

# Terre Haute Deanery Strategic Plan

Approved June 13, 2011  
by the Most Reverend Daniel Buechlein, Archbishop of Indianapolis



## Terre Haute Deanery Mission Statement

We, the Roman Catholic Church of west central Indiana, called to be disciples of Jesus Christ, collaborate in meaningful worship, life-long faith formation, community and service to those in need.

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## **Background**

Through consultation with the Archdiocese of Indianapolis, the Terre Haute Deanery completed a Total Catholic Education Ministries Study (2007) and this comprehensive deanery planning process (2008-2011).

The Deanery Planning Team (DPT) developed this recommended plan after significant study, research, dialogue and prayer. The planning team was comprised of representatives from each deanery parish. In addition to the meetings of the planning team, members of the Deanery Planning Team were asked to confer with key leaders in their home parish and host public meetings to hear from parishioners. Data was collected in 2008-2009. Direction and guidance were provided by the Pastoral Leadership Team (PLT) which is made up of priests and parish life coordinators in the Terre Haute Deanery.

During planning, the Deanery Planning Team sought to recommend a parish scenario for the deanery that best addressed the predicted reduction in full-time priests in the Terre Haute Deanery to five by the year 2012, as well as addressed other changes that have occurred in recent years. As importantly, the team sought to develop a plan that would represent the best way to maximize worship, faith formation, community and service within the Catholic and civic communities served by our deanery.

## **Key Feedback and Data**

Utilizing data collected during the planning process via feedback from parishioners, parish representatives, pastoral leaders, parish staff and lay leaders and by engaging in extensive dialogue and reflection, the following realities became apparent:

- There are too many parishes for the number of practicing Catholics.
- Too many dollars are needed to support Masses at multiple church sites given low attendance rates.
- Too many of the Church's limited financial resources are being used to repair/renovate/maintain a large number of Church buildings – many of which are significantly underutilized.
- There is much duplication of services, staffing, programs, facilities and finances across the deanery.
- There is too much dependency on a model of parish structure and ministries/programming that is vulnerable to changes in parish priest leadership.
- There is concern across the deanery about the quality of liturgical celebrations.
- There is concern that the music liturgy is not more inspired and engaging across the deanery.
- Focus group participants stated that there is a lack of opportunity for lay leadership in some parishes.
- Concerns were shared about the lack of communication and involvement in some parishes and a diminishing commitment of the Catholic faithful in their community.

- Some parishioners feel that they are isolated and not a part of the bigger Church.
- Many felt that parishes are losing participation and are especially concerned about young people in their communities not attending Mass or choosing not to be involved in parish life.
- Some indicated that there is a lack of active committee structures to help with planning and development in their parish due to lack of participation or diminishing census.
- Some respondents identified a lack of opportunity to volunteer and serve in the works and services related to parish and community life.

## Rationale for the plan

- A primary goal was to identify ways to create a revitalized Catholic Church presence in west central Indiana, whose mission is to grow the Catholic community in all aspects of worship, outreach, community and service.
- The feedback the Deanery Planning Team received from multiple sources supported its thinking that *the deanery needs to close or merge existing parishes in order to bring people together in ways that will yield new life and new opportunities*. It was never a goal or intention to recommend closures with the hope that this will allow the rest to simply survive.

In addition, the Deanery Strategic Plan should:

- Help all in the deanery invest more deeply in shared and collaborative programs for religious education, youth ministry, campus ministry and adult faith formation so that these opportunities are available to all, can be fully staffed and will be both mission and operation effective.
- Sponsor and support service projects geared for all ages enabling families to practice faith together and within the larger setting of a shared faith community.
- Create a funding and governance model of total Catholic ministries that is at a level that the ministries will attract and retain a sufficient number of the best people to collaborate and lead these efforts.
- Make changes in the parish organization of west central Indiana that are consistent with a declining and aging population, a shrinking pool of resources, increasing poverty, increasing costs of operation and greater dependency on lay leadership.
- Reduce redundant expenditures at the parish level in order to pool necessary dollars to serve the spiritual and temporal needs of the broad Catholic community.
- Identify shared and collaborative practices in order to reduce or eliminate duplication of services, monetary expenditures, human resource utilization and facility use.
- Respond to the changing context of the Catholic Church in west central Indiana. Though research confirms that over the past 50 years, the region has noted a reduction of nearly all human, employment, industrial and financial demographics, the Terre Haute Deanery

has not reduced or reorganized our parishes, church buildings, facilities, services, expenditures or human resources.

The Total Catholic Educational Ministries Study published in 2007 was referenced during this planning process. That study noted the following trends related to the Catholic community in west central Indiana.

1. For the past 30 years there has been a continuing loss of population in the city, towns and counties which make up the deanery. Especially troubling is the trend of young families and young adults moving out of the area.
2. Unemployment rates exceed the state average, per capita personal income is below the state average and the area has some of Indiana's highest poverty rates. These realities create significant challenges for our families, communities and parishes.
3. Our church communities in the future will be asked to minister to an aging population and a population with higher levels of poverty and unemployment and lower levels of income, resulting in a decline in available dollars, increasing expenses and greater competition for available resources.

### **Defining the mission of the Terre Haute Deanery**

The Deanery Planning Team recommends the adoption of a mission statement that better represents the breadth of the area it serves in western Indiana. This recommendation resulted in a combination of strategies that are intended to *increase the effectiveness and efficiency of a reorganized Catholic community* in our deanery.

#### **The approved mission statement for the Terre Haute Deanery is:**

*We, the Roman Catholic Church of west central Indiana, called to be disciples of Jesus Christ, collaborate in meaningful worship, life-long faith formation, community and service to those in need.*

The deanery mission statement and plan is built around the four constituent elements of the Gospel: *worship, faith formation, community and service.*

## **The Plan**

The approved strategic plan follows. It includes actions influenced by the Deanery Mission Statement and these five key issues:

- 1) *Meaningful Worship for All*
- 2) *Life-Long Faith Formation for All*
- 3) *Vibrant Community for All*
- 4) *Compassionate Service to Those in Need*
- 5) *Structure*

It is important to realize that since the plan projects strategies for the next three to five years, the ultimate decisions regarding what is actually needed and implemented will be determined by the Deanery Pastoral Leadership in ongoing consultation with the Archdiocese and parish leaders. As this consultation evolves, it is possible that some of the recommendations in the following five sections will not be needed or may be modified.

## **KEY ISSUE 1 – MEANINGFUL WORSHIP FOR ALL**

### **Key Issue Statement:**

There is a need to take a critical look at liturgy both in form (quality of Masses) and function (number and location of Masses). The following information was collected from each parish.

### **Why This Key Issue:**

The projected decline in the number of available priests by 2012 and the historical decline in the number of Catholics and parish households across the deanery calls for the need for thorough deanery planning that addresses pastoral capacity, the number of parishes and opportunities for more lay pastoral leadership. Deanery leadership must reflect upon the significant decline in the number of adults being baptized into the Catholic faith. Strategies should be considered that generate an improvement on this current reality.

Key worship data collected during this planning process (2008-09) includes:

- There is an average of 1,619 parishioners per priest in the Archdiocese of Indianapolis.
- There is an average of 1,813 parishioners per priest in parishes in the City of Terre Haute and 1,405 parishioners per priest in deanery parishes outside the city.
- There are 28 weekend Masses in the deanery celebrated by eight full and part-time priests.
- On Saturday between 4:00-6:00 p.m. there are 7 Masses within a 15-minute drive-time radius.

- On Sunday between 8:30-11:30 a.m. there are 10 Masses in the deanery within the same radius.
- About 50% of the Catholics in the deanery do not attend weekly Mass.
- Eleven parishes report that weekend Mass attendance utilizes only 20-50% of the capacity of Church buildings in use.
- Since 1998, 11 of 14 parishes experienced an average decrease of 27% in the number of parishioners (range for membership decline in these 11 parishes is between 8 and 47%).
- Worship-related investment (music, art and environment) totals \$119,449 per year, ranging from \$1,000 to \$33,000 per parish. (No data provided by Sacred Heart Clinton, St. Joseph Rockville and St. Joseph Universal.)

**GOAL 1.1: To enhance the quality of worship across the deanery.**

STRATEGIES	WHO	WHEN
<p><i>1.1.1: Establish a Deanery Commission on Worship.</i></p> <p>a. Create a deanery Mass schedule for weekend and holy days once parish transitions are complete. A subset of the deanery-wide Mass schedule should also be coordinated among the parishes operating inside the City of Terre Haute.</p> <p>b. As possible and at their choosing, presiders and deacons may periodically rotate to another parish to invest in deanery Church resource sharing and homily variety.</p> <p>c. Schedule community-oriented activities around the Masses to enhance participation and quality of experience.</p>	<p>Pastoral Leaders Worship Commission</p>	<p>2012 2012 2012 2012</p>
<p><i>1.1.2: Enhance training of liturgical ministers by periodically sharing best practice ideas.</i></p>	<p>Catholic Ministries Center/Worship Commission</p>	<p>2012</p>
<p><i>1.1.3: Enhance Music Ministry through greater collaboration.</i></p> <p>a. Invite Parish Choirs to come together for deanery-wide liturgical celebrations.</p> <p>b. Plan music to proclaim the Scriptures of the day.</p>	<p>Catholic Ministries Center /Parishes</p>	<p>2012 Ongoing Ongoing</p>

**GOAL 1.2: To develop deanery-wide Church Identity.**

STRATEGIES	WHO	WHEN
<p><i>1.2.1: Host annual deanery-wide Liturgies/Services at multiple parish sites for:</i></p> <ul style="list-style-type: none"> <li>a. Youth</li> <li>b. Senior Citizen Appreciation</li> <li>c. Reconciliation</li> <li>d. Vocations</li> <li>e. Holy Day schedule (rotating)</li> </ul>	<p>Catholic Ministries Center /Parishes</p>	<p>2014</p>

**KEY ISSUE 2 – LIFE-LONG FAITH FORMATION FOR ALL**

**Key Issue Statement:**

There is a need to seek more effective and efficient ministry programs pertaining to adult faith formation, religious education, campus ministry, youth ministry and Catholic schools.

**Why This Key Issue:**

It is essential that *effective* examples of ministry collaborations by parishes be built upon. This has been defined in two parts; 1) *effective* meaning that the mission and practice of each ministry have an impact on those involved, and 2) *efficient* meaning that through collaboration both quality and cost of programs can be improved upon.

Among Faith Formation and Catechesis data collected during this planning process are:

- Adult Faith Formation (AFF)
  - \$110,029 is spent annually by parishes ranging from \$100 to \$58,000 per parish\*
  - Current RCIA collaborations are:
    - St. Ann-St. Benedict-Sacred Heart of Jesus
    - St. Margaret Mary-St. Patrick
  - Deanery Center AFF programs open to entire deanery
  - Program attendance reported by parishes ranged from 3-50 participants
- Religious Education
  - \$177,941 cumulative annual spending by parishes with a range of \$200 to \$31,000 per parish\*
  - 750 participants with a range of 8 to 230 participants

- Current Religious Education collaborations are:
  - Middle school religious ed – St. Benedict-St. Ann-St. Joseph University-Sacred Heart of Jesus
  - Shared CRE – St. Margaret Mary-St. Patrick
  - Vacation Bible School among six city parishes in Terre Haute
  - THREDD sponsored by Deanery Center for developmentally delayed youth and young adults
- Youth Ministry
  - \$112,951 is spent annually by parishes with a range of \$800 to \$55,707 per parish
  - 185 of the 214 participants in youth ministry are included in two collaborations:
    - Sacred Heart of Jesus-St. Benedict-St. Ann
    - St. Patrick-St. Margaret Mary-St. Joseph University
- Campus Ministry
  - \$32,800 is spent annually for 520 students by St. Joseph University (400) and St. Paul Greencastle (120).
- Catholic School – St. Patrick Parish School and John Paul II High
  - 347 students are enrolled (2008-2009)
    - Preschool 32 @ \$3,363 per pupil annually
    - Elementary school 285 @ \$5,386 per pupil annually
    - High school 30 @ \$2,964 per pupil annually

*\* No data provided by St. Joseph Rockville and St. Joseph Universal*

**GOAL 2.1: To enhance catechesis, expand effective evangelization initiatives and provide life-long faith formation opportunities for people in the Terre Haute Deanery.**

STRATEGIES	WHO	WHEN
2.1.1: <i>Ensure a robust deanery-wide approach to catechesis that is systematic and intentional in method.</i>	Deanery Pastoral Leadership Team	2012



<p>2.1.2: <i>Establish a task force to develop a strategic plan by 2014 to foster broader support – including financial support – of St. Patrick Catholic School as a deanery or city school so that Catholic school education is available and affordable to all who are interested.</i></p>	<p>St. Patrick &amp; broader task force</p>	<p>2012-2014</p>
<p>2.1.3: <i>Coordinate a more extensive deanery-wide plan for evangelization.</i></p>	<p>Deanery Pastoral Leadership Team/CMC</p>	<p>2012</p>
<p>2.1.4: <i>Create a Catholic Ministry Center (CMC).*</i></p> <ul style="list-style-type: none"> <li>a. To become more effective in ministries while maintaining current related costs or possibly save money through cost efficiencies</li> <li>b. Current Deanery Center operations to be integrated in CMC</li> </ul>	<p>Deanery Pastoral Leadership Team</p>	<p>2012</p>
<p>2.1.5: <i>Establish Deanery Commissions for Youth Ministry, Religious Education, Adult Faith Formation and Campus Ministry that will:</i></p> <ul style="list-style-type: none"> <li>a. Assess each ministry collaboration to measure the participation, quality and efficiency</li> <li>b. Create a plan and budget for the enhancement of each faith formation ministry</li> <li>c. Implement initial Faith Formation collaborations</li> <li>d. Complete implementation of Faith Formation collaborations</li> </ul>	<p>Commission and parish ministers</p>	<p>2012 2012 2012 2013</p>
<p>2.1.6: <i>Host deanery-wide retreats and combined parish missions.</i></p>	<p>Catholic Ministries Center</p>	<p>2012</p>

*\*Catholic Ministries Center envisioned as a small staff that coordinates ministry collaborations by working with parish staff members and volunteers. CMC will also coordinate the implementation of strategies created by each Deanery Commission.*

## KEY ISSUE 3 – VIBRANT COMMUNITY FOR ALL

### Key Issue Statement:

There is a need to form and advance a vibrant faith community in each parish, school and ministry in the deanery.

### Why This Key Issue:

At least five parishes reported the following efforts to build community inside each parish: funeral dinners, sick and shut-in visits, office volunteers, Altar Society, Knights of Columbus, welcome committee, fund-raisers and card ministry. Some parishes do not track participant involvement in community activities. It was identified that there are few efforts to build the faith community between deanery parishes or build a community-wide sense of Catholic identity.

**GOAL 3.1: To improve deanery-wide communication with and among parishes while providing a more vibrant sense of a faith community.**

STRATEGIES	WHO	WHEN
<i>3.1.1: In communication about the Terre Haute Deanery include the descriptor “serving West Central Indiana” to promote inclusion, unity and clarity about the area served.</i>	Deanery Pastoral Leadership Team/Archdiocese	2011
<i>3.1.2: Assess participation, quality and efficiency of deanery’s community collaborations.</i> a. Create a budget and plan for each collaborative effort	Deanery Comm. for Community	2012
<i>3.1.3: Implement deanery Community collaborations.</i>	Deanery Comm. for Community	2013

## KEY ISSUE 4 – COMPASSIONATE SERVICE TO THOSE IN NEED

### Key Issue Statement:

There is a need to prioritize deanery-wide service project opportunities to increase impact and effectiveness.

**Why This Key Issue:**

Key service data collected in 2009 during the deanery planning process included:

- \$322,647 is spent to serve 43,359 people in need in the communities of the deanery.
- The Medical Clinic and Dental Services based at St. Ann invests \$180,000 serving 6,920 people annually
- Two parishes provide a soup kitchen ministry that invests \$43,647 to serve 31,852 people annually
- Eight parishes provide food pantry ministry but none are located south of Poplar St. in Terre Haute
- Six parishes provide giving tree ministry
- Three parishes conduct mission projects
- Two parishes participate in the Samaritan project that serves 1,500 families annually
- Two parishes provide prison ministry

It is difficult to fully portray the entire impact of deanery service projects because many do not track the number of those served.

**GOAL 4.1: To maximize effectiveness of deanery service programs, seek more collaborative efforts and avoid duplication of services already present in deanery communities.**

STRATEGIES	WHO	WHEN
<p><i>4.1.1: In order to maximize the impact, avoid duplication of services and assess unmet needs in deanery communities, we should prioritize deanery service focus to include but not limited to the following: prison ministry, feeding the hungry, care of the sick and shut-ins, shelter for the homeless, pro-life, sustainability projects, crisis pregnancy and health and wellness.</i></p>	<p>Deanery Commission on Service/Deacons</p>	<p>2013</p>
<p><i>4.1.2: Coordinate the relationship among all deanery service programs as well as interdenominational service programs.</i></p>	<p>Deanery Commission on Service/Deacons</p>	<p>2012</p>
<p><i>4.1.3: Develop and implement a deanery-wide service tracking process.</i></p>	<p>Deanery Commission on Service/Deacons</p>	<p>2012</p>

## **KEY ISSUE 5 – STRUCTURE**

**Key Issue Statement:** There is a need to create a structure with appropriate capacity necessary to maximize the deanery's ministry effectiveness while enhancing operational efficiencies.

### **Why this Key Issue:**

- Archdiocesan projection of five priests in the deanery by 2012
- Requirement by Archdiocese to have at least one parish in each county
- Ministry information that revealed some parishes are less able to provide a full scope of parish ministries
- There is a need for more effective ministries and worship within present spending levels
- There is need for priests and PLCs to be able to increase pastoral leadership time including the implementation of this plan and reduce time spent on parish business operations
- There is a desire to build a deanery-wide Catholic identity that will be actualized by shared ministries and numerous annual projects and prayer
- There is a need to develop streamlined parish business operations and through this realize cost efficiencies
- Pertinent parish data compiled during process
  - 28 weekend liturgies in the deanery
  - Significantly underutilized parish buildings across the deanery
  - Liturgy and ministries attendance in most parishes well below capacity available and in some cases in a downward trend
  - Some effective ministry collaboration is occurring but there is a potential for significant improvement
  - Current financial challenges exist

### **GOAL 5.1: To reorganize parishes in the deanery.**

In order to maximize the deanery's future ministerial impact, it is believed that the following recommendations regarding parishes are necessary. While acknowledging that change is difficult, it is required in order to ensure a bright future for the Catholic Church of West Central Indiana.

STRATEGIES	WHO	WHEN
<p><i>5.1.1: Close St. Leonard of Port Maurice Parish, West Terre Haute, on Saturday, November 19, 2011 – the anticipation of the Solemnity of Our Lord Jesus Christ the King (Memorial of St. Leonard of Port Maurice is November 26).</i></p> <p>St. Leonard of Port Maurice Parish will become part of St. Mary-of-the-Woods Parish, St. Mary-of-the-Woods Village.</p> <p><i>Rationale (data from Parish Ministries and Data Report):</i></p> <ul style="list-style-type: none"> <li>• 47% membership drop since 1998 in the deanery from 85 to 45 which makes it the smallest parish in the deanery and the largest membership drop by percentage in the deanery.</li> <li>• Low Mass attendance (110)</li> <li>• Some current attendees are from outside the neighborhood while some in neighborhood belong to other parishes</li> <li>• Very few ministries being offered</li> <li>• No evidence of core group that could significantly change the declining parish circumstance</li> <li>• Need to redistribute resources to more effectively and efficiently care for the faithful of both Vigo and Vermillion county</li> <li>• Physical proximity to other available Catholic Church locations in both Vermillion and Vigo counties</li> </ul> <p>Issues that must be addressed include:</p> <ul style="list-style-type: none"> <li>• The relocation of Providence Food Pantry should be led by the leadership of the Sisters of Providence and the St. Leonard of Port Maurice Parish (where the pantry is currently located) and Saint Mary-of-the-Woods Parish. This important ministry should continue in West Terre Haute.</li> <li>• Communications with parishioners, the Terre Haute Deanery, the Archdiocese and the community at large.</li> <li>• The transfer of records, assets and debts to St. Mary-of-the-Woods Parish.</li> <li>• The development of a specific timeline to offer a smooth transition for parishioners and staff.</li> </ul>		2011

<p>5.1.2: Close St. Joseph Church, Universal, on Sunday, March 18, 2012 – Laetare Sunday/4<sup>th</sup> Sunday of Lent (Solemnity of Joseph, husband of Mary is March 19).</p> <p>St. Joseph Parish, Universal, will become part of Sacred Heart Parish, Clinton.</p> <p><i>Rationale (data from Parish Ministries and Data Report):</i></p> <ul style="list-style-type: none"> <li>• 44% drop in membership since 1998 at St. Joseph Universal (from 178 to 99) which is the second smallest parish and third largest drop percentage of members since 1998 in the deanery.</li> <li>• Limited ministry offerings.</li> <li>• No evidence of core group of parish leadership that could significantly change the declining parish circumstance.</li> <li>• Need to redistribute resources to more effectively and efficiently care for the Vermillion County faithful.</li> <li>• Physical proximity to other available Catholic Church locations in both Clay and Vigo counties.</li> <li>• Low Mass attendance-59.</li> <li>• It is recommended that by 2012, the current number of weekend Masses (5) at Sacred Heart, Clinton, St. Joseph, Universal and St Joseph, Rockville not be sustained given the overall needs of the deanery.</li> </ul> <p><i>Issues that must be addressed include:</i></p> <ul style="list-style-type: none"> <li>• Communications with parishioners, the Terre Haute Deanery, the Archdiocese and the community at large.</li> <li>• The transfer of records, assets and debts to Sacred Heart Parish in Clinton.</li> <li>• The development of a specific timeline to offer a smooth transition for parishioners and staff.</li> </ul>		<p>2012</p> <p>By June 30, 2012</p>
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<p><i>5.1.3: Close Holy Rosary Parish, Seelyville, on Sunday, October 7, 2012 – Memorial of Our Lady of the Holy Rosary is Oct. 7.</i></p> <p>A discussion among the pastoral leaders of Holy Rosary, Annunciation Parish, Brazil, and St. Patrick Parish, Terre Haute, is to be conducted to determine which parish (Annunciation or St. Patrick) is best suited for the inclusion of Holy Rosary parishioners. A recommendation is then to be made to the Archbishop.</p> <p><i>Rationale (data from Parish Ministries and Data Report):</i></p> <ul style="list-style-type: none"> <li>• Low Mass attendance-two weekend Masses draw a total of 100.</li> <li>• Limited ministry offerings.</li> <li>• Third smallest parish in deanery.</li> <li>• No evidence of core leadership group that could significantly change the declining parish circumstance.</li> <li>• Need to redistribute resources to more effectively and efficiently care for the Vigo, Clay and Putnam County faithful.</li> <li>• Physical proximity to other available Catholic Church locations in both Clay and Vigo counties.</li> </ul> <p><i>Issues that must be addressed include:</i></p> <ul style="list-style-type: none"> <li>• Communications with parishioners, the Terre Haute Deanery, the Archdiocese and the community at large.</li> <li>• The transfer of records, assets and debts to another parish (Annunciation or St. Patrick).</li> <li>• The development of a specific timeline to offer a smooth transition for parishioners and staff.</li> </ul>		2012
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<p><i>5.1.4: Close St. Ann Parish, Terre Haute on Sunday, July 29, 2012 – Memorial of St. Ann is July 26</i></p> <p>A discussion among the pastoral leaders of St. Ann, Sacred Heart of Jesus and St. Joseph University parishes is to be conducted to determine which parish (Sacred Heart of Jesus or St. Joseph University) is best suited for the inclusion of St. Ann parishioners. A recommendation is then to be made to the Archbishop.</p> <p><i>Rationale (data from Parish Ministries and Data Report):</i></p> <ul style="list-style-type: none"> <li>• Low mass attendance - 125 per weekend.</li> <li>• Little growth apparent in the northern city residential areas.</li> <li>• Need to redistribute resources to more effectively and efficiently care for the Vigo County faithful.</li> <li>• Physical proximity to other available Catholic Church locations in northern Vigo County.</li> <li>• Evidence of collaboration and shared programming with other parishes in the city.</li> <li>• Evidence of strong outreach ministries that can continue and stand alone without the presence of a parish church.</li> </ul> <p><i>Issues that must be addressed include:</i></p> <ul style="list-style-type: none"> <li>• Plans should be developed for the leadership and continuation of all outreach ministries presently provided for or housed at St. Ann in consultation with the leadership of St. Ann Parish.</li> <li>• Communications with parishioners, the Terre Haute Deanery, the Archdiocese and the community at large.</li> <li>• The transfer of records, assets and debts to another parish (Sacred Heart of Jesus or St. Joseph University)</li> <li>• The development of a specific timeline to offer a smooth transition for parishioners and staff.</li> </ul>		2012
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<p>5.1.5: Investigate the formation of parish clusters.</p> <p><b>Cluster definition:</b> Two or more parishes in close proximity that together have the population, finances and full ministries that warrant a pastor, priest (s) and/or parish life coordinator to be named solely for the cluster by the Archdiocese.</p>		End of 2012
<p>5.1.6: Create a “Respect and Reverence” Committee to assist with the migration of parishioners from the closing parishes to remaining parishes within the deanery.</p> <ul style="list-style-type: none"> <li>This committee would help individuals and families to make the transition to a new parish and would help the Archdiocese plan and assist with the closing of individual parishes.</li> </ul>		2011

**GOAL 5.2: To generate a plan for parish and deanery operations that will lead to the most effective and efficient use of resources both human and material.**

STRATEGIES	WHO	WHEN
5.2.1: Conduct a review of Parish facilities.	Archdiocese	2009
5.2.2: During annual budget review, identify opportunities for business services collaborations.	Archdiocese	2012
5.2.3: To create a business operations center that would provide parishes such centralized services as budgeting, accounting, purchasing, public relations and facility management. Preference is for these services to be housed where the CMC is located.		2015
5.2.4: Begin assessment of current technology resources and identify improvements for deanery-wide communication		2011
5.2.5: Implement technology plan.		2012

## Plan Calendar

The strategies contained in the Deanery Plan above are placed in calendar form below for implementation.

### 2011

- Final approval of the Terre Haute Deanery Strategic Plan on June 13, 2011 by Archbishop Buechlein
- Julie Bowers appointed as animator by the Archbishop and pastoral leadership to be responsible for the successful implementation of the Deanery Strategic Plan
- In communication about the Terre Haute Deanery include the descriptor “serving West Central Indiana” to promote inclusion, unity and clarity about the area served. (*Strategy 3.1.1*)
- Implement closure of St. Leonard Parish on November 19, 2011 (*Strategy 5.1.1*)
- Create Respect and Reverence committee to support parishioners whose parishes are closing (*Strategy 5.1.6*)
- Establish a task force to develop a strategic plan by 2014 to foster broader support – including financial support – of St. Patrick Catholic School as a deanery or city school so that Catholic school education is available and affordable to all who are interested. (*Strategy 2.1.2*)
- Begin an assessment of current technology resource and identify improvements for deanery-wide communication (*Strategy 5.2.4*)
- Begin assessment of current technology resources and identify improvements for deanery-wide communication (*Strategy 5.2.4*)
- Begin initial membership recruitment of Deanery Commissions for Faith Formation, Worship, Community, Service and Structure

### 2012

- Implement closure of St. Joseph Universal on March 18, 2012 (*Strategy 5.1.1*)
- Implement closure of St. Ann Parish on July 29, 2012 (*Strategy 5.1.4*)
- Implement closure of Holy Rosary Parish on October 7, 2012 (*Strategy 5.1.3*)
- Investigate the formation of parish clusters (*Strategy 5.1.5*)
- Establish a Deanery Commission on Worship. (*Strategy 1.1.1*)
- Enhance training of liturgical ministers by periodically sharing best practice ideas. (*Strategy 1.1.2*)
- Enhance Music Ministry through greater collaboration. (*Strategy 1.1.3*)
- Ensure a robust deanery-wide approach to catechesis that is systematic and intentional in method. (*Strategy 2.1.1*)
- Coordinate a more extensive deanery-wide plan for evangelization. (*Strategy 2.1.3*)
- Create a Catholic Ministry Center (CMC).\* (*Strategy 2.1.4*)

- Establish Deanery Commissions for Youth Ministry, Religious Education, Adult Faith Formation and Campus Ministry (*Strategy 2.1.5*)
- Host deanery-wide retreats and combined parish missions. (*Strategy 2.1.6*)
- Assess participation, quality and efficiency of deanery's community collaborations. (*Strategy 3.1.2*)
- Coordinate the relationship among all deanery service programs as well as interdenominational service programs. (*Strategy 4.1.2*)
- Develop and implement a deanery-wide service tracking process. (*Strategy 4.1.3*)
- During annual budget review, identify opportunities for business services collaborations. (*Strategy 5.2.2*)
- Implement technology plan. (*Strategy 5.2.5*)

### **2013**

- Implement deanery Community collaborations. (*Strategy 3.1.3*)
- Prioritize deanery service focus to include but not limited to the following: prison ministry, feeding the hungry, care of the sick and shut-ins, shelter for the homeless, pro-life, sustainability projects, crisis pregnancy and health and wellness. (*Strategy 4.1.1*)

### **2014**

- Host annual deanery-wide Liturgies/Services at multiple parish sites (*Strategy 1.2.1*)
- Establish a task force to develop a strategic plan by 2014 to foster broader support – including financial support – of St. Patrick Catholic School as a deanery or city school so that Catholic school education is available and affordable to all who are interested. (*Strategy 2.1.2*)

### **2015**

- To create a business operations center that would provide parishes such centralized services as budgeting, accounting, purchasing, public relations and facility management. Preference is for these services to be housed where the CMC is located. (*Strategy 5.2.3*)

### **2016/17**

- Entire Deanery Strategic Plan is implemented
- Catholic Ministries Center Director would report to a Deanery Council and coordinate ministries with parish staff including Worship, Adult Faith Formation, Youth Ministry, School, Religious Education, Service Outreach and Campus Ministry
- The Catholic Ministries Center could also house the Business Department that would focus on accounting, purchasing, facility maintenance and stewardship