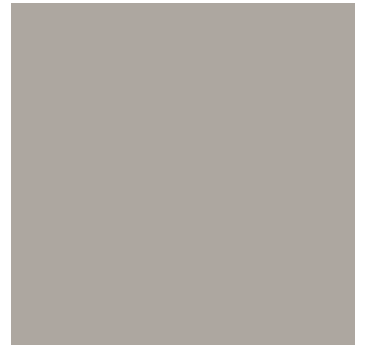
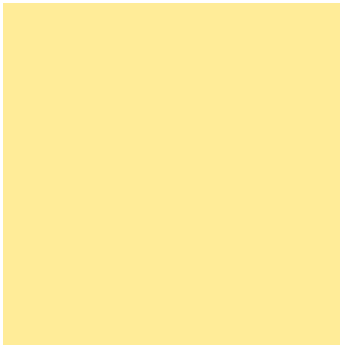
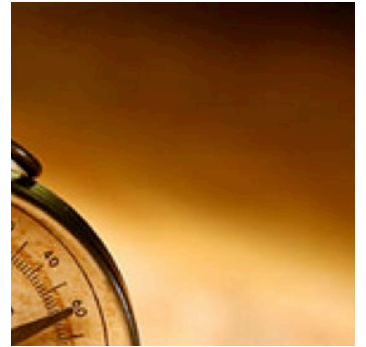

Pastoral Plan



Deaneries 1, 2 and 11
Diocese of Kansas City-St. Joseph

May 2022

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LETTER FROM THE BISHOP

May 19, 2022

Dear Faithful of the Parishes in Deaneries 1, 2 and 11,

Beginning in July of 2021, 17 parishes and one oratory in deaneries 1, 2 and 11 were the subject of an important study. The purpose of the study was to review community demographic projections and forecasts as well as parish data trends to determine a pastoral strategy which will lead to greater vitality for the future. We also took into account the future availability of resources within the diocese. The study has now been completed with the finalization of a pastoral plan.

The parishes and oratory in this study represent the history and the future of the Diocese of Kansas City – St. Joseph. The Cathedral of the Immaculate Conception is in deanery 2. One of the oldest parishes in the area is found in deanery 11, St. Mary of Independence. The first parishes to serve Black and Hispanic Catholics were established in deaneries 1 and 2. While this history is important, the study has provided an opportunity for all the parishes and oratory to look to the future with hope and renew the commitment to carry out the mission of the Church.

The guiding vision for the plan comes from our diocesan vision – **One Family: Restored in Christ, Equipped for Mission**. The plan is a guide for new vitality among the deanery parishes and a path to carry out mission and ministry more effectively in the surrounding neighborhoods. The plan also incorporates the specific goals of the vision: **Healing our Family, Using Resources Wisely, and Growing God’s Family**.

This plan was developed collaboratively and in the spirit of subsidiarity. Each parish selected two parish representatives as part of the Area Planning Committee. The committee met as representatives of each deanery. The configurations and deanery plans were developed by the Area Planning Committee in collaboration with a Diocesan Leadership Team, involving deanery and diocesan officials. We proceed with the conviction that the Holy Spirit has guided this process and inspired those involved to discern a future filled with hope.

Mindful of the challenges that the deanery parishes are facing, the implementation of this plan will not be easy. It will require dedication, perseverance, and challenging work, not just on the parts of our priests, deacons, parish staffs, and parish leaders, but from all present and future parishioners. Over the centuries, the Church has faced many challenges which were met by those who have gone before us in faith. We have great hope for success because Christ has promised “to be with us always.” This planning effort serves as a call to every parish member to commit anew to help build up the Church.

Many of the parishes in these deaneries were established at a time when the Catholic Church and the neighborhoods looked different than now: pews and Catholic schools were filled, and the parish was at the center of people’s lives. From our experience, we know that people, neighborhoods, and society change. The opportunity is now for the parishes in each deanery to focus on building up the Church by casting our nets wider and deeper. Please pray that all who work on the implementation of this pastoral plan be blessed and all the plans for greater parish vibrancy be realized.

Sincerely yours in Christ,



Most Reverend James V. Johnston, Jr., DD,
Bishop of Kansas City-St. Joseph

I. INTRODUCTION

In July of 2020, the Vatican's Congregation for Clergy issued new instructions on parish reform. The document is titled, "The Pastoral Conversion of the Parish Community in the Service of the Evangelizing Mission of the Church." Its stated goal of parish reform is to move parishes from a "self-preservation" model to one of "evangelization." The document further encourages parishes to become less "interested in preserving a nostalgia of former times as opposed to looking to the future with courage." The pastoral plan for each deanery will emphasize both evangelization and courage when looking to the future.

The study of deaneries 1, 2 and 11 in the Diocese of Kansas City-St. Joseph is an effort to bring new vibrancy to its 17 parishes and one oratory and, other surrounding parishes, in the image suggested by Pope Francis. The study is conducted by Meitler, a Milwaukee-area based national consulting firm that has focused on Catholic school and parish strategic planning, in collaboration with diocesan and parish leaders, for 50 years.

Beginning in July of 2021, community demographics and parish data were collected and studied. In September, interviews were conducted with the pastoral leadership and parish representatives. These interviews produced many ideas about the direction which the plan should take for the future. Each parish campus was visited, and the buildings were toured.

Much has been learned about the makeup of the various communities within each deanery as well as the projected and forecasted futures. The population and makeup of each deanery will retain its racial and ethnic diversity, household economics, and population characteristics. There are parishes which are struggling with small memberships, declining sacramental practice, and decreasing finances. From a faith and religious perspective, over three-of-five residents in each deanery do not belong to or participate in any religious community or congregation. The complete collection of the information is available in a "Key Findings and Observations Report" on the diocesan website.

The data and future projections tell us that many parishes will be unable to continue to function as they have in the past. Change, a significant amount of change, will be needed for these parishes to turn the corner into a new future. We move forward with the promise that Jesus left with His disciples and all His future followers – "I am with you always." (*Matthew 28:20*)

II. VISION AND STRATEGY

One of the pioneers of church planning, the late Fr. George Wilson, S.J., rooted his zeal for planning the future of parishes in the death and resurrection of Jesus. All parishes and dioceses experience dying and rising in their histories. Without dying, there can be no new life. Planning, according to Fr. Wilson, is an act of hope – dying parishes can be resurrected and good parishes can become better through a commitment to a life-giving strategic plan.

As this planning process unfolds, it is apparent that there will need to be a vision which can guide the strategy for the next five to ten years and, beyond. The vision of the Diocese of Kansas City-St. Joseph – **One Family: Restored in Christ. Equipped for Mission.** – offers the essential inspiration to provide the best spiritual and pastoral care for the people of each deanery. There are three key priorities in the vision.

Healing Our Family – *Tending wounds and accompanying hearts to freedom in Christ*

The areas served by the parishes in the deaneries have experienced considerable change and transition over the past decades. Parishes in the future must be prepared to be in the forefront of a response to those in need.

Using Resources Wisely – *Aligning God's gifts for the Church's life and mission*

The smaller a parish becomes, the more difficult it is to fund staff positions and to offer a full range of ministries. The plan must provide every person in the deanery with the opportunity to experience the mission of Jesus in its fullness.

Growing God's Family – *Activating our baptismal call to holiness and being missionary disciples*

The path to growth in the future will be different than the paths which led to the amazing growth of the Church in the United States. The Church has grown significantly through immigration, the migration of peoples, and baptism. Heralded by all the Popes since the 1960's, the Church must now be focused on a new evangelization. Catholics do not automatically join parishes, have their children baptized, nor attend Mass as regularly as in the past. Parishes must become more intentional about inviting and welcoming people into their communities of faith as well as forming them into missionary disciples.

There are conclusions which can be drawn from each deanery's demographics and parish data: there are population changes, diminishing connection with any religious denomination, aging memberships, and declining sacramental practice. To bring new vitality to the parishes in each deanery, a plan will need to emphasize the consolidation of resources and the creation of operational efficiencies.

Every parish will be impacted by the plan in some way. The diocesan vision will serve as the measure of how effectively the plan has helped parishes carry out the mission of Christ and the Church.

III. CRITERIA FOR THE DETERMINATION OF RECOMMENDATIONS

Making recommendations about the future of parishes requires some objective criteria or indicators of vibrant ministry to guide the decision-making process. Five areas have been identified as ways of evaluating not only how well each parish has conducted itself in recent history but to assess the parish's capacity for growth in the future. The criteria are listed below and, even though they are numbered, the numbers do not represent a priority of importance.

1. **Parish membership, sacramental life, involvement of parishioners in councils and other ministries.**

What do the parish data trends tell us about the current state of the parish and its future? Does the parish have the people power to reverse negative trends?

2. **Financial stability of the parish.**

What is the financial condition of the parish and what are the financial trends? Has the parish significantly reduced its ability to rebound by cutting staff and ministries?

3. **Potential for population and membership growth and other demographics.**

Is the parish located in an area where growth and other hopeful demographics are projected and forecast? Does the parish have the capacity to attract new people to the parish?

4. **Seating capacity of the church and the capability of other facilities to support vibrant ministry.**

Does the parish have the physical capacity to accommodate more worshippers? Are there adequate facilities and fixtures to support ministries which are needed today?

5. **Condition of the facilities and capability to update and renovate.**

Has the parish practiced deferred maintenance? Are the facilities able to be updated and does the parish have the financial resources and support to fund any building projects and ongoing maintenance?

These criteria are used to determine which parish designations would have the greatest long-term impact for the parishes in the deanery. The parish designations are described on the next page.

IV. PARISH DESIGNATIONS

Parish life has become more complex and culturally diverse. Both church law regarding parishes and the collective wisdom of the United States Conference of Catholic Bishops (USCCB) have provided some potential strategies for parishes to better serve their people. The following designations have been identified for use in the Diocese. They are either already in use or may be used in the future.

STAND-ALONE PARISH

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

CLUSTERED PARISHES

Two or more parishes with a shared pastor, their own churches, finances, councils, and staffs. There can be additional collaboration in personnel, ministries, and resources.

MERGED PARISH

One type of merger has one or more parishes being combined into an existing parish. The parishes are closed, and the churches can either be closed or serve as a worship site as a “sister church.” Another type of merger has the merging parishes combined into one parish with a single name formed from those of both parishes. The third type of merger has two or more parishes which become a new parish with a new name, one pastor, finances, finance and pastoral councils, parish staff and office. One church is identified as the parish or “mother” church. There can be additional sites for Mass and other celebrations which are referred to as “sister churches.”

SHARED PARISH

A parish in which two or more languages or cultural contexts are present in the ministerial life of the parish and they worship and share their common faith under the same roof.

SISTER CHURCH

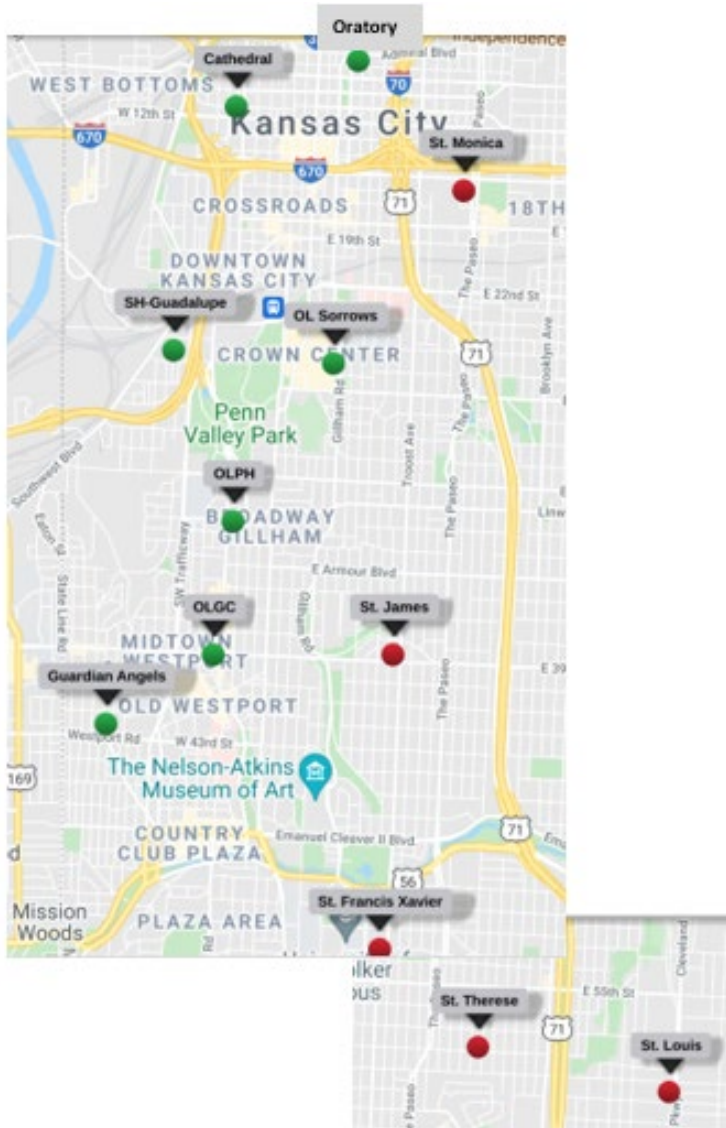
When two or more parishes are merged, one church is designated as the parish or “mother” church and the others serve as “sister” churches.

PARISH FAMILY

A group of parishes are organized to collaborate on ministries and other activities. This designation is used when clustering and/or mergers cannot create the efficiencies which will aid viability and future growth. A parish family is frequently formed among the parishes in a deanery. Like all relationships, the degree to which these parish families collaborate over the years will depend on the depth of their bonds and commitments to each other.

V. COMBINING DEANERIES 1 AND 2

MAP SHOWING DEANERY 1 AND DEANERY 2 PARISHES



PROPOSED RECOMMENDATIONS FOR DEANERY 1 AND DEANERY 2 PARISHES

1. THE PARISHES OF THE CATHEDRAL OF THE IMMACULATE CONCEPTION, SACRED HEART-GUADALUPE, THE ORATORY OF OLD ST. PATRICK, ST. MONICA, OUR LADY OF SORROWS, AND OUR LADY OF PERPETUAL HELP WILL FORM A PARISH FAMILY OF COLLABORATING PARISHES.

A. The Cathedral of the Immaculate Conception will become a stand-alone parish.

Parish Facts

Cathedral of the Immaculate Conception, Kansas City

Parish data	15-16	16-17	17-18	18-19	19-20	Change 15/16 to 19/20	
						Number	Percent
Infant baptisms	13	12	10	10	7	-6	-46%
Youth First Communions	1	2	2	3	1	0	0%
Youth Confirmations	1	2	2	2	1	0	0%
Youth Catechumens	1	2	2	2	1	0	0%
Number of Candidates	4	4	3	14	4	0	0%
Marriages	28	27	15	26	32	4	14%
Deaths	5	4	2	6	12	7	140%
Registered Catholic households ¹	634	691	695	702	729	95	15%
Average Mass attendance	818	814	664	657	145	-673	-82%
K to 8 Parish School of Religion Enrollment	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	0	
9 to 12 Parish School of Religion Enrollment	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	0	

¹ Number of registered parish households as of January 1, 2021 is 771.

Number in italics indicates estimate based on trend as data was not provided.

Source: *The Catholic Key, Diocese of Kansas City-St. Joseph and parish data form*

Parish Recommendations

1. The Cathedral should consider how the Morning Glory ministries and services could be further supported by and expanded with the commitment of parishes in the parish family.
2. The Cathedral should consider how faith formation opportunities for children, youth, and adults may be conducted on the parish family level.

B. The parish of Sacred Heart-Guadalupe will become a stand-alone parish.

Parish Facts

Sacred Heart-Guadalupe, Kansas City

Parish data	15-16	16-17	17-18	18-19	19-20	Change 15/16 to 19/20	
						Number	Percent
Infant baptisms	63	22	27	20	14	-49	-78%
Youth First Communions	150	88	101	<i>101</i>	109	-41	-27%
Youth Confirmations	23	0	38	23	23	0	0%
Youth Catechumens	10	35	38	15	3	-7	-70%
Number of Candidates	18	41	50	30	11	-7	-39%
Marriages	18	16	13	12	11	-7	-39%
Deaths	35	25	18	15	11	-24	-69%
Registered Catholic households ¹	599	678	748	<i>748</i>	850	251	42%
Average Mass attendance	526	1,033	600	<i>500</i>	203	-323	-61%
K to 8 Parish School of Religion Enrollment	0	70	0	0	0	0	
9 to 12 Parish School of Religion Enrollment	0	0	0	0	0	0	

¹ Number of registered parish households as of January 1, 2021 is 859.

Number in italics indicates estimate based on trend as data was not provided.

Source: *The Catholic Key, Diocese of Kansas City-St. Joseph and parish data form*

Parish Recommendations

1. Sacred Heart-Guadalupe Parish should conduct a building usage study and determine whether all buildings are needed as well as how the buildings will be used for ministry in the future.
2. Sacred Heart-Guadalupe Parish should determine ways that personnel, programs, and resources can be effectively shared within the parish family.

C. St. Monica and Our Lady of Sorrows will form a cluster under the leadership of the pastor of St. Monica. All administrative and ministerial activity for both parishes will be determined after consultation by the pastor.

Parish Facts

St. Monica, Kansas City

Parish data	15-16	16-17	17-18	18-19	19-20	Change 15/16 to 19/20	
						Number	Percent
Infant baptisms	<i>1</i>	1	2	1	0	-1	-100%
Youth First Communions	3	4	2	0	0	-3	-100%
Youth Confirmations	0	11	7	4	0	0	
Youth Catechumens	<i>0</i>	0	0	1	0	0	
Number of Candidates	1	<i>1</i>	1	1	1	0	0%
Marriages	0	1	1	0	0	0	
Deaths	7	13	14	16	11	4	57%
Registered Catholic households ¹	620	589	583	566	574	-46	-7%
Average Mass attendance	255	250	248	219	219	-36	-14%
K to 8 Parish School of Religion Enrollment	17	<i>10</i>	<i>10</i>	0	10	-7	-41%
9 to 12 Parish School of Religion Enrollment	8	6	4	0	0	-8	-100%

¹ Number of registered parish households as of January 1, 2021 is 240.

Number in italics indicates estimate based on trend as data was not provided.

Source: *The Catholic Key, Diocese of Kansas City-St. Joseph and parish data form*

Our Lady of Sorrows, Kansas City

Parish data	15-16	16-17	17-18	18-19	19-20	Change 15/16 to 19/20	
						Number	Percent
Infant baptisms	2	5	12	20	5	3	150%
Youth First Communion	0	0	0	0	0	0	
Youth Confirmations	0	0	1	0	0	0	
Youth Catechumens	0	0	0	0	0	0	
Number of Candidates	0	0	0	1	0	0	
Marriages	38	42	43	47	37	-1	-3%
Deaths	1	3	1	2	6	5	500%
Registered Catholic households ¹	103	125	122	136	129	26	25%
Average Mass attendance	162	159	183	191	116	-46	-28%
K to 8 Parish School of Religion Enrollment	0	0	0	0	0	0	
9 to 12 Parish School of Religion Enrollment	0	0	0	0	0	0	

¹ Number of registered parish households as of January 1, 2021 is 140.

Source: *The Catholic Key, Diocese of Kansas City-St. Joseph and parish data form*

Parish Recommendations

1. The parishes should consider ways that their parish pastoral councils and committees can work more closely together.
2. The finance councils, while remaining separate, should meet on the same night or day but at different times so that the pastor meets with both consecutively.
3. St. Monica should study the renovation of their office building in order to accommodate staffing, meeting, classroom, and ministry needs.

D. The Oratory of Old St. Patrick will retain its status.

Parish Facts

Oratory of Old St. Patrick, Kansas City

Parish data	15-16	16-17	17-18	18-19	19-20	Change 15/16 to 19/20	
						Number	Percent
Infant baptisms	6	4	11	16	9	3	50%
Youth First Communions	9	5	8	10	6	-3	-33%
Youth Confirmations	0	26	26	0	30	30	
Youth Catechumens	8	12	0	0	0	-8	-100%
Number of Candidates	0	0	0	0	3	3	
Marriages	1	1	0	2	4	3	300%
Deaths	2	1	5	2	0	-2	-100%
Registered Catholic households ¹	92	88	93	106	128	36	39%
Average Mass attendance	240	413	258	335	361	121	50%
K to 8 Parish School of Religion Enrollment	0	0	0	0	0	0	
9 to 12 Parish School of Religion Enrollment	0	0	0	0	0	0	

¹ Number of registered parish households as of January 1, 2021 is 134.

Number in italics indicates estimate based on trend as data was not provided.

Source: *The Catholic Key, Diocese of Kansas City-St. Joseph and parish data form*

Parish Recommendations

1. The Oratory should study the feasibility of constructing a hall with office and classroom space to accommodate ministerial and community needs.

E. Our Lady of Perpetual Help Parish will remain a stand-alone parish.

Parish Facts

Our Lady of Perpetual Help, Kansas City

Parish data	15-16	16-17	17-18	18-19	19-20	Change 15/16 to 19/20	
						Number	Percent
Infant baptisms	30	29	29	36	22	-8	-27%
Youth First Communions	14	16	10	23	15	1	7%
Youth Confirmations	7	8	5	7	0	-7	-100%
Youth Catechumens	0	3	2	0	0	0	
Number of Candidates	9	4	4	4	3	-6	-67%
Marriages	67	60	54	50	36	-31	-46%
Deaths	14	11	11	10	11	-3	-21%
Registered Catholic households ¹	617	712	724	771	625	8	1%
Average Mass attendance	947	874	866	891	432	-515	-54%
K to 8 Parish School of Religion Enrollment	15	20	20	31	38	23	153%
9 to 12 Parish School of Religion Enrollment	7	0	0	0	0	-7	-100%

¹ Number of registered parish households as of January 1, 2021 is 653.

Number in italics indicates estimate based on trend as data was not provided.

Source: *The Catholic Key, Diocese of Kansas City-St. Joseph and parish data form*

Parish Recommendations

1. Consider sharing staff and adding staff which would serve all the parishes with the financial support of the other parishes in the parish family.
2. Our Lady of Perpetual Help should assess how the ministries and services of the Redemptorist Center could be supported by and expanded with the commitment of the other parishes of the parish family.

Recommendations for the Deanery 2 Parish Family

1. Establish a parish family committee with representatives from each parish and oratory to study, plan, implement, and oversee the sharing of staff and ministries. There may be potential for additional parishes from nearby deaneries to participate in the parish family as well. This committee will also serve as a strategic planning committee.
2. Parishes will develop a list of ministries and resources in each parish. These lists will be distributed among the parishes. The parishes can then have fruitful conversations about how they may collaborate in the future. The parishes have discussed some areas of collaboration:
 - a. In children and youth faith formation, the parish family should study, plan, and implement shared programs for children pre-K through high school. Programs are especially important for teenagers and young adults. A centralized resource where parents could find parishes with classes would be helpful.
 - b. In adult faith formation, the parish family should develop opportunities for adult faith formation and small faith-sharing groups. Explore the potential for Bible study as well.
 - c. In outreach to those in need, coordinate parish outreach ministries with Morning Glory ministries as well as Redemptorist Center and assess what other types of outreach ministries may be offered in the area of the parish family. The parishes should meet and discuss needs as well as resources and

develop a plan to maximize effectiveness. The parishes may benefit from developing an inventory of services and determining how parishes may be able to collaborate on them.

- d. In the area of community building, the parish family should identify and train parish committees which would welcome new people into the neighborhoods as well as meet with new and already-registered parishioners to engage them more fully in the respective communities. The parishes need to create a greater public presence throughout the area for evangelization purposes.

Projected Impact of Parish Family Recommendations

1. All parishes will benefit from collaboration with some key ministries. Together, these parishes represent approximately 2,800 households as of January 2021 and have annual financial resources of approximately \$5 million. While many of those resources are dedicated to facilities, personnel, and programs, there are some funds which may be shared for parish family staffing and the development of ministries.
2. There is population growth projected and forecast for the area. Over the next 10 years, it is forecasted that there will be an increase of 5,000 new residents or a 13% population gain. There will be approximately 1,200 new Catholics moving into the area. Several parishes are destination parishes which will attract parishioners from other parts of the metro area as well. The parish family has a tremendous opportunity to work together on evangelization efforts as simple as personal contact, welcoming people at Mass, improving ministries, and providing more opportunities for people to be engaged with the parish.
3. Faith formation is an area where parishes can work together to significantly expand their formational programs and opportunities. Currently, only two parishes have students in their elementary religious education program, with approximately 50 students. Parishes can develop a common program or programs which serve all the parishes at as many sites as are needed with the ability to expand. On the high school level, there are currently no students enrolled at any parish. Together, the parishes could develop a common youth ministry which would benefit all the parishes. Opportunities for adult faith formation should also be planned and promoted as a parish family.
4. The parishes as well as the human needs of those in the area will benefit greatly from combining efforts and funding to serve those in need. The Morning Glory ministries already provide many programs and services for the less fortunate. Working together will also raise the level of activity and the profile of the Catholic community in the area.

2. THE PARISHES OF OUR LADY OF GOOD COUNSEL, GUARDIAN ANGELS, ST. JAMES, ST. FRANCIS XAVIER, ST. THERESE LITTLE FLOWER, AND ST. LOUIS WILL FORM A FAMILY OF COLLABORATING PARISHES.

A. Our Lady of Good Counsel Parish will remain a stand-alone parish.

Parish Facts

Our Lady of Good Counsel, Kansas City

Parish data	15-16	16-17	17-18	18-19	19-20	Change 15/16 to 19/20	
						Number	Percent
Infant baptisms	<i>15</i>	15	9	12	18	3	20%
Youth First Communions	<i>10</i>	<i>10</i>	10	7	11	1	10%
Youth Confirmations	<i>13</i>	13	1	14	4	-9	-69%
Youth Catechumens	<i>0</i>	<i>0</i>	<i>0</i>	0	0	0	
Number of Candidates	<i>0</i>	<i>0</i>	<i>0</i>	0	4	4	
Marriages	<i>7</i>	<i>7</i>	<i>7</i>	11	15	8	114%
Deaths	<i>1</i>	<i>1</i>	<i>1</i>	6	8	7	700%
Registered Catholic households ¹	<i>238</i>	<i>238</i>	251	268	312	74	31%
Average Mass attendance	<i>463</i>	<i>463</i>	443	450	598	135	29%
K to 8 Parish School of Religion Enrollment	<i>0</i>	<i>0</i>	0	0	0	0	
9 to 12 Parish School of Religion Enrollment	<i>0</i>	<i>0</i>	0	0	0	0	

¹ Number of registered parish households as of January 1, 2021 is 300.

Number in italics indicates estimate based on trend as data was not provided.

Source: *The Catholic Key, Diocese of Kansas City-St. Joseph and parish data form*

Parish Recommendations

1. Determine how the parish will support and complement the outreach ministries at the Bishop Sullivan Center.
2. Consider how the parish will participate in other ministries and activities of the parish family.

B. St. Francis Xavier will remain a stand-alone parish.

Parish Facts

Parish data	15-16	16-17	17-18	18-19	19-20	Change 15/16 to 19/20	
						Number	Percent
Infant baptisms	8	10	15	11	14	6	75%
Youth First Communions	15	13	10	10	6	-9	-60%
Youth Confirmations	19	19	19	9	9	-10	-53%
Youth Catechumens	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	0	
Number of Candidates	6	6	1	3	3	-3	-50%
Marriages	8	7	6	6	6	-2	-25%
Deaths	4	2	13	6	8	4	100%
Registered Catholic households ¹	802	850	870	895	911	109	14%
Average Mass attendance	410	386	460	366	124	-286	-70%
K to 8 Parish School of Religion Enrollment	13	13	6	0	0	-13	-100%
9 to 12 Parish School of Religion Enrollment	0	0	0	0	0	0	

¹ Number of registered parish households as of January 1, 2021 is 385.

Number in italics indicates estimate based on trend as data was not provided.

Source: *The Catholic Key, Diocese of Kansas City-St. Joseph and parish data form*

Parish Recommendations

1. Collaborate with the other parishes in the parish family on pastoral staffing in order to expand the ministry in the area with the financial support of the other parishes.
2. Determine the extent to which the parish wishes to be involved with the other parishes in the parish family.

- C. Guardian Angels is not sustainable at its present level but will be given up to two more years as a stand-alone parish, collaborating with the parish family in order to build greater vitality.

Parish Facts

Guardian Angels, Kansas City

Parish data	15-16	16-17	17-18	18-19	19-20	Change 15/16 to 19/20	
						Number	Percent
Infant baptisms	5	2	3	7	5	0	0%
Youth First Communions	5	7	2	2	7	2	40%
Youth Confirmations	0	4	2	1	4	4	
Youth Catechumens	2	0	0	0	0	-2	-100%
Number of Candidates	3	0	2	1	0	-3	-100%
Marriages	12	11	21	8	7	-5	-42%
Deaths	9	16	10	13	8	-1	-11%
Registered Catholic households ¹	515	518	263	217	210	-305	-59%
Average Mass attendance	346	317	295	252	100	-246	-71%
K to 8 Parish School of Religion Enrollment	15	20	15	10	0	-15	-100%
9 to 12 Parish School of Religion Enrollment	0	0	0	0	0	0	

¹ Number of registered parish households as of January 1, 2021 is 221.

Number in italics indicates estimate based on trend as data was not provided.

Source: *The Catholic Key, Diocese of Kansas City-St. Joseph and parish data form*

Parish Recommendations

1. The status of Guardian Angels will be evaluated on an annual basis from April to April until April of 2024. Greater vitality will be measured by data points such as sacramental activity, financial contributions, membership, and other parish data. The parish will use a worksheet to monitor progress and lack of progress. The worksheet is included in the final plan as Appendix B.
2. Determine the extent to which the parish will need to be engaged with the other parishes in the parish family.
3. Our Lady of Hope School will continue to operate at the Guardian Angels site.

D. St. James, St. Therese Little Flower, and St. Louis Parishes will cluster under the leadership of a pastor. St. Louis Parish will merge with St. Therese Little Flower Parish. St. Therese Little Flower is not sustainable at its present level but will be given up to two more years, collaborating with St. James and the parish family in order to develop greater vitality. The status of St. Therese Little Flower will be evaluated on an annual basis from April to April until April of 2024. Greater vitality will be measured by data points such as sacramental activity, financial contributions, membership, and other parish data. The parish will use a worksheet to monitor progress and lack of progress. The worksheet is included in the final plan as Appendix B.

Parish Facts

St. James, Kansas City

Parish data	15-16	16-17	17-18	18-19	19-20	Change 15/16 to 19/20	
						Number	Percent
Infant baptisms	2	4	10	11	0	-2	-100%
Youth First Communions	4	4	17	7	3	-1	-25%
Youth Confirmations	15	15	7	0	0	-15	-100%
Youth Catechumens	0	0	1	0	0	0	
Number of Candidates	1	1	2	2	1	0	0%
Marriages	5	5	5	5	2	-3	-60%
Deaths	1	2	3	3	1	0	0%
Registered Catholic households ¹	299	299	337	331	303	4	1%
Average Mass attendance	205	205	208	195	56	-149	-73%
K to 8 Parish School of Religion Enrollment	20	23	10	0	0	-20	-100%
9 to 12 Parish School of Religion Enrollment	8	8	4	0	0	-8	-100%

¹ Number of registered parish households as of January 1, 2021 is 214.

Number in italics indicates estimate based on trend as data was not provided.

Source: *The Catholic Key, Diocese of Kansas City-St. Joseph and parish data form*

St. Therese Little Flower, Kansas City

Parish data	15-16	16-17	17-18	18-19	19-20	Change 15/16 to 19/20	
						Number	Percent
Infant baptisms	2	3	3	0	0	-2	-100%
Youth First Communions	2	2	1	0	0	-2	-100%
Youth Confirmations	1	3	1	0	0	-1	-100%
Youth Catechumens	1	0	0	0	0	-1	
Number of Candidates	1	1	1	0	0	-1	-100%
Marriages	1	0	0	0	1	0	0%
Deaths	4	9	10	4	10	6	150%
Registered Catholic households ¹	248	224	225	198	205	-43	-17%
Average Mass attendance	149	134	99	99	99	-50	-33%
K to 8 Parish School of Religion Enrollment	12	8	8	8	8	-4	-33%
9 to 12 Parish School of Religion Enrollment	6	5	4	4	4	-2	-33%

¹ Number of registered parish households as of January 1, 2021 is 194.

Number in italics indicates estimate based on trend as data was not provided.

Source: *The Catholic Key, Diocese of Kansas City-St. Joseph and parish data form*

St. Louis, Kansas City

Parish data	15-16	16-17	17-18	18-19	19-20	Change 15/16 to 19/20	
						Number	Percent
Infant baptisms	1	1	0	0	2	1	100%
Youth First Communions	3	1	3	0	0	-3	-100%
Youth Confirmations	0	0	0	0	0	0	
Youth Catechumens	0	0	0	0	0	0	
Number of Candidates	0	0	0	1	0	0	
Marriages	0	0	0	0	0	0	
Deaths	5	10	10	12	7	2	40%
Registered Catholic households ¹	108	141	87	77	80	-28	-26%
Average Mass attendance	100	61	50	55	28	-72	-72%
K to 8 Parish School of Religion Enrollment	0	0	0	0	0	0	
9 to 12 Parish School of Religion Enrollment	0	0	0	0	0	0	

¹ Number of registered parish households as of January 1, 2021 is 83.

Number in italics indicates estimate based on trend as data was not provided.

Source: *The Catholic Key, Diocese of Kansas City-St. Joseph and parish data form*

Parish Recommendations

1. All administrative and ministerial activity will be conducted as determined after consultation by the pastor of the cluster.
2. The Sunday Mass and daily Mass schedules will be determined after consultation by the pastor.
3. Facility usage at all sites should be studied so that the buildings are best used for ministerial purposes.
4. The parishes should consider how the parish pastoral councils, finance councils, and committees can work more closely together.

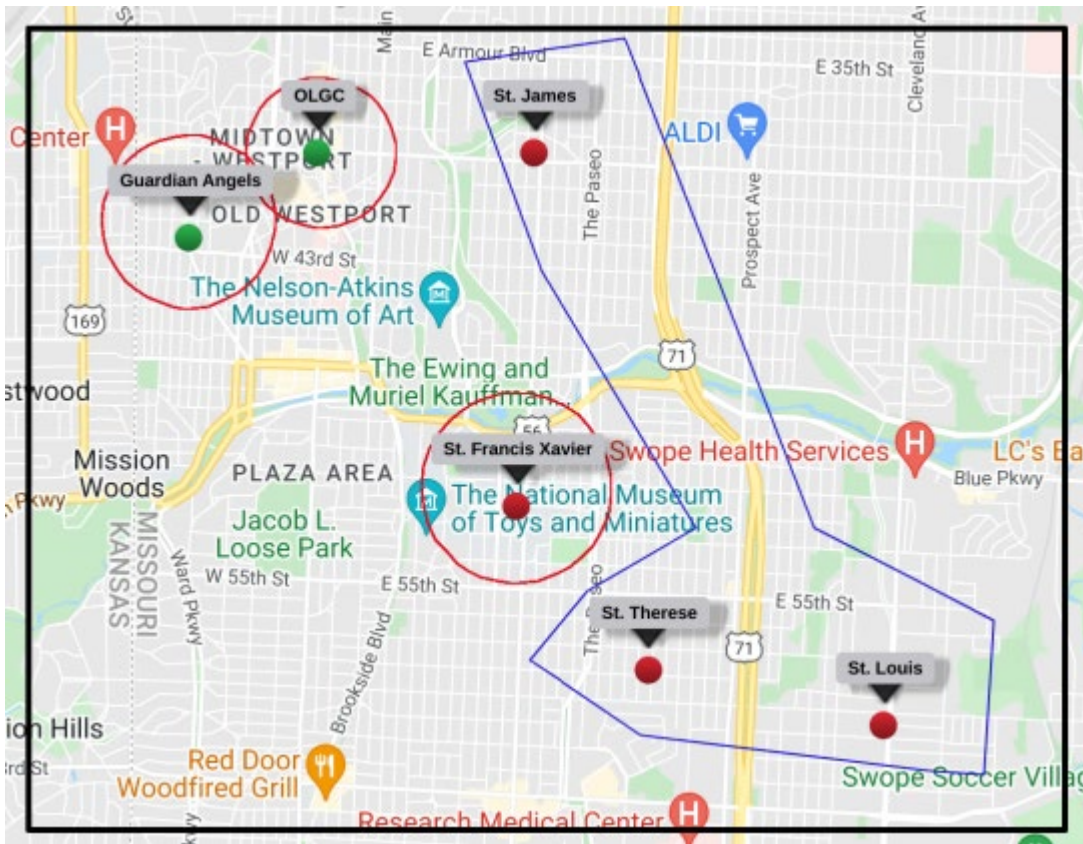
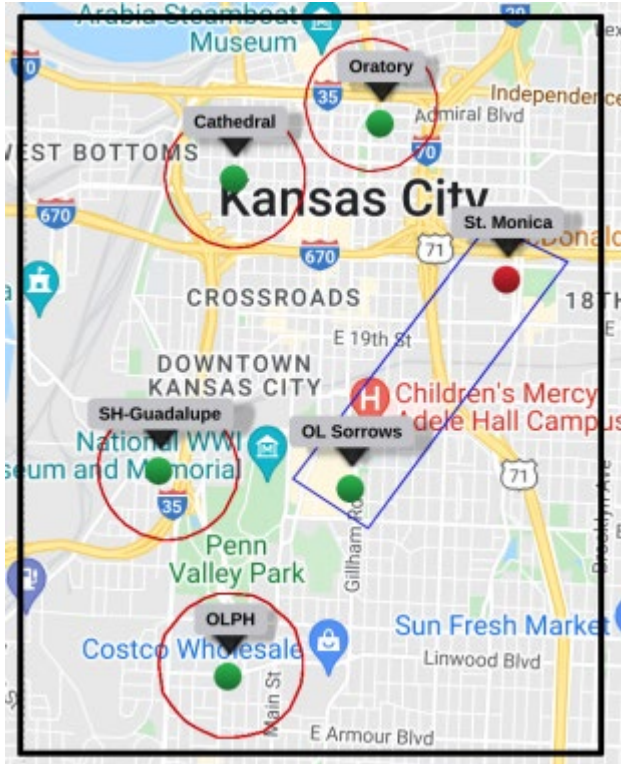
Recommendations for the Deanery 1 Parish Family

1. Parish pastoral councils from each parish will meet at least annually to study, plan, implement, and oversee the sharing of staff and ministries.
2. In parish staffing, explore ways parishes may be able to share staff, such as a maintenance person.
3. In communications, develop a common newsletter for placement in parish bulletins to share social events and parish social outreach activities.
4. In faith formation, the parish family should develop opportunities for adult faith formation and small faith-sharing groups.
5. In outreach to those in need, coordinate parish outreach ministries with the Bishop Sullivan Center and assess what other types of outreach ministries may be offered in the area served by the parish family. The Sullivan Center is a center point for activity in the deanery. Social justice is particularly important in all the parishes of the deanery.
6. In the area of community building, the parish family should identify and train parish committees which would welcome new people into the neighborhoods as well as meet with new and already-registered parishioners to engage them more fully in the respective communities. Other ideas include sending postcards to all households in the area with parish information and putting up signs on parish grounds which read, "ALL are welcome."

Projected Impact of Parish Family Recommendations

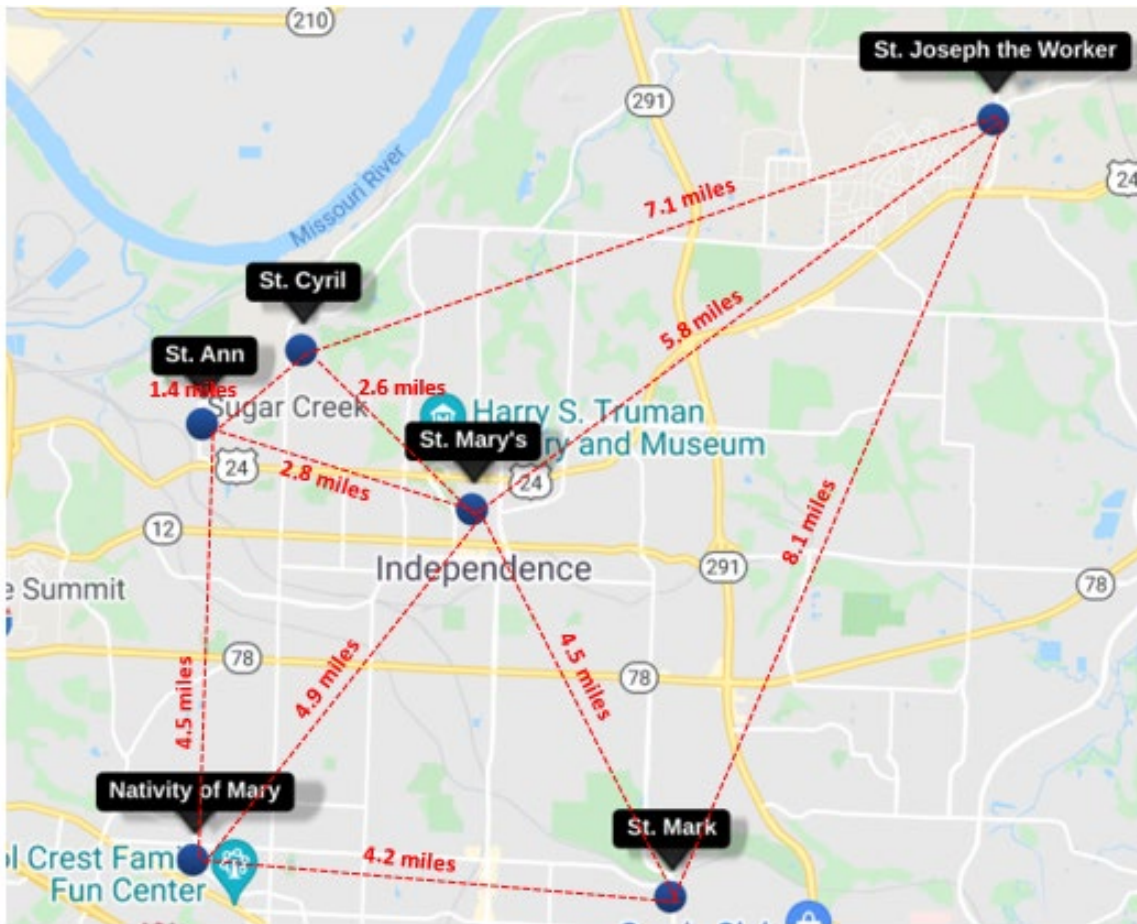
1. All parishes will benefit from collaboration with some key ministries. Together, these parishes represent approximately 1,400 households as of January 2021, and have financial resources of \$2.9 million. While many of those resources are dedicated to facilities, personnel, and programs, there are some funds which can be shared for parish family staffing and the development of ministries.
2. There will only be small population growth in the area, over the next ten years. It is projected and forecasted that there will be a net of 1,200 new residents or a growth rate of about 2.5%. While about 1 in 5 of those new residents will be Catholic, parish growth will depend on evangelization efforts. The parish family has a need to work together on evangelization efforts. Growth for the parishes in this area will not be organic but will depend on consistent and persistent evangelization activity.
3. Faith formation is an area where parishes need to work together. Currently, there is only one parish which has students in elementary religious education totaling less than 10 students. Parishes can develop a common program or programs which serve all the parishes at as many sites as are needed with the ability to expand. On the high school level, there are currently less than five students enrolled at only one parish program. The parishes could develop a common youth ministry to benefit all the parish family. Opportunities for adult faith formation should also be planned and promoted as a parish family.
4. The parishes as well as the human needs of those in the area will benefit greatly from combining efforts and funding to serve those in need. The Bishop Sullivan Center already provides many programs and services for the less fortunate. Working together will also raise the level of activity and the profile of the Catholic community in the area. Social justice is important to all the parishes in the deanery.

NEW CONFIGURATION MAPS FOR COMBINING DEANERIES 1 AND 2



VI. DEANERY 11

MAP SHOWING DISTANCES BETWEEN DEANERY 11 PARISHES



Note: Distances shown are the shortest route reported by GoogleMaps.

PROPOSED RECOMMENDATIONS FOR DEANERY 11

1. THE PARISHES OF NATIVITY OF MARY, ST. BERNADETTE, ST. MARK, ST. MARY, ST. ANN, ST. CYRIL, AND ST. JOSEPH THE WORKER WILL FORM A PARISH FAMILY OF COLLABORATING PARISHES.

- A. St. Mary, St. Ann, St. Cyril, and St. Joseph the Worker will form a cluster under the leadership of a pastor. St. Joseph the Worker will merge with St. Mary within the current calendar year. The parish will be closed, and parishioners will be invited to join other parishes. St. Ann and St. Cyril Parishes will merge with St. Mary Parish within the next two years. The parishes will be closed, and parishioners will be invited to join other parishes. St. Cyril Parishioners will have an opportunity to discuss with the Diocese future uses of parish property for possible use as a center for community and heritage, and Masses might be celebrated on certain occasions at St. Cyril church by priests who are authorized by the Diocese.

Parish Facts

St. Ann, Independence

Parish data	15-16	16-17	17-18	18-19	19-20	Change 15/16 to 19/20	
						Number	Percent
Infant baptisms	1	0	2	0	1	0	0%
Youth First Communions	1	0	4	0	0	-1	-100%
Youth Confirmations	0	2	1	1	0	0	
Youth Catechumens	0	3	3	0	0	0	
Number of Candidates	0	0	0	0	0	0	
Marriages	2	0	1	0	0	-2	-100%
Deaths	17	20	10	8	12	-5	-29%
Registered Catholic households ¹	232	226	208	204	210	-22	-9%
Average Mass attendance	172	164	152	161	91	-81	-47%
K to 8 Parish School of Religion Enrollment	5	0	3	4	4	-1	-20%
9 to 12 Parish School of Religion Enrollment	0	0	0	1	0	0	

¹ Number of registered parish households as of January 1, 2021 is 160.

Source: *The Catholic Key, Diocese of Kansas City-St. Joseph and parish data form*

St. Cyril, Sugar Creek

Parish data	15-16	16-17	17-18	18-19	19-20	Change 15/16 to 19/20	
						Number	Percent
Infant baptisms	0	0	0	0	0	0	
Youth First Communions	0	1	0	0	0	0	
Youth Confirmations	0	0	0	0	0	0	
Youth Catechumens	0	0	0	0	0	0	
Number of Candidates	1	1	0	0	0	-1	
Marriages	0	0	0	0	0	0	
Deaths	1	2	2	2	2	1	100%
Registered Catholic households ¹	81	67	86	76	66	-15	-19%
Average Mass attendance	85	44	50	50	45	-41	-48%
K to 8 Parish School of Religion Enrollment	0	0	0	0	0	0	
9 to 12 Parish School of Religion Enrollment	0	0	0	0	0	0	

¹ Number of registered parish households as of January 1, 2021 is 56.

Number in italics indicates estimate based on trend as data was not provided.

Source: *The Catholic Key, Diocese of Kansas City-St. Joseph and parish data form*

St. Mary's, Independence

Parish data	15-16	16-17	17-18	18-19	19-20	Change 15/16 to 19/20	
						Number	Percent
Infant baptisms	5	3	4	6	4	-1	-20%
Youth First Communions	8	7	4	8	3	-5	-63%
Youth Confirmations	0	4	9	0	4	4	
Youth Catechumens	2	1	0	0	0	-2	-100%
Number of Candidates	1	4	1	1	3	2	200%
Marriages	2	2	2	4	2	0	0%
Deaths	8	13	7	6	8	0	0%
Registered Catholic households ¹	256	241	234	231	227	-29	-11%
Average Mass attendance	400	322	305	355	224	-176	-44%
K to 8 Parish School of Religion Enrollment	23	21	22	20	20	-3	-13%
9 to 12 Parish School of Religion Enrollment	0	0	0	0	0	0	

¹ Number of registered parish households as of January 1, 2021 is 229.

Source: *The Catholic Key, Diocese of Kansas City-St. Joseph and parish data form*

St. Joseph the Worker, Independence

Parish data	15-16	16-17	17-18	18-19	19-20	Change 15/16 to 19/20	
						Number	Percent
Infant baptisms	3	0	0	2	2	-1	-33%
Youth First Communions	1	2	1	2	0	-1	-100%
Youth Confirmations	0	8	1	0	0	0	
Youth Catechumens	0	0	0	0	0	0	
Number of Candidates	0	2	0	0	0	0	
Marriages	1	0	0	0	0	-1	-100%
Deaths	6	3	7	7	4	-2	-33%
Registered Catholic households ¹	203	148	208	203	146	-57	-28%
Average Mass attendance	125	116	144	101	45	-80	-64%
K to 8 Parish School of Religion Enrollment	7	5	3	4	0	-7	-100%
9 to 12 Parish School of Religion Enrollment	3	0	0	0	0	-3	-100%

¹ Number of registered parish households as of January 1, 2021 is 138.

Number in italics indicates estimate based on trend as data was not provided.

Source: *The Catholic Key, Diocese of Kansas City-St. Joseph and parish data form*

Parish Recommendations

1. If the parishes can sustain their current membership levels through the various mergers, St. Mary could grow to be a parish with 600 households or almost 1,500 parishioners and revenues in the range of \$750,000. The parishes should develop a parishioner contact committee. This committee will contact all households in the four parishes and provide support and welcome during the transitions. The effectiveness of these efforts will influence the size and vitality of the future St. Mary Parish.
2. All administrative and ministerial activity will be determined after consultation by the pastor.
3. The ongoing and future use of the facilities at St. Ann and St. Mary should be studied, and recommendations developed for the diocese. Increasing the seating capacity of the church at St. Mary as well as the appearance of the facilities and grounds should be studied and plans developed.

- B. Nativity of Mary Parish and St. Bernadette Parish will continue to cluster under the leadership of the pastor at Nativity of Mary Parish.

Parish Facts

Nativity of Mary, Independence

Parish data	15-16	16-17	17-18	18-19	19-20	Change 15/16 to 19/20	
						Number	Percent
Infant baptisms	26	20	31	23	30	4	15%
Youth First Communions	22	23	14	16	29	7	32%
Youth Confirmations	19	24	0	12	45	26	137%
Youth Catechumens	0	0	2	2	0	0	
Number of Candidates	0	0	9	2	4	4	
Marriages	4	9	6	2	3	-1	-25%
Deaths	24	23	21	22	29	5	21%
Registered Catholic households ¹	640	648	652	650	519	-121	-19%
Average Mass attendance	521	525	505	483	179	-342	-66%
K to 8 Parish School of Religion Enrollment	0	0	0	0	0	0	
9 to 12 Parish School of Religion Enrollment	0	0	0	0	0	0	

¹ Number of registered parish households as of January 1, 2021 is 521.

Number in italics indicates estimate based on trend as data was not provided.

Source: *The Catholic Key, Diocese of Kansas City-St. Joseph and parish data form*

St. Bernadette, Kansas City

Parish data	13-14	14-15	15-16	16-17	17-18	Change 13/14 to 17/18	
						Number	Percent
Infant baptisms	4	3	3	4	6	2	50%
Youth First Communions	3	5	2	4	3	0	0%
Youth Confirmations	3	0	1	4	0	-3	-100%
Youth Catechumens	0	0	1	0	0	0	
Number of Candidates	0	0	0	2	2	2	
Marriages	0	1	0	1	1	1	
Deaths	19	16	16	17	21	2	11%
Registered Catholic households ¹	363	348	336	326	323	-40	-11%
Average Mass attendance	412	315	336	324	325	-87	-21%
K to 8 Parish School of Religion Enrollment	22	19	18	12	6	-16	-73%
9 to 12 Parish School of Religion Enrollment	0	0	0	0	0	0	

¹ Number of registered parish households as of January 1, 2020 is 321.

Source: *The Catholic Key, Diocese of Kansas City-St. Joseph and parish data form*.

Parish Recommendations

1. The parishes should continue to work toward a combined parish pastoral council so that there is one council and committees for both parishes.
2. The parishes should conduct a study of future Catholic school needs and the future use of the educational facilities at both sites.

C. St. Mark Parish will remain a stand-alone parish.

Parish Facts

St. Mark, Independence

Parish data	15-16	16-17	17-18	18-19	19-20	Change 15/16 to 19/20	
						Number	Percent
Infant baptisms	77	61	47	37	20	-57	-74%
Youth First Communion	62	37	34	64	44	-18	-29%
Youth Confirmations	39	42	44	38	35	-4	-10%
Youth Catechumens	11	3	2	8	2	-9	-82%
Number of Candidates	20	2	3	2	3	-17	-85%
Marriages	24	18	16	10	8	-16	-67%
Deaths	69	59	54	55	46	-23	-33%
Registered Catholic households ¹	2,581	2,585	2,545	2,578	2,424	-157	-6%
Average Mass attendance	1,726	1,430	1,434	1,294	410	-1,316	-76%
K to 8 Parish School of Religion Enrollment	291	254	227	230	176	-115	-40%
9 to 12 Parish School of Religion Enrollment	68	92	59	57	43	-25	-37%

¹ Number of registered parish households as of January 1, 2021 is 1,484.

Source: *The Catholic Key, Diocese of Kansas City-St. Joseph and parish data form*

Parish Recommendations

1. Consider sharing staff and possibly adding staff with the financial support of other parishes in the parish family.
2. Conduct a study of the ministry to the Hispanic community and how the ministry can be coordinated with all the parishes.

Recommendations for the Deanery 11 Parish Family

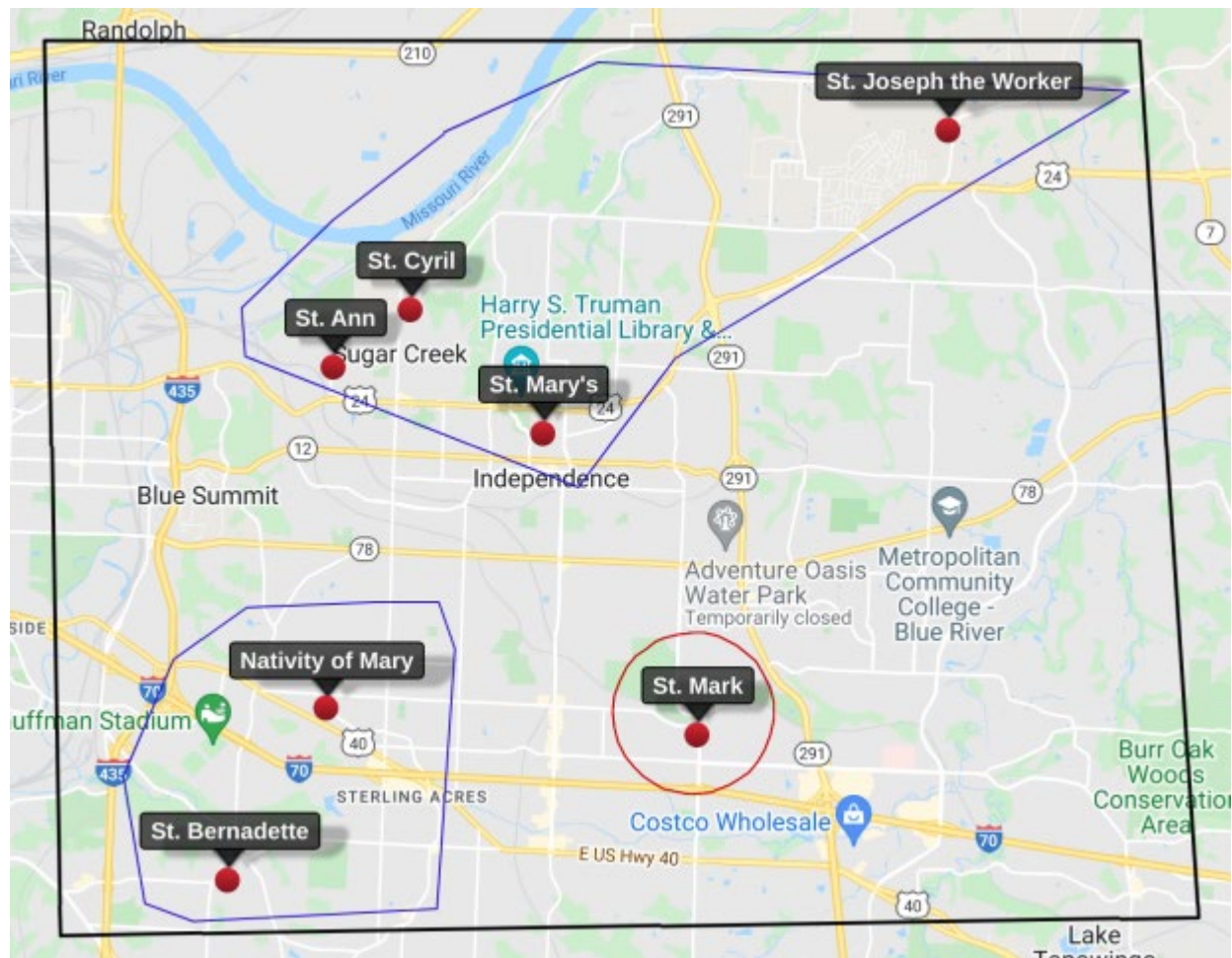
1. All the parishes should schedule a combined parish pastoral council meeting, at least annually, to study, plan, implement, and monitor pastoral activity in the Independence area.
2. The parishes will need to work together on a common strategy to broaden parishioners' focus from a "parish-only" mindset to a "Catholic community" one. This is needed for Catholics to participate in and attend shared events, educational opportunities, and other services at all the parishes.
3. Work groups in specific ministerial areas will need to be formed to further define and develop collaborative activity. Some of the areas which have been identified are:
 - a. Develop an area strategy to serve and reach out to the growing Hispanic population in Independence and invite them to local parishes. This means supporting the existing ministry at St. Mark but also exploring the potential at other parishes as well.
 - b. Improve and modernize communications within each parish and the deanery itself.
 - 1) Utilize parish bulletins in print and on the website as the main source of information. Include items for parishes within the deanery, such as activities, events, adult education, and faith formation activities.
 - 2) Explore the use of other forms of modern communications, such as email, Facebook, and other social media platforms.

- c. Improve and expand religious education programs at each parish. Diocesan support and coordination would be useful. Explore having deanery events to improve educational opportunities which may not be available at each parish. These events would bring children and youth together from all the parishes.
- d. Develop and support a program of adult education which is sponsored by the diocese with structured classes.
 - 1) Continue to offer parish programs with the assistance of the diocese.
 - 2) Improve publicity and promotion for programs in each parish.

Projected Impact of Recommendations

1. All parishes will benefit from collaboration with some key ministries. Together, these parishes represent approximately 2,900 households as of January 2021, and have financial resources of more than \$3 million. While many of those resources are dedicated to facilities, personnel, and programs, there are some funds which can be shared for parish family staffing and the development of ministries.
2. Population growth for the area is projected to decline by 1,000 residents over the next five years but increase by 1,300 residents by the end of the decade. About 1 in 5 of those residents will be Catholic. Growth for the parishes in Independence will not happen organically. The parishes will need to work together on evangelization efforts.
3. Faith formation is an area where parishes can benefit from working together to significantly expand their formation programs and opportunities. Currently, all but three parishes have students enrolled in their elementary religious education programs for a total of 206 students. Most of those students are from St. Mark. Parishes can develop a common program or programs which serve all the parishes at as many sites as are needed with the ability for expansion. On the high school level, there are currently 43 students, all of whom are from St. Mark. Together, the parishes could develop a common youth ministry which would benefit all the parishes. Opportunities for adult faith formation should also be planned and promoted as a parish family.
4. The parishes as well as the human needs of those in the area will benefit from combining efforts and funding to serve those in need. The parishes should develop a common outreach effort for the Independence area by combining efforts and funding for services for those in need. Working together will also raise the level of activity and the profile of the Catholic community in the area.

NEW CONFIGURATION MAP FOR DEANERY 11



VII. IMPLEMENTATION OF THE PASTORAL PLAN

With the promulgation or approval of the pastoral plan in May of 2022, the implementation will begin. The following groups will play an important role in the full implementation of the pastoral plan.

1. The terms and role of the Area Planning Committee representatives who have shaped the pastoral plan end in May of 2022.
2. The parish pastoral council will be responsible for overseeing the implementation of the plan on the parish level. If the deanery will be convening councils for a joint meeting, members should attend and participate in the meeting. If the deanery seeks representatives from the councils, the local council should select and send representatives to the deanery meeting.
3. Deanery councils or representative groups may look to the establishment of task groups in certain areas of ministry. Councils should help to provide appropriate staff or ministerial leaders to assist in these tasks of developing collaborative ministry.
4. The dean shall serve as the convenor at least of the initial gathering of the deanery councils or representatives. The role of the dean as the convenor may diminish over time as leadership within the deanery is discerned.
5. The deanery priests and parish administration should monitor the progress or lack of progress on the implementation of the plan in the deanery at their regularly scheduled meetings.
6. The implementation of the recommendations for the establishment of clusters and mergers rests with the Vicar for clergy and the pastors assigned to the parishes.

APPENDICES

Appendix A-1: Survey Results – Possibilities for Vibrant Ministry in Deanery 1

Parishes responding: St. James (60), St. Louis (21), St. Monica (80), St. Therese Little Flower (31)				
<i>Note: St. Francis Xavier unable to host parish meeting yet due to circumstances beyond their control.</i>				Updated 12-7-21
Total Surveys Collected: 192				
Ministry Area / Possibility	Number		Percent of Total	
	Top (1)	Back-Up (2)	Top (1)	Back-Up (2)
1. Parish Organization				
a. Consider clustering parishes under the leadership of one pastor.	13	11	9%	8%
b. Consider merging parishes in the deanery.	8	12	6%	8%
c. Explore ways for parishes to better network & collaborate on mission and ministry activities.	118	11	83%	8%
d. Promote greater lay involvement in the mission and ministry of the parishes.	3	112	2%	77%
<i>St. James note: Strong consensus on deanery collaboration but preserving the independence and unique character of each parish.</i>				
2. Worship and Evangelization				
a. Increase preparation for Sunday Masses, especially music, liturgical ministries, and homilies.	21	5	15%	4%
b. Create a stronger sense of welcome at Sunday Masses using greeters & other welcoming methods.	2	12	1%	10%
c. Establish teams of parishioners to contact every person on the parish roster as well as former members to listen and invite them to engage in the parish.	72	26	52%	22%
d. Develop a ministry for young adults (ages 20's and 30's) which may be centered at one parish but can serve all the parishes in the deanery.	42	73	30%	62%
e. Other - Reestablish school system in deanery.	1		1%	0%
e. Other - Be intentional with welcome wagon opportunities via social media, neighbors, new neighbors, friends of STLF.		1	0%	1%
e. Other - Evangelization through social media/neighborhood contact.		1	0%	1%
<i>St. James note: Strong consensus on the need to also develop and support ministry to seniors, the role of women in leadership and ministry, LGBTQ, immigrants, and those in need to affordable housing.</i>				
3. Faith Formation, Catholic Schools				
a. Strengthen Parish Schools of Religion for elem. Students and high school ministry on a deanery basis.	9	8	7%	7%
b. Develop deanery-wide adult faith formation opportunities incl. Bible study, Alpha, & spiritual retreats.	76	13	60%	11%
c. Organize small groups in parishes throughout the deanery to build community and share faith.	37	69	29%	61%
d. Promote Catholic school education to increase enrollment in Catholic schools.	5	24	4%	21%
<i>St. James note: Strong consensus on need to work with organizations, ecumenical and interreligious efforts by other groups addressing social issues.</i>				
4. Outreach to those in Need				
a. Recognize the role which deanery parishes have played and will continue to play in establishing a visible presence of the church in the central city of Kansas City.	72	18	53%	18%
b. Coordinate outreach ministries on a deanery level to maximize their effectiveness.	16	2	12%	2%
c. Assess the types of outreach ministries parishes currently provide and those which may be possible if there was an overall deanery strategy.	38	68	28%	67%
d. Establish a deanery approach to Catholic social justice education and application to social issues.	8	13	6%	13%
e. Other - Review current parish outreach and bolster those services that work, through cooperation with neighboring parishes - not deanery.	1		1%	0%
5. Community Building and Communications				
a. Establish a committee to seek out, welcome, and invite new neighborhood residents.	83	9	62%	8%
b. Meet with new & old parishioners to invite them to share their gifts & talents & become more involved.	12	68	9%	60%
c. Promote a discipleship-based approach to financial stewardship throughout the deanery.	2	23	2%	20%
d. Develop a communications strategy for the parishes using new and older technologies.	36	13	27%	12%
<i>St. James note: Strong consensus on need for diocesan stewardship strategy that links resources in wealthier parishes to parishes in need, including restructuring deaneries to reflect more diversity among parishes rather than grouped by location. Consider a disciple-based tax on stronger parishes to support needier ones.</i>				

Appendix A-2: Survey Results – Possibilities for Vibrant Ministry in Deanery 2

Parishes responding: Cathedral of the Immaculate Conception (17), Guardian Angels (11), Oratory of Old St. Patrick (50), Our Lady of Good Counsel (5), Our Lady of Perpetual Help (8), Our Lady of Sorrows (7), Sacred Heart-Guadalupe (28)

Total Surveys Collected: 126			<i>Updated 12-6-21</i>	
	Number		Percent of Total	
Ministry Area / Possibility	Top (1)	Back-Up (2)	Top (1)	Back-Up (2)
1. Parish Organization				
a. Consider clustering parishes under the leadership of one pastor in the deanery.	4	32	3%	30%
b. Consider merging parishes in the deanery.	6	4	5%	4%
c. Share or create staff positions which are supported by all the parishes to improve the scope and quality of ministry.	23	19	19%	18%
d. Explore the potential of joint meetings of parish pastoral councils to focus on common mission and ministry efforts in the deanery.	33	26	27%	25%
e. Other - Allow each parish to continue independently.	48		40%	0%
e. Other - Give each parish 3 years to demonstrate financial and membership growth.		22	0%	21%
e. Other - OLOS is happy to partner and engage with other deanery parishes for social or ministry services resources, based on community needs and any responses from the community to identify such needs.	7		6%	0%
e. Other - Explore parish growth and decline during COVID measures. Those that grew exponentially in attendance and faithfulness (therefore exemplifying fruitful ministry) should lead a training program for other churches in the deanery, to effect changes that improve the health and faithfulness of all parishes.		3	0%	3%
2. Worship and Evangelization				
a. Emphasize preparation for Sunday Masses, especially music, liturgical ministries, and homilies.	12	8	10%	7%
b. Create a stronger sense of welcome at Sunday Masses using greeters & other methods.	18	35	15%	32%
c. Establish teams of parishioners to contact every person on the parish roster as well as former members to listen and invite them to engage in the parish.	17	22	14%	20%
d. Develop ministries for young adults (ages 20's and 30's) and seniors (age 65 and over) which may be centered at one parish but can serve all the parishes in the deanery.	23	26	19%	23%
e. Other - Show reverence to the Blessed Sacrament by keeping silence in the sanctuary.	44	8	36%	7%
e. Other - Encourage women to wear veils.		4	0%	4%
e. Other - Pray the rosary before Mass.		3	0%	3%
e. Other - Dress respectfully.		3	0%	3%
e. Other - OLOS Parish Council and a special committee would be formed to meet and share ideas on evangelization and retention of parishioners of all ages.	7		6%	0%
e. Other - Increase basic catechesis for long-time Catholics to increase understanding of Eucharist.	1		1%	0%
e. Other - Teach and emphasize the True Presence in every aspect - from entry (quiet, prayerful) to Tabernacle (center, curtained, prioritized) to kneeling, to Holy Communion (on tongue, with few if any EMHC-deacon and priest only) to end of Mass (no early departures). Unless the people truly recognize His True Presence, nothing else we do matters. It will all miss the mark.		2	0%	2%
<i>OLOS note: For backup choice (2) d: OLOS would be a great location for these efforts to be centered.</i>				
3. Faith Formation, Catholic Schools				
a. Establish Parish Schools of Religion for elementary and high school students which can be conducted on a deanery basis.	16	13	13%	12%
b. Develop deanery-wide adult faith formation opportunities incl. Bible study, Alpha, & spiritual retreats.	28	32	23%	30%
c. Organize small groups in parishes throughout the deanery to build community and share faith.	15	45	13%	42%
d. Promote Catholic school education to increase enrollments in Catholic schools.	9	12	8%	11%
e. Other - Use social media platforms.		1	0%	1%
e. Other - PSR/CCD on a deanery basis.		1	0%	1%
e. Other - Solid Catholic education, including apologetics.	1		1%	0%
e. Other - Provide additional resources for Catholic Homeschoolers.	44	2	37%	2%
e. Other - OLOS would be happy to partner and engage with other parishes in our deanery for additional or new faith formation ideas that would be developed as part of a partnering process with these parishes.	7		6%	0%
e. Other - Ensure that our deanery schools are all united in teaching our Faith in a strong, Catholic way. This sets up apart from other private schools in a way that promotes enrollment and growth.		2	0%	2%

Appendix A-2: Survey Results – Possibilities for Vibrant Ministry in Deanery 2 (continued)

Parishes responding: Cathedral of the Immaculate Conception (17), Guardian Angels (11), Oratory of Old St. Patrick (50), Our Lady of Good Counsel (5), Our Lady of Perpetual Help (8), Our Lady of Sorrows (7), Sacred Heart-Guadalupe (28)				
Total Surveys Collected: 126			Updated 12-6-21	
Ministry Area / Possibility	Number		Percent of Total	
	Top (1)	Back-Up (2)	Top (1)	Back-Up (2)
4. Outreach to those in Need				
a. Coordinate outreach ministries on a deanery level to maximize their effectiveness.	18	28	15%	41%
b. Assess the types of outreach ministries parishes currently provide as well as those which may be possible if there was an overall deanery strategy.	40	24	33%	35%
c. Establish a deanery approach to Catholic social justice education and application to social issues.	13	13	11%	19%
d. Other - Emphasize knowledge of faith as basis for social outreach.	1		1%	0%
d. Other - Pray for the spiritual benefit of others.	6		5%	0%
d. Other - Form a help group for mothers and families with new births.	26		21%	0%
d. Other - Food and clothing drives.	9	1	7%	1%
d. Other - Our area has a large university student population and a need has arisen to provide help with end of month and end of semester food insecurities for this segment of our population. Establishing or participating in a specific target type food pantry would be means to address this issue.	7		6%	0%
d. Other - Failing the possibility of each parish to independently provide outreach, divide deanery into sectors of mixed demographics (affluent and impoverished if applicable) to determine the best approach of each small groups of parishes.	1	2	1%	3%
<i>OLOS note: For backup choice (2) b: We believe that this method would/could get us to a food pantry situation to help the need addressed in our first choice.</i>				
5. Community Building and Communications				
a. Establish a committee to seek out, welcome, and invite new neighborhood residents.	29	18	23%	16%
b. Meet with new & old parishioners to invite them to share their gifts & talents & become more involved.	41	41	33%	37%
c. Promote a discipleship-based approach to financial stewardship throughout the deanery.	8	10	6%	9%
d. Develop a communications strategy for the parishes using new and older technologies.	12	23	10%	21%
e. Other - Use social media platforms.	1		1%	0%
e. Other - Maintenance/technical skills across parishes.	1		1%	0%
e. Other - Best marketing practices.		1	0%	1%
e. Other - Public advertising of Catholic programs and events.	27	8	21%	7%
e. Other - We believe we need to investigate professional web management and social media strategies. If these investigations are meaningful for OLOS, then we are happy to share these ideas and potentially partner with other deanery parishes.	7		6%	0%
e. Other - Similar to d - OLOS is happy to meet with other deanery parishes and share our means of financial accounting and monthly and yearly processes. If this means workshops or other forms of sharing information, we would welcome this.		7	0%	6%
e. Other - Retain current parishioners. Do NOT alienate them through government interference and a misguided focus on bodily vs. spiritual health. NEVER close churches again. Then we might not have to try to get people back.		2	0%	2%

Appendix A-3: Survey Results – Possibilities for Vibrant Ministry in Deanery 11

Parishes responding: Nativity of Mary (18), St. Ann (47), St. Cyril (30), St. Joseph the Worker (29), St. Mark (23), St. Mary (43)				
				Updated 12-2-21
Total Surveys Collected: 190				
Ministry Area / Possibility	Number		Percent of Total	
	Top (1)	Back-Up (2)	Top (1)	Back-Up (2)
1. Parish Organization				
a. Cluster the northern parishes - St. Ann, St. Cyril, St. Joseph the Worker, and St. Mary - under one pastor and a vicar. St. Mark will remain a stand-alone parish and Nativity of Mary will continue their cluster with St. Bernadette.	28	25	15%	17%
b. Cluster St. Ann and St. Cyril, St. Joseph the Worker and St. Mary, and Nativity of Mary and St. Bernadette. St. Mark will remain a stand-alone parish.	63	25	35%	17%
c. Share of create staff positions which are supported by all the parishes to improve the scope and quality of ministry in the Independence area.	6	20	3%	14%
d. Continue the ministries to the Slovak/Croatian community, Latin Mass community, Hispanic community and develop a ministry to the Black/African American community as shared parish efforts as recommended by the Bishops' Conference.	2	53	1%	36%
e. Other - Fully utilize Deacons' assistance.	5		3%	0%
e. Other - St. Ann and St. Cyril share priest and other resources.	30		17%	0%
e. Other - Cluster St. Ann, St. Joseph the Worker and St. Mark; close St. Cyril.	7	5	4%	3%
e. Other - Cluster Nativity with St. Ann and St. Cyril. Cluster St. Joseph the Worker and St. Mark. St. Mary stands alone. St. Bernadette goes back to its correct deanery.	7	8	4%	5%
e. Other - Cluster St. Ann, St. Cyril and St. Mary; St. Joseph and St. Mark; Nativity of Mary and St. Bernadette.	3		2%	0%
e. Other - Priests consecrates enough host for all his parishes, service is broadcast to all parishes, Eucharistic ministers give communion, priest comes to each parish every other week.	1		1%	0%
e. Other - Leave St. Joseph the Worker as is, with St. Mark.	1		1%	0%
e. Other - Find New Talent at St. Mary that understands that Vatican 2 happened.	1		1%	0%
e. Other - Cluster St. Ann, St. Cyril, St. Joseph the Worker and St. Mark; Nativity of Mary with St. Bernadette; St. Mary stands alone.	3	1	2%	1%
e. Other - Merge St. Joseph the Worker with St. Mark; merge St. Ann, St. Cyril and St. Mary; Nativity of Mary stays as is.	2		1%	0%
e. Other - Merge St. Ann, St. Cyril, St. Joseph the Worker and St. Mary; St. Mark and Nativity of Mary stand pat.	6	5	3%	3%
e. Other - Close St. Ann, St. Cyril and St. Joseph the Worker. Keep Nativity of Mary, St. Mark and St. Mary.	1		1%	0%
e. Other - Cluster St. Ann, St. Cyril and St. Mary's. Leave St. Mark and Nativity of Mary as is.		1	0%	1%
e. Other - Close St. Joseph and consolidate St. Ann and St. Cyril.		1	0%	1%
e. Other - Consolidate St. Ann, St. Cyril and St. Joseph; St. Mary unchanged.	2	3	1%	2%
e. Other - St. Mary remains a stand-alone parish.	9		5%	0%
e. Other - No changes to any parish.	2		1%	0%
e. Other - Change 5PM Saturday Mass at St. Mary's to St. Joseph the Worker.	1		1%	0%
e. Other - Merge St. Mary's and St. Joseph the Worker.	1		1%	0%
<i>St. Mark Note: The Latin Mass at St. Mary is not the main concern. Clustering/merging with St. Mary will work only if pastor (present & future) adopts a "Vatican II" outlook and attitude in all aspects of parish ministries and liturgy.</i>				
2. Worship and Evangelization				
a. Increase preparation for Sunday Masses, especially music, liturgical ministries, and homilies.	19	23	12%	16%
b. Create a stronger sense of welcome at Sunday Masses using greeters & other methods.	26	30	16%	21%
c. Establish teams of parishioners to contact every person on the parish roster as well as former members to listen and invite them to engage in the parish.	30	46	19%	32%
d. Develop ministries for young adults (ages 20's and 30's) and seniors (ages 65 and over) on a deanery basis.	55	39	34%	27%
e. Other - Diocese provided programs, resources & training for evangelization.	23		14%	0%
e. Other - Talk to each other.	1		1%	0%
e. Other - Develop ministries for 30's to 40's (family).		1	0%	1%
e. Other - Parishioners invite their friends and neighbors to church.		2	0%	1%
e. Other - Increase presence in community / neighborhoods.		1	0%	1%
e. Other - Reach out to Hispanic community.		1	0%	1%
e. Other - Encourage parishes to make liturgies orthodox.	2		1%	0%
e. Other - First Friday Mass with dinner afterwards.		1	0%	1%
e. Other - Create adoration chapel available for extended hours.	1		1%	0%
e. Other - Purchase back old buildings at St. Mary's and turn into new school.	1		1%	0%
e. Other - Develop ministries at parish level.		1	0%	1%
e. Other - Parish-wide social activities with no age restrictions.	1		1%	0%
e. Other - Go door-to-door in the area.	1		1%	0%

Appendix A-3: Survey Results – Possibilities for Vibrant Ministry in Deanery 11 (continued)

Parishes responding: Nativity of Mary (18), St. Ann (47), St. Cyril (30), St. Joseph the Worker (29), St. Mark (23), St. Mary (43)				
<i>Updated 12-2-21</i>				
Total Surveys Collected: 190				
Ministry Area / Possibility	Number		Percent of Total	
	Top (1)	Back-Up (2)	Top (1)	Back-Up (2)
3. Faith Formation, Catholic Schools				
a. Conduct Parish Schools of Religion for elementary and high school students on a deanery basis.	41	27	25%	19%
b. Develop deanery-wide adult faith formation opportunities incl. Bible study, Alpha, & spiritual retreats.	35	60	22%	42%
c. Organize small groups in parishes throughout the deanery to build community and share faith.	51	30	32%	21%
d. Promote Nativity of Mary Catholic School to increase enrollment.	26	27	16%	19%
e. Other - Empower St. Mary's to build an orthodox Catholic school.	3		2%	0%
e. Other - Create men's group and they can do projects.	1		1%	0%
e. Other - Promote Catholic education and make it more affordable.	1		1%	0%
e. Other - Internet RCIA.	1		1%	0%
e. Other - Telethon.	1		1%	0%
e. Other - Encourage parish to have Bible studies, book clubs, etc.	1		1%	0%
4. Outreach to those in Need				
a. Coordinate outreach ministries on a deanery level to maximize their effectiveness.	58	59	39%	47%
b. Assess the types of outreach ministries parishes currently provide and those which may be possible if there was an overall deanery strategy.	67	41	45%	33%
c. Establish a deanery approach to Catholic social justice education and application to social issues.	13	18	9%	14%
d. Other - Increase and utilize the deacons of each parish for ministries.	6	5	4%	4%
d. Other - Use individual talents to provide service to the community through the churches.	1		1%	0%
d. Other - Conduct nurse visits to assist elderly in daily needs.	1		1%	0%
d. Other - Make people aware of possibilities for help, i.e. pantries.	1		1%	0%
d. Other - Continue and grow current outreach programs.		2	0%	2%
d. Other - Shuttle bus to bring elderly to Mass.	1		1%	0%
d. Other - Outreach to recent college students.	1		1%	0%
d. Other - Use old St. Mary's buildings for outreach and service to poor.		1	0%	1%
d. Other - More community activities.	1		1%	0%
5. Community Building and Communications				
a. Establish a committee to seek out, welcome, and invite new neighborhood residents.	56	38	35%	29%
b. Meet with new & old parishioners to invite them to share their gifts & talents & become more involved.	56	46	35%	35%
c. Promote a discipleship-based approach to financial stewardship throughout the deanery.	8	14	5%	11%
d. Develop a communications strategy for the parishes using new and older technologies.	33	29	21%	22%
e. Other - Establish and utilize more deacons in each parish.	2		1%	0%
e. Other - Utilize the facilities of the diocese.	1		1%	0%
e. Other - Communities from St. Ann, St. Cyril, St. Joseph the Worker and St. Mary meet as groups to pave the way for merging into one parish.		1	0%	1%
e. Other - Provide opportunity for people to gather in community, get people excited to be together and let God do the rest.		1	0%	1%
e. Other - Parish and Pastor Solutions Only.	1		1%	0%
e. Other - Preach on contraception and natural family planning.	1		1%	0%
e. Other - Continue to minister to the people we have.		1	0%	1%
e. Other - Create groups based on traditional models such as Legion of Mary.	2		1%	0%

Appendix B: Worksheet

Worksheet for _____ Parish

Parishes which have been informed that their status as a parish is not sustainable at its present level, have been given extended time to reverse the downward trends and move towards a greater vitality. The hope is that every parish will thrive. But when the level of participation falls too low, as measured by variables such as sacramental activity, financial contributions, and so forth, the parish can no longer effectively serve the needs of its parishioners. In the spirit of fairness to God's people and good stewardship, parishes that can no longer meet these needs should be closed and the care of their parishioners should be assumed by other parishes.

The worksheet serves as a "dashboard" or "monitor" for parish efforts and progress. Progress/lack of progress will be reviewed on an annual basis – April to April – and a determination will be made regarding future status. Parishes are already aware of their future options as outlined in the Pastoral Plan.

PARISH DATA CATEGORY	APRIL 2022	APRIL 2023	APRIL 2024
Average Mass Attendance			
Infant/Children Baptisms			
First Communions			
Confirmations			
Adults Received into the Catholic Faith			
Adult Initiation			
Marriages			
Funerals			
Registered Members			
Grades K-8 Parish School of Religion Enrollment			
Grades 9-12 Parish School of Religion Enrollment			
Contributions (Envelope and Basket)			
Number of Donors			
Total Income			
Total Expenses			