

Pastoral Plan for Rural Southwest Deanery

One Church: encountering **Jesus**, equipping **disciples**, living **mercy**



Confidential
Preliminary Draft – May 23, 2017



TABLE OF CONTENTS

I. INTRODUCTION.....	1
II. KEY INDICATORS FOR A VIBRANT PARISH.....	2
III. ARCHDIOCESE OF OMAHA PRIEST PROJECTION.....	5
IV. CRITERIA AND MODELS FOR PARISHES.....	7
V. PROPOSED MAP OF DEANERY PARISHES WITH ALLOCATION OF PRIESTS.....	8
VI. PROPOSED RECOMMENDATIONS FOR SPECIFIC PARISHES.....	9
VII. FEEDBACK PROCESS.....	15
VIII. IMPLEMENTATION.....	15
APPENDIX	

I. INTRODUCTION

The purpose of the pastoral plan is to implement the Archdiocesan vision and pastoral priorities within the rural parishes and deaneries. The plan will direct future strategic goals and direct resources to the most fruitful outcomes of parish ministry. Having a plan will identify a direction for the future and will 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 become disciples who go out to form other disciples in the parish and community

The planning process is led by the Archbishop through the Archdiocese’s Pastoral Planning Office. The process began with extensive data collection, visits to parishes by the consultants, and parish leadership meetings. Key findings were presented and further discussion culminated in this preliminary plan. The preliminary plan was formed from the learnings of these meetings and with the guidance of the Deanery Pastoral Planning Team. The Deanery Pastoral Planning Team has representatives from many of the parishes and is comprised of pastors, parish staff, lay leaders and people who bring particular expertise. Meitler of Milwaukee, Wisconsin facilitated the process.

RURAL SOUTHWEST DEANERY PASTORAL PLANNING TEAM

Name	Parish
Sergio Baeza	Divine Mercy, Schuyler
Rev. Ross Burkhalter	St. Anthony, Columbus
Cary Cromwell	St. Lawrence, Silver Creek
Deacon Gregorio Elizalde	Latino Ministry Office
Kristi Jarecki - Vering	St. Michael, Tarnov
Belinda Keiter	St. Bonaventure, Columbus
James Knopik	St. Peter, Fullerton
Dale Lassek	Ss. Peter & Paul, Krakow
Rev. Patrick McLaughlin	St. Francis, Humphrey
Wayne Morfeld	St. Isidore, Columbus
Matt Niedbalsk	St. Anthony, Columbus
Deacon Don Placke	St. Michael, Central City
Jill Ruskamp	Divine Mercy, Schuyler
Shelley Stempek	St. Stanislaus, Duncan
Rev. Michael Swanton	St. Bonaventure, Columbus
Marcus Urban	St. Mary, Leigh
Rose Wiese	Holy Family, Lindsay

II. KEY INDICATORS FOR A VIBRANT PARISH

Vision and Leadership

1. The parish follows and promotes the Gospel of Jesus Christ and understands its relationship with the archdiocese and universal Church to become one.
2. The parish develops a local vision for pastoral activity in the coming years which is rooted in the Gospel of Jesus Christ.
3. The parish is staffed by properly trained ministers and shares staff with other parishes to lead and direct all areas of the parish's mission.
4. The parish has a finance council in place, which meet regularly to engage and involve the faithful to assist with the administration of parish assets.
5. The parish has a pastoral council in place, which meet regularly to engage and involve the faithful to help carry out the pastoral activity of the parish.
6. The parish provides or makes available formation and training for pastoral staff and lay leadership.

Worship and Sacraments

7. Liturgical celebrations are properly and thoughtfully prepared and well attended.
8. Homilies are relevant, challenging and faithful to the Gospel and Church teaching. Parishioners are taught how to grow, and are inspired to live as disciples of Jesus Christ.
9. The sacraments of healing – Reconciliation and anointing of the sick – are celebrated regularly.
10. Funeral liturgies are thoughtfully and properly prepared.
11. Sacramental preparation for Baptism is thoughtfully and properly planned and conducted in accord with approved guidelines and archdiocesan policies.
12. Sacramental preparation for Marriage is thoughtfully and properly planned and conducted in accord with approved guidelines and archdiocesan policies.
13. Music as a part of worship is of high quality.
14. Worship space is aesthetically pleasing and appropriate. Liturgical environments are created in accord with the liturgical norms.
15. The RCIA is implemented and its rituals are celebrated at the proper times.

Lifelong Faith Formation, Catholic Education and Evangelization

16. The parish provides adult faith formation opportunities which provide an encounter with Jesus and equip participants as disciples.
17. The parish provides comprehensive faith formation for children which includes parent formation in religious education programs in accord with archdiocesan policy.
18. The parish provides opportunities for learning, spiritual growth, participation in the sacramental life, service and a sense of community for its adolescents.

19. The opportunity to attend a Catholic school is provided to parishioners including some financial support from the parish.
20. The parish is creating a culture of vocations that actively and prayerfully promotes vocations to the priesthood, diaconate and consecrated life.
21. Catechists, school teachers, and catechetical leaders are trained and competent in their ministries.
22. Parishioners are challenged to evangelize by reaching out to inactive Catholics, inquirers, the unchurched and all others.

Service and Pastoral Care

23. The parish is actively engaged in proclaiming the Gospel and living mercy through service to people in need locally, in the wider community, and the world.
24. The parish collaborates with other churches and civic agencies to serve the wider community.
25. The parish provides ministry to the homebound and elderly parishioners and to those in hospitals, nursing homes, and other care facilities.
26. Ministry is offered to comfort and support, including but not limited to, the grieving, the separated, and the divorced.

Stewardship / Building Community

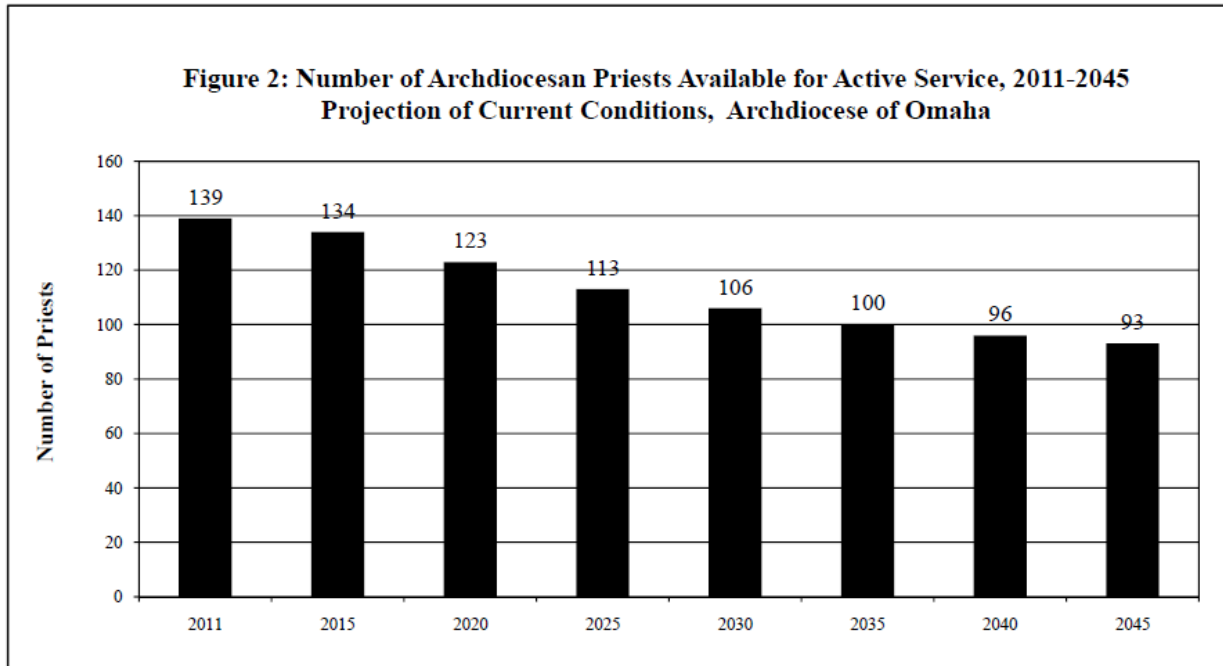
27. The parish welcomes new parishioners and invites them to become involved in the mission of the Church.
28. Parishioners are invited and provided opportunities to better understand their gifts and talents and ways these can be used to minister to others.
29. Parishioners understand stewardship as a response to their discipleship and give of time, talent, and treasure to support the Church's mission.
30. The parish fosters opportunities for fellowship which provide a sense of community for parishioners.
31. A communication strategy is in place using all forms of media to be in regular contact with parishioners, promote events and encourage parish community.

Administrative Services

32. The parish operates with a balanced budget and has sufficient operating funds for ministries, programs, facilities and staff to meet the needs of the community.
33. The parish has all necessary financial controls and operating procedures in place in accordance with archdiocesan policies.
34. The parish has a master site plan for ongoing maintenance, development of its campus, and handicap accessibility.
35. Personnel policies, job descriptions, hiring and interview practices, and salary scales are in place, communicated and followed.

36. Regular staff meetings are held. A performance review process is established for all staff.
37. A technology plan has been developed and is used to keep equipment current, provide training and support to staff, ensure proper security of data, and, most importantly, to support the ministries of the parish through many varied uses.

III. ARCHDIOCESE OF OMAHA PRIEST PROJECTION



The retirement age is 70. There will be 3 ordinations every year (the expected ordination rate). Some priests continue to serve after the age of retirement.

IV. CRITERIA AND MODELS FOR PARISHES

The plan and the recommendations for each parish, will be shaped by these criteria and models.

A. Criteria for the Determination of Initial Recommendations

- Geographical location and distance for people to reach a parish campus
- Potential for population growth and demographics in the area
- Parish data regarding sacramental activity, enrollments, and finances
- Ability to support and maintain ministries to implement the archdiocesan vision
- Seating capacity of the churches and the condition and suitability of other facilities available for ministry
- Deanery boundaries are flexible
- Guideline for priests to celebrate no more than four (4) Sunday Masses, no more than two (2) on Saturday evening and no more than three (3) on Sunday
- Projected number of active priests
- Collaboration among parishes – the willing cooperation of two or more parishes to share personnel, ministries, programs and resources – is essential for parishes to fully carry out the mission of the Church

B. Parish Models

STAND-ALONE PARISH

A traditional parish with its own pastor, parish church, finances and finance council, parish council, staff and office.

CLUSTERED PARISHES

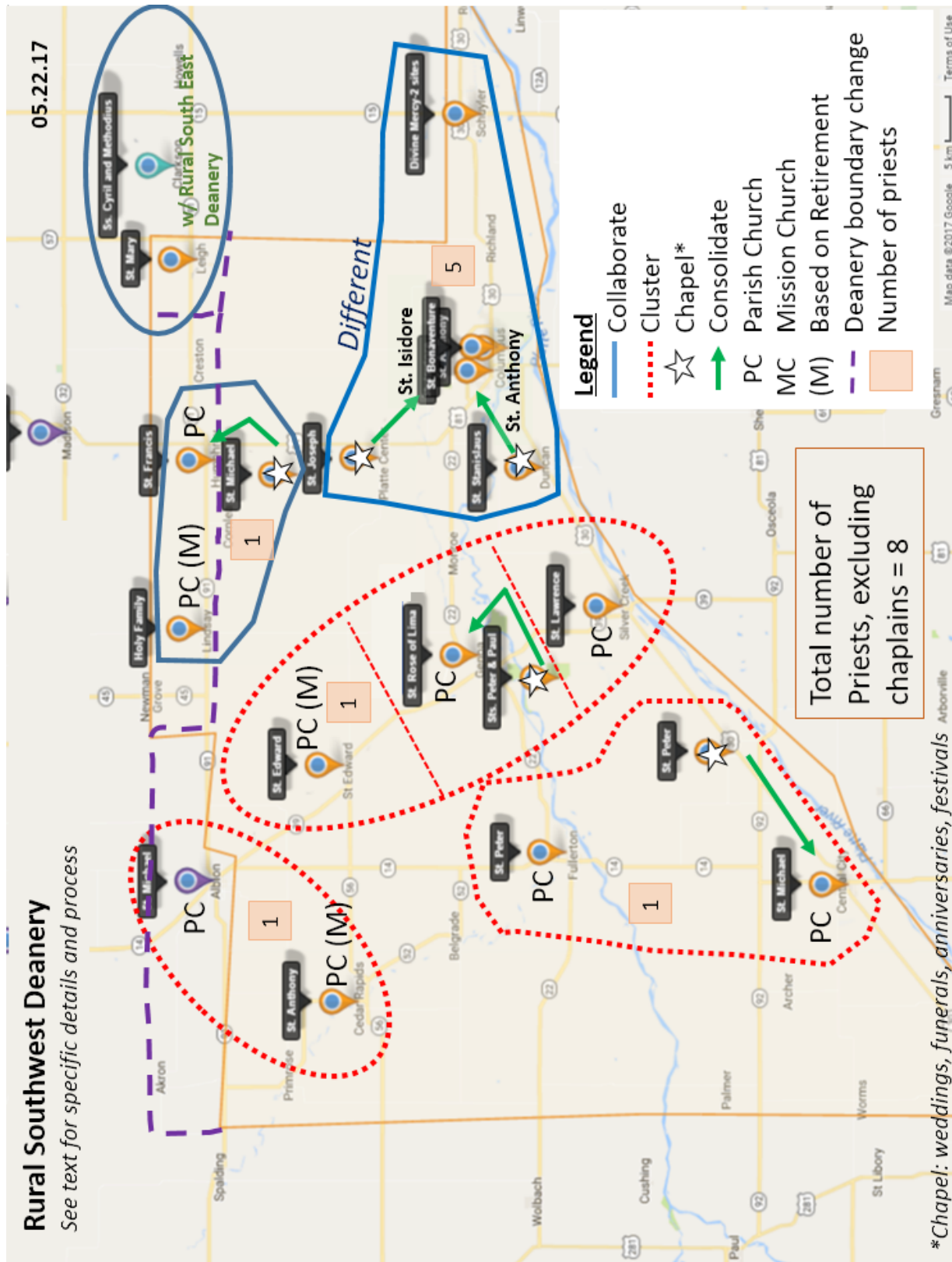
Two or more parishes collaborate on a common mission to serve those within a geographical area. They share personnel, resources, and programs but they continue to exist as distinct parishes. They have their own parishioners, parish church and finances. There are various ways parishes can collaborate within this model, including sharing the same pastor, staff and parish office.

CONSOLIDATED PARISH

One parish retains its corporation and parish name while the other corporation is dissolved. The parish campus is used for as long as it continues to serve the mission. The church becomes either:

- Parish Church – The primary sacramental and administrative location for the consolidated parishes;
- Mission Church – The secondary sacramental location for the consolidated parishes, with Sunday and Holy Day Mass and the administration of the other sacraments, with other parish activities taking place at the site of the Parish Church;
- Chapel – Masses only for special occasions: weddings, funerals, festivals, etc.

V. PROPOSED MAP OF DEANERY PARISHES WITH ALLOCATION OF PRIESTS



VI. PROPOSED RECOMMENDATIONS FOR SPECIFIC PARISHES

A. RECOMMENDATIONS FOR THE COLUMBUS AREA PARISHES

St. Anthony, Columbus
St. Bonaventure, Columbus
St. Isidore, Columbus
St. Joseph, Platte Center
Divine Mercy, Schuyler
St. Stanislaus, Duncan

Parish Facts

Parish or Mission	2016 Statistics									
	Registered Parish Households	Number of Parishioners	Average Weekend Mass Attendance	% Seating Capacity Used on Weekend ¹	Infant Baptisms	First Communions	Confirmations	Marriages	Funerals	Elementary Religious Education Enrollment
Columbus Area Parishes										
St. Anthony, Columbus	802	1,944	680	70.8%	25	34	37	5	22	124
St. Bonaventure, Columbus	1,712	4,962	2,082	63.1%	40	62	52	9	36	299
St. Isidore, Columbus	1,339	3,525	1,959	61.2%	56	47	35	19	30	186
St. Joseph, Platte Center	153	370	139	21.4%	3	0	0	1	7	29
St. Stanislaus, Duncan	146	289	176	70.4%	1	5	0	3	4	22
Divine Mercy, Schuyler	235	469	86		1	5	2	0	8	29
Total	4,387	11,559	5,122		126	153	126	37	107	689

¹ One-time seating capacity. When parishes have multiple Masses on the weekend, capacity can be multiplied by the number of Masses.

1. **Consolidate St. Joseph, Platte Center with St. Isidore, Columbus. St. Joseph church will become a chapel and the use or disposition of other facilities will be determined by their suitability for ministerial activity.**
2. **Consolidate St. Stanislaus, Duncan with St. Anthony, Columbus. St. Stanislaus church will become a chapel and the use or disposition of other facilities will be determined by their suitability for ministerial activity.**
3. **The parishes in Columbus and Schuyler should collaborate to move toward a clustered model. This collaboration will allow for the sharing of personnel, ministries, programs, and resources.**
4. **The schools and parishes in Columbus should establish an early childhood center which will provide child care and formation for children.**
5. **The four schools in Columbus should study the development of a school system or network of schools in consultation with the Archdiocesan Office for Schools.**

6. Five (5) priests will serve these parishes, including at least two (2) who are Spanish-speaking.
7. Divine Mercy Parish, Schuyler should study the number of Masses on a weekend and the possible expansion of seating capacity at one of its sites in order to reduce the number of Sunday Masses.

B. RECOMMENDATIONS FOR GENOA AREA PARISHES

*St. Edward, St. Edward
St. Lawrence, Silver Creek
St. Rose of Lima, Genoa
Ss. Peter and Paul, Krakow*

Parish Facts

Parish or Mission	2016 Statistics									
	Registered Parish Households	Number of Parishioners	Average Weekend Mass Attendance	% Seating Capacity Used on Weekend ¹	Infant Baptisms	First Communions	Confirmations	Marriages	Funerals	Elementary Religious Education Enrollment
Genoa Area Parishes										
St. Edward, St. Edward	135	311	240	60.0%	3	7	0	2	6	24
St. Lawrence, Silver Creek	103	258	60	22.6%	5	4	0	1	2	28
St. Rose of Lima, Genoa	182	466	179	35.8%	11	11	0	1	7	52
Ss. Peter and Paul, Krakow	79	163	102	35.8%	1	0	0	5	1	16
Total	499	1,198	581		20	22	0	9	16	120

¹ One-time seating capacity. When parishes have multiple Masses on the weekend, capacity can be multiplied by the number of Masses.

1. **Consolidate Ss. Peter and Paul, Krakow with St. Rose of Lima, Genoa. Ss. Peter and Paul church will become a chapel and the use or disposition of other facilities will be determined by their suitability for ministerial activity.**
2. **Cluster St. Edward in St. Edward, St. Lawrence in Silver Creek, and St. Rose of Lima in Genoa. Continue the sharing of staff, pastoral council, and ministerial programs.**
3. **Locate the parish office in Genoa where it is more central to all the parishes.**
4. **One (1) priest will be assigned to serve these parishes.**

C. RECOMMENDATIONS FOR CENTRAL CITY AREA PARISHES

St. Michael, Central City
St. Peter, Clarks
St. Peter, Fullerton

Parish Facts

Parish or Mission	2016 Statistics									
	Registered Parish Households	Number of Parishioners	Average Weekend Mass Attendance	% Seating Capacity Used on Weekend ¹	Infant Baptisms	First Communion	Confirmations	Marriages	Funerals	Elementary Religious Education Enrollment
Central City Area Parishes										
St. Michael, Central City	151	422	196	27.2%	6	2	0	1	2	29
St. Peter, Clarks	61	187	86	34.4%	0	0	0	1	0	27
St. Peter, Fullerton	212	452	226	40.4%	1	4	0	3	13	35
Total	424	1,061	508		7	6	0	5	15	91

¹ One-time seating capacity. When parishes have multiple Masses on the weekend, capacity can be multiplied by the number of Masses.

1. **Consolidate St. Peter, Clarks into St. Michael, Central City. St. Peter, Clarks will become a chapel and the use or disposition of other facilities will be determined by their suitability for ministerial activity.**
2. **Cluster St. Peter, Fullerton and St. Michael, Central City. These parishes should consider the development of a common staff, pastoral council, and ministries.**
3. **One (1) priest will be assigned to serve these parishes.**

D. RECOMMENDATIONS FOR THE ALBION AREA PARISHES

*St. Anthony, Cedar Rapids
St. Michael, Albion*

Parish Facts

Parish or Mission	2016 Statistics										
	Registered Parish Households	Number of Parishioners	Average Weekend Mass Attendance	% Seating Capacity Used on Weekend ¹	Infant Baptisms	First Communion	Confirmations	Marriages	Funerals	Elementary Religious Education Enrollment	
Albion Area Parishes											
St. Anthony, Cedar Rapids	170	351	282	25.6%	13	3	0	3	5	23	
St. Michael, Albion	369	1,117	442	44.2%	15	12	0	9	13	68	
Total	539	1,468	724		28	15	0	12	18	91	

¹ One-time seating capacity. When parishes have multiple Masses on the weekend, capacity can be multiplied by the number of Masses.

1. **Cluster St. Anthony, Cedar Rapids and St. Michael, Albion. These parishes should consider the development of a common staff, pastoral council, and ministries.**
2. **St. Michael, Albion will become part of the Rural Southwest deanery.**
3. **St. Michael School should consider the development of a distance learning model, which could serve the Genoa and Central City area parishes, in conjunction with the Archdiocesan Office of Schools.**
4. **One (1) priest will be assigned to serve these parishes.**

E. RECOMMENDATIONS FOR LINDSAY, HUMPHREY, AND TARNOW PARISHES

*Holy Family, Lindsay
St. Francis, Humphrey
St. Michael, Tarnov*

Parish Facts

Parish or Mission	2016 Statistics									
	Registered Parish Households	Number of Parishioners	Average Weekend Mass Attendance	% Seating Capacity Used on Weekend ¹	Infant Baptisms	First Communion	Confirmations	Marriages	Funerals	Elementary Religious Education Enrollment
Lindsay, Humphrey & Tarnov Parishes										
Holy Family, Lindsay	318	910	550	61.1%	14	10	0	5	14	12
St. Francis, Humphrey	452	1,106	785	43.6%	29	25	33	10	20	50
St. Michael, Tarnov	73	192	145	48.3%	4	1	0	3	2	23
Total	843	2,208	1,480		47	36	33	18	36	85

¹ One-time seating capacity. When parishes have multiple Masses on the weekend, capacity can be multiplied by the number of Masses.

1. **Cluster Holy Family in Lindsay and St. Francis in Humphrey. These parishes should move toward a clustered model and consider the development of a common staff, pastoral council, and ministries.**
2. **Consolidate St. Michael, Tarnov with St. Francis, Humphrey. St. Michael church will become a chapel and the use or disposition of other facilities will be determined by their suitability for ministerial activity.**
3. **Holy Family, Lindsay and St. Francis, Humphrey will become part of the Rural Central deanery.**
4. **All Catholic schools and parishes, including St. Leonard School in Madison, should study the development of a school system or network of schools in consultation with the Archdiocesan Office for Schools.**
5. **One (1) priest will be assigned to serve these parishes.**

F. RECOMMENDATIONS FOR CLARKSON AND LEIGH PARISHES

*St. Mary, Leigh
Ss. Cyril & Methodius,
Clarkson*

Parish Facts

Parish or Mission	2016 Statistics									
	Registered Parish Households	Number of Parishioners	Average Weekend Mass Attendance	% Seating Capacity Used on Weekend ¹	Infant Baptisms	First Communions	Confirmations	Marriages	Funerals	Elementary Religious Education Enrollment
Leigh and Clarkson Parishes										
St. Mary, Leigh	99	228	128	55.7%	9	6	3	3	3	39
Ss. Cyril & Methodius, Clarkson	229	558	285	54.8%	7	5	0	2	10	35
Total	328	786	413		16	11	3	5	13	74

¹ One-time seating capacity. When parishes have multiple Masses on the weekend, capacity can be multiplied by the number of Masses.

1. **St. Mary, Leigh and Ss. Cyril & Methodius, Clarkson will become part of the Rural Southeast deanery. The deanery is scheduled to participate in the planning process in 2018-2019.**
2. **Ss. Cyril & Methodius School and parish, along with the schools in Howells and Dodge should study the development of a school system or network of schools in conjunction with the Archdiocesan Office for Schools.**
3. **The four parishes along this part of the Highway 991 corridor – parishes in Leigh, Clarkson, Howells and Dodge – should begin a dialogue about how the parishes can share personnel, resources and programs. Any progress the parishes achieve will be helpful to all the parishes in the Rural Southeast deanery.**

VII. FEEDBACK PROCESS

After the June meeting with parish planning teams, the teams will conduct parish meetings to review the criteria and models, the deanery map, and the specific recommendations for their parishes. Comments about the preliminary plan will be compiled from the meeting.

The parish planning teams will submit one response form to the Pastoral Planning Office.

The response forms will be reviewed by the Deanery Pastoral Planning team at their August meeting. The team will determine how any recommendation changes may be addressed and resolved.

The final approval of the deanery plan should take place by November of 2017.

VIII. IMPLEMENTATION

Date	Action	Tasks to be Completed
June 7 – August 15, 2017	Meetings of parishioners in all parishes	Response form completed by Parish Planning Team and submitted to Pastoral Planning Office
August, 2017	Deanery Pastoral Planning Team meeting	Review parish responses, discuss changes, and seek resolution
November, 2017	Announcement of final plan	Archbishop approves plan Planning resources made available to parishes
January – April, 2018	Pastoral council or group of representatives from various councils	Develop pastoral plan for parish(es) and submit to Pastoral Planning Office
June, 2018	Meeting of pastoral council(s) to begin implementation of plan	Implementation of plan

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