



DISCIPLES IN MISSION

A PASTORAL PLAN FOR THE ARCHDIOCESE OF BOSTON

INTRODUCTION

"God so loved the world that he gave his only Son, so that everyone who believes in him might not perish but might have eternal life" (Jn 3:16). For those of us who are baptized into Christ Jesus, this Gospel is both a comfort and a commission. It is indeed the consoling truth and grace of human life: we are created by God to live with him forever in the communion of Father, Son and Holy Spirit. At the same time, this truth is the Good News that Christ commanded his disciples to announce to the whole world. By her nature, then, the Church is a divine communion formed by and in Christ for the missionary work of evangelization, the work of bringing the Gospel of Christ to all peoples.

In January 2011, Cardinal Seán O'Malley established an Archdiocesan Pastoral Planning Commission. The Planning Commission is a representative group of the archdiocesan community, including a bishop, pastors, deacons, religious, lay ecclesial ministers, parish staff, school personnel, parish council members, and parishioners who are raising families and working in the business world. In his letter of appointment to the members of the Commission the Cardinal stated, "The particular work of the commission will be to develop a recommendation for a pastoral plan for the Archdiocese that identifies the resources available for the foreseeable future and allocates these in a manner that will allow the mission of Christ and his Church to grow stronger in our Catholic community." In the twenty months since establishing the Planning Commission, Cardinal Seán, echoing the teaching of Blessed Pope John Paul II and Pope Benedict XVI, has repeatedly emphasized that the Church will only be strengthened to the extent that every practicing Catholic embraces the "New Evangelization," the particular work of reaching out to Catholics who are not currently active in the Church.

The Pastoral Plan recommended by the Archdiocesan Pastoral Planning Commission is entitled *Disciples in Mission*. It seeks to revitalize the Church in Boston by positioning our parishes more solidly for the task of evangelization, the work of reaching out to our brothers and sisters and drawing them more fully to Christ Jesus. The foundations for the Planning Commission's recommendations are that our parishes are Eucharistic communities of God's faithful people, entrusted with carrying out the mission given by Jesus Christ to the Church.

Each element of this proposed plan is a means for enabling parish communities to fulfill the Gospel mission. Through our studies of theology, canon law, and best practices in other dioceses, the Planning Commission identified effective ways to foster parish collaboration while maintaining the distinct identity and integrity of each parish. It also discovered options for leadership structures such as the innovative models of Pastoral Teams and Parish Collaboratives, which take advantage of greater collaboration and strengthen the Catholic communion through a unified pastoral vision. Taken together, the proposed steps aim at the strengthening our parishes as efficacious missionary communities, able to engage successfully the many teaching, sanctifying, and governing aspects of the Church's mission.

Disciples in Mission is written in two parts. Part One is entitled "Strengthening Parishes for the Work of the New Evangelization." It contains recommendations to strengthen the existing 288 parishes in the archdiocese and to reorient our archdiocese to the work of evangelization. The recommendations accomplish this purpose by building up and fortifying the ministerial and material infrastructure of our parishes so that stronger evangelization can take place. Successful evangelization is the fruit of a vital and effective communion within and among parishes. That kind of communion thrives in parish communities that are strong, stable and oriented to mission.

Part Two of *Disciples in Mission* is entitled "Strengthening the Work of the New Evangelization in Parishes." It contains recommendations for re-energizing pastoral leadership in parishes and the Central Ministries of the Archdiocese and for strengthening youth and adult faith formation. The purpose of these recommendations is also a greater and more effective evangelization, achieved through an extensive program of training and by implementing the work of the Religious Education Task Force (2009) and the Committee to Study Lay Formation Programs (2010).

Given the breadth and scope of the following, the Commission recommends that the Archbishop direct that an organizational chart be developed which identifies clearly the person(s) responsible for implementing particular recommendations, the time frame in which the recommendations are to be implemented, and the funding source that will support the implementation of each recommendation.

PART ONE

STRENGTHENING PARISHES FOR THE WORK OF THE NEW EVANGELIZATION

In his pastoral letter, *A New Pentecost: Inviting All to Follow Jesus*, Cardinal Seán identifies the parish as central in the work of evangelization: "If the Church exists to evangelize, the parish is the chief venue where that activity must take place." He goes on to say, "Our parishes must be true centers of evangelization" (*New Pentecost*, no. 6). It is in the parish that the faithful – the clergy, the religious and the laity – experience Christ most fully through the preaching of the Gospel and the celebration of the Eucharist. It is from the parish that we are each called to take Christ and to bring him to friend and stranger alike. And it is to the parish that we return, by God's grace, with others who are ready to embrace Christ fully as members of the household of God.

Because of the centrality of the parish in Catholic life, the Planning Commission conducted extensive studies of the parishes in the archdiocese and led widespread consultations of all the faithful. These studies and consultations identified many serious challenges facing our parishes. Three challenges that are particularly noteworthy are the continuing decline in participation by Catholics in their parishes; fewer priests, religious, and trained laity available for parochial service; and an increasing number of parishes that are unable to sustain themselves financially. Our studies and consultations also clearly evidenced many strengths in our parish communities. Among these we note an increasing desire among parishes to share their resources for mutual benefit, a greater consciousness of our God-given responsibility to bring our brothers and sisters back to the active practice of the faith, and a real willingness to make the commitment of time and resources to receiving training in parish leadership and management, and the theology and best practices of the New Evangelization.

In this Part One of *Disciples in Mission*, the Archdiocesan Pastoral Planning Commission gives its attention to strengthening our parishes for the mission of evangelization. By focusing on the strengthening of parish communities, we seek to place emphasis on sustaining our parishes as Eucharistic communities of faith and enabling them to witness to an even greater degree to the Catholic culture of communion and mission in the world. It is our hope that the twelve recommendations that follow will address directly and effectively the challenges we face in our parishes.

Recommendations

1. That the 288 parishes of the Archdiocese of Boston be organized into approximately 135 Parish Collaboratives, these collaboratives consisting usually of two or three parishes, but sometimes only one, and, in rare occasions four parishes.

The design of the parish collaboratives should uphold the following principles:

- a. The parish collaboratives support the unity and identity of each parish, while at the same time encouraging the parish communities to work together for the common good and the mission of the new evangelization.
- b. Each parish retains its identity and integrity as a distinct canonical entity, with its own name, church building, and responsibility for its own income, assets, resources, facilities, and financial obligations. The collaboratives do not result in combining the assets and/or liabilities of parishes.

The parish collaboratives are a means for fostering common pastoral action and a common vision. They are not a kind of superstructure “above” the parish, nor do they come between the parish and the diocesan bishop.

The same expectations for parishes in a multiple-parish collaborative pertain to parishes that are assigned to a single-parish collaborative, including the formation of a pastoral team, the development of a pastoral plan for the collaborative, and the theological, pastoral and practical training in the elements of this pastoral plan.

2. That the formation of the parish collaboratives be phased in, with appropriate flexibility, over a period of five years.

- a. Phase One would consist of at least fifteen collaboratives, geographically distributed among the regions of the archdiocese.
- b. Phase Two would begin a year later than Phase One, with a significant number of collaboratives.
- c. Phase Three would begin two years later than Phase Two, again with a significant number of collaboratives.
- d. Phase Four would begin either one or two years later than Phase Three, and would complete the implementation.

The Phase One collaboratives would be chosen specifically for their readiness to begin the implementation of this Pastoral Plan and for what they can offer to other parishes in the Archdiocese in terms of learning from their experience. The Office of the Episcopal Vicar for the New Evangelization (EVNE) and the Pastoral Planning Office (PPO) will study and follow their experience closely, and make adjustments to the training and support given to later collaboratives based on the experience of the Phase One collaboratives.

The phasing in of the collaboratives would allow any staff changes in parishes to occur, as much as is possible, by normal retirements and attrition.

3. That the parishes of each collaborative be assigned one single Pastor. He would be a priest:

- a. whose reputation is well established
- b. who is committed to the mission of the Church and to the New Evangelization
- c. who has a proficiency in working in a collaborative environment, with strong skills of leadership, decision-making, oversight, and communication
- d. who can work well with staff and parish councils
- e. who can maintain an equitable relationship between/among the parishes
- f. who is respectful of the different cultures of the parishes
- g. who either has the language skills or who can work with others who have the language skills to care for the people of his parishes
- h. who is willing to participate in significant training and evaluation

It may be that the best priest for the position will be one of the current pastors, or it may be best that a new pastor would come in from outside of the collaborative. We recommend that, while being very respectful of the particular needs of the priests of the Archdiocese, the Archbishop of Boston give preference to the goal of evangelization in every assignment of a pastor to a collaborative, so that the assignment of the most suitable pastor is the single most important factor in ensuring the success of the collaborative and its evangelization efforts.

The Commission recommends that religious and laity, as well as clergy, be formally involved in the assignment process of pastors. It further recommends the return to the consultation process that was used in parishes in anticipation of the assignment of a new pastor.

4. That the pastor form the staff members serving the parishes of the collaborative into a Pastoral Team:

- a. The pastoral teams in the Archdiocese will include parochial vicars, deacons, and lay ecclesial ministers, including pastoral associates, school principals, directors of religious education and faith formation, business managers, music directors, youth ministers, and the administrative and facilities staff. Like the pastor, the members of the pastoral team are responsible for serving all the parishes in the collaborative.
- b. The Pastoral Planning Office, together with the Human Resources Department of the Pastoral Center, will provide job descriptions for these various positions to assist the pastors in the formation of these teams. The teams may well look different from collaborative to collaborative depending on local needs.
- c. After appropriate consultation, the pastor chooses the members of the pastoral team, based on their professional competencies, on their ability to work collaboratively with each other and with him, on their commitment to the mission of evangelization and on their willingness to participate in training.
- d. The pastoral team is supported by the contributions of the parishes on a pro-rated basis, according to guidelines established by the Archbishop.
- e. The Commission recommends that opportunities be provided for current employees to be trained for other positions in the Archdiocese to minimize job loss.
- f. The Commission recommends that a new assignment system be implemented, in which the Archbishop assigns almost all active diocesan priests to some form of parish service, including those serving in non-parochial ministries. The new assignment system should also include priests who have retired from active service, consistent with their situation and abilities.

This new model of parish service takes into careful consideration the increasing burdens that have been placed upon pastors and intends to increase the pastoral effectiveness of each pastor. By assuring the help of as many other priests available to assist in parochial ministry, the pastor will be able to be present as fully as possible in each parish community, especially at the most important moments in their life and mission.

5. That the multiple Parish Pastoral Councils of the parishes in a collaborative become one parish council to assist the one pastor in fostering pastoral activity and in guiding the mission of the Church in each parish and in the parish collaborative:

- a. When beneficial or necessary, subcommittees of the pastoral council will work separately on issues that affect a single parish.
- b. Support for pastoral councils will be provided through the training. The commission recommends that revised archdiocesan norms and guidelines be developed for these councils.

6. That, if possible in accord with the norms of Canon Law, the benefits and advantages of collaboration be extended to Parish Finance Councils, such that one finance council serves the one pastor to assist him in the financial administration of the parishes and the parish collaborative:

- a. Support for finance councils will be provided through the training. The commission recommends that revised archdiocesan norms and guidelines be developed for these councils. This new law should define norms for authentic cooperation, while protecting the integrity of the patrimony of each parish. The norms should address, therefore, such areas as membership, exercise of fiduciary responsibility, and handling possible conflicts of interest.
- b. When beneficial or necessary, subcommittees of the finance council will work separately on issues that affect a single parish.
- c. Each parish in a collaborative has its own budget, indicating how the needs of the parish and the mission of the New Evangelization will be met. The budget will also provide for the parish's fair share of the expenses for the pastoral team and any shared programs, buildings, facilities, equipment, etc. In each collaborative pastoral plan, the pastor and finance council indicate how these costs are apportioned fairly and equitably.
- d. Pastors and business managers will be trained to administer the several budgets in the collaborative. The training will help ensure, for example, that parish accounts are kept strictly separate from one another and that each parish bears the responsibility for the real costs of its mission and its own patrimony (maintaining its buildings, facilities, etc.).

7. That the pastor, pastoral team, and councils of each parish collaborative participate in extensive theological and practical training for the New Evangelization, including:
- a. education in the theology of and skills for the New Evangelization
 - b. management and leadership skills
 - c. team building, structuring a pastoral team, and appropriate delegation of responsibilities
 - d. running and participating in successful staff meetings
 - e. setting priorities and monitoring and evaluating performance
 - f. communication skills, collaborative decision-making, and conflict resolution skills
 - g. human resource issues, including hiring an effective staff, managing a team, and cultural sensitivity
 - h. civil law and canon law issues related to parish governance
 - i. budgeting and financial management in a multiple parish setting, including transparency and reporting
 - j. technological issues, including data security
 - k. best practices in multiple-parish pastoring, both from our own experience in the Archdiocese of Boston and from the experiences of other dioceses around the country
 - l. the development and implementation of collaborative pastoral plans
 - m. in the later phases, case studies of the early phase collaboratives

8. That, given this major reorientation of the mission of the Archdiocese towards the New Evangelization, the staff at the Pastoral Center and other Central Ministry staff will also benefit from the training necessary to help them understand what the New Evangelization is, what their role is for the New Evangelization, and the ways in which the offices of the Pastoral Center should effectively assist the pastoral teams in strengthening the work of evangelization in their collaboratives.

- a. The Commission recommends that the staff of the Pastoral Center “lead the way” by adopting models for greater communion and collaboration, and by strengthening their management and leadership skills. In this way, they are a witness to this unified vision for the New Evangelization, and their experience will serve as a proving ground for the extensive training that the Plan’s implementation will require.

b. The proposed Plan calls on Central Ministries to provide substantial resources and a high level of ongoing support for transitioning to this new ecclesial model. For this purpose, the Commission recommends the gathering and sharing of best practices, especially as all parts of the plan are phased in.

9. That the parish collaboratives receive the support they need to become successful collaboratives:

a. Leading up to the formation of the collaborative, the Office of Pastoral Planning will work with the pastor to help him prepare for the inauguration of the collaborative. For instance, the office will help the pastor to bring groups from each parish together to begin to discuss the strengths that each parish brings into the collaborative, to understand together the financial and structural assets and liabilities of each parish, and to help them to understand the local culture of each parish and its history.

b. In the final months leading up to the inauguration of the collaborative, more intensive support will be provided, for instance, assistance in budgeting, human resource support, facilities support, and IT and telecommunications support.

10. That each collaborative be required to develop a pastoral plan for the collaborative within eight to twelve months of the inauguration of the collaborative.

a. The collaborative pastoral plan will be a broad commitment of the parishes of each collaborative on how to use their resources and energy, in the best way possible, to operate effective and efficient parish programs and to be strongly focused on the New Evangelization.

b. The collaborative pastoral plans will allow the Archdiocesan pastoral plan to be implemented appropriately on the local level. Local decision making means that the collaborative pastoral plans need not look exactly the same in every collaborative, fully respecting the principal of subsidiarity, and enabling parishes to collaborate with one another in making decisions regarding pastoral services and programs.

c. The collaborative pastoral plans will address practical and concrete issues, such as the composition of the pastoral team, strategies for evangelization, the financial viability of the parishes and their properties, the appropriate use of the properties of each parish, educational programs, liturgical schedules, housing for the priests, etc. The Planning Commission recommends that new archdiocesan law provide norms and guidelines regarding important issues such as common rectories, sale of properties, etc. In this regard, we specifically recommend:

i. that every consideration be given to encouraging priests to live in common rectories and

ii. that the Archdiocese show an institutional preference towards the leasing of properties rather than towards their sale.

d. The collaborative pastoral plans will address vocation recruitment within the parishes of the collaborative - especially to the priesthood, with emphasis on the use of prayer in this work, the discernment and identification of candidates, and the mentoring of candidates in the recognition and acceptance of their vocations.

e. The Office of Pastoral Planning will organize the support given to pastors and parishes for developing the collaborative pastoral plans. A high level of support will be provided during the training period, the formation of the pastoral teams, and on an ongoing basis.

f. The collaboratives will review their pastoral plans every three years and resubmit them to the Archbishop of Boston for his confirmation. The pastor and pastoral team will conduct an annual assessment of adherence to the plan, with the assistance of the regional bishop/vicar and the vicar forane.

g. The Office of Pastoral Planning will assist the Archbishop in evaluating the effectiveness of the Archdiocesan pastoral plan, in recommending adjustments when necessary, and in assisting the collaboratives to learn from the experiences of other collaboratives in the Archdiocese.

11. That the Archbishop utilize multiple means of communication to introduce *Disciples in Mission* to the people and parishes of the Archdiocese as an important foundation for the mission of evangelization and to place this part of the plan in the context of the life and work of the Church in Boston.

12. That further work, coordinated by the Pastoral Planning Office (PPO), be completed on several particularly important issues that have been foremost in the Commission's deliberations, including:

a. Parish collaboratives: The PPO will make specific proposals for possible configurations of parish collaboratives in the initial phases of implementing the pastoral plan, working together with experts familiar with the scope and goals of this task. These proposals will be based on the results of the archdiocesan consultation, using criteria that emphasize existing forms of association. It is expected that adjustments will be made as the pastoral plan is implemented to the initial proposals for parish collaboratives which was given for the consultations.

b. Catholic schools: The Commission highly recommends that this pastoral plan be implemented in concert with the strategic plan developed by the Archdiocesan Schools Office for elementary schools and with the plans that have already been developed for high schools. Training for the collaborative pastoral plans should emphasize the need for pastors, parents, principals, teachers, and school staff to work together to develop flexible options for meeting present and future educational needs.

c. Staff transitions: The Commission recommends that the PPO work with the Human Resources Office to prepare specific recommendations regarding personnel issues in the transition of parish staffs, including policies, job descriptions, norms for hiring, wage scales, other compensation and benefits, performance reviews, severance packages, and a "job bank" for those who wish to move to a position in another part of the Archdiocese.

d. Religious institutes, religious priests, and other non-incardinated priests: The PPO will benefit from conclusions drawn from the consultation with the religious priests serving in the Archdiocese. The Archdiocesan Pastoral Plan should include a system for encouraging the parish service of priests who are members of religious institutes and priests incardinated in other ecclesial institutes and societies who live in the Archdiocese, in accord with the norm of universal law and their own institutes.

e. Non-parochial pastoral services: The Commission recommends that the PPO make specific recommendations for connecting several forms of pastoral service to the parish collaboratives and pastoral teams, including ministry in hospitals, nursing homes, universities, high schools, prisons, seaports, airports, etc.

f. Parochial vicars: The Commission recommends that the Clergy Personnel Office or other appropriate central office define more clearly the role of the priests who are assigned full-time to parish ministry, including their relationship to the other members of the pastoral team and to the other priests who serve part-time in parishes.

g. Office of vicar forane and regional vicar: The Commission recommends that consideration be given to strengthening the roles of regional vicars and vicars forane as leaders in the implementation of the pastoral plan and of a system in which these bishops and priests are assigned full-time to these roles.

PART TWO

STRENGTHENING THE WORK OF THE NEW EVANGELIZATION IN PARISHES

The Archdiocesan Pastoral Planning Commission believes that if Cardinal Seán's call for greater evangelization is to be successful, the pastoral leadership of the Archdiocese of Boston – at both the archdiocesan and parochial levels – needs to be re-energized and that youth and adult faith formation must be strengthened for the task of evangelization. Part Two of *Disciples in Mission* offers recommendations for achieving these goals.

A. Recommendations for Re-energizing Pastoral Leadership for the Task of Evangelization

The commission believes that the primary and most basic step toward achieving the goal of re-energizing pastoral leadership is a program of training, first for the staff of the Pastoral Center and Central Ministries of the Archdiocese, and then for the pastors, pastoral teams and councils of each Parish Collaborative. This training should be focused on the theology and practice of the new evangelization and on leadership and management skills.

Following extensive consultation with the Office of the Episcopal Vicar for the New Evangelization (EVNE), the Catholic Leadership Institute (CLI) and the Pastoral Planning Office of the Archdiocese of Boston (PPO), the Planning Commission offers the following six recommendations:

1. That the EVNE, CLI, and PPO come together in a partnership to provide the training required for the full implementation of *Disciples in Mission*. It is further recommended that each of these partners have a particular focus:
 - a. EVNE will focus on the theology and practice of the new evangelization
 - b. CLI will focus on leadership and management skills, including goal setting, development, and the writing of collaborative pastoral plans
 - c. PPO will focus on the mechanics of collaboration, on the relationship between Central Ministries and the collaboratives, and on ensuring ongoing support for the collaboratives, especially in the area of developing collaborative pastoral plans

2. That at the conclusion of Phase One of the implementation, the Archdiocese hire four staff members, the Pastoral Planning Training Team (PPTT). The PPTT will follow CLI through their processes, learn from them their methods and resources, and assume responsibility for the CLI portion of the training at the end of two years. In this way, CLI will "train the trainers" for Phases Three and Four and for ongoing training and support.

3. That EVNE, with the assistance of PPO, conduct an extensive consultation of the people of the Archdiocese of Boston, focusing on best practices for evangelization. This consultation will begin with a survey of the pastors and then have two additional rounds in the regions of the Archdiocese, making extensive use of technology to involve as many people as possible. The Catholic Media Group will provide technology support for this effort.

4. That the training itself have six stages. The training in Phase One of the implementation will be structured as follows:

Stage One will be for the Staff of the Pastoral Center and other Central Ministries Personnel. It will take place in two parts, each consisting of about 125 learners, and lasting a total of seven days. Examples of training subjects include:

EVNE: What is the New Evangelization – including the centrality of Christ, conversion, and the importance of sacramental life

CLI: Understanding of the training provided to pastors and pastoral teams, especially as it applies to developing cohesive and collaborative pastoral teams

PPO: The mechanics of transitioning from "supporting the 288 parishes of the Archdiocese" to "supporting the 288 parishes organized into 135 collaboratives."

Stage Two will be for the Pastors leading the collaboratives, with all of the pastors in Phase One meeting together. It will last for a total of eight days.

Examples of training subjects include:

EVNE: Expand on prior historical efforts of the Archdiocese in areas of evangelization and develop methods needed for successfully responding to the present situation

CLI: Leading in, and with, a Pastoral Team, including collaboration, communication, relationships, and obtaining good results

PPO: Human resource issues when hiring Pastoral Teams, including job descriptions for team members, IT issues, and canonical issues

Stage Three will be for Parish Pastoral Council and Parish Finance Council membership. This training will take place on two Saturdays and one weekday evening, repeated twice. Examples of training subjects include:

EVNE: Help to prepare people for ongoing conversion and participation in the mission of the Church

CLI: Understanding of the training provided to pastors and teams, with particular focus on the role of parish pastoral council and parish finance council members in the collaborative model and collaborative pastoral plans

PPO: A discussion of the guidelines for parish pastoral councils and parish finance councils, with special emphasis on the role of these councils in developing collaborative pastoral plans and on the materials, resources, and personnel available to assist the work of the councils

Stage Four will be for Pastoral Team members, with all of the pastoral team members in Phase One meeting together. This stage is distinct from the training in Stage Five, which is for each pastoral team individually. The training for all pastoral team members together will take place over seven days.

Examples of training subjects include:

EVNE: A two-day retreat with an emphasis on the importance of ongoing conversion as well as guidance in recognizing the centrality of personal prayer and the sacraments and strategies for transforming parishes into centers for the New Evangelization

CLI: Leading with and in a team, working together collaboratively, and fostering purpose in the collaborative pastoral plans

PPO: Job descriptions for the pastoral team members, the relationship of the Pastoral Center to the team and collaborative, budgeting and financial reporting in collaborative models, stewardship, fundraising, using bulletins effectively for evangelization, opportunities for educational advancement and certification

Stage Five will be for each Pastoral Team, and will take place at their own site, in ten days, spread out over four months. Examples of training subjects include:

EVNE: Consultation and training to help the pastor lead parishes to become centers for the New Evangelization in light of each parish's particular circumstances

CLI: build and maintain a cohesive leadership team, leadership behaviors and versatility in ministry, chartering teams, effective meeting structure and dynamics

PPO: introduction of the members of the pastoral team to the staff of the Pastoral Center (one of the days will take place at the Pastoral Center), the relationship of the Pastoral Center to the teams and collaboratives, IT issues, canonical issues, beginning the process of collaborative pastoral planning

Stage Six will be for the Pastoral Team and several council members of each collaborative, all together, for three days, to focus on collaborative pastoral planning.

In this stage, CLI, EVNE, and PPO will work together to familiarize team and council members with materials and assistance available for writing the plan and working within the structure of collaborative pastoral plans

The regional bishops and vicars forane will participate in this training as well, as they will be instrumental in the ongoing evaluation of the effectiveness of the collaborative pastoral plans

The Pastoral Planning Office will hire a full-time staff member to assist collaboratives in the preparation and evaluation of collaborative pastoral plans. Templates for the plans will be made available to collaboratives to assist them, with regard to both content and wording of the plans

Training in later phases will include a review of the experiences of the earlier collaboratives, but otherwise will follow the same structure.

5. That at the completion of their training, each participant receive a certificate from the Theological Institute for the New Evangelization (TINE). Throughout the process, TINE will also provide team and council members with information about opportunities for ongoing formation and education.

6. That concurrent with the training program in the recommendations above, EVNE provide extensive programming for all of the parishes and people of the Archdiocese of Boston that does not fall within the structure of the training program, with a particular emphasis during the first year on events associated with the Year of Faith.

B. Recommendations for Strengthening Youth and Adult Faith Formation for the Task of Evangelization

In addition to the re-vitalization of our pastoral leadership, the success of our commitment to greater evangelization is very much dependent upon solid faith formation at all levels. In this regard, the Archdiocesan Pastoral Planning Commission acknowledges with gratitude the very fine work that has been done in recent years by the Religious Education Task Force, which addressed the religious education of our youth in parishes and in schools, and the Committee to Study Lay Formation Programs, which addressed adult faith formation in the Archdiocese. The reports of these two groups are attached as appendices to this pastoral plan.

1. The commission recommends the implementation of the recommendations contained in these studies.

2. To that end, it further recommends that the archdiocesan offices responsible for implementing these recommendations provide an immediate report to Cardinal Seán that:

- a. identifies the recommendations that have been successfully implemented
- b. indicates the plans, timelines and needed funding to secure the implementation of the remaining recommendations

CONCLUDING WORD

The members of the commission express gratitude to Cardinal Seán for the opportunity we have had these many months to witness firsthand and to reflect upon the way in which the living Christ is present in the faithful - laity, religious and clergy - who are the Archdiocese of Boston. We have been heartened by what we have seen and energized by the hope that we have experienced.

At the conclusion of our work, it is with greater understanding and commitment that we make our own the words of Cardinal Seán's pastoral letter, *A New Pentecost: Inviting All to Follow Jesus*: Some may ask, "Why must we evangelize? Our parish is fine as it is." We evangelize so that people can know the purpose for which they are made and so that as many as possible will be brought to Christ and ultimately, through Christ's saving love, to the eternal presence of God in heaven. John's Gospel recounts Jesus' words, "I came so that they might have life, and have it more abundantly" (Jn 10:10). Our love for every person makes us want to extend this invitation on Christ's behalf.





DISCIPLES IN MISSION ADDENDA

The Archdiocesan Pastoral Plan, Disciples in Mission, was promulgated in 2012. Having been approved and signed by His Eminence Cardinal Seán O'Malley, OFM Cap, it stands, as written and approved, as law. From the beginning, there has been a commitment that the Pastoral Planning Office would closely monitor progress at each stage of implementation and, after receiving feedback from pastors, and in consultation with appropriate offices and agencies, would make necessary adjustments to the plan. Because the original document cannot not be changed, these adjustments to the Plan are described in the addenda below.

PART ONE **STRENGTHENING PARISHES FOR THE WORK OF THE NEW EVANGELIZATION**

2. That the formation of the parish collaboratives be phased in, with appropriate flexibility, over a period of five years. *
 - a. Phase One would consist of at least fifteen collaboratives, geographically distributed among the regions of the archdiocese.
 - b. Phase Two would begin a year later than Phase One, with a significant number of collaboratives.
 - c. Phase Three would begin two years later than Phase Two, again with a significant number of collaboratives.
 - d. Phase Four would begin either one or two years later than Phase Three, and would complete the implementation.

The Phase One collaboratives would be chosen specifically for their readiness to begin the implementation of this Pastoral Plan and for what they can offer to other parishes in the Archdiocese in terms of learning from their experience. The Office of the Episcopal Vicar for the New Evangelization (EVNE) and the Pastoral Planning Office (PPO) will study and follow their experience closely, and make adjustments to the training and support given to later collaboratives based on the experience of the Phase One collaboratives.

The phasing in of the collaboratives would allow any staff changes in parishes to occur, as much as is possible, by normal retirements and attrition.

- * **Addendum to recommendation 2:**

The number of phases has been increased from five to seven. In the current schedule, the starting date from phase to phase will be one year.

6. That, if possible in accord with the norms of Canon Law, the benefits and advantages of collaboration be extended to Parish Finance Councils, such that one finance council serves the one pastor to assist him in the financial administration of the parishes and the parish collaborative*:

- a. Support for finance councils will be provided through the training. The commission recommends that revised archdiocesan norms and guidelines be developed for these councils. This new law should define norms for authentic cooperation, while protecting the integrity of the patrimony of each parish. The norms should address, therefore, such areas as membership, exercise of fiduciary responsibility, and handling possible conflicts of interest.
- b. When beneficial or necessary, subcommittees of the finance council will work separately on issues that affect a single parish.
- c. Each parish in a collaborative has its own budget, indicating how the needs of the parish and the mission of the New Evangelization will be met. The budget will also provide for the parish's fair share of the expenses for the pastoral team and any shared programs, buildings, facilities, equipment, etc. In each collaborative pastoral plan, the pastor and finance council indicate how these costs are apportioned fairly and equitably.
- d. Pastors and business managers will be trained to administer the several budgets in the collaborative. The training will help ensure, for example, that parish accounts are kept strictly separate from one another and that each parish bears the responsibility for the real costs of its mission and its own patrimony (maintaining its buildings, facilities, etc.).

- * **Addendum to Recommendation 6:**

Each Parish will have its own Finance Council, to oversee the patrimony of each individual Parish, but those Councils can ...

- be two separate memberships, who often meet together, or ...
- be the same members, who serve as the councils of each of the constituent Parishes
- whether the councils are separate, meeting together, or have the same membership serving each parish separately, separate minutes are kept for each parish in the collaborative.

-
10. That each collaborative be required to develop a pastoral plan for the collaborative within eight to twelve months of the inauguration of the collaborative. *
- a. The collaborative pastoral plan will be a broad commitment of the parishes of each collaborative on how to use their resources and energy, in the best way possible, to operate effective and efficient parish programs and to be strongly focused on the New Evangelization.
 - b. The collaborative pastoral plans will allow the Archdiocesan pastoral plan to be implemented appropriately on the local level. Local decision making means that the collaborative pastoral plans need not look exactly the same in every collaborative, fully respecting the principle of subsidiarity, and enabling parishes to collaborate with one another in making decisions regarding pastoral services and programs.
 - c. The collaborative pastoral plans will address practical and concrete issues, such as the composition of the pastoral team, strategies for evangelization, the financial viability of the parishes and their properties, the appropriate use of the properties of each parish, educational programs, liturgical schedules, housing for the priests, etc. The Planning Commission recommends that new archdiocesan law provide norms and guidelines regarding important issues such as common rectories, sale of properties, etc. In this regard, we specifically recommend:
 - i. that every consideration be given to encouraging priests to live in common rectories and
 - ii. that the Archdiocese show an institutional preference towards the leasing of properties rather than towards their sale.
 - d. The collaborative pastoral plans will address vocation recruitment within the parishes of the collaborative - especially to the priesthood, with emphasis on the use of prayer in this work, the discernment and identification of candidates, and the mentoring of candidates in the recognition and acceptance of their vocations.
 - e. The Office of Pastoral Planning will organize the support given to pastors and parishes for developing the collaborative pastoral plans. A high level of support will be provided during the training period, the formation of the pastoral teams, and on an ongoing basis.
 - f. The collaboratives will review their pastoral plans every three years and resubmit them to the Archbishop of Boston for his confirmation. The pastor and pastoral team will conduct an annual assessment of adherence to the plan, with the assistance of the regional bishop/vicar and the vicar forane.
 - g. The Office of Pastoral Planning will assist the Archbishop in evaluating the effectiveness of the Archdiocesan pastoral plan, in recommending adjustments when necessary, and in assisting the collaboratives to learn from the experiences of other collaboratives in the Archdiocese.

- *** Addendum to Recommendation 10**

The first version of the local pastoral plan will be completed two years after the start date of the collaborative

PART ONE

STRENGTHENING PARISHES FOR THE WORK OF THE NEW EVANGELIZATION

A. Recommendations for Re-energizing Pastoral Leadership for the Task of Evangelization

Following extensive consultation with the Office of the Episcopal Vicar for the New Evangelization (EVNE), the Catholic Leadership Institute (CLI) and the Pastoral Planning Office of the Archdiocese of Boston (PPO), the Planning Commission offers the following six recommendations:

1. That the EVNE, CLI, and PPO come together in a partnership to provide the training required for the full implementation of *Disciples in Mission*. It is further recommended that each of these partners have a particular focus:
 - a. EVNE will focus on the theology and practice of the new evangelization
 - b. CLI will focus on leadership and management skills, including goal setting, development, and the writing of collaborative pastoral plans
 - c. PPO will focus on the mechanics of collaboration, on the relationship between Central Ministries and the collaboratives, and on ensuring ongoing support for the collaboratives, especially in the area of developing collaborative pastoral plans
2. That at the conclusion of Phase One of the implementation, the Archdiocese hire four staff members, the Pastoral Planning Training Team (PPTT). The PPTT will follow CLI through their processes, learn from them their methods and resources, and assume responsibility for the CLI portion of the training at the end of two years. In this way, CLI will “train the trainers” for Phases Three and Four and for ongoing training and support. *
3. That EVNE, with the assistance of PPO, conduct an extensive consultation of the people of the Archdiocese of Boston, focusing on best practices for evangelization. This consultation will begin with a survey of the pastors and then have two additional rounds in the regions of the Archdiocese, making extensive use of technology to involve as many people as possible. The Catholic Media Group will provide technology support for this effort. *

4. That the training itself have six stages. The training in Phase One of the implementation will be structured as follows:

Stage One will be for the Staff of the Pastoral Center and other Central Ministries Personnel. It will take place in two parts, each consisting of about 125 learners, and lasting a total of seven days. Examples of training subjects include:

EVNE: What is the New Evangelization – including the centrality of Christ, conversion, and the importance of sacramental life

CLI: Understanding of the training provided to pastors and pastoral teams, especially as it applies to developing cohesive and collaborative pastoral teams

PPO: The mechanics of transitioning from "supporting the 288 parishes of the Archdiocese" to "supporting the 288 parishes organized into 135 collaboratives."

Stage Two will be for the Pastors leading the collaboratives, with all of the pastors in Phase One meeting together. It will last for a total of eight days. Examples of training subjects include:

EVNE: Expand on prior historical efforts of the Archdiocese in areas of evangelization and develop methods needed for successfully responding to the present situation

CLI: Leading in, and with, a Pastoral Team, including collaboration, communication, relationships, and obtaining good results

PPO: Human resource issues when hiring Pastoral Teams, including job descriptions for team members, IT issues, and canonical issues

Stage Three will be for Parish Pastoral Council and Parish Finance Council membership. This training will take place on two Saturdays and one weekday evening, repeated twice. Examples of training subjects include:

EVNE: Help to prepare people for ongoing conversion and participation in the mission of the Church

CLI: Understanding of the training provided to pastors and teams, with particular focus on the role of parish pastoral council and parish finance council members in the collaborative model and collaborative pastoral plans
PPO: A discussion of the guidelines for parish pastoral councils and parish finance councils, with special emphasis on the role of these councils in developing collaborative pastoral plans and on the materials, resources, and personnel available to assist the work of the councils

Stage Four will be for Pastoral Team members, with all of the pastoral team members in Phase One meeting together. This stage is distinct from the training in Stage Five, which is for each pastoral team individually. The training for all pastoral team members together will take place over seven days.

Examples of training subjects include:

EVNE: A two-day retreat with an emphasis on the importance of ongoing conversion as well as guidance in recognizing the centrality of personal prayer and the sacraments and strategies for transforming parishes into centers for the New Evangelization

CLI: Leading with and in a team, working together collaboratively, and fostering purpose in the collaborative pastoral plans

PPO: Job descriptions for the pastoral team members, the relationship of the Pastoral Center to the team and collaborative, budgeting and financial reporting in collaborative models, stewardship, fundraising, using bulletins effectively for evangelization, opportunities for educational advancement and certification

Stage Five will be for each Pastoral Team, and will take place at their own site, in ten days, spread out over four months. Examples of training subjects include:

EVNE: Consultation and training to help the pastor lead parishes to become centers for the New Evangelization in light of each parish's particular circumstances

CLI: build and maintain a cohesive leadership team, leadership behaviors and versatility in ministry, chartering teams, effective meeting structure and dynamics

PPO: introduction of the members of the pastoral team to the staff of the Pastoral Center (one of the days will take place at the Pastoral Center), the relationship of the Pastoral Center to the teams and collaboratives, IT issues, canonical issues, beginning the process of collaborative pastoral planning *

Stage Six will be for the Pastoral Team and several council members of each collaborative, all together, for three days, to focus on collaborative pastoral planning.

In this stage, CLI, EVNE, and PPO will work together to familiarize team and council members with materials and assistance available for writing the plan and working within the structure of collaborative pastoral plans

The regional bishops and vicars forane will participate in this training as well, as they will be instrumental in the ongoing evaluation of the effectiveness of the collaborative pastoral plans

The Pastoral Planning Office will hire a full-time staff member to assist collaboratives in the preparation and evaluation of collaborative pastoral plans. Templates for the plans will be made available to collaboratives to assist them, with regard to both content and wording of the plans *

Training in later phases will include a review of the experiences of the earlier collaboratives, but otherwise will follow the same structure.

5. That at the completion of their training, each participant receive a certificate from the Theological Institute for the New Evangelization (TINE). Throughout the process, TINE will also provide team and council members with information about opportunities for ongoing formation and education.*

- ***Addendum to Recommendation A.2:**

Responsibility for leadership training will remain with CLI throughout all phases of *Disciples in Mission*.

- ***Addendum to Recommendation A.4:**

Stages Five and Six are combined .

- ***Addendum to Recommendation A.5:**

No certificates will be awarded through TINE. TINE will provide information about courses and other formation and educational enrichment opportunities.