



St. Ann Catholic Church

323 N. Van Buren, Stoughton, WI 53589

*St. Ann's Catholic Church Strives to Love as He Loved,
Live as He Lived, and Serve as He Served*

Strategic Long-Range Plan

September 21, 2020

INTRODUCTION

St. Ann's Catholic Church has experienced a decline in Mass attendance and members over the past decade (see Appendix A for a detailed analysis). As a result, the pastor, Father Randy Budnar, and the Pastoral and Finance Councils commissioned the development of a Strategic Long-Range Plan (SLRP) that would look at setting a direction for the next 5 years while establishing a process for implementing this plan. To develop this plan, the Councils created (in February 2020) a Long-Range Planning Committee (LRPC) tasked with developing the 5-year strategic plan. The LRPC was comprised of a Parish Trustee, 2 members from the pastoral council, 2 members from the finance council, and Father Randy¹.

The LRPC was specifically tasked to develop a plan and processes to —

- Set forth the vision and needs of St. Ann's Parish for the next 5-years;
- Coordinate among the Councils and commissions to set requirements and develop a methodology for meeting those needs;
- Increase Mass attendance and grow the number of parishioners;
- Enable parishioners in evangelizing our Catholic Faith;
- Develop a financial plan that communicates the financial needs within the parish and develops opportunities for revenue growth and expense control; and
- Continue supporting the education of the youth in the parish.

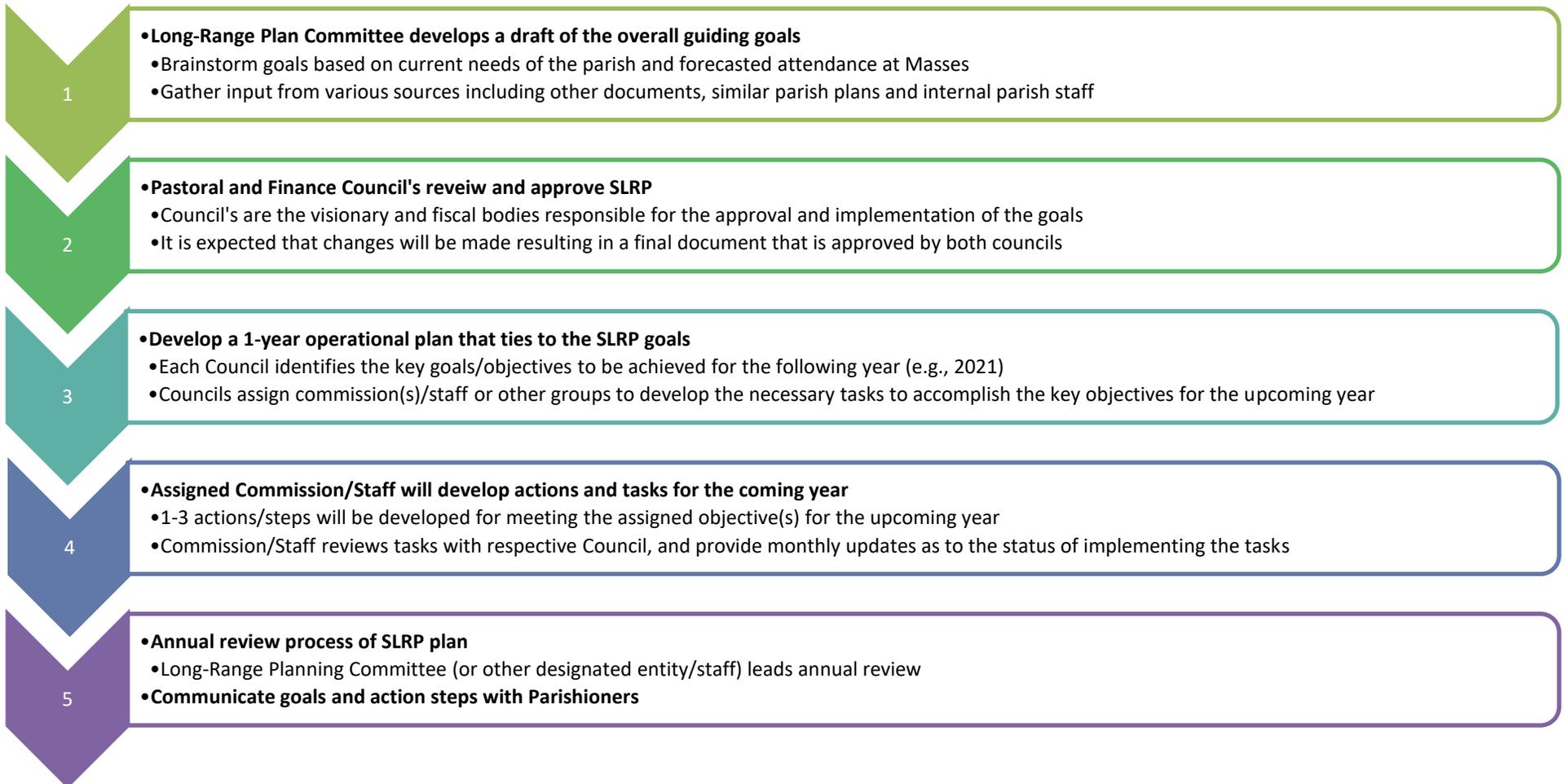
At the July 14, 2020 joint Pastoral and Finance Council meeting, the LRPC presented its draft of the SLRP. Over the summer of 2020, the Pastoral and Finance Councils independently reviewed the SLRP, made modifications, and approved it (approved by the Finance Council on August 25, 2020 and the Pastoral Council on September 8, 2020).

ST. ANN'S STRATEGIC LONG-RANGE PLAN (SLRP)

This SLRP offers a vision and guidance for where we want to go, and processes for accomplishing that vision. The SLRP sets forth 5 main goals, numerous sub-goals, initial tasks for consideration, and measures of these goals along with a process for achieving these goals over the 5-Year period. The SLRP is intended to be a working document that can be updated periodically and will remain fluid as parish needs and wishes change. It is not intended to be a comprehensive outline of all parish activity, which would be impossible given the complexity of our robust parish.

¹ Members of the LRPC: Father Randy Budnar (Pastor), Timothy Ulrich (Chair and Parish Trustee), Maureen Weaver (Pastoral Council), Robert Roeven (Pastoral Council), Joseph Alexander (Finance Council), and Tan Nguyen (Finance Council).

Each year, our Pastoral and Finance Councils will evaluate our SLRP to determine 1) what needs to be updated; 2) what needs to be added and; 3) what has been completed within the last year. Based on the SLRP, a 1 year-plan will be constructed that gives our Councils and commissions pathways to proceed for the coming year. Specifically, our Councils and commissions/staff will be tasked with identifying how their group will aide our Parish community in meeting the identified goals/objectives for the upcoming year. The following graphically depicts the steps taken to develop the SLRP and the process for implementing it over the next 5 years.



St. Ann Catholic Parish Goals for 2021-2026

Mission Statement: “St. Ann’s Catholic Church Strives to Love as He Loved, Live as He Lived, and Serve as He Served”

Guiding Goal	Objectives/Sub-Goals	Actionable Steps for Consideration by Commissions/Staff ²	Measures	Council Owner
Goal 1: Increase overall Mass attendance				
	<ul style="list-style-type: none"> a) Increase the desire of those who are attending Mass to share their love of God and knowledge of our faith with others. b) Increase the knowledge of our faith of those attending Mass. c) Every parishioner who attends Mass understands and uses religious symbols at Church and in their homes. d) Majority of individuals who attend Mass know and share their stories on how God has become the focus in their life. 	<ul style="list-style-type: none"> 1) Develop a means (e.g., data collection instrument—survey, focus groups) for determining why parishioners are not attending Mass along with a demographic study ascertaining the composition of our parish and outside community. 2) Conduct teaching Mass or study groups to educate parishioners on our faith 3) Develop and offer classes (study groups) on basics of what Catholics believe and practice to equip parishioners to explain our Catholic Faith. 4) Develop Outreach to those who have been away from the parish. 5) Provide additional retreat opportunities within the parish. 	<ul style="list-style-type: none"> 1) Increase Mass attendance by an average of 2% per year. 2) Increase Mass attendance by 15% in 5 years. 3) Evaluate the data and develop a plan to increase attendance. 4) Develop and/or expand 2 initiatives yearly to educate parishioners on our faith. 	Pastoral
Goal 2: Assist parishioners in recognizing and utilizing opportunities to evangelize and explain Catholic beliefs				
	<ul style="list-style-type: none"> a) Aide parishioners in identifying and creating opportunities to evangelize by growing faith sharing groups and being active participates in the Diocese of Madison “Go Make Disciples” Evangelization 	<ul style="list-style-type: none"> 1) Create a commission with the mission to evangelize. <ul style="list-style-type: none"> a. Develop a plan for meeting the goals of the Diocese Evangelization Initiative. 	<ul style="list-style-type: none"> 1) Adhere to the measures of those set for the “Go Make Disciples” initiative. 	Pastoral

² These suggestions are provided only for consideration by those who are tasked to develop the actions necessary to achieve the stated goal(s). These may need further refinement and other initiatives may be undertaken in their stead.

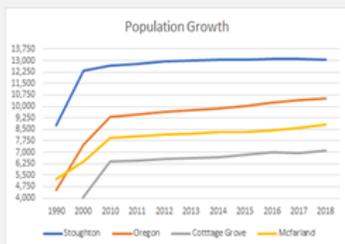
Guiding Goal	Objectives/Sub-Goals	Actionable Steps for Consideration by Commissions/Staff ²	Measures	Council Owner
	Initiative.	2) Prepare leaders to lead evangelization efforts. 3) Develop on-site retreat opportunities for Adults.		
Goal 3: Enhance effective communication and functionality between the pastor, staff, councils, commissions and school to ensure the needs of the parish are being met				
	a) Identify the needs of the parishioners, parish staff, Councils and Commissions. b) Foster functional commissions to meet the needs of the parish.	1) Determine the need for existing commissions and establishment of other commissions. <ul style="list-style-type: none"> a. Develop a structure for each commission along with a plan on the spirituality as it relates to their commission. 2) Create “recruitment/training/retaining” programs to encourage parishioners to volunteer for parish activities. 3) Develop a continual communication channel to facilitate interaction between Pastoral Council, Finance Council and parish staff as well as obtaining parishioners’ feedback and inquiries. 4) Communicate Strategic goals to the parish.	1) Fully functional commissions within 12 months. 2) Evaluate the data and develop a plan to meet the needs of the parish.	Pastoral Finance
Goal 4: Maintain best practices and internal financial controls that promote fiscal responsibility and transparent stewardship of the parish resources				
	a) Effectively communicate the Financial needs to the parishioners, parish staff, Councils and Commissions. b) Maintain parish facilities (buildings, grounds and cemetery) while also budgeting for future updates and expenses. c) Develop opportunities for revenue growth and expense control.	1) Develop a comprehensive long-term financial plan to grow revenues and cover expenses that are approved by the Parish councils. <ul style="list-style-type: none"> a. Expenditures need to tie to the goals and needs of the parish including prioritizing initiatives/projects. b. Develop a parish maintenance and facilities replacement plan that supports ongoing maintenance needs as well as planned purchases of replacement items for parish facilities. 2) Evaluate financial investments of the parish to provide for the security of the parishes treasure	1) 3-4% annual growth in a 5-year rolling average of revenues—relates to growth in mass attendance in Goal 1 along with increase in tithing. 2) Development of an annual plan that provides a means for operating within the constraints of limited funding.	Finance

Guiding Goal	Objectives/Sub-Goals	Actionable Steps for Consideration by Commissions/Staff ²	Measures	Council Owner
		<p>and allows for maximizing growth opportunities.</p> <p>3) Report the status of our parish finances, debt, and major parish financial matters to the parish.</p> <p>4) Evaluate financial commitment of St. Ann Catholic Parish in supporting its Catholic School.</p> <p style="padding-left: 20px;">a. Evaluate tuition and parish contribution levels.</p>		
Goal 5: Lead our youth in developing a deep love for Jesus and our Catholic Faith				
	<p>a) Our youth will personally come to know and love Jesus through experiences offered by the Parish.</p> <p>b) Our youth will understand and embrace the teachings of our Catholic faith.</p> <p>c) Our youth will experience an atmosphere of joy where they are loved, welcomed, accepted and valued.</p> <p>d) Foster relationships with all age groups.</p> <p>e) Create a heart of service in Jesus' name.</p>	<p>1) Develop on-site retreat opportunities for youth to experience Jesus in a personal way.</p> <p>2) Promote and encourage experiences like JOTH, LBH and Frassati Fest.</p> <p>3) Enliven the mood and atmosphere so students experience joy while learning their faith.</p> <p>4) Seek opportunities to comingle age groups in our activities.</p> <p>5) Develop a plan to engage our high schoolers after Confirmation.</p> <p>6) Promote and encourage opportunities for students and families to do service work.</p>	<p>1) Renewed accreditation of St. Ann's School.</p> <p>2) Grow student population.</p> <p>3) Maintain participation in mission trips and Frassati Fest.</p> <p>4) Create 1 new on-site retreat over 5 years.</p> <p>5) Schedule 4 events each year for age groups to work together.</p> <p>6) Implement 3 programs for engaging confirmed youth.</p> <p>7) Schedule 4 service opportunities each year for students and families.</p>	Pastoral

RELEVANT GROWTH RATES

Compounded Annual Growth Rates

Years	Mass Attendance	# Of Parishioners	# of Registered Households	# of Adults	Offeratory	# of Contributors
1999-2019					2.12%	
2009-2019	-4.58%	-2.99%	-0.84%	-1.30%	-0.44%	-2.49%
2014-2019	-4.34%	-0.66%	-0.70%	0.96%	0.70%	-3.10%
2017-2019	-4.21%	1.18%	-1.43%	2.05%	-0.12%	-3.57%



- **Mass Attendance:** Over the past 10 years, weekly Mass attendance has declined at a growth rate of 4.6% with decline staying constant
- **Parishioners:** 3% decline over 10 years but has leveled off and grown in past few years along with the number of adults
- **Population:** Surrounding cities are growing while Stoughton growth is flat

REGISTERED FAMILY STATISTICS & FORECAST

Year	# of Households	# of Parishioners	Age of Parishioners						Adults Only
			0 to 5	6 to 13	14 to 17	18 to 40	41 to 64	≥65	
2009	846	2,706	340	366	184	799	785	232	1,816
2010	837	2,464	127	349	196	766	797	229	1,792
2011	841	2,472	117	327	197	789	794	248	1,831
2012	845	2,472	97	318	207	804	787	259	1,850
2013	796	2,184	86	284	197	506	843	268	1,617
2014	804	2,016	77	268	186	446	768	271	1,485
2015	780	2,137	64	250	163	496	840	324	1,660
2016	782	1,792	58	210	151	459	647	267	1,373
2017	805	1,871	48	190	153	470	704	306	1,480
2018	758	1,867	48	174	145	509	687	304	1,500
2019	771	1,938	54	165	146	545	689	339	1,573
2020	752	1,685							1,383
2021	744	1,599							1,343
2022	735	1,513							1,304
2023	727	1,427							1,265
2024	718	1,341							1,225

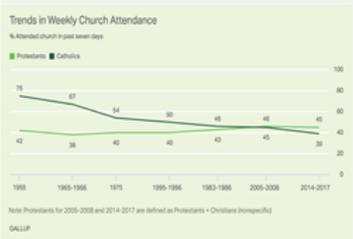
- Since 2013—
 - The biggest decline in adult age groups was experienced in the 18-40 year old bracket with a steady decline in the 41-64 age bracket in the past few years
 - Over the past 10 years, the number of registered parishioners ≥65 has stayed relatively constant.
- Growth rate for Adults (18 and older) declined 1.3% over the past 10 years but has leveled off over the past 5 years

MASS ATTENDANCE & FORECAST

Year (October Count)	Weekly Average Mass Attendance			Total Average Weekly Attendance
	5-15 PM	8:00 AM	10:30 AM	
2009	226	274	363	863
2010	167	264	342	773
2011	210	256	318	784
2012	178	253	329	760
2013	177	241	309	727
2014	178	203	291	672
2015	185	188	260	633
2016	180	182	216	578
2017	164	181	242	586
2018	146	184	190	521
2019	166	166	184	515
2020				468
2021				433
2022				399
2023				364
2024				338

- St. Ann's weekly Mass attendance has declined at a growth rate of 4.6% with decline staying constant
- Percent of parishioners attending weekly Mass has declined from 31.9% to 25.6% in 10 years
- National Trends in Church Attendance: Fewer than 4 in 10 Catholics attend Mass in any given week with attendance down 6% in the last 10 years (2018 stats)

Year	Percent Attending Mass
2009	31.9%
2010	31.4%
2011	31.7%
2012	30.7%
2013	33.3%
2014	33.3%
2015	29.6%
2016	32.3%
2017	31.3%
2018	27.9%
2019	26.6%



FINANCIAL OUTLOOK

Year	Offeratory Income	# of Contributors
2009	\$ 746,737	698
2010	\$ 695,408	685
2011	\$ 719,704	680
2012	\$ 734,107	654
2013	\$ 745,478	655
2014	\$ 708,854	639
2015	\$ 744,427	631
2016	\$ 730,278	596
2017	\$ 714,295	590
2018	\$ 725,453	556
2019	\$ 711,738	529
2020	\$ 720,147	529
2021	\$ 719,349	513
2022	\$ 718,552	497
2023	\$ 717,755	481
2024	\$ 716,958	465

- Since 1999, the parish offertory has increased 2.1%, which is below the composite inflationary rate for the same period
 - Growth has been flat over last 5 years
 - Growth forecasted to continue to be flat
- Number of contributors have declined 2.5% since 2009 but has been declining at a faster pace in the last 5 years (at 3.6%)