



2020VISION

St. Monica Strategic Vision 2020

*Worship
Serve
Connect
Grow
Give*



st. monica
catholic
community

St. Monica Strategic Vision 2020 *A strategic plan establishing goals and objectives in support of the St. Monica Catholic Community mission "To Form Loving Disciples Who Will Transform the World".*

Strategic Vision Process

The St. Monica Strategic Vision 2020 plan is the result of a comprehensive review of the needs of the parish community, an analysis of activities within our Parish and Ministry Councils, the impact of changes in our surrounding community and parish family, support from the Los Angeles Archdiocese, and best practices from Christian Communities across the nation. Guidance came from over 2,300 respondents to various parish surveys administered since 2013, the St. Monica Catholic Schools' Strategic Plan developed in 2014, and a leadership planning retreat engaging over 100 parishioners during the first quarter of 2015.

Special thanks are directed to our Strategic Vision 2020 Steering Committee including Monsignor Torgerson, Michael Mottola, Patricia Summers, Delis Alejandro, Dale Sieverding, Sister Catherine Ryan, Christine Gerety, Brian Russell, Rick Tyner, Felipe Sanchez, Jackie Connor, Peter Heller, Brian Hillner, Carolyn Pierce, Kevin McCardle, Valerie Shore, Jill Tabit, and Tom Zanic who provided leadership and direction to the process starting in September 2014.

This vision is consistent with the 2005 Pastoral Plan:

- A Community of Compassion and Healing
- A Center for Dynamic Lay Leadership
- A Catalyst for Social Justice

Our plan includes goals established for the Parish Schools.



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Worship

Serve

Connect

Grow

Give



*Our mission is “To form loving disciples
who will transform the world”.*

Photo: Exterior Detail Above Southwest Entry Doors

Mission and Goals

To fulfill our mission and build an engaged parish, we foster lasting, mutually-rewarding relationships with God, our parishioners, families, the community and the world. We offer a place parishioners can call home, a place where all are welcomed, a place where we develop our faith and transferable lifelong skills, and a place where our gifts and talents make a contribution and are valued and appreciated. We want St. Monica to be “the parish of choice”.

In 2013, over 2,000 parishioners participated in a survey that measured spiritual commitment, engagement, and belonging. Parishioners also responded to three open-ended questions regarding their greatest spiritual need, what was appreciated, and what could be added or improved in our parish community. From this survey, leadership developed a document to provide well-defined expectations for a spiritual journey at St. Monica.



The St. Monica Strategic Vision 2020 charts the course for the future by establishing clear guiding principles, vision, and strategies to support seven key goals for our parish community:

1. A Welcoming Place of Worship

All are welcome at St. Monica where people can worship and grow in their relationship with Jesus Christ through active participation in liturgy, thought-provoking homilies, and inspirational music. We make every effort to permeate our parish life with hospitality and respect for the diversity of our community.

2. A Catalyst for Ministry and Service

We offer a variety of opportunities to be involved in ministry, build relationships, and make a difference in the world.

3. A Place for Spiritual Formation

Our parish provides a safe environment to grow in faith through prayer, meditation, retreats, scripture reflection, faith sharing groups, and vibrant sacramental life.

4. Opportunities to Connect

We offer many opportunities for adults, young adults, traditional and non-traditional families, couples, singles, and youth to connect, make friends, and have a joyful experience through worship, service opportunities, and community life events.

5. Prudent Stewardship of Resources

We strive to prudently manage our resources and give back responsibly to our community. Our financial condition is transparent.

6. Leadership Development

We promote the vocation and formation of ordained ministers, religious life, and strong lay leadership. Collaborative decision making processes include consulting with parish councils, volunteers, and other subject matter experts.

7. Fidelity to Catholic Doctrine

Our parish is faithful to the foundational teachings of the Church and the Gospel message.

Five Year Assumptions

1. Leadership will change as our beloved pastor retires.

2. Parishioner engagement and spiritual commitment will increase with an emphasis on measurable outcomes including life satisfaction, inviting others, serving, and giving.

3. Our demographics from the 2013 survey remain unchanged or improve (with respect to turnover, giving and volunteering):

- High Attendance – 77% taking the survey attended Mass the prior week
- High Short Term Membership – 45% have been members 5 years or less
- Youthful – 44% are 18 to 44 years in age
- Single – 37%, Married – 42%
- Well-educated – 79% are college graduates (39% with post graduate degrees)
- Variable financial wellbeing– 37% earn over \$100,000, 23% earn less than \$40,000 annually
- Giving – 49% gave less than \$500, 19% gave \$500 to \$1,000, 15% gave \$1,000 to \$2,000, 6% gave \$2,000 to \$3,000, 5% gave \$3,000 to \$5,000, 6% gave more than \$5,000 annually
- Volunteerism – 49% gave 0 to 1 hour, 19% gave 1 to 2 hours, 10% gave 2 to 3 hours, and 22% gave more than 3 hours per week in service

4. The City of Santa Monica and surrounding community will have a major impact on our Parish Community in the following areas:

- The Parish is surrounded by a thriving business community with a growing emphasis on High Tech (Silicon Beach), Entertainment, Services, Hospitality, and Medical Industries.
- Santa Monica's population of 93,000 currently grows to 250,000 on weekdays, and up to 500,000 on week-ends. Housing is less affordable for the middle class and service industry.
- The introduction of light rail in 2015-2016 will impact tourism, traffic, and services.

- There will continue to be a greater need for services to the homeless and working poor.
- St. Monica will participate in environmental initiatives including the City's goal to achieve 95% waste to recycling and less reliance on external water sources.

5. We are committed to support, develop, and strengthen the qualities that parishioners appreciate about the parish. St. Monica is widely recognized as a unique and special place:

- Welcoming/community/openness/inclusiveness
- Mass, music, homilies
- Priests/people/leadership
- Breadth of activities/involvement for people in all stations and places of life
- Place for personal spiritual nourishment
- Church building, facilities, and parking

6. We will look for opportunities to improve:

- Spiritual connection in the community and development opportunities
- Effectiveness of communications
- Opportunities to become involved
- Focus and frequency of financial requests
- Parishioner and staff support and appreciation
- Support of the ministries (resources, people, staff)
- Facilities management
- Responsiveness to inquiries and needs
- Mass attendance
- Education and training through St. Monica "University" programs

7. We will help parishioners achieve their Spiritual needs such as:

- Opportunities to improve relationship with God
- Connection to others in the community
- Personal spiritual guidance
- Family support
- Aging issues/caring for the elderly and sick
- Specific gifts – faith, strength/courage/healing/forgiveness/peace/purpose

8. The Tri-Parish collaboration will strengthen and become more significant with respect to sharing of resources, spiritual opportunities, Spanish language liturgy, and opportunities to connect.

9. Our capital campaign debt will be paid off and we will have replenished our building and disaster relief reserves by 2020.

10. We will form relationships with parishes and groups in need both locally and globally.

11. Pope Francis' leadership will attract more into our church and provide guidance to serve the poor and attend to the Gospel.

*St. Monica is
recognized as
a unique and
special place.*



*The Tower of St. Andre Bessette Chapel
is a beacon of welcome and hope.*

Photo: Exterior View, St. Andre Bessette Chapel

Goals and Opportunities

1. Worship and Liturgy

Hospitality Support and expand the Hospitality Ministry to continue positive first impressions and the welcoming reception attendees receive before, during, and after Mass.

Small Group and Non-liturgical Programs Evaluate, develop, and resource more non-liturgical worship opportunities by non-ordained lay leaders to increase attendance and provide opportunities for spiritual growth. Create a weekly call to action in each homily. Incorporate the laity's gifts and insights in homilies, reflections, and prayer.

Technology Utilize technology to provide daily worship opportunities. Utilize a knowledge management system to memorialize and provide wide access to homilies, worship aides, and scripture.

Liturgical Schedule Evaluate the entire liturgical schedule for alternative structures including substitution of some morning programs for evening liturgies to meet demographic needs, support attendance, and provide more opportunities for spiritual engagement.

Training St. Monica University "Mass 101 and Catholicism 101". Develop catechesis to deepen understanding of our faith and tradition, coupled with strengthened leadership training to increase lay worship leader and volunteer competencies and engagement.

Music Continue to promote the quality of the music ministry and support the Director of Music including coordination, accountability, succession, increased volunteers and flow of talent, follow-up, and performance management.

Evangelization Seek opportunities to invite, welcome, inspire, and introduce the community to Christ in a deeper way through the Liturgy.

2. Ministry and Service

Hospitality Incorporate a hospitality component into all ministries to support a positive impression and the welcoming reception attendees receive in ministry programs.

Pastoral Care and Social Justice Develop a plan to increase the range of pastoral care, social justice, and outreach support the parish provides to people of all ages and circumstances, both in the parish and broader community. Promote parish & school participation in pastoral care and social justice formation and volunteer activities.

Adult Fellowship Continue to develop fellowship experiences for adults of all ages, both singles and couples, including spiritual, service, and social opportunities.

Training and Development St. Monica University – "Discovering My Ministry and Life's Mission". Guide volunteers in discerning which pastoral care, fellowship, or social justice ministry opportunities are the best fit for them; train volunteers in lay ministry practices, lay leadership, and parish practicalities; and, help volunteers transition to new ministries as they identify new gifts that they are invited to share.

Knowledge Management System Provide guidance regarding how to start, equip, sustain, and grow new or existing ministries. Publish success stories on the web to connect, encourage stewardship, and provide faces for ministries and service.

Resources Develop a plan to provide resources for those who seek support from St. Monica.



Goals and Opportunities (cont.)

3. Spiritual Formation

Hospitality Incorporate a hospitality component to support a positive impression and the welcoming reception attendees receive during spiritual formation programs.

Adult Education Develop a comprehensive plan to increase adult education and evangelization strategies. Include a long term plan for growth in volunteer leadership and participation.

Training - St. Monica University
“Discovering My Spiritual Growth and Discipleship” for teaching adult catechism, fundamentals, use of speakers, and small group strategies. Utilize a knowledge management system to provide access to materials.

Youth Education Develop a plan to increase the participation of youth in our youth ministry and education programs. Include a long term plan for growth and expansion in volunteer leadership and participation. Incorporate an action plan that includes parishioner support of youth in our schools.

Couples and Families Provide targeted spiritual formation activities for couples and families including retreats, problem-solving, and faith sharing opportunities.

Spirituality and Pastoral Center
Brand, market, and utilize our facilities to expand small faith sharing, retreats, and other spiritual formation activities.

Sacramental Preparation Manage programs to support participation in sacraments that begin with preparation and training and provide a means to continue the sacramental journey throughout a participant's life.

Evangelization With targeted offerings, invite those who have left the church to return. Develop retreats and spiritual growth opportunities to help people strengthen their relationship with Christ. Invite those attending members of our parish who are not Catholic to consider joining.

4. Opportunities to Connect

Foster Community Building Events
Develop a long-term plan to increase participation and engagement, through parish, school and community activities. Brand and deliver St. Monica Community Seasonal events including Faith Formation, Community Life Ministry, Social Justice Ministries, and Schools. Recruit a Special Events Coordinator and increase communication through interfaith, community, and other channels.

Evangelization Develop a plan to increase the invitation of non-members to St. Monica events and worship opportunities. Increase interfaith networking and outreach.

Volunteer Recruitment and Coordination Utilize a Member Engagement and Volunteer Director to provide additional support to volunteers across ministries and service opportunities. Evaluate processes and improve program management and participation. Develop coaching resources and a strengths-based placement system to help volunteers discern and find the best fit for service and ministry opportunities. Encourage existing volunteers to invite others to join ministries and serve.

*Brand, market
and utilize, our
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5. Stewardship of Resources

Financial Resources Develop a five year resource plan to educate parishioners about stewardship, expand and increase annual pledges and create a habit of regular giving, fund new initiatives and resources, pay off outstanding capital campaign debt, and build reserves. Within five years, increase ordinary income 5% to 10% per year. Explore campaigns to involve 100% of the parish community in giving to the support of the church in both weekly and long term commitments.

Initiatives:

- Ordinary income campaign
- Establish a formal Legacy Society
- Secure foundation/grant support for operational and ministry costs
- New member campaign
- Promote the use of online recurring gifts
- Expand targeted donor appreciation events
- Create time, talent, treasure videos
- St. Monica University -- "Financial fundamentals of Catholic giving, trust and estate planning, and personal financial planning workshops"

Marketing, Communication and Technology

Develop and resource a comprehensive communication, marketing, public relations, and technology plan.

- Build user friendly and comprehensive web strategies and mobile applications.
- Expand the use of social media push communication, event coordination, and volunteer needs on a timely basis. Develop a robust video ministry to support ministry, service, and resource utilization.
- Utilize an Advisory Board to support communications and technology. Create a plan to improve the use of technology to connect with parishioners and streamline their St. Monica experience.

- Develop database utilization and maximization plan to include ongoing and current collection of parishioner data, skills, needs, and interests. Evaluate methods to support parishioner to parishioner connectivity and/or a Parish Resource guide to support ministries.
- Knowledge database – create and maintain a searchable data base of all recorded homilies, guest speakers, live-streams, special events, music concerts and printed ministry guidance materials.

Facilities Develop a five year master facilities enhancement and utilization plan. Determine the requirements to support the growth of parish ministries and schools. Address the requirements to maintain our buildings and improve aging facilities.

- Develop and fund renovation of the North End – lower gymnasium, Trepp Center, and Spirituality Center – including middle school classrooms, lower gym renovation, and improvements to the Spirituality Center for shared utilization.
- Develop a "Spiritual Formation and Pastoral Care Center" brand
- Develop and educate school staff, parish staff, lay leadership, and volunteers on "highest and best" facilities utilization protocols and strategies.
- Develop a budget and marketing plan to encourage rental income to sustain and enhance facilities. Develop shared accountability and goals for parish and school staff.
- Develop a maintenance resource plan. Hire additional support staff.

Goals and Opportunities (cont.)

6. Leadership Development

Performance Management Develop and coordinate a performance management system to provide training, support, guidance and feedback to improve staff and volunteer capabilities and increase a positive impression and the welcoming reception people receive in all programs within the parish.

Organization Support Develop a long range leadership resource plan to meet the needs of the growing parish and minimize turnover of staff while building a system to transfer leadership in an orderly and predictable manner. Include a volunteer resource plan and support system to maximize volunteer satisfaction and utilization of resources. Evaluate organization structure and utilization of resources among staff and lay leadership.

Leadership Development and Training

Develop a long-range plan to increase connectivity among and between groups, faith formation leaders and vocations. Provide training and development to improve resource effectiveness. Increase connectivity with mentoring and retreats.

Volunteer and Leadership

Development Develop a plan to increase new member participation through St. Monica University, Discovering St. Monica, and other outreach strategies. Recruit a Membership Engagement and Resource Director to increase outreach strategies and bridge ministries/pastoral care/service/ministry/youth programs to connect and increase volunteerism.

Resources Evaluate organizational requirements including communication, technology, maintenance and program support. Utilize a Member Engagement and Resource Director to support volunteer coordination and new member engagement.

St. Monica University Develop and implement a coordinated St. Monica University in support of Worship and Liturgy, Spiritual Growth and Discipleship, New Member Orientation, Ministry, Social Justice, Evangelization, and Leadership Development.

7. Fidelity to Catholic Doctrine

Faithful to the teaching of the Church

We believe the foundational teachings of the Church and Gospel are that Jesus Christ is the ultimate revelation of God's love. Christ preached and acted with compassion and care for the poor. Christ proclaimed and demonstrated God's healing, mercy, love, reconciliation and peace. We believe that we were created to know, love and serve Christ through our compassion and service to the poor and those on the margins of society.

As disciples, we will develop:

Opportunities to put Faith into action

Inspired by the teaching and example of Pope Francis, we will strive to put Catholic Social Teaching into action and strengthen our witness to the Catholic faith through actions motivated by God's gift of mercy.

St. Monica University Our parish will develop learning opportunities to gain a deeper understanding of the Church's rich theological tradition.

Evangelization We will help our community and any who come to us deepen or develop a relationship with Christ.



St. Monica Parish Schools

Facilities Optimize the use of the St. Monica Community campus to establish collaborative student spaces, expand access to fitness and conditioning facilities for students, and increase capacity at the middle school grade levels to accommodate demands from parishioners and area families in search of an excellent Catholic education for their children.

Technology Develop a comprehensive technology plan for St. Monica Catholic Elementary and Catholic High School that includes investigating opportunities for implementing personalized and blended learning and explores shared opportunities for the two schools.

Resources SMCHS: Strengthen the St. Monica Catholic High School Guidance Department to better meet the needs of all students, with a focus on ensuring that all students have access to the most appropriate college education.

Academics SMCES: Enhance the academic rigor of St. Monica Catholic Elementary School while maintaining a focus on the Catholic mission and balancing the needs of a broad spectrum of students.

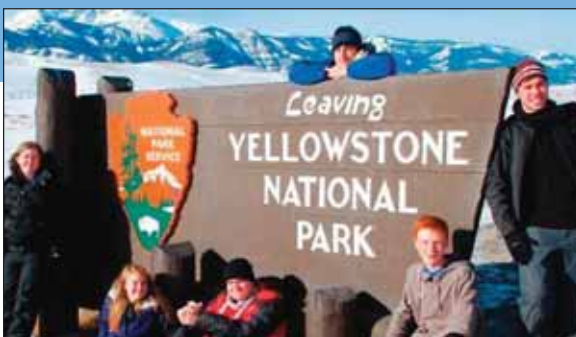
Marketing Market the strengths of the two schools with a clear and connected vision for current and following generations of students.

Finances Review all advancement efforts, to ensure that they are aligned with the joint vision and individual needs of the two schools, and establish and communicate clear priorities for the annual fund and all fund raising activities

Leadership Transition the Schools' Advisory Board to a school board with limited governance.



Belong and Believe



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St. Monica Strategic Vision 2020





*The conventional wisdom is that
“believing leads to belonging”. In fact, the
opposite is true. Gallup shows us that it is
”belonging (engagement) that leads to
believing (commitment)”.*

Photo: Exterior Detail, Main Entry Door

Measurement

In 2013 over 2000 parishioners participated in a survey to measure spiritual commitment, parishioner engagement, and outcome items including life satisfaction, inviting, serving and giving. Research shows that the spiritual health of individuals, families, and the parish are based upon the two factors of “spiritual commitment and member engagement”.

The Spiritual Commitment items are individual and personal; the Engagement items indicate how strongly one feels a sense of belonging within the parish. Members who are highly engaged are more likely to be actively involved in the parish and are more likely to invite others to participate. Our goal is to increase spiritual commitment and member engagement over the next five years.

Our 2012 our overall survey scores on a scale of 1 (strongly disagree) to 5 (strongly agree) were strong:

	ENGAGEMENT	SPIRITUAL COMMITMENT
St. Monica	3.57	4.15
Catholic Data Overall	3.61	4.17
Protestant and Catholic Data Overall	3.63	4.17

Our goal is to move persons from the “Not Engaged” group to the “Engaged” group over the coming years.

Our membership engagement is also very strong with over 76% of our parishioners responding positively about St. Monica, which compared to the national average, is better than many parishes. The survey shows that

29% Are Engaged: These members are loyal and have a strong emotional connection to their parish. They are more spiritually committed and more likely to invite others to parish events, and give more time and financial support.

47% Are Not Engaged: These members may attend regularly, but are not emotionally connected to their parish, though they have a positive view of the parish. Their connection to the parish is more social than spiritual. They give moderately and may do some volunteering. **Our goal is to move persons in this group to the engaged group over the coming years.**

24% Are Actively Disengaged: These members only come to Mass occasionally, if at all. There are two types in this group: 1) Those who are generally apathetic about the parish, and 2) those who attend regularly, but are unhappy with many things about the parish.

Over the next five years, we will measure progress on the goals and objectives outlined in this plan and continue to measure parishioner engagement using tools and resources similar to those employed in 2013.

See Appendix 1 for more information regarding outcomes from the 2013 survey.





*Spiritually committed individuals may
incorporate the tenets of their faith into
their daily lives and act on these beliefs.*

Photo: Interior Detail, "Stations of the Cross"

Appendix 1

Spiritual Commitment

Rather than tracking people's responses to questions concerning theology, Gallup determined that spiritually committed people go beyond belief in the doctrine of their religion. Spiritually committed individuals may incorporate the tenets of their faith into their daily lives and act on these beliefs. The conventional wisdom is that "believing leads to belonging"; in fact the opposite is true and Gallup shows us that it is "belonging (engagement) that leads to believing (commitment)".

Individual scores for Spiritual Commitment questions on a scale of 1 (strongly disagree) to 5 (strongly agree).

It can be noted that a .10 difference between St. Monica's responses and the comparison data is considered a material difference and an area that we excel at or can work on.



Questions Centered on Spiritual Commitment	St. Monica Mean (AVG) Score	All Churches Overall	
		Catholic Parishes Overall	
C01. I spend time in worship or prayer every day.	3.68	3.80	3.79
C02. My faith is involved in every aspect of my life.	3.95	3.98	3.99
C03. Because of my faith I have forgiven people who have hurt me deeply	4.05	4.12	4.14
C04. Because of my faith, I have meaning and purpose in my life.	4.37	4.37	4.39
C05. My faith has called me to develop my given strengths.	4.17	4.10	4.11
C06. I will take unpopular stands to defend my faith.	4.02	4.16	4.16
C07. My faith gives me an inner peace.	4.41	4.43	4.44
C08. I speak words of kindness to those in need of encouragement.	4.51	4.42	4.42
C.09 I am a person who is spiritually committed.	4.22	4.12	4.14

Member Engagement

Gallup's research indicates that there are four relevant outcomes that are much better indicators of the level of engagement in a church: **Life Satisfaction; Serving in Community; Inviting; Giving.**

Survey responses that determine engagement can be divided into four areas:



St. Monica Mean (AVG) Score

Catholic Parishes Overall

All Churches Overall

Questions Centered on Member Engagement - From Area: What do I get?

E01. As a member of my parish, I know what is expected of me.	3.78	3.96	3.97
E02. In my parish, my spiritual needs are met.	4.07	3.99	3.99

Questions Centered on Member Engagement - From Area: Do I give?

E03. In my parish, I regularly have the opportunity to what I do best.	3.64	3.70	3.70
E04. In the last month, I have received recognition or praise from someone in my parish.	3.00	3.12	3.18
E05. The spiritual leaders in my parish seem to care about me as a person.	3.82	3.81	3.85
E06. There is someone in my parish who encourages my spiritual development.	3.48	3.52	3.56

Questions Centered on Member Engagement - From Area: Do I belong?

E07. As a member of my parish, my opinions seem to count.	3.39	3.48	3.51
E08. The mission or purpose of my parish makes me feel my participation is important	3.93	3.82	3.84
E09. The other members of my parish are committed to spiritual growth.	4.05	3.88	3.99
E10. Aside from family members, I have a best friend in my parish.	2.96	3.99	3.99

Questions Centered on Member Engagement - From Area: How can we grow?

E11. someone in my parish has talked to me about the progress of my spiritual growth.	2.40	2.64	2.70
E12. In my parish, I have opportunities to learn and grow.	4.11	4.00	4.04

Life Satisfaction and Inviting Others to Our Parish

Over 67% of our parishioners agreed or strongly agreed that they are satisfied with the way things are going in their lives. What is particularly gratifying is that we were significantly higher than Catholic Parishes and All Churches in taking the time to invite others into our parish.

Questions Centered on Outcomes	St. Monica Mean (AVG) Score	All Churches Overall	
		Catholic Parishes Overall	
Overall, I am extremely satisfied with the way things are going in my personal life.	3.85	4.01	3.99
In the last month, I have invited someone to participate in my parish.	3.02	2.53	2.60

	<u>0</u> to <u>1</u> HRS	<u>1</u> to <u>2</u> HRS	<u>2</u> to <u>3</u> HRS	<u>3</u> to <u>4</u> HRS	<u>4</u> to <u>5</u> HRS	<u>5</u> to <u>6</u> HRS
St. Monica	49%	19%	10%	7%	4%	11%
Catholic Parishes	46%	21%	12%	7%	4%	11%
All Churches Overall	45%	21%	12%	7%	4%	11%



SANTA

MONICA



NOT A HAIR
OF YOUR HEAD
WILL BE LOST
YOUR ENDURING
WILL WIN YOU
YOUR LIVES

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We live in your presence, Holy Spirit of God,
Conscious of our need for mercy,
But aware that we are a community gathered in your name.

Come to us, remain with us,
And enlighten our hearts to live our mission.

Give us light and strength to know your will,
To make it our own, and to live it in our lives.

Guide us by your wisdom, support us by your power,
For you are God, sharing the glory of Father and Son.

You desire justice for all;
Enable us to uphold the rights of others;
Do not allow us to live in ignorance or blindness,
But permit us to live in the strength of your glory.

Unite our community of St. Monica to yourself in the bond of love
And keep us faithful to all that is true.

When we gather in your name, may we temper justice with love,
So that all of our work and reflection in your name
May bring you glory and earn the reward
Promised to good and faithful servants.

We ask this of you who live and reign with the
Father and the Son, one God, for ever and ever. Amen

