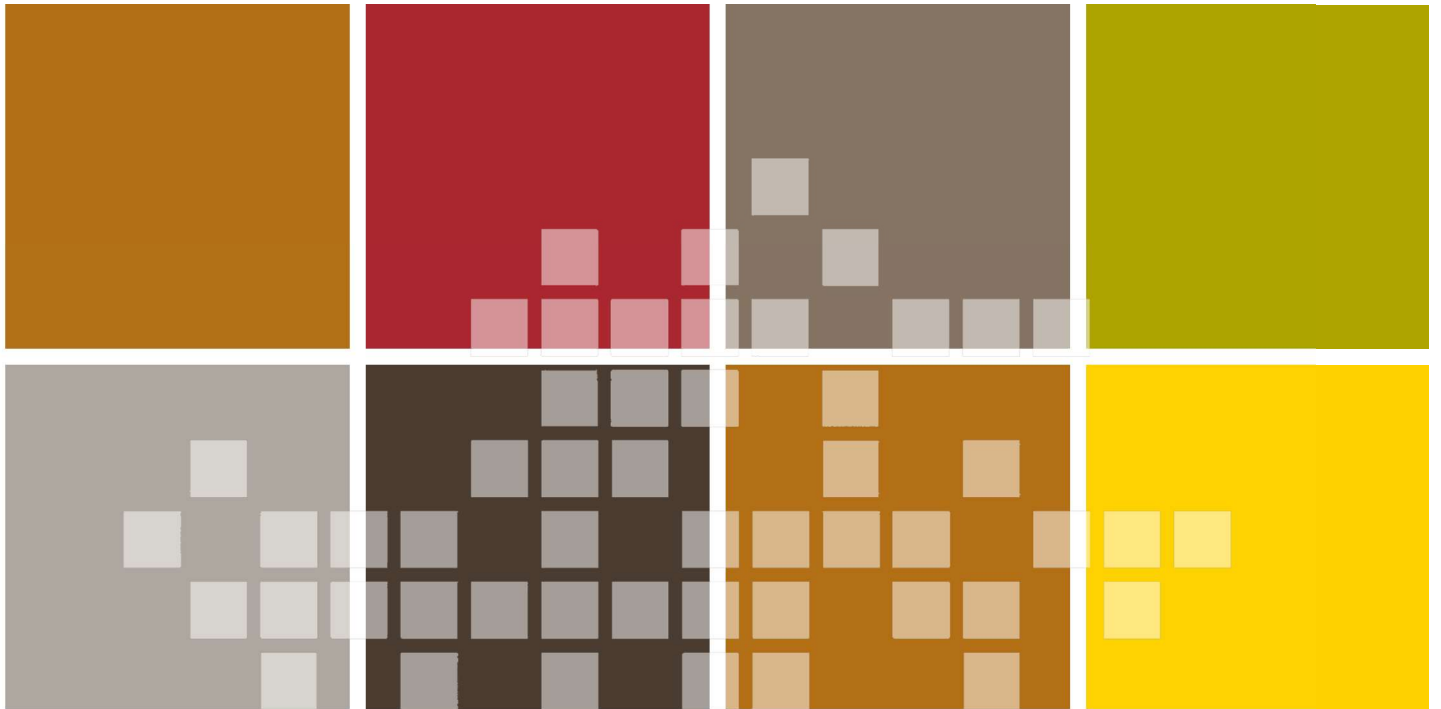

Visioning for the Future of the Catholic Church of Bettendorf



Leadership Gathering at St. John Vianney Parish on July 22, 2020

**St. John Vianney Catholic Church
and Our Lady of Lourdes Catholic Church**

Updated August 1, 2020

Table of Contents

<i>EXECUTIVE SUMMARY</i>	<i>1</i>
<i>HISTORY.....</i>	<i>3</i>
<i>VISION 20/20 AND PARISH MISSION</i>	<i>4</i>
<i>NEW PARISH MODELS.....</i>	<i>4</i>
<i>PRIEST PROJECTIONS AND THE FUTURE ROLE OF PRIESTS TO SHEPHERD THE CHURCH.....</i>	<i>7</i>
<i>DEMOGRAPHICS.....</i>	<i>7</i>
<i>CHANGES IN CATHOLIC SCHOOL EDUCATION</i>	<i>12</i>
<i>FACILITY NEEDS FOR PARISH MINISTRY.....</i>	<i>18</i>
<i>FINANCIAL INFORMATION</i>	<i>20</i>
<i>OPTIONS IN DEPTH.....</i>	<i>21</i>
<i>A RANGE OF OPTIONS FOR FINAL CONSIDERATION</i>	<i>27</i>
<i>DISCUSSION QUESTIONS</i>	<i>27</i>

EXECUTIVE SUMMARY

The following document was used in leadership discussions. Many options were considered in the past, and have since been narrowed down through dialog and evaluation of the facts on many levels. A more narrowly defined set of options is being presented in parish community discussions, streamlined from what is presented here. The full report is being made available for those interested in the history of the studies and options that have been looked at. (September 2020)

We are gathering as parish leaders to consider the future direction for the Catholic church in Bettendorf. Pope Francis sets the tone for our work, as he states through his apostolic exhortation in *Evangelii Gaudium*:

Pastoral ministry in a missionary key seeks to abandon the complacent attitude that says: 'We have always done it this way'. I invite everyone to be bold and creative in this task of rethinking goals, structures, style and methods of evangelization in their respective communities.

The primary goal of our gathering is to sharpen a vision for how the mission of the church can be realized in the next ten years and how the church will effectively evangelize our current community and the next generation.

Two parishes serve the Bettendorf community: St. John Vianney (founded 1965) and Our Lady of Lourdes (founded 1903). The Catholic school opened at Our Lady of Lourdes in 1919. Today these parishes together have memberships of 2,968 families (spring 2020), about 9,195 parishioners. The City of Bettendorf has a population of 37,810 and based on survey data roughly 26% would indicate their religious preference is Catholic. This statistic implies there could be 9,830 Catholics in Bettendorf.

The Covid-19 crisis reveals how the church in its purest form lives within the people who are connected to Christ through personal faith, scriptures, sacraments, church tradition, and liturgy. We thrive through relationships that bring us together in community, unified in our faith and identity in Christ. As we look to our future, the big questions are:

- **What will the next generation of Catholics inherit from us?**
- **Since the Gospel will always be relevant to humanity, what evangelization do we need in this time and how do we prepare to evangelize with greater effectiveness in the future?**
- **How do we live and work together according to the faith to which we were called and given?**

Throughout the history of the Church, parish structures have been adapted to serve the particular times and situations. While the “one parish, one pastor” model is still the most used, other models have developed through merging and clustering of parishes. Within the Diocese of Davenport today, 52 out of 72 parishes share a pastor. And there are many examples of mergers of parishes in the diocese over the years, as there were 116 parishes in the diocese in 1986 and 72 continue today.

Projections from the Diocese of Davenport indicate that it is likely more parishes will either experience a reduction in the number of priests assigned to their parishes or will share a pastor with another parish. As a result, we must rethink how the priest/pastor will fulfill his responsibilities while yet releasing the potential for the Church to grow in number and depth of discipleship.

Bettendorf is a city that has vision, planning, and growth which presents an exciting future. The Bettendorf population is projected to increase just short of 8,000 or 25% by 2035. Approximately 26% of Bettendorf residents are Catholic, which equates to an additional 2,000 Catholics by 2035. If 50% attend Sunday Mass that would increase the number of parishioners by 1,000. St. John Vianney Church has demographically shown significant growth, both through new people coming to Bettendorf or joining the Catholic church, and some movement in membership among parishes. The same has not been true for Our Lady of Lourdes Church.

Growth happens through becoming deeper in faith and wider in participation. When individuals know Christ personally and seek a deeper relationship with God, the body of Christ matures and a natural result is multiplication. And when new populations come to Bettendorf and more people join a Catholic faith community, the body of Christ has wider participation with more needs, more resources, and more possibilities to minister to others. It is these challenges and possibilities we are responding to.

Important developments have led to a fresh vision for Catholic school education in the 21st century. Over the last two years, 2018 and 2019, the nine parishes that support our Scott County Catholic Schools have worked together toward a plan for the future. Over the next three years (2020 to 2023), the parishes and diocese will move toward a regionalized Catholic school system, PreK-12. The new model for Catholic schools will harnesses both the strengths of parish ownership and the benefits of a system. An extensive description of the new vision is presented in the report that follows.

Another recent study evaluated the facility needs for parish ministry at St. John Vianney and Our Lady of Lourdes, and considered several options. A detailed description of the options with pros, cons, and uncertainties is presented in the report that follows. Out of five options identified, Bishop Zinkula asked parish leadership to further study and engage the parish communities with the option of relocation of Our Lady of Lourdes Parish and School and the option of combining the two parishes of St. John Vianney Parish and Our Lady of Lourdes Parish. These two scenarios provide the boundaries for a range of options with increasing collaboration for the parishes to study. This is our jumping off point.

What Bishop Zinkula is indicating is there must be greater collaboration among the parishes in order to more effectively minister to the people of the City of Bettendorf and the surrounding area for the decades ahead. The following are six possible future options that are being presented for consideration and for further refinement, even leading to additional possibilities. The options can be combined to create various scenarios. Read a more detailed description at the end of the report that follows. The options are:

- 1. Relocate Our Lady of Lourdes Church and School toward the growth area of Bettendorf and St. John Vianney Church remains at its present location.**
- 2. Share additional parish ministries and staff between both parishes.**
- 3. Both parishes are cared for by one priest team of a pastor and possibly a parochial vicar.**
- 4. All parish ministries and staff are shared by both parishes whenever practical.**
- 5. Parishes merge and are given a new name with Our Lady of Lourdes relocating and St. John Vianney remaining at its present location. The parish functions with two worship sites.**
- 6. Parishes merge and are given a new name with both relocating to a new site.**

HISTORY

The parish leadership of Our Lady of Lourdes Catholic Church and St. John Vianney Catholic Church are asking how the Catholic church in Bettendorf can best fulfill the church's mission. This question has been asked for some time, and there has been forward progress with answering how the church will look in the future.

It started in the summer of 2016 when Lourdes Catholic School kicked off a strategic planning session. Our Lady of Lourdes Catholic Church followed in the spring of 2017 with a pastoral planning process. Many of the needs that resulted from these planning sessions identified facilities as a major issue. A facilities committee was formed, and the committee initially identified three possible directions for moving forward: do nothing, remodel/renovate, relocate and build new facilities.

Bishop Zinkula was consulted on whether the relocation and building of a new facility would even be possible. After consulting with diocesan advisors, Bishop asked that a committee be formed "to study the needs of the Catholic Church in Bettendorf for the best growth and development for the well-being of the Church." (Bishop Zinkula, letter Aug. 21, 2017). Bishop also asked that the Davenport Deanery be consulted, along with Our Lady of the River, LeClair and St. John Vianney, Bettendorf. The Diocesan Superintendent of Schools and the Scott County Catholic Schools committee were also consulted.

On January 19, 2018, Fr. Jason Crossen presented information to the Davenport Deanery. The priests were supportive of a parish study and the consensus was to proceed with the study. Fr. Jason Crossen, Fr. Jim Vrba and Fr. Joseph Wolf gave their blessing to forming a study committee. The committee formed was comprised of over 30 members with a two-fold objective: 1) gather information and data regarding population and growth in Bettendorf and 2) discuss how that growth affects the larger Catholic Community of Bettendorf.

From January 2018 to August 2018, the Committee collected and analyzed data and formulated several scenarios, ranking them and looking at the pros and cons to each scenario.

The outcome was five scenarios were presented to Bishop Zinkula in October of 2018:

1. No Change. Update only critical building needs.
2. Renovate. Stay in the current location and update the facilities.
3. Relocate Our Lady of Lourdes Parish and Lourdes Catholic School.
4. Combine Our Lady of Lourdes Parish, Lourdes Catholic School and St. John Vianney Parish.
5. Relocate the Lourdes Catholic School alone and keep the current locations of Our Lady of Lourdes and St. John Vianney Parishes.

After reviewing the presentation, Bishop Zinkula asked parish leadership to further study and engage the parish communities with two of the options: relocation of Our Lady of Lourdes Parish and School and the option of combining the two parishes of St. John Vianney Parish and Our Lady of Lourdes Parish.

In May 2019, several parish information meetings took place to inform parishioners about the historical process and milestones that led up to the current recommendations by Bishop Zinkula. The general perception has been very positive. Later in 2019 another meeting with Bishop Zinkula occurred, and Bishop has asked the Bettendorf Catholic Community to provide input about parishioner opinions and beliefs surrounding options for St. John Vianney Parish and Our Lady of Lourdes Parish. Specifically, regarding new building, merging, and the importance of Catholic School Education. This input will be of assistance to those involved in Diocesan planning.

VISION 20/20 AND PARISH MISSION

As a diocesan church, the initiative led by Bishop Zinkula known as Vision 20/20 calls the Diocese of Davenport to a revitalization of our faith and a renewal of grace in the spirit of Pentecost. The introduction to Vision 20/20 states its purpose:

“The time is now for us to move forward and fill every heart and life with the joy of the Gospel through a fresh encounter with Jesus Christ and His Church. Let us rise up and embrace the glorious future for God’s faithful in southeast Iowa. In recent years, we have weathered storms and navigated through some difficult challenges. We believe it is time now to be proactive about the future and be a light to the world. It is time to read the signs of the times as we name our sorrows and our joys and look ahead toward a bright future of the Church.”

Timeline and Steps

In 2018, listening sessions were held in every parish of the Diocese in order to assess the landscape. Prior to these sessions, participants were asked to reflect upon Pope Francis’ *The Joy of the Gospel* and review a set of materials to raise their understanding of the current state of the Church here and worldwide. The parish sessions focused on missionary discipleship and evangelization.

In 2019, regional conversations were conducted around the Diocese, with representatives from each parish delivering the message heard at their listening sessions. From these conversations, certain themes were identified that were addressed at the Convocation on June 6-8, 2019, with over 500 people present. The Convocation called on the people of the Diocese to be “Spirit-filled evangelizers”, looking to the peripheries of our communities, reading the signs of the times, exploring practical strategies to renew the Church, and praying for the grace to move forward.

In 2020, a team of about 60 mentors was recruited, prepared and sent out (in pairs) to every parish in the Diocese, to accompany and support the parish evangelization teams that are being formed in every parish. While a diocesan celebration set for June 14, 2020 has been canceled due to the pandemic, parish teams are continuing to meet virtually and reach out to parishioners.

NEW PARISH MODELS

Throughout the history of the Church, parish structures have been adapted to serve the times and situations that are faced. In the United States, parish structures remained the same for centuries following the directives of the sixteenth century Council of Trent. Parishes were cared for by one pastor. These pastors could be diocesan or religious order priests and, if the parish was large enough, parochial vicars were assigned. Parishes themselves were established with particular geographic boundaries or were erected to serve a particular ethnic or national population. Even parish campuses were designed in typical ways: a church with a hall, a rectory where the priests lived, a school, and a convent for the religious sisters who taught in the school. Some parishes added gyms to their schools.

The Second Vatican Council of the early 1960’s gave bishops much more flexibility in how parishes can be structured and organized. With the reform of canon law in the 1980’s, bishops were able to appoint a pastor to more than one parish and, if a resident priest was not available, he could appoint a deacon, religious or lay person to provide pastoral care. Bishops were also given the ability to organize multiple parishes under the administration of a single pastor, promoting sharing and collaboration among the parishes. All of these practices are in use to some extent throughout the Church and they have led to the development of new parish models.

While the “one parish, one pastor” model is still the most used, other models have developed around the country through merging and clustering of parishes. A merger of parishes can happen in one of three ways:

1. one or more parishes are merged into another which retains its name and church;
2. one or more parishes are merged and build a new church with a new name; and,
3. one or more parishes are merged and keep all churches open under a new name.

Clustering is about collaboration and sharing between parishes. In effect and in a more limited way, some of the same outcomes as merging can be achieved without actually merging. Merging however is the ultimate collaboration – parishes becoming one in name and mission and united in administration.

National Statistics

Referencing current data from CARA (*Center for Applied Research in the Apostolate*) at Georgetown University, “*Frequently Requested Church Statistics*” these trends are readily apparent. Between 1975 and 1995, even though mergers were taking place around the country, the net number of parishes increased by 816 new parishes. The story is quite different from 1995 to 2018: 2,324 parishes were merged or 12% of all parishes.

The situation is similar with clustering parishes or pastors serving more than one parish. From 1975 to 1995, 3,694 parishes or 19% all parishes were sharing a pastor. Between 1995 and 2018, the number grew to 3,363 parishes or 36% of all parishes. An additional 341 parishes or 2% are served by a deacon, religious or lay person appointed by the bishop. When the 12% merger, 36% clustering and 2% served by other than a priest are added together, at least half the parishes in the United States have been impacted by mergers, clusters or new forms of pastoral leadership. Given the rate of increase over the past twenty-three years, these new models have become as commonplace as the traditional one parish-one pastor model.

The easiest way to understand and appreciate these new models is by looking at some examples from around the country. All the examples have been chosen because of their relative similarities in size to Our Lady of Lourdes and St. John Vianney.

Waukegan, Illinois (Archdiocese of Chicago)

Waukegan is now a city of nearly 88,000 people and had 10 Catholic parishes. In 2009, the parishes of Holy Family, Immaculate Conception, and Queen of Peace merged to become Most Blessed Trinity Parish. The three parishes were national parishes which had also merged earlier with three other parishes. All six parishes had declining memberships prior to the merger. After the merger, the parish was celebrating nearly 250 baptisms each year. The three churches of Most Blessed Trinity continue to be used. Since the merger, parish growth has been dynamic. At 7,000 individuals attending Sunday Mass, the parish is the largest in the Archdiocese of Chicago. The parish was able to open a new school, Most Blessed Trinity Academy, in a school building which had formerly been closed.

Woodruff, Wisconsin (Diocese of Superior)

The Minocqua-Woodruff area currently has a year-round population of 6,500 persons and a much larger summer population. In 2004, St. John Vianney Parish in Lake Tomahawk, St. Patrick Parish in Minocqua, and Our Lady Queen of the Universe Parish in Woodruff were merged after a careful process of prayer and deliberation. The existing churches were used until a new church was thoughtfully designed and constructed at a new location in Woodruff in 2007. The multi-million-dollar project was paid off in ten years. The parish has become one of the largest in the diocese and serves a huge summer population. The parish developed an outdoor setting for Sunday Masses, weather-permitting and the large seating capacity in the church accommodates travelers from a wide-radius. The parish is extremely active and involves a large number of volunteers in parish ministries. A strategic pastoral plan was recently completed which calls for

an emphasis on discipleship and the future construction of a parish center which was the one building not completed from the original plan.

DuBois, Pennsylvania (Diocese of Erie)

The City of DuBois has a population of approximately 7,500 residents. In 1990, there were 1,000 more residents than today. In 1999, as part of a diocesan planning process, the three parishes in DuBois – St. Catherine of Siena, St. Michael, and St. Joseph – were partnered (the Diocese’s term for “clustered”) under a single pastor. Over time, St. Joseph was merged with St. Catherine and its church building sold. The two partnered parishes have been able to reduce their expenses and to expand their parish ministries.

Port Washington, Wisconsin (Archdiocese of Milwaukee)

The City of Port Washington is located on the shores of Lake Michigan to the north of Milwaukee. The population has grown steadily to approximately 12,000 residents. In 2011, the three parishes in the Port Washington area – St. Peter of Alcantara, St. Mary, and Immaculate Conception in Saukville – formed a multi-parish community. The two priests were appointed by the bishop to serve the three parishes as a team. Over the next five years, the parish combined all staff, ministries and formed a single pastoral council. With the retirement of one of the priests in 2016, the parish decided to merge and became St. John XXIII Parish. The parish uses all three churches on Sundays and has sold off all unused buildings. The school was able to be combined into one campus and a multi-million-dollar campaign was conducted to add a gathering space to the church and additional classrooms in the school. The school had been separately incorporated as Port Washington Catholic and was supported by all three parishes. The school also merged with the parish and is now St. John XXIII School. The parish anticipates further growth as people move to be close to Lake Michigan and still have a short drive to downtown Milwaukee.

Willmar, Minnesota (Diocese of New Ulm)

Willmar is the largest city in the diocese at nearly 20,000 residents. It is nestled in an area of lakes which attracts many visitors and cottage owners from the Minneapolis-St. Paul area. As part of a diocesan planning process in 2007, four parishes – St. Mary in Willmar, Our Lady of the Lakes in Spicer, St. Patrick in Kandiyohi, and St. Thomas More in Lake Lillian – were formed into a cluster, called an “area faith community.” As pastors in the parishes retired or were re-assigned, the parishes came to be served by one pastor and an associate pastor. In 2016, because of declining memberships, the parishes in Kandiyohi and Lake Lillian were closed. Both parishes have been able to renovate their facilities and the collaboration has allowed them to add staff and expand their ministries, including a ministry to the Hispanic population in the area.

Council Bluffs, Iowa (Diocese of Des Moines)

An example in Iowa, currently in process, comes from the Council Bluffs area with a population of nearly 63,000. Three parishes on the west end of the city merged in 2011 but made little progress beyond sharing a pastor and an associate. Over the past summer, the parish has developed a growth plan to: improve the quality of liturgies and hospitality, better use its facilities, evangelize the neighborhoods and expand outreach to those in need, and grow the number of small Christian communities. Their efforts are still in the initial stages.

There are thousands of examples like these across the country. The experience of most dioceses that have implemented these new models of parishes is to witness a new vitality and, in many instances, a transformation of the previously declining parish trends. Collaboration among parishes creates an environment of working together and unleashes new creativity. Parishes are able to become more financially

efficient and to increase the number of volunteers which allows for a greater focus on mission and more effective ministries.

PRIEST PROJECTIONS AND THE FUTURE ROLE OF PRIESTS TO SHEPHERD THE CHURCH

The demographics for priests impact the number of pastors available and appropriately gifted to serve God's people. The Diocese of Davenport currently has 63 active priests. However, in just 5 years the diocese is anticipated to have 47 active priests, and then only 37 active priests in 15 years. These numbers include anticipated retirements, no premature deaths or health issues and 1 ordination per year. The Diocese currently has 77 parishes-active/open. 48 have resident pastors and 29 have non-resident pastors or are part of a cluster parish. The data from the Diocese of Davenport indicates that it is likely more parishes will either experience a reduction in the number of priests assigned to their parishes or will share a pastor with another parish.

As a result, we must rethink how the priest/pastor will fulfill his responsibilities while yet releasing the potential for the Church to grow in number and depth of discipleship. With increased responsibilities, priests cannot be expected to function in the same way as in the past. Their greatest role is their pastoral one so each parish will need to take steps to lessen the administrative duties of the pastor. We are in an era when fewer priests/pastors drive the necessity of embracing an appropriate role for the laity and incorporating their gifts. The dramatic rise in the numbers and percentages of permanent deacons and lay ecclesial ministers who serve on parish staffs illustrates this trend. Business managers have been hired to handle administrative duties and other ministers are hired to provide pastoral care, direct Catholic education programs, promote stewardship, and manage parish communications. Parish staffs are growing larger and more specialized, and as a result increasing the capacity to better harness the gifts of all parishioners to serve the mission of the Church.

DEMOGRAPHICS

The following data is sourced from the Bettendorf Catholic Study Committee.

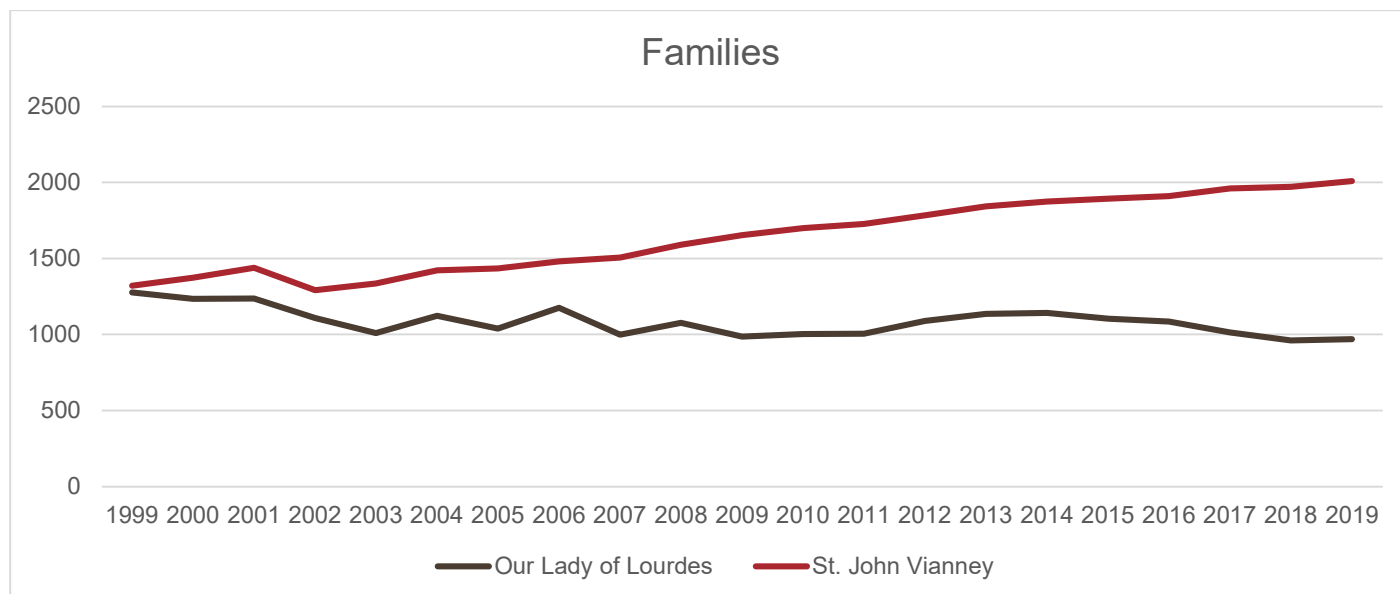
Demographics of the Parishes

Our Lady of Lourdes serves 968 families or 2,787 members (2019) and has a seating capacity of 550.*

St. John Vianney serves 2,010 families or 6,408 members (2019) and has a seating capacity of 1,000.*

The number of families for Our Lady of Lourdes has decreased 24.2% since 1999. Whereas, St. John Vianney increased 52.3%.

*Trends for number of families and members were taken from Diocesan Parish Census. Seating capacity was taken from November 2017 mass counts.



Demographics for Religious Education

Religious education enrollment is certainly a larger program at St. John Vianney than at Our Lady of Lourdes. Enrollment has been rather steady at Our Lady of Lourdes and was higher the last two years at St. John Vianney.

Religious Education Programs

	2016	2017	2018	2019	Average
St. John Vianney					
K-6 grade		261	306	315	294
7-12 grade		172	243	225	214
Total SJV K-12	475	433	549	540	
Our Lady of Lourdes					
K-5 grade	69	68	60	61	65
6-8 grade	45	36	30	39	38
9-12 grade		31	52	64	49
Total OLOL K-12	114	135	142	164	

Sources: Our Lady of Lourdes and St. John Vianney Parishes, August 2020

Demographics of the School

The 2019-2020 preschool enrollment for Our Lady of Lourdes was 109 and preschool enrollment at St. John Vianney was 39.

During the 2019-20 school year Lourdes Catholic School served 338 PreK-8 students. For K-8, 180 (roughly 78%) were members of Our Lady of Lourdes Catholic Church, 31 (roughly 13%) of St. John Vianney, and 19 (roughly 8%) members of other parishes or not members of any parish. While current enrollment does not justify offering two sections of all grades, most class sizes are at the upper limit for a single section and some classes are large enough to justify two sections.

The 2019-20, Assumption High School student enrollment for Our Lady of Lourdes and St. John Vianney is 50 and 13, respectively.

Vitality Indicated by Sacramental Participation

Baptism data reflect the number of children and adults received into the Church through the Sacrament of Baptism (infants, children, and adults). Between 1999 and 2019, St. John Vianney has seen a 15.8% increase in the number of baptisms performed per year. In the same period, Our Lady of Lourdes has seen a 50.8% decrease. Data shows that on average St. John Vianney baptizes roughly 68 new Catholics per year, while Our lady of Lourdes baptizes roughly 50.

The of number of parishioners receiving the sacrament of Eucharist for the 1st time is declining for both parishes. Our Lady of Lourdes is down 50% and St. John Vianney is down 5% from 1999 to 2019. These declines can possibly be explained by smaller family sizes as well as a growing lack of understanding among parents of the importance of raising their children in the practice of the faith.

Our Lady of Lourdes Confirmation numbers have declined significantly from 1999. This decline is in part due to a recent change from offering Confirmation in 8th grade to Sophomore year. St. John Vianney's Confirmations have increased since 1999 by 77%.

Both our Lady of Lourdes and St. John Vianney marry an average of 15-16 couples per year. This number is declining slightly for both parishes.

Demographics of Bettendorf

In understanding the Bettendorf Catholic Community, it is important to review:

- how the City of Bettendorf is laid out
- where the parishioner and school families reside
- anticipated population trends

We live in a City that has vision, planning, and growth which presents an exciting future. Bettendorf is a growing community. The comprehensive plan for the City identifies three levels of growth through 2035: high (1.5%), moderate (1%), and historical (.72%). The recommendations in their comprehensive plan assumes the moderate growth scenario. This scenario is higher than historical trends but is practical given Bettendorf's development activity. Keeping this in mind, the Bettendorf population will increase just short of 8,000 or 25% by 2035.

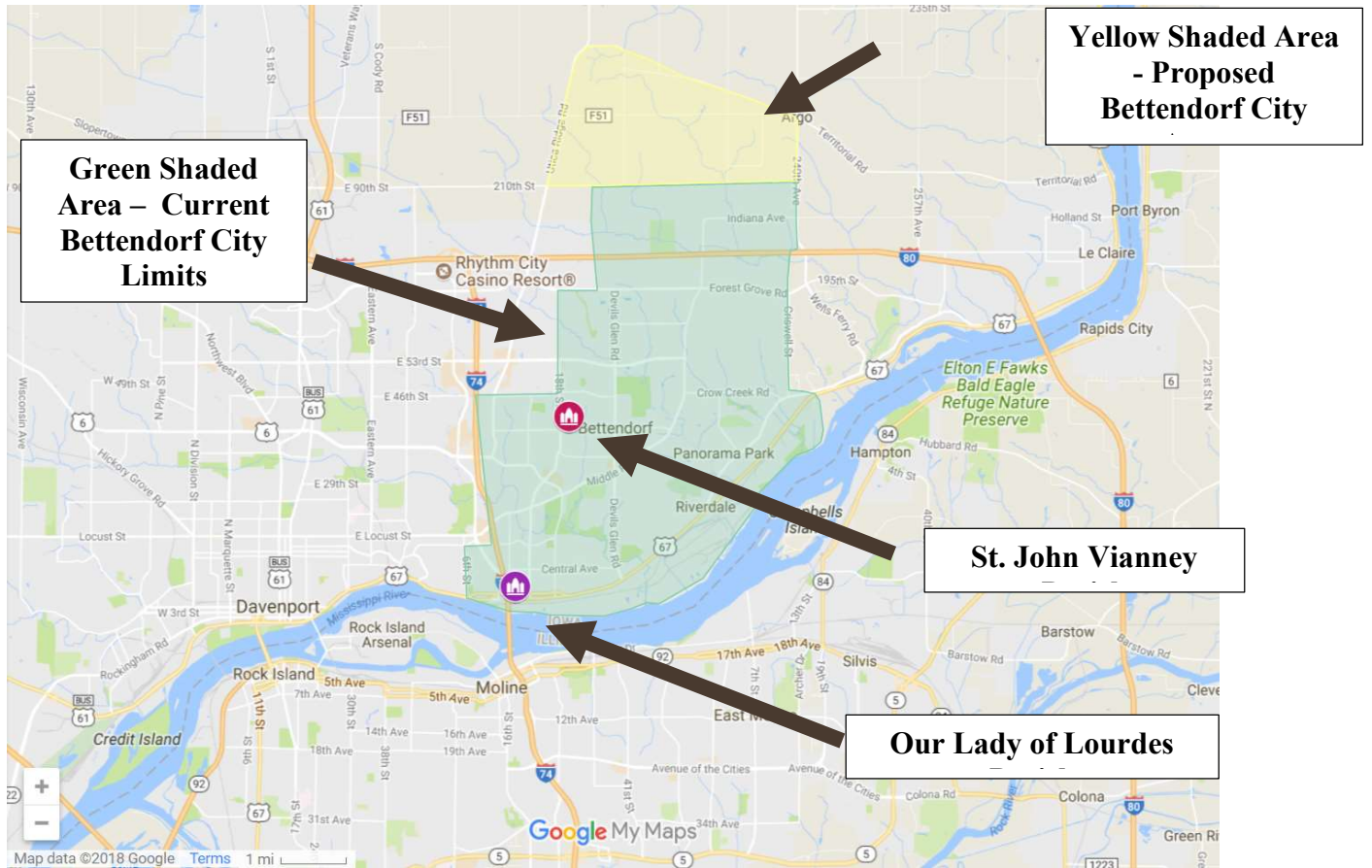
The growth the City estimates will require additional annexation of land to the tune of 1,520 acres by 2035. Approximately 26% of Bettendorf residents are Catholic, which equates to an additional 2,000 Catholics by 2035 (*source: MissionInsite ReligiousInsite Report 2017*). If 50% attend Sunday Mass that would increase the number of parishioners by 1,000.

Addition information regarding the Bettendorf comprehensive plan can be found at:

http://www.bettendorf.org/egov/documents/1451593622_38359.pdf

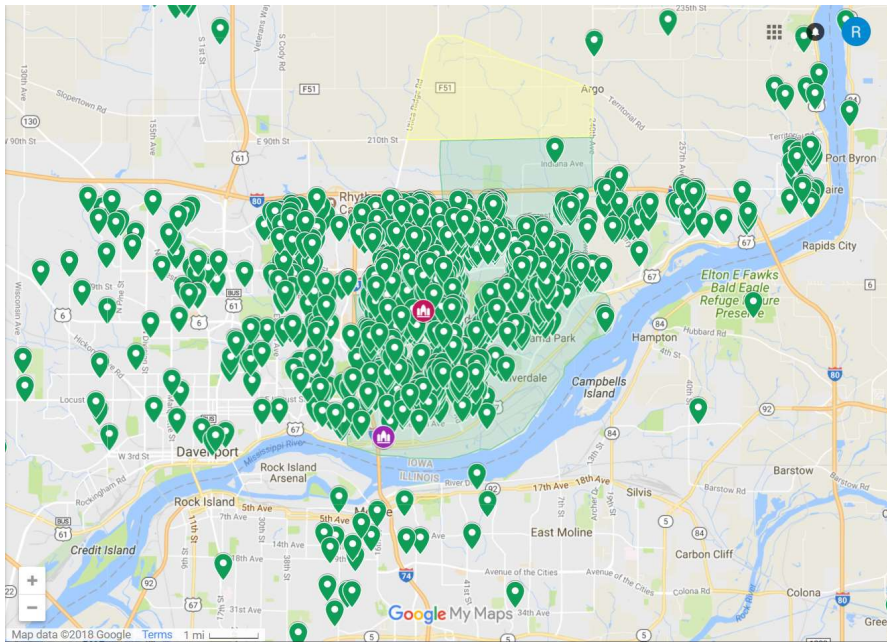
This first map is a general overview of the City of Bettendorf, the city limits and growth projections as well as our two parishes of St. John Vianney and Our Lady of Lourdes.

City of Bettendorf

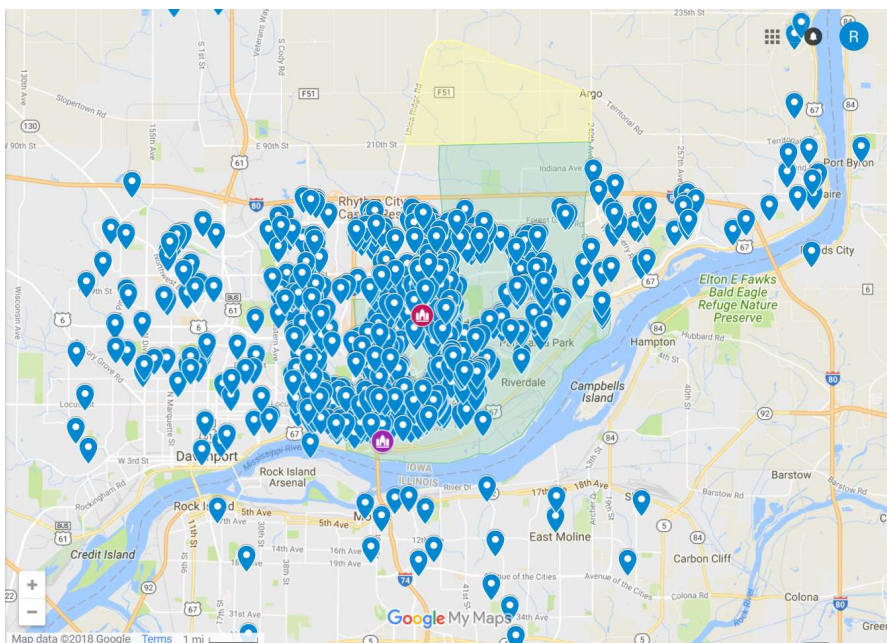


The following two maps point out where parishioners of St. John Vianney and Our Lady of Lourdes reside. The distribution of parishioners is almost the same for both parishes, meaning neither parish has much neighborhood identity and the parishes overlap in their service areas.

St. John Vianney Parishioners



Our Lady of Lourdes Parishioners



CHANGES IN CATHOLIC SCHOOL EDUCATION

The section is directly taken or sourced from the Scott County Catholic Schools Strategy 2019.

Over the last two years, 2018 and 2019, the nine parishes that support our Scott County Catholic Schools (Assumption, All Saints, JFK, Lourdes, and St. Paul's) have been working together to plan for the future. This planning effort is in support of the *Strategic Plan for Catholic School Education* for the entire Diocese of Davenport. The diocesan vision states:

The Catholic schools in the Diocese of Davenport will remain relevant, valuable, competitive and effective for the Church, our families and society. Our diocesan schools have a long track record of success, but there is room to reach an even higher level of excellence in all of our schools.

The conclusion from the strategic planning process is:

Over the next three years (2020 to 2023), move toward a regionalized Catholic school system, PreK-12, with the following features aimed at helping every parish and school in Scott County:

- An inspired plan will be developed that will ensure Catholic identity and faith formation are strong in the mission of making disciples who will encounter Jesus, grow in their knowledge, and serve God and neighbor.
- An enrollment management program will be created that markets and brands schools that has the staff and resources needed to execute the mission of Catholic education at the highest possible level.
- Academic programs will be strengthened by capitalizing on the strengths of a PreK-12 program.
- Enrichment opportunities will be identified so all of faculty, staff, and students in the county may experience these benefits.

This new model, with the features listed above, must fit the culture and values of Catholics and other Catholic School stakeholders in Scott County. It will build upon the strengths of existing schools and attain the following benefits:

- Improved efficiencies and resource sharing
- Enhanced program offerings
- Increased professional development opportunities
- Pastors able to focus more on spiritual direction and pastoral leadership for their school
- School administrators able to focus more on their school's educational needs and development of their staff
- Common tuition
- Common compensation and benefits
- Enhanced ability for managing enrollment through marketing, branding, recruitment and retention
- Larger funding opportunities
- Tuition that better matches the actual cost of education for a child with expanded tuition assistance to keep it affordable for all
- Reasonable and affordable parish subsidies due to increased revenue stream for the overall system from other sources

19 town hall meetings were held in May through November 2019 across leadership groups of all parishes and schools involved as well as open town hall meetings. These meetings discussed areas of consensus and areas of concern. A final plan was presented to Bishop and pastors of the nine parishes involved. The plan received unanimous support and approval for implementation. Bishop Zinkula and the priests of the Davenport Deanery approved the plan, requesting Andy Craig, President of Assumption High School, and Rosie Barton, President of the Scott County Catholic Schools Foundation, to co-lead the implementation. Under the guidance of an Oversight Committee, next steps in planning are proceeding and eventually a Program Manager will be hired.

Task forces have been formed for the planning, specifically for marketing and communications, structure and governance, and finance/funding. Additional groups will be formed such as facilities planning and middle school experience. Membership on task forces will be based on the skills and expertise needed for each particular task force.

There will eventually be a capital campaign planning study to determine major funding potential to make the plan a reality and consider other capital campaigns that may happen in Scott County. The Scott County Catholic Schools Foundation will continue to provide support for the schools and implementation of the strategy.

Assumptions for the Strategic Plan for Catholic Schools

As The Catholic School on the Threshold of the Third Millennium reminds us, “*We must respond to challenging times with faith, vision and the will to succeed because the Catholic school’s mission is vital to the future of our young people, our nation and, most especially, our Church.*” (United States Catholic Conference of Bishops, “Renewing Our Commitment to Catholic Elementary and Secondary Schools in the Third Millennium,” 2005).

In forming this strategic plan as the Scott County Catholic schools, we envision the strength and vitality of our schools for the future and respond to that vision with faith and determination. Our vision and planning efforts will be interwoven with the Vision 20/20: From Pentecost to Pentecost initiative that motivates all in our diocese “to move forward and fill every heart and life with the joy of the Gospel through a fresh encounter with Jesus Christ and His Church.” (Vision 20/20: From Pentecost to Pentecost Concept Paper).

Integral to the development of a plan for Scott County Catholic schools plan is the Strategic Plan for Catholic School Education for the entire Diocese of Davenport. The diocesan vision states:

The Catholic schools in the Diocese of Davenport will remain relevant, valuable, competitive and effective for the Church, our families and society. Our diocesan schools have a long track record of success, but there is room to reach an even higher level of excellence in all of our schools.

To that end, the following statements articulate the foundational assumptions from which the plan is derived. These statements articulate the strategic direction we believe will guide the Scott County Catholic schools as a single community to grow stronger and more vibrant now and in the future:

1. Our Catholic schools will be **distinctively Catholic**, working together with parishes to be “Spirit-filled evangelizers” to form intentional disciples who belong to communities of faith.
2. Our Catholic schools are **smartly organized** to function systemically with collaborative leadership that can deliver quality Catholic education efficiently and effectively. Planning will connect Catholic Education from early childhood through 12th grade.
3. Our Catholic schools will pursue a **culture of excellence**, educating students holistically to fully develop their God-given potential and prepare them for leadership and service.

4. Our Catholic schools develop and ensure vitality to create a tomorrow in which they are **accessible and affordable** to all families that desire a Catholic education

Rationale for the Plan

Catholic schools in Scott County have a long and successful history of providing children with a quality education that is genuinely Catholic and has deep roots within the various parish communities. There are many strengths that have been instrumental in successfully building up and sustaining the schools. Strategically, these will continue to form the foundation for moving change forward and reaching the next level of excellence. A number of challenges also emerged from many discussions, interviews, school and parish visits. These challenges need to be addressed in order for the schools to improve, grow together and enhance the mission of Catholic education in Scott County. These too provide the focus for a future where Catholic school education in the county is available, accessible and affordable.

A sample of strengths and challenges revealed from these discussions are as follows:

Strengths

- The mission and Catholic identity of the schools are evident in terms of visible signs of the faith, strong religion curriculum, faith formation activities, service to the community, and intentional connections with parishes as much as possible.
- The one-parish/one-school model of Catholic school education has served Scott County well for many years. In some cases, the partnership between parish and school is integrally linked and connected.
- The dedication and commitment of administrators, teachers and school staff to the ministry of education in the Scott County Catholic schools is evident and a key element in the success of these communities.
- The schools provide a solid academic curriculum that prepares students for advancement grade to grade and for success in high school.
- Students with learning differences and special needs are addressed in varying ways at the schools depending on the resources available.
- Enrollment in Catholic schools is relatively stable. Retention is relatively good. Families travel across a wide area to reach their school of choice. No school is a neighborhood school, and all the schools serve a regional market. Schools on the west side of Scott County, for example, have students that live on the east side and vice versa.
- School facilities are presentable, clean and are marketable. School leaders make full use of their facilities, maximizing at times the very limited spaces they may have for various programs and classes.
- Parish support is very generous.

Challenges

- Administrators indicate the need for a “similar” curriculum among the schools. Enhancing the vertical and horizontal (collaboratively) alignment of the curriculum from pre-kindergarten through grade 12 would benefit students as they progress toward and through high school.
- Updating technology on a regular basis is a challenge and a significant cost.
- The number of students with academic special needs and learning differences is growing, with more parents desiring a Catholic school experience for their children who have such needs. Greater resources and specialized staff are needed.
- Additional distinctive academic opportunities such as STEAM (science, technology, engineering, the arts and mathematics), global languages, multi-disciplined, integrated courses, would add to the solid academic foundation the schools currently provide and would serve to attract enrollment from increasingly experienced-focused parents.
- Elementary enrollment in kindergarten and grades 1 through 5 has been declining in recent years.
- Schools have additional capacity in many grades.
- Few of the schools have a written and implemented marketing and enrollment management plan, nor is there one in place for action in the county.
- The facilities of each school are aging, have deferred maintenance that needs to be addressed, and in some cases are inadequate to meet their current needs or provide the full range of quality programs a 21st century educational institution requires.
- Compensation (salaries and benefits) is not standard among the Catholic elementary schools.
- Tuition does not reflect the value or cost of a Catholic education. It is subsidized for all families, for example, through the parish subsidy lowering the cost charged to families whether financial need exists or not.
- Relatively little financial assistance is provided from sources beyond the Family Tuition Plan. This limits the ability to raise tuition and makes recruitment and retention of middle income families more difficult.
- Parish support will be limited by parish offertory income and competes with other parish priorities. The cost of parish support has been difficult to keep in balance with what parishes can afford in supporting the schools. The one-parish/one-school model is becoming increasingly challenging to preserve as the active participation and giving of the faithful to the parishes is diminishing over time.

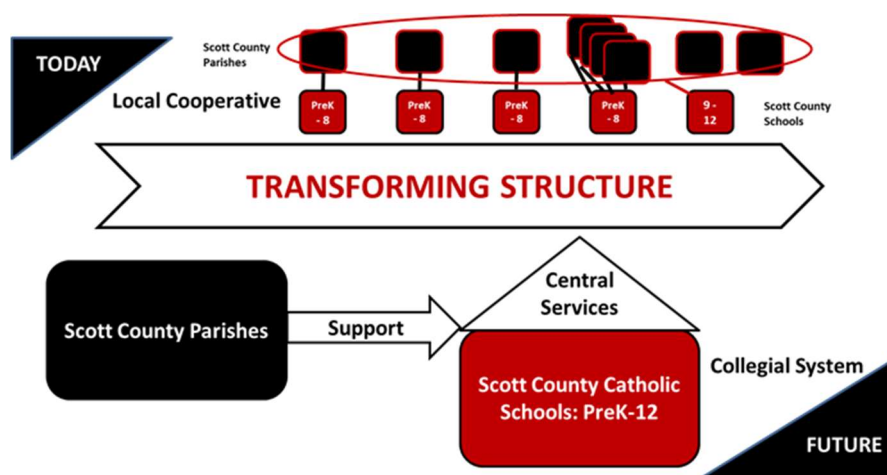
Regional System for Catholic Schools in Scott County

In Scott County, each school has been an individual entity supported by one or more parishes and governed within those parishes, the traditional parish model. Assumption High School loosely connects the schools to one another and provides some services on behalf of all Catholic school students. All schools are pursuing a similar mission to the same population. The current traditional parish model for Catholic schools is being called into question, as the model does not always deliver sustainable governance or the adequate resources necessary to ensure schools will be competitive and have the resources to make them the best possible institutions carrying out the mission of Catholic education for the church. Some changes can be accomplished within existing models, but they will not be as transforming as a new model. Current efforts at cooperation have limited potential, and greater levels of collaboration require governance structures and funding models that make their execution and sustainability possible.

Strategic Opportunity

Over the next three years, move toward a regionalized Catholic school system PreK-12 with these features:

- An inspired plan to ensure Catholic identity and faith formation are strong in the mission of making disciples who will encounter Jesus, grow in their knowledge, and serve God and neighbor.
- An enrollment management program that will market and brand schools with the staff and resources needed to execute well.
- An academic program that capitalizes on the strengths of a PreK-12 program. Identify the enrichment opportunities that can be offered through a system.



A new model must fit the culture and values of Scott County. It must build upon the strengths of existing schools and attain the big goals of this plan in ways not possible as individual entities. To further clarify:

NO school closings. All existing schools continue: AHS, SPS, JFK, Our Lady of Lourdes, All Saints.

Structural transformation is organizational rather than physical. This will provide improved efficiencies and resource sharing through centralizing certain services. The intent is not to combine, move, or rebrand the schools, with the possible exception of Our Lady of Lourdes.

Schools will not be disconnected from parishes, but rather maintain close connection with associated parish or parishes.

An enhanced middle school experience will be created within the existing schools rather than a regional middle school.

Families will have the opportunity to choose which school within the system they wish to attend.

Some decisions will be made at a regional level, while others will still be maintained at the local level.

Some of the major benefits of moving to a new regional model include:

- Improved efficiencies and resource sharing
- Enhanced program offerings
- Increased professional development opportunities
- Pastors able to focus more on spiritual direction and pastoral leadership for their school
- School administrators able to focus more on their school's educational needs and development of their staff
- Common tuition
- Common compensation and benefits
- Enhanced ability for managing enrollment through marketing, branding, recruitment and retention
- Larger funding opportunities
- Tuition that better matches the actual cost of education for a child with expanded tuition assistance to keep it affordable for all
- Reasonable and affordable parish subsidies due to increased revenue stream for the overall system from other sources

Regional System for Catholic Schools in Scott County

A regional system will have the following characteristics:

- The schools of Assumption, All Saints, JFK, Our Lady of Lourdes, and St. Paul's will merge into a unified system with a centralized budget.
- Each school will maintain its current identity and parish association. While a regional office will provide centralized services.
- The nine parishes currently supporting Assumption (Holy Family, Sacred Heart, St. Alphonsus, St. Anthony's, St. John Vianney, St. Mary's, St. Paul's, Our Lady of Lourdes and Our Lady of Victory) will support the unified school system.
- We expect the implementation planning and transition will take 3 years.
- We will benchmark with successful models. The closest in size and structure is Siena Catholic Schools in Racine Wisconsin. Link to the Siena website: <http://sienacatholicschools.org/>
- Governance will be a 2-tier model. Board of Trustees includes the Bishop and pastors of the supporting parishes and will meet quarterly. Board of Directors selected based on skills and diversity needed and will meet monthly. By-laws will be created during implementation planning utilizing those from the benchmarked models.
- There will continue to be plenty of volunteer opportunities at both the regional and local level. Examples of regional opportunities are membership in various committees reporting to the Board of

Directors. Local opportunities could include membership in various school organizations such as PTA/Home & School, band, sports, room parents, etc.

- Parishes will maintain ownership of the schools and lease them to the new unified school system. Leases will be done on an individual school/parish basis in order to meet the specific needs of the parish.
- Extensive effort will be made to match current employees to any new regional roles that mirror the employee's strengths and minimize the need for new hires.

FACILITY NEEDS FOR PARISH MINISTRY

St. John Vianney Catholic Church

Overview of needs for St John Vianney Church & Preschool:

- a. Facilities expansion very limited without further property acquisition and/or rezoning. Site is built out.
- b. Immediate needs:
 - i. Sound system upgrade and technology additions to church and activity center; add video streaming capability.
 - ii. Website update and interactive electronic apps and processing.
 - iii. Parking & traffic safety during peak Mass events at Christmas & Easter.
 - iv. Roofing repairs at Church driveway entry.
- c. Long-term issues:
 - i. Staff expansion limited by physical space and administrative area.
 - ii. HVAC rooftop unit replacements (10 units are 14+ years old)
 - iii. Roofing systems may need further upgrade/replacement in 5-10+ years
 - iv. Scheduling challenges to support ministry events: Masses, Religious Ed, Youth. Growth in ministry limited by space constraints.
 - v. Pre-School morning program growth limited by facilities space available
 - vi. Religious Education Classroom and Choir spaces for growing ministries
- d. How do needs change if our parish grows?
 - i. Church seating can accommodate growth.
 - ii. Education & meeting spaces are 90% and more full on Wednesdays. Already using creative scheduling & programming. Long-term need more facilities with flexibility to support programming.
 - iii. Parking availability is a concern with limited possibilities to grow.
 - iv. Church capacity is adequate when using Mary Chapel and welcoming space for peak periods.

Our Lady of Lourdes Catholic Church

A detailed report from Bush Construction dated February 7, 2018 is available that summarizes the facilities assessment for Our Lady of Lourdes Parish and Lourdes Catholic School. Specific suggestions and recommendations were made to maintain/update the current physical plant and equipment. While some of the highlights of that report are included below, it is important that the report in its entirety be considered in this discussion.

Our Lady of Lourdes Church

1. Boiler servicing the church is near the end of its life.
2. Current sanctuary lighting is inefficient and does not meet the parish's needs.
3. Existing lighting controls need to be replaced.
4. Church's power panels are original and are at the end of their life.

Lourdes Catholic School

1. Original building was built in 1952. Other additions were built in 1957, 1983, 1998 and an unknown building date for the School Administration Office.
2. All areas, at the present time, are not handicapped accessible.
3. Probable asbestos materials are present in the building.
4. Technology infrastructure needs updating.
5. Electrical panels are original to building, circuits are difficult to trace when a problem occurs, inadequate amounts of outlets for classrooms and offices.
6. PA system needs is outdated and needs replacement.
7. Heating systems are unique to each school addition and in need of various repairs.

The following items were not discussed in the Bush Construction Physical Plant and Equipment Assessment but are important to future facility needs.

Our Lady of Lourdes Church/Parish Space

1. Updates needed to the Liturgical Space
 - a. Handicapped accessibility
 - b. Altar renovation
2. Increase space for parish staff (temporarily moved to building that houses the Pre-school Program)
 - a. Office space currently has several people sharing the same space
 - b. Need to have office machines in a separate location and not in same location as staff member's office
3. Increase space for parish activities
 - a. Need a space for funeral lunches during the school year as PE/Gym classes are disrupted when a funeral lunch takes place
 - b. Frequently the Gathering Space, church conference room/library and parish office conference room are in use and additional location for meeting is needed.

c. Storage areas for various groups (backpacks, Knights of Columbus, Outreach Ministries) are minimal

4. Additional playground area for older students who use the parking lot

5. What additional needs are there for facilities for church and school?

FINANCIAL INFORMATION

Total income for St. John Vianney Parish (SJV) was \$1,316,254 for year ending June 30, 2019. SJV has seen an average growth in parish income of nearly 8% over the last 19 years. This increase can be supported by their parishioner growth. Investment in Catholic schools for 2019 was \$142,760 (*Assumption High School and Lourdes Elementary School*). SJV has made significant adjustments over time in their monetary support for SJV parishioners attending Lourdes Catholic School.

Total income for Our Lady of Lourdes Parish (LOL) was \$1,498,335 for year ending June 30, 2019 (does not include income for Lourdes Catholic School). LOL Parish has seen a relatively steady parish income the past five years. Investment in Catholic Schools for 2019 was \$114,828 to Assumption High School and \$441,350 to Lourdes Catholic School. Our Lady of Lourdes parishioners support 30% of school expenses.

The balance sheets for both parishes are very strong with no long-term debt. Current assets for both parishes far exceed current liabilities. Both parishes have investment accounts that continue to grow. Giving has remained strong with positive cash flows even through COVID-19.

LAND ACQUISITION

An opportunity has been identified to receive 25 acres at the corner of Middle and Forest Road in Bettendorf. The donation of property would involve a land trade with the current site of Our Lady of Lourdes Parish. The opportunity offers a parcel at a prime location in the growth area of Bettendorf at a cost substantially less than an outright land purchase. No decision has been made to acquire the property or make the land transfers, but this possibility has developed to the point it worthy of careful consideration.

OPTIONS IN DEPTH

This section will describe each scenario studied by the Bettendorf Catholic Study Committee, the pros and cons, and rough financial costs. These are not the only scenarios that can be considered and new information can produce new variations on these scenarios. These are the starting point for building a plan for the future. The options were presented October 2018 to the Bishop and Diocesan leadership. The following scenarios are listed in order of favorability based on the Bettendorf Study Committee's review:

- 1. Relocate Our Lady of Lourdes Parish and Lourdes Catholic School**
- 2. Renovate (stay in the current location and update the facilities)**
- 3. Relocate Lourdes Catholic School alone (keep current locations of parishes)**
- 4. Combine Our Lady of Lourdes Parish, Lourdes Catholic School and St. John Vianney Parish**
- 5. No Change (maintain current physical plant)**

SCENARIO #1 – RELOCATE OUR LADY OF LOURDES PARISH AND LOURDES CATHOLIC SCHOOL

Pros: <ul style="list-style-type: none">• New church and school• Locating in growth area of Bettendorf• Room to expand• New school can compete with new Bettendorf and Pleasant Valley schools• Attraction to grow because of new facilities• ADA compliant• Right size the school• More cost effective• Attract Davenport school families• Keep school and parish together (draw for both connection)• Ability to sell current land for higher price	Cons: <ul style="list-style-type: none">• Need to raise a lot of money• Potential need to take on debt• Will we get support from OLOL and SJV?• High cost of land in Bettendorf• More expensive• Consensus from stakeholders could be a challenge• Losing physical building (history and tradition)• Disengage some current members if location changes
Uncertainties <ul style="list-style-type: none">• Cost and availability of land?• Would there be significant growth to Our Lady of Lourdes if it moved?• Value of present land and how long would it take to sell?• How much support would there be from St John Vianney parishioners for a Catholic school?• Impact on Diocese<ul style="list-style-type: none">○ Where parishioners chose to go?○ What impact would it have on St John Vianney?• Can parish and school run at current budget level?	

This option is quite complicated and will require several significant decisions to be made at the “strategic” level.

SCENARIO #1 – RELOCATE OUR LADY OF LOURDES PARISH AND LOURDES CATHOLIC SCHOOL

Land Requirements:

3b - Build a new **one** section school **PreK-8** - 15 acres

3d - Build a new **two** section school **PreK-8** - 15 acres

Note: *The acreage above is for school building only.* Another variable is the amount of land to be purchased to add athletic fields for the school. We estimated another 10 acres. The size of the fields would depend on the number of sections in the school and whether there are 7th and 8th graders in the school.

School Building Size:

3b - Build a new **one** section school **PreK-8** - 45,000 Sq Ft

3d - Build a new **two** section school **PreK-8** - 64,000 Sq Ft

Church Building Size: 30,000 Sq Ft.

Potential cost for this option:

3b - Build a new **one** section school **PreK-8** - \$23.9 MM - \$28.7 MM

3d - Build a new **two** section school **PreK-8** - \$28.2 MM - \$34.0 MM

****Additional note:** Bettendorf's director of community development stated that putting a church and school on the same parcel would save some space because they could share some parking and storm water retention requirements.

SCENARIO #2 - RENOVATE (STAY IN THE CURRENT LOCATION AND UPDATE THE FACILITIES)

<p>Pros:</p> <ul style="list-style-type: none"> • Emotional connection to the parish • Cost is less to renovate rather than move • Preserves a church and school in downtown Bettendorf • Maintains status quo • Buy land now and don't build for several years • Gives time to evaluate the "Bettendorf church" concept • Less change • Don't lose the history of the parish • Less Expensive • 2nd cheapest option 	<p>Cons:</p> <ul style="list-style-type: none"> • Facilities limited by future growth • Population is moving north and east • Playground issues with parking lot • New bridge approaching property • Still have old building with associated maintenance costs • Cost overruns by renovating old facility • Safety and noise of the interstate • Asbestos health concern • Viability of school would be compromised • Maintains status quo • Putting money into an old facility could cost more long term than investing in a new facility
<p>Uncertainties</p> <ul style="list-style-type: none"> • Would renovating the school attract more students at the current site? • Long-term viability of school if remain here? 	

Potential Cost for this option: \$6-8 MM Basic
 \$8-10 MM Heavy

Land Requirements: No additional land needed although additional parking would be beneficial.

Building Size (Church and School): 68,800 Sq. Ft.

Land Size: 3.51 Acres

SCENARIO #3 – RELOCATE THE LOURDES CATHOLIC SCHOOL ALONE (KEEP CURRENT LOCATIONS OF OUR LADY OF LOURDES AND ST. JOHN VIANNEY PARISHES)

<p>Pros:</p> <ul style="list-style-type: none"> • New facility -create new excitement for families • Room to grow • Cheaper than moving both the church and school • ADA compliant • Least cost • Lourdes church could be updated reasonably and keep parts of school as needed such as gym for a community room with kitchen. Etc. • Excitement for families 	<p>Cons:</p> <ul style="list-style-type: none"> • School is not with church • Loss of synergy between school and parish • Increased administrative costs • <i>If there is no chapel</i>, students going to Mass in a gym • Lose identity • Doesn't address structural issues with church • Adds more facility to maintain
--	--

<ul style="list-style-type: none"> • Increased enrollment • Both parishes have more equal ownership • More competitive with public schools in Bettendorf 	
<p>Uncertainties</p> <ul style="list-style-type: none"> • Is Lourdes in a good location with downtown redevelopment/new bridge? • How would school Mass work? • Increase in students? • What if enrollment doesn't increase? • What size school and grades? • What would this do to Lourdes parish if school is not here? 	

This scenario also requires several decisions at the strategic level, so we have included several variables:

Land Requirements:

5b – Build a new **one** section school **PreK-8** - 10 acres

5d – Build a new **two** section school **PreK-8** - 12 acres

Note: again, add about 10 acres for athletic fields as noted in previous scenarios

School Building Size:

5b - Build a new **one** section school **PreK-8** - 45,000 Sq Ft

5d - Build a new **two** section school **PreK-8** - 64,000 Sq Ft

Potential cost for this option:

5b – Build a new **one** section school **PreK-8** - \$13.1 MM - \$16.3 MM

5d – Build a new **two** section school **PreK-8** - \$17.8 MM - \$22.0 MM

SCENARIO #4 – COMBINE OUR LADY OF LOURDES PARISH, LOURDES CATHOLIC SCHOOL AND ST. JOHN VIANNEY PARISH

<p>Pros:</p> <ul style="list-style-type: none"> • Sharing of ministry resources and/or priests • Shared administrative costs • Bringing talents and synergies of both parishes together • Develop a plan for growth • Help with priest shortage • More resources for ministry • Better draw from both parishes • Economies of scale • New state of the art school and church • May make most sense in the long term, with the decline in number of priests • Greater diversity might engage new people 	<p>Cons:</p> <ul style="list-style-type: none"> • Lose sense of community • Need a special group of priests to run the parish • Moving away from a lot of parishioners • Could it be too big? • Land prices increasing • Emotional impact • Sell two properties instead of one • Tough to sell at St John Vianney (idea of selling SJV and moving) • St John Vianney is a newer facility and is a good building. Why move? • Could lose priests now • Change model if fewer priests • Could have cultural clashes
<p>Uncertainties</p> <ul style="list-style-type: none"> • Does the diocese have guidelines on size? • Will size be a detractor? • Configuration of church to keep people engaged and good interaction (parish and architecture) at current budget level? 	

This option is quite complicated and will require several significant decisions to be made at the “strategic” level. We have broken this down into several possibilities:

SCENARIO #4 – COMBINE OUR LADY OF LOURDES PARISH, LOURDES CATHOLIC SCHOOL AND ST. JOHN VIANNEY PARISH

Land Requirements:

4b – Build a new **one** section school **PreK-8** - 15 acres

4d – Build a new **two** section school **PreK-8** - 20 acres

4e – Combine and move both parishes with no school – 10 acres.

4f – Combine parishes and move Lourdes only with no school – 7 acres. However, it would obviously be better to buy more land than “needed” at this time and not be land locked in the future. The amount of additional land could be any amount depending on price, location and availability.

School Building Size:

4b - Build a new **one** section school **PreK-8** - 45,000 Sq Ft

4d - Build a new **two** section school **PreK-8** - 64,000 Sq Ft

Church Building Size: 45,000 Sq Ft.

Potential cost for this option:

4b – Build a new **one** section school **PreK-8** - \$28.8 MM - \$34.4 MM

4d – Build a new **two** section school **PreK-8** - \$34.0 MM - \$40.8 MM

4e – Combine and move both parishes with no school - \$17.5 MM - \$20.7 MM

4f - Combine parishes and move Lourdes only with no school - \$12.1 MM - \$14.4 MM

SCENARIO #5 – NO CHANGE (MAINTAIN CURRENT PHYSICAL PLANT)

In this scenario, the plan would be to make no changes to the physical or boundary changes to the parishes. All would remain as it is today.

Pros: <ul style="list-style-type: none">• No emotional issues or uprooting• Gives time to buy land and pay off that cost• Able to get land now• Least costly option• Some families chose based on location	Cons: <ul style="list-style-type: none">• School/technology is dated, not as attractive• ADA compliance issues• Continued facility deterioration and maintenance costs• Safety and security issues• Still too expensive• No playground for middle school children• Facilities limitations – no green space• Probability of school closure and diminishing parish• Short-term planning• Issues with parking and playground• Space for meetings and parish activity center• Purchase homes/property as they go on sale, which could be more expensive
Uncertainties: <ul style="list-style-type: none">• Future of the school?• What else could go wrong with the facilities in the future?• Impacts of the I-74 bridge• What happens to the parish if the school closes?	

Potential Cost for this option: \$3-5 MM in needed maintenance

Land Requirements: No additional land needed although more parking would be beneficial.

Building Size (Church and School): 68,800 Sq. Ft.

Land Size: 3.51 Acres

A RANGE OF OPTIONS FOR FINAL CONSIDERATION

Bishop Zinkula, in his letter to the pastors dated October 18, 2019, reviewed all these scenarios and recommended that the parishes focus on scenarios #1 and scenario #6 below. What bishop is indicating is his conclusion that there must be greater collaboration among the parishes in order to more effectively minister to the people of the City of Bettendorf and the surrounding area. With his guidance as well as an awareness of the trends that are impacting parishes and pastoral leadership, those two scenarios provide the boundaries for a range of options with increasing collaboration for the parishes to study. This is what the six future options look like. Some options can be combined.

1. **Relocate Our Lady of Lourdes Church and School toward the growth area of Bettendorf and St. John Vianney Church remains at its present location.** Parishes function as they currently do. This option provides Our Lady of Lourdes with the opportunity to replace dated facilities and move into an area with the potential for population and membership growth.
2. **Share additional parish ministries and staff between both parishes.** In addition to sharing the ministry of the Catholic school, the parishes could consider sharing in other ministries and, possibly even some staff positions. Examples are: elementary faith formation, young adults, youth ministry, adult faith formation, evangelization programs, business management.
3. **Both parishes are cared for by one priest team of a pastor and possibly a parochial vicar.** Based on the priest projection for the diocese, fewer priests will be available to assign to parishes and fewer will be prepared to pastor a larger parish. Consideration is given to coordination of Mass schedules, where the priests will reside, and what their respective roles will be in the parishes.
4. **All parish ministries and staff are shared by both parishes whenever practical.** To maximize financial efficiencies and ministerial effectiveness, all ministries are planned together and staff are shared. Consideration is given to the location for offices and how the staff functions.
5. **Parishes merge and are given a new name with Our Lady of Lourdes relocating and St. John Vianney remaining at its present location. The parish functions with two worship sites.** The transition happens over a period of time. Programming continues at both sites. This allows for greater seating capacity, overlapping Mass times, and greater flexibility for scheduling events like weddings and funerals.
6. **Parishes merge and are given a new name with both relocating to a new site.** The transition happens over a period of time. The parish has a priest team of a pastor and parochial vicar, a full complement of staff and one administration. Plan for facilities that are large enough to accommodate both parishes.

DISCUSSION QUESTIONS

- What national and local Church trends do I find most promising? Most challenging?
- Who are we called to become and what are we sent to do?
- Of the six options, which do I prefer and why?
- Of the remaining five options, what is my back-up option?
- What advice do I have for moving ahead successfully with my top choice options?