could accomplish, or better yet 21%. We do have the power to change the world for the better. To start, if we could engage just another 1% of our parishioners over the next year by transforming them into Dynamic Catholics, we could improve so many things. Continuing to raise that percentage each year over the Five Year Plan would be game-changing to the world and our parish. It would mean more prayer (spirituality), more study (continuous learning about Jesus, our faith and the Catholic Church), more generosity (stewardship of time, talent and treasure), and evangelizing, (inviting others to grow spiritually by sharing God's love of us). If every member did one thing a week to share faith with others, how different would our parish be a year from now?

Our quest should be to discover the best way to live. You are here to become the best version of yourself. We must learn how to win people for Christ and Church, teaching ourselves how to evangelize.

EVANGELIZATION

Evangelization – Goals and Objectives

Goals:

- Help parishioners grow in their faith to become better Catholics.
- Bring former or lapsed Catholics home to their Church.
- Assist non-Catholics in developing an accurate understanding of Catholicism and help them understand the truth of Christ's teachings.

Goal 1: Help parishioners grow in their faith and become better Catholics.

Objective: Nurture a fuller appreciation of the Sacraments and Catholic teachings.

Initiative: (S) Assign a chairman to lead evangelization efforts in the parish and the Clarksville community.

Initiative: (S/M) Provide multiple avenues to enhance parishioners' participation in ICC parish life, and assist parishioners in growing in a better understanding of the fundamental truths of our Catholic faith.

Activities:

- (M) Offer dynamic monthly "Theology on Tap" sessions at local Pubs.
- (M) Offer Clergy led classes and instruction on specific fundamental truths, doctrine and dogmas of our Catholic faith.
- (S) Assist the Education committee in presenting "The Catholic Minute" before Mass.
- (S/M) Encourage each ministry to develop an informational brochure or newsletter.
- (S) Continue Adult Catholic Education classes.

Objective: Increase Mass attendance.

Initiative: (M) Provide outreach to family, friends and neighbors.

Activities:

- (S) Establish and run a Catholic radio station
- (M) Advertise the key aspects of our faith through radio, television, billboards, City buses (by means of a bus wrap), etc.

Initiative: (S/M/L) Develop a sense of community that incorporates and encourages parishioner participation.

Activities:

- (S/M) Develop a more comprehensive CYO program.
- (S) Increase focus on Young Adult ministry.
- (S/M/L) Identify financial needs of the different ministries, and work closely with stewardship committee and finance board to develop a more comprehensive stewardship plan.

Goal 2: Bring former or lapsed Catholics home to their Church.

Objective: Reach out to former Catholics and to those who don't regularly attend Mass.

Initiative: (S/M) Use advertising, media, and social media to reach these individuals.

Activities:

- (S/M) Explore advertising on television, radio, The Leaf-Chronicle and on social media sites.
- (S) Look at developing a strong social media presence with active Facebook, Twitter, Instagram and Pinterest accounts.
- (M) Establish a Catholic radio station.
- (S) Provide access to online Apps where parishioners may listen to Catholic radio stations and vibrant Catholic faith filled programming.

Goal 3: Assist non-Catholics in developing an accurate understanding of Catholicism and help them understand the full truth of Christ's teachings.

Objective: Reach out to individuals who are unfamiliar with the Gospels and/or Catholicism.

Initiative: (S/M) Become open and accessible to the community.

Activities:

- (S/M) Increase awareness of the Church's wisdom on life issues.
- (S/M) Increase awareness of the Church's ongoing local and foreign mission efforts, and publicize those efforts through social media, advertising campaigns, and Catholic radio.
- (S/M) Host events in the community, such as Theology on Tap at local pubs/taverns, allowing individuals to learn about the Gospels and Catholicism in a relaxed atmosphere.

Worship & Spirituality

Introduction to Worship and Spirituality

Worship, universally defined, is an expression of the Divine-human relationship. It implies human subjects who desire a relationship with God and a God who fulfills that desire. It has been described as adoration; a person who is responding to the presence of God or grateful rejoicing by those who have experienced God in their lives. Worship is also understood as the formal or ceremonial rendering of reverence, regard and honor directed to God. Worship may be conducted individually in private, or in public collectively with others.

For Catholics, the greatest form of worship is participation in the Holy sacrifice of the Mass where, gathered in community, we, the body of Christ, pray, listen to sacred scripture, offer our gifts, receive Him in holy communion and are sent forth to spread His word and be His presence in the world. The Second Vatican Council teaches that the Eucharist is the source and summit of our faith. The Catechism of the Catholic Church [#1407] states, "The Eucharist is the heart and the summit of the Church's life, for in it Christ associates His Church and all her members with His sacrifice of praise and thanksgiving offered once for all on the cross to His father; by His sacrifice He pours out the graces of salvation on His Body which is the Church."

Thomas Merton wrote *'The Living Bread,'* which states, "Each time the Mass is offered, the fruits of our redemption are poured anew upon our souls. By uniting ourselves with the sacred rite of the Mass, and above all by receiving Holy Communion, we enter into the sacrifice of Christ. We mystically die with the Divine Victim and rise again with Him to new life in God. We are freed from our sins, we are once again pleasing to God, and we receive grace to follow Him more generously in the life of charity and the fraternal union which is the life of His Mystically Body." Catholics all over the world gather on Sundays, Holy Days or on every day of the week to participate and attend Holy Mass. Mass is the highest form of worship and expression of belief for Catholics. Since the earliest days of the Christian faith, we have been identified with the breaking of bread and consumption of the Eucharist. The structure of the Mass in the Latin Rite of the Universal Church is governed by and celebrated in accordance with the Roman Missal.

The CARA survey indicated a generally high level of satisfaction by the respondents with their worship experiences here at Immaculate Conception Parish. The purpose of the Worship and Spirituality Component of the Parish 5 yr Plan is to develop opportunities and activities to help our parish and individual members experience better understanding and fuller participation in the Mass and celebrations of the rituals and sacraments of the Roman Catholic Church.

Complementary to public worship is the need for private devotion, prayer and study of Sacred Scripture, the teachings of the church and the Lives of Saints. Each individual has a unique and distinct spirituality. Everyone needs opportunities to experience various forms of public and private devotion best suited to our spiritual style and temperament. Opportunities to explore Catholic spirituality and prayer styles will be provided to help the members of the parish discover and enhance their ability to pray in methods best suited to meet their needs.

WORSHIP & SPIRITUALITY

Worship and Spirituality – Goals and Objectives

Goals:

- Instill in individuals an appreciation and understanding of the meaning and importance of the Liturgy.
- Increase spirituality through the planning and practice of multiple forms of worship and prayer.
- Develop processes that help people identify their individual spirituality and motivate them to enhance their spiritual growth and development.
- Increase individual spiritual growth and development by stimulating forms of private worship.

Goal 1: Instill in individuals an appreciation and understanding of the meaning and importance of the Liturgy.

Objective / Initiative: (S) “Remember the Sabbath day, to keep it holy.” Ex 20:8-10

Activities:

- (S) Coordinate with the Evangelization and Education committees to initiate a “Catholic Minute,” a brief educational explanation of the liturgy that will be presented prior to celebration of the Eucharist and printed weekly in the bulletin.
- (S) Explain to parishioners that the Church requires full participation in the Liturgy of the Eucharistic Celebration.
- (S) Explain the importance of reverence, sacred silence, and behavior appropriate for the Eucharistic Celebration and other forms of public worship.
- (S) Explain the importance of wearing appropriate clothing for attending mass or participating/assisting in the the mass.
- (S) Establish an acceptable process that will both prepare a proper atmosphere of reverence in the church prior to Mass, while simultaneously creating an inviting and welcoming environment to guests and parishioners.

Initiative: (M) Develop the process of initiation and formation for receiving the Sacraments. (coordinate with the Education committee)

Initiative: (M) Recruit, train, renew and reassign laity in the performance of their ministerial and apostolate duties.

Goal 2: Increase spirituality through the planning and the practice of multiple forms of worship and prayer.

Objective: Form a Liturgy Committee to plan and coordinate all forms of public worship in the Parish.

Initiative: (M/L) Recruit, form, train, and retain a Liturgy Committee that oversees all aspects of public and private worship.

Initiative: (S) The clergy will be responsible for taking action on this plan until a liturgical committee is formed.

Activities:

- (M) Plan Liturgical events for specific seasons of the Church year.
- (M) Ensure ministers and laity, along with sacramental and logistical elements, are present and prepared before public worship begins.
- (M) Increase participation in Eucharistic adoration, culminating in 24 hour adoration.
- (L) Celebrate the Lives of the Saints on or near their Feast Days.
- (L) Celebrate Liturgical Feast Days with appropriate reverence, ceremony, decorum, and fellowship.

Goal 3: Develop processes that help people identify their individual spirituality and motivate them to enhance their spiritual growth and development.

Objective: "You shall love the Lord your God with all your heart, and with all your soul and with all your strength." Deut 6:5

Initiative: (M/L) Lead individuals into a deeper life of prayer that fosters a stronger union with God. Expose them to main traditional styles of spirituality, enabling them to discern the method most suited to their personality. Establish spiritual groups with a designated purpose, encouraging the flexibility to grow and thrive.

Activities:

- (M/L) Explore current trends in Catholic spirituality, such as Dynamic Catholic and RENEW-Why Catholic programs.
- (M/L) Coordinate with the Education committee to offer workshops and classes on the variety of spiritual styles, including Franciscan, Benedictine, Ignatian, Carmelite and other forms of spiritual formation.
- (M/L) The Parish will help form and structure these groups and provide a space for them to meet.

Goal 4: Increase individual spiritual growth and development by stimulating forms of private worship.

Objective / Initiative: (S/M) Foster traditions and nurture the uninitiated in the mysteries of the Catholic Church.

Activities:

- (M) Host retreats within the Parish with clergy and laity.
- (M) Host parish missions.

Education

Introduction to Education

How can we proclaim, pray, sing or serve a God that we do not know or are unwilling to know? Who can say they know everything about God and therefore know God completely? Whoever says that they completely know God, it's not God that they know. The enthusiasm to learn must be preceded by the enthusiasm of the Love of God that moves us to know him better, to be able to love to him better. *"The one who does not love does not know God, for God is love."* (1 John 4:8) God loves us unconditionally, but does not force us to love him. God calls us to follow him, but does not force anybody to serve him.

Formation and education in the church is for all that want to serve God. This is the question that we must ask ourselves, if we want or do not want to follow to Him, because this is a personal decision. If our answer is "YES" then we are called to be apostles of Christ. *"However, the lay person should learn especially how to perform the mission of Christ and the Church by basing his life on belief in the divine mystery of creation and redemption and by being sensitive to the movement of the Holy Spirit who gives life to the people of God and who urges all to love God the Father as well as the world and men in Him. This formation should be deemed the basis and condition for every successful apostolate. In addition to spiritual formation, a solid doctrinal instruction in theology, ethics, and philosophy adjusted to differences of age, status, and natural talents, is required. The importance of general culture along with practical and technical formation should also be kept in mind."* (**APOSTOLICAM ACTUOSITATEM**, Decree on the Apostolate of the Laity, No. 29)

Formation for the apostolate cannot consist only on theoretical instruction, from the beginning of formation we should gradually learn how to view, judge and do all things in the light of faith. We should also learn to develop and improve ourselves along with others through doing, thereby entering into active service to the Church. This formation is always in need of improvement because of our increasing maturity. This requires ever more deep knowledge and planned activity. Training for the apostolate must start with the children's earliest education. This formation should be perfected throughout their whole life in keeping with the demands of new responsibilities. Therefore, those entrusted to provide a Christian education also have the duty of providing formation for the apostolate. Parents have the task of training their children to recognize God's love. We should teach them little by little to be attentive to the material and spiritual needs of our neighbor. They should be involved in the local community of the parish that they may acquire a sense of being living and active members of the people of God.

All are invited in the Lord to answer gladly, humbly, and promptly the invitation of Christ. *“The Lord renews His invitation to all to come closer to Him every day, recognizing that what is His is also their own (Phil. 2:5), to associate themselves with Him in His saving mission. Once again He sends them into every town and place where He will come (cf. Luke 10:1) so that they may show that they are co-workers in the various forms and modes of the one apostolate of the Church, which must be constantly adapted to the new needs of our times. Ever productive as they should be in the work of the Lord, they know that their labor in Him is not in vain.”* (**APOSTOLICAM ACTUOSITATEM**, Decree on the Apostolate of the Laity, No. 33)

EDUCATION

Education– Goals and Objectives

Goals:

- Create an environment where parishioners of all ages are actively engaged in learning and deepening their understanding of the Catholic faith.
- Develop a cohesive program that encourages a spirit of unity throughout the Parish.
- Improve participation in all educational opportunities so parishioners see involvement in education as a desirable option.
- Increase knowledge of the faith by promoting forms of private educational opportunities.

Goal 1: Create an environment where parishioners of all ages are actively engaged in learning and deepening their understanding of the Catholic faith.

Objective: Continuous religious education will be a meaningful part of every parishioner's experience at Immaculate Conception Church.

Initiative: (M) Form an education committee potentially comprised of the DRE and members of the ICS, Religious Education, RCIA and Adult Education, that will oversee development of curriculum for religious education classes in Immaculate Conception Parish.

Activities:

- (S) The education committee will develop and implement a more effective way of determining the true demographics of the parish. This information will be used to assess educational needs and programs.
- (S) Continue adult education classes and Bible study on Sunday mornings and other times conducive to attendance.
- (S) Coordinate with the Evangelization and Worship & Spirituality committees to initiate a “Catholic Minute” before each Mass to refresh parishioners' understanding of key Catholic beliefs and practices.

- (S) Host question and answer forums by clergy on specified topics such as mass, sacraments, etc. Place a 'question box' in the narthex of the church.
- (S) Encourage Clergy to be more visible and involved during RCIA, Adult Ed, and Religious Education classes, as well as ICS Preschool.
- (S) Explain the concept of apologetics and provide beginner level sessions or articles in the bulletin, using everyday language and concepts that are easily understood.
- (M) The Director of Religious Education will prepare a curriculum for each grade that will provide easy to use materials for Religious Education teachers.
- (M) Provide other opportunities for faith formation for parents whose children are in Religious Education classes.
- (M) Hold missions with sessions geared to various age groups. Having simultaneous sessions for adults, teens, and young parishioners increases the relevance of the message and provides opportunities for family discussions later.
- (S/M) Promote youth friendly spiritual retreats in the parish to nurture their love for God and the Catholic faith.
- (S/M) Provide opportunities for adult faith formation wherever adults gather, empowering them to fulfill their responsibility as the primary religious educators of their families.
- (M) Promote better understanding and appreciation of the sacraments thru active parental involvement in their childrens' sacramental preparation classes.
- (S) Explain to parents the importance of becoming 'active listeners' when talking with their children, and to encourage children to voice their ideas, interests, concerns and issues.
- (S/M) Develop and implement programs specifically geared to supporting the faith formation of teens and young adults. This includes, but is not limited to, creating a series of programs geared to college age students and specifically those students at Austin Peay State University.
- (M) Promote alternate options for people unable to attend weekly scheduled educational programs.
- (M) Actively promote various faith sharing and development opportunities, such as Theology on Tap, incorporating socialization with education to encourage more participation.

Goal 2: (M) Develop a cohesive program for education that encourages a spirit of unity throughout the Parish. ("We learn in order to teach")

Objective: Develop integrated educational opportunities thereby enhancing both faith formation and the sense of cohesiveness and cooperation within the parish.

Initiative: (M) With input from the newly formed education committee and clergy, the Director of Religious Education will design a comprehensive plan for education which will accommodate English and non-English speakers.

Activities:

- (M) Host joint activities with all children (Religious Education, ICS and Hispanic community), such as service projects, lock-ins, dances, BBQs, sporting events, Christmas caroling, Mass, etc.
- (S/M/L) Emphasize the importance of positive evangelization.
- (M) Select a book and encourage parishioners to read it. Host book discussions, Facebook sharing opportunities, a web-based discussion, etc.
- (M) Offer 'life skills' programs for ICC parishioners and members of the Clarksville community. Programs could include:
 - Personal finance & budgeting classes.
 - Classes on job search, resume writing, and interviewing for a job.
 - Classes on parenting skills for new parents. (How to be an active listener when listening to your child.)
 - Natural Family Planning classes.
 - Classes on Wills, living wills, estate planning, etc.
- (M/L) Ensure Parish educational opportunities consider all parishioners ability to participate (i.e., age, language, gender, work schedule, physical limitations, etc.).
- (S/M) Actively seek opportunities to bring the various groups within the Parish together for faith sharing.
- (M/L) English as a second language and Spanish as a second language.

Goal 3: Improve participation in all educational opportunities so parishioners see involvement in religious education as a desirable option.

Objective/Initiative: (S/M/L) Increase visibility of Immaculate Conception School and ICS preschool and make them so attractive to parishioners that a waiting list will become necessary.

Activities:

- (S) Integrate ICS students as active participants in Mass and other Parish activities by encouraging them to wear their uniforms and by serving as lectors, ushers, and altar servers.
- (S/M/L) Incorporate use of the ICS facilities for overall Parish education and social activities to strengthen the bond with the Parish.
- (S) Use posters and other media to increase awareness of ICS activities.

Objective: All school age children in the parish will be enrolled in Immaculate Conception School or in Religious Education.

Initiatives:

(M) Religious Education classes will be free for all children at Immaculate Conception Parish.

(M) Increase parishioner participation as Catechists by developing a teacher certification process that will prepare them to educate our youth in the Religious Education program.

(S) At least five (5) Immaculate Conception Preschool students will transition to Immaculate Conception school on an annual basis.

Activities:

- (S) Actively promote ICS pre-school and ICS as desirable options for educating children in a faith-based movement.
- (S) Include bulletin announcements that celebrate the accomplishments and successes of students in youth ministry, religious education, and Immaculate Conception School.
- (S) Remind parents of the promise they made to God at their child's baptism that they would help raise their child in the faith.

Goal 4: Increase knowledge of our Catholic faith by promoting forms of private educational opportunities.

Objective / Initiative: (S) Coordinate with the Communications committee to develop faith based educational opportunities through social media and other available technology.

Activities:

- (S/M) With input from the education committee and clergy, the Director of Religious Education will create an education page for the parish website.
- (S) Share information about trusted websites and other online resources for faith exploration and development.
- (S) Provide a link on the Parish website to video presentations.

Communication

Introduction to Communication

The cornerstone to any organization is the communication vehicles used to disseminate information. Immaculate Conception (ICC) Parish utilizes three main initiatives to provide this. They are the weekly bulletin, the website, and announcements at Mass. At this time the use of social media and other communication tools is very restricted.

The attendees of the seven listening sessions were very vocal about needing more information in a timely manner and using more vehicles to provide this. 72% of the survey respondents said they would volunteer more if they knew the parish's needs. 49% wanted additional information of how the parish spends money. Many of our parishioners felt that the webpage was ineffective.

Continuing to communicate only through the website, the bulletin and announcements will not provide the information that is needed to fully immerse parishioners with the information they need about our parish. This plan identifies what will be needed to provide the type of communication that will enable parishioners to make decisions on what they would like to be involved in within our parish community.

The five year communication plan attempts to enhance the way the parish is communicating. It addresses the need for upgrades in software, equipment as well as the need for dedicated staff to improve current and to develop additional communication channels.

Communication – Goals and Objectives

Goals:

- Enhance and improve the current infrastructure to enable effective communications to a diverse population.
- Expand staff capabilities to allow for effective management of ongoing operations.

Goal 1: Enhance and improve the current infrastructure to enable effective communications to a diverse population.

Objective: Keep Parish informed regarding the activities and functions of the church.

Initiative: (S) Update and correct field data in parish census so that the parish may send emails to parishioners.

Activities:

- (S) Print out profile sheets and provide to parishioners to update info at Masses
- (S) Mail profile sheet for each family that receives collection envelopes

Initiative: (S) Upgrade Parish Data System (PDS) software used by church administration to standard version used and recommended by The Diocese of Nashville and other Diocesan parishes.

Activities:

- (S) Upgrade PDS Basic to PDS On-Demand to increase concurrent users, mass email and backup. Information on upgrade provided below:
 - \$500 one-time for On-Demand product, church office, facilities scheduler and ledger
 - Possible opportunity to reduce a portion of the \$300/mo. network administration fee for server administration and backup service
 - Possible security enhancement by upgrade
 - Monthly cost will increase from \$120/mo to \$168/mo. for PDS Level 2 software. (includes mass email and/or text capability)

Initiative: (M) Enhance website to include self-service, current news and content management capabilities

Activities:

- (S) Purchase PDS Site Extend Plus (allows parishioners to set up their weekly or monthly tithing in 'Bill Pay'.) (<http://www.acstechnologies.com/products/pds/features/extend>)
 - Estimate of \$50/mo = \$600 annually.
- (M) Assign User IDs for each family for the self-serve component of the PDS program.

Initiative: (M) Enhance Social Media capabilities and usage (e.g., Facebook).

Activities:

- (M) Assign responsibilities to add content and respond to questions.

Initiative: (M) Examine the current communication focus for opportunities to improve or expand current methods, such as newsletters, bulletins, pulpit announcements and/or the Catholic Radio Station.

Activities:

- (M) Conduct language preference survey (may include on Database update form.)

Initiative: (S/M/L) Enhance communication between parish program leaders and to enable them to communicate more effectively with volunteers within their ministry. E.g. through group emails, text messaging, automated phone system and/or postal service mailings.

Activities:

- (M) Evaluate effectiveness of upgraded system
 - Consider additional enhancements to improve group email and text messaging.
- (L) Evaluate PDS Phone Tree need and cost justification.
- (S) Establish a communications kiosk in the Main Church Narthex to reach individuals who do not have Internet access and to promote volunteer opportunities.
 - Encourage ministries to provide information for distribution at new welcome booth.
 - Develop additional methods to inform and disseminate information regarding volunteer activities and parishioner needs.

Initiative: (M/L) Provide for ongoing operations and periodic evaluation of communications plan.

Activities:

- (M/L) Incorporate communication needs of other 5-year planning committees to attain overall goals.
- (M/L) Conduct an annual review of communications procedures and current technology opportunities.
- (M/L) Finance infrastructure improvements.

Goal 2: Expand staff capabilities to allow for effective management of ongoing operations.

Objective: Through an effective blending of human resources and technology, the communications system can operate continually and effectively.

Initiative: (S/M) Establish a permanent communications team as soon as possible. This team will operate in conjunction with clergy, staff, the Parish Council, and the finance board. The team will be responsible for mass communications to the Parish, through the website, Social Media, email, the communications kiosk/Welcome Booth and text messaging.

Activities:

- (S) Consider hiring a communications director. (This could begin as a part time position, but may progress into a full time position, as funding permits. A good option is to divert the \$5400/yr website administration fees to employ part-time communications director.)
- (S) Evaluate current communication workflow between parish staff in order to fully incorporate the communications director position.
- (M) Develop written processes and procedures for using each communication method, such as who, what, when, where and how.
- (M/L) Develop a way to gauge parishioner feedback about communication in the parish.

Finance & Stewardship

Introduction to Finance & Stewardship

"O, God, our loving Creator and Giver of all good gifts, bless our parish, strengthen our faith and grant us the spirit of Christian stewardship so that we may give generously of our time, talent and treasure to spread Your kingdom here in our church and throughout the world. For this, we pray to the Lord."

Indeed, we have all been truly blessed by God, and have been given gifts of treasure and special skills. Now God calls us to share our gifts and our skills to help our parish become the best version of itself, so it can more effectively do the work God has intended. All parishioners are asked to reflect on 1 Peter 4:10 (NAB) *"As each one has received a gift, use it to serve one another as good stewards of God's varied grace,"* and on Christ's call for each of us to do our part so that our parish can do her God-given work. As we are reminded in Matthew 9:37-38 (NAB), *"Then he said to his disciples, 'The harvest is abundant but the laborers are few. Therefore go ask the master of the harvest to send out laborers for his harvest.'"*

As pointed out in the Evangelization section, fewer than 7% of Catholics actively participate in parish programs. Many of our parishioners see mass attendance as their only active participation in the parish. And of our registered parishioners, less than 1/3 regularly contribute to our parish financial needs.

In 2 Corinthians 9:6-9 (NAB) St. Paul reminds us, *"Consider this: whoever sows sparingly will also reap sparingly, and he who sows bountifully will also reap bountifully. ⁷ Each must do as already determined, without sadness or compulsion, for God loves a cheerful giver. ⁸ Moreover, God is able to make every grace abundant for you, so that in all things, always having all you need, you may have an abundance for every good work."*

The results of the CARA survey taken last year indicate that only 58% of parishioners surveyed feel adequately informed about parish finances. 49% of those surveyed said that not knowing how the parish spends its money prevents them from contributing more financially to the parish.

The Finance and Stewardship portion of the parish 5 yr plan attempts to address these indicators in a positive manner. It is our hope and goal to increase parishioners' participation in all parish ministries and programs, increase tithing so we can maintain and improve our facilities, and to ensure all parishioners feel a close connection with our parish life.

The Finance / Stewardship 5 Year Plan is comprised of four (4) focus areas. Finance, Facilities & Grounds, Development, and Stewardship.

Finance addresses responsible planning, budgeting and expenditure of parish financial resources (money).

Facilities and Grounds addresses the proper use, care, maintenance, repair and replacement of equipment, buildings, and grounds, and addresses the long term needs of the parish regarding new or expanded facilities.

Development addresses the proper planning, execution, and management of programs and events focused on raising money necessary to support, sustain and expand our parish programs, ministries, services and facilities now, and to ensure the parish is financially able to continue these services for future generations.

Stewardship outlines the many ministries, programs and services provided by Immaculate Conception Parish and will serve as a resource to help parishioners recognize opportunities and realize God's calling for them to utilize His generous gifts of Time, Talent and Treasure to the fullest in serving others for the glory of God.

Finance & Stewardship – Goals and Objectives

Goals:

- Implement sound fiscal policies and proven operating processes and procedures that will assist parish leaders in being good stewards of God's treasure.
- Raise adequate operating capital to support and sustain all approved parish ministries and service programs, to regularly give to those in need in the Clarksville Community, and to provide support to the Nashville Diocese.
- Acquire adequate space in modern, well maintained facilities and grounds to support all present and future parish ministries.
- Develop sound, established tithing and annual fundraising programs that are understood and supported by parishioners, that provide adequate operating capital to support the parish annual budget, and that provide the financial resources required for the Five Year Plan.
- Create financially sound investment and endowment programs that will provide support for all approved parish ministries for future generations.
- Build a network professional and semi-skilled volunteer parishioners willing to donate their time and talent to the church, IC School, our ministries and programs.

Goal 1: Implement sound fiscal policies and proven operating processes and procedures that will assist parish leaders in being good stewards of God's treasure.

Objective: Update existing written fiscal policies and Standard Operating Procedures to ensure compliance with Norms of the Diocese of Nashville (NODN) and other guidance from the Diocese.

Initiative: (S) Appoint a subcommittee of two people from the finance board to review current procurement policies, processes, and procedures, and compare to current guidance from Nashville Diocese.

Activities:

- (M) Revise procurement and disbursement policies and SOP as necessary to comply with NODN.
- (S) Ensure proper written delegation of procurement authority.
- (S) Ensure separation of functions of persons approving purchase requisitions and those persons performing purchases.
- (M) Provide training as necessary for persons performing procurement functions.

Goal 2: Raise adequate operating capital to support and sustain all approved parish ministries and service programs, to regularly give to those in need in the Clarksville Community, and to provide support to the Nashville Diocese.

Objective: Develop an Annual Parish Budget that includes all ministries, programs, and services, and that also includes prioritized decrement list for unfunded needs.

Initiative: (S) Revise and standardize new budget format for distribution to all IC ministries.

Initiative: (M) Develop an Emergency Funds Savings Plan to ensure the parish becomes and remains debt free.

Activities:

- (M) Using the revised budget forms, all IC ministry leaders will submit an annual budget and five-year forecast plan to pastor and finance board for review.
- (M) Review proposed budgets and determine if savings can be realized through shared services or other efficiencies. Require all ministries to work within the approved budget and/or find alternative means to fund changes to programs.

- (S) In accordance with Norms of the Diocese of Nashville (NODN) #51, IC pastor and finance board present annual budget to the parish council for approval.
- (S) In accordance with NODN # 51, pastor and/or finance board make an annual report to the parish on all parish funds.
- (M) Create an accountability process for spending and monitoring of funds that supports IC's overall financial plan.
- (S) In accordance with NODN #48, members of the finance board will serve three-year terms.
- (M) A member of the parish council will be appointed to attend the finance board meetings.
- (M) Identify the greatest potential risk and the most expensive current liability, and save funds to meet risk and liability.
- (S) Establish a separate emergency savings account. Emergency savings should be equal to the most expensive IC liability.

Goal 3: Acquire adequate space in modern, well maintained facilities and grounds to support all present and future parish ministries.

Objective: Create a sustainable Facilities Management Plan.

Initiative: (S) Establish a proactive Facility Maintenance Plan, to include a Facility Emergency Repair Plan.

Initiative: (S) Perform a complete facility survey to determine the current condition and state of repair of all plant equipment, facilities, grounds, and infrastructure of the two campuses.

Activities:

- (S) Canvas parishioners and identify expertise within the parish to accomplish the survey.
- (S) Perform maintenance/equipment evaluations to determine the needs over the next five years.
- (S) Determine the cost of previous repairs.
- (S) Estimate future maintenance, repair, and replacement costs.
- (S) Survey the leaders of all committees and ministers in the parish to get a clear picture of current facility needs.
- (S) Develop a more detailed timeline for the above considerations.
- (M) Set aside reserves to handle the maintenance plan and minimize "surprise" expenditures.

Objective: Develop the IC Campus Master Plan (with facilities committee).

Initiative: (M) Develop a Site/Campus Study.

Initiative: (M) Develop a plan to maximize all available space, especially on Sundays.

Initiative: (M) Develop a plan to have IC School on church campus.

Initiative: (M) Identify feasible long-term master plan options.

Initiative: (M) Develop master plan preference.

Initiative: (M) Perform a Master Plan Feasibility Study to determine the best option for the future IC campus.

Activities:

- (M) Identify land around parish that is optimal for future expansion.
- (M) Develop plan to make Columbus Hall useful for parish.
- (M) Determine future facility needs and requirements.
- (M) Identify required campus footprint and defined purpose of each facility (size, type, quantity, location, duration-life span and relative value/purpose).
- (M) Consider real estate revitalization, acquisition, sale or rental, demolition, and/or new construction.
- (M) Promote and identify funding options, such as business matching dollar challenges to IC fundraising contribution.
- (M) Develop a detailed timeline for the above considerations.

Goal 4: Develop sound, established tithing and annual fundraising programs that are understood and supported by parishioners, that provide adequate operating capital to support the parish annual budget, and that provide the financial resources required for the Five Year Plan.

Objective: Based on the requirements of the annual budget, develop an annual fundraising plan that will raise adequate funds to support the proposed budget.

Initiative: (M) Promote incrementally increasing parishioner gross revenue tithing to the parish by two percent per year for the next five years.

Initiative: (S) Conduct special focus fundraising campaign to finance current neglected facility maintenance requirements or urgent new initiatives from the 5 yr planning groups.

Initiative: (S) Consider whether all IC ministries should contribute to the parish's overall fundraising plan by hosting at least one fundraising event.

Activities:

- (S) We would create a survey and distribute to each ministry and program leader identifying this fundraising initiative and requesting that each ministry select at least one fundraising event to host.

- (S) Ministries would submit their plan for hosting the fundraising event to the parish administrator, along with their desired location and schedule for the event.

Goal 5. Create financially sound investment and endowment programs that will provide support for all approved parish ministries for future generations.

Objective: Develop an Investment Plan for funds raised.

Objective: Develop an Endowment Plan.

Initiative: (M) Plan long-term business/professional funding plan through community engagement efforts.

Initiative: (S) Create an endowment.

Initiative: Encourage planned giving among parishioners.

Initiative: (S) Allocate monetary gifts to be used for ICS scholarship fund and/or parishioner family legacy foundations.

Activities:

- (M) Coordinate long-term business/professional funding activities.
- (M) Create themed “shared” offerings tied to sponsored program(s) and outcomes.
- (S) Coordinate with Diocese on establishing endowment plan.
- (M) Work with families on forming trusts care of IC.
- (S) Encourage parishioners to consider estate planning with IC as beneficiary.
- (S) Impress upon parishioners the importance of tithing 10 percent of gross inheritances they receive.

Goal 6: Build a Time and Talent network of professional, skilled parishioners and non-professional parishioners with special skills who are willing to donate their time and talent to the church, IC School, or any of our ministries and programs.

Objective: Create a sustainable Volunteer Resources Plan.

Initiative: (S) Create a permanent Stewardship Committee to support the Business Administrator, manage the overall stewardship efforts of the parish, including administration of the ‘Time and Talent’ pool of volunteers and management of facilities.

Initiative: (M) Provide stewardship leadership training to ministry and parish leadership so they can efficiently plan, organize, and implement volunteer projects.

Initiative: (S) Identify parish needs that can (and should) be completed by volunteers.

Initiative: (S) Recruit individuals through parish and individual ministries.

Initiative: (S) Create volunteer work plan.

Initiative: (S/M) Communicate to parishioners through mass announcements, bulletins, the internet, email distributions, etc., the importance of volunteering their time and talent.

Activities:

- (S) Pray to raise desirable participation
- (S) Create a list of desired and needed skills, and survey parishioners giving them the opportunity to sign-up for multiple areas they have the skills to assist the parish, or to recommend a new volunteer opportunity they would like to be involved with.
- (M) Contact and encourage local professional organizations to communicate our need for volunteers to their members as a method of filling "community service hours".
- (S) Complete a database of parishioners with hobbies, skills, and interests that are conducive to serving God.
- (M) Maintain the database and log hours of volunteers, and follow-up with acknowledgement of donor gifts of time and talent at Mass announcements.
- (S) Create a web-based volunteer database.
- (S) Create more fellowship opportunities.
- (S) Encourage family and friends to volunteer for activities throughout the year.
- (M) Create volunteer recruitment goals in ministry that may lead to increased fellowship and increased parishioners.
- (M) Train individuals in each ministry how to communicate to potential new volunteers if they run into obstacles.
- (M) Create internship opportunities with college classes at local colleges. (education, counseling, maintenance tech, etc.)
- (S/M) Create a calendar of volunteer events so parishioners can see what is going on through the month and year.
- (M) Use the bulletin board in the narthex for calendar events, volunteer information and points of contact. Possible uses include: parishioners can view ministry event announcements, success story photos, thank you messages for volunteers, congratulations messages.
- (S) Work to organize bulletin in a prioritized manner so readers can consistently view the most important new information.

FR. STEVE'S PERSONAL VOCATION DISCERNMENT QUESTIONS

ROYALS Serving Stewards

Lord, how have you made me in your image?
With what gifts, virtues, talents and charisms?
How are you calling me, Lord, to participate in your ongoing work
of creation?

BELOVEDS People of God in Communion

My Lord and my God, what is the form of life into which you call me
that I may best love and be loved?
Single? Married? Religious?
Lord, help me to know how you have wired me
for community, friendship and love.

PROPHETS Learning/Teaching Disciples

Lord, for whom might you call me to place my life on the line?
For what idea, value, or ideal are you preparing me to give my life?
What part of your Good News are you trying to teach me this year?
When I look back on this year, what will I wish had my attention?

PRIESTS Praying Believers

Lord, you know and love me better than I do myself;
how are you calling me to spend time alone with you?
How are you calling me to participate in the redemptive, forgiving,
and healing mission of your Son, my Lord, Jesus Christ?
Whom are you calling me to forgive?

APOSTLES Good News Witnesses

Lord, what will it mean for me to tell my life story as your love story?
How do you want me to speak about Jesus?
Who do I know that is without a community of believers in which
to give you thanks and praise?
Is there someone you wish for me to invite to Immaculate Conception?