

# *Pastoral Plan for the Southern Region*

*Archdiocese of Kansas City in Kansas*

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# I. INTRODUCTION

Through the pastoral plan needs have been identified, new possibilities have surfaced, stewardship of resources have been defined and priorities have been established. The plan will help parish leaders, pastors and the Archdiocese to make decisions that are strategic and forward-looking so we can be the best Church that Christ tells us to be at this particular moment while laying a foundation for what will help the Church in the future to be more alive and more vibrant. It is not always the priority of what one or another community desires, but the greater priority must always be in deference to making the sacraments, pastoral care of the sick and dying, and evangelization possible for the people of God.

The Southern Pastoral Region is one of the largest geographic regions in the Archdiocese, encompassing eighteen parishes and the Didde Catholic Campus Center at Emporia State University. The region is blessed with five Catholic schools serving students from preschool through grade 8.

The plan seeks to answer several questions:

- How can parishes and schools be vital and vibrant for all Catholics in the Southern Region?
- What is the long-range vision for the Church and how will it be carried out?
- How will parish ministries thrive even though fewer priests may be available to serve in the future?
- How are both human and physical resources of the parishes utilized most effectively?
- How can parishes work together to serve the region and accomplish more than they could on their own?

These are a few of the questions that emerged and were addressed in the process. The process drew upon the wisdom of many parish leaders, pastors, and archdiocesan leaders, all being guided by the Holy Spirit through a prayerful approach.

The most important aspect of the plan will be how it is implemented at the local level. Every parish will need to take this plan and determine how their parish will fulfill the intent of the plan in their community.

The Southern Region Task Force presents this plan to Archbishop Naumann and the pastors of the Southern Region with the recommendation to adopt the plan in full, move forward with implementation, and then review and update it in years to come.

<b>Parishes and Schools in the Southern Region</b>	
Didde Catholic Campus Center, Emporia	St. Francis Xavier Parish, Burlington
Holy Angels Parish, Garnett	St. John the Baptist Parish, Greeley
Holy Trinity Parish and School, Paola	St. Joseph Parish and School, Olpe
Immaculate Conception Parish, Louisburg	St. Joseph Parish, Waverly
Our Lady of Lourdes Parish, La Cygne	St. Mary Parish, Hartford
Sacred Heart Parish and School, Emporia	St. Patrick Parish, Emerald
Sacred Heart Shrine, Mound City	St. Philip Neri Parish, Osawatomie
Sacred Heart Parish and School, Ottawa	St. Rose Philippine Duchesne School, Garnett
St. Boniface Parish, Scipio	St. Teresa Parish, Westphalia
St. Catherine Parish, Emporia	St. Therese Parish, Richmond

## II. VISION FOR PARISH AND SCHOOL VITALITY

### A. Vision for Parish Vitality

As baptized Catholics we share a common vocation to grow in holiness and to continue the ministry of Jesus as members of His body, the Church: to pray and worship, to heal and serve, to proclaim and teach. Archbishop Naumann has identified five pastoral priorities: conversion, evangelization, Catholic education, serving those in need, and stewardship. These priorities, along with leadership and mission, are essential for an alive, vital parish to be capable of fully carrying out the work of the Church. The following criteria represent the basic functions or characteristics that must be present in every parish, either as an individual parish or as part of a cluster of parishes.

#### 1. CONVERSION

An essential mission of the Church is to bring individuals into contact with Jesus Christ, allowing them to be transformed by the experience of His love. The Church fulfills its mission by the grace of God in numerous ways, most especially through the sacramental life of the Church.

- 1.1 All liturgical celebrations are a response to God's saving work among us. Because of who God is and what He has done, we give our best in worship. To that end, liturgies are carefully prepared and well-attended.
- 1.2 Worshipers participate with a deep respect for and awareness of the presence of God. Liturgical music is of high quality. Homilies are thought-provoking, relevant to parishioner's lives, and challenging.
- 1.3 Parishioners are challenged to grow and live as disciples of Jesus Christ. Their relationship with God is alive and others can see it.
- 1.4 Parishioners actively participate in the Sacrament of Reconciliation throughout the year as a means of deepening their relationship with Jesus Christ.
- 1.5 Parishioners are encouraged to maintain habitual prayer throughout the week as well as Eucharistic adoration.
- 1.6 The parish offers occasions during the year for spiritual renewal and/or personal encounters with Christ for adults and youth.
- 1.7 The parish community functions as a loving presence in the larger archdiocesan community which is a member of the universal Church.

#### 2. EVANGELIZATION

The mission that Jesus gave the Church was to go and make disciples. It is easy for us to become internally focused individually and as a parish. However, to really accomplish this mission we must always be seeking to invite others to know Christ and understand the Gospel.

- 2.1 Each parishioner must work towards articulating and defending the meaning and importance of their Catholic faith and be prepared to share their testimony with others.
- 2.2 The parish has an active hospitality ministry that welcomes newcomers to the community and warmly greets strangers at Mass and events.
- 2.3 Parishioners invite non-parishioners to attend programs, events and liturgies.

- 2.4 The parish makes an intentional effort to reach out to inactive Catholics, to understand their needs and bring them back to the Church. The parish makes contact with people who discontinue attending Mass.
- 2.5 The parish gives accurate information to the wider community about teachings of the Church to overcome bias, misperceptions, and ignorance.
- 2.6 The parish has an ecumenical relationship with other Christian denominations in the area which invites Christians to work together to further the Gospel.
- 2.7 Where a college or university is present, parishes in the area reach out to students.

### **3. CATHOLIC EDUCATION**

Catholic education, in all its forms, is an important endeavor of the Church. Catholic schools and religious education programs provide environments where students have the opportunity for formal religious instruction that integrates their personal faith with all areas of life leading them to be disciples of Jesus. It is equally important to cultivate the same within adults. Catholic education may be accomplished within the parish or through collaboration with adjoining parishes or the Archdiocese.

- 3.1 Families are supported through parish community life, marriage enrichment, and Catholic education programs.
- 3.2 Families are encouraged to enroll children in a nearby Catholic school when a school is available.
- 3.3 A high proportion of parish children are enrolled in a religious education program or Catholic school.
- 3.4 The parish has an adequate number of trained catechists.
- 3.5 Youth ministry programs for grades 6 through 12 are available through the parish or in collaboration with other parishes. These programs are appealing to youth, provide catechesis, are grounded in Church teaching, and actively involve youth in parish life.
- 3.6 Adult education programs are provided which would include opportunities for catechetical study of scripture, moral life, social teachings and spirituality. Those opportunities are extended to the larger community and other parishes.
- 3.7 Lay leaders, both present and future, receive appropriate education and training to be effective in the ministries where they serve.
- 3.8 Pastors and parochial vicars are also teachers called to accept their role as catechists by forming lay leaders who understand Church teachings in tradition and doctrine.

### **4. SERVING THOSE IN NEED**

The Church is called to be in solidarity with all by standing up and defending those who are poor, who are vulnerable, and who live on the margins of society.

- 4.1 The parish is aware of and responds to the needs of those with special needs such as the elderly, homebound, shut-ins and their caregivers through regular visits and distribution of the Eucharist and sacramental ministries by laypersons and/or the pastor. Transportation to Mass and parish activities is available to them.
- 4.2 Parish facilities are easily accessible by those with physical limitations.
- 4.3 The parish supports financial, emotional and spiritual assistance for women experiencing crisis pregnancies and others in crisis and promotes efforts to protect the unborn.

- 4.4 The parish has a vision for outreach to the needs of the wider community and the world, and is engaged through active ministries. The Gospel is lived through these ministries.

## **5. STEWARDSHIP**

Stewardship is a way of life and a way of looking at life. It is an expression of spirituality and our profound gratitude from seeing everything as God's gift to us. It is out of this gratitude that we inevitably are motivated to want to return a portion of the time, talent and treasure that God has given to us.

- 5.1 Parishioners actively volunteer their time and talent to ensure the success and effectiveness of all parish ministries and events.
- 5.2 Parishioners generously provide sufficient funds, goods and services for the ongoing and long-term operating needs and facility needs of the parish.
- 5.3 Parish facilities must be in good condition, maintained, have a plan for long-term maintenance, and be able to support the ministry and programs anticipated in the parish vision.
- 5.4 Complete parish (and school) finance reports are communicated at least annually to the parish community.
- 5.5 Parish organizations are Christ-centered and effectively support the parish community, family life and spirituality.
- 5.6 The parish actively supports the Call to Share and other archdiocesan campaigns. The parish devotes a portion of its time, talent and treasure to outreach and ministries beyond the parish.

## **6. LEADERSHIP AND MISSION**

Effective leadership, both ordained and not ordained, is fundamental to a vital parish. While Christ is the head of the Church, men and women are called to serve in many leadership roles that inspire others to follow.

- 6.1 The parish has a clear sense of mission which is to be Christ-centered. The mission is understood within the context of the local and universal Church. Parishioners, especially parish leaders, are able to explain their parish mission.
- 6.2 The parish has a base of households sufficient in size and with a level of commitment to provide adequate resources to sustain a complete and vibrant ministry that is capable of responding to the spiritual and pastoral needs of the community.
- 6.3 The parish is staffed appropriately or shares staff with other parishes to direct or lead parish ministries.
- 6.4 Lay leaders are empowered and guided to roles of service that further the mission and vitality of the parish.
- 6.5 The parish develops annual and long-range plans to carry out the mission and ministry of Jesus and to serve the needs of the people in the area.
- 6.6 The priest is able to serve the pastoral needs of the parish with reasonable expectations so he is able to be healthy spiritually, physically and emotionally.
- 6.7 The parish has an active pastoral council and finance council.
- 6.8 Vocations to the priesthood and religious life are actively and prayerfully promoted.

## **B. Vision for School Vitality**

### **1. CATHOLIC CHARACTER**

- 1.1 A strong Catholic character is clearly present and guided by a mission statement. The school has an evangelizing mission to point young people toward Christ and become disciples of Christ through every aspect of school life.
- 1.2 An environment exists within the school that is safe, caring, loving, and disciplined.
- 1.3 A fully developed religion program is in place with highly qualified and licensed teachers who are on fire with their Catholic faith.
- 1.4 All teachers are practicing Catholics, except for unusual circumstances.
- 1.5 The school is actively working to help parents form the faith and character of their children. Parents participate with their children in spiritually-based activities.
- 1.6 The Catholic identity of the school is clearly shown in the leadership of the principal and school faculty.
- 1.7 Catholic faith is demonstrated through regular participation in Mass, prayer, parish life and personal growth.
- 1.8 Priests provide visible spiritual leadership in the school community. Priests are supportive of the school mission.
- 1.9 The school is seen by the parish community as a vital ministry. The sponsoring parish(es) supports Catholic schools through time, talent and treasure.

### **2. ACADEMIC PROGRAM**

- 2.1 The school offers a superior academic program. The school is fully accredited by a recognized accrediting agency.
- 2.2 The academic program is comprehensive and of high quality which includes art, music, languages, etc.
- 2.3 The curriculum/instructional resources are updated on a regular cycle.
- 2.4 Technology is current and integrated with the academic program.
- 2.5 Teachers are appropriately degreed, qualified, and competent for the courses they teach. All staff members have appropriate state and religious education certification.
- 2.6 Professional and spiritual development plans are in place for staff.
- 2.7 Students with special needs are served.

### **3. PHYSICAL CONDITION**

- 3.1 Facilities are in good condition, clean and attractive.
- 3.2 A five-year plan is in place for maintenance, capital improvements, and enhancements to the educational program. A funding plan is established for capital projects.
- 3.3 The utilization of space is reasonable in terms of finances and programs. The size, location and number of buildings maintained are consistent with the long-term enrollment potential and quality educational programming.

#### **4. ENROLLMENT AND GROWTH**

- 4.1 Retention is strong from grade to grade resulting in full classes in 8<sup>th</sup> grade (or the highest grade in the school).
- 4.2 The student/teacher ratio is cost effective. The number of students per homeroom is cost effective and sufficient for a good learning environment. (*Cost effective would typically mean a student/teacher ratio of 25:1. This could be 20:1 in classrooms with mixed grades.*)
- 4.3 Enrollment trends and demographic data demonstrate that a viable number of students can be maintained or increased in the geographic area served by the schools.
- 4.4 The school has an effective marketing and recruitment program.

#### **5. FINANCIAL CONDITION**

- 5.1 Sponsoring parishes and parents show evidence of being willing to financially support Catholic schools and the support is dependable.
- 5.2 Revenue from all sources (subsidy, tuition, fees, third source) is sufficient to fund a quality school program with a balanced operating budget.
- 5.3 Funding is cultivated through an ongoing development program. Development is more than fundraising, but advances the institution through a foundation endowment, annual funds, planned gifts, capital fundraising, grants, and the like.
- 5.4 Parents who want a Catholic education for their children are given the help necessary so they can afford it.
- 5.5 The salaries of lay faculty are sufficient to attract and retain qualified teachers. Salaries paid are within archdiocesan guidelines and increased annually.

#### **6. SERVICE**

- 6.1 Parents participate in the life of the school.
- 6.2 An outreach is made to the larger community to provide Christian service and assistance.

#### **7. LEADERSHIP**

- 7.1 Catholic schools are guided by a strategic plan which is regularly updated. There is evidence of ongoing implementation.
- 7.2 The school has an active school advisory council that is clear about its role. The council is engaged with strategic planning and development work. The council identifies new opportunities, provides leadership, plans for capital needs, and conducts an annual self-assessment.
- 7.3 The school follows archdiocesan policies.



### **III. GOALS AND TARGETS FOR THE SOUTHERN REGION**

- 1. We will assist our young people to grow spiritually, to increase in their knowledge and love of God, and to be active participants in the Church.**
  - a. Parents are the primary educators of their children in the ways of the faith. Parishes provide resources and opportunities that assist parents in teaching their children.
  - b. Parish liturgies, parish ministries, and parish life attract teens and young parents where there are young people in the community.
- 2. We will provide opportunities for adult faith formation for all parishioners.**
  - a. Classes are offered during the year on topics such as social teachings, Pope's encyclicals, scripture study, statements issued by the USCCB, parenting skills, and spirituality to enrich adult formation. These opportunities can be in collaboration with other parishes and the Archdiocese. More opportunities will be available in the local area.
- 3. We will promote the Catholic faith and invite the inquirer and the unchurched to become part of the community of faith; to become active and involved.**
  - a. Parishioners are prepared and then encouraged to share their testimony of faith with others and be equipped to talk about the spiritual issues in the real world.
  - b. Parish communities respond generously to families that have emergency material needs, i.e., food, clothing, and utilities.
  - c. Parishes in the Southern Region will work in collaboration with each other and with other agencies such as Catholic Charities to promote social concerns and charity in their communities and in so doing meet the material and spiritual needs of people.
  - d. Family members reach out to relatives and friends who are fallen away Catholics and bring them to Mass.
  - e. Parishes have RCIA programs with regular participation, either at their own parish or in partnership with other parishes.
- 4. We will explore and select new ways of using communication technology to enhance the ability of the parishes and schools to connect and communicate with the faithful as well as evangelize.**
  - a. Channels of communication will be enhanced. Parishes will invest in their websites, email correspondence, and other appropriate technologies to reach their parish community. Traditional channels such as bulletins, printed materials and personal contacts will also be improved.
  - b. The internet will be harnessed to increase educational opportunities for adult faith formation. Parishes in rural communities will connect to archdiocesan programs through technology.
- 5. We will identify those parishes which present opportunities for collaboration in significant ways so as to better use personnel and resources and develop stronger programs.**
  - a. Parishes work together and use their financial resources to support ministries within their area of the Archdiocese.

- b. A parish notifies other parishes in the Southern Region of particular events/programs being scheduled.
- c. Parishes in the same area will coordinate their Mass times and reduce the number of Masses where attendance is low and alternatives are available.

**6. We will enhance religious education programs and incorporate formal instruction, prayer and worship, service, parental involvement, and special activities.**

- a. Pastors support and at times participate in the catechesis of students and the training of catechists in Catholic school and religious education.
- b. Parishes collaborate in new ways that lead to enhanced training for catechists, joint programming, and other opportunities to enhance the religious education program. More training is available locally.
- c. Religious education is provided for students in grades 9 to 12 at the parish or in collaboration with neighboring parishes.
- d. Catholic schools increase their enrollment by attracting a larger share of parish families and adding new families from the community. Schools function with enrollment levels that are financially and programmatically viable.
- e. Strategic investments are made in school facilities and programs strengthening long-term viability.
- f. The funding model for Catholic schools is examined and a clear direction is identified for how the model will need to change to ensure Catholic education is available, affordable, and an attractive option for parents.

**7. We will develop a pastoral plan in each parish to implement the pastoral plan for the region and build stronger vitality in the parish.**

- a. The pastoral plan responds to changes in the community, identifies needs, sets forth goals and strategies, and identifies the resources needed to fully execute the plan.
- b. Parishes have a long-range plan to maintain and improve facilities so they serve the contemporary needs of the parish and Catholic school where it exists. A capital funding plan accompanies facility plans.
- c. Pastoral plans and leadership models will take into consideration reasonable expectations for priests so they can use their gifts effectively and carry on their ministry while remaining healthy spiritually, physically, and emotionally.

**8. We will strengthen the teaching and living of stewardship in the parish.**

- a. The parish annually teaches a holistic and biblical theology of stewardship and challenges parishioners to give sacrificially of their time, talent, and treasure. Each parish has a stewardship committee.
- b. The parish provides spiritual and sacramental care for the homebound and the elderly in its community.
- c. The parish actively supports the Archdiocesan Call to Share and other archdiocesan campaigns.
- d. The parish devotes a portion of its time, talent, and treasure to outreach and ministries beyond the parish.

## IV. STRATEGIC DIRECTIONS FOR THE SOUTHERN REGION

### A. St. Joseph Parish (Olpe) and St. Mary Parish (Hartford)

#### OBSERVATIONS

##### 1. Parish facts

Parish	City	2010 Parish Households <sup>1</sup>	2009 Infant Baptisms	2009 First Holy Communion	2009 Confirmations	2009 Deaths	2009-10 Total K-8 Rel. Ed.
St. Mary	Hartford	51	6	1	13	3	17
St. Joseph	Olpe	229	11	14	37	6	53
<b>Subtotal</b>		<b>280</b>	<b>17</b>	<b>15</b>	<b>50</b>	<b>9</b>	<b>70</b>

<sup>1</sup> Estimate

Source: Archdiocese of Kansas City and parish data forms

##### 2. Mass attendance

Parish	City	Total Weekend Attendance	One-Time Seating Capacity	# Masses Per Weekend	% Seating Capacity Used on Weekend <sup>1</sup>
St. Mary	Hartford	86	200	1	43%
St. Joseph	Olpe	455	400	2	57%
<b>Subtotal</b>		<b>541</b>	<b>600</b>	<b>3</b>	<b>54%</b>

<sup>1</sup> Total weekend attendance divided by seating capacity for the number of weekend Masses offered.

Source: Parish data forms for weekends of May 8-9 and May 15-16 in year 2010.

- The parishes have a steady numbers of parishioners but primarily serve an older demographic. Mass attendance may not justify two weekend Masses at St. Joseph Parish. Fewer Masses would better utilize resources, bring the community together at one time, give the priest more time with the community, and give opportunity for parish catechesis or other programs.
- The City of Olpe has an estimated 482 residents. Within a five-mile radius the 2010 population estimate is 1,176. The demographics are steady but aging, with a median age of 52.27.
- The City of Hartford has an estimated 471 residents. Within a five-mile radius the population estimate is 991. The demographics show a slow decline in population, with a median age of 44.54.
- The cost of the school to the parish is \$30,000, about 25% of parish offertory. In addition, St. Joseph Parish's total community's effort sponsors four additional annual fundraisers totaling approximately \$45,000.
- St. Mary and St. Joseph Parishes together have a 2010 offertory collection of \$115,336 and 280 households. The parishes can afford a pastor but are limited in doing much else.
- St. Mary Church is in good condition. While the interior lacks a handicapped accessible restroom, there has been an effort to keep the interior beautiful. The rectory, across the street from the church, is used occasionally. The building is better suited as a residence than classrooms and the overall condition is poor. The original wooden church at St. Mary is in poor condition and is used as a parish hall.

9. St. Joseph School enrollment trends

By Grade	03-04	04-05	05-06	06-07	07-08	08-09	09-10	10-11	Capacity by Grade	% of Cap. 10-11
PreK	7	10	13	8	12	7	3	4	25	28%
K	10	5	7	9	5	6	4	3		
1	5	13	5	7	10	5	5	4	25	36%
2	5	6	12	9	6	10	4	5		
3	6	5	6	14	8	5	9	4	25	52%
4	7	7	5	7	14	7	5	9		
5	12	7	6	5	7	14	4	5	25	36%
6	7	14	7	7	4	7	11	4		
<b>Total K-6</b>	<b>52</b>	<b>57</b>	<b>48</b>	<b>58</b>	<b>54</b>	<b>54</b>	<b>42</b>	<b>34</b>	<b>75</b>	<b>45%</b>
<b>Total PreK-6</b>	<b>59</b>	<b>67</b>	<b>61</b>	<b>66</b>	<b>66</b>	<b>61</b>	<b>45</b>	<b>38</b>	<b>100</b>	<b>38%</b>

10. St. Joseph School numbers are small, and the current data raises concerns about whether more enrollment is potentially there. Demographically more enrollment is only possible with an increase in market share, meaning more public school families need to be convinced to pay tuition and enroll.
11. Free public busing to St. Joseph School cannot be taken for granted and could be threatened in the future.
12. While the St. Joseph School building is in overall good condition, it was built in 1921 and has deficiencies in design and space which the school has worked around for years. The building also lacks two different means of egress and is not handicapped accessible. Maintenance related to safety can be remedied with modest expenditures. The building does not meet the current codes but is grandfathered and therefore exempt.
13. St. Joseph School and Sacred Heart School collaborate in that the schools share the same principal and some teacher formation is done together.

**RECOMMENDATIONS**

- 1. Develop a collaborative relationship with the parishes and campus center in Emporia. Possibilities should be explored for ministries like: RCIA, marriage preparation, adult education, and social outreach.**
- 2. Strengthen collaboration between St. Mary Parish and St. Joseph Parish. The Parish Pastoral Councils should meet together on a regular basis to improve communications, build a shared vision and reduce duplicative work for the pastor.**
- 3. The future of St. Joseph School depends on improving enrollment, maintaining academic standards, having a strong Catholic identity and remaining financially solvent. A careful assessment of the school should be made annually using these criteria, along with the criteria stated in the Vision for School Vitality. A report should be presented to the appropriate parish bodies demonstrating adequate progress is being made and the school is satisfying the criteria for long-term viability.**

4. Conduct a survey of all St. Joseph parishioners and prospective school parents to assess the priority of the school, perceptions of school programs as compared to the public option, and potential for enrollment in the future.
5. Formulate a strategic plan for the school using the Vision for School Vitality as a guide and the survey results as a starting point for setting priorities. The plan should be formed with participation from the St. Joseph School Council and other parish councils/committees, with leadership for the planning process coming from the principal and pastor.
6. For St. Mary Parish to function as a parish long term, a plan is needed to remove the old parish hall and construct a new multi-purpose building. The hall would provide bathroom facilities for the church on the same side of the road. The rectory will no longer be needed and should be sold or disposed of as appropriate. Debt should not be incurred for new construction.

## B. Didde Catholic Campus Center, Sacred Heart Parish and School, and St. Catherine Parish (Emporia)

### OBSERVATIONS

#### 1. Parish facts

Parish	City	2010 Parish Households <sup>1</sup>	2009 Infant Baptisms	2009 First Holy Communions	2009 Confirmations	2009 Deaths	2009-10 Total K-8 Rel. Ed.
Didde Campus Center	Emporia	500					47
Sacred Heart	Emporia	850	38	34	86	32	178
St. Catherine	Emporia	227	61	20	6	7	
<b>Subtotal</b>		<b>1,577</b>	<b>99</b>	<b>54</b>	<b>92</b>	<b>39</b>	<b>225</b>

<sup>1</sup> Estimate

Source: Archdiocese of Kansas City and parish data forms

#### 2. Mass attendance

Parish	City	Total Weekend Attendance	One-Time Seating Capacity	# Masses Per Weekend	% Seating Capacity Used on Weekend <sup>1</sup>
Didde Campus Center	Emporia	175	205	2	43%
Sacred Heart	Emporia	978	335	4	73%
St. Catherine	Emporia	375	375	2	50%
<b>Subtotal</b>		<b>1,528</b>	<b>915</b>	<b>8</b>	<b>61%</b>

<sup>1</sup> Total weekend attendance divided by seating capacity for the number of weekend Masses offered.

Source: Parish data forms for weekends of May 8-9 and May 15-16 in year 2010.

3. Within a five-mile radius the 2010 population estimate is 27,836, a slight decline from the 2000 Census population.
4. Emporia has a large Hispanic population, some going back for generations. In a five-mile radius around the city, the Hispanic/Latino population comprises 25% of the total population in 2010.

5. Ministry to the English-speaking and Spanish-speaking communities requires bilingual skills on the part of priests and/or parish staff.
6. St. Catherine Parish serves primarily Hispanics. Over half of the parishioners are Mexican and another third are Salvadoran.
7. St. Catherine Parish is served by three sisters who are the Guadalupen Sisters of Christ the King.
8. St. Catherine Parish baptizes more infants than any other parish in the region, 61 in 2009.
9. Looking at the total attendance for two weekend Masses, the St. Catherine church is half full.
10. The ability of St. Catherine Parish to raise funds has been limited. The parish consistently runs small operating deficits. Parish offertory dropped to \$49,339 in 2010. The budget is small for a parish with tremendous pastoral needs.
11. The parish hall and convent at St. Catherine's are in need of capital improvements or replacement.
12. The Didde Catholic Campus Center maintains an active ministry to students. About 47 of the 500 households registered are families who are not students.
13. The Didde Catholic Campus Center facility is very attractive, relatively new, and in excellent condition.
14. Average weekend attendance at the Didde Catholic Campus Center is 175 at two Masses during the school year. One Mass is celebrated per weekend in the summer. Mass attendance may not justify two weekend Masses given the same priest celebrates Mass at Sacred Heart Parish.
15. Sacred Heart School enrollment trends

By Grade	03-04	04-05	05-06	06-07	07-08	08-09	09-10	10-11	Capacity by Grade	% of Cap. 10-11
PreK	32	22	21	17	22	16	23	21	23	91%
K	21	24	19	11	7	14	8	14	25	56%
1	13	20	19	12	11	7	11	5	25	68%
2	13	12	17	10	13	9	8	12		
3	16	10	9	10	12	12	7	9		
4	15	16	6	6	12	10	8	8	25	68%
5	12	15	15	5	6	10	4	11		
6	11	9	14	11	5	8	7	4	25	60%
<b>Total K-6</b>	<b>101</b>	<b>106</b>	<b>99</b>	<b>65</b>	<b>66</b>	<b>70</b>	<b>53</b>	<b>63</b>	<b>100</b>	<b>63%</b>
<b>Total PreK-6</b>	<b>133</b>	<b>128</b>	<b>120</b>	<b>82</b>	<b>88</b>	<b>86</b>	<b>76</b>	<b>84</b>	<b>123</b>	<b>68%</b>

16. School enrollment declined from 133 in 2003-04 to 84 in 2010-11. Over the past five years, the school had a net retention loss of 18 students per year as students move from grade to grade.
17. The school functions with four homerooms, combining grades 1 through 6. For grades K to 6, the average class size is 13.25. The school does not have a 7th or 8th grade. 2010-11 is the first year of full-day day care.
18. The school has diversity with 52% of students being White, 28% Hispanic, and 20% other. Diversity has always been present, and seems to be increasing in recent years.

19. Sacred Heart School faces strong competition from two state-of-the-art public schools in the City of Emporia. However, Sacred Heart School offers music, PE, a certified art teacher, and is academically strong and certainly faith-based in the Catholic tradition.
20. St. Joseph School and Sacred Heart School collaborate in that the schools share the same principal and some teacher formation is done together.

## **RECOMMENDATIONS**

- 1. A merger of St. Catherine Parish and Sacred Heart Parish is not recommended at this time. However, the parishes and campus center of Emporia must work together with a shared vision for the area. Olpe and Hartford should be included as appropriate. Collaborative planning should avoid duplication of efforts and result in a full range of services and ministries as called for in the Vision for Parish and School Vitality. The potential for collaborative programming could be explored in areas like: RCIA, marriage preparation, adult education, Catholic schools, and social outreach.**
- 2. Mass times should be examined and a coordinated schedule should be agreed to. Consideration should be given to one less Mass at either the Didde Catholic Campus Center or St. Catherine Parish for achieving the best utilization of priest resources. Fewer Masses would be necessary if there were fewer priests.**
- 3. The ministry of the Guadalupen Sisters of Christ the King is critical to serving the Spanish-speaking community and new immigrants at St. Catherine Parish. The hope is for their mission to continue for a long time to come and as long as there is a need to reach an immigrant community.**
- 4. A building program should be planned at Sacred Heart Parish to provide for school and parish needs. While funding may take some time, the plan should be formulated and communicated to the community. The school facility is in need of change. Remodeling the building may be insufficient, and new construction may be the best long-term solution.**
- 5. A building program should be planned at St. Catherine Parish to take down the old parish hall and replace it. A master plan is also needed for upkeep of the house or an alternative situation for housing the sisters.**
- 6. Sacred Heart School should undertake basic market research to understand why parents do and do not enroll and perceptions of the school from both current and prospective parents. A careful survey should also be made of the competition. Then the marketing plan and strategic plan should be reviewed in light of the information, and the school should take additional steps to build itself into the school for the wider region.**

## C. St. Francis Xavier Parish (Burlington), St. Joseph Parish (Waverly), St. Patrick Parish (Emerald) and St. Teresa Parish (Westphalia)

### OBSERVATIONS

#### 1. Parish facts

Parish	City	2010 Parish Households <sup>1</sup>	2009 Infant Baptisms	2009 First Holy Communions	2009 Confirmations <sup>2</sup>	2009 Deaths	2009-10 Total K-8 Rel. Ed.
St. Francis Xavier	Burlington	174	1	16	0	3	64
St. Joseph	Waverly	42	1	2	0	0	20
St. Patrick	Emerald	42	2	2	0	1	9
St. Teresa	Westphalia	85	2	3	0	7	22
<b>Subtotal</b>		<b>343</b>	<b>6</b>	<b>23</b>	<b>0</b>	<b>11</b>	<b>115</b>

<sup>1</sup> Estimate

<sup>2</sup> Some parishes combine confirmation classes with neighboring parishes or confirm every other year.

Source: Archdiocese of Kansas City and parish data forms

#### 2. Mass attendance

Parish	City	Total Weekend Attendance	One-Time Seating Capacity	# Masses Per Weekend	% Seating Capacity Used on Weekend <sup>1</sup>
St. Francis Xavier	Burlington	263	300	1	88%
St. Joseph	Waverly	81	100	1	81%
St. Patrick	Emerald	46	250	1	18%
St. Teresa	Westphalia	150	250	1	60%
<b>Subtotal</b>		<b>540</b>	<b>900</b>	<b>4</b>	<b>60%</b>

<sup>1</sup> Total weekend attendance divided by seating capacity for the number of weekend Masses offered.

Source: Parish data forms for weekends of May 8-9 and May 15-16 in year 2010.

3. The 2010 population for all four parishes totals 5,572 using a five-mile radius around each parish.
4. The four parishes are served by one pastor. Many steps have been taken to work together in a cluster model.
5. The four parishes together have 343 households in 2010 and had an annual offertory collection of \$211,165 in 2010. These combined numbers achieve the economy necessary to sustain a vital parish ministry if done in a collaborative model.
6. Parish demographics are steady overall. There is a noticeable aging at St. Patrick Parish. St. Teresa Parish has twelve children under age 4. New families (7 or 8) joined the parish in 2010.
7. Distance between the parishes is a challenge for one priest to celebrate Mass every weekend.

### RECOMMENDATIONS

- 1. Continue to improve communication and coordination between the parishes. The utilization of the four parish stewardship committee is a meaningful way to do this. The stewardship committee may develop into an area or cluster pastoral council made up of members from individual parish councils. The area or**



cluster council should be engaged in visioning, ministry planning and matters of strategic significance to make the best use of financial and human resources, coordinate ministry, eliminate duplication, and make parish programs and services available for all Catholics yet under the care of one priest.

2. Make efforts toward helping parishioners feel more a part of each other's parish. Build a better understanding that individual parishes are not the Church, rather embrace all the parishes as the Church.
3. St. Patrick Parish needs to finalize a plan and a budget to replace the church dome and then establish a timeline for funding the plan. If the rectory is not serving a mission or ministry purpose and is not needed in the four-parish cluster for the future, a decision should be made about the future fate of the building. Options could be: sell the property, take down the rectory and retain the land, or in some appropriate way dispose of the asset. Rental of the house should not be considered a long-term solution if it does not have a long-term purpose in the plans for the parish.

## D. Holy Trinity Parish (Paola)

### OBSERVATIONS

#### 1. Parish facts

Parish	City	2010 Parish Households <sup>1</sup>	2009 Infant Baptisms	2009 First Holy Communion	2009 Confirmations	2009 Deaths	2009-10 Total K-8 Rel. Ed.
Holy Trinity	Paola	480	19	23	46	18	64

<sup>1</sup> Estimate

Source: Archdiocese of Kansas City and parish data forms

#### 2. Mass attendance

Parish	City	Total Weekend Attendance	One-Time Seating Capacity	# Masses Per Weekend	% Seating Capacity Used on Weekend <sup>1</sup>
Holy Trinity	Paola	733	350	3	70%

<sup>1</sup> Total weekend attendance divided by seating capacity for the number of weekend Masses offered.

Source: Parish data forms for weekends of May 8-9 and May 15-16 in year 2010.

3. Population for the City of Paola was estimated to be 5,300 in 2009. Paola is a growing community. Miami County has had the most growth in the southern region in the last decade.
4. The parish has a steady 480 households and averaged 23 baptisms per year for the last three years.
5. Holy Trinity Parish and St. Philip Neri Parish are engaged in some collaboration such as youth ministry.

6. Holy Trinity School enrollment trends

By Grade	03-04	04-05	05-06	06-07	07-08	08-09	09-10	10-11	Capacity by Grade	% of Cap. 10-11
K	17	23	17	15	13	23	13	21	25	84%
1	14	18	22	20	19	14	22	12	25	48%
2	21	15	18	19	14	17	13	23	25	92%
3	17	23	16	11	18	15	17	15	25	60%
4	16	15	22	23	15	15	15	16	25	64%
5	16	16	15	23	10	14	14	19	25	76%
6	12	16	20	12	15	7	15	16	25	64%
7	14	12	18	19	9	11	7	15	30	73%
8	8	16	13	17	16	11	11	7		
<b>Total K-8</b>	<b>135</b>	<b>154</b>	<b>161</b>	<b>159</b>	<b>129</b>	<b>127</b>	<b>127</b>	<b>144</b>	<b>205</b>	<b>70%</b>

7. School enrollment declined from 159 in 2006-07 to 127 in 2009-10, but rebounded in 2010-11 to 144 with a strong kindergarten class of 21 students and excellent retention. Not having a preschool could be a missed opportunity to bring families into the school.
8. Holy Trinity School is connected to and dependent on the Catholic community in Osawatomie.

**RECOMMENDATIONS**

- 1. Take steps to start a planning process that establishes long-range priorities for renovating and expanding facilities. Parish leadership should follow a process that is transparent, allows for input, and results in a clear plan. Several scenarios should be studied and presented for input before making final decisions. Open communications should receive special attention to build trust and support moving forward.**
- 2. Planning for facilities should be founded upon a clear parish mission and vision for the future with goals for ministry, outreach, Catholic education, etc.**
- 3. Holy Trinity Parish leadership should pursue building a bridge of collaboration with St. Philip Neri Parish (Osawatomie). This involves communications between pastors and parish pastoral councils.**
- 4. Conduct a study to determine the feasibility of a preschool program and the benefits for the school and families. If feasible, pursue the program as part of a total marketing and enrollment plan for the school.**

## E. Our Lady of Lourdes Parish (La Cygne), Sacred Heart Shrine (Mound City), and St. Philip Neri Parish (Osawatomie)

### OBSERVATIONS

#### 1. Parish facts

Parish	City	2010 Parish Households <sup>1</sup>	2009 Infant Baptisms	2009 First Holy Communion	2009 Confirmations <sup>2</sup>	2009 Deaths	2009-10 Total K-8 Rel. Ed.
Our Lady of Lourdes	La Cygne	78	2	2	0	2	
Sacred Heart Shrine	Mound City	66	1	3	0	2	26
St. Philip Neri	Osawatomie	115	2	7	0	0	56
<b>Subtotal</b>		<b>259</b>	<b>5</b>	<b>12</b>	<b>0</b>	<b>4</b>	<b>82</b>

<sup>1</sup> Estimate

<sup>2</sup> Some parishes combine confirmation classes with neighboring parishes or confirm every other year.

Source: Archdiocese of Kansas City and parish data forms

#### 2. Mass attendance

Parish	City	Total Weekend Attendance	One-Time Seating Capacity	# Masses Per Weekend	% Seating Capacity Used on Weekend <sup>1</sup>
Our Lady of Lourdes	La Cygne	101	150	1	67%
Sacred Heart Shrine	Mound City	141	205	1	69%
St. Philip Neri	Osawatomie	346	250	2	69%
<b>Subtotal</b>		<b>588</b>	<b>605</b>	<b>4</b>	<b>69%</b>

<sup>1</sup> Total weekend attendance divided by seating capacity for the number of weekend Masses offered.

Source: Parish data forms for weekends of May 8-9 and May 15-16 in year 2010.

- The number of parish households at St. Philip Neri Parish is 115, a number smaller than five and ten years ago. 24% of the parishioners are over age 65.
- Sacred Heart Shrine and Our Lady of Lourdes are small but active parishes. Their activity is sustained through a significant volunteer effort.
- None of the parishes can support a pastor by themselves and will always be clustered with another parish. Our Lady of Lourdes Parish (La Cygne) has always shared a pastor with either Osawatomie or Mound City. The parish separated from Mound City in 1975.
- Our Lady of Lourdes Parish (La Cygne) is 30 minutes from Osawatomie and Sacred Heart Parish (Mound City) is 40 minutes from Osawatomie. Travel is a challenge with four Masses to cover each weekend.
- St. Philip Neri Parish enjoys the privilege of having their pastor live at the rectory on site. The rectory is currently serving as the parish offices on the first floor in addition to the pastor's residence.
- St. Philip Neri Parish has several facility constraints: the church and church basement are not handicapped accessible, there are no restrooms on the main floor of the church, the rectory is small for both parish offices and living, the parish does not have a hall, and the property does not allow for expansion.

## RECOMMENDATIONS

1. A cluster model should continue with St. Philip Neri Parish, Our Lady of Lourdes Parish, and Sacred Heart Shrine.
2. St. Philip Neri Parish should pursue building a bridge of collaboration with Holy Trinity Parish (Paola). This involves communications between pastors and parish pastoral councils.
3. Facility priorities at St. Philip Neri Church should be a handicapped-accessible restroom and accessibility to the parish hall. A reserve fund for maintenance may also be a good idea.
4. Our Lady of Lourdes Parish and Sacred Heart Shrine should consider a part-time person who could assist the pastor and maintain a direction for parish life throughout the week. The position title and duties need to be developed with the parish pastoral councils and pastor.

## F. Immaculate Conception Parish (Louisburg)

### OBSERVATIONS

1. Parish facts

Parish	City	2010 Parish Households <sup>1</sup>	2009 Infant Baptisms	2009 First Holy Communions	2009 Confirmations	2009 Deaths	2009-10 Total K-8 Rel. Ed.
Immaculate Conception	Louisburg	260	8	24	3	4	123

<sup>1</sup> Estimate

Source: Archdiocese of Kansas City and parish data forms

2. Mass attendance

Parish	City	Total Weekend Attendance	One-Time Seating Capacity	# Masses Per Weekend	% Seating Capacity Used on Weekend <sup>1</sup>
Immaculate Conception	Louisburg	495	350	3	47%

<sup>1</sup> Total weekend attendance divided by seating capacity for the number of weekend Masses offered.

Source: Parish data forms for weekends of May 8-9 and May 15-16 in year 2010.

3. Parishioners are economically connected to Johnson County, but the community is centered in Louisburg. Highway 69 gives easy access to Johnson County. The parish maintains a small-town feeling.
4. The parish is stable demographically and has younger families. The community has potential to grow when the economy rebounds.
5. Queen of the Holy Rosary Parish (Wea) is only 7.2 miles to the north and has a small Catholic school. Historically, collaboration did occur between Queen of the Holy Rosary and Immaculate Conception Parishes.
6. While the buildings are in good condition, the facility has many limitations such as limited egress, landlocked property and being tucked away in a neighborhood. The parish owns 20 acres

north of town that could be a long-term possibility for a new site, but has not made any plans to relocate. A move to build a new church should take into consideration plans for Queen of the Holy Rosary Parish (Wea).

7. Mass attendance may not justify three weekend Masses.

## RECOMMENDATIONS

1. **Immaculate Conception Parish should pursue building a bridge of collaboration with parishes to the south and southwest. The parish has similarities with Paola, La Cygne, Osawatomie, and Mound City. The parish may be able to develop a pilot training program to form parish leaders. The program could be a resource for surrounding parishes.**
2. **Long-term, there is potential for population growth in the community which could contribute to growth in the parish. While some growth can be accommodated at the current site, the possibility of relocating the church should remain a long-term option even if the need is not apparent for a move today. Property should continue to be held for this long-term possibility.**
3. **Immaculate Conception Parish should pursue building a bridge of cooperation with Queen of the Holy Rosary Parish (Wea) and identify possibilities for a more formal collaborative relationship. This in no way suggests Immaculate Conception would become part of the Johnson County Region or cluster or merge with Queen of the Holy Rosary. A few of the reasons this relationship makes sense are: close proximity of the parishes, small parishes working together may attain greater possibilities for ministry and programs, and the Catholic school in Wea also serves Louisburg.**

## G. Holy Angels Parish (Garnett), St. Boniface Parish (Scipio), St. John the Baptist Parish (Greeley) and St. Therese Parish (Richmond)

### OBSERVATIONS

1. Parish facts

Parish	City	2010 Parish Households <sup>1</sup>	2009 Infant Baptisms	2009 First Holy Communions	2009 Confirmations <sup>2</sup>	2009 Deaths	2009-10 Total K-8 Rel. Ed.
Holy Angels	Garnett	202	7	10	35	11	23
St. Boniface	Scipio	120	12	17	3	9	45
St. John the Baptist	Greeley	102	5	0	8	4	10
St. Therese <sup>3</sup>	Richmond	55	3	0	0	4	
<b>Subtotal</b>		<b>479</b>	<b>27</b>	<b>27</b>	<b>46</b>	<b>28</b>	<b>78</b>

<sup>1</sup> Estimate

<sup>2</sup> Some parishes combine confirmation classes with neighboring parishes or confirm every other year.

<sup>3</sup> Combined CCD with St. Boniface Parish, Scipio.

Source: *Archdiocese of Kansas City and parish data forms*

2. Mass attendance

Parish	City	Total Weekend Attendance	One-Time Seating Capacity	# Masses Per Weekend	% Seating Capacity Used on Weekend <sup>1</sup>
Holy Angels	Garnett	293	220	2	67%
St. Boniface	Scipio	209	225	1	93%
St. John the Baptist <sup>2</sup>	Greeley	117	240	1	49%
St. Therese	Richmond	96	120	1	80%
<b>Subtotal</b>		<b>715</b>	<b>805</b>	<b>5</b>	<b>70%</b>

<sup>1</sup> Total weekend attendance divided by seating capacity for the number of weekend Masses offered.

<sup>2</sup> While the parish reported 117, total weekend attendance is closer to 100.

Source: Parish data forms for weekends of May 8-9 and May 15-16 in year 2010.

3. The City of Garnett lost 6% of its population from 2000 to 2009. However both Garnett and Greeley are fairly stable. The population of Garnett is 3,163, and Greeley is 317. Together their population is 3,480.
4. The City of Richmond has a population of 497. It is an aging community. There is no evidence of long-term growth here. The growth in Franklin County is in the northern part of the county around Ottawa.
5. St. Boniface Parish has 120 households, with weekend Mass attendance of over 200. People are traveling from the wider area to worship at St. Boniface. St. Boniface Parish is the mother church of many surrounding parishes. St. Boniface Parish has many parishioners living in Garnett.
6. St. Boniface and St. Therese Parishes are administered by the Carmelites. The Carmelites maintain a newly renovated friary at St. Boniface.
7. St. Therese Parish has 55 households, too small to be viable on its own. The parish has collaborated with St. Boniface for most areas of ministry except merging finances and fundraising.
8. Holy Angels Parish (Garnett) has twice as many households as St. John the Baptist Parish (Greeley). St. John the Baptist Parish is a large church but has 40% of the attendance that Holy Angels Parish has.
9. St. Therese Parish and St. Boniface Parish are 4.6 miles apart. Holy Angels Parish and St. Boniface Parish are 13.8 miles apart. Holy Angels Parish and St. John the Baptist Parish are 9.2 miles apart. Catholics move between the parishes to attend Mass.
10. Two Ursuline sisters have a long-standing ministry and presence at St. Therese Parish.
11. The facility at St. Therese will need some capital investments to be maintained long term.
12. The merger of the schools was a successful event and helped bring together Holy Angels Parish and St. John the Baptist Parish. Collaboration also occurs in areas like adult education and religious education for children.

13. St. Rose Philippine Duchesne School enrollment trends

By Grade	06-07	07-08	08-09	09-10	10-11	Capacity by Grade	% of Cap. 10-11
K			4	10	8	25	76%
1	9	8	6	5	11		
2	2	8	6	5	7	25	48%
3	12	1	4	6	5		
4	12	13	2	5	6	25	92%
5	5	11	14	2	5		
6	5	5	10	12	2	25	68%
7	12	5	2	8	10		
8	2	12	6	2	7		
<b>Total K-8</b>	<b>59</b>	<b>63</b>	<b>54</b>	<b>55</b>	<b>61</b>	<b>100</b>	<b>61%</b>

- 14. St. Rose Philippine Duchesne School was newly formed in 2006-07 from the merger of Holy Angels School and St. John the Baptist School. Enrollment increased in 2010-11 to 61 with an average class size of 15.2.
- 15. The school building at Garnett is not very accessible and is lacking in terms of educational programming. The building is sound, but may not be suited for reconfiguration. An administrative area is a need.

**RECOMMENDATIONS**

- 1. A substantive and formal structure of collaboration and cooperation should be formed among the parishes of Holy Angels Parish (Garnett), St. John the Baptist Parish (Greeley), St. Boniface Parish (Scipio) and St. Therese Parish (Richmond). Opportunities for cooperation and collaboration should be explored in many areas: combine Catholic education for adults and children, promote Catholic school for all families, single youth ministry program for the region, and others.**
- 2. As the parishes develop new structures of working together, any new configuration should maintain weekly Mass at Holy Angels Parish (Garnett) and St. John the Baptist Parish (Greeley), as well as at St. Boniface Parish (Scipio) and St. Therese Parish (Richmond).**
- 3. Although many steps have already been taken to build a bridge of cooperation between Holy Angels and St. John the Baptist Parishes, continue to move forward with a cluster model characterized by greater coordination and sharing of resources. The parish pastoral councils should join together in a cluster council or area council and a shared plan for pastoral ministry should be developed. At some future time, the parishes may wish to formally merge, but should maintain both churches and weekly Mass at both sites.**
- 4. In order to maintain St. Therese Church as a worship site, capital improvements will be necessary. Debt should not be incurred for any capital improvements. If the rectory is not serving a mission or ministry purpose, a decision should be made for the future. Options could be: take down the rectory and retain the land, sell the property, or in some appropriate way dispose of the asset. Rental**

of the house should not be considered a long-term solution if it does not have a long-term purpose in the plans for the parish.

5. A master facility plan is needed for the Greeley site and Garnett site with an eye toward sharing of facilities as all four parishes collaborate. St. Boniface Parish needs classrooms for religious education and a space for parish functions. Consideration should be given first to utilizing facilities at Greeley and Garnett before renovating or building at Scipio.
6. The Archdiocese should approach the Carmelite Community and request a Carmelite priest serve as pastor for a parish cluster to include: St. Boniface (Scipio), St. Therese (Richmond), St. John the Baptist (Greeley) and Holy Angels (Garnett). The friary at St. Boniface would continue as a priest residence and an administrative center would be established, most likely in Garnett. Each parish would have one Mass on the weekend. If accepted, a plan would need to be developed to transition to this model. Prior to proceeding with the clustering of these parishes, a governance plan for St. Rose Philippine Duchesne School that is acceptable to all the stakeholders should be formulated. *(This recommendation is repeated in the recommendations for the region on page 24.)*
7. St. Rose Philippine Duchesne School needs to formulate a strategic plan for the school using the Vision for School Vitality as a guide. The planning process should engage the parishes in Garnett, Greeley, Richmond and Scipio, and set a direction for how the school will help the parishes and vice versa. The plan must address the funding and governance model that will sustain the school for the future.

## H. Sacred Heart Parish (Ottawa)

### OBSERVATIONS

#### 1. Parish facts

Parish	City	2010 Parish Households <sup>1</sup>	2009 Infant Baptisms	2009 First Holy Communions	2009 Confirmations	2009 Deaths	2009-10 Total K-8 Rel. Ed.
Sacred Heart	Ottawa	400	20	23	41	12	

<sup>1</sup> Estimate

Source: Archdiocese of Kansas City and parish data forms

#### 2. Mass attendance

Parish	City	Total Weekend Attendance	One-Time Seating Capacity	# Masses Per Weekend	% Seating Capacity Used on Weekend <sup>1</sup>
Sacred Heart	Ottawa	750	450	3	56%

<sup>1</sup> Total weekend attendance divided by seating capacity for the number of weekend Masses offered.

Source: Parish data forms for weekends of May 8-9 and May 15-16 in year 2010.



3. Within five miles of Ottawa the population is estimated at 14,500 and growing slightly. There are about 2,000 children ages 5 to 14 within five miles of the parish.
4. The parish has 400 households and is stable.
5. Sacred Heart School enrollment trends

By Grade	03-04	04-05	05-06	06-07	07-08	08-09	09-10	10-11	Capacity by Grade	% of Cap. 10-11
PreK								7		
K	19	20	16	14	6	9	12	6	25	24%
1	19	19	16	15	11	9	8	13	25	52%
2	10	16	16	15	15	11	10	8	25	32%
3	19	10	14	14	12	15	10	9	25	36%
4	13	19	9	12	12	11	13	10	25	40%
5	13	11	16	9	9	13	11	13	25	52%
<b>Total K-5</b>	<b>93</b>	<b>95</b>	<b>87</b>	<b>79</b>	<b>65</b>	<b>68</b>	<b>64</b>	<b>59</b>	<b>150</b>	<b>39%</b>
<b>Total PreK-5</b>	<b>93</b>	<b>95</b>	<b>87</b>	<b>79</b>	<b>65</b>	<b>68</b>	<b>64</b>	<b>66</b>	<b>150</b>	<b>44%</b>

6. School enrollment for grades K to 5 has steadily declined from 95 in 2004-05 to 59 in 2010-11.
7. The local public school district has grown slightly in the past ten years. Grades K to 8 have increased 8% and grades 9 to 12 have increased 4%.

#### RECOMMENDATIONS

1. **Conduct the appropriate study to determine the feasibility of expanding the prekindergarden program. Prekindergarden may not only meet a need in the community, but attract new families to the school.**
2. **Long-term, if the school enrollment can support one full class per grade and a prekindergarden program, study the feasibility of constructing new classrooms on adjacent property.**

## **I. Recommendations for the Region**

- 1. Collaboration in the region should focus on smaller groups of parishes that have affinity and connections with one another. Inter-regional programs may be possible within these groups in areas like: RCIA, marriage preparation, confirmation, and adult education. The groupings would be:**
  - a. Western Southern Region - Emporia, Olpe, and Hartford: Didde Catholic Campus Center, Sacred Heart Parish, and St. Catherine Parish (all in Emporia), St. Joseph Parish (Olpe) and St. Mary Parish (Hartford).
  - b. Mid-Western Southern Region - St. Francis Xavier Parish (Burlington), St. Joseph Parish (Waverly), St. Teresa Parish (Westphalia), and St. Patrick Parish (Emerald). These parishes already operate in a cluster model.
  - c. Mid-Eastern Southern Region - Sacred Heart Parish (Ottawa) could collaborate with Baldwin City.
  - d. Mid-Eastern Southern Region - St. Theresa Parish (Richmond), St. Boniface Parish (Scipio), St. John the Baptist (Greeley), and Holy Angels Parish (Garnett).
  - e. Eastern Southern Region - Holy Trinity Parish (Paola), St. Philip Neri Parish (Osawatomie), Immaculate Conception Parish (Louisburg), Our Lady of Lourdes Parish (La Cygne), Sacred Heart Shrine (Mound City).
- 2. The Archdiocese should approach the Carmelite Community and request a Carmelite priest serve as pastor for a parish cluster to include: St. Boniface (Scipio), St. Therese (Richmond), St. John the Baptist (Greeley) and Holy Angels (Garnett). The friary at St. Boniface would continue as a priest residence and an administrative center would be established, most likely in Garnett. Each parish would have one Mass on the weekend. If accepted, a plan would need to be developed to transition to this model. Prior to proceeding with the clustering of these parishes, a governance plan for St. Rose Philippine Duchesne School that is acceptable to all the stakeholders should be formulated.**
- 3. Catholic schools must increase their knowledge of marketing and enrollment management and invest more in recruitment strategies that turn enrollment upward. Schools need a modest budget, some dedicated staff time and working committees to build marketing and recruitment plans and consistently execute those plans over the years.**
- 4. Every Catholic school should operate with a strategic plan that encompasses the major areas related to accreditation, an advancement program, marketing and recruitment, a financial plan and a facilities plan. School councils, principals, staff and parish leaders should be engaged in a process together to not only ensure a strategic plan is in place but that it is being used and annually updated.**
- 5. When possible and where there is interest, conduct archdiocesan meetings and programs in a location convenient for Southern Region parishes. Seek to use new technology and give training to its users so that participation is easier and distance is less of a barrier.**

- 6. Make available locally the educational tools and resources necessary to provide volunteers with skills and confidence for leading faith formation classes, training for leadership, and training as catechists.**
- 7. Establish a pilot program at one of the Southern Region parishes that will provide convenient, remote, and interactive access to catechetical training. This may be done in cooperation with the Archdiocese and may involve web-based learning.**
- 8. Use a computer-based backup system to keep sacramental records and other parish records with appropriate safeguards.**

# **APPENDIX A**

## **Questions and Answers**

### **How do parishes collaborate?**

Parishes collaborate by working together on common ministries, programs and projects or the sharing of staff. The parishes in collaboration usually enter into some type of agreement which describes the shared activity and how each parish will share any costs or staff time. Because parishes share the same mission of Christ, they are urged to consider collaborating with nearby parishes whenever possible.

### **What is a parish cluster?**

A parish cluster is two or more parishes designated by the Archbishop to share a pastor while remaining separate entities. The parishes in a cluster will plan to share staff, programs and ministries as well as form a regional or cluster pastoral council. Each parish must retain a separate finance council but these groups may meet and plan together.

### **What happens when parishes merge?**

When parishes merge, there is one pastor, one staff, one pastoral council and one finance council. The parish could maintain one or multiple church sites. The assets and liabilities become the responsibility of the new parish entity and savings and endowments for specific purposes can be restricted. The new parish community may or may not take on a new name, but the name of an individual church, once it has been dedicated, cannot be changed.

### **What is the difference between a parish and a church?**

Parish refers to the people within the church – the worshipping community comprised of those who seek to be followers of Christ and share the mission of the Catholic Church; whereas the church is the physical structure which houses the people and where the rites, sacraments, liturgies and many ministries involving the parish occur.

### **What is a pastoral region?**

A pastoral region is a division within the Archdiocese comprised of a group of parishes defined by a geographic designation. Each region has a region leader who is a pastor appointed by the Archbishop. Regions are created to plan and work together for the good of the Church as a whole. There are eight pastoral regions in the Archdiocese of Kansas City.

### **Who is a pastor?**

A pastor is a priest responsible for the pastoral care of a parish community entrusted to him by appointment of the Archbishop, under whom he exercises his duties by collaborating with his parishioners and ministers. Besides fulfilling their sacramental and catechetical ministries, pastors are responsible for finances, building maintenance, parish programs and coordinating the entire parish mission, fostering lay ministries in particular. (Encyclopedia of Catholicism)

### **What is the role of a deacon?**

Deacons can celebrate some sacraments – they can witness marriages outside Mass, baptize and preside at funerals outside Mass. Deacons also assist during Mass by preaching and administering

the cup at Communion. However, deacons cannot celebrate Mass, hear confessions, nor administer the sacrament of the sick.

**What is the role of lay ministers in a parish?**

Lay ministries are official and non-official roles of service or leadership carried out by non-ordained persons in the Church. Lay ministries are often, though not exclusively, liturgical in nature. Since Vatican Council II, laypersons have become increasingly active in roles such as reader, acolyte (altar server), cantor and extraordinary minister of Communion. Lay participation in roles of leadership and service is rooted in Baptism, a sacrament that gives all believers a share in the priestly, prophetic and royal ministry of Christ. (Encyclopedia of Catholicism)

**What if a parish is closed?**

Closing a parish is a canonical declaration by the Archbishop of Kansas City in consultation with the Presbyteral Council that a parish ceases to exist. When a parish is closed, the remaining parish boundaries are redefined and Catholics are invited to join a parish within the newly defined parish boundaries.

**What are the next steps?**

Each parish will develop a pastoral plan drawing upon the goals, targets and recommendations in the Pastoral Plan for the Southern Region.

## **APPENDIX B**

### **Options to Provide Pastoral Care with Fewer Priests in the Southern Region**

*Version January 18, 2011*

The Pastoral Plan for the Southern Region must provide for the possibility there could be fewer priests available to pastor parishes in the future. While this is not a desirable situation, a planned response will be far better than being surprised and forced to make sudden changes.

The following possibilities to provide pastoral care with fewer priests in the Southern Region are identified as reasonable and worthy of consideration, but in need of further discussion and study. For all of them, many specifics need to be worked out, and in so doing a particular option may become more or less desirable.

The possibilities listed here are the outcome of previous drafts discussed by the Southern Region Task Force and presented for feedback at the consultation meeting with Southern Region parish leaders in December 2010.

- Serve the parishes of Emporia, Olpe, and Hartford with two pastors instead of three. This does not necessitate the merging of parishes. A number of configurations can be considered, such as each pastor serving a cluster of two parishes. The priests may want to consider living in the same rectory to promote greater collaboration, strengthen community among themselves, and reduce costs by maintaining one rectory.
- Cluster Holy Trinity Parish (Paola) with St. Philip Neri Parish (Osawatomie). An alternative for pastoral care would need to be identified for Our Lady of Lourdes Parish (La Cygne) and Sacred Heart Shrine (Mound City). Currently St. Philip Neri Parish is clustered with these parishes.
- Provide pastoral care to Annunciation Parish (Baldwin City) from Sacred Heart Parish (Ottawa) or from Holy Family Parish (Eudora), assuming Assumption Parish (Edgerton) is clustered with Sacred Heart Parish (Gardner). Provide the necessary full-time and part-time staff at both parishes to assist the priest and meet the ministerial needs of both communities.