

TOGETHER - IN - FAITH
An Archdiocesan Strategic Plan for Parishes and Schools
2005-2010

Scriptural Preamble

- Luke 24—Jesus and the two disciples on the road to Emmaus
- **Word, Worship, Service:** celebrating the Lord's presence among us as we reflect on our gifts and challenges, building on what we have received and planning for the future

Part One: The Reality of Our Church at this Time in its 170-Year History

A. Mission-driven planning

1. Reviewing the resources and challenges of our local Church, building on the fruits of Vicariate Pastoral Planning and the normal cycle of consultation, this strategic plan focuses primarily on parishes and school.
2. This plan represents "*the next step*" in the Vicariate Pastoral Planning process, taking account of what has been achieved thus far: (a) the structures for consultation are in place and, (b) we have identified priorities through a survey process. Presuming continuing consultation, *Together in Faith* provides guidelines, strategies and parameters for the most effective stewardship of available human and material resources.
3. This strategic plan seeks to address the continuing growth of the Church in Metro Detroit so that the Church's presence within the wider community will be strong and vital, a unified voice for the Gospel of Life.
4. The plan does not address the social service needs of the Archdiocese. While the plan presumes the input and support of the Central Services of the Archdiocese, it focuses on parishes and schools, not the Archdiocese as a whole.
5. Since the plan is focused on parishes, it presumes the "priests-to-people ratio" approved by the Presbyteral Council in 2002. Other questions regarding use of clergy resources are being treated in the Comprehensive Plan for Priests from the Presbyteral Council.
6. Attached with the plan are relevant data regarding finances, demographics and clergy statistics. To assist in the ongoing consultation, there will be an accompanying workbook.

B. A "snap-shot" of our Church at this time

1. Ethnic-racial diversity impact us more and more in our post "9-11" world.
2. Life issues and the work of social justice require a unified voice.
3. Population shifts within metro area impact our parishes (movements from city and first ring suburbs to areas on the edge of Archdiocese); limited financial and human resources in some areas, and in other parts of the metro area, facilities are not adequate for new populations (some parishes and schools need to be clustered and/or closed; others to be built).
4. We are experiencing growing numbers of Catholics and diminishing numbers of priests.
5. Leadership for parishes and schools is aging; we need to recruit and prepare credentialed leaders (Mission Possible program).

6. There is the perennial concern for the catechetical and spiritual formation of both youth and adults.
7. The social service network within the Archdiocese (parish level, Central Service level, and other institutions and agencies) are experiencing financial issues, governance questions, as they struggle to maintain Catholic identity in the face of ever-expanding needs and new technology.

C. *Resources we bring to the table*

1. A tradition of 300 years of Catholic presence in the metro area and 170 years as a local Church.
2. A Cardinal and several active auxiliaries committed to dialogue, dedicated clergy (710 priests and 152 deacons), including 112 religious men and 1,897 religious women, and well-educated, committed lay faithful.
3. A continuing commitment to raising consciousness of the call to ministerial priesthood and/or religious life through the work of "Try It On" campaign and parish vocation committees.
4. Educational and formational opportunities and processes, including Sacred Heart Major Seminary, St. John Center, five Catholic colleges and universities, *The Michigan Catholic*, CTND and web presence; RCIA processes in place in all parishes; parish catechetical programs for youth and adults; 136 Catholic schools in parishes and 16 privately sponsored Catholic elementary and secondary schools.
5. Social service tradition of Catholic presence in health care institutions and a network of agencies meeting various needs; parish Christian service coordinators; parish nurse programs; coordinated outreach for immigrants.
6. Dynamic parish liturgies in harmony with the new *General Instruction of the Roman Missal* with well-trained and credentialed lectors, extraordinary ministers of the Eucharist; ministers of hospitality; music ministers.
7. Support for the vocation and spirituality of Christian marriage via programming for marriage preparation and for marriages in need of strengthening at St. John's Center, in vicariates and parishes. Efficient Metropolitan Tribunal offers pastoral outreach to divorced.
8. A strong tradition of working with fellow Christians and people of other faith backgrounds to address social issues of the day (including abortion, euthanasia, capital punishment, racism, ecological concerns, educational opportunities for all, health and welfare reform which is adequate and just for all).
9. A strong and growing commitment to the principles of Christian stewardship as evidenced by the increasing number of parishes providing stewardship education and studying the stewardship education manual, *Called by Christ, Gifted by the Spirit*; the 20-year success record of the annual Catholic Services Appeal; and fundraising campaigns at both the parish and Archdiocesan levels, including the *Stewards for Tomorrow* endowment fund, *Making All Things New* for the renovation of Blessed Sacrament Cathedral, efforts on behalf of Sacred Heart Major Seminary and the Pope John Paul II Cultural Center in Washington, D.C., and also at the vicariate level, such as Vision 2000 in the Pontiac vicariate.
10. The experience of an enthusiastic embrace of the five-year *Jubilee 2000* spiritual renewal process at the parish level and the Eucharistic Congress at St. John Center and parishes continually pursuing renewal opportunities.
11. St. John's Center for Youth and Family and several other retreat centers for personal and communal spiritual renewal experiences for people of all ages.
12. A close collaborative rapport with agencies and processes supporting archdiocesan efforts and outreach such as Catholic Youth Organization, Charismatic Renewal, Cursillo, Marriage Encounter, St. Vincent de Paul.

13. A strong tradition of support for the work of evangelization and missionary activity at home and abroad through consistently record-high annual collections for Mission Sunday and other national collections such as CCHD, CRS and special collections for natural disasters; Archdiocesan support of a mission parish in Recife, Brazil; pastoral service to the Church in the Cayman Islands; and the commitment of \$3 million annually over the last 25 years to the service of schools and parishes in economically challenged areas. Moreover, approximately one-third of our parishes partner with other parishes (local or international) and/or other programs of stewardship support.
14. Implementation of the 2002 Dallas Charter for the Protection of Children and Young People and the VIRTUS training program for all who work with youth.
15. Coordinated public policy with other dioceses of the state through the Michigan Catholic Conference and programs of just compensation for employees of Catholic parishes, schools and institutions.
16. Processes in place for input and deliberation on all levels; these processes respect the principle of subsidiarity and are recognized by all as consultative.

<h2>Part Two: Guiding Principles for Our Strategic Planning</h2>
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- A. The Scriptures, Code of Canon Law, and the teachings of Vatican II and the Holy Father, as well as the pastoral directives of the Cardinal, will serve as the foundational “texts” for all planning.
- B. The triad of “Word, Worship and Service” are essential to the Christian mission and complement one another. Every Eucharistic community must have in place a process of evangelization for those already believers and for those inquiring, including outreach in the neighborhood. Since the Eucharistic celebration energizes us for service, every parish must be committed to specific works of social justice and building up the common good, respecting the dignity of all life from conception to natural death.
- C. With Eucharistic imagination and hopefulness, individual clergy, religious and laity, as well as parishes, vicariates, schools, or institutions must show their recognition of the racial and ethnic diversity of the Archdiocese in their commitment of time, treasure and talent.
- D. In keeping with the principle of the dynamic interaction of “communion and mission,” in all programming, Central Services, vicariates, schools, and parishes are to evaluate whether specific services or activities are maintenance of *status quo* or whether they are “mission-minded” (i.e., evangelization).
- E. Wise stewardship of human and material resources and a desire for quality liturgical and formational experiences call us to eliminate unnecessary duplication of liturgies and other programs. As Central Services, vicariates, parishes, schools and institutions schedule their programming, they are to ask whether this service is already being done elsewhere, whether it could be done in another way, or perhaps is no longer essential to our mission.
- F. The integrity of the local parish and the authority of the pastor will be respected even as their cooperation with the vicariate/region planning is expected. Every parish will be represented on planning bodies at all levels (vicariate, region, Archdiocesan).
- G. Local Catholic organizations and institutions will be included as appropriate.
- H. Women and Men Religious who serve in other-than-parish ministries will be included as appropriate. The professional expertise of lay men and women will also be integrated into the process (particularly in the areas where Church personnel lack preparation: e.g., administrative skills, financial management, etc.)

Part Three: Strategic Plans

A. Parishes

“It is in the local churches that the specific features of a detailed pastoral plan can be identified – goals and methods, formation and enrichment of the people involved, the search for the necessary resources – which will enable the proclamation of Christ to reach people, mold communities and have a deep and inclusive influence in bringing gospel values to bear in society and culture.”
(Apostolic Letter on the Beginning of the Third Millennium)

1. Description

Parish communities are being identified according to three adjectives: **sacramental, strategic and sustainable**. It is understood that all parishes and vicariates have a responsibility to build up the Church of Detroit through the coordination of ministerial activities, sharing and consolidating resources.

a. Sacramental

Sacramental Life of a parish is measured by the total number of Adult Baptisms, Infant Baptisms, Adult Full Communions, participants in the RCIA, and Catholic and Interfaith Marriages. Every parish will be asked to verify Kenedy Directory Sacramental Statistics, and to document numbers for Sunday Eucharist(s).

b. Strategic

A strategic parish has 1) defined its ministry purpose and reason for being in that location; 2) analyzed the environment in which it operates and realistically assessed its strengths and weaknesses, making assumptions about unpredictable future events; 3) written specific and measurable objectives; 4) developed strategies on how to exercise good stewardship over available resources to reach objectives; 5) developed operational plans to meet objectives; and 6) established methods to evaluate progress.

c. Sustainable

A sustainable parish is able to generate sufficient income to meet general operating expenses through its offertory collection, without having to rely on grants or rental income.

2. Guiding Principles for a Sacramental, Strategic, and Sustainable Community

A healthy parish has a pastoral plan that addresses all components of parish life: Worship, Evangelization, Religious Education, Christian Service, Catholic school education, Stewardship and Leadership. The parish demonstrates its stewardship by collaborating with other parishes in the vicariate; together with other parishes, they bring the message of Christ to the local community

a. Worship

“...The divine sacrifice of the Eucharist, is the outstanding means whereby the faithful may express in their lives and manifest to others the mystery of Christ and the real nature of the true Church.” [Constitution on the Sacred Liturgy, article 2]

Worship is both expressive and constitutive; as we gather to worship as one, we indeed become more fully the Body of Christ. Parishes exist primarily so that the Body of Christ can gather in unity to offer praise and thanksgiving to God.

b. Evangelization, Re-evangelization and the “New Evangelization”

In keeping with the vision of Pope John Paul II in his Apostolic Letter On the Beginning of the Third Millennium, and building on Pope Paul VI’s 1975 Apostolic Letter Announcing the Good News, and the U.S.

Bishops' document Go and Make Disciples, evangelization first begins with a renewed personal commitment to Jesus Christ and the mystery of His Death-Resurrection. This experience is then expressed in a lifestyle which gives personal and communal witness to others—including fellow Catholics, both practicing and non-practicing, other Christians and even people of other faith backgrounds or no particular faith commitment.

c. Religious Education / Catechesis

"...Catechesis is built on a certain number of elements of the church's pastoral mission which have a catechetical aspect...They are: the initial proclamation of the Gospel or missionary preaching to arouse faith; examination of the reasons for belief; experience of Christian living; celebration of the sacraments, integration into the ecclesial community and apostolic and missionary witness."
(John Paul II, Apostolic Exhortation, Handing on the Faith)

Faith Formation takes place in formal and informal ways within a parish. It encompasses adult faith and spiritual formation, the Rite of Christian Initiation of Adults, faith formation for youth and children, sacramental preparation, family life formation, and other means of developing the spiritual life of the faith community.

d. Christian Service

"We see the parish dimension of social ministry not as an added burden, but as part of what keeps a parish alive and makes it truly Catholic. Effective social ministry helps the parish not only to do more, but be more – more of a reflection of the Gospel, more of a worshipping and evangelizing people, more of a faithful community. It is an essential part of parish life." (United States Bishops' document, Communities of Salt and Light: Reflections on the Social Ministry of the Parish)

By our baptismal call we are called to serve others, to perform works of charity and to work to eradicate the root causes of injustice.

e. Stewardship

"Essentially, stewardship means helping the Church's mission with time, money, and personal resources of all kinds. This sharing is not an option for Catholics who understand what membership in the Church involves. It is a serious duty."

God wishes human beings to be his collaborators in the work of creation, redemption and sanctification; and such collaboration involves stewardship in its most profound sense. Stewardship in an ecclesial setting means cherishing and fostering the gifts of all, while using one's own gifts to serve the community of faith."
(USCCB; Stewardship: A Disciple's Response)

Good stewardship is the use of one's gifts, talents and resources in a responsible way for the common good of the community. Parish resources consist of sacramental, pastoral, savings, and physical buildings and properties. To be good stewards requires prayerful planning on the part of the community.

A Sacramental, Strategic and Sustainable parish has sufficient membership to fulfill all ministerial needs and to perform the tasks necessary to keep the parish functional and ready for future possibilities.

A sustainable parish has the financial resources to carry out its mission without becoming preoccupied with financial matters at the expense of ministry. It does not rely on extraordinary income to balance the budget. Parish facilities are well maintained; building overhead is not burdensome to the community; space is adequate to meet the needs of parish ministries.

f. Leadership

“The Christian faithful along with those who share in the pastoral care of the parish in virtue of their office give their help in fostering pastoral activity.” (Code of Canon Law c 536)

Leadership gives vision to the parish community. A vision focused on the Gospel message that gives hope, unifies, and evangelizes. Parish leaders give voice to parishioner’s needs, especially those that may otherwise go unnoticed. Leaders carry out the vision by calling forth the whole parish community to share their gifts – time, talent and treasure; to hospitality and compassion; and to proclaiming the good news of Christ.

3. Process

a. All parishes in the Archdiocese of Detroit will have a current written parish plan that defines the parish mission, goals, and objectives, and explains how the parish is **Sacramental, Strategic and Sustainable**. If there is a current plan, it must be reviewed and adapted every three 3 years. If there is no current plan, the parish will develop one using the tools below.

i. The Archdiocese of Detroit will supply all parishes with data for planning. This data will include the 5-year financial trend analysis, CSA households, Kenedy Directory Sacramental statistics, priest to people ratio, Ministerial staff ratios, etc.

ii. The Archdiocese of Detroit will also provide standards or indices by which a parish can determine its status as **Sacramental, Strategic and Sustainable**.

iii. Parishes will complete the parish evaluation inventory (PEI).

iv. Parishes will review the priest to people ratios, staff to people ratios, and other criteria to determine the actual staffing needs

v. Parishes will share with Vicariate Pastoral Councils (VPC) their parish plans and their completed PEI.

vi. The VPC will review the parish plans in relation to the Vicariate Pastoral Plans, and make written recommendations for all remaining parish communities as **Sacramental, Strategic and Sustainable**.

vii. The Vicar will share their findings with the regional Auxiliary Bishop, and send the VPC's written recommendations to the Cardinal.

b. Typically, parishes will fall into one of three categories:

i. Stable Parishes

Stable parishes meet the following criteria:

- At the median or higher range of Sacramental Life of a Parish as identified by the PEI
- Are strategically placed in the community, necessary to provide a Catholic presence to a critical mass of the Catholic faithful
- Are financially stable, and are projected to remain so
- Have well maintained buildings and properties to meet the needs of the current population

- Are not facing an increase but could see a decrease in population demographics in the next ten years
- Would be clustered according to priest to people ratio and availability of clergy

ii. Growing Parishes

Parishes which are facing an increase in population or need to expand their facilities will meet the following criteria:

- They will complete or update their parish plan, incorporating the standards of **Sacramental, Strategic and Sustainable** parishes.
- The vicariate parishes will study the data to determine if other parishes will need to expand in the near or more distant future.
- Parishes will study how they may need to combine resources to do what is best for the vicariate, region and the Church of Detroit.
- Once the findings and data are shared with the Vicariate Pastoral Council, and they have made a written recommendation, the parish will share the plan with other appropriate consultative bodies.
- The parish will present their plan and request to the College of Consultors, along with the written recommendation from the VPC.
- The Cardinal will make the final decision if a parish is to expand/build.

iii. Parishes Experiencing Financial or Pastoral Challenges

Parishes which are experiencing operating deficits will meet the following criteria:

- They will complete or update their parish plan, incorporating the standards of **Sacramental, Strategic and Sustainable** parishes.
- They will meet with a diocesan team to review their parish plan and PEI. This team will be made up of some or all of the following: members of the Departments of Parish Life and Services, Education, Development, Parish Support Services, the Vicar, and Regional Auxiliary Bishop
- The vicariate parishes will study the data to determine if the parish could or should consolidate programs, staff, etc. with another parish.
- The vicariate will determine if the parish is Sacramental, Strategic and Sustainable, or what is best for the parish, the vicariate and the Church of Detroit.
- The Vicariate will meet with the Regional Auxiliary Bishop to share its recommendations.
- Final recommendations and data will be sent to the Cardinal.
- Findings and data will be shared with other consultative bodies where needed.
- The Cardinal will make the final decision if a parish is to merge or close.

B. Catholic Schools

Catholic schools serve as an integral extension of the education ministry of the Church which continues the teaching mission of Jesus. They are a healthy complement to the work of evangelization and catechesis occurring in all parishes.

1. Guided by the principles for strategic planning as set forth in this document, school communities will examine themselves in relation to Catholic identity, quality of instructional programming and wise stewardship. Possible outcomes include:
 - Maintaining current viable status
 - Expanding existing facilities
 - Identifying and targeting issues to achieve a viable status
 - Consolidating with a neighboring school(s)
 - Closing a school
2. The members of the Church in the Archdiocese of Detroit expect the following from its Catholic Schools:
 - A strong Catholic identity that is proclaimed by the pastor, principal and all staff members
 - An enrollment that is strong, possibly growing, and not declining substantially
 - A staff that is highly qualified and committed to its profession and the Church's teaching mission
 - A curriculum that is committed to program quality, including professional development, increased academic achievement and accreditation
 - An involved parent community that both partners and is served
 - A budget that is balanced
 - A commitment to the Archdiocesan plan to raise teachers' salaries
 - A local Advisory Committee that is engaged in strategic planning and accountability
 - A marketing and recruitment plan that promotes the school
 - A facility that is well-maintained and improved
3. School communities in the Archdiocese expect the following from the Church in the Archdiocese of Detroit:
 - An expressed belief that Catholic schools are important to the Church's mission
 - Financial support from all parishes within the vicariate
4. In September 2003, the Archdiocesan Advisory Board of Catholic Education presented a document to the Council of Vicars entitled, *Guidelines for Planning for Catholic Schools*. This document has a process for conducting an internal school study followed by planning at the local and vicariate levels and is to be implemented annually, particularly by schools whose enrollment continues to decline. If used appropriately, the document enables parishes, vicariates, and the Office for Catholic Schools to plan for the future of Catholic education in the Archdiocese of Detroit.