

# **Set Ablaze**

## **Pastorate Pastoral Planning Handbook**

### **REVISED Final 12-15-23**

(This Revised edition eliminates pp. 39-42, appendices 6 and 9 from the original, and updates the parameters and appendix 11 accordingly. Please discard the originals and replace them with the current document to avoid confusion.

Thanks!)

For in depth background, vision, documentation and resources for the  
*Set Ablaze Pastoral Planning Process*  
please visit:

[setablazesf.org](http://setablazesf.org)

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## Part 1: Introduction

## Purposes for Set Ablaze

Through Set Ablaze, we are seeking to create the conditions that will organize the resources, efforts and energy of the diocese for building *Lifelong Catholic Missionary Discipleship Through God's Love*.

Every phase of Set Ablaze (developing and finalizing the structural model, clergy assignments, and now pastorate-level pastoral planning) is measured by these **four aims**:

- a. To prioritize and align our resources, gifts and talents, clergy, and energy towards a focused, sustained and intentional effort to build a culture of *Lifelong Catholic Missionary Discipleship Through God's Love*.
- b. To maximize the complementarity of priestly gifts to best advance our diocesan vision.
- c. To scale resources so each pastorate may be appropriately staffed and equipped for this effort.
- d. To promote the proper co-responsibility of the lay faithful in the Church's mission.

## Key Mindsets for the Pastorate Level Pastoral Planning Process

- a. **Pastor's main point of transformative influence is prayer and investing in leadership team(s).**
- b. We want to **maximize engagement** with parishioners
  - i. By in-person meetings in parishes and pastorate-wide
  - ii. By visiting with existing groups (KC's, Catholic Daughters, staff, catechists, etc.)
  - iii. By way of surveys
  - iv. By prioritizing communications (website, Flocknote, bulletin, etc.)
- c. Encourage **innovation** and try new things in order to disrupt the longstanding trends of decline. We want each pastorate to be a "**laboratory of missionary discipleship**"—try new things and share with others the things that you find work and don't work.
- d. It will take **focused, intentional, and consistent effort** to make headway against the trends of decline.
- e. We desire pastorates to experience a **freedom to fail**—not everything we try will be successful, but we can learn and try again.
- f. Therefore, there is a **need to measure outcomes**—how we will know we are succeeding, fully expecting not everything is going to work or work as well as we hope.
- g. **Parameters are on YOUR side.** They help to shape and direct group conversations and engagement toward being constructive and aspirational.
- h. **Servant leadership.** We want to be attentive to the needs of parishioners and staff, and lead in the way that will help them the most.

## Introduction to the “3 Responsibilities of the Church as God’s Family in the World”

1. The outline for each pastorate’s “Pastoral Plan” (the proposal which will be given to the bishop for approval) is organized around the categories of **Worship, Discipleship and Evangelization, Service and Community**. This comes from Pope Benedict XVI’s teaching in *Deus Caritas Est* n.25

25. Thus far, two essential facts have emerged from our reflections:

a) The Church’s deepest nature is expressed in her **three-fold responsibility: proclaiming the word of God (kerygma-martyria), celebrating the sacraments (leitourgia), and exercising the ministry of charity (diakonia)**. These duties presuppose each other and are inseparable. For the Church, charity is not a kind of welfare activity that could equally well be left to others, but is a part of her nature, an indispensable expression of her very being. [17]

b) **The Church is God’s family in the world**. In this family, no one ought to go without the necessities of life. Yet at the same time caritas-agape extends beyond the frontiers of the Church. The parable of the Good Samaritan remains as a standard that imposes universal love towards the needy whom we encounter “by chance” (cf. Lk 10:31), whoever they may be. Without in any way detracting from this commandment of universal love, the Church also has a specific responsibility: within the ecclesial family, no member should suffer through being in need. The teaching of the **Letter to the Galatians** is emphatic: “So then, as we have opportunity, let us do good to all, and especially to those who are of the household of faith” (6:10).

2. The aim is to direct the town hall and other meetings and engagement with parishioners toward an **aspirational conversation**—
  - a. **What do we want to achieve as a pastorate?**
  - b. **What gifts and resources do we have to get there?**
  - c. **How can we elevate/enhance/build/order our efforts at**
    - i. **worship,**
    - ii. **discipleship and evangelization,**
    - iii. **service and**
    - iv. **community .....****to advance Lifelong Catholic Missionary Discipleship Through God’s Love?**
3. The **practical decisions** regarding parish-level staffing, Mass schedules, priest living arrangements, corporate/canonical structure, etc., should be considered **in light of** what the pastorate wants to achieve in cultivating these responsibilities, which express “the Church’s deepest nature.”

## Timeline and Key Tasks

<b>Chrism Mass to July 5, 2023</b> <b>Transition Prep and Pastoral Planning In-Service</b>
<ol style="list-style-type: none"> <li>1. Priest assignments announced.</li> <li>2. <b>Pastoral Planning In-Services for incoming pastors</b> (as of July 5, 2023) participate in twice per month in-services in preparation for the transition and pastoral planning process.</li> <li>3. Incoming pastors will meet their assigned <b>facilitators</b> who will assist in facilitating town hall meetings and initial pastoral planning committee meetings.</li> <li>4. <b>Current pastors</b> are completing a <b>turnover file</b> for each of their parishes (see appendix).</li> <li>5. <b>Current pastors</b> meet with incoming pastor to discuss a viable:             <ol style="list-style-type: none"> <li>a. <b>TEMPORARY Mass and Confession schedule</b> to begin July 5, 2023</li> <li>b. Communication plan that can be in place prior to July 5 to communicate and over communicate developments in the transition</li> </ol> </li> <li>6. <b>All Clergy</b> help finalize parameters and pastoral planning Handbook before July 5, 2023.</li> <li>7. Concentrated effort on gathering updated census information for every parish.</li> </ol>
<b>July 5, 2023 to September 1, 2023</b> <b>Set up Pastoral Planning Committee</b>
<ol style="list-style-type: none"> <li>1. Incoming pastor's number one priority is to identify and invite people to participate on the <b>Pastoral Planning Committee</b>.</li> <li>2. Pastoral Planning Committee will consist of             <ol style="list-style-type: none"> <li>a. All clerics assigned in the pastorate</li> <li>b. Two parishioners from each parish within the pastorate</li> <li>c. The Principal(s) and another person on behalf of the Catholic School(s)</li> </ol> </li> </ol>
<b>September 1, 2023 to May 1, 2024</b> <b>Pastorate Level Pastoral Planning Process</b>
<ol style="list-style-type: none"> <li>1. <b>Pastoral planning process in each pastorate</b> <ol style="list-style-type: none"> <li>a. Includes town hall meeting(s) where all the faithful are invited to contribute to the aspirational desires of the pastorate (led by trained facilitators)</li> <li>b. Includes multiple meetings with the Pastoral Planning Committee to create the <i>Pastoral Plan</i> as outlined throughout the rest of this handbook</li> </ol> </li> <li>2. Culminating in a Pastoral Plan Proposal to <b>Bishop for his approval</b>.</li> <li>3. During this time, pastors should identify and invite 4-6 individuals in the pastorate to serve on the <b>Pastorate Leadership Team</b> (see Appendix 7 for a description of the Pastorate Leadership Team).</li> </ol>



**May 1, 2024 to July 1, 2024**  
**All Pastoral Plans receive final approval from Bishop**

1. Pastoral Planning Committee ceases once final approval is received
2. **Pastorate Leadership Team** is in place no later than submission of plan to Bishop

# The Transitional Period (July 5, 2023 until approval of the Pastoral Plan Proposal)

## Key Terms:

**Current Pastor** – Pastors in place in each parish before July 5, 2023

**Incoming Pastor** – Pastors assigned beginning July 5, 2023

**Turnover Period** – From Chrism Mass until July 5, 2023

**Transitional Period** – July 5, 2023 until the approval and implementation of the Pastorate Pastoral Plan

### 1. Temporary Mass and Confession Schedule:

- a. Incoming pastors of each pastorate will meet with current pastors of parishes in the pastorate during the turnover period (Chrism Mass to July 5) to consult regarding a TEMPORARY Mass schedule for the parishes in the pastorate for use during the transitional period (July 5, 2023 to approval of pastoral plan).
- b. Every parish that currently has regular weekend Masses will continue to have at least one weekend Mass during the transitional period.
- c. As much as possible, the TEMPORARY Mass schedule should honor the three weekend Mass maximum per priest assigned as of July 5.
- d. The incoming pastor will make the determination of the TEMPORARY Mass schedule, which will be communicated by current pastors well in advance of the July 5, 2023 clergy moves.
- e. The same process will be followed in establishing and communicating a TEMPORARY Confession schedule for the transitional period.

### 2. Religious Ed:

- a. We encourage every parish to continue as usual with religious ed, RCIA, sacramental prep, etc. for the fall of 2023 as much as possible.
- b. The Pastoral Planning Process should identify a strategy going forward to implement in fall of 2024 for the parishes of the pastorate.

### 3. Finances

- a. Each parish remains canonically and corporately unchanged as of July 5, 2023.
- b. Therefore, financial administration will continue as normal.
- c. Each current pastor should develop a budget, per usual, for the fiscal year beginning July 1, 2023.
- d. For expenses shared across the pastorate (i.e. priest remuneration for all priests assigned to the pastorate), expenses should be divided proportionally according to the number of households in each parish.

### 4. Turnover File

- a. Incoming pastor will meet with current pastors during the turnover period to review the contents of the **turnover file** (See Appendix 5).

## Part 2: Pastorate-Level Pastoral Planning Process

## Phase 1: Aspirational

As a pastorate, what do we want to achieve to advance Lifelong Catholic Missionary Discipleship Through God's Love in these fundamental responsibilities (Worship, Discipleship and Evangelization, Service, Community)?

**\*\*\*\* Please Note, the Handbook is intended as a guide for the Pastoral Planning Committee, and not intended to be published to everyone in the pastorate \*\*\*\*\***

**For each section (Worship, Discipleship & Evangelization, Service, Community) the following outline is used:**

- Goal for the Pastoral Planning Committee Proposal
- Inspiration
- Parameters
- Pastoral Planning Proposal Outline
  - *Where We Are*
  - *Where We Want to Go*
  - *Our Roadmap for Getting There*
  - *How Will We Know if We Are Succeeding?*
- Questions for Reflection – Categorized by Vision
  - These questions are meant as an aid to **foster engagement and conversation, which focus intentionally** on advancing these aspects of Church life in the service of building Lifelong Catholic Missionary Discipleship Through God's Love.
  - Pastoral Planning Committees may certainly **adapt or develop additional questions** along these lines.
  - It is not envisioned that the Pastoral Plan will address every question from the list. They are a brainstormed list to assist Pastoral Planning Committees develop strategies to elicit constructive and aspirational engagement from parishioners throughout the pastoral planning process in a variety of settings.
- Additional Questions for Reflection
- The **Pastoral Planning Proposal Outline** is intended to provide a consistent structure for each pastorate's Pastoral Plan proposal to the bishop. Each Pastoral Planning Committee will develop a strategy for parishioner engagement to help inform the pastoral planning proposal according to this outline.

## Worship

**Goal: Develop a prioritized plan to elevate/enhance/cultivate our experience of worship as an expression of Lifelong Catholic Missionary Discipleship Through God's Love.**

**Inspiration:** *Scripture passages and key magisterial quotes for reflection on worship*

### **CCC 2084**

God's first call and just demand is that man accept him and worship him.

### **CCC 2097**

The worship of the one God sets man free from turning in on himself, from the slavery of sin and the idolatry of the world.

### **CCC 2114**

The commandment to worship the Lord alone integrates man and saves him from an endless disintegration.

### **CCC 2176**

The celebration of Sunday observes the moral commandment inscribed by nature in the human heart to render to God an outward, visible, public, and regular worship "as a sign of his universal beneficence to all."

### **Vision of the National Eucharistic Revival:**

To inspire a movement of Catholics across the United States who are healed, converted, formed, and unified by an encounter with Jesus in the Eucharist—and who are then sent out on mission "for the life of the world.

### **CCC 2502-2503**

Sacred art is true and beautiful when its form corresponds to its particular vocation: evoking and glorifying, in faith and adoration, the transcendent mystery of God—the surpassing invisible beauty of truth and love visible in Christ, who "reflects the glory of God and bears the very stamp of his nature," in whom "the whole fullness of deity dwells bodily."<sup>297</sup> This spiritual beauty of God is reflected in the most holy Virgin Mother of God, the angels, and saints. Genuine sacred art draws man to adoration, to prayer, and to the love of God, Creator and Savior, the Holy One and Sanctifier. For this reason bishops, personally or through delegates, should see to the promotion of sacred art, old and new, in all its forms and, with the same religious care, remove from the liturgy and from places of worship everything which is not in conformity with the truth of faith and the authentic beauty of sacred art.<sup>298</sup>

## Parameters:

### General

1. All Pastoral Planning proposals will be in accord with Catholic teaching and canon law

### Worship

2. Priests may celebrate a maximum of three Masses on the weekend
  - Saturday daily Mass, weddings and funerals are **not** included in this total
  - Saturday vigil Mass is included in this total
  - Sunday or Saturday vigil Masses celebrated in languages other than English are included in this total
3. The revised Mass schedule in the proposal will be according to the numbers of priests assigned to the pastorate, seating capacities, number of households etc, as indicated in the **Set Ablaze Structural Plan** (as opposed to the current number of priests assigned.)
4. **While Mass schedules may vary by season within a pastorate, a church location that does not warrant a weekend Mass every weekend will not have regularly scheduled weekend Masses. (i.e. the proposal “St. Stanislaus will have Mass on the 3rd Sunday of the month will not be accepted)**
5. The diocesan policy on Communion services on Sundays remains in effect. These are permitted only in exceedingly rare cases when a priest suddenly becomes unavailable to preside at Mass. Only deacons may lead the Communion service.
6. Masses will be scheduled at times and locations that will promote a “full church.” Multiplication of Masses for convenience in a way that underutilizes seating capacity will be avoided.
7. Every parish will continue weekly Mass counts as a key data point to assess the impact of pastoral planning efforts.
8. Catholic schools will have at least one regularly scheduled Mass per week.
9. Parishes will celebrate the liturgy in accord with the liturgical norms of the Church.
10. Confession times will be coordinated to maximize availability and convenience for the faithful. They will be established with a published and stable schedule of availability.
11. Pastorates in close proximity should prayerfully discern having a variety of mass time options to reduce duplication of mass times and provide more mass time options for the faithful where parishes are in close proximity.

# Pastoral Planning Proposal Outline (Worship)

## Where We Are

These are the specific aspects/elements of our current experience of worship that we especially value and are grateful for:

1. 2. 3. 4...
------------------------

We recognize with gratitude that God has blessed our pastorate with these particular gifts and resources for our worship:

1. 2. 3. 4...
------------------------

## Where We Want to Go

We recognize these opportunities to intentionally invest in and cultivate those gifts:

1. 2. 3. 4...
------------------------

As we discussed opportunities to elevate our experience of worship, the following themes emerged in our conversations and consultations:

1. 2. 3. 4...
------------------------

These are the specific aspects/elements of our worship experience that we would like to develop/enhance in the future:

- 1.
- 2.
- 3.
- 4...

### **Our Roadmap for Getting There**

From the previous list, in the next 12 months, these are the (2-4) priorities we will focus on to enhance our experience of worship:

- 1.
- 2.
- 3.
- 4...

For each of these priorities, here are the steps we have brainstormed to accomplish them and groups or individuals we've identified who will take lead and create a timeline (who will do what by when):

1. Priority 1:
  - Step 1
  - Step 2
  - Step 3...
2. Priority 2:
  - Step 1
  - Step 2
  - Step 3...
3. Priority 3:
  - Step 1
  - Step 2
  - Step 3...
4. Priority 4:
  - Step 1
  - Step 2
  - Step 3...



## How We Will Know We Are Succeeding

These are the quantitative and qualitative measures we will track in order to see if our efforts are succeeding in elevating our experience of worship:

- 1.
- 2.
- 3.
- 4...

### Worship questions for reflection in developing the plan above:

#### Discipleship

- How might our worship help people encounter Jesus' presence, love and blessing more powerfully?
- How might our worship draw people into a deeper relationship with God?

#### Missionary

- How might we help Catholics who have stopped attending Mass return?
- How might we welcome those from other faith/no faith tradition to worship with us at Mass?

#### Catholic

- What do we understand and implement well in the Church's teaching on the liturgy?
- How might we grow in our understanding?
- How can we help people "live liturgically" throughout the liturgical year more effectively?
- How well do we know the saints whose feasts are celebrated throughout the year?
- How is the devotional life of our families, and how might it be enhanced?
- Is there any habit that has developed in our worship that is contrary to the mind of the Church?

#### Lifelong:

- How do we initiate people at different ages/stages to take responsibility for various roles in the liturgy?
- What opportunities are there for near-peer mentorship in these areas?
- Are there age groups/life situations that are missing from our worship?

#### Through God's Love

- How might we enhance the beauty of our worship?
- How do we show the goodness and love of Jesus to those who come to join us for worship?

## Additional Questions

1. The stewardship questions:
  - a. What gifts has God given our pastorate in this area? How do we express gratitude for them?
  - b. How can we intentionally cultivate those gifts and resources with care?
  - c. How can we share those gifts generously with others?
  - d. What will be signs of the “returning to the Lord with increase?” the gifts he has given (what are the measures of fruitfulness or success)?
2. How would people be impacted by elevated worship?
3. What do we want to start/stop/do more of in our worship?
4. How can we increase the beauty of our worship spaces?
5. How do we have a full choir?
6. Outside of weekly and daily Masses, what opportunities do we want to provide for worship?
7. Do we have regular exposition and adoration?
8. How do we inspire a movement of Catholics across the United States who are healed, converted, formed, and unified by an encounter with Jesus in the Eucharist?
9. How do we help people experience the power of Christ in the Eucharist?
10. How do we create a eucharistic culture?
11. How can we promote an abundance of capable and engaged individuals in the roles of lector, altar server, usher, EMHC, musician, choir member, sacristan?
12. What would help you to pray the Mass more fruitfully, fully, effectively?
13. What does it mean to you that the Mass is a prayer?
14. Does the sacramental schedule meet the needs of the community? (who’s not there but that you want to be there)
  - a. How might we assure that our sacrament schedule is optimally meeting the needs of the people in our pastorate?
  - b. Retired people
  - c. Working parents
15. How can we promote regular prayer for vocations to the consecrated life, diaconate and priesthood?

## Discipleship and Evangelization

**Goal: To make our efforts of discipleship and evangelization more intentional, consistent and fruitful. To build a culture of Lifelong Catholic Missionary Discipleship Through God's Love.**

### **Inspirations:**

“Go, therefore, and make disciples of all nations, baptizing them in the name of the Father, and of the Son, and of the Holy Spirit, teaching them to observe all that I have commanded you. And behold, I am with you always, until the end of the age.” **(Matthew 28:19-20)**

“Then he said to his disciples, “The harvest is abundant but the laborers are few; so ask the master of the harvest to send out laborers for his harvest.”” **(Matthew 9:37–38, NABRE)**

For an extraordinary commitment to evangelization is urgently needed so that everyone can know and receive the Gospel message and thus grow “to the measure of the stature of the fullness of Christ” (Eph 4:13). **Pope Saint John Paul II**

**CCC 905** Lay people also fulfill their prophetic mission by evangelization, “that is, the proclamation of Christ by word and the testimony of life.” For lay people, “this evangelization ... acquires a specific property and peculiar efficacy because it is accomplished in the ordinary circumstances of the world.”

*This witness of life, however, is not the sole element in the apostolate; the true apostle is on the lookout for occasions of announcing Christ by word, either to unbelievers ... or to the faithful.*

**CCC 1072** “The sacred liturgy does not exhaust the entire activity of the Church”:<sup>10</sup> it must be preceded by evangelization, faith, and conversion.

### **Parameters:**

1. Each pastorate will propose specific initiatives to build a culture of Lifelong Catholic Missionary Discipleship through God's Love in the communities and families of the pastorate.

# Pastoral Planning Proposal Outline (Discipleship and Evangelization)

## Where We Are

These are the specific aspects/elements of our current efforts of discipleship and evangelization that have been especially fruitful:

<ol style="list-style-type: none"><li>1.</li><li>2.</li><li>3.</li><li>4...</li></ol>
---

We recognize with gratitude that God has blessed our pastorate with these particular gifts and resources to help people encounter Christ, come to love him, choose to follow him, and be empowered to help others do the same:

<ol style="list-style-type: none"><li>1.</li><li>2.</li><li>3.</li><li>4...</li></ol>
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## Where We Want to Go

We recognize these opportunities to intentionally invest in and cultivate those gifts:

<ol style="list-style-type: none"><li>1.</li><li>2.</li><li>3.</li><li>4...</li></ol>
---

As we discussed opportunities to make our discipleship and evangelization efforts more intentional, consistent and fruitful, the following **themes** emerged in our conversations and consultations:

<ol style="list-style-type: none"><li>1.</li><li>2.</li><li>3.</li><li>4...</li></ol>
---

These are the specific aspects/elements of our discipleship and evangelization efforts that we would like to develop/enhance in the future:

1. 2. 3. 4...
------------------------

### **Our Roadmap for Getting There**

From the previous list, in the next 12 Months, these are the (2-4) priorities we will focus on to enhance our discipleship and evangelization efforts:

1. 2. 3. 4...
------------------------

For each of these priorities, here are the steps we have brainstormed to accomplish them and groups or individuals we've identified who will take lead and create a timeline (who will do what by when):

1. Priority 1: Step 1 Step 2 Step 3...
2. Priority 2: Step 1 Step 2 Step 3...
3. Priority 3: Step 1 Step 2 Step 3...
4. Priority 4: Step 1 Step 2 Step 3...

## How We Will Know We Are Succeeding

These are the quantitative and qualitative measures we will track in order to see if our efforts are succeeding in enhancing our discipleship and evangelization efforts:

- 1.
- 2.
- 3.
- 4...

### Discipleship and Evangelization Questions for Reflection in developing the plan above:

#### Discipleship:

- Who are the people in our pastorate?
- Where are they at in their relationship with God? (Pathway of Discipleship)
- What are the principal ways people can encounter God in our pastorate?
- How can we help the people of our pastorate grow in their relationship with God through personal prayer?
- How can we enhance these encounters so people experience God's goodness, truth and beauty more fully and fruitfully?
- How well do we understand the Pathway of Discipleship? How can we create a more favorable environment?
- How might we form young people to wonder what God has planned for them (vocation) versus "what do you want to do when you grow up?"
- What are the special circumstances of individuals and families across our pastorate communities that encourage or hinder a response to God's love and grace?
- How do we actively foster good discernment and exploration of the consecrated vocations, diaconate and priesthood?

#### Missionary

- What outlets do we have for people to share their faith with others?
- How might we identify what spiritual and natural gifts are present in our pastorate, and so they can be better used to help others meet, love and follow Jesus?
- Are there stumbling blocks that discourage, hinder or prevent us from sharing our faith with others?
- How might we experience Mass specifically, and our parish life more generally, as the place where we are empowered by God's grace to make disciples of each person? How might that improve?
- How might we draw non-practicing Catholics in our pastorate back to Confession and Mass?
- How might we equip the people of our pastorate in practical skills of relational evangelization?

## **Catholic**

- How might our parishioners know the Word of God better and more fruitfully?
- How might our parishioners benefit from the witness of the saints, to grow in their relationship with God and evangelize others?
- How might our parishioners grow in a sacramental and liturgical imagination in the organizing of their daily, weekly and seasonal life?
- How might our parishioners come to treasure Confession as an indispensable gift for flourishing in their life and vocation (the living and sharing of their faith)?
- How might our parishioners grow in knowledge and understanding of the teachings of the Church and of the relevance of those teachings to their daily lives?

## **Lifelong**

- What are the strengths and weaknesses in our parishes of helping various age groups encounter God, grow in love for him, choose to follow him and help others do the same?
- What opportunities do we have for near-peer mentoring in relationship with God?
- What opportunities can we provide to help our parishioners deepen their “human formation,” that is, their self-awareness, maturity, ability to relate to others, and so on?
- Are there age groups or life situations that are, to one degree or another, excluded from engaging in missionary discipleship in our pastorate? How might that improve?

## **Through God’s Love**

- How might we better appreciate, uphold and witness to the goodness, truth and beauty of Catholic belief?
- Are there major/chronic experiences of unlove in our communities that we can address with Christ’s love?

## **Additional Questions**

1. The stewardship questions:
  - a. What gifts has God given our pastorate in this area? How do we express gratitude for them?
  - b. How can we intentionally cultivate those gifts and resources with care?
  - c. How can we share those gifts generously with others?
  - d. What will be signs of the “returning to the Lord with increase?” the gifts he has given (what are the measures of fruitfulness or success)?
2. Of those who attend Mass, how many experience a lived relationship with Jesus?
3. Who are key evangelists already in our pastorate?
4. What are we doing to help advance people along the discipleship pathway?
  - a. How are we winning?
  - b. How are we building?
  - c. How are we sending?
5. How can we help people know their natural and supernatural gifts?
6. Who is missing from our community?

- a. Who do we know who should be here and isn't?
  - b. Who do we never reach out to?
  - c. How can that improve/change?
7. How have we borne fruit in vocations in the past, and how can we do better in the future?
8. What do families want, to help them live their faith more deeply?



## Service

**Goal: To build Lifelong Catholic Missionary Discipleship Through God's Love by intentional, sustained and growing efforts of Christian service in the pastorate**

### Inspirations:

- Good Samaritan (**Luke 10:29-37**)
- What you do to the least of these you do to me (**Matthew 25:31-46**)
- I desire mercy, not sacrifice (**Matthew 9:9-13**)
- The Son of Man came to serve, not to be served and to give his life as a ransom for many (**Matthew 20:20-28**)
- "The charity of Christ is the source in us of all our merits before God. Grace, by uniting us to Christ in active love, ensures the supernatural quality of our acts and consequently their merit before God and before men" (**CCC 2026**).
- "The disciples of Jesus Christ have 'put on the new self,' created after the likeness of God in true righteousness and holiness. By 'putting away falsehood,' they are to 'put away all malice and all guile and insincerity and envy and all slander'" (**CCC 1692**).
- "The works of mercy are charitable actions by which we come to the aid of our neighbor in his spiritual and bodily necessities. Instructing, advising, consoling, comforting are spiritual works of mercy, as are forgiving and bearing wrongs patiently" (**CCC 2447**).
- "The charity of the faithful is the fruit of the Holy Spirit and expresses itself in acts of theological and cardinal virtues" (**CCC 1827**).
- "The disciples are called to manifest the love of the Son of God, who loved them to the end, to love one another as he loved them. This love implies an effective offering of oneself, after his example" (**CCC 1823**).
- Saint Paul, in his hymn to charity (**cf. 1 Cor 13**), teaches us that it is always more than activity alone: "If I give away all I have, and if I deliver my body to be burned, but do not have love, I gain nothing" (**v. 3**). This hymn must be the Magna Carta of all ecclesial service; it sums up all the reflections on love which I have offered throughout this Encyclical Letter. Practical activity will always be insufficient, unless it visibly expresses a love for man, a love nourished by an encounter with Christ. My deep personal sharing in the needs and sufferings of others becomes a sharing of my very self with them: if my gift is not to prove a source of humiliation, I must give to others not only something that is my own, but my very self; I must be personally present in my gift. **-Pope Benedict XVI, Deus Caritas Est n. 34**

**Parameters:**

1. Each pastorate will propose a plan to identify needs in the community and strategize ways to meet those needs with Christian service.

## **Pastoral Planning Proposal Outline (Service)**

### **Where We Are**

These are the specific aspects/elements of our current experience of Christian service that we especially value and are grateful for:

<ol style="list-style-type: none"><li>1.</li><li>2.</li><li>3.</li><li>4...</li></ol>
---

We recognize with gratitude that God has blessed our pastorate with these particular gifts and resources for extending Christian service to our neighbors:

<ol style="list-style-type: none"><li>1.</li><li>2.</li><li>3.</li><li>4...</li></ol>
---

### **Where We Want to Go**

We recognize these opportunities to intentionally invest in service of our neighbors:

<ol style="list-style-type: none"><li>1.</li><li>2.</li><li>3.</li><li>4...</li></ol>
---

As we discussed opportunities to develop our habits of service, the following themes emerged in our conversations and consultations:

<ol style="list-style-type: none"><li>1.</li><li>2.</li><li>3.</li><li>4...</li></ol>
---

These are the specific aspects/elements of Christian service that we would like to develop/enhance in the future:

1. 2. 3. 4...
------------------------

**Our Roadmap for Getting There**

From the previous list, In the next 12 Months these are the (2-4) priorities we will focus on to enhance our experience of Christian service:

1. 2. 3. 4...
------------------------

For each of these priorities, here are the steps we have brainstormed to accomplish them and groups or individuals we've identified who will take lead and create a timeline (who will do what by when):

1. Priority 1: Step 1 Step 2 Step 3...
2. Priority 2: Step 1 Step 2 Step 3...
3. Priority 3: Step 1 Step 2 Step 3...
4. Priority 4: Step 1 Step 2 Step 3...

## How We Will Know We Are Succeeding

These are the quantitative and qualitative measures we will track in order to see if our efforts are succeeding in enhancing our habits of Christian service:

- 1.
- 2.
- 3.
- 4...

### Service questions for reflection in developing the plan above:

#### Discipleship

- What experiences of Christian service have members of our pastorate had that have helped them deepen their relationship with God?

#### Missionary

- What needs are present in our communities that offer an opportunity for the witness of service in the name of Jesus?
- How might we connect the members of our pastorate with mission trip opportunities?

#### Catholic

- How might our members come to know and treasure more deeply the Church's perennial call to the spiritual and corporal works of mercy?
- How might we be "more personally present" in our gift of service? (the defining hallmark of Christian service, distinguishing it from social services)

#### Lifelong

- What outlets do we have/might we cultivate for various age groups to grow in habits of Christian service?
- Are there any age groups or life circumstances that think they are not able to serve?

#### Through God's Love

- How might the service we offer and the way we offer service express and reveal the goodness and beauty of God?

### Additional Questions

1. The stewardship questions:
  - a. What gifts has God given our pastorate in this area? How do we express gratitude for them?

- b. How can we intentionally cultivate those gifts and resources with care?
  - c. How can we share those gifts generously with others?
  - d. What will be signs of the “returning to the Lord with increase?” the gifts he has given (what are the measures of fruitfulness or success)?
2. What are we doing currently – where is Christ present already in our service?
3. What should we increase?
4. What should we start?
5. What are particular needs in our pastorate and its various communities/neighborhoods?
  - a. How can we find out?
6. How might we live the corporal and spiritual works of mercy more fully?
7. How might we create a culture of stewardship?
8. How might we be attentive to the lonely?

## Community

**Goal: To build authentic relationships and habits of community among the families, parishes and communities of the pastorate**

### Inspirations:

- “ I give you a new commandment: † love one another. As I have loved you, so you also should love one another. This is how all will know that you are my disciples, if you have love for one another.” **John 13:34-35**
- “I pray not only for them, but also for those who will believe in me through their word,<sup>21</sup> so that they may all be one, as you, Father, are in me and I in you, that they also may be in us, that the world may believe that you sent me. **John 17:20–21**
- In the one family of God. “For if we continue to love one another and to join in praising the Most Holy Trinity—all of us who are sons of God and form one family in Christ—we will be faithful to the deepest vocation of the Church.” **(CCC 959)**
- “By reason of their special vocation it belongs to the laity to seek the kingdom of God by engaging in temporal affairs and directing them according to God’s will.... It pertains to them in a special way so as to illuminate and order all temporal things with which they are closely associated that these may always be affected and grow according to Christ and may be to the glory of the Creator and Redeemer.”

The initiative of lay Christians is necessary especially when the matter involves discovering or inventing the means for permeating social, political, and economic realities with the demands of Christian doctrine and life. This initiative is a normal element of the life of the Church:

Lay believers are in the front line of Church life; for them the Church is the animating principle of human society. Therefore, they in particular ought to have an ever-clearer consciousness not only of belonging to the Church, but of being the Church, that is to say, the community of the faithful on earth under the leadership of the Pope, the common Head, and of the bishops in communion with him. They are the Church.

Since, like all the faithful, lay Christians are entrusted by God with the apostolate by virtue of their Baptism and Confirmation, they have the right and duty, individually or grouped in associations, to work so that the divine message of salvation may be known and accepted by all men throughout the earth. This duty is the more pressing when it is only through them that men can hear the Gospel and know Christ. Their activity in ecclesial communities is so necessary that, for the most part, the apostolate of the pastors cannot be fully effective without it.” **(CCC 898-900)**

**Parameters:**

1. Each pastorate will propose specific initiatives to build up authentic Christian community among families, parishes and towns/neighborhoods of the pastorate.

## **Pastoral Planning Proposal Outline (Community)**

### **Where We Are**

We recognize with gratitude that God has blessed our pastorate with these particular gifts and resources for building Christian community in our pastorate:

<ol style="list-style-type: none"><li>1.</li><li>2.</li><li>3.</li><li>4...</li></ol>
---

These are the specific aspects/elements of our current experience of Christian community that we especially value and are grateful for:

<ol style="list-style-type: none"><li>1.</li><li>2.</li><li>3.</li><li>4...</li></ol>
---

### **Where We Want to Go**

We recognize these opportunities to intentionally invest in these gifts in pursuit of a greater community life within our pastorate:

<ol style="list-style-type: none"><li>1.</li><li>2.</li><li>3.</li><li>4...</li></ol>
---

As we discussed opportunities to develop our habits of Christian community, the following themes emerged in our conversations and consultations:

<ol style="list-style-type: none"><li>1.</li><li>2.</li><li>3.</li></ol>
--

4...

These are the aspects/elements of Christian community that we would like to develop/enhance in the future:

1.  
2.  
3.  
4...

### Our Roadmap for Getting There

From the previous list, in the next 12 Months these are the (2-4) priorities we will focus on to enhance our experience of Christian community:

1.  
2.  
3.  
4...

For each of these priorities, here are the steps we have brainstormed to accomplish them and groups or individuals we've identified who will take lead and create a timeline (who will do what by when):

1. Priority 1:  
    Step 1  
    Step 2  
    Step 3...

2. Priority 2:  
    Step 1  
    Step 2  
    Step 3...

3. Priority 3:  
    Step 1  
    Step 2  
    Step 3...

4. Priority 4:  
    Step 1  
    Step 2  
    Step 3...



## How Will We Know if We Are Succeeding?

These are the quantitative and qualitative measures we will track in order to see if our efforts are succeeding in enhancing our experience/habits of Christian community:

1. 2. 3. 4...
------------------------

### Community questions for reflection in developing the plan above:

#### Discipleship

- How might we foster friendships in our pastorate, so we may encourage each other in our life of growing discipleship?
- Are there creative ways we can match needs and resources among individuals and families that will help each other grow in authentic community? (i.e. college students need families, families need college students)

#### Missionary

- Who has a particular genius of hospitality, service, the ability to see a need and meet a need, among our members?
- What are the opportunities for mentoring in these habits?
- How might we promote family-to-family building of friendships, within and beyond the parish?

#### Catholic

- How might the treasures of our faith (moments and seasons of the liturgical year, various devotions, processions, etc.) become opportunities to foster greater community?

#### Lifelong

- Are there age groups/life situations where people are more likely to feel isolated in our pastorate? How might we proactively address those challenges?

#### Through God's Love

- Are there communally known, but unaddressed, needs for reconciliation from past hurts? How might we encourage the needed reconciliation?
- How can we help others to discover the goodness, truth and beauty of our Catholic faith and be drawn closer through relationships to Christ and his Church?

## **Additional Questions**

1. The stewardship questions:
  - a. What gifts has God given our pastorate in this area? How do we express gratitude for them?
  - b. How can we intentionally cultivate those gifts and resources with care?
  - c. How can we share those gifts generously with others?
  - d. What will be signs of the “returning to the Lord with increase?” The gifts he has given (what are the measures of fruitfulness or success)?
2. What is unique about us?
  - a. Characteristics of our local culture
3. How are we going to build a real community as a pastorate?
4. How are we, as a pastorate, going to unify our communities?

## Schools

**Goal: For Pastorates with one or more schools, to ensure that Set Ablaze Pastoral Planning seamlessly integrates the aspirations, needs and realities of the school(s) with the Pastorate Pastoral Plan. Discussion should follow the same pattern of where we are, where we want to go, our roadmap for getting there, and how we will know we are succeeding. How are our aspirations for building Lifelong Catholic Missionary Discipleship Through God’s Love by enhancing our Worship, Discipleship and Evangelization, Service and Community expressed in the life of the school as a significant apostolate of our Pastorate?**

**Parameters:**

1. Where they exist, the Catholic school is a primary apostolate of the Pastorate by virtue of the resources dedicated to it. Therefore each pastorate that has Catholic school(s) will integrate strategic planning for the Catholic school(s) into its Set Ablaze Pastoral Plan proposal, reflecting how the school and all involved with it may more fruitfully advance Lifelong Catholic Missionary Discipleship Through God’s Love.
2. Each School will have its Principal and one other person serve on the Pastoral Planning Committee for the pastorate in which it is located.

### **Pastoral Planning Proposal Outline (Schools)**

#### **Where We Are**

We recognize with gratitude that God has blessed our pastorate school(s) with these particular gifts and resources:

1. 2. 3. 4...
------------------------

These are the specific aspects/elements of our Catholic school(s) that we especially value and are grateful for:

1. 2. 3. 4...
------------------------

## Where We Want to Go

We recognize these opportunities to intentionally invest in these gifts in our Catholic school(s) to more effectively build a culture of lifelong Catholic missionary discipleship through God's love:

1. 2. 3. 4...
------------------------

As we discussed opportunities to develop our Catholic school(s) role in forming lifelong Catholic missionary disciples through God's love, the following themes emerged in our conversations and consultations:

1. 2. 3. 4...
------------------------

These are the aspects/elements of our Catholic school(s) mission that we would like to develop/enhance in the future:

1. 2. 3. 4...
------------------------

## Our Roadmap for Getting There

From the previous list, in the next 12 Months these are the (2-4) priorities we will focus on to enhance Catholic school(s) mission:

1. 2. 3. 4...
------------------------

For each of these priorities, here are the steps we have brainstormed to accomplish them and groups or individuals we've identified who will take lead and create a timeline (who will do what by when):

1. Priority 1:
  - Step 1
  - Step 2
  - Step 3...

2. Priority 2:
  - Step 1
  - Step 2
  - Step 3...

3. Priority 3:
  - Step 1
  - Step 2
  - Step 3...

4. Priority 4:
  - Step 1
  - Step 2
  - Step 3...

### **How Will We Know if We Are Succeeding?**

These are the quantitative and qualitative measures we will track in order to see if our efforts are succeeding in enhancing the mission of our Catholic school(s):

- 1.
- 2.
- 3.
- 4...

## Phase 2: Practical Implementation

## Pastorate Leadership Team

**Goal: Between July 5, 2023 and May 1, 2024, each pastor will make a priority of identifying and inviting 4-6 members of the pastorate to serve as his Pastorate Leadership Team**

**Key Considerations: See Appendix 7 – Leadership Team FAQ**

**Parameters:**

1. Each pastor will establish a Pastorate Leadership Team.
2. Parochial vicars, employees and non-employees may be part of the Pastorate Leadership Team at the discretion of the pastor, cognizant that the Pastor will also have weekly meetings with the clergy of the pastorate and regular staff meetings as well.
3. Members of the Pastoral Planning Committee can be considered for a role on the Pastorate Leadership Team.
4. Membership on the Pastorate Leadership Team is open ended, as its success depends on building intentional and trusting relationships among the team members.
5. Membership will be reviewed at least annually as circumstances of the individual members and needs of the pastor and pastorate may change in time.

### **Pastoral Planning Proposal Outline**

These are the members of our Pastorate Leadership Team:

--

These are key steps we will take to be well formed and set up for success in our work as a leadership team:

--

## Pastorate Level Staff Positions, Additional Staff and Office Locations

**Goal: To fill (or propose concrete plan and timeline to fill) the pastorate-level positions of director of discipleship and evangelization, business manager and facilities manager. To determine additional staffing roles at the parish level.**

### Parameters

1. Every pastorate will fill the indicated pastorate-level positions (director of discipleship and evangelization, business manager and facilities manager).
  - The individuals serve under the direction of the pastor and report directly to the pastor.
  - The individuals appointed by the pastor to serve in these capacities shall be fully capable based on formal education and/or professional experience. They shall be Catholics in good standing and live their lives as missionary disciples.
  - Each of these roles can be fulfilled by an ordained deacon, a religious, and/or a lay person.
  - The roles can be fulfilled on an employed basis or on a voluntary basis.
  - Whether paid or volunteer, the individual serving in the capacity is to enjoy designation by the pastor via formal title and announcement to all Catholics.
  - Local considerations and circumstances will determine how each of the roles are to be fulfilled.
  - Individuals serving in designated administrative roles for one pastorate may concurrently serve in similar roles in another pastorate(s).
2. While avoiding unnecessary duplication, these positions **do not preclude** additional staffing at the pastorate or parish level.
  - Local considerations and circumstances will determine which other staff roles, employed and volunteer, will be needed in order to see to the proper care of buildings, the orderly handling of all business affairs, and the offering of religious education ministries and/or liturgical ministries.
  - Positions may include *but not be limited to*:
    - i. parish liaisons
    - ii. administrative assistants
    - iii. custodians
    - iv. liturgy coordinators/music directors
    - v. accountants/bookkeepers (for example, pastorates with larger parishes or physical plants at multiple locations may have additional bookkeepers or maintenance people).
  - The idea is that those additional employees/volunteers would be supervised by the pastorate-level position and work together as a team with that position.
3. The Pastoral Planning Proposal will take careful note of communities where no volunteer or paid staff are present. They will make specific plans for persons in those communities to be in contact with the pastorate staff by means of a parish liaison or other well-understood channels so as to not feel disconnected or overlooked from the life of their parish and pastorate.



## Pastoral Planning Proposal Outline

This is our staffing proposal (pastorate and parish level):

If not already filled, this is our plan and timeline to fill the pastorate-level positions of director of discipleship and evangelization, business manager and facilities manager:

### Pastorate Name and Communication Strategy

**Goal: To decide on a name for the pastorate, as a whole, for use in pastorate-wide communications, social media, website, etc. and to develop effective communication strategies for each parish, town, and for various demographic groups and constituencies within the pastorate.**

**Parameters:**

1. Each pastorate will strategize for effective communications within the pastorate. It should strategize a “branding effort” for **building a coordinated mission field** where communities of the pastorate are striving together to build *Lifelong Catholic Missionary Discipleship Through God’s Love*.
2. Each pastorate will adopt a name for the pastorate. Proposed names will follow the guidelines for naming Catholic parishes. The name can be:
  - a. the name of the Trinity, or a name for Christ, invoked in the liturgy,
  - b. or a mystery of his life,
  - c. or the name of the Holy Spirit,
  - d. or a name for Mary, invoked under a title for her used in the liturgy,
  - e. or the name of a holy angel,
  - f. or the name of a canonized saint, as it appears in the Roman martyrology (or appendix),
  - g. or the name of a Blessed.

## Pastoral Planning Proposal Outline

This is what has gone well from a communications standpoint in the parishes of our pastorate:

This is what we have learned about various ages and groups in our pastorate about what types of communication they prefer:

This is the name we have adopted for our pastorate:

Here are the key communication priorities, strategies and methods we will focus on to help keep all members of our pastorate informed and engaged:

## Discipleship/Catechetical and Sacramental Prep Programs

**Goal: To identify (name) the desired outcome of a person who participates in our discipleship/ catechetical and sacramental preparation programs. What do they look like, what do we want to be able to affirm of them? What is the desired result of these efforts of formation? To assess the fruits of current and past religious ed efforts, and to develop a strategy for achieving the desired outcomes in the future.**

**Parameters:**

1. Each pastorate will develop a strategy for catechetical, sacramental prep and discipleship programs.

### **Pastoral Planning Proposal Outline**

This is what is working well with our discipleship/catechetical and sacramental prep efforts:

These are particular gifts, resources, opportunities we have in our pastorate to be fruitful in our discipleship/catechetical and sacramental prep efforts:

Here is what we would like to be true about each person who participates in our discipleship/catechetical and sacramental prep programs:

Metrics: This is how we will know we are succeeding in Baptism prep, prep for First Communion, prep for Reconciliation, prep for Confirmation, youth catechesis, marriage prep, vocations promotion, OCIA

## Priest Living Arrangements, Fraternity and Collaboration in Mission

**Goal: To determine the living arrangements of the priests assigned to the pastorate. To consider how this arrangement will promote the health, happiness and holiness of the priests, will facilitate good priestly fraternity, will allow for maximum availability for specifically priestly ministry to the people of the pastorate.**

### **Parameters:**

1. Each pastorate will propose a plan for the living arrangements of the priests assigned to the pastorate.
  - a. All rectories located within the pastorate may be considered for a priest's residence.
  - b. Priests may or may not live together in the same rectory.
  - c. Parochial vicars who are more recently ordained may be assigned to live with the pastor or another parochial vicar in an intentional effort to continue their formation as a priest. This determination will be made by the bishop per his appointment of the priest in consultation with the local pastor.
  - d. Priest living arrangements are finalized through the assignment process. All assignments are a function of the bishop.
2. If existing rectories are going unused, the proposal will include a plan for the proper upkeep of those structures and their property, a repurposing of those buildings and property, or a timeline for other needs in the pastorate or for the alienation of that building and property.
3. The Pastoral Plan Proposal will indicate priorities and means adopted by the priests involved to foster priestly fraternity and well-coordinated collaboration in the priestly care of the people in the pastorate.
4. Clergy of the pastorate should meet at least weekly.
5. Matters such as: days off, vacation, retreat, sabbatical, clergy remuneration, etc. continue to be determined by diocesan policy as usual. Priests in the pastorate will coordinate with the pastor in planning for these aspects of their week, month and year.

### **Pastoral Planning Proposal Outline**

These are the keys we have identified to foster clarity and good coordination in the priestly care of the people of the pastorate:

These are the living arrangements we have decided on and the principal advantages we see for this arrangement:

If any rectories will be going unused, here is our plan for those buildings and properties, with a proposed timeline:

## Financial Arrangements

**Goal: Each pastorate will determine a plan for budgeting, financial processes and record keeping for the pastorate**

**Parameters:**

1. Budgets will reflect the priorities for building *Lifelong Catholic Missionary Discipleship Through God's Love*.
2. Proposals will outline a plan for the equitable sharing of pastorate-level expenses (clergy remuneration, pastorate-level positions, etc.).
3. Each parish must keep its own financial records.
4. Each parish must use internal controls per diocesan policy for financial accountability. (See Appendix 10)
5. Each parish must have its own Finance Council. Diocesan Policy indicates Finance councils should have at least 3 members and meet quarterly at a minimum.
6. Pastorates will propose a mechanism for handling collections when a person is attending Mass in the pastorate but away from their parish.

## Pastoral Planning Proposal Outline

Here is the budget for the fiscal year beginning July 1, 2024 which reflects the priorities of our Pastorate Pastoral Plan:

Here is what has been going well in the financial stewardship and administration of the parishes of our pastorate:

These are the finance related concerns we have for the parishes of our pastorate:

Here are key ways we hope to grow in financial stewardship in our pastorate:

## Mass and Confession Schedule

**Goal: To create the permanent Mass and Confession schedule for the parishes of the pastorate**

**Parameters:**

1. The permanent schedule will be according to the numbers of priests assigned to the **pastorate, indicated in the Set Ablaze Structural Plan** (as opposed to the current number of priests assigned).
  - a. This is to assure the 10-year stability of the Mass schedule and to precipitate a truly strategic plan, going beyond the pragmatic possibilities of the present moment.
  - b. The idea is that if present “extra” priests assigned to the pastorate retire, get ill or are required for other ministry in the diocese, the Pastorate Pastoral Plan will not be undermined.
2. Ordinarily each priest assigned to the Pastorate should celebrate a public daily Mass. (With the exception of days off, vacation, retreat etc.) Times and locations of those Masses should take into consideration the good of the faithful, the well being of priests, efficient use of time and resources etc.
3. See all the parameters under “Worship” above (pg. 54).

### Pastoral Planning Proposal Outline

Here is our permanent Mass and Confession schedule proposal, which meets the parameters of the 10-year forecast of the Set Ablaze Structural Plan:

The people (demographic, community...) most impacted by this plan are:

Their main concerns are:

This is our strategy to help address the concerns of those most affected:

A large, empty rectangular box with a thin black border, positioned below the text. It is intended for the user to input their strategy to address the concerns of those most affected.



# Appendices

## Appendix 1: Set Ablaze documentation, FAQ, definition of terms

Please visit <https://www.setablazesf.org/> for extensive information, FAQs and definition of terms relevant to Set Ablaze pastoral planning.

## Appendix 2: List of Parameters from Handbook

Parameters are designed:

- A. to help foster conditions in which these sustainable structures might be fully achieved all across the diocese;
- B. to develop a uniform way of erecting governance and administrative structures meant for creating and sustaining impactful ministry within the new structures;
- C. to be flexible where local circumstances and resourcing demand that they need be (subsidiarity); and
- D. to be firm in other areas so as to promote unity in our diocesan pursuit of a shared vision, for what we hope to create in ministry through an outpouring of the Holy Spirit (solidarity).

### General

1. All Pastoral Planning proposals will be in accord with Catholic teaching and canon law

### Worship

2. Priests may celebrate up to three Masses on the weekend
  - Saturday daily Mass, weddings and funerals are **not** included in this total
  - Saturday vigil Mass is included in this total
  - Sunday or Saturday vigil Masses celebrated in languages other than English are included in this total
3. The revised Mass schedule in the proposal will be according to the numbers of priests assigned to the pastorate, seating capacities, number of households etc, as indicated in the **Set Ablaze Structural Plan** (as opposed to the current number of priests assigned.)
4. **While Mass schedules may vary by season within a pastorate, a church location that does not warrant a weekend Mass every weekend will not have regularly scheduled weekend Masses. (i.e. the proposal “St. Stanislaus will have Mass on the 3rd sunday of the month will not be accepted)**
5. The diocesan policy on Communion services on Sundays remains in effect. These are permitted only in exceedingly rare cases when a priest suddenly becomes unavailable to preside at Mass. Only deacons may lead the Communion service.
6. Masses will be scheduled at times and locations that will promote a “full church.” Multiplication of Masses for convenience in a way that underutilizes seating capacity will be avoided.
7. Every parish will continue weekly Mass counts as a key data point to assess the impact of pastoral planning efforts.
8. Catholic schools will have at least one regularly scheduled Mass per week.
9. Parishes will celebrate the liturgy in accord with the liturgical norms of the Church.

10. Confession times will be coordinated to maximize availability and convenience for the faithful. They will be established with a published and stable schedule of availability.
11. Pastorates in close proximity should prayerfully discern having a variety of mass time options to reduce duplication of mass times and provide more mass time options for the faithful where parishes are in close proximity.

### Discipleship and Evangelization

12. Each pastorate will propose specific initiatives to build a culture of *Lifelong Catholic Missionary Discipleship Through God's Love* in the communities and families of the pastorate.

### Service

13. Each pastorate will propose a plan to identify needs in the communities and strategize ways to meet those needs with Christian service.

### Community

14. Each pastorate will propose specific initiatives to build up authentic Christian community among families, parishes and towns/neighborhoods of the pastorate.

### Schools

15. Where they exist, the Catholic school is a primary apostolate of the Pastorate by virtue of the resources dedicated to it. Therefore each pastorate that has Catholic school(s) will integrate strategic planning for the Catholic school(s) into its Set Ablaze Pastoral Plan proposal, reflecting how the school and all involved with it may more fruitfully advance Lifelong Catholic Missionary Discipleship Through God's Love.
16. Each school will have its Principal and one other person serve on the Pastoral Planning Committee for the pastorate in which it is located.

### Corporate and Canonical Structure of Parishes in Pastorate

17. There is no change in the canonical or corporate structure of any parish as new assignments take effect on **July 5, 2023**.
18. Every pastorate will establish a joint Pastorate Level Pastoral Council with representation from each community in the Pastorate (Community here means a group of people who regularly came together for Sunday Masses at a particular church location as of March 2023.)
19. Each parish will have a Finance Council, in keeping with *Canon 537*.

## Pastorate Leadership Team

20. Each pastor will establish a Pastorate Leadership Team.
21. Parochial vicars, employees and non-employees may be part of the Pastorate Leadership Team at the discretion of the pastor, cognizant that the Pastor will also have weekly meetings with the clergy of the pastorate and regular staff meetings as well.
22. Members of the Pastoral Planning Committee can be considered for a role on the Pastorate Leadership Team.
23. Membership on the Pastorate Leadership Team is open ended, as its success depends on building intentional and trusting relationships among the team members.
24. Membership will be reviewed at least annually as circumstances of the individual members and needs of the pastor and pastorate may change in time.

## Pastorate Level Staff Positions, additional staff and office locations

25. Every pastorate will fill the indicated pastorate-level positions (director of discipleship and evangelization, business manager and facilities manager).
  - The individuals serve under the direction of the pastor and report directly to the pastor.
  - The individuals appointed by the pastor to serve in these capacities shall be fully capable based on formal education and/or professional experience. They shall be Catholics in good standing and live their lives as missionary disciples.
  - Each of these roles can be fulfilled by an ordained deacon, a religious, and/or a lay person.
  - The roles can be fulfilled on an employed basis or on a voluntary basis.
  - Whether paid or volunteer, the individual serving in the capacity is to enjoy designation by the pastor via formal title and announcement to parishioners.
  - Local considerations and circumstances will determine how each of the roles are to be fulfilled.
  - Individuals serving in designated administrative roles for one pastorate may concurrently serve in similar roles in another pastorate(s).
26. While avoiding unnecessary duplication, these positions **do not preclude** additional staffing at the pastorate or parish level.
  - Local considerations and circumstances will determine which other staff roles, employed and volunteer, will be needed in order to see to the proper care of buildings, the orderly handling of all business affairs, and the offering of religious education ministries and/or liturgical ministries.
  - Positions may include *but not be limited to*:
    - i. parish liaisons
    - ii. administrative assistants
    - iii. custodians
    - iv. liturgy coordinators/music directors
    - v. accountants/bookkeepers (for example, pastorates with larger parishes or physical plants at multiple locations may have additional bookkeepers or maintenance people).

- The idea is that those additional employees/volunteers would be supervised by the pastorate-level position and work together as a team with that position.
27. The Pastoral Planning Proposal will take careful note of communities where no volunteer or paid staff are present. They will make specific plans for persons in those communities to be in contact with the pastorate staff by means of a parish liaison or other well-understood channels so as to not feel disconnected or overlooked from the life of their parish and pastorate.

### Pastorate Name and Communication Strategy

28. Each pastorate will strategize for effective communications within the pastorate. It should strategize a “branding effort” for **building a coordinated mission field** where communities of the pastorate are striving together to build *Lifelong Catholic Missionary Discipleship Through God’s Love*.
29. Each pastorate will adopt a name for the pastorate. Proposed names will follow the guidelines for naming Catholic parishes. The name can be:
- the name of the Trinity, or a name for Christ, invoked in the liturgy,
  - or a mystery of his life,
  - or the name of the Holy Spirit,
  - or a name for Mary, invoked under a title for her used in the liturgy,
  - or the name of a holy angel,
  - or the name of a canonized saint, as it appears in the Roman martyrology (or appendix),
  - or the name of a Blessed.

### Discipleship/Catechetical and Sacramental Prep Programs

30. Each pastorate will develop a strategy for catechetical, sacramental prep and discipleship programs.

### Priest Living Arrangements, Fraternity and Collaboration in Mission

31. Each pastorate will propose a plan for the living arrangements of the priests assigned to the pastorate.
- All rectories located within the pastorate may be considered for a priest’s residence.
  - Priests may or may not live together in the same rectory.
  - Parochial vicars who are more recently ordained may be assigned to live with the pastor or another parochial vicar in an intentional effort to continue their formation as a priest. This determination will be made by the bishop per his appointment of the priest in consultation with the local pastor.
  - Priest living arrangements are finalized through the assignment process. All assignments are a function of the bishop.

32. If existing rectories are going unused, the proposal will include a plan for the proper upkeep of those structures and their property, a repurposing of those buildings and property, or a timeline for other needs in the pastorate or for the alienation of that building and property.
33. The Pastoral Plan Proposal will indicate priorities and means adopted by the priests involved to foster priestly fraternity and well-coordinated collaboration in the priestly care of the people in the pastorate.
34. Clergy of the pastorate should meet at least weekly.
35. Matters such as: days off, vacation, retreat, sabbatical, clergy remuneration, etc. continue to be determined by diocesan policy as usual. Priests in the pastorate will coordinate with the pastor in planning for these aspects of their week, month and year.

### Financial Arrangements

36. Budgets will reflect the priorities for building *Lifelong Catholic Missionary Discipleship Through God's Love*.
37. Proposals will outline a plan for the equitable sharing of pastorate-level expenses (clergy remuneration, pastorate-level positions, etc.).
38. Each parish must keep its own financial records.
39. Each parish must use internal controls per diocesan policy for financial accountability. (See Appendix 10)
40. Each parish must have its own Finance Council. Diocesan Policy indicates Finance councils should have at least 3 members and meet quarterly at a minimum
41. Pastorates will propose a mechanism for handling collections when a person is attending Mass in the pastorate but away from their parish.

### Mass and Confession Schedule

42. The permanent schedule will be according to the numbers of priests assigned to the **pastorate, indicated in the Set Ablaze Structural Plan** (as opposed to the current number of priests assigned).
  - This is to assure the 10-year stability of the Mass schedule and to precipitate a truly strategic plan, going beyond the pragmatic possibilities of the present moment.
  - The idea is that if present “extra” priests assigned to the pastorate retire, get ill or are required for other ministry in the diocese, the Pastorate Pastoral Plan will not be undermined.
43. Ordinarily each priest assigned to the Pastorate should celebrate a public daily Mass. (With the exception of days off, vacation, retreat etc.) Times and locations of those Masses should take into consideration the good of the faithful, the well being of priests, efficient use of time and resources etc.
44. See all the parameters under “Worship” above (pg. 54).

## Appendix 3: Key Anchor Points for the Diocesan Vision

### ***Lifelong Catholic Missionary Discipleship Through God's Love***

#### **Discipleship**

- Is the process of coming to know, love and freely choose to follow Jesus Christ by way of repeated encounter with him.
- The Pathway of Discipleship names specific “thresholds of conversion” that unfold in a consistent and identifiable order.

#### **Missionary**

- We are all called to do so in the ordinary context of our daily lives, by giving as a gift what we have received as a gift in our faith.
- Every baptized person shares in the Great Commission to make disciples of all nations.
- Andrew was missionary from the first moment he met Jesus (John 1:37-42).
- We don't have to wait for some future moment of full maturity or formation to be very fruitful and missionary in our discipleship.

#### **Catholic**

- In all our efforts we uphold 100% the faith and morals of the Catholic Church.
- We want to bring all the riches of our Catholic heritage to bear in building up missionary disciples: The whole deposit of faith, communicated through Scripture and Tradition. The life of the Sacraments, the teaching of the Magisterium, the witness of the Saints, the riches of the Liturgical Year, our customs, devotions etc.

#### **Lifelong**

- Every person, in every stage, state and condition in life is called and has the opportunity to be a missionary disciple.
- There is a special fruitfulness in near-peer evangelization. In a K-6 school, 3rd graders really look up to the 6th graders. Middle schoolers look up to High Schoolers, who in turn look up to college students. During Set Ablaze we want to look in our pastorates and be intentional about creating opportunities for near-peer service and evangelization.

#### **Through God's Love**

- Not a nice rhetorical flourish. Instead, the foundation, goal and fabric of the entire vision.
- The only adequate motive for efforts of discipleship and evangelization is God's love for each person.
- All our efforts in building Lifelong Catholic Missionary Discipleship should lead people into a greater experience of God's love, and be ordered to making saints- living in God's love forever in heaven.
- Every step of the way should emphasize goodness, truth and beauty of God and draw people to Him by way of goodness, truth and beauty, so as to evoke a response of love.
- Love is freely given, and can only be freely received and responded to.

## Appendix 4: Pastor In-Service Agenda

### April 13: Session 1: **WORSHIP**

- Overview of Pastoral Planning Process
- Holy hour: Anchor 1 of the four “responsibilities”: **WORSHIP**
- Role of the pastor, theological, and in light of new structure
  - Lencioni model – pattern of meetings, six questions, disciplines of team
  - Leadership teams
  - Schools integrated as strategic anchors of pastoral plan
  - Turnover file
  - Temporary solutions for July 5, 2023
- Accompanying people through big change

### April 28: Session 2: **DISCIPLESHIP & EVANGELIZATION**

- Holy hour: Anchor 2 of the four “responsibilities”: **DISCIPLESHIP & EVANGELIZATION**
- Planning process parameters (in-depth)
- HR considerations
- Pastorate positions: director of discipleship and evangelization, facilities manager, business manager

### May 5: Session 3: **ZOOM**

- Check in

### May 18: Session 4: **SERVICE**

- Holy hour: Anchor 3 of the four “responsibilities”: **SERVICE**
- Pathway of discipleship
- Pastorate communications
- Pastorate database
- Pastorate data pak

— (June 7 Facilitator training full day, half day June 8)

### June 8: Session 5: **COMMUNITY**

- Holy hour: Anchor 4 of the four “responsibilities”: **COMMUNITY**
- Facilitators
- Parochial vicars
- Servant leadership

### June 22: Session 6: **ZOOM**

- Check in



## Appendix 5: Turnover File Checklist

**Intentionally omitted- this was a checklist for incoming and outgoing Pastors, no longer relevant after July 5, 2023.**

## Appendix 6: Leadership Team FAQ

### **What is a pastor's leadership team?**

A leadership team is a small group of key leaders, 4-6 people including the pastor, who help the pastor advance his vision for the pastorate entrusted to his pastoral care. The pastor relies on this team to help him make and implement strategic decisions aligned to the vision of forming missionary disciples. In between meetings, the team members share in their responsibility for the success of a pastorate's mission with the pastor. As such, team members will typically be given specific tasks to be carried out in the service of the pastor and the vision. This is a distinct role from consultative bodies like the Pastoral and Finance councils, the Pastorate and Parish Staffs and the team of assigned clergy in the pastorate.

### **Why is a pastor's leadership team required?**

A leadership team will typically help a pastor engage a pastorate in a process of renewal for the sake of mission. Consistent with our human experience, the pastor is not likely to change the culture of the pastorate alone, nor is it wise to make big decisions without healthy and constructive feedback. **He needs the collective support, gifts, and investment of a team of key people who share his vision and passion.** Whether he has paid staff or not, a leadership team is crucial to share ownership and accountability for the vision and plans for the evangelization of the pastorate.

Another important aim of the leadership team is to assist all members of the pastorate to be informed, involved and, thereby, to feel empowered to carry out their ministry works for which they hold a co-responsibility.

### **What does a leadership team do?**

Unlike consultative bodies like a pastoral or parish council, the pastor's leadership team is a working group. As they help the pastor make well-discerned decisions and set priorities for action, the parish leadership team will invest time in between meetings carrying out identified tasks/activities. These actions include but are not limited to:

- helping communicate decisions and/or initiatives,
- seeking feedback from various groups and/or individuals,
- networking to identify needed skills, expertise, and other specific gifts among members of the pastorate with the purpose of enlisting key competencies needed to help advance initiatives within the pastorate, and
- following up with others to confirm progress being made in initiatives.

Thus, through regular meetings (typically weekly or bi-weekly) and the fulfillment of specific tasks in the interim, the leadership team addresses practical, tactical questions related to structures, approaches to ministry, programming, use of resources, etc. that either further or hinder the realization of the vision. The team also assists the pastor with implementing his decisions.

### **How does a leadership team conduct itself?**

Every weekly/bi-weekly meeting should end with clarity about:

1. commitments (*who* will do *what* by *when*),
2. cascading communications (what message(s) need to be conveyed to what audience(s)), and
3. decisions made (what question has been resolved/settled).

## How does a pastor form a leadership team?

There are four non-negotiable criteria for members:

1. Unanimity of vision: Must share a fundamental commitment to and passion for the vision of where you want the parish to go.
  - Disagreement should be based on differences in tactics (the best way to get there, or the how) *not* on the vision itself (where you want to go).
  - Identify key staff and/or parishioners who have influence, who can be carriers of the vision to others, and who are capable of having strategic conversations.
2. Healthy conflict and trust: Trust allows team members the freedom to express different opinions, engage in conflict, and hold one another accountable. It also allows other team members to challenge the pastor without fear and prevents conflict from turning into politics.
3. Balance of strengths: Choose team members who bring natural strengths that balance your weaknesses. Tools like *Working Genius* and Gallup's *Clifton Strengths Finder* can be helpful for this.
4. Vulnerability: Team members must be real with each other about their fears, especially in the face of uncertainty as they begin to navigate uncharted waters.

Other important factors to consider are:

- Time commitment: Team members must be willing to commit to weekly/bi-weekly meetings.
- Team members are clear that this is an open-ended commitment which will be reviewed at least annually as circumstances may change.
- Teachable: Must have a willingness to learn and desire to grow. They may also need to do some study, reading, listening to podcasts, watching videos, etc.
- Team players: Must be able to see their area(s) of responsibility in light of the entire pastorate.
- Self-awareness and maturity: Emotional and spiritual maturity allows team members to engage in healthy conflict and vulnerability to a greater degree.

## Appendix 7: Job Description Templates

### CATHOLIC DIOCESE OF SIOUX FALLS

#### Pastorate Job Description

**Position Title:** DIRECTOR OF DISCIPLESHIP AND EVANGELIZATION

**Position Category:** MINISTERIAL

**Position Status:** FULL TIME BENEFIT ELIGIBLE SALARY

**Immediate Supervisor:** PASTOR **Department:** PASTORATE

#### General Introduction:

The Bishop of Sioux Falls is the visible head and source of unity in the particular Church entrusted to his pastoral care (CCC 1594). In a unique and visible way, he makes Christ's mission present and enduring while functioning in his role as Shepherd of the Catholic Community. In order to fulfill his mission, the Bishop trusts chosen collaborators (clerics, religious and lay people) to share in the apostolic mission and entrusts various responsibilities to them. Each employee helps to extend the ministry of the local Pastor in particular ways as outlined in this position description.

#### Position Summary:

The Director of Discipleship and Evangelization, as a lifelong Catholic missionary disciple, gives direction to evangelization and discipleship efforts in the Pastorate. The Director will incorporate a personal expression of the Bishop's vision of being a lifelong Catholic missionary disciple through God's love while attending to active parishioners, the inactive community and the unchurched and is therefore involved in the renewal and formation of ministries within the Pastorate, and outreach and welcome toward those not active or connected with the Church. Goals of the position include fostering conversion and growth in discipleship among the faithful, develop a welcoming community, animate and equip parishioners to evangelize by witness, word and action and enhance communication within and beyond the Pastorate community.

#### Essential Duties and Responsibilities:

##### *Evangelization and Discipleship:*

- Using your personal experience of the vision, through God's love, aid others in developing a personal relationship with God as the heart of their Catholic faith.
- Learn, understand, and utilize the Diocesan Pathway of Discipleship.
- Plan and coordinate adult inquiry and faith formation opportunities after guidance and leadership by the Pastor.
- Coordinate, lead or serve as a resource to ministries of outreach, welcome and renewal.
  - Rite of Christian Initiation of Adults (RCIA)
  - Evangelization/Outreach initiative
  - New member welcome
  - Hospitality ministry
  - Baptism preparation and follow-up with families
  - Prayer Ministry

- Religious Education to include confirmation retreat and sacramental preparation of the students.
- Returning Catholics
- Various faith sharing groups
- Parish missions
- Collaborate with other parish ministries, Catholic parishes, and organizations to plan and implement strategies for the greater community.
- Collaborates and engages diocesan discipleship and evangelization office to explore resource options to assist in evangelization efforts

*Planning and Administration:*

- Collaborates with pastor, other staff and appropriate councils and committees to articulate a vision for evangelization in the parish.
- Plan and implement strategies to reach active parishioners, inactive Catholics, and the unchurched in the community.
- Assist and collaborate with other parish leaders to collect and analyze data for pastoral planning, e.g., parish census, needs assessment, interest surveys, or area demographic research.
- Evaluate programs to determine strengths, areas for improvement, and future needs.
- Assist and collaborate with other parish leaders on a program calendar, taking into consideration local events, seasonal and annual opportunities, and the master parish calendar.
- Assist and collaborate with other parish personnel and parishioner groups in the use of parish facilities.
- Prepares and monitors the budget and maintains supplies for parish evangelization, working to be the best steward of the funds entrusted to the Pastorate.
- Assist and collaborate with other pastorate personnel to ensure Safe Environment requirements are met by all staff, volunteers and students.

*Communication and Public Relations:*

- Public speaking in small and large groups to include: conducting pre-speech research, outlining and writing speech scripts, rehearsing and perfecting speech delivery, answering questions, and follow up.
- Collaborates in parish communications, using multiple means (web, bulletin, newsletters, social media), to create engaging and creative content, enhancing communication with parishioners and with the public beyond.
- Reviews and updates parish websites on a regular basis and manages content across social media platforms.
- Promotes programs and events using digital and print media, including email, website, bulletin notices, flyers, posters, social media, and diocesan and local newspapers.
- Keeps current on communications and technological trends and looks for opportunities to use this information to communicate effectively with the Pastorate family and local community.

*Leadership:*

- Ability to utilize and lead a team in Evangelization and Discipleship efforts.
- Participates as an active member of the parish staff.
- Attends parish, staff and other various meetings.
- Guides parish committees in aligning efforts with the overall parish vision of evangelizing.

- Acts as a resource person and initiates faith-building initiatives to promote and provide faith-building opportunities.
- Attends respective Diocesan and Pastorate workshops/programs, as needed.

*Other:*

- Visibly engaged at parish events, a must.
- Fosters positive public relations in and outside the parish/school.
- Creates operating procedures for each aspect of the position.
- All other duties as assigned.

**Essential Qualifications:**

*Primary:*

- Practicing Roman Catholic who possesses sound knowledge of the Catholic faith and of the Church hierarchy.
- Willingness and ability to effectively make known the Catholic Church's teachings and the Bishop's Diocesan Vision through the varied ministry activities expected of this position.
- Willingness and ability to act as a personal witness to the Catholic faith and religion by living both one's professional and personal life in accordance with the doctrines and moral teachings of the Roman Catholic Church, as embodied in the various documents of the Roman Catholic Church, including, without limitation, the Catechism of the Roman Catholic Church.

*Education:*

- Bachelor's Degree or equivalent in Theology, or another related field is required.
- A Master's Degree in Theology or other related field or at least five years of professional experience and ongoing formal education is preferred.

*Experience:*

- Experience in training, delegation, empowering and supervision preferred.

*Other Elements:*

- Baptized, Confirmed and active Catholic required.
- Understanding and commitment to live the vision of being a lifelong Catholic missionary disciple through God's love.

**Required Knowledge, Skills and Abilities:**

- Deep knowledge of Scripture, Catholic theology, spirituality, and psychology/methods.
- Familiar with Church documents relating to evangelization.
- Understanding of the dynamics of Christian conversion, faith development and disciple-making.
- Working knowledge in MS Office products.
- Professional working attitude and collaborative approach.
- Strong verbal and written communications skills.
- Strong organizational skills.
- Strong presentation skills.
- Project management skills.

- Ability to multitask and prioritize.
- Ability to make decisions, attentive to details, and troubleshoot.
- Ability to maintain confidentiality.

**Job Conditions/Physical Demands:**

The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

- The employee is regularly required to sit, stand, walk, talk, hear, use hands; reach with hands and arms and the ability to lift 20 pounds.
- Close vision required for paperwork and computer.
- Ability to utilize a computer keyboard, monitor, and telephone.
- Ability to work flexible hours and days and/or evenings.
- Ability to travel on occasion.
- This role functions in an office environment and uses standard office equipment.

**Acknowledgement:**

I understand that in accepting the terms of this job description I acknowledge that I am a person of faith, and possess the professional abilities and personal attributes necessary to carry out the Primary Essential Qualifications and perform the duties and responsibilities as listed.

Accepted by: \_\_\_\_\_ Date: \_\_\_\_\_

# CATHOLIC DIOCESE OF SIOUX FALLS

## Pastorate Job Description

**Position Title:** BUSINESS MANAGER

**Position Category:** EXEMPT

**Position Status:** FULL TIME BENEFIT ELIGIBLE SALARY

**Immediate Supervisor:** PASTOR **Department:** PASTORATE

### General Introduction:

The Bishop of Sioux Falls is the visible head and source of unity in the particular Church entrusted to his pastoral care (CCC 1594). In a unique and visible way, he makes Christ's mission present and enduring while functioning in his role as Shepherd of the Catholic Community. In order to fulfill his mission, the Bishop trusts chosen collaborators (clerics, religious and lay people) to share in the apostolic mission and entrusts various responsibilities to them. Each employee helps to extend the ministry of the local Pastor in particular ways as outlined in this position description.

### Position Summary:

The Business Manager, as a lifelong Catholic missionary disciple, will oversee all office and fiscal related matters to ensure the Pastorate is compliant with all Church, state and federal regulations by managing and maintaining accurate books, accounts payable and receivable, grant funding allocations, reconciliations and other various accounting tasks. Responsibilities will include incorporating your personal expression of the Bishop's vision of being a lifelong Catholic missionary disciple through God's love while advising the Pastor on investments and budgeting, working to be the best steward of the funds entrusted to the Pastorate. The Business Manager will be responsible for supervising staff and ensuring Diocesan policies are met for the whole Pastorate.

### Essential Duties and Responsibilities:

Accounts receivable and accounts payable:

- Enter and reconcile cash, check, and credit card deposits, along with managing all aspects of deposits, including recording donations.
- Ensures best practices for Internal Controls of money handling, storage, and counting protocol, bank transfers, etc. are taught and maintained to ensure multiple unrelated people are involved to secure resources entrusted to parish.
- Manage restricted donations and pass-through contributions.
- Process, print and mail checks to recipients.
- Ensure all payables have sufficient documentation and are properly taxed prior to payment.
- Ensure all payables follow Diocesan guidelines and policies for financial accountability in parishes.
- Record general ledger entries as necessary and close account periods within a reasonable amount of time (1-2 months).
- Create and process Shared Expense Reports where applicable.
- Maintain an accounting file according to the Diocesan Record Retention Policy.

Financial reporting:

- Reconcile bank accounts monthly, reconcile investment and other cash accounts as frequently as possible.
- Prepare monthly financial reports for the Pastor and attend Finance Council meetings as requested by the Pastor to answer any questions.
- Create an annual budget for the Pastor and finance council to approve prior to the fiscal year end. Update and manage documentation to explain budget variations and activities throughout the year.
- Prepare and submit Diocesan annual report information on a timely basis.
- Prepare and file quarterly 941's, Year-end W2's and W3 in a timely fashion.
- Issue 1099's and 1096's at year end according to tax requirements.



Personnel:

- Assists the Pastor in hiring processes and decisions, using your personal experience of the vision, through God's love, to discern the needs of the Pastorate and the candidate's gifts.
- Assists in the paperwork and onboarding of all employees.
- Review and maintain the Employee Handbook and other HR policies as approved by the Pastor
- Responsible for payroll functions, ensuring accurate data entry, processing and compliance with the employee handbook policies.
- Supports the Pastor to schedule timely employee evaluations.
- Trains new employees on operational details, while articulating the vision of the diocese and Pastorate.
- Maintains personnel files according to the Diocesan Record Retention Policy

Administration:

- Maintain an inventory of keys, emails, domain logins, and other items that have controlled access.
- Occasional program support for events as assigned.
- Must be able to articulate the vision of the diocese and the Pastorate and describe education and evangelization programs to the public.
- Prepares annual Safe Environment Audit to document staff and volunteer compliance with the Diocesan Safe Environment Policy.
- Attend Board and Committee meetings as assigned.
- Check the mail daily and distribute it as needed. (less frequently if appropriate)
- Must commit to ongoing participation in training and continuing education provided by the Diocese and externally as well.

**Essential Qualifications:**

Primary:

- Willingness and ability to effectively make known the Catholic Church's teachings and the Bishop's Diocesan Vision through the varied ministry activities expected of this position.
- Willingness and ability to act as a personal witness to the Catholic faith and religion by living both one's professional and personal life in accordance with the doctrines and moral teachings of the Roman Catholic Church, as embodied in the various documents of the Roman Catholic Church, including, without limitation, the Catechism of the Roman Catholic Church.
- Strong leadership skills.
- Good interpersonal and problem-solving skills.
- Strong computer skills.
- Ability to analyze current procedures to identify strengths and weaknesses and make improvements as necessary.
- Ability to create work schedules.
- Ability to create budgets and project budget needs for 5 and 10 year plans.

Education:

- Bachelor's Degree in Accounting, Finance or Business Administration is required.

Experience:

- At least 3 to 5 years of experience in business administration that includes accounting and financial aspects.
- Work experience that demonstrates leadership and managerial skills.
- Prior experience in staff management, goal setting and budget optimization.

Other Elements:

- Personable nature that is approachable and encourages staff to ask questions and give suggestions on improving job duties.

**Required Knowledge, Skills and Abilities:**

- Must be a Catholic leader who believes, practices, supports all teachings of the Catholic Church, and committed to individual growth in their own discipleship journey.
- Must have advanced knowledge of budgeting principles and practices, accounting principles, investment and financial reporting methodologies.
- High level of ability to work independently and in a team-oriented, collaborative environment to think strategically, multitask, and conform to shifting priorities, demands and timelines.
- Excellent communication skills, and the ability to work effectively with a wide range of individuals while maintaining strict confidentiality.
- Demonstrated leadership ability, team management and interpersonal skills.
- Demonstrated ability to speak publicly in order to facilitate and participate in meetings representing the Pastorate on various committees.

**Job Conditions/Physical Demands:**

- Ability to perform high stress multitasking functions to meet various deadlines.
- Ability to push, pull, lift and carry items up to 30 pounds.
- Ability to sit, stand, bend, stoop, climb stairs, talk, hear, grasp, reach and perform repetitive motions of the fingers, hands and wrists.
- Ability to work in an office setting as well as various venues according to event or activity.
- Vision abilities required include close vision, depth perception and the ability to adjust focus.
- Available for periodic travel for Pastorate and Diocesan meetings.
- Work schedule of 40 hours per week is the norm with occasional nights and weekends or high volume projects.

**Work Environment:**

The employee will work in a climate controlled office setting with a large number of individuals, often requiring multitasking and working with deadlines and details to ensure all of the essential functions are performed in a timely and courteous manner.

**Acknowledgement:**

I understand that in accepting the terms of this job description I acknowledge that I am a person of faith, and possess the professional abilities and personal attributes necessary to carry out the Primary Essential Qualifications and perform the duties and responsibilities as listed.

Accepted by: \_\_\_\_\_

Date: \_\_\_\_\_

# CATHOLIC DIOCESE OF SIOUX FALLS

## Pastorate Job Description

**Position Title:** FACILITIES MANAGER  
**Position Category:** EXEMPT  
**Position Status:** FULL TIME BENEFIT ELIGIBLE SALARY  
**Immediate Supervisor:** PASTOR **Department:** PASTORATE

### General Introduction:

The Bishop of Sioux Falls is the visible head and source of unity in the particular Church entrusted to his pastoral care (CCC 1594). In a unique and visible way, he makes Christ's mission present and enduring while functioning in his role as Shepherd of the Catholic Community. In order to fulfill his mission, the Bishop trusts chosen collaborators (clerics, religious and lay people) to share in the apostolic mission and entrusts various responsibilities to them. Each employee helps to extend the ministry of the local Pastor in particular ways as outlined in this position description.

### Position Summary:

The Facilities Manager, as a lifelong Catholic missionary disciple, is responsible for the maintenance, engineering, construction, architectural, and rehabilitation of all facilities and cemeteries included in the Pastorate. Using a personal experience of the Catholic Faith in understanding the sacredness and importance of the care of Pastorate properties, the Facility Manager oversees the day-to-day operations and provides strategic planning for future projects and needs while working to be the best steward of the funds entrusted to the Pastorate. In addition, the Facilities Manager serves as liaison with the diocesan building commission and assists in selection of contractors. Duties also include supervising staff and volunteers helping with groundskeeping and maintenance ensuring Diocesan policies are met for the whole Pastorate.

### Essential Duties and Responsibilities:

- Ensure all grounds and facilities are well maintained
- Maintain and yearly update a 10 -15 year Capital Improvement Plan (CIP) for all grounds and facilities to ensure knowledge of and proper financial planning and completion of major maintenance projects. Ensure Pastor and Business Manager are regularly updated on the CIP for planning and decision making purposes. Develop maintenance procedures and ensure implementation of the established risk management protocols.
- Maintain the sacredness and holiness of the spaces by scheduling and planning all repair and installation activities around liturgical events.
- Using personal experience of sacrificial giving and being conscious of being a steward of others' donated dollars, monitor expenses and control the maintenance budget. Assist the Business Manager with developing an annual budget.
- Manage relationships with contractors and service providers in a manner in keeping with being a representative of the Catholic Church.
- Maintain compliance with all health and safety regulations as required by diocesan, state and federal risk management programs.
- Monitor electrical, HVAC, hydraulic, and all facility support systems to ensure functionality and proper working order.
- Maintain an action plan to protect facilities during system outages.
- Oversee all vehicles and building related equipment within the Pastorate and facilitate any scheduled maintenance or repairs to ensure good working order and longevity.

- Complete Catholic Mutual self-inspection reports related to the safety of all facilities to identify and resolve issues or bring the issues to the attention of the Pastor when appropriate.
- Inform and work with Catholic Mutual on all property or liability claims arising within the pastorate.
- Protect and guard the sacredness and sanctity of all facilities and spaces, being able to articulate the vision of the Diocese and the Pastorate and why it matters.
- Ensure all properties and surroundings are secure and provide emergency responses when necessary.
- Ensure staff are trained in safety and risk management protocol, while being a champion of proper protocols and following those guidelines.
- Commit to ongoing participation in training and continuing education.

**Essential Qualifications:**

Primary:

- Willingness and ability to effectively make known the Catholic Church’s teachings and the Bishop’s Diocesan Vision through the varied ministry activities expected of this position
- Willingness and ability to act as a personal witness to the Catholic faith and religion by living both one’s professional and personal life in accordance with the doctrines and moral teachings of the Roman Catholic Church, as embodied in the various documents of the Roman Catholic Church, including, without limitation, the Catechism of the Roman Catholic Church
- Strategically minded when approaching planning and management of tasks in order to deliver value while being a good steward of available funding.
- Excellent communication skills to understand and deliver resolutions to problems and issues that arise in workspaces and facilities.
- Innovative problem solver to implement continuous cost-effective improvements and processes to enhance systems and spaces.
- Ability to manage information regarding financial planning, legal and regulatory issues, contract terms and building plans to improve operations.
- Ability to effectively allocate workload and supervise maintenance staff and volunteers.

Education:

- High School Diploma or equivalent.
- Degree from a vocational school preferred
- BA in facility management, engineering, business administration or relevant field will be an advantage
- Relevant professional qualification will be a plus (eg. Certified Facility Manager - CFM)

Experience:

- Prior experience in facility management position with proven time management skills and attention to detail and safety

Other Elements:

- Valid Driver’s License
- Ability to effectively operate a variety of custodial and grounds keeping equipment including snow removal equipment, power mowers, skid steer, and miscellaneous hand and power tool equipment.
- CDL is a plus

**Required Knowledge, Skills and Abilities:**

- Solid understanding of technical aspects of plumbing, carpentry, electrical systems, etc.
- Strong knowledge of facilities operations management.
- Well versed in technical/engineering operations and facilities management best practices.
- Knowledge of basic accounting and finance principles.
- Excellent verbal and written communication skills.
- Excellent organization and leadership skills.
- Understanding of safety regulations for all facilities and properties.

- Well-organized and able to keep track of and report on maintenance and project activity.
- Sound judgment and ability to think quickly during emergencies.
- Understanding and working knowledge of Microsoft Office.

**Job Conditions/Physical Demands:**

- Ability to push, pull, lift and carry items up to 100 pounds.
- Climbing ladders and working from heights as necessary.
- Ability to sit, stand, bend, stoop, climb stairs, talk, hear, grasp, reach and perform repetitive motions of the fingers, hands and wrists.
- Ability to stand and walk for extended periods.
- Clarity of vision at varying distances to perform custodial and grounds duties.
- Ability to work with a large number of individuals, often requiring multitasking and working with deadlines and details to ensure all essential functions are performed in a timely and safe manner.

**Work Environment:**

The employee will work indoors and outdoors in environments that are subject to changing conditions and extreme temperatures. Exposure to cleaning agents and chemicals as well as dust, dirt and odors are common. In addition, the employee will work with and around machinery with moving parts. Occasional duties require work on ladders at varying heights reaching overhead as necessary.

**Acknowledgement:**

I understand that in accepting the terms of this job description I acknowledge that I am a person of faith, and possess the professional abilities and personal attributes necessary to carry out the Primary Essential Qualifications and perform the duties and responsibilities as listed.

Accepted by: \_\_\_\_\_

Date: \_\_\_\_\_



## Appendix 8: Finance Policy and Internal Controls

***The following is taken from “Diocesan Policies and Guidelines for Financial Accountability in Parishes” The most up to date policy can always be found on the diocesan web portal, “Policies and Forms” → “parish-financial-reporting- non- profit-corporations” →”Financial Accountability in Parish Administration\_Policy.pdf” It is reproduced here for the convenience of Pastoral Planning Committee members who may not have access to the web portal.***

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### **DIOCESAN POLICIES AND GUIDELINES Establishing Financial Accountability in Parishes**

The following requirements have been set forth for pastors in the Diocese of Sioux Falls to assist them as they seek to exercise good stewardship of financial support given to their Parish. Fulfillment of these requirements reflects the establishment and utilization of sound accounting procedures, the satisfaction of legal requirements for nonprofit corporations as set forth by the State of South Dakota, and transparent reporting mechanisms for the parish.

#### **Uniform Accounting Software**

By previous decree of the Bishop, all parishes were to have adopted the ParishSoft suite of accounting software as of January 1, 2016. Parishes may not use a different form of accounting software for financial recordkeeping.

#### **Consultation**

In accord with Church law (*CIC 537*) and Diocesan policy (*Article V*, bylaws for parish corporations), finance councils are to be established in all parishes.

- Councils must convene for scheduled meetings at least four times per year.
- Councils are to be presented with quarterly financial reports which shall include, but not be limited to, a Statement of Financial Position and a Statement of Activities.
- Additional meetings and/or reporting when appropriate is encouraged.

Parish finance councils, comprised of anywhere from three- to twelve-lay persons, all of whom are adult members from the parish, are responsible for (*Article V*, bylaws for parish corporations):

- Ensuring that an inventory of all of the parish’s real and material personal property is created and updated on at least an annual basis, including a description of the property, its location, and its estimated or appraised value.
- Ensuring the development and approval of an annual operating budget.
- Ensuring the preparation and approval of annual financial statements and ensuring the distribution of these statements to the diocese and to the parish.
- Ensuring that the parish has processes in place for applying all donations received in accordance with the donor’s intent (restricted gifts).
- Offering advice in acts of ordinary administration of parish goods and property.

- Assisting the pastor with any and all additional matters brought to the council by the pastor for its consideration and advice.

### **Internal Controls**

The ***Priest Remuneration Plan***, updated annually, must be upheld and adhered to at all times and in every circumstance unless documented justification is made to the parish's finance council.

- Any expenditures for the benefit of the priest assigned to the parish that exceed the allowances set forth in the Remuneration Plan shall be the personal responsibility of the priest. Excesses shall not be paid by the parish nor the diocese; they shall be the personal responsibility of the priest.

Reimbursements for authorized expenses may *only* be paid by a parish to a pastor/employee when **proper documentation** is submitted with a reimbursement request.

- Proper documentation shall consist of a paid receipt from a publicly-recognized vendor, place of business, or service provider that depicts the location and date of the transaction. Reimbursements shall not be paid if proper documentation is not submitted.
  - Lost or missing receipts (allowed only for transactions of \$25 or less) must be accompanied with a written explanation when submitting a request for reimbursement.
  - In accord with IRS regulation, receipts must have been issued within 60 days of seeking reimbursement from the parish.

### **Parish disbursements**

- The benefit of “scrip” (the use of **gift cards** provided by places of business who are offering a school or charity financial support through their use) is well-recognized. Use of scrip can be a good form of stewardship. However, to ensure that there is good stewardship, when using parish funds to purchase gift cards:
  - i. store receipts must be submitted for parish records when a pastor/parish employee has utilized gift cards for expenditures made on behalf of the parish.
  - ii. amounts advanced in the form of gifts cards are considered due to the parish from the pastor/parish employee until unused gift cards are returned, or receipts are submitted.
- Parish funds may not be disbursed via check to “CASH”.
- Parish funds may not be disbursed via use of a debit card.
- Parish funds disbursed via the use of a parish credit card must be supported by properly documented receipts. Failure to submit receipts shall result in a personal liability to the priest or parish employee entrusted with use of the credit card issued to the parish.

### **Dual signers**

- The parish finance council is to affirm by majority ballot the second signer, which is to be reviewed annually. By requiring two signatures, the parish in turn holds verification that the two signers agree that the payment is proper and reasonable based upon



documentation provided by the payee. The requirement of two signatures reduces the ability for improper checks to be written. The second signer does not however hold a consenting authority over the pastor.

- For parishes with 500 or fewer registered households, parish disbursements exceeding \$2,500 shall require the signatures of both the pastor and one lay person who is a member of the finance council but not a parish employee and who has been designated to have check-writing authority on the parish's accounts.
- For parishes with over 500 registered households, parish disbursements exceeding \$5,000 shall require the signatures of both the pastor and one lay person who is a member of the finance council but not a parish employee and who has been designated to have check-writing authority on the parish's accounts.
  - i. Recurring payroll disbursements made through EFT shall be exempt from the dual signer requirement.
  - ii. Recurring payments of the same amount that are made in accord with service agreements (utilities, e.g.) or financial support agreements (Catholic schools, e.g.) shall be exempt from the monthly dual signer agreement.
- Both exemptions are conditioned on the respective arrangements being reviewed annually by the parish's finance council as part of the budgeting process.

**The Priest Remuneration Plan**, updated annually, must be upheld and adhered to at all times and in every circumstance unless documented justification is made to the parish's finance council and with the approval of the bishop.

- Any expenditures for the benefit of the priest assigned to the parish that exceed the allowances set forth in the Remuneration Plan shall be the personal responsibility of the priest. Excesses shall not be paid by the parish nor the diocese.

### **Third-Party Review**

All parishes will submit to a third-party review of financial statements and the internal controls in place. The reviews are to be conducted by personnel from the Diocesan Finance Office or its designee. Reviews will be conducted every six-years or whenever there is a change in pastors, whichever occurs more frequently.

- The Bishop of Sioux Falls or the parish's Pastor may request reviews, completed either by the Diocesan Finance Office or by a firm competent in accountancy, more frequently if they so desire.

### **Annual Reporting**

Annual reports required by the diocese must be submitted to the chancery before **October 1**. Reports include attestations by parish finance council members of regular meetings having been held and minutes from the annual meeting of the governing board for the parish's nonprofit corporation as required by State Law. Reports also include annual financial statements, sacramental and census data, and attestations that internal controls for administration of parishes are in place. Forms for each of the reports can be found on the Diocesan webpage under its portal containing forms and policies.

- Any pastor who fails to submit annual reports by October 1 (within three months of the June 30 fiscal year end) may have restrictions placed on his pastoral ministry, including the possibility of having his faculties for public ministry withdrawn.

Pastors are to make an annual public disclosure of the individual or entity that he has hired or designated to complete the financial bookkeeping duties on behalf of the parish.

Pastors, in conjunction with the parish's finance council, must make a written **annual report to the lay faithful of the parish**. The report shall include statements on the financial position and operating budget for the parish.

**This policy is to be reviewed annually by the parish's Finance Council.**

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## Appendix 9: Pastoral Planning Proposal Outline (Continuous)

### Worship

#### **Where We Are**

These are the specific aspects/elements of our current experience of worship that we especially value and are grateful for:

- 1.
- 2.
- 3.
- 4...

We recognize with gratitude that God has blessed our pastorate with these particular gifts and resources for our worship:

- 1.
- 2.
- 3.
- 4...

#### **Where We Want to Go**

We recognize these opportunities to intentionally invest in and cultivate those gifts:

- 1.
- 2.
- 3.
- 4...

As we discussed opportunities to elevate our experience of worship, the following themes emerged in our conversations and consultations:

- 1.
- 2.
- 3.
- 4...

These are the specific aspects/elements of our worship experience that we would like to develop/enhance in the future:

1. 2. 3. 4...
------------------------

### Our Roadmap for Getting There

From the previous list, in the next 12 Months, these are the (2-4) priorities we will focus on to enhance our experience of worship:

1. 2. 3. 4...
------------------------

For each of these priorities, here are the steps we have brainstormed to accomplish them and groups or individuals we've identified who will take lead and create a timeline (who will do what by when)

1. Priority 1: Step 1 Step 2 Step 3...
2. Priority 2: Step 1 Step 2 Step 3...
3. Priority 3: Step 1 Step 2 Step 3...
4. Priority 4: Step 1 Step 2 Step 3...

### **How We Will Know We Are Succeeding**

These are the quantitative and qualitative measures we will track in order to see if our efforts are succeeding in elevating our experience of worship:

1. 2. 3. 4...
------------------------

### **Discipleship and Evangelization**

#### **Where We Are**

These are the specific aspects/elements of our current efforts of discipleship and evangelization that have been especially fruitful:

1. 2. 3. 4...
------------------------

We recognize with gratitude that God has blessed our pastorate with these particular gifts and resources to help people encounter Christ, come to love him, choose to follow him, and be empowered to help others do the same:

1. 2. 3. 4...
------------------------

#### **Where We Want to Go**

We recognize these opportunities to intentionally invest in and cultivate those gifts:

1. 2. 3. 4...
------------------------

As we discussed opportunities to make our discipleship and evangelization efforts more intentional, consistent and fruitful, the following themes emerged in our conversations and consultations:

- 1.
- 2.
- 3.
- 4...

These are the specific aspects/elements of our discipleship and evangelization efforts that we would like to develop/enhance in the future:

- 1.
- 2.
- 3.
- 4...

### **Our Roadmap for Getting There**

From the previous list, in the next 12 Months, these are the (2-4) priorities we will focus on to enhance our discipleship and evangelization efforts:

- 1.
- 2.
- 3.
- 4...

For each of these priorities, here are the steps we have brainstormed to accomplish them and groups or individuals we've identified who will take lead and create a timeline (who will do what by when):

1. Priority 1:
  - Step 1
  - Step 2
  - Step 3...
2. Priority 2:
3. Priority 3:
4. Priority 4:

## How We Will Know We Are Succeeding

These are the quantitative and qualitative measures we will track in order to see if our efforts are succeeding in enhancing our discipleship and evangelization efforts:

1. 2. 3. 4...
------------------------

## Service

### Where We Are

These are the specific aspects/elements of our current experience of Christian service that we especially value and are grateful for:

1. 2. 3. 4...
------------------------

We recognize with gratitude that God has blessed our pastorate with these particular gifts and resources for extending Christian service to our neighbors:

1. 2. 3. 4...
------------------------

### Where We Want to Go

We recognize these opportunities to intentionally invest in service of our neighbors:

1. 2. 3. 4...
------------------------

As we discussed opportunities to develop our habits of service, the following themes emerged in our conversations and consultations:

- 1.
- 2.
- 3.
- 4...

These are the specific aspects/elements of Christian service that we would like to develop/enhance in the future:

- 1.
- 2.
- 3.
- 4...

### **Our Roadmap for Getting There**

From the previous list, in the next 12 Months, these are the (2-4) priorities we will focus on to enhance our experience of Christian service:

- 1.
- 2.
- 3.
- 4...

For each of these priorities here are the steps we have brainstormed to accomplish them and groups or individuals we've identified who will take lead and create a timeline (who will do what by when):

1. Priority 1:
  - Step 1
  - Step 2
  - Step 3...
2. Priority 2:
3. Priority 3:
4. Priority 4:



### **How We Will Know We Are Succeeding**

These are the quantitative and qualitative measures we will track in order to see if our efforts are succeeding in enhancing our habits of Christian service:

1. 2. 3. 4...
------------------------

### **Community**

#### **Where We Are**

We recognize with gratitude that God has blessed our pastorate with these particular gifts and resources for building Christian community in our pastorate:

1. 2. 3. 4...
------------------------

These are the specific aspects/elements of our current experience of Christian community that we especially value and are grateful for:

1. 2. 3. 4...
------------------------

#### **Where We Want to Go**

We recognize these opportunities to intentionally invest in these gifts in pursuit of a greater community:

1. 2. 3. 4...
------------------------

As we discussed opportunities to develop our habits of Christian community, the following themes emerged in our conversations and consultations:

- 1.
- 2.
- 3.
- 4...

These are the aspects/elements of Christian community that we would like to develop/enhance in the future:

- 1.
- 2.
- 3.
- 4...

### **Our Roadmap for Getting There**

From the previous list, in the next 12 Months, these are the (2-4) priorities we will focus on to enhance our experience of Christian community:

- 1.
- 2.
- 3.
- 4...

For each of these priorities, here are the steps we have brainstormed to accomplish them and groups or individuals we've identified who will take lead and create a timeline (who will do what by when):

1. Priority 1:
  - Step 1
  - Step 2
  - Step 3...
2. Priority 2:
  - Step 1
  - Step 2
  - Step 3...
3. Priority 3:
  - Step 1
  - Step 2

Step 3...
4. Priority 4:
Step 1
Step 2
Step 3...

**How Will We Know if We Are Succeeding?**

These are the quantitative and qualitative measures we will track in order to see if our efforts are succeeding in enhancing our experience/habits of Christian community:

1.
2.
3.
4...

**Schools**

**Goal:** For Pastorates with one or more schools, to ensure that Set Ablaze Pastoral Planning seamlessly integrates the aspirations, needs and realities of the school(s) with the Pastorate Pastoral Plan. Discussion should follow the same pattern of where we are, where we want to go, our roadmap for getting there, and how we will know we are succeeding. How are our aspirations for building Lifelong Catholic Missionary Discipleship Through God’s Love by enhancing our Worship, Discipleship and Evangelization, Service and Community expressed in the life of the school as a significant apostolate of our Pastorate?

**Where We Are**

We recognize with gratitude that God has blessed our pastorate school(s) with these particular gifts and resources.

1.
2.
3.
4...

These are the specific aspects/elements of our Catholic School that we especially value and are grateful for:

- 1.
- 2.
- 3.
- 4...

### **Where We Want to Go**

We recognize these opportunities to intentionally invest in these gifts in our Catholic school(s) to more effectively build a culture of lifelong Catholic missionary discipleship through God's love

- 1.
- 2.
- 3.
- 4...

As we discussed opportunities to develop our Catholic school(s) role in forming lifelong Catholic missionary disciples through God's love, the following themes emerged in our conversations and consultations:

- 1.
- 2.
- 3.
- 4...

These are the aspects/elements of our Catholic school(s) mission that we would like to develop/enhance in the future:

- 1.
- 2.
- 3.
- 4...

### **Our Roadmap for Getting There**

From the previous list, in the next 12 Months these are the (2-4) priorities we will focus on to enhance Catholic school(s) mission.

- 1.
- 2.
- 3.
- 4...

For each of these priorities, here are the steps we have brainstormed to accomplish them and groups or individuals we've identified who will take lead and create a timeline (who will do what by when):

1. Priority 1:

- Step 1
- Step 2
- Step 3...

2. Priority 2:

- Step 1
- Step 2
- Step 3...

3. Priority 3:

- Step 1
- Step 2
- Step 3...

4. Priority 4:

- Step 1
- Step 2
- Step 3...

### **How Will We Know if We Are Succeeding?**

These are the quantitative and qualitative measures we will track in order to see if our efforts are succeeding in enhancing the mission of our Catholic school(s)

- 1.
- 2.
- 3.
- 4...

## Pastorate Leadership Team

These are the members of our Pastorate Leadership Team:

These are key steps we will take to be well formed and set up for success in our work as a leadership team:

## Pastoral Level Positions, Parish Staffing, Office Locations

This is our staffing proposal (pastorate and parish level) position, person, location:

If not already filled, this is our plan and timeline to fill the pastorate-level positions of Director of Discipleship and Evangelization, Business Manager and Facilities Manager:

## Pastorate Name and Communication Strategy

This is what has gone well from a communications standpoint in the parishes of our pastorate:

This is what we have learned about various ages and groups in our pastorate about what types of communication they prefer:

This is the name we have adopted for our pastorate:

Here are the key communication priorities, strategies, and methods we will focus on to help keep all members of our pastorate informed and engaged:

### Discipleship/Catechetical and Sacramental Prep Programs

This is what is working well with our discipleship/catechetical and sacramental prep efforts:

These are particular gifts, resources, opportunities we have in our pastorate to be fruitful in our discipleship/catechetical and sacramental prep efforts:

Here is what we would like to be true about each person who participates in our discipleship/catechetical and sacramental prep programs:

Metrics: This is how we will know we are succeeding in Baptism prep, prep for First Communion, prep for Reconciliation, prep for Confirmation, youth catechesis, marriage prep, vocations promotion, OCIA

### Priest Living Arrangements, Fraternity and Collaboration in Mission

These are the keys we have identified to foster clarity and good coordination in the priestly care of the people of the pastorate:

This is the living arrangements we have decided on and the principal advantages we see for this arrangement:

If any rectories will be going unused, here is our plan for those buildings and properties, with a proposed timeline:



## Financial Arrangements

Here is the budget for the fiscal year beginning July 1, 2024, which reflects the priorities of our Pastorate Pastoral Plan:

Here is what has been going well in the financial stewardship and administration of the parishes of our pastorate:

These are the finance related concerns we have for the parishes of our pastorate:

Here are key ways we hope to grow in financial stewardship in our pastorate:

## Mass and Confession Schedule

Here is our permanent Mass and Confession schedule proposal, which meets the parameters of the 10-year forecast of the Set Ablaze Structural Plan:

The people (demographic, community...) most impacted by this plan are:

Their main concerns are:

This is our strategy to help address the concerns of those most affected: