

**Draft**  
**Vibrant Parish Life II**  
**Cluster Plan for the Parishes of**  
**Church of the Resurrection, SS Cosmas and Damian and St. Rita**

**Introduction**

In May of 2007, the Diocese of Cleveland initiated a planning process as Phase II of the Vibrant Parish Life initiative. The objective of this “Cluster Planning Process” is to ensure a strong, lasting Catholic presence within the Diocese and to plan ways to strengthen the presence and pastoral care of the Church in an equitable manner throughout the Diocese. Each parish within the Diocese has been assigned to a cluster. The Solon-Twinsburg cluster includes the Church of the Resurrection, SS Cosmas and Damian and St. Rita. These three parishes selected a Cluster Planning and Coordination Team (CPC Team) to oversee the planning process. Our CPC Team includes the following individuals:

Church of the Resurrection: Rev. J. Mark Hobson, Lisa Frey, Mary Ann Theby, Catherine Mazanec, Kay Mitro

SS Cosmas and Damian: Rev. John Singler, Deb Grgic, Paula Kampf, Rev. Mr. Ed Chernick, Carol Twigger

St. Rita: Rev. Richard Burchell, Andrea Kneier, Tim Panzica, Richard Cyr, Bob Slanina,

The planning process is consistent across all clusters in the Diocese. At its first meeting, held in July of 2007, our cluster reviewed the five priority issues outlined in Bishop Richard Lennon’s letter of May 2007. The group agreed that these issues were appropriate for our cluster, and they formed the basis of our work to identify collaborative opportunities. The five issues are:

- Continue to explore collaborative possibilities to strengthen pastoral care in an equitable manner.
- Strengthen efforts to provide a welcoming and evangelizing presence for the growing numbers of racially and culturally diverse people.
- Engage all of our faithful in regularly attending and participating in the Sunday Eucharistic Liturgy.
- Continue to support Church in the City partnerships through cluster to cluster cooperation.
- Continue to monitor enrollment trends and collaborate to insure the long term presence of a strong, stable Catholic School serving this area and adjacent clusters.

The balance of this document outlines our parish strengths, key realities and trends, and the goals that support the five priority areas. Throughout our planning process, we have been guided by the following Statement of Intent which reflects our desire to work collaboratively to better serve our parishioners and the wider community.

**Statement of Intent**  
**Church of the Resurrection, SS. Cosmas and Damian and St. Rita**

*Although we are three distinct, vital and financially stable parishes, we understand the value of working together to provide a stronger Catholic presence in our communities. By working collaboratively, we will also be better able to support and be enriched by our partnerships with parishes in the City of Cleveland. Our goal is always to consider whether or not we can be more effective and achieve greater results working together on specific initiatives. Over time, this focus will deepen and strengthen our relationship, and we will view each other as partners in serving the common good, and in proclaiming and celebrating the good news.*

**Parish Strengths and Existing Collaborations**

All three parishes are vibrant and financially stable. They have good Mass attendance (although it has declined as a percentage of parishioners) and all are known for their liturgical celebrations, community spirit, social justice advocacy, youth education and sacramental preparation programs. The St. Rita School in our cluster is known for its educational excellence. What is most important is that all three parishes have identified common areas of challenge and similar areas of interest in collaborating and a strong desire to work together.

**Key Realities and Trends**

**Geographic and Parish Trends**

The population that we serve:

- is fairly stable, with less than a 1% increase projected for the next five years.
- is a diverse group – although primarily Caucasian (69.7%), 24.3% are African American and 6% belong to other ethnic groups including Indian, Filipino and Asian
- includes a fairly large geographic area that had historically been served by St. Jude Parish and is now the responsibility of the Church of the Resurrection

Our Parish Communities (statistics shown are for 2006) include:

- 16,438 registered parishioners (relatively unchanged since 2000)
- 6,519 Catholic households (slightly higher than in 2000)
- Approximately 4,300 weekly attendees at Mass (2,000 fewer than in 2000 for a decline of almost one-third)
- A slightly declining cluster-wide PSR enrollment
- A declining total school enrollment in the cluster, SS Cosmas and Damian closed its school which also resulted in some increase in St. Rita School enrollment in 2007-2008 and 2008-2009

Despite a stable geographic and parish population, Mass attendance, cluster-wide school and PSR enrollment are all trending down. Two of the five priority issues within our cluster address these concerns.

### Staffing and Facilities

Catholic Households registered in each parish in 2006 were as follows:

Resurrection: 1,135  
 SS Cosmas and Damian 1,800  
 St. Rita 3,684

STAFF	Resurrection	Cosmas & Damian	St. Rita
Priests	1	1	2
Deacons	0	1	1
Pastoral Associates	2 FTE, 1 part time	1 FTE, 1 part time	3
Music Director	1	1 part time	1
Business Manager	0	0	1
Administrative Support	1 FTE, 1 part time	1 FTE, 2 part time	4 FTE, 3 part time
Maintenance	1 FTE, 1 part time	2 FTE	3 FTE, 3 part time
Housekeeper	0	0	1
Before/After School Staff	0	0	4, part time

#### St. Rita School

- Teachers: 18 classroom teachers, 5 co-curricular teachers, Music, Phys. Ed., Art, Library, Computer Science
- 4 Administrators: Principal, Assistant Principal (part time) and two secretaries
- 1 Preschool teacher and 1 aide

### Facilities

#### Church of the Resurrection

Resurrection has a new Worship Space, Gathering Area, and multi-purpose meeting room that were completed in September of 2004. The original church building, approximately 30 years old, was renovated in 2004, when the new worship space was constructed. The original building contains social space with a kitchen and a number of offices, meeting rooms and classrooms. The parish also owns a home that is used as a residence for the clergy.

#### SS Cosmas and Damian

SS. Cosmas and Damian has a new worship space that was completed in February, 2002. The original structure was converted into a multi-purpose room and gym space in 2002. SS Cosmas and Damian's classroom building is currently undergoing interior alteration creating a viable administration and ministry center including 10 offices and meeting rooms on two floors. SS Cosmas and Damian also has a 300 seat Reception Center for weddings, anniversaries and other events. The parish sits on 12 acres in the city of Twinsburg, with a 450 car parking lot.

## **St. Rita**

- St. Rita's worship space was built in 1994. In addition, its facilities include a middle school constructed in 1958 (23,258 square feet) and a school office, library, gym and social hall, all constructed in 1979 (11,208 square feet). The primary school was constructed in 1948 (14,040 square feet). The social hall (Mazanec Hall) also includes a kitchen. The rectory was constructed in 1930 and the resource center (5,625 square feet) in 1955. The maintenance garage covers 1,400 square feet and the family room 1,110 square feet.

## **Financial Trends**

All of the parishes are financially stable. Specific information by parish follows.

### **SS Cosmas and Damian**

- Weekly collections-steadily increasing
- No endowment
- Breakeven or slightly better operations
- School closure – will have an impact which has not been fully realized yet
- Effectively covering debt of \$1.3 million, which has been refinanced

### **Church of the Resurrection**

- Essentially breakeven operations
- No endowment
- Debt – Effectively covering debt of \$1.8 million (at FY end)
- Approximately 15 months of debt service on hand

### **St. Rita**

- Debt free
- Generates net income before schools
- Close to breakeven after school expenses, but trending down
- Endowment – currently \$1.9 million – restricted for the school
- 2007 – surplus – school deficit reduced because of addition of SS Cosmas & Damian students-without adding additional direct expenses; actual trend is slightly down

Although each parish is, at present, financially self-sustaining, none has significant excess financial resources to devote to new programs and services. Hopefully, by working together, the cluster parishes will be able to more effectively leverage the resources they have to the benefit of the communities they serve. They hope, also, to be able to better support their sister City of Cleveland parishes.

## **Proposed Cluster Plan**

In evaluating opportunities for collaboration, the cluster parishes established several ground rules to guide their process. First, the goals should be practical and achievable. Second, financial

constraints must be a key consideration. Finally, the number of goals to pursue in the first year should be reasonable, with the assumption that the cluster relationship will continue into the future. Early “wins” will raise visibility and awareness and should lead to strengthened relationships and future initiatives.

A description of each initiative, organized by priority issue, follows.

### **Continue to Explore Collaborative Possibilities to Strengthen Pastoral Care in an Equitable Manner**

***Goal #1: Identify pastoral needs within the geographical location of the cluster parishes and equitably distribute among the three parishes based on interest***

#### **Background:**

Priests, staff and volunteers at all three parishes visit nursing homes, hospitals and other organizations within their parish boundaries – to anoint the sick, visit the elderly, bring communion, provide prayer services and offer the sacraments. This provides an evangelizing presence in the community and also meets a very real need. The Church of the Resurrection’s parish boundaries have recently increased significantly as a result of their absorption of St. Jude parish. This area contains a large number of organizations – hospitals, nursing homes, prisons, etc. – whose pastoral needs have not yet been determined. Resurrection has compiled a listing of these organizations and has begun to contact them to identify their needs. All of the parishes have compiled (or are in the process of compiling) a list of organizations within their boundaries that require pastoral support. Although in some instances the need is for a priest, the parishes will work to leverage volunteers and lay ministers wherever possible. The cluster parishes

#### **One to Two Year Action Plan:**

- Fr. Mark Hobson will take the lead on this and will schedule a meeting of the clergy and selected lay ministers to the sick to determine the scope of the plan.
- The list of organizations within the cluster parish boundaries will be reviewed and allocated among this group to contact to determine needs.
- Once needs are determined, attempt to find additional volunteers from among cluster parishes to support the specific institution. It may be, for example, that there is an interest in prison ministry among some parishioners.
- Develop a method to track visits and report on progress.

#### **Longer Term (Three to Five Year) Actions:**

- Continue and expand evangelizing presence in the communities served by the cluster parishes.
- Consider sharing the cost of a lay minister to coordinate outreach efforts.
- Develop and implement a plan for clergy in the cluster to share responsibility for emergency sacramental needs, for pastoral care of the sick, and for coverage to more easily provide for vacation time and days off for priests in the cluster.

**Key Resources and Structures:**

This would require some time from the three pastors, but would primarily be a volunteer activity, at least in the first year. The lead on this would come from Resurrection's parish team.

**Basic Financial Plan and Budget:**

This is envisioned as a volunteer process. Over time, the cluster parishes may consider sharing the cost of a lay minister who will coordinate all of the outreach efforts of the three cluster parishes, relieving pastors and parish team members to focus on other responsibilities.

**Goal #2: *Develop a "Parish Cluster Directory."*****Background:**

The cluster parishes are interested in coordinating schedules for sacramental preparation to ensure better participation and avoid scheduling conflicts. They would also like to communicate Mass and reconciliation schedules and notify the other parishes of special programs, youth activities, speakers, concerts, etc. After some discussion, the group felt that the best way to do this was to prepare a Parish Cluster Directory, to be distributed and made available at all three parishes. This directory would also reinforce the relationship among the cluster parishes.

**One to Two Year Action Plan:**

- The pastors will individually work with their parish teams to develop their parish calendars in the spring of each year.
- The three parish calendars will be compared and adjustments made, if possible, to provide alternative dates for some activities.
- The three parish teams will jointly determine which activities/events should be included in the Directory.
- The Cluster Directory will be typed, reproduced, and copies distributed among the three parishes.
- Additional activities that occur throughout the year will be publicized in each parish Bulletin.

**Longer Term (Three to Five Year) Actions:**

- This will be an ongoing, annual process, with improvements made over time.
- Over the longer term, it is hoped that the directory can provide opportunities to announce shared programs, such as the Summer Institute held at SS Cosmas and Damian and, possibly, PSR programs.

**Key Resources and Structures**

Once the parish teams develop Directory content, it can be typed and reproduced by administrative staff.

**Basic Financial Plan and Budget:**

It is envisioned that this Directory will be produced on plain, colored paper. Costs to reproduce and distribute should be minimal.

## **Strengthen Efforts to Provide a Welcoming and Evangelizing Presence for the Growing Numbers of Racially and Culturally Diverse People**

**Goal:** *Establish a joint planning team to address the increasingly diverse populations in our communities and to develop outreach strategies.*

### **Background:**

The three parish communities that comprise this cluster serve a predominantly white, middle class population, although they are beginning to see some increase in parishioners who are African American. Both the Church of the Resurrection and St. Rita have a long-standing relationship with Epiphany Parish and the Thea Bowman Center, which serve a primarily African American community. (Collaborative initiatives related to Epiphany and Thea Bowman are addressed later in this plan.) Additionally, the geographic area originally served by St. Jude has a large African American population. The initiative to better serve this area (outlined above under the first priority issue) also addresses this priority issue.

As the population does become more culturally diverse, it is important to better understand and, hopefully, eliminate prejudice. We also need to know who our neighbors are, and to extend a welcome to them.

### **One to Two Year Action Plan:**

- Representatives from each parish's Hospitality Committee will meet to review what the individual parishes are currently doing to identify and welcome new residents to their community and to encourage greater participation among current parishioners.
- Schedule a joint planning session to be facilitated by Sister Margaret Mach, the Director of the Office of Evangelization for the Diocese to brainstorm approaches to evangelization
- Incorporate initiatives identified in the brainstorming session in the cluster parishes.
- Identify existing best practices among the parishes and adopt them. One example – two of the parishes have a welcome letter and packet that they send to all new residents. This material will be reviewed and the process extended to all three parish communities.
- Develop a speaker series or workshop focused on educating parishioners in the cluster about the diversity within their communities. This could include a series on other religions, a talk on understanding and eliminating prejudice (with a speaker such as C.J. Matthews...), etc.
- Present the plan to the parishes, along with a budget (if required) for outside speakers.
- Schedule sessions and publicize among the parishes.
- Look for additional ways to raise the profile of the Catholic Church in our communities, and to provide opportunities to address questions and welcome individuals. (An example would be the table that will be staffed jointly by St. Rita and the Church of the Resurrection at this summer's Home Days event, a community-wide celebration and fair that attracts a large percentage of the local population.).

### **Longer Term (Three to Five Year) Actions:**

- Consider establishing a joint Evangelization Committee to augment or replace current Hospitality and Welcoming Committees at the cluster parishes.
- Review current initiatives annually and adjust to take advantage of new programs and initiatives.
- Continue successful programs each year.

### **Key Resources and Structure**

The planning committee for this effort would come from currently standing Hospitality and Welcome Committees at the three parishes.

### **Basic Financial Plan and Budget**

No budget is required for the initial planning effort.. Sister Margaret Mach has already been contacted and is willing to facilitate a planning session for the cluster. Also, many programs can be developed and offered without cost. Once the plan is developed, any limited expenses, such as those for an outside speaker, will be presented and approved by the cluster parishes.

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### **Engage all of our Faithful in Regularly Attending and Participating in the Sunday Eucharistic Liturgy**

*Goal #1: Develop programs and services focused on the youth of our parishes and communities.*

### **Background:**

All three parishes identified a concern with programs for our youth. As we reviewed the statistics that show a significant decline in Mass attendance throughout the diocese, we realized that one contributing factor is the tendency for young adults to disengage and stop attending Mass. The CPC Team feels strongly that programs for our youth are essential to build loyalty and a sense of commitment, in addition to strengthening their faith. To this end, a subcommittee, comprised of the directors of each parish's youth programs, met to discuss this issue and to develop an initial set of cluster-wide programs for youth. This group is enthusiastic about the potential to bring youth together and strengthen their commitment to the Catholic faith. This group intends to continue to meet regularly to continue this effort. This process will allow the three parishes to offer enhanced opportunities while eliminating redundant efforts. The planning group identified several specific initiatives for the first year or two.

### **One to Two Year Action Plan:**

- Design programs to be held at regular intervals throughout the year. Programs would include time for reflection as well as opportunities to establish and develop relationships among the youth of the three parishes.
- Hold an outing each summer. One suggestion would be to attend a Lake County Captains (baseball team) outing for the youth of all three parishes.
- Conduct a Youth Ministry Retreat Day each autumn. This retreat could incorporate a youth praise band or other music.
- Hold a Youth Ministry Food Fast and retreat in the winter.

**Longer Term (Three to Five Year) Actions:**

- Additional opportunities have already been surfaced and will be pursued by the planning team.
- Youth of the parishes will be added to the planning effort as programs develop.
- Programs initiated in the early years will be continued if they are successful.

**Key Resources and Structure:**

The directors of each parish's youth ministry program will meet on a regular basis. They may enlist other youth volunteers as appropriate.

**Basic Financial Plan and Budget:**

The costs to implement the first year program are minimal. Tickets for an outing such as the proposed baseball game would cost about \$15. The youth who are interested in attending would be asked to purchase a ticket.

**Goal #2: *Encourage attendance at cluster parish Masses.*****Background:**

Many of the goals outlined in this report will hopefully encourage, either directly or indirectly, greater attendance and participation in the Sunday liturgy. The Parish Cluster Directory will provide information on Mass schedules and other liturgical celebrations and gatherings. Evangelizing efforts by our Hospitality and Welcome Committees to implement programs to welcome new community members and to make our increasingly-diverse populations feel welcome should also result in increased attendance. Reaching out to our youth is especially important and will hopefully result in a stronger faith and attachment to the church, resulting, again, in greater attendance at Mass. Other, additional initiatives to increase attendance are identified in the following action plan.

**One to Two Year Action Plan:**

- Share evening devotional opportunities (Eucharistic adoration/Taize prayers, etc.) through Bulletin communications.
- Develop a policy to ensure that envelopes placed in the collection basket at any of the cluster parishes are sent back to the home parish.
- Organize a joint youth Mass during the year and rotate among the three parishes.

**Longer Term (Three to Five Year) Actions:**

- Actions identified above will be continued.
- As the cluster parishes continue to work together, they may surface additional ideas to increase Mass attendance within the cluster.

**Key Resources and Structure:**

No special structure or resources are required for this effort. Some of the activities may be identified (e.g. joint youth Mass) by operating cluster committees.

**Basic Financial Plan and Budget:**

There is no cost associated with these particular initiatives.

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**Continue to Support Church in the City Partnerships through Cluster to Cluster Cooperation****Goal #1: *Participate as a Cluster in the Interfaith Hospitality Network.*****Background:**

St. Rita participates in the Interfaith Hospitality Network (IHN). The mission of IHN is to provide compassionate care to homeless families, alleviate the trauma of homelessness and assist families in securing a stable home. The Cleveland IHN includes 60 congregations and over 3,000 volunteers. The IHN provides a caring, dignified environment of overnight hospitality for homeless families in church and synagogue facilities. The other cluster parishes would like to join with St. Rita in this important ministry. Volunteers in the program make meals, provide companionship, and spend time with the homeless at the St. Rita facility. The homeless are treated with compassion and respect.

**One to Two Year Action Plan:**

- Tim Panzica will take the lead on this initiative. He will schedule a speaker from St. Rita who participates in the Interfaith Hospitality Network to present an overview of the program and the role of volunteers. This speaker will address the cluster parishes after Masses.
- Provide a mechanism for additional volunteers from the cluster parishes to sign up and participate.

**Longer Term (Three to Five Year) Actions:**

- This well-established program will continue for the foreseeable future.
- Parishioners will be informed about the program on a regular basis and given an opportunity to volunteer.

**Key Resources and Structures:**

St. Rita already has the infrastructure and a network of volunteers in place. The other parishes would bring their time and talent to this initiative. The process would need to be adjusted to allow participation from other parishes and to communicate with, and coordinate, a larger pool of volunteers.

**Basic Financial Plan and Budget:**

This program is completely supported with volunteer help, which includes meal preparation and clean up, laundry of linens, etc. No additional costs are foreseen at this time.

**Goal #2: *Continue and strengthen the relationship with the Thea Bowman Center.***

**Background:**

Church of the Resurrection and St. Rita have long been connected to Epiphany Parish and the Thea Bowman Center, which serve Cleveland's Mt. Pleasant Neighborhood Community. The Thea Bowman Center provides a number of services to children and adults regardless of faith or cultural background. These include, among others, a hunger center, summer lunch program, arts and music training, a wellness program, tutoring. With the consolidation and closure of a number of parishes in the City of Cleveland, an organization like the Thea Bowman Center becomes increasingly important in providing needed services and a safe place for City youth. The Center requires approximately \$200,000 per year to operate its programs and services. It is our hope that the Thea Bowman Center will continue to operate as a faith community and Evangelizing Center even if Epiphany Parish were to close.

Our cluster parishes believe that the Thea Bowman Center provides essential services to its neighborhood and would like to consider it a "satellite" to our cluster. SS Cosmas and Damian is enthusiastic about joining with Church of the Resurrection and St. Rita in this very important evangelization initiative in the inner city African-American community. The cluster parishes have already begun a process to evaluate how best to support Thea Bowman, given the financial constraints each parish must consider. A subcommittee, with equal participation from among the three parishes and representation from Thea Bowman has already been constituted and has begun meeting to address this very critical issue.

**One to Two Year Action Plan:**

- Lisa Frey will take the lead on this initiative. She has formed a subcommittee to gather information, review support and draft a proposal on how best to support Thea Bowman.
- The subcommittee has had a preliminary meeting with Board Members and other representatives of Thea Bowman to gain a better understanding of current services and current and future needs.
- Among the options the subcommittee may consider are to:
  1. Continue present relationship and level of support but offer volunteer opportunities to SS Cosmas & Damian parishioners
  2. Add a parishioner from our cluster to the Board of the Thea Bowman Center
  3. Evangelize more actively in the surrounding geography
  4. Solicit support of other suburban clusters
  5. Communicate concerns about absence of a Catholic presence in this large geographic area with its significant African American population should local churches be closed.
  6. Evaluate possible financial commitment and approaches to raise funds
  7. Initiate a fundraising event similar to our cluster's choir program (held in January, 2008)
  8. Consider fundraising to support the salary of a Development Director for the Center
- Educate our parishioners about the Thea Bowman Center and the service it provides to the inner city. A tour of the Mt. Pleasant area and the Thea Bowman Center is planned for August (possibly using Lolly the Trolley to transport interested parishioners)
- Communicate our commitment and the process we are undertaking.

- Organize a Social Justice Retreat Day focused on support of the inner city and Thea Bowman.
- Present the plan to our cluster parishes.
- Solicit additional volunteers to assist in the work of the Thea Bowman Center.

**Longer Term (Three to Five Year) Actins:**

- Continue to provide opportunities for parishioners to tour the Mt. Pleasant area and the Thea Bowman Center.
- Continue to educate parishioners about the work of the Thea Bowman Center.
- Implement and/or continue to support programs and initiatives identified during the first two years.

**Key Resources and Structures:**

A subcommittee has already been formed and will begin meeting soon. It includes representation from the three parishes, from Epiphany parish and The Thea Bowman Center Board. It is not the intention to provide support from cluster parish budgets, but rather, from the parishioners of this cluster, and perhaps other clusters. The approach to do this has not yet been determined.

**Basic Financial Plan and Budget:**

Given the early stage of this process, no financial plan or budget has yet been determined. Thea Bowman accesses a variety of sources for financial support and our cluster would attempt to meet some of that need.

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**Continue to Monitor Enrollment Trends and Collaborate to Insure the Long Term Presence of a Strong, Stable Catholic School Serving This Area and Adjacent Clusters**

**Background:**

St. Rita parish operates a school that serves pre-school through eighth grade. St. Rita, a National Blue Ribbon School, is recognized for its educational excellence. Current enrollment is approximately 460 students, with full enrollment at 500 students. Like the other Catholic schools in the diocese, the St. Rita School has been experiencing a slight decrease in enrollment each year (approximately 2%). The recent closure of SS Cosmas & Damian’s school did provide a boost in enrollment during the past year, highlighting the fact that increasing enrollment is the best way to provide financial stability to the school. St. Rita parish generates net income before considering school operating expenses. Its annual subsidy to the school, which was approximately \$300,000 in 2007, reduces net income to break even. To help address the increasing cost of operating a school with decreasing revenues due to declining enrollment, St. Rita initiated a campaign to develop an endowment, which currently totals approximately \$1.9 million.

The cluster parishes understand that strong Catholic schools help to build the Catholic Community of Tomorrow and are committed to addressing this issue through a cluster-wide planning process. The primary goal of this process would be to attempt to increase enrollment through a variety of means. During the first year, the focus would be on increased

communication and awareness building within the cluster parishes. Over the long term, discussion will take place regarding the relationship of the cluster parishes to the support of St. Rita School.

**Goal:** *Encourage full enrollment by raising awareness within the cluster of the importance of Catholic education and the excellence of the St. Rita School.*

**One to Two Year Action Plan:**

- Formally adopt St. Rita School as the Catholic School that serves our cluster.
- Provide regular information on St. Rita School in our parish bulletins. For example, inserts could focus on opportunities to contribute to the Angel Fund (a fund for students whose families can not afford the tuition).
- Encourage parishioners to remain in their home parish when they send students to St. Rita. (Resurrection does this by contributing to student tuition costs; SS Cosmas and Damian will consider doing so as well)
- Feature school events in the cluster calendar.
- Invite parishioners from cluster parishes to fundraisers for St. Rita School.
- Invite participation from cluster parishes to the Strategic Planning Committee for St. Rita School.
- Publish opportunities to offer time/talent/treasure from cluster parish parishioners. Examples include opportunities to tutor, corporate donations of needed materials, etc.

**Longer Term (Three to Five Year) Actions:**

- Continue the initiatives outlined above.
- Based on the situation several years out, it may be necessary to consider other as-yet undetermined actions.

**Key Resources and Structures:**

During the first year, the activities generally revolve around communication and awareness building. Other than oversight by a volunteer, no special resources or structures are required.

**Basic Financial Plan and Budget:**

Full enrollment has the most significant impact on the costs to operate St. Rita School. During the first year, attention will be focused on increasing enrollment through a variety of approaches, as outlined above.

**Conclusion**

Through this planning process, the CPC members have gained a great deal of respect and appreciation for each other and for the parishes to which they belong. They are enthusiastic about the opportunities the clustering process provides that go beyond what each individual parish can accomplish on its own. After the plan is approved by the Diocese, the CPC members intend to meet at least three times over the following year to oversee initiation of plan implementation at which time a separate Cluster Oversight Committee will be commissioned.