

THE CATHEDRAL OF CHRIST THE LIGHT

STRATEGIC PLAN for the DIOCESAN MINISTRIES

Presented to
The Most Reverend Allen H. Vigneron
Diocese of Oakland
May 20, 2008



THE CATHEDRAL OF CHRIST THE LIGHT

May 11, 2008
Feast of Pentecost

The Most Reverend Allen H. Vigneron
2900 Lakeshore Avenue
Oakland 94610-3614

Dear Bishop Vigneron,

Thank you for calling on us to develop a Strategic Plan for the Diocesan Ministries of the Cathedral of Christ the Light. We are pleased to present for your consideration the result of our efforts. We hope our proposals will assist you in determining how the Cathedral ministries might further our mission as church. On August 8, 2007, at our first meeting, you shared your vision of the Cathedral of Christ the Light and its impact on the Bay Area Catholic, Christian, and civic communities. Your imagery, drawn from the document of the Second Vatican Council, *Lumen Gentium*, in which you see the people, the church, as the Light of Christ, both inspired and informed our work.

The committee is unanimous in recommending the suggestions which follow. The proposals are based on the work done by our three subcommittees: Worship, Evangelization and Catechesis, and Outreach/Solidarity. We have tried to bring our best to the process by being faithful in prayer, shared vision, and community discernment processes.

We recognize the implementation of this plan will call for time, personnel, collaboration, financial, and spatial resources. We are confident that with vision, skill, and commitment Christ the Light will be manifest and grow brighter and wider through the months and years ahead.

As we present this plan to you we are humbled by the call you gave us to be a part of this renewal opportunity. The committee members report having experienced both personal and collective transformation as members of the Body of Christ through this process, and share your hope that the Cathedral will become an additional "home" parish for everyone in the diocese. We pray the results of this planning process will assist you in responding to your call from Christ to sanctify, educate, and serve the Church of Oakland.

Respectfully in Christ the Light,

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Jim Briggs
Sean Bryan
Rev. Quang Dong

Julie Hadnot
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Kevin Lancaster
Rev. Richard Mangini
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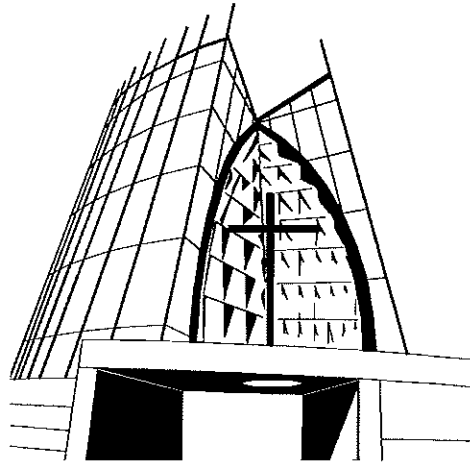


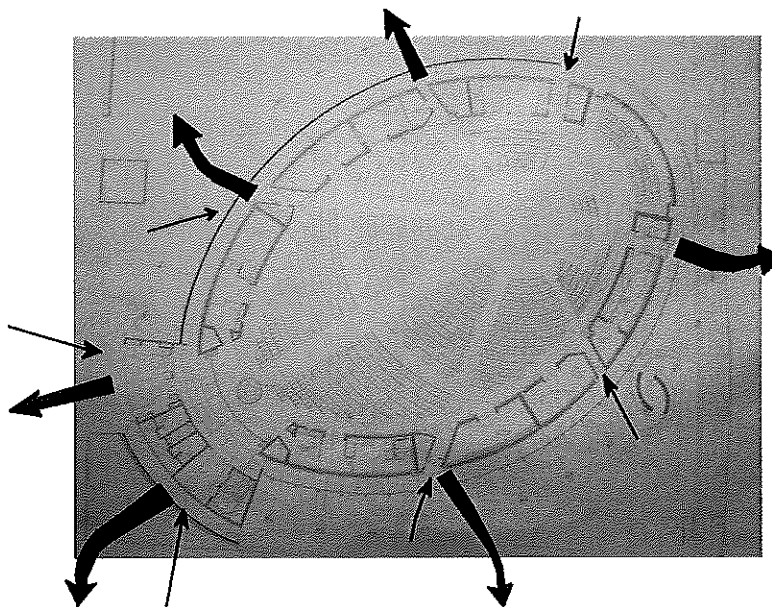
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PREFACE

This strategic plan has been developed in response to a charge from the Bishop of Oakland, Allen Vigneron, to identify the strategic initiatives that should mark the ministries of The Cathedral of Christ the Light, the mother church of the Diocese. A committee was appointed by the Bishop in the Fall of 2007 to develop this plan. In turn, it will guide the work of the Diocesan Commissions on Sacred Worship, Evangelization and Catechesis, and Solidarity and Outreach, which will be responsible for the implementation of this plan.

The Cathedral of Christ the Light will be a model in all aspects of diocesan ministry – liturgical, social, ecumenical, interfaith, catechetical, educational, and evangelical. The vision of Bishop Vigneron is that the Cathedral should be an energy source, a center to receive and share Christ’s light, and a model for the individual parishes within the diocese. This vision is one of kinetic worship and praise through an active movement of God’s people **into** and **out of** the Cathedral. The people are *drawn in* to experience the love of God and one another through the vibrant worship and educational programs of the Cathedral and reception of Christ’s light. Their *sending forth* to love and serve God and one another calls them to service and the sharing of Christ’s light with others. It is a sending forth of God’s people to use their received “luminescence” for the betterment of themselves, their families and local communities and beyond.



Strategic Plan for the Ministries of The Cathedral of Christ the Light

The Strategic Plan for Ministries is aligned with the vision, mission, and values of the Cathedral of Christ the Light.

VISION OF THE CATHEDRAL OF CHRIST THE LIGHT

The Cathedral will be a spiritual font that inspires, unites, and celebrates our diverse diocese to better fulfill its mission to sanctify, educate, and serve.

THE MISSION OF THE CATHEDRAL OF CHRIST THE LIGHT

Gather Good Together: The Cathedral will sanctify, educate, and serve by being a witness to the presence of Christ in the East Bay, a welcome gathering place for all people who want to do good, and a beacon of hope that encourages all that is noble in the human spirit.

CORE VALUES OF THE CATHEDRAL OF CHRIST THE LIGHT

We affirm that the Cathedral will:

- Praise and celebrate the immeasurable presence, strength, and love of God in the liturgy and sacraments of the Roman Catholic Church.
- Be a place of welcome and inclusivity, embracing the diversity of faiths, peoples, and cultures that enrich our community.
- Be a highly visible sign of God's presence in our community and of our ongoing commitment to our neighbors in the City of Oakland and all the cities and regions that surround it.
- Exemplify Gospel values through worship, catechesis, service, justice, and advocacy, especially on behalf of the needy and those at the margins of society.

Based on the mission of the Cathedral to sanctify, educate, and serve, the Strategic Plan has three sections – worship; evangelization, catechesis, education; solidarity and outreach – each with its own set of strategic initiatives/critical objectives.

SECTION 1: *WORSHIP*

VISION

The Cathedral will be seen as a center of worship, the spiritual symbol of the Catholic presence in the Diocese of Oakland.

MISSION

To gather the faithful together with their bishop to praise and thank God; to deepen the sense of solidarity with our community; and to help people to grow in their mission to love, serve, and bring Christ's light to the world. The planning and celebration of the liturgy in the Cathedral will provide a model of Catholic worship for the Diocese of Oakland.

CORE VALUES

The worship and liturgical uses of the Cathedral Church – including Eucharist, Liturgy of the Hours, communion services, and other prayer experiences – will be rooted in:

- the Roman Catholic tradition of a Cathedral Church.
- the architectural purposes and integrity of the Cathedral as a luminous space and place of worship, celebration, gathering and prayer for the 21st century.
- the particularly sacramental tradition of the Roman Catholic Church.
- the universal religious themes of openness to the spirit of God in all people of goodwill.

Additionally, the liturgy will promote:

- full, conscious, and active participation of all assembled.
- a sense of the sacred which transcends time and place.
- respect for, and celebration of, our diverse Catholic community.

STRATEGIC INITIATIVES

1. Identify and plan for diocesan and episcopal celebrations (Eucharistic and non-Eucharistic):

- Principal liturgical feasts of the Universal Church (e.g. Christmas, Ash Wednesday, Holy Week/Sacred Triduum, Holy Days of Obligation, All Souls Day – Día de los Muertos, World Days of Prayer as designated by the Vatican)
- Liturgies in which the Bishop is the Chief Presider in the Diocese (e.g. Rite of Election, Chrism Mass, Ordinations of Priests and Deacons, both diocesan and religious order, Sacrament of Confirmation, annual celebration of Dedication of Cathedral)
- Liturgies that strengthen the relationship to parishes and Catholics in the Diocese (e.g. Invite the parishes of the Diocese to come to Cathedral close to their feast or founding date, or in connection with Confirmation – rotation of three years; invite deacons, pastoral leaders, pastoral staffs and parishioners to celebrate annual liturgy with Bishop; invite liturgical ministers to celebrate annual liturgy with Bishop; invite Catholics to an annual liturgy by career field (e.g. Lawyers' Red Mass; White Mass for health care workers, Blue Mass for police and fire fighters, Green Mass for people in business, etc.; invite Principals, Faculties to celebrate Catholic Schools Week; High School and College Graduation and Baccalaureate Masses; invite Universities and colleges [faculty, staff, and students]; Choir Fest with Parish Choirs)
 - ❖ ***Priorities for Early Implementation:***
Invite the parishes for special days of Sacramental Experience/Renewal on a rotation basis; encourage Catholics of various career fields to gather for special occasions
- Liturgies that meet the needs of particular populations.
 - ❖ ***Priorities for Early Implementation:***
Schedule regular Eucharist and other offerings with a focus for young adults; plan daily noon liturgy to attract those who live and work in downtown Oakland.

Strategic Plan for the Ministries of The Cathedral of Christ the Light

- Liturgies celebrating our multiple ethnic communities (e.g. Diocesan Celebration of our Lady of Guadalupe and other Marian or Christ Feasts – Epiphany, *Salvador del Mundo* (El Salvador), *Señor de Los Milagros* (Peru), *El Cristo de Esquipulas* (Guatemala); Filipino and Vietnamese feasts)
 - ❖ ***Priority for Early Implementation:***
Provide Diocesan celebrations of significant ethnic devotions
 - Liturgies celebrating Catholic organizations and spiritual movements (e.g. Knights of Columbus, Knights of Peter Claver, ICF (Italian Catholic Federation), YLI (Young Ladies' Institute), YMI (Young Men's Institute), Catholic Daughters of America, Charismatic Renewal, St. Vincent de Paul Societies, Cursillo, Couples for Christ, Marriage Encounter, Singles for Christ, Chautauqua)
 - Liturgies celebrating ecumenical and interfaith communities (e.g. Week of Prayer for Christian Unity, celebrations with leaders of Oakland's churches, synagogues, and mosques)
 - ❖ ***Priority for Early Implementation:***
Offer events for leaders of Oakland's churches, synagogues, and mosques
 - Liturgies celebrating civic events and holidays (e.g. New Years, Martin Luther King, Cesar Chavez, Lunar New Year, *Cinco de Mayo*, Fourth of July (connect to Oakland fireworks), Labor Day, Anniversary of 9/11, Veterans Day, Election Day and Inauguration Events, City of Oakland Founders Day, Thanksgiving, Art at the Lake (Mass for artists and participants with tour of cathedral and its art and architecture), Art and Soul Festival (Mass for jazz musicians), Breast Cancer Walk (Mass for survivors of breast cancer))
 - ❖ ***Priority for Early Implementation:***
Plan celebration of civic events
 - Other worship experiences (not all liturgical celebrations need to be Eucharistic) – e.g. Liturgy of Hours with lay ministers presiding and preaching, Taizé prayer, blessing of marriages on special anniversaries, blessing of professed religious on special anniversaries, blessing of animals
 - ❖ ***Priorities for Early Implementation:***
Make available the Liturgy of the Hours emphasizing Lay Presiding and Preaching; create a contemplative setting for private prayer, etc. Occasionally provide thematic experiences, e.g. times for “reconciling” experiences
2. *Exemplify excellence in the planning and celebration of the liturgy (e.g. hospitality, presiding, ministers of the word and communion, preaching, music, and environment) so the experience of prayer and worship in the Cathedral will model liturgical celebration for our parishes:*

Strategic Plan for the Ministries of The Cathedral of Christ the Light

- Prepare and agree on the guidelines for liturgical celebration that ensure quality, creativity, and oversight of all liturgical ministries
 - Develop a training program for parish and cathedral liturgical ministries
 - Hire a coordinator of liturgy and a music director
 - Provide the resources necessary to fund properly the exemplary liturgies of the cathedral
 - Develop the processional concept of the Pilgrim's Walk.
 - Clarify the role and responsibilities of the Sacred Worship Commission
3. *To identify and plan for the needs of the newly combined parish for its own liturgical life and integrate, as appropriate, the liturgical life and ministries of the parish with those of the Cathedral:*
- Respect and appreciate the gifts the parish brings to the cathedral
 - Engage a professional facilitator to mediate differences and finalize a plan for accommodating the respective needs of the parish and the diocese
 - Determine who has responsibility for scheduling events in the Cathedral and how this will be coordinated with the Bishop's schedule, the plan for the liturgical use of the Cathedral, and the needs of the parish
 - Be flexible and creative in the use of alternative times for episcopal and diocesan celebrations

SECTION 2: *EVANGELIZATION – CATECHESIS*¹

VISION

Let the Cathedral teach that all may be one!

MISSION

- *Evangelization* - to be a beacon of Christ's light and hope to those who with open hearts receive and accept the love of Jesus
- *Catechesis* - to serve as an example of integrative faith formation at all generational levels, with the inspiration of Jesus' ministry as the foundation
- *Education* - to provide nourishment to the Church of Oakland and inspiration to the civic society through its prophetic witness, formative environment, and welcoming presence

CORE VALUES

The Cathedral of Christ the Light shall:

- Model the teachings of Jesus by serving as an instrument of catechesis.
- Be a place of welcome where the community-at-large engages in civic issues, sacred events, and secular events such as the arts, lectures, symposia, etc.
- Embrace the diversity of the Oakland Diocese as it pertains to education, catechesis and evangelization

¹ For the purposes of this document, "education" is given its own section because it is such an integral part of evangelization and catechesis

STRATEGIC INITIATIVES

Evangelization:

1. *Create a balanced programmatic approach that honors the engagement/involvement in the Cathedral of the following groups of people present in the diocese:*
 - Generational -- Ensure that there are evangelization efforts that span all age groups such as elementary-aged children, youth, young adult, adult and elderly
 - Ethnic -- Ensure that all evangelization efforts are sensitive to the ethnic make-up of our diocese
 - Include in all efforts of evangelization groups that are considered to be traditionalist, post-Vatican II, non-traditionalists and those struggling with their faith
 - Lay Ecclesial Leaders, Clergy and Religious Orders
 - People of other faith traditions or Christian denominations that are seeking for truth in their lives
 - Embrace the civic and broader community with the message of Jesus' love for all

2. *Establish a process and procedure for all interested parties that want to utilize the Cathedral complex, being sensitive to meeting as many needs as possible without sacrificing the true intent of the Cathedral:*
 - Devise a calendar process that is transparent and user friendly
 - Give priority to Catholic liturgical events of high importance
 - Be mindful and respectful of parish activities
 - Allow time for all groups who show interest in using the Cathedral to be able to calendar dates, providing it is in keeping with the mission of the Church
 - Be aware of under-represented and overlooked groups as this may be a powerful way to evangelize by granting them access to the calendar and facilities

3. *Fashion an urban open space for daily reflection, renewal and respite by establishing an aura of sacredness to the Cathedral complex:*

- Establish an atmosphere of prayer at all times within the sanctuary, in the plaza, and in other areas of the complex
- Initiate a group of “friends of the Cathedral gardens” that augment any paid staff to look after the grounds and keep them beautiful year round
- Invite people to small “retreat”-like experiences that may be 30 minutes to an hour in length
- Provide adequate signage that helps people with daily reflection both inside and outside
- Designate some of the outdoor space for silent meditation and reflection
- Facilitate day retreats using the Cathedral, both inside and outside
- Design programs for people who work downtown and want to have a mini-prayer/retreat experience
- Offer various forms of prayer exercises where people can drop in on a regular basis
 - Ignatian Spiritual Exercises
 - *Lectio Divina*
 - Rosary Hour
 - Eucharistic Adoration
 - Taizé or Gregorian Chant

Catechesis:

1. *Underscore the Cathedral as the unifying point of the Bishop’s role as the chief catechist of the diocese:*
 - Host diocesan-wide Catechetical celebrations such as:
 - Catechetical Sunday
 - Catholic Schools Week
 - Youth Events
 - Beginning of the “school year” prayer services
 - Catholic School Graduation masses/receptions
 - Young Adult symposia
 - RCIA introductory events
 - Adult Faith Formation Events that underscore a life in Christ
2. *Institute a docent program that enhances the appreciation of the Cathedral as sacred space and shows that art also teaches:*
 - Develop a docent curriculum that addresses not only basic information but can also be used as a tool for catechesis

Strategic Plan for the Ministries of The Cathedral of Christ the Light

- Recruit capable docents that are age appropriate i.e., teenage docents for youth groups, senior citizen docent for elderly groups, etc.
 - Develop docent curriculum in various languages that addresses the needs of the diocese
 - Ensure that docent curriculum is in keeping with the diversity of the diocese
3. *Use the Cathedral complex as a place where catechetical leaders meet on a regular basis for planning, prayer and celebration*
4. *Promote the Cathedral complex as a resource center for Catechetical materials:*
- Provide a reading/lending library
 - Use multi-media for catechist formation/information
 - Have youth gatherings that train future Youth Leaders
 - Host Young Adult sessions similar to Theology on Tap
 - Parenting seminars that support Family Life efforts of the Diocese
5. *Promote the RCIA (Rite of Christian Initiation of Adults) and RCIC (Rite of Christian Initiation of Children) so that all people of the diocese may appreciate the richness of this process:*
- The significance of the placement of the Rite of Election at the Cathedral should be clearly identified in the development of catechetical materials.
6. *Develop a master plan with the implementation of all Sacraments at the Cathedral that does not supersede local parish efforts and programs*
7. *Develop a plan for other non-sacramental celebrations that honor the culture and tradition of different ethnic groups but do not take away from the liturgical mission of the Church, such as:*
- *Quinceñeras*
 - Various Marian devotions
 - Other ethnic feasts and celebrations
8. *Develop worship aids having a catechetical tone that are sensitive to the various needs of the diocese e.g., age-appropriate, ethnically inclusive, language appropriate, adapted for those with special needs such as for the blind, and easily understood by people of other faiths who may be visiting or interested in our worship of beliefs*

9. *Develop a rotating invitation where all parish catechetical programs are invited to participate in a meaningful way in the Cathedral:*
 - First couple of years as a visit and learning tour
 - In subsequent years, to showcase Catechetical work being done in parishes across the diocese, such as:
 - 1st grade art work from St. Isidore's in Danville for the month of March
 - Pictures of the RCIA group at St. Jerome's in El Cerrito for the month of August

Education:

1. *Promote the Cathedral complex as a venue to showcase local arts, music, festivals, and general culture:*
 - Identify the main cultural celebrations such as Art and Soul Festival, Seasonal Festivals and plan for educational components that may be showcased at the Cathedral complex
 - Develop guidelines that promote the Cathedral complex as a viable place for music concerts consistent with the sacred tone of our worship space
 - Develop a calendar that engages the civic community in its need for information and formation around various topics that affect the community-at-large such as social justice issues, public safety issues, care for the poor, etc.
2. *Build a reputation for providing exceptional speakers and establishing a safe place for dialogue, where some of the following concerns may be addressed in a caring, compassionate manner:*
 - Catholics living in the world today
 - Discussion/Lectures about politics
 - Lectures about bio-ethics
 - Youth and Culture
 - Catholics who are looking to return to active Church life
 - Overlooked and under-represented groups that need pastoral care such as the LGBTQ community (lesbian, gay, bisexual, transgender, questioning), and people with special needs
 - Interfaith groups that are open to dialogue
 - Ethnic diversity lectures, discussions, events that promote a better understanding among people

3. *Utilize the Cathedral's new and innovative architecture, worship space, and open plazas as enriching to all people who enter within its complex:*
- Develop a multimedia presentation of the many theological and spiritual dimensions which have been incorporated into the Cathedral, including:
 - Strong web presence with virtual tours that retain the prayerfulness and sacredness of the environment
 - Video and audio manifestations of the wonders of the new Cathedral
 - Docent-led tours that shed light on the unity of the people of the Diocese of Oakland and their desire to glorify God
 - Develop an interactive curriculum that underscores the following:
 - History of Oakland Diocese
 - History of Cathedrals
 - History of Cathedrals in Oakland and the amalgamated three parishes
 - Showcase the art and architecture of the Cathedral
 - Teach about the symbols of the architecture such as the altar, ambo, cathedra
 - Connect the meaning of having a Mausoleum within the Cathedral complex
 - *Lumen Gentium* and its connection to the universal Church, the Diocese of Oakland, and this Cathedral

SECTION 3: *SOLIDARITY AND OUTREACH*²

VISION

The Cathedral of Christ the Light's social ministries will be a source of *life giving light*, providing hope through hospitality and mission: efficaciously engaging and enabling the body of Christ – at the diocesan level – to work for justice, peace, and solidarity. The focus is on a spiritual renewal for all, centered on the Cathedral and radiated outward.

MISSION

To work for justice, peace, and solidarity through social ministries; to be a prophetic voice in proclaiming God's kingdom; and to seek solutions that empower the poor and recognize their dignity.

***CORE VALUES*³**

Services/Outreach – Provide services to all 'groups' within the diocese, both Catholic and others, particularly the often overlooked and under-represented

Community Building – Create opportunities/means/mechanisms for community-building through volunteerism

Justice/Advocacy – Assist in breaking the cycle of poverty, injustice, and alienation by being agents of change through leadership and advocacy in the social structure

² For the purposes of this document, solidarity and outreach covers the social ministries of service, charity, outreach, social justice, and advocacy.

³ These values are generalized for the purpose of avoiding constraints caused by linguistic nuances, and are meant to be open-ended and allow for additions as needed, as long as they fit with the focus of the vision and mission.

STRATEGIC INITIATIVES

1. **Central Database** – *Establish a central database of resources, information, and ministries:*
 - Resource Database
 - Open for all who come to the diocesan website, and of special use to all of the parishes and parishioners within the diocese looking for ideas to develop or aid the growth of their social ministries
 - Information Database
 - Provides easy access to and a central location for Catholic social teachings and answers to common questions about faith. It should also provide information on different levels of policy work, including the California Catholic Conference in Sacramento, the various efforts for social ministry at the U.S. Conference of Catholic Bishops and its annual Social Ministry Meeting in Washington, DC, the Catholic Social Teaching web page (from the Archdiocese of Minnesota/St. Paul), and the local nonprofit community.
 - Ministry Database
 - Provides awareness of the social ministries within the diocese. This includes ministries provided by the diocese, and by other relevant organizations and programs within the area. A common problem for parishioners, and parishes themselves, is that there is a lack of a central database for everyone to know what is offered. Many parishioners do not know of the ministries within a parish, and even less about the aid provided by the diocese and other local programs and services. This database must be available and easily accessible to all who may be looking for it, and especially available to those who come to the Cathedral in need of assistance. This may require several computers on the cathedral campus with public access to the database.

2. **Symposia** – *Offer lectures/talks/seminars by the Bishop, theologians, laity, scholars, and other leaders, about faith, social justice, Catholic social teaching, etc., (not limited to Catholic lecturers)*

3. **Youth Engagement** – *Youth and youth involvement are vital to our future. We must listen and discern together the vision and mission of diocesan youth and also consult the students of local high school and college campus ministries for ideas and resources:*
 - Provide for our youth the loving environment they need to grow into future and current leaders and ‘agents of change’
 - Identify and develop ways to strengthen youth ministries at the diocesan level, e.g. host a youth summit/fair
 - Full-time diocese youth minister to consult with youth and youth ministers in the parishes and coordinate the programs at the diocesan level

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- Host collective CYO and community service meetings where youth can meet with other youth within the diocese
- Develop a program to have college youth share their faith with high school students and lead retreats with them; also high school students with grade-schoolers.
- Offer retreats specifically geared for young leaders
- Develop curricula for high schools relating to service learning. Through the use of a volunteer leadership team, the curricula could be introduced to the schools with a list of possible activities/service agencies that could benefit from the program (the use of a database to provide information to individual schools would help facilitate the process).

Note: The service learning method utilizes a curriculum to provide real-life activities and discussion groups to gain an understanding of the root causes of, and possible solutions to, issues facing our communities. It helps build community among those participating in the service-learning program, and serves as a model for others to participate in supporting the larger community's social needs. The Society of St. Vincent De Paul has developed a service-learning curriculum, which would be illustrative of the types of materials necessary, activities which could be engaged in, and how to go about following through with this grand, yet very effective, task.

- Justice Walking (J-Walking) This is a 3 to 6 month “prophet-raising” process that forms small communities of older teens who experiment with living the Gospel message and the implications of Catholic social teaching. J-Walking includes contemplative dialogue on the signs of our times, retreats, a justice-immersion pilgrimage, prayer journaling and many more tools for spiritual and communal growth.

4. Elderly Support – *Provide support for the elderly by:*

- Offering faith groups specifically geared towards the elderly and widowed
- Visiting the lonely and homebound
- Providing food/shelter
- Community/Public resource assistance

5. Cathedral Health Services Center – *Open the Cathedral Health Services Center to provide diagnosis to the uninsured and referral to resources in Alameda and Contra Costa Counties that can provide the required continuum of care required*

6. Prison/Detention Ministries – *Develop Prison/Detention Ministries, including a program to assist ex-prisoners assimilate back into society, helping them off the path that led them to prison and onto a path of righteousness:*

- Provide training and education for the various ministries at the prison i.e. tutoring, job skills training, Bible study, various forms of church involvement, etc.

7. Advocacy – *Encourage Social Justice Advocacy*

- Encourage participation in justice and health policy initiatives – emphasizing the responsibility of stewardship through the ministries of charity/outreach and

- justice/advocacy
- Promote local action for universal change, providing an environment to give voice to the unheard and marginalized parts of the community

CONCLUSION

The Committee on the Strategic Plan for the Diocesan Ministries of the Cathedral of Christ the Light respectfully submits this report to Bishop Allen Vigneron with the hope and expectation that it will prove useful in realizing the remarkable vision of The Cathedral of Christ the Light and its significance to both the Catholics of the Diocese of Oakland and the community-at-large.

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