

# Local Area Parish Planning Process

September 2010 - December 2011

## Diocese of Davenport



**"For I know well the plans I have in mind for you, says the Lord, plans for your future, not for woe, plans to give you a future full of hope." Jeremiah 29:11**

Guidelines reviewed by Diocesan Pastoral Council, Presbyteral Council and all priests	June 2009
Phase I Planning Report revised	May 18, 2010
Final Document	July 27, 2010
Due Dates/Timeline Revised	October 15, 2010
Phase III and Appendix D Updated	February 21, 2011

Copies of this document may be downloaded from [www.davenportdiocese.org](http://www.davenportdiocese.org)

## **Diocesan Planning Commission Guiding Principles**

### **Diocese of Davenport Vision Statement**

The Catholic Diocese of Davenport will reflect the Reign of God by growing in faith, hope and charity.

### **Diocese of Davenport Mission Statement**

As a Eucharistic community, we live out Jesus' call to go and make disciples of all nations and to love God and neighbor.

### **Parish Planning Commission Values**

The following values and guidelines guide all aspects of the diocesan planning process. Individual parishes and Local Area Planning Groups are asked to reflect on these values and to incorporate them into their deliberations.

#### **Values**

1. Knowing we are a Eucharistic community, every effort must be made to keep the Lord's Day Mass available and paramount to our planning efforts.
2. We believe that the Holy Spirit is leading the planning process. We encourage everyone to pray at every step of the process.
3. The support and nurture of healthy, vibrant parishes is paramount to our efforts. It is important to have a vision of what we want in parish life.
4. Every effort must be made to provide opportunities for all members of the parish to be aware of and involved in the planning process.

#### **Guidelines**

1. We will build on the *Living the Faith* plan as accepted in 2005.
2. Sunday Celebrations in the Absence of a Priest (SCAP) can only be used in an emergency. This does not substitute for Mass.
3. Every parish in one way or another is to have a pastor assigned to it who is responsible for the pastoral care of that parish (c. 517).
4. Parish priests will celebrate no more than two Masses on Sunday and one anticipatory Mass on Saturday for the Lord's Day.
5. Where there is a decrease in the number of priests to serve a given area, every effort will be made to evaluate the need for salaried positions and hire professional ministers to provide ministry accordingly.
6. Planning needs include proposals for the recruitment, formation, affirmation and support for future priests, religious, deacons, professional lay ministers and disciples for ministry in our parishes.
7. It is assumed that all proposals for the future will be faithful to the teachings and practices of the Roman Catholic Church.

*"We are a hope-filled people living in the presence of God as we work to bring about His Kingdom."*  
Bishop Martin Amos

**Diocese of Davenport**  
**Local Area Parish Planning Process Summary and Time Line**

**Phase I – Parishes Make Initial Report to Bishop (Sept. 15, 2010 – Jan. 17, 2011)**

Part A (September 15 – October 1)

- Pastors/parish leaders/staff receive planning guidelines and parish profiles at one of seven meetings held across the Diocese.
- Information shared and discussed with parish leaders.

Part B (October , 2010 – January 17, 2011)

- All Diocesan parishes meet individually two times and formulate Phase One Parish Planning and Recommendations Report which is due to Bishop Amos by January 17, 2011.
- Two lay representatives are appointed by each parish along with pastor/parish life administrator to serve as representatives to a Local Area Planning Committee.

**Phase II – Diocesan Planning Commission Compiles Parish Planning and Recommendations Report Responses and presents to Bishop (January 17 – February 11, 2011)**

**Phase III – Local Planning Committees Established and Develop Preliminary Plans (February 14, 2011- To be determined)**

Part A

- Diocesan Planning Commission members facilitate local area meetings with local area planning representatives that are appointed by each diocesan parish along with their pastor/parish life administrator.
- Diocesan Planning Commission gives the Local Area Planning Committee the planning directives.

Part B

- Local Area Planning Committees establish how the local areas will reach the goals of the planning directive and determine which parish(es) will collaborate to achieve these goals.
- Local Area Planning Committee drafts Preliminary Plan.

**Phase IV – All Diocesan Parishes Hold Parish Meeting(s) to Review Preliminary Plan** (To be determined)

- Each parish holds an open town hall meeting facilitated by the Local Area Planning Committee representatives to review and discuss Preliminary Plan.
- Parish leadership of all 80 parishes is consulted on their draft Preliminary Plan.
- Each parish decides to accept, reject and start over or modify and accept the Preliminary Plan. Preliminary Plan is adopted by Parish leadership as a recommended plan to the Bishop. The process of collaboration continues until a plan is adopted.
- Local Area Committee submits its recommended Preliminary Plan to Bishop Amos by the end of August.

**Phase V – Diocesan Planning Commission Reviews Local Area Planning Committee's Recommended Plans** (To be determined)

- Plans submitted are reviewed by Diocesan Planning Commission and forwarded to Diocesan Pastoral Council and Presbyteral Council.

**Phase VI – Diocesan Consultative Councils Reviews Recommended Plans**

(To be determined)

- Presbyteral and Diocesan Pastoral Councils review proposed plans.
- Presbyteral and Diocesan Pastoral Councils make recommendations to the Bishop.

(To be determined)

- Diocesan Planning Commission works to resolve differences and assist those that rejected and started over or are working on modifications.

**Phase VII – Bishop Acknowledges Plans**

(To be determined)

- Bishop formally receives plans as guidelines for future inter-parish collaboration.
- Every effort is made to ensure that all parishioners are made aware of the plans.
- Local Area Planning Committee members work in an ongoing basis with pastors and parish life administrators to implement the plan acknowledged by the Bishop.

**Ongoing –**

- Diocesan Planning Commission reviews plans continuously, assists in implementation and completes ongoing evaluation as necessary.
- Diocesan Planning Commission works with the Priest Personnel Board to implement Plan.

## Phase I – Parishes Make Initial Report to Bishop

### Summary

In September 2010, pastors and parish life administrators and pastoral council chairpersons will receive a packet of planning guidelines and parish profiles at a meeting held in the local area. This material needs to be shared and discussed with parish leaders including but not limited to the parish Pastoral Council and staff. Based on these discussions, each parish is asked to complete a brief report noting their strengths and weaknesses, area needs, and initial thoughts on how they might collaborate with other parishes. **The Parish Planning and Recommendation Report is due to the Diocese by January 17, 2011.**

### Goals – Phase I

1. To raise parishioner awareness of the current situation concerning anticipated changes in parish staffing and the need for additional inter-parish cooperation and planning.
2. To have parish leaders discern parish strengths and weaknesses and begin to consider how they might collaborate with other parishes to take advantage of the strengths and lessen the weaknesses.
3. By January 17, 2011, parishes forward to the Bishop the Parish Planning and Recommendation Report that includes initial recommendations for the future of the parish and collaboration with neighboring parishes. (see pages 6-12)

### Options for Raising Parishioner Awareness

There are many ways parish leaders can share information and raise the awareness of parishioners. The following is a list of possibilities. Each parish needs to consider what time and energy it has available and use some of these suggestions.

- Homily – Where appropriate given the readings of the day, share some ideas as part of the reflection on the Scriptures.
- Bulletin Inserts – Insert in your bulletin an information sheet or two concerning the planning process and the challenges faced by the Church.
- Open Parish Town Hall Meeting – Invite parishioners to attend a special parish meeting. Present an overview of the planning information. Give those who attend a chance to discuss in small groups and then call the entire group together. Record reactions, comments and suggestions.
- Special Focus Groups – Invite a small group of 10-12 parishioners to come together to review the planning information. Have them summarize their discussion and forward comments to parish leaders for consideration in the development of the parish report.
- Media – There have been and will be stories and articles in *The Catholic Messenger* on the planning process. You can call attention to these stories or make copies for distribution.
- Make Information Available – Put a note in the bulletin and let people know that the information has been received. Let them know that copies are available for anyone who would like to review them and provide input for a parish report.

## **Parish Leadership Consultation**

The Diocesan Planning Commission expects all parishes to hold at least two meetings. The following need to attend both meetings: lay directors, parish council and finance council members, chairs of committees/ministries and parish staff. Other parishioners should be encouraged and welcomed to attend. Parishes may want to have a facilitator for the meeting.

### **Meeting One**

- Prayer for guidance of the Holy Spirit
- Roster sign up (to be included with report)
- Discuss need for planning process
  1. Review data concerning priest availability (Appendix A)
  2. Hand out copies of Finding Additional Priests (Appendix B)
- Review Planning Guidelines (page 1) and entire Planning Process (page 2-3)
- Fill out Phase One Planning and Recommendations Report Meeting #1 (pages 6-8) and Area Need Considerations (page 9)

### **Meeting Two**

- Prayer for guidance of the Holy Spirit
- Roster sign up (to be included with report)
- Consider data for Area and Neighboring Parishes
  1. Review demographics for surrounding parishes
  2. Consider the number of priests available to serve the parishes in your deanery/area
- Discuss Pastor Responsibilities (Appendix C)
- Finish the meeting #2 of Phase One Planning and Recommendations Report, (page 10-12).

## **Local Area Planning Committee Parish Representative Selection**

The pastor/parish life administrator, in consultation with the Pastoral Council and any other appropriate parish leadership, will appoint two persons from the parish who will join with the pastor/parish life administrator to represent the parish on a Local Area Planning Committee. The purposes for this committee include:

1. To understand and listen to the needs and concerns of parishes in the local area
2. To develop a Preliminary Plan for area parish consideration that meets the priest availability
3. Facilitate town hall parish meetings

The names and addresses for lay representatives should be forwarded to Bishop Amos at the Chancery no later than January 17, 2011 (page 12). While the Local Area Planning Committee will not meet until February 2011, early appointment allows representatives to take an active role in the planning process as it unfolds and will help in scheduling the initial Local Area Planning Committee meetings.

Parish representatives should be people of mature faith who have been active in the parish. They should be people who have an open mind and are open to the Spirit of God as that Spirit guides the Local Area Planning Committee in its discernment of the will of God for the parishes that comprise the planning area.

# PHASE ONE PLANNING AND RECOMMENDATIONS REPORT

## Meeting # 1

### REALITY STATEMENT:

**In the future most parishes will share a priest with two or more parishes and need to consider new ways of sharing responsibilities for parish leadership.**

The reality presents us with the opportunity to participate in creating our future as vibrant communities. These communities will have a variety of ministries, ministers and faithful disciples. It is a time for prayer, consultation and working together as we listen and respond to the Spirit. Together, we will discover the Holy Spirit working with us as we grasp the meaning of "Behold I make all things new." (Rev. 21:5)

As outlined in the Local Area Planning Guidelines 2010, each parish needs to forward a set of recommendations for future inter-parish collaboration. To prepare the report, you may go to the diocesan website and download it at:

<http://www.davenportdiocese.org/planning/index.htm>

Forward the completed report of Meetings #1 and #2 to Bishop Martin Amos, Diocese of Davenport, 780 West Central Park Ave., Davenport, IA 52804-1901. Report must be postmarked by January 17, 2011.

Each parish shall hold two meetings to which parish council members, commission members, finance council members, staff and all interested parish members are invited.

Meeting #1: Consider your parish's strengths and weaknesses in the major ministry areas. These will be used to discern how parishes might best complement each other in these major ministry areas.

Meeting #2: Begin a process of visioning how your parish might collaborate with neighboring parishes. Please consider the following questions carefully and prayerfully during these two meetings.

**LITURGY** – The parish is a worshipping community, a community of prayer which expresses and develops its relationship with God through liturgical and devotional celebrations.

- What are your strengths in the area of liturgy?
- What are your weaknesses in the area of liturgy?

**FAITH FORMATION** – The parish provides ongoing faith development for all age groups.

- What are your parish's strengths in the area of faith development for all age groups?
- What are your weaknesses?

**SOCIAL ACTION** – The parish responds to the social concerns of the local area and the needs of the broader world.

- What are your parish's strengths in the area of social justice?
- What are your weaknesses?

**ADMINISTRATION & FINANCE** – The parish is a community of service that sustains its mission and ongoing development through a commitment to good financial stewardship.

- What are your parish's strengths in the area of strategic planning?
- What are your weaknesses?
- What are your parish's strengths in the areas of efficient use and careful oversight of your finances and your buildings and grounds?
- What are your weaknesses?

**FAMILY LIFE** - The parish promotes family life and supports families of the parish.

- What are your parish's strengths in promoting and supporting family life?
- What are your weaknesses?

**CHURCH LIFE-** The parish is a community of disciples called by Christ and empowered with the gifts of the Holy Spirit to live a life of stewardship and proclaim the Gospel.

- What are your parish's strengths in promoting a sense of faith community?
- What are your weaknesses?
- What are your parish's strengths in fostering a sense of holistic stewardship and a willingness to share gifts?
- What are your weaknesses?
- What are your parish's strengths in fostering vocations?
- What are your weaknesses?

## **AREA NEED CONSIDERATIONS**

### **Meeting #1**

The following is a list of various communities, groups and institutions that may be present within your planning area. When developing recommendations, consideration should be given to addressing these pastoral needs as well. Name these in your area.

- I. Hospitals
  
- II. Nursing Homes
  
- III. Schools
  - A. Grade Schools
    1. Individual Parish Schools
    2. Area or System Schools
  - B. High Schools
  - C. Colleges & Technical Schools – Campus Ministry
  
- IV. Multi-cultural Needs
  - A. Hispanic Community
  - B. Southeast Asian Community
  - C. Other Groups
  
- V. Prisons and Jails
  
- VI. Group Homes
  
- VII. Religious Congregations or Mother Houses
  
- VIII. Cemeteries
  
- IX. Other

## Meeting #2

1. Parish name \_\_\_\_\_  
City(s) where located \_\_\_\_\_
2. Name of person who completed this report \_\_\_\_\_  
Phone # of person who completed report \_\_\_\_\_
3. Attach the attendance rosters from Meeting 1 and Meeting 2.
4. In what ways, if any, is your parish cooperating with neighboring parishes now?
5. Which two or three nearby parishes would be the most likely for your parish to work more closely with in the future? Why?
6. Given that most parishes in the future will be sharing priests with neighboring parishes, do you have any specific recommendations concerning the assignment of priests in your area?



Indicate the names, addresses, and phone numbers of the two lay representatives from your parish who will serve on the Local Area Planning Committee beginning in February 2011.

Name:

Address:

City:

State:

Zip:

Phone:

Email:

Name:

Address:

City:

State:

Zip:

Phone:

Email:

If there are any specific dates between January 17 and March 1, 2011 that the pastor/parish life administrator or either of the lay representatives would prefer be avoided in scheduling the first meeting of the Local Area Planning Committee, please indicate those here.

Dates to avoid:

Signatures:

Pastor/PLA \_\_\_\_\_ Date \_\_\_\_\_

Parish Pastoral Council President \_\_\_\_\_ Date \_\_\_\_\_

Finance Council Chair \_\_\_\_\_ Date \_\_\_\_\_

Lay Director \_\_\_\_\_ Date \_\_\_\_\_

Lay Director \_\_\_\_\_ Date \_\_\_\_\_

**Many thanks to all who contributed to the completion of this report.**

## **Phase II – Diocesan Planning Commission Compiles Parish Planning and Recommendations Report Responses from 80 Parishes**

### **Summary**

Bishop Amos forwards the Parish Planning and Recommendation Reports from all diocesan parishes. The Diocesan Planning Commission compiles the reports into one document by February 11, 2011.

### **Diocesan Planning Committee Goals – Phase II**

1. Compile all reports into one document that will be given back to all parishes for use in Phase III.

## **Phase III – Local Planning Committee Established and Develops Preliminary Plan**

### **Summary**

Diocesan Planning Commission will facilitate local area meetings for pastors/parish life administrators and two representatives from each parish in locations across the Diocese. A review of the Phase II Executive Summary will be shared with time for all parishes present to meet with other parishes they might wish to establish collaboration with.

As each parish determines the parish(es) they will collaborate with on a preliminary plan, Local Area Planning Committees will be established. Local Area Planning Committees meet to develop a preliminary plan that meets the priest availability and builds collaboration and cooperation between the parishes by May 31, 2011. The Local Area Planning Committee consists of the Pastor/parish life administrator and two representatives from each parish in the collaboration.

### **Goals – Phase III**

1. Local parish leaders will form a Local Area Planning Committee.
2. Local Area Planning Committee will review Collaborative Models (Appendix D) and Parish Staffing Possibilities (Appendix E) to determine appropriate choice(s) for the local planning area.
3. Compile a Preliminary Plan for inter-parish collaboration and cooperation for the parishes within a given local planning area that will be shared with local parishes/parishioners for their consideration (Phase IV) by no later than May 31, 2011.
4. Preliminary Plan must meet the priest availability for the deanery/local area.
5. Submit Preliminary Plan to Sr. Laura Goedken, [goedken@davenportdiocese.org](mailto:goedken@davenportdiocese.org) by May 31 before beginning Phase IV.

### **Local Area Planning Guidelines**

Each Local Area Planning Committee will formulate a Preliminary Plan for their specific local planning areas of the Diocese. The Local Area Planning Committee will consider the following in the development of these Preliminary Plans.

- Guidance of the Holy Spirit (prayer services available at [http://www.davenportdiocese.org/planning/diocesan\\_planning\\_resources.htm](http://www.davenportdiocese.org/planning/diocesan_planning_resources.htm))
- Input received from local parish leaders
- Area Planning Data – as distributed for each local planning area
- Diocese of Davenport Planning Guidelines – see page 1

In Phase IV, the next stage of the planning process, local parish leaders (pastors/parish life administrators and two representatives) will be expected to meet with other representatives from the planning area. They will consider the recommendations that

might be helpful for the strengthening of the plan for the local area by no later than August 31, 2011.

### **Local Area Planning Committee Notes**

Bishop Amos will appoint a local pastor or parish life administrator to be the convener of each Local Area Planning Committee and to preside over its deliberations. In some instances the local pastor or parish life administrator who convenes and presides over the work of the Local Area Planning Committee may want to appoint a facilitator to chair meetings.

A member of the Diocesan Planning Commission will be present at the first meeting of the Local Area Planning Committee to help with task orientation and to be a resource to members of the committee. Beyond the first meeting, Commission members will continue to be available for ongoing consultation and assistance as needed.

## **Phase IV – Local Planning Committee Hold Parish Meeting(s) to Review Preliminary Plans**

### **Summary**

Each parish is expected to hold at least one open parish town hall meeting facilitated by Local Area Planning Committee representatives to review and discuss the preliminary plan developed by the Local Area Planning Committee. Local Area Planning Committee representatives are also expected to meet with parish Finance and Pastoral Councils after the town hall meeting. The Local Area Planning Committee considers parish reactions to the Preliminary Plan and will either accept the plan, or recommend modifications. Preliminary Plan must be forwarded to the Bishop by August 31, 2011.

### **Goals – Phase IV**

1. To hold an open parish meeting for the purpose of sharing with parishioners and parish leaders the Preliminary Plans for the parish as compiled by the Local Area Planning Committee.
2. To gather the suggestions from local area parishes for strengthening the Preliminary Plans.
3. To work with other parishes and parish leadership (parish Finance and Pastoral Councils) in the planning area to do one of the following:
  - A. Affirm the Plan as developed by the Local Area Planning Committee.
  - B. Work together and achieve consensus regarding some modification to the Plan.
  - C. Decide that the Preliminary Plan needs major modifications and work together to create a new Plan for the area.
4. To prepare a report that outlines a plan for inter-parish collaboration and cooperation that is forwarded to the Bishop. Included in this document would be a report from each individual parish concerning the perceived level of support for the proposed local area plan.

### **Parish Meeting and Sharing Information with Parishioners**

Every parish is expected to hold at least one town hall meeting that is well advertised and open to all members of the parish. The purpose of this meeting is to provide parishioners an opportunity to hear what is being proposed for the future of the parish as well as to gather parishioner reactions and suggestions on how the plan might be strengthened or improved. A suggested format for the town hall meetings will be provided by the Diocesan Planning Commission.

The sharing of information with members of the parish during Phase IV of the planning process is critical to the long-range success of the planning process. In addition to the parish open meeting outlined above, depending on individual parish situations, the parish may choose from some of the following ways to share this information (see page 4 for detailed explanations):

- The media
- Homily
- Bulletin inserts
- Focus groups, discussion groups
- Direct mail

### **Parish Leadership Consultation**

Following the parish town hall meeting noted above, every parish is expected to have at least one meeting of the parish Pastoral and Finance Councils to consider the Preliminary Plan with any potential modifications as suggested by the local parish. It may be helpful for the Pastoral and Finance Councils to meet more than once as the planning process unfolds, so that they can act as a sounding board for the pastor/parish life administrator and parish representatives to the Local Area Planning Committee.

## **Phase V – Diocesan Planning Commission Reviews Local Area Planning Committee’s Recommended Plans**

### **Summary**

The Diocesan Planning Commission reviews Plans as submitted to the Bishop by Local Area Planning Committees. In those instances where the Commission believes further adjustment to their Plan may be warranted, consultation with the Local Area Planning Committee and parishes affected will be done. Following consultation, Plans will be forwarded for consideration by the Presbyteral Council and the Diocesan Pastoral Council.

### **Diocesan Planning Commission Guidelines**

Upon receipt of the Plans and recommendations from Local Area Planning Committees as submitted to Bishop, the Diocesan Planning Commission will review the plans to determine compliance with basic planning guidelines (see page 1) and to insure some diocesan-wide consistency. Plans that are consistent with planning guidelines and have the broad support of the Local Area Planning Committees and involved parishes will be forwarded to the Presbyteral and Diocesan Pastoral Councils for further review.

If the Diocesan Planning Commission and Bishop believe that modifications of the Plan for a given local area are warranted, the Commission will return the Plan to the Local Area Planning Committee and those parishes affected with an explanation of recommended changes. The involved parishes and the Local Area Planning Committee will then be given an opportunity to comment on the proposed modifications. Following this consultation, the Diocesan Planning Commission will forward its recommendations for area Plans to the Presbyteral and Diocesan Pastoral Councils.

In the event the Local Area Planning Committee is unable to achieve consensus on modifications in the Preliminary Plan prior to the August 31, 2011 deadline, the Local Area Planning Committee is encouraged to submit a majority report or set of recommendations and as many minority reports as may be helpful. The Diocesan Planning Commission will consider the information submitted.

The Diocesan Planning Commission will then forward its recommendations to the Presbyteral and Diocesan Pastoral Councils or send the report back to the Local Area Planning Committee for further work. Included in this report will be a report on the level of individual parish support for the proposed Plan and a summary of any minority reports that may be submitted by the Local Area Planning Committee or individual parishes.

## **Phase VI – Diocesan Consultative Councils Consider Plans**

### **Summary**

The Presbyteral and Diocesan Pastoral Councils will be asked to review the proposed area plans at a special meeting on September 15, 2011. The Councils will be asked to recommend the Plans to Bishop Amos as guides for future inter-parish collaboration and cooperation.

### **Phase VI Guidelines**

The Diocesan Planning Commission will present the Presbyteral and Diocesan Pastoral Councils its review regarding Plans for inter-parish collaboration and cooperation for each of the Local Area Planning Committees in the Diocese as they are completed. For each area Plan, the Diocesan Planning Commission will include a report on the level of individual parish support for the Plan. In those instances where there is not a clear consensus, every effort will be made to objectively present the minority opinions as well as the recommendations of the majority for consideration by the Presbyteral and Diocesan Pastoral Councils.

In its deliberations, the Presbyteral and Diocesan Pastoral Councils will, in general, be asked to support the reviews of the Diocesan Planning Commission unless there is some serious reason that they cannot. Should there be some disagreement between the Diocesan Planning Commission and the Presbyteral and Diocesan Pastoral Councils, the positions of all groups will be noted and forwarded to Bishop Amos. The Bishop will review, acknowledge and forward area Plans to parish, local area and diocesan leaders to be used as guides for future inter-parish collaboration and cooperation.

At the appropriate meetings of the Diocesan Planning Commission, the co-chairs of the Diocesan Planning Commission will present summary reports on the status of the various local area Plans and the overall process for discussion.

## **Phase VII – Bishop Acknowledges Plans**

### **Summary**

Based on recommendations developed through the planning process, Bishop Amos will review, acknowledge and forward area plans to parish, local area and diocesan leaders to be used as guides for future inter-parish collaboration and cooperation.

Every effort will be made to insure that parishioners in every parish are made aware of the plans for their parish.

### **Phase VII – Parish Considerations**

Upon the review and acknowledgement of local area plans by Bishop Amos, it is important that parishioners be informed of the plan for their parish. Parishes will be expected to report back to the Diocese the method(s) they used to report the Plan to parishioners.

Summaries of the plans as they are acknowledged will be included in *The Catholic Messenger*. In addition, parish leaders should consider using some of the ideas on how to share the plan with members of the parish as outlined on page 4.

If significant change in the plan for a given parish takes place after its open parish meeting during Phase IV of this planning process, the parish is expected to hold a second parish meeting to present and discuss the revised plan to members of the parish.

### **Ongoing after Phase VII**

The Diocesan Planning Commission reviews Plans continuously, assists in implementation and completes ongoing evaluation as necessary. The Diocesan Planning Commission works with the Priest Personnel Board to implement Plans.

### Projected Priest Availability for Parish Ministry Diocese of Davenport

The following chart provides a year-by-year estimate for full time diocesan and religious order priests who should be available for service in parishes in the Diocese of Davenport for the years noted. The projections were made based on data available 11/2/09.

Year	Priests who will reach age 70	Projected ordinations	Potential* changes of ministry status	Priests available** for parish ministry under age 70
2010	0	1	0	59
2011	3	0	1	55
2012	4	2	0	53
2013	3	2	1	51
2014	3	5	0	53
2015	0	1	1	53
2016	5	0	0	48
2017	0	1	1	48
2018	1	1	0	48
2019	1	1	1	47
2020	5	1	0	43

These projections are based on a number of assumptions including:

- The age 70 is used as a date for determining priest availability. As of November 2, 2009 there were two priests aged 70 or older serving as pastors. Historically a corresponding number of priests have retired or secured senior priest status prior to age 70, primarily due to health reasons.
- That all current seminarians will be ordained and that we will have one new seminarian each year beginning in 2018.
- That there will be no significant increases or decreases in the number of foreign born, religious order or other priests for service in the Diocese.

\* Occasionally priests need to be out of parish ministry for a variety of personal reasons.

\*\* We took our present number of priests including the order priests and subtracted all in special ministry or out of the Diocese to arrive at our number available for parish ministry. Newly ordained priests are most often parochial vicars for approximately six years before being assigned as a pastor.

## **Finding Additional Priests Diocese of Davenport**

### **1. Can't we get priests from other countries?**

There are not many priests available from other countries. While the Diocese has need for more priests, that need is shared by most dioceses in the United States and even more so in other parts of the world. Often foreign-born priests must overcome considerable cultural and language barriers before they can serve effectively. The Vatican has asked richer countries of the world that we not seek out priests from poorer countries. Historically, the Diocese has welcomed a few foreign-born priests. However, following the wishes of the Vatican, the Diocese does not actively seek out additional foreign-born priests.

### **2. What about additional religious order priests?**

In the past some parishes were staffed with priests from religious orders. In 2009, due to declines in numbers, only two parishes remain staffed by order priests. The Provincial of their order has indicated that they will have to continue to cut back on the number of parishes they will be able to serve in the future.

### **3. Aren't there priests serving in diocesan offices, administration, or special apostolates that could be called on for parish ministry?**

Over the past 15-20 years many of these positions have gradually been turned over to religious and lay ministers. There are very few priests serving in these areas. Those that remain usually do so while also serving in parishes. Most have weekend assignments to help out in parishes.

### **4. What about parishes with more than one priest?**

There are only three parishes with more than one priest and three additional sets of two parishes that share a priest. We also need several parishes for training newly ordained priests and a place for some of our priests, who due to a variety of reasons may not be able to serve as a pastor.

### **5. Why doesn't the Diocese promote more vocations?**

Over the past several years the Diocese has placed a priority on the promotion of vocations with increased staff (full-time Vocations Director), time, energy and resources. Your prayers, efforts at home and in your parish continue to be needed. Vocations most often come from prayerful families who seek God in their daily lives.

## Responsibilities of a Pastor and Parish

The following responsibilities should be addressed for a vibrant parish community. Items marked with an \* must be the responsibility of a priest/pastor. Items marked with a † should have direct oversight by a priest or parish life administrator. Other items could be delegated to properly trained, formed and supervised lay persons.

### **I. Worship and Spirituality**

1. Planning, coordinating the celebration of Mass, sacraments, catechumenate
2. Work with liturgical committee or commission
3. Presiding/conducting
  - \* A. Weekend Masses
  - B. Wake services
  - \* C. Wedding (priest/deacon)
  - \* D. Baptism (priest/deacon)
  - \* E. Funeral Mass (priest)  
Funeral Service (deacon)
  - F. Devotions/prayer services
4. Eucharistic preaching (priest/deacon)  
Lay preaching (bishop designates)
5. Daily community prayer
6. Preparing people for sacraments
7. Care for the dying
8. Spiritual direction
9. Promote prayer, family prayer

### **II. Education and Formation**

1. Planning, coordinating
2. Ensuring program for all ages
3. Supervising
4. Training teacher, others
5. Teaching
6. Stewardship
7. Providing "vision"
8. Organizing bible and other groups
- † 9. Ensuring faithfulness in content
10. Promoting social justices

### **III. Pastoral Care or Service**

- † 1. Ensure/provide:
  - A. Weekend Masses
  - B. Care of those in need
  - C. Counseling
    - a. General
    - b. Religious
    - c. Bereavement

- †2. Presence to the people
  - A. In times of crises
  - B. At special moments
3. Family ministry
4. Promote social action, social justice
5. Engage parishioners in mutual care

### **IV. Community Building and Leadership Development**

1. Promote parishioner participation
2. Develop, train parishioners for various roles
3. Evangelization, outreach
4. Personal presence at events
5. Develop social events for all ages, groups

### **V. Administration**

- †1. Lead councils, pastoral and finance
- †2. Personnel
  - A. Hiring
  - B. Supervising
  - C. Developing
3. Planning
4. Ensuring financial management
5. Ensuring care of buildings, assets
- \*6. Legal concerns
7. Maintain records
8. Ensure communication: within parish, with diocesan offices, other

### **VI. Relation to Other Communities**

1. Diocese
  - A. Deanery
  - B. Committees, commissions
  - C. Continuing education
  - D. Personnel practices
  - E. Diocesan policies
  - F. Diocesan support
  - \* G. Bishop
2. Ecumenical, ministerial associations
3. Civic, social structures

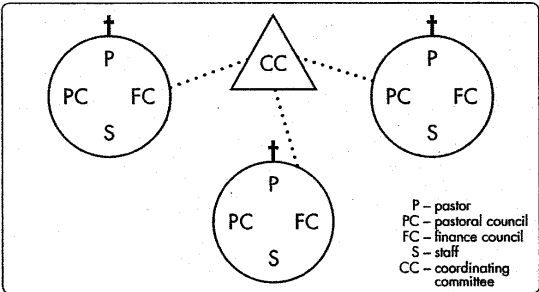
# Collaborative Models<sup>1</sup>

As the number of priests declines, pastors are being asked to assume responsibility for several parishes at the same time. While terminology differs from diocese to diocese, this phenomenon is often referred to as parish clustering. The Diocese of Davenport has historically referred to Model I: Coordinated Separate Parishes as Linked Parishes vs. Clustered Parishes. Outlined here are six basic multi-parish cluster models. While these are here for discussion purposes, in reality there are countless variations on each of these six models. Each model outlined here is shown with three parishes. In reality each model could apply to anything from a two parish cluster to a six or more parish cluster. Each model has advantages and disadvantages. There is no “one size fits all” model of collaboration.

Determining which model will work in a given situation is dependent on such variables as relative size of parishes involved, distance between parishes, culture and ethnic identities, economic and spiritual vitality, parish histories and traditions, leadership skills, styles and presence of pastor(s), presence and support for Catholic school(s), etc.

Ideally the determination of which model should be utilized in a given situation should emerge from a prayerful collaborative planning process that involves parishioners, staff, pastoral councils, pastors or parish life administrators and the diocese.

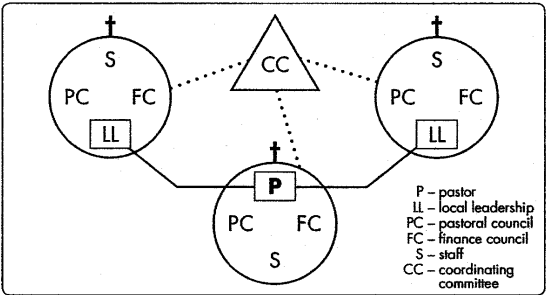
## Model I: Coordinated Separate Parishes (Linked Parishes)



- Each parish has a pastor (P), Pastoral Council (PC), Finance Council (FC) and staff (S).
- Cooperation between parishes is facilitated through a Coordinating Council (CC).
- Programs, staff, resources, shared and planning done through consensus of pastors and representatives on the CC with the support of respective parish leadership, i.e. PC, FC and staff.

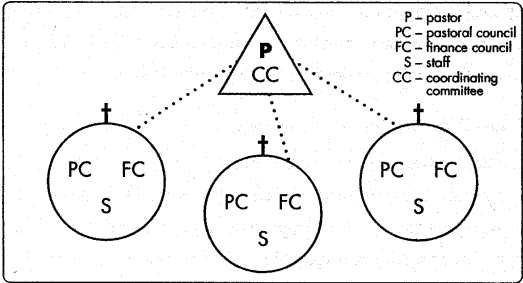
<sup>1</sup> Courtesy of Diocese of Green Bay.

**Model II: One Pastor – Separate Parishes – With Parish Life Administrators (local leadership)**



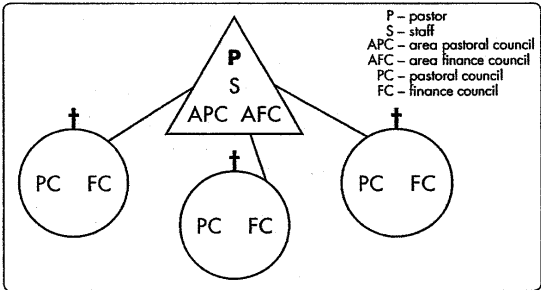
- There is one canonical P for all three parishes.
- Each parish maintains separate lay leadership structures, i.e. PC & FC & S.
- The canonical P serves primarily in one parish, while two Parish Life Administrators (PLAs) lead the other two parishes providing pastoral care in all areas except sacramental ministry.
- Cooperation between parishes is facilitated through a CC.

**Model III: One Pastor – Separate Parishes**



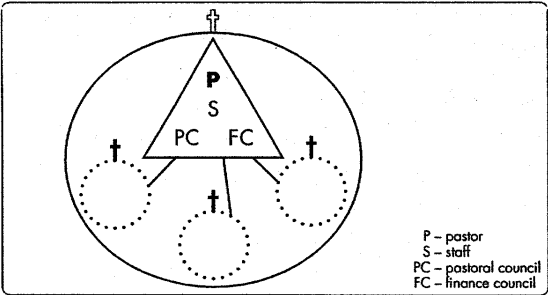
- There is one P who provides leadership, sacramental and pastoral care for all three parishes.
- Each parish maintains separate lay leadership structures, i.e. PC & FC & S.
- Cooperation between parishes is facilitated through a CC.

**Model IV: One Pastor – Centralized Team & Council**



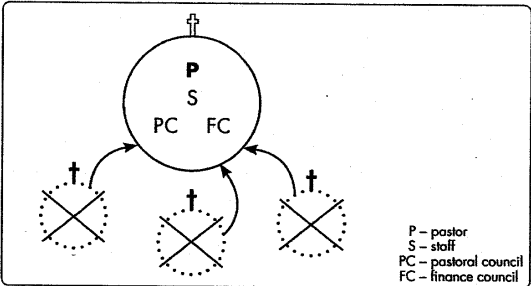
- One P who works with one S – may work out of one location in service to all three parishes.
- Individual parishes may have minimal support staff.
- Area Pastoral Council (APC) is primary consultative body for P and can have greater decision making influence than individual parish PC and FC.
- APC has budget and pays salaries of P, S, inter-parish programs and services.

**Model V: Merged Parish**



- One P and S in service to all three parishes.
- All councils, committees, finances, and sacramental records are merged together to create a new canonical parish with one PC, FC, S and three worship sites or churches.

**Model VI: Build & Close**



- All three parishes are merged.
- Together they build a new larger church.
- Existing churches are closed and properties sold to provide funding for building new church.
- New parish has one P, S and traditional leadership structure with PC and FC.

## Parish Staffing Possibilities

Each of us has the baptismal call to be a disciple and to serve the Church and its people. Your gifts and charisms are used to meet the needs in the parish. To assist you in planning, in addition to priests, the following is a representative listing of some of the more common parish staff positions currently functioning in parishes in the Diocese of Davenport.

Parish Life Administrator (PLA) The PLA is a deacon, religious or lay person who provides pastoral care to a parish while being supervised by a priest who has the authority and faculties of a canonical pastor for the parish. The PLA, appointed by the bishop, provides leadership and administration for the parish in almost all areas of parish life, with the exception of sacramental ministry. A sacramental priest is appointed for sacramental ministry if this responsibility is not covered by the canonical pastor. The PLA must have at least five to seven years of pastoral experience and special training to be a PLA (requires five years of formation in the Ministry Formation Program or comparable certification).

Deacon - The deacon is an ordained minister of the Church who typically assists the pastor in service to the parish community. The service provided is primarily in the area of works of charity, but often the deacon is involved in every aspect of parish life depending on his personal gifts and talents. The deacon may minister to the sick and homebound; distribute food and clothing to the needy; proclaim the gospel and preach at liturgies; teach; preside at baptisms, weddings, and various funeral services; prepare couples for marriage; etc. This is usually a volunteer position, but more deacons are taking paid full-time parish positions. This requires five years of weekend classes and formation before ordination.

Pastoral Associate - The pastoral associate is a sister or a lay person who assists the pastor in the pastoral care of the parish. Some of the responsibilities may include, visiting the sick and homebound, working with the Rite of Christian Initiation of Adults (RCIA), adult education programs, family programs, parish social concerns committees and programs, volunteer recruitment and management, working with liturgical ministries and committees, preparation for baptism, evangelization programs, etc. The pastoral associate must have a master's degree, three to five years of pastoral ministry experience and be certified by the Diocese (five years of formation or comparable training).

Faith Formation Staff - This is a broad category that includes directors and coordinators of parish faith formation programs as well as school principals and teachers. The job description includes faith formation for adults, children and youth of the parish. It may also include the programs for initiation into the Church (commonly known as the RCIA). Depending on the size and needs of the program, qualifications and requirements vary. Certification by the Diocese of Davenport or comparable training is required.

Business Staff - This is another broad category of parish staff which may include a parish business administrator, business manager, administrative assistant, bookkeeper, computer and data management person, etc. Typically this is a person with a strong background in the business field who assists the pastor by handling parish finances, bookkeeping, buildings and grounds maintenance issues and parish communication including the bulletin. This person supervises parish secretaries and maintenance people, parish recordkeeping, etc. A two-year program is available within the Ministry Formation Program for those who are in parish management.

Liturgical and Music Staff - Some parishes have a parish liturgist who works closely with the priest, musicians, parish worship committee and various liturgical ministers to see that parish worship opportunities continue to run smoothly and enhance the faith of the community. In addition, most parishes pay for organists, choir directors and other parish musicians. They should also be considered when planning for inter-parish staff cooperation. A three-year formation program is available in the Diocese.

Youth Minister - A Youth Minister is a member of the staff who provides faith formation, outreach and service opportunities for the youth and young adults in the parish. Certification by the Diocese or comparable training is required.

Other Ministers - The possibilities are limitless depending on the needs of the local parish. Among some of the less common positions are the following:

- Parish Volunteer Coordinator
- Parish Nurse
- Family Life Minister
- Hispanic Outreach Minister
- Ministry to the Elderly
- Parish Counselor
- Newsletter and Bulletin Editor
- Stewardship Director
- Spiritual Director

## Insights on Change<sup>2</sup>

- 1) **Change is inevitable and constant...in every area of our lives.**
  - Nothing is permanent except change.
  - If you are not changing, you are not living...all active systems change and grow - everything in nature... or they will fall into a state of decay.
  - Change or die... a reality in nature, and a quote used by a range of top corporate and non-profit leaders.
  
- 2) **Change is good but hard.**
  - From birth to death, in learning and growing, in working and serving and becoming, in dying and rising...
  - No one would say "I am a better person because I never changed..."
  
- 3) **Change is possibility.**
  - Dewitt Jones: "The awesome change curve we hear so much about, the phenomenal rate of change in our society, was really my ally. In fact, if I viewed it from just a slightly different perspective, it isn't a change curve at all. It's a possibility curve...Change is possibility. The times of change hold the most potential."
  
- 4) **The Paschal Mystery lies at the heart of Christianity.**
  - Christ's death leads to His rising and to new life.
  - Something must come to an end before something new can be embraced and brought to life.
  - Death, in light of the Paschal Mystery, leads to new life and renewed possibilities.
  
- 5) **People don't resist change – they resist loss, discomfort, winding up with less than they had before.**
  
- 6) **Our resistance to change comes from focusing too readily on the negative aspects of change and fear of the unknown.**
  - Change means something new and different and unknown will happen. This requires energy. It upsets the status quo. It challenges or upsets the "order" in our lives.
  - We worry: "Will we be better or worse off when all is said and done?" However, when it comes to change – avoiding it, denying it, ignoring it - will only frustrate us in the long run.
  
- 7) **For Jesus, the opposite of faith was not doubt, but fear.**
  - Our fears can consume us.
  - Our fears can alienates us from God and from one another.
  - Be not afraid!

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<sup>2</sup> Insights on Change courtesy of Diocese of Cleveland.

**8) The measure of your life will be the measure of your courage.**

- “Courage animates us, brings us to life, and makes everything possible. Fear stops more people from making positive changes and doing something with their lives than the lack of ability, contacts, resources, or any other single variable. Fear paralyzes the human spirit. Life takes courage. Be courageous!” (Matthew Kelly)

**9) If we carry parts of the past into the future, they should be what is best about the past.**

- In preparing to change...people have more confidence going into the future (unknown) when they carry parts of the past with them (known).  
(from Appreciative Inquiry)

**10) Deep change is grounded in our images of the future (Anticipatory Principle).**

- “The watershed question for many people in many congregations is: Do you believe that your best years are behind you, or do you believe that your best years are ahead of you? Some churches believe that their best years are behind them. Some people believe that their best years have been. They behave and act as though the future will be less than that which is past. And it is precisely because they behave and act that way that the future for them turns out to be less than that which has been. Effective, successful churches live in the confidence of God’s promise that some of their best years are yet to come.”

- Kennon Callahan, *Twelve Keys to an Effective Church*

**11) Steps in making and leading positive changes:**

- Name the present reality and the need for change.
- Develop a clear vision of the desired change and how it will lead to a better life for people.
- Communicate the vision. Build commitment for the vision.
- Emphasize ‘learning while doing’ during the change process.
- Be patient and ‘learning oriented’ first, then ‘results oriented.’

**12) Serenity Prayer**

- God grant me the serenity to accept the things I cannot change; the courage to change the things I can; and wisdom to know the difference.

-- Reinhold Niebuhr

**Optional Discussion Questions**

- What most inspires you about change and resonates with life-giving possibility?
- Recall a time when you experienced a profound sense of change that eventually lead to a new, better, more hopeful time of life.
  - What was it about you and your situation ...What was it about what other people said or did that contributed to a positive change?
  - What have you learned about the factors that create positive change?

## Consensus Decision-Making

The definition of consensus here is not unanimity but rather a sense of agreement among those making the decision. The best test of consensus is that everyone in the room either supports the decision or is willing to live with the decision. Trying to reach consensus builds more ownership in group decisions.

To reach consensus, the group first listens to each other and then tries to integrate the interests of all parties into a collaborative solution. This is best done by seeking first to understand the needs and interests of others before trying to shape an agreement.

When the facilitator thinks the group may have reached consensus, he or she asks the group, "Do we have consensus?" If someone disagrees, the group listens to that person's point of disagreement, attempts to modify the decision to incorporate that person's viewpoint and checks once again for consensus.

Some members of the group may need to be reminded that consensus does not always mean full agreement, but that everyone can live with the group decision.

## Conversation Guidelines

- Speak your personal truth as candidly and sensitively as you can.
- Listen attentively to others as they speak.
- Suspend judgment temporarily and set your own ideas aside as you listen carefully to others.
- Respect the views expressed by others as their sincere personal views even though you may disagree with their personal perspective.

*From: National Ministry Summit: Emerging Models of Pastoral Ministry, Orlando FL – April 2008*