

PAX CHRISTI LEADERSHIP GUIDE

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* Please access through this link:

[https://www.paxchristi.com/FAITHNETWORK_UserFileStore/filecabinet/ministries/2c059698-cfc6-414e-bb6a-42b930b37354/Misc/Pax Christi Style Guide.pdf](https://www.paxchristi.com/FAITHNETWORK_UserFileStore/filecabinet/ministries/2c059698-cfc6-414e-bb6a-42b930b37354/Misc/Pax_Christi_Style_Guide.pdf)

7. Strategic Plan

Introduction

Welcome to Leadership at Pax Christi Catholic Community! Thank you for accepting this important role of living forth your discipleship in our faith community.

As you use this Guide, please keep in mind:

- This is a living document—it will change and grow as the parish's needs change.
- Each Ministry Council has a unique mission and purpose. Please use the input from this Guide for direction and support.
- We are a Catholic Christian community and ground all we do in the gospel values of Jesus and our call as disciples.

With gratitude as we journey as leaders in faith together,



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Pax Christi Catholic Community

Purpose: Why We Exist

*Welcome All to Joyfully Experience
God's Love and Mercy*

Mission: What We Do

*As a community of faith nourished by the Eucharist,
we are committed in our discipleship with Christ to act for justice,
be of generous service,
and welcome all authentically to
Pax Christi Catholic Community.*

Values: What We Honor

God-Centered

We hold God as the center of our daily lives and provide a place for spiritual rest and rejuvenation.

Justice

We advocate for the marginalized and act as catalysts for systemic change.

Inclusion

We build relationships and create an inclusive culture through our attitudes, actions, and activities.

Spiritual Growth

We engage in a lifelong process of spiritual growth and continually learn how to live out our faith.

Stewardship

We acknowledge our God-given gifts and put them into action as we pray, serve, and share.

Lay Leadership

We co-lead and share in the responsibility of upholding the mission of the church.

The Purpose, Mission, and Values, as part of the Strategic Plan, were received and accepted by the Community Council on June 19, 2018.

Purpose of Pax Christi--Commentary

Welcome All to Joyfully Experience God's Love and Mercy

Our Purpose is intended to answer the question of why Pax Christi exists, and how Pax Christi intends to be a distinct, relevant, and essential part of people's lives. It is uniquely our own.

This Purpose is inspired by the vision of our founders, by the Sermon on the Mount that inspired them, and by the example of Jesus. Our Purpose both informs and reflects our mission and core values. It is used internally as a guide for our Staff, Community Council, and Lay Leadership to help ensure that what we do and how we do it are consistent with our distinct reason to exist. It is also used to focus and to sharpen our internal and external communications.

This Purpose reminds us that we desire to always be inclusive and that we seek to create space and a sense of belonging for all. Consistent with our founding principles, our inclusive spirit and strong commitment to social justice compels us to take special care for those who feel abandoned or marginalized by society or the Church.

This Purpose raises our expectations for the work we do. It speaks to our intention to create consistently meaningful and joyful experiences for those we touch. It recognizes the special role of the laity at Pax Christi who, in partnership with clergy and staff, live out our values and help to create these meaningful experiences.

Every program, service, or personal engagement at Pax Christi can be internally evaluated by whether or not it lives up to our Purpose for being. We can ask, for example:

- Does the Mass or the homily we have planned live up to our Purpose?
- Is my choice of language inclusive enough, or our outreach designed to "welcome all"?
- Is our Lay Leadership engaged with lay staff and the ordained to create an experience here that is meaningful and leaves people with a sense of peace and belonging?
- Does this proposed initiative lead to experiencing the Peace of God's Love and Mercy?

We aspire to live our new Purpose every day. We want all that we touch to be left with a clear sense that Pax Christi Catholic Community exists to "Welcome all to Joyfully Experience God's Love and Mercy."

Mission of Pax Christi -- Commentary

As a community of faith nourished by the Eucharist,

The Second Vatican Council called forth the People of God to be nourished by the Eucharist and sent forth to be Christ for others (*Lumen Gentium*). We gather together as believers and seekers on our journey of faith.

we are committed in our discipleship with Christ

We are who we are because of our common commitment to walk in the ways of Christ and to believe in and live the gospel message.

to act for justice,

As a cornerstone of the parish since its inception in 1981, justice calls us to hear the cry of the poor (Psalm 34), to care for the earth (*Laudato Si*), and be moved to work toward racial and gender equity and systemic change in society.

be of generous service,

In our outreach to the people of Pax Christi and the broader community, we have a unified calling to pray, serve, and share our resources with others.

and welcome all authentically to Pax Christi Catholic Community.

As the faithful, we are compelled to impart a spirit of hospitality in which a diverse community can share, love, and grow in this spiritual home of Pax Christi.

Pax Christi Values -- Commentary

God-Centered

We hold God as the center of our daily lives and provide a place for spiritual rest and rejuvenation.

As humans, we are created in the image and likeness of God and we long to be in communion with God. We believe the way to God and the way to peace is made possible by our union with Jesus Christ through the power of the Holy Spirit.

Our unity with the Father, Son, and Holy Spirit and the unity of the Catholic Church are manifested in the celebration of the sacraments, especially the Eucharist. In this celebration Christ is present not only in the Eucharist, but also in the presider, the assembly and the Word. Through Sacraments, worship, and prayer, we become God-centered. We find a place to disconnect from our busy world and focus on our connection to God.

Justice

We advocate for the marginalized and act as catalysts for systemic change.

Jesus announced his earthly mission in this key passage from Luke:

*The Spirit of the Lord is upon me.
The Spirit has anointed me to preach good news to the poor,
to proclaim release to the captive, recovery of sight to the blind,
to let the oppressed go free,
and to proclaim the year of the Lord's favor. (4:18-19)*

Jesus' first public proclamation in the synagogue is a justice statement, and it positioned him on the fringes of his society. He himself would be despised as he moved to the margins to share in the life of those who confronted societal systems by living in a different way. When Pax Christi began its life as a faith community in 1981, a commitment was made to share a percentage of every collection with groups working for social justice. The names that have been given to the various spaces in the building remind us of men and women who have dedicated their lives to justice pursuits.

Inclusion

We build relationships and create an inclusive culture through our attitudes, actions and activities.

In the Gospel, Jesus gave us a strong example of how to love our brothers and sisters. He welcomed people from all walks of life to his table. He invited them to participate in his journey and created a place where they could belong. This is the spirit of Christian hospitality. We must welcome all people to share in the life of Pax Christi without passing judgement.

Our community strives to provide a safe, secure place where one can wrestle freely with life's struggles and share life's joys with others. In doing so, we must keep in mind the idea that "hospitality is not to change people, but to offer them space where change can take place" (Henri Nouwen).

Spiritual Growth

We engage in a lifelong process of spiritual growth and continually learn how to live out our faith.

We are ministers of God, each with our own unique gifts, "full of goodness, complete in knowledge and competent to instruct one another" (Rom 15:14) and we must share these gifts with our families, our friends, and our community.

From the book of Genesis to the Book of Revelation we are introduced to a God we can never come to know fully – a God who creates night and day – a God who sees a new heaven and a new earth. We believe that creation did not end with the last page of the book of Genesis nor did revelation end with the last page of the Bible. We strive to follow a God who seeks to stir our minds and souls, our faith, to new life and who encourages us to grow and mature each day.

Stewardship

We acknowledge our God-given gifts and put them into action as we pray, serve and share.

We have many opportunities to share our gifts, as well as to encourage, enhance and support the gifts of all in the community. We join together in spreading the gospel message and encourage spiritual growth in one another. The greatest wisdom for the community lies within the community itself because God speaks to and through the people. God's plan for the people lies within the hearts of the people, and through careful stewardship of its gifts, our community strives to discern and live out God's plan.

Lay Leadership

We co-lead and share in the responsibility of upholding the mission of the church.

Lay leadership was one of the founding principles of Pax Christi Catholic Community. The church began as a grass-roots effort set forth by the laity in an effort to create a church community that would meet the spiritual needs of many families in the growing southwestern metropolitan area.

The principle of lay leadership remains a key value to be upheld. As stated by the Second Vatican Council, the church is the People of God, the community of the baptized. In collaboration with the ordained we all hold responsibility for the life and the mission of the church.

Pax Christi Demographics

ANNUAL REPORT
Fiscal Year 2019-20

Pax Christi Profile

	<u>Members</u>	<u>Change</u>
Pax Christi Households:	3399	-65
New Household Registrations:	96	-14
Active Members:	9779	-219
Age Distribution of Current Members:		
Age	Members	Change
Birth to 18 years old	1855	-125
19 to 29 years old	1610	-82
30 to 49 years old	2010	-16
50 to 69 years old	2829	-100
70 to 79 years old	885	+88
80 years and older	347	+4
unknown birth dates	243	+12
Gender Distribution of Current Members:		
Females	5092	-103
Males	4687	-116
Sacrament of Initiation:		
Infant/Child Baptisms	65	-29
Adult Baptisms	3	+1
Received into Full Communion	3	0
Adult Confirmations	7	+1
First Communions (approx. - delayed due to Covid)	75	-4
Confirmations (approx. - delayed due to Covid)	71	-3
Faith Formation Enrollment:		
Preschool and Elementary Children	259	+17
J.H. and S.H. Youth	231	-24
Weddings at Pax Christi:	24	+8
Funerals at Pax Christi:	52	-8

Considering Leadership

What are the qualifications for leadership? Who should think about leadership?
What do leaders need to know?

We do not have a “leadership test” that people need to pass in order to serve on a Ministry Council, but there are some things that it would be helpful to know.

1. **Understanding Your Gifts** - People bring their individual gifts to leadership, so it is helpful to know what your gifts are and how they apply to a leadership role. Pax Christi encourages all council members to attend *Living Your Strengths* seminars in order to learn more about gifts and talents and how those gifts can be used in our servant leadership model of stewardship.
2. **Leading from Your Gifts and Skills** - Some leadership skills are innate, but there are also basic leadership skills which can be learned. Skills used in Pax Christi councils are: discernment; visioning; consensus decision-making; good communication; conflict resolution; hospitality; strategic planning; and goal-setting. These skills and the concept of Servant Leadership are covered in the orientation of new members and/or throughout this leadership guide.
3. **Leading from Our Mission and Values** - In order to be a leader in this faith community, a person needs to understand the purpose, mission, and values of Pax Christi.
4. **Leading from a Foundation of Faith** - We are a faith community. In order to be a leader in this faith community, a person needs to have a basic knowledge of the Catholic faith, including living out our baptismal call, the centrality of the Eucharist, the liturgical year, and Catholic Social Teaching.

Knowledge of the Ministry Council one is a member of continues to be informed throughout the year via introduction, conversation, inquiry, and the planning and implementation of projects.

Vision of Leadership

Leadership Definition

Leadership at Pax Christi is setting direction that defines and meets the parish Mission and Vision while influencing others to follow that direction.

Leadership is related to discipleship. Through Baptism, all, regardless of age, are called to discipleship. We are disciples of Jesus and we are expected to provide Christian support and witness to others.

As disciples, all are called to use our gifts in service to others; many will use them in service to this community through one of the parish ministries; some will serve this community and use their gifts as members of the Community Council or a Ministry Council. We also use our gifts outside the community in numerous ways.

Servant Leadership

There are many leadership styles, but Servant Leadership is the prevailing mode of leadership at Pax Christi. Jesus is our example of the greatest servant leader.

Jesus said to his disciples, "You know that among the Gentiles those whom they recognize as their rulers lord it over them, and their great ones are tyrants over them. But it is not so among you; but whoever wishes to become great among you must be your servant, and whoever wishes to be first among you must become the slave of all." Mark 10:42-44

After washing the disciples' feet, Jesus said, "Do you know what I have done to you? You call me Teacher and Lord – and you are right, for that is what I am. So if I, your Lord and teacher, have washed your feet, you also ought to wash one another's feet. For I have set you an example that you also should do as I have done to you." John 13:12-15

The servant-leader is servant first, rather than leader first. Some of the characteristics of the servant leader are: someone who makes certain that other people's highest priority needs are being served; someone who wants those served to grow as persons, becoming healthier, wiser, freer, more autonomous, and more likely themselves to become servants; someone who sees the effect of actions on the least privileged in society.

Many rooms at Pax Christi are named for this kind of leader, e.g. Mother Teresa, Dorothy Day, and Martin Luther King.

Parish Structure

THE CONSTITUTION OF THE *COMMUNITY COUNCIL* OF THE CHURCH OF PAX CHRISTI OF EDEN PRAIRIE

PREAMBLE

As a community of faith nourished by the Eucharist, we are committed in our discipleship with Christ to act for justice, be of generous service, and welcome all authentically to Pax Christi Catholic Community.

ARTICLE I NAME

The name of this body shall be The Community Council of The Church of Pax Christi of Eden Prairie, Minnesota, hereinafter referred to as "the Community Council."

ARTICLE II VALUES

The Community Council operates according to the Values of Pax Christi Catholic Community which are:

- God-Centered
- Justice
- Inclusion
- Spiritual Growth
- Stewardship
- Lay Leadership

ARTICLE III

PURPOSE

The Community Council is the guiding body of Pax Christi Catholic Community. The role of the Community Council is to facilitate the periodic (typically 3-5 years) formation/revision of Pax Christi's Strategic Plan, to nourish an environment that will encourage achievement of the Purpose, and to conduct regular evaluations of its progress. The actions of the Community Council are governed by the Purpose, Mission, and Values of Pax Christi.

ARTICLE IV

AUTHORITY

Empowered by the Community, the Community Council is the guiding body of Pax Christi Catholic Community and serves as an advisory board to the Pastor.

ARTICLE V

RESPONSIBILITY

- A. Maintain awareness of and commitment to Pax Christi's Mission, Purpose, and Values.
- B. Demonstrate, develop, and promote leadership and enthusiasm for all matters relating to the fulfillment of Pax Christi's Purpose, Mission, and Values.
- C. Facilitate periodic formation and revision of Pax Christi's Mission and Values.
- D. Empower committees to bring to fruition identified needs.
- E. Evaluate progress toward strategic goals and call Ministry Councils and committees to accountability in fulfilling Pax Christi's Purpose, Mission, and Values.
- F. Develop and implement strategic plans in support of fulfilling Pax Christi's Purpose, Mission, and Values.
- G. Model and promote responsible stewardship in time, talent, and treasure.
- H. Foster and maintain communication within the parish community and the broader Church.
- I. Approve the annual parish budget jointly with the Finance and Development Council.
- J. Operate under the principle of subsidiarity. (Decisions will be made at the most appropriate level of community leadership.)

ARTICLE VI MEMBERSHIP

- A. Membership on the Community Council is open to all registered members of Pax Christi who have received the Sacrament of Confirmation, worship with the parish community on a regular basis, and support the parish through active stewardship.
- B. Membership of the Community Council shall consist of:
 - 1. Twelve discerned members as follows: three persons from the community at-large and nine Chairs of the Ministry Councils.
 - 2. The Pastor – non-voting
 - 3. The Parish Director – non-voting
 - 4. Both Parish Trustees – non-voting
- C. The three at-large discerned members shall each serve three-year terms staggered to expire in successive years. The Chairs of the Ministry Councils shall serve a maximum of two one-year terms as Chairs of a Ministry Council; therefore, they may serve a maximum of two years on the Community Council.
- D. Attendance at all regular meetings is highly desired.
- E. Any member unable to fulfill his/her duties and responsibilities will be expected to resign.
- F. Vacancies of the at-large positions on the Community Council shall remain unfilled until the next discernment process for council membership. Ministry Council Chairs may be replaced by another member of the same Ministry Council.
- G. Two community members who are not members of the Community Council or any Ministry Council shall be appointed by the Pastor to the Board position of Trustee of Pax Christi Catholic Community and approved by the Archbishop of the Archdiocese. One of the Trustees shall sit on the Finance Council, but both Trustees attend the meetings of the Community Council. The term of the Trustees shall be two consecutive years.
- H. Any person discerned as an at-large Community Council member will be *required* to resign from any position they currently hold on any other Ministry Council. Staff members of Pax Christi and their spouses shall not be eligible for membership on the Community Council.
- I. No more than one member of an immediate family may serve on the Community Council at the same time. If two members of an immediate family are serving as the Chairs of two Ministry Councils, those persons shall determine between themselves which of them shall sit on the Community Council.

**ARTICLE VII
RECOMMENDATION AND SELECTION OF MEMBERS**

At the end of each leadership service term, the Community Council members ending their term that year will begin the process for recommendation and discernment of new members to the Community Council and the Ministry Councils.

The members of Pax Christi Catholic Community will be asked through prayer and the guidance of the Holy Spirit to call forth new leaders to serve on the Community Council and the Ministry Councils. The Community will be asked to recommend members from the community or themselves for these positions.

A notification letter will be sent and personal calls will be made to each of the candidates by Community Council or Ministry Council members to help them understand the responsibilities of membership on the Community Council or applicable Ministry Council. Those candidates interested in membership shall enter a discernment process which includes attending an informational meeting on the role and responsibilities of Community Council and Ministry Council members, attending a final discernment meeting to determine their personal calling and gifts, and discern together until the desired number of members is reached for the Community Council and the Ministry Councils.

All new Community Council and Ministry Council members will be required to attend a leadership orientation session following their discernment onto the Community Council or a Ministry Council.

**ARTICLE VIII
OFFICERS**

One discerned member shall be selected as Chair of the Community Council for a one-year term. Members in their second and third year of membership are eligible to serve as Chair. Any eligible member may agree or decline to serve. A Community Council member may serve a maximum of two consecutive one-year terms as Chair. If the newly discerned Chair is also the Chair of a Ministry Council, that person must resign from the position of Ministry Council Chair in order to be Chair of the Community Council.

**ARTICLE IX
EXECUTIVE COMMITTEE**

The Executive Committee shall consist of the Pastor, the Parish Director, and the two Parish Trustees.

**ARTICLE X
COMMUNITY COUNCIL COMMITTEES**

Community Council committees will be created on an as needed basis. Community Council members may volunteer for these committees as time and talents permit. The Community Council is responsible for creating clear guidelines around purpose, expected outcomes, deadlines, and authority for each committee. Committees may include staff and other community members as needed. Consideration should be given to maintaining gender balance on each committee.

**ARTICLE XI
BY-LAWS**

By-laws governing the conduct of the business of the Community Council, including rules governing meetings and job descriptions, shall be adopted by consensus of the Community Council. ***Quorum is reached when nine of the twelve voting members are present.***

**ARTICLE XII
RATIFICATION**

This Constitution is ratified by a consensus of the Community Council.

**ARTICLE XIII
AMENDMENTS**

This Constitution and its By-Laws may be amended by a vote of nine of the twelve voting members of the Community Council at any regular Community Council meeting. All amendments must be proposed in writing by a Community Council member at least one week before the Community Council is to vote.

THE TEN LEADERSHIP BODIES

There are ten (10) general leadership bodies at Pax Christi (and countless others that provide coordination in specific ministries). The ten general leadership bodies are the Community Council and the nine (9) Ministry Councils: Arts, Campus, and Gardens, Care and Support, Communications, Finance and Development, Hospitality and Community Outreach, Justice, Lay Leadership Development and Engagement, Lifelong Faith Formation, and Worship. Each Ministry Council shall discern its Chairperson. The Chairperson of each of the Ministry Councils shall sit on the Community Council, along with at-large members from the parish, the Pastor, the Parish Director, and the Parish Trustees. A leadership diagram is shown on page 20. The community members serving on each of the leadership bodies shall be selected through a discernment process, the elements of which are shown on the diagram on page 21.

Community Council

Ministry Council Chairs (9) and At-Large Members (3)

Pastor (1) *non-voting*

Parish Director (1) *non-voting*

Parish Trustees (2) *non-voting*

Also, see provision on page 15 – Article VIII [In case chair of a council becomes chair of the Community Council]

Two Trustees (Trustees are appointed by the Pastor and approved by the Archbishop)

One Parish Trustee will sit on the Finance Council

Each Ministry Council

Community members (9)

Lead Staff (1)

On occasion, the Parish Director has the right to deny a particular parishioner membership on one of the Ministry Councils or the Community Council or participation in any other Board, Committee, or other volunteer opportunity. On these particular occasions, there may be confidential considerations which weigh into this decision and the Parish Director, in consultation with the Pastor, shall have the final say in the matter.

Each of the Ministry Councils shall have the Staff Director (Also called “Lead Staff” in this guide) to the Ministry Area serving on that Council. The Staff Director shall serve as a resource for the Ministry Council.

All of the Ministry Councils shall meet on the third Tuesday of each month (except when a holiday/conflict is that week, when they will meet on another Tuesday of the month), beginning each meeting with prayer and a shared meal. The Community Council shall meet before prayer on the Leadership Meeting nights. The Chair of each Ministry Council shall report to the Community Council on that Ministry Council’s actions since the last meeting, open issues, and needs for collaboration with other Ministry Councils. The Community Council shall thereafter conduct any business affecting the parish community as a whole.

Each of the Ministry Councils serves as the visioning body to the respective Ministry Area responsible for the development of the Ministry Area vision and supporting strategic plan, all in support of Pax Christi’s Mission, Purpose, and Values.

Ministry Council committees will be created on an as needed basis. Ministry Council members may volunteer for these committees as time and talents permit. The Ministry Council shall be responsible for creating clear guidelines around purpose, expected outcomes, deadlines, and authority for each committee. Committees may include staff and other community members as needed. Consideration should be given to maintaining gender balance on each committee.

MINISTRY COUNCIL MEETINGS DATES

All meetings are held on Tuesdays at 6:30PM

2020

August 18

September 15

October 20

November 17

December 15

2021

January 19

February 16

March 16

April 20

May 18

June 15

PAX CHRISTI LEADERSHIP DIAGRAM



Pax Christi: A Calling to Leadership Process Diagram

A discernment process shall be used for the appointment of Community Council and Ministry Council members. The elements of the process include:

Identifying Skills/Gifts for Council Membership

- Each council lists attributes, skills and/or strengths for council membership
- These are reviewed/refined prior to the process (by the end of February)
- Schedule the dates for nominations, Information Nights and Commitment Night (done in August for the following spring)
- Attributes/skills/strengths become part of the invitation process

Creating a Slate of Candidates

- Publish to the parish a request for the submission of candidates
- Send letters to candidates inviting them to Information Night
- In a prayer context, discuss leadership and council membership eligibility and obligations

Create Knowledge

- Each candidate spends prayerful time reviewing gifts, interests, and availability
- Each candidate takes time to listen, reflect, and prayerfully desire where God's will is at this stage of life and in the life of the parish
- Each candidate meets with leaders from Councils, asks questions and considers commitment
- If a Council slate is full, candidates may select another Council

A Calling

After the Information Night session and prior to the Commitment Night session, candidates, through prayer, reflection and possibly conversation, discover as to God's will and one's openness to serve

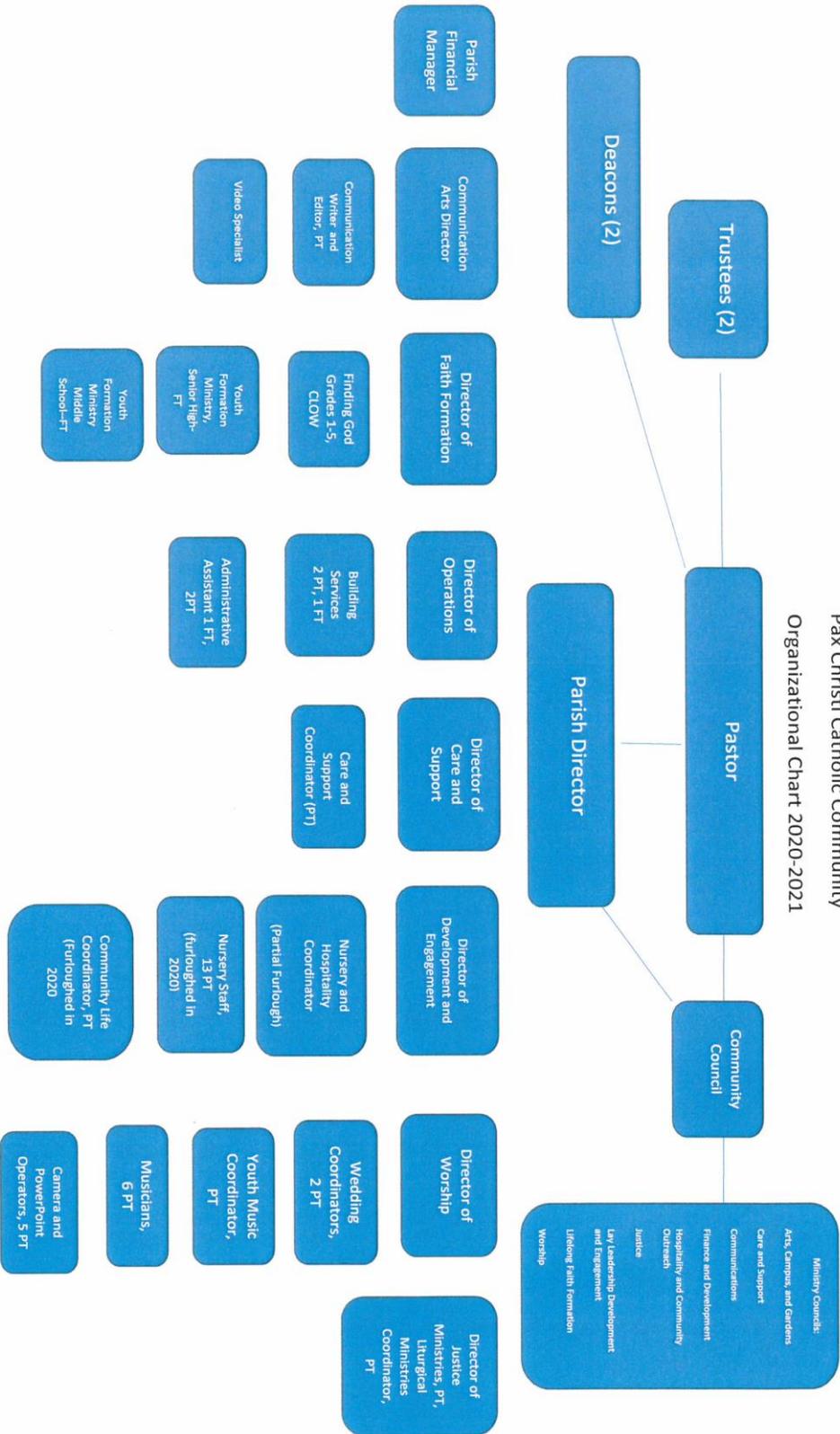
Selection

- At Commitment Night session, each person states desire and willingness to serve
- Individuals can withdraw
- If more persons than are needed for a Council state their preference, then they discuss among themselves as to who will serve
- All present affirm the selection and agreement to serve

Affirmation by Community/Commitment to Serve

Names are submitted to parish for affirmation and support

Pax Christi Catholic Community
Organizational Chart 2020-2021



Overview of Councils

COMMUNITY COUNCIL

The Community Council maintains awareness of and commitment to the fulfillment of Pax Christi's Vision, as well as facilitating the periodic formation and revision of the Vision. The Community Council evaluates progress toward strategic goals and calls Ministry Council and committees to accountability in fulfilling Pax Christi's Vision. In addition, the Community Council fosters timely and effective communication between Ministry Councils, staff, and the parish community.

Arts, Campus, and Gardens Ministry Council

Mission

The mission of the Arts, Campus, and Gardens Council is to create and maintain an environment that encourages the Pax Christi Community to flourish and grow.

Purpose

The purpose of the Arts, Campus, and Gardens Council is to:

- 1) Recognize the importance of creating a nurturing environment that best serves our diverse community, drawing all together in an inclusive and welcoming manner.
- 2) Provide leadership and guidance to the ministry councils of Pax Christi, working to accommodate all their mission and vision as it relates to the use of the facilities and grounds.
- 3) Promote the wise stewardship of our physical assets, using our resources in a way that respects our environment in a safe, secure, and peaceful setting.
- 4) Encourage prudent and responsible shared usage of our facilities.

Primary Value: Stewardship

We acknowledge our God-given gifts and put them into action as we pray, serve and share.

We have many opportunities to share our gifts, as well as to encourage, enhance and support the gifts of all in the community. We join together in spreading the gospel message and encourage spiritual growth in one another. The greatest wisdom for the community lies within the community itself because God speaks to and through the people. God's plan for the people lies within the hearts of the people, and through careful stewardship of its gifts, our community strives to discern and live out God's plan.

Care and Support Ministry Council

Mission

The mission of the Care and Support ministry is to serve as a model and resource to individuals and families and to respond to their spiritual, emotional, physical, intellectual, and social needs. We do so by striving to empower the people of God to share in pastoral ministry.

Purpose

The purpose of the Care and Support ministry is to:

- 1) Identify areas of concern in the ministry of pastoral care.
- 2) Find and train ministers who are effective in the skills of meeting the needs of the people of God.
- 3) With knowledge of our baptismal call, we create a safe, nurturing community based on prayer, service, and action.
- 4) As a faith community, we strive to connect people with resources that meet their needs and challenges.

Primary Value: Spiritual Growth

We engage in a lifelong process of spiritual growth and continually learn how to live out our faith.

We are ministers of God, each with our own unique gifts, "full of goodness, complete in knowledge and competent to instruct one another" (Rom 15:14) and we must share these gifts with our families, our friends, and our community.

From the book of Genesis to the Book of Revelation we are introduced to a God we can never come to know fully – a God who creates night and day – a God who sees a new heaven and a new earth. We believe that creation did not end with the last page of the book of Genesis nor did revelation end with the last page of the Bible. We strive to follow a God who seeks to stir our minds and souls, our faith, to new life and who encourages us to grow and mature each day.

Communications Ministry Council

Mission

The mission of the Communications Council is to engage the Pax Christi community and anyone seeking a welcoming place where they can joyfully experience the peace of God's love and mercy.

Purpose

The purpose of the Communications Council is to:

- 1) Support staff by creating and maintaining a strategic and consistent approach (through words, design, media, and experiences) to represent the Mission and Purpose of Pax Christi;
- 2) Create planned and compelling ways to tell the story of Pax Christi—its ministries, programs, opportunities, and parishioners;
- 3) Provide leadership and guidance to each ministry council on how to use effective communications to advance their mission and purpose;
- 4) Understand the changing communications landscape and bring expertise to help continuously evaluate the most effective ways to engage our community and prospective members.

Primary Value: Inclusion

We build relationships and create an inclusive culture through our attitudes, actions and activities.

In the Gospel, Jesus gave us a strong example of how to love our brothers and sisters. He welcomed people from all walks of life to his table. He invited them to participate in his journey and created a place where they could belong. This is the spirit of Christian hospitality. We must welcome all people to share in the life of Pax Christi without passing judgement.

Our community strives to provide a safe, secure place where one can wrestle freely with life's struggles and share life's joys with others. In doing so, we must keep in mind the idea that "hospitality is not to change people, but to offer them space where change can take place" (Henri Nouwen).

Finance and Development Ministry Council

Mission

The Finance Council provides financial advice regarding:

- the annual operating budget,
- the long term strategic plan,
- the parish's financial condition, including its
 - investment portfolio,
 - debt obligations,
 - planned giving programs,
 - bequests, and
 - long term financial health,
- internal controls, and
- communication of financial information.

Purpose

Guided by the teachings of the Gospel, the Pax Christi Finance and Development Council advises the pastor and parish leaders how to best utilize the assets of the parish to meet the spiritual and social needs of our community.

Financial Initiative Team (FIT)

Purpose: While working cooperatively with the Director of Development and Engagement, the Parish Financial Manager, the Parish Director, Pastor, and other lay leaders, the purpose of the Financial Initiative Team is to provide and generate ideas for the parish's long-term fiscal growth and the annual parish stewardship renewal, offering strategic visioning for Planned Gifts and Endowment Funds and other revenue enhancers for generating future income.

Primary Value: Stewardship

We acknowledge our God-given gifts and put them into action as we pray, serve and share.

We have many opportunities to share our gifts, as well as to encourage, enhance and support the gifts of all in the community. We join together in spreading the gospel message and encourage spiritual growth in one another. The greatest wisdom for the community lies within the community itself because God speaks to and through the people. God's plan for the people lies within the hearts of the people, and through careful stewardship of its gifts, our community strives to discern and live out God's plan.

Hospitality and Community Outreach Ministry Council

Mission

The Hospitality and Community Outreach Council creates a sense of community and belonging through active fellowship, connecting ALL to God and one another.

Purpose

The Hospitality and Community Outreach Council nurtures an atmosphere of hospitality that actively and graciously invites and welcomes all, building relationships that create an inclusive culture. As individuals acknowledge God as their Generous Creator, the council offers opportunities for expression of our profound love and gratitude to God for our many gifts. Our gifts of prayer, service, and sharing are expressed in multiple ways by participating in community life and hospitality functions. The outreach of these programs will be expanded to include the community beyond the parish campus.

Primary Value: Inclusion

We build relationships and create an inclusive culture through our attitudes, actions and activities.

In the Gospel, Jesus gave us a strong example of how to love our brothers and sisters. He welcomed people from all walks of life to his table. He invited them to participate in his journey and created a place where they could belong. This is the spirit of Christian hospitality. We must welcome all people to share in the life of Pax Christi without passing judgement.

Our community strives to provide a safe, secure place where one can wrestle freely with life's struggles and share life's joys with others. In doing so, we must keep in mind the idea that "hospitality is not to change people, but to offer them space where change can take place" (Henri Nouwen).

Justice Ministry Council

Mission

We will discern the most pressing needs of people and planet and utilize Pax Christi's resources to promote the dignity of the marginalized and change the forces and structures that create injustice.

Purpose

The Justice Ministry Council exists to serve and speak for the marginalized, to serve the parish as its primary resource and catalyst for the work of social justice, to educate the community on social issues and Catholic social teaching, to provide opportunities for social action, and to foster awareness that social ministry is integral, not optional, in the life of the parish. It provides leadership and vision to the Justice Grant Board and other justice-related ministries.

Primary Value: Justice

We advocate for the marginalized and act as catalysts for systemic change.

Jesus announced his earthly mission in this key passage from Luke:

*The Spirit of the Lord is upon me.
The Spirit has anointed me to preach good news to the poor,
to proclaim release to the captive, recovery of sight to the blind,
to let the oppressed go free,
and to proclaim the year of the Lord's favor. (4:18-19)*

Jesus' first public proclamation in the synagogue is a justice statement, and it positioned him on the fringes of his society. He himself would be despised as he moved to the margins to share in the life of those who confronted societal systems by living in a different way. When Pax Christi began its life as a faith community in 1981, a commitment was made to share a percentage of every collection with groups working for social justice. The names that have been given to the various spaces in the building remind us of men and women who have dedicated their lives to justice pursuits.

Justice Grant Board

Mission

To administer Pax Christi's Justice Grant Program awarding a portion of the yearly parish revenue to organizations providing solutions to local, national, and/or international social justice problems. The JGB will work both as a committee-of-the-whole and as individual contacts with grant recipients.

Lay Leadership Development and Engagement Ministry Council

Mission

The mission of the Lay Leadership Development and Engagement Council, in support of Pax Christi's commitment to collegial parish leadership, is to affirm, cultivate, and strengthen community leaders for collaborative leadership in the parish and its ministries. Also, the Lay Leadership Development and Engagement Council seeks to engage new and current members by focusing on the value of lay leadership and participation/involvement by members in parish life.

Purpose

1. Engage the community in identifying, inviting, and motivating people who demonstrate interest and ability to participate in the leadership discernment and development process.
2. Provide resources for ongoing leadership training, mentoring, and facilitation.
3. Oversee the Leadership Grant process for the Leadership Development Fund, including a report to the Community Council of grants given and used.
4. Oversee the time and talent portion of the community database. Facilitate members identifying their skills/talents by making available the Living Your Strengths workshop or other tools.
5. Educate members of other councils on engagement. Continue to promote engagement to all parishioners, with a strong emphasis on encouraging volunteering and participation.

Primary Value: Lay Leadership

We co-lead and share in the responsibility of upholding the mission of the church.

Lay leadership was one of the founding principles of Pax Christi Catholic Community. The church began as a grass-roots effort set forth by the laity in an effort to create a church community that would meet the spiritual needs of many families in the growing southwestern metro.

The principle of lay leadership remains a key value to be upheld. As stated by the Second Vatican Council, the church is the People of God, the community of the baptized. In collaboration with the ordained we all hold responsibility for the life and the mission of the church.

Lay Leadership Development Grants

Purpose: The Pax Christi Leadership Development Fund is to provide funding for Leadership Development and service activities for all members of the Pax Christi community. The Grant is primarily intended to develop Church Lay leadership initiatives in the areas of parishioner engagement and service based on the Strategic Plan, and are intended to expand the knowledge base, activities, and collegiality of lay leaders within the Pax Christi community. Therefore, requests should focus on new and creative ideas rather than expansion of programs already covered by parish councils or budgets.

Lifelong Faith Formation Ministry Council

Mission

Our mission is to nourish the spiritual hunger within all members of the parish community by providing a broad range of faith formation opportunities, thus deepening the Eucharistic celebration experience and strengthening the faith of all parish households.

Purpose

The primary purpose of the Faith Formation ministry is to engage with the community in lifelong faith formation that seeks to expand our minds, to change our hearts, and transform our daily lives as guided by the vision of Pax Christi and the mission of the Church.

Primary Value: Spiritual Growth

We engage in a lifelong process of spiritual growth and continually learn how to live out our faith.

We are ministers of God, each with our own unique gifts, "full of goodness, complete in knowledge and competent to instruct one another" (Rom 15:14) and we must share these gifts with our families, our friends, and our community.

From the book of Genesis to the Book of Revelation we are introduced to a God we can never come to know fully – a God who creates night and day – a God who sees a new heaven and a new earth. We believe that creation did not end with the last page of the book of Genesis nor did revelation end with the last page of the Bible. We strive to follow a God who seeks to stir our minds and souls, our faith, to new life and who encourages us to grow and mature each day.

Worship Ministry Council

Mission

The Worship Council fosters Pax Christi Catholic Community's praise of God and service to the world by calling forth the community's gifts of word, song, hospitality, and environment to guide the preparation of our worship with the hope of inspiring all to joyfully live the Gospel.

Purpose

As worship is central to the mission and purpose of Pax Christi, the Worship Council is a focal point of the overall community. The purpose of the Worship Council is to reflect our community values through the worship experience at Pax Christi.

Primary Value: God-centered

We hold God as the center of our daily lives and provide a place for spiritual rest and rejuvenation.

As humans, we are created in the image and likeness of God and we long to be in communion with God. We believe the way to God and the way to peace is made possible by our union with Jesus Christ through the power of the Holy Spirit.

Our unity with the Father, Son, and Holy Spirit and the unity of the Catholic Church are manifested in the celebration of the sacraments, especially the Eucharist. In this celebration Christ is present not only in the Eucharist, but also in the presider, the assembly and the Word. Through Sacraments, worship, and prayer, we become God-centered. We find a place to disconnect from our busy world and focus on our connection to God.

Description of Boards and Committees

BOARDS are bodies which are appointed by the supporting Ministry Council and approved by the Parish Director. BOARDS are generally responsible for appropriation of parish funds in consultation with the Pastor. There is currently one Board, the Justice Grant Board, which is overseen by and is accountable to the Justice Ministry Council.

Because BOARDS deal with the granting of money, members must be aware of the parish Conflict of Interest Policy. See page 65.

COMMITTEES are bodies which are appointed by the supporting Ministry Council and do not require additional approval. COMMITTEES can be formed and be responsible for almost any activity or aspect of parish life. Examples of existing COMMITTEES are:

Liturgical Environment Committee of the Worship Council

In the effort to support and enhance the liturgy for the Pax Christi Catholic Community we serve, the Liturgical Environment Ministry is comprised of individuals interested in, and knowledgeable of basic liturgical principals. Each liturgical season is enhanced with the colors and images that hopefully supports and helps to unfold the Paschal mystery for each of us.

Liturgical Gatherings Committee of the Worship Council

Throughout the liturgical seasons, committees work to enhance and enrich the prayer experience of the community and encourage and guide the inclusion of ethnic religious celebrations into the community's worship. Examples of these projects/gatherings are: 'Taize' Lenten Prayer, Liturgical Ministers Retreat, Walking the Way Contemporary Stations of the Cross, Our Lady of Good Health celebration, and Our Lady of Guadalupe celebration.

Art Committee of the Arts, Campus, and Gardens Council

The purpose of the Art Committee is to secure artists for occasional displays in the Pacem in Terris gallery. This group also maintains and tracks the extensive Pax Christi art collection.

Financial Initiative Team (F.I.T.) of the Finance and Development Council

The Financial Initiative Team (F.I.T.) is an action-oriented financial leadership team that works on building financial strength at Pax Christi through stewardship, education, and the Pax Christi Community Endowment Fund.

Environmental Challenge Committee of the Justice Council

The Environmental Challenge Committee serves to foster greater appreciation of concern and action for God's creation.

Position Description for Ministry Council Members

Ministry Councils

A Ministry Council is the guiding body of a Ministry Area. In support of the Mission, Values, and Purpose of Pax Christi Catholic Community, each Ministry Council provides leadership and direction to achieve the vision and plan of its Ministry Area. In collaboration with Pax Christi's Community Council, the Ministry Council supports the work of its ministry leadership and staff, with an emphasis on partnership and subsidiarity, i.e., decisions being made at the lowest appropriate level within the Ministry Area.

Ministry Council Member

The primary role of a Ministry Council member is to help define and support the development and fulfillment of the Ministry Area's vision and strategic plan. This vision and strategic plan is intended to govern the implementation of the Ministry Area's plans and purpose, with the means of implementation determined by staff.

Ministry Council Members - Principal Accountabilities

1. To act as the guiding body of a Ministry Area.

- a. To ensure that the Ministry Area operates within the Purpose of the parish.
- b. To create and articulate a vision statement for the Ministry Area.
- c. To develop and approve major strategic plans for the Ministry Area, including objectives and timelines.
- d. To communicate to the parish community the vision, strategic plan, and progress toward completion of goals through the work of the Ministry Area.
- e. To seek opportunities for dialogue with members of the parish community, as well as the wider Church, regarding the fulfillment of their ministry needs.

2. Participate in Ministry Council meetings.

- a. Prepare for and fully participate in monthly Ministry Council meetings.
- b. Participate in the process of Consensus Decision-Making.
- c. Rotate Ministry Council meeting responsibilities.
- d. Volunteer for committees as time and talents permit. Prepare for and fully participate in committee meetings.
- e. Select annually the Chair of the Ministry Council from second- and third-year Council members.

3. Promote effective performance of the Ministry Council.

- a. Ground the work of the Ministry Council in a living spirituality centered in prayer.
- b. Evaluate Ministry Council group performance prior to the annual rotation of members.
- c. Participate in Ministry Council development activities.

4. Maintain approved level of Ministry Council membership.

- a. Participate in the discernment process for new Ministry Council members.
- b. Provide timely and effective orientation training of new members.

5. Plan, implement and/or attend regular monthly meetings and special meetings as required.

- a. Monthly Ministry Council meeting, including advance reading and preparation
- b. Committee meetings (as assigned)

6. Plan/attend additional leadership functions as scheduled.

- a. Annual Leadership Orientation/Training
- b. Leadership Seminars
- c. Celebration of Shared Ministry Party
- d. Community Nights and other hospitality events

Ministry Council Member Eligibility

1. Understanding, acceptance, and willingness to operate within Pax Christi's Purpose and the vision of the Ministry Area.
2. Registered member of Pax Christi Catholic Community who has received the Sacrament of Confirmation and worships with the parish community on a regular basis. High school youth are encouraged to discern membership on all councils. Their membership is for one year, with renewal for another year, and they need not be confirmed.
3. Supports Pax Christi through active stewardship (active ministry, volunteering, financial giving, etc.).
4. Demonstrates commitment to a minimum level of active participation in the Ministry Council (attending and participating in meetings, etc.).
5. Staff members of Pax Christi shall not be eligible for membership on any Ministry Council, but shall become eligible twelve (12) months after termination of their employment.
6. For the Finance and Development Council, at least one-half of the Ministry Council community members must have a background in accounting, finance, banking, or related fields.

N. B.

In order to broaden community representation in the Ministry Councils and/or avoid potential conflicts of interest, the following conditions are to be met:

1. The spouse or significant other of a Staff Person may not serve on the Finance and Development Council, the Community Council or the same Ministry Council as the Lead Staff Person, but is free to serve on a committee of the same Ministry Council or as member of any other Ministry Council.
2. Community members may not serve successive terms on any Ministry Council; they must take one (1) year off before serving on the same or any other Ministry Council.

Ministry Council Member Time Commitment

1. Terms are three-years in length for each community Ministry Council member, with three (3) members rotating off the Ministry Council each year.
2. Approximately 7-10 hours per month.

3. When necessary, a member involved in a council project may extend his/her 3-year term by one year in order to complete the project.

Ministry Council Member- Expectations and Responsibilities

Expectations

1. To be informed about the roles, responsibilities, and time commitment of a Ministry Council member before accepting the position.
2. To receive opportunities for orientation and formation that will assist the Ministry Council member to function effectively.
3. To be informed about the operations of the Ministry Council and Ministry Area through minutes, reports, briefings by staff, etc.
4. To expect that a member's time will not be wasted by lack of planning, coordination, or cooperation within the Ministry Council.
5. To be assigned job responsibilities that are worthwhile and challenging, with freedom to use existing skills or to develop new ones.
6. To be free to decline an assignment if the match of skills and interests is not appropriate.
7. To be listened to and have one's contributions valued and received respectfully by other Ministry Council members.
8. To be trusted with confidential information that will help the Ministry Council members carry out assignments and responsibilities.
9. To have opportunities to assess the work of the Ministry Council through an evaluation process.
10. To be recognized at appropriate times for one's work and involvement as a Ministry Council member.

Responsibilities

1. To establish as a high priority attendance at Ministry Council meetings, attending **at least** 75% of Ministry Council meetings.
2. To be prepared for Ministry Council meetings by reviewing the agenda, minutes, reports, or background material relevant to the topics at hand prior to the meetings.
3. To observe meeting procedures, to display courteous conduct at all Ministry Council meetings, to listen actively, and to respect the opinions of others who serve on the Ministry Council.
4. To act for the good of the Ministry Area and the parish community.
5. To abide by the terms of confidentiality as set forth by the Ministry Council.
6. To avoid conflicts of interest between the Ministry Council position and the member's personal and professional life. See page 65.
7. To represent the entire Ministry Area and not a particular constituency when deciding on a specific action.
8. To participate in the Ministry Area's functions, when possible, and to remain informed about its events and activities.
9. To work in partnership with other Ministry Councils and with parish groups as required.
10. To represent the Ministry Area in a positive and supportive manner at all times and in all places.
11. To assume a leadership role in parish stewardship by making a personal faith commitment to support Pax Christi by sharing gifts of time, talent, and financial treasure.

Ministry Council Chairs

Annual Discernment of Ministry Council Chairs

The Ministry Council Chair may be discerned at the last meeting with members who are completing their term or the first meeting with new lay leaders present. The process will be similar to the Council member discernment process, starting with prayer, with each member affirming his or her ability to be the chair or withdrawing themselves from consideration until a single member is discerned to be the chair. Conversation with a past chair is vital to make a well-discerned decision.

Ministry Council Chair - Principal Accountabilities

1. Serve as member of the Community Council with full expectations and accountabilities of Community Council member.
2. Schedule meetings; prepare and distribute rotation schedule for meeting responsibility; be organized.
3. Set the agenda for each meeting with clear goals, in consultation with the Lead Staff; assign agenda items; act as facilitator during Ministry Council meetings. Forward copy of agenda to Ministry Council members at least the week before the meeting.
4. Communicate with other Ministry Council members in between meetings to keep information flowing, especially with new members. Listen attentively to the concerns and opinions of ministry council members.
5. Respond to letters or other communication directed to the Ministry Council. Make response known to other Ministry Council members.
6. Receive draft of minutes from the minute-taker within one week of Ministry Council meeting; edit and email within two weeks of meeting.
7. Delegate duties as necessary, provided that the Chair stays informed of all matters affecting the business of the Ministry Council and attends the Community Council meetings.
8. Support and work collaboratively with the Lead Staff person and be a collaborative presence on the council.
9. Possess the ability to spend extra time reading pertinent meeting communication; communicate effectively and prudently proceedings shared at the Community Council to their respective ministry councils, and own the Strategic Plan of the parish.

Lead Staff

Lead Staff to the Council - Principal Accountabilities

Each of the Ministry Councils shall have the Staff Director to the Ministry Area serving on that Council as “Lead Staff” person. The Lead Staff person shall serve as a resource for the Ministry Council.

Lead Staff persons are employees of Pax Christi and the Church, hired for a particular Ministry Area to carry out the Pax Christi Vision in that particular Ministry Area. Each Lead Staff has the necessary experience and a set of competencies in his or her particular Ministry Area. Each Lead Staff person has these responsibilities:

- To serve as a non-voting member of the relevant Ministry Council
- To serve as the main resource to the Ministry Council
- To serve as provider of key Church documents and Church practices to the Ministry Council
- To share key knowledge of Ministry Area issues that need to be addressed
- To share key information with the Ministry Council when discussion occurs
- To help the Chair of the Ministry Council set the agenda for meetings
- To understand and actively support collaboration among the Ministry Council members in support of Pax Christi’s Mission and Vision
- To demonstrate respect and sensitivity towards the Ministry Council and work toward sustaining a welcoming spirit and equipping others for ministry.

The role of the Ministry Council members in relation to the Lead Staff person is as follows:

- To serve as the lead learners of the particular Ministry Area
- To ask the Lead Staff person for and receive information on key knowledge, Church documents, etc. in order to be effective as the lead learners
- To actively research and pursue information that will enable the Council members to understand the current issues in the Ministry Area
- To understand and actively support collaboration among the Ministry Council members and Lead Staff persons in support of Pax Christi's Mission and Purpose
- To demonstrate respect and support toward the Lead Staff person, always going through proper channels to ensure the staff person is able to implement the strategies of the Ministry Area in support of Pax Christi's Mission and Purpose
- To be aware of and understand the reporting relationships of the Lead Staff person.

Position Description for Community Council Member

The Community Council is its own entity made up of the Chairs of each of the nine (9) Ministry Councils, three (3) at-large community members, the two (2) Parish Trustees, the Parish Director and the Pastor. The Pastor, Parish Director, and trustees are non-voting members of the Community Council.

Each member of the Community Council represents himself or herself and all of the members of Pax Christi with a keen eye for the common good of all. Although nine members of the Community Council are Ministry Council Chairs, these nine people do not “vote” based on the other people in their Ministry Council. Rather, each Community Council member builds a relationship with the other members of the Community Council all year long based on discussions that happen each month, along with other meetings that have been conducted.

The Community Council is intended to be a consistent group that builds on their good work for the common good of the Parish. Therefore, when it comes time to make a decision, we strive for **consensus**. That means the Community Council members talk the decision through so that each member feels he or she has been heard. As a Chair of a particular Ministry Council, one can share that Ministry Council’s ideas about a given topic and voice concerns at the Community Council meeting, but the Chair person does not bring “the Ministry Council’s vote” and vote whatever the Ministry Council decided.

The entire Parish community is informed as to who are the members of the Community Council and Parish members are encouraged to discuss their concerns and opinions with any member of the Community Council; those concerns and opinions will then be taken into consideration in the Community Council’s discussion of a particular issue.

Community Council Members - Principal Accountabilities

1. **Act as guiding body of Pax Christi.**
 - a. Community Council members invite and seek opportunities to listen and dialogue with the wider Church as well as encourage dialogue with Pax Christi community members.
 - b. Maintain awareness of and commitment to Pax Christi’s Purpose and call Ministry Councils and committees to accountability in fulfilling Pax Christi’s Purpose.

- c. Call together the parish leadership team made up of the Community Council, Pastor, Parish Director, and the Ministry Councils for the following purposes:
 - i. Orientation and formation of leadership members.
 - ii. Evaluation of progress on ministry area objectives and leadership effectiveness.
 - iii. Review of the annual plan and budget.
 - d. Call together Vision teams when appropriate (every 3-5 years) to facilitate periodic formation and revision of Pax Christi's Strategic Plan.
 - e. Work in partnership with the Ministry Councils. Provide resources and support to the Ministry Councils as needed, and resolve conflicts when necessary in accordance with the Conflict Resolution section of this Leadership Guide. See pages 53-56.
2. **Approve the annual plan and budget.**
Approve annual operating and capital budgets jointly with the Finance and Development Council.
3. **Participate in Community Council meetings.**
 - a. Prepare for and fully participate in monthly Community Council meetings.
 - b. Participate in the process of Consensus Decision-Making.
 - c. Volunteer for committees as time and talents permit. Prepare for and fully participate in committee meetings.
 - d. Annually select the Chair through a discernment process.
4. **Promote effective performance of Community Council**
 - a. Review, adjust, and approve the Leadership Guide annually.
 - b. Evaluate Community Council group performance annually.
 - c. Participate in ongoing Community Council training and development activities.
 - d. Create a respectful team environment on the Community Council.
 - e. Act as a role model for Ministry Council members.
5. **Maintain approved level of Community Council membership.**
 - a. Participate in discernment process of new Community Council members.
 - b. Oversee timely orientation and training of new members.

6. **Plan, implement, and attend special meetings and events.**
7. **Other Accountabilities.**
 - a. Review the parish Purpose with the goal of keeping the parish moving toward that Purpose. Determine if it is still relevant or whether a new Purpose is needed.
 - b. Review financial status of Pax Christi quarterly, while entrusting the Finance and Development Council with the detailed monitoring of the parish finances.

Community Council Member Eligibility

1. Understanding, acceptance, and willingness to operate within Pax Christi's Purpose and the vision of the current Community Council.
2. Community Council members must acknowledge and accept the role of parish lay leadership as advisory to the Pastor.
3. Any person selected as an at-large Community Council member will be required to resign from any position they currently hold on any other Ministry Council.

Community Council Member Time Commitment

1. Terms are three-years in length for each at-large Community Council member, with one (1) at-large member rotating off the Community Council each year.
2. Approximately 5-7 hours per month.

Community Council Member – Expectations and Responsibilities

Expectations

1. To be informed about the roles, responsibilities, and time commitment of a Community Council member before accepting the position.
2. To receive opportunities for orientation and formation that will assist the Community Council member to function effectively.
3. To be informed about the operations of the Community Council and Ministry Councils through minutes, reports, briefings by staff, etc.
4. To expect that a member's time will not be wasted by lack of planning, coordination, or cooperation within the Community Council.
5. To be assigned job responsibilities that are worthwhile and challenging, with freedom to use existing skills or to develop new ones.
6. To be free to decline an assignment if the match of skills and interests is not appropriate.
7. To be listened to and have one's contributions valued and received respectfully by other Community Council members.
8. To be trusted with confidential information that will help the Community Council member carry out assignments and responsibilities.
9. To have opportunities to assess the effectiveness of the work of the Community Council.
10. To be recognized at appropriate times for one's work and involvement as a Community Council member.

Responsibilities

1. Membership requires attendance of **at least** 75% of the Community Council meetings.
2. To be prepared for Community Council meetings by reviewing the agenda, minutes, reports, or background material relevant to the topics at hand prior to the meetings. (Send any requests for modification of the agenda to the Chair as soon as possible.)
3. To observe meeting procedures, to display courteous and respectful conduct at all Community Council meetings, to listen actively, and to respect the opinions of others who serve on the Community Council.
4. To act for the good of the parish community.
5. To abide by the terms of confidentiality as set forth by the Community Council.
6. To avoid conflicts of interest between the Community Council position and the member's personal and professional life. See pages 53-56.
7. To represent the entire community and not a particular constituency when deciding on a specific action.
8. To work in partnership with the Ministry Councils and with parish groups as required.
9. To assume a leadership role in parish stewardship by making a personal faith commitment to support Pax Christi by sharing gifts of time, talent, and financial treasure.

Community Council Chair

Annual Discernment of Community Council Chair

The first Community Council Meeting with new lay leadership will take place after discernment of new lay leadership AND after discernment of the Chairpersons has been completed for each of the Ministry Councils. At this first meeting, the Chairperson for the Community Council will be discerned. This discernment process will be led by the outgoing Chairperson of the Community Council. In attendance for this discernment will be all the members of the Community Council.

Community Council Chair - Principal Accountabilities

1. Prepare and distribute rotation schedule for meeting responsibilities.
2. Set yearly calendar with the Parish Director.
3. Set meeting agendas in consultation with the Parish Director. A final agenda should be sent via email by Saturday noon prior to the Community Council meeting.
4. Communicate with other Community Council members in-between meetings to keep information flowing.
5. Work to keep the Leadership Guide current as information is changed or added.
6. Respond to letters or other communication directed to Community Council. Make response known to the rest of Community Council.
7. Divide up agenda items and take leadership role during Community Council meetings (via Zoom platform for 2020-2021).
8. Receive draft of minutes from Secretary within one week of Community Council meeting. Edit original draft and submit to rest of Community Council for revision and approval at the next Community Council meeting. After approval, route the final version of the minutes to the Administrative Assistant for circulation to all Ministry Council members. An electronic copy of the approved minutes should be sent to the Parish Director for inclusion on the website.
9. Keep in constant communication with the Parish Director regarding all issues to be addressed by Community Council and affecting parish.

Guidelines for Council Meetings

We agree to treat each other with respect by inviting each member to participate in discussion as he/she feels called by the Holy Spirit. In discussion, we will:

- Listen as each person speaks;
- Validate the speaker and his/her idea before speaking, to avoid brushing off, dismissing or discounting the idea or person;
- Notice when someone appears to want to speak but needs an extra invitation.

At each meeting:

- Individually, we will come prepared and have completed any necessary background work.
- We will make all major decisions and/or recommendations to the Pastor by the consensus decision-making model (see Consensus Decision-Making section of this Leadership Guide on page 52).
- Care will be taken not to put too many items on the agenda. We want to allow for deep discussion of each item as necessary.

Criteria for selecting items for Council agenda:

- Has subsidiarity (proper level decision-making) been followed? Is this item appropriate for consideration at this Council level?
- Have the necessary steps to decision-making been taken (gathering information, clarifying issues, brainstorming, and evaluating alternatives)? Is this item ready for Council deliberation?
- Is the number of items on the agenda realistic?
- Are we being realistic about the amount of time required to discuss this issue?
- All members of the Council are encouraged to submit items for the agenda to the Chair of the Council (with background material if appropriate); such submissions should be made in writing at least 10 days prior to the Council's next meeting.
- Agendas for all councils are to be listed by topic, using an organizing question or statement. Indicate whether the topic is for information/discussion only, or if there needs to be an action/decision taken by the council.

Contents of Meeting Minutes

- Meeting Attendees, Absentees
- Topics of Discussion
- Motions approved
- Actions assigned
- Deadlines established
- Next meeting date set
- Pre-assigned responsibilities for next meeting communicated

Community Council Member Report Contents

- Concise report of Ministry Council meeting - 5 minutes or less
- Communicate decisions made/actions taken by Ministry Council
- Open items remaining
- Areas of conflict, resource shortages
- Progress on objectives

Reports from Community Council to Ministry Councils

- For Community Council meetings, prepare a handout of key sharing points for council leaders on issues that are to be taken back to the ministry council meetings by the chairs to ensure consistent messaging and sharing. Minutes of each Ministry Council should ask the reader to refer to the Community Council minutes for the notes. For accuracy and consistency, the proceedings and reporting of the Community Council meeting will reside with the Community Council minutes.

Meeting Night Schedules

After the Pandemic

5:30-6:25pm	Community Council
6:30-6:45pm	Chapel Prayer
6:45-6:50pm	Travel and Sign in Time
6:50-7:15pm	Meal
7:15-7:20pm	Travel time to Meeting Rooms
7:20-8:45pm	Council Meetings
8:45-8:50pm	Straighten Individual Meeting rooms
8:50-9:00pm	Depart the Building

During the Pandemic

5:30-6:30pm	Community Council
6:45pm or later	Ministry Council

Meeting Guidelines: Suggestions for harmonized meetings

Develop an agenda beforehand and email to your council members early enough for edits and comments.

Assign meeting scribes in advance.

Record the start and stop times of meetings.

Follow a consistent format from meeting to meeting.

During the meeting, take detailed notes on action items, owners and target dates. (Every topic may not have an action item.)

Before adjourning, review important action items.

After the meeting, the scribe should summarize the meeting in draft minute format and email to your council members for edits and comments.

Lastly, submit final minutes to your council members in due time to allow for review before next meeting.

Also send a copy of the final minutes to Maria Miller (mmiller@paxchristi.com) as a WORD document. Maria will upload the minutes and distribute to all councils before the next meeting.

Two templates are available for your use to submit meeting minutes. It is recommended that one of these versions be used to add clarity to the minutes. As all council members will read other council minutes, having a uniform document helps streamline peer reviews and the uploading process.

Meeting Minutes Sample Format 1:

Council:	
Meeting Date:	
Minutes Prepared By:	

Attendees:		

Absent:		

Opening Prayer

Call to Order: Meeting called to order at (time) by (Council Chair)

Approve Last Month Minutes: Moved to accept by (name), seconded by (name).

Approved Revisions: N/A if none

1. Topic Description

The topic description usually comes from the agenda. It is a short phrase characterizing the general subject.

Discussion

A brief summary of the key issue discussed. It should characterize the discussion without any direct recording of the conversation. The length of this summary may depend on the amount of time spent on the topic. A typical summary is no longer than one or two sentences.

Decisions

A brief listing and description of decisions made at this meeting related to this topic.

Action Item(s) for this Topic

Action Item(s)	Owner	Target Date
A brief description of the action step.	The person(s) assigned to complete this action item.	The target date for completion of this item.

2. Topic Description

[Continue to use the above format for each topic discussed at this meeting.]

Discussion

Decisions

Action Items for this Topic

Action Item(s)	Owner	Target Date
A brief description of the action step.	The person(s) assigned to complete this action item.	The target date for completion of this item.

3. Topic Description

[Continue to use the above format for each topic discussed at this meeting.]

Ongoing Action Items

This section tracks ongoing items until they are complete.

Action Item(s)	Owner	Target Date
A brief description of the action step.	The person(s) assigned to complete this action item.	The target date for completion of this item.

Adjournment: Moved to adjourn by (name), seconded by (name).

Next Meeting

List date and assignments (opening prayer, scribe, other)

Meeting Minutes Sample Format 2:

Council: _____
Meeting Date: _____
Minutes Prepared By: _____

Attendees: _____

Absent: _____

Opening Prayer

Call to Order: Meeting called to order at (time) by (Council Lead)

Approve Last Month Minutes: Moved to accept by (name), seconded by (name).

Approved Revisions: N/A if none

1. Topic Description #1

The topic description usually comes from the agenda. It is a short phrase characterizing the general subject to be discussed.

Discussion

A brief summary of the key issues discussed in this section. It should characterize the discussion without any direct recording of the conversation. The length of this summary should be directly related to the percentage of time this topic consumed in the meeting. A typical summary is no longer than one paragraph.

Decisions

A brief listing and description of decisions made at this meeting related to this topic.

Action Accountabilities Assigned for this Topic:

- Action Item
- Owner
- Target Date

2. Topic Description #2

The topic description

Discussion

Decisions

Action Accountabilities Assigned for this Topic:

- Action Item
- Owner
- Target Date

3. Topic Description #2

Discussion/Decision/Actions

Adjournment: Moved to adjourn by (name), seconded by (name).

Next Meeting

List date and assignments (opening prayer, scribe, other)

Consensus Decision-Making Process

1. Verify that a quorum is present. (70%)
2. Question if consensus is required for the decision.
3. Agree on decision-making steps **and required timing of decision** before starting process.
4. Establish specific length of time for discussion.
5. Use a variety of **discussion and** decision-making techniques to narrow down choices, if necessary.
6. Test for consensus. (“This seems to be our agreement. Would you each express your acceptance, the need to discuss further, or an alternative proposal.”) Consensus is reached when each person at the table involved in the decision is able to express acceptance of the same proposal. Acceptance means that he/she will openly support the proposal once the decision has been made.
7. If consensus is not achieved and *an immediate decision is required*, then the Chair will:
 - contract for additional time to discuss and try to reach consensus, and/or
 - determine that a reasonable amount of time has occurred for discussion and move to a voting process
 - **conduct a vote** (need a majority of members present and 70% of those attending must vote in agreement to determine approval or rejection of proposal).

If no proposal is approved by consensus or voting, then the Chair, in consultation with the Executive Committee, will be charged with making the decision in a timely manner based on the Council discussions of this issue.
8. If consensus is not achieved and *an immediate decision is not required*, then the Chair will:
 - contract for additional time to discuss and try to reach consensus, and/or
 - reschedule this issue for discussion at a future Council meeting.

Conflict Resolution

Resolving conflict within a single Council

If a dispute arises between persons or committees within a single Council, it should be resolved, if possible, at the Council or Council Chair level, by the affected persons, committees, or their chairs, acting consensually.

If such a dispute cannot be resolved, it should be brought by the chairs of the affected members to the Council, which should resolve the dispute, acting consensually, within a time limit established by the chairs of the effected Councils.

Such a dispute should not go beyond the Council level.

Resolving conflicts with Pax Christi employees

If a dispute arises between a Council or Councils and a particular staff person, the dispute should be brought to the attention of the Parish Director.

Staff members are employed by Pax Christi Catholic Community. The Archdiocese of St. Paul and Minneapolis has policies and procedures which govern these working relationships based on trust and mutual respect within the Church.

Therefore, if problems occur, the Parish Director will work with the appropriate supervisor to begin to resolve the conflict. If a conflict is with the Parish Director, the dispute should be brought to the Pastor. Council members should expect to be informed whether the matter remains open or has been resolved.

Resolving conflict across Councils

If a dispute between persons or committees within different Councils arises, it should be resolved, if possible, at the Council or Council Chair level, by the affected persons, committees, or their chairs, acting consensually. A proposed resolution should be brought in writing by the chairs of each affected committee to their respective Council for affirmation and closure.

If such a dispute cannot be resolved, or if a dispute between Councils arises, it should be resolved, if possible, at the Council or Council Chair level, by the affected Councils or their chairs, acting consensually within a time limit established by the chairs of the effected Councils.

What if a conflict cannot be resolved at the Council level?

If such a dispute cannot be resolved, the chairs of the affected Councils have the option of bringing the issue to the Chair of the Community Council. The chairs will present a written statement of the issues to be resolved and the pertinent facts to be considered. The Community Council Chair should first decide if the subject matter of the dispute is one that is primarily within the authority and responsibility of one of the affected Councils. If, after inquiry, the Community Council Chair believes that the affected Council having primary authority and responsibility over the subject matter involved has carefully considered the position and views of the other Council and has made a decision with respect to the disputed matter that considers its own expertise, then, after appropriate study and consideration, the Community Council Chair should so state. Thus, the dispute should be regarded as resolved.

If the Community Council Chair is unable to determine that the subject matter of the dispute is within the primary authority and responsibility of one of the affected Councils, or if, after inquiry is unable to state that the Council has carefully considered the views of the other Council or has come to the decision after appropriate study and consideration, then the Community Council Chair should bring the dispute to the Executive Committee for final resolution.

What if resolution to a conflict just can't be obtained?

If an individual, committee, Council, or a member has an issue or question about which they remain unsatisfied, after the dispute has been considered in accordance with the above outline, the issue may be appealed in writing by the so stated.

The written statement should contain all of the factors that are to be considered and shall be submitted for consideration to the authorized governing body of the parish, the Executive Committee.

If any member of the Executive Committee is or was a participant in any of the committees or Councils involved in the dispute, then that member shall not be part of the body reviewing the dispute.

This body shall review the statement being submitted and shall take such action as it alone considers appropriate. All of the factors bearing on the dispute shall be considered and they may, at their discretion, involve any individual, committee, Council or the Community Council in additional discussion. Action of this body may include affirmation or rejection of decisions already made or referral of the dispute back to the affected and/or responsible committee or Council for further consideration.

Utilizing Prayer in Conflict Resolution

As we are called to leadership within the parish, we are invited to become prayerful servant leaders. Discerning God's Will for ourselves and our parish will help us to answer God's call. It is believed that with prayer and guidance of the spirit that we may come to agreement on all issues. A parish group can function more effectively and with a greater sense of mission and purpose if its meeting begins and ends with a prayerful reminder that Christ is present where two or three have gathered in his name to continue his work. Prayer provides a scriptural structure that explicitly centers the meeting time in Christ and frees us from temptations of personal glory and allows us to work together in a spirit of consensus to further God's kingdom. This process can include scripture, traditional prayer, spontaneous prayer, sharing, quiet time, and any other manner of opening ourselves to divine wisdom.

Suggested Opening Prayer:

Assists people in focusing on the meeting and opening their hearts and minds to the presence and power of God.

Ever-faithful God, we implore your wisdom in our deliberations today. Open our minds and ears to the variety of opinions and insights shared around this table today. May we not feel we have to protect each statement we make, but trust that your presence will guide our dialogue. Help us to be particularly thoughtful of one another as we go about your work. Amen.

Suggested Closing Prayer:

Sends the meeting participants home and into the parish community with a sense of the Lord's presence and help.

Trusting in the promises you made to us, loving God, may we leave this place a little more confident and little more compassionate toward others. Help us to remember that it is your approval we seek as we continue our faith journey. Let our deliberations be peaceful and a source of unity. Let our actions reflect your unconditional love for all. We ask this through Jesus Christ, the savior of all nations. Amen.

Creating the Ministry Area Vision

Learning is Key—Ministry Council members must understand:

Pax Christi Mission, Values, and Vision

- History of Ministry Area at Pax Christi
- Current requirements and needs for Ministry Area from Pax Christi Community
- Requirement and needs for Ministry Area coming from the broader Catholic Church
- Current staffing and resources available to Ministry Area
- Best practices in other parishes
- Pax Christi parish community feedback

Most of this learning will take place outside of the Council meeting through resource materials provided by the Lead Staff person.

Develop Purpose/Mission Statements (the WHY the Ministry exists):

Purpose Statement is a concise (*1-2 short paragraphs*) statement on why this ministry exists at Pax Christi, how it helps fulfill the broader Vision of Pax Christi, who is it intending to serve and why.

Mission Statement is a very concise (*1-2 sentences*) statement describing the specific needs the Ministry is intending to meet, to which community, and with what specific services.

Develop the Vision (the WHERE you want to take the Ministry):

Vision Statement is a short story (*1-2 pages*) describing the future state you want for the Ministry Area. This should be far enough out in time so that you are not constrained by current resources but not so far out that it is hard to find the first step on the strategic “road map” to achieve. (Usually out 4-5 years.) The Vision should be expansive and idealistic. It should stimulate thinking, communicate passion, and paint a very graphic picture of the Ministry you want. It is a Vision you feel you can achieve given the right time, talent, and resources.

The Vision Statement can take the form of a Ministry Council’s letter to the parish, describing all of the programs and services delivered by the Ministry Area in that year, highlighting key accomplishments.

Develop the Strategy (the HOW you intend to achieve the Vision):

The Strategic Plan starts with an honest assessment of the current state of the Ministry Area including:

- What is going well?
- What is not going so well?
- What significant changes are occurring in and around the community being served that are or will have a big influence on what or how we deliver the current Ministry programs and services?
- What targeted constituents are currently underserved?
- Which constituents are well served?

The outcome is to describe the current state of the Ministry Area in the same format you chose to describe the Vision (i.e. Ministry Council's letter to the parish).

After you have a concise statement of the current state for the Ministry Area, you will compare this to the Vision and identify critical gaps between the two.

Next step is to stack rank the gaps from most important to least important *to remove* in order to achieve the Vision.

Develop the Annual Plan Objectives (the HOW you intend to move towards successful achievement of the Vision in the next 12 months)

Agree on a set of objectives (*3-5 in total—enough so that meaningful progress towards Vision is achieved but not too many to distract focus*) that if achieved will close the most important gap(s) identified between current state and the Vision for the Ministry area. Make sure that these objectives are clearly measurable, time-bound, and that you can provide progress reports towards their accomplishment.

Policies and Procedures Facility Use

Building Availability After the Pandemic

On the following holidays, the office is closed and the building is not available for meetings:

New Year's Day; Martin Luther King Jr. Day; President's Day; Good Friday; Easter; Easter Monday; Memorial Day; Independence Day; Labor Day; Thanksgiving; Friday following Thanksgiving; Christmas Eve; Christmas Day. In addition, the building is closed every Friday at Noon.

The office is open on Saturday and Sunday mornings and the building is available all day for meetings. During Holy Week, most meetings are not allowed. See the Director of Operations or Parish Director for special permission.

Any meetings that are scheduled to continue beyond 9:00pm must be pre-approved through the scheduling process as follows:

- Completion of a *Room Reservation and Setup Request Form* indicating a late closing need; www.paxchristi.com/reservations
- Contact with the facility scheduler to ensure that a late closing can be accommodated

General Use Regulations

1. There must be a supervising adult 21 years or older from the user group in charge and present at all times.
2. There must be a staff member on duty at all times.
3. All groups must vacate the building by 9:00pm unless prior approval from the Director of Operations, Parish Director, or designate has been obtained.
4. There is to be no smoking in the building.
5. Alcohol may be served for parish activities in accordance with the Liquor Policy (see next section of Leadership Guide).
6. The facility shall be left in an orderly condition.
7. Mass distribution of literature is not allowed without approval of the Parish Director.
8. All accidents, injuries and damages must be reported immediately to a staff member on duty.
9. **The Director of Operations or designate has primary responsibility regarding building use.**

Reserving Space

Space is reserved through an annual scheduling process and on a space-available basis thereafter using a *Room Reservation and Setup Request Form* (www.paxchristi.com/reservations). This allows the order of equipment needed and ensures that the room will be set up to meet the requirements of the meeting. The basic responsibility for space planning and scheduling lies with the Director of Operations or designate. Reservations should be made at least two weeks prior to any meeting or event, if possible. One setup form will suffice for a year of regularly scheduled meetings. Special meetings require an additional setup form. Parish programs shall have precedence in scheduling over outside groups.

Meeting Cancellations

When a meeting is cancelled, it shall be removed from the scheduling program by submitting a reservation cancellation form at least 48 hours prior to the event, if possible.

Room Restrictions

- Special care should be taken when reserving space in the building during Holy Days and other scheduled liturgies and sacred times of the Church year. Please coordinate with the Director of Operations to avoid any conflicts with special liturgical requirements.
- Funerals and wakes take precedence over all meetings and classes in the Sanctuary, Dorothy Day Social Space, and Hall of Martyrs.
- No meetings are to be scheduled that would conflict with major liturgical services and major parish functions.
- The Dorothy Day Social Space and the Hall of Martyrs shall not be used during weddings or liturgies.
- The Sanctuary may be reserved for special events and liturgies. It may not be scheduled on a regular basis for meetings.
- The Chapel is for private or group prayer only. No meetings shall be held in this space.
- The Mother Teresa Room is reserved as a Bride's Room on Friday afternoon and all day on Saturday when a wedding is scheduled.
- Room 202 is reserved as a Groom's Room on Friday afternoon and all day Saturday when a wedding is scheduled.
- The office area is not available for use past 7:00pm without a staff person's presence.

No food or beverages may be taken into any Worship Space.

Kitchen Use

- Please read and observe kitchen use guidelines posted in the kitchen.
- Funerals have priority over any scheduled activity using the kitchen facilities. All efforts will be made by the Funeral Hospitality Coordinators to accommodate all scheduled functions.
- If your meeting requires use of the kitchen, indicate that on your *Room Reservation and Setup Request Form*.
- When coffee is requested on the work order, please arrive early enough before your meeting to fill the serving pots and take cups, etc. to your meeting room. After the meeting, be sure all cups, carts, pots, etc. are returned to the kitchen, rinsed, and placed in racks for the dishwasher.
- The dishwasher may be used only after training by a staff member.
- If food must be left for a later meeting, cover, refrigerate and label the group name and date.
- If a supply has been depleted or an item is missing, please leave a note with Building Services.
- Leave the kitchen at least as clean as you found it.

Outside Group Use

Please contact the Director of Operations for guidelines relating to use of the facility (including the kitchen) by outside groups. The following guidelines apply to fundraising by outside groups:

Pax Christi Catholic Community is a Catholic Church that has a particular mission and vision within the Roman Catholic Church. Pax Christi is also formed under the IRS Code 501(c)(3) and is organized and operated exclusively for religious, educational, and other charitable purposes. The parish has restrictions that we must carefully be aware of and follow in order to remain within the limitations given to a charitable organization.

We uphold the current precedents of prohibiting for-profit groups from using our facilities and fundraising on the premises.

The IRS says we are still an exempt organization even if we engage in "insubstantial" nonexempt activities.

We allow fundraising, Fees for Service, Sale of Goods, Collection of Goods for non-profit groups when it fits within our mission, such as our Justice ministry area, i.e., Twelve Baskets, Burgundy Bag, our national collections, missionary weekend, and other pass through entities.

If a speaker or performer comes to Pax Christi, we would allow the sale of goods by that speaker before or after the performance as long as we do not profit from the sales.

No fundraising/collections or sales, etc. will be allowed during Christmas Eve Masses through Feast of the Epiphany and from Palm Sunday throughout Holy Week and Easter. Any requests for the above from outside groups must be pre-approved by the Parish Director before any marketing begins. These requests must also fit within the particular ministry area's mission.

PAYMENT REQUEST FORM

(Complete a payment request form for each invoice.)

Pax Christi Catholic Community

Payment Request Form

(Complete a Payment Request Form for each invoice)

Areas 1 - 3 to be completed by requester:

1	<input type="checkbox"/> General Administration <input type="checkbox"/> Pastoral Ministry <input type="checkbox"/> Building Services <input type="checkbox"/> Faith Formation <input type="checkbox"/> Worship <input type="checkbox"/> Nursery <input type="checkbox"/> Social Justice <input type="checkbox"/> Administrative Services <input type="checkbox"/> Stewardship <input type="checkbox"/> Communications <input type="checkbox"/> Community Life <input type="checkbox"/> Leadership Development
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2	<table style="width: 100%;"> <tr> <td style="width: 50%;">Requested By: _____</td> <td style="width: 50%;">Invoice Date: _____</td> </tr> <tr> <td>Payable to: <i>(Please Print Vendor Name)</i> _____</td> <td>Invoice Number: _____</td> </tr> <tr> <td>Name: _____</td> <td rowspan="3" style="text-align: center; vertical-align: middle;"> <u>Submit original invoice with Payment Request Form.</u> <i>Submit complete address information for new vendors.</i> </td> </tr> <tr> <td>Address: _____</td> </tr> <tr> <td>_____</td> </tr> </table>	Requested By: _____	Invoice Date: _____	Payable to: <i>(Please Print Vendor Name)</i> _____	Invoice Number: _____	Name: _____	<u>Submit original invoice with Payment Request Form.</u> <i>Submit complete address information for new vendors.</i>	Address: _____	_____
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Name: _____	<u>Submit original invoice with Payment Request Form.</u> <i>Submit complete address information for new vendors.</i>								
Address: _____									

3	<p><u>All Checks will be mailed unless instructed otherwise</u></p> <table style="width: 100%;"> <tr> <td style="width: 50%;">Return to Requestor's Mail Box: _____</td> <td style="width: 50%; text-align: right;">[]</td> </tr> <tr> <td style="text-align: center;">or</td> <td></td> </tr> <tr> <td>Put in Leadership Cart (name on folder): _____</td> <td style="text-align: right;">[]</td> </tr> </table> <p>Invoice Total: \$ _____</p> <p>Charge to: <i>(Chart of Account (COA) Number)</i> _____</p> <table style="width: 100%;"> <tr> <td style="width: 20%;">COA #:</td> <td style="width: 30%;">Amount: \$ _____</td> <td style="width: 50%;">Description: _____</td> </tr> <tr> <td>COA #:</td> <td>Amount: \$ _____</td> <td>Description: _____</td> </tr> <tr> <td>COA #:</td> <td>Amount: \$ _____</td> <td>Description: _____</td> </tr> <tr> <td>COA #:</td> <td>Amount: \$ _____</td> <td>Description: _____</td> </tr> </table>	Return to Requestor's Mail Box: _____	[]	or		Put in Leadership Cart (name on folder): _____	[]	COA #:	Amount: \$ _____	Description: _____	COA #:	Amount: \$ _____	Description: _____	COA #:	Amount: \$ _____	Description: _____	COA #:	Amount: \$ _____	Description: _____
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4	<table style="width: 100%;"> <tr> <td style="width: 60%;">Approved by: _____</td> <td style="width: 40%;">Date: _____</td> </tr> <tr> <td><i>Authorized Signature</i></td> <td></td> </tr> </table>	Approved by: _____	Date: _____	<i>Authorized Signature</i>	
Approved by: _____	Date: _____				
<i>Authorized Signature</i>					

To be completed by Accounting Department:

5	<table style="width: 100%;"> <tr> <td style="width: 30%;">Date Received: _____</td> <td style="width: 30%;">Posting Initials: _____</td> <td style="width: 40%;">Date Posted: _____</td> </tr> </table>	Date Received: _____	Posting Initials: _____	Date Posted: _____
Date Received: _____	Posting Initials: _____	Date Posted: _____		

Pax Christi Catholic Community

**Conflict of Interest Policy for
Pax Christi Catholic Community
Approved by Community Council on 9-15-2009**

The purpose of the following policy and procedures is to prevent the personal interest of staff members, council members, and volunteers from interfering with the performance of their duties to Pax Christi Catholic Community, or result in personal financial, professional, or political gain on the part of such persons at the expense of Pax Christi Catholic Community or its members and supporters.

Definitions: Conflict of Interest (also Conflict) means a conflict, or the appearance of a conflict, between the private interests and official responsibilities of a person in a position of trust. Persons in a position of trust include staff members, Community Council members, Finance Council members, Justice Grants board members, Arts, Campus, and Gardens Council members and any other various council members of Pax Christi Catholic Community. *Council member* means a person who serves on the Community Council, Finance Council, or other various councils. *Volunteer* means a person who does not receive compensation for services and expertise provided to Pax Christi Catholic Community and retains a significant independent decision-making authority to commit resources of the organization. *Staff Member* means a person who receives all or part of her/his income from the payroll of Pax Christi Catholic Community. *Member* means a Member of Pax Christi Catholic Community. *Supporter* means corporations, foundations, individuals, 501(c)(3) nonprofits, and other nonprofit organizations who contribute to Pax Christi Catholic Community.

POLICY AND PRACTICES

1. Full disclosure, by notice in writing, shall be made by the interested parties to the full Community Council in all conflicts of interest, including but not limited to the following:
 - a. A council member is related to another council member or staff member by blood, marriage, or domestic partnership.
 - b. A staff member in a supervisory capacity is related to another staff member whom she/he supervises.
 - c. A council member or their organization stands to benefit from a Pax Christi Catholic Community transaction or staff member of such organization receives payment from Pax Christi Catholic Community for any subcontract, goods, or services other than as part of her/his regular job responsibilities or as reimbursement for reasonable expenses incurred as provided in the bylaws.

- d. A community council member or staff member is a member of the governing body of a contributor to Pax Christi Catholic Community.
 - e. A volunteer working on behalf of Pax Christi Catholic Community who meets any of the situations or criteria listed above such as Justice Grants board member.
2. Following full disclosure of a possible conflict of interest or any condition listed above, the Community Council shall determine whether a conflict of interest exists and, if so the Council shall vote to authorize or reject the transaction or take any other action deemed necessary to address the conflict and protect Pax Christi Catholic Community's best interests. Both votes shall be by a majority vote without counting the vote of any interested council member, even if the disinterested members are less than a quorum provided that at least one consenting member is disinterested.
3. An interested Council member, officer, or staff member shall not participate in any discussion or debate of the Community Council, or of any committee or subcommittee thereof in which the subject of discussion is a contract, transaction, or situation in which there may be a perceived or actual conflict of interest. However, they may be present to provide clarifying information in such a discussion or debate unless objected to by any present Council or committee member.
4. Anyone in a position to make decisions about spending Pax Christi Catholic Community resources (i.e., transactions such as purchases contracts) – who also stands to benefit from that decision – has a duty to disclose that conflict as soon as it arises (or becomes apparent); s/he should not participate in any final decisions.
5. A copy of this policy shall be given to all Council members, staff members, volunteers or other key supporters upon commencement of such person's relationship with Pax Christi Catholic Community or at the official adoption of stated policy. Each council member, officer, staff member, and volunteer shall sign and date the policy at the beginning of her/his term of service or employment. Failure to sign does not nullify the policy.

Pax Christi Catholic Community
Conflict of Interest
Disclosure Form

This form must be filed annually by all specified parties, as identified in the Pax Christi Catholic Community Conflict of Interest Policy Statement (ratified by the Pax Christi Community Council on September 15, 2009.)

_____ I have no conflict of interest to report

_____ I have the following conflict of interest to report (please specify):

The undersigned, by their affixed signature, note their understanding of the implications of this policy.

Signature

Printed Name

Date

Special Fundraising Policy at Pax Christi

We feel any special funding should come under an overarching philosophy that a ministry area activities receive the vast majority of their resources from contributions to the general fund and any special funding that is done aligns with the mission/vision and values of the parish and aligns with the current strategic priorities of the sponsoring ministry area(s).

The Community Council established the following list of exclusions to special fundraising:

- No payments for sacraments; no outside groups will use our space to solicit gifts; special fundraising is permitted only during Ordinary Times in the Church calendar. (We will include some organizations as “grandfathered in exceptions”—Boy Scouts, Bridging, etc.)
- All special funding requests need a sponsoring ministry area.
- All special funding requests are presented for approval during the annual planning and budgeting process during February thru April each year.
- The Special Fundraising Sub-committee of the Community Council would be formed to evaluate and approve special funding requests.
- Members would be: the Pastor, the Parish Director, Community Council Chair, Parish Trustee, Finance Council Chair, and Stewardship Council Chair. In addition, the Parish Director can appoint one other member from staff if they choose. The Chair of the Sub-committee would be the Parish Director.
- Proposals for special funding would need to be sponsored by one or more ministry area. The request would be received by the committee during the period February 1 thru April 30 each year in conjunction with the annual budgeting process. The proposals would need to include: the purpose for the funding; show that the purpose is in alignment with the mission/purpose/values of the parish; show that the purpose is aligned with the current year strategic priorities for the sponsoring ministry area(s); and explain why this is the best method to achieve the necessary funding.
- Any special funding requests that include a second collection need to be approved by the Pastor with notification to the Sub-committee. These special funding requests can take place throughout the year as the needs dictates. The Sub-committee is always available to consult with the Pastor on these special funding requests.

It is important that the determination by the Sub-committee and communication with the requesting fundraiser be done in a timely manner.

Approved by the Pax Christi Community Council; June 18, 2013

Gifts Acceptance Policy at Pax Christi

As a community of faith nourished by the Eucharist, we at Pax Christi are committed in our discipleship with Christ to act for justice, be of generous service, and welcome all authentically to Pax Christi Catholic Community.

Pax Christi Catholic Community encourages the solicitation and acceptance of gifts for the purpose of fulfilling or furthering its mission. Pax Christi will use gifts it receives to support its ministries in accordance with its current strategic plan, and strengthen the Parish for the future. Gifts or donor restrictions intended for other purposes will require review by the Gift Acceptance Committee as outlined below.

The Gift Acceptance Committee of the Community Council shall review and approve gifts to the Parish. Members of the Gift Acceptance Committee are: the Pastor, the Parish Director, Community Council Chair, Parish Trustees, and the Finance and Development Council Chair. In addition, the Parish Director may appoint one other member from staff if (s)he chooses. The Chair of the Gift Acceptance Committee is the Parish Director. The Community Council has the authority to change the allocation of any specific gift based on the needs, facts and circumstances at the time.

Gifts include bequests, memorials, cash, personal property, marketable securities, real estate, insurance, endowment contributions, and any other gift of cash or non-cash items of value. As gifts may come in many forms, it is the responsibility of the Gift Acceptance Committee to determine if a gift is in the best interest of the parish and deemed acceptable. Some key variables in determining the acceptability of non-cash gifts are: (i) reasonable time frame expected to convert gift to cash; (ii) economic value of gift supports the cost of converting the gift to cash; (iii) if gift is to be used in current non-cash form, it will usually require the supporting sponsorship of one or more Ministry Areas. Below is a partial list of gift types and Committee treatment:

Gifts Generally Accepted without Review by the Committee:

- Cash and cash equivalents
- Marketable Securities (to be sold promptly)

Gifts Subject to Review by the Committee before Acceptance:

- Tangible Personal Property
- Real Estate
- Closely Held Securities
- Life Insurance
- Bequests and Beneficiary Designations under Revocable Trusts, Life Insurance Policies, Commercial Annuities and Retirement Plans
- Charitable Remainder Trusts
- Charitable Lead Trusts
- Deferred Gifts

The Gift Acceptance Committee is responsible for all communication between Pax Christi and the proposed donor. If the Gift Acceptance Committee decides not to accept the gift, they will attempt to direct the donor to an organization that could find use for the gift.

It will be important that the Gift Acceptance Committee's determination on a gift acceptance and communication with the donor is done in a timely manner, and always maintain the confidentiality of the donor.

Approved by the Pax Christi Community Council
August 21, 2018

External Vendor Policy

Contracts are very important documents, whether it is entering into an agreement with a vendor, an individual, or between someone outside of Pax Christi and Pax Christi. We are insured by Catholic Mutual through the Archdiocese of St. Paul and Minneapolis. Please use the following guidelines as leaders of the parish.

Before anyone signs contracts, we must first send them to Catholic Mutual for pre-approval of the language within the document. Catholic Mutual examines the words written regarding liability to Pax Christi and the particular vendor. They are helping Pax Christi and looking out for our best interests. No parishioners, other than the parish trustees, are allowed to sign a contract on behalf of Pax Christi. Please work with the Parish Director, the Director of Operations, or the Parish Financial Manager, who have all been trained from Catholic Mutual on the procedural steps to ensure the protection of the parish's assets. We also need to request the company/vendor/person to include the certificate of insurability with the contract naming Pax Christi as an additional insured. This requires pre-approval as well. Once this has been approved, only then can we sign the contract. Once this has taken place, a complete set must be submitted to the Parish Director, Director of Operations, or the Parish Financial Manager. These records are filed and maintained at the parish. If you have questions or need further clarification, please contact the Parish Director.

Liquor Policy

Risk Reduction Measures

1. If liquor is to be served in the parish building or on parish grounds, it needs to be pre-approved by the Parish Director or Director of Operations.
2. Liquor must be dispensed by a licensed bartender (or an individual who has had sufficient training in serving drinks and one who is proficient in the performance and accomplishment of this particular profession).
3. Liquor should never be served to an individual who is under the legal drinking age.
4. The individual who is dispensing drinks should only serve one drink at a time.
5. The drinks that are served should be carefully measured and no doubles of any drink requested should ever be served. The commonly accepted drink measurements should adhere to the following recommended standards: no more than 1 ½ ounces of whiskey in a highball, cocktail or mixed drink, 12 ounces of beer as a maximum and no more than 4-5 ounces of wine per serving.
6. Food should be served constantly throughout the event taking place.
7. All individuals should be carefully observed throughout the event to make sure they are eating and not just drinking.
8. Every precaution should be taken to ensure that no alcoholic beverages be brought into the event and that all alcoholic beverages consumed at the event are ones being distributed under the guidance and control of the staff members of the event.
9. A pre-existing plan should be devised to handle an individual who has had too much to drink. This plan should include:
 - At least 1½ hours before the event concludes, the bar should be shut down and no further alcohol should be made available to the individuals present at the event.
 - In this final 1½ hour time period, coffee and food should be made available and those present encouraged to remain and partake in the offerings. The coffee and food will not only help those individuals who have been drinking to sober, the time certainly will.

Remember: For every one drink an individual consumes, regardless of the type it may be, it will take at least one hour for that drink to be eliminated from your system.

Sexual Abuse and Sexual Harassment Policy

I. Policy Statement

It is the policy of Pax Christi to maintain a ministerial environment that is free from sexual harassment and sexual violence. Pax Christi prohibits any form of sexual harassment and sexual violence. It shall be a violation of this policy for any paid personnel, volunteer, or student to engage in sexual harassment or sexual violence. Pax Christi will act to investigate all complaints, either formal or informal, verbal or written, of sexual harassment or sexual violence, and to discipline any paid personnel, volunteer, or student who sexually harasses or is sexually violent to any paid personnel, volunteer or student.

II. Sexual Harassment/Sexual Violence Defined

A. Sexual harassment consists of unwelcome sexual advances, requests for sexual favors, sexually motivated physical contact, or other verbal or physical conduct or communication of a sexual nature when:

1. Submission to that conduct or communication is made a term or condition, either explicitly or implicitly, of obtaining or retaining employment, volunteering or of obtaining an education; or
2. Submission to or rejection of that conduct or communication by an individual is used as a factor in decisions affecting that individual's employment, volunteering or education; or
3. That conduct or communication has the purpose or effect of substantially or unreasonably interfering with an individual's employment, volunteering or education, or creating an intimidating, hostile, or offensive employment or ministerial environment. Any sexual harassment as defined when perpetrated on any student, volunteer, or paid personnel will be treated as sexual harassment under this policy.

B. Sexual harassment may include but is not limited to:

1. verbal harassment or abuse;
2. subtle pressure for sexual activity;
3. inappropriate patting or pinching;
4. intentional brushing against a student's, volunteer's or paid personnel's body;
5. demanding sexual favors accompanied by implied or overt threats concerning an individual's employment, volunteerism, or educational status;
6. demanding sexual favors accompanied by implied or overt promises of preferential treatment with regard to an individual's employment, volunteerism, or educational status
7. any sexually unwelcome touching;
8. sexual violence which is a physical act of aggression that includes a sexual act.

III. Reporting Procedures

Any person who believes that he or she has been the victim of sexual harassment or sexual violence by a student, volunteer, or paid personnel, or any third person with knowledge or belief of conduct which may constitute sexual harassment or sexual violence, should report the alleged acts immediately to an appropriate parish official as designated by this policy. Pax Christi encourages the reporting party or complainant to use the report form available from the Coordinator or Director of each program or available from the parish office.

- A. Please also see the mandated child abuse reporting section of this Leadership Guide.
- B. In addition to the above, all paid personnel, volunteer, or students of Pax Christi are to report violations of the above named prohibitions to the Archdiocese of St. Paul and Minneapolis when the alleged violator is a member of the Catholic clergy. This includes any priests, deacons, diocesan or religious, who are permanently or temporarily assigned to Pax Christi.
- C. All paid personnel, volunteers, or students of Pax Christi are to report violations of the above named prohibitions (except as provided for in "B" above) to the Pastor as soon as possible. The Pastor may also designate another person or persons to receive such complaints.
- D. Submission of a complaint or report of sexual harassment or sexual violence will not affect the individual's future employment, classroom, or work assignments.
- E. Pax Christi will respect the confidentiality of the complainant and the individual(s) against whom the complaint is filed as much as possible, consistent with the Church's legal obligations and the necessity to investigate allegations of sexual harassment and sexual violence and to take disciplinary action when the conduct has occurred.

IV. Investigation and Recommendation

On receipt of any report, directly or through the Designate, the Pastor is to see that the following steps are taken as soon as reasonably possible.

- A. The allegation is to be investigated immediately. The Pastor will not conduct the investigation himself. Rather, he will seek the assistance of someone truly expert in such investigations. Preference should be given to an investigator who is not a parish member, although in particular circumstances a trained parishioner may assist the investigation. Any investigation by Pax Christi must be made in cooperation with a civil investigation, if one is taking place.
- B. In determining whether alleged conduct constitutes sexual harassment or sexual violence, Pax Christi should consider the surrounding circumstances, the nature of the sexual advances, relationships between the parties involved, and the context in which the alleged incidents occurred. Whether a particular action or incident constitutes sexual

harassment or sexual violence requires a determination based on all the facts and surrounding circumstances.

C. The investigation may consist of personal interviews with the complainant, the individual(s) against whom the complaint is filed, and others who may have knowledge of the alleged incident(s) or circumstances giving rise to the complaint. The investigation may also consist of any other methods and documents deemed pertinent by the investigator.

D. The paid personnel, volunteer or student who is accused is to be offered the opportunity to be accompanied in all meetings by an attorney or advisor. Expenses associated with such advocacy generally are to be borne by the accused paid personnel, volunteer, or student.

E. The Pastor will consider suspending the service of the student, volunteer, or paid personnel (in the latter case with pay) while the investigation is conducted. This suspension would be done in accordance with parish employment policies.

F. Written records of all investigatory steps are to be made and kept in a separate confidential file at the parish office.

V. Resolution of an Allegation

The Pastor, along with those assisting in the investigation, will move quickly toward a decision about whether the allegation is proven or corroborated. Unless circumstances require it, an investigation should last no more than sixty (60) days. When an allegation is found reliable, the Pastor will then take appropriate disciplinary steps in accord with parish policies. When the allegation is found not to be proven or corroborated, a written record of this determination is to be made, and all parties to the investigation so notified.

VI. Discipline

Pax Christi will take such disciplinary action it deems necessary and appropriate, including warning, suspension, or immediate dismissal to end sexual harassment and sexual violence and prevent its recurrence.

VII. Reprisal

Pax Christi will discipline any individual who retaliates against any person who reports alleged sexual harassment or sexual violence or who retaliates against any person who testifies, assists, or participates in any investigation, proceeding, or hearing relating to a sexual harassment or sexual violence complaint. Retaliation includes, but is not limited to, any form of intimidation, reprisal or harassment.

VIII. Review of the Resolution

- A. If the person(s) who has brought the complaint believes that its resolution is unsatisfactory, she or he is welcome to ask that it be reviewed by the Chancellor of the Archdiocese of Saint Paul and Minneapolis.
- B. If the accused believes that the resolution of the complaint is unsatisfactory, he or she may ask that the decision be reviewed by the appeal process for all personnel issues as defined elsewhere in the personnel policies of Pax Christi. If there is no such appeal process, he or she may contact the Due Process Office of the Archdiocese of St. Paul and Minneapolis.
- C. In notifying all parties of the resolution of the complaint, the Pastor also will tell each party about the right to review as defined above.

Policy for Reporting Child Abuse

“Child Abuse” is defined as any form of negligent, reckless, intentional, or malicious infliction of injury to a child’s physical moral or mental well-being.

It is the policy of Pax Christi that volunteers and employees can and should develop a good rapport with minors. They must be vigilant to avoid the type of contact with children that could raise questions about the appropriateness of the contact, or which may lead to negative comments about the contact by reasonable people. Volunteers and staff must not only refrain from inappropriate or improper contact with children, but also refrain from engaging in any action that could give the appearance of inappropriate/improper contact.

It is the policy of Pax Christi that when an employee or volunteer knows or has reason to believe that a child is being physically or sexually abused or neglected or has been physically or sexually abused or neglected, by a person functioning within the family unit, such as a parent, guardian, or person having similar care responsibilities or by a person functioning outside the family unit and having responsibility for the care of the child, such as a teacher, school administrator, coach, babysitter or daycare provider he/she shall make an immediate (as soon as possible but no longer than 24 hours) oral report to the coordinator.

Checklist for Reporting Child Abuse/Neglect

1. Jot down notes: dates, description, incident, child's name and address, and parents name and phone number, if known, also offenders name, phone, and address, if known.
2. Report to the County Social Services Department and your immediate coordinator in person or by phone within 24 hours of the event.
3. The coordinator and you will complete the written report within 72 hours.

Once a report is made:

1. Do not discuss the report with the parents. If asked, simply state "I'm not allowed to discuss this with you." The law prohibits any volunteer or staff member of the parish from disclosing to the parent/guardian that the report has been filed when the parent/guardian is the alleged perpetrator of the abuse. Once the report has been made, the county carries the responsibility for communicating with the parent/guardian or caregiver.
2. The County Social Services Department or the Police will continue the investigation. You may be contacted for more information.
3. Social Services may interview the child on the parish premises without parent knowledge or consent; however, it is required that the volunteer and/or coordinator receive prior written notification of the interview.

**Pax Christi Catholic Community
Operations Budget for FY 2020/2021**

Revenue:

Regular Contributions	\$2,350,000
Program Fee Revenue (FF)	39,250
Investment Income	55,000
Other Income	50,350
Total Revenue	\$2,494,600

Expenses:

Salaries/Benefits	\$1,409,340
Clergy Services	92,330
Archdiocesan Assessment	248,645
Justice Tithe	195,500
Other General Operations	89,875
Business Office	73,500
Stewardship	10,650
Communications	21,150
Church Building	240,585
Rectory Building	12,500
Worship	29,060
Care and Support	6,900
Social Justice	1,800
Faith Formation	39,590
Community Life	5,000
Total Expenses:	\$2,476,425

Revenue Over Expenses	\$18,175
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