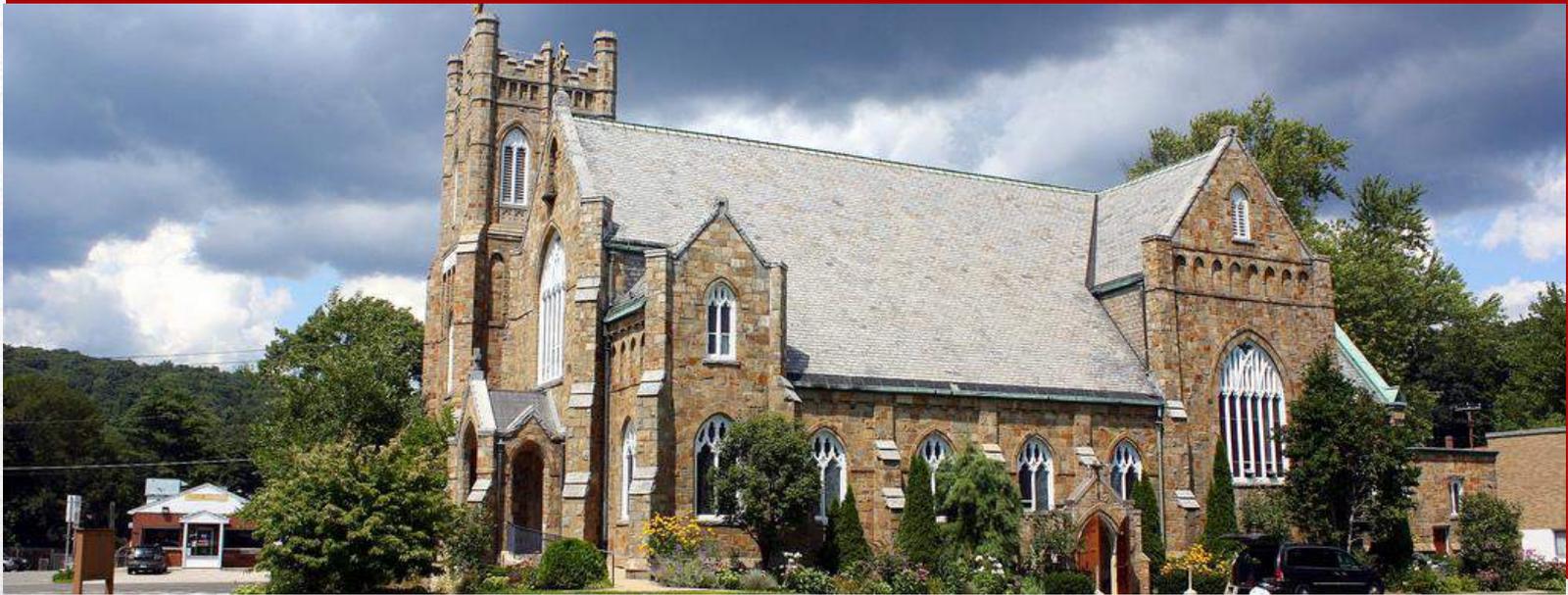




# Evening Prayer

Liturgy of the Hours

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# Saint Thomas Church

Stewards for Tomorrow – Pastoral Planning

Archdiocese of Hartford – Suburban Waterbury Deanery

July 12, 2016

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- Our Call to Unity and Action
- Parish and School Assessment and Design Research
- Stewards for Tomorrow Pastoral Planning Process
- Selected Data of the Suburban Waterbury Deanery
- Key Next Steps

# Overview

3

*“I dream of a  
‘missionary option’ -  
i.e., a missionary  
impulse capable of  
transforming  
everything...”*



# The Impetus for Pastoral Planning 4



The faithful of the Archdiocese of Hartford have a mission by Baptism, to be living signs of communion with God and to be His instruments for the redemption of the world by bringing to it the light of faith and the joy of the Gospel, in an effort to bring others into our shared communion with the Father, Son and Holy Spirit.

# **Mission: Our Core Purpose and Calling**

**5**

We, the members of Saint Thomas Church, a Roman Catholic Christian Community in Thomaston, Connecticut, exist to help one another grow as individuals and as a community in our knowledge and faith in God through worship and fellowship. We reach out as followers of Christ to proclaim the good news of the Gospel to all. We pray for the wisdom of the Holy Spirit and moral strength of Jesus Christ, and loving guidance of God the Father in our daily tasks and occupation.

We will strive to provide a Christian education for children, young adults and adults.

Through our words and actions, we will maintain an active presence in the community of Thomaston reaching out in love to the needs of the poor, the homeless, the sick, the elderly and especially those who are most in need. In so doing, we will come to better know, love and serve our Lord in this life that we be with Him in the fullness of His Eternal Kingdom.

# Mission Statement

6

*We envision a local church characterized by spiritual vitality, organizational efficacy and accountability, and social and financial responsibility - all for the sake of fulfilling our mission.*



## **What We *ARE* Creating**

**7**

Our vision is inspired by the call of Pope Francis for “*a missionary option, that is, a missionary impulse capable of transforming everything, so that the Church’s customs, ways of doing things, times and schedules, language and structures can be suitably channeled for the evangelization of today’s world rather than for her self-preservation*” (EG, 27).

We know all too well how many people today no longer practice their faith; how many even reject religion and belief in God; how many people today are suffering for lack of a meaning and purpose in life that only Christ can give.

# Our Vision: Pope Francis

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1. We are people of Catholic Christian faith, who strive to follow and imitate Jesus Christ in all we say and do.
2. We are committed to what our Catholic Church believes and teaches about faith and morals in answer to the human search for truth and love.
3. We are eager to share the good news of the Gospel with everyone, even to the “peripheries” outside our own comfort zone, in the hope of drawing them into the communion of Catholic faith and practice.
4. With due regard for charity and prudence, we pledge ourselves to be open and honest in sharing information and inviting participation.
5. We are convinced that the best solutions to challenges and difficulties come about only with the widest possible participation, locally and archdiocesan-wide.
6. We believe that the only sure sign of life is growth, and that as individuals, organizations, parishes and as an Archdiocese we are obliged to cultivate and further the Church’s spiritual and material well-being for the sake of her mission.
7. Inspired by Pope Francis, we aim to bring “the joy of the Gospel” to those living without “the strength, light and consolation” of friendship with Jesus, “a community of faith for support,” and “a meaning and goal in life.”

# Our Guiding Principles



# OUR VISION ELEMENTS UP CLOSE

- A. Spiritual Vitality through High Quality
- B. Organizational Efficacy and Accountability
- C. Social and Financial Responsibility

## High Quality:

1. Liturgy and Sacraments - homilies, music, welcoming, environment, and one's experience of community
2. Life-long Faith Formation - comprehensive, compelling, grounded in social justice and evangelization
3. Pastoral Care - from conception to death, for individuals and families, across a variety of needs and delivery channels
4. Outreach and Service - locally, regionally, and globally to live out our faith in serving others because we are Catholic

# **A. Spiritual Vitality**

**11**

1. Comprehensive and stable design for deaneries, parishes, and schools
2. Best match of pastoral strengths and community needs
3. Clergy, religious, staff, and lay leadership capacity and skill development
4. Embracing of best practices, policies and procedures
5. Fitness of ministries and services to the needs of the local communities and the faithful

## **B. Organizational Efficacy & Accountability**

**12**

1. Words and actions, reporting and interactions meet the high standards for ethics and civility, transparency and accountability
2. Fiscal, human, and physical goods management practices are sound, consistent, and structured in protocols and systems
3. Stewardship of secular and sacred goods, facilities, and grounds is clear and demonstrable
4. Leadership and decision making practices are sound, visible, collaborative, through which we enliven and strengthen the gifts, talents and passions of the faithful

## **C. Social & Financial Responsibility**

**13**



*These trends are not  
unique to the  
Archdiocese of  
Hartford...*

- Declining pastoral resources: 174 to 126 or fewer priests by 2025
- Increasing fiscal stress: stewardship and management
- Declining sacramental activity and engagement
- Wide-range of workload among clergy
- Declining enrollment in Catholic schools and faith formation
- Increasing financial frailty of Catholic Schools and impact on parishes

# Trends

## We **Cannot** Deny or Ignore

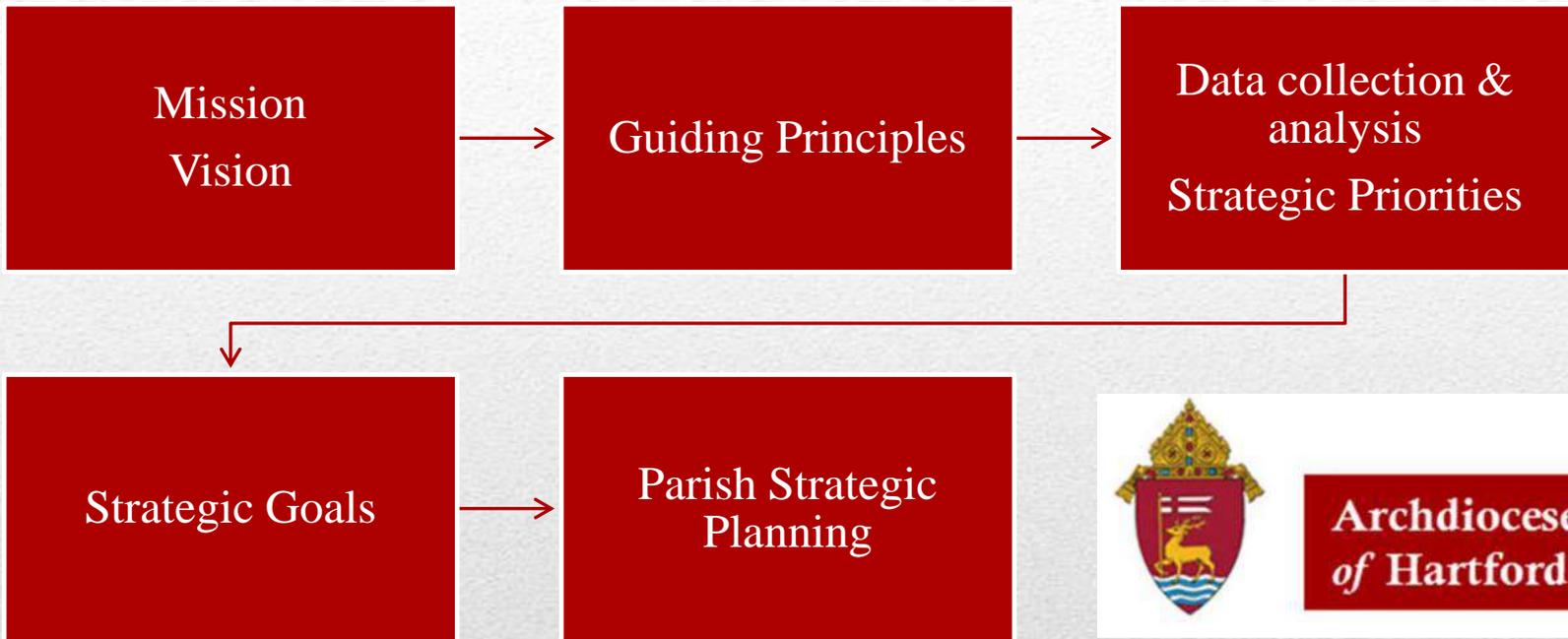
14



- I. Comprehensive design of our parishes and schools**
- II. Promoting and leveraging our Catholic identity
- III. Reinvigorating evangelization, catechesis, and social justice
- IV. Reinvigorating our liturgical, sacramental, and devotional life
- V. Assuring physical health and spiritual growth of clergy and religious

# **Our Top 5 Strategic Priorities**

**15**



# AOHCT Framework for Strategic Pastoral Planning



# DESIGN RESEARCH

**PartnersEdge, LLC** is a collaborative effort between  
TeamWorks, International & Catholic Finance Corporation

**17**

- Multi-Variable Index
- Data provided by parishes and schools
- Includes sacramental, demographic, enrollment, staffing, and financial data
- Comparative norms established relative to the Archdiocese as a whole
- Some comparative norms relative to best practices
- Index based upon Archdiocesan averages and best practices

# Design Research Process

18

National, archdiocese, local



Indexed using criteria



*Probability of Change*

# Data Gathering & Analysis

19

## External Data Sources

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- U.S. census population
- U.S. census race and ethnicity
- U.S. census age
- U.S. census income

## Internal Data Sources

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- Priest assignment
- Historical and current registered Catholic household
- Historical and current sacramental
- Historical and current Catholic student
- Parish and school financial

# Data Gathering: The **“INDEX”**

20

<b>Highest Weight</b>	<b>Middle Weight</b>	<b>Lowest Weight</b>
<b>Percent of Catholicity</b>	<b>Average household giving</b>	<b>Offertory as a % of operating income</b>
<b>Average number of annual sacraments</b>	<b>Number of households</b>	<b>Growth in operating income</b>
<b>Birth to funeral ratios</b>	<b>Total population and population change</b>	<b>Extraordinary revenue as a % of total Revenue</b>
<b>Mass count as a % of households</b>	<b>Growth in offertory income</b>	<b>Archdiocesan obligations</b>
<b>Average annual net operating surplus or (deficit)</b>	<b>Days cash on hand</b>	

# Parish Criteria Weighted

## Archdiocese of Hartford

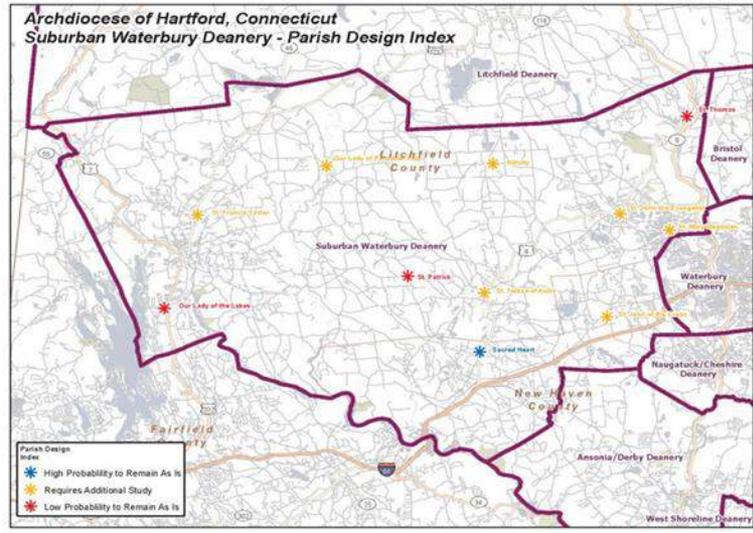
Probability of Change	# Parishes	Waterbury Suburban Deanery	Bristol Deanery Parish
LOW probability to remain as is	59	3	1
HIGH probability to remain as is*	63	1	2
Requires additional study	92	7	6
* Could take on other parishes through merger activity.			

*Assessing parishes & schools need for change based on the likelihood of achieving..., “spiritual vitality; organizational efficacy and accountability, and social and financial responsibility.”*

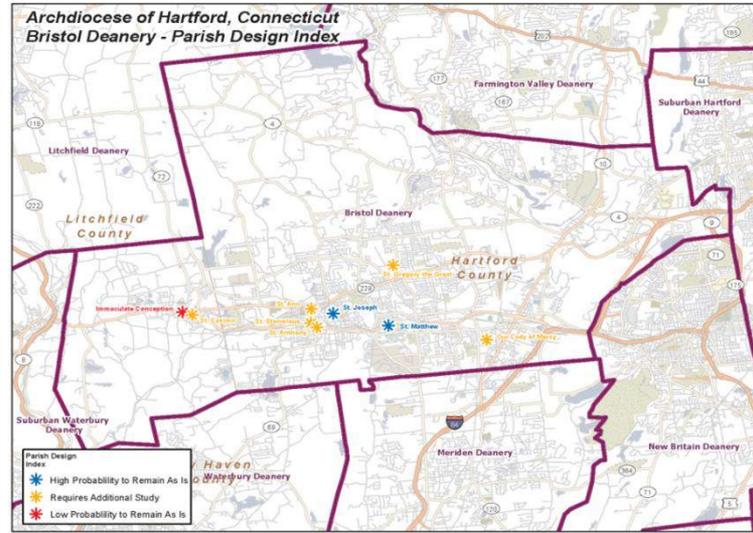
# Archdiocese Index Results

22

# WTBY Suburban

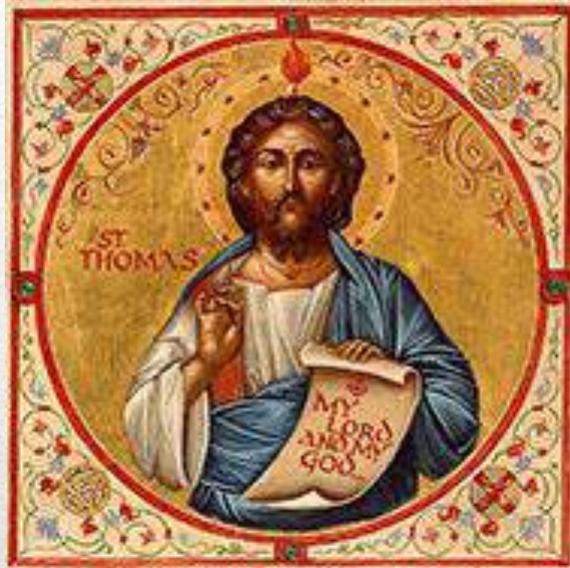


# Bristol...



# Probability Deanery Maps

23



Assessing parishes/schools need for change **based on the likelihood of achieving...**, “spiritual vitality; organizational efficacy and accountability, and social and financial responsibility.”

**Saint Thomas fell in the category of LOW PROBABILITY to remain as is...**

# Probability of Change

24

- Suburban Waterbury Deanery is comprised of:
  - 11 parishes
  - 2 PK- 8 schools
  - 11 priests assigned to parishes
    - serving 11,846 households
    - approximately 29,000 parishioners
- Phase I study finding summary:
  - Both the priests and the people they are serving are aging
  - Parish membership and school enrollment is shrinking
  - General financial stability, but individual parish concerns

# **WTBY Suburban Deanery Data Summary**

**25**



# **PASTORAL PLAN DEVELOPMENT**

An Overview of Processes

**26**

1. **Deanery-based discussions** - deans, pastors, pastoral associates
2. **Parish-based discussions** - pastors share proposed models with parish clergy, trustees, council members and others as appropriate
3. **Archdiocesan-based discussions** - Episcopal Vicars, deans and other key consultants provide consultation on Archdiocesan-wide refined design of parishes and schools
4. **Final decisions** - FINAL Archdiocesan-wide design of deaneries, parishes and schools and pastoral appointments

# Stewards for Tomorrow

## Process Overview: Our Steps

27

- Grounded in consultation/collaboration, with clarity as to...,
  - Why we're doing this
  - **What we seek to create = The Vision**
  - What will not be considered or tried
- Guided and supported by the Archbishop and archdiocesan offices
- A 'bottom-up' versus 'top-down' approach, led and energized by deans, *pastors, parish staff and parishioners*
- Strengthened by transparency, data, research, and imagination
- Energized and enlivened through prayer, reflection, and discernment

# Some Basic Principals

28

- Conditions of concern and trends of decline and change require a comprehensive review and design of parishes and schools
- Declining number of pastors due mostly to retirements and currently delayed by not having priests retire at age 75
- Too many Sunday liturgies, in too many places, too sparsely attended
- Increasing diversity in our Catholic populations
- Increasing aging of our traditional Catholic populations

# The “Why” of Pastoral Planning 29

- Decreasing attendance in most, but not all, of our parishes
- Parish culture and practices of both collaboration and competition, of operating in abundance and scarcity
- Wide-spread economic downturn since 2007 due to national and state conditions, policies, statutes, and practices
- Broad yet frail Catholic School system with decreasing enrollment, increasing costs, and increasing pressure on parish and Archdiocesan finances

## The “Why” (cont.)

30

- Knowingly violate Canon or civic law, policy, and protocols
- Ignore or discount the data, research and analysis
- Avoid engaging in civil and substantive consultation as an Archdiocese on the Archdiocesan Stewards for Tomorrow Pastoral Plan
- Ignore discrepancies in workloads among priests and deacons
- Operate in isolation from other clergy, consecrated religious and parish leadership groups

# What **“We Cannot Do”** in Pastoral Planning

31



# DEANERY STATISTICS

2010 through 2015

**32**

- Currently, those  $\geq 65$  years old is 19.9% of the total population in the deanery
  - Between 2010 to 2015 those  $\geq 65$  grew 15.5%
  - By 2020 those  $\geq 65$  is expected to grow another 15.5% and comprise 23.0% of the total population
- Currently, 0-14 year olds comprise 15.7% of the total population in the deanery
  - Since 2010, the total number of 0-14 year olds has declined 10.3%
  - By 2020 it is estimated that 0-14 year olds will comprise 14.2% of the total population

# Deanery Age Demographics

33

- Between 2010 and 2014:
  - **Overall, parishes operated with a surplus**
  - Offertory income has remained flat in current dollars and has **declined by 2.8%** when adjusted for inflation
  - Of the 11 parishes in the Deanery:
    - 3 parishes had average offertory income of <\$200,000 per year
    - 2 parishes still operated with a net deficit after extraordinary activity
    - 4 parishes had operating deficits averaging an annual cumulative total of \$50,000
- As of Fiscal Year 2014:
  - 2 parishes had financial reserves < \$200,000
  - 2 parishes had financial reserves > \$1,000,000

# Deanery Finances

34

2010	2011	2012	2013	2014	2015	% Change
\$356,035	\$355,092	\$366,767	\$334,760	\$334,833	\$307,886	-13.7%

# OFFERTORY INCOME

Saint Thomas Church

- The age range of priests currently serving at parishes within the deanery is 31 to 74, and the median age is 57
- By 2025, 3 of 11 (27.3%) priests serving parishes within the deanery will be eligible to retire assuming age 75 retirement
- Fr. Hellwig 15 years or death (whichever comes 1<sup>st</sup>)



# Pastoral Leadership

36

## Registered Catholics

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- Between 2010 and 2015 the total number of Catholic households registered at parishes across the deanery has declined 9.3% from 13,057 to 11,846
- In 2015 the percentage of Catholic households residing within the deanery boundary is ~ 28.5%

## Weekend Mass 2010-14

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- The number of weekend mass attendees across the Deanery has declined 12.3% from 7,319 to 6,418
- The number of weekend mass attendees as a percentage of the total number of registered parishioners has declined from 22.7% to 20.9%
- The average number of weekend mass attendees was 7,788 which represent ~24.7% of all registered parishioners

# Deanery Catholicity & Attendance

**37**

## Historical Registered Catholics

2010	2011	2012	2013	2014	2015	% Change
1545	1524	1489	1431	1405	1391	-10%

## Historical October Mass Attendance

2010	2011	2012	2013	2014	2015	% Total Parishioners
684	627	639	628	604	549	~20%

# St. Thomas Catholicity and Attendance

38



- Between 2010 and 2014 the total number of sacraments across the deanery declined by 13.0% from 1,586 to 1,380:
  - Baptisms – 23.5%
  - First Communions – 19.9%
  - Confirmations – 8.3%, and
  - Funerals – 3.1%
- Weddings remained flat
- The baptism to funeral ratio:
  - 2010 was .72
  - 2014 it was .57

# Deanery Sacramental Life

39

	2010	2011	2012	2013	2014	% Change
<b>Baptisms</b>	25	25	19	19	19	-24.0
<b>1<sup>st</sup> Communion</b>	38	45	5	30	30	-21.1
<b>Confirmation</b>	32	21	34	41	41	28.1
<b>Weddings</b>	3	3	3	5	5	66.7
<b>Funerals</b>	28	39	40	41	41	46.4

# SACRAMENTAL DATA

Saint Thomas Church

**40**

- 1. To create and implement a comprehensive restructuring plan for our parishes, schools, agencies and offices to establish the conditions for a vibrant and sustainable future (*By January 01, 2017*)**
2. To promote and leverage our Catholic identity at the service of our mission (*By June 01, 2018*)
3. To evaluate and reinvigorate evangelization, catechesis and the new apologetics, with a special emphasis on family life and marriage, campus ministry and young adults, and our Catholic school faculties and students (*By June 01, 2018*)
4. To evaluate and reinvigorate liturgical, sacramental and devotional life, providing sound opportunities and instruction for growth in the spiritual life and a life of personal prayer (*By June 01, 2018*)
5. To develop and implement a plan to ensure the physical health and spiritual growth of the clergy for the sake of their ministry, with mechanisms of accountability to the Archbishop, the Presbyterate and the people entrusted to their pastoral care (*By June 01, 2018*)

## **Archdiocese Top 5 Strategic Priorities 41**

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# **ROLES & RESPONSIBILITIES**

Pastors, Staff, Parishioners...  
Finance and Pastoral Councils

**42**

- Provide pastoral leadership and support to parishioners through the process at a Stewards for Tomorrow level
- Fulfill your duties as defined by Canon Law and Archdiocesan Policy
- Identify lay leadership for coordination and partnership of the process of consultation for the Archdiocesan Pastoral Plan
- Operate transparently and collaboratively with the Office of the Archbishop in a timely and constructive manner
- Pray for the Archdiocese and your parish(es), its leaders, faithful and for the successful implementation of the Archdiocesan Pastoral Plan

**Code of Canon Law, 519** calls for the Pastor to develop structures which incorporate the principles of collaborative responsibility and of consultation with the staff and parishioners.

*The pastor is the proper shepherd of the parish entrusted to him, exercising pastoral care in the community entrusted to him under the authority of the diocesan bishop in whose ministry of Christ he has been called to share; in accord with the norm of law he carries out for his community the duties of teaching, sanctifying and governing, with the cooperation of other presbyters or deacons and the assistance of lay members of the Christian faithful.*

# The Pastor

43

- Operate transparently and collaboratively with the pastor and lay leadership in a timely and constructive manner
- Support the process as needed with data, information and tasks
- Fulfill your duties as defined by Canon Law, Archdiocesan Policy and Position Description and/or Employment Agreement
- Participate in process of assessment and consultation as an employee of the parish
- Pray for the Archdiocese and your parish, its leaders, faithful and implementation of the Archdiocesan Pastoral Plan

# The Staff

44

- Operate transparently and collaboratively with the pastor, staff and lay leadership in a timely and constructive manner
- Fulfill your duties as defined by Canon Law
- Participate in process of feedback and input into assessment and consultation
- Pray for the Archdiocese and your parish, its leaders, faithful and implementation of the Archdiocesan Pastoral Plan

**Code of Canon Law, 208** speaks of everyone's responsibility to work together in the building up of the Body of Christ.

*In virtue of their rebirth in Christ there exists among all the Christian faithful a true equality with regard to dignity and the activity whereby all cooperate in the building up of the Body of Christ in accord with each one's own condition and function*

# The Parishioners

45

- Operate transparently and collaboratively with the pastor, staff and lay leadership in a timely and constructive manner
- Fulfill your duties as defined by Canon Law and Archdiocesan Policy
- Support the process as needed with data, information and tasks
- Participate in process of assessment and consultation
- Pray for the Archdiocese and your parish, its leaders, faithful and implementation of the Archdiocesan Pastoral Plan

**Code of Canon Law, 536**  
specifically deals with Parish Pastoral Councils.

*After the diocesan bishop has listened to the presbyteral council and if he judges it opportune, a pastoral council is to be established in each parish; the pastor presides over it, and through it the Christian faithful along with those who share in the pastoral care of the parish in virtue of their office give their help in fostering pastoral activity. This pastoral council possesses a consultative vote only and is governed by norms determined by the diocesan bishop.*

# Finance & Pastoral Councils

46

1. Deanery-based discussions - deans, pastors, pastoral associates
  - Deliverable: Initial proposal for a new deanery designs of parishes and schools
  - Deliverable: DRAFT 1 Archdiocesan-wide design of deaneries, parishes and schools
2. Parish-based discussions - pastors share proposed models with parish clergy, trustees, council members and others as appropriate
  - Deliverable: feedback /refinement consultation for refined deanery designs
  - Deliverable: DRAFT 2 Archdiocesan-wide refined design of deaneries, parishes and schools
3. Archdiocesan-based discussions - Episcopal Vicars, deans and other key consulters provide consultation on Archdiocesan-wide refined design of parishes and schools
  - Deliverable: DRAFT 3 Archdiocesan-wide refined design of deaneries, parishes and schools
4. Final decisions - FINAL Archdiocesan-wide design of deaneries, parishes and schools and pastoral appointments

# Pastoral Planning Steps

47

Action Step	When
<b>Step 4:</b> Facilitated deanery-level meetings for priests to review and discuss deanery data, and develop an initial restructuring proposal for the parishes, schools and deanery	May/June 2016
<b>Step 5:</b> Parish -Level meetings with priests and local parish Leaders to review and provide feedback on the initial deanery-level proposals generated in Step 4	July
<b>Step 6A:</b> PartnersEdge creates 1 <sup>st</sup> Draft Archdiocesan model for presentation to the Office of the Archbishop <b>Step 6B:</b> Office of the Archbishop assesses and refines 1 <sup>st</sup> draft model of parishes and schools of the Archdiocese	August
<b>Step 7:</b> All parishes conduct an inventory of sacred and secular goods as described in the Archdiocesan “Transitioning Parishes” Guidebook	August

# STEPS: May to Aug 2016

Action Step	When
<b>Step 8:</b> Priests and parish leaders meet to review the 1 <sup>st</sup> draft Archdiocesan model for parishes and schools	Sept to Nov 2016
<b>Step 9A:</b> Integration of Parish and School Consultation into an Archdiocesan Model of Parishes and Schools Draft 2 <b>Step 9B:</b> Office of the Archbishop assesses and refines 2 <sup>st</sup> draft model of parishes and schools of the Archdiocese	Nov to Dec
<b>Step 10:</b> Archdiocesan Level Consultation to Archbishop for Archdiocesan Model of Parishes and Schools Draft 3	Nov to Dec
<b>Step 11:</b> Office of the Archbishop approves and announces final design of Archdiocesan model of deaneries, parishes and schools, as well as new pastoral appointments	January 2017
<b>Step 12:</b> Parish Pastoral Planning	2017 thru 2018

# STEPS: Sept to Dec 2018



# MEASURING OUR SUCCESS

*Measurable* Outcomes Are Reported to the  
Archdiocese

**50**

## Healthy and Vibrant Archdiocese

- Growing Catholicity across the Archdiocese
- Increasing clarity of Catholic identity and beliefs
- Financial stability and growth
- Increasing vocations to priesthood, diaconate and consecrated life
- Archdiocesan Stewards for Tomorrow Pastoral Plan

# The Vision: The “What” ...

51

## **\*\*\*Healthy & Vibrant Parishes\*\*\***

- Increasing registered households
- 60 + % of household attending Sunday Liturgy
- 70 + % of household engaging in stewardship
- Robust and energized evangelization
- Robust & vibrant parish ministries
- Financial and facilities health/stability
- 3 Year Parish Strategic Pastoral Plans

# **The Vision: “What” (cont.)**

**52**

## Healthy and Vibrant Clergy / Consecrated Religious

- Best match relative to the numbers of clergy and consecrated religious, and their respective competencies
- Equitable work week with delegation of management responsibilities where possible
- Promotion of spiritual health and on going spiritual development
- Engagement in daily prayer, reflection
- Annual professional growth in leadership & pastoral competencies and skills

## The Vision: “What” (cont.)

53



# **PASTORAL PLANNING PRAYER**

Stewards for Tomorrow

**54**