



# *Pastoral Plan for Parishes and Schools in Deanery 3*

## *Deanery 3 Parishes*

*Holy Cross Parish*

*Holy Rosary Parish*

*Our Lady of Peace Parish*

*St. Aloysius Parish*

*St. Anthony Parish*

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# I. INTRODUCTION

The object of pastoral planning for parishes and schools is to provide a guide for long-range decision-making. As Deanery 3 faces a number of critical challenges and opportunities, a pastoral plan is essential to address demographic shifts, finances, facilities, ministries, the limited number of diocesan priests, enrollment declines and other factors.

The geographic area that comprises Deanery 3 has experienced prior parish consolidations, school closings, an influx of different waves of immigrant populations and the outmigration of large numbers of the English-speaking population. The earlier waves of Polish and Italian immigrants gave way to persons of Vietnamese descent and more recently to large numbers of immigrants from Mexico.

The recommendations of this plan attempt to address the needs of Deanery 3 newcomers as well as Catholics who have been at home in the Northeast for generations.

The planning process set out to accomplish the following objectives:

- Build ownership and consensus for the plan through consultation with key stakeholders at the local and diocesan level.
- Keep English-speaking and Spanish-speaking constituencies well-informed through communications and the invitation to participate in the process.
- Articulate a long-range vision for vital parishes and schools by defining desired characteristics and expectations for the future. Present recommendations to make the vision possible and achievable.
- Develop the number and structure of parishes needed to serve Deanery 3 for the next twenty years and address locations and number of parishes, future canonical status, best use of facilities and number of clergy and lay staff.
- Evaluate long-range facility needs of parishes and schools to implement the recommendations.
- Develop a plan that strives to be fiscally sound and responds realistically to the cost of quality ministry, the rising cost of Catholic education, the cost of maintenance and the need for capital improvements.
- Make recommendations that will strengthen Catholic education in Deanery 3 and be fiscally sound with funding necessary to implement a vision for the future.
- Develop a plan for Hispanic Ministry in the parishes of Deanery 3 in collaboration with Our Lady of Guadalupe Parish/Sacred Heart Parish.

The planning process incorporated extensive listening and data collection. Steps included a visit to every parish and school, meetings with parish leaders, compilation of current statistical data, two rounds of parish listening sessions, presentation of information to parish leaders and parish communities, and multiple opportunities for feedback regarding the vision and proposed plan. The Pastoral Planning Task Force was formed to receive the feedback, study the facts, deliberate options and give significant guidance to shaping the plan. The process was facilitated by Meitler Consultants.

## **II. SIGNS OF PARISH AND SCHOOL VITALITY**

This plan will attempt to make recommendations for Deanery 3 parishes that apply, at the very least, through the next decade. Fulfilling the recommendations will require collaboration between parishes. It may also entail different parish structure, shared ministries, etc. The following vision outlines the desired characteristics of vibrant parishes and schools for Deanery 3.

### **A. Vision for Vibrant Parishes**

#### **1. Pastoral Overview and Mission**

- 1.1 A priest eventually pastors each parish in Deanery 3.
- 1.2 Parishes of Deanery 3 support the larger mission of the Diocese of Kansas City-St. Joseph and the Universal Church.
- 1.3 Each parish has an appropriate mission statement and a cogent, reasonable pastoral plan.
- 1.4 Insofar as possible, priests and staff members are fluent in Spanish and acquainted with the Hispanic culture.
- 1.5 Vocations to the priesthood, diaconate and religious life are fostered and supported.
- 1.6 Cooperation between parishes is important to use human and financial resources effectively.
- 1.7 Parishes encourage stewardship among all parishioners and provide opportunities for parishioners to share time, talents and treasure.

#### **2. Liturgy and Prayer**

- 2.1 The Eucharist is the center of parish life and is regularly available.
- 2.2 There is a high level of participation in liturgies by all age groups and ethnicities.
- 2.3 Liturgies are celebrated with reverence and reflect the ethnicity of the given parish community.
- 2.4 Liturgies are supported by lectors, cantors, musicians, servers, ushers, etc., who enhance the quality of worship.
- 2.5 Opportunities exist for devotions, faith sharing and personal spiritual growth.
- 2.6 The church is reasonably full at typical weekend Masses in order to make the best use of our priests and enhance the liturgy.

#### **3. Community Life**

- 3.1 Parishes are of a sufficient size and level of commitment to sustain active parish life. Ideally, parish membership is stable.
- 3.2 There is a strong sense of hospitality. New members should feel welcomed and be given the opportunity to assimilate into parish life.
- 3.3 Parishes acknowledge different ethnicities within their congregations. These are celebrated in the context of regular parish life.

- 3.4 Parishioners are routinely invited to use their gifts in support of parish life.
- 3.5 Every parish will have a canonically mandated finance council. If at all possible, each parish will also establish a pastoral council. These councils should reflect the diversity of the parish.

#### **4. Evangelization and Catechesis**

- 4.1 The parish has an intentional plan to reach out and minister to inactive parishioners and the un-churched. The parish, in collaboration with neighboring parishes and the Diocese, reaches out to immigrants in the community.
- 4.2 The parish responds to the diversity of the population in the area where it is located. The parish has appropriate programs in the language of the people, or works in collaboration with neighboring parishes or the Diocese to offer these programs.
- 4.3 In light of scarce financial and human resources, Deanery 3 parishes must look for ways to collaborate to offer important programs. Examples of this would include RCIA, bilingual education, youth ministry, ministry for older adults, scripture studies, sacramental preparation, etc.
- 4.4 Deanery 3 parishes are committed to Catholic education, particularly through their own parish school(s). This commitment is strongly reflected in financial and moral support. Pastors regularly encourage enrollment in the Deanery 3 school(s).

#### **5. Service and Community Involvement**

- 5.1 Deanery 3 parishes look for ways to cooperate with community development organizations in the service of neighborhood improvement.
- 5.2 Social justice advocacy is fundamental to parish life.

#### **6. Condition of Finances and Facilities**

- 6.1 Parishes maintain balanced budgets. Parish staffs and programs are developed according to reasonable budget projections.
- 6.2 An active stewardship program is in place. All parishioners are challenged to financially support the parish. Ordinary offertory income should keep pace with increased operating costs.
- 6.3 Cash reserves are sufficient for six months of operations beyond regular monthly income, and total reserves are not being depleted to maintain operations.
- 6.4 The financial condition of the parish is reported to the parish community annually.
- 6.5 Lay staff members are justly compensated and have a good work environment.
- 6.6 Maintenance and capital improvements needed for buildings and grounds have been identified, and there is an active plan to address them. Steps should be taken to fund capital projects.
- 6.7 Facilities are in good repair, safe, clean and attractive.

## **B. Vision for Vibrant Schools**

Planning for Catholic schools in Deanery 3 should be guided by an overarching vision. The vision for Catholic schools in Deanery 3 is articulated in the following statements.

### **1. Catholicity**

- 1.1 Intentional faith formation drives curricula and student life. The school has a mission statement expressing its Catholic identity. The school has an evangelizing mission that points young people toward Christ.
- 1.2 School administrators, faculty and board members are guided by the mission and are clear about the purpose of the school.
- 1.3 The school strives to integrate the Catholic faith into every aspect of its life.
- 1.4 Faith formation is promoted through the tradition and teachings of the Roman Catholic Church, incorporating belief, Christian witness, sacraments, prayer, and service to the community. The school recognizes that faith formation is a lifelong process occurring through a journey of maturation and growth in relationship to God and each other.
- 1.5 The school participates with the evangelization programs of local parishes.
- 1.6 Students and faculty regularly share in prayer, liturgy and worship.
- 1.7 Sponsoring parishes consider their school(s) a vital part of parish ministry. The wider parish community is invited to support the school(s).

### **2. Academic program**

- 2.1 A superior academic experience allows students to achieve their potential and to become responsible and informed citizens of our Church and society.
- 2.2 Ongoing curriculum review and development is essential to meeting the needs of students.
- 2.3 Art, music and physical education are ideally parts of the Deanery 3 school curriculum.
- 2.4 Co-curricular programs are available, especially for students in upper grades.
- 2.5 Adequate and current instructional/learning materials are in use by students and faculty.
- 2.6 Insofar as possible, technology is up-to-date and integrated within the program, with appropriate safeguards in place.
- 2.7 Teachers are appropriately degreed, qualified and competent for the grade and courses they teach.
- 2.8 Teachers, administrators and staff demonstrate excellence in their professions. Their professional and personal lives strive to reflect the values of the Church.
- 2.9 An ongoing program for professional and spiritual development for staff is in place and funded.
- 2.10 Children with special needs and special gifts are served as finances and other resources allow.
- 2.11 Cultural diversity is celebrated throughout the school community and in all of the curricular offerings.

### **3. Finances**

- 3.1 Schools operate with a carefully planned and balanced budget.
- 3.2 Schools annually update a financial projection.
- 3.3 Schools demonstrate accountability for their finances and for implementation of their strategic plan.
- 3.4 The school has reserves for unexpected situations.
- 3.5 Schools strive to be affordable for the population they serve. Tuition assistance will be important to maintaining a balanced budget.
- 3.6 Schools have partnerships with community organizations, foundations, businesses and philanthropists to enhance their programs and grow their base of funding.
- 3.7 A comprehensive development program is evolved over time. This development program involves the larger Catholic community and philanthropic community of Kansas City.
- 3.8 Regular participation in the Diocesan Educational Endowment Trust is encouraged.

### **4. Enrollment**

- 4.1 Enrollment projections should be guided by a prudent, realistic forecast.
- 4.2 The school(s) maintains at least one class per grade. Enrollment is at least 144 students K through 8. The average number of students per homeroom is at least 16.
- 4.3 Retention of students from grade to grade is critically important.
- 4.4 Schools have effective marketing and recruitment programs designed to reach the constituencies they serve.
- 4.5 Catholic schools are attractive to students of all faiths. They are regarded as schools of choice by the community at large.

### **5. Planning/Governance**

- 5.1 Schools are operated according to a comprehensive school improvement plan. This plan is annually reviewed with the school board. A system for accountability is in place.
- 5.2 The school board attracts and retains members who bring vision, expertise, experienced leadership, community connections and a passion for the mission.
- 5.3 The school board is actively engaged in strategic planning, policy, development, capital funding, and related activities necessary for an effective board.
- 5.4 The roles of the school board, principal(s), pastor(s) and the Catholic School Office are clearly defined and communicated.

### **6. Community Service and Parish Support**

- 6.1 The school works collaboratively with supporting parishes and community organizations to serve students and their families.
- 6.2 Priests in the deanery provide visible spiritual leadership. Priests are supportive of the Catholic schools and tell the good news of Catholic education whenever opportunities arise.
- 6.3 Students are encouraged to continue their Catholic education through high school.

## **7. Facilities**

- 7.1 The utilization of space is reasonable and efficient according to finances and program needs. The number of buildings and quality of facilities are consistent with the long-term enrollment potential and an excellent educational program.
- 7.2 Facilities are attractive and marketable internally and externally. Even if modest, they are clean.
- 7.3 A plan for capital needs is in place, and capital funds are available.

### III. PLAN FOR VIBRANT PARISHES

#### A. General Observations

Deanery 3 corresponds to the area known as the Northeast in Kansas City, Missouri. The area has been characterized by a rich history of ethnic and cultural diversity. However, from 1960 to 2000, this area experienced a population decline of an estimated 47,000 persons. In the last decade, there has been a continued decline of English-speaking persons and an influx of a younger Spanish-speaking population. Current population (2000 Census) in the Northeast is 57,600—Black/African-American, 34%; Hispanic, 30%; White, 27%; Vietnamese, 4%; and others.

The deanery hosts more parishes (five), that serve fewer Catholics, in a smaller geographic area, than any other portion of the Diocese of Kansas City-St. Joseph. There are an estimated 5,000 to 5,500 registered Catholics in Deanery 3. It is projected that there may be another 8,000 to 9,000 of new Spanish-speaking immigrants who are not registered. Deanery 3 parishes draw parishioners from significantly overlapping geographic areas. Holy Rosary Parish is something of an exception to this trend in that it draws many parishioners from outside the deanery. Most of the parish structures are nearing a century in age and are in need of significant cosmetic attention or structural repair.

Deanery 3 faces the unique situation of contracting and expanding at the same time and presents significant planning challenges because of this. The dwindling number of English-speaking parishioners may not find sufficient opportunities to grow in their faith or experience community. There is a great need for both priests and lay professionals with strong bilingual skills and experience to relate to the Spanish-speaking community and culture. There is tremendous potential for evangelization throughout Deanery 3 and for the development of lay leaders to support the mission of the parishes.

Two of the Deanery 3 parishes are in financial crisis and two others have tenuous financial situations. Overall, parish contributions have declined 12% over the past six years. Compared to expenditures for facilities and operations, investment in personnel is relatively low as a percent of budget. Parishes have been making minimal financial investment to support prayer and worship, religious education, and other pastoral ministries.

#### B. Deanery Recommendations

##### 1. Four church sites should be maintained to serve Deanery 3.

###### *Rationale*

- Existing parishes fall short of the vision for vibrant parishes and schools. Concentrating shrinking resources in fewer parishes should strengthen parishes for the future.
- Deanery 3 parishes have significantly overlapping parish boundaries.
- Total annual contributions among the five parishes were \$652,596 for 2006-07. This is not enough to sustain all buildings and provide adequate funding for personnel and ministry.
- Contributions declined 7% to 29% in four of the parishes between 2000 and 2006.
- A reduction in the number of parishes alone does not guarantee balanced budgets or growth in parish life. However, it should improve the prospects for achieving these goals.

- Deficits have been occurring in Holy Cross Parish, St. Anthony Parish and St. Aloysius Parish. Cumulative deficits over the last three years were over \$500,000 for these parishes. In addition, as of August 2007, over \$300,000 is owed to the Diocese resulting from unpaid bills. The amount appears to be growing as these parishes do not have enough income to cover their expenses.
- All parishes appear to have facilities that are structurally sound. However, projected capital expenses to maintain facilities are particularly large for Our Lady of Peace Parish, Holy Cross Parish and School, and St. Anthony Parish.
- The lack of ability to secure funds for capital projects combined with a lack of long-range planning has resulted in a deficiency of quality space to support a range of parish programs. This appears to be the situation for St. Anthony Parish, Holy Cross Parish and Our Lady of Peace Parish.

**2. Achieving the recommendations of this plan will greatly depend upon successful recruitment of bilingual priests to serve in Deanery 3 parishes with large Hispanic populations. While the preference is a priest for each parish, the plan assumes that priests or a team of priests (in the case of a religious order) may serve more than one parish**

*Rationale*

- The needs of the people are served best by a resident pastor.
- Deanery 3 demographics make bilingual pastors advantageous.
- The leadership of the pastor is critical to vibrant parish life.

**3. Parishes in Deanery 3 should increase the number of Spanish language Masses at popular times.**

*Rationale*

- Eighteen Masses are offered on a typical weekend, seven of which are in Spanish. All four Masses in Spanish offered mid to late Sunday morning reach or exceed the capacity of the church. Eleven Masses in English fill only 11% to 36% of the available seats in the church.
- The Northeast Deanery has an estimated Catholic Hispanic population of 11,700. Further evangelization of this population will require more opportunities for worship offered in Spanish at popular times.
- Demographic data indicates that a large portion of the Spanish-speaking population is not attending Mass.

**4. Parishes that remain in Deanery 3 should be maintained as separate parish entities.**

*Clarification*

- According to the size of Holy Cross Parish and its central location in the deanery, a full-time bilingual pastor should be assigned to the parish as soon as possible.
- It is assumed the Scalabrini Fathers will continue to staff Holy Rosary Parish.
- Staffing other deanery parishes will probably require temporary arrangements that are less than ideal. The Diocese continues to recruit bilingual priests to the deanery.
- Pastors will be supported by capable bilingual staff. A business manager or pastoral associate will be necessary in some cases to care for the needs of the parish community.

## C. Holy Cross Parish

### OBSERVATIONS

- Holy Cross is the largest parish in Deanery 3 with 500 registered households and the highest weekend Mass attendance. The church facility also has the largest seating capacity (500 persons).
- Holy Cross has a faithful core of English-speaking parishioners who provide significant financial support to the parish.
- 71% of Holy Cross parishioners are of Spanish-speaking descent who culturally have a different approach to stewardship and support of the Church.
- Holy Cross faces a critical financial situation and the depletion of its reserves during the current fiscal year. In 2005-06, the parish had a deficit of \$64,500 with a smaller deficit the year after. A deficit has been projected for the current year. Over and above its deficit budget, Holy Cross Parish owes the Diocese \$120,000 in past-due accounts.
- Over the past six years, offertory collections have declined 11% at Holy Cross.
- While the parish facilities are aged and need extensive repairs, they are structurally sound.

### RECOMMENDATIONS

- 1. Holy Cross should have a full-time pastor due to its central location, school facilities, and because it is the largest parish in Deanery 3 with the most detailed parochial life. When the priest-personnel situation allows such an assignment, a bilingual priest should be appointed resident pastor of Holy Cross Parish.**
- 2. As long as the current priest staffing arrangement remains, subsidies from other Deanery 3 parishes and/or the Diocese should be increased. Holy Cross cannot meet its current priest salary/benefit obligations. However, this parish can probably support one full-time priest/pastor and some additional staff. Additional staff may be funded by a variety of possible arrangements such as grants, internships, or other arrangements.**
- 3. Holy Cross will invest in building repairs in the very near future.**

#### *Rationale*

- Good stewardship calls for capital repairs to be funded and carried out in a timely manner. Not repairing a leaky roof inevitably leads to larger costs.
- The quality of school and social ministries in Holy Cross Parish is greatly impaired by the condition of parish facilities.
- A plan to increase offertory giving should be determined immediately and indefinitely sustained. A balanced budget should be achieved as soon as possible.

#### *Clarification*

- Holy Cross Parish has been operating with deficit budgets and accruing debts to the Diocese for unpaid bills.
- While Holy Cross receives approximately \$30,000 from the Diocese to help pay for the salaries of the Mexican priests, the parish is still financially unable to balance its budget.
- A plan to eliminate past-due debts to the Diocese (about \$119,000 as of August 2007) needs to be developed with the Diocese.

## **D. St. Anthony Parish**

### **OBSERVATIONS**

- St. Anthony has reported 380 households; however, approximately 100 of these are unregistered active households from the Spanish Mass. This makes St. Anthony the smallest parish in Deanery 3.
- The parish had deficits of \$131,600 in 2004-05, \$170,700 in 2005-06, and \$52,900 in 2006-07. This year's budget projects a \$46,000 deficit. The parish owes the Diocese \$25,000 in past-due accounts.
- Over the past six years, offertory giving to the parish declined 29%.
- 45% of St. Anthony parishioners are 50 years of age and older.
- 58% of parishioners are Caucasian; however, the one Spanish Mass at the parish is the best attended of the three weekend liturgies.
- The parish plant has adequate social and office space. The buildings are structurally sound but in need of repair and renovations.

### **RECOMMENDATIONS**

- 1. St. Anthony Parish should be combined with St. Aloysius Parish at the St. Anthony site.**

#### *Rationale and Clarification*

- The St. Anthony site is recommended because of the size and aesthetic nature of its church, better parking, a more stable neighborhood, and a viable school building that can be used for many parish ministries.
  - See recommendations and rationale for St. Aloysius Parish.
  - There is some possibility of future revitalization of the neighborhoods around St. Anthony Parish.
  - In light of its combination with St. Aloysius Parish, the culture of St. Anthony Parish will be significantly altered. As difficult as the transition period will be, it is necessary for the future viability of St. Anthony Parish.
  - It is hoped that a reinvigorated St. Anthony Parish will be financially stable. However, the financial condition of St. Anthony Parish should be carefully evaluated after five years. If financial instability continues to be chronic, closing St. Anthony Parish is not ruled out.
  - The combination of St. Anthony and St. Aloysius Parishes will be greatly assisted by charitable and skillful cooperation between leadership of both parishes.
- 2. St. Anthony will strongly consider its staffing requirements in light of the combination with St. Aloysius. If the proposed combination is at all successful, the parish will become more Hispanic in character and consequently must invest in bilingual staff.**
  - 3. The combined parish would merit one full-time priest, necessarily bilingual, should he be available. The parish will need additional staff such as a pastoral associate or business manager.**

**4. A plan for St. Anthony Parish should be developed that will use the empty school building, gymnasium, halls and other facilities to further the mission of the parish and serve the needs of the community.**

*Clarification*

- There is currently neither demand nor financial wherewithal to reopen St. Anthony School.
- The St. Anthony school building is a quality facility in good repair. Insofar as personnel and financial resources allow, new uses should be found for it.

## **E. St. Aloysius Parish**

### **OBSERVATIONS**

- St. Aloysius has 385 registered households and is the original home of the Hispanic ministry in Deanery 3.
- St. Aloysius has a faithful core of English-speaking parishioners who provide significant financial support to the parish.
- St. Aloysius has been without a resident pastor for six years. Liturgy at the parish depends on the services of a part-time priest.
- The parish has had relative financial stability. Parish contributions were up in 2005-06 but overall have decreased 7% from 2000 to 2006.
- The parish serves as a hub for many social services in the area and operates a food pantry.
- Housing stock would indicate less probability of significant neighborhood renewal.
- St. Aloysius is located in a largely non-Catholic neighborhood.

### **RECOMMENDATION**

**1. Merge St. Aloysius Parish with St. Anthony Parish.**

*Rationale*

- St. Aloysius church is not as central to the Catholic population as other Deanery 3 churches.
- Very few St. Aloysius parishioners continue to live inside the territorial boundaries of the parish. Though the parish is overwhelmingly Hispanic, the church is located in a largely non-Catholic neighborhood. Scattergrams show that most St. Aloysius parishioners already live in St. Anthony Parish boundaries.
- More services and better programs can be provided to parishioners when parishes have a larger base of membership and resources are wisely allocated.
- St. Aloysius Parish has not had a pastor for several years. It does not appear that a pastor will be available in the foreseeable future.
- St. Aloysius church is the least architecturally significant among churches in Deanery 3.
- St. Aloysius church has the smallest seating capacity in the deanery.
- St. Aloysius is located on the smallest property. The site is land-locked, has limited parking, and has smaller facilities. This site is least able to accommodate demands that could be made in the future.
- St. Aloysius is in closest proximity to St. Anthony Parish.
- Buildings at St. Aloysius are the most saleable of buildings in Deanery 3.

### *Strategies*

- 1.1 Canonically designate the parishes of St. Aloysius and St. Anthony as one newly merged parish. The newly merged parish will function with a single parish council, finance council, budget, pastor, program plan and staff. Bring together finances, councils, administrative functions and ministry planning.
- 1.2 Transition to the merged parish at the St. Anthony site by no later than July 1, 2008 or sooner.
- 1.3 Establish a joint committee of parishioners from St. Aloysius and St. Anthony to assist the pastor in planning parish life in light of the merger.

## **F. Our Lady of Peace Parish**

### **OBSERVATIONS**

- While the number of registered households is 678 at Our Lady of Peace, parish staff indicated that active households number 350.
- Our Lady of Peace is 78% Hispanic. There is one Spanish language Masses per weekend. Attendance at the two English-speaking Masses is small given the seating capacity of the church.
- Our Lady of Peace has a faithful core of English-speaking parishioners who provide significant financial support to the parish.
- This is the only parish between Deanery 3 and Independence to the east.
- The buildings are structurally sound but in need of very significant attention.
- Our Lady of Peace appears somewhat financially stable at the present time; however, the parish has only a few months of operating reserves.
- Parish contributions have declined 24% over the past six years.

### **RECOMMENDATION**

- 1. Our Lady of Peace should be retained as an independent parish. However, it faces significant challenges in the immediate future.**

#### *Rationale*

- Our Lady of Peace is the only parish between Holy Cross and St. Ann Parish in Independence. The population in the neighborhoods served by the parish is over 16,000, although there is some overlap with Holy Cross Parish.
- The church is among the most architecturally significant in the Diocese, although it will require timely and significant investment to protect its structural integrity and give due treatment to its artistic merits.
- The ethnic profile of the parish requires the services of a pastor who is fluent in Spanish and familiar with Hispanic culture.
- Comprehensive Hispanic ministry is indispensable to the pastoral profile of this parish.

## **G. Holy Rosary Parish**

### **OBSERVATIONS**

- Holy Rosary is the most stable of the five Deanery 3 parishes in terms of priest personnel, finances and facilities.
- The parish has 333 registered households, 78% of whom are Caucasian and 21% Asian.
- The parish is comprised of a core membership which is mature, albeit aging. Many people return to the parish for worship and activities from their homes in the Northland. There is also a large contingent of Vietnamese who attend Holy Rosary Parish.
- 75% of Holy Rosary parishioners are 50 years and older.
- Parish contributions have increased steadily over the past six years. The parish is able to balance budgets and fund capital repairs.

### **RECOMMENDATION**

#### **1. Maintain Holy Rosary Parish as it has been, assuming the continued presence of the Scalabrini Fathers.**

##### *Rationale*

- Holy Rosary Parish is in a relatively stable neighborhood of Deanery 3.
- The buildings have been well maintained and are in good structural condition. However, the age and structural design of the buildings requires regular maintenance and careful monitoring.
- The parish has a relatively stable and dependable base of parishioners who provide adequate support.
- There is some new residential construction near Holy Rosary Parish.

## **H. Strengthening Parish Ministry**

The following goals have been identified for the next three years as priorities for parishes in Deanery 3.

#### **1. Every parish should have an active pastoral council and finance council functioning according to the norms of the Diocese of Kansas City-St. Joseph.**

##### *Strategies*

- 1.1 Council members will be carefully selected and help the parish achieve its goals.
- 1.2 Councils should help their pastor determine pastoral and financial direction for the parish.
- 1.3 Councils should demonstrate accountability to the parish community through regular communication. Pastors and councils should be mindful of the canonical requirement to render an annual accounting of parish finances to the congregation as well as the Diocese.
- 1.4 Councils should reflect parish diversities.

**2. All parishes and schools should be guided by a comprehensive strategic pastoral plan.**

*Strategies*

- 2.1 Pastoral councils, with support of their pastors and in collaboration with finance councils, should help develop a pastoral plan for each parish. These plans should be adjusted as needed.
- 2.2 Pastoral plans should contain financial and ministry related goals. A pastoral plan should have:
  - A statement of vision
  - Goals and action plans for parish ministry
  - Five-year plan for professional and support staff, identifying current and new positions needed to implement the ministry plan
  - Goals and action plans to support Catholic schools
  - Ten-year plan for facility maintenance and improvement
  - Five-year financial projection incorporating the costs of parish ministry, school support, staffing and facilities

**3. Every parish should have a master plan for the maintenance and improvement of the facilities.**

*Strategies*

- 3.1 The master plan for maintenance and facilities should be accompanied by cost estimates insofar as possible.
- 3.2 Maintenance plans should be determined in light of wide consultation with parish staff and benefactors.
- 3.3 It is advisable for maintenance plans to be executed with the help of a building and grounds committee.

**4. An intentional program of evangelization should be developed among all groups in the deanery, and in particular among the Hispanic community.**

*Clarification*

- The potential for evangelization among Hispanic persons is very large.
- The Hispanic population of the Deanery 3 area is estimated at 17,700. Generally 70% to 80% of this population identify with the Catholic Church.

*Strategies*

- 4.1 Study the spiritual needs of people and determine how effective parish programs are at meeting those needs.
- 4.2 Make evangelization a regular theme in deanery life.
- 4.3 A dependable program for assimilation of Hispanic immigrants into parish life should be quickly established in Deanery 3 parishes which have large Hispanic populations.

**5. Improve the commitment to stewardship in each parish.**

*Strategies*

- 5.1 Form a stewardship plan and support stewardship activities.
- 5.2 Emphasize a total biblical concept of stewardship incorporating time, talent and treasure.

**6. Parish leadership in Deanery 3 will meet together regularly and seek opportunities for collaborative ministry. While structured as independent parishes, they will collaborate in sharing resources, providing services and uniting around common causes. The needs of the population exceed the ability of any one parish to meet those needs.**

*Strategies*

- 6.1 Investigate youth ministry as a potential collaborative effort of Deanery 3 parishes.
- 6.2 Encourage Deanery 3 parishes to be actively involved in community development initiatives in the Northeast area.

## IV. PLAN FOR VIBRANT SCHOOLS

### A. Case for Change

Inner city Catholic schools today face unique challenges due to the socio-economic climate, the educational and practical needs of students and their families, changing expectations for quality education, and new immigrants who share a different experience of education than past generations.

Challenges and threats to the future of Holy Cross School and St. Stephen Academy are:

- Family characteristics and background of students
- Income status of families
- Declining enrollment, high turnover and lack of retention
- Attracting and retaining quality teachers with low pay
- Parishes in weak financial condition, unable to pay their bills and not funding facility maintenance and improvements
- Lack of revenue sources that can grow to fund quality programs and tuition assistance
- Aged facilities in need of maintenance and renovation
- Lack of technology, curriculum materials and other resources
- Tight budgets and elimination of essential positions and services
- Underenrollment, resulting in higher costs per pupil
- Duplication of programming, which is particularly expensive in the upper grades
- Weak sense of ownership in parishes
- Difficulty attracting capable leaders in the community to support the schools
- Lack of ability to sustain marketing programs, development programs, and other services to students and the community

Given these many challenges, the pastoral planning process considered options including the consultant's recommendation to consolidate the two schools at the Holy Cross site. However, both Holy Cross School and St. Stephen Academy have new principals committed to collaboration and promoting quality education for Deanery 3 youth. New pastoral leadership in the deanery is also highly committed to Catholic education.

As recommendations are implemented for Deanery 3 and as the Diocese conducts a comprehensive planning process for Catholic education, the following conclusions will continue to have strong bearing on urban Catholic schools.

### CONCLUSIONS

#### *Overview*

1. Catholic schools provide a valuable benefit to both the Church and the community. According to the 2005 statement from the U.S. Bishops, "...Catholic schools (are) one of our Church's primary missions." In addition, the Bishops state, "Catholic schools are often the Church's most effective contribution to those families who are poor and disadvantaged, especially in poor, inner city neighborhoods."
2. Early childhood programs provide a much-needed service in the community. They are also an important source of students to fill the K to 8 program.

### ***Enrollment***

3. A total of 9,800 children of elementary age are estimated to live in Deanery 3. Based on population demographics, there should be a sufficient pool of children to sustain two full classes at each grade level if the following conditions exist: reduction of barriers to enrollment such as cost and transportation, sustainability of adequate funding sources, and the support of parishes that are thriving centers of Catholic life.
4. While Holy Cross School and St. Stephen Academy are ostensibly governed as parish schools, each under the administrative authority of their parish pastor, their enrollment is not parish-based. Only 33% of the students at Holy Cross School are identified with the parish. About 67% of the students at St. Stephen Academy are identified with Our Lady of Peace Parish.
5. The demographics of the school population in Deanery 3 are shifting to be more Hispanic and less White/Caucasian. There continues to be a diversity of students, most notably Asian and African-American.
6. K-8 enrollment at Holy Cross declined over five years from 237 in 2002-03 to 189 in 2007-08. Enrollment at St. Stephen Academy declined over five years from 152 in 2002-03 to 96 in 2007-08. Total enrollment does not seem to be turning around despite marketing efforts. Underenrollment is resulting in higher costs per pupil.
7. National research has demonstrated that classes with less than 20 students are expensive and do not provide the economies necessary to finance a quality program with a full range of services. Underenrollment results in fewer resources which strains programs, limits opportunities, eliminates investment in facilities and makes paying teachers difficult.
8. Catholic schools are more capable of offering a wider range of programs and educational opportunities, in particular extra-curricular opportunities, with 400 students rather than 200 students.

### ***Finances/Funding***

9. The schools are primarily funded as deanery schools by the Central City School Fund and the Diocese. Parishes make an important but small contribution amounting to 6% of school revenue. The Central City School Fund spent \$3.4 million on these schools over the last seven years. 42% of school revenue is from the Central City School Fund.
10. Holy Cross School has not been able to pay on any past-due debt this year, and the accrued debt to the diocese has risen to \$152,711 (as of 1/07/08). The school has also been given a loan of \$22,000 to cover other expenses. St. Stephen Academy has been able to achieve balanced budgets despite declining enrollments.
11. Budgets could be increased \$100,000 to \$150,000 at each school to provide for essential needs for an excellent school program. This investment is better made at one site than two.
12. The sponsoring parishes lack financial resources to increase their support. Parish support will not be more and might be less.
13. While Catholic schools receive support from deanery parishes, their future is heavily dependent on third source funding, in particular the development efforts of the Central City School Fund and the Diocese, as well as individuals and organizations in the community who value Catholic education as an asset.

### ***Buildings***

14. Buildings at Holy Cross are not code compliant and require architectural renovation to provide a modernized school facility. The buildings need new roofs and significant upgrades to mechanical, electrical and plumbing systems to include new boilers, air conditioning and electrical upgrades.
15. With modifications, the facilities at Holy Cross can accommodate two classes for every grade level.
16. While the building at St. Stephen is in better condition, it does not have the capacity to accommodate two classrooms for every grade level.

## **B. Recommendations for Catholic Education in Deanery 3**

- 1. Retain Holy Cross and St. Stephen Academy as separate schools but with collaborative programs, shared initiatives and common practices and policies. Monitor progress against defined benchmarks with timelines. If adequate progress is not made as separate schools, merge the schools to form a new deanery school.**

### ***Rationale***

- Both schools have new principals committed to collaboration and to assuming leadership responsibility for effecting a turnaround of the schools.
- The pastor of Holy Cross is fervently committed to Catholic education.
- The schools could benefit from the executive support and financial expertise of the Central City School Fund and the Diocesan School Board.

### ***Strategies***

- 1.1 Establish a collaborative deanery group consisting of the two principals, the Superintendent of Schools, representatives from the Central City School Fund and the Diocesan School Board. Work together to plan and implement new initiatives that strengthen school vitality.
  - 1.2 Each school should develop an aggressive plan with action steps, budget and timeline.
  - 1.3 Plans should include establishing the same tuition and fee schedules and policies and procedures for tuition assistance at the two schools.
- 2. Establish benchmarks for viability to be achieved on a specified timeline. The Vision for Vibrant Schools should provide the framework for the benchmarks.**

### ***Strategies***

Of particular importance are the following benchmarks:

- 2.1 Budgets are approved as balanced prior to the start of the fiscal year. Budgets are based on realistic assumptions.
- 2.2 If there is any exception to a balanced budget or deficits at either school, the school will show how the budget will balance the following year and how deficits will be funded.
- 2.3 Holy Cross School will show reasonable progress in addressing unpaid bills and past debts.

- 2.4 The schools will show improvements to their programs. Programs will meet all requirements for accreditation.
- 2.5 A long-range facility plan will be presented with a funding plan for maintenance as well as capital improvements.
- 2.6 The schools will initiate together, or independently, a program for development/ advancement that builds support beyond current parents to the larger community. A development program will be fully functioning and yielding results within two years. Close planning/cooperation should occur between the schools and the Central City School Fund.
- 2.7 Enrollment will show stability and growth with evidence of sustainability. Plans will be in place to grow enrollment in all grades and achieve full classes.
- 2.8 Enrollment will average 16 or more students per class at each school. This can be achieved with combined grades. Real progress will be demonstrated in the first year so the goal is achieved no later than the second year.
- 2.9 Pre-kindergarten and kindergarten enrollment will be at least 16 at Holy Cross School and 12 at St. Stephen Academy for 2008-09.

**3. Each school will provide a three-year financial projection based on realistic assumptions. The projection will be approved by the Catholic School Office which will work in close cooperation with the Diocesan Finance Office.**

*Strategies*

- 3.1 The schools may seek outside expertise to assist in developing the projections.
- 3.2 Assumptions for the projections will be written and approved by the Catholic School Office and Diocesan Finance Office.
- 3.3 Projections will show balanced budgets per the established benchmarks.
- 3.4 All teachers will be paid according to the diocesan salary scale and benefit schedule.
- 3.5 Projections will be submitted and approved by May 1, 2008 so there is solid basis to assume the schools can continue as independent schools for 2008-09.
- 3.6 Projections will include adequate funds for facility maintenance, program improvements, technology upgrades, past-due bills, and funding for marketing and development.

**4. The Catholic School Office will conduct an annual review of the progress of each school against the benchmarks for viability.**

*Strategies*

- 4.1 The Catholic School Office, in collaboration with the Diocesan Finance Office, will provide an assessment of the condition of Catholic schools in Deanery 3 using the agreed-upon benchmarks as the guide. The Catholic School Office will make a recommendation as to whether or not the schools have made adequate progress toward the benchmarks.
- 4.2 If either school is unable to show it is achieving the benchmarks, actions will be taken to implement a new model for Catholic schools in Deanery 3.

**5. In the event that benchmarks are not met within specified timeframes, merge Holy Cross School and St. Stephen Academy into one new deanery school. Locate the new deanery school at the Holy Cross site.**

***Rationale***

- Continue to provide Catholic education in Deanery 3 by creating an excellent school that is both attractive and well-equipped to educate young people.
- By concentrating financial investment in facilities at one site, the school facilities can be made more modern and attractive. Two sites are much more difficult to finance. Facility upgrades will be made to a building that is sure to continue to be used as a Catholic school for many years.
- An approach to Catholic education in Deanery 3 that acknowledges rapidly changing conditions in this part of the city may solicit new support from major donors in the greater community.
- Cost savings can be reinvested to improve education for students. An additional \$180,000 could be available, potentially \$500,000 over three years. These funds could jump start many new initiatives like school advancement, marketing, resources, technology, and facility upgrades.
- A single school at the Holy Cross site can serve all of Northeast Kansas City. The school would be established for all parishes of the deanery and be open to all people in the community.
- As a single school, better planning can be accomplished. A complete alignment of mission, vision, philosophy and programs will be easier to achieve.
- Programs and quality will be stronger with a larger enrollment base. More services and programs can be offered, in particular extra-curricular opportunities and programs for special needs children.
- Enrollment can be managed by operating fewer classes where enrollment is low and more classes where enrollment is high.
- Both schools are attempting to provide a broad range of services, conduct effective marketing programs, sustain comprehensive development programs and establish public relations. Neither school is fully capable of these functions alone.
- A reinvigorated program combined with marketing/recruitment will result in more total enrollment and less turnover.
- A unified school board can attract the best leadership possible. With talented members the board can address long-range issues, bring financial resources, and provide vision.
- The principal will have a larger support staff, making it possible for the principal to carry out many leadership responsibilities.

## **C. School Governance and Leadership for One Deanery School**

### **OBSERVATIONS**

- School boards can struggle to recruit members with strong leadership skills, influence in the larger community, connections to financial resources and long-term vision. This is especially difficult when the board is not given a substantial role.
- Schools have shown minimal ability to engage in strategic planning and sustain a comprehensive development program. Both schools are trying to replicate efforts in development, marketing, and other areas.
- Parish leadership structures have not been used to address systemic long-term challenges effectively. A new approach is needed to draw leadership from the larger community.
- The schools are dependent on the Central City School Fund for more than 40% of their funding. The present structure does not provide an adequate means of accountability or connection between the funding entity and the schools.

### **RECOMMENDATIONS**

**If a later decision is made to merge Holy Cross School and St. Stephen Academy into one new deanery school, then the following recommendations are made:**

**1. A new unified school board will be formed with delegated responsibility in specific areas.**

*Strategies*

- 1.1 The school board is given responsibility in specific areas, subject to the policies of the Diocese and limitations outlined in the bylaws of the board.
- 1.2 Identification, recruitment, selection and appointment of school board members will be directed by a clear process that uses consistently agreed-upon criteria. School board members will embrace and understand the mission and Catholic identity of schools.
- 1.3 School board training is a critical component to success, both in the initial formation of the school board and as an ongoing activity through the years.
- 1.4 The Catholic School Office will work with the principals to guide the school board and ensure the board fulfills its purpose of providing effective leadership.

**2. The school should be identified as a separate juridic person.**

*Clarification*

- Public juridic person status is consistent with the sponsorship and support of the school by multiple parishes.

**3. The pastor of Holy Cross Parish (or another priest delegated by the Bishop) should be appointed as the canonical administrator for Holy Cross School.**

*Clarification*

- The canonical administrator will have final authority in all matters but will delegate routine responsibility in specific areas to the principal and the school board.
- The canonical administrator will support the decisions of these groups unless he believes said decisions are out of step with the mission, or not in the best interest, of the schools, their students, or the Diocesan Church.
- The canonical administrator will serve as a **voting** member of the school board.

**4. The roles of the principal, school board, and canonical administrator would be understood as follows:**

***Role of Principal***

**As Spiritual Leader**

- Protects and fosters the Catholic identity of the school;
- Facilitates the spiritual development of the faculty, staff and student body through planning liturgies, sacramental programs, prayers services and retreat days;
- Ensures religious studies programs correspond to diocesan standards in conjunction with the Catholic School Office.

**As Educational Leader**

- Implements diocesan and local school policies;
- Promotes a positive learning climate in the school;
- Maintains a current curriculum;
- Provides oversight of instructors;
- Provides for ongoing professional development for faculty;
- Provides appropriate educational material that supports an effective curriculum;
- Participates in principal development opportunities provided by the Catholic School Office.

**As Managerial Leader**

- Maintains effective public relations with the local community and parish(es);
- Works collaboratively with the board in updating and implementing the strategic plan for the school;
- Provides the board with the necessary data, support, etc., that it needs to carry out its consultative responsibilities;
- Provides for the orientation of new members and ensures the planning of ongoing training;
- Supports a development and marketing program for the long-range stability of the school;
- Works in concert with the school board in preparing, gaining approval of, implementing and monitoring the budget;
- Maintains regular and systematic communication with the canonical administrator and school board;
- Meets financial targets as they are established in the budget;
- Participates as a non-voting member of the school board;
- Submits statistical reports, appropriate government forms, and other requested data to the Catholic School Office;
- Models and oversees the proper use of technological resources;
- Facilitates the hiring of faculty and staff members and the supervision of these individuals;
- Identifies needs and direction for policies and planning;
- Collaborates with the canonical administrator in the selection of board members.

### ***Role of School Board***

- Has responsibility for policy determination, finances, long-range planning, development, public relations, etc., as delegated by the canonical administrator;
- Understands and embraces the mission of the school;
- Plans for unification of schools to the Holy Cross site;
- Annually evaluates progress and updates the strategic plan as needed;
- Sets and evaluates goals annually;
- Evaluates enrollment trends annually and establishes realistic enrollment goals;
- Develops and assists with implementation of marketing/public relations program;
- Oversees and assesses the goals of the school development program;
- Conducts environmental scans to keep abreast of demographic, economic, social, educational and political changes that will impact the school;
- Develops a five year financial plan for the school;
- Is accountable for the fiscal viability of the school;
- Prepares and presents capital budgets for approval;
- Works with the deanery parishes to manage implementation of capital projects;
- Engages in political advocacy for the school;
- Participates in the principal selection process;
- Establishes mechanisms to be accountable to parents and other stakeholders.

### ***Role of Canonical Administrator***

The canonical administrator of the school will have certain reserved powers:

- Approve changes to the mission of the school with subsequent approval of the Bishop;
- Appoint school board members after they have been nominated and screened in the selection process by the board leadership;
- Participate in principal selection; (The canonical administrator will hire the principal with approval of the candidate by the Bishop.)
- Assist the Catholic School Office in the annual evaluation of the principal;
- Approve any expansion, sale of, or capital improvement to the buildings and property according to diocesan policies;
- Approve any change in the state of the school pending approval of the Bishop;
- Approve a balanced operating budget;
- Approve appointment of legal counsel through consultation with the Diocese;
- Approve capital budgets and loans according to diocesan policy;
- Approve changes in the bylaws after consultation with the Catholic School Office.

The role of the canonical administrator would also include:

- Serving as spiritual leader of the parish and school;
- Delegating routine administration of the school to the principal and limited responsibility to the school board according to the bylaws of the board;
- Serving as a member of the school board;
- Supporting the work of the school board;
- Presenting a broad pastoral vision and perspective;

- Protecting the mission of Catholic education in the context of the mission of the parishes;
- Staying informed about school matters;
- Promoting the school in the wider community.

#### *Role of the Catholic School Office*

- Ensure that the school and school board operate according to diocesan policies;
- Conduct the search and interview process and approve candidates for principal in cooperation with the Diocesan Human Resources Office;
- Conduct the annual evaluation of the principal with participation by the canonical administrator and the school board;
- Review the school's strategic plan and annual budget.

## **D. School Facilities for One Deanery School**

### **OBSERVATIONS**

- It appears the Holy Cross campus/Quincy building can provide space for preschool and grades K through 4. The St. John building can provide space for grades 5 to 8.
- While existing structural systems are in fair to good condition, there is a need for extensive modifications to make the buildings code compliant. Buildings will require architectural renovation to corridors, restrooms, kitchen, etc. Renovation will be required to provide an updated and modern educational facility. This is obviously a multi-year project.

### **RECOMMENDATIONS**

**If a later decision is made to merge Holy Cross School and St. Stephen Academy into one new deanery school, then the following recommendations are made:**

- 1. The following items will be addressed as part of a facility plan to upgrade Holy Cross School as the new school for the deanery. It is acknowledged that it will require much time and money to satisfy these recommendations:**
  - **Roofs** Both the grade school and middle school roofs are in poor condition. Both should be torn off and replaced. Estimated replacement cost is \$105,000.
  - **Building Systems** Both schools need significant upgrade to building systems including mechanical, electrical and plumbing. This would include new boilers and air conditioning systems and electrical upgrades. Estimated costs for the above, including re-wiring as needed, total \$500,000. This does not include utility company costs.
  - **Plumbing** New fixtures, vents, etc. Estimated costs are \$100,000.
  - **Architecture** Includes selective demolition, new construction, code upgrades, Americans with Disabilities Act compliance and cosmetic improvements to corridors, classrooms, stairwells, administrative offices and auxiliary use rooms and cafeteria upgrade. Also costs related to architect and consultant fees, permits, testing, new furnishings and building security. Estimated costs for these are approximately \$3,315,000 (\$75 per sq ft).

### Renovation Cost Summary

Roofing	\$ 105,000
Systems	500,000
Plumbing	100,000
Architecture	<u>3,315,000</u>
	\$4,020,000

2. **The facility plan will address all the needs for a quality school facility. Even though these needs may not be funded initially, it is important to know the total long-range plan, the hope being that funding will come sometime in the future.**
3. **Consideration will be given to acquiring more site area, through purchase of adjacent housing to meet parking needs, soft play areas and student pickup, etc.**
4. **A facility use agreement will be put in place which will specify terms for use of school facilities by all concerned parties.**

## E. School Finances for One Deanery School

### OBSERVATIONS

- Holy Cross School has accumulated \$152,711 in unpaid bills (as of 1/07/08), a debt owed to the Diocese.
- A debt of \$70,691 remains from the Bishop Sullivan Preschool that closed in 2007 with the transition of the program to Holy Cross School.
- In past years, St. Stephen Academy has been able to balance revenue and expense. St. Stephen Academy has not accrued debts to the Diocese.
- As part of a sponsorship agreement established in 1992, Deanery 3 parishes contributed 12% of parish ordinary income to Catholic schools.
- Over the past seven years, Central City School Fund has invested \$3.4 million in Deanery 3 Catholic schools.

### RECOMMENDATIONS

**If a later decision is made to merge Holy Cross School and St. Stephen Academy into one new deanery school, then the following recommendations are made:**

1. **A new written agreement for funding the deanery school will be approved by all deanery parishes and the Bishop. The agreement will specify the formula for school subsidy.**
2. **The school principal will have an active role in budget preparation. At the appropriate time, a finance subcommittee of the school board will be formed to oversee financial planning and budget preparation.**
3. **A development program will be set up for the Deanery 3 school.**

#### *Strategies*

- 3.1 Conduct a development assessment and determine next steps to grow the program.
- 3.2 Establish a development committee of the school board.
- 3.3 Hire a part-time or full-time development coordinator or development director as finances allow.
- 3.4 Board members, administrators and the canonical administrator will participate in development training.

## **F. Options for the Future**

In the future, the following option should be considered.

### **Make the newly consolidated school of Deanery 3 part of a larger diocesan plan to direct, administer and finance central city schools.**

#### *Clarification*

- This option requires further development and refinement as part of a diocesan strategic plan for Catholic inner city schools.
- Funding for schools would not be the responsibility of an individual parish. A broad base of donors can be developed to provide the necessary financial support.
- A new relationship would exist between parishes of the Diocese, in particular parishes in Kansas City, and the central city schools.
- The role of pastor as having full administrative oversight could change, relieving the pastor of responsibility and strengthening his ability to be a spiritual leader and advocate for the schools.

#### *Advantages*

- The support of the community can be found from across the city on behalf of Catholic schools. Strong leadership can be attracted to provide finances and expertise.
- A city-wide plan for schools will greatly increase the fundraising potential of the Central City School Fund.
- Programs and quality will be stronger with a larger enrollment base. More services and programs can be offered, in particular extra-curricular opportunities and programs for special needs children.
- Services can be provided which individual schools could not afford.
- The governance of schools becomes compatible with the funding for schools.
- Schools are more sustainable with a sophisticated development program, marketing and recruitment program, curriculum planning, special services, technology support and many other areas, resulting in higher quality and more attractive programs.
- Catholic schools and Catholic parishes work in full cooperation with each other throughout the city for the common mission of Catholic education.
- The right number of schools is located throughout the city and is in balance with enrollment and resources available to support them.
- Long-term relationships are built with all parishes in the city, and the support of these parishes for Catholic schools is strengthened.
- Catholic schools are openly accountable to the Diocese, parishes, and donors.
- A city-wide vision for Catholic education is created and can result in capital fundraising efforts, provision of new resources, improved quality of education, investment in facilities and the continuation of quality education in the long run.

## V. PLAN FOR HISPANIC MINISTRY

AS DEVELOPED THROUGH THE WORK OF THE HISPANIC MINISTRY STUDY COMMITTEE FACILITATED BY DIANE MATOUS

### A. Introduction

Throughout the Deanery 3 Pastoral Planning process, the need for a strengthened and more unified Hispanic Ministry has been apparent. Hispanic Ministry is the Church's response to Hispanic Catholics in their unique cultural and social situation.

One key demographic shift affecting Deanery 3 is the increased presence of Hispanics – a development which signals new challenges and possibilities. The Hispanic Ministry Study Committee, as a component of the planning process, has presented opportunities for Hispanic Catholics and pastoral leaders to articulate their concerns and hopes for the future of the Church in Deanery 3. This is a time of great opportunity for evangelization and catechesis. Hispanic Catholics in Deanery 3 have expressed their desires for strong pastoral leadership, their need for an active youth ministry, and, overwhelmingly, their hunger for deeper spirituality and knowledge of God.

Our vision for Hispanic Ministry in Deanery 3 is based on a hope for the integration of cultures within the parish community, rather than assimilation or isolation. In 1987, the U.S. Bishops wrote: *Through a policy of assimilation “new immigrants are forced to give up their language, culture, values and traditions and adopt a form of life and worship that is foreign to them in order to be accepted as parish members. This attitude alienates new Catholic immigrants from the Church and makes them vulnerable to sects and other denominations. By integration we mean that our Hispanic people are to be welcomed in our church institutions at all levels. They are to be served in their language when possible, and their cultural values and religious traditions are to be respected. Beyond that, we must work towards mutual enrichment through interaction among all cultures.”*

This integration will include efforts that facilitate people of the English-speaking and Spanish-speaking cultures to work in concert with one another without requiring them to blend into one culture. Of necessity, this will involve education of each group to help with understanding the culture of the other group.

A pastoral approach which focuses on deepening spirituality and a catechesis which underlines the unity of the faith are among the most frequently expressed desires of Hispanics in Deanery 3. These elements are also foundational for a true ecclesial integration and are the basis for this Pastoral Plan.

## **B. General Observations**

### **DEMOGRAPHICS**

- Four parishes in Deanery 3 have predominant (75 percent or more) Spanish-speaking populations.
- Other parishes in the diocese with significant numbers of Spanish-speaking persons include:
  - Sacred Heart-Guadalupe, Kansas City
  - St. Sabina, Belton

### **CURRENT MODEL**

The current model of Hispanic Ministry serving needs in Deanery 3 and Our Lady of Guadalupe (OLG) includes:

- One priest from Mexico.
- Sacramental preparation only focus.
- Office of Hispanic Ministry.
- Other priests serving Spanish-speaking; some bilingual.

### **OVERVIEW OF ISSUES RELATED TO CURRENT MODEL**

The current model of Hispanic Ministry for Deanery 3 includes several positive elements that this Pastoral Plan seeks to acknowledge, build upon and unify. There are currently eight Spanish Masses celebrated weekly in four parishes. There are several lay movements that are active in evangelization, including providing alternative avenues for the involvement of children and young people in the life of the Church. As parish statistics demonstrate, many Hispanic Catholics approach the Church to request the Sacrament of Initiation for their children.

However, many parish leaders express dismay over the generally low level of catechesis for both children and adults in the Hispanic community. They perceive that many in the community do not know even the basics of the Catholic faith. The current sacramental preparation programs are seen as generally failing to impart an adequate catechesis for Hispanics.

Lay parish leaders feel that many Hispanics in Deanery 3 are Catholics “of habit,” lacking both knowledge of Christianity and commitment to the mission of the Church. Leaders themselves often express a desire to be more spiritually nourished. At times, they feel unprepared for the ministries which are assigned to them and in need of better formation in both faith and leadership.

### **CONCERNS AND NEEDS EXPRESSED IN LISTENING SESSIONS AND MEETINGS**

- There are not Hispanic priests. That there are not Hispanic priests who want to grow and struggle with the Hispanics.
- My concern is that always, in beginning any new ministry it falls apart due to lack of volunteers. Also a concern (worry) is the lack of bilingual priests.
- The many couples who are living together—much is the result of lack of understanding of living in the grace of God.

- When the couples approach the Church to baptize their children many parents are couples who are just living together and they are never asked why they don't receive the sacrament of marriage or what is necessary for them to make this decision if they already have many years living this way.
- Many children make their First Communion at 8 years of age, but at this age they do not have the capacity to discern the significance and for this reason they take everything as a game.
- Many children and youth do not know how to behave in church.

## **HOPES AND DESIRES EXPRESSED IN LISTENING SESSIONS AND MEETINGS**

### ***Pastoral Leadership; Religious***

- More priests that speak Spanish.
- Priests that understand the people and that do not impose their ideas on the people, but who live and grow together with the people, sharing ideas for mutual growth. Because the priests that come from Mexico do not comprehend our necessities; they want to do everything by force, imposing, like the Inquisition, and it would be better to bring priests who want to work together with the community and listen to the people.
- Charismatic priests who understand and help with the necessities.
- That there is more openness to lay charismatics, that our priests do not oppose these charismatic groups.
- We need deacons, priests, or religious who are in the charismatic renewal to give us more formation to go out and evangelize.

### ***Liturgy***

- Sunday Mass—visualize (print?) the bible readings. If the whole assembly can study and follow the readings, it would help a lot in understanding the Sacred Scriptures.
- Ask all the faithful to bring their Bible to Mass (Eucharistic Assembly).
- We need Masses in Spanish and of healing and liberation.
- Ministers of the Eucharist: people who are more mature for this ministry, more responsible and people of prayer
- We need powerful sermons.

### ***Youth***

- We need more retreats and events for youth.
- Study (catechism) for children preparing for First Communion and after First Communion up until Confirmation.
- Ministry of catechism for youth and young adults before and after Confirmation.
- Active youth ministry; promote evangelization in them
- Ministry for youth that is gives formation from the Catechism.
- Youth choir.

### ***Other Formation Opportunities***

- We need formation in the Scripture at the parish of Holy Cross.
- That all of the parishes can have a bookstore, where the believers can acquire bibles and material for Christian formation.
- Courses in evangelization.
- Ministry of marriage formation (preparation): couples with experience of marriage 25 years or more.
- Include people in the Deanery (planning) or the committee (Faith Formation) who speak Spanish from the charismatic renewal.
- A ministry for couples that are living together.
- A marriage ministry that gives formation in our Catholic faith as well as formation in being a holy family that disciplines with love and counsel and with the gifts of the Holy Spirit.
- More emphasis on the Charismatic renewal to evangelize.

### ***Community-building***

- More marketing for the festivities or celebrations of the community.

### ***Stewardship***

- More dialogue and explanation about the offering (stewardship).

### ***Vocation Awareness***

- Prepare youth so that they get to know the seminary and can study there.
- Groups of young women who visit convents and get to know the consecrated life.
- Make youth aware of the consecrated life.
- Workshops for youth about vocation.

### ***Other***

- Door to door census.
- Can we get a list of the people on the board?

## **C. Overall Coordination of the Hispanic Ministry Pastoral Plan**

- Office of Hispanic Ministry in collaboration with pastoral leaders
- Appointment of a Coordinating Committee with representation from Deanery 3 and Our Lady of Guadalupe Parish.
- Ensure that the English-speaking community of Deanery 3 is included in the implementation of the Hispanic Ministry Pastoral Plan by education and representation on the Coordinating Committee.

## **D. Hispanic Ministry Plan Recommendations**

### **STRONG PASTORAL LEADERSHIP**

- 1. Firmly establish pastoral leadership which is both bilingual and bicultural, capable of evangelizing both the English-speaking and Hispanic cultures as well as facilitating the integration of the two into one Christian community.**

#### *Strategies*

- 1.1 Address pastoral leadership needs by one or a combination of these options:
  - American priests trained in Spanish
  - Priests from other countries acculturated to U.S. and working in conjunction with the Pastoral Plan and the Hispanic Ministry Office
  - Pastoral team that includes consecrated religious and/or laypersons
  - Bilingual religious community
- 1.2 Encourage training in Hispanic ministry and familiarity with the pastoral plan for all parish staff in bilingual parishes. Give attention to staff development.
- 1.3 Require all diocesan seminarians to receive some education in Spanish and formation in Hispanic ministry, with further opportunities made available for those who demonstrate greater talent or interest in the area of Hispanic ministry.
- 1.4 Further formation in Hispanic ministry should be made available for diocesan clergy.

### **FORMING HISPANICS IN LEADERSHIP**

- 2. Identify and assist in the formation of Hispanic lay leaders who are able to confidently and prudently organize groups and programs in collaboration with and under the direction of their pastor and/or bishop.**

#### *Strategies*

- 2.1 Establish a mentoring program in which aspiring leaders or volunteers are paired with more experienced leaders in order to learn and practice skills that are needed for leadership in ministry.
- 2.2 Identify specific skill sets necessary for particular ministry areas and develop a plan for training volunteers and aspirant leaders in their particular apostolates.
- 2.3 Ensure that persons involved in active apostolates have defined goals and descriptions of responsibilities.
- 2.4 Provide formation opportunities for all parish leaders, focusing on leadership skills such as organization, self-esteem, consensus building, avoiding territorialism, and motivation.

## **SACRAMENTAL PREPARATION PROGRAMS**

### **3. Ensure that existing Spanish sacramental preparation programs are outstanding in quality, taking full advantage of the opportunities for evangelization and catechesis inherent in the moment of sacramental preparation.**

#### *Strategies*

- 3.1 Adapt diocesan standards for sacramental preparation to the unique needs of the Hispanic immigrant community.
- 3.2 Establish a team comprised of catechists, consultants and pastors to evaluate the current programs and materials as well as other available materials and resources.
- 3.3 Establish learning objectives and a consistent curriculum for all sacramental preparation programs.
- 3.4 Ensure that all adult volunteers have access to or have completed the Protecting God's Children course in Spanish.
- 3.5 Offer summer catechist formation classes focusing on pedagogy and class preparation in collaboration with the Bishop Helmsing Institute (BHI).
- 3.6 Encourage a higher participation of catechists in the BHI classes of adult faith formation.
- 3.7 Implement the same fee schedule or cultivate stewardship mentality for donations related to sacraments so that the same pertain to both English-speaking and Spanish-speaking.

## **CATECHESIS OF YOUTH (GRADES 1-8)**

### **4. Encourage religious education beyond sacramental preparation, either in English or Spanish.**

#### *Strategies*

- 4.1 Develop consensus among clergy and Hispanic parents about the best catechetical strategy to employ in the Spanish-speaking community. This may include:
  - Recruiting and training new catechists in order to expand the parish catechetical programs to include grades 1-8.
  - Encouraging participation in English programs.
  - Recognizing the challenges involved in offering a full Religious Education program at the present time, foster alternatives to traditional Religious Education in the transition to a complete program, such as summer Bible school, Cursillo for Youth, youth catechesis of the charismatic renewal, Totus Tuus, etc.

## **YOUTH MINISTRY**

### **5. Develop a strong, active ministry for Hispanic youth and young adults which will evangelize, encourage human and social development, and foster vocational discernment.**

#### *Strategies*

- 5.1 Recruit a full- or part-time Deanery 3 youth minister to coordinate Catholic youth programs and recruit, train and organize volunteers.
- 5.2 Recruit adult and young adult volunteers who are willing to mentor, catechize and/or direct Hispanic Catholic youth.
- 5.3 Offer guidelines and a training/formation program for youth volunteers that will strengthen leadership ability and spirituality and build a team identity.
- 5.4 Ensure that youth programs maintain a strong Catholic identity and spirituality.
- 5.5 Establish or strengthen lines of communication between parish or deanery-level youth ministers and the diocesan Offices of Youth, Young Adult and Hispanic Ministry in order to ensure adequate resources and support for those who are working directly with Hispanic youth.
- 5.6 Incorporate components of prayer, spiritual life and Christian friendship into youth programs.
- 5.7 Develop or incorporate a component of chastity education in youth and young adult programs.
- 5.8 Seek opportunities for the greater formation of youth and young adult leaders, including facilitating their participation in programs such as Biblia desde la Optica de los Jovenes, National Encuentros, March for Life, NCYC and World Youth Day.
- 5.9 Work for the integration of Hispanic youth and young adults into all diocesan youth programs, retreat opportunities, pilgrimage experiences and other activities.
- 5.10 Where appropriate and necessary and in collaboration with diocesan Offices of Youth and Young Adult/Campus Ministry, develop culturally specific opportunities for faith formation for Hispanic youth and young adults, to ensure active participation of both newly arrived and American-born Hispanic youth.

## **HISPANIC VOCATIONS**

### **6. Increase the number of Hispanic seminarians, deacon candidates and aspirants to religious and consecrated life.**

#### *Strategies*

- 6.1 Establish dialogue with the Offices of Vocations and Consecrated Life to determine how Hispanics can be better incorporated into diocesan efforts to promote vocations.
- 6.2 Include vocational discernment components in all Quinceañera, Confirmation and youth/young adult programs.
- 6.3 Work to increase Hispanic youth's awareness of religious life and the priesthood by actively recruiting religious, priests and seminarians to work with or mentor youth on either a short- or long-term basis.

## **STEWARDSHIP**

### **7. Increase awareness in the Hispanic community about the meaning of stewardship and encourage a commitment to live as stewards of God's gifts.**

#### *Strategies*

- 7.1 In collaboration with the Office of Stewardship and Development, explore the trends and factors that influence stewardship among Hispanics.
- 7.2 Develop a plan to cultivate a spirituality of stewardship through preaching, religious education and printed materials which are appropriate to the cultural uniqueness of the Hispanic community.
- 7.3 Provide education about stewardship particularly to the leaders of the community.
- 7.4 Take steps to eliminate or lessen factors that influence the development of a "consumerist" model of parish support, such as standardizing Quinceañera fees and diminishing the importance of sacrament preparation fees in diocesan parishes with large Hispanic populations.
- 7.5 Establish a stewardship committee in each parish.

## **ADULT FAITH FORMATION**

### **8. Nourish and strengthen Hispanic laymen and women in their vocations by "providing a strong, complete and systematic catechesis" for all members of the parish. (Our Hearts Were Burning Within Us, USCCB)**

#### *Strategies*

- 8.1 Work with the pastor and community leaders to ensure that the efforts of the Diocesan Adult Faith Formation Committee include Hispanic Ministry.
- 8.2 Ensure that the Hispanic community incorporates the work of the Diocesan Faith Formation Committee.
- 8.3 Plan and organize spiritual retreats in Spanish.
- 8.4 Whenever possible, offer support, encouragement and guidelines to lay movements involved in adult faith formation, particularly Cursillos and the Charismatic Renewal.
- 8.5 Continue to encourage or offer conferences on faith-related topics, such as apologetics, marriage and family life, spiritual life, etc.
- 8.6 Ensure fertile ground for the practice of traditional devotions such as the rosary novenas, posadas, feast day celebrations.
- 8.7 Encourage greater participation in the full three-year curriculum of BHI classes of faith formation.
- 8.8 Work with BHI to expand opportunities for participation by offering short-term courses, flexible schedules and conferences.
- 8.9 Begin to promote and make available Natural Family Planning courses to all married couples or those seeking the sacrament of matrimony.
- 8.10 Encourage the development of small faith communities.

## **COMMUNITY-BUILDING OPPORTUNITIES**

### **9. Provide fertile ground in parishes and parish activities for the development of healthy, virtuous interpersonal relationships and Christian friendships in which “all are one in Christ Jesus.” (Galatians 3:28)**

#### *Strategies*

- 9.1 Plan and coordinate events that involve both English-speaking and Spanish-speaking persons and that are primarily focused on community-building and not on fund-raising.
- 9.2 Educate parishioners and community leaders about the bishops’ call for a “pastoral de conjunto” and cultivate a spirituality of unity and integration.
- 9.3 Plan culture-specific events, such as posadas and traditional feast day celebrations with an eye toward creating an environment which is also welcoming to non-Hispanics.
- 9.4 Use the planning and implementation of community-building events as opportunities for mentorship or formation in leadership and interpersonal relationships.

## **MARRIAGE AND FAMILY LIFE**

### **10. Nourish and strengthen family life while maintaining positive cultural values of home and family.**

#### *Strategies*

- 10.1 Plan or promote activities and education opportunities to address the full range of family needs including: counseling and family crisis; anti-pornography; domestic abuse; and parenting.
- 10.2 Promote and make available Natural Family Planning courses to all married couples and those seeking the sacrament of marriage.
- 10.3 Encourage sound family devotions, such as home blessings, home enthronements, family rosary, family Bible studies and traditional devotions such as the nacimiento and pilgrim Virgin.
- 10.4 Work for the integration of the immigrant family into the wider culture, while upholding and maintaining positive Hispanic cultural values.
- 10.5 In collaboration with the Office of Marriage and Family Life, promote the Marriage Encounter movement in Spanish.