



PARISH PASTORAL COUNCIL POLICIES AND GUIDELINES

DIOCESE OF EVANSVILLE

REVISED SEPTEMBER 2004

**PARISH PASTORAL
COUNCIL GUIDELINES**

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**A MESSAGE FROM BISHOP GERALD A. GETTELFINGER
BISHOP OF EVANSVILLE**

*“There are a variety of gifts, but always the same Spirit.
There are different ministries, but always the same Lord;
working in all sorts of different ways in different people, it
is the same God who is working in all of them. The particular
way in which the Spirit is given to each person is for a good
purpose.” (1 Cor. 12:4-7)*

Our Diocese has maintained parish pastoral councils in most parishes over the past years. I am grateful for the generosity and creativity of those who have worked together to develop Councils which exercise an important role in energizing and unifying our parishes. I appreciate the effort of all the parishioners who share their wisdom and insights for the good of the parish. I affirm our Pastors and Pastoral Life Coordinators for their efforts to consult regularly with Council members in arriving at pastoral decisions.

At this time, we are embarking on some new developments in order to encourage a fuller utilization of the variety of gifts within the parish. At the 1993 Diocesan Synod, after months of study and consultation, Synod delegates made the following recommendation which I ratified:

THE 1993 PARISH PASTORAL COUNCIL POLICIES AND GUIDELINES (MODIFIED ACCORDING TO DELEGATE RECOMMENDATIONS RECEIVED IN JULY-AUGUST, 1993) WILL BE THE STANDARD WORKING DOCUMENT FOR THE DIOCESE; IN JANUARY 1996, THE FINAL VERSION WILL BE PRESENTED TO THE BISHOP FOR PROMULGATION.

The publication of LET THE SPIRIT SPEAK: PARISH PASTORAL COUNCIL POLICIES AND GUIDELINES will be a valuable resource for parish leaders, providing a workable model for collaborative decision making and furthering Jesus' mission through the work of the parish. I request that each parish study this document as the basis for the renewal of their Council or as a guide for establishing councils in parishes where they do not currently exist.

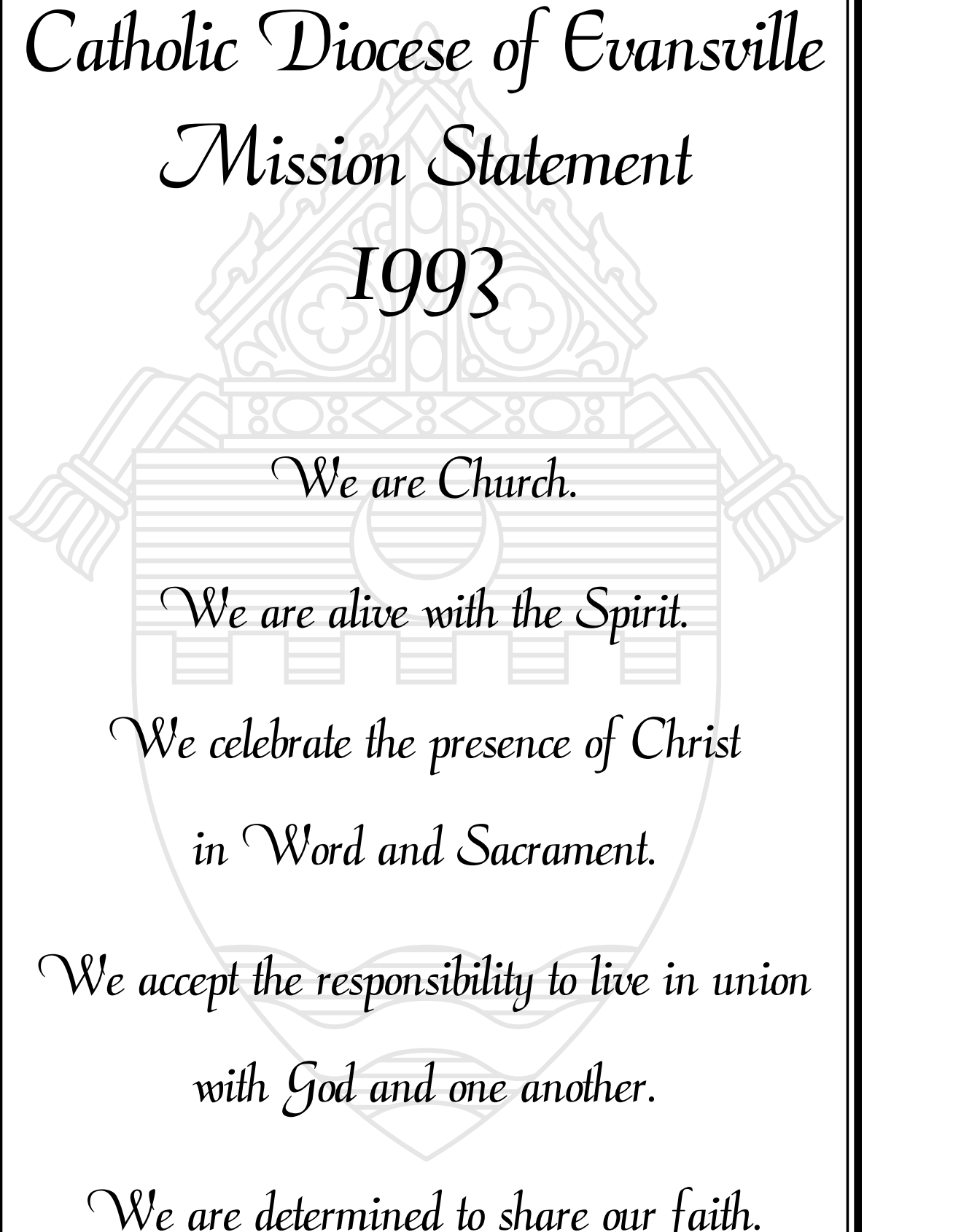
I envision the Parish Pastoral Council as a leadership community which unites in prayer, is open to the guidance of the Holy Spirit, listens, studies, and works to recommend the plans that will enable the parish to fully respond to what God asks of us in these times. Care must be taken to form the relationships that enable honest and effective work.

A second goal for Parish Pastoral Councils was also recommended and ratified by me; namely,

THE DIOCESE IN COLLABORATION WITH PARISH LEADERS WILL DESIGN AND IMPLEMENT TRAINING FOR PARISH PASTORAL COUNCIL MEMBERS, PASTORS/PASTORAL LIFE COORDINATORS AND OTHER LEADERS.

To this end, I have asked the Chancellor to offer inservice formation and education opportunities and provide additional resource materials to assist parish communities in Council formation.

We are all invited to recognize that Christ calls us as a people to share His mission. When we pray and work with each other collaboratively through the ministry of the Parish Pastoral Council, we can effectively make the mission and ministry of Jesus a reality today. Let us live with this hope!



Catholic Diocese of Evansville
Mission Statement
1993

We are Church.

We are alive with the Spirit.

We celebrate the presence of Christ
in Word and Sacrament.

We accept the responsibility to live in union
with God and one another.

We are determined to share our faith.

CATHOLIC DIOCESE OF EVANSVILLE



SYNOD GOALS AFFECTING PARISH PLANNING

LIVING THE FAITH

GOAL 1.1:

CULTIVATE AMONG ALL CATHOLICS A DEEPER UNDERSTANDING OF THE SACRAMENTS OF INITIATION (BAPTISM, CONFIRMATION, EUCHARIST) AND THE COMMITMENT FLOWING THEREFROM.

GOAL 1.2:

FOSTER AMONG ALL CATHOLICS THE REALIZATION THAT CATECHETICAL FORMATION INCORPORATES THE TRADITIONAL ELEMENTS OF WORD, WORSHIP, COMMUNITY AND SERVICE AT ALL AGE LEVELS.

GOAL 1.3:

ESTABLISH THE DIOCESE OF EVANSVILLE AS A TOTAL STEWARDSHIP DIOCESE.

GOAL 1.4:

DEVELOP PROCESSES TO DEEPEN FAITH AND PRAYER, AND TO ENCOURAGE ONGOING CONVERSION OF INDIVIDUALS WITHIN THE CONTEXT OF THE CATHOLIC COMMUNITY.

GOAL 1.5:

FOSTER AN AWARENESS AND UNDERSTANDING OF THE NATIONAL CONFERENCE OF CATHOLIC BISHOPS' VISION: "A FAMILY PERSPECTIVE IN CHURCH AND SOCIETY" (1988) AND ITS 1990 PLANNING DOCUMENT.

GOAL 1.6:

PROMOTE CHURCH TEACHING THAT PARENTS/GUARDIANS, IN REQUESTING BAPTISM FOR THEIR CHILDREN, HOLD THE PRIMARY RESPONSIBILITY FOR THEIR CHILDREN'S FAITH FORMATION.

GOAL 1.6A:

REAFFIRM THE IMPORTANCE OF CATHOLIC SCHOOLS AND RELIGIOUS EDUCATION PROGRAMS TO ASSIST PARENTS IN THE FAITH FORMATION OF THEIR CHILDREN.

GOAL 1.7:

ACCEPT THE CHALLENGE OF THE AMERICAN BISHOPS "TO GIVE HIGH PRIORITY TO ADULT FORMATION AS THE CHIEF FORM OF CATECHESIS AT ALL LEVELS OF THE CHURCH."

GOAL 1.8:

PROMOTE "A VISION OF YOUTH MINISTRY" WHICH WELCOMES AND FOSTERS THE ACTIVE ROLE OF YOUTH AND YOUNG ADULTS IN THE LIFE, MISSION, AND WORK OF THE FAITH COMMUNITY.

GOAL 1.9:

SUPPORT CAMPUS MINISTRY AS A VITAL MINISTRY TO ALL WHO ARE INVOLVED IN HIGHER EDUCATION.

FOCUS ON LAY LEADERSHIP

GOAL 2.1

THE DIOCESE OF EVANSVILLE WILL CALL FORTH AND EMPOWER LAY LEADERSHIP TO SERVE AND PROMOTE THE MISSION OF THE CHURCH.

GOAL 2.2

THE DIOCESE OF EVANSVILLE WILL RESEARCH, DEVELOP, AND IMPLEMENT A LEADERSHIP DEVELOPMENT PROCESS WHICH TRAINS AND SUPPORTS LEADERS FOR MINISTRY IN CHURCH LIFE.

GOAL 2.3

THE DIOCESE OF EVANSVILLE WILL CONTINUE TO ENCOURAGE AND SEEK OUT PERSONS WITH A VOCATION TO RELIGIOUS AND ORDAINED MINISTRY.

PARISH PASTORAL COUNCIL GUIDELINES TOWARDS A DIOCESAN PASTORAL PLAN

GOAL 5.1:

EVERY PARISH IN THE DIOCESE OF EVANSVILLE IS TO HAVE A PARISH PASTORAL COUNCIL APPROPRIATE TO THE PARISH.

GOAL 5.2:

THE DIOCESE IN COLLABORATION WITH PARISH LEADERS WILL DESIGN AND IMPLEMENT TRAINING FOR PARISH PASTORAL COUNCIL MEMBERS, PASTORS/PASTORAL LIFE COORDINATORS AND OTHER LEADERS.

GOAL 5.3:

THE 1993 PARISH PASTORAL COUNCIL POLICIES AND GUIDELINES (MODIFIED ACCORDING TO DELEGATE RECOMMENDATIONS RECEIVED IN JULY-AUGUST, 1993) WILL BE THE STANDARD WORKING DOCUMENT IN THE DIOCESE; IN JANUARY 1996, THE FINAL VERSION WILL BE PRESENTED TO THE BISHOP FOR PROMULGATION.

POLICY ON THE FORMULATION OF DIOCESAN POLICIES

GOAL 6.1:

INITIATION OF POLICY MATTERS

ALL DIOCESAN POLICY MATTERS WILL ORIGINATE IN THE FOLLOWING WAY: POLICY MATTERS MAY BE SUGGESTED FOR CONSIDERATION BY ANY PERSON OR GROUP IN THE DIOCESE. SUGGESTIONS MAY BE PRESENTED THROUGH/OR INITIATED BY PASTORS, PASTORAL LIFE COORDINATORS, PARISH STAFF, PARISH PASTORAL COUNCILS, DEANERY GROUPS, DIOCESAN STAFF OR ANY OF THE VARIOUS DIOCESAN ADVISORY BODIES, AND THE BISHOP. SUGGESTIONS MUST BE PRESENTED TO THE DIOCESAN PASTORAL COUNCIL EXECUTIVE COMMITTEE IN WRITING AND IN A PRESCRIBED FORMAT.

GOAL 6.2:

REGULAR POLICY REVIEW

THE DIOCESAN PASTORAL COUNCIL SHALL REVIEW DIOCESAN POLICIES ON A REGULAR BASIS. THE DIOCESAN PASTORAL COUNCIL SHALL REVIEW IMMEDIATELY ANY DIOCESAN POLICY AFFECTED BY NEWLY ENACTED ECCLESIAL LAW TO ENSURE COMPLIANCE. THE DIOCESAN PASTORAL COUNCIL SHALL REVIEW IMMEDIATELY ANY DIOCESAN POLICY AFFECTED BY NEWLY ENACTED CIVIL LAW TO ENSURE COMPLIANCE, PROVIDED SUCH LAW IS NOT IN CONFLICT WITH CATHOLIC FAITH AND MORALS.

DIOCESE OF EVANSVILLE PARISH PASTORAL COUNCILS

PREFACE

As prescribed by the Second Vatican Council and set forth in the Code of Canon Law:

. . . a pastoral council is to be established in each parish; the pastor presides over it, and through it the Christian faithful along with those who share in the pastoral care of the parish in virtue of their office give their help in fostering pastoral activity.
(Canon 536.1).

Parish Pastoral Councils are providing an increasingly important role in parish life in building Christian Community.

In the pages which follow, a model for all Parish Pastoral Councils for the Diocese of Evansville will be set forth. The intent and purpose of this document will be to provide overall guidelines for Parish Pastoral Councils while allowing for appropriate individuality within parishes.

Parish Pastoral Councils are vital ministries themselves and serve in a consultative role to their respective Pastors and Pastoral Life Coordinators. Their roles are to advise on the vision and direction for the parish, to establish pastoral priorities, and to ensure the implementation of those priorities. In fulfilling their mission, Parish Pastoral Councils serve primarily as planning and visionary resources and only secondarily in executive or administrative capacities. The Parish Pastoral Council “process” is one of decision-making by consensus unlike an organization run on democratic principles with clearly delineated methods for decision-making, authority and control.

While there is clearly a need for organizational structure including a constitution and bylaws OR guidelines, Parish Pastoral Councils are called to perform their ministries in an atmosphere of prayerful consideration and discernment seeking to reach decisions by consensus. The Parish Pastoral Council itself is a shared ministry of service as well as a visible example of cooperation and trust. The patience and love shown by Council members for each other should be a sign of Christ’s presence in the community.

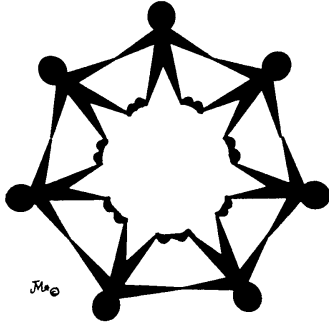
Given the ever-expanding role of Parish Pastoral Councils, the number and kinds of issues to be addressed are considerable. Providing resources for and ensuring the implementation of various ministries can take on many forms depending upon the needs, interests, direction and leadership of the parish. Examples of **ministries** for which Parish Pastoral Councils must take a key accountability for providing are:

Faith Formation/Education, Spiritual Life/Worship, Catholic Social Mission/Community Outreach, and Administration/Finance. There must be a constant focus on the part of the Council on the overall direction of the parish in fulfilling its mission. The Parish Pastoral Council must continually assess the future needs of the parish and provide the leadership, resources, enthusiasm, support, encouragement, and visionary thinking and planning which is so very critical for the parish mission to be attained, for Christian Community to be built in the larger sphere of the Catholic Church, and to bring about Christian conversion in the world.

In this document, practical guidelines will be offered for the establishment and effective functioning of Parish Pastoral Councils. For some Parish Pastoral Councils, the process described herein may be very familiar; many of the expectations quite possibly are already being met. For others, considerable, significant change may be required. As parish leadership, Pastors and Pastoral Life Coordinators are challenged to be prepared to take the bold steps required to bring about these changes.

To seek God's will, to listen attentively to everyone's point of view, to seek wisdom through prayer and discernment, and to strive for consensus may appear initially to be an exhausting, unnecessary and painstakingly slow process. The model and encouragement for such an approach to functioning effectively as a Parish Pastoral Council is Jesus Christ. As described in 1 Peter 4: 8-11:

Above all, let your love for one another be constant, for love covers a multitude of sins. Be mutually hospitable without complaining. As generous distributors of God's manifold grace, put your gifts at the service of one another, each in the measure received. The one who speaks is to deliver God's message. The one who serves is to do it with the strength provided by God. Thus in all of you, God is to be glorified through Jesus Christ: to Him be glory and dominion throughout the ages. Amen.



I. DIOCESAN POLICIES FOR PARISH PASTORAL COUNCILS

Canon 536.1 states: After the diocesan bishop has listened to the presbyteral council and if he judges it opportune, a Pastoral Council is to be established in each parish; the Pastor/Pastoral Life Coordinator presides over it, and through it the Christian faithful along with those who share in the pastoral care of the parish in virtue of their office give their help in fostering pastoral activity.

Accordingly, the Diocesan Bishop herewith establishes that:

Policy

EVERY PARISH IN THE DIOCESE OF EVANSVILLE IS TO HAVE A PARISH PASTORAL COUNCIL APPROPRIATE TO THE PARISH.

Implementation

To that end, respecting the diversity among parishes, the following NORMS for Parish Pastoral Councils are intended to promote a better understanding of the general nature and purpose of Parish Pastoral Councils and to ensure the basic elements common to all Parish Pastoral Councils in the Diocese of Evansville:

- Norm 1** The Parish Pastoral Council is a consultative body which shares a serious pastoral responsibility with the Pastor/Pastoral Life Coordinator and makes appropriate recommendations for the effectiveness of parish life.
- Norm 2** The Parish Pastoral Council shares responsibility for the spiritual development of the parish community and plans ways to carry out the mission of the Church.
- Norm 3** The Parish Pastoral Council's recommendations will deal with pastoral plans and policies.
- Norm 4** The parish Pastoral Council will not deal with acts of administration.
- Norm 5** The Parish Pastoral Council is to reach conclusions by a process of prayerful discernment and consensus, while respecting the canonical authority of the Pastor/Pastoral Life Coordinator as well as civil and church law, and diocesan policy.
- Norm 6** The Finance/Administration Commission (Council), and all commissions, committees and organizations are to be part of the structure of the Parish Pastoral Council.
- Norm 7** The Parish Pastoral Council is to understand and support the relationship of the parish to the Diocese.
- Norm 8** The Parish Pastoral Council is to have a formal and visible structure with regular meetings, presided over by the Pastor/Pastoral Life Coordinator, and an established agenda.

- Norm 9** Parish Pastoral Council members, except for those who are on the Council by reason of their office, are to be determined in an appropriate manner which involves participation of the parish community.
- Norm 10** Members of the Parish Pastoral Council, except for those who serve by reason of office, shall have a limited term.
- Norm 11** Reports on Parish Pastoral Council actions are to be shared regularly with the parish community.
- Norm 12** Any reorganization of the Parish Pastoral Council is to follow the Diocesan Policies and Guidelines for Parish Pastoral Councils.
- Norm 13** A Pastor/Pastoral Life Coordinator may not dissolve a Parish Pastoral Council without the approval of the Bishop.
- Norm 14** The Parish Pastoral Council, with the assistance of the Diocese, is to provide an annual orientation and continuous formation for its members.
- Norm 15** A current copy of the local Parish Pastoral Council Guidelines or Constitutions and By-Laws is to be on file in the Chancery. Parishes are to review and evaluate their documents every three to five years.

II. MISSION AND RESPONSIBILITIES OF PARISH PASTORAL COUNCILS

A. MISSION OF PARISH PASTORAL COUNCILS

Mission of Parish Pastoral Councils

The Parish Pastoral Council, as a consultative body to the Pastor/Pastoral Life Coordinator, is:

- to provide recommendations for parish priorities, directions, and policies through pastoral planning;
- to promote communications and understanding among parish organizations and between the parish, the Diocese, and the universal church; and
- to form community as a sign and witness of unity for the larger parish community.

In forming community as a sign and witness, council members are challenged to ongoing renewal through prayer, study, listening, and dialogue. In developing and recommending priorities and directions for the parish, the council strives for full participation by parishioners in its mission by inviting all to have a voice. The council encourages communication and understanding by facilitating dialogue among parish leadership and organizations.

Jesus calls Parish Pastoral Council members

To PROCLAIM	<i>the Word of the Gospel through</i>	EVANGELIZATION FORMATION/EDUCATION
To WORSHIP	<i>as a community through</i>	LITURGICAL CELEBRATIONS/DEVOTIONS OTHER PUBLIC PRAYER
To CARE	<i>for the community through</i>	SERVICE
To SHARE	<i>the Gifts and Talents of the Whole Community through</i>	COLLABORATIVE MINISTRY STEWARDSHIP

The Parish Pastoral Council carries out its purpose through the following functions:

SETS VISION	<i>for the parish community</i>	by leading a process to articulate the parish's mission in a statement which reflects the mission of Jesus and is relevant to the unique circumstances of the parish.
GIVES DIRECTION	<i>to the parish community</i>	through discerning God's will for the community, assessing needs, developing priorities and engaging in planning.

B. RESPONSIBILITIES OF PARISH PASTORAL COUNCILS

In carrying out its primary functions, the Parish Pastoral Council should attempt to:

UNIFY	<i>the parish community</i>	by promoting communications and understanding and in some instances coordinating activities and events.
CONNECT	<i>the parish to the Diocese and Universal Church and people of the parish to one another</i>	by articulating the common mission and developing awareness and dialogue.
ENERGIZE	<i>the Parish Community</i>	by providing leadership, inviting broad participation ministry, involving the laity more intimately in parish life and in witnessing their faith in all circumstances and situations.
BUILD AND RENEW	<i>the council's faith dimension</i>	by providing opportunities for councilors to deepen their relationship with Christ both as individuals and as a community.
ENABLE AND CREATE	<i>the faith dimension of the community</i>	by providing opportunities to the parish for spiritual growth for all parishioners.

III. CHARACTERISTICS OF THE PARISH PASTORAL COUNCIL

Understanding of the critical priorities for a parish is a struggle which most Parish Pastoral Councils face. Advisors who have been studying and working with Parish Pastoral Councils in the United States have tried to describe the ideal Parish Pastoral Council. The traits they have identified are rooted in the consultative and pastoral nature of Parish Pastoral Councils, as provided by The Code of Canon Law (Cf. canons 228, 536, 537).

Thus, a Parish Pastoral Council embodies these attributes: prayerful, pastoral, representative, discerning, prophetic, enabling, and collaborative.

A Parish Pastoral Council is PRAYERFUL

As men and women of faith, Council members are also men and women of prayer. They know how important it is to center their lives in Christ and shape them through Christ's example in the Gospel. Prayer helps persons know where God is in their lives. A Parish Pastoral Council needs to pray together, so that as a leadership group they may draw closer to one another and those whom they serve. Through prayer, Council members come to understand and appreciate more deeply their ministry - and come to understand the ways in which the parish is being called to serve.

A Parish Pastoral Council is PASTORAL

Parish Pastoral Council members, along with the Pastor and Pastoral Life Coordinator and staff, are asked to help provide ways to meet the needs of the community. Together, Council and other parish members are to be concerned with the best way to live out the mission and ministry of the parish. This asks members to listen carefully and attentively to what others are saying. Ministering to others is the responsibility of everyone. To be pastoral is to be caring.

A Parish Pastoral Council is REPRESENTATIVE

To be representative means that Council members act in the best interests of the whole parish. Each member of the Council needs to rise above committee or other group loyalties if the Council is to assist the pastoral staff in discerning how best to meet parish needs and how to challenge parishioners to live fuller lives in Christ. Each Council member is encouraged to speak up for those who may not be represented on the Council. Being representative means to take seriously being the "one bread, one body," which is Christ.

Discernment, put simply, is detecting the movement of the Holy Spirit in one's life, family, and community. The Council needs to be discerning because it is God's Spirit that leads them forward in the work of building the Reign of God. Discernment is possible when Council members listen prayerfully to the Holy Spirit as they are making recommendations and decisions. Matters of major pastoral concern for the parish community are subject matter for discernment.

A Parish Pastoral Council is PROPHETIC To be prophetic means to see and to have a vision of who the People of God are called to be. To be prophetic also means to have a keen sense of God's justice for the poor, the disadvantaged, and the marginalized.

Vatican II helped the understanding that an essential part of the Church's mission is the search for justice in the world. Like Old Testament prophets, Council members need to bring up questions of justice and constantly ask how the parish community is living out God's Word. Is the parish being a witness to God's justice for the poor, the homeless, the unemployed, the abused, and those without hope? Is the Council continually challenging the whole parish —themselves, other parishioners, the staff, the Diocese, and the whole Church — to live out Gospel justice?

A Parish Pastoral Council is ENABLING Each Parish Pastoral Council member is called to grow in Christ's life and to invite others into the journey. Christ asks us to participate in the teaching, healing, preaching, and worshiping ministry. When others are encouraged to use their gifts to help build the community of faith and take part in the building up of the Church, this is said to be enabling. Council members are offered the opportunity to work with volunteers.

A Parish Pastoral Council is COLLABORATIVE "Collaboration" essentially means "working together," and it goes beyond just the tasks of being an effective Parish Pastoral Council. The word should also describe the relationship between Pastor/Pastoral Life Coordinator and Council, the Council and staff, the parish and the diocese. The work of Christ requires that everyone who serves through leadership should pursue common goals and values that arise out of the Gospel.

IV. DEVELOPMENT OF A FORMAL AND VISIBLE STRUCTURE

1. THE MISSION STATEMENT OF THE PARISH

These Guidelines emphasize faith-filled leadership and challenge Parish Pastoral Council members to become persons of vision, willing to pray and reflect together, to grow and change, and to collaborate in shaping the life of the parish.

How a parish develops the specific details will be decided by each parish. No matter how the structure is developed, it is essential that it can be done with due respect for the gifts, talents, and understandings of the people involved.

The Mission of the parish is the mission of Jesus. Because each parish is unique, the People of God need to reflect on the Mission of Jesus and apply it to their local circumstances. The following questions may be of help in developing a Parish Mission Statement:

1. Who are we as a faith community?
2. What is the message of Jesus in our lives?
3. How do we respond to the dynamism of the living Spirit in our lives, in our family, in our community and in the broader world?

The response of the people of your parish to these questions is the Mission Statement for both the parish and the Parish Pastoral Council. The Parish Mission Statement is stated at the beginning of the Constitution or Guidelines.

2. GOALS AND OBJECTIVES

The Parish Pastoral Council will be concerned with the total stewardship of the parish, including time, talent, and treasure, in carrying out its mission in unity with the Diocese and universal Church. This particular assembly of the People of God is called the Parish Pastoral Council of (name of parish). Its goals are to respond to the movement of the Spirit within the parish; to work for a unified mission among its members; and to help parish leadership plan, coordinate, and evaluate the pastoral goals of the parish.

OBJECTIVES

- A. To provide an open, honest, and representative forum for full and free discussion of pastoral matters so that consensus among the parish community may be achieved.
- B. To act as representatives of the parish community, making known their needs and aspirations.
- C. To assist the Pastor/Pastoral Life Coordinator in formulating and implementing policies.
- D. To assist the Pastor/Pastoral Life Coordinator to plan and set pastoral goals and priorities in response to the expressed needs and aspirations of the parish community.
- E. To call upon appropriate parish committees, ministry groups and organizations to implement pastoral goals and priorities.

- F. To coordinate and evaluate the direction of all parish organizations in light of the goals and priorities decided upon.
- G. To provide Pastor/Pastoral Life Coordinator with a Council consensus regarding the annual parish budget prepared by the Finance/Administration Commission (Council), in light of the stated goals and priorities.
- H. To seek consensus of the Council on contemporary religious, ethical and social justice issues and form a united voice with the Bishop and Pastor/Pastoral Life Coordinator in speaking about them in the public forum.
- I. To collaborate with the Diocesan Pastoral Council by initiating and/or supporting positive action for the common good of the Church, i.e.: participating in the Regional and Diocesan Assembly, etc. (included in light of potential future developments)
- J. To initiate and support, with the Bishop and Pastor/Pastoral Life Coordinator, positive action for the common good of the Church, other religious bodies and the broader community.

3. SCOPE OF AUTHORITY

The Parish Pastoral Council is consultative to the Pastor/Pastoral Life Coordinator as provided for in Canon 536.1.

The Parish Pastoral Council receives its formal mandate from the Bishop. The Pastor/Pastoral Life Coordinator shares his/her responsibility for achieving the pastoral mission of the parish in accord with Diocesan policies.

The Pastor/Pastoral Life Coordinator, with the Parish Pastoral Council, has the responsibility for the administration and the ministry of the parish. This responsibility is given by the Bishop of Evansville and the Canon Law of the Church.

Although a member of the Council, the Pastor/Pastoral Life Coordinator has, by reason of office, the unique responsibility and authority to ratify all that is done by the Council. In rare instances, and for serious reasons, the Pastor/Pastoral Life Coordinator may reach a decision which is different from the Council and may ask the Council to reconsider its action.

In this instance, the Council will review its action and the pastoral reasons for the disagreement at its next regular meeting. If the Pastor/Pastoral Life Coordinator and the Council cannot resolve differences in such serious matters, the Pastor/Pastoral Life Coordinator with the Council Chairperson may seek to resolve the issue by referring the matter to the Bishop of Evansville.

4. MEMBERS

The Pastor/Pastoral Life Coordinator of the parish, because of his/her role of pastoral leadership, presides over the Parish Pastoral Council.

There are three types of members on the Council: ex officio, appointed and selected. Service on the Council is a special ministry to the parish. Parish Council members need to understand themselves as ministers of service to the parish community. Members are (1) baptized and confirmed Roman Catholics in good standing in the Church; (2) persons who support and enable parish life; (3) persons willing to participate in ongoing formation; (4) people of prayer trying to understand and live God's will.

The term of membership will be for three years, with each term beginning on August 1. Members may serve no more than two consecutive terms. Provision should be made for rotation of terms so that there are new members joining the Council each year, with some experienced members remaining.

The nature of the discussions and actions taken by the Parish Pastoral Council calls for faithful attendance at all regular meetings. If a member has two consecutive unexcused absences, his/her continuation on the Council is to be reviewed by the Executive Committee.

Professional staff persons may serve the Council as resource persons only. They may give reports to the Council regarding status and needs of specific areas of service. They do not participate in decisions.

5. OFFICERS

The Pastor/Pastoral Life Coordinator of the parish serves as President of the Parish Pastoral Council, a separate and distinct office from the Chairperson (see Glossary: President).

The Council will have a Chairperson, Vice-Chairperson and Secretary. These officers will be selected by the Council prior to June 1 and serve for a term of one year beginning August 1. They may be selected for a second term.

The Executive Committee (optional)

The Executive Committee consists of, but is not necessarily limited to, the Pastor/Pastoral Life Coordinator, the Chairperson, the Vice-Chairperson and the Secretary.

These officers will be selected by the Council prior to June 1 and serve for a term of one year beginning August 1. They may be selected for a second term.

Executive Committee: Roles and Responsibilities

- Sets the agenda prior to the regular Parish Pastoral Council Meeting.
- Directs the Council Secretary to provide copies of the agenda, resolutions for action, minutes of the previous regular Council meeting and Committee reports to the Council members at least 3 days prior to the next meeting.
- Requests Committee budgets for the parish Finance Commission (Council).
- Evaluates the quality of Council meetings regarding environment, participation, process and content.
- Approves and facilitates group planning, coordination and cohesion of the Council.

- Plans and coordinates all special meetings of the Council: spiritual, social and educational.
Special or ad hoc Committees of the Council may be appointed as needed, including a Selection Committee with a written charge including beginning and ending dates.

A Special Committee shall:

1. Gather information.
2. Recommend ways to address matters referred to it by the Parish Pastoral Council.
3. Automatically cease to exist on presentation of its final report to the Council.

OFFICERS: Roles and Responsibilities

**President —
Pastor/Pastoral
Life Coordinator**

- Participates in Council discussions and decisions.
- Serves as a member of the Executive Committee if applicable.
- May call Special Meetings as deemed necessary.
- Gives a “Pastor’s Report” at each meeting, including relevant internal or Diocesan developments affecting the parish.
- Is an “ex officio” member of any or all Standing and Special Committees of the Parish Pastoral Council.
- Ratifies or declines to ratify all decisions of the Council in writing.
- Officially promulgates all ratified actions of the Council.

Chairperson

- Conducts all regular and special meetings of the Parish Council.
- Conducts Executive Committee meetings if applicable.
- Participates as an individual in Council discussions and decisions.
- Makes special appointments as authorized by the Constitution.
- May be an “ex officio” member of any or all Commissions and Special Committees of the Parish Pastoral Council.
- Contacts members who have two consecutive unexcused absences and informs the Executive Committee of their status.

Vice-Chairperson

- Assumes the duties of the Chairperson in his/her absence.
- Serves as a member of the Executive Committee if applicable.
- Participates as an individual in Council discussions and decisions.
- Makes special appointments as authorized by the Constitution.

Council Secretary

- Maintains an attendance record of all Council membership, noting those absent and bringing to the Chairperson’s attention those members missing.
- Keeps an accurate record of all minutes of the Council at the regular and special meetings or sessions.

- Publishes the minutes of the Parish Pastoral Council meetings and provides secretarial assistance to the Council as deemed appropriate.
- Participates as an individual in Council discussions and decisions, if elected as a member of the Council.

6. SELECTION OF COUNCIL MEMBERS

A Parish Pastoral Council includes:

- A. Ex-officio members:
 1. The Pastor/Pastoral Life Coordinator, Associate Pastor(s).
 2. Attend all Council meetings and participate as individuals in Council discussion and decisions.
- B. Appointed Commission representatives selected/discerned in any one of the following ways:
 1. Chairperson appointed by the Pastor/Pastoral Life Coordinator; or,
 2. The Chairperson or another member of the Commission served selected/discerned by and from the members of the Commission.
- C. Selected Parish Pastoral Council Members discerned in any one of the following ways:
 1. Discerned according to size of parish: e.g., one representative for a designated number of families, persons or envelope holders; or,
 2. Discerned by geographic area of population density; or,
 3. Discerned to provide true representation of all segments and groups of the parish; or,
 4. Selected by and from the parish at-large by a plurality vote of the parish members.

7. TERMS OF OFFICE

Selected/discerned members of the Parish Pastoral Council may serve their terms in one of the following ways:

1. One three year term followed by at least one year off council; or,
2. Two successive terms of three years each followed by at least three years off council; or,
3. Two successive terms of two years each.

Premature termination of Council Membership: It is the Parish Pastoral Council's responsibility to see that its members fulfill their duties fully and completely. Provision for a premature termination of Council membership (e.g., in the case of a member's habitual absence from Council meetings or moving, etc.) should be included in the Council guidelines.

8. COMMISSIONS

Guidelines For Roles and Responsibilities

These Guidelines for Roles and Responsibilities are intended as a model. Some parishes use few bylaws, while others pre-

fer a detailed description of roles and responsibilities. While these roles and responsibilities may vary from parish to parish, an understanding of them contributes to the success of ministry both on the Parish Pastoral Council and within the parish.

- Commissions**
- are the working bodies of the Parish Pastoral Council through which the pastoral goals of the parish are implemented.
 - provide a means of wider representation and participation in the life and mission of the Church.
 - maintain communication on three levels by:
 1. Acting as an authentic and representative voice of the Council and the people of God.
 2. Providing open and honest dialogue regarding parish and committee affairs.
 3. Collaborating with other committees and organizations for the common good of the parish community.
 - provide the channel through which the people of the parish can make requests and/or observations.
 - maintain communication with the Diocesan Office that directly pertains to the ministry of the Commission.
 - encourage active participation of all parishioners in the service of the Lord.
 - should cover the following areas: Faith Formation/ Education, Spiritual Life/Worship, Catholic Social Mission/Community Outreach, and Finance/Administration.

Each parish will determine the Commissions that will best serve the needs of their respective parish community. These Commissions and their descriptions are to be included in the guidelines or constitution and by-laws of the particular Parish Pastoral Council. Some of the more essential Commissions and their responsibilities are included in this document.

The Parish Pastoral Council is challenged to develop and maintain a ministerial balance in its structuring of Commissions. The Commission structure should emphasize and reflect the Mission of the parish and the entire scope of pastoral concerns:

- To proclaim the Word of the Gospel
- To worship as a community
- To care for the community through service
- To share gifts and talents of the whole community as stewards

To ensure stability and clear communication between parishes and the Diocese, each parish will strive for at least four basic Commissions:

Faith Formation/Education
 Spiritual Life/Worship
 Catholic Social Mission/Community Outreach
 Finance/Administration

Some larger parishes may have additional Commissions, such as Communications and Parish Activities. Because parishes in the Diocese of Evansville vary in size and make-up, each Parish Pastoral Council should implement these guidelines to fit its specific needs. Whatever number of Commissions are established beyond the basic four, it is important to foster a sense of cooperation among all Commissions.

The Commissions function as channels through which the Council implements parish mission goals, objectives and programs. Through Commissions the planned pastoral ministries of the parish are implemented.

A Commission may need to establish various committees. For example, the Catholic Social Mission/Community Outreach might have two committees: one concerned with direct service to persons in need, and the other addressing justice and peace education in the parish. The Finance/Administration Commission might have one committee concerned with parish finances and the annual budget, and another committee concerned with buildings, grounds and maintenance of the parish facilities.

For continuity in the parish, all organizations, committees, and sub-committees are to affiliate with one or more of the Parish Pastoral Council Commissions without jeopardy to their individual autonomy. This will help groups to work together and share resources. All existing organizations and groups adhere to the policies of the Parish Pastoral Council in matters which affect the parish.

RECOMMENDED RESPONSIBILITIES

Faith Formation/Education Commission

This Commission is to address the educational mission of the entire parish community: adults, young persons, and children. Passing on our faith tradition is of great importance. The commission may recommend the development of new programs, updating of current ministries and programs, and adoption of policies which enhance the educational mission of the Church. The School Board is an integral part of the Parish Pastoral Council and functions as a part of this Commission. (Note: Work on the School Boards will take place after the Synod to allow in-put from parish schools and consolidated schools.)

This approach assures that all members of the parish are served educationally, according to their needs, at a particular time in their lives.

Since this Commission is concerned for the development of quality learning for all persons in the parish, under the light of faith and the Gospel precepts, close collaboration with all groups concerned with faith formation is recommended.

Some Areas of responsibility:

- Adult Religious Education
- Catholic Schools
- Religious Education
- Special Education (SPRED)
- Youth Ministry
- Young Adult Ministry
- Campus Ministry

For assistance, information, and resources, contact the Diocesan Offices for:

- Schools
- Religious Education
- Youth and Young Adult Ministry
- Campus Ministry
- Missions

**Spiritual Life/Worship
Commission**

This Commission is to initiate and coordinate the Parish Pastoral Council's ministry of helping persons grow in faith. This Commission gives special attention to how the parish community worships and celebrates the Liturgy, how the community welcomes new members, and how family life is strengthened in the parish.

Since this Commission is concerned with spiritual formation for all persons in the parish, under the light of faith and the Gospel precepts, close collaboration with the Faith Formation/Education Commission is necessary.

Areas of Responsibility:

- Adult Faith Development
- Ecumenism
- Evangelization
- Family Life
- Liturgy and Worship
- Rite of Christian Initiation of Adults (RCIA)
- Small Christian Communities
- Vocations
- Parish Community Spirit
- Single Adults

For assistance, information, and resources, contact the Diocesan Offices for:

- Vocations
- Family Life
- Worship and RCIA Steering Committee
- Religious Education
- Stewardship and Development
- Missions

**Catholic Social
Mission/Community
Outreach Commission**

This Commission is responsible for the areas of social concern and justice. The purpose of this commission is to involve parishioners in social justice issues within the parish community and in the larger world community and to seek out and serve the needs of the elderly, the homeless, the hungry, the forgotten, and the victims of discrimination. Education is very important in this work because awareness and knowledge must precede effective involvement.

Areas of responsibility:

- Human Services (Direct Service)
- St. Vincent de Paul
- Peace and Justice (Social Action)
- Health Care Ministry
- Day Care for Infants/Young Children

For assistance, information, and resources, contact:

- Catholic Charities Bureau
- Mission Office
- Social Action or Social Services office in your city
- County Agencies
- St. Vincent de Paul
- Detention Ministry
- Boy and Girl Scouts
- Health Care Commission
- Ministry to the Deaf
- Rural Life

**Finance/Administration
Commission (Council)
(Cf. Appendix C)**

The Finance/Administration Commission is a Commission of the Parish Pastoral Council in accordance with Canon 537. Its primary function is to assist the Pastor/Pastoral Life Coordinator in the preparation of the yearly budget for review and approval by the Parish Pastoral Council.

This Commission is to sustain the mission and the ongoing development of the parish community by providing the necessary administrative and financial skills. Working closely with the Pastor/Pastoral Life Coordinator, who is accountable for the administration of the parish, this Commission concerns itself with all parish resources, the Catholic Parishes Campaign, the annual parish budget, parish support, and the effective use and maintenance of parish facilities. The collaboration of this Commission with the Pastor/Pastoral Life Coordinator, the parish staff, and the Parish Pastoral Council is intended to free the Pastor/Pastoral Life Coordinator for his/her role of spiritual leadership.

Areas of responsibility:

- Buildings and Grounds
- Finance
- Preparation of the annual parish budget

For assistance, information, and resources, contact the Diocesan Offices of:

- Stewardship and Development
- Treasurer
- Chancery

See Appendix C for further information.

Special Committees Parish Pastoral Councils have internal concerns affecting their work. They also need research and information on current and future matters which are not part of a committee responsibility. Such needs require an Ad Hoc or special committee appointed by the Executive Committee or a Commission Chairperson. Such Ad Hoc committees will be given a very specific charge in writing which includes beginning and ending dates for a project.

9. PROCESS FOR MEMBERSHIP

A Selection Committee consisting of three to five members may be appointed by the Council from Council membership. A Chairperson of the Selection Committee is a member of the Parish Pastoral Council who is not seeking nomination at the time. Council members who are seeking to continue service should not be on the Selection Committee. The Selection Committee shall be responsible for all matters concerning Parish Pastoral Council nominations and selection/discernment.

Three selection methods or a combination are recommended: 1) Council members may be nominated from the parish community and voted upon by same, or 2) the discernment process may be used to select new Council members from the parish at-large, or 3) parishioners who are willing to serve on the Parish Pastoral Council may submit their names, a photo and brief biography at the time that the Parish Pastoral Council selection is announced. Of the three methods, discernment is preferred.

The “called by name” process is an example of parish-wide discernment. This is a process where on a given Sunday, members of the congregation identify and name persons who are felt to be good candidates to represent the parish community on the Council. It is helpful if those who are naming possible candidates also include two or three qualities that they recognize in the person they are recommending. A Selection Committee contacts those recommended and shares the qualities mentioned. After some reflection recommendees are asked their willingness to serve on the Council. All those who are willing are called together for a group experience of sharing gifts and willingness to serve. A Selection Committee facilitates and listens to the candidates. All pray together for wisdom and discernment of God’s will for the parish community. A Selection Committee meets following this session and draws up a list of potential Council members to present to the entire Council. The Council recommends new members to the Pastor/Pastoral Life Coordinator.

This process eliminates many of the drawbacks of other types of selection processes. For one, this method eliminates the problem of having a loser. It also eliminates the problem that many people will not “run” for the Parish Pastoral Council and the ones who do might have a personal agenda that may not be in the best interests of the parish.

When done correctly in prayerful discernment, the person appointed by the Pastor/Pastoral Life Coordinator will not necessarily be the most popular, the smartest, the most outgoing or the most active volunteer. Rather, he/she will be the person who parishioners think can best lead them and reflect the concerns of the whole parish.

10. FILLING VACANCIES

Vacancies on the Parish Pastoral Council should be filled by replacements to serve unexpired terms. Vacancies can be filled in any one of the following ways:

1. The next nominee in the last discernment may be asked to complete the unexpired term; or,
2. A special selection may be held to fill the vacancy; or,
3. Appointment by a consensus of the Parish Pastoral Council from the parish at large; or,
4. In the case of the Chairperson of the Council, the Vice-Chairperson may fill the position; or,
5. A new Chairperson may be discerned by the Council; or,
6. In the case of a Committee representative, appointed at the recommendation of the Committee represented.

11. MEETINGS

The Parish Pastoral Council will have regular meetings. The Council will normally meet monthly. An Executive Committee will set the place, date and time of the meetings. Special meetings may be called by the Pastor/Pastoral Life Coordinator and/or the Chairperson. Parish Pastoral Councils may also choose to meet quarterly for a longer period of time.

In order for decisions/actions of a Council meeting to be considered official, the Pastor/Pastoral Life Coordinator with a majority of members (50% or more) must be present for the discussion and deliberation.

A Parish Pastoral Council Meeting typically includes:

Prayer and Reflection: It is important to make prayer an integral part of the Council gathering. It is not just the “opening prayer” to get to the business at hand; rather it is a time to deepen relationships with Christ, to apply the Gospel to the work of the Council, to discern directions for parish ministry, and to grow together in faith. Sufficient time should be provided for this kind of prayer. Responsibility for preparing the prayer and reflection should be rotated among the Council members.

Action Items: Since planning is important to parish leadership, the Council discusses pastoral issues, concerns and questions related to parish pastoral goals. The agenda is to be sent in advance of the meeting.

Reports: Committee reports on programs, activities and projects are reviewed. It is best if these are given to the Council in writing in advance of the meeting and dealt with only after action items are agreed upon.

Formation: In addition to initial orientation, Council members need ongoing formation to further understand the Council's work and areas of responsibility. The educational part of the meeting can be varied and interesting. Study and discussion might include a part of the "Parish Pastoral Council Policies and Guidelines", a Church document, Small Christian Community study guides, a guest speaker or a video tape. Formation may also be planned at other times.

Public Forum: The Parish Pastoral Council meeting is to be open for anyone to attend. A time may be included, at the discretion of the Chairperson, for guests to address the Council on issues of concern to the parish provided the Chairperson has been notified in advance. The Council listens, but does not discuss the matter until a future meeting.

Review of the Meeting: Each member is asked to give his/her impressions of the meeting. This is a simple type of evaluation.

12. PARISH PASTORAL COUNCIL CONSULTATIVE PROCESS

The Parish Pastoral Council should strive for the greatest degree of consensus on all its recommendations.

Consensus is a group process in which each Council member expresses his/her wisdom on a matter proposed for decision. The process is characterized by each member of the Council listening carefully to all the other members with an attitude of openness to the individual member's unique perspective on the subject of the discussion.

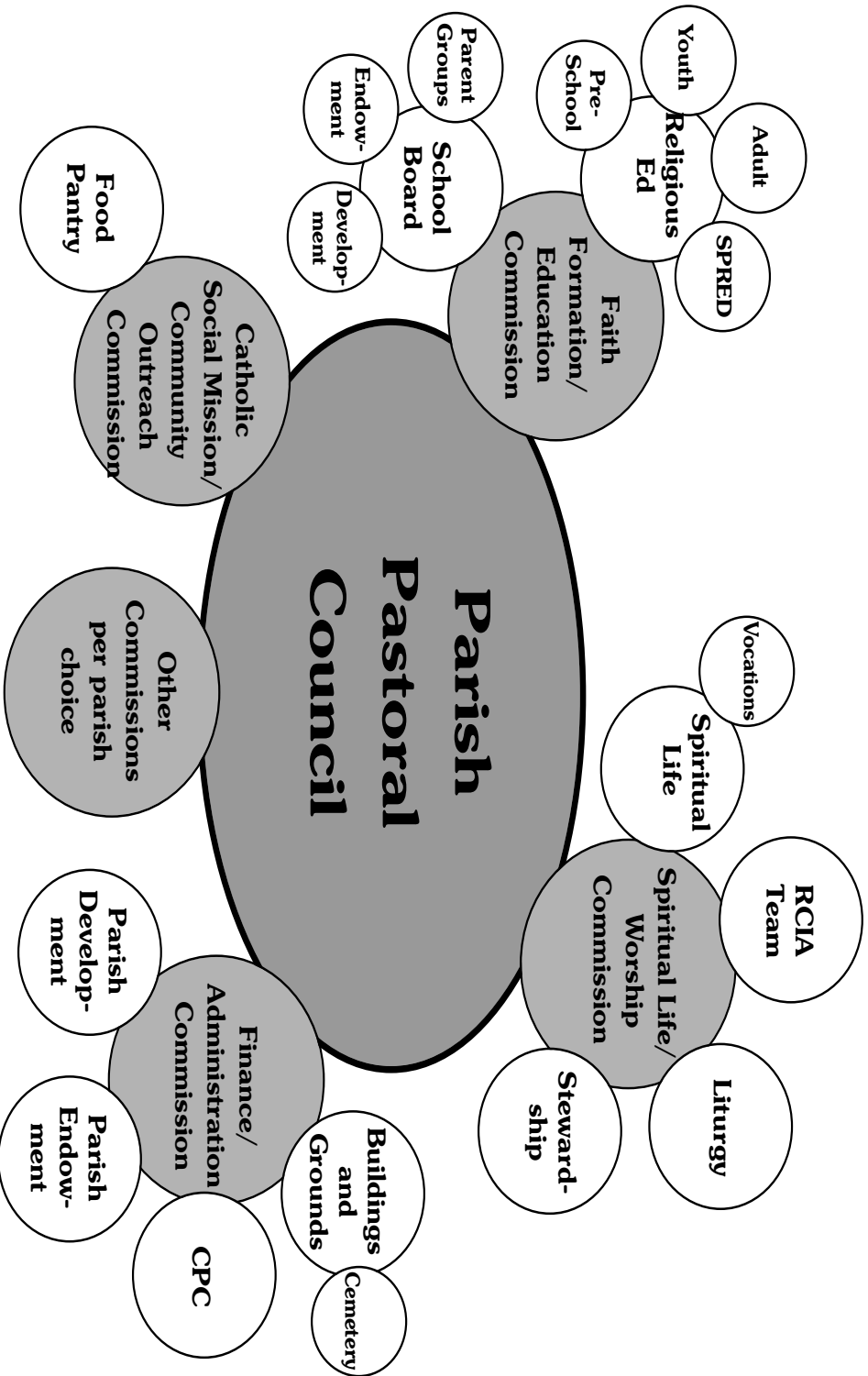
CONSENSUS DOES NOT NECESSARILY MEAN TOTAL AGREEMENT. It is a decision which everyone on the Council can gracefully accept and support. The Chairperson determines whether there is true consensus reached, or whether further clarification and discussion is needed to reach consensus.

Within its consultative role, the Council is ultimately responsible for the action of any Parish Pastoral Council Commissions. Following the principle of subsidiarity and to avoid a review process on each decision, the Council shall establish a process to review and approve the annual goals, objectives and programs of the Commissions, possibly with modifications, as reflective of the Parish Mission Statement. The Commission will then be free to operate on matters within its plan. Departures from the plan, or matters not included when the plan was developed, are subject to review by the Council.

13. AMENDMENTS Amendments to the Constitution or Guidelines may be introduced by the Council members at a regular meeting of the Council; however, the amendment is to be submitted in writing. Consensus on amendments shall not take place until the next regular meeting of the Council. Each amendment to the constitution will require a consensus of the Council in order to be adopted.

The parish community will be informed of any changes in the Constitution and the rationale for such changes will be shared with them.

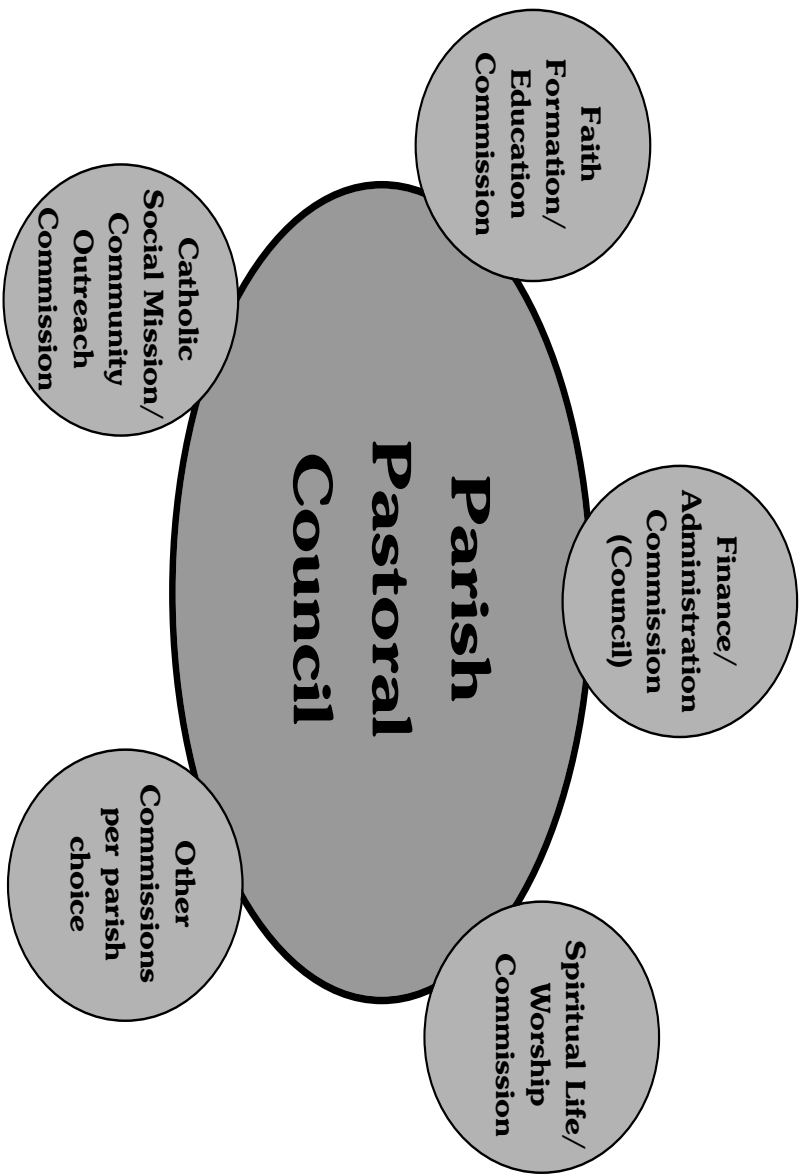
Model I: Parish Pastoral Council Commissions and Related Groups



Note 1: It is assumed that Evangelization and a Family Perspective will permeate every Commission/Committee. Training will help realize this goal.

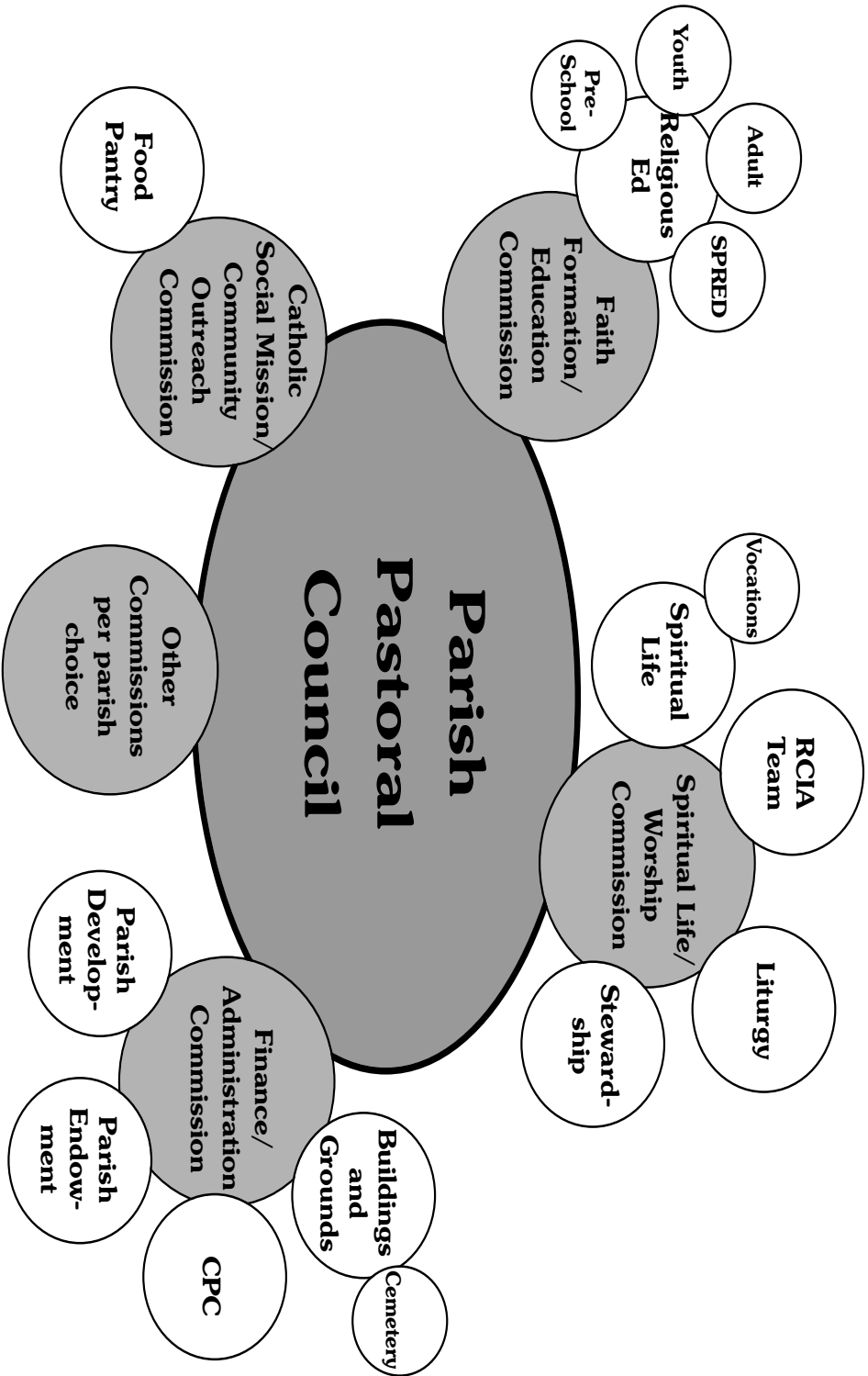
Note 2: The Committees and Sub-committees (smaller circles) are only intended as examples. There may be fewer or more committees depending on parish size and needs.

Model II: Parish Pastoral Council Commissions



Note 1: It is assumed that Evangelization and a Family Perspective will permeate every Commission/Committee. Training will help realize this goal.

Model III: Parish without School — Pastoral Council Commissions and Related Groups



Note 1: It is assumed that Evangelization and a Family Perspective will permeate every Commission/Committee. Training will help realize this goal.

Note 2: The Committees and Sub-committees (smaller circles) are only intended as examples. There may be fewer or more committees depending on parish size and needs.

V. APPENDICES

APPENDIX A

DISCERNMENT

Discernment is to seek understanding and insight and come to know the will of God in a particular situation. It is an attempt to detect the movement of the Holy Spirit so as to carry out the mission of the Church in accord with Church teaching.

An attitude of discernment is important in the governance of the Church. To remain true to God's will requires listening to the Holy Spirit whom Jesus sent to the People of God as Guide and Comforter. Listening involves a certain willingness to surrender one's own good for the good of the whole; one's own will for God's will. We pray "Thy will be done on earth as it is in heaven."

A discerning parish continually asks the questions: Do the oppressed have a voice here? Do the unborn have a voice here? Is this in accord with the Church teaching? Is this in accord with Jesus' teaching? Do the poor and outcast have a voice here? Do the generations who follow have a voice here? A great deal of discernment must be done before any major decisions are made to determine the needs and wants of the community in light of the teachings of the Church. Discernment takes quality time.

The discernment process is to be used in the functioning of the Parish Pastoral Council. Praying for discernment before each meeting is important because it sets the tone of the meeting. It is the members' responsibility to discern the needs and wants of the parish community especially remembering the needs of those who have no voice. The process of discernment requires the Council members to be adaptable, open to a spirit of compromise, and be willing to change their minds. This process is especially helpful when there is a major parish change to be decided or a plan of action to be initiated. In the discernment process, Council members are encouraged to express their opinion as to how they interpret the answer in light of the discerning process. Each person has unique gifts which need to be used if the Council is to be a discerning body.

Discernment has several benefits:

- * Community building
- * Sense of solidarity
- * Faith orientation
- * Everyone wins

Discernment may be hindered if personal agendas are not put aside and if time is not allotted for prayer, study, and reflection around the issue.

Sometimes in the middle of a meeting, a pause for prayer for discernment might be appropriate. This process is helpful when there is division or an impasse among the Council members. A time out period for seeking God's will about a particular issue will often times result in a compromise and a new way of looking at the problem. The Parish Pastoral Council is challenged to be an example to the parish that even though they have differing opinions they can, through prayerful discernment and an appreciation of each other's gifts, make decisions which are compatible with God's will for the parish.

The process of discernment, initially learned on a community or parish level and practiced in the Parish Pastoral Council and Commission meetings, can be of great help to the faithful on a personal or family level. Praying and seeking God's will through the discernment process should be carried out at all levels of the community's faith life.

APPENDIX B

**GUIDELINES FOR
CONSENSUS/
DISCERNMENT**

- 1) A proposal is submitted in writing well in advance of the meeting at which it will be discussed so that materials can be distributed to Council members who can read and formulate an opinion before the meeting. Background materials, data and other information should accompany a proposal.

Or, present proposal at the meeting, with background material, data and other pertinent information.
- 2) Council members listen to the proposal with the supporting documents. No questions or discussions should take place until presentation is complete. (Council members should note questions or points for discussion).
- 3) Opinions of members are expressed. If the Chairperson senses agreement then the question may be asked, e.g. "Do we have a consensus that _____?" (restate proposal). If not, then have a brief prayer/reflection for a commitment to group decision-making, then move on to the discussion.
- 4) Members of the Council strive to seek common ground rather than compete with each other's opinions. The Council's task becomes taking what appears to be conflict and turning it into an advantage. The Chairperson's responsibility is to "manage" the process so all members are heard and an atmosphere of cooperation prevails.
- 5) If after all opinions are initially offered and consensus is not reached, then alternate proposals can be offered. In this step of communal dialogue, the group searches out the most acceptable solution. All ideas need to be given fair consideration.
- 6) The Chairperson identifies all points of agreements or disagreements as members share pros, cons, problems, insights and options. Each of these should move the group toward a decision. Debate or repetition of already-stated positions is not discouraged since the SPIRIT may be present in a single voice.

*Note that members are expected to disagree on occasion, but that does not give them the right to become disagreeable, argumentative or unkind. On the other hand, open and honest communication is necessary to develop consensus and one should not "agree" with the majority just to avoid conflict. It may become necessary to enter into prayer and remain in touch with the Holy Spirit.
- 7) After all members have had an opportunity to express their wisdom and options, then a common conclusion can be made.

When the Chairperson feels the group has reached a level of agreement and support, he/she articulates the consensus that is present, and presents the decision that has been shaped and reshaped by the group.

- . If the Chairperson feels that substantial disagreement still exists, then a decision may be postponed. Further information may be needed. Important questions to move the discussion to a conclusion could be: "Can everyone live with this decision?" "What is preventing you from supporting this decision?"
- 8) When the Chairperson confirms that a consensus has been reached, the decision needs to be restated for affirmation by the group and recorded in the minutes. No further discussion is allowed at this point. A prayer of thanksgiving is appropriate.

APPENDIX C

**FINANCE/
ADMINISTRATION
COMMISSION NORMS
AND GUIDELINES**

Attention to the right use of the Church's goods is a requirement of justice and an indispensable aid in furthering the Church's mission. The parish resources which support parish life represent the contributions of parishioners and other sources in the community. Aside from the legal liability involved, there is an accountability and responsibility the parish owes its people. The parish needs to be true to that trust and to maintain credibility with parishioners and society.

The Parish Finance/Administration Commission is a consultative body which unites laity and clergy in a community of prayer, leadership, service, and financial planning. All Councilors work together as they seek to listen to the Holy Spirit in discerning what is best for the parish in the light of the Gospel, the Church's teaching, the parish pastoral plan, and the experiences and needs of parishioners and the surrounding community. The Commission can fulfill its role by encouraging a climate in which people can feel free to speak the truth with love and openness.

The Commission's recommendations deal with financial plans and policies and not with ordinary matters of day-to-day administration. This is an important distinction.

A financial policy or plan:

- sets a basic direction and selects the best strategies to promote this direction;
- provides a guide for future actions, particularly in areas that impact upon parish finances;
- provides clear direction while allowing room for creative, flexible action by those who will implement policies.

In order to be effective in their work, the members of the Finance/Administration Commission need to have complete access to all records and documents relating to the financial status of the parish and its activities, always respecting the confidential nature of individual records.

Ordinary administration includes the implementation of plans and policies, parish programming, and personnel matters. Decisions relating to ordinary administration are the responsibility of the Pastor/Pastoral Life Coordinator or the staff, committee or other persons designated by the Pastor/Pastoral Life Coordinator. These decisions include the development and use of ordinary administrative plans, structures and procedures, which are distinct from the broader financial policies and plans addressed by the Parish Finance/Administration Commission.

**Parish
Finance/Administration
Commission Norms**

- NORM 1** Every parish of the Diocese of Evansville is to have a Finance/Administration Commission (Council).

- NORM 2** The Parish Finance/Administration Commission is a consultative body which makes recommendations to the Pastor/Pastoral Life Coordinator.
- NORM 3** The Pastor/Pastoral Life Coordinator is to preside over the Parish Finance/Administration Commission.
- NORM 4** The Pastor/Pastoral Life Coordinator is to consult the Parish Finance/Administration Commission on matters of major financial concern.
- NORM 5** The purpose of the Finance/Administration Commission is to aid the Pastor/Pastoral Life Coordinator in the administration of parish goods.
- NORM 6** The members of the Parish Finance/Administration Commission are to include persons with skills in finance, administration, and law.
- NORM 7** The Pastor/Pastoral Life Coordinator is to appoint the members of the Parish Finance/Administration Commission.
- NORM 8** Members of the Parish Finance/Administration Commission shall have a limited term.
- NORM 9** Like other Commissions, the Parish Finance/Administration Commission is to develop cooperative relationships with the Parish Pastoral Council and other groups in the parish.
- NORM 10** The Parish Finance/Administration Commission may form committees to help implement objectives approved by the Parish Pastoral Council.

In the recently revised Code of Canon Law, the Church is requiring each parish to organize a Parish Finance Council. In Canon #537, the Code offers the following instructions:

“In each parish there is to be a finance council to help the parish priest in the administration of the goods of the parish.

It is ruled by universal law and by the norms laid down by the Diocesan Bishop,

and it is comprised of members of the Faithful selected according to these norms.”

A. GENERAL FUNCTIONS

In keeping with the directives of the revised Code of Canon Law, the Diocese presents the following policies for the organization and operation of the Parish Finance Commission (Council). In the Diocese of Evansville, this is a group with a distinct function which serves in a cooperative relationship with the Parish Pastoral Council. Both Councils are concerned with the life and mission of the parish. The Parish Finance Council will be called Finance/Administration Commission in order to illustrate the integration of all the commissions with the Parish Pastoral Council.

1. The Pastor/Pastoral Life Coordinator represents the parish in all juridic affairs in accord with Diocesan Norms and sees that the goods of the parish are administered in

accord with Canons 1281-1288 (Canon 532). The Pastor/Pastoral Life Coordinator is ultimately responsible for all legal, business, and administrative matters of the parish.

2. As an area of mission or standing Commission of the Parish Pastoral Council, the Finance/Administration Commission (Council) shall offer its technical expertise on the administration of parish finances and all material goods belonging to the parish.
3. The Commission is to aid and advise the Pastor/Pastoral Life Coordinator concerning the administration of parish goods within the limits of the Code of Canon Law and the directives of the Bishop.
4. For acts of extraordinary administration (expenditures in excess of \$10,000) the Pastor/Pastoral Life Coordinator needs to consult the Council and to obtain the consent of the Bishop.
5. The Pastor/Pastoral Life Coordinator is responsible for the final approval of Commission recommendations concerning financial plans and policies, any consultation with other persons or groups deemed necessary, and for the implementation by parishioners and parish staff. While maintaining a presiding role, the Pastor/Pastoral Life Coordinator may also delegate another staff member to work with the Commission based upon their experience and skills with administration and finance matters.

B. MEMBERSHIP

1. The membership of the Commission is to consist of at least three members in addition to the Pastor/Pastoral Life Coordinator. The Pastor/Pastoral Life Coordinator shall appoint these members following consultation with the Parish Pastoral Council. The chairperson of the Commission is a member of the Parish Pastoral Council. The members should possess a working knowledge of financial affairs.

It is the ordinary practice to have parishioners serve as members of the Commission. In some cases, however, because of the skills they offer, Finance/Administration Councilors may be Catholics from other parishes or persons of other faith traditions. For parishes with a school, at least one member of the Commission is to be a person knowledgeable in the area of school finance. The Pastor/Pastoral Life Coordinator presides over the Finance/Administration Commission.

When considering candidates for the Commission, the parish leadership is to be sensitive to potential conflicts of interest. In the event that a conflict should later arise for a member of the Finance/Administration Commission, dialogue should take place as to the appropriate manner of handling the situation. In all cases, the Pastor/Pastoral Life Coordinator has the final responsibility for defining the controls around the apparent conflict of interest.

2. Members of the Finance/Administration Commission are to be appointed for three (3) year terms with at least one member's term expiring each year. Thus, if four members are initially appointed to the Commission, one member would require a one (1) year appointment, a second member would require a two (2) year appointment and a third member would be appointed for a three (3) year term. The fourth member could be appointed for one, two or three years but preferably would receive a three year appointment.

C. SPECIFIC DUTIES

Following these initial appointments, succeeding members would be named to three (3) year terms. Members may be appointed for one additional three (3) year term.

The responsibilities of the Parish Finance/Administration commission shall include, but not be limited to the following:

1. The Commission shall meet no less than four (4) times a year or more frequently if required.
2. The Commission shall assist the Pastor/Pastoral Life Coordinator in the preparation of a yearly budget of income and expenditures for the review and approval of the Parish Pastoral Council. This budget is to be prepared prior to the beginning of each fiscal year in accord with Diocesan fiscal policies.
3. The Commission will integrate the budget planning with the goal-setting process of the Parish Pastoral Council to insure that financial resources and parish goals are compatible.
4. The Commission shall review the parish income and expense report no less than twice a year and recommend ways to maintain or increase revenues to meet parish and diocesan goals and priorities.
5. The Commission shall assist the Pastor/Pastoral Life Coordinator in the preparation of an annual financial report of income and expenditures for dissemination to the parishioners. This financial statement shall be distributed to the parishioners no later than 90 days following the close of each fiscal year. **The Code of Canon Law**, Canon 1284, requires an annual report.
6. An annual financial report following the format and time limits provided by the Diocesan Treasurer, shall be submitted by the Pastor/Pastoral Life Coordinator over his/her signature and the signature of at least two other Commission members.
7. The Commission will establish a program of job classification and salary administration for all employees and help to develop a personnel policy which includes work agreements for all employees. Diocesan guidelines for position descriptions, salaries, personnel policies and work agreements will be available from the Chancery.

8. The Commission will review all contracts over \$4,000.00 between the parish and outside parties before they are signed. Contracts can be signed only by the Pastor/Pastoral Life Coordinator (except for those that must be signed by the Bishop of the Diocese)
9. The Commission will review and maintain security procedures for handling money (counting, transporting, cash-on-hand).
10. The Commission will be familiar with current policies issued from the Diocesan Treasurer or Legal Counsel.
11. The Commission will provide consultation on financial feasibility and projected resources to support the planning projects of the Parish Pastoral Council and other parish groups.
12. The Commission shall also assist the Pastor/Pastoral Life Coordinator in assuring that the following fiscal functions are performed:
 - Timely debt payments
 - Timely interest payments
 - Investment of surplus funds with Deposit and Loan Fund of the Diocese
 - Assure adequate revenue

**The Commission
Chairperson**

- Acquaints all members with the Commission scope of concern.
- Informs the Parish Pastoral Council of the Commission membership after consultation with the Executive Committee, when applicable.
- Calls meetings of the Commission as circumstances dictate.
- Conducts all Commission meetings and prepares an agenda for such meetings.
- Appoints a Commission recorder who shall take minutes of each meeting and notify members of all meetings.
- Designates sub-committees as needed, subject to Council review.
- Plans, with the Pastor/Pastoral Life Coordinator and the Parish Pastoral Council, annual objectives, plans and programs, and reports to the Council.
- Submits the Commission's annual budget in accord with the agreed upon parish planning timetable.
- Gives periodic reports (in writing) to the Council regarding Commission plans and programs.
- Submits an annual report (in writing) to the Council with recommendations for future Commission directions and efforts.
- The Commission Chairperson can be selected in any one of the following ways:
 1. Selected/discerned by the Commission members and approved by the Parish Pastoral Council; or,
 2. Appointed by consensus of the Parish Pastoral Council; or,
 3. Appointed by the Pastor/Pastoral Life Coordinator.

APPENDIX D

**RESTRUCTURING AN
EXISTING PARISH
PASTORAL COUNCIL OR
FORMING A NEW
PARISH PASTORAL
COUNCIL**

The following process is advised in restructuring an existing Parish Pastoral Council.

**RESTRUCTURING AN
EXISTING PARISH
PASTORAL COUNCIL**

The Parish Council members study LET THE SPIRIT SPEAK: PARISH PASTORAL COUNCIL POLICIES AND GUIDELINES and attend related inservice sessions. As a body, they pray and reflect on ways to begin to integrate the Norms into Council processes by January 15, 1995. Integrate refers to all aspects of Council life, including orientation, nomination, selection of members and officers. The Council may need to modify some elements of its structure and methods of operation in order to bring the Council into accord with the Diocesan Norms. An Ad Hoc committee may be formed to draw up local Parish Pastoral Council guidelines. After consultation with the parish community, and approval by the Pastor/Pastoral Life Coordinator, these guidelines may be sent to the Chancery. The Pastor/Pastoral Life Coordinator appoints a three-five member Steering Committee. The Steering Committee develops into a community as they continue through the formation process. Prayer together and opportunities for spiritual growth, both personal and communal are fundamental to the process. Development of skills for group processes are modeled throughout the formation of the Parish Pastoral Council.

**FORMING A NEW
PARISH PASTORAL
COUNCIL**

The following process may be used in forming a new Parish Pastoral Council.

1. **A Proposal to Form a Pastoral Council** is announced publicly. All interested parishioners, including representatives from parish organizations and all staff members, are invited to attend an initial Parish Assembly. Some catechesis on the nature of the Church and its mission in the spirit of Vatican II is offered. The role of the baptized in sharing in the mission of Jesus is explained. Parishioners are invited to name their hopes and expectations for a Pastoral Council. Those who are interested are encouraged to attend several sessions of discussion and instruction on the nature, purpose, and specific functions of Parish Pastoral Council.
2. **A Training Program** of four to eight sessions is offered for all who are able to attend. The Media Center has resources available for these sessions upon request. Teams will be trained during 1994 to assist parishes with on-site or area workshops.

3. **At the end of the Training Program**, ten to fifteen persons from those who attended the sessions are discerned for the Steering Committee. Steering Committee members are to have the following traits:
 - willingness to spend time praying and reflecting with others;
 - time, enthusiasm, and interest for forming the Pastoral Council;
 - concern for the interests and pastoral needs of the parish as a whole, rather than just representing the interests of a particular group in the parish;
 - capability of working harmoniously with others;
 - patience to tolerate the slow process involved in formation of the Council;
 - willingness to make a commitment to a 12 to 24-month process.

4. **The Steering Committee**, approved by the Pastor/Pastoral Life Coordinator and including representatives of the entire parish (clergy, laity, and religious) is formed. At a Sunday liturgy, the names are announced and parishioners are asked to pray for the members of the Steering Committee. The Steering Committee then begins a process of communal spiritual formation leading to the development of a Pastoral Council. The Steering Committee develops the Council by:
 - meeting regularly to pray and to build community together,
 - reading, studying and reflecting upon LET THE SPIRIT SPEAK and the theology of shared responsibility,
 - studying the parish situation to discern its needs,
 - communicating with the parish at large about plans for the Council,
 - discerning the best form of Council for the parish, by following these six steps:
 - Preparation of a Parish Mission Statement,
 - Discerning the role of the Parish Pastoral Council, its function in the parish and its relationship to the pastor, the staff and parish organizations and groups,
 - Discovering various options for the Parish Pastoral Council structure along with advantages and disadvantages for a particular structure within the parish,
 - Deciding on the best structure and defining the leadership role of the Council,
 - Setting details for membership, nominations, selection and timeline to begin operations.

5. **Initial Guidelines for the Parish Pastoral Council** are developed and presented to the whole parish upon completion of the Steering Committee process and approval by the Pastor/Pastoral Life Coordinator. These initial guidelines are sent to the Chancery.

6. **Charter Members of the Parish Pastoral Council** are called forth by the Steering Committee. These members may include a few Steering Committee members together with others gifted with the talents best suited for the work of the Commission and who represent the interests and pastoral needs of the parish community. The new Parish Pastoral Council uses the initial guidelines for at least a year. The guidelines are evaluated and amended where needed on a regular basis.

—Adapted from materials from the Archdiocese of Cleveland.

APPENDIX E**PARISH PASTORAL
COUNCIL
CONSTITUTION &
BYLAWS FORMAT
(GUIDELINES)**

ARTICLE I. Definition - Mission Statement

ARTICLE II. Purpose and Mandate

ARTICLE III. Membership

Section A. Who Serves on the Council

Section B. Eligibility

ARTICLE IV. Commissions (See Models I, II, III)

Section A. Faith Formation/Education

Section B. Spiritual Life/Worship

Section C. Catholic Social Mission/Community Outreach

Section D. Finance/Administration

ARTICLE V. Selection Process

Section A. Tenure

Section B. Selection of At-Large Representatives

Section C. Vacancies

Section D. Attendance

Section E. Removal

ARTICLE VI. Discernment Process/Voting

ARTICLE VII. Officers

Section A. Selection

Section B. Executive Committee

Section C. Officer Duties

1. Chairperson

2. Vice-Chairperson

3. Secretary

ARTICLE VIII. Duties

Section A. At-Large Representatives

Section B. Commission Representatives

Section C. Selection Committee

ARTICLE IX. Meetings

Section A. Regular Meetings

Section B. Special Meetings

Section C. Executive Meetings

Section D. Quorum

ARTICLE X. Procedures

Section A. Conduct of Business

Section B. Introduction of Proposals

Section C. Form of Proposals

Section D. Repeal

ARTICLE XI. Amendments

APPENDIX F**RESOLUTION OF
IMPASSE SITUATION****DUE PROCESS**

Due process is a series of steps that can be put into motion to resolve conflict involving the exercise of authority in the church. In the event the Pastor/Pastoral Life Coordinator and Parish Pastoral Council have a major disagreement over a significant matter of policy or procedure which cannot be resolved through prayerful dialogue, the due process procedure may be initiated.

When the due process procedure is initiated, a conciliator is appointed by the Bishop to help the interested parties reach agreement. It is a slow, deliberate approach to problem solving which is begun when both parties show some willingness to negotiate a compromise.

Generally, due process is only begun as a last resort. If the Parish Pastoral Council decides to initiate due process, it can do so after two-thirds of the Council members present at a Council meeting agree to follow this procedure. (To initiate due process, the Council may contact the Chancery at 424-5536 or 1-800-637-1731, and ask for assistance.)

APPENDIX G**GLOSSARY OF
PARISH PASTORAL
COUNCIL TERMS**

ACCOUNTABILITY - Holding a person, committee or organization responsible for achieving or fulfilling tasks within a given job description.

AD HOC COMMITTEE - A temporary group that is given a specific task and timeline. When the goals have been achieved this committee goes out of existence.

ASSEMBLY - A gathering of the parish community for purposes of sharing information and for consultation.

ASSESSMENT/EVALUATION - Determining performance against written position/job description.

ASSOCIATE PASTOR/PAROCHIAL VICAR - A parochial vicar must be a priest and is always appointed by the Bishop. His duties are assigned and carried out under the authority of the pastor. The parochial vicar has no specific duties proper to his role. He generally shares in all the sacramental, pastoral and administrative tasks of the parish(es) to which he is assigned (Canon 545).

BISHOP - The Catholic Church is comprised of many "particular churches" (dioceses), each of which is under the care of an individual bishop. He is the authentic teacher of the Faith in his diocese; he is the center of unity; and he is among "the stewards of the mysteries of God" (1 Cor 4:1) for the faithful under his care.

CHAIRPERSON - A person selected by the Parish Pastoral Council membership to conduct the meetings of the Parish Pastoral Council, its Commissions, and Committees and represent the membership as designated in the Constitution and Bylaws or Guidelines.

CODE OF CANON LAW - Law enacted and promulgated by the Pope for the orderly and pastoral administration and government of the Church. The revised Code, effective November 27, 1983, consists of 1752 canons in seven books.

COLLABORATION - To work together as a joint effort. Similar to collegiality as expressed in the relationship of the Pope and bishops.

COLLEGIAL - Quality of authority or power shared equally among colleagues; union apparent in the mutual relations among members of a group as they assume responsibility for the common good.

COMMISSION - A group which develops policy in a particular area of need and concern, then recommends this policy for approval to the Parish Pastoral Council and those who will implement it.

COMMITTEE - A group of persons chosen to consider, investigate, report or implement policy decisions which have been approved.

CONSENSUS - A process of decision making in which the members of a group work to reach substantial, though not necessarily unanimous, commitment on an issue. Without compromising any strong conviction or needs, consensus results in a decision that all members of the group can accept and uphold.

CONSULTATION - A process of shared decision-making. Canon 127 establishes the seriousness of the consultative process. According to this Canon, if church law requires consultation, then the group to be consulted must be legitimately convoked. At least a majority of the members must be consulted. If consultation is required with certain persons or individuals, the Pastor is required to listen to such persons and ordinarily not act contrary to their advice, especially if consensus is achieved.

CONSULTATIVE/ADVISORY - The coming to decision together, to deliberate together as Pastor/Pastoral Life Coordinator and Council, respecting the appointed leader's unique role. The advisory role of the Council calls for an informed, educated opinion on the part of each Council member.

COUNCIL - An assembly of persons summoned or convened for consultation, deliberation, or advice.

COUNCILOR - A member of the Council.

DEANERY - A geographic grouping of parishes designed to facilitate communication. Deanery meetings enable the parish priests, pastoral life coordinators and representatives to voice the needs and concerns of the people throughout the diocese. The 73 parishes in the Evansville Diocese are grouped into seven deaneries.

DIOCESE - A geographic area of the Church, governed by a Bishop, embracing a number of parish communities.

DISCERNMENT - A process which promotes a community's ability to seek the will of God in the life of the community. Communal discernment is related to consensus and adds the following dimensions to the consensus process: prayerful reflection, gathering of evidence, discussion of positive and negative factors of proposed alternative plans of action and confirmation by the group.

EVALUATION - The conclusion which results from a process of measuring and judging progress according to accepted standards.

EVANGELIZATION - The conversion of individuals and society by the divine power of the Gospel itself (On Evangelization in the Modern World, 18.)

EXECUTIVE COMMITTEE - The Executive Committee of the Parish Pastoral Council is usually made up of the officers in addition to the Pastor/Pastoral Life Coordinator. Its responsibilities are enumerated in the Parish Pastoral Council Guidelines or Constitution and By-Laws.

GOAL - Statement of a desired result or end which reflects the overall purpose and is related to a major area of concern. Goals should be written in specific and challenging terms so that they are recognizable when they are reached.

GUIDELINE - a statement of procedure which clarifies how a Policy or Norms are to be applied and observed.

MINISTRY - A service rendered in the name of the Church and for the sake of its mission. Ministry is rooted in baptism and confirmation.

MISSION STATEMENT - A concise statement of the group's purpose and reason for existence. It helps the group identify itself and set goals. It responds to the questions: "Who are we?" "What do we value?" and "What do we seek to become as a parish community?"

NORM - An individual rule of action; a standard of conduct that must or should be followed. Norms help to implement policy and make policy real.

OBJECTIVE - A specific short-term result needed to obtain a long-range goal. Besides describing a result, an objective should also specify what is to be done, for whom, when and how, and at what cost. A sub-goal to be accomplished in one year or less.

PARISH - That unit of God's family which fulfills within its community the Universal Mission of the Church: proclaiming the Word, celebrating the Liturgy, serving God's people, and building community, under the authority of the bishop. Most parishes are territorial, embracing all of the faithful in a certain area of the diocese.

PARISH PASTORAL COUNCIL - The principal assembly which assists the Pastor/Pastoral Life Coordinator in discerning how the parish can best carry out the Pastoral Mission of the Church. The Parish Pastoral Council is regulated by the Code of Canon law, as well as by Norms issued by the Bishop of Evansville. The Council possesses consultative vote. The Pastoral Council looks to the Finance Council for sound financial guidance and planning regarding the resources needed to implement parish plans, programs and policies.

PARTICIPATIVE - Sharing in, taking part in. Participative decision-making means the leader is in open dialogue during the various consultations so that there is a mutual shaping of each others thinking in the process.

PARTICIPATIVE LEADERSHIP - Leadership which calls forth involvement and ownership from those sharing responsibility as plans, issues and problems are addressed.

PASTOR - An ordained priest who is charged with the pastoral care of people committed to his care. This care includes the following areas: worship, education, pastoral service, and administration. The pastor exercises pastoral care in the community entrusted to him under the authority of the diocesan bishop (c. 519).

PASTORAL LIFE COORDINATOR - A lay person, vowed religious, or deacon who has participation in the exercise of the pastoral care of a parish entrusted to him or her and whose provision of pastoral care is supervised by the priest moderator (c.517.2).

PASTORAL PLANNING - Pastoral Planning is a prayerful and participative process by which parishioners define themselves as a community, identify their common purpose, vision, goals and priorities, and then devise ways to accomplish their pastoral plan. It answers the questions: "What are we going to do?" and "How are we going to do it?"

PASTORAL STAFF - The group responsible for collaborating with the Pastor/Pastoral Life Coordinator in primarily serving the spiritual needs of persons by implementing the pastoral plan and policies of the parish. Usually this term refers to paid staff; but it may also refer to volunteers when appropriate.

PLANNING - A process of assessing needs, establishing goals and objectives and determining the means and resources to achieve a desired outcome.

POLICY - A guide for future actions in a particular area of parish life. Policy deals with broad commitments to goals for the parish community along with objectives and strategies to reach these goals which articulate values and principles of the organization. Policies provide direction for present and future decisions.

PRESIDENT - The Pastor/Pastoral Life Coordinator who convenes the Council in the name of the parish. The Pastor/Pastoral Life Coordinator presides over the Parish Pastoral Council by virtue of office. A chairperson conducts the meetings and the Pastor/Pastoral Life Coordinator fully participates in the deliberations, planning and policy development. The Pastor/Pastoral Life Coordinator is responsible for the final approval of Council recommendations as well as for the implementation.

PRIORITY - A preferential ranking of specific pastoral needs or goals. Groups usually do not have enough resources to respond to all needs or carry out all goals; therefore, they have to decide which needs and goals are highest preferences at a given time.

REPRESENTATION - Refers to the manner in which members of the parish are somehow involved in the Pastoral Council. Members may be discerned, elected, or appointed.

SHARED RESPONSIBILITY - The theological principle which says that each member of the Church has the right and duty to assist the Church, offering time and talent so that its mission among all the people will be effective. Shared responsibility is based on the communion that is the nature of the Church and the mission which Christ entrusted to that Church. Communion is not the work of one, but the bonding together of all. The Church's mission is not entrusted only to a few, but is the responsibility of all the People of God. Shared responsibility means that God's truth, which provides the guidance for the Church, comes not only through the leaders but also through the people. In order for the Church to have the fullness of God's light and guidance, the people must be consulted. In our time, the Parish Pastoral Council is one of the primary structures in the Church for making shared responsibility a practical reality.

STEWARDSHIP - The use of resources (time, talent, and treasure) based on the premise that all creation is a gift of God and ultimately belongs to God.

STRATEGY - One step, task, or specific action to assist in achieving an objective. A group of strategies designed to achieve an objective is called a plan of action or a group of objectives to achieve a long-range goal to implement the over-all pastoral plan.

SUBSIDIARITY - A principle of authority whereby decisions are entrusted to the appropriate body and not assumed by a higher authority. Issues are dealt with and policies established at the lowest proper level of responsibility and competency. A judgment which can be made at the subcommittee level should not be made by the Commission/Committee to which the Subcommittee is related; a judgment that can responsibly be made by the Commission/Committee should not be made by the Parish Pastoral Council.

TASK FORCE - A group or committee, usually of experts or specialists, formed for analyzing, investigating, or solving a specific problem. It is temporary in nature, i.e. "Ad hoc".

TEAM - A number of persons associated in some joint action or cooperative effort.