

Parish Transition Manual

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I. INTRODUCTION

LETTER FROM CARDINAL DOLAN

Dear Father,

I'm pleased to present you with our *Parish Transition Manual*, which has been prepared to assist you as we launch the implementation phase of our pastoral planning process, *Making All Things New*.

As you already know, approximately thirty percent of our parishes will be merged to create more robust, sustainable communities of faith.

Of equal importance are all our communities that will be working collaboratively to strengthen parish life through the development of shared ministries, cooperative evangelization efforts, and outreach programs that, in avoiding costly duplication, will enhance the availability of such services to the entire community. Effective collaboration will also result in a more realistic approach to parish management and fiscal responsibilities.

While I will be the first to acknowledge that this period of transition leading to Implementation will be difficult for you and the parishioners of both merged and collaborating parishes, I assure you of my complete support. Yes, I recognize the pain generated by some of the upcoming changes, but I am confident that both the mergers and collaborations will strengthen and enhance parish life throughout the Archdiocese of New York.

Your pastoral leadership is critical as we embrace the challenge of implementation. This manual provides straightforward answers to questions pertaining to the correct protocols to be followed in addressing the canonical, legal, financial, and practical aspects of parish mergers.

You will also find a step by step guide to assist you in implementing the goals of *Making All Things New* in the collaborative parishes.

For parishes where mergers will be taking place, pastoral transition teams have been formed to assist you in dealing with issues pertaining to opposition and resistance which may require conflict resolution. Our pastoral transition team members are experts in this area, and they're here to help. All you have to do is ask.

Be assured that representatives of the Reid Group and our staff at the Catholic Center are ready and willing to help during these months of transition. Address your questions to Bishop John J. O'Hara, Vicar for Planning, or to Eileen Mulcahy, Director of the Office of Parish Planning.

We're about to begin writing a new and exciting chapter in the history of the Archdiocese of New York, and you are a very important part of that story. Let's get to work and do it together!

With promises of prayer, I am,

Fraternally in Christ,

Timothy Michael Cardinal Dolan
Archbishop of New York

FOREWORD – *Making All Things New*

In response to changes in demographics (Catholic population), a diminishing number of vocations, and the absence of a centralized parish-planning process, the Archdiocese of New York embarked on a pastoral-planning process, *Making All Things New*, to strengthen and enhance parish life. This planning initiative incorporated the “ground up” involvement of every parish in the archdiocese. The following timeline highlights the extensive participation of the people of God:

2009 – 2011	Bishop Dennis Sullivan, Vicar General, is appointed by Cardinal Timothy Dolan to oversee pastoral planning in the Archdiocese of New York. Bishop Sullivan meets with all priests, deacons, religious order provincials, major superiors of women’s and men’s communities, and parish committees to solicit their input on the issues facing the archdiocese and its parishes. Parish surveys are conducted throughout the archdiocese to identify areas of importance to parishioners.
2011 – Sept 2013	Parish survey results are analyzed and the results are shared with the parishes. After a nationwide search, a professional pastoral planning firm, the Reid Group, is hired to assist in the process. Cardinal Dolan outlines his vision for pastoral planning in the Archdiocese of New York.
Sept 2013 – March 2014	368 Parish Core Teams and 75 Parish Clusters engage in an examination of their own and neighboring parishes, and develop initial recommendations to be shared with the Archdiocesan Advisory Group.
March 2014 – June 2014	The Archdiocesan Advisory Group and Parish Clusters review preliminary recommendations, and develop final recommendations for Cardinal Dolan’s consideration.
June – July 2014	Cardinal Dolan consults with the Presbyteral Council, College of Consultors, and other committees before making his final decisions, which were announced in November.

This *Parish Transition Manual* is the guide for *Making All Things New*. As directed by Cardinal Dolan, the goals of *Making All Things New* are:

1. To enhance the vibrancy of parish life in the archdiocese;
2. To strengthen the presence and ministry of the Church in the urban, suburban, and rural areas of the archdiocese;
3. To foster a greater appreciation for and participation in the Sunday Eucharist;

4. To promote the New Evangelization efforts throughout the archdiocese;
5. To implement parish planning within the archdiocese considering the needs of the people, the projected number of priests available to serve, financial resources, and changing demographics;
6. To ensure that all parishioners have opportunities for quality lifelong Catholic education and formation;
7. To strengthen services to those who are most in need;
8. To promote vocations to priesthood, religious life, diaconate, and lay ministries;
9. To support new initiatives for youth, young adults, families, and seniors;
10. To build a greater sense of unity among Catholics from all cultures within the local Church;
11. To increase collaboration among all entities in the local, national, and universal Church.

The processes are layered and distinct. They have been developed to help every parish in the archdiocese achieve a fuller sacramental life in service of the Gospel mandates. Groups of parishes came together in clusters during the early stages of *Making All Things New*. Building on those shared experiences, the cluster parishes will continue to collaborate so as to implement the goals established by Cardinal Dolan for *Making All Things New*.

Cardinal Dolan also established ministry directives to focus the above goals on specific parish needs. These ministry directives are related to the goals and are more specific. They surfaced from many clusters and will provide a good starting point in collaborative planning. The ministry directives are:

1. Continue or develop strategies for serving people living in poverty and advocating on their behalf;
2. Adjust the number of Masses in light of the size of the congregation and the seating capacity of churches;
3. Consult with neighboring and cluster parishes to coordinate Mass schedules;
4. Evaluate and develop strategies for enhancing lifelong faith formation for adults;
5. When the work of the religious education planning committee, appointed by Cardinal Dolan, is completed, implement the recommendations in every parish of the archdiocese;
6. Plan and implement a common cluster-wide evangelization program;
7. Continue to promote and support Catholic school education;
8. Create or enrich collaborative youth and young adult ministry;
9. Develop a plan for formation and education in vocation awareness;

10. Work on stewardship of time, talent, and treasure in order to ensure financially sustainable parishes;
11. Identify methods for community involvement and outreach in ecumenical and interfaith relations;
12. Identify strategies for effective outreach to and with diverse cultures.

Cluster implementation teams and parish implementation teams will use these ministry directives to achieve the goals for their unique situation. Clusters will develop values and vision statements to support their implementation. The archdiocese will assist by providing trained facilitators to the clusters and parishes, as needed.

This manual is a tool to help pastors/administrators with cluster collaboration and merging parishes. While it describes standard procedures, it also acknowledges that each parish merger, cluster, and pastoral situation is unique. Every effort has been made to anticipate questions and concerns, but pastors/administrators should feel free to call on the resources of any archdiocesan department during this time.

In addition, clusters and merging parishes can request the services of a specially constituted pastoral transition team whose members will include people keenly sensitive to local concerns.

Please read this manual carefully and use the information provided to help yourself, your cluster, your parish implementation team, and your parishioners move smoothly through this challenging process.

KEY RESOURCES CONTACT INFORMATION

Department	Contact	Phone
Parish Planning	Bishop John O'Hara, Vicar for Planning	646-794-2210
	Eileen Mukahy, Director	646-794-2732
	Sr. Eileen Clifford, Vice Chancellor	646-794-2949
Vicar General/Chancellor	Mgr. Gregory Mustaciuolo	646-794-2900
Chief Financial Officer	William Whiston	646-794-2939
Communications	Joseph Zwilling, Director	646-794-2997
Real Estate	David Brown, Esq., Director	646-794-2476
	Ed Newman, Esq., Associate Director	646-794-2477
	Timothy Stafford, Associate Director	646-794-2737
	Ron Angelo, Program Manager - Aramark Engineering Services	924-476-1058
Archives	Rev. Michael P. Morris, M.A., M.Div., Archivist	914-968-6200 x 8369
	Kate Feighery, Archival Manager	914-968-6200 x 8365
Catechetical Office	Sr. Joan Curtin, Director	646-794-2849
	Mr. Oscar Cruz, Director Catechumenate / Family Catechesis	646-794-2851
	Sr. Teresita Morse, RMT, Director of Formation for Religious Education Leaders	646-794-2858
Regional Catechetical Directors		
Brooklyn Sr. Jeannette Chishibanji, Regional Director		718-547-4212
Yonkers/Central/Southern Westchester Sr. Zelide Ceccagno, MSCS, Regional Director		924-965-0400
Dutchess and Ulster Ms. Linda Fitzsimmons, Regional Director		845-473-5427
Manhattan Sr. Catherine Ryan, PSP, Regional Director		212-923-0650
Northern Westchester/Putnam/Rockland Ms. Peg Hoblin, Regional Director		845-429-4297
State Island Sr. Mary Crucifix Pandullo, CSJB, Regional Director		718-273-3833
Orange Sr. Kevin John Shields, O.P., Regional Director		845-728-0495
Sullivan Sr. Kevin John Shields, O.P., Regional Director		845-293-9200
Department of Education/ Superintendent of Schools	Dr. Timothy McWitt, Superintendent of Schools	646-794-2802
	Michael Deegan, Deputy Superintendent of Schools	646-794-2856
Adult Faith Formation Office	Dr. Daniel Frascella, Director	646-794-2577
Young Adult Ministry Office	Colin Wylaza, Director	646-794-3381
Youth Ministry Office	Rev. Joseph Espaillet, Director	924-367-8212
Hispanic Ministry	Wanda Vasquez, Director	646-794-2983
Office of Black Ministry	Br. Tyrone Davis, C.F.C., Director	646-794-2482
Italian Apostolate	Rev. Robert Aufferi, Director	646-794-3055
Ecumenical and Interreligious Affairs	Rev. Brian McWeeney, Director	646-794-3074
Liturgy Office	Rev. Matthew Ernest, Director	914-968-6200 x 8277
Parish Fundraising Cardinal's Appeal	John Moran, Director	924-963-1284
	Pegina King, Director	646-794-3358
Parish Finance	Frank Napolitano, Esq., Director	646-794-2707
	Michael Ward, Deputy Director	646-599-2531

Department	Contact	Phone
Associate Directors - Parish Finance		
Northern Offices	Will Adams, AD Sullivan & Ulster	917-256-9753
	Michael Brennan, AD N W & Putnam & Dutchess	646-588-9204
	Theresa Cullen-Seidel, AD Rockland & Orange	917-535-0547
Westchester Office	Peter Burrows, AD Westchester-South Shore & Yonkers	646-457-8265
	Ellen Humphreys, AD Central Westchester	646-380-2039
Manhattan Office	John Hutchison AD Manhattan	646-556-5102
Bronx Office	Deacon Frank Orlando, AD NW & South Bronx	917-496-9453
	Pascal Kabemba, AD NE & E Bronx	646-499-0271
State and Island Office	Vincent De Rosa, AD State and Island	646-457-9048
Internal Parish Finance		
	Rev. Brian McCarthy, Chairman	718-540-8053
	Theresa Bellaby, Manager	646-794-2748
Internal Audit		
	Bruce Biegeleisen, Director	646-794-2941
	Randolph Baird, Senior Auditor	646-794-3021
Office of Church Patrimony		
	Kevin Shaughnessy, Director	718-227-0892
Office of Legal Affairs		
	James McCabe, Esq., General Counsel	646-794-2840
	Roderick Cassidy, Esq., Associate Counsel	646-794-2807
Data Systems Center		
	Andrew Donnelly, Director	646-794-3385
	Shane Pierce, Deputy Director	646-794-3380
Human Resources		
	Michael Corrigan, Director	646-794-3029
	Ella O'Sullivan, Associate Director	646-794-3034
Life & Health Benefits		
	Margaret Gonzalez, Assoc. Director Life, Health & Disability	646-794-3026
	Gloria Glover, Benefits Administrator	646-794-3018
	Frances Chow, Benefits Administrator	646-794-3047
Pension		
	Nancy Palmesino, Director	646-794-3035
Insurance Division		
	Elizabeth Steinman, Director of Risk Management & Insurance Services ADNY	646-794-3024
	After Hours Emergency Claim Reporting	800-228-6808
Catholic Charities		
	Mgr. Kevin Sullivan, Director	646-794-2835

PASTORAL TRANSITION TEAM

In addition to the resources noted in the previous pages, the Archdiocese of New York will provide pastoral transition teams to assist pastors/administrators and parishioners with the transition to the new pastoral arrangement in their community. The archdiocese realizes the impact the cardinal's decisions will have on our parish communities, and understands how vitally important it is to provide assistance with the transition.

Due to the size and vast geographic territory, combined with the concentration of parishes, the archdiocese will assemble 12 teams of 3-4 individuals to assist the pastors/administrators and parishioners as they transition.

The teams will consist of individuals who have demonstrated deep pastoral understanding in these areas:

- Group 1: Conflict management specialists
- Group 2: Women and men religious from several religious orders
- Group 3: Permanent deacons with pastoral experience
- Group 4: Lay parishioners with experience in pastoral administration

After consultation with the Reid Group, and after considering the above stated concerns, the archdiocese and the Reid Group came to an understanding that we need to achieve a level of concentrated support on the ground. It is imperative that the archdiocese makes every effort to support our parish communities in this time of transition, especially during the first 3-6 months after the announcement of the cardinal's decisions.

We are concerned about the hurt and sadness that these decisions will cause the parishioners of the impacted parishes and we are also hopeful that new opportunities will be available as a result of the cardinal's decisions. We will ease the transition by assembling a team of individuals who are fully equipped to handle the emotions of the parishioners and help people plan for new and vibrant parishes.

PASTORAL TEAM – ROLE DESCRIPTION

NATURE

The pastoral transition teams are appointed by Cardinal Dolan to work directly with various Reid Group consultants and appropriate archdiocesan staff. Individuals will work in 3-4 person teams and serve the pastors/administrators and parish implementation teams who are responsible for leading their respective parish communities through the mergers that result from the cardinal's decisions.

PURPOSE

The pastoral transition teams fulfill the following purposes as they work with their Reid Group consultant and/or appropriate archdiocesan staff to:

1. Assist pastors/administrators and parish implementation core teams deal with change;
2. Respond to requests for assistance from pastors/administrators and core teams in 3-4 person teams;
3. Participate in the training session provided by Reid Group consultants;
4. Assist pastors/administrators and parish implementation core teams of merging parishes to achieve the goals of *Making All Things New* based on the criteria for assessing parish viability;
5. Provide hands-on support to the parish leadership in helping them go through the steps required to achieve successful mergers. This involves studying the specific decisions made by the cardinal for the various parishes involved with the specific merger(s) to which they are assigned, as well as the parish planning background material;
6. Examine the parish evaluations and cluster evaluations developed by the core teams as appropriate;
7. Respond to unexpected challenges and unanticipated situations with flexibility.

FUNCTION

Pastoral transition teams will be assigned by Reid Group consultants or appropriate archdiocesan staff in each pastoral area to be proactive in helping with mergers and to respond to "hotspots" identified by the auxiliary bishops, deans, or pastors/administrators. They will develop an action response after clarifying the needs of a specific parish or cluster.

II. UNDERSTANDING PASTORAL ACTION ITEMS FOR COLLABORATING PARISHES

DEFINITION OF COLLABORATION

Collaboration is a formal relationship between two or more parishes that reflects the substantial sharing of current programs and resources and/or the development of new resources for parish mission and ministry. Collaborative parishes commit to develop programs, allocate materials and human resources, and/or create new joint activities or services which further the mission of Christ. Some collaborative parishes may share staff or have common in-service trainings for both staff and parish pastoral councils. Collaboration conserves resources by avoiding unnecessary duplication of services and enhances parish mission and ministry by working together to do things that are needed but that a single parish might not be able to do alone. In our archdiocese, collaboration generally takes place within clusters.

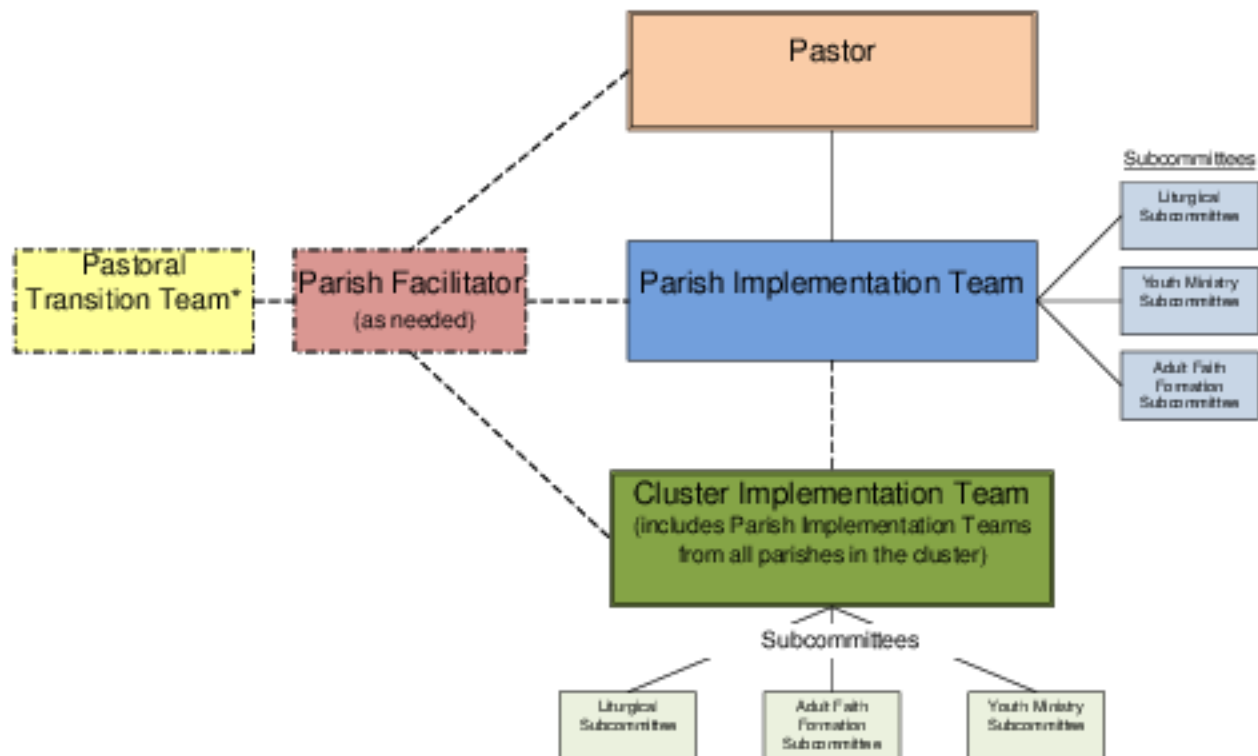
Some characteristics of well-functioning collaborative parishes include but are not limited to:

- Common training of catechists and liturgical ministers;
- Parts of youth ministry programs undertaken in common, such as service projects, retreats, and mission trips;
- Jointly planned and implemented adult formation programs;
- Sharing of staff;
- Jointly developing priestly, religious, diaconal, and lay ministry vocation strategies; staff in-service training, and parish council in-services, etc.;
- Combined outreach programs, i.e. food pantries, sharing space for AA meetings, etc., cooperative programs with Catholic Charities;
- Mutually beneficial sharing of programs and other resources among urban, suburban, and/or rural parishes;
- Training RCIA and various catechetical teams.

KEY GROUPS

A number of key groups will play a pivotal role in ensuring that collaboration is as seamless and effective as possible. Each group will handle specific functions based on who it is representing. The first of these groups, chosen by the pastor/administrator of each parish, is the parish implementation team. The next important group in this process is the parish/cluster facilitators, who are appointed by the archdiocese and are available to work with all parishes and provide their assistance as needed. The last group dedicated to this process is the cluster implementation team, which is made up of the parish implementation teams from each parish in the cluster. The interaction of these groups and the role of each are outlined in this section, pages 3-7.

KEY GROUPS RELATIONSHIP CHART



* Will assist with mergers and respond to "hotspots" identified by the auxiliary bishops, deans, or pastors/administrators. They will develop an action response after clarifying the needs of a specific parish or cluster.

PARISH IMPLEMENTATION TEAM

The parish implementation team is comprised of the pastor/administrator and four parish leaders. The leaders should be parishioners who have proven skill-sets and experience working collaboratively with others. Ordinarily, the four parish leaders will include a parish trustee, parish council and/or finance council member, as well as one or two at-large members. The parish implementation team may have the same or some of the same members as the parish planning core team. It works as part of the cluster implementation team to implement Cardinal Dolan's *Making All Things New* goals and ministry directives.

The parish implementation team has the following four primary roles:

1. If the cardinal's directives call for a merging, to be responsible that all the steps are taken in collaboration with the other parishes involved to ensure an effective merging process;
2. To participate with the cluster in planning for implementing the cardinal's *Making All Things New* goals and ministry directives;
3. To take leadership at the parish level to ensure the implementation of the cardinal's ministry directives for the cluster;
4. To recruit others to work on subcommittees, as appropriate, to implement the cardinal's directives. If the parish is involved in a merger, it is important that the parish implementation team focuses on the merger, given the intensity and scope of mergers. The team should assign a sub-committee to work on the collaborative elements so they are well represented in designing the future collaborative work.

ROLE OF TEAM CHAIR:

1. Schedule parish meetings as needed (see [Appendix A - Worksheet # 1](#));
2. Ensure that there is a working agenda;
3. Appoint a parish implementation team secretary;
4. Convene the group and lead prayer or ask someone to be prayer leader (see [Appendix E - Prayer Resources](#));
5. Act as a communication link with other parish leadership groups;
6. Identify tasks and establish responsibilities;
7. Ensure that the parish implementation team accomplishes its task in a timely manner;
8. In cluster meetings, work with other parish implementation chairs to facilitate the work and accomplish the tasks needed to produce a cluster plan for implementation;
9. Work with the cluster implementation chair to ensure the implementation of the ministry directives according to the plan developed by the cluster implementation team.

ROLE OF TEAM SECRETARY:

1. Keep parish notes or minutes from each meeting and, once approved by the team, distribute them appropriately;
2. Ensure that cluster minutes are distributed appropriately;
3. Oversee on-going communication with the parish on appropriate aspects of the work of the parish implementation team, especially if there is a merging in process, and the cluster implementation team.

CLUSTER IMPLEMENTATION TEAM

The cluster implementation team is comprised of the pastor/administrator and four leaders from each parish in the cluster (i.e. the parish implementation teams from each parish in the cluster). The cluster implementation team's role is to ensure the cluster implementation of the cardinal's directives. One committee member from each parish should be designated as the "liaison" for his/her own parish.

The cluster implementation team has the following six primary roles:

1. To lead the parishes in the cluster through the implementation process based on the cardinal's decisions about parish structures and ministry directives;
2. To be responsible for the annual cluster implementation plan and progress report to be submitted to the archdiocesan implementation advisory group in the spring of each year;
3. To be accountable for setting up appropriate subcommittees with manageable goals, resources, and processes for accountability;
4. To be present to subcommittees, as needed, to offer support and suggestions;
5. To ensure that effective communication about implementation efforts happens within each parish in the cluster and among all parishes in the cluster;
6. To engage in timely communication with the parish councils and to consult with and obtain support from the councils when needed.

ROLE OF TEAM CHAIR:

1. Schedule meetings as needed (see [Appendix A – Worksheet # 1](#));
2. Ensure that there is a working agenda;
3. Appoint a cluster implementation team secretary;
4. Convene the group and lead prayer or ask someone to be prayer leader;
5. Identify tasks and establish responsibilities;
6. Keep the group on task;
7. Ensure that the group accomplishes its task according to the timeline;
8. Work with the parish implementation team chairs to develop and ensure good communication with parishioners in all parishes in the cluster and with other cluster parish leadership groups.

ROLE OF TEAM SECRETARY:

1. Develop and distribute a membership contact list to the members and the archdiocesan implementation coordinator;
2. Keep notes or minutes from each meeting and, once approved by the team, distribute them appropriately;
3. Ensure that the various forms are properly filled out and presented in a timely way to the appropriate groups.

TEAM SUBCOMMITTEES

Subcommittees may be formed to work on cluster youth ministry activities, liturgical celebrations, adult formation, catechesis of children, Catholic schools, respect life, human concerns, leadership formation, etc. In a merging parish, it is a subcommittee, not the parish implementation team chair, that works on the cluster's collaborative efforts.

PARISH/CLUSTER FACILITATORS

Parish/cluster facilitators help plan, organize, and run meetings of people working on implementation.

The process of archdiocesan reorganization will present many opportunities for the blossoming of parishioners' faith and an increase in the holiness of parish communities. To ensure the success of *Making All Things New*, it will be necessary to have persons available who are both capable and qualified to facilitate discussions between different groups, including pastors/administrators, parish implementation teams, cluster teams, or subcommittees. These persons should be good communicators, and to some extent, a 'cheerleader' for the implementation.

A pool of facilitators is geographically distributed throughout the archdiocese. When asked, they will facilitate a meeting, communicate with certain leaders, answer questions about the implementation process, refer parishes to archdiocesan resources, and give their impression of *Making All Things New* as it is occurring throughout the archdiocese. These facilitators are drawn from the local area and archdiocesan staff and will be a liaison for persons, the parishes, and the archdiocese.

Trained facilitators can create agendas, run small group meetings, and help groups accomplish their goals with enough local and archdiocesan knowledge to understand the situation and bring forth a reasonable solution to the issues presented. The facilitator's role is not to make directives or pass judgments, but to ensure that there is mutual understanding, and where possible, to help groups come to a consensus about the issues in question.

If there is need for a facilitator, please contact the Office of Parish Planning, at 212-371-1000, to discuss your situation and needs.

PREPARING FOR IMPLEMENTATION

Between February 1 and May 1, 2015, parishes will begin planning to implement the cardinal's *Making All Things New* goals for vibrant parishes and decisions about parish structures. The purpose of the annual cluster implementation plan is to help each cluster of parishes move forward. A major assumption is that all the collaborative ministry ideas cannot be accomplished during the first year of implementation. However, over a period of 3-5 years, collaborative plans can be implemented to increase the vibrancy of parish life. Plans and progress reports will be reviewed by the implementation advisory group annually and the clusters will receive feedback on their reports.

While some parishes will complete the civil merger faster than others, it is hoped that newly formed parishes will join the collaborative process as soon as they are able. With that in mind, it would be beneficial for a representative of a merging parish to attend cluster collaboration meetings.

The process to use in implementing Cardinal Dolan's directives requires the following actions from the cluster implementation team:

INITIAL IMPLEMENTATION—for May 15, 2015

1. The development of a values and vision statement for your cluster work. (See [Appendix B – Worksheet #1](#)). These will help you see the big picture and guide your planning. There are suggestions for how to develop values and vision statements and samples in [Appendix B – Exhibit # 1](#) of the parish transition manual.
2. Based on the cluster's values and vision, an implementation action plan must be created by May 1, 2015. (See [Appendix B – Worksheet # 2](#)). Implementation will begin August 1, 2015. There are samples of action plans with goals, objectives, and action steps in [Appendix B – Exhibits # 2a](#) and [# 2b](#).

ON-GOING IMPLEMENTATION—for May 15, 2016 and beyond

1. The preparation of an annual progress report. (See [Appendix B – Worksheet # 3](#)). A progress report will be due for the first time on May 15, 2016. It will represent what has been accomplished from September 2015 to May 1, 2016. There are samples of progress reports in [Appendix B – Exhibit # 3](#).
2. The preparation of the on-going annual cluster implementation plan. (Use [Appendix B – Worksheet # 2](#) and Exhibits [# 2a](#) and [# 2b](#)). This will represent the unfolding of your implementation plan and will be presented annually to the implementation advisory group beginning in May of 2016.

III. UNDERSTANDING PASTORAL AND CANONICAL ISSUES OF NEW PARISHES

DEFINITION OF MERGED PARISHES AND UNDERSTANDING THE NEWLY FORMED CANONICAL ENTITY

The merged former parishes A and B on November 2, 2014 became the new parish C, with the implementation of the merger to take effect by or on August 1, 2015.

Parish C is, at this time, only a canonical entity. It is not yet a civil corporation under the New York State Religious Corporation Law and Not for Profit Law, as are all archdiocesan parishes. Requiring court approval, it is anticipated that the new civil corporation will be established by September 1, 2016.

Until the incorporation is completed, the new canonical parish C will be governed under the direction of the pastor/administrator by the civil corporation of former parishes A and B, which continue to exist as civil corporations even though they are no longer canonical entities.

When parishes merge, a single new faith community is created. The new parish will have a single pastor/administrator, parish council, finance council, and two trustees. It may have more than one church.

In addition to his pastoral duties, the pastor/administrator is the secretary-treasurer and administrative officer of the parish. As such, he is responsible for nominating lay trustees, choosing finance council members, and forming a parish implementation team.

The new parish should reflect the shared values and visions of the merging parishes. It is important for the lay and religious leaders of merging parishes to begin to meet together as soon as possible to discuss details of the implementation.

The process of merging parishes provides many opportunities to grow in faith, increase in love and acceptance, and be imbued with hope. While the merger process can lead to a real renewal of faith for parishioners, there are many losses along the way. The losses must be acknowledged through a process of remembering and renewing before new grace-filled energy is realized and a new parish community can be created. In parishes that are merging, the primary organizing responsibility rests with the parish implementation team.

UNDERSTANDING MERGED PARISHES

Throughout 200 years of existence, there has been constant change in the structure of the parishes of the archdiocese as it responded to demographic and social changes. In New York City, in particular, major population shifts have occurred over the past 50 years.

Merged parishes create a new parish configuration which is able to provide many more activities and opportunities than the original parishes could have provided on their own. Ultimately, a merger allows parishes to be more effective and welcoming communities of faith.

The merging process allows parishes to:

- Use priestly leadership more effectively so that more communities can celebrate the sacraments regularly;
- Form a larger, more vibrant worshipping community;
- Reduce overhead and use resources more effectively and efficiently.

When done sensitively and cooperatively, the merging of parishes will ordinarily create a more viable parish situation.

The merger of parishes is not an end in itself. *Making All Things New* is designed to respond to the needs of the people that surfaced over the past several years through surveys and meetings. Parishioners pointed most of all to the need for vibrant parish communities.

Vibrant parishes occur when:

- Strong, pastoral sensitive leadership is present;
- Liturgy is the source and summit of parish life;
- Quality Catholic educational and formational programs are available for children, youth, young adults, and adults;
- The ministry of service and outreach overflows into the entire community.

PARISH IMPLEMENTATION TEAM

The parish implementation team is comprised of five people including the pastor/administrator of the parish that is being merged, one trustee, and three members of the parish chosen by the pastor/administrator. This team is charged with implementing the cardinal's directives with other parishes in the cluster. The team acts like a "steering committee" assisting the pastor/administrator in the process, taking on some of the merging responsibilities, and acting in a leadership role in the process.

The parish implementation team helps to ensure effective and sustained communication throughout the process. It works with the pastor/administrator to accomplish the following tasks related to merging, as well as the other ministry and related directives given to the cluster by the cardinal that are:

- To assist in providing for the pastoral needs of the parishioners during this time of transition;
- To assist with the tasks which need to be accomplished that are described in this manual;
- To ensure the smooth transition of two or more parishes into one new parish community;
- To be proactive in inviting parishioners to remember their past, hold it sacred, ritualize the gifts given to the parish, and plant new seeds for the future;
- To be a sounding board and an inspiration during the merger process;
- To help in forming new parish and finance councils;
- To implement all the directives of the cardinal with the other cluster members.

TEAM MEETINGS

The parish implementation team should choose a chair and secretary. The chair's role is to facilitate the meetings, work with the parish/administrator to put together an agenda, and ensure follow-up to decisions made at the meeting (see [Appendix E – Weekly Prayer Services](#)). The secretary is charged with keeping minutes and following up with any written reports that need to be made during the merger process. It is recommended that, at the beginning of the process, the parish implementation team meets regularly to determine the tasks and make a calendar for the process. The meetings should not be more than two hours. At times, it will be important for all parishes involved in a merger to meet and plan together.

The parish implementation team should be familiar with the canonical and pastoral areas which need to be addressed in the merger process, such as celebrating the past, renewing the present, and planting seeds for the future, human resource issues, finance and administrative issues, and items such as how to form new parish and finance councils.

It is recommended that some town hall/parish-wide meetings be held during the process. This is one way to keep parishioners informed, help them get to know one another, and

provide an opportunity for prayer and reflection. Trained parish facilitators are available to help with town hall meetings.

Once the merger happens, the parish implementation team focuses with the cluster to continue working on implementing the remaining directives of the cardinal.

FOCUS ON THE PARISHIONERS

While the parish implementation team must focus on tasks and checklists, attention must be given to the parishioners and their feelings and needs. Many may be experiencing a great deal of loss. Things will not be the same. Their parents and grandparents, and perhaps great-grandparents, worshipped at the parishes that are merging. They need to be remembered and celebrated. Storytelling, rituals, and times for the parishioners from the merging parishes to gather so as to get to know each other, pray, and enjoy social events are crucially important during the merger process.

WORKING WITH CHANGE

Lives are filled with transitions. Some are anticipated with joy, others with great sorrow and loss. In parish transitions, some people embrace the positive signs of revitalization with enthusiasm while others prefer to avoid change altogether and be spared the sadness of relinquishing the familiar.

In a merger, parishioners may experience uncertainty, ambiguity, doubt, and hesitation. Effective leaders during a time of change will be people of prayer who see themselves on a faith journey and try to help others cope with the loss and other complex emotions. They will:

- Help the parishioners accept what cannot be changed;
- Anticipate the normal range of emotions during the process;
- Acknowledge the loss and ritualize and celebrate the good things of the past as a foundation for a stronger present and future.

Detailed information about a process to help parishes deal with transition is included in [Appendix F – Spirituality, Paschal Mystery, and Transitions](#).

SPECIAL INVITATIONS

As time grows closer for the merger, people need to be welcomed and formally invited to join the new parish. Personal contact should be made so that all know they are welcome and needed for a vibrant new parish. If people have not registered for the new parish, they should receive a pastoral visit to help them know how important they are and how much the new parish wants them to be a member. In some cases, people will join parishes other than the one that is part of the merger process for convenience or personal reasons. This is fine, as long as they know they are welcome at the newly merged parish. The personal contact will make a tremendous impact.

FORMING A NEW PARISH

FORMING A NEW PARISH COUNCIL FOR A NEW PARISH

A new parish council is required for a newly formed parish. This does not mean that former council members cannot be part of the new council. The following are suggestions for a way to begin:

1. Include representatives from each parish;
2. Terms should be staggered so that members are gradually rotated off the council;
3. For at least the first six months, spend time helping council members to know each other so that they can function more effectively;
4. Consider a half-day retreat where council members can become better acquainted and have an opportunity to pray and share faith together;
5. Initially, spend time on developing mission, values, and vision statements for the new parish.

Be sure that the parishioners are involved in these processes to develop a cohesive parish spirit and sense of community.

FORMING A NEW PARISH FINANCE COUNCIL FOR A NEW PARISH

A new parish finance council is required for a newly formed parish. This does not mean that former council members cannot be part of the new council. The following are initial suggestions:

1. Include representatives from each parish. If three parishes merge, it is wise to have three to four members from each parish. If two parishes merge, consider five from each parish;
2. Terms should be staggered so that members are gradually rotated off the council;
3. For at least the first six months, spend time helping council members get to know each other so that they can function more effectively;
4. Consider a half-day retreat whereby council members can become better acquainted and have an opportunity to pray and share faith together;
5. Prepare a new parish budget.

NAMING NEW TRUSTEES FOR A NEW PARISH

The pastor/administrator will name the trustees for the new canonical parish immediately after the implementation is completed.

PROCESS FOR SELECTING A NEW NAME (“TITULAR”) FOR A NEW PARISH

For the present time, the name of the new parish will be the joined, hyphenated names of the former parishes. Prior to incorporation, the new parish must submit two or three names to the cardinal which will be either a new name or the aforementioned joined, hyphenated name.

IV. GUIDELINES FOR EFFECTIVE COMMUNICATION

PARISH COMMUNICATION AND PUBLIC RELATIONS GUIDELINES DURING IMPLEMENTATION

Being part of *Making All Things New* provides many opportunities for effective communication with all parishioners, both within a single parish and across clusters, as well as with the community as a whole. These suggestions will help others know what *Making All Things New* is and how the parish is participating.

MEDIA TIPS FOR PASTORS/ADMINISTRATORS

(From the archdiocesan communications director):

1. Although they are there under difficult circumstances for the pastor/administrator and the parishioners, reporters are only trying to do their job. Greet them with kindness and warmth.
2. Being kind to reporters does not mean that you need to have cameras in your church during Mass, if you do not wish them to be there. You can politely ask that cameras remain outside, so as not to distract your parishioners during Mass. A good compromise that we often suggest is to allow any reporters to come into the church to sit and listen (or even have the opportunity to attend Mass if they are Catholic!) but ask their cameras to remain outside. This would apply to both television and still cameras. The decision is for the pastor/administrator to make based on the size of the church, such as if there is space for cameras that will not interfere with the Mass or distract the parishioners, etc.
3. Have your message and a few talking points in mind before talking to reporters. An example of a message/talking point might be: "We have great parishioners here at (name of parish) who love their parish very much. This change is going to be difficult for many, but I know that they will come together to build and support a new parish community with the parishioners from (name of second parish).
4. Do not be afraid to share any good news that might arise during your parish's transition. For instance, if there is to be a gathering of parishioners from the two parishes or a joint liturgical ceremony, it might be of interest to your local paper as a way to demonstrate the progress being made toward the merger.
5. Assume that the reporter knows little about the Catholic Church. Don't use "inside baseball" jargon, like deanery, without explaining what it is.
6. Stick to the facts and do not engage in speculation. Keep whatever answer you give brief and to the point. They may ask you to speculate on what will happen to parish property, or a leading question like, "Is the archdiocese trying to raise money to pay sex abuse claims?" You can simply say that you don't know the answer to that question, and refer the reporter to Mr. Zwilling for further information.
7. Feel free to acknowledge the pain that your parishioners are feeling, but don't forget the bigger picture. You may want to say something like: "Yes, this is painful for you and your parishioners, but the Church - capital C - is not about a particular building. The archdiocese has undertaken this process for the long-term good of all the people."
8. Don't engage in or respond to attacks on the archdiocese or the *Making All Things New* process. Try to keep the message positive, along the lines of: "The archdiocese had a difficult task. The *Making All Things New* process has given the people an opportunity to

have their voices heard and help the archdiocese plan for the future. We now must work to implement these decisions while continuing to care for the people."

9. If you know that there are reporters waiting to speak with parishioners, you might wish to "coach" your people at the end of Mass, along the lines of: "There are news media hoping to speak with you today. Please do not feel obligated to speak with them, and if you choose not to do so, simply respond with a courteous, 'I am sorry, but I do not feel like talking at the moment.' If you do speak to a reporter, I would ask that you remember to do so in a spirit of charity and kindness."

Note from the communications director: As always, please feel free to reach out if you have questions about dealing with the media. Should you need to contact me, the best way to do so is via an email at joseph.zwilling@archny.org. If it is an emergency, my cell number is 917-576-0930, although the email generally reaches me just as quickly. Either Kate Monaghan, the assistant director, or I will get back to you as quickly as we can.

SUGGESTIONS ON HOW TO CONNECT WITH PARISHIONERS OF THE CLUSTER:

- Highlight the ways in which your parish, by following the cardinal's directives, is evangelizing, producing future active, committed parish leaders, and working to establish a vibrant new parish community.
- Distribute a joint or collaborative newsletter to all parishioners in the merging parishes.
- Invite all parishioners to attend and participate in events connected with the implementation of *Making All Things New*.
- Have parish staff members serve as liaisons to key committees.
- Share information in a consistent place in the parish bulletin.
- Display pictures of collaborative work on the websites of the parishes and in visible locations in all parishes.
- Have students involved in parish activities and ministries.
- Have staff and/or parishioners speak at the announcement time of Mass about significant activities related to implementing *Making All Things New*.
- Identify parishioners who can provide communication and public relations services to the merging parishes.
- Have people who have been positively touched by some of the implementation plans write appropriate articles in the bulletin.

SUGGESTIONS ON HOW TO CONNECT WITH THE NEIGHBORHOOD/TOWN/CIVIC COMMUNITY:

- Establish a method to encourage community and/or business participation in the collaborative activities of *Making All Things New*, such as sponsoring a meal of celebration at the beginning of a merger, a mission trip with a group of young people, or a senior outing for parish and community members.
- Include key community leaders on a newsletter distribution list.
- Display Mass times and other appropriate information in local businesses or community centers.
- Create “spirit wear” for the merged parish to help with identification of a new name, etc.
- Seek opportunities to share information about the merger within the neighborhoods or town and with local businesses.
- Provide community businesses with opportunities to advertise or sponsor parish activities.
- Share stories about neighborhood/business and community collaboration through the local newspaper.
- Express interest in establishing/maintaining open lines of communication with neighborhood leaders and community businesses.

SUGGESTED ANNOUNCEMENTS, BULLETIN, NEWSLETTER AND WEBSITE INFO ABOUT IMPLEMENTATION:

Please refer to [Appendix C](#) for suggestions and examples of announcements related to *Making All Things New*. Please adapt all the material to local circumstances, as necessary. These are not mandatory, but rather ways to save you time so that you do not have to reinvent the wheel to begin your communications campaign. It is not necessary to use all announcements and their order can be changed depending upon how your parish is participating in *Making All Things New*.

Bulletin announcements do not take the place of face-to-face meetings, such as town hall meetings and other more personal vehicles for communication.

V. GUIDELINES FOR MERGED PARISHES WHERE MASSES AND SACRAMENTS WILL BE CELEBRATED AT BOTH CHURCHES

A. LITURGICAL RESOURCES

(For use by pastoral administration)

INTRODUCTION

As a parish prepares to merge, the liturgies that are celebrated during this period can help the people prepare to become part of a new parish family. The recommendations that follow are intended to reflect these themes, and may be of assistance to a parish community as it plans its liturgies prior to being merged.

The days leading up to a merger may be marked in the following ways:

1. Solemn Evening Prayer may be celebrated during the week before the Mass. A clergy member who has served the parish in the past could be invited to offer a homily following the reading. The altar may be incensed during the singing of the *Magnificat*.
2. A Eucharistic Vigil may be celebrated during the 24-hour period prior to the Mass. This Vigil may be marked by the celebration of Evening Prayer and the recitation of devotional prayers by the different groups that make up the parish community.
3. Office of Readings may be celebrated in the form of a Vigil on the Saturday evening prior to the Mass (*General Instruction of the Liturgy of the Hours*, 70-73). This liturgy may take the following form:
 - a) Office of Readings is celebrated up to the end of the readings;
 - b) Before the *Te Deum*, canticles may be added from Appendix I in the *Liturgy of the Hours*;
 - c) A Gospel from Appendix I in the *Liturgy of the Hours* is then read, followed by a homily;
 - d) The *Te Deum* is then sung, followed by the concluding prayer.

CELEBRATING MASS OF A PARISH PRIOR TO MERGER

The readings and prayers of the particular Sunday on which the parish is scheduled to celebrate its final Mass may not adequately address this particular moment in the life of the parish. With this in mind, the cardinal has granted permission for the use of Masses for Various Needs and Occasions on Sundays in Ordinary Time and on the Sundays of Christmas. Two Masses have been chosen for the final liturgy before a merging. They are:

1. For the Church - Option E (For the Particular Church), and
2. For Giving Thanks to God - Option B.

The Mass For the Particular Church includes prayers and readings which emphasize that the Church is a spiritual community that transcends buildings and parish boundaries. In the midst of the sense of loss attached to the discontinuance of a parish community, this Mass expresses the hope that, within a new parish family, there will be fresh opportunities to recognize how a life in Christ can be lived and experienced.

The Mass For Giving Thanks to God offers prayers and readings that can help a parish to reflect on the blessings that God has given to their particular community. The merging of a parish will naturally be a time of sorrow and loss, but it can also be a time to give thanks to God for the blessings that will remain with the members of a community, who will now share their gifts and talents with a new parish family.

Note that permission is granted only for the use of these particular Mass formularies, and that these options can be used only if the parish is celebrating this liturgy on a Sunday in Ordinary Time or during the Christmas Season. If the parish determines that the prayers and readings of the proper Sunday Mass are appropriate for the occasion, those texts may be used for this liturgy.

As the parish prepares for this liturgy, the following should be observed:

1. A rehearsal before the liturgy will be helpful, particularly if there will be a procession to a new place of worship (see: optional rite for recessing, below);
2. The leadership of the new parish may be consulted regarding the details of the liturgy, especially if members of that community will be present at the celebration;
3. A parish may wish to distribute a printed program and commemorative prayer card at this liturgy;
4. It is appropriate to mark the solemnity of the occasion through the use of a procession with thurifer, crucifer, and candle bearers;
5. Sacred music that is familiar to, and beloved by, the parish community should be selected for this occasion;
6. An optional rite for recessing (see below) may take place after the final dismissal.

Before Mass

Symbols of parish life may be appropriately displayed in the narthex or another visible space. These symbols can include: a history of the parish, a parish book of the dead, photographic collages, historic vestments and artifacts, etc. Sacramental registers should not be displayed, as these are private records that are not intended for public inspection. Symbols of parish

life should not be presented with the gifts of bread and wine during the Liturgy of the Eucharist.

If appropriate, have special reserved seats for the oldest members, charter members, newest members, etc.

Entrance Song and Procession

The entrance song should serve to assist those gathered in finding a sense of hope and solace. The choice of entrance song may be inspired by the text of the entrance antiphon, readings, or proper prayers of the Mass.

The procession may be ordered in this way: thurifer with thurible, crucifer and two candle bearers, other servers, and deacon or the lector carrying the Book of the Gospels, followed by the celebrant.

Once the altar has been venerated and kissed, the celebrant may then incense the altar and the cross. If an incensation takes place, the entrance song should be of a sufficient length so as to accompany this action.

Opening Remarks

After the greeting, the celebrant may speak to the assembly in these or similar words:

We gather today to give thanks to God for the # years that X Parish has served the people of [name of neighborhood] community. While there is sadness at this time, we are grateful for the blessing that our parish has been to us and to those who have worshipped here throughout its [number] years. We find hope in that we will continue to hear God's Word and share in the Lord's sacrifice. Recognizing that God's grace and mercy is not limited by bricks and mortar, and, in a spirit of gratitude for the Lord's blessings, let us prepare ourselves to celebrate this Eucharist by seeking God's mercy and forgiveness.

Rite for the Blessing and Sprinkling of Holy Water

As a parish prepares to be joined to another community, the rite for the blessing and sprinkling of holy water can be helpful in reminding all present of the unity they already share with other Catholics through baptism. The sprinkling rite may be found in Appendix II of the *Roman Missal*. If this rite is celebrated, the penitential rite and *Kyrie* are omitted. Of the available options, it is suggested that blessing prayer A be used on this occasion. Following the rite of sprinkling, the *Gloria* is then sung, if appropriate to the season.

Penitential Rite C

When penitential rite C is chosen, the celebrant is permitted to substitute the given text with another suitable invocation. The following is a sample text that may be used:

Lord Jesus, you accompany humanity on its journey to salvation.
Lord have mercy.

Lord Jesus, you invite us to unite our sufferings with your own for the salvation of the world.
Christ have mercy.

Lord Jesus, you lead us in hope to resurrection and new life.
Lord have mercy.

May Almighty God have mercy on us,
forgive us our sins,
and bring us to everlasting life.

The Gloria is then sung, if appropriate to the season.

Readings

Proper readings for the Masses for Various Needs and Occasions may be found in Volume IV of the *Lectionary*. If a parish has chosen to celebrate the Mass of the day (or if this is required), the readings for the day should normally be used. However, the celebrant may also choose texts more particularly suited to the celebration, provided that these selections are taken from the *Lectionary* (GIRM, 358).

Gospel

Before the proclamation of the Gospel, a Gospel procession may take place. The Book of the Gospels either should have been carried in procession and placed on the altar or placed on the altar prior to the celebration. Candles and incense may be used during this procession.

Homily

A homilist may wish to consider the following when preparing to speak on this occasion:

1. Many important life events, joys, hopes, and sorrows have been celebrated in this parish church over the years. For many, their parish was the daily center of their lives;
2. It would be appropriate to offer an expression of gratitude to clergy and others who have faithfully served the parish over the years;
3. The community can play a vital role in supporting its members at this time through prayer, presence, and expressions of charity;
4. The Church has seen many changes throughout its history. Through the power of the Holy Spirit, the difficult sacrifices of today can lead to new beginnings and a hope-filled promise for future generations;
5. As the Body of Christ, we stand by each other in sadness, pain, hope and joy;

6. Throughout every change and challenge, God will be with us and the Holy Spirit will lead us;

7. Avoid:

- Preaching which ignores feelings (*e.g.*, stressing God's will without acknowledging God's understanding of any uncomfortable feelings).
- Comparing other parish closures or mergers. Each parish situation is unique.
- Mentioning bad memories and the failures of particular leaders.
- Blaming people (*e.g.*, lack of financial contributions, cooperation, etc.).

After the homily, the Creed and universal prayer (prayer of the faithful) should follow as usual.

Sample Universal Prayer (Prayer of the Faithful)

God our Father, send your Spirit of wisdom, that we may continue to fulfill your will in a gentle and trusting manner with concern for past, present, and future generations. With confidence, we place our petitions before you:

(Choose from the following petitions)

That all who suffer the loneliness of separation may discover the opportunity for reconciliation, let us pray to the Lord.

That the Church may proclaim the Word of God with one heart and one voice, let us pray to the Lord.

That the seeds of faith sown by the parents, catechists, [school administrators and teachers] of this parish may continue to bear lasting fruit, let us pray to the Lord.

That our memories of the many blessings which we have received in this parish will stir us to respond generously to the call to share our faith with others, let us pray to the Lord.

That the sense of family and community that has been nurtured in this parish will lead us to recommit ourselves to the Lord's work of mercy by serving the homeless, the hungry, and all who are in need, let us pray to the Lord.

That the archdiocesan-wide efforts at spiritual revitalization may strengthen the bonds that unite us as God's Church, keeping us true to our inheritance of faith, joyful in daily life, and devoted to our mission, let us pray to the Lord.

For the youth of this parish, that they may always take with them the strong faith and spiritual commitment that is their heritage, let us pray to the Lord.

For all of the priests, deacons, and religious who have served at this parish, that God will crown their generosity with the gift of everlasting life, let us pray to the Lord.

Your Son assured us of His Presence wherever two or three are gathered. May we see His face in the new communities that will form in His Name, let us pray to the Lord.

You gave us (Mary and the saints, parish patron saint) as images and models for following Christ. By their intercession, give us the strength to keep alive the faith that has been handed over to us, let us pray to the Lord.

May we recognize the gifts we have received from the Spirit and use them freely for the good of all, let us pray to the Lord.

Strengthened by the Eucharist, may we be united in a communion of hearts and minds by offering service to the world, let us pray to the Lord.

Transform our pain and loss into hope and gentle peace in the knowledge of your care for us, let us pray to the Lord.

God, source of all hope, we praise you for your constant love. Help us not to fear change, but to welcome your grace as we work together to serve you and one another in trust and confidence. We ask this through Christ our Lord.

Preparation of the Gifts

The incensation of the gifts may take place after they have been placed on the altar, but before the priest washes his hands. Following the incensing of the gifts, the people may be incensed as a sign of their baptismal dignity. The incensation of the priest, concelebrants, and the people is performed either by a deacon (if one is present) or the thurifer. The one incensing first bows, then incenses, and then bows again.

Eucharistic Prayer

1. If the Mass For the Particular Church is chosen, a celebrant may wish to use the Eucharistic Prayer for Use in Masses for Various Needs - The Church on the Path of Unity. This Eucharistic Prayer includes a proper preface.
2. If the Mass For Giving Thanks is chosen, a celebrant may wish to use the Eucharistic Prayer for Use in Masses for Various Needs - God Guides His Church along the Way of Salvation. This Eucharistic Prayer includes a proper preface.
3. If the process of a parish merger has led to divisions within the community, a celebrant may appropriately use one of the Eucharistic Prayers for Reconciliation.
4. The choice of Eucharistic Prayer I can add a greater sense of solemnity to a celebration. Its use on this occasion can also serve to recall the many liturgies celebrated in the church by previous generations of parishioners.

During the Eucharistic Prayer, the thurifer, while remaining kneeling, may incense the consecrated elements as they are shown to the people.

Final Blessing

A celebrant may wish to offer a solemn blessing or prayer over the people at the conclusion of this liturgy. Solemn blessings may be chosen according to the season of the liturgical year (see: *Ordo Missae*, "Solemn Blessings: For Celebrations in the Different Liturgical Times"). Prayers Over the People which are appropriate for this occasion include numbers 1, 5, 9, 10, 13, 16, 17, 19, 20, and 26 (See *Ordo Missae*, "Prayers Over the People").

MODELS FOR A MASS CELEBRATING THE BEGINNING OF A NEW PARISH

Model One

On the Sunday after a parish has merged, the new parish may wish to organize a stational liturgy as described in the *Roman Missal* in the introductory rubrics to the Lenten season. This type of liturgy would be appropriate when the two churches are within walking distance to each other and one will no longer be used on a regular basis for the celebration of Mass and the sacraments. A stational liturgy would serve to ritualize the movement of one parish community to its new home. This liturgy could be carried out in the following way:

The faithful may be invited to gather outside of the merged church. After greeting the people, the priest says a Collect from the Mass For the Particular Church, or one of the Prayers over the People (see Final Blessing, above). Then, a procession makes its way to the new church, where Mass will be celebrated. This procession may be accompanied by the singing of the litany of the saints. Invocations to the patron saints of the two churches may be inserted into the litany.

When the procession reaches the church where Mass will be celebrated, the priest venerates the altar and, if appropriate, incenses it. Omitting the introductory rites and, if appropriate, the *Kyrie*, he says the Collect of the Mass, and the Mass then continues in the usual way.

Model Two

Before the first Mass of the merged parish begins, the pastor/administrator may welcome the faithful from each parish community. A commentator may then read a brief history of the parishes that are merging. The items which were brought out of the merged parish may then be brought forward as a description of each item is read. At the conclusion of this rite, the pastor/administrator may then invite the congregation to join as one community of faith in the singing of the entrance song as the Mass begins.

B. RELIGIOUS EDUCATION

PARISH RELIGIOUS EDUCATION PROGRAM

It is important to ensure that the precious gift of the faith is handed on with integrity, effectiveness, and joy to each child and family in the merged parish religious education program.

The pastor/administrator will work with the archdiocesan Catechetical Office, both the central and regional offices, to ensure that quality catechesis is provided to all children and families in the new parish. They will be guided by The Archdiocesan Handbook for Parish Directors and Coordinators of Religious Education ("The Handbook").

The first step is to choose a qualified religious education director or coordinator of religious education. First consideration should be given to the persons already serving in the parishes concerned if:

- They are certified as a director/coordinator by the Catechetical Office;
- Or have completed the catechetical leadership program;
- Or are currently enrolled in the catechetical leadership program.

If neither director/coordinator meets these standards, then a person who does meet them should be hired.

The director of the archdiocesan Catechetical Office, in collaboration with the regional catechetical office, will make recommendations to the pastor/administrator about those persons most qualified for the position. The pastor/administrator should give serious consideration to these recommendations in determining the best director/coordinator for the program.

An adequate site for the religious education program is vital. It must be chosen according to the following criteria:

- One that meets all the safety requirements specified by law;
- One that is conducive to quality catechesis;
- One that permits the proper administration of the program;
- One that allows for the use of technology;
- One that is easily accessible to the families being served.

In determining the best site, both the archdiocesan Insurance Division and the Catechetical Office should be consulted.

Before June 1, 2015, the contact information (addresses, phones, emails) of all the religious education families in the merging parish must be given to the director/coordinator of the newly formed program.

Each of these families must be contacted and assisted to register for the program that will begin in September. The goal is: "No child is left behind!"

All permanent record cards from the merging parish must be given to the director/coordinator of the new program. These are legal documents and, by law, must be kept for 60 years.

The catechists for the newly formed program should be chosen from among the catechists of both former parishes. Priority should be given to those catechists who are certified in Level 1 and/or Level 2 catechist formation. The next priority is given to those who are enrolled in the catechist formation program.

A viable budget must be prepared. It will include all the items necessary for an adequate religious education program, as specified in The Handbook.

A just salary, including benefits, must be provided for the director/coordinator, according to the Archdiocesan Compensation Guidelines for Directors and Coordinator of Religious Education.

The director/coordinator of the merged program will work closely with the regional catechetical director to ensure that the curriculum adheres to the Archdiocesan Guidelines for Catechesis and that all aspects of the program follow the norms given in The Handbook.

CATECHUMENATE (RCIA)

The pastor/administrator will meet with the archdiocesan Catechetical Office to determine the appropriate course for the continuance of the catechumenate (RCIA) in the merged parish.

If a new director/coordinator of the catechumenate (RCIA) is required, the pastor/administrator will first consider a certified catechetical leader, then a catechetical leader in RCIA ministry training. The director of the catechumenate in the Catechetical Office will provide recommendations to the pastor/administrator for this position. The pastor/administrator must give serious consideration to these recommendations in determining the best director/coordinator of the RCIA for the new parish.

C. HUMAN RESOURCES

Please refer to [Section III](#) (page III-1). This explains the operating status of the merged parishes, as of November 2, 2014. A pastor will be named for the new Parish C, which will be incorporated under the Religious Corporations Law of New York State some time before September 1, 2016. Until such time as Parish C is incorporated civilly, all temporal work will be managed by the pastor/administrator through the corporate entities of Parish A and Parish B. In other words, ongoing operations shall continue by the two existing parish corporations and decisions will be made in the normal course of business, with the intent to transition the business and financial operations of Parish A and Parish B into the newly formed Parish C, once it is incorporated civilly.

All existing policies and procedures of the archdiocese, as outlined in the Archdiocesan Financial Policies and Procedures Manual, as well as the laws of New York State, remain in existence for all business practices.

In the normal course of administering Parish A and Parish B, the pastor/administrator will continue to follow the existing Human Resources policies and procedures.

As the pastor/administrator moves toward centralizing the administration of Parish C, the following procedures should be followed:

[Please note that the following is not all inclusive. The pastor/administrator should not hesitate to contact the Human Resources Office with any question not clearly covered in this section.]

RELIGIOUS EMPLOYEES

The pastor/administrator, with the support of the associate director of finance, will review the contracts between the parish and any religious community serving the parish. The pastor/administrator will meet the obligations of the parish contract.

LAY EMPLOYEES

In addressing the employment needs of Parish C, the pastor/administrator, with the support of the associate director of finance, will find it useful to compile data on each employee in the merging parishes ([Appendix D - Worksheet #1- Employee Listing](#)). This will contain a complete list of all employees currently working in the parish and will include both individuals who are issued W-2 Wage & Tax Statement forms and those who have not been reported, if any.

If the parish is using ParishSoft/ConnectNow or an outside payroll service to process payroll, they will be able to provide you with a significant amount of the data listed below:

- Name
- Address
- Social Security Number
- Date of Hire
- Rate of Pay (hourly rate or annual salary)
- Hours worked per week
- Accrued, used, and balance of vacation and personal/sick days
- All benefits in which the employee is participating
- Gross salary for the current calendar year
- Whether the parish is paying into the NYS Unemployment Insurance Fund

The pastor/administrator will assess the needs of the parish and the role each employee may fill based on those needs. As part of the evaluation process, a performance appraisal should be written for each employee and a job description written for each position. This may be done at your own pace. Take the time necessary to assess the skills and performance of each employee, particularly those you have not worked with previously.

Employees will generally fit into one of three categories:

- Employees who choose to retire
- Employees you wish to retain
- Employees for whom no position is available

Upon request, a kit will be provided for each category which will contain all documents needed and a cover letter providing instructions.

Parish C will be the new employer of all remaining employees, thus the remaining employees will be treated as new hires. All new hire paperwork must be completed for each employee. New hire kits containing all required documentation will be provided along with instructions.

For employees ceasing employment with the parish, the pastor/administrator should notify in writing any garnishee of the effective date that the individual is no longer on payroll at the parish. The letter must include the name of the parish, name of the employee, and last four digits of the employee's social security number.

The pastor/administrator is responsible to pay all employees up to the date of the merging of the parishes. In addition, severance (as noted below) and any accrued and unpaid vacation must be paid on the employee's final day of work or last day of his/her contract,

whichever is later. Every effort should be made to ensure payment within this time frame. The actual severance will be provided by the parish.

POLICY ON SEVERANCE ALLOWANCE

The parish is committed to providing fair and equitable treatment to all employees. When a fulltime staff member is terminated from employment, for reasons not related to work performance or misconduct, severance arrangements will be provided to assist the employee in his/her transition from employment with the parish.

Terms and Conditions:

An employee who is terminated from employment for reasons not related to work performance or misconduct will be granted a severance allowance of an amount of money equal to one week's salary for each full year (i.e., twelve months) of employment. The minimum allowance will be 4 weeks' pay and the maximum will be 40 weeks. The severance allowance will be paid in lump sum on the employee's date of termination. Taxes will be withheld from the severance. The staff member will also receive payment for unused vacation and sick/personal days with the final regular paycheck.

BENEFITS

All benefits in effect for Members of the Clergy, Religious Brothers and Sisters and Lay employees will remain in effect as long as their employment status remains active with the employer parish. The procedures enumerated in the Archdiocesan Benefits Administration Resource Guide will continue to apply.

As stated in the Resource Guide, the pastor/administrator will send a completed and signed termination transmittal form for each terminating employee to Employee Benefit Connections (EBC) to authorize the termination of all benefits for the employee. The employee will also be given a Notice of Benefit Status Due To Separation of Employment (found in the Resource Guide).

Health Insurance

On the first day of the month following termination of employment, the employee will be eligible, under New York State Continuation Coverage, to continue participating in the archdiocesan medical plan for a maximum period of 36 months, at the employee's expense. Upon receipt of the termination transmittal, EBC will process and mail a Continuation of Health Benefit Coverage package to the terminated employee to complete and return to EBC. The parish will pay the premium for the first month of participation under New York State Continuation Coverage.

Pension

When an employee who participates in the archdiocesan pension plan terminates, or is terminated by reorganization, the pastor/administrator will notify the Pension Office of the employee's last day worked and the employee's home address. Depending on the employee's pension status (vested, not-vested, eligible to retire, etc.) the Pension Office will prepare an appropriate letter and/or form notifying the employee of any pension benefits payable.

Basic Life Insurance and Supplemental Life Insurance

The employee's life insurance will cease on the employee's date of termination of employment. The pastor/administrator must complete Employer's Section of The Hartford Notice of Continuation of Coverage Form, make a copy for the employee's file, and give the original to the employee to complete and mail to The Hartford (address on form), if the employee wants to continue his/her life insurance.

Following are two options that are available to the employee. (Please refer to the Benefits Resource Guide):

Portability Option: This option permits an individual prior to retirement who has not reached the normal retirement age under the 1983 United States Social Security Act to continue the same amount of basic life insurance that is in place on the date of his/her employment termination, at a group premium rate.

Conversion Privilege: This option provides for the conversion of the group life insurance benefits to an individual life insurance policy if coverage ends due to termination of employment. The individual can apply for life insurance coverage up to the amount in place on the date of his/her employment termination. The Hartford will contact the employee directly regarding the life insurance premium cost for coverage elected.

Long Term Disability Insurance (if applicable)

Long Term Disability Insurance will cease on the employee's date of termination. There is no option to continue LTD coverage.

New York State Disability

Existing claims will continue to be processed and paid directly through The Hartford until benefits end. Employees who become disabled within four weeks of their termination date can file a disability claim directly with The Hartford (Group Policy #LNY 612 197) (1 800 538 0134). Disability claims incurred more than four weeks after the termination date can be filed directly with the New York State Disability Insurance Department.

**Please contact Human Resources if you have any question
or need clarification of these procedures.**

Email: HumanResources@archnyc.org or call 646-794-3028

TAX FILINGS AFTER THE MERGER

At the discretion of the pastor/administrator, the parish bookkeeper or business manager may be retained on a short-term contract to complete filings and postings related to the merger.

The parish bookkeeper, business manager, or outside accountant will prepare the final Federal form 941, Employer's Quarterly Federal Tax Return and State WR-1 Employer's Quarterly Report on Wages Paid forms. Please make sure that the "final report" box has been checked. The Pastor will provide a copy of this report to the Insurance Division for Workers' Compensation purposes.

The parish bookkeeper, business manager, or outside accountant will prepare a W-2 form, Employees Wage and Tax Statement and W-3 Transmittal of Wage and Tax Statement for all employees. This will include all payroll checks issued by the parish from January 1, 2015 to the merger date. A copy of the W-2 forms must be given to the associate director of finance and the Insurance Division. Please include verification that the appropriate tax payments have been made, including electronic funds transfer number (if applicable) and amount of payment.

The parish bookkeeper, business manager, or outside accountant will prepare a 1099 Miscellaneous Income form for all vendors and independent contractors where payments meet or exceed the \$600 Internal Revenue Service threshold. This will include all checks issued by the parish from January 1, 2015 to the merger date.

A copy of the 1099 Miscellaneous forms and 1096 Annual Summary & Transmittal of US Information Return form must be given to the associate director of finance and the Insurance Division.

If a parish has an outside payroll service, the pastor/administrator must notify the payroll service of the parish merger and instruct the service to issue the final 941, WR-1, W-2 forms to employees and 1099 Miscellaneous forms to vendors (where contracted to do so).

The payroll service provider must give a copy of the W-2 forms, W-3 Transmittal of Wage and Tax Statement forms, 1099 Miscellaneous forms and 1096 Annual Summary & Transmittal of US Information Return form to the parish and a copy given to the associate director of finance and the Insurance Division.

EMPLOYEE RECORDS

The pastor/administrator will secure all personnel folders and send them to the Office of Parish Records at Saint Joseph Seminary. All payroll records of the parish, including the name of the payroll company and customer number, should also be sent to the Office of Parish Records.

Workers' Compensation Issues

The Federal Employer Identification Number (FEIN) being used for payroll must be verified with the Insurance Division. The pastor/administrator will notify the Insurance Division when there are no longer any employees at the parish. If a parish is being merged, the FEIN of the new parish must be used on all payroll regardless of the location of the employee. The pastor/administrator must notify the Insurance Division if any of the following occurs:

- Change in FEIN
- Change in business structure
- Addition of new entities
- Communication is received from the New York State Insurance Fund or the New York Workers' Compensation Board
- Work related accidents

D. ADMINISTRATION

Please refer to [Section III](#) (page III-1). This explains the operating status of the merged parishes, as of November 2, 2014. A pastor will be named for the new Parish C, which will be incorporated under the Religious Corporations Law of New York State some time before September 1, 2016. Until such time as Parish C is incorporated civilly, all temporal work will be managed by the pastor/administrator through the corporate entities of Parish A and Parish B. In other words, ongoing operations shall continue by the two existing parish corporations and decisions will be made in the normal course of business, with the intent to transition the business and financial operations of Parish A and Parish B into the newly formed Parish C, once it is incorporated civilly.

All existing policies and procedures of the archdiocese, as outlined in the Archdiocesan Financial Policies and Procedures Manual, as well as the laws of New York State, remain in existence for all business practices.

MASS SCHEDULE BOOK

The dean and associate director of finance will meet with the pastor/administrator to review the schedule of Masses arranged prior to the merger. The pastor/administrator will file a copy of the schedule of Masses with the vicar general/chancellor and Office of Parish Planning. The dean and pastor/administrator will be responsible for transferring these Masses to the new parish. If possible, the donor/requestor will be notified. The Mass list, annotated to include the new parish location, date, time, and the intention, will be included in the parish bulletin for the three-week period prior to the Mass date.

WEDDINGS and BAPTISMS

At the discretion of the pastor/administrator, weddings and baptisms may take place in both churches.

FIRST HOLY COMMUNION AND CONFIRMATIONS

The regional catechetical director will arrange with the directors/coordinators of religious education at the merging parishes to include First Holy Communion and Confirmation candidates from the merging parish(es) in the program for preparation and reception of the sacraments at the new parish church.

The director/coordinator of religious education will notify parents of the change and arrange for the revised Confirmation and First Holy Communion dates to be listed in the bulletin for three weeks.

SACRAMENTAL RECORDS

The pastor/administrator will give all sacramental records, for Baptism, Communion, Confirmation and Marriage, to the new parish, where they will be maintained.

Each volume of sacramental records must be identified. Identifiers should include the parish, the sacrament, and the span dates of each volume. If any of the volumes are in poor condition, the archives staff can help with getting them rebound. Marriage envelopes should be boxed with identifying labels including parish, dates, and other information necessary to provide easy access.

The pastor/administrator will also give the new pastor/administrator a current list of all parishioners receiving Communion calls. The new parish will assume responsibility for covering hospitals and nursing homes served by the merging parish(es).

The pastor/administrator will update the *Status Animarum* through the merging date and submit it to the associate director of finance.

LIST OF PARISHIONERS AND DONATION RECORDS

The pastor/administrator of the merging parish(es) will transfer the census and donor information of his parishioners to the new parish, where it will be maintained. Information from national parishes will be sent to the Office of Parish Records at Saint Joseph Seminary. Parishes that use an envelope company will identify the name of the company and the customer number of the parish.

PARISH CEMETERY (if applicable)

The director of archdiocesan cemeteries will meet with the pastor/administrator, his business manager, and whoever is responsible for the parish cemetery operation to discuss the transition of the cemetery to the care of the new parish.

The pastor/administrator will assemble all records for the cemetery, dating to its inception. These records will be inventoried and given to the pastor/administrator of the new parish. The records will include:

- Cemetery plans, maps, surveys, grave location listings
- Certificate of right of burial (deed) books
- Contract and contractor files
- Correspondence files
- Employee records
- Financial records

- Interment registers
- Investment records
- Lot cards and plot record cards
- Memorial and monument applications
- Payroll records
- Rules and regulations
- Sales records
- Unused cemetery records

The director of archdiocesan cemeteries will work with the pastor/administrator to attempt to preserve employment, where possible, for any parish personnel fully dedicated to cemetery operations.

The parish accountant, bookkeeper, or business manager will reconcile the operating and perpetual care fund accounts. The associate director of finance will help prepare new signature cards, designating the new pastor/administrator as the signatory.

The chancellor will transfer title to the cemetery and the burial equipment to the new parish. The director of archdiocesan cemeteries will determine the adequacy of the perpetual care fund and the value of the remaining unsold inventory.

The new parish must not change the name of the cemetery.

E. FINANCE

Please refer to [Section III](#) (page III-1). This explains the operating status of the merged parishes, as of November 2, 2014. A pastor will be named for the new Parish C, which will be incorporated under the Religious Corporations Law of New York State some time before September 1, 2016. Until such time as Parish C is incorporated civilly, all temporal work will be managed by the pastor/administrator through the corporate entities of Parish A and Parish B. In other words, ongoing operations shall continue by the two existing parish corporations and decisions will be made in the normal course of business, with the intent to transition the business and financial operations of Parish A and Parish B into the newly formed Parish C, once it is incorporated civilly.

All existing policies and procedures of the archdiocese, as outlined in the Archdiocesan Financial Policies and Procedures Manual, as well as the laws of New York State, remain in existence for all business practices.

The Legal Department of the Archdiocese of New York will manage and secure the incorporation of the civil entity, Parish C, in compliance with the Religious Corporations Law of New York State. This process will entail the preparation and submission of a corporate filing and acquisition of judicial approval from the State of New York for the new parish corporation, Parish C. The Parish Finance Office of the archdiocese will assist the Legal Department in providing information about the parish, as needed, to obtain the issuance of a new certificate of incorporation for Parish C.

Parish A and Parish B should begin the merger process after August 1, 2015 and complete the process by September 1, 2016. Once Parish C is incorporated civilly under New York State Law, the following activities should be undertaken to complete the merger of the two parish corporations (please refer to [Transition of Business Activities to New Canonical/Legal Entity \(Parish C\)](#) Chart for specific details, Section V, Page 25):

BANK and INVESTMENT ACCOUNTS

The pastor/ administrator and the parish accountant and/or bookkeeper, with the assistance of the associate director of finance, shall compile the listing of all parish and parish organization bank accounts, including investment, brokerage, and d/b/a accounts. The listing will include:

- The name of the bank or investment institution;
- Account number;
- Account signatory(ies);

- The current balance (See [Appendix D - Worksheet # 2 - Bank and Investment Account Listing](#)).

The pastor/administrator, with the assistance of the associate director of finance, shall collect copies of the bank statements and the corresponding monthly bank reconciliations for all bank accounts, for the period beginning on August 1, 2015.

Restrictive Accounts

For restrictive accounts, the pastor/administrator will note which, if any, funds in the bank accounts are restricted in use by a donor. Restrictions must be documented on Worksheet # 2. Any question regarding the assignment or repatriation of restricted funds, once the merge takes place, should be submitted to the vicar general/chancellor of the archdiocese for a determination on the enforcement of the restriction, which will be made with the consultation of the Legal Department.

Non-restrictive, Investment and Associated Organization Accounts

The parish should seek to have all non-restricted savings, investment and associated organization accounts closed as soon as is practicable and deposit these funds into the parish operating account. Documentation from the banking or investment institution confirming the closure of the account should be retained by the parish for its records and shared with the associate director of finance. The pastor/administrator, with the assistance of the associate director, shall determine if such investment funds and associated organization funds should be reinvested by the new parish. In that case, the parish shall reinvest and reallocate these funds with the assistance of the associate director, if needed once the new parish (Parish C) is operational.

Stipend Accounts

The stipend account should be reconciled and the associate director of finance should submit copies of the reconciliation to the vicar general/chancellor, Office of Parish Planning, and Office of Parish Finance. A decision about the transfer and destination of the stipend account is made by the vicar general/chancellor of the archdiocese.

The parish operating account, stipend account, and any restricted accounts should be the only bank accounts open for Parish A and Parish B on the day of merger.

Opening of Bank Accounts for the New Parish (Parish C)

Once Parish C has been incorporated civilly, and before the day of merger, the pastor/administrator, with the assistance of the associate director of finance, shall open a parish operating account and other accounts deemed necessary by the pastor/administrator. In consultation with the pastor/administrator, the vicar general/chancellor will appoint a new signatory for these accounts. The associate director of finance will help the pastor/administrator prepare new signature cards for these accounts.

and secure any other documentation required by the banking institution to activate the new bank accounts. The mailing address for the monthly bank account statement should be addressed to the new parish.

Once the bank accounts for Parish C are activated, the final bank statements for Parish A and Parish B shall be reconciled and the parish bookkeeper or office manager will contact all outstanding check holders to request that the checks be deposited immediately and to notify them that the parish bank account will be closed. All bank accounts of Parish A and Parish B should be closed as soon as is practicable after the day of merger.

OUTSTANDING DEBT

The associate director of finance for the deanery will meet with the pastor/administrator to compile the listing of all outstanding (unpaid) bills of local vendors, religious orders, independent contractors, etc. ([Appendix D - Worksheet # 3 - Outstanding Debt](#)).

It is the responsibility of Parish C to settle all outstanding bills or invoices that cannot be paid by Parish A and Parish B because of insufficient funds. In the event that Parish C does not have the resources to meet the outstanding bills and invoices without affecting its ongoing operations, the pastor/administrator of Parish C should notify the associate director of parish finance who will submit a request for Inter-Parish Finance support to the Chancery.

FINANCIAL REPORTING

The parish pastor/administrator and parish staff, with the assistance of the associate director of finance, shall complete a final accounting of Parish A and Parish B. At the discretion of the pastor/administrator, the parish bookkeeper or business manager may be retained on a short-term contract to complete filings and postings related to the merger.

The parish bookkeeper or business manager or accountant will prepare the final financial report for the last month of operation of Parish A and Parish B. All asset transfers must be reflected on the 2015 year-end report for both the merging and new parishes. The financial report must be submitted to the archdiocesan Office of Parish Finance no later than December 31, 2016.

CHARGE ACCOUNTS and CREDIT CARDS

The pastor/administrator, with the assistance of the associate director of finance, should compile a list of all parish charge accounts and credit cards with both local and national companies, including name of the institution, address, account number, approved parish signatories, and current balance (using [Appendix D - Worksheet # 4 - Charge & Credit Accounts](#)). The balance on the charge or credit card account should be paid in full and the account closed prior to the merging date of the parishes. The pastor/administrator should ask for confirmation from the banking institution that the account will be closed and the card

cancelled on the specified date and the written confirmation should be retained with the final statement.

CONTRACTS and AGREEMENTS

The pastor/administrator, with the assistance of the associate director of finance, should compile a listing of all service contracts or agreements currently in force (using [Appendix D - Worksheet # 5- Service Contracts/Agreements](#)). The service contract vendor should be notified in writing of the day of merger for the parish and the provider should prepare to discontinue service by that date. The pastor/administrator must request confirmation from the vendor that the service will be discontinued on the specified date. Among the vendors are the bulletin company, the envelope supplier, and the website host. A sample vendor notification letter is provided in [Appendix D - Exhibit # 5a](#). A copy of each vendor notification letter and the confirmation notices from the vendors must be retained.

The pastor/administrator WILL NOT CANCEL these service contracts or agreements:

- Alarm system
- Electrical service
- Landscaping company
- Oil or gas company
- Snowplowing company
- Telephone lines for security
- Water and sewer

The pastor/administrator, with the assistance of the associate director of finance, will arrange with these vendors to assign the contracts to the new parish at the time or in advance of the merger date. Until such time as the assignment is completed, the contract obligations shall be met by the parish that is the party to the service contract with the vendor. There should be no cessation in the services provided to the parish under these contracts. If the vendor agrees to terminate the existing contract and replace it with a new contract with the new parish, this is permissible.

The pastor/administrator, with the assistance of the associate director of finance, should also prepare a detailed list of all equipment leased or rented by the Parish ([Appendix D - Worksheet # 6 - Lease and/or Rental Agreements](#)). The list should include a copy of the lease or rental agreement. By on or before the day of merger the pastor/administrator will arrange with the lessor/renter to terminate the agreement and return the equipment. (See sample letter in [Appendix D - Exhibit # 6a](#).) Additional costs may be incurred as a result of early termination, per the agreement. If there are difficulties dissolving leases, the associate

director of finance will work with the director of Institutional Commodity Services, and the Office of Legal Affairs, if needed, to address such difficulties.

MEMBERSHIPS and SUBSCRIPTIONS

The pastor/administrator, with the assistance of the associate director of finance, should complete the listing for parish memberships and subscriptions in effect (see [Appendix D - Worksheet # 7 - Memberships & Subscriptions](#)). The pastor/administrator should notify the vendor to cancel the memberships and/or subscriptions prior to the day of merger of the parish. The pastor/administrator should ask for confirmation that the membership and/or subscription will be canceled on the specified date. The confirmation notice should be retained by the associate director of finance.

CHANGE OF ADDRESS

The pastor/administrator, with the assistance of the associate director of finance, should complete a change of address form at the local post office branch, indicating that all parish mail should be forwarded to the new parish. Shortly before the day of merger, the pastor/administrator will direct the parish staff to send out an announcement to all parties with which the parish routinely corresponds (i.e. parishioners, vendors, service providers, etc.) informing recipients of the proper mailing address and name for all correspondence with the new parish.

DONOR RECEIPTS

The parish bookkeeper, business manager, or outside accountant should issue the appropriate tax receipts for parishioner donations up to the day of merger. A listing of all donations received up to the day of merger must be submitted to Parish C.

FINANCIAL SOFTWARE and DATA

The parish accountant and the associate director of finance will make two complete system back-ups of each company file on the day of merger and send them to the Office of Parish Finance. The associate director of finance will collect church management/parishioner database software.

PARISH INVENTORY (Non-Liturgical):

PARISH OFFICE

The pastor/administrator, with the assistance of the associate director of finance, should make an inventory of all tangible office and computer equipment. The inventory should include serial numbers, condition, and approximate date of acquisition. The associate director of finance will assign an inventory control number to each item to establish a catalogue (see [Appendix D - Worksheet # 8 - Parish Office Inventory](#)). The associate director

shall assist the pastor/administrator in determining what inventory is needed by the new parish and divest the parish of any unnecessary inventory equipment.

AUTOMOBILES

The pastor/administrator, with the assistance of the associate director of finance, should inventory all automobiles owned by the parish, including those insured through the archdiocesan Insurance Division. The description must include the vehicle identification number (VIN), mileage and the names of any lien holders. With the approval of the vicar general/chancellor, the title and insurance coverage can be transferred to the new parish. (see [Appendix D - Worksheet # 9 - Automobiles](#)).

MAINTENANCE EQUIPMENT

The pastor/administrator, with the assistance of the associate director of finance, should inventory the parish maintenance equipment, i.e., lawn mowers, leaf blowers, snow plows, snow shovels, floor buffers, etc. (see [Appendix D - Worksheet # 10 - Maintenance Equipment](#)). The maintenance equipment must remain on the parish property to maintain the site.

The associate director of finance will distribute the inventory sheets as follows:

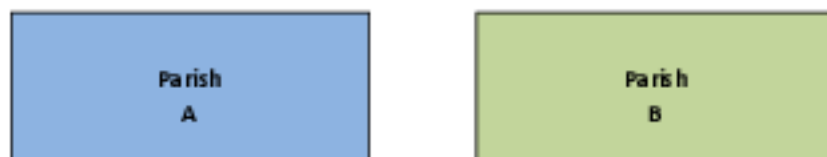
1. Pastor/administrator
2. Vicar general/chancellor
3. Office of Parish Planning
4. Office of Parish Finance

Making All Things New – Transition of Business Activities to New Canonical/Legal Entity (Parish C)

On November 2, 2014, the merged former parishes A and B became the new canonical parish C. Parish C is at this time only a canonical entity. It is not yet a civil corporation under the New York State Religious Corporation Law and Not for Profit Law, as are all archdiocesan parishes. After court approval, it is anticipated that the new civil corporation will be established by September 1, 2016, at which time all business activities will be transferred to and carried out by the new parish C.

FY 2015

(September 1, 2014 – August 31, 2015)



Both parishes produce year-end financial reports

- Consistent with current financial reporting practice, Parish A and Parish B will utilize the ParishSOFT system to record their financial information.
- The financial activities of Parish A and Parish B will continue to be maintained separately throughout the year.
- Both Parish A and Parish B will submit year-end reports to Parish Finance by December 31, 2015, consistent with current policy.

FY 2016

(September 1, 2015 – August 31, 2016)



Both parishes produce year-end financial reports

- Both Parish A and Parish B will continue to conduct operational activities as usual while Parish C prepares to become a legal entity and operational as of September 1, 2016. All new Parish C legal entities throughout the Archdiocese will be incorporated and established at various times prior to September 1, 2016, the date Parish C entities will all become operational.
- It is anticipated that there will be some activity transfers (i.e., merger of ministries, consolidation of services, etc.) between parishes A and B during the transition year. One parish may take on more operational activities than the other as a result of the transfers.
- Consistent with current financial reporting practice, Parish A and Parish B will utilize the ParishSOFT system to record their financial information.
- The financial information of Parish A and Parish B will be maintained separately during the year. However, this will be the final year of operation for Parish A and Parish B. Both parishes will cease operation as of August 31, 2016.
- Both Parish A and Parish B will submit year-end reports to Parish Finance by December 31, 2016.

FY 2017

(September 1, 2016 – August 31, 2017)



Only Parish C produces year-end accounts

- Effective September 1, 2016, the new legal entity of Parish C is officially in operation as a legal entity under New York State law and business operations commence.
- The closing balances of Parish A and Parish B, as of August 31, 2016, will be combined and be the opening balance of Parish C as of September 1, 2016.
- Parish C will utilize ParishSOFT system to record its financial information.
- The financial information of Parish C as of August 31, 2017 will be submitted to Parish Finance by December 31, 2017.

1/30/2015

F. PARISH RECORDS

In addition to the sacramental records noted in section D, the pastor/administrator will also transfer these records to the new parish:

- Communion calls
- Census and donor information

All other parish records must be safeguarded to comply with the law, preserve the historical memory of the parish, and make them accessible to former parishioners, historians, and other academics. Administrative, financial, organizational, and historical records, including correspondence, minutes of meetings, reports, photographs, and parish bulletins all provide complete documentation of parish life and ensure that the history of the parish can be reconstructed by future generations.

The archival manager requests that, when looking at the records, please be inclusive rather than exclusive in the transfer process. Err on the side of too much rather than too little. Please feel free to contact archives staff with questions about material or include all the material and the archives staff can make a judgment later. The archival manager and archivist can help the pastor/administrator determine which parish records are sent to the archdiocesan Archives and which are sent to the Office of Parish Records at Saint Joseph Seminary. The operations manager at the Office of Parish Records will assist, as necessary.

RECORDS THAT MAY BE SENT TO THE ARCHIVES:

- Annual financial reports or other annual reports submitted to the parish or chancery
- Architectural drawings
- Contents of time capsules
- Correspondence, homilies, notes, and diaries of the clergy
- Documents related to the establishment of the parish and its boundaries
- Documents related to religious orders that may have worked in the parish
- Newspaper clippings
- Pamphlets and bulletins
- Parish histories and directories
- Photographs (if possible, identify by subject, event, and/or date)
- Programs or other documentation related to parish events

- Publications, correspondence, or other documents related to any organization run by the parish (camps, shelters, missions, day cares, elderly care, etc.)
- Recordings, oral histories, videos, and DVDs
- Reports of parish organizations, boards and councils
- Scrapbooks

RECORDS THAT MAY BE SENT TO THE OFFICE OF PARISH RECORDS:

- Employee records
- Financial records
- Parishioner records from national parishes

PROCEDURES FOR PACKING RECORDS

Contents of file drawers should be boxed as currently organized, with a complete inventory of folder names enclosed in each box. Non-filed material should be boxed according to format, with a complete inventory enclosed in each box. Each box must be labeled with the name of the parish and a brief description of the contents. Once the records are packed, archives staff can help arrange for transfer to the archives.

CONSULTATION WITH ARCHIVIST

The staff at the archives is a resource to the parishes throughout the entire process. If the pastor/administrator or any staff have questions about records, the transfer process or anything records-related, please feel free to contact archives@archny.org or 914-986-6200 x. 8365. Staff can arrange to visit the parish, if it would be helpful.

VI. GUIDELINES FOR MERGED PARISHES WHERE MASSES AND SACRAMENTS WILL BE CELEBRATED AT THE PARISH CHURCH ONLY

A. LITURGICAL RESOURCES

(For use by pastoral administration)

INTRODUCTION

As a parish prepares to merge, the liturgies that are celebrated during this period can help the people prepare to become part of a new parish family. The recommendations that follow are intended to reflect these themes, and may be of assistance to a parish community as it plans its liturgies prior to being merged.

The days leading up to a merger may be marked in the following ways:

1. Solemn Evening Prayer may be celebrated during the week before the Mass. A clergy member who has served the parish in the past could be invited to offer a homily following the reading. The altar may be incensed during the singing of the *Magnificat*.
2. A Eucharistic Vigil may be celebrated during the 24-hour period prior to the Mass. This Vigil may be marked by the celebration of Evening Prayer and the recitation of devotional prayers by the different groups that make up the parish community.
3. Office of Readings may be celebrated in the form of a Vigil on the Saturday evening prior to the Mass (*General Instruction of the Liturgy of the Hours*, 70-73). This liturgy may take the following form:
 - a) Office of Readings is celebrated up to the end of the readings;
 - b) Before the *Te Deum*, canticles may be added from Appendix I in the *Liturgy of the Hours*;
 - c) A Gospel from Appendix I in the *Liturgy of the Hours* is then read, followed by a homily;
 - d) The *Te Deum* is then sung, followed by the concluding prayer.

CELEBRATING MASS OF A PARISH PRIOR TO MERGER

The readings and prayers of the particular Sunday on which the parish is scheduled to celebrate its final Mass may not adequately address this particular moment in the life of the parish. With this in mind, the cardinal has granted permission for the use of Masses for Various Needs and Occasions on Sundays in Ordinary Time and on the Sundays of Christmas. Two Masses have been chosen for the final liturgy before a merging. They are:

1. For the Church - Option E (For the Particular Church), and
2. For Giving Thanks to God - Option B.

The Mass For the Particular Church includes prayers and readings which emphasize that the Church is a spiritual community that transcends buildings and parish boundaries. In the midst of the sense of loss attached to the discontinuance of a parish community, this Mass expresses the hope that, within a new parish family, there will be fresh opportunities to recognize how a life in Christ can be lived and experienced.

The Mass For Giving Thanks to God offers prayers and readings that can help a parish to reflect on the blessings that God has given to their particular community. The merging of a parish will naturally be a time of sorrow and loss, but it can also be a time to give thanks to God for the blessings that will remain with the members of a community, who will now share their gifts and talents with a new parish family.

Note that permission is granted only for the use of these particular Mass formularies, and that these options can be used only if the parish is celebrating this liturgy on a Sunday in Ordinary Time or during the Christmas Season. If the parish determines that the prayers and readings of the proper Sunday Mass are appropriate for the occasion, those texts may be used for this liturgy.

As the parish prepares for this liturgy, the following should be observed:

1. A rehearsal before the liturgy will be helpful, particularly if there will be a procession to a new place of worship (see: optional rite for recessing, below);
2. The leadership of the new parish may be consulted regarding the details of the liturgy, especially if members of that community will be present at the celebration;
3. A parish may wish to distribute a printed program and a commemorative prayer card at this liturgy;
4. It is appropriate to mark the solemnity of the occasion through the use of a procession with thurifer, crucifer, and candle bearers;
5. Sacred music that is familiar to, and beloved by, the parish community should be selected for this occasion;
6. An optional rite for recessing (see below) may take place after the final dismissal.

Before Mass

Symbols of parish life may be appropriately displayed in the narthex or another visible space. These symbols can include: a history of the parish, a parish book of the dead, photographic collages, historic vestments and artifacts, etc. Sacramental registers should not be displayed, as these are private records that are not intended for public inspection. Symbols of parish

life should not be presented with the gifts of bread and wine during the Liturgy of the Eucharist.

If appropriate, have special reserved seats for the oldest members, charter members, newest members, etc.

Entrance Song and Procession

The entrance song should serve to assist those gathered in finding a sense of hope and solace. The choice of entrance song may be inspired by the text of the entrance antiphon, readings, or proper prayers of the Mass.

The procession may be ordered in this way: thurifer with thurible, crucifer and two candle bearers, other servers, and deacon or the lector carrying the Book of the Gospels, followed by the celebrant.

Once the altar has been venerated and kissed, the celebrant may then incense the altar and the cross. If an incensation takes place, the entrance song should be of a sufficient length so as to accompany this action.

Opening Remarks

After the greeting, the celebrant may speak to the assembly in these or similar words:

We gather today to give thanks to God for the # years that X Parish has served the people of [name of neighborhood] community. While there is sadness at this time, we are grateful for the blessing that our parish has been to us and to those who have worshipped here throughout its [number] years. We find hope in that we will continue to hear God's Word and share in the Lord's sacrifice. Recognizing that God's grace and mercy is not limited by bricks and mortar, and, in a spirit of gratitude for the Lord's blessings, let us prepare ourselves to celebrate this Eucharist by seeking God's mercy and forgiveness.

Rite for the Blessing and Sprinkling of Holy Water

As a parish prepares to be joined to another community, the rite for the blessing and sprinkling of holy water can be helpful in reminding all present of the unity they already share with other Catholics through baptism. The sprinkling rite may be found in Appendix II of the *Roman Missal*. If this rite is celebrated, the penitential rite and *Kyrie* are omitted. Of the available options, it is suggested that blessing prayer A be used on this occasion. Following the rite of sprinkling, the Gloria is then sung, if appropriate to the season.

Penitential Rite C

When penitential rite C is chosen, the celebrant is permitted to substitute the given text with another suitable invocation. The following is a sample text that may be used:

Lord Jesus, you accompany humanity on its journey to salvation.
Lord have mercy.

Lord Jesus, you invite us to unite our sufferings with your own for the salvation of the world.

Christ have mercy.

Lord Jesus, you lead us in hope to resurrection and new life.

Lord have mercy.

May Almighty God have mercy on us,

forgive us our sins,

and bring us to everlasting life.

The Gloria is then sung, if appropriate to the season.

Readings

Proper readings for the Masses for Various Needs and Occasions may be found in Volume IV of the *Lectionary*. If a parish has chosen to celebrate the Mass of the day (or if this is required), the readings for the day should normally be used. However, the celebrant may also choose texts more particularly suited to the celebration, provided that these selections are taken from the *Lectionary* (GIRM, 358).

Gospel

Before the proclamation of the Gospel, a Gospel procession may take place. The Book of the Gospels either should have been carried in procession and placed on the altar or placed on the altar prior to the celebration. Candles and incense may be used during this procession.

Homily

A homilist may wish to consider the following when preparing to speak on this occasion:

1. Many important life events, joys, hopes, and sorrows have been celebrated in this parish church over the years. For many, their parish was the daily center of their lives;
2. It would be appropriate to offer an expression of gratitude to clergy and others who have faithfully served the parish over the years;
3. The community can play a vital role in supporting its members at this time through prayer, presence, and expressions of charity;
4. The Church has seen many changes throughout its history. Through the power of the Holy Spirit, the difficult sacrifices of today can lead to new beginnings and a hope-filled promise for future generations;
5. As the Body of Christ, we stand by each other in sadness, pain, hope and joy;
6. Throughout every change and challenge, God will be with us and the Holy Spirit will lead us;

7. Avoid:

- Preaching which ignores feelings (*e.g.*, stressing God's will without acknowledging God's understanding of any uncomfortable feelings);
- Comparing other parish closures or mergers. Each parish situation is unique;
- Mentioning bad memories and the failures of particular leaders;
- Blaming people (*e.g.*, lack of financial contributions, cooperation, etc.).

After the homily, the Creed and universal prayer (prayer of the faithful) should follow as usual.

Sample Universal Prayer (Prayer of the Faithful)

God our Father, send your Spirit of wisdom, that we may continue to fulfill your will in a gentle and trusting manner with concern for past, present, and future generations. With confidence, we place our petitions before you (*Choose from the following petitions*):

That all who suffer the loneliness of separation may discover the opportunity for reconciliation, let us pray to the Lord.

That the Church may proclaim the Word of God with one heart and one voice, let us pray to the Lord.

That the seeds of faith sown by the parents, catechists, [school administrators and teachers] of this parish may continue to bear lasting fruit, let us pray to the Lord.

That our memories of the many blessings which we have received in this parish will stir us to respond generously to the call to share our faith with others, let us pray to the Lord.

That the sense of family and community that has been nurtured in this parish will lead us to recommit ourselves to the Lord's work of mercy by serving the homeless, the hungry, and all who are in need, let us pray to the Lord.

That the archdiocesan-wide efforts at spiritual revitalization may strengthen the bonds that unite us as God's Church, keeping us true to our inheritance of faith, joyful in daily life, and devoted to our mission, let us pray to the Lord.

For the youth of this parish, that they may always take with them the strong faith and spiritual commitment that is their heritage, let us pray to the Lord.

For all of the priests, deacons, and religious who have served at this parish, that God will crown their generosity with the gift of everlasting life, let us pray to the Lord.

Your Son assured us of His Presence wherever two or three are gathered. May we see His face in the new communities that will form in His Name, let us pray to the Lord.

You gave us (Mary and the saints, parish patron saint) as images and models for following Christ. By their intercession, give us the strength to keep alive the faith that has been handed over to us, let us pray to the Lord.

May we recognize the gifts we have received from the Spirit and use them freely for the good of all, let us pray to the Lord.

Strengthened by the Eucharist, may we be united in a communion of hearts and minds by offering service to the world, let us pray to the Lord.

Transform our pain and loss into hope and gentle peace in the knowledge of your care for us, let us pray to the Lord.

God, source of all hope, we praise you for your constant love. Help us not to fear change, but to welcome your grace as we work together to serve you and one another in trust and confidence. We ask this through Christ our Lord.

Preparation of the Gifts

The incensation of the gifts may take place after they have been placed on the altar, but before the priest washes his hands. Following the incensing of the gifts, the people may be incensed as a sign of their baptismal dignity. The incensation of the priest, concelebrants, and the people is performed either by a deacon (if one is present) or the thurifer. The one incensing first bows, then incenses, and then bows again.

Eucharistic Prayer

- If the Mass For the Particular Church is chosen, a celebrant may wish to use the Eucharistic Prayer for Use in Masses for Various Needs - The Church on the Path of Unity. This Eucharistic Prayer includes a proper preface.
- If the Mass For Giving Thanks is chosen, a celebrant may wish to use the Eucharistic Prayer for Use in Masses for Various Needs - God Guides His Church along the Way of Salvation. This Eucharistic Prayer includes a proper preface.
- If the process of a parish merger has led to divisions within the community, a celebrant may appropriately use one of the Eucharistic Prayers for Reconciliation.
- The choice of Eucharistic Prayer I can add a greater sense of solemnity to a celebration. Its use on this occasion can also serve to recall the many liturgies celebrated in the church by previous generations of parishioners.

During the Eucharistic Prayer, the thurifer, while remaining kneeling, may incense the consecrated elements as they are shown to the people.

Final Blessing

A celebrant may wish to offer a solemn blessing or prayer over the people at the conclusion of this liturgy. Solemn blessings may be chosen according to the season of the liturgical year (see: *Ordo Missae*, "Solemn Blessings: For Celebrations in the Different Liturgical Times"). Prayers Over the People which are appropriate for this occasion include numbers 1, 5, 9, 10, 13, 16, 17, 19, 20, and 26 (See *Ordo Missae*, "Prayers Over the People").

Optional Rite for Recessing (For Use In Parishes Where the Celebration of Mass and the Sacraments Will No Longer Be Regularly Scheduled)

Following the final blessing and dismissal, a representative of the parish may be invited to make the following remarks in these or similar words:

As we now conclude this Mass, there are many memories that we hold close to our hearts. To keep the memory of X Parish alive, we will share with our new parish some symbols of our history. These items represent the gifts that we bring to our new Parish.

Various items that have special meaning to the community may then be presented, including:

- the parish processional cross
- a parish history book
- a cross that marked the entrance to the school
- a special chalice
- contents of the cornerstone
- altar candlesticks

Only a few such items with special meaning should be presented. The conclusion of this Mass is not the time to empty the church.

If the new parish is within walking distance, a procession to the new church may take place at this time. This procession could include the entire congregation or representatives of the parish. The items mentioned above may be carried in the procession, which can be accompanied by the litany of saints or the singing of hymns. If there are church bells, they may be rung during this final movement.

Alternatively, the congregation may remain in their places during the final hymn or postlude. During this time, the altar candles may be extinguished and the altar cloth removed.

Social Celebration

Depending on pastoral circumstances, it may be appropriate to have a social following the final parish liturgy.

MODELS FOR A MASS CELEBRATING THE BEGINNING OF A NEW PARISH

Model One

On the Sunday after a parish has merged, the new parish may wish to organize a stational liturgy as described in the *Roman Missal* in the introductory rubrics to the Lenten season. This type of liturgy would be appropriate when the two churches are within walking distance to each other and one will no longer be used on a regular basis for the celebration of Mass and the sacraments. A stational liturgy would serve to ritualize the movement of one parish community to its new home. This liturgy could be carried out in the following way:

The faithful may be invited to gather outside of the merged church. After greeting the people, the priest says a Collect from the Mass For the Particular Church, or one of the Prayers over the People (see Final Blessing, above). Then, a procession makes its way to the new church, where Mass will be celebrated. This procession may be accompanied by the singing of the litany of the saints. Invocations to the patron saints of the two churches may be inserted into the litany.

When the procession reaches the church where Mass will be celebrated, the priest venerates the altar and, if appropriate, incenses it. Omitting the introductory rites and, if appropriate, the *Kyrie*, he says the Collect of the Mass, and the Mass then continues in the usual way.

Model Two

Before the first Mass of the merged parish begins, the pastor/administrator may welcome the faithful from each parish community. A commentator may then read a brief history of the parishes that are merging. The items which were brought out of the merged parish may then be brought forward as a description of each item is read. At the conclusion of this rite, the pastor/administrator may then invite the congregation to join as one community of faith in the singing of the entrance song as the Mass begins.

B. RELIGIOUS EDUCATION

PARISH RELIGIOUS EDUCATION PROGRAM

It is important to ensure that the precious gift of the faith is handed on with integrity, effectiveness, and joy to each child and family in the merged parish religious education program.

The pastor/administrator will work with the archdiocesan Catechetical Office, both the central and regional offices, to ensure that quality catechesis is provided to all children and families in the new parish. They will be guided by The Archdiocesan Handbook for Parish Directors and Coordinators of Religious Education ("The Handbook").

The first step is to choose a qualified religious education director or coordinator of religious education. First consideration should be given to the persons already serving in the parishes concerned if:

- They are certified as a director/coordinator by the Catechetical Office;
- Or have completed the catechetical leadership program;
- Or are currently enrolled in the catechetical leadership program.

If neither director/coordinator meets these standards, then a person who does meet them should be hired.

The director of the archdiocesan Catechetical Office, in collaboration with the regional catechetical office, will make recommendations to the pastor/administrator about those persons most qualified for the position. The pastor/administrator should give serious consideration to these recommendations in determining the best director/coordinator for the program.

An adequate site for the religious education program is vital. It must be chosen according to the following criteria:

- One that meets all the safety requirements specified by law;
- One that is conducive to quality catechesis;
- One that permits the proper administration of the program;
- One that allows for the use of technology;
- One that is easily accessible to the families being served.

In determining the best site, both the archdiocesan Insurance Division and the Catechetical Office should be consulted.

Before June 1, 2015, the contact information (addresses, phones, emails) of all the religious education families in the merging parish must be given to the director/coordinator of the newly formed program.

Each of these families must be contacted and assisted to register for the program that will begin in September. The goal is: "No child is left behind!"

All permanent record cards from the merging parish must be given to the director/coordinator of the new program. These are legal documents and, by law, must be kept for 60 years.

The catechists for the newly formed program should be chosen from among the catechists of both parishes. Priority should be given to those catechists who are certified in Level 1 and/or Level 2 Catechist Formation. The next priority is given to those who are enrolled in the catechist formation program.

A viable budget must be prepared. It will include all the items necessary for an adequate religious education program, as specified in The Handbook.

A just salary, including benefits, must be provided for the director/coordinator, according to the Archdiocesan Compensation Guidelines for Directors and Coordinator of Religious Education.

The director/coordinator of the merged program will work closely with the regional catechetical director to ensure that the curriculum adheres to the Archdiocesan Guidelines for Catechesis and that all aspects of the program follow the norms given in The Handbook.

CATECHUMENATE (RCIA)

The pastor/administrator will meet with the archdiocesan Catechetical Office to determine the appropriate course for the continuance of the catechumenate (RCIA) in the merged parish.

If a new director/coordinator of the catechumenate (RCIA) is required, the pastor/administrator will first consider a certified catechetical leader, then a catechetical leader in RCIA ministry training. The director of the catechumenate in the Catechetical Office will provide recommendations to the pastor/administrator for this position. The pastor/administrator must give serious consideration to these recommendations in determining the best director/coordinator of the RCIA for the new parish.

C. HUMAN RESOURCES

Please refer to [Section III](#) (page III-1). This explains the operating status of the merged parishes, as of November 2, 2014. A pastor will be named for the new Parish C, which will be incorporated under the Religious Corporations Law of New York State some time before September 1, 2016. Until such time as Parish C is incorporated civilly, all temporal work will be managed by the pastor/administrator through the corporate entities of Parish A and Parish B. In other words, ongoing operations shall continue by the two existing parish corporations and decisions will be made in the normal course of business, with the intent to transition the business and financial operations of Parish A and Parish B into the newly formed Parish C, once it is incorporated civilly.

All existing policies and procedures of the archdiocese, as outlined in the Archdiocesan Financial Policies and Procedures Manual, as well as the laws of New York State, remain in existence for all business practices.

In the normal course of administering Parish A and Parish B, the pastor/administrator will continue to follow the existing Human Resources policies and procedures.

As the pastor/administrator moves toward centralizing the administration of Parish C, the following procedures should be followed:

[Please note that the following is not all inclusive. The pastor/administrator should not hesitate to contact the Human Resources Office with any question not clearly covered in this section.]

RELIGIOUS EMPLOYEES

The pastor/administrator, with the support of the associate director of finance, will review the contracts between the parish and any religious community serving the parish. The pastor/administrator will meet the obligations of the parish contract.

LAY EMPLOYEES

In addressing the employment needs of Parish C, the pastor/administrator, with the support of the associate director of finance, will find it useful to compile data on each employee in the merging parishes ([Appendix D - Worksheet # 1- Employee Listing](#)). This will contain a complete list of all employees currently working in the parish and will include both individuals who are issued W-2 Wage & Tax Statement forms and those who have not been reported, if any.

If the parish is using ParishSoft/ConnectNow or an outside payroll service to process payroll, they will be able to provide you with a significant amount of the data listed below:

- Name
- Address
- Social Security Number
- Date of Hire
- Rate of Pay (hourly rate or annual salary)
- Hours worked per week
- Accrued, used, and balance of vacation and personal/sick days
- All benefits in which the employee is participating
- Gross salary for the current calendar year
- Whether the parish is paying into the NYS Unemployment Insurance Fund

The pastor/administrator will assess the needs of the parish and the role each employee may fill based on those needs. As part of the evaluation process, a performance appraisal should be written for each employee and a job description written for each position. This may be done at your own pace. Take the time necessary to assess the skills and performance of each employee, particularly those you have not worked with previously.

Employees will generally fit into one of three categories:

- Employees who choose to retire
- Employees you wish to retain
- Employees for whom no position is available

Upon request, a kit will be provided for each category which will contain all documents needed and a cover letter providing instructions.

Parish C will be the new employer of all remaining employees, thus the remaining employees will be treated as new hires. All new hire paperwork must be completed for each employee. New hire kits containing all required documentation will be provided along with instructions.

For employees ceasing employment with the parish, the pastor/administrator should notify in writing any garnishee of the effective date that the individual is no longer on payroll at the parish. The letter must include the name of the parish, name of the employee, and last four digits of the employee's social security number.

The pastor/administrator is responsible to pay all employees up to the date of the merging of the parishes. In addition, severance (as noted below) any accrued and unpaid vacation must be paid on the employee's final day of work or last day of his/her contract, whichever

is later. Every effort should be made to ensure payment within this time frame. The actual severance will be provided by the parish.

POLICY ON SEVERANCE ALLOWANCE

The parish is committed to providing fair and equitable treatment to all employees. When a fulltime staff member is terminated from employment, for reasons not related to work performance or misconduct, severance arrangements will be provided to assist the employee in his/her transition from employment with the parish.

Terms and Conditions:

An employee who is terminated from employment for reasons not related to work performance or misconduct will be granted a severance allowance of an amount of money equal to one week's salary for each full year (i.e., twelve months) of employment. The minimum allowance will be 4 weeks' pay and the maximum will be 40 weeks. The severance allowance will be paid in lump sum on the employee's date of termination. Taxes will be withheld from the severance. The staff member will also receive payment for unused vacation and sick/personal days with the final regular paycheck.

BENEFITS

All benefits in effect for Members of the Clergy, Religious Brothers and Sisters and Lay employees will remain in effect as long as their employment status remains active with the employer parish. The procedures enumerated in the Archdiocesan Benefits Administration Resource Guide will continue to apply.

As stated in the Resource Guide, the pastor/administrator will send a completed and signed termination transmittal form for each terminating employee to Employee Benefit Connections (EBC) to authorize the termination of all benefits for the employee. The employee will also be given a Notice of Benefit Status Due To Separation of Employment (found in the Resource Guide).

Health Insurance

On the first day of the month following termination of employment, the employee will be eligible, under New York State Continuation Coverage, to continue participating in the archdiocesan medical plan for a maximum period of 36 months, at the employee's expense. Upon receipt of the termination transmittal, EBC will process and mail a Continuation of Health Benefit Coverage package to the terminated employee to complete and return to EBC. The parish will pay the premium for the first month of participation under New York State Continuation Coverage.

Pension

When an employee who participates in the archdiocesan pension plan terminates, or is terminated by reorganization, the pastor/administrator will notify the Pension Office of the employee's last day worked and the employee's home address. Depending on the employee's pension status (vested, not-vested, eligible to retire, etc.) the Pension Office will prepare an appropriate letter and/or form notifying the employee of any pension benefits payable.

Basic Life Insurance and Supplemental Life Insurance

The employee's life insurance will cease on the employee's date of termination of employment. The pastor/administrator must complete Employer's Section of The Hartford Notice of Continuation of Coverage Form, make a copy for the employee's file, and give the original to the employee to complete and mail to The Hartford (address on form), if the employee wants to continue his/her life insurance.

Following are two options that are available to the employee. (Please refer to the Benefits Resource Guide):

Portability Option: This option permits an individual prior to retirement who has not reached the normal retirement age under the 1983 United States Social Security Act to continue the same amount of basic life insurance that is in place on the date of his/her employment termination, at a group premium rate.

Conversion Privilege: This option provides for the conversion of the group life insurance benefits to an individual life insurance policy if coverage ends due to termination of employment. The individual can apply for life insurance coverage up to the amount in place on the date of his/her employment termination. The Hartford will contact the employee directly regarding the life insurance premium cost for coverage elected.

Long Term Disability Insurance (if applicable)

Long Term Disability Insurance will cease on the employee's date of termination. There is no option to continue LTD coverage.

New York State Disability

Existing claims will continue to be processed and paid directly through The Hartford until benefits end. Employees who become disabled within four weeks of their termination date can file a disability claim directly with The Hartford (Group Policy #LNY 612 197) (1 800 538 0134). Disability claims incurred more than four weeks after the termination date can be filed directly with the New York State Disability Insurance Department.

**Please contact Human Resources if you have any question
or need clarification of these procedures.**

Email: HumanResources@archny.org or call 646-794-3028

TAX FILINGS AFTER THE MERGER

At the discretion of the pastor/administrator, the parish bookkeeper or business manager may be retained on a short-term contract to complete filings and postings related to the merger.

The parish bookkeeper, business manager, or outside accountant will prepare the final Federal form 941, Employer's Quarterly Federal Tax Return and State WR-1 Employer's Quarterly Report on Wages Paid forms. Please make sure that the "final report" box has been checked. The Pastor will provide a copy of this report to the Insurance Division for Workers' Compensation purposes.

The parish bookkeeper, business manager, or outside accountant will prepare a W-2 form, Employees Wage and Tax Statement and W-3 Transmittal of Wage and Tax Statement for all employees. This will include all payroll checks issued by the parish from January 1, 2015 to the merger date. A copy of the W-2 forms must be given to the associate director of finance and the Insurance Division. Please include verification that the appropriate tax payments have been made, including electronic funds transfer number (if applicable) and amount of payment.

The parish bookkeeper, business manager, or outside accountant will prepare a 1099 Miscellaneous Income form for all vendors and independent contractors where payments meet or exceed the \$600 Internal Revenue Service threshold. This will include all checks issued by the parish from January 1, 2015 to the merger date.

A copy of the 1099 Miscellaneous forms and 1096 Annual Summary & Transmittal of US Information Return form must be given to the associate director of finance and Insurance Division.

If a parish has an outside payroll service, the pastor/administrator must notify the payroll service of the parish merger and instruct the service to issue the final 941, WR-1, W-2 forms to employees and 1099 Miscellaneous forms to vendors (where contracted to do so).

The payroll service provider must give a copy of the W-2 forms, W-3 Transmittal of Wage and Tax Statement forms, 1099 miscellaneous forms and 1096 Annual Summary & Transmittal of US Information Return form to the parish and a copy given to the associate director of finance and Insurance Division.

EMPLOYEE RECORDS

The pastor/administrator will secure all personnel folders and send them to the Office of Parish Records at Saint Joseph Seminary. All payroll records of the parish, including the name of the payroll company and customer number, should also be sent to the Office of Parish Records.

Workers' Compensation Issues

The Federal Employer Identification Number (FEIN) being used for payroll must be verified with the Insurance Division. The pastor/administrator will notify the Insurance Division when there are no longer any employees at the parish. If a parish is being merged into another parish, the FEIN of the new parish must be used on all payroll regardless of the location of the employee. The pastor/administrator must notify the Insurance Division if any of the following occurs:

- Change in FEIN
- Change in business structure
- Addition of new entities
- Communication is received from the New York State Insurance Fund or the New York Workers' Compensation Board
- Work related accidents

D. ADMINISTRATION

Please refer to [Section III](#) (page III-1). This explains the operating status of the merged parishes, as of November 2, 2014. A pastor will be named for the new Parish C, which will be incorporated under the Religious Corporations Law of New York State some time before September 1, 2016. Until such time as Parish C is incorporated civilly, all temporal work will be managed by the pastor/administrator through the corporate entities of Parish A and Parish B. In other words, ongoing operations shall continue by the two existing parish corporations and decisions will be made in the normal course of business, with the intent to transition the business and financial operations of Parish A and Parish B into the newly formed Parish C, once it is incorporated civilly.

All existing policies and procedures of the archdiocese, as outlined in the Archdiocesan Financial Policies and Procedures Manual, as well as the laws of New York State, remain in existence for all business practices.

MASS SCHEDULE BOOK

The dean and associate director of finance will meet with the pastor/administrator to review the schedule of Masses arranged prior to the merger. The pastor/administrator will file a copy of the schedule of Masses with the vicar general/chancellor and Office of Parish Planning. The dean and pastor/administrator will be responsible for transferring these Masses to the new parish. If possible, the donor/requestor will be notified. The Mass list, annotated to include the new parish location, date, time, and the intention, will be included in the parish bulletin for the three-week period prior to the Mass date.

WEDDINGS and BAPTISMS

The pastor/administrator will contact couples who have booked a wedding for a date after the merger date. If a wedding was scheduled prior to the canonical decree, November 2, 2014, it may take place in the former merged church, up to one year after implementation.

As of August 1, 2015, all baptisms will take place in the parish church.

Masses and sacraments may be celebrated on special occasions at the former merged church, at the discretion of the pastor/administrator. Special occasions include funerals of longtime parishioners of the former parish, significant anniversary of the former parish, and the feast day of the former parish.

FIRST HOLY COMMUNION AND CONFIRMATIONS

The regional catechetical director will arrange with the directors/coordinators of religious education at the merging parishes to include First Holy Communion and Confirmation

candidates from the merging parish(es) in the program for preparation and reception of the sacraments at the new parish church.

The director/coordinator of religious education will notify parents of the change and arrange for the revised Confirmation and First Holy Communion dates to be listed in the bulletin for three weeks.

SACRAMENTAL RECORDS

The pastor/administrator will give all sacramental records, for Baptism, Communion, Confirmation and Marriage, to the new parish, where they will be maintained.

Each volume of sacramental records must be identified. Identifiers should include the parish, the sacrament, and the span dates of each volume. If any of the volumes are in poor condition, the archives staff can help with getting them rebound. Marriage envelopes should be boxed with identifying labels including parish, dates, and other information necessary to provide easy access.

The pastor/administrator will also give the new pastor/administrator a current list of all parishioners receiving Communion calls. The new parish will assume responsibility for covering hospitals and nursing homes served by the merging parish(es).

The pastor/administrator will update the *Status Animarum* through the merging date and submit it to the associate director of finance.

LIST OF PARISHIONERS AND DONATION RECORDS

The pastor/administrator of the merging parish(es) will transfer the census and donor information of his parishioners to the new parish, where it will be maintained. Information from national parishes will be sent to the Office of Parish Records at Saint Joseph Seminary. Parishes that use an envelope company will identify the name of the company and the customer number of the parish.

PARISH CEMETERY (if applicable)

The director of archdiocesan cemeteries, with the associate director, will meet with the pastor/administrator, his business manager, and whoever is responsible for the parish cemetery operation to discuss the transition of the cemetery to the care of the new parish, where applicable.

The pastor/administrator will assemble all records for the cemetery, dating to its inception. These records will be inventoried and given to the pastor/administrator of the new parish. The records will include:

- Cemetery plans, maps, surveys, grave location listings
- Certificate of right of burial (deed) books

- Contract and contractor files
- Correspondence files
- Employee records
- Financial records
- Interment registers
- Investment records
- Lot cards and plot record cards
- Memorial and monument applications
- Payroll records
- Rules and regulations
- Sales records
- Unused cemetery records

The director of archdiocesan cemeteries and the associate director will work with the pastor/administrator to attempt to preserve employment, where possible, for any parish personnel fully dedicated to cemetery operations.

The parish accountant, bookkeeper or business manager will reconcile the operating and perpetual care fund accounts. The associate director of finance will help prepare new signature cards, designating the new pastor/administrator as the signatory.

The chancellor will transfer title to the cemetery and the burial equipment to the new parish. The director of archdiocesan cemeteries will determine the adequacy of the perpetual care fund and the value of the remaining unsold inventory.

The new parish must not change the name of the cemetery.

E. FINANCE

Please refer to [Section III](#) (page III-1). This explains the operating status of the merged parishes, as of November 2, 2014. A pastor will be named for the new Parish C, which will be incorporated under the Religious Corporations Law of New York State some time before September 1, 2016. Until such time as Parish C is incorporated civilly, all temporal work will be managed by the pastor/administrator through the corporate entities of Parish A and Parish B. In other words, ongoing operations shall continue by the two existing parish corporations and decisions will be made in the normal course of business, with the intent to transition the business and financial operations of Parish A and Parish B into the newly formed Parish C, once it is incorporated civilly.

All existing policies and procedures of the archdiocese, as outlined in the Archdiocesan Financial Policies and Procedures Manual, as well as the laws of New York State, remain in existence for all business practices.

The Legal Department of the Archdiocese of New York will manage and secure the incorporation of the civil entity, Parish C, in compliance with the Religious Corporations Law of New York State. This process will entail the preparation and submission of a corporate filing and acquisition of judicial approval from the State of New York for the new parish corporation, Parish C. The Parish Finance Office of the archdiocese will assist the Legal Department in providing information about the parish, as needed, to obtain the issuance of a new certificate of incorporation for Parish C.

Parish A and Parish B should begin the merger process after August 1, 2015 and complete the process by September 1, 2016. Once Parish C is incorporated civilly under New York State Law, the following activities should be undertaken to complete the merger of the two parish corporations (please refer to [Transition of Business Activities to New Canonical/Legal Entity \(Parish C\)](#) Chart for specific details, Section VI, Page 26):

BANK and INVESTMENT ACCOUNTS

The pastor/administrator and the parish accountant and/or bookkeeper, with the assistance of the associate director of finance, shall compile the listing of all parish and parish organization bank accounts, including investment, brokerage, and d/b/a accounts. The listing will include:

- The name of the bank or investment institution;
- Account number;
- Account signatory(ies);

- The current balance (See [Appendix D - Worksheet # 2 - Bank and Investment Account Listing](#)).

The pastor/administrator, with the assistance of the associate director of finance, shall collect copies of the bank statements and the corresponding monthly bank reconciliations for all bank accounts, for the period beginning on August 1, 2015.

Restrictive Accounts

For restrictive accounts, the pastor/administrator will note which, if any, funds in the bank accounts are restricted in use by a donor. Restrictions must be documented on Worksheet # 2. Any question regarding the assignment or repatriation of restricted funds, once the merge takes place, should be submitted to the vicar general/chancellor of the archdiocese for a determination on the enforcement of the restriction, which will be made with the consultation of the Legal Department.

Non-restrictive, Investment and Associated Organization Accounts

The parish should seek to have all non-restricted savings, investment and associated organization accounts closed as soon as is practicable and deposit these funds into the parish operating account. Documentation from the banking or investment institution confirming the closure of the account should be retained by the parish for its records and shared with the associate director of finance. The pastor/administrator, with the assistance of the associate director, shall determine if such investment funds and associated organization funds should be reinvested by the new parish. In that case, the parish shall reinvest and reallocate these funds with the assistance of the associate director, if needed, once the new parish (Parish C) is operational.

Stipend Accounts

The stipend account should be reconciled and the associate director of finance should submit copies of the reconciliation to the vicar general/chancellor, Office of Parish Planning, and Office of Parish Finance. A decision about the transfer and destination of the stipend account is made by the vicar general/chancellor of the archdiocese.

The parish operating account, stipend account, and any restricted accounts should be the only bank accounts open for Parish A and Parish B on the day of merger.

Opening of Bank Accounts for the New Parish (Parish C)

Once Parish C has been incorporated civilly, and before the day of merger, the pastor/administrator, with the assistance of the associate director of finance, shall open a parish operating account and other accounts deemed necessary by the pastor/administrator. In consultation with the pastor/administrator, the vicar general/chancellor will appoint a new signatory for these accounts. The associate director of finance will help the pastor/administrator prepare new signature cards for these accounts and

secure any other documentation required by the banking institution to activate the new bank accounts. The mailing address for the monthly bank account statement should be addressed to the new parish.

Once the bank accounts for Parish C are activated, the final bank statements for Parish A and Parish B shall be reconciled and the parish bookkeeper or office manager will contact all outstanding check holders to request that the checks be deposited immediately and to notify them that the parish bank account will be closed. All bank accounts of Parish A and Parish B should be closed as soon as is practicable after the day of merger.

OUTSTANDING DEBT

The associate director of finance for the deanery will meet with the pastor/administrator to compile the listing of all outstanding (unpaid) bills of local vendors, religious orders, independent contractors, etc. ([Appendix D - Worksheet # 3 - Outstanding Debt](#)).

It is the responsibility of Parish C to settle all outstanding bills or invoices that cannot be paid by Parish A and Parish B because of insufficient funds. In the event that Parish C does not have the resources to meet the outstanding bills and invoices without affecting its ongoing operations, the pastor/administrator of Parish C should notify the associate director of finance who will submit a request for Inter-Parish Finance support to the Chancery.

FINANCIAL REPORTING

The parish pastor/administrator and parish staff, with the assistance of the associate director of finance, shall complete a final accounting of Parish A and Parish B. At the discretion of the pastor/administrator, the parish bookkeeper or business manager may be retained on a short-term contract to complete filings and postings related to the merger.

The parish bookkeeper or business manager or accountant will prepare the final financial report for the last month of operation of Parish A and Parish B. All asset transfers must be reflected on the 2015 year-end report for both the merging and new parishes. The financial report must be submitted to the archdiocesan Office of Parish Finance no later than December 31, 2016.

CHARGE ACCOUNTS and CREDIT CARDS

The pastor/administrator and associate director of finance will compile a list of all parish charge accounts and credit cards with both local and national companies, including name of the institution, address, account number, approved parish signatories, and current balance (using [Appendix D - Worksheet # 4 - Charge & Credit Accounts](#)). The balance on the charge or credit card account should be paid in full and the account closed prior to the merging date of the parish. The pastor/administrator should ask for confirmation from the banking institution that the account will be closed and the card cancelled on the specified date and the written confirmation should be retained with the final statement.

CONTRACTS and AGREEMENTS

The pastor/administrator, with the assistance of the associate director of finance, should compile a listing of all service contracts or agreements currently in force (using [Appendix D - Worksheet # 5- Service Contracts/Agreements](#)). The service contract vendor should be notified in writing of the day of merger for the parish and the provider should prepare to discontinue service by that date. The pastor/administrator must request confirmation from the vendor that the service will be discontinued on the specified date. Among the vendors are the bulletin company, the envelope supplier, and the website host. A sample vendor notification letter is provided in [Appendix D - Exhibit # 5a](#). A copy of each vendor notification letter and the confirmation notices from the vendors must be retained.

The pastor/administrator WILL NOT CANCEL these service contracts or agreements:

- Alarm system
- Electrical service
- Landscaping company
- Oil or gas company
- Snowplowing company
- Telephone lines for security
- Water and sewer

The pastor/administrator, with the assistance of the associate director of finance, will arrange with these vendors to assign the contracts to the new parish at the time or in advance of the day of merger. Until such time as the assignment is completed, the contract obligations shall be met by the parish that is the party to the service contract with the vendor. There should be no cessation in the services provided to the parish under these contracts. If the vendor agrees to terminate the existing contract and replace it with a new contract with the new parish, this is permissible.

The pastor/administrator, with the assistance of the associate director of finance, should also prepare a detailed list of all equipment leased or rented by the Parish (see [Appendix D - Worksheet # 6 - Lease and/or Rental Agreements](#)). The list should include a copy of the lease or rental agreement. By on or before the day of merger the pastor/administrator will arrange with the lessor/renter to terminate the agreement and return the equipment. (See sample letter in [Appendix D - Exhibit # 6a](#).) Additional costs may be incurred as a result of early termination, per the agreement. If there are difficulties dissolving leases, the associate director of finance will work with the director of Institutional Commodity Services, and the Office of Legal Affairs, if needed, to address such difficulties.

MEMBERSHIPS and SUBSCRIPTIONS

The pastor/administrator, with the assistance of the associate director of finance, will complete the listing for parish memberships and subscriptions in effect (see [Appendix D – Worksheet # 7 – Memberships & Subscriptions](#)). The pastor/administrator should notify the vendor to cancel the memberships and/or subscriptions prior to the merger date of the parish. The pastor/administrator should ask for confirmation that the membership and/or subscription will be canceled on the specified date. The confirmation notice should be retained by the pastor/administrator and the associate director of finance.

CHANGE OF ADDRESS

The pastor/administrator, with the assistance of the associate director of finance, should complete a change of address form at the local post office branch, indicating that all parish mail should be forwarded to the new parish. Shortly before the day of merger, the pastor/administrator will direct the parish staff to send out an announcement to all parties with which the parish routinely corresponds (i.e. parishioners, vendors, service providers, etc.) informing recipients of the proper mailing address and name for all correspondence with the new parish.

DONOR RECEIPTS

The parish bookkeeper, business manager, or outside accountant should issue the appropriate tax receipts for parishioner donations up to the day of merger. A listing of all donations received up to the day of merger must be submitted to Parish C.

FINANCIAL SOFTWARE and DATA

The parish accountant and the associate director of finance will make two complete system back-ups of each company file on the day of merger and send them to the Office of Parish Finance. The associate director of finance will collect church management/parishioner database software.

PARISH INVENTORY (Non-Liturgical):

PARISH OFFICE

The pastor/administrator, with the assistance of the associate director of finance, should make an inventory of all tangible office and computer equipment. The inventory should include serial numbers, condition, and approximate date of acquisition. The associate director of finance will assign an inventory control number to each item to establish a catalogue (see [Appendix D – Worksheet # 8 – Parish Office Inventory](#)). The associate director shall assist the pastor/administrator in determining what inventory is needed by the new parish and divest the parish of any unnecessary inventory equipment.

AUTOMOBILES

The pastor/administrator, with the assistance of the associate director of finance, should inventory all automobiles owned by the parish, including those insured through the archdiocesan Insurance Division. The description must include the vehicle identification number (VIN), mileage and the names of any lien holders. With the approval of the vicar general/chancellor, the title and insurance coverage can be transferred to the new parish. (using [Appendix D – Worksheet # 9 – Automobiles](#)).

MAINTENANCE EQUIPMENT

The pastor/administrator, with the assistance of the associate director of finance, should inventory the parish maintenance equipment, i.e., lawn mowers, leaf blowers, snow plows, snow shovels, floor buffers, etc. (using [Appendix D – Worksheet # 10 – Maintenance Equipment](#)). The maintenance equipment must remain on the parish property to maintain the site.

The associate director of finance will distribute the inventory sheets as follows:

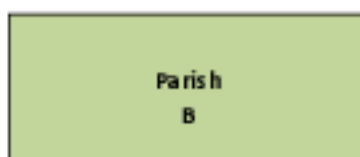
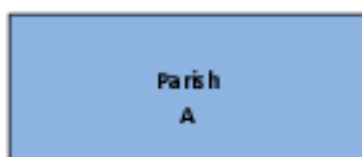
1. Pastor/administrator
2. Vicar general/chancellor
3. Office of Parish Planning
4. Office of Parish Finance

Making All Things New – Transition of Business Activities to New Canonical/Legal Entity (Parish C)

On November 2, 2014, the merged former parishes A and B became the new canonical parish C. Parish C is at this time only a canonical entity. It is not yet a civil corporation under the New York State Religious Corporation Law and Not for Profit Law, as are all archdiocesan parishes. After court approval, it is anticipated that the new civil corporation will be established by September 1, 2016, at which time all business activities will be transferred to and carried out by the new parish C.

FY 2015

(September 1, 2014 – August 31, 2015)

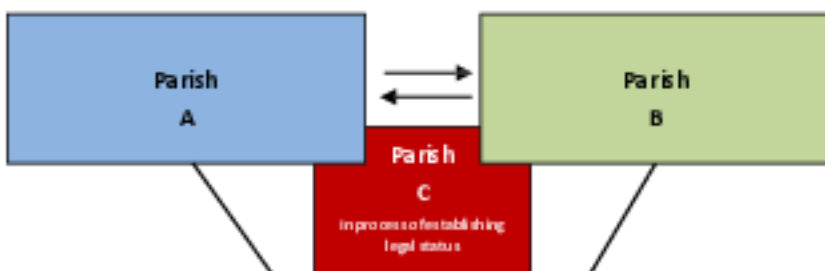


Both parishes produce year-end financial reports

- Consistent with current financial reporting practice, Parish A and Parish B will utilize the ParishSOFT system to record their financial information.
- The financial activities of Parish A and Parish B will continue to be maintained separately throughout the year.
- Both Parish A and Parish B will submit year-end reports to Parish Finance by December 31, 2015, consistent with current policy.

FY 2016

(September 1, 2015 – August 31, 2016)



Both parishes produce year-end financial reports

- Both Parish A and Parish B will continue to conduct operational activities as usual while Parish C prepares to become a legal entity and operational as of September 1, 2016. All new Parish C legal entities throughout the Archdiocese will be incorporated and established at various times prior to September 1, 2016, the date Parish C entities will all become operational.
- It is anticipated that there will be some activity transfers (i.e., merger of ministries, consolidation of services, etc.) between parishes A and B during the transition year. One parish may take on more operational activities than the other as a result of the transfers.
- Consistent with current financial reporting practice, Parish A and Parish B will utilize the ParishSOFT system to record their financial information.
- The financial information of Parish A and Parish B will be maintained separately during the year. However, this will be the final year of operation for Parish A and Parish B. Both parishes will cease operation as of August 31, 2016.
- Both Parish A and Parish B will submit year-end reports to Parish Finance by December 31, 2016.

FY 2017

(September 1, 2016 – August 31, 2017)



Only Parish C produces year-end accounts

- Effective September 1, 2016, the new legal entity of Parish C is officially in operation as a legal entity under New York State law and business operations commence.
- The closing balances of Parish A and Parish B, as of August 31, 2016, will be combined and be the opening balance of Parish C as of September 1, 2016.
- Parish C will utilize ParishSOFT system to record its financial information.
- The financial information of Parish C as of August 31, 2017 will be submitted to Parish Finance by December 31, 2017.

1/30/2015

F. PARISH RECORDS

In addition to the sacramental records noted in section D, the pastor/administrator will also transfer these records to the new parish:

- Communion calls
- Census and donor information

All other parish records must be safeguarded to comply with the law, preserve the historical memory of the parish, and make them accessible to former parishioners, historians, and other academics. Administrative, financial, organizational, and historical records, including correspondence, minutes of meetings, reports, photographs, and parish bulletins all provide complete documentation of parish life and ensure that the history of the parish can be reconstructed by future generations.

The archival manager requests that, when looking at the records, please be inclusive rather than exclusive in the transfer process. Err on the side of too much rather than too little. Please feel free to contact archives staff with questions about material or include all the material and the archives staff can make a judgment later. The archival manager and archivist can help the pastor/administrator determine which parish records are sent to the archdiocesan Archives and which are sent to the Office of Parish Records at Saint Joseph Seminary. The operations manager at the Office of Parish Records will assist, as necessary.

RECORDS THAT MAY BE SENT TO THE ARCHIVES:

- Annual financial reports or other annual reports submitted to the parish or chancery
- Architectural drawings
- Contents of time capsules
- Correspondence, homilies, notes, and diaries of the clergy
- Documents related to the establishment of the parish and its boundaries
- Documents related to religious orders that may have worked in the parish
- Newspaper clippings
- Pamphlets and bulletins
- Parish histories and directories
- Photographs (if possible, identify by subject, event, and/or date)
- Programs or other documentation related to parish events

- Publications, correspondence, or other documents related to any organization run by the parish (camps, shelters, missions, day cares, elderly care, etc.)
- Recordings, oral histories, videos, and DVDs
- Reports of parish organizations, boards and councils
- Scrapbooks

RECORDS THAT MAY BE SENT TO THE OFFICE OF PARISH RECORDS:

- Employee records
- Financial records
- Parishioner records from national parishes

PROCEDURES FOR PACKING RECORDS

Contents of file drawers should be boxed as currently organized, with a complete inventory of folder names enclosed in each box. Non-filed material should be boxed according to format, with a complete inventory enclosed in each box. Each box must be labeled with the name of the parish and a brief description of the contents. Once the records are packed, archives staff can help arrange for transfer to the archives.

CONSULTATION WITH ARCHIVIST

The staff at the archives is a resource to the parishes throughout the entire process. If the pastor/administrator or any staff have questions about records, the transfer process or anything records-related, please feel free to contact archives@archny.org or 914-986-6200 x. 8365. Staff can arrange to visit the parish, if it would be helpful.

VII. MANAGEMENT AND PROTECTION OF CHURCH PATRIMONY

Please refer to [Section III](#) (page III-1). This explains the operating status of the merged parishes, as of November 2, 2014. A pastor will be named for the new Parish C, which will be incorporated under the Religious Corporations Law of New York State some time before September 1, 2016. Until such time as Parish C is incorporated civilly, all temporal work will be managed by the pastor/administrator through the corporate entities of Parish A and Parish B. In other words, ongoing operations shall continue by the two existing parish corporations and decisions will be made in the normal course of business, with the intent to transition the business and financial operations of Parish A and Parish B into the newly formed Parish C, once it is incorporated civilly.

All existing policies and procedures of the archdiocese, as outlined in the Archdiocesan Financial Policies and Procedures Manual, as well as the laws of New York State, remain in existence for all business practices.

This section applies primarily to churches where Masses and sacraments will not be celebrated on a regular basis. The purpose is to ensure that:

- Items significant to the identity of the merging parish are moved carefully to the new parish;
- Items needed to celebrate Mass are left in a secure place in the church;
- Valuable, excess, or temperature-sensitive items are moved to the Office of Church Patrimony warehouse at Mt. Loretto on Staten Island;
- The building is secure.

As a rule, the pastor/administrator of the new parish is responsible for the patrimony and security of merging parishes.

PERSONAL INVENTORY

All clergy currently living in a parish rectory that will no longer be used must take an inventory of their personal property. The inventory will be given to the pastor/administrator who will maintain it with his records.

PARISH BUILDING(S) INVENTORY

The pastor/administrator and a representative from the Office of Church Patrimony will make a detailed inventory of items in the rectory. The Office of Church Patrimony representative will tag each item for inventory control and photograph objects with an

estimated value of \$500 or more to create a catalogue. The pastor/administrator may distribute items that have a value of less than \$500.

SACRED OBJECTS

A team including the pastor/administrator, a representative of the Office of Church Patrimony and, as required, experts in the areas of art, stained glass, marble, woodwork, and ecclesiastical architecture will inventory, label, and photograph each sacred object in the church. The pastor/administrator will make the final determination on what objects are considered sacred, utilizing the report of the liturgical appraiser.

At the discretion of the pastor/administrator, having heard from the parish community, sacred items that are of the most historic and artistic value of the church where Masses/sacraments will no longer be celebrated on a weekly basis, may be carried over to the new parish church. A Mass with a procession of these artifacts to the new parish church may be celebrated.

Sacred and liturgical items may include:

- a) Bells
- b) Hymnals
- c) Hymn boards
- d) Music libraries
- e) Organs:
 - All pipes, from 1-inch to 32-foot
 - Blower
 - Casing
 - Console and pedal board
 - Electric organs
 - Pipe organs
 - Sound boards
 - Wind chests
- f) Paintings, murals, frescoes, friezes
- g) Pianos and other musical instruments
- h) Ritual Furnishings:

- Altar
 - Ambo or pulpit
 - Baptismal font
 - Candelabra
 - Celebrant's chair
 - Ivory or Baldachin
 - Credence table
 - Crucifix
 - High Altar and Reredos
 - Ministers' chairs
 - Side altar
 - Tabernacle
- i) Ritual Books
- j) Ritual Vessels:
- Chalices
 - Ciboria
 - Monstrances
 - Pyxes
- k) Speakers
- l) Stained glass
- m) Stations of the Cross
- n) Statuary
- o) Vestments
- p) Additional Appointments (Marble, Wood, Metals):
- Altar rails
 - Paneling
 - Pews (ends only)

The evaluation of each item should include:

- a) Detailed description of each object being appraised, illustrated with photographs
- b) Location of object within the church building and whether it is attached or freestanding
- c) Value of object:
 - monetary value
 - projected resale value
 - artistic value
 - architectural value
 - historic value
 - potential for re-use in another setting
- d) Projected cost of removal to the warehouse or new parish

If the object is of no significant value, the evaluation report may include a recommendation for demolition. The demolition must be witnessed by the pastor/administrator and a representative of the Office of Church Patrimony.

The Office of Liturgy should be contacted by the pastor/administrator in order to prepare for the process of evaluating and removing the organ, other musical instruments, and other music-related items. This work will be completed by the Music Commission, under the supervision of the Liturgy Office.

Copies of the evaluation report will be distributed to the vicar general/chancellor and the archdiocesan Insurance Division.

All sacred objects that are not the personal property of the parish priests will be disposed in the following manner:

For a two-week period following the merger, pastors/administrators from new parishes will be allowed to request from the vicar general/chancellor items for use in their own parishes. The vicar general/chancellor or his representative will respond to the request. If approved, he will label the object with the name of the new parish. Removal of approved items must be coordinated with the Office of Church Patrimony, and be completed within a timely manner. All costs related to the removal will be borne by the parish taking the sacred objects.

For a one-week period immediately following the period reserved for the new parishes, all other pastors/administrators in the deanery will be allowed to request sacred objects. The vicar general/chancellor or his representative will respond to the request. If approved, he will label the object with the name of the requesting parish. Removal of approved items must

be coordinated with the Office of Church Patrimony, and be completed promptly. The parish removing the object will bear the cost of doing so.

For a further one-week period, all other pastors/administrators in the archdiocese will be allowed to request any remaining sacred objects. The vicar general/chancellor or his representative will respond to the request. If approved, he will label the object with the name of the new parish. Removal of approved items must be coordinated with the Office of Church Patrimony and be completed promptly. The parish removing the object will bear the cost of doing so.

With the exception of musical instruments identified by the Liturgy Office, all other remaining objects will be removed to the archdiocesan warehouse facility at Mt. Loretto on Staten Island, where they will be stored for possible use in anticipated parishes or held for potential resale. Every effort will be made to prevent indiscriminate re-use in a secular environment.

NON-SACRED OBJECTS

At its discretion, the Office of Church Patrimony may also inventory, sell, or dispose of other property of a parish, i.e., kitchen equipment, electrical equipment, table/chairs, and other items found in the parish, except office equipment. Only items appraised at a market value of \$500 or more will be inventoried. Each such item will be inventoried, labeled, and photographed. Proceeds of any sales will be deposited in the parish operating account.

The remaining property of the parish may be sold or given away by the pastor/administrator at his discretion. The pastor/administrator must maintain records of any sales and the proceeds will be deposited in the parish operating account.

The Office of Church Patrimony will liquidate for salvage any remaining items.

PROCEDURE FOR REMOVAL AND STORAGE OF OBJECTS

Objects to be salvaged will be dismantled and removed by contractors selected by the Office of Church Patrimony. These contractors will be qualified to meet the specific demands of objects to be removed, e.g. stained glass, paintings, organs, other musical instruments, etc. Cost of removal will be paid by the parish requesting the object(s).

Parishes requesting an object which is not physically attached to the building (i.e. statues, candelabra, etc.) may arrange to have a bonded and insured contractor approved by Aramark to ensure that objects of value will be correctly handled.

Storage of objects, particularly those of artistic value, should take into consideration the special requirements of the object(s). Some objects require a climate-controlled environment, which can be provided in the archdiocesan warehouse facility at Mt. Loretto on Staten Island. Small, valuable objects, such as vessels and vestments, may be stored in the

archival vault at Mt. Loretto. Parishes requesting an object may be asked to reimburse the archdiocese for storage costs, depending on circumstances.

SECURITY OF THE PREMISES AND GROUNDS

The pastor/administrator of the new parish is responsible for the security of the buildings and grounds. A representative of Aramark and/or the archdiocesan Real Estate Department will meet the pastor/administrator, his business manager and his maintenance person to discuss specifics of the parish buildings and to assist them in preparing the facility and ensuring its security.

Aramark will examine each parish property, and make specific recommendations in these areas:

a) General building

- Doors
- Fire protection
- Systems:
 - Electrical
 - Heating
 - Plumbing
 - Mechanical
- Windows

b) Grounds

- Exterior lighting
- Snow removal/lawn maintenance

c) Security

- Fire alarms
- Security alarms

APPENDIX A – EXHIBIT 1

WHAT DOES A WELL-RUN MEETING LOOK LIKE?

Well-run meetings are the result of good preparation, effective facilitation, and reliable records of thought through decisions and next action steps. When there is lack of clarity about the purpose of the meeting, when the agenda is vague and there are no time limits on items, when there is poor facilitation and lack of closure, when a few people dominate the discussion, and when there is no evaluation at the end of the meeting, people get frustrated, attendance diminishes, and precious energy is lost. Nothing inhibits collaboration more than poorly run meetings. The materials which follow are provided as resources to help collaborative groups work well together and accomplish goals.

Meeting Preparation

Preparation is key to successful meetings. There are four general things to consider when planning a meeting: participants, purposes, physical environment, and social tone. Who are the participants? Do they know each other? What are the goals of the meeting? What is the optimal physical environment for the meeting? How can we create a positive up-lifting environment?

The following is a basic check list to use in preparing for a meeting.

1. ___ What are the purposes of the meeting? What does it hope to accomplish?
2. ___ What materials are needed for the meeting? Minutes? Reports? Prayers?
3. ___ How is the room set up? Can all see and hear? If it is a small group that is meeting, are the tables and chairs set up to create a warm and friendly space? If there are to be observers at the meeting, can they see and hear all that is going on? Can observers participate? When? How? Is the space conducive to observer participation?
4. ___ Are there refreshments prepared for a break or before or after the meeting?
5. ___ Is the environment conducive to prayer? Is there a crucifix, bible, and candle in the prayer environment?

The following is a basic check list for preparing an agenda.

1. ___ Be clear about the purposes of the meeting.
2. ___ Structure the meeting so that it begins and ends on time. (Two hours is usually the maximum amount of time that a meeting can be effective.)
3. ___ Invite a brief "check in" time at the beginning of each meeting. This allows people to say how they are coming into the meeting or share anything of significance which they want to share.
4. ___ Include conversations about faith in the prayer service.
5. ___ Consider basing your prayer on a part of the readings from the Liturgy of the Word the Sunday before the meeting or the Sunday after the meeting.
6. ___ Depending upon the number of people in your meeting group, allow at least 15 minutes for prayer and faith sharing.
7. ___ After check-in and prayer begin with acknowledging the previous minutes which should have been distributed before the meeting, and asking if there are any corrections.
8. ___ Carefully time your agenda. Invite questions for clarification, not discussion. If needed discussion is anticipated have a brief report in the update section and note there will be time for discussion later on in the agenda.
9. ___ Be sure, if decisions are to be made at the meeting, to make sure that all the needed information is available and the participants have that information before the meeting.

10. ___ Be sure to include on the agenda a brief time at the end of the meeting to evaluate it and/or have people say a phrase about how they are feeling leaving the meeting.
11. ___ Send out the agenda and needed materials a week before the meeting.
12. ___ Ask to be notified ahead of time if an expected participant is unable to attend.

Sample: Norms for Effective Meetings

These are examples of suggested norms for effective meetings to be considered by all meeting participants, though they need to be adapted to your own situation and embraced by those with whom you are meeting.

1. Begin and end the meetings on time.
2. Come prepared for the meeting, having read needed materials ahead of time.
3. Be a good listener, standing in the shoes of the one who is speaking, trying to understand things from his/her perspective.
4. Be open to new ideas and new ways of seeing things.
5. Respectfully respond, using "I" messages (I am puzzled; I am confused; I am disappointed; etc.) instead of "you" messages (You have changed what we agreed to ...; you are ignoring a whole segment of the parish ...; you are only concerned about ... etc.)
6. Keep confidentiality.
7. If you have an issue with someone or something, go directly to the person involved to discuss the concern, as opposed to talking to others about it.
8. Build on what others have said, when making your remarks.
9. Contribute in positive ways to the conversation and the group efforts.
10. Be sensitive to those who have not had a chance to speak before talking multiple times.
11. Deal with conflict respectfully focusing on the issues, not on the persons. Note steps in conflict resolution:
 - Define the problem
 - Brainstorm possible solutions
 - Evaluate possible solutions
 - Come to consensus on the best solution
 - Implement the decision
 - Evaluate the decision

Note conflicts that may not be resolved in one meeting. However, conversations using the steps defined above, may lead to an effective resolution of the conflict over time.

12. Celebrate accomplishments regularly.

APPENDIX B – WORKSHEET # 1

IMPLEMENTATION CLUSTER VALUES AND VISION STATEMENT

THIS REPORT IS DUE TO THE IMPLEMENTATION ADVISORY GROUP ON MAY 1, 2015, AND THEREAFTER ANNUALLY ON MAY 15, BEGINNING IN 2016

DATE _____

CLUSTER #____ PASTORAL AREA _____

CLUSTER PARISHES, CITIES/TOWNS: _____

Please see Section I, pages 2-4 of the Parish Transition Manual for the cardinal's goals and ministry directives of *Making All Things New*, which should be kept in mind while arriving at values, goals, objectives, and action plans for the future.

OPTIONAL COMMON MISSION STATEMENT

IF YOU WORKED ON A COMMON MISSION STATEMENT FOR YOUR CLUSTER PLEASE WRITE IT HERE

VALUES

AS A CLUSTER WE ARE COMMITTED TO OPERATING OUT OF THE FOLLOWING VALUES OR GUIDING PRINCIPLES FOR ACTION:

VISION

AS A CLUSTER WE HOLD THE FOLLOWING VISION WHICH WE WOULD LIKE TO SEE ACCOMPLISHED IN THE NEXT FIVE YEARS.

APPENDIX B – EXHIBIT # 1

DIRECTIONS FOR PREPARING CLUSTER VALUES AND VISION AND SAMPLES

The Archdiocese of New York staff and The Reid Group are available to assist parishes

If your parish wishes to receive the assistance of any archdiocesan staff, your pastor or administrator may contact Bishop John O'Hara or Eileen Mulcahy or your Reid Group Consultant.

MISSION, VALUES, VISION (Processes and Samples)

Where Do We Begin?

Implementation plans need to be grounded in values and visions. They flow from a sense of mission. Who are we? Where are we going? What are our values or operating principles? What is our vision? These materials were created to help you design and implement your Annual Cluster Implementation Plan.

MISSION STATEMENTS

Most parishes have mission statements. We encourage you to share them as you begin to plan for implementing the cardinal's directives. Note what is similar, what is different in each statement. Discuss the scope of the directives. You may wish to create a common mission statement for your collaborative efforts. Mission statements are brief (not more than 40 words). They answer the questions: "Who are we?" and "What is our purpose?"; "What makes us unique?"; "Why do we exist?"; "How are we distinctive?"

Whether you decide to do a common mission statement or not, it is strongly suggested that you as a cluster do take the time to develop value statements and a vision statement. These will root your action steps in a common set of beliefs and a common vision.

Having these will help you make decisions about the resources you will use to create goals, objectives and action plans for the future.

CATHOLIC VALUE STATEMENTS

These statements reflect the core values or operating principles of the parish community. They are often implicit within organizations but are most helpful when made explicit. Values provide guiding principles of conduct and are important for a planning process because they help measure the correctness of a given plan. Will living out these values help us live our mission and vision? How can the values implied in Cardinal Dolan's goals for *Making All Things New* be incorporated in your value statements?

Begin to discern your values by asking: "What are our guiding principles?" "What do we stand for?"

SAMPLE 1

Our cluster of ____ (name parishes) ____ values:

- Worshipping God through Liturgy, the sacraments, prayer and living out our Catholic faith;
- Being an accepting, welcoming, and evangelizing community in our actions and attitudes toward all;
- Having unique ways to involve youth and young adults in our parish;
- Being a learning community committed to lifelong Catholic faith formation and to passing on the faith to the next generation;
- Respecting the life and dignity of all and working for justice in the world;
- Serving the spiritual, emotional and physical needs of others through reaching out to those in need;
- Having high quality human, financial and facility resources to serve the parish and community;

- Being good stewards of God's gifts and proud to be a vital part of the larger universal Catholic Church.

We do all this with faith, hope, love, compassion and gratitude.

SAMPLE 2

Our cluster of ___(name parishes) ___cherishes and values:

- Living the Gospel message;
- Faithfulness to our Catholic tradition;
- Vocational discernment for all;
- Stewardship of our time, talent and treasure;
- Full, active and conscious participation in liturgical celebrations;
- Compassionate outreach;
- Life-long faith formation for all;
- Exemplary Catholic education for all our children;
- Fiscal responsibility;
- Respect for all people and all of creation.

VISION

"What will our cluster look like once its mission is fully realized?" This is a longer statement (100-200 words), usually more poetic, and written in the present tense as if the vision has been accomplished. This statement expresses the hoped for results of living out the parish's mission and values. A vision usually represents the achievement of multiple goals, while goals are typically stepping stones toward a vision. A vision statement is also a "seeing statement," in that you can see the results of living out the mission and values.

MORE ON VISION

Vision without action is just a dream. Action without vision merely passes the time. Vision with action can change the world. (*Futurist Joel Barker*)

Vision is the end result of what your cluster collaboration will do, the preferred future. It is the result of dreams in action. The purpose of future vision is to get comfortable in an imagined future.

The four elements to a compelling vision statement according to Laurie Beth Jones are:

- It is written down.
- It is written in the present tense.
- It covers a variety of activities and time frames.
- It is filled with descriptive details.

At its simplest level, a shared vision is the answer to the question, "What does our cluster want to create together?" As you work on your vision for the future, review Cardinal Dolan's goals for *Making All Things New*, as well as the ministry directives. How can these help your plan for the future?

Suggested process options

- **Option One: Imagining the Future**
Use the following questions to stimulate the group's imaginations. Have each person answer these alone and then share in groups of two or three. After 5 minutes have them share in another group of two or three. Depending upon the number of participants, share a third time, always in different groups of two or three. Encourage participants to "steal" good ideas from each other and incorporate them into

their own ideas. As people begin the exercise promote the idea of using visual imagery in their thinking. Images like bridges, lights and hubs of activity are often found in energizing vision statements. After all have had an opportunity to share, facilitate a discussion to pull the ideas together. Look for similarities, unique images which capture an array of ideas and the "prophetic" element. Once the major ideas and images are agreed upon, ask for two volunteers to write the first draft of a vision statement for consideration of the group at a future meeting. It may take several drafts before there is a vision statement that all can support.

Starter questions:

Imagine it is five years from now...

1. What are the best things which have happened in your cluster?
 2. How have the young people been energized to believe and serve?
 3. What are people saying about your cluster?
 4. How is a living faith manifested in the cluster?
 5. How are parishioners acting differently?
 6. How is the world a better place to live in because of your cluster?
 7. Which of Cardinal Dolan's goals have you been able to realize as a cluster?
- Option Two: "Magic Carpet" trip
Have soft music playing in the background. Quiet yourselves. Imagine you are on a magic carpet trip and have special sensory skills to see and hear through walls, to listen to conversations and see from various heights. Close your eyes. Focus your imagination on what you might be seeing 5 -10 years from now. The following questions are meant to be adapted to your own situation. Pause after each statement. At the end of the 20 minutes or so, gently end the magic carpet trip and give participants quiet time to jot down memories and ideas they do not want to forget.

At 500 feet

What are the young people doing?

Where in the neighborhood are they congregating?

What are they talking about?

Who is using the various parishes' facilities? Who is in the gym? The multi-purpose room? The computer lab? What are they talking about?

The common parish council is meeting. What are their concerns? There is a wake taking place. Who is leading the prayer service and working with the family?

The St. Vincent de Paul Society is working hard to gather food. For whom are they packaging groceries?

Families seem to be gathered for a catechetical program. What is happening? What are they doing?

You can hear the conversation over supper of several families. What are they discussing?

Move up to 1000 feet

What are you seeing in the region? The state? You see young adults from your cluster. What are they doing? Where are they working? You hear them talking about a significant activity that they participated in as high school kids. What is that? What made such an impression on them?

You notice parishioners at the capitol talking to legislators. What are they advocating for?

You notice alumni from the collaborative school have joined together for breakfast. What are they discussing?

Develop other appropriate questions which help people to imagine a preferred future.

Move up to 50,000 feet and beyond

The magic carpet can see the United States and beyond and rides over various parts of the world.

What do you see? What are the issues people are dealing with? What environmental concerns do you note? What kind of cooperation do you see between nations? Where do you see the influence of your cluster or partnership or linkage?

What is your cluster or partnership or linkage doing to make a difference in the world? Where do you see alumni of your school? Where do you see former parishioners making a difference?

Gently and slowly end your magic carpet trip. Give participants quiet time to jot down impressions. In small groups have them list the images, ideas, etc. which they would like to see in a vision statement. Share these in a large group. Invite a group of about three people to take the ideas generated from the magic carpet trip and do a first draft of a vision statement before the next meeting. Share this at the next meeting and make any needed edits so that there is consensus among the members of the Implementation Team that this is the vision that will energize the work of the team. It may take two or three versions before you get one that all can support.

Sample 1 Vision Statement

Our cluster made up of ____ (name parishes)____ is growing in faith and developing a deeper relationship with God by worshipping with a profound sense of gratitude, joy, and praise. We are a beacon of light to those who seek meaning and purpose in life. We reflect God's presence by serving others in our larger community and beyond. We are bridging gaps between generations as we come together to be formed by the Word of God and the teachings of the Church. We are on a journey as disciples of Christ spreading the Good News that all people are loved by God and can be saved by the Risen Christ.

Our cluster is vibrant, active and having fun. We celebrate diversity of gifts, talents and heritage. Stewardship is a way of life for our cluster as we connect with all our families to create a more just and peaceful world.

Sample 2 Vision Statement

The parish cluster made up of _____ (name parishes)_____ is striving to become a community made up of many small welcoming communities of people who are learning together to live vibrant faith-filled lives. The Catholic learning community thrives on its sacramental life centered in the Eucharist, and other life-giving prayer experiences and various forms of devotion.

The cluster is a beacon of light and hope to the local community and beyond, evangelizing all and providing for nourishment of body, mind, and spirit. Its outreach to those in need and its acts of social concern, charity and evangelization are changing the world to be more peaceful and more just.

Adults are engaged in lifelong faith formation in Catholic life. Parishioners of all ages are involved in various forms of leadership development as they become disciples of Christ in the world. They are energized to witness to the Gospel, be good stewards of the earth's resources, and work together to create a better world.

Parents are actively involved in the formal faith formation of their children and youth. All family members participate in catechetical programs both in the parishes and through the school. The cluster is working to continually support its sister parish in Columbia as well as do local outreach to those in need.

The parish is building bridges with non-Catholic congregations to unite all those who are seeking and helping to build the kingdom of God on earth through good stewardship of time, talent and financial resources.

APPENDIX B – WORKSHEET # 2

ANNUAL CLUSTER IMPLEMENTATION ACTION PLAN—Due May 1, 2015

(First year Implementation Plan: September 1, 2015—May 15, 2016)

DATE _____

CLUSTER #: _____ **CITY** _____

PARISHES IN THE CLUSTER: _____

CARDINAL DOLAN'S GOAL OR MINISTRY DIRECTIVES: # _____

OUR SPECIFIC CLUSTER GOALS:

ACTION PLAN

Objective(s)	Action Step(s)	When? How Frequent?	Responsibility(ies)	Status *

*** On-going; Complete; Begun; No Action**

CARDINAL DOLAN'S GOAL OR MINISTRY DIRECTIVES: # _____

OUR SPECIFIC CLUSTER GOALS:

ACTION PLAN

Objective(s)	Action Step(s)	When? How Frequent?	Responsibility(ies)	Status *

*** On-going; Complete; Begun; No Action**

Duplicate this template for each directive/goal you are working on.

We have worked as a Cluster Implementation Team to develop our Annual Cluster Implementation Plan.

Signatures:

Name

Parish

Date

(Add additional pages as needed)

APPENDIX B – EXHIBIT # 2a

Sample Goals And Objectives For Implementation Process

GOALS AND OBJECTIVES

Goal statements are specific points that the cluster seeks to attain. A vision usually represents the achievement of multiple goals, while goals are typically stepping stones toward a vision. Goals are long term in nature and do not usually change. Objectives detail what has to be done to accomplish the goals.

Cardinal Dolan's goals are broad direction setting. Clusters usually form more specific goals with objectives to clarify what they are intending to do to bring about collaborative change.

Examples of goals and objectives that may be appropriate for consideration by your cluster, depending upon which of the cardinal's ministry directives or goals you are implementing:

GOAL: To celebrate our faith in word, sacrament and prayer.

Objectives:

1. To provide high quality liturgical celebrations with full participation of the community;
2. To promote a variety of personal, devotional, and communal prayer opportunities;
3. To have cluster liturgical ministry trainings.

GOAL: To create a cluster that empowers individuals to recognize and use their gifts.

Objectives:

1. To offer opportunities for all parishioners to discern and use their gifts;
2. To be an evangelizing cluster;
3. To foster the growth of disciples;
4. To pray for an increase of vocations to the priesthood.

GOAL: To ensure active involvement of the youth and young adults in parish life.

Objectives:

1. To create a welcoming environment in the cluster of parishes for teens;
2. To strengthen the youth programs;
3. To empower parents to be more involved in their young people's faith formation.

GOAL: To advocate for justice and the sanctification of human life.

Objectives:

1. To educate about social justice needs;
2. To provide opportunities to serve local, national and international needs;
3. To build respect for all life, to provide a welcome and opportunities for people with disabilities to be involved in the parish.

GOAL: To promote lifelong faith formation.

Objectives:

1. To strengthen faith formation opportunities for all generations;
2. To enhance school and child catechetical programs;
3. To expand small group faith formation opportunities;
4. To promote a missionary spirit.

GOAL: To promote a culture for vocation awareness.

Objectives:

1. To promote prayer for vocations to priesthood, diaconate, vowed religious life and lay ministry;

2. To educate and promote the awareness of vocations;
 3. To provide opportunities to learn about various vocations.
- GOAL: To promote parish as a school of holiness and prayer.
- Objectives:
1. To acquaint parishioners with various forms of prayer and devotion;
 2. To provide opportunities for prayer and devotion;
 3. To plan prayer for all parish meetings.
- GOAL: To promote communication in the parish and pastoral region.
- Objectives:
1. To develop parish bulletins and newsletters to express the Catholic identity and mission of the parish;
 2. To develop a website to provide information about the parish, cluster, deanery or region.
- GOAL: To promote stewardship.
- Objectives:
1. To educate and form parishioners as stewards, sharing their gifts for the mission of the Church, archdiocese and parish;
 2. To help parishioners understand stewardship as a way of life.
- GOAL: To promote an understanding of marriage and family life.
- Objectives:
1. To teach the Theology of the Body to parishioners;
 2. To promote awareness of family values;
 3. To provide opportunities for family activities.

ACTION PLANS

Action plans go to a new level of specificity. They need to be **SMART**:

- **Specific;**
- **Measurable;**
- **Achievable;**
- **Responsibilities identified;**
- **Time-bound.**

Examples of action plans follow. They integrate the directives, goals, and objectives with action plans.

APPENDIX B – EXHIBIT # 2b
Sample Implementation Plan

DATE: December 1, 2014

CLUSTER #: **CITY** _____

PARISHES IN THE CLUSTER: _____

IMPLEMENTATION CLUSTER VISIONS AND VALUES STATEMENT

OPTIONAL COMMON MISSION STATEMENT (purpose, identity, etc. of cluster)

IF YOU WORKED ON A COMMON MISSION STATEMENT FOR YOUR CLUSTER PLEASE WRITE IT HERE.

Sample:

The parishes in cluster 6 strive to be signs of God's presence in the world by living the Gospel, worshipping the Triune God, reaching out to those in need, and providing lifelong religious education opportunities.

VALUES

AS A CLUSTER WE ARE COMMITTED TO OPERATING OUT OF THE FOLLOWING VALUES OR GUIDING PRINCIPLES FOR ACTION:

Sample:

Cluster 6 values:

- 1) Living out good stewardship of human and financial resources
- 2) Being a welcoming and inclusive community
- 3) Serving the needs of others, especially the marginalized
- 4) Celebrating and being nurtured by vibrant liturgy
- 5) Respecting the life and dignity of all
- 6) Being a learning community

VISION

AS A CLUSTER WE HOLD THE FOLLOWING VISION WHICH WE WOULD LIKE TO SEE ACCOMPLISHED IN THE NEXT FIVE YEARS. (Always written in the present tense)

The parishes in our cluster are growing in our faith and developing deeper relationships with God and trust in God's plan for us. Our worship is profound, prayerful and joyful.

Parents in our community are fulfilling their responsibility of passing on the gift of faith to their children. All of our parishioners, young and old, participate in formation programs, both as teachers and learners.

Our cluster life is vibrant, active and fun. We embrace and celebrate the diversity of our cluster. Stewardship is a way of life for us. This leads to prophetic outreach and action for social justice. Parishioners see themselves as disciples and apostles; they minister through their gifts in their families, in their work, and in the wider world.

SAMPLE ANNUAL IMPLEMENTATION PLAN GOALS, OBJECTIVES AND ACTION STEPS

(These flow from the values and vision statements of the cluster.)

DATE: December 1, 2015**CLUSTER #:** _____ **CITY:** _____**PARISHES IN THE CLUSTER:** _____**CARDINAL DOLAN'S MODEL DIRECTIVE: St. Joseph, St. Mary, and St. Anne will form a collaborative relationship****GOAL 1: Discover the best ways for us to operate as Collaborative Parishes****ACTION PLAN**

Objective(s)	Action Step(s)	When? How Frequent?	Responsibility(ies)	Status *
Develop a realistic Mass schedule	Form a committee from both parishes to work with the pastor to consider options Seek the input from parishioners Present a new Mass schedule to be tried for at least 6 months and evaluated	July 2015 August 2015 October 2015	Pastor/ Administrator and small representative committee from all three parishes	1. 2. 3.
Form a common parish council	Gather councils together to explore the possibility Considering piloting a common council for a year Pilot beginning in January 2015, if approved by the pastors and councils	July 2015 September 2015 Evaluate September 2016	Pastors, Pastoral Administrator and three current councils	1. 2. 3.
Begin to examine the feasibility of common purchasing	Contact current vendors to explore possibilities Seek out "Best Practices" from other clusters	September 2015 December 2015 – February 2016	Representatives from finance committees of each parish	1. 2.

*** On-going; Complete; Begun; No Action**

CARDINAL DOLAN'S MINISTRY DIRECTIVE: a. Work collaboratively on evangelization

GOAL 2: Create evangelization processes to serve the needs of St. Anne, St. John and St. Mary

ACTION PLAN

Objective(s)	Action Step(s)	When? How Frequent?	Responsibility(ies)	Status*
A. Offer "Welcome Home" events	<ol style="list-style-type: none"> Form a collaborative evangelization planning committee. Develop marketing materials for "Welcome Home." Plan "Welcome Home" events. Interview potential participants at "Welcome Home" to critique the plan and make needed adjustments. Form a team of trained workshop presenters. Evaluate based on pre-established criteria and make needed course corrections. 	<ol style="list-style-type: none"> Hold three events annually, beginning in September 2016. Provide follow-up to all participants. 	Evangelization Committee	<ol style="list-style-type: none">
B. Invite visitors and integrate new members into our parish.	<ol style="list-style-type: none"> Have a family mentor new families; sit with them at Mass, etc.; introduce them to others. Recruit and train greeters (separate from ushers) to welcome people as they arrive. 	<ol style="list-style-type: none"> Ongoing. A minimum of twice per year. Annually by August. Ongoing Ongoing 		<ol style="list-style-type: none">

Objective(s)	Action Step(s)	When? How Frequent?	Responsibility(ies)	Status*
	3. Form three parish welcoming committees to deliver welcoming baskets. 4. Update the websites of the parishes. 5. Encourage parishioners to invite un-churched friends and co-workers and inactive Catholics to parish events.			
C. Enhance and facilitate relationships among parishioners from all three parishes.	1. Invite pastors to "exchange pulpits" 2. Host tri-parish social events.	a. Ongoing b. Bi-monthly.		1. 2.

* On-going; Complete; Begun; No Action

APPENDIX B – WORKSHEET # 3
ANNUAL CLUSTER PROGRESS REPORT—BEGINNING MAY 2016

ACCOMPLISHMENTS
PLEASE ADAPT THIS TO INCLUDE YOUR GOALS AND ACTION PLAN.
THIS REPORT IS DUE TO THE IMPLEMENTATION ADVISORY GROUP ANNUALLY ON MAY 15
BEGINNING IN 2016.

DATE _____

CLUSTER #____ **PASTORAL AREA** _____

CLUSTER PARISHES, CITIES/TOWNS: _____

Our Cluster Values include the following:

Our Cluster Vision is:

CARDINAL DOLAN'S GOAL OR MINISTRY DIRECTIVES: # _____

OUR SPECIFIC CLUSTER GOALS:

ACTION PLAN

Objective(s)	Action Step(s)	When? How Frequent?	Responsibility(ies)	Status *

*** On-going; Complete; Begun; No Action**

CARDINAL DOLAN'S GOAL OR MINISTRY DIRECTIVES: # _____

OUR SPECIFIC CLUSTER GOALS:

ACTION PLAN

Objective(s)	Action Step(s)	When? How Frequent?	Responsibility(ies)	Status *

*** On-going; Complete; Begun; No Action**

The collaborative effort we are most proud of is:

The place where we struggled the most is:

Describe how your work to implement the cardinal's MATN goals and ministry directives is making a difference in the cluster. In the archdiocese. In the world.

As we continue to implement the cardinal's goals and ministry directives we need the assistance from archdiocesan offices in the following areas:

PLEASE INCLUDE YOUR IMPLEMENTATION PLAN FOR NEXT YEAR WITH THIS REPORT.

We have worked as a cluster implementation team to evaluate our work and prepare this report.

Signatures:

Name

Parish

APPENDIX B – EXHIBIT # 3

(For Reference in Preparation for May 15, 2016 Progress Report)

SAMPLE OF ANNUAL PROGRESS REPORT

DATE: May 15 each year beginning in 2016

CLUSTER #: **CITY** _____

PARISHES IN THE CLUSTER: _____

IMPLEMENTATION CLUSTER VISION AND VALUES STATEMENT

OPTIONAL COMMON MISSION STATEMENT (purpose, identity, etc. of cluster)

IF YOU WORKED ON A COMMON MISSION STATEMENT FOR YOUR CLUSTER PLEASE WRITE IT HERE.

The parishes in cluster 6 strive to be signs of God's presence in the world but living the Gospel, worshipping the Triune God, reaching out to those in need and providing lifelong religious education opportunities.

VALUES

AS A CLUSTER WE ARE COMMITTED TO OPERATING OUT OF THE FOLLOWING VALUES OR GUIDING PRINCIPLES FOR ACTION:

Cluster 6 values:

- 1) Living out good stewardship of human and financial resources;
- 2) Being a welcoming and inclusive community;
- 3) Serving the needs of others, especially the marginalized;
- 4) Celebrating and being nurtured by vibrant liturgy;
- 5) Respecting the life and dignity of all;
- 6) Being a learning community.

VISION

AS A CLUSTER WE HOLD THE FOLLOWING VISION WHICH WE WOULD LIKE TO SEE ACCOMPLISHED IN THE NEXT FIVE YEARS. (Written in the present tense)

The parishes in our cluster are growing in our faith and developing deeper relationships with God and trust in God's plan for us. Our worship is profound, prayerful and joyful.

Parents in our community are fulfilling their responsibility of passing on the gift of faith to their children. All of our parishioners, young and old, participate in formation programs, both as teachers and learners. Our cluster life is vibrant, active and fun. We embrace and celebrate the diversity of our cluster. Stewardship is a way of life for us. This leads to prophetic outreach and action for social justice. Parishioners see themselves as disciples and apostles; they minister through their gifts in their families, in their work and in the wider world.

PART ONE OF PROGRESS REPORT Note this is your implementation plan with the status column filled out

DATE: May 15, 2016

CLUSTER #: _____ **REGION** _____

PARISHES IN THE CLUSTER: _____

CARDINAL DOLAN'S DIRECTIVE: St. Joseph, St. Mary, and St Anne will form a collaborative relationship.

GOAL 1: Discover the best ways for us to operate as collaborative parishes

ACTION PLAN

Objective(s)	Action Step(s)	When? How Frequent?	Responsibility(ies)	Status *
A. Develop a realistic Mass schedule	<ol style="list-style-type: none"> 1. Form a committee from both parishes to work with the pastor to consider options 2. Seek the input from parishioners 3. Present a new Mass schedule to be tried for at least 6 months and evaluated 	<ol style="list-style-type: none"> a. July 2015 b. August 2015 c. October 2015 	Pastor/Pastoral Administrators and small representative committee from all three parishes	<ol style="list-style-type: none"> 1. Completed 2. Completed 3. Schedule in place; evaluation in October
B. Form a common parish council	<ol style="list-style-type: none"> 1. Gather councils together to explore the possibility 2. Considering piloting a common council for a year 3. Pilot beginning in Sept. 2015, if approved by both councils 	<ol style="list-style-type: none"> a. July 2015 b. September 2015 c. Evaluate September 2016 	Pastor, Pastoral Administrator and three current councils	<ol style="list-style-type: none"> 1. Completed 2. Completed 3. On-going
C. Begin to examine the feasibility of common purchasing	<ol style="list-style-type: none"> 1. Contact current vendors to explore possibilities 2. Seek out Best Practices from other cohorts 	<ol style="list-style-type: none"> a. September 2015 b. September - 	Representatives from finance committees of each parish	<ol style="list-style-type: none"> 1. Completed 2. Completed 3. Completed

	3. Invite St. Anne's to be part of the project 4. Implement, if feasible and evaluate	November 2015 c. September 2015 d. July 1, 2016		4. Begun with paper products
--	--	---	--	------------------------------

* On-going; Complete; Begun; No Action

CARDINAL DOLAN'S MINISTRY DIRECTIVE: Work collaboratively on evangelization

GOAL 2: Create evangelization processes to serve the needs of St. Ann, St. John and St. Mary

ACTION PLAN

Objective(s)	Action Step(s)	When? How Frequent?	Responsibility(ies)	Status*
A. Offer "Welcome Home" events	1. Form a collaborative evangelization planning committee. 2. Develop marketing materials for "Welcome Home." 3. Plan "Welcome Home" events. 4. Interview potential participants at "Welcome Home" to critique the plan and make needed adjustments. 5. Form a team of trained workshop presenters. 6. Evaluate based on pre-established criteria and make needed course corrections.	Hold three events annually, beginning in Sept. 2015. Provide follow-up to all participants.	Evangelization planning committee	1. Completed 2. Begun 3. Begun 4. No action 5. No action 6. No action
B. Invite visitors and integrate	1. Have a family mentor new families; sit with	a. Ongoing.		1. Begun 2. Begun

Objective (s)	Action Step (s)	When? How Frequent?	Responsibility(ies)	Status*
new members into our parish.	them at Mass, etc.; introduce them to others. 2. Recruit and train greeters (separate from ushers) to welcome people as they arrive. 3. Form three parish welcoming committees to deliver welcoming baskets. 4. Update the websites of the parishes. 5. Encourage parishioners to invite un-churched friends and co-workers and inactive Catholics to parish events.	b. A minimum of twice per year. c. Annually by August. d. Ongoing e. Ongoing		3.No action 4.Begun 5. No action
C. Enhance and facilitate relationships among parishioners from all three parishes.	1. Invite pastors to "exchange pulpits" 2. Host tri-parish social events.	a. Ongoing b. Bi-monthly.		1.No action 2.Begun

* On-going; Complete; Begun; No Action

PART TWO OF CLUSTER PROGRESS REPORT

The collaborative effort we are most proud of is:

1. Forming a common parish council
2. Doing joint purchasing of paper products
3. Forming an evangelization committee

The place where we struggled the most was:

Trying to find the funds to hire a youth minister

Describe how our work to implement the cardinal's directives is making a difference in the cluster. In the archdiocese. In the world.

- We are using our resources better, saving money in how we purchase our paper products.
- We as a cluster, are becoming stronger and attracting more people because we have a great choir and are seeing some results in starting our evangelization program.
- We are an example to the world of what we can do when we work together.

As we continue to implement the cardinal's directives we need the assistance from archdiocesan offices in the following areas:

1. We could use some help in combining our religious education programs.
We also need help in raising money for ministry

APPENDIX C – EFFECTIVE COMMUNICATION ANNOUNCEMENTS

Announcement 1

Making All Things New

Cardinal Dolan has asked us to implement his directives which grew out of the *Making All Things New* planning process. His expectation is that all parishes will work with their cluster to develop a plan to implement both their model directives and their ministry and related directives.

Our cluster includes the following parishes:

Cardinal Dolan has directed us to: (list all directives)

Announcement 2

Making All Things New

The goals of *Making All Things New* promoted by Cardinal Dolan include:

- To enhance the vibrancy of parish life in the Archdiocese of New York;
- To strengthen the presence and ministry of the Church in the urban, suburban, and rural areas of the archdiocese;
- To foster a greater appreciation for and participation in Sunday Eucharist;
- To promote the New Evangelization efforts throughout the archdiocese;
- To implement parish planning within the archdiocese considering the needs of the people, the projected number of priests available to serve, financial resources, and changing demographics;
- To ensure that all parishioners have opportunities for quality lifelong Catholic education and formation;
- To strengthen service to those who are most in need;
- To promote vocations to priesthood, religious life, the diaconate, and lay ministry;
- To support new initiatives for youth, young adults, families, and seniors;
- To build a greater sense of unity among Catholics from all cultures within the local Church;
- To increase collaboration among all entities in the local, national, and universal Church.

As our parish implementation team begins its work, as part of the cluster implementation team to implement the Cardinal Dolan's directives, it will keep these goals in mind and keep you informed how well it is doing in meeting the goals.

Announcement 3

Making All Things New

The following people are on the parish implementation team: (Name people.) As part of the cluster implementation team they attended a training session on _____ (date) to become acquainted with the materials we will be using to assess our parish ministries.

Our directives from Cardinal Dolan include the following:
(cluster's ministry directives)

Announcement 4

Making All Things New

The cluster implementation team prioritized its work and has begun to plan for implementation of these directives: (list directives)

Our hopes for the future include _____. If you have any comment about these or would like to help us implement these hopes and dreams, please contact _____ at _____.

[Repeat this kind of announcement for each time a new directive is added to the list.]

Announcement 5

Making All Things New

Our cluster implementation team sponsored a successful _____ program, which attracted _____ people. The evaluations showed that the participants appreciated _____. We hope to sponsor more of these joint programs and need more volunteers from this parish to do it. Please contact _____ at _____ to get more information.

Announcement 6

Making All Things New

As part of our implementation of Cardinal Dolan's directives we are studying some demographic trends that are part of our cluster's life. We thought you would be interested in the following: (include what is appropriate.)

Announcement 7

Making All Things New

The cluster implementation team has begun to work on Cardinal Dolan's directives. We are focusing on _____ and hope to be able to _____. We would appreciate any volunteers who can help us _____ over the next several weeks.

Announcement 8

Making All Things New

The cluster implementation team invites you to a meeting to accomplish two things: 1) to hear about its deliberations on the best way to implement Cardinal Dolan's directives; 2) and to solicit your input. We would appreciate your attendance and participation. The meeting is _____ time, _____ place, _____ date.

Announcement 9

Making All Things New

The cluster implementation team is in the process of preparing to present our plan for implementation of Cardinal Dolan's directives to the archdiocesan implementation commission. Before we do this we would appreciate your feedback about what we are proposing. Please go to the parish website to read the plan and give us any ideas you may have about it. There are three questions at the end of the plan for your feedback. Please answer these by _____.

APPENDIX D – WORKSHEET # 1

EMPLOYEE LISTING

EMPLOYEE LISTING (Please list all *lay* employees)

(All worksheets are due within 30 days of parish merger)

Prepared by: _____

Parish Merger Date _____

Date: _____

Parish Paying into the NYS Unemployment Insurance Fund? (yes or no) _____

Employee	Social Security Number <small>(last 4 digits only)</small>	Last Day Worked	Date of Hire	W-2 or Unreported	Medical Plan FAIMIND	Dental Plan FAIMIND	Pension Plan YES/NO	Hours per Week	Pay Period <small>(wk/bl-ek/monthly)</small>	Rate	Current Annual Salary	Unpaid Vacation Time (in days)	Severance Amount
1 _____ <small>(Employee Name)</small>	_____	_____	_____	_____	_____	_____	_____	_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____	_____	_____	_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____	_____	_____	_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____	_____	_____	_____	_____	_____	_____	_____	_____
2 _____ <small>(Employee Name)</small>	_____	_____	_____	_____	_____	_____	_____	_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____	_____	_____	_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____	_____	_____	_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____	_____	_____	_____	_____	_____	_____	_____	_____
3 _____ <small>(Employee Name)</small>	_____	_____	_____	_____	_____	_____	_____	_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____	_____	_____	_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____	_____	_____	_____	_____	_____	_____	_____	_____

APPENDIX D –WORKSHEET # 2
BANK AND INVESTMENT ACCOUNTS

BANK & INVESTMENT ACCOUNT LISTING

(Please attach copy of the latest bank statement and corresponding monthly reconciliation)

(All worksheets are due within 30 days of parish merge)

Prepared by:

Date: _____

Parish Merger Date: _____

Bank Name & Branch Location	Account name	Account number	Account Type (Checking/Savings/Money Market/CD)	Signature(s) on Account	Account Balance	Restricted Account Yes/No	Reason for Restriction	Location of Restriction on Documentation
(Street Address)								
(To use)								
(Street Address)								
(To use)								
(Street Address)								
(To use)								
(Street Address)								
(To use)								

APPENDIX D –WORKSHEET # 3

OUTSTANDING DEBT

OUTSTANDING DEBT

(Please attach each unpaid invoice and copy of the open item listing from the accounting system)

(All worksheets are due within 30 days of parish merger)

Prepared by: _____

Date: _____

Parish Merger Date: _____

	Vendor Name & Address	Vendor Tax Id #	Account #	Invoice #	Amount	<div style="border: 1px solid black; padding: 2px;">Date Invoice</div> <div style="border: 1px solid black; padding: 2px;">Paid</div>
1	_____	_____	_____	_____	_____	_____
	_____			_____	_____	_____
	(Street Address)			_____	_____	_____
	_____			_____	_____	_____
	(Town / Zip Code)					
2	_____	_____	_____	_____	_____	_____
	_____			_____	_____	_____
	(Street Address)			_____	_____	_____
	_____			_____	_____	_____
	(Town / Zip Code)					
3	_____	_____	_____	_____	_____	_____
	_____			_____	_____	_____
	(Street Address)			_____	_____	_____
	_____			_____	_____	_____
	(Town / Zip Code)					
4	_____	_____	_____	_____	_____	_____
	_____			_____	_____	_____
	(Street Address)			_____	_____	_____
	_____			_____	_____	_____
	(Town / Zip Code)					

APPENDIX D – WORKSHEET # 4 **CHARGE AND CREDIT ACCOUNTS**

CHARGE & CREDIT ACCOUNTS

(All worksheets are due within 30 days of parish merger)

Prepared by: _____

Date: _____

Parish Merger Date _____

	Store or Institution	Account #	Signer(s) on Account	Date Closed
1	_____	_____	_____	_____
	(Street Address)			
	(Town / Zip Code)			
	(Telephone Number)			
2	_____	_____	_____	_____
	(Street Address)			
	(Town / Zip Code)			
	(Telephone Number)			
3	_____	_____	_____	_____
	(Street Address)			
	(Town / Zip Code)			
	(Telephone Number)			
4	_____	_____	_____	_____
	(Street Address)			
	(Town / Zip Code)			

APPENDIX D –WORKSHEET # 5 **SERVICE CONTRACTS/AGREEMENTS**

SERVICE CONTRACTS / AGREEMENTS

(All worksheets are due within 30 days of parish merger)

Prepared by: _____

Date: _____

Parish Merger Date _____

	Service Contract Vendor	Account #	Equipment under Contract/Agreement	Termination Date of Contract / Agreement
1	_____	_____	_____	_____
	(Street Address)			
	(Town / Zip Code)			
	(Telephone Number)			
2	_____	_____	_____	_____
	(Street Address)			
	(Town / Zip Code)			
	(Telephone Number)			
3	_____	_____	_____	_____
	(Street Address)			
	(Town / Zip Code)			
	(Telephone Number)			
4	_____	_____	_____	_____
	(Street Address)			
	(Town / Zip Code)			
	(Telephone Number)			

APPENDIX D – EXHIBIT # 5a
SAMPLE LETTER TO VENDORS

Date

Action Services
XXX Main Street
New York, NY 10000

To Whom It May Concern:

This letter is to notify you that, effective (DATE OF MERGING) (NAME OF PARISH), (ADDRESS OF PARISH) will be merging with (NAME OF RECEIVING PARISH). (NAME OF PARISH) will no longer be receiving products/services from your company subsequent to the above effective merger date. Please close all established accounts for our parish with your company (DATE OF MERGER).

Subsequent to (DATE OF MERGER), please forward any remaining outstanding invoices/bills to the address below:

(PASTOR/ADMINISTRATOR OF NEW PARISH)
(NEW PARISH NAME)
(NEW PARISH ADDRESS)

Thank you for your time and attention to this matter. If you have any questions, please feel free to contact the parish.

Sincerely,

Reverend John Smith
Pastor/Administrator

APPENDIX D –WORKSHEET # 6 **LEASE AND/OR RENTAL AGREEMENTS**

LEASE AND/OR RENTAL AGREEMENTS

(Please attach a copy of the signed lease and/or rental agreement)

(All worksheets are due within 30 days of parish merger)

Prepared by: _____

Date: _____

Parish Merger Date _____

Company Leased From	Account #	Equipment / Vehicle being Leased / Rented	Termination Date of Lease/Rental Agreement
1 _____ _____ (Street Address) _____ (Town / Zip Code) _____ (Telephone Number)	_____	_____	_____
2 _____ _____ (Street Address) _____ (Town / Zip Code) _____ (Telephone Number)	_____	_____	_____
3 _____ _____ (Street Address) _____ (Town / Zip Code) _____ (Telephone Number)	_____	_____	_____

APPENDIX D – EXHIBIT # 6a
SAMPLE LETTER REGARDING LEASES

Date

Lease It Inc.
XXX Main Street
New York, NY 10000

To Whom It May Concern:

This letter is to notify you that, effective (DATE OF MERGER), (NAME OF PARISH) (ADDRESS OF PARISH) will be merging with (NAME OF RECEIVING PARISH). Our parish currently leases a (DESCRIPTION OF EQUIPMENT) from your company. Our account number is (ACCOUNT NUMBER). We request at this time to terminate our leasing arrangement due to our merger.

We realize there may be some additional charges due to the early termination of our leasing arrangement. Upon receipt of this letter, please contact me regarding any additional fees and to arrange a time prior to (DATE OF MERGER) so the (EQUIPMENT) can be picked up by your company.

Subsequent to the (DATE OF MERGER) (NAME OF PARISH), please forward any correspondence and/or outstanding invoices/bills to the address below:

(PASTOR/ADMINISTRATOR OF NEW PARISH)
(NEW PARISH NAME)
(NEW PARISH ADDRESS)

Thank you for your time and attention to this matter. If you have any questions, please feel free to contact the parish.

Sincerely,

Reverend John Smith
Pastor/Administrator

APPENDIX D – WORKSHEET # 7 **MEMBERSHIPS AND SUBSCRIPTIONS**

MEMBERSHIPS & SUBSCRIPTIONS

(All worksheets are due within 30 days of parish merger)

Prepared by: _____

Date: _____

Parish Merger Date _____

	Company Name	Membership/Subscription ID or Account #	Date Cancelled
1	_____	_____	_____
	(Street Address)		
	(Town / Zip Code)		
	(Telephone Number)		
2	_____	_____	_____
	(Street Address)		
	(Town / Zip Code)		
	(Telephone Number)		
3	_____	_____	_____
	(Street Address)		
	(Town / Zip Code)		
	(Telephone Number)		

APPENDIX D – WORKSHEET # 8

PARISH OFFICE INVENTORY

Parish Office Inventory

Parish Name: _____ Parish Number: _____ Prepared by: _____

(All worksheets are due within 30 days of parish merger) Parish Merger Date: _____ Date: _____

<u>Item</u> (furniture, office equipment, cameras, etc.)	<u>Control #</u>	<u>Quantity</u>	<u>Description</u>	<u>Condition</u> (Excellent, Good, Fair, Poor)	<u>Make</u>	<u>Model</u>	<u>Serial #</u>	<u>Estimated Value</u>	<u>Comments</u>

APPENDIX D – WORKSHEET # 9

AUTOMOBILES

[illegible]

APPENDIX D – WORKSHEET # 10

MAINTENANCE EQUIPMENT

Maintenance Equipment

Parish Name: _____

Parish Number:

(All worksheets are due within 30 days of arish merger)

Parish Merger Date

[illegible]

APPENDIX E – PRAYER RESOURCES



PRAYER

God our Father, through the Gospel and the Eucharist, You bring us together as Your Church in the Archdiocese of New York.

Send us Your Holy Spirit, to enlighten our minds and guide our actions as we plan for the future of parish life in this Archdiocese.

Help us learn new ways to strengthen and revitalize our parish communities, and to be good stewards of the spiritual and material gifts that sustain them.

Bless our work, so that our parishes may continue to witness to the truth of the Gospel, and be a sign of Your love for all people.

We ask this through Christ our Lord.

Amen

PRAYERS BASED ON LITURGICAL SCRIPTURAL READINGS – 2015

February 8, 2015 - Fifth Sunday in Ordinary Time

OPENING PRAYER

We give you thanks, gracious God, for your love that sustains us in difficult times. Strengthen us so that we may show your love and care to others. We ask this through Jesus Christ, who lives and reigns with you and the Holy Spirit.

ALL: Amen

Gospel: Mark 1:32-39

When it was evening, after sunset, they brought to him all who were ill or possessed by demons. The whole town was gathered at the door. He cured many who were sick with various diseases, and he drove out many demons, not permitting them to speak because they knew him.

Rising very early before dawn, he left and went off to a deserted place, where he prayed. Simon and those who were with him pursued him and on finding him said, "Everyone is looking for you." He told them, "Let us go on to the nearby villages that I may preach there also. For this purpose have I come." So he went into their synagogues, preaching and driving out demons throughout the whole of Galilee. The Gospel of the Lord.

ALL: Praise to you, Lord, Jesus Christ.

FOR REFLECTION AND SHARING

1. What words particularly spoke to you in this reading? Why?
2. What are some of the times in your life that you have felt the healing power of Jesus?
3. How will the parish become a healing force in the community through ***Making All Things New?***

GENERAL INTERCESSIONS

Response: God, let your love shine through us

- That we may be empowered to shine God's love into the darkest corners of our community, let us pray to the Lord...
- That we may be signs of God's love to the forgotten of our society, let us pray to the Lord...
- That those struggling for peace and justice may see glimmers of God's light, let us pray to the Lord...
- Please add your own intentions

Generous Lord, hear our prayers and answer our longings. We ask this through our Brother and through the power of the Holy Spirit. ALL: Amen

CLOSING PRAYER: *Making All Things New* Prayer

PRAYERS BASED ON LITURGICAL SCRIPTURAL READINGS

February 15, 2015 - Sixth Sunday in Ordinary Time

OPENING PRAYER

Source of all life, each day you bring us closer to yourself. With ***Making All Things New***, help us to deepen our understanding of your deepest desire for us: Life in Jesus Christ united by the Holy Spirit.

ALL: Amen

Reading 2 1 Corinthians 10:31-11:1

Brothers and sisters, whether you eat or drink, or whatever you do, do everything for the glory of God. Avoid giving offense, whether to the Jews or Greeks or the church of God, just as I try to please everyone in every way, not seeking my own benefit but that of the many, that they may be saved. Be imitators of me, as I am of Christ. The Word of the Lord.

ALL: Thanks be to God.

FOR REFLECTION AND SHARING

1. What words particularly spoke to you in this reading? Why?
2. How is your work in ***Making All Things New*** seeking the common good?
3. How does everything you do reflect the glory of God?

GENERAL INTERCESSIONS

Response: God, write your commands on our hearts

- That our community may be a haven for those who feel the sting of discrimination in all its forms, let us pray to the Lord...
- That through ***Making All Things New***, we will seek the benefit of the many, let us pray to the Lord...
- That we may live our lives as imitators of Christ, let us pray to the Lord...
- Please add your own intentions

Lord, hear our prayers shared and kept in silence. We ask this through Christ, our Lord by the power of the Holy Spirit. ALL: Amen

CLOSING PRAYER: ***Making All Things New*** Prayer

PRAYERS BASED ON LITURGICAL SCRIPTURAL READINGS

February 22, 2015 - First Sunday of Lent

OPENING PRAYER

Loving God, you have given us your son, Jesus Christ as an example of one who was tempted to be unfaithful to you. Strengthen us to follow his example and to avoid the temptations to misuse power, to be greedy and to be focused on worldly things. Empower us to overcome temptation through the graces of Christ. Let us lead by the example of our lives to proclaim the Gospel of Jesus Christ. We ask this through our Lord, Jesus Christ, your son, who lives and reigns with you and the Holy Spirit, one God, forever and ever..

ALL: Amen.

READING: Mark 1: 12-15

The Spirit drove Jesus out into the desert, and he remained in the desert for forty days, tempted by Satan. He was among wild beasts, and the angels ministered to him.

After John had been arrested, Jesus came to Galilee proclaiming the gospel of God. "This is the time of fulfillment. The kingdom of God is at hand. Repent, and believe in the gospel."

The Gospel of the Lord. **ALL: Praise to you Lord, Jesus Christ**

FOR REFLECTION AND SHARING

1. Where do you think the Holy Spirit is leading you in ***Making All Things New*** planning process?
2. Jesus trusted the Spirit in the desert. In what ways are we being called to trust the Spirit and each other in this process? How is this manifested?
3. How do we proclaim the Gospel with our lives?

GENERAL INTERCESSIONS

Response: Lord, hear our prayer

- That we may be strengthened to overcome the temptation to resist change that may be called for in the Cardinal's directives which will follow *Making All Things New*. let us pray to the Lord.
- That we may recognize as natural, that in any change process there is a wilderness— an in-between time, when we are not certain where we are or where we are going, let us pray to the Lord...
- That we may rely on the Spirit's presence as Jesus did, when confronted with evil and danger, let us pray to the Lord...
- That we may show in our planning that we care for those in need, whether neighbors or strangers, let us pray to the Lord...

For all these petitions, those spoken and unspoken, we ask you loving God to be mindful of us and present to us. We ask this in the name of Christ the Lord, through the power of the Holy Spirit.

ALL: Amen

CLOSING PRAYER: *Making All Things New* Prayer

PRAYERS BASED ON LITURGICAL SCRIPTURAL READINGS

March 1, 2015 - Second Sunday of Lent

OPENING PRAYER

Most amazing God, when we sit quietly with you, you reveal your mystery to us. Help our resolve to use this Lenten season to deepen our prayer life and our gratitude for your magnificent gift of your only Son. We ask this in Jesus' name.
ALL: Amen

Reading: Romans 8:31b-34

Brothers and sisters: If God is for us, who can be against us? He who did not spare his own Son but handed him over for us all, how will he not also give us everything else along with him?

Who will bring a charge against God's chosen ones? It is God who acquits us, who will condemn? Christ Jesus it is who died—or, rather, was raised—who also is at the right hand of God, who indeed intercedes for us. The Word of the Lord.
ALL: Thanks be to God

FOR REFLECTION AND SHARING

1. What words particularly spoke to you in this reading? Why?
2. How do you experience Christ interceding for you?
3. How will Making All Things New help us express our gratitude for the gift of Jesus?

GENERAL INTERCESSIONS

Response: Mysterious God, help us to reveal your love for others

- That Church leaders strive to teach the mystery of God's love in clear language of today, let us pray to the Lord...
- That all Catholics become so familiar with God's Word that they evangelize through actions, let us pray to the Lord...
- That those longing for peace and justice experience God's love through us, let us pray to the Lord...
- Please add your own intentions

Mysterious God, grant us a sense of awe and gratitude that you have revealed yourself to us in Christ. We ask this in his name by the grace of the Holy Spirit. ALL: Amen

CLOSING PRAYER: *Making All Things New* Prayer

PRAYERS BASED ON LITURGICAL SCRIPTURAL READINGS

March 8, 2015 - Third Sunday of Lent

OPENING PRAYER

Holy God, we see how far we fall short in our own communities of reverence for and rejoicing in you. Increase in us the hope that ***Making All Things New*** will deepen our sense of what is important for our parish and our community. We ask this in the name of Jesus, who lives and reigns with you and the Holy Spirit. ALL: Amen

Gospel: John 2:13-21

Since the Passover of the Jews was near, Jesus went up to Jerusalem. He found in the temple area those who sold oxen, sheep, and doves, as well as the money changers seated there. He made a whip out of cords and drove them all out of the temple area, with the sheep and oxen, and spilled the coins of the money changers and overturned their tables, and to those who sold doves he said, "Take these out of here, and stop making my Father's house a marketplace." His disciples recalled the words of Scripture, *Zeal for your house will consume me.*

At this the Jews answered and said to him, "What sign can you show us for doing this?" Jesus answered and said to them, "Destroy this temple and in three days I will raise it up." The Jews said, "This temple has been under construction for forty-six years, and you will raise it up in three days?" But he was speaking about the temple of his body. The Gospel of the Lord.

ALL: Praise to you, Lord Jesus Christ.

FOR REFLECTION AND SHARING

1. What words particularly spoke to you in this reading? Why?
2. Jesus said that a place of worship is not a marketplace. What image would you use to describe our parish?
3. How will ***Making All Things New*** unite our parish in deeper commitment to the work of the Church?

GENERAL INTERCESSIONS

Response: God, fill us with hope for the future

- That all who struggle with conflict and division in the world will find the hope needed to keep on, let us pray to the Lord...
- That those striving for justice for the poor and working poor will feel the support of the Church, let us pray to the Lord...
- That ***Making All Things New*** will make the parish a reflection of the promise of the Resurrection, let us pray to the Lord.
- Please add your own intentions.

Hear our cries and our whispered petitions, O gracious God. We ask this in confidence in Jesus Christ and the Holy Spirit. ALL: Amen

CLOSING PRAYER: ***Making All Things New*** Prayer

PRAYERS BASED ON LITURGICAL SCRIPTURAL READINGS

March 15, 2015 - Fourth Sunday of Lent

OPENING PRAYER

All-seeing God, help us to live the truth and so live in your light. Strengthen our resolve to rise up to join your work of Making All Things New. Grant us this through Christ our Lord in the Holy Spirit. ALL: Amen

Gospel: John 3:16-21

For God so loved the world that he gave his only Son, so that everyone who believes in him might not perish but might have eternal life. For God did not send his Son into the world to condemn the world, but that the world might be saved through him. Whoever believes in him will not be condemned, but whoever does not believe has already been condemned, because he has not believed in the name of the only Son of God. And this is the verdict, that the light came into the world, but people preferred darkness to light, because their works were evil. For everyone who does wicked things hates the light and does not come toward the light, so that his works might not be exposed. But whoever lives the truth comes to the light, so that his works may be clearly seen as done in God. The Gospel of the Lord.

ALL: Praise to you Lord, Jesus Christ.

FOR REFLECTION AND SHARING

1. What words particularly spoke to you in this reading? Why?
2. Jesus is the light that came into the world. How have you "come toward the light" in your life?
3. What insights have you gained through *Making All Things New*?

GENERAL INTERCESSIONS

Response: Lord, hear our prayer

- That we may turn away from darkness and toward the light, to live with renewed commitment to be followers of Jesus, let us pray to the Lord...
- That we bring the light of Jesus to the most vulnerable of our citizens, let us pray to the Lord...
- That we may support and pray for all who struggle with faith, let us pray to the Lord...
- Please add your own intentions

Compassionate God, hear our prayers through the love of Jesus Christ and compassion of the Holy Spirit.
ALL: Amen

CLOSING PRAYER: *Making All Things New* Prayer

PRAYERS BASED ON LITURGICAL SCRIPTURAL READINGS

March 22, 2015 - Fifth Sunday of Lent

OPENING PRAYER

Caring God and creator, you have given us loving hearts to love you, our neighbors and ourselves. Strengthen us to have renewed hearts, as we continue to plan for the future of our Church in this region. Continue to inspire us as you did Jeremiah to be hopeful, forgiving and to be transformed by your love for us. We ask this through our Lord, Jesus Christ, your son, who lives and reigns with you and the Holy Spirit, one God, forever and ever..

ALL: Amen.

READING: Jeremiah 31:33-34 (From the first reading for the 5th Sunday of Lent)

But this is the covenant which I will make with the house of Israel after those days, says the Lord. I will place my law within them, and write it upon their hearts; I will be their God, and they shall be my people. No longer will they have need to teach their friends and kinsmen how to know the Lord. All, from least to greatest, shall know me, says the Lord, for I will forgive their evil doing and remember their sin no more. The Word of the Lord. **ALL: Thanks be to God.**

FOR REFLECTION AND SHARING

1. The law given to Moses was written on stone; the law that Jeremiah is speaking of is written in people's hearts. What is the significance of that for you and your life?
2. St. Augustine said his heart was restless, until it rested in the Lord. He was referring to the "yearning for something more" in life—more than material things, more than influence, more than power. In what ways have you experienced the "yearning for more" that can only be satisfied by the Spirit of God?
3. God not only "forgives" but God "forgets our sins." Why is it so challenging for us to "forget" our own sins and the offenses which have been committed against us?

GENERAL INTERCESSIONS

Response: Loving God, hear our prayer

- That we may grow in appreciation for the love that God has for us, let us pray to the Lord...
- That we may be more conscious of the law that God has written in our hearts, let us pray to the Lord...
- That we may be strengthened to be more forgiving, let us pray to the Lord...
- That we may ask for forgiveness when we have offended someone else, let us pray to the Lord...
- That we may not forget the hungry, lonely and homeless who often see God's presence through us as we meet their needs, let us pray to the Lord.

For these and all the prayers in our hearts, please hear us gracious God, in the name of your Son, Jesus Christ through the power of the Holy Spirit.

CLOSING PRAYER: *Making All Things New* Prayer

PRAYERS BASED ON LITURGICAL SCRIPTURAL READINGS

March 29, 2015 Palm Sunday

OPENING PRAYER

Creator of all, through *Making All Things New* give us a spirit of welcome and celebration for the coming of your Son into our lives. And give us also a spirit of compassion so that true peace and justice may come in our time. We ask this in union with Jesus Christ by the power of the Holy Spirit. ALL: Amen

Gospel Mark 11:1-10

When Jesus and his disciples drew near to Jerusalem, to Bethphage and Bethany at the Mount of Olives, he sent two of his disciples and said to them, "Go into the village opposite you, and immediately on entering it, you will find a colt tethered on which no one has ever sat. Untie it and bring it here. If anyone should say to you, 'Why are you doing this?' reply, 'The Master has need of it and will send it back here at once.'" So they went off and found a colt tethered at a gate outside on the street, and they untied it. Some of the bystanders said to them, "What are you doing, untying the colt?" They answered them just as Jesus had told them to, and they permitted them to do it. So they brought the colt to Jesus and put their cloaks over it. And he sat on it.

Many people spread their cloaks on the road, and others spread leafy branches that they had cut from the fields. Those preceding him as well as those following kept crying out: "Hosanna!

Blessed is he who comes in the name of the Lord! Blessed is the kingdom of our father David that is to come! Hosanna in the highest!" The Gospel of the Lord ALL: Praise to you Lord Jesus Christ.

FOR REFLECTION AND SHARING

1. What words particularly spoke to you in this reading? Why?
2. For what or for whom in your life would you shout, "Hosanna in the highest!"?
3. The exuberance of Palm Sunday is tempered by the knowledge of what is to come. How in your life do you combine a spirit of celebration with compassion for those who suffer injustice?

GENERAL INTERCESSIONS

Response: God, give us a share of your love and compassion for the world

That we welcome all in the same way we welcome Jesus, let us pray to the Lord...

That we may be a voice for the voiceless, let us pray to the Lord...

That we may have the courage to stand for justice no matter the cost, let us pray to the Lord...

That, enriched by *Making All Things New*, we are led to live lives of both celebration and compassion, let us pray to the Lord...

Please add your own intentions

Compassionate God, hear our prayers as we call to you in hope. We ask this as Christ's body through the power of the Holy Spirit.

ALL: Amen

CLOSING PRAYER: *Making All Things New* Prayer

PRAYERS BASED ON LITURGICAL SCRIPTURAL READINGS

April 12, 2015 - Second Sunday of Easter Divine Mercy Sunday

OPENING PRAYER

God above and within us, bless us with the hope that Making All Things New has enkindled in us. Motivate us to share our resources with all who need them. Help us stay the course so that our parish may celebrate the effects of the Resurrection. We ask this through the Risen Lord and the power of the Holy Spirit.
ALL: Amen

Reading: Acts of the Apostles 4:32-35

The community of believers was of one heart and mind, and no one claimed that any of his possessions was his own, but they had everything in common. With great power the apostles bore witness to the resurrection of the Lord Jesus, and great favor was accorded them all.

There was no needy person among them, for those who owned property or houses would sell them, bring the proceeds of the sale, and put them at the feet of the apostles, and they were distributed to each according to need. The Word of the Lord ALL: Thanks be to God

FOR REFLECTION AND SHARING

1. What words particularly spoke to you in this reading? Why?
2. Who makes Christ visible to you?
3. In your opinion who are the people or groups of people who most need to feel God's mercy?

GENERAL INTERCESSIONS

Response: Merciful God, hear our prayer

- That we may be instruments of God's mercy, let us pray to the Lord...
- That our personal resources and those of the earth be shared by all and used respectfully, let us pray to the Lord...
- That mercy be coupled with justice in our prison systems, let us pray to the Lord...
- That those languishing in refugee camps experience the mercy of God, let us pray to the Lord...
- Please add your own intentions

Merciful God, we cry out in hope knowing you hear our prayers. We call to you through Christ and his Holy Spirit.

ALL: Amen

CLOSING PRAYER: *Making All Things New* Prayer

PRAYERS BASED ON LITURGICAL SCRIPTURAL READINGS

April 19, 2015 Third Sunday of Easter

OPENING PRAYER

Gracious God, you have given us the wonderful gift of your Son, Jesus Christ, our Lord and Savior. He has showed us how to live your commandments. Please continue to strengthen us as we strive to grow to be even more faithful followers of the way Jesus taught us to live. Empower us to live more consciously in union with your commandments so that the world will be more just and peaceful. We ask this through Jesus Christ, your son, who lives and reigns with you and the Holy Spirit, one God, forever and ever.

ALL: Amen

READING: 1 John 2:1-5a

My children, I am writing this to you so that you may not commit sin. But if anyone does sin, we have an Advocate with the Father, Jesus Christ the righteous one. He is expiation for our sins and not for our sins only but for those of the whole world. The way we may be sure that we know him is to keep his commandments. Whoever says, "I know him," but does not keep his commandments is a liar, and the truth is not in him. But whoever keeps his word, the love of God is truly perfected in him.

The word of the Lord

ALL: Thanks be to God

FOR REFLECTION AND SHARING

1. What phrases struck you in this reading? Why?
2. What is the relationship between knowing God and following his commandments in the reading? How does this apply to your life?
3. How is the love of God being perfected in you?

GENERAL INTERCESSIONS

Response: Gracious God, hear our prayer

- That we may grow in the love of God by keeping God's commandments, let us pray to the Lord...
- That we may appreciate all that Christ has done for us, let us pray to the Lord...
- That our planning may reflect our faithfulness to the commandments, let us pray to the Lord...
- That we may faithfully follow the commandments of Christ to love God and neighbor, let us pray to the Lord.
- That we may make Christ's presence known as we care for the poor, the underserved, the lonely and depressed, let us pray to the Lord...

For these and all the yearnings in our hearts we ask God to hear our petitions in the name of Christ through the power of the Holy Spirit.

ALL: Amen

CLOSING PRAYER: *Making All Things New* Prayer

PRAYERS BASED ON LITURGICAL SCRIPTURAL READINGS

April 26, 2015 - Fourth Sunday of Easter

OPENING PRAYER

Gracious God, you filled the apostles and disciples with lively faith. You let them know of your great love for them. Empower us in our time to bring the love of the Gospel to our neighborhoods as we continue our planning--*Making All Things New*. In Jesus' name and through the power of the Holy Spirit, we pray.
ALL: Amen

Reading: 1 John 3:1-2

Beloved: See what love the Father has bestowed on us that we may be called the children of God. Yet, so we are.

The reason the world does not know us is that it did not know him. Beloved, we are God's children now; what we shall be has not yet been revealed. We do know that when it is revealed we shall be like him, for we shall see him as he is.

The Word of the Lord All: Thanks be to God

FOR REFLECTION AND SHARING

1. What words particularly spoke to you in this reading? Why?
2. What support do you need to vigorously live your faith and touch the people around you?
3. What signs of hope do you see as we move forward in "*Making All Things New*"?

GENERAL INTERCESSIONS

Response: Lord, teach us how to reveal your love

That we experience the joy of Easter throughout this holy season, let us pray to the Lord...

That our actions always preach the Good News, let us pray to the Lord...

That we face our need for God's love, let us pray to the Lord...

That work for peace and justice continues unceasingly; let us pray to the Lord...

Please add your own intentions

Loving Shepherd, we know you hear our prayers whether we voice them or they remain hidden. We thank you in unity with Jesus Christ and the Holy Spirit

ALL: Amen

CLOSING PRAYER: *Making All Things New* Prayer

PRAYERS BASED ON LITURGICAL SCRIPTURAL READINGS

May 3, 2015 - Fifth Sunday of Easter

OPENING PRAYER

Good and gracious God, as you called the apostles and disciples you call us. Enable us to be as courageous as Paul was and as understanding as the leaders in the early Church. Give us the grace to continue Making All Things New. Strengthen us through our Lord, Jesus Christ your Son, who lives and reigns with you and the Holy Spirit. ALL: Amen

Reading: Acts of the Apostles 9:26-31

When Saul arrived in Jerusalem he tried to join the disciples, but they were all afraid of him, not believing that he was a disciple. Then Barnabas took charge of him and brought him to the apostles, and he reported to them how he had seen the Lord, and that he had spoken to him, and how in Damascus he had spoken out boldly in the name of Jesus. He moved about freely with them in Jerusalem, and spoke out boldly in the name of the Lord. He also spoke and debated with the Hellenists, but they tried to kill him. And when the brothers learned of this, they took him down to Caesarea and sent him on his way to Tarsus.

The church throughout all Judea, Galilee, and Samaria was at peace. It was being built up and walked in the fear of the Lord, and with the consolation of the Holy Spirit it grew in numbers.

The Word of the Lord. All: Thanks be to God

FOR REFLECTION AND SHARING

1. What words particularly spoke to you in this reading? Why?
2. How would you describe the courage you are exercising in *Making All Things New*?
3. How will Making All Things New entice parishioners to serve within and outside the parish?

GENERAL INTERCESSIONS

Response: God, give us the grace to answer your call

- That we may be a people known for service, let us pray to the Lord...
- That we may be open to continuously have a change of heart as Paul did—to be of service to the Gospel, let us pray to the Lord...
- That we may have the courage and will to work for policies that support the poor and the working poor, let us pray to the Lord...
- That we may have the spirit of evangelization as the early Church had, let us pray to the Lord...
- Please add your own intentions

Enlivening Spirit, hear the prayers we offer aloud and silently. We ask this through our Jesus, the Christ and by the Holy Spirit.

ALL: Amen

CLOSING PRAYER: *Making All Things New* Prayer

PRAYERS BASED ON LITURGICAL SCRIPTURAL READINGS

May 10, 2015 - Sixth Sunday of Easter

OPENING PRAYER

Faithful God, empower us to love others as God has loved us. Strengthen us to reach out to understand and accept others, even when it is very difficult. Increase our understanding of and appreciation for all Jesus has done for us. We ask this in his name and through the power of the Holy Spirit. ALL: Amen

Reading: 1 John 4:7-10

Beloved, let us love one another, because love is of God;
everyone who loves is begotten by God and knows God.
Whoever is without love does not know God, for God is love.
In this way the love of God was revealed to us:
God sent his only Son into the world
so that we might have life through him.
In this is love: not that we have loved God, but that he loved us
and sent his Son as expiation for our sins.
The Word of the Lord. All: Thanks be to God

FOR REFLECTION AND SHARING

1. What words particularly spoke to you in this reading? Why?
2. How have you been able to be loving to others who have felt lonely or abandoned?
3. Share a time when you felt one with God or united with the Body of Christ?

GENERAL INTERCESSIONS

Response: Come, Holy Spirit, come

- That in *Making All Things New* we seek ways to bring unity to our parish and neighborhood, let us pray to the Lord...
- That our nation may become a safe haven for those feeling abandoned by unjust economic systems and war, let us pray to the Lord...
- That our homes and neighborhoods may be violent-free zones, let us pray to the Lord...
- That we may open our hearts to the least welcomed members of society, let us pray to the Lord...
- Please add your own intentions

Loving God, because you sent us Jesus, we are confident that you hear our prayers and will empower us to act lovingly like he did. We implore you in Jesus' name to give us power to be accepting and caring people.

CLOSING PRAYER: *Making All Things New* Prayer

ADDITIONAL PRAYER RESOURCES

If you need more prayer services than those provided and would like to create your own, consider using the following template.

1. PREPARE THE ENVIRONMENT WITH A BIBLE, A CRUCIFIX, AND A LIGHTED CANDLE, IF POSSIBLE
2. HAVE COPIES OF MUSIC TO BE SUNG BY ALL
3. OPENING PRAYER
4. CHOOSE A READING FROM THE SUNDAY LECTIONARY
5. REFLECTION AND FAITH SHARING
Sample questions:
What words spoke to you especially today in these readings?
What actions flow from the readings for you?
How were you changed by the readings? New insights? Motivations to change something in your life?
6. GENERAL INTERCESSIONS
7. LORD'S PRAYER
8. SIGN OF PEACE

APPENDIX F –SPIRITUALITY, PASCHAL MYSTERY AND TRANSITIONS

Our lives are filled with transitions. Some are anticipated with joy, others with great sorrow and loss. In the parish planning processes, there are signs of new life, as well as experiences of sorrow. The process is about change and the unfolding of the Paschal Mystery: the life, death, and resurrection of Jesus Christ in our lives today.

Change is a process. It happens on three levels: the personal, the interpersonal and the structural. Change involves endings and new beginnings. In between, there is a “wilderness zone.” In the wilderness there is a lot of uncertainty. Dangers and loss are seen lurking around every corner. New possibilities exist, though realizing them requires a great deal of work.

When parishes are asked to go through radical change in their structures, they are vulnerable to the experiences of the wilderness zone. They often experience significant uncertainty, permeated by ambiguity, doubt and hesitation. People struggle individually and as a community when parishes are asked to merge. There are losses, hurts and scars. In one sense, all communities in the merger suffer a death. They no longer will be what they have been. Faith in the living presence of God can help the community manage the change process and see it in terms of the life-death-resurrection mystery of Christ. We were baptized into that mystery, but when the “death” moments come, they are most difficult and the struggles are great.

Research shows that resistance to change is rooted in five sources:

1. Desire not to lose something or someone that is cherished;
2. Misunderstanding about the reason for the change;
3. Belief that the proposed change does not make sense. (No one explained it reasonably);
4. Low tolerance for change;
5. Limited trust in those leading change.

Leaders during times of change need to be people of prayer who see themselves on a faith journey and try to do what they can to help others cope with the loss and grief that often come with the need to change, e.g. to merge parishes. Such leaders need to be imbued with the “Three A’s: acceptance, anticipation and the ability to act.”

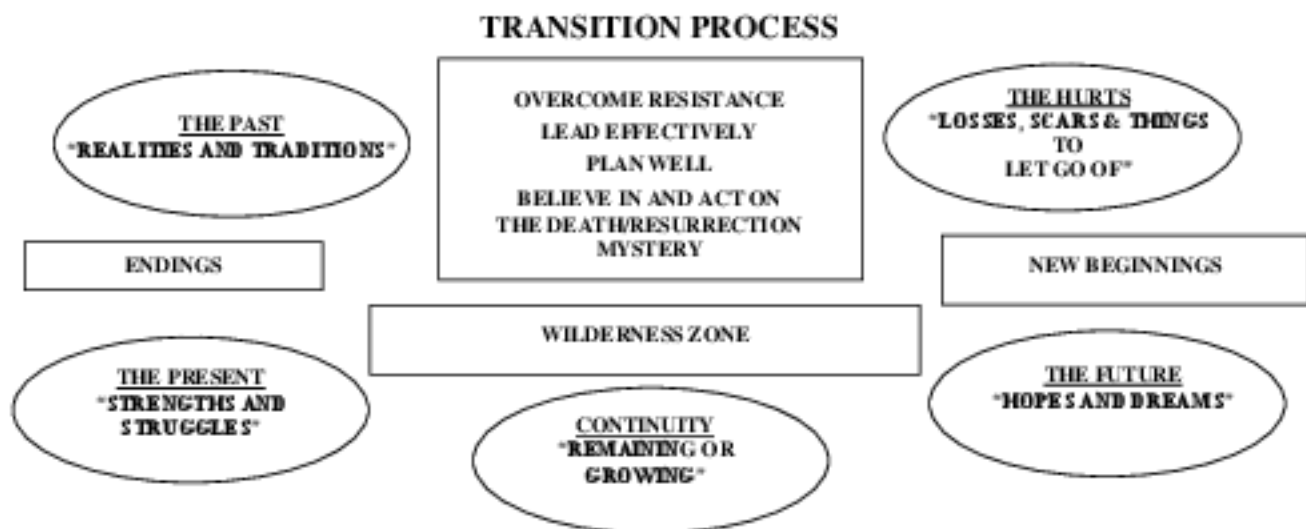
- Accept what cannot be changed;
- Anticipate the expressions of loss and grief as well as the new possibilities which are normal during such circumstances; and
- Act in a way that acknowledges the grief and loss and helps ritualize it and celebrate the good things of the past as a foundation for the present and future.

In order to be effective in leading change, people need to be in touch with their spiritual roots, know who they are and who God has called them to be.

Leaders of change need specific skills including:

- the ability to communicate effectively and to stay approachable;
- the wisdom to provide opportunities for participation and teamwork;
- the courage to take clear and appropriate action;
- the strength to remain positive and optimistic, while at the same time being realistic.

Understanding the transition process gives strength and insight to deal with change. The following chart visualizes the change process.



Note the three rectangles: endings, the wilderness zone and new beginnings. These summarize the basic movement of the change or transition process: the Paschal Mystery in action. To get through the wilderness zone to the new beginning, we need to tend to each of the items in the circles. We are reminded of the past, the realities of parish life, the traditions and all that was good. We acknowledge our present strengths and struggles. We know we need to deal with the hurts, the losses, and all that we are letting go. The circle under the wilderness zone recalls what is remaining the same or growing: our Catholic faith. Our hopes and dreams for the future are moving us forward. It is upon these that we can build our new parish communities.

As change managers we are called to know our strengths and weaknesses, develop plans of action, manage personal stress and believe in and act on the Paschal Mystery.

SEVEN STEPS TO HELP PASTORS & PARISH IMPLEMENTATION TEAMS FORM A NEW PARISH COMMUNITY FROM A MERGING OF TWO OR MORE PARISHES

For large meetings, especially for the whole parish, it is suggested that they can be held in the context of a potluck supper, ice cream social or "coffee and donuts" after Mass, etc. Call your Reid Group consultants to get a facilitator, or for more details of what follows or for help customizing these ideas to work in your parish. All of the meetings suggested will be stronger and have greater impact if done in the context of a prayer service.

1. **Emphasize the new parish community** that will be formed from the existing parishes throughout the transition process. ALL merging parishes will no longer exist. A new parish community will emerge (Parish A & Parish B become Parish C). This means that there will be transition liturgies in all parishes involved in a merger, as well as an opening liturgy for the new parish community.
2. Focus some time on **Sacred Memories—Honoring the Past**

Ask the question, "How can we remember and celebrate the past?" or "What are our important traditions and realities?" Answering those questions will also help parishioners recognize how God has strengthened the parish through other transitions.

- Invite people to share fond memories as well as sad or challenging ones related to their experience of the parish. Share in small groups and then the large group. (Oldest story, most humorous, how the parish dealt with earlier transitions, etc.)
- Ask all parishioners to share their pictures. Display them under a date line. Invite parishioners to reflect on all the changes the parish has experienced and good things that have happened as change has occurred. The pictures could also be used in a PowerPoint presentation with questions for reflection, or used during meetings of parish organizations.
- Focus on the Spirit of God strengthening us for this journey. Though we may not know why all this change is happening, we do know the Spirit is with us, loving us and giving us a sense of hope for the future.

3. **Attend to the present.** Ask the question, "What are our strengths and struggles at the present time?" This will give people a chance to share thoughts and feelings. Strengths can be looked at as the gifts we bring to creating the new parish. During all transition periods there are times of struggle and moments of great strength. Some struggles are administrative, some are emotional, some are social, some are a combination of all of these. It is important to be able to name the struggles. Once we name something, we often have more control over it and can deal with it more effectively. Working with staffs and committees to name their struggles and their gifts can be very life-giving to them.

- Naming the gifts of the parish in a communal setting can also be energizing. (Examples: We have a strong youth program; we really care for the elderly; we have a great hospital ministry; we are proud of our "young moms" program; we have a desire to work on bereavement, and hopefully we can do it in our new parish, etc.)
- Develop a homily from an appropriate reading that deals with God's gifts to humanity. At the end, distribute colored index cards and invite people to write the gifts they personally will bring to the new parish or the gifts the parish brings. Have people share these with those around them. Collect and display the cards attractively under a heading in the atrium or entrance to the church or another appropriate space. Future homilies could refer to these and elaborate on the gifts the people named.
- Hospitality is one of the gifts that will have a substantial positive effect on the formation of a new parish. It is not one parish welcoming another, but rather all merging parishes adapting hospitality as a mode of operation, as they continually reach out to others to get to know them and incorporate them in the new community. Form a specific committee to be sure all feel welcome, and all potential members of the new parish are contacted and welcomed.

4. **Deal with the hurts and losses. Acknowledge what remains the same**

Acknowledging the hurts and losses is a significant part of letting go and giving the Spirit an opportunity to heal the disappointments associated with the mergers. Asking the questions, "Who is hurting?" or "What are some of the major scars and losses in our parish?" can lead to important moments of healing, forgiveness and reconciliation.

- Provide opportunities for parishioners to come together to share their sense of loss and discuss the "favorite things" they will miss about their parish as they merge with another. They can do this in small groups and then use "Post-its" to summarize in a few words or a symbol what they will miss the most. Consider using the "Post-its" to make a large collage entitled, "Loving God,

strengthen us with your grace during these times of loss.” Use words or signs and display it in a prominent place. Create a “grieving our losses prayer service” where ritual, proclamation of the Word of God and prayer are integrated.

- As we go through the wilderness zone we encounter losses, as well as the realization that many things are deepening or remaining the same. Loss is often a time to look closely at what is essential, what is life-giving, what is important. When we ask some of the deeper questions new doors of understanding open up; new levels of meaning are found. Painful transitions often embody opportunities to grow in faith and integrate faith more deeply into life.

5. Generate energy for the future to move people forward. Asking the question, “What are our hopes and dreams?” will provide possible pathways into the future and increase awareness of God’s presence and the need to be strengthened by God’s grace.

- To encourage discussion, you might use the major topic areas of the criteria for vibrant parishes: sacramental life of the parish; evangelization, catechesis, Catholic schools, and lifelong religious education; stewardship and outreach; and effective administration. One of the major goals of *Making All Things New* is to have more vibrant parishes built on the hopes and dreams of parish communities. The articulation of these hopes and dreams can be energizing. However, initiating activities about the hopes and dreams for the future too early in the transition process can have negative results.
- Expressing hopes and dreams can be done at the parish council, committee meetings, parish society meetings, staff meetings or a general parish meeting. Be sure notes are taken at these meetings. Ideally, a parish report can be made from the input from the various groups. This can serve as a motivational exercise and be a sign of hope.

6. Organize Holy Hours for intensive prayer for strength through the mergers

Set up special times for prayer regarding the mergers. Some people will feel comfortable contributing prayer time in the presence of the Blessed Sacrament for the work of the mergers. They will want to support those on the “front lines” who are doing the administrative work or the work of helping people grieve in a healthy way, or encouraging people to move forward.

7. Hold a Celebratory Banquet

Have a special meal celebrating the gifts and graces the parish has received and the good it has been able to do in the name of Jesus Christ. Incorporate some of the visuals you may have developed from the ideas above. Invite former pastors and, if your parish has had a school, invite former principals and members of religious orders that have served the parish. Include a celebration of the Eucharist or a prayer service of gratitude.