

Priest Council Minutes
Archdiocesan Pastoral Center
November 30, 2017 at 10:00 a.m.

Present: Cardinal Donald W. Wuerl; Most Rev. Barry C. Knestout; Most Rev. Mario E. Dorsonville; Rev. Msgr. Michael W. Fisher; Rev. Joseph A. Calis; Rev. Alain M. Colliou; Rev. Charles A. Cortinovis; Rev. Msgr. Donald S. Essex; Rev. David M. Fitz-Patrick; Rev. William E. Foley; Rev. Scott R. Hahn; Rev. Mark D. Knestout; Rev. Raymond H. Moore; Rev. Msgr. Charles E. Pope; Rev. Kevin J. Regan; Rev. James M. Stack; Rev. Walter J. Tappe; Rev. Msgr. Peter J. Vaghi; Rev. Moises Villalta, O.F.M. Cap.; Rev. Msgr. James D. Watkins

Absent: Most Rev. Roy E. Campbell; Rev. Ismael N. Ayala; Rev. LeRoy J. Fangmeyer; Rev. W. Paul Hill; Rev. Raymond F. Schmidt; Rev. Lawrence A. Young

Opening Prayer and Comments

Cardinal Wuerl referenced the day's Gospel reading for the Feast of St. Andrew the Apostle, which recounts the call of Jesus to Peter, Andrew, James, and John and how they left their boats and "immediately" followed him. This is a reminder that our commitment to be followers of Jesus is a total and complete response, which needs to be renewed every day.

Approve Minutes

The minutes of the October 19, 2017 meeting were approved without corrections.

Best Practices From Listening Sessions for the Synod on Young People, the Faith, and Vocational Discernment

Dr. Susan Timoney, Secretary for Pastoral Ministry and Social Concerns, introduced the topic of best practices for young adult ministry. Such practices are informed by the listening sessions that took place in anticipation of the Synod on Young People, the Faith, and Vocational Discernment, which will take place in Rome in October 2018. She reminded the Council that these best practices are intended to help parishes be in a better place to receive what the Synod will report. Dr. Timoney then turned the presentation over to Mr. Jonathan Lewis, Executive Director of Evangelization, Young Adult Ministry, and Chaplaincies.

Mr. Lewis conveyed that structures created for young adult ministry will not be that effective if there is not a parish culture characterized by adult faith formation, the building of relationships, and mentoring. In terms of structures presently in place in the archdiocese, there are six college campus ministries, eleven parish-based young adult communities, and six regional young adult ministries. Within the six campus ministries, staffing varies at each campus, and there is a need for outreach to the increasing number of community college students. Within the eleven parish-based young adult communities, five parishes have an institutionalized support of young adult ministry. In the last four years, three new parish young adult ministries have started and three other parish young adult ministries have closed based on the level of support received from the pastor.

Concerning the six regional young adult ministries, there is a presence in each county in the archdiocese, but there is limited support from clergy and parish staff. Growth is needed with regard to ministry with Spanish-speaking young adults and African-American young adults.

As part of the “Share with Francis” initiative last spring, 35 parishes hosted in-person listening sessions. 45% of young adults reported that “my parish relates well to young adults.” 55% of young adults reported that “I have close friends at my parish.” 50% of young adults have a relationship with an older adult mentor at their parish. The majority of our parishes do not have a young adult serving on the Parish Council or Finance Council. Most of our parishes do not have a peer young adult ministry, and none of our parishes have full-time or part-time staff dedicated to young adult ministry. Best practices for outreach to young adults consist of **assessing** the current realities of ministry and mentoring with young adults in the parish and larger community, **forming** a greater number of adults (younger and older) to be leaders and mentors, and **building community** through mentoring relationships and small groups to better integrate young adults into lifelong parish life.

For the assessment of current realities of young adult ministry, parishes can ask the Office of Young Adult Ministry to provide a workshop for parish leaders (e.g. Parish Council, parish staff, marriage and baptism preparation leaders, RCIA teams, heads of parish ministries, etc.) on the findings from the Synod listening results and mentoring young people. Parishes can also work with ministry leaders to build a list of active young adults and reach out to identified young adults (e.g. host a dinner/listening session, meet one-on-one for coffee, etc.). The Office of Young Adult Ministry will assist in the assessment process by developing a half-day parish training, a “Parish Young Adult Ministry Outreach Plan,” and a sample “Parish Young Adult List” template.

For the formation of young adult leaders, parishes can appoint a priest, staff member, or volunteer (who does not need to be a young adult) as the “Young Adult Ministry Coordinator.” Where possible, identify a small young adult ministry team to work with the Coordinator, whose job would entail:

- Intentionally building relationships with young adults in the parish (e.g. after Mass, etc.)
- Updating the pastor and appropriate parish leaders on outreach efforts
- Building a list of active young adults in the parish and reaching out to them
- Promoting one-on-one or small group mentoring as appropriate
- Promoting and coordinating with regional young adult ministry events and small groups (e.g. 270Catholic, DC Theology on Tap, etc.)
- Coordinating with the Office of Young Adult Ministry to receive support and to promote archdiocesan-wide young adult initiatives

The Office of Young Adult Ministry will assist in the formation process by providing one-on-one parish consultation and ongoing support, as well as offering two trainings a year for young adult ministry leaders. It will also develop and host formation programs for young adults and adult mentors. Parishes can recommend one or more young adults (single or married) to participate in a 10-week formation program (available in person or online) in evangelization in spring 2018. They can also recommend one or more adults

(40+) to participate in ongoing formation in mentorship (available in person or online) beginning in spring 2018, and they can invite at least two young adults to serve on the Parish and Finance Councils.

For the building of community, parishes can identify at least one community of young adults (ages 18-39) to begin mentoring/discipleship (one-on-one or small group). Such communities consist of active young adult parishioners, new young adult parishioners, engaged or married couples, those in Baptism preparation or with young families, recently initiated young adults (post-RCIA), or community college students. Pastors can ask Parish Council and staff to personally befriend and mentor one young adult in the parish, and they can ask that each parish ministry leader invite and mentor another parishioner as a leader. The Office of Young Adult Ministry will provide resources and training on small group ministry and young adult mentoring, and it will develop and identify relatable faith formation resources to be used in small group ministries and retreats.

Additionally, parishes can collaborate with regional and archdiocesan ministries. This might take the form of organizing a parish group to participate in archdiocesan young adult ministry events (e.g. annual fall and spring young adult retreats, annual 7 Church Walk, etc.); sending parish ministry leaders to the fall and spring young adult leader trainings; promoting regional young adult ministries and events (e.g. DC Theology on Tap, 270Catholic, etc.); or contributing financially to parish or regional young adult ministry. The Office of Young Adult Ministry will provide ongoing consultation and leadership development with parish and regional young adult ministry leaders, and it will increase the number of archdiocesan-wide formation events and retreats for young adults.

Finally, pastors can ask parishioners to build friendship and regularly introduce themselves to new young adults after Mass, and ensure that young adult ministry is prominently featured on the parish website and in the parish bulletin. They can also maintain an active parish social media presence and have a visible presence in the secular community by engaging the culture outside the parish boundary through festivals, cultural events, etc. Targeted social media advertising can also be used to reach out to young adults within the parish boundary. The Office of Young Adult Ministry will provide regular bulletin and digital content for parishes, and it will develop a new website for better outreach to disengaged young adults, connecting them to parish-based young adult communities.

Following the presentation, Mr. Lewis noted the need for comfort and skill in reaching across a generational gap, with recognition that young adults are not “a different sort of human person.” The Council affirmed the “ground-up” organic approach that was described, and its applicability to all groups, not just young adults, was also noted. They supported the Office of Young Adult Ministry providing content to pastors that can serve as guidelines, as well as offering the office’s support in implementing those guidelines.

Hispanic Enrollment Advisory Committee Recommendation

Dr. Jem Sullivan, Secretary for Catholic Education, introduced how the Hispanic Enrollment Advisory Committee was formed as part of the strategic planning goal to

increase the recruitment and retention of Hispanic students in Catholic schools of the Archdiocese of Washington (ADW). The committee is comprised of following members:

Name	Title	Affiliation
Rev. Richard Gancayco	Pastor	St. Martin of Tours School
Beth Blaufuss	President	Archbishop Carroll High School
Javier Bustamante	Executive Director	Office of Cultural Diversity and Outreach
Tobias Harkleroad	Principal	St. Francis International School
Kim Lora	President	St. Jude Regional School, HSA
Ileana Quintas	President and CEO	I Q Solutions
Danielle Reye s	Executive Director	Crimsonbridge Foundation
Wendi Williams	Assistant Superintendent	ADW Catholic Schools

As part of their work, the committee consulted with other (arch)dioceses and attended meetings and conferences on the topic, including the National Summit on Catholic Schools and Hispanic Families hosted by Boston College. They have formed archdiocesan and school-level recommendations pertaining to the following areas:

- Catholic Identity and Community Building
- Leadership and Human Resource Development
- Communications and Marketing
- Financial Resource Development
- Collaborations and Partnerships

Cultural competency training for Catholic schools and parishes was identified as an immediate priority. The Crimsonbridge Foundation has provided a grant to support conducting a cultural competency training for Catholic school leaders in the ADW. The Latino Enrollment Institute (LEI) is an enrollment management training offered each year by the University of Notre Dame to Catholic schools across the country. Staff from Notre Dame will present the LEI, with a focus on cultural competency training, in the ADW for pastors, principals, and staff from April 16-18, 2018. Mr. William Ryan, Superintendent of Catholic Schools, then presented an overview of the recommendations and best practices of this Hispanic Enrollment Advisory Committee, organized into the five areas notated above.

In the area of Catholic Identity and Community Building, the archdiocese should have liturgies and events that incorporate Hispanic culture, improve communications tools related to Catholic identity, and encourage collaboration between the Catholic Schools Office (CSO) and the Office of Cultural Diversity and Outreach in providing support to parents. Parishes and Catholic schools should convene groups of Hispanic families to elicit recommendations, and they should integrate Hispanic language and culture into symbols and celebrations. Parishes should also evaluate their demographics, develop relationships with Hispanic community leaders, and encourage Hispanic parents to join parish committees. Catholic schools should also provide an inclusive academic environment with programming to support and advance a diverse student population.

In the area of Leadership Support and Human Resource Development, the CSO should provide required annual professional development for pastors and staff, provide guidance for cultural competency training, and use existing events to disseminate best practices. It should also establish a small group of “culture coaches” whom principals or pastors can call on for guidance, support the identification of schools that should recruit bilingual staff and faculty, and have access to at least one bilingual staff member. Opportunities for collaboration should be sought with the Office of Cultural Diversity and Outreach. Parishes and Catholic schools should have diverse and representative leaders, engage faculty/staff in cultural competency trainings, and intentionally recruit bilingual staff if located in an area with a dense Hispanic population. Catholic schools should also invest in supporting faculty and staff with second-language acquisition and facilitate relationships with trusted leaders in the Hispanic community.

In the area of Communications and Marketing, the CSO and Catholic schools should ensure that all collateral materials, video, microsites/websites, financial aid application/process, etc., are available in Spanish. A directory of Catholic schools and a special events calendar should also be published in Spanish for wide distribution, and the CSO should market schools through relevant events and activities sponsored by the Office of Cultural Diversity and Outreach. Parishes with more than 20% Hispanic membership should offer at least one Mass in Spanish and ensure that all printed materials and microsites/websites are available in Spanish. Spanish-language contacts at schools should be identified and utilized to support communication with the Hispanic community.

In the area of Financial Resource Development, the CSO, parishes, and Catholic schools should organize their communities to advocate for OSP and BOOST reauthorization and increases. The CSO and Catholic schools should provide a support system to assist Hispanic families with completing paperwork for Title funding, requiring the submission of such paperwork for receiving archdiocesan tuition assistance. The archdiocese, parishes, and Catholic schools should cultivate relationships with Hispanic donors, leaders, and business owners for support and for implementing a scholarship program specifically to assist Hispanic students. Parishes and Catholic schools should be intentional about informing Hispanic families about sources of financial assistance, and they should also explore barter opportunities that may help certain families.

In the area of Collaborations and Partnerships, the archdiocese should promote CSO resources to pastors and create mechanisms to ensure pastors are utilizing them. It should intensify its partnership with local Catholic universities to focus efforts on providing intercultural competency development, continue to collaborate with the Latino Student Fund, and convene meetings of principals and pastors to share best practices. Parishes and Catholic schools should communicate and collaborate with area donors and nonprofits to foster dialogue about the needs and priorities of students and schools. They should also set targets/goals for increasing the number of external (non-ADW-affiliated) partners and collaborate with the Latino Student Fund. Principals and pastors should meet periodically to discuss best practices, and best practices in cultural competency should be held periodically at Home and School Association and School Advisory Board meetings. Finally, Catholic elementary schools and high schools should develop relationships so students think about where to go for secondary school.

In the discussion that followed the presentation, Bishop Dorsonville noted the need for cooperation between pastors who do and do not have schools. Cardinal Wuerl noted that there will always be the challenge of having to find financial support, and that the archdiocese does have \$6.1 million available for tuition assistance. For the LEI training in April, schools can bring a team that is not limited to paid staff. The training is meant to be culturally transformative, and the Council affirmed it as a welcome opportunity.

Elementary Schools Update/Consultation

Dr. Sullivan introduced the topic of the consultation process for schools facing financial or enrollment stress, turning the presentation over to Mr. Ryan, who described more of the process and how it presently applies to certain schools. School Policies 4620 and 4621 stipulate that triggers for consultation include the requirement of a loan to sustain school operations, 35% or more of parish revenue supporting a school deficit, tuition failing to cover a minimum of 65% of school expenses, enrollment falling below 65% of school capacity, and fundraising proceeds falling below 5% of total school expenses. The required actions of the consultation process consist of a meeting with faculty, staff, advisory bodies, parents, and parishioners; providing handouts during the meeting containing financial and/or enrollment data to be discussed; collaboration between the pastor, the Catholic Schools Office (CSO), and the principal; the creation of an action plan; and the canonical administrator making the final decision regarding next steps.

There are four levels of support for schools facing financial or enrollment stress. **Priority** refers to schools requiring consultation because viability may be impacted in the following year. Below this level and three levels of pre-consultation. **Intervention** refers to schools where viability may be impacted within the next two to three years. **Support** refers to schools where viability may be impacted within the next three to five years. **Watch** refers to schools where viability may be impacted within the next five to ten years. Supports for schools at the priority and intervention levels include budget review and support, enrollment and marketing support, principal coaches, instructional coaches, professional development (enrollment management/marketing & development), and monthly meetings with CSO staff.

Schools presently at the Priority (consultation) level include Our Lady Star of the Sea, Holy Family (Hillcrest Heights), St. Matthias, and Archbishop Carroll High School. Schools presently at the Intervention (pre-consultation) level include St. Bartholomew, Annunciation, St. Michael (Ridge), St. Mary (Rockville), St. Francis International, St. Mary of the Mills, Little Flower (Great Mills), St. Augustine, and St. Mary of Piscataway. Next steps consist of enrollment management (forecasting and planning), creating budget guidelines (in development), supporting schools throughout the 2017-2018 school year, and strategic planning to focus on at-risk schools.

Following the presentation, Cardinal Wuerl stated that the consultation process is intended to prevent a school from sliding into an untenable position, and it promotes a certain level of transparency that engages parishioners in helping a school to survive. Affirmation was expressed within the Council for the process, with mention of the Southern Maryland Feasibility Study that the CSO is currently working on with pastors there. The Monumental Scholars Fund was noted as a source of help for the Consortium

of Catholic Academies. It is important to communicate the success stories to reinforce that consultation is not about school closure, but about transparency, but that distinction can be a big step psychologically.

Special Education Task Force Report

Dr. Sullivan introduced the topic of the Special Education Task Force recommendations and turned the presentation over to Mr. Ryan, who first summarized the strategic planning for our Catholic schools. This planning seeks to advance the goals of (1) learner-centered instruction that engages students and prepares them for the 21st Century, and (2) achieving aggregate enrollment targets through improved operational vitality. Schools will meet these goals through the objectives of (1) providing faith formation and academically excellent education to a diverse student population, and (2) developing and achieving annual enrollment targets to improve financial viability.

With regard to serving students with special needs, archdiocesan schools should be applauded for creating inclusive environments. There are 932 special needs students in ADW schools, representing 39 schools and approximately 8–9% of our student population. The national average of public school students with special needs is 13%. The number of total English-language learners is 195, also representing 39 schools. Strong programs for disabilities, requiring multiple supports, are in place at Our Lady of Mercy, Little Flower (Great Mills), Our Lady of Lourdes, St. Elizabeth, Mary of Nazareth, and St. Michael (Ridge). The following special needs classifications are represented among our students: ADHD/executive functioning disorder (520), learning disability (329), speech and language disability (202), emotional/behavioral disability (112), and autism (33).

The Special Education Task Force consists of parents, resource teachers, the Catholic Coalition for Special Education (CCSE), ADW staff, pastors, and experts in the field. They were charged with identifying barriers to special needs students' enrollment in Catholic schools and making recommendations to overcome these barriers. Dr. Maggie Hubbard, Director of Special Education for the CSO, led the task force, which met on September 26, October 26, and December 9, 2016. The barriers that they identified included erroneous perceptions and negative attitudes, general systemic issues, instructional issues, and resource issues.

In the area of administration, the task force recommends messaging that directly states the expectation that our schools will be inclusive. This entails determining what an inclusive school looks like, determining the capacity of schools, and developing a plan to provide a full continuum of services at sites across the archdiocese. The latter requires identifying resources to support schools and ensuring that local school systems are providing required services. Additional administrative recommendations include having a resource teacher and counselor at each school, participation in the National Blue Ribbon School Program, expanding high school programs, and having school/parish partnerships to enhance an inclusive culture.

The task force also recommends professional development/training for pastors and school staff. This would involve providing multiple layers of professional development to teachers, regarding working with students with special needs, creating a universally

designed classroom, and best instructional and classroom management practices. Development includes, but is not limited to, classes, workshops and in-services, mentors/coaches, PLCs, and opportunities for collaboration. Videos and webinars would also be created.

For general support, the task force recommends creating an “Inclusion Support Team” that provides support to schools, and professionals should be engaged who can provide instruction in a variety of interventions and instructional protocols, such as Wilson, Orton-Gillingham, Touch-Math, etc. The creation of a library of resources for schools is also recommended, as well as the purchasing of district licenses for research-based interventions and instructional support programs (e.g. *Learning Ally*).

The next steps involve sharing the task force report with principals and pastors and developing an implementation plan (starting in 2018-2019), while professional development will begin immediately and be ongoing.

Following the presentation, the seeking of financial support from foundations was encouraged. Mr. Ryan also affirmed that discussions are happening with regard to helping Directors of Religious Education with parish catechesis for special needs children.

Fulfilling the Mandates of the Archdiocesan Synod

Msgr. Charles Antonicelli, Episcopal Vicar for Canonical Services, gave a presentation on the ways in which the mandates of the Archdiocesan Synod are being fulfilled. By way of background, he reminded the Council that Synod listening sessions were held from June 2013 until May 2014 and that Synod Statutes and Recommendations were published in June 2014. The Synod Implementation Committee was then formed to provide oversight of the implementation of the recommendations, and many members of the Archdiocesan Pastoral Council participated in the Synod and continue to provide feedback on implementation of recommendations.

The Synod produced overarching recommendations as well as recommendations made according to the five Indicators of Vitality: Worship, Education, Community, Service, and Stewardship/Administration. The overarching recommendations include implementing the recommendations, helping Catholics grow in faith, reflecting and including cultural and language diversity, affirming the dignity of every person, reaching out to those not actively involved, engaging in pastoral planning, and improving use of technology for communications. The Moderator of the Curia has responsibility to ensure the Synod recommendations are implemented, and he is assisted in this duty by the Synod Implementation Committee, which has met five times since 2015 to receive and review reports on the progress and plans for achieving the Synod goals.

Regarding the overarching goal of helping Catholics grow in faith, accomplishments include the completion of *Living Catholic* formation for over 2,400 employees, improved participation in the annual Faith Knowledge Assessment (providing significant data for ongoing formation), and scoring above the international average on Catholic Identity across all archdiocesan schools. Additionally, the *Play Like a Champion* program was established to form coaches as models and mentors of faith on the playing field, and

multiple adapted resources (e.g. marriage prep, RCIA) were created for persons with disabilities.

Regarding the overarching goal of reflecting and including cultural and language diversity, accomplishments include Cardinal Wuerl's recent Pastoral Letter on Racism, the creation of the Office of Cultural Diversity and Outreach, enhanced language capabilities for priests (12 priests now in Spanish immersion), and adapting the Our Lady of Guadalupe procession into the archdiocesan pilgrimage entitled *Walk with Mary*. The *Encuentro* process resulted in the engagement of 34 parishes, and the archdiocese has joined the Maryland Catholic Conference Committee on Racism and formed the Hispanic Enrollment Advisory Committee for Catholic Schools. Additionally, the archdiocese received a donated Guadalupe tilma for parish display and developed resources for prayer and discussion on immigration.

Regarding the overarching goal of affirming the dignity of every human person, accomplishments include continued organizing and hosting of the Rally and Mass for Life, presentations on end-of-life issues at 25 parishes, and the institution of a program to help couples facing difficult pre-natal diagnoses. Our archdiocesan White Mass has been recognized as an international model for affirming the dignity of persons with disabilities, and we collaborated in the first national CARA survey on disability services. The archdiocese also served people who suffered from domestic violence or human trafficking, advocated for migrants and refugees (DREAMers retreat, National Migration Week, "Share the Journey" Campaign), and initiated catechetical resources to acknowledge enslaved persons buried in unmarked graves.

Regarding the overarching goal of reaching out to those not actively involved, the archdiocese created the position of Coordinator of Parish Evangelization and provided workshops with Sherry Weddell to help parishes establish evangelization committees. Five new Community Resource models have been developed for providing faith-based socialization for children and young adults with special needs. Pastoral care of the newly initiated has been instituted to accompany and encourage ongoing participation in the sacraments and parish life, and we engaged close to 6,000 people through the *Encuentro* process, including 2,000 not previously involved/engaged in our parishes.

Regarding the overarching goal of engaging in pastoral planning using the Indicators of Vitality, there has been enhanced coordination between the Offices of Evangelization and Pastoral Planning to help parishes engage in more meaningful pastoral planning. There have also been revitalized meetings of deans with parishes to review assessment using the Indicators of Vitality, and all new administrators and pastors are assigned a mentor priest and staff member to help (for example: by training parish council and staff, facilitating town hall meetings).

Regarding the overarching goal of improving the use of technology for communications, the archdiocese has achieved a social media presence that is best in its class (e.g. Twitter, Facebook, Facebook Livestream, YouTube, Instagram, website posts and visits). There is also significantly more video content available, such as the "Five Things" series with Fr. Byrne, instructional content (marriage prep, school administrative training), wedding

anniversary stories, and special events. Archdiocesan videos on YouTube are on track to exceed 1,000,000 views next month.

Regarding the Worship category of the Indicators of Vitality, there was a focused one-day convocation on preaching with 123 priests attending. The Capitol Catholic app was created to help subscribers find Mass times near them, and training workshops for lectors, ushers, and Eucharistic ministers have been provided in English, Spanish and ASL. The availability of Confession times has been increased, with several parishes offering the sacrament every Wednesday, not just during Lent. There is also integrated marriage preparation in both Spanish and English.

Regarding the Education category of the Indicators of Vitality, the Catholic Schools Office has developed a strategic plan, and resources to enhance outreach of campus and young adult ministry have been expanded. It is mandated that all teachers of religion be certified, and a teacher evaluation tool that incorporates Catholic Identity has been developed. There is now monthly correspondence with pastors focusing on robust implementation of the catechumenal process. A catechetical leaders formation program has been designed and has received approval, and the Special Education Task Force has been created.

Regarding the Community category of the Indicators of Vitality, the archdiocese has created and delivered training to parishes on the ministry of hospitality to help them be more welcoming. Training has also been provided to parishes on best practices for integrating newly registered members into parish life. Staff resources have been assigned to expand focus on ministries in prisons and hospitals, and cultural diversity has been embedded in the parish planning process.

Regarding the Service category of the Indicators of Vitality, the archdiocese has collaborated with Catholic Charities' Parish Partners Program, providing myriad opportunities for volunteering and expanding services to those on the margin. The Financial Stability Network provides financial advice to those in need (modeled on Legal Services Network), and young adults raise awareness of and perform service projects with the "Month of Service." Finally, a liaison to Catholic Relief Services promotes services to those in need around the world.

Regarding the Stewardship/Administration category of the Indicators of Vitality, training sessions for new Parish Finance Council Guidelines have been published and provided, and a Policy on Policies has been advanced for formalizing the process for reviewing, updating, and making available archdiocesan policies. The assessments policies have been republished, the revision of the Parish Accounting Manual has begun, and the Pastor's Playbook was created to provide guidance for the administrative duties for a new pastor or parochial administrator.

Looking to the future, we will continue current activities and re-evaluate periodically for continuing effectiveness. During 2018, activities of focus include promoting the Capitol Catholic app and link to the website, increasing the number of Catholics advocating on issues important to the Church, and increasing workshops on what a mission-oriented parish looks like. Additional goals include developing teaching tools to address racism,

launching the Catechetical Leadership formation program and the Latino Enrollment Institute in conjunction with University of Notre Dame, and sponsoring a DACA retreat to demonstrate Church's desire to accompany immigrants.

Following the presentation, Bishop Knestout clarified that each Synod goal or recommendation is connected with an archdiocesan staff member, becoming a part of his or her goals, and the value of the Synod was affirmed.

Closing Prayer and Comments

Cardinal Wuerl announced that the archdiocese will develop pastoral guidelines for implementation of *Amoris Laetitia*, noting that the USCCB voted down what was produced for them because it did not provide sufficient explanation on the implementation from a pastoral perspective. He also presented the annual Christmas ornament featuring Holy Trinity mosaic from new Trinity Dome at the National Shrine, and he thanked the Council for their time in giving feedback to staff that lets them know that what they are doing is valuable.

Before concluding, the Cardinal asked the members if there were any other items to come before the Council. Upon hearing none, the Cardinal invited members of the College of Consultors to stay for their meeting and concluded the meeting in prayer.

Next Meeting: January 18, 2018