



# *Disciples in Faith, Missionaries of Hope*

2014-2016 Strategic Pastoral Plan



ARCHDIOCESE *of* MIAMI

*“During this Year of Faith and throughout this Synod, we have reflected on how great a gift faith is. It gives direction and purpose to our lives; it is a light that shines for us in the night, that surrounds us, giving us hope and the courage to love. How could we help but share this great gift with others?”*



# A Pastoral Letter from The Most Reverend Thomas G. Wenski Archbishop of Miami



On the Occasion of the Closing Assembly of the  
Second General Synod of the Archdiocese of Miami

October 26, 2013



## To the Faithful of the Archdiocese of Miami:

With great excitement I share with you the fruits of the second Synod in our young Archdiocese's history. The Strategic Plan that accompanies this letter is a focused roadmap for us to follow over the next several years as we seek to become disciples in faith and missionaries of hope. The Plan has been built upon the recommendations of so many dedicated women and men who examined our local church from 18 different areas of focus. I wish to express my gratitude to the nearly 800 priests, deacons, religious and lay leaders from our local church who invested more than 12,000 hours over the past year in reflection, discernment and planning as to the means and methods that we can implement in the coming years to share with others the Good News of Jesus Christ.

### Our Faith is about a person - Jesus

As we give thanks for this great work, we must always remember that our Plan is in fact a means to an end. We must always keep our gaze affixed to our ultimate outcome. Our Catholic faith is not about an ideology or a series of propositions. Our Catholic faith is fundamentally about a person, Jesus, who invites us into a relationship of friendship with Himself – and with those who walk with Him. This Synod process and our Pastoral Plan is a reaffirmation of our “yes” to that invitation Jesus extends to us – an invitation that awaits our response in every moment of every day of our lives.

When Jesus prepares His apostles for the time when He will no longer remain physically present with them, He gives them instruction on how to live so that they can continue to make Him present in the world in an effective and credible way. His rule is short and unambiguous: “Love one another as I have loved you.”

Our Archdiocesan Pastoral Plan seeks to support our call to fulfill the great commandment in the here and now.

As Pope Francis reminds us, the door to a person's soul is the heart. Thus, the only expression of the Church that will convince a doubting and skeptical world is our love, a love that convinces

the world only in the measure that it reflects and embodies the self-sacrificial, unconditional love of Jesus Christ. As St. Bernard of Clairvaux said, “The measure of the love of the Redeemer is to love without measure.” We can reach every target date and milestone we have outlined in our Pastoral Plan; but, if we do not do it with love, we will have missed the mark.



This love is not the sentimental version of love in a Hallmark greeting card. For Jesus, love is commitment for the other’s good. To love one another as He has loved us is a tough love, tough because it isn’t easy; tough because it is love in truth; tough because it is love in faith.

During this Year of Faith and throughout this Synod, we have reflected on how great a gift faith is. It gives direction and purpose to our lives; it is a light that shines for us in the night, that surrounds us, giving us hope and the courage to love. How could we help but share this great gift with others? The Year of Faith was convoked by Pope Benedict in the hope that we Christians, who sometimes appear as if we are tired of believing, might rediscover the joy of faith and proclaim it with greater confidence and coherency.

In the short time that Pope Francis has been pope, in word but also with powerful example, he has told us that this gift of faith must be shared. We cannot keep our faith to ourselves; we cannot stay enclosed within the safety of the walls we have built around us. We have to go out to the “streets” – and share the good news of Jesus Christ, crucified yet risen from the dead. “Catholics,” Pope Francis said, “need to be the first to move towards our brothers and sisters, especially those who are most distant, who are forgotten, those who are most in need of understanding, consolation and help.”

We are called to grow in joy and confidence in our faith and to be missionary witnesses of Jesus’ love and hope in society. It is with this same focus that we embrace and celebrate our plans for the next three years.

## Our Priorities as a Local Church

Our Synod has fostered a deeper communion for us as a local church regarding where we need to place our focus on witnessing to the living Christ. Under the guidance of the Holy Spirit, the rich diversity of this local Church has yielded a common vision which is manifested in the following three Archdiocesan priorities.

*“The only expression of the Church that will convince a doubting and skeptical world is our love...”*

## Deepening our Discipleship through Faith Formation and Support

We recognize our common need to be better formed in the richness of our Catholic faith; priests, deacons, religious, lay, single, married, young and young at heart, we all need to strengthen our roles as both teachers and learners of the faith.

Especially for us adults, the commitment to learning and teaching must not rest on merely a didactic approach. Faith formation is also directed to a deeper conversion - a change of heart that enables us to grow in our love of the Lord. Friendship with the Lord Jesus and submission to the transforming power of His grace must be the center of the life of faith. As the Latin American Bishops, in the concluding document of their 2007 meeting in Aparacedia wrote: “We have no other happiness, no other priority but being instruments of the Spirit of God, in the Church, so that Jesus Christ may be known, followed, loved, adored, and communicated to all, despite difficulties and resistances.”

Thus, the Bishops remind us that while faith is personal, it is not private; it is meant to be shared.



## Expanding Our Missionary Outreach to Youth and Young Adults

Over the past year, the youth and young adults of this Archdiocese expressed their desire to be more present in this Church so as to grow in their friendship with the Lord and share their gifts, talents and energy within the life of the Church. Young people need the genuine witness of their elders and their peers. But we cannot wait for them to come to us, we must go to them and demonstrate the joy that a life lived in friendship with Jesus brings.

## Establishing Our Parishes as Centers of Hope and Evangelization

In the secularized world in which we live the Church must be, in the words of Pope Francis, “a field hospital after battle.” We want to ensure that our parishes, our schools, our movements, our Pastoral Center, and our ministries serve as centers of welcome, vibrant schools of prayer and community that embrace those who come and show them in every aspect the healing grace, promise and joy that overflow from authentic Christian discipleship.

## The Challenge to be “One, Holy, Catholic and Apostolic Church”

As Catholics, we are members of more than just a parish - we are members of one, universal Church, built on the foundation of the apostles and their preaching. This Church, filled with the Holy Spirit, preaches the Good News of Jesus Christ in all the languages of mankind; this

*To be a Christian is not a burden but a gift; to have encountered the living Christ is the greatest thing that has ever happened to us; and to share him with others is a joy.*

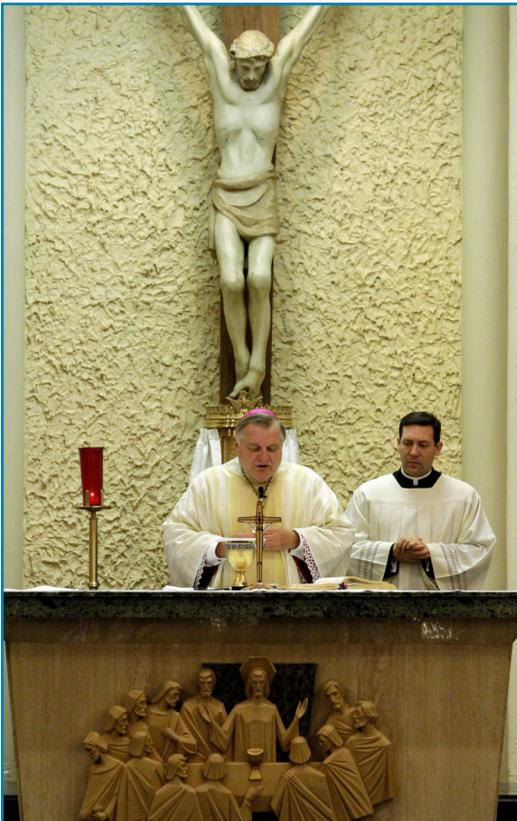
Church, though many as the grains of wheat once scattered on the hillsides, is made one by our sharing in the Body and Blood of Jesus Christ in the Eucharist.

This is important for all of us to remember as we seek to implement these plans and goals in our particular areas of ministry. There would be no reason to become a Catholic if we did not know that doing so was necessary for our salvation. And who would bother if they did not acknowledge themselves to be sinners: that is, that they needed to be saved?

However, do not be scandalized that the Church which Christ founded to save sinners is full of sinners. That’s why, on this side of Judgment Day, we can call ourselves “practicing Catholics.” Our earthly pilgrimage in this “valley of tears” is our one-time opportunity to practice the Catholic faith until we get it right. But, conversion to the Lord is not just a one-time thing: it is the project of our lives. As we continue walking with the Lord, we will undoubtedly have to invoke his Divine Mercy constantly and seek the consolations of the confessional frequently. As they say: “Practice makes perfect.”

Despite our brokenness and our inadequacy, we know we must go forth and bring glad tidings to the poor. We have no shortage of opportunities in our local communities and beyond to bring these glad tidings. We will go forth to proclaim liberty to captives and recovery of sight to the blind. Our secular, relativistic culture needs to be freed from its

bondage and blindness. We will engage the culture with our message of truth and hope. This is the deepest meaning of the anointing received in our baptism and confirmation and in priestly ordination. We are commissioned and sent to set free those oppressed by sin and in this way “to proclaim a year acceptable to the Lord.”





## My Challenge to the People of God

As we launch the implementation of this Plan for our archdiocese, we must embrace our call to invite others to encounter Jesus, who when He called His disciples said to them “Come and see.” Someone will come to a small group faith sharing or an adult faith formation class only if first invited. It is through our invitation that many a young person may consider a vocation. And it is certainly through our invitation that those who feel lost can feel welcome at our parishes. As Catholics we must invite those the world might consider “the least, the last and the lost” to friendship with Jesus Christ. Many told me that the reason why it took them so long to become a Catholic or return to the faith was that no one had asked them.

In the year ahead I ask each parish to host at least one evening of welcome as an outreach to the un-Churched in their neighborhoods. This parish-based event would be an opportunity to gather together and celebrate the Word, with reflection, music and perhaps some refreshment. Most importantly, I am inviting every Catholic in South Florida to invite one other person to this or another event at your parish. Be “first to move toward your brothers and sisters” as Pope Francis has challenged us.

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## The Gift of Missionary Christian Discipleship

According to the Gospels, on the first Easter morning, the women who had gone to the tomb to anoint the body of Jesus - after not finding His body - were first greeted by an angel. “Why are you seeking the living among the dead?” the angel asked them. Overwhelmed by both great joy and fear, they encountered Jesus Himself as they were leaving the garden. They fell down at His feet and embraced Him, and Jesus told them: “Be not afraid. Go and tell my brothers to go to Galilee. There they will see me.”

To be a Christian is not a burden but a gift; to have encountered the living Christ is the greatest thing that has ever happened to us; and to share Him with others is a joy. So as the Risen Lord told those women on that early Easter morning, He also tells you and me: “Be not afraid. Go and tell the brothers and sisters. There they will see me.”



As Blessed John Paul said, “The men and women of our own day – often perhaps unconsciously – ask believers not only to ‘speak’ of Christ, but in a certain sense to ‘show’ Him to them.” As Disciples in Faith and Missionaries of Hope, we are not about inventing a “new program” – since the program already exists: it is the plan found in the Gospel and in the living Tradition, it is the same as ever. We must place at the center of the implementation of our pastoral planning Jesus Christ Himself who is to be known, loved and imitated so in Him we may grow in the life of the Trinity.

Again in the words of John Paul II, “to place pastoral planning under the heading of holiness is a choice filled with consequences. It implies the conviction that, since Baptism is a true entry into the holiness of God through incorporation into Christ and the indwelling of His Spirit, it would be a contradiction to settle for a life of mediocrity, marked by a minimalist ethic and a shallow religiosity.” (cf. *Novo Millennium Ineunte*)

Yours in Christ

The Most Reverend Thomas G. Wenski  
Archbishop of Miami

*“It is because Christ is forever with us that I convoke the Second General Synod of the Archdiocese of Miami in Florida so that, together, we can live into the future as Disciples in Faith, Missionaries of Hope.”*



# The Pastoral Plan of the Archdiocese of Miami



“The Church has the great task of guarding and nourishing the faith of the People of God, and reminding the faithful that, by virtue of their Baptism, they are called to be disciples and missionaries of Jesus Christ. This implies following Him, living in intimacy with Him, imitating His example and bearing witness. Every baptized person receives from Christ, like the Apostles, the missionary mandate: “Go into all the world and preach the Gospel to the whole creation. Whoever believes and is baptized, will be saved” (Mk 16:15). To be disciples and missionaries of Jesus Christ and to seek life ‘in Him’ presupposes being deeply rooted in Him.”

—Pope Emeritus Benedict XVI  
*Address to the Bishops of Latin America and the Caribbean,  
Shrine of Our Lady of Aparecida, May 13, 2007*

# Executive Summary

“Disciples and Missionaries of Jesus Christ.” It is a sacred and universal call for all who hold and teach the Catholic faith. Because of the goodness of God, the leadership of the Archbishop, the faithful collaboration and cooperation of its clergy, the generosity and commitment of its laity and religious, and the benevolence of an economy that is slowly improving, the Archdiocese of Miami has overcome one of the most perilous periods in its short history and finds itself ready to welcome a New Pentecost, ready to embrace more fully the apostolic mission with which it has been entrusted. Despite the enormous challenge of reversing national declines in Mass attendance, sacramental participation, offertory and stewardship, the Archdiocese of Miami has chosen a future full of hope. Moving towards this future, Archbishop Wenski convoked a General Synod of the Archdiocese of Miami in April 2012, the second in the local church’s fifty-four years.

“It is because Christ is forever with us that I convoke the Second General Synod of the Archdiocese of Miami in Florida so that, together, we can live into the future as Disciples in Faith, Missionaries of Hope. This Synod is an opportunity for us to respond to a new evangelization, and to pastorally plan for the quality of our lives in this vibrant and relevant local Church of Miami... Let us, then, proclaim this ‘Pastoral Plan.’ Let us listen to the Holy Spirit; and, let us listen to the Spirit speaking in each other. Let us discern in this year ahead how we as individuals, and as a community, encounter Christ, yesterday, today, and forever.”

—Archbishop Thomas Wenski  
*Christm Mass, April 3, 2012*

In the months following the convocation of this pastoral planning process the People of God, led by the priests of the Archdiocese, have responded generously to the call to discern the future together. Through gifts of time and talent, hospitality and treasure, the people demonstrated their acceptance of their shepherd’s invitation. More than 2,500 Catholics took part in listening sessions held throughout the Archdiocese. In English, Spanish and Creole, the clergy, religious, laity, women, men and children of every age shared directly with Archbishop Wenski their responses to three questions he posed:

- **Concerning your joy, what is the Catholic Church in South Florida (the Archdiocese of Miami) doing well?**
- **Thinking of your concerns, what is the Catholic Church in South Florida (the Archdiocese of Miami) not doing well; what should we be doing differently?**
- **Concerning your hopes or your dreams, what could the Catholic Church in South Florida (the Archdiocese of Miami) do or do better?**



With that feedback in hand, nearly 800 volunteers dedicated over 12,000 hours in more than 100 different sessions to discerning the trends from the people, analyzing national and archdiocesan demographics, and sharing best practices from their personal, professional and ministerial perspective. Ultimately, those volunteers provided recommendations and rationales to Archbishop Wenski relative to 18 different areas of ministry.

The fruit of this monumental undertaking is a three-year Strategic Pastoral Plan for the Archdiocese of Miami. This Plan prioritizes the 53 goals proposed by Synod members and creates a road map for responding to the major challenges and opportunities surfaced. The Archbishop personally reviewed every recommendation from every Synod Focus Team. Additionally, a representative committee of Synod volunteers and Pastoral Center senior staff reviewed the proposals together in order to create one integrated document. Themes and goals that were shared among several focus teams and that aligned most to the listening session feedback constitute the three Archdiocesan priorities and six goals outlined in this Plan. This Plan also includes the implementation timelines of additional recommendations from the Synod that will serve the People of God and the mission of the Archdiocese over the next three years. The targets, timelines and approaches proposed by Synod Focus Teams have been adjusted to reflect opportunities for synergy, dependencies on other initiatives or baseline data gathered in response to the proposal.

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## Major Themes from the Second General Synod



One might imagine that given the number of people who participated and the rich diversity of the People of God in the Archdiocese of Miami, the feedback provided in the listening sessions and the discussions among Synod volunteers would be as varied as the numerous cultural communities that call South Florida home. However, as the Archbishop proclaimed, “Let us listen to the Holy Spirit; and, let us listen to the Spirit speaking in each other.” The People of God may be diverse, but their joys, concerns and dreams were surprisingly consistent.

**We must focus on our Youth and Young Adults** – the People of God in every community feel the urgency and importance to build a Church that is present to young people and a Church in which young people are present. The demographics of South Florida not only plead for it, but so do parents and grandparents who struggle with passing on the Faith to future generations that are immersed in a culture of secular relativism.

**We need to know our faith better** – the People of God, especially adults, have a strong desire to know their faith better. They know that they have just scratched the surface of the richness of Catholic teaching. In order to embrace the call to be “Disciples in Faith and Missionaries of Hope,” the Archdiocese, the clergy, the parishes, and the people must never forget their role to be both perpetual students and teachers of the faith.

**We must support our priests more so they can support us** – the People of God have high expectations for their priests. They honor and respect their unique role in bringing the Eucharist, in providing confession and in shepherding the flock. They want the Presbyterate to be happy, healthy and holy. They want priests to emanate the joy of Christ so that others will be called to the message they proclaim. The People of God want homilies that meet them where they are and take them somewhere new. Alongside all of these expectations, they acknowledge that the people must be “co-workers in the vineyard” sharing the gifts God has given them to aid the priests in the work of evangelization.

**We must collaborate and communicate more intentionally** – the People of God celebrate the many good things happening in parishes around the Archdiocese, and share the hope that programs, initiatives and models that are working effectively in individual parishes, among movements or at the Archdiocesan level can be shared in a more consistent and effective manner. Resources will always be limited so leveraging the great gifts that already exist within the community is essential.

**Now is the time and we are ready** – the People of God have hope. One of the greatest blessings from this consultative process was to hear how people believe in their Archbishop, in their priests, and most importantly they believe in the saving message of Jesus Christ. They are ready for the future of this great Archdiocese. Their passion, enthusiasm, commitment, generosity and hope will continue to be the essential ingredients that make this three-year vision come to fulfillment.

## Strategic Priorities and Goals 2014-2016



The Archbishop has discerned the Synod recommendations from the People of God, the feedback from his Presbyterate and the conclusions from his own prayerful reflection as the local shepherd and has proclaimed the three priorities for the Archdiocese of Miami in the next three years.

## **Priority: Deepening our Discipleship through Faith Formation and Support**

Providing a consistent invitation and diverse opportunities to all Catholics, especially adults, to grow in understanding of their faith to be better prepared and equipped to invite others to know Christ. Providing coordinated, proactive support to all of the priests in the Archdiocese to deepen their discipleship and strengthen their ability to form and lead the People of God.

- **Goal:** 30,000 Catholic adults complete at least one parish or diocesan faith formation program by June 1, 2016.
- **Goal:** Establish a new Archdiocesan Office of Ministry to Priests, seeking proactive use by every active priest in one or more programs by December 31, 2014.

## **Priority: Expanding Our Missionary Outreach to Youth and Young Adults**

Investing the human, financial and spiritual resources necessary to help both youth and young adults cultivate a personal and life-long relationship with Christ and to ensure that the Archdiocese of Miami becomes a model church in outreach to the Church of today and tomorrow.

- **Goal:** Establish an Archdiocesan Office for Youth and Young Adult Ministry by March 31, 2014 with a mandate to initiate training and certification of 20-40 leaders in the foundations of effective youth ministry by September 1, 2016.
- **Goal:** Initiate training of 40-50 young adults as parish missionaries in peer-to-peer ministry as well as leadership and evangelization best practices by June 30, 2015.

## **Priority: Establishing Our Parishes as Centers of Hope and Evangelization**

Supporting parishes in embracing the missionary call of Christ to “Go and make disciples of all nations” through creating a welcoming and vibrant experience of parish life.

- **Goal:** Equip 26-36 parishes with a training program for fostering and sustaining a welcoming environment and active discipleship by December 31, 2016.
- **Goal:** Increase average Sunday Mass participation across the Archdiocese 10% from 190,000 to between 210,000 – 225,000 by December 31, 2016.

## **Key Strategies for Fulfilling This Vision**

In order to fulfill these priorities and goals, the Archdiocese of Miami will focus on five key strategies that were voiced by the Second General Synod and are essential to any strategic initiative:

- Sharing models and resources to provide guidance and support for local ministry
- Communicating the Good News of our faith and our ministry
- Leveraging technology to expand our reach and improve collaboration
- Investing in our clergy and lay leaders to maximize their God-given potential
- Creating structures for ongoing consultation to stay focused and track progress

*“The New Evangelization calls every Catholic to rediscover their faith and experience a personal conversion.”*

**Priority:**

## Deepening our Discipleship through Faith Formation and Support



Providing a consistent invitation and diverse opportunities to all Catholics, especially adults, to grow in understanding of their faith to be better prepared and equipped to invite others to know Christ. Providing coordinated, proactive support to all of the priests in the Archdiocese to deepen their discipleship and strengthen their ability to form and lead the People of God.

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The New Evangelization calls every Catholic to rediscover their faith and experience a personal conversion. According to the last census data, close to 50% of the total population in the tri-county, South Florida area is nominally Catholic and yet in recent years, the Archdiocese has seen a decline

in Mass attendance and sacramental life. As the People of God look to mark a new day in this local Church, they want to be formed better as disciples so they can be missionaries who form others.

In the next three years, the Archdiocese will seek to better coordinate and publicize the excellent parish-based adult faith formation opportunities currently being offered. The newly formed Office of Evangelization and Parish Life will also equip and support parishes with models, guidelines and resources in implementing effective small group programs for formation and orienting and evaluating adult ministry leaders. Recognizing the demands

on families and the evolution in adult learning, the Archdiocese will invest in offering faith formation opportunities online on topics including but not limited to sacraments and worship, the social teachings of the Church and the Theology of the Body.

The People of God love, need and expect a lot from their shepherds. They want priests to provide spiritual direction. They want their preachers' homilies to challenge them. They want priests who as Pope Francis challenged, are "shepherds with the smell of sheep." In the next three years, the Archdiocese will establish an Office of Ministry to Priests that takes the many good programs already in place supporting priests such as leadership development, accent reduction, retreats, graduate studies, days of prayer and reflection, sabbatical opportunities and counseling services and augments them with other wellness and proactive services. Combined with the hope of a new auxiliary bishop for the Archdiocese who will be able to provide care and support for priests, this office will seek to be a symbol of the Archbishop's and the people's love and dedicated support of their priests.

This priority, with its associated goals and activities, provide an open invitation to every priest, deacon, religious and lay person to make a conscious choice over the next three years to dig deeper in their faith.



### **Important Activities and Milestones to fulfill this priority:**

- Establish a new Archdiocesan Office of Ministry to Priests by December 31, 2014.
- Catalogue, market and share with all parishes all current opportunities for adult faith formation in parishes, seminaries, universities and at the Archdiocesan level by January 1, 2014.
- Share the Archdiocesan Standard Religious Education Curriculum, including a plan for family-based catechesis by June 30, 2014.
- The Archbishop of Miami appoints a delegate to support Social Advocacy and provide formational workshops on the Church's Social Mission by June 30, 2014.
- Create and market self-paced, online faith formation programs to all Catholics in the Archdiocese by December 31, 2014.
- Offer additional models for parish based faith formation such as *Why Catholic?* by December 31, 2014.
- Develop and share models and resources for initiating parish-based, adult small groups including Base Ecclesial Communities by June 30, 2015.

*“A Church that is present to young people and a Church where young people are present.”*

**Priority:**

## **Expanding Our Missionary Outreach to Youth and Young Adults**



Investing the human, financial and spiritual resources necessary to help both youth and young adults cultivate a personal and life-long relationship with Christ and to ensure that the Archdiocese of Miami becomes a model church in outreach to the Church of today and tomorrow.

- **Goal:** Establish an Archdiocesan Office for Youth and Young Adult Ministry by March 31, 2014 with a mandate to initiate training and certification of 20-40 leaders in the foundations of effective youth ministry by September 1, 2016.
- **Goal:** Initiate training of 40-50 young adults as parish missionaries in peer-to-peer ministry as well as leadership and evangelization best practices by June 30, 2015.

At the youth and young adult Synod listening session, Archbishop Wenski called on younger Catholics to help him build “a Church that is present to young people and a Church where young people are present.” The People of God know that they cannot wait for young people to come to the Church, the Church must go out and bring them to Christ.

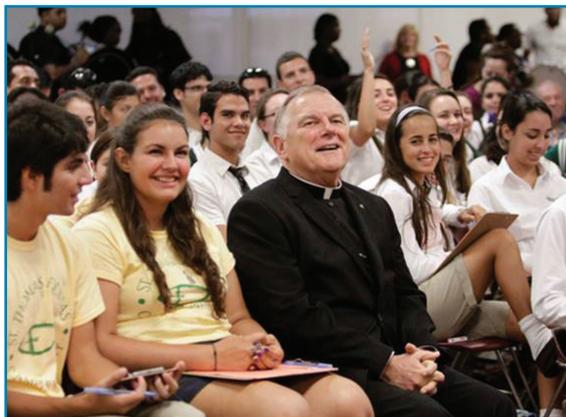
The Archdiocese of Miami will begin this outreach first by ensuring that on the Archdiocesan level, the Church is present to young people. Perhaps the most immediate action from the Synod is the establishment of the Office for Youth and Young Adult Ministry. By sharing effective models and creating opportunities for parish leadership to reflect upon the importance of youth and young adult ministry, the newly formed office will provide parishes with a support structure for being present to the younger generations in their communities.

Over the next three years, the Archdiocese will also have a particular focus on those Catholics 18-35 years old. These young adults are at a critical juncture in their lives. They

may be choosing a campus, choosing a career path or choosing a spouse. Research shows they are also consciously or unconsciously making a choice as to what their relationship with Jesus will be as adults. The Archdiocese will explore options for expanding its presence to the over 55,000 college students within the tri-county area and will recruit and equip young adult missionaries to provide peer-to-peer outreach, welcome and witness to their brothers and sisters, meeting them where they are.

In addition to these new initiatives, the Archdiocese will also strengthen its traditional presence to youth. The Archdiocese will engage its schools in looking toward the future and creating plans to increase enrollment and maintain excellence in education. Adults in ministry and education will also be better equipped to support youth with special needs through professional development opportunities offered by the Archdiocese.

This priority and its associated goals and activities will enable the entire People of God in South Florida to demonstrate to its youth and young adults just how much Jesus loves them and wants them to have a life in Him.



### ***Important Activities and Milestones to fulfill this priority:***

- Establish and staff a new Archdiocesan Office of Youth and Young Adult Ministry by March 31, 2014.
- Engage the priests of the Archdiocese in reflection and formation on the elements of comprehensive youth ministry at the annual convocation by September 30, 2014.
- Launch an initial cohort of Catholic schools to participate in a sustainability planning process by December 31, 2014.
- Publish and share suggested parish-based youth ministry models by June 30, 2015.
- Expand Catholic campus ministry outreach to three new campuses by June 30, 2015.
- Launch training for parish-based Young Adult missionaries by June 30, 2015.
- Offer a Youth Ministry track through the School of Lay Ministry by September 30, 2015.
- Launch a coordinated Archdiocesan marketing plan to increase enrollment in Catholic schools by December 31, 2015.
- Offer youth retreats across the Archdiocese, with at least one hosted among the parishes in the Florida Keys by December 31, 2015.

*“You cannot advance the Gospel with sad, hopeless, discouraged Christians.”*

**Priority:**

## **Establishing Our Parishes as Centers of Hope and Evangelization**



Supporting parishes in embracing the missionary call of Christ to “Go and make disciples of all nations” through creating a welcoming and vibrant experience of parish life.

- **Goal:** Equip 26-36 parishes with a training program for fostering and sustaining a welcoming environment and active discipleship by December 31, 2016.
- **Goal:** Increase average Sunday Mass participation across the Archdiocese 10% from 190,000 to between 210,000 – 225,000 by December 31, 2016.

Pope Paul VI said “you cannot advance the Gospel with sad, hopeless, discouraged Christians.” Our Christian Catholic communities must be beacons of joy. Most Catholics will experience their faith at their parish. They may come looking for their child to be baptized. They may need a letter to be a Confirmation sponsor. They may stop in a parish office because they have nowhere else to go. How are they welcomed? How are they invited to learn more, to share more, to

return more? The parishes of the Archdiocese of Miami are important vessels of our faith. The People of God want to make sure those vessels radiate to the outside world the beautiful communion that takes place there day after day, week after week, year after year.

Vibrant parishes can take on many different shapes and sizes. In the next three years, the Archdiocese and its parishes will work to become centers of hope and evangelization to the communities they serve uniquely and collectively. Through the establishment of an Archdiocesan Office of Evangelization and Parish Life, the many gifts in quality ministry and programs at work presently in parishes can be shared more effectively to increase

interparochial collaboration. Additionally, cross-parish collaboration regarding social services and outreach will improve the Archdiocese's reach to the poorest and marginalized at home and abroad while providing meaningful opportunities for Catholics to engage in living the social mission of the Church.

According to recent research by Matthew Kelly, 7% of Catholics in parishes today are providing 93% of the ministry, the stewardship and the attendance at Mass on a weekly basis. Through an Archdiocesan training and support program for parishes, leaders will be able to ensure that their parishes not only welcome the stranger but also continue to move people along in their growth as an active disciple of Jesus Christ. The gifts and talents of the lay faithful will also be engaged more deliberately through the establishment of pastoral, stewardship and liturgical councils and committees at the parish and Archdiocesan level. These structures will help to engage every baptized Catholic in the work and responsibility of evangelization.

It is the hope and anticipation that these efforts combined with a greater focus on quality worship, will bear fruit able to be measured in increases in sacramental and stewardship participation, specifically an increase in average Sunday Mass attendance, participation in adult faith formation programs and attendance at parish religious education programs across the Archdiocese.

This priority and its associated goals and activities is dependent upon every disciple engaging in full, conscious and active participation in the social, evangelical and sacramental mission of their parish.



### ***Important Activities and Milestones to fulfill this priority:***

- Establish and staff a new Archdiocesan Office of Evangelization and Parish Life by June 30, 2014.
- Create an Archdiocesan Mission Network to promote collaboration and synergy among parishes by June 30, 2014.
- Develop models for establishing a Parish Pastoral Council, Stewardship Council, and Liturgical Committees by June 30, 2014.
- Establish Pastoral Councils and Stewardship Councils in parishes by December 31, 2014.
- Implement Parish-based orientation program for all new ministers and volunteers by June 30, 2015.
- Launch the first phase of Parish-based evangelization training program by June 30, 2015.
- Establish a liturgy committee in parishes by June 30, 2015.

# Summary of Key Initiatives (Year 1)

January 1, 2014 – December 31, 2014

<p><b>Priority</b> <b>Deepening our Discipleship through Faith Formation and Support</b></p>	<ul style="list-style-type: none"><li>• Establish Office of Ministry to Priests by December 31, 2014</li><li>• Catalogue, market and share with parishes all current opportunities for adult faith formation in parishes, seminaries, universities and at the Archdiocesan level by January 1, 2014.</li><li>• Share the Archdiocesan Standard Religious Education Curriculum including a plan for Family-based catechesis by June 30, 2014.</li><li>• The Archbishop of Miami appoints a delegate to support Social Advocacy and provide formational workshops on the Church's Social Mission by June 30, 2014.</li><li>• Create and market self-paced, online faith formation programs to all Catholics in the Archdiocese by December 31, 2014.</li><li>• Offer additional models for parish based faith formation such as <i>Why Catholic?</i> by December 31, 2014.</li></ul>
<p><b>Priority</b> <b>Expanding Our Missionary Outreach to Youth and Young Adults</b></p>	<ul style="list-style-type: none"><li>• Establish and staff a new Archdiocesan Office of Youth and Young Adult Ministry by March 31, 2014.</li><li>• Engage the priests of the Archdiocese in reflection and formation on the elements of comprehensive youth ministry at the annual convocation by September 30, 2014.</li><li>• Launch an initial pilot cohort of Catholic Schools to participate in a sustainability planning process by December 31, 2014.</li></ul>
<p><b>Priority</b> <b>Establishing Our Parishes as Centers of Hope and Evangelization</b></p>	<ul style="list-style-type: none"><li>• Establish and staff a new Archdiocesan Office of Youth and Young Adult Ministry by March 31, 2014.</li><li>• Create an Archdiocesan Mission Network to promote collaboration and synergy among parishes by June 30, 2014.</li><li>• Develop models for establishing a Parish Pastoral Council, Stewardship Council, and Liturgical Committees by June 30, 2014.</li><li>• Establish Pastoral Councils and Stewardship Councils in parishes by December 31, 2014.</li></ul>

## Additional Synod Initiatives

- Establish and constitute an Archdiocesan Pastoral Council by March 31, 2014.
- Establish and constitute a Permanent Diaconate Advisory Council by January 1, 2014.
- First class of Permanent Diaconate candidates enter into Master's Level program by January 1, 2014.
- Reconstitute an Archdiocesan Finance Council by January 1, 2014.
- Expand Focus 11 to include high school 11th graders in addition to current program (11 year olds) by June 30, 2014.
- Expand Vocational Awareness Events by addition of 10 "Andrew" and/or "Miriam" dinners per year by June 30, 2014.
- Develop Parish Vocation Committees at five parishes by December 31, 2014.
- Welcome three additional ethnic communities to the Cathedral's annual calendar to highlight a culturally-unique celebration of national feasts through June 30, 2014.
- Advertise the Archdiocesan web-based "Events Calendar" option to all parishes through June 30, 2014.
- Publish models for Parish Financial Reporting with parishes producing a Fiscal Year 2014 Financial Report by October 1, 2014.
- Complete a third party assessment of Archdiocesan communication strategy by June 30, 2014.
- Establish and constitute an Archdiocesan School Board by June 30, 2014.
- Establish and constitute an Archdiocesan Development Council by June 30, 2014.
- Complete Archdiocesan-owned retirement apartments available for priests by December 31, 2014.
- Launch a "Catholic in the Florida Keys" marketing campaign by December 31, 2014

# Summary of Key Initiatives (Year 2)

January 1, 2015 – December 31, 2015

<p><b>Priority</b> <b>Deepening our Discipleship through Faith Formation and Support</b></p>	<ul style="list-style-type: none"><li>• Update and continue to promote catalogue of available adult faith formation opportunities within the Archdiocese of Miami through December 31, 2015.</li><li>• Develop and share models and resources for initiating parish-based, adult small groups including Base Ecclesial Communities by June 30, 2015.</li><li>• Offer formation on the Theology of the Body to adults and ministry leaders by December 31, 2015.</li><li>• Continue formational workshops on the Social Teaching of the Church through December 31, 2015.</li></ul>
<p><b>Priority</b> <b>Expanding Our Missionary Outreach to Youth and Young Adults</b></p>	<ul style="list-style-type: none"><li>• Publish and share parish-based suggested youth ministry models by June 30, 2015.</li><li>• Expand Catholic campus ministry outreach to three new campuses by June 30, 2015.</li><li>• Launch training for parish-based Young Adult missionaries by June 30, 2015.</li><li>• Offer professional Development opportunities offered for educators working with youth with disabilities by June 30, 2015.</li><li>• Offer a Youth Ministry Track through the School of Lay Ministry by September 1, 2015.</li><li>• Launch a coordinated Archdiocesan marketing plan to increase enrollment in Catholic School by December 31, 2015.</li><li>• Offer youth retreats across the Archdiocese with at least one hosted among the Catholic parishes in the Florida Keys by December 31, 2015.</li><li>• Launch second cohort of Catholic Schools to participate in a sustainability planning process by December 31, 2015.</li></ul>
<p><b>Priority</b> <b>Establishing Our Parishes as Centers of Hope and Evangelization</b></p>	<ul style="list-style-type: none"><li>• Implement Parish-based orientation program for all new ministers and volunteers by June 30, 2015.</li><li>• Launch the first phase of Parish-based evangelization training program by June 30, 2015.</li><li>• Establish Liturgy Committee in Parishes by June 30, 2015.</li></ul>

## Additional Synod Initiatives

- Offer Good Leaders, Good Shepherds leadership program to third cohort of priests beginning by June 30, 2015.
- Identify priest mentors for the presbyterate by March 31, 2015.
- Develop Parish Vocation Committees at seven additional parishes by December 31, 2015.
- Welcome two additional ethnic communities to the Cathedral's annual calendar to highlight a culturally-unique celebration of national feasts through June 30, 2014.
- Expand the promotion of Marriage and Family Life programming by December 31, 2015.

## Summary of Key Initiatives (Year 3)

January 1, 2016 – December 31, 2016

In Year 3, many of the aforementioned activities, programs, and initiatives will continue and we plan to see and assess the fruits of these efforts against the targets outlined. Most importantly we will look to celebrate:

- Increases in Mass attendance and participation in religious education programs across the Archdiocese and on an individual parish basis.
- Enrollment and completion rates of adult faith formation programs offered by parishes, universities, seminaries and the Archdiocese of Miami.
- The number of individuals newly trained in leadership and evangelization especially young adults, youth ministry leaders and parish staff.



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