

RENEWING THE CHURCH

A PASTORAL PLAN

FOR

THE DIOCESE OF SAN JOSE
THE CATHOLIC COMMUNITY OF SANTA CLARA COUNTY

MARCH 19, 2002

REVISED IMPLEMENTATION SECTION
MARCH 19, 2004

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FOREWORD

March 19, 2002

Dear Friends,

We, the Catholic Church in Santa Clara County, are blessed with great opportunities and challenges as we seek to carry out the work that Christ has given to us. Blessed with the gift of faith and the vision it affords, we must renew our local Church by taking an honest look at our past and present circumstances and realistically plan for the future.

We are afforded this opportunity because our Church has been singularly blessed from its beginnings in 1981. When in 1998 I came to the Diocese of San José, I began my ministry by visiting every parish, school and Catholic institution. I was impressed by the great work that had already been accomplished while Bishop Pierre DuMaine shepherded this Diocese. I remain deeply indebted to him and to all of the priests, religious and laypersons who have done so much to build up the Church in Santa Clara County.

In reviewing the history and assessing the present state of our Catholic community in this County, we are filled with great hope for the future of our Church. As members of the Body of Christ, our hopes and dreams are rooted in Our Lord's life, message, death, and resurrection. This is the rock upon which our plans are based.

God's eternal plan for us is revealed and accomplished in Christ. Jesus proclaimed the Kingdom that God will establish. In that Kingdom, all people will be in perfect communion with one another and with God.

Jesus not only spoke about the eternal banquet of the promised Kingdom, but He also gathered all kinds of people to His table – sinners and righteous, healthy and sick, men and women, poor and rich. By raising Jesus from the dead, God initiated the promised Kingdom; and the Spirit Who raised Jesus has been given to us. We, Christ's Church, are the Lord's body, the temple of His Spirit. He has commissioned us to continue His work until He returns in glory.

The Second Vatican Council describes the Church as both a sign of humanity's communion with God and the instrument for achieving that perfect unity among all people (*Lumen Gentium*, 1).

How can we, Christ's Church in Santa Clara County, be a sign of unity and an instrument of God's peace? How can we fulfill the work that God has given to us?

As your bishop, I have been entrusted with the shepherding of our local Church. An essential part of my ministry is to discern the promptings of the Holy Spirit as to how we might be both a sign and an instrument of Christ's Kingdom. The Second Vatican Council teaches that, while God gives bishops responsibility for church leadership, all baptized Catholics participate in Christ's offices of priest, prophet and shepherd (*Lumen Gentium*, chapters 2, 3, and 4). I would fail in my office if I did not consult God's people and, with you, discern how our Church ought to carry out the Lord's work.

For the reasons stated above, I engaged in a broad consultative process over the course of more than a year. Four issues of critical importance emerged as the focus of our future work. These issues are Lay Leadership, Youth and Young Adults, the Church's Teaching on Social Justice, and Organizational and Structural Concerns. Much has already been accomplished in identifying these issues. For this, I am grateful to all who have taken part in the consultation process. Much, however, remains to be done. I rely upon you – and I thank you in advance – for the work you will do in the months and years ahead.

In the next pages, I will share with you a brief description of the present situation of the Catholic Church in Santa Clara County, followed by presentations on each of the three pastoral issues and the organizational issue, including recommendations for strategies to be adopted. I pray that, in following this new Pastoral Plan, we will fulfill the mission that Christ has given us, namely, to build the Kingdom promised by His resurrection. May we truly be a sign of unity and an instrument of the peace of God's Kingdom.

I entrust our plan to the care of Mary, mother of the Church, and to Joseph, that just and faithful servant of God. With their intercession and example, may we truly be one holy people, Together in Christ.

With every best wish and kind regard, I remain,

Sincerely yours,

**Patrick J. McGrath
Bishop of San José**

INTRODUCTION

PART I

MISSION AND VISION

Mission Statement of the Diocese of San José

The mission of the Diocese of San José, the Catholic Community of Santa Clara County, is to be a local Church that will inspire the people of this Valley to live the values taught by Jesus Christ, inspiring them to integrity and action.

A Vision for the Diocese of San José, The Catholic Community of Santa Clara County

Vision is first and most important as we fulfill our mission. Our vision is rooted in faith: Christ and Christ alone is at the center. That vision must rise out of faith and be different from any merely worldly vision. Christ guides all we do. His hope for the Kingdom is our vision.

We can be certain that if we live in faith, hope and true charity, the risen Lord will work in us, despite our many defects. The Lord will accomplish His purpose in the midst of our weaknesses, provided that we are truly humble and open.

We must have a plan for putting the vision into action and fulfilling our mission. Such a plan must accurately assess our present situation and build upon our many strengths. With the help of the Holy Spirit, we can be architects of our future. The challenges we confront may, at times, seem overwhelming and even insurmountable; but I also believe that each challenge is a rich opportunity for the Church.

The plan has to be a means for gathering together the whole Diocese to embrace the hope and vision of the Church's mission and to unleash the energies of new life into all aspects of our local Church.

As we strive more effectively to carry out our mission in the dynamic, ever-changing life of the Santa Clara Valley, let us do the following:

- Let us be a Church unafraid to dream. Our Diocese is a microcosm of the new world in which a new world Church is struggling to be born.

We find ourselves on the cutting edge of this struggle. We cannot be content with the ways of the past. We have new challenges; we must use our imaginations in meeting them and we must not be afraid to take risks.

- Let us be a Church that is in tune with the world around us, dealing with the real concerns of real people. We should not be answering questions that no one is asking.

- Let us strive for solutions to these concerns. Let us be a Church that matters, making a real difference in people's lives. We cannot be a Church concerned with trivia while the major issues of our lives and times go unaddressed.
- Let us be an inclusive Church in which no one feels unwelcome or unwanted.
- Let us be an evangelizing Church, reaching out to the young and to the old.
- Let us be a witnessing Church — witnessing not a cause, not an ideology or an agenda, but witnessing the person and life of Jesus Christ.
- Let us witness the poverty of Christ in a consumer society.
- Let us witness the charity of Christ; let us witness the hope of Christ.
- Let us show forth the face of Christ by being known for our compassion, forgiveness and love.
- Let us be a Church in which all are servants.
- Let us be a confident Church, a Church that is not gloomy and without joy. We should be able to laugh.
- Let us be a community of disciples who seek to know the Lord and follow Him ever more closely. We are not perfect. We make mistakes, we ask for forgiveness, and we forgive one another.
- Let us be a community of disciples that perseveres in the teaching of the apostles, in the breaking of the bread and in prayer.
- Finally, let us be a Church that has priorities, a Church in which there is a priority of persons over things and of truth over expediency, and a Church where there is a priority of love over all else. And so, a Church in which we say that the greatest of all, of everything, is love.

PART II

The Values that Support our Vision

If our vision for the Diocese of San José is to take flesh, it must be supported by specific values that are consistent with the Catholic tradition. Among those values are:

- We strive to follow Jesus' example in our day-to-day lives.
- We value life from the moment of conception to the moment of natural death.
- Each person is equal before God, has dignity as a child of God, and is to be treated with respect.
- We value the diversity of peoples and cultures within our Church and community; we strive to be supportive and inclusive, including people of all ages, physical and mental capacity, gender, sexual orientation, marital status, languages and ethnic groups.
- The Church's sacraments, especially the Eucharist, and our community of faith support us on our Christian journey.
- We are committed to reconciliation, both within the Church and the broader community.
- We are committed to work collaboratively toward fulfilling the mission of the Church.
- We respect people of other faiths and will work with them.
- Our time, treasures and talents, both as individuals and as Church, are gifts from God to be shared with the wider community. We are dedicated to improving the situation of our community's poor, marginalized and suffering.
- We place a high value on the stewardship of the temporal goods entrusted to us by God.
- We are committed to being an exemplary employer. We value diversity in our leadership, and open communications among all who work for the Church. We have sound personnel policies and practices.

Our plan is rooted in God's plan; our vision attempts to embrace God's vision for us and for all humanity.

PART III

The Challenges Before Us

2000-2020

The Diocese of San José faces particular challenges at the beginning of the Twenty-First Century. Santa Clara Countyⁱ is the fourth largest county in California and continues to undergo tremendous growth and change. Since the creation of the Diocese in 1981, its population has increased by nearly 30 percent, from 1.3 million to 1.68 million.ⁱⁱ Projections anticipate continued growth, with an additional 500,000 residents by the year 2020. This growth will be primarily in the southern and eastern parts of the County.ⁱⁱⁱ

It is anticipated that projected growth will occur largely within the Hispanic and Asian communities. In 1981, non-Hispanic Caucasians accounted for 70 percent of the population; in 2000, this group was only 44 percent of the County's population, Asians, 25 percent, and Hispanics, 24 percent.^{iv} In 2020, Hispanics, Asians and Caucasians will each equal 30 percent of our population. The remaining 10 percent will include African Americans, Native Americans and individuals of multiple ethnicities.^v

Due to significant changes in the ethnic and cultural mix of the County's population, the Catholic population is increasing more rapidly than the general population of Santa Clara County.

In the United States today, 25 percent of the population is Roman Catholic. However, larger proportions of the Hispanic and Asian populations in Santa Clara County tend to be Catholic. Because of this, the Catholic population of the Diocese of San José is projected to increase at a rate faster than the general population. Not only will the Catholic population increase numerically, it will become a larger proportion of the total population in Santa Clara County. Present estimates are for the current 600,000 Catholics to increase to 800,000 by 2020, an increase of 33 percent.

This anticipated growth presents the Diocese of San José, as the Catholic Church in Santa Clara County, with significant challenges and opportunities. In the last twenty years, the County population has increased 30 percent and the Catholic population has increased by about 50 percent. At the same time, only four new parishes have been established, bringing the current total to 52. In 1981, 124 priests served the

ⁱ The Diocese of San José comprises the entire County of Santa Clara.

ⁱⁱ Source: *United States Census Bureau, Census 2000.*

ⁱⁱⁱ Source: *State of California, Department of Finance, Demographic Research Unit.*

^{iv} Source: *United States Census Bureau.*

^v Source: *State of California, op. cit.*

parishes and ministries of the Diocese; this number is now 116. Coupled with this are the multi-ethnic and multi-cultural dimensions of our growing, increasingly immigrant population.

The historic prosperity of Silicon Valley also presents challenges to the Church in Santa Clara County. Demand for housing and the large salaries in the technology sector of our local economy have driven the median cost of housing to the range of more than one-half million dollars.^{vi}

This climate is especially challenging in the continuing need to establish new parishes and in providing staffs and facilities for these communities, as well as the need to upgrade and replace facilities in existing parishes. The financial resources available to the Diocese are limited: in its first twenty-one years, the Diocese has had limited success in establishing endowment funds and its real estate holdings are equally limited.

The generational and cultural shifts that are inherent in the presence of a young, highly educated and highly mobile workforce in the “high tech” sector add to these challenges. At the same time, our location in “Silicon Valley,” known to the world as a center of technology and innovation, offers unique resources to shape a world that is yet coming into being.

Finally, the projections for increasing numbers of parishioners taking part in Sunday celebrations of the Eucharist are encouraging and, at the same time, challenging. Currently, approximately 100,000 Catholics gather for Mass each Sunday. It is anticipated that this number will grow to 135,000 by 2020. We must be prepared to meet the sacramental, catechetical, and spiritual needs of all of these parishioners. The scope of the Catholic Church and its ministries within the Diocese includes:

- 52 Parishes and missions
- 30 Catholic grammar schools serving 10,000 students
- 6 Catholic high schools serving 7,000 students
- Religious education programs serving 18,000 students
- 1 Catholic University (Santa Clara University) serving 7,400 students
- 1 University Newman Center (San José State University)
- 1 University Parish (Saint Dominic at Stanford University)
- A social outreach budget of \$17 million (Catholic Charities and other organizations)
- 2 Catholic hospitals, numerous skilled nursing facilities and convalescent hospitals
- 4 Catholic cemeteries

We must reach out to the hundreds of thousands of Catholics who do not presently participate in the life of the Church. These challenges, while great, are not insurmountable. This diocesan Pastoral Plan presents us ways that allow us to address them successfully. Let us join together in the work of renewing our diocesan Church.

^{vi} Source: *Santa Clara County Association of Realtors.*

PART IV

Our Response to These Challenges: The Critical Issues

The consultation process identified four “critical issues.” Before introducing these issues, let us be clear that these issues are *not* the only concerns before the Diocese of San José. There are aspects of the bishop’s ministry that are “non-negotiable.” For example, he must ensure that the liturgy and the sacraments are celebrated throughout the Diocese in a way that fosters the Second Vatican Council’s call for “full, active and conscious participation” of the faithful. Our celebrations of the Church’s liturgy are at the very core of what it is for us to be Catholic; therefore we will continue our efforts to develop and support celebrations that are faithful to the Church’s liturgical practice and meaningful for our people.

In the same way, the Diocese of San José will continue its efforts in recruiting and preparing future priests so that we will have committed priests to celebrate the sacraments and lead our parish communities now and in the future.

Our commitment to Catholic education – whether in parochial schools or in parish catechetical programs – is also a non-negotiable issue. We continue to support the work of Catholic schools and catechetical programs and, in particular, continue our work toward making Catholic schools available and affordable to the families of our Diocese. The consultations throughout this local Church evidenced a great deal of support in our parishes for increasing the availability of Catholic schools within the Diocese. The elementary schools are an integral part of the parishes and, as such, will be essential in the implementation of the strategies in this pastoral plan. The secondary schools will also be challenged to develop and implement strategies for the pastoral issues. Current and future efforts in Catholic education will continue unabated.

The four “critical issues” that form the body of this Pastoral Plan surfaced in our consultation process, a process that involved more than 17,000 parishioners from throughout the Diocese. They are four vital components of the work of our local Church. They are areas in which our present efforts are **not** enough.

Let us now introduce each of the critical issues of our Diocesan Plan. The next section will outline suggested strategies and timelines, as well as a set of benchmarks to review our progress in implementing this plan.

A. LAY LEADERSHIP

The Catholic Church in Santa Clara County must recruit, develop and support lay leaders to meet the changing needs of the Church.

The lay apostolate. . . is a participation in the salvific mission of the Church itself. Through their baptism and confirmation all are commissioned to that apostolate by the Lord Himself. (Lumen Gentium, 33)

Among the many gifts that have flowed from the Second Vatican Council is the restoration of lay ministry within our Church. All baptized Christians participate in Christ's offices of priest, prophet and shepherd.

From its beginning in 1981, our Diocese has been blessed by lay leaders at both parish and diocesan levels. It is not surprising, then, that among the critical issues identified by Catholics of our Diocese is the recruitment and formation of lay leaders. There can be no doubt that God is calling us to embrace the gift of vocation to lay leadership. As the needs and challenges of our Diocese change and expand, the Holy Spirit is raising up lay persons capable of responding to – and enthusiastic to fulfill – their baptismal calling.

B. YOUTH AND YOUNG ADULTS

The Catholic Church of Santa Clara County must attract and engage youth and young adults in the life and leadership of the Church in significant ways.

The Church and world need the faith, gifts, energy, and fresh ideas of young people. The entire Church, and in a special way ministry with adolescents, must empower young people for their mission in the world. We must ensure that young people are well equipped for their special mission in the world. All our efforts to promote an active Christian discipleship and growth in Catholic identity must lead toward mission. This is our special responsibility to the young generation. (Renewing the Vision: A Framework for Catholic Youth Ministry, United States Catholic Conference of Bishops, 1997)

Catholic young adulthood refers to men and women in their late teens, twenties and thirties: single, married, divorced, or widowed with or without children. They are present in every trade and profession. They live in many communities that make up our society. They are from diverse cultural, ethnic, educational, vocational, social, political and spiritual realities . . . we realize the tremendous gifts that they bring to church life. Their presence enriches our society and our Church. We hope this plan will be an effective tool to connect

young adults with Jesus Christ and his challenge to bring the Gospel – with its message of hope – to society. (Introduction to Sons and Daughters of the Light: A Pastoral Plan for Ministry with Young Adults, United States Catholic Conference of Bishops, 1997)

Thus, care for and formation of youth and young adults has always been central to the Church's work. So it is for our pastoral plan.

C. THE SOCIAL JUSTICE TEACHING OF THE CATHOLIC CHURCH

The Catholic Church in Santa Clara County must help all Catholics to live out Catholic Social Justice Teaching in areas such as the dignity of human life, housing, immigration and labor.

Jesus proclaimed and practiced the coming Kingdom of God. At the eternal banquet, there is perfect communion among all people with God. During His life, Jesus was both God's sign of – and instrument for – building the Kingdom. Jesus welcomed all kinds of people to His table. When there was not enough food, he invited His disciples to share what they had. When they shared, there was plenty.

The Church carries on Christ's ministry. We are called to be a sign of unity and an instrument of peace.

Santa Clara Valley, our nation and the world beyond do not yet reflect the community of love and peace for which Christ worked. Violence, war, poverty and injustice continue.

We who claim to be disciples of Jesus know that these conditions contradict God's will for the human family. With the 1971 Synod of Bishops, we affirm that

Action on behalf of justice and participation in the transformation of the world fully appear to us as a constitutive dimension of the preaching of the gospel, or, in other words, of the Church's mission for the redemption of the human race and its liberation from every oppressive situation. (Justice in the World, 6)

D. ORGANIZATION AND STRUCTURE

The Catholic Community of Santa Clara County must conduct its business affairs in a way that fully supports its participation in the mission of Christ as priest, prophet and shepherd.

The proper management of the personnel, facilities, finances, and communications of the Diocese of San José supports the pastoral activities of the Church. Our

personnel preach the Word of God, celebrate the sacraments, teach and administer. Our buildings and facilities are home to our sacramental, educational, social and outreach activities. Parish and diocesan finances allow us to maintain personnel and facilities for the service of our people. Good communication enables coordination of our efforts and engagement by all.

We echo the words of the United States Conference of Catholic Bishops:

Only by living as generous stewards of these local Christian communities, their parishes, can the Catholics of the United States hope to make them the vital sources of faith-filled Christian dynamism they are meant to be. At the same time, stewardship in and for the parish should not be narrowly parochial. For the diocese is not merely an administrative structure but instead joins communities called parishes, into a "local church" and unites its people in faith, worship and service. (Stewardship: A Disciple's Response, 1992)

The manner in which we will approach the organizational issues that challenge the Diocese will, in a very real way, determine how much good we will be able to do in response to all the pastoral issues before us. Each of us is called to be a steward of the gifts God gives us. Working together in Christ, we will work to build the Kingdom of His promise and renew our local Church.

THE CRITICAL PASTORAL ISSUES AND ACTIONS

The pastoral issues of critical concern surfaced during an extensive consultation process that took place in every parish in the Diocese. There were also two weekend meetings of more than one hundred individuals who dedicated their time to help discern the issues and strategies presented for each of the three pastoral issues below.

Part I Lay Leadership

The Catholic Church in Santa Clara County must recruit, develop and support lay leaders to meet the changing needs of our Church.

Strategy A. Provide models, develop skills and systems to foster and support collaboration among laity, religious and clergy.

Suggested Actions for Parish and Deanery

1. Develop and train a collaborative leadership team encompassing all parts of the parish and school communities.
2. Create and implement supervision and evaluation systems for all staff and lay volunteers.
3. Equip all clergy and lay leaders with skills in conflict resolution.
4. Provide cultural sensitivity training for all clergy and lay leaders.
5. Develop and support collaborative approaches for parish pastoral and leadership councils.

Diocesan Offices Actions to Support Parishes

1. Develop a unified and effective diocesan response to requests for assistance with organizational development at the parish level.
2. Integrate instruction on collaborative leadership into all levels of diocesan training, including the Seminary, the Institute for Leadership in Ministry, the course in Advanced Lay Leadership, Diaconate Formation, and continuing formation of the clergy.
3. Develop models for collaborative leadership at the parish level, identifying and sharing “best practices.”
4. Study the feasibility of developing a Diocesan Pastoral Council as a new form of collaboration to support the Bishop in his work as shepherd of this local Church.

Strategy B. Create and sustain well-formed lay leaders, both paid and volunteer, in a systematic and intentional way. Develop a planned and organized system for ongoing formation.

Suggested Actions for Parish and Deanery

1. Allow paid lay leaders compensated time for initial and continuing education and formation, and provide educational support as appropriate.

2. Budget funds annually for the spiritual formation of lay leaders.

Diocesan Offices Actions to Support Parishes

1. Develop a plan to coordinate the diverse elements of ministry formation.
2. Explore the possibility of creating a diocesan center for spirituality.
3. Make elements of the Institute for Leadership in Ministry available to lay leaders who cannot participate in the entire process.
4. Create certificate programs in areas such as pastoral administration, advanced lay leadership and youth ministry with the Institute for Leadership in Ministry and Santa Clara University.
5. Effectively communicate the development of new lay leadership positions. Publicize the role, responsibilities and availability of these new positions.

Strategy C. Recruit both paid and volunteer lay leaders in a systematic and intentional way. Develop a planned and organized system that attracts and places the most qualified people.

Suggested Actions for Parish and Deanery

1. Strengthen lay leadership through adult involvement in faith formation activities.
2. Provide opportunities for lay leaders to describe their role in the Church in the context of Sunday Mass.
3. Create and implement a process that will identify replacements for all paid or key volunteer positions.
4. Host a 'Leadership Faire' to promote lay leadership roles in the parish.
5. Share job openings and possible candidates with neighboring parishes.
6. Identify candidates, either paid or volunteer, from underrepresented communities. Also, identify the barriers to their entry into lay leadership roles, and promote ways to overcome these barriers.

Diocesan Offices Actions to Support Parishes

1. Develop a 'needs assessment' and 'recruitment package' to provide the necessary training to assist parishes to recruit paid and volunteer leaders.
2. Develop and implement a comprehensive marketing plan to advertise and attract Catholics to lay leadership in the Church. Special effort in this area will be made to attract people from underrepresented groups.
3. Create more effective centralized systems for tracking openings, opportunities and candidates.
4. Develop a capability to assist pastors and parish leaders in needs assessment, recruitment, selection and training of lay leaders.

Part II Youth and Young Adults

The Catholic Church of Santa Clara County must attract and engage youth and young adults in the life and leadership of the Church in significant ways.

Strategy A. Demonstrate commitment to youth and young adults by allocating needed financial, staffing, facilities, training and spiritual resources.

Suggested Actions for Parish and Deanery

1. Give youth and young adult ministry high priority in budget, staffing and facility allocations.
2. Involve and assist assigned priests in adopting a formal role in the spiritual formation of youth and young adults.
3. Support and educate parish leadership to be aware of, and involved in, the spiritual and educational formation of youth and young adults.

Diocesan Offices Actions to Support Parishes

1. Map the need for youth and young adult staffing and provide adequate support for these efforts at the Diocesan Office level.
2. Identify and communicate about places and parishes (*i.e.*, “centers of excellence”) with the best resources for youth and young adult ministry, and where our best youth and young adult programs are underway.
3. Identify and share “best practices” through these “centers of excellence.”
4. Determine criteria for youth and young adult ministers; encourage participation in certification programs.

Strategy B. Ensure that there are meaningful and highly visible roles for youth and young adults in the Church.

Suggested Actions for Parish and Deanery

1. Invite fully initiated youth and young adults to participate in all parish ministries and provide training and/or mentoring for them in those roles.
2. Include youth leaders and young adults in parish decision-making processes.
3. Provide regular opportunities for youth and young adults to participate in social justice activities.

Diocesan Offices Actions to Support Parishes

1. Create a diocesan Youth Ministry Advisory Board, composed of ministers to youth and young adults.
2. Provide parishes with support and organized training on how effectively to include youth and young adults in decision-making processes.

3. Provide an organized training program for youth and young adults so that they can be effective participants in parish decision-making processes.
4. Provide “Youth Days” for Junior High and High School youth.

Strategy C. Involve youth and young adults in dialogue and partnership to develop new forms of ministry. Incorporate the language and culture of youth and young adults into the worship and daily life of the Church.

Suggested Parish and Deanery Actions

1. Implement liturgies oriented to youth and young adults (e.g., music and homilies.)
2. Partner with new “youth liturgist initiative” (see item 3 in “Diocesan Offices Actions” below).
3. Establish a dynamic program for spiritual formation of youth and young adults.
4. Establish parish youth and young adult evangelization teams.
5. Develop and/or continue peer ministry programs in parishes and Catholic schools that involve the students in planning liturgies, retreats and other spiritual activities on their campuses.

Diocesan Offices Actions to Support Parishes

1. Develop and implement parish needs assessment and training to create liturgies oriented to youth and young adults (e.g. music and homilies).
2. Develop appropriate and relevant youth cultural competencies in youth ministers, clergy, catechists and liturgists.
3. Create a team of liturgists interested and skilled in working with youth to train and certify youth liturgists and to work with parish liturgy committees to make effective use of youth liturgists.
4. Organize major events and pilgrimages that are widely advertised to youth and young adults.

Part III The Social Justice Teaching of the Catholic Church

The Catholic Church of Santa Clara County must help all Catholics to live out Catholic Social Justice Teaching in areas such as the dignity of human life, housing, immigration, and labor.

Strategy A. Develop a knowledge and understanding of Catholic Social Justice Teaching through worship, catechesis, direct action and advocacy. Provide opportunities for every Catholic to participate in living the social justice teaching of the Church.

Suggested Parish and Deanery Actions

1. Engage parishioners in ongoing dialogue to enable understanding and appreciation of Catholic Social Justice Teaching.
2. Educate parishioners in an understanding and appreciation of the reasons for including comments on issues of public policy in the homily at Mass.
3. Involve youth and all parishioners in social service ministries that address issues such as the dignity of human life, housing, immigration and labor.
4. Develop an inclusive parish social justice ministry committee.
5. Encourage Catholic elementary schools, high schools, universities and youth programs to continue community outreach programs.

Diocesan Offices Actions to Support Parishes

1. Create an effective internal and external communications effort for Catholic Social Justice Teaching and contemporary issues.
2. Develop ongoing training in Catholic Social Justice Teaching for parish collaborative leadership teams, Catholic school staffs, youth and young adult ministers and clergy.
3. Develop and implement culturally sensitive programs that teach Catholic Social Justice Teaching.

Strategy B. Promote participation in leadership and decision making for all cultural groups.

Suggested Parish and Deanery Actions

1. Identify and empower parish leaders from all of our ethnic and cultural groups to teach and lead Basic Ministry Formation in the parishes.
2. Collaborate across cultures on planning festivities and events.
3. Employ staff that reflect the cultural diversity of the parish.

Diocesan Offices Actions to Support Parishes

1. Ensure that all diocesan publications and programs are culturally sensitive and, where possible, appropriately translated.
2. Review and revise the Basic Ministry Formation program to include recruitment of culturally competent teachers.
3. Develop an ongoing training program in cross-cultural competency for clergy, parish, and Diocesan Office staffs.
4. Develop a plan to identify potential diocesan leaders who reflect the cultural diversity of the Diocese.

Strategy C. Model, advocate and lead efforts in developing solutions to the critical economic issues of Santa Clara County, which at this time include housing, just compensation and immigration.

Suggested Parish and Deanery Actions

1. Work to enhance the resources of the parish in order to provide a just wage to all paid staff.
2. Explore use of parish resources for expanding low cost housing.
3. Engage Catholic landlords, property managers and realtors in creating solutions to the housing problems of our community.
4. Collaborate with community efforts and participate in actions around justice for immigrants.
5. Work together with other parishes, faith communities and social service agencies to address the needs in our county.

Diocesan Offices Actions to Support Parishes

1. Working together with Catholic Charities, become a leader in local efforts for affordable housing: organize “Faith-built Housing,” an ecumenical housing forum to develop creative solutions. Include developers, lawyers, affordable housing specialists, and nonprofit agencies. Share this information with the parishes.
2. Work with Catholic Charities’ initiatives in the field of immigration justice.
3. Review use of Church-owned facilities as low-cost housing for lay leaders and others in need.
4. Sponsor an annual economic issues summit for parish and diocesan leaders.
5. Enhance the resources of the Catholic Church of Santa Clara County in order to provide a just wage to all paid staff.

THE ORGANIZATIONAL AND STRUCTURAL ISSUES

THE ORGANIZATIONAL AND STRUCTURAL ISSUES

The Catholic Church in Santa Clara County must conduct its business affairs in a way that fully supports its participation in the mission of Christ as priest, prophet and shepherd.

From the very beginning of the consultations throughout our Diocese, it was clear that our pastoral plan would also need to address essential aspects of the structure and organization of the Catholic Church in Santa Clara County. Specifically, in light of the present situation of the Diocese and our hopes for the future, we have examined the workings of our local Church in the following broad categories: Personnel, Facilities, Finances and Communications.

These four areas contribute to the infrastructure of the Diocese. They support, foster, and house the many activities destined to serve the Catholics of Santa Clara County. Our faithful stewardship of our personnel, our buildings and our finances makes possible the proclamation of the Kingdom of God. It allows us to become for the world a sign of unity and an instrument of peace. And if we are truly to be a collaborating Church, we must strengthen our methods of communicating with one another and with the community and world in which we live.

In examining the present realities of the Diocese in light of the demographics that are projected for the next five, ten and twenty years, a number of factors are of great importance. Among these are the following:

- Faced with an ever-growing population, a distribution of existing parishes in locations that does not adequately match the population centers of the County, and limited financial resources, it will be necessary for the Diocese and its parishes and deaneries to develop new and creative ways of working together.
- In 2020, we project that we will need to minister to 30 percent more Catholics than at present. Many of our existing church and school buildings are already at the limit of the service they can give. Our largest parishes have so many parishioners that they are not able to meet all of their people's sacramental and spiritual needs.
- Presently, we do not have the financial resources necessary to minister to the densely populated areas in the southern and eastern parts of the Diocese. We need to devote ourselves to new forms of stewardship and to identify new sources of funding.
- In the years ahead, we will need additional leaders for our parishes. It is essential that there be enough priests, deacons, religious and laity to serve in the key roles of parish leadership. This will require new forms of collaboration and additional training to meet the increasing diversity of the Catholic population in the Diocese.

In addressing these realities, it is essential to the health and welfare of our local Church and its participation in the mission of Christ that we undertake aggressive action in the following six areas.

1. We will organize our parishes in new ways.

The challenges before the Diocese of San José require us to collaborate in new ways. The shortages we face in clergy, lay leaders, facilities and financial resources impel us to work together in new ways, as noted below:

- A. We will empower the deanery structure of the Diocese to address specific issues that affect the groups of parishes that comprise the deaneries. The bishop will delegate the responsibility and authority necessary for the deaneries to work on matters that touch upon more than one parish. We will study a revision of the current grouping of parishes into deaneries based upon ethnic, cultural and geographic factors.
- B. Such groupings of parishes in deaneries are the appropriate place to meet the challenges ahead, having both a multi-parish perspective and knowledge of the local situation, which enable appropriate adjustments.

At this level, we will have the benefit of a broader perspective than might be possible in individual parishes while, at the same time, having a more immediate perspective than might be available at the Diocesan Office.
- C. We will identify, develop, and provide the additional education, training, and support that deaneries will need to be effective.

2. We will share existing resources.

The second change will be to develop collaboration in deaneries to promote an increased sharing of resources. This will enable us to optimize our use of our personnel, facilities, and financial resources, by:

- A. Balancing capacity and demand across multiple parishes before adding resources, thus reducing the future need for additional leaders.
- B. Minimizing the cost of new personnel or facilities by sharing, buying, and financing them in new and different ways.

Collaborating in this fashion should substantially reduce the need to build new parishes. Sharing personnel and facilities within groupings of parishes should enable us to accommodate most of the anticipated growth with existing resources.

As a result the need for new parishes should decrease from nearly twenty to five, or fewer.

3. We will generate more funds to carry out the mission of the Diocese.

This third proposal will increase the funds available to both the parishes and the diocesan offices for programs and facilities. We will accomplish this in the following ways:

- A. Reducing diocesan office costs to balance expenditures with income.
- B. Developing a diocesan-wide stewardship program, which will assist parishes in raising substantially more money than at present.
- C. Funding diocesan fixed administrative costs and building a necessary cash reserve through a tax or assessment of regular parish offertory income. This tax is known as a “cathedraticum” (canon 1263).
- D. Supporting diocesan programs that provide direct benefit to the work of parishes by means of the Annual Diocesan Appeal.
- E. Building an endowment to fund facilities and programs in growing, less affluent areas by developing a “major donor program” and a “planned giving program” throughout the Diocese.

4. We will increase our ministerial leadership capacity.

The fourth change is that we work together as partners to accommodate future population growth and diversity. We will do this by:

- A. Continuing to work on increasing priestly vocations, with special emphasis on Hispanic and Asian language abilities and cultural competencies to minister to these growing populations.
- B. Developing a corps of full-time lay professionals – with the same emphasis on Hispanic and Asian language and cultural competencies – who will collaborate with clergy to provide additional ministerial capabilities.
- C. Assigning individual clergy and lay professionals with specific parish needs in mind.
- D. Building the individual leadership capabilities of both clergy and lay professionals to help meet the difficult challenges in the years ahead. We will offer opportunities to develop these skills in a number of ways. We will provide objective performance feedback to assist individuals’ professional growth and development.
- E. Strengthen our Human Resources processes for recruiting, selecting, forming, assigning, developing, and compensating lay ministers to support Professional Lay Ministry as a full-time vocation.

5. We will provide the tools needed to do the job.

Being able to anticipate and match the Diocese’s professional personnel, facilities, and financial resources with the pastoral needs of this local Church will be critical in the future and allow us to focus on our mission.

We will work together to improve diocesan operations in the following ways:

- A. Instituting systematic short-term and long-term planning processes for personnel, facilities, and finances at the parish, deanery, and diocesan levels.
- B. Designing and implementing standardized control systems and tailored management reports for facilities, finances, and personnel at the parishes, deaneries, and diocesan central offices.

- C. Ensuring that diocesan decision-making processes are open, fact-based and rely upon objective and measurable criteria.
- D. Creating a standardized and integrated diocesan-wide Information Technology system to support planning, control, accounting, and reporting activities.
- E. Combining and outsourcing the purchasing of goods and services where appropriate and cost effective.

6. We will enhance our ability to communicate effectively, making the best use of available technology.

We will strive to communicate throughout the Diocese in a rapid, accurate, and effective fashion. Thus, the sixth change involves:

- A. Formulating and implementing a comprehensive communications strategy for the diocese. This strategy will include increased efforts at Public Relations.
- B. Striving to ensure that *The Valley Catholic*, the official publication of the Diocese of San José, is in all registered households.
- C. Assigning communications responsibilities to appropriate individuals for deaneries, for parishes, and for the Diocese.
- D. Developing effective internal and external communication protocols on all levels.
- E. Providing communications support to the various ethnic groups and cultures.

IMPLEMENTATION

IMPLEMENTATION

“As a body is one though it has many parts, and all the parts of the body, though many, are one body, so also Christ. For in one Spirit we were all baptized into one body. . . Now you are Christ’s body, and individually parts of it.” 1 Corinthians 12

“May [we] be filled with his Holy Spirit, and become one body, one Spirit in Christ.” Eucharistic Prayer III

This pastoral plan, “Renewing the Church,” is rooted in Saint Paul’s vision of the Church as the Body of Christ. From this, it follows that the many roles involved in the implementation of this plan are shared among the various structures of the Diocese: Parish, Deanery, and Diocesan Offices.

The implementation of the pastoral and organizational initiatives generated by the Diocesan Pastoral Plan will be critical to the future health and vitality of the Diocese of San Jose twenty years into the future and beyond. We are challenged to strengthen existing partnerships, to develop more collaborative forms of ministry and to encourage and participate in joint efforts that would never have been thought possible in the past. Parishes, deaneries and diocesan offices must form new ways of working together to accomplish the mission entrusted to the Church in the Diocese of San Jose.

I am personally committed to leading the implementation process with the assistance of the Diocesan Implementation Team. To ensure the success of our work, I have committed to it the resources of the Diocese, and I have invited – and I expect – the pastors and leaders of our parishes to join in this commitment. To this end, let us consider the roles of the parish, the deanery and the diocesan central offices in the implementation of the Diocesan Pastoral Plan.

The Parish

The parish has always been the traditional center of Catholic life. It is only fitting that the parish should also be “ground-zero” for our efforts to renew our local Church. It is for this reason that every parish must be engaged in the process of examining its own priorities in relation to the Diocesan Pastoral Plan.

In particular, each parish should ask and answer the following questions:

- Does our parish succeed in welcoming and serving its youth and young adults? If so, how can this be done better? If not, what is being done to change this, and on what timeline?

- Does our parish succeed in encouraging and supporting lay leadership? If so, how can this be expanded to other areas; how can more be done? If not, what is being done to change this, and on what timeline?
- Does our parish strive to meet the needs of the poor, the marginalized and the disenfranchised? If so, how can our parish strengthen its commitment to Catholic social justice teaching? If no, what is being done to change this, and on what timeline?
- Do the administrative structures of our parish effectively support our parish's participation in the mission entrusted to the Church by Christ? Does our parish have an effective staff? Are our facilities adequate to this task? Are they well-used and in good condition? Do our parishioners provide adequate funding for our work? Is our parish growing? Do we take time to dream about what might be possible in the future, what is possible today? Are we doing all that we can?

Assessing each parish's commitment to the priorities of the Diocesan Pastoral Plan is a challenging task. It is a task that will, of necessity, engage the time and talents of many people from our parishes. This task cannot be accomplished solely by parish staff. It must involve pastoral councils in every parish. The parish pastoral council can be the local forum for assessing, dreaming and planning. It is for this reason that I am directing that each parish will have a functioning pastoral council by July of 2005. In addition a Diocesan Pastoral Council will be established by July of 2006.

The Deanery

As noted above, the success of this plan depends upon our ability to collaborate beyond parish boundaries. We can ill afford to duplicate facilities, staffs and expenditure of our resources in situations in which we can work together. The deanery is the forum for this kind of collaboration. To allow the deaneries to function better, we are examining the composition and structure of each deanery with a view toward realigning the deaneries in a way that better serves the demographic and socio-economic realities of our Diocese today and into the future.

Diocesan Central Offices

The Diocese established a fund dedicated to giving financial support to the implementation efforts of deaneries and parishes. Through the generosity of major donors, "seed money" was made available for pastoral and organizational initiatives in parishes and deaneries.

The organizational compliance of the diocesan central offices with the Diocesan Pastoral Plan is being given priority in budgeting for the pastoral and administrative

offices of the Diocese. New sources of funding are being sought to achieve the goals of implementation.

Conclusion

The process of implementation will determine whether the Diocesan Pastoral Plan is an historical document, or a living one. The obvious challenge is to give these pages flesh in the lived experience of all the Catholics in the Diocese of San Jose. I renew my call to the pastors, priests, deacons, religious and lay leaders of the Diocese to respond to the promptings of the Holy Spirit by recommitting themselves to the task of "Renewing the Church." We can meet this challenge, for as this local Church, truly we have the capacity to become one body and one Spirit, together in Christ.

CONCLUSION

I know that the tasks before us seem daunting. Most of us are already very busy. But we must not become so immersed in the immediate that we forget our obligation to the future. We will either plan for our future or be controlled by what happens to us. The vision of God's Kingdom and a healthy Christian realism impel us, under the guidance of the Holy Spirit, to act now before events overwhelm us.

The four critical issues set forth in this plan offer us the opportunity to lay a firm foundation for tomorrow's Church. If we succeed, that Church will have ministers, well formed adult Catholics, a firm commitment to justice, involved and active youth and young adults, and a flexible ecclesial structure that can respond to the ever-changing demands of our Valley. We owe future generations of Catholics nothing less than our best efforts.

Those of us who are blessed by ministerial experience also know that in this work we will receive far more than we accomplish. That is the basic rule of grace, of death and rising, at the core of our vision for God's future.

I invite you to join me on this graced-filled journey of "Renewing the Church." May the grace of our Lord Jesus Christ, the love of God, and the communion of the Spirit be with us on our way.

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