

# Cluster Pastoral Plan

**St. Bernadette Church**  
**Westlake, OH**



**St. Ladislav Church**  
**Westlake, OH**



# Table of Contents

<b>EXECUTIVE SUMMARY</b> .....	3
<b>KEY REALITIES, TRENDS &amp; THEIR IMPLICATIONS FOR PASTORAL CARE</b> .....	4
Demographic Trends .....	4
Sacramental Statistics .....	4
Staffing & Facilities .....	5
Finances .....	5
Ministry Summary Forms .....	7
<b>PRIORITY ISSUE #1: CATHOLIC SCHOOL SERVING AREA</b> .....	9
Description of Issue .....	9
Key Goal.....	11
Key Resources and Structures to Support .....	11
Basic Financial Plan .....	11
Basic Timeline and 1st Year Action Steps.....	11
<b>PRIORITY ISSUE #2: EVANGELIZATION</b> .....	11
Description of Issue .....	11
Key Goal.....	11
Key Resources and Structures to Support .....	11
Basic Financial Plan .....	11
Basic Timeline and 1st Year Action Steps.....	11
<b>PRIORITY ISSUE #3: PARISH LIFE COLLABORATIVE POSSIBILITIES</b> .....	11
Description of Issue .....	11
Key Goal.....	11
Key Resources and Structures to Support .....	11
Basic Financial Plan .....	11
Basic Timeline and 1st Year Action Steps.....	11
<b>CLUSTER PLANNING &amp; COORDINATION TEAM</b> .....	11

## EXECUTIVE SUMMARY

As stated by the Diocese of Cleveland, “*Vibrant Parish Life* is a major diocesan initiative that continues to serve as the framework for an evolving ‘pastoral plan’ for the Diocese of Cleveland.” Parishes have been grouped together in clusters throughout the Diocese in order to build on the work begun in Phase I of Vibrant Parish Life. St. Bernadette and St. Ladislav parishes form the cluster for our community. In mid-2007 Cluster Planning and Coordination Teams were formed at each parish, including the Pastors and a member each from the Finance Council, Parish Council, Parish Staff, and Parish at Large.

Bishop Lennon called upon our cluster to address the following issues and challenges:

- Collaborate to strengthen pastoral care in an equitable manner
- Strengthen evangelization in the surrounding community
- Engage the faithful in regularly attending Sunday Eucharistic Liturgy
- Continue to support Church in the City Partnerships
- Ensure a long-term presence of a strong stable Catholic School

Following several months of meetings, the Cluster Planning and Coordination (CPC) Team reviewed information from both parishes and determined the following areas to be our primary focus:

- Ensure the long-term presence of a strong stable Catholic School;
- Evangelization – deepening the faith of active Catholics, reaching out to baptized inactive members and inviting new members to the Catholic faith;
- Collaboration between both parishes- some examples include: penance services, speakers, training of lectors and Eucharistic Ministers, and the development of additional joint programs (i.e., WAY Group).

To date, the Parish Councils, Finance Councils and Parish Staffs of both St. Bernadette and St. Ladislav have reviewed these focus areas, provided feedback and are in support of the efforts of the team. The CPC team, in concert with the Diocesan plan calling for consultation with parish groups and parishioners, is working to develop a positive vision that can best address and strengthen the mission of the Catholic Church via our Cluster.

---

# **KEY REALITIES, TRENDS & THEIR IMPLICATIONS FOR PASTORAL CARE**

## **Demographic Trends**

The population in our cluster area is estimated to have a slight decline in the next 5 years of 2.4%. The current population is 92.1% white, there are small percentages of African Americans, Asians, Hispanics and other groups that round out the population. Based on available data, approximately 40% of the population are registered Catholics. The median age today is 45 and will rise to 46 in the next 5 years. The number of households will decrease by 1.1%. The average household income is expected to increase by 7.8% to an average of \$110,259. Today the current per capita is \$43,418. Blue collar workers make up 11% of those employed, 80% are white collar and 9% are service or farm workers. Management, business & financial operations employ 25%, professional & related occupations account for 25.9% of workers. Sales and office positions account for 28.5% while 9% are in the Service. Masters degrees are held by 17% of workers and 26.6% hold a Bachelors degree.

In addition to Westlake, St. Bernadette includes approximately 200 households from Rocky River, North Olmsted and Fairview Park. The demographics for these communities may be slightly lower than those of Westlake. However, we are fortunate to be looking at stable households and income for the future within our cluster. This condition will allow the cluster to continue with and expand current programs and implement new ones as needs arise.

## **Sacramental Statistics**

Over the last 5 years the number of households at St. Ladislav has been stable with increases each year for an approximate total of 1,663 households. St. Bernadette has experienced some decrease, but still yields 2,905 households.

Mass attendance averages 28% for St. Ladislav, with approximately 1,290 persons. St. Bernadette averages 2,652 people, nearly 33% of registrants. These figures make the choice of Evangelization as a focus a high priority. Participation in Liturgy will bring members into living their faith more fully.

St. Ladislav and St. Bernadette have similar numbers of baptisms (47 vs. 53) and marriages (15 vs. 20). Funerals are significantly higher at St. Bernadette; this may reflect a higher percentage of older members and also a reason for a decrease in households.

### **Staffing & Facilities**

St. Bernadette	St. Ladislav
6 Pastoral	8 Pastoral
8 Administrative	4 Administrative
Church; School; Gym; Rectory; Offices	Church; Rectory; Hall; Offices

### **Finances**

Over the past 4 years income has been relatively stable at both parishes. St. Ladislav's average weekly collection is \$13,234, while St. Bernadette sees a weekly total of approximately \$20,000. With expenses rising, a consistent increase in income is desired – development of a Stewardship Program could bring this about. St. Bernadette is currently one of 19 parishes involved in a Pilot Stewardship Program.

St. Ladislav works with a balanced budget. At present the loan obtained in 2004 to refurbish the church is in repayment, the current balance is \$1,082,364.

St. Bernadette has the added expenses of a grade school. The income generated by the school leaves a deficit each year. This deficit is subsidized by the parish and fund raising events.

One of our priority focuses, the presence of a strong stable Catholic school, requires development of both financial and enrollment strategies.

Overall there is a positive stability at St. Ladislav and St. Bernadette in the areas of staffing, facilities and finance. Fortunately, we are located in a stable community where we can grow and bring the message of Christ.

## Ministry Summary Forms

<b>St. Bernadette</b>		
<b>Vibrant &amp; Effective Ministries</b>		
<b>Name of Ministry</b>	<b>Could Be Shared</b>	<b>Already Being Shared</b>
Education- All Levels	X	
CARE - Elderly & Homebound		
Community Action	X	
Social Awareness / Outreach	X	
St. Vincent de Paul	X	
Scouting		X
Sports		X
Spiritual - Liturgical		

<b>St. Bernadette</b>		
<b>Ministries Needing Improvement or Development</b>		
<b>Name of Ministry</b>	<b>Meet Priority w/i the Parish</b>	<b>Meet Priority w/ One or More Parishes</b>
Adult Education		
Senior Activities / Social		
Marriage Preparation		
Marriage Enrichment		
Ministry to Special Needs		

<b>St. Ladislav</b>		
<b>Vibrant &amp; Effective Ministries</b>		
<b>Name of Ministry</b>	<b>Could Be Shared</b>	<b>Already Being Shared</b>
Liturgy	X	
Generations of Faith		X
Welcoming Committee	X	
Ministry to Homebound & Nursing Homes	X	
Youth Ministry		X
Catechesis of the Good Shepherd	X	
St. Vincent de Paul / Hunger Program		X
Sacramental Preparation Programs	X	
50+ Group	X	

<b>St. Ladislav</b>		
<b>Ministries Needing Improvement or Development</b>		
<b>Name of Ministry</b>	<b>Meet Priority w/i the Parish</b>	<b>Meet Priority w/ One or More Parishes</b>
Bereavement Ministry		X
Women's Prayer / Spirituality Group		X
Evangelization		X
Outreach to Inactive Catholics		X
Stewardship Committee / Efforts		X
Social Justice Committee		X

# **PRIORITY ISSUE #1: CATHOLIC SCHOOL SERVING AREA**

## **Description of Issue**

The concept of the first priority issue for the St. Bernadette / St. Ladislav Cluster is to ensure the long term presence of a strong, stable Catholic School. Background information includes the following:

- St. Ladislav's Relationships with Other Catholic Grade Schools (Pre-Cluster)
  - For the 2007 – 2008 school year, St. Ladislav has nine registered grade school age children who attend local area Catholic grade schools (five @ St. Richard; two @ Holy Trinity; two @ St. Bernadette).
  - St. Ladislav provides financial subsidies for these children consistent with Diocese rules. The total 2007 fiscal year school subsidy was \$8,700. The 2006 figure was \$6,250. The St. Richard's financial subsidy is \$1,200 per student.
  - The majority of registered St. Ladislav children attend public school.
  - Most children who attend Catholic grade schools and live within the St. Ladislav's boundaries are registered parishioners at the Parish where they attend school. St. Ladislav is certainly willing to promote St. Bernadette school activities, literature and speakers, and encourage other St. Ladislav parishioners with grade school age children to attend St. Bernadette School (including financial subsidies).
  - All appropriate advertising that takes place at St. Bernadette will continue to be promoted at St. Ladislav, while seeking new ways to highlight the opportunities of St. Bernadette to the St. Ladislav community.
- Increased Awareness (Promotion) of Top Quality Education Offered at St. Bernadette School
  - St. Ladislav is willing to promote and offer marketing opportunities for St. Bernadette School to publicize:
    - Outstanding national test score rankings (Iowa Basics)
    - Strong teacher to student ratios
    - Potential means of communications across our Cluster:
      - Bulletin communications
      - Signage

- Announcements/speakers at St. Ladislav masses
- Ruthie Stoll (St. Bernadette) has offered to work with counterparts at St. Ladislav concerning marketing/promotion efforts. Ms. Stoll met with Fr. Snyder in early January 2008 for an initial conversation.
- Market Day (food ordering program)
  - St. Bernadette's program raises funds for the school (approximately \$8,000)
  - St. Ladislav will raise awareness of and offer access to St. Bernadette School's Market Day program enabling parishioners to support the Catholic schools.
- St. Ladislav's Religious Education Montessori Program (Good Shepherd)
  - In turn, St. Bernadette needs to support/promote St. Ladislav's Religious Education Montessori program, Good Shepherd
  - This program is a PSR-like program which runs one and a half hours per week for ages 3-12.
  - Need to continue to further promote Catholic education/values at pre-school ages to allow parents to understand/value further Catholic education.
- Other Key Background Information Concerning St. Bernadette School
  - Like many Catholic schools today, St. Bernadette's has not been exempt from serious challenges in the areas of enrollment and finances. However, St. Bernadette's enrollment is increasing for 2008 – 2009. The study and research of enrollment is being facilitated by the St. Bernadette Community Boosters.
  - St. Bernadette School will maintain two (2) classrooms per grade with an average class size of 19 students for the 2008 – 2009 school year.
  - Supporting / maintaining St. Bernadette School requires a significant financial commitment from the St. Bernadette Parish.
  - Funding from St. Bernadette's Endowment should aid student recruitment. The possibility of additional help from various sources should be explored to ensure that the initiative to maintain a Catholic school within our cluster is maintained.

- New fundraisers have been implemented and additional fundraisers will add to the financial stability of the school.

## **Key Goal**

The key goal is to explore opportunities to increase enrollment through our clustering assignment while simultaneously operating the school in a fiscally prudent manner.

## **Key Resources and Structures to Support**

The following include key structures that will assist in insuring the long term presence of a Catholic school serving our area:

- It is anticipated that each parish's respective Parish Finance Council will most likely examine and consult with the respective Pastors on any future financial arrangements, i.e., consolidation actions; setting financial subsidies; (see below).
- It is envisioned that the St. Bernadette Community Boosters will continue to take the lead in creative efforts to market and promote St. Bernadette School.
- We further envision that the existing St. Bernadette Community Boosters will also coordinate efforts with an appropriate group from St. Ladislav. This "group" may need to be formed at St. Ladislav.

## **Basic Financial Plan**

As described below, clustering offers very few obvious short-term opportunities to materially increase enrollment at St. Bernadette School. Therefore, no first-year financial impacts have been quantified.

## **Basic Timeline and 1st Year Action Steps**

In the short-term, the partnering with St. Ladislav offers little immediate opportunity to materially increase enrollment at St. Bernadette School. This is primarily due to the large percentage of St. Ladislav children attending local area public schools.

Increased awareness through marketing and promotional efforts coupled with better linkage to the St. Ladislav pre-school religious education program, as well as increased existing family awareness regarding the value of K through 8 Catholic education at St. Bernadette should eventually lead to increased student flow.

Long-term, additional creative consolidation actions/financial arrangements may need to be considered. These may possibly involve parishes outside of our Cluster. The creation of a regional Catholic Junior High School financially supported by multiple feeding grade schools/parishes is one possibility that has been raised.

## **PRIORITY ISSUE #2: EVANGELIZATION**

### **Description of Issue**

Another priority issue of our cluster is to strengthen evangelization in order for the general public to become more aware of our Catholic community and what we offer, and to engage all of our faithful in regularly attending and participating in the Sunday Eucharistic Liturgy.

### **Key Goal**

The key goals of our evangelization effort are three-fold. They include:

- Deepening the faith of active Catholics, helping them to grow in their faith and commitment to Jesus Christ and encouraging them to regularly attend and participate in Sunday Eucharistic Liturgy.
- Inviting and welcoming baptized members who are alienated and separated from the church, sharing our faith with them and attempting to heal any division that has developed.
- Reaching out to the unbaptized and those seeking Communion and Confirmation.

### **Key Resources and Structures to Support**

Our cluster will rely on committees established by both parishes to lead this effort. We will also seek guidance and information from a local parish which has an established Evangelization Committee, St. Raphael's (Bay Village). Furthermore, a number of various national and diocesan programs and materials are available to assist in evangelization plan. These include the following:

- Go and Make Disciples – A National Plan and Strategy for Catholic Evangelization in the U.S.
- Diocesan Office of Evangelization (Sr. Margaret Mauch)
- Catholics Returning Home program
- Evangelization Handbook for Parishes
- Strangers No More – An Educational Process
- Creating An Evangelizing Parish
- Come Home for Christmas/Come Home for Easter initiatives
- Disciples in Mission

## **Basic Financial Plan**

At this time we do not have a formal plan designated as to how to reach out to each specific group. Therefore, we do not necessarily foresee any revenue at this time. However, we will have some expenses related to gathering materials to help facilitate this process. We will continue to research options as to how to reach out to inactive Catholics and to the broader community so as to better determine what revenues and/or expenses will be incurred.

The following are materials we foresee utilizing and their associated costs:

- Inviting Catholics Home...A Parish Program; this book gives the outline for the program “Catholics Returning Home.” Liguori Publications; \$14.95 each.
- Disciples in Mission parish kit; Paulist National Catholic Evangelization Association; \$72.95 for the kit.
- Inactive Catholics: Why They Leave...Why They Return; Liguori Publications; \$29.92 each.
- Your Faith: A Popular Presentation of Catholic Belief; Liguori Publications; \$9.95 each.
- “We Believe...” A Survey of the Catholic Faith; Liguori Publications; \$9.95 each.
- Handbook for Today’s Catholic: Revised Edition; Liguori Publications; \$3.95 each.

## **Basic Timeline and 1st Year Action Steps**

The initial timeline will address action steps and implementation for deepening the faith of active Catholics, as well as inviting and welcoming those baptized members who are alienated and separated from the Church.

- March: Present plan to Parish Pastoral Councils.
- April: Recruit members for Evangelization Committee.
- May: Initial meeting, get to know one another, discern committee chairpersons; Committee chairpersons meet with St. Raphael’s Committee Co-chairs to learn about what positive actions they have implemented.

- June: Committee will read and discuss Go and Make Disciples; meet with Sr. Margaret Mauch from the Diocesan Office of Evangelization.
- July thru October: Review materials
  - Inviting Catholics Home – “Catholics Returning Home” program
  - Strangers No More
  - Disciples in Mission
  - Evangelization Handbook for Parishes
  - Brainstorm ideas for implementation, both simple tasks and larger endeavors
- October: Begin bulletin Evangelization Suggestions for Family/Workplace/Parish from pamphlet “Everyday Evangelizing for Everyday Catholics” (Renew International); Discern objectives for initial set of goals.
- November: Select a first parish activity and implement it.

# **PRIORITY ISSUE #3: PARISH LIFE COLLABORATIVE POSSIBILITIES**

## **Description of Issue**

In this effort, we will work toward discovering and exploring collaborative possibilities for Sts. Bernadette and Ladislas parishes in order to increase the Catholic presence within the broader community and to vitalize parish life within our parishes.

Both parishes already “boast” a full schedule of parish events, opportunities for involvement and ministries. This initiative aims at beginning a process that allows (a) more awareness of each other’s parish life ; (b) the possibility of sharing resources; and finally (c ) the actual development of a program (and programs in the future) to promote the mutual vitality of both parishes and to enhance the Catholic presence in our community.

## **Key Goal**

We recommend three successive goals:

- Level One: To search for common elements in our parish life and ministry and to become more aware of opportunities for sharing.
  - Stated in its simplest terms, we call for each parish to learn more about the other. What programs do we each have? What ministry groups exist in our parishes? What things do we currently do? What groups or ministries do we promote uniquely?
- Level Two: To explore how we can mutually support each other’s parish life by invitation and coordination of existing programs.
  - Through the “Level One” experience, the parishes are next called upon to become more inclusive in our ministry planning, promotion and execution of programs and ministries so that parishioners from both parishes may seek appropriate levels of participation.

- Level Three: To work together to develop, plan and promote a pastoral program jointly for both parish communities - initially in the area of Evangelization as per our clustering goal, and then as discerned, in other areas.
  - Since one key VPL clustering initiative will be in the area of Evangelization, it seems like the best first step in the parishes' efforts to consciously and purposefully explore mutual planning and programming.

### **Key Resources and Structures to Support**

Time and communication may be the primary “cost” in accomplishing the Level One goal. Level one essentially asks for a heightened awareness to each other’s pastoral planning and vision. Sharing one another’s calendars (things already planned and already part of the fabric of each parish) seems like an essential first step. This can begin immediately.

Accomplishing the Level Two goal may best be accomplished by dialogue amongst the staffs to look for opportunities to share our resources – not so much in new areas – but primary by tapping into already existing programs and ministries. How can we utilize the strengths of our parish life to promote the parish life and experiences jointly? Each springtime as the parish calendar is being crafted, some joint discussion can quickly identify potential areas for sharing. Because it is tapping already existing programs, it basically only requires adjustments in the potential numbers of those being invited and those being involved.

Level Three resources will be defined by the goals set in the VPL Clustering goal on Evangelization.

### **Basic Financial Plan**

Since we are not suggesting any new programs until the development of Level Three in concert with the Evangelization wing of VPL, we don’t foresee any specific additional budget needs.

## **Basic Timeline and 1st Year Action Steps**

- Level One
  - This can begin immediately conferring on parish calendars and discussing possible areas of interchange.
  
- Level Two
  - Using the parish self analysis of “strengths and weaknesses” the parish staffs will contemplate areas of shared programming (6-12 months).
  
- Level Three
  - As the Evangelization committee forms and begins acting we will craft those initiatives into our time frame as well (12 months to 18 months).

**ST. BERNADETTE & ST. LADISLAS**  
**CLUSTER PLANNING & COORDINATION TEAM**

<b>Cleveland Catholic Diocese, Vibrant Parish Life Office</b>
1027 Superior Ave. – 6 <sup>th</sup> Floor Cleveland, OH 44114
216.696.6525
<a href="http://www.vibrantparishlife.org/">http://www.vibrantparishlife.org/</a>

<b>St. Bernadette</b>	<b>St. Ladislav</b>
2256 Clague Rd. Westlake, OH 44145	2345 Bassett Rd. Westlake, OH 44145
440.734.1300	440.835.2300
<a href="http://www.stbernadetteparish.com">www.stbernadetteparish.com</a>	<a href="http://www.stlads.org">www.stlads.org</a>

<b>Name</b>	<b>Role</b>	<b>Phone</b>	<b>E-mail</b>
Martha Bober, Assist with Sec. / Comm.	Parish-at-Large (St. Ladislav)	440.871.6815	MarthaBober@wowway.com
Mike Busta, Vice Chairperson	Parish-at-Large (St. Bernadette)	440.734.4722	MGBUSTA@aol.com
Donna Glancy	Parish Staff (St. Bernadette)	440.734.1300	dlglancy@aol.com
Bob Hertl	Parish Staff (St. Ladislav)	440.835.2300	bhertl@stlads.org
Jessica Kim, Secretary	Parish Council (St. Ladislav)	440.808.9448	jessicatraka@aol.com
Donna Phelan, Communication Liaison	Finance Council (St. Ladislav)	440.377.0168	donnaphelan@gmail.com
Jim Rossman, Chairperson	Finance Council (St. Bernadette)	440.892.0534	jarossman@msn.com
Fr. Donald Snyder	Pastor (St. Ladislav)	440.835.2300	desnyder@stlads.org
Al Vasek, Assist with Chairs.	Parish Council (St. Bernadette)	440.779.1813	avasek@intellinetcorp.com
Fr. Tom Weber	Pastor (St. Bernadette)	440.777.3004	Contact Parish Staff