



DIOCESE OF  
SAN JOSE

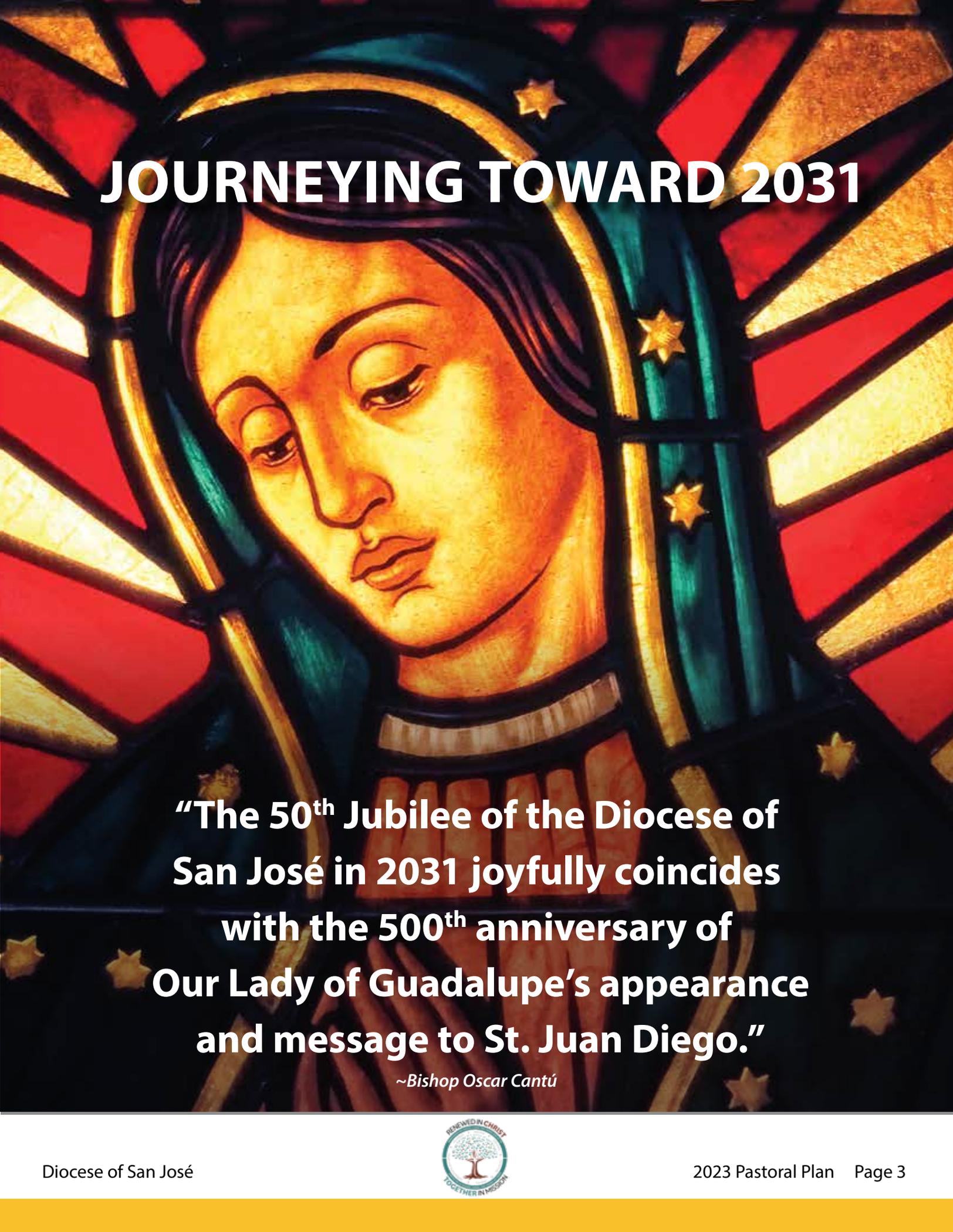


2023 PASTORAL PLAN

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# JOURNEYING TOWARD 2031

**“The 50<sup>th</sup> Jubilee of the Diocese of San José in 2031 joyfully coincides with the 500<sup>th</sup> anniversary of Our Lady of Guadalupe’s appearance and message to St. Juan Diego.”**

*~Bishop Oscar Cantú*



# BISHOP CANTÚ ON THE JOURNEY OF SPIRITUAL RENEWAL

*"I will give you a new heart, and a new spirit I will put within you. I will remove the heart of stone from your flesh and give you a heart of flesh"*

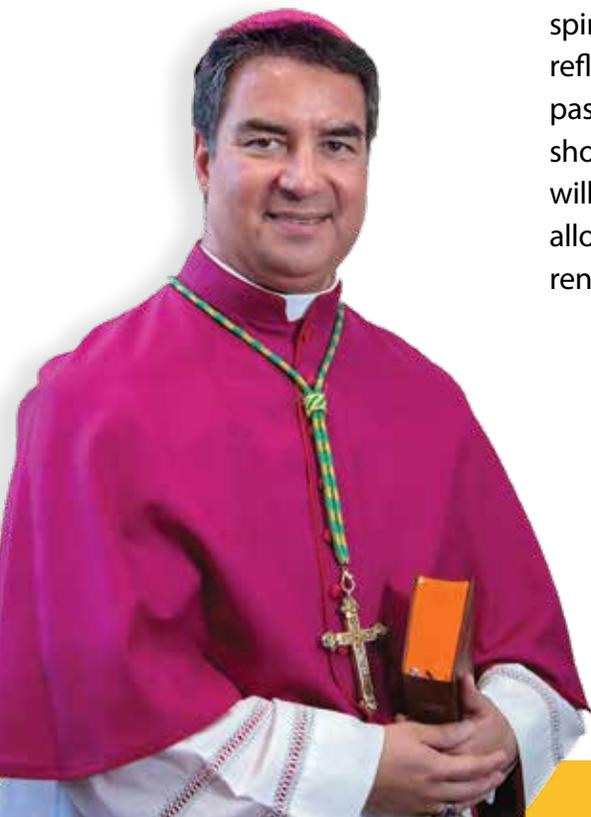
(Ez 36:26).

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

## **Journeying in Faith as in Nature**

Let us observe God's sacred creation. Consider a fruit tree, for example, particularly here in the Valley of the Heart's Delight. Once planted, the tree embarks on a journey of growth, stretching its branches high, offering its shade below, and, in due time, bearing delicious fruit. Yet, a fruit tree, deeply planted in the ground, embraces the cycle of seasonal renewal where, at the appointed time, it ceases to produce fruit and sheds its leaves. Then, while the tree seems dormant, something is happening internally. Being nourished by water and proper nutrients through its root system and catalyzed by appropriate sunlight, the tree prepares for the proper time to bud forth new foliage and new fruit.

Similarly, we, as Christians, firmly planted in Christ, are on a journey of spiritual renewal. Various seasons of our lives offer opportunities to reflect and grow, to draw closer to Christ, and to produce spiritual and pastoral fruit. Liturgically, the present season of Advent offers us a few short weeks to anticipate the Lord's birth, his "budding forth," if you will, into the world. This liturgical and internal process of anticipation allows us the opportunity for spiritual renewal. But what does spiritual renewal look like?



## **External Signs of Internal Renewal**

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

On a communal level, our spiritual renewal as a church becomes palpable when we come together in prayer, in adoration, in acts of charity, or in the sacred celebration of sacraments. Some of the many signs of communal spiritual renewal are increased interest in prayer groups, more prayerful visits to the Blessed Sacrament, increased active and conscious participation in the Sacraments of Reconciliation and Eucharist, increased outreach to the poor and marginalized, and increased vocations to the priesthood and consecrated life – to name just a few.

## **Spiritual Springtime in San José**

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

The pastoral plan is a blueprint to situate our diocese for spiritual renewal to bear fruit in the coming years and decades. Spiritual renewal of a church firmly rooted in Christ provides opportunities even for those already active in their faith to grow ever more deeply in faith, to draw closer to Christ in graced friendship, and to produce spiritual and pastoral fruit. (Clergy are required by church law – a very healthy practice, I might add – to make an annual spiritual retreat so that we, too, might be spiritually renewed and refreshed in our relationship with God and the Church.)

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

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

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



**Bishop Oscar Cantú**



# THE NEED FOR SPIRITUAL RENEWAL NOW

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

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

## **Key Challenges Faced by the Diocese of San José**

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



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

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

### **Key Strengths of the Diocese of San José**

1. Our faith in Jesus Christ truly present in the Eucharist
2. The multicultural nature and the significant migrant population of Santa Clara County
3. Commitment to building on our history and Bishop Cantú's commitment to diocesan renewal
4. Current priest-to-parish ratio
5. Dedicated lay ministers and examples of great ministry being done in the diocese
6. Recent financial improvements in our Catholic Schools since the pandemic
7. Strong academic performance at Catholic schools
8. Existing resources in the diocese could be utilized more effectively
9. The strengths and vibrancy of our local Catholic organizations<sup>3</sup> and apostolates<sup>4</sup>
10. The intellectual, financial and technological assets of Silicon Valley.

***This pastoral plan answers the question, "How can we, the Diocese of San José, accentuate our strengths and address our challenges to cooperate with the Holy Spirit in spiritually renewing our diocese, recapturing the vibrancy of our Faith, and radiating the Gospel message beyond our walls with renewed enthusiasm?"***



# A MESSAGE FROM THE PASTORAL PLANNING COMMISSION

## **To the faithful of the Diocese of San Jose, CA:**

We are honored to present the Diocese of San José 2023 Pastoral Plan. This pastoral plan includes the new mission, values, and vision<sup>1</sup> for the diocese. Additionally, it details the six strategic priorities, their respective goals and objectives, and summarizes action steps<sup>2</sup> —all aimed at spiritually renewing our diocese. The detailed action plans have been entrusted to Bishop Cantú and the new diocesan Office of Pastoral Planning and Implementation.

The journey through this synodal process has been both humbling and rewarding. We recognize and deeply appreciate the involvement of hundreds of stakeholders at every stage. Furthermore, our heartfelt gratitude goes to the many laypersons, religious, and clergy whose efforts were indispensable in shaping this pastoral plan. They committed significant time and expertise; their names can be found in Appendix C.

For a comprehensive overview of the planning journey, kindly refer to Appendix B.

While we desired to address all major areas of concern and need, it is imperative to understand that not every significant aspect can be encapsulated in a single plan. Therefore, certain aspects were prioritized based on the proposal prioritizations from the Synod Assembly, details of which are available in Appendix D.

Lastly, our sincere thanks to Bishop Cantú for bestowing upon us the privilege to contribute to the pastoral plan.

In Christ,

## **Pastoral Planning Commission:**

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

<sup>1</sup> See the definition of mission, vision, and values in the glossary in Appendix A.

<sup>2</sup> See the definition of objectives, and summarized action steps in the glossary in Appendix A.





## DIOCESE OF SAN JOSE

### DIOCESE OF SAN JOSÉ **MISSION STATEMENT**

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

### DIOCESE OF SAN JOSÉ **VALUE STATEMENTS**

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

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

### DIOCESE OF SAN JOSÉ **VISION STATEMENT**

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





# AT A GLANCE

## STRATEGIC PRIORITIES & OBJECTIVES



### **Worship**

To provide reverent and joyful worship experiences that deepen our connection with Christ and his people

**Welcoming | Eucharist | Homilies | Music**



### **Outreach**

To be Christ to everyone we meet

**Evangelization | Catholic Social Teaching | Service**



### **Formation**

To invigorate the formation of missionary disciples

**Prayer | Initiation | Spiritual Growth | Education**



### **Youth and Young Adults**

To understand and engage young people and to cultivate young leaders for our church and the world

**Listening | Engagement | Training**



### **Family Ministry**

To make Christ the center of family life

**Parents | Accompaniment | Support | Togetherness**



### **Structural Renewal**

To build a sustainable structure in support of the mission of the diocese

**Ministries | Compensation | Organization | Funding**

**Timing:** The implementation of the objectives for each strategic priority will be sequenced into three phases, each lasting 18 to 36 months.





# WORSHIP



## OUR **GOAL**

TO PROVIDE  
REVERENT AND  
JOYFUL WORSHIP  
EXPERIENCES  
THAT DEEPEN OUR  
CONNECTION  
WITH CHRIST AND  
HIS PEOPLE

## REFLECTION

“While they were eating, He took bread, said the blessing, and gave it to them, saying, ‘Take it; this is my Body.’ Then he took a cup and gave it to them, ‘This is my blood of the new covenant, which will be shed for many.’”

*(Mark 14: 22-24)*

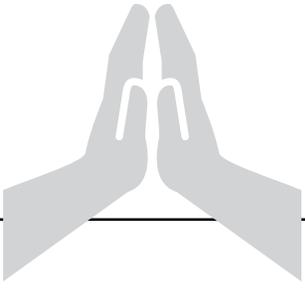
### Description

To foster the Holy Spirit’s renewal of our diocese, we, the Diocese of San José, will deepen the faithful’s understanding of the Eucharist as the Source and Summit of our faith. As the primary way most people experience the Church, Masses must fully express this truth. True communion with God and with each other demands that we, as a diocese, put our best efforts into helping the People of God experience the presence of Christ in Word and Sacrament. This includes joyful music, meaningful homilies, and a sense of generously being welcomed. This priority will dovetail with the United States Conference of Catholic Bishops’ (USCCB’s) three-year Eucharistic Revival.

### Objectives and Key Action Steps

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





# WORSHIP

## Welcoming

**Objective 1:** Foster a welcoming worship environment

*In our parishes and schools, the People of God can expect:*

- A greater feeling of welcome when they come to church.
- Worship spaces that allow for a deeper experience of the sacred.
- Training opportunities for parishioners as well as parish and school leaders on how to make people feel welcome when they come to Mass

*The diocese will support parishes and schools by:*

- Convening a diocesan Welcoming and Hospitality Committee as a sub-committee of the diocesan Liturgical Commission.
- Establishing and providing training for a diocese-wide framework for welcoming gathered from best practices from within and beyond the diocese.
- Supplying the criteria, guidance, and resources for worship spaces that allow for a deeper experience of the sacred. 2.3
- Providing annual training and workshops for liturgical ministers. 2.4

**Timing – Phase 1**

## Eucharist

**Objective 2:** Increase the understanding and appreciation of the Mass

*In our parishes and schools, the People of God can expect:*

- To gain an increased understanding of the Catholic Mass
- Opportunities to attend talks, workshops, etc., to increase their understanding of the Catholic Mass

*The diocese will support parishes and schools by*

- Revitalizing the diocesan Liturgical Commission of clergy and lay leaders with relevant experience.
- Gathering and sharing leading practices in teaching the rites and rituals of the Mass from parishes within and beyond our diocese.
- Developing an “Understanding the Mass” plan toolkit with training options and a robust communications plan.

**Timing – Phase 1**



## Homilies

**Objective 3:** Deliver thoughtful homilies that call and inspire all to action

*In our parishes and schools, the People of God can expect:*

- Improved homilies that touch hearts and inspire action.

*The diocese will support homilists by:*

- Forming a diocesan Homily Support and Training Committee of clergy and lay leaders with relevant experience.
- Engaging homily assessment professionals to provide feedback, tools, and support according to each homilist's specific needs.
- Updating diocesan homily standards, policies, and procedures.
- Facilitating continuing homily education and improvement.

**Timing – Phase 2**

## Music

**Objective 4:** Lift spirits with engaging, liturgically appropriate music

*In our parishes and schools, the People of God can expect:*

- Improved quality of liturgical music based on the unique cultural preferences of each parish and school community.
- Highly trained and spiritually formed liturgical music leaders, cantors, and musicians.

*The diocese will support parishes and schools by:*

- Appointing a diocesan leader for music ministry.
- Updating diocesan music ministry standards, policies, procedures, roles, responsibilities, etc., based on best practices from within and beyond our diocese.
- Developing and supporting music ministry formation and training programs for liturgical music leaders.

**Timing – Phase 3**





# OUTREACH



## OUR **GOAL**

TO BE CHRIST  
TO EVERYONE  
WE MEET

## REFLECTION

“All the believers were one in heart and mind. No one claimed that any of their possessions was their own, rather everything was held in common... God’s grace was at work so powerfully in them all.”

*(Acts 4: 32-33)*

### Description

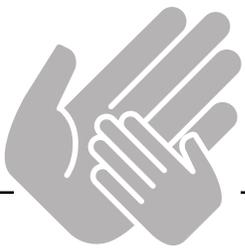
To foster the Holy Spirit’s renewal of our diocese, we, the Diocese of San José, will prioritize acts of charity, advocacy, justice, and evangelization<sup>3</sup> within every parish, school, organization<sup>4</sup>, and ministry. We will be Christ’s hands, reaching out to the poor, vulnerable, and those distant from His Church. Our outreach expresses Christ’s self-giving love, especially to those in need or on the margins of society. Guided by Catholic Social Teaching<sup>5</sup>, we aim to uplift human dignity, champion the common good, and live lives of holiness amidst the challenges of modern society. Evangelization means sharing the Good News with all, especially those suffering, marginalized, disconnected, or not yet invited to hear the Gospel. In every action, our mission is to embody Christ for everyone we encounter.

<sup>3</sup> See the definition of evangelization in the glossary in Appendix A.

<sup>4</sup> See the definition of organization in the glossary in Appendix A.

<sup>5</sup> See the definition Catholic Social Teaching in the glossary in Appendix A.





# OUTREACH

## Objectives and Key Action Steps

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

## Evangelization

**Objective 1:** Revitalize our call to share the Good News by encountering and listening to those currently not engaged in practicing the Faith

*In our parishes and schools, the People of God can expect expanded efforts at evangelization within and outside the Church through*

- Appointment of evangelization leaders at each parish and school.
- Focused efforts to reach out to and dialogue with those who have not heard the Good News.
- Thoughtful efforts to listen and dialogue respectfully with those not currently practicing the Faith and those estranged from the Church to help them re-experience God's love through Catholicism.

*The diocese will support parish and school evangelization efforts by*

- Appointing a diocesan Office of Evangelization Associate to lead the evangelization ministry and appoint evangelization leaders at each parish and school, focusing on inviting people to consider or return to the Catholic faith.
- Examining and sharing evangelization best practices from within and outside the diocese and other faiths for inviting people to join or return to our Faith.
- Developing diocesan and parish plans to reach out to those who haven't heard about God's love, who are currently not engaged in practicing the Faith, or who are estranged from the Church.

**Timing – Phase 1**

**Objective 2:** Increase social justice<sup>6</sup> awareness, training, and commitment

*In our parishes and schools, the People of God can expect more exposure to Catholic Social Teaching (CST) through*

- The opportunity to attend one of two annual conferences, one for adults and one for youth, centered on the themes of CST.
- Parish and school-based events and activities centered on creating awareness and promoting engagement in living out CST in daily life.
- Opportunities to learn about community organizing to spread the word about respecting life, seeking justice, and working for peace.

*The diocese will support parish and school CST awareness and ministry efforts by:*

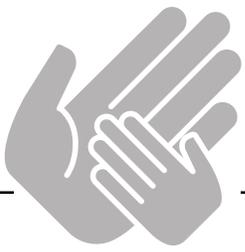
- Assembling a CST volunteer support team to work with the Office of Life, Justice, and Peace to support parish and school-based catechesis.
- Hosting annual conferences, one for adults and one for youth, centered on the themes of CST and how to be Christ to others.
- Sharing compiled CST resources and training to build awareness and promote engagement and the living out of CST amongst the faithful.
- Developing leaders in community organizing<sup>7</sup> to spread the word about respecting life, seeking justice, and working for peace.

**Timing – Phase 2**

<sup>6</sup>See the definition of social justice in the glossary in Appendix A.

<sup>7</sup>See the definition of community organizing in the glossary in Appendix A





# OUTREACH

## Service

**Objective 3:** Significantly expand ministry in housing, mental health, and other charitable services

*In our parishes and schools, the People of God can expect increased opportunities to serve those in need through:*

- A service engagement app with a database of available advocacy and service opportunities<sup>8</sup> to make it easy to find where you can lend a hand or get help.
- More focused efforts to inform, attract, and engage volunteers.
- School and parish-based referral programs, training, and resources in the mental health ministry.

*The diocese will support parish and school service opportunities by:*

- Appointing a diocesan Associate Director for Social Ministries to assist parishes and schools in serving our brothers and sisters.
- Creating formal partnerships with charitable ministries, apostolates<sup>9</sup>, and organizations<sup>10</sup> to work together where help is needed most and develop a service engagement app with a database of available advocacy and service opportunities.
- Convening a diocesan task force devoted specifically to the challenges of homelessness and affordable housing.
- Creating diocesan referral protocols and training for providing mental health ministry through the parishes and schools
- Developing a diocesan outreach and training plan to attract and engage service volunteers.

**Timing – Phase 3**

<sup>8</sup> See the definition of service opportunities in the glossary in Appendix A.

<sup>9</sup> See the definition of apostolates in the glossary in Appendix A.

<sup>10</sup> See the definition of organizations in the glossary in Appendix A.







# FORMATION



## OUR **GOAL**

TO INVIGORATE  
THE FORMATION  
OF MISSIONARY  
DISCIPLES

## REFLECTION

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

*(Romans 10:14-17)*

## Description

To foster the Holy Spirit’s renewal of our diocese, we, the Diocese of San José, will redesign faith formation to serve all ages, equipping people to respond to each phase of life in light of the Gospel. We will strive to foster and empower our parish and school communities to learn about, discern, and fully embody their baptismal identity and vocation. Formation enriches growth in one’s prayer life, strengthens one’s personal relationship with the Lord, and deepens one’s understanding of the Church’s teachings. Through this renewal, we aim to develop more missionary disciples<sup>11</sup>, who after a transformational encounter with Jesus, let His teachings transform their lives.

<sup>11</sup> See the definition of missionary disciples in the glossary in Appendix A.





# FORMATION

## Objectives and Key Action Steps

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

### Prayer

**Objective 1:** Create prayer opportunities to encounter God at all levels of spiritual growth and experience

*In our parishes and schools, the People of God can expect:*

- Greater opportunities to explore, learn, and practice different forms of Catholic prayer.

*The diocese will support parishes, schools, and spiritual growth leaders by*

- Forming a diocesan Prayer and Spiritual Growth Committee consisting of people with deep experience and expertise in accompanying others on their faith journey.
- Researching, identifying, and sharing different approaches to meet people at their respective levels of spiritual growth.
- Developing a diocesan plan for teaching prayer, supported by a toolkit to be implemented at the diocesan, parish, and school levels.
- Collaborating with and training appointed spiritual growth leaders to teach various forms of prayer at each parish and school.

### *Timing – Phase 1*

### Initiation

**Objective 2:** Provide comprehensive and consistent Rite of Christian Initiation of Adults (RCIA)<sup>12</sup> ministry to guide newcomers in joining the Church

*In our parishes and schools, the People of God can expect*

- A robust and engaging process for welcoming new people into the Catholic faith. 2.2
- Increased opportunities for training on how to invite, welcome, and guide newcomers through the RCIA process.

*The diocese will support parishes and schools by:*

- Developing a diocesan handbook for the RCIA process to guide and inspire people who desire to join our church family.
- Identifying well-trained RCIA coordinators and leaders at every parish and empowering them to lead this vital journey of faith.
- Creating and maintaining a diocesan online resource containing best practices, teaching resources, and RCIA processes curriculum.
- Providing regular training to clergy, staff, and leaders on the content relevant to the diocesan life-long faith formation plan, collected from within and outside the diocese.

### *Timing – Phase 2*



**Objective 3:** Significantly expand retreats and small faith groups<sup>13</sup>

*In our parishes and schools, the People of God can expect:*

- The availability of more retreats at parishes and at the diocesan level
- Opportunities to participate in small faith-sharing groups and other growth opportunities in their parish and school.

*The diocese will support parishes and schools by*

- Forming a diocesan Retreat and Small Faith Groups Committee of people experienced in running retreats and small faith groups.
- Researching and sharing leading programs and practices for hosting retreats, small faith groups, and other spiritual growth opportunities that aim to reach our diverse age and ethnic groups where they are.
- Creating a plan to form and grow small faith-sharing groups to extend and sustain their retreat, conference, or faith group experiences.

**Timing – Phase 2**

**Objective 4:** Establish shared criteria and enriching faith formation<sup>14</sup> programs (including sacramental preparation<sup>15</sup>) for all schools and parishes

*In our parishes and schools, the People of God can expect:*

- Greater clarity and consistency regarding sacramental preparation requirements.
- A greater collaboration on faith formation between parish and school.
- Expanded training for parish and school catechists on the USCCB formation norms, current research, and best practices.

*The diocese will support parishes and schools by:*

- Creating a diocesan faith formation advisory committee to develop a diocesan lifelong faith formation plan based on USCCB norms, current research, and gathered best practices.
- Encouraging a faith formation committee at each parish and school to collaborate on implementing the diocesan faith formation plan based on local cultural and community needs.
- Providing training for catechists and resources to implement the diocesan faith formation standards across the diocese.

**Timing – Phase 3**

<sup>12</sup> See the definition of Rite of Christian Initiation of Adults (RCIA) in the glossary in Appendix A.

<sup>13</sup> See the definition of small faith groups in the glossary in Appendix A.

<sup>14</sup> See the definition of faith formation in the glossary in Appendix A.

<sup>15</sup> See the definition of sacramental preparation in the glossary in Appendix A.





# YOUTH AND YOUNG ADULTS



## OUR GOAL

TO UNDERSTAND  
AND ENGAGE  
YOUNG PEOPLE  
AND TO CULTIVATE  
YOUNG LEADERS  
FOR OUR CHURCH  
AND THE WORLD

## REFLECTION

“God, You have taught me from my youth; to this day I proclaim your wondrous deeds.”

*(Psalm 71)*

### Description

To foster the Holy Spirit’s renewal of our diocese, we, the Diocese of San José, will focus on the needs of Santa Clara County youth<sup>16</sup> (ages 11-18) and young adults<sup>17</sup> (ages 18-35). These young people are not just the future; they’re the energetic present of our Church, ready to spread Jesus’s message of love and hope. Yet it is disturbing that 85% of Catholic youth disengage from their faith by age 25<sup>18</sup>. Thus, we are committed to walking with young people as they develop their relationship with Jesus Christ, discover that God does have a plan for them, and experience the deep joy and peace that are found in embracing His plan. To address this, we will develop a comprehensive youth and young adult ministry across our diocese, parishes, and schools that are To, With, By, and For youth and young adults, making a real difference in their lives and the lives of those around them.

### Objectives and Key Action Steps

The following objectives and actions align with these ranked Diocesan Synod proposals (see Appendix D): 2, 6, 9, 14, 24, 49, 64.

<sup>16</sup> See the definition of youth in the glossary in Appendix A.

<sup>17</sup> See the definition of young adults in the glossary in Appendix A.

<sup>18</sup> McCarty, Robert J. and John M. Vitek. *Going, Going, God: The Dynamics of Disaffiliation in Young Catholics*. St. Mary’s Press and the Center for Applied Research in the Apostolate (CARA) at Georgetown. Springtide, MN, 2018. and *The State of Religion and Young People*. Springtide Research Institute, MN, 2021.)





# YOUTH AND YOUNG ADULTS

## Listening

**Objective 1:** Listen to the needs and desires of our Youth (11-18) and Young Adults (18-35)

*In our parishes and schools, Catholic youth and young adults can expect:*

- Forums, whether virtual or in-person, to share their experiences and questions and dialogue with the Church.
- An invitation to attend and participate in a synod<sup>19</sup> geared exclusively for each age group.
- Opportunities to provide input to the Youth Action Plan and the Young Adult Action Plan at their respective synods and through multimedia like online surveys.

*The diocese will support parishes and school youth and young adult ministries by:*

- Forming diocesan Youth Ministry and Young Adult Ministry Advisory Committees of clergy, principals, campus ministers, and lay leaders with relevant experience and appointing Youth and Young Adult leaders to plan and host synods.
- Hosting both a youth synod and a young adult synod at a time and location to optimize attendance, exercising extreme diligence in inviting a diverse, representative sample of Santa Clara County Youth and Young Adult participants.
- Listening to and dialoguing with youth and young adults about their ideas for the Youth Action Plan and the Young Adult Action Plan at their respective synods.
- Providing context about the current youth and young adult experience with proper terms and understandings of demographics.

### **Timing – Phase 1**

## Engagement

**Objective 2:** Personally invite and engage youth and young adults through spiritual activities and meaningful social and service opportunities.

*In our parishes and schools, Catholic youth (11-18) and young adults (18-35) can expect:*

- Youth ministry and young adult ministry at parishes using the synod results and gathered best practices to host spiritual activities as well as meaningful social and service opportunities.
- Access to age-appropriate mentorship and discernment opportunities for reflection on how to best use their gifts and talents for Christ.
- Opportunities to attend larger Church events that are dynamic, energizing, and reflective, including retreats, conferences, service opportunities, social activities, and pilgrimages.

<sup>19</sup> See the definition of synod in the glossary in Appendix A.



*The diocese will support parishes and schools by:*

- Researching and sharing leading youth ministry and young adult ministry best practices gathered from within and outside the diocese.
- Continuously developing youth and young adult ministries in all parishes and schools by creating a promotional plan to excite and engage youth and young adults to participate.
- Inviting and training adults who can relationally accompany and mentor Youth and Young Adults through discerning their gifts, talents, vocation, and sharing in the universal call to holiness.
- Creating or promoting opportunities for youth and young adults to encounter Jesus Christ through an experience of the larger Church that is dynamic, energizing, and reflective, including retreats, conferences, service opportunities, social activities, and pilgrimages.
- Forming a multicultural Diocesan Youth Retreat Team that supports schools and parish ministries for successful post-retreat engagement of attendees.

**Timing – Phase 2**

**Objective 3:** Inspire and Cultivate Young Leaders:

*In our parishes and schools, Catholic youth and young adults can expect:*

- Increased leadership opportunities across the diocese.
- Regularly offered leadership training and organized spiritual formation events geared to equip and strengthen their faith and commitment to discipleship.
- Multimedia technology utilized to promote youth ministry and young adult ministry to make the ministries more engaging and impactful.

*The diocese will support youth and young adult leaders by:*

- Assembling a multicultural team to support specific areas such as youth, college, and young adults in the diocesan Youth Ministry and the Young Adult Ministry offices and supporting the hiring of a full-time youth minister and young adult minister available for each community to collaborate with the diocesan office.
- Identifying diocese, parish, and school leadership opportunities and nominating youth and young adults to serve in these leadership positions.
- Offering regular training and formation opportunities that equip and strengthen the commitment to discipleship of each youth minister or young adult leader.
- Using creative ways, like multimedia technology and social media, to promote our youth and young adult ministries, making them more engaging and impactful.

**Timing – Phase 3**





# FAMILY MINISTRY



## OUR GOAL

TO MAKE CHRIST  
THE CENTER OF  
FAMILY LIFE

## REFLECTION

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

*(Deuteronomy 6:6-7)*

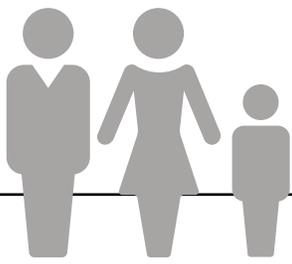
## Description

To foster the Holy Spirit’s renewal of our diocese, we, the Diocese of San José, will strengthen families as the heartbeat of both our community and the Church. Remembering the words of St. John Paul II, “As the family goes, so goes the nation, and so goes the whole world in which we live,” we understand the vital role families play in our spiritual lives. Today’s families face numerous challenges due to the busyness of modern life and the vast influence of secular culture. In response, the family ministry will provide tools, guidance, and resources to help families thrive spiritually and emotionally. Going beyond marriage prep and infant baptism, we will expand our family ministry to include marriage support, Christian parenting insights, LGBTQ+ ministry, and divorce recovery. We aim to meet our families’ spiritual and other needs, embracing families where they are in their faith journey.

## Objectives and Key Action Steps

The following objectives and actions align with these ranked Diocesan Synod proposals (see Appendix D): 13, 17, 20, 22, 27, 34, 85.





# FAMILY MINISTRY

## Parents

**Objective 1:** Engage and support parents in becoming their children’s primary teachers of the Faith

*In our parishes and schools, the People of God, especially parents of all types, can expect:*

- Training and formation on how to share the Catholic faith with their children and grandchildren, whether they are infants, children, teens, or adults.

*The diocese will support parishes and schools by:*

- Researching and sharing leading multicultural practices in inspiring and developing parent catechists.
- Encouraging the parish development of a Parent Catechist Formation Plan that includes but goes beyond sacramental prep and is specific to each community’s needs.
- Collaborating with an appointed parent catechist formation leader and a liaison at each parish to collaborate with the diocese to form parent catechists.

**Timing – Phase 1**

## Accompaniment

**Objective 2:** Create a diocesan-wide LGBTQ+ ministry, divorced/remarried Catholic ministry, and healing ministry<sup>20</sup>

*Across the diocese, the People of God can expect:*

- Readily available resources and programs from a diocesan LGBTQ+ ministry, a diocesan divorced/remarried Catholic ministry, and a diocesan healing ministry to ensure that all are welcomed, have an experience of belonging, and, in turn, become spiritually renewed.

*The diocese will support parishes and schools by:*

- Forming three separate diocesan advisory groups, one each for LGBTQ+ ministry, divorced/remarried ministry, and healing ministry, that will research and share leading practices for each of them.
- Developing written plans for each diocesan-led ministry, including objectives, leadership, resources, outreach, programs, activities, and support.
- Appointing a diocesan leader to work with a liaison at each parish to support these ministries.

**Timing – Phase 1**

<sup>20</sup> See the definition of healing ministries in the glossary in Appendix A.



## Support

**Objective 3:** Develop relevant, inspiring, and dynamic programs and ministries in support of the entire lifecycle of the family<sup>21</sup>

*In our parishes and schools, the People of God can expect:*

- Programs and resources to support families of all ages and stages in their spiritual journeys.
- More robust resources for the preparation, support, and spiritual growth of engaged and married couples.

*The diocese will support parish and school ministries to families by:*

- Forming a diocesan Family Life Ministry Committee of clergy, lay leaders, parents, youth, and young adults to shape the diocesan family ministry.
- Researching and sharing leading practices supporting families of all ages and stages.
- Developing and maintaining a diocesan family life ministry plan in partnership with Catholic movements, organizations, and apostolates<sup>22</sup>, including programs and resources to support families of all ages and stages.
- Appoint a Diocesan Family Life leader and parish/school family life leaders at each parish and school to support family life plan implementation.

### **Timing – Phase 2**

## Togetherness

**Objective 4:** Build a robust partnership between parish and school communities

*In our parishes and schools, the People of God can expect:*

- All school-age families, regardless of the chosen education model— Catholic, private, public, homeschool, or other — are active participants in their parishes and engage with each other as a unified faith community.

*The diocese will support parishes and schools by:*

- Forming a diocesan Parish and School Integration Committee of clergy, principals, lay leaders, and parents of Catholic, private, public, and homeschool students and youth to collaborate on the best ways to integrate parish and school life.
- Researching and sharing leading practices for parish-school integration from within and outside our diocese.
- Developing a parish-based plan to bring all school-age families into full partnership and active, ongoing community-building with their parishes.

### **Timing – Phase 3**

<sup>21</sup> See the definition of family of all ages and stage in the glossary in Appendix A.

<sup>22</sup> See the definition of apostolates in the glossary in Appendix A.





# STRUCTURAL RENEWAL



## OUR **GOAL**

TO BUILD A  
SUSTAINABLE  
STRUCTURE IN  
SUPPORT OF THE  
MISSION OF THE  
DIOCESE

## REFLECTION

“Everyone who listens to these words of mine and acts on them will be like a wise person who built their house on rock. The rain fell, the floods came, and the winds blew and buffeted the house. But it did not collapse; it had been set solidly on rock.”

*(Matthew 7:24-27)*

## Description

To foster the Holy Spirit’s renewal of our diocese, we, the Diocese of San José, will reimagine how parishes, schools, and other diocesan resources are organized to better support the strategic priorities of Worship, Outreach, Formation, Youth and Young Adults, and Family Ministry. Despite the significant and faith-filled efforts of their limited staff, many of our communities do not have the resources to fulfill our Church’s mission adequately. A new local structure is crucial to strengthen essential parish and school ministries, to better support our clergy and lay leadership and staff more effectively, to encourage collaboration, and to optimize our resources. Over the past 10+ years, many (arch)dioceses across the United States have re-imagined the groupings and structures of their parishes and schools. We will learn from their experiences and best practices and select the one that best fits our diocese to serve and minister to the People of God more effectively and evangelize the world.



# STRUCTURAL RENEWAL

## Objectives and Key Action Steps

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

### Ministries

**Objective 1:** Identify essential parish and school ministries and the staff needed to fulfill these ministries

*In parishes and schools, the People of God can expect:*

- The essential ministries and staffing to be present in every parish and school.
- The people running the essential parish and school ministries (clergy, religious, lay staff, and volunteers) are well-trained and supported to fulfill their roles.

*The diocese will support parishes and schools by:*

- Forming a Diocesan Reorganization Committee of the clergy, principals, and lay leaders with relevant experience in restructuring, finance, parish and school operations, strategic planning, compensation, facilities, canon law, and real estate.
- Utilizing members of the Diocesan Reorganization Committee to propose essential ministries based on community needs and demographics and how best to provide these ministries, whether at a parish, school, or diocesan-wide level.
- Collaborating with members of the Diocesan Reorganization Committee to propose multicultural parish, school, and chancery staffing models (including paid and volunteer positions) to fulfill all essential parish and school ministries effectively.
- Assessing the talents and gifts of all clergy, lay staff, and volunteers and developing a training model to ensure all clergy, lay staff, and volunteers have the proper skills to serve our mission effectively.
- Reviewing and updating the process for assignments for clergy and employees to align with the goals and objectives of the Pastoral Plan.

**Timing – Phase 1**



## Compensation

**Objective 2:** Establish a just and competitive compensation model for the cost of living in Silicon Valley

*In our parishes and schools, the People of God, especially clergy, religious, and employees of the diocese, can expect:*

- A compensation model that provides just and competitive total compensation for all clergy, religious, and lay employees of the Diocese of San José.
- Greater job satisfaction, fewer staff turnovers, and chances for continuing education to further grow in expertise in their respective fields.

*The diocese will support the clergy and employees at parishes and schools by:*

- Forming a Compensation Committee of clergy, principals, and lay leaders with relevant compensation and employee benefits experience.
- Researching to determine each staff position's market value in Silicon Valley (for-profit and non-profit organizations).
- Establishing a sustainable model that provides a just and competitive total compensation for each paid position identified in the staffing models.

### **Timing – Phase 1**

## Organization

**Objective 3:** Reorganize parishes, schools, and the chancery to better support our mission

*In our parishes and schools, the People of God can expect the fruits of reorganization to be:*

- Our parish and school communities overflowing with the compassion, joy, and love of Jesus Christ.
- Moved by the Holy Spirit, each person, transformed through God's grace, acknowledges the real presence of Jesus in the Eucharist, where they experience the compassionate healing of our merciful Lord.
- Thus, empowered and emboldened by the Holy Spirit, all go out joyfully to bring God's healing love to a broken world.

*The diocese will support the reorganization of parishes and schools by:*

- Utilizing members of the Diocesan Reorganization Committee with solid knowledge of our parishes and schools to support the parish-school reorganization process.
- Conducting an inventory of all parish and school ministries, staffing, operations, and finances.
- Researching and assessing reorganization options and selecting the model best suited to our diocese.
- Proposing, vetting, approving, and implementing groupings of parishes and schools to work toward realizing the Church's mission.

### **Timing – Phase 2**





# STRUCTURAL RENEWAL

## Funding

**Objective 4:** Quantify and secure the finances needed to fund the pastoral plan

*In our parishes and schools, the People of God can expect:*

- Their stewardship being effectively used at financially stable parishes and schools to minister to others and to continue Christ's mission in the world.

*The diocese will support parishes and schools by:*

- Utilizing members of the Diocesan Reorganization and Finance Committees to support the financial planning process at the diocesan, parish, school, and chancery levels.
- Preparing a report showing the diocese's full financial picture.
- Drafting strategic plans for each parish, school, and the chancery.
- Forecasting cash flows for all parishes, schools, and the chancery, giving special attention to the impact of the new staffing and compensation models.
- Developing and implementing a financial plan to fully fund the pastoral plan for at least ten years, emphasizing just compensation, tuition assistance, and future capital needs.

**Timing – Phase 1**



# IMPLEMENTATION: **OUR PATH FORWARD TOGETHER**

With hearts full of hope and faith, we embark on an exciting journey with our pastoral plan, a roadmap for our shared future. The pastoral plan will not just be a document to be admired on a shelf. It is a living blueprint for action, a promise that we, as a diocese, are fully committed to making real, meaningful changes that will touch every heart in our community.

The Office of Pastoral Planning and Implementation will play a pivotal role in this journey, securing essential resources, planning the actions, and ensuring each parish and school can make our vision of spiritual renewal a reality that we will celebrate and carry on for generations to come.

## **Next Steps**

The Office is already bustling with activity. They have thoughtfully worked on the sequencing or putting the objectives into one of three implementation phases. Each phase will last 18 to 36 months. They are assembling a Diocesan Implementation Committee, a team of dedicated and passionate individuals who will dive deep into our plan, working out the details and setting clear, actionable steps to bring our vision into a living reality. They will coordinate with a committee for each strategic priority that may have sub-committees to address specific areas of the plan.

# Essential Processes Supporting All Priorities

As we embark on our journey to bring our pastoral plan to life, focusing on enriching Worship, Outreach, Formation, Youth and Young Adults, Family Ministry, and Structural Renewal, there are four critical essential processes, each one vital to nurturing our growth and guiding our progress:

- **Leadership Development**

Like a garden needs a dedicated gardener, our Church needs strong, compassionate, and skilled leaders. Developing leadership is not just about training our priests and religious; it is about nurturing leadership skills in every one of us. Whether you're a teacher in our schools, a volunteer in our ministries, or a parent leading your family in faith, we, the diocese, are committed to providing the guidance, resources, and encouragement for people to blossom as leaders in our faith communities.

- **Change Management**

Embracing change can be daunting, but it's necessary for renewal and growth. As Jesus transformed water into wine at the wedding of Cana, we believe that the Holy Spirit can transform our diocese so that it is ever more effective. We invite everyone to be open to the promptings of the Holy Spirit and consider the greater good of our local Church. We'll provide the necessary resources to help eliminate barriers to change and ease this transition, ensuring that changes in our parishes, schools, and ministries are smooth, well-understood, and in harmony with our Catholic teachings and values.

- **Communications**

Open and clear communication is key. We're committed to keeping every member of our diocese informed and engaged with what's happening with the pastoral plan at our parishes, schools, and around the diocese by sharing regular updates on our progress and inviting everyone to participate actively. We ask you to stay connected, read our communications thoughtfully, and share your feedback. We're on this journey together, and transparent communication is crucial.

- **Tracking and Evaluation**

Like a ship navigating the seas, we'll regularly check our course and speed. We will regularly assess where we are and how we're doing. We will keep track of our progress, evaluate our efforts, and adjust as needed, but we need everyone to play their part in ensuring our plan's success. This way, we can ensure that our actions positively impact and align with our mission to spread Christ's love.

Together, these four pillars are the wheels driving our journey forward. They will help support every priority and objective of our pastoral plan. Let us embark on this journey together, guided by the Holy Spirit, towards a future filled with hope and grace.



# APPENDIX A: GLOSSARY

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**Apostolates or movements** are the activity of groups of the lay faithful in missionary service to sanctify and evangelize the world by spreading the Good News throughout the earth, enabling all people to share in Christ's saving redemption, and through them, the whole world might enter into a relationship with Christ.

**Catholic Social Teaching** is founded on the life and words of Jesus Christ, who came "to bring glad tidings to the poor... liberty to captives... recovery of sight to the blind"(Lk 4:18-19), and who identified himself with the least in the society, the vulnerable, those on the margins, the hungry and the stranger (cf. Mt 25:45). It is a teaching that calls Catholics to examine their personal and communal role in navigating the intersection of faith and socio-politics. There are seven guiding principles or themes that run throughout Catholic Social Teaching (USCCB):

- Life and Dignity of the Human Person
- Care for God's Creation
- Rights and Responsibility
- Call to Family, Community, and Participation
- Solidarity
- Dignity of Work and Rights of Workers
- Option for the Poor and Vulnerable

**Community Organizing** is considered as one (but not the only) tool to give a greater voice to the poor and help them break the cycle of poverty, as it is not an end in and of itself but a means. Used well, community organizing can be an important way for people to defend their own lives and dignity, families, and communities. (The Catholic Church Working to End Poverty and Injustice in the United States, USCCB)

**Evangelization** is the proclamation of Christ and his Gospel (Greek: Evangelion) by word and the testimony of life in fulfillment of Christ's command (Catechism of the Catholic Church, Glossary, 977).

**Faith Formation** is an ongoing process that, under the guidance of the Holy Spirit and in the Christian community, helps the baptized person to take shape, which means unveiling his deepest identity, which is that of being a son of God in profound communion with his brothers. The work of formation acts as a transformation of the person, who internalizes the evangelical message existentially and in such a way that it may be light and guidance for his ecclesial life and mission. (Directory For Catechesis, USCCB (2020), 131). Other terms used to relate to Faith Formation:

- **Catechesis** is the act of transmitting or handing on the Faith. Catechesis is generally directed toward persons who have already received the first proclamation, with whom it promotes the processes of initiation, growth, and maturation in the faith.
- **CCD**, which stands for Confraternity of Christian Doctrine, was an association established in Rome in 1562 to provide normally designed for children in public schools. Although this term has been the popular terminology for many decades, it is not accurate anymore.
- **Religious Education** or Religious Instruction teaches the Catholic religion in Catholic schools. The distinction with Catechesis is that Catechesis "promotes personal adherence to Christ and maturing of the Christian life, [while] school teaching gives the students' knowledge about Christianity's identity and the Christian life." (Directory For Catechesis, USCCB (2020), 313)
- **Sacramental Preparation** is the preparation for the Sacraments of Baptism, Confirmation, Eucharist (First Holy Communion), Reconciliation (Confession), or Holy Matrimony (Marriage).



# APPENDIX A: GLOSSARY

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**Families** of all ages and stages include all backgrounds, cultures, socio-economic status and:

- Single Adults
- Engaged couples
- Married without children
- Single parents, adoptive parents, foster parents
- Families with small children
- Families with teen children
- Families with adult children
- Families with special needs children or differentiated learning
- Families with members who have disabilities
- ‘Sandwich generation’ caring for both children and parents
- Widows and widowers

**Healing Ministry** may include

- Abortion recovery
- Bereavement and grief support
- Cancer and terminal illness
- Domestic Violence
- Alcohol, drug, and other addictions
- End-of-life support, palliative care
- Racial Healing and Reconciliation
- Suicide survivor support
- Support for caregivers of all kinds
- Those hurt by the Church
- Trauma and Abuse (sexual and non-sexual) recovery

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

**Missionary Disciple** is both a disciple and a missionary— a disciple being a follower of Jesus Christ, and a missionary being one who goes out into the world on a mission. Pope Francis writes: “In virtue of their baptism, all the

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

**Multicultural** unites people of many nations, diverse customs, different languages, and unique customs yet allows each group to maintain its integrity while mutually contributing to the culture of the whole.

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

**Organizations** refer to Catholic nonprofits whose service and justice-related work includes direct action that supports Catholic teachings, like Catholic Charities, the Society of St Vincent the Paul, the Catholic Network to End Human Trafficking (CNEHT), Charities Housing, Jeanne d’ Arc Manor, Villa Sienna, and the Jesuit Volunteer Corps. It also includes those non-Catholic nonprofits and organizing committees that support diocesan work in peace and justice and do not contradict Catholic teachings, such as IAF (Industrial Areas Foundation), Silicon Valley Sponsoring Committee, Valley Verde, and South Bay Community Land Trust.

**Rite of Christian Initiation of Adults (RCIA)** is a process through which non-baptized men and women are initiated into the Catholic Church. It includes several stages marked by study, prayer, and rites at Mass. They undergo a process of conversion as they study the Gospel, profess faith in Jesus and the Catholic Church, and receive the sacraments of baptism, confirmation, and Holy Eucharist. The United States Conference of Catholic Bishops approved on November 17, 2021, that RCIA (Rite of Christian Initiation for Adults) should be more appropriately named OCIA (Order of Christian Initiation for Adults). However, the action still needs the approval of the revised translation by the Vatican’s Dicastery for Divine Worship and the Discipline of the Sacraments before it takes effect.



**Service Opportunities** include any/all ministries of service and charity, including hospital and prison ministry, ministry to the unhoused, shower and laundry services, food pantries and food distribution, and volunteering with various service organizations.

**Small Faith-Sharing Groups** consist of 6 to 12 parishioners who meet regularly in their homes or in the parish. Together, they pray, read, and reflect on the scripture readings for the following Sunday or use topical materials designed for small faith-sharing groups. The number of participants in each group is limited to facilitate relationship building. Discussion and discernment of God's Word focuses on the challenge and call to live out the gospel reading in our daily human experience.

**Social Justice** is the view that everyone is made in the image of God, and so possesses an equal and inalienable worth and deserves equitable economic, political, and social rights and opportunities, particularly those in greatest need. Works of peace, justice, and advocacy are situated mainly in the context of a Catholic moral framework and Catholic Social Teaching. See the definition of Catholic Social Teaching above.

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

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

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

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

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

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

**Youth:** Catholic, home, private, and public school children in grades 6-12, typically ages 11-18

**Young Adult:** Adults aged 18-35 that are in a variety of "ages and stages" of their lives, which include College, Young Professionals, Newly Married, and Young Families\*

- **College:** Any post-high school student enrolled in a local community college or university. The college-aged young adult may also work full time but is in the general college-age range of 18-22 years old
- **Young Professional:** Any single, engaged, or married young adult who is seeking employment or employed. This person may be in advanced studies but typically falls into the age range of 21- 35 years old.
- **Newly Married:** This young adult may be married civilly or sacramentally and typically falls into the age range of 21-35 years old.
- **Young Family:** Any young adult, single or married, with at least one child, typically in the age range of 18 to 35 years old.



## APPENDIX B:

# SYNODAL PASTORAL PLANNING PROCESS

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

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

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

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

Late November, this collective endeavor and our renewed pastoral plan was presented to Bishop Cantu for his approval. The plan was unveiled publicly on December 6, 2023, heralding a new chapter for the Catholic community of San Jose. *Implementation of the plan is scheduled to begin in January 2024 and continue through 2031.*



# PASTORAL PLANNING PROCESS



 <p><b>Summer/Fall 2022</b> 100 consultation sessions</p>	 2,700 clergy and lay leadership from across the entire Diocese participated  tri-lingual online survey yielded more than 4,000 responses  More than 8,000 recommendations aimed at Diocesan Renewal
 <p><b>January 2023</b> Diocesan Synod General ssembly</p>	<p><b>200 synod Delegates</b> prayed over and discerned <b>96 proposals</b> and prioritizing them down to the <b>"Top 48"</b></p>
 <p><b>February – April 2023</b></p>	<p><b>6 Strategic Priorities</b> Determined from the "Top 48" by the Bishop and the Planning Commission of 22 laity and clergy</p>
 <p><b>May 2023</b></p>	<p><b>6 Planning Action Teams</b> (comprised of 8-12 laity and clergy) assembled to create <b>SMART</b> (Specific, Measurable, Achievable, Realistic, Time-bound) actions for each priority</p>
 <p><b>June 2023</b></p>	<p><b>11 Consultation Sessions</b> with nearly <b>300 participants</b>, including <b>100 priests</b>, to review the 1st draft of the pastoral plan</p>
 <p><b>July/August 2023</b></p>	<p><b>6 Strategic Priorities Refined</b> to be <b>Worship, Outreach, Formation, Youth &amp; Young Adults, Family Ministry, and Structural Renewal</b> with <b>23 objectives</b></p>
 <p><b>September 2023</b></p>	<p><b>11 Consultation Sessions</b> with nearly <b>300 participants</b>, including <b>88 priests</b>, to review the 2nd draft of the pastoral plan</p>
 <p><b>October/November 2023</b></p>	<p><b>Pastoral Plan Refined</b> based on feedback of 2nd draft created the Office of Pastoral Planning and Implementation</p>
 <p><b>December 6, 2023</b></p>	<p><b>Unveiling of Pastoral Plan</b></p>



# APPENDIX C:

## PLANNING PROCESS PARTICIPANTS

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We acknowledge the hundreds of people from the following stakeholder groups for their insightful contributions. Their invaluable feedback, both prior to the Synod Assembly and subsequent to it on the initial and revised drafts, was instrumental.

- Business managers/parish administrators
- Catholic elementary and high school principals
- Catholic movements and organizations
- Chancery employees
- Deacons and wives

- High school and college campus ministers
- Parish catechetical leaders
- Priests
- Religious women and men
- Synod delegates
- Young adults
- Youth ministers
- Young adult group leads

We also wish to acknowledge the many lay persons, religious, and clergy who have been involved in this process, especially the following people, who made significant contributions of time and expertise.

### Pastoral Planning Coordinating Team

Bishop Oscar Cantú

Father Andy Ligot

Father Joseph Benedict

Rosio Gonzalez

Ron Hallagan

Father Joe Kim

Cynthia Shaw

Deacon Eric Simontis

*Consultants* Karen Castellón, John Reid,  
and Rich Shively from The Reid Group

### Pastoral Planning Commission

Sharon Aeria

Brenda Angel

Irma Alarcón de Rangel

Pamela Bjorklund

Mike Blach,

Andrew Brown

Cheryl Caligaris

Dolores Carr

Reyver Galvan

Father Michael Hendrickson

Hieu Ho

Deacon Bob Lassalle-Klein

Father Andy Ligot

Steve Milligan

Rose Pucan-Meagor

Luis Santiago

Father Walter Suárez López

Joanna Thurmann

Yolanda Toulet

Elizabeth Trela

Melissa Ursin



---

# Planning Actions Teams

## **Worship**

Rose Pucan-Meagor,  
*Coordinator*  
Irma Alarcón de Rangel  
Hilda Bocanegra  
Veronica Duluk  
Father Jeff Fernandez  
Father Joe Kim  
Deacon Richard Noack  
Kathleen Quiazon  
Melissa Ursin

## **Outreach**

Joanna Thurmann,  
*Coordinator*  
Father Angelbert Chikere  
Ana Collins  
Veronica Duluk  
Heather Gloster  
Olga Islas  
Gregory Kepferle  
Father James Okafor  
Father Jon Pedigo

## **Formation**

Deacon Robert Lassalle-Klein,  
*Coordinator*  
Irma Alarcón de Rangel  
Father Mark Arnzen  
Pamela Bjorkland  
Sister Catherine Dang  
Reyver Galvan  
Monica Hernandez  
Father Brendan McGuire  
Father Rick Rodoni  
Carolina Scipioni  
Deacon Eric Simontis  
Sandra Torres  
Yolanda Toulet  
Elizabeth Trela

## **Youth and Young Adults**

Andrew Brown,  
*Coordinator*  
Ryan Bao  
Kevin Bernaga  
David Cortese  
Row David  
Veronica Duluk  
Father N Francis Kalaw  
Carlos Montes  
Christina Pirrotta  
Cynthia Shaw  
Father Walter Suárez López

## **Family**

Karen Castellón,  
*Coordinator*  
Andrew Brown  
Deacon Joe Cabrido (Kelly)  
Veronica Duluk  
Martha Espiritu  
Colin and Myra Haubrich  
Amanda Lahey  
Jim and Darlene Marshall  
Sanjay Noronha  
Angel Oseguera (Maria)  
Rose Pucan-Meagor  
Luis and Nancy Santiago Almazol  
Genevieve van Tuyl

## **Structure**

Steve Milligan,  
*Coordinator*  
Sharon Aeria  
Steve Baroni  
Jennifer Beltramo  
Cheryl Caligaris  
Dolores Carr  
Father Michael Hendrickson  
Father Andy Ligot  
Rosio Gonzalez  
Ron Hallagan  
Victoria Nuguid

# APPENDIX D: FINAL RANKING OF SYNOD PROPOSALS

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

Synod Rank	Synod Proposal Title
29	Strengthening Prayer
30	Retreats, Retreats, Retreats
31	Promoting Catholic Education
32	Diocesan Reorganization
33	Bible Study Programs
34	Mental Health Ministry
35	Parish / School Strategic Plans
36	Learning Differences and Special Needs
37	Marketing & Communications
38	Diocesan Training & Development Plan
39	Best Practices & Critical Needs
40	Diocesan Director of Music
41	Adoration and Devotions
42	Parish Ministry Model
43	Catholic Organizations
44	Chancery Services
45	Vocational Recruitment
46	Parish & School Staffing Models
47	Spiritual Gifts Assessment
48	Increased Availability of Reconciliation
49	Youth & Young Adult Synods
50	Youth, Young Adult & Family Masses
51	Service Opportunities
52	Annual Diocesan Youth Day
53	Priest & Diocesan Leadership Engagement
54	Technology-enabled Churches
55	Celebrating Cultural Diversity



Synod Rank	Synod Proposal Title
56	Evangelization Ministry
57	Mission Trips
58	Eucharistic Congress
59	Diocesan Annual Report
60	School & Religious Education Programs
61	Pastor Assignments to Catholic Schools
62	Catholic Social Teachings
63	Liturgical Needs and Preferences
64	Student Service Projects
65	School - School Partnerships
66	Partner Parish / School Model
67	Prayer Ministry
68	Diocesan Financial Plan
69	Seminarian Skills Assessment & Training
70	Clergy Focused on Youth & Young Adult Ministries
71	Faith Testimonials
72	Diocesan School of Music
73	Faith-in-Action Dashboard
74	Diversity in Leadership
75	Goal Setting & Performance Appraisals
76	Event Collaboration
77	Leadership Framework
78	Digital Spiritual Content
79	Diocesan Cultural Day
80	Minister & Volunteer Management
81	Personal / Household Spiritual Plans

Synod Rank	Synod Proposal Title
82	Homelessness Task Force
83	Prayer Companion / Coach
84	School Admissions Process
85	Family Faith Formation
86	Women in Leadership
87	Diocesan-wide Mass Schedule
88	Policies & Procedures
89	Diocesan Catholic Youth Organization
90	Homily Feedback
91	Pilgrimages
92	Student Formation Oversight
93	Spiritual Best Practices
94	ILM Program
95	School Governance Model
96	"Home Rooms"



# CONCLUSION

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

As a result of the unimaginable, unforeseen, dynamic evangelization of the Americas set in motion by Our Lady's appearance to San Juan Diego, the seed of faith planted then came to San José, flourished, and became its own diocese 42 years ago.

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

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

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

Saint Joseph, pray for us.

Saint Clare, pray for us.





## 40th Jubilee Prayer

Ever-living and faithful God,  
we give you thanks for walking with us,  
your people of this Diocese of San José

Pour forth your Spirit on this local  
Church, that our works of Faith and  
labors of Love may lead others to  
Jesus, your Son, and that our endurance  
in Joy and Hope may lift up those weary  
from uncertainty. Accompanied by  
Saint Joseph and Saint Clare,  
may we continue **“Journeying Together  
in Hope”** and day by day be drawn  
closer to your Son, our Light, our Hope,  
and our Salvation,  
who lives and reigns with you and the  
Holy Spirit forever and ever.

Amen.



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