

## Pastoral Plan



### Province of St. Joseph of the Capuchin Order March 2022

The Province of St. Joseph adopted a Pastoral Plan in September 2010. This plan, significantly revised in May 2013, has guided leadership in its decision-making. Desiring to ensure that this plan remains a “living document”, this revision takes into account current realities of the Province.

Fraternal Collaboration of Personnel continues to be an integral element of our planning with regard to fraternity and ministry. Likewise, we continue to see consistency in our newest members entering full-time ministry after initial formation. Together, these two realities profoundly influence and enriched our life and ability to engage in external ministry.

This year will mark the fifth anniversary of the beatification of our Brother, Blessed Solanus Casey. His life, example and inspiration for tens, even hundreds of thousands, of people each year, form and change the way we live and minister as Capuchins, not only in Detroit, but throughout the entire Province. This Pastoral Plan must continue to address these changing and growing realities as we strive to minister as Solanus did: by consoling, teaching and accompanying people.

Like the previous Councils “We want to remain faithful to our core mission and values but also recognize that they will need to be fulfilled in ways that are different and more consistent with our current and anticipated resources.” Blessed Solanus said: “Let us thank God ahead of time for whatever He foresees is pleasing to Him, leaving everything at His divine disposal.” As we continue to plan for our future, we live in the present with great hope and thanking the good God for leading us in the way of his will.

Mark Joseph Costello, OFM Cap., Provincial Minister  
Steven Kropp, OFM Cap., Provincial Vicar  
William Hugo, OFM Cap., Councilor  
Zoilo Garibay, OFM Cap., Councilor  
Tien Dinh, OFM Cap., Councilor

## **Principles for Planning**

Our Pastoral Plan will integrate the Mission, Vision and Values of the Province of St. Joseph: hospitality, partnering, and justice for all creation, empowerment, compassion, and joyful service.

### **Aspirations**

- We must rely on the guidance of the Holy Spirit and trust in Divine Providence in our discernment and decision-making.
- We will maintain a balance of prayer, contemplation, ministry, and fraternity, remembering that our witness to the Gospel as brothers is our first ministry to the Church.
- We will maintain our preferential option for ministering to/with/among our brothers and sisters who are poor and marginalized. At the same time, as brothers to all, we will also be open to working with and serving a wide variety of people.
- The Province will encourage all friars and communities to pray daily for Vocations and for the needs of our benefactors.
- In response to the signs of the times, the needs of the Church and the good of the Province, we will be open to considering possibilities for a new ministry.

### **Assumptions**

- Pastoral planning is an ongoing process; therefore, this plan and its implementation will need to be reviewed and amended in response to changes in personnel, finances, and other circumstances.
- Every ministry that is currently owned or supported by the Province is consistent with our mission, vision and values.
- Our ministries include itinerant preaching in differing forms; conscious of this Capuchin charism, evangelization is at the heart of all our ministries.
- Every ministry that is currently owned or supported by the Province is important to the friars and others who serve with them, as well as the people it serves.
- Our younger members and those in initial formation have a significant but not exclusive voice in the ongoing discernment of our ministerial priorities, since they are the ones who will primarily be called upon to carry on our work in the coming years.
- Our planning, while focused on the Province and our Ministries, takes into account the other entities with whom we are engaged – most especially the dioceses where we serve. Their pastoral planning and decision making may necessitate changes in our plan.

### **Practices**

#### **Initial Formation**

- Creatively promoting vocations—particularly Capuchin vocations—and supporting initial formation must be part of the consciousness and mission of every ministry of the Province. In addition, we need to have communities and

ministries that will be attractive to prospective members.

- Capuchin friaries will be summer residences for friars in post-novitiate formation, who may work at Capuchin-Sponsored ministries.
- In our planning we take into consideration recent studies suggest that a majority of young people looking at religious life today, are attracted to those orders that have:
  - strong community life;
  - shared ministries, particularly among the poor and marginalized;
  - a clearly articulated and lived mission;
  - commitment to personal and communal prayer, especially the Eucharist; and
  - respect and support for the traditions and teachings of the Church and the Magisterium.
- In coordination with the Capuchin Vocation Office, our communities and ministries will be open to housing and hosting candidates for closer affiliation and ministry internship opportunities.
- New friars, whether through initial formation or Collaboration, will be invited to longer range planning regarding ministry in the Province and preparation for various ministries. Engagement with Ministry directors will be a component of this process.

#### Fraternal Collaboration of Personnel

- The Province is engaged in fraternal collaboration of personnel with various Provinces of the Order. In particular we have relationships of collaboration with the following Provinces:
  - Amala Annai- Tamil Nadu, India
  - Pavanatma – Kerala, India
  - Krist Jyoti- Delhi, India
  - Mary Kidane Meheret- Ethiopia
  - Assumption of Mary- Tanzania
- The purpose of fraternal collaboration of personnel is the reinforcement of our fraternal life and prayer, which then serves to support the ministries of the Province that are valuable for our mission, values and identity.
- A friar who is assigned to serve as the Director of Fraternal Collaboration will work closely with the friars that are received into the Province from other circumscriptions and with the local communities to which they are assigned.
- Mentors will be identified and through regular meetings and will help new ministers to transition to and learn the requirements of their positions.

### Building Flexibility into Capuchin Personnel

- We support communities that go beyond providing the minimal necessary number of friars for current ministries. We will place friars out of initial formation, senior friars, friar collaborators and the general provincial membership so that the Province is more able to respond to personnel needs, emergencies, routine transfers and possible new ministries.

### Compensation

- Every external ministry in which a friar serves will offer the Province some kind of compensation for that friar's ministry. The expectation is that this compensation will be determined by diocesan scale, lay equivalency, or some other relevant standard. Any compensation less than the full scale must be negotiated with the ministry and approved by the Provincial Minister and Council. Because of the financial needs of the fraternity, particularly our elderly brothers and those in initial formation, the Province will not be able to grant permissions for salary reductions in most instances.

### Continuing Formation

- In order to meet our own needs and to better respond to the signs of the times and the needs of the Church, the Province will support friars to obtain advanced degrees in areas suitable and useful for our life and ministries.
- All friars, particularly those under age 60, are encouraged to learn a language other than English for the sake of fraternal life and ministry.
- Friars entering a cross-cultural ministry will be expected and given the opportunity to be trained at relevant programs.
- The Province will provide opportunities for on-going Franciscan formation. Friars are encouraged to seek out additional ways to continue to develop in the Franciscan tradition.
- Friars will be encouraged to develop concrete plans for their spiritual development and to broaden their knowledge, experience and skills in ministry. The Provincial Minister and Council and Director of Continuing Formation will create the structures and provide the support necessary to achieve this.

### Pastoral Care and Conciliation

- The safety and protection of minors and vulnerable adults is of paramount importance to the Province. To facilitate this ministry the Province maintains an Office of Pastoral Care and Conciliation. We are determined to respond decisively to any instance in which a member of the Province has abused a child, youth or vulnerable adult.
- For the foreseeable future we recognize that as part of the normal ministry of the Province we will need to reach out to those who have been harmed and respond to them pastorally and in a manner that reflects our mission and values. We will also provide pastoral care for and accountability of our brothers who have offended.

- The Province will work to provide a safe environment in all of our ministries for those we serve by providing appropriate training for our employees, volunteers and friars.

#### Senior Friars

- “Retirement” is not a disengagement from Capuchin life and ministry but rather a different way of living and ministering as a friar. Senior friars are encouraged to participate in community and ministry as their health and energy permit.
- Decisions on where an individual friar will retire will depend not only on his personal preferences but also on his required level of care (independent, assisted, full-time nursing) and available suitable housing.
- Friars who are fully retired and not engaged in any ministry outside their residences are encouraged to devote themselves in a special way to the ministry of contemplation and prayer, remembering to pray in a special way for these intentions:
  - Vocations in the Church, especially to the Capuchin way of life
  - Our candidates, postulants, novices and friars in post-novitiate and formation for work and ministry
  - Our benefactors and volunteers
  - The Province: friars, partners in ministry, and the people we serve
  - The guidance of the Holy Spirit for the Provincial Minister and Council to be faithful to our mission and attentive to the signs of the times

#### Provincial Structures

The implementation of this plan will be overseen by the Provincial Minister and Council in collaboration with the Treasurer and Director of Provincial Ministries.

#### Regional Clusters

- Honoring the principle of subsidiarity and the importance of collaboration, the ministries of the Province are grouped into four Regional Clusters, each with a friar who serves as a Regional Coordinator. These regions are:
  - Michigan
  - Milwaukee-Chicago
  - Central Wisconsin
  - Montana

The Regional Coordinator is appointed by the Provincial Council in consultation with the friars of the Region. His primary tasks are to:

- Convene the friars in his area twice a year for prayer and reflection on their shared life and mission and to encourage greater coordination and collaboration between/among friars in that region; and
- Provide a triennial report to the Provincial Chapter detailing the efforts and progress that have been made.

## Internal Ministries

- Internal Ministries, other than Formation Personnel, include: Provincial Minister, Guardians & Vicars, Regional Coordinators, Archives, Development, Capuchin Missions, Capuchin (internal) Communications, Director of Initial Formation, Director of Continuing Formation, Director of Fraternal Collaboration

## **Part 1**

### **Communities and Ministries**

Background:

*Though discussed and addressed in recent years, this pastoral continues to recognize two important realities:*

- *The need for retirement and healthcare friary rooms in the present and the near future.*
- *The decreased need for multiplication of friaries / friary rooms*

*Additional factors include:*

- *Younger members and friar collaborators see common life as normative.*
- *The desire to minister with other friars is also favored.*
- *The church, our society and the Order (Province) are Multicultural realities*

*At least one permanent friary is envisioned to be maintained in each of the four regions of the Province. Efficiencies regarding guardians, maintenance and upkeep will be realized by the Province if we keep fewer buildings and ensure that those we do are barrier free, well located and suitable for multigenerational living. This also aids in the desire to promote communal life and ministries.*

### **Michigan**

The Province will maintain two regional communities:

St. Bonaventure Monastery, Detroit

St. Crispin Friary, Washington

St. Bonaventure will be maintained as a multigenerational friary with 25 rooms available for residents within the Monastery building. The Province will pursue alternative resources for assisted living in the area. The Province will provide at least 4 friars to serve at the Solanus Casey Center with additional assistance by friars from St. Bonaventure Monastery as confessors and counselors. In addition, the Province will actively promote collaboration between the Solanus Casey Center and Capuchin Retreat for the sake of sharing resources, personnel, and evangelization.

In consultation with others the council will propose a friar to serve as vice postulator for the Cause of Blessed Solanus Casey.

The Province will provide at least 5 friars to serve at the Capuchin Soup Kitchen as Ministry Director, chaplains and other positions.

The Province will maintain St. Mary Friary in Detroit as long as needed to accommodate 3-5 friars to meet current needs for friar rooms in Detroit.

St. Crispin Friary will continue to serve the needs of the Retreat house staff and the Province in providing housing and community life for friars. Capuchin Retreat will continue to operate as a retreat center sponsored by the Province with at least 2 friars to serve there along with additional assistance by friars from St. Crispin Friary as confessors and preachers.

Other ministerial assignments in the Michigan region are considered personal commitments at this time. The assigning of friars to these or other ministries in this region is done at the discretion of the Provincial Council.

### **Milwaukee - Chicago**

The Province will maintain three regional communities:

Saint Francis Monastery in Milwaukee

Saint Benedict the Moor Friary in Milwaukee

St. Clare/St. Agnes in Chicago

The Province will develop and maintain a regional community at the St. Francis Monastery. The postulancy program will be housed at St. Francis Monastery. The Province will provide two friars to staff the Postulancy Program, though by other participating Provinces providing one staff member, one may be sufficient from our Province. The needs of retired friars will be served through a full-time guardian. Facilities for advanced levels of care utilizing resources in the Milwaukee area will be identified and utilized as needed in the future.

The Province will assign at least 3 friars to the Capuchin Community Services Ministry.

St. Francis of Assisi and St. Benedict the Moor parishes operate as a parish cluster. The Province will assign at least one friar to this ministry, with assistance from other friars in Milwaukee. The St. Francis Capuchin Center will also be developed in order to host provincial celebrations, regional meetings and visitors. The site will be able to meet potential increased use in light of its connection to the life of Blessed Solanus Casey.

The house on Achilles St. will be sold after it is no longer needed.

St. Benedict the Moor friary will be maintained. The future use of the block will be further studied.

The Province will maintain a community at the St. Clare and St Agnes sites to house the Post-Novitiate and Ministry Formation programs.

The Province will assign 2 friars to the Post-Novitiate Program.

The Province will assign at least one friar to the Provincial Vocation Office.

The Province will continue to be a corporate member of Catholic Theological Union, our designated Seminary for presbyteral formation, providing membership presence and participation.

## **Central Wisconsin**

The Province will maintain two regional communities:

St. Lawrence Friary, Mount Calvary

St. Fidelis Friary, Appleton

The Province will continue to staff St. Lawrence Seminary with a rector and at least 5 other friars who will reside in the friary. Other friars ministering in the region or retired will also form the community.

The Province will provide at least one friar to serve as pastor of Our Lady of the Holyland Parish (Mount Calvary/St. Cloud/St. Joseph/Johnsburg/Marytown), assisted by other friars as sacramental ministers.

The Province will continue to maintain St. Felix Friary as long as senior friar rooms are needed. The community at St. Felix Friary will be considered part of Saint Lawrence Community and served by the guardian at Saint Lawrence.

The Province will continue to maintain St. Fidelis Friary for as long as it is needed in the Province. As the need for housing retired friars decreases over the next 10-15 years, this facility may be given over to another use or sold if senior friars can be accommodated in the other, appropriate, friaries of the Province.

The Province will provide at least one friar to serve as pastor of Saint Joseph Parish in Appleton, as long as that is feasible, assisted by other friars as sacramental ministers.

Other ministerial assignments in the Central Wisconsin region are considered personal commitments at this time. The assigning of friars to these or other ministries is done at the discretion of the Provincial Council.

## **Montana—Domestic Mission of the Province**

The Province will maintain one regional community in two locations at:

1. St. Katharine Friary, Crow Agency
2. St. Labre Friary, Ashland

The Province will continue to maintain friaries on the Crow and Northern Cheyenne reservations. At least 6 friars active and retired including two pastors will be assigned to the ministry and to foster community life in this region. The friars living in Montana will provide sacramental services to the parishes on the two reservations. They will continue to collaborate on ways to best serve the Crow and Northern Cheyenne people. They will provide Christian formation and sacramental support for the schools that are part of the St. Labre system: St. Labre Indian School (Ashland), St. Charles (Pryor), and Pretty Eagle (St. Xavier).

Other ministerial assignments in the Montana region are considered personal commitments at this time. The assigning of friars to these or other ministries is done at the discretion of the Provincial Council.

### **Non-Region-Specific Ministries**

#### Preaching

The Province encourages interested and trained friars to engage in itinerant preaching and teaching as their primary ministry allows. Financial compensation for such preaching and teaching is expected and done through the local community or ministry and should be transparent and accountable.

A friar desiring to engage in full-time itinerant preaching and/or teaching needs the approval of the Provincial Minister and should be able to support himself, the ministry, and the larger Province.

#### Order of Franciscan Seculars

The Province will provide spiritual assistants to serve the Order of Franciscan Seculars as friars are available

### **Outside the Province**

Upon completion of the service of the current friars serving full-time the Province will not provide a friar to serve in the Apostolic Vicariate of Northern Arabia. Friars are welcome to do short term help outs in the Middle East.

## Part 2

### Fraternal Collaboration

Background:

- *Fraternal Collaboration of Personnel was briefly discussed at the 2014 Provincial Chapter, follow-up regional meetings to discuss the practice and a consultative vote endorsed its development in our Province. Fraternal Collaboration of Personnel has its roots in the missionary movement of the Order while challenging us to think about sharing provincial gifts in a more reciprocal manner. While the numerical decline of brothers in certain parts of our Order contributed to the practice of Fraternal Collaboration the desire to express the diverse international nature of the Order also influenced this development.*
- *Fraternal Collaboration of Personnel is conceived as an alternative to living in a mode of diminishment, hoping to bridge the gap that lies between our numerous senior friars and a resurgence of younger brothers in the past 15 years.*
- *This Collaboration of Personnel is about the reinvigoration of our Province through both its fraternal life and ministries. Through it, we have been able to move beyond operating with the minimum number of Capuchins possible.*
- *Collaboration constitutes a double dynamic of conversion: Capuchins from other places certainly experience all the challenges associated with missionaries. However, the members of the Province of St. Joseph are also challenged to move beyond their own cultural preferences in order to live and minister with our collaborators.*

The process for collaboration begins in discussion of our provincial needs with collaborating Provinces. Upon arrival, a collaborating friar shall be assigned to initial communities in order to help that him acclimate and enter into the life of the Province. These initial communities are St. Lawrence, Mount Calvary WI, St. Clare of Assisi, Chicago, IL, St. Francis, Milwaukee WI and St Bonaventure, Detroit, MI.

The Province goal has been to welcome 18 collaboration friars from various Provinces in the world. One friar will serve as the overall coordinator for the collaboration process.

Structural ministerial planning may allow for more communal expressions of ministry. This means moving beyond the perceived “least number of friars needed” criterion to support friars ministering together.

The guardian will provide for mentoring of the collaboration friar and the community where he resides. The director of Collaboration will serve as a resource.

## Part 3

### Employees and Volunteers

Background:

- *Over the past number of years, the Province has created positions and offices to serve the ministries and friars in a centralized way to more efficiently handle personnel, payroll, healthcare and other departments.*
- *A significant percentage of our current employee workforce is aging and in light of this, an opportunity exists to consider alternatives to simple replacement as employees retire.*
- *Many of our ministries rely on volunteers.*

In order to better serve ministries and communities and to reduce personnel, the Province desires to continue to centralize offices to oversee critical operations.

In light of our current workforce throughout the Province that is aging, in the next five years we consider the possibility of reducing staff. By limiting new hires and considering needs and resources beyond particular sites, we will work to reduce duplication, increase the use of expertise and create efficiencies. This process may lead to the development of more regional and provincial resources that are shared. It is also hoped that this process will create resources for communities and ministries that will reduce directors' time spent on overseeing specific administrative and maintenance tasks.

We have asked the Director of Ministries to work with ministry and office directors to reimagine the process and structures of current ministry and office services. By incorporating these findings, we hope to encourage ministries to share personnel resources (employees and volunteers), equipment, administrative support etc., while maintaining the smooth operation of ministry sites.

As a result of the reimagining process we have asked the Director of Ministries to collaborate with ministry and office directors in the development and implementation of focused staffing plans to address current and anticipated needs. This plan will be used to determine which positions need to be filled by employees or "employee essential" positions and which positions could be filled by volunteers or "volunteer essential" positions. We will also ask Human Resources to explore contracted work resources and options.

We will pursue concrete steps to serve our volunteers and expand our outreach. To begin, we are engaging resources and personnel to streamline volunteer coordination for the Michigan region. We hope to expand this model to other regions.

The implementation of this plan that will directly impact employees will be dependent on employee resignations, retirements and employee performance situations.