



DIOCESE OF Sioux City

"To **TEACH** as **JESUS** did"

Ministry 2025 Pastoral Planning Process Guidebook

March, 2017

LETTER TO THE DIOCESE OF SIOUX CITY

Dear brother priests, deacons, religious, brothers and sisters in the Lord Jesus:

With grateful hearts for God's abundant goodness to us, we embark on the Ministry 2025 Pastoral Planning process in our Diocese of Sioux City. This is an exciting yet challenging time for our diocese. In my first pastoral letter to you I stated,

“The Church is always in need of renewal because it is made up of us, imperfect human beings. This is the deepest reason: as individuals and as a Church, we are always called to grow, change, deepen, repent, convert, improve, and learn from our successes and failures in the pursuit of holiness and fidelity to Jesus Christ and the mission He has given us. Moreover, we need to do this in the midst of an ever changing world, culture and society.” *–Ecclesia Semper Reformanda*

Six years after I first wrote those words they are still relevant to all of us in the Diocese of Sioux City. As the Church and the diocese strives to keep up with the ever changing world in which we live, this Jubilee Year of Mercy serves as an opportunity to examine our mission to teach as Jesus did. A deep and abiding faith exists in the parishes and families of northwest Iowa. We know that the Church of the Diocese of Sioux City has made a difference in people's lives through the celebration of the Sacraments, Catholic education and catechesis and works of charity. If we want our mission to continue and prosper it is necessary for us to look into the future and plan our ministries accordingly.

We must be proactive and wise in our stewardship and growth as a diocese. We need to understand, embrace and leverage our growing diversity in all forms. As we seek to be good stewards of the temporal affairs of the Church while ensuring that our priests live healthy, holy and happy lives throughout their ministry. We must be wise stewards and use the financial and personnel resources that we have in a way that effectively carries out our mission. We must also take advantage of the opportunities which changes in technology and communication offer. We should be grounded in a shared practice of adoration for 30 minutes or more whenever we gather, so that we are more tuned to the calling of the Holy Spirit, and the pastoral needs of the faithful.

In this pastoral planning process I want to once again challenge all of us as I did when I first issued my pastoral letter in these important areas:

- Renewal in love and appreciation of the Eucharist
- Renewal in catechesis, especially for our adults
- Renewal in marriage and family life
- Renewal in Culture, encouraging vocations
- Renewal in Missionary Character

The Ministry 2025 process is intended to provide a clear, consistent, simple and straight-forward process of organizing and reporting our assessment of our parishes. Together we will set goals towards Ministry 2025 that will help us to be the presence of Christ in the world. We will together define the key actions we must take at the parish level to build the Catholic Church and to attend to the pastoral and sacramental needs of the faithful. This diocesan-wide and parish level assessment, reflection, planning and action will enable us all to live holy lives, rooted in Jesus Christ. We will grow in our faith and be strengthened in our Catholic identity so we can enable our parishes and schools and thus the entire Diocese of Sioux City to indeed become a stronger, more visible presence of Christ in northwest Iowa.

Your brother in Christ,

Most Reverend R. Walker Nickless

Ministry 2025 Pastoral Planning Process Guidebook Index

Context and Teaching for Ministry 2025 Pastoral Plan	• Our Prayer for Pastoral Planning	Page 4
	• Ministry 2025 and the Five Core Goals	Page 5
	• Ministry 2025 Elements A – C and Key Measures	Pages 6 - 8
	• Identity, Roles and Responsibilities for Priests, Deacons and Laity	Pages 9 – 10
	• Responsibilities of Pastor and Parishioners	Pages 11 - 15
Ministry 2025 Pastoral Planning Process	• Ministry 2025 Pastoral Planning Process Overview	Pages 16 - 17
	• Participant Roles and Responsibilities	Page 18
	• Diocesan Resources and Contacts	Page 19
	• Deanery Level Consultation on Ministry 2025 Pastoral Plan	Pages 20 - 21
	• Parish Level Consultation and Parish Grouping Pastoral Planning Meetings	Pages 22 - 35
Parish and Oratory Plan for Use of Sacred and Secular Goods	• Due Diligence in areas of Finance, Debt, Facilities, Religious and Sacred Articles, Cemeteries, Staffing, Contracts, Endowments and Restricted Gifts	Page 36 - 43

Prayer for Ministry 2025 Pastoral Planning Diocese of Sioux City

Grant, we pray, almighty God, that we the people of the Diocese of Sioux City prayerfully look to the future. During this time of pastoral planning, we implore the Holy Spirit to pour out upon us the gifts of wisdom, understanding, courage and hope.

May we exercise the virtue of prudence by opening our hearts and minds to be good stewards of the legacy of faith inherited from those who built the Church in northwest Iowa;

May we exercise the virtue of justice by opening our hearts and minds to assure that the voices of persons from all generations, all vocations and all areas of the diocese are welcomed and respected;

May we exercise the virtue of fortitude by opening our hearts and minds to understand and acknowledge the spiritual and practical realities of our day and prepare for the days to come;

May we exercise the virtue of temperance by opening our hearts and minds to accept the changes in diocesan, parish and personal life that the Holy Spirit, through this planning process, is guiding us to make.

Under the protection of Our Lady of Guadalupe, our patroness and Saint Joseph, our patron, may we discern and implement what is best for the diocesan Church and all the faithful of the Diocese of Sioux City.

Through Christ, our Lord. Amen.

MINISTRY 2025

Our Ministry 2025 Pastoral Plan calls the faithful and ordained of the Diocese of Sioux City to an engaged and enlivened Catholic Church that is vibrant and relevant to all in our lives, our families, and our communities. Our Ministry 2025 provides for an extension of Ecclesia Semper Reformanda and its key points of renewal:

- Renewal in Eucharistic Spirituality: We must renew our reverence, love, adoration and devotion to the Most Blessed Sacrament, within and outside of Mass. A renewal of Eucharistic Spirituality necessarily entails an ongoing implementation of the Second Vatican Council's reform of the liturgy as authoritatively taught by the Church's Magisterium, the promotion of Eucharistic Adoration outside of Mass, regular reception of the Sacrament of Reconciliation and devotion to the Blessed Virgin Mary, the Mother of the Eucharist and our Mother.
- Renewal in Catechesis: We must strengthen catechesis on every level, beginning with and focusing on adults. If we, who are supposed to be mature in faith, do not know the Catholic Faith well, how can we live it and impart it to our children and future generations of Catholics?
- Renewal in Family: The first two pastoral priorities, renewal in Eucharistic Spirituality and Catechesis, will foster faithful families that are the foundation of the Church and the society. We are called to protect, build up and foster holy families in our midst, without whom the Church and the world perish.
- Renewal in Culture: If we renew the Eucharistic, catechetical, and family life of our diocese, we will simultaneously foster a culture where young people can more readily respond to the radical calls of ministerial priesthood and the consecrated life.
- Renewal in Missionary Character: We must acknowledge and embrace the missionary character of the Catholic Faith and the vocation of all Catholics to be, not only disciples, but also apostles.

The Ministry 2025 Pastoral Plan describes these elements of renewal in both narratives and numbers across Parish Grouping Pastoral Planning during 2017 and 2018:

- A. Vibrant and Responsible Diocesan Operations
- B. Vibrant and Engaging Parish Sacramental Life and Ministries
- C. Vibrant, Healthy, and Holy Priests, Deacons and Religious

Ministry 2025 Measures *A series of Measures of becoming a stronger, more visible presence in northwest Iowa*

Ministry 2025 Element A: Vibrant and Responsible Diocesan Operations	
Measure	Ministry 2025
1. Pastoral leadership clarity, support, and acceptance of Ministry 2025	Our Priests and Deacons strongly support Ministry 2025 and its decisions and are providing pastoral leadership in its implementation
2. Use of Adoration and prayer whenever we gather to ground and enliven our spirit, our awareness and our work	Priests, Deacons and parishioners are strongly engaged in Adoration and prayer prior to our shared meeting and work
3. Parish Ministry and Operational Needs are met	Parish Grouping Pastoral Plans and operational needs are able to be implemented with 95 % of stewardship
4. Diocesan Ministry and Operational Needs are met	Diocesan/Special Appeals are fully funded annually and Diocesan plans are fully implemented
5. Transparency and Collaboration between Parishioners, Priests and Staff	Priests, Staff and Parishioners are appropriately transparent and effectively collaborating with each other in achieving the Parish Grouping Pastoral Plan Actions and Goals

Ministry 2025 Measures *A series of Measures of becoming a stronger, more visible presence in northwest Iowa*

Ministry 2025 Element B: Vibrant and Engaging Parish Sacramental Life and Ministries	
Measure	Ministry 2025
1. Quality of and Participation in Liturgy and the Sacraments	60+ % parishioner participation in Sunday liturgy and Sacraments that is: <ul style="list-style-type: none"> • in fidelity to Norms and Rubrics, • found to be the best source of faith and teaching by parishioners, and • engaging and meaningful to Celebrant and parishioners
2. Stewardship of Time, Talent and Treasure	70+ % parish household participation in: <ul style="list-style-type: none"> • weekly stewardship @ 2+ % of gross income and • annual parish ministry or community service in some form by all adult faithful
3. Quality of and Participation in Faith Formation of the parish	70+ % parishioner and staff satisfaction with the breadth and quality of Faith Formation for all ages and conditions
4. Quality of and Participation in Pastoral Care and Social Justice Ministries of the parish	70+ % parishioner and staff satisfaction with the breadth and quality of Pastoral Care and Social Justice Ministries
5. Welcoming, honoring and integration of all parishioners and parish story and culture	70+ % parishioner satisfaction with the welcoming, honoring and integration of all parishioners, especially new people, communities and cultures
6. Engagement and effectiveness of Parish Trustees, Finance Council and Pastoral Council	70+ % parish leadership satisfaction with the quality and effectiveness of consultative leadership in accordance to Church teaching and norms

Commented [LRB1]: I think we said 60% in all of our previous presentations and media coverage so we should probably be consistent

Ministry 2025 Measures *A series of Measures of becoming a stronger, more visible presence in northwest Iowa*

Ministry 2025 Element C: Healthy, Happy, and Holy Priests, Deacons, and Religious	
Measure	Ministry 2025
1. Understanding, Acceptance and Living Out of Identity, Life and Ministry	Priests and Deacons acknowledge, accept and live in accordance with Church teaching, standards and norms from which come their identity and ministry with satisfaction and to the best of abilities
2. Competency, Development and Engagement in Pastoral Ministry	Parish leadership and staff experience their Priest and Deacon as competent to highly competent in most pastoral ministry
3. Priestly Fraternity	Priests and Deacons committing to and finding high satisfaction from consistent and collaborative priestly fraternity at least on a monthly basis
4. Manageable Work / Ministry Load	Priest averaging between 50 - 60 hours per week and Deacon averaging between 10 - 15 hours per week in duties thus allowing for prioritized time for prayer and leisure within policy and norms
5. Operating with a Healthy Balance of Authority and Partnership and Effective Delegation of Parish Administration to Laity	Parish leadership and staff experience the parish as operating with a healthy balance of authority and partnership across all areas of parish life and ministry and effective delegation of parish administration by the pastor
6. Vocations to Priesthood	Steady to increasing advocacy for the priesthood by pastor and parish leadership as well as in the number of candidates from the parish

Identity, Roles and Responsibilities for Priests, Deacons, and Laity

	Priests	Deacons	Laity
Identity: Who They Are	<ul style="list-style-type: none"> Incorporated into the Body of Christ through Baptism Participating in the Priestly, Prophetic and Kingly Office of Christ A cleric ordained to <i>Ministerium</i>, i.e., a service to God's People in word and sacrament in communion with Bishop and in fraternity with the body of priests Radically consecrated by Holy Orders to Christ, the Head, Shepherd, and Spouse of the Church Called to holiness Called to chaste lives lived in Celibacy 	<ul style="list-style-type: none"> Incorporated into the Body of Christ through Baptism Participating in the Priestly, Prophetic and Kingly Office of Christ A cleric ordained to <i>Diakonia</i>, i.e., a service to God's People in communion with the Bishop and his body of priests Radically consecrated by Holy Orders to Christ, the Servant Called to holiness Called to chaste lives lived in Holy Matrimony or Celibacy 	<ul style="list-style-type: none"> Incorporated into the Body of Christ through Baptism Participating in the Priestly, Prophetic and Kingly Office of Christ Consecrated by Baptism to Christ to live a manner of life marked by a secular character Called to holiness Called to chaste lives lived in Holy Matrimony or the single life
Place: Where They Are	<ul style="list-style-type: none"> In and for the Church 	<ul style="list-style-type: none"> More present and involved than the priest in the secular world 	<ul style="list-style-type: none"> In the secular world
Mission: What they Do	<ul style="list-style-type: none"> Priestly: In the Person of Christ the Head, make an offering to God of himself and on behalf of the People at the Altar and in his daily life Prophetic: Accept the Gospel in faith and proclaim it with authority in word on behalf of the Church Kingly: Seek to guide the community entrusted to him and to maintain it in unity in addition to seeking to overcome sin in himself 	<ul style="list-style-type: none"> Priestly: Make an offering to God of himself around the Altar and in his daily life as a reflection of the diaconal character of the Church and as a reminder of her mission to serve as Jesus did Prophetic: Accept the Gospel in faith and proclaim it in word and deed for the Church and in the world Kingly: Seek to be a driving force for the Church's service toward the local Christian community as a sign of the Lord Christ Himself in addition to seeking to overcome sin in himself 	<ul style="list-style-type: none"> Priestly: Make an offering to God of themselves around the Altar and in their daily lives Prophetic: Accept the Gospel in faith and proclaim it in word and deed in the world Kingly: Seek to overcome in themselves the kingdom of sin and to serve Jesus in the poor through justice and charity, and to restore to creation all its original value

Context and Teaching for Ministry 2025 Pastoral Plan

Responsibilities	Priests	Deacons	Laity
	<ul style="list-style-type: none"> • Preach and Administer the Sacraments • Preside over the offering of the Holy Sacrifice of the Mass • Collaborate with the Bishop as the primary teacher of the Faithful • Collaborate with the Bishops in the formation, governance, and guidance of the Christian faithful 	<ul style="list-style-type: none"> • Preach and Administer some of the Sacraments • Be leaders in works of charity and justice • Collaborate with the Bishop and the priests in calling all to holiness • Educate the Christian community on the social dimensions of the Gospel 	<ul style="list-style-type: none"> • Participate in the Sacraments and the Sacred Liturgy • Works of charity and justice • Evangelize in the workplace • Faithful Citizenship • Sanctify the Family

Responsibilities of Pastor and Parishioners

Roles and Responsibilities of Pastors According to the Code of Canon Law

Source http://www.vatican.va/archive/ENG1104/_PIU.HTM

CHAPTER VI.

PARISHES, PASTORS, AND PAROCHIAL VICARS

Can. 528 §1. A pastor is obliged to make provisions so that the word of God is proclaimed in its entirety to those living in the parish; For this reason, he is to take care that the lay members of the Christian faithful are instructed in the truths of the faith, especially by giving a homily on Sundays and holy days of obligation and by offering catechetical instruction. He is to foster works through which the Spirit of the Gospel is promoted, even in what pertains to social justice. He is to have particular care for the Catholic education of children and youth. He is to make every effort, even with the collaboration of the Christian faithful, so that the message of the gospel comes also to those who have ceased the practice of their religion or do not profess the true faith.

§2. The pastor is to see to it that the Most Holy Eucharist is the center of the parish assembly of the faithful. He is to work so that the Christian faithful are nourished through the devout celebration of the sacraments and, in a special way, that they frequently approach the sacraments of the Most Holy Eucharist and penance. He is also to endeavor that they are led to practice prayer, even as families, and take part consciously and actively in the sacred liturgy which, under the authority of the diocesan bishop, the pastor must direct in his own parish and is bound to watch over so that no abuses creep in.

Can 529 §1. In order to fulfill his office diligently, a pastor is to strive to know the faithful entrusted to his care. Therefore he is to visit families, sharing especially in the cares, anxieties, and griefs of the faithful, strengthening them in the Lord, and prudently correcting them if they are failing in certain areas. With generous love he is to help the sick, particularly those close to death, by refreshing them solicitously with the sacraments and commending their souls to God; with particular diligence he is to seek out the poor, the afflicted, the lonely, those exiled from their country, and similarly those weighed down by special difficulties. He is to work so that spouses and parents are supported in fulfilling their proper duties and is to foster growth of Christian life in the family.

§2. A pastor is to recognize and promote the proper part which the lay members of the Christian faithful have in the mission of the Church, by fostering their associations for the purposes of religion. He is to cooperate with his own bishop and the presbyteriam of the diocese, also working so that the faithful have concern for parochial communion, consider themselves members of the diocese and of the universal Church, and participate in and sustain efforts to promote this same communion.

Responsibilities of Pastor and Parishioners *continued*

Roles and Responsibilities of Pastors According to the Code of Canon Law

Source http://www.vatican.va/archive/ENG1104/_PIU.HTM

- Can. 530 The following functions are especially entrusted to a pastor.
1. the administration of baptism;
 2. the administration of the sacrament of confirmation to those who are in danger of death, according to the norm of \Rightarrow Can. 883, n. 3;
 3. the administration of Viaticum and of the anointing of the sick, without prejudice to the prescript of \Rightarrow Can. 1003, §§2 and 3, and the imparting of the apostolic blessing;
 4. the assistance at marriages and the nuptial blessing;
 5. the performance of funeral rites;
 6. the blessing of the baptismal font at Easter time, the leading of processions outside the church, and solemn blessings outside the church;
 7. the more solemn Eucharistic celebration on Sundays and holy days of obligation.
- Can. 543 §1. If the pastoral care of some parish or of different parishes together is entrusted to priests in solidum, each of them is obliged to perform the tasks and functions of pastor mentioned in Can. \Rightarrow 528, \Rightarrow 529, and \Rightarrow 530 according to the arrangement they establish. All of them have the faculty of assisting at marriages and all the powers to dispense granted to a pastor by law; these are to be exercised, however, under the direction of the moderator.
- §2. All the priests who belong to the group:
1. are bound by the obligation of residence;
 2. are to establish through common counsel an arrangement by which one of them is to celebrate a Mass for the people according to the name of \Rightarrow Can. 534;
 3. the moderator alone represents in juridic affairs the parish or parishes entrusted to the group.

Responsibilities of Pastor and Parishioners *continued*

The following responsibilities should be addressed for a viable parish community.

- Items marked * must be the responsibility of a priest/pastor.
- Items marked with a † should have direct oversight by a priest or parish director.
- 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
 - F. Devotions/Prayer Services
4. Preaching (Priest/Deacon)
5. Daily Community Prayer
6. Preparing people for sacraments
7. Care for the Dying
8. Spiritual direction
9. Promote prayer, family prayer

Responsibilities of Pastor and Parishioners *continued*

II. EDUCATION AND FORMATION

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

III. PASTORAL CARE OR SERVICE

- † 1. Ensure/provide
 - A. Care of those in need
 - B. 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

Responsibilities of Pastor and Parishioners *continued*

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 (In consultation/collaboration with Parish Council and Core Staff)
 - 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

Ministry 2025 Pastoral Planning Process Overview

Phase One; Research, Modeling, Clergy Consultation, Pastoral Process Development

January 2015 – March, 2016

1. Organization of diocesan, parish and school data
2. Demographic, sacramental, financial, priest workload, priest resources, specialized ministries, etc. research
3. Clergy consultation and feedback
4. Diocesan modeling of DRAFT design of deaneries, parishes, and schools
5. Clergy consultation and feedback
6. Diocesan modeling of refined DRAFT design of deaneries, parishes, schools, Hispanic associations, etc.
7. Clergy consultation and feedback
8. Diocesan modeling of refined DRAFT design of deaneries, parishes, schools, Hispanic associations, etc.
9. Design of pastoral planning process and Ministry 2025 Pastoral Planning Process Guidebook as well as communications and resources

Phase Two: Deanery Level of Consultation on Design of Deaneries, Parishes, and Schools

April – August, 2016

- Orientation to Ministry 2025 Pastoral Plan and Deanery Report for Deanery level consultation with priests, deacons, and key lay leaders regarding DRAFT design of deaneries, parishes, and schools, as well as impact of 3 Weekend Liturgies / priest
- Diocesan modeling of refined DRAFT design of deaneries, parishes, schools, Hispanic associations, etc.
- Possible level 2 Deanery level consultation with priests, deacons, and key lay leaders regarding DRAFT design of deaneries, parishes, and schools, as well as impact of 3 Weekend Liturgies per priest
- Diocesan modeling of refined DRAFT design of deaneries, parishes, schools, Hispanic associations, etc.
- Diocesan modeling of priest personnel assignments to support the above design of parishes, schools, and ministries
- Diocesan development and support in key areas of large scale change

Phase Three: Ministry 2025 Parish Grouping Pastoral Planning

March, 2017 – March, 2018

a. Assignment of Pastors to Parish Groupings for the 2017 – 18 FY

February – June, 2017

b. Parish Grouping Pastoral Planning

March 2017 – March 2018

Pastors will guide the parish grouping leadership team, in parallel with local Catholic School systems, in a comprehensive Pastoral Planning process that may last from three months to three years, dependent on the scope of change and complexity at the local level. Key elements of all Parish Grouping Pastoral Plans will be:

- I. Affirmation of, or proposed refinement of, parishes, oratories, and closed sites for review and approval by the Bishop
- II. Proposed liturgy schedule for weekends and weekdays within guidelines for review and approval by the Bishop
- III. Proposed 3 Year Pastoral Plan describing Elements A, B, and C, with the current strengths and conditions within each element, the Pastoral Plan 3 year goals, and the Pastoral Plan key initiatives and investments for improvement to reach the goals for review and approval by the Bishop
- IV. Inventory of Sacred and Secular Goods for each of the current parishes
- V. Development of proposal for unified structure in
 - o Parish Finance Council (1 for each parish)
 - o Parish Pastoral Council (1 for each parish grouping)
 - o Staffing and ministry across the parish grouping
 - o Finances and assets, with a short and long range financial model for the parish grouping, as well as support/obligations for Catholic School systems, where applicable
 - o Perpetual Care of Catholic Cemeteries
 - o Proposed Use and Care of Oratories

Ministry 2025 Parish Pastoral Planning Process Roles and Responsibilities

1. Pastor

- a. Provide pastoral leadership to all of the parishioners in a parish grouping through the process
- b. Fulfill your duties as defined by Canon Law and Diocesan Policy
- c. Identify lay leadership for coordination and partnership of the process for a Parish Grouping Pastoral Plan
- d. Operate with transparency and partnership with the Office of the Bishop in a timely and constructive manner
- e. Pray for the Parish, its leaders, faithful and implementation of the Parish Grouping Pastoral Plan

2. Staff

- a. Operate with transparency and partnership with the pastor and lay leadership in a timely and constructive manner
- b. Support the process as needed with data, information and tasks
- c. Fulfill your duties as defined by Canon Law, Diocesan Policy and Position Description and/or Employment Agreement
- d. Participate in process of assessment, goal setting and action commitments as an employee of the parish
- e. Pray for the Parish, its leaders, faithful and implementation of the Parish Grouping Pastoral Plan

3. Parish Finance Council and Parish Pastoral Council

- a. Operate with transparency and partnership with the pastor, staff and lay leadership in a timely and constructive manner
- b. Fulfill your duties as defined by Canon Law and Diocesan Policy
- c. Support the process as needed with data, information and tasks
- d. Participate in process of assessment, goal setting and action commitments
- e. Pray for the Parish, its leaders, faithful and implementation of the Parish Grouping Pastoral Plan

4. Parishioners

- a. Operate with transparency and partnership with the pastor, staff and lay leadership in a timely and constructive manner
- b. Fulfill your duties as defined by Canon Law
- c. Participate in process of feedback and input into assessment, goal setting and action commitments
- d. Pray for the Parish, its leaders, faithful and implementation of the Parish Grouping Pastoral Plan

Ministry 2025 Pastoral Plan Diocesan Resources and Contact List

Area of Responsibility / Issue	Contact Person	Email and Phone
<ul style="list-style-type: none"> Ministry 2025 Pastoral Plan Ministry 2025 Pastoral Planning Process Ministry 2025 Pastoral Plan Research 	Fr. Brent Lingle Director of Ministry 2025 Pastoral Planning	brentl@sdiocese.org / 712-233-7548
	TBD - Assistant	TBD@sdiocese.org / 712-233-7548
<ul style="list-style-type: none"> Due Diligence Policy and Procedure 	Very Rev. Monsignor Mark Duchaine Office of Judicial Vicar	msgr.markd@sdiocese.org / 712-233-7533
<ul style="list-style-type: none"> Finances and Debt Management 	Diane Donnelly Director of Finance	dianed@sdiocese.org / 712-233-7594
<ul style="list-style-type: none"> Facilities Development and Management 	Royce Ranniger Director of Operations	roycer@sdiocese.org / 712-233-7592
<ul style="list-style-type: none"> Insurance 	Mark Wetz Catholic Mutual	mwetz@catholicmutual.org / 712-233-7559
<ul style="list-style-type: none"> Communications and Stewardship 	Kristie Art Director of Communications	kristiea@sdiocese.org / 712-233-7513
	Joanne Fox Editor of The Globe	joannef@sdiocese.org / 712-233-7573
	Lexa Hawkins Diocesan Website	lexah@sdiocese.org / 712-233-7524

Ministry 2025 Parish Grouping Pastoral Plan

Step One: Orientation and Introduction

Step One Key Objectives

- A. Welcome and provide introductions to the Ministry 2025 Parish Grouping Pastoral Plan Leadership Team

- B. Provide an orientation to Ministry 2025 Parish Grouping Report with research and analysis regarding the current reality and projections into the future for the parish grouping
 - a. Sacraments
 - b. Catholicity
 - c. Demographics
 - d. Registered Households and Catholic School Enrollment (if applicable)
 - e. Spanish Ministry Associations, retired priest ministry, seasonal ministry, etc. (if applicable)
 - f. Parish, School, and Deanery structures

- C. Provide and orientation to Ministry 2025 Pastoral Plan, its Key Elements A – C, and an overview of the pastoral planning process

- D. Development and discussion of Current Parish Statements regarding the
 - a. Current Parish and School Assets / Strengths and well as Concerns / Weaknesses
 - b. Current Parish history, story, and place in the local community

Parish / School Name	Current Assets and Strengths	Current Concerns and Weaknesses
Overall Key Themes	Current Assets and Strengths	Current Concerns and Weaknesses

- E. Development of Key Communications structure and protocols to be used by the team, pastors, and staff throughout the pastoral planning process. This may include, but not be limited to:
- a. Website, including access to all reports and team developments, glossary of terms, access to diocesan website and resources, as well as FAQ (Frequently Asked Questions)
 - b. Weekly bulletin inserts and articles
 - c. Pulpit announcements
 - d. Schools, Religious Education and Ministry handouts

For most parish groupings, Step One Orientation and Introduction may take up to three months and 2 – 3 meetings in order to develop and process the current strengths and weaknesses of the parishes and schools, as well as understand the Ministry 2025 Elements A – C, the Ministry 2025 design of parish groupings and schools, and the Ministry 2025 Parish Grouping Report for each of the 31 parish groupings.

Some existing parishes choose to develop an historical narrative of their parish, with photos, stories, and descriptors. For many parishes, this is presented in a digital format that is accessible and distributed to parishioners over the internet, while some parishes develop a published paper document.

Ministry 2025 Parish Grouping Pastoral Plan

Step Two: Ministry 2025 Element A-C

Step Two Key Objectives

- A. Provide an Assessment of the current parish grouping to Ministry 2025 Pastoral Plan, its Key Elements A – C
- B. Develop 3 Year and 1 Year Goals for Elements A – C
- C. Develop a timeframe and key people for Inventory of Sacred and Secular Goods by each current parish

Refer to the following worksheets for developing an assessment of the parish grouping for Ministry 2025 Elements A – C as well as drafting of Year 1 and Year 3 Goals.

For many parishes that are already collaborating, this assessment and goal setting is usually straightforward. For parish groupings that have not collaborated in the past, this assessment takes time over a few meetings, as the individual parish assessments are rolled up into a parish grouping assessment, and then goal setting for the entire parish grouping, and not for the individual parishes.

For new parish groupings, the 1st year goals usually are modest, trying to maintain or slightly improve current conditions, while seeking to improve such goals in year three and beyond. For somewhat established parish groupings, improved performance towards Ministry 2025 Element A – C goals can begin in Year One.

The Inventory of Sacred and Secular Goods (Pages 34 – 37 in this Guidebook) needs to be completed by each current parish prior to any change in canonical status, and is designed to secure the goods of the parish. Sound practice is to take photos of all goods and cross reference with a tabular listing. Typically, the inventory process can be done most efficiently and effectively with a smaller (3- 5) team of people, rather than a large group. This process can require anywhere from a weekend to several days of time, followed by some time for organization and report development.

Ministry 2025 Parish Grouping Pastoral Plan Worksheet for Element A

Ministry 2025 Measures

A series of Measures of becoming a stronger, more visible Catholic presence in northwest Iowa

Ministry 2025 Pastoral Plan Element A: Vibrant and Vital Diocese				
Measure	2017 Condition	2018 - 19 Goal	2020 - 21 Goal	Ministry 2025
A. Pastoral leadership clarity, support, and acceptance of Ministry 2025	•	•	•	Our Priests and Deacons strongly support Ministry 2025 and its decisions and are providing pastoral leadership in its implementation
B. Use of Adoration whenever we gather to ground and enliven our spirit, our awareness and our work	•	•	•	Priests, Deacons and parishioners are strongly engaged in Adoration and prayer prior to our shared meeting and work
C. Parish Ministry and Operational Needs are Met	•	•	•	Parish Grouping Pastoral Plans and operational needs are able to be implemented with 95 % of stewardship
D. Transparency and Collaboration between Parishioners, Priests and Staff	•	•	•	Priests, Staff and Parishioners are appropriately transparent and effectively collaborating with each other in achieving the Parish Grouping Pastoral Plan Actions and Goals

Ministry 2025 Parish Grouping Pastoral Plan Worksheet for Element B

Ministry 2025 Measures

A series of Measures of becoming a stronger, more visible Catholic presence in northwest Iowa

Parish Pastoral Plan Element B: Vibrant and Vital Catholic Parishes				
Measure	2017 Condition	2018 - 19 Goal	2020 - 21 Goal	Ministry 2025
A. Quality of and Participation in Liturgy and the Sacraments	•	•	•	60+ % parishioner participation in Sunday liturgy and Sacraments that is: <ul style="list-style-type: none"> • in fidelity to Norms and Rubrics, • found to be the best source of faith and teaching by parishioners, and • engaging and meaningful to Celebrant and parishioners
B. Stewardship of Time, Talent and Treasure	•	•	•	70+ % parish household participation in: <ul style="list-style-type: none"> • weekly stewardship @ 2+ % of gross income and • annual parish ministry or community service in some form by all faithful
C. Quality of and Participation in Faith Formation of the parish	•	•	•	70+ % parishioner and staff satisfaction with the breadth and quality of Faith Formation for all ages and conditions
D. Quality of and Participation in Pastoral Care and Social Justice Ministries of the parish	•	•	•	70+ % parishioner and staff satisfaction with the breadth and quality of Pastoral Care and Social Justice Ministries
E. Welcoming, honoring and integration of all parishioners and parish story and culture	•	•	•	70+ % parishioner satisfaction with the welcoming, honoring and integration of all parishioners, especially new people, communities and cultures
F. Engagement and Effectiveness of Parish Trustees, Finance Council and Pastoral Council	•	•	•	70+ % parish leadership satisfaction with the quality and effectiveness of consultative leadership in accordance to Church teaching

Commented [LRB2]: 60% for consistency with what we've already said

Ministry 2025 Parish Grouping Pastoral Plan Worksheet for Element C

Ministry 2025 Measures

A series of Measures of becoming a stronger, more visible Catholic presence in northwest Iowa

Parish Pastoral Plan Element C: Healthy, Happy and Holy Priests and Deacons				
Measure	2017 Condition	2018 - 19 Goal	2020 - 21 Goal	Ministry 2025
A. Understanding, Acceptance and Living Out of Identity, Life and Ministry	•	•	•	Priests and Deacons acknowledge, accept and live in accordance with Church teaching, standards and norms from which come their identity and ministry with satisfaction and to the best of abilities
B. Competency, Development and Engagement in Pastoral Ministry	•	•	•	Parish leadership and staff experience their Priest and Deacon as competent to highly competent in most pastoral ministry
C. Priestly Fraternity	•	•	•	Priests and Deacons committing to and finding high satisfaction from consistent and collaborative priestly fraternity at least on a monthly basis
D. Manageable Work / Ministry Load	•	•	•	Priest averaging between 55 – 60 hours per week and Deacon averaging between 10 - 15 hours per week in duties thus allowing for prioritized time for prayer and leisure within policy and norms
E. Operating with a Healthy Balance of Authority and Partnership and Effective Delegation of Parish Administration to Laity	•	•	•	Parish leadership and staff experience the parish as operating with a healthy balance of authority and partnership across all areas of parish life and ministry and effective delegation of parish administration by the pastor
F. Vocations to Priesthood	•	•	•	Steady to increasing advocacy for the priesthood by pastor and parish leadership as well as in the number of candidates from the parish

Ministry 2025 Parish Grouping Pastoral Plan

Step Three: Liturgy Schedules and Structure

Step Three Key Objectives

- A. Develop a DRAFT Liturgy Schedule for weekend, designing for no more than 3 liturgies, per priest, per weekend

- B. Develop a DRAFT Key Structures for
 - a. Staffing and ministry delivery, including opportunities for collaboration and resource sharing
 - b. Parish Finance Council (s)
 - c. Parish Pastoral Council (unified across the whole parish grouping)
 - d. Care and Use of Cemeteries

- C. Develop a Change and Loss Approach and Resources for parishioners to be engaged and to begin to process their experience that may include:
 - a. Parish meetings, focus groups, and surveys
 - b. Parish staff and leadership training in change and loss
 - c. Parishioner resources in dealing with change and loss at the parish and diocesan levels
 - d. Parishioner communications as well as community communications

A. DRAFT Liturgy Schedule

Saturday	Time:	Language:	Location:
Sunday	Time:	Language:	Location:
	Time:	Language:	Location:

If more than one priest is assigned to the parish grouping, then additional liturgies are scheduled

Retired priests are utilized in the absence of a priests, or for a permanent liturgy schedule, such as seasonal liturgy schedule, Feast Day additional liturgies, and/or special event liturgies.

B. DRAFT Structures

Staffing

Parish Finance Council (1 per parish in parish grouping, but not oratories)

Parish Pastoral Council (1 per parish grouping)

Care and Use of Cemeteries

C. DRAFT Change and Loss Approach, Resources, and Action Steps

Ministry 2025 Parish Grouping Pastoral Plan

Step Four: Key Initiatives for Year One

Step Four Key Objectives

- A. Develop a DRAFT Parish Grouping Pastoral Plan for Years One and Two of Key Initiatives to Achieve Goals in Step Two
 - a. Ministry 2025 Element A: Vibrant and Vital Diocese
 - b. Ministry 2025 Element B: Vibrant and Vital Catholic Parishes
 - c. Ministry 2025 Element C: Healthy, Happy and Holy Priests and Deacons

For each of the Key Goals established in Step Two,

- Create a list of Key Initiatives to create the desired conditions and performance
- Organize the scope and flow of Key Initiatives over a 3 Year timeframe
- Prioritize the Key Initiatives into groups like the top, middle and bottom third of Key Initiatives
Assign ownership of the Key Initiatives to either a staff member, a Council, Committee, or Commission in the parish grouping structure. *See the following pages for a template of a 3 Year Pastoral Plan*
- For the 1st Year of the Ministry 2025 Parish Grouping Pastoral Plan, complete an individual ActionCard as described on the following pages

Ministry 2025 3 Year Parish Grouping Pastoral Plan of Key Initiatives				
Ministry 2025 Element	Key Goals	Year One Key Initiatives	Year Two Key Initiatives	Year Three Key Initiatives
A. Vital and Vibrant Diocese				

B. Vital and Vibrant Catholic Parishes				
C. Healthy, Happy, and Holy Priests and Deacons				

Ministry 2025 Parish Grouping Pastoral Plan ActionCard

Element -- : -----

Key Initiative:

Assigned To:

Our Current Conditions and Reality

Key Steps	When	Who	Cost	What Might Slow Us Down?
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1.	•	•	•	
2.	•	•	•	
3.	•	•	•	
4.	•	•	•	
5.	•	•	•	
6.	•	•	•	
7.	•	•	•	
Our Goals and Vision of this Key Initiative being Accomplished				

Due Diligence Arenas

Create a file or binders of the key information, data and analysis of the applicable following areas:

A. Diocesan Data Gathering Worksheet

1. Picture of Parish Facilities
 - Interior
 - Exterior
2. Civil Corporation Documents and Names of Trustees
3. Current Parish Staff
 - Name/Position/Hours worked, volunteer or paid
4. Parish Ministry Listing
(i.e., nursing home visitation, hospital, Extraordinary Ministers, homebound, etc)
5. Cemetery(s)
 - Governance
 - Ownership
 - Location and Contractual Agreements and Services needs
- a. 2016 – 17 FY Year-end Financial Reports (Chancery will provide)
6. Year-to-date Financial Report
7. 2016-2017 Budget
8. Last Audited Financial Report (Chancery will provide)
9. Sacramental History: 2011 – 2016 (Chancery will provide based on OCD reports submitted)
 - Baptism
 - First Communion
 - Confirmation
 - Weddings
 - Funerals

Create a file or binders of the key information, data and analysis of the applicable following areas:

2017 Diocesan Data Gathering Worksheet

11. Projected Capital Needs over \$1000

- 2017
- 2018
- 2019

12. Diocesan Annual Campaign Goals met

- 2013
- 2014
- 2015
- 2016

13. Endowments

- Catholic Foundation
- Other

(Foundation will provide)

14. Religious Education Program (include number of students by grade, curriculum, teachers)

- Elementary *
- Middle School*
- High School*
- Adult
- Special programs

(*Chancery will provide)

15. List Auxiliary Parish Organizations & Membership Numbers (i.e. KC's, Catholic Daughters, Circles, etc)

16. Parish Council Members

- Names
- Years on Council
- Position (Chair, etc)
- Minutes last 3 months meetings

17. Finance Council Members

- Names
- Years on Council
- Position (Chair etc)
- Minutes last 3 months meetings

18. Structural Assessment of facilities

(see Catholic Mutual report)

19. Households

- Number*
- Number of total members
- Age demographics

(*Chancery will provide)

20. Current Parish Pastoral Plan (attach)

21. Number of vocations from Parish through 2016

- Priest
- Deacon
- Religious

22. Number of Masses in 2016 - 2017

- Weekend (times, average attendance number)
- Weekday (times, average attendance number)
- Special celebrations by Parish

23. Community Area Demographics

- Growth or Decline
- New Development
- Current County Population
- Trends by age group
- Potential for growth in area next 5 years

24. Schools (enrollment by grade)

- Catholic
- Public
- Private
- College or Technical Schools

25. School District(s)

- **Contracts and Agreements**
 - i. Services provided for the Parish and School
 - ii. Services provided by the Parish and School
- **Ecclesiastical Goods Inventory – Page 34 – 36 of Guidebook**
- **Temporal and Secular Goods Inventory – Page 37 of Guidebook**

Due Diligence Directives

A. Ecclesiastical Goods from Alienated Churches

Premise:

Sacred things which are destined for divine worship through dedication or a blessing are to be treated with reverence and not be employed for improper or profane use even if they are under the control of private individuals (Can 1171). The care of the sacred items that belong to the parishes of the Diocese of Sioux City is an important task that the Bishop of the Diocese of Sioux City shares with the pastors of the Diocese. Once an item is purchased or donated for sacred use it must be perpetually cared for.

Decision/Placement:

- Because these sacred items have been dedicated to the service of the Lord it is important that care is taken to assure that they should never be cast aside or turned over to secular, profane or sordid purposes (see Canon 1269).
- Because these items are of a sacred nature they are not to be sold or given away to entities outside of the church. We have a long standing protocol that was established by the Bishops of the Diocese of Sioux City for the distribution of sacred items from closed churches within the diocese.
- Below you will find a list of guiding principles that will assist you in establishing a procedure for removing the sacred items from a closed church/parish. The pastor or his delegate are to make a record of the final disposition of each item on the inventory.
- The following principles and procedure are to be followed when it becomes necessary to close a church within the Diocese of Sioux City:
 - All items of a sacred nature are to be inventoried and labeled. A record of the inventory, a description of each item and the final disposition of each item is to be maintained in the archives of the Diocese of Sioux City and in the archives of the parish that receives the greatest number of parishioners from the closed parish.
 - Once an inventory of sacred items has been completed the pastor(s) of the parish(s) receiving parishioners from the closed parish is to cull through the sacred items and choose the things that he wishes to retain for continued sacred use or for preservation as valuable historic artifacts. These sacred items are not to be dispersed to members of the lay faithful. They are not to be sold or allowed to fall into secular, profane or sordid use. Once an item is donated to a parish for sacred use the item belongs to the service of the Lord and is not to be returned to the donors or their heirs. It is incumbent upon the pastors of the church to protect the sacred nature of the items that are dedicated to Lord and blessed by sacred use.
 - Once the local parish has selected items to be retained for continued sacred use or kept for historic purposes then the pastor is to invite the other pastors of the parishes of the Diocese of Sioux City to select items that they may want to make use of. Again, it is important to remember that these sacred items are not to be sold or allowed to fall into secular, profane or sordid use. An announcement of the availability of such items can be electronically communicated to all pastors and administrators and a copy of the inventory could be made available.
 - Sufficient time should be provided for the pastors of the Diocese of Sioux City to select items for sacred use within the Diocese. Once this stage is complete then the local pastor is encouraged to seek religious institutions and/or domestic and foreign missionary institutions that may be interested in receiving the remaining sacred items. All items that are left unclaimed should be disposed of after consultation with the Diocesan Office of Worship.

Commented [LRB3]: I added all of this from our Policy on Sacred Patrimony which we have had in place. I want our language to be consistent. We can reformat to make it flow with the rest of the document

- At every stage of the above process the pastor or his delegate should complete the section of the inventory which indicates final disposition of each object. Once completed a paper and electronic copy of the completed inventory should be given to the archivist of the Diocese of Sioux City and a copy consigned to the archives of the parish.
- Approved and promulgated for the Diocese of Sioux City on the 26 day of October, 2015.

Storage of Goods:

- If an immediate use for a good, sacred or religious, is not identified within the Diocese of Sioux City, arrangements will be made for their archived storage at the Diocesan repository located at *the chancery office*. A secondary repository will be determined if necessary for a space for large items which require more than one able body to move items at any given time. All items that are placed into storage will be accompanied by appropriate identifiers such as the item's parish of origin, its years of use, particular relevancies, and the identity of its donor (if applicable).
- The archived items will be cataloged in a way that allows for their future use at another Catholic church or chapel.
- Permission for future use at another location can only be given by the bishop.
- Proceeds resulting from the sale of any ecclesiastical goods held in the Diocesan repository are to be returned to their local parish for pious causes.

Gifts:

- Gifts to the Church are accepted without condition.
- The authority to determine the future use of items gifted to a parish is held with the Office of the Bishop. Past donations do not carry with them ties to benefactors or their descendents (Canon 1301).

Decommissioning/Disposal:

- If it is determined that a sacred or religious item is damaged beyond repair as a result of its physical state, age or otherwise, disposal may be pursued only with permission from the local pastor/parish administrator.
- For items fitting this condition that are held in the Diocesan repository, only after receiving the permission of the bishop may disposal be carried out. Disposal should be carried out using either burial or burning, in accord with Church norms.

Directives/Sequence: Issuance of a Decree of Alienation by the Bishop of Sioux City sets in motion the following activities:

- Priests to identify and separate personal (from Church) ecclesiastical goods.
- Diocesan staff arranges with the pastor/administrator to formulate an inventory of sacred and religious goods as soon as possible after decree is issued.
- Diocesan staff, in close consultation with the local pastor/administrator, are to research possible uses for the individual inventory items using the following criteria:
 - Use at a neighboring parish, especially those that will be receiving Catholic faithful displaced by the parish/church closing
 - Unique ties to the parish (ie: mission parish, daughter churches, common pastor)
 - Complementary style of church architecture

- Formal proposal for dissemination of ecclesiastical goods presented to the bishop for approval.
- Included in the proposal should be goods scheduled to be delivered to the Diocesan Repository.
- No goods are to be moved until written permission from the bishop is given.
- Upon receipt of written permission from the bishop, arrangements to move goods to their newfound home are to be finalized. Moves should be completed before the sale of property, unless other provisions with a buyer have been secured.

Types of Ecclesiastical Goods:

- Sacred goods are intrinsically connected with liturgical worship and therefore have a value above merely monetary or emotional consideration. Examples include, but are not limited to: tabernacles, chalices, monstrances, patens, ciboriums, altar linens, vestments, and Stations of the Cross.
- Religious goods are those items readily identifiable as used in the church. Examples include, but are not limited to: stained glass windows, pews, statues, and bells.

Due Diligence Directives

B. Temporal and Secular Goods from Alienated Churches

Premise:

Sensitivity to the manner in which a good may have been procured by the parish or given to the parish must be given at all times. Sacrifice on the part of an individual or family may be represented by a particular good.

Directive:

- The pastor/administrator is responsible for inventorying and determining the value of temporal and secular goods at a church that is to be alienated. Good judgment will be the rule when determining a particular item's value.
- The pastor/administrator is responsible for determining the future use for goods deemed valuable.
- Probability of use at another parish should be a first consideration when determining future use of a good holding value.
- "Market basis", a likelihood that the item(s) can be sold in exchange for monetary proceeds, should be a secondary consideration.
- Arrangements for temporal or secular goods should be finalized before the sale of property housing the item(s).
- Proceeds from the sale of any temporal or secular good may only be directed locally and toward pious goods. The funds will be kept with the local parish or directed in the same manner its funds have been.

Goods of Nominal Value:

- Goods of nominal or no value and otherwise unlikely to be used should be discarded.
- Sensitivity to the manner in which a good may have been procured by the parish or given to the parish must be given at all times. Sacrifice on the part of an individual or family may be represented by a particular good.

Gifts:

- Gifts to the Church are accepted without condition. The authority to determine the future use of items gifted to a parish is held with the Office of the Bishop. This authority may be delegated to the local pastor. Past donations do not carry with them ties to benefactors or their descendants (Canon 1301).

Examples:

Temporal and Secular goods include but are not limited to: Vases, cooking equipment, silver/dishware, planters, lawn/snow equipment, furniture, etc.

End of Ministry 2025 Pastoral Planning Guidebook