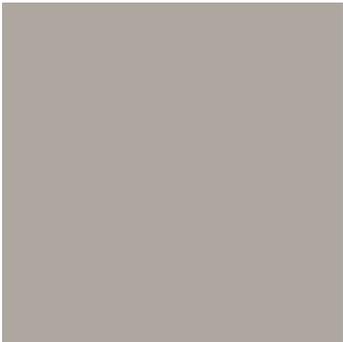


Key Findings and Observations



Saint Elizabeth Ann Seton Parish



**St. Elizabeth Ann Seton Parish
Holmen, WI**

November 2023



Table of Contents

- I. INTRODUCTION1
- II. COMMUNITY DEMOGRAPHICS.....2
- III. ST. ELIZABETH ANN SETON PARISH.....11
 - A. SCATTERMAP11
 - B. DATA.....12
 - C. COMPARATIVE INSITE.....14
- IV. POSSIBLE BUILDING OPTIONS16
- V. POSSIBILITIES FOR VIBRANT MINISTRY18
- VI. NEXT STEPS IN THE PROCESS.....19



I. INTRODUCTION

The parish of St. Elizabeth Ann Seton in Holmen, Wisconsin, from the Diocese of La Crosse, has initiated a study regarding its strategic future. The future study will also include recommendations for new facilities which have been planned for almost 40 years. The parish consists of nearly 800 households with annual revenues of over \$500,000. The hoped-for outcomes of the study are twofold: achieving consensus on a building plan option and the completion of a strategic pastoral plan. The study will be completed in March of 2024.

The study is facilitated by Meitler, a Milwaukee-area consulting firm, which has been serving Catholic schools, parishes, and dioceses for more than 50 years. The firm has worked in over 60% of the dioceses of the United States and with thousands of parishes and schools. Mark Kemmeter, Doctor of Ministry, is the consultant and has 15 years of experience with Meitler, along with 40 years' experience in parish and diocesan planning positions.

The study will incorporate three main facets:

- 1. THE COLLECTION AND ANALYSIS OF AREA DEMOGRAPHICS AND PARISH DATA.**
- 2. THE IDENTIFICATION OF OPTIONS FOR PROPERTY USE AND FACILITY DEVELOPMENT AS WELL AS SURVEYS OF PARISHIONERS TO DETERMINE A PREFERRED OPTION.**
- 3. THE DEVELOPMENT OF A STRATEGIC PASTORAL PLAN WITH THE ASSISTANCE OF A PARISH PLANNING TEAM, GATHERINGS OF PARISH LEADERS, AND SEVERAL PARISH MEETINGS.**

The *Key Findings and Observations Report* brings together relevant data which is carefully compiled with the highest level of reliability. To provide a glimpse into the future, area demographics do rely on projections and forecasts. These are based on data trends and serve as indicators of what the future may be. Projections and forecasts are subject to changes in economic, business, political, and social factors which are unknown and unforeseen. Data tells a story about who lives in the area, how the area has changed and is changing, and what the future may hold in the next decade. Data is critical to pastoral planning because it provides the objective foundation for making the best decisions.

The study began in September of 2023. Meetings have been held with the parish staff and with the pastoral and finance council members. A planning committee has been established to serve as the work group which will develop and recommend a final plan to the councils. Parish leaders have been gathered to learn about the process and to offer their suggestions. In addition to the data in this report, "Building Options" and "Possibilities for Future Ministry" have been included to guide the discernment and discussion about the parish's efforts to carry out the mission of the Church as effectively as possible.

As the collaborative part of the process continues, we pray that God will send His Spirit to lead us, be with us, and guide us as we develop, in the words of Pope Francis, -

- **THE VISION TO SEE NEW PATHS OF POSSIBILITY,**
- **A SPIRIT OF MISSION THAT INVIGORATES OUR EVERY EFFORT, AND**
- **THE STRENGTH TO BE UNAFRAID OF WHAT IS NEW. AMEN.**

II. COMMUNITY DEMOGRAPHICS

The map below identifies the boundaries which are used to define the study area. The boundaries are determined by mapping where 85-90% of parish households live. This area is the “primary service” area of the parish. There are other parishioners who live outside of these boundaries, including some who travel a great distance to attend Mass and other parish activities.

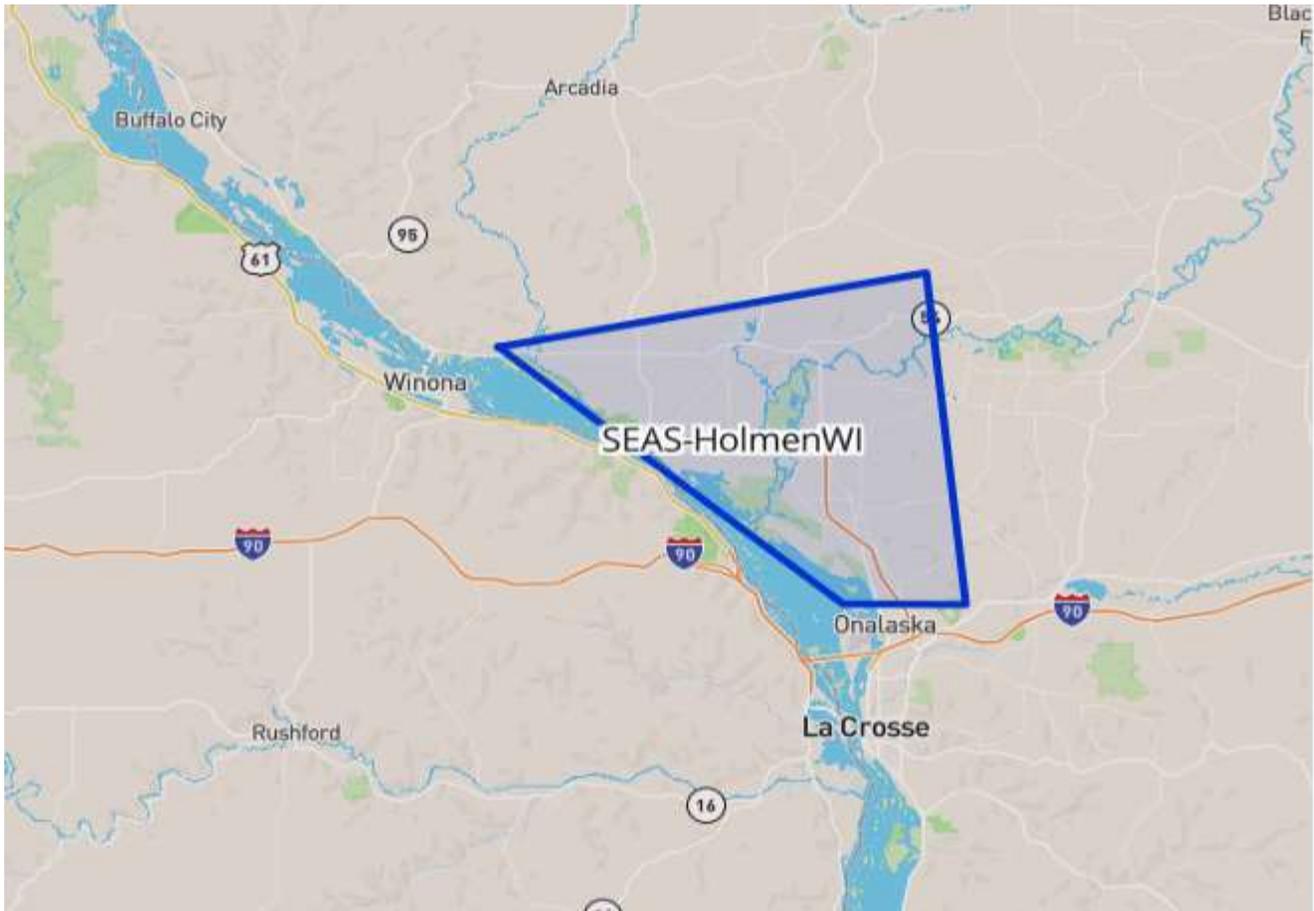
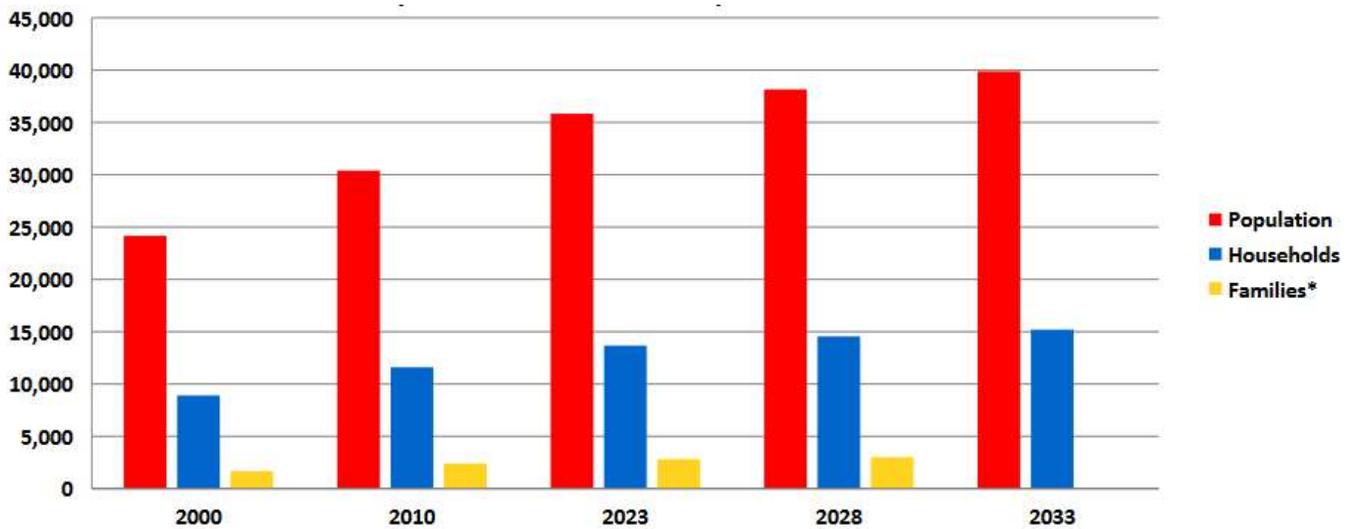


Figure 1
Population and Households – History and 10 Year Forecast



Note: Family Household data is not projected out 10 years.

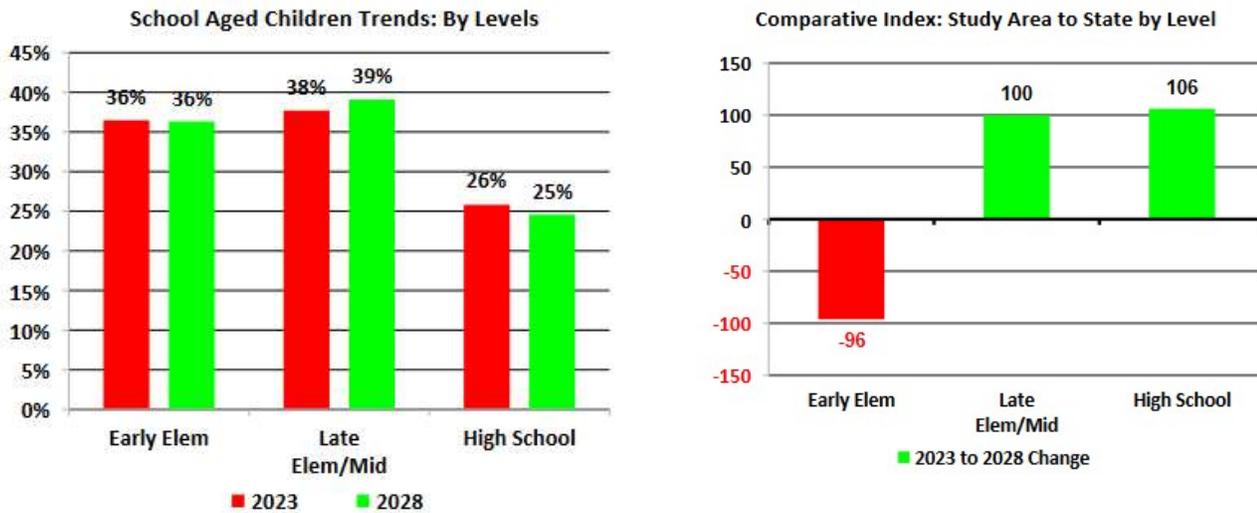
Population, Households & Families					
	2000	2010	2023	2028	2033
Population	24,157	30,393	35,835	38,155	39,871
Population Change		6,236	5,442	2,320	1,716
Percent Change		25.8%	17.9%	6.5%	4.5%
Households	8,907	11,602	13,671	14,551	15,203
Households Change		2,695	2,069	880	652
Percent Change		30.3%	17.8%	6.4%	4.5%
Population / Households	2.71	2.62	2.62	2.62	2.62
Population / Households Change		-0.09	0.00	0.00	0.00
Percent Change		-3.4%	0.1%	0.0%	0.0%
Family Households	1,671	2,404	2,824	3,005	
Family Households Change		733	420	181	
Percent Change		43.9%	17.5%	6.4%	

Source: US Census Bureau, Synergos Technologies Inc., Experian, QuickInsite/MissionInsite

Observations

- The population in the study area is projected and forecast to increase by 11% or 4,036 residents.
- The percentage of increase as well as the increase in residents is smaller than those in the previous decades since the year 2000. The percentage of population increase from 2000 to 2010 was 25.8%.
- The average household size of 2.62 has remained stable and is projected and forecasted to continue.

Figure 2
School Age Population



Source: US Census Bureau, Synergos Technologies Inc., Experian, ExecutiveInsite/MissionInsite

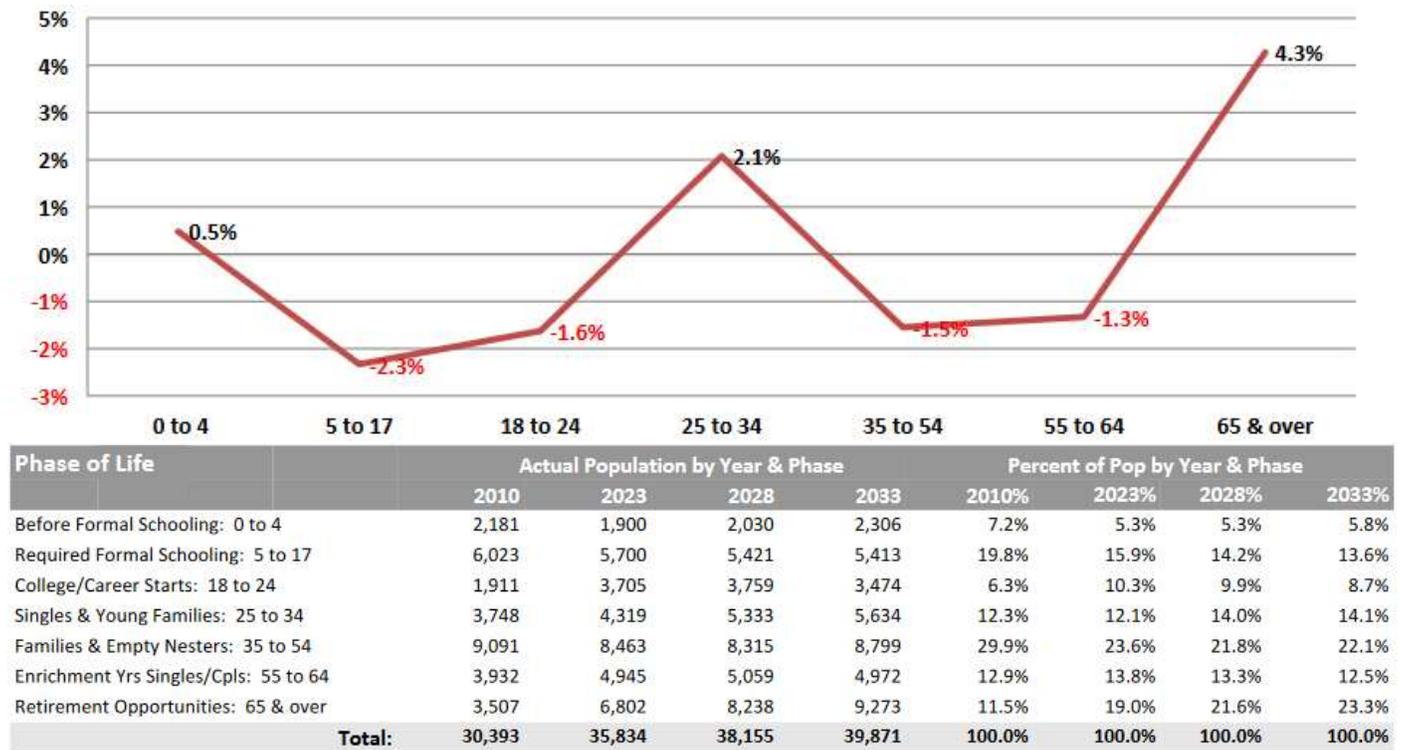
School Aged Children	2010	2023	2028	2010%	2023%	2028%	Estimated 5 Year %pt Change 2023 - 2028
Early Elementary							
Ages 5 to 9	2,329	2,080	1,969	38.7%	36.5%	36.3%	-0.2%
Late Elementary-Middle School							
Ages 10 to 14	2,313	2,149	2,119	38.4%	37.7%	39.1%	1.4%
High School							
Ages 15 to 17	1,381	1,472	1,333	22.9%	25.8%	24.6%	-1.2%

Source: US Census Bureau, Synergos Technologies Inc., Experian, ExecutiveInsite/MissionInsite

Observations

- Early elementary school populations are projected to decline slightly over the next five years.
- Late elementary and middle school populations are projected to increase by 1.4%.
- High school populations are projected to decline by 1.2%.
- Overall, the total school age population will remain about the same.

Figure 3
Phase of Life changes 2023 to 2033

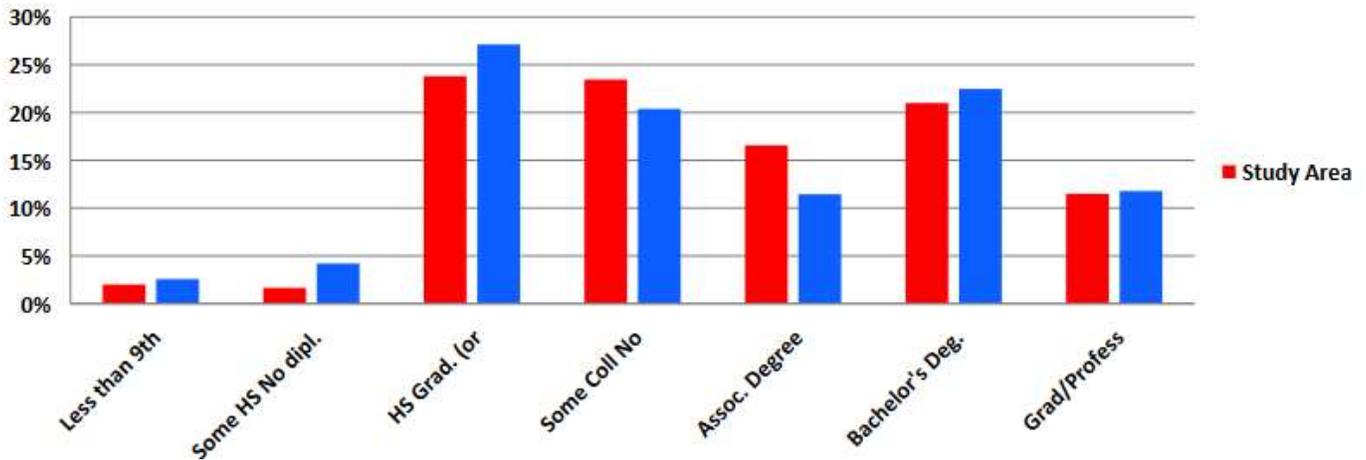


Source: US Census Bureau, Synergos Technologies Inc., Experian, *ExecutiveInsite/MissionInsite*

Observations

- Three age groups are projected and forecasted to increase – 0 to age 4, 25 to 34-year-olds, and the 65+ age group.
- The number of children 0 to age 4 is forecasted to be higher than in 2010, which is a positive indicator for school enrollments.
- The number of 25 to 34-year-olds in the area has been on an upward trend since the year 2010. This increase is forecasted to impact the birth rate in the area. The number of young adults is forecasted to be nearly 50% more than in 2010.

Figure 4
Level of Adult Education



NOTE: Adult Educational Attainment Compared to the State of WI, MN

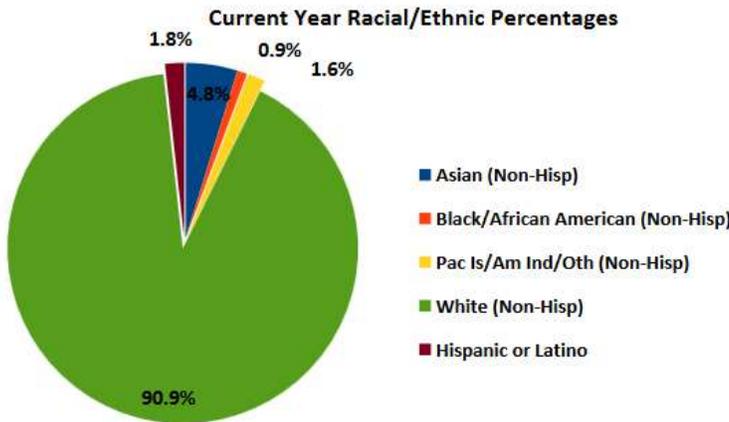
Education Level of Adults 18 Years and Older	Actual Hhlds by Year		2023 to 2028	Percent of all Hhlds by Year		2023 to 2028
	2023	2028	Change	2023%	2028%	% Change
Less than 9th Grade	491	561	70	2.0%	2.1%	0.1%
Some High School, No diploma	404	429	25	1.6%	1.6%	-0.1%
High School Graduate (or GED)	5,842	6,220	378	23.8%	23.1%	-0.7%
Some College, No degree	5,754	6,435	681	23.5%	23.9%	0.4%
Associate Degree	4,065	4,417	352	16.6%	16.4%	-0.2%
Bachelor's Degree	5,151	5,755	604	21.0%	21.4%	0.4%
Graduate or Professional school degree	2,822	3,128	306	11.5%	11.6%	0.1%
Total:	24,529	26,945	2,416	100.0%	100.0%	

Source: US Census Bureau, Synergos Technologies Inc., Experian, QuickInsite/MissionInsite

Observations

- a. The current levels of adult educational attainment which the area exceeds the state averages are for “some college” and “associate degrees.”
- b. Over the next five years, the area is projected to see similar trends in adult educational attainment.

Figure 5
Racial and Ethnic Diversity



Source: US Census Bureau, Synergos Technologies Inc., Experian, ExecutiveInsite/MissionInsite

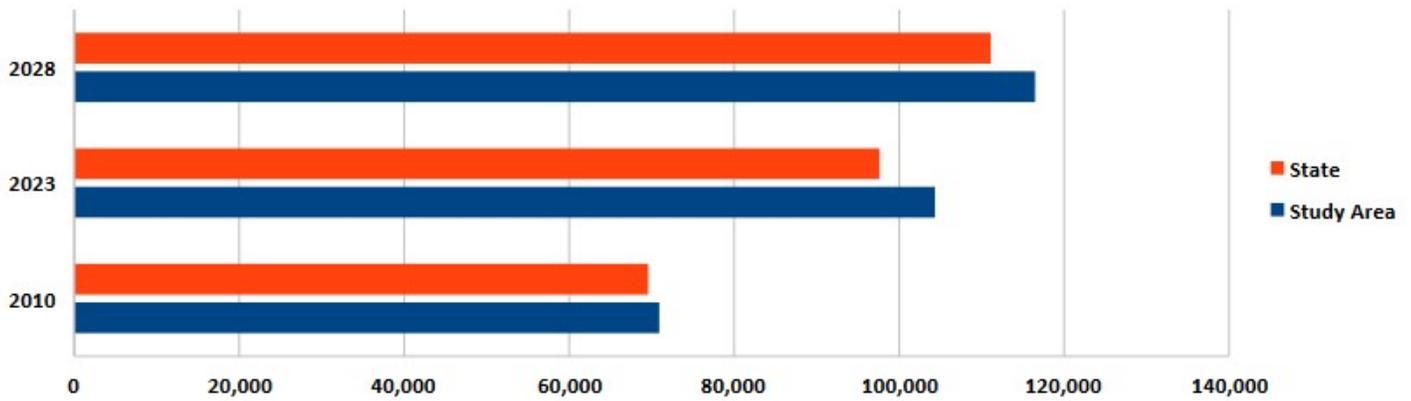
Racial/Ethnicity by Year	Actual Population by Year			2010 to 2028 Change	Percent of all Pop by Year			2010 to 2028 % Change
	2010	2023	2028		2010%	2023%	2028%	
Asian (Non-Hisp)	1,235	1,712	1,867	632	4.1%	4.8%	4.9%	0.8%
Black/African American (Non-Hisp)	182	324	341	159	0.6%	0.9%	0.9%	0.3%
White (Non-Hisp)	28,236	32,590	34,458	6,222	92.9%	90.9%	90.3%	-2.6%
Hispanic or Latino	352	632	825	473	1.2%	1.8%	2.2%	1.0%
Pac Is/Am Ind/Oth (Non-Hisp)	388	577	665	277	1.3%	1.6%	1.7%	0.5%
Total:	30,393	35,835	38,156	7,763	100.0%	100.0%	100.0%	

Source: US Census Bureau, Synergos Technologies Inc., Experian, ExecutiveInsite/MissionInsite

Observations

- The area is predominantly White with 90.9% of the total population.
- The racial/ethnic diversity of the area is projected to slightly increase over the next five years.
- The next largest racial/ethnic group is Asian, with 1,712 residents or 4.8% of the total population.
- There are 632 Hispanic or Latino residents. On a national level, about 50% of Hispanics/Latinos are Catholic. Their number is projected to grow to 825 residents over the next five years.

Figure 6
Average Household Income Trends



Income Trends: Households and Families				2010 to 2028 Change
	2010	2023	2028	
Average Household Income	70,920	104,340	116,484	45,565
Median Household Income	63,163	86,695	95,633	32,470
Per Capita Income	27,072	39,806	44,423	17,351
Median Family Income		103,420	103,222	198

Source: US Census Bureau, Synergos Technologies Inc., Experian, QuickInsite/MissionInsite

Observations

- Area average household incomes are higher than the state average. The average household income – determined by averaging all household incomes – is \$104,340 and projected to increase to \$116,484.
- The median household income – the mid-point of all household incomes – is \$86,695 and projected to increase to \$95,633.
- Families with children have a median income of \$103,420 which is projected to decline by \$198 over the next five years.

Figure 7
Poverty

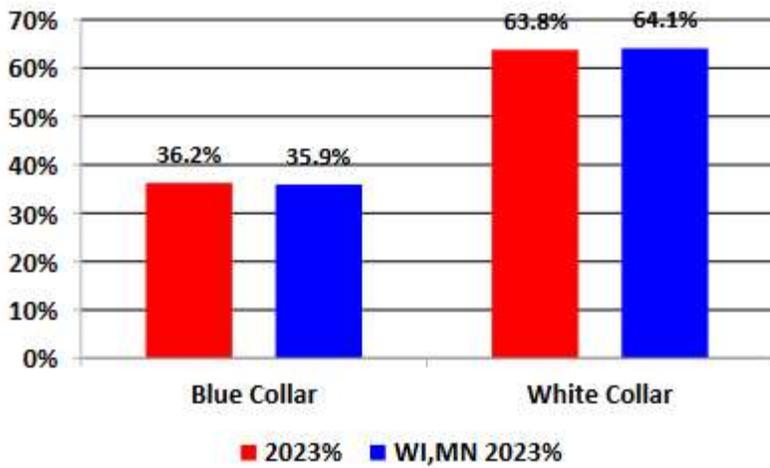
Poverty Level	Pop	Area	WI, MN
		% Pop	% Pop
Above poverty level	9,635	97.9%	94.1%
Below poverty level	203	2.1%	5.9%
	9,838	100.0%	100.0%

Source: US Census Bureau, Synergos Technologies Inc., Experian, QuickInsite/MissionInsite

Observations

- In the area, 203 households live below the poverty level of \$29,623 which is determined for a non-metro area.
- The 2.1% poverty rate is lower than the State average of 5.9% and the United States average of 11.5%.

Figure 8
Population by Employment



	2023	WI, MN 2023	Comp. Index	Interpretation
Employed Civilian Pop 16+ by Occupation				
Bldg Maintenance & Cleaning	3.6%	3.1%	116	Well above the state average.
Construction	8.7%	7.6%	114	Well above the state average.
Farming, Fishing, & Forestry	0.1%	0.8%	17	Well below the state average.
Food Preparation Serving	3.6%	4.9%	73	Well below the state average.
Healthcare Support	3.2%	3.7%	84	Well below the state average.
Managerial Executive	14.4%	16.8%	86	Well below the state average.
Office Admin	13.2%	10.7%	123	Well above the state average.
Personal Care	1.4%	2.4%	60	Well below the state average.
Production Transportation	16.7%	15.7%	107	At about the state average.
Prof Specialty	24.2%	23.7%	102	At about the state average.
Protective	2.1%	1.5%	143	Well above the state average.
Sales	8.7%	9.1%	96	At about the state average.

Source: US Census Bureau, Synergos Technologies Inc., Experian, ExecutiveInsite/MissionInsite

Observations

- Nearly 2 of every 3 workers in the area are employed in white collar jobs.
- Over 40% of those employed work in production transportation or have a professional specialty.
- Over 27% are employed in managerial executive positions or office administration.

Figure 9
Summary of Religious Preference

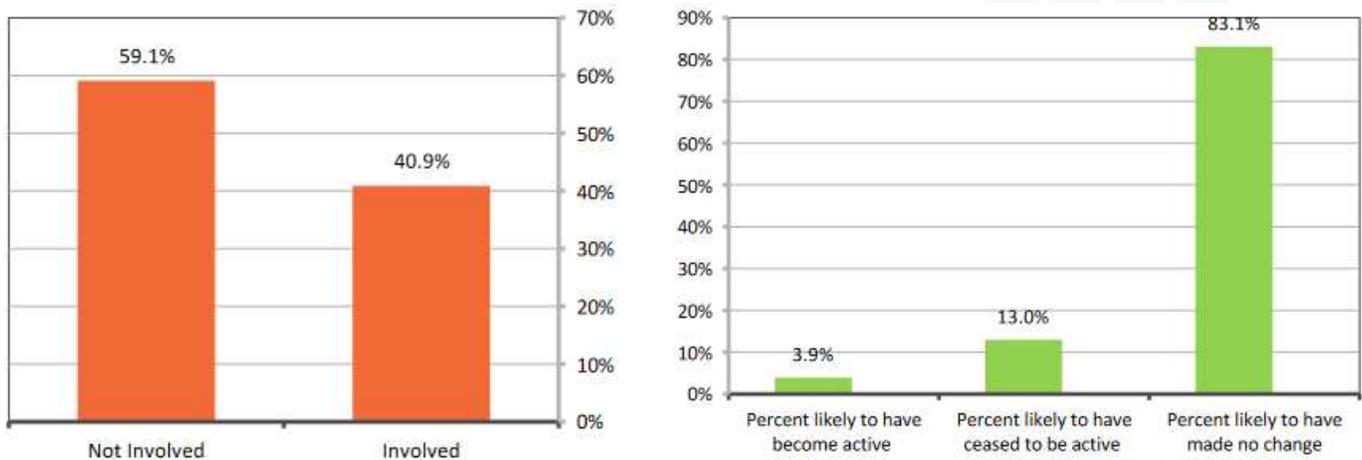
Study Area Compared to National Average	Study Area			US Average			Comparative Index	
	10 Years Prior	Now	Point Change	10 Years Prior	Now	Point Change	10 Years Prior	Now
Catholic & Orthodox	30.6%	27.8%	-2.8	24.0%	25.9%	1.9	128	108
Historic Mainline Protestant Denominations	35.3%	33.6%	-1.7	30.4%	31.9%	1.6	116	105
Other Protestant Denominations/Churches	10.2%	11.1%	0.9	11.8%	11.3%	-0.5	87	99
Total: Christian Religious Preferences	76.1%	72.5%	-3.6	66.1%	69.1%	3.0	115	105
Other Non-Christian Religious Preferences	5.5%	5.5%	0.1	9.5%	9.6%	0.1	58	58
None/No Preference or Spiritual/No Preference	18.3%	21.9%	3.6	24.4%	21.3%	-3.1	75	103

Source: US Census Bureau, Synergos Technologies Inc., Experian, ReligiousInsite/MissionInsite

Observations

- a. About 27.8% of the area residents are Catholic, which is down by 2.8% from 10 years ago. This means that there are approximately 9,962 residents who self-identify as Catholics. St. Elizabeth Ann Seton has 799 registered households or 2,093 members. This means that there are an additional 7,869 Catholics in the study area. The parish is now reaching about 21% of all the Catholics in the study area.
- b. The percentage of “nones” - those who have no religious or spiritual preference – has increased by 3.6% over the past 10 years to 21.9% of the population.

Figure 10
Involvement in Religious Congregation or Community



Source: US Census Bureau, Synergos Technologies Inc., Experian, ReligiousInsite/MissionInsite

Observations

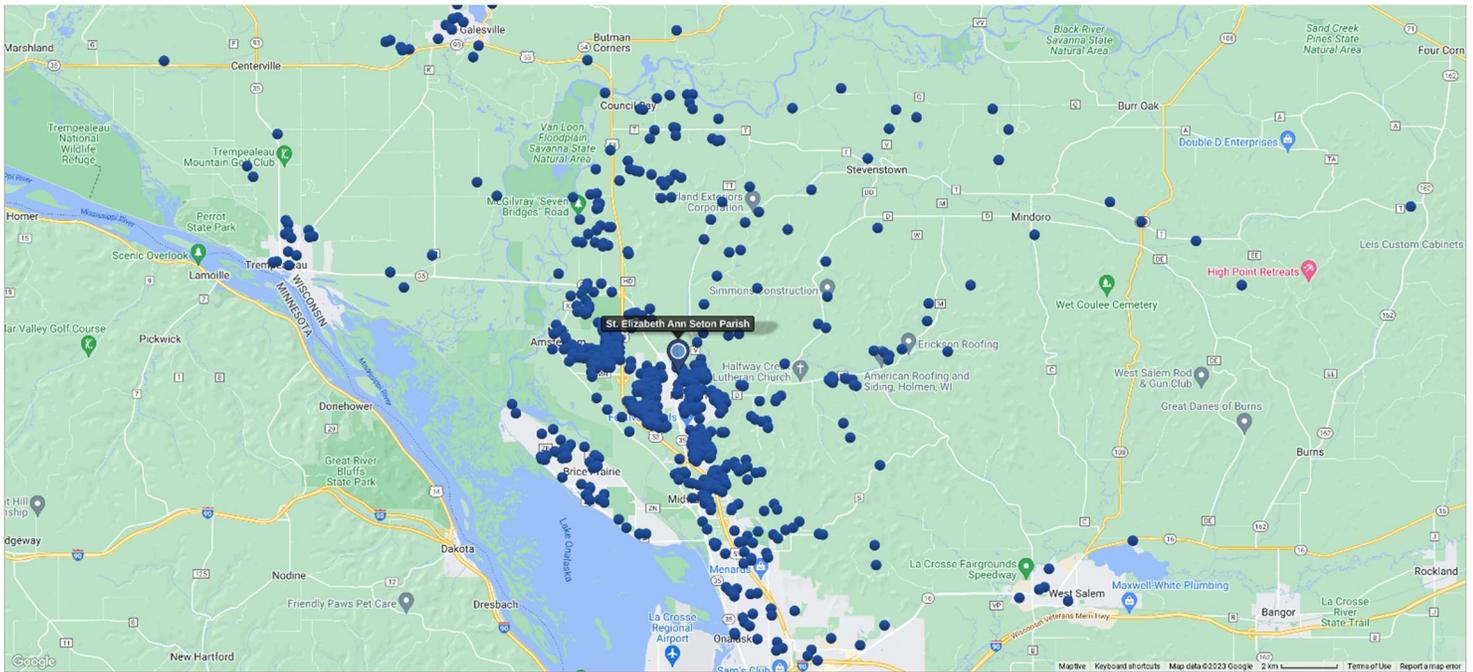
- a. Nearly 6 in 10 of all residents in the area are not involved in any religious congregation or community.
- b. About 83% of those involved are likely to make no change in their involvement. However, 13% are likely to have ceased to be active, while 3.9% are likely to become active. The current trend is that parishioners are becoming less active.

III. ST. ELIZABETH ANN SETON PARISH

A. Scattermap

The map below illustrates where registered parishioners of St. Elizabeth Ann Seton Parish reside as of 2023. The census was provided by the parish.

Figure 11
2023 Parishioners



B. Data

Figure 12

St. Elizabeth Ann Seton Parish Data

Parish data	17-18	18-19	19-20	20-21	21-22	22-23	23-24	Change 17/18 to 21/22	
								Number	Percent
Baptisms	24	22	16	8	15			-9	-38%
First Communion	32	39	3	49	23			-9	-28%
Confirmations	34	36	4	70	30			-4	-12%
Marriages	5	3	0	3	3			-2	-40%
Deaths	21	14	19	17	15			-6	-29%
Registered Catholic households	895	885	863	843	799			-96	-11%
Registered Catholics	2,519	2,498	2,222	2,066	1,967			-552	-22%
Average Mass attendance* (Oct. count)	643	617	629	193	448	477	512	-131	-21%
K to 8 Parish School of Religion Enr.*	274	252	232	236	213	179	156	-118	-43%
9 to 12 Parish School of Religion Enr.*	76	79	77	104	70	51	91	15	20%

NOTE: Average Mass and Religious Education enrollment numbers/percent change were calculated using years 2017-18 to 2023-24.

Observations

- a. Baptisms – The five-year average for child baptisms is 17. Last year’s 15 was slightly below the average. Church planners look to a 2-baptism to 1-funeral ratio as an indicator of organic growth in a parish. St. Elizabeth Ann Seton’s ratio is 1 to 1.
- b. First Communion - The average number of First Communion at the parish is 29. The 23 from last year is lower than average.
- c. Confirmations – The average Confirmation class is 35 students. The number from last year of 30 is below the average.
- d. Marriages – Across the country, the number of marriages in parishes has declined considerably. The average number of marriages at the parish is 3.
- e. Deaths – The parish averages 14 funerals per year.
- f. Registered Catholic Households – The number of registered households in the parish has declined every year over the past 5 years. In comparison to the fiscal year of 2017/18, parish membership has decreased by 96 households (11%).
- g. Average Mass Attendance – Mass attendance, as in most parishes around the country, declined sharply during the Covid pandemic. Over the past two years, attendance has been increasing but it is still 117 attendees less than the high of 629 in 2019-20.
- h. Religious Education Elementary – Covid greatly affected enrollment at this level. In the last year, enrollment of 156 students is approximately 40% than the 2017/18 enrollment of 274.
- i. Religious Education High School – Attendance at this level is critical to the future of the Church. 50% of all Catholics who stop practicing the faith do so between the ages of birth and 18. The greatest indicators of people practicing faith into adulthood are: 1) attendance at a Catholic university or college; 2) attendance at a Catholic high school; and 3) participation in a parish youth ministry and formation program.

Figure 13
Summary of Parish Accounts

	Actual					Budget
	17-18	18-19	19-20	20-21	21-22	22-23
Total revenues	\$610,075	\$1,029,079	\$663,184	\$695,996	\$749,909	
Total operating expense	565,404	608,462	575,725	621,126	627,185	
Balance available for extraord. expenses	44,670	420,617	87,459	74,870	122,724	0
Other expense	0	0	360,000	26,716	50,476	
Net income (deficit) for fiscal year	\$44,670	\$420,617	(\$272,541)	\$48,154	\$72,248	\$0



Source: St. Elizabeth Ann Seton Parish

Observations

- The parish financial status is sound. Parish revenues exceed parish expenses. This has allowed the parish to build a reserve and also to maintain its current facilities.
- At the current level of giving, the parish may be able to generate close to \$2 million dollars in a capital campaign which could fund new construction and updates to existing buildings. Major donors could also increase the total amount of the campaign. There is approximately \$1.5 million which the parish holds in a restricted fund from a prior building campaign.

C. Comparative Insite

This analysis uses the same map which was created by identifying the locations of registered parishes. Of the parish's 799 registered households, 679 or 85% of the parish households are located within the boundaries of this map. The community demographics for households **and household incomes are compared with those of the parish households.**

Figure 14
Household by Age

Head of HH Age	Mosaic Segments Study Area		People Mosaic Segments Weighted by Presence		
	%	No.	%	No.	Index
Age 19-24 years	2.6%	350	1.7%	12	67
Age 25-30 years	5.8%	786	3.6%	24	62
Age 31-35 years	7.0%	956	5.6%	38	79
Age 36-45 years	16.9%	2,304	23.0%	156	136
Age 46-50 years	11.1%	1,507	12.1%	82	110
Age 51-65 years	36.5%	4,975	35.2%	239	96
Age 66-75 years	10.8%	1,476	10.4%	70	96
Age 76+ years	9.4%	1,280	8.4%	57	90
	100.0%	13,634	100.0%	679	
Average Age Head of Household		50		51	102

Source: US Census Bureau, Synergos Technologies Inc., Experian, ComparativeInsite/MissionInsite

Observations

- The parish has a higher percentage of households from the 36-45-year-old and 46-50-year-old age groups than the study area but a lower percentage of all other age groups, particularly the younger age groups.
- As indicated by the slightly older average age of head of the household, Catholic parishes tend to be older than the general population in the area.

Figure 15
Household Incomes

	Mosaic Segments Study Area		People Mosaic Segments Weighted by Presence		
Estimated Household Income					
Less than \$15,000	5.7%	781	4.1%	28	71
\$15,000-\$24,999	6.3%	858	4.6%	31	73
\$25,000-\$34,999	6.9%	943	5.5%	37	79
\$35,000-\$49,999	7.9%	1,078	6.6%	45	83
\$50,000-\$74,999	9.7%	1,326	9.1%	61	93
\$75,000-\$99,999	11.4%	1,553	11.6%	79	102
\$100,000-\$124,999	11.7%	1,592	12.8%	87	109
\$125,000-\$149,999	11.6%	1,583	14.5%	98	125
\$150,000-\$174,999	9.1%	1,241	10.8%	73	119
\$175,000-\$199,999	8.6%	1,172	9.4%	64	110
\$200,000-\$249,999	6.1%	829	6.4%	43	105
\$250,000+	5.0%	678	4.7%	32	94
	100%	13,634	100%	679	
Average HH Income		\$104,340		\$134,643	
Median HH Income		\$86,695		\$103,960	

Source: US Census Bureau, Synergos Technologies Inc., Experian, ComparativeInsite /MissionInsite

Observations

- The parish has fewer households with incomes under \$75,000 per year and more households with incomes over \$75,000 than the surrounding area, except for those with incomes \$250,000 and above.
- Both the average and median household incomes of parishioners are considerably higher than the population in the general area. Most Catholic households are wealthier than the surrounding population.
- The total gross income of parishioners is approximately \$70 million dollars.
- The average U.S. Catholic contributes 1.1% of his or her gross annual income to a parish. If St. Elizabeth Ann Seton had givers at the national average rate, total parish contributions would be about \$770,000.

IV. POSSIBLE BUILDING OPTIONS

Since the establishment of the parish in 1985, St. Elizabeth Ann Seton has been discussing the need to construct additional parish buildings. The dialogue changed as the parish membership grew and additional land was purchased with the contention that a larger parish campus was needed. Several master plans were developed over the years and a capital campaign was conducted to raise funds. The most recent effort, in 2009, was postponed because of economic conditions during the Great Recession and has not been reinstated. At the present time, the parish continues to operate in facilities which were originally intended to include other buildings. For the parish to be able to grow ministerially, some resolution needs to be made regarding the parish site and what facilities will be needed for the future.

What properties does the parish own?

The parish owns four different parcels of land, which vary in size and use.

- 1. 11 ACRES OF LAND AND THE CHURCH, GATHERING SPACE/HALL, AND PARISH OFFICES.**
- 2. 48 ACRES OF UNUSED LAND ON HOLMEN DRIVE AND HIGHWAY 35.**
- 3. TWO PARISH RECTORIES AND YARDS.**

What are the prospects for other parishes to be involved with St. Elizabeth Ann Seton?

In the Diocese of La Crosse, there are a growing number of situations where smaller parishes are clustering with larger parishes or merging into one parish. The number of priests available to serve in parishes is such that more pastors are serving several parishes. St. Elizabeth Ann Seton is one of the larger parishes in the Diocese and is the largest north of the City of La Crosse. The parish and pastor may be called upon to collaborate with smaller parishes in the area.

These are the options which meetings and discussions have generated at this time.

FUTURE BUILDING OPTIONS

Option	Advantages	Disadvantages
<p>1. Renovate/build at the current site, sell any unused property, and purchase any needed property at the current site.</p>	<ul style="list-style-type: none"> • Remain at the historic site. • Cost will be less because of existing buildings. • Sale of vacant property will help fund the project. 	<ul style="list-style-type: none"> • Smaller amount of acreage than larger piece of property. • Current buildings are close to 40-years-old. • Parish is not as visible as it would be on a highway.
<p>2. Use both the current and new site, selling any unused property.</p>	<ul style="list-style-type: none"> • Uses existing buildings and adds new construction to the vacant property, where there is more land. • Sale of vacant property will help fund the project. • Could provide better security for a school, day care or formation programs. 	<ul style="list-style-type: none"> • Separates parish activity on two different sites. • It may be a better investment to build everything new. • Much less financial gain from the sale of property.
<p>3. If other parishes are involved, build at the new site, and sell any unused property.</p>	<ul style="list-style-type: none"> • Could build a site which serves more than one parish, which creates efficiencies. • Buildings will all be new and may serve future needs better. • Total cost of the project will be reduced by the sale of land. 	<ul style="list-style-type: none"> • The cost will be greater for a new and larger facility. • Other parishes may not have a high level of enthusiasm. • Could be clashes because of differences in parish cultures.
<p>4. If other parishes are involved, find a site with the best location, and sell all unused property.</p>	<ul style="list-style-type: none"> • Could find an ideal location with greater access. • The land could be purchased to fit the exact needs of the project. • All ministries and the rectory could be located on the same property. 	<ul style="list-style-type: none"> • Land will likely be more expensive. • The parish will give up its downtown Holmen location. • More travel time for parishioners who live in the city of Holmen.
<p>5. Other</p>		

V. POSSIBILITIES FOR VIBRANT MINISTRY

These possibilities were either proposed by parish leaders or flowed from the demographics and data which have been compiled in this report. The list was finalized with the help of additional parish leadership and the planning committee. Each ministry section will also include the possibility for other suggestions.

Worship and Evangelization

1. Increase preparation for Sunday Masses, especially music, liturgical ministries, and homilies.
2. Create a stronger sense of welcome at Sunday Masses using greeters and other welcoming methods.
3. Contact every person on the parish roster as well as former members to listen and invite them to engage in the parish.
4. Other

Faith Formation, Catholic schools

1. Enhance all age and need specific formation ministries, such as elementary school age, high school, young adult, Mom's group, Young at Heart Senior ministry, adult small faith sharing groups, and parish-based retreats.
2. Open an early childhood center and consider the possibility for a daycare program.
3. Develop a strategy for Catholic schools and consider building one at SEAS or supporting the school at St. Patrick.
4. Other

Outreach to those in need/Homebound Ministry

1. Start a Stephen ministry for caregivers and for those who have experienced a loss.
2. Increase activity to care for the vulnerable in the area by first assessing the needs and then determining any new efforts which may be necessary.
3. Consider the potential for working with other parishes in the area to coordinate outreach efforts and maximize effectiveness.
4. Other

Stewardship and Communications

1. Conduct a financial stewardship education initiative in the parish to emphasize discipleship and increase contributions.
2. Meet with new and old parishioners to invite them to share their gifts and talents and become more involved in the mission of the Church.
3. Develop a communications strategy for the parishes using new and old technologies to reach all generations, to invite people to join the parish, and to reach out to the larger community.
4. Other

Finances and Facilities

1. Increase the amount of space for ministries, meetings, and storage.
2. Make some improvements to the current church, such as pews and kneelers.
3. Develop a master site plan which emphasizes multi-use space to increase usage and the potential for an expansion of ministries.
4. Other

VI. NEXT STEPS IN THE PROCESS

Further Consultation with Parishioners

The *Key Findings and Observations Report* will be reviewed and discussed with parishioners at a parish meeting in November. The meeting is designed to provide demographic and parish data for participants so that they are better informed about the present realities and future trends which will impact the parish. The meeting will also survey attendees regarding future ministry possibilities and their preferred building option. The results of the meeting will be shared with the parish in the bulletin and on the parish website.

Drafting a Plan

After the parish meeting, the planning committee will begin work on the first draft of a strategic plan. That plan will include recommendations for all areas of the Church's mission, parish organization, and building options. A draft of the plan will be made available to parishioners in January of 2024, prior to a parish meeting to discuss the document.

Consultation of the Plan with Parishioners

In January of 2024, another parish meeting will be held to discuss the draft of the plan with parishioners. Participants will provide further input on the recommendations and further discuss the building options.

Parish Survey

After the parish meeting, an online survey will be conducted to provide more feedback from parishioners on the plan and preferred building options. The survey will be conducted over several weekends and will also be available in hard copy for those who do not have access to a computer. The surveys will be tabulated, and the results will be shared in the bulletin and parish website.

Further Plan Refinement and Approval

The planning committee will analyze the survey results and make any other additional edits to the plan. In March, an analysis of the survey results and the proposed final plan will be presented at a parish meeting. Parishioners will have an opportunity to suggest any further edits to the plan.

After the parish meeting, the planning committee will make any final edits and then present the plan to the pastoral and finance councils for final approval.