A Pastoral Plan For
Holy Family
Catholic Church
2010

grace, gratitude and
generosity
A Message From
Cambria Smith

September 2010

Dear Parishioners,

The Book of Proverbs tells us that without a vision the people perish (29:18). To that wisdom we might add that without a pastoral plan the vision cannot be implemented! So, it is with great pleasure that I write this introduction to Holy Family’s 2010 Pastoral Plan, which will guide the focus and work of the parish for the next few years.

Our Pastoral Plan lays out our vision of bringing the real presence of Jesus Christ to our world—a world which hungers for God’s love, grace and healing. It seeks to answer the question of how we, as a parish, can live out our baptismal call to be followers of Jesus Christ in this time and place. In what ways can we foster ongoing conversion of the mind and heart so that discipleship becomes a way of life for each one of us? How do we embody discipleship in our parish community and in the wider world through grace, gratitude and generosity?

It is no easy task to pin down the faith-filled aspirations and dreams of a parish as dynamic and spiritually alive as Holy Family. It takes a determined, talented and energetic group of people to call forth the wisdom of the Holy Spirit from the People of God. Much gratitude is owed to our Pastoral Planning Committee.

An even greater debt of gratitude is owed to the Chair of the Committee, Fred Seymour, who with infinite patience, diligence, and diplomacy guided the two-year process each step of the way, from beginning to completion. Gardner Barker was instrumental in getting the Pastoral Planning process off the ground. We are indebted to both of you.

Above everything, thanks are owed to all of you, the People of God: parishioners, staff, priests, and lay leadership, for your faith, love and commitment which have resulted in this document.

As we begin the implementation of the plan, let us be mindful that we are striving to follow in the footsteps of Jesus and to do the will of our loving God. May we be guided by the Holy Spirit, always remembering Jesus’ words in Matthew 7: “Everyone who listens to these words of mine and acts on them will be like a wise man who built his house on a rock.”

Yours in Christ,

Cambria Smith
Parish Life Director
The History of Holy Family

The story of Catholicism in South Pasadena predates our beloved church. Monterey Road, just north of Rollin St., was an important connection between Mission San Gabriel and the new settlement, Los Angeles. On the Arroyo, a crude cross carved in the bark of a tree known as the Cathedral Oak marked the location where Mass was celebrated during the land expedition of Gaspar de Portolá from San Diego to Monterey between 1768 and 1770. The first Mass in what is now known as South Pasadena was celebrated by one of the two Franciscan chaplains, Fr. Francisco Gomez or Fr. Juan Crespi, who accompanied the expedition. On the occasion of the 75th anniversary (2003) of the dedication of the church building, the parish planted an oak tree at the site of that first Mass.

More than a century later, in 1906, land was purchased for the construction of a Catholic church. Bishop Thomas J. Conaty assigned Rev. Richard J. Cotter, D.D. the task of establishing a new parish in South Pasadena on the property located at El Centro Ave. and Fremont Ave.

Our origins were faith-filled.

On May 10, 1910, seventy-five families gathered with Fr. Cotter for worship in a small cottage at the El Centro/Fremont location and called themselves Holy Family Parish. At that time the parish boundaries were Columbia Ave. to the north, Alhambra Rd., to the south, Garfield Ave. to the east and Arroyo Dr. to the west.

Our origins were prophetic.

By the following August, a temporary “bungalow church” was built to house the growing congregation until funds could be raised for a more permanent building, a “handsome edifice,” not only for themselves but for generations to come who would make their homes in this fast growing community.

Our origins were courageous.

On November 24, 1923, the property at Fremont Ave. and Rollin St., where our church stands today, was acquired for construction of a new church. The building at El Centro was moved to the Fremont location, for use until the new church was completed.

In 1926, Fr. James B. Morris, whose plaque hangs in the vestibule of the church, was assigned to Holy Family to raise the money to build the new church. In the years coinciding with the worst economic crisis in American history, the Great Depression, a mere three hundred families raised the money to build the beautiful house of worship we treasure today. Construction began in 1927. The building was designed by architect Emmett G. Martin and constructed by the Charles W. Pettifer Company. It seems miraculous that the construction of this landmark building, recognized as one of the finest examples of Spanish Baroque architecture in Southern California, was made possible by bazaars, barbecues, dances, and card parties, but it is true. Our church today is a testimony to the sacrifice, generosity, and determination of our ancestors.

On January 8, 1928, Rt. Rev. Joseph J. Cantwell, bishop of Los Angeles and San Diego, led a procession from the cottage church on El Centro Ave. to the new church on Rollin St. to bless the altar, cross and cornerstone. The first Masses in the new church took place on Easter Sunday 1928. Solemn Mass was celebrated at 6:00 a.m. and 10:30 a.m. and Low Mass at 8:00 a.m. and 9:00 a.m. Fr. Morris, rector, officiated at all the services. Formal dedication of the new church building by Bishop Cantwell followed two weeks later, on April 22, 1928.
Our origins were provident.

In 1937, the parish elementary school opened and gradually properties were acquired for a parish hall, parish offices, and buildings for religious education. As the city grew (South Pasadena’s population had more than doubled since the “bungalow church”) plans were made and funds raised for a parish hall, parish offices, and properties to meet the future needs of the thriving parish. Successive generations continued to be blessed with foresight.

In 1950 when the church building was about a quarter century old, several additions were made. The two mahogany side altars, built by C. M. Gilbride, were added. The one on the right is dedicated to St. Joseph and the one on the left to Mary. The magnificent murals, one of the death of Joseph and the other depicting the Assumption, were painted by a father-daughter team, Hector and Judith Serbaroli, in 1951.

Discussions about installing stained glass windows took place over many years. Finally, in 1962, the decision was made to commission windows depicting beloved saints. The parishioners of Holy Family selected the saints. The Michael H. Jaubert studio in Paris designed and made the windows. Installation was completed in 1964.

In 1977, the property known as the Oak St. House was acquired for the religious education program. In 1984 the Ramona St. house, which became the retirement residence of Cardinal Timothy J. Manning, was purchased, followed in 1988 by the acquisition of two adjacent residential properties.

By 1994, Holy Family was “bursting at the seams.” More space was needed for the “people of God” to work, teach, minister, and come together in fellowship and service. So a process began in which parishioners came together to brainstorm, question, dream, and envision the future of the parish. The result was the Vision Project, an ambitious undertaking to create a new ministerial campus for Holy Family. The challenge was to tear down, dramatically remodel, or relocate everything but the church. A capital campaign was launched to raise the money. The people of Holy Family responded with open hearts, personal commitment, and overwhelming generosity. Final approval of the Master Plan came from the City Council on May 25, 1997, and groundbreaking ceremonies took place on June 7, 1997.

The parish celebrated the completion of the Vision Project in 2000. But the end was really the beginning. Our parish is “living,” and where there is life, there is growth. The people of Holy Family have heard the message which emerged from the Second Vatican Council presenting a clear theology of the laity rooted in an understanding of the Church as the People of God, in the universal call to holiness. At the beginning of the 21st century, an energizing spirit of lay leadership blossomed at Holy Family. In this era, in addition to the call to the office of bishop, presbyter, or deacon, and the vocation to the consecrated religious life, some lay persons are called to lay ecclesial ministry, a vocation service to the church in response to the needs of each local community.

The faith community of Holy Family dedicated itself to the adoption of an emerging model for parish leadership dependent upon the unique vocation of “lay ecclesiastical minister.” After prayerful study and research, a search was conducted for a lay leader to serve as Parish Life Director. On July 1, 2009, the effort was culminated when Cardinal Roger Mahony accepted the resignation of Monsignor Clement Connolly as pastor, and appointed Cambria Smith as Parish Life Director.

As we now begin a new chapter in the history of Holy Family, an exciting and challenging time of development and change, we, like those who came before us, are building a legacy for the generations ahead. God has blessed Holy Family in that our people continue to be faith-filled, prophetic, courageous, and provident. We strive to be disciples, recognizing that discipleship is a personal relationship with Jesus Christ which grows in prayer, and by inviting Jesus into our life as Lord and Savior—it is an identity defined by relationship. Action comes from relationship. There is a difference between action and identity—action reflects identity—it does not make identity.
The Planning Process

Under the direction of the Pastoral Council a committee of parishioners was formed to study the planning process and make recommendations on an approach to the development of a Pastoral Plan. The committee studied past planning approaches at Holy Family, other parishes and non-profit groups. The review included an examination of the Synod documents prepared by the Los Angeles Archdiocese. Consideration was given to engaging the services of a planning consultant, and several consultants were interviewed. The committee concluded that it was unnecessary to hire a consultant to create the Pastoral Plan. Instead, the decision was made to form a steering committee and engage the parish in developing a plan which reflects the spirit of the people of Holy Family. A facilitator was hired to help begin the process. The steering committee re-examined all past planning documents as well as the information which was developed at parish-wide reflection days held each year from 2007 through 2009. Early in 2009, a series of focus group sessions were held in homes throughout the parish. Parishioners were invited to participate in identifying the core values of the parish. From the recorded results of these past parish gatherings, a Pastoral Plan began to take shape.

The next step was to create five separate working groups. Each group was asked to concentrate on one major goal area for the purpose of both validating the conclusions reached and envisioning for the future. These groups met during the summer of 2009.

In the fall of 2009, the plan was drafted and circulated to the members of the working groups. Early in 2010, the draft was reviewed by parishioners at a weekend gathering. In preparing the Pastoral Plan, the committee adopted an approach that includes several key components. These include:

- **Vision**—a broad statement describing our desired future identity, touching on our passion and drawing our community together.
- **Mission**—a clear statement of purpose defining who we are as a community.
- **Values**—identification of the behaviors that guide our community as we execute our mission and work toward our vision.
- **Goals**—statements of what we must do to execute our mission across a certain time period.
- **Objectives and Strategies**—methods designed to meet our goals over varied periods of time.

**VISION**

We, the people of Holy Family Catholic Church, celebrate our parish Centennial with deep reverence and abundant gratitude. For generations, our united faith in Jesus Christ has inspired our parish community to build the Kingdom of God and give witness to the Gospel in our family, professional and community lives. As a Eucharistic community, we profess core values critical to our parish culture and character. As we strive to achieve our vision and mission, we hold ourselves to these values as the basis of who we are as a community; our behavior and motivation in faith.

We are **SPIRITUAL**—celebrating and embracing the rich prayer and sacramental traditions of our Catholic faith.

We are **WELCOMING**—extending genuine hospitality to all, visitors and parishioners alike, offering the hope and peace of Jesus Christ.

We are **COMPASSIONATE**—sharing our gifts with local and global communities.

We are **COMMUNITY**—supporting the faith and life journeys of all who seek to walk with Jesus Christ.

We are **ALIVE**—calling all to ongoing conversion through the Holy Spirit, supported by inspired preaching, teaching, lay leadership and volunteerism.

We are **MISSION**

Holy Family is a welcoming Catholic Eucharistic community of disciples connecting faith with life and reaching out to those in need.

**VALUES**

As a Eucharistic community of disciples, we profess core values critical to our parish culture and character. As we strive to achieve our vision and mission, we hold ourselves to these values as the basis of who we are as a community; our behavior and motivation in faith.
Goals, Objectives & Strategies

SPRITUALITY
seeking the experience of God

GOAL 1
Expand and deepen our experience and understanding of the mystery of the Eucharist.

Objective
- Enhance theological and personal understanding of the meaning of Eucharist and the Paschal Mystery.

Strategies
- Deepen community appreciation for the four elements where we encounter God in our liturgy: in the people; Word (Scripture); bread and wine; and presider.
- Provide a liturgical understanding of what we do when celebrating Mass.
- Nurture an atmosphere that encourages people to attend Mass as an experience of renewal.
- Explore, as a community, the various theologies of the Eucharist.

Objective
- Expand liturgical communications.

Strategies
- Analyze and utilize broadcast opportunities beyond the local cable networks.
- Expand the content of liturgical materials made available on the parish website.
- Explore and adapt all forms of media to enhance the sharing of our liturgies.

GOAL 2
Develop and deepen the prayer life of the community.

Objective
- Research varieties of prayer practices and promote the fruits of personal and communal prayer.

Strategies
- Promote prayer and meditation as a component of lifelong formation, using testimony from parishioners and spiritual writers.
- Examine and share the spiritualities of current parish prayer groups.
- Investigate new prayer programs that promote contemplation and reflection as a way to encourage a Gospel lifestyle.
Objective
- Increase and promote mission and retreat experiences for all parishioners while sharing and exchanging these opportunities with other faith communities.

Strategies
- Continuously evaluate mission and retreat offerings to ensure that there are opportunities to serve the various ages and demographics of parishioners and the various stages of spiritual development.
- Expand mission and retreat offerings as appropriate to meet the needs of the parishioners.
- Promote within our Deanery and the broader Archdiocese our parish mission and retreat experiences and publicize opportunities offered at other parishes, universities, and retreat centers.

GOAL 3
Encourage and support one another to live as disciples of Jesus Christ.

Objective
- Preserve and expand existing discipleship initiatives to encourage faith sharing throughout the year.

Strategies
- Implement the Living Your Strengths program to encourage parishioners to discern and use their gifts in God’s service.
- Provide opportunities to link our Eucharistic life with our call to promote peace and solidarity with others.
- Help parishioners connect the Sacred with their secular lives through homilies and ongoing faith sharing.
- Teach strategies for evangelization and encourage parishioners to invite others to join our faith community.

Objective
- Strengthen and grow the spiritual direction program.

Strategies
- Introduce a path of study to become spiritual directors for all who are called to this ministry.
- Invite guests and parishioners to share their expertise on spiritual subjects.
- Research and promote resources in the Archdiocese and through Catholic colleges, universities, and the internet, to support spiritual growth for discipleship.

GOAL 4
Elevate and amplify the spirituality of welcome, openness and dialogue that is central to the mission of Holy Family parish.

Objective
- Increase our commitment to our parish’s guiding principle, All Are Welcome, as central to our spirituality of unity and diversity.

Strategies
- Inspire our youth and young adults to involve themselves in the spiritual journey and all parish activities.
- Create opportunities to integrate newly married couples and families with newly baptized babies into the spiritual life of the parish.
- Design specific programs for evangelizing non-practicing Catholics.
- Encourage homilies and reflections that stress openness and the breaking down of barriers to participation in parish life.

Objective
- Expand opportunities for dialogue to enrich the spiritual life of the parish.

Strategies
- Encourage dialogue amongst the ministries and within each Commission area, to promote collaboration and unity in faith and purpose.
- Expand Holy Family parishioner participation in area ecumenical services and dialogue, and invite these groups to our parish to enrich our parish prayer and spirituality programs.
- Explore new public relations strategies to promote Lenten ecumenical series at South Pasadena churches.
- Research ways to encourage and share best practices in parish life.

“Mother Church earnestly desires that all the faithful should be led to that fully conscious, and active participation in liturgical celebrations which is demanded by the very nature of the liturgy. Such participation by the Christian people as ‘a chosen race, a royal priesthood, a holy nation, a redeemed people (1 Pet. 2:9; cf. 2:4-5), is their right and duty by reason of their baptism.’”

Sacrosanctum Concilium
FORMATION

enriching faith throughout life’s journey.

GOAL 1
Awaken and enrich the commitment to lifelong adult faith formation of all parishioners to grow in the life of Christ through experience, reflection, prayer and study.

Objective
- Invite and nurture a deepening spirituality and conversion to live as disciples of Jesus Christ.

Strategies
- Expand the creation of faith sharing groups.
- Lead the community to understand and embrace Catholic teaching with conviction.
- Create dialogue within the parish about the role of each of us in manifesting the presence of God in the here and now.
- Promote evangelization as engagement, giving expression of one’s beliefs in all of the day-to-day activities of life.
- Teach activities and exercises encouraging parishioners to live their faith in their daily lives.

Objective
- Engage the parish community in a shared experience of growing in faith together.

Strategies
- Encourage, support and implement the educational objectives established by the Holy Family School Board Administration and the School Board.
- Create opportunities for parishioners to engage in lifelong adult faith formation in an affirming and hospitable setting.
- Deepen the understanding of all parish lay ministers about how their ministry fits into their lives as a faithful response to God’s invitation.

Objective
- Foster in the adult community an appreciation of the intimacy of our Triune God.

Strategies
- Encourage homilies on the liturgy as the primary source of communal prayer experience, bringing people into a more complete relationship with Jesus Christ and their neighbors.
- Inspire all parishioners to expand their daily prayer life.
- Encourage every parishioner to attend an annual retreat.
Objective
• Create understanding that the process of growing in faith extends far beyond the confines of formal religious education.

Strategies
• Educate new parishioners on the importance of lifelong faith formation, and invite all members of the household into age appropriate faith formation opportunities.
• Foster an understanding of the need to perpetually keep alive the teachings of the Church.
• Create an adult faith formation team.
• Provide ongoing and ever enriching faith formation opportunities.
• Increase parishioner attendance at the Religious Education Congress and regional education congresses.

Objective
• Establish a standard for catechetical formation.

Strategies
• Require all catechists to complete (or be in progress of) basic faith formation, such as Into the Fields.
• Provide each catechist with specialization training at their specific level.
• Call for all catechists to be involved in ongoing faith formation.

GOAL 2
Awaken the community to vocation consciousness.

Objective
• Develop vocation awareness throughout parish structures.

Strategies
• Promote priestly, lay, religious, and third order opportunities.
• Identify persons who might be called to one of these vocations and nurture that calling.
• Plan and execute an annual assembly to celebrate our baptismal call to ministry for seventh graders and their families.
• Develop a clear and consistent message encouraging vocations.
• Prepare a Vocation Awareness presentation for placement on the website.
• Invite parish participation in World Day of Prayer for Vocations and Vocations Awareness Week.

Objective
• Express the need for ordained vocations and religious life.

Strategies
• Develop awareness of the various ministries of the Catholic Church, particularly the priesthood and religious life.
• Sponsor a vocation discernment night to discuss vocations.
• Provide support to candidates seeking a vocation in ministry.
• Create a standing Vocations Committee.

Objective
• Identify and express the need for lay ministerial leadership and participation in all forms of church ministry.

Strategies
• Conduct sessions to define lay ministerial leadership as a part of lifelong adult faith expression.
• Invite and recruit participation in ministry leadership.
• Provide direction and support for those who accept ministerial leadership roles.

“We are entering a period of new vitality for the Church, a period in which adult Catholic laity will play a pivotal leadership role in fulfilling the Christian mission of evangelizing and transforming society. For adults to fulfill their roles in this new era of the Church, their faith formation must be lifelong, just as they must continue to learn to keep up in the changing world.”

Our Hearts Were Burning Within Us
A Pastoral Plan for Adult Faith Formation in the United States
United States Conference of Catholic Bishops, 1999
SOCIAL JUSTICE
upholding the responsibility for just actions.

GOAL 1
Integrate social justice teachings into daily parish life through outreach and the active engagement of ministries, inviting all parishioners to share in these actions.

Objective
• Deepen our commitment to social justice efforts within our parish, locally, and worldwide.

Strategies
• Adopt environmentally sensitive approaches to all parish activities designed to become a “greener” parish.
• Strengthen the Sister Parish relationship with Dolores Mission by developing new programs which increase the interaction between our two communities.
• Define the outcomes and intended results of Holy Family’s social justice efforts and provide regular updates on how the parish is meeting its goals.
• Create opportunities to link parishioners of all generations, and particularly parish families, with meaningful and compelling outreach opportunities.
• Encourage parish ministries to incorporate social justice actions within their missions, identifying how they can link their mission with other parish outreach efforts.

Objective
• Expand opportunities to respond to urgent and pressing community needs.

Strategies
• Elevate parish consciousness about restorative justice with emphasis on juveniles and women.
• Sensitize ministries and parishioners to recognize community needs and fashion practical solutions.
• Partner with other Catholic parishes and local churches in responding to these needs.
• Identify new ways in which Holy Family can support the growing needs of changing demographic in the parish and the local community.

GOAL 2
Heighten social justice awareness in a way that is compelling and engaging.

Objective
• Expand the use of media to educate parishioners on learning and service opportunities.

Strategies
• Develop new communication approaches and tools that create the compelling case for parishioner support and involvement.
Maximize the use of the bulletin, website and the Good News to regularly promote and highlight service needs.

Investigate using Web 2.0 and social networking media for education and involvement.

**Objective**

- Engage parishioners by personal involvement and invitation.

**Strategies**

- Formulate ways in which discipleship opportunities can be promoted and shared.
- Personalize social justice needs to inspire action.

**GOAL 3**

**Educate parishioners on the teachings of the Church on social justice and a Consistent Ethic of Life.**

**Objective**

- Provide opportunities for parishioners to enrich their understanding, and inform their consciences on Catholic Social Teaching.

**Strategies**

- Discuss social justice issues in formal and informal settings, providing an environment that promotes learning and awareness.
- Utilize outreach opportunities to educate parishioners about the underlying justice issues and articulate the connections to Catholic Social Teaching.
- Provide consciousness-raising opportunities within Holy Family and with other communities on applying the Consistent Ethic of Life.

“Action on behalf of justice and participation in the transformation of the world fully appears to us as a constitutive dimension of the preaching of the gospel, or, in other words, of the church’s mission for the redemption of the human race and its liberation from every oppressive situation.”

World Synod of Bishops, 1971

**COMMUNITY**

emerging all who come.

**GOAL 1**

Welcome new and returning members into the Holy Family faith community and engage them in meaningful parish activities, in order to promote opportunities for spiritual growth and service.

**Objective**

- Formalize and coordinate the various processes involved in welcoming new and returning members to provide a seamless transition from welcoming to integration into parish life.

**Strategies**

- Recruit and train ministers for service in the welcoming ministries.
- Strengthen welcoming ministries seeking to integrate everyone into the parish culture.
- Create a volunteer coordinator staff position.
- Assure integration between the various welcoming ministries to allow for smooth transition into parish life for new and returning parishioners.
- Maintain current, relevant information for both visitors and parishioners in order to link them to appropriate ministries and activities of interest.

**Objective**

- Identify methods to use technology to strengthen connections between parishioners, ministries and the greater community.

**Strategies**

- Research the use of social networking on a parish wide basis to promote information sharing and community building.
- Continuously update the parish website to assure the accuracy and timeliness of information presented, and to offer a representative picture of parish life in order to encourage participation.
- Identify and evaluate emerging technologies and their relevance and applicability to parish life, and outreach to the parish community.

**Objective**

- Develop programs to strengthen bonds in the Holy Family community.

**Strategies**

- Explore the formation of neighborhood groups as the focal point for various community-building programs.
- Identify parish leaders to coordinate neighborhood activities and events.
GOAL 1
Promote a sense of community for all parishioners by discerning the needs of diverse groups and remaining open and responsive to new ideas.

Strategies
- Nurture existing inter-generational activities.
- Support the development of new affinity groups.
- Generate widespread publicity of events and activities both within the parish and to other communities.

GOAL 2
Foster an inclusive environment for all members of the parish community to meet the spiritual needs of individual members, and to allow opportunities for involvement in service.

Objective
- Utilize various communication strategies to inform and engage parishioners in parish life.

Strategies
- Maintain the Bulletin as a primary source of delivery of information to visitors and parishioners.
- Expand the circulation of the Good News to all parish households and move toward comprehensive email information delivery.
- Maintain an attractive, inviting and informative website, while offering information in a variety of media formats.
- Invite parishioners to share their talents in media and communications fields.

GOAL 3
Connect the Holy Family community with the Universal Church, and with our neighbors who embrace other faith traditions.

Objective
- Infuse the parish culture with the concept of welcoming and inclusion, with a special extension of hospitality to those outside our faith community.

Strategies
- Reinforce the message of welcoming and inclusion in all parish communications and liturgies.
**Objective**
- Explore ways to connect and interact with the Archdiocese to assure a flow of information to and from the Archdiocesan offices to promote oneness of vision and spirit.

**Strategies**
- Provide information to parishioners about Archdiocesan programs and encourage participation as appropriate.
- Increase Archdiocesan awareness of parish initiatives and successful programs and practices.

**Objective**
- Explore ways to connect and interact with other local faith communities.

**Strategies**
- Invite other local faith communities to participate in Holy Family events.
- Identify efforts on the part of other faith communities in which Holy Family can partner to achieve common goals.
- Welcome the invitation of other faith communities to interact and share experiences, seeking always to recognize common beliefs and values, while honoring and appreciating our differences.

“*The call to communion goes out to all members of the Church——bishops, priests, deacons, religious, lay leaders, and parishioners——to prepare themselves to receive the newcomers with a genuine spirit of welcome. Simple, grace-filled kindness and concern on the part of all parishioners to newcomers are the first steps.*”

We bring the stranger among us:
Unity in Diversity

### STEWARDSHIP

**GOAL 1**

*Infuse authentic discipleship and inspire our leaders to effectively and clearly communicate stewardship messages and needs.*

**Objective**
- Create a culture of active stewardship and nurture an environment of prolonged association with the Holy Family community.

**Strategies**
- Develop a clear message of the perpetual nature of Holy Family’s needs and reinforce often to create a genuine culture of service.
- Prepare and promote profiles of stewards.
- Explore and utilize various communication tools as periodic reminders of stewardship needs.
- Raise awareness of the beneficiaries of the parishioners’ stewardship efforts who are outside the parish boundaries.
- Encourage both outright and Planned Gifts to the parish.

**Objective**
- Solidify the position of the Parish Life Director (PLD) as the visionary and spiritual leader of the Holy Family community and also the lead spokesperson for active and prolonged stewardship roles.

**Strategies**
- Provide visibility of the PLD and make her more active in promoting a clear parish vision and stewardship message.
- Develop and promote specific opportunities at the parish and other venues for the PLD to meet and speak to key parish stakeholders.
- Research other congregations and parishes for additional stewardship communication best practices.

**Objective**
- Position the Pastoral Council members as key, effective parish leaders and primary stewardship messengers.

**Strategies**
- Provide more visibility of the Pastoral Council members and make them more active in promoting a clear stewardship message and support for the PLD.
- Develop a specific training program for the Pastoral Council, and other key committee members, that allow for specific and coordinated stewardship messages and needs to be articulated and reinforced.
- Create specific opportunities for Pastoral Council members to speak to groups of parish stakeholders.
GOAL 2
Understand and embrace the changing experience of grace, gratitude and generosity in our parish community.

**Objective**
- Generate and analyze historical information regarding volunteer and financial support at Holy Family.

**Strategies**
- Conduct legacy volunteer and financial support and demographic pattern review.
- Analyze historical volunteer and financial support information for patterns and potential.
- Match future volunteer and financial support needs and potential resources.

**Objective**
- Identify and differentiate the current and long term needs of Holy Family, as distinguished from other worthy volunteer and financial support opportunities available to community members.

**Strategies**
- Explore new methods and opportunities for fundraising, while remaining faithful to the primary goal of community building.
- Develop listing of key long term needs for the parish.
- Analyze competing volunteer and financial support needs and develop clear points of differentiation.
- Ensure key stewards are aware of needs and can discuss key differentiation points.
- Identity and promote various options for multi-year financial and volunteer pledges.

**Objective**
- Capture current data and develop effective database information regarding potential future stewards.

**Strategies**
- Refresh current parish database, and establish process for regular updates so it is a valuable resource.
- Ensure that parishioner records include information about current and potential stewardship roles.
- Evaluate current and new software programs that aid in enhancing stewardship activities.
- Track volunteer and giving levels of the parishioners over the years.

GOAL 3
Engage and utilize our diverse and changing volunteer corps, finding meaningful stewardship roles for emerging lay leaders.

**Objective**
- Maintain active stewardship education and training programs for current and future volunteers and financial supporters.

**Strategies**
- Develop a clear, early message of stewardship responsibilities, communicate needs and expectations of grace, gratitude and generosity.
- Schedule periodic meetings or retreat gatherings for stewards to solidify training and education.
- Research other congregations and parishes for additional stewardship volunteer corps and leadership best practices.

**Objective**
- Expand the current number of active stewards in order to address an aging population and changing societal and parish demographics and stewardship patterns.

**Strategies**
- Get Holy Family community members involved early and provide a variety of stewardship opportunities for the lifetime of a parish member.
- Develop an active program of recruitment of new stewards.
- Develop program of recognition of long term stewards.

**Objective**
- Develop opportunities for enhanced social networking to promote relationships and bonding of community members and alignment with parish needs.

**Strategies**
- Evaluate current social programs for relevance to stewardship requirements.
- Create new and more relevant opportunities for social interaction and development of bonds among community members and parish leaders.
- Coordinate social programs with education and training programs for stewards.
- Make the web page more robust and customizable by the parishioners to encourage them to use it as their home page and source for various events.
- Investigate the use of other web based social networking to enhance the mission of Holy Family parish.

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Kathi Smith

Facilitator
Patricia Sullivan Vanni, M.Div.

2009-2010 Pastoral Council
Fred Seymour, Chairman
Cambria Smith
Monsignor Clement J. Connolly
Christina Altmayer
Kristen Anderson
Gardner Barker
David Ferguson
Jessica Kozenczki
Erika Randall
Lee Sailor
David Sanchez
Kevin Slattery
Nina Punaro, Secretary

Pastoral Plan Steering Committee
Fred Seymour, Chairman
Christina Altmeyer
Ernie Arboles
Angela Howell
Henry Provencio
Lee Sailor
David Sanchez
Cambria Smith
Kathi Smith

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