

# Dubuque Planning Task Force Report

## Table of Contents

Parishes of the Dubuque Deanery.....	1
Letter of Transmittal.....	3
Executive Summary .....	5
1 Pastoral Planning Challenges & Opportunities in the Dubuque Deanery .....	7
1.1 Vision 2000 .....	7
1.2 Task Force Convened.....	7
1.3 Current/Future Environment.....	7
1.4 Acting on Recommendations .....	7
1.5 Future Opportunities .....	8
2 Task Force Structure and Procedures.....	9
2.1 Structure .....	9
2.2 Procedures.....	10
3 Recommendations.....	11
3.1 Parish Models .....	11
3.2 Analysis of Model 3: Having Six Pastorate groups.....	15
3.3 Analysis of Model 15: Having Five Pastorate groups.....	17
3.4 General Comments and Recommendations .....	21
4 The Path Ahead.....	25
4.1 Future Vision of the Dubuque Deanery .....	25
4.2 Levels of Implementation .....	25
4.3 Transition Plan Recommendations .....	27
5 Appendices.....	29
5.1 Glossary of Pastoral Planning Terms.....	29
5.2 Dubuque Pastoral Planning Task Force Charter.....	31
5.3 Pastoral Data Overview .....	35
5.4 Original List of Grouping Models and Test Criteria.....	49
5.5 Parish Vitality Study .....	53
5.6 Dubuque Deanery Daily Masses.....	57
5.7 Contributing Members.....	59
5.8 Acknowledgements.....	61

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# **Parishes of the Dubuque Deanery**

**Cathedral of St. Raphael**

**Church of the Nativity**

**Church of the Resurrection**

**Holy Spirit Pastorate**

**Holy Ghost**

**Holy Trinity**

**Sacred Heart**

**St. Anthony**

**St. Columbkille**

**St. Joseph, Key West**

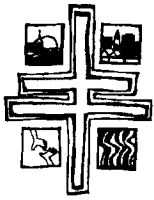
**St. Joseph the Worker**

**St. Mary / St. Patrick Cluster**

**St. Mary**

**St. Patrick**

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Archdiocese of Dubuque

# Archdiocese of Dubuque

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March 29, 2010

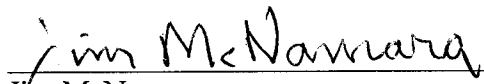
Dear Archbishop Hanus,


We are pleased to deliver with this letter the Dubuque Deanery Pastoral Planning Task Force Report. Last fall, the task force was charged by the Dubuque Deanery Council with the responsibility of developing a conceptual pastoral plan with alternative recommendations to the parishes within the deanery and the Archdiocese. The Report was developed in collaboration with parish leaders and parishioners throughout the Dubuque Deanery. It represents the task force's response to current and projected challenges within the deanery, while being mindful of our role in fulfilling the mission of the Catholic Church in the Archdiocese.

The Report includes an Executive Summary, a description of pastoral planning challenges and opportunities in the Dubuque Deanery, the structure and procedures followed by the task force, the task force recommendations, and how the report may be implemented within each parish, the deanery and the Archdiocese. The final section of the Report includes several appendices with information used or developed by the task force, and the people involved in the process. A copy of the Report is also available online at the Archdiocese of Dubuque website: [www.arch.pvt.k12.ia.us/home](http://www.arch.pvt.k12.ia.us/home).

We trust that the Report will be useful to you as you make decisions that will affect the Dubuque Deanery, and the entire Archdiocese. If it would be helpful to you, we would be happy to meet with you to discuss any questions you may have about the Report. We are blessed and grateful for your leadership, and will continue to pray for God's blessings upon you.

On behalf of the task force,

  
Jim McNamara  
Chair  
Pastoral Planning Task Force

  
Very Rev. Dwayne Thomas  
Dean  
Dubuque Deanery

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## Executive Summary

In response to and recognition of the current and future needs of the Church, a Catholic Pastoral Planning Task Force for the Dubuque Deanery was convened in September, 2009. The task force was comprised of members from each of the nine pastorates in the Dubuque Deanery. It was challenged to develop a conceptual pastoral long range plan report with recommendations to ensure the vitality of the Church today and well into the future.

The task force met biweekly from September through March. After consideration of relevant data, historical trends, and projections for the future, the task force brainstormed ideas in six areas vital to parish life. The task force then brainstormed various “models” that grouped the parishes of the deanery into configurations that could best serve members by an expected fewer number of priests. After considering twelve unique models, the consensus of the task force was to recommend two for consideration.

Both recommended models have the following similarities:

- Resurrection Parish would remain as a single parish into the foreseeable future.
- St. Joseph, Key West would not align with a parish of the Dubuque Deanery in anticipation that it may connect with parishes to the south and southwest of Dubuque.
- The Holy Spirit Pastorate would stay intact with its current three-parish structure.

The models differ on the alignment of the remaining 6 parishes.

- Model 3 includes aligning the following parishes:
  - Nativity with St. Anthony
  - St. Joseph the Worker with St. Columbkille
  - St. Patrick with St. Raphael
- Model 15 includes aligning the following parishes:
  - Nativity with St. Anthony and St. Joseph the Worker
  - St. Columbkille with St. Patrick and St. Raphael

In the body of this report, the task force presents advantages and disadvantages to each model. In addition, the task force presents comments and recommendations related to facilities, Holy Family Catholic Schools’ assessments, Masses of convenience, and overall communication.

As vital components of implementation, the task force presents recommendations for transitioning successfully to new structures as well as sustaining collaborative efforts into the future.

Finally, the task force is unified in supporting Archbishop Hanus in his discernment regarding the future of the Dubuque Deanery and the Archdiocese of Dubuque. While the task force officially disbands with the delivery of this report, members pledge their support of Pastors and Church leaders in carrying out the developing pastoral plan for the Dubuque Deanery.

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# 1 Pastoral Planning Challenges & Opportunities in the Dubuque Deanery

## 1.1 *Vision 2000*

In 1999, at the dawn of the new millennium, the Archdiocese of Dubuque published “*Vision 2000*”, described as a vision and plan for the Archdiocese in the 21<sup>st</sup> Century. The document envisioned a Church in which:

- The spirit of **community** and service is renewed,
- All have full access to the **Word of God**,
- **Faithful Ministers** are provided for all communities and,
- **Christian Family Life** is fully supported.

A decade later, these cornerstones are as relevant as they have been throughout the history of the Church.

## 1.2 *Task Force Convened*

In the Dubuque Deanery, we are continually challenged to realize this vision of the Church in fostering the mission of Jesus. As we meet this challenge, the Church is undergoing a reconfiguration of leadership with fewer priests, more deacons, fewer religious, and more laity. To prepare for the future, a Catholic Pastoral Planning Task Force for the Dubuque Deanery was convened. The task force, in collaboration with parish leaders and parishioners, was challenged to develop a conceptual pastoral long range plan report with alternative recommendations to the area Parishes, the Dubuque Deanery, and the Archdiocese in six vital areas of parish life. This planning effort was to proceed within the larger context of the Archdiocese and Archdiocesan Pastoral Planning Guidelines, taking into account relevant demographic and resource trends. A charter was developed to guide the work of the task force and can be found in Appendix 5.2

## 1.3 *Current/Future Environment*

The Dubuque Deanery currently comprises twelve parishes in nine pastorates served by eleven priests. The deanery anticipates that by July 1, 2015, it will have seven - eight priests available to serve. One of the effects of having fewer priests is that there will be a greater demand on the available priests for sacramental celebrations, especially the celebration of the Eucharist. However, with proper planning, the opportunities for worship and other spiritual and pastoral needs of Catholics in the Dubuque Deanery will continue to be met. Included in the task force report and recommendations are alternate plans for how priests, personnel and facilities can be most effectively shared among the deanery parishes to meet future needs.

## 1.4 *Acting on Recommendations*

The recommendations and alternatives concerning the services of available priests are offered by the task force and will be presented to Archbishop Hanus for consideration. As the leader of the Archdiocese, the Archbishop is responsible for making a final decision concerning the pastoral plan for the people of the Dubuque Deanery.

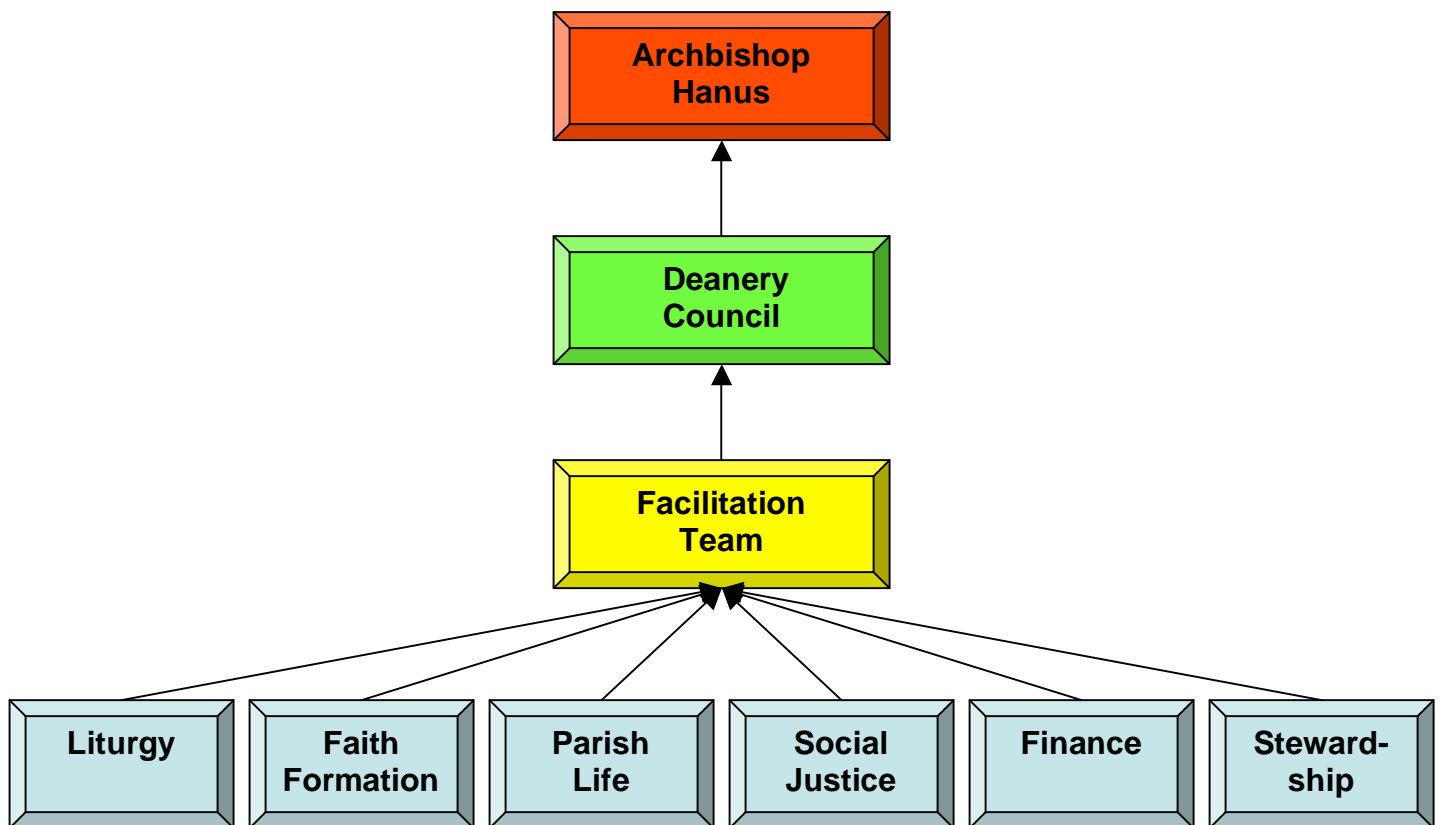
## ***1.5 Future Opportunities***

The primary goal of the task force is to help prepare for the future. Studying current trends and anticipating future challenges now will enable the parishes of the Dubuque Deanery to proactively meet those challenges and create opportunities that may otherwise have been lost. While impossible to predict the future we can anticipate likely events and thus meet challenges and fully benefit from opportunities as they arise.

## 2 Task Force Structure and Procedures

### 2.1 Structure

The task force was comprised of six parish representatives from each of the nine pastorates in the deanery. Each member represented one of six areas essential to parish life. The task force was organized into committees focused on these six areas. Each committee chose one person to serve on the task force facilitation team that met biweekly to plan task force meetings. The facilitation team also included the Dean, the Chair of the Deanery Council, and a member of the Deanery Council who served as the Chair of the task force. The Archdiocesan Director of Leadership Development and Pastoral Planning served as a resource to the task force and facilitation team. Representatives of Holy Family Catholic Schools also served as at large resources to provide information specific to Catholic Schools. See Appendix 5.7 for a complete listing of all task force members.



## **2.2 Procedures**

The task force met twice monthly from September, 2009 through March, 2010. In the time between meetings, task force representatives worked with their parishes and pastoral councils to review necessary elements of the pastoral plan and to receive input. As the pastoral planning proceeded, information was provided through parish bulletins and parish forums.

The task force considered six vital areas of Church life:

- Liturgy,
- Faith Formation,
- Parish Life,
- Social Justice,
- Finance,
- Stewardship.

Throughout the reviewing and responding, Task force members were expected to consult with their Pastors and Parish Councils for additional input and ideas.

At task force meetings, members shared input gathered from their parishes. This sharing of ideas, additional brainstorming, and further discussion resulted in the content of the recommendations in the section that follows.

A note about terminology: The terminology of pastoral planning includes words such as “pastorate”, “linked”, “clustered” and “subsidiarity”. A glossary of these terms appears in Appendix 5.1. This document, when discussing cooperation between parishes, will use the term “linked” meaning the parishes share a pastor but have no formal cooperative agreement. In these settings, parishes are free to collaborate at whatever level is beneficial.

## 3 Recommendations

In the recommendations below, some can be enacted at the local level and are made to Parish/Cluster Pastoral Councils. Some recommendations are made to the Deanery Pastoral Council and some to the Archbishop or one of the Archdiocesan offices.

### 3.1 Parish Models

As the task force reviewed parish data, past and current trends, and projections for the future, various “models” of parish configurations were considered. The models propose aligning two or three individual parishes to be served by one or more priests. Each of the models was analyzed for the advantages and disadvantages that particular grouping would have. The merits of each model were considered as they impacted each of the six areas of parish life represented by the parish committees (liturgy, faith formation, parish life, social justice, finance, stewardship).

Through brainstorming, eleven unique models were initially proposed. In addition, a twelfth “composite” model was offered based on input and comments from task force teams. The original twelve models can be found in Appendix 5.4. As analysis progressed, many models were eliminated for a variety of reasons (impractical, too many disadvantages, too large, etc). Some models were revised leading to the creation of new models.

After thorough analysis, task force teams were asked to select three to five models they determined would be the most successful. As these lists were compared, two models emerged as the clear favorites among the task force teams. These were referred to as Models 3 and 15.

A chart illustrating Models 3 and 15 appears below. The chart includes the following information:

- Aligning parishes into groups: six groups for Model 3; five groups for Model 15
- Various parish attributes including number of parishioners, Mass attendance, births, marriages, deaths, etc.
- A general assessment of financial health of each parish based on income, expense, and debt

The model groupings are found in columns on the right hand side of the chart and have several similarities. Both models propose that:

- Resurrection remains as a single parish,
- St. Joseph, Key West remains as single parish (with the assumption that in the future this parish may connect with parishes outside of the Dubuque Deanery),
- The Holy Spirit Pastorate remains in its current configuration.

The differences in the two models are found in the ways the remaining six parishes in the deanery are grouped. These groupings can be determined through numbering. Those who share a number are the parishes that are proposed to be aligned.

Note: Because of its planned closing, the task force did not include St. Mary’s Parish in the models.

## Grouping Models

Parish	Attributes								Models		Fin
	NP	MC	CC	Stu	Bap	Marr	Dea	BMD	3	15	
Resurrection	6303	2968	800	496	72	23	34	129	1	1	fair
SJKW	2069	682	250	89	22	6	18	46	2	2	good
Holy Ghost	2690	809	530	114	30	19	38	87	3	3	fair
Holy Trinity	1522	314	384	24	13	4	16	33	3	3	fair
Sacred Heart	1978	593	602	47	18	9	20	47	3	3	fair
Nativity	2710	969	959	94	23	12	29	64	4	4	poor
St Anthony	3887	1033	447	291	48	29	40	117	4	4	good
SJTW	3143	1088	646	231	33	17	30	80	5	4	good
St Columbkille	2432	1355	525	320	33	13	32	78	5	5	good
St Pat	1100	361	597	38	6	3	14	34	6	5	poor
St Raphael	2033	1167	650	74	31	36	27	94	6	5	poor
	29867	11339	6390	1818	329	171	298	809			

NP	Number of parishioners
MC	Mass Counts from October 2009
CC	Church (seating) capacity
Stu	Students in Holy Family Catholic Schools
Bap	Baptisms
Marr	Marriages
Dea	Deaths
BMD	Total Baptisms, marriages and Deaths
Fin	Financial condition

In addition to the models chart above, the task force members studied a “pivot table” analysis of parish data that combined parish attributes listed in the charts. The pivot table analysis shows the combined number of parishioners, births, marriages, deaths, etc. for each proposed combination. This information enabled task force members to determine the feasibility and balance of each grouping. The pivot table analysis is found on the following page.

Following the pivot table analysis is a complete analysis of Models 3 and 15 as reported by each task force team.

# Pivot Analysis

23-Feb-10 Jim McNamara

Model Number	No. of Parishioners	2009 Mass Counts	Church Capacity	Students in HFCS	Baptisms	Marrriages	Deaths	Total BMD	Financial Condition	Parishes
Data										
3	Sum of NP	Sum of MC	Sum of CC	Sum of Stu	Sum of Bap	Sum of Marr	Sum of Dea	Sum of BMD	Financial Condition	Parishes
1	6303	2968	800	496	72	23	34	129	F	Res
2	2069	682	250	89	22	6	18	46	G	SJKW
3	6190	1716	1516	185	61	32	74	167	FFF	HG/HT/SH
4	6597	2002	1406	385	71	41	69	181	PG	N/SA
5	5575	2443	1171	551	66	30	62	158	GG	SJTW/SC
6	3133	1528	1247	112	37	39	41	128	PP	SP/SR
Grand Total	29867	11339	6390	1818	329	171	298	809		
Data										
15	Sum of NP	Sum of MC	Sum of CC	Sum of Stu	Sum of Bap	Sum of Marr	Sum of Dea	Sum of BMD	Financial Condition	Parishes
1	6303	2968	800	496	72	23	34	129	F	Res
2	2069	682	250	89	22	6	18	46	G	SJKW
3	6190	1716	1516	185	61	32	74	167	FFF	HG/HT/SH
4	9740	3090	2052	616	104	58	99	261	PGG	N/SA/SJTW
5	5565	2883	1772	432	70	52	73	206	GPP	SC/SP/SR
Grand Total	29867	11339	6390	1818	329	171	298	809		

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### **3.2 Analysis of Model 3: Having Six Pastorate groups**

1. Resurrection – stand alone
2. St. Joseph Key West – stand alone – (future combine w/parishes outside of Dbq.)
3. Holy Spirit Pastorate
4. Nativity and St. Anthony
5. St. Columbkille and St. Joseph the Worker
6. St. Patrick and St. Raphael Cathedral

Task force members discerned the following advantages and disadvantages to this model being offered for consideration. The ( ) at the end of sentences indicates the number of additional supportive voices for each comment.

#### **Advantages:**

- The total number of parishioners is equitable in Model 3.
- The numbers of baptisms, marriages, and deaths are, likewise balanced.(2)
- Each of the groups is geographically proximate such that the affiliated church members are already neighbors.(2)
- Each group enjoys some “commonality” meaning they possess similarities in age, population, ethnicity, and demographics.
- With a “wider” audience (i.e. population base), there will be more helping hands as parishes learn to work together for their mutual advancement in ministry, evangelization, and out-reach.
- As the task force began to think in the proposed groups, we recognized areas of complementary gifts.
- Some financial advantages would begin immediately as parishes unite under one pastor and coordinate liturgies to eliminate unnecessary duplications.(2)
- Additional cost savings would be realized as the aligned parishes work together and combine such ministries as youth group, RCIA process, sacramental programs and other faith formation programs (i.e. missions and social justice efforts).(3)
- Four of the six groups (currently) have a school within their group; two do not.
- Considering the ‘human resources’ in this plan, it was generally recommended that Model 3 would offer pastors the best combination of strengths and equitable workload.
- Most participants felt that this model, with six groups (versus five) was better balanced and offered a healthier church for building community and keeping the vibrancy many individual churches now enjoy.

#### **Disadvantages:**

- It was noted that two groups (St. Joseph, Key West and St. Raphael/St. Patrick) do not have a school within their group.
- As individual parishes consider collaborating, the question arose as to whether either church facility (in a given group) could easily accommodate everyone for their faith formation programs.
- It was also noted that churches have not, substantively, cut any of the largest costs (by aligning) without addressing the issue of deteriorating buildings, used and idle, as well as Holy Family Catholic Schools’ assessments.
- Finally, there may be some imbalance of parishioners in parishes where demographics are changing (e.g. Nativity). Even though the groups are equitable in total numbers, the larger numbers could create a greater priest/staff over-load without adequate

sacramental ministers especially as older priests retire and fewer young ones respond to a vocational call.(2)

- Even with efforts to reduce disengagement, some participants felt that parishioners might lose their parish identity and subsequently participate less and contribute less.
- Financial concerns surfaced at every meeting around issues of Holy Family Schools' (HF) assessments to all parishes.(6) While HF has continued to reduce the percentage of subsidy each parish must pay to the school system, it is the consensus of the task force that subsidies are still a significant financial challenge to all parishes. See additional comments relating to Holy Family Schools' assessments in section 3.4.2.2 under General Comments and Recommendations.

### 3.2.1 Impact on Parish Life

Task force members were asked to reflect on how Model 3 would further the mission of the church in the six areas of parish life. The chart below reflects comments brought forth from the task force committees. The task force committees are listed in the left hand column. Their comments are organized by areas of parish life from left to right.

Committees	Liturgy Mission	Social Justice Mission	Faith Formation Mission	Stewardship Mission	Finance Mission	Parish Life Mission
Liturgy	Coordinate Masses Talent increase Share ideas Share large/small groups w/ voice and instruments participation; Good Geographic groups; Reduce daily Masses now	City Wide effort to sustain Church presence in poorer areas	Co ordinate parish programs; possibly consolidate human resources  Rel. Ed. Has better space and building capacity	Ideal collaborative possibilities for time and talent	Combine expenses – staff, bulletins, etc.	Aligned parishes offer mission every other yr. /trade
Social Justice	Have only one director for Lit. and Music; plan only 1 music/liturgy prep in each group	Larger pool of volunteers; greater income base to provide outreach	One Rel.Ed. , Confirmation, RCIA, Sacramental Prep. For each group; fewer paid staff.	Need 'buy in'  Maybe a 'wait and see' mindset-must build community	Reduce paid staff; cut costs; (HS Pastorate as example); one liturgy director, one bulletin, one DRE, etc.	Parishes keep individual identity, festivals, but invite, include each other
Faith Formation	Many more liturgical ministers; Coordinate Masses; Talent base increase Share ideas, meet together	Possibly have more funds to = bigger difference	Re-emphasize vocations; Re-emphasize evangelization	Need to wait and see;	Wait and see	More new ideas = more active parishioners
Stewardship	Possibly identity problems; will create greater involvement, more music, etc.	Diversity of culture/people	Youth already connected	Better distribution of time, talent and treasure		Youth already know one another from schools
Finance	Only requires 8 priests; need to cut extra Masses		Young people already know one another; combine prayer /study groups	Offer city-wide project	Share costs of clergy, deacons, staff	Larger # of volunteers; offer fun events for building relationships
Parish Life						

### **3.3 Analysis of Model 15: Having Five Pastorate groups**

1. Resurrection – stand alone
2. St. Joseph Key West – stand alone – (future combine w/parishes outside of Dbq.)
3. Holy Spirit Pastorate
4. Nativity, St. Anthony and St. Joseph the Worker
5. St. Columbkille, St. Patrick, and St. Raphael Cathedral

Task force members discerned the following advantages and disadvantages to this model being offered for consideration. The ( ) at the end of sentences indicates the number of additional supportive voices for each comment.

#### **Advantages:**

- Generally, the aligned parishes are geographically somewhat proximate. Each group has similarities in population, age, and ethnicity.
- The larger groupings would, hopefully, allow for more volunteers with greater outreach.
- Liturgically, Nativity and St. Raphael could accommodate large Mass assemblies for each group. (Each group might have only one: Confirmation, healing service, reconciliation, mission, Thanksgiving and/or Holy Week services.)(2)
- Different ministries from the individual parishes might complement each other with more ministers (combined) who could be available to serve.
- Each group would be able to reduce a Mass each weekend, possibly having only six Masses between the three church sites.
- Making these large combinations now might eliminate doing so five or ten years from now.
- The faith formation participants felt that the three-way partner parishes could provide combined services. (St. Anthony or St. Columbkille could accommodate Religious Education, possibly with two sessions back to back allowing greater flexibility for families.) Other shared services could be rotated from one location to another.
- Each group (except St. Joseph Key West) is associated with a school, allowing clergy to visit the respective schools and be a visible presence of the Church. This might also encourage vocations.
- The social justice team felt that outreach programs and groups like St. Vincent DePaul could recruit more volunteers and develop stronger, more active bodies.
- Parishes might share costs of a nurse and ministry to the elderly and homebound.
- Everyone could work more intentionally toward social justice through a citywide social justice committee promoting things like “Bridges out of Poverty” program and DACU (Dubuque Area Congregations United).
- Many more volunteers might be available to serve unique parish ministries.
- Finance representatives felt that parishes could potentially realize some cost savings as they reduce duplicate ministries, staff, etc.
- Possibly, within each of the three-way groups, one of the three parishes may need to close eventually, as a practical measure to reduce costs and duplications. Moving toward that goal (if it is to come) would be better ‘planned for’ now than come as a surprise later.

## Disadvantages:

- The greatest difficulties with this model surfaced as we considered “community building” and “serving parish needs.”
- Reducing staff means overworking staff.
- These groupings may be too big to be “community.”
- Large groupings may create too many sacramental needs and can be impersonal.
- Larger groups may mean more staff to provide quality service and outreach. Groups of this size could actually cost more.
- Meanwhile, there are fewer newly ordained priests to replace retiring clergy. In the three-way groups, the workload on priests and staff will be challenging to near impossible.
- At the same time, groups of this size might require fewer liturgical ministers. Needing fewer volunteers to work in liturgical ministries, many who now serve or would like to serve simply will not be needed. This might discourage participation and cause even greater indifference and fracturing than is present today.
- Even something as basic as parking could be a challenge.
- One group felt it would take at least nine priests to provide for this model and that might be unrealistic.
- Facilities, too, might not accommodate everyone needing such things as Religious Education and Confirmation preparation.
- Some neighborhoods are changing (such as the Nativity area) causing a shift in demographics (Births, Marriages, Deaths [BMD]). This is a concern with the viability of a site that already has significant debt and fewer members.
- Some parishes might need many Masses to accommodate parishioners (over 9,000 in one group).
- With the three-way groups, the geographic proximity is compromised.
- Coordinating communication will be a real challenge and the “groups” might be too big for staffs to handle.
- Generally, the balance of demographics, numbers of BMD, is unbalanced in this “model.”
- To build a sense of community for 6,000 – 9,000 members will be very challenging.
- Many participants commented that taking a step as bold as this might negatively impact the participation and sense of belonging and intimacy that has been characteristic of each of our parishes through the years.
- Financial concerns surfaced at every meeting around issues of Holy Family Schools’ (HF) assessments to all parishes.(6) While HF has continued to reduce the percentage of subsidy each parish must pay to the school system, it is the consensus of the task force that subsidies are still a significant financial challenge to all parishes. See additional comments relating to Holy Family Schools’ assessments in section 3.4.2.2 under General Comments and Recommendations.

### 3.3.1 Impact on Parish Life

Task force members were asked to reflect on how Model 15 would further the mission of the church in the six areas of parish life. The chart below reflects comments brought forth from the task force committees. The task force committees are listed in the left hand column. Their comments are organized by areas of parish life from left to right.

Committees	Liturgy Mission	Social Justice Mission	Faith Formation Mission	Stewardship Mission	Finance Mission	Parish Life Mission
Liturgy	Too big to be community; too many sacramental needs to serve		Inadequate space to provide for all; need multiple staff/ sessions for events like Rel. Ed.	Less need to use so many people's time and talent – could create indifference among people	Financial advantage in some links for poorer parishes; May cut some costs, add others.	Lots of festivals!
Social Justice	Gain in ministries, variety, new people; possibly lose some tradition	Larger volunteer pool; new infusion of energy; expand mission and outreach				
Faith Formation	Share resources; Stagger Mass times and reduce Masses	Better outreach; more helping hands/volunteers	Diversity in population; More varied faith formation events, i.e. missions, etc. One Sacraments prep. for each group		School is in each link	Can still maintain Parish identity with special activities to each
Stewardship			.			Too big for staffs to manage
Finance	Nativity and Cathedral will hold many; will require 9 priests to cover	City wide collaboration; all parishes combine for large causes	School in each group; Could have 2 persons for all Rel. Ed. And Adult Faith Formation	Collaboration of ideas but each parish have its own committee.	Fewer pastorates Combine maintenance staff/costs; also share priest costs	Potentially get bigger crowds together for gatherings; more people to draw from for gatherings.
Parish Life	Large # of Masses for large pastorate				Cost savings with staffing and facilities	

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### **3.4 General Comments and Recommendations**

During the course of study, brainstorming, and analysis, additional comments and recommendations surfaced relating to the general well being of the Church in the Dubuque Deanery. Those recommendations appear below.

The Pastoral Planning Task Force has grown to appreciate this unique moment in our faith community whereby we have been authorized, as a body, to study the broad picture of parish life throughout our deanery and to offer input, recommendations, suggestions and comments to the Deanery Council on behalf of our Catholic faith community. As this body prepares its final comments, we recognize the wonderful history of faith in this community and are grateful for the priests, deacons, religious and faithful laity who have, together, generously served our people. While most of the churches and institutions still exist, the numbers of individuals available to serve this community have diminished. Thus, we must look at preserving the best of what we have and seek new ways to serve in our pastoral ministries.

Like a rich tapestry, our diverse gifts enrich us and will continue to do so. If anything, this process has opened the members of this task force to understand the need for change as we move into the next decade and beyond. Some general comments have surfaced throughout our sessions and should be noted as issues needing additional reflection and discernment.

#### **3.4.1 Two Essentials**

Regardless of what groupings or what types of collaboration are chosen, two things are essential to ensure the growth and vitality of the Catholic Church in this deanery, the Archdiocese, and throughout the world.

##### **3.4.1.1 Evangelization**

In the Acts of the Apostles, the disciples of Jesus were committed to bringing the Good News of Salvation to all the world. As their spiritual heirs, we are equally responsible to continue this evangelization. Without continuous, focused programs of evangelization we will not fulfill our mission. No matter how our communities are configured, evangelization must be a primary objective throughout our deanery.

##### **3.4.1.2 Vocations**

As baptized Catholics, it is our responsibility to cultivate our own vocation and foster the vocations of others. We must continuously encourage each person to live out their vocation as single, married, religious, deacon, or priest. Today there is a critical need to cultivate all vocations, especially priestly vocations. Again, no matter how the deanery is configured, promoting vocations, especially those to the priesthood and religious life, should be a primary focus within each community.

## **3.4.2 Finance**

### **3.4.2.1 Facilities**

Building costs strain parish resources. Finance councils must continue to focus on lowering existing costs, when possible. Simply aligning parishes will not necessarily solve this issue to the degree that is needed.

The task force offers the following recommendations for consideration:

- a. Each parish inventory buildings for:
  - i. current use vs. vacancy,
  - ii. costs to maintain and/or upgrade.Prepare recommendations for future use of serviceable buildings and the disposition of unused structures.
- b. Provide a summary for all parish structures detailing a vision for the facilities of the community in future years. The initial summary could be completed now in anticipation of additional analysis when the parish is aligned with one or more other parishes.

### **3.4.2.2 Holy Family Schools' Assessments**

Holy Family assessments, while decreasing, continue to challenge parishes. Because of that, representatives from Holy Family Catholic Schools were invited to participate in task force proceedings and present information related to Holy Family School funding. The task force recognizes that Holy Family Schools leadership has an equally challenging task to provide quality Catholic Education at the lowest cost possible. We thank Holy Family representatives for participating in our work and commend them for the assessment reductions already achieved.

Continuing challenges for both parishes and Holy Family include:

- As St. Mary's Parish closes, that assessment must be made up somewhere – by Holy Family budget adjustments or by other parishes.
- Grouping parishes may impact the balance of assessments causing increases to some communities even as the overall parish subsidy amount decreases.
- Reducing assessments as quickly as possible.
- As a recommendation, reducing maximum assessments from 69% to no more than 50% of total parish budgets.

During discussions related to Holy Family Schools many questions, outside the scope of the task force, were raised, including:

- Do we need to reduce educational sites even further in order to provide excellence in the classroom, pay just wages, and respect limited parish budgets?
- Are four elementary building sites prudent and/or necessary?

While the task force acknowledges the challenge of meeting Holy Family assessments and calls for further reductions, it also affirms the value of Catholic Education through Holy Family Schools. The task force members support the continued efforts of Holy Family Schools leadership to seek a funding model that ensures the long-term health of Holy Family Schools while continuing to reduce reliance on parish assessments.



### **3.4.3 Liturgy - Masses of Convenience**

A Mass of convenience is defined as a Mass that isn't necessary to serve the number of members attending a particular church. It is based on dividing the capacity of a church into the number of people attending Mass on an average weekend. While there is more to consider than a simple mathematical formula, the task force members supported the need to look at Masses of convenience as something that could place an undo burden on the clergy in light of their additional sacramental ministries for baptisms, weddings and funerals. See Appendix 5.1 for a complete definition and example. See Appendix 5.3 for a list of Masses of Convenience for 2008 – 2009.

1. As groupings occur, (as well as before) it is recommended that parishes consider reducing Masses of convenience if pastorally appropriate.
2. Daily Masses: While discussions concerning Masses of convenience generally focus on weekend liturgies, the task force noted that Masses of convenience exist in the daily schedule as well. The task force discussed, but did not reach consensus, on the merits of a citywide plan for daily Masses. This could be an opportune time to discuss this further within the Priests Deanery or Deanery Council. Reducing the number of daily Masses while still serving the needs of the community, could allow priests added flexibility in their daily schedules. Coordinating liturgies between parishes could help people become accustomed to different worship spaces, building community throughout the week among neighboring spaces. Appendix 5.6 includes a chart showing the current daily Mass schedule in the Dubuque Deanery as well as a list of potential benefits to reducing daily Masses of convenience.
3. Large liturgies: The task force recommends exploring combined liturgies for special celebrations (Holy Week, Thanksgiving, Pentecost, etc.) between existing parish structures as well as within (and between) future groups.

### **3.4.4 General Collaborative Efforts**

At the risk of moving too fast, at least two groups recommended taking a “wait and see” approach to costs, community building, combining ministries, youth groups, etc., only combining efforts when there are clear advantages.(2)

### **3.4.5 Communication**

#### **3.4.5.1 Parish Forums**

The task force made communication with parishioners and the general public a priority throughout its proceedings. Specific efforts included:

- Frequent announcements inserted in parish bulletins,
- Articles in The Witness and The Telegraph Herald
- Parish Forums

Two parish forums were held, one in January and one in March. The forums provided an opportunity for interested parish members to hear from and dialogue with task force members representing their community. A summary of the parish forums includes:

- Those attending expressed appreciation for being informed.
- All gatherings had a positive tone

- The need to reduce numbers of liturgies and possibly reduce parishes was generally accepted by those who attended the parish forums. (Preparing recommendations on the reduction of parishes was not considered by this task force.)
- Most people agreed that “something needs to happen”. Many expressed the opinion that it was time to “just do it.”

### **3.4.5.2 During Transition and Implementation**

As this report is delivered, it is critical that communication continues for effective implementation of any changes that take place. With that in mind, Section 4 speaks, in detail, to the path ahead. These details are summarized here:

1. Consider having the six standing parish committees meet quarterly to share information. At these meetings, explore opportunities for greater collaboration
2. Consider having parish staffs hold combined sessions on a regularly scheduled basis, perhaps monthly.
3. Consider having parish councils meet jointly, either quarterly or semiannually to oversee collaborative efforts and to communicate strengths, concerns, and challenges.
4. Consider designating a facilitation team to act as a filter to assist in hearing and reviewing reports. This team would report any findings or suggestions to the individual pastoral councils.
5. As collaborative efforts are launched, consider having designated representatives from each group report to the facilitation team on the progress, challenges, new ideas, etc.

## **4 The Path Ahead**

### **4.1 Future Vision of the Dubuque Deanery**

As stated in Vision 2000 and in the opening pages of this report, the mission of the Church in the Dubuque Deanery parallels the mission of the Archdiocese and the Universal Church. Our vision is that the Catholics in the Dubuque Deanery will experience a spirit of community worship and service in their parishes. There will be full access to the Word of God for all members. We will be led by faithful, qualified, and dedicated leaders. And we will be fully supported in our Christian family life.

While the structure to realize that mission will change from what it is today, we are confident the recommendations within this report will enable us to sustain and grow vibrant faith communities throughout the deanery for generations to come.

### **4.2 Levels of Implementation**

Successful implementation of these recommendations will occur at various levels. Following the principle of subsidiarity, it is recommended that all activities be implemented at the lowest level of organization in order that the mission can be effectively and efficiently pursued.

#### **4.2.1 In Parishes and Clusters**

Many of the recommendations can be implemented immediately at the parish or cluster level. Some examples include:

- Increase evangelization efforts to promote active participation of current members and recruit new members.
- Promote full embrace of all vocations, especially those to the priesthood and religious life.
- Assess the status of parish facilities and prepare a plan for their future use or disposition.
- Review Mass schedule and consider the reduction of Masses of convenience.
- Continue parish forums that were held during the proceedings of this task force to keep members informed of progress.

#### **4.2.2 At the Deanery Level**

Various recommendations will require consideration at the deanery level. Some examples are:

- Review the daily Mass schedule and consider the benefits of a coordinated, deanery-wide schedule
- Consider the benefits of deanery-wide liturgical celebrations, for example, during Holy Week, at Thanksgiving, or at Pentecost.
- Continue deanery level communication with Holy Family Schools to seek funding models that reduce parish assessments.

It is recommended that the Deanery Council place these ideas on its 2010 – 2011 meeting agendas for consideration and action.

### **4.2.3 At the Archdiocesan Level**

Clearly decisions on the structure of parishes/clusters and assignment of priests within the deanery must be made at the Archdiocesan level. Coordinating the number of parishes with the number and charisms of priests must be prayerfully discerned while considering the welfare of the entire Archdiocese as well as individual communities and priests.

The Archbishop, with input from the Episcopal Vicars, the Dean, Pastors, Priest Personnel Advisory Board, Archdiocesan Leadership, the contents of this report, and the guidance of the Holy Spirit, will carry out the responsibility of determining how to structure and staff the deanery and best shepherd the 205,000 faithful throughout the Archdiocese who are under his care.

With the recognition of the difficulty of making these decisions, the task force members are united in support of Archbishop Hanus as our Shepherd. We offer our prayers and commitment to support and carry out decisions that are made to further the mission of the Church in the Dubuque Deanery and the entire Archdiocese.

It is worth noting that the work of the task force has already influenced necessary decisions in the Dubuque Deanery. With the scheduled closing of St. Mary Parish, a decision regarding the future of St. Patrick Parish (which has been clustered with St. Mary's) was required. In March, 2010, it was announced that St. Patrick's would be linked with the Cathedral of St. Raphael. This was one of the groupings offered by the task force in its preliminary and final recommendations.

### **4.3 Transition Plan Recommendations**

As decisions are made for structural changes in the Dubuque Deanery, the task force recommends that a transition plan accompany the changes to ensure successful parish integrations.

Below is a sample transition plan. This plan, or a modification of it, could be employed to provide a structured process for maximizing benefits and facilitating communication.

The plan calls for periodic joint meetings of the six standing parish committees:

- Liturgy
- Faith Formation
- Parish Life
- Social Justice
- Finance
- Stewardship

In joint meetings, like committees of grouped parishes would share successes and challenges and look for ways that collaboration could enhance their ministries. Joint meetings should be regularly scheduled, perhaps quarterly, in those cases where the individual committees normally meet on a monthly basis. The joint meetings would be dedicated to exploring opportunities for collaboration between the grouped parishes. The chairpersons of these committees would act as “co-chairs” for the joint meetings. Members of the Planning Task Force that represented their respective committee for their parishes could be invited to serve as resources at the joint meetings.

The task force recommends that parish staffs also schedule periodic joint meetings for the same purpose of exploring opportunities for collaboration between the grouped parishes. For staff meetings normally occurring on a weekly basis, it is recommended that joint meetings be held monthly. The pastor/pastors or designated senior staff member could chair/co-chair these meetings. Staff members that served on the Planning Task Force could be invited to serve as resources at these meetings.

In addition, the task force recommends that parish pastoral councils conduct periodic joint meetings for the same purpose with the additional responsibility of reviewing and approving collaboration plans proposed by the six committees and the parish staffs. The councils, which normally meet monthly, could have dedicated joint meetings once a quarter. The council chairpersons would co-chair these meetings. Members who served on the Planning Task Force from the respective aligned parishes could be invited to serve as resources for these joint meetings. The joint pastoral council meetings would provide the opportunity to hear and act on proposals and status reports from the joint committees and the joint staffs. It is recommended that the pastoral councils challenge the committees and staff to prepare proposals and reports describing benefits and challenges as well as detailed plans for how to implement collaboration opportunities.

In some cases the pastoral councils of grouped parishes, due to size or competencies, may not be able to effectively execute the responsibilities as described above. In these cases the joint pastoral councils could appoint a team to facilitate communication between the joint standing committees and staffs. The facilitation team would then act as a filter for the work of

reviewing reports and proposals from the joint standing committees. The facilitation team could then communicate summarized results to the joint pastoral councils.

The task force recommends that the Deanery Council serve as a catalyst and communication forum to help grouped parishes achieve the benefits of collaboration. Parishes could report at quarterly Deanery Council meetings to candidly share their progress toward benefits as well as to explain their challenges and ask for help and support as required. Because the task force was commissioned by the Deanery Council, it is strongly recommended that the Deanery Council play an active role in seeing that approved recommendations are carried out. In addition, the task force recommends that the Deanery Council make periodic review of approved recommendations a formal part of its agendas to ensure that what has been started here will be carried well into the future.

## 5 Appendices

### 5.1 Glossary of Pastoral Planning Terms

**Canonical:** Pertaining to, established by, or conforming to the Code of Canon Law of the Roman Catholic Church.

**Cluster:** The term “cluster” is not a canonical term and can have different meanings in different dioceses. In the Archdiocese of Dubuque, cluster refers to two or more parishes with a formal agreement of cooperation. The agreement normally provides details on schedule for Eucharist and the administration of sacraments as well as non-sacramental administrative and pastoral services. Clusters can be served by one or more priests as pastor, sacramental priest, or associate pastor. A cluster serves as an administrative and pastoral services unit and is administered by its pastor or pastoral administrator through consultation with a Cluster Council. Parishes of a cluster maintain distinctiveness through their own Parish Pastoral Councils, Parish Finance Councils and Civil Corporations. As good stewards, parishes are encouraged to continue to simplify and unify their efforts through evolving cooperation and sharing of resources. At some point, the parishes of a cluster may choose to merge to become a single Canonical Parish with a single Civil Corporation. An example of a cluster in the Dubuque Deanery is the Holy Spirit Pastorate comprised of the parishes of Holy Ghost, Holy Trinity, and Sacred Heart.

**Linkage:** The term “linkage” is not a canonical term and can have different meanings in different dioceses. In the Archdiocese of Dubuque, linkage refers to two or more parishes having the same pastor or pastoral administrator and sacramental priest. While not required, linked parishes often additionally share some resources and pastoral services and may have a written agreement outlining these services. At a minimum, there is a common agreement on a schedule for Eucharist and the administration of sacraments within the linkage. In a linkage, parishes are administered as distinct entities. They may have occasional joint pastoral council meetings as a need arises. (Some task force members preferred to use the term “twinned” for this type of arrangement.) St. Patrick and the Cathedral of St. Raphael are an example of a linkage in the Dubuque Deanery.

**Mass of Convenience:** A Mass of convenience is defined as a Mass that isn't necessary to serve the number of members attending a particular church. It is based on dividing the capacity of a church into the number of people attending Mass on an average weekend. The result is rounded up to the next whole number, then subtracted from the number of Masses held each weekend.

**Example:** Assume the following about a theoretical church and parish:

- The church holds 500 people.
- The parish has 4 Masses each weekend
- 1400 people attend Mass at this church on an average weekend
- $1400 \div 500 = 2.8$
- Rounding 2.8 up to the next whole number = 3 (the number of Masses required to serve those who are attending).
- Since there are currently 4 Masses offered on a weekend, this parish has 1 Mass of convenience ( $4 - 3$ ).

**Merged Parish:** Merging is the joining of two or more parishes into a single new parish. In canon law, the original parishes are “altered” (cf. canon 515, §2). Each church in the original parish, providing it was dedicated and not *merely blessed*, retains its title (name) unless the Apostolic See grants a change in the name (cf. canon 1218). In civil law, the original parishes cease to exist as civil corporations. The net assets and members of the original parishes become assets and members of the single new parish (i.e., merged parish). The merged parish takes on a new name and becomes a new canonical parish and civil corporation.

**Parish:** A parish is a certain community of Christ’s faithful stably established within a particular Church, whose pastoral care, under the authority of the diocesan Bishop, is entrusted to a parish priest as its proper pastor (cf. canon 515, §1). In the Archdiocese of Dubuque, each parish also operates as a Civil Corporation within the State of Iowa. The corporation’s officers are:

- Archbishop – President
- Vicar General – Vice President
- Pastor/Pastoral Administrator – Secretary
- Parish Pastoral Council Chair – Lay Director
- Parish Finance Council Chair – Lay Director

**Pastoral Administrator:** Someone other than a priest (e.g. a deacon, religious sister or brother, or lay person) assigned by the bishop to be accountable to him for the pastoral care of a parish in accord with the provisions of Canon Law (cf. canon 517, §2).

**Pastorate:** A pastorate is a geographical area led by a priest. In addition to the pastor or supervising priest, the pastorate may be served by additional priests as sacramental priests and associate pastors. It may be comprised of one or more parishes, linkages, or clusters. When there is more than one parish in the pastorate, there is a common agreement on a schedule for Eucharist and the administration of the sacraments. The parishes of the pastorate may have a formal agreement concerning other administrative and pastoral services cooperation.

The term Pastorate is also used as a working term by planners and sometimes is applied to areas not yet formally linked or clustered but proposed as such for a future time.

**Subsidiarity:** An organizing principle stating that matters should be handled by the smallest, lowest, or least centralized competent authority. A larger or central authority should only undertake those tasks that cannot be performed effectively at the local level. Catholic social teaching upholds the importance of the principle of subsidiarity.



## **5.2 Dubuque Pastoral Planning Task Force Charter**

**CHARTER Version 5.2**  
**Dubuque Deanery Planning Task Force**

**09 June 09**

### **CURRENT SITUATION**

Our contemporary Church is confronted with more than the usual number of challenges. Some of them are external and outside our control, such as the pervasive secular culture. Others are challenges from within, such as the declining and aging population, financial stresses, the decrease in Mass attendance, lessening loyalty of the younger generations, and the declining number of priests.

It is the purpose and the duty of councils to advise Church leadership, Pastoral Councils for the pastors and Deanery Councils for the Archbishop. The Dubuque Deanery Council wishes to contribute toward that goal regarding the challenges and opportunities presented to the Church in the Dubuque Deanery. The Deanery Council, with the support of parish priests and parish councils of the Dubuque parishes, is creating a Planning Task Force to address these important matters. The Planning Task Force will conduct a study and make recommendations for consideration by Archbishop Hanus.

### **PRIMARY AFFECTED GROUPS**

Pastors, Deacons, Sisters, Brothers, Parish Staff, Parishioners, Holy Family Catholic Schools.

### **MISSION and GOALS**

The Planning Task Force will study the current status of the Church in the Dubuque Deanery. It will analyze the various ways each parish is organized and operated, document similarities and differences, and make recommendations to position our parishes to meet challenges and opportunities in the years to come.

The task force will conduct its study with emphasis on the following high-level directions:

1. Discover and appreciate the unique ways each community brings Christ to its members, to Dubuque, to the Archdiocese, and beyond.
2. Imagine what kind of faith community the changes in our Catholic Church and our world are calling each of our parishes to become.
3. Seek opportunities for continued evangelization within and beyond our parish communities.
4. Develop a plan that brings the Dubuque Deanery into mutual agreement to serve the entire community while ministering to the unique needs of each parish.
5. Establish a program for continued evaluation of the plan's implementation, additional changes needed, best practices to share, and additional opportunities wherever they may be.

Specific areas of focus will be to:

- capitalize on the strengths of the local church
- practice good stewardship with church resources
- supplement the weaknesses of parishes and of ministries in the deanery
- bring about an increased level of collaboration among the parishes
- reduce Holy Family Catholic School subsidies on parishes
  - stretch goal – reduce maximum subsidy from 68% to 50%
- use parish life to encourage Catholic School attendance
- pursue any other opportunities that become evident during the course of the study

## **IN SCOPE**

The Dubuque Deanery parishes are in scope:

Holy Spirit Pastorate (Holy Ghost, Holy Trinity, Sacred Heart), Nativity, Resurrection, St Anthony, St Columbkille, St Joseph The Worker, St. Joseph – Key West, St Mary/St Patrick Cluster, St Raphael

The following areas are within scope for analysis and recommendations:

- Parish communities; number, organization and operation, financial condition
- Parish facilities and their effectiveness.
- Degree of lay participation with focus on overlap with priestly or staff functions.
- The roles of deacons, lay staff and volunteers
- How parishes can work together to improve stewardship and effectiveness of:  
Parish staffs, youth ministry, RCIA, faith formation, facilities, Mass schedules, etc
- Impact on Holy Family Catholic Schools
- Any other areas of opportunity discovered during the study.

## **OUT OF SCOPE**

Parishes outside of the Dubuque Deanery are not in scope.

## **PROJECT ASSUMPTIONS**

- By 2015:
  - Seven or eight priests will be available to serve as pastors or sacramental priests within the Dubuque Deanery.
  - One recently ordained priest will serve as an associate pastor.
- Recommended plans will likely include fewer Masses of convenience than offered in 2009.
- Recommended plans will include support that will enable Holy Family Schools to remain vibrant and viable.
- Plans will recommend parish structures to include any combination of single, linked, clustered, or merged parishes.

## **RISKS**

Risks will include and not be limited to:

- Ineffective communication to parishioners and the overall community
- Lack of consensus among primary affected groups
- Uncontrolled rumors
- Inaccurate reporting from taskforce members and the media

## **CONSTRAINTS**

- 1) Do not plan to use retired priests to alleviate parish priest workloads.
- 2) The deanery parishes must continue to support Holy Family Catholic Schools (This can still include a plan to lessen the size of parish subsidies).

## **DELIVERABLES**

- 1) Recommendations that address our current situation and satisfy the mission as described herein.
- 2) Data to support recommendations.
- 3) Communication meetings throughout the planning to gather input and establish appropriate and evolving consensus among parishes and relevant councils.
- 4) Regular reports to parishioners and the greater community on direction and progress of task force.

## **TASK FORCE MEMBERS**

Dubuque parish priests and lay members, up to 6 per parish/cluster

## **OTHER RESOURCES**

Dan Rohner, Director of Leadership Development and Pastoral Planning

Rev. Msgr. Thomas Toale, Vicar General

All members of the Dubuque Deanery Council

Community members with specific expertise, e.g., Loras College faculty

## **FINAL SUCCESS CRITERIA**

Written recommendations accepted by the Dubuque Deanery Pastors, the Deanery Council and submitted to Archbishop Hanus for consideration.

## **SCHEDULE**

August – September, 2009

The Planning Task Force is formed and launched.

September – December, 2009

Gather data, analyze and form recommendations.

January, 2010

Interim recommendations for the 2010-2011 fiscal year (July to June)

June, 2010

Final recommendations to the Deanery Dean, the Vicar General and the Archbishop

## **APPENDICES**

Annual parish status reports

Parish vitality criteria

Information on demographic trends:

- population trends in general
- parishioner trends
- priest trends

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### **5.3 Pastoral Data Overview**

The following data was used by the task force to determine and support recommendations found in the body of this report.

#### **5.3.1 Masses of Convenience – Dubuque Area 2008 - 2009**

The following is a working description of Mass of convenience from a mathematical perspective. A Mass of convenience may be dropped without resulting in overcrowding the remaining Masses.

**The number of Masses of convenience is computed by dividing the October count by the church capacity, rounding up to the next whole number and subtracting that number from the number of Masses offered each weekend.**

The first of the two numbers after the parish name indicates the number of Masses of convenience. The second number is the number of Masses offered that weekend. An asterisk indicates that if the Mass of convenience were dropped, the church would be quite full for the remaining Masses.

#### **DUBUQUE**

Cathedral 1 – 4

Holy Ghost 1 – 3

Holy Trinity 1 – 2\*

Nativity 1 – 3

Resurrection 1 – 5

Sacred Heart 1 – 2\*

St. Anthony 0 – 3

St. Columbkille 0 - 3

St. Joseph the Worker 1 – 3

St. Mary 1 – 2

St. Patrick 1 - 3

#### **KEY WEST**

St. Joseph 1 – 4

Total Masses of Convenience: 10

**Note:** Determining if a Mass of convenience should be dropped includes more than a mathematical calculation. Factors including members' schedules and needs, celebrants' other commitments, schedules at nearby parishes, etc. all contribute to determining a pastorally appropriate schedule of Masses.

#### **5.3.2 5 Year Trend Reports**

The following information includes data from parish annual reports over the last 5 years plus information from 1995 as base line data.

# The Archdiocese of Dubuque

Date 10/15/09  
 Parish Name Cathedral Of St. Raphael

Year	IP	AehC	EftC	OthC	TotC	NonC	Hisp	IB	AB	Pro	M	D
1995	1385	637					2	37	0	7	32	27
2005	1907	778					1	17	3	6	31	19
2006	1860	750					2	24	1	13	41	30
2007	1909	902					0	28	0	7	37	29
2008	1973	813	79	0	892	281	0	34	0	0	35	28
2009	2033	817	109	0	926	292	0	29	2	5	36	27
<b>5 Year Trend</b>	7%	5%	n/a	n/a	n/a	n/a	-100%					

Parish Name Holy Ghost

Year	IP	AehC	EftC	OthC	TotC	NonC	Hisp	IB	AB	Pro	M	D
1995	4376	1689					8	72	3	14	43	57
2005	2816	1138					8	33	0	2	15	45
2006	2841	1136					1	29	3	19	12	45
2007	2709	1128					1	33	0	5	21	37
2008	2667	672	119	28	819	229	1	21	1	2	13	40
2009	2690	640	113	35	788	238	0	29	1	1	19	38
<b>5 Year Trend</b>	-4%	-44%	n/a	n/a	n/a	n/a	-100%					

Parish Name Holy Trinity

Year	IP	AehC	EftC	OthC	TotC	NonC	Hisp	IB	AB	Pro	M	D
1995	1597	654					1	23	1	0	11	26
2005	1587	609					14	15	1	12	8	26
2006	1584	638					14	17	2	0	6	26
2007	1583	461					14	8	2	0	14	21
2008	1544	344	6	16	366	260	14	6	0	0	5	17
2009	1522	331	7	16	354	260	14	13	0	0	4	16
<b>5 Year Trend</b>	-4%	-46%	n/a	n/a	n/a	n/a	0%					

- | Name | Meaning                                      |
|------|--|
| IP   | → Individual Parishioners                    |
| AehC | → Adult Envelope Holders who Contribute      |
| EftC | → Contributors that use EFT option           |
| OthC | → Contributors that use other methods        |
| TotC | → Total Contributors                         |
| NonC | → Non Contributors                           |
| HISP | → Total Hispanic Parishioners                |
| IB   | → Total Infant Baptisms (includes Hispanics) |
| AB   | → Total Adult Baptisms (includes Hispanics)  |
| PRO  | → Professions of Faith                       |
| M    | → Marriages                                  |
| D    | → Deaths                                     |

# The Archdiocese of Dubuque

Parish Name		Church of The Nativity										
Year	IP	AehC	EftC	OthC	TotC	NonC	Hisp	IB	AB	Pro	M	D
1995	3739	1287					0	56	0	1	28	51
2005	3338	1197					0	58	1	5	19	37
2006	3247	1167					0	53	2	5	12	45
2007	2948	1117					0	33	0	9	16	40
2008	2825	989	96	0	1085	387	0	23	1	7	8	32
2009	2543	283	92	0	375	413	0	22	1	9	12	29
<b>5 Year Trend</b>	-24%	-76%	n/a	n/a	n/a	n/a	n/a					

Parish Name		Resurrection										
Year	IP	AehC	EftC	OthC	TotC	NonC	Hisp	IB	AB	Pro	M	D
1995	5986	1810					0	97	0	3	24	21
2005	5400	1926					7	72	1	8	19	30
2006	5609	1993					7	80	2	7	27	36
2007	5729	2027					4	81	0	10	22	32
2008	5990	1886	206	17	2109	590	10	70	4	2	12	39
2009	6303	1309	235	7	1551	676	9	69	3	8	23	34
<b>5 Year Trend</b>	17%	-32%	n/a	n/a	n/a	n/a	29%					

Parish Name		Sacred Heart										
Year	IP	AehC	EftC	OthC	TotC	NonC	Hisp	IB	AB	Pro	M	D
1995	2436	1024					0	44	0	2	15	43
2005	2024	844					0	14	3	5	9	52
2006	1962	811					0	20	0	9	10	48
2007	1999	614					0	27	0	9	4	46
2008	2024	399	60	3	462	345	0	11	0	0	12	38
2009	1978	367	61	7	435	386	0	15	3	2	9	20
<b>5 Year Trend</b>	-2%	-57%	n/a	n/a	n/a	n/a	n/a					

Name	Meaning
IP	→ Individual Parishioners
AehC	→ Adult Envelope Holders who Contribute
EftC	→ Contributors that use EFT option
OthC	→ Contributors that use other methods
TotC	→ Total Contributors
NonC	→ Non Contributors
HISP	→ Total Hispanic Parishioners
IB	→ Total Infant Baptisms (includes Hispanics)
AB	→ Total Adult Baptisms (includes Hispanics)
PRO	→ Professions of Faith
M	→ Marriages
D	→ Deaths

# The Archdiocese of Dubuque

Parish Name		St. Anthony										
Year	IP	AehC	EftC	OthC	TotC	NonC	Hisp	IB	AB	Pro	M	D
1995	4900	1435					6	47	6	6	22	28
2005	3843	1512					9	33	3	4	19	33
2006	3878	1498					8	45	0	13	22	48
2007	3927	1487					8	37	0	2	23	49
2008	3875	1336	141	0	1477	471	8	32	0	7	22	42
2009	3887	876	155	0	1031	470	8	46	2	4	29	40
<b>5 Year Trend</b>	1%	-42%	n/a	n/a	n/a	n/a	-11%					

Parish Name		St. Columbkille										
Year	IP	AehC	EftC	OthC	TotC	NonC	Hisp	IB	AB	Pro	M	D
1995	2971	1058					0	41	0	6	25	40
2005	2406	867					5	28	0	3	16	23
2006	2393	847					5	22	0	3	17	29
2007	2408	852					5	16	0	10	15	36
2008	2425	714	119	0	833	105	5	39	1	35	18	29
2009	2432	708	116	0	824	124	5	31	2	40	13	32
<b>5 Year Trend</b>	1%	-18%	n/a	n/a	n/a	n/a	0%					

Parish Name		St. Joseph The Worker										
Year	IP	AehC	EftC	OthC	TotC	NonC	Hisp	IB	AB	Pro	M	D
1995	5000	1432					0	53	0	6	32	43
2005	3322	1187					12	23	2	1	19	47
2006	3373	1178					15	23	0	2	10	25
2007	3327	1178					14	29	2	1	8	30
2008	3294	1178	141	0	1319	354	5	28	4	3	13	27
2009	3143	642	187	0	829	348	5	33	0	4	17	30
<b>5 Year Trend</b>	-5%	-46%	n/a	n/a	n/a	n/a	-58%					

Name	Meaning
IP	→ Individual Parishioners
AehC	→ Adult Envelope Holders who Contribute
EftC	→ Contributors that use EFT option
OthC	→ Contributors that use other methods
TotC	→ Total Contributors
NonC	→ Non Contributors
HISP	→ Total Hispanic Parishioners
IB	→ Total Infant Baptisms (includes Hispanics)
AB	→ Total Adult Baptisms (includes Hispanics)
PRO	→ Professions of Faith
M	→ Marriages
D	→ Deaths



# The Archdiocese of Dubuque

Parish Name		St. Joseph - Key West										
Year	IP	AehC	EftC	OthC	TotC	NonC	Hisp	IB	AB	Pro	M	D
1995	2003	0					0	32	0	5	15	10
2005	2056	645					3	40	1	4	7	16
2006	2286	659					1	24	0	5	13	14
2007	2232	708					2	27	0	7	10	6
2008	2257	709	59	0	768	256	2	30	0	2	12	18
2009	2069	413	63	0	476	276	5	22	0	1	6	18
<b>5 Year Trend</b>		1%	-36%	n/a	n/a	n/a	n/a	67%				

Parish Name		St. Mary										
Year	IP	AehC	EftC	OthC	TotC	NonC	Hisp	IB	AB	Pro	M	D
1995	3031	905					17	94	4	4	37	50
2005	1842	883					4	25	0	3	10	53
2006	1766	827					4	27	0	0	6	40
2007	1742	818					0	17	2	3	5	38
2008	1736	588	0	0	588	335	4	7	1	1	7	32
2009	1698	767	12	7	786	337	4	11	0	0	6	24
<b>5 Year Trend</b>		-8%	-13%	n/a	n/a	n/a	n/a	0%				

Parish Name		St. Patrick										
Year	IP	AehC	EftC	OthC	TotC	NonC	Hisp	IB	AB	Pro	M	D
1995	1265	624					7	9	1	1	12	33
2005	1202	375					500	28	0	0	4	24
2006	1114	386					450	2	0	5	9	36
2007	1073	355					460	22	0	0	2	35
2008	884	325	0	30	355	43	300	22	0	0	2	22
2009	1100	245	24	0	269	591	550	17	0	0	3	14
<b>5 Year Trend</b>		-8%	-35%	n/a	n/a	n/a	n/a	10%				

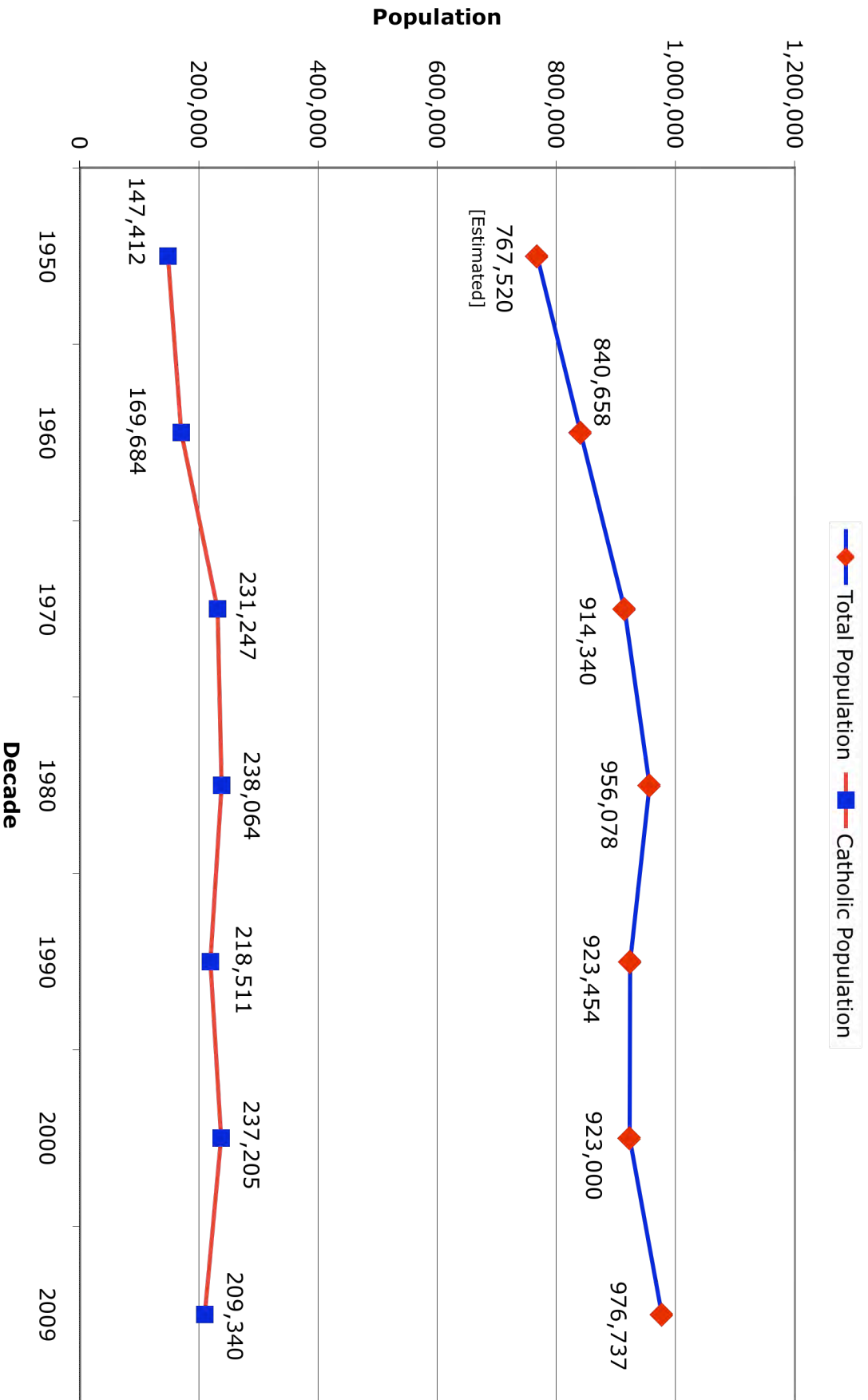
Name	Meaning
IP	→ Individual Parishioners
AehC	→ Adult Envelope Holders who Contribute
EftC	→ Contributors that use EFT option
OthC	→ Contributors that use other methods
TotC	→ Total Contributors
NonC	→ Non Contributors
HISP	→ Total Hispanic Parishioners
IB	→ Total Infant Baptisms (includes Hispanics)
AB	→ Total Adult Baptisms (includes Hispanics)
PRO	→ Professions of Faith
M	→ Marriages
D	→ Deaths

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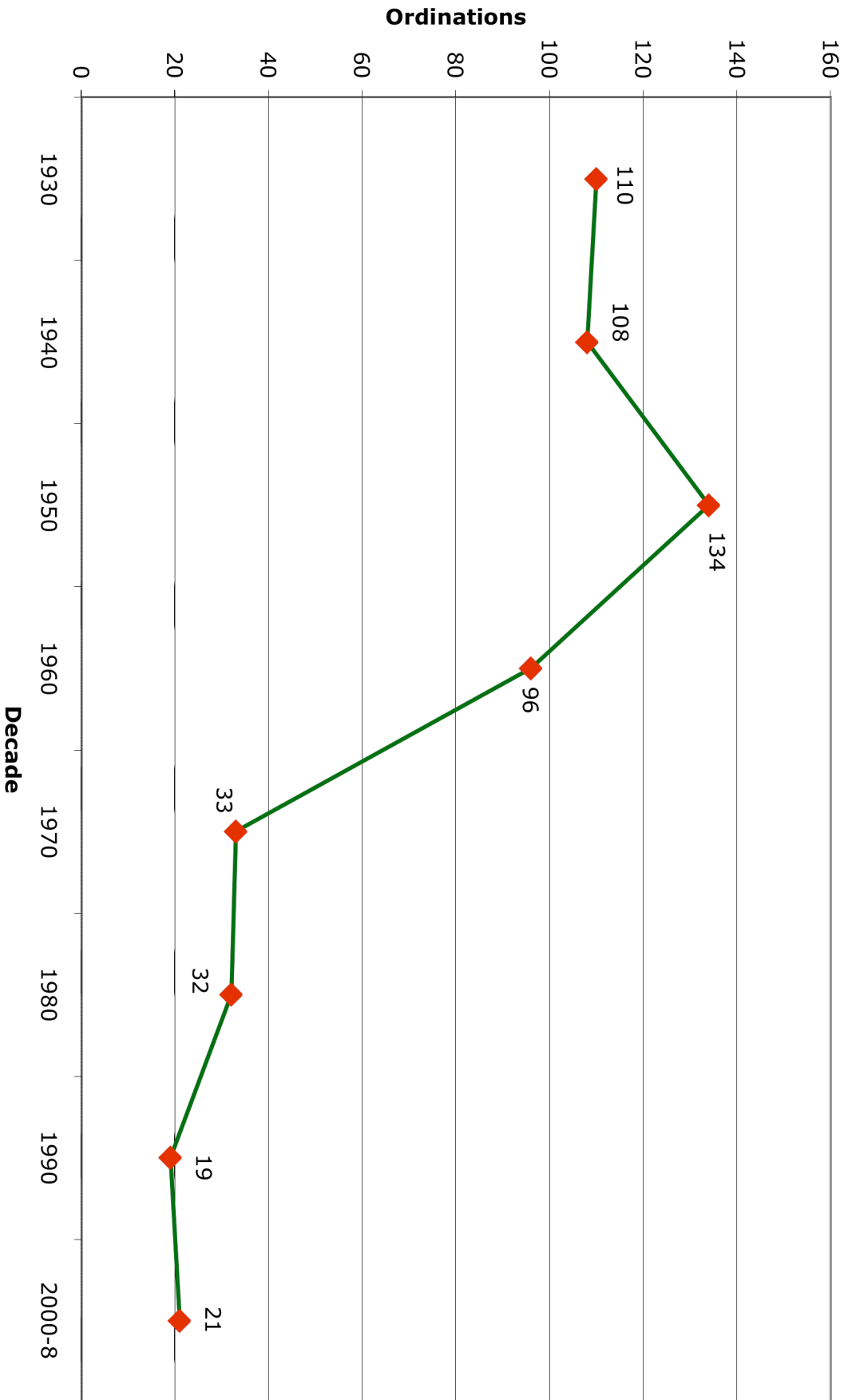
### **5.3.3 Demographic Trends**

As the task force began its work, members reviewed the following demographic trends within the Archdiocese.

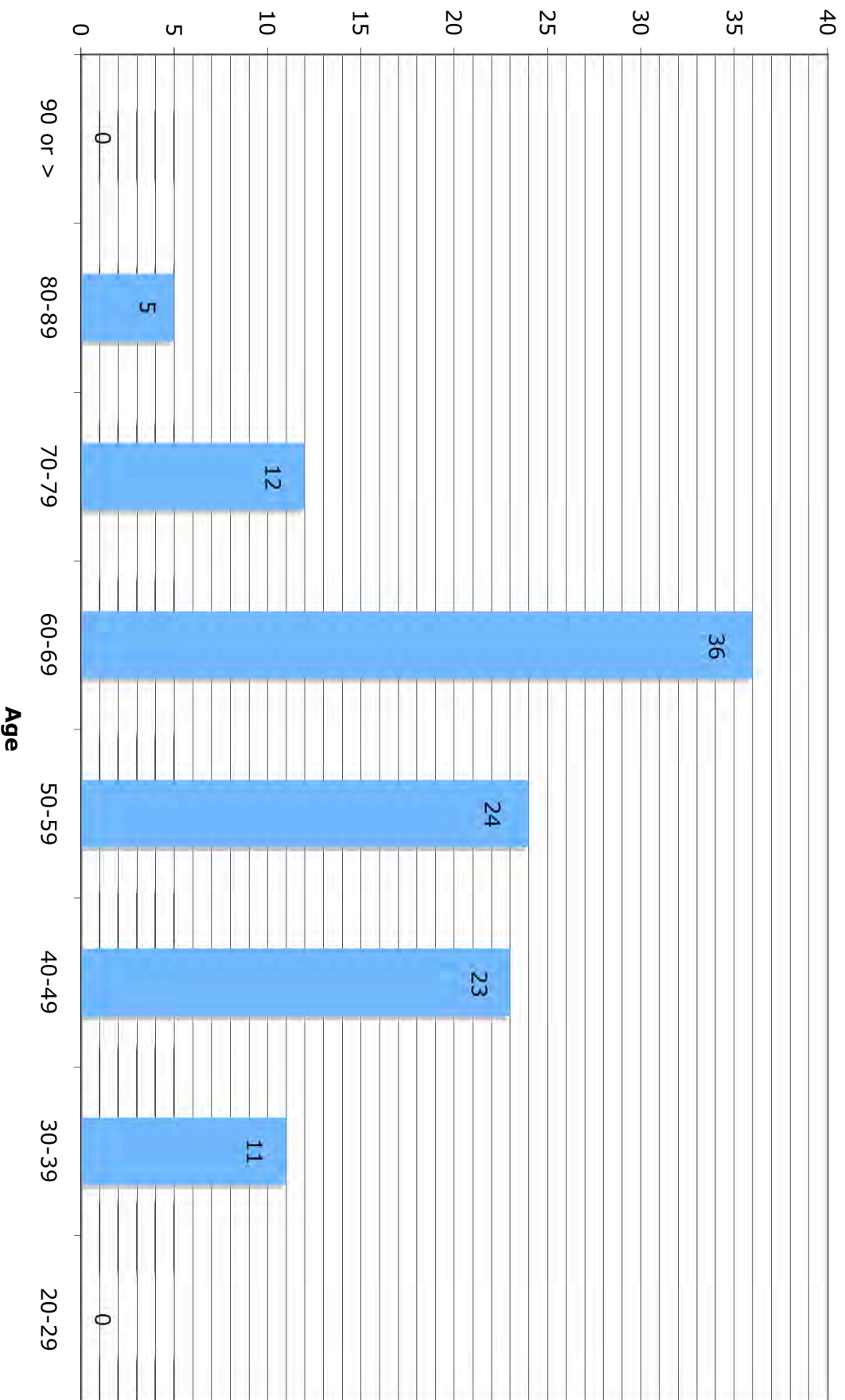
## Population by Decade



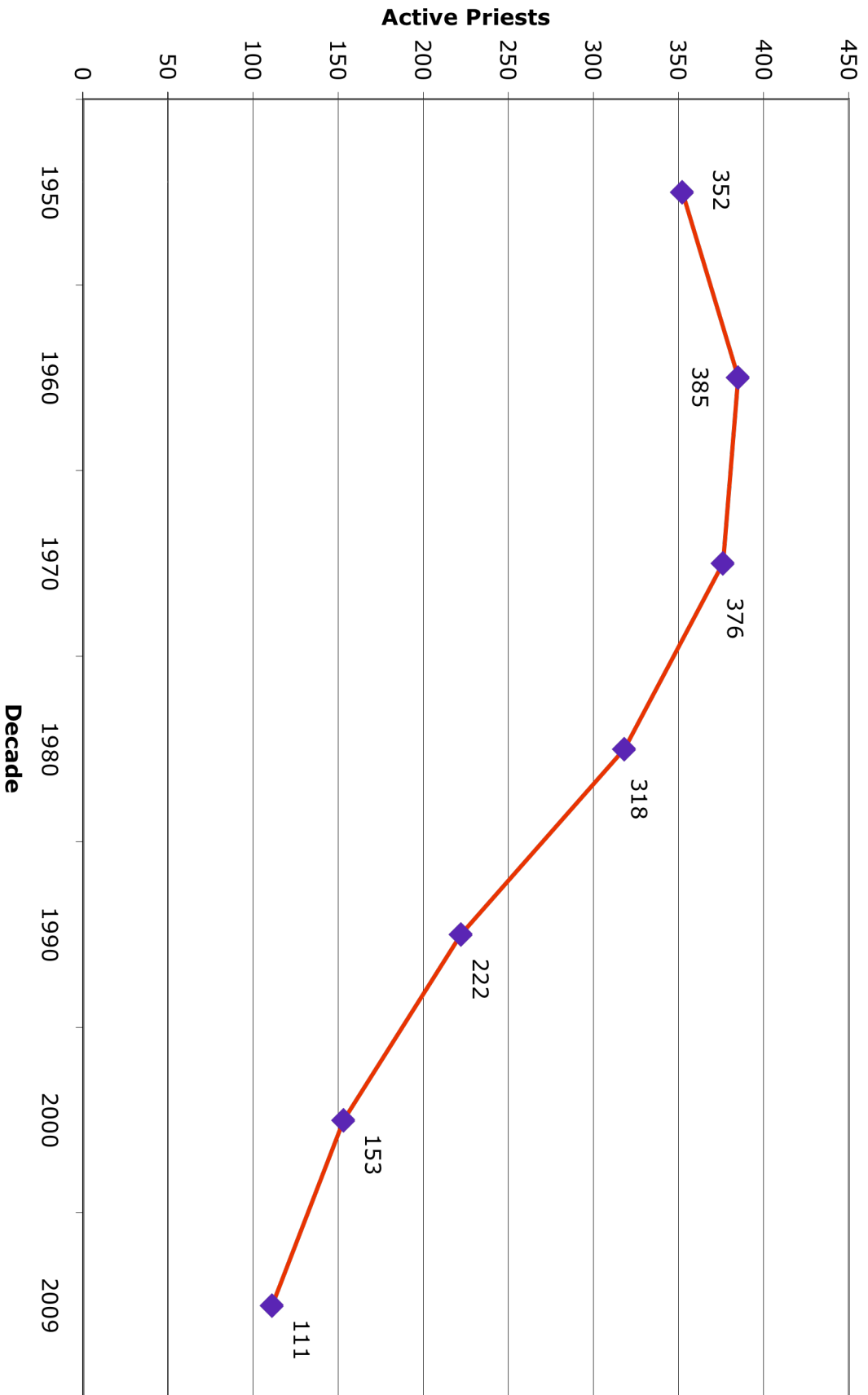
## Priest Ordinations by Decade



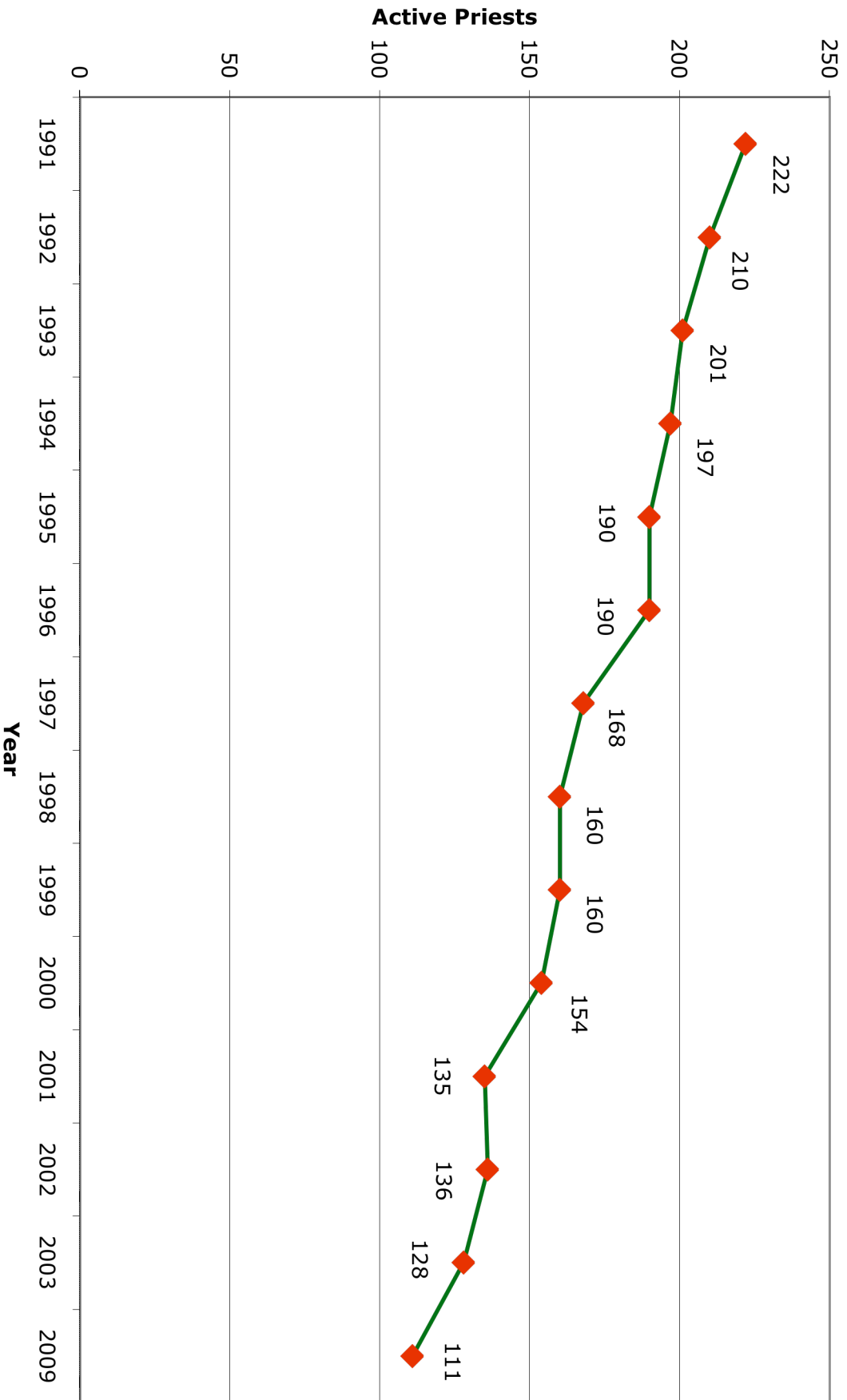
### Age of Active Priests In Archdiocese



## Number of Active Priests by Decade

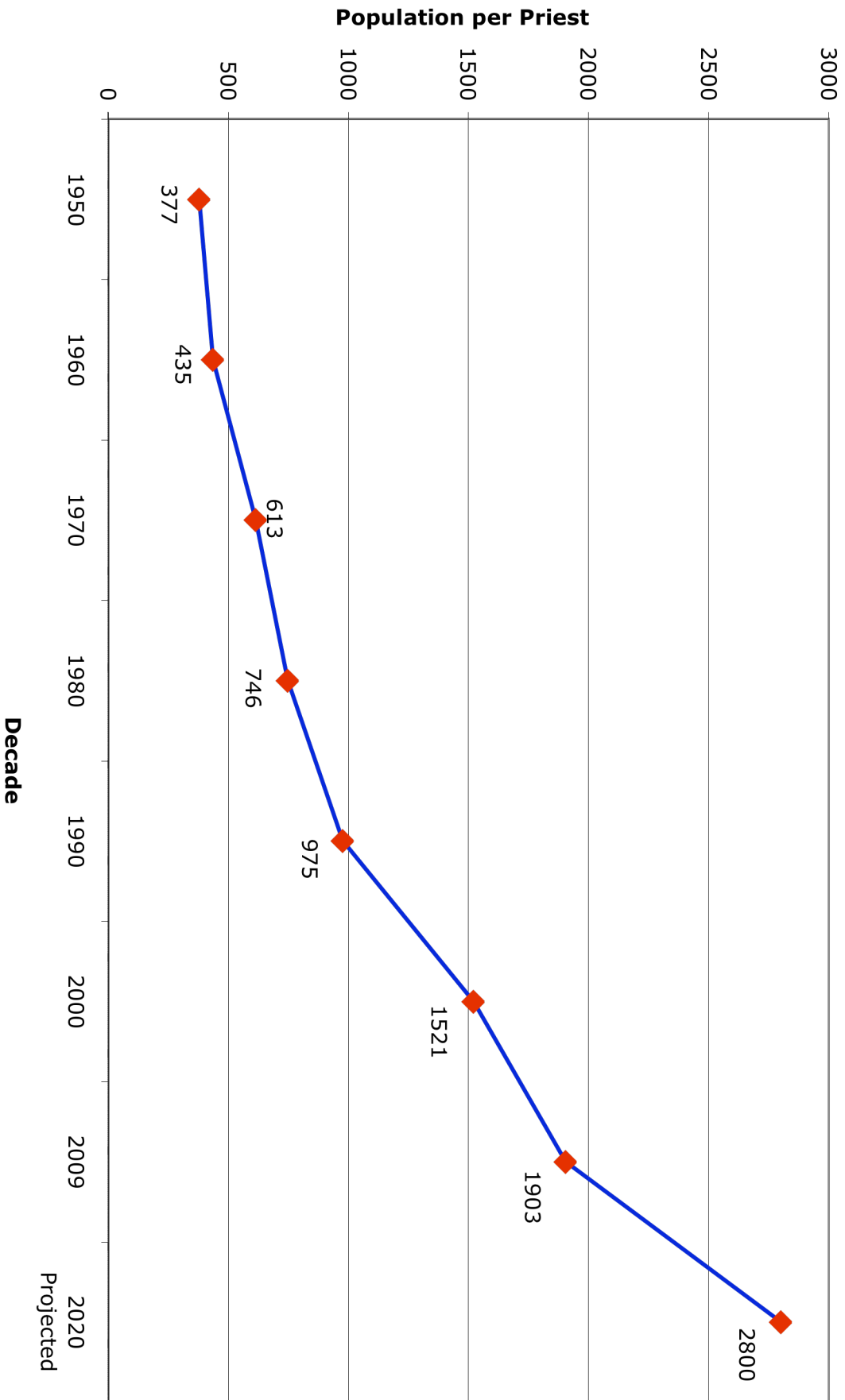


## Number of Active Priests by Year





# Priests/Population Ratio



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## 5.4 Original List of Grouping Models and Test Criteria

Grouping models are discussed in length in Section 3 of this document. The grouping models chart in this appendix provide a view into the brainstorming process that led to the two recommended models in Section 3.

[Groupings are indicated by color coding and by shared numbers]

Model #	Parish Life		Faith Form.	Stewardship		Finance		Lit'gy	Social Justice			Composite Model
	1	2	3	4	5	6	7	8	9	10	11	12
Resurrection	1	1	1	1	1	1	1	1	1	1	1	1
St Anthony	2	2	2	2	2	2	2	2	2	2	2	2
Nativity	2	2	2	2	2	2	2	2	2	2	2	2
SJTW	2	2	3	3	2	2	2	3	3	3	3	2
Holy Trinity	3	3	4	4	3	3	3	4	4	4	4	3
Sacred Heart	3	3	4	4	3	3	3	4	4	4	5	3
Holy Ghost	3	3	4	4	3	3	3	4	4	4	4	3
St Mary	4	3	5	5	4	4	3	5	2	1	5	4
St Pat	4	3	5	5	4	4	3	5	2	1	5	4
St Raphael	4	4	5	5	4	4	3	5	2	5	6	4
St Columbkille	5	4	3	3	5	5	4	3	3	5	3	5
SJKW	5	4	6	6	5	5	4	6	3	3	6	5
# Groups	5	4	6	6	6	5	4	6	4	5	6	5

### General observations:

- 1) Resurrection is a stand alone for 11 of 12 models (I think this needs more analysis).
- 2) 6 of 11 models had only SA, N grouped together alone with the other 5 adding SJTW to SA and N
- 3) 8 of 11 models kept HT, SH and HG together as one pastorate
- 4) 4 of 11 models had SC and SJKW grouped alone together
- 5) 4 of 11 models had SC and SJTW grouped alone together
- 6) 7 of the 11 models grouped SM, SP and SR together

The "Composite Model" in column L is based on these General Observations.

During initial brainstorming, task force teams developed and prioritized criteria for grouping parishes. The chart below lists the fifteen top grouping criteria and the priority given to them by each of the six task force committees.

## Criteria for Grouping of Parishes

Criteria are listed in priority order.  
They are sorted by the "Total" column.

13 Jan 10  
Jim McNamara

Criterion Number	Criterion	Faith Formation	Parish Life	Liturgy	Finance	Social Justice	Stewardship	Total Points
1	Geographic Proximity of Parishes in Proposed Groups	1	1	1	3	2	1	27
2	Size of Facilities in Proposed Groups. Groups would have similar capabilities regarding buildings and facilities.	2	3	2		4		13
3	Size of Pastorates, Balanced Numbers of Parishioners/Families within Proposed Groups	3	5	4	5	5	3	11
4	Growth Trends Anticipated in Population of City Areas (West and South) as it relates to Proposed Groups	5		3	4		2	10
5	Economics of Buildings to be Employed in Proposed Groups. Financial health is evenly spread among the groupings	4	2					6
6	Diversity of Socio-economic Factors, Balance of in Proposed Groups					1		5
7	Priests, Balanced Distribution of Declining Numbers as it relates to Proposed Groups				1			5
8	Continuation of Groups already in existence in the Dubuque Deanery (Holy Spirit Pastorate, SM & SP)				2			4
9	Catholic Schools, Balanced Distribution of students		4				4	4
10	Diversity of Culture, Consideration of Ethnicity in Proposed Groups					3		3
11	Public Schools, Balanced Distribution of in Proposed Groups (Relates to Religious Education Students)			5				1
12	Fiscal feasibility (facilities, staff)						5	1
13	Deacons, Balanced Distribution of Proposed Groups							0
14	Diversity of Age, Balance of in Proposed Groups							0
15	Present Hired Staff, Balanced re-distribution in Proposed Groups. Each group would have similar staff expenses.							0

After identifying potential models, task force committees “tested” the models by considering how well the model would satisfy the seventeen criteria listed below.

As an example, for testing criteria #1, committees asked: “How well will this model enable us to reduce total priest workload?”

14-Jan-10 J. McNamara

## Testing Criteria

	<b>Rating 1-5 scale</b>	<b><u>Benefit value</u> 1 very little</b>
<b>1</b> Could we reduce the total priest workload?		<b>2</b> some
<b>2</b> Will Dubuque parishes be more financially healthy?		<b>3</b> significant
<b>3</b> Could we have we improved Faith Formation		<b>4</b> substantial
<b>4</b> Could we have we improved our liturgies?		<b>5</b> exceptional
<b>5</b> Could we have we improved in the area of stewardship?		
<b>6</b> Has Parish Life improved?		
<b>7</b> Are we improved with regard to Social Justice?		
<b>8</b> Do we have better music programs?		
<b>9</b> Will we be better evangelists?		
<b>10</b> Is there less risk that supporting HFCS will cripple a parish financially?		
<b>11</b> Will we do better meeting the needs of young adults?		
<b>12</b> Will we do better meeting the needs of youth?		
<b>13</b> Will we do better meeting elderly needs?		
<b>14</b> Will we be better Christians?		
<b>15</b> Will we improve vocations to religious life?		
<b>16</b> Will we be able to better empower our laity to active participation?		
<b>17</b> Are we meeting the need of “parish identity” for parishioners?		
<b>18</b> Will pastorates have more ability to optimize facilities (remove buildings) that are causing financial hardships?		
<b>19</b> Is utilization of existing buildings improved?		

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## **5.5 Parish Vitality Study**

Task force members studied the contents of this parish vitality study to reflect on the vitality of their own parishes and how parishes could meet these criteria in the future.

**Because this survey will be used to compare data from different groups, it would be helpful if you would complete the following section:**

**1. What is your status at this parish?**

- 1 Regular attender but not registered
- 2 Registered parishioner

**2. How active are you in this parish?**

- 1 Not active (no involvement beyond attending Mass)
- 2 Somewhat active (attend some parish events in addition to Mass, but do not usually volunteer)
- 3 Highly active (member of parish staff, council, commission or committee; a religious education catechist, liturgical minister or regular volunteer)

**3. How attached do you feel to this parish?**

- 1 Not at all attached
- 2 Somewhat attached
- 3 Very attached

**4. How often do you usually attend Mass at this parish?**

- 1 Only for special occasions
- 2 Once a month
- 3 About 2-3 times a month
- 4 Once a week
- 5 More than once a week

**5. Race / Ethnicity: (select one)**

- 1 African American/Black
- 2 Anglo/White/European
- 3 Asian/Pacific Islander
- 4 Hispanic/Latino
- 5 Native American/American Indian

**6. Current Marital Status: (select one)**

- 1 Single & never married
- 2 Married
- 3 Separated
- 4 Divorced
- 5 Widowed

**7. Age Category:**

- 1 14-17
- 2 18-25
- 3 26 -39
- 4 40-55
- 5 56-69
- 6 70 or older

**8. Gender:**

- 1 Female
- 2 Male



## Vibrant Parish Life Self-Study Survey

	Aspect	Important To Me		How Well Done			Don't Know or NA	
		Not At All	Very	Not At All	Very			
<b>Celebrating - Sacraments - Prayer - Spiritual Growth - Devotions</b>								
1	Masses that are prayerful, reverent and spiritually moving	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
		1	2	3	4	5	6	7
2	An interior environment that creates a good atmosphere for worship	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
		1	2	3	4	5	6	7
3	The availability of the Sacrament of Reconciliation (Confession)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
		1	2	3	4	5	6	7
4	The Availability of the Sacrament of the Anointing of the Sick	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
		1	2	3	4	5	6	7
5	Programs or activities to promote spiritual growth	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
		1	2	3	4	5	6	7
6	Devotional services (Rosary, Stations, Evening Prayer, etc.)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
		1	2	3	4	5	6	7
7	Encouragement of religious vocations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
		1	2	3	4	5	6	7
<b>Teaching - Faith Formation - Youth Ministry</b>								
8	Religious education for children	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
		1	2	3	4	5	6	7
9	Religious education for adults	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
		1	2	3	4	5	6	7
10	Programs that strengthen and foster family life	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
		1	2	3	4	5	6	7
11	Access to a Catholic school in the area	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
		1	2	3	4	5	6	7
12	Youth ministry programs for teens	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
		1	2	3	4	5	6	7
<b>Caring - Outreach - Social Justice</b>								
13	Sensitivity to people with special needs (divorced, separated, single parents, disabled, etc.)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
		1	2	3	4	5	6	7
14	Attention to the spiritual and sacramental needs of the sick and shut-in	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
		1	2	3	4	5	6	7
15	Encouragement of racial and ethnic harmony	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
		1	2	3	4	5	6	7
16	Encouragement of parish members to work for social justice	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
		1	2	3	4	5	6	7
17	Outreach to the poor	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
		1	2	3	4	5	6	7
18	Cooperation with groups in the community to meet local needs (food pantry, blood drives, etc.)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
		1	2	3	4	5	6	7
19	Promotion of respect for human life	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
		1	2	3	4	5	6	7
20	Support for families who have experienced death	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
		1	2	3	4	5	6	7
21	The parish as a supportive, caring community	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
		1	2	3	4	5	6	7

## Vibrant Parish Life Self-Study Survey

Aspect	Important To Me		How Well Done				
	Not At All	Very	Not At All	Very	Don't Know or NA		
<b>Evangelizing - Welcoming - Ecumenism - Interfaith</b>							
22	The Rite of Christian Initiation for Adults	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/>
23	A spirit of welcome and invitation for those interested in becoming Catholic	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/>
24	The parish exhibiting a spirit of warmth and hospitality	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/>
25	New members of the parish are welcomed	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/>
26	Outreach to non-practicing Catholics	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/>
27	Sensitivity to religious diversity within families	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/>
28	Cooperation with other Christian churches	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/>
29	An understanding of major world religions (Islam, Hinduism, Buddhism, Judaism)	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/>
<b>Participating - Administration</b>							
30	Invitation of members to share the responsibility of leadership	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/>
31	Ease in obtaining help and answers when calling the parish	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/>
32	Parish leadership that listens to the concerns of parishioners	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/>
33	Annually publishing a parish financial statement	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/>
34	An annual stewardship appeal, asking people for commitments of time, talent and treasure	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/>
35	Encouragement to become involved in parish ministries	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/>
<b>Parish Facilities</b>							
36	Well-maintained parish facilities and grounds	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/>
37	Easy access to the church and parish facilities for the physically disabled	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/>
38	A church large enough for worship	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/>
39	Adequate facilities for meetings and other activities	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/>

## 5.6 Dubuque Deanery Daily Masses

As discussed in section 3.4.3, the task force recommended that consideration be given to reviewing the daily Mass schedule within the deanery. The current daily Mass schedule appears below along with potential advantages to a coordinated daily Mass schedule.

### Current Masses provided daily

Mass Times	6:30 a.m.	7:00 a.m.	7:30 a.m.	7:45 a.m.	8:00 a.m.	8:50 School Mass	noon
Monday	Nativity	Columbkille Holy Spirit Resurrection	Cathedral	St. Anthony			St. Joseph the Worker
Tuesday	Nativity	Columbkille Holy Spirit Resurrection	Cathedral	St. Anthony	St. Joseph Key West		St. Patrick
Wednesday	Nativity	Holy Spirit Resurrection	Cathedral	St. Anthony	St. Joseph Key West	St. Anthony	St. Joseph the Worker
Thursday	Nativity	Columbkille Holy Spirit Resurrection	Cathedral	St. Anthony	St. Joseph Key West		St. Patrick
Friday	Nativity	Columbkille Holy Spirit Resurrection	Cathedral	St. Anthony	St. Joseph Key West	Holy Ghost	St. Joseph the Worker
Saturday					Nativity		

Currently = 42+ daily Masses a week, about 7-9 per day

### Advantages of a coordinated schedule:

Priests more available for other ministries, funerals, etc.

Additional flexibility in a priest's daily schedule

People learn to worship together in different spaces – prepare some for transition to aligned parishes

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## **5.7 Contributing Members**

### **5.7.1 Task Force Members**

Sandy Bahl, St. Mary / St. Patrick

Karla Berns, St. Columbkille

Deacon Bill Biver, St. Columbkille

Mary Rae Bragg, Cathedral of St. Raphael

Larry Breitbach, Holy Spirit Pastorate

Jeanette Casel, Cathedral of St. Raphael

Norma Denlinger, St. Mary / St. Patrick

Richard Feller, Church of the Nativity

Ron Gansen, St. Joseph the Worker

Barbara Gatch, Cathedral of St. Raphael

Dick Gregory, St. Columbkille

Jim Henkels, St. Anthony

Deacon Jerry Jorgensen, Church of the Resurrection

Deb Kalb, Church of the Resurrection

Mike Koenig, Cathedral of St. Raphael

Kris Lang, St. Joseph, Key West

Dave Leary, Church of the Nativity

Mike Maloney, St. Anthony

Gwen Nilles, Church of the Resurrection

Marilyn Olk, St. Joseph the Worker

Barb Perleth, St. Joseph, Key West

Jack Pregler, St. Joseph, Key West

Alice Rooney, Holy Spirit Pastorate

Dave Schmitz, St. Mary / St. Patrick

Deacon John Stierman, Holy Spirit Pastorate

Joe Tollari, St. Anthony

Margaret Welter, St. Anthony

David Becker, St. Mary / St. Patrick

Donna Bizanz, Church of the Nativity

Mark Bodensteiner, St. Joseph the Worker

James Braun, St. Anthony

Tom Burke, St. Joseph the Worker

Susan Dazey, St. Mary / St. Patrick

Mike Dunn, Church of the Nativity

Linda Frommelt, St. Joseph, Key West

Rev. Steve Garner, Church of the Resurrection

Marilyn Gorun, Cathedral of St. Raphael

Joe Hancock, Church of the Resurrection

Tom Johnson, St. Mary / St. Patrick

Nancy Kaufmann, Holy Spirit Pastorate

Elaine Korbelt, St. Anthony

Deacon Tom Lang, St. Joseph, Key West

Karen Leisen, Church of the Nativity

Don Marlette, Church of the Resurrection

Alice Noethe, St. Columbkille

C. J. Pape, Holy Spirit Pastorate

Cindy Pfiffner, St. Joseph the Worker

Michelle Rahe, St. Columbkille

Diane Sass, Cathedral of St. Raphael

Kathy Scremin, Church of the Nativity

Jeff Theis, St. Joseph, Key West

Theresa Valentine-Bahl, St. Columbkille

Karen Zeckser, St. Joseph the Worker

## **5.7.2 Facilitation Committee Members**

Sandy Bahl, Parish Life Committee

Deacon Bill Biver, Social Justice Committee

Mark Bodensteiner, Stewardship Committee

Larry Breitbach, Faith Formation Commission

Colleen Kuhl, Chair, Dubuque Deanery Council

Don Marlette, Liturgy Committee

Jim McNamara, Chair, Dubuque Deanery Pastoral Planning Task Force

Michelle Rahe, Finance Council

Dan Rohner, Director, Leadership Development and Pastoral Planning,  
Archdiocese of Dubuque

Very Rev. Dwayne Thoman, Dean of the Dubuque Deanery

## **5.8 Acknowledgements**

### **5.8.1 Meeting Hosts**

We gratefully extend our appreciation to Loras College and the Sisters of the Presentation of the Blessed Virgin Mary for hosting task force meetings. Thank you for opening your doors and for your warm hospitality.

### **5.8.2 Report Editing**

Thank you to Karen Zeckser for assistance in writing and editing the first and subsequent drafts of this report.

### **5.8.3 Cover Art**

Design and production of the report cover by CJ Pape. Thank you CJ!

### **5.8.4 A Final Word**

To all those, named and un-named, who have supported the work of this task force through their time, talent, and prayers, we extend our sincere appreciation.