



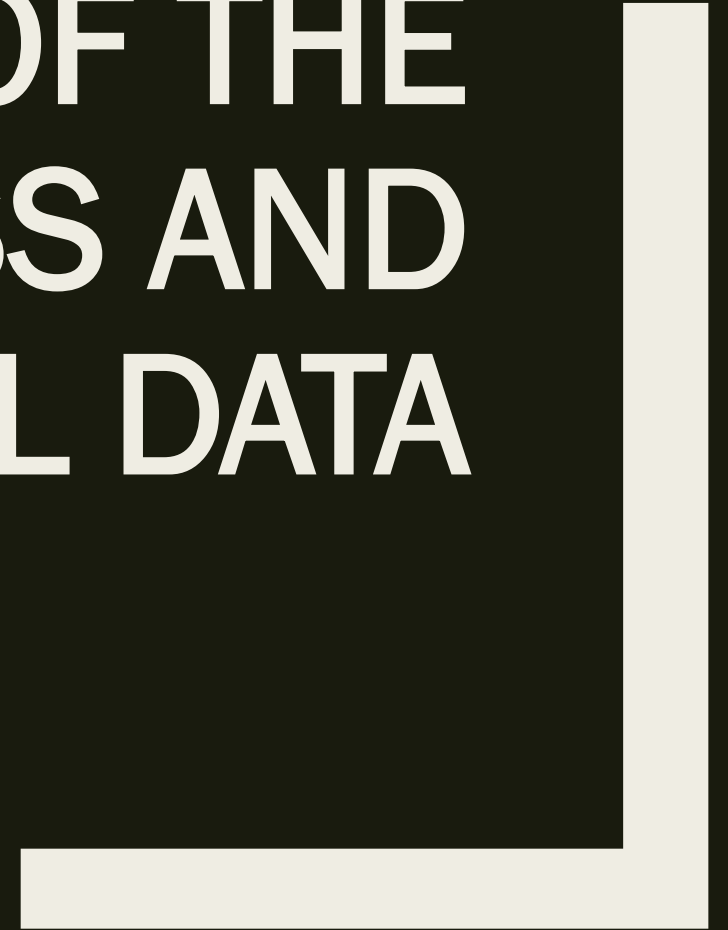
# PASTORATE MODEL CONSULTATION

Parishes by Region  
November 9-11, 2016

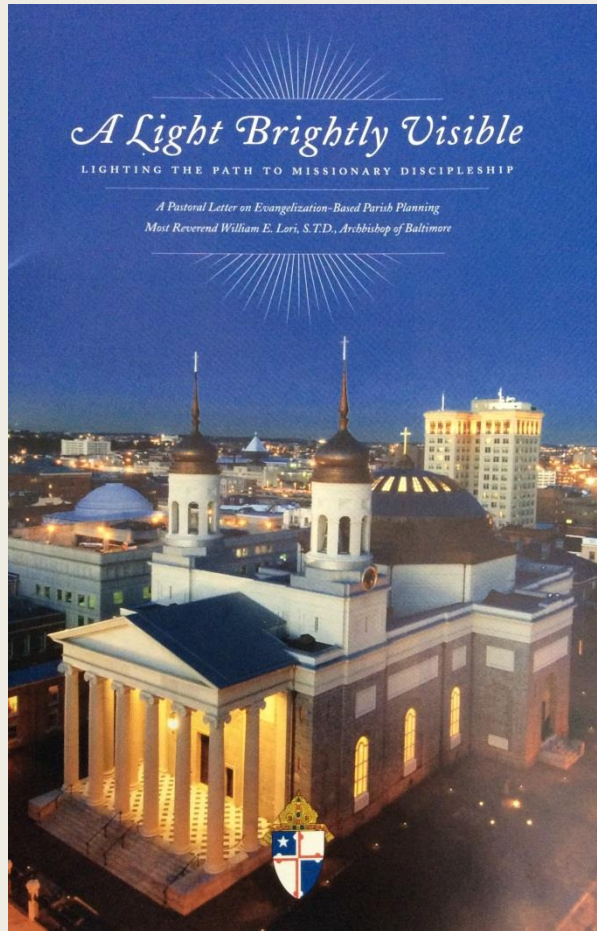
# Agenda

- 10 minutes Welcome and Opening Prayer
- 20 minutes Introductory Remarks by Archbishop
- 30 minutes Key Points of the Planning Process and Regional Data
- 1 hour Table Work: Parish Consultation on Pastorate Model
- 10 minutes Break
- 30 minutes Sharing of Parish Feedback
- 20 minutes Next Steps and Key Messages

# KEY POINTS OF THE PLANNING PROCESS AND REGIONAL DATA



# Pastoral Vision



Guiding Change Document:  
The Why, The What,  
and The Not How

Core Mission  
Priorities  
Our Shared Focus  
of Ministry

Vision  
Elements: Our  
Shared Measures  
and Metrics

Design of  
Pastorates:  
DRAFT model of  
Pastorates and  
Parishes

# Guiding Change Document

**Be Missionary Disciples**  
*Aliter docentur, aliter fruuntur*

**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.*

The "Why" Current Reality	The "Not How" Unacceptable Means	The "What" Results
<p><b>Our Call</b></p> <ul style="list-style-type: none"> <li>The formation of disciples who are making disciples must be at the heart of the work of the Body of Christ.</li> <li>The creation and continuance of vibrant and sustainable centers of evangelization requires the wise allocation of resources throughout the Archdiocese.</li> </ul> <p><b>Demographic Trends</b></p> <ul style="list-style-type: none"> <li>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.</li> <li>Few changes in parish structure or ministry have occurred in response to the demographic and cultural changes of the last several decades.</li> </ul> <p><b>Vocations and Leadership Outlook</b></p> <ul style="list-style-type: none"> <li>The number of pastors will reduce from 115 today to 85 by 2022.</li> <li>Religious vocations are influenced by positive environments that support healthy, happy and holy lives.</li> <li>The Archdiocese relies on 150 religious / externs to serve the Archdiocese in many ways.</li> </ul> <p><b>Pastoral Challenges</b></p> <ul style="list-style-type: none"> <li>The Archdiocese has experienced a 15 % decrease in Sunday liturgy attendance over the past 10 years.</li> <li>There is a need to focus on forming the next generation of Catholics, especially through the support of families as the primary evangelizers.</li> <li>There is an increasing need for parishes to be portals to a network of Catholic outreach services.</li> </ul> <p><b>Resource Challenges</b></p> <ul style="list-style-type: none"> <li>Only 1/3 of our parishes and 1/2 of our Catholic schools are financially strong.</li> <li>High levels of deferred maintenance and life safety issues in parishes and schools have not been addressed.</li> <li>Parish and school planning need to be interconnected and demand stability and predictability to succeed.</li> </ul>	<ol style="list-style-type: none"> <li>We will not violate canon law, civil law, or archdiocesan policy</li> <li>We will not design for more than 3 Sunday Masses(including Saturday vigils) per priest per weekend</li> <li>We will not organize parish structures around an individual or special interest</li> <li>We will not organize parish structures to maintain the status quo</li> <li>We will not organize parish structures around past disagreements or hurts</li> <li>We will not organize parish structures without a reasonable plan for maintenance and life safety integrated into an 8 + year financial and operational model</li> <li>We will not eliminate or discount shrines or otherwise culturally critical parishes such as the Basilica</li> </ol>	<p><b>A. Vibrant, Sustainable and Evangelizing Pastorates and Schools</b></p> <ol style="list-style-type: none"> <li>Pastorates will be centers of worship and prayer that promote lifelong conversion and reverence for the Catholic faith.</li> <li>Pastorates will recognize that their vibrancy and sustainability are integrally connected to their capacity to welcome and to evangelize themselves and others.</li> <li>Pastorates will recognize and respond to the pastoral needs of a diverse Archdiocese.</li> <li>Pastorates will function as portals to a network of Catholic social services that respond to the unique needs of those residing in the area.</li> <li>Pastorates will plan for the future by maintaining and regularly updating active 3-yr pastorate plans.</li> </ol> <p><b>B. Strong Archdiocesan Vision and Support for Pastorates and Schools</b></p> <ol style="list-style-type: none"> <li>A design for the creation of pastorates across the Archdiocese will result in a stable and sound structure of parishes.</li> <li>The design of pastorates will support the creation of a stable and sound network of Catholic schools.</li> <li>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.</li> <li>Formation and training will be provided to enable and empower pastors and pastoral life directors to lead for mission.</li> <li>Pastoral life directors will be considered when appropriate to allow for flexibility in pastorate leadership where financial and other conditions can support this model.</li> <li>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.</li> </ol>

# The “Why” – Current Reality

**Our Call**

**Demographic Trends**

**Vocations and Leadership Outlook**

**Pastoral Challenges**

**Resource Challenges**

# The “What” - Results

## A. Vibrant, Sustainable and Evangelizing Pastorates and Schools

- *Centers of worship and prayer promoting lifelong conversion*
- *Vibrancy and sustainability connected to welcome and evangelization*
- *Respond to diverse pastoral needs*
- *Portals to a network of Catholic social services*
- *Plan for the future with 3-yr pastorate plans*

# The “What” – Results (con’t.)

## B. Strong Archdiocesan Vision and Support for Pastorates and Schools

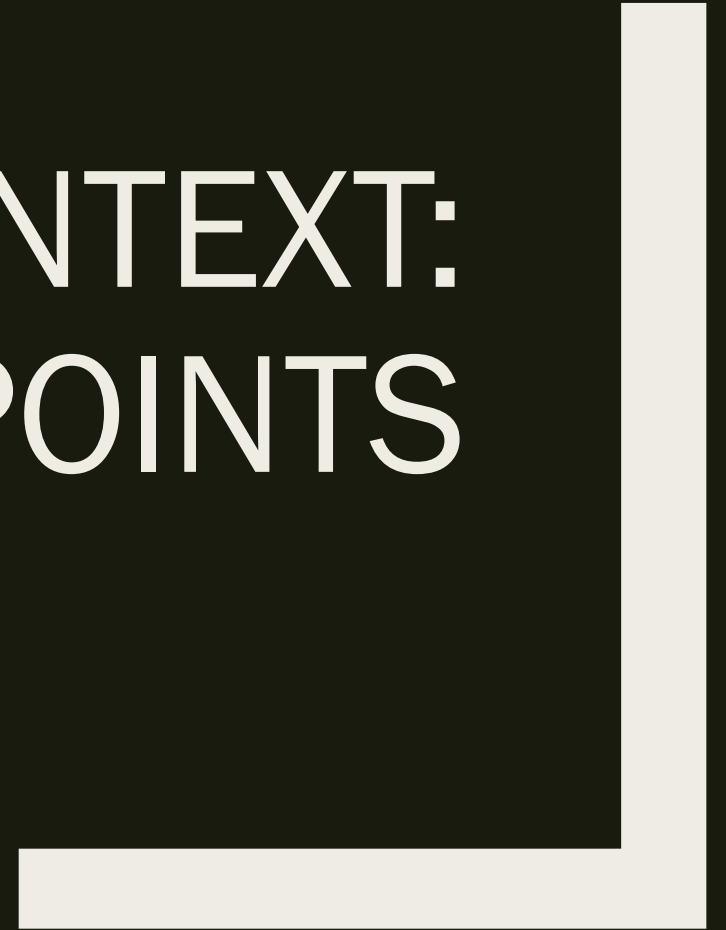
- *Stable and sound structure of parishes*
- *Stable and sound network of Catholic schools*
- *Designation of mission parishes*
- *Formation and training to lead for mission*
- *Pastoral life directors considered when appropriate*
- *Central Services aligned to support the above*



# The “What” is also.....

- Stable structure within which to plan for the future
- Predictable structure within which to build relationships
- Viable structure within which to evangelize and make disciples

# EVANGELIZATION CONTEXT: KEY DATA POINTS



# Projected Population Growth (2020)

## Legend

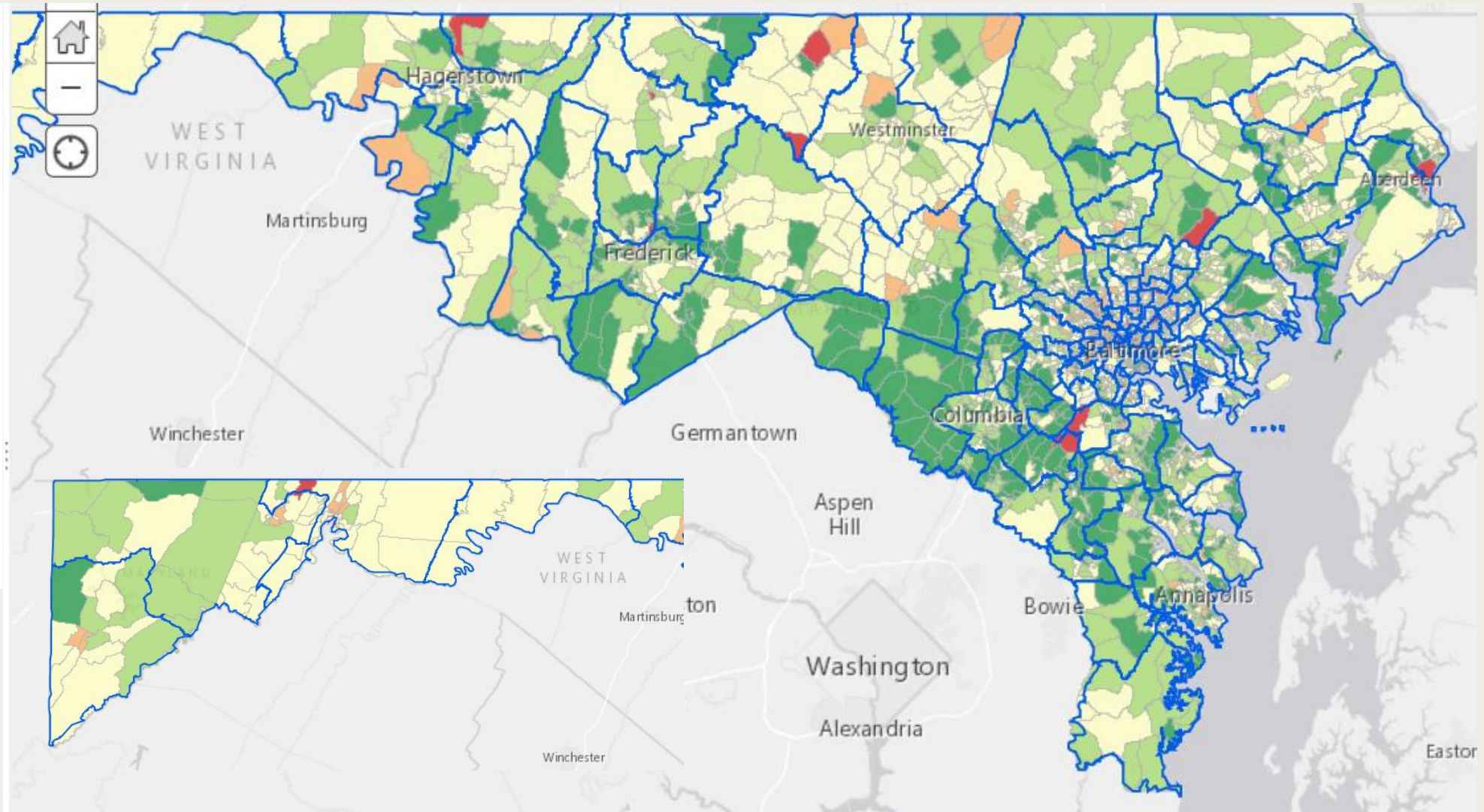
Parish Boundaries  
9/2/16



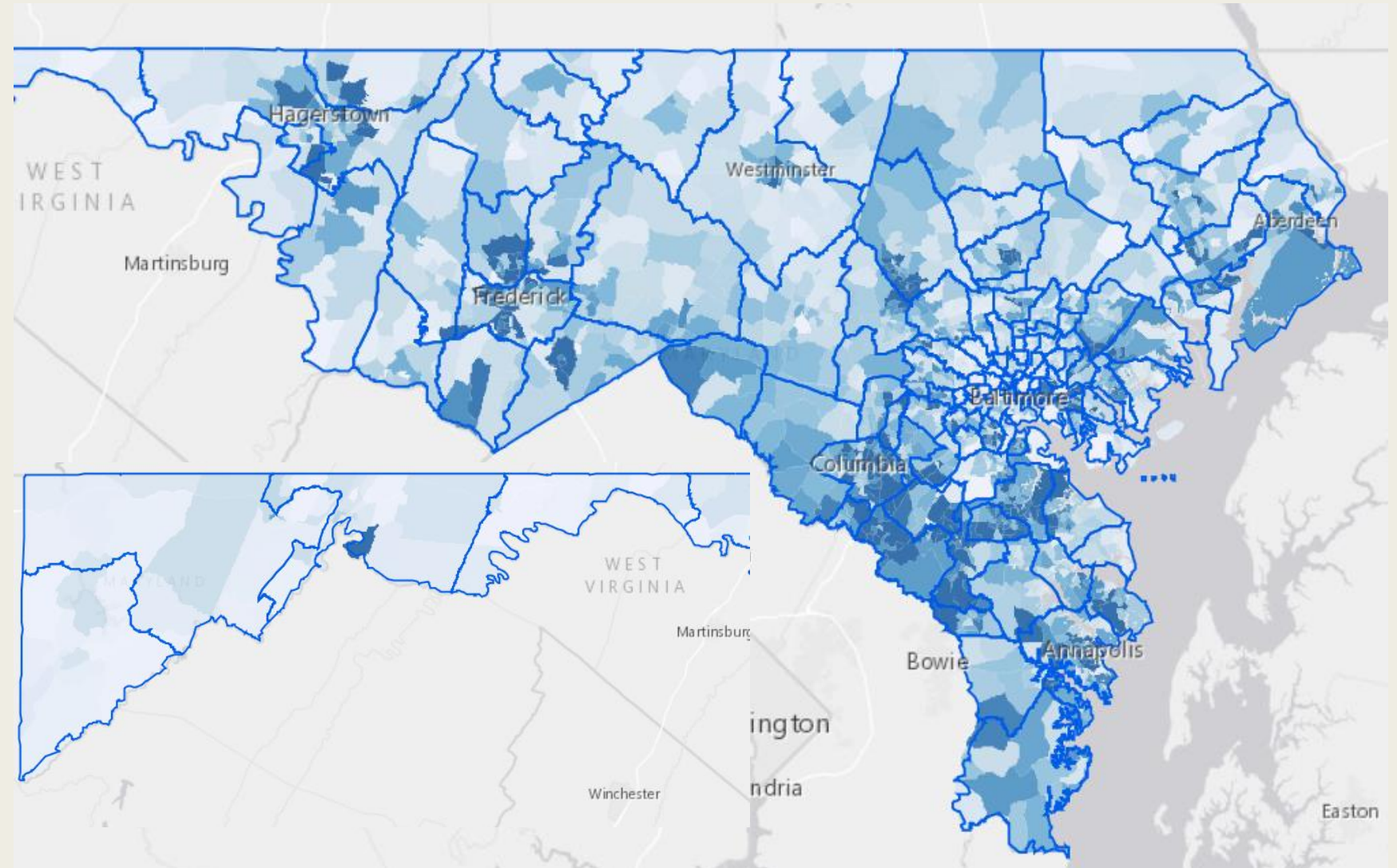
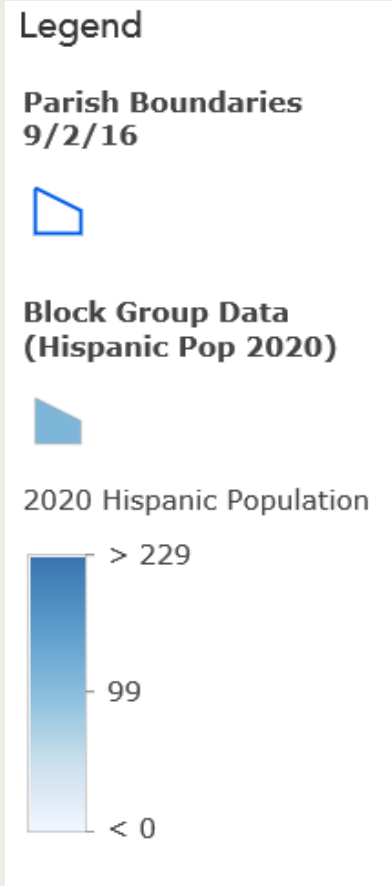
Block Group Data (Total  
Population Growth 2015-  
2020)

2015-2020 Projected Total  
Population Growth (%)

- Over 5%
- 2% to 5%
- 2% to 2%
- 5% to -2%
- Under -5%



# Projected Hispanic Growth (2020)



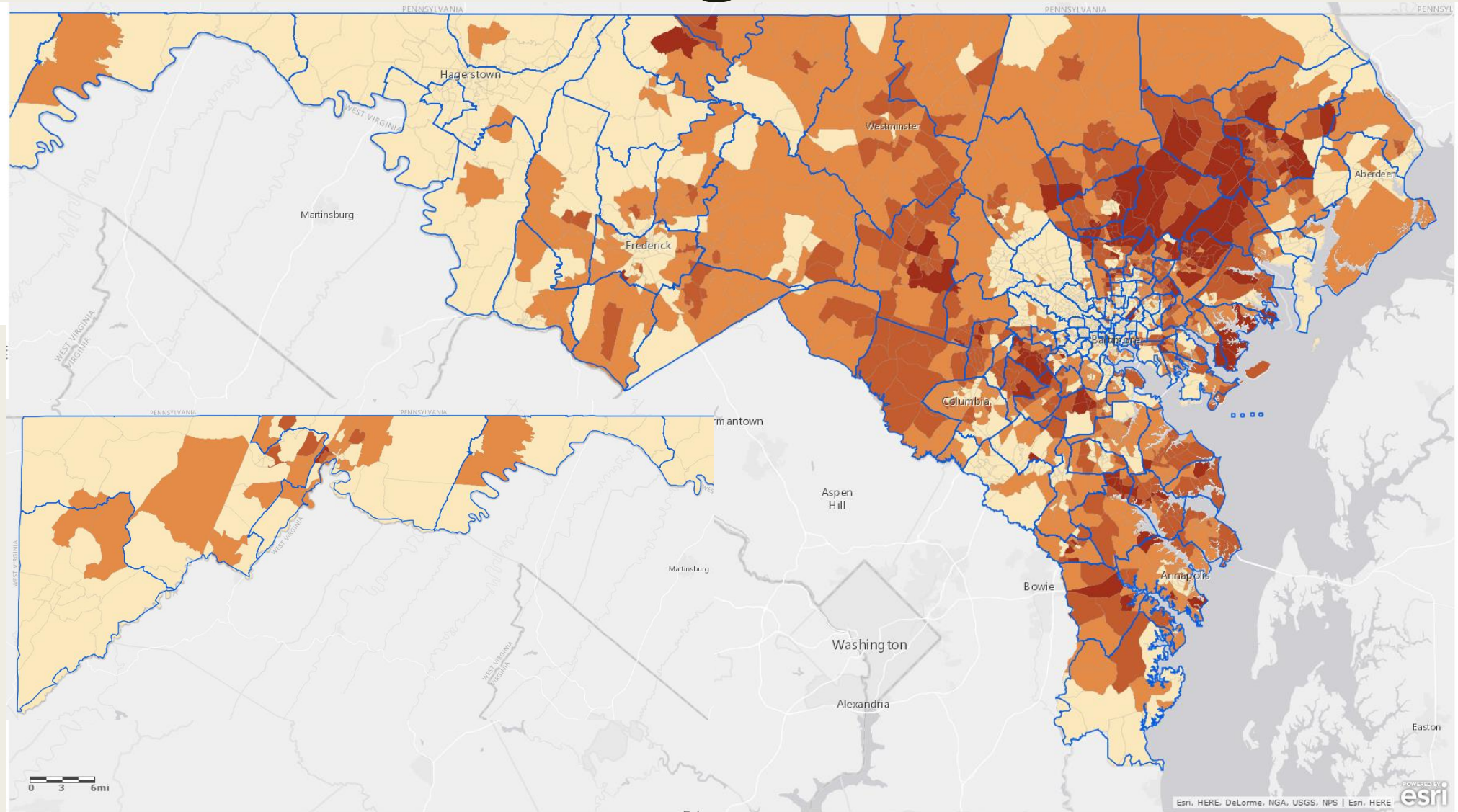
# Percent of Households Registered to a Parish

Parish Boundaries 9/2/16







Households Registered Catholic

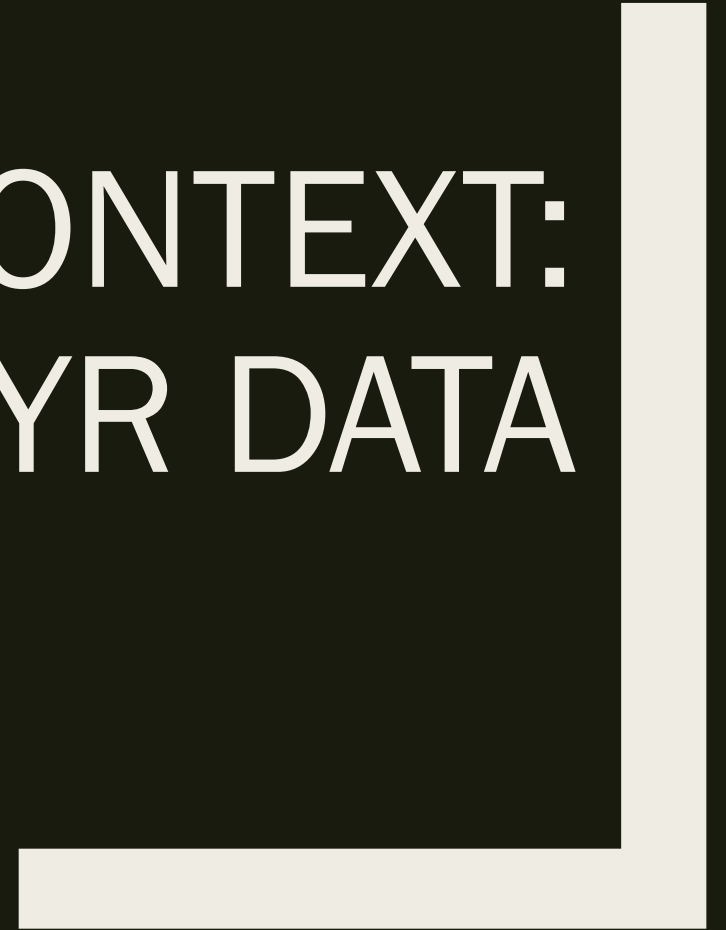
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# General Catholic Population Changes

- 2010 - 2015, of **142** parishes:
  - **63** parishes  *numbers of registered families*
  - **37** parishes  *Mass attendance*
  - **23** parishes  *numbers of registered families and*  *Mass attendance*
- 2013 - 2015, baptisms outnumbered funerals by a ratio of 1.39:1
- 2006 - 2015, offertory increased across the Archdiocese by 8%

# EVANGELIZATION CONTEXT: CLOSER LOOK @ 10-YR DATA



# 10-Year Change in Registered Families

	2006 Registered Families	2015 Registered Families	% Change
Baltimore City	23,865	20,761	-13%
Baltimore / Harford	68,965	64,475	-7%
Anne Arundel / Howard / Carroll	54,155	59,200	+9%
Frederick / Washington / Allegany / Garrett	19,695	19,838	+1%
<b>TOTAL</b>	<b>166,680</b>	<b>164,274</b>	<b>-1%</b>



# 10-Year Change in Mass Attendance

	2006 Weekend Mass Attendance	2015 Weekend Mass Attendance	% Change
Baltimore City	19,084	13,839	-25%
Baltimore / Harford	59,340	48,602	-17%
Anne Arundel / Howard / Carroll	44,042	40,569	-2%
Frederick / Washington / Allegany / Garrett	18,621	16,378	-14%
<b>TOTAL</b>	<b>141,087</b>	<b>119,388</b>	<b>-13%</b>

# Baptism:Funeral Ratio

	2013-2015 Baptisms	2013-2015 Funerals	Ratio
Baltimore City	2558	2223	1.15
Baltimore / Harford	6226	5525	1.13
Anne Arundel / Howard / Carroll	6201	3149	1.97
Frederick / Washington / Allegany / Garrett	1984	1310	1.51
<b>TOTAL</b>	<b>16969</b>	<b>12207</b>	<b>1.39</b>

# 3-Year Average Surplus (Deficit)

	2013-2015 Avg Surplus (Deficit)	2013-2015 Avg. Annual Offertory	Surplus(Deficit) as % of Offertory
Baltimore City	(\$2.3 M)	\$12.2 M	-18.9%
Baltimore / Harford	\$0.5 M	\$33.7 M	1.4%
Anne Arundel / Howard / Carroll	\$0.7 M	\$30.1 M	2.4%
Frederick / Washington / Allegany / Garrett	(\$0.1 M)	\$12.3 M	-0.7%
<b>TOTAL</b>	<b>(\$1.2 M)</b>	<b>\$88.3 M</b>	<b>-1.3%</b>

# Capacity Utilization

	Number of Worship Sites	Average Capacity Utilization
Baltimore City	49	25%
Baltimore / Harford	45	45%
Anne Arundel / Howard / Carroll	32	47%
Frederick / Washington / Allegany / Garrett	31	51%
<b>TOTAL</b>	<b>157</b>	<b>40%</b>

# Key Questions

Within this context,.....

- How can we most effectively share and live the Gospel?
- How can we grow in discipleship and make disciples of others?

# PASTORATE PROPOSAL



# Parishes & Pastorates

	Current Number of Parishes	Current Number of “Pastorates”	Proposed Number of Pastorates
Baltimore City	47	35	21
Baltimore / Harford	44	40	30
Anne Arundel / Howard / Carroll	30	28	21
Frederick / Washington / Allegany / Garrett	21	17	13
<b>TOTAL</b>	<b>142</b>	<b>120</b>	<b>85</b>

# Mass Attendance / Clergy

	2015 Weekend Mass Attendance	Proposed Number of FT Priests in Parishes	Weekend Mass Attendance per Priest
Baltimore City	13,839	23	602
Baltimore / Harford	48,602	41	1,185
Anne Arundel / Howard / Carroll	40,569	34	1,193
Frederick / Washington / Allegany / Garrett	16,378	17	963
<b>TOTAL</b>	<b>119,388</b>	<b>115</b>	<b>1,038</b>



# Behind the Clergy Projections

- Assumes retirement at 70
- Based on what we know today – changes could include:
  - *Changed number of ordinations*
  - *Change in ministry*
  - *Health, death*
- Some retired priests will continue ministry in Archdiocese
  - *Pastors*
  - *Retired senior associates or in special ministry*
- Some clergy not available for parish ministry
  - *Special ministry*
  - *AoB*

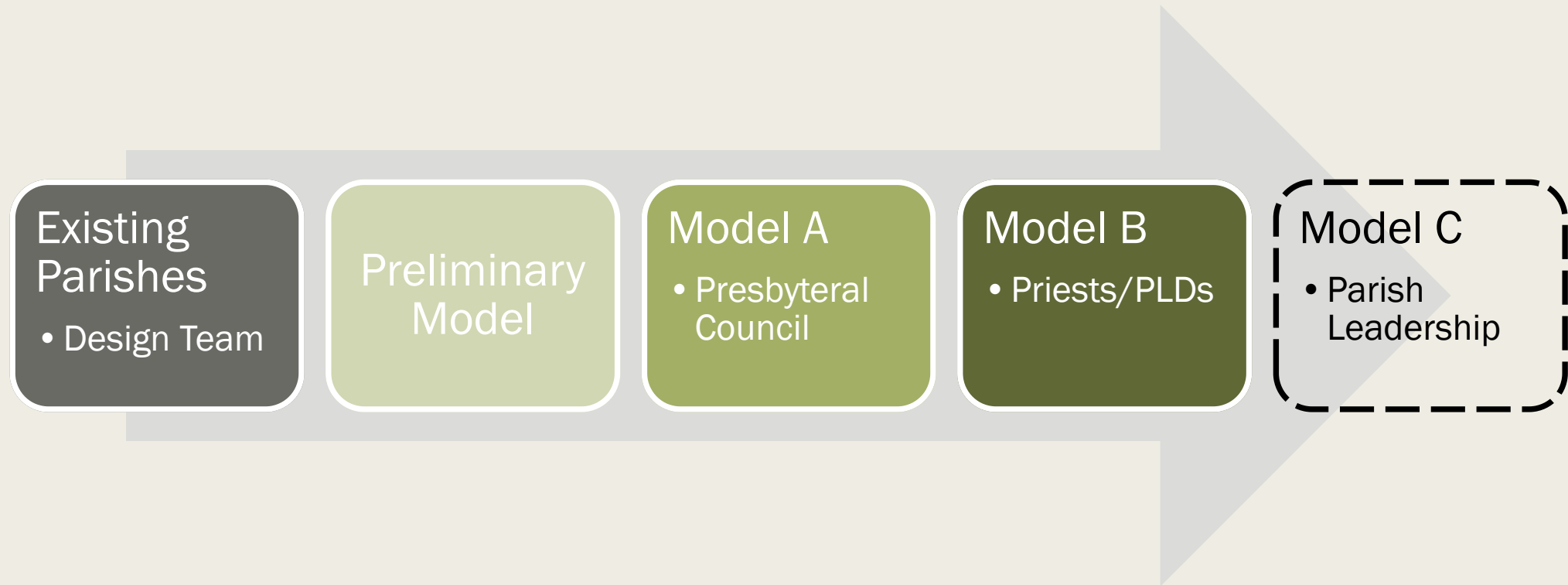
# Priest Projections

	2016	2021 Projected	Change
AoB Pastors	89	58	-31
AoB Associate Pastors	25	15 <small>(includes 8 newly ordained)</small>	-10
RO&E Pastors	31	20	-11
RO&E Associate Pastors	35	19*	-16
<b>TOTAL Active Full Time in Parishes</b>	<b>180</b>	<b>112*</b>	<b>-68</b>
AoB Retired	55	101 <small>(past retirement age)</small>	+46
AoB Special Ministry	13	8	-5
AoB Central Services	10	8	-2

# AoB Clergy Needs

	Needed in Pastorate Model	2021 Projected Available	Difference
AoB Pastors	65	58	- 7
AoB Associate Pastors	24	15 <small>(includes 8 newly ordained)</small>	- 9
AoB Retired		101	
AoB Special Ministry		8	
AoB Central Services		8	

# Design of Pastorates



# Important Points of Feedback

## ■ Questions on Worksheet

- *Strengths and challenges for parish*
- *Strengths and challenges for pastorate*
- *Modifications or Affirmation*

## ■ Special Considerations

- *Geography and driving times/distances*
- *Unique pastoral conditions or challenges*

# The “Not How” – Unacceptable Means

## We Will Not:

- Violate canon law, civil law, or archdiocesan policy
- Design for more than 3 Sunday Masses(including Saturday vigils) per priest per weekend
- Organize parish structures around an individual or special interest
- Organize parish structures to maintain the status quo
- Organize parish structures around past disagreements or hurts
- Organize parish structures without a reasonable plan for maintenance and life safety integrated into an 8 + year financial and operational model
- Eliminate or discount shrines or otherwise culturally critical parishes such as the Basilica

# Unpacking the “3 liturgies” limit

- Already in canon law
- Benefits:
  - *Pastor able to maintain healthy balance and prepare well for liturgies*
  - *Driver for fuller, more vibrant Masses*
- Design Mass schedule around predictability and stability
  - *Must conform to number of assigned priests, and change if that changes*
  - *Exceptions can be sought*
- Mass schedule should not be designed to promote:
  - *Communion in the absence of a priest*
  - *Rotating schedule of Masses at lots of locations*

# Ground Rules for Consultation

- Represent the parish, not individual interests
- Only record feedback that has consensus of your group
- If advocating for single parish pastorate, keep in mind....
  - *“Big picture” clergy outlook affects entire Archdiocese*
  - *Expectation of robust ability to evangelize and build discipleship*
  - *Expectation of good growth potential*
  - *Expectation of long-term financial viability*



# TABLE DISCUSSIONS AND QUESTIONS



# Table Discussions

- Introduce Parish Representatives
- Summarize Opportunities and Challenges from PMRSs
- Discuss Strengths and Challenges in Context of PMRSs
- Record Feedback
  
- Discuss Modifications to Pastorate Model (circulate as necessary)
- Record Feedback

# Next Steps and Key Messages

- Open consultations through December 9
- Review of Feedback and Finalization of Pastorate Design (Dec 2016-Feb 2017)
- Multi-faceted Implementation (3-36 months after design ratified)
- Key Messages

# Contact Information

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