

Profile and Possibilities

**South Shore  
Parishes**

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Toward a Strategic Plan**

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# INTRODUCTION

In the Gospel of Matthew 28:19, Jesus entrusts his followers with a mission:

*“Go, therefore, and make disciples of all nations, baptizing them in the name of the Father, and of the Son, and of the Holy Spirit, teaching them to observe all that I have commanded you.”*

This mission guides the pastoral activity of every parish. The mission is people-centered. The challenge for each parish is to determine how to effectively reach out and serve the people in its geographical area. Pastoral planning assists a parish by assessing its ministerial activity and then strategizing ways to enliven that activity and carry out the mission more effectively.

The early Christian communities used Greek words to describe the four areas of the mission of the Church: *leitourgia* (sanctify), *kerygma* (teach), *diakonia* (serve), and *koinonia* (build community). The Acts of the Apostles describes this mission in 2:42-45:

*“They devoted themselves to the teaching of the apostles and to the communal life, to the breaking of the bread and to the prayers. Awe came upon everyone, and many wonders and signs were done through the apostles. All who believed were together and had all things in common; they would sell their property and possessions and divide them among all according to each one’s need.”*

If pastoral planning is a challenge for a single parish, it is an even greater one for six parishes to collaborate on the process. While the mission of all six parishes may be the same, their histories and traditions are quite distinct from one another. The effectiveness of the plan will rely on the willingness of parishioners to embrace new mission initiatives and to view their parishes in relationship with one another as the Apostle Paul did: all Christian communities are inherently connected with one another in the person of Jesus Christ.

The strengths of the South Shore parishes, along with the needs for the future, were identified through interviews, written responses, and meetings conducted in March through June of 2016. Parish leaders from a wide spectrum of the parish communities had an opportunity to talk about their vision for the future, needs in the community, priorities, and possible future directions for the parishes. All parish staff members had opportunities to provide observations. This report brings together key data and the input of many. From this document, possibilities will be prioritized and then formulated into a cohesive future plan for the parishes.

Demographic and census data about the territory surrounding the parishes was also collected. Fifteen years of annual parish reports to the Archdiocese were studied to identify trends and to provide some objective measurement for performance. These have been integrated into the “observations” in each area of ministry.

The report is divided into three sections. The first section views the vision and organization for mission. The second section is the largest and is devoted to the parishes’ ministries. The final section focuses on the administrative areas of the parishes.

Additional consultation with parish leaders and parishioners in two “envisioning our future” events will help guide the drafting of a strategic plan. This plan will shape the parishes’ future for the next decade.

# I. PARISH VISION AND ORGANIZATION FOR MISSION

**A. Toward a Vision Statement** – *parishes often develop a brief statement or phrase which captures where they want to be in the future*

## OBSERVATIONS

1. The parishes have worked together for over ten years.
2. The parishes are comprised of a population of parishioners from primarily European descent with about 4% of other cultural groups (Parish Summary Report). The largest other cultural population is Hispanic with 296 members. There are 6,907 Hispanics who live in the South Shore area (MissionInsite, 2016). The parishes register about 4% of all the Hispanics who reside in the area. Nationally, 60% of Hispanics self-identify as Catholics.
3. The average household income projection for the study area (boundaries: north – Becher Street; south – College Avenue; east – Lake Michigan; west – I-94 to Layton then Howell Avenue) in 2015 is \$59,072. The average income is projected to increase in 2020 to \$62,609 (MissionInsite, 2016).
4. The population is projected to remain stable from 59,576 residents in 2015 to 59,685 in 2025 (MissionInsite, 2015). About 21% of people in Milwaukee County are Catholic (Glenmary Research Center, 2014) which means there are likely 12,510 self-identified Catholics in the area. The parishes register about 64% of these Catholics.
5. There are some projected changes in the age distribution of the study area population which can impact the parish by 2020 (MissionInsite, 2016).
  - 0-4 year age group projected to decrease by -5%
  - 5-17 year age group projected to increase by 14%
  - 18-24 years projected for a decrease of -4%
  - 25-34 years projected to decrease by -28%
  - 35-54 years projected to decrease by -1%
  - 55-64 years projected to decrease -3%
  - 65+ years projected to increase by 17%
6. In the past five years, the number of parish households has decreased by a net 92 households or 2%. The parish populations have decreased by 428 members or 5% (Parish Summary Report).
7. The national average household size is 2.55. The parishes' household average size is 2.18, which is below average, meaning fewer children living at home or a greater number of single person households (Parish Summary Report).
8. There was 1 baptism (63) for 2.19 funerals (138) at the six parishes. The recommended metric for “natural” growth within a parish is 2 baptisms for each funeral (Parish Summary Report).

9. People who have no religious affiliation are referred to as “unclaimed” by the Glenmary Research Center. 49.5% of the total population of Milwaukee County is “unclaimed” (Glenmary Research Center, 2014). This reality suggests there is significant opportunity for evangelization efforts.
10. The six parishes have been designated as a multi-parish community in the Archdiocesan 2020 plan.

## **AFFIRMATIONS**

1. The six parishes have collaborated on a Catholic School and a shared faith formation staff and programs, as well as school advisory and faith formation commissions.
2. The parishes are moving toward a shared human concerns commission.
3. The combined parish memberships total 8,002 members. In 2016, this number of members would rank the parishes as the fifth largest number of parishioners in the diocese. When the 2020 plan is fully in place, that same number will place the parishes in the top twelve. Working together, these parishes will rank among the largest parishes in the diocese.

## **NEEDS**

1. Move towards becoming one community of faith with multiple worship and ministry sites.
2. Select a name which can be used, following diocesan guidelines, to identify the six parishes and the common pastoral activity they share.
3. Invite parishioners to become active disciples of Jesus Christ and more involved in the mission of the Church.
4. Become more adult-focused without losing emphasis on children and youth.
5. Place an emphasis on evangelization to enliven more members of the parish and to reach out to the alienated and unclaimed.

## **B. Pastoral Staff** – *hired by the pastor to direct specific areas of ministry in the parish*

### **OBSERVATIONS**

1. The priests meet on a regular basis and want to function as a team.
2. The principal of St. Thomas Aquinas Academy, the Director of Religious Education and the youth minister are positions shared by all the parishes.
3. There are three deacons serving the parishes.
4. The number of staff serving in administrative positions is greater than the number serving in pastoral ministry roles.
5. Collectively, the parishes have a staff with the equivalent of more than 23 full time positions. That number is nearly twice the size of a staff at a parish with a comparable number of parishioners.
6. Even with the current number of staff, some areas of mission are understaffed: human concerns, stewardship, communications, and adult faith formation.

### **AFFIRMATIONS**

1. Staff serve in different roles because of the needs of the community and the size of programs.
2. Volunteers bring many gifts and talents to the parishes and play a critical role in the support of parish ministries, especially in human concerns and stewardship.

### **NEEDS**

1. Select one DAS (Director of Administrative Services) who will manage the finances and facilities of all four parishes. This position will likely need associates positions.
2. Establish a common staff meeting schedule for all the staffs and meet regularly.
3. Develop an organizational chart and structure so that supervisors review no more than 6 staff members.
4. Determine a common performance review process and conduct regular individual meetings with each staff member, as well as an annual review.
5. Explore ways to develop staff professionally and spiritually through continuing ministerial formation.
6. Consider organizing staff into departments, such as:
  - One maintenance department which cares for all facilities at the six parishes;
  - One liturgical music staff which is shared by all the parishes;
  - A secretarial pool which, in addition to duties in parish offices, provides assistance and support to staff in certain ministry areas as well as serving as backup to one another.
7. Explore the possibility of additional shared staff positions:
  - Director of Adult Faith Formation and Evangelization
  - Director of Stewardship and Communications
  - Director of Human Concerns and Pastoral Care

## **C. Lay Leadership, Councils and Committees** – *the consultative bodies and committees which volunteer parishioners lead and serve*

### **OBSERVATIONS**

1. All parishes have adopted the new norms for finance and pastoral councils.
2. Many of the parishes have functioning commissions and committees.
3. Some parish leaders are involved in multiple groups and ministries within the parish. They are finding it more and more difficult to maintain their level of activity, but worry about who will replace them.
4. The formation of lay leaders is critical so that existing and new leadership have a common understanding of faith, Church, and ministry.
5. The past five Popes and Vatican Council II have emphasized the important role of the laity: “The laity accomplish the Church’s mission in the world principally by blending of conduct and faith which makes them the light of the world (*Lumen Gentium*).”

### **AFFIRMATIONS**

1. All the councils and commissions are dedicated to carry out the mission of the Church as they understand it, to manage parish finances, and to maintain parish facilities even though there is a distinct difference between the way these groups operate and the frequency of their meetings.
2. There is a wonderful pool of talent and a rich faith among the lay leaders in the parishes.
3. The parishes share a school advisory commission, formation commission and are working to form a shared human concerns commission.

### **NEEDS**

1. Combine pastoral councils and commissions to serve all six parishes. Parish finance councils must remain separate but can meet on the same night at the same place.
2. Establish an evangelization committee as part of the formation area of mission to develop ways for the parishes to reach out to the interested, inactive, alienated, and unaffiliated.
3. Develop a strategy for identifying and training new leaders for various roles within the community.
4. Consider holding a common commission/committee night so that all the groups can pray together, share information, and conduct their individual meetings.
5. Consider an annual calendaring night so that all activities of the parishes can be calendared and properly communicated to all the parishioners.

## II. PARISH MINISTRIES – “FOSTERING PASTORAL ACTIVITY”

### A. Prayer and Worship – *the group which prepares liturgies for sacramental celebrations and other prayer experiences*

#### OBSERVATIONS

1. Sacramental guidelines are not followed consistently in all the parishes leading people to shop from parish to parish.
2. Average Sunday Mass attendance in 2015 was 3,080 people or 38% of the 8,002 parishioners. The average Mass attendance in the Archdiocese of Milwaukee for 2015 was 30%. On a national level, about 30% of registered parishioners attend Mass on a weekly basis (CARA, 2010). Close to one-third of that number are “occasionals,” parishioners who attend Mass at least monthly. Mass attendance had been in decline since 2010 but increased last year by 21% or 540 members more than 2014.
3. The reported total church seating capacity for all Masses at the six parishes is 4,200 persons. Based on the 2015 Mass attendance, the parishes use only 30% of their capacity. Average attendance at all Masses is below 50%. Archdiocesan guidelines suggest that good stewardship of resources requires the church to have a minimum of 50% attendance to justify the Mass time. Some adjustments should be made to the Mass schedules.
4. Sacred Heart and St. Paul offer Children’s Liturgy of the Word at one of the Sunday Masses.
5. Three of the parishes’ worship commissions are responsible for organizing hospitality Sundays.

#### AFFIRMATIONS

1. People from all the parishes commented on good music at the Sunday Masses.
2. There are choirs in the parishes of varying sizes.
3. Parishioners participate well at Mass.

#### NEEDS

1. Study the Mass schedule to maximize the use of the parish’s resources wisely as well as ways that the parishes may work together in worship and make recommendations.
2. Even though Mass attendance has risen, develop strategies for the Sunday Mass and evangelization as part of the initiatives from the diocesan Synod.
3. Consider the potential for using a common hymnal in all the parishes.
4. Develop a schedule for the priests to preside and preach at the other parishes in the area and do this several times during the year so that priests and parishioners will get to know one another.
5. Look into adding a Sunday night liturgy to attract youth and young adults to the parishes.
6. Establish a procedure so that the Archdiocesan sacramental guidelines are followed uniformly by all the parishes.
7. Develop a schedule for weekday Masses which provides for two Masses each day at similar times that rotate locations between the parishes.



**B. Evangelization and Formation** – *This area of mission is responsible for forming disciples and sending them to proclaim the Gospel to others.*

**C. School** – *the ministry of the Catholic School within the parish*

### **OBSERVATIONS**

1. Of the 193 total students enrolled at St. Thomas Aquinas Academy, 153 are from the six parishes for a 77% participation rate.
2. The enrollment breakdown from the Academy of the six parishes is as follows:
  - Immaculate Conception – 9 students (4.5% of the total enrollment)
  - Nativity of the Lord – 9 students (4.5%)
  - Sacred Heart of Jesus – 13 students (6.5%)
  - St. Augustine – 11 students (5.5%)
  - St. Paul – 7 students (3.5%)
  - St. Veronica – 104 students (52.6%)
  - Other – 45 students (22.9%)
3. St. Thomas Aquinas Academy has become part of the Seton Catholic School initiative and network of Catholic schools.
4. The school is at 85% capacity. There is room in the current facility for 30 more students.
5. Two parishes have leased their school buildings: Immaculate Conception has six years remaining on a lease and St. Paul recently renewed their lease for another 10 years.

### **AFFIRMATIONS**

1. There are many dedicated parents and staff at the school.
2. The priests are involved with sacramental celebrations at the school.

### **NEEDS**

1. To assist with marketing efforts and good record keeping, the school and parishes should maintain records about STAA graduates who attend Catholic high schools as well as track high school student performance of all graduates.
2. Look into ways to increase awareness of the school in each parish and make recommendations.
3. Develop an enhanced marketing and recruitment strategy with the Office for Schools Marketing.
4. Explore the potential for future expansion of a satellite campus for St. Thomas Aquinas Academy at one of the sites which is currently leased.

## **D. Religious Education – programs for children pre-K through 8<sup>th</sup> grade**

### **OBSERVATIONS**

1. The shared program for Grades K3 through 6 enrolls 174 students from 110 families. An additional 24 students are enrolled in the 7<sup>th</sup> and 8<sup>th</sup> grades.
2. According to the combined parish census, there are approximately 735 students of K3 through 8<sup>th</sup> grade. With the addition of the school population of 153 students, 351 (48%) of the 735 possible students of elementary/middle school age are enrolled in faith formation sessions. The diocesan average is 75% of the potential school-age population. The religious education enrollment was as high as 422 students in 2008.
3. There is some concern that the shared program, which is conducted at St. Veronica, is drawing children and families away from the other parishes. It appears that only St. Veronica has adequate facilities to host the program.
4. There is an annual direct-mail campaign to all families with children from kindergarten through second grade.
5. In 2015, there were 77 first Communions. First Communions were celebrated in each parish.
6. There are 17 catechists and 13 aides involved with the program.
7. Home schooling or home study for religious education is supported. Parents use an online program.
8. The SPRED (Special Religious Education for the Developmentally Disabled) is available at Nativity of the Lord.

### **AFFIRMATIONS**

1. The parishes have shared religious education programs for a number of years.
2. There are dedicated catechists and parents.

### **NEEDS**

1. Because parents are essential to faith development, determine additional ways to involve parents in the Sunday program and add some family-based formation activities, aside from class time, so that families can grow together in faith as well as develop community among the religious education families.
2. Design an ongoing program for catechist recruitment, training, formation and certification to provide a pool of qualified and capable teachers.
3. Study enrollment potential, program design, and facilities in order to develop a long-range plan for the growth and enhancement of religious education in the parishes, as well as ways for the program to be conducted at various sites.
4. Consider adding Childrens' Liturgy of the Word at one Mass in each parish on Sundays that alternate with the religious education program and invite students from the upper grades to assist so that every parish has catechesis for children available and visible at each site.

## **E. Youth Ministry** – *programming and activity for high school students, grades 9 through 12*

### **OBSERVATIONS**

1. There were 39 students who were confirmed in 2015 during their junior year in high school. The number of confirmands was as many as 94 in 2008.
2. 39 high school students participate in the high school program. The parish does not track the number of parish students who attend Catholic high schools.
3. There are 297 high school students in the combined parish census. The parish enrolls about 13% of teens in all the parishes. The Archdiocesan average is 50%.
4. There are opportunities for retreats, service and a mission trip.
5. There is a monthly youth night for 6<sup>th</sup>, 7<sup>th</sup> and 8<sup>th</sup> graders including students who attend St. Thomas Aquinas Academy.

### **AFFIRMATIONS**

1. There are 6 catechists/group leaders for the ministry.
2. Attendance in the program is good.
3. Parents have indicated their support for the direction of the program.

### **NEEDS**

1. Examine total youth ministry, catechetical programs and program models to identify options and components which may serve youth more effectively and involve a higher percentage of parish youth.
2. Look at the possibilities for using social media to communicate with youth and their parents.
3. Discuss and develop strategies for involving parents in junior high and high school ministry.
4. Explore the possibilities of including more young adults as volunteers within youth ministry in order to build a core team of young adults.
5. Develop a full-range of summer youth activities when students may have more time to participate, especially younger aged youth.
6. Consider ways to involve high school students in the lives of their parishes so that they are more visible at every site.

## **F. Adult Faith Formation** – *opportunities for adults to deepen their understanding and practice of the Catholic faith*

### **OBSERVATIONS**

1. In 2015, there were 2 adult baptisms and 9 adult confirmations.
2. The young adult population of the parish (ages 18 to 40) is approximately 1,435 members or 17.9% of the total population. The Archdiocesan average is 19%.
3. There are approximately 3,843 adult parishioners between the ages of 21 and 64 and an additional 2,359 over the age of 65, for a total of 6,202 adult parishioners over the age of 21.
4. Bible study, mornings of reflection, and other adult faith formation opportunities are offered.
5. The number of residents with college degrees is higher than the state average and is projected to increase.
6. For young adults (ages 18 – 40), “Brewing the Faith” is available throughout the year and meets at St. Francis Brewery in St. Francis on the first Thursday of each month. “Theology on Tap” is offered during the summer at Humboldt Park.
7. Marriage preparation could be coordinated among all the parishes.
8. “Lenten Journey” draws from 75 to 100 people at three sessions held at different sites.
9. Most of the parishes are more focused on child and youth formation than formation for adults.
10. There are 2,359 parishioners (29.4%) over the age of 65.

### **AFFIRMATIONS**

1. There are opportunities for adult faith formation for all parishioners.

### **NEEDS**

1. Identify, recruit and train a core team of adult leaders to strengthen and expand formation opportunities for adults and identify suitable space(s) where adult formation can be scheduled during the day and evening.
2. Study the need for spiritual support, formational activities, and service opportunities for senior citizens in the parishes and develop a ministry.
3. Study and develop a ministry to the young adult (ages 18-40) population.
4. Consider the impact of offering local-based adult retreat experiences which are designed to form disciples, identify ministry leaders, and recruit new participants.
5. Consider offering small faith sharing group opportunities to parishioners, particularly those who have participated in a parish-based retreat.
6. Study the potential to develop ministries for women and men in the parishes and make recommendations.

**G. Human Concerns** – *pastoral care for ill and homebound parishioners as well as outreach to people who need the basic human necessities of life*

**OBSERVATIONS**

1. The parishes support a number of outreach projects and activities.
2. The volunteers for outreach projects tend to be older members of the parish rather than younger.
3. Even with the introduction of a new initiative at St. Veronica, the pastoral care ministry to the homebound could be expanded.
4. Funeral preparation, wakes and funerals could be coordinated among all the parishes.
5. St. Veronica and Nativity of the Lord have food pantries.
6. A number of human concerns members also belong to St. Vincent De Paul Societies.
7. Deacon Tom Fogerty of St. Paul Parish has volunteered to coordinate human concerns activity among the parishes, the St. Vincent De Paul Societies, and Catholic Charities.

**AFFIRMATIONS**

1. There are very dedicated volunteers for these projects.
2. Five of the six parishes' human concerns commissions already meet regularly.
3. St. Augustine Parish hosts a free Thanksgiving dinner for anyone in the area.
4. Immaculate Conception Parish hosts a free monthly lunch.

**NEEDS**

1. Develop an area-wide human concerns effort involving all the parishes and including the Archdiocesan Office for Social Justice Ministry, Catholic Charities, and St. Vincent De Paul, which will be coordinated by a shared staff member.
2. Organize and increase the outreach to the homebound and hospitalized among all the parishes under the direction of a staff member.
3. Consider the establishment of a common sister-parish relationship with a parish in another part of the world.
4. Recruit more young adult volunteers to participate in outreach programs.
5. Develop a bereavement ministry for all the parishes under the direction of a staff member.

## **H. Stewardship** – *community building ministry and activities particularly those related to the sharing of time, talent and treasure*

### **OBSERVATIONS**

1. All six parishes added about 125 new households in 2015, or little more than 12 per month.
2. At least one-third of the parish households do not contribute financially to the parish.
3. There are identifiable transition or risk times among parishioners which can present the occasion to end active involvement or membership itself: school and religious education families who do not attend Mass; 2<sup>nd</sup> graders after their first communion; school families whose last 8<sup>th</sup> grader has graduated; juniors in high school who have been confirmed; young adults as they move out on their own. These are times when a stewardship commission can reach out to these families or recommend that other committees direct their efforts to them.
4. In the area served by the parishes, there is an estimated average household income of \$59,072, projected to increase to \$62,609 by 2020. Nationally, the average Catholic household contributes between 1% and 1.1% of household income. Other religious groups have an average which is at least double the Catholic average.
5. Studies have indicated that parish bulletins still reach two-thirds of the parish population. A common bulletin for all six parishes has the capacity to provide more information and communication about events and activities to parishioners.
6. Younger Catholics are more inclined to use electronic communication. Parishes need to have good websites and use email to keep in contact. This type of communication can also be combined.
7. Based on Mass attendance numbers, some parishes have already reviewed their parish census of registered parishioners and others have not done so for some time.

### **AFFIRMATIONS**

1. The parishes conduct successful festivals, dinners, and other social events.
2. Several parishes have welcoming processes for new parishioners.
3. Sacred Heart has developed and is working on a stewardship plan.

### **NEEDS**

1. Develop a welcoming process for new members at all parishes which provides opportunities for new members to become familiar with the ministries and activities of the parishes, as well as meet other parishioners.
2. Develop an ongoing way for parishioners to:
  - discern their gifts and talents,
  - learn about ways they can use these gifts in the parish, and
  - invite them to become more involved in the mission of the Church by volunteering for a ministry.
3. Examine various approaches for a comprehensive, Gospel-based financial stewardship process and recommend one for ongoing use in the parishes.
4. Look at ways of developing a stewardship of assets or planned giving which will have a long-term benefit for the ministries of the parishes.

5. Develop a communications plan for all the parishes which involves a common Sunday bulletin, website, and use of email communication with parishioners.
6. Study the various socials/fund raisers which are currently conducted in the parishes, consider new possibilities for building relationships among parishioners, and propose a plan to the pastoral council.
7. Conduct a census in all the parishes in order to provide a clearer picture of the actual membership and to establish a baseline for the measurement of membership growth.

### **III. PARISH ADMINISTRATION – “ADMINISTERING THE PARISH GOODS”**

#### **A. Finances** – *the management of the financial resources of the parish*

##### **OBSERVATIONS**

1. Immaculate Conception Parish has an outstanding debt of approximately \$683,093 which is owed to the Archdiocese of Milwaukee. The parish has negotiated a payment plan.
2. St. Veronica Parish has a mortgage of \$465,300 which was used for facility improvements. The parish makes monthly mortgage payments to the credit institution.
3. Most of the parishes have a reasonable amount of restricted and unrestricted assets.
4. All parishes are experiencing decreases in revenues.
5. The total revenue of all six parishes was slightly more than \$2.5M in 2015.
6. The total expenses were \$2.34M. There is potential for more cost savings by sharing staff and ministries.
7. The parishes rely on fund raisers and building leases to balance their budgets.

##### **AFFIRMATIONS**

1. The sharing of personnel, ministries and programs has greatly benefitted the financial condition of each parish.
2. Parishioners have responded in the past to appeals for additional funds and to capital campaigns.

##### **NEEDS**

1. Develop ways, in collaboration with the pastoral council, to create a budget which will be able to develop the ministries, support new ministry initiatives, and enhance the facilities at each site.
2. Establish a new revenue stream by creating the structures for a planned giving campaign, conducted by the stewardship commission that is directed to the significant transfer of wealth which is already passing significant amounts of money from generation to generation because of the unprecedented number of baby-boomers.
3. Study the possible need for a future capital campaign at some sites or a common campaign with goals for each site to improve and enhance the facilities at each parish.
4. Prepare grant proposals to fund new formation ministries through the Faith in Our Future Foundation and the Catholic Community Foundation.
5. Develop a five-year financial projection which includes average annual increase of expenses, the funding of new initiatives in the pastoral plan, and projected increases in revenue.



## **B. Facilities/Technology** – *the management of the buildings, grounds, and information/communication capabilities of the parish*

### **OBSERVATIONS**

1. Parish complexes have been designed primarily around the operation of a Catholic school located at the site and serving as the primary ministry. Parish activity today involves a full-range of ministries for all ages. Parishes need to re-think and re-envision the use of facilities both now and for the future.
2. Because parish buildings were designed with the same usage in mind, there may be more facilities than are needed to conduct ministry in the geographical area.
3. Not all sites are easily accessible for the handicapped and elderly.
4. Maintenance has been deferred at some of the sites because funds were not available for repair or improvement.
5. Sacred Heart has a parish cemetery adjacent to their parish site.
6. Nativity of the Lord has a 50% share in Holy Sepulchre Cemetery on College Avenue. Divine Mercy in South Milwaukee owns the other half.
7. There are questions regarding specific facilities which should be raised at the respective parishes:
  - The Holy Family site of Nativity of the Lord is deteriorating rapidly. If the facility cannot be sold, it should be razed and the land put up for sale.
  - The Nativity of the Lord school building has exceeded its construction life. It could be razed and the church hall updated to include a kitchen and an elevator.
  - The remaining facilities at St. Augustine Parish have a potential buyer.
  - The area served by the six parishes includes facilities at the Cousins Center which may be leased or rented, such as the chapel, dining room and auditorium.
8. Most of the parishes do not have the technology to communicate with a new generation of Catholics who rely heavily on email and websites for their information.

### **AFFIRMATIONS**

1. For the most part, parishes have kept the church buildings in a good state of repair.
2. Sacred Heart has the newest renovated church and the most updated offices.

### **NEEDS**

1. Establish a building and grounds committee comprised of representative members from all the parishes in order to develop a master site plan for all parish properties which will take into account the maintenance and update of the facilities, as well as their current and future use by the parishes.
2. Consider some interim “fixes” and interior design for certain facilities so that ministries can be conducted as effectively as possible until more permanent solutions are in place.
3. Assess the technology and communications use and needs at the parishes; then develop a strategy for the ongoing replacement of equipment and the development of technology usage. Make a recommendation regarding the need for a permanent technology committee.

4. Study the potential for common signage at all the church sites so that parishioners and the public are aware that the parishes are working together.

# APPENDIX