

## *St. Camillus Strategic Plan*

*(Approved by the Parish Council on September 23, 2010)*

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## **I. List of Acronyms Used in the Document**

ASK -- Adults Seeking the Kingdom

BPP -- Best Practices for Parishes

CB -- Community Building

CBC -- Community Building Committee

CC - LP -- Catholic Community of Langley Park

CCD -- Confraternity of Christian Doctrine

CHSC -- Children's Stewardship Coordinator

CRE -- Coordinator of Religious Education

CRS -- Catholic Relief Services

CT -- Coordinating Team

DRE -- Director of Religious Education

DVD -- Digital Video Disk

F&PC -- Family and Pastoral Care

HIV -- Human Immunodeficiency Virus

HNP -- Holy Name Province

HR -- Human Resources

IOC -- Interfaith Outreach Committee

IT -- Information Technology

JPIC -- Justice, Peace and Integrity of Creation

LFF -- Lifelong Faith Formation

LFFD -- Lifelong Faith Formation Director

LP -- Langley Park

MCIC -- Montgomery County Interfaith Council

PC -- Parish Council

PRISCM -- Partnership for Renew in Southern and Central Maryland

PTSO -- Parent Teacher School Organization

RCIA -- Rite of Christian Initiation for Adults

RCIY -- Rite of Christian Initiation for Youth

SCC -- Small Christian Community

SSIHC -- Silver Spring Interfaith Housing Coalition

TBD -- To Be Determined

WTU -- Washington Theological Union

YM -- Youth Ministry

## II. The Origins of our Strategic Plan: The BPP Process

Best Practices for Parishes is a tool that makes use of small group survey and reflection, large group participation, and prayerful ordering of priorities for the future. The program offered St. Camillus a way to compare itself to other Catholic parishes in the United States, and to consider what is best about us, in what ways we most want to improve, and how we might chart a path for the future. The components of parish life in any church are complex and interrelated. In our parish, which is large, unusually diverse, and ambitious in its efforts, any effort to examine who we are and what we do was bound to get “messy.”

To help us impose some order on our thinking, the Best Practices for Parishes program divides parish life into seven main categories, and we chose to preserve those seven categories, which are: Catechesis; Community Building; Evangelization; Family & Pastoral Care; Justice, Peace and Integrity of Creation (we modified this one to include Integrity of Creation issues); Prayer & Worship; and Stewardship. Early in 2009, we began with small-group surveys and discussions. Each of the seven categories was further divided into several small groups, and we made a particular effort to accommodate the three main languages of St. Camillus. A total of 38 small groups, ranging in size from 4 to 14 people, met, completed surveys and conducted discussions focused on general recommendations. We also designed and administered a “By- Mass” survey for parishioners. Eighty-one parishioners from all 8 Masses participated in the “By-Mass” surveys, and the issues that emerged from these surveys were incorporated, together with the small group reports, into summaries for the Town Hall meetings.

Seven Town Hall meetings were held in three language groups on three Saturdays in September and October, and were open for anyone who was interested. In these meetings, participants were invited to come, discuss the draft report based on the small-group meetings, and recommend how we might order our priorities within that broader category. Each of the seven Town Hall meetings had at least 33 participants. The best-attended Town Hall meetings were those concerning Justice, Peace and Integrity of Creation and Family & Pastoral Care. English-language participation was highest for Justice, Peace and Integrity of Creation and for Prayer & Worship. Spanish participation was highest for Evangelization and Catechesis. French Participation was highest for Family & Pastoral Care and Catechesis. A total of 270 participants were involved across the seven Town Hall meetings to discuss the recommendations that came out of the By-Mass surveys and the small group discussions. Many parishioners participated in more than one of the meetings.

The recommendations generated by the small group recommendations, and the priorities given to those recommendations by the votes of Town Hall meeting participants, gave the Parish Council clear guidance as to priorities for St. Camillus’ future. The Parish Council convened October 30-31 and prayerfully considered these results. During two days of discussion, Goals for each of the seven BPP areas were selected by the Parish Council. The Parish Council also generated suggestions for how to meet these goals – but it was agreed that seven working

groups would be created that could disregard the suggestions... as long as they generated proposals for how to meet each of the goals agreed on by the Parish Council.

The groups that were assembled to write the proposals for action agreed to be involved in implementation of the proposals. This document is largely a result of their efforts and their commitments – although the Pastoral leadership and the Parish Council have made modifications as necessary.

**STATISTICS FROM THE BPP PROCESS**

	<i><b>Number of Small Groups</b></i> <i>Emphasis</i>	<i><b>By-Mass survey questions</b></i>	<i><b># of Recommendations discussed at Town Hall mtg.</b></i>	<i><b>Town Hall attendance</b></i>
Justice, Charity & Care of Creation	<b>7 Groups Total:</b> 3 Foundations 3 Integration 3 Participation 1 Actions for Justice & Charity 1 Participation in Solidarity 3 Care for Creation	4 questions concerned Justice, Charity and Care of Creation	29 recommendations went to the Town Hall meeting.	<b>Sept 12, 2009</b> <b>12:30-3:00</b>  <b>45 participants:</b> 29 English 8 Spanish 8 French
Stewardship	<b>5 Groups Total:</b> 3 Formation 1 Stewardship of Treasure 2 Time and Talent 1 Leadership 1 HR & Mgmt	1 question concerned Stewardship	19 recommendations went to the Town Hall meeting.	<b>Sept 12, 2009</b> <b>3:30-5:30</b>  <b>33 participants:</b> 18 English 6 Spanish 9 French

	<b>Number of Small Groups</b> <i>Emphasis</i>	<b>By-Mass survey questions</b>	<b># of Recommendations discussed at Town Hall mtg.</b>	<b>Town Hall attendance</b>
Prayer & Worship	<b>3 Groups Total:</b> 3 Liturgy 3 Prayer & Spirituality	38 questions concerned Prayer & Worship	38 recommendations went to the Town Hall meeting	<b>Sept 26, 2009</b> <b>10:00-12:00</b> <b>35 participants:</b> 24 English 3 Spanish 8 French
Community Building	<b>7 Groups Total:</b> 3 Pastoral Planning 2 Parish Council 2 Communications 2 Small Christian Communities 1 Social Opportunity	None	40 recommendations went to the Town Hall meeting.	<b>Sept 26, 2009</b> <b>1:00-3:00</b> <b>35 participants:</b> 17 English 8 Spanish 10 French
Catechesis	<b>6 Groups Total:</b> 3 Parish Learning 3 Learners 1 Sacraments 1 Catechetical Plan 1 Adult Catechesis 1 Catechists 1 Leadership	None	40 recommendations went to the Town Hall meeting.	<b>Sept 26, 2009</b> <b>3:30-5:30</b> <b>46 participants:</b> 14 English 18 Spanish 14 French

	<b>Number of Small Groups</b> <i>Emphasis</i>	<b>By-Mass survey questions</b>	<b># of Recommendations discussed at Town Hall mtg.</b>	<b>Town Hall attendance</b>
Evangelization	<b>6 Groups Total:</b> 3 Parish Identity 3 Hospitality 2 Welcoming and Inviting Others	11 questions concerned Evangelization	34 recommendations went to the Town Hall meeting.	<b>Oct 10, 2009</b> <b>1:30-3:00</b> <b>35 participants:</b> 4 English 25 Spanish 6 French
Family & Pastoral Care	<b>4 Groups Total*:</b> 1 Family Ministry 2 Marriage 1 Pastoral Care	None	27 recommendations went to the Town Hall meeting.	<b>Oct 10, 2009</b> <b>3:30-5:30</b> <b>42 participants:</b> 10 English 19 Spanish 13 French

Participation in the By-Mass Survey

Masses	Sat. 4:30 English	Sat. 6:30 Latino	Sun. 7:30 English	Sun. 9:00 English	Sun. 10:30 Multi-cultural	Sun. 12:30 Latino	Sun. 2:30 French	Sun. 5:00 Gospel
<b># of participants</b>	11	6	13	12	15	7	13	4

### **III. Summaries of Proposals for Each Area**

#### **Community Building Summary**

***Community Building Goal 1: St. Camillus has established a network of prayerful, well-supported and service-oriented small Christian communities that are actively involved in the life of the parish and are linked across the apparent cultural and linguistic barriers.***

CB Goal 1, Proposal 1: Establish a Community Building Committee (CBC) that will collaborate with all of our service and prayer-based Small Christian Communities (SCCs) and the Lifelong Faith Formation Director (LFFD) to nurture and support SCCs.

CB Goal 1, Proposal 2: Encourage and enable SCCs to seek out and welcome participants from all cultures and language groups.

CB Goal 1, Proposal 3: Conduct events, programs, retreats, and/or projects that involve multiple groups, and that reach across boundaries in language or culture.

CB Goal 1, Proposal 4: Support and enhance the Traffic Ministry. Increase participation as well as parishioners' cooperation with and appreciation of this critical service. Improve the safety and comfort of those who serve and make sure they are provided adequate resources and training.

***Community Building Goal 2: St. Camillus parish meets the needs of its diverse communities, but it also strives to connect these communities by way of increased communication and collaboration in various areas of the ministries of our parish. Information about the events and ministries at St. Camillus Church is readily available in a variety of languages and formats.***

CB Goal 2, Proposal 1: Establish a Communication Ministry (merged with the existing web/communication ministry) whose purpose includes increasing clear and consistent communication among ministries and SCCs. This Communication Ministry would focus on integrating and strengthening the various channels of communication (web site, bulletin, advertisements, phone trees, email lists etc.) to maximize the impact of communications by and between SCCs and ministries.

CB Goal 2, Proposal 2: Establish a self-sustaining **system** that connects individuals to communities, and supports the development of relationships among the many communities and ministries of St. Camillus.

CB Goal 2, Proposal 3: Encourage and sustain the creation and growth of SCCs by identifying new potential SCCs, and providing support, training, resources, advice, and information to new and existing SCCs. Work with the SCCs within St. Camillus to encourage the responsible and considerate use of shared resources, especially meeting space. Encourage groups to be aware of the parish events calendar and to respect the needs of other groups.

CB Goal 2, Proposal 4: The Communication Ministry shall maintain and extend the use of the web site and other information technologies to facilitate communication and to make it easier for SCCs and ministries to use these resources. This shall include establishing a process and sharing the knowledge for how SCCs and ministries can post their own information on the Parish website, with appropriate oversight by the Communication Ministry. The Communication Ministry shall also work with the many organizations of St. Camillus to increase their awareness of the parish events calendar, and how to respect the needs of other groups.

***Community Building Goal 3: The members of the Parish Council have a more visible presence in the life of our community, and the parishioners are well informed about their role.***

CB Goal 3, Proposal 1: The Parish Council codifies its operating procedures, and the role and responsibilities of members.

CB Goal 3, Proposal 2: Take specific steps to improve the visibility of the Parish Council and its members, including a commissioning/blessing annually, a posting of names and information on the church bulletin board, and make agendas and minutes available.

## **Evangelization Summary**

***Evangelization Goal 1: St. Camillus has an expanded range of opportunities for retreats and mission encounters that help the parish to continue to be evangelized and put into service the time, talent and treasure of its members so that they in turn are empowered to reach out and evangelize beyond the confines of the parish community.***

Evangelization Goal 1, Proposal 1: St. Camillus will hire a full time lifelong Faith Formation Director.

Evangelization Goal 1, Proposal 2: St. Camillus will offer two evenings of refectio each year to more fully evangelize our parish community.

Evangelization Goal 1, Proposal 3: St. Camillus parish will continue to serve the poor through the food pantries at our main campus as well as in Langley Park. In addition we will broaden volunteer opportunities and work on improving communication and cooperation.

Evangelization Goal 1, Proposal 4: Our Evangelization initiatives will continue to include non-Catholics and non-parishioners in mission trips and local St. Francis Builds opportunities (also Goal 3). Such an ecumenical collaboration will allow us to be evangelized by others and learn new perspectives on our own faith. We will also explore expanding our mission trips beyond Latin America.

***Evangelization Goal 2 : St. Camillus Church has developed effective and creative ways to welcome new people into our parish while communicating to them what a full membership in this faith community entails, and assisting those individuals in making a commitment to the life and ministry of our parish.***

Evangelization Goal 2, Proposal 1: In the first year of the plan, organize a Welcoming Committee, headed jointly by English, Spanish and French-speaking members of our parish. (This will be different

from the current Hospitality committee.) All greeters should have name tags or badges that say “Ask about St. Camillus.” Visitors will be offered a Welcoming Packet. The Committee will be established by the Stewardship, Evangelization, and Community Building groups, all of which emphasized the importance of creating such a committee.

Evangelization Goal 2, Proposal 2: Welcoming teams will be developed for each Mass. A list of those who are already greeters is needed so that those persons will be included in this initiative. Welcoming teams will be present at all church entryways 15 minutes prior and 15 minutes following all Masses to welcome the people attending Mass—especially those visiting for the first time. Ideally, the teams would include parish council members, youth, school children, families—all should have name tags or badges that say “Ask about St. Camillus.”

Evangelization Goal 2, Proposal 3: Towards the end of the first year and periodically thereafter, include a written welcome to newcomers in the weekly bulletin. Make Welcome cards readily available as well.

Evangelization Goal 2, Proposal 4: A Welcome Packet is currently being developed. It includes a registration card, a financial commitment card, and a list of ministries and activities identified by topic and age group.

Evangelization Goal 2, Proposal 6: After a person returns a registration card showing an interest in becoming a member of St. Camillus, he/she should be contacted and invited to attend a “New Member Social” (to be held periodically) where he/she can meet members of St. Camillus.

## Faith Formation Summary

***Faith Formation Goal 1: St. Camillus has developed a new vision and detailed plan for its Life-long Faith Formation program, including our parish school, which is based on the careful analysis of our pastoral realities and the best practices and curricula available in the area of faith formation for children, youth and adults.***

Faith Formation Goal 1, Proposal 1: Inventory the current catechetical programs for children, youth and adults by language groups.

Faith Formation Goal 1, Proposal 2: Establish a Faith Formation Board to assist the Offices of Faith Formation.

Faith Formation Goal 1, Proposal 3: Review and improve the resources available to those who will work on all levels in the area of Life-long Faith Formation.

Faith Formation Goal 1, Proposal 4: Begin a pilot program for Whole Community Faith Formation.

***Faith Formation Goal 2: St. Camillus parish has allocated sufficient financial resources and assembled a qualified staff that is capable of providing the high quality faith formation programs and making full use of digital media technologies. This approach to fostering a life-long process of faith formation includes family/ home-centered activities, small and large group learning, various types of retreats, Whole Community Faith Formation, and mission trips. It also effectively utilizes the resource that is our parish school, providing as many children as possible an intense faith formation experience.***

Faith Formation Goal 2, Proposal 1: Hire a full-time Director of Life-long Faith Formation (in progress; see also Community Building, JPIC, Evangelization, F&PC, and Stewardship).

Faith Formation Goal 2, Proposal 2: Further develop material that would assist and empower parents to take a more active role in transmitting and sharing faith with their children at home

***Faith Formation Goal 3: Through its online presence, St. Camillus parish has reached out to the unaffiliated and unengaged young adults that were actively engaged in social networking sites.***

Faith Formation Goal 3, Proposal 1: Establish a Communications Team to develop a comprehensive plan of communication that includes, but is not limited to, the integration of the most current technologies. (This is also addressed in Community Building, Family & Pastoral Care, Prayer & Worship, and JPIC).

***Faith Formation Goal 4: The catechetical program for children, youth and adults at St. Camillus parish is integrated within the overall pastoral ministry of the parish, which includes formation for a life of discipleship, prayer and worship, stewardship, leadership development, justice and service.***

Faith Formation Goal 4, Proposal 1: (Children's Program) Help the Office of Religious Education structure a more manageable, cost-effective system.

Faith Formation Goal 4, Proposal 2: (Service Program) Help better integrate service into education at all levels.

Faith Formation Goal 4, Proposal 3: (Seniors) Integrate Seniors into our Life Long Faith Formation efforts.

Faith Formation Goal 4, Proposal 4: (Education for JPIC) The JPIC group will identify and consider the best practices of several parishes and schools where justice, peace and the integrity of creation have been incorporated into their liturgical life, the Life-long Faith Formation programs, and the elementary and the middle school curricula. They will share what they learn with the Faith Formation team.

***Faith Formation Goal 5: The catechetical program offers an extensive system of support for lay catechists and parents of children in our Religious Education as well as the teachers and parents in our school.***

Faith Formation Goal 5, Proposal 1: Establish clear structures of support, supervision, accompaniment and evaluation for catechists, and systems of support for parents of children and youth in our LFF programs.

## Family and Pastoral Care Summary

***F&PC Goal 1: The parish supports couples in all stages of marriage – from PreCana through Marriage Enrichment – and takes advantage of worship opportunities to hold up the central role of the family in fostering a spiritual wellbeing of its members.***

F&PC Goal 1, Proposal 1: St. Camillus sponsors Couples and Family Retreats, alternating between the two.

F&PC Goal 1, Proposal 2: Consider the possibility of offering School Parents Night Out to support growth and communication of couples.

***F&PC Goal 2: Parish extends more opportunities for children to participate in the liturgical life of the parish.***

F&PC Goal 2, Proposal 1: St. Camillus will explore the possibility of designating an occasional general mass in each of the three languages on families with young children. This has been done annually with the Christmas evening mass, but could be expanded to also take place in ordinary time.

F&PC Goal 2, Proposal 2: St. Camillus will continue sponsoring and promoting the Teen Mass.

***F&PC Goal 3: St. Camillus parish has provided age appropriate worship alternatives for children and babies while creating and maintaining a sense of reverence and liturgical decorum among its adult members during Sunday liturgy.***

F&PC Goal 3, Proposal 1: St. Camillus is in the process of establishing a small cry room. For the first year of the Plan, the focus will remain on observing the extent to which the room helps address the needs of families with young children. Additional alternatives will be explored in subsequent years.

***F&PC Goal 4: St. Camillus parish has developed a Parish-wide Senior Ministry that addresses the needs of older parishioners in our diverse racial and ethnic communities.***

F&PC Goal 4, Proposal 1: Develop a senior ministry in incremental steps, beginning with a focus on areas where volunteers and resources have already been identified. This will be a joint project of the Family & Pastoral Care team and the JPIC team.

***F&PC Goal 5: St. Camillus parish has developed a strong support network for the bereaved by offering counseling and accompanying them through funeral procedures.***

F&PC Goal 5, Proposal 1: St. Camillus will create a referral booklet (online and in hard copy) for grieving families.

F&PC Goal 5, Proposal 2: St. Camillus will consider the possibility of establishing a group to provide support to families in a time of loss.

***F&PC Goal 6: St. Camillus has a system in place that can refer people to agencies that can help them in times of serious crisis.***

F&PC Goal 6, Proposal 1: By the third year of the strategic plan, St Camillus will have established written guidelines for supporting families and individuals in crisis. This will take the form of lists of resources and referrals, and will be available on the website and also provided to individuals on an as-needed basis.

## **Justice, Peace and Integrity of Creation Summary**

***JPIC Goal 1: St. Camillus Church has developed effective and creative ways of communication among the members of its diverse community, including the Parochial School, that initiate and deepen their engagement in justice, charity, peace and the integrity of creation outreach of our parish.***

JPIC Goal 1, Proposal 1: Broaden participation in social justice activities, including advocacy and direct service, among the many ethnic communities at St. Camillus. Empower these communities to deepen their understanding of local and global social justice issues and to take effective and appropriate action to address these issues.

JPIC Goal 1, Proposal 2: Extend and deepen awareness of, and participation in, the various JPIC programs among our parishioners and the St. Francis International School community. Foster communication and collaboration between our diverse parish groups and St. Francis International School and assist them in integrating direct service, advocacy and outreach efforts.

***JPIC Goal 1B: St. Camillus parish reaches out and collaborates with local communities of other Christian denominations and faith traditions as a witness to God's universal call and desire for justice, peace and harmony with all God's creatures, which are hallmarks of God's kingdom.***

JPIC Goal 1B, Proposal 1: Form an Interfaith Outreach Committee (IOC) that would develop and carry out plans to expand and strengthen St. Camillus' relationships with other local churches, synagogues, mosques and temples. Invite participation in this committee from the wider parish, but especially from interfaith families connected to the parish or school.

JPIC Goal 1B, Proposal 2: St. Camillus Church will actively promote the participation of parishioners in direct service, formation/education about specific social justice issues, and advocacy, building on our ties with organizations like the Interfaith Conference of Metropolitan Washington, the Montgomery County Interfaith Council, Holy Land Christian Ecumenical Foundation, Tent of Nations, and Churches for Middle East Peace.

***JPIC Goal 2: The JPIC ministry at St. Camillus is well coordinated and inclusive as it effectively collaborates across the diverse parish community and its school, St. Francis International.***

JPIC Goal 2, Proposal 1: Develop organizational structures that would ensure that the concern for justice, peace and the integrity of creation is a constitutive element in the ministries of all three language groups at St. Camillus church. Form linkages between the Spanish and French JPIC Teams, and the Parish-wide, multicultural JPIC Coordinating Team. In addition, the structures should be inclusive of participation by all ages, with special efforts to include youth and seniors.

JPIC Goal 2, Proposal 2: Enter into a dialogue with individuals and groups in the Parish who feel marginalized or excluded from entering into the full life of our parish community, e.g., gays, divorced, single/separated parents, interdenominational or interfaith marriages. Develop a plan that will help our parish to be more responsive to their needs.

***JPIC Goal 3: St. Camillus Church and School have significantly reduced their carbon footprint, making its building facilities and communal and individual practices of its members more ecologically sustainable.***

JPIC Goal 3, Proposal 1: The parish Energy Conservation committee – with the support of external consultants as needed to guide and support the committee – will review and decide on the bidding proposals on possible energy saving projects and will oversee the energy retrofitting efforts.

JPIC Goal 3, Proposal 2: The parish Energy Conservation committee will keep the parishioners informed about the ongoing energy conservation effort at St. Camillus campus, educating them not only about what we do in that regard, but also providing the theological justification for it and suggesting ways in which they as individuals and/or families can reduce their own carbon footprint.

***JPIC Goal 4: St. Camillus parish has made justice, peace and care for creation an integral part of its liturgical life, Life-long Faith Formation of its parishioners and the curriculum of St. Francis International School.***

JPIC Goal 4, Proposal 1: The JPIC ministry, Religious Education office and the Liturgy committee, will collaborate with respect to finding new ways of increasing liturgical literacy of the children, youth and adults, while helping them to make a more explicit connection between religious ritual and justice, peace and care for creation.

JPIC Goal 4, Proposal 2: The JPIC Ministry will work with the Youth Minister of the Parish on specific ways to further incorporate the JPIC teachings and advocacy into Youth Ministry, e.g., J-walking, movies with JPIC themes, CRS programs on global solidarity targeting youth, field trips, short retreats with JPIC themes, consistent ethic of life session in preparation for the March for Life. In the future, the JPIC Ministry will consider planning, developing and providing in-service workshop opportunities for catechists in each of our three major language groups.

***JPIC Goal 5: The JPIC ministries of the parish collaborate closely with the Finance Council to ensure allocation of appropriate resources for its ministry, and foster further communication, transparency and accountability vis-à-vis the larger parish.***

JPIC Goal 5, Proposal 1: The JPIC Coordinating Committee will submit to the Finance Council their recommendation and rationale for expenditures in the areas of Justice, Peace, and Integrity of Creation.

JPIC Goal 5, Proposal 2: The JPIC Coordinating Committee will review the funds included in our investment portfolio and will advise the Finance Council ways to ensure the parish funds are not invested in companies whose corporate actions are widely considered to be socially irresponsible and contrary to the teachings of our church or the directors of our Franciscan Province.

***JPIC Goal 6: St. Camillus will seek new ways to preserve the tradition of action to serve the poor and marginalized.***

JPIC Goal 6, Proposal 1: Provide a detail assessment of the current direct service outreach at St. Camillus to the poor and marginalized and, on the basis of input from our English, Spanish and French-speaking parishioners, develop a plan for a possible expansion of the present scope of serving the needs of the poor and marginalized.

JPIC Goal 6, Proposal 2: Provide our parishioners with more information about the successes and ongoing needs of our Langley Park mission outreach.

## ***Prayer & Worship Summary***

***Prayer & Worship Goal 1: Our liturgical celebrations will be characterized by full, conscious, and active participation.***

P&W Goal 1, Proposal 1: Every liturgical ministry in each of the three major language groups will have a volunteer coordinator in place. (Liturgical Ministry groups include: Lectors, Eucharistic Ministers, Altar servers, Ushers/Hospitality, Music/Choirs and Cantors, Art and Environment/ Decorating, Audio-visual, and Sacristan assistants.

P&W Goal 1, Proposal 2: An effort will be made to provide every liturgical ministry with the training and resources needed to lift their ministry performance to a higher level, and the liturgy committee will take the lead in helping all ministries understand how the new liturgy affects what they do.

P&W Goal 1, Proposal 3: The Liturgy Committee will be reorganized and expand its focus to undertake responsibility for meeting these strategic goals. The Liturgy Committee will begin this effort in the first year of the plan.

P&W Goal 1, Proposal 4: The liturgical assembly will be receiving continual formation for full and active participation in the liturgy. The congregation, as well as all the parish groups involved in prayer and worship, will need to be able to understand the rationale behind the

upcoming slight changes in the celebration of the Mass that are being mandated by the Vatican, and implement these changes. The Liturgy Committee will lead this effort, in coordination with the Lifelong Faith Formation Director beginning with Advent 2010, and will continue throughout the years of the plan.

P&W Goal 1, Proposal 5: The Liturgy Committee will work closely with the Archdiocesan Office of Worship and other multilingual parishes in the US that might provide us with helpful materials and guidance regarding how we can most successfully implement the upcoming liturgical changes. This collaborative effort will be lead by the Liturgy Committee, and will be completed by the start of the second year of the plan.

P&W Goal 1, Proposal 6: St. Camillus will strengthen its program for training and coordinating the ministry of Altar Servers

***Prayer & Worship Goal 2: The parish will have a completed master plan for its worship spaces and some relatively inexpensive elements of that plan will already have been undertaken.***

P&W Goal 2, Proposal 1: The Liturgy Committee will gather and review the guidelines and requirements issued by the Bishops Conference and the Archdiocese regarding church buildings and their renovations.

P&W Goal 2, Proposal 2: The friars and the Buildings and Grounds Committee will work with an outside consultant on developing proposals for windows, creation of a gathering space, improving grounds, improving acoustics, improving audio-visual capability; improving bathrooms, and creating auxiliary spaces.

P&W Goal 2, Proposal 3: Develop a five- year vision proposal for improving and expanding our worship space and the larger building envelope of St. Camillus church.

P&W Goal 2, Proposal 4: Once a larger vision has been established and the rules reviewed, St Camillus will identify which portions of the plan are of a high priority, relatively easy and financially doable.

P&W Goal 2, Proposal 5: The Liturgy Committee will review and begin to update our liturgical furnishings and vesture. (Vestments, banners, books, hymnals, candlesticks, etc.). The committee will review what the parish has and plan for replacements and updating as needed.

***Prayer & Worship Goal 3: Parishioners of St. Camillus will be offered a variety of ways in which they could increase and deepen their participation in liturgy and enrich their personal lives.***

P&W Goal 3, Proposal 1: The Liturgy Committee will make use of bulletin inserts and the website to encourage and inform parishioners of various styles of prayer and available resources.

P&W Goal 3, Proposal 2: The Liturgy Committee will plan, publicize, and hold a variety of communal prayer events (possibly including Liturgy of the Hours, Taize, Stations of the Cross, Benediction & Adoration, the Rosary, Communal Reconciliation ) beginning in the third year of the plan, and continuing forward.

P&W Goal 3, Proposal 3: The Liturgy Committee – in collaboration with the friars – will create a plan for facilitating and increasing our parishioners’ singing at Sunday liturgies in all languages.

***Prayer & Worship Goal 4: Parish establishes and supports multiple venues for the whole community including youth to participate creatively in its spiritual development through the use of arts (e.g. poetry, dance, photography, videos).***

P&W Goal 4, Proposal 1: St Camillus will create a strong Communications Ministry that is not exclusively focused on the website. (See Community Building, and Family & Pastoral Care for a full discussion)

P&W Goal 4, Proposal 2: St. Camillus will establish an Arts Committee and use it to enhance Liturgical celebrations beginning midway through the first year of the plan.

P&W Goal 4, Proposal 3: St Camillus will strengthen its training for and use of liturgical dance in celebrations.

## Stewardship Summary

***Stewardship Goal 1: The spirituality and practice of stewardship have been integrated into worship and promoted on a regular basis as a part of life long faith formation for St. Camillus parishioners among Spanish, English, and French-speaking parishioners and across various age groups.***

Stewardship Goal 1, Proposal 1: The process of developing a detailed plan for an Annual Stewardship Renewal is already underway. Early in the first year, the Stewardship Committee will have prepared a detailed plan for an Annual Stewardship Renewal effort.

Stewardship Goal 1, Proposal 2: Designate a Welcoming Sunday quarterly when, after some English, Spanish, and French Masses, new parishioners are invited to be officially welcomed and become registered members of the parish. (This proposal is most fully developed in the Evangelization chapter.) The Stewardship group is particularly concerned to see a stewardship component to the welcoming process.

Stewardship Goal 1, Proposal 3: Better inform parishioners of opportunities for volunteering and gift giving.

***Stewardship Goal 2: St. Camillus has a well run facility whose maintenance is managed by an integrated team of paid staff, outside contractors and volunteers, and which doesn't require significant involvement of the pastoral staff.***

Stewardship Goal 2, Proposal 1: Management of St Camillus Church and St. Francis School is likely to require a reorganization of maintenance plans. The possibility of such reorganization will be explored before the end of the Strategic Plan period.

***Stewardship Goal 3: St. Camillus has added a position of Director of Stewardship as a new staff member.***

Stewardship Goal 3, Proposal 1: St. Camillus will hire a Director of Stewardship/Development Director who will work closely with the Stewardship committee, the Lifelong Faith Formation team, the parish staff and other lay leaders of our parish to promote stewardship as a way of life among our multicultural faith community. That person will spearhead and oversee the creation of a comprehensive stewardship plan for the English, Spanish and French-speaking members of our parish.

Stewardship Goal 3, Proposal 2: In the third year of the plan, a well-done children's Lay Witness presentation will be incorporated into the Sunday liturgy of the parish.

Stewardship Goal 3, Proposal 3: The Stewardship Director, together with the Director of Religious Education will develop proposals for what resources are needed to assist the children in adapting stewardship as a way of life.

***Stewardship Goal 4: The Parish has a high level of transparency to all parishioners about finances, provides regular reports on Parish contributions, expenses, and budgets. Parishioners know who makes financial decisions and on what basis.***

Stewardship Goal 4, Proposal 1: Reports via the bulletin will continue to be delivered to the parish community annually, giving an account of total parish expenditures.

Stewardship Goal 4, Proposal 2: The Parish Council will strive to develop a better understanding of the budget. Members of the Finance Council are listed on the website.

Stewardship Goal 4, Proposal 3: Parish expenditures follow the priorities of the Strategic Plan.

## IV. Community Building

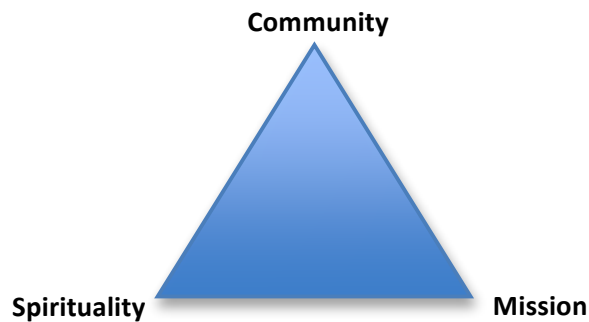
### Community Building Preface

*There are three (3) goals in the Community Building Area. The main themes of the goals are: support for Small Christian Communities (SCCs), communication between SCCs and throughout the parish more generally, and the role of the Parish Council.*

### **Concerning Small Christian Communities (SCCs)**

The committee struggled more than once with a definition for this term, which was central to the goals. The committee finally reached a common understanding that SCCs were most generally any group of people rooted in the Parish that comes together in an ongoing way for any purpose. This therefore includes groups oriented more toward spirituality (e.g. Small Faith Sharing/Discussion Groups) and those oriented more toward mission (e.g. Habitat for Humanity), and those oriented more toward community (e.g. Hospitality Ministry, notwithstanding its Fair Trade emphasis).

The committee found this picture useful for depicting the spectrum of SCCs:



All SCCs are somewhere on the continuum represented by the triangle. The committee felt that a perfectly balanced community (in the center) would in some sense be ideal, but recognized that not all SCCs could or should aspire to that.

### **Community Building Committee**

Some of the proposals called for the formation of a Community Building Committee (CBC). This did not necessarily involve a paid position on the staff, but rather a committee of parishioners devoted to building the St. Camillus Communities of all types. The nature of the committee, some key elements of its charter and its relationship to the Parish Council are defined in the proposals for Goal 1.

### **Communication Ministry**

Some of the proposals called for the formation of a Communication Ministry. This did not necessarily involve a paid position on the staff, but rather a committee of parishioners devoted to fostering communication. The nature of the committee, some key elements of its charter and its relationship to

the Parish Council are defined in the proposals for Goal 2. Note that this is distinct from the Community Building Committee, but there might be some overlap, and it could be that the two could be implemented as a single committee.

## **Community Building Goals and Proposals**

**Community Building Goal 1: *St. Camillus has established a network of prayerful, well-supported and service-oriented small Christian communities that are actively involved in the life of the parish and are linked across the apparent cultural and linguistic barriers.***

### **CB Goal 1, Proposal 1**

Establish a Community Building Committee (CBC) that will collaborate with all of our service and prayer-based Small Christian Communities (SCCs) and the Lifelong Faith Formation Director (LFFD) to nurture and support SCCs.

#### **Rationale/Explanation**

The CBC will help SCCs pursue the strategic goals of the Parish, especially the Community Building Goals articulated here. Specific CBC responsibilities will include: promoting and encouraging participation in existing SCCs, supporting and encouraging the formation of new SCCs, connecting SCCs to each other, and helping the SCCs align their various missions with the priorities of the parish.

#### **Action Plan**

<b>Action Steps</b>	<b>Responsible Parties</b>	<b>Time Frame</b>
Form CBC, including representatives from established SCCs, and at least one Parish Council member.	Parish Council	First year of plan
Meet regularly to implement Action Plans, monitor progress, and undertake new projects.	CBC SCC representatives	1 <sup>st</sup> meeting: First year of plan
Create and maintain list of SCCs with contact information for their coordinators.	CBC	First year of plan and onward

### **CB Goal 1, Proposal 2**

Encourage and enable SCCs to seek out and welcome participants from all cultures and language groups.

#### **Rationale/Explanation**

Ideally, SCCs would be willing and able to pursue their missions inclusively, by proactively opening and publicizing programs and projects to all cultures and language groups. This could take several forms,

including “**Multi-cultural SCCs**” that include, in a single community, members from different cultural and/or language backgrounds (e.g. the Multi-cultural Choir), or “**Parallel SCCs**”, multiple communities that operate in parallel in different languages, (e.g. the Pre-Canva ministry, which has English, Spanish, French communities).

### Action Plan

Action Steps	Responsible Parties	Time Frame
Submit information about recent and upcoming SCC events and activities to the Communication Ministry for inclusion in the Parish Newsletter. See CB Goal 2, Proposal 2 for more details about the newsletter.	SCCs and ministries are responsible for submitting information. Communication Ministry is responsible for making this easy.	When newsletter is established.
Review SCC purposes, activities and focus. Foster opportunities for SCCs better to reach their goals through inclusion and collaboration with other SCCs and with people from other cultural/language groups. (Means of communication are described with Goal 2).	CBC	First year and ongoing
Help SCCs prepare for the Ministry Fair, especially to have materials available in multiple languages.	CBC SCC representatives	During September 2011
Support the Stewardship group in its development of Welcoming Sundays (See Stewardship Goal 1, proposal 2) and ensure that SCC information is included	CBC Stewardship Committee Evangelization Committee	Soon after CBC forms

### CB Goal 1, Proposal 3

Conduct events, programs and/or projects that involve multiple groups, and that reach across boundaries in language or culture.

#### Rationale/Explanation

SCCs should be networked and integrated into the life of the Parish in order to increase the connections between SCCs and the overall sense of Parish-wide community. This would be accomplished through events such as dedicated worship/sacrament/reflection services and recognition of SCCs at weekly masses. Programs such as a reciprocal prayer network and projects such as Habitat for Humanity builds, would further connect SCCs through shared mission, celebration, and personal witness.

Action Steps	Responsible Parties	Time Frame	Cost Estimate
Hold a retreat for SCC participants and the CBC to develop a shared vision and plan to connect SCCs to other SCCs	CBC SCC participants	At least annually, target Fall 2011 for first one	Time
Hold regular (lay-run) worship/witness services focused on	CBC SCC representation	Monthly, commencing	Time

various SCCs to increase participation		Spring 2011	
Link separate SCCs as “buddy SCCs”, that would pray for each other, and take a special interest or supporting role.	CBC forms initial links between SCCs SCCs do the praying and communication	Fall 2011	Time

### **CB Goal 1, Proposal 4**

Support and enhance the Traffic Ministry. Increase participation as well as parishioners' cooperation with and appreciation of this critical service. Improve the safety and comfort of those who serve and make sure they are provided adequate resources and training.

### **Rationale/Explanation**

The Traffic Ministry has grown and is doing an excellent job, but needs continued encouragement, participation from across the many language groups of St. Camillus. Their contribution to our safety and our ability to fit so many people in one space is a very important one. They should be integrated into relevant coordinating bodies.

<b>Action Steps</b>	<b>Responsible Parties</b>	<b>Time Frame</b>
Hold a meeting to determine how best to support and enhance the Traffic Ministry. Some aspects to consider: <ul style="list-style-type: none"> <li>• Educating parishioners</li> <li>• State of equipment</li> <li>• Increased recruiting</li> <li>• Involving all language/cultures</li> <li>• Ways to show appreciation to those who serve</li> <li>• Parking lot flow/space utilization</li> <li>• Ongoing communication</li> </ul>	CBC and Traffic Ministry	As soon as possible
Develop a plan based on the meeting outcome.	CBC and Traffic Ministry	As soon as possible
Implement the plan	CBC and Traffic Ministry	As soon as possible

### **Community Building Goal 2**

***St. Camillus parish meets the needs of its diverse communities, but it also strives to connect these communities by way of increased communication and collaboration in various areas of the ministries of our parish. Information about the events and ministries at St. Camillus Church is readily available in a variety of languages and formats.***

## **CB Goal 2, Proposal 1**

Establish a Communication Ministry (merged with the existing web/communication ministry) whose purpose includes increasing clear and consistent communication among ministries and SCCs. This Communication Ministry would focus on integrating and strengthening the various channels of communication (web site, bulletin, advertisements, phone trees, email lists etc.) to maximize the impact of communications by and between SCCs and ministries.

### **Rationale/Explanation**

Parishioners frequently cite a lack of effective and consistent communication as a barrier to participating in SCCs. Information about events and communities is not consistently available in all the major languages spoken by the parish, and different sources of information (e.g. bulletin, web site, flyers) sometimes have conflicting details (times, locations etc.) about the same event. Thus there is a need for a more systematic and structured approach to communication.

### **Action Plan**

<b>Action Step</b>	<b>Responsible Parties</b>	<b>Time Frame</b>
Establish and charter a Communication Ministry to execute the communication projects and proposals described in the Strategic Plan.	Parish Council	First year of plan
The Communication Ministry shall necessarily collaborate closely with the LFFD, Parish Council and all the other major groups (JPIC, F&PC, Catechesis, etc.)	Parish Council to include this in the charter	First year of plan
The Communication Ministry shall take a multi-channel/multi-media approach to communication, using any and all appropriate and effective means to communicate, including the web site, bulletin boards, phone, email, printed media, etc.	Parish Council to include this in the charter	First year of plan
Develop plans and propose a schedule to implement communication projects and proposals as stated in the Strategic Plan and the Communication Ministry charter.	Communication Ministry	First year of plan
Review proposed plans and schedules, recommend changes/approve.	Parish Council	First year of plan
Establish a reporting schedule to report progress to the Parish Council.	Communication Ministry, Parish Council	First year of plan
The Communication Ministry will revisit their plan annually, determine what additional resources it needs (if any) and make a written proposal to be presented to the Parish Council.	Communication Ministry	Beginning of second and third year of plan

## **CB Goal 2, Proposal 2**

Establish a self-sustaining **system** that connects individuals to communities, and supports the development of relationships among the many communities and ministries of St. Camillus.

### **Rationale/Explanation**

Active, thriving SCCs and ministries, and committed, involved parishioners nourish and support each other to sustain a strong, vibrant community. It is necessary constantly to reach out to parishioners to help them become and remain involved in SCCs and ministries. Similarly, SCCs and ministries can be of more help to each other if there is a structure for understanding shared needs and complementary resources or skills. Frequently, several SCCs and/or ministries may face identical or at least very similar challenges. These needs and challenges are opportunities to strengthen ties between SCCs and ministries, increase communication, foster mutual support and encourage collaboration. For example, Seniors who may need help learning to use computers might be matched to IT-savvy youth groups wanting to do community service (youth ministry). Another example would be multiple faith-sharing groups that organize retreats. If information and resources could be effectively shared among the SCCs, it would not be necessary for each SCC individually to invent or discover solutions to common logistical problems of running retreats. Additionally, the system will not simply be a means “of meeting needs” but also of encouraging participation and collaboration of parishioners in the very act of meeting needs.

<b>Action Step</b>	<b>Responsible Parties</b>	<b>Time Frame</b>
Develop an integrated, multi-channel/multi-media approach to communication, using any and all appropriate and effective means to communicate, including the web site, bulletin boards, phone, email, printed media, surveys, etc. Developing this approach will require research and coordination with the LFFD and other affected groups. The remaining Action Steps below specify aspects to be covered by this plan.	Communication Ministry	First year of plan
Outreach to individuals that do not have connections to SCCs or ministries.	Communication Ministry	First year of plan
Develop and publish a Parish Newsletter with information about recent and upcoming SCC events and activities.	Communication Ministry	By end of first year of plan
Develop means for SCCs and ministries to advertise their needs (“help wanted”) and also what they have to offer (“help available”). Note that this could naturally fit in the Parish Newsletter.	Communication Ministry	First year of plan

Establish regular meetings (quarterly?) in which leadership of SCCs and ministries would meet to share news and information, and to brainstorm solutions to problems and opportunities for collaboration.	The Lifelong Faith Formation Director (or member of the Faith Formation team) can chair quarterly meetings	First year of plan
Use of space in the church for effective communications, e.g., a “calendar” white-board / ministry directory in back of church / new bulletin board	Communication Ministry	First year of plan
Encourage collaboration in various ministries that all parishioners benefit from (for example, the parking ministry) to encourage understanding and avoid overtaxing one particular community.	SCC leaders, various ministry coordinators/leaders	Second year of plan
Start a “translation ministry” organized similarly to the lectors, in which a pool of volunteers would take turns translating content as needed.	Communication Ministry	Early in the second year of plan

### **CB Goal 2, Proposal 3**

Encourage and sustain the creation and growth of SCCs by identifying new potential SCCs, and providing support, training, resources, advice, and information to new and existing SCCs. Work with the SCCs within St. Camillus to encourage the responsible and considerate use of shared resources, especially meeting space. Encourage groups to be aware of the parish events calendar and to respect the needs of other groups.

### **Rationale/Explanation**

Some parishioners that might otherwise join an SCC do not because of obstacles such as not knowing about what is available, not feeling comfortable approaching an established group, or fear of commitment. Some parishioners that might otherwise form new SCCs do not do so because they do not know how, or think somebody else is or should be doing it, or cannot find others with common interests with whom to collaborate. These barriers to joining or forming SCCs can be reduced or eliminated if the parish can provide support, training, resources etc. to the SCCs. Also, this support should be in the spirit of collaboration and growth so as to not come across as “telling the SCC’s what to do.”

### **Action Plan**

<b>Action Step</b>	<b>Responsible Parties</b>	<b>Time Frame</b>	<b>Cost Estimate</b>
Create a handbook with basic information about being an SCC and/or ministry within St. Camillus. Ensure leadership of all SCCs have access to this resource.	Parish Council/ Pastor would need to approve criteria.	Second year of plan	Printing costs

Hold annual retreat for leaders of SCCs and ministries to focus on nurturing spirituality, community and service within SCCs.	Coordination by Communication Ministry, but self-organized by leadership of SCCs. Possible connection to Servant Leadership program.	Second year of plan	Cost of a retreat i.e. facilities, meals etc.
Create an ongoing series of seminars/training/discussion groups to provide training and sharing about issues relevant to SCCs and ministries.	Coordination by Communication Ministry, but self-organized by leadership of SCCs. Possible connection to Servant Leadership program.	Second year of plan	Printing costs for resources. Could be covered by nominal fee for participants.
Consider new events and new types of events to reach out to those who are not already involved in a SCC. Suggestions: a one day "Parish Unity Retreat", soccer tournament.	CBC and Communication Ministry	Second year of plan	
Use some of the steps above to inform and remind leaders of SCCs of proper procedures for using resources such as shared spaces.	Communication Ministry	Second and third years of plan	

## **CB Goal 2, Proposal 4**

The Communication Ministry shall maintain and extend the use of the web site and other information technologies to facilitate communication and to make it easier for SCCs and ministries to use these resources. This shall include establishing a process and sharing the knowledge for how SCCs and ministries can post their own information on the Parish website, with appropriate oversight by the Communication Ministry. The Communication Ministry shall also work with the many organizations of St. Camillus to increase their awareness of the parish events calendar, and how to respect the needs of other groups.

### **Rationale/Explanation**

The newer software will enable groups to post their own information, although it is important that the Communication Ministry maintain oversight over the web site content. To support this, all groups and ministries will be invited to participate in a seminar on how to use the software. A training seminar will be offered four times in the first year, and repeated as needed in later years. Software alone will not resolve the problem of groups double-booking

space, or of groups being inconsiderate of the plans of other groups, so this should be incorporated into the training (see also CB Goal 2, Proposal 3).

<b>Action Step</b>	<b>Responsible Parties</b>	<b>Time Frame</b>	<b>Cost</b>
Establish website version 2	Currently underway	Currently underway	
Establish policies for privacy and appropriate use for the web site.	Communication Ministry	First year of plan	
Establish a standard process and format/template for organizations to update their information on the web site independently.	Communication Ministry	First year of plan	
Offer seminar for representatives of SCCs and Ministries to learn how to use the web site.	Communication Ministry	Offer four times in first year (after format is established), as needed thereafter	
Expand the E-bulletin mailing list: folks who wish to receive the bulletin electronically	Parish Secretary	Early in the first year of plan	Time to initially put together + manage a mailing list ( 1 hr / week)
Maintain the facebook “fan” page with events and invitations and regular postings	Webmaster	Already happening – continue and advertise	4 hours / week

***Other Options if Enough Time/Volunteers:***

- The Communication Ministry could serve as consultants to help SCCs and Ministries that request small-group training and assistance.
- The Communication Ministry might start an on-line “prayer chain” to better inform SCCs of each other’s concerns and prayer intentions.

**Community Building Goal 3**

***The members of the Parish Council have a more visible presence in the life of our community, and the parishioners are well informed about their role.***

***CB Goal 3, Proposal 1***

The Parish Council codifies its operating procedures, and the role and responsibilities of members.

## Rationale/Explanation

The Parish Council needs to have consistent and sustainable operating procedures, and all members need to take an active role during council meetings and in parish life between meetings. Currently many new members do not fully understand their role and responsibilities as council members during meeting and in the general parish life.

Action Steps	Responsible Parties	Time Frame	Cost Estimate
Establish a well-defined "welcoming process" for new P.C. members to give them a better sense of what they will be doing and to give them opportunities to ask questions.	Priests and P.C. (P.C. takes the lead)	In time for next Parish Council in June 2011.	8 hours for a committee of 3-4 people to plan
Assign each new P.C. member a mentor/buddy/resource person who is already on the council to assist with orientation.	Parish Council	In time for next Parish Council in June 2011.	Free
The parish council has revised and approved its by-laws, which outline its mission and purpose, the expectations of members, and the procedures of how meetings are run.	Parish Council	Second half of first year of plan	6-8 hours of a committee from the PC and 1-2 parish council meetings

## CB Goal 3, Proposal 2

Take specific steps to improve the visibility of the Parish Council and its members, including a commissioning/blessing annually, a posting of names and information on the church bulletin board, and make agendas and minutes available.

## Rationale/Explanation

Few parishioners know who the parish council is, what their role is, what they do, and how to interact with them. The council exists to advise the pastor in the liturgical, spiritual, sacramental, spiritual, and social life of the parish. Being in a good position to advise the pastor means parish council members need to have active relationships with parishioners at large.

Action Steps	Responsible Parties	Time Frame	Cost Estimate
Commissioning / Blessing of PC	Priests	annually after June elections	Zero
Post pictures of PC members w/ names + info in the church building on bulletin board	P.C.	In first year of plan	Less than \$5 for printing costs, few hours of labor to make the bulletin board

Announce at mass the P.C. agendas + minutes posted on the web	P.C. + Communication Ministry	In first year of plan	~2 hr web development + extra time for P.C. secretary + president to have agenda ready at least 1 week in advance
Every ministry and SCC is encouraged to connect with a Parish Council member who can serve as their liaison	P.C.	In first year of plan	Zero
P.C. members participate or have regular contact with their assigned ministries	P.C.	In first year of plan	Zero cost, just 1-2 hours every few weeks for P.C. members to contact/participate with their assigned ministry.

## V. Evangelization

### Evangelization Goal 1

*St. Camillus has an expanded range of opportunities for retreats and mission encounters that help the parish to continue to be evangelized and put into service the time, talent and treasure of its members so that they in turn are empowered to reach out and evangelize beyond the confines of the parish community.*

#### Evangelization Goal 1, Proposal 1:

St Camillus will hire a full time Lifelong Faith Formation Director (LFFD) Responsibilities would include: Implementing a variety of faith formation programs that respond to various needs of our diverse community, organizing retreats; coordinating and meeting with representatives of all committees; oversight of Adult Faith Formation, providing training and organizing courses for all ministries in the Parish, including Hearts Aflame, Dayton University and Internet Program.

**Rationale/Explanation:** Expansion of the existing catechetical program to a lifelong learning approach necessitates a significant amount of work and a high level of coordination, both of which call for creating a full-time Director of Life-Long Faith Formation. We are pleased that the effort to hire someone is already underway.

#### Action Plan:

- Establish search committee, develop full job description, advertise the position, and conduct interviews. Cost to the parish is estimated to be \$50,000/year.
- The Lifelong Faith Formation Director (LFFD) will work closely with the Coordinator of Religious Education and the Youth Minister.

#### Evangelization Goal 1, Proposal 2:

Each year, beginning in 2011, St. Camillus will offer two evenings of reflection, to more fully evangelize our parish community.

**Rationale/Explanation:** The Evangelization Committee followed the advice of the Parish Council to offer two evenings of reflection. While the Evangelization Committee cannot dictate to other committees, we felt that these events should be planned with the Liturgy Committee under the guidance of the new Lifelong Faith Formation Director (LFFD).

**Action Plan:**

- Evangelization Committee , in cooperation with the LFFD and the Liturgy Committee, will plan two evenings of reflection : the first one, between September and November 2011, preparing our parishioners for Advent, the second one, between January and February 2012 in preparation for Lent.
- The success of these efforts will help determine the frequency of future Evenings of Reflection.

**Evangelization Goal 1, Proposal 3:**

St. Camillus parish will continue to serve the poor through the food pantries at our main campus as well as in Langley Park. In addition we will broaden volunteer opportunities and work on improving communication and cooperation.

**Rationale/Explanation:** The Food Pantry has offered an important opportunity through which our parishioners continue to offer time, talent and treasure so serve the needy. It has also empowered them to reach out and evangelize beyond the confines of the parish community. The food pantry ministry extends to non-parishioners as well as non-Catholics and allows them to jointly serve the poor.

**Action Plan:**

- Food Pantry volunteers, under the leadership of Joan Conway, will continue to serve the poor through giving of food at St. Camillus and Langley Park's Food Pantries.
- Broaden opportunities for people to volunteer
- Improve communication and cooperation with the Langley Park Partnership Coordinator and with the other faith communities that are part of this effort.

**Evangelization Goal 1, Proposal 4:**

Our Evangelization initiatives will continue to include non-Catholics and non-parishioners in mission trips and local St. Francis Builds opportunities (also Goal 3). Such an ecumenical collaboration will allow us to be evangelized by others and learn new perspectives on our own faith. We will also explore expanding our mission trips beyond Latin America.

**Rationale:** Mission trips and local St. Francis Builds will continue to be ecumenical

**Action Plan:**

- A conscious effort will be made to recruit and include non-Catholics and non-parishioners in Mission trips and local St. Francis Builds opportunities. The goal is not to convert, but rather to learn from other faith perspectives.
- St Francis Builds will explore the possibility of extending its work to a new continent, to increase Parish awareness of more parts of the world and their needs.

## Evangelization Goal 2:

*St. Camillus Church has developed effective and creative ways to welcome new people into our parish while communicating to them what a full membership in this faith community entails, and assisting those individuals in making a commitment to the life and ministry of our parish.*

### Evangelization Goal 2 Proposals:

1. In the first year of the plan, organize a Welcoming Committee, headed jointly by English, Spanish and French-speaking members of our parish. (This will be different from the current Hospitality committee.) All greeters should have name tags or badges that say “Ask about St. Camillus.” Visitors will be offered a Welcoming Packet. The Committee will be established by the Stewardship, Evangelization, and Community Building groups, all of which emphasized the importance of creating such a committee.
2. Welcoming teams will be developed for each Mass. A list of those who are already greeters is needed so that those persons will be included in this initiative. Welcoming teams will be present at all church entryways 15 minutes prior and 15 minutes following all Masses to welcome the people attending Mass—especially those visiting for the first time. Ideally, the teams would include parish council members, youth, school children, families—all should have name tags or badges that say “Ask about St. Camillus.”
3. Towards the end of the first year and periodically thereafter, include a written welcome to newcomers in the weekly bulletin. Make Welcome cards readily available as well.
4. A Welcome Packet is currently being developed. It includes a registration card, a financial commitment card, and a list of ministries and activities identified by topic and age group.
6. After a person returns a registration card showing an interest in becoming a member of St. Camillus, he/she should be contacted and invited to attend a “New Member Social” (to be held periodically) where he/she can meet members of St. Camillus.

**Rationale/Explanation for Proposals 1-6:** To better evangelize in our own community, the committee grouped these seven proposals together, as they all pertain to welcoming new people to the parish. The parish felt that all Masses and all cultural groups should have welcoming teams with name tags identifying themselves, and that materials for new members should be printed in the three major languages of the parish (English, Spanish, and French).

### Action Plan:

- Create a list of current greeters at all Masses (from Sandra Perez) as soon as possible.
- Organize a Welcoming Committee, including the Evangelization committee, the Stewardship committee, and other interested parishioners in its formation. Invite everyone on the list above.
- Formalize a message for the bulletin inviting volunteers (within the first year).
- Order nametags for welcoming committee that say “Ask me about St. Camillus” within the first year.
- Work together with the Stewardship Committee in organizing, writing and printing materials for the welcoming packets. Review packets annually to update materials.
- Work together with the Stewardship Committee in the planning and execution of a Welcoming Sunday (As described in Stewardship Goal 1 Proposal 2)

## VI. Faith Formation

### Faith Formation Introduction

The group of people who formed the Catechesis Proposals and action plans have five key concerns that are reflected in all our recommendations:

1. We seek a whole-community investment in the parish, and in life-long faith formation.
2. We seek to have a new Life-Long Faith Formation Director, and to be very engaged in his or her formation, in order to preserve what is best in St. Camillus' existing approach to education in the faith.
3. We seek to improve the quality of our children's programs, both by addressing the problem of overcrowding, and by improving the formation and support of our faith formation catechists.
4. We acknowledge that people learn differently. To best accommodate differences in learning styles, we seek to move St. Camillus towards an educational approach that includes service, makes use of multi-media, and encourages our parishioners to take advantage of new technologies and learning opportunities.
5. We seek to support families in an effort to integrate their faith more fully into their home lives.

As St. Camillus parish moves forward to integrate and expand its Faith Formation programs to assist our parishioners enrich their spiritual lives, there are five key curricular goals we wish to highlight:

1. Whole community faith formation
2. Faith formation programs/materials that assist families to integrate the Catholic faith into their lives at home.
3. A wider range of Adult Faith Formation programs
4. Programs and Social Networking activities for young adults
5. Programs to engage our senior population and tap into their valuable wisdom

The following pages detail our specific recommendations for the 5 goals we received. Each goal has 1-3 proposals that include a rationale and an action plan for the next three years. We recognize that these are recommendations: those implementing the proposals will enjoy the flexibility to do accomplish the objectives as they see fit.

### Faith Formation Goal 1:

***St. Camillus has developed a new vision and detailed plan for its Life-long Faith Formation program, including our parish school, which is based on the careful analysis of our pastoral realities and the best practices and curricula available in the area of faith formation for children, youth and adults.***

## Faith Formation Goal 1, Proposal 1:

Inventory the current catechetical programs for children, youth, and adults.

Put together a group of 3 or 4 people, covering each of St. Camillus' major language groups, and have each person conduct an interview of how the program in that language is structured, and what are the favorite aspects and most common criticisms of each program.

**Rationale/Explanation:** With the diversity of St. Camillus parish, one significant challenge is how to develop a vision and plan for catechesis that responds to the needs and culture of the various language and ethnic groups that make up the parish, while at the same time maintaining some type of unity and common vision. A document that details what we have been doing will be essential to helping the new Faith Formation Director understand what we have in our programs, and what are the visions of where we want to go. The document will be prepared as quickly as possible.

Action Steps	Responsible Parties	Time Frame
Establish a list of interview questions for each of the existing catechesis groups	Terry Sabonis-Helf	First year of plan
Conduct interviews and write up the results	Subcommittee of the Faith Formation BPP group	First year of plan
Convene the three interviewers and any other interested members to discuss the trends we've noted	Subcommittee of the Faith Formation BPP group	First year of plan
Finalize report	Terry Sabonis-Helf	First year of plan

## Faith Formation Goal 1, Proposal 2:

Establish a Faith Formation Board to assist the Offices of Faith Formation.

In order to support the Lifelong Faith Formation Director (LFFD), a Faith Formation Board will be established, and will include the co-directors of faith formation for Children and Youth, members of the Catechesis BPP, as well as catechists and other interested parishioners.

**Action Steps:**

- Once an LFFD is established, the LFFD and Office of Faith Formation will be encouraged to interview candidates, and build the Faith Formation Board together with the pastoral leadership. This will occur in the first year of the plan.

**Faith Formation Goal 1, Proposal 3:**

(Resources for Lifetime Learning) Review and improve the resources available to those who will work on all levels in the area of Life-long Faith Formation. This will take place in the first year of the plan.

**Rationale/Explanation:** We need more effective recruitment and training for catechists. Our catechists deserve the best available enrichment in terms of ongoing faith-formation education, resources and possibility of honing their pedagogical skills. The Office of Faith Formation should lead this effort as a first task.

Action Steps	Responsible Parties	Time Frame
Evaluate the religious education materials that are currently used in light of the new August 2010 guidelines from the Archdiocese, consider the new choices available.	Office of Faith Formation, Faith Formation Board	Spring 2011
Create opportunities within the context of the Sunday liturgy and online wherein children and youth would be in position to actively engage the adults in matters of faith and action that is informed by it.	The Liturgy Committee, the LFFD; the Youth Minister; the Communications Team	Begin in first year of plan, ongoing thereafter
Evaluate ways to improve existing materials in the youth ministry program	Establish a committee including catechists, a few 8 <sup>th</sup> grade teens, and parents, Faith Formation Board members	2 <sup>nd</sup> year of program
The religious library's greatest need is for audio-visual materials: DVDs & DVD players, online materials and links, the ability to create materials as part of the learning process [ <i>Office of Faith Formation will need internet access/computer lab to implement effectively</i> ]	LFFD, Office of Religious Education	2 <sup>nd</sup> and 3 <sup>rd</sup> years of program

<p>Create opportunities for laypersons to develop and deliver sermons and faith sharing on occasion. This can be done at non-mass events including online.</p> <p><i>See also Goal 3, Proposal 1</i></p>		<p>ongoing</p>
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### **Faith Formation Goal 1, Proposal 4:**

Begin a pilot program for Whole Community Faith Formation.

Develop and begin a pilot program for “Whole Community Faith Formation.” Begin with programming for the RCIA and RCiY communities, but make these events available to others as well. Consider offering the program to more parishioners depending on its success in the first year(s). Programs should be self-standing, so that people could participate in one without prerequisites. Over time, programs will be extended to more of our community.

**Rationale/Explanation:** Each of the ministerial assessment study groups (Prayer and Worship, Stewardship, and Justice, Peace and Care of Creation) has goals that call for a better integration of their respective areas with the Faith Formation/Catechesis. Moreover, the intergenerational “Whole Community Faith Formation” would, in a special way, assist the parents in carrying out their responsibility to pass on the living faith to their children. As the Parish moves towards Life-long Faith Formation model, choosing an annual theme from the materials available will allow a framework in which to experiment. *[Office of Faith Formation will need internet/computer lab access to implement this the way they envision it]*

### **Faith Formation Goal 2:**

***St. Camillus parish has allocated sufficient financial resources and assembled a qualified staff that is capable of providing the high quality faith formation programs and making full use of digital media technologies. This approach to fostering a life-long process of faith formation includes family/ home-centered activities, small and large group learning, various types of retreats, Whole Community Faith Formation, and mission trips. It also effectively utilizes the resource that is our parish school, providing as many children as possible an intense faith formation experience.***

### **Faith Formation Goal 2, Proposal 1:**

Hire a full-time Director of Life-long Faith Formation (in progress)  
 This proposal is most fully developed in the Evangelization chapter. The catechesis group suggests that LFFD responsibilities would include: Implementing a variety of faith formation programs that respond to various needs of our diverse community, organizing retreats; coordinating and meeting with

representatives of all committees; oversight of Adult Faith Formation and its teachers, training for RCIA teachers, providing training and organizing courses for all ministries in the Parish, including Hearts Aflame, Dayton University and internet programs.

**Rationale/Explanation:** This proposal is also offered by the Community Building, JPIC, Evangelization, F&PC, Liturgy, and Stewardship committees. All agree that, while this requires a large financial commitment, expansion of the present catechesis program to a lifelong learning approach necessitates a significant amount of work and a high level of coordination, both of which call for creating a full-time Director of Life-Long Faith Formation. See Evangelization Goal 1, Proposal 1 for the Action Steps in the hiring process.

**Faith Formation Goal 2, Proposal 2:**

Further develop material that would assist and empower parents to take a more active role in transmitting and sharing faith with their children at home.

A number of parents increasingly realize that they are called to accompany their children on their faith journey. The church should build on this. A program like this is designed to be led at home by parents, but supported by materials the parish provides in online or workbook format. For most families, this program will enrich rather than supplant a traditional catechetical program, but for those parents who wish to use a home school religious education approach, the Office of Faith Formation will provide clear guidelines on how homeschooled children can receive sacraments.

**Rationale/Explanation:** The program will focus on using weekly experiences in mass to help families stay focused on the word of Christ throughout the week, and will offer a structure for discussing Christian living in the context of everyday experiences. The program will identify what parents and children should discuss/consider before and after Mass each week, and will suggest how to reflect on scripture lessons throughout the week. Parents who wish to use a home school approach instead of traditional religious education must also work consistently through church-provided materials that are age-appropriate, probably in the form of a workbook. The home/church faith formation program will support parents in their efforts to reinforce themes from scripture and homilies while always listening for their children’s moral and ethical growth. It is proposed that the supporting materials for very young children be done first.

Action Steps	Responsible Parties	Time Frame
Parish will continue to provide scripture synopsis and questions in bulletin, and will make these available online in advance  <i>Consider including questions geared at children</i>	Parish bulletin team	First year of plan

Parish will make sure parents know the materials available/ web site will make them easy to find	Website team	First year of plan
Parish will make available (and advertise) the guide available for use at home either via web or in booklet form	<i>Group noted above will propose lesson plan format, Office of Faith Formation will approve format/content</i>	Second year of plan
A process exists whereby homeschooled students can receive sacraments. It should be reviewed by the Office of Faith Formation	Office of Faith Formation will approve a process within a year of its establishment	Second year of plan

### Faith Formation Goal 3:

*Through its online presence, St. Camillus parish has reached out to the unaffiliated and unengaged young adults that were actively engaged in social networking sites.*

#### Faith Formation Goal 3, Proposal 1:

Establish a Communications Team to develop a comprehensive plan of communication that includes, but is not limited to, the integration of the most current technologies. (This is also addressed in Community Building, Family & Pastoral Care, Prayer & Worship, and JPIC).

The Communications team proposal is best developed in the Community Building chapter. For the Catechesis team, the most important aspect is to extend the material available on the website with the goal of reaching ten distinct groups: 1) children and pre-teens; 2) teens; 3) college age; 4) post-college/young adult; 5) 30-something ASK; 6) Parents of children 3-18 years old; 7) politically active parishioners; 8) social-justice focused parishioners; 9) former members of St. Camillus who have moved away; 10) non-Catholics. It is essential that the Lifelong Faith Formation Director (LFFD) be tech-savvy. He or she will oversee the process of expanding St. Camillus's web presence. The LFFD will identify a webmaster or web team. The Strategic Plan hopes to offer some sense of which areas are priority, but the extent to which the web presence is built will depend on user interest and the ability to attract a volunteer Communications Team willing to maintain and build the website. The steps recommended below depend on the success of previous steps. Plans for the Communications Team are further outlined in the Community Building proposal.

**Rationale:** Focusing on each of the ten constituencies we are seeking to serve will help ensure that St. Camillus, in a 3 year period, can reach a broad audience and be balanced in its web-based outreach.

**Action Steps:**

The Communications Team should consider the following steps, depending on interest and time available:

- Build links for all interested ministry groups
- Offer links to outside websites for prayer and education
- Establish a Parish Blog
- Establish the “Parenting as a Faith Journey” section to help parents with Catechesis Goal 2 Proposal 2
- Register users if this is deemed useful after a pilot effort
- Help 8<sup>th</sup> grade and Confirmation classes develop web format projects (together with Religious Education team)
- Development of an online registration option for all programs of the Office of Faith Formation

For more details of the Communications Team projects, see also Community Building (Goal 3, proposal 3; Goal 4, proposal 1) ; F&PC (goal 1, proposal 1) Prayer & Worship (Goal 3, proposal 1), JPIC (Goal 6, proposal 2).

*[The communications team prepared a longer, more detailed set of action steps. This set of steps should be given to the communications team as a recommendation... but was taken out of the strategic plan, as the team needs to be free to adapt their plan depending on interest and time availability]*

**FAITH FORMATION GOAL 4:**

***The catechetical program for children, youth and adults at St. Camillus parish is integrated within the overall pastoral ministry of the parish, which includes formation for a life of discipleship, prayer and worship, stewardship, leadership development, justice and service.***

**Faith Formation Goal 4, Proposal 1 (Children’s Program):**

(Children’s Program) Help the Office of Religious Education structure a more manageable, cost-effective system.

Focus the religious education program on parish children while restricting the number of children from other area parishes attending our catechetical programs because of convenience and/or a very low Religious Education fee.

**Rationale/Explanation:** The St. Camillus catechism program is large and growing, and placing a great deal of demand on the building and staff personnel already stretched thin. In the younger grades, a class size of 20 (instead of the current 25+) would enhance the learning experience for students and for teachers. *Class size will adhere to the policies of the Archdiocese.* The current fees do not cover our basic expenses. Raising fees, however, would change that and also enable us to offer scholarships to families in need.

*Note: St. Camillus in 2009 charged \$65 per family plus \$15 per child, with \$5 additional for Communion class and \$25 additional for Confirmation class. There was a maximum family cost of \$110. Only an estimated 40% of children in CCD have parents who were registered parishioners.<sup>1</sup>*

Action Steps	Responsible Parties	Time Frame
Establish an “Early Registration Benefit” discount.	Office of Faith Formation	1 <sup>st</sup> year of plan
Limit class size to 20 students per classroom as much as possible  <i>Open registration for Parishioners first, then those in 20903 zip code. Offer additional 1<sup>st</sup> Communion and Confirmation Class on a weekday</i>	Office of Faith Formation	2 <sup>nd</sup> year of plan
Establish a clear procedure for applying for financial assistance	Office of Faith Formation	Announce with new fees
Establish a fee structure in which:  Fees come closer to covering expenses; late registrants pay more than early registrants; out of parish students (number should be limited) pay more. Consider instituting additional fees to cover the cost of 2 year long sacramental preparation.	Office of Faith Formation	2 <sup>nd</sup> year of plan

**Faith Formation Goal 4, Proposal 2 (Service Program):**

Help better integrate service into education at all levels.

Formation for discipleship includes integration of service and worship. The religious education program will include a service project that takes place during at least one class period during the year. For older

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<sup>1</sup> By comparison, St John the Evangelist, Silver Spring, charges \$120 per child. St Joseph, Beltsville charges as follows: For registered parishioners who have used envelopes for at least the past 6 months is \$50; Those who are not registered - \$75; with additional fees of \$35 and \$45 to defray the cost of preparation for the First Communion and Confirmation programs respectively. St John the Baptist, Silver Spring charges as follows: early registration before Aug 15 (\$80 for registered parishioners; \$100 for those who are non-registered); Late registration (\$110 in parish; \$130 out of parish); second child costs only \$50 additional for in-parish, \$100 additional for out of parish.

children, more opportunities can be provided to confirmation students to complete their service hours at St. Camillus or as part of a St. Camillus community. Those who are involved in organizing the service project will communicate with either the Parish liturgy committee responsible for writing Prayers of the Faithful for the Sunday Mass or with an appropriate person in charge of the school liturgy and seek new and creative ways of involving children and youth in a special liturgical celebration.

**Rationale:** Small projects for younger students can integrate service into the program itself on a scale that would be manageable, mix various ages together, and provide meaningful experiences of a worship community in action. Confirmation students are already required to do service hours, but completing service projects together would enhance their sense of community. Service hours at St. Camillus will give them more familiarity with what work St. Camillus does.

**Action Steps:**

- All religious education classes to have at least one period per year spent on an age-appropriate service project.
- Integrate service into the curriculum in discussion: applying tenets of faith to everyday life.
- Increase opportunities for confirmation and RC1Y students to do service with St. Camillus groups.
- Integrate service and worship: identify how each project fits into sacred experience
- Have Seniors in Service work with youth and CCD (see Goal 4, proposal 3)
- Establish a page of volunteer ideas on the website for young people.

*[A longer and more specific set of action steps have been proposed. The review team provided the detailed list to the Office of Faith Formation as recommendations, but removed these specific steps from the Strategic Plan to give the Faith Formation office maximum flexibility.]*

**Faith Formation Goal 4, Proposal 3 (Seniors):**

Integrate Seniors into our Life Long Faith Formation efforts.

Many of our older parishioners have rich spiritual lives and experience. St. Camillus will seek to draw them more into multi-generational efforts to share their understanding and continue growing through service to younger members of our community. Our younger members, in turn, will grow from an opportunity to serve the Seniors and to share their spiritual journeys.

**Rationale/Explanation:** In addition to having a rich community of older Catholics, St. Camillus will soon be neighbor to a Senior Citizens complex. In reaching out to our seniors, we need to be more aware – not only of how we can help them – but how they can help those of us who are at earlier stages in our life journey.

Action Steps	Responsible Parties	Time Frame	Cost Estimate
“Faith of our Fathers and Mothers” Project: Have youth and/or upper-level CCD students conduct interviews of Parish Seniors, in an effort to learn about their life journeys in faith. The youth will develop these interviews as a project. Several will be selected for the website. <i>Video interviews will be used if equipment is available</i>	Office of Faith Formation, Youth Group Director	2 <sup>nd</sup> year	Recording equipment, time of students and their supervisor
Establish a Seniors in Service committee to help design and supervise youth and CCD service projects	Office of Faith Formation, Youth Group Director, volunteers	2 <sup>nd</sup> year	

#### Faith Formation Goal 4, Proposal 4 (Education for JPIC):

The JPIC group will identify and consider the best practices of several parishes and schools where justice, peace and the integrity of creation have been incorporated into their liturgical life, the Life-long Faith Formation programs, and the elementary and the middle school curricula. They will share what they learn with the Faith Formation team. This should begin in the first year of the plan.

**Rationale/Explanation:** There are a few parishes and schools in our Franciscan Province (St. Francis of Assisi in Raleigh, NC, St. Mary’s Church in Paterson, NJ, our church in Beach Haven, NJ) that have already undertaken this task and have been quite successful in this regard. We should tap into their experience and wisdom so that we’ll be able to glean from the best practices in this area. However, to do this requires people with interest and certain expertise in the area of JPIC and/or education. It also calls for the discipline to see this initiative through.

Action Steps	Responsible Parties	Time Frame	Cost Estimate
Begin to compile data on the best practices in this area from among the Franciscan ministries of the HNP and beyond.	JPIC Worship and Formation coordinating subteam; Faith Formation Board	First year of plan	n.a.

Dialogue with the Lifelong Faith Formation team about a comprehensive plan for developing the Youth Ministry and ways to further integrate JPIC dimensions.	JPIC Worship and Formation coordinating subteam, Faith Formation Board	First year of plan	n.a.
Hold the first meeting of the steering committee made up of LFFD, the Youth Minister, the Principal – or someone who is representative of St. Francis International School.	Members of the JPIC Coordinating Team, Faith Formation Board	First year of plan	n.a.
As the plan and catechetical goals are being reviewed and further developed, the JPIC Ministry will provide input to ensure that the Catholic Social Teachings are integral part of the Life-long Faith Formation at St. Camillus. If intergenerational programs are adopted, develop a special assembly devoted to a JPIC theme. (note example of Franciscan parishes in Beach Haven NJ.)	JPIC Worship and Formation coordinating subteam and the whole JPIC Coordinating Team, Faith Formation Board	Second year of plan	\$2000, cost of new curriculum materials

## **FAITH FORMATION GOAL 5:**

*The catechetical program offers an extensive system of support for lay catechists and parents of children in our Religious Education as well as the teachers and parents in our school.*

### **Faith Formation Goal 5, Proposal 1:**

Establish clear structures of support, supervision, accompaniment and evaluation for catechists, and systems of support for parents of children and youth in our LFF programs.

**Rationale/Explanation:** Catechists need the necessary space, time, and assistance from the parish to be able to reflect and evaluate both the style and the content of their religious instructions. For this to happen, there should be some structures put in place that formalize this and incorporate it into everyone’s planning. A focus session before school starts can provide a chance to explain changes in curriculum and emphasis. A weekly brief meeting of all catechists will ensure transfer of timely information. Feedback about classroom performance can help the catechists to improve, and the

process of assessment can help the office of religious education determine where help is especially needed. An annual retreat for catechists (hopefully to include religion teachers from the school as well) will nurture them individually and build their community. Annual retreats for students would give the catechists fresh ideas and inspire new approaches to their weekly teaching.

Teachers not only need spiritual training to create unity and understand the curriculum, but they also need to know basic classroom management skills, how to recognize learning differences and communicate with parents. St Camillus needs a better system for helping our teachers with these issues.

<b>Action Steps</b>	<b>Responsible Parties</b>	<b>Time Frame</b>	<b>Costs</b>
“Focus Session” for teachers before school starts	DRE	One day, August 2010	
Weekly very brief meeting for catechists to pray and share necessary school info before students arrive	DRE	1 <sup>st</sup> year	
Retreat for catechists to share celebrations and challenges (current day of reflection exists – expand it)	DRE/ LFF Director; religion teachers from St. Francis International	2 <sup>nd</sup> year	Retreat costs
Provide feedback to catechists on their performance, provide mentorships as needed	DRE	1 <sup>st</sup> year	
Student retreats developing yearly themes	Office of Faith Formation, CCD teachers	2 <sup>nd</sup> -3 <sup>rd</sup> year	Retreat costs could be substantial

## VII. Family & Pastoral Care

### Family & Pastoral Care Goal 1:

*The parish supports couples in all stages of marriage – from Pre-Cana through Marriage Enrichment – and takes advantage of worship opportunities to hold up the central role of the family in fostering a spiritual wellbeing of its members.*

#### Family & Pastoral Care Goal 1, Proposal 1:

St. Camillus sponsors couples and family retreats, alternating between the two.

**Rationale:** The job description of the Lifelong Faith Formation Director (LFFD) includes leadership of retreats and opportunities for spiritual development. The Family and Pastoral Care group wants to ensure that retreats are available for this community.

#### Action Steps:

- Establish a Retreat Committee to be involved in the programming of the annual retreat. This should be done within the first year. They will deal with the following: content, childcare and outreach, and support for the LFFD.
- The Retreat Committee will organize an annual one-day family mini-retreat towards the end of the first year plan.
- As the annual family retreat becomes established, particular attention should be paid to planning children and teen activities, to keep them engaged and enthusiastic.
- A couple's retreat will be scheduled within the second year of the plan.

#### Family & Pastoral Care Goal 1, Proposal 2:

Consider the possibility of offering School Parents Night Out to support growth and communication of couples.

#### Action Steps:

- Investigate feasibility of and interest in Parents Night Out programs, led cooperatively with the St. Francis International PTSO. If possible, such nights should be offered in the second year of the plan.<sup>2</sup>

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<sup>2</sup> Preliminary estimate of cost for a Parent's Night Out: \$300 each event.

## **Family & Pastoral Care Goal 2:**

*Parish extends more opportunities for children and youth to participate in the liturgical life of the parish.*

### **Family & Pastoral Care Goal 2, Proposal 1:**

St. Camillus will explore the possibility of designating an occasional general mass in each of the three languages on families with young children. This has been done annually with the Christmas evening mass, but could be expanded to also take place in ordinary time.

#### **Action Steps:**

- In the first year of the plan, create a subcommittee of interested parents to help with skits, readers and music. Request that one or more members of the Liturgy Committee participate as well to provide guidance.
- Organizers of this Mass should make a conscious effort to engage students from St. Francis International and the CCD program. For this reason, the Coordinator of Religious Education and a representative from St. Francis International should be invited to join in planning.

### **F& PC Goal 2, Proposal 2:**

St. Camillus will continue sponsoring and promoting the Teen Mass

#### **Action Steps:**

- Continue with a once a month Teen Mass, organized by the Youth Minister and the Youth Ministry team.
- Provide more publicity about the Teen Mass, on the web and with other media.
- Youth Ministry will propose how they wish to enhance their Mass (ie, with a teen music program, or other) within the first year of the plan. Co-Director for Youth Faith Formation will present the proposal (including any request for resources).

## **Family & Pastoral Care Goal 3:**

*St. Camillus parish has provided age appropriate worship alternatives for children and babies while creating and maintaining a sense of reverence and liturgical decorum among its adult members during Sunday liturgy.*

### Family & Pastoral Care Goal 3, Proposal 1:

St Camillus is in the process of establishing a small cry room. For the first year of the Plan, the focus will remain on observing the extent to which the room helps address the needs of families with young children. Additional alternatives will be explored in subsequent years.

### Family & Pastoral Care Goal 4:

*St Camillus parish has developed a Parish-wide Senior Ministry that addresses the needs of older parishioners in our diverse racial and ethnic communities.*

#### Rationale/Explanation

While we pursue this objective, we should be mindful that:

- A) Developing a comprehensive senior ministry will take time and it will be advanced through incremental steps
- B) In shaping the vision of the Senior Ministry at St. Camillus Church, we need to seek an ongoing input from our parish community.
- C) In the beginning, we need to focus on a couple of the 8 areas that are listed in the proposed Senior Ministry organizational chart, possibly starting with those areas where volunteers and resources already exist

#### Action Plan

• Several steps towards this goal have already been taken especially by the JPIC community. Ron Dickenson has developed a mission statement and organizational chart for the Senior Ministry. In addition, he and Ray Nosbaum have begun meeting with representatives of the major language communities, for example el Comitè Hispano, the Bangla community, and the French community.

Future Action Steps	Responsible Parties	Time Frame
Make announcements at the end of all Sunday Masses that invite the parishioners to do a written assessment of the parish plan for the Senior Ministry and to participate in town hall meeting related to Senior Ministry that will focus on this issue.	TBD	First year of plan
Use the Senior Connection assessment tool to process the new input and data.	Ron, Ray, TBD	First year of plan

Conduct a town hall meeting.	Ron, Ray, TBD	Second year of plan
Identify teams that will implement the recommendations that are expected to come from the written assessment and town hall meeting	Ron, Ray, TBD	Second year of plan

*[The JPIC team proposed more detailed steps for this, but these are not included in the Strategic Plan so that the JPIC team and the Family & Pastoral Care team can build plans together.]*

## **Family & Pastoral Care Goal 5:**

*St. Camillus parish has developed a strong support network for the bereaved by offering counseling and accompanying them through funeral procedures.*

### **Family & Pastoral Care Goal 5, Proposal 1:**

St Camillus will create a referral booklet for grieving families.

#### **Action Steps:**

- A team including representatives from Caring Friends, a representative from the Pastoral Team, local hospital representatives, etc, will develop a simple referral booklet for grieving families. This booklet can be printed on an as-needed basis, and can also be available as a website link.

### **Family & Pastoral Care Goal 5, Proposal 2:**

St Camillus will consider the possibility of establishing a group to provide support to families in a time of loss.

#### **Action Steps:**

- In the future, (third year of plan or later), St Camillus should consider establishment of a multigenerational bereavement ministry group, or a grieving families group.

## **Family & Pastoral Care Goal 6:**

*St. Camillus has a system in place that can refer people to agencies that can help them in times of serious crisis.*

## **Family & Pastoral Care, Goal 6, Proposal 1:**

By the third year of the strategic plan, St Camillus will have established written guidelines for supporting families and individuals in crisis. This will take the form of lists of resources and referrals, and will be available on the website and also provided to individuals on an as-needed basis.

### **Action Steps:**

- The parish office already provides help on an ad-hoc basis. In second year of plan, the office will be assisted in developing a guide for emergency resources.
- This guide will be made available on the website and Parish Office staff members will be familiar with how to use it for those who walk into the office seeking help.

## ***VIII. Justice, Peace and Integrity of Creation***

### ***JPIC Overview***

Five clear themes emerged from the JPIC portion of the Strategic Plan:

1. The need to increase communication, understanding and participation in JPIC activities throughout the parish and school;
2. The need to reach out beyond parish boundaries to collaborate with other faith communities and other organizations;
3. The need to be more inclusive, both for people participating in JPIC activities, and for people who are touched by JPIC activities;
4. The need to improve the parish's care for the environment at all levels;
5. The need to integrate these themes, and all key aspects of JPIC (direct action, advocacy, outreach, etc.) with each other, as well as with other dimensions of parish life, notably Faith Formation, education, and Evangelization.

Despite the simplicity with which these themes may be stated, the JPIC goals and proposals are very specifically worded, and are interrelated in complex ways. In addition, the scope of current JPIC activities and proposed new and expanded activities is very broad. The time, talent and resources needed to realize all these proposals may exceed what is available. It is therefore perhaps best to view the proposals as establishing an overarching vision for the future of JPIC at St. Camillus, to be followed in spirit and not to the letter. The JPIC committee and other responsible parties will perform need to evaluate, interpret, prioritize, modify and augment these proposals accordingly.

### ***JPIC Goal 1:***

***St. Camillus Church has developed effective and creative ways of communication among the members of its diverse community, including the Parochial School, that initiate and deepen their engagement in justice, charity, peace and the integrity of creation outreach of our parish.***

### ***JPIC Goal 1, Proposal 1:***

Broaden participation in social justice activities, including advocacy and direct service, among the many ethnic communities at St. Camillus. Empower these communities to deepen their understanding of local and global social justice issues and to take effective and appropriate action to address these issues.

#### ***Rationale/Explanation:***

Our various ethnic communities often face urgent social justice issues either at the local level or in their countries of origin. The JPIC ministry will help them to identify and prioritize issues, determine an

approach, develop and carry out plans of action, and engage the resources and participation of the larger parish as needed to support the response. The JPIC ministry may also provide appropriate resources, and/or additional help with related activities such as preparing presentations.

### **JPIC Goal 1, Proposal 2:**

Extend and deepen awareness of, and participation in, the various JPIC programs among our parishioners and the St. Francis International School community. Foster communication and collaboration between our diverse parish groups and St. Francis International School and assist them in integrating direct service, advocacy and outreach efforts.

#### **Rationale/Explanation**

Many members of our faith community and those involved in our parochial school are not aware of the full scope of our parish's programs in the areas of charity, justice, peace and the care for creation. These programs include the Food Pantry, St. Vincent de Paul Society Direct Service outreach, Gabriel Project and other pro-life direct services, Habitat for Humanity, Fair Trade, Meals on Wheels, Catholic Community-Langley Park, St. Francis Builds International and other groups. A greater effort must be made to raise the awareness within our parish community about how St. Camillus Church witnesses to the transformative power of the Gospel through our charity, justice, peace and care for creation ministry. This would benefit the education and faith formation of our whole community, while increasing participation in JPIC activities. This could be accomplished by:

- Using existing communication tools (bulletin, web site and newsletter) to highlight the charity and social justice outreach done by parishioners.
- Including at least one of the St. Camillus social ministries in the intercessions each week.
- Improving communication and collaboration between the JPIC ministries of our parish and St. Francis International School.
- Incorporating information about the parish's social ministries into Faith Formation programs for children, youth, and adults, for example, RCIA, RCIY.
- Building onto current programs, especially in the school. For example, students who already donate food to the food pantry might benefit from learning more about food stability, or about who is served by our pantry. Similarly, students have participated for years in the annual SSIHC Help the Homeless mini-walk. The children listen to speakers and learn the personal stories of homeless people. This activity could be extended to include advocacy. Older children could (for example) write letters to elected officials pointing out the symptoms and some of the root causes of homelessness such as the lack of affordable housing.
- Empowering our church and school to participate in social justice and letter writing campaign advocacy efforts such as those offered by the Bread for the World and other esteemed ecumenical or interfaith organizations.

- Exploring establishing relationships between St. Camillus Church and local, faith-based groups involved in community grass roots organizing efforts. While local community organizing has been identified as a very important element of the Best Practices for Parishes in the area of justice and peace, the fact that our parishioners come from such a wide area might present a serious challenge in engaging in this important element of the social justice ministry. Further study is needed.

<b>Future Action Steps</b>	<b>Responsible Parties</b>	<b>Time Frame</b>
Increase use of web site, bulletin, and intercession for JPIC activities	JPIC ministry	First year
Establish dialog, prioritize and plan activities described above	JPIC ministry and LFFD	First year
Implement planned activities	JPIC ministry, LFFD, Faith Formation	First year and on

***JPIC Goal 1B:***

***St. Camillus parish reaches out and collaborates with local communities of other Christian denominations and faith traditions as a witness to God’s universal call and desire for justice, peace and harmony with all God’s creatures, which are hallmarks of God’s kingdom.***

**JPIC Goal 1B, Proposal 1:**

Form an Interfaith Outreach Committee (IOC) that would develop and carry out plans to expand and strengthen St. Camillus' relationships with other local churches, synagogues, mosques and temples. Invite participation in this committee from the wider parish, but especially from interfaith families connected to the parish or school.

**Rationale/Explanation:** Although this clearly fits in the context of JPIC, this type of outreach is distinct and should be conducted as a separate committee within the JPIC ministry. The committee should also strive to bring in new participants from the parish. Special efforts should be made to reach out to ***interfaith families***: couples from other faith traditions (or whose households have mixed faith traditions) that attend St. Camillus, or have children at St. Francis International school. By "reaching in" to our own communities to involve these interfaith families, the committee would be more inclusive and welcoming. At the same time, these interfaith families' gifts and perspectives would help make connections with local churches, synagogues, mosques, or temples.

<b>Future Action Steps</b>	<b>Responsible Parties</b>	<b>Time Frame</b>
Form Interfaith Outreach Committee, including interfaith families described above.	Fr. Jacek, Karen Simon	First year (already underway)
Organize and participate in interfaith events such as the "Peace in Action" conference.	IOC, with participation from the Communication Ministry, and St. Francis International school.	First year on (already under way)

Find ways to welcome visitors from local churches, synagogues, mosques, and/or temples, and to promote among St. Camillus parishioners opportunities to visit other places of worship.	IOC, with invited participation from Liturgy committee	Second year
Integrate learning about other faith traditions into Religious Education and St. Francis International School curricula.	IOC, Catherine Maresca, the Office of Faith Formation, a representative of the school.	Second year.

*[The JPIC team prepared a longer, more detailed set of action steps. This set of steps will be given to the JPIC team as a recommendation... but has been taken out of the Strategic Plan, as the team needs to be free to adapt their plan depending on interest and time availability]*

### **JPIC Goal 1B, Proposal 2:**

St. Camillus Church will actively promote the participation of parishioners in direct service, formation/education about specific social justice issues, and advocacy, building on our ties with organizations like the Interfaith Conference of Metropolitan Washington, the Montgomery County Interfaith Council, Holy Land Christian Ecumenical Foundation, Tent of Nations, and Churches for Middle East Peace.

**Rationale/Explanation:** While JPIC Goal 1B Proposal 1 focused on "in-reach", this proposal focuses on outreach: expanding our commitment to justice, peace and the care for creation, especially concerning the Middle East. Through intentional and proactive engagement, we open ourselves to the Holy Spirit active in our world that challenges us to be continually evangelized while empowering us to evangelize other people and our society. As we recall the passion, openness and humility with which St. Francis of Assisi traveled to the Middle East and encountered people of other faith traditions, we also desire to emulate his virtues of respectful dialogue and collaboration with those around us who profess other creeds. The action steps below are suggestions for how to achieve this type of collaboration, and will need to be vetted, prioritized and planned by the JPIC committee.

<b>Future Action Steps</b>	<b>Responsible Parties</b>	<b>Time Frame</b>
Promote the annual Maryland United for Peace with Justice conference that will be hosted by our parish.	The JPIC coordinating team, the Interfaith Conference of Metropolitan Washington, the Communication Ministry	First year (April 2011)
Join advocacy effort for a just peace in the Holy Land.	The JPIC Advocacy team, former participants in Franciscan Peacemaking pilgrimages to the Holy Land, the Communication Ministry.	Spring 2011
Engage the youth of our parish in efforts to bring together members of	St. Camillus Interfaith Outreach Committee, the Youth Ministry.	Second year.

local synagogues, mosques, and/or temples around common, short-term projects.		
Incorporate stories and testimonies of our interfaith efforts into the Faith Formation (RCIA, RCIY, stewardship presentations, etc.)	LFFD, IOC, Faith Formation ministry, the Communication Ministry.	Second and third year.

## Proposed Budget, Goal 1 Proposals

A full budget proposal will be supplied to the Finance Committee before any expensive actions are undertaken. Some budget needs that are already apparent include:

<u>Budget Item</u>	<u>Estimated Annual Cost</u>
Speakers/Panelists	\$1,000
Fees and tuitions to attend JPIC conferences, seminars and workshops.	\$1,000

## JPIC Goal 2:

*The JPIC ministry at St. Camillus is well coordinated and inclusive as it effectively collaborates across the diverse parish community and its school, St. Francis International.*

### JPIC Goal 2, Proposal 1:

Develop organizational structures that would ensure that the concern for justice, peace and the integrity of creation is a constitutive element in the ministries of all three language groups at St. Camillus church. Form linkages between the Spanish and French JPIC Teams, and the Parish-wide, multicultural JPIC Coordinating Team. In addition, the structures should be inclusive of participation by all ages, with special efforts to include youth and seniors.

#### **Rationale/Explanation**

As stated in the 1971 Synod of Bishops: "Action on behalf of justice and participation in the transformation of the world fully appear to us as a constitutive dimension of the preaching of the Gospel, or, in other words, of the Church's mission for the redemption of the human race and its liberation from every oppressive situation." St. Camillus already has a reputation as a caring community with its many charitable outreach programs and the proud record of engaging its parishioners in the Faith Formation programs on Catholic Social teachings, such as Just Faith program. However, there is a

clear need to make certain that the social justice ministry at St. Camillus parish is better integrated into the ministries of our Spanish and French language groups. At the last Town Hall meetings, the members of these communities expressed a desire to learn more about the Catholic Social Teachings. They also want to have opportunities to act on it those teachings. Also, all three language groups pointed out a lack of communication regarding what are the JPIC present efforts, its successes and challenges. Our parish needs to be more intentional about including all parts of its diverse community in JPIC ministries. Achieving this requires developing organizational structures and a short, medium, and long term plan of action.

**Action Plan**

- Several early steps towards this goal have already been taken, including offering of a six-week workshop in Spanish on Catholic Social Teachings by Fr. Jacek. Moreover, a Latino JPIC subcommittee has already been formed and quite active. This subcommittee is closely linked to the parish-wide, multicultural JPIC team (led by Fr. Jacek, Ray Nosbaum, Will Morataya, and Lupe Mena).

<b>Future Action Steps</b>	<b>Responsible Parties</b>	<b>Time Frame</b>	<b>Cost Estimate</b>
Start using all possible media to inform parishioners about JPIC activities (the bulletin , our website, posters, presentations/panels, etc.)	Genie Moreno, Stan Gomes  Coordinate with Communication Ministry	First year of plan	\$300
Form a French JPIC team	Fr. Jacek and Fr. Jean Marie	First year of plan	n.a.
Organize a special JPIC training retreat for the French community	Fr. Jacek and Fr. Jean Marie	First year of plan	n.a
Work with the French-speaking JPIC team on developing a structure for a French-speaking JPIC sub-committee and a plan of action.	Fr. Jacek, Ray, Theodore Ngatchou, Luc Bijad, Fr. Jean Marie	First year of plan	n.a.
Link the French JPIC team to the parishwide, multicultural JPIC Coordinating Team	Fr. Jacek, Ray, Theodore Ngatchou, Luc Bitjad, Fr. Jean Marie	First year of plan	n.a.
Start collaboration between the three JPIC teams (Hispanic, French and parishwide/ multicultural coordinating team)	Everyone named above	Begin first year of plan	TBD

## JPIC Goal 2, Proposal 2:

Enter into a dialogue with individuals and groups in the Parish who feel marginalized or excluded from entering into the full life of our parish community, e.g., gays, divorced, single/separated parents, interdenominational or interfaith marriages. Develop a plan that will help our parish to be more responsive to their needs.

### Rationale/Explanation

Addressing the needs of the poor and marginalized is an essential element of the Church's mission. St. Camillus already has a reputation as a caring community. Still, there are a significant number of people who feel alienated or excluded from the Church. We need to examine how our Parish community could create a more welcoming environment and engage them so that together, as one diverse community, we may witness to the Gospel values of justice, peace and the care for creation.

As a Franciscan parish, it's part of our charism to reach out to those who feel alienated, forgotten or wounded by the church.

Future Action Steps	Responsible Parties	Time Frame
Engage in dialog with self-identified individuals, who may feel excluded and marginalized. Offer a safe forum where these individuals could gather and express themselves and recognize that the Church not only welcome them but also needs their gifts and talents.	Family and Pastoral Care Committee	First year of plan
Identify ways to involve and support people in the Parish who may feel marginalized.	TBD	First year of plan

## JPIC Goal 3:

*St. Camillus Church and School have significantly reduced their carbon footprint, making its building facilities and communal and individual practices of its members more ecologically sustainable.*

### JPIC Goal 3, Proposal 1:

The parish Energy Conservation committee – with the support of external consultants as needed to guide and support the committee – will review and decide on the bidding proposals on possible energy saving projects and will oversee the energy retrofitting efforts.

**Rationale/Explanation:**

Recognizing the complexity of any serious energy efficiency measures and the need to be responsible stewards of the financial resources of the parish, it is crucial to ensure that someone with professional expertise should assist us in this process. It will also help us to make prudent judgments and consider various variables (prices of a particular energy retrofitting measure relative to its energy conservation value.) Areas of potential energy projects include:

- i. Heating: Replace aging boilers, steam traps and pumps.
- ii. Cooling: Replace aging chillers, cooling towers or pumps.
- iii. Ventilation and Distribution: replace fan or pump motors.
- iv. Controls: Install improved control system or improve operational strategies.
- v. Lighting: Replace lamps and ballasts or entire fixtures
- vi. Building envelope: windows and insulation.
- vii. Plug Load and Operations: freezers, refrigerators, window units, time of use.
- viii. Renewable options: solar, geothermal, natural day lighting (ex: Orion)

**JPIC Goal 3, Proposal 2:**

The parish Energy Conservation committee will keep the parishioners informed about the ongoing energy conservation effort at St. Camillus campus, educating them not only about what we do in that regard, but also providing the theological justification for it and suggesting ways in which they as individuals and/or families can reduce their own carbon footprint.

**Rationale/Explanation:**

Many of our parishioners have asked that our parish become more ecologically conscious and sustainable in its practices. As we are responding to that call, it's critically important that we effectively communicate with the larger parish regarding what is being done and why. Also, since we want to make care for creation one of the hallmarks of the education in St. Francis International School, we as a parish have a responsibility to model this for our children, their families, and all our parishioners. In a certain sense, it is a test of our integrity. What use is it if we sing songs praising God for the beauty of creation, preach and teach about the environmental stewardship, if we are unwilling to wrestle as a faith community with the question of how our lifestyles and decisions regarding the parish budget and its priorities are to be affected by the Christian beliefs that we're professing?

One example of a possible, environmentally sound practice that could be promoted in our church is to have a system that would help our parishioners to organize a Sunday carpool to the church for a Sunday

Mass and any other major parish events. To that end, we ought to make a better use of our parish website. Carpooling may also help foster a greater sense of community and reduce the parking frenzy.

There are some other ways that we could encourage our parishioners to lower their carbon footprint. One of the most significant ways in which a person can lower one’s carbon footprint involves food choices. According to a U.N. report *“livestock production accounts for more greenhouse gases than automobiles,”* and that *“ the average American can do more to reduce global warming emissions by adjusting their meat eating habits than by switching to driving the most fuel efficient car currently on the market.”* For the sake of our intellectual and moral integrity, we ought to examine our current lifestyles and our food choices in light of our religious values and make necessary changes.

<b>Action Steps</b>	<b>Responsible Parties</b>	<b>Time Frame</b>	<b>Cost Estimate</b>
Assemble a team of parishioners that will convey to the members of St. Camillus Church what are the specific energy conservation measures that are being recommended for our parish facilities, what positive impact can be expected in terms of financial savings and carbon footprint reduction.	Fr. Jacek	First year of plan	n.a.
Employ a central purchasing model to provide environmentally friendly office paper products, bathroom tissue, etc.	Fr. Jacek	First year of plan	(current cost of these supplies + 10%
Use “green” products in building maintenance; consider the best “green practices” in terms of the maintenance of the grounds for the parish and school.	Fr. Jacek	First year of plan	n.a.
Make more publicly known and enforce the St. Camillus policy regarding the use of bottled water, plastic food ware, balloons, etc. at the parish and school functions.	Fr. Jacek, Philippe Hensel	First year of plan	Reduction in cost of purchasing these items.
Place more well-marked recycling bins on our campus; ensure that these materials are appropriately recycled.	The Green Team and Fr. Jacek	First year of plan	\$5000

<p>Develop a plan to encourage groups to purchase organic and locally grown foods, products that are fair trade certified, and products with minimum packaging. Approach the individuals who are in charge of organizing various parish-wide events and engage them in a conversation about how we could promote more ethical and environmental friendly food choices at parish functions.</p>	<p>Fr. Jacek, Philippe Hensel, Ray Nosbaum</p>	<p>Second or third year of plan</p>	<p>Current cost of organizations to purchase refreshments + 10%</p>
<p>The Green Team of the parish will channel the information about the “greening efforts” at St. Camillus through our bulletin and website (in English, Spanish and French.) In addition, the Green Team will create large poster boards with the benchmarking information and display them in prominent locations in the church’s vestibule and the school. Information on website will include specific ways in which a person can reduce one’s carbon footprint.</p>	<p>Fr. Jacek, Philippe Hensel</p>	<p>First year of plan</p>	<p>\$100</p>
<p>Parishioners who are interested in organizing a carpooling to church will be offered a logistical assistance: those who would like to participate will be asked to sign up and give their address and some form of contact (email or phone), and the mass which they attend regularly. The board would essentially be a Google Earth file on the St. Camillus web site showing the locations of registered parishioners. It will be possible to see who is interested in carpooling to church.</p>	<p>Philippe Hensel</p>	<p>Second or third year of plan</p>	<p>TBD</p>
<p>Create a parish-wide Care for Creation/Green Contest in which families will be encouraged to create and display</p>	<p>Fr. Jacek, members of Hispanic JPIC</p>	<p>Each Fall and Spring, starting</p>	<p>\$250 (for incentives and</p>

projects that demonstrate what they as a family have done over the past months to lower their carbon footprint at home.	Team	Second year of plan	awards)
The Latino Young Adult Group “ <i>Utopia Franciscana</i> ” will create a script and give a public presentation of a social-drama focused on the theme of care for creation.	The Latino JPIC group and Fr. Jacek	Second year of plan	TBD
Offer at least one workshop in each of the languages focused on how to conserve energy, save money, and become a more faithful steward of God’s earth. Extend the invitation to our children and the parents of the St. Francis International School.	Fr. Jacek, members of Hispanic JPIC Team	Second year of plan	\$250
Up to three parishioners will attend a conference devoted to the theme: “Energy Stewardship for Congregations – a Practical Guide to Taking the Next Steps.”	Selected members of the St. Camillus Green Team	First year of Plan	\$120 each

## JPIC Goal 4:

*St. Camillus parish has made justice, peace and care for creation an integral part of its liturgical life, Life-long Faith Formation of its parishioners and the curriculum of St. Francis International School.*

### JPIC Goal 4, Proposal 1:

The JPIC ministry, Religious Education office and the Liturgy committee, will collaborate with respect to finding new ways of increasing liturgical literacy of the children, youth and adults, while helping them to make a more explicit connection between religious ritual and justice, peace and care for creation.

**Rationale/Explanation:** At the town hall meetings, many members of our multicultural faith community expressed a concern over what they perceive to be a low level of liturgical literacy among our parishioners. Given that too many Catholics are still unfamiliar with the Catholic Social Teachings – and acknowledging the ancient maxim that our worship profoundly influences our beliefs (*Lex orandi lex credenda*)- we need to make sure that we put a greater emphasis on intimate connection between the Eucharistic mystery and our public commitment to justice, peace and the integrity of creation.

Action Steps	Responsible Parties	Time Frame
JPIC and Liturgy committees will work together to develop a plan to further integrate advocacy into the liturgical life of the parish.	JPIC coordinating team, the Liturgy committee.	First year of plan
Designated representatives from JPIC and the Life-long Faith Formation will meet to explore new ways of helping children and youth – and indirectly adults – to make a more explicit connection between the liturgy, i.e., Sunday Mass, baptisms, first communion, confirmation and justice, peace and care for creation, e.g., homilies, prayers of the faithful, advocacy opportunities.	JPIC Coordinating Team, Lifelong Faith Formation Director (LFFD); Coordinator of Religious Education (CRE)	Second year of plan
Children and youth will be encouraged to use their new, re-designed stewardship envelopes that will allow them to write down on it what they will have done to help the needy, promote justice and peace and care for the earth. A small sample of these written offerings will be published in the weekly bulletin and the parish website.	Religious education office, JPIC Committee and Stewardship committee	Second year of plan

**JPIC Goal 4, Proposal 2:**

The JPIC Ministry will work with the Youth Minister of the Parish on specific ways to further incorporate the JPIC teachings and advocacy into Youth Ministry, e.g., J-walking, movies with JPIC themes, CRS programs on global solidarity targeting youth, field trips, short retreats with JPIC themes, consistent ethic of life session in preparation for the March for Life. In the future, the JPIC Ministry will consider planning, developing and providing in-service workshop opportunities for catechists in each of our three major language groups.

**Rationale/Explanation:** Many parishioners at St. Camillus have expressed a hope and strong desire that St. Camillus would continue to be creative in deepening the parish’s commitment to JPIC. The members of the JPIC ministries agree with that. We believe that we need to be very intentional about providing the best formative experiences to our youth – a new generation of leaders in our church. This will allow them to discover “the best kept secret of the Catholic Church,” that is, the Catholic Social Doctrine.

Furthermore, it was pointed out in the BPP Catechesis Study Area survey that our catechists had not been receiving adequate support and assistance. We recognize that our catechists deserve not only the best resources but also the benefit of a formation in the Catholic Social Teachings. These will help us to effectively engage the children, youth and their parents.

Action Steps	Responsible Parties	Time Frame
Recruit the adults who are knowledgeable and passionate about the JPIC issues and interested in working with the youth of our parish and the Director of Youth Ministry. Ensure those adults volunteers follow the archdiocesan procedures and go through the Save Environment training.	JPIC Ministry, the coordinator of the Youth Ministry, Director of the Life-long Faith Formation.	First year of plan
Prepare a special program on St. Francis and the Franciscan care for creation around the feast of St. Francis. It will have a hands-on dimension as well as a reflective piece.	JPIC Ministry, the Liturgy committee,	First year of plan
Organize two presentations dealing with the consistent ethics of life in preparation for the annual March for Life.	Fr. Jacek	November/January
In collaboration with the school and the Lifelong Faith Formation Director, offer a retreat – designed to provide JPIC formation and support for our catechists.	JPIC Ministry, the Life-long Faith Formation Director, the Office of Faith Formation.	The second year.

## JPIC Goal 5:

***The JPIC ministries of the parish collaborate closely with the Finance Council to ensure allocation of appropriate resources for its ministry, and foster further communication, transparency and accountability vis-à-vis the larger parish.***

**Rationale/Explanation:** A parish budget and its investments portfolio are theological statements that ought to reflect the priorities and mission of a parish. As we move towards becoming a tithing parish, our parish may need to follow the lead of many other stewardship parishes in which a certain percentage of the weekly offertory are allocated for the work of charity and justice apart from any Archdiocesan or Provincial special collections. Folding this and other charity and JPIC related items within a regular parish budget are likely to enhance the communication, transparency, and accountability within the larger parish. Likewise, for our ethical integrity we ought to ensure that our financial investments are “socially responsible,” which means that we’re not investing the parish money

in companies that, for example, produce weapons, support oppressive regimes like in Darfur, or cause environmental degradation.

**JPIC Goal 5, Proposal 1:**

The JPIC Coordinating Committee will submit to the Finance Council their recommendation and rationale for expenditures in the areas of Justice, Peace, and Integrity of Creation.

Action Steps	Responsible Parties	Time Frame
Propose an annual budget for the JPIC Ministries	Fr. Jacek, Ray Nosbaum, and JPIC coordinating team	Every year between May and June

**JPIC Goal 5, Proposal 2:**

The JPIC Coordinating Committee will review the funds included in our investment portfolio and will advise the Finance Council ways to ensure the parish funds are not invested in companies whose corporate actions are widely considered to be socially irresponsible and contrary to the teachings of our church or the directors of our Franciscan Province.

Action Steps	Responsible Parties	Time Frame
Socially responsible investments	Fr. Jacek, Ray Nosbaum, the JPIC Coordinating team	Second or third year

**JPIC Goal 6:**

*St. Camillus will seek new ways to preserve the tradition of action to serve the poor and marginalized.*

**JPIC Goal 6, Proposal 1:**

Provide a detail assessment of the current direct service outreach at St. Camillus to the poor and marginalized and, on the basis of input from our English, Spanish and French-speaking parishioners, develop a plan for a possible expansion of the present scope of serving the needs of the poor and marginalized.

**Rationale/Explanation:** **May people come to our parish seeking assistance.** They are of various income levels, ages, languages. The members of St. Vincent DePaul society at our parish, and our Parish Secretary have been very faithful in the service to those who come to our parish seeking help. However, given the present economic downturn, the need for assistance of various kinds is growing. The fact that a large percentage of our parishioners speak only Spanish or French compounds the challenge that we

face. The various Franciscan parishes throughout the Holy Name Province that have robust outreach to the poor in their respective ministries might offer us some additional ideas that we could adopt.

Action Steps	Responsible Parties	Time Frame
Provide a detail assessment of the current direct service outreach.	Patrick and Patty Brown, Sandra Perez and JPIC Coordinating team.	TBD
Develop a plan for expanding the impact and effectiveness of serving the needs of the poor within the context of the St. Vincent DePaul program, in full compliance with the St. Vincent DePaul charter.	Patrick and Patty Brown, Sandra Perez and JPIC Coordinating team to work with St. Vincent DePaul	
Consider developing similar partnerships with other programs that are geared toward other specific marginalized groups, e.g. medical clinics ministering to HIV patients	JPIC Coordinating team.	Second or third year

**JPIC Goal 6, Proposal 2:**

Provide our parishioners with more information about the successes and ongoing needs of our Langley Park mission outreach.

**Rationale/Explanation**

St. Camillus is part of a Parish Partnership with the Catholic Community of Langley Park (CC – LP), St. Elizabeth’s in Rockville, MD, and Our Lady of Mercy, Potomac, MD. The Partnership began in January 2009 and involved hiring a part time staff person to help coordinate this effort. Many of the St. Camillus parishioners have expressed an interest at the Town Hall meeting in learning more about our Langley Park outreach. They also voiced a desire to be more involved in developing a close relationship with the Langley Park community.

As St Camillus develops its Communication Ministry (see Community Building Goal 4, proposal 1), the JPIC Coordinating Team will seek to ensure that the information about the Langley Park outreach is given a high priority and that that it’s communicated on a regular basis.

Action Steps	Responsible Parties	Time Frame
Develop a link between the St. Camillus Partnership Committee and the JPIC Coordinating Team.	JPIC Coordinating Team (CT), Direct Service and Outreach Coordinator(s) and members of the Parish Partnership Committee	Second year of plan
Work with the Communication Ministry to ensure that the Parish Partnership Committee communicates more effectively about the Partnership, the relationships and the service opportunities at the Langley Park outreach mission.	Communication Ministry representative, team named above	Second year of plan
Establish regular communication and ensure that St Camillus JPIC activities related to the needs of the Catholic Community of Langley Park are treated as a priority.	JPIC CT Communications Team and the Parish Partnership Committee	Second year of plan

## IX. Prayer & Worship

### ***Prayer and Worship Goal One:***

***Our liturgical celebrations will be characterized by full, conscious, and active participation.***

**Rationale:** Our parish mission statement identifies the celebration of the sacraments as essential to our identity as a Catholic parish. The Eucharist is identified by the Church as the “source and summit of our faith”. Vatican II called for “full, conscious, and active participation” by everyone present.

Input from the parish in our discernment process for the strategic plan indicated that, as good as our liturgy can be sometimes, there were numerous ways in which it might be improved. There were many suggestions that were directly incorporated, others which have been merged, a few whose intentions were incorporated by other means.

- The first proposal addresses issues of coordination and communication so that ultimately all the component ministries of liturgy function in unison.
- The second proposal addresses the training of both existing and new members of the various ministries - some of which normally function fairly well while others have been identified as being in need of improvement.
- The third proposal places the responsibility for almost all of these objectives upon the Liturgy Committee and recognizes that our Committee’s mission is changing.
- The fourth proposal recognizes that the largest single component of liturgy is the congregation itself. The congregation has a vital role in meaningful liturgy and needs adequate training for that role. There were a number of parish suggestions for this objective.
- The fifth proposal endeavors to identify resources from the bishops and diocese that are already available to us to accomplish the above objectives so that we do not incur unnecessary labor or costs.
- The sixth proposal simply provides the Liturgy Committee with a working budget to organize the purchase of items used in liturgy through the year. Currently this seems to be done on a more ‘ad hoc’ basis.

### **Prayer & Worship Goal One, Proposal 1:**

Every liturgical ministry in each of the three major language groups will have a volunteer coordinator in place. (Liturgical Ministry groups include: Lectors, Eucharistic Ministers, Altar servers, Ushers/Hospitality, Music/Choirs and Cantors, Art and Environment/ Decorating, Audio-visual, and Sacristan assistants.

**Action Steps:** The Liturgy Committee will lead in making the following steps within the first year of the plan:

- The volunteer coordinators will provide an email address and phone number so that they can receive communications easily.
- The volunteer coordinators will make a two year commitment to their positions.

- The volunteer coordinators will commit to reading Liturgy Committee notes and planning sheets. Liturgy Committee notes are in English only so an effort will be made to find coordinators who are bi-lingual.
- The volunteer coordinators will be provided a liturgical calendar by the Liturgy Committee each year which includes regular Sunday liturgies as well as all special and multi-cultural liturgies for which they will be responsible for scheduling their ministers.
- Where appropriate each coordinator will develop a budget for needed resources.

### **Prayer & Worship Goal One, Proposal 2:**

An effort will be made to provide every liturgical ministry with the training and resources needed to lift their ministry performance to a higher level, and the liturgy committee will take the lead in helping all ministries understand how the new liturgy affects what they do.

This will be led by the Liturgy Committee in consultation with each volunteer coordinator, and will begin in the first year of the plan, running continuously.

- The type of training and the resources that will be needed / supplied will vary by the type of ministry. Impact of the new liturgy will also vary by ministry.
- The Liturgy Committee will advocate for resources to support these groups from within its own budget.

### **Prayer & Worship Goal One, Proposal 3:**

The Liturgy Committee will be reorganized and expand its focus to undertake responsibility for meeting these strategic goals. The Liturgy Committee will begin this effort in the first year of the plan.

#### **Action Steps:**

- There will be representatives from all language groups on the committee, attending the meetings and participating.
- The committee will produce an annual calendar so that scheduling of ministers for special liturgies no longer dominates meeting time.
- In addition to being responsible for the Prayer and Worship strategic goals the committee will focus on discernment and formation for liturgy, will focus on the ART of liturgy as opposed to the mechanics of our multicultural liturgies.

### **Prayer & Worship Goal One, Proposal 4:**

The liturgical assembly will be receiving continual formation for full and active participation in the liturgy. The congregation, as well as all the parish groups involved in prayer and worship, will need to be able to understand the rationale behind the upcoming slight changes in the celebration of the Mass that are being mandated by the Vatican, and implement these changes. The Liturgy Committee will lead this effort, in coordination with the Lifelong Faith Formation Director beginning with Advent 2010, and will continue throughout the years of the plan.

### **Action Steps:**

- The Lifelong Faith Formation Director will work with the Liturgy Committee on ideas for continual formation and the implementation of the changes in the liturgy.
- Special bulletin inserts will be used to help our parishioners attain a deeper understanding of the Mass, its ritual and coming changes.
- A variety of presentations and forums will be offered to enable us to reach this objective.

### **Prayer & Worship Goal One, Proposal 5:**

The Liturgy Committee will work closely with the Archdiocesan Office of Worship and other multilingual parishes in the US that might provide us with helpful materials and guidance regarding how we can most successfully implement the upcoming liturgical changes. This collaborative effort will be lead by the Liturgy Committee, and will be completed by the start of the second year of the plan.

### **Prayer & Worship Goal One, Proposal 6:**

St. Camillus will strengthen its program for training and coordinating the ministry of Altar Servers

#### **Action Steps:**

- Altar server training and coordination should be improved based on the following recommendations: provide servers with more opportunities to practice; offer meetings at a convenient time of day/day of week; make an effort to create some fun social events for the altar servers outside of what they do at their regular meetings.
- Promote involvement in the Altar Servers Ministry among the Youth Group and make a special effort to retain the older youth servers that are currently active in this ministry.

### **Prayer and Worship Goal Two:**

*The parish will have a completed master plan for its worship spaces and some relatively inexpensive elements of that plan will already have been undertaken.*

#### **RATIONALE:**

Input from parishioners provided at the survey groups and Town Hall meetings has produced numerous suggestions regarding our present worship space and the larger church building. These suggestions include making our facilities more energy efficient (“green”) and bright, more welcoming, and more adaptable for various styles of worship.

While a homeowner might pick up some tools and tackle a few small projects in a weekend more extensive renovations would require the assistance of a contractor and perhaps an architect. Renovations of something as large as our church building and as central to our parish as our worship environment require careful study and planning.

In addition, there are significant safeguards and procedures required by the diocese to which we would need to attend. Here are some of the tasks we need to seriously consider:

- Create a master plan for improving our worship space and building envelope, guided by someone with the building expertise as well as liturgical, Catholic sensibilities.
- A master plan for the grounds surrounding the church will be developed.
- The Liturgy committee will discern and list priorities, expected costs, timetable, and a plan for a parish-wide decision making process.
- The Liturgy Committee will conduct a thorough review of the liturgical furnishings and vestments. Some clearly show their wear and need to be replaced. Some other liturgical items do not match or are not liturgically sound. These need to be replaced to improve the quality of the liturgical life at St. Camillus church.

### **Prayer & Worship Goal Two, Proposal 1:**

The Liturgy Committee will gather and review the guidelines and requirements issued by the Bishops Conference and the Archdiocese regarding church buildings and their renovations.

The Liturgy Committee will complete this in the first year of the plan, at an estimated cost of \$200.

### **Prayer & Worship Goal Two, Proposal 2:**

Since there is no current master plan for our worship spaces - though there have been some consultations in the past- the friars and the Buildings and Grounds Committee will work with an outside consultant on developing proposals for the following:

- Changing the windows to make our worship space brighter.
- Creating a gathering space
- Improving the grounds surrounding the church
- Improving acoustics in the church
- Improving audio-visual capability in our worship space and the campus
- Improving bathrooms
- Creating a cry room and other auxiliary spaces
- Subsequent steps would depend on recommendations and resources.

A committee must be established, that includes some members of the Liturgy Committee and also the Buildings and Grounds Committee. However, to successfully initiate and carry out the large and complex projects is likely to require a dedicated staff person to spearhead and supervise the effort. While the guidance of the friars is indispensable in this area, this project must not place a major demand on the pastor or any other friar to act as a Director of Operations – a staff position we do not have at this point. Likewise, we ought to be careful about putting too heavy a load of responsibilities on the Liturgy or Buildings and Grounds Committees. In other words, we won't be able to achieve the stated goals related to improving and expanding our facilities over the long haul "on the cheap." The realistic assessment of our structural and organizational capacity – and the need to provide a new staff position of a Director of Operations – might be one of the key factors that would guarantee success.

### **Prayer & Worship Goal Two, Proposal 3:**

Develop a five- year vision proposal for improving and expanding our worship space and the larger building envelope of St. Camillus church.

The committee mentioned above will work with the Parish Council and the friars to propose a realistic five- year vision for these spaces.

### **Prayer & Worship Goal Two, Proposal 4:**

Once a larger vision has been established and the rules reviewed, St Camillus will identify which portions of the plan are of a high priority, relatively easy and financially doable.

The Committee will make recommendations to the Parish Council, and they together with the Pastoral Leadership will decide.

### **Prayer & Worship Goal Two, Proposal 5:**

In addition to looking at the larger physical plant for worship the Liturgy Committee will review and begin to update our liturgical furnishings and vesture. (Vestments, banners, books, hymnals, candlesticks, etc.). The committee will review what the parish has and plan for replacements and updating as needed.

- The Liturgy Committee will implement this together with the friars, beginning in the second year of the plan and continuing, with an annual estimated budget of \$2,400.
- Solicitation for donations of specific objects (such as vestments) will be coordinated with the Friars.

### **Prayer and Worship Goal Three:**

***Parishioners of St. Camillus will be offered a variety of ways in which they could increase and deepen their participation in liturgy and enrich their personal lives.***

**Rationale:** Input provided by our parishioners during the strategic planning process contained some specific suggestions on how we can deepen our individual and communal prayer life. Our Catholic tradition has extraordinary depth and breadth of prayer and worship in a church or family home. We can extend to our parishioners this knowledge of this rich tradition with a modicum of effort and expense.

- Proposal one listed below seeks to identify and purchase pamphlets and small booklets that would help the interested parishioners to learn about and adapt some forms of prayer and worship.
- Proposal two directs the liturgy committee to invest time and energy in planning a number of diverse forms of communal prayer.

### **Prayer & Worship Goal Three, Proposal 1:**

The Liturgy Committee will make use of bulletin inserts and the website to encourage and inform parishioners of various styles of prayer and available resources.

The Liturgy Committee will undertake this at the beginning of the second year of the plan. Resources will be selected and used, and more can be added the following year.

### **Prayer & Worship Goal Three, Proposal 2:**

The Liturgy Committee will plan, publicize, and hold a variety of communal prayer events (possibly including Liturgy of the Hours, Taize, Stations of the Cross, Benediction & Adoration, the Rosary, Communal Reconciliation ) beginning in the third year of the plan, and continuing forward.

The Liturgy Committee will undertake this beginning in the third year of the plan, and continuing forward.

### **Prayer & Worship Goal Three, Proposal 3:**

The Liturgy Committee – in collaboration with the friars – will create a plan for facilitating and increasing our parishioners’ singing at Sunday liturgies in all languages.

- This effort will also include investigation of the relative merits of different ways of providing the text for the hymns and song we use (books, handouts or projections on large screens). This will be completed within the next three years.

### **Prayer & Worship Goal 4:**

*Parish establishes and supports multiple venues for the whole community including youth to participate creatively in its spiritual development through the use of arts (e.g. poetry, dance, photography, videos).*

#### ***Prayer & Worship Goal 4, Proposal 1:***

St Camillus will create a strong Communications Ministry that is not exclusively focused on the website.

**Rationale:** This Committee is discussed in detail in the Community Building chapter. The Family and Pastoral Care group is willing to work towards establishing such a Committee, and wished to emphasize that web-based communications is not sufficient: displays inside the church should be a part of it as well.

### ***Prayer & Worship Goal 4, Proposal 2:***

St. Camillus will establish an Arts Committee and use it to enhance Liturgical celebrations beginning midway through the first year of the plan.

#### **Action Steps:**

- An Arts Committee will be established in the first year of the plan.
- The Committee will coordinate with the Lifelong Faith Formation Director (LFFD), the Liturgy Committee, the liturgical dance team, and art teachers from St. Francis International.
- The Committee will make use of photography, painting and other art forms to celebrate the liturgical seasons, and will organize and direct parish plays during the Mass, particularly during special seasons to help us enter into them more deeply. The Committee will make an effort to engage youth groups and children from St Francis International.
- The Arts Committee will establish an Arts Contest, with the goal of encouraging the combining of spirituality and the arts in media including poetry, musical talents other than Mass Choir, and musical instruments. This Arts Contest will take place in the second year of the plan, and will become a tradition if there is sufficient interest.

### ***Prayer & Worship Goal 4, Proposal 3:***

St Camillus will strengthen its training for and use of liturgical dance in celebrations.

**Rationale:** A Liturgical Dance group has existed at St. Camillus for some years. This group needs to be better supported and better integrated into Parish liturgy.

#### **Action Steps:**

- Liturgical dance should consider the following: regular rehearsals, professional choreography, and additional resources.
- Liturgical dance representatives will engage in discussions with the Liturgy Committee on how the two groups can coordinate more effectively.
- The Arts Committee will assist the liturgical dance team with coordination.

## **X. Stewardship**

### **Stewardship Goal 1:**

*The spirituality and practice of stewardship have been integrated into worship and promoted on a regular basis as a part of life long faith formation for St. Camillus parishioners among Spanish, English, and French-speaking parishioners and across various age groups.*

#### **Stewardship Goal 1, Proposal 1:**

The process of developing a detailed plan for an Annual Stewardship Renewal is already underway. Early in the first year, the Stewardship Committee will have prepared a detailed plan for an Annual Stewardship Renewal effort.

##### **Proposal rationale:**

The message of stewardship - like other messages in Scripture and the teachings of the Church - need to be presented to people on a regular basis. Stewardship is an ongoing process requiring regular nourishment if our parishioners are to grow spiritually and embrace stewardship as a way of life. Renewing a commitment to stewardship gives parishioners the opportunity to take the next step in the spiritual growth by increasing their giving of time, talent, and treasure. Lastly, given the fact that St. Camillus continues to attract new parishioners, we need to engage people regularly in stewardship and hold up the importance of sacrificial giving.

##### **Action Plan:**

- Decide on a specific model for stewardship renewal of time, talent and treasure (a two-weekend renewal effort.) Make the plan available to parishioners.
- Identify the people who will do lay witness talks. Assist them in preparing a written text of their talks (refer to *Stewardship: Disciples Respond – A Practical Guide for Pastoral Leaders* by the National Catholic Stewardship Council).
- Work with leaders of the Spanish, English, and French-speaking ministries of the parish to identify and help eliminate barriers to stewardships. Develop a document that explains to our multicultural community how the Church in the U.S. is supported financially.
- Develop effective parish-based stewardship materials in different languages - brochures, prayer card etc. - and have them available in English, Spanish and French.
- Integrate stewardship into sacramental preparation, especially confirmation and marriage preparation.
- Develop a budget for the above plan.

#### **Stewardship Goal 1, Proposal 2:**

Designate a Welcoming Sunday quarterly when, after some English, Spanish, and French Masses, new parishioners are invited to be officially welcomed and become registered members of the parish. (This

proposal is most fully developed in the Evangelization chapter.) The Stewardship group is particularly concerned to see a stewardship component to the welcoming process.

**Proposal Rationale:** It is important to nurture stewardship throughout the year and create opportunities to engage people who have recently started attending the parish. The BPP process has made our parishioners more aware of the need to do more than make announcements at the end of the masses, recognizing a new person with applause. We have to find other opportunities to show the newcomers that not only their presence is appreciated but also their time, talent and treasure are needed to carry out the important mission of our local faith community. Early on, we need to make our expectations clear that St. Camillus not only offers wonderful liturgies for people to enjoy, but that our parish is also eager to engage people in its mission through stewardship as a way of life. When the newcomers take that first step, they need to be publicly recognized and celebrated.

**Action Plan:**

- Work with the Evangelization group to establish a Welcoming Committee.
- Assist the leaders of the Welcoming Sunday teams from our three major language groups in on how to engage new parishioners effectively: helping them to register in the parish and briefly speak from their personal experience about the value of getting involved in the ministries of the Church and practicing the financial aspect of stewardship by using offertory envelopes.
- With permission of the newly registered parishioners, take their individual or group photos and put them up on the parish website under the heading: new parishioners this month, listing their names as well.
- Develop a budget for implementing the above plan.

**Stewardship Goal 1, Proposal 3:**

Better inform parishioners of opportunities for volunteering and gift giving.

**Proposal 3 – Rationale/Explanation**

St. Camillus is well known for its generosity. The Parish has a long tradition of gift giving, e.g., the Angel Tree. Additionally, the last two Advent giving campaigns for Haiti and the Congo, demonstrate the size of Parishioners’ generosity. Providing focus to gift giving could enhance this generosity, better connect it to justice activities that address the causes of poverty, and address broader issues of materialism in the US American culture.

Action Steps	Responsible Parties	Time Frame
Meet with members of the Parish three language communities to identify the best way(s) to coordinate, and possibly add gift giving opportunities for Parishioners.	Stewardship and JPIC Coordinating Team	First year of plan

Communicate to Parishioners about Alternative Christmas and how to use gift giving to celebrate Christ's presence in our lives instead of giving into the materialistic tendencies in the culture.	Stewardship and JPIC Coordinating Team	First year of plan, annually at Advent
Plan annual Advent charitable and advocacy projects, e.g., Haiti, the Congo.	Stewardship and JPIC Coordinating Team	First year of plan and annually
Identify ways for parishioners to become involved in microloan projects, local and international, or investments in Fair Trade projects	Stewardship and JPIC Coordinating Team	Second or third year of plan

## Stewardship Goal 2:

*St. Camillus has a well run facility whose maintenance is managed by an integrated team of paid staff, outside contractors and volunteers, and which doesn't require significant involvement of the pastoral staff.*

### Stewardship Goal 2, Proposal 1:

Management of St Camillus Church and St. Francis School is likely to require a reorganization of maintenance plans. The possibility of such reorganization will be explored before the end of the Strategic Plan period.

## Stewardship Goal 3:

*St. Camillus has added a position of Director of Stewardship as a new staff member.*

### Stewardship Goal 3. Proposal 1:

St. Camillus will hire a Director of Stewardship/Development Director who will work closely with the Stewardship committee, the Lifelong Faith Formation team, the parish staff and other lay leaders of our parish to promote stewardship as a way of life among our multicultural faith community. That person will spearhead and oversee the creation of a comprehensive stewardship plan for the English, Spanish and French-speaking members of our parish. The list of the areas/tasks she/he will be asked to be involved in could include the following:

- Serve as the staff liaison to the Stewardship Committee;
- Monitor and coordinate the implementation of the comprehensive Stewardship program;

- Assist our lay leaders in welcoming new members to our parish and engaging them in the sacrificial giving of their time, talent and treasure;
- Offer training to our catechists and other lay leaders and be a resource for them on the issue of the spirituality and practice of stewardship plan;
- Provide the parishioners with a variety of ways to give of their time, talent, and treasure;
- Attend the meetings of the Finance Council
- Work with those who are in charge of the Communication ministry of our parish to further improve the awareness and understanding of the financial needs of our parish among our members while ensuring that this kind of information would be easily available in a way that creates a greater sense of transparency and accountability among our multicultural faith community;
- Assist in developing fundraising strategies to support our ministries.
- Act as a liaison between the Finance Council and the Stewardship Committee
- Assist in coordinating issues of children’s stewardship (see subsequent proposals)

**Proposal Rationale:**

Having a capable Director of Stewardship as a full-time staff person is one of the main and indispensable keys to a long-term success and viability of St. Camillus parish and its ministries.

Our faith community is continually growing in numbers and its ministerial outreach. The recent Best Practices for Parishes Ministerial Assessment process has expanded our vision of what is possible in terms of the faithful Christian stewardship, generated new ideas and created a new level of excitement – and expectations – among our parishioners.

At the same time, St. Camillus parish remains grossly understaffed and overextended. This has to change. Our parish ought to be able to invest sufficient financial resources to address those serious deficiencies in the number of staff. However, even from a strictly financial standpoint, many of the parishes attest to the fact that having a full-time Director of Stewardship frequently becomes a financial net gain to the parish as quickly as within a year or two.

Our Sunday offertory did improve significantly, following the Annual Offertory Campaign. Yet, we need to be able sustain it over the long-haul and, indeed, further increase and integrate our stewardship efforts. The strategic three-year stewardship plan outlined above proposes many innovative and powerful ways we could promote stewardship and sacrificial giving among children, youth and adults of the Spanish, English, and French-speaking members of St. Camillus Church.

However, it would be unrealistic to expect our lay leaders on the Stewardship committee to carry out those new, extensive tasks without a support of a full-time Director of Stewardship. In fact, we may run the risk of overburdening our lay partners in ministry with too much expectation, and even see them pull off from this very important ministry when they find the challenge to maintain a balance between their busy professional and family lives and the church involvement nearly impossible. Yet, having a full time Director of Stewardship collaborating with the Stewardship committee would empower their English, Spanish and French speaking members to work more effectively in their respective communities on implementation the Stewardship Strategic plan without being overwhelmed.

Lastly, having a Director of Stewardship would be very helpful to our diverse faith community. Most of the new comers to our faith communities come from some of the poorest regions of the world where the concept of stewardship is generally not well known – especially the idea of regular, financial support

of one's parish – or quite often hardly possible. A full time Director of Stewardship would be a big help to our predominantly immigrant community in overcoming many obstacles that our parishioners face in their process of adopting stewardship as a way of life.

**Action Plan:**

- Within the first two years , define the duties and responsibilities of the Stewardship/Development Director, develop an estimate of the costs associated with this position, establish a search committee, announce the job and conduct the hiring process.

### **Stewardship Goal 3, Proposal 2:**

In the third year of the plan, a well-done children's Lay Witness presentation will be incorporated into the Sunday liturgy of the parish.

**Proposal rationale:** Just as the adult Lay Witness testimony is one of the most effective means of presenting the stewardship message to the adults of the parish, a presentation of this kind done by children can be an effective tool in communicating the stewardship message to children. These kind of talks, given either in a context of a shared homily or after the communion, have helped the children in other parishes to become cheerful givers of their time, talent and treasure. Besides, it's been reported that a child stewardship witness can also have a profound effect on adults. Lastly, our BPP survey groups have revealed a desire on the part of many of our parishioners for a greater and more active participation of the children in the liturgical life of the parish.

**Action Plan:**

- The Director of Religious Education and St. Francis International School will identify families whose members exhibit Christians stewardship both in the parish and civic community – the youngest members of these families might be good prospects. In selecting the children, we may want to look for those children who are already active in practicing good stewardship in the parish serving as altar servers, lectors, and choir members etc. The children who will offer Lay Witness Testimony must include those that are Spanish and French-speaking. They need to be articulate and comfortable speaking before large groups. In addition, these children – and their parents - would need to be willing to work with the friars, the CRE, the CHSC, or others in preparing the stewardship talk.

### **Stewardship Goal 3, Proposal 3:**

The Stewardship Director, together with the Director of Religious Education will develop proposals for what resources are needed to assist the children in adapting stewardship as a way of life.

**Proposal rationale:** The children's practice of using their envelopes stimulates the offertory portion of the Liturgy and brings about a renewed spirit of almsgiving. It also illustrates that gifts other than money can be offered to God and that they are equally sacrificial. By encouraging the children to use their redesigned offertory envelopes, the parish and the school will be helping to shape the children into strong disciples of Jesus Christ. Other stewardship-oriented activities such as *the Children's Stewardship Corner* will help to demonstrate children that they their participation – in and outside of the church – is

valued and recognized. This will reinforce the children's commitment to stewardship as a way of life. Hopefully it will foster development of a new generation of Catholic leaders that are even more committed to the Church and its mission. The Stewardship group hopes to see proposals including the following:

- By the third year of the plan, at least 50% of the children involved in the Religious Education will be using on regular basis their special envelopes. This would need to be preceded by the following: the initial class on stewardship offer to the children; their participation in the contest to help design children and youth offertory envelopes; and a special letter from the pastor to the parents of the children in the school and the Religious Education.
- By the third year of the plan, our parish bulletin and website will feature Children's Stewardship Corner. It could either list the children's weekly contribution in terms of time, talent and treasure (there are many creative methods of doing it.)

## **Stewardship Goal 4:**

***The Parish has a high level of transparency to all parishioners about finances, provides regular reports on Parish contributions, expenses, and budgets. Parishioners know who makes financial decisions and on what basis.***

### **Action Steps:**

- Reports via the bulletin are now delivered to the parish community annually, which gives an account of total parish expenditures.
- The Parish Council will strive to develop a better understanding of the budget. Member of the Finance Council are listed on the website.
- Parish expenditures follow the priorities of the Strategic Plan.