



DIOCESE OF
SAN JOSE

Pastoral Plan 2nd Draft *for Stakeholder Review*

September 2023

Note from the Pastoral Planning Commission

We are pleased to share the second draft pastoral plan for your prayerful consideration. We are thankful for the vital feedback you provided us on the first draft plan at multiple stakeholder consultation sessions in May and June. Groups that contributed feedback included:

- Business managers/parish administrators*
- Catholic elementary school principals*
- Catholic movements and organizations*
- Chancery employees*
- Clergy*
- Deacons and wives*
- Parish catechetical leaders*
- Religious women and men*
- Synod delegates*
- Young adults*
- Youth ministers, young adult leads, and high school and college campus ministers*

All the feedback received was reviewed and discussed by Bishop Cantú, the coordinating team, and by us, the Planning Commission. We learned much from your various perspectives. Key insights included:

- Focusing on the need for ministry to and with families*
- Considering retreats as part of Lifelong Formation rather than a separate priority*
- Strengthening our commitment to caring for the environment*
- Promoting vocations*
- Keeping mission and vision statements concise*
- Elevating the significance of the Eucharist*
- Providing a better understanding of spiritual renewal*
- Addressing the need for LGBTQ+ ministry*

Since the first draft, planning action teams, comprised of lay and clergy from across the Diocese, were identified for each priority area. They have spent the summer reviewing synod results and consultation feedback, refining priorities and objectives, and creating detailed action plans.

*In the spirit of synodality, we invite your prayerful feedback on this second draft, **particularly pages 5 through 18**, as we approach the final pastoral plan, which we will present and recommend to Bishop Cantú in late November. A few points to note about the second draft pastoral plan:*

- Bishop Cantú has included a reflection on the importance of spiritual renewal.*
- There are revised mission, vision, and value statements for your final consideration.*
- Family Ministry replaced Retreats as a strategic priority; Retreats have been integrated into Lifelong Faith Formation.*
- The detailed action plans span nearly 50 pages. While crucial for implementation, we only included a summary of the critical actions in this document. The drafts of raw detailed plans are available on the private second draft webpage for those interested.*

Once again, we welcome your diverse perspectives and valuable insights to enhance the process and our pastoral plan. As we move forward, let us continue to ask the Lord's guidance in our pastoral planning and for the spiritual renewal of our diocese.

In Christ,

***Pastoral Planning Commission:** Sharon Aeria, Irma Alarcon de Rangel, Pamela Bjorklund, Mike Blach, Andrew Brown, Cheryl Caligaris, Dolores Carr, Reyver Galvan, Father Michael Hendrickson, Hieu Ho, Deacon Bob Lassalle-Klein, Father Andy Ligot, Steve Milligan, Rose Pucan-Meagor, Luis Santiago, Father Walter Suarez, Joanna Thurmann, Yolanda Toulet, Elizabeth Trela, Melissa Ursin*

Table of Contents

Bishop Cantú on the Journey of Spiritual Renewal	1
The Need for Spiritual Renewal Now.....	3
<i>Proposed</i> Diocese of San José Mission Statement	5
<i>Proposed</i> Diocese of San José Value Statements	5
<i>Proposed</i> Diocese of San José Vision Statement	5
Worship.....	6
Outreach	8
Formation.....	10
Youth and Young Adults.....	13
Family Ministry.....	15
Structural Renewal.....	17
Conclusion.....	19
Appendix A: Glossary	20
Appendix B: Synodal Pastoral Planning Process.....	21
Appendix C: Final Ranks of Synod Proposals.....	22

Bishop Cantú on the Journey of Spiritual Renewal

Amidst the rush and noise of life, it is hard to pause and reflect on what is spiritual and what renewal in our faith means or 'looks' like. You might ask, after having been baptized into God's family and regularly participating in the Sacraments of the Eucharist and Reconciliation: why do I even need spiritual renewal? What does spiritual renewal have to do with the pastoral plan?

Journeying in Faith as in Nature

Let us observe God's sacred creation. Consider a fruit tree, for example, particularly here in the Valley of the Heart's Delight. Once planted, the tree embarks on a journey of growth, stretching its branches high, offering its shade below, and, in due time, bearing delicious fruit. Yet, a fruit tree, deeply planted in the ground, embraces the cycle of seasonal renewal where, at the appointed time, it stops producing its fruit and drops its leaves. Then what the tree lets go of becomes new foliage and new fruit in a future season, provided it receives the rain and sunshine it needs to be renewed.

Similarly, we, as Christians, firmly planted in Christ, are on a journey of spiritual renewal. Every season of our lives offers opportunities to grow, to draw closer to Christ, and to produce spiritual and pastoral fruit. Liturgically, the forty days of Lent is one of several opportunities each year to strengthen our relationship with Christ and thus bear a greater spiritual harvest. But what does spiritual renewal look like?

External Signs of Internal Renewal

The deepest stirrings of the human heart are known only to God. However, spiritual renewal leaves footprints – visible, tangible signs in our lives. Thus, on an individual basis, these external signs of spiritual renewal are called the Fruits of the Holy Spirit: charity, joy, peace, patience, kindness, goodness, generosity, gentleness, faithfulness, modesty, self-control, and chastity. When these virtues shine within us or others, we can be confident that the Holy Spirit is actively working in our hearts, souls, and lives.

As a vibrant community of faith, our spiritual renewal becomes palpable when we come together in prayer, in adoration, in acts of charity, or in the sacred celebration of sacraments. This may be witnessed through increased interest in prayer groups, more prayerful visits to the Blessed Sacrament, increased active and conscious participation in the Sacraments of Reconciliation and Eucharist, increased outreach to the poor and marginalized, and increased vocations to the priesthood and consecrated life – to name just a few.

Spiritual Springtime in San José

Individually and communally, as the Body of Christ, we are called to spiritual renewal so that our Faith maintains its vibrancy and vitality and does not wither but grows and goes out in love and service to others.

The pastoral plan is like the sunshine and rain that renews our diocese, faithful members, and even the wider community and prepares us for a spiritual springtime. Spiritual renewal, firmly rooted in Christ, provides opportunities for even those who are already active in their faith to grow ever more deeply in faith, to draw closer to Christ in friendship, and to produce spiritual and pastoral fruit.

The scriptures echo with reminders of the necessity of spiritual renewal. Through Ezekiel's prophetic voice, God makes a promise of renewal: "I will give you a new heart, and a new spirit I will put within you. I will remove the heart of stone from your flesh and give you a heart of flesh" (Ez 36:26).

I have witnessed the burgeoning fruits of hope, joy, and generosity, among others, that our diocesan synod and pastoral planning have sown. Let us unite in praying fervently and inviting the Holy Spirit to breathe the winds of spiritual renewal through our diocese and guide the implementation of our pastoral plan for the spiritual growth of our parishioners and diocesan family.

May each of us continue to grow in faith, hope, and love!

Bishop Oscar Cantú

The Need for Spiritual Renewal Now

We, the people of the Diocese of San José, IMAGINE the Catholic Church in San José fully alive, where our parish and school communities are overflowing with the love of Jesus Christ. All people are welcomed, have an experience of belonging, and, in turn, become spiritually renewed. Inspired by the Holy Spirit, each person is transformed through the real presence of Jesus in the Eucharist and experiences the compassionate healing of our merciful Lord. Thus, empowered and emboldened by the Holy Spirit, all go out joyfully to bring God's healing love to a broken world.

In every age and in every place, the Catholic Church must read and then creatively and energetically address the signs of the times. The Church of today is not the same as it was 100, 40, or even 20 years ago; yet the Church is still functioning within the same structures and modes of evangelization. Although we Catholics treasure our traditions, we must recognize that the Catholic population has shifted. Society has changed over the last two decades. The percentage of the U.S. population identifying with a particular religion and observing religious practices continues to decline. Religious adherence is highest among baby boomers and decreases with each subsequent generation. Additionally, young adults are postponing marriage and having fewer children when they do marry. The structures of our local Church are no longer as effective or sustainable as they once were. These macro trends are consistent in the Diocese of San José.

Key Challenges Faced by the Diocese of San José

1. An increasingly secular and polarized world
2. The mistrust of the Church due to sexual abuse scandals
3. An insufficient number of seminarians to replace upcoming clergy retirements
4. Declining Mass attendance, sacramental participation, and Catholic school and religious education enrollment over the past ten years
 - a. Since 2012, the county population has increased by 5.8%, while Mass attendance has decreased by 39.8%
 - b. 40% decrease in parishes' K-8 religious education participation since 2012
 - c. More than 2,000 available seats in our 26 Catholic elementary schools
5. Financial challenges at most parishes and several schools
6. Staffing and compensation challenges at most parishes and some schools

- a. 50% of parishes with fewer than four lay staff, and 60% of that staff serving in administrative, not ministerial, roles
- b. Nation-wide teacher shortage
- 7. A significant number of facilities are under-utilized and becoming increasingly expensive to maintain
- 8. Rising cost of living and increasing inflation impacting salaries, expenses, and tithing
- 9. Increased need for specialized support services for our children, youth, and families
- 10. Some school and parish communities are not yet a well-integrated community or collaborating effectively

The pandemic exacerbated the sacramental, pastoral, catechetical, and financial challenges seen both in dioceses across the country and in our local Church. At the same time, the Diocese of San José has a rich history of faith, and there are many opportunities to be leveraged.

Key Strengths of the Diocese of San José

- 1. Our faith in Jesus Christ truly present in the Eucharist
- 2. The multicultural nature and the significant migrant population of Santa Clara County
- 3. Building on our history and Bishop's commitment to diocesan renewal
- 4. Current priest-to-parish ratio
- 5. The dedicated lay ministers and examples of great ministry being done in the diocese
- 6. Recent financial improvements in our Catholic Schools since the pandemic
- 7. Strong academic performance at Catholic schools
- 8. Existing resources in the diocese could be utilized more effectively
- 9. The assets (knowledge, finances, and technology) of Silicon Valley
- 10. Strength of our local Catholic organizations

This pastoral plan answers the question, "How can we, the Diocese of San José, accentuate our strengths and address our challenges to spiritually renew our diocese and recapture the vibrancy of our Faith and radiate the Gospel message beyond our walls with renewed enthusiasm?"

Proposed **Diocese of San José Mission Statement**

As disciples of Jesus Christ and nourished by the Eucharist, the Diocese of San José joyfully shares the Gospel by encountering Jesus in each person and growing together in faith, love, and service.

Proposed **Diocese of San José Value Statements**

The people of the Diocese of San José value...

- Living and proclaiming the Gospel as disciples of Jesus Christ
- Welcoming and engaging liturgies and other opportunities for spiritual growth
- Caring for the poor and vulnerable
- Celebrating the rich diversity within our communities
- Collaborating between lay and ordained in ministry
- Partnering among Catholic parishes, schools, ministries, and other organizations.
- Caring for the Earth as God's sacred creation

Proposed **Diocese of San José Vision Statement**

We are a welcoming and thriving Church, vibrant in our diversity. We are inspired by the Spirit, nurtured by faith in God, and sustained by Word and Sacrament. We invite each and every person to encounter Jesus Christ through a unified network of parishes, schools, ministries, and other organizations. We perform life-changing works of evangelization, formation, charity, and justice. We act in solidarity with the poor and vulnerable.

Worship

OUR GOAL: TO PROVIDE JOYFUL WORSHIP EXPERIENCES THAT MOVE US CLOSER TO CHRIST

Reflection

"While they were eating, He took bread, said the blessing, and gave it to them, saying, 'Take it; this is my Body.' Then he took a cup and gave it to them, 'This is my blood of the new covenant, which will be shed for many.'" (Mark 14: 22-24)

Description

To spiritually renew our diocese, we will increase the understanding of the Eucharist as the Source and Summit of our faith and as a primary way most people experience Church. Masses must fully express that reality. Communion with God and each other demands that the diocese put our best efforts into helping people experience the presence of Christ in Word and Sacrament in inspiring ways, including homilies, joyful music, and a sense of generously being welcomed. This priority will dovetail with the United States Conference of Catholic Bishops' (USCCB's) three-year Eucharistic Revival.

Objectives and Key Action Steps

The following objectives and actions address these ranked Synod proposals (see Appendix C): 3, 5, 16, 18, 23, 40, 54, 90.

Objectives	Key Actions
1. Increase the understanding and appreciation of the Mass	1.1 Revitalize the Liturgical Commission of clergy and lay leaders with relevant experience.
	1.2 Gather leading practices in teaching the rites and rituals of the Mass from parishes within and beyond our diocese.
	1.3 Develop an "Understanding the Mass" plan, including various training options and a robust communications plan.
	1.4 Each parish or parish grouping implements "Understanding the Mass" training options based on "best fit" for their communities.
	1.5 Observe and monitor the level of active parishioner engagement at weekend Masses. Share success stories.

<p>2. Provide a welcoming worship environment (art, ministers, etc.)</p>	<p>2.1 Form a Diocesan Welcoming/Hospitality Ministry Committee of clergy, principals, and lay leaders</p> <p>2.2 Research and gather welcoming/hospitality best practices within and beyond the diocese.</p> <p>2.3 Design a welcoming/hospitality ministry framework for diocese, parish, and school communities.</p> <p>2.4 Modernize worship spaces to make them more inviting and ADA-compliant.</p> <p>2.5 Provide annual training, workshops, and feedback surveys for liturgical ministers.</p>
<p>3. Deliver thoughtful homilies that call and inspire all to action</p>	<p>3.1 Form a Homily Support and Training Committee of clergy and lay leaders with relevant experience.</p> <p>3.2 Engage homily assessment professionals to provide the specific feedback, tools, and support needed by each homilist.</p> <p>3.3 Establish (or update) diocesan homily standards, policies, and procedures.</p> <p>3.4 Monitor progress to determine future homily training needs.</p>
<p>4. Provide uplifting, liturgically appropriate music</p>	<p>4.1 Hire a diocesan point person to lead the preparation and implementation of a music ministry plan.</p> <p>4.2 Research and gather best practices in music ministry from parishes within and beyond our diocese.</p> <p>4.3 Update diocesan music ministry standards, policies and procedures, and roles and responsibility descriptions.</p> <p>4.4 Develop a music ministry training program for liturgical music leaders, musicians, and cantors (paid or volunteer) to continuously form music ministers and improve the quality of music at all parishes.</p> <p>4.5 Consider and leverage technology where possible to strengthen and support music ministry.</p>

Outreach

OUR GOAL: TO BE CHRIST TO EVERYONE WE MEET

Reflection

"You will receive power when the Holy Spirit comes upon you, and you will be my witnesses in Jerusalem, throughout Judea and Samaria, and to the ends of the earth." (Acts 1:8)

Description

To spiritually renew our diocese, we will prioritize acts of charity, advocacy, justice, and evangelization within every parish, school, organization, and ministry. We will be Christ's hands, reaching out to the poor, vulnerable, and those distant from His Church. Our outreach efforts express Christ's self-giving love, especially to those in need or on the margins of society. Guided by Catholic Social Teaching, we aim to uplift human dignity and champion the common good and living lives of holiness amidst the challenges of modern society. Evangelization means sharing the Good News with all, especially those suffering, marginalized, disconnected, or not yet invited to hear the Gospel. In every action, our mission is to embody Christ for everyone we encounter.

Objectives and Key Action Steps

The following objectives and actions address these ranked Synod proposals (see Appendix C): 3, 12, 17, 51, 55, 56, 62, 64, 82.

Objectives	Key Actions
1. Significantly expand ministry in housing, mental health, and other charitable services	1.1 Establish a network and formal partnerships between charitable ministries, movements, and organizations.
	1.2 Develop and share a centralized database of service and advocacy opportunities.
	1.3 Create and share a centralized database of mental health resources.
	1.4 Develop a communications and training plan for attracting and engaging service volunteers.
	1.5 Convene a task force devoted specifically to homelessness and housing.
	2.1 Hire an Office of Life, Justice, and Peace associate.

2. Increase social justice awareness, training, and commitment	2.2 Organize two Catholic social justice conferences annually, one for adults and one for youth.
	2.3 Create awareness and promote engagement in justice issues across all parishes and schools.
	2.4 Develop leaders in community organizing.
3. Revitalize evangelization practices to grow the Church	3.1 Hire an associate to lead the evangelization ministry and appoint evangelization leaders at each parish or parish grouping.
	3.2 Study evangelization best practices from within and outside the diocese and other faiths.
	3.3 Prepare and implement a diocesan-wide plan for increasing missionary discipleship.
	3.4 Focus outreach efforts, especially on the unchurched and those estranged from the Church.
	3.5 Monitor progress across goals and share success stories.

Formation

OUR GOAL: TO ACCELERATE THE FORMATION OF MISSIONARY DISCIPLES

Reflection

"But how can they call on him in whom they have not believed? And how can they believe in him of whom they have not heard? And how can they hear without someone to preach? And how can people preach unless they are sent? As it is written, 'How beautiful are the feet of those who bring [the] good news!' But not everyone has heeded the good news; for Isaiah says, "Lord, who has believed what was heard from us? Thus, faith comes from what is heard, and what is heard comes through the word of Christ." (Romans 10:14-17)

Description

To spiritually renew our diocese, we will redesign faith formation to serve all ages and families, equipping them to respond to the phases of life in light of the Gospel. We will strive to foster and empower our parish and school communities to learn about, discern, and fully embody their baptismal identity and vocation. Formation enriches growth in one's prayer life, strengthens one's personal relationship with the Lord, and deepens one's understanding of the Church's teachings. Through this renewal, we aim to develop more missionary disciples, who after a transformational encounter with Jesus, let His teachings transform their lives.

Objectives and Key Action Steps

The following objectives and actions address these ranked Synod proposals (see Appendix C): 4, 8, 10, 19, 22, 25, 29, 30, 33, 41, 60, 67, 78, 94.

Objectives	Key Actions
1. Establish shared faith formation criteria for all schools and parishes	1.1 Create a Faith Formation Advisory Committee of clergy, principals, the Department of Catholic Schools, and lay leaders to develop a diocesan plan for lifelong faith formation based on USCCB norms, current research, and best practices.
	1.2 Monitor and provide resources and trainings to implement the diocesan faith formation plan.
	1.3 Establish a local committee at each parish and school or grouping thereof to evaluate and recommend adjustments to implementing the diocesan faith formation plan.

	<p>1.4 Establish clear guidelines at each parish and school or grouping thereof for staffing their faith formation programs, including leadership, promotion opportunities, salaries, annual reviews, etc.</p> <p>1.5 Create a diocesan database with vetted speakers and trainers and recommended resources to assist parishes and schools in implementing the diocesan faith formation plan.</p>
<p>2. Provide enriching catechetical, sacramental, RCIA/OCIA, and faith formation programs</p>	<p>2.1 Form a team of experts and significant stakeholders to write a diocesan handbook for the RCIA / OCIA process.</p>
	<p>2.2 Maintain a diocesan website with links to leading RCIA / OCIA processes, best practices, teaching resources, and curricula from within and outside the diocese.</p>
	<p>2.3 Identified and well-trained RCIA/ OCIA coordinator/leader at every parish or parish grouping.</p>
	<p>2.4 Provide regular trainings for clergy, staff, and leaders, including recommended programs, best practices, and resources for leading the RCIA/ OCIA.</p>
	<p>2.5 Monitor RCIA/OCIA plans and results.</p>
	<p>2.6 Strengthen and align school and parish faith formation programs.</p>
	<p>2.7 Invest in the ongoing development and formation of every faculty member and catechist responsible for religious instruction.</p>
<p>3. Teach, strengthen, and personally commit to prayer</p>	<p>3.1 Form a Diocesan Prayer Team of clergy, lay leaders, parents, youth, and young adults.</p>
	<p>3.2 Research leading practices in teaching prayer from parishes and schools within and outside our diocese.</p>
	<p>3.3 Develop a teaching prayer plan, including: objectives; leadership; materials; tools; instruction; promotion; etc.</p>
	<p>3.4 Appoint a diocesan teaching prayer leader and a leader at each parish and school or grouping thereof to lead the teach prayer initiative.</p>
	<p>3.5 Monitor progress against teaching prayer objectives and share success stories.</p>
<p>4. Significantly expand retreats, small faith groups,</p>	<p>4.1 Form a Retreats and Spiritual Growth Committee of clergy, principals, lay leaders, campus ministers, parents, youth, and young adults.</p>

and other spiritual growth opportunities	4.2 Research leading programs and practices for retreats, adoration, small faith-sharing groups, and other spiritual growth opportunities from within and outside the diocese.
	4.3 Develop plans for retreats, small faith-sharing groups, and other growth opportunities, including objectives, leadership, programs, resources, funding, promotion, etc.
	4.4 Widely promote retreats and other spiritual growth opportunities across parishes and schools and extend personal invitations for all to participate.
	4.5 Monitor progress against retreats and spiritual growth plan goals and share success stories.
6. Realign clergy and lay minister formation and assignments to best support the pastoral plan	6.1 The Directors of the Seminarian, Deacon, and Lay Leader formation programs will work with their respective boards to assess and align their programs with the goals and objectives of the diocesan Pastoral Plan.
	6.2 Assess and align the assignment of clergy and lay leaders with the goals and objectives of the diocesan Pastoral Plan.
	6.3 Provide clergy and lay ecclesial ministers employed by the diocese with annual updates and trainings on best practices in ministry and management.
	6.4 Assess clergy and lay formation and assignment programs annually.

Youth and Young Adults

OUR GOAL: TO UNDERSTAND, ENGAGE, AND CULTIVATE YOUNG LEADERS FOR OUR CHURCH AND THE WORLD

Reflection

"God, You have taught me from my youth; to this day I proclaim your wondrous deeds."
(Psalm 71)

Description

To spiritually renew our diocese, we will focus on the needs of youth and young adults in Santa Clara County. They are the important stewards of the Gospel and have innate abilities to share the Good News of Jesus right now. Yet it is concerning that 85% of Catholic youth disengage from their faith by age 18. Thus, we are committed to walking with young people as they develop their relationship with Jesus Christ and discover that God does have a plan for them, and the deep joy and peace that are found in embracing His plan. To address this, we will structure a comprehensive youth and young adult ministry across our diocese, parishes, and schools that are To, With, By, and For youth and young adults.

Objectives and Key Action Steps

The following objectives and actions address these ranked Synod proposals (see Appendix C): 2, 6, 9, 14, 24, 49, 64.

Objectives	Key Actions
1. Listen to the needs and desires of our youth and young adults (via synods)	1.1 Form a Youth and Young Adult Ministry Advisory Committee of clergy, principals, campus ministers, lay leaders with relevant experience, and several youth and young adults to plan and execute these events.
	1.2 Exercise extreme diligence in the synod invitation process to get a diverse, representative sample of Silicon Valley youth and young adult participants.
	1.3 Hold the youth and young adult synods at a time and location that optimizes attendance.

2. Inspire and cultivate leaders from within our youth and young adults	2.1 Hire a diocesan Director of Youth and Young Adults Ministries; appoint paid, full-time youth ministers and young adult leaders at every parish or parish grouping.
	2.2 Identify diocese, parish, and school leadership opportunities and nominate youth and young adults to serve in these leadership positions.
	2.3 Develop training that calls, equips, and strengthens the discipleship within each youth and young adult leader.
	2.4 Create a robust youth and young adult mentorship program that guides growth in parish and school leadership opportunities.
3. Personally invite and engage youth and young adults via planned social and spiritual activities	3.1 Research leading youth ministry and young adult ministry within and outside the diocese.
	3.2 Leverage feedback from the synods and develop youth ministry and young adult ministry plans.
	3.3 Solicit stakeholder feedback on the youth and young adult plans.
	3.4 Continuously promote and activate youth and young adult ministries in all parishes and schools through a creative and aggressive outreach plan designed to excite and engage youth and young adults.
	3.4 Monitor progress against plan goals and share success stories. Provide additional support to those struggling to implement the plan.

Family Ministry

OUR GOAL: TO MAKE THE PARISH THE CENTER OF OUR PERSONAL, SPIRITUAL, AND SOCIAL CIRCLES

Reflection

“These commandments that I give you today are to be on your hearts. Impress them on your children. Talk about them when you sit at home and when you walk along the road, when you lie down and when you get up.” (Deuteronomy 6:6-7)

Description

To spiritually renew our diocese, we will strengthen families as the foundation of both our community and the Church. St. John Paul II once said, “As the family goes, so goes the nation, and so goes the whole world in which we live.” We aim to meet our families' spiritual and other needs at whatever level their faith journey is. Today’s families face numerous challenges due to the busyness of modern life and the vast influence of secular culture. Therefore, the family ministry will provide tools and resources to help families thrive spiritually and emotionally. Going beyond marriage prep and infant baptism, we will expand our family ministry to include marriage support, Christian parenting insights, LGBTQ+ ministry, and divorce recovery.

Objectives and Key Action Steps

This planning action team was put together in August after Bishop and the Planning Commission decided to make Family Ministry its own strategic priority. These objectives are samples of the areas this planning action team will discern. The following objectives and actions address these ranked Synod proposals (see Appendix C): 13, 17, 34, 64, 85.

Objectives	Key Actions
1. Develop programs and ministries in support of the entire lifecycle of the family	1.1 Form a Family Leadership Committee of clergy, lay leaders, parents, youth, and young adults.
	1.2 Gather leading practices supporting families from parishes within and beyond our diocese.
	1.3 Develop a family life ministry plan to support families to address key issues that arise over the typical family life cycle.
	1.4 Solicit feedback on the family life ministry plan.

	<p>1.5 Appoint a Diocesan Family Life leader and leaders at each parish or parish grouping to support plan implementation.</p>
<p>2. Form and equip parents to be their children's primary catechists</p>	<p>2.1 Family Leadership Committee to research leading practices in developing parents as primary catechists of their children.</p>
	<p>2.2 Develop a Parent Catechist Formation plan, including curriculum, supporting materials, communication, and staffing.</p>
	<p>2.3 Appoint a diocesan Parent Catechist Formation leader at each parish or parish grouping to form parent catechists.</p>
	<p>2.4 Widely promote the parent catechist formation program and extend personal invitations to all parents to participate.</p>
	<p>2.5 Monitor progress in forming parent catechists and share success stories.</p>
<p>3. Create diocesan-wide LGBTQ+, divorced/remarried Catholics, and healing ministries</p>	<p>3.1 Form separate Advisory Committees for each of these three diocesan-led ministries.</p>
	<p>3.2 Research leading practices for LGBTQ+, divorced/remarried Catholics, and healing ministries.</p>
	<p>3.3 Develop plans for each of these three diocesan-led ministries, including objectives, leadership, resources, outreach, activities, promotion, etc.</p>
	<p>3.4 Appoint a diocesan leader and a point person at each parish or parish grouping to support these ministries.</p>
	<p>3.5 Monitor progress for each diocesan-led ministry and share success stories.</p>
<p>4. Bring our parishes and all school families into full communion with one another</p>	<p>4.1 Form a Parish-School Integration Committee of clergy, principals, lay leaders, parents (Catholic, Private, Public, Homeschool), and youth.</p>
	<p>4.2 Research leading practices for parish-school integration from within and outside our diocese.</p>
	<p>4.3 Develop a plan to bring all school (Catholic, Private, Public, and Homeschool) families into full communion with our parishes</p>
	<p>4.4 Appoint a diocesan Parish-School Integration Leader and leaders at each parish and school, or grouping thereof, to lead plan implementation.</p>
	<p>4.5 Each parish and school or grouping thereof to monitor success against plan goals and share success stories.</p>

Structural Renewal

OUR GOAL: TO THOUGHTFULLY DESIGN AND RESPONSIBLY OPERATE A MISSION-ENABLING STRUCTURE

Reflection

"Everyone who listens to these words of mine and acts on them will be like a wise person who built their house on rock. The rain fell, the floods came, and the winds blew and buffeted the house. But it did not collapse; it had been set solidly on rock." (Matthew 7:24-27)

Description

To spiritually renew our diocese, we will reimagine how parishes, schools, and other diocesan resources are organized to make possible the strategic priorities of Worship, Outreach, Formation, Youth and Young Adults, and Family Ministry. This reshaped structure will also amplify support for our parishes and schools. Despite the significant and faith-filled efforts of their limited staff, many of our communities do not have the resources to adequately fulfill our Church's mission. A new local structure is essential to strengthen essential parish and school ministries, to better support our clergy and lay leadership and staff more effectively, to encourage collaboration, and to optimize our resources. One new structure gaining traction in dioceses across the United States is the "Family of Parishes." This approach groups three to six parishes and schools in a geographic area that fosters collaboration by working closely together and sharing clergy, staff, and resources. A "Family of Parishes" is not a merger, and each parish retains its canonical identity yet is required to work together more intentionally to minister and evangelize the world.

Objectives and Key Action Steps

The following objectives and actions address these ranked Synod proposals (see Appendix C): 1, 7, 11, 21, 28, 32, 35, 39, 42, 46, 53, 61, 68, 70, 75, 77, 95.

Objectives	Key Actions
1. Reorganize parishes, schools, and the chancery to better support the mission	1.1 Form a Reorganization Advisory Committee of clergy and lay leaders with relevant experience.
	1.2 Conduct parish and school self-assessments.
	1.3 Research and evaluate reorganization options and select the model best suited to the diocese.
	1.4 Propose groupings of parishes and schools.

	1.5 Solicit stakeholder feedback and amend as necessary.
	1.6 Approve and implement the plan of reorganization.
2. Identify essential parish and school ministries and the staff needed to fulfill these ministries	2.1 Form a Ministry Advisory Committee of clergy, principals, and lay leaders with relevant experience.
	2.2 Propose essential ministries and whether such ministries should be served on a parish, school, or diocesan-wide basis.
	2.3 Form a Parish and School Staffing Advisory Committee of clergy, principals, and lay leaders with relevant experience.
	2.4 Prepare a staffing model (including both paid and volunteer positions) to ensure all essential ministries are properly staffed and aligned across all parishes, schools, and the chancery.
	2.5 Develop a training model to ensure all clergy and lay staff have the proper skills to execute their assigned roles.
	2.6 Solicit stakeholder feedback on the ministry and staffing models.
	2.7 Approve and implement the ministry and staffing models.
3. Establish a just and competitive compensation model	3.1 Form a Compensation Committee of clergy, principals, and lay leaders with relevant experience.
	3.2 Conduct research to determine each staff position's market value in Silicon Valley (for-profit and non-profit organizations).
	3.3 Set just and competitive total compensation for each paid position identified in the staffing models.
	3.4 Solicit stakeholder feedback on the compensation model.
	3.5 Approve and implement the staffing model.
4. Quantify and secure the finances needed to fund the pastoral plan	4.1 Form a Financial Planning Committee of clergy, principals, and lay leaders with relevant experience.
	4.2 Prepare a report showing the diocese's full, transparent financial picture.
	4.3 Prepare a 10-year forecast of cash flows for all proposed groupings of parishes, schools, and the chancery. Give special attention to the impact of the new staffing and compensation models.
	4.4 Develop a financial plan to fund the pastoral plan, emphasizing just compensation, tuition assistance, and future capital needs.
	4.5 Solicit stakeholder feedback on the proposed financial plan.
	4.6 Approve and implement the diocesan financial plan.

Conclusion

Our Lady of Guadalupe's appearance to San Juan Diego set in motion an unimaginable, unforeseen, dynamic evangelization of the Americas where previously there had been only a few who responded to the Gospel message. As a result, the seed of faith planted by Our Lady came to San José, flourished, and became its own diocese 42 years ago.

Amidst the challenges of recent times, we, the Catholic community of San José, have set out a synodal process of spiritual renewal. Over the past two years, we have prayerfully discerned a mission, values, and vision for our future. This plan describes the strategic priorities, objectives, and key actions needed to fulfill our mission, live our values, and realize our vision. We asked all parishioners, clergy, and staff to pray and work for the success of this plan.

Through Our Lady's presence and intercession, the Gospel message spread quickly and effectively. We ask her to accompany us now and during the days and years ahead, to pray with us and for us, to teach us how to present the Gospel message such that it touches and transforms the heart today as her message did 500 years ago.

May Our Lady of Guadalupe guide us and accompany the Diocese of San José on this journey to spiritual renewal.

Saint Joseph, pray for us.

Saint Clare, pray for us.

Appendix A: Glossary

Action Plans will document the key steps to complete for each focus area. Action plans will be prepared in a SMART format (Specific, Measurable, Achievable, Realistic, and Time-Bound). The detailed action plans span over 100 pages. While crucial for implementation, we've included only a summary of the critical actions in this plan.

Diocesan Synod is a special kind of meeting called by the diocesan bishop, which brings together a large group of people from varied backgrounds to discuss the diocese's pastoral needs and listen to how the Holy Spirit is leading the diocese at that time.

Mission statement describes an organization's purpose and reason for existence.

Missionary disciple is both a disciple and a missionary— a disciple being a follower of Jesus Christ, and a missionary being one who goes out into the world on a mission. Pope Francis writes:

“In virtue of their baptism, all the members of the People of God have become missionary disciples. All the baptized, whatever their position in the Church or their level of instruction in the faith, are agents of evangelization, and it would be insufficient to envisage a plan of evangelization to be carried out by professionals while the rest of the faithful would simply be passive recipients. The new evangelization calls for personal involvement on the part of each of the baptized. Every Christian is challenged, here and now, to be actively engaged in evangelization; indeed, anyone who has truly experienced God’s saving love does not need much time or lengthy training to go out and proclaim that love.” (“Joy of the Gospel” n. 120)

Objectives are the most critical programs or projects an organization must successfully execute to achieve its strategic priorities. All objectives are taken directly from the prioritized Diocesan Synod proposals and are listed with their corresponding Synod delegate rating in parentheses.

Spiritual Renewal means rediscovering our Faith and reconnecting deeper with Jesus Christ, leading to the Fruits of the Holy Spirit: charity, joy, peace, patience, kindness, goodness, generosity, gentleness, faithfulness, modesty, self-control, and chastity. When these virtues shine within us or others, we can be confident that the Holy Spirit is actively working in our hearts, souls, and lives.

Strategic priorities are the key areas that an organization will concentrate its time and activities to achieve its Mission and Vision.

Value statements are the principles that guide an organization's and its people's actions.

Vision statement describes an organization's aspirations and desired future state.

Appendix B: Synodal Pastoral Planning Process

The 50th Jubilee of the Diocese of San José in 2031 joyfully coincides with the 500th anniversary of Our Lady of Guadalupe's appearance and message to St. Juan Diego. This extraordinary moment set in motion a vibrant wave of dynamic evangelization of the Americas, where the response to the Gospel message had previously been somewhat limited. Through her presence, message, and intercession, the Gospel has spread deeply and broadly across the Americas.

Drawing on this profound legacy, Bishop Oscar Cantú convened a diocesan synod under the patronage of Our Lady of Guadalupe to listen and discern with the faithful how we, the Church of San José, **can accentuate our strengths and address our challenges to spiritually renew our diocese and recapture the vibrancy of our Faith and radiate the Gospel message beyond our walls with renewed enthusiasm.**

The diocesan synod consultations started in May 2022 with deep prayer, active listening, and collecting extensive data and feedback from many stakeholders, including priests, deacons, principals, lay leaders, staff, consecrated religious, and faithful of all ages. After 100 consultation sessions and an online survey gathering thousands of recommendations, the Diocese of San José Synod General Assembly was held at Santa Clara University on January 27-29, 2023. At the Assembly, the nearly 200 dedicated delegates considered 96 distinct proposals on how to reinvigorate our faith in a way that routinely forms and engages new disciples of Christ and is sustainable for generations to come. From these prayerful discussions, 48 prioritized proposals emerged for Bishop Cantú's discernment.

Subsequently, the Pastoral Planning Commission, appointed by Bishop Cantú, took the prioritizations of the Synod Assembly and developed this pastoral plan in collaboration with the Coordinating Team, the Reid Group, and the six Planning Action Teams, consisting of 6 to 12 representatives from parishes, schools, Catholic organizations, and the clergy.

Continuing in the spirit of synodality, hundreds of representatives of our diverse stakeholder groups – lay leadership, staff, religious, and clergy from across the diocese – were gathered to review and provide feedback on the first and second draft plans. Their unique perspectives and valuable insights have enhanced the process and our pastoral plan.

Come late November, this collective endeavor and our renewed pastoral plan will be presented to Bishop Cantú for his approval. The plan will be unveiled publicly in December, heralding a new chapter for the Catholic community in San José.

The following pages include the new mission, vision, and value statements for the diocese and the strategic priorities, objectives, and key action steps, all of which were derived from the Synod proposals and stakeholder feedback.

Appendix C: Final Ranks of Synod Proposals

Synod Rank	Synod Proposal Title
1	Just Compensation
2	Youth & Young Adult Parish Ministry
3	Welcome Ministry
4	Faith Formation Programs
5	Understanding the Mass
6	Diocesan Director Youth & Young Adult
7	Tuition Assistance
8	Faculty and Catechist Formation
9	Youth & Young Adult Ministers
10	RCIA Program
11	Land & Property Plan
12	Missing Sheep Outreach
13	Parental Support
14	Youth & Young Adult Outreach
15	Access to the Sacraments
16	Homily Assessment and Training
17	Community Building
18	Parish Music Programs
19	Catechists & Spiritual Directors
20	LGBTQ+ Catholic Support Ministry
21	Resource Sharing
22	Parish-School Integration
23	Eucharistic Revival
24	Youth & Young Adult Minister Collaboration

Synod Rank	Synod Proposal Title
25	Small Communities of Faith
26	Lay Ecclesial Ministers
27	Divorced/Remarried Catholic Support Ministry
28	Clergy Support of Student Faith Formation
29	Strengthening Prayer
30	Retreats, Retreats, Retreats
31	Promoting Catholic Education
32	Diocesan Reorganization
33	Bible Study Programs
34	Mental Health Ministry
35	Parish / School Strategic Plans
36	Learning Differences and Special Needs
37	Marketing & Communications
38	Diocesan Training & Development Plan
39	Best Practices & Critical Needs
40	Diocesan Director of Music
41	Adoration and Devotions
42	Parish Ministry Model
43	Catholic Organizations
44	Chancery Services
45	Vocational Recruitment
46	Parish & School Staffing Models
47	Spiritual Gifts Assessment

Synod Rank	Synod Proposal Title
48	Increased Availability of Reconciliation
49	Youth & Young Adult Synods
50	Youth, Young Adult & Family Masses
51	Service Opportunities
52	Annual Diocesan Youth Day
53	Priest & Diocesan Leadership Engagement
54	Technology-enabled Churches
55	Celebrating Cultural Diversity
56	Evangelization Ministry
57	Mission Trips
58	Eucharistic Congress
59	Diocesan Annual Report
60	School & Religious Education Programs
61	Pastor Assignments to Catholic Schools
62	Catholic Social Teachings
63	Liturgical Needs and Preferences
64	Student Service Projects
65	School - School Partnerships
66	Partner Parish / School Model
67	Prayer Ministry
68	Diocesan Financial Plan
69	Seminarian Skills Assessment & Training
70	Clergy Focused on Youth & Young Adult Ministries
71	Faith Testimonials

Synod Rank	Synod Proposal Title
72	Diocesan School of Music
73	Faith-in-Action Dashboard
74	Diversity in Leadership
75	Goal Setting & Performance Appraisals
76	Event Collaboration
77	Leadership Framework
78	Digital Spiritual Content
79	Diocesan Cultural Day
80	Minister & Volunteer Management
81	Personal / Household Spiritual Plans
82	Homelessness Task Force
83	Prayer Companion / Coach
84	School Admissions Process
85	Family Faith Formation
86	Women in Leadership
87	Diocesan-wide Mass Schedule
88	Policies & Procedures
89	Diocesan Catholic Youth Organization
90	Homily Feedback
91	Pilgrimages
92	Student Formation Oversight
93	Spiritual Best Practices
94	ILM Program
95	School Governance Model
96	"Home Rooms"