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Process

continued from page 1

John Kanalley, a parishioner at St. Patrick's/St. Bernard's, said he has accepted the reality of upcoming changes.

"We'll struggle to try to at maintain at least a Sunday Mass and have a priest," Kanalley said. St. Patrick's/St. Bernard's will enter its first planning phase this July.

Pickett pointed out that the priest shortage is not the only factor fueling the strategic planning process. He noted that collaborative parish staffing must also be explored in order to effectively implement the Synod goals.

"If you're committed to getting new programs, you have to face the realities of how you can provide this," Pickett remarked.

Pickett said it's too early in the process to pinpoint how each parish will be affected.

"Not every plan will result in configuration changes. There's no way of predicting, out of this mass of meetings and collaborations, what's going to come out of this," Pickett said.

"I don't think anybody knows what it's going to look like. That's where the spirit, where the faith comes in," agreed Father David Simon, pastor of St. Margaret Mary Church in Apalachin.

The first phase of implementation will begin this summer. The diocesan strategic planning committee - a group of 32 diocesan officials and parish leaders - met April 25 at Belhurst Castle in Geneva to finalize the planning guidelines, "Pastoral Planning for the New Millennium." Parishes will use these guidelines to help with their individual and group planning processes.

The committee also finalized 35 groupings of parishes and other faith communities (campus ministries, prison ministries and hospital chapels) and the starting dates for these groups' planning.

In recent months, parish and regional meetings have been held to review groupings, starting dates and the proposed guidelines. Pastors and small groups of parish staff members and parishioners have attended these discussions.

A set of 12 groups will enter the first phase of their strategic planning process this July. Fourteen more groups will begin a similar process in 1998; eight in 1999; and one in 2000.

Pastors at each parish will select a committee of staff and laity to conduct an intensive assessment of parish needs. These committees will then identify parish needs based on several "vitality indicators" listed in the strategic planning guidelines. These factors include timeliness of bill-paying; stability of reserve funds; the success of parishes in such fundraising activities as the Thanks Giving Appeal; and the ratio of resident priests to the number of parishioners.

These findings will then be shared with other parishes in their designated grouping. For those parishes entering the first phase of planning this year, the larger groups will convene in the fall. Recommendations from each group will then be presented to Bishop Clark.

The bishop will announce his final decisions in early 1998, so that changes can be implemented by July 1998. Similar timetables will apply to parishes that begin their planning process in 1998, 1999 and 2000.

Strategic plan guidelines acknowledge the intent of the four Synod goals - lifelong faith formation; consistent life ethic; role of women in the church; and small Christian communities.

The process's aim of sharing buildings and staffs within groups of parishes is similar to the principles of clustering. Yet Bishop Clark said that parishioners should not view their current groupings as a sign of permanent configurations.

"There is no intent that, forever and always, these parishes will be grouped together in the future," Bishop Clark said.

Father John Mulligan, diocesan vicar general, pointed out that clusters "are formed out of necessity." On the other hand, he said that strategic planning is designed so that parishes "can get into this thing a lot earlier, rather than wait until their backs are against the wall."

Pickett added that the strategic planning guidelines leave room for a certain amount of flexibility.

"We have a deep appreciation for the diversity of this diocese. I don't want anything in this process to undermine the diversity, Pickett said.

For example, several parishes in the city of Rochester have begun working together in light of their own specific concerns. Although these 24 parishes will remain in their original groupings for strategic planning, they developed a summary statement during the winter to address these issues.

Father Laurence Tracy explained that the statement was prompted by the reality that many city residents don't understand the intricacies of strategic planning.

"If (the guidelines) exclude the city parishes, it doesn't make any difference what the groupings are. We're lost," commented Father Tracy, parochial vicar in the Community of Hope. He said his parish an inner-city cluster that enters its first planning phase in 1998 – serves many Hispanics who are poor and uneducated and that their needs would be neglected if they were not fully cognizant of the process.

To help alleviate this concern, Pickett noted, guidelines and groupings will be available in Spanish when they are mailed to every registered parishioner in the diocese in June.

Addressing the needs of groups such as Hispanics is one of many issues that must be ironed out as the strategic planning process deepens, diocesan officials acknowledged. In order to ensure that the concerns of parishioners in all social and geographic settings are being considered, the officials emphasized the need for extensive lay involvement.

"I do think that people are much more aware that the future of a parish community is not in the hands of a pastoral or pastoral administrator," Father Mulligan said.

Strategic planning involves "a time challenge, conviction and the risk to participate in making the decisions," said Kathleen Cannon, diocesan synod implementation coordinator and director of Parish Support Ministries. "The church is all people, and we have a responsibility to bring our gifts and talents together."

Father Mulligan remarked that lay participation in the Synod process helped pave the way for upcoming collaboration in strategic planning.

"We are growing in our awareness that we are much truer to Christ's vision of church when we do it collaboratively, rather than competitively," Father Mulligan said.

