

General Cluster Plan of St. Francis Of Assisi and St. Anselm Parishes



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I. PARISH STRENGTHS

A. Abstract of Composite Summaries

The composite summaries developed by St. Anselm and St. Francis for the first stage of Vibrant Parish Life demonstrated similar areas of vibrancy as well as similar areas of challenge. Areas of vibrancy for St. Anselm included the day school, the religious education of children (PSR), liturgy, the music ministry, spiritual and adult faith formation programs, social justice activities and parish administration. The areas of vibrancy identified for St. Francis included PSR, the music ministry, the stewardship program, RCIA, Pre-Cana, youth ministry, welcoming of new parishioners, ministry to shut-ins, parish leadership, facilities, and the parish festival.

Areas of challenge for St. Anselm included the need for an evangelization program, more adult faith formation programs, ministry to senior adults, stewardship, ongoing development of a youth ministry program, and strengthening the religious education of children. Similarly, areas of challenge for St. Francis included the need for more adult faith formation programs, especially in the areas of marriage and family life, broadening ministry awareness, hosting events that celebrate ethnic diversity of the parish, increasing Mass attendance, and strengthening the academics in the junior high (day school).

We are committed to building on our strengths. Several areas of challenge are already being addressed through our collaborative efforts and the others will be addressed in our future planning.

B. Present Areas of Collaboration

Shortly after the introduction of Vibrant Parish Life, and prior to entering into a cluster relationship, the staff members of St. Anselm and St. Francis saw the value in

collaboration, beginning with the implementation of Generations of Faith and a joint parish mission. Since then, several other joint initiatives evolved and continue to evolve. For instance, joint staff meetings were originally held on a quarterly basis. This evolved into bi-monthly meetings, and then, as of March of 2008, into monthly meetings. At these meetings, our staffs continue to plan and coordinate parish programs and ministerial opportunities that lend themselves to shared ministry and involvement of our parishioners.

1. Present areas of ministerial collaboration.

We are presently collaborating in several ministerial matters, including:

- We share a youth minister.
- We have a joint bereavement program.
- We have joint communal Reconciliation services in Advent and Lent.
- We have joint parish missions.
- We coordinate scheduling of pre-baptism classes.
- Our parish councils meet on a bi-annual basis.
- We have worked together on our Confirmation programs so that the content at St. Anselm and St. Francis are the same.

2. Present areas of collaboration in matters of evangelization.

We are presently collaborating in several matters pertaining to evangelization, including:

- We are participating in the Lake-Geauga District study of issues relating to inactive Catholics.
- We have joint scripture study groups.
- We have joint adult faith formation programs.

- We are beginning to work together to prepare similar RCIA processes and plan to have some shared formation experiences with the candidates and catechumens.
- We are working together to improve our hospitality through efforts of our welcoming committees, and share ideas and methods to be more welcoming parishes.
- We have formed a joint evangelization committee.

3. Present areas of collaboration in matters dealing with our day schools.

We are also presently collaborating in matters pertaining to our day schools. This includes prospective joint meetings of our School Advisory Committees, which will develop marketing plans and share marketing strategies. These marketing strategies will include an emphasis on stressing the importance and advantages of a Catholic education to parishioners whose children do not attend the day school. The SACs are also periodically surveying parents, parishioners and staff to assess strengths and weaknesses and to develop recommendations to address needs.

In addition, the principals of both schools are working together to plan joint faculty enrichment opportunities, and to discuss other available options to collaborate in strengthening our schools. Currently, they are discussing the introduction of new programs and the reduction of expense of existing programs. Examples include sharing teachers, scheduling joint in-service days, holding joint student retreats and applying for grants that will bring music programs to both schools. In addition, the joint monthly staff meetings do include issues pertinent to both schools.

II. KEY REALITIES AND TRENDS AND THEIR IMPLICATIONS

A. Demographic Trends

1. General Population Statistics

An analysis of the Claritas data indicates that our cluster area population and number of households are declining while the population and number of households for the United States in total are experiencing growth. The Claritas statistics also show that, compared to the country average, our cluster has far less diversity and a population that is older now and will be even older in 2012 compared to the rest of the population.

Although the gap is slowly narrowing, our cluster per capita and household income is substantially higher compared to the rest of the country. Likely reasons are that the cluster has more and generally better white collar jobs. Also, the cluster, based upon the number of degrees held, is better educated than the USA average.

2. Cluster Statistics Pertaining to Schools

The Claritas data indicates that our cluster area population of school age children is declining significantly. Demographics for the cluster show an alarming 13.9% decline in the grade school age population between 2007 and 2012.¹ Our goal is to fill our schools. Although this will be more difficult if the population is declining, we will concentrate our efforts on a marketing plan that focuses on enrollment growth regardless of market size.

Our analysis showed that 45% of the St. Anselm School students lived outside the parish geographic boundaries. This fact lead to an analysis of the demographics for two surrounding clusters. The data showed a 14.7% decline in the school age population for

¹ See Appendix A, *St. Anselm and St. Francis of Assisi Cluster Population Demographics*. It should also be noted that a St. Anselm Pastoral Council member disputed the Claritas data and presented information indicating a modest growth of the Geauga County school age population.

the Holy Angels/St. Joan of Arc cluster and a significant, but much smaller decline of 6.7%, for the Divine Word/St. Noel cluster.

In analyzing our school enrollment, we learned that, for the 10 year period ending in 2007, the cluster enrollment for the parish schools ranged from 663 to 728 students in grades K through 8. The average enrollment for the period was 686 students.

A look at the enrollment for each school separately revealed two different enrollment histories. In 1998, the cluster enrollment totaled 669 students. Sixty-three percent of these students were enrolled at St. Anselm. In 2007, the cluster enrollment was almost the same, 663 students; however, in 2007 St. Francis enrolled 422 students – 64% of the total.

The year by year enrollment statistics for the 10 year period for each school show that the St. Francis enrollment increased an average of 9.7% per year for the first seven years. This is due, in part, to a building program that greatly improved the St. Francis physical plant by adding on classrooms, meeting rooms, office space, a school cafeteria and a gymnasium. This project was completed in 2000. In the last three years, however, enrollment at St. Francis has declined an average of 1% per year.

The opposite story is true at St. Anselm. From 1997-2007, enrollment at St. Anselm declined at an average rate of 5% per year. However, staffing changes have helped stabilize enrollment and build enthusiasm among students and parents, and the rate of decline has slowed in the last two years to 3 1/2% per year.

3. Cluster Statistics Pertaining to our Adult Population

The number of college-age students in the cluster is forecasted to increase slightly between 2007 and 2012. However, the number of middle-age adults shows a 9.4%

decline. All groups over the age 50 are forecasted to increase.² For instance, the cluster population over the age of 65 is forecasted to increase by nearly 12%.

4. Cluster Statistics Pertaining to Mass Attendance

The October 2007 average weekly Mass attendance for the cluster totaled 29% of the registered parishioners. For the last ten years, the 3-year moving average Mass attendance has varied from year to year within a range less than +/- 2%, with the exception of the 3-year moving average for 2007 which dropped 5%. This 5% drop followed a year of no change for the average. Both cluster parishes showed a similar decline: 5.5% for St. Francis; 4.3% for St. Anselm.

5. Observations, Conclusions and Implications of Cluster Statistics on Pastoral Care.

From these statistics, the following observations, conclusions and their implications on our pastoral care can be drawn:

- Maintaining school enrollment is a major challenge in our cluster, and growing school enrollment is an even bigger challenge.
- Our current membership base is aging, while our future membership base (today's school age youngsters) is shrinking significantly.
- Based on population trends, although some reconfiguration may be required, our current buildings are likely large enough and sufficiently well-maintained to accommodate future needs.
- As our membership ages, we will need to accommodate our seniors with ministries that both address their spiritual needs and accommodate their physical needs, and we will need new volunteers, and potentially new staff members, to direct these ministries.
- We must endeavor to increase Mass attendance through creative methods of our own, and through the use of methods used by other churches that have been successful.

² See appendix A.

B. Sacramental Statistics

In evaluating the cluster sacramental statistics, it was noted that much of the data varies significantly from year to year. For this reason we have analyzed such data using 3-year moving averages. This smoothes the data and makes it easier to identify trends.

1. Baptisms

The number of cluster baptisms in the last 10 years has ranged from 141 to 174, with an average of 156 baptisms per year. The trend is up for the number of baptisms of children under 7 years of age. The average of the last five 3-year rolling averages is 149 baptisms per year compared to 141 for the prior 5 year period.

Baptisms within RCIA are included in the above number. Such baptisms average 10 per year for the cluster. The annual number has ranged from 5 to 17 over the last 10 years.

2. First Communion and Confirmation

Over the last four years the number of young people receiving First Communion has declined by 32%, from 206 to 140 first communicants. For the same time period, the number of adult First Communions for the cluster have ranged from 8-13.

For the two year period (2004/05 and 2005/06), Confirmation numbers for the cluster are skewed because St. Anselm moved confirmation from the 10th grade to the 8th grade resulting in two Confirmation classes in each of these years. Normalizing the numbers shows that the number of young confirmandi for the period averaged 179 a year for the last four years. The number of adult confirmandi for the four year period ranged from 11 to 17 per year.

3. Marriages

The number of marriages in the St. Anselm/St. Francis cluster has averaged 65 per year for the last 10 years. The range is 55 to 76 marriages over this period. There is a slight downward trend in the number of marriages. The average of the last five 3-year rolling averages is 62 as compared to 67 for the prior 5 year period.

4. Deaths

The number of cluster deaths in the last 10 years has averaged 153 per year. The range is 114 to 178 deaths per year. If you discard the highest and lowest years, the average is 154 and the range is 142 to 168 deaths per year. The trend is up for the number of deaths per year. The average of the last five 3-year rolling averages is 157 deaths per year compared to 144 for the prior 5 year period.

5. Summary

The summary good news is that the sacramental programs already in place and staffed are able to meet the sacramental needs of candidates in the next five years or so.

C. Staffing

Both parishes in our cluster are similarly staffed. Each has a pastor, a business manager, a principal, a pastoral associate, a music director and a director of religious education. St. Francis also has an associate pastor, while St. Anselm does not, and St. Francis has two deacons, while St. Anselm has one. Having an associate allows St. Francis to minister to Hillcrest Hospital patients. Consequences of not having an associate at St. Anselm are fewer daily masses and a greater reliance on weekend associates. In addition, the parishes share a youth minister, and St. Anselm has a

volunteer RCIA director, while the RCIA duties at St. Francis are handled by the pastoral associate.³

D. Facilities

Both parishes in the cluster operate from sound, well maintained facilities. All buildings are handicap accessible. No new buildings are planned.

1. St. Anselm

St. Anselm built its first building which contained a “temporary” church designed to be a “future” gym and a school in three phases in the 1960s. A rectory/office building was also built in the 1960s. A convent which had served as a model home for an adjacent development was purchased in 1978.

New office and rectory buildings were built in 1991 following a fire which totally destroyed the rectory/office building.

In 2002, a new church replaced the temporary church which was converted into a gymnasium. Also, in 2002, a school addition was built in front of the school building. The addition contained two kindergarten rooms, a library, new school offices, a teachers’ lounge, and meeting and music rooms. The old school office and library were made into science and art rooms.

The recent construction projects plus new landscaping gave the parish an opportunity to improve the appearance of its buildings and property. The public space in all the buildings is on the ground floor. All the buildings are handicap accessible and have handicap restrooms.

Construction loans financed the church and school addition. The current loan balance is \$107,000. The loan will be paid off with building fund pledges now in hand.

³ See appendix B for a more in-depth breakdown of the cluster staffing.

The parish has no other debt. Cash reserves set aside for future maintenance needs as they occur will help keep St. Anselm's facilities in good operating condition.

2. St. Francis

In August, 1943, Bishop Hoban notified Father William Bertram Gallagher (1902-1986) of his appointment as the first pastor of St. Francis of Assisi Parish, which prior to that time held services in a Mission chapel in the home of Mrs. Ruth Strong. Services continued to be held in Mrs. Strong's home until 1945, when the home was sold. At that time, Bishop Hoban advised parishioners to worship at St. Clare Parish, Lyndhurst, which had been established on 18 September 1944, until Father Gallagher and his faithful could locate a property suitable for the building of a church and rectory. In March of 1946, the present property was acquired, and the first church was completed by June of 1948.

St. Francis of Assisi School was opened in September of 1954, with children arriving by bus from Chesterland and Novelty in Geauga County. Initial enrollment was close to 170 pupils. The school consisted of nine classrooms, a principal's office, clinic, teachers' room and multi-purpose room, which also served as a cafeteria. The school expansion was completed in October 1960 which doubled the classrooms.

The present church was completed in September 1969 and the old church removed in 1999.

In July of 1998, there was a groundbreaking ceremony for the building of our parish center. The parish center was dedicated in April of 2000. The Center houses the school administrative offices, clinic, meeting room, kitchen, cafeteria, gymnasium, chapel, pre-school room, two kindergartens, art room, music room, and concession stand and maintenance operations center.

All buildings are handicapped accessible. The debt for the parish center has been retired.

E. Finances

The business manager from St. Francis, Kevin Audin, and the accountant from St. Anselm, Kathy Popelka, have provided pertinent financial data, which is compiled in Appendix C.

III. PRIORITY ISSUES AND RELATED GOALS TO STRENGTHEN PASTORAL CARE.

The St. Francis of Assisi/St. Anselm Cluster Planning and Coordination Team has identified five priority issues, as follows: (1) improving our welcoming and evangelization activities, especially regarding weekly Mass attendance, (2) maintaining strong and stable schools, (3) continuing and enhancing our collaboration on pastoral care, (4) gearing programs and ministries specifically toward our unique cluster population, especially in adult faith formation and ministry to older adults, and (5) continuing a “Church in the City” relationship with an urban parish.

These priority issues will be addressed individually hereinafter by describing each issue, identifying a key goal to address the issue in the coming years, identifying key resources and structures supporting the goals, presenting a basic financial plan and budget for achieving the goals, and presenting a basic timeline of action steps which will be taken to implement the goals.⁴

⁴ A *Cluster Proposal Timeline* with all of the goals discussed in this section is attached as Appendix D.

A. First Priority Issue: Improving Our Welcoming And Evangelization Activities, Especially Regarding Weekly Mass Attendance.

1. Description of Priority Issue.

The description of this priority issue can be summed up by saying that only 29% of registered parishioners attend weekly Mass. This does not take into consideration other Catholics in our cluster area who are not registered at either parish.

2. Identification of a Key Goal to Address this Issue in the Coming Years.

Our key goal is to improve our welcoming and evangelization activities so as to maximize attendance at weekly Mass.

3. Identification of Key Resources and Structures Supporting this Goal.

There are several publications that will assist us in achieving this goal, most notably *On Evangelization in the Modern World*, 1971; *Go and Make Disciples*, 1992; *Spreading Holy Fire*, 2004. There are also several instructive websites available, including *onceCatholic.org*; *pncea.org*; *disciplesinmission.org*; *americancatholic.org*; *renewintl.org*; *sccquest.org*; *sharetheword.net*. In addition, Sr. Margaret Mach of the Office of Evangelization in the Diocese of Cleveland can assist with parish materials on welcoming, ministry to the inactive, and renewal opportunities.

The Lake-Geauga District is in the process of developing resources and a plan to address evangelization. The report of this committee will be available to use as a guide for our cluster committee.

Inauguration of Cluster Evangelization Committee with specific subcommittees, e.g. Communications. This committee will have Mass attendance as one of its primary considerations. In addition, St. Francis is addressing this issue through its stewardship

efforts with Catholic Stewardship Consultants, and the fruits of these efforts will be shared with St. Anselm for implementation.

Our parishes also share a youth minister, whose Life Teen ministry endeavors to keep students who graduate from our schools and from our PSR programs involved in the church.

Finally, the Lake Geauga District parishes are sponsoring a three day conference in October of 2008 which will feature a speaker from the Paulist National Catholic Evangelization Association, Rev. Anthony Krisak. The conference will provide parish sacramental preparation teams, parish evangelization teams and parish staffs the opportunity to improve invitation and outreach skills which can be shared with parishioners beginning immediately after the conference and in years to come.

4. Basic Financial Plan and Budget for Achieving Goal.

Each parish will allocate \$2,500 for fiscal year 2008-2009 for evangelization.

Budget items include:

- Cluster Evangelization Team Formation Materials;
- Publicity budget for newspaper ads to alienated Catholics to “come home;” and
- Stipends for speakers on reentry into the Catholic Community.

5. Basic Timeline of Action Steps.

Action Step A: Welcoming Programs at St. Anselm and St. Francis will be reviewed for improvement. This action step will be accomplished by September 2008.

Action Step B: Any revisions to our Welcoming Programs will be implemented. This action step will be accomplished by June 2009.

Action Step C: A joint Evangelization Committee will develop action steps for implementation by June 2009.

Action Step D: The cluster committee will review the results of the Lake-Geauga District's study on evangelization, and will implement any and all suggestions and recommendations that may improve attendance in our cluster churches. The review of the study will be accomplished by September 2008. The implementation of suggestions and recommendations generated by the study will begin by September 2009.

Action Step E: Sports teams at St. Anselm and St. Francis will be encouraged to attend a weekend Mass as a team, during their respective season. Coaches, booster clubs and athletic directors will be instructed to encourage this activity. This action step will be accomplished by September 2009.

Action Step F: Each parish will work on a program of personal invitations to those unchurched or alienated. This action step will be commenced in January 2009, and continued on an annual basis.

Action Step G: "Grade Level Masses" will be held on a periodic basis. These Masses will utilize children of a certain grade, both those in the day schools and those in the PSR programs, in various capacities (such as allowing them to act as servers, read petitions, bring up the gifts, walk in a procession, etc.) This action step will be implemented in 2009.

Action Step H: Children making their Confirmation will be immediately invited to join the Life Teen group that is active in our cluster. This action step was implemented in Spring 2008, and will be continued on an annual basis.

Action Step I: A concerted effort will be made to engage parents of children receiving sacraments in our cluster churches and to encourage those who do not attend Mass regularly to do so. These efforts will be made at the time of the sacrament (most

likely before or after the sacrament, but most certainly not in a manner which will affect the sacredness of the sacrament or Mass), and at sacramental preparation activities.

Both parishes will consider methods in which this can best be accomplished. This action step will be accomplished in forthcoming sacramental preparation meetings and events.

Action Step J: Evangelization articles will be placed in both parish newsletters to enhance awareness and to attempt to bring alienated Catholics back into the fold. This action step will be accomplished by June 2009.

Action Step K: The parishes will further discussions and implement collaborative efforts in RCIA activities to further improve both programs. This action step will be accomplished by August 2009.

Action Step L: Each parish will update and upgrade its website so that it is a more effective tool for providing information about the respective parish as well as the cluster. The websites will include the Mass schedules for both parishes, as well as links to Catholic websites such as oncecatholic.org and catholicscomehome.org.

B. Second Priority Issue: Maintaining Strong And Stable Schools.

1. Description of Priority Issue.

As detailed hereinbefore in the *parish strengths* section of this plan, both St. Francis and St. Anselm have strong schools with healthy, stable enrollment at the present time. However, as discussed in Section II, *key realities and trends*, our cluster's overall population, in terms of both individuals and households, is decreasing. In addition, our cluster population is aging and our school-age population is diminishing. If these statistics prove accurate, this means that even if we maintain our current market share of students, our schools will have nearly 100 fewer students in 2012 than they have today.

2. Identification of a Key Goal to Address this Issue in the Coming Years.

Our key goal in regard to this priority issue is to reach and maintain our schools at or near maximum capacity.

3. Identification of Key Resources and Structures Supporting this Goal.

Our key resources and structures supporting the achievement of this goal include two very energetic, enthusiastic school principals who are dedicated to ensuring the success of our schools. Our principals are currently working together on several items that will strengthen our schools by introducing new programs or reducing the expense of existing programs. Examples include sharing teachers, scheduling joint in-service days, holding joint student retreats and applying for grants that will bring music programs to both schools. In addition, our two School Advisory Committees, which are consultative bodies, make recommendations to the principals by engaging in tasks such as:

- participating in the school’s development and student recruitment efforts;
- acting as the public relations and marketing arm of the school, particularly through promotion of the schools and events in local newspapers and getting information about our schools to local real estate agents;
- attending to the school’s needs brought forth by parents, staff and administrators;
- reviewing administrative and other assessment/evaluation reports to better understand the effectiveness of the school’s programs;
- assisting the principal in establishing and evaluating short and long term goals for the school;
- making recommendations regarding policies that enable the school to fulfill its mission;

- reviewing and making recommendations regarding the school budget, tuition rates and other sources of financing including consideration of planned giving programs, endowment and an annual giving campaign;
- directing individuals and/or groups to appropriate resources for conflict resolution;
- sharing information with the school community through appropriate means; and
- evaluating the SAC's effectiveness, productivity and internal operations.

Further, St. Anselm has a Parent Club and St. Francis has a Parent Teacher Organization, both of which provide additional resources and structure for the achievement of this goal. In addition, St. Francis has a Booster Club and St. Anselm has an Athletic Association, which administer our schools' athletic teams and participate in fundraising for the needs of the athletes. These groups also provide support for other school functions, and provide added support for our goal of maintaining strong, stable schools. An example of this is a recent expenditure of approximately \$10,000 to purchase projectors for classrooms.

Further, both St. Francis and St. Anselm have physical plants which are in very good condition. In fact, both parishes have, in recent years, completed plant renovations/additions, St. Francis to its school and St. Anselm to its church and school. These renovations, together with the good condition of the pre-existing plant facilities, support our goal of maintaining strong and stable schools in that they allow us to accommodate our students in comfortable, aesthetically pleasing, and ergonomic settings.

The business staffs of both parishes are assets in achieving this goal because of their vast experience with marketing strategies, long range planning, budget forecasting, and other business-related matters.

4. Basic Financial Plan and Budget for Achieving Goal.

At this time, no financial plan is in place. As set forth below in the timeline of action steps relative to this goal, marketing strategies are under review. These strategies may require a financial plan and budget, but the scope of same is unknown at this time. While it is hoped that most of our marketing can be completed in-house, without significant expenditures, St. Anselm parish has hired SDG Advisors and has formed a Strategic Planning Committee for this purpose.

5. Basic Timeline of Action Steps.

Action Step A: The principals of St. Anselm and St. Francis will meet to discuss various action steps, including, but not limited to, the introduction of new school programs, and the reduction of cost of existing school programs through the use of teacher sharing, joint in-service programs, and grant applications. This action step will be accomplished by June 2009.

Action Step B: The School Advisory Committees of St. Anselm and St. Francis will meet to discuss various action steps, including marketing strategies. This will encompass investigation into and a discussion on what other schools are doing or have done to improve their market share through marketing. This action step will be accomplished by June 2010.

Action Step C: Investigation will be undertaken to determine the steps required to obtain “Blue Ribbon School” status and/or other similar recognition of our schools’ excellence. This action step will be accomplished by June 2009.

Action Step D: A basic marketing plan will be prepared and ready for initial implementation. This action step will be accomplished by June 2011.

Action Step E: If feasible and desired, the Blue Ribbon application process will commence. This action step will be accomplished by June 2012.

C. Third Priority Issue: Gearing Programs And Ministries Specifically Toward Our Unique Cluster Population, Especially In Pastoral Care and Ministry To Older Adults.

1. Description of Priority Issue.

As discussed in Section II, *key realities and trends*, the population of our cluster is aging at a greater rate than the national average. In the next 5 years, our high school population is expected to decrease by nearly 20%, and our young adult population (ages 24-49) by nearly 10%. At the same time, our population over the age of 65 is forecasted to increase by nearly 12%.

2. Identification of a Key Goal to Address this Issue in the Coming Years.

As a result of our aging cluster population, our key goal is to accommodate our seniors by creating and staffing ministries that address both their spiritual and physical needs.

3. Identification of Key Resources and Structures Supporting this Goal.

There are several publications that provide guidance in achieving our goal, including (1) *Blessings of Age: A Pastoral Message on Growing Older Within the Faith Community*, United States Conference of Catholic Bishops, 1999, (2) Fahey, C. "The Gifts and Choices for Life's Third Age," *Origins* 30, October 5, 2000, (3) Johnson, R., *Parish Ministry for Maturing Adults: Principles, Plans, & Bold Proposals*, Twenty-

Third, New London, 2007, and (4) Pontifical Laity Council, “The Dignity of Older People and Their Mission in the Church and in the World,” *Origins*, Oct. 1, 1998.

The Diocese of Cleveland also offers training regarding ministry to older adults which can be specifically geared toward our cluster population. Staff and volunteers will participate in the Senior Adult Ministry Training Course offered in September, 2008 and will continue to participate in future programs offered by the Diocese.

4. Basic Financial Plan and Budget for Achieving Goal.

At this time, no financial plan is in place. Some discussion regarding the retention of a joint lay minister to assist in the needs of our seniors, and/or a joint developmental director to assist in raising funds for such an endeavor has been held. Alternately, we have discussed the possibility of one parish hiring a full or part-time lay minister while the other retains a full or part-time developmental director, with the work-product of each being shared with the cluster partner. Although this discussion is in its infancy, it is estimated that the cost to each parish would be approximately \$50,000 annually.

5. Basic Timeline of Action Steps.

Action Step A: A subcommittee of the Cluster Team, comprised of Maureen Dowd, Jean Fitzgerald and Ellen Tyransky will form an Older Adult Ministry Committee to look into faith formation programs relating to aging, health issues, and other matters that would be of particular interest to the residents in our cluster. This Older Adult Ministry Committee will be formed by June 2010.

Action Step B: The Older Adult Ministry Committee will determine whether it would be beneficial to discuss faith formation programs relating to aging, health issues, etc., with a focus group of seniors chosen from the cluster population, including

our home-bound parishioners who are most in need of special attention to meet their ministerial needs. This action step will be accomplished by January 2011.

Action Step C: Focus group discussion, if feasible and desired, will be held. This action step will be accomplished by June 2011.

Action Step D: At least one faith formation program geared toward seniors will be launched. Some mini-course possibilities are:

- 12 Keys of Successful Aging;
- How to Find Peace and Purpose;
- Spiritual Companionship;
- Developmental Tasks of the Middle, Builder and Elder Years;
- Becoming a Mentor; and
- Continuing Spiritual Growth in Later Years.

This action step will be accomplished by January 2012.

Action Step E: Our finance committees and/or business managers will provide information regarding available resources for the retention of a pastoral minister who would assist in our ministry to seniors. This action step will be accomplished by January 2009.

D. Fourth Priority Issue: Continuing And Enhancing Our Collaboration On Adult Faith Formation.

1. Description of Priority Issue

Parishes will provide faith formation for all stages of life, beginning with adult catechesis.⁵

2. Identification of a Key Goal to Address this Issue in the Coming Years.

⁵ General Directory for Catechesis.

As a result of the fact that our cluster population is aging at a greater rate than the general population of the United States, the ministerial needs of our parishes have changed and will continue to change. Our goal is to adequately provide for these changing ministerial needs by offering faith formation opportunities relevant to this age group.

3. Identification of Key Resources and Structures Supporting this Goal.

Resources include the recent documents of the Catholic Church and the human resources of both parishes, most particularly our newly developed joint adult faith formation committee. In addition, staff members from both parishes, the Director of Religious Education at St. Francis and the Pastoral Associate at St. Anselm, will be instrumental in achieving this goal, as will the leaders of our many parish groups and ministries.

4. Basic Financial Plan and Budget for Achieving Goal.

Parishes will develop a budget for cluster activities for the fiscal year, 2009-2010, evaluating and planning for budgetary items annually in May.

5. Basic Timeline of Action Steps.

Action Step A: The cluster adult faith formation committee will meet monthly to plan our initial joint activities/offerings. This committee has begun to meet monthly as of Spring 2008.

Action Step B: The cluster will jointly plan opportunities for various age groups of adults on an annual basis rotating “six content areas” and utilizing “five concrete approaches.”⁶ The six content areas are Knowledge of the Faith, Liturgical Life, Moral Formation, Prayer, Communal Life and Missionary Spirit. The five concrete

⁶ Our Hearts Were Burning Within Us.

approaches include Liturgy, Family or Home Centered Activities, Small Groups, Large Groups and Individual Activities.

E. Fifth Priority Issue: Establishing A “Church In The City” Relationship With An Urban Parish.

1. Description of Priority Issue.

Although St. Anselm is committed to an ecumenical hot meals program and food pantry in the vicinity of St. Jerome, and St. Francis is committed to monthly financial and volunteer support for the Mike Wittman Center at Christ the King, both parishes want to improve their Church in the City endeavors.

2. Identification of a Key Goal to Address this Issue in the Coming Years.

Ongoing commitment to the Collinwood Area Ecumenical Hotmeal Program in the vicinity of St. Jerome’s Parish and monthly financial and volunteer support for the Mike Wittman Center at Christ the King.

3. Identification of Key Resources and Structures Supporting this Goal.

The key resources in the achievement of this goal are the people of our parishes. These ministries can only function with generous donations of time and treasure.

4. Basic Financial Plan and Budget for Achieving Goal.

At this time we rely on donations from individuals through the St. Vincent de Paul programs in our parishes and on monthly monetary and food donations.

5. Basic Timeline of Action Steps.

Our commitment to city churches will continue, but our continuation of these current relationships is contingent on the respective cluster configuration in the city parishes.

IV. SUMMARY OF CONSULTATION

The consultative process for the St. Anselm/St. Francis cluster began with a joint staff meeting on May 19, 2008, which was immediately followed by a meeting of parish leaders. Both parish councils and finance councils were invited to attend this meeting, which was attended by 32 people.

At these meetings, the proposed plan was provided, in its entirety, to the staffs, parish councils and finance councils of both parishes. A power point presentation encompassed the first half of each meeting, and was presented by various members of the cluster committee. During the second half of the meetings, all present were encouraged to comment on the plan and to make suggestions on how the plan could be improved. There was active discussion, and members of both parishes took active roles. In addition, notes were taken regarding all of the suggestions made during the discussion for consideration by the cluster committee. Prior to the close of the meetings, the attendees were asked to complete a *consultation form* .

The next step in the consultative process was an invitation for all parishioners to attend a meeting during which the cluster plan was discussed. These meetings were held after all Masses at St. Anselm on June 6 and 7, and after all Masses at St. Francis on June 14 and 15. All of the attendees of these meetings were also asked to discuss and comment on the plan, and to complete a *consultation form*. In all, 72 forms were turned in by St. Anselm parishioners and 30 by St. Francis parishioners, for a total of 102.⁷

⁷ Summaries of the consultation forms for each parish are attached as Appendix E and F.

Finally, the proposed cluster plan has been made available to both parishes on their respective websites, and parishioners have been invited to contact any cluster committee member to discuss or to make suggestions about the plan.

In a meeting on June 16, 2008, the *consultation forms* and suggestions provided by the parish leaders were discussed by the cluster committee. Although some of the issues presented were beyond the scope of the plan, and some were determined not to be consistent with the overall aim of the plan, the plan was revised in response to many of the suggestions and *consultation forms*.

V. CONCLUSION

This cluster plan is the result of one year of hard work, thoughtful consideration, and prayer of the St. Anselm/St. Francis cluster committee. We understand that the cluster process is a work in progress, and that, in working toward the goals presented herein, we will likely learn that some of the goals will be more difficult to attain than anticipated, some of the goals will be more easily attained than anticipated, and that additional tasks and goals will undoubtedly arise.

We are confident that our cluster will be a strong one, and that the working relationship that we have established in the recent years will grow stronger in the years ahead. Our cluster is committed to working together to ensure the success of both of our parishes in all of the areas discussed herein, and to success in other areas yet to be identified.

Respectfully submitted,

Rev. James L. Caddy

Rev. Thomas M. Sweany

APPENDIX A

**St. Anselm and St. Francis of Assisi
Cluster Population Demographics**
(Claritas Data 2007 – 2012)

	<u>2007</u>	<u>2012</u>	<u>% Change</u>
<u>Preschool</u>			
Ages 0-4	1423	1390	-2.3
<u>Grade School</u>			
Ages 5-9	1519	1425	-6.2
<u>Ages 10-14</u>	<u>1891</u>	<u>1511</u>	<u>-20.1</u>
Ages 5-14	3410	2936	-13.9
<u>High School</u>			
Ages 15-17	1556	1247	-19.9
<u>College Age</u>			
Ages 18-24	2764	2844	+2.9
<u>Adults</u>			
Ages 24-49	10,190	9,229	-9.4
Ages 50-64	8,891	9,259	+4.1
Ages 65-84	6,883	7,052	+2.5
Ages 85+	1,288	1,402	+8.9

APPENDIX B

Staffing

Current St. Anselm/St. Francis Staffing

<u>Title</u>	<u>Saint Anselm</u>	<u>Saint Francis</u>	<u>Cluster</u>
Pastor	1	1	2
Associate Pastor*	0	1	1
Deacon**	1	2	3
Principal	1	1	2
Pastoral Associate	1	1	2
DRE	1	1	2
Music Director	1	1	2
Liturgical Music	Part Time	0	Part Time
Youth Minister***	1/2	1/2	1
RCIA	Volunteer	****	Volunteer
Business Manager	1	1	2

- Notes:**
- * Associate Pastor at St. Anselm reassigned and not replaced in 2005.
 - ** A second deacon at St. Anselm transferred out of state in 2003.
 - *** St. Anselm/St. Francis share this position.
 - **** St. Francis Pastoral Associate handles RCIA.

Observations:

- Both parishes have approximately the same number of households. St. Anselm has one less priest and one less deacon.
- The cluster needs to add staff and/or find innovative ways to collaborate in order to serve growing needs.

APPENDIX C

St. Anselm Church – Key Financial Data

	June 30, 2007	June 30, 2006	June 30, 2005	June 30, 2004	June 30, 2003
Collections	\$ 970,861	\$ 964,539	\$ 1,005,557	\$ 1,001,674	\$ 900,395
Continuing Bequests	167,747	158,503	150,235	147,899	159,964
Bequests and Gifts	25,318	51,647	36,671	68,447	20,827
School Subsidy	354,959	409,263	365,245	455,425	483,447
Net Operating Gain/(Loss)	205,326	110,489	234,019	(41,163)	(203,119)
Extraordinary Exp (Capital)	76,873	106,043	213,906	\$0	0
Total Gain/(Loss)	\$ 128,453	\$ 4,446	\$ 20,113	\$ (41,163)	\$ (203,119)
Unrestricted Cash	\$ 338,044	\$ 196,621	\$ 53,849	\$ 23,967	\$ (11,161)
Restricted Cash	\$ 765,702	\$ 765,702	\$ 832,306	\$ 618,400	\$ 618,400
Building Fund Accounts	\$ 739,416	\$ 370,261	\$ 175,205	\$ 208,961	\$ 247,674
Debt - Loan for new church	\$ 964,431	\$ 1,057,215	\$ 1,182,798	\$ 1,321,412	\$ 1,455,438

While offertory receipts remain relatively flat, we project that we will continue to show a slight net gain for fiscal year 2008. This will be accomplished via expense control and managing the school subsidy. Personnel costs represent 65% of our operating costs therefore it is critical to try to fully utilize personnel, particularly in the school environment by watching student/teacher ratios. Our continuing bequest contributes approximately \$160,000 annually to our operating budget, and because we do not withdrawal principal this bequest should remain in perpetuity. Each year, if net receipts are sufficient, we reserve for future maintenance projects, i.e. roof, boilers, parking lot.

St. Francis of Assisi – Key Financial Data

	June 30, 2007	June 30, 2006	June 30, 2005	June 30, 2004	June 30, 2003
Collections	\$ 1,210,505	\$ 1,112,296	\$ 1,087,303	\$ 1,079,511	\$ 999,825
Continuing Bequests	-	-	-	-	-
Bequests and Gifts	59,775	113,738	1,801	116,186	(15,773)
School Subsidy	486,175	477,091	407,059	443,292	461,558
Net Operating Gain/(Loss)	(54,548)	(159,627)	(220,844)	(71,813)	(257,935)
Extraordinary Exp (Capital)	105,669	143,657	65,580	20,234	63,642
Total Income/(Loss)	² \$ (160,217)	\$ (303,284)	\$ (286,424)	\$ (92,047)	\$ (321,577)
Unrestricted Cash	¹ \$ (47,579)	\$ 12,875	\$ 1,707	\$ 22,973	\$ (43,128)
Restricted Cash	² \$ 518,415	\$ 288,091	\$ 426,503	\$ 339,506	\$ 199,463

¹ This is the year end cash balance net of advance tuition payments which are carried as a liability until the new school year.

² With the exception of the Msg. Gallagher Fund, restricted cash is drawn upon for both extraordinary expense (Capital) and to make up any shortage in operating income.

St. Francis is in its' second year of a parish stewardship program and anticipates improvement in offertory receipts vs. the historical average increase of approximately 2%; although 2008 is being negatively impacted by area road construction. Overall we will have a net operating loss (excluding special fund receipts). Our plan is to reduce this loss in the future via increased regular collections and a reduction in the school subsidy. To reduce the subsidy, tuition rates are being carefully assessed and plans are being implemented to establish a permanent endowment where the fund earnings will support a portion of the shortage. Expenses are being carefully managed with parish wide personnel costs representing 72% of operating expense.

APPENDIX D

Cluster Proposal Timeline

- 2008 The Cluster Adult Faith Formation Committee will meet monthly to plan initial joint activities/offerings beginning in Spring 2008.
- 2008 Welcoming Programs at St. Anselm and St. Francis will be reviewed for improvement by 9/08 and implemented by 6/09.
- 2008 Grade Level Masses by 9/08.
- 2009 Our Finance Committees and/or business managers will provide information regarding resources for the retention of a pastoral minister who would assist in ministry to seniors by 1/09.
- 2009 Provide evangelization articles to enhance awareness and extend personal welcoming initiations to inactive parishioners by 6/09.
- 2009 Welcoming Programs at St. Anselm and St. Francis will be reviewed for improvement by 9/08 and implemented by 6/09.
- 2009 A Joint Evangelization Committee will develop steps for implementation by June 2009.
- 2009 A committee will investigate steps required to obtain recognition of our schools' excellence by 6/09.
- 2009 The principals of St. Anselm and St. Francis will meet to discuss school programs, the reduction of cost through teacher sharing, joint in-service programs, and grants by 6/09.
- 2009 Sports teams will be encouraged to attend a weekend Mass as a team by 9/09.
- 2010 Form an Older Adult Ministry Committee to look into faith formation programs relating to aging, health issues, etc., by 6/10.
- 2010 The School Advisory Committees will meet to discuss action items, including marketing, by 6/10.
- 2011 A basic marketing plan will be prepared and ready for implementation by 6/11.
- 2012 At least one faith formation program geared toward seniors will be launched. This will be accomplished 1/12.
- Undated Our commitment to city churches will continue, but continuation of these current relationships is contingent on the respective cluster configuration in the city parishes.

APPENDIX E

6/7-8/08 PARISH CONSULTATION FORMS

St. Anselm Parish

Summary of Proposed Cluster Plan Forms turned in as follows:

Support with Signature, no comment	29
Support with Positive Comment and Signature	
• comments = good job, lots of work/time, well researched	12
Support with No Signature and Comments as follows:	
• bring back the inactive	1
• school in attendance at Mass	1
• include ND elem. & PSR in Mass	1
• combine resources, good work	3
• senior activities – mass/dinner	1
• more emphasis on PSR & faith formation	1
• share Mass schedules	1
• homebound – some hesitate to ask for help	1
• sports teams attend mass fall of 08	2
• St. Jerome vs. Collinwood hot meals program	1
• 7:30 weekday Mass is too early for seniors	1
• more youth work	1
○ total -----	15
Support with No Signature and no comment	<u>16</u>
<u>TOTAL-----</u>	<u>72</u>
Support: Further questions with name and phone number given	1
Support – further questions and ‘would like to help’ name & number given	<u>1</u>
<u>TOTAL-----</u>	<u>2</u>

The following are Supportive of the Proposed Plan, with Signature, specific question/comment:

• involve new volunteers	1
• uncomfortable drive to SFA	1
• more joint event SFA/SA	1
• what is marketing plan between schools	2
• involve ND elem	1
• over 50’s singles group between SFA/SA	1
• implement senior plans before 2010	1
• start parish nurse program	1
• resolve shortage of priests	1
• use internet for evangelization	1
• survey inactive, why not coming	3

- senior and youth needs 2
 - study Mass schedules SFA/SA 1
 - need spirit of outreach, feel unwelcome 1
 - unreadable comments 2
 - need more input as updated 2
- TOTAL ----- 22

Unable to Support Proposed Plan with form Signed with comment as follows:

- no comment 1
 - need to review plan at website before responding 1
- TOTAL----- 2

TOTAL OF ALL FORMS TURNED IN AT ST. ANSELM ON JUNE 6/7, 2008 = 98

APPENDIX F

6/7-8/08 PARISH CONSULTATION FORMS

St. Francis of Assisi Parish

Summary of Proposed Cluster Plan Forms turned in as follows:

Support with Signature, no comment	14
Support with Positive Comment and Signature	3
• comments = good job, lots of work/time, well researched	
Support with No Signature and Comments as follows:	1
• comments = good job, lots of work/time, well researched	
Support with No Signature and no comment	2
TOTAL -----	20

Support: Further questions with name given (counted under comment) 1

The following are Supportive of the Proposed Plan, with Signature, specific question/comment:

- involve new volunteers; personal calls to invite others 1
- schools need to recruit children from other Christian churches 1
- Mass offered at small group meetings – easier for inviting
 non-participating Catholics 1
- cooperation with SA on school programs and senior activities 2
- trying to put too many people together – work on developing
 our own resources 1
- concerned about combining Life Teen 1
- children bringing their parents to church through school
 involvement 1
- single parent 1
- concerned that the diocese is raiding financially viable parishes 1

TOTAL ----- 10

TOTAL OF ALL FORMS TURNED IN AT ST. FRANCIS ON JUNE 14/15, 2008 = 30