

## **A Vision for Parish Leadership**

### **Holy Family Catholic Church South Pasadena, California**



*“Holy Family Church is a welcoming Catholic Eucharistic community of disciples connecting faith with life and reaching out to those in need.”*



January 22, 2007

Dear Parish Leaders:

Wise counsel urges us to reflect on a long-range plan for future leadership at Holy Family.

The attached volume is a gospel. It is good news. The gifts we gratefully share demand that we exercise a prudent stewardship into the future. The optimistic culture of Holy Family is born out of the faith, the prayer and the generous servanthood of our people. We now stand in a place of defining and claiming our future. The prophetic leadership of Cardinal Mahony invites us to think in this manner. Our reflections and aspirations will be guided by the policies of the Archdiocese.

"A Vision for Parish Leadership" was initiated by the Pastoral Council and the pastor. It represents the diligent work of numerous, dedicated volunteer leaders and our exceptional staff. Over the next few years we must anticipate a change in leadership at Holy Family. It is our responsibility and our challenge to share in a protocol of succession which is methodical and orderly. This will confirm the continued presence of our priests at Holy Family.

It will be well for us to anticipate the future, to belong to the growing and changing which are inevitable, rather than surrender to the unknown and unpredictable. This journey is a pilgrimage, a walk in faith, and the only assurance we have is the manner in which we gather in prayer and charity and submit ourselves to the power of the Holy Spirit working in our living church.

We will be sustained by our prayer for one another.

Sincerely,

A handwritten signature in blue ink, appearing to read "C. Connolly".

Msgr. Clement J. Connolly  
Pastor

A handwritten signature in blue ink, appearing to read "Gardner Barker".

W. Gardner Barker  
Chair, Pastoral Council

**Pastoral Council:** Marla Alders, Teresa Aubert, Gardner Barker, Ann Flynn, Krista Haas, Terry Nally, Gina Osti, Bill Overell, Chris Pedroza, Michael Reilly, Ted Shaw Libby Vracin, Msgr. Clement Connolly and Karl Holtsnider.

**Parish Leadership Planning Committee:** Teresa Aubert, Gardner Barker, Julie Condon, Karl Holtsnider, Angela Howell, Peter Moore, Bill Overell, Chris Pedroza, Michael Reilly, Connie Rivera, Richard Ward.

**A Vision for Parish Leadership  
Holy Family Catholic Church  
South Pasadena, California**

**TABLE OF CONTENTS**

Summary .....	1
Context and Climate for Planning .....	4
Historical Background .....	5
Holy Family Church Today .....	6
Lay Leadership at Holy Family Church .....	6
Parish Leadership Plan .....	7
Implementation of Parish Life Director Model.....	8
Timeline for Implementation.....	11
Conclusion .....	12
Appendix A – Job Descriptions.....	i
Appendix B – Committee Plans.....	xii
Appendix C - Plan Committees and Members.....	xvii
Appendix D - Information Resources.....	xviii

## **A Vision for Parish Leadership Holy Family Catholic Church South Pasadena, California**

### **SUMMARY**

Holy Family Church has undertaken an extensive and comprehensive study of models of leadership in order to discern the best future for this parish community. The study was undertaken in response to the mandate from the 2003 Synod of the Archdiocese of Los Angeles and in response to the changing realities of the Church in our Archdiocese.

In considering the future of Holy Family Parish, we recognize and celebrate the important role of our priests in ministering to our people and in providing a vibrant pastoral, sacramental and liturgical life for the parish. Holy Family is also a parish with a long tradition of lay participation. The Pastoral Letters “Serving Shoulder to Shoulder”, “As One Who Serves”, “As I Have Done For You” and the Synod documents “Gathered and Sent”, support a new vision for the Church. This vision is grounded in an ecclesiology that invites all who are baptized to serve our Church and world in faith, justice, love and compassion. We at Holy Family embrace this vision of our Archbishop and willingly accept the responsibilities of this invitation. Proactive and intentional planning has led to our consideration of new ways to ensure vibrant parish leadership.

Through dialogue and discernment, the parish leadership and community have determined that the institution of a *Parish Life Director* to lead Holy Family Church would be beneficial to both the parish and the Archdiocese. In this model, a Parish Life Director works in collaboration with a *Senior Priest/Priest Minister*, a Business Manager, pastoral care staff members and parishioners, to realize the mission of the parish. This model supports the size, needs and culture of our parish. Directed by the authority of the Cardinal Archbishop of Los Angeles, Holy Family Parish would implement this new model of church leadership in collaboration with our Regional Bishop and in accordance with the Code of Canon Law. In addition, the parish would plan and support a successful transition to this new model of leadership.

In developing the proposed plan, the parish embarked on an extensive evaluation that extended over three years, including:

- Parish participation and representation in the Synod process
- Parish-wide evaluation and strategic planning
- Survey of parishioners
- One-on-one interviews with parishioners
- Parish town hall meetings
- Institution and regular meetings of a Pastoral Council
- Institution and regular meetings of ministry Commissions
- Collaboration with the Finance Council
- Extensive research and survey of parishes and dioceses throughout the United States
- Meetings with representatives of the Archdiocese of Los Angeles

In August 2005, a Parish Leadership Planning Committee of the Pastoral Council was charged to research and develop a plan. This yearlong consultative process, involving interviews within our Archdiocese, as well as with parishes throughout the United States, was extremely instructive. Most especially, Holy Family is appreciative to Bishop Gabino Zavala, Bishop Gerald Wilkerson and Sr. Carol Quinlivan CSJ, for their collaboration, wisdom and encouragement.

### **Canon Law and the Parish Life Director Model**

The Archdiocese of Los Angeles is proactive in reviewing and considering new structures of leadership to ensure that such structures are in accordance with the Code of Canon Law. The proposed Parish Life Director structure, as initiated by the Archdiocese of Los Angeles, is supported under Canon 517, §2.

### **New Parish Leadership Model**

#### **Parish Life Director**

The Parish Life Director is a vocational minister who is appointed by the Cardinal Archbishop and entrusted with the leadership of a parish that includes a Senior Priest/Priest-Minister. The Parish Life Director has the responsibility for providing for the overall day-to-day pastoral care and administration of a parish. Sacramental ministry is reserved for the clergy by the norms of Canon Law. Together with the priest(s), the Parish Life Director enables and empowers the community to be a faithful witness to Jesus Christ and of the Kingdom of God. The Parish Life Director is accountable to the Cardinal or his delegate.

Through the leadership of the Parish Life Director, the various ministries of the parish are coordinated. As the leader, the Parish Life Director responds to the diverse needs of the parish. The Parish Life Director is understood to be a unifying presence within the faith community. *For a detailed position description, refer to Appendix A, p.i.*

#### **Senior Priest/Priest Minister**

The Senior Priest/Priest Minister shares responsibility with the Archbishop, the Parish Life Director and the parish staff to serve the needs of the parish community. He provides both spiritual and pastoral leadership and nourishes faith life primarily through Eucharistic Liturgy and other sacramental celebrations.

The purpose of the Senior Priest/Priest Minister position is to ensure that the liturgical and sacramental needs of a parish faith community are met. He may have other pastoral duties that are mutually agreed upon with the Parish Life Director. The Senior Priest/Priest Minister receives the faculties of a Parochial Vicar and is assigned to the parish by the Archbishop. *For a detailed position description, refer to Appendix A, p.vi.*

## **Transition to the Parish Life Director Model**

It is essential to fully educate the parish about the leadership changes and integrate the Parish Life Director into the church community.

To accomplish these goals, a two-phase plan will be implemented.

### **Phase 1**

In the first phase, the position will be entitled *Director of Parish Ministries*. The Pastor will transfer to the Director of Parish Ministries the responsibilities which are the same as those of a Parish Life Director; however, the Pastor maintains Canonical authority for the parish.

The Parish Administrator will transfer his responsibilities to the Director of Parish Ministries and will become a consultant reporting to the Director of Parish Ministries.

During this phase, the Director of Parish Ministries will report to the Pastor and will have meetings scheduled with the Regional Bishop and with the Office of Parish Life.

Phase 1 will be a period of *Consent*: mutual evaluation between the Director of Parish Ministries, Holy Family Church and the Archdiocese. In Phase 1, upon mutual consent and discernment facilitated by the Evaluation Committee and Pastor, there would be a recommendation to the Cardinal for appointment as Parish Life Director.

### **Phase 2**

In the second phase, upon appointment by the Cardinal, a *Parish Life Director* would assume the full Canonical duties and responsibilities. The new Parish Life Director will be invested in a formal ceremony. The appointment will be made according to the norms of the Archdiocese and within the guidelines set forth in the job description for a Parish Life Director. The Parish Life Director will be accountable to the Regional Bishop or his designee in accordance with Canon Law.

The Pastor will become Senior Priest/Priest Minister and will work with priests assigned to the parish to fulfill the pastoral, liturgical and sacramental life of the parish.

The Parish Life Director will be accountable to the Regional Bishop or his designee in accordance with Canon Law

The *Parish Life Director* and the *Senior Priest/Priest Minister* will support and enable the parish to fulfill its mission to be a “*welcoming Catholic Eucharistic community of disciples connecting faith with life and reaching out to those in need.*”

## CONTEXT AND CLIMATE FOR PLANNING

Historically, whenever there is a cultural paradigm shift, a corresponding spiritual paradigm shift also occurs. Vatican II represented this type of shift, as the Church responded to the signs of the time and embraced the invitation to renewal. Today the Church is challenged to respond to an increasingly complex and diverse world environment. Once again, a new spiritual paradigm is called for to meet the needs of the faithful

As people of faith, we have a choice to make. We can react to pressures outside our control or, inspired by our Cardinal, we can respond to movements of the Holy Spirit from within our community and take decisive actions that will allow us to share in claiming our future. It is in this proactive spirit, and in solidarity with the initiatives of the Synod, that Holy Family Church embarked on a yearlong self-study and planning process to determine the best model of leadership for the future of our parish.

Cardinal Roger Mahony, in his Pastoral Letter “As I Have Done For You” published April 20, 2000 states, “I pledge my support to the priests, religious and laity as we move together to meet the needs of our local Church, working to reshape ministerial structures so that they allow for a more collaborative and inclusive exercise of ministry.” This pledge of confidence has led the local Church to embark on a reflective process of assessment and visioning.

Seven years after this Pastoral Letter, we are witnessing concrete signs of the parish life envisioned by Cardinal Mahony. The local Catholic newspaper has reported regularly on the changing paradigm of leadership as it has evolved in the Church. In the September 8, 2006 issue of *The Tidings*, the feature story described the growing trend towards the appointment of Parish Life Directors. As *The Tidings* outlined, a Parish Life Director works collaboratively with a Priest Moderator and the lay leadership of the parish to realize the vision and care for the pastoral needs of the parish. In this new model of leadership, the Parish Life Director is the central leader of the parish, the one that makes day-to-day decisions and empowers other people to use their gifts in the mission of the Church.

In the fall of 2006, Cardinal Mahony published an important Pastoral Letter, “Serving Shoulder to Shoulder”. In this Pastoral Letter, he explains in detail how Parish Life Directors will serve the Archdiocese of Los Angeles. Specifically, the document outlines the responsibilities of the Parish Life Director position and recommends personal, professional and pastoral qualities and competencies desirable for this position. An excerpt of this document was published in the November 3, 2006 issue of *The Tidings*. Full copies of this document are available to all Holy Family parishioners.

As of November 2006, there have been four Parish Life Directors installed in the Archdiocese of Los Angeles. As the number of available priests continues to decline, the indicators are that more and more parishes will be led by Parish Life Directors. Although this leadership model is not intended for all parishes, it acknowledges the gifts and

potential for trained lay ecclesial leaders. Cardinal Mahony states, “I am committed to the implementation of this form of parish leadership, which is not a stopgap measure or temporary solution to the diminishing number of priestly and religious vocations.”

While the position of Parish Life Director is relatively new to the Archdiocese of Los Angeles, this model of parish leadership has been successfully implemented throughout the United States. In California, the Diocese of San Bernardino has installed a number of lay leaders who collaborate with priests to serve the diocese. In Los Angeles, the Archdiocesan Office of Parish Life directs the Parish Life Director program.

As a result of a comprehensive yearlong parish study, the leadership of Holy Family Church believes that the transition to a Parish Life Director is the most appropriate and innovative option for our complex and vibrant parish.

## **HISTORICAL BACKGROUND**

As the numbers of available priests have declined within the Archdiocese of Los Angeles, the job of assigning pastors and priests has become increasingly difficult. Addressing this reality and supported by the Pastoral Letter “As I Have Done For You” and in its documents “Gathered and Sent”, the 2003 Synod concluded that improved structures for participation and accountability were necessary for the future viability of the local Church.

Synod Pastoral Initiative II states, “If all the baptized are to share in the Church’s mission, then the structures of Church life and governance must be renewed, and some new structures established, to allow for the greatest degree of participation on the part of the greatest number of the baptized.” The first pastoral strategy for this initiative states, “In view of the declining number of priests available to serve as pastors, a comprehensive study, including consultation with laity, regarding parish consolidation, clustering, the creation of new parishes, and staffing by combinations of clergy and lay ministers appropriate to each parish, is to be undertaken, and a plan developed and implemented.”

In response to this Synod mandate, in the spring of 2006, each parish in the Archdiocese submitted a “Report on Parish Organizational Planning” that contained a comprehensive analysis of present realities and a future vision for structure and leadership of the parish. At Holy Family, given the choice of several different leadership models, Monsignor Connolly, the parish staff and lay leaders concluded that the selection of a qualified Parish Life Director was the appropriate fit for the parish. In the Holy Family proposal, the Parish Life Director would collaborate with a Senior Priest/Priest Minister and other priests as available, a Business Manager, parish staff and parishioners, to meet the spiritual and temporal needs of the community. A transition plan was additionally proposed.

## **HOLY FAMILY CHURCH TODAY**

Holy Family Parish has a long history of extensive involvement of its laity in all aspects of the parish and school life. The parish supports eighty-five ministries, all of which are coordinated by lay leaders. The dynamism and growth of its ministries are due to extensive lay participation, which has been encouraged by the Pastor and enthusiastically welcomed by the parishioners. The life of the parish is supported by a lay staff of twenty-six full-time persons and twenty-five part-time persons. In addition, Holy Family School employs thirty-two lay faculty and staff. The parish is blessed to have over 3,000 volunteers who bring imagination and faith-filled leadership to the parish.

In 2004, the parish completed a self-assessment involving over one hundred parishioners, facilitated by an outside consultant over the course of several months. Strengths of the parish and areas in need of development were identified. Through this process, Holy Family Church sought to provide the laity with even more opportunities to lead.

## **LAY LEADERSHIP AT HOLY FAMILY CHURCH**

Lay leadership is a charism, a fulfillment of our Baptismal promise. There is a new awareness on the part of the laity of the indispensable need for servant leadership.

Holy Family Church is urged to develop a pastoral plan to anticipate leadership changes at Holy Family over the next few years.

- Upon retirement, Monsignor Connolly will remain at Holy Family; however, his role will change from Pastor to Senior Priest/Priest Minister.
- Preparation must be made for the retirement of Karl Holtsnider, the Parish Administrator.

The proposed Parish Life Director model for parish leadership fits very well with our tradition of lay participation. At this time, the structure for lay leadership includes a staff of over eighty lay persons leading all the key parish ministries and the parish school. In addition, the Pastoral Council, five Commissions and the Finance Council are all lay led. Together, over one hundred parishioners are involved in these leadership roles.

The Pastoral Council meets monthly to consider issues of importance to the parish and make plans for the future. As a group, the Pastoral Council helps to create the parish vision, and works closely with the Commissions and the Finance Council to realize the strategic plans for the parish.

The role of the Commissions is to give direction to the five principal areas of parish life: *Worship, Education/Formation, Community Life, Outreach and Administration*. The membership of each commission includes parishioners selected for their experience and expertise, a member of the Pastoral Council and a senior member of the pastoral staff

with responsibility in that particular area. The Commissions connect with each ministry to evaluate ongoing programs and activities, establish goals for their areas of expertise and create committees to accomplish these goals.

- The *Worship Commission* promotes the full, active, conscious participation of the full community at Sunday Eucharist, other liturgies and sacramental celebrations to help connect faith to life.
- The *Education/Formation Commission* works to achieve a unified approach to lifelong learning. This commission helps to create an integrated program of faith formation that includes toddler and pre-school programs, the parish school, religious education program, sacramental preparation, youth ministry and adult education.
- The *Community Life Commission* is committed to providing a welcoming, hospitable atmosphere throughout the parish community. The commission fosters interaction and communication among parish organizations, encourages parishioners to become involved in ministry and promotes community-building events.
- The *Outreach Commission* lends expertise to the development of programs to meet the needs of the most vulnerable among us. Holy Family outreach extends to our neighbors, the broader community and to foreign lands through Mission Haiti – which reaches the impoverished children of Haiti.
- The *Administration Commission* supports the temporal affairs of the parish. The commission coordinates the parish communication program and lends its expertise to the ongoing development of information management systems to support parish operations.

The Finance Council meets monthly to review the parish finances and recommend policies for the use of resources, as well as to oversee the parish Stewardship program.

Holy Family School provides a faith based, quality Catholic education to children grades K-8. Parents, grandparents and parishioners contribute generously of their time, talent and treasure to ensure the success of the school. The Holy Family School Board supports and sets policy for the operation of the school.

## **PARISH LEADERSHIP PLAN**

In August 2005, the Pastoral Council, with the support of the Pastor, formed a Parish Leadership Planning Committee to consider the future leadership at Holy Family Parish. The goal of the committee was to recommend to the parish a leadership model which would be appropriate to Holy Family Parish, with special consideration given to our tradition of lay leadership. While Monsignor Connolly, Pastor for twenty-two years,

intends to continue to minister at Holy Family Church in his retirement, he encouraged the committee to examine new organizational options for the future of the parish that would embrace the evolving role of the laity in the Church. Monsignor is committed to helping the parish community transition to a new way of being Church in our contemporary times.

The work of this committee was extensive and thorough. The research process convinced us to pursue the Parish Life Director option.

## **IMPLEMENTATION OF PARISH LIFE DIRECTOR MODEL**

To ensure a smooth transition to this new model, it is recommended that there be a two-phase transition.

### **Phase 1**

In this first phase, the new lay leader will be given the title of ***Director of Parish Ministries*** with the full responsibilities of a Parish Life Director (with the exception of certain Canonical functions). During Phase 1, the Pastor continues as the Canonical leader of the parish.

The Parish Administrator will transfer his responsibilities to the Director of Parish Ministries and will become a consultant reporting to the Director of Parish Ministries.

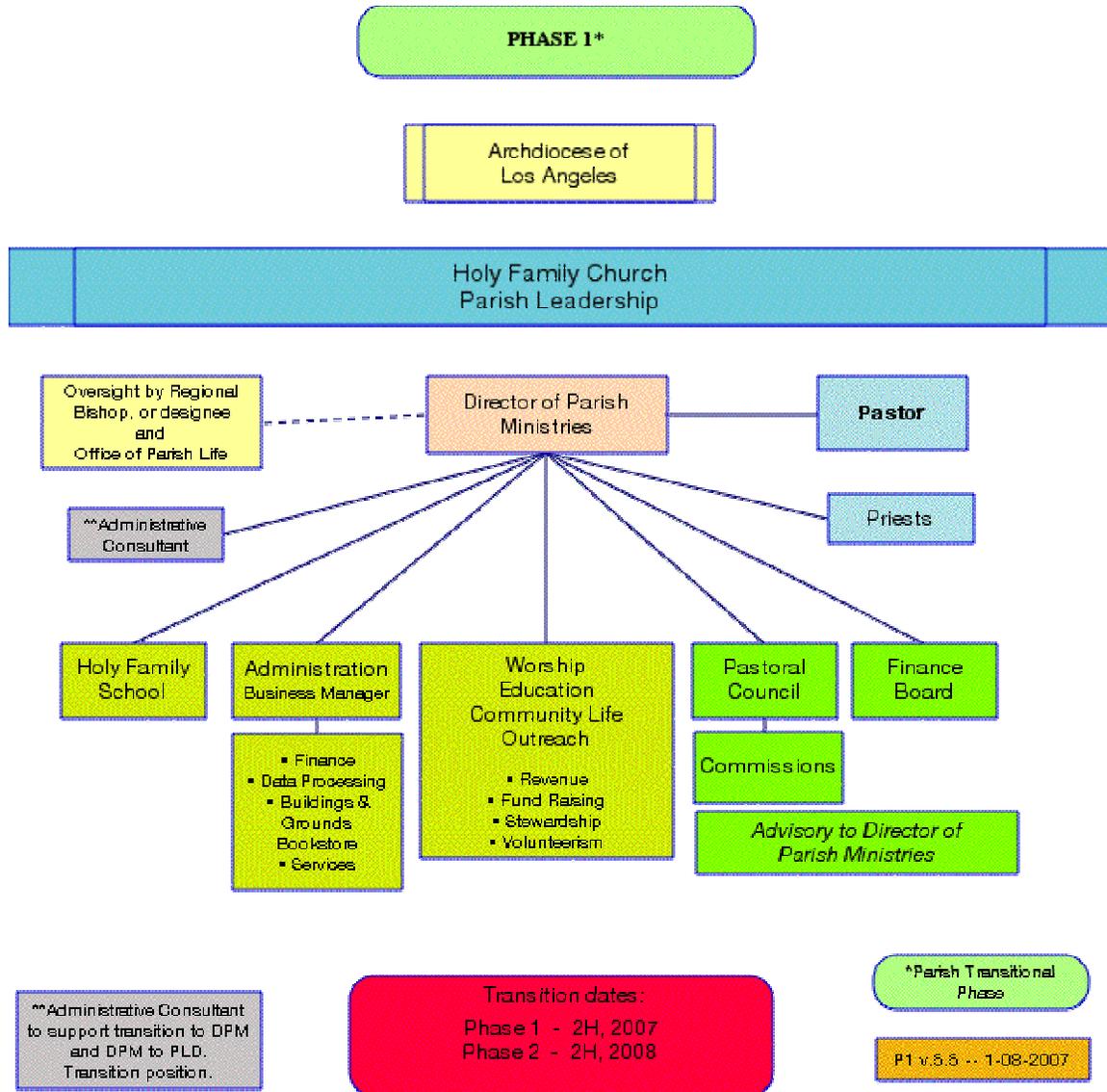
During this phase, the Director of Parish Ministries will report to the Pastor and will have scheduled meetings with the Regional Bishop or his designee and with the Office of Parish Life.

The Director of Parish Ministries will work closely with the:

- Pastor
- Priests
- Staff
- Administrative Consultant
- Business Manager
- Pastoral Council
- Commissions
- Transition Committee
- Office of Parish Life
- Regional Bishop or his designee

Phase 1 will be a period of ***Consent***: mutual evaluation between the Director of Parish Ministries, Holy Family Church and the Archdiocese.

During the period of consent, mutual evaluation will be facilitated by the Evaluation Committee and Pastor. The result will form the recommendation to the Cardinal to appoint the Director of Parish Ministries to the position of Parish Life Director.

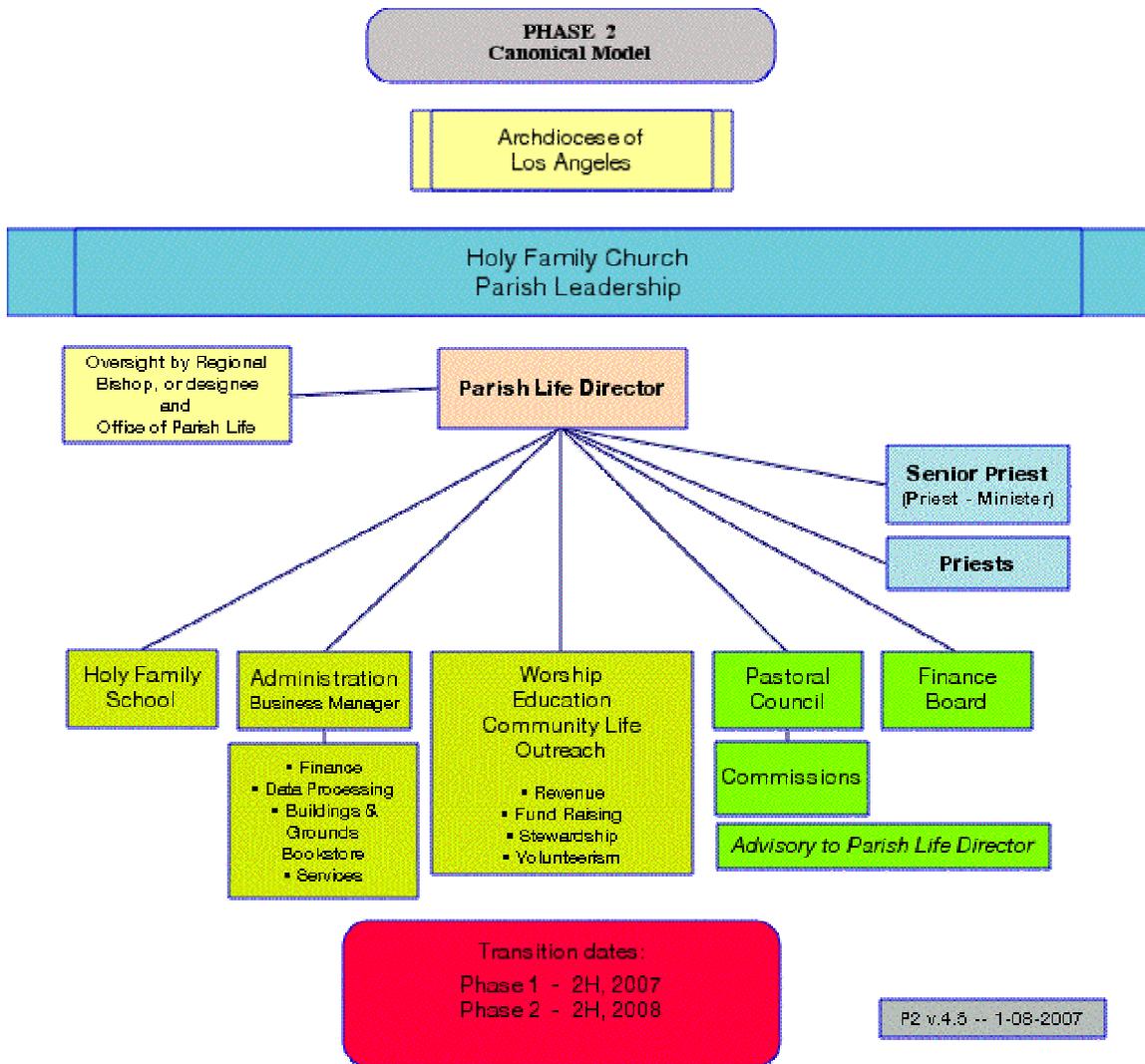


## **Phase 2**

In the second phase, upon appointment by the Cardinal, the *Parish Life Director* will assume the full Canonical duties and responsibilities of Holy Family Church. The new Parish Life Director will be invested in a formal ceremony at Holy Family. The appointment will be made according to the norms of the Archdiocese and within the guidelines set forth in the position description for a Parish Life Director

Monsignor Connolly will become Senior Priest/Priest Minister and will work with priests assigned to the parish to fulfill the pastoral, liturgical and sacramental life of the parish.

The Parish Life Director will be accountable to the Regional Bishop or his designee in accordance with Canon Law.



## TIMELINE FOR IMPLEMENTATION

The outline provided below provides the projected timeline for implementation. Collaboration with the Archdiocese of Los Angeles is integral to the success of this new leadership model.

### Phase 1 - Timeline

*Fall/Winter 2006 - 2007*

Adoption of the Parish Leadership Plan by the Pastoral Council – *Adopted by the Pastoral Council January 16, 2007*

Formation of the Transition Committee

Formation of the Search Committee

Organization and implementation of the application process

Set candidate criteria

Develop application materials

Network resources for candidates

## Formation of the Evaluation Committee

### *Winter/Spring 2007*

- Begin extensive search
- Identify candidates
- Review applications
- Check references and credentials

### *Spring/Summer 2007*

- Search Committee interviews candidates
- Introduction/Consideration of top candidates
  - Pastor
  - Parish Administrator
  - Pastoral Council and key parish leaders
  - Staff
  - Office of Parish Life
  - Regional Bishop or his designee
- Complete Archdiocese review/psychological screening conducted by the Office of Parish Life

### *Fall 2007*

- Director of Parish Ministries selected
- Director of Parish Ministries commissioned by the Pastor
- Director of Parish Ministries assumes the duties of the office of Parish Life
  - Director (with the exception of certain Canonical functions)
- Period of mentoring and evaluation
  - Pastor
  - Staff
  - Pastoral Council and key parish leaders
  - Evaluation Committee
  - Office of Parish Life
  - Regional Bishop or his designee

## **Phase 2 - Timeline**

### *Fall 2008*

- Director of Parish Ministries is recommended for the position of Parish Life Director
- Cardinal appoints and invests the Parish Life Director
- Pastor becomes Senior Priest/Priest Minister at Holy Family Church

## **CONCLUSION**

Embarking on this process of analysis and discernment, the Holy Family Parish Leadership Planning Committee was charged to respond to three important realities for our parish and Archdiocese. First, we were asked to develop a plan for the eventual retirement of our Pastor and Parish Administrator. Secondly, we understood that this planning had to be placed in the context of our Archdiocese. Last, but certainly not least, we realized that Holy Family's culture of lay leadership and volunteerism would allow

our parish to envision leadership in a new and creative way—a way that embraces the gifts of our community.

After thorough and extensive research and evaluation, the Holy Family Parish Leadership Planning Committee—in full consultation with Monsignor, lay parish ministry leaders, and the Archdiocese of Los Angeles—recommends:

1. The institution of the position of Parish Life Director, and a new organizational structure for the 21<sup>st</sup> Century:
  - a. To energetically convey and further the Holy Family mission and vision,
  - b. To lead an active organization that encourages and respects lay and volunteer leadership,
  - c. To respond to the invitation of the Archdiocese of Los Angeles to recommend an organizational structure that includes lay leadership, in the position of a Parish Life Director, as allowed by Canon Law.
2. The new organization will also include:
  - a. Senior Priest/Priest Minister, and
  - b. Business Manager.

These new positions will become effective during the first year period and in conjunction with a phased transition plan.

3. The implementation of a two-phased transition plan:
  - a. Phase 1- the new leader will serve as the Director of Parish Ministries, with Parish Life Director responsibilities, under the guidance of the Pastor,
  - b. Phase 2- the new leader will assume the full role as Parish Life Director, appointed by the Archbishop and under the supervision of Regional Bishop or his designee. The Pastor will become the Senior Priest/Priest Minister.
4. The institution of a Transition Committee to communicate with and educate our parishioners, lay leaders and staff about our new leadership organizational model and the blessings of a Parish Life Director leader.
5. The institution of a Search Committee to conduct a thorough search to identify the appropriate candidate to serve as the Parish Life Director—a leader with education and experience appropriate to lead our parish.
6. The institution of an Evaluation Committee to support and evaluate the Parish Life Director throughout the transition period, as he/she assumes this new role within the context of the parish community.

We are confident that this new vision of Church leadership will enhance our ability to evangelize and serve the needs of God's people in the name of Jesus Christ. At Holy Family, it is our communal call to discipleship that guides our openness to new ways of being Church. Because of our parish mission and our long tradition of lay collaboration,

we believe that Holy Family Church is poised to answer this call.

Our parish life today clearly invites and supports this visionary response to new leadership. Ultimately, it will be the openness and effort of our parishioners, priests and staff that will ensure the success of a new Parish Life Director. We must be open to embrace this new opportunity, and place our trust in the movement of the Holy Spirit—a Spirit very much alive at Holy Family. In so doing, we will be responding to the needs of our Church in our age, and helping to further our parish mission. Unprecedented action is our call—let us move forward with faith and confidence.

The Holy Family Parish Leadership Plan was adopted by the Pastoral Council and Pastor, January 16, 2007. The final Plan version is 16.0.

## **APPENDIX A**

### **PARISH LIFE DIRECTOR POSITION DESCRIPTION**

#### ***I. OUR VISION***

The Parish Life Director (PLD) is a vocational minister who is appointed by the Cardinal Archbishop and entrusted with the leadership of a parish that includes a Senior Priest/Priest-Minister. The Parish Life Director has the responsibility for providing for the overall day-to-day pastoral care and administration of a parish. Sacramental ministry is reserved for the clergy by the norms of Canon Law. Together with the Priest(s), the Parish Life Director enables and empowers the community to be a faithful witness to Jesus Christ and of the Kingdom of God. The Parish Life Director is accountable to the Cardinal or his delegate.

Through the leadership of the Parish Life Director, the various ministries of the parish are coordinated. As the leader, the PLD facilitates, mediates, orders and responds to the diverse needs of the parish, being especially sensitive to the diverse cultures. In this way, the PLD is understood to be a unifying presence within the faith community.

Being rooted in Christ, this servant leader represents the values of the gospel, linking the people with their tradition and history; thus providing the context for a faith vision of the future.

The Parish Life Director visions this ministry as a calling from the Lord. This person embodies the significance of the ministry that empowers the believing community to evangelize the loving presence of God into the world.

#### ***II. PURPOSE OF THIS POSITION***

The purpose of this position is to provide overall pastoral and organizational leadership for a parish community, that includes a Senior Priest/Priest-Minister and our many lay leaders, and to empower the people of the faith community to carry out the mission of the church.

#### ***III. RELATIONSHIPS***

The primary relationships of the Parish Life Director are with the Regional Bishop or his designee, Senior Priest/Priest-Minister, Priests, Staff, and Parish as a whole. The Parish Life Director is an ex-officio member of the Parish Pastoral Council and the Parish Finance Council and collaborates on a continuing basis with the Pastoral Council, the Commissions and the Finance Council. The Parish Life Director also works with the

Archdiocesan Office of Parish Life to ensure clear lines of communication with the diocese. In addition the Parish Life Director represents the parish to the immediate neighborhood, local civic and religious communities and the community at large. The Parish Life Director is the legal representative of the parish in accord with the requirements of Church and civil law.

#### ***IV. ACCOUNTABILITY***

The Parish Life Director receives an appointment from the Archdiocese of Los Angeles initially for two years and then for four years with the possibility of a six year renewal, and is directly accountable to the Regional Bishop or his designee. The Archbishop will appoint the Regional Bishop or designee to supervise the Parish Life Director in accord with Canon Law 517, §2

#### ***V. QUALIFICATIONS***

##### **A. General:**

The Parish Life Director is responsible for Holy Family parish which is comprised of:

1. 4,500 families/11,500 parishioners,
2. an annual budget over \$6.million,
3. full and part-time staff– over 85 (including parish and school),
4. 80+ ministries,
5. 3,100 volunteers.

##### **B. Personal**

1. Person of faith, baptized, confirmed and in good standing in the Roman Catholic Church.
2. General good health (physical, psychological, spiritual).
3. No criminal record.
4. No personal bankruptcies.

##### **C. Professional**

1. Master's Degree in Theology, Pastoral Studies, Pastoral Theology or otherwise qualified in the judgment of the Cardinal Archbishop.
2. Liturgically-based spirituality centered on the prayer life of the Church; background in sacramental rites, knowledge of church teaching, pastoral theology, Canon Law and church history.
3. Strong leadership and organizational skills.
4. Experience in financial and plant management.
5. Minimum of five years of supervisory and administrative experience.
6. Experience as a Parish Pastoral Associate or comparable parish pastoral ministry, minimum of five years.
7. Completion of academic studies in management and business administration desirable.

## ***VI. RESPONSIBILITIES***

### ***A. General Pastoral Ministry:***

1. Invites the parish community to articulate its vision / mission in light of the Gospel call for continual conversion and communicates this vision to the parish at large.
2. Discerns parish needs in collaboration with the Parish Pastoral Council, Finance Council, the five commissions and parish leaders, coordinates parish future planning and ensures that clear goals and effective parish programs are related to the real needs of the present and the future.
3. Ensures ongoing evaluation of parish life, programs, and staff functioning in the context of the parish vision / mission, and its evolving future.
4. Selects staff members capable of performing needed ministries; oversees their formation, training, and ongoing development; and calls for accountability and evaluation of their ministries and programs.
5. Exercises leadership, delegates responsibilities and fosters collaboration with: the Senior Priest/Priest-Minister, other priests, parish staff, commissions and ministries offering information, support, and shared authority as consistently as possible, through personal contact and regular staff meetings.
6. Ensures that diocesan policies and guidelines are strictly adhered to in parish staffing, administration and programming.
7. Meets on a regular basis with the Regional Bishop or his designee.
8. Participates in deanery and archdiocesan gatherings.
9. Participates in ongoing programs provided by the Office of Parish Life and/or the Vicar of Clergy Office.

### ***B. Ministry of Worship***

1. Collaborates with the Director of Worship, the Senior Priest/Priest-Minister and other priests to ensure that the liturgical and sacramental needs of the people are met (e.g., planning and evaluating Sunday and weekday Eucharist, baptisms, weddings, funerals, penance services, anointing of the sick, etc.)
2. Participates in liturgies, communal prayer, funeral services, and ecumenical gatherings when needed and liturgically appropriate and is capable of performing Canon Law duties.

3. The Parish Life Director presides at liturgical rituals according to Canon Law.

### ***C. Ministry of Education / Formation***

1. Provides for adult education to foster religious growth, spirituality, and the formation of Christian conscience, so that parishioners develop an understanding of peace, justice, and social/ moral issues of the larger world to support their baptismal responsibilities in daily life.
2. Assures proper coordination of religious education endeavors for families, children, youth, and other parish groups with special needs.
3. Promotes a parish ministry of evangelization and outreach.
4. Provides spiritual formation and education vision for parish ministers of education in collaboration with the Director/Coordinator of Religious Education, Youth Minister, Director of Sunday Preschool and Toddler Program and Director of RCIA.
5. Supervises and supports the school principal and staff in providing quality Catholic education, serves ex-officio on the Holy Family School Board

### ***D. Ministry of Community Life***

1. Provides significant personal presence at parish events, Masses, and spends time with the parishioners especially at important moments of their lives.
2. Maintains the tradition of a welcoming church, with continuing programs to encourage newcomers' involvement and discernment of their gifts, leading to the stewardship of time, talent and treasure.
3. Provides inspiration for ongoing spiritual renewal and accommodates development of the faith community; and integrates all parishioners and the alienated into parish life and builds a sense of parish unity and mutual ministry.

### ***E. Ministry of Outreach***

1. Oversees and supports outreach programs, including the Program of Caring for the Sick and Elderly, feeding and clothing the poor and needy, such as the Giving Bank and/or other programs consistent with the Catholic tradition.
2. Develops responses and programs relating to social concern matters.

3. Maintains relationship with outreach projects in local, national and international areas.

***F. Ministry of Administration and Management***

Supervises the Parish Business Manager in execution of the following:

1. Personnel management and supervision of professional, support, and volunteer staff.
2. Attention to the fund-raising needs and activities of the church including offertory giving restricted and unrestricted donations and cultivates relationships with major donors.
3. Proper administration of the material assets of the parish. Participation in budget preparation in consultation with the Finance Council. Maintains proper financial controls.
4. Oversight of all parish communications programs, including the website, bulletin and all other multi-media materials.
5. Compliance with Archdiocesan financial management, human resource and parish administration policy and requirements.

V.6.0 – January 10, 2007

## **SENIOR PRIEST/PRIEST MINISTER POSITION DESCRIPTION**

The Senior Priest/Priest Minister shares responsibility with the Archbishop, the Parish Life Director and the Parish staff to serve the needs of the local parish community. He provides both spiritual and pastoral leadership and nourishes faith life primarily through Eucharistic Liturgy and other sacramental celebrations.

Rooted in Christ, devoted to the proclamation of the Gospel, and committed to the single-hearted service of Christ's mission, he is available and present to people in the joyful and critical moments of their lives. His conviction that Christ has called him to serve the People of God in this archdiocesan community of faith supports his ministry of presence and generous service.

### **Purpose of this Position**

The purpose of the Senior Priest/Priest Minister position is to ensure that the liturgical and sacramental needs of a parish faith community are fulfilled. He may have other pastoral duties that are mutually agreed upon with the Parish Life Director. The Senior Priest/Priest Minister receives the faculties of a Parochial Vicar and is assigned to the parish by the Archbishop.

### **Relationships**

The primary relationships are with the Parish Life Director, parish staff and parish leadership and faith community. Because of his liturgical leadership role, a special relationship is needed with the parish Liturgy Committee and the Parish Director of Liturgy to ensure good planning and communication.

The Senior Priest/Priest Minister is encouraged to attend parish events and meetings of the Pastoral Council in order that he might become more a part of the parish community, and that liturgical celebrations might be more expressive and formative of community.

### **Accountability**

The Senior Priest/Priest Minister works in collaboration with the Parish Life Director, both of whom are accountable to the Archbishop.

### **Responsibilities of the Senior Priest/Priest Minister**

1. Both the Parish Life Director and the Senior Priest/Priest Minister are representatives of the Archbishop and are responsible to see that the sacramental and other liturgical rites are celebrated within the norms of the liturgical documents and diocesan liturgical norms.

- a. The first priority is the celebration of the Eucharist each Sunday and on Holy Days.
2. The Priest has the primary responsibility with regard to the celebration of liturgy.
  - a. The second priority is the celebration of the other sacraments as needed.
  - b. The Senior Priest/Priest Minister needs to be a part of the internal life and vitality of the parish.
3. The Senior Priest/Priest Minister needs to be present after liturgies to greet parishioners.
4. As the leader of the celebration of the liturgy, the Senior Priest/Priest Minister needs to work in a collaborative way with the Parish Life Director and the Director of Liturgy in the liturgical planning and the implementation of the liturgical norms in the following areas:
  - a. The planning and celebration of liturgy
  - b. The full use of the various ministries
  - c. The full, conscious, and active participation of all the assembly
5. The Senior Priest/Priest Minister may assume other pastoral responsibilities as mutually agreed upon with the Parish Life Director.
6. It is recognized that a Senior Priest/Priest Minister provides feedback to the Regional Bishop or his staff at the time of a performance evaluation.
7. The Senior Priest/Priest Minister is available for any meeting called to discuss the ministries of the parish.

v.2.0 - December 1, 2006

# **PARISH BUSINESS MANAGER POSITION DESCRIPTION**

**Reports to:** The Parish Life Director

## **Primary Purpose**

The Parish Business Manager serves as a staff resource in support of the Parish Life Director (PLD), fulfilling parish management needs in personnel, finance, facilities, and administration. The Parish Business Manager directs these efforts with technical and legal expertise within the framework of shared ministry representing Christian and Catholic values.

## **Major Position Responsibilities**

The Parish Business Manager serves in a key parish management position as described in this document.

## **MINISTRY OF MANAGEMENT**

### **1 Personnel Management**

- Oversees the development of personnel policies, assuring that they are just, legal, Canonically appropriate, and consistent with Archdiocesan guidelines.
- Assists with the hiring (and terminating) of personnel in collaboration with the PLD, or other staff supervisors and insuring consistency with Archdiocesan policies.
- Maintains effective working relationships with all Ministry staff and volunteers to coordinate activities as appropriate.
- Coordinates all parish personnel benefit programs in cooperation with the Archdiocesan Human Resources department.
- Facilitates the annual performance appraisal process.
- Maintains confidential personnel files for all employees.
- Ensures that *Safeguarding the Children* procedures are followed and maintains files in accord with Archdiocesan directives.
- Acts as a resource in handling employee relations problems.
- Provides training and guidance to managerial and clerical staff and encourages continuing education in accord with parish policy.
- Works with volunteers to help in various administrative and office duties.

## **2 Finance Management**

- In collaboration with the PLD establishes and maintains internal control procedures to safeguard assets, achieve objectives, and ensure the integrity of financial data.
- Oversees the development and promotion of stewardship awareness and offertory activities connected thereto.
- Manages the financial resource systems of the parish, ensuring that sound financial controls are in place and followed appropriately.
- Coordinates the development of the annual operating budget, authorizes purchases and payment of all bills in a manner consistent with financial policies, and ensures expenditures throughout the year comply with the approved budget.
- Oversees maintenance of accurate financial records (general ledger, monthly Income and Expense reports, and cash flow projections) and timely presentation of PLD, Finance Council, government, and Archdiocesan reports.
- Oversees payroll, ensuring legal requirements are met, reports are filed, and the employees are paid on time.
- Oversees all offertory fund-raising of the Parish, including those originated by the Archdiocese, and maintains and supplies accurate individual contribution records for annual tax returns.
- Serves as the staff advisor on the parish Finance Council, assisting in preparing the agenda, providing financial data and information to the Council, and implementing decisions made by the Council and approved by the PLD.
- Prepares and presents financial reports to the parish on a regular basis.
- Assists all parish organizations or ministries in developing their annual budgets and in addressing other financial matters.
- Prepares for the PLD and Finance Council long range forecasts (five to ten years) of income and expense in accord with known variables.
- Encourages and assists in developing Planned Giving Programs with Holy Family as the beneficiary.
- Develops an annual budget for capital expenditures (FAM 90).
- Prepares a long range plan of capital expenditures for the maintenance/replacement of parish facilities.
- Develops and maintains a total parish inventory of all durable goods.

## **3 Facilities Management**

- Hires and supervises the maintenance and janitorial staff (or outside contractors) and maintains an inventory of equipment and supplies as needed.

- Establishes/continues a volunteer Building and Grounds Committee and a Garden Ministry Committee to assist in the Maintenance, beauty, and cleanliness of parish property.
- Recommends, contracts for, and monitors all repairs, remodeling, and new construction, ensuring that activities are completed on time, within budget, and according to the building code for new/remodeled construction.
- Works with staff and volunteers to maintain and update sound and video equipment for the church, hall, and video ministry.
- Schedules use of parish facilities and ensures all liability and maintenance needs are coordinated.
- Prepares, administers, and communicates a parish security policy.

#### **4 Administration Management**

- Cooperates with the PLD, the Pastoral Council, and the Finance Council in the planning, implementing, and evaluating parish goals and objectives.
- Serves as staff member on the parish Administration Commission, assisting in preparing the agenda, providing data and information to the Commission, and implementing decisions made by the Commission and approved by the PLD.
- Directs the operation of the parish offices so that they become an effective and welcoming presence in the community.
- Supervises and schedules the office staff and supplies adequate technological resources (telephones, computers, duplicators, etc.) for superior work.
- Supervises the maintenance of the parish master calendar, scheduling facilities for all activities and events.
- Oversees the maintenance of all parish membership and sacramental records, retaining confidentiality as appropriate and insuring parish membership records are used to help efficiently expand the volunteer base.
- Develops, monitors, and maintains systems for communicating within and outside the parish, including computer networking, Internet access, parish website, parish bulletin, parish newsletters, etc.
- Cooperates with the chairs of the annual Parish Fair and Auction to facilitate and enhance these events.
- Maintains membership on the *Mission Haiti* committee and facilitates the gathering of donations and goods for our parish mission in Haiti.
- Supports and participates in church and civic professional organizations, such as PLNLA (Parish Leadership Network LA), Business Managers Association, NACPA, NALM, Chamber of Commerce, etc.
- Assists, when invited to do so and coordinated with the PLD, Archdiocesan committees, developed for the sake of the larger Church.
- Supervises and oversees Rectory Cook/housekeeper functions.
- Arranges and attends parish staff meetings and other committee meetings appropriate to the position.

- Coordinates and prepares parish response to liability and legal concerns, in cooperation with the PLD and Archdiocesan offices as appropriate.
- Manages or oversees the management of the rental entities owned by the parish.
- Oversees the management of the Holy Family Bookstore.
- Coordinates referrals of parishioners needing counseling services to approved counselors.

## **QUALIFICATIONS**

- College graduation or equivalent required, with major in Business Administration, Finance, or Accounting preferred.
- Leadership and communications skills with a working knowledge of facility maintenance required, and construction experience preferred.
- Five to ten years experience in jobs demanding extensive administrative responsibilities within the non-profit sphere preferred.
- Computer skills (Microsoft Word and Excel) and knowledge of accounting systems required.
- Working knowledge of parish and Archdiocesan procedures and policies, especially in light of Canon Law preferred
- Knowledge and understanding of the Catholic Church and its mission required.
- Commitment to continuing education and participation in local, regional, and Archdiocesan professional organizations required.

v.3.0 – January 9, 2007

## **APPENDIX B**

### **COMMITTEE PLANS**

#### **TRANSITION COMMITTEE PLAN OUTLINE**

##### **Transition Committee**

The Transition Committee shall consist of a demographically diverse representation of parishioners totaling ten persons.

The purpose of the Transition Committee will be to:

1. Develop a plan to communicate with, educate and inform all parishioners regarding the parish's progress toward a Parish Life Director (PLD).
2. Implement the plan such that a smooth transition occurs from the beginning stages of moving towards a PLD to the final appointment of a Parish Life Director by the Cardinal Archbishop. Implementation shall include communicating to and responding to any questions from the Parish at large. Parishioner feedback will be constantly integrated into the education and communication strategy of the Transition Committee.

##### **Leadership Communication**

Education of and consultation with the following groups will occur such that the parish leadership will be aware of and consistent in the understanding of the Parish's plans for a PLD leadership model. This sharing and exchange of information will allow all leaders to concisely and consistently respond to parishioner inquires when the initial announcement is made.

1. Pastoral Council
2. Holy Family Staff (full-time & part-time)
3. Commission Leaders and their respective Commissions

##### **Timeline**

###### ***Pre-Parish Life Director (~2006-2007)***

1. Transition will begin with "planting the seed" among the parish to establish an awareness and understanding of the need for leadership changes at Holy Family and in the Archdiocese.
2. A parish-wide mailing from Monsignor Connolly will be sent a week in advance to announce that he plans to address the parish regarding Holy Family's future leadership opportunities.

3. On the indicated day, Monsignor will introduce the concept of a Parish Life Director as the best alternative for maintaining quality pastoral care at Holy Family Church in the future. Monsignor will also relay his intentions to remain at Holy Family as a Senior Priest/Priest Minister in the future.
4. Transition Committee members will immediately follow-up Monsignor's introduction at each Mass (on the same Sunday) with general details behind the rationale for a PLD and how the parish has been working closely with the Archdiocese of Los Angeles to make such a transition work for Holy Family.
5. Informational brochure to be distributed to all parishioners on the same day that Monsignor and the Transition Committee address the parish.
6. A "Transition" website link and "hot-line" telephone number to be set up for fielding parishioner questions and concerns.
7. Literature packets to be made available for interested parishioners who are eager to be more informed about Parish Life Directors, the transition process and PLD rationale.
8. The Sunday Bulletin shall be utilized for ongoing communication with the parish.
9. *Frequently Asked Questions* sheets/information will be provided periodically to assist with educating and informing parishioners.
10. As needed, Transition Committee members or sub-committee members could visit individual ministry meetings to update parishioners and answer their questions.
11. As an additional educational component we might want to consider having a guest speaker(s) come to speak at the parish to relay information about PLDs, their role and how they have been successful at other parishes in the country.
12. Town Hall Meeting(s) to be held to disseminate additional detailed information to parishioners. This type of gathering would allow individuals to openly ask questions and feel a part of the process.
13. Additional updates by the Transition Committee may be necessary at Masses, as well, to keep the parish up to speed with progress as time goes on.
14. Transition Committee members to be available after Masses to answer questions as needed.
15. The PLD job description could be summarized and made available for those who are interested so that they understand the qualifications and the rigorousness of the search for a PLD.

***PHASE I: Parish Life Director (~2007-2008)***

1. Inform parish at all Masses on a Sunday that a Parish Life Director has been selected. This should appropriately include a brief summary of the person's qualifications. Transition Team should also give the parishioners a brief description of how the Parish Life Director will serve for one year and then be recommended to the Cardinal for final PLD appointment.
2. Introduction and welcome of PLD to parish at Sunday Masses. PLD to introduce him/herself further with some comments. Perhaps have a special Continental

- Breakfast to celebrate after each Mass and allow parishioners to meet and greet the PLD.
3. PLD to meet with Monsignor, Pastoral Council, Staff, Commissions, etc. over the first several weeks to immerse him/herself into the life of Holy Family.
  4. Town Hall Meetings/Socials to allow parishioners another time and venue for meeting and greeting the new PLD in an informal manner.
  5. PLD speaks one Sunday at all Masses to parish to give status of his/her immersion and transition at Holy Family. (~2-3 weeks after starting the job)
  6. Continue to use the bulletin and website as communication tools to introduce the PLD and his/her responsibilities.
  7. After a Consent period, HFC recommends to Regional Archbishop the desire of a candidate to be the PLD. Regional Bishop would recommend candidate to the Cardinal.
  8. Formal installation ceremony of the PLD by the Regional Bishop after Holy Family's recommendation has the Cardinal Archbishop's approval. This will be a day of celebration for the entire parish and encompass a special reception of some kind in the gathering area and hall afterwards.

v.4.0 -- January 9, 2007

## **SEARCH COMMITTEE PLAN OUTLINE**

The mission of the Search Committee is to conduct a search to identify, evaluate and recommend to the parish leadership the best candidate for the position of Parish Life Director for Holy Family Church.

The Search Committee consists of a Chair and 10 - 12 members who have been selected by the Pastor in consultation with the Leadership Planning Committee Chair. The committee is charged with finding two or three excellent candidates for the position based on criteria set forth in the Parish Leadership Plan, “A Vision for Parish Leadership” and by the norms of the Archdiocese of Los Angeles and the Office of Parish Life.

The Committee will search for appropriate candidates relative to the position description for the position by:

- Identification of good sources to find qualified applicants
- Developing a compensation package for the position
- Conducting a thorough search for qualified candidate
- Creation of an advertising campaign and identification of appropriate publications
- Creation of applicant evaluation rubric/interview questions
- Preparations and distribution of application packets
- Reviewing applicant resumes and academic records
- Interviewing and evaluating applicants
- Coordination of applicant interviews with key Holy Family Parish leaders and staff
- Coordination of Archdiocesan interviews, screening and testing

Refer to the Timeline for Implementation section on page 11 of “A Vision for Parish Leadership” for more detail.

After a complete search is conducted and a candidate is identified, and in consultation with the Pastoral Council and other parish leaders, a recommendation will be made to the Pastor to offer the candidate for Parish Life Director a position at Holy Family Church as Director of Parish Ministries.

v.1.2 – January 16, 2007

## **EVALUATION COMMITTEE PLAN OUTLINE**

The mission of the Evaluation Committee is to evaluate the job performance and competency of the Director of Parish Ministries (DPM) as parish leader for recommendation to the position of Parish Life Director. The evaluation will be based on the Holy Family approved Parish Leadership Plan, “A Vision for Parish Leadership”, the Position Description, best practice qualitative and quantitative criteria, approved Holy Family strategic goals, and in accordance with the Archdiocese of Los Angeles guidelines.

The evaluation will be conducted in the context of acceptance, by Holy Family Church, of the new leadership model and plan, including the roles and responsibilities of the Pastor, lay leadership and the parish at large.

The Leadership Plan includes Phase 1, a period in which to assess the acceptance of the leadership plan and a Director of Parish Ministries. Phase 1 is one of **Consent**: a period of mutual evaluation between the Director of Parish Ministries, Holy Family Church and the Archdiocese. The Evaluation Committee will fully monitor and assess this phase.

The evaluation of Phase 1 Consent will result in the recommendations to the Pastoral Council and the Pastor, as to the effectiveness of the Parish Life Director Plan and the role of the Director of Parish Ministries. The recommendations will serve as the basis for review by the Archdiocese of Los Angeles, Office of Parish Life and the formal appointment of the Parish Life Director, by the Cardinal.

The evaluation of Phase 2 will be on-going monitoring and assessment of the Parish Leadership Plan and the Parish Life Director.

All Evaluation Committee work will be in accordance with the “Personal Development Assessment” procedures of the Archdiocese of Los Angeles and will conform to Archdiocese review periods.

The Evaluation Committee will be appointed by the Holy Family Pastoral Council and the Pastor (the PLD in Phase 2.) The committee will include a chair and 8 – 10 members appointed from key disciplines of the Church and with appropriate evaluation experience. The chair and 3 members will rotate off the committee at the end of each evaluation phase.

A complete evaluation plan will be developed and written by the Evaluation Committee prior to the start of Phase 1. The plan will include uniform assessment points and questions that will govern the Phase 1 and 2 periods and all future evaluations. The evaluation plan will be approved by the Pastoral Council and the Pastor.

## **APPENDIX C**

### **HOLY FAMILY PLANNING AND IMPLEMENTATION COMMITTEES**

#### **LEADERSHIP PLANNING COMMITTEE**

Gardner Barker, Chair  
Teresa Aubert  
Julie Condon  
Karl Holtsnider  
Peter Moore  
Bill Overell  
Chris Pedroza  
Michael Reilly  
Connie Rivera  
Dick Ward  
Angela Howell, Associate

#### **EVALUATION COMMITTEE**

Gardner Barker, Chair  
Teresa Aubert  
Julie Condon  
Fred Seymour  
Sr. Carol Quinlivan CSJ  
Bishop Gabino Zavala

#### **TRANSITION COMMITTEE**

Teresa Aubert, Chair  
Ernie Arboles  
Paula Knop  
Peter Moore  
Dawn Ponnet  
Connie Rivera  
Ellen Tan  
Mary Ternan  
John Watkins

#### **SEARCH COMMITTEE**

Julie Condon, Chair  
Mark Banuelos  
Judy Cascapera  
Brian Hendersen M.D.  
Valerie McAndrews  
Judith McDonald  
Rich Morrissey  
Bill Overell  
Chris Pedroza  
Sister Edith Prendergast RSC  
Michael Reilly  
Dick Ward

**APPENDIX D**

**INFORMATION SOURCES  
USED IN PLAN DEVELOPMENT**

**INTERVIEWED/CONSULTED**

Anne Buening	Parish Life Director of St. Clement Catholic Church, Baltimore, MD
Sister Joan Cawley	Pastoral Administrator of All Saints Parish, Diocese of Rochester, NY
Deacon Bill Greenwell	Pastoral Director of Mary Queen of the Holy Rosary, Diocese of Lexington, KY
Melissa Holland	Pastoral Director of Pax Christi, Diocese of Lexington, KY
Mary Kessler	National Association for Church Personnel Administrators Formerly with the Diocese of Rochester, NY
Cath McGhee	Former PLD/Pastoral Administrator St. Monica Church, Moraga
Father Bob Miller	Diocese of San Bernardino
Dr. Peter Newborn	Pastoral Coordinator in Rancho Cucamonga, Diocese of San Bernardino
Deacon Jim Paris	Diocese of Lexington, KY
Barbara Pedeville	Director of Management and Staff Relations, Diocese of Rochester, NY
Miriam Picconi	Pastoral Director of Good Shepard, Diocese of Lexington, KY
Dr. William Pickett	Pastoral Planning, Diocese of Rochester, NY
Sister Carol Quinliven	Director, Office of Parish Life, Archdiocese of Los Angeles
John Reid	Reid Group, Formerly Diocese of Seattle, WA National Association of Lay Ministry
Susan Slater	Parish Life Director, St. Stephen Church, Monterey Park
Kathleen Swanson	Coordinator for Planning and Council Services, Diocese of Baltimore, MD
Sister Liz Wendeln	Formerly with the Diocese of Lexington, KY
Bishop Gerald Wilkerson	Auxiliary Bishop, San Fernando Region
Bishop Gabino Zavala	Auxiliary Bishop, San Gabriel Region
Lynn Zupan	Pastoral Coordinator, San Gorgonio Parish, Diocese of San Bernardino

## BIBLIOGRAPHY

CARA, "Understanding the Ministry and Experience, Parish Life Coordinators in the United States", September, 2004.

Caster, Jeffrey, "Called, Gifted and Now Certified, July 21, 2003.

Catholic News Service, "Cardinal Mahony Outlines Plans for Lay Parish Leaders", October 5, 2006.

Center Papers, "Pastoral Coordinators and Canon Law", November 8, 1995.

Doyle, Paula, "Church Leaders Discuss Parish Staffing Trends at LA Conference, September 30, 2005.

Doyle, Paula, "Parish Life Directors Among New Archdiocesan Parish Leadership Models", October 21, 2005.

Guerin, Therese, SP. Yanus, Gary D. *In Time of Need: Parishes and Canon 571, § 2* Alexandria, Virginia, Canon Law Society of America, 2005.

Healey, Thomas J., "Blueprint for Change: A New National Roundtable Offers Suggestions", September 26, 2005.

Hidalgo, Ellie, "Understanding the Ministry and Experience, Parish Life Coordinators in the United States", Summer, 2005.

Lakeland, Paul, *The Liberation of the Laity*, New York, NY: Continuum Publishing, 2003.

La Reau, Renee M., "O Father, Where Art Thou?", *U. S. Catholic*, Volume 69, June 2004.

Mahony, Cardinal Roger, "Serving Shoulder to Shoulder", Pastoral Letter for Archdiocese of Los Angeles, CA, November 1, 2006.

Mahony, Cardinal Roger, "As One Who Serves", Pastoral Letter for Archdiocese of Los Angeles, CA, September 4, 2005.

Mahony, Cardinal Roger, "Gathered and Sent", Synod documents for Archdiocese of Los Angeles, CA, September 4, 2003.

Mahony, Cardinal Roger, "As I Have Done For You", Pastoral Letter for Archdiocese of Los Angeles, CA, April 20, 2000  
[www.archdiocese.la/archbishop/letters/ministry/index.html](http://www.archdiocese.la/archbishop/letters/ministry/index.html)

National Conference of Catholic Bishops, “Toward a Theology of Lay Ecclesial Ministry”, 1999.

National Conference of Catholic Bishops, “Co-workers in the Vineyard”, 2005.

Nilson, Jon, “The Laity” in Phan, ed. *The Gift of the Church*, Collegeville, MN: Liturgical Press, 2000.

Smith, Karen Sue, “The Francis Next Door”, *America Magazine*, February 27, 2006.

Munro, Sister Nancy, “Parish Leadership: New Roles, New Opportunities”, *The Tidings*, September 8, 2006.

Hidalgo, Ellie, “Parish Viability: Planning and Collaboration Are Essential”, *The Tidings*, November 3, 2006.

## **SURVEYS AND OTHER REFERENCE MATERIALS**

List of Authorizations for Pastoral Coordinators

Diocese of San Bernardino

Benefit Summary for Pastoral Coordinators

Diocese of San Bernardino

Diocesan Guidelines for Priest Moderators, Pastoral Coordinators, Priest Ministers

Diocese of San Bernardino

Pastoral Coordinator Application Materials

Diocese of San Bernardino

Letter from Cardinal Mahony, dated November 27, 2005

Archdiocese of Los Angeles

Parish Life Directors, Archdiocese of Los Angeles, adopted April 19, 2005

Archdiocese of Los Angeles

Report on Parish Organizational Planning

Archdiocese of Los Angeles

Parish Viability Profile

Archdiocese of Los Angeles

Planning Process for Parish Reorganization

Archdiocese of Los Angeles

Parish Life Directors

Archdiocese of Los Angeles

Overview of the Five Steps to Planning for Future Parish Organization

Archdiocese of Los Angeles

Certification Standards for Lay Ecclesial Ministry, Draft of Competency-Based Standards for the PLC

National Association for Lay Ministry

National Certification Standards for Lay Ecclesial Ministers

National Association for Lay Ministry

Competency-Based Certification Standards for Parish Life Coordinators  
National Association for Lay Ministry  
Pamphlet: Role Descriptions – Summaries for Pastor, Pastoral Director and  
Sacramental Minister  
Diocese of Lexington, KY  
Role Descriptions for Sacramental Minister, Priest Minister, Pastoral Director, Pastor,  
Pastoral Vicar, Pastoral Associate  
Diocese of Lexington, KY  
Working Copy to assign duties or programs that are already in place, Organizational  
Chart  
Good Shepherd Parish, Lexington, KY  
Updates on Parish Personnel Policies and Performance Review  
Diocese of Lexington, KY  
Rite of Installation for Miriam Picconi  
Good Shepherd Parish, Lexington, KY  
Draft Copy of Pastoral Director Hiring Process, April 2002  
Diocese of Lexington, KY  
Advertisement for Pastoral Director  
Diocese of Lexington, KY  
Letter to Applicant for Pastoral Director  
Diocese of Lexington, KY  
Letter to Reference of Applicant  
Diocese of Lexington, KY  
Candidate Interview Packet  
Diocese of Lexington, KY  
Committee Interview Packet  
Diocese of Lexington, KY  
Post Interview Letter  
Diocese of Lexington, KY  
Letters of Employment  
Diocese of Lexington, KY  
Letter of Representation and Indemnity  
Diocese of Lexington, KY  
New Faces of Ministry Plan  
Diocese of Lexington, KY  
Guidelines for the Ministry of the Parish Life Coordinator  
Diocese of Springfield, IL  
Parish Vitality Study  
Diocese of Rochester, NY  
Cluster Models  
Diocese of Rochester, NY  
Staff Duties of All Saints Parish, Corning, NY  
Diocese of Rochester, NY  
Pastoral Planning: Frequently Asked Questions  
Diocese of Rochester, NY

Position Description: Pastor, Associate Pastor  
Diocese of Rochester, NY

Position Description: Parish Life Coordinator, Pastoral Administrator, Canonical Pastor  
Diocese of Rochester, NY

Presentation Notes for Introduction of Pastoral Minister to Parish  
Diocese of Rochester, NY

Job Description: Pastoral Administrator  
Diocese of Rochester, NY

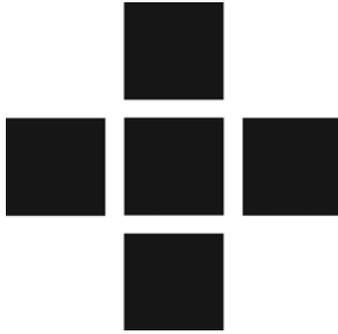
Role of Priest Moderator and Sacramental Minister  
Diocese of Rochester, NY

Pastoral Minister Interview Questions  
Diocese of Rochester, NY

Confidential Reference Form  
Diocese of Rochester, NY

Emerging Forms of Pastoral Leadership  
Loyola University Life Center, New Orleans, LA

Job Description: Business Manager, Parish Life Director  
Diocese of Oakland



## HOLY FAMILY CHURCH

1527 Fremont Avenue  
South Pasadena, California 91030-3736  
626.799.8908 • Facsimile 626.799.0423  
web: [www.HolyFamily.com](http://www.HolyFamily.com)

Msgr. Clement J. Connolly, Pastor

PASTORAL COUNCIL,  
Parish Leadership Planning Committee,  
and Leadership Teams.

626.403.6183  
email: [pastoralcouncil@HolyFamily.com](mailto:pastoralcouncil@HolyFamily.com)  
web: [www.HolyFamily.org/index.php](http://www.HolyFamily.org/index.php)