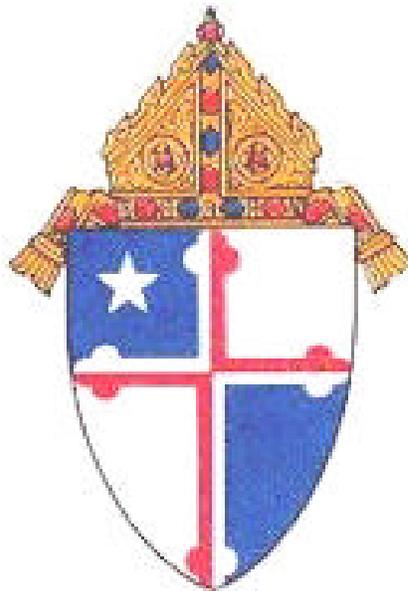


*“The Hope
That Lies
Before Us”*

(Hebrews 6:18)



Report to Cardinal William H. Keeler
and the Vicar Bishops of Baltimore
from the
Committee on the Allocation
and Recruitment of Priests

September 2001

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Introduction

Section I

Section I

Introduction

At the beginning of the Third Millennium, the Archdiocese of Baltimore has articulated a vision of parish life and ministry and identified five mission priorities to guide the mission God has entrusted to the Church. The following vision statement establishes the identity of the Archdiocese as a community of faith and reaffirms its mission:

God calls the Catholics of the Archdiocese of Baltimore to be a welcoming, worshiping community of faith, hope, and love. Through His Spirit, the Lord Jesus lives in those who believe, and reaches into our world with His saving message and healing love (Renewing the Vision, the Parish Planning Process).

From this vision, the following five mission priorities have been established to guide the direction of Archdiocesan and parish ministry:

Evangelization
Liturgy
Education
Service
Stewardship

Each parish is expected to employ this vision and these priorities in their plans for a vibrant parish life and an effective parish ministry.

National studies have confirmed the belief that the priest's role is pivotal in parish life and ministry. Through effective preaching and teaching, inspirational liturgical prayer and spiritual guidance, and courageous and generous servant leadership, the priest plays a unique role within the Church's life and ministry.

A pastor, in collaboration with his pastoral staff, sets the tone for a parish. His pastoral leadership calls forth ministers from the parish community and helps create a vibrant parish life that worships, gives witness to God's reign, teaches and forms persons in our faith tradition, serves the needs of God's People, and provides good stewardship and administration of the resources, gifts and work that God has entrusted to the Church.

The National Conference of Catholic Bishops, at its Spring 2000 meeting, accepted a study from the Center for Applied Research in the Apostolate (CARA) which described the present shortage in the number of priests available for pastoral service in the United States (see Appendix A1-A3). Six months earlier, a separate CARA report projected a diminishing number of priests of a higher average age in the Archdiocese of Baltimore over the next twenty-five years (see Appendix B1-B3).

In light of these studies and the importance of the priest's role as pastor, Cardinal William H. Keeler, the Archbishop of Baltimore, appointed the Committee on the Allocation and Recruitment of Priests (CARP) to develop a plan for the allocation of priests that ensures high quality pastoral care throughout the Archdiocese and renews efforts for recruiting candidates for future priestly service.

The committee was guided by the following working assumptions:

- Recommendations address the years 2000-2015;
- Recommendations address the allocation of priests to parishes, Central Services, charitable, educational, and other institutions and special ministries;
- Normal retirement age for priests is 70 years;
- Five ordinations per year for the next 15 years;
- Possibility of establishing criteria for closure or restructuring of parishes;
- Regular communication with appropriate consultative groups.

The committee began its work by studying CARA's document, *A Projection of Priests for the Archdiocese of Baltimore from 1999-2025*. It also reviewed the plans of the Archdiocese of Seattle and the Dioceses of Columbus and Green Bay which address the challenge of providing quality pastoral care in light of the diminishing number of priests. Committee members read and discussed *As I Have Done For You*, a pastoral letter on ministry from Cardinal Roger Mahoney and the priests of the Archdiocese of Los Angeles. The committee then reviewed the projections and recommendations of Project 83 and current Archdiocesan responses to this issue, for example, the planning process of the Western Vicariate, the ministry and role of Permanent Deacons and Pastoral Life Directors in pastoral leadership, and the role of the parish manager in parish administration.

The risen Christ commissioned eleven disciples to “Go, therefore, and make disciples of all nations: baptize them in the name of the Father, and of the Son and of the Holy Spirit, and teach them to observe all the commands I gave you.” (Mt. 28:19-20). Trusting in the presence and guidance of the Holy Spirit, our Church faces a similar challenge with much hope: the provision of excellent pastoral care in the face of a diminishing number of priests and an increasing Catholic population.

In the light of Vatican II, the committee makes the following recommendations for the recruitment of qualified candidates for the priesthood, the development of pastoral leadership models that clarify the role of permanent deacons and unordained pastoral ministers in relationship to the priest’s role, and the most effective use of our human and temporal resources in the service of God’s People.

VALUES

Section II

Section II

Statement of Values

The work of the Committee has been guided by the following values, namely, the:

- Presence of the Holy Spirit guiding our minds and hearts to discern appropriate directions for mission and ministry;
- Belief that the present moment can be a positive opportunity for building the future of our Archdiocesan Church;
- Provision of quality pastoral care throughout the Archdiocese;
- Priority of the bond of community between priests and parishes or other pastoral communities that they serve;
- Importance of the availability of the Sunday celebration of the Eucharist to all throughout the Archdiocese;
- Importance of the availability of other sacramental celebrations, especially Reconciliation and Anointing of the Sick to all throughout the Archdiocese;
- Baptismal calling of all the Catholic Christian faithful to participate in the mission and ministry of the Church;
- Appreciation of our tradition with openness to new possibilities;
- Affirmation and lifting up of vocation to priesthood as a gift from God and a noble, happy calling;
- Care for the health and well-being of priests.

The recommendations are placed into two sections:

Recruitment Strategies (Section III) are presented first in the belief that, with the assistance of the Holy Spirit, the statistical forecast on the numbers of priests in the next fifteen years can be changed through wholehearted and focused efforts to call men to the vocation of priesthood.

Pastoral Strategies (Section IV) are then presented which intend to assure quality pastoral care throughout the Archdiocese.

RECRUITMENT **STRATEGIES**

Section III

Outline of Recruitment Strategies

PART A: THE ARCHDIOCESE

1. Continue full-time Associate Director position
2. Establish regional vocation coordinators
3. Involve more priests in formation
4. Consider placement of priests in campus ministry
5. Involve seminarians in vocation awareness efforts
6. Continue discernment & application process
7. Continue/develop discernment programs
8. Develop lay volunteer program
9. Expand “Priest as Inviter” program
10. Establish a house of formation
11. Develop media & technology plan
12. Recruit candidates from immigrant communities
13. Continue relationship with other diocesan vocation offices
14. Collaborate with religious communities
15. Recognize & involve various groups & individuals

PART B: PARISH

16. Parish staff
17. Pastoral councils
18. Parish school, religious education, youth & young adult ministry personnel
19. Liturgy committee
20. Various parish groups

PART C: INDIVIDUALS

21. Parents & families
22. Priests
23. Deacons
24. Bishops
25. Seminarians

PART D: GROUPS

26. Religious men and women
27. Independent, cluster, regional schools
28. College campus ministers
29. Regional planning initiatives

Section III

Recruitment Strategies

*“If the Lord does not build a house,
in vain do its builders toil.”
(Psalm 127)*

This scripture text underlines the fundamental importance of our relationship with the Lord. Prayer, fasting, penance and works of mercy are essential elements for success in helping others to hear God’s call to “build the house.” From this perspective, the Committee recommends that:

PART A: THE ARCHDIOCESE

1. The full-time Associate Vocation Director position be continued. *Timeline: By December 2002*
 - The Archdiocese of Baltimore may consider organization models used by other dioceses.
2. Regional vocation coordinators be established whose specific work will support and supplement the work of the Vocation Office in each vicariate of the Archdiocese of Baltimore. *Timeline: By December 2002*
3. More priests be actively involved with seminarian training, supervision and formation. Vocation ministry is an essential responsibility of the entire faith community, and every priest has an intrinsic role in the vocation ministry of the Archdiocese. *Timeline: By December 2002.*
4. Serious consideration be given to the placement of priests as campus ministers since Catholic and non-Catholic colleges within the Archdiocese are fertile ground for vocations. *Timeline: By December 2003.*

5. Seminarians be involved in vocation awareness through:

- Their involvement in:
 - Vocation Awareness Sunday
 - World Day of Prayer for Vocations
 - World Day of Prayer for Consecrated Life
 - Archdiocesan Young Adult and Youth Pilgrimage
- Continued pastoral placement of a seminarian in the Vocation Office who visits schools and parishes.
- The allocation of seminarians to a greater number of parishes.

Timeline: By December 2002.

6. The valuable discernment and application process be continued, including its excellent screening procedure employing interviews, testing and individual meetings with candidates. *Timeline: By December 2002.*

7. The Vocation Office continue and develop discernment programs to assist candidates including those entering a Second Career in following God's call (such as the 24/7 Day, Advent & Lenten Evenings of Discernment, Cardinal's Discernment Retreat, Spring Discernment Retreat and the Cardinal's Vocation Discernment Dinners, Career Days). *Timeline: By December 2002.*

- The Vocation Office continue development of further opportunities, such as: live in experiences at a seminary, summer vocation camps for young people and young adults, retreats and days of recollection. *Timeline: September 2001 – September 2002.*

8. A lay volunteer program be developed within the Archdiocese of Baltimore, (such as the Jesuit Volunteer Corps, Mercy Corps and Americorps), as a further opportunity for spiritual formation and vocation discernment and support. *Timeline: By December 2003.*

9. The "Priest As Inviter" program be expanded in regional priest gatherings. *Timeline: By December 2003.*

10. A house of formation be established, located in the Archdiocese of Baltimore, which will become the primary place of residence for college seminarians.
Timeline: By December 2004.

The house of formation will:

- Be a source of support for young men in formation to the priesthood and an encouragement for other potential candidates;
- Immerse and ground candidates in the local church;
- Provide a center of activity for priestly recruitment and awareness.

11. The Vocation Office develop a plan which makes the best use of media and technology for recruitment, vocation awareness and vocation discernment.
Timeline: By December 2002.

- Upgrade and maintain a state of the art web site;
- Continue collaboration with the Archdiocesan Communications Office to sponsor such communications tools as billboards, commercials and radio and TV spots;
- Capitalize on the technological talents and abilities of seminarians and candidates in discernment, as well as others who are knowledgeable in the field;
- Provide multi-lingual vocation materials for targeted audiences. To this end, the Vocation Office will utilize already existing materials from other dioceses, and customize such materials for use in the Archdiocese of Baltimore.

12. The Vocation Office attempt to recruit candidates for the priesthood from among the various local racial, ethnic and cultural communities within the Archdiocese by:

- Planning appropriate programs of orientation, inculturation and language development for these candidates;
- Educating these candidates in the usual seminaries utilized for the formation of our seminarians;
- A working knowledge and fluency in Spanish will be required for all of the American seminarians. Other languages might be required by some seminarians as needed. *Timeline: By December 2003*

13. The Vocation Office continue its relationship with the Vocation Offices of other dioceses through participation in, and cooperation with, the National Conference of Diocesan Vocation Directors and participation in its regional structures. *Timeline: By December 2002*

14. The Vocation Office continue further collaboration with religious communities of women and men. Mutual support for priesthood and consecrated life will yield a richer harvest of candidates for both the Archdiocese of Baltimore and religious communities. *Timeline: By December 2002*

- The Vocation Director and the Associate Vocation Director meet the National Religious Vocation Committee's regional representatives on a regular basis;
- The Vocation Office continue to sponsor events which involve both diocesan and religious candidates, (e.g. 24/7 Day and Evenings of Discernment).

15. The work of the following individuals and groups be recognized as essential to the vocation recruitment plan:

"Recognize and work with the following individuals and groups as essential to the vocation recruitment plan.....we are all responsible for Priestly Vocations"

Pastores Dabo Vobis #41

Parish Staff

Pastoral Council

Parish School, Religious Education, Young Adult
and Youth Ministry Personnel

Liturgy Committee

Other Groups in the Parish

Parents and Family

Priests

Bishops

Seminarians

Religious men and women

Independent, Cluster and Regional

Elementary and Secondary Catholic Schools

College Campus Ministers

Regional Planning Groups

Various Groups

PART B: PARISH

16. Parish Staff

- Parish staff evaluate their overall attitude and approach to vocation recruitment, awareness and support through staff meetings, workshops and discussion. A summary of these meetings should be shared with the Vicar Bishop at his usual meeting with the parish. *Timeline: By December 2002.*
- Parishes take advantage of the bulletin inserts provided by the Vocation Office as a means of promoting vocation awareness. *Timeline: By December 2002.*
- Each parish, through discussion among the staff, identify candidates to the Vocation Office each year. This will supply a pool of candidates for contact, discernment and awareness. *Timeline: By December 2002.*

17. Pastoral Councils

- Assess parish openness to vocations through a survey of the number of priests ordained from the parish, the number of seminarians currently enrolled in formation, and the support that they and other groups in the parish, (such as the parish based Knights of Columbus), have offered to seminarians and novices. *Timeline: By December 2002.*
- Promote vocation awareness through the formation of Vocation Awareness Committees and proper support for this committee's work in the preparation of the annual parish budget. *Timeline: By December 2002.*
- Develop a "Strategy for Vocation Promotion and Awareness" in consultation with the pastor and the parish staff, and submit results to the Vicar Bishop. *Timeline: By December 2002.*
- Give particular priority to the importance of youth and young adult ministry in the encouragement of vocations.
- Provide Faith Based Communities with vocational awareness materials as they are a place for potential vocations.

18. Parish School, Religious Education, Youth and Young Adult Ministry Personnel

- Offer at least one opportunity per year to educate parents on “Vocation” – this may take the form of preaching, Adult Education, school, religious education, young adult or youth ministry programs. *Timeline: By December 2003.*
- Sponsor speakers and discussions on vocations to the priesthood and religious life, especially on World Day of Prayer for Vocations, World Day of Prayer for Consecrated Life and during Vocation Awareness Week. *Timeline: By December 2003.*
- Use lesson plans, which are distributed by the Vocation Office in schools, religious education and youth ministry to raise knowledge and awareness of God’s call. *Timeline: By December 2003.*

19. Liturgy Committee

- Highlight vocations on weekends when the feast and/or readings for the liturgies are appropriate. *Timeline: By December 2003.*
- Cooperate with the Parish Pastoral Council in its vocation strategy and with the Vocation Awareness Committee of the parish. *Timeline: By December 2003.*
- Consistently include petitions pertaining to vocations in the weekly Prayer of the Faithful. (These are provided by the Vocation Office.) *Timeline: By December 2003.*

20. Various Parish Groups

“The numerous groups, movements and associations of lay faithful whom the Holy Spirit raises up and fosters in the Church....are proving a particularly fertile field for the manifestation of vocations to consecrated life.” *Pastores Dabo Vobis #41.*

- Actively support through budget, access to secretarial and administrative help, etc., such groups as the Knights of St. John, the Knights and Ladies of Peter Claver, the Knights of Columbus, the Serra Club, Serra International, the Catholic Daughters of the Americas, and Vocation Awareness Committees in their vocation efforts. Where such groups are lacking, look for interested parties who would form and staff such organizations. *Timeline: By December 2003.*

PART C: INDIVIDUALS

21. Parents and Families

- Promote the role of family in development of Vocation Awareness
- Utilize the parents of priests for vocational promotion.
- Expose parents and families to homilies and reflections at weekend Eucharist about priesthood and religious life and encourage their own active support of vocations. *Timeline: By December 2003.*
- Highlight God's call in already existing focus groups, such as adult faith programs, RCIA, baptism preparation and parent sacramental preparation programs for Reconciliation, Eucharist and Confirmation.
- Provide Home School children with vocational materials.

22. Priests

- The priest's presence with young people is one of the most vital and important strategies the Church has for recruitment. Priests should pay particular attention to 5th grade children and juniors in high school, as national studies indicate these are crucial years in vocation discernment. *Timeline: By December 2003.*
- Take advantage of opportunities to "mentor" young men who might consider priesthood, (i.e., inviting them to the Priest-Seminarian Get-Together). *Timeline: By December 2003.*
- Reflect on the priesthood in homilies and other presentations, including the priest's own personal story. *Timeline: By December 2003.*
- Remind the people of God's call and request prayer for vocations in the weekly bulletin. *Timeline: By December 2003.*
- Have a current and accurate knowledge of the offerings and programs of the Vocation Office. *Timeline: By December 2003.*
- Participate in the "Priest As Inviter" program in regional gatherings.

23. Deacons:

Those men who are ordained to the (permanent) diaconate can offer a dimension about priestly ministry as they see close up the roles and responsibility of the priests. Ordinarily, being men who are married with families, they can be encouraging their own families about vocation.

24. Bishops

"The first representative of Christ in priestly formation is the bishop."

Pastores Dabo Vobis #65

- Raise vocation awareness at celebrations of Confirmation and in the context of other episcopal contacts: *Timeline: By December 2002.*

25. Seminarians

- Maintain contact with their home or sponsoring parish. *Timeline: By December 2002.*
- Be aware of the unique role they play in vocation recruitment. *Timeline: By December 2002.*
- Support the Vocation Office in its recruitment and awareness efforts by participation in such programs as the Cardinal's Vocation Discernment Suppers, retreats and vocation camps, etc. *Timeline: By December 2002.*

PART D: GROUPS

26. Religious Men and Women

- Seek opportunities within the sphere of their own ministry to support and promote vocations. *Timeline: By December 2002.*

27. Independent, Cluster and Regional Elementary and Secondary Catholic Schools

- Offer at least one opportunity per year to educate parents on "Vocation" via preaching, adult education or other school programs. *Timeline: By December 2003.*
- Support speakers and discussions on vocations to the priesthood and religious life, especially on World Day of Prayer for Vocations, World Day of Prayer for Consecrated Life and during Vocation Awareness Week. *Timeline: By December 2003.*
- Use lesson plans, which are distributed by the Vocation Office to raise knowledge and awareness of God's call. *Timeline: By December 2003.*

28. College Campus Ministers

(On both Catholic and non-Catholic campuses)

- Provide opportunities, (such as Busy Person's Retreat, spiritual direction, etc.) for students to discern God's call. *Timeline: By December 2003.*
- Display vocation promotion and awareness materials from the Vocation Office. *Timeline: By December 2003.*
- Highlight national and international vocation days and seasons. *Timeline: By December 2003.*

29. Regional Planning Initiatives

- Include vocation strategies as integral to all regional planning. *Timeline: By December 2004.*

Recruitment Recommendations

To be accomplished by December 2002:

- 1-Vocations Office
- 2-Vocations Office
- 3-Vocations Office
- 5-Vocations Office, Seminarians
- 6-Vocations Office
- 7-Vocations Office
- 13-Vocations Office
- 14-Vocations Office, Cardinal's Office
- 15-Vocations Office, others in general
- 16-Vocations Office, Pastors and Parish Staff
- 19-Pastors, Parish Staff, Liturgy Committees
- 23-Bishops
- 24-Vocations Office, Seminarians
- 25-Religious Men and Women

To be accomplished by December 2003:

- 4-Clergy Personnel Office
- 8-Executive Directors of Human Resources and Catholic Charities
- 9-Vocations Office, Priests
- 11-Vocations Office, Communications Office
- 12-Vocations Office, other appropriate offices
- 17-Vocations Office, Pastors and Parish Pastoral Councils
- 18-Vocations Office, Pastors and appropriate parish staff
- 20-Vocations Office, Pastors and appropriate parish groups
- 21-Vocations Office, Pastors, appropriate parish staff and leaders
- 22-Vocations Office and Priests
- 26-Vocations Office, Catholic Schools Division, appropriate schools' leaders
- 27-Vocations Office, Division of Campus Ministry and Campus Ministers

To be accomplished by December 2004:

- 10-Vocations Office
- 28-Vocations Office and Vicars' Offices

PASTORAL **STRATEGIES**

Section IV

Overview of Pastoral Strategies

PART A: THE ARCHDIOCESE

1. Reaffirm *Renewing the Vision* as pastoral plan
2. Maintain communication with major superiors of religious communities
3. Develop policy statement addressing weekend Mass schedules
4. Preach at all weekend Masses re: challenges/opportunities

PART B: PARISHES

5. Engage parishes in cluster planning; 15 year focus
6. Link each parish with another in a different vicariate
7. Each parish create longer-range assessment of its pastoral health
8. Continue promotion of alternate parish staffing models

PART C: PRIESTS

9. Consider multiple factors influencing priest allocation
10. Pursue service of qualified foreign born-priests
11. Establish 6-year minimum ordained experience before pastoring
12. Develop statement on ministry of priests and expectations
13. Reaffirm priest health/well-being policies
14. Encourage priests to continue ongoing formation & development
15. Conduct internal study on retention of priests & seminarians

PART D: OTHER MINISTRIES

16. Develop a plan for utilization of permanent deacons
17. Recruit and form pastoral life directors
18. Recruit and form lay ecclesial ministers
19. Provide model job descriptions for parish ministerial and administrative roles

Section IV

Pastoral Strategies

“See to it that no one be deprived of the grace of God...”
Hebrews 12:15

Even in the earliest days of the Church, providing pastoral care and support to the faith community was recognized as an indispensable element of continuing the priestly ministry of Jesus throughout time. In response to the circumstances of our day, the Committee recommends that:

PART A: THE ARCHDIOCESE

1. *Renewing the Vision* be re-affirmed including its vision statement and five pastoral priorities, as the guiding pastoral plan for the parishes. *Timeline: By December 2002*
 - All parishes will complete a parish pastoral plan based on *Renewing the Vision*, if they have not already done so. Each parish submits its plan to its Vicar Bishop: *Timeline: September 2002*
 - Recommendation 7 below deals with an assessment of all parishes based on *Renewing the Vision*.

2. Communication be maintained among the major superiors of religious communities of men who presently offer priestly ministry within the Archdiocese and the Archbishop and the Division of Clergy Personnel. *Timeline: By December 2002.*
 - The communication will be focused on pastoral planning.
 - The Archdiocese will share with the major superiors the strategies that have been approved and adopted from this report.
 - The Archdiocese will request the major superiors and communities to furnish 3, 5, 10 and 15 year projections on the number of priests available from their communities for ministry within the Archdiocese. The projections will also include the number of parishes that these communities will be able to staff.

3. A policy statement addressing weekend Mass schedules and the possibility of liturgical services in the absence of a priest will be developed.

Timeline: By December 2002.

Mass Schedules:

- The parishes in their cluster planning process will be expected to study their weekend Mass schedules carefully. Masses at which a relatively few number of people are present will be eliminated:
- Parishes through their cluster planning will coordinate schedules so that Masses will be celebrated at different times in different parishes with the possibility of the people from these parishes participating in Mass at a variety of locations.
 - Spiritually, it is well noted that participation in the Sunday Eucharist in one's own parish is important for remaining part of the total life of that faith community.
 - Practically, when schedules need to be coordinated, parishioners will place their marked offering envelopes in whatever church they attend with the understanding that the envelopes will be forwarded to their registered parish. This practice is already being implemented successfully by at least one cluster of parishes in the Archdiocese.
- Priests would preside at no more than four regularly scheduled Masses for the Sunday or holyday observance, including their vigils.

Sacraments of Reconciliation and Anointing of the Sick:

- Deacons and some laypersons are to be prepared in each parish to lead prayer for the sick and dying, including situations when a priest is not available for the Sacrament of the Anointing of the Sick. They are also to be prepared to preside over funeral rites.
- The Sacrament of the Anointing of the Sick will be regularly available, e.g. after the Saturday vigil or Sunday Masses for those who are being hospitalized for surgery or treatment in the upcoming week.
- Reconciliation Services will be scheduled and coordinated with other parishes in a cluster or region. Each service will be publicized in all respective parishes and available to all parishioners of these parishes. In turn, the priests in all the parishes involved will participate in all these services. This coordination will especially occur in the seasons of Advent and Lent.

Recommendation 3 continued::

Liturgical Celebration in the Absence of a Priest:

- Each parish plans for the extraordinary situation when a priest will not be available to preside at the celebration of Sunday Eucharist. Each parish prepares several ministers to lead the ritual of the Sunday Celebration in the Absence of a Priest for these special circumstances.
 - When a priest is not available for Mass, the first preference for leading the Sunday or weekday service of Communion will ordinarily be the deacon, either a transitional or permanent deacon in the parish.
 - Likewise, each parish prepares several ministers to lead Communion Services outside the Celebration of Mass on weekdays and other forms of community prayer.
4. Pastors, associate pastors, deacons and pastoral life directors speak at all parish Masses on a weekend designated by Cardinal Keeler about the present ministerial challenge facing the Church and the opportunities which it provides.

Timeline: By December 2002.

- Attached to this report is a paper with proposed talking points to be communicated to the people of the Archdiocese. (See Appendix D1-D5.)
- Cardinal Keeler will review this with all priests, deacons and pastoral life directors at a ministry conference convened for the purpose of informing these ministers on the CARP report.
- Cardinal Keeler will make a statement and distribute the talking points to the priests and deacons with the request that they speak on this on a designated weekend.
- *The Catholic Review* will publish an extensive article on this topic the week that these presentations will be given at the Masses. Likewise, the Archdiocesan website will carry information including both data and the strategies the Archdiocese is pursuing.
- The Archdiocesan Office of Communications will prepare a briefing and press release to appropriate secular newspapers throughout the Archdiocese during the same week.

PART B: PARISHES

5. All parishes will engage in a process of cluster planning that will focus on the pastoral care each will provide over the next fifteen years. *Timeline: begun by January 2002, first report by September 2002. The work is to be ongoing.*
 - The Vicar Bishops together with the pastors and pastoral life directors will agree on groupings of three to four parishes for this purpose, being mindful of those clusters which already exist.
 - Each parish will be represented in this cluster planning process by its pastor or pastoral life director and associate pastor(s) in consultation with its lay leaders. Other priests, deacons and men and women religious engaged in ministry within the cluster will also be consulted, for example, chaplains of health care or educational institutions, priests offering weekend assistance to parishes, and priests in religious houses.
 - Each cluster will:
 - Coordinate Mass schedules and reduce the number of Masses as the number of priests in the cluster is reduced;
 - Explore ways whereby parishes assist one another especially with the sacraments of Reconciliation and Anointing of the Sick as well as providing pastoral care to health care institutions located within its territory;
 - Study the possibility of sharing staff in all ministry areas, namely, priests, deacons, religious educators, youth ministers, liturgy directors, musicians, business managers, etc.
 - Submit its cluster plan to its Vicar Bishop.

6. Each parish link with at least one other parish ordinarily in a different vicariate, in consultation with the Vicar Bishops. *Timeline: By December 2004.*
 - These relationships, unlike those in recommendation 5, will not be based on geographical proximity. Rather, for example, a parish in suburban Baltimore will be linked with a parish in Baltimore City or Western Maryland.
 - These groupings will be for mutual support, enrichment and understanding in the hope that the groupings will share their ministry resources. They will help parishes in one geographical area to appreciate the diversity that exists in the Archdiocese and to work together creatively with parishes that might be very different in the pursuit of the mission of the Church.

7. Each parish will participate in a longer-range assessment of its pastoral health:

Timeline: By December 2004.

- This process will be staffed by Central Services.
- The *Fourteen Criteria for Healthy Parishes* developed for use in the Urban Vicariate, the five mission priorities of *Renewing the Vision*, and the presence of some type of vocations awareness program will be the basis for this pastoral review and assessment.
- This parish review and assessment process will guide decisions regarding the creation of new parishes as well as the combination and closure of parishes.
- Each parish submits its self-assessment to its Vicar Bishop.

8. Alternative ways of staffing parishes continue to be promoted by the Division of Clergy Personnel, as indicated in the NCCB report of June 2000.

Timeline: By December 2002.

- The one-pastor/one-parish model continues to be the most prevalent model. The continued and more widespread use of Pastoral Life Directors as a strategy of dealing with fewer priests was already recommended above. We acknowledge that the Canon Law of the Church requires that a priest, perhaps a neighboring pastor or Vicar Forane, be appointed as canonical pastor in these situations.
- The various possibilities might include:
 - One priest to serve as pastor of multiple small parishes - this one pastor serving directly as the pastoral leader of each parish. This model is already being used in at least one location.
 - One priest to serve as pastor of multiple parishes while residing and directly leading one community and having a parish administrator leading another community and being accountable to him. This model is also already being used in at least one location.
 - A team of ministers to staff multiple parishes together. The team could consist of a combination of priests, deacons, religious and laypersons. Together they could provide pastoral ministry to multiple parishes. This model will also be one way of sharing staff and resources among parishes in a given cluster or region.

PART C: PRIESTS

9. The various factors used in the allocation of priests throughout the Archdiocese will continue to be taken into account, although a rigid norm to the allocation of priests is not feasible to apply. *Timeline: By December 2002.*

The various factors include:

- Skills, desires and capabilities of the individual priest;
 - Number of registered individuals and families in a parish;
 - Average weekend Mass attendance;
 - Number of weekend liturgies required, possibly determined by the size of the church;
 - Overall sacramental responsibilities of a parish;
 - The need for evangelization efforts in the community;
 - Presence of a Catholic school;
 - Responsibility of a parish for health care and other institutions;
 - Extent of the geographical territory of the parish;
 - Proximity of neighboring parishes.
 - The various factors involved in the allocation of priests by the Division of Clergy Personnel or the Priest Personnel Board will be communicated to priests, parish staffs and the Archdiocese, in general.
 - Particular sensitivity is needed with regard to the presence of priests in Baltimore City and in Western Maryland. As the number of priests declines, these two areas especially will need a sufficient number of priests for the mission of the Church to be effective.
 - Other types of ministry are needed and will remain open to priests regardless of the diminishing number of priests, while the emphasis remains with parochial ministry. Some of these other ministries are pastorally advisable, such as the O'Dwyer Retreat House for youth; others are canonically required; others might be appropriate because of the particular gifts and talents of an individual priest.
10. The service of properly qualified foreign-born priests for ministry within the Archdiocese will be pursued. *Timeline: By December 2002.*
- The Archbishop will continue his efforts with certain bishops of foreign dioceses and superiors of institutes of consecrated life.
 - The Archdiocese will develop a rationale for the recruitment and employment of these foreign-born priests and seminarians including such issues as orientation, inculturation, assignment, impact on the country of origin, etc.

11. Ordinarily all newly-ordained priests have a minimum of six years experience before being appointed as pastors. *Timeline: By December 2002.*

- The newly-ordained will participate in the Mentoring Program, the Early Ministry Program and the Review of Ministry as stated in the Priest Personnel Policies.
- The newly ordained and those in the Early Ministry Program are to participate in the pastoring workshops which are offered by Central Services.

12. Cardinal Keeler engage priests, deacons and laypersons in the development of a statement on the ministry of priests and the community's expectations of them. *Timeline: By December 2003*

- A current understanding of appropriate expectations of priests is essential for both priests and laypersons. The present situation requires priests to adjust their expectations of themselves and laypersons to adjust their expectations of priests.
- This statement will include but not be limited to the following areas: realistic expectations of priests, essentially priestly responsibilities, affirmation of the baptismal calling and empowerment of the Catholic faithful, realistic expectations of the Catholic faithful, renewed understanding of the role of deacon, etc.
- Effective pastoral care requires priests to share their pastoral responsibility with lay ministers, whether paid or volunteer, as part of the latter's baptismal calling. By focusing on what are distinctly priestly responsibilities in the areas of Word, Sacrament and Servant leadership, priests can let go of duties that others can do, for example, managing the business affairs of the parish.

13. Cardinal Keeler and the Division of Clergy Personnel reaffirm policies regarding the health and well-being of priests. *Timeline: By December 2003*

- The Archdiocesan policies regarding annual physicals, annual retreat (one week), leave time for education (two weeks), sabbaticals and leave time for vacation (One week after Christmas, one week after Easter, and three weeks in summer) be firmly respected, and priests be strongly encouraged to take advantage of them.
- All priests are strongly encouraged to engage in a program of physical exercise suitable to their individual needs and capacity.
- In recognition of years of service to the Church, priests ordained twenty-five years and above will be granted a fourth week of annual summer vacation.
- Salary scales for priests of the Archdiocese will continue to be reviewed annually.

14. All priests be encouraged and expected to continue the development of their pastoral skills and abilities to assure their effectiveness in priestly ministry as called for in *The Basic Plan for the Ongoing Formation of Priests*. *Timeline: By December 2002.*

- All priests, especially those recently appointed pastor or administrator, are expected to participate in the Pastoring Workshops developed by the Division of Clergy Personnel. Additionally, priests are expected to avail themselves of pastoring programs offered by other departments of Central Services and by national organizations.
- The Archdiocese will create opportunities which encourage priests to learn the languages and customs of newly arrived immigrants in the Archdiocese so that they may welcome and minister to them effectively.
- The Archdiocese will also require all of our seminarians to acquire a working knowledge of Spanish.

15. The Division of Clergy Personnel conduct an internal study on the retention of priests and seminarians. *Timeline: By December 2003.*

- The Director and Associate Director of the Division will invite priests who have left active ministry in the past twenty years to participate in a study so that the reasons for departure from ministry can be understood.
- The Division of Clergy Personnel will conduct exit interviews with all priests who leave the active ministry as a way of understanding what factors led them to their decision.
- Likewise, the Division will hold one or several small focus groups of priests who have remained in the active ministry for many years – from five years up. They will ask what factors lead them to remain and what could be done to assist more priests to remain in active ministry as a lifelong commitment.

PART D: OTHER MINISTRIES

16. The Deacon Personnel Board, in collaboration with other offices within the Division of Clergy Personnel, will develop a plan to recruit, allocate and fully utilize permanent deacons throughout all parishes and institutions of the Archdiocese. *Timeline: By December 2003.*

- Permanent deacons provide valuable and necessary sacramental assistance, especially baptisms, marriages, funerals, preaching and communion services as well as other pastoral and administrative services.
- The Archdiocese already has clarified that permanent deacons are ordained for the Archdiocese and not just for a particular parish.
- Parishes seeking the assignment of a permanent deacon may apply to the Division of Clergy Personnel.

17. The Archdiocesan Division of Ministry Formation and Development devise a program of formation and begin recruitment for the role of Pastoral Life Director: *Timeline: By December 2002.*

- The number of Pastoral Life Directors needed in the next 15 years is estimated to increase substantially. (See Appendix C1-C3.)
- The Division will recruit for this role from among permanent deacons, women and men religious and all career lay ministers.
- The Division will prepare several models of job descriptions for the role of Pastoral Life Director, appropriate to the different needs and situations of the Archdiocese.
- Among the qualifications for this role are the following: ordinarily at least a master's degree in theology, church leadership or related expertise; at least five years pastoral experience; thorough knowledge of Catholic tradition; ability to articulate one's faith; loyalty to the teachings of the Church; sufficient formation in Roman Catholic spirituality; the ability to interact well with individuals and groups.
- The formation program for Pastoral Life Directors needs to take account of the cultural diversity within the Archdiocese and thus be adapted to particular needs.
- The Division will consult or even collaborate with seminaries in the region in developing and offering this formation program.
- The Priests Personnel Board will recommend parishes where it seems appropriate to assign a pastoral life director instead of a pastor.
- Please refer to recommendation 9 about the criteria for the allocation of priests.

18. The Archdiocesan Division of Ministry Formation and Development review and revise as need be programs of recruitment and formation for various lay ecclesial ministers, including religious educators, youth ministers, pastoral associates, business managers, development directors, etc. *Timeline: By December 2003.*

- Trained lay ecclesial ministers are also needed in areas other than that of pastoral life director. Some parishes report increasing difficulty in hiring and retaining candidates for these ministries. A review of all existing formation programs will be done immediately. These programs need to be as user-friendly as possible to potential participants.
- Special mention needs to be made of the role of business manager. This role will be increasingly important in the administration of our parishes. A formation program for business managers needs to include an understanding of the Church as employer, the role of collegial bodies, especially the parish pastoral council, and the participation of the laity in decision-making and management responsibility.
- The Archdiocese will participate in “career days” throughout the Archdiocese to promote church careers and lay ecclesial ministers. These days will especially target high school youth and young adults.

19. The Department of Human Resources identify and provide job descriptions for all the various ministerial and administrative roles needed for parish life, including but not limited to the roles of business manager, facilities manager, development director, office manager, youth minister, liturgy/music director, director/administrator, coordinator of religious education, etc.: *Timeline: By December 2002.*

- These model job descriptions will be for full-time and part-time positions, as well as for roles serving one and several parishes.
- These job descriptions will be shared with the parish cluster planning groups.
- The Department will also institute, where not yet existing, systems for the qualifications, recruitment, screening, placement and compensation of these various ministerial and administrative positions.

Pastoral Recommendations

To be accomplished by December 2002:

- 2-Cardinal's Office and Division of Clergy Personnel
- 3-(*policy statement only*) Cardinal's and Vicars' Offices
- 4-Cardinal's Office, Pastors, all Priests, Deacons and Pastoral Life Directors
- 8-Division of Clergy Personnel
- 9-Division of Clergy Personnel
- 10-Cardinal's Office and Division of Clergy Personnel
- 11-Division of Clergy Personnel
- 14-Division of Clergy Personnel
- 17-Executive Director of Human Resources and Division of Ministry Formation and Development
- 19-Executive Director of Human Resources, Division of Ministry Formation and Development and directors and staff from other appropriate offices

To be accomplished by December 2003:

- 1-Archdiocesan planning staff and pastors
- 3-(*sacramental planning*) Vicars' Offices, Pastors, all Priests, Deacons, Pastoral Life Directors, etc.
- 5-Vicar's Offices, Pastors, all Priests, Deacons, Pastoral Life Directors, etc.
- 12-Cardinal's Office, Division of Clergy Personnel, Communications Office and others
- 13-Cardinal's Office and Division of Clergy Personnel
- 15-Division of Clergy Personnel
- 16-Division of Clergy Personnel and Deacon Personnel Board
- 18-Executive Director of Human Resources, Division of Ministry Formation and Development and directors and staff from other appropriate offices

To be accomplished by December 2004:

- 6-Vicar's Offices, Pastors and Pastoral Councils
- 7-Vicars' Offices, Archdiocesan planning staff, Pastors and Pastoral Councils

IMPLEMENTATION **RECOMMENDATIONS**

Section V

1. Cardinal Keeler appoint a committee to assist the appropriate offices of Central Services with implementation of this report. *Timeline: January 2002.*
 - The report calls for considerable work for full implementation. A representative group with ministerial expertise will be a significant help in undertaking the many important and even crucial recommendations in this report.
 - This committee, in collaboration with appropriate Archdiocesan offices, will also develop projected costs and methods of funding the recommendations. This will include methodologies for funding parish-based initiatives and fees for facilitation and consultation.

2. Cardinal Keeler commission the implementation committee flowing from CARP to meet with the Executive Committee of the Board of Financial Administration (BOFA) for further discussion and perhaps recommendations. *Timeline: January 2002.*
 - The Executive Committee of BOFA has held several meetings focused on strategic management issues facing the Archdiocese in light of the diminishing number of priests.
 - The joint committee of CARP and BOFA will explore ways of increasing efficiency in parish management and administration.
 - The joint committee will specifically consider efficiencies that might be attained through more standardization in such areas as accounting, information systems and facilities management.

RECRUITMENT STRATEGIES TIMELINE

| Sept 2001 | Oct | Nov | Dec | Jan 2002 | Feb | Mar | Apr | May | June | July | Aug | Sept | Oct | Nov | Dec | Jan 2003 | Feb | Mar | Apr | May | June | July | Aug | Sept | Oct | Nov | Dec 2003 |
|---|-----|-----|-----|-------------|-----|-----|-----|-----|------|------|-----|------|-----|-----|-----|-------------|-----|-----|-----|-----|------|------|-----|------|-----|-----|-------------|
| R1 – Continue Full-Time Associate Director Position | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| R3 – Involve More Priests in Formation | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| R5 – Involve Seminarians in Vocation Awareness | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| R6 – Continue Discernment & Application Process | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| R7 – Continue/Develop Discernment Programs | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| R13 – Relationship with Other Diocesan Vocation Offices | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| R14 – Collaborate with Religious Communities | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| R15 – Involve Various Groups | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| R16 – Parish Staff | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| R19 – Liturgy Committee | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| R21 – Parents & Friends | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| R22.1 – Priests Presence | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| R22.2 – Priests Mentoring Young Men | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| R22.3 – Priests Homilies | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| R22.4 – Priests Bulletins | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| R23 - Bishops | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| R24 - Seminarians | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| R25 – Religious Men & Women | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| R17.2 – Pastoral Councils – Vocation Awareness | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| R17.3 – Pastoral Councils – “Strategy for Vocation Promotion” | | | | | | | | | | | | | | | | | | | | | | | | | | | |

| | | | | | | | | | | | | | | | | | | | | | | | | | | | |
|--------------|-----|-----|-----|-------------|-----|-----|-----|-----|------|------|-----|------|-----|-----|-----|-------------|-----|-----|-----|-----|------|------|-----|------|-----|-----|-------------|
| Sept 2001 | Oct | Nov | Dec | Jan 2002 | Feb | Mar | Apr | May | June | July | Aug | Sept | Oct | Nov | Dec | Jan 2003 | Feb | Mar | Apr | May | June | July | Aug | Sept | Oct | Nov | Dec 2003 |
|--------------|-----|-----|-----|-------------|-----|-----|-----|-----|------|------|-----|------|-----|-----|-----|-------------|-----|-----|-----|-----|------|------|-----|------|-----|-----|-------------|

| | |
|--------------------------------------|--|
| R2 – Regional Vocation Coordinators | |
| R4 – Campus Ministry | |
| R11 – Media & Technology | |
| R17.1 – Pastoral Councils - Parishes | |
| R18 – School, Rel. Ed. | |
| R20 – Parish Groups | |
| R22.5 – Priests – Vocations | |
| R22.6 – Priests – Invite Program | |
| R26 - Schools | |
| R27 – Campus Ministers | |
| R28 – Regional Planning | |
| R10 – House of Formation | |

| |
|--------------------------------|
| R8 – Lay Volunteer Program |
| R9 – Priest as Inviter Program |
| R12 – Immigrant Communities |

PASTORAL STRATEGIES TIMELINE

| Sept 2001 | Oct | Nov | Dec | Jan 2002 | Feb | Mar | Apr | May | June | July | Aug | Sept | Oct | Nov | Dec | Jan 2003 | Feb | Mar | Apr | May | June | July | Aug | Sept | Oct | Nov | Dec 2003 |
|--|-----|-----|-----|----------|-----|-----|-----|-----|------|------|-----|------|-----|-----|-----|----------|-----|-----|-----|-----|------|------|-----|------|-----|-----|----------|
| P2 – Major Superiors | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| P8 – Alternate Parish Staffing Models | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| P9 – Priest Allocation | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| P11 – Six-Year Minimum Ordained Experience | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| P3 – Policy Statement for Weekend Mass Schedules | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| P6 – Link Parish with Vicariate | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| I1 – Implementation Committee | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| I2 – Implementation/Exec.Com | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| P14 – Ongoing Formation for Priests | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| P4 – Preach | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| P18 – Lay Ecclesial Ministers | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| P12 – Ministry of Priests Statement | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| P13 – Priest Health/Well Being Policies | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| P1 – Renewing the Vision | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| P5 – Cluster Planning | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| P15 – Retention – Priests/Seminarians | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| P16 – Utilization of Permanent Deacons | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| P19 – Model Job Descriptions | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| P10 – Foreign-Born Priests | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| P17 – Pastoral Life Directors | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| P7 – Pastoral Care (Ending 9/2004) | | | | | | | | | | | | | | | | | | | | | | | | | | | |

appendices

Section VI

Appendix A1-A3

National statistics

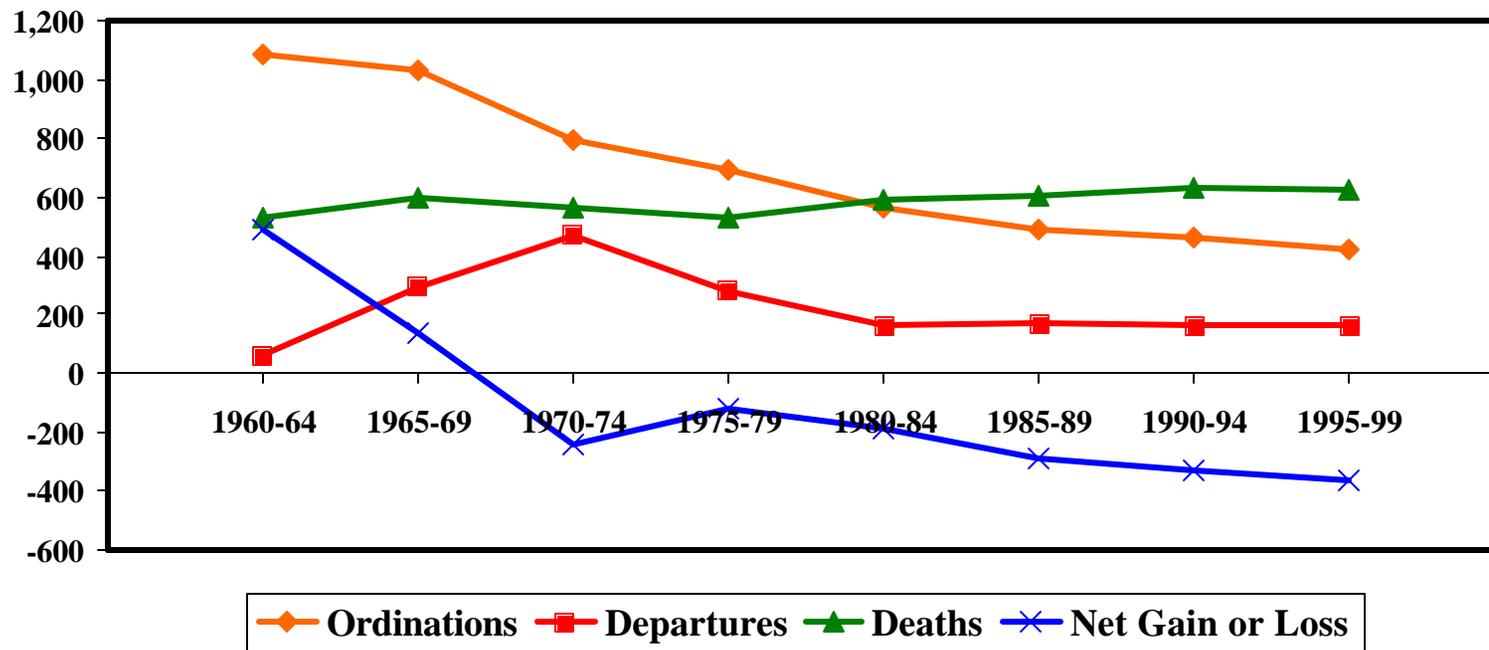
NCCB 2000

*Priests and the Growing
Catholic Population:
Trends Over the 20th Century*

| | 1900 | 1950 | 2000 |
|----------------------|-------------|-------------|-------------|
| Catholics | 10,774,989 | 28,634,878 | 59,156,237 |
| Parishes | 6,409 | 15,533 | 19,181 |
| Dioceses | 86 | 125 | 192 |
| Total Priests | 11,987 | 43,100 | 46,709 |
| Diocesan | 8,977 | 27,300 | 31,162 |
| Religious | 3,010 | 15,800 | 15,547 |

Ordinations, Deaths, Departures Since 1960 for Diocesan Priests

Trends in US Diocesan Priests: 1960-1999



Source: "The Study of the Impact of Fewer Priests" National Conference of Catholic Bishops, 2000, p. 22

Parish Strategies: Current Parochial Assignments

| Parochial Assignments, 1999 | <u>Diocesan</u> | <u>Religious</u> | <u>Total</u> |
|---|-----------------|------------------|--------------|
| Pastors of a Single Parish | 12,058 | 1,968 | 14,026 |
| Pastors Serving Multiple Parishes | 2,048 | 338 | 2,386 |
| Parochial Vicars/Associate Pastors | 4,498 | 1,541 | 6,039 |
| Members of a Priest Team (c. 517.1) | 180 | 91 | 271 |
| • Parishes | | | 19,179 |
| • Parishes without a Resident Pastor | | | 2,334 |
| • Parishes Entrusted to Someone Other than a Priest (c.517.2) | | | 437 |

Source: "The Study of the Impact of Fewer Priests" National Conference of Catholic Bishops, 2000 p. 37

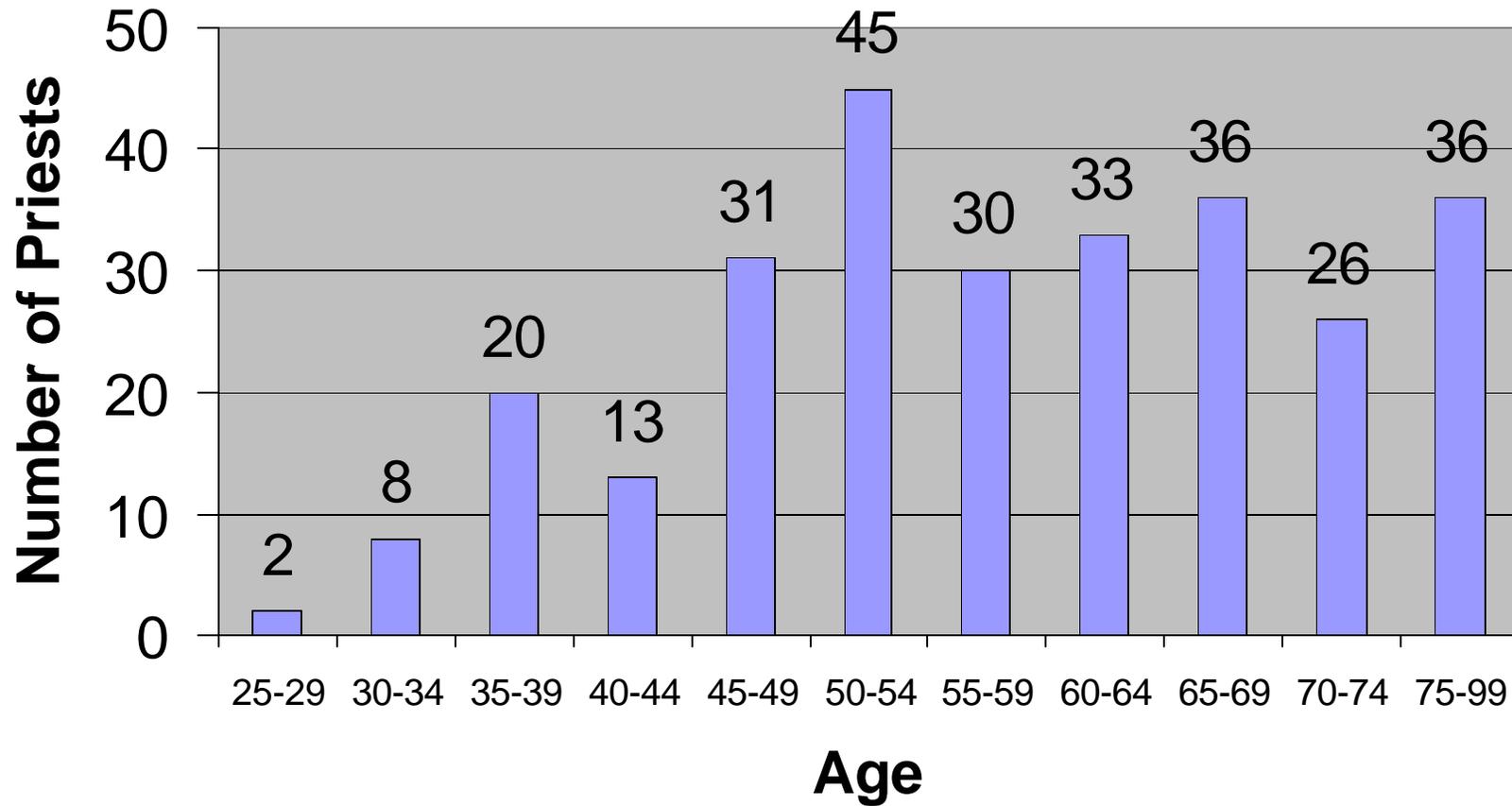
Appendix B1-B3

Archdiocese of
baltimore

CARA 1999

Current Numbers of Diocesan Priests by Age

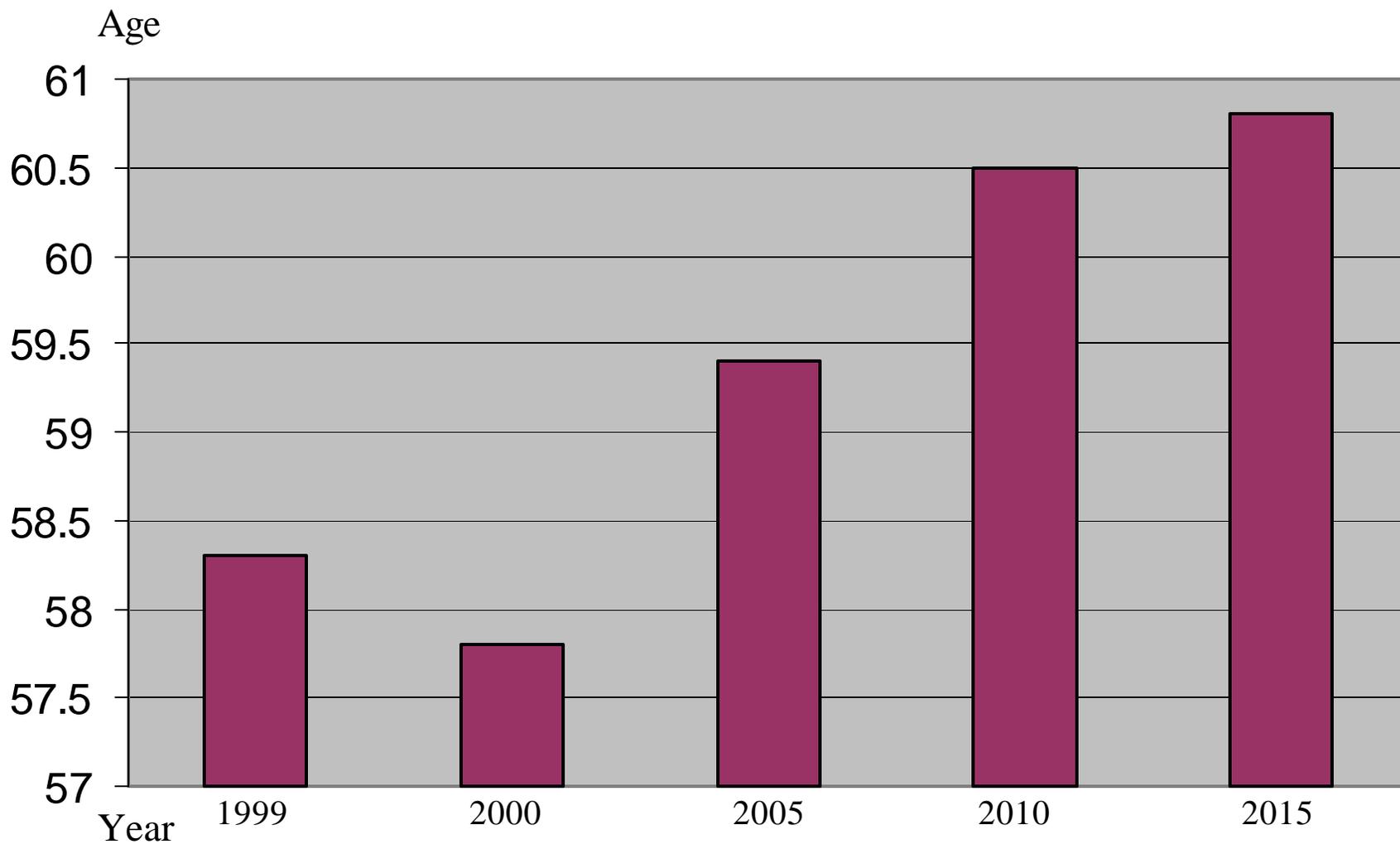
1999: Archdiocese of Baltimore



Source: Archdiocese of Baltimore: Division of Clergy Personnel 1999

AVERAGE AGE OF PRIESTS

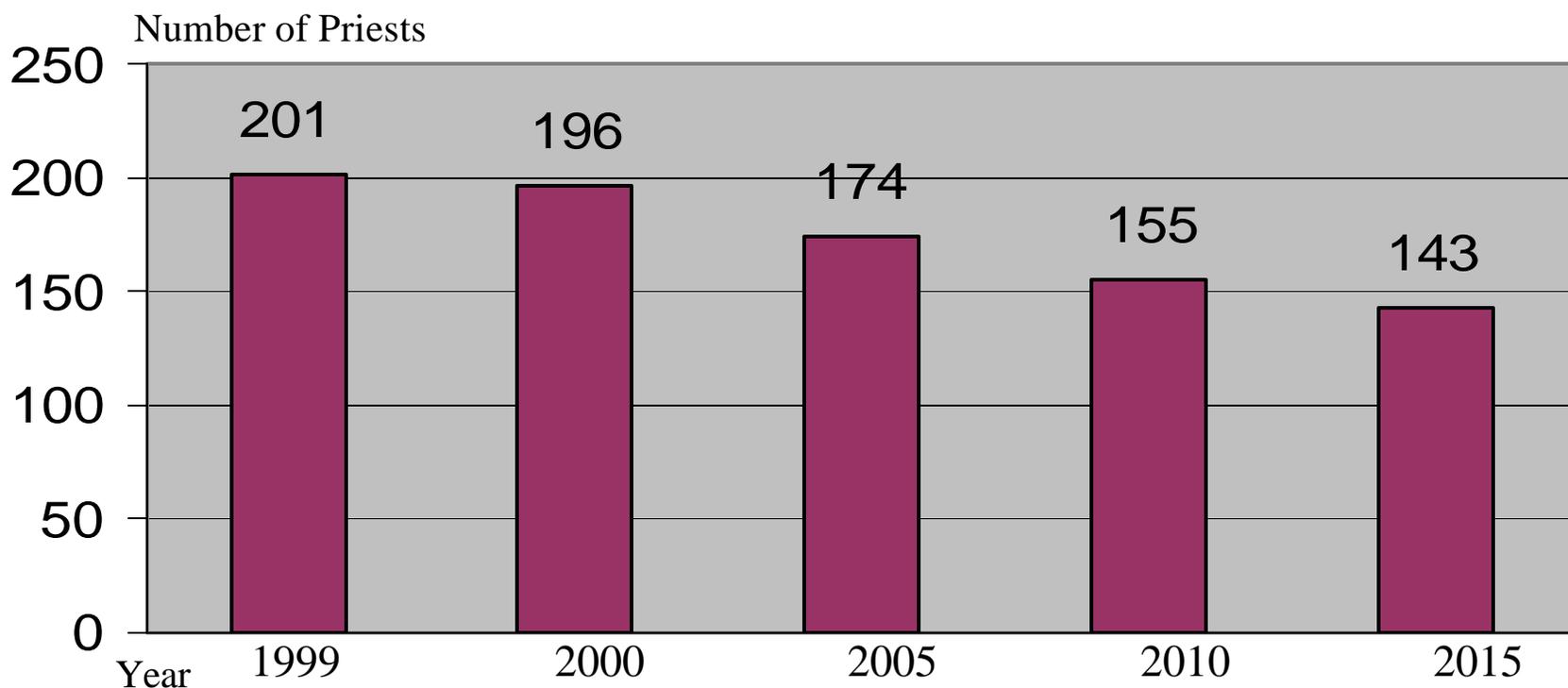
1999: Archdiocese of Baltimore



Source: CARA Study: A Projection of Priests for the Archdiocese of Baltimore, December 1999. Projection 9.

Priests Available for Active Service: 1999-2015

Archdiocese of Baltimore



Assumptions:

- There will be five ordinations each year until 2015.
- Retirement age is 70.

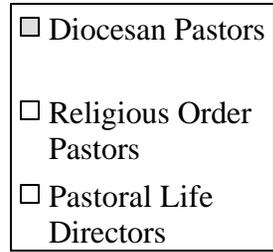
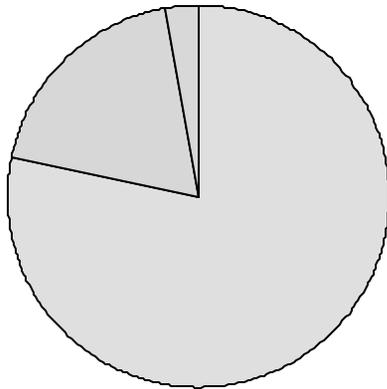
Source: CARA Study: A Projection of Priests for the Archdiocese of Baltimore, December 1999, Figure 4

Appendix C1-C3

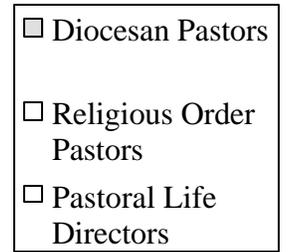
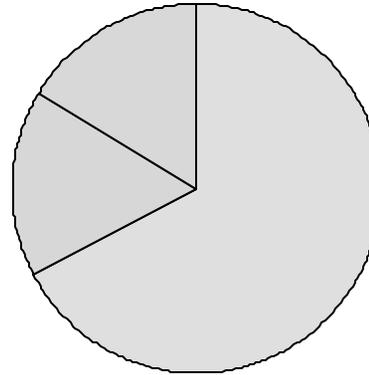
Committee Projections

PROPOSED PASTORAL STAFFING OF PARISHES

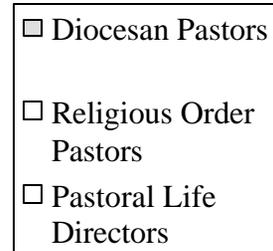
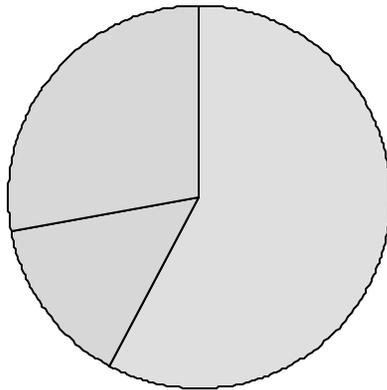
2000



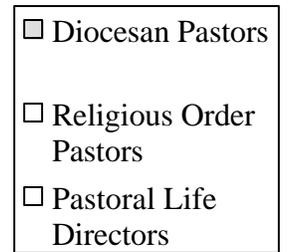
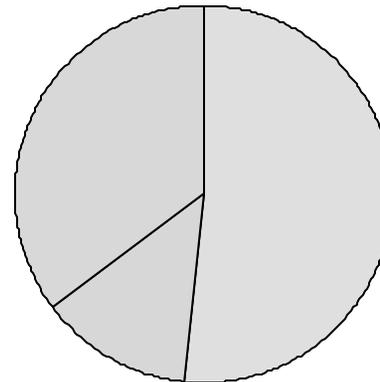
2005



2010



2015



ARCHDIOCESE OF BALTIMORE
PROJECTED PASTORAL STAFFING

| Year | Archdiocesan | | | Religious Order | | Total Parishes/ Missions Staffed by Pastors (Diocesan & Religious Order) ² | |
|-------------|---|----------------|--------------------------------|--|----------------|--|--|
| | Priests Assigned to Parishes | Pastors | Associates ¹ | Parishes/ Missions Staffed ² | Pastors | | Parishes/ Missions Staffed ² |
| 2000 | 145 | 115 | 30 | 123 | 28 | 36 | 159 |
| 2005 | 129 | 99 | 30 | 107 | 24 | 32 | 139 |
| 2010 | 115 | 85 | 30 | 93 | 21 | 29 | 122 |
| 2015 | 106 | 76 | 30 | 84 | 19 | 27 | 111 |

Notes:

1. There will always be thirty fewer than pastors. Five ordinations per year; newly ordained will spend six years as associates.
2. Total number of parishes and missions able to be covered by pastors will decrease by the same amount as the decrease in the number of available pastors.

**ARCHDIOCESE OF BALTIMORE
PROPOSED PARISH STAFFING**

| Year | Total Parishes/Missions Staffed By Pastors (Diocesan & Religious Order) | Parishes/Missions Staffed By PLD's ¹ | Total Parishes ² |
|-------------|--|--|------------------------------------|
| 2000 | 159 | 4 | 163 |
| 2005 | 139 | 24 | 163 |
| 2010 | 122 | 41 | 163 |
| 2015 | 111 | 52 | 163 |

Notes

1. A Pastoral Life Director (PLD) is appointed by the Archbishop in accordance with Canon 517.2 of the Code of Canon Law which states that due to a dearth of priests the diocesan bishop can entrust the pastoral care of a parish to a deacon or to some other person.
2. Total number of parishes and missions will remain constant at 163. Addition of new parishes may be offset by the closing of others. If parishes were combined and one pastor leads more than one parish/mission, the number staffed by pastors will increase while the numbers staffed by PLD's would decrease.

Appendix D1-D5

Embracing the reality

EMBRACING THE REALITY TALKING POINTS OUTLINE

1. Establish the Case Exhibit 1: Appendix D2

Nationwide and as well in the Archdiocese of Baltimore
Catholic Population ↑
Priests and Ordinations ↓

2. Archdiocese of Baltimore Priests Available for Active Service 1999-2015 Exhibit 2: Appendix D3

3. Pastoral Strategies Exhibit 3: Appendix D4

Pastoral strategies that have been implemented in the dioceses of the United States.

4. CARP Establishment, Purpose, Recommendations

Year Long Study (cf. Section VI).

CARP committee representative of the Archdiocese of Baltimore (cf..Section VII).

Committee comprised of diocesan and religious order priests, woman religious, deacons, male and female lay leaders.

Developed specific recommendations for Archdiocese of Baltimore regarding allocation (pastoral strategies) and the recruitment of priests. (cf. Section III & IV)

Resources used by CARP – Extensive Study.

Church has faced the issue of declining priestly vocations other times in its history.

With the guidance of the Holy Spirit, we are given the opportunity to continue Jesus' mission.

Share a few of the recommendations.

5. Prayer for Religious Vocations Exhibit 4: Appendix D5

EMBRACING THE REALITY

Establishing the Case

Nationwide

| | <u>1965¹</u> | <u>2000</u> | <u>% Change</u> |
|---|-------------------------|---------------------|-----------------|
| <u>Total Catholics</u> | 46.6m | 59.2 ² | +27% |
| <u>Total Priests (Diocesan & Religious)</u> | 58,132 | 46,709 ² | -20% |
| <u>Priestly Ordinations</u> | 994 | 536 ³ | -46% |
| <u>Permanent Deacons</u> | 0 | 13,348 ³ | NMF |

Archdiocese Of Baltimore⁴

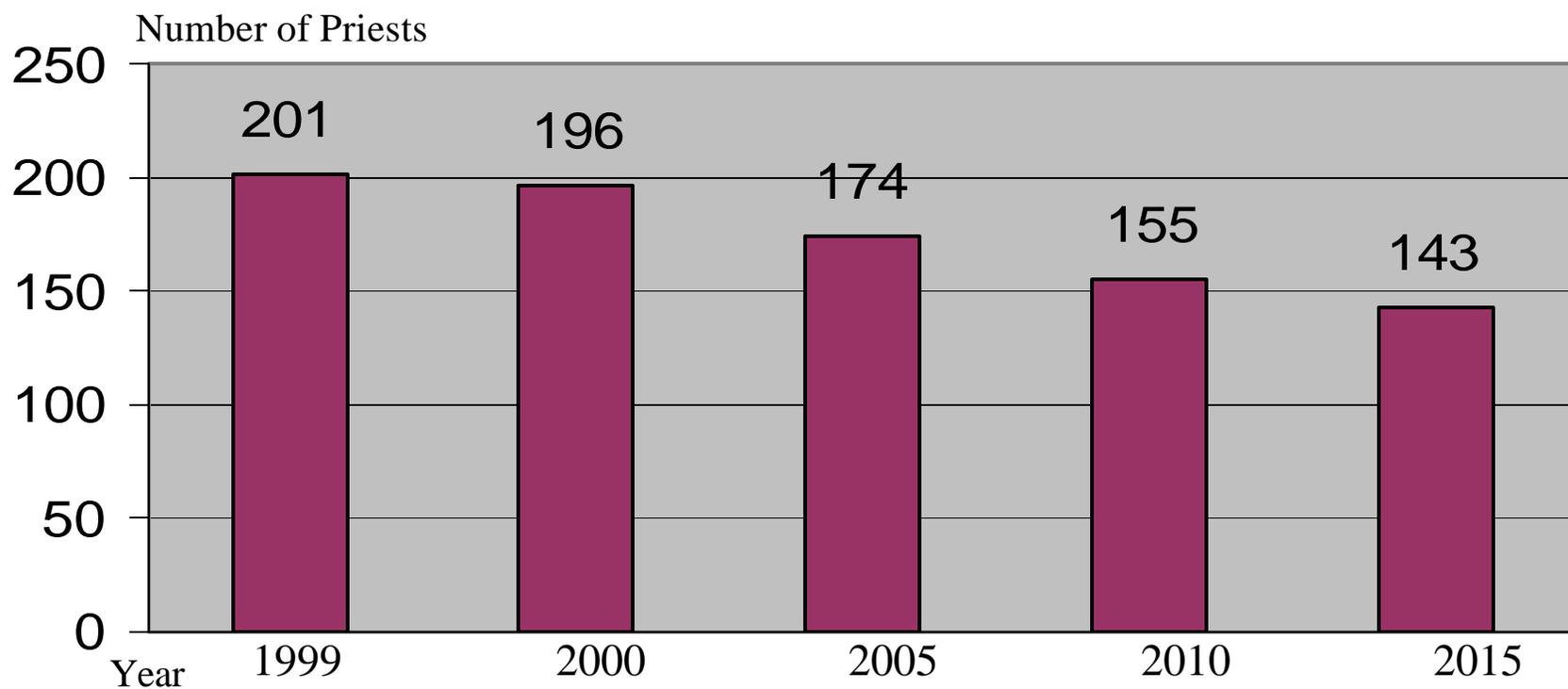
| | <u>1965</u> | <u>2000</u> | <u>% Change</u> |
|---|-------------|-------------|-----------------|
| <u>Total Catholics</u> | 480,653 | 486,607 | +1% |
| <u>Total Priests (Diocesan & Religious)</u> | 838 | 597 | -29% |
| <u>Priestly Ordinations (Diocesan Priests Only)</u> | 13 | 5 | -62% |
| <u>Permanent Deacons</u> | 0 | 187 | NMF |

Sources: 1: "The Cara Report" Summer 1998; Vol. 4. NO.1
 3: The Official Catholic Directory, P.J.Kenedy & Sons, 2001

2: Study on the Impact of Fewer Priests, NCCB 2000;
 4: Archdiocese of Baltimore Catholic Directories

Priests Available for Active Service: 1999-2015

Archdiocese of Baltimore



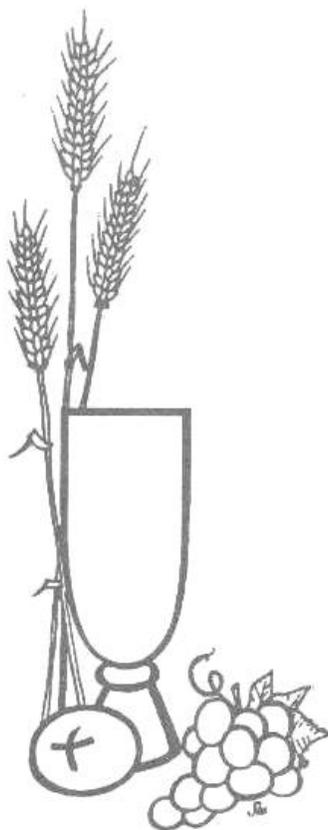
Assumptions:

- There will be five ordinations each year until 2015.
- Retirement age is 70.

Source: CARA Study: A Projection of Priests for the Archdiocese of Baltimore, December 1999, Figure 4

Parish Strategies:
(as stated in the NCCB study of 2000)

1. **Pastor of a Single Parish**
2. **One Pastor Administering Multiple Parishes**
3. **Entrusting the Pastoral Care of a Parish to Someone Other Than a Priest (canon 517.2)**
4. **Several priests serving as a team (c. 517.1)**
5. **Availability of Retired Priests to supply Sacramental Ministry.**
6. **Closing Parish**
7. **Cooperation among parishes to share staff – ministry and administration**
8. **Reduction in the number of Masses**



Ask the Lord of the Harvest to send laborers to the harvest.

Prayer for Religious Vocations

Gracious and loving God,
help the men and women of our parish
to hear the call to serve in the Archdiocese of Baltimore.

Our needs are great and our people
thirst for your presence.

Open the hearts of many,
raise up faithful servants of the Gospel,
dedicated, holy priests, sisters, brothers and deacons,
who will spend themselves for your people and their needs.

Bless those who are serving now with courage and perseverance.
Grant that many will be inspired by their example and faith.

We ask this through Christ our Lord.

Amen.

Vocation Office 320 Cathedral street Baltimore, MD 21201
410.547.5426 vocations@archbalt.org

The Mission
And
The work plan

Section VII

THE MISSION AND THE WORK PLAN

THE MISSION:

to develop a plan 1) for the allocation of priests that ensures quality pastoral care throughout the Archdiocese and 2) for a renewed effort of recruiting candidates for the priesthood.

THE WORK PLAN:

July 14, 2000

- ❖ Mission Statement Developed
- ❖ Assumptions Named
- ❖ Resources Identified
- ❖ Tasks/Goals Established

August 29, 2000

- ❖ Review of CARA Report of the Archdiocese of Baltimore
- ❖ Categories for the Allocation of Priests presented
- ❖ Planning for the Presentation at the Convocation

September 12, 2000

- ❖ Review of NCCB Report: *The Impact of Fewer Priests on the Pastoral Ministry*
- ❖ Communicating the work of the committee

October 19, 2000

- ❖ Summary of Priests' Comments from Convocation
- ❖ Criteria for the Allocation of Priests Presented
- ❖ Formation of Sub-Committee on Recruitment
- ❖ Formation of Sub-Committee on Communication

November 20, 2000

- ❖ Review of Work Plans
- ❖ Reports from the Sub-Committees
- ❖ Deacon Formation Program Presented
- ❖ Allocation of Permanent Deacons Presented

December 5, 2000

- ❖ Review and discussion of similar studies in Los Angeles, California and Columbus, Ohio.
- ❖ Report from the Sub-Committees
- ❖ Presentation on the Role of Pastoral Life Directors

January 10, 2001

- ❖ Review and discussion of similar studies in Green Bay, Wisconsin and Seattle, Washington.
- ❖ Report from the Sub-Committees
- ❖ Presentation on the Planning Experiences in Central Maryland

February 13, 2001

- ❖ Presentation on Project 1983
- ❖ Discussion on Pastoral Life Directors (con't)
- ❖ Reports from the Sub-Committees
- ❖ Presentation on the Planning Experience of the Western Region (Allegany and Garrett Counties)
- ❖ Brainstorm of Recommendations

March 2001

- ❖ The Committee facilitated 5 education workshops throughout the Archdiocese of Baltimore.

March 8, 2001

- ❖ Reports from the Sub-Committees
- ❖ Presentation on the 14 Criteria of a Healthy Parish
- ❖ Presentation of the Role of the Business Manager
- ❖ Prioritize the Brainstorm of Recommendations

April 17, 2001

- ❖ Reports from the Sub-Committees
- ❖ Review of the Pastoral Strategies Recommendations

April 19, 2001

May 2, 2001

- ❖ The Committee Chair (Msgr. G. Michael Schlepner) met with the Executive Committee of the Board of Financial Administration regarding common concerns.

May 15, 2001

- ❖ Continued Review of Pastoral Strategies Recommendations
- ❖ Review of Recruitment Strategies
- ❖ Discussion with Cardinal William Keeler

June 5, 2001

- ❖ Continued Review of Pastoral Strategies Recommendations

June 12, 2001

- ❖ Continued Review of Pastoral Strategies Recommendations
- ❖ Continued Review of Recruitment Strategies

July 17, 2001

- ❖ Continued Review of Recruitment Strategies
- ❖ Finalize Pastoral Strategies

July 25, 2001

- ❖ Finalize Recruitment Strategies
- ❖ Review Talking Points
- ❖ Approve Appendices
- ❖ Draft Presentation of the full CARP document

September 5, 2001

- ❖ Final Review of Edited Document

September, 2001

- ❖ CARP document presented to Cardinal Keeler for acceptance.

membership

Section VIII

**COMMITTEE ON THE ALLOCATION
AND RECRUITMENT
OF PRIESTS**

Chair: Rev. Msgr. G. Michael Schleupner

| | |
|---------------------------|-----------------------------------|
| Rev. Msgr. Lloyd E. Aiken | Ms. Gwendolyn Lindsay |
| Ms. Anne M. Butta | Rev. Thomas R. Malia |
| Ms. Helen M. Callahan | Rev. Michael T. Martin, OFM Conv. |
| Rev. Michael W. Carrion | Sr. Joan Minella, SSND |
| Rev. Joseph J. Cosgrove | Rev. Jay F. O'Connor |
| Rev. Richard E. Cramblitt | Rev. Thomas T. Polk |
| Mrs. Lily Famiglietti | Mr. Leonard Strom |
| Rev. Donald M. Fest, SSJ | Rev. Msgr. Thomas J. Tewes |
| Rev. James W. Hannon | Deacon Thomas J. Yannuzzi |
| Deacon John T. Langmead | Rev. Samuel V. Young |

Staff:

| | |
|-------------------------|----------------------|
| Rev. James M. Barker | Rev. Gerard Francik |
| Rev. Patrick M. Carrion | Rev. J. Bruce Jarboe |
| | Ms. Sheila A. Kelly |

Subcommittees Memberships:

Recruitment: Rev. James Hannon (chair), Sr. Loretta Cornell, MHSB, Rev. Michael Murphy, Mr. Joseph Reynolds, Mr. Christopher Roberson, CARP members: Rev. Donald Fest SSJ, Rev. Gerard Francik.

Communication: Ms. Anne Butta (chair), Mr. Matthew Lane, Dr. Lindsay Thompson, CARP members: Rev. Patrick M. Carrion, Ms. Sheila A. Kelly.