



FAMILIES *of* **PARISHES** **PLAYBOOK**

May 8, 2023 | Version 1.3
DIOCESE OF BUFFALO



INDEX

1 INTRODUCTION

Why Families of Parishes?
How To Use This Playbook
Further Reading

4-11 FAMILIES OF PARISHES GOVERNANCE STRUCTURE

Families of Parishes Organizational Chart
Description of Pastor Expectations
Description of Parochial Vicar Expectations
Description of Parochial Vicar With Specialized
Ministry Expectations

12 FAMILY AND PARISH CONSULTATIVE STRUCTURES AND ROLES

Family Pastoral Council
Family Leadership Team
Family Finance Council
Family Finances
Other Consultative Groups

13 PILLAR GROUPS

Liturgy
Spiritual Life
OutReach / InReach
Catholic Education
Stewardship
Administration

14-20 MISSION SUPPORT

Business Manager Expectations
Director Of Worship Expectations
Director Of Discipleship Expectations
Director Of Mission Expectations

21 FAMILY ACTION PLAN

21 GLOSSARY

INTRODUCTION

I pray not only for them, but also for those who will believe in me through their word, so that they may all be one, as you, Father, are in me and I in you, that they also may be in us, that the world may believe that you sent me. And I have given them the glory you gave me, so that they may be one, as we are one, I in them and you in me, that they may be brought to perfection as one, that the world may know that you sent me, and that you loved them even as you loved me. (Jn. 17:20-23)

Why Families of Parishes?

On December 1, 2020 Bishop Michael Fisher was named as the 14th Bishop of Buffalo. Upon his appointment, Bishop Mike was introduced to the work of the 'Diocesan Renewal Task Force' (DRTF). This group of leaders was commissioned under the Apostolic Administrator of Bishop Scharfenberger to respond to key issues plaguing the Diocese of Buffalo:

1. Abuse scandal in the Diocese of Buffalo
2. Broken trust in leadership
3. Chapter 11 Reorganization
4. Attorney General Lawsuit
5. Covid Pandemic

Each of these critical issues demanded a response for the future of the Diocese of Buffalo. The Diocesan Renewal Task Force (DRTF) researched, discerned, and came up with the model of what we now know as the 'Road to Renewal'. The Road to Renewal is a way forward and a response to the key issues that were plaguing the Diocese of Buffalo.

Bishop Mike immediately endorsed the work of the DRTF and also deemed it necessary to have a listening ear to the Diocese before moving forward with the Road to Renewal. Bishop Mike consulted with priests, deacons, religious and the lay faithful through listening sessions. Priests had an opportunity to participate in 16 listening sessions that included each vicariate. They gathered based on years of ordination, as well as a general session for all priests held at St. Gregory the Great. Our Deacons had an opportunity to attend 15 listening sessions that included each vicariate, and a listening session for all deacons and their wives also held at St. Gregory the Great. Lay leaders have been invited to numerous sessions in their vicariates and at the Catholic Center as well.

After the listening sessions and discernment, Bishop Mike believed it was time to move the Renewal forward.

What does the Road to Renewal encompass?

The purpose of the Road to Renewal is to respond to these key issues and others by evaluating and reforming critical areas of Catholic life in Buffalo.

1. **Catholic Center** – The Renewal will help the Catholic Center to embrace a new vision for ministering in the Diocese moving forward.
2. **Catholic Education** – Inspiring and instilling the faith through our Catholic schools and Faith Formation programs must be vibrant and evangelizing to keep our young people active in the faith.

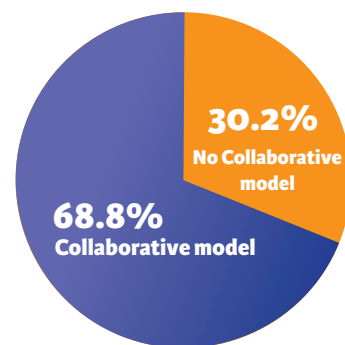
3. **Spirituality** – Focusing on Jesus Christ, as the center of all we do in the Diocese of Buffalo, is the aim of the Renewal.
4. **Evangelization** – Reaching out to those we have lost and those who have not yet found Christ.
 - Concentrating efforts on our young people who need to be ministered to
 - Becoming far more welcoming to people and letting them know they have a place in our Diocese and Catholic parishes
5. **Parishes** – Having vibrant parishes to minister to the faithful of our Diocese is of utmost importance. Ministerial and financial stability of our parishes is essential to ensuring a future of success and growth.
 - Bringing parishes together into a collaborative model known as a 'Family of Parishes' is the best path forward to create parish vibrancy and mitigate the diminishing number of priests to serve in our Diocese.

Are we in this alone?

As of May 4, 2022, 130 Dioceses in the United States have been contacted to ask how they are responding to similar concerns in their own dioceses. Of the 130 dioceses contacted we spoke with 96.

Of the 96:

- 66 Dioceses have converted to a collaborative model of ministry (Family of Parishes) 68.8%
- 29 Dioceses have no collaborative model in place as of yet. 30.2%



Of the Dioceses that have a collaborative model in place:

- 29 have over 10 years of experience with this model. 44%
- 11 have 5 – 10 years of experience with this model. 17%
- 6 are in their first year of working with this model. 9%

The above data clearly indicated that the Diocese of Buffalo is not alone when it comes to responding to the changing times by adopting a collaborative model solution. We are in good company and have taken on the role of designing what will become a Collaborative Model Consortium of US Dioceses.

Six core member dioceses will assemble at Canisius College to share:

Historical factors that motivated their change

Common obstacles and struggles

Procedural and social dynamics

Early metrics indicating success and need for more improvement,

This work will ultimately be used to determine best practices. This gathering will take place in May of 2022.

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.
(1 Cor. 12: 12)

How to use this playbook

This playbook is a guide to explain how the Family of Parishes function. You will notice that there are 6 Pillar Groups that comprise the functional focus areas for each Family. These Pillar Groups represent the core of the Family Action Plan, and are comprised of specific recommendations and ways to ensure our parishes cooperate, collaborate and share the best of what they have to offer, creating a reverent, vibrant, and successful Family where parishioners can really live their faith.

KEY AREAS WITHIN THE PLAYBOOK:

Families of Parishes Governance and Structure – Deals with the clergy of a Family and how the family will operate with councils and teams to support the work of the Family.

1. **Pillar Groups** – The areas of focus that each Family is required to have as part of their Family Action Plan. Each of these areas have been identified as integral to the success of a Family of Parishes.
2. **Family Leaders** – Positions that are essential within a Family for the Family of Parishes to be successful. How these positions are filled and structured may look different in each Family, but each of these positions must be present within a Family of Parishes.

This playbook is not meant to be comprehensive, but to provide general direction of how the Renewal is to move forward. Our progress must take into account the discernment of the Holy Spirit and how God is continuing to guide us as a Diocese and as Families of Parishes.

To some, it will appear that there is not enough direction in this playbook. To others, it will seem we are giving too much direction. There is a natural tension that is being held regarding the importance of the Renewal, and where expectations are to be shared, but adequate room for individual Family interpretation is allowable.

Further Reading

The pastoral conversion of the Parish community in the service of the evangelizing mission of the Church, by the Vatican's Congregation for the Clergy.

Made for Mission, Renew your parish culture, Tim Glemkowski

FAMILIES OF PARISHES

GOVERNANCE

STRUCTURE

Thus should one regard us: as servants of Christ and stewards of the mysteries of God. Now it is of course required of stewards that they be found trustworthy (1 Cor. 4:1-2).

CLERGY:

- **One Pastor**
- **One or more Parochial Vicars**
- **One or more Deacons**

FAMILY LEADERSHIP:

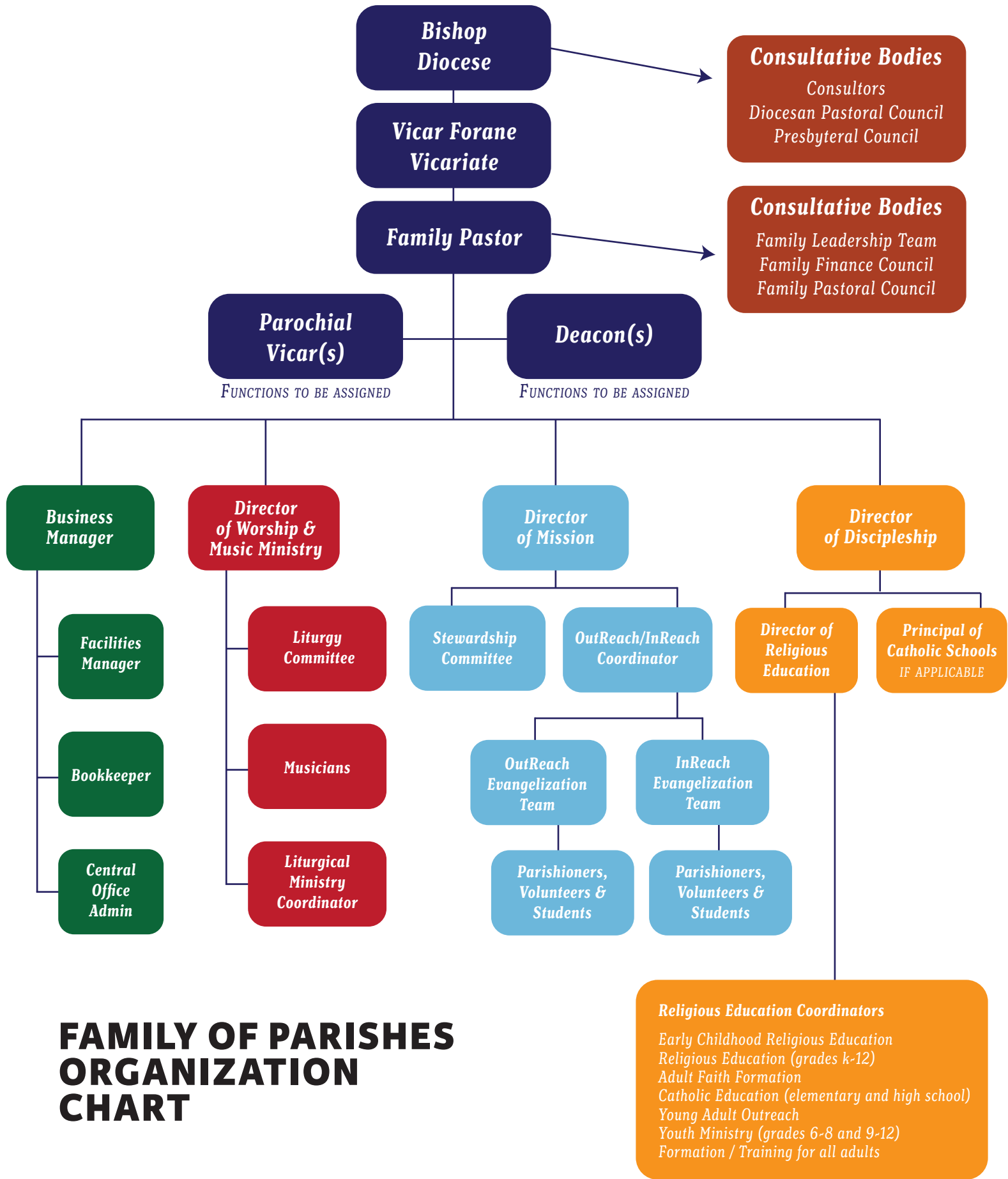
- **Family Pastoral Council**
- **Family Leadership team**
- **Family Finance Council**
- **Regular gathering of Priests**

PARISH LEADERSHIP:

- **Parish Finance Council**
- **Pastoral Council (optional)**

Why are we going to a one Pastor model of leadership in Families of Parishes?

Research from the 66 other Dioceses that are in collaborative models has shown that the better option for management of the Family model is a single pastor model. Further research from CARA at Georgetown University and Villanova – Center for Church Management further support a single pastor model stating that their research has yielded evidence supporting a one pastor model as more beneficial to the future of parish success.



FAMILY OF PARISHES ORGANIZATION CHART

Pastor of a Family of Parishes Expectations

Jesus Christ is the eternal high priest whose mission is to serve God's people. A priest's vocation requires that he is intimately connected with Jesus Christ and the People of God. The function of the Pastor in a Family of Parishes is modeled on ministering to the Family in which he has been assigned as Pastor. The Pastor's primary mission is to bring the People of God to an encounter with Jesus Christ through his priestly ministry, the celebration of the Sacraments, and his teaching authority. Service to God's people within the parish context is of utmost importance so that our parishes are vibrant places in which the faithful can encounter Jesus and grow in their discipleship.

DESCRIPTION:

The Pastor in a Family of Parishes¹ will bring a new vision of parish as Pastor², one in which collaboration, empowerment and balance are essential for success. Encountering Jesus Christ in the priesthood and helping the People of God encounter Jesus Christ is our first and foremost responsibility.³ The Pastor must be equipped to share in Christ's mission of accompaniment with those whom he ministers to. The call to holiness must root and ground the ministry of all priests, most especially the Pastor.⁴ The Pastor must understand that accountability for the Family is not to be equated with sole responsibility for all priestly functions and embrace shared ministry. The Pastor will be expected to lead others by his example in a priesthood that aims to coordinate the pastoral efforts of various members of the faithful, ordained and lay alike, toward the realization of a reformed parish structure better suited to respond to the movement of the Holy Spirit today.⁵ He is accountable for the function of the Family through his sharing in, and coordination of, the responsibilities of parish life.⁶ Creativity in exercising the role of Pastor in each Family situation will be essential, adapting to the specific needs of the Family of Parishes.⁷

VOCATIONAL EXPECTATIONS:

- Priesthood is a vocation; therefore, a Pastor's way of life will guide his ministry. For self-care and balance, a Pastor should strive to keep a healthy work life balance by trying to work within the family an average of 50 hours per week.
- The celebration of the Sacraments within the Family is the concern and care of the Pastor. In collaboration with the other priests within the Family, the Sacramental care of the Family must be of utmost importance.
- The Pastor has a responsibility to exercise his teaching authority with those who have been entrusted to his care. Dedicated time for teaching within the Family is an essential component of the Pastor.
- Governing ministry based upon servant style leadership.
- The Pastor will live in a rectory within the Family.⁸ It is encouraged that the priests of the family reside together. Due to pastoral sensitivity to priestly life and the nature of the family⁹, this is not required but encouraged.
- The expectation for the Pastor is to have appropriate office hours to minister to staff and the family. The suggestion is 15 hours per week.
- The pastor helps to discern the needs of the family, and parishioners, along with the gifts and talents of the leadership team. Appropriate responsibilities for the care of the family are then delegated among the leadership team members.

¹ Code of Canon Law c. 526 §1.

² sic cc. 528, 529.

³ Congregation for the Clergy, instruction *The pastoral conversion of the Parish community in the service of the evangelizing mission of the Church* 35, July 20, 2020.

⁴ Vatican II, decree *Presbyterorum ordinis* (On the Ministry and Life of Priests) 13.

⁵ *The pastoral conversion of the Parish community in the service of the evangelizing mission of the Church* 10.

⁶ Code of Canon Law c. 519.

⁷ *The pastoral conversion of the Parish community in the service of the evangelizing mission of the Church* 16-26.

⁸ Code of Canon Law c. 531 §1

⁹ *The pastoral conversion of the Parish community in the service of the evangelizing mission of the Church* 63, 64.

- Clergy meetings that include all priests/deacons are to be held minimally once a month to foster collaboration and shared ministry.
- The Pastor will attend two leadership courses per year (provided by Catholic Leadership Institute, Diocese, Renewal, or approved course), in addition to continuing education.¹⁰
- Nurture priestly life with other priests within the family.¹¹
- Staff direction minimally one hour per week.
- Minimum of 2 – shared meals per week with the priests in the family.
- Minimum of 2 – liturgy of the hours prayed together as priests in the family.
- Adequate homily preparation time each week, for the professional development of homilies.
- An hour of dedicated time for confession each week established for the convenience of the faithful.¹²
- Attend collaborative ministry, and dedicated Diocesan programming.
- Dedicated prayer/spiritual reading time – (Call to holiness)¹³
- Family Management¹⁴:
 - Monthly
 - » Family Council meetings – 1 hr.
 - » Family Staff meetings – 1 hr.
 - » Parish and Family Finance Council meetings – 1.5 hr.
 - » All clergy meetings – 1 hr.
 - Weekly
 - » Department head meetings – 1 hr. max per week
 - » Priestly leadership meeting – 1 hr. per week

ACCOUNTABILITY AS A PASTOR OF A FAMILY OF PARISHES:

1. The Pastor is accountable to the Bishop who is the Shepherd of the Mission of Diocese and every Family of Parishes.¹⁵
2. Quarterly progress reports on the Family to the parishes in the Family and to the Renewal office. (Support system of Renewal office is in place to assist you in completing this.)
3. Ongoing formation through programming – certain minimum standards for leadership growth and development based on priestly needs.¹⁶
4. Biannual review of Pastor goals, performance and self-care expectations will be shared and reviewed.
5. Viability and Vitality index will be reviewed and assessed appropriately and in a timely fashion that will report to the Vicariate/Vicar and directed by the Renewal Office.
6. The Vicar for Clergy will assist in making sure the Pastor of the Family is supported and is taking proper care of himself.

SELF CARE EXPECTATIONS:

- The Pastor of a Family of Parishes is entitled to 2 days off each week
- Vacation/Retreat/Continuing Education time will follow current Diocesan Guidelines

¹⁰ Presbyterorum ordinis 19.

¹¹ Presbyterorum ordinis 14.

¹² Code of Canon Law c. 986 §1.

¹³ Presbyterorum ordinis 18.

¹⁴ Code of Canon Law c. 532.

¹⁵ sic c. 519.

¹⁶ Presbyterorum ordinis 19.

Parochial Vicar of a Family of Parishes Expectations

Jesus Christ is the eternal high priest whose mission is to serve God's people. A priest's vocation requires that he is intimately connected with Jesus Christ and the People of God. The function of the Pastor in a Family of Parishes is modeled on ministering to his assigned parish. A priest's primary mission is to bring the People of God to an encounter with Jesus Christ through his priestly ministry, the celebration of the Sacraments, and his teaching authority. Service to God's people within the parish context is of utmost importance so that our parishes are vibrant places in which the faithful can encounter Jesus and grow in their discipleship.

DESCRIPTION:

The Parochial Vicar in a Family of Parishes will assist the Pastor in bringing a new vision of parish¹, one in which collaboration, empowerment and balance are essential for success. The encountering of Jesus Christ in the priesthood and helping the People of God encounter Jesus Christ is our first and foremost responsibility.² The Parochial Vicar in their responsibilities must be equipped to share in Christ's mission of accompaniment with those whom he ministers to. The call to holiness must root and ground the ministry of all priests.³ The Parochial Vicar is responsible to the Pastor, should share in collaborative ministry and will often times have specific designated areas of responsibility. The Parochial Vicar assists the Pastor in the success of the Family of Parishes in any way designated by the Family Pastor. Some Parochial Vicars will be given direct accountability for specific areas of ministry by the Diocese.⁴ (*ie: Parochial Vicar of a Family, but accountable for Catholic Schools in the Family.*) Senior Parochial Vicar is a designation of tenure and experience, not necessarily a specific skill set.

VOCATIONAL EXPECTATIONS:

- Priesthood is a vocation; therefore, the Parochial Vicar's ministry should be guided by the Holy Spirit in his life. For self-care and balance, a Parochial Vicar should strive to keep a healthy work life balance by trying to work within the family an average of 50 hours per week.⁵
- A Parochial Vicar should work directly with the Family Pastor to share in the care and concern of the parishioners in the family. Celebrating the Sacraments and accompanying the People of God are of utmost importance to the ministry of a Parochial Vicar.
- The Parochial Vicar is expected to work to ensure that the Pastoral work of the Family reaches beyond the walls of the parishes. (eg. Ministry to sick, evangelization, etc.)
- The expectation is that the Parochial Vicar has appropriate office hours to minister to staff and the family. The suggestion is 15 hours per week.
- Further growth and development is meant to help strengthen the priestly ministry of a Parochial Vicar. Attend four leadership courses per year (provided by Catholic Leadership Institute, Diocese, Renewal, or approved courses), in addition to continuing education.⁶
- Meeting with the Pastor 1 hour per week.

¹ Code of Canon Law, # 528, 529.

² Instruction, "The pastoral conversion of the Parish community in the service of the evangelizing mission of the Church", of the Congregation for the Clergy, 20.07.2020, #35.

³ Vatican II, *Presbyterorum Ordinis*; Decree on Ministry and Life of Priests, #13.

⁴ Instruction, "The pastoral conversion of the Parish community in the service of the evangelizing mission of the Church", of the Congregation for the Clergy, 20.07.2020, #78.

⁵ Code of Canon Law, #550.

⁶ Vatican II, *Presbyterorum Ordinis*; Decree on Ministry and Life of Priests, #19

- Staff/Ministerial, present to staff and help 2 hours per week minimally.
- Direct ministerial involvement with ministries/committees 4 hours per week.
- Liaison for individual parish leadership within the family. (ie. Individual Parish Council)
- Minimum of 2 – shared meals per week with the priests in the family
- Minimum of 2 – liturgy of the hours prayed together as priests in the family
- Adequate homily preparation time each week.
- 2 hour dedicated time in the confessional⁷ per week
- Attend collaborative ministry, and dedicated Diocesan programming
- Dedicated prayer/spiritual reading time⁸
- Family Management:
 - Monthly
 - » Family Council meetings – 1 hr.
 - » Family Staff meetings – 1 hr.
 - » Finance Council meetings – 1.5 hr.
 - » All clergy meetings – 1 hr.
 - Weekly
 - » Department head meetings – 1 hr. max per week
 - » Priestly leadership meeting – 1 hr. per week

ACCOUNTABILITY AS A PAROCHIAL VICAR OF A FAMILY OF PARISHES WILL BE EVALUATED BY:

1. Bishop and Pastor of the Family⁹
2. Goals achieved or reshaped in personal priestly ministry plan, evaluated biannually by Pastor and shared with the personnel office.

SELF CARE EXPECTATIONS:

- The Parochial Vicar of a Family of Parishes is entitled to 2 days off each week
- Vacation/Retreat/Continuing Education time will follow current Diocesan Guidelines

⁷ Code of Canon Law, #986.

⁸ Vatican II, Presbyterorum Ordinis; Decree on Ministry and Life of Priests, #18.

⁹ Code of Canon Law, #545, 547, 548

Parochial Vicar with Specialized Ministry of a Family of Parishes Expectations

Jesus Christ is the eternal high priest whose mission is to serve God's people. A priest's vocation requires that he is intimately connected with Jesus Christ and the People of God. The function of the Parochial Vicar/Specialized Ministry in a Family of Parishes is modeled on ministering to the Family in which he has been assigned. A priest's primary mission is to bring the People of God to an encounter with Jesus Christ through his priestly ministry, the celebration of the Sacraments, and his teaching authority. Service to God's people within the parish context is of utmost importance so that our parishes are vibrant places in which the faithful can encounter Jesus and grow in their discipleship.

DESCRIPTION:

The Parochial Vicar with Specialized Ministry in a Family of Parishes will focus on their specialized ministry, but be assigned to a Family to assist with sacramental ministry. The encountering of Jesus Christ in the priesthood and helping the People of God encounter Jesus Christ is our first and foremost responsibility.¹ The Parochial Vicar with Specialized ministry must be equipped to share in Christ's mission of accompaniment with those whom he ministers to. The call to holiness must root and ground the ministry of all priests.² The Parochial Vicar is responsible to the Bishop and Personnel Office for his specialized ministry but to the Pastor for sacramental ministry within the family, should share in collaborative ministry and will often times have specific designated areas of responsibility if the specialized ministry allows.³

VOCATIONAL EXPECTATIONS:

- Priesthood is a vocation; therefore, the Parochial Vicar's ministry should be guided by the Holy Spirit in his life. For self-care and balance, a Parochial Vicar should strive to keep a healthy work life balance by trying to work within the family an average of 50 hours per week.⁴
- A Parochial Vicar with specialized ministry should work directly with the Family Pastor to share in the celebrating of sacraments of the parishes within the family.
- A Parochial Vicar with specialized ministry has the expectation to live within a rectory in the Family and work within the Family.⁵
- If the specialized ministry is full time, the Parochial Vicar is expected to work within the Family they are assigned, assisting with sacramental ministry when possible. The Pastor and Parochial Vicar with specialized ministry must determine clear expectations and coordinate schedules as appropriate to the individualized situations.
- If the specialized ministry is part time, the Pastor and Parochial Vicar will develop a work plan so clear expectations are set for ministry within the family.
- The Parochial Vicar is expected to work directly with ensuring the Pastoral work on the Family reaches beyond the walls of the parishes. (eg. Ministry to sick, evangelization, etc.)
- Meeting with the Pastor as needed, but contractually agreed to in written form.
- Direct ministerial involvement with ministries/committees as agreed upon with Pastor.

¹ Instruction, "The pastoral conversion of the Parish community in the service of the evangelizing mission of the Church", of the Congregation for the Clergy, 20.07.2020, #35.

² Vatican II, *Presbyterorum Ordinis*; Decree on Ministry and Life of Priests, #13.

³ Instruction, "The pastoral conversion of the Parish community in the service of the evangelizing mission of the Church", of the Congregation for the Clergy, 20.07.2020, #78.

⁴ Code of Canon Law, #550.

⁵ Code of Canon Law, #550.

- Further growth and development is meant to help strengthen the priestly ministry of a Parochial Vicar. Attend 2 leadership courses per year (provided by Catholic Leadership Institute, Diocese, Renewal, or approved courses), in addition to continuing education.
- Minimum of 2 – shared meals per week with the priests in the family
- Minimum of 2 – liturgy of the hours prayed together as priests in the family
- Adequate homily preparation time each week.
- Dedicated time in the confessional
- Attend collaborative ministry, and dedicated Diocesan programming
- Dedicated prayer/spiritual reading time
- Family Management – agreed upon with the Pastor based upon specialized ministry and involvement in the Family.
 - Monthly
 - » Attending clergy meetings
 - Weekly (*in conversation with the Pastor, depending on ministry*)
 - » Priestly leadership meeting

ACCOUNTABILITY AS A PAROCHIAL VICAR WITH SPECIALIZED MINISTRY OF A FAMILY OF PARISHES WILL BE EVALUATED BY:

1. Goals achieved or reshaped in personal priestly ministry plan, evaluated biannually by Pastor/Personnel Office.

SELF CARE EXPECTATIONS:

- The Parochial Vicar with specialized ministry of a Family of Parishes is entitled to 2 days off each week
- Vacation/Retreat/Continuing Education time will follow current Diocesan Guidelines

FAMILY AND PARISH

CONSULTATIVE

STRUCTURES & ROLES

Family Pastoral Council

The Family Pastoral Council is the consultative governing body to guide the work of the Family of Parishes. Each parish within the Family is required to have representation on the Family Council. It is recommended that the representative be from the individual parish council, but this is not required. The work of the family council is meant to guide the decision making of the Pastor of the Family of Parishes.

Family Leadership Team

Creating Family Leadership Teams embodies our collaborative model spirit as it is a form of shared leadership - the practice of expanding the number of people involved in making important decisions related to the Family of Parishes, its overarching mission, operation, and ability to attract new followership.

Family Leadership Teams assist and complement the pastor by adding their unique skillsets to help monitor current realities, create plans for betterment, and evaluate results. They act like executive committees—i.e., they are made up of individuals delegated to make decisions or execute specific responsibilities in the interests of the FoPs and can be made up of parish member trustees, lay leaders, lay ministers, priests, deacons but should not be dominated by clergy. It is recommended that the FLT meets at least once a month.

Family Finance Council

This is a consultative body that provides counsel to the pastor on the finances of the Family. It is an expert group of people specifically selected from each of the parishes in the Family who are designated to be responsible for prudent and disciplined management of all Family finances.

There will be one overarching Finance Council for the Family of Parishes with a minimum of one representative from each parish. It is recommended, but not required, that this representative be from each individual parish's finance council. While each parish will still be responsible for its own financial assets and liabilities, the Family discerns what is best for the whole Family of Parishes and takes care of its members. The finance council would be overseeing and monitoring the financial results of parishes in the Family.

Family Finances

Each parish maintains their own corporate and canonical structure, meaning that each parish maintains their own finances. In the cooperative nature of the Family of Parishes, there will be shared costs and expenses. There will be significant common ministries, outreach and education that will necessitate the sharing of resources. The shared costs, expenses and at times income is what is being referred to as the Family Finances. The Pastor of the Family of Parishes has the responsibility to ensure that all parishes in each Family share in these resources and costs on an equitable basis. This will require internal transparency in finances and financial reporting among parishes within the Family.

Other Consultative Groups

In addition to the above described groups, each Family is free to establish whatever consultative bodies are needed to ensure the success of the Family of Parishes. Each parish is welcome to continue utilizing a pastoral council and any other consultative group they deem appropriate.

SIX PILLAR GROUPS

There are 6 Church Pillars: Liturgy, Spiritual Life, Forming Disciples, OutReach / InReach, Stewardship & Administration. These are the 6 key areas of the Church that require constant planning, monitoring and evaluation within each Family of Parishes and create Family Action Plan.

Liturgy

- Mass Schedules for each parish within the Family
- Sacrament schedule
- Liturgy Committee

Spiritual Life

- Sacramental preparation
- Devotions
- Retreats
- RCIA
- Life in the Eucharist

Forming Disciples

- Religious Education (Kindergarten through grade 12)
- Catholic schools
- Youth Ministry (Grades 6-8)
- Youth Ministry (Grades 9-12)
- Young Adult Faith Formation
- Adult Faith Formation
- Adult Leadership Training
- Inclusive Catechesis
- Family Formation

OutReach / InReach

OutReach

- Any ministry or activity aimed at bringing relief for those who are suffering, while maintaining inclusivity
- Evangelization efforts geared at people who are unchurched and seeking Christ
- Promotion of missionary discipleship to attract new Catholics

InReach

- Ministry to those who are in physical or spiritual need
- Empower parishioners
- Develop a culture of welcome

Stewardship

- Volunteers
 - » Donate time, treasure and / or talent
- Family / Parish hospitality
- Fundraising—Short-term project/budget based needs
- Development—Cultivating long-term financial security
- Any activities that have to do with the above

Administration

- Human Resources
 - » Compensation, benefits & policies
- Safe Environment
- Governing / Family leadership
- Central office
- Processes / On-site Hours
- Personnel
- Budgeting / finances
- Communications
- Data / Reporting
- Security / Compliance

MISSION

SUPPORT

Family of Parishes Business Manager Expectations

The Family of Parishes (FoP) Business Manager is a leadership role in support of the pastor's responsibilities to Family that carries an overall fiduciary responsibility for the management of the FoP business office.

As the head of operations, this person works with the clergy, staff, and volunteers to see that the temporal gifts of the parishioners are prudently accounted for and used to carry out the mission of the Family. Should have:

- BA/BS degree in **Business, Finance, Accounting, or related business discipline**, a general knowledge of maintenance practices and facilities upkeep, and successful experience in a supervisory capacity.
- The ability to develop and maintain **positive relationships** with employees at all levels and strong written and verbal communication skills, including ability to produce clear, concise reports and recommendations and make presentations to varied groups.
- The ability to respect, promote, accommodate, and not be in conflict with the mission, moral and social teachings, doctrines, and laws of the Roman Catholic faith.

Essential Duties and Responsibilities:

GENERAL OPERATIONS MANAGEMENT

- Maintain positive relationships and effective communication between FoPs faith community, various external and internal groups including vendors and outside authorities
- Consult with and advise pastor on business and administrative matters that affect the FoPs
- Responsible for reviewing and determining personnel status
- Solicit and review bids and quotes and negotiate contracts
- If needed, represent the FoPs at certain Family, Vicariate, and Diocesan meetings/functions
- Assist the Pastor in the stewardship of all FoP resources in collaboration with the Family Finance Council, the Family Pastoral Council and the Family Stewardship Committee
- Supervise any major construction, improvement or repair projects
- Ensure the technology needs of the parish are met

HUMAN RESOURCES

- Direct and supervise all office staff, including maintenance and safe environment staff
- Coordinate the process of performance appraisals on at least an annual basis for all Family personnel in collaboration with the Pastor
- In collaboration with the pastor, establish and implement personnel policies
- Establish, provide and/or conduct employee training for all staff
- Process new hire / termination paperwork
- Responsible for handling risk management issues and working with the Director of Safe Environment

FINANCE & ACCOUNTING

- Ensure the financial records of the parish are kept in proper order and all appropriate reporting takes place in a timely manner
- Direct the preparation of the Annual Budget
- Oversee the Annual Audit
- Ensure financial accountability and stewardship policies and procedures are implemented and maintained
- Provide support and direction to the Stewardship Committee for stewardship drives, functions and other development activities and programs

OTHER DUTIES

- Functions as a key resource and supporting team member for all Family activities and events
- Provides leadership
- Attends major Family committees/council meetings (Family Council, Family Finance Council, Building, and other meetings as appropriate or needed)
- Executes other duties as assigned by the pastor

Job Requirements

REQUIRED QUALIFICATIONS

- Strong knowledge and understanding of the teachings and mission of the Church
- Bachelor's Degree in Business, HR, Accounting, or related field 3 years+ previous experience managing similar responsibilities and employees
- Excellent Computer skills – familiar with most popular applications such as, Microsoft Office, Excel, and QuickBooks software
- Solid business operational experience
- Experience in general accounting processes
- Experience with, and a working knowledge of, the budget process including the ability to assist other staff members in this area
- Demonstrated skills and abilities as a servant leader
- Must be able to work and relate well with other staff and parishioners
- The ability to delegate appropriate responsibilities to other staff
- Must understand the importance of serving parishioners and the community
- Must possess the ability to easily interact and relate with a wide assortment of personality types

PREFERRED QUALIFICATIONS

- Catholic Church management experience
- Church management certification and/or CPA with non-profit accounting experience
- Working Environment
- This position will mostly take place during regular Family of Parishes center hours but may require some occasional additional evening/ weekend hours during busy periods.

Director of Worship & Music Ministry Expectations

The Director of Worship/Music Minister is a professional musician who holds specialized credentials in music and has a thorough understanding of Roman Catholic liturgy. This person of faith is responsible for the effective planning, coordination, and execution of worship within the liturgical celebrations of the parish. He or she is gifted with a vision of how a local Church can develop its potential to realize that the celebration of the Mass is the source and summit of all Catholic worship.

“... Every liturgical celebration... is a sacred action surpassing all others” (Constitution on the Sacred Liturgy, #7). Obedient to Christ and to the Church, we gather in liturgical assembly, week after week. As our predecessors did, we find ourselves “singing psalms, hymns and spiritual songs with gratitude in [our] hearts to God.” This common, sung expression of faith within liturgical celebrations strengthens our faith when it grows weak and draws us into the divinely inspired voice of the Church at prayer. Faith grows when it is well expressed in celebration. Good celebrations can foster and nourish faith. Poor celebrations may weaken it. Good music “make[s] the liturgical prayers of the Christian community more alive and fervent so that everyone can praise and beseech the Triune God more powerfully, more intently and more effectively.” (Sing to the Lord; Music in Divine Worship, #5)

Desired Qualities

THE DIRECTOR OF WORSHIP/MUSIC MINISTRY IDEALLY IS...

- A person who is able to lead others to Jesus through their ministry
- Someone who can lead those who assist in worship and music in prayer
- Someone who incorporates prayer into their ministry and its implementation

The person must be able to work effectively with other ministries/ministers, must be a person of communion who works to build up the parish leadership. Effective functioning of this ministry requires that the person is sensitive to the cultural experience of parishioners, and understands their spirituality and worship life.

REQUIRED RESPONSIBILITIES

Ministry of Administration

THE DIRECTOR OF WORSHIP/MUSIC MINISTRY:

- Collaborates with the Pastor, under his supervision, and with other members of the parish staff, integrating his or her own area of responsibility with the overall parish endeavor.
- Directs the parish music program, selects and plans music in cooperation with the Worship/Liturgy team for use in parish liturgies.
- Provides leadership in areas related to liturgical music, e.g., selects and develops participation aids for the congregation, selects and maintains musical instruments, coordinates services and schedules of parish and/or guest musicians, vocalists and cantors.
- Assures copyright permission and subscriptions for all music materials is properly obtained and promptly renewed on a recurring basis through coordination with the Business Manager.
- Coordinates the obtaining of guest musicians and vocalists for special liturgical or holiday events, negotiates their fees and promptly advises the Business Manager in writing as to the event date(s) and dollar amount(s) of payment due immediately after they have performed the event(s) so that they are paid within 10 business days.
- Prepares and manages the budget for the parish music program in collaboration with the Business Manager and Pastor.
- Collaborates with other staff members in the coordination of liturgies and works with the appropriate overseer, e.g., DRE, Youth Minister, etc., to coordinate and ensure appropriate music for all parish sacramental celebrations, and provides them with consultation and needed assistance. This does not mean the Worship Director/Music Director is responsible for playing all religious education services, but coordinates their proper implementation.
- Promptly advises the Business Manager in writing of all funerals and weddings that require payment of a bench fee (to the

director and/or substitute) so that the fees are paid in the next payroll period or within 10 business days after they are earned.

- Is expected to conduct business, on campus during normal, parish business hours when appropriate as well as being in attendance for all appropriate liturgies, meetings and practices, however the musician is entitled to two days off per week.
- Whenever possible it shall be the director's responsibility to provide replacement musicians whenever they are unavailable. The fee to pay for the replacement is to be established per event in coordination with the Pastor and Business Manager.
- The director shall promptly notify the Business Manager in writing whenever an additional or substitute musician or vocalist needs to be compensated so that they are paid within 10 business days of their event. The director will also request from new and non-established musicians or vocalists that they provide their home and email addresses, phone number and social security number to the Business Manager so that the parish can provide them with proper year-end 1099 tax forms.

Ministry of Worship

THE DIRECTOR OF WORSHIP/MUSIC MINISTRY:

- Brings those present for all liturgical services to deepen their relationship with Jesus Christ through well planned, coordinated and effective liturgies with quality music.
- Coordinates, helps to plan, prepare and implement effective music and worship experiences for all Sunday liturgies, and other major celebrations, including weddings, funerals, etc.
- Builds repertoire and encourages participation of the parish community in singing at various liturgies.
- Acts as a consultant to parishioners for planning sacramental liturgies, e.g., weddings, funerals, etc.
- Attends and works with the monthly worship/liturgy committee meetings to help foster good liturgy in the parish.

Ministry of Education

THE DIRECTOR OF WORSHIP/MUSIC MINISTRY:

- Invites, motivates, and trains all parish ministers of music (whether volunteer, stipend, or salaried).
- Provides liturgical formation, music education, and practical preparation for liturgical celebration for cantors/leaders of song, choral, and instrumental groups.
- Serves as a consultant for parish concerns regarding music, helping to educate staff, ministers of music, and congregation in developing their potentials to understand the role of music in worship and to celebrate liturgies of musical quality.
- Keeps abreast of current developments in liturgy and in music, and directs music ministers to available training workshops, and formational opportunities.

Ministry of Pastoral Services

THE DIRECTOR OF WORSHIP/MUSIC MINISTRY:

- Is visibly present at principal parish events, keeping attuned to the living faith and real concerns of parishioners.
- Is visibly present during the week to collaboratively work with the Pastor, parish staff, and parishioners in developing quality liturgies that meet the specific needs of the parish.
- Is available to meet with those seeking liturgical planning assistance during normal rectory business hours on parish property.
- Cooperates with the parish staff and Pastor in recruiting needed musicians, and attempts to involve newcomers and a broad spectrum of parishioners.
- Works to foster unity among all parish musicians, and to create a spirit of harmony with the presider and other liturgical ministers.
- Promotes good public relations both within and beyond the parish, and is involved in ecumenical, cluster, Vicariate, and Diocesan networks of professional peers.
- Is responsible for all General Intercessions at Liturgy and all mass intentions, welcome, and announcements.
- Will coordinate all liturgical schedules, including altar servers, Eucharistic ministers, and lectors and will make sure ushers

know when collections are taken up.

- Will coordinate parish website and social media.

REQUIRED COMPETENCIES AND EDUCATION

THE DIRECTOR OF WORSHIP/MUSIC MINISTER:

- Is knowledgeable and comfortable with planning and implementing various worship experiences in the Roman Catholic Liturgy.
- Must be able to work collaboratively with other musicians, coordinating and providing assistance with pastoral staff where needed.
- Is knowledgeable of and comfortable with Church music literature in all forms and styles for the congregation, choirs (adult, teen and children), vocalists, and instrumentalists.
- Is proficient in liturgical principles.
- Has a thorough understanding of the musical, liturgical, and pastoral judgments which must be made in selecting music for liturgy.
- Is proficient and degreed in at least one performance area. (e.g., organ, keyboard, choral, voice).
- Must be knowledgeable and competent in selecting and playing organ and piano repertoire and must be able to utilize both the organ for liturgies.
- Has a basic working knowledge of PC's and PC applications including Microsoft Office, the Internet and Internet-based email (e.g. Gmail, Yahoo etc.)
- Minimally, a Bachelor's Degree or equivalent is required with the equivalent of a Master's Degree in music and liturgy preferred.

Family of Parishes Director of Discipleship Expectations

The Family of Parishes Director of Discipleship is a leadership role that has oversight responsibility and in some cases direct responsibility for the following areas of Discipleship:

AREAS OF DISCIPLESHIP

- Early Childhood Religious Education
- Religious Education (grades kindergarten through grade 8)
- Religious Education (grades 9 through 12)
- Adult Faith Formation
- Catholic Education (elementary and high school)
- Young Adult Outreach (ages 18-39)
- Youth Ministry (grades 6-8 and 9-12)
- Formation and training for all adults

Since this is primarily a supervisory position, the candidate must demonstrate the ability to competently manage and continually form both volunteer and paid staff in the ministry of missionary discipleship and work collaboratively with the Pastor and Family Team.

To maximize effectiveness, the Family must integrate the full complement of the above mentioned areas of Family life in a cohesive and unifying way.

ESSENTIAL DUTIES AND RESPONSIBILITIES:

- Identify programs and initiatives that will foster missionary discipleship across all areas of discipleship
- Use recommended resources provided by the Diocese of Buffalo
- Supervise and lead appropriate staff; hold regular staff meetings
- Create and provide formation for appropriate committees/working groups to address each of the areas of discipleship
- Provide and encourage initial and ongoing formation for all staff at all levels
- Personally participate in formation and self-development opportunities
- Take advantage of recommended programs and initiatives offered by the Diocese of Buffalo and its collaborators
- Inform parishioners of these recommended programs and initiatives
- Consult regularly with the Family Pastor and Family Team

THE DIRECTOR OF DISCIPLESHIP WILL:

- Be a practicing and engaged Catholic with at least a Bachelor's degree in Religious Education, Theology, or related area plus a minimum of five years successful experience in parish and/or diocesan work
- Work flexible hours depending upon the requirements of the position within the Family
- Be open to working at various sites and be able to travel as needed
- Have strong knowledge and understanding of current trends and practices
- Provide strong leadership in the area of discipleship
- Work collaboratively with staff, committees, parishioners, and Family leaders
- On a regular basis, evaluate and assess the work of discipleship within the Family

Family of Parishes Director of Mission Expectations

The Family of Parishes (FoP) Director of Mission is a leadership role in support of the Church's call to be missionary disciples. This person will establish and oversee all committees that will help to make a good parish into a vibrant community.

The Director of Mission is accountable for executing the plans and activities set forth within the Stewardship and OutReach / InReach Pillar sections of the Family Action Plan. (see page 21)

ESSENTIAL DUTIES AND RESPONSIBILITIES:

- Enact the plans set forth in the Stewardship and OutReach / InReach Pillars. (see page 13)
- Be knowledgeable of the Diocesan Evangelization Framework and the Diocesan Schema for Evangelization
- Help share and implement the vision for evangelization using:
 - » Living as Missionary Disciples
 - » The Joy of the Gospel
 - » Other USCCB resources
- Research and recommend quality resources
- Work closely with the diocesan Director of Renewal Mission
- Create committees to address specific needs in the area of evangelization
- Empowering active Catholics to missionary discipleship
- Reaching out to non-practicing Catholics
- Evangelizing the unchurched
- Creating a culture of welcome in the family of parishes
- Work closely with those involved in direct services and social service agencies.
- Determine the continuous needs of the FoP
- Work in consultation with all directors in your FoPs and directors of other FoPs within your vicariate

JOB REQUIREMENTS:

- Active member of the Catholic Church
- Strong knowledge and understanding of the teachings and mission of the Church
- Recommended BA / BS Degree
- Loves the faith and all God's people
- Demonstrated skills and abilities as a servant leader
- Must be able to work and relate well with other staff
- The ability to trust and delegate appropriate responsibilities to their team and to collaborate with other committees

Family Action Plan

They devoted themselves to the teaching of the apostles and to the communal life, to the breaking of the bread and to the prayers. Every day they devoted themselves to meeting together in the temple area and to breaking bread in their homes. They ate their meals with exultation and sincerity of heart, praising God and enjoying favor with all the people. And every day the Lord added to their number those who were being saved.

(Acts of the Apostles 2:42,46-47)

As Families enter the six month Activation Phase, the parishes begin by forming Pillar Groups to make decisions, prepare and plan for Inauguration as a Family. The recommendations for each pillar group will be used to form the Family Action Plan.

Each Family Action Plan will have strategic goals, expectations and time frames to be achieved as a Family from year to year. This Family Action Plan will be evaluated on a quarterly basis to determine the Family's progress.

Family Leadership Team, Family Pastoral Council and Family Finance Council will review and evaluate progress of short-term, intermediate and long-term goals on a quarterly basis. These plan results will be reviewed annually by the Renewal office to ensure accountability of the viability and vitality of the Family of Parishes.

Most importantly, the Family Action Plan will define an evangelization plan to guide the Family to invite, welcome and foster discipleship within each parish within the Family.

The Family Action Plan is a way for the parishes within a Family to unify common goals and approaches of how to build trust, cooperation and collaboration around the Family Action Plan.

Glossary of Terms

- Accountability:** A person who accepts the ownership of the successful completion of a task(s) or the achievement of expected positive outcome(s). This person may delegate certain responsibilities to other parties, but still holds the *accountability* for the overall success of the project.
- Accountability Meeting:** A regular gathering of Clergy within the Family of Parishes to ensure the progress of the 6 Pillar Groups are being carried out in the Family.
- Activation Phase:** This 6-month phase terminates at the Inauguration date of the Family. During this critical time, Pillar Groups form within the Family and begin to collaborate, developing a 3-year working plan within each Pillar of the Family. In addition, the development of a Family Pastoral Council (FPC) and Family Action Plan (FAP) are equally important aspects of this phase.
- Business Manager:** The Family of Parishes (FoP) Business Manager provides a supportive leadership role to the Pastor regarding the administrative responsibilities of the Family. This position has the overall fiduciary responsibility for the management of the FoP business office. As the head of administrative operations, works with the clergy, staff, and volunteers to see that the temporal gifts of the parishioners are prudently accounted for and used to carry out the mission of the Family.
- Chaplain:** A priest or deacon with a specialized ministry that provides ministerial leadership to a specific area of responsibility. (ie: Hospital, Catholic school)

Glossary of Terms

- Director of Discipleship:** The Director of Discipleship within the Family of Parishes is a leadership role that has oversight responsibility and in some cases direct responsibility for Catholic Education and Faith Formation.
- Director of Mission:** The Family of Parishes (FoP) Director of Mission is a leadership role in support of the Church's call to be missionary disciples. The person will establish and oversee all committees that will help to make a good parish into a vibrant community. Since both pillars (Stewardship and OutReach/InReach) involve recruiting and coordinating the work of volunteers, the Director of Mission will need to work closely with the Director of Discipleship. Together, they will ensure the experience of each volunteer is spiritual, positive, and builds the volunteer's relationship with Christ.
- Director of Worship and Music Ministry:** Director of Worship/Music Ministry is a professional / credentialed musician specializing in Roman Catholic Liturgy. This person of faith is responsible for planning and coordinating appropriate music for liturgical celebrations throughout the Family. This would include effectively recruiting musicians and matching them with the intended musical style for each Mass congregation. He or she is gifted with a vision of how a Family Faith Community can develop its spiritual potential by participating more fully in every celebration of the Mass, which is the source and summit of all Catholic worship.
- Disciple Maker Index (DMI) Survey:** A tool used by Catholic Leadership Institute (CLI) to assess parish strengths, challenges and areas of growth. This tool will help parishes develop their Family Action Plan (FAP).
- D-V-F Alignment Structure:** The Diocesan-Vicariate-Family Alignment Structure refers to the alignment structure that provides a strategic means to guide and unify personnel, processes, and results at all 3 levels (Diocesan, Vicariate and Family). This alignment creates new workgroups of people with diversified thoughts who focus, collaborate and share the responsibility for the work and innovation needed within each of the six pillars.
- Family Action Plan:** The Family Action Plan is the aggregate of the goals, strategies, expected outcomes and methodologies for each of the FoP's 6 Pillars. Creating and implementing such a tool to guide these activities for years 1, 2 and 3 will help the FoP reach a vibrant future, create vitality and achieve fiscal responsibility. The FAP will also create a culture of intentional progress to replace last minute reactionary decisions and less effective actions.
- Family Finance Council:** This is a consultative body that provides counsel to the pastor on the finances of the Family. It is an expert group of people specifically selected from each of the parishes in the Family who are designated to be responsible for prudent and disciplined management of all Family finances. There will be one overarching Finance Council for the Family of Parishes with a minimum of one representative from each parish. Each Parish will still maintain their own Parish Finance Council.

Glossary of Terms

Family Leadership Team:	The Family Leadership Team (FLT) assists and complements the pastor by adding their unique skillsets to help monitor current realities, create plans for betterment, and evaluate results. They act like executive committees—i.e., they are made up of individuals delegated to make decisions or execute specific responsibilities in the interests of the FoPs and can be made up of parish member trustees, lay leaders, lay ministers, priests, deacons, but should not be dominated by clergy. It is recommended that the FLT meets at least once a month.
Family Pastoral Council:	The Family Pastoral Council (FPC) is the consultative governing body to guide the work of the Family of Parishes. Each parish within the Family is required to have representation on the Family Council. It is recommended that the representative be a member of an individual parish council, but this is not required. The work of the family council is meant to guide the decision making of the Pastor of the Family of Parishes. The date in which a designated group of parishes begins functioning as a Family. This ends the activation phase for this particular Family of Parishes.
Inauguration Phase:	The date in which a designated group of parishes begins functioning as a Family. This ends the 6-month Activation Phase for this particular Family of Parishes. It's not unusual that there may still be residual work to be completed in the beginning of the Inauguration Phase.
Initiation Phase:	The phase when a Family of Parishes is informed of a specific activation start date. In the Initiation Phase, parishes begin the preliminary work to prepare for the Activation Phase.
In Solidum:	A team of priests in the provision of 1983 code of Canon Law, which resembles ancient models of Pastoral care. This model of Pastoral care is viewed as a practical way of promoting pastoral responsibility, as well as fostering a greater sense of the presbyterium, among the priests of the diocese. All Pastors In Solidum have the powers granted to a pastor by law. These are to be exercised, however, under the direction of the Moderator. Please reference Canons 517, 542 and 543
Moderator:	In the In Solidum model, a group of priests share responsibility for a Family of Parishes, with help from deacons. One priest among the group will serve as a “moderator” for the family. Although priests may primarily minister at one or two parishes, they will share responsibility for every parish in the family. The Moderator alone represents the juridic affairs the parish or parishes entrusted to the group of priests.
Parochial Vicar:	Priest assigned to assist the Pastor in a Family with specific areas of delegated accountabilities and assigned responsibilities within the Family.
Parochial Vicar with Specialized Ministry:	Priest assigned to assist the Pastor in a Family with specific areas of delegated accountability that may be outside of the Family. Furthermore, this priest is also assigned to assist with scheduled liturgies within the Family.

Pastor:	Leader of the Family of Parishes and Pastor of each Family member parish.
Pillars:	There are 6 Church Pillars: <i>Liturgy, Spiritual Life, Forming Disciples, OutReach / InReach, Stewardship & Administration</i> . These are the 6 key areas of the Church that require constant planning, monitoring and evaluation within each Family of Parishes.
Pillar Group:	A team of experts dedicated to working collaboratively to construct, monitor and evaluate the plan within each of the 6 Pillars.
Renewal Representatives:	Those appointed by the Pastor/Administrator to represent the individual parishes in relaying information about the Renewal to the parish.
Renewal Representatives' Key Responsibilities:	Stay informed and relay/communicate Renewal updates to parishioners, help the Family Pastor to form pillar groups by recommending individuals, be involved in a pillar group, participate in Alpha trainings and Life In The Eucharist (LITE), and encourage parish to say the Renewal Prayer.
Responsibility:	Accepting a responsibility requires a person to take control over something or someone.



*In every age, O God, you have called us to be your people, to be your Church.
In this time, we begin anew to discern the pathways that will lead us, your
people, closer to you.*

*Continually Bless our journey as we proclaim your Good News, celebrate your
saving presence among us, serve others with charity and justice, and steward
the world you have entrusted to our care. Send your Spirit to lead and guide our
Emmaus journey as we commit ourselves to the renewal of our Church.*

*This we ask through Christ our Lord.
Amen.*