

Parish Viability

Motivating Pastors and Bridging the Gap



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Archdiocese of St. Louis *Mental Health Services for Priests*

Kenrick Glennon Seminary
Counseling and Assessment Services

Parish Viability - The Three P's

1. Parish Sustainability
2. People Part
3. Priest Health, Wellness and Viability

Apostolic Mission

“The first requisite is to note the times in which we live and to be ready to adjust expectations and strategies accordingly.”



From Christendom to Apostolic Mission

Pastoral Strategies for an Apostolic Age

UNIVERSITY OF MARY

Parish Sustainability

Agenda

- Parish revenue stream “double whammy”
- Seemingly unending expenses
- Beacons of Light – Archdiocese of Cincinnati Apostolic Mission
- Parish Consolidations

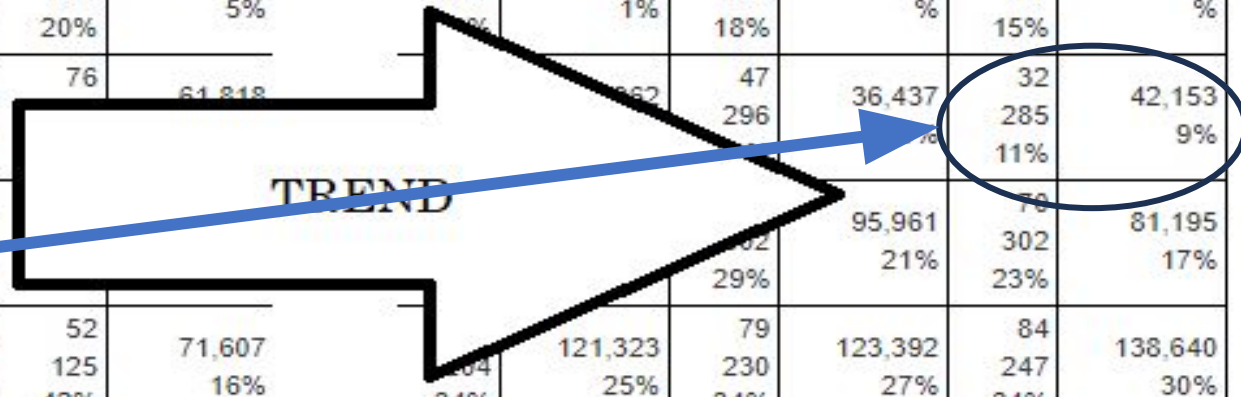
Established 1909 by German Immigrants Demographics changed significantly

Age Tier	2013/12		2014/12		2015/12		2021/12		2022/12		2023/12	
	Active	Total	Active	Total	Active	Total	Active	Total	Active	Total	Active	Total
a- under 25	27 90 30%	8,252 1%	20 83 24%	6,905 1%	16 81 20%	1,704 %	42 79 53%	1,240 %	81 112 72%	2,619 1%	74 137 54%	3,059 1%
b- 26-35	36 129 28%	3,417 1%	32 123 26%	4,040 1%	30 119 25%	7,311 2%	39 107 36%	11,371 2%	54 122 44%	10,616 2%	37 130 28%	9,695 2%
c- 36-45	59 249 24%	32,019 6%	57 250 23%	28,053 6%	47 238 20%	22,596 5%	23 187 %	3,020 1%	34 189 18%	1,714 %	27 177 15%	2,205 %
d- 46-55	108 267 37%	81,229 14%	94 263 36%	63,288 14%	76 262 %	61,818 %	104 296 28%	121,323 25%	47 296 29%	36,437 %	32 285 11%	42,153 9%
e- 56-65	86 220 39%	124,209 22%	83 228 36%	103,597 22%	52 202 29%	71,607 %	110 230 34%	144,207 30%	79 230 34%	123,392 27%	84 247 34%	138,640 30%
f- 66-75	56 119 47%	72,175 13%	59 128 46%	75,718 16%	52 125 42%	71,607 16%	110 519 21%	144,207 30%	131 566 23%	139,756 31%	131 597 22%	136,565 29%
g- 76 and over	141 406 35%	206,069 37%	136 416 33%	147,150 32%	135 437 31%	147,137 32%	110 1,806 6%	55,534 12%	90 1,821 5%	43,149 10%	91 1,824 5%	54,451 12%
x- NoDOB	123 1,791 7%	36,777 7%	149 1,792 8%	37,361 8%	183 1,792 10%	44,792 10%	3,470 479,180 3,638 453,644 3,699 467,963					
Total	3,271	564,147	3,283	466,112	3,291	459,177						

2013
59 of 249 families
contribute \$32,019

2023
32 of 285 families
contribute \$42,153

2013-2023
\$564k to \$467k
-17%



At each measurement point, calculate the participation and giving dollars for an **age** group or an identified **generational** group. **Active Family** defined as any form of participation in the parish in the prior 24 months identified by: Registration, Contribution or Sacrament

Established 1909 by German Immigrants
Demographics changed significantly

YOB <=1945 Silent
YOB <=1964 Boomers
YOB <=1980 Gen X
YOB <=1996 Millennials
YOB <=2012 Gen Z
YOB >=2013 undefined

Generation	2013/12		2014/12		2015/12		2016/12		2022/12		2023/12	
	Active	Total	Active	Total	Active	Total	Active	Total	Active	Total	Active	Total
a- Silent	160	227,238	149	161,870	137	151,402	80	91,347	77	80,076	68	75,564
	451	40%	453	35%	455	33%	462	19%	473	18%	473	16%
	35%		33%		30%		7%		16%		14%	
b- Boomers	76	92,675	75	80,779	70	81,737	73	104,566	78	98,452	75	90,388
	189	16%	189	17%	189	18%	208	22%	217	22%	220	19%
	40%		40%		37%		5%		36%		34%	
c- Gen X	27	8,877	26	6,447	21	5,392	14	8,190	22	7,000	19	6,127
	167	2%	168	1%	168	1%	173	2%	182	2%	182	1%
	16%		15%		13%		1%		12%		10%	
d- Millennials	123	122,621	118	118,850	80	52,115	117	152,500	107	152,500	99	155,205
	391	22%	392	25%	259	11%	299	25%	337	34%	462	33%
	31%		30%		31%		5%		32%		21%	
e- Gen Z	104	70,810	93	55,106	21	4,440	50	45,413	93	59,917	81	71,845
	258	13%	259	12%	32	1%	79	9%	125	13%	347	15%
	40%		36%		66%		3%		74%		23%	
f- undefined	15	5,150	20	5,700	21	4,440	124	12,725	93	11,343	89	11,978
	25	1%	30	1%	32	1%	124	3%	125	3%	152	3%
	60%		67%		66%		3%		74%		59%	
x- NoDOB	123	36,777	149	37,361	183	44,792	319	55,534	111	44,346	115	56,856
	1,790	7%	1,792	8%	1,792	10%	7%	12%	6%	10%	6%	12%
	7%		8%		10%		7%		6%		6%	
Total	3,271	564,147	3,283	466,112	3,291	459,177	470	479,180	3,638	453,644	3,699	467,963

TREND

At each measurement point, calculate the participation and giving dollars for an **age** group or an identified **generational** group. **Active Family** defined as any form of participation in the parish in the prior 24 months identified by: Registration, Contribution or Sacrament

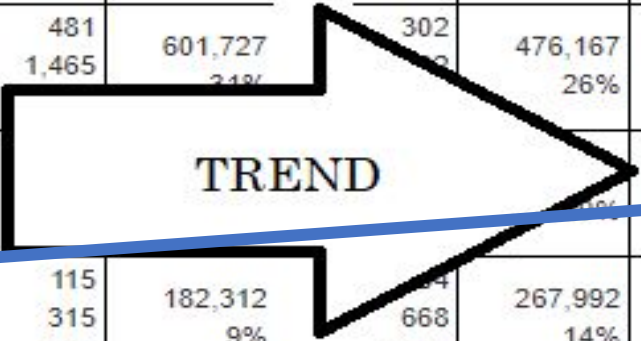
Established 1984
result of urban
growth
Demographics
very similar

Age Tier	2013/12		2014/12		2015/12		2021/12		2022/12		2023/12	
	Active	Total	Active	Total	Active	Total	Active	Total	Active	Total	Active	Total
a- under 25	21 54 39%	3,603 %	21 50 42%	1,590 %	25 52 48%	16,243 1%	6 37 16%	26,580 1%	4 31 13%	31,112 2%	5 31 16%	25,656 1%
b- 26-35	151 312 48%	73,468 4%	148 310 48%	86,833 5%	140 294 48%	84,577 4%	105 229 46%	26,788 1%	96 216 44%	24,444 2%	97 213 46%	45,125 3%
c- 36-45	409 854 48%	382,220 19%	376 802 47%	336,629 17%	361 789 46%	315,590 16%	247 687 36%	188,122 10%	270 699 39%	206,961 13%	299 717 42%	219,770 13%
d- 46-55	501 1,521 33%	668,304 34%	502 1,508 33%	636,798 33%	481 1,465 31%	601,727 31%	302 930 23%	476,167 26%	286 1,056 27%	358,332 22%	269 1,022 26%	386,810 22%
e- 56-65	227 783 29%	334,733 17%	277 918 30%	418,379 22%	115 315 37%	182,312 9%	104 668 23%	267,992 14%	167 783 21%	399,702 25%	180 882 20%	429,278 24%
f- 66-75	101 248 41%	147,249 7%	109 281 39%	182,226 9%	115 315 37%	182,312 9%	116 401 29%	162,169 9%	120 448 27%	163,526 10%	133 506 26%	224,124 13%
g- 76 and over	62 175 35%	239,826 12%	64 187 34%	144,884 8%	68 207 33%	135,382 7%	33 151 22%	175,960 9%	34 155 22%	136,034 8%	27 155 17%	121,285 7%
x- NoDOB	42 129 33%	145,442 7%	49 138 36%	121,817 6%	39 138 28%	120,944 6%	4,885	1,866,598	5,005	1,604,839	5,144	1,757,759
Total	4,076	1,994,845	4,194	1,929,155	4,304	1,922,808	4,885	1,866,598	5,005	1,604,839	5,144	1,757,759

2013
501 of 1,521
families contribute
\$668,304

2023
263 of 1,618
families contribute
\$429,278

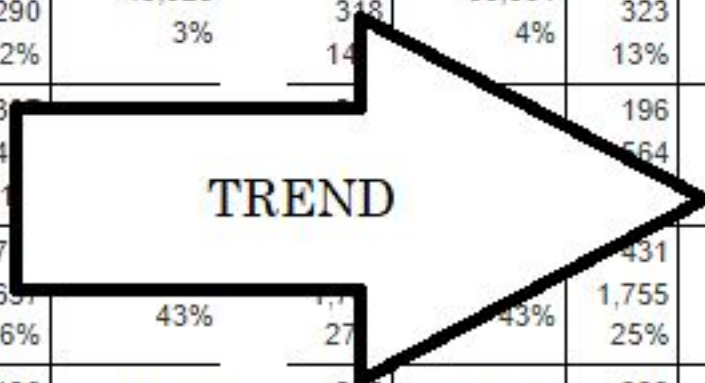
2013-2023
\$1,994k to \$1,758k
-12%



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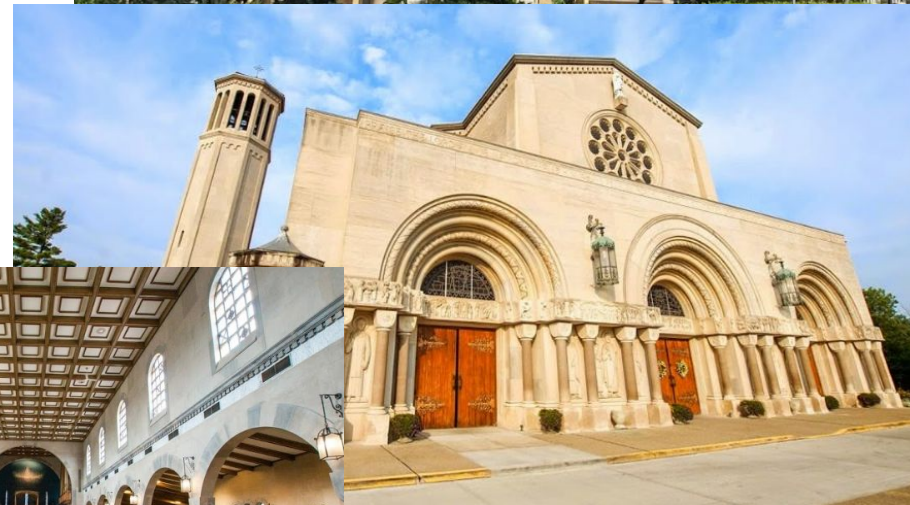
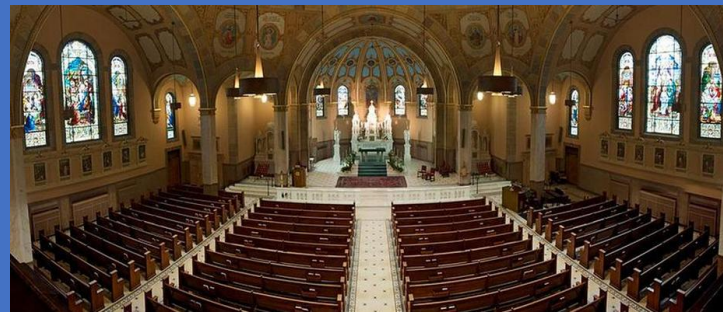
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	Active	Total	Active	Total	Active	Total	Active	Total	Active	Total	Active	Total
a- Silent	94 217 43%	128,214 6%	94 222 42%	151,874 8%	92 228 40%	140,560 7%	67 253 26%	84,992 5%	64 256 25%	62,903 4%	62 261 24%	68,666 4%
b- Boomers	86 245 35%	134,403 7%	101 263 38%	145,794 8%	110 277 40%	153,807 8%	138 362 38%	181,879 10%	138 376 37%	142 391 36%	142 391 36%	211,372 12%
c- Gen X	43 286 15%	56,273 3%	37 286 13%	44,101 2%	35 290 12%	48,928 3%	44 318 14%	66,881 4%	41 323 13%	38 328 12%	38 328 12%	51,921 3%
d- Millennials	332 1,469 23%	572,904 29%	327 1,481 22%	514,834 27%	314 1,497 21%	514,834 27%	196 564 27%	288,418 18%	196 564 27%	194 1,583 12%	194 1,583 12%	296,011 17%
e- Gen Z	804 1,591 51%	863,935 43%	784 1,625 48%	842,230 44%	717 1,657 46%	842,230 44%	431 1,727 27%	610,736 38%	431 1,755 25%	414 1,766 23%	414 1,766 23%	690,455 39%
f- undefined	113 139 81%	93,674 5%	155 180 86%	108,505 6%	186 223 83%	133,850 7%	295 496 59%	215,801 12%	338 566 60%	385 649 59%	385 649 59%	289,011 16%
x- NoDOB	42 129 33%	145,442 7%	48 137 35%	121,817 6%	38 137 28%	120,944 6%	35 153 23%	176,360 9%	44 165 27%	38 166 23%	38 166 23%	150,325 9%
Total	4,076	1,994,845	4,194	1,929,155	4,304	1,922,808	4,885	1,866,598	5,005	1,604,839	5,144	1,757,759



At each measurement point, calculate the participation and giving dollars for an **age** group or an identified **generational** group. **Active Family** defined as any form of participation in the parish in the prior 24 months identified by: Registration, Contribution or Sacrament







Archdiocese of Cincinnati (AOC) – Beacons of Light

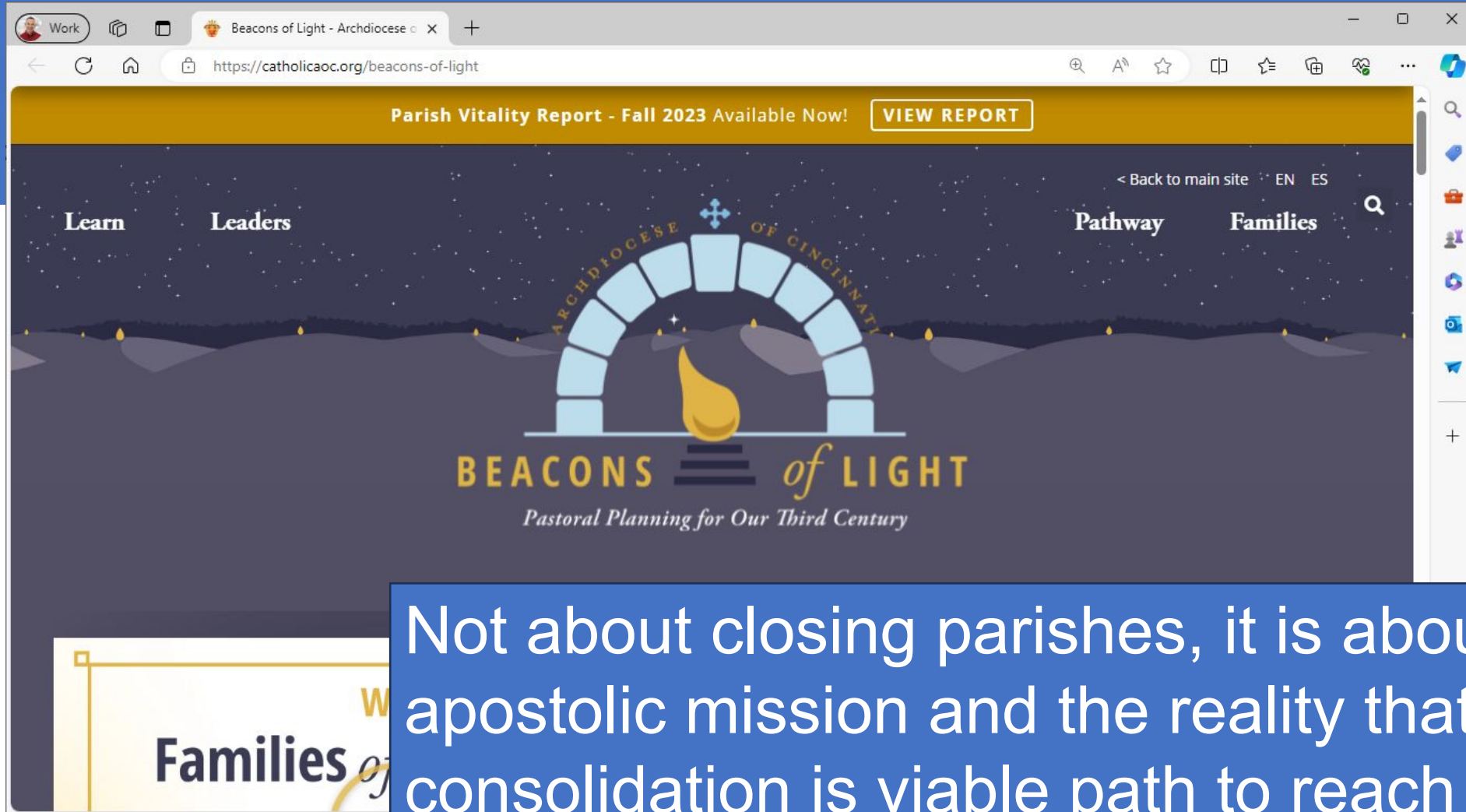


“The Archdiocese of Cincinnati has launched Beacons of Light, a comprehensive process of pastoral planning, to study every aspect of the archdiocese and parishes to determine how to best array our resources – human, physical and financial – to spread the Gospel far and wide.”

- *203 parishes organized into 57 ‘Families of Parishes’ of one to eight parishes.*
- *Five-year process to have 57 ‘canonical’ parishes.*
- *Consulting services for modeling, analytics and coaching.*

“The first requisite is to note the times in which we live and to be ready to adjust expectations and strategies accordingly.”

Archdiocese of Cincinnati – <https://catholicaoc.org/beacons-of-light>



Not about closing parishes, it is about our apostolic mission and the reality that consolidation is viable path to reach a sustainable *growth* state.

Consolidation by way of Amalgamation

One or more former parishes are subsumed into another parish; the subsumed parish becomes extinct; the parish which absorbed the other(s) becomes larger

- Not a new civil entity.
- Sacramental registers of parish(es) which became extinct are closed; registers of parish which absorbed the other(s) remain in use
- **Parish name remains that of the absorbing parish**
- Modification does not affect church buildings in any way
- One church is designated as the parochial church; other church(es) become(s) subsidiary churches

Consolidation by way of Merger

Two or more former parishes unite to become a single new parish; all previous parishes become extinct

- New civil entity (tax ID, legal name, OCD and USCCB Group Ruling).
- Old sacramental registers are closed; one new set is used going forward
- **New parish name**
- Modification does not affect church buildings in any way
- One church is designated as the parochial church; other church(es) become (s) subsidiary churches

'Old' Parish sacred places

Parochial Church

- Must be open for public worship (canon 1214).
- Blessed Sacrament must be reserved (canon 934).
- Mass is to be celebrated, as far as possible, at least twice a month (does not need to be public).
- Must have a baptismal font (canon 858).
- Right of precedence for celebration of sacraments (baptisms, weddings, funerals...).

Subsidiary Church

- Must be open for public worship (determined by the pastor).
- Blessed Sacrament may be reserved -if so, Mass is to be celebrated, as far as possible, at least twice a month (does not need to be public).
- May have a baptismal font.
- Other sacraments may be celebrated therein be celebrated, as far as possible, at least twice a month (does not need to be public) May have a baptismal font Other sacraments may be

AOC Implications of Merger (New Civil Entity / Tax ID)

- Bank accounts
- Stock Donations (follow the congregation)
- General Ledger and chart of accounts
- Payroll
- Federal, State, Local tax accounts
- Ohio Workers' Compensation
- Ohio Unemployment
- Safe Environment (Safe Parish)
- Ethics Point reporting system
- Cemeteries
- Parish Census Systems
- Benefit Integrations
 - BAS - Myerroll
 - Anthem Health
 - OptumBX Prescription

Pastoral Finance Office: Operate light on mandates and any assistance is to be at an 'arms length' from Parish functions. Exception for common good (pooled) services such as P&C and Health Insurance (Payroll).

Greatest risk to Archdiocese balance sheet is losing the protection of the Ohio statute of limitations for molestation.

In the event this statute is lifted, creditors could deplete Archdiocese assets. Parish assets, under trusteeship of the Archbishop are not available to such creditors due to precedent set in **Mannix v. Purcell (1888, Ohio Supreme Court)** where, Most Reverend John B. Purcell, the Archbishop of Cincinnati, assigned all his individual property to John B. Mannix for the benefit of his creditors. *However, the conveyance explicitly excluded any property held by Purcell in trust for others.*

Therefore, pastoral center is careful to not act in any way which could challenge the precedent set in Mannix v. Purcell. This would include directing the closing schools or churches, administrative staffing, fund raising and disbursement decisions.



Parish Sustainability – Focus should be on Growth

Resources aligned for sustainable *growth* in support of the
Apostolic Mission to spread the Gospel.
Amalgamation – hard to pronounce, hard to sell, easy to do
Merger – easy to pronounce, easy to sell, ***hard to do***

“The first requisite is to note the times in which we live and to be ready to adjust expectations and strategies accordingly.”

Parish Viability - The Three P's

1. Parish Sustainability
2. People Part
3. Priest Health, Wellness and Viability

Human Resources Playbook

- Designed to equip pastors and key parish and school leaders with HR information, policies and procedures to ensure a successful integration of the All Things New initiative.
- Gathered from other Dioceses and secular companies who have gone through re-organization, restructuring, down-sizing, etc.
- Internal planning tool to assist with identification and retention of key employees, guidance on re-alignment of staff, continued engagement and communication with staff.
- Limit the distribution of the information to pastor, parish staff and parish/school leaders and key advisory bodies. Staff and faculty will be provided information on an as needed basis as the process unfolds.

All Things New

Human Resources TimeLine

- **June 2022** – Policy Development for incentive comp and staffing realignment
- **July to August** – Identification of key employees
- **September to November** – Retention incentive implemented for key employees
- **May 2023** – Announcement of new parish footprint

All Things New

Flexible approach based on parish, department or agency Impact

- If Kept Intact at the Same Location – Retention Focus As Needed
- Scaled Back At Same Location – Performance based assessment and selection for functions scaled back
- Merged or consolidated at a new location – Identify willingness to transfer, attract key contributors and number tow above
- Intact and Migrated to a new location – Attract key contributors to remain with the Archdiocese at the new location
- Location is closed – Redirect key contributors to other positions and opportunities within the Archdiocese of St. Louis

All Things New

Human Resources Playbook – Retention Scope and Approach

- Vast majority do not receive retention packages
- Critical employees could have highly specialized and hard-to-access skills or knowledge vital to the new organization or maintaining the current one till close
- HR Team and CHRO will vet the list soliciting input where needed
- Don't undervalue nonfinancial retention tools: praise, attention from leaders, more responsibility, etc.
- Some talent may not need special incentives
- Attempt to implement discreetly – but be prepared to answer questions about the methodology and process as needed

All Things New

Human Resources Playbook – Development of Staffing Model

- Announce planning areas once finalized
- Organization and staffing model(s) released
- Positions identified and posted as needed
- Talent selection process begins

All Things New

Human Resources Playbook – Development of Staffing Model

- Identify all employees within a planning area
- Obtain employee interest profiles
- Assessment conducted based on multiple criteria ranking and interviews as needed
- Employees not selected
 - Offered the ability to apply for other opportunities
 - Severance packages including one week of pay for each year of service (no less than four – no more than twelve) and health insurance equivalent to the number of weeks of severance
 - Outplacement services
 - If employee returns to the Archdiocese or one of its entities within twelve months ee will be re-instated with seniority and time off benefits levels at time of departure

All Things New

Human Resources Playbook – Development of Staffing Model

– Talent Selection Process:

- Employee skills, abilities, knowledge and versatility
- Employee education and experience level
- Employee long term potential and attitude
- Employee quantity and quality of work
- Employee attendance history
- Employee tenure with the organization

– Employee Notification

- Pastor, Principals, Directors and HR professionals
- Involuntary separation notification and severance packages provided to impacted employees with list of resources and frequently asked questions (FAQ)

All Things New

Human Resources Playbook – Compensation and Incentive Summary

- Assessment conducted based on multiple criteria ranking and interviews as needed
- These programs are intended to reward staff whose achievements have resulted in a particular benefit to their parish, school, department or agency:
 - Sign-on Bonus – targeted payment for an ‘external’ hire for hard to fill positions
 - Retention Bonus – Targeted payment to keep key or essential employees during a critical time
 - Spot Bonus – Targeted payment to employees or groups of employee for specific behavior, action or results
 - Severance Pay – Compensation and/or benefits paid to an employee after employment is over including health benefits and outplacement services
- Nonmonetary Rewards
 - Recognition Awards
 - Career Development Opportunities
 - Training Programs and Conferences

All Things New

Human Resources Playbook – Severance Policy

- Paid to full-time and part-time employees who are involuntarily separated
 - Must have 12 months of continuous service and be separated from their position by position elimination, involuntary separated other than unacceptable performance, conduct or attendance
 - Severance packages including one week of pay for each year of service (no less than four – no more than twelve) and health insurance equivalent to the number of weeks of severance
 - Outplacement services
- Unless given a reasonable offer for another position
 - Similar position at the same or equal level/pay
 - Similar position at the same location or within the same commute from the employees home
 - Similar position at the same or different location within a 30 minute commute

All Things New

Human Resources Playbook – Severance Policy

- Requires a Separation Agreement
 - Impacted employees must sign a separation agreement to receive severance benefits
 - Includes a LEGAL release of claims
 - Excludes any hours already worked or benefits already owed to the employee

All Things New

Where we ended.....

– Related Facts.....

- Initial Parishes – 178
- Initial Schools – 90
- Post ATN Footprint – 134
- Non-impacted Parishes (No Juridic Structural Change) – 111
- Parishes Sharing a Pastor For The First Time – 52
- Number of Subsuming Parishes – 23
- Number of Subsumed Parishes – 33
- Parishes Becoming Chapels – 2
- Newly Created Personal Parish – 1
- Parishes With Appeal Decrees – 17
 - Decrees Upheld In Favor Of The Archbishop – 5
 - Decrees Overturned And Found In Favor Of The Petitioner – 3
 - Appeals Awaiting Decisions – 9

Priest Health, Wellness and Viability



Rev. Conor Sullivan, PsyD, LP

Archdiocese of
St. Louis

*Mental Health Services
for Priests*

Kenrick Glennon Seminary
Counseling and
Assessment Services

Announcement of 7 Priest
May 18, 2024
Diocese of Cincinnati



Thank you.

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