

IMMACULATE CONCEPTION PARISH STRATEGIC PLAN 2019 – 2023

EXECUTIVE SUMMARY

To build upon the great work of the previous parish strategic plan (2010-2015) it was decided by the pastoral council to retain the Mission and Vision Statements of that plan as well as gather new input from the parish and school community to develop a plan for the next five years. Five key pillars were identified for this new plan:

1. Deepen the faith life of the community
2. Establish a united parish (Latino/Anglo, parish/school, etc.)
3. Provide opportunities to serve and effect change
4. Ensure financial stability
5. Address facility and administrative needs of the parish

The previous plan's emphasis on communications was also woven throughout. After wide consultation from the parish, including a survey, listening sessions and parish assemblies, four key areas of effort were identified: Mass experience, faith formation, unity/fellowship, and opportunities to serve. Incorporating this input as well as the diocesan priorities and those of the province of the friars, action items were identified under the headings of the five pillars, with ongoing, near-term, and long-term efforts presented.

MISSION STATEMENT

Immaculate Conception Parish is a Roman Catholic community led by Franciscan friars. We are a multicultural and stewardship parish called, gifted and sent to proclaim the gospel of Jesus Christ through worship, parish-wide faith formation, our parish school, pastoral care, and living the church's social teaching.

VISION STATEMENT

From our worship to our world in the spirit of St. Francis, Immaculate Conception will be a grateful and giving parish making a difference in the lives of others by living the love of God.

INTRODUCTION & HISTORY

Previous Strategic Plan: In 2010, after much discussion and hard work, Immaculate Conception Church developed a five-year strategic plan for the parish. It focused on four key areas: communicating effectively, establishing a united parish, providing opportunities to serve, and building community.

Early Development of Current Plan: Much progress has been made in all these areas and work continues on all of them. In the summer of 2017, after the idea of revisiting the process had been raised at several pastoral council meetings in the previous years as well as at the prompting of the Diocese of Raleigh, it was decided to put together a new strategic plan that reflects our current situation. In close consultation with the pastor, five pillars were embraced as the framework for the new plan:

1. Deepen the faith life of the community
2. Establish a united parish (Latino/Anglo, parish/school, etc.)
3. Provide opportunities to serve and effect change
4. Ensure financial stability
5. Address facility and administrative needs of the parish

One can see the commonality between the priorities of the two plans. Communications, though not a distinct pillar in this new plan remains a key area of attention and focus and is woven throughout. In addition, it was a unanimous decision of the council to retain both the mission and vision statements developed as part of the last plan as it was felt that they continue to accurately reflect who we are and where we are going as a parish.

Parish Input: Over the remainder of 2017 and in early 2018 a process was developed for eliciting from the parish input regarding the course we wished the parish to take over the next five years. It began with a parish survey, in either English or Spanish, that was handed to every adult and young person over 15 years of age at Mass one weekend in the spring, with it being made available each weekend for the following two weekends and mailed to those who requested one. 576 surveys were returned. Concurrently, small group listening sessions were offered in either language, both on campus and at parishioners' homes. 285 people participated in the listening sessions. After information was collated from both the survey and reports from the listening sessions, three parish assemblies, two in English and one in Spanish, were held to review the data and to elicit from the approximately 230 participants suggestions for moving forward on four areas that received the most attention up to that point:

- Mass Experience
- Faith Formation
- Unity/Fellowship
- Opportunities to Serve

With regards to the structure of this plan, the first two areas will be addressed under the Faith Life Pillar, with Unity and Service being their own pillars. While the other two pillars, financial stability and facilities/staffing, were not emphasized as much in the input received from the parishioners, their importance in supporting the other pillars is clear and they will also be addressed in this plan.

Diocesan and Franciscan Input: Two other sources of input were also important in the development of this plan. In 2014 the Diocese of Raleigh put out a pastoral plan for the diocese and has asked that each parish incorporate the goals into their strategic planning process. These goals fit well with the pillars of this plan and have helped shaped its content. They are: Promote the Life and Dignity of the Human Person; Focus on Faith Formation and Sacramental Practice; Promote Cultural Diversity; Promote Vocations to the Priesthood and Consecrated Life; Implement the Pastoral Initiative on Marriage and Support Family Life; Practice the Effective Stewardship of Resources; Plan for the Effective Management of Growth.

In addition, as a parish staffed by friars of the Most Holy Name of Jesus Province of the Order of Friars Minor, the priorities of the province were also part of the development process of this plan. The mission statement of the province is as follows:

“Holy Name Province is an evangelical and missionary fraternity called to minister in the Eastern United States and abroad. Rooted in the Catholic and Franciscan tradition, we are disciples of Christ who seek to bring the Gospel into the everyday experience of all people through Franciscan witness, popular preaching, teaching, and pastoral leadership. We foster Christian discipleship by collaborating with those whom we serve and by standing in solidarity with all people, especially the alienated, the immigrant, and the poor.”

The Franciscan nature of the parish, along with the parish's diversity and focus on social justice, were key areas of gratitude that were expressed in the listening sessions. They will continue to be hallmarks of the parish and were part of the development of this plan.

Final Development of Current Plan: With the diocesan and Franciscan input, as well as the survey data, listening session information, and the suggestions and ideas that flowed from the parish assemblies, a team of parishioners and staff was convened by the pastor to develop this plan. The pastor strove to gather a diverse working group (see Appendix I for list of members as well as abbreviations used in this document) to put together a draft strategic plan that was then reviewed by the parish staff, the diocese, and the pastoral council in the late summer of 2018 and which received final approval by the pastoral council in late September of 2018. This is that plan. It is very much action-oriented. Though under each pillar there is a section for ongoing efforts, to avoid an unwieldy document more attention is paid to new initiatives and objectives, including whether they are near-term (less than 2 years) or long-term goals and the staff person(s) responsible for implementation for each, along with lay leaders and other contributors. Naturally, for most of the goals the input and efforts of lay volunteers will be crucial and so it can be assumed that they would constitute unlisted yet vital contributors. The Coordinator of Communications also is an important contributor to all of these goals. Likewise, the pastor is a key contributor to all of them since it is ultimately the pastor's responsibility to ensure that the plan is followed. The expectation is that within six months of the promulgation of this plan the parish staff person(s) responsible for each action item, in conjunction with the appropriate lay leaders, will submit to the pastor a plan for their implementation, keeping in mind the overall goals and specific success indicators. Much gratitude is owed to everyone who put so much effort into this process. Though no document is perfect, nor can cover all possible contingencies, it is hoped that this strategic plan will help guide the course of the parish as it strives to serve Jesus Christ over the next five years.

1. DEEPEN THE FAITH LIFE OF THE COMMUNITY

Overall Goal: To enhance the faith life of the community by improving the Sunday Mass experience and Faith Formation efforts, including furthering the excellence of our Catechesis of the Good Shepherd program (CGS), and revitalizing our work in the areas of Youth and Adult Faith Formation.

We will act to establish a strong base to grow the quality of the parish faith formation by:

- Putting in place proper staff and lay person organizations
- Assessing programmatic needs and laying groundwork to support existing and future programs

We will increase the depth and breadth of engagement in the faith life of the parish by:

- Developing and supporting programs addressing needs for all parishioners across diverse demographics and life stages.
- Provide opportunities and leadership that engage parishioners in community
- Continue to improve the Sunday Mass experience

We will achieve the objectives through continuing ongoing efforts and initiating new near term and long-term actions as detailed below.

Ongoing Efforts

We will continue the following efforts:

Action	Parish Staff Responsible	Non-staff Lay Leadership	Contributors, + Pastor & Volunteers
Support sacraments and faith formation for youth through Catechesis of the Good Shepherd (CGS), Youth Ministry and Immaculata Catholic School (ICS)	Director of CGS Youth Minister	Program leaders	Friars Principal CGS Staff ICS Staff & faculty
RCIA, Young Adults ministry, Bible study, etc.	Minister of Adult Faith Formation	Program leaders	Friars Other staff members
Parish Retreat, Women's Retreat, Engaging Spirituality, Adult Sacramental prep	Minister of Adult Faith Formation	Program leaders	Minister for Justice, Peace and Integrity of Creation (JPIC) Other staff members

New Efforts

In the near term we will complete the following actions to inform and enable actions aligned with parish goals:

Action	Parish Staff Responsible	Non-staff Lay Leadership	Contributors, + Pastor & Volunteers
Hire a full time Minister for Adult Faith Formation	Senior Director of Stewardship & Faith Formation		
Re-establish Liturgical Committee to focus on improving the Sunday Mass Experience	Director of Music	Liturgical Committee	Friars Other staff members
Assess support needed to develop and strengthen faith formation programs	Senior Director of Stewardship & Faith Formation		

In the near term we will complete the following actions contributing to the spiritual life of parishioners:

Action	Parish Staff Responsible	Non-staff Lay Leadership	Contributors, + Pastor & Volunteers
Utilize Friars, Holy Name Province and other resources of Franciscan Spirituality/Charisms through teaching, retreats and service	Parochial Vicar	Pastoral Council	Other Friars
Create a more welcoming and engaging Mass experience	Pastor	Liturgical Committee	Other staff members Friars
Recreate youth program to include a focus on social and service opportunities in addition to sacramental preparation	Youth Minister	Youth Council	
Pilot new adult faith formation programs both on campus and home-based, incorporating workshops to engage and train laity	Minister of Adult Faith Formation		
Build out young adult ministry	Minister of Adult Faith Formation		

See Appendix II for detailed notes and suggestions.

In the long-term, building on the results of the near-term actions, we anticipate completing the following actions:

Action	Parish Staff Responsible	Non-staff Lay Leadership	Contributors, + Pastor & Volunteers
Conduct a study of parish demographics: age, gender, primary language, culture, family status and makeup, and stage of life	Senior Director of Stewardship & Faith Formation	Pastoral Council	
Identify sacramental and faith formation programming, existing and to be developed, that matches demographic needs	Senior Director of Stewardship & Faith Formation		

Success Indicators

We will know our actions are being successful by the following results:

- Identify the number of faith formation programs currently offered and quantify the participation of parishioners who are engaged in one or more faith formation programs in addition to weekly Mass, with a goal of growth in participation and excellence
- Faith Formation programs are adequately staffed and funded
- Positive feedback regarding the Sunday Mass experience

2. ESTABLISH A UNITED PARISH

Overall Goal: To form a more united parish by bringing together the communities that compose our parish. We seek to unite across Mass worship times, the school community, our strong cultural communities, and across all age groups.

We will bridge the many Mass worship times by:

- Providing special Mass opportunities that are immediately followed by social fellowship

We will provide social gatherings to foster unity by:

- Holding activities that bring us together in large groups
- Coordinating activities that bring together parishioners in small groups

We will use service to foster unity through:

- Personal service opportunities between individual parishioners
- Group service opportunities within the parish
- Group service opportunities within the Durham community

We will achieve the objectives through continuing ongoing efforts and initiating new near term and long-term actions as detailed below.

Ongoing Efforts

We will continue the following efforts:

Action	Parish Staff Responsible	Non-staff Lay Leadership	Contributors, + Pastor & Volunteers
Multicultural Mass/Festival	Pastoral Associate for the Latino Community	Multicultural Committee	Director of Music Minister for Justice, Peace and Integrity of Creation (JPIC) ICS Faculty & staff
Annual Parish Mass and Picnic	Senior Director of Stewardship & Faith Formation		Friars Other staff members
School Fall Fundraiser	ICS Director of Advancement	Fall Fundraiser Committee	
Family Bingo / Sweetheart Dance / Mother and Son Bowling / School Concerts / School Performances / Earth Hour	ICS Director of Advancement	Home School Association	
Garden and Parish Landscaping Workdays	Operations Manager	Social Action Council	Senior Director of Stewardship & Faith Formation Minister for JPIC Asst. Principal
Serving the Meals for the Hungry; Furniture Project	Minister for JPIC	Social Action Council; Furniture Project leaders	
Young Adults	Minister for Adult Faith Formation	Program Leaders	

New Efforts

In the near term we will complete the following new opportunities:

Action	Parish Staff Responsible	Non-staff Lay Leadership	Contributors, + Pastor & Volunteers
Provide opportunities for parishioners to connect beyond Mass times	Senior Director of Stewardship & Faith Formation	Program Leaders	
Provide opportunities for parishioners to connect after Mass	Senior Director of Stewardship & Faith Formation	Program Leaders	

See Appendix III for detailed notes and suggestions.

In the long-term, building on the results of the near-term actions, we anticipate completing the following new opportunities:

Action	Parish Staff Responsible	Non-staff Lay Leadership	Contributors, + Pastor & Volunteers
Expand opportunities for parishioners to connect beyond Mass times	Senior Director of Stewardship & Faith Formation	Program Leaders	
Spanish Language / Latino Culture Programs	Pastoral Associate for the Latino Community	Program Leaders	
Allocate Funds/Time for a Staff Coordinator	Senior Director of Stewardship & Faith Formation		

See Appendix II for detailed notes and suggestions.

Success Indicators

We will know our actions are being successful by the following results:

- Identify the number of parish-wide events and quantify participation
- An increase of parishioners participating in these events

3. PROVIDE OPPORTUNITIES TO SERVE AND EFFECT CHANGE

Overall Goal: To engage and empower Immaculate Conception parishioners to make a difference in the lives of others in their service to our parish and the local community.

We will engage and empower IC parishioners by:

- Committing to well-sanctioned and well-led IC Ministries in the areas of Faith Formation, Liturgy, Social Action, Parish Life, Pastoral Care, and Parish Committees
- Providing opportunities for gifts discernment
- Focusing on personal invitations to serve
- Improving communications about opportunities and their positive impact

We will provide more opportunities to serve and make a difference in the lives of others by:

- Creating a Social Action Council
- Developing a program to better serve the needs of our parishioners

We will achieve the objectives through continuing ongoing efforts and initiating new near term and long-term actions as detailed below.

Ongoing Efforts

We will continue the following efforts:

Action	Parish Staff Responsible	Non-staff Lay Leadership	Contributors, + Pastor & Volunteers
Stewardship Team will support parishioners in discerning their spiritual gifts	Senior Director of Stewardship & Faith Formation	Welcoming Committee	Coordinator of Stewardship
Communicate new and existing opportunities for individuals and families to serve	Senior Director of Stewardship & Faith Formation	Communications team	Coordinator of Stewardship Coordinator of Communication

New Efforts

In the near term we will complete the actions:

Action	Parish Staff Responsible	Non-staff Lay Leadership	Contributors, + Pastor & Volunteers
Create a Social Action Council	Minister for Justice, Peace and the Integrity of Creation (JPIC)	Social Action Council	Other staff members

Review current IC Ministries with respect to viability, leadership, priority	Pastor		Other staff members
Empower ministry leaders by providing various support and training	Senior Director of Stewardship & Faith Formation		Coordinator of Stewardship Operations Manager
Expand the existing Pastoral Care Ministry	Senior Director of Stewardship & Faith Formation		Coordinator of Stewardship Pastoral Associate for the Latino Community
Explore models and options to better serve the needs of our parishioners.	Pastor	Program Leaders	Senior Director of Stewardship and Faith Formation Coordinator of Stewardship Minister for JPIC

See Appendix IV for detailed notes and suggestions.

Success Indicators

We will know our actions are being successful by the following results:

- Identify analytics regarding participation in on-line spiritual gifts inventory as well as quantifying current participation in IC Ministries.
- Increased parishioner participation in IC Ministries.

4. ENSURE FINANCIAL STABILITY

Overall Goal: To establish the financial stability of the parish through initiatives which will provide the means to support the current and future goals of the parish.

We will empower the parish and school community to plan for a secure financial future by:

- Assessing parish and community needs
- Develop better ways to communicate the financial status of the parish to parishioners
- Engage parishioners and staff in financial planning

We will ensure the parish has the right financial resources to serve parishioners and the community by:

- Growing revenues through regular financial giving, capital campaigns, and other approaches
- Closely budgeting programs and capital expenditures in alignment with needs
- Committing to ongoing annual evaluation of not only static financial status but also progress towards goals

We will achieve the objectives through continuing ongoing efforts and initiating new near term and long-term actions as detailed below.

Ongoing Efforts

We will continue the following efforts:

Action	Parish Staff Responsible	Non-staff Lay Leadership	Contributors, + Pastor & Volunteers
Yearly Financial Giving Renewal Weekend	Senior Director of Stewardship & Faith Formation	Finance Council Stewardship Committee	Coordinator of Stewardship Staff Accountant
Payoff Mortgage on Church and Office; establish plan for funds freed up	Senior Director of Stewardship & Faith Formation	Finance Council Pastoral Council	Operations Manager Staff Accountant
Creation and presentation of the yearly financial report to the parish community	Senior Director of Stewardship & Faith Formation	Finance Council	Staff Accountant Operations Manager Coordinator of Stewardship
Continue publishing offertory amounts in the bulletin weekly	Coordinator of Communications		Staff Accountant

New Efforts

In the near term we will complete the following assessments:

Action	Parish Staff Responsible	Non-staff Lay Leadership	Contributors, + Pastor & Volunteers
Assess needed capital improvements and maintenance costs	Operations Manager Assistant Principal	Building Committee Maintenance Committee	Facilities Manager

Assess plans for a capital campaign to support parish/school programs and related improvements to existing buildings	Senior Director of Stewardship & Faith Formation ICS Director of Advancement	Finance Council Pastoral Council	Operations Manager Principal
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In the near term we will complete the following actions:

Action	Parish Staff Responsible	Non-staff Lay Leadership	Contributors, + Pastor & Volunteers
Establish financial giving goals	Senior Director of Stewardship & Faith Formation	Finance Council	Staff Accountant
Enact programs to increase participation and share of wallet (favorable volume and variance)	Senior Director of Stewardship & Faith Formation	Pastoral Council Finance Council	
Establish Financial Stability Plan for the school	Principal	Finance Council	ICS Director of Development Staff Accountant

In the long term, building on the results of the near-term actions, we anticipate completing the following actions:

Action	Parish Staff Responsible	Non-staff Lay Leadership	Contributors, + Pastor & Volunteers
Establishing a capital replacement / reserve plan for maintenance of our campus	Operations Manager	Finance Council	Building Committee
Develop more transparent, impactful and frequent financial reporting for parishioners	Senior Director of Stewardship & Faith Formation	Finance Council	Staff Accountant

Conduct capital campaign to support needs identified by assessments	Pastor	Pastoral Council Finance Council Capital Campaign Committee	Senior Director of Stewardship & Faith Formation Coordinator of Stewardship Staff Accountant Friars Other Staff members
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See Appendix V for detailed notes and suggestions.

Success Indicators

We will know our actions are being successful by the following results:

- Identify financial goals and ensure that they are clear and measurable
- Staff and Lay leadership are engaged in financial planning
- Identify programs and capital projects and ensure they receive timely funding
- Identify an adequate capital reserve level and implement a plan to achieve it

5. ADDRESS FACILITY AND ADMINISTRATIVE NEEDS OF THE PARISH

Overall Goal: To best utilize and revitalize existing facilities to meet parish needs and to reorganize and enhance staff to best serve our parish community.

We will address facility needs for the parish and school by:

- Creating a maintenance committee that would establish a system to assess and inventory facility and grounds needs
- Creating a team to assess our present sound system and recommend strategies to promote full participation in the liturgies
- Developing and implementing a method to evaluate the utilization and value of the website and other parish communications
- Based on the information from the maintenance committee’s inventory of facilities and grounds create and implement both a short and long-term maintenance plan
- Using strategies recommended by the sound system committee, create a plan which includes a schedule for implementation of upgrades
- Applying information gathered with respect to our parish communication instruments create a systematic review of utilization and effectiveness
- Creating a report to track facilities and grounds utilization
- Establish a schedule to routinely review, adjust and optimize facilities and grounds utilization

We will insure optimal care and utilization of parish administrative needs by:

- Establishing a schedule to routinely review and adjust staff job descriptions to optimize staff value to the parish
- Assessing the staff structure vis-a-vis parish requirements to include both a sharper and broader identification within job descriptions of the relationships each position has to the parish staff and the parish at large

Ongoing Efforts

We will continue the following efforts:

Action	Parish Staff Responsible	Non-staff Lay Leadership	Contributors, + Pastor & Volunteers
Establish routine, ongoing assessment of IC communications	Coordinator of Communications	Communications Committee	Operations Manager

New Efforts

In the near term we will complete the actions:

Action	Parish Staff Responsible	Non-staff Lay Leadership	Contributors, + Pastor & Volunteers
Form Maintenance Committee	Operations Manager	Maintenance Committee	Facilities Manager
Form Sound System Improvement Team	Director of Music	Sound System Improvement Team	
Design ongoing methods to keep parish communications viable	Coordinator of Communications	Communications Committee	
Ensure staff structure supports parish and school requirements	Pastor	Pastoral council	Diocesan H.R. experts Business and non-profit professional administrators
Track facilities utilization to optimize	Operations Manager	Program Leaders	Principal Coordinator of Communications

In the long term, building on the results of the near-term actions, we anticipate completing the following actions:

Action	Parish Staff Responsible	Non-staff Lay Leadership	Contributors, + Pastor & Volunteers
Maintenance Committee develops facilities plans including capital replacement program	Operations Manager	Finance Council Maintenance Committee	Facilities Manager
Sound system replaced	Operations Manager		Music Director
Establish routine review of organizational structure and job descriptions to maintain appropriateness	Pastor	Diocesan H.R. Professional parishioners	Other staff members
Optimize facilities utilization and identify needs	Operations Manager	Maintenance Committee	School Principal

See Appendix V for detailed notes and suggestions.

Success Indicators:

We will know our actions are being successful by the following results:

- Identify capital replacement needs and put in place a capital replacement program
- Evaluate and install a sound system that supports our liturgies
- Up to date website and communications that take advantage of new technologies
- Organizational structure, job descriptions and salaries are current and appropriate to needs
- Identify uses of current facilities and maximize usage to suit IC needs, communicated annually

Appendix I – List of the Members of the Strategic Plan Drafting Committee and Abbreviations Used

Robyn Soffera, Daniel Schudel, Rosa Peña, Bodie McCann, June Mader, J.J. Froehlich, Sue Concannon, Mayra Ramirez, Margie Burton, Dave Brese, Medardo Gomez, Chris VanHaight

Abbreviations: IC - Immaculate Conception; ICS – Immaculata Catholic School; HNP – Holy Name Province; CGS – Catechesis of the Good Shepherd; JPIC – Justice, Peace, and Integrity of Creation; HR – Human Resources

Appendix II – Deepen the Faith Life of the Community - Detailed Notes and Suggestions

The following are some other suggested ideas:

-consider forming a Praise Band

-Have a weekly webinar with reflections on how the readings relate to everyday life: might have program introduced by Friars and then have different parishioners reflect on the everyday meaning of the readings - need to be about 3 minutes long- a measured outcome would be webinar analytics.

-More interactions with the local Newman Centers

Appendix III – Establishing a United Parish - Detailed Notes and Suggestions

The following is a capture of information from listening sessions, parish assemblies, and other small group meetings. The information is too detailed and specific for the Strategic Plan - but may be of use when it comes time to implement the Strategic Plan.

Ongoing Efforts:

1. Multicultural Mass and Festival
 - a. Description - This annual IC gathering highlights our cultural communities through meals and performances.
 - b. Improvements - Promote to the school community so that those families attend. Enlist Immaculata students to volunteer and help with setup, clean-up, etc. Enlist Immaculata families to present their cultural heritage.
2. Annual Parish Mass and Picnic
 - a. Description - This annual IC gathering brings the parish together for a large Mass and summer picnic.
 - b. Improvements - Hold the picnic near the parish property (e.g. Central Park) and advertise ~ 6 weeks in advance. Hold the picnic on a Sunday early afternoon to combine the 9:30/11:15/1:30 Mass communities. Or hold it on a Saturday afternoon. Emphasize all are encouraged to attend. Coordinate with Latino Food Sale, and/or KoC grilling, or just food trucks. Move to an autumn (cooler) weekend.
3. School Fall Fundraiser
 - a. Description - This annual school gathering allows families and parishioners to gather over food and fun. The event is a major fundraiser for the school's operational needs and contributes to specific areas such as STEM, athletics, technology, the arts...as determined by principal each year.
 - b. Improvements - The school staff will put more effort into making the Parish aware of the event and ensure that the Parish feels that they are welcome.

4. Family Bingo / Sweetheart Dance / Mother and Son Bowling / School Concerts and School Performances/ Earth Hour
 - a. Description - Various school initiated social events for families
 - b. Improvements - The school staff will put more effort into making the Parish aware of the event and ensure that the Parish feels that they are welcome. Hold the events in the Emily K gym to allow for a larger crowd.

New Efforts - Near Term:

1. Dinner Clubs
 - a. Description - An opportunity for small groups of parishioners to gather in a more intimate social setting.
 - b. Suggestions - Small group (~3 families, or ~ 6 adults), monthly. Ideas for arranging groups: by location, Mass time, diet restrictions, restaurant only, familial status, etc. Branch across parishioners and school families.
2. Coffee / Bagels / Donuts After Mass
 - a. Description - Provide food and drink to encourage more/new people to linger and socialize after Mass.
 - b. Suggestions - Quarterly, move toward monthly?
3. Family Playgroups
 - a. Description - Similar to the dinner clubs, but focused on daytime gathering of families at playgrounds or in homes.
 - b. Suggestions - Monthly. Branch across parishioners and school families.
4. Consider organizing a book club or other ways for older parishioners to interact with the school

New Efforts - Long Term:

1. Potluck Dinners
 - a. Description - Provide a venue for parishioners to come together for fellowship over shared food.
 - b. Suggestions - Perhaps hold it quarterly in the Fellowship Hall.
2. Spanish Language / Latino Culture Classes
3. Senior Outreach
 - a. Description - The parish will develop a senior outreach program.
 - b. Suggestions - A buddy system to check on individuals, transportation buddies to help bring individuals to Mass. Immaculata students make cards (art class?) to hand out to Tuesday morning Mass attendees.
4. Allocate Funds/Time for a Staff Coordinator
 - a. Suggestions - The parish will allocate funds for a person to coordinate the Unity events. This person can be on a part time basis and will be a person who is able to navigate across cultures and who has great interpersonal skills.

Appendix IV – Provide Opportunities to Serve and Effect Change - Detailed Notes and Suggestions

1. The existing Stewardship Team will support all interested parishioners in discerning their spiritual gifts and to engage them in conversations about how their gifts may align with specific service opportunities. Deliver a coordinated plan which considers utilizing the online IC Spiritual Gifts Inventory, providing a Stewardship Table in the Gathering Space, and integrating the Welcoming Process with monthly service opportunity features/talks.

2. Clearly communicate new and existing opportunities for individuals and families to serve through dedicated space in weekly emails, church bulletin and IC website. Consider social media as well.
3. Create a Social Action Council to offer opportunities to connect those in need with those who want to serve within our parish and in the wider community. Proposed Action teams will include Homelessness and Housing, Support for Immigrants, Green Team, Durham CAN Core Team, Promoting Human Dignity and Unity, and Equity and Inclusion. Integrate these themes into other dimensions of parish life, notably Faith Formation, Mass Experience, Youth Ministry and Immaculata School.
4. Review current IC Ministries with respect to viability, leadership, priority, and overlap with the goal to simplify and clarify the opportunities to serve. Ensure that each ministry has an identified leader/contact and a clear description.
5. Empower ministry leaders by providing support and training in engaging volunteers, using parish facilities and resources, and leading effective meetings.
6. Expand the existing Pastoral Care Ministry to provide meals, visits, and follow-up to parishioners following the death of a family member, health concerns, the birth of a new baby, etc. Consider monthly social gatherings for this ministry to create fellowship among members. Seek multicultural participation for this ministry.
7. Explore models and options to better serve the needs of our parishioners. Consider the possibility of adopting or incorporating The Stephen Ministries program. Discuss with Stephen Minister(s) at IC. Saint Francis Assisi in Raleigh has a model for consideration.

Appendix V – Ensure Financial Stability / Address Facility and Administrative Needs - Detailed Notes and Suggestions

1. Though a potential capital campaign may focus on supporting programs and renovating existing space, should the opportunity arise to acquire additional land and/or buildings, these will be carefully considered.
2. Likewise, should substantial funds be received which are designated for and sufficient for new construction on our existing and/or acquired property, this will be carefully considered as well.