

Be Missionary Disciples

THE ARCHDIOCESE of BALTIMORE

Guiding Change Document July 2016



The Archbishop's responsibilities are unique in that he must envision the future of the Archdiocese and set the conditions for realizing that vision through the structure of parishes and schools, as well as the assignment and development of pastoral resources. Pastors and lay leaders do not hold such responsibilities.

<p align="center">The "Why" <i>Current Reality</i></p>	<p align="center">The "Not How" <i>Unacceptable Means</i></p>	<p align="center">The "What" <i>Results</i></p>
<p>Our Call</p> <ul style="list-style-type: none"> The formation of disciples who are making disciples must be at the heart of the work of the Body of Christ. The creation and continuance of vibrant and sustainable centers of evangelization requires the wise allocation of resources throughout the Archdiocese. <p>Demographic Trends</p> <ul style="list-style-type: none"> Demographic and cultural changes continue, including a shift of Catholic households to the suburbs, growing numbers of Hispanic, African, and Asian Catholics, and increasing numbers of those who have no religious affiliation. Few changes in parish structure or ministry have occurred in response to the demographic and cultural changes of the last several decades. <p>Vocations and Leadership Outlook</p> <ul style="list-style-type: none"> The number of pastors will reduce from 115 today to 85 by 2022. Religious vocations are influenced by positive environments that support healthy, happy and holy lives. The Archdiocese relies on 150 religious / externs to serve the Archdiocese in many ways. <p>Pastoral Challenges</p> <ul style="list-style-type: none"> The Archdiocese has experienced a 15 % decrease in Sunday liturgy attendance over the past 10 years. There is a need to focus on forming the next generation of Catholics, especially through the support of families as the primary evangelizers. There is an increasing need for parishes to be portals to a network of Catholic outreach services. <p>Resource Challenges</p> <ul style="list-style-type: none"> Only 1/3 of our parishes and 1/2 of our Catholic schools are financially strong. High levels of deferred maintenance and life safety issues in parishes and schools have not been addressed. Parish and school planning need to be interconnected and demand stability and predictability to succeed. 	<ol style="list-style-type: none"> We will not violate canon law, civil law, or archdiocesan policy We will not design for more than 3 Sunday Masses(including Saturday vigils) per priest per weekend We will not organize parish structures around an individual or special interest We will not organize parish structures to maintain the status quo We will not organize parish structures around past disagreements or hurts We will not organize parish structures without a reasonable plan for maintenance and life safety integrated into an 8 + year financial and operational model We will not eliminate or discount shrines or otherwise culturally critical parishes such as the Basilica 	<p>A. Vibrant, Sustainable and Evangelizing Pastorates and Schools</p> <ol style="list-style-type: none"> Pastorates will be centers of worship and prayer that promote lifelong conversion and reverence for the Catholic faith. Pastorates will recognize that their vibrancy and sustainability are integrally connected to their capacity to welcome and to evangelize themselves and others. Pastorates will recognize and respond to the pastoral needs of a diverse Archdiocese. Pastorates will function as portals to a network of Catholic social services that respond to the unique needs of those residing in the area. Pastorates will plan for the future by maintaining and regularly updating active 3-yr pastorate plans. <p>B. Strong Archdiocesan Vision and Support for Pastorates and Schools</p> <ol style="list-style-type: none"> A design for the creation of pastorates across the Archdiocese will result in a stable and sound structure of parishes. The design of pastorates will support the creation of a stable and sound network of Catholic schools. The design of pastorates will allow for the designation of mission parishes that are part of a pastorate and/or are made sustainable by Archdiocesan and/or benefactor funding annually. Formation and training will be provided to enable and empower pastors and pastoral life directors to lead for mission. Pastoral life directors will be considered when appropriate to allow for flexibility in pastorate leadership where financial and other conditions can support this model. The structure of Central Services will be aligned to support the above through the provision of data, outstanding customer service, and a commitment to ongoing formation as disciples.

