



Archdiocese of Newark



ARCHDIOCESE
of NEWARK

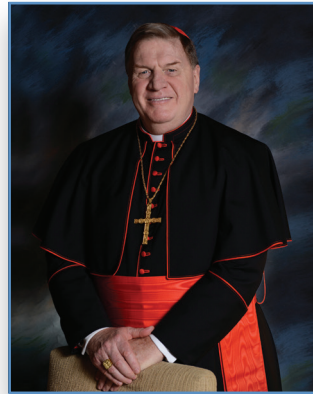
FORWARD IN
TOGETHER *Faith*
OUR ROAD AHEAD

A Message from Cardinal Joseph W. Tobin, C.Ss.R.

Dear Sisters and Brothers in Christ,

My vision for the Archdiocese of Newark is the vision of a missionary disciple.

I envision a future where lay people are fully engaged in the life of our Archdiocese at all levels and where parishioners of every age play direct and decisive roles in our worship, our faith formation, and our service to those in need. I also see priests united with one another and with the people they serve. I see deacons, consecrated men and women, and lay people who feel prepared and empowered, build up the Body of Christ that is the Church of Newark.



My vision for our Archdiocese is one of genuine solidarity in Christ. Our differences should enrich our Church, not divide it. The challenges we face should bring us closer together and allow the Holy Spirit to give us the wisdom, courage, hope, and generosity we need to be successful missionary disciples.

I thank God for sending me to the four counties of Bergen, Essex, Hudson, and Union that make up the Archdiocese of Newark. My visits to parishes, schools, and other Catholic organizations throughout our Archdiocese, and my meetings with individuals, families, and groups, show me how blessed we are as a local church. These visits also reveal the deep wounds caused by the revelations.

The revelations of abuse, as well as allegations of harassment of seminarians within this Archdiocese, have challenged us to find the light of Christ while looking to the future with hope. The hurt is real and the wounds are deep, but there is also a great resilience among the people of our Archdiocese. More than one victim of abuse has said to me, "I'm still a Catholic because my loyalty is to the Church and not to any individual."



A Message from Cardinal Joseph W. Tobin, C.Ss.R.

The events of 2018 and early 2019 have led us to new and renewed priorities. These are:

- Enhance structures and establish new processes that promote solidarity, transparency on all matters, and active engagement of lay people.
- Ensure lifelong faith formation and education at all levels.
- Establish ongoing formation and support of priests and pastoral leaders.

Much has been accomplished in our Archdiocese. However, we continue to build on these measures, including developing protocols to hold bishops accountable for our pastoral care of the children, youth, young adults, adults, and senior members of our community, and continuing to take measures to protect seminarians. It is long past time to change the dynamics of terrible revelations and hurt. Beyond words and ideas, we must continue to take action:

- Acknowledge the hurt and injury to the least of us, who should have been protected;
- Continue outreach to the victims and their families, who have suffered alone and in silence;
- Resolve to “follow the path of truth wherever it may lead” (Pope Francis) and create a road forward toward healing;
- Recognize that we cannot move forward with healing until we’ve acknowledged the injury and cleansed the wounds.

Further, we must reaffirm our faith and our commitment:

- To Jesus Christ, our Redeemer.
- To the Mission of the Church.
- To the Faithful - our parishioners and supporters — hoping to earn back their trust, their involvement, and, yes, their faith in us.
- To those Communities which we serve, who have been let down by the continued revelations of abuse.
- To our Clergy — those who have dedicated their lives to God and to our Mission — and yet, who have been tainted with a broad brush of shame due to no fault of their own.



A Message from Cardinal Joseph W. Tobin, C.Ss.R.

As the Archbishop of Newark, I have an obligation to do whatever is necessary to help us rebuild and flourish as the Body of Christ, the Church. We also need to provide an example for others to follow.

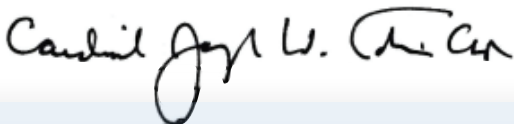
After two years of careful listening to the concerns expressed by the people of the Archdiocese, and following consultations with archdiocesan and parish leaders and professionals in a variety of specialized areas (including in communications, education, leadership, pastoral planning, stewardship education, and fundraising), I share with you *Forward in Faith Together: Our Road Ahead*, our vision for the future of the Archdiocese supported by six key pillars, each representing an area of action that calls for our renewed energy.

- Protection of the Faithful
- Accountability, Transparency, and Communication
- Archdiocesan Pastoral Planning
- Lifelong Faith Formation and Education
- Ongoing Formation/Support of Clergy
- Active Engagement of the Laity

I look forward to working with you and our entire Archdiocese on *Forward in Faith Together: Our Road Ahead*. It is essential that we understand and reflect on what community is and that it “takes a village” — our village — to make change happen. Please include these efforts in your prayer and adopt these priorities to your parish life.

My prayer for the Archdiocese of Newark is that God will grant us unity — communion with Him and with each other, effective preaching and pastoral care, and lives transformed by a deep, fully-formed faith. May the Blessed Virgin Mary, mother of Jesus and our mother, inspire us to listen carefully and respond generously to the words of the Lord, which invite us to become missionary disciples: “Go, therefore, and make disciples of all nations, baptizing them in the name of the Father, and of the Son, and of the Holy Spirit, teaching them to observe all that I have commanded you. And behold, I am with you always, until the end of the age.”

Sincerely yours in Christ the Redeemer,



Cardinal Joseph W. Tobin, C.Ss.R.
Archbishop of Newark



FORWARD IN FAITH TOGETHER: OUR ROAD AHEAD

Protection of the Faithful

- Reinforce protections already in place and create new training and reporting programs.
- Support and comfort victim survivors of clergy sexual abuse.
- Continue to apply a just Independent Victims Compensation Program.
- Maintain a proactive policy of transparency and accountability.
- Continue full and proactive collaboration with law enforcement and state/local officials.
- Enhance the Archdiocesan Review Board.



Accountability, Transparency, and Communication

- Apply outcomes of a communications audit to enhance internal and external connections.
- Widen communications channels to and from parishes and the Chancery.
- Improve reporting structures and set more consistent annual performance reviews for all.
- Spread a culture that embraces spirituality of stewardship.
- Broaden transparency of operations and finance.
- Complete technology evaluations and make improvements.



Archdiocesan Pastoral Planning

- Complete assessments to reorganize the Chancery in greater service to the Archdiocesan mission.
- Finalize clear priorities for implementation at all levels of the Archdiocese.
- Fortify structures that more effectively support and drive our mission.
- Empower and guide each parish to adopt and realize the Archdiocesan plan according to the needs of their own parish communities.



Lifelong Faith Formation and Education

- Continue to evaluate and reorganize the stages of lifelong faith formation.
- Create and support initiatives for the faithful to flourish in the human spiritual, intellectual, and pastoral aspects of their lives.
- Reinforce the role of the family.
- Enrich schools of the Archdiocese to sustain continuous religious education.
- Develop opportunities for stronger, continuous engagement of adults and young adults in the faith.



Ongoing Formation/Support of Clergy

- Strengthen and reaffirm our continued commitment to the life-long ministry of our bishops, priests, and deacons.
- Continue to invite and address concerns of morale among our clergy.
- Fortify the image of the priestly vocation to re-emphasize a life of spiritual and service leadership to others.
- Bring together bishops, priests, and deacons to reflect, strengthen, and seek recommendations to improve our witness to the priesthood of Jesus Christ.



Active Engagement of the Laity

- Add more incisive leadership roles for laity in the Archdiocese.
- Engage laity to address challenges and reshape the future of the Archdiocese.
- Encourage greater input from and participation by laity.
- Ensure that financial and pastoral councils exist and function effectively in every parish.
- Invest in ongoing training and development.





PROTECTION OF THE FAITHFUL

It is imperative that we continue to institutionalize the accountability and transparency of the Archdiocese in serving and protecting our faithful. This includes enhancing Archdiocesan policies and processes that ensure the protection of minors and seminarians. We must work collaboratively at all levels — including clergy, laity, government and law enforcement, victims and their families, and the faithful-at-large — to maintain and reinforce these policies.

What We Have Accomplished:

- In 2002, recognizing the importance of cooperation and communication and the need for clearly defined policies and procedures, and, in a continuing commitment to work together with state and local government to protect victims of crimes, the Archdiocese signed a Memorandum of Understanding with the Prosecutors' Offices in the counties we serve. We continue proactive and full collaboration with law enforcement in our reporting.
- In February 2019, we published the names of 63 diocesan clergy who have been credibly accused of sexual abuse of a minor.
- The Independent Victim Compensation Program (IVCP) is in operation, as of June 15, 2019, paying reparations to victims of sexual abuse of minors by clergy.
- We have completed over 200 training sessions in 2019, educating hundreds of clergy, employees and volunteers to prevent, recognize, and report sexual abuse and exploitation. Our curriculum contains multiple options for recertification, required every five years.
- We have run more than 1,700 background checks in 2019 on clergy, employees and volunteers, also being updated every five years.
- We have met with and listened to survivors directly to offer assistance and healing with programs and services through the church.
- We have held three prayer services for survivors, their families, and the broader community of all the faithful to help foster healing.



PROTECTION OF THE FAITHFUL



What We Have Accomplished:

- As Chair of the Committee of the United States Conference of Bishops (USCCB), which oversees the formation of priests and deacons, Cardinal Tobin requested new initiatives from that body to ensure a safe environment for seminarians.
- We contributed to the development of the USCCB Code of Conduct for bishops and the establishment of channels by which sexual misconduct or abuse of power by bishops can be reported and action taken. Protections are provided for whistleblowers.
- We are confident that our present consultation with the Holy See will result in concrete national policy in these two areas in the coming months.



PROTECTION OF THE FAITHFUL



Our Road Ahead:

- We continue to extend support for survivors of clergy sexual abuse to ensure that the wounded have the ability to find comfort and healing in the manner most suitable to each of them.
- We continue to acknowledge and thoroughly investigate all allegations of abuse quickly and efficiently, and continue our full and proactive collaboration with law enforcement and state/local officials.
- As necessary, we will continue to update the list of diocesan clergy who have been credibly accused.
- We continue to examine all historic documents to ensure full transparency.
- We are enhancing existing protections established in 2002 under the Charter for the Protection of Children and Young People to include the newest training and screening programs to ensure that the failures of the past cannot reoccur.
- We continue to support the Independent Victims Compensation Program with the other New Jersey dioceses.
- We maintain ongoing efforts to strengthen our policy of transparency and accountability.
- We are engaging and seeking participation from lay professionals on the Archdiocesan Review Board — the consultative body established to advise the Archbishop on matters related to abuse.
- In conjunction with our Victim Assistance Coordinator, we are customizing therapy programs to ensure that each survivor receives the appropriate treatment.

Reflection Questions:

1. Have you observed evidence, within your parish and within the Archdiocese, that measures have been taken to protect the faithful?
2. What steps must still be taken to strengthen and affirm our commitment to this important pillar of our pastoral vision?
3. What actions can you take — as a member of the Church — to support this commitment?



ACCOUNTABILITY, TRANSPARENCY, AND COMMUNICATION



We continue to provide greater transparency into the activities of the Archdiocese, and to foster clear, effective, and open communications both inside and outside the organization. This includes the ongoing auditing, monitoring, and stewardship of Archdiocesan and parish financial systems and property management. These actions are imperative to regain and maintain the trust of our parishioners, our clergy, and the public.

What We Have Accomplished:

- The Archdiocese conducted a review of its communications vehicles, technology, and policies — and is revamping both internal and external communications.
 - We engaged leading outside experts to help us conduct this review and to effectively support and implement our steps forward. This included a restructuring of social media, website, bulletins, newspapers, magazine, and other communications tools.
- Following a long-standing Archdiocesan tradition, we shared a summary of the financial condition of the Chancery office by posting a copy of our complete financial report for the last fiscal year on our website, www.rcan.org.
 - Grant Thornton, L.L.P., a nationally renowned, independent accounting firm, audited these financial statements in accordance with accounting principles generally accepted in the U.S. Grant Thornton issued an unqualified or “clean” opinion that declares the financial information it examined presents “fairly, in all material aspects, the financial position” of the Chancery Office.
- We continue to respond to the faithful’s need for increased transparency, careful stewardship, and accountability for their contributions of the mission of the Church. The Cardinal’s Statement of Accountability represents an important step in our ongoing efforts to heal the Body of Christ and restates our commitment to the faithful and how these funds are used to serve the needs of God’s people throughout the Archdiocese of Newark.
 - We continue to emphasize that funds from the Annual Appeal or We Are Living Stones Capital Campaign are solely for the purposes originally intended — to proclaim the Good News, pass on the faith to the next generation, and care for the poor and marginalized — and not for any other purpose. Information regarding these campaigns is available on our website, www.rcan.org.



ACCOUNTABILITY, TRANSPARENCY, AND COMMUNICATION



Our Road Ahead:

- We are developing more proactive social media and online communications to raise awareness about the life of faith in our local communities and in the Archdiocese, and to promote initiatives in education and spirituality.
- We continue to engage the talents and skills of the faithful of the Archdiocese, through the Archdiocesan Office of Communications, in developing new platforms to transmit the Gospel in the most effective ways possible.
- Beyond the functional elements of communications tools, we are expanding and improving the ways in which we engage directly with the lay faithful and others.
- We continue our commitment to be forthcoming and transparent through more communications from the Cardinal and other Archdiocesan leaders to the laity.
- We are creating additional processes to engage in more open, direct, and two-way communications with the parishes — so that we are acting as one diocese, in service of Christ's mission.

Reflection Questions:

1. Do you believe that your parish and the Archdiocese has strengthened its commitment to transparency, accountability, and communication?
Why or why not?
2. What steps must still be taken to strengthen and affirm our commitment to this important pillar of our pastoral vision?
3. What actions can you take — as a member of the Church — to support this commitment?





ARCHDIOCESAN PASTORAL PLANNING

We are actively taking steps to strengthen our focus and reaffirm our Mission with the development of a comprehensive pastoral plan. This will improve direct engagement with each parish, allow us to be more responsive to the faithful, and create a stronger and better organized Archdiocese.

What We Have Accomplished:

- We conducted town hall meetings to gain input from each aspect of the Archdiocese.
- We established an Archdiocesan Pastoral Council, Parish Pastoral Councils, and a Council of Priests to advise the Archbishop directly and to seek and secure input on our planning and organizational activities.
- We drew inspiration and guidance from V Encuentro Nacional de Pastoral Hispana/Latina, which seeks to discern ways in which the Church in the United States can better respond to the Hispanic/Latino presence.
- We initiated Parish Pastoral Council training sessions to assist in the formation of councils to help in practical parish planning, and to adopt best practices of successful councils and parishes.
- We launched parish CORE team training and small-group facilitator training for the “Healing Our Church” initiative:
 - Created by RENEW International, this program is a small-group resource which faces the issue of clergy abuse head-on and helps the lay faithful begin the healing process and move forward, with the clergy, as a family of faith.
 - RENEW International has over a 40-year record in revitalizing parish life in more than 150 dioceses in the United States, touching the lives of 25 million people through its ministry services.



ARCHDIOCESAN PASTORAL PLANNING



Our Road Ahead:

- The pastoral plan will provide clear priorities that can be implemented at all levels of the Archdiocese.
- We will identify main areas of parish activity for particular pastoral attention — in each of these areas, key activities will be selected.
 - While some of the priority activities will happen primarily at the Archdiocesan level, most can only be effective when given attention locally in parishes, or by parishes working jointly within their deanery.
- We have made it a priority to invest in the ongoing training and development of the Parish Pastoral Councils and Finance Councils.

Reflection Questions:

1. Have you observed activities at your parish to demonstrate that a stronger pastoral planning process is in place? Do you feel your pastor has made this a priority?
2. What steps must still be taken to strengthen and affirm our commitment to this important pillar of our pastoral vision?
3. What actions can you take — as a member of the Church — to support this commitment?





LIFELONG FAITH FORMATION AND EDUCATION

The Archdiocese must create and support new initiatives to ensure that the faithful flourish in every aspect of their lives — human, spiritual, intellectual, and pastoral. This requires the development of an active program to engage youth and young adults and embrace them into the faith, and the creation of programs that address each life stage of the individual.

What We Have Accomplished:

- We have begun to collect insights and ideas from representatives of the Archdiocesan Pastoral Council, the Parish Pastoral Councils, and the Council of Priests for the continuous engagement of adults and young adults in the faith.
- We have initiated programs to strengthen the continuity of religious education through the schools of the Archdiocese.

Our Road Ahead:

- We continue to design and promote initiatives and programs to enable the faithful of our Archdiocese to grow in their commitment to God and the sacraments of the Church, particularly through the weekly celebration of Sunday Mass.
- We are developing strategies across parishes and share best practices to realize the successful achievement of this objective throughout the Archdiocese.
- We continue to support these strategies of lifelong faith formation at the parish level.

Reflection Questions:

1. What steps must still be taken to strengthen and affirm our commitment to this important pillar of our pastoral vision?
2. What actions can you take — as a member of the Church — to support this commitment?



ONGOING FORMATION/SUPPORT OF CLERGY



What We Have Accomplished:

- We established a local preparatory committee last spring to plan for a Convocation of Priests to gather, build community, and create unity among Archdiocesan priests. The Convocation took place in June 2019.
- We sent a survey to all Archdiocesan priests in September 2018 seeking a confidential and anonymous assessment of the state of the Archdiocese and its bishops and priests.
- The design of the survey, its analysis, and other preparatory steps leading up to the Convocation was entrusted to the Center for Applied Research in the Apostolate (CARA), a national non-profit research center affiliated with Georgetown University that conducts social scientific studies about the Catholic Church.
- The Convocation's theme, Cultivating Unity, was inspired by the USCCB's Basic Plan for the Ongoing Formation of Priests.

Our Road Ahead:

- A committee of Archdiocesan priests was established to develop and implement the priorities that were identified during the Convocation.
- The Archdiocese will continue to study other means to support the life and ministry of our priests and deacons.

Reflection Questions:

1. What steps must still be taken to strengthen and affirm our commitment to this important pillar of our pastoral vision?
2. What actions can you take — as a member of the Church — to support this commitment?





ACTIVE ENGAGEMENT OF THE LAITY

A lack of transparency and open communication between clergy and laity in the Church is one of the leading factors that has contributed to abuse and its mishandling. This is why we must promote a more inclusive role for laity in the Archdiocese, including active participation in decision-making.

What We Have Accomplished:

- We have established an Archdiocesan Pastoral Council, which serves as an advisory body to the Archbishop comprised of laity representing the four counties of the Archdiocese and the diversity of its people.
- Two meetings were convened in the spring of 2019.
- In collaboration with the Archbishop, the Archdiocesan Pastoral Council investigates, considers, and proposes practical conclusions on matters which pertain to pastoral works in the diocese. This is accomplished in the spirit of prayer, study, reflection, consultation, collaboration, and discernment.
- Basic training programs are being offered and conducted in parishes to engage more fully the laity and the life and ministry of the parish, particularly in the establishment and training of Pastoral Councils.





ACTIVE ENGAGEMENT OF THE LAITY

Our Road Ahead:

- We urge all parishes to share the crucial responsibility for the spiritual life and well-being of the Church and this Archdiocese.
- We are facilitating and encouraging the collaboration of laity, religious, and priests in the Archdiocese so that the gifts of all are continually expressed and valued for the good of this local Church.
- We continue training for Parish Pastoral Councils (PPCs):

Phase One — in May 2019, we provided existing and new PPCs with an overview of responsibilities as well as best practices in recruiting members, planning, conducting effective meetings, etc.

Phase Two — in Fall 2019, we will assist PPCs in evaluating the success of their meetings thus far and beginning a strategic planning process.

- We will conduct Finance Council Training:
 - Mandated by Canon Law (537), the Parish Finance Council supports the pastor and parish trustees in their stewardship of parish financial resources. The Parish Finance Council is also accountable to the parish community and to the Archbishop of Newark.

Reflection Questions:

1. What steps must still be taken to strengthen and affirm our commitment to this important pillar of our pastoral vision?
2. What actions can you take — as a member of the Church — to support this commitment?



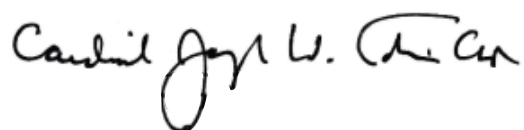
CONCLUDING REFLECTION

I recognize that this is an ambitious vision, and there is much work to be done. We will find our way together, as disciples of Christ. Your God-given faith, talent and skills will make a difference. I urge all of you to engage in this process. Please speak with your pastor or parish administrator about how to get involved.

Now, more than ever, we need to depend on God's gracious care. Please join me in praying for all the faithful of the Archdiocese. Please pray for me as well. I am deeply grateful for your patience and understanding as we realize the vision of *Forward in Faith Together: Our Road Ahead*.

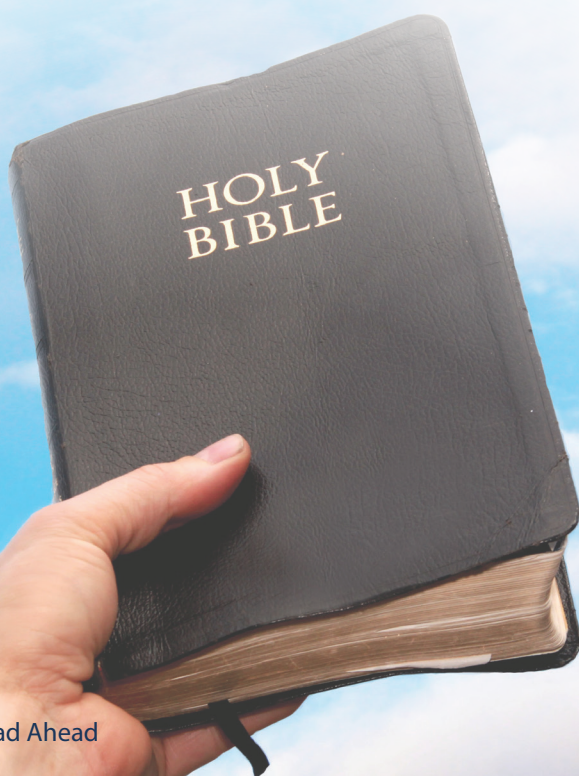
May the Spirit of our God make us strong and wise. May God Bless you and yours.

Sincerely yours in Christ the Redeemer,



Cardinal Joseph W. Tobin, C.Ss.R.
Archbishop of Newark

We can do all things in Christ who strengthens us. Philippians 4:13.





ARCHDIOCESE
of NEWARK

FORWARD IN
TOGETHER *Faith*
OUR ROAD AHEAD