Key Findings and Observations

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Chippewa Falls, WI

January 2021

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stronger mission

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INTRODUCTION

In looking to the future of the parishes and Catholic schools in Chippewa Falls, a number of planning issues have emerged which led parish and school leaders to look into a long-range plan for financial sustainability and future growth. Key issues that emerged included: changes to local and parish demographics, the structure and operation of the parishes, current ministries and future needs, school enrollment sustainability, and aging parish and school facilities. As the conversation developed, it became apparent that the parish and school issues are intertwined. It seemed the best way to approach each individual issue was to consider a comprehensive study of all the issues as well as determine the best use of resources to carry out the Church's mission of evangelization in Chippewa Falls.

To facilitate the study, the parishes and McDonell Area Catholic Schools (MACS) approached Meitler, a Milwaukee-based consulting firm which has been serving Catholic schools, dioceses and parishes for nearly 50 years. The company has worked in nearly 60% of the dioceses of the United States. Meitler was contacted in January of 2020 and a proposal was developed. That proposal was accepted in October of 2020 and the study was initiated at that time.

The study will incorporate three parts:

1. Community demographics as well as parish and school data will be collected and analyzed,

2. Parish and school sites will be toured along with interviews to be conducted with pastors and parish and school leaders,

3. A strategic pastoral plan will be drafted and consulted with the following groups:

   - Leadership Team – consisting of the pastors and school administration.
   - Planning Task Force – comprised of the Dean and representatives from each parish and MACS.
   - Parishioners and School Families – meetings will be scheduled for parishioners and school families to be informed and have a voice in the drafting of the plan.

This "Key Findings and Observations Report" brings together relevant data carefully compiled with the highest level of reliability. Data tells a story. It is a story of how the area is changing and who lives in the communities the parishes and schools serve. The other part of the data story is that it allows for forecasts and projections into the next five and ten years so that we can be better prepared for the future. Data provides "eyes" to see our people more clearly, serve them more effectively, and love them more deeply.

The parish and school tours as well as interviews and school surveys were conducted in November and December of 2020. The interviews and surveys provide narrative and insight into the all the demographics and data. These findings help form the section in the "Key Findings" document which is titled, "Possibilities for Vibrant Ministry." These are the potential ministerial and administrative priorities which will shape the future strategies for the Catholic community in Chippewa Falls.

The demographics used in the next section were taken from the boundaries of the greater Chippewa Falls area as defined by the Chamber of Commerce and also used by the Unified School District. The map is displayed with the boundaries on the next page.

As we move toward the development of a new long-range plan, we pray that God will lead us, be with us, and guide us along every step of the way.

I. COMMUNITY DEMOGRAPHICS
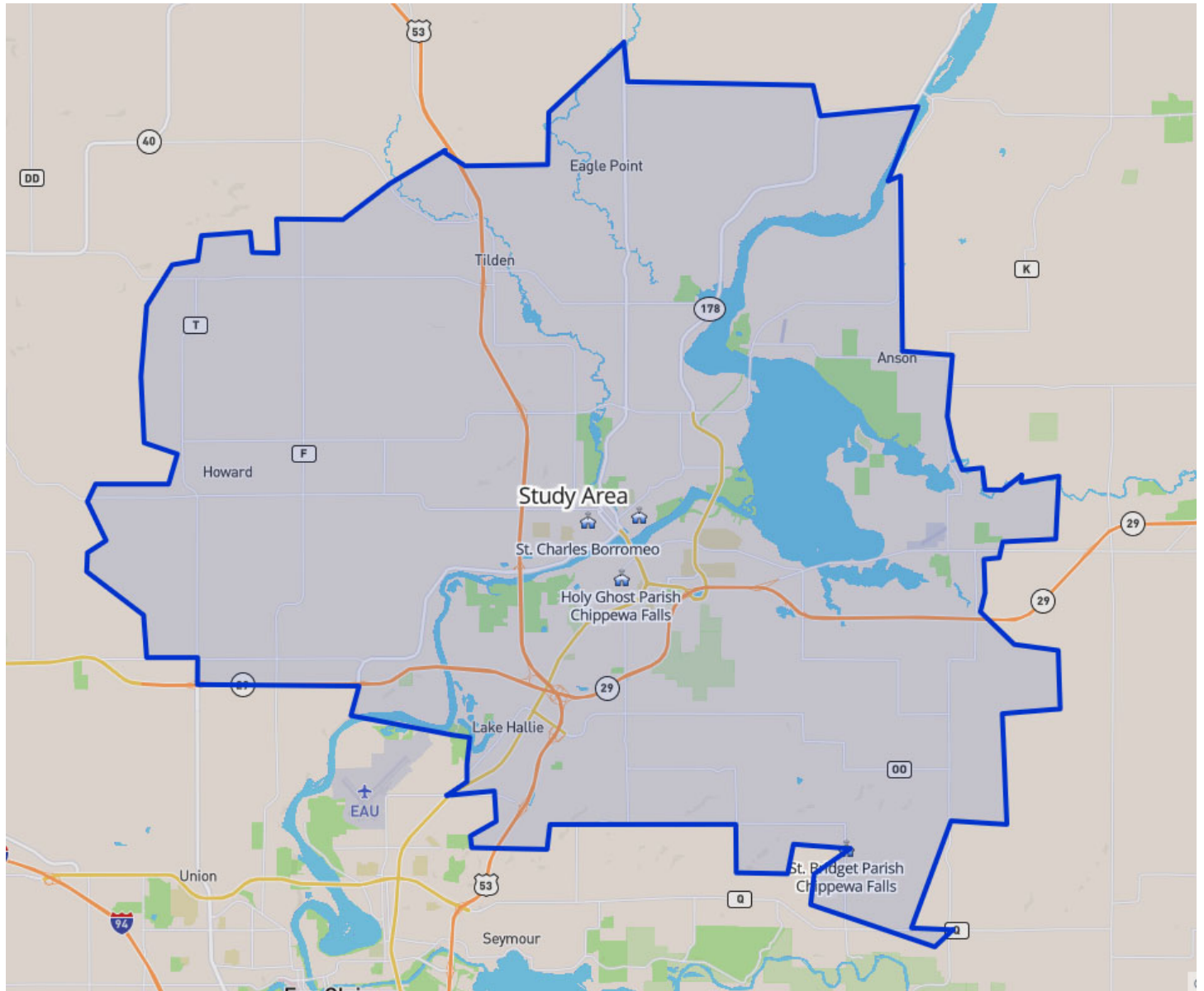
There are a number of charts in the community demographics section which color-code growth or decline. The following colors allow readers to easily see where there is growth and decline:

- Green: Indicates a numerical increase or a number greater than the average
- Yellow: Indicates stability or similarity to the average
- Red: Indicates a numerical decrease or a number smaller than the average

Population and Households

History and 10 Year Forecast: Population and Households
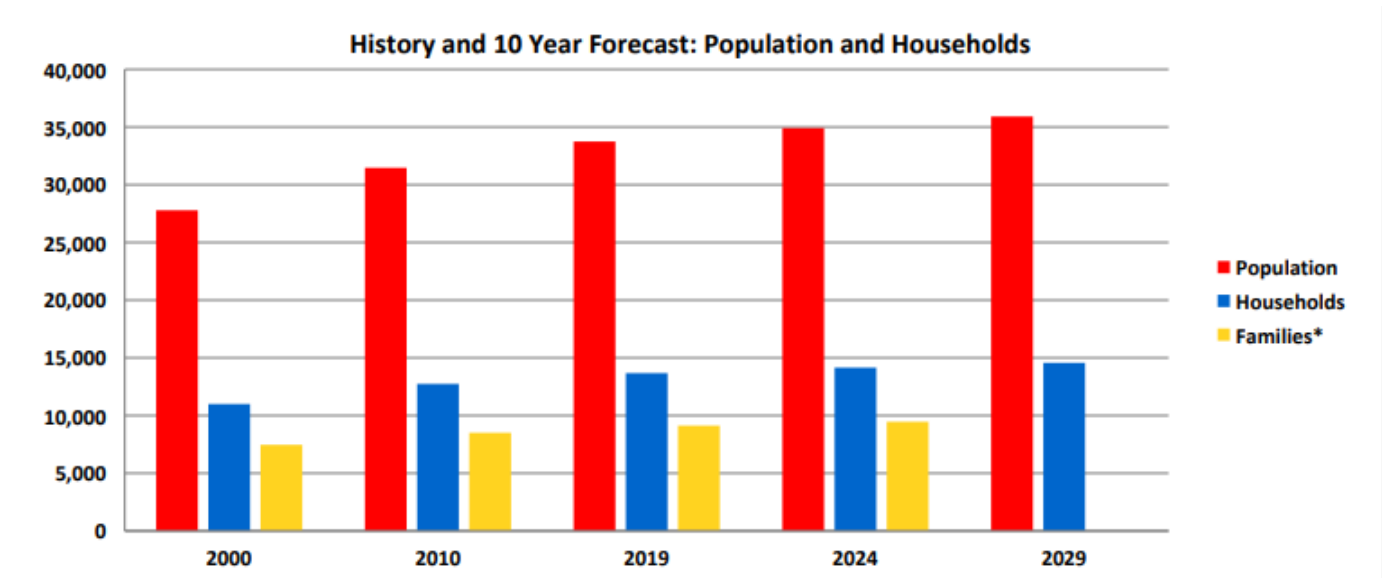
NOTE: Family Household data is not projected out 10 years.

Population, Households & Families					
	2000	2010	2019	2024	2029
Population	27,782	31,467	33,745	34,906	35,912
Population Change		3,685	2,278	1,161	1,006
Percent Change		13.3%	7.2%	3.4%	2.9%
Households	10,992	12,739	13,674	14,149	14,565
Households Change		1,747	935	475	0
Percent Change		15.9%	7.3%	3.5%	0.0%
Population / Households	2.53	2.47	2.47	2.47	2.47
Population / Households Change		-0.06	-0.00	-0.00	-0.00
Percent Change		-2.3%	-0.1%	0.0%	-0.1%
Family Households	7,459	8,502	9,125	9,458	
Family Households Change		1,043	623	333	
Percent Change		14.0%	7.3%	3.6%	

Sources: US Census Bureau, Synergos Technologies Inc., Experian, DecisionInsite/MissionInsite

Observations

a. Population in the area is forecast over the next 10 years to increase by 2,167 residents or 6.3%. The City of Chippewa Falls will increase by about 750 residents. The rate of increase over a ten-year period will be down from the 2000-2010 rate of growth of 13.3% and slightly down from 2010-2019 of 7.2%.

b. Approximately 26% of area residents are Catholic so there is a potential of 560 new Catholics moving into the area or an average of 56 per year.

c. Average household size in 2019 is 2.47 people. This average household size is forecast to remain the same into 2029. That number is slightly below the U. S. average household size of 2.53.

d. Of the 13,674 households in the area with 26% identifying as Catholic, there are 3,555 potential Catholic households. There are 2,234 households registered at the three parishes or a difference of 1,321 households. Those 1,321 households, at the area average household size of 2.47, translates into more than 3,263 people.

School Age Population

School Aged Children	2010	2019	2024	2010%	2019%	2024%	Estimated 5 Year %pt Change 2019 - 2024
Early Elementary							
Ages 5 to 9	2,057	2,062	1,834	38.8%	37.8%	35.4%	-2.4%
Late Elementary-Middle School							
Ages 10 to 14	2,000	2,007	2,040	37.7%	36.8%	39.4%	2.6%
High School							
Ages 15 to 17	1,245	1,392	1,309	23.5%	25.5%	25.3%	-0.2%

School Aged Children Trends: By Levels
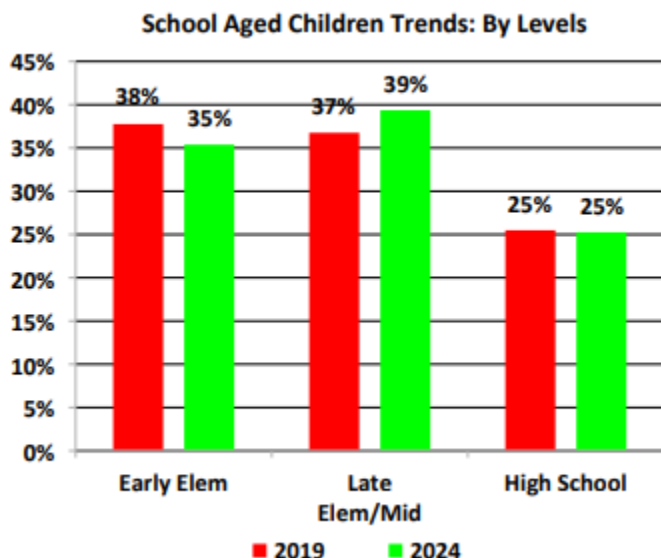

Sources: US Census Bureau, Synergos Technologies Inc., Experian, DecisionInsite/MissionInsite

Observations

a. Currently there are 5,461 school-age students in the area. By 2024, that number is projected to be 5,183 or 278 fewer students than in 2019.

b. The greatest decline in the number of students is projected to impact the early elementary level with 228 fewer students. There will also be a slight decline in high school age students and a modest increase in the late-elementary-middle school ages.

c. Of the 5,461 students in the area, with 26% of households identifying as Catholic, there are 1,420 potential students. There are 468 K-12 students at MACS and 215 students enrolled in religious education for a total of 683 students. There is a potential for over 700 additional students.
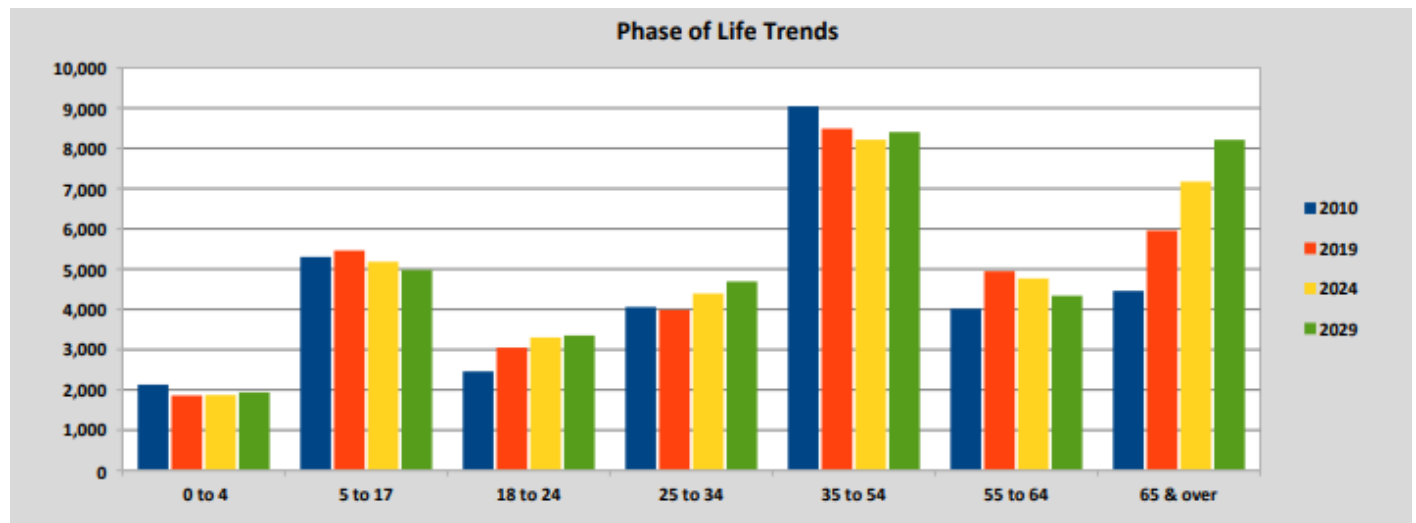
Phase of Life

Phase of Life Trends

Sources: US Census Bureau, Synergos Technologies Inc., Experian, DecisionInsite/MissionInsite

Observations

a. The fastest growing age group in the area is the 65+ age group. Age groups from ages 18-34 will also be increasing.

b. Ages 0-4 have declined since 2010 and are projected and forecast to remain stable at that level. The school-age population is further forecast to continue its decline into 2029.

Level of Adult Education
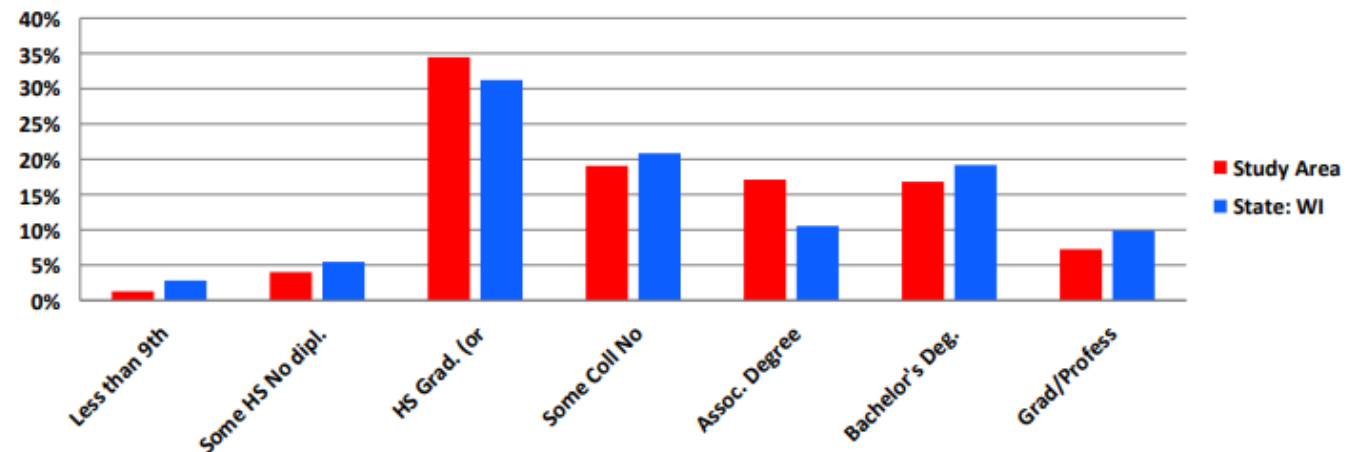
Education Level of Adults 18 Years and Older	Actual Hhlds by Year		2019 to 2024 Change	Percent of all Hhlds by Year		2019 to 2024 % Change
	2019	2024		2019%	2024%	
Less than 9th Grade	298	281	-17	1.3%	1.2%	-0.1%
Some High School, No diploma	938	973	35	4.0%	4.0%	0.0%
High School Graduate (or GED)	8,057	8,011	-46	34.5%	33.3%	-1.2%
Some College, No degree	4,457	4,589	132	19.1%	19.1%	0.0%
Associate Degree	3,999	4,215	216	17.1%	17.5%	0.4%
Bachelor's Degree	3,931	4,152	221	16.8%	17.2%	0.4%
Graduate or Professional school degree	1,695	1,854	159	7.3%	7.7%	0.4%
Total:	**23,375**	**24,075**	**700**	**100.0%**	**100.0%**	

Sources: US Census Bureau, Synergos Technologies Inc., Experian, DecisionInsite/MissionInsite

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Observations

a. The adult educational attainment level in the area is higher than the State average for high school graduation and associate degrees.

b. The area is lower in all other areas than the State, including bachelor's, graduate and professional degrees.

Racial and Ethnic Diversity

Racial/Ethnicity by Year	Actual Population by Year			2010 to 2024 Change	Percent of all Pop by Year			2010 to 2024 % Change
	2010	2019	2024		2010%	2019%	2024%	
Asian (Non-Hisp)	399	447	488	89	1.3%	1.3%	1.4%	0.1%
Black/African American (Non-Hisp)	293	332	343	50	0.9%	1.0%	1.0%	0.1%
White (Non-Hisp)	29,872	31,922	32,899	3,027	94.9%	94.6%	94.3%	-0.7%
Hispanic or Latino	419	464	524	105	1.3%	1.4%	1.5%	0.2%
Pac Is/Am Ind/Oth (Non-Hisp)	484	580	652	168	1.5%	1.7%	1.9%	0.3%
Total:	**31,467**	**33,745**	**34,906**	**3,439**	**100.0%**	**100.0%**	**100.0%**	

Observations

a. While the area is over 94% White, there are sizable and growing populations of other racial/ethnic groups.

b. The Hispanic or Latino population is projected to grow to 524 people or 13.2% by 2024. At least 264 or 50% of the Hispanic/Latino population are likely Catholic.

Average Household Income Trends
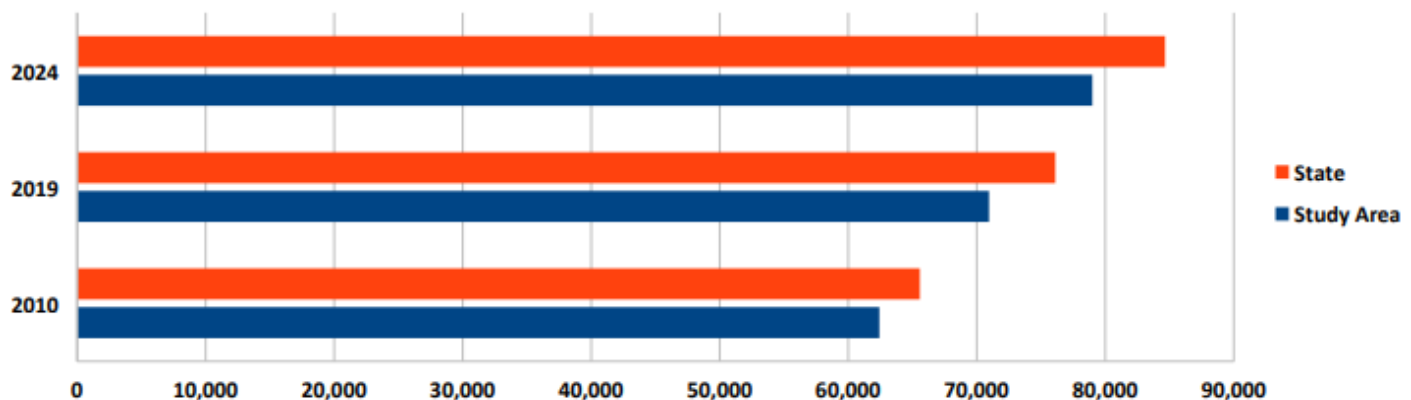
Income Trends: Households and Families	2010	2019	2024	2010 to 2024 Change
Average Household Income	62,421	70,955	78,992	16,571
Median Household Income	52,609	58,944	65,692	13,083
Per Capita Income	25,270	28,752	32,019	6749
Median Family Income		73,433	73,113	320

Observations

a. Median and average household incomes are lower than the State averages.

b. The median household income in the area is $58,944 but is projected to grow by $6,748 or 11.4% to $65,692.

Poverty

| Poverty Level	Pop	Area % Pop	WI % Pop
Above poverty level	8,562	93.8%	92.1%
Below poverty level	563	6.2%	7.9%
	9,125	100.0%	100.0%

Sources: US Census Bureau, Synergos Technologies Inc., Experian, DecisionInsite/MissionInsite

Observations

a. The area poverty level of 6.2% is below the State average of 7.9%. There are 563 households which live below the poverty level.

b. In the City of Chippewa Falls, the poverty level is 11.06%. There are 375 households who live below the poverty level.

Population by Employment
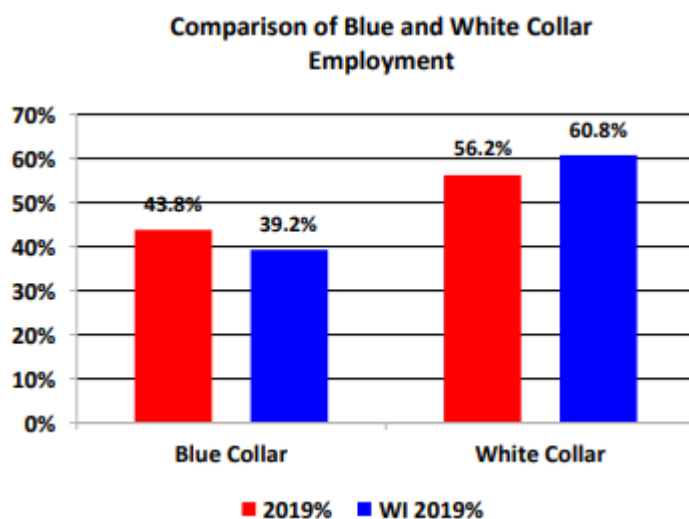
Comparison of Blue and White Collar Employment

	Blue Collar	White Collar
2019%	43.8%	56.2%
WI 2019%	39.2%	60.8%

Sources: US Census Bureau, Synergos Technologies Inc., Experian, DecisionInsite/MissionInsite

Observations

a. The area has a slightly higher percentage of blue-collar employees than the State average.

b. There is a slightly lower percentage of white-collar employees than the State average.

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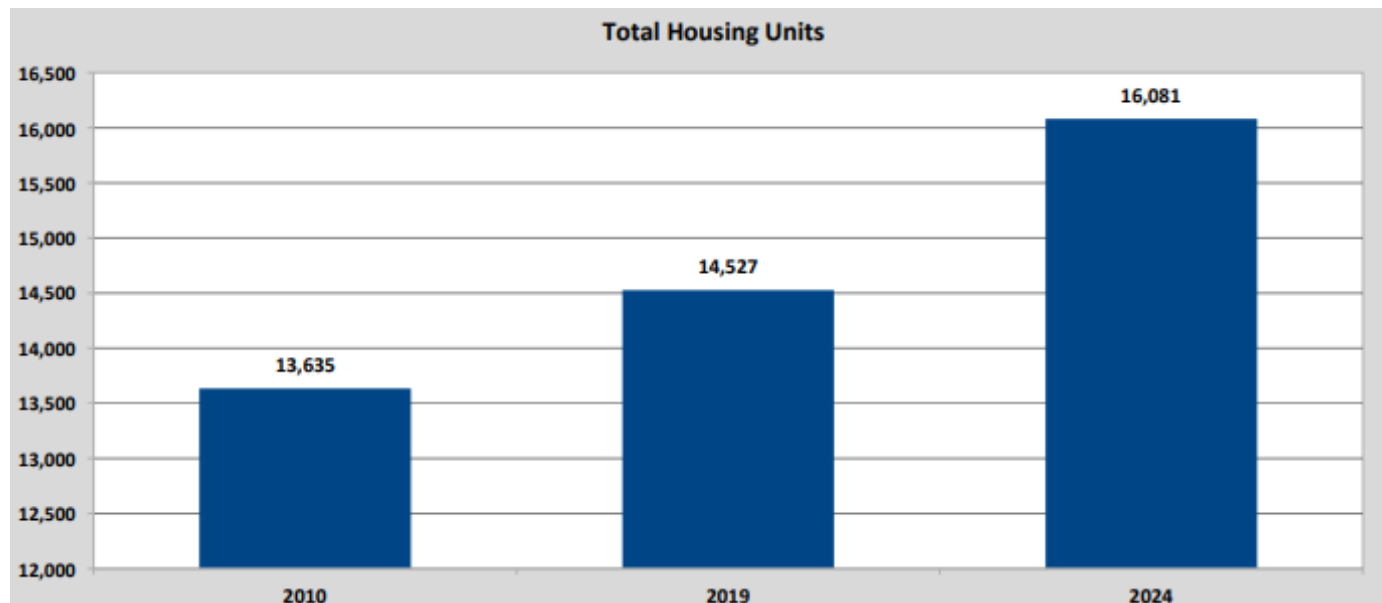
Housing

		2010	2019	2024
Housing Units		13,635	14,527	16,081
Family Households Change			892	1,554
Percent Change			6.54%	10.70%

		2010		Study Area 2019		2024		5 Yr Chg	WI 2019	Comp Index CY
Housing by Occupancy										
Occupied		12,739	93.43%	13,674	94.13%	15,241	94.77%	0.64%	88.31%	107
Vacant		896	6.57%	853	5.87%	841	5.23%	-0.64%	11.69%	50
	Totals:	13,635	100.00%	14,527	100.00%	16,082	100.00%		100.00%	
Housing by Type of Occupancy										
Owner Occupied		8,895	69.82%	9,595	70.17%	10,752	70.55%	0.38%	68.16%	103
Renter Occupied		3,844	30.18%	4,079	29.83%	4,489	29.45%	-0.38%	31.84%	94
	Totals:	12,739	100.00%	13,674	100.00%	15,241	100.00%		100.00%	

Observations

a. Housing units are projected to increase by 1,554 units or 10.7% to 16,081 units by 2024.

b. The area has higher occupancy, lower vacancy, and high owner-occupied rates than the State.

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	29.0%	26.0%	-3.0	25.6%	22.9%	-2.7	113	113
Historic Mainline Protestant Denominations	32.0%	28.6%	-3.4	27.0%	24.2%	-2.8	118	118
Other Protestant Denominations/Churches	10.0%	12.2%	2.2	9.5%	10.7%	1.2	105	114
Total: Christian Religious Preferences	71.0%	66.8%	-4.3	62.2%	57.9%	-4.4	114	115
Other Non-Christian Religious Preferences	4.8%	4.8%	0.0	9.3%	9.2%	-0.1	51	52
None/No Preference or Spiritual/No Preference	24.2%	28.5%	4.3	28.5%	33.0%	4.5	85	86

Observations

a. The number of self-identifying Catholics and Orthodox in the area has declined from 29% in 2007 to 26% in 2017. This percentage of Catholics is higher than the 2017 U. S. average of 22.9%.

b. The percentage of "none/no preference" is increasing from 24.2% in 2012 to 28.5% but below the national average of 33%. About 3 in 10 area residents have no religious involvement enough to more than double the total number of parishioners in the area.

Trends in Active Religious Involvement
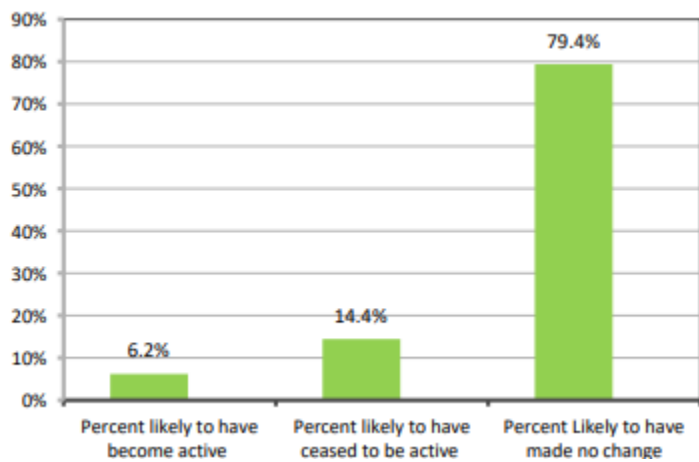
Observations

a. Over the years from 2012 to 2017, nearly 80% of area residents made no change in their religious involvement.

a. Over the same period, 14.4% ceased to be active and 6.2% became active. Of the total 20% who are searching or questioning, there is a greater than 2 to 1 chance that they will become inactive.

II. PARISH DATA

A. SCATTERMAP

The maps below illustrate where registered parishioners reside in the Chippewa Falls area. Each parish has a separate map. There is also a "roll-up" map with all the registered Catholics in the area. This parish census information has been provided by each parish.

Roll-up of Parishioners
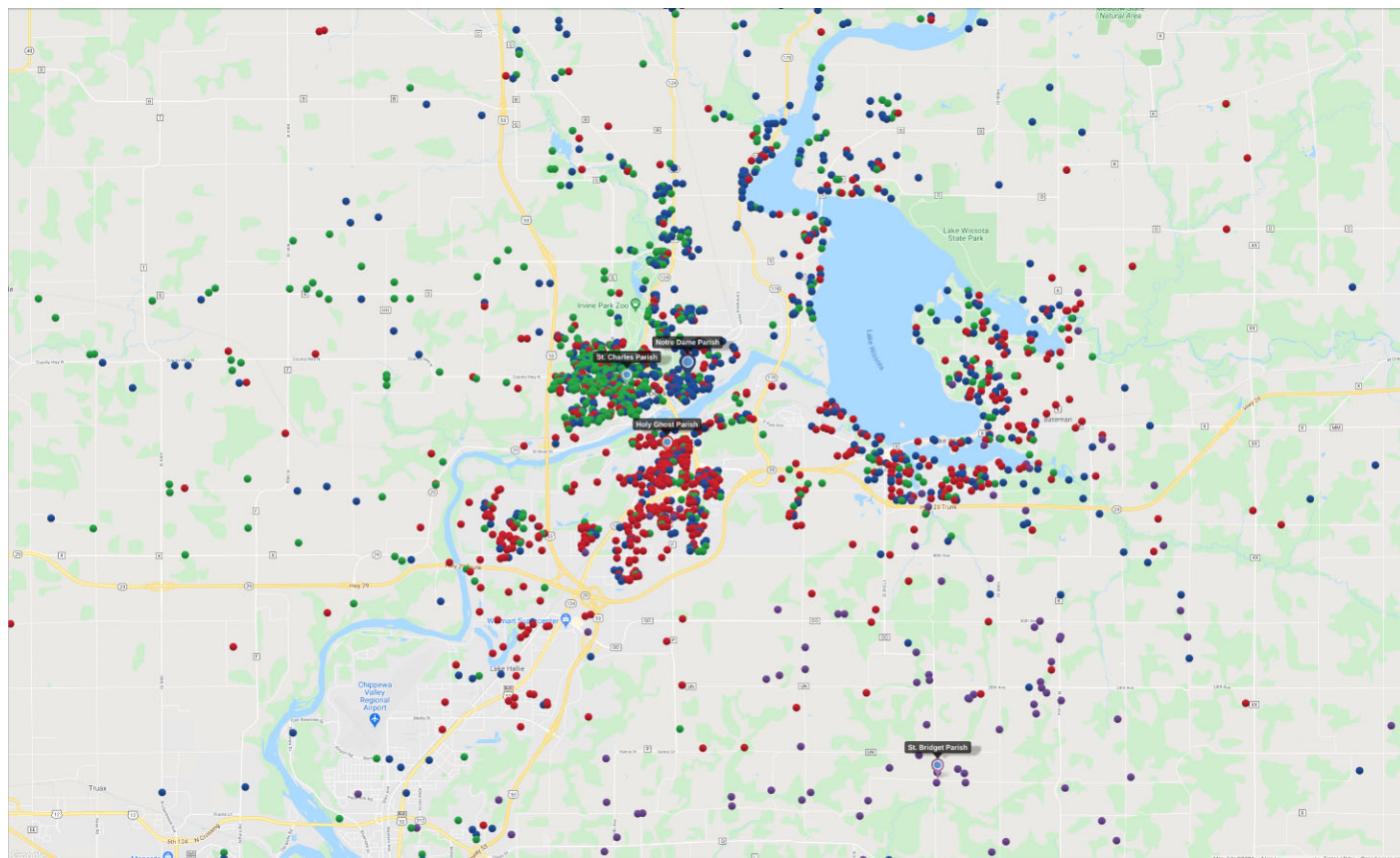
St. Charles Borromeo Parish
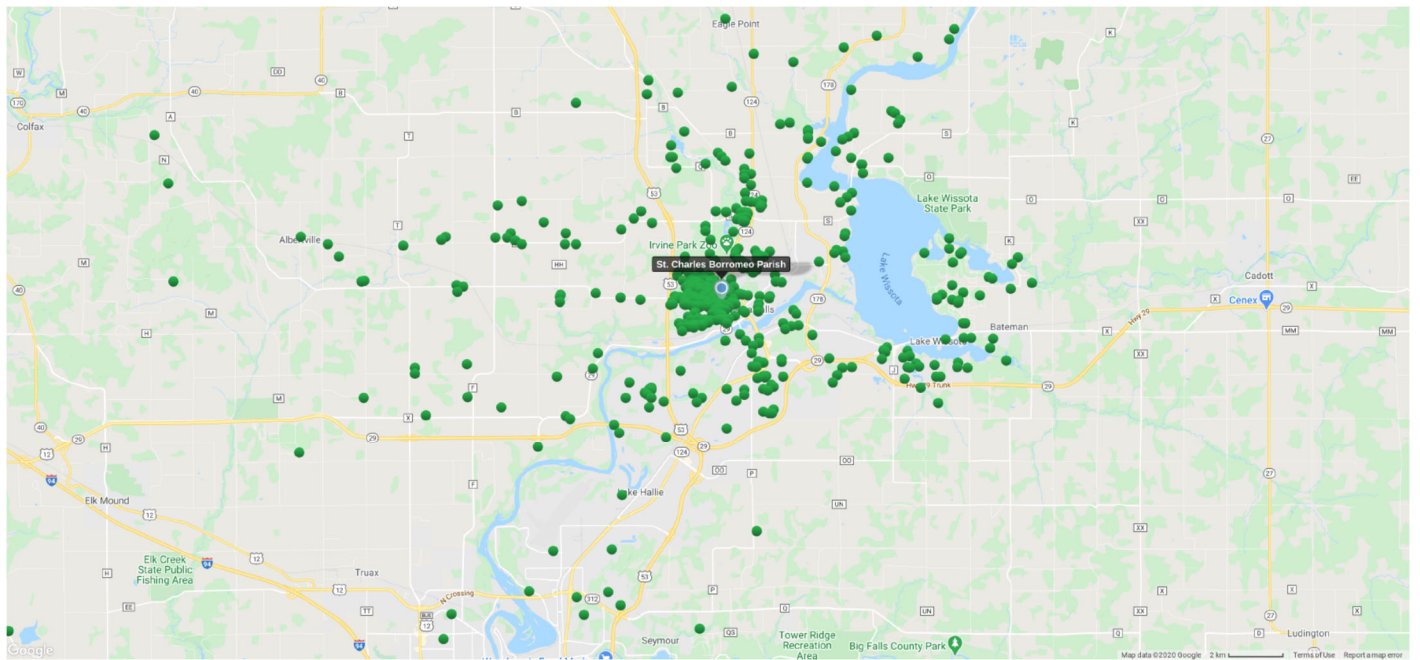
Holy Ghost Parish
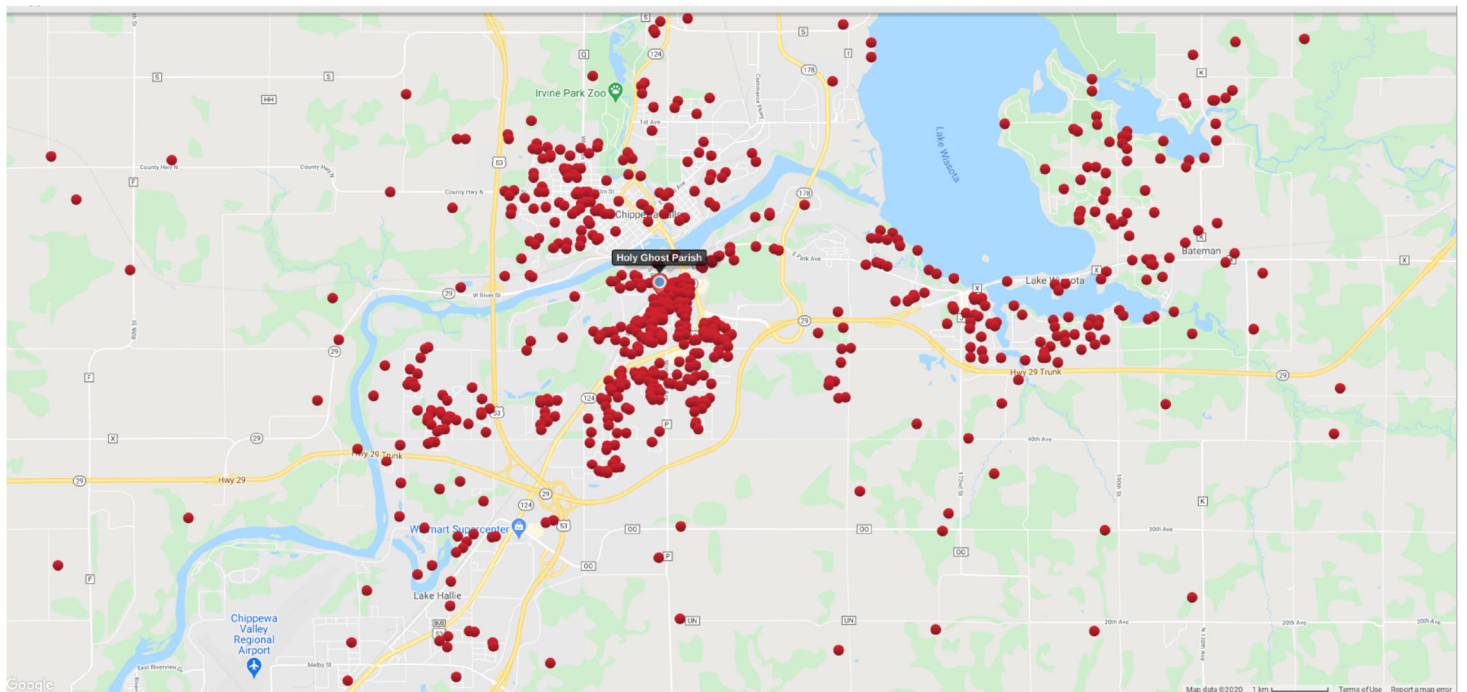
Notre Dame Parish
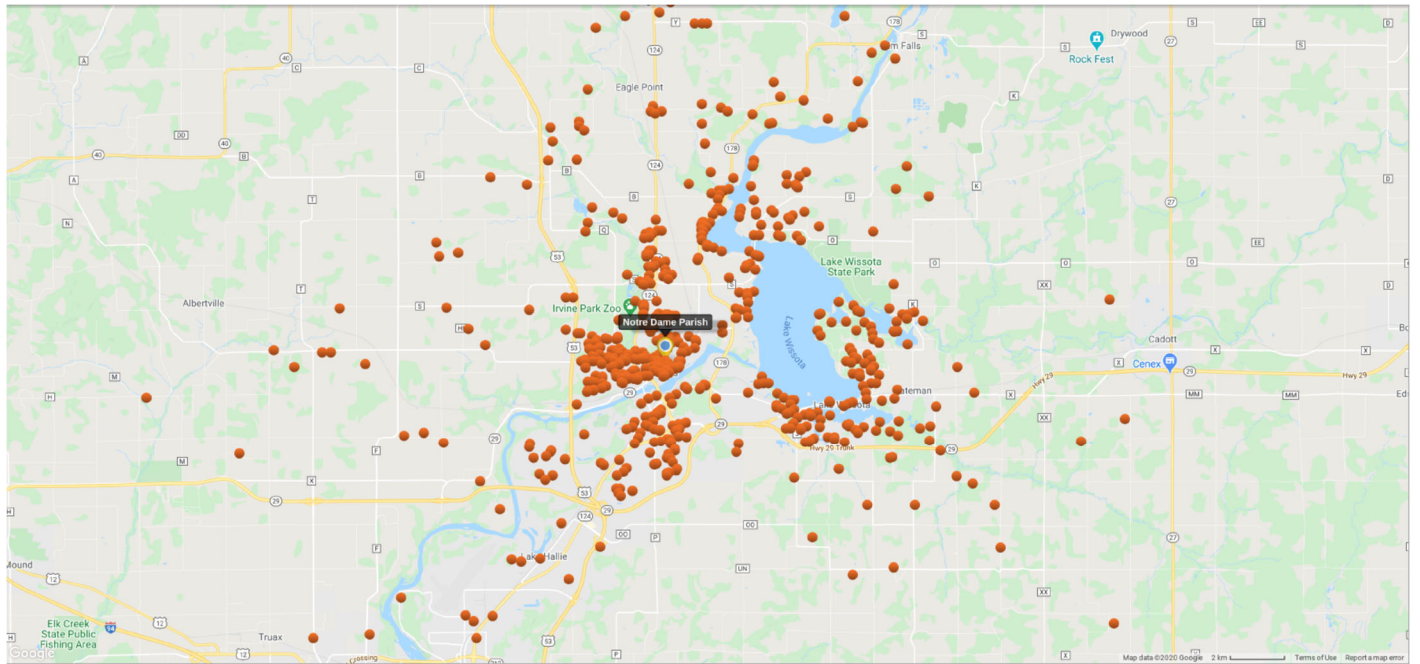
St. Bridget Parish
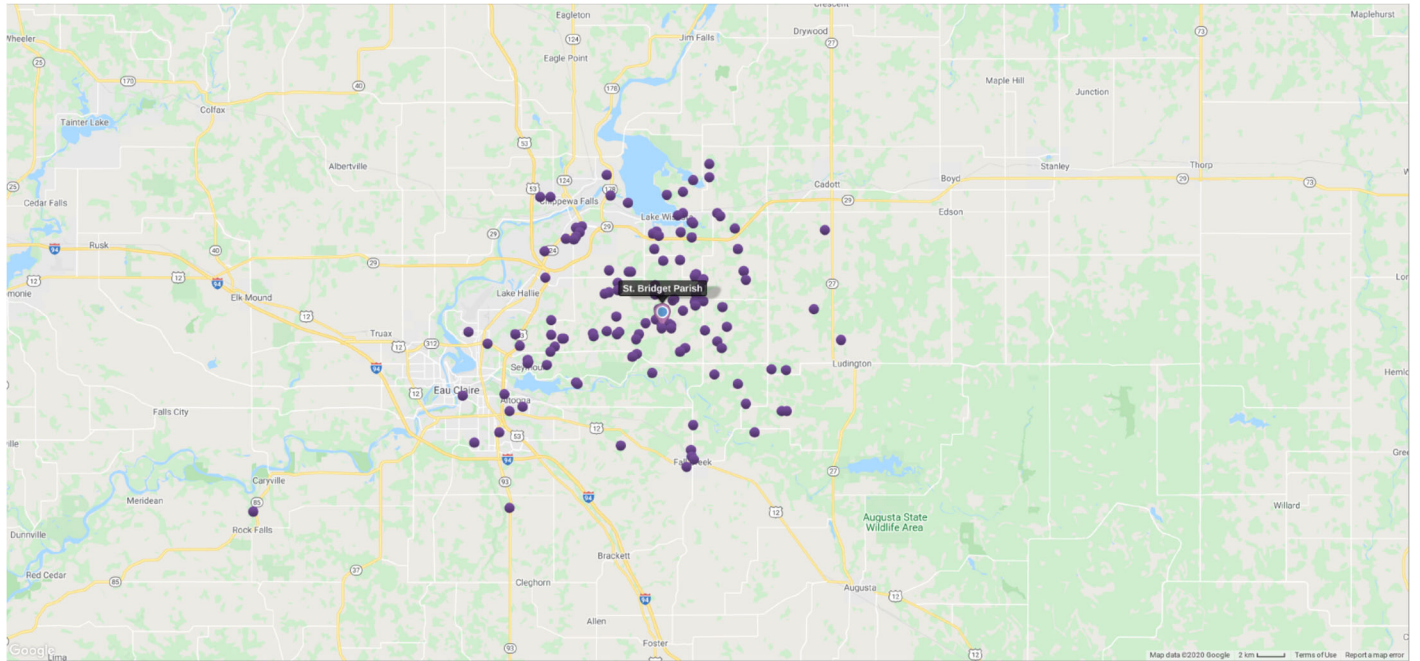
B. PARISH DATA

The parishes have provided parish data from the past five years regarding membership, sacramental reception, religious education enrollment, and funerals. The analysis of this information allows for trends to be identified and for certain ratios to be determined, such as the ratio of baptisms to funerals. For a parish to grow organically without the influx of any new parishioners, there must be at least 2 baptisms for each funeral. The number of students enrolled in religious and Catholic school education when compared to the total number of students in the parish can reveal how effectively faith formation programs are serving all parishioner families.

St. Charles Borromeo Parish Data

| St. Charles Borromeo Parish Data	Year					
	2014	2015	2016	2017	2018	2019
Registered Household	622	622	622	669	639	630
Confirmation	37	37	41	13	12	9
Infant Baptism	15	20	17	11	7	13
First Eucharist	20	29	24	21	27	18
Religious Education						
Elementary	63	59	61	54	52	58
High School	7	8	11	16	6	15
Funeral	27	21	19	29	21	23
Marriages	2	2	4	7	7	5
Catechumens and Candidates for Reception	1	4	4	5	3	6

Source: St. Charles Borromeo Parish

Observations

a. Membership at St. Charles has been relatively stable over the past five years.

b. Sacramental reception has decreased slightly in most areas but significantly for the Sacrament of Confirmation. The number of marriages and RCIA participation is stable.

c. Religious education enrollment has been stable on the elementary level but has increased on the high school level.

d. The ratio of baptisms to funerals is nearly reversed: there are 23 funerals for 13 baptisms.

Holy Ghost Parish Data

| Holy Ghost | Year | | | | | |
Parish Data	2014*	2015	2016	2017	2018	2019
Registered Household	948	925	895	887	853	828
Confirmation	35	28	16	29	18	22
Infant Baptism	26	16	20	25	23	10
First Eucharist	25	21	25	37	13	30
Religious Education						
Elementary		88	96	89	94	75
High School		25	30	28	23	21
Funeral	30	21	35	18	23	36
Marriages	5	3	11	5	5	6
Catechumens and Candidates for Reception						

Note: *No data provided: 2014 Religious Education and Catechumens and Candidates

Source: Holy Ghost Parish

Observations

a. Membership at Holy Ghost has decreased by 120 households over the past five years attributable to a review of parish census records.

b. Sacramental reception has declined in the number of Confirmations and infant Baptisms but is increasing for First Eucharists. The number of marriages is stable.

c. Religious education enrollment is decreasing on the elementary and high school levels.

d. The ratio of baptisms to funerals is reversed: there are 3 ½ times more funerals than baptisms.

Notre Dame Parish Data

| Notre Dame | Year | | | | |
Parish Data	2015	2016	2017	2018	2019
Registered Household	784	766	782	800	776
Confirmation	14	21	23	16	16
Infant Baptism	22	12	11	15	14
First Eucharist	21	20	14	2	15
Religious Education					
Elementary	66	50	36	33	37
High School	8	13	12	8	9
Funeral	38	26	32	33	28
Marriages	6	14	9	7	8
Catechumens and Candidates for Reception	0	3	3	2	0

Source: Notre Dame Parish

Observations

a. Membership at Notre Dame has decreased slightly over the five-year period but has been relatively stable.

b. Sacramental reception has declined but seems to be leveling off in recent years.

c. Religious education enrollment has decreased by 29 students or 44% over the past five years. High school enrollment is small but stable.

d. The ratio of baptisms to funerals is two funerals for each baptism.

C. COMPARATIVE INSITE

This section compares the parishioners from each parish to all the residents in the Chippewa Falls area. This comparison can provide insights about whom each parish attracts and whom they do not. It also offers insights into the financial potential of the parish. In general, parishioners tend to be older and have higher incomes than the general population. Parishes can use this information as well as additional data from the full study from the "Parish Mosaics" section to develop evangelization plans which focus on reaching out to the type of parishioner who is already attracted to the parish or to make changes which will be more inviting to potential parishioners.

The comparisons in this section are made by identifying the "service area" of each parish from the map, using the locations of the residences of the majority of parishioners (85 – 90%) as the boundaries, and comparing the parish population to the community population in the same area.

St. Charles Borromeo Parish

Household by Age

	Mosaic Segments Study Area		People Mosaic Segments Weighted by Presence		
Head of HH Age	**%**	**No.**	**%**	**No.**	**Index**
Age 19-24 years	3.4%	461	2.5%	13	75
Age 25-30 years	7.6%	1,033	5.3%	27	70
Age 31-35 years	7.6%	1,039	5.6%	29	74
Age 36-45 years	14.9%	2,036	12.5%	65	84
Age 46-50 years	10.1%	1,375	9.7%	51	97
Age 51-65 years	34.3%	4,689	35.2%	184	103
Age 66-75 years	11.4%	1,557	15.5%	81	136
Age 76+ years	10.9%	1,484	13.7%	72	127
	100.0%	13,674	100.0%	523	
Average Age Head of Household		50		52	103

Observations

a. 64.2% of the parish households are age 51 or older. The area percentage in this range is 56.6%.

b. 13.4% of the households are age 35 and younger. The area percentage is 18.6%

Household Incomes

Estimated Household Income	Mosaic Segments Study Area		People Mosaic Segments Weighted by Presence		
Less than $15,000	7.7%	1,050	5.6%	30	74
$15,000-$24,999	8.2%	1,123	7.2%	38	87
$25,000-$34,999	8.8%	1,206	8.0%	42	90
$35,000-$49,999	13.5%	1,850	12.5%	65	92
$50,000-$74,999	23.7%	3,235	24.9%	130	105
$75,000-$99,999	16.8%	2,303	17.8%	93	106
$100,000-$124,999	9.7%	1,333	10.4%	54	107
$125,000-$149,999	4.7%	640	5.2%	27	111
$150,000-$174,999	2.9%	393	3.4%	18	117
$175,000-$199,999	1.2%	160	1.6%	8	137
$200,000-$249,999	1.9%	254	2.3%	12	122
$250,000+	0.9%	128	1.2%	6	123
	100%	13,674	100%	523	

Average HH Income	$69,752	$74,582
Median HH Income	$54,750	$57,188

Sources: US Census Bureau, Synergos Technologies Inc., Experian, DecisionInsite/MissionInsite

Observations

a. 24.1% of the parish households have incomes of $100,000 or more. The area percentage in this range is 21.3%

b. 55.2% of the households are in the range of $35,000 to $99,999 per year. The area percentage is 54%.

c. The estimated financial potential of St. Charles' parishioners in the study is $36,453,175. This is determined by totaling the actual annual household incomes of registered parishioners in the study. 523 households of the 630 registered were captured in the comparison or 83% so the total household income is likely another $6,000,000.

Holy Ghost Parish

Household by Age

Head of HH Age	Mosaic Segments Study Area		People Mosaic Segments Weighted by Presence		
	%	No.	%	No.	Index
Age 19-24 years	3.4%	461	2.4%	17	70
Age 25-30 years	7.6%	1,033	4.9%	35	65
Age 31-35 years	7.6%	1,039	5.2%	37	69
Age 36-45 years	14.9%	2,036	13.5%	95	90
Age 46-50 years	10.1%	1,375	9.6%	68	96
Age 51-65 years	34.3%	4,689	38.1%	268	111
Age 66-75 years	11.4%	1,557	13.7%	96	120
Age 76+ years	10.9%	1,484	12.6%	89	116
	100.0%	13,674	100.0%	703	
Average Age Head of Household		50		51	103

Observations

a. 64.4% of the parish households are age 51 and older. The area percentage in this range is 56.6%.

b. 12.5% of the parish households are age 35 and younger. The area percentage in this range is 18.6%.

Household Incomes

Estimated Household Income	Mosaic Segments Study Area		People Mosaic Segments Weighted by Presence		
Less than $15,000	7.7%	1,050	5.5%	39	72
$15,000-$24,999	8.2%	1,123	7.6%	53	92
$25,000-$34,999	8.8%	1,206	8.1%	57	92
$35,000-$49,999	13.5%	1,850	12.7%	89	94
$50,000-$74,999	23.7%	3,235	24.7%	174	105
$75,000-$99,999	16.8%	2,303	18.4%	129	109
$100,000-$124,999	9.7%	1,333	10.6%	75	109
$125,000-$149,999	4.7%	640	5.0%	35	108
$150,000-$174,999	2.9%	393	3.2%	23	112
$175,000-$199,999	1.2%	160	1.2%	9	105
$200,000-$249,999	1.9%	254	2.0%	14	105
$250,000+	0.9%	128	0.9%	7	99
	100%	13,674	100%	703	
Average HH Income		$69,752		$73,292	
Median HH Income		$54,750		$56,884	

Sources: US Census Bureau, Synergos Technologies Inc., Experian, DecisionInsite/MissionInsite

January 2021

Observations

a. 53.7% of the parish have household incomes in the range of $35,000 to $99,999 per year. In the area, 54% are in this range.

b. The $100,000 plus income range is slightly higher than the area but there are fewer households with incomes under $35,000.

c. The estimated financial potential for Holy Ghost Parish which comes from the total incomes of all registered parishioners in the study is $48,055,615. The study captured 703 of the 828 registered households or 85% meaning there is likely another $7,000,000 of household income potential.

Notre Dame Parish

Household by Age

Head of HH Age	Mosaic Segments Study Area		People Mosaic Segments Weighted by Presence		
	%	No.	%	No.	Index
Age 19-24 years	3.4%	461	2.3%	14	67
Age 25-30 years	7.6%	1,033	4.8%	29	63
Age 31-35 years	7.6%	1,039	5.0%	31	66
Age 36-45 years	14.9%	2,036	11.1%	67	74
Age 46-50 years	10.1%	1,375	8.6%	52	86
Age 51-65 years	34.3%	4,689	42.0%	255	123
Age 66-75 years	11.4%	1,557	13.7%	83	120
Age 76+ years	10.9%	1,484	12.6%	76	116
	100.0%	13,674	100.0%	606	

Observations

a. 68.3% of the parish households are age 51 and older. The area percentage in this age range is 56.6%.

b. 12.1% are age 35 and younger. The area percentage in this age range is 18.6%.

Household Incomes

Estimated Household Income	Mosaic Segments Study Area		People Mosaic Segments Weighted by Presence		
Less than $15,000	7.7%	1,050	5.8%	35	76
$15,000-$24,999	8.2%	1,123	7.6%	46	92
$25,000-$34,999	8.8%	1,206	8.2%	49	93
$35,000-$49,999	13.5%	1,850	12.2%	74	90
$50,000-$74,999	23.7%	3,235	24.3%	147	103
$75,000-$99,999	16.8%	2,303	17.8%	108	106
$100,000-$124,999	9.7%	1,333	10.3%	63	106
$125,000-$149,999	4.7%	640	5.1%	31	108
$150,000-$174,999	2.9%	393	3.3%	20	114
$175,000-$199,999	1.2%	160	1.5%	9	131
$200,000-$249,999	1.9%	254	2.3%	14	125
$250,000+	0.9%	128	1.6%	10	170
	100%	13,674	100%	606	
Average HH Income		$69,752		$74,369	
Median HH Income		$54,750		$56,992	

Sources: US Census Bureau, Synergos Technologies Inc., Experian, DecisionInsite/MissionInsite

Observations

a. 24.1% of the parish households have incomes of $100,000 or more. The area percentage in this range is 21.3%.

b. 54% of households are in the range of annual incomes from $35,000 to $99,999 which is identical to the area. There are fewer households in the lower ranges of annual income than the area.

c. The estimated financial potential of parishioners is $43,124,537. The study captured 606 of the 776 registered parishioners or 78% which means that there is likely another $9,400,000 of additional income potential.

St. Bridget Parish

Household by Age

Head of HH Age	Mosaic Segments Study Area		People Mosaic Segments Weighted by Presence		
	%	No.	%	No.	Index
Age 19-24 years	3.4%	461	1.1%	1	34
Age 25-30 years	7.6%	1,033	2.1%	1	28
Age 31-35 years	7.6%	1,039	2.7%	2	35
Age 36-45 years	14.9%	2,036	11.6%	8	78
Age 46-50 years	10.1%	1,375	9.2%	6	91
Age 51-65 years	34.3%	4,689	50.7%	35	148
Age 66-75 years	11.4%	1,557	13.0%	9	114
Age 76+ years	10.9%	1,484	9.7%	7	90
	100.0%	13,674	100.0%	70	
Average Age Head of Household		50		57	114

Observations

a. 73.4% of the parish households are age 51 and older. The area percentage for this range is 54%.

b. 5.9% are in the range of age 35 and younger. The area percentage is 18.6%

Household Incomes

Estimated Household Income	Mosaic Segments Study Area		People Mosaic Segments Weighted by Presence		
Less than $15,000	7.7%	1,050	4.5%	3	59
$15,000-$24,999	8.2%	1,123	5.7%	4	69
$25,000-$34,999	8.8%	1,206	6.5%	5	74
$35,000-$49,999	13.5%	1,850	9.6%	7	71
$50,000-$74,999	23.7%	3,235	26.0%	18	110
$75,000-$99,999	16.8%	2,303	22.1%	15	131
$100,000-$124,999	9.7%	1,333	12.9%	9	132
$125,000-$149,999	4.7%	640	5.8%	4	123
$150,000-$174,999	2.9%	393	3.5%	2	123
$175,000-$199,999	1.2%	160	0.9%	1	73
$200,000-$249,999	1.9%	254	1.9%	1	102
$250,000+	0.9%	128	0.6%	0	65
	100%	13,674	100%	70	
Average HH Income		$69,752		$77,912	
Median HH Income		$54,750		$61,306	

Observations

a. 57.7% of parish households have annual incomes in the $35,000 to $99,999 range. The area percentage is 54%.

b. 25.6% have incomes of $100,000 or more. The area percentage is 21.3%.

c. The estimated financial potential for the parish is $5,035,125.

D. GENERAL OBSERVATIONS ABOUT PARISHES FROM INTERVIEWS

Each parish staff and the parish councils were interviewed to discuss their views of the parish and their thoughts about the future. Their general comments can be summarized in the five points below. More specific comments and ideas for the future have been incorporated into the "possibilities for vibrant ministry" in the section which follows this one.

1. Level of Collaboration

The parishes of Chippewa Falls are already collaborating with one another in many significant ways. Some of these ministries have been temporarily suspended due to the COVID-19 pandemic but are planned to be shared when it is safe to do so. The parishes all sponsor and support McDonell Area Catholic Schools. Holy Ghost and St. Charles Borromeo Parishes share pastors respectively with St. Peter in Tilden and St. Bridget in Springfield. Faith formation ministries for children, youth and adults are shared as well as a number of parish outreach ministries. There is a sense among parish leaders that collaboration has been effective because of the leadership and cooperation of the current pastors. Because of all these factors, parish leaders are receptive to the possibility for an even greater level of collaboration, with the understanding that individual parish identities also need to be respected.

2. Support for McDonell Area Catholic Schools

Parish leaders strongly support the Catholic school system. With that being stated, there are concerns and questions regarding the relationship between the system and the parishes. Some parish leaders questioned whether Catholic school graduates continue to practice their faith or are responding to calls to priestly or religious vocations. There are concerns about the level of financial support which the parishes provide to the system and the ability of the parishes to provide quality ministries and maintain their facilities with the remaining balance. For the most part, the funding bases for the parishes and school system are the same people. It appears that the relationship between the parishes and schools requires some clarification and fund-raising and capital campaigns need better coordination.

3. The need for a facility strategy

The newest Catholic facility in Chippewa Falls is the high school building which was completed in 1964. Over the years, parishes have maintained, renovated, and updated facilities. St. Charles Borromeo Parish plans to construct a new hall and parish offices. Other parishes are considering renovations or facing decisions about older buildings. The ministry needs of parishes and schools today have changed from when buildings were originally constructed. Parishes have adapted to these new uses as well as can be done with older facilities. For example, leaders noted that none of the parishes have church gathering spaces for building community and socializing before and after Masses. There were observations that facilities could be shared more effectively and efficiently. There were opinions about the elementary school facilities ranging from building a new school at the McDonell high school site to using the existing school buildings at each parish. In terms of strategic thinking, the parishes and schools would be wise to consider a common master plan for all the Catholic campuses in Chippewa Falls.

4. Best use of financial resources

Over the years, the parishes have wisely shared financial resources to maintain Catholic education and other pastoral ministries in the area. There is a receptivity to exploring how other efficiencies or economies of scale can be created to reduce the overall footprint, fixed costs, future facility and ministerial needs of the parishes and schools. The pandemic has added to the uncertainties about the financial futures of the parishes and schools: will younger adults return to the church to replace the large older populations at the parishes? Will younger Catholics contribute to their parishes as generously as their elders?

5. Pastoral Priorities

There is a realization among parish leaders that a new vision is needed for parishes and schools in Chippewa Falls. There are nearly as many ideas about what this could look like among leadership as there are leaders. However, there are certain common elements within the range of ideas and suggestions. There seems to be a consensus that the parishes and schools of the future, above all, will need to form more committed and engaged disciples who are dedicated to evangelization. Discipleship and evangelization are essential to the Church of the future. Being baptized Catholic is not a guarantee that one will practice the faith as an adult. Catholics are not automatically joining parishes or attending Mass every Sunday. The number of people who have no religious connection, often referred to as "nones," is increasing even in the Chippewa Falls area.

III. MCDONELL AREA CATHOLIC SCHOOLS

A. SCHOOL DATA

Scattermap
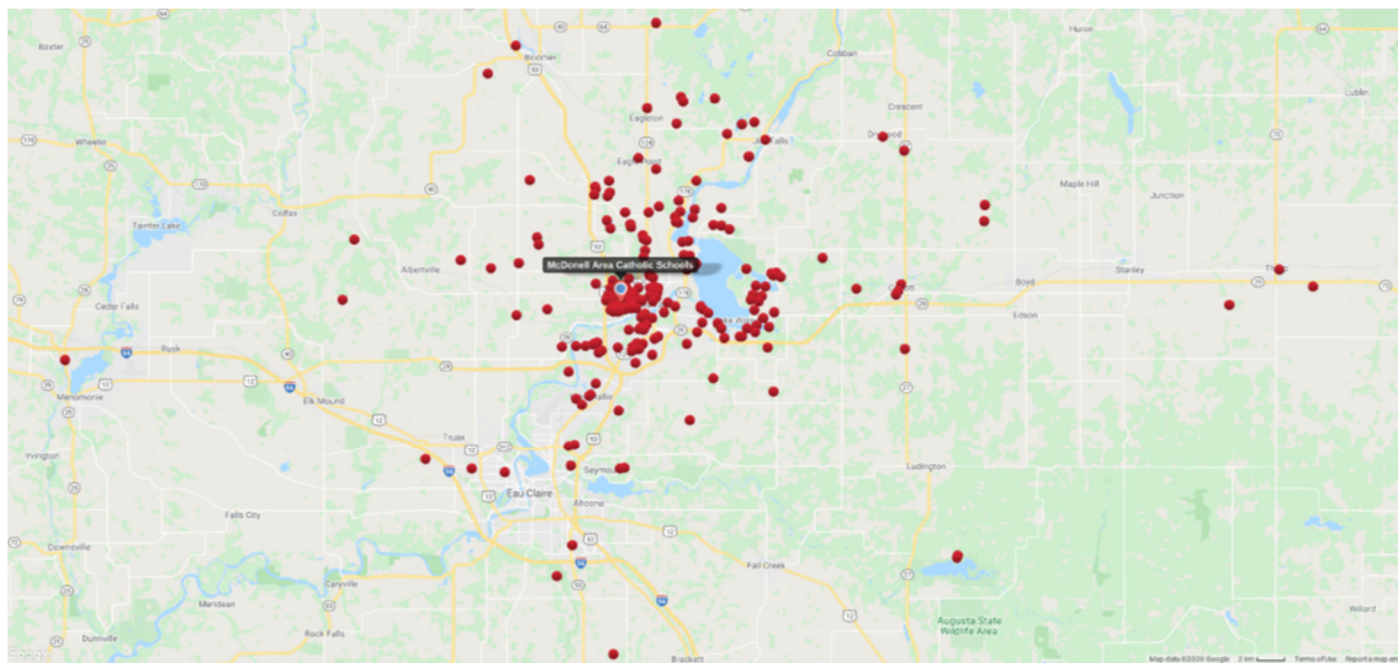
Enrollment Trends

By Grade	Actual					Capacity by Grade	% of Cap. 2020-21
	2016-17	2017-18	2018-19	2019-20	2020-21		
K	30	28	36	41	31	36	*86%*
1	26	30	33	33	38	36	*106%*
2	31	25	31	33	35	36	*97%*
3	31	27	21	30	35	36	*97%*
4	33	26	32	22	34	36	*94%*
5	28	32	27	30	26	36	*72%*
Total K to 5	**179**	**168**	**180**	**189**	**199**	**216**	***92%***
6	34	29	34	32	37	40	*93%*
7	31	38	31	34	40	40	*100%*
8	36	26	36	29	37	40	*93%*
Total 6 to 8	**101**	**93**	**101**	**95**	**114**	**120**	***95%***
9	32	42	32	42	42	50	*84%*
10	38	33	41	32	42	50	*84%*
11	32	39	37	41	35	50	*70%*
12	50	33	39	35	36	50	*72%*
Total 9 to 12	**152**	**147**	**149**	**150**	**155**	**200**	***78%***
Total K to 12	**432**	**408**	**430**	**434**	**468**	**536**	***87%***

Source: McDonell Area Catholic Schools

Retention Rate

Grade to Grade	From: To:	2016-17 2017-18	2017-18 2018-19	2018-19 2019-20	2019-20 2020-21	Average
K to 1st		0	5	-3	-3	
Net Retention Rate		*100%*	*118%*	*92%*	*93%*	*101%*
1st to 2nd		-1	1	0	2	
Net Retention Rate		*96%*	*103%*	*100%*	*106%*	*101%*
2nd to 3rd		-4	-4	-1	2	
Net Retention Rate		*87%*	*84%*	*97%*	*106%*	*93%*
3rd to 4th		-5	5	1	4	
Net Retention Rate		*84%*	*119%*	*105%*	*113%*	*105%*
4th to 5th		-1	1	-2	4	
Net Retention Rate		*97%*	*104%*	*94%*	*118%*	*103%*
5th to 6th		1	2	5	7	
Net Retention Rate		*104%*	*106%*	*119%*	*123%*	*113%*
6th to 7th		4	2	0	8	
Net Retention Rate		*112%*	*107%*	*100%*	*125%*	*111%*
7th to 8th		-5	-2	-2	3	
Net Retention Rate		*84%*	*95%*	*94%*	*109%*	*95%*
8th to 9th		6	6	6	13	
Net Retention Rate		*117%*	*123%*	*117%*	*145%*	*125%*
9th to 10th		1	-1	0	0	
Net Retention Rate		*103%*	*98%*	*100%*	*100%*	*100%*
10th to 11th		1	4	0	3	
Net Retention Rate		*103%*	*112%*	*100%*	*109%*	*106%*
11th to 12th		1	0	-2	-5	
Net Retention Rate		*103%*	*100%*	*95%*	*88%*	*96%*
Total Gain/Loss		**-2**	**19**	**2**	**38**	

Enrollment by Catholic/Non-Catholic

By Religion	2016-17	2017-18	2018-19	2019-20	2020-21	Average
Catholic	399	362	381	387	394	
% of enrollment	*92%*	*89%*	*89%*	*89%*	*84%*	*88%*
Non-Catholic	33	46	49	47	74	
% of enrollment	*8%*	*11%*	*11%*	*11%*	*16%*	*12%*
Total	**432**	**408**	**430**	**434**	**468**	

Source: McDonell Area Catholic Schools

January 2021

Enrollment by Race

By Race	2016-17	2017-18	2018-19	2019-20	2020-21	Average
Asian	7	9	9	8	2	
% of enrollment	*2%*	*2%*	*2%*	*2%*	*0%*	*2%*
Black/African-American	8	5	4	4	5	
% of enrollment	*2%*	*1%*	*1%*	*1%*	*1%*	*1%*
White	396	369	387	390	431	
% of enrollment	*93%*	*93%*	*93%*	*94%*	*96%*	*94%*
Multi-Racial and All Other	13	14	16	15	13	
% of enrollment	*3%*	*4%*	*4%*	*4%*	*3%*	*3%*
Total	**424**	**397**	**416**	**417**	**451**	
Hispanic	8	11	14	17	17	
% of enrollment	*2%*	*3%*	*3%*	*4%*	*4%*	*3%*

Source: McDonell Area Catholic Schools

Tuition and Fees

Tuition Rates	2016-17	2017-18	2018-19	2019-20	2020-21
K-8 Parish Tuition	$2,890	$2,890	$2,890	$2,890	$2,990
K-8 Non Parish Tuition	4,119	4,119	4,119	4,119	4,229
9-12 Parish Tuition	4,050	4,050	4,050	4,050	4,250
9-12 Non Parish Tuition	5,778	5,778	5,778	5,778	5,998
Fees					
Student Handbook	$5	$5	$5		

Source: McDonell Area Catholic Schools

Tuition Assistance/Scholarship

Funded	2018-19		2019-20		2020-21 to date	
	# Students	Dollars	# Students	Dollars	# Students	Dollars
School Funded						
Tuition Assistance/Scholarships	**228**	**174,112**	**234**	**216,235**	**178**	**238,563**
Total School Funded	**228**	**174,112**	**0**	**0**	**0**	**0**
Externally Funded						
Tuition Assistance/Scholarships	48	61,672	45	23,550	36	31,130
Total Externally Funded	**48**	**61,672**	**45**	**23,550**	**36**	**31,130**
Total	**276**	**235,784**	**45**	**23,550**	**36**	**31,130**

Source: McDonell Area Catholic Schools

Enrollment by Parish

Parish	City	# Enrolled 2019-20	# Enrolled 2020-21
All Saints	Stanley	10	17
Holy Cross	Cornell	6	5
Holy Ghost	Chippewa Falls	102	108
Notre Dame	Chippewa Falls	68	73
Sacred Heart	Jim Falls	11	12
St Bernard Hedwig	Thorp	2	6
St Bridget	Chippewa Falls	5	5
St Charles	Chippewa Falls	139	125
St James	Eau Claire	2	2
St Joseph	Menomonie	1	1
St Olaf	Eau Claire	2	2
St Paul	Bloomer	2	3
St John	Cooks Valley	1	5
St Peter	Tilden	35	29
St Raymond	Eau Claire	1	1
Total Enrolled		**387**	**394**

Source: McDonell Area Catholic Schools

B. DEMOGRAPHIC DATA

Population by School-Age

Zip Code	Age Group	2010 Census	2021 Estimate	2026 Projection	Change 2021 to 2026 Number	Change 2021 to 2026 Percent
54729	Age 0 - 4	2,138	1,837	1,873	36	2.0%
54727	Age 0 - 4	322	295	299	4	1.4%
54703	Age 0 - 4	2,629	2,615	2,602	-13	-0.5%
54724	Age 0 - 4	500	434	441	7	1.6%
54748	Age 0 - 4	57	57	57	0	0.0%
54701	Age 0 - 4	2,048	2,184	2,194	10	0.5%
54771	Age 0 - 4	394	389	409	20	5.1%
54751	Age 0 - 4	1,235	1,243	1,257	14	1.1%
54730	Age 0 - 4	339	315	333	18	5.7%
54722	Age 0 - 4	323	350	358	8	2.3%
54745	Age 0 - 4	108	99	101	2	2.0%
54732	Age 0 - 4	160	139	147	8	5.8%
54763	Age 0 - 4	75	72	75	3	4.2%
55387	Age 0 - 4	997	1,104	1,148	44	4.0%
54739	Age 0 - 4	349	336	346	10	3.0%
Total		**11,674**	**11,469**	**11,640**	**171**	**1.5%**
54729	Age 5 - 9	2,066	1,926	1,866	-60	-3.1%
54727	Age 5 - 9	350	300	296	-4	-1.3%
54703	Age 5 - 9	2,413	2,597	2,643	46	1.8%
54724	Age 5 - 9	481	459	437	-22	-4.8%
54748	Age 5 - 9	66	55	57	2	3.6%
54701	Age 5 - 9	2,047	2,122	2,228	106	5.0%
54771	Age 5 - 9	357	354	341	-13	-3.7%
54751	Age 5 - 9	1,261	1,246	1,262	16	1.3%
54730	Age 5 - 9	305	318	318	0	0.0%
54722	Age 5 - 9	334	313	317	4	1.3%
54745	Age 5 - 9	111	100	99	-1	-1.0%
54732	Age 5 - 9	173	149	140	-9	-6.0%
54763	Age 5 - 9	68	73	71	-2	-2.7%
55387	Age 5 - 9	1,109	1,144	1,164	20	1.7%
54739	Age 5 - 9	413	341	342	1	0.3%
Total		**11,554**	**11,497**	**11,581**	**84**	**0.7%**
54729	Age 10 - 14	2,008	2,143	1,957	-186	-8.7%
54727	Age 10 - 14	356	325	303	-22	-6.8%
54703	Age 10 - 14	2,322	2,638	2,647	9	0.3%
54724	Age 10 - 14	514	496	462	-34	-6.9%
54748	Age 10 - 14	79	61	59	-2	-3.3%
54701	Age 10 - 14	2,040	2,109	2,166	57	2.7%
54771	Age 10 - 14	338	352	339	-13	-3.7%
54751	Age 10 - 14	1,278	1,309	1,272	-37	-2.8%
54730	Age 10 - 14	327	347	321	-26	-7.5%
54722	Age 10 - 14	296	296	306	10	3.4%
54745	Age 10 - 14	133	111	104	-7	-6.3%
54732	Age 10 - 14	195	158	147	-11	-7.0%
54763	Age 10 - 14	74	75	72	-3	-4.0%
55387	Age 10 - 14	1,078	1,168	1,167	-1	-0.1%
54739	Age 10 - 14	383	367	347	-20	-5.4%
Total		**11,421**	**11,955**	**11,669**	**-286**	**-2.4%**

Source: Claritas 2021

January 2021

Median Household Income with Own Children Under 18 years old

Zip Code	# of MACS Families in 2020-21	5-Year Average 2014-2018	Percent of Median Income		
			10%	12%	14%
54729	209	$95,286	$9,529	$11,434	$13,340
54727	10	$81,833	$8,183	$9,820	$11,457
54703	9	$99,216	$9,922	$11,906	$13,890
54724	7	$88,219	$8,822	$10,586	$12,351
54748	5	$126,429	$12,643	$15,171	$17,700
54701	3	$99,747	$9,975	$11,970	$13,965
54771	3	$84,844	$8,484	$10,181	$11,878
54751	2	$87,962	$8,796	$10,555	$12,315
54730	2	$103,750	$10,375	$12,450	$14,525
54722	2	$77,969	$7,797	$9,356	$10,916
54745	2	$67,917	$6,792	$8,150	$9,508
54732	2	$75,833	$7,583	$9,100	$10,617
54763	1	$98,750	$9,875	$11,850	$13,825
55387	1	$145,063	$14,506	$17,408	$20,309
54739	1	$98,083	$9,808	$11,770	$13,732

Source: U.S. Census Bureau, 2014-2018 American Community Survey 5-Year Estim

Observations

a. Elementary and middle school enrolment is strong and has increased since 2016-17. High school enrollment has also increased, but not dramatically and is currently only 78% of capacity.

b. Net retention of students is extremely high, with many grades increasing enrollment from year to year.

c. Tuition was frozen at the same amount between 2016-17 and 2019-20. In 2020-21 tuition was moderately increased.

d. Approximately 76% of students receive a scholarship or tuition assistance. The school provides tuition assistance to 178 students (38%), The Wisconsin Parental Choice Program provides scholarships to 137 students (31%) and 32 students (7%) receive a scholarship from SSNP.

e. Current parents who responded to a survey are pleased in general with MACS as a school for their children. For example, slightly more than 82% of current parents with children younger than kindergarten age indicated they were likely to enroll their child in MACS kindergarten. In addition, when asked on a scale of 0-10 how likely they would be to recommend MACS to a friend or colleague, 87 out of 141 respondents (62%) responded with a 9 or a 10.

f. Word-of-mouth comments from other people was the primary source of information about MACS for the vast majority of current parents. MACS alumni provided information to 46% of the survey respondents, friends informed 22% and family members informed 17% of the respondents. Lagging far behind as a source of information was the parish bulletin (9%) and the school website (6%).

g. When asked about the important factors when choosing a school, the parents were presented with 17 options. Only one was selected as **Very Important** by 90% or more of the parents: "Competent and qualified faculty" was identified by 93% of parents. Three options were selected as **Very Important** by 80% to 90% of parents: "Academic excellence" (88%), "Safe and secure learning environment" (87%) and "Welcoming culture/climate" (85%).

h. Parents could choose one of four responses to each factor, from **4-Very Important** to **1-Not Important.** When combining responses 4 and 3, two options were selected by 100% of the parents: "Competent and qualified faculty" (95% and 5%) and "Academic excellence (88% and 12%). Eight other options were selected by 90% to 99% of parents. It is noteworthy that "Catholic Faith formation" ranked 11th (63% and 24%) of the 17 factors parents considered when choosing a school. Facilities ranked 12th (23% and 61%).

i. Current parents of a child in the Early Childhood program who responded to a survey are pleased in general with MACS as a preschool for their children. Yet, for those 12 of 24 families who indicated they had a child younger than 5 not attending MACS, only slightly more than 44% indicated they were likely to enroll their child in MACS kindergarten. In addition, when asked on a scale of 0-10 how likely they would be to recommend MACS to a friend or colleague, 12 out of 24 respondents (50%) responded with a 9 or a 10.

j. One hundred percent of parents of a child in the Early Childhood Program surveyed selected "Safe and secure environment", "Communication between school and parents", and "Competent and qualified faculty" as **Very Important** factors in selecting a school. "Welcoming culture/climate", "Affordable" and "Development curriculum" were selected as **Very Important** by 88% of respondents. Facilities was identified by 39% of respondents as **Very Important.**

k. The Early Childhood Program does not appear to provide many benefits to MACS. The revenue/expense ratio does not provide surplus money for general operations and there is little reason to believe that parents in the program are influenced to enroll their child eventually into MACS. The main benefit most often identified is for employees of MACS to obtain discounted childcare.

l. An effective shared leadership structure is present at MACS. In the fall of 2019, utilizing the Amazing Parish leadership model, MACS established an Operational Success Team and a Student Success Team to both develop and implement strategies and tactics for continuous improvement in the NCEA's four domains of the National Standards and Benchmarks for Effective Catholic Elementary and Secondary Schools in alignment with MACS' mission, vision, and operational priorities. The teams meet regularly, have high level goals and adhere to the dynamic agendas and scorecards as a tool for staying on track and measuring their work on achieving the set goals.

m. The median household income is a number indicating the mid-point of all incomes. Half of the people in each identified area have incomes above the median, and half are below the number. It is Meitler's experience that families in a middle-income range are able to devote approximately 10% to 14% of their gross income to tuition without stressing their household budget. This amount is a total expenditure, regardless of the number of children. While this table is an indication of a family's ability to afford tuition, it is more accurately used to determine the need for tuition assistance in an area.

n. The school receives 52% of its annual revenue from tuition and fees paid by parents and external scholarships. Parish investment contributes approximately 17% of annual revenue. Advancement provides approximately 10% of revenue. The balance of annual revenue is from an assortment of sources such as Booster Club, Scrip, sports, food service and other.

o. School administration believes that tuition is a significant obstacle to many families and needs to be maintained at as low an amount as possible.

p. Advancement revenue is primarily from fundraising events and capital campaigns. The annual fund is not a primary focus of the department.

q. The Advancement Department is staffed by one full time employee and assisted by a volunteer consultant. The one employee is responsible for all clerical tasks (e.g., maintaining the database, organizing mailings, etc.), all fundraising events and all donor identification, cultivation and solicitation. The Booster Club is responsible for the annual auction.

r. There is an Alumni Association which sponsors events such as the athletic Hall of Fame and other athletic events. The Advancement Director attends Alumni Association meetings and is responsible for alumni reunions both locally and throughout the United States.

s. MACS has a separately incorporated foundation that manages a corpus of approximately $3 million. The foundation contributes between 4% and 5% of its annual earning to the school, providing approximately $150,000 to the operating budget. The foundation does not solicit donors.

t. While MACS is a PK-12 system, both St. Charles Borromeo and Holy Ghost identify their school by the name of the parish and not "MACS, St. Charles Borromeo campus" or "MACS, Holy Ghost campus."

u. Holy Ghost parish recently completed a "Raise the Roof" campaign to replace the school's roof. When asked "how important is it to maintain a school on your parish grounds", the pastor of Holy Ghost parish responded, "really important". Currently, the parish uses the school building to host religious education, as well as parish events.

v. The pastor of St. Charles Borromeo noted the long tradition of Catholic education in the parish stating the parishioners see the school as a ministry of the parish. He stated that currently the parish does not utilize the school building for parish needs as the building is not conducive given the multiple levels, is old and has issues due to age. He also believes updates and repairs to the building are to be done at the school's expense. School administration noted that this is inconsistent with the building usage agreement.

w. Pastors of the three city parishes expressed a fondness for the school, enjoy celebrating the sacramental life with the children and are supportive of MACS. Notre Dame parish does not currently house any of the MACS campuses; however, the pastor said the parish would welcome the school if their site was one that was of value to the system and parishes.

x. Interviews and focus groups surfaced a shared desire for more unity between the parishes and school. School and parish personnel would like to see school families be more involved in parish life. In addition, many spoke of a desire to find ways to create a central office for the parishes and schools as a means to better share resources.

IV. POSSIBILITIES FOR VIBRANT MINISTRY

Data and its analysis are the basis for understanding the present reality and the future potential. This same data, along with observations from meetings with parish staffs, councils, and school leaders, can identify possibilities for vibrant ministry. These possibilities and other suggestions will be reviewed with the Planning Task Force and parishioners who attend parish meetings. Their responses will help to determine a sense of priority for each ministry or organizational category without diminishing the significance of any of the other possibilities.

The possibilities for vibrant ministry will become the foundation for the strategic plan. There are seven areas of parish ministry and organization with specific options to consider. Not all the options will necessarily be included in the final draft of the plan. The plan will be revised through further consultation with the Leadership Team, the Planning Task Force, and involved parishioners. The seven areas and specific options are described below.

POSSIBILITIES FOR MINISTRY AND ORGANIZATION

FAITH FORMATION AND EVANGELIZATION

1. Organize a ministry for young adults. This target age group is young adults in their 20's and 30's.
2. Conduct adult sacramental preparation (RCIA, infant Baptism, marriage) on a collaborative basis.
3. Train evangelization teams to contact present and former parishioners to invite them to greater engagement in the parishes.
4. Establish retreat and/or small group experiences as the foundation for adult faith formation in all the parishes.
5. Consider developing cultural ministries for Hispanic, Black/African American, and Asian Catholics.
6. Research the possibility of all Religious Education programing to happen through McDonell Area Catholic Schools.

CATHOLIC SCHOOLS

1. Decrease parish subsidy from 59% to 50% and possibly develop a timeline for further decreases.
2. Emphasize the role of advancement in the revenue stream of the school. Hire additional personnel, provide appropriate training, focus on the development of an annual fund and develop a process for the identification, cultivation and solicitation of new donors.
3. Eliminate the St. Charles Early Childhood Center at MACS, making MACS a BB4C -4K-12th grade school with wrap around care.
4. Relocate the BB4C to Grade 2 program into the Notre Dame Parish school building. The school building at St. Charles is at capacity while Notre Dame has more classroom space available. Facility analysis of both buildings indicate the Notre Dame building will cost less to upgrade:

   - Notre Dame: BB4C- Grade 2 (3rd grade could move there if space is needed for a 3rd section.)
   - Holy Ghost: Grades 3-5
   - MACS: Grades 6-12

WORSHIP AND PRAYER

1. Develop an area mass schedule which serves all the parishes.

2. Create communal prayer and worship opportunities to emphasize unity of all the parishes.

3. Offer area-wide prayer experiences and devotions.

OUTREACH TO THOSE IN NEED AND PASTORAL CARE

1. Assess the community-wide outreach efforts to determine how the parishes can best serve those in need.

2. Expand services for people in need, including those offered by Catholic charities.

3. Combine parish outreach committees and projects.

4. Recruit and train more volunteers to support the outreach ministries.

STEWARDSHIP AND COMMUNICATIONS

1. Establish an area team to assess the gifts and talents of parishioners and how they can be used in service to the kingdom.

2. Develop a common approach to the welcome and orientation of new parishioners.

3. Conduct an area-wide approach to financial stewardship.

4. Create an area-wide approach to communications with parishioners.

FINANCES AND FACILITIES

1. Develop a common budget for all ministries which is funded through parish assessments based on contributions.

2. Designate each parish site for particular ministries – the rectory, parish offices, outreach center, faith formation/retreats, etc.

3. Assess parish and school facility needs and devise a long-range strategy and master plan.

4. Coordinate all fund-raising by the parishes and schools.

PARISH ORGANIZATION

1. Propose that all parishes are served by a team of priests, one serving as pastor or moderator. Priests may live in a community at one rectory.

2. Determine staff needs with the intention to have one staff for all parishes at one, centralized parish office.

3. Combine all parish pastoral councils into a single council. Each parish is mandated to have a finance council so the finance council meetings could be scheduled on the same evening.

4. Merge all the parishes into one a single parish with three campuses and a new name.

V. NEXT STEPS IN THE PROCESS

While data provides the basis upon which a plan can be proposed, the development of a strategic plan also involves a vision for the future, open dialogue, and consensus building. The next steps in plan-building and the creation of a strategic plan for the Chippewa Falls will provide direction and inspiration for years to come.

Throughout the remaining steps, parishioners will have access to all the research and reports. There will also be regular communications with parishioners so that they will be informed and engaged in the process.

Presentation and Consultation with Parishioners

Following the release of the "Key Findings and Observations Report," each parish will conduct a meeting. During these meetings, there will be a review of materials from the data study and polls to determine the participants' perspective on future priorities for a vibrant ministry in the area.

Drafting a Plan

After all the polling has been compiled and reviewed, a preliminary plan will be drafted. The Leadership Team and Planning Task Force will have the opportunity to review the draft for potential revisions.

Consultation of the Plan with Parishioners

The draft of the plan will then be reviewed during another round of parish meetings. At this time, parishioners will have an opportunity to make recommendations for revisions.

Further Plan Refinement

A second round of Leadership Team and Task Force meetings with the possibility for a third round will provide opportunities to further refine the plan. If additional meetings with parishioners are necessary, they will be scheduled.

Plan Recommendations by Parish Leaders with approval by the Bishop

By May 2021, a final version of the plan should be ready for review by the Bishop. Implementation of the plan will be scheduled for late May or early June. Parishioners will be invited to participate in the event.