



GOOD SHEPHERD CATHOLIC CHURCH
CHARTING OUR FUTURE

Parish Pastoral Plan

loving as Christ loves,
serving as Christ serves

October 2008



GOOD SHEPHERD CATHOLIC CHURCH
CHARTING OUR FUTURE

Vision

loving as Christ loves, serving as Christ serves

Mission

In the spirit of building community in the light of Christ we will:

- Pray, worship and celebrate our relationship with God in ways that enhance the spiritual growth of our diverse community;
 - Foster the faith formation of parishioners in all stages of life as we journey to reach our full potential;
 - Inspire all parishioners to share their unique God-given gifts of time, talent and treasure;
 - Serve people in need, do justice, stand for dignity and promote peace;
 - Cultivate relationships with other faith communities seeking harmony with one another as children of God;
- Act as the living presence of Christ in our world, building relationships, healing brokenness, serving others and welcoming all.

PREFACE

I am pleased to present the Parish Pastoral Plan for Good Shepherd Catholic Church. This Plan is the product of a collaborative effort among the laity, clergy and staff of this parish, and represents an extraordinary outpouring of planning, perseverance and prayer. Clearly, the Holy Spirit was at work!

We Remember - *Over forty years, a group of Spirit-filled people who were united in faith, created our amazing parish. Blessed with their insight, energy and, devotion each of us has enjoyed the fruits of their Vision and their commitment to loving and serving others. In this plan, their dream continues to be fulfilled.*

We Celebrate - *A few years ago, it became clear that if we wanted to grow and strengthen our already dynamic parish, that we must look to the future just as the parish Founders did. Collectively, we needed to chart the course for future generations.*

We began with the fundamentals. We looked at the successes of the past and we discerned the likely challenges of the future. After considerable reflection, a parish-wide Re-Visioning process yielded a new Vision and Mission. This process further strengthened our approach to Shared Leadership as the core basis for how we live out our Vision and Mission. Shared Leadership includes members of the Parish Pastoral Council (PPC), Finance Council, Anawin, Committee Chairs, and the Pastoral Team. We have come to learn that Shared Leadership is a process of collaborating among these entities.

Every parishioner was invited to share their Ideas, Hopes and Dreams (IHDs) with fellow parishioners, the PPC and Shared Leadership. Parishioners provided more than 2000 IHDs, which are the basis for this Parish Pastoral Plan. These Ideas, Hopes and Dreams, as well as contributions from many parishioner-led committees and working groups, have produced a powerful plan for the future of our spiritual home -- our parish.

We Believe - *This plan is our guide to living out our Vision. To succeed, it will require the commitment, energy and partnership of ALL the parishioners that make up our parish. I ask that each of us reflect upon our God-given gifts and talents as we implement this Plan. Then, pray and discern a program or activity that best fits your gifts and make a commitment to a ministry. I believe that parishioners and our parish will grow stronger through the relationships we build with each other and God in fulfilling our Vision and Mission.*

I pray for God's blessing on this Plan, as well as on each of you. We must remain open to the workings of the Spirit and allow the Spirit to guide us all to be the Parish and disciples God intends for us to be. Together we will fulfill the goals of this plan and continue loving as Christ loves, serving as Christ serves.

Peace,

A handwritten signature in black ink that reads "Fr. Charles C. McCoart, Jr." with a horizontal line underneath the name.

*Rev. Charles C. McCoart, Jr.
Pastor*

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Please direct comments to:
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TABLE OF CONTENTS

1. Preface	i
2. Introduction	2
3. Our Present and Our Future	3
4. Your Role as a Parishioner	4
5. An Overview of Our Plan	5
6. Outcome One	6
7. Outcome Two	10
8. Outcome Three	16
9. Outcome Four	20
10. Outcome Five	26
11. Outcome Six	30
12. Putting Our Plan Into Action	33
13. Who to Contact	35
14. Glossary	36
15. Acknowledgments	39
16. Prayer	Back Cover

INTRODUCTION

This Plan is the product of a community-wide effort by a parish intent on celebrating its faith through liturgy, faith formation, lay development and outreach to the surrounding Mt. Vernon area. These roots are reflected throughout the Plan and in the path that we have set for our future.

The philosophies of *Shared Leadership* and *Servant Leadership* are core principles in this parish. With the limited number of priests available to serve us, we - as individuals and as a community - must continue to share a portion of the parish responsibilities in support of our pastor and clergy. By taking on more responsibility and leadership, we do so in service of each other and our Good Shepherd community.

This is an ambitious Plan. To ensure we achieve the *Goals* and *Objectives*, *Advocates* have been identified for every *Objective*. It is intended that *Objectives* be carried out through the efforts of a ministry, a committee or a group of passionate parishioners. The role of the *Advocate* is to ensure that the collective efforts of the parish address the *Objectives* in a timely and effective manner.

This Parish Pastoral Plan was developed and will be implemented keeping several external assumptions in mind. We expect the existing demographic and economic trends influencing Good Shepherd Catholic Church will continue for at least the next 10 years. We expect that the population in our area will grow, while also continuing to age. We believe that there will be an increasing divergence between the wealthy and the poor, with an affluent professional population, as well as a population living in economic stress or clear poverty.

Good Shepherd Fast Facts

Founded	May 1965
Total Parishioners	10,849
Number of Families	3,377
Number of School Age Children	3,483
Number of Volunteers	2,000+
Number of Zip Codes	93

When our parish was newly formed, it relied on the combined efforts of many small groups to achieve its goals. This is a principle that we embrace and utilize throughout this Plan. Because small groups are the building blocks of a Spirit-guided parish, the intent is to leverage their strength and cohesiveness to successfully implement the Plan.

Each of us has a unique understanding of our parish, our faith and how to serve one another. In order to become the parish that God intends for us to be, we must rely on our shared faith in response to the Spirit. The Parish Pastoral Plan calls for us to build our collective understanding and awareness by learning about our faith, our community and ourselves. By learning and celebrating our faith together, we will foster the development of one faith community that is “loving as Christ loves, serving as Christ serves.”

OUR PRESENT AND OUR FUTURE

Good Shepherd's Vision and Mission frame our present and future activities. The Vision is our guide -- a vivid depiction of how Good Shepherd carries out its ministries. The Mission describes both our purpose for being and how we do what we do.

Our Vision is challenging . . .

loving as Christ loves, serving as Christ serves

Our Mission is clear . . .

In the spirit of building community in the light of Christ we will:

- Pray, worship and celebrate our relationship with God in ways that enhance the spiritual growth of our diverse community;
- Foster the faith formation of parishioners in all stages of life as we journey to reach our full potential;
- Inspire all parishioners to share their unique God-given gifts of time, talent and treasure;
- Serve people in need, do justice, stand for dignity and promote peace;
- Cultivate relationships with other faith communities seeking harmony with one another as children of God; and
- Act as the living presence of Christ in our world, building relationships, healing brokenness, serving others and welcoming all.

We have chosen to organize this Plan's efforts by desired *Outcomes*, to encourage all ministries to work together, rather than focusing on one specific Mission element. During the parish-wide conversations, parishioners expressed a desire to "break-down" the *Mission*-based silos and to work more collaboratively across ministries. We believe that the *Outcome* format of this Plan allows for greater partnering and teaming throughout the parish. For example, a choir could expand their contributions beyond the music ministry and engage in a social justice activity, such as volunteering at a shelter once each year. Similarly, a Religious Education class could contribute to liturgy and music as part of their service to the parish.

As Shared Leadership compiled the inputs to this Plan, several themes emerged and we discerned that God wants us to:

- Be one, Spirit-filled community, celebrating our diversity.
- Be a lay-led Parish with Christ at our center.
- Invest in a personal, life-long faith journey.
- Strengthen our programs that focus on and include the family.
- Develop a strong, interconnected Community based upon small groups.
- Train and support a vibrant volunteer corps.
- Minister to the Mt. Vernon areas and greater world through social justice.

Therefore, you will see these themes expressed throughout many of the *Actions* recommended to achieve the different *Objectives*.

YOUR ROLE AS A PARISHIONER

At the end of our liturgy, we are sent forth to “...go in peace to love and serve the Lord (and one another).” These words and the words of Scripture encourage us -- indeed commission us -- to turn our faith into action.

As you read through this Plan, consider prayerfully what you, your family and your fellow parishioners can collectively do to make our parish everything that God intends for it to be.

- **Read** the Plan and **study** the *Objectives* and *Actions* looking for opportunities for you and your family to contribute.
- **Pray** for insights into where you can share your time and talent.
- **Discern** how best to proceed with the guidance of the Holy Spirit.
- **Act** by **committing** your God-given gifts in one or more *Objective* or *Action Item*.

You, your family and your fellow parishioners are blessed with God-given gifts and talents. Our Parish will move ever closer to God’s plan for each of us, when we are open to following where the Spirit leads. Our Baptism makes us children of God -- in community with and for others.

Our Pastor and clergy will be our spiritual guides. The Pastor and clergy, in their unique roles as ordained members of the Body of Christ, will minister to Parishioners through the celebration of liturgy, sacraments and prayer. Our parish staff are resources as well. Directors of individual ministries are ready, willing and able to support parishioners in participating in existing ministries, as well as create new ministerial opportunities.

By virtue of the charisms received from the Spirit, lay ecclesial ministers have the right and duty to apply their gifts for the mission of the Church. It is important that the unique gifts, expertise, and insights of lay ecclesial ministers be fully incorporated into the life of the Church, in communion with the pastors of the Church.

-- Vatican II – *Lumen Gentium* –
Dogmatic Constitution on the Church

This Plan provides you with many opportunities to live the grace received in the sacrament of Baptism, through the actions that you take within our Church. The core beliefs of our faith provide the grace that will allow us to fulfill the elements of the Plan.

*Listen to the Spirit.
Allow the Spirit to move you into true action.*

AN OVERVIEW OF OUR PLAN

Our Parish Pastoral Plan was developed using Good Shepherd's Vision and Mission as its guide. Our Vision succinctly describes the parish as we wish to be known in the future. Our Mission defines what we have set out to do together. This plan is made up of *Outcomes*, *Goals*, *Objectives* and *Action Items*, which all work in partnership to realize Good Shepherd's Vision. The *Outcomes* identify six specific results that we believe must be achieved in order to realize our Vision.

Similarly, accomplishing the *Goals* and *Objectives* in the Plan will allow us to reach our desired *Outcomes*. We have also included *Actions*, which convey ideas taken directly from parishioners on how to accomplish the *Objectives*. While these *Actions* are not an exhaustive list, they are *Actions* that our parishioners felt passionately about.

Individual parishioners, committees, Shared Leadership and the Pastoral Team are encouraged to allow the Spirit to help them identify the full set of *Actions* needed to accomplish the *Objectives*.

At a Glance

- 6 Outcomes
- 24 Goals
- 76 Objectives
- 325 Action Items

The *Outcomes* are purposefully overlapping and linked in an effort to provide a more comprehensive and connected parish community. The six *Outcomes* are:

- Build a welcoming, interconnected, fully aware and engaged Catholic community with Christ at our center;
- Encourage full, conscious and active participation of all parishioners;
- Inspire a life-long faith journey;
- Establish effective, lay-centered ministries through servant leadership;
- Invest in an attractive, functional facility; and
- Broaden opportunities for Catholic education.

The next six sections build upon a broad set of effective programs, as well as offer new programs and ideas, which move us more directly toward our Vision. In many cases, existing programs warrant review for improvement and opportunities for broader participation.

This Plan is for the entire parish, not just for individual ministries, committees or staff. The next six sections are organized to highlight the *Objectives* and *Actions* that need to be accomplished, early in the process, so that we can continue to build a strong foundation for our future.

OUTCOME ONE

Build a welcoming, interconnected, fully aware and engaged Catholic community with Christ at our center

BACKGROUND

Throughout our forty-year history, Good Shepherd has been known as a warm and welcoming parish, with a strong commitment to the local community. We count among our membership parishioners from over 90 different zip codes, making us an extremely diverse community -- economically, socially and culturally. During 2007, we heard clearly that parishioners wanted a stronger, more interconnected faith-based community. Here is a sampling of what was said:

- † *Individual conversion and communal sharing are needed to realize "our Vision."*
- † *At present, our parish is pretty much two groups sharing one space. I hope that in the not too distant future we can become one community.*
- † *We could do more to welcome new parishioners and get them involved sooner.*
- † *Achieve greater prominence -- we need visibility in the wider community of faithful through greater participation in Ventures in Community.*

Scripture

As a body is one though it has many parts, and all the parts of the body, though many, are one body, so also Christ. For in one Spirit we were all baptized into one body, whether Jews or Greeks, slaves or free persons, and we were all given to drink of one Spirit.
--1 Corinthians 12:12-13

Where two or three are gathered together in my name, there am I in the midst of them.
--Matthew 18:20

The following five goals were identified to help us to attain *Outcome One*.

GOAL 1

We will inspire Parishioners to full awareness, understanding and personal ownership of the Vision and Mission.

GOAL 2

We will celebrate that we are one in the Body of Christ, while acknowledging our many diversities.

GOAL 3

We will foster welcoming and caring relationships.

GOAL 4

We will promote small groups, both existing and new, to serve as the foundation of our Parish.

GOAL 5

We will enrich ecumenical relationships and create opportunities for joint ventures.

IMPLEMENTATION

Over the next three years, various *Advocates* and parishioners will participate in the implementation phase of *Outcome One*. There are five goals to creating a welcoming, interconnected, fully aware and engaged Catholic community. The table below lists the objectives and action items necessary to realize these goals. The section below details those objectives to be tackled in the near term, and those that will be tackled in later years.

Year One	
Objectives	Action Items
<p>1A. Create personal ownership for the GSCC Vision and Mission among Parishioners and staff. <i>(Advocates: Pastor, Clergy, Director of Volunteers)</i></p>	<ul style="list-style-type: none"> • Establish and refine a multi-faceted, multi-level, training and preparation program to provide all Parishioners and staff an opportunity to be personally involved in the fulfillment of our Vision and Mission. <ul style="list-style-type: none"> ○ Provide initial round of training to Parish leadership and expand to all Parishioners. ○ Develop education units that support specific elements of Mission reinforced through homilies, liturgy, service projects, articles in newsletter, etc. • Initiate a new member orientation program that exposes new Parishioners to our Vision and Mission and the programs that support them. • Promote individual and family participation, as well as Parish group, committee and ministry group participation.
<p>1B. Instill a culture of open and frequent collaboration across Parish activities so they collectively fulfill the Vision and Mission. <i>(Advocate: Parish Administrator)</i></p>	<ul style="list-style-type: none"> • Honor collaboration and joint activities as key elements of Parish culture. • Address the value of collaboration, joint activities and leveraging the knowledge, skills, experience and activities of others within the training and preparation program. • Celebrate instances of collaboration and joint activities to encourage further development and refinement of this <i>Objective</i>.
<p>1C. Communicate clearly, effectively, and often. <i>(Advocate: Communication Committee)</i></p>	<ul style="list-style-type: none"> • Develop a comprehensive communication plan, which spans all areas of the Parish. <ul style="list-style-type: none"> ○ Include Parish Vision and Mission awareness program. • Create a unified set of core messages around the Vision and Mission for use in all Parish communications -- these messages must be targeted to achieve the three elements of the goal (full awareness, understanding and personal ownership). • Incorporate messages throughout the liturgy, including the homilies. • Task each ministry to create an integrated communication plan, which highlights its work and demonstrates how it connects to the Vision and Mission. • Utilize a full spectrum of communication tools. • Invest in leading-edge technologies to improve communications.
<p>1D. Make all liturgies welcoming to all people. <i>(Advocate: Director of Liturgy and Music)</i></p>	<ul style="list-style-type: none"> • Encourage Parish-wide participation in all sacramental celebrations. • Incorporate visiting clergy more fully into Parish life beyond liturgical celebration. • Provide missalettes in multiple languages.
<p>1E. Make hospitality a priority for all of our activities. <i>(Advocate: Fellowship Ministry)</i></p>	<ul style="list-style-type: none"> • Create a fully functioning Fellowship Ministry that manages all of the welcoming, greeting and hospitality functions. • Station "Official Greeters" in the foyer before Mass: <ul style="list-style-type: none"> ○ Use ushers to overtly and genuinely welcome participants as they come into Mass.

	<ul style="list-style-type: none"> ○ Create Parishioner ambassador program to greet families before and after Mass and to determine involvement and knowledge of parish programs. ● Expand after-Mass social or sharing activities to reinforce growing community development, such as monthly coffees, informal dinners, etc. ● Purchase nametags for all Parishioners, so that people can begin to feel like a community by learning each others' names.
1F. Involve new parishioners immediately in the Parish. (<i>Advocate: Newcomers Committee</i>)	<ul style="list-style-type: none"> ● Contact each new Parishioner/family within two weeks of registration. ● Enhance and solidify welcome experience by creating newcomer functions and education programs. ● Personally invite each family to participate in at least one ministry as a family, in which every family member would participate and benefit. ● Create a new member "buddy program" which partners new Parishioners with existing Parishioners.
Year Two	
Objectives	Action Items
1G. Create opportunities for shared celebrations, worship and spiritual growth to create a unified community. (<i>Advocate: Director of Adult Faith Formation</i>)	<ul style="list-style-type: none"> ● Create faith-based Parish events, encouraging participation by all Parishioners, such as retreats, days of recollection and feast day celebrations. ● Hold integrated retreats and Parish Missions targeted to groups with similar interests in a format accessible to all. ● Promote family-based events and retreats, particularly those that will better unify families through their shared participation and experience. ● Increase opportunities for parishioners of all ages and cultures to serve together through social justice or other ministry programs. ● Explore increased opportunities for partnerships between existing programs of like or similar functions. ● Offer bilingual Religious Education options, evolving to a fully integrated program. ● Establish bilingual, faith-sharing programs for Good Shepherd, which celebrate our multiculturalism and allow the participants to forge relationships.
1H. Celebrate the diversity that exists throughout our Parish. (<i>Advocate: Director of Hispanic Ministry</i>)	<ul style="list-style-type: none"> ● Incorporate multicultural expressions (music, traditions, etc.) in all parish activities and programs. ● Encourage the International Festival to put a greater emphasis on celebrating Good Shepherd's multiculturalism. ● Create new opportunities to share our heritage and cultures, such as pot luck dinners, celebrations, etc.
1I. Recognize the family as the domestic church. (<i>Advocate: Director of Child and Family Faith Formation</i>)	<ul style="list-style-type: none"> ● Create more programs targeted for the family, across all ministries. ● Consider neighborhood-based programs to create local, family-based communities of faith.
1J. Create a culture where small groups are encouraged and supported. (<i>Advocate: Fellowship Ministry</i>)	<ul style="list-style-type: none"> ● Organize small groups by common life situations, age and neighborhood. ● Engage faith formation directors as support in organizing small groups. ● Organize groups to include English and Spanish-speaking Parishioners. ● Employ all forms of communications to inform Parishioners of small group opportunities. ● Engage more Parishioners in the establishment and programming of these small groups through the creation of informal communication networks.
1K. Instill a spirit of ecumenism at Good Shepherd. (<i>Advocate:</i>	<ul style="list-style-type: none"> ● Educate Parishioners on Catholic teachings and history, about the similarities and differences with other faith traditions, and about ecumenism.

<i>Director of Adult Faith Formation)</i>	
II. Revitalize ecumenical activities at Good Shepherd. (<i>Advocate: Director of Social Justice</i>)	<ul style="list-style-type: none"> • Revitalize the long-standing relationship with <i>Ventures in Community</i>. • Explore other ecumenical opportunities. • Encourage interfaith dialogue and activities.

ACTIONS I CAN TAKE AS A PARISHIONER:

The section below is meant to provide examples, as well as allow you to reflect on what you can do to serve your parish and help advance *Outcome One*. Please take time to discern how you and your family can share your time and talent. Make this your list -- make this your family’s list.

Examples:

- ✚ I will become an official greeter before and after Mass, extending a welcoming hand to new parishioners.
- ✚ I will serve in the Fellowship Ministry.
- ✚ I will attend *Ventures in Community* meetings and learn more about ecumenical opportunities.
- ✚ My family will serve as a “buddy” to new members.
- ✚ My family will attend a bilingual mass.

My List:

- ✚
- ✚
- ✚
- ✚
- ✚
- ✚

OUTCOME TWO

Encourage full, conscious and active participation of all Parishioners

BACKGROUND

We are called as Catholics to full, conscious and active participation in our liturgy and in our faith. Good Shepherd is known for its far reaching social justice initiatives, strong sense of community and compelling faith formation programs. However, much of the feedback provided by Good Shepherd parishioners reflected a parish that has lost its sense of passion and the involvement of its members. Here is a sampling of what we heard:

- † *We need to re-establish an active and committed liturgy committee.*
- † *Good Shepherd has a commendable record of outreach to the less fortunate and to the needs of others beyond our community. I'd like to see if we can improve that already impressive history.*
- † *Not doing well: Providing opportunities for prayer outside of liturgy -- not feeding spiritual growth.*
- † *Need to build community and expand the pool of volunteers before we can be successful in having people share their time and talents.*

Scripture

Let us greet him with a song of praise, joyfully sing out our psalms. Enter, let us bow down in worship; let us kneel before the LORD who made us. For this is our God, whose people we are, God's well-tended flock.

--Psalm 95:1-2, 6-7

Let the word of Christ dwell in you richly, as in all wisdom you teach and admonish one another, singing psalms, hymns, and spiritual songs with gratitude in your hearts to God.

--Colossians 3:12-16

In order for us to achieve *Outcome Two*, we must accomplish the following four goals.

GOAL 1

We will actively celebrate liturgy and prayer services, making them welcoming and inspiring.

GOAL 2

We will fulfill our Baptismal promises by loving and serving Christ in one another with compassion and action.

GOAL 3

We will support and encourage each other in our personal faith journeys.

GOAL 4

We will contribute our time, talent, and treasure to benefit our Parish and community.

IMPLEMENTATION

It will take the passionate involvement of the *Advocates*, as well as the parishioners, during the implementation phase of *Outcome Two*. Building on the four goals aimed at encouraging full, active and conscious participation are the objectives and action items listed below. The section below details those objectives to be tackled in the near term, and those that will be tackled in later years.

Year One	
Objectives	Action Items
<p>2A. Promote liturgical celebrations and worship as an essential component of parish life. (<i>Advocates: Director of Liturgy and Music, Associate Director of Liturgy and Sacraments</i>)</p>	<ul style="list-style-type: none"> • Make liturgies the focal point of the parish as a welcoming community. • Revitalize the Liturgical Ministries Committee. • Invite Parishioners into the shared experience of various liturgical celebrations. • Establish and refine a multi-faceted, multi-level, continuing training, formation and preparation program to provide Parishioners of all ages and experience levels with the opportunity to participate in a range of liturgical celebration and worship experiences. <ul style="list-style-type: none"> ○ Provide initial round of training to Parish leadership and expand to rest of Parish. ○ Develop education units that support specific elements of Mission -- reinforced through the homily, liturgy, service projects, articles in newsletter, etc. ○ Maintain a ready reference guide for Parishioners, visitors and visiting priests to acquaint them with our usual practices, the history behind them and their theological basis. ○ Include theology of sacraments and liturgy to ensure that the teachings of Vatican II are understood and embraced by the Parish. • Promote individual and family participation, as well as Parish group, committee and ministry group participation, in liturgical celebration and worship.
<p>2B. Promote quality music as a core component of liturgies. (<i>Advocate: Director of Liturgy and Music</i>)</p>	<ul style="list-style-type: none"> • Emphasize music as prayer and as a way to participate in the Mass, thus promoting congregational singing. • Provide different styles of music for different manners of worship. • Strengthen the quality and breadth of our music program. <ul style="list-style-type: none"> ○ Actively recruit musicians, instrumentalists, cantors and singers. ○ Actively recruit and audition cantors to ensure the quality of the music -- using paid cantors, if needed.
<p>2C. Instill a solid understanding of our Baptismal calling. (<i>Advocate: Director of Volunteers</i>)</p>	<ul style="list-style-type: none"> • Establish and refine a multi-faceted, multi-level, training and formation program so that each parishioner can articulate an understanding of Baptismal calling. • Promote and celebrate individual and family participation in a continuing series of activities and actions intended to fulfill our Baptismal calling.
<p>2D. Embrace life-long faith formation as the foundation of our spiritual lives. (<i>Advocate: Director of Child and Family Faith Formation</i>)</p>	<ul style="list-style-type: none"> • Emphasize need for continuing education about one's faith as you move through life. • Establish a multi-faceted, multi-level faith formation program as a component of the Parish training, formation and preparation program to facilitate development and empowerment of Parishioners at all age and experience levels. • Encourage Parishioners of all ages to get involved with inspirational faith initiatives within the Church, such as Youth Encounter, Charismatic Renewal and Cursillo.

<p>2E. Cultivate a proud, capable Volunteer Corps through inspiration, training and recognition. (<i>Advocate: Director of Volunteers</i>)</p>	<ul style="list-style-type: none"> • Hire a full-time Director of Volunteers charged with recruiting, training and retaining volunteers, among other duties. • Establish and refine a multi-faceted, multi-level, training, formation and preparation program to facilitate development and empowerment of potential and existing volunteers at all age and experience levels. • Use experienced volunteers as coaches and mentors for new volunteers. • Develop and maintain database of Parishioner knowledge, skills and experience. • Recognize volunteers for their contributions frequently -- use methods, such as weekly recognition in the bulletin, telephone calls, pulpit announcements, thank you notes, etc. • Encourage collaborative opportunities so that Parishioners of all ages and cultures can work with each other toward a meaningful goal.
<p>2F. Increase the number of Parishioners actively participating in Parish activities. (<i>Advocate: Director of Volunteers</i>)</p>	<ul style="list-style-type: none"> • Create a Parish culture where everyone is expected to contribute their God-given time and talent. A parish where individual priorities are God, Family and Parish, in that order. • Focus on bringing the entire family into Parish activities, not just one or two members. • Energize and motivate existing Parishioners to become involved in at least one activity or ministry. • Establish a positive volunteer atmosphere; where many do one thing, so that everyone can “volunteer without fear.” • Provide opportunities beginning at the earliest ages for sharing of gifts and talents within the Parish and local community -- increase in scope and depth as faith and age progress. • Make personal contact with every registered household to invite participation. <ul style="list-style-type: none"> ○ Determine current activities, specific areas of interests and needs for each family member so that appropriate ministry representatives can get in touch. ○ Record and pass along specific areas of interest and needs to appropriate ministries. ○ Personally invite each family entity to participate in at least one ministry. ○ In addition to individual participation, invite every household to participate in at least one ministry as a family such that every member would participate and benefit. ○ Provide information on upcoming events or training of likely interest to the family and to individual members. • Follow-up by ministry representative to each household within 2 weeks of the initial interest and needs assessment.
<p>2G. Bring new Parishioners into participation early. (<i>Advocate: Newcomers Committee</i>)</p>	<ul style="list-style-type: none"> • Streamline registration card so that there are only a few boxes to check that roll up to the ministries. • Make personal contact with each new Parishioner or family within two weeks of registration. See details in 2F. • Follow-up within 2 weeks to determine specific areas of interest and to get new Parishioners involved. • Create the “Welcome to Good Shepherd” Program, in partnership with the Director of Volunteers. • Initiate an evangelization and outreach program to seek out our brothers and sisters who are leaving or have left the Church and to encourage them to take a serious look at our Parish once again.
<p>2H. Communicate</p>	<ul style="list-style-type: none"> • Assist the Director of Volunteers in raising awareness and promoting

<p>opportunities clearly, effectively and often. (<i>Advocate: Communication Committee</i>)</p>	<p>involvement in ministries through the coordinated use of communications tools.</p> <ul style="list-style-type: none"> • Increase awareness of activities and ministries through regular social events that highlight a selected ministry and facilitate recruiting. • Foster communication and collaboration among ministries and volunteer groups. • Inform Parishioners about opportunities to participate through personal, direct communications, taking advantage of existing small groups to further wide distribution of information through personal contacts. • Identify part-time or limited commitment opportunities, as well as on-going commitments.
<p>Year Two</p>	
<p>Objectives</p>	<p>Action Items</p>
<p>2I. Sustain a spectrum of liturgical celebrations to meet the needs of our diverse community and make them more welcoming to all, regardless of language or disability. (<i>Advocate: Director of Liturgy and Music</i>)</p>	<ul style="list-style-type: none"> • Provide missalettes in multiple languages so that people attending Mass in English can follow more easily. • Integrate all ministries and age groups into worship opportunities. • Consider adding additional Spanish Mass on Sunday. • Consider offering early daily Mass and Holy Day services to allow working people to attend. • Provide more opportunities and space for prayer, Eucharistic Adoration and quiet meditation. • Explore tools for facilitating bilingual celebrations, so that they occur more often. <ul style="list-style-type: none"> ○ Consider bilingual worship guides. ○ Utilize projection screens with translations. ○ Conduct bilingual celebrations of sacraments. • Provide for Parishioners with disabilities. • Encourage Parishioners to exercise reverence and respect within our sacred spaces and to model those values for their children. • Offer a broad variety of activities focused on reaching the children. <ul style="list-style-type: none"> ○ Set up a way for families to sign up to bring the gifts up at Mass. ○ Offer a children’s Mass where the children are invited to sit in the sanctuary during the homily. ○ Include hands-on experiences for children during Mass – utilizing signs and symbols to make Mass more meaningful. ○ Offer a May crowning. ○ Offer children’s Stations of the Cross event where the children dress up and act out the stations.
<p>2J. Make liturgy planning and execution a community-wide, lay-led gift to one another. (<i>Advocates: Director of Liturgy and Music, Associate Director of Liturgy and Sacraments</i>)</p>	<ul style="list-style-type: none"> • Further develop the Liturgical Ministries Committee. See 2A. • Develop themes for liturgical seasons and plan liturgies around the themes. • Educate Parishioners on themes and explain application to personal and family life. • Form liturgy teams to plan liturgies for Sundays and Holy Days. • Promote individual and family participation, as well as Parish group, committee and ministry group participation, in liturgical planning and execution. • Encourage Parish-wide participation in all sacramental celebrations. • Recruit more people to become involved in Arts and Environment sub-committee. • Recruit and train Extraordinary Ministers of Holy Communion, lectors, altar servers and ushers.
<p>2K. Minister to those in need</p>	<ul style="list-style-type: none"> • Educate Parishioners on the seven themes of Catholic social teaching.

<p>through a balanced variety of programs and projects based upon the seven themes of Catholic social teaching. <i>(Advocate: Director of Social Justice)</i></p>	<ul style="list-style-type: none"> • Establish and execute a balanced program of actions and activities to achieve and sustain a reduction in local area poverty, taking into consideration current local volunteer, county, state and federal resources and programs available. <ul style="list-style-type: none"> ○ Understand the needs of and improve our ministry to those groups and populations who require special support systems, first within our own Parish community, expanding to the broader community. ○ Embrace the “option for the poor” concept to guide our programs and outreach. ○ Address openly and sensitively the causes of poverty that exist in our local area. ○ Determine what solutions to local area poverty are within our primary functions and purpose. • Promote individual and family participation, as well as Parish group, committee and ministry group participation, in a series of activities and actions intended to address Parish community and local community needs.
<p>2L. Build productive relationships with the broader faith community of our world. <i>(Advocate: Director of Social Justice)</i></p>	<ul style="list-style-type: none"> • Actively build and enrich our own faith by improving ecumenical and inter-faith relationships. • Increase interaction with local faith communities through fellowship, social events and joint prayer services. • Partner with local faith communities and faith-based community agencies on joint social justice efforts. • Co-sponsor a large annual service project with other faith communities in the area.
<p>2M. Increase opportunities for all forms of personal worship. <i>(Advocate: Director of Liturgy and Music)</i></p>	<ul style="list-style-type: none"> • Determine the full range of individual and group worship opportunities desired by Parishioners. • Provide space for individual and group worship opportunities, such as prayer services, Eucharistic Adoration and quiet meditation.
<p>2N. Promote small groups as a key component of our individual faith journey. <i>(Advocate: Fellowship Ministry)</i></p>	<ul style="list-style-type: none"> • Promote and facilitate neighborhood gatherings to validate membership in a larger Catholic community and to facilitate personal invitations to participate in a broader ministry. • Promote and facilitate opportunities for Parishioners to meet in small groups (within our parish, inter-parish and interfaith) to discuss topics relevant to their personal faith journey, spiritual maturity and topical interest.
<p>Year Three</p>	
<p>Objectives</p>	<p>Action Items</p>
<p>2O. Advocate actively and effectively for peace and justice. <i>(Advocate: Director of Social Justice)</i></p>	<ul style="list-style-type: none"> • Develop and carry out a balanced program of activities using the Diocesan Commission on Peace and Justice resources. • Prepare, maintain and routinely communicate an explicit list of objectives for the Parish’s efforts to achieve increased peace and justice. • Promote and celebrate individual and family participation, as well as Parish group, committee and ministry group participation, in a continuing series of activities and actions intended to achieve increased peace and justice.

ACTIONS I CAN TAKE AS A PARISHIONER:

This section provides suggestions, as well as open space to allow you to reflect on what you can do to serve your parish and help advance *Outcome Two*. Please take time to discern how you and your family can share your time and talent. Make this your list -- make this your family's list.

Examples:

- ✠ I will join the choir.
- ✠ I will form a small prayer group in my neighborhood.
- ✠ I will participate routinely in Good Shepherd's social justice activities.
- ✠ My family can volunteer to serve a meal at a homeless shelter once a quarter.
- ✠ I will share my professional skills as a teacher by helping plan children's liturgies.
- ✠ I will join the Newcomers Committee.
- ✠ I will serve as a lector or usher.

My List:

- ✠
- ✠
- ✠
- ✠
- ✠
- ✠

OUTCOME THREE

Inspire a life-long faith journey

BACKGROUND

As Catholics it is critical to nurture our spirit and strengthen our faith. Equally important is making faith formation a life-long journey. In order to truly have an impact, it is imperative that Good Shepherd provides a variety of faith formation programs to serve Good Shepherd parishioners.

Repeatedly, we heard that the faith formation programs at Good Shepherd could be strengthened and broadened. There was a general feeling that we do some programs very well, but that in other areas programs are non-existent. Overall, parishioners wanted to see a greater selection of programs, which touch a wider range of parishioners. Here are some parishioner comments from the 2007 *Charting Our Future* conversations:

- † *We need a small group ministry, where every adult can meet weekly in a small group to help them grow in their faith.*
- † *We need faith education and social options for young professionals.*
- † *We need more programs for our middle school youth, as well as, family-focused programs.*
- † *We need to increase interaction with other faith communities in the Mt. Vernon area.*

Because of this desire for expanded faith formation opportunities, it is clear that we need to create a set of programs aimed at nourishing the Spirit. We will accomplish this through four goals.

- **GOAL 1**
● We will provide spiritual nourishment for all.
- **GOAL 2**
● We will invest in life-long faith formation by providing programs for all ages and life experiences.
- **GOAL 3**
● We will enrich our faith by experiencing cultural celebrations of Catholic traditions.
- **GOAL 4**
● We will strive for a greater understanding of our commonalities and differences across other faith traditions.

Scripture

I am the living bread that came down from heaven; whoever eats this bread will live forever; and the bread that I will give is my flesh for the life of the world.

--John 6:51

When I was a child, I used to talk as a child, think as a child, reason as a child; when I became a man, I put aside childish things. At present we see indistinctly, as in a mirror, but then face to face. At present I know partially; then I shall know fully, as I am fully known.

--1 Corinthians 13:11-12

IMPLEMENTATION

The success of *Outcome Three* is dependent on the commitment of the various *Advocates* and parishioners who will take part in the implementation phase. The four goals to inspiring a life-long faith journey are supported by the objectives and action items below. The section below details those objectives to be tackled in the near term, and those that will be tackled in later years.

Year One	
Objectives	Action Items
<p>3A. Expand Parishioners' knowledge and participation in the Catholic faith so lives are transformed. (Advocate: Director of Adult Faith Formation)</p>	<ul style="list-style-type: none"> • Create a unified faith formation committee by July 1, 2009. • Educate Parishioners on Catholic teachings and history. • Increase knowledge and understanding of sacraments. <ul style="list-style-type: none"> ○ Provide ready access to sacraments, particularly Reconciliation and Anointing of the Sick. ○ Provide opportunities for individuals to share the experience of receiving a sacrament. ○ Offer post-sacramental catechesis to broaden individual involvement in parish life.
<p>3B. Create a multi-year, multi-level adult faith formation plan. (Advocate: Director of Adult Faith Formation)</p>	<ul style="list-style-type: none"> • Expand the adult faith formation program to address every age category. • Ensure that the plan offers programs for Parishioners at various life stages and differing faith maturities. • Offer yearly a Called and Gifted Workshop. • Expand the Book of the Month discussion opportunities for Parishioners of all ages. • Develop relationships with institutions that offer online formation. • Ensure social justice teachings are woven throughout all formational programs. • Provide opportunities for increased Stewardship throughout all formational processes. • Provide opportunities beginning at the earliest ages for sharing of gifts and talents within the Parish and local community. Increase in scope and depth programs and projects as faith and age progress.
<p>3C. Provide service opportunities that are spiritual and educational. (Advocate: Director of Youth Ministry)</p>	<ul style="list-style-type: none"> • Expand upon current Work Camp opportunities and increase participation among Parish youth. • Investigate opportunities for Work Camp experiences for adults and families. • Increase service opportunities beyond Work Camp.
<p>3D. Provide comprehensive and deliberate religious education and formation for all Parishioners. (Advocate: Director of Child and Family Faith Formation)</p>	<ul style="list-style-type: none"> • Support catechists by providing opportunities for training and certification, including diocesan mandated Safe Environment Program. • Provide faith terminology and understanding to allow for expressing and witnessing the faith throughout all programs. • Use varied textbooks to explain and expand Parishioner faith. • Ensure programs provide culturally appropriate and sensitive processes. • Expand faith formation opportunities for young adults (post high school, college, post college). • Expand religious education and formation programs to meet the needs of special needs children.
<p>3E. Ensure that the children and youth of our Parish participate in and have a range of religious education</p>	<ul style="list-style-type: none"> • Recognize children as a gift and provide a welcoming and safe environment for families of young Parishioners. • Motivate children and families to make a commitment to being Catholic by helping them discover the joy in being Catholic. • Prepare young children to live as Christians by providing families with

options. (<i>Advocate: Director of Child and Family Faith Formation</i>)	<p>aids for training and educating preschool children in their faith.</p> <ul style="list-style-type: none"> • Offer pre-school family-oriented activities that are faith based and provide support and fellowship. • Establish education and formation programs for the K-12 population, such as family learning teams.
3F. Create a comprehensive, inclusive, spiritual, educational and social program for teens. (<i>Advocate: Director of Youth Ministry</i>)	<ul style="list-style-type: none"> • Explore other programs across the country in search of best practices. • Conduct a teen and parent survey to assess needs and interest. • Develop joint adult and teen leadership program. • Engage a significant percentage of the current teens within the Parish. • Develop and implement activities and programs for youth on substance abuse, gangs and premature sexual activity. • Align programs with the free time of teens, such as summer time and school holidays. • Establish book of the month for teens and parents aligned with parish theme. • Offer ongoing contact, relationship and programming for college students. • Sponsor Good Shepherd teams to participate in CYO sports league.
3G. Provide opportunities for all Parishioners to participate in cultural Catholic traditions (e.g., Las Posadas, Via Crucis, etc.). (<i>Advocate: Anawin</i>)	<ul style="list-style-type: none"> • Recognize that many celebrations can be honored and celebrated in English, Spanish, and bilingually. • Encourage more participation at Spanish celebrations by English-speaking parishioners. • Encourage other Catholic cultural traditions through art and music (e.g., Gospel choir, etc.). • Examine existing programs throughout the parish from this perspective. • Encourage Spanish-speaking parishioners to become more actively involved in parish-wide committees and to share their time and talent with the parish.
Year Two	
Objectives	Action Items
3H. Increase participation in small groups for prayer, faith sharing, bible study and fellowship. (<i>Advocate: Fellowship Ministry</i>)	<ul style="list-style-type: none"> • Establish groups that reflect needs of Parishioners by age, life situation, neighborhood or interests. • Include English and Spanish-speaking Parishioners in groups. • Provide support to get groups established and running, including establishing a “purpose” for each group.
3I. Establish opportunities and encourage Parishioners of all ages to participate in inspirational faith initiatives. (<i>Advocate: Director of Adult Faith Formation</i>)	<ul style="list-style-type: none"> • Establish Renewal opportunities that encourage the development of a personal relationship with Jesus, such as Youth Encounter, Charismatic Renewal, Cursillo, Christ Renews His Parish (ChRP), etc. • Invite Parishioners and outside speakers to share their personal testimony in a public forum at least once a year. • Promote development of and participation in retreats and Parish Missions. <ul style="list-style-type: none"> ○ In an effort to continually improve the quality of Parish Missions, employ best practices to identify retreat topics, structure and facilitators. ○ Sponsor retreats for groups with similar interests and continue to have Missions with inspiring speakers. ○ Provide opportunities for individual, couple and family retreats. ○ Consider bilingual Parish Missions. ○ Consider multiple Parish Mission programs for different age groups.
3J. Minister to Parishioners	<ul style="list-style-type: none"> • Create a ministry for family counseling, establishing essential family

<p>in practical ways that will improve and enhance their lives. (<i>Advocate: Director of Social Justice</i>)</p>	<p>unity goals understood and shared by family members, and defining common dysfunctions and their prevention and/or resolution.</p> <ul style="list-style-type: none"> • Establish an outreach ministry to provide services to the homebound, elderly, and Parishioners in need, including visitation, transportation, home repair or other support. <ul style="list-style-type: none"> ○ Identify Parishioners “in need.” ○ Identify services and opportunities that are provided by non-profit community organizations for those in need. ○ Implement a ministry that reaches out to those in need through visitation and telephone calls.
<p>3K. Implement faith formation themes related to the liturgical year and based on the Parish Vision and Mission. (<i>Advocate: Director of Liturgy and Music</i>)</p>	<ul style="list-style-type: none"> • Provide frequent pastoral focus on faith formation as a life-long journey. • Create themes developed from the Mission elements and related to the liturgical year, which focus ministry activities around these themes. • Integrate themes across all programs, ministries and liturgies during the designated time period, so that the entire community is sharing the journey, but experiencing it through their own personal faith programs.
<p>3L. Provide opportunities to learn about other faith traditions by improving ecumenical and inter-faith relationships. (<i>Advocate: Director of Adult Faith Formation</i>)</p>	<ul style="list-style-type: none"> • Implement an education program aimed at educating Parishioners about other faiths. • Initiate field trips, speaker series and newsletter articles as tools to educate Parishioners about other faiths. • Host sessions for interfaith families, exploring the similarities and differences of other faiths. • Establish interfaith dialogue and activities with nearby churches. • Expand and increase participation in ecumenical/interfaith study groups that meet regularly, alternating sites within other houses of worship.
<p>Year Three</p>	
<p>Objectives</p>	<p>Action Items</p>
<p>3M. Establish intergenerational catechesis. (<i>Advocate: Director of Child and Family Faith</i>)</p>	<ul style="list-style-type: none"> • Investigate implementation of “Generations of Faith.” • Explore other opportunities for intergenerational faith sharing and growth, such as guest speakers, round table discussions, movies, books, etc. • Create options for group travel to and attendance at worthy programs, performances, exhibits, religious pilgrimages, etc.

ACTIONS I CAN TAKE AS A PARISHIONER:

The section below is meant to provide suggestions, as well as allow you to reflect on what you can do to serve your parish and help advance *Outcome Three*. Please take time to discern how you and your family can share your time and talent. Make this your list -- make this your family’s list.

Examples:

- ✠ I will help to organize a family Work Camp.
- ✠ I will serve on the Child and Family Faith Formation Committee.
- ✠ I will attend Via Crucis this year.
- ✠ I will volunteer to transport an elderly or infirm Parishioner to Mass.
- ✠ I will participate in the book of the month club with my spouse or child.

My List:

- ✠
- ✠
- ✠

OUTCOME FOUR

*Establish effective, lay-centered ministries
through servant leadership*

BACKGROUND

At the core of every parish are its parishioners, spearheading a variety of programs. Good Shepherd has historically been blessed with dedicated and passionate parishioners, who have chosen to put their Church ahead of many other possible pursuits. As our lives get busier, and our most dedicated parishioners continue to age, Good Shepherd must find new ways to engage parishioners, including younger generations, to become more active in our community. Many of you recognized this need during the 2007 conversations by saying:

- † *Leverage the committee structure -- it will engage the people and be more successful.*
- † *It is difficult to know whom I should talk to about volunteering.*
- † *Too small a percentage of parishioners are involved in the activities/leadership of programs.*
- † *Maybe we need a Craig's List of needs that people can review and contribute to.*

Scripture

And he gave some as apostles, others as prophets, others as evangelists, others as pastors and teachers, to equip the holy ones for the work of ministry, for building up the body of Christ.

--Ephesians 4:11-12

We, though many, are one body in Christ and individually parts of one another. Since we have gifts that differ according to the grace given to us, let us exercise them.

--Romans 12:5-8

Taking these comments and the reality of our aging and expanding parish into consideration, the following six goals were identified to help us reach *Outcome Four*.

GOAL 1

We will establish and maintain an effective, responsible and well-defined organizational structure, with Shared Leadership at its core.

GOAL 2

We will inspire, train, retain, sustain and empower current and future leaders for Parish ministries.

GOAL 3

We will train and empower paid Parish staff to effectively minister to Parishioners.

GOAL 4

We will foster vibrant, thriving, effective Parish programs.

GOAL 5

We share responsibility for effective, open, honest communication with all Parishioners, staff and clergy.

GOAL 6

We will collaborate among and across Good Shepherd ministries.

IMPLEMENTATION

This *Outcome* encompasses many different issues, as witnessed by the expansive goals above. But at its core, *Outcome Four* is focused on creating a parishioner-led, well-managed and vibrant parish. In order to make that happen, it is imperative that we recognize the changing environment under which local parishes exist. With the number of priests shrinking, and some parishes left without a priest, the laity must often step in to assume the day-to-day management of the parish.

We recognize that the Pastor is the individual appointed by the Bishop with the ultimate responsibility for all aspects of the parish. Consequently, his primary focus and responsibility is to provide for the overall spiritual and strategic leadership of the parish. At Good Shepherd, we have also identified the Parish Administrator (whether a priest, religious or lay person) as the individual directly responsible to the Pastor for carrying out his strategic and spiritual directions. This person is empowered to manage all aspects of day-to-day parish operations, administration and activities and is supported by a paid staff, including directors, associate and assistant directors and support staff.

Immediate Start	
Objectives	Action Items
<p>4A. Leverage recognized organizational best practices by establishing a streamlined, clear and transparent leadership structure. (<i>Advocate: Pastor</i>)</p>	<ul style="list-style-type: none"> • Implement organizational structure and reporting relationships by January 1, 2009. <ul style="list-style-type: none"> ○ The Parish Administrator (whether a priest, religious or lay person) reports to the Pastor and has the authority and responsibility to manage all aspects of the day-to-day parish operations, administration and activities. ○ In order to effectively carry out the wishes of the Pastor and parishioners and to effectively implement the Parish Pastoral Plan, all paid staff will report to the Parish Administrator, either directly or indirectly. ○ As in the past, all staff are free to meet with the Pastor to receive spiritual and strategic guidance.
<p>4B. Evaluate job performance against agreed objectives. (<i>Advocate: Parish Administrator</i>)</p>	<ul style="list-style-type: none"> • Create performance plans as well as evaluations based on objectives against which staff will be measured. • Conduct periodic (every 6 months) performance assessments against objectives. • Conduct formal, annual performance evaluations on all staff.
Year One	
Objectives	Action Items
<p>4C. Establish an integrated leadership structure, known as Shared Leadership, which effectively partners and shares responsibility across ministries and committees. (<i>Advocate: Parish Administrator</i>)</p>	<ul style="list-style-type: none"> • Clarify committees and subcommittees that are part of Shared Leadership. • Establish an education program to facilitate a broad understanding of the Shared Leadership concept. • Establish regular, well-organized meetings of Shared Leadership to exchange ideas, concerns, special needs, etc. • Ensure programmatic and ministry information is shared with the Parish.
<p>4D. Ensure a thriving partnership between</p>	<ul style="list-style-type: none"> • Create a culture that embraces and encourages lay-championed and led programs.

<p>volunteers and Parish staff. (<i>Advocate: Director of Volunteers</i>)</p>	<ul style="list-style-type: none"> • Revitalize committee structure within each ministry, led by parishioners. • Provide for greater understanding of Servant Leadership as shepherding, stewardship and membership.
<p>4E. Transition from a dual committee structure to a unified committee structure where practical -- maintaining culturally separate, mutually supportive ministries where necessary to properly care for the full community. (<i>Advocate: Parish Administrator</i>)</p>	<ul style="list-style-type: none"> • Support cross-cultural, bilingual committees with active participation and not token representation. • Develop process for acceptance and welcoming of parishioners in all committee settings. • Promote Parishioner awareness that recognizes, respects and accepts the cultural identity, similarities and differences of each individual. • Ensure all meetings are open to Parishioners of both language groups by publicizing and providing translation. • Ensure all councils/committees have a Charter by December 2009 that outlines their purpose and relationships. • Ensure all committees and councils are parishioner-led and not staff-led. • Identify leaders in all parish committees for inclusion in Shared Leadership. • Provide English-speaking Parishioners the opportunity to participate in established Spanish ministries (e.g. evangelization, prayer group) for leadership and training to develop similar groups – either English or bilingual. • Provide leadership training to ensure succession plans exist in all committees. • Determine where opportunities exist for Parish-wide programs and activities (e.g., bilingual liturgy). • Prioritize committees/ministries to transition to a unified committee structure. • Work with Anawin to increase participation by Spanish-speaking parishioners in Parish committees.
<p>4F. Foster an environment where Parishioners become lay leaders. (<i>Advocate: Director of Volunteers</i>)</p>	<ul style="list-style-type: none"> • Inspire members of the Parish community to become active participants in Parish life. • Develop a consistent, targeted and effective recruitment plan, which is based on issuing a “personal invitation to serve.” <ul style="list-style-type: none"> ○ Issue personal invitations to each household, whether long-term or newcomer. ○ Invite Parishioners to participate in at least one ministry -- as an individual or as a family -- so that every member can benefit. ○ Develop and maintain a database that catalogs the specialized skills of Parishioners. ○ Ensure that every Parishioner who offers to volunteer is contacted.
<p>4G. Effectively train the current and future lay leaders of the Parish. (<i>Advocate: Director of Volunteers</i>)</p>	<ul style="list-style-type: none"> • Establish and maintain an inclusive spiritual, educational and social leadership program to foster leadership development, Mission alignment and the participation of Parishioners of all ages. <ul style="list-style-type: none"> ○ Provide orientation, in-service education and skills training to ensure Parishioners are able to fulfill their responsibility as Christian leaders. • Educate Parishioners on the concept of Servant Leadership and incorporate this concept into the training of current and future lay leaders. • Partner with other institutions to provide further training. • Establish volunteer development training to build the skills needed for carrying out program/project goals. • Support programs that provide Parishioners with the understanding of ministry, mission and vocation.
<p>4H. Develop a positive,</p>	<ul style="list-style-type: none"> • Conduct workshops to build relationships and shared understanding.

<p>servant leader relationship between staff and lay-leaders. <i>(Advocate: Parish Administrator)</i></p>	<ul style="list-style-type: none"> • Initiate volunteer development program to build skills for carrying out Mission activities. • Clarify roles and responsibilities of Ministry Directors, Committee Heads, Committees and Subcommittees and communicate to Parishioners. • Clarify roles, responsibilities and expectations of Parish staff as they support lay-led Parish activities and communicate to Parishioners. • Encourage staff to serve as a resource to volunteer lay leaders. • Conduct appropriate servant leadership training for Directors and other paid staff at Good Shepherd. • Conduct appropriate servant leadership training for Parishioners. • Empower Parishioners to fulfill the mission of Jesus Christ in the world.
<p>4I. Sustain the professionalism and ministerial capabilities of the Parish staff. <i>(Advocate: Parish Administrator)</i></p>	<ul style="list-style-type: none"> • Provide professional development to all staff annually. <ul style="list-style-type: none"> ○ Attend courses offered through the Diocese and local education institutions. ○ Expand opportunities for ministry specific professional development. ○ Enrich staff through innovative training and team building opportunities.
<p>4J. Foster and encourage personal spiritual growth of the staff. <i>(Advocates: Pastor, Clergy)</i></p>	<ul style="list-style-type: none"> • Meet regularly for spiritual growth and to share and exchange information. • Hold spiritual renewal programs for staff. • Focus on lay ministry as the capability to listen to and heed God's call.
<p>4K. Develop a competitive and just pay scale, based on industry standard. <i>(Advocate: Finance Council)</i></p>	<ul style="list-style-type: none"> • Research pay in other Catholic Parishes across the country for similar positions. • Include benefits when evaluating total salary package. • Tie salary increases and bonuses to performance.
<p>4L. Provide a welcoming, compassionate, and helpful attitude when Parishioners interact with the parish office. <i>(Advocate: Office Manager)</i></p>	<ul style="list-style-type: none"> • Create nametags for entire Parish staff. • Create tools and resources so that the staff can effectively answer parishioner inquiries or identify another staff member who can. • Develop the professionalism of the front desk staff. • Provide customer service training to all Parish staff.
<p>4M. Revitalize, reestablish or renew the Parishioner-led Committee structure. <i>(Advocate: Director of Volunteers)</i></p>	<ul style="list-style-type: none"> • Allow committees to discern their lay leaders. • Make Committee shared-governance a core element of Shared Leadership. • Require lay leaders to develop committee budgets alongside Directors. • Utilize the committee charters to establish program and committee chairs and co-chairs. • Maintain a single, up-to-date, available organization chart of all Parish committees, subcommittees, points of contact, and major programs. • Maintain a single, up-to-date, available database, which includes the point of contact for each major program.
<p>4N. Prioritize Parish programs based on Mission relevance, alignment with the Parish Pastoral Plan and parishioner support. <i>(Advocate: Parish Pastoral Council)</i></p>	<ul style="list-style-type: none"> • Implement program assessments to determine program excellence. • Bring all Parish activities into alignment with Pastoral Plan. • Evaluate how well Pastoral Plan objectives are accomplished and adjust Plan as needed. • Judiciously discern the value of each program and activity against the Parish Vision and Mission. • Determine resource requirements for each program and activity in terms of dollars, facility requirements and personnel.

	<ul style="list-style-type: none"> • Develop Shared Leadership methodology to prioritize and recommend programs for funding and implementation. • Identify programs to be phased out, which no longer support the Mission. • Review and update financial procedures where needed.
4O. Create and disseminate a parish-wide Communications Strategy. (<i>Advocate: Communication Committee</i>)	<ul style="list-style-type: none"> • Create integrated Communication Plan. <ul style="list-style-type: none"> ◦ Leverage the unified set of core messages around the Vision and Mission. • Develop individual Committee Communication Plans. • Increase Parishioner involvement and attract more volunteers for Parish programs through Communication Plans. • Promote a single Good Shepherd community, inclusive of multiple languages. • Publicize results of subcommittee and committee activities/minutes.
4P. Create parish systems and structures that support the Vision and Mission. (<i>Advocate: Office Manager</i>)	<ul style="list-style-type: none"> • Improve calendaring process, so that it reflects the priorities of the Vision and Mission. • Utilize Creedon Hall for multiple activities simultaneously. • Establish integrated information sharing mechanisms covering all areas of Parish life.
Year Two	
Objectives	Action Items
4Q. Empower and retain effective lay leaders, while helping them sustain excellent programs. (<i>Advocate: Director of Volunteers</i>)	<ul style="list-style-type: none"> • Plan for and nurture replacements for all lay leadership positions. • Develop redundancies in positions to prevent burnout, tapping into a cross-section of volunteers. • Ensure that there are lay leaders across all Parish programs. • Survey Parishioners as to their expertise, skills and desires to serve, so that they are serving in the most effective positions. • Recognize volunteers for their contributions frequently. • Provide retreat opportunities for Parishioners to gain a deeper understanding of their gifts and talents. • Clarify roles, responsibilities and expectations of Parish staff as they support lay-led Parish activities and communicate to Parishioners.
4R. Improve utilization of volunteers. (<i>Advocate: Director of Volunteers</i>)	<ul style="list-style-type: none"> • Communicate volunteer opportunities using a variety of communications tools, such as the website, bulletin, new Parishioner orientation, announcements at Mass, etc. <ul style="list-style-type: none"> ◦ Include short-term commitments as well as on-going commitments. • Develop a “Volunteer Craig’s List” -- an on-line, continuously updated list of volunteer positions that need to be filled across all the committees. • Provide nametags to identify name and ministry.
4S. Conduct a gap analysis between the Parish Pastoral Plan and the needs of various Parishioner groups. (<i>Advocate: Parish Pastoral Council</i>)	<ul style="list-style-type: none"> • Interview all Parish groups. Identify special and general needs for support to each group. Compare Plan activities against identified needs by group. • Identify gaps where needs are unmet and assess effectiveness where Parish activities match identified needs. • Determine why gaps exist and recommend solutions.
4T. Encourage open and honest communication among Shared Leadership. (<i>Advocate: Parish Administrator</i>)	<ul style="list-style-type: none"> • Provide opportunities for Shared Leadership to provide frank and honest feedback and suggestions on programs outside of their boundaries.
4U. Provide opportunities for	<ul style="list-style-type: none"> • Create an Ombudsman Committee where Parishioners can express

Parishioners to address Parish-wide issues. <i>(Advocate: Parish Administrator)</i>	concerns, desires, provide feedback, etc. <ul style="list-style-type: none"> • Conduct bilingual forums to allow parishioners to comment on ministries, committees or small functional groups. • Allow Parishioners and small groups to guide the direction and details of future Parish programs and activities. • Provide various options for Parishioners to identify Parish-wide issues and provide suggestions, such as a blog, a physical suggestion box, virtual suggestion box, etc.
4V. Foster cooperation and collaboration among all Good Shepherd ministries, small groups and Shared Leadership. <i>(Advocate: Parish Administrator)</i>	<ul style="list-style-type: none"> • Ensure programmatic and ministry information is shared across the entire Parish. • Establish a regular “all-committees meeting,” where committees meet at the same time and place, but also conduct some individual business. • Formalize lead Ministry and Support Ministry for major activities. • Develop sponsorships where small groups can sponsor other activities by providing support as a small group. • Hold regular bilingual meetings where similar ministries meet simultaneously to discuss joint ministry goals and plans.
4W. Sustain collaborative themes and connections among ministries/committees. <i>(Advocate: Director of Hispanic Ministry)</i>	<ul style="list-style-type: none"> • Implement Parish-wide themes such as Hope, Year of St. Paul, Stewardship, Lent, Mission elements, etc. in coordination with the Liturgical Ministries Committee, as noted in 3K. • Incorporate mission-based themes into parish-wide programs, so that the entire parish shares in the journey of reaching our Vision and Mission. • Infuse these themes throughout all ministries, cultures, programs and activities.

ACTIONS I CAN TAKE AS A PARISHIONER:

The section below provides examples to help guide you as you reflect on what you can do to serve your parish and help advance *Outcome Four*. Please take time to discern how you and your family can share your time and talent. Make this your list -- make this your family’s list.

Examples:

- † I will serve on the Ombudsman Committee.
- † I will identify one or two committees to serve on where I can share my gifts and talents.
- † I will help to draft the communications plan for the parish.
- † I will share my expertise in metrics and evaluation to ensure the Plan’s success.
- † I will fill in for regular volunteers as needed.

My List:

- †
- †
- †
- †
- †
- †

OUTCOME FIVE

Invest in an attractive, functional facility

BACKGROUND

Good Shepherd parish has grown significantly over the last 40 years and we are out of space -- space for worship, space for education, space for prayer, space for celebration.

During the listening sessions of 2007 we heard repeatedly that the parishioners of this church are looking for a facility that will accommodate the various needs of our parish. Here is a sampling of some of the ideas, hopes and dreams:

- ✠ *We need better meeting space -- the current meeting spaces are insufficient and unsuitable.*
- ✠ *Creedon Hall must be updated.*
- ✠ *The interior of the church is not warm and welcoming enough and would benefit from more liturgical art.*
- ✠ *I truly miss not having a crucifix above the altar at all times to turn my attention to while I pray.*
- ✠ *Please expand our building to provide space for meetings.*

It became clear that our current space was not sufficient and that we needed to invest in an attractive, functional facility to serve Good Shepherd well into the future. *Outcome Five* will be accomplished through three primary goals.

GOAL 1

We will ensure that all existing facilities and grounds are safe, clean, neat and maintained in a state of good repair.

GOAL 2

We will determine current and future requirements for worship and non-worship space, grounds and infrastructure, by June 2009.

GOAL 3

By 2015, we will establish facilities to properly support 4000 households.

Scripture

Every day they devoted themselves to meeting together in the temple area and to breaking bread in their homes. They ate their meals with exultation and sincerity of heart, praising God and enjoying favor with all the people. And every day the Lord added to their number those who were being saved.

--Acts: 2:46-47

IMPLEMENTATION

The success of *Outcome Five* will be determined by the commitment and dedication of the various *Advocates* and parishioners supporting its implementation. The three goals to creating an attractive and functional facility are supported by the *Objectives* and *Action* items listed in the table below. The section below details those *Objectives* to be tackled in the near term, and those that will be tackled in later years.

Immediate Start	
Objectives	Action Items
5A. Create a <i>Facilities Task Force</i> to assess and manage any future improvements, renovations and new construction for the facility. (<i>Advocate: Parish Administrator</i>)	<ul style="list-style-type: none"> • Ensure that the Task Force comprises a cross section of members from the various parish committees, as well as members from the Facilities Committee. • Create a charter for the Task Force, which articulates its role in planning for and managing the future facilities needs of Good Shepherd. • The task force should determine the current and future needs and utilization of the facility.
Year One	
Objectives	Action Items
5B. Empower existing Facilities Committee to make both short-term and long-term recommendations. (<i>Advocate: Facilities Committee</i>)	<ul style="list-style-type: none"> • Provide all recommendations and assessments in writing. • Ensure Facilities Committee has the ability and resources to oversee completion of maintenance projects to prevent structure failures or other major issues. • Create subcommittees focused on each aspect of the facility's oversight and upkeep. • Conduct annual inspection of all grounds and facilities to identify existing deficiencies.
5C. Create a volunteer corps of Parishioners to regularly maintain and repair facility and grounds. (<i>Advocate: Facilities Committee</i>)	<ul style="list-style-type: none"> • Recruit volunteers using various communications tools and personal invitations requesting that they share their talents. • Build a volunteer corps made up of: electricians, plumbers, painters, carpenters, gardeners, cleaners, etc. • Develop ongoing list of maintenance needs that Parishioners can support as time allows. • Establish family workdays to help clean and maintain Parish facilities and grounds. • Initiate seasonal clean-up days and build a calendar identifying these dates and volunteer needs.
5D. Assess and evaluate the overall space utilization of the worship space, Parish hall, office spaces, classrooms, rectory areas, etc. (<i>Advocate: Facilities Task Force</i>)	<ul style="list-style-type: none"> • Under the leadership of the Task Force conduct a space utilization assessment -- utilize a consultant as needed. • Consider both current and future needs and desires. • Survey Committees and Groups regarding their needs and challenges. • Identify the facility and equipment needed for the staff and volunteers to accomplish their ministries. • Take into consideration how our large, diverse and growing congregation uses space to worship and pray. • Include an assessment of the anticipated growth rate for parish membership over next 5-10 years. • Analyze how space is currently being used and where deficiencies exist. • Complete analysis within six months.
5E. Optimize the use of the	<ul style="list-style-type: none"> • Build on space utilization assessment, to allocate space while expansion

<p>existing facility to most effectively and efficiently meet the needs of all. <i>(Advocate: Facilities Committee)</i></p>	<p>or renovation takes place.</p> <ul style="list-style-type: none"> • Use comprehensive master calendaring system to ensure that space is assigned based on priority, need, and purpose as it relates to the Vision and Mission.
<p>5F. Develop facility expansion and/or renovation plan. <i>(Advocate: Facilities Task Force)</i></p>	<ul style="list-style-type: none"> • Under the leadership of the Task Force recommend potential upgrades, renovation, or expansion of the facility -- utilize a consultant as needed. • Build on space utilization assessment. • Ensure ADA compliance. • Take into consideration how to best accommodate our large, diverse and growing congregation's needs for more space to worship and pray. • Prepare an Architectural Program with options, prioritization and recommendations. • Assess potential costs. • Compare all options/alternatives and offer recommendation. • Complete within six months.
<p>5G. Implement short-term projects that can be completed without waiting for facilities assessment to be completed. <i>(Advocate: Facilities Committee)</i></p>	<ul style="list-style-type: none"> • Conduct a parish-wide survey to determine community desire and support for parishioner-suggested, short-term projects. Items to consider in survey include: <ul style="list-style-type: none"> ○ Creating a prayer garden for quiet meditation and prayer. ○ Updating and beautifying primary worship space -- consider additions of more religious art, stained glass, crucifix, etc. ○ Renovating restrooms to be ADA compliant. ○ Creating permanent and/or flexible multi-purpose space within Crendon Hall. ○ Having the church available from 7 am until 9 pm for prayer, with front doors unlocked. • Create a dedicated space for volunteers from unused areas to house information and serve as a gathering place. • Establish computer network and file-sharing system that can be used by all of Shared Leadership. • Explore and implement on-site and off-site storage options.
<p>Year Two</p>	
<p>Objectives</p>	<p>Action Items</p>
<p>5H. Based on recommendations from the Task Force Report, as well as community feedback, implement specific expansion and renovation ideas. <i>(Advocate: Facilities Committee)</i></p>	<ul style="list-style-type: none"> • Provide an atmosphere conducive to worship, learning and formation. • Communicate with Parishioners throughout the process -- providing them with updates, decisions and progress -- and giving them the opportunity to provide feedback. • Consider expansion such as: worship, office, meeting, celebration and education space. <ul style="list-style-type: none"> ○ Enlarge the chapel so that it can be used for small worship groups and celebrations. ○ Add a music/choir room to be used for storage and rehearsal space. ○ Create/build a pastoral space -- a warm, welcoming and prayerful room to conduct pastoral care. • Investigate alternative facilities to conduct Parish ministries during renovation.

ACTIONS I CAN TAKE AS A PARISHIONER:

The section below is meant to provide suggestions, as well as allow you to reflect on what you can do to serve your parish and help advance *Outcome Five*. Please take time to discern how you and your family can share your time and talent. Make this your list -- make it your family's list.

Examples:

- ✠ My family will volunteer for one parish clean-up day per year.
- ✠ I will share my professional skills as an architect, carpenter, electrician, builder, interior decorator, etc. by serving on the Facilities Committee.
- ✠ I will hold small group meetings at my house to reduce existing space burdens.
- ✠ I will view the church as I do my own house ... taking a moment to clean up or correct a problem on the spot.

My List:

- ✠
- ✠
- ✠
- ✠
- ✠
- ✠

OUTCOME SIX

Broaden opportunities for Catholic education

BACKGROUND

Good Shepherd parish continues to expand and with it, so does the number of families with school-aged children. During the listening sessions of 2007, Shared Leadership heard a consistent message from these families -- they want a Catholic education option for their children. Overwhelmingly, the importance of and desire for Catholic education was one of the recurring themes that emerged during these conversations. Here is a sampling of the most frequent ideas, hopes and dreams:

- † *An elementary school would be a great way to engage the younger families in the parish.*
- † *How about a Catholic pre-school.*
- † *What about a tuition subsidy for those choosing Catholic education.*
- † *I am spending all of my volunteer hours at a different parish, because they have a Catholic school, which my children attend. I would rather be investing my time at Good Shepherd.*

References

Our Catholic schools are places where students encounter the question, "What does God want me to do?" This is a major question that brings parish communities and Catholic schools together, not only as it is considered throughout a student's years in Catholic schools, but also as it is answered by the subsequent choices that these young people make that influence the adult roles they undertake within parish life. Recognizing the value of our Catholic schools and making it known throughout the parish and community often serves as the catalyst to help young people choose their life's vocations.

-- Pastoral Letter of Bishop Paul S. Loverde

Prescribe and teach these things.

-- 1 Timothy 4:11

Because of the overwhelming interest in expanding the Catholic education options offered to Good Shepherd Parishioners, the following goals have been created in an effort to explore the possibilities.

GOAL 1

We will investigate establishing a Good Shepherd school.

GOAL 2

We will explore the possibility of supporting and partnering with Arlington Diocesan or Catholic local schools.

IMPLEMENTATION

Outcome Six is unlike the other five *Outcomes* in this plan. This *Outcome* seeks to answer a series of questions about the extent to which it is feasible and/or advisable for Good Shepherd to more broadly support Catholic education. In addition, the Advocates for *Outcome Six* will be parishioners, as this is largely a parishioner driven request. The *Objectives* and *Action* items listed below are just some of the steps, which will be required to explore this topic.

Immediate Start	
Objectives	Action Items
6A. Create a Study Group of passionate Parishioners to examine how to broaden Catholic Education options at Good Shepherd. (<i>Advocates: Study Group Leader, Parish Administrator</i>)	<ul style="list-style-type: none"> • Recruit participants for the study group. • Identify communications process (progress report, letter, etc.). • Create ownership among members. • Determine how the committee will be governed. • Develop timeline and charter for study group.
6B. Initiate primary steps to determine receptivity for a school. (<i>Advocate: Study Group</i>)	<ul style="list-style-type: none"> • Communicate with Diocese. • Recruit and organize passionate Parishioners. • Conduct a Parish-wide survey to determine commitment and largest need (which grades).
6C. Conduct a feasibility study, which examines the need, options, prerequisites, resource requirements, timeframe and possible phased approaches for establishing a school. (<i>Advocate: Study Group</i>)	<ul style="list-style-type: none"> • Develop a purpose / why a school is needed. • Identify interest of parishioners. • Identify the prerequisites and any limitations (diocese, county, boundaries, etc.). • Identify range of options: pre-school, K-8 or independent. • Build the business / scenario basis. • Establish a budget and other financial aspects (tax deductions, discounts, etc.). • Address feasibility and advisability. • Review the last study and update to reflect current and projected environment. • Look at other models & successes. • Develop plan of action / recommendation.
6D. Explore other options for supporting and partnering with Arlington Diocesan or local Catholic schools. (<i>Advocate: Study Group</i>)	<ul style="list-style-type: none"> • Initiate initial steps to determine receptivity for supporting and partnering with Arlington Diocesan or local Catholic schools. • Conduct a Parish-wide survey to determine commitment and largest need (which grades).
6E. Explore alternative choices of Catholic education for Parishioners. (<i>Advocate: Study Group</i>)	<ul style="list-style-type: none"> • While no school option exists, provide financial offset for Parishioners sending their children to other Diocesan schools or financially support Parishioners' schools so that families can receive in-Parish rate.

ACTIONS I CAN TAKE AS A PARISHIONER:

The section below provides examples of what you can do to serve your parish and help advance *Outcome Six*. Please take time to discern how you and your family can share your time and talent. Make this your list -- make this your family's list.

Examples:

- ✠ I will volunteer as a member of the study group.
- ✠ I will complete the education survey to help the study group determine the best course of action for supporting Catholic education for our parishioners.
- ✠ I will discern what I want to get out of Catholic Education for my children.

My List:

- ✠
- ✠
- ✠
- ✠
- ✠
- ✠

PUTTING OUR PLAN INTO ACTION

The vibrancy of our parish will be reflected in the amount of time, talent and treasure our parishioners are willing to dedicate. At Good Shepherd we have always been blessed with members who are willing to share their God-given gifts with their brothers and sisters in Christ. In order to fully put our Plan into action, we will need the collective resources of every parishioner, as well as additional resources to get the job done. We will be able to accomplish only what our people and resources enable us to get done.

We will need:

- **Volunteer** capacity and commitment;
- **Facilities** capacity and efficient utilization;
- **Financial** resources; and
- **Staff** capacity and commitment.

IMPLEMENTATION

This Plan focuses on developing an expanded corps of volunteers, with a better understanding of their role and calling in pursuing Good Shepherd's *Vision*. Overall, the goal is to create a focused community of committed individuals, families and small groups. Specifically, each *Outcome* includes the recruitment, training and affirmation of parish leaders. These planned training programs are intended to provide the support and resources necessary to expand the parishioner volunteer base and empower them to be successful.

In parallel, this Plan focuses our efforts on developing sufficient facilities and ensuring their efficient use. A task force dedicated to looking into possible facility expansion, as well as effective utilization will get underway immediately.

Allocation of Good Shepherd's financial resources will continue to be done through our existing planning, budgeting and execution processes carried out by the Finance Council. Beginning with the FY 2010 budget, the Finance Council will use this Plan to prioritize current programs and plan for future ones.

Guided by the Spirit, Good Shepherd parishioners will achieve the *Goals and Objectives* in our Plan. In many cases, the *Advocates* for the Plan are members of the parish staff. While their role as *Advocates* is to ensure that each *Objective* is addressed in a timely and effective manner, it is expected that these *Objectives* will be implemented through the collaborative efforts of a ministry, a committee and/or a group of passionate parishioners.

The participation of the lay faithful in the threefold mission of Christ as Priest, Prophet and King finds its source in the anointing of Baptism, its further development in Confirmation and its realization and dynamic sustenance in the Holy Eucharist. It is a participation given to each member of the lay faithful individually, in as much as each is one of the many who form the one Body of the Lord. . ."

-- His Holiness John Paul II on the Vocation and the Mission of the Lay Faithful in the Church and in the World-14

Our parishioners have provided many ideas regarding potential *Actions* that will help us to achieve our *Vision*. We should give the *Actions* contained in our Plan careful consideration. We will also be open to the Spirit guiding us toward additional actions that may allow us to achieve our *Goals and Objectives* more effectively and efficiently. It is anticipated that specific Objective-focused implementation plans may be developed by the *Advocates*, in an effort to monitor overall progress.

EVALUATION

Of course, we must also measure our progress and, if necessary, adjust our course along the way. We intend to assess the progress made in accomplishing the Plan's *Outcomes*, at the parish level, rather than at the individual level. The indicators and evaluation criteria will be focused on the 24 *Goals*, with additional criteria pulled from the *Objectives* when necessary.

Charting Our Progress will be the responsibility of a lay-led subcommittee of the Parish Pastoral Council. This group will meet regularly to review progress with Advocates and to determine if a course correction is needed. Further information about the evaluation process can be found on the *Charting our Future* page on Good Shepherd's web site.

NEXT STEPS

Our efforts will be constrained only by our resources. Our biggest challenge will be getting enough parishioners to commit their time and talent to all of these initiatives. We ask that you make Good Shepherd a priority in your life. At the beginning of the Plan, we asked that you:

- **Read** the Plan and **study** the *Objectives* and *Actions* looking for opportunities for you and your family to contribute.
- **Pray** for insights into where you can share your time and talent.
- **Discern** how best to proceed with the guidance of the Holy Spirit.
- **Act by committing** your God-given gifts in one or more *Objective* or *Action Item*.

So, again we ask that you prayerfully consider how you and your family would like to contribute your God-given gifts of time, talent and treasure to Good Shepherd. **There is a role for each and every one of you throughout our various ministries.**

Take time to reflect on the section at the end of each outcome -- *Actions I Can Take as a Parishioner*. Then, **fill out the Parishioner Commitment Form** located at the back of this Plan and begin your journey as a full, active and conscious member of Good Shepherd parish.

As we commit to pursuing our *Vision* - loving as Christ loves, serving as Christ serves - we are confident that God will provide the resources needed to allow us to become the parish that God intends for us to be.

WHO TO CONTACT

The following points of contact are current as of October 2008. Please contact anyone directly to discuss how you can share your time and talent. Direct phone numbers and e-mails for staff can be found on-line at the Good Shepherd web site (www.gs-cc.org). Parishioner information can be found in the parish directory or the Stewardship Catalog.

Good Shepherd Catholic Church

8710 Mount Vernon Highway
Alexandria, VA 22309
(703) 780-4055
www.gs-cc.org

Advocates

Parish Staff

Pastor
Parochial Vicar
Deacon
Parish Administrator
Director of Adult Faith Formation
Director of Child and Family Faith Formation
Director of Finance
Director of Hispanic Ministry
Director of Liturgy and Music
Director of Social Justice
Director of Youth Ministry
Associate Director of Liturgy and Sacraments
Office Manager

Rev. Charles C. McCoart, Jr.
Rev. Juan Alvarez
Tom White
Claudia Fiebig
Cynthia Drury
Marilyn Krause
Janice Spollen
Leah Tenorio
Anne Shingler
Joan Halford
Patrick Drury
Sergio Alvarez
Mona Peglow

Council

Parish Pastoral Council
Finance Council

Chair

Katie Savage
Kay McQuie

Committees

Adult Faith Formation
Anawin
Child and Family Faith Formation
Communication
Facilities
Fellowship
Information Technology
International Festival
Liturgical Ministries
Newcomers
Ombudsman
Social Justice
Stewardship

Chair

Vacant
Leah Tenorio
Mary Flaherty
Janey Trowbridge/Tom Coyle
Mark Busse
Renee and Kevin Fornshill
George Blankenship
Lou Volchanksy
Vacant
Kathy McLean
Vacant
Jim Sullivan
Vacant

GLOSSARY

This section provides common terminology and definitions for words and phrases contained within this document.

Administrative Team: Paid staff members who collectively support all parish ministries, parishioners and volunteers.

Advocate: The Advocate is primarily responsible for initiating the actions, coordinating efforts of other Parishioners, and obtaining the resources necessary for successful accomplishment of the Objective. The Advocate may be an individual, group of individuals, small group, team, or other organization in the Parish.

Anawin: A committee comprising the chairs of many of the Spanish-speaking-only committees. Anawin is responsible for ensuring that the tactical and operational aspects of those committees are functioning well.

Baptismal Calling: A term that refers to the rights and responsibilities we have as members of our church, which we received at Baptism.

Baptismal Promises: At Baptism we make promises to live the life of Christ as full and active members of the community. The promises include: continue to grow in faith, participate in the life of the Church and become lifelong learners of a living faith.

Charter: A document that outlines the responsibilities and organization of a particular council, committee or ministry at Good Shepherd.

Committees: Parishioner-led groups that support specific ministries and programs. Examples include: social justice committee, communication committee, Anawin, liturgical ministries committee, fellowship committee, etc. Additional committees may be formed to support a specific goal necessary to implement the Parish Pastoral Plan.

Community: The Good Shepherd Community includes all Parishioners, unregistered participants, registered nonparticipants, staff, volunteers and persons and agencies helped by our charitable works.

Constitutional Covenant: The governing document developed during Re-Visioning that outlines the process and organization for Good Shepherd.

Discernment: A process where individuals pray and reflect to determine how God is calling them to serve and make decisions by listening to the Holy Spirit.

Diversity: The quality of being different. Each of us has been uniquely created by God in his image and likeness. We all come to God's table with differing cultural, economic, geographic and social backgrounds.

Dual Committee Structure: A dual committee structure exists where Good Shepherd Parish has two committees serving a similar purpose with one committee focusing on the English-speaking Parishioners and a second committee focusing on the Spanish-speaking Parishioners.

Ecumenism: A movement for spiritual understanding and unity among other Christian traditions and members of other faiths.

Evangelization: The Christian practice of catechizing the faithful as well as proselytizing to those who do not believe in Christ.

Finance Council: A strategic body that is consultative to the pastor and is responsible for ensuring that the parish has a sound financial foundation that will enable the parish to continue meeting its financial obligations and ministering to its parishioners into the future. There is only one Finance Council, which serves the entire parish. Finance Council members must discern a calling to serve and must be selected to serve.

Hospitality: The act of welcoming all those who visit Good Shepherd as well as a variety of fellowship activities, which help to build community.

Laity: Any church member who is neither ordained nor a member of a religious order. As sharers in the role of Christ as priest, prophet and king, the laity is called to the life and activity of the Church.

Lay Leadership: By virtue of Baptism all are called to participate in the life of the community sharing our gifts and talents including leadership within the parish committees and ministries.

Lay ministries: Parish activities and ministries that are established, sustained and led by members of the laity.

Life-long Faith Formation: The Catholic Church believes that all truths concerning Jesus Christ have been revealed; however, each person needs a lifetime of continued education and faith exploration to understand and to be able to live out these truths of our faith.

Membership: *General* membership shall be composed of the pastor, clergy and lay faithful who choose to know, love, worship and serve God in the living Christ. *Formal* membership in Good Shepherd Catholic Church shall be achieved through registration in the parish. *Active* membership shall be characterized by embracing and living out the parish Vision and Mission.

Ministries: Church activities that help others know, love and serve God.

Mission Alignment: Mission alignment is a key element in a successful strategic plan and ensures that all parish activities are in a state of agreement and cooperation with the Parish Vision and Mission.

Multiculturalism: A multicultural parish allows for interaction and fellowship across cultural lines unlike the parallel-parish or church-within-a-church model in which several ethnic groups are housed in the same church facility but rarely interact. The goal is a purposeful encounter of cultures that leads to mutual appreciation and friendship.

Ombudsman Committee: A Parish committee whose purpose is to advocate on behalf of parishioners to resolve concerns or issues, provide information and facilitate “building community in the light of Christ.”

Parish Leadership: The Pastor is the leader of the Parish. He is assisted by parishioners on various Councils, Committees, and staff, known as Shared Leadership, in carrying out this leadership function.

Parish Pastoral Council (PPC): A strategic body that is consultative to the pastor and has the primary responsibility for pastoral planning at Good Shepherd. The PPC ensures that our parish is working toward achieving its mission and has a strategic plan in place to move ever closer to accomplishing our vision. There is one Parish Pastoral Council; it serves the entire parish. The Parish Pastoral Council is also responsible for monitoring the progress of parish programs and reviewing and recommending changes to the

pastor that will benefit the parish as a whole. PPC members must discern a calling to serve and must be selected to serve.

Parish Pastoral Plan (PPP): A strategic plan that outlines how Good Shepherd will achieve its Vision and Mission.

Parishioner: People that are registered members of Good Shepherd Parish. Parishioners are expected to attend Mass and contribute to the ministries using their God-given gifts discerning their time, talent and treasure.

Pastoral Team (PT): Paid staff that includes the clergy, Parish Administrator and Directors of Parish ministries. Members of the Pastoral Team support various parish ministries by providing day-to-day operational support and implementing the goals and objectives of the Pastoral Plan.

Religious Education and Formation: A parish ministry designed to supplement the duties parents have to pass on the traditions and beliefs of the Catholic faith to their children.

Servant Leadership: All Christians are called to be servants, serving each other, following Jesus' example in washing his disciples' feet, and loving our neighbors as ourselves. Servant leaders are not leaders on the basis of their position or leadership role, but rather lead according to their calling, Vision, and principles.

Shared Leadership: A collaborative leadership group that consists of the chairs of all standing committees, the Parish Pastoral Council, the Finance Council, the Pastoral Team, Anawin, and the clergy. This is the leadership model embraced by Good Shepherd. Its purpose is to build relationships, share ideas, enhance mutual understanding, and facilitate cross-functional collaboration and communication.

Small Groups: Informal groups that meet for a common purpose, normally a religious purpose, which provide an excellent opportunity to develop close relationships in a much larger organization.

Social Justice: Actions to create situations and conditions where all God's people are able to share the gifts of God's bounty.

Stewardship: The Catholic belief that a human being is not owner but only custodian of God's gifts in this world, to use them and produce with them the fruits of eternal life. Stewardship is living out a commitment to be Christ-centered rather than self-centered and to share our time, talent and treasure to build up the Church and make our world a better place.

Subcommittees: A smaller group that operates under the broad guidance of the Committee to which they belong, often to address a specific need. Committees may create or dissolve subcommittees as necessary.

Volunteers: People who share their time and talents to participate and enhance Parish ministries and activities without expectation of earthly reward.

ACKNOWLEDGEMENTS

The Parish Pastoral Council would like to sincerely thank the hundreds of parishioners who have set aside time to take part in and support this process. Participation included the 2007 Conversations, working on small teams to write the Goals and Objectives, attending workshops on the PPP, etc. The *Charting Our Future* initiative has been successful because of your contribution and commitment. We hope that your passion for this process will inspire others to step forward and share their time and talent.

David A.H.	Clara Campos	Miguel DeAngel	Max Gagermeier
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David Acevdo	Chuck Canane	Laura DelAguila	Juan Garcia
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Julia Argueta	Doris Castillo	Rosie Driscoll	David Gonzalez
Ana Avalos	Edith Los Castillo	Nelly Drouillard	Dilia Gonzalez
Arnulfo Avalos	José Gregorio Castillos	Vince Drouillard	Dolly Gonzalez
Monica Bamford	Doyle Catlett	Cynthia Drury	Julio Gonzalez
Mary Barker	Elaine Chalmers	Patrick Drury	Susana Gonzalez
Virginia Barrera	Barbara Chapla	Michelle Edmonson	Oscar Gonzalez
Eileen Bauer	Linda Chapman	Ray Edmonson	David Gonzalez Jr
Charlis Bauman	Leandro Chavarria	Jim Etchechury	Nan Goodwin
Adrienne Becker	Laurie Chertock	Bob Faherty	Julie Grady
Sylvia Benatti	Frank J. Cihak	Claudia Faherty	Ann Greenleese
Pastora Benitez	Nancy Cihak	Terry Fanone	Yessenia Guardado
Edmundo Berrios	Mary Ciske	Muffet Feddo	Sharon Gurke
Clem Bezold	Jose R. Claros	Rob Fernandez	Marilyn Haase
Lovell Binder	Susan Clubb	Claudia Fiebig	Joan Halford
Jennifer Bitzer	Greg Commons	Vic Fiebig	Shawn Halford
Cathy Blewett	Bob Conley	John Finamore	Betty Jean Hall
Jay Blewett	Pat Connors	Kate Finamore	Frank Hall
Jim Boatner	Norma Conroy	Don Fischer	Nan Hall
Kay Boatner	Judy Conti	Theresa Fischer	Jim Halpin
Phil Bolin	Odalis Contreras	Mary Flaherty	Tom Harlow
Jody Bordeaux	Jenn Cotnoir	Dan Fleming	Sally Harmony
Eric Borio	Barbara Cotter	David Florenzo	Nadia Harris
Beth Bottcher	Kathy Coughlin	Domingo Flores	Dorothy Healy
Bruno Bottcher	Clare Coulter	Floris Flores	Fred Hecklinger
Amy Bowman	Tom Coyle	Maria Flores	Peggy Hecklinger
Joseph Brockert	Bob Craven	Virginia Flores	Laudelina Hernandez
Marty Brosky	Suzanne Craven	Katika Floyd	Rosa Hernández
Anne Burkard	Bill Cresswell	Lauren Foley	Mary Anne Hesch
Dick Burkard	Spencer Cresswell	Ward Foley	Mary-Ann Heubusch
Dan Burke	Jose D Cruz	Juan Carlos Fonseca	Maggie Higgins
Sheila Burke	Pat Cundari	Marietta Fonseca	William Higgins
Mark Bussee	Karen Cunningham	Kevin Fornshill	Geimy Hilario
Jim Byrne	Blanca Curtis	Renee Fornshill	Marcia Hollenberger
Mary Byrne	Ann Marie Cutting	Fatima Fratti	Louise Horner
Ann Cagigas	Mary Beth Cutting	José F. Fratti	Nora Vilma Huezio
Eleene Campbell	Dave Cybulski	Sonia Fratti	Ann Hyland

Jay Hyland	Mary Mikulski	Luis Portillo	Joanna Sullivan
Blanca Iparez	Maria Miranda	Roxanna Portillo	John Sullivan
Domingo Jasso	Linda Moggio	Mary Power	Patricia Sullivan
Maria Jasso	Lorraine Monaco	Patty Pulju	Leah Tenorio
Arleen Jeszenszky	Luis Montoya	Marie Purdy	Julie Testa
John Jeszenszky	Roland Montoya	Mateo Rayes	Lynn Thompson
Ana Jiminez	Rose Angela Montoya	Fran Redding	Pattie Thompson
Douglas Jiminez	Jane Morningstar	John Reiser	Ted Thompson
Judy Kaiser	Mary Morrison	Pat Reiser	Dave Timmons
Kirsten Kaiser	David Morrisy	Jenny Rellick	Ralph Tindal
Sharon Kay	Pat Mudd	Mary Rellick	Sally Tindal
Claire Kelly	Richard Mudd	Anselmo Reyes	Stacia Todd
Carol Kennedy	Tom Mulloy	Hellyna Reyes	Lilia Torres
Holley Kilcullen	Nell Muncey	Miriam Reyes	Janey Trowbridge
Peter Kilcullen	Jim Murphy	Patrick Rhodes	Russ Trowbridge
David Kolo	Lorna Murphy	Mary Rice	Angela Turcios
Sarah Kolo	Bob Murray	Eileen Richard	Carlos Turcios
Marilyn Krause	John Murray	Robert Richard	Christine Turner
Esmeralda Krahn	Nell Murray	Erika Ries	John Turner
Jessica Krueger	Rosemary Murray	Rich Ries	Margarita Umaria
John Lane	Suzanne Murtha	Mariana Rivera	Jose "Lito" Urgino
Gene Larson	Margarita Navas	Bruce Robertson	Carolyn Van Damme
Jean Larson	Rolando Navas	Sandy Robertson	Paul Van Damme
Lauren Foley	Jean Neitzke	Mary Beth Rock	Joe Vargo
Mary Leary	Sheila Nelson	Reyna Rodas	Margarita Vergara
Bob Lee	Katie Norberg	Adela Rodriguez	Eduardo Vilela
Wally Lee	Kathleen Norton	Carlos Rodriguez	Susan Virostek
Miguel Lopez	Gladis Nunez	Stacia Roesler	Lou Volchansky
Rosa Lopez	Barbara O'Brien	Maria Romero	Sandra Volchansky
Mary Lopez-Schell	Dan O'Brien	Martha Romero	Catherine Wagner
Marybeth Lowe	Essy O'Connor	Barbara Rufe	Tim Wagner
Kevin Lowry	Jean O'Grady	Kathleen Russell	Dick Wallace
John Maass	Karen O'Hern	Wally Russell	Derek Waterman
Carolyn Maddox	Mike O'Neil	Scott Rutherford	Susan Waterman
Mary Jane Malinehat-McCann	Paula Ospina	Mike Sanders	Russ Weber
Monica Mallini	Brenda Oswald	Charles Santangelo	Clifford Wee
Yolanda Marañon	Maria Otero	Kathy Santangelo	Michael Weiss
Petronila Martinez	Margaret Owen	Katie Savage	Brian Whalen
Mary Morrison	Tofie Owen	Michael Savage	Karla Whalen
Mary Jane Masciola	Collin Owens	Marisa Scala-Foley	Tom White
Jerry Mastal	Donaly Parks	Jean Schaeffer	Carol Wilkerson
Peg Mastal	Jo-Ann Pascal	Lou Schiano	Philip Wilkerson
Margaret Mayer	Mona Peglamo	Alfonso Serrano	Mary Wohnhaas
Norman Mayer	Mona Peglow	Julisa Serrano	Alice Wolf
Brian McAlvy	Maritza Perdomo	David Shannon	Aline Wolf
Chuck McCoart	Zozimo Perdomo	Kathleen Shaw	Gerald Wolf
Lisa McCrumb	Blanca Perez	Zeta Shiekh	Eleanor Wood
Duncan McLean	Maria Perez	Anne Shingler	Martha Yebra Bryant
Kathy McLean	Juan Perez	Joseph Siedlarz	Kathleen Young
Betty McManus	Jose Perla	Meg Silva	Bill Zaccagnino
Dick McManus	Maria Mercedes Perla	Joan Skiscim	Nelva Zarate-Vazquez
Kay McQuie	Joan Peterschmidt	Tony Skiscim	Betsy Zeigler
Robert McQuie	Lou Picciano	Gloria Slonena	Troy Zeigler
Rosa Melendez	Jack Pitzer	Jane Smith	Oscar Zelaya
Pedro Mendoza	Pat Pitzer	Jeanine Smith	Joe Zelinka
Jane Mengenhauser	Jerri Pogue	Janice Spollen	Mary Alice Zelinka
Constance Menseth	Alberto Portillo	Jennifer Stackpole	Ana Zoilamartina
Barbara Micale	Carlos Portillo	Gary Stevens	
Sandy Michell	Evelyn Portillo	Jim Sullivan	

We want to also thank those of you who participated in the process but have chosen to remain anonymous. All of your contributions have shaped and influenced this Plan. God bless you and God bless our Parish.

NOTES

NOTES

PROPHETS OF A FUTURE NOT OUR OWN

It helps, now and then, to step back and take a long view.
The Kingdom is not only beyond our efforts, it is even beyond our vision.

We accomplish in our lifetime only a tiny fraction
of the magnificent enterprise that is God's work.

Nothing we do is complete, which is another way of saying that
the Kingdom always lies beyond us.

No statement says all that could be said.
No prayer fully expresses our faith.
No confession brings perfection.
No pastoral visit brings wholeness.
No program accomplishes the Church's mission.
No set of goals and objectives includes everything.

This is what we are about.
We plant the seeds that one day will grow.
We water seeds already planted, knowing that they hold future promise.
We lay foundations that will need further development.
We provide yeast that produces effects far beyond our capabilities.
We cannot do everything, and there is a sense of liberation in realizing that.
This enables us to do something, and to do it very well.

It may be incomplete, but it is a beginning, a step along the way,
an opportunity for the Lord's grace to enter and do the rest.

We may never see the end results, but that is the difference
between the master builder and the worker.

We are workers, not master builders, ministers, not messiahs.
We are prophets of a future not our own.

*Written by Fr. Ken Untener (later Bishop Untener, Bishop of Saginaw) for John Cardinal Dearden;
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