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Chapter 1: Diocesan and Parochial Organization

Overview

This chapter provides an overview of the various levels of canonical responsibility within the Archdiocese of Denver. The parts of this chapter are organized in the following manner:

Part 1 – describes the canonical responsibility of the Archbishop, the auxiliary bishop(s) the Archdiocesan offices and their directors.

Part 2 – describes the councils established to assist the Archbishop in the exercise of the office of governance.

Part 3 – describes the governance structure of the parishes of northern Colorado, the canonical responsibility of the pastor and the consultative organizations established to assist the pastor in the governance of the parish.

Part 4 – describes the governance structure of the other Ecclesiastical Organizations within the Archdiocese.

Part 1: Office of the Archbishop

1.1.1. Archbishop

The Archbishop governs the Archdiocese with legislative, executive and judicial power (canon 391). The Archbishop has all the ordinary, proper and immediate power required for the exercise of his pastoral office, as described in canon 381§1. As stated in the Preamble to this Handbook and, in particular, in canons 392, 1276 and 1279, the Archbishop has a canonically defined role in regard to the parishes and other public juridic persons within the Archdiocese to ascertain that they are operating in accordance with canon law. Canon law requires that an annual report be provided to the Archbishop from the parishes and other juridic persons (the Ecclesiastical Organizations) subject to him (canon 1287). Canon law requires that the Archbishop establish particular law for the financial procedures under which a parish and other juridic persons subject to him operate and he has done so in the promulgation of this Handbook (canons 1276 and 1281).

Canon Law also requires the Archbishop to preserve the resources of the Archdiocese and its juridic persons (canon 1276). Accordingly, the Archbishop's Canonical oversight is accomplished, in part, through ensuring that pastors and others observe Canonical norms and canon law, as periodically amended or revised, as well as the legislative decrees and regulations promulgated by the Archbishop.

1.1.1.1. All legislative authority is to be exercised by the Archbishop and cannot be delegated unless the law explicitly provides otherwise (canon 135§2). Therefore,

general decrees and particular law or norms of the Archdiocese must be approved and signed by the Archbishop and promulgated by his written authorization. Particular laws and general executory decrees are dated and notarized by the Chancellor or Vice-Chancellor, who shall notify the Moderator of the Curia (canon 474).

1.1.1.2. The Archbishop exercises judicial power for those entrusted to his care. Judicial power is exercised through the Judicial Vicar and judges of the Metropolitan Tribunal.

1.1.1.3. Ordinary executive power is exercised either personally by the Archbishop or by the Episcopal Vicar(s), Judicial Vicar or Vicars General in accordance with the mandate of authority granted to them.

1.1.1.4. All requests for pastoral visitations or the presence of the Archbishop outside of the Pastoral Center are to be submitted in writing. Generally, requests are to be submitted at least three months in advance of the scheduled activity. Significant alterations or difficulties that may affect the pastoral visitation should be communicated to the Office of the Archbishop in a timely manner. A general request for inclusion on the Archbishop's calendar should be made available in September from the Office of the Archbishop. If a liturgy is part of the pastoral visitation, the Office of Liturgy is to be contacted.

1.1.1.5. Requests for personal appointments from priests will be scheduled at the earliest possible opportunity.

1.1.1.6. All scheduled requests from deacons, religious or lay members of the Christian faithful in the Archdiocese are to be forwarded in writing to the Office of the Archbishop with an indication of the purpose for the request.

1.1.2. **Auxiliary Bishop**

The Auxiliary Bishop(s) is to assist the Archbishop in the governance of the Archdiocese. The Auxiliary Bishop(s) consults with the Archbishop on matters of greater importance and supports the overall pastoral care of the Archdiocese.

1.1.2.1. The Auxiliary Bishop(s) is appointed an Episcopal Vicar or Vicar General and exercises personally all executive power conferred on him by the Archbishop (canon 406§2).

1.1.2.2. The Office of the Auxiliary Bishop follows the same procedure in scheduling as stated in 1.1.1.4. – 1.1.1.6.

1.1.3. Archdiocesan Curia

The Archdiocesan Curia consists of those persons and organizations that assist the Archbishop in the governance of the Archdiocese, especially in directing pastoral action, in administering the Archdiocese, and in exercising judicial power (canon 469).

1.1.3.1. The Moderator of the Curia assists the Archbishop in organizing and coordinating offices, persons, and activities of the Archdiocesan Curia. The Moderator of the Curia may appoint a delegate(s) to assist him in his supervisory authority and coordination of the offices, persons, and activities of the Archdiocesan Curia.

1.1.3.2. The Moderator of the Curia is to be informed in a timely manner of significant concerns, important events, or issues which would affect the Archdiocesan Curia. He may intervene directly or indirectly in handling individual concerns, implementing changed policies, and coordinating pastoral action under the direction of the Archbishop. Ordinarily, the Moderator of the Curia is a Vicar General.

1.1.3.3. The Vicars General are bishops or priests appointed by the Archbishop for the exercise of ordinary executive power.

1.1.3.4. Episcopal Vicars are those priests entrusted with ordinary executive power in a circumscribed manner according to their decree of appointment (e.g., Vicar for Clergy).

1.1.3.5. The Judicial Vicar must be a priest with at least a license in canon law. The Judicial Vicar exercises judicial power on behalf of the Archbishop.

1.1.3.6. The Archdiocesan Finance Officer, also referred to as the Chief Financial Officer (CFO), is appointed by the Archbishop and is to be an expert in financial matters (canon 494§1). Under the authority of the Archbishop, the CFO is to oversee the stewardship of the financial resources and the patrimony of the Archdiocese in accordance with the provisions of canon and civil law, stipulations of donors, and the provisions of this Pastoral Handbook.

1.1.3.7. The Chancellor, working in close association with the Moderator of the Curia, is appointed by the Archbishop and is to ensure that the acts of the Curia are drawn up. The Chancellor is to authenticate ecclesiastical documents of the Archdiocese. Ecclesiastical documents and acts concerning the affairs of the Archdiocese are to be maintained by the Chancellor in the Archdiocesan archives. The Chancellor shall also exercise other such duties as determined by the Archbishop.

1.1.3.8. The Chancellor may be given an assistant(s), who is called a Vice-Chancellor.

- a. The Chancellor is the liaison with the Kateri Catholic Community and Office of Black Catholics.
- b. The faithful may freely establish and direct associations that serve the charitable or pious purposes or which foster the Christian vocation in the world (canon 215). Groups that formally request recognition of their organizations by the Archbishop are asked to submit their requests in writing through the Vice Chancellor.
- c. In a similar fashion, groups may request the inclusion of their organization in the Official Catholic Directory and, in turn, inclusion in the USCCB Group Ruling from the IRS. Specific requirements for this process are found in Chapter 7. (Ref. Chapter 7, “Finance, Administration and Planning – Archdiocese of Denver and Ecclesiastical Organizations (Excluding Parishes).

1.1.3.9. The Archbishop may appoint a Special Advisor to act as the Archbishop’s liaison to the USCCB Office of Child and Youth Protection to ensure compliance with the terms and provisions of selected programs and provide advice on special projects on an ad hoc basis.

1.1.3.10. Canonical appointments – No employment position in the Archdiocese constitutes an ecclesiastical office unless that position is mandated by the Code of Canon Law and/or the person has been properly appointed to it by the Archbishop of Denver or another competent ecclesiastical authority.

1.1.3.11. Volunteer positions – The Second Vatican Council affirms the universal call to holiness, and the essential involvement of the lay faithful in the life of the Church. The Archdiocese gratefully recognizes the apostolic, evangelical and social activity of lay Catholics freely associating or assisting in the ministry of the Church. Nevertheless, no person or group represents or acts on behalf of the Church without an official canonical recognition and endorsement.

1.1.4. **Delegated Authority**

The Archbishop, Moderator of the Curia and CFO, to the extent that they exercise executive power, can delegate in writing an individual who may act on their behalf for liturgical, sacramental and financial matters in any given circumstance consistent with The Code of Canon Law. Throughout this Pastoral Handbook, these positions are referred to as the “Archbishop or his designees.” The delegation of authority for financial and/or business matters is stated in Chapter 7 – Finance, Administration and Planning and is to be followed in accordance with canon law.

1.1.4.1. Within the limits of their individual positions, each Director of the Archdiocesan Pastoral Center has delegated authority from the Archbishop. This authority is to be exercised with attention to the responsibilities of others.

1.1.4.2. Under the supervision of the Moderator of the Curia, Directors may develop programs and services of the Archdiocesan Pastoral Center. These programs and services affect the efficient operation and coordination of the Archdiocesan Pastoral Center. Should Directors develop new programs or services that would substantially impinge on other offices of the Archdiocese, parishes or other Ecclesiastical Organizations established by the Archbishop, there is to be broad discussion prior to initiating these programs and services.

1.1.4.3. The Committee of Vicars and Directors (COVAD) consists of the Vicars General, designated Episcopal Vicars, the Judicial Vicar, the Chancellor, CFO, the Rectors of Archdiocesan seminaries, the Vice Chancellor, and specified directors of Archdiocesan offices. Meetings are to provide an opportunity for guidance in planning, mutual consultation, and collaboration under the guidance of the Moderator of the Curia.

Part 2: Consultative Organizations to the Archbishop

Archdiocesan councils are established to assist the Archbishop in the exercise of his office of governance and ministry.

1.2.1. Conflicts of Interest

The Archbishop has established various councils to carry out the apostolic work of the Archdiocese. The members of each council and related sub-committee have important responsibilities to the Archdiocesan organization. At all times they should act in the best interests of the council and in a manner consistent with their duties, which include, but are not limited to, the duty of care in the stewardship of the resources of the Archdiocese. Council members are to exercise particular care to conduct their affairs so as to avoid conflicts (or the appearance of conflicts) between their own interests (including the interests of their family members and other related parties) and the interests of the Archdiocese. The purpose of this policy is to provide the Archbishop with the most sound and impartial advice and to provide a mechanism by which council members may disclose and address potential conflicts of interest.

1.2.1.1. While this policy applies to members of Archdiocesan councils, it is strongly recommended that those entrusted with the governance of Ecclesiastical Organizations of the Archdiocese, adopt this or a similar policy to address conflicts of interest. In like manner, employees of the Archdiocese are to follow the intention of these provisions, disclosing to their supervisor any potential conflicts of interest (Ref: Chapter 7 – Finance, Administration and Planning - Archdiocese and Ecclesiastical Organizations).

1.2.1.2. The term “conflict of interest” pertains to any situation in which a council member or a related party benefits or stands to benefit at the expense or potential expense of the Archdiocese or the Ecclesiastical Organization or where the situation of a council member or related party and the Archdiocese present a potential conflict of interest. The policy regarding conflict of interest may also apply in circumstances when the closeness of relationship with the one who would benefit may influence the council member unduly.

1.2.1.3. The conflict may be any activity, financial interest or relationship with another person or organization that would (a) impair or appear to impair a council member’s independent judgment in the discharge of his/her duties, (b) conflict with the best interests of the Archdiocese or (c) result in a personal profit or advantage to these individuals at the expense of the Archdiocese. The conflict may involve direct or indirect interests, and may arise if an action is taken which may compromise the council member’s capacity to act in the best interest of the Archdiocese.

1.2.1.4. Prohibited actions include:

- a. Receiving gifts, gratuities, or excessive entertainment from any person or organization with which the Archdiocese has or is contemplating business dealings or to which the Archdiocese is providing grants or other

support. Monetary thresholds are set forth within the Conflict of Interest Disclosure Statement and Gift Policy Disclosure set forth in Exhibits I and II.

- b. Receiving loans or guaranties in the circumstance stated above.
- c. Involvement or the appearance of the involvement of the Archdiocese in any political campaign, including, but not limited to, the endorsement of any candidate for public office in any manner which implies the Archdiocese or the Archbishop endorses the candidate.
- d. Attempts to influence legislation in any manner on behalf of the Archdiocese without prior consultation with the Archbishop.

1.2.1.5. Procedures to address a conflict of interest consist of the following:

- a. Annually, employees of the Archdiocese and the Ecclesiastical Organizations who are Directors, all Archdiocesan Finance Council members and its various sub-committees thereof must complete a Conflict of Interest Disclosure Statement and Gift Policy and Disclosure Form. (See Exhibit I) All such individuals must disclose all material facts concerning an actual or potential conflict of interest as soon as such potential or actual conflict of interest is discovered. Disclosure shall be directed to the applicable Archdiocesan council via the chairperson or the secretary, and shall include an understandable description of all relevant facts. Members of sub-committees may disclose relevant information to the sub-committee chairperson or secretary, and the chairperson will then communicate the information to the relevant council.
- b. After disclosure of the (potential or actual) conflict of interest and all relevant facts, the council member with the conflict shall not participate in any discussions relevant to determining if a conflict of interest exists and, if so, how it will be addressed. Such person may, however, make a presentation at the council meeting to disclose the conflict and answer any pertinent questions.
- c. After the presentation, he/she shall excuse himself/herself from the discussion and the vote on whether the transaction or arrangement constitutes a conflict of interest.
- d. If it appears that a conflict of interest exists, the chair of the council will appoint a disinterested person and/or committee to investigate alternatives to the proposed transaction or arrangement. After exercise of such due diligence, the council will determine whether a more advantageous transaction can occur. The person found to have a conflict of interest shall not discuss the merits of or vote on the transaction.

1.2.2. **Minutes**

Minutes shall be prepared for all formal meetings of the various Archdiocesan councils, (the Presbyteral Council, the College of Consultors, the Pastoral Council, the Finance Council and COVAD). Based upon an evaluation of need by each council, sub-committees of councils may be required to maintain minutes. The minutes for sub-committee meetings would then be made available to members of the applicable committee.

1.2.2.1. Included in the minutes shall be a list of those attending, including guests, reference to the notice, location, agenda items, key concerns, questions, and a summary of the important discussions. Motions shall be stated, with the indication of the manner and outcome of any votes taken. The minutes are to be signed by the secretary of the respective council.

1.2.2.2. Copies of the minutes are to be sent to or made available to the Office of the Chancellor or his designee and the Legal Counsel for the Archdiocese. The Chancellor or his designee shall maintain a copy of the minutes in an appropriate manner. The minutes are to be reviewed by members of those participating in the councils. These members are to be given an opportunity to correct the minutes.

1.2.3. **Duty of Care and Confidentiality**

1.2.3.1. Acts emanating from advice or consent are acts of the Archbishop. All whose advice or consent is required are obliged to offer their opinions sincerely (canon 127). Members of councils are to exercise their responsibilities conscientiously and carefully with respect to each council's mission. Where relevant, this duty of care includes, but is not limited to, familiarity with the governing documents and purpose of the organization, the review of financial matters with respect to the council's responsibilities, the review of minutes, proceedings, and policies of the Archdiocese and the diligent and careful exercise of their duties. Council members shall raise appropriate questions whenever there is an issue or proceeding that is unclear or appears questionable with respect to the Archdiocese.

1.2.3.2. While serving and thereafter, members of the councils and of any of their sub-committees shall keep confidential all matters of record or reference, whether or not communicated or discussed in the council meetings or among those serving. Members shall take all required steps to preserve the secular privileges and canon law confidentiality obligations that apply to their work. Trust, sensitivity and candor shall be observed. All council members shall speak and act, both during council meetings and outside of the council meetings, in a manner supportive of the Archdiocese, the parishes within the Archdiocese and the Ecclesiastical Organizations.

1.2.4. **Presbyteral Council**

The Presbyteral Council advises and assists the Archbishop in all matters of pastoral care with special emphasis on those matters that pertain to the presbyterate and to the administration of parishes. The Presbyteral Council is governed by its statutes according to canons 497 through 501 and the following norms:

1.2.4.1. Membership in the Presbyteral Council consists of the following: the Auxiliary Bishop(s) of the Archdiocese, the Vicar for Clergy, the Vicars General, the Rectors of the Seminaries and any additional priests appointed by the Archbishop. In addition, one priest elected from each deanery and appointed by the Archbishop, at least one religious priest and one member from the newly ordained priests (having been ordained five years or less). The elected members (the Deans) are chosen from among the priests of each deanery gathered together for that purpose during the month of November. Each member is elected for a three-year term and all priests receiving an assignment in the Archdiocese are eligible to vote in the deanery in which they are domiciled. Terms of offices are staggered in such a way that four new members are elected each year for three consecutive years. An elected priest can serve no more than two consecutive terms.

1.2.4.2. The president of the Presbyteral Council is the Archbishop. Officers are elected by and from the members of the Council. Elections take place at the first meeting held in each even-numbered calendar year. The term of office for council officers is two years.

1.2.4.3. The Presbyteral Council, along with the Archdiocesan Finance Council, is to be consulted by the Archbishop prior to levying assessments or taxes on the public juridic persons subject to the Archbishop's authority (canon 1263).

1.2.4.4. Other areas in which the Archbishop must consult with the Presbyteral Council include:

- a. Convening an Archdiocesan synod (canon 461).
- b. Erecting, suppressing, or notably changing a parish (canon 515).
- c. Issuing norms in regard to stole fees (canon 531).
- d. Deciding whether parish pastoral councils are to be established in each parish of the Archdiocese (canon 536).
- e. Determining whether to establish a new parish church (canon 1215).
- f. Determining whether to reduce a church building for secular use (canon 1222).

1.2.4.5. The Presbyteral Council should also be consulted by the Archbishop on the following significant matters:

- a. To aid the Archbishop so that the pastoral welfare of that portion of the People of God committed to the Archbishop with the cooperation of the presbyters may be carried forward as effectively as possible (canon 495).
- b. To provide a forum for discussion of issues proposed by the Archbishop regarding pastoral concerns in the Archdiocese.
- c. To provide effective assistance to the presbyterate of the Archdiocese in those areas which concern the increased holiness of life and continuing formation of priests.
- d. To search for and to propose ways and means for effective presbyteral ministry.
- e. To suggest modification to this Pastoral Handbook.

1.2.5. The College of Consultors

When the Archdiocesan See becomes vacant, the Presbyteral Council shall cease to exist and the College of Consultors will fulfill its function.

1.2.5.1. Until the designation of a diocesan administrator, the governance of an archdiocese devolves upon the auxiliary bishop or, if there are several, upon the one who is senior in promotion. If there is no auxiliary bishop, however, it devolves upon the College of Consultors (canon 419).

1.2.5.2. The College of Consultors must elect a diocesan administrator, namely the one who is to govern the diocese temporarily, within eight days of receiving notice of the vacancy of the episcopal see and without prejudice to the prescript of canon 502§3. (canon 421§1)

Pursuant to canon law and the Pastoral Handbook, the College of Consultors must also provide pastoral direction and guidance to achieve both the pastoral and the financial priorities of the Archdiocese to the Archbishop. Overall, the College of Consultors is a subset of the Presbyteral Council, which is the “senate of the bishop and which assists the bishop in the governance of the diocese according to the norm of law to promote as much as possible the pastoral good of the portion of the people of God entrusted to him”. The College of Consultors fulfills this mission with particular reference to more important acts of diocesan governance.

1.2.5.3. The members of the College of Consultors, no fewer than six and no more than twelve in number, are to be chosen by the Archbishop from among the priests of the Presbyteral Council for a term of five years. The Archbishop is required to secure their counsel or consent on matters stipulated by *The Code of Canon Law*.

1.2.5.4. After having received consent by interested parties and precise information about the economic situation of the Archdiocese, the Archdiocesan Finance Council (AFC) and the College of Consultors are to determine whether to give consent to the Archbishop for an act of extraordinary administration as defined by the USCCB. In compliance with canon 1277, the particular law of the USCCB provides that the following are to be considered acts of extraordinary administration and require the Archbishop to obtain consent of the Council:

- a. To alienate (in the strict sense, convey or transfer ownership) goods of the stable patrimony when the value exceeds the minimum limit (canon 1292§1).
- b. To alienate goods donated to the Church through a vow, or to alienate goods that are especially valuable due to their artistic or historical value regardless of the appraised value (canon 1292§2).
- c. To incur indebtedness (without corresponding increase in the assets of the Archdiocese) that exceeds the minimum limit (canon 1295).

- d. Leasing of ecclesiastical goods owned by the Archdiocese when the market value of the property to be leased exceeds \$1,000,000 or the lease is to be for three years or longer (canon 1297 and USCCB Complimentary Norms for canon 1297).
- e. In addition to alienation, the entering into any transaction that worsens the financial condition of the Diocese (canon 1295)
- f. To encumber the stable patrimony the value of which exceeds the minimum limit (canon 1295).
- g. Other extraordinary acts as defined by a USCCB complimentary norm:
 - i. Initiating a program of financing by issuance of instruments such as bonds, annuities, mortgages or bank debt in excess of the minimum amount set in accord with canon 1292 §1.
 - ii. Resolving an individual or aggregate claim(s) by financial settlement in excess of the minimum amount set in accord with canon 1292§1.
 - iii. Engaging in the regular management or operation of a trade or business that is not substantially related to the performance of the religious, spiritual, educational or charitable purposes of the Church, for the purpose of generating income to carry on such activities.
 - iv. Entering into any financial transaction or contractual agreement, the terms of which address matters involving an actual or potential conflict of interest for the Archbishop, his Vicar(s) General, Auxiliary Bishop(s) or CFO.
- h. Consent must be given also for a transaction that may jeopardize the patrimonial condition of the Archdiocese (canon 1295).
- i. The Archbishop should obtain advice and/or hear from the Council on the following:
 - viii. Appointment and/or removal of the Chief Financial Officer of the Archdiocese (canon 494)
 - ix. Decisions relative to the more important acts of administration (it is up to the USCCB to define what is meant by acts of extraordinary administration.) (canon 1277)
 - x. Determination of the meaning of acts of extraordinary administration for Religious Institutes subject to his control if the statutes are not specific (canon 1281§2)
 - xi. Leasing of ecclesiastical goods owned by the Archdiocese when the market value of the property to be leased exceeds \$400,000 (canon 1297 and USCCB Complimentary Norms for canon 1297)

- xii. Investment of tangible and intangible property assigned to an endowment (canon 1305)
- xiii. Modification of the obligations imposed in executing last wills for pious causes if such obligations cannot be fulfilled (canon 1310§2)

In addition to the canon law requirements, and consistent with the College of Consultors' historical practice within the Archdiocese, the College of Consultors will provide such other consultations to the Archbishop deemed necessary and prudent by the Archbishop.

1.2.5.5. The College of Consultors are to determine whether to give consent to the Archbishop to alienate goods of the Archdiocese when the value of the goods whose alienation is proposed is within the range of the minimum and maximum amounts (canon 1292) determined by the USCCB.¹ When the maximum amount for the alienation has been attained, the additional obligation required is permission from the Holy See subsequent to the granting of consent by both the AFC and the College of Consultors.

¹ See Exhibit V – “Any change of the particular norms of the USCCB will be automatically incorporated into the Pastoral Handbook upon receipt of the *recognitio* by the Holy See”.

1.2.6. Archdiocesan Finance Council (AFC)

The AFC is mandated by canon law and advises the Archbishop in all areas pertaining to the fiscal responsibilities of the Archdiocese (canons 492-494). The AFC, in accordance with the direction of the Archbishop: (1) approves and recommends a yearly budget of projected income and expenditures of the Archdiocese; (2) on a quarterly basis, reviews the financial results and financial condition of the Archdiocese, as well as the actual income and expenditures at the end of the year, and (3) receives the reports of the CFO. In addition, pursuant to a 2002 resolution of the USCCB, every calendar year, each voting member of the AFC is required to sign a letter acknowledging that:

“they have reviewed the financial statements of the Archdiocese, reviewed and discussed the financial statements and management letter, if any, for that fiscal year and have met and discussed the management letter and its recommendations with the auditors”.

1.2.6.1. The AFC and its related sub-committees are governed by specific statutes which may be updated from time to time. In general, voting members of the AFC consist of the Auxiliary Bishop(s), Vicars General, Moderator of the Curia, the chairperson named by the Archbishop, and sub-committee chairs of the Accounting and Audit Committee, Investment Committee, Parish Finance and Review Committee (PFRC), the Real Estate Committee and four members at large (with no employment or other significant relationship to the Archdiocese) appointed by the Archbishop. The Archbishop appoints members of the AFC and the committees of the AFC for five years, with the possibility of reappointment. When possible, the appointments are staggered in order to support consistent and informed participation in the AFC and its sub-committees. Non-voting members present for AFC meetings consist of the Chancellor and the Controller. Other guests may be invited from time to time.

1.2.6.2. The Executive Committee of the AFC consists of the Archbishop, Auxiliary Bishop(s), Moderator of the Curia, the chairperson, and the CFO.

1.2.6.3. Other than the Executive Committee, each sub-committee consists of at least four members of the laity who are not employed by the Archdiocese and who have no significant relationship with the Archdiocesan Pastoral Center, the Archbishop and/or the Moderator of the Curia. The chairs of each sub-committee report to the AFC on a quarterly basis. Duties of the sub-committees of the AFC include:

- a. The Accounting and Audit Committee serves in an advisory capacity to the Moderator of the Curia and the CFO. It reviews with the CFO and the Controller the adequacy of operational and financial controls and other relevant policies and procedures of the Archdiocesan Corporation and the Ecclesiastical Organizations. In addition, this Committee reviews the annual budget of the Archdiocesan Corporation and the Ecclesiastical Organizations, including the quarterly and year-end financial statements. The Accounting

and Audit Committee also reviews the results of the external audits of these organizations and recommends the appointment of auditors to the AFC.

To assist the Archbishop in his vigilance over the administration of goods belonging to the parishes (canon 1296), the Accounting and Audit Committee reviews information concerning compliance of the parishes within the territory of the Archdiocese with the particular law of the Archdiocese as set forth in this Pastoral Handbook and specifically those procedures set forth in Chapter 10 – Parish Business Practices. In doing so, the Accounting and Audit Committee reviews information provided by the Directors of Internal Audit and Parish Finance, including providing oversight over compliance with the Internal Audit Charter of the Archdiocese. The Committee reviews summary Internal Audit results and the annual internal audit plan, providing guidance and feedback germane to the planning and execution of Internal Audits and carry forward pertinent issues to the AFC, as considered necessary by the Chairperson.

b. The Investment Committee serves as an advisor to the CFO and Moderator of the Curia of the Archdiocese and certain Ecclesiastical Organizations' who have chosen to participate in the Master Trust and the Preneed Master Trust investment portfolios (Ref. Chapter 9 – Investment Policies), and the Priest Pension Plan. The Investment Committee's primary function to monitor the Investment Policy and Guidelines of the Archdiocese, including the oversight of investment managers, asset allocation goals and other investment polices and procedures of the Archdiocese. The Committee also reviews and evaluates performance of the quarterly investment returns, the short and long-term investment needs of the Archdiocese and adherence to the Socially Responsible Investment Policy intended to promote human dignity and social justice and to comply with the investment policies and principles as promulgated from time to time by the USCCB.

c. The Project Finance and Review Committee (PFRC) serves in an advisory capacity in areas pertaining to new parish construction, major remodeling or renovation, Catholic educational facilities, liturgical design, and capital fundraising planning. The PFRC (Ref: Chapter 8 – Building, Property and Construction Projects) is an advisory committee that reviews the financial feasibility of these projects.

For qualifying projects, the pastor, members of his parish building committee and parish finance council, the parish architect and other necessary professionals present to the PFRC and respond to inquiries about the project's financial feasibility, estimated project cost, and parish master planning. Upon deliberation of parish submittals, the PFRC will make a recommendation to the Archbishop or his designee followed by a letter to the pastor. The chairperson of the PFRC will also update the AFC on the status

of the various construction projects within the territory of the Archdiocese, including projects under construction and projects in planning.

d. The Real Estate Committee serves in an advisory capacity in areas pertaining to real estate management within northern Colorado, including the acquisition, alienation, and development of real estate. The Real Estate Committee also reviews significant leases and other real estate transactions.

e. Quarterly, the CFO will present to the AFC a summary of the recent Irrevocable Revolving Fund Trust Management Committee meetings. The Management Committee facilitates the process upon which parishes can help one another financially and primarily functions as the Loan Advisory Committee for the Management Corp. (the management and accounting service provider to the Revolving Fund Trust – See Chapter 12 –section 12.11.). (Ref: Chapter 8 – Building, Property and Construction Projects Irrevocable Revolving Fund Trust Management Committee).

f. Other Advisory Committees – When warranted, the CFO will update the AFC on significant recommendations by other advisory committees, including the Health and Welfare Benefits Trust Advisory Committee, the Lay Pension Plan Advisory Committee and the Priest Retirement Committee.

1.2.6.4. The AFC meets on a quarterly basis. Additional meetings may be called at the discretion of the Archbishop. The AFC does not generate any legislative actions. The AFC offers advice and consent in areas of fiscal responsibility and in other areas of fiscal concerns that the Archbishop presents to it.

1.2.6.5. With the Presbyteral Council, the AFC is to be consulted by the Archbishop prior to levying assessments or taxes on the public juridic persons subject to his authority (canon 1263) {Ref. – Presbyteral Council – 1.2.4.}.

1.2.6.6. The Archbishop is to consult with the AFC and the College of Consultors for acts of major importance in light of the financial situation of the Archdiocese (canon 1277) (Ref. – College of Consultors – 1.2.5.).

1.2.6.7. After having received consent by interested parties and having received precise information about the economic situation of the Archdiocese, the AFC and the College of Consultors are to determine whether to give consent to the Archbishop to alienate goods of the Archdiocese when the value of the goods whose alienation is proposed is within the range of the minimum and maximum amounts determined by the USCCB (Ref: College of Consultors- 1.2.5.).

1.2.6.8. The Archbishop needs the consent of the College of Consultors and the AFC for acts as described in 1.2.5. for each public juridic person subject to the Archbishop's authority.

1.2.6.9. In addition to the canon law requirements, and consistent with the AFC's historical practice, the AFC will provide consultation to the Archbishop on the following:

- a. Appointment of financial auditors and investment consultants
- b. Employee compensation and benefits
- c. Development (fundraising)
- d. Insurance and risk management
- e. Construction, property and real estate management
- f. Investment and Accounting policies, including internal financial and management controls
- g. Banking arrangements
- h. Such other consultations deemed necessary and prudent by the Archbishop.

If appropriate, the items noted above that require consent and/or consultation will be discussed first by the appropriate Committee of the AFC. In turn, the Committee will make a recommendation to the AFC on the particular item or matter.

1.2.7. **Archdiocesan Pastoral Council (APC)**

While not mandated by canon law, the establishment of an Archdiocesan Pastoral Council is encouraged (canons 511 and 514). The APC of the Archdiocese is governed by detailed statutes which may be updated from time to time. In general, the APC is an advisory group to the Archbishop with respect to a broad range of topics that are pastoral in nature. The purpose of the APC is to formulate resolutions or recommendations to the Archbishop or consider particular topics in order to offer advice. Under the direction of the Archbishop, the APC is to reflect upon those things pertaining to the pastoral activities and apostolic works of the Archdiocese and to offer practical counsel in such a way as to promote the pastoral and parochial mission of the Archdiocese. No action of the APC is binding upon the Archbishop.

1.2.7.1. The APC is composed of the Vicars General, Vicar for Clergy, Judicial Vicar, the Chancellor and the CFO as non-voting, ex-officio members. Voting members include one lay person selected from each deanery, a maximum of two priests and two permanent deacons of the Archdiocese, a maximum of two religious sisters and one religious brother, one young lay adult between the ages of eighteen and twenty-one and such other members appointed by the Archbishop in a manner which reflects the entire People of God in the Archdiocese. The maximum number to serve shall be thirty Catholics in good standing with primary residence within the territory of the Archdiocese.

1.2.7.2. The Archbishop is the president of the APC. He may appoint a chair who will conduct meetings, organize and coordinate the activities and processes of the APC, appoint members of committees, and perform such other duties as needed for the efficient and productive service of the APC.

1.2.7.3. The APC shall meet at least one time per year, with a maximum of four meetings per year, at a place and time determined by the Archbishop.

Part 3: Description of Parish Governance – Parochial Consultative Organizations

Overview

Parishes within the Archdiocese are definite communities of the Christian faithful, whose pastoral care is entrusted by the Archbishop to a priest as its proper pastor (canon 517). Although appointed by the Archbishop, a pastor does not receive his power from the Archbishop, but rather from his office as pastor. In the administration of the property of the parish, the pastor of a parish is not the representative or delegate of the Archbishop.

Under canon law, a parish is a stable community of the faithful where the faith is lived and passed on; sacraments are celebrated; the Gospel is preached; works of social justice are performed; and the faithful are educated. The parish is, pre-eminently, the means of assuring that the faithful, through the sacraments, and especially the Eucharist, are spiritually nourished and saved.

1.3.1. **Canonical Statutes**

Each parish in the Archdiocese is a public juridic person (canon 515) and the governance of the parish is set forth in its Parish Statutes. A parish, as a public juridic person, owns its own property (canon 1256). The pastor of a parish administers the parish and its property and represents it in its juridic affairs (canons 532 and 1279).

As discussed in Chapters 8 and 10 and consistent with canon law and the norms of the Archdiocese as set forth in this Pastoral Handbook, the Archbishop is responsible for exercising careful vigilance over the administration of all goods belonging to the public juridic persons subject to him, including all parishes in the Archdiocese (canon 1276). In the exercise of this responsibility, the Archbishop is required to issue instructions for the proper administration of these persons (canon 1281) and to define the acts which exceed the limit and manner of ordinary administration (canon 1281). The norms contained within this Pastoral Handbook are given to guide the pastors in the proper administration of their respective parishes and to define ordinary administration. Pastors cannot go beyond the limits of their authority as defined in Chapter 10 without the authorization of the Archbishop (canon 1281). Likewise, no action may be taken that would worsen or damage the stable patrimony of a juridic person (a parish) without permission of the Archbishop (canon 1295).

However, none of the oversight or approval powers of the Archbishop noted above may be used to diminish the separate autonomy of a public juridic person, including a parish and its pastor as set forth by universal law.

Each parish in the Archdiocese has a right to acquire temporal goods to accomplish its mandate (canon 1259). Such goods belong to the parish and do not belong to the Archdiocese (canon 1279).

1.3.2. Civil Statutes

Each parish in the Archdiocese is also its own separate legal entity under Colorado civil law (pursuant to Colorado Revised Statutes §7-52-101). Each parish maintains Articles of Incorporation setting forth its governance structure under civil law. The purposes of the parish civil corporation are as follows:

- a. To celebrate the Eucharistic liturgy, the sacraments, and sacramentals in compliance with universal and particular law of the Roman Catholic Church;
- b. To proclaim and expound faithfully the deposit of faith, to preach the Gospel to all peoples, and to protect and safeguard revealed truth;
- c. To provide for the pastoral care of its parishioners as well as all the Christian faithful (Roman Catholics) who either reside within any decreed territorial boundaries, who shall have a right to pastoral care by virtue of Canon Law or who shall freely associate themselves therewith;
- d. To acquire, retain, administer, and alienate temporal goods offered by the Christian faithful and all other parish ecclesiastical goods exclusively for the exercise of the pastoral care of the parish and for all other responsibilities which are incumbent upon the parish as defined by Canon Law;
- e. To maintain the bond of unity and charity with, to participate in, and to contribute to the life and ministry of the Archdiocese and of the Church in accord with the provisions of universal and particular law and all other specific mandates of the Archbishop which he from time to time may issue;
- f. To acquire, retain, and administer real and personal property, to alienate personal property, and, except in the circumstances of suppression or merger, to request the approval where necessary for the alienation of real property that will be effected by The Archdiocese of Denver, a Colorado corporation sole, as trustee of the Archdiocese of Denver Charitable Trust; and
- g. To have perpetual succession and existence as afforded to a corporation sole under Colorado law.

Notwithstanding any other provision in each parish's Articles of Incorporation, a Parish Corporation cannot be organized or operated for any purpose inconsistent with the Roman Catholic doctrine or canon law or inconsistent with the exempt purposes of Section 501(c)(3) of the Internal Revenue Code or any of its corresponding successor provisions.

Subject at all times to Canon Law and the limitations imposed by this Pastoral Handbook, the Parish Corporation within the Archdiocese shall have the following powers:

- a. To conduct ministry;
- b. To hold the beneficial interest, to possess, to use, to administer, and to insure the parish's real property that, under the civil law, is held in trust by the Archdiocese of Denver, a Colorado corporation sole, as trustee of the Archdiocese of Denver Charitable Trust, for the benefit of the parish;
- c. To hold legal title for or beneficial interest in the parish's personal property, and to use, possess, invest, or expend such property;
- d. To contract;
- e. To acquire property by purchase, devise, bequest, gift, or otherwise;
- f. To borrow money, issue notes, or negotiable paper;
- g. To lease property or license the use of it;
- h. To borrow money without security; guarantee the loans of other religious, charitable and educational corporations and associations;
- i. To hire, assign, discipline, and terminate contractors, employees, and volunteers;
- j. To sue and be sued; and
- k. To operate and conduct such canonical entities (a quasi-parish or mission) as may be determined in accordance with canon law for the purpose of Christian worship; and,
- l. To engage in other proper activities to accomplish its purposes.

1.3.3. **Consultative Organizations to the Pastor**

To assist the pastor or parochial administrator in the exercise of his office in the governance of the parish, the Parish Pastoral Council, the Parish Finance Council and, when a parish has a school, the School Advisory Council (collectively, the Councils) have been established. The pastor is not a member of these consultative organizations, but presides over them and carefully evaluates the consultation and advice given. These consultative Councils do not exercise authority directly or do not mandate any act, as this would undermine the personal authority of the pastor. However, in those circumstances, as set forth in 1.3.5. below, members of the Parish Finance Council are required to provide consent. To serve on the Councils, the individual must demonstrate him/herself to be an active participant in the life of the parish.

a. Minutes shall be prepared for all formal meetings of the various parochial councils (the Parish Pastoral Council, the Parish Financial Council and School Advisory Committee). Based upon an evaluation of need by each council, sub-committees of councils may be required to maintain minutes. The minutes for sub-committee meetings would then be made available to members of the applicable committee.

Included in the minutes shall be a list of those attending, including guests, reference to the notice, location, agenda items, key concerns, questions, and a summary of the important discussions. Motions shall be stated, with the indication of the manner and outcome of any votes taken. The minutes are to be signed by the secretary of the respective council.

b. Confidentiality – Similar to the consultative organizations to the Archbishop, members of the Parish Councils and of any of their sub-committees shall keep confidential all matters of record or reference, whether or not communicated or discussed in the Council meetings or among those serving. Members of the Parish Councils shall take all necessary steps to preserve secular privileges and canon law confidentiality obligations that apply to their work. Trust, sensitivity and candor shall be observed. All Parish Council members shall speak and act, both during Council meetings and outside of the Council meetings, in a manner supportive of their respective parish.

1.3.4. **Parish Pastoral Council**

The Parish Pastoral Council is required in the Archdiocese and serves the pastor in a consultative capacity and exists to help and support the pastor and the members of his staff in the accomplishment of the pastoral objectives.

1.3.4.1. The Parish Pastoral Council consists of at least five parishioners. The pastor appoints and may remove the Pastoral Council members. However, the pastor may only remove members for extraordinary reasons and after consulting with either the dean of the parish deanery and/or the Vicar for Clergy. The members serve for a three-year period and may be named for one additional term; after this time, there is to be at least one year off the council before any member can be re-appointed. The Pastoral Council is presided over by the pastor.

1.3.4.2. The Parish Pastoral Council advises the pastor on developments of pastoral priorities. The Council helps the pastor to identify pastoral needs and to implement and evaluate pastoral programs. The Council assists with encouraging volunteerism and participation by the parishioners in the life and ministry of the Church.

1.3.5 **Parish Finance Council**

Every parish is to have a parish finance council to assist with the responsible stewardship of resources, and to be of assistance to the pastor (canon 537). In some circumstances, parishes administered by the same priest may have one parish finance council that acts on behalf of all the parishes administered to. In that circumstance, it is recommended that the parish finance council reflect the membership of the faithful from the participating parishes and/or missions.

The Parish Finance Council is to adhere to the laws governing the administration of ecclesiastical goods under canon law and this Pastoral Handbook. The Parish Finance Council is a consultative body that provides consent to the pastor for certain transactions (see 1.3.5.7.) and guidance and advice to the pastor for other matters. The pastor is not obliged to follow the recommendations of his Finance Council. However, the pastor should not act against such advice, especially when there is consensus amongst the members, unless there is an overriding reason. When acting contrary to the Finance Council's recommendations, the pastor should provide an explanation to members of the Finance Council regarding the reasons for his decision.

1.3.5.1. The pastor is to preside over the Parish Finance Council. In the event of a change in pastors, the Finance Council and the existing members remain on the council.

1.3.5.2. The Parish Finance Council shall consist of at least three members of the parish. The members are to serve for three years with the possibility of reappointment. A member who has served six years may be eligible to serve on the council again, but the pastor should consult with the Vicar for Clergy or the dean of the parish deanery. The members are to be qualified in financial administration and, where possible, in matters of civil and canon law as applicable to parochial circumstances. It is recommended that the Parish Finance Council designate one member as liaison with the Parish Pastoral Council and one member as a liaison with the School Advisory Council (see 1.3.6). The pastor appoints and may remove the members. However, the pastor may only remove members for extraordinary reasons and after consulting with either the dean of the parish deanery and/or the Vicar for Clergy.

1.3.5.3. The Parish Finance Council should recommend a chairperson from amongst its members annually for the pastor to appoint. The chairperson is to work with the pastor and parish business manager to set an agenda, identify key business issues that need to be addressed by the council and to communicate with the pastor and business manager on behalf of the council. The chairperson may also be asked to attend meetings with the pastor and staff from the Archdiocese and the Management Corp. from time to time.

1.3.5.4. The chairperson is to be appointed annually no later than July 1 .

1.3.5.5. The chairperson's name, contact information, including email address, is to be provided as part of the Annual Report to the Archdiocese.

1.3.5.6. The Parish Finance Council must meet at least quarterly (more often is recommended) and minutes of these meetings must be documented and retained at the parish.

1.3.5.7. The pastor is to obtain the consent of his finance council for the following matters:

- a. For acts of extraordinary administration before he seeks approval of the Archbishop. Acts of extraordinary administration are set forth in section 1.2.5.4. of this Chapter for the Archdiocese, and by analogy, apply to the parishes. Such acts include the following:
 - i. Alienation of stable patrimony of the parish over the minimum limit (see Exhibit V)
 - ii. To incur indebtedness or encumber the stable patrimony of the parish over the minimum limit. (see Exhibit V)
- b. The Parish Finance Council must review, approve and recommend the annual parish budget for approval by the pastor.
- c. At the discretion of the pastor, at least annually and at a minimum during the budget development process, the Parish Finance Council is to discuss the wages of all parish employees with the pastor.

1.3.5.8. The other duties of the Parish Finance Council are to provide assistance to the pastor or parish administrator in administration of parochial goods and in assessing parish needs for present and long-term financial support. The pastor should obtain advice and/or hear from his council on the following:

- a. Assisting the parish staff, as needed, in the preparation of the annual budget of income and expenses according to the guidelines of the Archdiocese including the coordination and development of the parish school budget (if one exists) into the total budget of the parish.
- b. Actively monitoring the actual financial results as compared to the budget throughout the fiscal year and advising the pastor when significant variances have or will be realized. Determining what, if any, financial remedies need to be put in place (e.g. expense reductions or new fundraising programs).
- c. Submitting to the Office of Parish Finance, an Annual Report which includes a list of all Finance Council Members by August 30th of each year. (Ref: Chapter 10 – Parish Business Practices within the territory of the Archdiocese)

- d. Reviewing the monthly or quarterly parish financial statements and monitoring payment of all obligations of the parish.
- e. Assisting the pastor with an ongoing review of internal control and accounting procedures.
- f. Assessing offertory giving levels, the effectiveness of stewardship and fundraising, including the review of fundraising activities to ensure compliance with fundraising requirements including civil requirements and proper internal controls including cash deposit procedures.
- g. Advising the pastor on all matters of parochial financial administration.

1.3.5.9. In addition to the required duties noted above, the pastor should consider the following as additional responsibilities of the Parish Finance Council:

- a. Assisting the pastor to insure there is active and informed participation of the parishioners in the Archbishop's Catholic Appeal.
- b. Assisting the pastor in keeping current with and conforming to Archdiocesan policies and civil regulations.
- c. Ensuring that the parish remains current with its obligations to the parish employees, parish vendors and Archdiocesan organizations, including the payment of assessments, insurance premiums, retirement premiums and payroll taxes.
- d. Reviewing and monitoring parish debt obligations to the Revolving Fund Trust and/or other financial institutions.
- e. Assisting the pastor with reporting the parish financial results and the budget to the parishioners on an annual basis.
- f. Consulting with the pastor on administrative matters.
- g. Assisting the pastor with hiring and reviewing the parish business manager / bookkeeper's annual performance. In addition, assisting the pastor in monitoring and establishing just, fair and non-discriminatory salaries and benefits for parish employees.
- h. Assisting with monitoring parish banking relations and the investment of parish funds.
- i. Assisting the pastor with reviewing the bank and investment account reconciliations.

- j. Advising the pastor on the acceptance of both unrestricted and restricted gifts, including gifts of securities, real estate and other gifts which can be complex in nature (see Chapter 11).
- k. Assisting with planning for the maintenance, repair, renovation or construction of parish buildings and capital assets.
- l. Reviewing the activities and financial reports of parish auxiliary organizations.
- ml. Providing advice on the use of undesignated bequests or other unbudgeted revenue.
- n. Assessing the parish's needs and assisting with the development of long-range financial plans.
- o. Providing advice and assistance with the Conflicts of Interest Policy (See Chapter 7 – Archdiocese of Denver and Ecclesiastical Organizations), concerning protection of whistle-blowers, fraud detection, reporting and prevention.
- p. Reviewing and assisting the pastor in responding to issues identified in the Certified Public Accountant (CPA) management letter or from the review conducted as part of the Parish Review Program. The parish finance council must meet with the CPAs and/or Internal Auditors when a review or internal audit is completed at the parish. The parish finance council members, in addition to reviewing the findings, are to discuss with the CPAs or internal auditors any concerns they may have over the management of the funds or resources of the parish. A written response to the External CPA management letter must be signed by the pastor and the chair of the finance council and be sent to the Office of Internal Audit.
- q. Assisting the pastor and the business manager in the review of significant business contracts between the parish and outside vendors.
- r. The Finance Council shall have such other duties or responsibilities as may be identified elsewhere within this Pastoral Handbook or as requested by the pastor.

1.3.5.10. In the event the Parish Finance Council members become aware of any action by the parish that may give rise to a conflict of interest, the member is to report the action or activity to the chairperson and pastor immediately. The matter must be disclosed to the Parish Finance Council and a determination of appropriate action, whether the member must resign from the council or recuse themselves from a particular issue must be documented in the minutes.

1.3.5.11. In the event any member of the Parish Finance Council receives a report from someone of suspicion or evidence of fraud, theft or misuse of parish funds or property, they must report the incident to one of the following depending on the nature of the report, the pastor and/or the chairperson of the parish finance council. The report is to be raised in the Parish Finance Council meetings and, if deemed credible, must be reported to the Moderator of the Curia.

1.3.6. **School Advisory Council**

In those parishes with a parish school, a School Advisory Council is required.

1.3.6.1. School Advisory Councils in the Archdiocese are established by the pastor to advise the principal and pastor in matters of planning, policy formulation, finances, development, marketing, and public relations. The council is consultative in nature, and is not to meet without the principal or pastor in attendance.

1.3.6.2. School Advisory Councils in the Archdiocese are not to engage in matters regarding discipline, parent grievances, program development, approval of materials, and the hiring, evaluation, or termination of teachers and principal.

1.3.6.3. School Advisory Councils are to develop and operate by a mission statement, constitution, and by-laws that have been approved by both the pastor and the Superintendent of Catholic Schools.

1.3.6.4. Council membership and term limits and renewals are to be specified in the by-laws. The pastor and principal are ex-officio members of the council, and the principal serves as chief executive officer of the council. Employees of the school or parish may not be members of the council. Members of the School Advisory Council, other than the principal, are to be appointed by the pastor or principal.

1.3.7. **Parish Statutory Records**

The Vice Chancellor, working in collaboration with the Chancellor and the Vicar for Clergy, will maintain the official list of parishes and other juridic persons within the territory of the Archdiocese. Such list will be maintained and updated as necessary. Pursuant to the terms of the Parish Service Agreements with the Archdiocese, the Vice Chancellor's office will be responsible to assist the pastor and parish staff in providing consultation on related corporate filings with the State of Colorado, including:

1.3.7.1. Secretary of State filings, including the Annual Report and changes in principal offices;

1.3.7.2. Corporation Sole successor certificate of appointment; and,

1.3.7.3. Other required filings.

Part 4: Description of the Governance Structure of the Ecclesiastical Organizations within the Archdiocese

As set forth in the Preamble and in the Principal Abbreviations and Definitions to this Pastoral Handbook, the Ecclesiastical Organizations of the Archdiocese are as follows:

- Archdiocesan Corporation
- Archdiocese of Denver Mortuary at Mount Olivet, Inc.
- The Mount Olivet Cemetery Association
- St. Simeon Cemetery Association
- Camp St. Malo Religious Retreat and Conference Center, Inc.
- The Archdiocese of Denver Management Corporation
- The John Paul II Center for the New Evangelization
- Bishop Machebeuf High School, Inc.
- Holy Family High School, Inc.
- Seeds of Hope Charitable Trust
- Saint John Vianney Theological Seminary
- Redemptoris Mater House of Formation
- Family of Nazareth, Inc.
- Catholic Charities and Community Services for the Archdiocese of Denver, Inc.
- The Archdiocese of Denver Welfare Benefits Trust
- The Archdiocese of Denver Irrevocable Revolving Fund Trust
- The Archdiocese of Denver Risk Management and Property/Casualty Insurance Trust

A summary of each of these Ecclesiastical Organizations is provided in Chapter 12: Roman Catholic Organizations, Entities and Benefit Plan Funds.

1.4.1. The Ecclesiastical Organizations noted above have governing documents, including canonical statutes, articles of incorporation, by-laws and/or a formal trust agreement that establish the governance structure for each of the respective entities. Such documents set forth the nature, purpose, constitution, government and authority of those entities from both a civil and canonical perspective. Furthermore, the documents articulate the roles and responsibilities of the various Directors, Trustees, Officers and Committees.

1.4.2. Such Ecclesiastical Organizations are to adhere to their governing documents, canon law and the particular laws of the Archdiocese as contained in this Pastoral Handbook at all times, unless a specific exemption is granted by the governing Board of Members or Board of Directors / Trustees and/or the Archbishop, as applicable.

1.4.3. In addition to the canonical organizational documents and the civil description of these same organizations, (such as articles of incorporation, bylaws, and/or trust agreements) each public juridic person subject to the Archbishop's authority may declare acts of extraordinary administration more restrictive than those specified by the USCCB in accordance with the norms of canon 1277 and 1281.