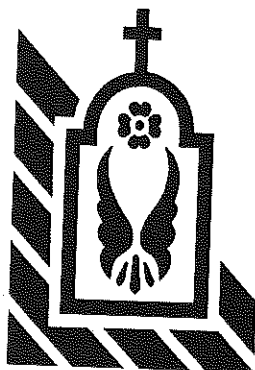


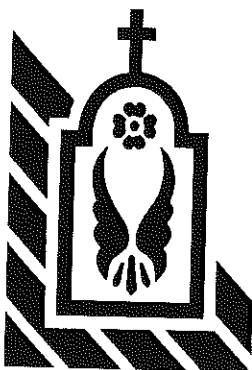
SERVING SHOULDER TO SHOULDER

His Eminence
Cardinal Roger Mahony
Archbishop of Los Angeles

November 1, 2006



SERVING SHOULDER TO SHOULDER
Parish Life Directors in the Archdiocese of Los Angeles





Archdiocese of Los Angeles

Office of
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November 1, 2006
All Saints

To the Bishops, Priests, Deacons, Religious and Lay Leaders of the Archdiocese:

At the conclusion of our Archdiocesan Synod in September 2003, we made a commitment to six Pastoral Initiatives. The second of these is concerned with *Structures for Participation and Accountability*. We affirmed that in order for us to be faithful to Christ's mission today, "The structures of Church life and governance must be renewed, and some new structures established..."

In accord with the vision of Church and ministry expressed in **Gathered and Sent**, our Archdiocesan Synod Documents; in the Pastoral Letter on Ministry, **As I Have Done for You**; as well as in my Pastoral Statement on Parish Leadership, **As One Who Serves**, we must continue to call forth and support the gifts of all the baptized. We all have a share in a common mission to proclaim and serve the coming Reign of God. Some are called to leadership in service of this mission. Many of these are not and will not be ordained.

In seeking to respond to the pastoral needs of our people, there will continue to be a need for ordained priests and deacons. We need more who give their lives to the Church as vowed Religious. But what is also of critical importance in the life of our Local Church is a form of parish leadership that is truly *lay* and truly *leadership*.

A Task Force headed by Bishop Gerald Wilkerson, together with Sister Carol Quinlivan, C.S.J., Director of the Office of Parish Life, has worked closely with laypersons and Religious who have the charism and the abilities for leadership as Parish Life Directors.

Serving Shoulder to Shoulder: Parish Life Directors in the Archdiocese of Los Angeles, a copy of which accompanies this letter, provides a description of the ministry of the PLD, attentive to some of the more practical implications of this ministry in our Local Church. Priests, deacons, Religious and lay leaders in this Archdiocese should be familiar not only with **Gathered and Sent**, **As I Have Done for You**, and **As One Who Serves**, but also with **Serving Shoulder to Shoulder**.

The title of the document expresses the understanding that the Parish Life Director, like all ministers in the Church, is a person *from within* the community of faith, hope, and love, and *for* the life of the Church and the wider world. These four documents provide a description of the vision of Church, mission, and ministry that is guiding, and will continue to guide, the life of our Local Church in the coming years.

Please join me in heartfelt support of this initiative so that we might be a more effective instrument of the Reign of God in our Local Church.

Assuring you of my prayers, and with every best wish, I am

Sincerely yours in Christ,



His Eminence
Cardinal Roger Mahony
Archbishop of Los Angeles

Pastoral Regions: Our Lady of the Angels San Fernando San Gabriel San Pedro Santa Barbara

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INTRODUCTION

In accord with the vision of Church and Ministry expressed in the Pastoral Letter on Ministry, **As I Have Done for You**, as well as in **Gathered and Sent**, the Archdiocesan Synod Documents, and the Pastoral Statement on Parish Leadership, **As One Who Serves**, this document articulates one response to meet the pastoral needs of our Local Church at this time.

This document, **Serving Shoulder to Shoulder**, describes a valid and valuable expression of Church leadership in the role of Parish Life Director and includes: the personal and professional qualifications and pastoral competencies necessary; the responsibilities of a Parish Life Director; recruitment of candidates; appointment, support, and continuing education for Parish Life Directors; Canonical considerations; recommendations for salary and benefits; the role description and purpose of the Priest Minister and Priest Moderator; the purpose and responsibilities of the Office of Parish Life in relation to the Parish Life Director; the criteria and process for identifying parishes suitable for the leadership of a Parish Life Director; the process and timeline suggested for a parish receiving a Parish Life Director; and the additional responsibilities of a Priest Moderator during the transition process.

VISION STATEMENT

In the Archdiocese of Los Angeles, a blessing in the face of a diminishing number of priestly and religious vocations has been a growing awareness of a more participatory exercise of ministry. This involves a fuller appreciation of the scriptural teaching that it is in the nature of the Body of Christ to be blessed with many gifts, ministries, and offices. As a Christian community of faith, all the baptized are called to share a common mission to proclaim and to serve the coming Reign of God.

Inspired by the vision of church and ministry expressed in our recent Synod documents *Gathered and Sent*; and in *As I Have Done for You*, a Pastoral Letter written by Cardinal Mahony and the priests of the Archdiocese; the Church of Los Angeles must find new ways to realize its mission.

To this end, we are urged to envision a new way forward. Such a way forward calls for discerning parish leadership in the future based on charism, and drawing on the charisms of all who form the Christian community. This will entail reshaping ministerial structures to more effectively realize such a vision of mission and ministry.

Concretely, this means that in addition to the pastoral leadership currently exercised by priests, the gift of leadership may be exercised by deacons, vowed Religious or lay ministers who also possess this charism.

Those so gifted would also be called, named and sent to lead a local parish community in order that the Church may more effectively realize its mission of making manifest the magnitude of God's love in the Church and in the world.

Names and titles for such ministers are many and varied. What is essential is that these Parish Life Directors be called forth, encouraged, and supported by the Church of Los Angeles so that it might realize its mission of being an ever more effective instrument of the Reign of God in our own time and place.

PARISH LIFE DIRECTOR

The Parish Life Director is a professional minister who is appointed by the Archbishop and entrusted with the leadership of a parish without a resident pastor. In collaboration with a Priest Moderator appointed by the Archbishop, the Parish Life Director has the responsibility for providing for the overall day-to-day pastoral care and administration of a parish. Sacramental ministry reserved to the ordained is provided by those appointed by the Archbishop. Collaboratively, the Parish Life Director enables and empowers the community to be a sign of the reality of the Reign of God. The Parish Life Director is accountable to the Priest Moderator and to the Archbishop or his delegate, the Regional Bishop.

I. Qualifications

A. Personal Qualities

- Person of faith, baptized, confirmed and in good standing in the Roman Catholic Church
- General good health (physical, psychological, spiritual)

B. Professional Qualities

- Master's degree in Theology, Pastoral Studies or otherwise qualified in the judgment of the Archbishop
- Liturgically-based spirituality centered on the prayer life of the Church; a deep ecclesial spirituality; a strong sense of service and discipleship; recent studies in sacramental rites
- Leadership skills; the ability to:
 - initiate
 - organize
 - work collaboratively
 - facilitate
 - delegate
 - enable lay leadership
- Commitment to professional growth

C. Pastoral Competencies

- Service in parish pastoral ministry, preferably as a Pastoral Associate, for at least three years
- Supervision and evaluation of the staff; a willingness to be evaluated by appropriate means
- Planning for liturgical and sacramental rites
- Facilitation of various parish ministries such as religious education, marriage preparation, RCIA, bereavement
- Experience in developing and overseeing a budget

Responsibilities

A. To assure pastoral leadership of the faith community

- Collaborate with the parish leaders and staff in developing a plan for the implementation of the mission of the community
- Direct planning, implementation, and evaluation of parish programs, goals, and objectives
- Oversee the formation, training, and support of faith community leaders who provide leadership in or manage key areas of the life of the community
- Establish and/or maintain both a Parish Pastoral Council and a Finance Council

B. To assure the liturgical life of the faith community

- Work closely with the Priest and Deacon Ministers and Liturgy Committee to ensure prayerful liturgies and a positive relationship among the clergy, faith community, and staff
- Participate in the planning and evaluation of the Sunday Eucharistic celebration as well as other special group or seasonal liturgies
- Preside at and train others to preside at liturgical celebrations consistent with liturgical law and in conformity with norms of the Local Church
- Provide for the recruitment, training, and coordination of lay liturgical ministers
- Preach when pastorally and canonically appropriate, and as authorized by the Archbishop
- Preside at Funeral Vigil services and celebrate the Liturgy of the Word and Final Commendation according to the Rite of Funerals in accord with liturgical law
- Carry out other liturgical responsibilities as designated by the Archbishop

C. To assure pastoral presence to members of the faith community

- Ensure that pastoral leaders are available and present to parishioners at important moments in their lives
- Provide training and support for ministers to people who are sick, homebound, in hospitals or nursing homes
- See that spiritual direction, counseling, and/or psychological resources and support are available to individuals and to families
- Facilitate opportunities for social gatherings for the faith community

- D. To assure the education and ongoing spiritual development of the members of the faith community**
- Oversee and support the work of the Principal of any parish school in providing quality Catholic education for its students; collaborate with the work of the School Board
 - Oversee and support the work of any Directors of Faith Formation and Youth Ministry in providing for quality faith formation and religious education at all age levels
 - Facilitate parish evangelization efforts
- E. To assure a faith community response to the gospel imperative for social justice in the local community**
- Develop a growth in awareness of national and global realities and of possible gospel response
 - Facilitate the community's ability to respond to those who lack basic living requirements
- F. To provide for organizational management in order to promote the mission of the parish**
- Oversee the annual budgeting process as well as the management of the budget
 - Oversee the selection, supervision, and evaluation of all administrative staff
 - Ensure that all annual reports and records (financial, personnel, historical, and sacramental) required by the Archdiocese are completed in a timely manner
 - Oversee the maintenance of the buildings, grounds, and other plant operations
 - Collaborate in developing a capital and operational budget and a plan for maintaining the physical plant
- G. To participate in deanery and archdiocesan gatherings**

RECRUITMENT, APPOINTMENT, AND SUPPORT OF PARISH LIFE DIRECTOR

Office of Parish Life

The Office of Parish Life will be responsible for interviewing, screening, implementing directives, ensuring proper formation, accompanying the candidate in discernment, and monitoring continuing education and evaluation. This office will closely relate to the Vicar for Clergy, the Director of the Permanent Diaconate, the Parish Leadership Board (once formed) and the current Priest Personnel Board.

Interviews

The Parish Life Director candidate will be interviewed at different levels. The Office of Parish Life will interview and screen applicants. It will receive recommendations from the community. For placement, the Parish Leadership Board will interview the Parish Life Director candidate. When a candidate is recommended for a specific parish, the Regional Bishop will also interview the candidate before final recommendation is made.

Appointment

The Parish Leadership Board recommends and the Archbishop appoints the Parish Life Director for a parish.

Terms

The initial appointment of a new Parish Life Director will be for two years with mentor supervision. Upon evaluation this appointment may be renewed for four years. The Parish Life Director could be renewed for a second six-year term. When a Parish Life Director is being reassigned he/she will be given a six-year term. The Director of the Office of Parish Life finalizes the agreement with the Parish Life Director.

Priest Moderator

A Priest Moderator will be appointed for the Parish Life Director. The Priest Moderator will have the powers and faculties of a pastor.

Priest Minister

The purpose of the Priest Minister position is to ensure that the Liturgical and Sacramental needs of the parish faith community are met. The Parish Life Director works in collaboration with the Priest Minister who may be full or part time at the parish. The Minister may have other pastoral duties that are mutually agreed upon with the Parish Life Director. The Ordained Minister is assigned to the Parish by the Archbishop.

Continuing Formation and Support

The Office of Parish Life in collaboration with the Director of the Office for Continuing Formation for the Clergy will be responsible for providing the continuing education support for Parish Life Directors.

Conflict Resolution and/or Removal

The process to be followed is the same as for a Pastor.

CANONICAL CONSIDERATIONS

Canon 517

Canon 515, §1 envisions that a diocesan bishop will entrust parishes to the pastoral care of a priest pastor. Canon 517, however, envisions other possibilities to assure the leadership required by a parish community. Canon 517, §1 provides for a parish or several parishes to be entrusted to the pastoral care of a team of priests. Canon 517, §2 makes provision for the appointment of deacons and lay persons to a significant role in the leadership of parish communities. This second paragraph of the canon states:

If, because of a lack of priests, the diocesan bishop has decided that participation in the exercise of the pastoral care of a parish is to be entrusted to a deacon, to another person who is not a priest, or to a community of persons, he is to appoint some priest who, provided with the powers and faculties of a pastor, is to direct the pastoral care.

This is a new provision in canon law and the text can only be rightly understood when read carefully and in context of several other canons. Canon 517 does not give a title to the person or persons entrusted with this pastoral service. Thus, different titles have emerged around the country and the world. The Archdiocese of Los Angeles has chosen to use the title "Parish Life Director" to describe this ministerial position.

Entrusted to the Parish Life Director is "participation in the pastoral care of the parish." In the life of the Church, the "care of souls" refers to the pastoral activity of the Church to teach, sanctify, and govern the People of God. While the ultimate purpose of church law is the salvation of souls, the "care" of souls is the official activity whereby authorized persons provide ministry to people with a view to their salvation. The canons recognize that such pastoral care or "care of souls" may be "full" or "partial." Offices with the full care of souls are reserved to priests (canon 150).¹ Other offices share in this pastoral care partially, but do not entail the full care of souls.²

¹ Examples of such offices entailing the full care of souls are that of a diocesan bishop for his diocese (canon 369), pastors for their parishes (canon 515, §1) and some chaplains for specialized groups of people (canon 564). Such pastors of souls are to care for non-believers as well as to the Christian faithful (canon 771, § 2).

² For example, coadjutor and auxiliary bishops (canon 407, §3) and parochial vicars (i.e. associate pastors, canon 545, §1) are among those who share in the care of souls with bishops or pastors. While their offices do not entail the fullness of that pastoral care, it is clear that a "partial" care of souls often involves very critical roles and significant ministries.

A Parish Life Director is entrusted with "participation," with a partial share in the care of souls. The canon, however, does not define the extent of that participation. Thus, the scope and limits of a Parish Life Director's participation in pastoral care need to be defined by the bishop when appointing a person to this ministry.

Canon 517, §2 states that a diocesan bishop may entrust this participation in pastoral care to deacons and lay persons in situations in which priests are lacking. The condition for exercising this option is that there be a "lack of priests" (*sacerdotium penuriam*) available to serve the community as pastor, and the provisions of this canon cannot be implemented unless there is a genuine shortage. Determining whether there is such a "lack" certainly takes into account the total number of priests, but also must take into account the suitability and capacity of any "available" priest for the pastoral care of that particular community (canon 521, §3). While ordination is a necessary requirement to be appointed pastor, it does not necessarily confer the abilities, skills, and qualities required for effective pastoral leadership. Not every priest will necessarily have the experience, health, linguistic ability, desire, and/or aptitudes to serve as pastor and hence, sometimes due to these limitations, available priests may not be suited for the role of pastor of a particular community. In that case, the diocesan bishop faces a situation in which he lacks a priest suited for leading that community and may choose to employ the options provided by the two paragraphs of canon 517.

If a diocesan bishop appoints a Parish Life Director, he must also appoint a priest "provided with the powers and faculties of a pastor" to direct the pastoral care of the parish. This person, however, is not appointed to the ecclesiastical office of pastor of that community. This priest would necessarily work closely with the Parish Life Director in order to assure that the pastoral ministry truly responds to the needs of the people. This priest may or may not be the one who provides the day-to-day sacramental ministry such as celebration of the Sacraments of Penance, Anointing of the Sick, and the Most Holy Eucharist.

Ecclesiastical Office

Canon 517, §2 does not explicitly specify that the person entrusted with a participation in the pastoral care of a parish holds an ecclesiastical office. Given that a Parish Life Director involves a post established by ecclesiastical disposition in a stable manner³ for a spiritual purpose (canon 145), the function

³ Although the Code foresees the entrusting of the pastoral care of parishes to lay persons only in situations where there is a "dearth of priests," it is evident that in current circumstances, even if not a "permanent" manner of providing pastoral care, the appointment of a person or persons with participation in that care does entail the stability necessary for an ecclesiastical office.

meets the criteria of an ecclesiastical office. In the Archdiocese of Los Angeles, to avoid any ambiguity, the Archbishop has specified that this is an ecclesiastical office, defined its terms, rights, and duties, the manner in which provision of the office is made, and the manner in which the office may be lost. Canon 228, §1 specifies that ecclesiastical offices and functions can be conferred on qualified lay people unless the law reserves particular offices to those who are ordained (canon 228, §1).

Thus, while a lay person can be neither the pastor of a parish (canon 521, §1), nor a parochial vicar (canon 546), the norm of canon 517, §2 clearly provides that lay persons can be appointed to this position, and hence as an office it is not reserved to a priest.

Conclusion

The appointment of deacons and lay persons as Parish Life Directors is an innovation in canon law, one that calls to mind Jesus' description of the wise head of the household who can bring from his storeroom both the old and the new (Matthew 13:52). This provision to assure that the spiritual needs of people and parish communities are well served, even in difficult circumstances, is a shining example of the reality that the supreme law of the Church is indeed the salvation of souls (canon 1752).



For further reading:

Barbara Anne Cusack and Therese Guerin Sullivan, *Pastoral Care in Parishes Without a Pastor: Applications of Canon 517, §2* (Washington, D.C.: Canon Law Society of America), 1995.

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

PARISH LIFE DIRECTOR RECOMMENDATIONS FOR SALARY AND BENEFITS

Salary

Salary guidelines for the position of Parish Life Director are included in the Archdiocese of Los Angeles' "Suggested Guidelines for Parish Positions" which is available to Pastors from the Department of Human Resources and the Office of Parish Life. The salary guidelines are updated periodically to reflect cost of living increases. Salary survey data from other dioceses is also considered, using sources such as those provided by the National Association of Church Personnel Administrators (NACPA).

Compensation guidelines for Religious are included in the Archdiocesan "Religious Stipend and Benefits Compensation Schedules" which are updated each fiscal year. These are available from the Office of the Vicar for Women Religious and the Office of Parish Life.

Benefits

The Archdiocese provides a group medical/dental/vision care insurance program for all regular full-and part-time employees who work at least 30 hours per work. All regular full-and part-time employees who work at least 20 hours per week are eligible for paid holidays, paid vacations, professional growth allowance, retreat time, paid sick leaves and various types of unpaid leaves of absence, a retirement plan, tax deferred annuity plan, voluntary life insurance, and voluntary disability insurance.

PRIEST MINISTER

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

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

Purpose of this Position

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

Relationships

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

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

Accountability

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

Responsibilities of the Priest Minister

1. Both the Parish Life Director and the Priest Minister are representatives of the Archbishop and are responsible to see that the sacramental and other liturgical rites are celebrated in accord with the norms of the liturgical documents and diocesan liturgical norms.
2. The Priest Minister has the primary responsibility with regard to the celebration of liturgy.

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

PRIEST MODERATOR

The Priest Moderator is appointed by the Archbishop to supervise and collaborate with the Parish Life Director. Possessing the gifts of wisdom and leadership, he shares his pastoral experience with the Parish Life Director and offers encouragement, support, and challenge. As mentor and advocate he provides guidance and inspiration to the Parish Life Director and a sense of stability and direction to the parish community.

Purpose of this Position

The purpose of this position is to ensure that a priest supervises, supports, and collaborates with the ministry of a Parish Life Director. According to the Canon 517, §2, a Diocesan Bishop may entrust participation in the exercise of the pastoral care of a parish to a deacon, Religious, or lay person. Since each parish by definition must have a pastor, the Priest Moderator is considered to be the pastor of the parish served by a Parish Life Director. While the Priest Moderator has oversight, the provision of effective day-to-day pastoral care is the primary responsibility of the person designated to be the Parish Life Director.

Relationships

The primary relationships are with the Parish Life Director, Priest Minister, staff and parish leadership. The Priest Moderator needs to collaborate and work with the Office of Parish Life to ensure clear lines of communication with the Archdiocese.

Accountability

The Priest Moderator is accountable to the Archbishop.

Responsibilities of the Priest Moderator

1. To become familiar with the activities, needs, and temperament of the parish by:
 - a. Meeting twice a year, at minimum, with the parish leadership to learn about the pastoral, communal, and liturgical life of the parish from their perspective.
 - b. Meeting with the professional staff twice a year to clarify roles and responsibilities and to exchange information.
2. To meet monthly and upon request with the Parish Life Director for consultation on matters of pastoral care for the parish.

3. To act as mentor, collaborator, and advisor, giving information, encouragement, and support to the Parish Life Director.
4. To act as mentor to and collaborator with the Priest Minister.
5. To nurture the collaboration between the Parish Life Director and the Priest Minister and to meet occasionally together with both.
6. To be available for consultation and advice on any non-routine matters, e.g., conflicts, major renovation, purchase or sale of property, etc.
7. To grant delegations for marriages witnessed by a priest or deacon other than the Priest Minister.
8. To read the annual financial and parish visitation reports and discuss any matters of concern with the Parish Life Director.
9. To provide feedback to the Regional Bishop or his staff at the time of a performance evaluation.
10. To be available to the Regional Bishop for any meetings called to discuss the ministry of the Parish Life Director.

OFFICE OF PARISH LIFE

Purpose of the Office of Parish Life

The ministry of the Office of Parish Life is to provide vision, spiritual formation, and overall pastoral and organizational leadership to the local parish leader. The office facilitates and shares responsibility for the ministerial development and skills needed for leadership. It acts as a unifier and provides coordination for several entities serving the needs of Pastors/Parish Life Directors.

Responsibilities:

1. Provides leadership and resources to assist parishes in building vibrant communities of faith.
2. Provides resources for pastoral planning, transition, parish preparation, assessment, evaluation, collaboration, and mutuality in mission and ministry.
3. Provides a forum for collaboration, shared decision making, communication, and mutual support among individuals and groups that form parish leadership.
4. Works within parish and diocesan infrastructures to promote collaborative pastoral ministry. This will necessitate significant relationships with Regional Bishops, Vicar for Clergy, and Regional Pastoral Councils.
5. Coordinates processes for recruitment, screening, placement, and supervision of candidates to serve as Pastoral Life Directors and Pastoral Associates.

Who might be served through this proposed structure?

Pastors/Administrators/Associate Pastors
Parish Life Directors
Pastoral Associates
Deacons
Parish Business Managers
Pastoral Councils

CRITERIA AND PROCESS FOR SELECTING PARISHES TO RECEIVE A PARISH LIFE DIRECTOR

The following criteria are established to assist the Archbishop in selecting parishes to receive a Parish Life Director.

Principles

The mission of the Church requires healthy parish life. Assignments to leadership roles, whether that of Pastor or Parish Life Director, will be made in view of selecting the person best able to lead the particular parish given the character and needs of that community at this time in its history. Thus, in principle all parishes, including those to be established, may be served by a Parish Life Director.

The Archdiocese is committed to supporting parishes during times of transition in leadership. Such support is all the more essential in facilitating the parish's transition from an ordained pastor to a Parish Life Director, and vice versa.

Process

The Regional Leadership Team (Regional Bishop, the Vicars Forane, and the Regional Pastoral Council) plays a key role in identifying parishes to be served by Parish Life Directors. At least one year prior to a scheduled vacancy the Regional Leadership Team will consider whether the parish, due to become vacant or currently vacant due to retirement or completion of a term, might appropriately be served by a Parish Life Director. They do so in consultation with the outgoing Pastor, the parish staff, and parish leadership. The Regional Bishop will submit recommendations to the Archbishop, who will then consult the appropriate individuals and advisory bodies.

Criteria for Designation

In identifying parishes suited to the leadership of a Parish Life Director, the following characteristics are to be considered:

- There is a good history of lay pastoral leadership in the parish.
- The parish staff is open and flexible, and its members have engaged in continuing formation.
- The parish has a history of good liturgical celebrations.
- The parish has a functioning parish pastoral council and finance council.
- The parish is engaged in the process of implementing the Pastoral Initiatives of the Archdiocesan Synod.
- The parish is financially capable of paying the salary and benefits of a Parish Life Director, or the Archbishop and Regional Bishop identify a means to assist the Parish.

TRANSITION PROCESS FOR A PARISH RECEIVING A PARISH LIFE DIRECTOR

Suggested Timeline

- | | |
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| 1. The Regional Bishop sends a letter to the pastor, staff and Pastoral and Finance Councils stating that a Parish Life Director will be appointed to lead the parish and asks that a parish meeting be scheduled to discuss this appointment and the transition to take place. The letter introduces the Diocesan Team that with the Regional Bishop will assist with the transition and be present at the parish meeting. The letter further requests that a Parish Transition Team be appointed to work with the diocesan team. The diocesan team normally will be composed of the Dean, a Parish Life Director, a Priest Minister, and a parishioner from a parish that is currently led by a Parish Life Director. The Parish Transition Team is composed of approximately 7-12 parishioners representing various parish groups, ministries, and perspectives of the parish. | January |
| 2. The pastor announces to the parish that a Parish Life Director will be appointed and invites all to come to a parish meeting to be held as soon as possible after the announcement. | January -
February |
| 3. The Diocesan Team meets with the pastor and the Parish Transition Team to review the transition process, to clarify the role of the Parish Transition Team, and to plan the parish meeting. | January-
February |
| 4. The parish meeting is held. Parishioners are given the opportunity to learn about the transition process, to ask questions, and to express their hopes and concerns for the leadership of their parish. | February |
| 5. A Parish Life Director is selected and the letter of appointment is read to the Parish. | March- A |
| 6. Diocesan Team facilitates a meeting with Parish Transition Team and the incoming Parish Life Director. | April-May |
| 7. Parish Life Director meets with staff, Pastoral Council, Finance Council, and other appropriate groups. Parish Transition Team facilitates these meetings. | May-June |
| 8. Parish Life Director assumes the leadership of the Parish. | July |

- | | |
|---|-------------------------------|
| 9. A formal installation ritual is celebrated with the parish. The Regional Bishop presides. The Parish Life Director addresses the parishioners. | July-
September |
| 10. A representative of the Diocesan Team contacts the Parish Life Director to see how the transition is going and to assist as needed. | September |
| 11. The Diocesan Team facilitates a follow-up meeting with the Parish Transition Team and the Parish Life Director to address any issues or unaddressed concerns. | November-
December |

ROLE OF PARISH TRANSITION TEAM

- To assist the community and its leadership to move effectively through the process of transition from Priest Pastor to Parish Life Director.
- To facilitate communication in the parish during the transition process.
- To assess the needs of the parish in relation to transition and attitudes needed to assist with change.
- To communicate with the Priest Pastor and the parish about their desire regarding a farewell.
- To communicate with the Parish Life Director about his/her needs while moving into this parish community.
- To meet with the Parish and special groups about the transition process.

QUESTIONS FOR THE PARISH TO CONSIDER AT THE PARISH MEETING

- What characteristics describe your parish? Name three to five.
- What would you want the Parish Life Director to know/appreciate about your history as you have developed as a Faith Community?
- Given your reflections on the prior questions, what do you want to make sure remains characteristic of your parish in the future?
- Are there any issues that should be addressed so that your community can move together confidently into the future?
- What will be the most important challenges for the Parish Life Director? How can parishioners be supportive in meeting those challenges?

ADDITIONAL RESPONSIBILITIES OF A PRIEST MODERATOR

Should a parish have one or more priests living in the parish rectory or assigned to the parish, the Priest Moderator facilitates a meeting with these priests and the Parish Life Director to discuss the roles, responsibilities, and working relationship with the Parish Life Director. Likewise the Priest Moderator will want to facilitate a meeting with the Parish Life Director and any deacon and/or Pastoral Associate serving the parish.

CONCLUSION

The Synod of the Archdiocese of Los Angeles affirmed that "Within the Church, all relationships are to be built on mutuality, reciprocity and interdependence." **Shoulder to Shoulder** offers a description of the role of the Parish Life Director whose ministry of leadership is to be exercised in such a way as to foster mutuality, reciprocity and interdependence in the life of the parish.

Shoulder to Shoulder is the result of the efforts of a Task Force which was headed by Bishop Gerald Wilkerson and included Monsignor Craig Cox, Monsignor Timothy Dyer, Deacon David Estrada, Father Leon Hutton, Monsignor James Loughnane, Sister Edith Prendergast, R.S.C., Sister Carol Quinlivan, C.S.J., Sister Susan Slater, S.H.C.J., Monsignor Lloyd Torgerson, and Bishop Gabino Zavala. The document was brought through its final stages of preparation by Sister Carol Quinlivan, C.S.J., Director of the Office of Parish Life. All are aware of the fact that some elements in this document will require adaptation, nuance and, indeed, change as we move forward together. The resources of the Office of Parish Life are available for the practical implementation of what has been described here.

Let us pray for God's blessing and the Spirit's assistance in this initiative, so that together we might be faithful to Christ's mission.