



Cultivating  
*Connections*  
in Christ

DIOCESE OF DES MOINES

# Accompanying Youth in *Discipleship*

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PARISH TOOLKIT

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# Accompanying Youth in *Discipleship*

## INTRODUCTION

*In the words of St. John Paul II, the pope of the youth:*

“My dear young people, only Jesus knows what is in your hearts and your deepest desires. Only He, who has loved you to the end (cf. Jn 13:1), can fulfill your aspirations. His are words of eternal life, words that give meaning to life. No one apart from Christ can give you true happiness. By following the example of Mary, you should know how to give Him your unconditional “yes.” There is no place in your lives for selfishness or laziness. Now more than ever it is crucial that you be “watchers of the dawn,” the lookouts who announce the light of dawn and the new springtime of the Gospel of which the buds can already be seen. Humanity is in urgent need of the witness of free and courageous young people who dare to go against the tide and proclaim with vigor and enthusiasm their personal faith in God, Lord and Savior.” (18th World Youth Day, April 13, 2003, #6)<sup>i</sup>  
This toolkit is provided to assist both urban and rural parishes in creating opportunities for encounters with Jesus Christ in their youth ministry programs. It is designed to assist youth ministry programs in creating disciples who will live their lives in Christ through prayer and sacramental encounters.

The mission of this document is to guide parishes in developing programs for youth that focus on an encounter with Jesus Christ and that accompany the youth in their developing relationship with Christ not only through teachings but also through prayer and encounters with the sacraments.

The main focus is to lead those who minister to youth to form deep, intimate bonds with Jesus through personal and collective experiences of encounter, friendship, and communion and then to model the same to our youth. The philosophy of this document is that we need youth in our church to bring new life. As Pope Francis shares, “everything Christ touches becomes young, new, full of life” (Christus Vivit).<sup>ii</sup>

## ASSESSING YOUR PARISH

The U.S. bishops issued in 1997 a statement called “Renewing the Vision: A Framework for Catholic Youth Ministry.” This document is a blueprint for effective ministry.

- Parishes should be a place where young people are welcomed, grown in Jesus Christ, and minister side by side with the adults of the community...Young people should feel a sense of belonging and acceptance as full-fledged members of the community.
- Parishes should have programs for young people that recognize their special talents and role in the life of the Church. They bring to the community youthfulness, energy, vitality, hopefulness, and vision. In parishes, young people need to have a wide variety of opportunities to use their gifts and to express their faith through meaningful roles. They will develop a spirit of commitment within a community only through actual involvement in the many ways the Church exercises and carries out its mission.
- If parishes are to be worthy of the loyalty and active participation of youth, they will need to become “youth-friendly” communities in which youth have a conspicuous presence in parish life. These are parish communities that value young people—welcoming them into their midst; listening to them; responding to their needs; supporting them with prayer, time, facilities and money.” (Renewing the Vision, p. 13)<sup>iii</sup>

## RENEWING THE VISION

*Renewing the Vision* lays out three goals for Youth Ministry:

- Goal 1: To empower young people to live as disciples of Jesus Christ in our world today.
- Goal 2: To draw young people to responsible participation in the life, mission, and work of the Catholic faith community
- Goal 3: To foster the total personal and spiritual growth of each young person.

*Renewing the Vision* identifies eight components of an integrated approach to achieving these three goals. They are listed alphabetically, not in order of importance. They are not of equal importance. The eight components are:

1. Advocacy: assessing how well youth are integrated into the life, mission, & work of the Catholic community.
2. Catechesis: helping youth develop a deeper relationship with Jesus Christ, and increase knowledge of the Catholic faith.
3. Community Life: build an environment of love, support, appreciation for diversity that models the Catholic principles, developing meaningful relationships; and nurtures Catholic faith.
4. Evangelization: sharing the good news of the reign of God and inviting youth to hear about the Word Made Flesh.
5. Justice & Service: nurture in young people a social consciousness & commitment to a life of justice and service rooted in their faith in Jesus Christ, in the Scriptures, and in Catholic social teaching.
6. Leadership Development: calling forth, affirming, and empowering the diverse gifts, talents, and abilities of adults.
7. Pastoral Care: promoting positive adolescent and family development, caring for adolescents and their families, and providing guidance as young people face life decisions.
8. Prayer and Worship: celebrates and deepens young people's relationship with Jesus Christ through communal prayer and liturgical experiences, incorporates young people more fully into the sacramental life, and nurtures personal prayer life of young people.



## PARISH ASSESSMENT

The following questions are designed to assess the effectiveness of youth ministry in your parish. Answer the questions as accurately and honestly as possible. During this process, keep in mind the environment and realities of the parish as they currently exist, not as they may/could/should exist at some point in the future.

*This tool is designed as a resource to assist your youth ministry team discover where your parish's ministry to, with, and for young people could be enhanced. It is not intended to criticize parish leadership or to demean ministry efforts currently underway.*

### DEVELOPMENTALLY APPROPRIATE

1. We provide developmentally appropriate experiences, programs, activities, and resources to address the unique developmental and social needs of both young and older adolescents.

*This needs growth*

*We try to do this*

*We do this well*

### FAMILY FRIENDLY

2. We partner with parents in developing the faith lives of their adolescent children.

*This needs growth*

*We try to do this*

*We do this well*

3. We develop a variety of approaches, programs, activities, and strategies to respond to family needs.

*This needs growth*

*We try to do this*

*We do this well*

4. We help provide programs, activities, resources, and strategies designed to enrich and promote family life and faith at home, both individually and with other families.

*This needs growth*

*We try to do this*

*We do this well*

### INTERGENERATIONAL

5. We involve adolescents in parish life and help develop intergenerational relationships that provide young people with opportunities already available in the parish community.

*This needs growth*

*We try to do this*

*We do this well*

6. We identify and develop leadership opportunities in the parish and create support networks for young people by promoting mentoring relationships across generations.

*This needs growth*

*We try to do this*

*We do this well*

### MULTICULTURAL

7. We provide specialized ministry to youth of particular racial and ethnic cultures and promote multicultural awareness among all youth.

*This needs growth*

*We try to do this*

*We do this well*

8. We recognize, value, and respond to the diverse ethnic and cultural backgrounds and experiences that exist among adolescents and develop culturally responsive and inclusive programming to address their needs.

*This needs growth*

*We try to do this*

*We do this well*

9. We help youth identify and explore their own ethnic roots and cultural expressions in order to understand their own and others' ethnic practices.

*This needs growth*

*We try to do this*

*We do this well*

10. We recognize that the specific content of adolescent tasks and competencies varies by culture, such as the way young people attain individual autonomy.

*This needs growth*

*We try to do this*

*We do this well*

11. We recognize the effect that family ethnicity has on adolescent development in areas such as decision making and social relationships.

*This needs growth*

*We try to do this*

*We do this well*

12. We welcome and empower all young people and develop leaders who reflect the ethnic characteristics of the programs' participants.

*This needs growth*

*We try to do this*

*We do this well*

13. We train all staff to be culturally competent.

*This needs growth*

*We try to do this*

*We do this well*

14. We include young people and their families on advisory councils to help develop program content that is culturally appropriate and relevant to the needs of participants.

*This needs growth*

*We try to do this*

*We do this well*

15. We embrace multicultural awareness and respect for differences and diversity in the knowledge that we belong to a universal Church that embodies unity in diversity.

*This needs growth*

*We try to do this*

*We do this well*

16. We incorporate ethnic traditions, values, and rituals into programming.

*This needs growth*

*We try to do this*

*We do this well*

17. We provide opportunities for cross-cultural experiences and foster acceptance and respect for cultural diversity to help young people learn about, understand, and appreciate people with backgrounds different from their own.

*This needs growth*

*We try to do this*

*We do this well*

### **COMMUNITY-WIDE COLLABORATION**

18. We advocate on behalf of young people when public issues that affect their lives need to be addressed.

*This needs growth*

*We try to do this*

*We do this well*

19. We build partnerships among families, schools, churches, and organizations that sponsor common efforts to build a healthier community life and promote positive adolescent development.

*This needs growth*

*We try to do this*

*We do this well*

## LEADERSHIP

20. We utilize all the resources of the faith community in a comprehensive and integrated approach to ministry with adolescents.

*This needs growth*

*We try to do this*

*We do this well*

21. We involve a wide diversity of adult and youth leaders in a variety of roles necessary for comprehensive ministry.

*This needs growth*

*We try to do this*

*We do this well*

22. We educate the whole parish to its responsibility for young people, bring forth the community's resources, and encourage and empower the community to minister to young people.

*This needs growth*

*We try to do this*

*We do this well*

23. We experience cooperation among the leaders, ministries, and programs in our faith community as we work together to achieve the three goals of the Church's ministry with youth.

*This needs growth*

*We try to do this*

*We do this well*

## FLEXIBLE AND ADAPTABLE PROGRAMMING

24. As the people of God, we are all called to welcome others into the Church, to introduce them to a lifelong relationship with Jesus, and to accompany them on their journey of faith. A comprehensive approach incorporates the following elements in developing ministry programming for adolescents. *Please evaluate each statement (Y=yes; N=no):*

\_\_\_ We have a diversity of programs.

\_\_\_ We have age-specific programs for younger and older adolescents.

\_\_\_ We have family-centered programs for the entire family.

\_\_\_ We have intergenerational parish programs.

\_\_\_ We have community-wide programs

\_\_\_ We have a balanced mix of programs, activities, and strategies that address the eight components of youth ministry listed above.

\_\_\_ We have a variety of approaches to reach all adolescents and their families including parish, school, and community-wide programs.

\_\_\_ We have small-group programs.

\_\_\_ We have home-based programs, activities, and resources.

\_\_\_ We have one-on-one and mentoring programs and activities.

\_\_\_ We have independent or self-directed programs.

\_\_\_ We have a variety of scheduling options and program settings to respond to the reality of the busy lives and commitments of adolescents and their families.

\_\_\_ We use current technology to facilitate communication in program development and implementation.

25. Based on the above assessment, we have flexible and adaptable program structures that address the changing needs and life situation of today's young people and their families.

*This needs growth*

*We try to do this*

*We do this well*

## BEST PRACTICES

Through the mission of providing an encounter with Jesus Christ within the youth, this toolkit provides three recommendations to create a culture that fosters an encounter with Jesus Christ through guiding principles and references. You can find guiding principles and references for each recommendation later in this document.

For more information, contact Jessica Pancho, Director of Youth Evangelization, at 515-237-5051 or [jpancho@dmdiocese.org](mailto:jpancho@dmdiocese.org).

### **RECOMMENDATION 1: OFFER FORMATION OPPORTUNITIES**

Offer formation opportunities for youth ministers that foster discipleship and create professional and social relationships among them.

### **RECOMMENDATION 2: CREATE AN ENCOUNTER CULTURE**

Create a culture that promotes encountering Jesus Christ through different forms of prayer and focus on the Eucharist in ways that are appropriate for each stage of the lives of young people

### **RECOMMENDATION 3: CONDUCT SMALL GROUPS**

Conduct small groups at the parish level among youth, and provide discipleship training for small group leaders.

## **RECOMMENDATION 1: OFFER FORMATION OPPORTUNITIES**



*Offer formation opportunities for youth ministers that foster discipleship and create professional and social relationships among them.*

### **GUIDING PRINCIPLES:**

- All youth ministers should participate in yearly education as approved by the Diocese.
- All youth ministers participate in regular spiritual formation.
- Youth ministers participate in a diocesan Connection Group for fellowship and networking among leaders.
- Parishes follow suggested diocesan youth-minister job description.



## RESOURCES

### YEARLY FORMATION OPPORTUNITIES

- *Diocesan Youth Ministry Best Practices Workshop & Continuous Education* - The Diocese provides at least three yearly workshops and at-large gatherings for parish leadership serving youth. It is recommended that all paid, full-time youth ministry leaders be required to participate in these events.
- *Diocesan EQ Saints Certificate Program in Youth Ministries Studies* - Equipping leaders with the knowledge, skills, tools, and techniques needed for creative and comprehensive youth ministry. The Certificate Program in Youth Ministry Studies™ helps to create a common vision for effective youth ministry in the Diocese or region, forging a connected network of leaders and promoting collaboration among parishes, schools, and diocesan staff. <https://eqsaints.com/>.

### EXPECTATIONS FOR SPIRITUAL FORMATION

- *Make a retreat annually* - Creighton Retreat Center, Cloisters on the Platte, Emmaus House, or St. Thomas More Retreat Center are great resources.
- *Attend monthly spiritual direction* - To find a spiritual director visit [dm-diocese.org](http://dm-diocese.org) or contact John Gaffney at [jgaffney@dm-diocese.org](mailto:jgaffney@dm-diocese.org).
- *Sacramental life* - Attend Sunday Mass weekly and daily Mass as often as possible, participate in the sacrament of reconciliation monthly or more frequently as needed.
- *Personal prayer* - We cannot give what we do not have, spend 30 minutes a day in personal prayer.

### ADDITIONAL RECOMMENDED FORMATION OPPORTUNITIES

- *Project YM: Thriveanooga*, <https://www.thrive.rs/thriveanooga/2024>
- *LifeTeen Youth Ministry Convention*, <https://lifeteen.com/events/catholic-youth-ministry-convention/>
- *SEEK: Campus Minister Track*, <https://focus.org/what-we-do/conferences/>
- *Catechetical Institute*, <https://franciscanathome.com/about>
- *Encounter School of Ministry* <https://encounterschool.org/>

### DIOCESAN REGIONAL GROUPS

Connections Groups are local small-group communities of parish formation leaders (religious education, youth ministry, adult formation/OCIA) convened by a member of our diocesan evangelization team. They will gather in-person or virtually from two to four times per year to: 1) encourage parish collaboration; 2) work on common goals and pastoral opportunities found in local formation programming; and 3) leverage one parish's strengths with another's challenges.

Connections Plus is a one-year mentoring process designed to partner with parish leadership and help on-board a new staff member. The Diocese will work with local experienced parish staff and equip them with resources to help the new mentee.

*For more information, contact Jessica Pancho at [jpancho@dm-diocese.org](mailto:jpancho@dm-diocese.org).*

## **YOUTH MINISTRY JOB DESCRIPTION AND ROLE ASSESSMENT**

### **Position Purpose:**

- The youth minister's role is to imitate Christ and to disciple small group leaders so small group leaders can disciple their student groups at a high level of excellence.
- It is important for youth ministers to be spiritually healthy themselves by, seeking spiritual direction, and spending time with the Lord in prayer.
- It is the role of the youth minister to recruit, train, and disciple small group leaders so that they may disciple small groups of middle school and high school students.
- The youth minister also offers a variety of experiences for students to have initial encounters with God, to continue to build their relationships with God, and to be an active part of the Church and their parish community.
- The youth minister forms a comprehensive youth ministry program including the following themes and components from "Renewing the Vision": Advocacy, Catechesis, Community Life, Evangelization, Justice & Service, Leadership Development, Pastoral Care, Prayer and Worship.

### **Primary Responsibilities:**

- Daily prayer, discernment and visioning for the ministry on a continuous basis
- Set up and maintain an official prayer team of parishioners to intercede for youth discipleship at the parish. Provide updates and prayer intentions to the team.
- Collaborate and discern youth ministry vision with pastor.
- Participate in relational ministry with youth, including but not limited to visiting youth at their school or extracurricular activities.
- Collaborate with lay leaders and parish staff.
- Extend personal invitations to youth to participate in the life of the Church
- Recruit and train small group leaders within the Diocese of Des Moines
- Provide ongoing accompaniment and oversight of small group leaders
- Partner with Newman Centers, FOCUS Missionaries, and other campus ministries at colleges, including campus visits
- Collect feedback from youth and small group leaders through surveys and qualitative interviews and reassess ministry practices annually

### **Requirements:**

- Meaningful experience leading others into discipleship, or willingness to attend equivalent discipleship training.
- Catholic in good standing with the Church
- Actively striving in personal relationship with Christ with strong motivation for the salvation of souls
- Strong interpersonal skills, including communication & conflict management skills
- Organized, Ability to backwards plan
- Ability to relate to many different groups of people
- Ability to work autonomously, strong self-initiative
- Ability to work weekends and evenings
- Limited travel required
- Understands culture of parish

## RECOMMENDATION 2: CREATE AN ENCOUNTER CULTURE

*Create a culture that promotes encountering Jesus Christ through different forms of prayer and focus on the Eucharist in ways that are appropriate for each stage of the lives of young people.*

### GUIDING PRINCIPLES:

- Encourage and offer to all students the opportunity to attend one faith-related experience each year, such as diocesan retreats, mission trips, pilgrimages, and conferences.
- Encounter experiences should meet students where they are in their faith journey, from initial encounters with Christ to renewal and deepening of faith.
- If no encounter opportunities currently exist at a parish, they should first be created and offered for middle school students. As initial opportunities bear fruit, high school encounter opportunities will be in greater demand as students age.
- Diocesan retreats should be overseen by a diocesan core team for sustainability and consistency of retreats offered.
- Key Diocesan Encounter Components:
  - Eucharistic aspect in every retreat
  - Small-group component for discussion
  - Exposure to different forms of prayer (such as praying with Scripture, Liturgy of the Hours)
- Diocesan retreats should aim to be three days long (Friday night to Sunday afternoon) and to take place at a retreat center if possible.
- Financial aid should be available so that every student has the opportunity to encounter Christ in this way.



## **RECOMMENDED RETREATS**

### **LUKE 18 MIDDLE SCHOOL RETREAT - ST. LOUIS/KC DIOCESE**

The Luke 18 retreat offers seventh- and eighth-graders the opportunity to take a step back from everyday life to prayerfully consider who they are and who God is calling them to be. The retreat is led by an adult core team and high school volunteers. The talks are given by current high schoolers, allowing for an opportunity to hear words of wisdom from older teenagers who have allowed the Lord to work His wonders in their own lives.

Learn more at <https://impactym.org/ministries/retreats/luke-18/>

### **KAIROS - CHRISTY SHEAFF, DOWLING CATHOLIC HIGH SCHOOL**

Kairos is a four-day retreat recommended for sophomore and juniors. Kairos, which means “the Lord’s time,” not only gives students an opportunity to explore their own hearts but also draws them closer to God and each other in an intensely powerful way. This retreat significantly impacts students and strengthens their ideals and values as Christian leaders.

### **ST. THOMAS MORE RETREAT CENTER**

The St. Thomas More Retreat Center in Panora, Iowa, offers different opportunities throughout the year for youth retreats based on grade level, or retreat theme. <https://stmcenter.com/>

### **DAMASCUS MIDDLE SCHOOL & HIGH SCHOOL RETREATS**

Each 2-night, 3-day retreat at Damascus follows a program designed to give students a unique, powerful, and joyful experience of the Catholic Church and invite them to take the next step in their faith.

Learn more at <https://www.damascus.net/parish-school-retreats>

### **LIFE ON THE EDGE: COLORADO**

A nine-day, intense spiritual, physical, and catechetical experience of our Catholic faith. This retreat will guide older high school students closer to God, to their peers, and to their own selves as they learn to overcome challenges that they feared were beyond their potential. The goal is to give participants an awareness of the strength they have through God’s grace to overcome all the challenges they will face as they grow older and leave the faith communities that raised them.

Learn more at <https://dbqarch.org/life-on-the-edge-colorado-lotec>

### **CHRIST IN OTHERS RETREAT**

Christ in Others Retreat- C.O.R. is a Catholic weekend retreat for teens (grades 11 & 12) and young adults. It aims at providing the participants with a genuine experience of the Catholic community. It is a weekend for encountering Christ, self-discovery, friendship making, healing of family relationship, reviving one’s faith, rejoicing in one’s goodness.

## RECOMMENDED ENCOUNTER EXPERIENCES



### NCYC (NATIONAL CATHOLIC YOUTH CONFERENCE)

NCYC (National Catholic Youth Conference) is a powerfully unique three-day experience of prayer, community, evangelization, catechesis, service, and empowerment for Catholic teenagers (of high school age) and their adult chaperones. The Diocese of Des Moines organizes a biennial trip to NCYC in Indianapolis.



### SEEK CONFERENCE

SEEK is a collaboration led by FOCUS, a Catholic outreach organization that shares the hope and joy of the Gospel with the world. This retreat is recommended for high school seniors only.



### STEUBENVILLE CONFERENCES

Since 1975, Steubenville Conferences have been creating the sacred space for adults and teens to experience firsthand the love of Jesus Christ through the power of the Holy Spirit. These retreats are held in Steubenville, OH each summer.



### CATHOLIC YOUTH CAMP

Catholic Youth Camp is an oasis for young people to leave behind the difficulties of life to discover adventure, community and experience God's profound love. We combine dynamic Catholic spirituality with the fun and activities of camp.

## RECOMMENDATION 3: CONDUCT SMALL GROUPS

*Conduct small groups at the parish level among youth, and provide discipleship training for small group leaders.*

### GUIDING PRINCIPLES:

1. Small groups are led by leaders who are authentic faith witnesses.
2. Small group leaders receive initial discipleship training from the diocesan youth office and ongoing annual training.
3. Small group leaders receive ongoing oversight and accompaniment from parish youth minister.
4. Small groups are made up of five to six students rooted in real relationships and remain consistent throughout the year. Ideally these students are the same gender if parish size allows. If possible, small groups members should be in the same grade for the sake of ongoing consistency.
5. Small group content should be open to the Holy Spirit but generally should follow a discipleship content roadmap (an example of one is listed in resources).

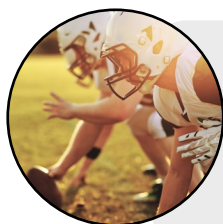
### SUCCESS STORIES

The following are statements from youth and youth ministers about their experiences, including Ut Fidem. This is a program at Dowling Catholic High School that strives to develop high school students into intentional disciples who will keep the faith, especially during their college years.



“Ut Fidem has given me a community that I didn’t know was possible. Our faith tells us that we should not go on this journey alone, and Ut Fidem pushed me out of my comfort zone (in a good way) to share my faith with others. ‘As iron sharpens iron, and one man sharpens another’ Proverbs 27:17.”

“We have gone to a primary, small-group model for youth group three times a month. We meet in our small groups and the other week we meet as a large group. Our small group nights we still ALL meet together at the beginning and do an opening game/activity for 15 minutes. We all come back together as a large group at the end to do our circle prayer. I have told the mentors that the MOST important thing is relationship, relationship, relationship! So they have taken time to just play games with their small group to get to know them and to break down their walls. This has been very helpful. My small group I have had the last 3 years...These girls have said that small group is the best part of their week! They love it and it fills my soul so much joy being with them and watching their faith grow!”



“I was always taught to be tough and to show little feelings as possible so meeting with a group of guys once a week wasn’t something that interested me. However, when the Lord decided to pierce my heart with HIS love through the fraternity that came with football and wrestling, it became instant and ever since then I have been searching for hearts (with God as my compass) who need a place of belonging.”

## RESOURCES

### DIVINE RENOVATION

Divine Renovation accompanies priests and lay leaders who desire to see their parish come alive by providing them with the tools and coaching they need to bring renewal. Inspired by Fr. James Mallon's book Divine Renovation.

Learn more at <https://divinerenovation.org/>



### UT FIDEM

Local and national ministry doing small groups with high school students. Ut Fidem can offer training to small-group leaders if they are already authentic witnesses. Small-group content recommendations provided.

Learn more at [www.utfidem.org](http://www.utfidem.org)

### UT FIDEM'S DISCIPLESHIP CONTENT ROADMAP

This roadmap should be fluid. Move with the Holy Spirit when directed otherwise in prayer. Additionally, if pressing questions or current events come up, respond to them.

Unit 1 - Presenting the Gospel, Seeing authentic witness and asking themselves what they're seeking

Unit 2 - Prayer & Hearing God's Voice , Encountering God in Group

Unit 3 - Eucharist & Reconciliation, Learning the why behind the Sacraments

Unit 4 - Virtue Building, Does my life reflect the life of Christ?

Unit 5 - Leading others to Christ & the Necessity of Mission

Unit 6 - Building the Toolbelt, Defending and Answering Questions of the Faith

In each unit, small group leaders should bring in one guest speaker to provide witness from another source. Groups should do something that breaks their typical meeting mold by either attending an encounter-like event/retreat or sacrament together.

### ANDREW MINISTRIES

Based on the book The Art of Forming Young Disciples by Everett Fritz Andre Ministries provides consulting and training to help parishes do small group discipleship.

Learn more at <https://andrew-ministries.com>

### YDISCIPLE

Small group leader training videos and small group content at [ydisciple.com](http://ydisciple.com)

## BOOK RECOMMENDATIONS

- *Forming Intentional Disciples: The Path to Knowing and Following Jesus* by Sherry Weddell
- *The Soul of the Apostolate*, by Jean-Baptiste Chautard O.C.S.O
- *From Christendom to Apostolic Mission: Pastoral Strategies for an Apostolic Age*, by Monsignor James P. Shea
- *Foundations for Discipleship* by FOCUS
- *Discipleship Quads* by Steubenville Conferences

## REFERENCES

These survey statements were taken from Catholic Youth & Young Adult Ministry of the Diocese of Wilmington (<http://policymanual.cdowcym.org/files/AppendixOne.pdf>) and from National Federation for Catholic Youth Ministry (NFCYM) document Youth Ministry Program Assessment and Evaluation (<https://nfcym.org/resources/topics/program-assessment-evaluation/>).

i *St. John Paul II, Message of the Holy Father for the 18th World Youth Day, 2003, 6*

ii *Pope Francis, Christus Vivit 1*

iii *USCCB, Renewing the Vision 13*

iv *Mallon, J., Fr. (2014). Divine Renovation: Bringing Your Parish from Maintenance to Mission. Twenty-Third Publications.*