



ARCHDIOCESE of OMAHA

Pastoral Planning Office



Pastoral Plan

for Growth Areas
around Omaha

FINAL May 2016



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INTRODUCTION	1
I. THEOLOGICAL FRAMEWORK.....	2
A. FULFILLING THE MISSION – SALVATION OF SOULS	2
B. GOING OUT – ENGAGEMENT AND CONVERSION	2
II. PARISH DEMOGRAPHICS.....	3
III. COMMUNITY DEMOGRAPHICS	9
IV. CULTURAL CHALLENGES	14
V. HEALTHY GROWTH IN VIBRANT PARISHES.....	15
VI. VISION FOR PARISH MISSION AND MINISTRY	18
A. GOALS FOR MINISTRY EFFECTIVENESS	18
B. OPPORTUNITIES FOR COLLABORATION AMONG PARISHES.....	21
C. FACILITIES TO REALIZE THE VISION	22
D. ORGANIZATION TO REALIZE THE VISION	25
VII. PASTORAL PLANNING TO REALIZE THE VISION.....	27
VIII. GROWTH IN PARISHES AND CATHOLIC SCHOOLS	30
A. NORTHWEST GROUP	30
B. CENTRAL GROUP	32
C. SOUTH GROUP	34
D. V. J. & ANGELA SKUTT CATHOLIC HIGH SCHOOL	35
IX. PLAN IMPLEMENTATION AND FUNDING.....	36
A. RAISING FUNDS	36
B. TIMELINE	37
C. RECOMMENDATIONS FOR IMPLEMENTATION.....	40

APPENDIX

Parish Pastoral Plan Template

INTRODUCTION

While parishes are full of life and do an abundance of good ministry, there are people not being reached. Do we have the capacity and the vision to reach them?

The purpose of this pastoral plan is to shape a vision for growth, identify strategic goals, and direct resources to the most productive ends. This plan was created with and for a group of ten parishes in growth areas around Omaha: St. Charles Borromeo Catholic Church, St. Columbkille Catholic Church, St. John's Catholic Church-Valley, St. Joseph Catholic Church, St. Matthew Catholic Church, St. Patrick's Catholic Church-Elkhorn, St. Patrick Catholic Church-Gretna, St. Stephen the Martyr Catholic Church, St. Vincent de Paul Catholic Church and St. Wenceslaus Catholic Church. The result will be even more effective disciple making person by person and family by family, and at the same time have even greater capacity to reach more and more people. Having a plan will facilitate proactive preparations for the future and strengthen what parishes are already doing so that more people will not only be active Catholics, but have a profound personal relationship with Jesus and thereby live their faith.

The planning process began with extensive data collection, visits to parishes by the consultants, and parish leadership meetings. This culminated in the presentation of findings and discussions that identified cultural challenges, what healthy growth should be, and opportunities. The plan was formed from the learnings of these meetings and with the guidance of the Pastoral Planning Committee. The Pastoral Planning Committee has representatives from many of the parishes and is comprised of pastors, lead parish staff, parish lay leaders and people who bring particular expertise. Meitler of Milwaukee, Wisconsin facilitated the process.

NAME	PARISH/ORGANIZATION
Mary Eileen Andreasen	St. Wenceslaus
Fr. Tom Bauwens	St. Wenceslaus
Shannan Brommer	Archdiocese of Omaha
Dan DeLuca	St. Stephen the Martyr
Deacon Dave Fischman	St. Charles Borromeo
Patrick Flood	Pansing Hogan Ernst & Bachman LLP
Fr. Michael Grewe	St. Patrick - Gretna
Fr. Matthew Gutowski	St. Joseph - Springfield
Deacon Joe Hartnett	St. Patrick - Gretna
Jared Hollinger	St. Columbkille
Fr. Dan Kampschneider	St. Vincent de Paul
Deacon Steve Luna	Archdiocese of Omaha
Fr. Gary Ostrander	St. Patrick - Elkhorn
Andrew Rainbolt	Sarpy County Economic Development Corp.
Patrick Regan	Investors Reality
Joe Schwaller	St. Vincent de Paul
Mike Shotkoski	St. Patrick - Elkhorn
Dominic Vaccaro	America First

I. THEOLOGICAL FRAMEWORK

A. Fulfilling the Mission – Salvation of Souls

Why the parish exists and therefore the purpose of this pastoral plan is found in the Catechism:

“The ultimate purpose of mission is none other than to make men share in the communion between the Father and the Son in their Spirit of Love.” CC730

“Indeed God ‘desires all men to be saved and to come to the knowledge of the truth,’ that is God wills the salvation of everyone through the knowledge of the truth.” CC851

And the scriptures tell us ‘AND IT SHALL BE THAT EVERYONE WHO CALLS ON THE NAME OF THE LORD WILL BE SAVED.’ Acts 2:21

Our mission is the salvation of souls. But more than this, salvation is an encounter with the Living God, resulting in a restored relationship with God. The role of the Church is to help people find God and know Him, and then become part of a Catholic community where they can journey through life growing in faith. If this is our mission, then we cannot “sit at a safe distance, more concerned with our own needs and comforts”¹. We must be in action, looking beyond the comforts of our parish.

Some Catholics have lost their identity with the Church. To many Catholics, membership in their parish is the same as membership in their country club or gym. The thinking is the Church serves my needs. Our focus has to be on changing the paradigm from membership to discipleship; forming disciples of Jesus Christ with a desire to serve others, to be a gift to others, to put the needs of others before my own needs; trusting I am cared for by the Father.

B. Going Out – Engagement and Conversion

The work of the Church is to go into the world, and being relevant to the context of our culture, make disciples. The Catechism says:

“As the ‘convocation’ of all men for salvation, the Church in her very nature is missionary, sent by Christ to all the nations to make disciples of them.” CC767

“The Church ... will receive its perfection only in the glory of heaven, at the time of Christ’s glorious return. Until that day, ‘the Church progresses on her pilgrimage amidst this world’s persecutions and God’s consolations.’ CC769

The scriptures are clear about going out: “AS THE FATHER HAS SENT ME, SO I SEND YOU.” John 20:21

“How then will they call on Him in whom they have not believed? How will they believe in Him whom they have not heard? And how will they hear without a preacher? How will they preach unless they are sent? Just as it is written, “HOW BEAUTIFUL ARE THE FEET OF THOSE WHO BRING GOOD NEWS OF GOOD THINGS!” Romans 10:14-15

What do we mean by making disciples? To be a disciple of Jesus Christ is to be engaged in a life-long process of learning from and about the Master, Jesus the teacher. The commitment to the learning process is intentional and disciplined for spiritual growth.

¹ Mallon, Fr. James (2014). Divine Renovation – Bringing your parish from maintenance to mission. New London: Twenty-Third Publications, 18.

II. PARISH DEMOGRAPHICS

Demographics of parishes and the community in western Omaha are important to shaping an appropriate plan. Demographics answer questions like: Who does the Church reach and not reach? Where will people live? How do we effectively minister to changing culture, society and family structure? What unique needs should we be responding to?

Figure 1

Number of Parish Households

Parish Name	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	Change 09-10- to 14-15	
							Number	Percent
St. Charles Borromeo Catholic Church, Gretna	442	550	753	800	887	908	466	105.4%
St. Columbkille Catholic Church, Papillion	2,693	2,796	2,936	3,021	3,015	3,076	383	14.2%
St. John's Catholic Church, Valley	447	446	471	504	538	573	126	28.2%
St. Joseph Catholic Church, Springfield	271	275	281	295	291	287	16	5.9%
St. Matthew Catholic Church, Bellevue	592	584	599	601	587	592	0	0.0%
St. Patrick's Catholic Church, Elkhorn	1,654	1,816	1,911	1,915	2,030	2,117	463	28.0%
St. Patrick Catholic Church, Gretna	1,156	1,184	1,242	1,283	1,320	1,342	186	16.1%
St. Stephen The Martyr Catholic Church, Omaha	3,160	3,247	3,193	3,291	3,201	3,223	63	2.0%
St. Vincent de Paul Catholic Church, Omaha	2,716	2,780	2,972	2,756	2,833	2,885	169	6.2%
St. Wenceslaus Catholic Church, Omaha	2,655	2,745	2,869	2,909	2,902	2,930	275	10.4%
Total	15,786	16,423	17,227	17,375	17,604	17,933	2,147	13.6%

Source: Annual Pastoral Statistics Reports as submitted by Parishes to the Archdiocese of Omaha

Figure 2

Number of Catholic Parishioners in 2014-15

Parish Name	2014-15
St. Charles Borromeo Catholic Church, Gretna	3,050
St. Columbkille Catholic Church, Papillion	9,363
St. John's Catholic Church, Valley	1,302
St. Joseph Catholic Church, Springfield	728
St. Matthew Catholic Church, Bellevue	1,707
St. Patrick's Catholic Church, Elkhorn	7,205
St. Patrick Catholic Church, Gretna	4,533
St. Stephen The Martyr Catholic Church, Omaha	10,766
St. Vincent de Paul Catholic Church, Omaha	10,391
St. Wenceslaus Catholic Church, Omaha	9,724
Total	58,769

Source: Annual Pastoral Statistics Reports as submitted by Parishes to the Archdiocese of Omaha

There are almost 18,000 households with about 59,000 Catholics among the 10 parishes included in this study. Best estimates are that 18% to 22% of the population is Catholic, although not necessarily active in their faith. Four of the ten parishes are close to 3,000 households or 10,000 members, certainly mega church size. (Figures 1 and 2)

Figure 3**Mass Attendance Trends**

Parish Name	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	Change 09-10 to 14-15	
							Number	Percent
St. Charles Borromeo Catholic Church, Gretna	600	800	1,500	1,500	1,500	1,250	650	108.3%
St. Columbkille Catholic Church, Papillion	3,041	2,870	3,012	3,200	3,215	3,118	77	2.5%
St. John's Catholic Church, Valley	503	464	524	668	888	472	-31	-6.2%
St. Joseph Catholic Church, Springfield	372	362	313	339	341	352	-20	-5.4%
St. Matthew Catholic Church, Bellevue	897	807	784	816	709	663	-234	-26.1%
St. Patrick's Catholic Church, Elkhorn	1,894	2,107	2,270	2,351	2,223	2,286	392	20.7%
St. Patrick Catholic Church, Gretna	1,560	1,558	1,361	1,629	1,589	1,487	-73	-4.7%
St. Stephen The Martyr Catholic Church, Omaha	3,432	3,062	3,082	3,310	3,150	3,005	-427	-12.4%
St. Vincent de Paul Catholic Church, Omaha	2,522	2,715	2,734	2,285	2,348	2,335	-187	-7.4%
St. Wenceslaus Catholic Church, Omaha	2,977	2,948	3,462	3,229	3,026	3,789	812	27.3%
Total	17,798	17,693	19,042	19,327	18,989	18,757	959	5.4%

Source: Annual Pastoral Statistics Reports as submitted by Parishes to the Archdiocese of Omaha

Figure 4**Parishioners and Mass Attendance**

(Listed high to low based on number of parishioners)

Parish Name	2014-15 Parishioners	Avg. Mass Attendance	Percent of Parishioners
St. Stephen The Martyr Catholic Church, Omaha	10,766	3,155	29.3%
St. Vincent de Paul Catholic Church, Omaha	10,391	2,323	22.4%
St. Wenceslaus Catholic Church, Omaha	9,724	3,348	34.4%
St. Columbkille Catholic Church, Papillion	9,363	3,178	33.9%
St. Patrick Catholic Church, Gretna	7,205	2,287	31.7%
St. Patrick's Catholic Church, Elkhorn	4,533	1,568	34.6%
St. Charles Borromeo Catholic Church, Gretna	3,050	1,417	46.4%
St. Matthew Catholic Church, Bellevue	1,707	729	42.7%
St. John's Catholic Church, Valley	1,302	676	51.9%
St. Joseph Catholic Church, Springfield	728	344	47.3%
Total	58,769	19,024	32.4%

Note: Average Mass attendance is for the 3 years: 2012-13, 2013-14 and 2014-15

Source: Annual Pastoral Statistics Reports as submitted by Parishes to the Archdiocese of Omaha

Mass attendance grew 5.4% over the five year period 2010 to 2015, and now averages around 19,000 on a typical weekend. At five of the ten of the parishes, 29.3% to 34.6% of known Catholic members are attending Mass on any particular weekend. This is above the national average of 24% (source CARA). At four of the ten parishes, 43% to over 50% of known Catholic members are attending Mass on any particular weekend. It is interesting how higher rates of attendance occur in relatively smaller parishes. (Figures 3 and 4)

Figure 5**Sacramental Statistics for Parishes**

Sacrament	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	Change 09-10- to 14-15	
							Number	Percent
Infant Baptisms	821	750	774	790	775	780	-41	-5.0%
First Communion	1,198	1,152	1,157	1,142	1,110	1,136	-62	-5.2%
Confirmations	946	996	1,021	976	984	1,067	121	12.8%
Marriages	187	214	207	214	205	187	0	0.0%
Funerals	130	138	156	198	206	181	51	39.2%

Source: Annual Pastoral Statistics Reports as submitted by Parishes to the Archdiocese of Omaha

First Communion is much higher than infant baptisms because so many families move into the area and had their children baptized elsewhere. Sacramental numbers do not show as much growth as parish households or Mass attendance. Baptisms have stayed almost the same over the five years hovering around 780. A similar trend is present for First Communion hovering between 1,100 and 1,198. This would suggest that while the Catholic population is growing, the overall number of children participating in sacraments is strong but not necessarily growing. There are some exceptions parish by parish. (Figure 5)

Figure 6**Age Distribution by Parish**

Parish Name	Ages					Total
	0-17	18-35	36-50	51-64	65 +	
St. Charles Borromeo Catholic Church, Gretna	39.2%	21.8%	24.3%	9.0%	5.7%	100.0%
St. Columbkille Catholic Church, Papillion	33.5%	20.3%	20.1%	16.2%	9.9%	100.0%
St. John's Catholic Church, Valley	26.2%	25.4%	12.7%	21.3%	14.4%	100.0%
St. Joseph Catholic Church, Springfield	25.4%	17.0%	20.8%	18.8%	18.0%	100.0%
St. Matthew Catholic Church, Bellevue	29.8%	18.1%	23.9%	17.4%	10.8%	100.0%
St. Patrick's Catholic Church, Elkhorn	44.1%	18.3%	23.8%	8.0%	5.8%	100.0%
St. Patrick Catholic Church, Gretna	31.2%	25.8%	21.9%	12.9%	8.2%	100.0%
St. Stephen The Martyr Catholic Church, Omaha	33.5%	24.2%	21.1%	15.5%	5.8%	100.0%
St. Vincent de Paul Catholic Church, Omaha	29.5%	27.3%	20.7%	13.9%	8.6%	100.0%
St. Wenceslaus Catholic Church, Omaha	29.4%	22.3%	20.2%	18.2%	9.9%	100.0%
Total Parishioners by Age Group	18,617	12,859	11,904	8,198	4,654	56,232
Percent	33.1%	22.9%	21.2%	14.6%	8.3%	100.0%
2015 Nielsen Estimate - Total Study Area	27.5%	22.6%	39.0%	10.9%		100.0%

Does not include parishioners with no date of birth on record.

Source: Annual Pastoral Statistics Reports as submitted by Parishes to the Archdiocese of Omaha

The Nielsen Company, 2015

The youngest parish is St. Patrick's, Elkhorn and the oldest St. Joseph, Springfield. However, all parishes have a healthy cross-section of population across all age groups. A group that is consistently a concern for parish leaders is reaching the post high school age (19 to 30 year olds). These are young adults who may not have started families. Another group of particular concern is the high school age youth. Some parishes have ministries that retain and attract this cohort, and others do not. Finally a group that should be watched is the baby boomers who will retire and enter the 65 plus cohort. That group will more than double in numbers, and offers a tremendous amount of talent and resources as well as opportunity for ministry. (Figure 6)

Following are a series of observations about each parish:

St. Charles Borromeo Catholic Church, Gretna

Parish is adding 50 to 80 new households per year, and with very little outreach is at 900 households. This is one of the two fastest growing parishes in the study group.

St. Columbkille Catholic Church, Papillion

Parish size seems to have peaked and is holding at about 3,000 households.

St. John the Evangelist Catholic Church, Valley

The parish is growing about 30 households per year, adding about 127 families from 2011 to 2015. It is a relatively small parish with 573 households

St. Joseph Catholic Church, Springfield

The number of parish households is steady, with a little increase in some years. The City of Springfield has not grown. St. Joseph is the smallest parish with 287 households. The parish has the highest percentage of parishioners over age 65 at 18% of parishioners.

St. Matthew Catholic Church, Bellevue

The number of parish households is steady, holding between 584 and 600. Growth in the area is slow.

St. Patrick's Catholic Church, Elkhorn

The parish grew by 28% over five years, adding over 500 households and 1,700 parishioners. This is one of the two fastest growing parishes in the study group. The number of parishioners grew faster than Mass attendance grew. St. Patrick is the youngest parish with 44% of parishioners age 0 to 17. The number of funerals and weddings are low. Religious education K-8 grew by 34% over five years, and is double from 10 years ago.

St. Patrick Catholic Church, Gretna

Parish is growing 30 to 40 households per year and is now at 1,300 households.

St. Stephen the Martyr Catholic Church, Omaha

Growth plateaued at 3,200 households and Mass attendance plateaued at 3,200. Many of the families that started St. Charles Borromeo in 2005 came from this parish. The parish gained back membership since that time.

St. Vincent de Paul Catholic Church, Omaha

The parish is adding 100-200 persons per year, but not necessarily seeing net growth in overall size. The parish appears to have plateaued at 2,800 households, about 10,000 Catholics. Parish has some minority groups represented: Latin American, Asian, Filipino and African. The growth occurring in Elkhorn has not turned into significant membership increases for St. Vincent de Paul.

St. Wenceslaus Catholic Church, Omaha

The parish seems to have plateaued at 2,900 households. There is some growth in the area and certainly to the west, but the parish is not necessarily seeing statistical growth. Mass attendance has been steady for several years.

Figure 7**School Enrollment Trends**

School	City	Grade Structure								Change 09-10 to 14-15	
			2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	Number	Percent
St. Columbkille	Papillion	K-8	506	498	517	505	510	501	512	6	1%
St. Matthew the Evangelist	Bellevue	PreK-8	168	153	145	123	126	138	162	-6	-3%
St. Patrick	Elkhorn	PreK-8	700	739	772	761	771	802	831	131	20%
St. Stephen the Martyr	Omaha	PreK-8	893	890	861	839	816	822	829	-64	-7%
St. Vincent de Paul *	Omaha	PreK-8	786	790	793	865	870	876	877	91	12%
St. Wenceslaus **	Omaha	PreK-8	782	869	896	882	890	804	817	35	4%
Total Elementary Schools			3,835	3,939	3,984	3,975	3,983	3,943	4,028		
V.J. & Angela Skutt HS	Omaha	9-12	668	677	693	691	680	711	708	40	6%
Total All Schools			4,503	4,616	4,677	4,666	4,663	4,654	4,736	233	5%

* St. Vincent de Paul added PreK in 2012-13

** St. Wenceslaus added PreK in 2011-12

Following are a series of observations about each school:

St. Columbkille Catholic School, Papillion

Ninety-five percent (95%) of enrollment at St. Columbkille School is from a two to three mile radius. Very few come from Springfield and not many from west of the school. Enrollment has been stable the last five years. La Vista is a higher Hispanic area within the school service area, but they are not enrolling.

St. Matthew Catholic School, Bellevue

Most children enrolled are from parish families and some from Offutt Air Force Base. The school draws some from Papillion and now Plattsmouth (Diocese of Lincoln). Enrollment is now rebounding; up 20 students in kindergarten through third grade. Average class size is 12 with some lower grades increasing in size. Some Hispanic families are moving into the parish/school area. The demographics of the parish area are becoming more international.

St. Patrick's Catholic School, Elkhorn

St. Patrick School has three sections per grade with most classes close to full. A larger number of students are enrolling from St. John the Evangelist Parish in Valley. Some enroll from Gretna. Lacking a gym seems to be an impediment to enrollment growing. Elkhorn Public Schools are perceived as high quality with strong academics, so they are a strong competitor. School is at 88% to 98% of capacity for all grades. Lower grades at 90% plus capacity for last six years.

St. Stephen the Martyr Catholic School, Omaha

St. Stephen the Martyr School has to reach to a wider geographic area to attract sufficient numbers of students. Students come from as far as Springfield and also from St. John Vianney Parish. The school expanded prekindergarten to two sections for 2015-16. The school is not at capacity. There are 27 classrooms with three sections per grade. On average there are four to five open seats per classroom.

St. Vincent de Paul Catholic School, Omaha

St. Vincent De Paul has three sections per grade. Three grades had waiting lists. The local neighborhoods are aging some and changing economically. It has been a relatively affluent part of Omaha. The school draws from a wide area. A good number of students and young families are coming from the Bennington area.

St. Wenceslaus Catholic School, Omaha

St. Wenceslaus School has three sections per grade. Enrollment has reached capacity with virtually full classrooms in all grades and facilities used to their maximum. A new elementary school in Gretna would have some impact on enrollment, but not significant. Student draw is primarily from west of the school. The parish is in the midst of a campaign to raise funds for additional classrooms to enhance programs, not to expand enrollment.

Skutt Catholic High School, Omaha

Enrollment is presently very close to capacity, much like prior to 2009 when the recession had a negative impact. The challenge facing Skutt Catholic High School is whether to hold at its present enrollment, expand to accommodate potential future growth, or have the archdiocese consider a new high school. If a new elementary school were to open in Gretna, it could increase the demand for Catholic high school education some years in the future. The facility and property at Skutt Catholic High School could accommodate some expansion if the City will allow it.

Figure 8

Religious Education 2014-15 Enrollment by Grade Groupings

Parish Name	Grades			Total K-12
	K-6	7-8	9-12	
St. Charles Borromeo Catholic Church, Gretna	336	92	20	448
St. Columbkille Catholic Church, Papillion	490	165	57	712
St. John's Catholic Church, Valley	121	20	12	153
St. Joseph Catholic Church, Springfield	92	37	30	159
St. Matthew Catholic Church, Bellevue	103	36	0	139
St. Patrick's Catholic Church, Elkhorn	584	155	90	829
St. Patrick Catholic Church, Gretna	449	140	148	737
St. Stephen The Martyr Catholic Church, Omaha	645	371	90	1,106
St. Vincent de Paul Catholic Church, Omaha	330	115	48	493
St. Wenceslaus Catholic Church, Omaha	298	112	4	414
Total	3,448	1,243	499	5,190

Source: Annual Pastoral Statistics Reports as submitted by Parishes to the Archdiocese of Omaha

Religious education programs are large in seven of the ten parishes; a total of 5,190 students are enrolled in a program K through Grade 12 from the 10 parishes. The number of students enrolled in for grades K to 8 is 250 more than the number enrolled five years earlier. Growth has been largest at St. Charles Borromeo and St. Patrick's Elkhorn.

III. COMMUNITY DEMOGRAPHICS

The Omaha area has been growing for decades. Population growth is moving south, west and northwest of the City within Douglas and Sarpy Counties.

Figure 9

Population Projection Trends for Douglas and Sarpy Counties

County	Census		Estimate 2015	Projection			Change 2010 to 2030	
	2000	2010		2020	2030	2040	Number	Percent
Douglas	463,584	517,110	546,434	582,769	610,968	643,377	93,858	15.4%
Sarpy	122,596	158,840	174,352	199,312	231,055	266,242	72,215	31.3%
Total	586,180	675,950	720,786	782,081	842,023	909,619	166,073	19.7%

Source: U.S. Census Bureau
 MAPA TMA Population Projections 2015
 The Nielsen Company 2015

Douglas County, which includes the City of Omaha, grew by 53,526 persons from 2000 to 2010. Population is now estimated at 546,434 in 2015. Sarpy County grew by 36,244 persons from 2000 to 2010. Population is now estimated at 174,352 in 2015 (Source: Nielsen 2015).

Population in the two counties together could grow by 166,000 over 20 years, that is for the period 2010 to 2030. (Figure 9) Removing the part of the City of Omaha inside 680 and north of the Sarpy County line, population growth is projected to be 140,000 people.

Figure 10

Population by County, Cities and Villages

County and Cities/Villages	Census		Estimate 2015	Change 2000 to 2015	
	2000	2010		Number	Percent
Douglas					
Bennington	937	1,458	1,775	838	89.4%
Omaha	390,007	408,958	420,396	30,389	7.8%
Valley	1,788	1,875	1,852	64	3.6%
Other and Unincorporated	70,852	104,819	122,411	51,559	72.8%
Total Douglas County	463,584	517,110	546,434	82,850	17.9%
Sarpy					
Belleue	44,382	50,137	52,168	7,786	17.5%
Gretna	2,355	4,441	4,968	2,613	111.0%
La Vista	11,699	15,758	16,932	5,233	44.7%
Papillion	16,363	18,895	20,054	3,691	22.6%
Springfield	1,450	1,529	1,603	153	10.6%
Other and Unincorporated	46,347	68,080	78,627	32,280	69.6%
Total Sarpy County	122,596	158,840	174,352	51,756	42.2%
Total	586,180	675,950	720,786	134,606	23.0%

Source: U.S. Census Bureau
 MAPA TMA Population Projections
 The Nielsen Company 2015

While the City of Omaha comprises much of Douglas County, a few relevant municipalities are worthy of mention. The communities of Bellevue and La Vista had the largest population growth numbers in the last decade. Bennington is a small incorporated area, but is located where growth can occur. Gretna is small as an incorporated city, but new developments abound around it and the city is annexing land. Papillion has recently annexed additional area, and has significant housing activity within its boundary. La Vista is more developed, and will not see growth like other cities. Valley is not growing, but there are developments surrounding it. (Figure 10)

Figure 11

Population Growth by Area 2010 to 2014

Area	Parish	Population				Change					
		2010	2020	2030	2040	2010-2020		2020-2030		2030-2040	
						#	%	#	%	#	%
Douglas Co. East of 133 North of 680											
Douglas North East		5,262	7,103	7,737	7,733	1,841	35%	633	9%	-4	0%
Douglas Co. East of Elkhorn River to 680/133											
North of Ida Street	St. Vincent de Paul	11,862	16,787	22,492	27,579	4,926	42%	5,705	34%	5,086	23%
North of Dodge to Ida St	St. Wenceslaus St. Vincent de Paul St. John St. Patrick-Elkhorn	87,826	103,262	115,122	123,612	15,436	18%	11,860	11%	8,491	7%
South of Dodge to Harrison St	St. Wenceslaus St. Stephen St. John St. Patrick-Elkhorn St. Patrick-Gretna St. Charles Bor.	108,896	119,743	130,204	138,096	10,847	37%	10,461	30%	7,891	24%
Douglas Co. West of Elkhorn River											
Douglas West	St. John	5,601	5,601	5,601	5,601	0	0%	0	0%	0	0%
Sarpy Co. East of 144th Street											
North of Hwy 370	St. Matthew St. Columbkille	83,755	102,359	108,285	112,087	18,604	22%	5,927	6%	3,801	4%
South of Hwy 370	St. Matthew St. Columbkille St. Joseph	43,608	54,345	65,302	76,198	10,737	25%	10,957	20%	10,896	17%
Sarpy Co. West of 144th Street											
Sarpy West	St. Stephen St. Patrick-Gretna St. Charles Bor.	30,387	47,629	62,187	81,941	17,242	57%	14,558	31%	19,754	32%
Total Study Area		377,197	456,829	516,930	572,846	79,633	21%	60,101	13%	55,916	11%

Source: MAPA (Metropolitan Area Planning Agency)

The Metropolitan Planning Agency (MAPA) has spent significant time and resources studying population growth. MAPA serves a region encompassing Omaha and the surrounding area to include eight counties. From 2010 to 2020, the study area is projected to grow by almost 80,000 persons and from 2020 to 2030 by another 60,000. (Figure 11)

The quick synopsis of growth by parish:

St. Charles Borromeo and St. Patrick Catholic Churches, Gretna

People move to Gretna for quality schools and to find more home for the price. The housing stock attracts many younger couples and families. Gretna's proximity to I80 makes it attractive for families to live near Omaha and work in Lincoln or vice versa. Gretna is becoming a commuter/bedroom community for Omaha and Lincoln which are about equidistant from Gretna. Gretna is growing toward Omaha with plenty of undeveloped land to keep the growth going. The City of Gretna is quickly expanding its jurisdiction.

St. Columbkille Catholic Church, Papillion

The parish is surrounded by mature neighborhoods in an established section of town. However, the City of Papillion is growing very actively to the south and west, specifically in areas surrounding Werner Park. The 370 corridor is very active with new development. The City issued 283 building permits in 2014, continuing a strong housing boom since 2003. Building remained strong at more than 200 permits per year even after the economic downturn in 2008. Home pricing is more affordable than the greater Omaha market. Papillion won new annexation. There is no parish between the developed area of Papillion and Springfield. Sewer issues could eventually restrict growth as development pushes to the south over the ridge, a watershed that impacts sewer serviceability.

St. John the Evangelist Catholic Church, Valley

The City of Valley is not growing, but there are large scale and upscale developments around Sand Pit Lakes within a few minutes of the parish. This will not be an area for dense housing or an area for significant growth for a long time. The distance makes it a little removed from Omaha, although people will travel to Elkhorn.

St. Joseph Catholic Church, Springfield

Springfield growth has been slow. A large development is planned across the street from the parish with approximately 260 homes. Water and sewer studies are currently being done, as Springfield is located south of the ridge, a watershed line between Omaha and Springfield. Expansion of sewer treatment plant and trunk lines are critical for growth, but forecasting growth is unsure. The school district has not been a strong draw for young families and historically the community has not been as pro-growth as other cities around Omaha. Springfield bumps up against Papillion, where some land use issues exist. Growing commercial enterprises like data centers are happening along Highway 50 to I80.

St. Matthew Catholic Church, Bellevue

Growth for Bellevue has been slow the last few years. Only recently has the number of new lots been increasing. New housing will tend to be southwest toward Papillion and the Platte River. Flood zones affect where new housing will go. Expansion of Platteville Road is long term, and not clear if it will drive housing. There is some growth around the parish, primarily single-family homes with some apartments. Bellevue economy is extremely dependent on Offutt Air Force Base.

St. Patrick's Catholic Church, Elkhorn

The parish is surrounded by growth with potential for new housing in every direction. A significant number of new homes are underway in the vicinity of 204th and Pacific. New housing will come in the vicinity of 204th and Maple near the parish. The parish is well located for the growth. Elkhorn school board approved a new high school site northwest of the parish.

St. Stephen the Martyr Catholic Church, Omaha

Limited new housing will be created in the immediate area, as the area is almost fully developed. Generally new housing will be multi-family housing and could be attractive to younger families. New population will tend to be southwest toward Gretna as Omaha grows toward Gretna.

St. Vincent de Paul Catholic Church, Omaha

Population growth is possible north of the parish toward Bennington. There are no parishes in the Bennington area. A site to be determined near 156th and Ida streets could become a new 1,500 student high school under Omaha Public Schools. The growth in Elkhorn to the west could be a source of new members for St. Vincent de Paul if the parish provides attractive reasons to come. Maple Road makes the parish relatively convenient to these growth areas.

St. Wenceslaus Catholic Church, Omaha

Boys Town could start to develop housing on some of their property and the land across the street could go into housing. Both of these factors would bring population growth near the parish. After this, the parish is located at the western edge of the growth. New housing is anticipated along the Maple Street corridor, Pacific Street corridor and West Center Road corridor.

Figure 12

Public School Enrollment by District for Grades Kindergarten to 8

Public School District Grades K to 8 Enrollment 2010-11 to 2014-15							
School District	Number Enrolled					Change 10-11 to 14-15	
	2010-11	2011-12	2012-13	2013-14	2014-15	Number	Percent
Douglas County							
Bennington Public Schools	943	1,086	1,197	1,361	1,470	527	55.9%
Douglas County West Community Schools	437	456	431	455	513	76	17.4%
Elkhorn Public Schools	4,151	4,358	4,627	5,032	5,406	1,255	30.2%
Millard Public Schools	15,377	15,505	15,687	15,790	15,897	520	3.4%
Douglas County subtotal	20,908	21,405	21,942	22,638	23,286	2,378	11.4%
Sarpy County							
Bellevue Public Schools	6,383	6,523	6,538	6,550	6,466	83	1.3%
Gretna Public Schools	2,247	2,383	2,551	2,709	2,881	634	28.2%
Papillion-La Vista Public Schools	6,766	6,911	7,155	7,434	7,595	829	12.3%
Springfield Platteview Community Schools *	653	638	642	676	698	45	6.9%
Sarpy County subtotal	16,049	16,455	16,886	17,369	17,640	1,591	9.9%
Study Area Total	36,957	37,860	38,828	40,007	40,926	3,969	10.7%

* In 2010-11 and 2011-12 the Springfield Platteview Community Schools District was called South Sarpy District 46.

Source: Nebraska Department of Education

Public school district enrollment offers an insight into population growth. Districts with strong reputations create demand for housing. In just four years (2010 to 2014), enrollments increased by about 4,000. Districts with the most growth were Elkhorn Public Schools and Papillion-La Vista Public Schools. Elkhorn Public Schools for example had 426 new housing starts in their district in 2013 and 495 in 2014. The result was enrollment gains of 500 plus in 2014-15 and expectations of similar gains in 2015-16. While Elkhorn and Gretna have seen the fastest growth increasing 30% and 28.2%, they are smaller districts in size compared to others. For Catholic schools a larger school district offers more opportunity for a share of the enrollment, while a growing district offers new opportunity. (Figure 12)

IV. CULTURAL CHALLENGES

Shifts have been occurring in attitudes and culture. They impact how people participate in the Church and how they view their own spirituality. To be effective and relevant, parish staff and ministers need to be attuned to the environment where they minister. The following is a list of cultural values for consideration in pastoral planning. This list has emerged from conversations and interviews surrounding the planning process.

- People shop around for the parish that suits them. A consumer mentality exists for those not committed to their parish.
- The attitude is often “what can Church do for me.”
- People are really busy, so many things cry out for their time. The Church may not win among all the competing priorities.
- Parents come for sacraments like First Communion or programs like religious education, but are not participating or involved in the life of the parish.
- Expectations for membership are gone. Loyalty to the Church as an institution has weakened.
- Parents follow their children. When the children finish with Catholic school, the connection of families with the parish and school falls away.
- People are attracted to parishes with programs they like and want. Examples are youth ministry and young adult groups.
- Young adults want to be recognized and feel they belong on a personal level. Belonging to a community and being connected to people is important.
- Society is lacking in significant relationships and intimacy.
- People communicate with many “newer” forms of communication. So much of the world is online rather than in print. It is fast moving and flashy. There is a lot of information “noise” to cut through.
- Younger families are more mobile.
- Family makeup is changing to be less traditional. Examples would be: single parent households, multiple faiths, not married, grandparents raising children.
- Expectations from a larger parish are for higher quality and more professional programming. Expectations have increased.
- Church culture is turned in on itself. Focus is inward rather than outward.

V. HEALTHY GROWTH IN VIBRANT PARISHES

Health for a parish needs definition, particularly for parishes large in size in growing areas. Classic definitions of health talk about attendance, volunteerism, and financial giving; simplistic measures of time, talent and treasure. As the idea of disciple making becomes clearer and we take disciple making into society where traditional norms are shifting, clarity around healthy growth is important to shape a clear vision for the Church we hope to be.

NOT HEALTHY

1. People fighting for a place to meet
2. Ministries told “no we cannot help you”
3. A parish “turned in on itself”
4. Low percentage of people involved
5. Clique feeling or exclusive feeling to outsiders
6. Very hard to get to know new people, don’t have a formalized process to get people into service or ministry
7. An attitude that preserves the past, “we don’t do it that way”
8. Feel that new parish will take away from my parish
9. Silo mentality as my ministry or as my parish
10. Competition among parishes for prestige, members, or donations

HEALTHY

1. Parishes find new and fresh ways to help people be disciples of Christ. The parish defines what that means for people in their personal life, family life, work life, and church life.
2. Ministry and services are present for people from all stages of life and for many special needs.
3. People who come for sacraments like First Communion are evangelized to stay connected and actively participate in the life of the community.
4. New people are warmly intentionally welcomed and guided to find their place in the parish.
5. The experience in a large parish is that of a small community. People know and care for one another even in large parish community. Parishes find new and creative ways for people to meet and know one another in the context of faith and Catholic community.
6. People know each other and form community, especially among young adults.
7. The millennial generation feels invited to contribute their time, talent and leadership to the parish.
8. Young adults (age 18 to 34) feel engaged in the life of their parish. There are many points of connection. They experience life-shaping relationships in real community. Their opinions and ideas are valued. Ministries help young adults understand the culture in which they are living.
9. Staffing is at a level to mobilize people for ministry; staffing levels should encourage healthy growth rather than a feeling of being overwhelmed and just maintaining.
10. Parishioners are encouraged and committed to spiritual growth and development.
11. The parish provides a path for involvement beyond Mass attendance.

12. Lay leaders and staff are empowered to assume roles with responsibility that support the pastor and the parish vision.
13. Lay leaders are serving in meaningful ways through leadership structure like effective pastoral councils.
14. Parishioners understand all they have is given by God. They are encouraged to know those gifts and discern how to share them with their parish and the community.
15. The parish has a Catholic school or a direct relationship with nearby Catholic schools if a school is not on site. The school is healthy with a strong Catholic identity.
16. Catholic schools attract and retain families through the formative years. Families and students continue on to be active Catholics and leaders in the Church.
17. School families are also parish families, growing in faith and participating in ministry. A high percentage of school families attend Mass weekly.
18. Students and parents remain connected with the parish after the youth leave high school. Families transition from being attached to the school community to being engaged with the parish community.
19. An active base of lay people serve on many levels.
20. Large parishes are flexible. There is willingness to try and fail.
21. There is encouragement for lay leaders who want to initiate new ministries. Lay leaders are granted prudent freedom and support for ministry that align with the parish mission. Low control but adequate coordination and oversight.
22. Programming is delivered with a high level of quality and professionalism.
23. Parishes collaborate in complementary ministries without protectionism; they support the strengths of one another and work together.
24. The parish understands how to communicate online and has staff who effectively use various tools like social media, web sites, email, etc.
25. Communications are working on many platforms. They are current, targeted, regular, and professional looking.
26. People with all kinds of needs and backgrounds are accepted and cared for.
27. Strong adult faith formation exists in many forms that move beyond traditional concepts of adult education.
28. Ministries are supported with staff and resources for particular cohorts like men or women.
29. The gifts, talents and interests of the baby boomer generation are being harnessed to serve the parish and to be sent into the community.
30. All ministries, liturgies, and sacramental programs function with a mindset of intentional discipleship.
31. Small groups or small faith communities are encouraged and easy to access for sharing and living the Christian life together.
32. Parishes talk about evangelizing and facilitate it with a program like Alpha. Evangelization is an ongoing activity of the parish. Evangelization is made personal.
33. The parish is externally focused, not just internally focused. Ministry is happening in the community among those not in the Church.

34. Faith is personal for parishioners. It influences every aspect of their lives. Parishioners spend personal time in worship and prayer every day.
35. Expectations for what it means to be a parish member are communicated. An emphasis is placed first on being a disciple of Christ.
36. Parishioners have opportunity in the parish to serve where their gifts and interest match with the ministry. People discover and share their gifts.
37. The opinions of parishioners count. They feel valued and cared for as a person.

VI. VISION FOR PARISH MISSION AND MINISTRY

A. Goals for Ministry Effectiveness

Recommendation 1: Parish ministries are focused on providing ongoing opportunities for people to encounter Christ and deepen their relationship with Him. These opportunities will span the lifetime of parishioners, encountering Christ at all stages and ages of life.

Comments

- All families are so busy now, church is often an after-thought. The reality is that people have precious little free time and many things offered by parishes are sub-par in quality. When opportunities are offered, they should be of the highest quality. We have to be conscious of offering the truth of the Gospel without taking even more away from limited family time. There should be less volume and more intentional opportunities offered that will give a maximum bang for their time.
- The sacraments offer a special opportunity to accomplish this goal.
- People serving in the parish will need to experience an encounter with Christ first-hand before they are ready to share with others. Leadership will need to come from priests, deacons, parish staff, and lay leaders who have this faith experience.

Strategies

- 1.1 Invite all Catholics to be part of a small group as a means to encounter Christ within Christian community. The model for small groups should be flexible allowing varying kinds of groups to meet a wide range of needs. Base these opportunities in neighborhood circles or through natural groupings people have with one another.
- 1.2 Actively promote movements which facilitate an encounter and on-going relationship with Christ. One such movement is Alpha and another is Christians Encounter Christ (CEC). These programs can be used as a means to promote small groups. Parish leaders, staff members, and pastors should attend these experiences so they can promote them within their parishes.
- 1.3 Use technology effectively to communicate with people and help them engage with the parish mission: homilies on-line, video with quality messages, interactive websites, and social media postings. Encourage apps and use of mobile devices. This will require budgeting for staff, professional services, and equipment. Employ staff with specific responsibilities for communications; staff who are conversant in social media and understand strategic communications in the modern world.
- 1.4 When opportunities are offered, they should be of highest quality and appeal to a broad range of traditions in the Church.

Recommendation 2: Parishes will actively work to engage people in their faith life, moving them to act out of love, raising the level of engagement in parish ministries within the parish and out in the community.

Comments

- Raising the level of engagement involves including more and new people in ministries. This necessitates being a loving community respectful of differences, and inclusive of different traditions.
- What we do should be align with an archdiocesan vision, and that vision should arise from dialogue with all parties involved. The archdiocese is currently in the process of listening and developing a mutually shared vision with pastoral priorities.

Strategies

- 2.1 Approach ministry with a more unified vision of the parish. Parishes will operate with goals and priorities compatible with one another and similar in accomplishing the same Catholic mission.
- 2.2 Develop a process to help parishioners identify their gifts and passions in any particular season of life, working to match them with their gifts to ministry within the parish. Utilize programs like StrengthFinders. Give parishioners an easy path to become involved and a personal invitation to specific ministry opportunities.
- 2.3 Implement a tool for establishing a baseline that measures parishioner engagement. Then use the tool in following years to measure ministry effectiveness and movement in engagement. Two potential tools are Disciple Maker from the Catholic Leadership Institute and the ME 25 survey from Gallup.
- 2.4 Lay out a plan to transition all parishes together to family-based programs for sacramental preparation. While parishes can still customize the program to best suit them, design the programs and policies in a way that people will not jump from parish to parish seeking the easy path. Involve the parents of children seeking sacraments so that all are involved and learn as their children prepare to receive the sacraments of Reconciliation, First Communion, and Confirmation.
- 2.5 Prepare homilies centered on discipleship, providing inspiration and guidance on growing as a disciple of Christ. Homilies will be thoughtful, creative, and relevant; opening the scriptures to inspire and move parishioners to reach out and make an intentional decision to influence the world.
- 2.6 Plan liturgies focused on inspiring and moving people to a deeper appreciation of the Mass and the Eucharist.

Recommendation 3: Parishes will develop leadership of pastors and lay people to inspire and lead in ministry that creates changes in parishioners.

Comments

- Lay leaders are left on their own if they want an advanced education in ministry, and in the reality most do not pursue training. They do their best which is to be commended, but the potential for ministries to flourish even more suffers.
- Creating a larger pool of people qualified and ready for various leadership roles is essential to achieving growth and greater spiritual maturity in the parish.
- People need to be asked at a personal level to lead, to learn, and to take on the challenge of leadership. A personal invitation will bring busy people to reprioritize their time around their faith, both in their ministry within the parish and their personal ministry to the people around them.

Strategies

- 3.1 The archdiocese will establish a method and standards for lay ministry formation. The possibility for certification will be considered.
- 3.2 The archdiocese will offer training and resources to priests and lay staff; specifically in management, administration, and leadership. An example of programs that can be utilized are the Catholic Leadership Institute's leadership programs: Good Leaders Good Shepherds and Tending the Talents for Parish Staff.
- 3.3 The Pastoral Planning Office will offer quarterly workshops. These will be required for new pastoral council members. An ongoing program of orientation, education, and training is needed for people who come on and off the councils and serve in special roles.

- 3.4 Leadership groups and pastoral councils will be integral to laying out the parish vision and implementing it.
- 3.5 Adopt a feedback tool that can be used by pastors to receive feedback from parishioners and parish leadership groups. From this feedback, implement recommendations for changes and improvements in the parish.
- 3.6 Clear definitions of roles and responsibilities will be developed to facilitate effective delegation and subsidiarity. It will help foster a team approach in parish ministry. Lay parishioners will be delegated greater levels of responsibility and develop higher ownership for ministry with training and guidance from parish staff. This will open up even more resources, more possibilities, and more will be accomplished.
- 3.7 Create a culture that identifies and makes a personal invitation to lay people to step up to leadership. Form an ongoing process within each ministry to identify, invite, and develop new leaders.

Recommendation 4: Parishes will develop parishioners in living a life of stewardship which includes significant engagement and sacrificial giving. These are foundations of discipleship.

Comments

- Parish leaders will need to learn how to do this, step by step, as there has been little education on a practical level. The reality is that this is knowledge and information that might be beyond the expertise of many at the local level.
- Stewardship is a learned skill, especially for young people who may not have seen stewardship modeled in the past.
- Stewardship education is necessary in an affluent culture. The Church needs to find creative and fresh ways to talk about sacrificial giving.

Strategies

- 4.1 Create awareness efforts that motivate all parishioners to be more welcoming and inviting to strangers. Create hospitality and welcoming groups to welcome people as they come into the church building. Base the groups on the concepts presented in *Divine Renovation*.
- 4.2 Parishes will define the expectations of being a parishioner and expectations parishioners can have of their parish. These will be communicated to new parishioners as well as current parishioners. Consider a class or similar venue as a way to connect people to the community and develop people as active participating members.
- 4.3 Work with small groups of parishes to develop stewardship programs that fit their history, size, and culture. For parishes new to the idea of stewardship, develop a model that can be easily replicated as a starting point. As parishes and parish leaders gain experience, customize the approach and make it theirs.
- 4.4 Gather development officers, stewardship councils, and others to clearly understand the intersection of development and stewardship.

B. Opportunities for Collaboration among Parishes

Not every parish can do everything at the highest level of quality and execution. Each parish should know what makes them distinct above and beyond the regular things every parish should be doing, and parishes should invest in these areas. Collaboration is a means for parishes to share their strengths and provide for needs beyond what a parish can do alone. Ministry is stronger across the region when parishes work together rather than apart or competing with one another

There is very little collaboration between parishes. There is a general “silo” mentality and a strong sense of protecting turf. In some cases, the closest neighboring parishes are in different deaneries, limiting the effectiveness of the deanery structure. This plan recommends pursuing sub-groups of pairings within the deanery and across deaneries. Pastor support and archdiocese accountability are essential for an enduring collaboration. This requires a genuine openness on the part of the pastors.

Opportunities for collaboration among parishes could be:

1. High school youth ministry: Ministries can serve youth from the wider region as students are relatively mobile and not necessarily loyal to attending their “own” parish. While every parish needs appropriate Catholic education for youth, perhaps not every parish will have a full complement of staff or have all the elements in place that comprise an outstanding youth ministry program. Those parishes who become the center for youth ministry should welcome parents and lay leaders who volunteer from other parishes; even giving them leadership roles. View this ministry as regional rather than parochial.
2. Adult formation: Adult formation needs to embrace new approaches appropriate for the needs and interests of various groups as they are defined by generation, family status, or areas of interest.
3. Support groups around specific needs or phases of life: Examples would be widowed and divorced Catholics, grief support, addictions of various kinds, marriage, parenting, and personal finances. Another aspect of support is counseling.
4. Young adult ministries: Encourage young adults to find a Catholic community where they are welcomed and feel they can grow. Support a young adult pastoral position. Approach it as a community-wide outreach welcoming all from the region. Develop small groups within the ministry.
5. Specific parishes partner together for many ministries which could include joint planning, sharing of staff, and sharing resources.
6. Large parishes with resources and staff build in extra capacity to help others and support archdiocesan initiatives.
7. Collaborative outreach or service projects.

Recommendation 5: Parishes will identify areas for collaboration with specific parishes in the region and establish long-term working relationships.

Strategies

- 5.1 Group parishes into smaller pairings with natural partners by areas of possible cooperation. Facilitate the building of relationships and communications. Look at pairings across deanery lines. The Pastoral Planning Office should help facilitate this effort.
- 5.2 Give parish staff time to pursue collaborative initiatives.
- 5.3 Within the next year, parishes will develop a pastoral plan for their parish which includes a specific parish plan to collaborate in specific areas of ministry. Establish in parish plans the

means to determine the effect of collaborative efforts on the ministry at both parishes. Continually re-evaluate and reinforce the collaborative relationships.

- 5.4 Call together parish leaders for education and sharing tailored to address their particular area of ministry. Various archdiocesan departments can have a role in accomplishing this.
- 5.5 Support and strengthen RELCO/RELCOR (Religious Educators, Leaders, and Coordinators of Omaha) and other free standing grass roots ministry collaborations.

C. Facilities to Realize the Vision

Figure 13

Church Seating Capacity and Mass Attendance

Parish Name	Seating Capacity	Number of Weekend Masses	Capacity for all Masses	2014-15 Weekend Mass Attendance	Attendance as a % of Capacity
St. Charles Borromeo Catholic Church, Gretna	400	4	1,600	1,250	78.1%
St. Columbkille Catholic Church, Papillion	650	7	4,550	3,118	68.5%
St. John's Catholic Church, Valley	230	3	690	472	68.4%
St. Joseph Catholic Church, Springfield	300	2	600	352	58.7%
St. Matthew Catholic Church, Bellevue	450	4	1,800	663	36.8%
St. Patrick's Catholic Church, Elkhorn	680	5	3,400	2,286	67.2%
St. Patrick Catholic Church, Gretna	1,100	4	4,400	1,487	33.8%
St. Stephen The Martyr Catholic Church, Omaha	700	7	4,900	3,005	61.3%
St. Vincent de Paul Catholic Church, Omaha	999	5	4,995	2,335	46.7%
St. Wenceslaus Catholic Church, Omaha	800	7	5,600	3,789	67.7%
Total	6,309	48	32,535	18,757	57.7%

Source: Annual Pastoral Statistics Reports as submitted by Parishes to the Archdiocese of Omaha

Seating Capacity provided on Parish Data Forms

Figure 14

Facility Projects Underway or Proposed

Parish Name and Project	Cost	Notes
St. Charles Borromeo, Gretna Master plan developed	All phases could be \$3.3 M	Next priority is an education building.
St. Columbkille, Papillion New offices, add storage, expand parking, church maintenance, improve traffic flow. Next phase: community center	\$1.5 M Not determined	 Pave the Way Project
St. John's, Valley Expand staff offices.	Not determined	Master plan completed for 31 acres of new property across the street from current facilities.
St. Joseph, Springfield		Facilities recently updated.
St. Matthew, Bellevue Have long desired to build a new church. Worshiping in a modified gym space	Not determined	
St. Patrick's, Elkhorn Activity Center: cafeteria/multi-purpose room below gym, gymnasium/stage, kitchen, 4 meeting rooms. Athletic complex 9 acres on new site near parish. New church, hall and other facilities to be determined on new site near parish.	\$5.475 M	Approved. Begin construction 2015. Gift of land promised. Possible site within 1 mile of the present church/school.
St. Patrick Catholic Church, Gretna		
St. Stephen The Martyr, Omaha Enlarge church by 400 seats, add classrooms, add preschool rooms, special program rooms for school, second gym, expand staff offices, maintenance and storage garage.	\$6.5 M	Plan in development.
St. Vincent de Paul, Omaha Parish center. Add meeting space.	\$6 M	Concept in development.
St. Wenceslaus, Omaha 6 new classrooms. Parish meeting space up to 7 new rooms of various sizes. Parking lot maintenance. Parish offices. New church seating 1400. Renovation for new hall. Endowment.	\$2 M \$.5 M \$15 M	 In campaign. Have \$10 M gift. Raised \$6.9 M toward goal of \$4.7-\$7.7 M as of December 2015.

Source: *Parishes*

RECOMMENDATIONS FOR FACILITIES

Healthy growth can be limited or stimulated by parish facilities. People find identity with facilities. Facilities can attract or deter participation. Lack of space has been a serious limitation on ministry growth and new ministry initiatives. Parishes have very little meeting space for the size and scale of ministry. When groups do have space that is functional, comfortable, properly furnished, with access to technology, they can thrive even more. The following principles are given to shape how parishes design, build, and utilize their facilities

Recommendation 6: Increase meeting space and make quality meeting space a priority when designing facilities. Meeting space should:

- accommodate groups of various sizes
- be comfortable and inviting for adults
- have technology available when needed
- be flexible in types of uses
- have easy access to facilities for hospitality

Recommendation 7: Catholic schools use a large amount of building. Innovative design concepts, storage options, and furnishings should be researched and put to use to make these spaces more flexible and available for use evenings and weekends. Issues that can be overcome with smart design are building security, disruption for school use, storage, adult versus child use, easy transition from school to parish use.

Recommendation 8: New facility costs are driven in part by architectural design, meaning simple or elaborate. There is a range of cost and options. Select designs that provide quality buildings and functional buildings, but more building for the money.

Recommendation 9: Think of new ways to develop facilities: café/coffee shop on site, connectivity for guests, info centers and monitors with messaging, gathering space for people to build community, furnishings comfortable for adults.

Recommendation 10: Build new buildings so they can be flexible and repurposed in 40 to 50 years.

Recommendation 11: Apply consistent principles for prioritizing facilities requests to programs that fit the parish vision. Encourage parishioner use of facilities for ministries that align with the parish vision.

Recommendation 12: Review buildings and grounds to see that they have good signage. Look at every building and the parish campus as a new visitor would see it.

D. Organization to Realize the Vision

In order to realize the vision, it is important to think about staff, facilities, leadership structure and funding. This section will address several of these areas. Without these supporting elements, large parishes are less effective and parishioners are less engaged.

Figure 15

Paid Professional Staff in 2014-15 ((Full-Time Equivalency)

Parish Name	Pastoral Staff				Formation				Business Office			Paid Professional Staff
	Pastor/Assoc. Pastor	Pastoral Assoc.	Pastoral Minister	Deacon	Liturgy Staff	Rel. Formation	Youth	Discipleship/Coordination	Business Mgr.	Bookkeeper	Development	
St. Charles Borromeo Catholic Church, Gretna	1.0				0.35	1.1	1.0		0.5	0.1	0.2	4.25
St. Columbkille Catholic Church, Papillion	2.0	0.75	0.50		1.0	1.0	1.0	1.0	1.0			8.25
St. John's Catholic Church, Valley	1.0				0.5	0.5			1.0			3.00
St. Joseph Catholic Church, Springfield	1.0					0.5						1.50
St. Matthew Catholic Church, Bellevue	1.0					0.5						1.50
St. Patrick's Catholic Church, Elkhorn	2.0			1.0	1.0	2.1	1.0		1.0	0.25	1.0	9.35
St. Patrick Catholic Church, Gretna	1.0		0.5		0.5	1.0	0.5					3.50
St. Stephen The Martyr Catholic Church, Omaha	3.0		0.5	0.5	1.5	1.5	1.0		1.0	0.5	0.5	10.00
St. Vincent de Paul Catholic Church, Omaha	2.0		1.5		1.5	1.5	1.0			1.0	1.0	9.50
St. Wenceslaus Catholic Church, Omaha	3.0		1.0		1.0	2.0	1.0		1.0	1.0	1.0	11.00
Total	17.0	0.75	4.0	1.5	7.35	11.7	6.5	1.0	5.5	2.85	3.7	61.85

Note: Does not include administrative assistants/clerical; housekeeper; or maintenance/grounds/custodian/facilities coordinator, etc.

Source: Parish Data Forms

Figure 16

Paid Professional Staff in 2014-15 and Ratios

Parish Name	Staff		Ratios			Number of Deacons
	Pastor/Assoc. Pastor	Paid Professional Staff including Pastors	Parishioners 2014-15	Priests to Parishioners	Total Prof. Staff to Parishioners	
St. Charles Borromeo Catholic Church, Gretna	1.0	4.25	3,050	1: 3,050	1: 938	1
St. Columbkille Catholic Church, Papillion	2.0	8.25	9,363	1: 4,682	1: 1,498	12
St. John's Catholic Church, Valley	1.0	3.00	1,302	1: 1,302	1: 651	0
St. Joseph Catholic Church, Springfield	1.0	1.50	728	1: 728	1: 1,456	0
St. Matthew Catholic Church, Bellevue	1.0	1.50	1,707	1: 1,707	1: 3,414	2
St. Patrick's Catholic Church, Elkhorn	2.0	9.35	7,205	1: 3,603	1: 980	3
St. Patrick Catholic Church, Gretna	1.0	3.50	4,533	1: 4,533	1: 1,813	2
St. Stephen The Martyr Catholic Church, Omaha	3.0	10.00	10,766	1: 3,589	1: 1,538	7
St. Vincent de Paul Catholic Church, Omaha	2.0	9.50	10,391	1: 5,196	1: 1,385	5
St. Wenceslaus Catholic Church, Omaha	3.0	11.00	9,724	1: 3,241	1: 1,080	3
Total	17.0	61.85	58,769	1: 3,457	1: 1,282	35

Note: Does not include administrative assistants/clerical; housekeeper; and maintenance/grounds/custodians, etc.

Source: Parish Data Forms

Number of Deacons provided by the archdiocese

Smaller parishes like St. John's Parish Valley and St. Joseph Parish Springfield have lower ratios of professional staff to parishioners and priests to parishioners. For the largest parishes, the ratios are much higher with each priest having 3,000 to 5,000 persons to care for, and one professional staff for every 1,000 parishioners.

Larger parishes have many advantages, but as a general statement their capacity to grow the number of people served and at the same time increase their effectiveness is diminished as size increases. Increasing number of priests is more difficult to achieve than increasing lay professionals who can be hired according to their gifts and talents. An even greater investment needs to be made specifically with: larger budgets, changes in organization charts, strategic hires that bring vision and skills to managing larger complex organizations, and additional staff. Given the goal for Catholics to grow deeper in their faith, not just growing in numbers, lowering staff ratios is desirable and will make a difference.

Recommendation 13: Pastoral services to hospitals, nursing homes, and other care facilities should be shared within the deanery. Assignment of responsibilities should be determined at the deanery level rather than by parish boundary exclusively.

Recommendation 14: Determine where additional staff should be added within the context of the pastoral plan for each parish. Utilize flexible staffing models in addition to full-time fully salaried staff. Consider using interns, college students, catechists and ministry assistants, part-time positions, and various types of support staff.

Recommendation 15: Minimize the number of direct reports to pastors. Utilize models with directors of ministries or pastoral associates who can oversee large areas of the operation. Hire very carefully for these positions.

Recommendation 16: Operating budgets should be examined to determine how more investment can be made in the right staff. This should be a high priority, even over maintaining large surpluses, or spending for facilities that could be funded by capital campaigns. As a vision for the parish is put forward, make the case for higher giving to support staff and thereby increase the level of engagement and effectiveness of ministry.

Recommendation 17: Identify the means and methods for developing lay people in professional roles to serve parish ministry.

Recommendation 18: Adopt a common church management software solution across all parishes. Consider everyone adopting a program like ParishSOFT.

VII. PASTORAL PLANNING TO REALIZE THE VISION

Parish pastoral planning is an ongoing proactive process that should guide decision making, support effective leadership, and provide continuity of vision through leadership transition. A good plan will articulate a vision for the parish and then build upon the vision to provide a clear understanding of the goals for each area of parish life: worship, evangelization, discipleship, fellowship, stewardship and development, and many areas for ministry. A complete pastoral plan will provide specific direction for the resources necessary: paid professional staff, facilities, finances, and leadership structures. Priorities will be established and the plan should determine the cost and method to fund the vision through a five-year financial projection. A fully developed pastoral plan provides a “needle that tells you if your actions are aligned with the direction you wish to go in” (*Divine Renovation* page 266). It also provides a map where progress can be measured. A complete pastoral plan is presented as an outline in the appendix to this report that will be the template used within the archdiocese for all pastoral plans.

Every parish should continually operate from a pastoral plan, but the starting point for planning will be different for each parish. Most parishes have done some planning, sometimes with a focus on building, sometimes a focus on ministry, and sometimes a focus on specific issues. The following will summarize the state of pastoral planning in each parish and recommend what is needed.

Recommendation 19: Every parish should have a comprehensive pastoral plan in place by the end of 2017. Plans should be shared with the Pastoral Planning Office on an agreed upon timeline. The Office of Pastoral Planning should be ready and available to assist parishes with their pastoral plans.

Recommendation 20: Plans should have short-term and long-term initiatives. Plans should be reviewed yearly and fully updated every three years, about the time for short-term initiatives to be accomplished. Plans should be updated upon a major event such as a leadership transition. The parish pastoral council should have a substantive role in the review and updating of the plan.

Recommendation 21: Parish pastoral plans should identify how goals will be measured. Measurements can use hard data and soft data. Parishes should adopt a member engagement survey like the ME²⁵ survey by Gallup for example. Such a tool should be used to measure spiritual health, spiritual commitment, and parishioner engagement.

Recommendation 22: Large parishes should set aside the necessary resources for pastoral planning and consult with the Pastoral Planning Office about the best approach for their parish. Parishes should budget for professional expertise especially when moving toward a major campaign or building program. Parishes should allocate the necessary staff time, tap expertise within the parish, and make planning a priority and focus for the pastoral council. Facilitators and consultants must have experience with the Church and fully understand the complex dynamics of a healthy parish. Long drawn out processes will not be helpful.

Recommendation 23: Parishes should develop a communications plan to support their pastoral planning and sustain a clear message going forward. Good communications are imperative for the parish vision to be understood and the plan to succeed.

St. Charles Borromeo Catholic Church, Gretna

Status: The parish has a mission statement and vision statement. An extensive master plan was developed for facilities. The parish has plans for the next building expansion campaign.

Recommendation 24: Develop a complete pastoral plan for ministries, staffing, and stewardship with a financial projection to balance the needs of ministry with the cost of facilities and debt. Integrate the outcome of the school feasibility study into the parish plan. Review the building

program in light of the recommendations for Catholic schools and the newly developed pastoral plan for ministries and staffing. Set priorities accordingly.

St. Columbkille Catholic Church, Papillion

Status: The parish has a strategic plan with goals. The plan specifies who leads, who is involved, how progress is measured, time expectations, and cost.

Recommendation 25: Continue to monitor and update the plan.

St. John the Evangelist Catholic Church, Valley

Status: The parish is in process of developing a parish mission statement. Focus groups are being used to gather input. In the past, a long-range planning committee existed primarily for purpose of purchasing land, which has been accomplished. This committee remains active.

Recommendation 26: Prepare a comprehensive pastoral plan. Identify priorities for next staff hires that will support progressive growth. Areas for new staff could be adult faith formation or youth ministry. Proceed with planning in collaboration with St. Patrick's, Elkhorn and identify opportunities to share programs, staff, and overlapping ministries.

St. Joseph Catholic Church, Springfield

Status: No parish pastoral plan is in place at this time. Looking at land utilization and future ministries.

Recommendation 27: Undertake a pastoral planning process and prepare a comprehensive pastoral plan.

St. Matthew Catholic Church, Bellevue

Status: No parish pastoral plan is in place at this time. Some joint planning is being done between St. Matthew Parish and St. Mary Parish.

Recommendation 28: Undertake a pastoral planning process and prepare a comprehensive pastoral plan. As part of the plan, determine if building a church will be feasible in the near term or long term.

St. Patrick Catholic Church, Gretna

Status: No parish pastoral plan is in place at this time. Only plan to date was the building of the parish center. New plan is building up parish life via the center and possibly a new elementary school.

Recommendation 29: Undertake a pastoral planning process and prepare a comprehensive plan.

St. Patrick's Catholic Church, Elkhorn

Status: A detailed plan for a new parish activity center has been developed and approved. Pastoral planning has been limited to the activity center.

Recommendation 30: Undertake a pastoral planning process that will develop a pastoral plan for ministries, staffing, and stewardship as an extension of the facility plan and current capital campaign. Prepare a financial projection with all anticipated expenses for ministry and staffing as well as facilities. Use the financial projection exercise to balance the need for ministry expansion with the cost of facilities and debt. Review the master facility plan in light of vision for the parish.

St. Stephen the Martyr Catholic Church

Status: The parish had plans in the past. A year was spent pulling together a five-year plan. Board members are working to move plans to be more specific. Need to build more ownership for the plan.

Recommendation 31: Conduct interviews with department heads to document successes and progress made since the last planning effort. Celebrate where there is success. Also identify where gaps exist in the plan, goals are still relevant, or adjustments are needed. Communicate with the parish accomplishments so far. Follow a streamlined process to articulate the vision and update the plan with more specificity around action and strategy. Involve department heads, pastoral council and leadership groups. Develop a staffing projection and five-year financial projection to show how the plan will be implemented and resourced. The pastoral council and pastor should establish expectations for implementation and a timeline for next review and plan update. Use the planning process to build ownership and excitement for the next capital campaign and facility expansion.

St. Vincent de Paul Catholic Church

Status: Individual groups have their own objectives and goals, but lacking is a unified goal or vision that transcends all ministries. Have identified the need for a parish community center and begun talking about how expanded facilities would help the parish.

Recommendation 32: Build an overall vision for the parish. Ask every ministry and staff member to align their goals with the vision. Develop a staffing projection and five-year financial projection to show how the plan will be implemented and resourced. Connect the vision and goals with plans for stewardship, staffing, and facilities.

St. Wenceslaus Catholic Church

Status: An extensive master facility plan has been developed and assumes significant growth. The parish conducted surveys in the past and did some planning, however planning from the past is not remembered. Parish-wide goals or a parish pastoral plan are not in place now.

Recommendation 33: Undertake a pastoral planning process that will develop a pastoral plan for ministries, staffing, and stewardship as an extension of the facility plan and current capital campaign. Approach planning with a streamlined planning process not reminiscent of past plans. Prepare a financial projection with all anticipated expenses for ministry and staffing as well as facilities. Review the master facility plan in light of the vision for the parish.

VIII. GROWTH IN PARISHES AND CATHOLIC SCHOOLS

A. Northwest Group

St. John the Evangelist Catholic Church, Valley
St. Patrick's Catholic Church, Elkhorn
St. Vincent de Paul Catholic Church, Omaha

Recommendation 34: Acquire 25 to 30 acres of property as an investment for the future in the vicinity of 180th and Military Road. The site should meet the requirements for a future parish. The site could be a little farther east, but not farther west.

Recommendation 35: A new site for ministry to grow could provide opportunities for Catholic school education. When master planning, keep the option for a Catholic school someday in the future.

Recommendation 36: St. Vincent de Paul Parish should take leadership toward establishing a sister parish or a satellite site for a new Catholic community. Developing a new site for ministry would be the focus after St. Vincent de Paul Parish builds their activity center and has a plan to pay down debt. St. Patrick's Parish Elkhorn should be an active collaborator in the effort.

Rationale and clarification

- The area from Dodge Street north to the Douglas County line, and from the Elkhorn River to 120th Street, and including the parish area of St. Patrick Elkhorn below Dodge Street, is projected to increase by 14,200 Catholics between 2010 and 2050. This is about 5,300 Catholic households maintaining current rates of parish registration.
- Omaha Public Schools targeted a location near 156th and Ida streets for a new 1,500 student high school, signaling the growth potential for schools in the region.

St. John the Evangelist Catholic Church, Valley

Recommendation 37: A church will at some point need to be built, but not necessarily for large capacity. The current church seats 230, a size that feels small for the present parish of 573 households. Rethink the master plan for the parish in light of the population projections.

Recommendation 38: A direct and strongly collaborative relationship could be developed with St. Patrick's in Elkhorn.

Rationale and clarification

- The parish is not at the center of huge growth like other areas of Douglas County, although the parish may experience growth depending on the effectiveness of outreach. New churches are planned for Elkhorn and Fremont recently built a new church.
- The parish is relatively small with 573 households. Growth trends have been minimal although Mass attendance has increased.
- The parish does not have a Catholic school and does not need to build one as long as there is a clear option for parents to choose Catholic school at a neighboring parish and parents receive the full support of St. John the Evangelist Parish as well as in parish tuition and other privileges.
- A history of small collaborative initiatives has been started with both Fremont and Elkhorn. Consideration should be given to a deep partnership that shares a pastoral team, meaning a pastor with parochial vicar assigned to serve the needs of St. John the Evangelist and another parish.
- Select professional staff and various ministries/programs could be funded and administered through a shared budget. Ministries that lend themselves to a collaborative partnership are: youth ministry, RCIA, mission trips, Catholic schools.

- Current parish site is 10 acres, enough to support the existing parish. However, there is some question if a new church should be built on the current site. The 31 acres of additional property is not contiguous to the parish, but across a street.
- Design facilities with a clear vision for where the parish is going and types of ministry it will be known for as articulated in a parish pastoral plan.

St. Patrick's Catholic Church, Elkhorn

Recommendation 39: Acquisition of land would be beneficial as soon as an opportunity presents itself. Seek 20 acres of property as close to the current parish site as possible.

Recommendation 40: Build a new church, parish hall, and administrative area at a new site. Build a church with seating capacity in the range of 1,000 to 1,300. The size of the church will depend on funding available and growth of the parish in the next few years.

Recommendation 41: Expand the preschool program. Utilize new space when the church and ancillary facilities go on a new site.

Recommendation 42: Pursue a conversation with St. John the Evangelist Parish, Valley, about the possibilities for partnership. Identify the breadth and commitment to a partnership between the parishes. Consider if St. John the Evangelist, Valley could be a satellite site for the school, or perhaps open a preschool.

Recommendation 43: Consider how the parish can grow through a satellite site or sister parish north toward the Bennington area. Work in collaboration with St. Vincent de Paul Catholic Church, Omaha.

Rationale and clarification

- The current parish site will be fully built with the addition of the new parish activity center. A new church will need a new site.
- Worship in the gym is not desirable. It would be preferred to have the entire community worshipping in the church.
- Maintaining five Mass times may not be possible in the future. Building plans should assume three or four Masses on the weekend. Seating for 1,000 should be adequate for the first phase of building, but the parish can see if conditions justify more. If the church is constructed for 1,000 person capacity, options for expansion should be built into the design.
- Within the Elkhorn Public School District, 11,201 housing units were occupied in 2012-13. This is projected to be 14,678 occupied by 2018-19, implying a population gain of 9,300 persons in six years. The maximum number of potential occupied units is 28,562, meaning there is developable land to double the population after 2019. St. Patrick is well located within the growth area of the district.
- Population projections for the area north of Dodge Road from the Elkhorn River to 168th suggest 9,700 more Catholics from 2010 to 2050.
- Before beginning any design for a new site, develop a clear model of how the parish will maintain a cohesive ministry and vision operating on two sites.
- Design facilities with a clear vision for where the parish is going and types of ministry it will be known for as articulated in a parish pastoral plan.
- St. Patrick's Elkhorn should participate in plans for a satellite parish or sister parish north toward the Bennington area because some of their parishioners would be interested in the effort and will live in the target area.

St. Vincent de Paul Catholic Church, Omaha

Recommendations 44: Proceed to make final plans for a parish activity center and conduct a capital campaign.

Recommendations 45: After completion of the final phase of facilities at St. Vincent de Paul Parish, turn attention outside the parish and consider how the parish can grow through a satellite site or sister parish north toward the Bennington area. Work in collaboration with St. Patrick's Parish Elkhorn.

Rationale and clarification:

- While some new housing can be added around St. Vincent de Paul Parish, the preponderance of growth is north toward Bennington.
- St. Vincent de Paul Parish will be in a good position to aid in this new growth as it completes its own facility plan, looks beyond its own needs, and asks "what's next?"
- St. Patrick's Elkhorn Parish should participate as some of their parishioners would be interested in the effort and will live in the target area.

B. Central Group

St. Wenceslaus Catholic Church, Omaha
St. Stephen the Martyr Catholic Church, Omaha
St. Charles Borromeo Catholic Church, Gretna
St. Patrick Catholic Church, Gretna

Recommendation 46: Acquire 25 to 30 acres of property as an investment for the future in the vicinity of 204th and Center or further to the south. While a new parish is not imminent, the site should satisfy the requirements for a parish should one ever be needed.

St. Wenceslaus Catholic Church, Omaha

Recommendation 47: Build a new church and ancillary facilities. Seating capacity for 1,200 to 1,400 should meet the long-term needs.

Recommendation 48: Build as much flexible meeting space as possible. Create more multi-use space in existing facilities.

Recommendation 49: Address the need for expanding staff offices and administration so growth will continue.

Rationale and clarification:

- The parish is currently in campaign and plans to build a \$17.5 million facility. The parish is well on the way to funding the entire project.
- The corridor west of St. Wenceslaus Parish between Dodge and Center Road is projected to grow substantially over the next 40 years. This area is one of the hottest growth areas in the Omaha region. The potential is for 2,200 additional persons who would register as Catholic, a 70% increase in the population. Long term there is also potential for new housing on the Boys Town property.
- With a new church, the parish can reduce the number of Masses on the weekend from the current number of seven. Assume fewer priests will be available to the parish in the future.

St. Stephen the Martyr Catholic Church, Omaha

Recommendation 50: Expand the church from 700 seating capacity to 900 or 1,000 seating capacity.

Recommendation 51: Expand facilities for parish ministries, group meetings and various functions.

Recommendation 52: Build as much flexible meeting space as possible. Create more multi-use space in existing facilities.

Recommendation 53: Address the need for expanding staff offices and administration so growth will continue.

Rationale and clarification

- Given weekend worship is 3,200 persons, the second largest attendance in the study area, the church is not large enough for the current parish population. Eventually there may be fewer Mass times, necessitating a larger church.
- The final size of the church should be determined by what is architecturally feasible and cost effective.
- Design facilities with a clear vision for where the parish is going and types of ministry it will be known for as articulated in a parish pastoral plan.

St. Charles Borromeo Catholic Church, Gretna and St. Patrick Catholic Church, Gretna

Recommendation 54: Plan to open one Catholic elementary school in the Gretna area. All grades, kindergarten through 8th grade should be located on a single campus (no split grades/campuses).

Recommendation 55: Planning, constructing and supporting the proposed elementary school should be a collaborative effort of the two parish communities, St. Charles Borromeo and St. Patrick.

Recommendation 56: The new school, when opened, should begin with kindergarten as the initial grade and add one grade per year until the school is complete through 8th grade. The proposed school has the potential to open with two classes of kindergarten. This will depend on how well the school brand is developed, the level of marketing, and the ability of the school to put forth a plan for a quality Catholic education. A final decision on how many classes to open should be made when registrations come in. Classes should be opened when there are at least 18 and preferably 20 students.

Recommendation 57: The long-term plan should assume the school has enrollment potential for three classes per grade. The timing for opening the additional classes will depend on market conditions, the pace of new housing development, and parish growth.

Recommendation 58: The potential location of the new school requires additional discussion and evaluation. Several options were considered: at the site of St. Charles Borromeo Parish, at the site of St. Patrick Parish, Gretna, and an off-parish site in the Gretna area.

Rationale and clarification

- Based on the data analyzed for the study, a total of 30 to 40 children could potentially be recruited to kindergarten depending on the new school's location. This is a sufficient number of children to move forward in planning for a new Catholic elementary school in Gretna.
- For a new school to succeed, it will have to offer a convincing plan for a quality academic program and fulfill the promises made in the vision. It would also have to create a brand that is competitive in the minds of parents when compared with other options. The brand would have to be worthy of a premium tuition because it offers benefits superior to free education and can differentiate itself from other nearby schools. The school would have to demonstrate to parents what it has as a competitive advantage over other school options. Being Catholic is a niche, but is not always enough to attract a higher market share as indicated by the decision-making factors of parents.
- Survey respondents with children currently in an elementary school did not express much interest in transferring their children to a new elementary school in Gretna. Only two to three children per grade 'definitely would transfer', and only three to five children per grade 'likely would

transfer' to a new school. Multiple grades are probably not feasible initially because they would have very small enrollments.

- The preschool at St. Patrick Parish is an important recruitment tool for the proposed school.
- Plans for the school will need to be very well developed and show a high probability the capital will be raised to build the school. Parents need to be convinced their children will have an excellent program through 8th grade.
- A good number of survey respondents indicate an income level that would support the proposed tuition rate. However, tuition assistance will be needed to ensure that families wanting a Catholic education for their children will have the opportunity they desire.
- Two parish sites were measured for enrollment potential. While the survey results provide an indication of preference on the part of respondents, it is not always the most strategic approach to site selection.

C. South Group

St. Columbkille Catholic Church, Papillion
St. Matthew Catholic Church, Bellevue
St. Joseph Catholic Church, Springfield

Recommendation 59: Acquire 25 to 30 acres of property along the Highway 370 corridor somewhere between 114th Street and 132nd Street. The site should meet the requirements for a future parish.

Recommendation 60: The new site should be developed as a satellite or sister parish of an existing parish. St. Columbkille Parish should take leadership toward establishing a satellite site or sister parish forming a new Catholic community. The new site could be perpetually connected with St. Columbkille Parish, or could someday become an independent parish. St. Joseph Parish Springfield should be an active collaborator in the effort. Begin planning and execution of this new outreach in the next five years.

Recommendation 61: A new site could provide opportunities for Catholic school education. When master planning, keep the option for a Catholic school someday in the future.

Rationale and clarification:

- St. Columbkille Parish is physically limited in its ability to grow. However, it is the large parish in the region with over 9,000 parishioners heavily representing Papillion.
- The City of Papillion is now a population of 20,000 persons, having grown 23% over the last five years. The growth area of Papillion is devoid of a parish.
- From 144th to 63rd Street, and between Harrison Street and the Platte River, population is projected to increase 36,000 persons from 2010 to 2050. This could be growth of 7,560 Catholics. The 370 corridor is where much of the growth will occur for the next decade.

St. Columbkille Catholic Church, Papillion

Recommendation 62: Make plans for the next phase of facility improvements and expansion.

Recommendation 63: Provide leadership and support for growth by participating in the establishment of a new site for ministry in the growth area of Papillion. Work with St. Joseph Parish, Springfield in this effort.

Rationale and clarification:

- St. Columbkille Parish is the anchor parish for Papillion. It is also a parish that is constrained by physical space. The parish has effectively challenged more people to be engaged with little space

to grow. Parking and capacity of facilities have been barriers to growth in the past. A fresh vision for developing ministry at a second site in collaboration with St. Joseph Springfield is an opportunity to look outward and continue growing as the city grows.

- St. Columbkille Parish has the potential to provide the critical core group of people with talent and resources to successfully develop a new site.
- Many core programs like youth ministry, Catholic school, adult education, and others can still function as one ministry for the larger region, providing much more to people than a new parish community could provide on their own.
- Collaboration with St. Joseph Springfield makes sense as St. Joseph can also contribute significantly to and benefit from an outreach initiative. The new site would be located essentially between the two parishes.
- Consider assigning a priest to St. Columbkille Parish with the specific goal of forming a satellite or sister parish as an extension of St. Columbkille Parish.

St. Joseph Catholic Church, Springfield

Recommendation 64: Collaborate with St. Columbkille Parish by participating in the establishment of a new site for ministry in the growth area of Papillion.

St. Matthew Catholic Church, Bellevue

Recommendation 65: Build a new church when finances and growth trends in the parish justify moving ahead.

Recommendation 66: Form a strong collaborative relationship with St. Mary's Parish of Bellevue.

Rationale and clarification:

- The parish has been worshipping in a facility not designed to be church. A new church with strong leadership and vision may lead to more growth in the parish.
- Both parishes are serving the Bellevue area, and have some history together.
- A direct and strongly collaborative relationship should be developed with St. Mary's Parish, Bellevue. Explore the possibilities for a true partnership could lead to sharing professional staff and various ministries/programs.

D. V. J. & Angela Skutt Catholic High School

Recommendation 67: V.J. & Angela Skutt Catholic High School should plan for the possibility of eventual expansion if enrollment growth is realized. The school should have a long-range plan to expand the current facilities to meet the potential future demand, assuming there will not be sufficient enrollment to support a new Catholic high school west of Omaha in the foreseeable future.

Recommendation 68: The next level of enrollment to retain viability would be approximately 850 to 900 students and should be the target enrollment for the expansion. This should accommodate the addition of a new elementary school in Gretna.

Recommendation 69: In order to reach the next level of enrollment, V.J. & Angela Skutt Catholic High School will have to market aggressively, reach deeper into the current feeder schools, expand its reach into attracting Catholics who may opt for public school, continue to increase tuition assistance support, and introduce new/expanded academic and co-curricular programs.

IX. PLAN IMPLEMENTATION AND FUNDING

A. Raising Funds

The primary sources of funding for major capital projects have been:

- Offertory: the primary source of revenue for operating budgets. Operating budgets pay for capital projects through debt payments.
- Parish-wide campaigns: all parishioners are challenged to participate in a special capital fundraising effort designed to raise significant funds over a pledge period of three to four year.
- Major gifts: an individual or family makes a very large gift of land or cash, often with certain requirements attached.

Since 2010, over \$41 million has been given or pledged through major fund drives, a fantastic accomplishment. Given there are 17,500 Catholic households with an annual household income of close to \$1.3 billion, the potential for funding the mission is immense. Prior success should produce even greater success and more generosity in the future. A well thought out plan that is communicated well and executed will only increase the potential for future giving.

Figure 17

Ignite the Faith Campaign, Parish Capital Campaigns, and Normal Sunday Collections

Parish Name	Ignite the Faith Campaign ¹	Capital Campaigns Pledged/Contributed	Campaign Year	Normal Sunday Collections ²	Ratio Campaigns to Collections
St. Charles Borromeo, Gretna ³	\$410,403	\$3,000,000	2011	\$637,117	1:4.7
St. Columbkille, Papillion	\$1,398,443	\$1,580,000	2013	\$2,454,144	1:6
St. John's, Valley	\$478,076	None		\$296,708	
St. Joseph, Springfield	\$307,500	\$500,000	2014	\$215,422	1:2.3
St. Matthew, Bellevue	\$279,920	\$1,038,000	2012	\$458,927	1:2.2
St. Patrick's, Elkhorn ⁴	\$696,321	\$4,200,000 \$5,500,000	2012 2016	\$1,441,420	1:2.9 1:1.73
St. Patrick Catholic Church, Gretna	\$874,686	\$2,416,000	2010	\$990,827	1:2.4
St. Stephen The Martyr, Omaha	\$1,024,241	\$850,000	2015	\$2,349,480	1:.36
St. Vincent de Paul, Omaha	\$1,979,709	\$4,381,000	2010	\$2,285,969	1:1.9
St. Wenceslaus, Omaha ⁵	\$2,483,830	\$7,700,000	ongoing	\$2,882,760	1:2.67
Total	\$9,933,129	\$31,165,000		\$14,012,773	

Note

1-Ignite the Faith was an Archdiocesan campaign in 2014. Shows actual amounts committed.

2-Shows average of Normal Sunday Collections for the years 2012-13, 2013-14 and 2014-15.

3-Conducted feasibility study for new parish center (\$1.1-\$1.5 million). Chose not to proceed.

4-In campaign. Goal is \$5.5 million over 4 years 2016-2020. The purpose of this campaign is to reduce our debt on school addition and to build an activity center.

Raising \$5.5 million from parishioners plus an additional \$3.0 million grant.

Have in-house development director. Parish will have remaining on debt as of June 30, 2020, \$1.5 to \$2.5 million.

5-In campaign. \$7.7 million goal. Raised \$4.1 million as of December 2015. In addition, have \$10 million gift.

Source:

Archdiocese of Omaha, Steier Group and parishes.

Recommendation 70: Careful preparation is needed for any capital campaign. Good planning with engaged leaders will greatly boost campaign outcomes. Preparation should include:

- a pastoral plan that integrates all aspects of parish ministries with the resources needed to support those ministries well;
- a pastoral plan with realistic facility master plans and financial projections;
- engagement with a wide range of stakeholders in setting vision and looking to the future;
- an accurate and up-to-date database able to identify parishioners active and inactive, past giving history to parish and school, multiple options for contact via mail, email, phone;
- identification of leadership combined with strategically placing them on pastoral councils and boards, involving leaders with fresh energy, and finding leaders with personal relationships among people who can make major gifts;
- a well done pre-campaign feasibility or planning study;
- a strong and inspiring pastor who inspires with vision and launches people for ministry.

Comments

- A good pastoral plan will produce a facilities plan and funding plan driven by a comprehensive vision for ministry. This will ensure campaigns for facilities are well grounded in a solid case that is connected to the parish mission and in harmony with the larger plan within the archdiocese. Campaigns could also fund initiatives beyond facilities.

Recommendation 71: A capital campaign should have a direct connection to the stewardship program in the parish. Financial gifts should be an extension of giving time and talent, an essential part of being a disciple of Christ. Cultivating a spirit of stewardship will not only lay the foundation for successful campaigns, but will increase the resources, participation, and commitment for ongoing programming and ministry.

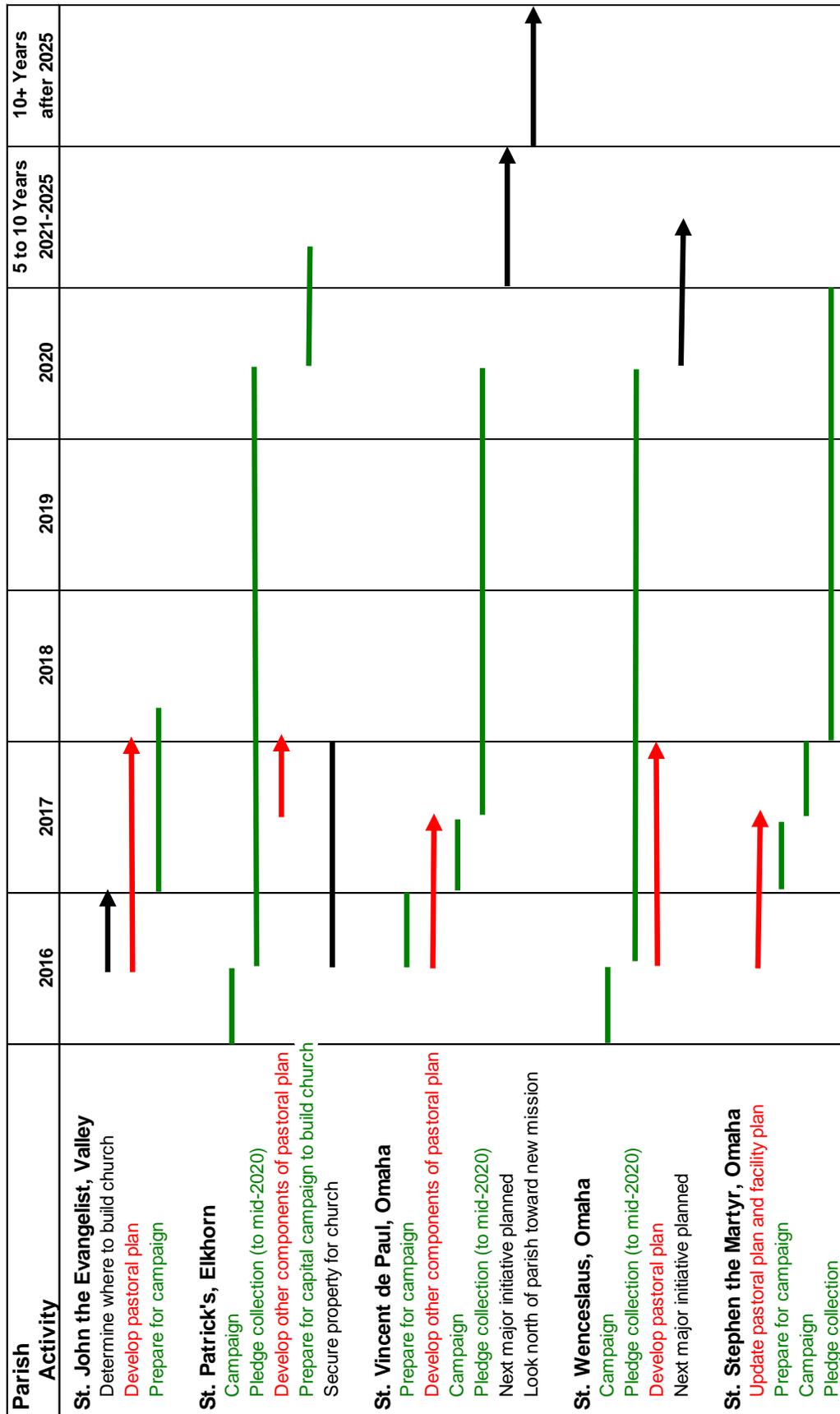
Recommendation 72: The Stewardship and Development Office will develop a checklist to help parishes prepare well for capital campaigns. The office will be consulted by parish leadership when planning a campaign.

Recommendation 73: As the archdiocese searches for the right property, thoughtful coordination between the Finance Office and Stewardship and Development Office could identify major donors with land interests. When donor interests align with the pastoral plan, gifts of land could prove strategic and beneficial.

B. Timeline

The following timeline is suggested. It will be adjusted as parishes develop their individual plans and make preparations to raise funds.

Timeline for Pastoral Planning and Campaigns



Timeline for Pastoral Planning and Campaigns (continued)

Parish Activity	2016	2017	2018	2019	2020	5 to 10 Years 2021-2025	10+ Years after 2025
St. Charles Borromeo, Gretna Update pastoral plan with school vision, update facility plan Prepare for campaign Campaign Pledge collection (to mid-2021)	↑	↑					
St. Patrick, Gretna Develop pastoral plan with school vision, update facility plan Prepare for campaign Campaign Pledge collection (to mid-2021)	↑	↑					
St. Columbkille, Papillion Prepare for campaign Campaign for community center Pledge collection Look toward new mission in Papillion							
St. Matthew, Bellevue Develop pastoral plan	↑	↑					
St. Joseph, Springfield Develop pastoral plan Look toward new mission in Papillion	↑	↑					

C. Recommendations for Implementation

Recommendation 74: The Pastoral Planning Office will gather the Pastoral Planning Committee in October 2016 to review the mutually shared archdiocesan vision and pastoral priorities for the archdiocese. Adapt the language and priorities of the archdiocese into the plan. Identify steps that have been taken and will be taken for plan implementation.

Recommendation 75: The Pastoral Planning Office will establish an implementation calendar and follow up with the appropriate individuals to monitor progress and lend support. The archdiocese will provide accountability through the Pastoral Planning Office, Finance Office and Stewardship and Development Office.

Recommendation 76: An ongoing planning group may be formed with the parishes involved with this plan so they communicate, collaborate, and plan together. The Pastoral Planning Office will be given the responsibility and authority to expect action and follow through. The group will function with a bi-annual or quarterly meeting. Meetings must be productive for parishes to remain engaged. The Pastoral Planning Office will facilitate the meeting. In preparation, each parish will identify the individuals who will collect information about progress made regarding the recommendations pertaining to their parish.

Recommendation 77: At the end of the second quarter each year, the plan will be updated and newly published for parish leaders. Each update will clarify priorities, integrate timelines, and show progress made.

APPENDIX

Parish Pastoral Plan Template

Pastoral planning at the parish level will use the following template.

I WHO WE SERVE – our ministry context now and future

- A. Parish and community demographics
- B. Cultural challenges

II MISSION OF THE PARISH – the salvation of souls

III OUR VISION FOR HEALTH AND VIBRANCY

- A. Encountering Christ and conversion
- B. Creating engagement
- C. Vision for mature leadership

IV OUR MINISTRIES

- A. Strengths – Goals – Tactics/strategies
- B. Measurement (*member engagement survey*)
- C. Lead agent
- D. Cost and staff impact
- E. Partnering with other parishes

V LEADERSHIP

- A. Role of pastor, laity, staff, boards, and councils
- B. Developing leaders and releasing them for ministry

VI STAFFING PLAN

VII FACILITIES PLAN

- A. Vision for facilities
- B. Master site plan
- C. Facilities priorities

VIII FUNDING PLAN

- A. Financial projection and analysis
- B. Developing generosity and stewardship

IX TIMELINE