



DIOCESE OF OAKLAND MISSION ALIGNMENT PROCESS (MAP)

INTERIM REPORT

SEPTEMBER 10, 2022

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INTERIM REPORT ON THE DIOCESE OF OAKLAND

MISSION ALIGNMENT PROCESS (MAP)

INTRODUCTION

The Catholic Church has been experiencing lower Mass attendance in the United States since the 1950s. [Gallup reports](#) that in 1955, 75% of Catholics attended Mass weekly. In 2014-2017 US Mass attendance shrank to 39%. According to the [Center for Applied Research in the Apostolate](#), since the pandemic the number of Catholics who say they attend Mass every week has dropped to 17%. Those who say they never attend went from 18% to 29% (a 62% change). Gallup attributes the drop in Mass attendance to an increase in lack of religious affiliation, which is shown in recent [Pew surveys](#). The latest Mass attendance numbers for the Diocese of Oakland show a drop of 42% from 2019 to 2021 due to the COVID pandemic.

Like many other places in the US, the Oakland diocese has seen an overall decrease in the number of priests to serve our parishes. We currently are serving our parishes with 25% fewer priests than in 1985. The number of parishes has gone down only slightly, but we are serving these parishes with far fewer priests. Many of our parishes struggle to make ends meet financially.

BISHOP'S RESPONSE

In November 2000 Bishop Michael C. Barber, SJ made known his intention to form a task force to evaluate how to best continue to serve our people as we face the challenges mentioned above. In January 2021 Chancellor Steve Wilcox, Chief Financial Officer Paul Bongiovanni, and Vicar General Fr. Lawrence D'Anjou began the work of forming the Mission Alignment Process (MAP) commission. Priests of the diocese were invited to recommend names of qualified persons from their parishes to serve on this commission. At the Chrism Mass on March 25, 2021, Bishop Barber announced the members of the MAP commission. It was constituted of clergy and laity, men and women, representing the major ethnicities and constituents of the diocese. Some commission members are among those recommended by the priests. See appendix 1 for these members of the MAP commission.

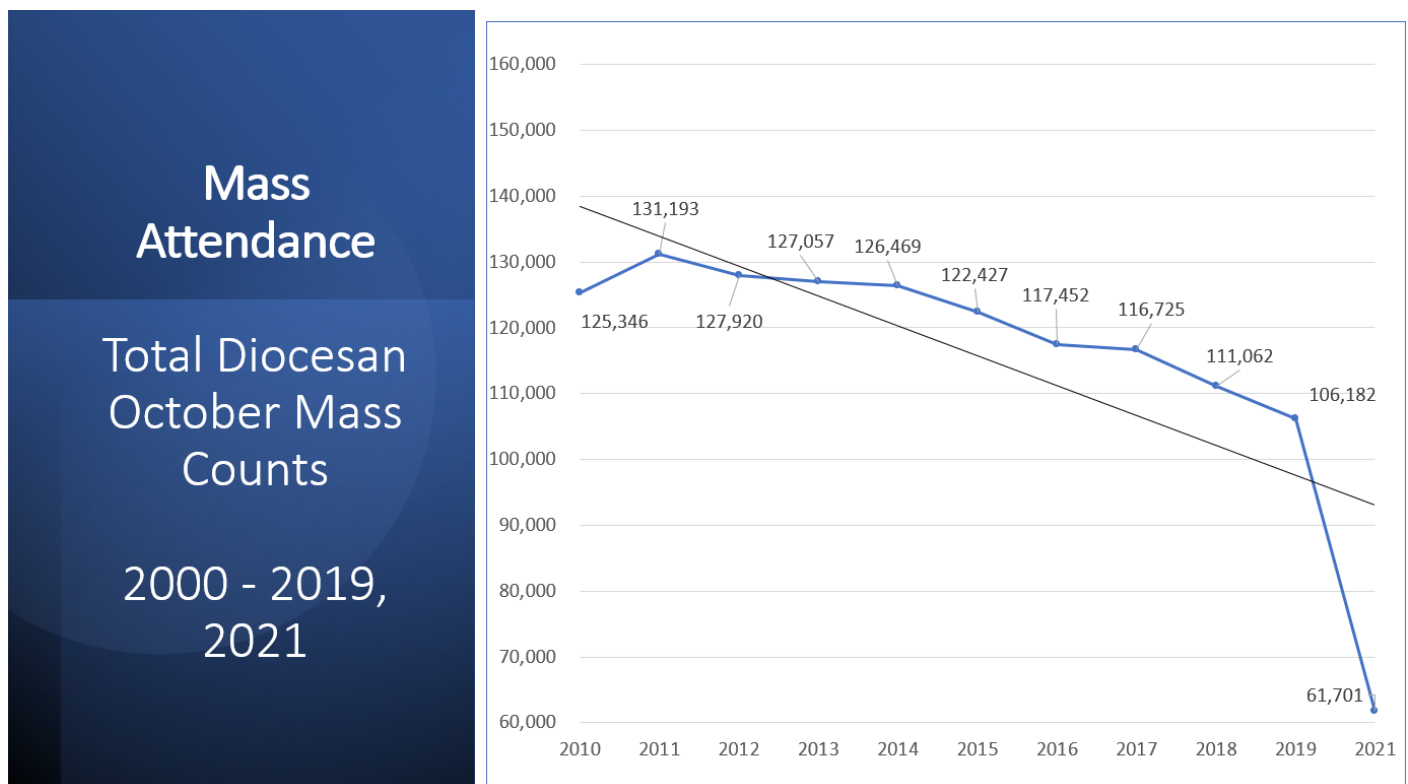
Bishop Barber has shared his priorities for Oakland diocese parishes: "Our Diocese is a place of prayer where we: 1. Emphasize the Sunday experience of the Holy Eucharist; 2. Practice the corporal and spiritual works of mercy; and 3. Form missionary disciples." The goal of the MAP commission from its inception has been to keep these priorities in focus as the work of the commission is carried out.

MAP COMMISSION WORK

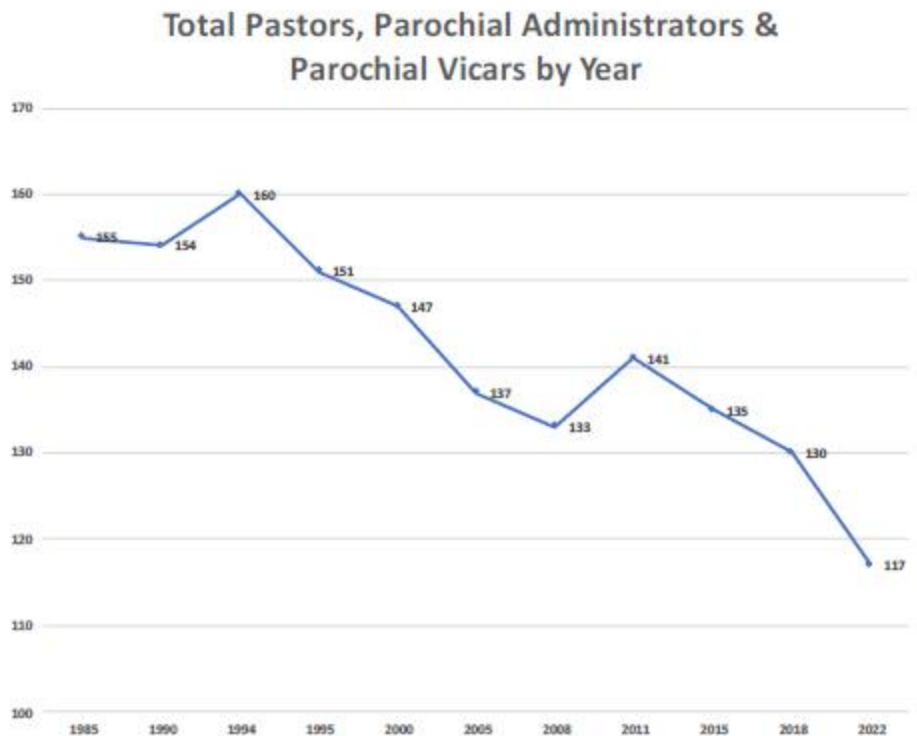
The MAP commission began its first meeting with Bishop Barber presiding at Holy Mass on April 16, 2021. He joined the meeting which took place at the Cathedral events center. The commission met regularly during the ensuing months to gather and study data from our parishes, schools, and parish demographics, and was informed about canonical matters related to the process. During this time Fr. D'Anjou was in consultation with representatives of other dioceses who had gone through similar efforts. Our diocese became the beneficiary of free advice and survey services through a joint program with the Lilly Foundation and Catholic Leadership Institute (CLI)

The priests of the Oakland diocese were introduced to the MAP at in-person and online meetings on July 28-29, 2021. They were informed of the MAP commission's work and of plans for upcoming online surveys for priests and parishioners through CLI. These surveys were conducted between October and December 2021. All parishes and priests participated in the surveys.

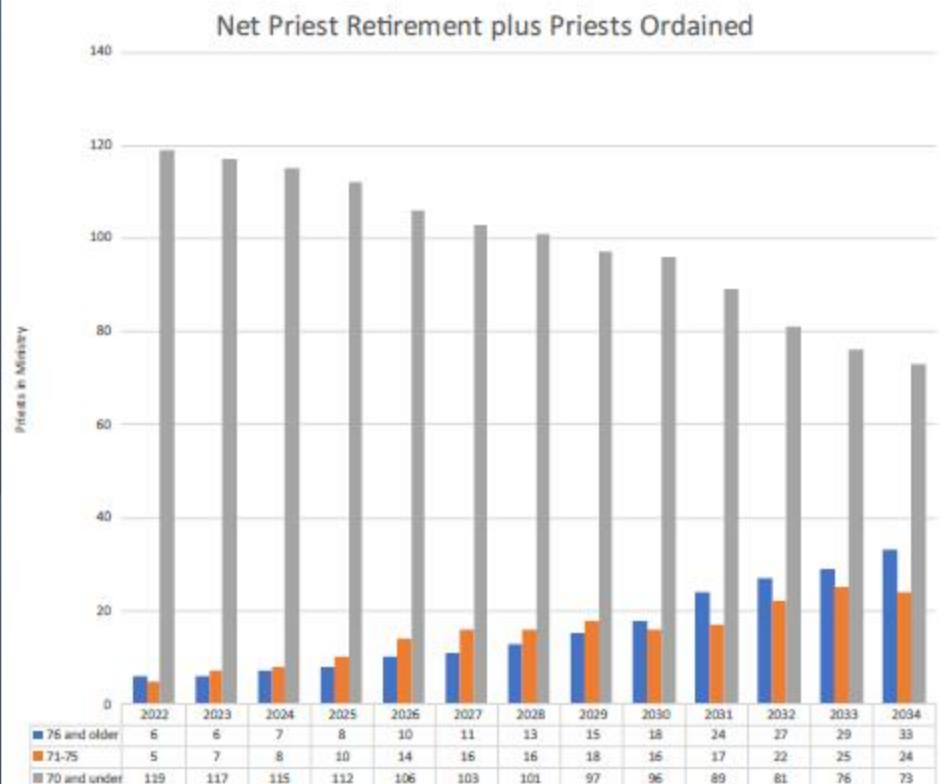
In the first quarter of 2022 the commission looked closely at the data from the parish and priest surveys. They developed a presentation which included graphs of the dramatic decline in Mass attendance, priests in parish service, and future projections of priests moving into their retirement years as seen below. Other data shared included historical and present Mass attendance, sacraments, and other information reported from the parishes and schools. A condensation of this data showing attendance counts is in appendix 2.



Total Pastors, Parochial Administrators & Parochial Vicars by Year



Priest Availability



CONSULTATIONS BEGIN

The data mentioned above was shared with the Oakland clergy on March 17, 2022. The priests were asked to give us feedback on their observed trends and takeaways. These are provided in appendix 3.

The commission then invited pastors to invite five parish leaders to join them for regional meetings in May 2022. At these meetings clergy and lay participants were presented with the same data. Their observations on trends and takeaways are in appendix 4.

In May and June, 2022 another round of MAP consultation meetings was held, this time at the deanery level. The invitees included the parish clergy, the initial five parish leaders from the regional meetings and an additional five parish leaders chosen by the pastor. These participants were provided with the same data as well as an explanation of different models of parish collaboration, specifically the cluster, merger, and closure models. The explanation of these models and their feedback is provided in appendix 5.

At the publication of this interim report (September 2022) another round of consultation will take place with the priests of each deanery and Bishop Barber. These will be considered, and recommendations will be shared for parish input before any final decisions are made.

Bishop Barber, the MAP commission, and our priests understand that changes at the parish level such as a cluster, merger, or closure are very challenging and emotional events. They must be carried out with professionalism, sensitivity, care, and much consultation. The Oakland diocese has done this successfully in the past. Parish communities which have undergone these changes often report, although the process was difficult, they have a more vibrant parish community as a result.

MOVING TOWARD IMPLEMENTATION

From the beginning the MAP commission's focus has been to revitalize our parishes following Bishop Barber's parish priorities mentioned above. Much needs to be done before realignment of parishes is implemented. This process is anticipated to begin in 2023. The MAP commission is working to create support teams to assist pastors, parish leadership and parishioners both from an administrative level and mission-focus level. With sensitivity, care, consultation, and a focus on our mission we aspire to help make each Oakland diocese parish a vibrant and fully functional Catholic community.

Provided by the MAP Commission Steering Committee:

- Very Reverend Lawrence D'Anjou, Vicar General
- Rick Medeiros, Chancellor, Diocese of Oakland

- Mary Fair, Diocesan Planning Board/Catholic Charities, St. Charles Borromeo parish
- Paul Bongiovanni, Chief Financial Officer, Diocese of Oakland
- Very Reverend Brandon Macadaeg, Rector, Cathedral of Christ the Light/Amazing Parish Initiative

Appendix 1

Mission Alignment Process (MAP) Commission: (March 5, 2021)

1. Fr. Brandon Macadaeg, Cathedral of Christ the Light Rector/Amazing Parish Initiative
2. Mary Fair, Diocesan Planning Board/Catholic Charities, St. Charles Livermore
3. Fr. Anthony Huong Le, pastor St. Joseph Fremont/Amazing Parish Initiative
4. Jocelyn Pierre-Antoine, Diocesan Catholic Schools representative
5. Fr. Jimmy Macalinao, Diocesan Director of Faith Formation & Evangelization
6. Amanda Wehrman, Parish Council Chair, Newman Hall-Holy Spirit Berkeley
7. Fr. Jayson Landeza, pastor, St. Benedict, Oakland
8. Cristina Torres, Lay Minister, Our Lady of the Rosary, Union City
9. Fr. Mark Ruiz, Boston Archdiocese Cluster Parish model
10. Fr. Leo Edgerly, Diocesan Presbyteral Council Vice-Chair
11. Eric Hom, Business Manager, St Michael Livermore
12. Fr. Lawrence D'Anjou, Vicar General (co-chair)
13. Rick Medeiros, Director, Order of Malta Oakland Diocese, St. Isidore parish (co-chair)
14. Steve Wilcox, Chancellor (retired August 2021. Replaced by Rick Medeiros, new Chancellor)
15. Paul Bongiovanni, CFO, Diocese of Oakland

Appendix 2

		Mass Attendance					
City	Parish Name	5-yr Av	2019	2021	Mass	Lng	Seats
Oakland	Christ the Light	1,308	1,233	801	5	2	1,200
Oakland	Our Lady of Lourdes	443	437	190	3		650
Oakland	Sacred Heart	211	233	170	3		200
Oakland	St. Columba	396	341	187	3	1	500
Oakland	St. Patrick	223	189	134	2	1	300
	Deanery 1 TTLS	2,581	2,433	1,482	16	4	2,850

Piedmont	Corpus Christi	657	592	300	3		800
Oakland	St. Leo	260	198	88	4	1	350
Oakland	St. Margaret Mary	561	593	531	5		400
Oakland	St. Theresa	438	353	196	3		500
	Deanery 2 TTLS	1,916	1,736	1,115	15	1	2,050

Oakland	Divine Mercy	1,185	857	653	6	2	650
Oakland	St. Anthony/Mary HC	1,500	1,438	1,117	10	8	850
Oakland	St. Benedict	272	281	141	3	1	400
Oakland	St. Bernard	950	887	472	5	3	596
Oakland	St. Elizabeth	2,886	2,457	1,961	8	6	720
Oakland	St. Jarlath	1,386	1,271	730	5	2	950
Oakland	St. Louis Bertrand	1,842	1,561	1,147	5	3	1,042
	Deanery 3 TTLS	10,019	8,752	6,221	42	25	5,208

Alameda	St. Barnabas	557	563	205	3		400
Alameda	St. Joseph Basilica	1,274	1,130	790	5		425
Alameda	St. Philip/St. Albert	727	727	410	6		840
	Deanery 4 TTLS	2,558	2,420	1,405	14		1,665

Berkeley	Holy Spirit/NH	1,104	1,018	483	5		700
Berkeley	St. Ambrose	428	421	215	4	1	352
Oakland	St. Augustine	240	226	126	4		750
Berkeley	St. Joseph Worker	531	474	140	3	1	256
Berkeley	St. Mary Magdalen	462	376	211	4		350
	Deanery 5 TTLS	2,766	2,515	1,175	20	2	2,408
	Region 1 TTLS	19,840	17,856	11,398	107	32	14,181

		Mass Attendance					
City	Parish Name	5-yr Av	2019	2021	Mass	Lng	Seats
Pt Richmond	Our Lady of Mercy	133	111	67	2		150
Richmond	St. Cornelius	3,619	3,344	2,161	8	6	1,300
El Cerrito	St. Jerome	336	309	175	4		350
El Cerrito	St. John Baptist	631	571	336	5	1	492
Richmond	St. Mark	1,799	1,364	632	5	4	300
	Deanery 6 TTLS	6,518	5,699	3,371	24	11	2,592

El Sobrante	St. Callistus	622	537	369	4		350
Richmond	St. David	342	384	350	4	1	300
Pinole	St. Joseph	2,546	2,650	1,295	7	1	720
Rodeo	St. Patrick	1,436	1,341	670	4		635
San Pablo	St. Paul	1,547	1,362	954	8	6	314
Crocker/Pt Costa	St. Rose/St. Patrick	148	130	91	2		700
	Deanery 7 TTLS	6,640	6,404	3,729	29	8	3,019

Orinda	Santa Maria	499	439	331	4		400
Walnut Creek	St. Anne	469	415	280	3		400
Walnut Creek	St. John Vianney	1,268	1,201	711	5		725
Walnut Creek	St. Mary	1,572	1,364	732	7	1	400
Moraga	St. Monica	742	626	446	4		626
Lafayette	St. Perpetua	512	444	256	4		380
Walnut Creek	St. Stephen	203	191	137	2		500
	Deanery 8 TTLS	5,265	4,680	2,893	29	1	3,431
	REGION 2 TTLS	18,424	16,783	9,993	82	20	9,042

		Mass Attendance					
City	Parish Name	5-yr Av	2019	2021	Mass	Lng	Seats
Pleasant Hill	Christ the King	2,587	2,292	941	6		1,000
Concord	Queen of All Saints	2,832	2,422	1,831	9	4	500
Concord	St. Agnes	1,018	973	618	5		550
Concord	St. Bonaventure	2,213	2,287	1,161	6	1	900
Martinez	St. Catherine Siena	701	825	468	5	1	400
Concord	St. Francis of Assisi	2,329	2,223	1,508	9	4	750
Deanery 9 TTLS		11,680	11,022	6,527	40	10	4,100

Pittsburg	Good Shepherd	1,792	1,807	1,009	5	1	750
Brentwood	Imm Heart Mary	3,368	3,329	2,202	8	3	750
Antioch	Most Holy Rosary	2,856	2,710	1,577	7	2	760
Bay Point	Lady Queen World	1,083	1,080	789	6	2	275
Byron	St. Anne	771	818	492	4	1	375
Oakley	St. Anthony	1,685	1,567	1,205	6	3	520
Antioch	St. Ignatius	636	617	404	3		520
Pittsburg	St. Peter Martyr	2,846	2,431	1,381	8	6	500
Deanery 10 TTLS		15,037	14,359	9,059	47	18	4,450
REGION 3 TTLS		26,717	25,381	15,586	87	28	8,550

		Mass Attendance					
City	Parish Name	5-yr Av	2019	2021	Mass	Lng	Seats
Pleasanton	CCOP/St Augustine	3,067	2,777	1,154	8		800
Livermore	St. Charles Borromeo	910	846	528	4		476
Danville	St. Isidore	2,546	1,698	1,111	5		1,000
San Ramon	St. Joan of Arc	2,060	1,894	919	5		891
Livermore	St. Michael	2,372	2,338	1,427	8	2	500
Dublin	St. Raymond	2,161	2,035	1,030	7	1	620
Deanery 11 TTLS		13,115	11,588	6,169	37	3	4,287

Fremont	Corpus Christi	818	710	525	4	1	450
Fremont	Holy Spirit	3,723	3,566	1,863	6		1,000
Fremont	Our Lady Guadalupe	2,212	2,204	1,161	8	4	920
Newark	St. Edward	2,035	1,915	908	7	2	450
Fremont	St. James	1,120	1,079	609	4		480
Fremont	St. Joseph	1,550	1,357	975	7	1	550
Deanery 12 TTLS		11,459	10,831	6,041	36	8	3,850
REGION 4 TTLS		24,575	22,419	12,210	73	11	8,137

		Mass Attendance					
City	Parish Name	5-yr Av	2019	2021	Mass	Lng	Seats
Hayward	All Saints	1,822	1,684	707	7	1	750
Union City	Our Lady Rosary	1,453	1,421	600	6	3	500
Union City	St. Anne	2,804	2,626	1,251	5		745
Hayward	St. Bede	3,804	3,508	1,860	6	2	1,000
Hayward	St. Clement	2,091	2,082	1,041	6	2	400
Hayward	St. Joachim	2,795	2,646	1,305	8	3	750
San Lorenzo	St. John Baptist	2,396	2,161	1,335	6	2	479
	Deanery 13 TTLS	17,165	16,128	8,099	44	13	4,624

San Leandro	Assumption	610	541	381	5		650
San Leandro	Lady Good Counsel	537	578	416	4	3	300
Castro Valley	Lady of Grace	755	717	522	5	1	600
San Leandro	St. Felicitas	2,228	2,135	1,519	6	2	1,000
San Leandro	St. Leander	3,051	2,823	1,157	10	4	700
Castro Valley	Transfiguration	868	821	420	4		650
	Deanery 14 TTLS	8,049	7,615	4,415	34	10	3,900
	REGION 5 TTLS	25,214	23,743	12,514	78	23	8,524

		Mass Attendance					
Diocesan Totals		5-yr Av	2019	2021	Mass	Lng	Seats
		114,770	106,182	61,701	402	102	43,295

Appendix 3

RECAP OF KEY TRENDS FROM CLERGY GATHERING MARCH 17, 2022

98 Clergy from the Diocese of Oakland attended this meeting which was held at St. Isidore Parish in Danville.

There were 84 observations (Observ) of key trends recorded.

Recap	# Observ	% Total
Attendance	22	26.2%
Clergy	5	6.0%
Data	3	3.6%
Demographics	13	15.5%
Faith Formation	2	2.4%
Financials	25	29.8%
Laity	1	1.2%
Sacraments	6	7.1%
Schools	7	8.3%
Totals	84	100.0%

Attendance:

Significant decreases in Mass attendance with wide variances within some deaneries.

Attendance has not recovered as much in less diverse parishes.

Large drop since COVID; what's long-term impact and will they return?

During pandemic started livestream attendance; comfort for parishioners for online Masses.

Lower Mass attendance leads to decrease in collections.

Large number of Masses vs. seating capacity and attendance.

Clergy:

Clergy morale is low and priests are isolated from each other.

Too few priests with too many Masses causing burnout.

Number of priests going down and decline in native born vocations.

Data:

Data is confusing and it is a mistake to use data collected during COVID.

Some data may be inflated or deflated.

Demographics:

Parishes reflect the economic situation of people; inner city vs. suburbs.

People are getting older and the elderly communities are declining.

Decline in religious affiliation.

Immigrant communities keeping some parishes alive; lack of youth outside of Hispanic communities.

Faith Formation:

Many young families only turn to religion for conventional and sacramental purposes.

How many parishes dropped religious ed or formation programs due to pandemic?

Financials:

Inner city/urban parishes in the red.

Evenly split between green, yellow and red parishes.

Some parishes rich in spirit and sacraments are financially struggling.

Deaneries 3, 6, and 7 have more people but less financial contributions.

Laity:

Lay participation positive; but in some parishes there is less participation and malaise.

Sacraments:

Sacraments either at same level or decreasing; why are there some parishes with no sacraments?

A few parishes have many Baptisms and higher attendance.

Schools:

There are financial discrepancies in parishes and their schools.

Schools rated higher with WCEA Catholic identity not directly related to finances.

There is an increase in enrollment due to pandemic.

Discrepancies in parishes vs. schools and between deaneries (some have many schools, others none).

RECAP OF KEY TAKEAWAYS FROM CLERGY GATHERING MARCH 17, 2022

There were 53 observations (Observ) of key takeaways recorded.

Recap	# Observ	% Total
Attendance	3	5.7%
Clergy	4	7.5%
Data	8	15.1%
Demographics	6	11.3%
Faith Formation	2	3.8%
Finances	7	13.2%
General	16	30.2%
Laity	3	5.7%
Schools	4	7.5%
Totals	53	100.0%

Attendance:

Too many churches too close in some areas

Need to reevaluate and reduce the number of Masses.

Clergy:

Vocations important and must be given more emphasis.

Why is there only one priest in a parish?

The priests did their best during COVID.

Data:

Data is a reflection of our society.

Situation is more complex than just the data presented.

Need accurate and additional data: weddings, funerals, DMI survey results, US Census, 2022 OCI County, and distribution of priests

Demographics:

Each parish is different.

Variances in urban vs. suburban that affects finances and attendance.

Cultures and ethnicities have different models of giving.

Catholic population is aging.

Faith Formation:

Involve families in formation.

Need to consider numbers for faith formation participation from K - 12 grades.

Financials:

Need to be better stewards of our resources and utilize financial accountability and efficiency.

Reevaluate the number of staff.

Share resources and consider what we can do to aid the needy parishes in the diocese.

There is a fear of financial repercussions.

General:

Confirms what we already know; "no more talk," it is time to act - need to consider merging parishes.

Need to have a Vatican II and Pope Francis vision for the future.

Synod process is important.

New strategies and approaches needed, including more collaboration on many levels.

What changes will happen, who decides, and when?

Laity:

Need full support, commitment, and dedication of lay faithful.

Empowerment of lay ministers to administer baptisms and marriages

Schools:

Schools are effective, 68% financially healthy; some red financially are WCEA rated "highly effective."

Have clarity about Catholic population in the schools.

Appendix 4



SUMMARY REPORT: MAP REGIONAL MEETINGS MAY 3 - 12, 2022

Compiled by Mary Fair, July 28, 2022

REGIONAL MEETING SCHEDULE

The five regions were scheduled to meet in no particular order over a period of two weeks to present MAP information and parish data to clergy, staff, lay leadership and parishioners invited by the pastors or parochial administrators.

Region	Location	Date	# Deaneries	# Parishes
1	St Theresa, Oakland	Tuesday, May 3, 2022	5	24
2	Santa Maria, Orinda	Thursday, May 5, 2022	3	17
3	St Bonaventure, Concord	Wednesday, May 11, 2022	2	15
4	St Isidore, Danville	Thursday, May 12, 2022	2	12
5	St. Bede, Hayward	Wednesday, May 4, 2022	2	13

The MAP Commission is grateful to each parish who hosted one of the five regional meetings. They provided setup and cleanup, tables and chairs, audio visual equipment and technical expertise, and refreshments for all the participants. MAP could not have conducted these important meetings without their helpful and welcoming assistance. Thank you!

REGIONAL MEETING FORMAT AND AGENDA

Format

A PowerPoint was used to present the information by two co-presenters, members of the MAP Commission. Bishop Barber was present at all five regional meetings and made remarks at the end of each meeting.

Attendees were welcomed by MAP members and assigned to tables in order to encourage dialogue about the information presented from a wider, diocesan perspective. After the presentation, which provided an orientation about MAP's work to date and statistics about declining Mass attendance and declining numbers and increasing ages of priests serving in the diocese, participants were given a Key Indicators report that provided information about each parish organized by parish within deaneries and regions. The diocese has 81 parishes in 14 deaneries in five regions.

MAP identified four key parish indicators taken from data submitted by each parish to the chancery from the October Mass Counts, Parish Profiles or Financial Reports:

- Mass Attendance (5-yr average for the years 2015-2019; actual counts for 2019 and 2021; the number of weekend Masses; the number of Masses held in a language other than English or based on culture; and the seating capacity of the church)
- Sacraments (2021 counts for the number of baptisms ages 0-6 years old; children receiving First Communion; Confirmation for youth ages 10-17 years old; and adults receiving the sacraments of Christian Initiation, Full Communion, Full Initiation and Confirmation)
- Finances (A blended color-coded score of green = good, yellow = average and red = poor. Scores were based on combining weighted scores for 5-yr average plate income for the years 2015-2019 (20%); average plate growth rate for the 5-years 2015-2019 (15%); 5-yr average surplus or deficit for the years 2015-2019 (30%); net cash on hand as of June 2021 (5%); and number of days of cash on hand as of June 2021 (30%))
- Elementary Schools (WCEA Catholic Identity rating from every 6-yr accreditation process; STAR academic achievement reading and math index scores for 2nd – 8th grade students in one academic year; and financial benchmark scores of Tier 1 = red (concerns), Tier 2 = yellow (needs support) and Tier 3 = green (healthy). Scores use 14 metrics with points for each based on enrollment, balance sheets and income statements).

Since all but the clergy were seeing this information for the first time, each column was explained in detail and attendees were reminded that the Key Indicators report provided sensitive information and was not to be used to compare or to judge parishes or priests. MAP asked them to take a realistic look at the key data for analysis and feedback. Key Indicator reports were collected at the end of each meeting.

In round one, participants were asked to quietly review the data and individually write down what trends were evident and what they see as the key takeaways. In round two, the participants were asked to share their observations with others at their table and have a recorder write down the trends and takeaways from the table discussion to share with the wider group attending their regional meeting.

Observations and table reports about the deaneries, regions and diocese were consistent at every regional meeting. The table reports for the trends and takeaways are not summarized by region but reported as a summary recap.

At all of the regional meetings, participants said that this important data should be made available in the future on an on-going basis to all the parishes so they will be aware of the situation in their parishes and the diocese. There was also considerable feedback that additional data was needed especially more current sacramental counts. As a result, a *2021 Supplemental Sacraments* report was compiled that included 2019 and 2021 counts and 5-year averages for the years 2015-2019 for the sacraments listed in the Key Indicators Report. This supplemental report along with the Key Indicators Report was provided to participants at the 14 deanery meetings held in May and June.

Agenda

1. Orientation to the work of the MAP Commission
2. Sharing the challenging data about Mass attendance and clergy totals, availability, and ages
3. Challenges facing the church, the world, and the diocese
4. Introduction to data on Key Indicators Report
5. Individual review of data to identify trends and key takeaways

6. Table review and discussion of data, and recording and reporting of trends and key takeaways
7. Closing remarks by Bishop Barber
8. Next Steps: Taking the conversation deeper at 14 scheduled deanery meetings in May and June

The first section of this report contains five summaries about the regional meetings in order by region.

The next section contains supporting documents: top five trends and takeaways and summary recap reports showing consolidated trends and takeaways from the five regional meetings.

REGIONAL MEETINGS ATTENDANCE SUMMARY

Reg	# Parish	# Dean	Date	Location	# Reg	# Present	# Adds	TTL Attend	# Absent
1	24	5	5-3-22	St Theresa, Oakland	143	118	9	127	25
2	18	3	5-5-22	Santa Maria, Orinda	87	58	9	67	29
3	14	2	5-11-22	St Bonaventure, Concord	82	68	14	82	14
4	12	2	5-12-22	St Isidore, Danville	72	59	7	66	13
5	13	2	5-4-22	St Bede, Hayward	72	66	15	81	6
TTLS	81	14			456	369	54	423	87
						% to # registered			
						80.9%			19.1%

54 Adds:

31 had not registered

18 were registered for deanery meetings only

5 attended different regional meeting (4 registered, 1 not registered)

REGION 1 - CENTRAL

Location of Meeting: St Theresa, Oakland

Date of Meeting: Tuesday, May 3, 2022

Co-Presenters: Fr Brandon Macadaeg and Jocelyn Pierre-Antoine

Attendance 24 Parishes from five Deaneries (# attended, registered, added, absent):

Parish Name, City	Attend	Reg	Adds	Abs
Christ the Light, Oakland	5	5	0	0
Corpus Christ, Piedmont	5	5	0	0
Divine Mercy, Oakland	6	6	0	0
Holy Spirit, Newman Hall, Berkeley	5	6	0	1
Our Lady of Lourdes, Oakland	2	4	1	3
Sacred Heart, Oakland	8	6	2	0
St. Ambrose, Berkeley	6	6	1	1
St. Anthony-Mary Help of Christians, Oakland	8	7	1	0
St. Augustine, Oakland	5	6	0	1
St. Barnabas, Alameda	5	6	0	1
St. Benedict, Oakland	5	5	0	0
St. Bernard, Oakland	5	6	0	1
St. Columba, Oakland	6	6	1	1
St. Elizabeth, Oakland	6	6	0	0
St. Jarlath, Oakland	7	7	0	0
St. Joseph Basilica, Alameda	5	7	2	4
St. Joseph the Worker, Berkeley	5	5	0	0
St. Leo the Great, Oakland	5	5	0	0
St. Louis Bertrand, Oakland	3	6	0	3

St. Margaret Mary, Oakland	6	6	0	0
St. Mary Magdalen, Berkeley	7	8	0	1
St. Patrick, Oakland	4	6	0	2
St. Phillip Neri-St. Albert the Great, Alameda	2	6	1	5
St. Theresa, Oakland	6	7	0	1
Region 1 Attendance Totals	127	143	9	25

9 MAP Attendance for Administrative Support: Paul Bongiovanni, Fr Lawrence D’Anjou, Fr Leo Edgerly, Mary Fair, Fr Jayson Landeza, Fr Jimmy Macalinao, Rick Medeiros, Amanda Wehrman, and Devereaux Smith. Translation services and devices were provided for Spanish-speaking participants.

Attendance:

- This region has 24 parishes in five deaneries in Oakland, Berkeley and Alameda.
- All parishes registered and were represented.
- Only two attended from St Philip Neri-St Albert the Great and Our Lady of Lourdes and only three attended from St Louis Bertrand.
- Seven of the pastors/parochial administrators (PAs) from Region 1 were absent: Our Lady of Lourdes, St Augustine, St Columba, St Joseph Basilica, St Louis Bertrand, St Philip Neri-St Albert the Great and St Theresa. The remaining 17 pastors/PAs attended the Region 1 meeting.
- There are nine school principals in Region 1. Eight were registered, seven principals attended, and two were absent from St Elizabeth and St Joseph Basilica.

REGION 2 - NORTHWEST

Location of Meeting: Santa Maria, Orinda

Date of Meeting: Thursday, May 5, 2022

Co-Presenters: Paul Bongiovanni and Mary Fair

Attendance 17 Parishes from three Deaneries (# attended, registered, added, absent):

Parish Name, City	Attend	Reg	Adds	Abs
Our Lady of Mercy, Pt. Richmond	0	0	0	0
Santa Maria, Orinda	6	6	0	0
St. Anne, Walnut Creek	3	6	0	3
St. Callistus, El Sobrante	4	6	0	2
St. Cornelius, Richmond	6	6	0	0
St. David of Wales, Richmond	7	6	3	2
St. Jerome, El Cerrito	2	3	0	1
St. John the Baptist, El Cerrito	6	7	0	1
St. John Vianney, Walnut Creek	0	0	0	0
St. Joseph, Pinole	5	6	0	1
St. Mark, Richmond	0	6	0	6
St. Mary, Walnut Creek	5	5	1	1
St. Monica, Moraga	6	6	0	0
St. Patrick, Rodeo	3	6	0	3
St. Paul, San Pablo	8	6	3	1
St. Perpetua, Lafayette	6	6	2	2
St. Rose of Lima-St. Patrick Mission	0	6	0	6
Region 2 Attendance Totals	67	87	9	29

7 MAP Attendance for Administrative Support: Fr Lawrence D'Anjou, Fr Leo Edgerly, Fr Jayson Landeza, Fr Brandon Macadaeg, Fr Jimmy Macalinao, Rick Medeiros, and Jocelyn Pierre-Antoine. Translation services and devices were provided for Spanish-speaking participants.

Attendance:

- This region has 17 parishes in three deaneries in a wide geographical and demographically diverse area from Pt. Richmond to Walnut Creek.
- Our Lady of Mercy and St John Vianney did not register or attend.

- St Mark and St Rose-St Patrick registered but did not attend.
- Only two attended from St Jerome and three from St Anne and St Patrick, Rodeo.
- Eight of the pastors/PAs from Region 2 were absent: St Jerome, St Mark, St Callistus, St David, St Patrick, Rodeo, and St Anne. The pastor from St Perpetua was ill with COVID and unable to attend. Two pastors from parishes who did not register did not attend: Our Lady of Mercy and St John Vianney. The remaining seven pastors/PAs attended the Region 2 meeting.
- There are seven school principals in Region 2. Five were registered and attended, one was added and attended and one was not registered and absent from St Paul.

REGION 3 - NORTHEAST

Location of Meeting: St Bonaventure, Concord

Date of Meeting: Wednesday, May 11, 2022

Co-Presenters: Fr. Lawrence D'Anjou and Amanda Wehrman

Attendance 15 Parishes from two Deaneries (# attended, registered, added, absent):

Parish Name, City	Attend	Reg	Adds	Abs
Christ the King, Pleasant Hill	6	6	1	1
Church of the Good Shepherd, Pittsburg	5	6	0	1
Immaculate Heart of Mary, Brentwood	0	4	0	4
Most Holy Rosary, Antioch	6	6	0	0
Our Lady Queen of the World, Bay Point	6	5	1	0
Queen of All Saints, Concord	4	3	1	0
St. Agnes, Concord	6	6	1	1
St. Anne, Byron	6	6	0	0
St. Anthony, Oakley	5	6	2	3
St. Bonaventure, Concord	5	5	0	0
St. Catherine of Siena, Martinez	9	5	5	1

St. Francis of Assisi, Concord	6	6	1	1
St. Ignatius of Antioch, Antioch	6	5	1	0
St. Peter Martyr, Pittsburg	7	8	1	2
St. Stephen, Walnut Creek	5	5	0	0
Region Attendance Totals	82	82	14	14

7 MAP Attendance for Administrative Support: Mary Fair, Eric Hom, Fr Jayson Landeza, Fr Brandon Macadaeg, Rick Medeiros, Jocelyn Pierre-Antoine and Fr Mark Ruiz. Translation services and devices were provided for Spanish-speaking participants.

Attendance:

- This region has 15 parishes in two deaneries that are as far northwest as Pleasant Hill and as far southeast as Byron and include cities and rural agricultural areas.
- All parishes registered.
- Immaculate Heart of Mary did not attend (except Fr Mark Ruiz, MAP Commission).
- 10 of the pastors/PAs from Region 3 attended. Four pastors/PAs were absent from Christ the King, St Agnes, Immaculate Heart of Mary and St Anthony.
- There are seven school principals in Region 3. Five were registered and attended. Three were not registered and did not attend from Christ the King, Most Holy Rosary and St Peter Martyr.

REGION 4 - SOUTHEAST

Location of Meeting: St Isidore, Danville

Date of Meeting: Thursday, May 12, 2022

Co-Presenters: Rick Medeiros and Eric Hom

Attendance 12 Parishes from two Deaneries (# attended, registered, added, absent):

Parish Name, City	Attend	Reg	Adds	Abs
Catholic Community of Pleasanton	4	4	0	0
Corpus Christ, Fremont	6	6	1	1

Holy Spirit, Fremont	3	6	0	3
Our Lady of Guadalupe, Fremont	4	8	0	4
St. Charles Borromeo, Livermore	7	7	0	0
St. Edward, Newark	6	6	0	0
St. Isidore, Danville	8	7	1	0
St. James the Apostle, Fremont	5	6	0	1
St. Joan of Arc, San Ramon	7	7	1	1
St. Joseph, Fremont	3	5	0	2
St. Michael, Livermore	4	5	0	1
St. Raymond, Dublin	5	5	0	0
<i>St. Rose of Lima-St. Patrick Mission</i>	<i>4</i>	<i>0</i>	<i>4</i>	<i>0</i>
Region Attendance Totals	66	72	7	13

6 MAP Attendance for Administrative Support: Fr Leo Edgerly, Mary Fair, Fr Anthony Huong Le, Fr Brandon Macadaeg, Fr Jimmy Macalinao, and Jocelyn Pierre-Antoine

Attendance:

- This region has 12 parishes in two deaneries from Fremont, Newark and the Tri-Valley.
- All parishes registered and were represented.
- Only three attended from Holy Spirit and St Joseph.
- St Rose-St Patrick, Region 2, Deanery 7, attended with four representatives.
- Seven of the pastors/PAs from Region 4 attended. Four pastors did not register because they were traveling from CCoP, St Charles, St Michael (sent parochial vicar) and St Raymond. Two pastors/PAs were absent: Corpus Christi and Our Lady of Guadalupe.
- There are seven school principals in Region 4. Seven were registered and two were absent from St Michael (illness) and Our Lady of Guadalupe.

REGION 5 - SOUTHWEST

Location of Meeting: St Bede, Hayward

Date of Meeting: Wednesday, May 4, 2022

Co-Presenters: Fr Brandon Macadaeg and Jocelyn Pierre-Antione

Attendance 13 Parishes from two Deaneries (# attended, registered, added, absent):

Parish Name, City	Attend	Reg	Adds	Abs
All Saints, Hayward	9	6	3	0
Assumption, San Leandro	5	7	0	2
Our Lady of Good Counsel, San Leandro	6	6	0	0
Our Lady of Grace, Castro Valley	8	6	2	0
Our Lady of the Rosary, Union City	5	5	0	0
St. Anne, Union City	11	5	6	0
St. Bede, Hayward	6	5	1	0
St. Clement, Hayward	6	6	1	1
St. Felicitas, San Leandro	6	6	0	0
St. Joachim, Hayward	5	5	0	0
St. John the Baptist, San Lorenzo	7	6	1	0
St. Leander, San Leandro	1	2	0	1
Transfiguration, Castro Valley	5	7	0	2
<i>Catholic Comm of Pleasanton</i>	1	0	1	0
Region Attendance Totals	81	72	15	6

3 MAP Attendance for Administrative Support: Paul Bongiovanni, Mary Fair and Fr Jayson Landeza. Fr Mark Ruiz planned to attend but his car was broken into in Hayward. Translation services and devices were provided for Spanish-speaking participants.

Attendance:

- This region has 13 parishes in two deaneries in the cities of Castro Valley, Hayward, San Leandro, San Lorenzo and Union City.
- All parishes registered and were represented.

- Only one person attended from St Leander.
- Parochial Vicar from CCoP Region 4, Deanery 11 attended.
- 11 of the pastors/PAs from Region 5 attended. Two pastors/PAs were absent: Assumption and St Leander.
- There are nine school principals in Region 5. Eight were registered and attended; Our Lady of Grace principal was not registered and did not attend.

TOP FIVE TAKEAWAYS AND TOP 5 TRENDS KEY FROM REGIONAL MEETINGS

The top five takeaways and trends were identified and shared during the PowerPoint presentation at the 14 deanery meetings that followed the regional meetings. The information was also provided in English and Spanish as a handout at the deanery meetings.

Top 5 Takeaways observed at the Regional Meetings:

1. Too many parishes and Mass times
2. Cluster, merge or close parishes
3. More evangelization needed: youth, families and lapsed Catholics
4. Need more data to inform analysis
5. Share resources, best practices, and successes as one diocesan family

Top 5 Trends observed at the Regional Meetings:

1. Downward trend in Mass attendance; sharp drop in 2021
2. 2/3 of parishes have yellow or red financial scores
3. Schools are generally strong with 80% rated highly effective by WCEA
4. Drop in number of 1st Communions/Confirmations as compared to Baptisms
5. Demographics and location impact finances and attendance

RECAP SUMMARY OF TRENDS FROM FIVE REGIONAL MEETINGS

368 observations were made by participants sharing the trends they discussed at the five regional meetings. Those observations were categorized, sorted, and compiled into the summary below. This information was provided as a handout at the deanery meetings.

Reg	Attend	Fin	Schls	Sac	Demo	Data	Pand	Geog	Clergy	Misc	FF/R E	Totals
1	30	34	23	7	3	6	2	3	2	1	2	113
2	19	11	13	9	7	4	2	0	0	2	2	69
3	18	8	8	6	1	1	4	5	3	0	1	55
4	17	12	11	15	5	3	3	1	2	0	0	69
5	12	12	10	6	11	2	5	1	0	3	0	62
TLS	96	77	65	43	27	16	16	10	7	6	5	368
:%TTL	26.1%	20.9%	17.7%	11.7%	7.3%	4.3%	4.3%	2.7%	1.9%	1.6%	1.4%	100.0%

The notations of the trends were consolidated by categories:

Attend = Mass Attendance:

86% of parishes had decline in attendance pre-COVID

2019 attendance lower when compared to 5-yr average

Larger decline in 2021 - will numbers increase?

More Masses doesn't mean better attendance

Too many Masses for the numbers attending

Regions have different attendance to seating capacity ratios

Some parishes with lower attendance did not see drop in revenue

Parishes with Masses in other languages did not see as large a drop in attendance

In some cases, more Masses and better attendance correlates to increases in Sacraments

Fin = Finances:

2/3 of parishes have yellow or red blended financial scores

Higher attendance doesn't translate to better financials

More red financial scores in Oakland parishes

Contra Costa county financially healthier

Does pastor longevity impact red financial scores?

Some deaneries are stronger financially than others

Quality of ministry not reflected in financial data

Schls = Schools:

Schools are generally strong throughout the diocese

80% of schools highly effective WCEA

Even if school doing well financially, the parish may not

Catholic schools may not contribute to more Mass attendance

Catholic schools may not contribute to more youth sacraments

No correlation between WCEA effectiveness and financial health

Sac = Sacraments:

Decline in First Communion and Confirmation

Sacraments lower for majority of parishes

Some parishes have very few or no sacraments

St Cornelius seems to be exception with increase in sacraments

Latino parishes have more sacraments

Many sacraments do not translate always to better attendance or financial health

Demo = Demographics:

Families moving out of area

More languages mean more sacraments

Young people not engaged or think Mass is a priority
Demographics impact financials and attendance
Parishes in more affluent areas doing better financially

Data and its availability:

Need Sacraments information for 2019 or 5-yr average
More data would be helpful for analysis
How measure the vitality of a parish?
Helpful to see a map with parish boundaries

Pand = Pandemic:

Pandemic has had negative impact on all the parishes
COVID has caused decline in Mass attendance
2021 data skewed because of pandemic
It was not just COVID that caused declines and changes

Geog = Geographical impacts:

Large discrepancies based on location of parishes
Poorer areas struggling financially
More affluent areas have better financial health
Inner-city Oakland struggling in several areas

Clergy:

Fewer number of available priests
Too much movement of priests

Miscellaneous: Better communication and more fellowship

FF/RE = Faith Formation: More training for ministers

RECAP SUMMARY OF KEY TAKEAWAYS FROM FIVE REGIONAL MEETINGS

353 observations were made by participants sharing their discussions of the key takeaways at the five regional meetings. Those observations were categorized, sorted, and compiled into the summary below. This information was provided as a handout at the deanery meetings.

Reg	Chg	Ev/Out	Data	Fin	Schls	Sac	Share	Attend	Demo	Misc	Pand	Clergy	FF/RE	Lay	Totals
1	24	19	15	12	7	5	9	4	6	11	4	5	1	4	126
2	5	8	6	4	3	0	3	9	4	6	0	0	4	2	54
3	9	7	9	10	6	8	5	2	5	0	3	3	2	0	69
4	7	2	2	1	4	6	1	4	2	3	3	0	2	0	37
5	9	15	6	2	5	5	5	4	7	4	2	2	0	1	67
TTLs	54	51	38	29	25	24	23	23	24	24	12	10	9	7	353
:%TTL	15.3%	14.4%	10.8%	8.2%	7.1%	6.8%	6.5%	6.5%	5.7%	5.1%	3.4%	2.8%	2.5%	2.0%	100.0%

The notations of the key takeaways were consolidated by categories:

Chg = Change or action:

Too many Mass times

Consolidate Masses with other parishes

Too many parishes

Consolidate parishes within deaneries

Change is warranted; we need to act

Fear of closing parishes, answer isn't to close inner-city parishes

Some parishes need to close

Merge and share resources

Urgency to act

Might be better to be a smaller, stronger church

Consideration to proximity and driving distance
New models of ministry without brick and mortar
Need more efficient use of resources or reallocation

Ev/Out = Evangelization and outreach:

Increase outreach
More evangelization: youth, families, lapsed Catholics
Retention after sacraments
Find ways to reengage and reenergize parishioners
Be more Catholic, less parochial
Be more welcoming, have more personal contact
Emphasize our Catholic identity

Data and its availability:

Live-stream and on-line data would be helpful with attendance
Need more data to inform analysis
Determine the causes for the declines so can address /correct those issues
Need more sacramental data to determine trends
Would benefit from more context
Not enough information to draw conclusions

Fin = Finances:

Two thirds of the parishes are yellow or red
Too many are not financially sound
Evaluate priorities and how impacts finances

Schls = Schools:

Parallels between school index and financial tiers

Schools don't always correlate to sacraments

Catholic school teacher salaries more competitive

82% of schools are highly effective

Highly effective schools have positive impact on parish

Sac = Sacraments:

More baptisms than other sacraments

Baptisms to other sacraments on downward trend

Sacraments do not indicate higher attendance

There are parishes without sacraments

What can we learn from St Cornelius?

Promote and focus on sacraments

Share = Sharing resources:

Foster good communication between schools and parish communities

One diocesan family - how get together to support one another financially?

How fund "red" parishes?

More cross-parish collaboration

Parishes need to re-work how they use resources

How do we share best practices and successes?

Better utilize deaneries

Attend = Mass Attendance:

More Masses does not mean increased attendance

Attendance is below capacity in most parishes

What do we need to do to improve attendance?

Too many Masses

No correlation between attendance: financial health

Demo = Demographics:

Demographic information would be helpful

Data reflects inequalities in regions

Does age of parishioners, diversity have an impact?

Correlation between locality and finances

Culture and multiple languages = more sacraments

Geography plays a part in attendance and financials

Misc = Miscellaneous:

Church is not relevant for younger generations

Encourage and claim ownership of one's parish

Promote stewardship of time, talent and treasure

Prayer

There is a lack of consistency and diocese faces a big challenge

Bay area challenging due to anti-religious/secular pressures, impact of social media,
more transient population, Church's bad reputation and bad press

Pand = Pandemic:

Data for sacraments is impacted by pandemic

Will people come back after pandemic?

Need to develop post-pandemic strategies to welcome people back

Clergy:

Promote vocations

Clergy is aging and overworked

Language problems with priests impact attendance

Priests' personal perspectives impact parishes

FF/RE = Faith formation and religious education:

Encourage family faith formation

Have dynamic and solid faith formation programs and leaders

Involve the parents more in formation of their children

Lay = Lay involvement:

Bring more women into leadership positions

Better channel our human capital and utilize people as resources



SUMMARY REPORT:
MAP DEANERY MEETINGS
MAY 24 – JUNE 16, 2022

EXPLANATION OF PARISH COLLABORATION MODELS

CLUSTER

Two or more parishes remain separate and retain their names but share one or more priests and one administration.

MERGER

Two or more parishes are combined to form one new parish while consolidating membership, property and finances.

CLOSURE

Church and other buildings sold, rented or used for other purposes. Parishioners assist to attend a neighboring parish.

DEANERY MEETINGS SCHEDULE

Deanery meetings were scheduled in no particular order over a period of four weeks following the five regional meetings. The schedule is below.

Deanery	Location	Date	# Parishes
3	Divine Mercy - St Lawrence O'Toole, Oakland	5/24/22	7
7	St Joseph, Pinole	5/25/22	6
8	St Monica, Moraga	5/26/22	6
11	St Joan of Arc, San Ramon	5/26/22	6

6	St Mark, Richmond	5/31/22	5
10	Good Shepherd, Pittsburg	6/1/22	8
14	Our Lady of Good Counsel, San Leandro	6/2/22	6

2	St Margaret Mary, Oakland	6/7/22	4
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5	St Mary Magdalen, Berkeley	6/8/22	5
9	Christ the King, Pleasant Hill	6/9/22	7

13	All Saints, Hayward	6/14/22	7
1	Cathedral of Christ the Light, Oakland	6/15/22	5
4	St Joseph Basilica, Alameda	6/15/22	3
12	Our Lady of Guadalupe, Fremont	6/16/22	6

The MAP Commission is grateful to each parish who hosted one of the fourteen deanery meetings. They provided setup and cleanup, tables and chairs, audio visual equipment and technical expertise, and refreshments for all the participants. MAP could not have conducted all these meetings without their helpful and welcoming assistance. Thank you!

DEANERY MEETINGS FORMAT, AGENDA AND HANDOUTS

Format

A PowerPoint and video with remarks from Bishop Barber were used to present the information by two co-presenters, members of the MAP Commission.

Attendees were welcomed by MAP members and asked to sit with their parish for the presentation and first round of individual reflection and table discussions. After a break, they were put at mixed-parish tables to continue the discussion and record and report the results of their table observations and discussions.

Agenda

1. Review of MAP process and goals
2. Sharing the data and regional meeting results
3. Taking another look at the challenges facing us
4. Trends and takeaways from the regional meetings
5. Listening to our Bishop
6. Soliciting your feedback on deanery structural collaboration

Handouts

1. Top 5 Takeaways and Top 5 Trends You Observed at Regional Meetings (English/Spanish)
2. Recap of Key Takeaways from 5 Regional Meetings (English)
3. Recap of Key Trends from 5 Regional Meetings (English)
4. Definitions of Cluster, Merger or Closure and Question for Discussion: *Given our constraints and your knowledge of your deanery, what structural collaboration best serves to create a vibrant deanery?*
5. Key Indicators Report: Parishes by Deanery and Region w/Groupings, Blended Financial Scores, Attendance, Sacramental and School Data
6. Supplemental Sacraments Report: Parishes by Deanery and Region w/Groupings

A report in deanery number order follows which includes meeting date and location, MAP presenters and administrative support, meeting attendance, and summaries about meeting attendance, deanery Mass attendance and finances. The deanery reports also include recommended structural collaboration models, primary questions and concerns, and ideas and recommendations from participants at the table groups.

DEANERY MEETINGS ATTENDANCE SUMMARY

Date	Region	Location	Deanery	# Registered	# Absent	# Adds	# Present Registered	Total Attendance	# Attended Region Mtg	# Absent at Dn Mtg	# Present at Dn Mtg
6/15/22	1	Christ the Light	1	55	15	10	40	50	25	4	21
6/7/22	1	St Margaret Mary	2	44	6	2	38	40	22	2	20
5/24/22	1	St Lawrence O'Toole	3	67	23	3	44	47	40	10	30
6/15/22	1	St Joseph Basilica	4	34	8	2	26	28	11	1	10
6/8/22	1	St Mary Magdalen	5	50	16	13	34	47	29	9	20
5/31/22	2	St Mark	6	39	18	19	21	40	14	8	6
5/25/22	2	St Joseph, Pinole	7	68	20	3	48	51	31	13	18
5/26/22	2	St Monica	8	68	20	5	48	53	27	12	15
6/9/22	3	Christ the King	9	71	25	12	46	58	42	18	24
6/1/22	3	Good Shepherd	10	72	16	17	56	73	41	9	32
5/26/22	4	St Joan of Arc	11	61	19	5	42	47	33	14	19
6/16/22	4	Our Lady Guadalupe	12	56	13	12	43	55	27	7	20
6/14/22	5	All Saints	13	75	23	5	52	57	49	14	35
6/2/22	5	Lady Good Counsel	14	51	18	7	33	40	28	9	19

Totals

811

240

115

571

686

419

130

289

% of Total Registered—

29.6%

51.7%

DEANERY 1

Region: 1 Central

Location of Meeting: Cathedral of Christ the Light, Oakland

Date of Meeting: Wednesday, June 15, 2022

Co-Presenters: Fr Lawrence D'Anjou and Mary Fair

Attendance 5 Parishes:

Parish Name, City	Regist	Actual
Christ the Light, Oakland	11	11
Our Lady of Lourdes, Oakland	10	12
Sacred Heart, Oakland	12	8
St. Columba, Oakland	11	10
St. Patrick, Oakland	11	8
Totals Dn 1 + Dept Catholic Schools	55	49

MAP Attendance for Administrative Support: Mary Fair and Devereaux Smith

Attendance:

- This deanery has six parishes. 25 of the 55 present attended the Region 1 meeting.
- Since Our Lady of Lourdes is clustered with Christ the Light and a deacon administers St Patrick, there are only two diocesan pastors and one OMI pastor, who were all present. Deacon Rigo Cabezas and Fr Jim Schexnayder were also present.
- This deanery has no elementary schools but Rodney Pierre-Antoine was present from Lumen Christi Academies.

Mass Attendance and Finances:

- With the exception of the Cathedral (1,308), this deanery has low 5-year average attendance all under 500 (St Patrick 223, Sacred Heart at 211, St Columba at 396 and Our Lady of Lourdes at 443).
- Their total 5-year average (2015-2019) is 2,581 and their total attendance in 2019 was 2,433 and 2021 was 1,482, which is 61% of their 2019 attendance.
- They have 16 Masses with three of those in languages other than English plus St Columba's African American Mass. .
- Financially, only Sacred Heart, managed by OMI priests is in the green primarily because of rental income from a charter school. Christ the Light and Our Lady of Lourdes are yellow and St

Columba and St Patrick are red.

- There are no elementary schools in Deanery 1.

Structural Collaborations:

- Of the seven table groups, the common thread was clusters were better than mergers.
- If any parishes were to be clustered it should be the four (Our Lady of Lourdes + Sacred Heart + St Columba + St Patrick) not including the cathedral since it is so different.
- They all realized that some parishes in their deanery probably had to close eventually.
- St Columba stressed their strong African American identity that they did not want to lose or dilute.
- One table suggested that this process should be like dating: starting slow, getting to know each other, going out to lunch, longer dates, and slowly building up to a relationship and commitment.

Primary Concerns and Questions:

- Deanery is not active and has not been functioning well.
- Will MAP listen well at deanery meetings and take parishes' comments into consideration when making recommendations?
- How manage collaborations with order run parishes in deaneries?
- How is MAP defining "vibrant" parishes as it may be different in each ethnically diverse parish?

Ideas and Recommendations:

- Get to know the parishes locally and develop a functional deanery before any clusters or mergers which will help to diffuse angry and upset parishioners.
- Act with social justice which is important for their diverse and multi-cultural demographics including many struggling or marginalized parishioners.
- Consider how the boundaries are defined and who should be in this deanery.
- Identify and address the root causes of the decline in attendance.
- Utilize lay leadership especially in parish administration to free priests to focus on pastoral duties, leadership must include women, who one table suggested would "fix this problem within a few months." Acknowledge that having one order run parish complicates things if parishes are clustered or merged.
- Conduct a SWOT analysis at each parish to identify their strengths and weaknesses before considering different structural collaborations.
- Utilize property assets to generate income for this deanery (ground lease/ land lease).
- Evangelize and use ALPHA model to invite potential Catholics.
- Reduce and coordinate the number of Masses to help better utilize resources – human and physical.

DEANERY 2

Region: 1 Central

Location of Meeting: St Margaret Mary, Oakland

Date of Meeting: Tuesday, June 7, 2022

Co-Presenters: Fr Jimmy Macalinao and Rick Medeiros

Attendance 4 Parishes:

Parish Name, City	Regist	Actual
Corpus Christ, Piedmont	10	10
St. Leo the Great, Oakland	11	9
St. Margaret Mary, Oakland	11	11
St. Theresa, Oakland	12	10
Totals Dn 2	44	40

MAP Attendance for Administrative Support: Fr Leo Edgerly, Jr., Mary Fair, Jocelyn Pierre-Antoine and Devereaux Smith. Fr Jayson Landeza arrived during the table discussions after an Oakland Black pastors' meeting.

Attendance:

- This is a smaller deanery with four parishes. It was the most well-attended in terms of number registered, and 20 of those present also attended the Region 1 meeting.
- All their pastors/parochial administrators (PAs) attended.
- This deanery has three elementary schools and all three principals were present.

Mass Attendance and Finances:

- This deanery does not have large attendance counts. Corpus Christi has the highest 5-yr average of 657 and St Leo the lowest at 260.
- Their combined attendance is lower than many of the parishes in the diocese with a total 5-year average attendance of 1,916 which dropped to 1,115 in 2021 or 58.2% of 2019 attendance.
- They have 15 Masses and St Margaret Mary offers a Latin Mass and St Leo a Cantonese Mass.
- Financially, Corpus Christi is red, St Leo and St Margaret Mary are yellow and St Theresa is green.
- Their three schools are WCEA rated “highly effective” and their index and financial scores are high at Corpus Christi (green Tier 3) and St Theresa (green Tier 3) with St Leo (yellow Tier 2).

Structural Collaborations:

Of the five table groups, four suggested possible clusters. () indicates the number of tables suggesting a similar collaboration:

- St Leo + Sacred Heart (2)
- St Leo + St Augustine
- St Theresa + Corpus Christi
- St Margaret Mary with another parish they did not identify.
- Table 4 suggested a potential closure of St Leo.

Primary Concerns and Questions:

- Not enough data to make recommendations and simple numbers do not provide context to make decisions.
- Two tables said closures were “out of the question” or not to be considered.
- Schools should be factored into the decision-making.
- Mergers were not appropriate because of their highly effective schools and each parish’s unique liturgical “branding.”
- All faith traditions have lower attendance and the speaker wondered what Jesus would tell the apostles today to do in the diocese’s situation.
- What is the diocese's “hard number goal?”

Ideas and Recommendations:

- Create a hybrid model for the schools by having separate K-5 and middle schools which would also open the opportunity to bring in more families, evangelize and strengthen the schools.
- Cluster and consolidate support services at the deanery level (administration, education/formation, and youth ministry).
- Share best practices so there is consistency in formation programs.
- Build community before cluster or closure.
- “Lift up” struggling parishes like St Leo by stronger, healthier parishes helping weaker parishes.
- Take responsibility – Each parishioner has to take responsibility; “up to us to make things happen.”

DEANERY 3

Region: 1 Central

Location of Meeting: Divine Mercy – St. Lawrence O’Toole, Oakland

Date of Meeting: Tuesday, May 24, 2022

Co-Presenters: Fr Leo Edgerly, Jr. and Mary Fair

Attendance 7 Parishes:

Parish Name, City	Regist	Actual
Divine Mercy, Oakland	11	12
St. Anthony - Mary HC, Oakland	8	3
St. Benedict, Oakland	10	10
St. Bernard, Oakland	6	5
St. Elizabeth, Oakland	12	9
St. Jarlath, Oakland	11	5
St. Louis Bertrand, Oakland	9	3
Totals Dn 3	67	47

MAP Attendance for Administrative Support: Fr Brandon Macadaeg, Fr Jimmy Macalinao, Fr Jayson Landeza, Fr Mark Ruiz, Paul Bongiovanni, Rick Medeiros, Jocelyn Pierre-Antoine and Devereaux Smith. Translation services and devices were provided for Spanish speakers.

Attendance:

- This is a larger deanery with seven parishes. St Anthony-Mary Help of Christians, St Bernard, St Jarlath and St Louis Bertrand were not as well represented at this meeting as the other three parishes. However, 30 of the 47 present had attended the Region 1 meeting.
- The pastors or clergy representatives did not attend from St Anthony-Mary Help of Christians and St Louis Bertrand. All the other pastors/PAs attended.
- This deanery has two Lumen Christi elementary schools and neither of the principals were present but Rodney Pierre-Antoine, Lumen Christi Academies Executive Director attended.

Mass Attendance and Finances:

- This deanery has strong Mass attendance counts. Five of the seven parishes have 5-year average attendance over 1,200 with St Elizabeth's attendance of 2,886. St Bernard's 5-year average was 950 and St Benedict's was 272.
- The deanery's total attendance was 8,752 in 2019 and dropped to 6,221 in 2021 or 71.1% of 2019 attendance.
- They have 42 Masses each weekend and 24 of those are in languages other than English with St Benedict celebrating an African American liturgy each weekend.
- Financially, none are green, three are yellow (Divine Mercy, St Bernard and St Louis Bertrand) and four are red (St Anthony-MHC, St Benedict, St Elizabeth and St Jarlath).
- They have two Lumen Christi Academies both rated "highly effective" with red Tier 1 financial rankings, consistent with the financial scores of the parishes on which grounds the schools are located.

Structural Collaborations:

There were seven English-speaking and one Spanish-speaking table for the mixed- parish round 2 discussions.

- One table suggested clustering stronger parishes with a green/good or yellow/average financial ranking with struggling parishes with a red/poor financial ranking.
- A majority of the tables were willing to suggest clusters of parishes. () indicates the number of tables suggesting a similar collaboration.
 - St Elizabeth + St Jarlath + St Anthony-Mary Help of Christians (2)
 - St Elizabeth + St Jarlath (3)
 - St Louis Bertrand + St Bernard (3)
 - St Benedict + Divine Mercy (2)

Primary Concerns and Questions:

- Be sensitive to the cultural and ethnic makeup of these parishes.
- It is important to maintain the identify of each parish community.
- Consider geography when considering clusters.
- Diocese should not consider any closures.
- May lose parishioners with different Mass times and increased distance to get to Mass.
- Will there be good leadership if parishes are clustered?
- How many priests would be assigned to a clustered parish?

Ideas and Recommendations:

- Create "central faith formation centers" to make sure we have consistent teaching and practices in the diocese which may avoid "shopping around" for faith formation or sacramental prep programs.
- Involve parishioners in the transition process.
- Communicate often with consistent, informed, and clear messaging.
- Encourage parishioners to return to a stronger cluster of parishes.

DEANERY 4

Region: 1 Central

Location of Meeting: St Joseph Basilica, Alameda

Date of Meeting: Wednesday, June 15, 2022

Co-Presenters: Fr Jimmy Macalinao and Jocelyn Pierre-Antoine

Attendance 3 Parishes:

Parish Name, City	Regist	Actual
St. Barnabas, Alameda	11	11
St. Joseph Basilica, Alameda	11	11
St. Phillip - St. Albert, Alameda	12	6
Totals Dn 4	34	28

MAP Attendance for Administrative Support: Paul Bongiovanni, with help from Carlos de Quesada and Dan Flannagan from VeraCruz Advisory

Attendance:

- This is the smallest deanery and attendance was good except for St Philip – St Albert who only sent six of the 12 people registered. 11 of the 28 present attended the Region 1 meeting.
- All three pastors/PAs attended.
- This deanery has two elementary schools and one high school and all the principals attended.

Mass Attendance and Finances:

- This deanery has three parishes all located on the island of Alameda. 5-year average attendance totaled 2,558 and average counts in 2019 were 2,420 and 1,405 in 2021 or 58.1% of 2019 attendance.
- St Joseph Basilica has the highest 5-year average attendance of 1,274, followed by St Philip-St Albert at 727 and St Barnabas at 557.
- Financially, St Philip-St Albert is ranked green, St Joseph Basilica is yellow and St Barnabas is red.
- They have two elementary schools both rated “highly effective” and ranked in the green Tier 3.

Structural Collaborations:

There were five mixed parish tables. Some structural collaborations were suggested:

- Close St. Albert since this is an underutilized asset. (This was mentioned by two of the five small groups).
- Cluster or merge St. Joseph + St. Barnabas for financial viability since both parishes are only at 50% seating capacity. (Two other groups had this same suggestion. One group wanted a one-year grace period before this merger takes place. The other group prefers a merger rather than a cluster of these two parishes.)
- Cluster the entire deanery. This may provide growth from the programmatic standpoint.
- It is vital to keep St. Barnabas open as a church due to the growth on that side of the island.

Primary Concerns and Questions:

- Why aren't financially ranked green parishes helping the yellow and red parishes?
- Diocesan assessments should only be taken from financially ranked green parishes.
- What has the diocese done to help parishes during COVID? If the diocese did help, what worked and what did not work?
- What is being done to recruit future priests, especially from other countries? (i.e., missionary priests)
- What will happen to the order of priests at St. Philip Neri-St. Albert if there is an additional cluster or merger? We may end up losing more order priests.
- Sacraments provide skewed data since a place like St. Barnabas focuses on senior housing so there are not as many people receiving Baptism, 1st Communion, and Confirmation.

Ideas and Recommendations:

- Supply more demographic data about the growth taking place on the West End and Alameda Point.
- Have more discussion on the "Why."
- Collaborate throughout the deanery. (i.e., faith formation for all ages) This was looked at 20-years ago but nothing took place.
- Provide an incentive for any parishes that merge or cluster (i.e., reduce diocesan assessment).
- Allow St. Barnabas to keep its identity because young people are more involved (i.e., young people are ushers at Mass) and they have so much outreach and are proud of what they do.
- Create a culture of a Church that supports a feeling of belonging and that people want to contribute to this culture. When young people are involved and there is a feeling of belonging, the Spirit comes into the soul.
- Adjust diocesan assessment for social equity (i.e., red parishes do not pay an assessment, yellow parishes pay an adjusted assessment, and green parishes have a more progressive assessment to pay).

DEANERY 5

Region: 1 Central

Location of Meeting: St Mary Magdalen, Berkeley

Date of Meeting: Wednesday, June 8, 2022

Co-Presenters: Fr Jayson Landeza and Mary Fair

Attendance 5 Parishes:

Parish Name, City	Regist	Actual
Holy Spirit, Newman Hall, Berkeley	9	8
St. Ambrose, Berkeley	13	11
St. Augustine, Oakland	11	9
St. Joseph the Worker, Berkeley	5	7
St. Mary Magdalen, Berkeley	12	11
Totals Dn 5 + Dept Catholic Schools	50	46

MAP Attendance for Administrative Support: Rick Medeiros and Mary Fair. Due to a conflict, we were not able to provide a translator, but Fr Alberto Perez, who is bi-lingual, hosted the Spanish-speakers during the table discussions.

Attendance:

- This deanery has five parishes, four of which are located in Berkeley plus St Augustine in Oakland. It was well attended and 20 of the 50 present attended the Region 1 meeting.
- Of the 12 parish adds: three were for St Joseph the Worker, who had only registered five for the regional meeting and not submitted additional names for the deanery meeting; four from St Mary Magdalen and four from Holy Spirit, including the priest and one from St Ambrose.
- All of the pastors or PAs were in attendance except the pastor, Fr Ivan Tou, CSP, who was attending his Paulist's community meeting. He sent Fr Kenneth Boyack, CSP to represent Holy Spirit-Newman Center.
- This deanery has one elementary school and the principal did not attend but sent a representative. Dr Andrew Currier from the Department of Catholic Schools attended.

Mass Attendance and Finances:

- Holy Spirit is different from the rest of the parishes in this deanery. It is run by the Paulists, includes a Newman Center, has a yellow blended financial score and the highest Mass attendance (5-yr average = 1,104, 2019 = 1,018, and 2021 = 483).
- The other four parishes have red financial scores and Mass attendance under 500 in 2019, which dropped to under 220 in 2021 (low of 126 at St Augustine and a high of 215 at St Ambrose).
- The deanery's total 5-yr average Mass attendance including Holy Spirit-Newman Center was only 2,766, and attendance in 2019 was 2,515 and their 2021 attendance was 1,175 or 46.7% of 2019 attendance.
- As reported in 2020 to the Consultors and Presbyterial Council, their combined 2019 total attendance was lower than 10 individual parishes in the diocese and had decreased 36.5% since 2000.
- St Mary Magdalene has a school ranked WCEA "highly effective" with a green Tier 3 financial score.

Structural Collaborations:

There were six mixed table groups including one-Spanish speaking (parishioners from St Ambrose and St Joseph the Worker).

- Each person felt their own parish was very important making a merger or closure difficult to accept, since larger is not necessarily a “good” parish. The Spanish-speakers in the last two weeks have been reluctant to recommend any clusters or mergers.
- Only one table suggested a cluster of St Ambrose + St Joseph the Worker primarily because they wanted all the parishes to retain their identities.
- Many did not understand the concept of a deanery and thought that had the deanery been meeting on a regular basis they could have supported each other and shared resources, or combined programs, sacramental prep, and other ministries. Everyone agreed they should meet on a regular basis for planning discussions and social gatherings like picnics. One person got up and suggested that deaneries should have met and held meetings before MAP scheduled the regional and deanery meetings.

Primary Concerns and Questions:

- The Spanish speaking table asked if the parishes would recover from COVID, what qualifies for closure, and what does the diocese suggest from their expert opinions?
- While we said that the financial data is only a small part of MAP’s considerations, many in Deanery 5 believe that the financial data is weighted inappropriately or is considered the primary factor in any recommendations to cluster, merge or close. All the tables said they question the data, especially the financial data. Comments ranged from:
 - using any data from 2021 because of the pandemic is inappropriate
 - finances do not accurately reflect actual numbers
 - their actual financial positions are better than the blended scores would indicate
 - parameters for determining financial health too narrow
 - parishes are in better financial shape than the diocese
- Fr Nick Glisson from St Mary Magdalen said that Deanery 5 has clergy resources from GTU and JST so there is not a priest shortage for them.
- Define the administration model for a cluster.
- How would deaneries be organized in this new model?
- Has the diocese learned from its mistakes?
- How did past parish mergers go? How was Mass attendance after the mergers? Do their combined administration, councils, and programs work effectively?
- Will their voices be heard and have decisions already been made?
- What is the timeline and plan and when will it be shared with the parishes?

Ideas and Recommendations:

- Utilize lay leadership more often such as Parish Life Directors, who have been used in the past.
- Utilize traveling or missionary priests to fill the gaps for the declining number of parish priests.
- Consider each parish’s unique gifts that should not get lost in the rationalization by MAP and diocese.
- Cluster better than merger because it maintains each parish’s identity and strengths and allows for parishioners to have more say in parish life.

- Factor distance between parishes when considering clusters.
- Consider infrastructure costs.
- Supply maps defining the parish boundaries and deaneries. Not sure current boundaries are appropriate.
- Closure is not an option but consider renting facilities to provide income.

DEANERY 6

Region: 2 Northwest

Location of Meeting: St Mark, Richmond

Date of Meeting: Tuesday, May 31, 2022

Co-Presenters: Fr Jimmy Macalinao and Rick Medeiros

Attendance 5 Parishes:

Parish Name, City	Regist	Actual
Our Lady of Mercy, Pt. Richmond	1	1
St. Cornelius, Richmond	11	9
St. Jerome, El Cerrito	3	9
St. John the Baptist, El Cerrito	13	9
St. Mark, Richmond	11	11
Totals Dn 6 + Dept Catholic Schools	39	39

MAP Attendance for Administrative Support: Paul Bongiovanni and Mary Fair.

Translation services and devices were provided for Spanish speakers.

Attendance:

- This is an average-sized deanery of five parishes. There were 39 registered, only 21 showed up but we added 18 new parishioners.
- Of the 39 people, only six from two parishes had attended the region 2 meeting (the lowest of all the deaneries) and two of those were the pastors/PAs from St Cornelius and St John the Baptist. This resulted in many questions about the Key Indicators and Supplemental Sacraments spreadsheets/data since so few had seen the spreadsheets or watched the orientation video when the columns and information were explained in more detail.
- There is one elementary school at St John the Baptist and the principal participated in this deanery meeting. Dr Andrew Currier from the school department also attended.

Mass Attendance and Finances:

- This deanery has wide differences in attendance ranging from a low 5-year average at Our Lady of Mercy of 133 to a high at St Cornelius of 3,619 (St Mark = 1,799, St John the Baptist = 631, and St Jerome = 336).
- The deanery's total attendance in 2019 was 5,699 and 3,371 in 2021 or 59.2% of 2019 attendance.
- They have 24 Masses with 11 in languages other than English.
- This deanery has many financial challenges and all but one yellow parish (St John the Baptist) has red blended financial scores.
- One of the Spanish-speaking table reporters who was bi-lingual mentioned that many parishioners think the church and their parish is "rich," which means that they do not support the parish financially and do not support their priests enough.
- St John the Baptist has the only school rated WCEA "effective" with a yellow Tier 2 financial ranking.

Structural Collaborations:

- Of the six table groups, five English-speaking and one Spanish-speaking, four recommended clustering mostly based on geography and language. () indicates the number of tables suggesting a similar collaboration. One of the tables suggested that these clustered parishes should be financed or supported by the deanery.
- Cluster: St Mark + St Cornelius (3) including the Spanish-speaking table.
- Either cluster or merge St John + St Jerome (2).
- Our Lady of Mercy had opposite recommendations. One table said to close and another table said no closure but consider merging although no other parish was suggested. It was also suggested that it be kept open because it is a beautiful church for feast days or weddings or other celebrations.
- Due to the severe financial challenges in this deanery, there were also comments that sharing administrations may not work since these parishes do not have the money to pay staff even if they were combined.

Primary Concerns and Questions:

- What are the savings in clustering, merging or closing if the parishes are struggling financially?
- Consider the number of sacraments provided and the number of priests.
- How do we keep volunteers active and vibrant?
- Does it really matter what we say?

Ideas and Recommendations:

- Get parents more involved with their children and youth so they attend Mass often.
- Preserve the identity of each parish and community.
- Motivate the young people.
- Raise awareness of the economic and financial challenges.

DEANERY 7

Region: 2 Northwest

Location of Meeting: St Joseph, Pinole

Date of Meeting: Wednesday, May 25, 2022

Co-Presenters: Fr Anthony Le and Paul Bongiovanni

Attendance 6 Parishes:

Parish Name, City	Regist	Actual
St. Callistus, El Sobrante	11	8
St. David of Wales, Richmond	12	6
St. Joseph, Pinole	11	9
St. Patrick, Rodeo	11	9
St. Paul, San Pablo	13	12
St. Rose – St. Patrick, Crockett	10	7
Totals Dn 7	68	51

MAP Attendance for Administrative Support: Rick Medeiros and Jocelyn Pierre-Antoine
Translation services and devices were provided for Spanish speakers.

Attendance:

- There are six parishes and St Paul had the largest number of participants. 18 of the 51 present attended the Region 2 meeting.
- With the exception of the pastor of St David of Wales, all of the pastors/PAs attended the deanery meeting.
- There are four elementary schools and three of the four principals attended. St Paul, San Pablo principal was absent.

Mass Attendance and Finances:

- Three parishes have low 5-year average attendance: St Rose/St Patrick = 148, St David = 342 and St Callistus = 622. Their 2019 attendance respectively was 130, 384 and 537 and their 2021 attendance was 91, 350 and 369.
- The other 3 parishes in this deanery had high attendance: St Patrick, Rodeo = 1,436 (2019 =

1,341 and 2021 = 670), St Paul = 1,547 (1,362 and 2021 = 954) and St Joseph = 2,546 (2019 = 2,650 and 2021 = 1,295). The total deanery attendance in 2019 was 6,404 but dropped to 3,729 or 58.2% of 2019 counts.

- Financially, St Joseph's red blended score does not correspond to their high attendance counts while St David has both a red financial score and lower attendance. St Callistus, St Paul and St Rose/St Patrick are yellow and St Patrick, Rodeo is the only green parish.
- There are three parish and one Lumen Christi Academies (LC) elementary schools in Deanery 7. St Paul, part of LC, is rated "highly effective" with a red Tier 1 financial score. Of the parish schools, St David is rated "effective" with a yellow Tier 2 financial score while the other two schools are both green Tier 3 WCEA rated schools but with WCEA scores – St Patrick "highly effective" and St Joseph "effective."

Structural Collaborations:

- Based on the six table groups that presented, they unanimously selected clusters.
- The groups shared strong negative feelings about closures and were also not open to mergers either. The biggest reason was because each parish believes in the importance of their own identity, and they would like to maintain this.
- The clustering they suggested is based on parish proximity to another so that the clergy would not have to drive too far. For example, St. Joseph, Pinole and St. Patrick, Rodeo are a 4-minute drive from each other so this was one of the suggestions.
- Four different clusters were suggested. () indicates the number of tables suggesting a similar collaboration:
 - St Patrick, Rodeo + St Joseph, Pinole + St Rose/St Patrick (4)
 - St Patrick, Rodeo + St Rose/St Patrick
 - St Paul + St David + St Callistus (4)
 - St David + St Callistus

Primary Concerns and Questions:

- Clusters are a prelude to closing.
- There is not enough data to make recommendations.
- Shouldn't we be looking into more virtual Masses?
- Why are we not talking about evangelization now?
- Shouldn't a member of the Office of Evangelization be present? (Fr. Anthony mentioned Fr. Jimmy and shared that he is a member of the MAP commission).
- Can we have another year or two to strengthen our parishes before moving into one of these options?
- There are fear and concern in other people's comments. We cannot respond with doom and gloom to this.

Ideas and Recommendations:

- Focus on catechesis and evangelization now.
- Define an approach and communicate with our parishioners which will be the key to how they respond.
- Communicate to parishioners what is happening because they are an important resource in this.

DEANERY 8

Region: 2 Northwest

Location of Meeting: St Monica, Moraga

Date of Meeting: Thursday, May 26, 2022

Co-Presenters: Fr Leo Edgerly, Jr. and Amanda Wehrman

Attendance 6 Parishes:

Parish Name, City	Regist	Actual
Santa Maria, Orinda	11	9
St. Anne, Walnut Creek	11	8
St. John Vianney, Walnut Creek	11	9
St. Mary, Walnut Creek	11	6
St. Monica, Moraga	11	10
St. Perpetua, Lafayette	13	11
Totals Dn 8	68	53

MAP Attendance for Administrative Support: Fr Jimmy Macalinao and Devereaux Smith

Attendance:

- There were 68 people registered, 21 absences and five adds for a total attendance of 52. Of those, 14 attended the Region 2 meeting.
- St Stephen is part of Deanery 8 with the other Walnut Creek parishes but is now administered by Christ the King and attended the Deanery 9 meeting.
- The pastor from St John Vianney did not attend the deanery or regional meetings. The other five pastors/PAs attended.
- There are two elementary schools and St Perpetua's principal attended and St Mary's sent a representative for the principal who had a scheduling conflict.

Mass Attendance and Finances:

- This deanery has a wide spread of 5-year average attendance ranging from two parishes under 500 (Santa Maria = 499 and St Anne = 469) to St Perpetua = 512 and St Monica = 742. With higher attendance are St John Vianney = 1,268 and St Mary = 1,572.
- The deanery's total attendance not counting St Stephen was 4,489 in 2019 and 2,756 in 2021 or 61.4% of 2019 attendance.

- One of the more predominant English-speaking deaneries, they have 29 Masses with only one Mass at St Mary's in Spanish.
- Financially, three of the parishes are ranked green (Santa Maria, St Monica and St Perpetua) and three are yellow (St Anne, St John Vianney and St Mary).
- They have two elementary schools at St Mary and St Perpetua both ranked "highly effective." St Mary is green Tier 3 and St Perpetua is yellow Tier 2.

Structural Collaborations:

Clustering was a popular model with Deanery 8, with almost every table suggesting pairings of parishes, and shying away from the other models as too drastic. () indicates the number of tables suggesting a similar collaboration:

- Cluster geographically (2):
 - Lamorinda parishes (Santa Maria + St Monica + St Perpetua)
 - Walnut Creek parishes (St Anne + St John Vianney + St Mary + St Stephan)
- Cluster:
 - St Perpetua + St Mary + St Anne
 - St Monica + St Stephan
- Consider combining the financially weak with the stronger parishes.

Primary Concerns and Questions:

- Look at why "team ministry" approaches have failed in the past especially when considering clusters or merger.
- Are we able to predict movement of populations especially post-COVID?
- Need more demographic data to inform cluster/merge decisions.
- How do we grow the church and get people to return to Mass and the church?
- This is a "band-aid" to the larger challenges.
- If more than one priest in a clustered parish, who will be in charge?

Ideas and Recommendations:

- Recognize geographical proximity of sites.
- Encourage more lay involvement in parishes.
- Engage and develop active lay leadership.
- Reduce Mass times in clusters.
- Combine administrative functions but over a period of several years.
- Think outside the box - priests should be allowed to marry, women as priests.
- Share personnel.
- Review Mass times and the number of Masses.
- Consider volume purchasing to reduce costs.
- Find a way for parishes doing better financially to reach out to sister parishes that are struggling to offer some kind of support (maybe not financial but management).

DEANERY 9

Region: 3 Northeast

Location of Meeting: Christ the King, Pleasant Hill

Date of Meeting: Thursday, June 9, 2022

Co-Presenters: Rick Medeiros and Amanda Wehrman

Attendance 7 Parishes:

Parish Name, City	Regist	Actual
Christ the King, Pleasant Hill	11	5
Queen of All Saints, Concord	4	9
St. Agnes, Concord	11	10
St. Bonaventure, Concord	11	11
St. Catherine of Siena, Martinez	14	7
St. Francis of Assisi, Concord	11	7
St. Stephen, Walnut Creek	9	6
Totals Dn 9 + 2 DCS, 1 Mission Adv.	71	55

MAP Attendance for Administrative Support: Fr Mark Ruiz, Mary Fair and Jocelyn Pierre-Antoine

Attendance:

- St Stephen (in Deanery 8) is administered by Christ the King and their six participants joined the five from Christ the King.
- All the pastors/PAs attended the deanery meeting as did several other priests and deacons.
- Of those present, 42 had attended the Region 3 meeting.
- This deanery has five elementary schools: three parish schools and two part of Lumen Christi Academies (ED Rodney Pierre-Antoine attended) and two of the three school principals attended and one sent a proxy in her absence. Only one parish, St Bonaventure, does not have a school.
- Giles Miller from Mission Advancement and Brad Mohler from Department of Catholic Schools also attended.

Mass Attendance and Finances:

- This deanery, with the exception of St Catherine of Siena, has large Mass attendance counts with four of the parishes having 2019 and 5-year average counts over 2,200.
- Queen of All Saints had the highest 5-yr average of 2,832 and St Catherine the lowest at 701 (St Stephen was very low at 203).
- Deanery 9's seven parishes, now including St Stephen, have total 5-year average attendance of 11,883, total 2019 attendance of 11,213 with attendance of 6,978 in 2021, which is 62.2% of 2019 attendance.
- Including St Stephen who holds 2 English-speaking Masses, they have 42 Masses with 10 being held in a language other than English.
- Financially, Queen of All Saints and St Agnes have green blended financial scores, with the other parishes scoring yellow (St Stephen scored red).
- All five schools are WCEA rated "highly effective" with green Tier 3 financial scores for all but St Catherine of Siena which is red Tier 1.

Structural Collaborations:

Of the eight table groups, five suggested similar cluster or merger "possibilities" even with parishes in contiguous deaneries because of proximity or language. () indicates the number of tables suggesting a similar collaboration:

- St Catherine of Siena + St Rose/St Patrick in Deanery 7 (4)
- St Catherine of Siena + Christ the King/St Stephen (2)
- St Catherine of Siena + Queen of All Saints (1)
- St Agnes + St Bonaventure (3)
- Queen of All Saints + St Peter Martyr in Deanery 10 (3)
- Christ the King + St Stephen (already done)

Ideas and Recommendations:

- Consolidate and better coordinate Mass times and advertise all the deanery's Mass times on each parish's websites; rotating Mass times and all the deanery's priests within the deanery especially those in close proximity.
- Rotate priests through all the parishes to make all the deanery's parishioners more comfortable with all the priests.
- Centralize or rotate annually the parish cultural celebrations such as Simbang Gabi instead of holding one at each of the parishes which creates more work, time and expense for priests and volunteers.
- Re-align deanery boundaries based on parish similarities and geography.
- Create *Centers of Excellence* models at various parishes for specific ministries, formation, pastoral care, and spiritual direction so all the parishes can benefit and utilize each specific center.
- Cluster rectory spaces for potential savings and possible rental income.
- Have the deanery meet frequently and communicate with reps from each parish to provide an ongoing structure to the collaboration models.
- Create a deanery "master calendar" that is shared with all the parishes in the deanery.
- Coordinate and consolidate all formation programs and requirements, fees for sacraments, etc. to discourage "parish shopping" and encourage full deanery collaboration and cooperation.

- Free priests from administrative duties.
- Share best practices in the deanery and diocese.
- Move Confirmation from high school to middle-school.
- Create a 4th model:
 - Conduct a needs assessment at every parish to identify strengths and weaknesses so resources can be shared to avoid duplicating efforts.
 - Have the vocation director visit all the parishes regularly to encourage vocations.

DEANERY 10

Region: 3 Northeast

Location of Meeting: Good Shepherd, Pittsburg

Date of Meeting: Wednesday, June 1, 2022

Co-Presenters: Fr Mark Ruiz and Amanda Wehrman

Attendance 8 Parishes and Attendance:

Parish Name, City	Regist	Actual
Church Good Shepherd, Pittsburg	11	12
Immaculate Heart Mary, Brentwood	7	7
Most Holy Rosary, Antioch	11	10
Our Lady Queen World, Bay Point	6	10
St. Anne, Byron	11	8
St. Anthony, Oakley	10	7
St. Ignatius of Antioch, Antioch	6	9
St. Peter Martyr, Pittsburg	10	9
Totals Dn 10 + DCS	72	72

MAP Attendance for Administrative Support: Fr Jimmy Macalinao, Fr Leo Edgerly, Jr. and Mary Fair
Translation services and devices were provided for Spanish speakers.

Attendance:

- This was our largest deanery meeting with 72 attendees, including 17 adds or people who were not registered. Of those present, 32 had attended the Region 3 meeting.
- The pastor from St Anne did not attend but the other pastors/PAs were present and

actively participated with their parishioners.

- There are two elementary schools, Most Holy Rosary and St Peter Martyr (Lumen Christi Academies), and both principals attended. Dr Andrew Currier from the school department also attended.

Mass Attendance and Finances:

- This is the largest deanery with eight parishes. They also have the 2nd highest total deanery attendance after Deanery 13.
- This deanery had total 5-year average attendance of 15,037, 2019 count was 14,359 which dropped to 9,059 in 2021 or 63.1% of 2019 counts.
- Deanery 10 has a wide range of attendance counts ranging from a 5-yr average low of 636 at St Ignatius, Antioch to a high of 3,368 at IHM in Brentwood.
- Even their 2021 attendance was stronger with only St Anne (492) and St Ignatius (404) having attendance under 500.
- Financially, four parishes are green (IHM, Our Lady Queen of the World, St Anthony and St Ignatius), one yellow (Most Holy Rosary) and three red (Good Shepherd, St Anne and St Peter Martyr).
- Their two schools have yellow Tier 2 financial scores. St Peter Martyr is ranked “highly effective” while Most Holy Rosary is ranked “effective” from WCEA.

Structural Collaborations:

Of the eight table groups, seven English-speaking and one Spanish-speaking, they all avoided identifying any specific clusters or mergers of parishes although they felt clusters were preferred to maintain identities, if action was required. They did suggest:

- Clusters could be considered for churches in the same city as long as they maintain their identities.
- No closures because area is growing.
- Recommended collaboration models to merge programs or cluster human and financial resources, with one table saying that deanery shared resources should be the goal to avoid taking any other action.
- Clusters would require strong administrative leaders and supporting councils including more use of deacons and parish life directors which would allow priests to focus on spiritual needs and sacraments.
- Clustering would unify communities allowing for one voice, consistent guidelines, and less parishioner shopping.

Primary concerns and questions:

- Not enough information to formulate recommendations.
- Consider clustering over time; move in stages to prepare parishioners.
- Some parishioners and attendees not up to speed about MAP.
- Translate all handouts into Spanish.

Ideas and recommendations:

- Provide support groups for priests to administer new clusters.
- Educate, form, and encourage lay leaders.
- Help parishes prepare for any transitions.
- Consider restructuring the parishes first.
- Pay attention to cultural diversity and language differences when MAP makes recommendations.
- Look at reducing number of Masses in the deanery.
- Share resources in the deanery
- Combine sacramental preparation and celebrations.
- Evangelize.
- Broaden the vision of the church.
- Evaluate buildings and their uses and consider renting spaces.

DEANERY 11

Region: 4 Southeast

Location of Meeting: St Joan of Arc, San Ramon

Date of Meeting: Thursday, May 26, 2022 **Co-**

Presenters: Rick Medeiros and Eric Hom

Attendance 6 Parishes:

Parish Name, City	Regist	Actual
Catholic Community of Pleasanton	7	5
St. Charles Borromeo, Livermore	12	10
St. Isidore, Danville	12	9
St. Joan of Arc, San Ramon	12	11
St. Michael, Livermore	7	4
St. Raymond, Dublin	11	7

Totals Dn 11 + Mission Adv. 61 46

MAP Attendance for Administrative Support: Fr Jayson Landeza and Mary Fair

Attendance:

- CCoP and St Michael, two of the larger parishes, sent the fewest participants.

- Of the 46 present, there were five added and 33 attended the Region 4 meeting.
- The pastor from CCoP was the only pastor/PA who did not attend the meeting.
- There are three elementary schools and the principal from St Michael participated with her parish; the other two principals were absent.
- Giles Miller from Mission Advancement attended the meeting.

Mass Attendance and Finances:

- Mass attendance is strong with five of the six parishes having 5-year attendance over 2,000.
- CCoP, with two worship sites, had the highest 5-year average attendance of 3,067, although it dropped to 2,777 in 2019 and to 1,154 in 2021 or 41.6% of 2019 counts.
- St Charles is the smallest parish with 5-year average attendance of 910, 2019 attendance of 846 and 2021 attendance of 528 or 62.4% of 2019 attendance, which is the highest 2021 comparison percentage for the six parishes in Deanery 11.
- Total deanery 5-year average attendance was 13,115 and was 11,588 in 2019 and 6,169 in 2021 or 53.2% of 2019 attendance.
- They have 37 Masses with three in languages other than English (St Michael = 2 and St Raymond = 1).
- Financially, only St Charles has a yellow blended financial score while the other five, larger parishes have green financial scores.
- There are three elementary schools at St Isidore, St Michael, and St Raymond, all rated “highly effective” with St Isidore green Tier 3 and St Michael and St Raymond yellow Tier 2 in the financial rankings.

Structural Collaborations:

As expected, with generally healthy or vibrant parishes as part of this deanery, only one of the five tables suggested possible geographical or cultural clusters. Most suggested other collaboration models.

- Geographical:
 - St Isidore + St Joan of Arc
 - St Charles + St Michael
 - CCoP + St Raymond
- Cultural:
 - CCoP + St Charles (similar liturgies, music and as experiment for Divine Renovation and Growing Disciples)
 - CCoP + St Raymond (growing Hispanic populations to increase participation)
- Close or merge smaller parishes to enhance and grow the larger parishes.

Ideas and Recommendations:

- Prepare thoroughly and properly all the parish communities for new configurations.
- Cluster and share ministries: faith formation, youth programs, grief, divorce, and young adults.
- Cluster based on existing relationships, facilities, Mass times and similar demographics.
- Reduce Mass times to fill the churches to have a vibrant “Sunday experience.”
- Create sister parish relationships within the Diocese; adopt a sister parish who might be struggling.
- Share business managers or operations directors which will create full time positions with benefits

and share salary expenses among parishes.

- Consider having Parish Life Directors or lay administrators instead of pastors.
- Create a deanery mission or goal and apply it with centralized deanery communications and calendar to keep everyone informed and aware of what is offered at which parish in the deanery.

DEANERY 12

Region: 4 Southeast

Location of Meeting: Our Lady of Guadalupe, Fremont

Date of Meeting: Thursday, June 16, 2022

Co-Presenters: Fr Brandon Macadaeg and Jocelyn Pierre-Antoine

Attendance 6 Parishes:

Parish Name, City	Regist	Actual
Corpus Christi, Fremont	12	10
Holy Spirit, Fremont	8	4
Our Lady of Guadalupe, Fremont	10	12
St. Edward, Newark	10	10
St. James the Apostle, Fremont	6	10
St. Joseph, Fremont	10	9
Totals Dn 12	56	55

MAP Attendance for Administrative Support: Fr Mark Ruiz, Fr Anthony Le (participated with his parishioners) and Mary Fair

Attendance:

- This deanery has six parishes. There were 12 added attendees and of those present, 20 attended the Region 4 meeting. Fr Sales mentioned that he had fewer people from Holy Spirit because there was an outbreak of COVID.
- All of the pastors/PAs were present.
- This deanery has four elementary schools and all the principals were present. Jocelyn Pierre Antoine from Department of Catholic Schools commented that they have an active “root,” meet often, and collaborate well.

Mass Attendance and Finances:

- This deanery has high 5-yr average and 2019 Mass attendance counts ranging from a low 5-yr average of 818 at Corpus Christi to a high of 3,723 at Holy Spirit with two over 1,100 and two over 2,000.
- The deanery's 5-yr average attendance as 11,459, 2019 was 10,831 and 2021 was 6,041, which is 55.8% of 2019 attendance.
- They have 36 Masses with eight of those in languages other than English at 4 of the six parishes (Holy Spirit and St James only offer Masses in English).
- Their blended financial scores have two parishes (Corpus Christi and Our Lady of Guadalupe) in red and the other four in green.
- School rankings vary. Holy Spirit is green Tier 3 financially but "effective" in its WCEA score. St Joseph school is both "highly effective" and green Tier 3, while Our Lady of Guadalupe and St Edward are yellow Tier 2 with WCEA ratings of "highly effective."

Structural Collaborations:

- Of the six table groups, the common thread was clusters were better than mergers. It was important to these parishes to keep their identities.
- After a lengthy discussion with Fr Brandon who provided more context, one table suggested that mergers may make a parish stronger even though the transition may take time and be difficult based on Our Lady of Guadalupe's experience.
- Another table suggested clustering Corpus Christi + St Joseph.
- Any structural collaborations should consider:
 - Distance and geography
 - Culture and language
 - Finances
 - Leadership (lay and clergy, which must be strong)
- One table listed the pros and cons for each of the three models without making any recommendations.
 - Mergers would mean parishes lose their identity, cause parishioners to leave and create fewer personal connections and a sense of belonging. On the positive side, they stated that mergers would lower overhead costs and staff, improve financials, generate more income from renting unused space/buildings, possibly build community, relieve the pressures due to lack of priests and infuse fresh people and energy.
 - Clustering would keep the identity and charism of each parish, protect legacy sacraments, create cost savings by having one administration and one priest, however, there would be more work for the assigned clergy, it might just be a band-aid and not a long term solution, and lower parish/parishioner engagement and commitment.
 - Closure would save money and generate more revenue and better use human and financial resources but would result in fewer worship spaces, lose identity and create sadness among parishioners.

Primary Concerns and Questions:

- The deanery has failed and there has not been any collaboration even before the pandemic. It should be better utilized, including communication among parishes.
- Merging different cultures can create divisions.

- Financial blended scores may not accurately reflect if a parish is really doing well or not.
- Sharing a priest with another parish and maintaining a cluster may be difficult.

Ideas and Recommendations:

- Redistributing resources: human, students, financial, clergy, administration and formation and sacramental programs would be beneficial to deanery and parishes.
- Reduce the number of Masses in the deanery.
- Consolidate the Spanish Masses.
- Engage the youth and re-evangelize the whole parish community.
- Adopt in the deanery and diocese the Amazing Parish and Divine Renovation models.

DEANERY 13

Region: 5 Southwest

Location of Meeting: All Saints, Hayward

Date of Meeting: Tuesday, June 14, 2022

Co-Presenters: Fr Brandon Macadaeg and Jocelyn Pierre-Antoine

Attendance 7 Parishes:

Parish Name, City	Regist	Actual
All Saints, Hayward	12	9
Our Lady of the Rosary, Union City	10	9
St. Anne, Union City	11	7
St. Bede, Hayward	9	5
St. Clement, Hayward	11	10
St. Joachim, Hayward	10	9
St. John the Baptist, San Lorenzo	12	8
Totals Dn 13	75	57

MAP Attendance for Administrative Support: Fr Jimmy Macalinao, Mary Fair and Amanda Wehrman

Attendance:

- This deanery has seven parishes. Of the 57 present, 35 had attended the Region 5 meeting.
- Pastor from St Bede was absent but all the other pastors/PAs attended.
- This deanery has five elementary schools, four of the principals attended. A School Council member was absent.

Mass Attendance and Finances:

- This deanery had the highest 5-yr average and 2019 Mass attendance and second highest 2021 attendance of all 14 deaneries.
- Their 5-yr average was 17,165, 2019 = 16,128 and 2021 = 8,019, which is 50.2% of their 2019 attendance.
- These high attendance counts and sacramental numbers were mentioned often, suggesting in the table reports that the strong key indicators were in their favor to avoid the proposed models.
- They have 44 Masses with 13 of those in languages other than English.
- Financially, two of the parishes are in the green (St Anne and St John the Baptist), three are yellow (All Saints, St Bede and St Joachim) and two are in the red (Our Lady of the Rosary and St Clement).
- Four of the deanery's five schools are rated WCEA "highly effective" (All Saints, St Bede, St Clement, and St Joachim) and St John the Baptist is "somewhat effective." They have four financial benchmarks of green Tier 3 with All Saints ranked red Tier 1.

Structural Collaborations:

Of the eight table groups, they all suggested clustering as their best suggested option because it allowed the parishes to retain their identities and schools and remain independent.

- There was a common thread that a cluster is the short term solution to better prepare parishioners to get used to working together with a merger being a future, longer-term solution, if necessary. Clusters may also help parishes struggling financially.
- One table did propose some possible clusters with the pastors traveling among these clusters:
 - St Bede + St Clement (pastor retiring soon, location and connection to Moreau HS)
 - All Saints + St Clement (location)
 - St Anne + Our Lady of the Rosary (Union City locations)
 - Our Lady of the Rosary, Union City + Corpus Christi, Fremont (proximity of churches)
- There were some definitions of how to cluster:
 - Geographically by city (St John the Baptist + St Joachim)
 - Demographically (All Saints + St John the Baptist + St Joachim)
 - Financially with a stronger parish clustering with a struggling parish.
 - Another table suggested a cluster outside of the deanery without naming parishes.

Primary Concerns and Questions:

- How cluster with one parish in the deanery managed by a religious order?
- Mergers or clusters will reduce the number of staff which will not help with evangelization.
- Mergers are not an option.

Ideas and Recommendations:

- “Buy more, save more” to purchase supplies in bulk centrally for the deanery.
- Collaborate, create better coordination and consistency and less competition for YM, RE/faith formation, other sacramental programs and even among some lay ministries.
- Combine custodial and landscaping services or staff.
- Rotate or consolidate daily Masses during the week.
- Recruit priests from other countries.
- Share best practices and the wealth and knowledge across the diocese.
- Utilize, train, and develop lay leadership to relieve priests of administrative duties.
- Consider the workload for already overburdened staff in clusters or mergers.
- Evaluate the value of the properties.
- Consider collaborations outside the deanery.

DEANERY 14

Region: 5 Southwest

Location of Meeting: Our Lady of Good Counsel, San Leandro

Date of Meeting: Thursday, June 2, 2022

Co-Presenters: Paul Bongiovanni and Mary Fair

Attendance 6 Parishes:

Parish Name, City	Regist	Actual
Assumption, San Leandro	11	6
Our Lady Good Counsel, San Leandro	11	10
Our Lady of Grace, Castro Valley	7	6
St. Felicitas, San Leandro	7	8
St. Leander, San Leandro	2	3
Transfiguration, Castro Valley	13	7
Totals Dn 14	51	40

MAP Attendance for Administrative Support: Jocelyn Pierre-Antoine and Amanda Wehrman

Attendance:

- Deanery 14 has six parishes in Castro Valley and San Leandro.
- 51 were registered with 18 absent and seven adds. Of those present, 19 had attended the Region 5 meeting.
- Our Lady of Grace, managed by OFM Conv., was the only parish not represented by their pastor because OLG had emailed that the three priests would be attending their provincial meeting that evening.
- From the four elementary schools, St Felicitas sent the only principal who attended the meeting.

Mass Attendance and Finances:

- Their 5-yr average Mass attendance ranges from a low of 537 at Our Lady of Good Counsel to a high of 3,051 at St Leander. St Felicitas also has high average attendance of 2,228, while the other three parishes have attendance under 900 (Transfiguration = 868, Our Lady of Grace = 755, and Assumption = 610).
- The deanery's total 5-year average attendance was 8,049. Attendance in 2019 was 7,615 and in 2021 was 4,415 or 58% of 2019 counts.
- Financially, three parishes are green (Assumption, Our Lady of Grace and St Leander) and three are yellow (Our Lady of Good Counsel, St Felicitas and Transfiguration). In their table discussions, they all remarked that they are doing well.
- This deanery has four parishes in San Leandro, three with schools, and two parishes in Castro Valley, one with a school. All the schools are WCEA rated "highly effective" and two are green Tier 3 (Our Lady of Grace and St Felicitas) and two are yellow Tier 2 (Assumption and St Leander).

Structural Collaborations:

Like other "healthier" deaneries, they did not make any specific cluster or merger recommendations.

- Of the six table groups, the overall impression was not to change anything or if required, cluster over time to see how the model works before considering closing any parishes.
- Two of the tables actually suggested pros and cons for each collaboration model:
 - Clusters would be positive because they would be easier for parishioners to accept, parishes can combine programs and sacraments to make them stronger and more vibrant, create more successful parishes, combine staff, and create more full time positions with benefits vs several parishes hiring part-time staff, utilize a centralized tech person and communications director for better PR to promote clustered parishes and evangelize. The cons are that the number of Masses will be reduced, priests will be overloaded and not as attentive to a parish's needs, and the buildings will be the same with no savings on upkeep.
 - Mergers would reduce some building upkeep expenses, may prove over time that one or more "weaker" parishes should be closed and may be easier to accept vs. parishes losing their identity, everyone overloaded with duties, and difficulties sharing human, financial and program resources.
 - Closures would increase income from rentals of unused facilities but would be more difficult for parishioners to accept, cause parishioners to leave and lose property with no room for growth.

Primary Concerns and Questions:

- What will happen to the schools if there are clusters or mergers?
- What is the need to cluster, merge or close with the strong status of our parishes?
- Need more input to make any decisions and more sacramental data about funerals, registered families and some of the ratios would be helpful.
- It would be helpful to know the demographics, projections, or future trends for their area.
(Responded about MissionInsite tools and that it will be made available to parish leadership in the future).
- What will be the timing for any action?
- What is the rubric for a cluster vs. a merger vs. a closure?
- Meetings about state of diocese should continue to be held and allowing for open dialogue and suggestions.

Ideas and Recommendations:

- Share on an on-going and updated basis the Mass attendance, financial, sacraments and other data that would be helpful to keep the parishes informed and allow them to plan better.
- Reduce the number of Masses and consider clustering Mass times geographically or staggering the Mass times at each of the parishes.
- Consider some hybrid models for the key parish staffing positions: Liturgy, faith formation, First Communion, Confirmation, RCIA and office managers.
- Share best practices.
- Consider what will attract and keep young families in the church.