

HOLY FAMILY COMMUNITY FIVE YEAR PLAN (2011-2016) FINAL RATIFIED VERSION June 9, 2011

Our Vision

Our Holy Family Catholic Community works together to build the Kingdom of God in the hearts, minds and actions of our members, our students, and those we serve. We are a Christ-centered people of the Resurrection who serve our Church and all people prayerfully with passion, enthusiasm and joy. We teach our faith and we minister with respect, compassion and care. We develop our talents and we are good stewards of all the gifts the Holy Trinity has given us.

Our Mission

Holy Family is a faith community rooted in gospel values and dedicated to making God known to our members, students, and our community. We foster positive relationships with God and one another through active participation in the ministries of celebration, worship, education and service to all. We strive for excellence and life-long spiritual, academic and personal growth for all.

Our Values

We are a Eucharistic community.

We are guided by Gospel teachings and values.

We see our teachers as vital to parish life and the teaching of our faith.

We build and support family life and honor parents as the primary educators of their children.

We see our youth as future leaders, disciples and stewards for our world.

We offer hospitality and respect to all.

We promote and practice stewardship and service.

We embrace divine justice.

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Table of Contents

Parish and School Community Joint Goals	page 3
Parish Five Year Plan	page 4-8
Sacramental Life	page 5-6
Communication	page 7
Financial Planning and Facility Maintenance	page 8
School Five Year Plan	page 9-22
Sacramental Life - Curriculum & Instruction.....	page 10-14
Sacramental Life - School Organization.....	page 14-15
Communication - Climate	page 16-18
Communication - Family and Community Involvement .	page 19-20
Financial Planning Maintenance – Facilities	page 21-22

Appendix 1 (Version 2011.02.04): Holy Family Catholic 2010-2011 Pastoral Council
Five Year Process Appendix to Joint Holy Family Community Five Year Plan

Parish and School Community Joint Goals

Sacramental Life

- Provide opportunities to experience a faith community through prayer, worship, sacraments, and service. Develop a list of activities annually and prioritize with school/Church staff and Pastoral Council annually.
- Provide opportunities to grow in faith through participation in the Catholic Church's teachings on matters of Stewardship, Justice, Peace and Human Development. Develop a calendar of activities and publicize and disseminate annually.
- Teach human dignity and practice respect for all. Identify relevant school curriculum and school-parish outreach projects annually.
- Schedule at least two spiritual development opportunities annually for teachers and parish staff – initiate in 2011-2012 academic year.

Communication

- Link parish and school name/address/phone number databases consistent with privacy laws by end of 2012 and refresh annually.
- Promote parish-school information sharing and develop a parish-school master calendar with broad electronic and print dissemination (ongoing/monthly).
- Appoint a school representative to the Parish Council by Fall 2011.
- Schedule an annual “all council” meeting to review, revise, and assess goal achievement and coordination across the community.

Financial Planning and Facility Maintenance

- Prepare a three year budget forecast for the school and parish reflecting the projected revenue and expenditures annually.
- Develop an annual joint school and parish maintenance plan including needs and estimated costs for all properties by end of 2011 and revisit annually in the three year budget forecast.

Parish Five Year Plan

Holy Family Catholic Church Pastoral Council prepared the following detailed five year plan and goal statements throughout 2010-11 – implementation plans will proceed following appointment of a new Pastor to Holy Family Parish / School, embracement and/or revision of any needed goal statements, and transparent and broad engagement of school and parish staff and laity to ensure realistic and successful action planning.

As emphasized by the parish survey (Summer/Fall 2010), Vision Day (October 23, 2010), and subsequent cycles of parish and committee leadership input:

Holy Family endorses the vision of a Stewardship community with full engagement and participation of its members with the sacred blend of time, talent, treasure as a realized expression of our shared gospel value.

As a Catholic community, our source of mission derives from our God and the spiritual nourishment sustained through our collective faith formation, ordained and lay community leadership, and the Church's diocesan support of our activities. We must be a unified community, finding ways to act on our beliefs based on transparent organization and respectful gospel-centered discourse. As our community strives to fulfill our mission and these collected goals, it is essential that we are guided by love, understanding, humility, and openness.

Sacramental Life

Goal: Coordinated parish activities will strive to achieve the vision of a Holy Family Stewardship Community through putting faith into action by engagement, participation, and service by all.

Holy Family Parish endorses the vision of a Stewardship community with full engagement and participation of its members with the sacred blend of time, talent, treasure as a realized expression of our shared gospel value. The strategic plan must accommodate and facilitate ways for all parishioners to be involved and take ownership. We need to grow community, commitment, and action. With change in pastor, we must labor to have stability and growth, the Holy Family community will need to both capitalize on the gifts/talents brought to us by a new pastor as we ensure widespread involvement of parishioners and staff in transition. Plans to achieve this goal include:

- Promote parish-school wide activities that are attended and evaluated as supportive to the Holy Family community's goals. A specific addition of spaghetti dinners will be initiated in 2011 led by the Men-of-Intention and Youth Ministries.
- Committees who engage in planning, coordinating, and implementing events will need to both identify ways to get parishioners involved in planning and preparing community events and engage in transparent evaluation of events to aid future planning.
- Ensure we get those people who express interest involved in parish ministries.
- Utilize ministry fairs to engage parishioners personally and then quick turn around of ministries to contact and coordinate involvement.
- Outreach to underserved populations in our community
- Create opportunities for single persons, widows/widowers, and others of all ages; continue to creatively involve youth in ministry such as having friends specifically invite friends and using social media service

- Foster community-building experiences that are inclusive and widely attended; overcome barriers that prevent participation such as expanding youth ministries to offer babysitting
- Reach out to inactive members and welcome participation – specifically tap people on the shoulder to volunteer and reduce attrition by preparing volunteer succession
- Expand prayer experience at social gatherings
- Encourage better use of name tags to foster intermingling and effective outreach
- Reinvigorate our role as neighborhood stewards through service “they’ll know we are Christians by our love”
- Offer programs that respond to the survey call for better understanding of the Mass as a way to focus on faith development
- Organize weekend day retreats based on survey response
- Ensure evaluation of the new/ongoing programs for effectiveness

Communication

Goal: Holy Family Parish will work to ensure organization and communication between parish, school, committees, and groups acting across the community.

Holy Family groups working on initiatives or organizing events may not understand others' independent efforts. Despite progress in communication and dissemination, there are shortcomings in people knowing what is being done and/or what needs to be done. To overcome ineffective communication, planning, and participation we need to have reliable systems through database coordination and engagement of all organizations in collaboration. Plans to achieve this goal include:

- Link databases and calendars between parish / school and across groups- church and school must work together seamlessly
- Form a formal database committee to link and maintain data systems between parish, school, committees, and groups that will create and maintain a registry for emails across the community
- We need individuals with information technology experience who can help fix the limits in databases and may need to raise capital to support this function.
- Add email distribution for bulletin / church announcements for those who would like (1/3 of survey)
- Consider a pool of administrative volunteers to assist staff in maintaining and updating registry / databases.
- Emphasize role of pastoral council as communication hub to achieve sharing of information between groups
- Foster generation-bridging activities and communication
- Establish geographic mapping of our parishioners / neighborhoods that can allow individuals and groups to coordinate outreach and care-giving ministries

Financial Planning and Facility Maintenance

Goal: Holy Family Parish will work to ensure financial stability as imperative for all we hope to do in our Holy Family community.

We recognize that we continue to barely generate enough revenue to pay operating expenses and that we have aging buildings and facilities that have unmet maintenance needs. Survey input suggests that parish respondents favor project-by-project fund raising as most appealing. Despite needs and the use of automatic withdrawal, weekly collections are insufficient to fund necessary maintenance. Additionally, most school survey respondents indicated that they are not willing to accept an increase in their tuition to cover school maintenance costs. Plans to achieve this goal include:

- Develop a three year forecast and budget based on Holy Family priorities and share with parishioners to engage participation and support. Provide an ethically sound and sustainable financial plan
- Re-establish a maintenance committee to understand and prioritize facility maintenance needs that participates in Pastoral Council.
- Increase participation in automated weekly (automatic clearinghouse or ACH – electronic debit) program
- Bolster novel revenue generation mechanisms and participation in fundraising
- Improve care of Holy Family staff workers – ensure good work environment
- Facilitate a fully engaged community where everyone contributes time, talent, and treasure

Additional details on goal statements, articulations of needs, and summarized parish input to the 5 year plan can be found in the appendix 1.

School Five Year Plan

Sacramental Life

1. Provide parents with formal opportunities to learn about their role as primary educators
 - a. What the school will do to enhance Catholic Identity:
 - i. The Holy Family Catholic Church Pastor, in cooperation with the Holy Family Catholic School faculty, will define the term “primary educators of faith” for our school community.
 - ii. The teachers and staff will be more intentional in communicating school and parish opportunities for faith formation.
 - iii. The teachers will include information about the religion themes being taught in the classroom in their monthly letters and blogs.
 - b. Who will be responsible for implementation: Principal, teachers, office staff
 - c. How the goal will be monitored: Evidence in the Wednesday Word and teacher newsletters.
 - d. How will the implementation of the goal will be communicated to shareholders: Communications in the Wednesday Word

2. Include time and opportunities for parents and teachers to discuss the child’s spiritual growth and development
 - a. What the school will do to enhance Catholic Identity:
 - i. A team of teachers will develop a spiritual growth guide that teachers will use at conference time.
 - ii. A form will be created to facilitate a discussion between parents and their children about each child’s growth toward the Student Learning Expectations.
 - b. Who will be responsible for implementation: Principal and teachers
 - c. How the goal will be monitored: Notes will be recorded on the Spiritual Growth Guide, to be updated at the yearly conferences.
 - d. How the implementation of the goal will be communicated to shareholders: Teachers will explain the goal and procedure at fall conferences.

3. Teachers should be intentional about reflecting on service opportunities, connecting them to the Catholic Church’s teachings on matters of Stewardship, Justice, Peace and Human Development.
 - a. Teachers will create writing or other projects for students to share their reflections on the connection between the service opportunity and the appropriate Catholic Church's teachings on matters of Stewardship, Justice, Peace and Human Development.
 - b. Teachers will be responsible for implementing.
 - c. The goal will be monitored by the Principal and Teachers.
 - d. The implementation of the goal will be shared with shareholders by publishing the student work in the Wednesday Word and around the school.

Sacramental Life

Area of Focus: Curriculum & Instruction

Goal: Develop systems and teacher efficacy in curriculum, instruction and assessment in order to increase student learning

Resources needed:

- Budget for continued computers, projector and equipment replacement in classrooms, administrative offices and computer lab
- Budget annually for curriculum resources and text books
- Budget & time for continued professional development
- Write a grant to the Juan Young Foundation for technology

Data related to objectives:

- Student Achievement data
- Feed back from Professional Learning Communities
- Staff survey
- Parent survey

Evaluation Method:

- Student achievement MAP
- ITBS

Curriculum & Instruction

OBJECTIVE	STRATEGIES	WHO IS RESPONSIBLE	TIME LINE
Use assessments of students to guide instruction to increase student achievement	Develop process and format for recording student learning data for analysis by teacher teams	Principal	Done
	RTI training and in-service to staff <ul style="list-style-type: none"> • Provide staff development during staff meetings and ½ day 	Principal	Ongoing
	Principal observe two teachers each week in reading or math looking for research supported teaching strategies and coaching if needed	Principal	Ongoing
	Give ITBS fall testing with results returned to teachers	Vice Principal	Fall
	Implement annual MAP ASSESSMENT for language, math and reading	Principal	September, January, April, yearly
	Schedule ongoing grade level meetings to discuss use of assessment in informing teaching practices	Grade level teams	Ongoing
	Hire person to implement program	Principal	Fall 2010
Implement science curriculum provided by Archdiocese	Each teacher develop curriculum map	Vice Principal	Yearly

Curriculum & Instruction

OBJECTIVE	STRATEGIES	WHO IS RESPONSIBLE	TIME LINE
Implement new math standards	Purchase new math books	Vice Principal	Done
Increase student mastery of grade level standards in core subject areas of reading and math	Bi-weekly grade level team meetings to: <ul style="list-style-type: none"> • Analyze assessment data • Identify students at risk • Identify specific skill deficits • Identify appropriate research based intervention strategies 	Grade level teams	Bi-weekly
Develop a process and format for recording student learning data in reading and math for analysis by teacher teams	Use Google Docs.	Principal	Done
Continue Technology development and expansion on school	Add smart board and support material	Principal VP	Ongoing
	Mount projectors on ceiling and provide all connections between cameras & computers	Principal	Ongoing as resources are available

Curriculum & Instruction

OBJECTIVE	STRATEGIES	WHO IS RESPONSIBLE	TIME LINE
	Budget for continued computers, projector and equipment replacement in classrooms, administrative offices and computer lab	Principal	Yearly
	Reinstate the technology committee of teachers, parents, and administrators.	Principal	Ongoing
Provide ongoing avenues of communication of teachers between grade levels & with specialists	Redo school class schedules so teachers have regular weekly times to meet	Principal VP	Done
	Implement bi-weekly team meetings		Ongoing
	Train all staff in RTI	Principal	Ongoing
Develop a student schedule that maximizes instructional time and coordination of instruction	Schedule block of uninterrupted time for language arts and math instruction. Evaluate yearly	Principal VP	Ongoing
Align curriculum across grade level	As part of each yearly self study, faculty will analyze the curriculum developed by the Archdiocesan Curriculum committee to determine how to effectively implement	Principal VP Faculty	Yearly
	Staff will determine most essential curricular objectives based on Holy Family Assessment data	Principal VP Faculty	Yearly

Sacramental Life

Area of Focus: School Organization

Goal: Establish policies and structures that enhance the overall functioning of the school and satisfaction of students, staff and families

Resources needed:

- Continue funding of Extended day position

Data related to objectives:

- Parent Survey
- Staff Survey
- Parish Survey

Evaluation Method:

- Parent Survey
- Staff Survey
- Parish Survey

OBJECTIVE	STRATEGIES	WHO IS RESPONSIBLE	TIME LINE
Increase opportunities for SAC to communicate their work to school and community	Present annual budget to community	Principal	Fall yearly
	Include minutes and agenda items in Wednesday Word	Principal	monthly
Increase Pastor's visibility in the school		Principal Pastor	ongoing
Implement new lunch program	Hire coordinator		Fall 2010
Change Student Leadership team schedule	Hire coordinator	Principal	Fall 2010
Provide extended day services	Hire coordinator	Principal	Fall 2010

Communication

Area of Focus: Climate

Goal: To create a learning environment that supports spiritual, social and emotional well being of children, families and school staff

Resources needed:

- Staff meeting time to discuss strategies for teaching and reinforcing manners
- Class time for teachers to implement strategies

Data related to objectives:

- Parent survey
- Staff Survey

Evaluation Method:

- Track number of behavioral interventions that reach level of administrative intervention
- Parent Survey
- Staff Survey

Climate

OBJECTIVE	STRATEGIES	WHO IS RESPONSIBLE	TIME LINE
Foster a sense of community in the classroom	Greet all students as they enter the classroom	Classroom teacher	Ongoing
	Continue multi grade activities: <ul style="list-style-type: none"> • Buddy class • Rotation classes 	Classroom teacher	Ongoing
Teach and practice social skills instilling the elements of courtesy and love of neighbor	Target partnering	P.E. Teacher Classroom teacher	Ongoing
	Weekly Mass targets all students with same message	Pastor	Ongoing
Strengthen support to staff	Inform community of contractual agreement with staff and clarify what responsibilities staff take on beyond their contractual agreement	Principal	Yearly
	PTO support of teachers	PTO	Ongoing
	Continue parent volunteer support of teachers	PTO	Ongoing
	Ongoing review of benefits/ pay for staff so it is comparable to teaching/administrative positions at other schools	SAC	Yearly review

Climate

OBJECTIVE	STRATEGIES	WHO IS RESPONSIBLE	TIME LINE
Increase student's ability to resolve conflict	Each class room teacher teaches STEPS TO RESPECT and SECOND STEP	Classroom teacher	Every fall
	SECOND STEP taught to middle school students in Health class	PE teacher	Fall
	Institute Peer Mediation Program across grade levels	PE teacher	2010 Ongoing
	Develop a strategy for teachers to support students with emotional needs	Principal VP	Ongoing
	Review Discipline policy	Discipline Review Commission	Spring 2011

Communication

Area of Focus: Family and Community Involvement

Goal: To strengthen relationships between school staff, families, the parish and community

Resources needed:

- Lewis & Clark Consultant
- Support for development and maintaining web site

Data related to objectives:

- Parent Survey
- Staff Survey
- Parish Survey

Evaluation Method:

- Spring survey of parents
- Feedback from staff
- Parish survey

Family and Community Involvement

OBJECTIVE	STRATEGIES	WHO IS RESPONSIBLE	TIME LINE
Improve communication between parents and staff	Revise Web site	Principal Faculty	Fall 2010
	Reinforce policy of parents going directly to teachers with issues before going to administration or priest	Classroom teachers Principal	Ongoing
	Establish consistent method of communication between parents and staff <ul style="list-style-type: none"> • Email 	Classroom teachers	Ongoing
	Review conference format. Explore possibility of Spring conferences	Principal Teachers	Spring 2011
	Establish policy for parents airing grievances	SAC	Fall 2011
Define boundaries between staff and parents	Work with Consultant from Lewis & Clark to establish clear boundaries	Principal Pastor	2011
	Reinforce in Wednesday Word	Principal	Ongoing
Coordinate & collaborate with Parish committees	Assign liaisons with the Parish Council, Development committee,	SAC	Ongoing

Financial Planning and Facility Maintenance

Area of Focus: Facilities

Goal: To maintain and improve school facility in order to provide a healthy learning environment for students and staff

Resources needed:

- Financial Resource
- Collaboration with Parish

Data related to objectives:

- Parent Survey
- Staff Survey
- Parish Survey

Evaluation Method:

- Parent Survey
- Staff Survey
- Parish Survey

Facilities

OBJECTIVE	STRATEGIES	WHO IS RESPONSIBLE	TIME LINE
Collaborate with Parish Council to prioritize needed updates in the building	Assess building needs	Principal Pastor SAC Admin	Spring 2011
	Report needs to Parish Council	Parish council Liaison	
Improve security of building	Replace doors	Principal	Fall 2010
Implement use of Smart boards/ other technology	Teachers attend staff development	Principal	Fall 2011
Improve appearance of school	Establish Parent Advisory Committee	Principal SAC	Fall 2011
Create space for children who feel ill	Explore options	Principal	Spring 2012