

P-3(b)

*Response to the Challenges of the  
Archdiocesan Pastoral Plan (1996)*

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**PREFACE**

In "A Journey of Hope Toward the Third Millennium" it was suggested that the Archdiocesan Pastoral Plan "belongs to all Catholics of the Archdiocese. It is ultimately our responsibility in our parishes and daily life to contribute to the Plan's success. The Call to Discipleship will affect all of us differently, but each of us has a personal response to the calls to Worship, Lead, Evangelize, Educate and Serve" (p26).

In order to provide direction and guidance for the important work of implementing the goals and strategies of the Pastoral Plan, I want to provide a written response which will indicate the areas of responsibility for the implementation of specific recommendations, and coordinate the overall response on behalf of the Archdiocese.

The Pastoral Plan has summed up its recommendations in a series of twelve goals, which have been listed as "priorities," with several strategies by which each goal might effectively be accomplished. These priorities reflect the suggestions of the parish representatives and the analysis of the Commission over the three years of the life of the pastoral planning process. In order to ensure a successful implementation of the Pastoral Plan's priorities it will be necessary to assign responsibility for the oversight of the necessary steps toward implementation to the appropriate office, agency, or institution.

**Priority 1**

***Affirm and empower the laity in their baptismal roles of leadership and responsibility.***

***\*Provide ongoing education through the School of Pastoral Leadership***

**Response:** The implementation of the School of Pastoral Leadership was successfully begun in 1995 and completed in 1996 with the certification of approximately 1,000 lay leaders. This year, 1996-1997, the School of Pastoral Leadership has 650 new and continuing students. I have appointed an Advisory Board for the School of Pastoral Leadership to guide its ongoing development as a primary resource for the Archdiocese in lay ministry formation.

***\*Activate and affirm these trained leaders in significant roles at all levels of the Archdiocese***

**Response:** Through the School of Pastoral Leadership and the Pastors and Staffs of participating parishes, trained leaders are fulfilling roles in the parishes from which

they came. The School of Pastoral Leadership has instituted programs for integration of students into parish life. These include programs that advance and continue studies, and days of recollection. Parishes have received their parishioners by having dinners, missioning ceremonies and other celebrations. The School of Pastoral Leadership students are involved in the work of new Parish Councils, liturgy committees, RCIA programs, and social justice committees.

## **Priority 2**

***Recognize and empower youth and young adults as full members of the Church.***

*\*Identify, train and energize 500 youth and young adult leaders by the year 2000*

*\*Incorporate youth and young adults into the ministries of the parish.*

*\*Encourage the establishment of Youth Councils in parishes as advisors to the pastor about ministry for the youth.*

***Response:*** Archbishop Quinn began the implementation of this recommendation by providing \$90,000 in grants to CYO to assist with ongoing parish based youth ministries. During the course of last year, 13 new parish based youth ministry programs were instituted in San Francisco, and 150 youths were given special training in leadership. Discussions in Marin took place to evaluate youth programs in that County. Efforts in San Mateo County to continue collaboration and leadership training were undertaken. In this budget year, I have increased the funds in order to a) expand youth programming for the formation of leaders, b) enhance the retreat program for both high school and junior high students, and c) continue enhancement of parish based youth ministry programs. Through the programming and activities of the CYO Youth Ministry Office and the School of Pastoral Leadership, opportunities will be provided for youths to participate in the ministries of parishes where it is appropriate. As youth ministry programs develop ways for youth to participate in parish activities, youth councils will be established where appropriate under the direction of the CYO Youth Ministry Office.

In regards to young adult ministry, I have established a Young Adult Ministry Office in the new Department of Parishes whose director will coordinate the already ongoing young adult activities throughout the Archdiocese, implement young adult ministry in each region of the Archdiocese, coordinate Archdiocesan campus ministry, and ensure programming that is sensitive to ethnic and multi-cultural issues.

## **Priority 3**

*Celebrate liturgies that reverently give glory to God and nurture the spiritual development of our community.*

*\*Develop in each parish a trained liturgy committee to assist the parish in providing warm and inviting liturgies in accord with the Church's liturgical tradition and norms.*

**Response:** I have established an Office of Worship in the Department of Parishes which will take responsibility for the implementation of this goal.

*\*Through the Deans and their Apostolic Ministry Committee, develop a program by which each parish can evaluate its liturgies and share its successes and needs.*

**Response:** The Apostolic Ministry Committee of the Council of Priests will work to develop an evaluation process that is appropriate for use in the parishes of the Archdiocese. This evaluation process will be implemented by the Office of Worship.

#### **Priority 4**

*Provide quality homilies in all our liturgies.*

*\*Develop an ongoing homily evaluation and assistance program for the clergy.*

**Response:** I have asked the Clergy Education Board to make recommendations on the following three issues:

1. Recommendations for ongoing training of Priests and Deacons on elements of good homily material and presentation.
2. Programs of assistance for cultural sensitivity for the homilists who preach to our many and varied congregations.
3. Programs of assistance for foreign born clergy to learn English and homily preparation where needed.

#### **Priority 5**

*Affirm and strengthen in enthusiasm and numbers those called to serve our church in the priesthood, the diaconate and religious life.*

*\*Strengthen priests' ability to lead through support groups and a convocation of the clergy.*

*Response:* The Council of Priests has begun preparations for a Convocation of Priests.

*\*Make the efforts of priests, deacons and religious more effective through continuing development of collaborative models of pastoral leadership.*

*Response:* The Apostolic Ministry Committee developed a workshop with Father Brian Joyce on the formation of Parish Councils that has been presented throughout the archdiocese to priests and parish staff. The Office of Parish Life under the Vicar for Parishes will be responsible for the ongoing training and formation of Parish Councils and Parish Council Leaders and Parish Planning.

*\*Develop an active program for vocation promotion through prayer, personal example, homilies, professionally prepared advertisements, outreach to universities and colleges, a discernment center, a strong connection with the Young Adult Volunteer Corporation. and a leadership program for youth.*

*Response:* The Office of Vocations has been expanded with a staff of a full-time priest and a woman religious. The Vocations Office has been asked to prepare for the application of the National Vocations Strategy, adopted by the NCCB in November, 1995, to accomplish this goal. Ongoing discussions are being held with the Sulpicians regarding a Discernment Center at St. John the Evangelist parish for young adults considering priesthood as a vocation. St. Thomas More has been established as a quasi-parish to provide a base for outreach to San Francisco State University, with special emphasis on vocation discernment.

## **Priority 6**

*Commit ourselves to ongoing religious formation.*

*\*Form small ecclesial (faith) communities centered in the parish so that the faithful may develop a sense of community and be able to strengthen one another and our families through shared prayer bible study and service to those in need especially the poor and elderly.*

*Response:* The Vicar for Parishes, the Office of Evangelization/RENEW, and the Office of Parish Life will explore models and opportunities for the development of small ecclesial (faith) communities centered in the parish. Much of the development of small faith communities can be coordinated with the overall Archdiocesan effort in Renew 2000 as a proximate preparation for the Third Millennium. RENEW 2000 will begin in parishes in the Fall of 1998. Training will begin this coming year (1997).

*\*Provide resources from the Offices reporting to the Vicar of Parishes to support parishes in coordinating and distributing information about*

*opportunities for spiritual direction, personal prayer , retreats and prayer groups.*

**Response:** Many parish representatives in the consultation process expressed a desire for expanded opportunities for personal and spiritual enrichment. The Vicar for Parishes, through the Office of Evangelization/RENEW, the Office of Parish Life and the Office of Worship, will coordinate and provide information about these opportunities to parishes.

### **Priority 7**

***Invite others to participate more fully in the saving plan of God and seek to bring the values of the gospel to the culture in which we live.***

***\*Designate 1999 as a year of outreach to inactive Catholics and those who are not members of the Church.***

**Response:** The new Office of Evangelization/RENEW will provide resources for the implementation of Renew 2000 in conjunction with Tertio Millenio Adveniente in the three years prior to the third millennium. Together with the Director of the Office for Parish Life, the Vicar for Parishes will be asked to explore the feasibility of a 1999 year of outreach to inactive Catholics.

***\*Form a Catholic leadership conference to organize efforts to bring Catholic values to the work place, the media and government.***

**Response:** Under the direction of the Office of Public Policy and Social Concerns, a Catholic Leadership Conference, comprised of the professional, business and labor leadership throughout the Archdiocese to meet on a regular basis to encourage Catholic identity and Catholic values and activity in the marketplace and in the world, is under study. The annual establishment of the Archbishop John R. Quinn Social Justice Colloquium, jointly sponsored by the Archdiocese and the University of San Francisco, will also bring together a core group of Catholic lay men and lay women from many different professional perspectives.

***\*Participate actively in ecumenical and inter-faith groups in making God's presence better known in our world.***

**Response:** The Office of Ecumenical and Inter-Religious Affairs has been reestablished on a full-time basis so that on-going dialogue and active participation on an inter-faith level can take place throughout the Archdiocese.

### **Priority 8**

*Strengthen families in the Archdiocese through programs of education formation.*

*\*Offer workshops, retreats and support groups to assist and stabilize families.*

**Response:** The Department of Parishes offers staff support on family life issues to the parishes. This need, so consistently voiced by the parish representatives throughout the pastoral planning process as an issue of importance in parish life, will be given priority status for the Office of Parish Life and the Office of Family Life.

*\*Through Catholic Charities provide resources for family and personal counseling in each county of the Archdiocese.*

**Response:** Catholic Charities will inventory and review all of its counseling opportunities for families and expand them where appropriate, especially in parishes.

#### **Priority 9**

*Make our elementary schools and religious programs better resources for forming children and their families in faith.*

*\*Provide shared programs for the families of all children of the parish preparing to receive sacraments.*

**Response:** The Department of Catholic Schools, the Vicar for Parishes and the Office of Religious Education will coordinate and review all religious education materials to see that they emphasize family involvement in their presentation and implementation.

*\*Provide quality Catholic school education for all Catholics through the establishment of endowment funds in all of our parishes, even those without schools.*

**Response:** The Office of Stewardship will aid in the forming of an action plan for Catholic school endowments and explore a means by which all Catholics in the Archdiocese, even Catholics in parishes without schools, can participate in developing these endowment funds. The Office of Stewardship will also explore a Catholic Education endowment in partnership with local school endowments.

#### **Priority 10**

*Provide regular and organized programs of adult education.*

*\*In every deanery or parish organize a program for adult education each year.*

*\*In every deanery or parish organize an ongoing program of bible study.*

**Response:** The Vicar for Parishes will be responsible for encouraging and coordinating programs of adult education, with the collaboration of the School of Pastoral Leadership and the Office of Religious Education.

### **Priority 11**

***Make our Archdiocese an advocate for social teachings of the Church.***

*\*Establish a Justice, Peace and Life Committee on a parish or deanery level to sensitize our people to our mission beyond the borders of their own parish, diocese or nation.*

**Response:** I have established the Office of Public Policy and Social Concerns, with the responsibility for Respect Life and Justice & Peace issues, to be a resource for parish or deanery committees for justice, peace and life. It is important that our outreach, advocacy and service to the poor and our commitment to life from conception to natural death be important parts of parish life in the troubled social climate in which we now live.

*\*Establish a Catholic continuum of care for caring outreach and advocacy programs in the Archdiocese.*

**Response:** I have asked Catholic Charities to coordinate a collaborative effort that includes all Archdiocesan and all Catholic non-Archdiocesan service agencies to more efficiently respond to the needs of the poor. In the consultation process during the three years of the development of the Pastoral Plan, many fruitful discussions were held among the Catholic, non-Archdiocesan agencies and hospitals which are so much a part of Catholic life here in the Archdiocese. These discussions will provide a good foundation for a more intense collaborative effort.

*\*Ask parishes to "partner" with parishes with fewer financial resources either in the Archdiocese or beyond to develop ties of mutual enrichment.*

**Response:** The Vicar for Administration is coordinating discussions for a "parish partner program" so that parishes can share time, talent and treasure, and thereby mutually enrich each other. Over the past several months, meetings have been held with pastors from less affluent parishes and pastors from parishes with more financial resources, and they have agreed to a preliminary framework for a "parish partnering program." These discussions envision a covenant relationship in which two or more



parishes would share 1) a variety of social and liturgical relationships, 2) professional expertise in finance, legal, administration and social justice and 3) financial resources.

**Priority 12**

***Involve young adults and youth in service to others.***

***\*Establish an Archdiocesan Young Adult Volunteer Corp. to work with other Catholic charitable groups to serve the poor and the disenfranchised as well as to share in religious formation and youth ministry.***

***Response:*** Through the Office of Young Adults we will explore the feasibility of beginning a Young Adults Volunteer Corp. Experience with volunteer corps of this type has shown that there are many young people who are looking for some meaningful service opportunities at this time in their lives. They can be very helpful in a variety of ministries, institutions and parishes throughout the Archdiocese. Research has shown that approximately 30% of these young adults who enter these volunteer ministries are in the process of discerning a vocation. The St. Joseph Village program for the homeless will provide a coordinated opportunity for young adult volunteer efforts.

***\*Require all students in our schools and religious programs to provide some form of service to those in need of the compassion of Christ.***

***Response:*** There is already significant implementation of this goal; the respective Schools Department and Religious Education Office will be asked to oversee continued implementation.

## STRUCTURE AND ORGANIZATION

In conjunction with the recommendations made by the Pastoral Plan regarding structure and organization, the following steps have been taken:

### **I. ORGANIZATION AND LEADERSHIP (p.31)**

As of December, 1996, Archbishop Levada has completed pastoral visits to over three-fourths of the parishes of the Archdiocese. Bishop Sevilla served as Vicar for Parishes, with responsibility as Department Head to coordinate the offices which provide pastoral services to the parishes and institutions of the Archdiocese. In order to ensure maximum coordination, the Office for Ethnic and Cultural Ministries will be located in this Department.

Instead of an Archdiocesan Board, the Archbishop has designated the five Department Heads (Vicar General/Moderator of the Curia; Vicar for Clergy; Vicar for Parishes; Superintendent for Catholic Schools; Vicar for Administration) a Cabinet to meet with him on a regular basis for effective management coordination. Outside consultants will be called upon as needed.

An Archdiocesan Pastoral Council, to be staffed by the Office of Parish Life, will be formed after appropriate consultation with the Council of Priests. The Archdiocesan Pastoral Council will be responsible for ongoing pastoral planning at the level of the Archdiocese as a whole, taking the current Pastoral Plan as its basis.

### **II. OFFICE OF HUMAN RESOURCES**

On page 32, the Plan recommends that an Office of Human Resources be established within the Archdiocese to provide practical policies and resources for the range of issues touching upon employment, benefits, morale, training, evaluation and career enhancement for the employees of our parishes, schools, agencies and institutions. On July 15, 1996, the Archdiocese hired Carl Feil as the new Director of Human Resources.

One of the first tasks that Carl has taken up is the compilation of information about the employees of the Archdiocese and the establishment of systems to coordinate benefits and pay.

In addition, the Office of Human Resources has established an Employee Relations Team at the Pastoral Center which can bring to the Moderator of the

Curia and the Archbishop ideas for improving morale within the Pastoral Center and promoting collaboration.

Beginning in early 1997, a series of training workshops will be offered to our pastors and/or administrators in the areas of employment and human resources management. The Director of Human Resources has also been assisting pastors in dealing with the variety of sensitive and urgent employment related issues.

The Office of Human Resources has undertaken a comprehensive review and evaluation of the lay salary program covering staff of the Pastoral Center. It has engaged the services of NACPA to assist with the improvement and development of the salary administration program.

The Office of Human Resources also looks forward to assisting the Archbishop in developing a comprehensive pay and benefit structure for the parishes and agencies of the Archdiocese.

### **III. STEWARDSHIP OFFICE**

On page 37 of the Plan, there is a call for comprehensive stewardship education within the Archdiocese. The Stewardship Office is in the process of concluding its three-county presentation to parishes which have been willing to establish a stewardship committee and to practice stewardship principles. The Stewardship Office has also developed a plan that includes treasure, but emphasizes also the time and talent aspects of good stewardship.

On page 17, the Plan emphasizes the need to make Catholic education affordable for all Catholic children within the Archdiocese. The Stewardship Office has met extensively with the Department of Catholic Schools to develop principles for the establishment and growth of school endowments throughout the Archdiocese. The Stewardship Office has also done preliminary work for identifying the needs for a capital campaign that would focus to a great extent upon the needs of education within the Archdiocese.

Recognizing the need for new sources of revenue, the Stewardship Office has formed a Stewardship Committee of Priests that will work with the office to implement a long-range five-year plan to educate our people about stewardship, increased offertory income, and the meeting of Archdiocesan needs for scholarship funds, endowments, deferred maintenance and pension liabilities.

#### **IV. FINANCE OFFICE**

*On page 63, the Plan calls for a series of reforms in the management of finances, particularly within the parish setting. These reforms called for the establishment of balanced annual operating budgets and an annual capital expenditure budget in all parishes of the Archdiocese. It provided that each parish should issue an informative financial report to its parishioners at least annually, and that all parishes should follow established internal accounting controls. The Pastoral Plan states that guidelines should be formulated for parish finance councils and that a coordinated payroll system should be established in order to ensure that all employees receive proper benefits and to guarantee full compliance with ever more complex laws on taxes and employee benefits.*

During the past year, the Finance Office has assisted in establishing guidelines for parish finance councils, setting up and running a coordinated payroll system, designing a uniform chart of accounts, and establishing a program to provide checks and balances for parish and/or agency accounts in non-Archdiocesan financial institutions.

The Finance Office, in conjunction with the Archdiocesan Legal Office, has designed principles for the establishment and management of school endowments which already exist within the Archdiocese, as well as policies for the investment of parish surplus funds.

During 1997, the Finance Office of the Archdiocese, in conjunction with the Archdiocesan Finance Council, will hold a series of workshops on Archdiocesan financial Policies for pastors, associate pastors, finance council members, and financial operations staffs of our parishes and schools. After the workshops, the Finance Office will provide follow-up assistance as parishes move toward fully implementing all of these policies.

#### **V. COMMUNICATIONS**

The Pastoral Plan makes a series of recommendations for the development of a comprehensive communications strategy for the Archdiocese. These recommendations have been assigned to a new Communications Task Force, chaired by the Vicar General/Moderator of the Curia, to provide a communications plan for the Archdiocese.

Archbishop William J. Levada  
December 17, 1996