Implementing Vision 21st Century

Provisional Vision/Ministry Plan

All of the information necessary to prepare a cluster or merged parish's Vision/Ministry plan, including the forms, instructions, timeline, process steps, and sample plans. Completed plans are to be submitted to the Office for Planning and Councils.

CONTENTS

THE VISION/MINISTRY PLANNING PROCESS FOR VISION XXI

Editorial Note: This is a "provisional" copy of the Vision/Ministry Planning Process for use by clusters which will initiate the process. The clusters will aid in the refinement of the process and materials. The new Archbishop will review and edit the materials after his appointment. When completed, the process will be posted on the website. Clusters which use this edition of the process will be provided with any updates or changes.

Introduction

Central to the implementation of Vision XXI for the Archdiocese, parishes, and clusters is the development of a vision/ministry plan. These completed plans will begin to concretize the planning document's title, "vision: living our faith in the twenty first century," and can lead to the vision becoming a reality. That is where we all come into the picture. An effective planning effort will require a thorough consultation with leadership as well as people in the pews. The effort will require trust and commitment: trust that every parish and cluster will actively participate and commitment to put forth our very best effort. Future generations of Catholics are depending on us.

All parishes are familiar with the basics of this process because of the long-standing emphasis in the Archdiocese on parishes developing mission statements. The mission statement briefly, broadly, and concisely describes the parish, its overall direction, and the ways that it carries out the mission of Christ in that particular location. The vision/ministry plan asks the same questions but in more specific, concrete, and outcome-directed terms. Whereas a mission statement may serve a parish for decades the vision/ministry plan is designed to be completed in three to five years.

A significant number of parishes have been involved in Archdiocesan planning efforts in the past. Some parishes have merged and others have collaborated with cluster partners to share staff, ministries, and programs. Other parishes may be collaborating in other ways. Still others are further developing a cluster relationship or beginning anew with new partners. This familiarity with collaboration and planning will greatly assist the Archdiocese as a whole and each parish or cluster in specific. The process is designed for use in all of these situations. The most important focus is not the process but the outcome: where do we want to be as the Archdiocese of Milwaukee in five years?

Outcome: The seven-step planning process is designed to lead to the development of a well-consulted vision/ministry plan for the next 3 to 5 years. The overall priority for the Archdiocese as put forth by Archbishop Timothy Dolan is "to strengthen our parishes."

Timeframe: The plan can be completed in a minimum of six meetings or steps. Some follow up work will be necessary as well. Each parish/cluster will need to determine and schedule a timeline which is appropriate and workable for that location.

Facilitation: As part of the parish council's role "to foster pastoral activity" (c. 536), the council will guide the process. In some clusters, a cluster council may be functioning and can guide the process. Other clusters may occasionally gather their individual parish councils for joint meetings. In these latter situations, each

council can discern some representation for an "*ad hoc* committee of councils." This committee of councils would guide the whole process but only meet separately to organize the process in step 1.

The process is user-friendly and, if followed, will produce a well-consulted plan. Training is available for parish/cluster planners. Some parishes may wish to ask a trained facilitator to guide the process. A skilled parishioner or an outside consultant can be used but are not required.

Because of the importance of concise and well-written reports and plans, the council is encouraged to identify a team of 3 or 4 people who are capable of synthesizing discussion and editing public documents. Their work will primarily focus on the parish/cluster vision. Revisions will be directed by the Council.

The staff(s) and committees will prepare and draft the ministry portion of the plan.

Modification: The process is able to be adapted to any parish/cluster setting. Some steps may require more than one meeting. Step 3, for example, can involve a single cluster meeting for all parishioners in the cluster or separate meetings in each parish. The elimination of steps should not be considered because it will limit the consultation which is a critical component of the process.

Communication: Good communication is essential to good planning. The use of websites and already-existing communication vehicles, such as bulletins, should be explored. Communication needs to continue beyond the planning stage into the implementation stage. Parishioners can be kept well-informed about the progress of the plan and prepared for any changes that will come from the parish/cluster vision.

Using Materials: Any pages or paragraphs may be copied for local use. Most materials can be changed to fit the local process. The planning materials are "tools" to complete the plan. **The forms for submitting the plan should not be changed**. They are designed so that plans have a consistent content and length. This is to assist with their review and eventual communication throughout the Archdiocese. **Plans not submitted on the forms will be returned.** The plan which is presented to the parish/cluster can be formatted and designed in any style and length.

Training: Training sessions for parish/cluster planners will be offered in a variety of ways. There will be live workshops with taped presentations on the website and on DVD. The Coordinator for Parish Mission is available to work directly with some parishes and clusters in their preparations for the process.

The Office for Parish Mission will serve as the Vision/Ministry Plan hotline. Mark Kemmeter can be contacted directly by phone at 414-769-3352 or via email kemmeterm@archmilm.org,

OVERVIEW OF TIMELINE AND STEPS
FOR VISION/MINISTRY PLANNING PROCESS

Outcome: To develop a well-consulted parish/cluster vision/ministry plan for the next 3 to 5 years

Timeframe: Can be completed in a minimum of 6 meetings over a six month period, based on one meeting per month, with some follow up work in between

Facilitation: Council or committee of Councils guides the process – an internal or external consultant may be used
Council should identify a writing team of 3 or 4 who will draft reports and documents as well as revise them as directed
Staff(s) and committees will prepare draft of ministry plan

Modification: The process is easily adapted
Some steps may require more than one meeting
No steps should be eliminated

Communication:
Clear, consistent communication is essential and some accessible means of providing this needs to be determined
Use of already-existing communication vehicles is encouraged

Process	Task(s) to be Completed	Group(s) Consulted	Time Needed	Publicity/ Communication	Council Follow Up
Step 1: Council or committee of councils prepares for process	Cluster finalized Develop local timeline, schedule meetings, set up communications, and clarify roles Gather parish and demographic data	District Dean Parish *status animarum*, state and local sources	Two hours	Publicize process and dates to parish/cluster Invite staff(s) and committees to next meeting	Prepare agenda for meeting with staff(s) and committees Prepare a report of data on parish/cluster and vision discussion Post report
Step 2: Council meeting with staff(s) and committees	Review trends and opportunities Record comments on data Discuss parish or cluster vision Record comments on vision	Staff(s) and committees	Two hours	Post a meeting summary for council, staff(s), and committees	Prepare staff(s) and committees for steps 4 and 5 Review meeting report and prepare comments

Step 3: Council meeting to discuss trends, opportunities, and parish or cluster vision	Formulate key observations re: trends and opportunities Formulate vision Review next meeting and assign roles	Council(s)	At least one meeting but will depend on cluster history and whether vision requires more discussion	Invite parishioners to next meeting(s) Post a draft vision summary for parishioners	Draft vision for parish/cluster Prepare agenda for parish/cluster meeting(s)
Step 4: Parish/cluster meeting or meetings in each parish	Inform about Vision XXI Present and discuss draft vision Record comments for review and edit of vision Seek suggestions for the ministry plan	Parishioners	One to two hour meeting	Post a meeting summary for parishioners Invite committee members/reps and staff to ministry plan meeting	Revise draft vision from meeting comments Make certain ministry plan suggestions have been received by committee(s) Prepare agenda for ministry plan meeting
Step 5: Committees develop ministry plans	Review goal and objective basics, priorities Divide into areas of mission and develop plans Report plans to those gathered	Staff and Committees/reps	One to two hour meeting, depending on how much pre-work has been completed	Post copies of draft vision and ministry plan for council, committees, and parishioners	Review vision and ministry plan and prepare comments
Step 6: Council(s) finalizes vision and ministry plan	Complete a final draft of the vision and ministry plan	Council(s)	One to two hour meeting	Post copies of submitted draft for all Announce when vision/ministry plan is approved	Final revisions to plan Submit plan to Office for Parish Mission and copy to district Dean Official response from Office will follow
Step 7: Implementation of plan	Council(s) works on vision Committees work on ministry plans and report to the Council(s)	Council(s) Staff(s) and Committees	3 to 5 year period	Post updates and reports on progress via council minutes	Monitor on regular basis at meetings Conduct an annual evaluation of progress Submit annual report to Office and Dean

10 IMPORTANT UNDERSTANDINGS
OR
PLANNING ASSUMPTIONS

1. The future of parishes in the Archdiocese of Milwaukee will be defined by the relationships which are established with neighboring parishes to serve the people in the surrounding area, with parishes in economic and/or ministerial need within the Archdiocese, and with parishes in other parts of the country and the world.

2. The clustering of parishes seeks to increase the level of ministerial activity throughout the Archdiocese as well as to promote an effective stewardship of personnel, ministries, programs, resources, and facilities.

3. Some already-merged or merging parishes have achieved an end result (as envisioned in #1) and will not be required to cluster with any additional parishes.

4. Mergers are a planning option for clusters but are not required.

5. A vision/ministry plan will be required from each cluster or merged parish of a significant size.

6. The vision allows the cluster or merged parish to describe its future direction and priorities while the ministry plan allows the cluster or merged parish to describe certain mission activities which it is seeking to accomplish or establish within a specific period of time.

7. Clusters and merged parishes will become more intentional communities, assessing the needs and changes in the surrounding area then planning how to more effectively proclaim the Gospel.

8. The vision and ministry plan which is a collaborative document becomes a means for providing consistency in the direction and ministry of the cluster or merged parish as well as a catalyst for ongoing change since it will be reviewed and can be revised on a regular basis.

9. Once submitted, the vision and ministry plan raises the expectation that the plan will be implemented, an expectation for which the leadership of the cluster or merged parish will be accountable.

10. The vision and ministry plans will have a significant impact on Archdiocesan Offices, particularly in the areas of personnel and ministries, because the plans will reveal the direction and priorities for every cluster and parish in the Archdiocese.

ROLE OF THE PASTOR OR PARISH DIRECTOR

The pastor or parish director has a central role in the vision and ministry planning process.   Since the process is guided by the parish or cluster council, the pastor or parish director presides over all the activity. The future of each parish and cluster is shared and shaped by all the parishioners. The pastor or parish director needs to lead the entire parish or cluster in the process of identifying a vision for the future and determining a ministry plan which will bring the vision into reality.

This role can be described in the following ways:

a. **Collaborates** with other priests, staff, and parishioners

b. Is **committed** to the vision and ministry of the cluster or parish

c. Understands the **connection** of the universal mission of the Church with the mission of the cluster or parish

d. Recognizes that the cluster or parish is "**a community of communities"** and that the role of the pastor or parish director is to **build unity in Christ** and to **promote collaboration** among parishioners

e. Is open to **consulting** with parishioners and to **listening** to their concerns

f. **Participates** actively in the planning process

g. **Provides leadership** to the Council as it guides the process

h. Makes certain that there is good **communication** with parishioners about the process and plan

i. Is **dedicated** to seeing that the vision and ministry plan will be followed through

j. In the event of a transfer or new assignment, **respects** the vision and ministry plan of the new location recognizing that there will be opportunities to **revise** the current plan and **influence** a future plan

DEFINITIONS OF PLANNING TERMS

Term	Definition
Cluster	*a grouping of geographically bordering parishes working together on a shared vision and ministry plan*
Collaboration	*the willing cooperation of two or more entities to work together on common projects for mutual benefit*
Consultative Groups	*people from whom advice, guidance, and information should be sought when making plans*
Facilitation	*an activity which moves a process forward in a timely manner and makes it easier to progress*
Goal	*states a desired outcome in broad general terms and uses an action verb*
Merger	*a legal and canonical combination of two or more parish corporations by the transfer of properties into a single corporation*
Mission	*an assigned duty, purpose or task to which people are called and for which people are sent to accomplish*
Objectives	*describe the steps that are necessary to achieve a goal*
Outcome	*a final product or end result*
Parish Sharing	*an intentional relationship between two parishes or clusters <u>in the same diocese</u> to share resources and ministries in order to support and strengthen a parish or cluster which may have need*
Parish Twinning	*an intentional relationship between two parishes or clusters <u>from different countries or dioceses</u> in order to support and strengthen a parish which may have need*
Priority	*an authoritative rating that establishes some activity as important or urgent*
Responsibility	*the identification of who will have direct influence on the implementation of specific parts of a plan*
Steps	*a sequence of planned events over a period of time which lead to a result*
Timeline	*a projected deadline or sequence of deadlines for the completion of an activity*
Vision	*a communal statement, developed by people who are called to a shared mission, which identifies and anticipates what the community will come to be at some future time*

THE VISION/MINISTRY PLANNING PROCESS FOR VISION XXI

Preliminary Considersations

Outcome: The vision/ministry, seven-step planning process is designed to lead to the development of a well-consulted vision/ministry plan for the next 3 to 5 years.

Timeframe: The plan can be completed in a minimum of six meetings or steps. Some follow up work will be necessary as well. Each parish/cluster will need to determine and schedule a timeline which is appropriate and workable for their situation.

Facilitation: As part of the parish council's role "to foster pastoral activity" (c. 536), the council will guide the process. In some clusters, a cluster council may be functioning and can guide the process. Other clusters may occasionally gather their individual parish councils for joint meetings. In these latter situations, each council can discern some representation for an "*ad hoc* committee of councils." This committee of councils would guide the whole process but only meet separately to organize the process in step 1.

The process is user-friendly and, if followed, will produce a well-consulted plan. Training is available for parish/cluster planners. Some parishes may wish to ask a trained facilitator to guide the process. A skilled parishioner or an outside consultant can be used but are not required.

Because of the importance of concise and well-written reports and plans, the council is encouraged to identify a team of 3 or 4 people who are capable of synthesizing discussion and editing public documents. Their work will primarily focus on the parish/cluster vision. Revisions will be directed by the Council.

The staff(s) and committees will prepare and draft the ministry portion of the plan.

Modification: The process is able to be adapted to any parish/cluster setting. Some steps may require more than one meeting. Step 3, for example, can involve a single cluster meeting for all parishioners in the cluster or separate meetings in each parish. The elimination of steps should not be considered because it will limit the consultation which is a critical component of the process.

Communication: Good communication is essential to good planning. The use of websites and already-existing communication vehicles, such as bulletins, should be explored. Communication needs to continue beyond the planning stage into the implementation stage. Parishioners can be kept well-informed about the progress of the plan and prepared for any changes that will come from the parish/cluster vision.

Step 1:   Meeting of Council to Organize the Process

Purpose: The initial meeting of the full council or committee of councils to prepare for the vision/ministry planning process and to organize the entire process.

Audience: Preferably a parish/cluster council or representatives from the parish councils within a cluster. In regard to the latter, it is possible to invite all members of the parish councils from a cluster but, because of the larger number of people in attendance, the meeting must be well-planned and members well-prepared.

Time Needed: Approximately two hours (Executive or Agenda Committee can streamline this meeting by having recommendations ready and resources at hand).   Some parish/clusters may prefer to conduct an introductory meeting in addition to and before this meeting. If customary, add a break time and adjust the schedule.

Agenda Tasks: There are six main tasks to be accomplished at this meeting.

- Make certain that the cluster is finalized with the district before proceeding
- Review the *process*, *instructions* for filling out the forms, the *timeline and steps, sample vision/ministry plans* and become familiar with them
- Develop a timeline, schedule meetings (three can be at regularly scheduled council meetings), and determine a means of communication
- Make certain that parish and demographic data, including *Status Animarum* reports and local demographic information, is gathered
- Decide upon facilitation roles and identify a writing team of 3 or 4 people
- Prepare the agenda for the Step 2 meeting (See "sample agenda" at end of description of Step 2 process)

Meeting Outcomes: There are four outcomes of this meeting.

- Five consultation meetings scheduled
- Facilitation is arranged and a writing team is in place
- Communication will begin about the cluster, process, the vision ministry process and plan, and the meeting dates
- Step 2 meeting is planned

Preparing for Step 2: There are three assignments in preparation for the next meeting.

- Invite council(s), staff(s) and committees to the Step 2 meeting and distribute agenda as well as Data and Cluster Vision Report
- Writing team puts together a simple Data and Cluster Vision Report, the vision options can be taken from the *Instructions* for filling out the forms
- Set up for the meeting

+ *VISION XXI – "I AM WITH YOU ALL DAYS"* +
MEETING OF COUNCIL TO ORGANIZE VISION/MINISTRY PROCESS
Parish/Cluster

Sample Agenda for Step 1 Meeting

I.   **Welcome/Introductions** (10M)

II.   **Prayer** – *"Living Our Faith"* Prayer or some other suitable prayer (5M)

III.   **Remarks by Pastor(s)/Parish Director** (10M)

IV.   **Status of Cluster at District and Archdiocesan Levels** (5M)

V.   **Review Vision/Ministry Plan Materials** (15M)

VI.   **Establish A Timeline and Communications for Process** (20M)
   - A. **Length of Planning Cycle – 3 or 5 years**
   - B. **Timeline in parish/cluster – how long to conduct the six meetings?**
   - C. **Schedule all meetings - especially step 4 and 5 meetings**
   - D. **Communication Plan – pulpit announcements, bulletin, website**

VII.   **Gather Parish Data and Local Demographic Information** (10M)

VIII. **Determine How the Process Will be Facilitated** (20M)
   - A. **Council, internal consultant, external consultant**
   - B. **Identify Facilitator(s) for Each Step**

IX.   **Select a Writing Team** (10M)

X.   **Next Step –** Date, time, location and agenda for next meeting (10M)

XI.   **Concluding Prayer/Blessing** (5M)

Next Meeting: Date, time, location for next meeting

Purpose: Council(s), Staff(s), and Committees meet to identify trends and opportunities for the parish/cluster based on parish data and local demographics as well as develop a preliminary vision for the parish/cluster.

Audience: All Council members, parish or cluster staff, and committee members. Decisions may need to be made about whether to invite school faculty members and sub-committee members.

Time Needed: Approximately two hours.   Some parish/clusters may prefer to divide this meeting into two gatherings: one on trends and opportunities and the other for the vision. If customary, a timed break or flexible break can be added .

Agenda Tasks: There are four main tasks to be accomplished at this meeting.

- Discuss significant trends and opportunities
- Record comments and summarize key points
- Discuss the various other aspects of the vision
- Record comments and identify points of agreement

Meeting Outcomes: There are two outcomes of this meeting.

- Identification of key trends and opportunities for the parish/cluster
- Identification of points of agreement/disagreement on parish/cluster vision

Preparing for Step 3: There are four assignments in preparation for the next meeting.

- Invite staff(s) and committees to the step 4 and 5 meetings
- Post a summary of the step 2 meeting
- Council members prepare for next meeting and Executive Committee plans agenda
- Set up for the meeting

+ *VISION XXI – "I AM WITH YOU ALL DAYS"* +
MEETING OF COUNCIL(S), STAFF(S), AND COMMITTEES TO
CONSULT ON DATA AND VISION
Parish/Cluster

Sample Agenda for Step 2 Meeting

I. **Welcome/Introductions** (5M)

II. **Prayer** (5M)

III. **Presentation/Overview of Parish/Cluster Trends and Opportunities** (10M)

IV. **Small Group Discussions of Key Trends/Opportunities** (20M)
(Reach consensus in group and prepare group comments)

V. **Large Group Listing of Key Trends/Opportunities on Computer/Newsprint** (15M)
(This list will be used for the first part of the Draft Vision document)

VI. **Presentation/Overview of Other Vision Options** (10M)
A. **Organization Model**
B. **Pastoral Leadership and Staffing**
C. **Consultative Groups**
D. **Facility Changes and /or Improvements**
E. **Priorities**

VII. **Small Group Discussion of Preferred Options for Vision** (20M)
(Reach consensus on preferences)

VIII. **Large Group Listing of Preferred Options for Vision on Computer/Newsprint** (15M)
(This list will be used to complete the Draft Vision document)

IX. **Remarks by Pastor(s)/Parish Director** (10M)

X. **Thank you/Next Steps** (5M)
A. **Council writing team will draft vision**
B. **Reminder for representatives of committees to be present at step 4 meeting**
C. **Reminder that ministry plan is developed in step 5 by committees**

XI. **Concluding Prayer/Blessing** (5M)

Next Meeting: Date, time, location for next meeting

Step 3: Meeting of Council to Prepare Draft of Vision

Purpose: The Council reviews the large group lists from the previous meeting and provides the basic content for a draft vision.

Audience: All members of the council(s).

Time Needed: Approximately two hours. The length of the meeting will be determined by the level of agreement at the previous meeting. Some items may need more discussion time than others.

Agenda Tasks: There are eight tasks to be accomplished at this meeting.

-   Formulate the key trends and opportunities.
-   Formulate the preferred organizational model.
-   Formulate the preferred configuration for pastoral leadership and staffing.
-   Formulate the preferred structure for the consultative groups.
-   Formulate the preferred facility changes and/or improvements.
-   Formulate the priorities.
-   Forward the preferred parts of the vision to the writing team so that a draft can be completed as soon as possible for distribution.
-   Prepare the agenda for the Step 4 meeting, including the determination whether there will be a single or multiple meetings.

Meeting Outcomes: There are two outcomes of this meeting.

-   A draft of the vision can be prepared.
-   The Step 4 meeting is planned.

Preparing for Step 4: There are three assignments in preparation for the next meeting.

-   Invite parishioners, council(s), staff(s) and committees to the Step 4 meeting and distribute agenda as well as Draft Vision.
-   Writing team puts together a Draft Vision
-   Set up for the meeting

+ *VISION XXI – "I AM WITH YOU ALL DAYS"* +
MEETING OF COUNCIL TO PREPARE DRAFT OF VISION
Parish/Cluster

Sample Agenda for Step 3 Meeting

I.   **Welcome/Introductions** (5M)

II.   **Prayer** (5M)

III.   **Remarks by Pastor(s)/Parish Director** (10M)

IV.   **Develop Parts of Vision From Step 2 Large Group Lists:**

      A. *Formulate Summary of Trends and Opportunities for Parish/Cluster* (15M)

      B. *Formulate Preferred Organizational Model for Parish/Cluster* (15M)

      C. *Formulate Configuration for Pastoral Leadership and Staffing* (15M)

      D. *Formulate Structure for Consultative Groups* (15M)

      E. *Formulate Facility Changes and/or Improvements* (15M)

      F. *Formulate Priorities* (15M)

V.   **Review and Plan Agenda for Step 4 Meeting** (15M)

VI.   **Concluding Prayer/Blessing** (5M)

Step 4: Meeting of Parishioners to Consult on Vision and Ministry Plan

Purpose: Parishioners are invited to learn about the implementation of Vision XXI and to consult on the vision and ministry plan for the parish/cluster.

Audience: All parishioners are invited. How many people attend will depend on how well the meeting is promoted and when it is scheduled to be held. The meeting can be a joint meeting for all parishioners, a choice of several meetings held at different locations and times or separate meetings at each site.

(Special Note: This session can be adapted for use with certain age groups whose insight is important but who are not likely to attend a general parish meeting, such as young adults or high school youth. Youth and young adult ministers and ministry teams can serve as excellent resources for the adaptation of the session agenda.)

Time Needed: Approximately two hours per meeting.

Agenda Tasks: There are four main tasks to be accomplished at this meeting.

-   Inform about the implementation of Vision XXI in the Archdiocese and in this parish/cluster, referring to district directives.
-   Present the parish/cluster Draft Vision
-   Discuss and record comments about the Draft Vision
-   Discuss and record suggestions for the ministry plan

Meeting Outcomes: There are three outcomes of this meeting.

-   Formation of the parishioners on the implementation of Vision XXI and a possible future for the parish/cluster.
-   Consultation on the Draft Vision.
-   Consultation on the ministry plan.

Preparing for Step 5: There are four assignments in preparation for the next meeting.

-   Invite staff(s) and committees to the Step 5 meeting. Ministry plans can be prepared at regularly scheduled committee meetings or at the Step 5 meeting.
-   Comments on the Draft Vision are compiled and distributed to Council members.
-   Make certain that the suggestions for the ministry plan are directed to the respective committees.
-   Set up for the meeting.

+ *VISION XXI – "I AM WITH YOU ALL DAYS"* +
MEETING OF PARISHIONERS TO CONSULT ON VISION AND MINISTRY PLAN
Parish/Cluster

<u>Sample Agenda for Step 4 Meeting</u>

I. **Welcome/Introductions** (5M)

II. **Prayer** (5M)

III. **Purpose and Overview of the Meeting by Pastor(s)/Parish Director** (10M)

IV. **Presentation on Vision XXI and Directives for the Parish/Cluster** (10M)

V. **Summary of the Draft Vision** (10M)

VI. **Small Group Discussion on the Six Parts of the Draft Vision** (20M)
(Record comments on each part for large group recording)

VII. **Large Group Recording of Comments on Computer/Newsprint** (20M)
(The comments will be used by the Council to revise and edit the Draft Vision)

VIII. **Presentation on the Ministry Plan** (5M)
(Explains how the plan flows from the priorities and will implement the vision. Suggestions for the ministry plan can be generated by posing questions such as: What ministries or programs can we consider sharing? What might we do together that we cannot do alone? Are there ministries or programs that should be developed or expanded?)

IX. **Consultations on the Ministry Plan** (15M)
(Participants choose one of the areas of mission and discuss suggestions for the ministry plan and move to the four corners of the room or different areas in the facility. Depending on the number in attendance, the consultation may need to be conducted in a small group then large group format in the area of mission.)

X. **Large Group Sharing of Suggestions for the Ministry Plan** (10M)
(Each area of mission shares this list of suggestions. Since participants may only choose one area, there should be an opportunity to add to the lists after the group list is reported.)

XI. **Thank You/Next Steps –** the further development of the vision/ministry plan (5M)

XII. **Closing Prayer/Blessing** (5M)

Purpose: The Staff(s) and Committees develop a ministry plan in the four areas of mission, reviewing the lists of suggestions from the Step 4 meeting.

Audience: Staff(s) and Committees.

Time Needed: One to two hours. This meeting can be shortened if the draft ministry plan for each area of mission is completed at a committee meeting beforehand.

Agenda Tasks: There are three main tasks to be accomplished at this meeting.

- Conduct a presentation so there is a common understanding about the planning terms: goal, objective, timeline and responsibility.
- Develop a ministry plan for each of the four areas of mission.
- Present the plans to those assembled and resolve in any overlap or potential duplication of effort.

Meeting Outcomes: There are two outcomes of this meeting.

- A draft of the ministry plan is completed for review and edit by the parish council.
- The draft ministry plan is added to the vision and posted or distributed for the parish or cluster.

Preparing for Step 6: There are two assignments in preparation for the next meeting.

- Council members are invited to the Step 6 meeting.
- Set up for the meeting

+ *VISION XXI – "I AM WITH YOU ALL DAYS"* - +
MEETING OF STAFF AND COMMITTEES TO DEVELOP MINISTRY PLAN
Parish/Cluster

<u>Sample Agenda for Step 5 Meeting</u>

I.   **Welcome/Introductions** (5M)

II.   **Prayer** (5M)

III.   **Brief Presentation on Planning Terminology and Determining Goals** (15M)
     A. **Goal**
     B. **Objective**
     C. **Timeline**
     D. **Responsibility**
     E. **Determining Goals –** *Begin with lists from parish or cluster meeting. Select two or three goals and then work on objectives, timeline and responsibility for each.*

IV.   **Divide into Four Areas of Mission and Develop Ministry Plan** (30M)
     A. **Formation**
     B. **Worship**
     C. **Human Concerns**
     D. **Finance/Administration**

V.   **Report Plans to Large Group** (15M)
     A. **Revisions Can be Suggested**
     B. **Overlap in Plans Should be Discussed**
     C. **Any Potential Duplication of Effort Should Be Resolved**

VI.   **Remarks by Pastor(s)/Parish Director** (10M)

VII.   **Next Steps** (5M) **–** *Council will review and edit vision/ministry plan and submit to the Archdiocese.*

VIII.   **Concluding Prayer/Blessing** (5M)

Step 6: Meeting of Council to Finalize Vision and Ministry Plan

Purpose: The Council gathers to review and edit the vision/ministry plan and to agree on a final version which will be submitted to the Archdiocese.

Audience: Council members. If desired, representation from the committees may be invited to present the ministry plans and to participate in the dialogue about changes.

Time Needed: One to two hours dependent on the need for editing.

Agenda Tasks: There are two main tasks to be accomplished at this meeting.

- Review the large group comments from the Step 4 meeting to determine any revisions which should be made to the vision.
- Review and edit the ministry plan.

Meeting Outcomes: There are three outcomes of this meeting.

- A final vision/ministry plan.
- Committees can begin preparations to implement the ministry plan.
- If desired, the writing team can prepare a parish or cluster vision statement from the final edition of the vision/ministry plan.

Preparing for Step 7: There are four assignments in preparation for the implementation of the plan.

- Submit the vision/ministry plan to the Archdiocese
- Consider how the approval of the plan will be communicated and celebrated.
- Consider how the implementation of the vision will be effected and monitored.
- Consider how the Council will work with and monitor the progress of the committees on the implementation of the ministry plan.

+ VISION XXI – "I AM WITH YOU ALL DAYS" - +
MEETING OF COUNCIL TO FINALIZE VISION AND MINISTRY PLAN
Parish/Cluster

Sample Agenda for Step 6 Meeting

I. **Welcome/Introductions** (5M)

II. **Prayer** (5M)

III. **Remarks by Pastor(s)/Parish Director** (10M)

IV. **Review of Large Group Comments of Parishioners** (30M)
   A. **General Observations**
   B. **Identify Supported Comments for Further Discussion** –*These are comments from multiple sources which may suggest that the vision should be more collaborative or less collaborative than proposed.*

V. **Final Editing of the Vision** (30M)
   A. **Review the Vision**
   B. **Make any Final Changes**

VI. **Final Editing of the Ministry Plan** (30M)
   A. **Review the Ministry Plan**
   B. **Make any Final Changes**

VII. **Next Steps** (5M)
   A. **Plan will be submitted to the Archdiocese**
   B. **Communicating and celebrating the plan with parish or cluster**
   C. **Implementing the vision**
   D. **Working with committees to implement the ministry plan**

VIII. **Concluding Prayer/Blessing** (5M)

Step 7: Implementation of the Plan

Purpose: The Council determines procedures in order to facilitate and monitor the implementation of the vision/ministry plan.

Audience: The Council is responsible for the implementation of the vision and works with the committees to implement the ministry plan.

Time Needed: The plan should be fully implemented by the time a new Archdiocesan five-year plan is promulgated.   The Council should set aside some time on a regular basis to assess the implementation and to interact with committees.

Tasks: There are three principal tasks to be accomplished during the implementation.

o   Realization of the vision for the parish or cluster.
o   Implementation of the ministry plan.
o   Annual reporting to the Archdiocese on the progress or lack of progress on the plan.

Progress/Lack of: Evaluation is an important aspect of planning. The language which will be used to evaluate the vision/ministry plans will assess the "progress" or "lack of progress" in implementing the vision or goals. Just as Jesus challenges each Christian, "for every tree is known by its fruit" (Luke 6:44), the real value of a plan is in the results.

Making Adjustments: A plan is often developed as a "best case scenario."   There can be adjustments and changes which will have to be made to the plan. Some goals may turn out to be too ambitious or accomplish little.   Some objectives may take far longer to accomplish than were planned. Timelines may become unrealistic.   The council and committees should adapt the plan to changing circumstances and conditions but with results in mind.

Preparing for New Plan: As the planning cycle approaches its final year the Council should begin preparations for Step 1 of the process to develop a new plan. By that time, the Archdiocese will also be involved in clarifying a direction for parishes and clusters as well as proposing new priorities. A new version of these materials will also be available.

SAMPLE VISION AND MINISTRY PLANS

These sample vision and ministry plans are summarized from those of actual clustered parishes. Some parts of the vision and particular goals have been edited or combined in order to provide greater clarity and consistency throughout the plan.

Cluster 1	Cluster 2	Cluster 3
Comprised of 4 parishes – 1 Large, 1 mid-size, 1 small, 1 Very small. 2830 households 7000 people	Comprised of 5 parishes - 2 large and 3 small 4600 households 11,000 people	Comprised of 2 mid-size and 1 small 1350 households 3240 people
Trends/Opportunities	**Trends/Opportunities**	**Trends/Opportunities**
Population is projected to increase about 10% over the next 20 years Much of the increase will be from Hispanics moving into the area The population will continue to age and there will be fewer school age children None of the parishes has a Catholic School but children are attending neighboring Catholic Schools Being located in lake country has produced some new phenomena – very large year-round lake homes for retirees are being built as well as an increasing number of lake residents spend the winter months in the south or west	Population is projected to grow minimally, no more than 2%, over the next 20 years – mainly older people moving to be closer to services There will be more elderly in the population on fixed incomes but with a fair amount of disposable income. Declining number of well-paying factory jobs is causing more people to commute for work or to move out of the area The cluster has a consolidated K4 through grade 8 system at a single site. Enrollment is declining in the lower grades because of a small number of children but the school's future seems secure.	Population is decreasing. There may be as much as a 10% loss in population over the next 20 years. Elderly population is growing and school age population is in major decline. The Catholic school is small but financially stable. There is a growing Hispanic population which has moved into the area to be close to minimally paying jobs and take advantage of lower housing costs.
Model	**Model**	**Model**
The parishes will employ a cluster model with mostly shared staff working out of two offices From 4 worship sites, the cluster will reduce to 3. The smallest parish will merge and the next smallest parish will be used as	Cluster model moving to some shared staff and eventually to two office sites Will move from 5 worship sites to 4. The parish furthest away will be merged. The other small sites will be used as Sunday worship sites.	Moving toward a merger in the future. Leadership team will consist of one priest and a parish director. The parish director will eventually move to one of the larger parishes and serve as cluster director to the

a Sunday worship site and chapel only. None of the parishes has a Catholic School so the cluster will work with another cluster to provide the opportunity for a Catholic education	The Catholic school will pursue collaborative relationships with other Catholic schools in the area.	pastor. All staff will be shared. Will keep all three worship sites. Priest will need to preside at 4 Masses on weekend or get some help. May need to add Mass in Spanish. Cluster council will guide the transitions and eventually replace individual councils. Committees will all be combined under cluster council.
Leadership	**Leadership**	**Leadership**
Will work toward an *in solidum* team model. Now have 3 priests but can be served by 2. Most staff positions will serve the cluster. Two musician-liturgists will be needed, one the director, the other the associate director. Staff will maintain some office hours at each of the two sites. Will move to two councils and and eventually to one. In the interim, councils will meet jointly three times each year. Committees will be cluster committees. Finance will meet at the same time but break into separate meetings.	Currently there are 5 priests. Can function with at least 3. Can function with a minimum of 2 pastors. Each of the two smaller parishes will be served by priests from each of the parishes. Priests will preside and preach at all the sites on a rotational basis during Advent and Lent. Deacons will serve and preach in the whole cluster. Staff will serve at two locations. Youth minister, DRE. And pastoral associate. Will establish a central office communication system so that only one office is needed. Cluster council meeting every other month with two parish councils remaining. Formation and Human Concerns committees will combine. Worship and Finance will remain separate. School is independent corporation with own board.	One pastor with a parish director who will eventually become the cluster director. All staff will be shared by the cluster and will share office time at the two office sites. There will be a cluster council and cluster committees. The Finance committees will all meet at the same time.

Facility Changes	Facility Changes	Facility Changes
Facilities at the two largest sites are new or recently renovated. The mid-sized site is planning to construct a parish hall which is the final step in their master building plan. A use for the smallest site will be studied as will the remaining buildings at the small site.	Facilities at two large sites have been recently remodeled – church at one is completing major update. Study will need to be conducted about uses for other sites. School buildings were updated within the past ten years.	Seating capacity in churches will need to be reviewed as plans proceed to move to 2 worship sites. Possibility of exchange of land with nearby hospital may provide capital to build larger church and more updated facilities.
Priorities	**Priorities**	**Priorities**
Formation – Strengthen Catholic education and formation/ foster a sense of vocation Worship – Growth in holiness Service – Emphasis on justice and charity Finance/Adm - Stewardship	Formation – Strengthen Catholic education and formation/ foster a sense of vocation Worship – Growth in holiness Service – Emphasis on justice and charity Finance/Adm – Stewardship/ develop a master plan for cluster and school buildings	Formation – Strengthen Catholic education and formation/ foster a sense of vocation Worship – Growth in holiness/ Study seating capacities in Churches Service – Emphasis on justice and charity Finance/Adm – Stewardship
Formation	**Formation**	**Formation**
1. Invite Hispanic participation in all programs and develop bi-lingual components 2. Establish a common program for adult formation 3. Conduct an initiative to reach out to inactives and distanced members	1. Develop a common religious education curriculum and sacramental prep programs 2. Engage in dialogue with neighboring Catholic Schools about collaboration possibilities 3. Schedule and prepare a cluster mission	1. Coordinate a cluster curriculum for RE and sacramental preparation 2. Develop common training programs for catechists, ministry teams, and Catholic school personnel 3. Develop a common youth ministry which includes Hispanic youth 4. Explore cluster or collaboration options with neighboring Catholic Schools
Worship	**Worship**	**Worship**
1. Organize common seasonal celebrations in English and Spanish 2. Study and introduce a common hymnal 3. Establish common liturgical ministry training in English and Spanish	1. Create a cluster weekend Mass and holyday schedule 2. Develop opportunities for communal prayer and Eucharistic adoration 3. Schedule a rotating schedule for choirs and musical groups	1. Establish a cluster worship committee 2. Share musicians within the cluster 3. Study needs of Spanish-speaking and introduce a weekend Mass in Spanish

Human Concerns	Human Concerns	Human Concerns
1. Develop and conduct formation sessions to "bridge" cultures 2. Introduce seasonal service projects which the whole cluster will support 3. Study and implement ways to better serve the elderly and the imprisoned at the county jail	1. Study and implement ministries to the homebound, terminally ill, and elderly 2. Explore the introduction of a parish nurse program 3. Study and respond to those with special needs or disabilities	1. Set up training and develop a program for ministry to the homebound 2. Establish a cluster human concerns committee 3. Study and expand the services available to those in need
Finance/Administration	**Finance/Administration**	**Finance/Administration**
1. Develop a common website and bulletin 2. Develop a master plan for facility use and renovation 3. Study fund-raising and propose ways to consolidate and/or maximize events	1. Establish a cluster council and phase out all but 2 parish councils 2. Set common standard for compensation and benefits in cluster and school 3. Combine purchasing power	1. Devise a cluster assessment formula for all cluster expenses 2. Establish a cluster council 3. Develop cluster communication mechanisms 4. Put together and introduce a development plan for the cluster

INSTRUCTIONS FOR COMPLETING THE FORMS OF THE VISION/MINISTRY PLAN

These instructions should help you complete the vision/ministry plan forms and also guide your consultations throughout the planning process. The various options presented for the parish or cluster vision should provide some framework for an open dialogue without limiting possibilities.

There are two distinct but related parts of the vision/ministry plan: the future vision for the parish/cluster and the specific ministry goals. Each of these parts is described in detail on the following pages.

A NOTE ABOUT MISSION STATEMENTS

The mission statement is a brief, comprehensive description of the parish, its overall direction and unique role as ambassadors for Christ in a particular location. The Office for Parish Mission has reviewed and approved parish mission statements in the past. Mission statements are not required in the vision/ministry planning process. Instead, parishes and clusters are encouraged to use and promote the Archdiocesan mission statement. Why? Because the Archdiocesan mission statement captures the mission which all parishes and clusters share and its use affirms the unity within Catholicism which makes clusters and mergers possible. A parish's or cluster's mission is not unique. The uniqueness comes from how the parish or cluster implements the mission. That is why Archbishop Timothy Dolan has charged parishes and clusters to submit vision/ministry plans and why the Office for Parish Mission will review them and recommend their approval.

There are three **Options for Mission Statements:**

1. Use the Archdiocesan Mission Statement (preferred) and/or promote a vision statement like the sample in this section
2. Use an already existing parish or cluster mission statement
3. Create a new cluster or parish mission statement which must be reviewed by the Office for Parish Mission

VISION STATEMENT

The vision provides the parish or cluster with a description of where it is and what it hopes to become in the near future. The Church is a people of God on a journey. The vision identifies the direction toward which the parish is moving. The vision of every parish should include the vision and priorities of the Archbishop because there is a common mission for the local church. However, the vision should also include specific statements about the future direction for the parish or cluster, pastoral leadership, consultative bodies, and any property/building changes. Knowing the future direction is as important to the Archdiocese as it is to the parish. The vision statement provides advance notice about potential plans regarding further clustering or merging, staffing, leadership structures, and building or renovation projects.

Whereas a mission statement can go unchanged for long periods of time, the vision statement should change with each new plan. **The usual length of a parish planning cycle is 3 to 6 years**. The length of the plan should be long enough to accomplish the goals but short enough so that the parish council and committees who developed the plans can see the results and realize a sense of

accomplishment. It is recommended that all parishes use the Archbishop's priority, **"Strengthening Our Parishes,"** as the overall priority.

The vision is comprised of five areas. Each area is described below and some possible options are indicated. Please note that the list of options reflects the current practice of parishes and clusters but allows for some variation. All aspects of the vision are subject to review by the Archbishop.

1. <u>**Significant Trends/Opportunities Impacting the Parish/Cluster**</u> – From a review of cluster data and area demographics, identify key trends and opportunities. The focus in this part of the vision is on the formation of an honest appraisal of "where we are right now." There are some basic general conclusions which can be drawn from any data and these are listed below.

   Basic General Conclusions To Identify Trends/Opportunities
   - Growing membership/population
   - Steady membership/population
   - Declining membership/population
   - Transitions from . . . to . . . There may be changes in age groups, economics, racial or cultural makeup.

2. <u>**Preferred Organizational Model for the Cluster**</u> – The list below gives a range of cluster models for discussion and consideration. This part of the vision identifies "where we are headed in the future." Decide on the one which is closest to where you want to be. The specific details of your model will be described in the remaining parts of the vision.

   Cluster Options:
   - Already-merged parish of a significant size, formed from a cluster of multiple parishes – Vision XXI identifies these parishes as their own clusters in the district recommendations.
   - Merge within the next five years
   - Cluster with shared priests, staff, council, committees, ministries, and programs
   - Cluster with some shared staff, separate cluster council, some shared ministries and programs
   - Cluster with several joint council meetings, some shared ministries and programs

3. <u>**Structures for Pastoral Leadership and Consultative Groups**</u> – The two lists below offer some possible priest/parish director and staff configurations as well as options for consultative groups. This part of the vision clarifies "how pastoral leadership will be exercised and shared."

   Pastoral Leadership Options:
   - *In solidum* team (c. 517.1) with one staff
   - Pastor(s)/parish director (c. 517.2) with one staff
   - Pastor(s)/parish director and staffs meet regularly, share some staff, ministries and programs
   - Pastor(s)/parish director meet regularly, share some staff, ministries and programs
   - Pastor(s)/parish director and staffs meet regularly, share some ministries and programs
   - One pastor and one staff

Consultative Group Options:
- One parish (pastoral) council and committees (must be merged)
- One cluster council, shared committees, and individual finance committees
- Cluster committee of representatives from each parish and some combined parish council meetings, some shared committees, and individual parish councils
- Cluster committee of representatives from each parish with individual parish councils and committees
- Combined parish council meetings on a regular basis

4. **Projected Facility Changes and/or Improvements** – Decisions in the previous parts of the vision will have an impact on the facilities where the community gathers. This part of the vision addresses "where the ministries and programs will be conducted." The list below suggests individual options but parishes and clusters will likely incorporate multiple options in their projections.

   Options:
   - New Construction
   - Renovation
   - New Use for Building(s)
   - Sale
   - Rental
   - Demolition
   - Study Costs and Possible Uses
   - Develop Master Plan

5. **Ministerial Priorities** – Since all parishes share a common mission under the pastoral leadership of the Archbishop, it makes sense that the ministerial priorities of the Archdiocese should also be shared. It is recommended that parishes and clusters use the Archdiocesan priorities which are shown below and apply them to the four areas of the Church's mission. (Please note that the Archbishop's priority of "strengthening our parishes" is the overriding goal of the implementation of Vision XXI and the vision/ministry plan.) This part of the vision states "what we are going to do to advance the mission of Christ and the Church." Three options for priorities are listed further below.

Archbishop Dolan's Priorities as Applied to the Areas of Mission:	
Formation	*Strengthening Catholic Education and Formation* *Fostering a Sense of Vocation*
Worship	*Promoting Growth in Holiness, Conversion and Reliance on the Sacraments*
Service	*Emphasizing Justice and Charity*
Finance/Administration	*Advancing Stewardship*

   Options:
   1. Use the Archdiocesan priorities (preferred) and, if necessary, include several important local priorities.
   2. Blend the Archdiocesan priorities with specified local priorities.
   3. Create local priorities

SAMPLE VISION STATEMENT
(Using Cluster 1 from "Sample Vision and Ministry Plans" as an Example)

The vision which is submitted to the Archdiocese is intended to be a summary of the five parts. The two-page form can be completed in a "report-like" manner which highlights the basic aspects of the vision. The communication of the vision to the parish or cluster, however, calls for a more inspirational document. Because the vision statement for parish or cluster use is based on the summary which is submitted to the Archdiocese, the statement does not require separate review. A sample vision statement may look and read like the one below.

The parishes of _____ celebrate the presence of God in our midst and embrace the Archbishop's call to strengthen our parishes by deepening our cluster relationship.

We recognize the potential for future growth in our communities. We understand that this growth will increase our elderly population and that the number of Spanish speaking members will continue to grow. Even though the number of school-age children will decrease, we are committed to provide for the opportunity of a Catholic education as well as strong programs of faith formation for all members. Our ministries will be adapted to serve the increasing numbers of seasonal visitors and retirees to this area.

By 2014 –

- *Our four parishes will merge into two parishes with two offices and three worship sites.*
- *The priests will form a team (*in solidum*) with one selected to be the moderator. It is possible for the parishes to be served by two priests. The priests should be able to speak Spanish with some facility in order to provide a full range of pastoral ministry.*
- *The pastoral staff will serve both parishes and maintain office hours at both sites.*
- *There will be a single cluster council serving all the parishes.*
- *Committees will become cluster committees. The Finance Committees will remain separate but will meet at the same time, rotating locations.*
- *Parish facilities are in excellent condition and will be enhanced with the construction of a new hall at one of the parish sites. The facilities at the two merged locations will be studied for alternative uses.*

We affirm the Archbishop's ministerial priorities in the four areas of mission –

- ***Formation,*** *to strengthen Catholic education and formation as well as foster a sense of vocation*
- ***Worship,*** *to promote growth in holiness*
- ***Human Concerns,*** *to emphasize justice and charity*
- ***Finance/Administration,*** *to develop stewardship*

We dedicate our efforts to bring this vision and these priorities into reality through our ministry plan.

MINISTRY PLAN

The ministry plan flows from the priorities in the vision statement. The ministry plan identifies specific and concrete ways in each area of mission which take action on the priority. Each priority impacts any and all the ministries which fall under an area of mission. For example, the Archbishop's priority for formation, "to strengthen Catholic education and formation," can apply to the whole range of formation programs. The priority may also provide an opportunity to initiate new programs.

The parish or cluster may also have a special priority or priorities in addition to the Archdiocesan ones. In the area of finance/administration, for instance, a building or renovation project may be envisioned during the planning cycle and should be included in the plan.

Those parishes or clusters which have a separate School Committee or a separately incorporated school should also incorporate their goals in the ministry plan.

There is a wide variety of experience with pastoral planning in the Archdiocese. For a **basic plan**, the recommendation is to keep the plan simple: **at least two goals and no more than four for each area of ministry.** Results from a simple and well-focused plan are easier to accomplish and tend to build greater support for future plans. For merged parishes and clusters with significant planning experience, an **advanced plan** might include **a goal for each ministry or program.** The majority of parishes and clusters will likely find a balance between the basic and the advanced which works for their situation.

The ministry plan consists of four elements: goals, objectives, a timeline, and who has the responsibility for implementation. They answer the questions, "What, How, When and Who." Each element is described below. The sample Vision/Ministry Plans provide plenty of examples. Those who are involved in developing and reviewing the ministry plan should be familiar with the descriptions and samples.

Goals:
A goal states a desired outcome in broad, general terms which can be achieved by accomplishing a series of objectives. A goal answers the question, "**What** do we want to see happen in the next five years?" It is the desired end-result.

A goal begins with the word **TO** and is followed by a **VERB** or action word, such as *establish, organize, promote, develop, conduct, expand, etc.*

Objectives:
Objectives describe the steps which are necessary to achieve the goals. Objectives answer the question, "**How** will we accomplish the goal?" They are specific and describe the steps toward the achievement of the goal.

The objectives are formulated like a goal – beginning with "to," followed by a "verb" – but identify specific steps. For example, the goal of a baker is to bake a cake. The recipe, like objectives, gives step by step instructions which describe how the ingredients can turn into a tasty cake.

Timeline:
Timelines set deadlines for accomplishing each objective. Timelines answer the question, "**When** will this objective be completed?" Timelines should be realistic and sensible but also take advantage of the initial enthusiasm which a planning process can generate.

Responsibility: Responsibility identifies the group or persons guiding the implementation of the objective. Responsibility answers the question, "**Who** will complete this objective?" The single greatest danger with planning is that the plan is never enacted. Groups or individuals who are given the responsibility should be consulted and accept before they are named in the plan.

SUBMITTING THE FORMS

When the forms are completed, they are sent to the Dean of the District (FYI) and to the Office for Parish Mission. The vision/ministry plans will be reviewed by the Archdiocesan Planning Commission and submitted to the Archbishop for his approval. The plan should not be publicized until it is approved in the event that some revision may be necessary. If there are any revisions, these will be communicated via email. The approval of the Archbishop will be communicated in an official letter.

Approved plans will be posted on the Archdiocesan website under "Vision XXI Approved Parish and/Cluster Plans." The plans will be organized by district and cluster, following the outline format established in the Vision XXI recommendations.

The recommended deadline to submit vision/ministry plans is **June 30, 2010**. Extenuating circumstances within the parish or cluster may make it extremely difficult to complete the process and plan by the recommended deadline. Parishes or clusters may request an extension through the Office for Parish Mission. The request should include a brief rationale for the extension and a timeline indicating when the plan will be completed. A revised deadline date for the parish or cluster will be posted on the website.

VISION-MINISTRY PLAN OF

(NAME OF PARISH/CLUSTER PARISHES)

District # _____

Date of Approval by Parish/Cluster Council(s) _____

PARISH/CLUSTER VISION PLAN
2010

District _____   **Length of Planning Cycle** _____

Parish/Cluster _____

Significant Trends/Opportunities Impacting the Parish/Cluster:

Preferred Organizational Model for the Cluster:

Structures for Pastoral Leadership and Consultative Groups

Projected Facility Changes and/or Improvements

Ministerial Priorities

Formation

Worship

Human Concerns

Finance/Administration

PARISH/CLUSTER MINISTRY PLAN

Parish/Cluster _____

Area of Mission _____

GOALS	OBJECTIVES	COMPLETION TIMELINE/ PARTIES RESPONSIBLE

ANNUAL REPORT/EVALUATION FORM

*This report is a summary of the progress or lack of progress on the cluster's or parish's vision-ministry plan. It is submitted to the Office for Parish Mission by **June 30** of each year. A copy should also be sent to the Dean of the district.*

VISION

Progress/Lack of Progress in Responding to Trends and Opportunities:

Progress/Lack of Progress on Organizational Model:

Progress/Lack of Progress on Structures for Leadership and Consultation:

Progress/Lack of Progress on Facilities:

MINISTRY

Progress/Lack of Progress on Priority and Goals for Formation:

Progress/Lack of Progress on Priority and Goals for Worship:

Progress/Lack of Progress on Priority and Goals for Human Concerns:

Progress/Lack of Progress on Priority and Goals for Finance/Administration:

Reviewed and Submitted By: **Date:**

Pastor(s)   _____

_____

Council
Chair(s)   _____

_____

PRAYER OPTIONS FOR VISION-MINISTRY PLANNING PROCESS

Living Our Faith in the Twenty-First Century

Lord Jesus Christ, you are Son of the Living God.
Through our baptism, we are empowered with your disciples
To share in your ministry and your love with all the world.

In faith and through the Church, we have met you.
Without seeing you, we know and love you.

Send the grace of your Holy Spirit to all the Church in southeastern Wisconsin,
That with your blessing, we may share your mission in our time,
So that others will meet, know and love you,
And with us, live our faith joyfully.

We ask Mary, your mother and ours,
Along with St. John the Evangelist our patron, to pray for us.
We ask all this through you, Christ our Lord. Amen.

+Archbishop Timothy Michael Dolan, 2007

Prayer Before A Cluster Meeting or
Planning Event

ALL: **Loving God, source of all that is good**
You have called us to be the servants of your servants,
Our brothers and sisters in this cluster.

We meet here as their representatives,
And so we ask for the grace of your guidance.
Help us to be truly concerned for all the people
And not simply care only about our own parish or our own agenda.
May the true needs of the people in our area
And the common good of all be our primary concern.
And, above all, may Your will in these matters become our will.

Help us who serve to remember that all of our concerns
Are aimed at the spiritual transformation of these parishes.
May the temporal aspects we shall discuss not blind us from our primary task:
The holiness of all and the care of one another.
May your Spirit keep us faithful to our purpose
And teach us to worship and praise You in ever greater ways.

1 Corinthians 3:4-9 or another appropriate reading is proclaimed.

Reader: Whenever someone says, "I belong to Paul," and another, "I belong to Apollos," are you not merely human? What is Apollos, after all, and what is Paul? Ministers through whom you became believers, just as the Lord assigned each one. I planted, Apollos watered, but God caused the growth. Therefore, neither the one who plants nor the one who waters is anything, but only God, who causes the growth. The one who plants and the one who waters are equal, and each will receive wages in proportion to his labor. For we are God's co-workers; you are God's field, God's building.

ALL: **In thanksgiving for our many blessings, we praise Your holy name.**
We bring our prayer and gratitude as we begin the mission of our meeting.

Leader: And so we bring before you our needs and intentions at this time: *Individual intercessions and The Lord's Prayer may be added*

Leader: May these and all of our prayers be heard in the name of the Father, and of the Son, and of the Holy Spirit.

ALL: **Amen.**

-   *Fr. Jerome Paulson, Arlington, Minnesota: 2006*

A Prayer for Vision in the Twenty-First Century

Loving and ever faithful God,
In response to the grace which you have shown us
Through your Son, Jesus Christ,
We are gathered together
To discern the pathways you have chosen for our Archdiocese,
Our parishes, and our people.

You have called us to embrace a holy mission -
To proclaim the Good News,
To celebrate your saving presence among us,
To serve others with justice and charity,
To steward the resources which you have entrusted to our care.

We pray for wisdom and inspiration as we identify a new vision
And develop a new ministry plan.

We ask that you would send your Holy Spirit among us
In a fresh and powerful way -
To enlighten us to see clearly,
To strengthen us to take hold of our task with courage,
To commission us to renew and revitalize our communities.

We humbly implore you, O God, to be with us on our journey,
Just as you supported and guided all those holy women and men
Who have gone before us in faith, hope and love.

We ask this through Christ our Lord. Amen.