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***CONNECTED IN THE SPIRIT***

**PASTORAL PLANNING FOR THE**

**ARCHDIOCESE OF INDIANAPOLIS**

# PROJECT GOALS

**GOALS FOR *CONNECTED IN THE SPIRIT***

The parish planning project for the Archdiocese of Indianapolis is inspired by the following goals:

1. To enhance the vibrancy of parish life in the Archdiocese of Indianapolis.
2. To foster an appreciation for and participation in Sunday Eucharist and the Sacraments.
3. To promote good stewardship so that parishes are financially viable now and into the future.
4. To maximize the availability of quality Catholic School education throughout the Archdiocese.
5. To ensure that all parishioners have opportunities for quality lifelong Christian Formation, including supporting new initiatives for youth and young adults and promoting vocations to ordained and lay ministry.
6. To strengthen service to those who are marginalized.
7. To build a greater sense of unity among the many cultures in the Archdiocese.
8. To realign parishes considering the number of priests available to serve, financial resources and demographics.
9. To increase collaboration among all entities in the local, national and universal Church.
10. To advocate for peace and justice in the Church and in the world.

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# ARCHDIOCESAN PLANNING COMMISSION JOB DESCRIPTION

**NATURE**

The Archdiocesan Planning Commission for the Archdiocese of Indianapolis is appointed by the Archbishop and is advisory to him. It is made up of at least 16 people with the possibility of expanding it to no more than 20 people. The members of the commission are respected priest and lay leaders from diverse ethnic cultural backgrounds in the Archdiocese. All geographic areas of the Archdiocese are represented on the commission as well as people with experience in Catholic Schools, Catechetical programs, Liturgy and Human Concerns. Some people may represent both a geographic area as well as a ministry area.

**PURPOSE**

The Archdiocesan Planning Commission fulfills the following purposes by giving general advice to the Archbishop on the planning process and making recommendations to the Archbishop in the following areas:

1. Models (e.g. linkage, merger, partnership, team etc.) for staffing parishes given the number of priests available for ministry
2. Planning Assumptions and Criteria for applying the Models
3. Final Recommendations on application of the Models after the parishes have submitted their suggestions and had an opportunity to respond to the Archdiocesan Planning Commission’s Preliminary Recommendations
4. Recommendations for an Implementation Process

**FUNCTION**

Archbishop Tobin selected Mickey Lenz, Chancellor to be the chair of the Archdiocesan Planning Commission. The Commission will meet on an as needed basis and schedule two planning retreats. The Commission will study the Parish Cohort Suggestions and make Preliminary Recommendations back to the parish Cohorts for a response. At the second planning retreat the Commission will study the Cohort Responses and make Final Recommendations to the Archbishop about the structure of the parishes in the future.

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# ASSUMPTIONS

**FOR *CONNECTED IN THE SPIRIT***

Assumptions inherent in this planning process include:

1. The Paschal Mystery is both central to our faith and to this planning process.  Changes in parish structures are potential examples of the life-death-resurrection mystery.
2. Parishes exist for the mission of the Church, and as a presence of Christ and His Church to the local area.
3. A commitment to Eucharist, prayer and spirituality is a necessary component of the diocesan planning process.
4. Stewardship of human, financial and facility resources is essential for quality parish, regional and archdiocesan life.
5. One’s vision of the Church must be larger than one’s own local, geographic or ethnic community.  People must be helped and encouraged to think locally, regionally and archdiocesan-wide in a forward-looking and positive fashion.
6. Strong leadership by clergy, religious and laity is needed for planning to succeed.
7. All parishes will be more effective if they plan for the future, especially when planning is an on-going process that includes regular evaluation.
8. Parishes also will be stronger and more effective, if they work together.
9. When planning is done at the local level and there is meaningful involvement by those who will be affected by the changes, there is more ownership of and less resistance to planning (subsidiarity).
10. If and when parish mergers are needed, they will be less traumatic and more natural if people and parishes have already been in relationship with one another.  In the future, some parish mergers will be suggested by parish partners who have come to believe that consolidation is the best way to go forward.
11. When parishes merge there is a need for expert advice in the evaluation of buildings and assistance with the disposition of real estate.
12. Planning resources will be provided in Spanish where needed.

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CRITERIA FOR ASSESSMENT

**OF PARISH AND COHORT MINISTRIES AND FUNCTIONS**

**Sacramental Life of the Parish**

1. The Eucharist is the source and summit of the life and mission of the parish.
2. Sacramental celebrations and devotional practices reflect the cultural heritage of the people assembled.
3. Parishioners are well trained for sacramental and liturgical ministries.

**Evangelization, Catechesis and Catholic Schools**

1. Evangelization is recognized as essential to the life and mission of the Church.
2. The parish provides excellent lifelong catechetical formation, including but not limited to family catechesis, youth and young adult ministry and adult formation
3. The parish actively supports Catholic schools in their operation and mission.
4. Formation and education in vocational awareness is an integral part of all catechetical programs.

**Stewardship and Justice**

1. Parishioners are educated and formed in stewardship where all disciples share their time, talent and treasure.
2. Social justice, advocacy and outreach programs are well integrated into parish life.
3. Being good stewards of all God’s gifts and contributing to and participating in activities of the larger Church are embodied in parish life.

**Effective Administration**

1. The pastor, staff, parish councils and finance councils exert effective leadership that embodies stewardship and points to the future.
2. The parish is financially stable and exercises good stewardship of its resources.
3. In its planning, the parish takes into account the number of priests available for ministry.
4. The parish is taking into account its geographic proximity to other parishes and its Mass attendance when it plans for the future.
5. The parish has adequate and well-trained and compensated staff as well as appropriate and well maintained facilities to carry out its mission

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# EIGHT STEP PARISH RESTRUCTURING PROCESS

In order for a parish restructuring process to be successful throughout an entire archdiocese leading to the linking, merging or partnering of parishes and possibly to the appointment of a leadership team in accord with Canon Law, many steps are required in a specific order. These include:

**STEP #1 -- Conversation** at the Archdiocesan, Parish and Cohort level

Parish Core Teams and Cohort Teams meet to evaluate their current situation and plan their preferred future.

**STEP #2 -- Suggestion** of a particular Model by each Cohort Team (Linked, Merged, Partnership with a rationale to the Archdiocesan Planning Commission.)

**STEP #3 -- Preliminary Recommendations** of the Archdiocesan Planning Commission with a rationale back to Cohorts of Parishes.

**STEP #4 -- Conversation** about the recommendation at the Cohort level.

**STEP #5 -- Response** to the Archdiocesan Planning Commission about a particular Model with a rationale by the Cohort Team.

**STEP #6 -- Final Recommendations** of the Archdiocesan Planning Commission with a rationale sent to the Archbishop

**STEP #7 -- Decisions** by the Archbishop after appropriate consultation based on the Final Recommendations made to him by the Archdiocesan Planning Commission.

**STEP #8 -- Implementation** at the parish, cohort and diocesan level of all decisions made by the Archbishop.

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TIMELINE -- OCTOBER 2015 – JUNE 2017

OCTOBER 1, 2015

Pastors & Parish Life Coordinators introduction to ***Connected in the*** **Spirit** process

NOVEMBER 11 (Wednesday) 2015

Training of Core Teams

NOVEMBER 2015—JANUARY 2016

Parish Conversations and Assessments

FEBRUARY 3, 2016

Cohort Training

MAY 1ST 2016

First draft of Cohort Suggestion to your Reid Group Consultant

MAY 15th 2016

Cohort Suggestion to the Archdiocesan Planning Commission via Cathy Mayer

LATE MAY 2016

Archdiocesan Planning Commission meets to make Preliminary Recommendations

JUNE- September 2016

Cohorts meet – and give their Responses to the Preliminary Recommendations by

September 12

LATE SEPTEMBER 2016

Archdiocesan Planning Commission meets to make Final Recommendations to Archbishop Tobin.

OCTOBER – NOVEMBER 2016

Archbishop Tobin, in prayer and reflection, consults with Presbyteral Council and other consultative bodies, as well as Pastors, Administrators, and PLCs whose parishes have been suggested for merger and makes decisions related to parish ministry and restructuring.

NOVEMBER - DECEMBER 2016

Archbishop announces his decisions

JANUARY 2017

Planning for Implementation of mergers, linking and partnering parishes begin

MAY 15, 2017

Implementation Plans due

MAY - JUNE 2017

Plans reviewed and approved by the Archdiocesan Planning Commission

JULY 1, 2017

Implementation begins for the New Albany & Tell City Deaneries

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# KEY PARTICIPANTS DURING A PARISH RESTRUCTURING PROCESS

* Archbishop – Archbishop initiates the deanery-wide parish restructuring project, approves the project goals, reviews all recommendations, and makes the final decisions after appropriate consultation.
* Archdiocesan Project Coordinator – Mickey Lenz, Chancellor manages the planning process within the Archdiocese and coordinates all planning initiatives with the Archbishop, archdiocesan and parish leadership, and the consultants.
* Archdiocesan Planning Commission – A group of 16-20 ordained, religious and lay leaders broadly representative of the archdiocese who are delegated by the Archbishop to study the parish/cohort evaluations and suggestions, make preliminary and then final recommendations after a review of each cohort response.
* Presbyteral Council and Other Archdiocesan Advisory Groups – These groups provide needed advice and/or consent to the Archbishop as he requests.
* Archdiocesan Staff – These archdiocesan leaders provide input during the planning process and serve as resource people to parishes involved in cohort planning and implementation.
* Parish Core Teams – Groups consisting of the pastor and four other parish leaders who are responsible for seeing that all required work is completed at the parish level, including involving parishioners in the planning process, maintaining open and direct communications within their parishes, and representing the parish in all cohort meetings.
* Parish Pastoral Council and Parish Finance Councils – While the Parish Core Teams are “responsible for seeing that all required work is completed at the parish level,” it is vital for input to be provided by the two councils in the parish.
* Cohort Core Teams – Groups consisting of parish core team members from all parishes in a given cohort who study the various parish self-evaluations, complete a cohort evaluation, decide upon a cohort suggestion and rationale, review the preliminary recommendation from the Archdiocesan Planning Commission, and make a cohort response and rationale.
* Staff and Parishioners – Active participants in the planning process.
* Consultants – A team of professional consultants from The Reid Group experienced in planning and parish restructuring.
* Archdiocesan Parish Facilitators – Experienced men and women from within the Archdiocese who are trained and work to help in facilitating key meetings at the parish and cohort levels.

# THE REID GROUP APPROACH

**PROPHETIC PLANNING FOR PARISH RESTRUCTURING**

**PROPHETIC PLANNING**

The Reid Group has significant experience in planning within a wide variety of organizations at the diocesan, parish and school levels using an approach called “prophetic planning.”

This approach has four main elements as follows:

1. Planning for the future is based on knowledge and appreciation for the story of the organization that has evolved from the past.
2. The realities of faith, conversion and healing are central to quality planning and effective organizational development.
3. While appreciating what has been, this approach to planning invites leaders to be bold, and ask questions like, “What would we do if we were 10 times bolder?” and “What would we do if we REALLY considered ourselves a FOR PROPHET organization?”
4. Prophetic planning seeks to discern the movement of the Spirit and the will of God for an organization at this moment in time.

While believing in and being experienced with prophetic planning, The Reid Group also believes that a “one size fits all” approach to planning is not appropriate. Therefore, each planning process must address the unique circumstances of every organization within a particular archdiocese.

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# PARISH MODELS -- FOR CONSIDERATION

**MODEL ONE: LINKED PARISHES**

Linked parishes happen when two or more parishes share a pastor. Linked parishes do as many things as possible cooperatively especially given that the pastor/administrator is striving to serve two or more separate parishes. Characteristics of linked parishes include:

* The parishes remain distinct canonical entities.
* The parishes are encouraged to work toward combining Parish Pastoral Council meetings and to establishing common committees where possible.
* According to Canon Law, linked parishes must have separate finance councils.
* Linked parishes do many things cooperatively, such as programs and in-services.
* Joint staff meetings where cooperative planning happens are marks of well-functioning linked parishes.

**MODEL TWO: MERGED PARISHES**

Merged or consolidated parishes create a new parish configuration which is able to provide many more activities and opportunities than the original parishes could have managed on their own.

The consolidation process allows parishes to:

1. Use priestly leadership more effectively so that more communities can celebrate the sacraments regularly and priests will have the energy to continue serving the community;

2. Join forces to form a larger, more vibrant worshipping community;

3. Reduce overhead, and use resources more effectively and efficiently.

When done sensitively and cooperatively, the merger of parishes will ordinarily create a more viable parish situation. A consolidated parish happens when:

* Two or more parishes come together to form one new parish.
* It is possible that a new name will be given to the merged parish. This may be a brand new name or a combination of the former parish names; or retain one name.  Usually the new parish has one worship site, but permission may be given for several worship sites for a limited time period.

**MODEL THREE: PARTNERSHIP-PARISHES**

Parishes enter into partnerships with other parishes when:

1. They create joint programs;
2. When appropriate, they share staff to enhance the quality of ministry and practice good stewardship of resources;
3. They share in-services or retreats for parish pastoral councils, finance councils, or parish committees.

Examples of ways parishes can partner include:

* A common catechetical program
* A shared youth ministry program or adult formation program
* Support for a common Catholic School
* A joint RCIA program
* A shared parish outreach program

The key to successful partnership-parishes is an attitude of cooperation which results in finding opportunities for sharing resources to enhance the quality of ministry in each parish. Partnership-parishes also work together, where possible, on “twinning” with inner city parishes or in support of a mission parish outside of the United States.

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# A PARTNERSHIP OVERVIEW

**WHAT IS A PARTNERSHIP?**

A partnership is a formal relationship between two or more parishes which reflects the substantial sharing of current programs and resources and/or the development of new resources for ministry. Partnerships commit to the development of programs, the allocation of material and human resources and/or the creation of new joint activities or services which further the mission of Christ. Some partnerships may share staff or have common in-services for both staff and parish pastoral councils. Partnerships conserve resources by avoiding unnecessary duplication of services and enhance ministry by working together to do things that are needed but a single parish might not be able to do alone. In some cases one focus of the collaborative efforts might be twinning with an urban parish or a parish in another country.

What the Archdiocesan Planning Commission is interested in seeing in a partnership is that in some substantial way new relationships are being formed that will make a positive difference in the ministry and outreach of both parishes.

If you are considering Model Three, Partnership Parishes, the following questions may help you discern if this is the best model for you at this particular time. If you suggest the Partnership Parish Model, the answers to your questions may be helpful as you write the rationale for your suggestion.

**Conservation**

In suggesting a parish partnership what resources are we conserving or not duplicating?

How will we be providing needed services and at the same time conserving resources?

**Filling in the Gaps**

What kinds of ministry will we be able to do in a partnership that we could not do alone?

How will we do these? How critical are they to parish life? How substantial are they?

**New Initiatives**

What new projects will we take on with our partner parish(es)? Why these?

With whom will these ministry activities make a difference?

How will these activities bring “glad tidings to the poor?”

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# ARCHDIOCESAN PARISH FACILITATORS ROLE

**Overall Description**

An Archdiocesan Parish Facilitator is a person active in the Catholic Church with experience working with groups and broad knowledge of the Archdiocese of Indianapolis. These parish facilitators receive a stipend and are responsible for assisting local leaders to plan, facilitate and evaluate parish and cohort meetings as part of the ***Connected in the Spirit*** planning process. Training will be provided by The Reid Group to enable people to be successful facilitators in this process. Flexibility is required in terms of availability to work when and where the needs arise.

**Facilitation**

Facilitation is a form of leadership which empowers groups to achieve their goals. Facilitators plan meetings; prepare materials; implement meetings; and contribute to the evaluation and report of meetings.

**Specific Tasks of an Archdiocesan Parish Facilitator**

1. Understands and articulates the purposes of the meeting in the broader context of

***Connected in the Spirit.***

1. Prepares the agendas for meetings.
2. Ensures that all the materials needed are available at the meeting.
3. Designs the meeting process depending on the purpose of the meeting.
4. Ensures that prayer has been prepared for the meeting. (Prayer based on scripture is the preferred method of prayer for effective meetings.)
5. Ensures that prayer leaders are in place and that the Bible and a candle are part of prayer, where possible.
6. Articulates the “ground rules” for a meeting and obtains buy in from the participants.
7. Manages conflict, if it arises.
8. Helps the group communicate effectively.
9. Ensures that a welcoming environment is created to meet the goals of the meeting. This will include an appropriate set-up and refreshments.
10. Fosters leadership in others by sharing some responsibilities at the meeting.
11. Evaluates the meeting.

**Kinds of Meetings Facilitators Oversee**

1. Parish Planning Meetings
2. Parish Town Hall Meetings or Assemblies
3. Cohort Planning Meetings

**Skills and Abilities Needed to be an Effective Archdiocesan Parish Facilitator**

1. Good facilitation skills including excellent listening skills
2. Well-honed planning and time management skills
3. Ability to think on one’s feet
4. Conflict management skills