

HOLY TRINITY CATHOLIC PARISH VISIONING REPORT

"Holy Trinity Parish...Committed to being the HEART OF GOD in BEAVERDALE AND BEYOND"

Abstract

Following a more than yearlong process of engaging and listening to Holy Trinity leadership, members, community friends, business leaders, and outside opinions, this report is designed to help guide Holy Trinity's next five to ten years of planning and decision-making.

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Dr. Jeffery W. Johnson
Jeffpeggy_1@msn.com

Letter from the Facilitator

Holy Trinity Catholic Church, School, and Parish Leaders, Volunteers, Parishioners, Friends, and Community Members:

What a wonderful experience this visioning process has been for me. I have truly enjoyed facilitating this process to help your parish leadership establish its current state of position and determine an updated vision for Holy Trinity Catholic Church, School, and Parish (hereafter Holy Trinity), Beaverdale, Iowa.

I must personally thank Father Michael Amadeo, David Leto, and John O'Halloran for stepping forward and pushing for this process. I also commend them for their patience with me, as this project took longer to sort and decipher the findings. In other words, members of Holy Trinity were very forthcoming and deeply transparent.

It was evident that the hearts of these men were first for Christ and then the parish. Their love and respect for the Holy Trinity family was pure, focused, and called. These men are true examples of spiritual and disciplined leadership and obedience. I salute them.

I wish to honor and applaud the input and perspective of the late Barbara Hans who was a late addition to our committee. As all of you know, Barbara was not shy about pointing out the need of having a women's ear, eye, and voice on the leadership team for this process. She added greatly to our work by bringing a depth of history about the parish. You can bet while in heaven she has read this report, counseled with God, and, together, they have spoken her perspectives to me. I have heard both God and Barbara's voice throughout this process.

I applaud everyone who said "Yes. I'll participate." Thanks, parishioners, business leaders, community members, and all others for being a part of this important effort. Your time, input, and prayers have been central to the work put into this yearlong effort. You graciously subjected yourselves to answering questions to a stranger. You sat through my prayers, tolerated my tears, lovingly embraced the charge, arrived on time, and extended our time together when asked. You truly are a special body of believers. I truly feel a part of your family and your lives.

I would be remiss if I did not publically acknowledge the awesome work of our primary recorder, Mrs. Linda Gourd. She was a gift to this process. I consider her a new friend. Linda's servant heart was both an asset to this process and a shining example of what it means to have a servant heart. Thanks, Linda.

I also thank Mrs. Regina Montgomery who filled in a few times for Linda and helped me connect with Father Amadeo and others in Linda's absence.

These two individuals made sure my necessary supplies were on site, participants were contacted, notes were transcribed, the building was open, and follow-up was attended to in a

timely manner. Together, they made me look good and the process run smoothly! May God continue to acknowledge the beauty of your service and the goodness of your hearts.

Now that the visioning process has concluded, it is imperative that everyone understand the real work for the parish leadership and the Holy Trinity family has only just begun. The next steps include the unveiling of this report to the parish at-large, as well as the public, for further debate, discussion, tweaking, and—I hope—final acceptance and implementation.

I step away from this process knowing that Holy Trinity is a wonderful place of faith. You have a strong church, an excellent school, incredible leadership, dedicated faculty and staff, a loving and thriving community, and a history that has weathered transitions, retirements, and setbacks.

I learned through this process how important Father Amadeo is to this parish and community. (See Section J. below for a recap of your hearts.) Your deacons also are an important part of the leadership and support apparatus that defines the prayerful and thoughtful care being provided by this parish to its flock.

Your volunteer core further impacts your identity, as well as your committed musicians, greeters, and liturgical leaders. Together, you bring life to worship, and Father Amadeo's homilies challenge you to live lives of service. You truly embody God's heart.

This parish is also a central player and force in the Beavertown community and beyond. The parish-town relationship is admirable, broad, and deep. How this relationship and synergy continue to be strengthened and strategically deployed in the future must be addressed. How this parish makes this a more spiritual versus social relationship also is key.

Please know that all opinions were heard, documented, and considered. I really hope those who participated in this process also felt they were respected and included.

It was evident to me that Holy Trinity is a proud and intergenerational parish. A parish committed to service, tradition, and diversity. Furthermore, Holy Trinity has upheld its responsibility for providing excellent academic offerings and parental/volunteer involvement. On the other hand, there are very strong feelings among a great number of parishioners that school and parish parents are making too many of the decisions regarding the parish and school. Going forward, this perception will need to be addressed with the understanding that a strong parish school is foundational to the ongoing strength and growth of the parish. Furthermore, religious education parents and students are equally important.

I want to be on record by stating that all associated with Holy Trinity, as well as the Beavertown community, should be proud of this educational asset and its heritage. It has such promise for the future excellence and vitality of the parish and Greater Beavertown community. Remember that this school is not a stand-alone entity but as a spiritual tool of the church committed to strengthening hearts, souls, and minds for Christ.

Holy Trinity truly is well-positioned to be about our Father's business. It is committed to respecting, embracing, showcasing, and expanding its birthright and heritage. Because of the tireless efforts everyone has put into this process, for over a year by many, this report should serve as a tool and guide for taking to the next levels of excellence, service, engagement, and ministry.

I especially want to take a moment to put into writing and single out the college students who participated in this process. What an inspiration they were to me. They touched my spirit profoundly. (O.K., they made me laugh and cry.) Their honesty was refreshing and impactful. This focus group provided me a window into the teachings of this parish, the great job of rearing provided by the parents, and a positive outlook on the future for this parish, their lives, and any community that's going to be lucky to have them. What this says about Holy Trinity and its future must not be overlooked. Your formation is working, and God is glorified. I'd go into spiritual battle with any of these young warriors any day of the week. Make no mistake, they are in tune with this place, and they love, represent, and affirm this parish. They also challenge it to step up and out in faith on the next leg of its journey. Also, do by current and future young parishioners what you have done by these converts. And involve them. Listen to them. Embrace them. The seeds you planted are already bearing fruit. Amen!

I feel strongly that this report illuminates the necessary findings which will add to the future excellence of Holy Trinity Catholic Church and School. I, again, thank you for trusting me to help you shape your parish's future. I have no doubt that all interested individuals will now roll up their sleeves and work together to secure Holy Trinity's response to God's calling for this parish's future.

In Him-

Jeff Johnson

Preface

We read headlines everyday which speak about the future: One day it's the stock market, the next day it's war and terrorism, the next day it's local, regional, statewide, national, or global politics, including insights on healthcare and the deficit, and the next day it's education, the economy, and ethics. The next day it is immigration and race relations. We all know that this list goes on and on and on. It's also obvious that these topics open the whole arena up for further discussions on the future definition of excellence, competition, and resources.

As we consider the current economy, such discussions are of increasing concern for religious entities, school leaders, families, students, faculty, supporters, and donors as they wrestle with the future and how to best respond to the realities that stand before their organizations. It is with many of the above-listed factors in mind that this visioning process was pursued. The outcomes of this process are intended to provide the leadership of Holy Trinity an opportunity to dialogue with its constituents, internally and externally, about the big picture for and about the future of the parish.

A few outcomes are obvious. It should be no secret that attendance at mass and events, overall parishioner participation as volunteers and patrons, and school enrollment of parish and non-parish children must see continued increases for Holy Trinity to realize the full impact of this vision.

Clearly, budget will need to grow based on an "investment in the future" mentality. A plan to hire, pay, and invest in school faculty and church staff is a must. Facility upgrades and more attention to the enhancing hospitality and welcoming are critical. Holy Trinity is well-positioned to soar; however, stepping out on faith and with a plan will be required.

The "we are simply a Beaverdale parish" mentality has to change as well. This is no longer a locals-only parish. It is clear that "community" in this parish has come to have multiple meanings among your current parishioners.

For some, it truly is Beaverdale proper. For others, it is "home" even though they live in Ankeny, West Des Moines, Clive, Des Moines, and other suburbs of the Greater Des Moines metropolitan area. For others, it is family. As this is where the intergenerational value of this parish is not being fully acknowledged and deployed. In other words, this parish has become a "Beaverdale and Beyond" or, simply put, "Greater Beaverdale" parish. This is acknowledged nowhere when it comes to your website, marketing pieces, or verbal expressions. You can continue to communicate as you do, but please know that this is not your reality anymore. What a great problem to wrestle with! Holy Trinity must maximize the unique opportunity this shift will have on your reach and impact on available market share.

Holy Trinity also desires to remain a true partner with the Beaverdale community and the greater Beaverdale business community. To impact this relationship going forward, Holy Trinity leadership needs to recognize and accept the fact that it is a business player. Many choose Beaverdale because of Holy Trinity Catholic Church and School. This parish, simply put, is an economic driver in and for this community. Leadership should explore ways and opportunities to have Beaverdale invest in your expansion, offerings, and positioning.

From what I learned about Holy Trinity, a greater number of parishioners need to assert as members of the city council and increase their presence and involvement in chamber and community relations' matters. The parish on the other hand should work harder at highlighting the work of its parishioners in the local community. Holy Trinity directly impacts the economic and quality of life realities of the Beaverdale community. Beaverdale would be a very different community without the presence and impact of Holy Trinity. Leadership must own this opportunity.

Social undertakings, whether in partnership with the city or independent of the city, must be loud and literal. This parish must strengthen its commitment to outreach, missions, and ministry. Winning souls for Christ, bringing about healing and restoration, and helping families, youth, and the elderly navigate life should and must be central to why this parish does what it does. Your membership demands it. Christ has called you out for this purpose. The Holy Spirit is alive here; therefore, Holy Trinity truly is the "salt" and "refuge" for the spiritual health of this community and beyond. What an anointing!

To achieve these outcomes, Holy Trinity must be intentional with its strategic planning, communications, and marketing efforts. The leadership and governing boards must remain committed to all elements of good business strategy, governance, and transparency. Faith in God and a continuing commitment to following pastoral leadership will be paramount; however, placing single-minded faith in the current or future pastor exclusively is not recommended or fruitful. This parish must be Christ-lead and pastor supported.

The pastor, current and future, elders, and deacons must embrace the teachings of the Catholic faith in line with the calling that has been placed on this parish. Holy Trinity is clearly a parish committed to social justice, progressive ideals and practices, and shared governance among the pastor and its boards and parishioners. This shared-governance reality is very much the heart and beauty of the Holy Trinity brand.

Finally, the thought of Holy Trinity without Father Michael is on the minds of most parishioners. Father Michael is special, but he is not indispensable. He, too, acknowledges this. Love for him, however, is real and his future reassignment will not be easy on this parish. So, I encourage this parish to be open in their conversations and realistic about the future. Holy Trinity has mastered such transitions before. I expect them to master this one as well. Why? This parish has a deep love for God, each other, and this community.

With this said, this is actually a great time for the leadership of Holy Trinity Catholic Church and School, its boards, deacons, committees, teachers, parishioners, and community partners to take an in-depth look at where the parish is, where it wants to go, who its true and trusted leaders need to be, and ensure documentation of practices are in place to warrant a smooth transition and an open heart to new opportunities that exist for current and future leadership. In other words, change is inevitable. Embrace it, plan for it, and be ready to act. This is the Holy Trinity I have come to know.

Father Michael, Dave, and John agreed on the following guiding principles for this effort:

- Engage in a process that will answer whether an enhanced or totally new vision for Holy Trinity is needed.
- Ensure that regardless of the direction taken any changes will be positive and work toward the seemingly impossible.
- The process needs to be led with integrity.
- The findings need to be focused so Holy Trinity Catholic Church and School's decision-makers and stakeholder groups will buy into and invest in the parish's promise for the future.
- The full report needs to inspire the parish, awaken greater passion, and be something the entire parish leadership and community can relate to and identify with.
- The results need to build on Holy Trinity Catholic Church and School's rich history and reputation of excellence while positioning the parish and its constituents, especially its leadership, parishioners, administrators, faculty, staff, families, students, and community partners, for greater service and success.

A. The Goals of the Visioning Process

- To seek information/input regarding the perceptions of and facts about Holy Trinity and the total Holy Trinity parish
- To revisit Holy Trinity core values and beliefs
- To create an attitude of readiness for moving Holy Trinity to the next level
- To better unify the Holy Trinity community
- To establish deeper and broader ownership in Holy Trinity
- To help the leadership better focus the parish on its mission and set goals for the future
- To develop future implementation plans

B. The Facilitator of the Visioning Process

Jeff Johnson is currently the Lora and Russ Talbot Iowa State University Alumni Association Endowed President and CEO in Ames, Iowa. His role at Iowa State, however, played no role in the work or findings of this report.

Jeff and his wife Peggy reside in Ames. They have two college-degreed children, a son-in-law, and an almost two-year old grandson.

Jeff has served on the Ames Planning and Zoning Commission, past president of the Boys and Girls Club and Ames Chamber of Commerce, as well as a supporter of Youth and Shelter Services. He is currently serving as the inaugural chair of Reggie's Sleep Out – Ames.

Jeff is a Christian, an active gardener, and a lover of travel, sports, and reading. He is a native of Collins, Mississippi. Jeff received an associates in technology degree in 1983 from Jones County Community College (Ellisville, MS), a bachelors in computer science with a minor in business in 1986 from the University of Southern Mississippi (Hattiesburg), a masters in higher education administration in 1995 from the University of Kansas (Lawrence), and a doctorate in higher education administration in 2014 from Iowa State University (Ames).

Jeff has worked in higher education for more than thirty years in the areas of admissions, housing, governmental relations, alumni relations, and fundraising.

As a consultant/facilitator, Jeff has conducted visioning exercises for cities, educational enterprises, and for-profit and not-for-profit businesses/agencies. Some of his clients have included the Polk County Housing Authority (Des Moines), Dowling Catholic High School (West Des Moines), Christ the King Parish (Des Moines), The City of Ames, Montana State University Alumni Association (Bozeman, MT), Kenyatta University (Nigeria, Kenya), Xavier Academy (Cedar Rapids), St. Alberts Academy (Council Bluffs), Ivey Business School (Toronto, Canada), and Intheylo (Johannesburg, South Africa).

Jeff was contacted by David Leto and Father Michael in 2016 about the possibility of Holy Trinity's interest in doing an in-depth study about itself. Jeff agreed to meet with Holy Trinity's leadership should they decide to move forward on such a concept. He asked Father Michael to determine, with parish input, if Holy Trinity should go through a visioning process, goal-setting strategy, or strategic planning session, as all were different and would take on different processes. Jeff also mentioned to Father Michael that whatever process was finally agreed upon, Father Michael and the leadership group would need to be committed to the long haul and the multiple, unintended transitions that could occur.

After additional meetings with Father Michael, David Leto, and John O'Halloran, an engagement letter, outlining the process and costs, was signed by Father Michael and Jeff to have Jeff conduct a full-scale visioning process for Holy Trinity.

C. The Challenges of the Visioning Process

The challenges presented by this effort were determining the groups to interview and then populating those groups with as many aspects of diversity as possible. There also were challenges syncing calendars to establish times to meet and balancing appointments with weather-related realities. Furthermore, I acknowledge that I wish I could have talked to everyone, but that was not a real possibility. I am extremely

pleased with the cross section and diversity of individuals and groups that took an interest and active role in this important endeavor. Thirty-nine (39) group and/or individual focus groups/interviews, totaling approximately 240 participants, participated in the process. Participants provided more than 7,660 comments.

D. The Charge of the Visioning Process

The charge was to engage as many Holy Trinity and non- Holy Trinity constituents as possible in a dialogue about the current state of affairs, hopes, dreams, opportunities, aspirations, concerns, issues, etc. related to Holy Trinity Catholic Church and School. Again, it was imperative that the make-up of the groups be as diverse as possible.

Father Michael, Dave, and John were charged with populating the groups with individuals from the Holy Trinity parish and Greater Beavertdale area with varying interests and of different ages, genders, ethnicities, professions, etc.

The information collected from these individuals would be used to aid me in evaluating the current state of affairs of Holy Trinity Catholic Church and School. The charge also was to ensure the outcomes embraced the rich history and past reputation of excellence of Holy Trinity while positioning the entire parish and community for greater service and success.

E. The Methodology of the Visioning Process

Following interviews with the Visioning Committee—Father Michael Amadeo, David Leto, and John O’Halloran, these men set out to determine the groups I would interview, based off a preliminary list I provided to them. Groups could be added to the list or consolidated/scattered among/across the groups requested by or agreed upon by me, but none of the groups I had listed could be eliminated. The committee worked next to populate the groups. The following groups were finally approved and populated:

Parents of Currently Enrolled Students
Parents Who Have Taken Their School-aged Kids Out of Holy Trinity
Parents of Holy Trinity Who Have School-aged Kids At Home But Have Chosen Not To Enroll Them At Holy Trinity
Non-parish Parents Who Send Their Kids To Holy Trinity
Top Donors/Top Donor Prospects
Consistent Special Event Attendees
Annual Contributors, Financially

Annual Attendees Who Do Not Contribute Financially
Parish Leaders
School Principal
Core Volunteers—Parish and School
General and Wish They Were Volunteers
Long-time Attending Parishioners
Newcomers—School (defined as having started attending in the past three years)
Newcomers—Parish (defined as having started attending in the past three years)
Age Demographics (24 – 32)
Age Demographics (23 – 45)
Age Demographics (46 – 64)
Age Demographics (65+)
College Students
High School Students
Retirees—Non-parish Employees
Retirees—Parish and School Employees
Diocese Staff
Bishop Pates
Highly Involved County and City Leaders (we scattered them throughout the process)
Parish Non-School/School Staff and Coaches
Local/Area Business Leaders/Owners/Holy Trinity Supporters
Other Sponsors/Sponsor Prospects
Competitive Schools
Competitive Neighboring Churches
Former Parishioners

Deacons
Liturgist
Finance Department
Residents of Adjacent Properties
Substitute Teachers
Holy Trinity School Former Faculty
General Community Outreach (Jeff's random interviews)

The next step involved scheduling focus group meetings. All meetings were conducted face-to-face and held in the Holy Trinity Catholic School Library/Media Center and school classrooms when necessary. Five interviews were held off site.

The anonymity and confidentiality of focus group participants and their response, respectively, were explained and adhered to throughout the process. Father Michael nor any other members of the Visioning Committee were not involved in any of the focus groups or individual interviews and did not receive prior copies of any notes, tape recordings, or electronic information during the process. No outside special meetings were held by me with Father Michael or any other member of the Visioning Committee or the parish's governing groups.

Each group was asked to respond to the following seventeen (17) questions:

- What words **best describe** Holy Trinity Catholic Church and School?
- What makes Holy Trinity Catholic Church and School **unique** within this community, region, and/or state of Iowa?
- What makes Holy Trinity Catholic Church and School **different** from other such Catholic churches and schools?
- What makes Holy Trinity Catholic Church and School **necessary**?
- What factors are important to the **continued success** of Holy Trinity Catholic Church and School?
- What are the **greatest issues, problems, or situations** facing Holy Trinity Catholic Church and School?
- Which of these above areas could have the **greatest impact** on Holy Trinity Catholic Church and School's future success and its ability to compete favorably, live up to its potential and values, and remain viable?
- What should be the **critical measures of success** for Holy Trinity Catholic Church and School?
- What are the **strengths** of Holy Trinity Catholic Church and School?
- Of the **strengths** listed, what are the top three?

- What are the **weaknesses** of Holy Trinity Catholic Church and School?
- Of the **weaknesses** listed, what are the top three?
- What are the **opportunities** available to Holy Trinity Catholic Church and School?
- Of the **opportunities** listed, what are the top three?
- What are the **threats** facing Holy Trinity Catholic Church and School?
- Of the **threats** listed, what are the top three?
- Any **additional thoughts** anyone would like to offer?

Participants also were given the opportunity to ask questions of me or provide additional information to me following each session via my email address.

Mrs. Linda Gourd served as stenographer. Upon scheduling conflicts, Mrs. Regina Montgomery filled in for Mrs. Gourd.

Participants' responses were placed on post-it pads and made visible during each groups' approximately two-hour session. Participants were also given paper and pens to record the questions and any other information they deemed important to their participation in the process. These processes were also implemented as a way for participants to come back to items at the end of their session. Participants had until 12 noon the day following their focus group session to share any additional information with me electronically.

Once all group interviews had been completed, I did up to five random interviews with area individuals I encountered at the local Casey's. These random interviews allowed me to further test some of the information I had heard as well as benchmark a number of my findings.

Mrs. Gourd compiled information from each of the focus groups, and I compiled the information from the additional interviews as well as from my interviews with the Visioning Committee, the school principal, and Bishop Pates.

Mrs. Gourd provided her information to me electronically. The information was organized by question per group; however, no group was identified. These notes were compared to my post-it notes as to ensure the full scope of interactions and responses supported the key themes without respect to which group may have provided the input. The following seven (7) themes resulted from this process:

1. Sense of Place, Community, and Family – These words speak to the character, qualities, and commonalities that truly define Holy Trinity and the Holy Trinity experience. Future marketing and branding copy should contain any of these words as each conveys the depth of closeness parishioners, community members, and patrons feel about and toward this parish and among each other. Any of these words also need to be used in current and future communications by staff as they refer to or speak about Holy Trinity to the public and with prospects.

2. Catholic/Faith-based – It is clear that participants view Holy Trinity as a faith-based organization. They were very clear that it is also a progressive, liberal, faith-filled, Catholic organization. Some participants expressed a desire for Holy Trinity to demonstrate more commitment to the pure teachings of the Catholic faith and practice of the traditions. Again, it was clear that Holy Trinity parishioners felt strongly that this parish is a congregation defined by love and not ritual. I found this to be a very distinctive take-a-way.
3. Commitment to service and acts of compassion – It is no doubt that these words deeply describe the heart of the parish’s existence and going-forward brand. Parishioners gave story after story of when and how Holy Trinity was there for them, their families, the community, and each other. Father Michael, the deacons, and key set of volunteers are the heart and soul of this parish. The parish’s depth of service to others and the community are steadfast. Parishioners love for each other is central to the parish’s identity. Holy Trinity’s testimony as a parish in this area is simply outstanding. This theme establishes a strong case for the excellence that exists at Holy Trinity Catholic Church and School. Whatever you do, don’t lose or ignore this trait of the parish’s DNA.
4. Value of staff/employees – There is no question that staff/employees can make or break the reputation of an organization. Holy Trinity has a long history of employing good people. These individuals stay for a long time. Some of the school teachers taught two and three generations. Such tenure is not about the pay. It has strictly been about the calling and supportive environment. Over time, this loyalty has left some employees feeling that Holy Trinity may not have to concern itself with pay equity and relevant benefits. This matter, going forward, will need to be addressed. Emphasizing quality and calling and not acknowledging better pay and benefits disparity are close to challenging some staff/employees to seek other opportunities. This dilemma is very troublesome for many as it is causing spiritual conflict in their lives as they seek to be obedient to their calling. I also want to be clear, this finding was voiced more by parents, parishioners, and participants than it was by staff themselves. This parish had a good thing going in this area for such a long time. It is simply time for leadership to up its game. Evaluations must be taken seriously, and differential investments must be pursued to maintain quality staff/employees. Don’t lose your good folks, and don’t keep the “dead wood” is at the heart of the message here. This is a harsh statement to write, but this was the message sent by participants.
5. A sense of being land locked, closed minded, and unwilling to take risk when it comes to facility needs, upgrades, and building a fellowship hall – Whether addressing parking, curb appeal, appearance of the façade, beauty of grounds, functionality of the school, placement of the offices, multi-purpose uses of gym space, etc., participants were clear that they are not interested in Holy Trinity having an overly ornate cathedral, school, or fellowship hall. They all believe, however, that improving signage, upgrading the facilities, acoustics, and parking, as well as connecting the church, offices, and school

with a fellowship hall, are paramount. No longer does this topic need to remain as a conversation. Parishioners expressed the need for leadership to facilitate a long-range capital plan in these areas. Finally, such a plan needs to address interior and exterior beautification.

6. Recognition of reach verses the acceptance of being local – While Beaverdale will remain the home of Holy Trinity Catholic Church and School, Holy Trinity seems to have a long, unacknowledged reality of its spiritual, geographic, and community reach that extends beyond the boundaries of the city of which it resides. Participants in this process were from Ankeny, Des Moines, Clive, West Des Moines, Waukee, etc. Some had grown up in Beaverdale but moved to other parts of the Greater Des Moines’ area for various reasons. They still consider this their parish though. They make the drives to remain a part of this parish. Going forward, leadership needs to embrace this reality by clearly stating that Holy Trinity is a parish of “Beaverdale and Beyond” participants. It must also acknowledge that it is multi-generational and intergenerational. Family is something that defines this parish to the core; however, individual families, unlike at many parishes and religious entities, don’t control or define the spirit and politics of Holy Trinity. This parish is defined by a commitment to love, service, and social justice. By virtue of this, families have remained committed to this parish regardless of their geographic addresses. What a testimony, Holy Trinity Catholic Church and School!
7. Commitment to its middle-class identity – Is there wealth in this parish? You bet there is. Are there some large, iconic names, city players, and influence in this parish? You bet there is; however, middle-class mentality, deep work ethic, fairness, and love of neighbor and community are the attributes this parish and its parishioners are known to express. They are fiscally smart. Their governance is transparent. Their work is about the salvation of individuals, families, and community, and not on building ornate structures. But as younger families are choosing places to worship, fellowship, serve, and educate their children, Holy Trinity has a responsibility to be a relevant and strategic player. Living in the past will not produce the future. Holy Trinity must remain true to its values and identity, but it must blossom into a relevant and expected player in the church-growth movement.

In mid-January 2017, I began the final review of data under each designated theme. In mid-February 2017, I began writing the draft report. I presented the first draft of the report to the Visioning Committee, electronically, in mid-March. Following two opportunities for review and final approval by the Visioning Team, the final report was then presented to the Holy Trinity Board of Education and Finance Committee. The next step is presenting the final report at an open forum of the Holy Trinity community and all other interested individuals and entities.

It is also highly suggested that a copy of the final report be posted on the Holy Trinity website (www.htschool.org) and available in print upon request from the designated staff member in the Holy Trinity administrative offices.

F. The Key Findings of the Visioning Process

The findings are in no way meant to be exhaustive. They do, however, provide a glimpse into the many perceptions and facts this process uncovered about Holy Trinity Catholic Church and School. As the Holy Trinity parish moves forward, these findings should provide necessary guidance. The findings are as follows:

Strengths

- Holy Trinity is a community of faith—the Catholic faith—but needs to accept its progressive and liberal identity as it relates to how it exercises and defines itself. This parish is truly committed to social justice. This is who you are.
- Great support is being provided to Holy Trinity by Father Michael, church deacons, parents, volunteers, and local businesses. Local parish support is strong.
- A strong sense of place exists at Holy Trinity Catholic Church and School. It feels like family.
- Legacies make up a strong core of the Holy Trinity Catholic family.
- Rooted—1920's founding, legacy families, tenured teachers, and traditions.
- Holy Trinity is considered to be a safe parish. One can really be who they are.
- Holy Trinity is considered a good size, friendly, and accessible.
- A prayerful parish.
- School tuition is perceived to be affordable.
- Holy Trinity integrates faith across the board and without hesitation or compromise.
- Strong brand and logo; has an identity within the community and beyond.
- Holy Trinity produces students who are strong academically and of good character.
- Holy Trinity has a committed workforce and core set of volunteers, but there is concern about pay, benefits, and the same folks doing most of the work over a sustained amount of time, respectively.
- Father Michael and deacons are highly revered and respected.
- Parish/town relationship is a model for any community.
- Teachers exercise their faith.
- This parish is truly children-friendly.
- Traditions are important to this parish.
- Viewed as a “Happening Parish.”
- Generous parishioners.
- Politically active, but bi-partisan.
- The teaching of Spanish, Blue Ribbon School designation, and use of technology make Holy Trinity Catholic School a true community educational asset.
- Holy Trinity Catholic Church and School's existence in Beaverville makes education better for the whole community and positively increases the quality of life of the community.

- Father Michael's leadership is viewed as credible and respected.
- A place that offers many things to do, together, thus helps to build the sense of community that exist at Holy Trinity Catholic Church and School.
- Diverse thoughts, individuals, and families are welcome at Holy Trinity Catholic Church and School.
- Positive strides have been made to increase socio-economic diversity.
- Committed to serving the educational, spiritual, and social needs of the community and all parishioners, including learners of all faiths, in the Greater Beaverdale area and beyond.
- Father Michael's children-related homilies are very important.
- The educational strength of Holy Trinity Catholic School is well known in the Greater Beaverdale area and beyond. It is a necessary educational option for the community. Students are made to feel loved, cared for, and challenged.
- Church and school are considered friendly environments that are very helpful to parishioners and families.
- Music is central to the worship experience at Holy Trinity Catholic Church.
- Developmental Kindergarten and pre-school options are of strong value to the parish and to families.

Areas to Strengthen/Carefully Observe

- Ensure the future long-term financial health of the parish, especially the school.
- Reconnect with former members, especially if they are unchurched.
- Involve more volunteers in the life of the parish. The current core is getting older.
- Ensure all voices are heard and respected, not just those of school parents and volunteers.
- Manage the impact traditions play over being relevant. In other words, what do we need to stop doing, update, or start doing that will help us reach more people.
- Increase the parish's commitment to community service.
- Develop a facility master plan that includes the construction of a fellowship hall or Catholic community center between the church facility and the administrative office/school facility. The current facility lacks a cohesive story line that ties the school and the church together. The grounds need to feel like a parish campus.
- Address the pay scale and benefit offerings of school faculty and parish staff.
- Improve academic offerings and facility access as it relates to students and parishioners with disabilities.
- Some cliques are beginning to form, especially among school parents and volunteers.
- Keep buying up surrounding property.
- Commit to professional development opportunities for staff and faculty.
- Grow the pre-school and day care options.

- Not always welcoming and accepting to newcomers.
- Ensure the word is out that Holy Trinity is committed to serving and stewarding individuals of color. (The low numbers, as well as silent messaging, lead many to mistrust Holy Trinity Catholic Church and School's commitment to racial and ethnic diversity.)
- Seek ways to involve younger parishioners in the music offerings and ministry.
- Desire more biblical classes and offerings like Stephen's Ministry
- Continue to meet parishioners where they are and remain non-judgmental.
- Recommit to evangelism and social outreach.
- Support your employees.

Areas to Explore

- Appoint a Marketing and Community Relations Committee, made up of key community leaders, to ensure that Holy Trinity is committed to a marketing model for the parish rather than a communications model. The latter is focused on telling stories rather than gaining market share.
- Establish a short-term and long-term fundraising plan with well-defined metrics to meet facility, program—in reach and outreach, and comprehensive needs of the parish.
- Establish short-term and long-term Master Plans for a true campus-focused parish.
- Explore ways to keep high school students involved in the life of the parish.
- Ensure data exists on how well Holy Trinity Catholic School students matriculate to Dowling and public high schools and into colleges and practice their faith. The positive preparatory impact Holy Trinity has in this area is outstanding. Market it to ensure parish families and community residents understand the gem it has in its possession. This is an excellent Catholic school.
- Ensure all school-age kids and families feel that they are valued at Holy Trinity whether they attend Catholic or public schools.
- Ensure Holy Trinity kids and their families don't view being enrolled in Faith Formation Program as being second-class parishioners.
- Make Holy Trinity's vision, mission, and new tag line more visible throughout the Holy Trinity campus, especially externally. Volunteers must work these items into their memory. I further suggest that Holy Trinity make its success stories more visible, as well. The development of a marketing plan in this area is highly advised.

G. Suggested phrase that best describes the Holy Trinity Parish

Holy Trinity is a community-based Catholic parish made up of a church and school committed to spiritually developing the whole person—body, mind, and spirit—within the Beavertdale community and beyond. Leadership is approaching and caring, parishioners are warm and welcoming, faculty care deeply for students, families, and educational excellence, and volunteers seek to serve and minister, and the Beavertdale community is an extension of and partner to our ministries. A sense of family and fun define our spirit, and, as a parish, we are committed to serving God, each other, and the community. Forming souls for Christ and addressing social justice matters are at the heart of our calling. To this end,...

H. The Suggested Vision

"Holy Trinity Parish...Committed to being the HEART OF GOD in BEAVERDALE AND BEYOND"

I. The Suggested Revision to the Mission Statement

The italicized words are my recommended edits to Holy Trinity's current mission:

The mission of Holy Trinity is to be a faith-filled Eucharistic community committed to Christ-centered stewardship especially through academic, *social* justice, hospitality, and service. We fulfill this mission through our many parish endeavors *that bring the Heart of God to life in our lives and those in the communities we serve and encounter.*"

J. Father Michael

This is a first for me. I have never focused on the leader in any visioning report I've written. Father Michael is an exception. He identifies with the heart of this parish, but he is not this parish. I felt however that this parish needed to read these statements and see Father Michael for who he is. What an honor it was for me to capture your feelings. I present them as follows:

Father Michael/strength: Great homilist/His homilies impact your life/walk/He is kind, loving, collaborative, insightful, keyed in to the community and the individual; he smells like the flock/a "one-of-us kind" of priest (Pope Francis, March 2013)/Cares—across the board/ Connects "personally" on a lot of levels/Connected to the school, the kids, the families/Good at connecting adults to adults; people to the church; people to their faith; kids to other kids; families to the school; Parishioners to community events; people to people; people to things to do; people to God, and the gospel to the homilies, service, outreach, simply connecting; "allowed" by the Diocese to serve in his way, Length of stay/Great administration/Well known; visible/shepherd and school, great style, Visible Priest for the Church, within the community, and school, Accomplished – Reputation of excellence, Call you by name/Calling people to higher ideals, Charismatic leadership, makes us feel a part, small group or Parish/church as a whole/Appeals to a broad spectrum of people, instances and situations, allows other priests to serve, Present/leadership/interactive

**with kids/faith-filled messages that are joyous, positive presence/involved pastor/
 Belief in the school committed to the school's success, seamless when it comes to
 school and church support, advocacy etc./An involved priest (cares about your
 spiritual growth) – School and church/Good liturgies/great leadership/Liturgical
 experiences/liturgies and music are good/homilies are awesome, uplifting, and
 challenging/offered to children/Open to personal worship as a result of the full Mass
 offering as well as other Catholic offerings/Leader, sets the tone, his directors –
 Attract or repel/seen as a community leader/his presence/starts children
 relationships early/engaging/respected among peers, within the Parish, community,
 etc./supports the school/Parish reflects his spirit/his shepherd's spirit walks with
 families and parishioners/has had a long tenure/Places emphasis on God's heart being
 here/The pastor's connection to the school and being visible in the
 classroom/commitment to the parish's traditions/views his work as not a job but a
 vocation/Well-loved, liked priest/Great liturgy with student involvement and church –
 Well done/Great monitoring of our kids progress and well-being (186 occurrences)**

Again, this parish is not about the man but about our Lord. This process has been about His call on this parish. Father Michael chose to be obedient to that call, along with Dave, John, and Barbara. It is now time for the next steps of this journey, regardless of your earthly leadership. God is still here and in charge. Heed His call.

K. The Grouping of Comments

Following a thorough cursory review of the more than 7,660 comments, the following twenty-six (26) subgroups of data points, with the following number of occurrences, emerged:

- Parish (1,457 occurrences)
- School (1,331 occurrences)
- Words that Describe Holy Trinity (948 occurrences)
- Ministry Opportunities (504 occurrences)
- Physical Plant (487 occurrences)
- Parishioners (429 occurrences)
- Town and Parish (426 occurrences)
- Volunteers (349 occurrences)
- Finances (329 occurrences)
- Leadership (288 occurrences)
- Father Michael (218 occurrences)
- Church (165 occurrences)
- Communications (153 occurrences)
- Leadership Transition (120 occurrences)
- Employees (109 occurrences)
- Brand (105 occurrences)
- Church and School (67 occurrences)
- Marketing (64 occurrences)

- Traditions (62 occurrences)
- Mass (20 occurrences)
- Diocese (14 occurrences)
- Father Palmer (4 occurrences)
- Bishop and Diocese (3 occurrences)
- Pope Francis, Vision, and Visioning Process (2 occurrences each)

L. Opportunity to Explore Objectives

The **Top Five (5) areas of comments** fell in the following areas:

- Parish (1,457 occurrences)
- School (1331 occurrences)
- Words that Describe Holy Trinity (948 occurrences)
- Ministry Opportunities (504 occurrences)
- Physical Plant (487 occurrences)

The actual **Top Five (5) comments**, minus comments about Father Michael, were attributed to the following areas:

- **Town and Parish/opportunity: Deepen Holy Trinity’s footprint, involvement, and place in the greater Beavertdale footprint/Better serve the community/Being good neighbors/Be a bigger voice/leader in community issues/Serves as a local anchor to the community; anchored due to history/Serving the community/Provide service to the greater community/Staying a key player in the community not just on a religious island/Connection to the neighborhood must remain strong/Strong relationship with Beavertdale/A solid player in the community; an essential part of the Beavertdale fabric/Adds to the quality of life of the Beavertdale community/Dynamic community player, economic contributor to quality of life, vibrant/Extension of Beavertdale/Financial contributor/Part of economic engine/Founded (Rooted) – 1920 – before Beavertdale became what it has spinoff; can’t see Beavertdale without it/Holy Trinity is in and is the heart of Beavertdale/gathering space for the community/hub for the neighborhood/Important service to and part of the community – “Quality of life”/Neighborhood – Like a business – Part of the Beavertdale economic vitality/quality of life/Parish is a true leader/influencer in the community and its character and identity/Part of the quality of life and economic vitality of Beavertdale/serve as an anchor/sense of a small town with necessary amenities/Remains a relevant part of the Beavertdale definition of quality of life/Rooted in the community (i.e., Fallfest, Holiday Boutique, and attendees/The community we exist in and our parish’s location within it/The dynamics of this place (Beavertdale) wouldn’t be the same without Holy Trinity/Heart of Beavertdale/Help Beavertdale remain viable/Support businesses – Economic development/Pride in**

Beaverdale and neighboring areas/Entity is involved in Beaverdale/Continue to build and support the sense of community; Continuing player in the quality of life of Beaverdale/Anchor/Anchored – Community within a community/ Essential part/piece of Beaverdale/for the neighborhood/helped establish/flavor Beaverdale/Community – Big part of the community; size of Parish area is a plus; serves the community; partners; volunteers; people in Parish and community get along; tight knit/Fun as a true partner with the community (169 occurrences)

- **Physical plant/opportunity:** Modernize; bring up to date/Re-design of the current center structure – Crying space for kids, coats; main entrance/be relevant with dedicated spaces/Refurbish, improve our facilities/Remodeling of sanctuary/remove the barriers/Structural improvements/changes/additions to current physical plant/address deferred maintenance and utilization/Upgrades that are adequate for sustaining growth/Maintain and improve upon facilities, include expansion/Aging, tired, unfunded deferred maintenance, clutter; ADA and safety, exterior facing street “Feels like a wall,” Facilities and programs that respond to those with disabilities – Across the board (shape, placement, look, style (hideous), Facility amenities that responds generationally, An alive, inviting, and relevant worship and educational physical plant (i.e. gathering space) (technology, funerals, hospitality) architecture, Accessibility of facility and things to do my volunteer role especially the kitchen, Bland exterior/facility’s simple light, bad acoustics/lacks definition as a church—one gets past it mainly due to the people; Unattractive; ugly/Hard front to the community/Dated facility/physical plant/deteriorating and non-refreshed facilities (142 occurrences)
- **Volunteers/strength/weakness/threat/opportunity:** Number and variety of volunteers and opportunities to volunteer; number of active families under the age of 35; number of active families/Parishioners; amount of time they give; Number of politicians/public faces active in the Parish/Younger volunteers/Fewer younger volunteers – especially women who are now working outside the home/Participation – Volunteers/Church and school/young people/key volunteers (137 occurrences)
- **School/strength/weakness/opportunity:** Recruit and retain quality teachers and administrators/Retain teachers and talent/Maintain two or more sections/Improve pay/Retained/Rooted employees – Who are committed to the faith/School needs to better support teachers (excluding subs) – Help find or have a pool that can be called upon/Staff retention/Quality, passionate, appreciated, invested in teachers and staff (pay is part of this equation) to improve retention – Think outside the box/Service of faculty and staff – Retention/Caliber of teachers and longevity of teachers – Smart

and committed; dedicated to the kids/High teacher retention (+40 year)/Maintaining high quality teachers/Consistency of hiring of quality/committed staff, teachers, and admin/continuity of leadership/core stays in/Teacher longevity/Amazing teachers – They care/for each other/the families they serve/for the students/Strong core of teachers/Tenure of Faculty and staff/they are rooted in the fabric and mission of this place/legacies have been taught by many/faculty are innovative/Teacher/Staff longevity and effectiveness/they want to be here and they care/connect well with parents and students/they look out for our kids/Teachers/Attract and retain quality teachers/staff/School/teachers/opportunity, weakness, and threat: Competitive (salaries and benefits)/Invest in new teachers early to reward and inspire their passion – Even view this as professional development/Be open to new views even if we tried it before/Be forward thinking in the midst of the change/Ensure teachers remain an asset/priority to the school/Teacher/staff retention/turnover, especially in the area of Spanish/ensure their supported, happy, committed, and paid well (many have young families)/retention ensures continuity/Decrease faculty turnover/increase retention: (127 occurrences)

- Parish/weakness/opportunity: Need younger families/New parishioners/attract and retain/make them feel welcome/More support from existing families to bring in families/Overall growth of families/Programs/services for families and individuals without children/Reach out to those with kids or those whose kids have moved on/Make sure young adults, parents, families and non-Parish school families, empty nesters, continue to feel engaged/Keeping young people and adults involved after kids and families leave the school/Outreach to populations who don't or no longer have kids/Gaining and maintaining younger families/Maintain the next generation/Tapping into the gifts of more Parishioners (especially families and others we're currently not reaching)/see that target group are present and active/Beacon – Anchor for families (Legacy)/Engaging non-school families/Meet the needs of kids and their families/So many legacies (school and church)/Invest in youth – Strong teens; families; children and their faith/Helps us “form” our children - Partnership with family/Extension of home/home teaching/Support the family and their children's moral development/Support the early development of parent's desire to have home and school support and reinforce each other/Supports me and my family as we work to bring faith practices into our development/Supports me in the rearing of my kids in a moral-based environment/Supports parents desire to have their kids educated in a faith-based environment and that it's a quality education/Teach our children the importance of having a personal relationship with Christ/Provide a school where we can practice our faith in the teaching of our kids (Home/Church/School)/Partnerships

with families /Provide an educational option that is faith-filled/Provide kids with an education that is Catholic-based (Faith-filled)/Provide living examples of the word to our children/youth/Raise one's family in a faith-based environment/Religion and class teaching are reinforcing faith formation and personal/intellectual development/Staff committed – Teachers; families (Legacies)/School has kept a number of our kids in the church/School, church and home teachings are in sync/The church, school, and parents are on the same page when it comes to rearing and teaching our children about the role of faith in their growth and development/Not engaging young Parishioners/children/families/School-Centered – All about the school/Lack of youth and young families active in our Parish/Loss of families after kids graduate/Not bringing in enough new families (122 occurrences)

M. Suggested Objectives

The following suggested objectives are offered to get the Strategic Planning Task Force thinking about how to move to developing actions items related to the Visioning work. Again, these are suggestions only.

- Ensure the Parish remains a key player in the life, vitality, and character of the Greater Beaverdale community
- Position Catholic education, without diminishing parish families who choose public schools, as a core tenant of the Holy Trinity identity
- Be deliberate in word choices used to market and tell the Holy Trinity story
- Place a greater focus on sustaining and offering targeted ministry opportunities
- Embrace the development of a master plan for the physical plant to better position the parish for greater in-reach and outreach
- Improve onboarding, honoring, and transitioning of volunteers

The remaining comments that totaled sixteen (16) or more, are listed below and should be reviewed for consideration or input as the future Implementation Committee works to take the next steps regarding the future of the parish. Since thirty-nine groups were interviewed, sixteen became the number I selected as the optimum number of times I needed to hear like or similar comments. When this number was arrived at, I gave the comment validity. You and your committee can choose higher or lower as you determine you next steps.

- **Parish/strength/weakness/opportunity: Be more inclusive by actively pursuing a collaboration with city groups to be more diverse/Be more inclusive of, inviting of, and personal with all populations/Being more diverse/Better integrating diverse families/individuals into the Parish (i.e. language barriers)/Be all inclusive/Greater diversity – school, parishioners, family makeup/Increase attendance/engagement – Parishioners/younger families/retention/new members/sustainable/immigrant**

Catholics/Increase diversity/More diverse/Lack of/low diversity/Untapped populations – Diverse individuals/families, elderly, young families, and residents to the east/Respond to/Impact the changing demographics of our community/Expand inclusiveness to gain membership/Socio-economically diverse and accepting – Blind here/Commitment to quality and equality/Committed to being a progressive place committed to loving all unconditionally/Open – Accepting of others, all parts of the community/Open to diversity (including ethnic) and inclusion/Adopted Children/Black Family/Abilities/Surprisingly diverse based on our community base/Surprisingly diverse based on our community base/Lessen judgment – Increase acceptance/friendliness/Culturally diverse – School more so than Parish/Embracing the immigrant communities/Perform weddings and funerals for Parishioners regardless of sexual orientation, social status, etc. (94 occurrences)

- **Volunteers/strength/weakness/opportunity/threat: Active Parishioners; need more volunteer awareness; avoid and be mindful of volunteer burnout due to a strong volunteer core; this core is not growing—growth is a must; Volunteer engagement is at an all-time high, especially in the areas of mission and evangelism; better volunteer management makes people feel a part of something larger; seek greater volunteer opportunities in the community: Community boards – New and existing – continue to enhance and encourage; do more volunteer pre-assignments and provide incentives; more and greater recognition; more opportunities and greater accountability; Ask and involve our younger families and Parishioners more in the life of the Parish/seek broad participants from all groups of Parishioners; most committees that are seated have no power or authority – Top-down or internally directed and some that have too much power (see this as a management issue); strong, active volunteer core/school and family; channel energy to engage more volunteers; etc./Volunteers/Strength: A core of seasoned/dependable volunteers/Core of volunteers/Healthy volunteer core and plan/Key folks that do a lot/the core/faithful/expand this core group/Medium armies of volunteers (church and school) are doing most of the doing – People need to be asked/Not enough volunteers/Lack of volunteers/Great group of core volunteers – Need more volunteers/utilize survey information (84 occurrences)**
- **Words that describe Holy Trinity/strength: Neighborly; sense of place by choice; people are from around the neighborhood/Fills a sense of belonging/Friendliness/friendly/neighborly to each other/top-down/to strangers/Home, homey, not modern or fancy, sense of place, solace, familiar, welcoming; home base, grounded, rooted, home-town feel, humble, not**

intimidating/Sense of belonging/Acceptance –
Friendly/Casual/Homey/Friendly/Relaxed (79 occurrences)

- **Parish/opportunity: Be relevant/there when people need it –programmatically, demographically, technologically, Catholically, internally, externally offerings/Beacon in the heart of stuff that is going on in the community and peoples’ lives/Be the “force”/“beacon” for good in our community and the world/Be an active – Beacon – Place that lives out its faith in the community/place of morality/Catholic Beacon – Presence in the community/Being Catholic – Beyond the geographic area; Better branding, intentional ministering; greater in-reach/Maintain integrity of Catholic identity/Stick to teachings of the church and not one persons’ opinion/Present “true” Catholicism/Supporting the teachings of the church/Pass on the Catholic theology/Catholic identity/Staying true to our identity and culture of living and expressing our faith and commitment to Christ and Catholicism/Sticking to the truth – As defined by the Catholic church/View of Catholic faith/Strong representation of the Catholic faith (75 occurrence)**
- **Communications/Marketing/opportunity: Brand/opportunity: Do better marketing; publicize things better; Quality and effectiveness (testing and surveying); Better tell our story/Brand-based on the high participation from the people of the Parish as true the leaders of the Parish/who we “can” educate – (early childhood development) – Space programs/need someone with specific expertise in marketing/Emphasize our strengths/Hidden gem – Tell our story better and broader/employ more digital platforms/opportunities to archive/Market – Externally and internally about the school and church—Parish as a whole/extend our brand/sell the value/express the value Holy Trinity is to students, families—especially parents of 4-year old preschoolers, and communities/Improved marketing materials to reach Catholic families about why Catholic grade school/Do more outreach in the name of Holy Trinity, not just for Holy Trinity/Intergeneration of technology/Make good use of technology/Increase social media and/plus a technology presence/balance the use of print and electronic /Get the word out more and in different ways about ministries, activities, etc. (68 occurrences)**
- **School/opportunity/threat: Enrollment and retention growth (need to enroll between 450 – 500 students annually)/marketing of the school/Stronger enrollment/An increasing/stable enrollment/Increase enrollment and quality of education/Healthy enrollments/Keep school enrollment stable/Maintaining and growing enrollment/More students – Increase enrollment/Need to have a critical mass of**

families with children enrolled in the school/Solid enrollment/Solid school enrollment/Sustained enrollment/Full capacity relative to enrollment (68 occurrences)

- **Words that describe Holy Trinity: Community; welcoming; a sense of place; A part of something bigger than ourselves, Father Michael makes us feel a part, small group or Parish/church as a whole; Closeness and openness of people to be in and form relationships; friendly; feels like family; helpful (Greater experience); provides identity; friendships; people get along (68 occurrences)**
- **Physical Plant/strength/weakness/opportunity: Connect the church and the school beyond the lawn and sidewalk/One unit feel of Church and school/One office – Teacher/Principal budget/Office/Parish and school connected (Physically)/School and church combined/One location – Blended environment/needs work/improvements, pre-school upgrades, sports facilities (track, etc.), dedicated gym space, changes spaces for students, hideous playground, better space for educational development, replace pre-school building; Community center needed/gathering space not competitive with school/Lack meeting space/ Lack of “dedicated” gathering space/Issues with space overlaps between school and church/Lack of dedicated spaces – (Hall vs. gym)/social gathering space/No gathering space/Minimize the tensions that exist between the overlap that occurs due to school, church, Parish conflicting schedules, uses (65 occurrence)**
- **Brand/strength Reputation (i.e., church, people, the school, students do well and have great behavior, extends in and beyond Beaverdale/ Reputation “of being too liberal,” and well-educated Parishioners resistant to change/formed early and has prolonged/synonymous with Beaverdale/Need to help the purpose of the Parish be realized – we do this through having a church and school/The traditions/reputation of church and school/Trademark is well known/Strong identity; solid brand/Well known/Accomplished – Reputation of excellence/Household brand/Recognized brand/Trademark is well known– overall/Brand – Strong Reputation – Great Character – Known success/Brand is strong – leverage it/ Being Catholic in the midst of world, national or local issues (61 occurrences)**
- **Parish/strength: Provides a positive catalyst to help influence and provide an environment to address safe community issues/To be educated in my faith/to be fed spiritually/To help me/us challenge and focus our lives/existence for good/Christian life/to participate in the sacraments/ To provide a place where the sacraments come alive, are lived, and are embraced (61 occurrences)**

- **Words that describe Holy Trinity: Liberal (large camp of Holy Trinity Parishioners) Lighter side of orthodox in its delivery of Catholicism/open-minded /politically/ Catholic and support other perspectives loosely that differ from strict doctrine of the Catholic faith/Highly political community/Infusion of national politics into our community of faith/Democratic – general political persuasion/general demographic/liberal leaning Parishioners/Progressive – Acceptance, tolerance, openness, inclusive, love not against scripture/Catholic teachings/changes have allowed the Parish to evolve/liberal/liberal bent when it comes to taking care of others/open to taking risk (61 occurrences)**
- **Ministry offerings/opportunity: Youth group/ministry/program would help build pride – Not just after we leave but while we are among our parents/great opportunity to do youth outreach/ participation/would support retention post-confirmation/Bridge the interactions of religious education and Parish-school kids/perceived divide that exist between religious education and school kids/makes the Parish more attractive to youth and families/Youthful attitude – Progressive way to “Do Christ in this time”/improve youth and parents’ attendance/participation is likely to improve during and after H.S./Ensure religious education kids and families are valued and embraced as part of the whole Holy Trinity families/Connection between faith formation kids and school kids and their parents/Get kids more involved with each other and across age groups/Including all Holy Trinity students as belonging not just Holy Trinity school kids/Creation of a youth ministry that’s available to all middle school kids, etc./Expose them to faith opportunities/Educating youth on owning their faith/faith opportunities available to them/High School/youth ministry/Mentoring of youth/Middle school youth ministry/Need for a youth program – Clarifying/unification (i.e. service-oriented)/Keep youth involved; grow it (60 occurrences)**
- **Music/Strength/opportunity/threat: Music and all of its various forms: Cornet, everyone sings, great, strengthens the liturgy, piano, Trumpet; multiple choirs, unique deliveries; keep it strong and relevant, push the music program, offer music classes; positive response to music as Parishioners often clap at the end of Mass, support dedicated musicians; aging musicians and volunteers/Good music ministry – Minimal; how we transition, due to aging musicians, is critical/Impressive musical talent – Trumpeter/The music/Traditional – Music (53 occurrences)**
- **School/threat: Competition—building of another Catholic church or other denominations with a school in the area or another thriving community(ies) (i.e. Church of Hope); public school offerings/Declining enrollment/Lack of students –**

Enrollment/Competition of other Catholic school, as well as public schools/Increased competition from private and public schools/Public schools/Other Catholic schools competition (53 occurrences)

- **Words that describe Holy Trinity/strength: A+ School; attached to the Parish; academic prowess; commitment to integrating technology in learning (i.e., Chrome Books)/Academic progress – high test scores and college acceptance rates/quality school/“Great school – academic”/Place to get an education (50 occurrences)**
- **Parish/strength: Provide a “common ground” experience and place for Catholics to gather/Provide a “true sense of place” for people looking for a small town vibe in a metro-surrounded area/provide a spiritual home, a place for a community sense of prayer and worship/Provide a place for individuals and groups to share their gifts and talents with others, most importantly with those less fortunate/Provide a place/environment for us to know and fulfill God’s plan and call on our lives/Provide better avenues for Parishioners to share concerns/opportunities (i.e. No children Christmas pageant)/Provide intergenerational support and examples of strong faith and Catholic identity/Place to practice our faith/worship corporately and individually/gather/get grounded in one’s faith/have one’s spiritual needs met/Place for like-minded people to worship, to feel safe, and socialize/Place to build, enhance, and establish a relationship/Place to bring people together/place to gather (49 occurrences)**
- **Parishioners/opportunity: Strong parishioner involvement/Greater number of attending/Active Parishioners/More active involvement/engagement/Active parishioners after graduation, marriage, life changes/stays committed – Active parishioners/engaged/committed volunteers/engaged parishioners/Inviting, involved/People – Committed and active/us-oriented (49 occurrences)**
- **Finances/opportunity: Transparency/ are we in the black/low or are there issues/are we active in the markets/let’s have real budget discussions/transparency/financial stability/greater financial stability/What is the financial health of the Parish?/Lack financial resources and transparency (48 occurrences)**
- **Words that describe Holy Trinity: Fun activities, auction. parade, boutique, kid things, Fall Festival, Meet the Teacher Night, community events, school things, see and interact with others, not stuffy, fun community even though we are Catholic(45 occurrences)**

- **Finances/strength/weakness/opportunity/threat: Money; meet budget; tithing; endowments needed; lack of; keep afloat; where do we stand financially; need increased giving; lack of it in our Parish (43 occurrences)**
- **School/strength: Safe for children, teachers, staff, priest, learning, practice one's religion, no blurred lines regarding faith and academics; quality; values-based education; o.k. for those outside of Beavertdale to bring their kids; Christ is the unseen presence (43 occurrences)**
- **School/opportunities: Advanced offerings – Teach to the student – Have variety to meet the speed/learning capabilities of all students/Are we properly labeling classes to ensure our curriculum is viewed as being on par with what is offered at public school (i.e. science vs. biology?)/Flexibility to order/set curriculum to achieve stated outcomes/Improve curriculum and offerings/Strategize and employ best practices/Improve our educational product – Continuously/Enrichment – Educational opportunities (Tag; Advanced courses)/Be relevant – Instruction/More advanced/challenging courses/coursework for students who are not challenged and academic partnerships/Needs AP offerings/Offer STEM courses, AP, etc./Offer more relevant subjects/options/Solid school curriculum/STEM offerings/Losing key subject teachers especially Middle school/some improvements to curriculum needed/need to increase critical offerings (advanced placement courses, etc.) (42 occurrences)**
- **Communications/opportunity: Common work vs. cooperative; seek common goal; broad communications – two-way communicators; Communicate what Holy Trinity does to support each entity; provide relevant and timely communications; show flexibility but hold accountable; have some common goals; some communications is unclear (Ex.: Communication about resources are available to support Catholic education; Communication drops off to parent/households after kids leave the school and with the Parish; Remember that teachers are ambassadors as well as employees – see us as part of the leadership, opportunities for problem resolution – we have thoughts on how things can be better, Communications between middle school teachers with parents – More warm families (a need to still hand-hold a bit), etc.) (41 occurrences)**
- **Words that describes Holy Trinity/strength: Diverse – defined by age, families, Mother/Father, race, intergenerational, socio-economic, activities that attract and engage; student population (41 occurrences)**

- **Town and Parish/relationship/strength:** Holy Trinity and the Beaverdale community share the same identity, traditions/Role Holy Trinity plays in today's Beaverdale Fall Festival involvement of kids/Parish is a key player and must remain a key participant/The way in which Holy Trinity is involved in the community/History/chronology/legacy/anchored role in the community/holds Beaverdale together/Involved in outreach activities (i.e., Fallfest) (41 occurrences)
- **Physical Plant/opportunity:** Dedicated gathering space/Dedicated gathering space due to Facility sharing across Parish/school, Parish center, community center, cry room etc., relieve stress between school-to-church functions/greater greeting space/Parish Center – Community gathering space/Push the community center “again”/corridor between two buildings/Good facility (social room) (39 occurrences)
- **School/strength/threat/opportunity:** Ensure that curriculum remains relevant (i.e. teach Spanish/English-based classes as a dual track)/Ensure the current Spanish program remains central to the Holy Trinity educational offerings/Clear educational game plan (Spanish/STEM) to support growth/Consistent Spanish teacher for at least two years/Educational option/core is in place and trusted; reputation of the school/dual Spanish class offering draws members to the Parish/Kids learn Spanish early in school/Middle School Spanish/Opportunities for our students to take Spanish – Yields other opportunities for them/Spanish as a core Middle School offering/Spanish program (due to teacher-turnover has threatened quality and stability)/Discontinuity in the Spanish program; Dissatisfaction with educational offering/delivery/administered/Not having a consistent Spanish teacher (39 occurrences)
- **Traditions/strength – Events/Programs; servant leaders; Fall Festival; solid events;** involves and connects families to the Parish, neighborhood; good community outreach; ministerial, involves kids (39 occurrences)
- **Leadership Transition/Opportunity:** A successful transition of leadership should current priest leave/Positive/right transition of Father Michael/Solid/positive transition in leadership/Successful leadership succession/Volunteers – Broaden the number of individuals involved in ministry/Successful/thriving transition following Father Michael's transition/no succession debacle/lack of transition strategy that is Diocese led/Succession planning and healthy transitions/The appointment of the next priest/Fear of leadership change (Father Michael)/An unbending new priest/Not preparing for transitions/Unsuccessful priest transition/Losing Father Michael/Major

change in leadership/Negative leadership change/Unhealthy leadership transitions (38 occurrences)

- **Ministry offerings/weakness/Opportunity: Outreach to parents, students, strangers, lost Parishioners, younger generation, collegiate and young professionals, families of non-HT students, seniors, single/unmarried/single-again/empty nesters, community partners (ensure we are known for more than having a school), the homebound, inactive/unchurched/low-churched/non-Catholic (with an abundance of understanding and care), and volunteers (38 occurrences)**
- **Parish/opportunity: Stability – Leaders (school (teachers and administrators) and church), pay/salary, and, students and Parishioners; on faculty, pay attention to their needs, growth, and professional development/Teachers are part of the Holy Trinity community/Teachers are still committed – excited to come work here and be around each other, the Parish, their students, and the families/Teaching – Important to the Parish (38 occurrences)**
- **School/strength: Defined by student achievement/enrollment/involvement/faith/compassion/retention—students stay from K-8 grade/success/ACT and standardized test scores and academic prowess/student to teacher ratio/students attend weekly Mass/students involved in social justice activities and service/students are respectful, show good character, and perform well after they leave Holy Trinity/students reflect the Holy Trinity brand (37 occurrences)**
- **School/strength: Prayer in classroom/prayerful before our kids (37 occurrences)**
- **School/strength/opportunity: Educate our children, parents, and Parishioners in a Catholic environment; committed to developing the whole child/Give our families – Children a place to be taught the Catholic faith/Give our kids things that can't get at other types of schools/ Gives our students/families a community/Have support for raising our children in a God-focused/-centered environment/what we teach at home gets reinforced at school/Catholic/faith-based education as an option (36 occurrences)**
- **Town and Parish/Strength: Community living – Walk to Parish/Conveniently located, binds us together/Imbedded in the neighborhood; middle of the neighborhood; walking distance to Parish/Neighborhood Parish – Personable; walkable/Location, neighborhood/Walk to Parish/homes distance from the Parish (36 occurrences)**

- **Words that describes Holy Trinity: Sense of community (i.e., caring, compassionate, loving, warm, smiling, energetic, etc.) (36 occurrences)**
- **Finances/opportunity: Tithing of time, talent, and treasure – Broaden the base/greater financial support/Average gift or percent who give as it relates to enrollment/Increase active Parishioners’ tithing—percentage of those who do and the amount they give/donations/Increased contributions/People continue to be supportive/ Increase in average tithing amount inadequate income to support the place/level of tithing/low tithing (35 occurrence)**
- **Words that describe Holy Trinity/strength: Openness/Open-minded/Loving/Accepting/Progressive/Not dictated by outside forces/Black and White Catholicism teaching exist, but love, Christ’s love is guiding us/Christ-like/Open to and nurturing of new ideas opportunities, and strategies, especially from new Parishioners/accepting, but requires effort/open to all voices (35 occurrences)**
- **Words that describe Holy Trinity: Intergenerational (gap of ages exist in the middle/lots of legacies/leads to work/life balance demands and work styles) (34 occurrences)**
- **Words that describe Holy Trinity/strength: Warm and welcoming (33 occurrences)**
- **Ministry offerings/opportunity: Identity reaching beyond Beaverdale/If it wasn’t here they’d come together somewhere else (33 occurrences)**
- **School/opportunity: After-school programs; upgrade to the daycare/Availability of childcare – offer more opportunities/Childcare (Early and regular), facilities, offerings/Daycare – grow this area/Dev. Kindergarten – grow it/Bringing in families that are pre 3 year olds/Early childhood center/childhood development opportunities/Transitioning families – From Pre-School and to kindergarten/Pre-school ages, developmental kindergarten as this feeds the school/this needs to be a part of the school/School has a developmental kindergarten/Special program for kids that are not age-ready for Kindergarten (33 occurrences)**
- **Parish/opportunity: Stronger and better integration of school and Parish/Ensure identity is not just about the school/Strong Parish support of the school and teachers/stress the benefits of Catholic education/The church can be perceived as playing second base to the school/We need parishioners to see Holy Trinity beyond the season of having children in the school/We need the partnerships of church and**

school to support lifelong spiritual formation/Work as one – Not just about school/RE and faith-based, filled service/Church/school connection/Parish support of school/Strong synergistic relationship between the school and the parish/The synergy that exist between the school and the Parish; Same-page practice/The connection that exists between the school and the Parish/The church/school is able to meet the people where they are/Percentage of budget dedicated to the school (32 occurrence)

- **School/strength: Faith walk with school and church (option)/important to families, teachers, and administrators, not just while you're here, but throughout your life, development, and formation/great education based on test scores (32 occurrences)**
- **Finances/threat: Economic – Loss or dwindling resources, contributions, and contributors/economic competition/economic downturn (32 occurrences)**
- **Parishioners/opportunity: Better embrace conservatives to avoid expanding camps of people; Prohibits/More inclusiveness/Non-judgmental/More opportunity for parishioners to band together to support each other/Greater unity among/across life stages/Bridging the silos/Egalitarian – Accepting outside of socio-economics, etc. (material things are not the tickets to acceptance)/Committed and accepting – Welcoming of and to all – Non-judgmental regardless of circumstances/decisions/People – Nationality (growing in diversity) – Socioeconomic/Equal opportunities provided for all (32 occurrences)**
- **Physical Plant/opportunity: Grow and improve/Grow by buying properties/Keep buying up property/land use/land locked/land acquisition/growing the physical plant/Finding space – Growing the physical plant/Growth in land mass, attractiveness, facility square footage, ADA accessibility/Be open to growing the physical plant and include others in the conversation for its long-term use/More room in the inn/Respond to being landlocked/restrictive physical boundaries/need to improve restrooms/Expand land/property ownership/Space limitations/landlocked/school/church (31 occurrences)**
- **Words that describe Holy Trinity: Welcoming and inclusive – From the beginning, one is exposed to how compassionate, caring, accepting, and genuine/hands out at Mass, smiles, open to wanting you to be active regardless of life stage, sense of place, friendly, things to do, welcoming to newcomers/new attendees, millennials, strangers (31 occurrences)**

- **Physical Plant/Strength:** Church space is laid out very differently to make one feel a part of the celebration; beautiful stained-glassed windows, location, arrangement of pews, cleanliness of the sanctuary/Configuration of sanctuary/Contemporary architecture (31 occurrences)
- **School/threat/opportunity:** Teachers' salaries/pay needs to be equitable (31 occurrences)
- **School/opportunity:** Technology in the classrooms/more integrated/monitor website hits/stay relevant/better use of social media/Use of technology – Chrome books in middle school/tablets/technology in the classroom (29 occurrences)
- **Marketing/opportunity:** Tell our story/better of the church/school more/a great number of testimonials—internally and externally/Public relations – Tell our story (28 occurrences)
- **Leadership Transition/opportunity:** Priest – Transition – Having someone who understands our culture and seeks to grow us in our faith and care of the school (has to embrace the school), parish, and community/Servant leadership mentality and message/induces more parishioner participation in Mass/Transition plans/Transition with a deep understanding of our unique culture and sense of place/Pastor succession needs to produce someone who understands the culture of the Parish and is committed to education/A new priest not in tuned with the culture of the Parish (27 occurrences)
- **School/Strength/weakness/threat/opportunity:** Blue Ribbon/old honor/Award-winning school (but this is an old accolade)/“Blue Ribbon”/Committed to our “Blue Ribbon” standards of excellence/credentials that surround this distraction/High standards for excellence, educationally – Blue Ribbon school; high test scores/Only Blue Ribbon school/Not adhering to “Blue Ribbon standards of excellence”/Resting on laurels of having been a “Blue Ribbon” school (27 occurrences)
- **Church/opportunity:** Attendance growth/Getting people to attend/Give individuals a place to come back to as life unfolds/give others hope/Greater attendance and participation at Mass/more families showing up at Mass and becoming members/A full parking lot/Ensure that there are strategic efforts put into place to attract and retain young adults/young families (26 occurrences)

- **Employees/weakness/threat/opportunity:** Changed culture of high commitment of faculty to the school/Long-tenured staff/stability/Get turnover under control/retention has to be the focus/Lack of deep roots of staff and administrators due to turnover/Professionalism of faculty and staff, devotion, care, tenure has changed (26 occurrences)
- **Physical Plant/strength/weakness/opportunity:** Interior is very pretty – big – empty looking/Traditional physical structures (Not fancy)/Attraction by so many even with our physical plant limitations/Not intimidating/Not modern or fancy/not showy— plain church/Simple beauty of building is meaningful/non-conservative look/accessible (26 occurrences)
- **Town and Parish:** Community partner and corporate sponsorships; community/Parish are symbiotic of each other; special community within a large metro area; good neighbor; community oriented (25 occurrences)
- **Words that describe Holy Trinity:** Acceptance/Acceptance without question/Accepting – If ones desires to affiliate/Accepting – Welcoming of and to all/Accepting (25 occurrences)
- **Words that describe Holy Trinity/strength:** Inclusive (i.e. age, disabilities, economics, race, (24 occurrences)
- **Church and School/opportunity:** Continual growth of Parish and school/Get alumni involved/Survey: (98% satisfaction rate will refer others to Holy Trinity) – Use of exit interviews for students, teachers, and Parishioners/Recruit – Outreach mentality and involve students and families/Recruit outside Beaverdale/Committed families to the school and church/Parish viewed as the extended family – Church and School/Up our recruitment (23 occurrences)
- **Parish/strength:** Close knit/family-oriented/All emotions exist, but non drive us apart/close friends/familiar/ Feeling of being part of a group/connected and supported/The child/family and Holy Trinity is for life (23 occurrences)
- **Words that describe Holy Trinity:** Catholic (23 occurrences)

- **Physical Plant/Opportunity: Master Plan – Review it/Master planning/Campus Master Plan needed; historically landlocked/Infrastructure plan – (Example community center)/Long-term facility planning (23 occurrence)**
- **Words that describe Holy Trinity: Supportive – Needs will be met; open to sharing and caring/supportive of each other, across age groups, the community, all children, the school, families (village concept exist when in time of need and growth) (23 occurrences)**
- **Volunteers/opportunity: Increase the percentage of volunteers dedicated to volunteering in the school (parents, Parishioners, alumni, community, businesses, retirees, etc.) (23 occurrences)**
- **Finances/opportunity: Endowment/finances to support families that desire a Catholic education for their kids/School endowment to support families with tuition payments/Help all families, regardless of income, afford tuition/Affordability for some families/greater financial assistance options/affordable tuition/More financial aid opportunities/Make sure the school can be accessible to those who want to be here regardless of ability to pay (22 occurrences)**
- **Parish/strength: Spiritual community defined by spiritual fulfillment, spiritual growth and development, active ministries and ministries, as well as the number of spiritual options offered and are relevant and fully subscribed to, Number of spiritual options offered and are relevant and fully subscribed to, spiritual guidance and support, active, and spiritual health (22 occurrences)**
- **Town and Parish/strength/opportunity: Vibrancy of the surrounding community and Parish/lots of energy/develop a mission around our efforts/Joy, even in bad times/A lot of things happening/alive/Traditions (i.e., Auction, gala, alive through its people, offerings and people) (22 occurrences)**
- **Church/opportunity: Ensure members are growing spiritually/Force for challenging us to go deeper in our desire to live out the sacraments/teaching; Active confirmation process/Sacramental life is practiced/great access to the sacraments/Feeding me/my soul and helping me walk my faith/Feel younger – Alive/engaged/Help me set moral boundaries (22 occurrences)**

- **School/strength:** Good administration; Good communications on how our kids are doing; good education and good education option/good school/good teachers (22 occurrences)
- **Parishioners/strength:** Several prominent community leaders who are also Holy Trinity parishioners; they are not off-putting/Good face for Holy Trinity/Proud that they represent Beaverdale/proud of their humility/Parishioners are active in Beaverdale/Active – Externally/community players/Active part of Beaverdale/The number of Parishioners who are prominent leaders in the advertised areas (21 occurrences)
- **Volunteers/weakness/threat/opportunity:** Intentional transition plans for volunteers/Transition plan or healthy plan for volunteers and within traditions/Volunteer regeneration – Active families/due to death, some families and individuals are burned out/aging/Step up before transitions – Volunteer leaders/Regeneration of volunteers/Decline and no plan in place for growing volunteer base/Correct volunteer burnout (21 occurrence)
- **Words that describe Holy Trinity:** Beaverdale/middle socio-economic class/character/community's moral partner to support the health of the community/involved/church-town relationship/city within a city (21 occurrences)
- **Physical Plant/weakness/opportunity:** Follow through on improving facilities/ Improve our physical plant and surroundings to fight the “Holy Trashcan” label/prayer space/improve sound system and technology/Not pretty or Nice facility/State of our facility (21 occurrence)
- **Words that describe Holy Trinity:** Love of and for kids/Love abounds/experienced/forgiving/caring (21 occurrences)
- **Finances/opportunity:** Attract more donors/start or grow our endowment/have surpluses/successful fundraising events/ensure we have strong endowments/Need to raise more money/Designated/innovative fundraising projects/opportunities (20 occurrences)
- **Parish/strength/opportunity:** Fulfill the call of the scripture/Fulfilling – Address needs/ Fulfilling a need to belong to something of value/that adds value to their lives/Fulfills our covenant to God as we have a place for Christians to gather and others to learn about God and our faith/Gives us, parishioners (children and adults), grounding/great place to practice and learn about our faith/Opportunities for

personal and spiritual growth and building relationships/spiritual growth can be tried here (spiritual/musical) and I don't feel this is happening in other parishes (20 occurrences)

- **Parish/strength/threat/opportunity:** The suburbs/People will drive from outside Beaverdale to be here/See the people living in the suburbs as opportunity/Serve outside the neighborhood/Not defined by the Beaverdale boundary/Not including a broader geography in our definition/Selling ourselves as just local/Keep in mind that Holy Trinity has Parishioners and school kids come from distances to church and school here and others work here/Community that cares – Outer communities are welcome (20 occurrences)
- **Parishioners/weakness:** Cliques – Hard to penetrate existing groups and increase connected/Can have some sense of cliques/Camps are factionalized over social justice (pro-life) agenda (20 occurrences)
- **School/strength/opportunity:** Greater parent connections/involvement/Parent/Student satisfaction surveys/Parental interaction w/teachers caring, accessible; know our kids/Allow parents to push for certain outcomes/keep parents involved and informed/Faculty and family/Students know each other/Teacher/parent partnership/open communications, especially at the elementary level (20 occurrences)
- **Parish/strength:** Sense of family and inclusion/togetherness upon entry when coming from the outside “sense of strong community”/Sense of joy, satisfaction and fulfilled/sense of loyalty/sense of place, community, home feeling of welcome, and relationships are intact/tradition, caring, and inviting/Remain welcoming (20 occurrence)
- **Parishioners/strength:** Families/especially where kids are involved (20 occurrences)
- **Church/opportunity:** Increase mass attendance, especially the parents of students (19 occurrences)
- **Words that describe Holy Trinity/strength:** Place of faith; God's leadership; place to build strong core for Life/life-long faith education; worshipping place; faith formation; place to pray (19 occurrences)

- **Ministry offerings/opportunity:** Developing a commitment to a lifelong commitment to walking with Christ/Get more Parishioners involved to ensure spiritual development opportunities continue and are enriched/Improving spiritual development option/Continue our Catholic-faith journey/keep the faith growing/Ministries that help one grow in the faith/More commitment to life-long spiritual development opportunities/Try something new to encourage growth in faith/That challenges your faith and faith walk (19 occurrences)
- **Finances/threats:** Lack of resources/economy shrinks/Parishioners stop or decline in their giving and tithing/school becomes too expensive (19 occurrences)
- **Words that describe Holy Trinity:** “Lack of judgment”/Acceptance “Come as you are”/sense of place, welcome, acceptance, openness, small town atmosphere/small-town church in a vibrant community/a commitment to service—internally and externally/church with a strong pre-school and neighborhood school (19 occurrences)
- **Church and School/Strengths and weaknesses – Important to each other’s survival and growth; One unit; intertwined/church with a known school (Due to focus)/cohesive; seamless/Church and school/strength: No visual division between church and school families (18 occurrences)**
- **School/opportunity:** Tuition affordable/keep cost under control/don’t allow tuition increases to push families out (18 occurrences)
- **Physical Plant/weakness/opportunity:** Signage/Way-finding is horrible/Way finding/We need signage/better signage/Confusing way finding (18 occurrence)
- **Physical Plant/weakness/threat/opportunity:** Parking/Limited Parking/Parking is a nightmare/Parking is in a flood area (18 occurrence)
- **Words that describe Holy Trinity:** Caring (18 occurrences)
- **School/strength:** Strong school – Strong retention rates of teachers/Academically and high morals from student/adequate financial support/strong enrollments/strong parental support/qualified and well-paid teachers who are great examples of the faith/strong evaluations and accountability (18 occurrences)

- **School/strength: Lunch menu/food/Good hot lunches/School lunch – Menu, offerings (variety) (18 occurrences)**
- **Finances/opportunities: Growth of finances through outside revenue streams/Do more grant opportunities/more sponsorships/state funding/Open to new sources of funding/discover new money (17 occurrences)**
- **Words that describes Holy Trinity: Compassion (17 occurrences)**
- **Parish/strength: Serve the needs of the community, neighborhood, school, church, and parishioners (17 occurrences)**
- **Finances/weakness/opportunity/threat: when it comes to funding/Fundraising/active tithing/etc., use more technology-related means/diversify investments—strategies underused (17 occurrences)**
- **Communications/threat/opportunity: Better internal communications/Encourage people to read the bulletin/More sharing of information/Timely and transparent communication/People are engaged due to good communications and transparency/Lack of transparency/Having all the information or lack of not broadening where information comes from before decisions are made (16 occurrences)**
- **Parish/strength/opportunities: Spiritual nourishment, offerings, teachings and applications, responses and assistance in seeking answers to whys, spiritual lifelong development, lifelong growth in faith walk, open to searching and following where God wants to lead us today, being challenged by God (16 occurrences)**
- **Words that describe Holy Trinity/volunteers/Parishioners: Active (16 occurrences)**
- **Ministry offerings/Opportunity: Bigger impact on the people, community/Citizenship equals greater outreach to the greater community (i.e., Fallfest)/Community outreach/community service/community supporters/community-minded (16 occurrences)**
- **Ministry offerings/opportunity: Offering the strengths of our church and school beyond the borders of Beaverdale/Continue to encourage and make central to the**

faith evangelical opportunities/Evangelize beyond Beaverdale and key sections of the city/Do more mission work (16 occurrences)

- **Words that describe Holy Trinity: Joy is abundant – Visible (16 occurrences)**
- **Leadership/weakness/threat/opportunity: Get better at follow-through – Be accountable/Not following through – Lack of accountability/dead weight hangs around/Greater accountability and engagement/on board number of registrants/Learn as we grow absent of excuses/Take more accountability/Dysfunctional, weak at follow-up, not good at communications, too many leaders to assert responsibility (16 occurrences)**

N. Closing Thoughts/Recommendations

I highly recommend that the Holy Trinity leadership and community stop referring to itself as a Beaverdale parish. The Holy Trinity parish of today is serving Beaverdale and beyond. It also is a parish committed to social justice, community service, education, and the Catholic faith. Holy Trinity Catholic Church and School's town/parish relationship is as strong today as ever. Furthermore, Holy Trinity is committed to families, diversity, and serving individuals and families of all faiths.

O. Next Steps

The Visioning Committee should work to develop an Implementation Task Force that will work to draft the parish's strategic plan, strategic directions' document, or set of annual goals based on the information in this report and in response to the agreed-upon vision. Regardless of the final planning option, the implementation of an annual assessment tool is also strongly encouraged.

ALL COMMENTS LISTED BY CATEGORY

BISHOP AND DIOCESE (3 OCCURRENCES)

- Bishop and Diocese/Opportunity: Provide better support of the priest (3 occurrences)

BRAND (105 OCCURRENCES)

- Brand/opportunity: Determine what we value, staff and fund it, continually measure and benchmark it, constantly evaluate it for agreed upon measures/Do more customer promoter score activities (2 occurrences)
- Brand/opportunity: Do we feel like a Parish or a church/school (1 occurrence)
- Brand/opportunity: Find ways to bring people together around issues they care about but wrap it in a Holy Trinity label (2 occurrences)
- Brand/opportunity: Identity beyond the priest/school (2 occurrences)
- Brand/opportunity: Parishioners not simply walking Catholicity but walking Christ in faith and answering His call/Keep expectations high as we live our brand/Our brand matches our lived lives/our rock/our descriptors (7 occurrences)
- Brand/opportunity: Positive and negative (1 occurrence)
- Brand/opportunity: Know the boundaries and assets of community/broadening the definition of community (2 occurrences)
- **Brand/strength Reputation (i.e., church, people, the school, students do well and have great behavior, extends in and beyond Beaverville/ Reputation “of being too liberal,” and well-educated Parishioners resistant to change/formed early and has prolonged/synonymous with Beaverville/Need to help the purpose of the Parish be realized – we do this through having a church and school/The traditions/reputation of church and school/Trademark is well known/Strong identity; solid brand/Well known/Accomplished – Reputation of excellence/Household brand/Recognized brand/Trademark is well known– overall/Brand – Strong Reputation – Great Character – Known success/Brand is strong – leverage it/ Being Catholic in the midst of world, national or local issues (61 occurrences)**
- Brand/strength/opportunity: Viewed as being a world evangelical place of peace, love, and Catholic teachings as well as care for the environment and social justice matters (2 occurrence)
- Brand/strength/threat: The Catholic brand/Doctrine – Position of the Parish on known Catholic issues/doctrinal issues (5 occurrences)
- Brand/strength: Clarity of Catholic identity/mission (2 occurrences)
- Brand/strength: First impressions by phone (“Hearts and minds open to Christ”) and pastor’s style defines Parish identity (3 occurrences)

- Brand/strength: Lots to do and people to do it with/good events/get to know names and faces/always something to do (11 occurrences)
- Brand/strength: Positive word of mouth (1 occurrence)
- Brand/strength: Promote an unapologetic Catholic identity and purpose (2 occurrences)
- Brand/threat: If we ever get a weak church reputation (1 occurrence)

CHURCH AND SCHOOL (67 OCCURRENCES)

- **Church and School/opportunity: Continual growth of Parish and school/Get alumni involved/Survey: (98% satisfaction rate will refer others to Holy Trinity) – Use of exit interviews for students, teachers, and Parishioners/Recruit – Outreach mentality and involve students and families/Recruit outside Beaverdale/Committed families to the school and church/Parish viewed as the extended family – Church and School/Up our recruitment (23 occurrences)**
- Church and School/opportunity: How we maintained good programs (1 occurrence)
- Church and School/opportunity: Make a better connection between the church and school/Continued integration and harmony of the church and school (3 occurrences)
- Church and school/strength/opportunity/Pay attention to evolving technology and administrative matters (2 occurrences)
- Church and School/strength: Good relationship between the school and church (2 occurrences)
- Church and school/strength: Together as one unit (1 occurrence)
- Church and School/Strength: Devotion to Holy Trinity/Faculty and Clergy tenure/retention—especially in critical areas (9 occurrences)
- **Church and School/Strengths and weaknesses – Important to each other’s survival and growth; One unit; intertwined/church with a known school (Due to focus)/cohesive; seamless/No visual division between church and school families (18 occurrences)**
- Church and School/threats: Low enrollment/church and school (2 occurrences)
- Church and School/weakness: Minimize the “tensions” that exist between school and church-only families offerings, and access to space (3 occurrences)
- Church and school/weakness: Percentage of children in school or in church or percentage of Parishioners enrolling their kids in the school (3 occurrences)

CHURCH (165 OCCURRENCES)

- Church/opportunity Add masses; have two priests (1 occurrence)
- Church/opportunity/threat: Don’t transition parents to parishioners (2 occurrences)
- **Church/opportunity: Attendance growth/Getting people to attend/Give individuals a place to come back to as life unfolds/give others hope/Greater attendance and participation at Mass/more families showing up at Mass and becoming members/A**

full parking lot/Ensure that there are strategic efforts put into place to attract and retain young adults/young families (26 occurrences)

- **Church/opportunity: Ensure members are growing spiritually/Force for challenging us to go deeper in our desire to live out the sacraments/teaching; Active confirmation process/Sacramental life is practiced/great access to the sacraments/Feeding me/my soul and helping me walk my faith/Feel younger – Alive/engaged/Help me set moral boundaries (22 occurrences)**
- Church/opportunity: Help form young priest (2 occurrences)
- Church/opportunity: How to help families feel more comfortable introducing and stewarding their children in the faith (2 occurrences)
- **Church/opportunity: Increase mass attendance, especially the parents of students (19 occurrences)**
- Church/opportunity: Make mass livelier (2 occurrences)
- Church/opportunity: Needing four Masses (1 occurrence)
- Church/opportunity: Night Mass would be welcomed (6 occurrences)
- Church/opportunity: Open – Accepting – Priests with different approaches to defining and delivering the church (2 occurrences)
- Church/opportunity: Embrace our Catholic teachings more/Consistent Catholic teaching and to hear more about it from the pulpit (4 occurrences)
- Church/strength/opportunity: Foundation for when we need it or don't know we need it and in our support of others/Foundation to/for moral learning (4 occurrences)
- Church/strength/opportunity: Salvation and nourishment of our souls (4 occurrences)
- Church/strength/opportunity: Strong faith formation community that is accessible/youth ministry (4 occurrences)
- Church/strength/weakness/threat/opportunity: Full parking lot (1 occurrence)
- Church/strength: – Mass, prayer, adoration, Eucharist (3 occurrences)
- Church/strength: Attendance/involvement (engagement) of registrants (3 occurrences)
- Church/strength: Committed to outreach/ministry (2 occurrences)
- Church/strength: Consistently good homilies (2 occurrences)
- Church/strength: Creating future leaders who possess a spiritual (Catholic) grounding (2 occurrences)
- Church/strength: Including music is a huge plus/Variety in music/Trumpeter – Music minister/Trumpeter – Music minister – Deep school bench/How are we ensuring the future--musically (11 occurrences)
- Church/strength: Leaving Mass filled—personally and spiritually, as well as accepted (6 occurrences)
- Church/strength: Mass is more comfortable here-- Warm; togetherness, assembling together (4 occurrences)

- Church/strength: Morning mass crowd (2 occurrences)
- Church/strength: Only Catholic church in Beaverdale (6 occurrences)
- Church/strength: Place to gather to pray (2 occurrences)
- Church/strength: Spiritual Instruction (1 occurrence)
- Church/threat: Appeal of other churches and faith options/Church of Hope – Competition (4 occurrences)
- Church/threat: Fewer people in the pews/less relevant/Losing our youth/Low millennial Mass attendance/General decline of attendance/Minimum number who attend Mass (15 occurrences)
- Church/weakness/opportunity: Contact cards—are we following up with those who complete these (2 occurrences)
- Church: Orthodox (2 occurrences)

COMMUNICATION (153 OCCURRENCES)

- **Communications/Marketing/opportunity: Brand/opportunity: Do better marketing; publicize things better; Quality and effectiveness (testing and surveying); Better tell our story/Brand-based on the high participation from the people of the Parish as true the leaders of the Parish/who we “can” educate – (early childhood development) – Space programs/need someone with specific expertise in marketing/Emphasize our strengths/Hidden gem – Tell our story better and broader/employ more digital platforms/opportunities to archive/Market – Externally and internally about the school and church—Parish as a whole/extend our brand/sell the value/express the value Holy Trinity is to students, families—especially parents of 4-year old preschoolers, and communities/Improved marketing materials to reach Catholic families about why Catholic grade school/Do more outreach in the name of Holy Trinity, not just for Holy Trinity/Intergeneration of technology/Make good use of technology/Increase social media and/plus a technology presence/balance the use of print and electronic /Get the word out more and in different ways about ministries, activities, etc. (68 occurrences)**
- Communications/opportunity: Highlight those intergenerational pluses that we experience (2 occurrences)
- Communications/opportunity: Parish/Holy Trinity Newsletter – seek ways to co-brand (1 occurrence)
- Communications/opportunity: Utilize youth minister more creatively – YouTube (2 occurrences)
- Communications/opportunity: Why do we no longer publish info about school activities in Johnson/Urbandale papers? (2 occurrences)

- **Communications/opportunity: Common work vs. cooperative; seek common goal; broad communications – two-way communicators; Communicate what Holy Trinity does to support each entity; provide relevant and timely communications; show flexibility but hold accountable; have some common goals; some communications is unclear (Ex.: Communication about resources are available to support Catholic education; Communication drops off to parent/households after kids leave the school and with the Parish; Remember that teachers are ambassadors as well as employees – see us as part of the leadership, opportunities for problem resolution – we have thoughts on how things can be better, Communications between middle school teachers with parents – More warm families (a need to still hand-hold a bit), etc.) (41 occurrences)**
- Communications/opportunity: Offer parishioner satisfaction surveys that also incorporates faith journey options (1 occurrence)
- Communications/strength/opportunity: Keep everyone (ministers, teachers, greeters, parents, teachers, etc.) committed to being on the same page presenting and living our beliefs and culture (6 occurrences)
- **Communications/threat/opportunity: Better internal communications/Encourage people to read the bulletin/More sharing of information/Timely and transparent communication/People are engaged due to good communications and transparency/Lack of transparency/Having all the information or lack of not broadening where information comes from before decisions are made (16 occurrences)**
- Communications/threat: People not knowing why or that we exist/perceived as not being relevant (3 occurrences)
- Communications/Threats: A closed ear/don't listen to input (2 occurrences)
- Communications/weakness/opportunity: Dialogue more: we tend to leave our problems at the door; don't bear our souls; Differing opinions on the school side are not always welcome or sought; Division occurs due to rumors/lack of transparency (6 occurrences)
- Communications/weakness/opportunity: Locked doors to Parish (better communicate which ones are open) (2 occurrences)
- Communications/weakness: Middle school – Lack of communication with parents (1 occurrence)

DIOCESE (14 OCCURRENCES)

- Diocese/threat: Negative perception of Catholic schools (2 occurrences)
- Diocese/Weakness/Opportunity: Absence of female priests and deacons or married priests – With the low number of priests, burn out, etc. (2 occurrences)

- Diocese/weakness/Threat: Aging and low number of Priest/Burn out of limited priests who serve/Not enough priests to go around (10 occurrences)

EMPLOYEES (109 OCCURRENCES)

- Employees and parents/weakness/threat: Appears to be cliques between school parents and teachers (2 occurrences)
- Employees/opportunities: Ensure strong exit interviews and use the data collected (2 occurrences)
- Employees/opportunity: All employees understand they work for the Parish (2 occurrences)
- Employees/opportunity: Don't understand why we work Good Friday (2 occurrences)
- Employees/opportunity: Ensure intentional transition plans for teachers (2 occurrences)
- Employees/opportunity: Increase the number of protected (diversity) class employees/No minority employees, especially teachers (3 occurrences)
- Employees/opportunity: Morale (1 occurrence)
- Employees/opportunity: More personnel – Ministry (1 occurrence)
- Employees/opportunity: Relevant professional development opportunities for staff and teachers/Aid in keeping seasoned teachers as well as keeping the curriculum fresh (8 occurrences)
- Employees/opportunity: Seen as experts in the field (1 occurrence)
- Employees/strength/opportunity: Effective personnel supporting the priest, including last leaders (2 occurrences)
- **Employees/strength/opportunity: Happy employees/low turnover Hardworking employees, proud, excellence, Catholic, community, friendship, education, loyal, have some longevity with the place/staff known to be warm, caring, loving; supported and vested in extracurricular activities/Teacher who've been here for longtime, alumni, and employees/Positive and qualified employees/good teachers/staff willing to share their faith (29 occurrences)**
- Employees/Strength: Collegiality among staff (2 occurrences)
- Employees/strength: Great customer service (1 occurrence)
- Employees/strength: Personnel (2 occurrences)
- Employees/threat/opportunity: Better paid staff/benefits/Increased teacher salaries/Livable salary/benefits for teachers/Pay, benefits/Attract high quality employees/Relevant pay for current and future teachers – Benefits/Low pay/Teachers that come to this as a “calling” and not just as a job and be competitive with salary and benefits (12 occurrences)
- Employees/threat: Make sure they (staff) know what life could really be and how we can quickly label kids badly too early – Frustrated – Isn't daily life (2 occurrences)

- Employees/threats: Government policies affecting the profession (2 occurrences)
- Employees/weakness/opportunity: Better staff supervision – Greater accountability and high expectations (2 occurrences)
- Employees/weakness/opportunity: Staffing model – Lots of part-timers; office manager/business manager; staffing not keeping pace with growth (5 occurrences)
- **Employees/weakness/threat/opportunity: Changed culture of high commitment of faculty to the school/Long-tenured staff/stability/Get turnover under control/retention has to be the focus/Lack of deep roots of staff and administrators due to turnover/Professionalism of faculty and staff, devotion, care, tenure has changed (26 occurrences)**

FATHER MICHAEL (218 OCCURRENCES)

- Father Michael/opportunity: Spread the work – More pastoral delegation to leadership groups and volunteers (1 occurrence)
- Father Michael/strength/weakness/threat: Concern for how much Father Michael is called upon and how we can continue to offer what we offer using one priest; spread too thin/God’s gift to Holy Trinity/concerned about succession/Follow pastor rather than faith/God – Guard us against worshipping him rather than you/Our Parish personality has become too linked to the personality of the priest (13 occurrence)
- **Father Michael/strength: Great homilist/His homilies impact your life/walk/He is kind, loving, collaborative, insightful, keyed in to the community and the individual; he smells like the flock/a “one-of-us kind” of priest (Pope Francis, March 2013)/Cares—across the board/ Connects “personally” on a lot of levels/Connected to the school, the kids, the families/Good at connecting adults to adults; people to the church; people to their faith; kids to other kids; families to the school; Parishioners to community events; people to people; people to things to do; people to God, and the gospel to the homilies, service, outreach, simply connecting; “allowed” by the Diocese to serve in his way, Length of stay/Great administration/Well known; visible/shepherd and school, great style, Visible Priest for the Church, within the community, and school, Accomplished – Reputation of excellence, Call you by name/Calling people to higher ideals, Charismatic leadership, makes us feel a part, small group or Parish/church as a whole/Appeals to a broad spectrum of people, instances and situations, allows other priests to serve, Present/leadership/interactive with kids/faith-filled messages that are joyous, positive presence/involved pastor/ Belief in the school committed to the school’s success, seamless when it comes to school and church support, advocacy etc./An involved priest (cares about your spiritual growth) – School and church/Good liturgies/great leadership/Liturgical experiences/liturgies and music are good/homilies are awesome, uplifting, and**

challenging/offered to children/Open to personal worship as a result of the full Mass offering as well as other Catholic offerings/Leader, sets the tone, his directors – Attract or repel/seen as a community leader/his presence/starts children relationships early/engaging/respected among peers, within the Parish, community, etc./supports the school/Parish reflects his spirit/his shepherd’s spirit walks with families and parishioners/has had a long tenure/Places emphasis on God’s heart being here/The pastor’s connection to the school and being visible in the classroom/commitment to the parish’s traditions/views his work as not a job but a vocation/Well-loved, liked priest/Great liturgy with student involvement and church – Well done/Great monitoring of our kids progress and well-being (186 occurrences)

- Father Michael/strength: kids/school/strength: Kids know Father Michael – Father Michael knows the kids and families (2 occurrences)
- Father Michael/Strength: long-term commitment to service (5 occurrences)
- Father Michael/weakness/opportunity: Could be more engaging and relevant in Mass/Liturgies/worship is no longer relevant, has lost life, no vibrancy/Don’t avoid the truths/be less fluffy/He has obstacles to connecting the gospel to the homilies, service, outreach, etc./Could present more scripture-based homilies (9 occurrences)
- Father Michael/weakness: We left because of Father Michael (2 occurrences)

FATHER PALMER (4 OCCURRENCES)

- Father Palmer’s/threat: time commitment (4 occurrences)

FINANCES (329 OCCURRENCES)

- **Finances/opportunities: Growth of finances through outside revenue streams/Do more grant opportunities/more sponsorships/state funding/Open to new sources of funding/discover new money (17 occurrences)**
- Finances/opportunities: Bring in more members/Recruit (4 occurrences)
- Finances/opportunities: Enroll a greater number of students or limit the enrollment (4 occurrences)
- Finances/opportunity/strength: Due to economics – Giving of time and talent is a plus (2 occurrences)
- Finances/opportunity/threat: Purchased rice field/pursue grants/Pursue surrounding land/housing/business – Purchase opportunity (5 occurrences)
- **Finances/opportunity: Attract more donors/start or grow our endowment/have surpluses/successful fundraising events/ensure we have strong endowments/Need to raise more money/Designated/innovative fundraising projects/opportunities (20 occurrences)**
- Finances/opportunity: Develop stronger alumni connections (1 occurrence)

- **Finances/opportunity: Endowment/finances to support families that desire a Catholic education for their kids/School endowment to support families with tuition payments/Help all families, regardless of income, afford tuition/Affordability for some families/greater financial assistance options/affordable tuition/More financial aid opportunities/Make sure the school can be accessible to those who want to be here regardless of ability to pay (22 occurrences)**
 - Finances/opportunity: Greater stewardship (1 occurrence)
 - Finances/opportunity: How will Diocese' money back to the Parish be used (1 occurrence)
 - Finances/opportunity: Long-range budget plans (1 occurrence)
 - Finances/opportunity: Meeting financial goals (1 occurrence)
 - Finances/opportunity: Middle-class reality of our base (2 occurrences)
 - Finances/opportunity: Need money for the physical plant, especially deferred maintenance (4 occurrences)
 - Finances/opportunity: Percentage of money divided between church, school, and programs (1 occurrence)
 - Finances/opportunity: Provide more Diocesan support (2 occurrences)
 - Finances/opportunity: Self-supporting/solid finances/remain in good standing with the Diocese (6 occurrences)
 - **Finances/opportunity: Tithing of time, talent, and treasure – Broaden the base/greater financial support/Average gift or percent who give as it relates to enrollment/Increase active Parishioners' tithing—percentage of those who do and the amount they give/donations/Increased contributions/People continue to be supportive/ Increase in average tithing amount inadequate income to support the place/level of tithing/low tithing (35 occurrence)**
 - **Finances/opportunity: Transparency/ are we in the black/low or are there issues/are we active in the markets/let's have real budget discussions/transparency/financial stability/greater financial stability/What is the financial health of the Parish?/Lack financial resources and transparency (48 occurrences)**
 - Finances/opportunity: fundraising that is focused solely on the church (1 occurrence)
 - Finances/strength/opportunity: Using and investing with integrity (1 occurrence)
 - **Finances/strength/weakness/opportunity/threat: Money; meet budget; tithing; endowments needed; lack of; keep afloat; where do we stand financially; need increased giving; lack of it in our Parish (43 occurrences)**
 - Finances/Strength: Fundraising is tied to our key value of community/family – Building relationships (1 occurrence)
 - Finances/strength: Lives within its means – Unpretentious (1 occurrence)
 - Finances/strength: Lots of money raised at events/fundraisers/auctions (7 occurrences)

- Finances/strength: Use of money for purposeful things (2 occurrences)
- Finances/threat: Debt ranking/financially-challenged/Lack of finances (9 occurrences)
- **Finances/threat: Economic – Loss or dwindling resources, contributions, and contributors/economic competition/economic downturn (32 occurrences)**
- Finances/threat: Misperception that we have more than we really have (2 occurrences)
- Finances/threat: Parents spending only on education and not tithing (2 occurrences)
- **Finances/threats: Lack of resources/economy shrinks/Parishioners stop or decline in their giving and tithing/school becomes too expensive (19 occurrences)**
- **Finances/weakness/opportunity/threat: when it comes to funding/Fundraising/active tithing/etc., use more technology-related means/diversify investments—strategies underused (17 occurrences)**
- Finances/weakness/opportunity/threat: Money – Tuition (needs to be clarified, justified, and amplified: (2 occurrences)
- Finances/weakness: Diocesan-based appeal, rules, salaries is not well understood; Diocese's irrelevance affects the image of the faith and the local Parish (6 occurrences)
- Finances/weakness: Driven to having too many part-time staff (1 occurrence)
- Finances/weakness: In-parish tuition needs to be more than just joining (2 occurrences)
- Finances/Weakness: Money and legacy trumps volunteering/caring (2 occurrences)
- Finances/weakness: Pay and benefits – Staff – Parish/school/Retention of good teachers' tithing; this is associated with pay and solid retirement benefits (12 occurrences)

LEADERSHIP TRANSITION (120 OCCURRENCES)

- **Leadership Transition/Opportunity: A successful transition of leadership should current priest leave/Positive/right transition of Father Michael/Solid/positive transition in leadership/Successful leadership succession/Volunteers – Broaden the number of individuals involved in ministry/Successful/thriving transition following Father Michael's transition/no succession debacle/lack of transition strategy that is Diocese led/Succession planning and healthy transitions/The appointment of the next priest/Fear of leadership change (Father Michael)/An unbending new priest/Not preparing for transitions/Unsuccessful priest transition/Losing Father Michael/Major change in leadership/Negative leadership change/Unhealthy leadership transitions (38 occurrences)**
- Leadership Transition/opportunity: Forward-thinking Priest – Push for good, the school, retreat/Spiritual development fulfillment, technology/well immersed in the place, knows the sheep, makes deep, real connections/well immersed in the place, knows the sheep, makes deep, real connections/relevant/Foster relationship (10 occurrences)

- Leadership Transition/opportunity: Future Priest: “One of us” type of leader; A pastor that will allow Holy Trinity people to be Holy Trinity/Stability and style of leadership viewed as being “one of us” (12 occurrences)
- Leadership Transition/opportunity: New pastor – Committed, supporting, active with the kids – Supportive of the school (3 occurrences)
- **Leadership Transition/opportunity: Priest – Transition – Having someone who understands our culture and seeks to grow us in our faith and care of the school (has to embrace the school), parish, and community/Servant leadership mentality and message/induces more parishioner participation in Mass/Transition plans/Transition with a deep understanding of our unique culture and sense of place/Pastor succession needs to produce someone who understands the culture of the Parish and is committed to education/A new priest not in tuned with the culture of the Parish (27 occurrences)**
- Leadership Transition/opportunity: Vibrant after pastor succession (2 occurrences)
- Leadership Transition/strength: Cool priests/leadership/Devotion to Holy Trinity (5 occurrence)
- Leadership Transition/strength: Dedicated future pastor/priest’s approach to shepherding and leading/how they see themselves on the fringes (4 occurrence)
- Leadership Transition/strength: The parish is anchored regardless of our leader – Our parish (2 occurrences)
- Leadership Transition/strength: Relevant priest to the Parish (1 occurrences)
- Leadership Transition/threat/opportunity: Response of parishioners to Father Michael leaving/Future transition of Father Michael/ his departure, especially if distance was a factor (5 occurrences)
- Leadership Transition/threat: Challenge from the transition in leadership (9 occurrences)
- Leadership Transition/threat: Non-engaged pastor (2 occurrences)

LEADERSHIP (288 OCCURRENCES)

- Leadership/opportunities: Ensuring more voices are involved in decisions (2 occurrences)
- Leadership/opportunity: Be sure we are focused on personal, family, staff, and leaders’ well-being by ensuring calendars are well messed and we have a growing volunteer base (2 occurrences)
- Leadership/opportunity: Better management of transitions/new hires (1 occurrence)
- Leadership/opportunity: Commitment to a strong youth program (1 occurrence)
- Leadership/opportunity: Do we align our staff to our strengths and relevancy (2 occurrences)

- Leadership/opportunity: Don't show their passion/Don't tolerate fools (2 occurrences)
- Leadership/opportunity: Educate our own parishioners on who we are, why we exist, and on vocations in the Catholic faith/Ensure parishioners are learning the faith/Flushing out our Catholic faith and what that means/Ensure the Church openly and directly instills and propagates the Catholic faith, teachings into parents, kids, and employees (11 occurrences)
- Leadership/opportunity: Employ retention practices (1 occurrence)
- Leadership/opportunity: Engage and inspire leadership – Spiritual, political, service, civic (2 occurrences)
- Leadership/opportunity: Ensure well-engaged priest, school and church leaders (4 occurrences)
- Leadership/opportunity: Establish metrics (2 occurrences)
- Leadership/opportunity: Expand management team (2 occurrences)
- Leadership/opportunity: Flexibility/Accessible/Cool Facebook-using Priest (5 occurrences)
- Leadership/opportunity: Focus/prioritize (2 occurrence)
- Leadership/opportunity: Follow our kids for life so they will stay connected to us and connected spiritually (2 occurrences)
- Leadership/opportunity: Future Direction: "Good to great" mentality – Right people, right fit, right direction/Put the right people in right leadership volunteer roles (2 occurrence)
- Leadership/opportunity: Good to see us working together to set goals—short and long term (at least 5 years) (9 occurrences)
- Leadership/opportunity: Greater volunteer management (1 occurrence)
- Leadership/opportunity: Growth of current; assisting new leadership as we move forward with common goals (1 occurrence)
- Leadership/opportunity: Have a meaningful long-term plan that is followed (1 occurrence)
- Leadership/opportunity: Hierarchy in nature; do we need to flatten our management structure (2 occurrences)
- Leadership/opportunity: Hire mission-focused vs. maintenance-focused employees (1 occurrence)
- Leadership/opportunity: Identify and enact efficiencies (2 occurrence)
- Leadership/opportunity: Keep and grow good teachers (4 occurrences)
- Leadership/opportunity: Know our brand (our promise) deliver on it, show its impact, tell our story/Know our strengths and successes and communicate them (4 occurrences)
- Leadership/opportunity: Make the church less demystifying/intimidating (2 occurrences)

- Leadership/opportunity: Make the Parish Council more visionary as this would lead to more parishioner involvement (2 occurrences)
- Leadership/opportunity: Monitor curriculum (3 occurrences)
- Leadership/opportunity: Need two priests/Full-time deacons (2 occurrences)
- Leadership/opportunity: Not evaluating and learning where our sheep are in their faith-walk as adults (1 occurrence)
- Leadership/opportunity: Parishioners and exit surveys (1 occurrence)
- Leadership/opportunity: Pastor/priests/deacons/volunteers/teachers—avoid burnout (2 occurrences)
- Leadership/opportunity: Provide support to the teachers so they can better support the development of our kids – Quality resources/access to professional development/Better support of teachers – compensation and needs (10 occurrences)
- Leadership/opportunity: Random question: 4:30pm Mass – Wonder why Father Michael is more participatory (1 occurrence)
- Leadership/opportunity: Recognize the intrinsic needs that schools must have to survive and thrive (2 occurrences)
- Leadership/opportunity: Return to pay structure for teachers (2 opportunities)
- Leadership/opportunity: Seek partnerships/collaboration on specialized needs (1 occurrence)
- Leadership/opportunity: Seek ways to invest in new and evolving leaders (2 occurrences)
- Leadership/opportunity: Show greater value/appreciation for volunteers, staff, community (4 occurrences)
- Leadership/opportunity: Strategically plan (2 occurrences)
- Leadership/opportunity: Strong/quality leadership committed to expanding the facility (1 occurrence)
- Leadership/opportunity: Support and structure of like-minded aspirations (2 occurrence)
- Leadership/opportunity: The Parish needs to seek out opportunities to ensure parishioners are continually developing their personal walk and knowledge of Catholicism (1 occurrence)
- Leadership/opportunity: Use our location more (3 occurrences)
- Leadership/opportunity: Using our traditions for recruitment (2 occurrences)
- Leadership/opportunity: Utilize all gifts of parishioners more creatively (2 occurrences)
- Leadership/opportunity: Utilize our neighborhood associations (2 occurrences)
- Leadership/school/opportunity: Ensure the importance of education is used to build us morally, socially, and spiritually (2 occurrences)

- Leadership/strength/opportunity: Maintain commitment to Religious Education and Adult Education (4 occurrences)
- Leadership/strength/opportunity: Remember our history to remind us of our achievements (2 occurrences)
- Leadership/strength/opportunity: Strong leadership at priest level/ Strong leaderships with strong and supportive Boards and councils (4 occurrences)
- Leadership/Strength/Opportunity: Continue to emphasize the importance of the Eucharist (2 occurrences)
- Leadership/strength/threat/opportunity: PTO (volunteer) vs. Board of Ed. (Elected) → Both valued (2 occurrences)
- Leadership/strength: Administration (1 occurrence)
- Leadership/strength: Clergy willing to stand with folks of the church and community in places where we can also serve/Evangelize (2 occurrences)
- Leadership/strength: Committed, dedicated spiritual leaders, effective, open, approachable priest especially as we know we will face priest transitions (5 occurrences)
- Leadership/Strength: Deacons – active, positive part of the leadership and ministry team/Use of deacon (Out-front) – Level of involvement (6 occurrences)
- Leadership/strength: Emotionally and spiritually supportive/great listeners (11 opportunities)
- Leadership/strength: Father Michael and deacons, worship team, Father Palmer (1 occurrence)
- Leadership/strength: Good stewards (i.e. space, financial resources) (4 occurrences)
- Leadership/strength: Leaders are insightful; respectful of differences; open to perspectives: (4 occurrences)
- Leadership/strength: Meets goals (1 occurrence)
- Leadership/strength: Provide us support when we face “life” (2 occurrences)
- Leadership/strength: Prudent with resources (2 occurrences)
- Leadership/strength: Raise our importance/relevance to the community (2 occurrences)
- Leadership/strength: Recognize that we can’t and won’t do everything (1 occurrence)
- Leadership/strength: Strong lay leaders - number is high/Lay Leaders are a branch of the Parish not just serving the Parish/Continue to support and invest in lay leadership (3 occurrence)
- Leadership/strength: Support of staff (2 occurrences)
- Leadership/strength: The former priest – Openness, warm, religious education/coming sincere (2 occurrences)
- Leadership/strength: The leadership – church and school (3 occurrences)

- Leadership/strength: This process (very progressive)/great to see that we are looking ahead (5 occurrences)
- Leadership/strength: Thoughtful (1 occurrence)
- Leadership/strength: Willingness/openness to new ideas (2 occurrences)
- Leadership/strength: Works well with the administrators (2 occurrences)
- Leadership/strength: Ensure the continuing support of the Diocese (2 occurrences)
- Leadership/strength: Good, committed leadership, including youth director (4 occurrences)
- Leadership/strength: Proper financial planning (1 occurrence)
- Leadership/Strong leader – Paid and volunteer leaders with good connections across school and Parish-committed (10 occurrences)
- Leadership/Threat: Age of pastor (2 occurrences)
- Leadership/threat: Leadership of past school principal/Lack of non-families/stability: (3 occurrences)
- Leadership/threat: One permanent Deacon fuels some division (2 occurrence)
- Leadership/threat: Too many leadership transitions (Principal) (3 occurrences)
- Leadership/weakness/opportunity: Listen more to the parishioners/Be a little more liberal/Open minded (3 occurrences)
- Leadership/weakness/opportunity: No associate pastor (2 occurrences)
- Leadership/weakness/opportunity: Resolve the “unspoken” divide that exists between the non-school/school families (1 occurrence)
- Leadership/weakness/opportunity: Slow to respond to the needs (professional and physical) of teachers and their classrooms (i.e., blinds, technology, etc.) (2 occurrence)
- Leadership/weakness/opportunity: Too much focus on our school at the expense of the Parish (4 occurrences)
- Leadership/weakness/opportunity: Transparency of information sharing (Building goals vs. Diocesan goals)/Transparency – Communications/Finances/Information (14 occurrences)
- Leadership/weakness/strength/opportunity: Blended leadership model – Priest/Business management/principal (6 occurrences)
- **Leadership/weakness/threat/opportunity: Get better at follow-through – Be accountable/Not following through – Lack of accountability/dead weight hangs around/Greater accountability and engagement/on board number of registrants/Learn as we grow absent of excuses/Take more accountability/Dysfunctional, weak at follow-up, not good at communications, too many leaders to assert responsibility (16 occurrences)**
- Leadership/weakness/threat/opportunity: Too top-down directed (2 occurrences)

- Leadership/weakness/threat/opportunity: Unwillingness to change, collaborate, or join together with other parishes to support Catholic education (4 occurrences)
- Leadership/weakness: Be more mission-driven than maintenance-driven leaders (3 occurrence)
- Leadership/weakness: In the blended leadership model, recognize that this can result in confusion and produce accountability issues as well as negative hard feelings (2 occurrences)
- Leadership/weakness: Leadership of allocation of resources is missing (2 occurrence)
- Leadership/weakness: School Board rubber stamps; figurehead; buffer (2 occurrences)
- Leadership/weakness: We don't take time to study other places (1 occurrence)
- Leadership: Be more forward thinking/More "Can do" attitude – our leaders handle the small stuff well (2 occurrences)
- Leadership: Decisions sometimes based on differing goals, agendas, etc. (2 occurrences)

MARKETING (64 OCCURRENCES)

- Marketing/opportunity: Advertising – Increased marketing/Increase marketing and recruitment (7 occurrences)
- Marketing/opportunity: Better marketing plan/Evaluation of assessment of existing plan (2 occurrences)
- Marketing/opportunity: How we make this place more attractive to residents of Beaverdale/How do we market better (5 occurrences)
- Marketing/opportunity: Identify and include more younger voices in the story and vitality of the Parish (2 occurrences)
- Marketing/Opportunity: Make better connections of young families to the church (1 occurrence)
- Marketing/opportunity: More outreach (enrollment) and in-reach (volunteers) – Educational options (7 occurrences)
- Marketing/opportunity: Reach out to new/growing populations/Pay more attention to census data (2 occurrences)
- Marketing/opportunity: School with no school buses/Why no buses/missed advertising/No buses (loss of brand marketing) (5 occurrence)
- Marketing/opportunity: Tell our story relative to our service and success (4 occurrences)
- Marketing/Opportunity: What market share are we penetrating?/Where is our membership coming from? (2 occurrences)
- **Marketing/opportunity: Tell our story/better of the church/school more/a great number of testimonials—internally and externally/Public relations – Tell our story (28 occurrences)**

MASS (20 OCCURRENCES)

- Mass/opportunity: Traditional, formal; more dogmatic, variety, energetic, general to the people – Mass (10 occurrences)
- Mass/strength: Way liturgy is done – Music and scripture is well-blended/way Father interacts with and engages children (4 occurrences)
- Mass/Strength: Weekly Mass – Always well attended – Never back seated (4 occurrences)
- Mass/Weakness: 4:30pm Mass – Hard to hear Father Palmer (2 occurrences)

MINISTRY OFFERINGS (504)

- Ministry offerings/opportunities: Additional extracurricular activities to reveal and celebrate the gifts and talents of our religion (4 occurrences)
- Ministry offerings/opportunities: More Parish missions (3 occurrences)
- Ministry offerings/opportunities: Expanding VBS programming – Externally and internally (4 occurrences)
- Ministry offerings/opportunity: Aiding parents in the formation of their home, marriage, and children – The school fits in this journey/Ensure families (all) understand and value that they are the children’s first catechist/Are we deeply catechizing youth and adults (7 occurrences)
- Ministry Offerings/opportunity: Aiding parishioners in becoming relevant communicators without eliminating tried and true connecting strategies – Phone calls, visits, hand written notes (2 occurrences)
- Ministry offerings/opportunity: Allow kids and youth to lead Mass (2 occurrences)
- Ministry Offerings/opportunity: Attendance at extra offerings during the week (1 occurrence)
- Ministry Offerings/opportunity: Be more flexible with when church life at nights occurs as Wednesday can be a busy time for most/many parishioners (2 occurrences)
- Ministry Offerings/opportunity: Be on the same page as it relates to what we believe, live, and practice (2 occurrences)
- Ministry Offerings/opportunity: Be relevant regarding outreach and evangelism options – Life-stage based/Attentive to evangelization (4 occurrence)
- Ministry Offerings/opportunity: Be strong in the teaching and practice of religion (2 occurrences)
- Ministry Offerings/opportunity: Being relevant to young professionals and individuals by deeply showing and expressing value (stronger value proportion) than what the world is offering (2 occurrences)
- **Ministry offerings/Opportunity: Bigger impact on the people, community/Citizenship equals greater outreach to the greater community (i.e., Fallfest)/Community**

outreach/community service/community supporters/community-minded (16 occurrences)

- Ministry offerings/opportunity: Broaden program stability/Broadening our service mission by sharing our desire to be more ecumenical (5 occurrences)
- Ministry offerings/opportunity: Build and support family and relationship comradery (2 occurrences)
- Ministry offerings/Opportunity: Build more small group/focused connection points/build more intercommunity/Interaction of Parishioners with each other/Small group to ensure a sense of togetherness/Ensure ministry opportunities/in-reach activities are offered to help Parishioners grow in the faith and their relationships/Build relationships to others and ensure the parish is a place to share experiences/Family – Small groups (14 occurrences)
- Ministry offerings/opportunity: Celebrate and grieve life's happenings (1 occurrence)
- Ministry offerings/opportunity: Celebration of our holidays (1 occurrence)
- Ministry offerings/opportunity: Celebratory/celebrate more (4 occurrences)
- Ministry offerings/opportunity: Center of the community/Good people here for family development (1 occurrence)
- Ministry offerings/opportunity: Deepen one's spiritual walk; Increase our spiritual defense against the culture (4 occurrences)
- **Ministry offerings/opportunity: Developing a commitment to a lifelong commitment to walking with Christ/Get more Parishioners involved to ensure spiritual development opportunities continue and are enriched/Improving spiritual development option/Continue our Catholic-faith journey/keep the faith growing/Ministries that help one grow in the faith/More commitment to life-long spiritual development opportunities/Try something new to encourage growth in faith/That challenges your faith and faith walk (19 occurrences)**
- Ministry offerings/opportunity: Encourage our need for and desire to worship and pray (2 occurrences)
- Ministry offerings/opportunity: Engaging programs that draw people in/Enhance and broaden our outreach (2 occurrences)
- Ministry offerings/opportunity: Ensure non-Catholic/non-Parish participants understand the faith-education their kids are receiving – outreach without oversell/outreach to invite others into or back to the faith (2 occurrences)
- Ministry offerings/opportunity: Flexibility with Mass/Late night offerings (2 occurrences)
- Ministry offerings/opportunity: Focus on the next generation (1 occurrence)
- Ministry offerings/opportunity: Get young people to come and stay in the church (2 occurrences)

- Ministry offerings/opportunity: Greater understanding among Parishioners regarding the purpose and impact of Mass (1 occurrence)
- Ministry offerings/opportunity: Healing ministries (2 occurrences)
- **Ministry offerings/opportunity: Identity reaching beyond Beaverdale/If it wasn't here they'd come together somewhere else (33 occurrences)**
- Ministry offerings/opportunity: Improve in-reach and outreach to current parishioners/individual needs are known and met where feasible/personal core needs are met (8 occurrences)
- Ministry offerings/opportunity: Increase sacramental participation (3 occurrences)
- Ministry offerings/opportunity: Internalization of the faith (1 occurrence)
- Ministry Offerings/opportunity: Involve more parishioners form age 25-60 in Parish life (1 occurrence)
- Ministry offerings/opportunity: Keep young people engaged (30 to 40) (2 occurrences)
- Ministry offerings/Opportunity: Make connections with the unchurched to a faith community (3 occurrences)
- Ministry offerings/opportunity: Ministering across life stages (2 occurrences)
- Ministry offerings/opportunity: More opportunities for/emphasis on adult-based faith formation (6 occurrences)
- Ministry offerings/opportunity: More service to the community (2 occurrences)
- Ministry offerings/opportunity: Neighborhood and the broader Beaverdale community outreaches/Greater outreach (i.e. older residential units coming online) (7 occurrences)
- Ministry offerings/opportunity: Next phase of life beyond high school (1 occurrence)
- Ministry offerings/opportunity: Number of student who go onto youth camps; Number of youth/young adults who perform liturgies (2 occurrence)
- Ministry offerings/opportunity: Offer opportunities across all age levels (2 occurrences)
- Ministry offerings/opportunity: Provide after-service program to allow parishioners to have discussions and explore deeper the learning they just experienced (2 occurrences)
- Ministry offerings/opportunity: Retreat/things for 20 somethings (2 occurrences)
- Ministry offerings/opportunity: Sharing our faith (3 occurrences)
- Ministry offerings/opportunity: Special spiritual opportunities/counseling support groups, special interests outside faith formation (1 occurrence)
- Ministry offerings/opportunity: This will help school enrollment – Increase faith formation enrollment (2 occurrences)
- Ministry offerings/Opportunity: Train us in service to others (2 opportunities)
- Ministry offerings/opportunity: Use of MC and altar servers (2 occurrences)
- Ministry offerings/opportunity: What follows/supports marriage counseling by life stages (1 occurrence)
- Ministry offerings/opportunity: Young adult ministries (2 occurrences)

- **Ministry offerings/opportunity: Youth group/ministry/program would help build pride – Not just after we leave but while we are among our parents/great opportunity to do youth outreach/ participation/would support retention post-confirmation/Bridge the interactions of religious education and Parish-school kids/perceived divide that exist between religious education and school kids/makes the Parish more attractive to youth and families/Youthful attitude – Progressive way to “Do Christ in this time”/improve youth and parents’ attendance/participation is likely to improve during and after H.S./Ensure religious education kids and families are valued and embraced as part of the whole Holy Trinity families/Connection between faith formation kids and school kids and their parents/Get kids more involved with each other and across age groups/Including all Holy Trinity students as belonging not just Holy Trinity school kids/Creation of a youth ministry that’s available to all middle school kids, etc./Expose them to faith opportunities/Educating youth on owning their faith/faith opportunities available to them/High School/youth ministry/Mentoring of youth/Middle school youth ministry/Need for a youth program – Clarifying/unification (i.e. service-oriented)/Keep youth involved; grow it (60 occurrences)**
- Ministry offerings/opportunity: Explore or capitalize on opportunities with Dowling (1 occurrence)
- Ministry offerings/opportunity: Food pantry (2 occurrences)
- Ministry offerings/opportunity: Greater connection with younger students and senior citizens (1 occurrence)
- Ministry offerings/opportunity: Increased emphasis on the saints (2 occurrence)
- Ministry offerings/opportunity: Increased outreach – Across generations (2 occurrences)
- **Ministry offerings/opportunity: Offering the strengths of our church and school beyond the borders of Beavertdale/Continue to encourage and make central to the faith evangelical opportunities/Evangelize beyond Beavertdale and key sections of the city/Do more mission work (16 occurrences)**
- Ministry offerings/strength and opportunity: Capitalizing more on the professional gifts of our Parishioners/Care about your spiritual growth (4 opportunities)
- Ministry offerings/strength/opportunities: Expand our definition and promotion of responding to a broader reach of social justice concerns/Social justice work by leadership to involve kids and families with other groups (4 occurrences)
- Ministry offerings/strength/opportunity: Continuation of one’s faith formation/spiritual development and the formation of others, especially kids (4 occurrences)
- Ministry offerings/strength/opportunity: Continue to seek ways to keep and further engage youth, young adults, and young professionals (pipeline) (1 occurrence)
- Ministry offerings/strength/opportunity: Continued outreach – Meet current and continuing needs of Parishioners (2 occurrences)

- Ministry offerings/strength/opportunity: CRHP – More retreat opportunities (4 occurrences)
- Ministry offerings/strength/opportunity: External (3 opportunities)
- Ministry offerings/Strength/opportunity: Facilitate/communicate that Holy Trinity is open to Parishioners designing their faith growth and expanding existing offerings to meet personal needs and communicating this broadly (2 occurrences)
- Ministry offerings/strength/opportunity: Giving - treasure; time, talent...A lot to help others, families/serves as the glue for charities of Beaverdale (14 occurrences)
- Ministry offerings/strength/opportunity: Life groups for life-long education by life stages and/or faith formation/faith development/options (11 occurrence)
- Ministry offerings/strength/opportunity: Number of sacraments performed (2 occurrences)
- Ministry offerings/strength/opportunity: Nurture one's faith (4 occurrences)
- Ministry offerings/strength/opportunity: Opportunities for Holiness/Catholic spiritual development/offering (2 occurrences)
- Ministry offerings/strength/opportunity: Raising and building disciples of Christ (1 occurrence)
- Ministry offerings/strength/opportunity: Stephen's ministry: "Ministry beyond Mass" (6 occurrences)
- Ministry offerings/strength/opportunity: Support – "Storehouse" mentality (3 occurrences)
- Ministry offerings/strength/opportunity: Ensure a greater number of service opportunities are made available to parishioners, especially middle school-aged students (1 occurrence)
- Ministry offerings/strength/opportunity: Holy Trinity is a good example of what a "Christian" community should be (4 occurrences)
- Ministry offerings/strength/weakness/threat/opportunity: Number of Parishioners who pursue Catholic vocations (8 occurrences)
- Ministry offerings/strength: Adoration Chapel and attitude toward prayer (3 occurrences)
- Ministry offerings/strength: Adult faith formation – Quality, offerings, and opportunities for adults to express their faith (5 occurrences)
- Ministry offerings/strength: Being Catholic – partnering ecumenically (2 occurrences)
- Ministry offerings/strength: Children Mass – Children at Mass/ Children participate and are welcome (5 occurrences)
- Ministry offerings/strength: Contemporary services (1 occurrence)
- Ministry offerings/Strength: Continue having students attend weekly Mass (2 occurrences)

- Ministry offerings/strength: Conversion of souls (2 occurrences)
- Ministry offerings/strength: Emphasis is on understanding and embracing the Eucharist and connecting to our faith (4 occurrences)
- Ministry offerings/strength: Faith formation for teachers (1 occurrence)
- Ministry offerings/strength: Faith formation series needs to continue(6 occurrences)
- Ministry offerings/strength: Impact of ministries on one’s faith walk and growth (1 occurrence)
- Ministry offerings/strength: Knights of Columbus – Support (2 occurrences)
- Ministry offerings/Strength: Number and impact of services and number of participants and volunteers and the joy it brings to my life and faith (1 occurrence)
- Ministry offerings/strength: Number of programs and yields (1 occurrence)
- Ministry offerings/strength: Pastoral care outreach (4 occurrences)
- Ministry offerings/strength: Serious admiration for CHRP, music, about the way things are done (6 occurrences)
- Ministry offerings/strength: Service – The PATCH Apartment – Bridge for people in tough situations/Apartment for families needing temporary housing (8 occurrences)
- Ministry offerings/strength: Story hour offered by Father Michael (2 occurrences)
- Ministry offerings/strength: The sacraments (2 occurrences)
- Ministry offerings/strength: The spirit of Christ lives here (1 occurrence)
- Ministry offerings/strength: Times offered for corporate spiritual feeding (3 occurrences)
- Ministry offerings/strength: Homilies – Down to earth, applicable, personalized, usable (7 occurrences)
- Ministry offerings/threat: An increasingly secular world and it’s “fun” (2 occurrences)
- Ministry offerings/threat: Church or Faith-related turmoil (2 occurrences)
- Ministry offerings/threat: Commitment to avoid formation – Lifelong spiritual development (3 occurrences)
- Ministry offerings/threat: Lack of continuous focus on grassroots’ ministries and evangelical opportunities (4 occurrences)
- Ministry offerings/weakness/opportunity: Keep people in the pews, as many are leaving Mass early (3 occurrences)
- Ministry offerings/weakness/opportunity: Number of parents who don’t bring their kids to church (2 occurrences)
- **Ministry offerings/weakness/Opportunity: Outreach to parents, students, strangers, lost Parishioners, younger generation, collegiate and young professionals, families of non-HT students, seniors, single/unmarried/single-again/empty nesters, community partners (ensure we are known for more than having a school), the homebound,**

inactive/unchurched/low-churched/non-Catholic (with an abundance of understanding and care), and volunteers (38 occurrences)

- Ministry offerings/weakness/threat: Components of the liturgy relative to response are either missing, unfamiliar, compromise values; etc. (3 occurrences)
- Ministry offerings/weakness/threat: The political environment and enticing culture of the world (3 occurrences)
- Ministry offerings/weakness: Church doctrine – Father Michael voices issues (2 occurrences)
- Ministry offerings/weakness: Move away from small groups (1 occurrence)
- Ministry/strength: Conversions come through what happens to their kids in school (4 occurrences)
- Ministry/strength: Faith-formation of teachers (1 occurrence)

MUSIC (61 OCCURRENCES)

- Music/opportunity: Intentional transition plans when it comes to music (2 occurrences)
- **Music/Strength/opportunity/threat: Music and all of its various forms: Cornet, everyone sings, great, strengthens the liturgy, piano, Trumpet; multiple choirs, unique deliveries; keep it strong and relevant, push the music program, offer music classes; positive response to music as Parishioners often clap at the end of Mass, support dedicated musicians; aging musicians and volunteers/Good music ministry – Minimal; how we transition, due to aging musicians, is critical/Impressive musical talent – Trumpeter/The music/Traditional – Music (53 occurrences)**
- Need for more extra-curricular activities/Sufficient extra-curricular offering (6 occurrences)

PARISH (1,457 OCCURRENCES)

- Parish/opportunities – Right partnerships (internally, externally, by age, careers, geographic, race, ethnicity, socio-economic) (10 occurrences)
- Parish/opportunity: Acknowledge parishioner benchmarks “celebrate them”, showcase them” (1 occurrence)
- Parish/opportunity: Amount of money we can use (1 occurrence)
- Parish/opportunity: Are our kids leading moral, faith-based adult lives? (1 occurrence)
- Parish/opportunity: Are the traditions still relevant? (1 occurrence)
- Parish/opportunity: Be more aware of the world’s reality and respond in and with love through sound doctrine absent of judgment (2 occurrences)
- Parish/opportunity: Be more liberal in our thinking (1 occurrence)
- **Parish/opportunity: Be relevant/there when people need it –programmatically, demographically, technologically, Catholically, internally, externally offerings/Beacon**

in the heart of stuff that is going on in the community and peoples' lives/Be the "force"/"beacon" for good in our community and the world/Be an active – Beacon – Place that lives out its faith in the community/place of morality/Catholic Beacon – Presence in the community/Being Catholic – Beyond the geographic area; Better branding, intentional ministering; greater in-reach/Maintain integrity of Catholic identity/Stick to teachings of the church and not one persons' opinion/Present "true" Catholicism/Supporting the teachings of the church/Pass on the Catholic theology/Catholic identity/Staying true to our identity and culture of living and expressing our faith and commitment to Christ and Catholicism/Sticking to the truth – As defined by the Catholic church/View of Catholic faith/Strong representation of the Catholic faith (75 occurrence)

- Parish/opportunity: Be welcoming and embrace our faith (2 occurrences)
- Parish/opportunity: Busy, committees, religious education, seniors; Lots going on and lots to involve oneself in and with (10 occurrences)
- Parish/opportunity: Continuous improvement of facilities, programs, services, offering (1 occurrence)
- Parish/opportunity: Convert our weaknesses to strengths (3 occurrences)
- Parish/opportunity: Creative outreaches to investors (businesses, owners, etc.) (2 occurrences)
- Parish/opportunity: Creative use of resources/talents (3 occurrences)
- Parish/opportunity: Data to support where parishioners are on their faith journey, life journey, satisfaction/Measure the faith walk of our Parishioners (3 occurrence)
- Parish/opportunity: Embracing technology in all aspects of our ministry (school, communications, etc.) (2 occurrences)
- Parish/opportunity: Future survival of Holy Trinity (2 occurrences)
- Parish/Opportunity: Greater parishioner support of the school (2 occurrences)
- Parish/opportunity: How well we take care of our own (1 occurrence)
- Parish/opportunity: Improve our presence with and involvement in Diocesan activities (2 occurrences)
- Parish/opportunity: Involve retired priests/have an assistant pastor/Larger staff/second priest/An additional priest (5 occurrences)
- Parish/opportunity: Keep parishioners involved and engaged/Increase engagement (7 occurrence)
- Parish/opportunity: Make/Help Beaverdale grow (2 occurrences)
- Parish/opportunity: Meet people where they are (2 occurrences)
- Parish/opportunity: Meet the needs of the hurting/needy (2 occurrences)
- Parish/opportunity: Meeting students' needs (all students) (1 occurrence)
- Parish/opportunity: Meeting the spiritual needs of the community (1 occurrence)

- Parish/opportunity: Membership is increasing (1 occurrence)
- Parish/opportunity: More welcoming/Makes everyone, especially outsiders, feel accepted and welcome/ Managed from the top down – Need to invite more people into decision-making and value their input/Parishioners need to participate in information processes/Being open to others' ideas to solve the problems (13 occurrences)
- Parish/opportunity: Need to focus on more benchmarked data (1 occurrence)
- Parish/opportunity: Need to seek out the voice of the non-joined/participator (2 occurrences)
- Parish/opportunity: Next generation can be led in and provided an opportunity to live out and learn compassionate lives (2 occurrences)
- Parish/opportunity: No childcare opportunities (1 occurrence)
- Parish/opportunity: Non-school families vs. school families – “sense of place” during non-Mass moments (2 occurrences)
- Parish/opportunity: Not staying connected with youth once they leave our school (2 occurrences)
- Parish/opportunity: Nourish and grow spiritually (1 occurrence)
- Parish/Opportunity: Offer more opportunities for men (1 occurrence)
- Parish/opportunity: Open ourselves and Parish up to being the answer to showing people the love of God (2 occurrences)
- Parish/opportunity: Outreach to youth and those with special needs, early (2 occurrences)
- Parish/opportunity: Parishioners' attendance – Increased (1 occurrence)
- Parish/opportunity: Partnerships with other parishes (2 occurrences)
- Parish/opportunity: Partnerships with universities (2 occurrences)
- Parish/opportunity: Percentage of parishioners who choose Catholic vocations (1 occurrence)
- Parish/opportunity: Percentage of youth who are living out their faith as adults (1 occurrence)
- Parish/opportunity: Process will help us define potential (2 occurrences)
- Parish/opportunity: RCIA program led by a former priest (2 occurrences)
- Parish/opportunity: Reach out to new/growing populations/Reach out to non-Catholics living in Beavertdale (4 occurrences)
- Parish/opportunity: Recommit ourselves to evangelism and social outreach and corporate mercy/Being leaders for justice and peace (3 occurrence)
- Parish/opportunity: Retain parishioners (cradle to grave) as it speaks volumes about their faith walk and spiritual growth, and broaden engagement (7 occurrences)
- Parish/opportunity: See to it that 8th graders take on their faith as theirs (ownership) (2 occurrences)

- Parish/opportunity: Seek to ensure all parishioners feel welcome, validated, and served (2 occurrences)
- Parish/opportunity: Seek to get younger folks engaged more (2 occurrences)
- Parish/opportunity: Sense of a Christian-based community center is afforded us by the activities and opportunities for involvement (1 occurrence)
- Parish/opportunity: Service – Internally (2 occurrences)
- Parish/opportunity: Serving others exponentially (2 occurrences)
- Parish/opportunity: Size of daily/Weekend Mass (2 occurrences)
- Parish/opportunity: Size of Parish (2 occurrences)
- Parish/opportunity: Sound financial planning (1 occurrence)
- **Parish/opportunity: Stability – Leaders (school (teachers and administrators) and church), pay/salary, and, students and Parishioners; on faculty, pay attention to their needs, growth, and professional development/Teachers are part of the Holy Trinity community/Teachers are still committed – excited to come work here and be around each other, the Parish, their students, and the families/Teaching – Important to the Parish (38 occurrences)**
- Parish/opportunity: Strong religious and adult education programs (3 occurrences)
- Parish/opportunity: Strong Youth program (2 occurrences)
- **Parish/opportunity: Stronger and better integration of school and Parish/Ensure identity is not just about the school/Strong Parish support of the school and teachers/stress the benefits of Catholic education/The church can be perceived as playing second base to the school/We need parishioners to see Holy Trinity beyond the season of having children in the school/We need the partnerships of church and school to support lifelong spiritual formation/Work as one – Not just about school/RE and faith-based, filled service/Church/school connection/Parish support of school/Strong synergistic relationship between the school and the parish/The synergy that exist between the school and the Parish; Same-page practice/The connection that exists between the school and the Parish/The church/school is able to meet the people where they are/Percentage of budget dedicated to the school (32 occurrence)**
- Parish/opportunity: Stronger connection to students after they leave Holy Trinity (1 occurrence)
- Parish/opportunity: Support – Diocesan support – Streamline (SPED, S.S.) (2 occurrences)
- Parish/opportunity: Support extended family (2 occurrences)
- Parish/opportunity: Sustain the relationship with the Diocese/with Dowling (2 occurrences)
- Parish/opportunity: Take advantage of and steadily involve new folks in the church and community traditions (2 occurrences)

- Parish/opportunity: Take advantage of the knowledge and experience of the older parishioners/Stay connected to older Parishioners (4 occurrences)
- Parish/opportunity: The impact of outreach on the parishioners and the recipients (satisfaction survey) (1 occurrence)
- Parish/opportunity: Tracking systems (1 occurrence)
- Parish/opportunity: Urban neighborhood (2 occurrences)
- Parish/opportunity: We used to be more ecumenical (2 occurrences)
- Parish/opportunity: We're growing (2 occurrences)
- Parish/opportunity: Women Deacons/preaching (2 occurrences)
- Parish/opportunity: Work to get alumni to return (2 occurrences)
- Parish/opportunity: Work with its pastor, but maintain its identity (2 occurrences)
- Parish/opportunity: Young families/young families with babies/young returning and new young Parishioners/young Parishioners need a place to come home to (8 occurrences)
- Parish/opportunity: Desire to be better (1 occurrence)
- Parish/opportunity: Make sure our work builds the kingdom (1 occurrence)
- Parish/Parishioners/opportunity: Repairing any broken relationship(s) (1 occurrence)
- **Parish/strength/opportunities: Spiritual nourishment, offerings, teachings and applications, responses and assistance in seeking answers to whys, spiritual lifelong development, lifelong growth in faith walk, open to searching and following where God wants to lead us today, being challenged by God (16 occurrences)**
- Parish/Strength/opportunity: Continued and deepened engagement (2 occurrences)
- Parish/strength/opportunity: Economic player: Be a solid/moral employer – Benefits/Pay/Recognition (6 occurrences)
- **Parish/strength/opportunity: Fulfill the call of the scripture/Fulfilling – Address needs/ Fulfilling a need to belong to something of value/that adds value to their lives/Fulfills our covenant to God as we have a place for Christians to gather and others to learn about God and our faith/Gives us, parishioners (children and adults), grounding/great place to practice and learn about our faith/Opportunities for personal and spiritual growth and building relationships/spiritual growth can be tried here (spiritual/musical) and I don't feel this is happening in other parishes (20 occurrences)**
- Parish/strength/opportunity: Holy Trinity aided/aids in my decision to remain in Des Moines (2 occurrences)
- Parish/strength/opportunity: Opportunities for involvement, especially youth (2 occurrences)
- Parish/strength/opportunity: Providing for the needs of people through life stages (3 occurrences)

- Parish/strength/opportunity: Remain a Parish of the people supported by strong leadership (1 occurrence)
- Parish/strength/opportunity: Remain multi-generational (2 occurrences)
- Parish/strength/opportunity: Retention of staff/Parishioner (1 occurrence)
- Parish/strength/opportunity: Sense of purpose; reminds us of our values and the place of our faith in our lives/sense of belonging/sense of family/Sense of Christian-based community center is afforded us by the activities and opportunities for involvement (11 occurrences)
- Parish/strength/opportunity: Serve those in need (2 occurrences)
- Parish/strength/opportunity: Smaller group of influencers still exist (2 occurrences)
- Parish/strength/opportunity: Support groups that are doing mission on behalf of and in the name of Holy Trinity (2 occurrences)
- Parish/strength/opportunity: Things for the kids – Pews, other parts of the building (2 occurrences)
- Parish/strength/opportunity: To be of service to our community (2 occurrences)
- Parish/strength/opportunity: Use of young people as canter (2 occurrences)
- Parish/strength/opportunity: We're here for others (1 occurrence)
- Parish/strength/opportunity: Willingness to help provide basic services/needs (2 occurrences)
- **Parish/strength/threat/opportunity: The suburbs/People will drive from outside Beaverdale to be here/See the people living in the suburbs as opportunity/Serve outside the neighborhood/Not defined by the Beaverdale boundary/Not including a broader geography in our definition/Selling ourselves as just local/Keep in mind that Holy Trinity has Parishioners and school kids come from distances to church and school here and others work here/Community that cares – Outer communities are welcome (20 occurrences)**
- **Parish/strength/weakness/opportunity: Be more inclusive by actively pursuing a collaboration with city groups to be more diverse/Be more inclusive of, inviting of, and personal with all populations/Being more diverse/Better integrating diverse families/individuals into the Parish (i.e. language barriers)/Be all inclusive/Greater diversity – school, parishioners, family makeup/Increase attendance/engagement – Parishioners/younger families/retention/new members/sustainable/immigrant Catholics/Increase diversity/More diverse/Lack of/low diversity/Untapped populations – Diverse individuals/families, elderly, young families, and residents to the east/Respond to/Impact the changing demographics of our community/Expand inclusiveness to gain membership/Socio-economically diverse and accepting – Blind here/Commitment to quality and equality/Committed to being a progressive place committed to loving all unconditionally/Open – Accepting of others, all parts of the**

community/Open to diversity (including ethnic) and inclusion/Adopted Children/Black Family/Abilities/Surprisingly diverse based on our community base/Surprisingly diverse based on our community base/Lessen judgment – Increase acceptance/friendliness/Culturally diverse – School more so than Parish/Embracing the immigrant communities/Perform weddings and funerals for Parishioners regardless of sexual orientation, social status, etc. (94 occurrences)

- Parish/strength/weakness: Impact of political environment (2 occurrences)
- Parish/strength/weakness: Non-traditional interpretation – The degree to which we practice our duty of care, love, and acceptance (4 occurrences)
- Parish/strength: A communal place where I can bring clarity to the thoughts I am having/grow in my faith (3 occurrences)
- Parish/strength: A life center –A place to start and finish life (2 occurrences)
- Parish/strength: A place for Catholics and people of God to worship (2 occurrences)
- Parish/strength: A place for people who care for each other to come and serve and support each other (2 occurrences)
- Parish/strength: A stable base/An increasingly active number of parishioners (2 occurrences)
- Parish/strength: Accommodating (1 occurrence)
- Parish/strength: Active – Always something going on/lots of stuff happening/small to large/music (15 occurrences)
- Parish/strength: Active with the kids/school (2 occurrences)
- Parish/strength: Actives for families (1 occurrence)
- Parish/strength: Adds to the “gel like” home experience (2 occurrences)
- Parish/strength: Adds to the sense of pride (2 occurrences)
- Parish/strength: Aids in bringing Christ to Beaverdale/Allows us to live the ministry, use our gifts – Show Jesus outwardly (4 occurrences)
- Parish/strength: Atmosphere – Safe and caring (4 occurrences)
- Parish/strength: Atmosphere of trust in leadership – Church (2 occurrences)
- Parish/strength: Being in a legitimate community/location (2 occurrences)
- Parish/Strength: Being in the heart of – Challenging family without scaring you – Scripture-filled (4 occurrences)
- Parish/Strength: Bring stability to our life as life changes/Bring together our faith family/help define our faith family/Bring us closer to God/ Bringing in our personal relations with Jesus (8 occurrences)
- Parish/strength: Business community and reputation of the Beaverdale (2 occurrences)
- Parish/strength: Cares about the social life of our kids (1 occurrence)
- Parish/strength: Child-friendly, children-friendly Mass (8 occurrences)

- **Parish/strength: Close knit/family-oriented/All emotions exist, but non drive us apart/close friends/familiar/ Feeling of being part of a group/connected and supported/The child/family and Holy Trinity is for life (23 occurrences)**
- Parish/Strength: Community mass involved by the Parish and the views and reputation of the Parish is positive and appreciated by the community (1 occurrence)
- Parish/strength: Creates the sense of cohesiveness (2 occurrences)
- Parish/strength: Credibility (1 occurrence)
- Parish/strength: Do all work for the glory of God (2 occurrences)
- Parish/strength: Easy to find (1 occurrence)
- Parish/strength: Establish and rekindle relationships (1 occurrence)
- Parish/strength: Express our commonalities/Catholicism (3 occurrences)
- Parish/strength: Healthy infrastructure (1 occurrence)
- Parish/strength: Help adults be better people (supportive of the life-long lived journey) (2 occurrences)
- Parish/strength: Help make sense of the world = Spiritual perspective/comfort (2 occurrences)
- Parish/strength: Helps us grow in our faith walk – individually and collectively/Holding true to our convictions/ Holy – At all levels of formation with opportunities for personal and spiritual growth (5 occurrence)
- Parish/strength: High sense of belonging (2 occurrences)
- Parish/strength: Holy Spirit runs rampant (3 occurrences)
- Parish/strength: Humble, grounded, take our mission serious – Not pretentious/allows for positive memories by former parishioners (6 occurrences)
- Parish/strength: Important to Parish’s future success Culture/Value/Relevancy (2 occurrences)
- Parish/strength: Journey together/“family-first”/people-first identity/Keep our faith (4 occurrence)
- Parish/strength: Keep community feel/Keeps a community vital (4 occurrences)
- Parish/strength: Keeps our kids/families coming back (2 occurrences)
- Parish/strength: Knowing that you are listened to (2 occurrences)
- Parish/strength: Known customer service (1 occurrence)
- Parish/strength: Long-lasting – History – Generation to generation/Long-standing – Has a history – Legacies (9 occurrences)
- Parish/strength: Lots of opportunities to be involved (2 occurrences)
- Parish/strength: Many would stand to become non-churched (2 occurrences)
- Parish/strength: Message of kindness/Service is shared, lived, encouraged (2 occurrences)

- Parish/strength: Need a place to remind us that we all matter – All people matter – Jesus and me couldn't be enough/need a gathering space (5 occurrences)
- Parish/strength: Not about keeping up with the Joneses (3 occurrences)
- Parish/strength: Obviously strong Catholic outreach (2 occurrences)
- Parish/strength: Older Parishioners still value the school (2 occurrences)
- Parish/strength: On-boarding and including parishioners (2 occurrences)
- Parish/strength: One face of the faith is represented here and embraced (4 occurrences)
- Parish/strength: Open – Traditions – Fallfest (4 occurrences)
- Parish/strength: Open line and easy two-way communications/diversified (5 occurrence)
- Parish/strength: Open to expressing our faults/we are fully aware of them/open to the community (3 occurrence)
- Parish/strength: Openness to being relevant and competitive (2 occurrences)
- Parish/strength: Opportunity to grow in our relationship with others and God (2 occurrences)
- Parish/strength: Our traditions (2 occurrences)
- Parish/strength: Parish of the people with good leadership (4 occurrences)
- Parish/strength: Parishioner interaction (1 occurrence)
- Parish/strength: Parishioner ownership (2 occurrences)
- Parish/Strength: Parishioner: "Without it, I would be lost."/Spiritual home (4 occurrences)
- Parish/strength: Parishioners feel invested and connected to the school and church (2 occurrences)
- Parish/strength: Parishioners who are involved, feel welcome (4 occurrences)
- Parish/strength: Partnership among parish, religious education, and school (2 occurrences)
- Parish/strength: Pastor's style defines Parish identity (1 occurrence)
- Parish/strength: People desire/Need it (Lost souls) (2 occurrences)
- Parish/strength: Place to come home to (1 occurrence)
- Parish/strength: Place to express our faith (2 occurrences)
- Parish/strength: Place where kids, families can feel safe/plants the Catholic faith in the community (2 occurrences)
- Parish/strength: Politically Jesus-centered, safe community/Parish/bi-partisan (8 occurrences)
- Parish/strength: Positive community reputation/image (1 occurrence)
- Parish/strength: Positive environment (1 occurrence)
- Parish/strength: Positive relationship with the Beavertdale city manager (1 occurrence)

- Parish/strength: Practice one's/our faith/religion (7 occurrences)
- Parish/strength: Prayer/Prayful/God-led (9 occurrences)
- Parish/strength: Preservation of community, faith, and values (9 occurrences)
- Parish/strength: Prominent people/businesspeople, properties, business, wealth and land have a Holy Trinity connection relative to proximity to the Parish/prosperous (5 occurrences)
- Parish/strength: Promotion of the sacrament of reconciliation/propagation of the faith (4 occurrences)
- **Parish/strength: Provide a "common ground" experience and place for Catholics to gather/Provide a "true sense of place" for people looking for a small town vibe in a metro-surrounded area/provide a spiritual home, a place for a community sense of prayer and worship/Provide a place for individuals and groups to share their gifts and talents with others, most importantly with those less fortunate/Provide a place/environment for us to know and fulfill God's plan and call on our lives/Provide better avenues for Parishioners to share concerns/opportunities (i.e. No children Christmas pageant)/Provide intergenerational support and examples of strong faith and Catholic identity/Place to practice our faith/worship corporately and individually/gather/get grounded in one's faith/have one's spiritual needs met/Place for like-minded people to worship, to feel safe, and socialize/Place to build, enhance, and establish a relationship/Place to bring people together/place to gather (49 occurrences)**
- **Parish/strength: Provides a positive catalyst to help influence and provide an environment to address safe community issues/To be educated in my faith/to be fed spiritually/To help me/us challenge and focus our lives/existence for good/Christian life/to participate in the sacraments/ To provide a place where the sacraments come alive, are lived, and are embraced (61 occurrences)**
- Parish/strength: Provides a sense of hope (2 occurrences)
- Parish/strength: Provides a senses of/communicates values (2 occurrences)
- Parish/strength: Provides a social/faith-based foundation for families and individuals (1 occurrence)
- Parish/strength: Provides an alternative social option (1 occurrence)
- Parish/strength: Provides one a personal identity, place to call home (2 occurrences)
- Parish/strength: Provides us a place to invest in financially to further our faith and beliefs – Outside of government taxes (contribute to town) (2 occurrences)
- Parish/strength: Provides us community (1 occurrence)
- Parish/strength: Real – Authentic place, encounters staff, Leadership (2 occurrences)
- Parish/strength: Recognition and awards (1 occurrence)

- Parish/strength: Reflection of a small town in an urban setting/Urban Catholicism (3 occurrences)
- Parish/strength: Reinforce Christian value (2 occurrences)
- Parish/strength: Remain a Vatican 2 church (1 occurrence)
- Parish/strength: Repository of our values = Middle Class values still thrive here (2 occurrences)
- Parish/strength: Sense of customer service (2 occurrences)
- **Parish/strength: Sense of family and inclusion/togetherness upon entry when coming from the outside “sense of strong community”/Sense of joy, satisfaction and fulfilled/sense of loyalty/sense of place, community, home feeling of welcome, and relationships are intact/tradition, caring, and inviting/Remain welcoming (20 occurrence)**
- Parish/strength: Serve as helping us define a moral compass (2 occurrences)
- **Parish/strength: Serve the needs of the community, neighborhood, school, church, and parishioners (17 occurrences)**
- Parish/strength: Service and love is available and open to all (2 occurrences)
- Parish/strength: Small town feeling/small town in the metro (4 occurrences)
- Parish/strength: Social – Noisy activities/Parishioners enjoy each other’s company (5 occurrences)
- Parish/strength: Something for everyone exists here (1 occurrence)
- Parish/strength: Space to bring together like-minded people to express our faiths and beliefs (2 occurrences)
- Parish/strength: Spiritual Home (2 occurrences)
- Parish/strength: Stand for something/Stand on who we are (3 occurrences)
- Parish/strength: Strong board (1 occurrence)
- Parish/Strength: Strong commitment to outreach and personal spiritual development (1 occurrence)
- Parish/strength: Strong focus on children beyond Mass (2 occurrences)
- Parish/strength: Strong, worthwhile worship experience (2 occurrences)
- Parish/strength: Strong/competent leadership (1 occurrence)
- Parish/strength: Support families to worship with their kids (1 occurrence)
- Parish/strength: Support for the homebound (2 occurrences)
- Parish/strength: Support of good music (3 occurrences)
- Parish/strength: Teach truths (2 occurrences)
- Parish/strength: That we have a school (1 occurrence)
- Parish/strength: The functions (Traditions)/The history and the traditions/garage sale (5 occurrences)
- Parish/strength: The impact of our outreaches lead souls to Christ (1 occurrence)

- Parish/strength: The most important thing that helped shape my life is Holy Trinity (parental involvement was also key) (2 occurrences)
- Parish/strength: The new CGS program (3 occurrences)
- Parish/strength: The Parish offers many benefits that support a strong spiritual safety net (1 occurrence)
- Parish/strength: The way it was founded – it’s history (2 occurrences)
- Parish/strength: There’s always a group for one to connect with (2 occurrences)
- Parish/strength: Things to do (2 occurrences)
- Parish/strength: This place met me where I was and I’m now a part of it and Him (1 occurrence)
- Parish/strength: To be connected to “a” community (2 occurrences)
- Parish/strength: Traditions – Parishioners help shape actions (2 occurrences)
- Parish/strength: Traditions that open us up to many (2 occurrences)
- Parish/strength: True presence of Jesus/Christ in our midst (2 occurrences)
- Parish/strength: Unassuming (1 occurrence)
- Parish/strength: Unique heritage and brand/Unique Parish (4 occurrences)
- Parish/strength: Upbeat, happy community (2 occurrences)
- Parish/strength: Viability (2 occurrences)
- Parish/Strength: Vibrant/Is an important “quality of life”, “economic”, “sense of place” – Player in the community/ supports the “moral” care of our community/ going in the right direction – Remain committed/counter-cultural (11 occurrences)
- Parish/strength: Visionary with “can do” attitude/Innovation and creativity/The can-do attitude/commitment of parishioner (3 occurrence)
- Parish/strength: Way to bring people together for positive outcomes/Way to find friends/relationships (2 occurrences)
- Parish/strength: We change the world outside our congregation – social justice and faith-filled acts (1 occurrence)
- Parish/strength: We have a school when it comes to our neighboring Parishes (2 occurrences)
- Parish/strength: We need a place to express our faith, better understand the world and seek personal and corporate change, togetherness, through a faith-filled expression (1 occurrence)
- Parish/strength: Well-run business office (2 occurrences)
- Parish/strength: Where folks are in their faith walk and place in the faith (1 occurrence)
- Parish/strength: Willing to blaze our own paths to service, insight (2 occurrences)
- Parish/strength: Willingness to share – Parish embraces its place and role in the worship experience (2 occurrences)
- Parish/strength: Without boundaries a magnet (1 occurrence)

- Parish/strength: Work – Employer (2 occurrences)
- Parish/strength: Young people: Accomplished young people – Hard-working (2 occurrences)
- Parish/strength: For many the Parish is their family, their home due to the fact that their family has moved (2 occurrences)
- Parish/strength: Help people discover meaning and purpose for their lives (2 occurrences)
- Parish/strength: Helps reveal your personal self and gifts (2 occurrences)
- Parish/strength: Holy Trinity energy – Communication (2 occurrences)
- **Parish/strength: Spiritual community defined by spiritual fulfillment, spiritual growth and development, active ministries and ministries, as well as the number of spiritual options offered and are relevant and fully subscribed to, Number of spiritual options offered and are relevant and fully subscribed to, spiritual guidance and support, active, and spiritual health (22 occurrences)**
- Parish/strength-Forerunner/honors its history (2 occurrences)
- Parish/threat/opportunity: Percentage of youth who don't remain in the faith (2 occurrences)
- Parish/threat/opportunity: Straying youth (2 occurrences)
- Parish/threat/opportunity: Temptations – Help us grow and develop (1 occurrence)
- Parish/threat/opportunity: Views of Catholic priests scandals within the faith (2 occurrences)
- Parish/threat/opportunity: Vocational Burnout and not enough spiritual counselors to meet the growing demands (7 occurrences)
- Parish/threat/opportunity: World/Society view of religion – Boxed in/Issues being discussed in society – Church not quickly and efficiently responding (4 occurrences)
- Parish/threat/weakness/opportunity: Poor financial planning (1 occurrence)
- Parish/Threat: Absorb into another Parish (2 occurrences)
- Parish/threat: Active – Not sense of obligation to be “engaged” (2 occurrences)
- Parish/threat: Actual decline of young families in the neighborhood (2 occurrences)
- Parish/threat: Are we considered exclusive?; self-serving (2 occurrences)
- Parish/Threat: Being complacent (1 occurrence)
- Parish/threat: Being in the middle can make us vulnerable (2 occurrences)
- Parish/threat: Catholics leaving the church (2 occurrences)
- Parish/threat: Challenges exist (3 occurrences)
- Parish/threat: Changing culture – demographics, technology, land locks, young professionals, fewer children due to birth decisions (8 occurrences)
- Parish/threat: Forgetting our identity and that we are faith-based (2 occurrences)
- Parish/threat: If the school fails would the Parish continue (2 occurrences)

- Parish/threat: Judging (4 occurrences)
- Parish/threat: Keep our politics out of our spiritual journey (1 occurrence)
- Parish/threat: Lack of a full-time pastor (2 occurrences)
- Parish/Threat: Lack of a strategic plan that's followed (1 occurrence)
- Parish/Threat: Lack of a strategic/thoughtful/measured/two-way communication (4 occurrences)
- Parish/threat: Lack of care (2 occurrences)
- Parish/threat: Lack of Catholic identity (2 occurrences)
- Parish/threat: Lack of clarity (2 occurrences)
- Parish/threat: Lack of connection because of not having involvement with the school (2 occurrences)
- Parish/threat: Lack of conversion of heart (2 occurrences)
- Parish/threat: Lack of diversity (race) for such an urban setting (2 occurrences)
- Parish/threat: Lack of education options (3 occurrences)
- Parish/threat: Lack of engagement of Parishioners as volunteers (3 occurrences)
- Parish/threat: Lack of faith – People not seeking/seeing God (2 occurrences)
- Parish/threat: Lack of hospitality – Unwelcoming (2 occurrences)
- Parish/threat: Lack of individuals choosing priesthood as a vocation (4 occurrences)
- Parish/threat: Lack of innovation in our school (2 occurrences)
- Parish/threat: Lack of involvement by Parishioners (3 occurrences)
- Parish/threat: Lack of priests (Quality, Availability) (2 occurrences)
- Parish/threat: Lack of religious education for adults (2 occurrences)
- Parish/threat: Lack of respect for staff volunteers, Parishioners (2 occurrences)
- Parish/threat: Lack of retention (6 occurrences)
- Parish/threat: Language barriers (1 occurrence)
- Parish/threat: Lawsuits (2 occurrences)
- Parish/threat: Loss of programs, services, offerings (2 occurrences)
- Parish/threat: Low number of available priests (2 occurrences)
- Parish/threat: Membership loss (2 occurrences)
- Parish/threat: Negative relationships/lack of relationships/bad attitude/judgmental (6 occurrences)
- Parish/threat: Non-engaged Parishioners (2 occurrences)
- Parish/threat: Not being open to change (2 occurrences)
- Parish/Threat: Not deeply supporting Religious Education and families/Seamless sense of community between families with kids in school – Public vs. Holy Trinity/Tensions between school families and non-school families/Lack of integration of Faith Formation families into the life of the Parish (9 occurrences)
- Parish/threat: Not developing disciples of Christ (2 occurrences)

- Parish/threat: Not encouraging spiritual growth (2 occurrences)
- Parish/threat: Not investing in Parishioners/families/staff (2 occurrences)
- Parish/threat: Parish division (1 occurrence)
- Parish/threat: Parish doesn't buy in or support decisions (2 occurrences)
- Parish/Threat: Perceptions of the Catholic faith and actions by the Catholic church (4 occurrences)
- Parish/threat: Secularism (5 occurrences)
- Parish/threat: Sense of clique or unwelcoming (2 occurrences)
- Parish/threat: Shifting "values" in younger generations (1 occurrence)
- Parish/threat: Smaller – Legacies (2 occurrences)
- Parish/threat: Society's impact on culture (2 occurrences)
- Parish/threat: The Devil (2 occurrences)
- Parish/threat: Unhappy family – How we weather unpleasant situations (2 occurrences)
- Parish/threat: Unloving Parishioners/community – Vibe reflects a lack of empathy (2 occurrences)
- Parish/threats/opportunity: Political camps/Catholicism challenged (1 occurrence)
- Parish/threats: Apathy (9 occurrences)
- Parish/volunteers/ministry/ opportunity: Cultivate and harness the strength of our members (2 occurrences)
- Parish/weakness/opportunity/: I want to love Holy Trinity like I used to/I want to stop being angry at and with Holy Trinity/I want to start forgiving Holy Trinity/I used to be happy here (8 occurrences)
- Parish/Weakness/Opportunity: 90% of joiners don't remain active – Why? (2 occurrences)
- Parish/weakness/opportunity: Appreciate and embrace R.E. kids/home school families like Parish kids/families/Bond with student and families of school – Question if this is true with KE/Home-schooled/respectful (6 occurrences)
- Parish/weakness/opportunity: Can be a bit too laid back and can interfere with its sense of spirituality and reverence – There's a season/place/time for all things (2 occurrences)
- Parish/weakness/opportunity: Commitment to tradition vs. change (4 occurrences)
- **Parish/weakness/opportunity: Need younger families/New parishioners/attract and retain/make them feel welcome/More support from existing families to bring in families/Overall growth of families/Programs/services for families and individuals without children/Reach out to those with kids or those whose kids have moved on/Make sure young adults, parents, families and non-Parish school families, empty nesters, continue to feel engaged/Keeping young people and adults involved after kids and families leave the school/Outreach to populations who don't or no longer have kids/Gaining and maintaining younger families/Maintain the next generation/Tapping**

into the gifts of more Parishioners (especially families and others we're currently not reaching)/see that target group are present and active/Beacon – Anchor for families (Legacy)/Engaging non-school families/Meet the needs of kids and their families/So many legacies (school and church)/Invest in youth – Strong teens; families; children and their faith/Helps us “form” our children - Partnership with family/Extension of home/home teaching/Support the family and their children’s moral development/Support the early development of parent’s desire to have home and school support and reinforce each other/Supports me and my family as we work to bring faith practices into our development/Supports me in the rearing of my kids in a moral-based environment/Supports parents desire to have their kids educated in a faith-based environment and that it’s a quality education/Teach our children the importance of having a personal relationship with Christ/Provide a school where we can practice our faith in the teaching of our kids (Home/Church/School)/Partnerships with families /Provide an educational option that is faith-filled/Provide kids with an education that is Catholic-based (Faith-filled)/Provide living examples of the word to our children/youth/Raise one’s family in a faith-based environment/Religion and class teaching are reinforcing faith formation and personal/intellectual development/Staff committed – Teachers; families (Legacies)/School has kept a number of our kids in the church/School, church and home teachings are in sync/The church, school, and parents are on the same page when it comes to rearing and teaching our children about the role of faith in their growth and development/Not engaging young Parishioners/children/families/School-Centered – All about the school/Lack of youth and young families active in our Parish/Loss of families after kids graduate/Not bringing in enough new families (122 occurrences)

- Parish/weakness/opportunity: No growth opportunities on the Parish side due to lack of space, funding, etc. (2 occurrences)
- Parish/weakness/opportunity: Not growing the leadership in critical areas within the Parish – Transition place (2 occurrences)
- Parish/weakness/opportunity: Perception by other communities of not being relevant (4 occurrences)
- Parish/weakness/opportunity: Self-serving – Shake it up (1 occurrence)
- Parish/weakness/opportunity: Spiritual needs exist, but we lack volunteers to help meet the needs (2 occurrences)
- Parish/weakness/opportunity: The absence or lack of importance of the alter server program (2 occurrences)
- Parish/weakness/opportunity: Traditional – Music – Kids (2 occurrences)
- Parish/weakness/opportunity: Welcoming – Disagreements can be present, at times, a cold reception (2 occurrences)

- Parish/weakness/threat/opportunity: The ways in which Parishioners personal political positions and the teaching of the church can cause personal angst to show its ugly head in relationships and one's willingness and desire to live the scripture (2 occurrences)
- Parish/weakness/threat/opportunity: Reliance and identity too tightly defined by personality of the priest (2 occurrences)
- Parish/weakness/threat: Lack of individuals pursuing priesthood (2 occurrences)
- Parish/weakness/threat: Lack of influx of young families (1 occurrence)
- Parish/weakness/threat: Larger issue within the Catholic faith (2 occurrences)
- Parish/weakness/threat: Neighborhood disadvantage is that if parishioners don't live in community they can be made to feel not a part; non-Beaverdale feeling (2 occurrences)
- Parish/weakness/threat: Not having young families move into the area (2 occurrences)
- Parish/weakness/threat: Treatment of volunteers and some teachers by some administration staff (2 occurrences)
- Parish/weakness: Being an employee affects my desire to want to be a Parishioner (4 occurrences)
- Parish/weakness: Lack of long-term plan (2 occurrences)
- Parish/weakness: Lack of marketing (2 occurrences)
- Parish/weakness: Parishioners without kids not feeling accepted and included (1 occurrence)
- Parish/weakness: Political environments impact on our faith and sense of community – Know the teachings of the church and how that helps shape and form our responses/Catholicism challenged (2 occurrences)
- Parish/weakness: Too internally focused (1 occurrence)

PARISHIONERS (429)

- Parishioners/opportunity: "Buy-in" to this process is important/Buy into the vision/results (4 occurrences)
- Parishioners/opportunity: Be models of faith (4 occurrences)
- Parishioners/opportunity: Be more consistent in our welcoming of new members beyond the hello and handshake (1 occurrence)
- **Parishioners/opportunity: Better embrace conservatives to avoid expanding camps of people; Prohibits/More inclusiveness/Non-judgmental/More opportunity for parishioners to band together to support each other/Greater unity among/across life stages/Bridging the silos/Egalitarian – Accepting outside of socio-economics, etc. (material things are not the tickets to acceptance)/Committed and accepting – Welcoming of and to all – Non-judgmental regardless of circumstances/decisions/People – Nationality (growing in diversity) – Socioeconomic/Equal opportunities provided for all (32 occurrences)**

- Parishioners/opportunity: Don't let parishioners fall through the cracks and keeps alumni involved (8 occurrences)
- Parishioners/opportunity: Engaged in worship; participate in Mass; and participate in programs and ministry (5 occurrences)
- Parishioners/opportunity: Grassroots involvement (2 occurrences)
- Parishioners/opportunity: I would be a "forever" investor in Holy Trinity – Even as a future parent, young married couple, professional due to its commitment to faith-based education, personal growth, etc./I'm excited to attend this place/ I'm here by faith, grace, and mercy. I feel connected to them and Him/ I'm proud to be associated with Holy Trinity/Passion for Holy Trinity/"Choose" Holy Trinity and choose to be lifelong Holy Trinity (12 occurrences)
- Parishioners/opportunity: Improve Parishioner involvement/retention/Find out why? (2 occurrences)
- Parishioners/opportunity: Investors in the school and education of our kids (2 occurrences)
- Parishioners/opportunity: Meet our (parent) small needs as a way to show us this place cares about us and our kids/More accepting (4 occurrences)
- Parishioners/opportunity: Need a pipeline plan for the parish (aging parishioners) (1 occurrence)
- Parishioners/opportunity: Pass on faith (2 occurrences)
- Parishioners/opportunity: Percentage of membership living in Beaverdale (1 occurrence)
- Parishioners/opportunity: Promote our faith (2 occurrences)
- Parishioners/opportunity: Seeing God work in and through each other (2 occurrences)
- Parishioners/opportunity: Serving the needs of the school and Parish in a relevant way (2 occurrences)
- Parishioners/opportunity: Shared mission – Improve our lives, our families, our community, etc./Sharing of space for what has become culture (2 occurrence)
- Parishioners/opportunity: Showcase our faith/love of God/be doers not just hearers/Active – Faith lived out/Keeps my faith in front of me as I face the things of this world/Live and grow within our faith/living our faith/living stations of the cross/Witness that God is alive – Visible witness (14 occurrences)
- Parishioners/opportunity: Strengthen one's prayer life (2 occurrences)
- **Parishioners/opportunity: Strong parishioner involvement/Greater number of attending/Active Parishioners/More active involvement/engagement/Active parishioners after graduation, marriage, life changes/stays committed – Active parishioners/engaged/committed volunteers/engaged parishioners/Inviting, involved/People – Committed and active/us-oriented (49 occurrences)**

- Parishioners/opportunity: Young parishioners are involved/young people/church doctrine (4 occurrences)
- Parishioners/opportunity: Increase the percentage of parishioners who give, volunteer (5 occurrences)
- Parishioners/personal: Answered prayer has become my testimony! (1 occurrence)
- Parishioners/strength/opportunity: Greater parishioner commitment to live the Catholic faith in light of pastoral guidance (2 occurrences)
- Parishioners/strength/opportunity: Grow in the faith (2 occurrences)
- Parishioners/strength/opportunity: Opportunity to leave a legacy (2 occurrences)
- Parishioners/strength: Accountability (2 occurrences)
- Parishioners/strength: Active – Internally/Active in mass (7 occurrences)
- Parishioners/strength: Active parishioners – Tithing (2 occurrences)
- Parishioners/strength: Approachable/Bond felt among Parishioners/“The Cheers” affect – Caring (7 occurrences)
- Parishioners/strength: Broad social economics (2 occurrences)
- Parishioners/strength: Church attendance (3 occurrences)
- Parishioners/Strength: Closeness of the people (2 occurrences)
- Parishioners/strength: Commitment to the Parish’s mission; Commitment to Christ’s teaching and how to live them out; Commitment to community service; Commitment to excellent education – Children and adult faith; Commitment to our catholicity; Commitment to social justice issues; Commitment to the Parish, schools and each other, community (13 occurrences)
- Parishioners/Strength: Community is a basic need/nurturing/community offerings are maintained (6 occurrences)
- Parishioners/strength: Devotion of parents to Holy Trinity ((1 occurrence)
- Parishioners/strength: Down to earth, humble, room for everyone (8 occurrences)
- Parishioners/strength: Economics don’t define us (2 occurrences)
- Parishioners/strength: Enjoy each other’s company – Ex. Post-Mass “Clumps” (2 occurrences)
- Parishioners/strength: Faith formation program (RE) “Generations of Faith” (2 occurrences)
- **Parishioners/strength: Families/especially where kids are involved (20 occurrences)**
- Parishioners/strength: Going through sacraments here (1 occurrence)
- Parishioners/strength: Gritty (1 occurrence)
- Parishioners/strength: Hopeful (1 occurrence)
- Parishioners/strength: Laboring class (1 occurrence)
- Parishioners/strength: Levels of income (Average to middle income) (1 occurrence)

- Parishioners/strength: Loyalty of people; great attitude; loving; send kids to school; live in community (6 occurrences)
- Parishioners/strength: Number of Holy Trinity parishioners who return; legacies/Generational/legacy (10 occurrences)
- Parishioners/strength: Number of Parishioners committed to Holy Trinity (2 occurrences)
- Parishioners/strength: Open to life-long spiritual development through learning options (2 occurrences)
- Parishioners/strength: People accept kids here, especially as part of adult Mass (2 occurrences)
- Parishioners/strength: People are real (2 occurrences)
- Parishioners/strength: Powerful – Spirituality, deep faith (2 occurrences)
- Parishioners/strength: Prayer chain (1 occurrence)
- Parishioners/strength: Professional talents of parishioners (1 occurrence)
- Parishioners/strength: Respect for Father Michael (2 occurrences)
- Parishioners/strength: Respect of staff/responsive (4 occurrences)
- Parishioners/strength: Sense of ownership/Personal ownership/stewardship through giving of one's time, talent, and treasure (5 occurrences)
- **Parishioners/strength: Several prominent community leaders who are also Holy Trinity parishioners; they are not off-putting/Good face for Holy Trinity/Proud that they represent Beaverdale/proud of their humility/Parishioners are active in Beaverdale/Active – Externally/community players/Active part of Beaverdale/The number of Parishioners who are prominent leaders in the advertised areas (21 occurrences)**
- Parishioners/strength: Solid, committed influence by older parishioners/Important to the parishioners who lives are in the longer years (4 occurrences)
- Parishioners/strength: Strong Body of parishioners (1 occurrence)
- Parishioners/strength: The parishioners are committed, involved here in Mass (1 occurrence)
- Parishioners/strength: They are Catholics first/Be Catholics first (3 occurrences)
- Parishioners/strength: Through leadership change the Parish survives – Due to sense of ownership (3 occurrences)
- Parishioners/strength: Tight knit (3 occurrences)
- Parishioners/strength: Together we create Holy Trinity (2 occurrences)
- Parishioners/strength: Trust in employees, leaders, and volunteers (13 occurrences)
- Parishioners/strength: – Use gifts of time, talent – Human capital (2 occurrences)
- Parishioners/strength: Willing and active volunteers (2 occurrences)
- Parishioners/strength: Happy/satisfied customers (2 occurrences)

- Parishioners/strength: Honest (4 occurrences)
- Parishioners/strength: The people (10 occurrences)
- Parishioners/strength: We need to belong to something bigger than ourselves (1 occurrence)
- Parishioners/threat/opportunity: Splintering along philosophical lines (2 occurrences)
- Parishioners/threat: Aging of active Parishioners and financial donors (6 occurrences)
- Parishioners/threat: Land-locked – Beaverdale/hard to attract new, young family (4 occurrences)
- Parishioners/threat: Loss of faith (2 occurrences)
- Parishioners/threat: Loss of pride (2 occurrences)
- Parishioners/threat: Not living out our faith – Sin/Evil/Not sharing our faith (4 occurrences)
- Parishioners/threat: People stop giving (time, talent, and/or treasure)/Small number give of time, talent, and treasure (3 occurrences)
- Parishioners/threat: Entitlement issues/matters; Erosion of internal community (5 occurrences)
- Parishioners/weakness/opportunity: Experience more humility (2 occurrences)
- Parishioners/weakness/threat: Gossip/chatter (2 occurrences)
- Parishioners/weakness: Being an employee, parishioners, and parent can be too much (2 occurrences)
- Parishioners/weakness: Church membership needs to grow (2 occurrences)
- **Parishioners/weakness: Cliques – Hard to penetrate existing groups and increase connected/Can have some sense of cliques/Camps are factionalized over social justice (pro-life) agenda (20 occurrences)**
- Parishioners/weakness: Creatures of Habit (We have our habits: Mass, Pew sitters, etc.) (2 occurrences)
- Parishioners/weakness: Elite – Push hard to “get you”/well-rounded community but still an air of privilege (2 occurrences)
- Parishioners/weakness: Families not tightly integrated into Parish; leave or become disengaged after kids leave school (2 occurrences)
- Parishioners/weakness: Perceived divide between school and Parish volunteer opportunity and one’s place in Parish (2 occurrences)
- Parishioners/weakness: Percentage of active/involved Parishioners (1 occurrence)
- Parishioners/weakness: Sense of entitlement – Legacies (1 occurrence)

PHYSICAL PLANT (487 OCCURRENCES)

- Physical Plant/opportunities: Investing in a hearing loop (2 occurrences)

- Physical Plant/opportunity: (i.e., playground, parking, facilities, including the school)/address deferred maintenance/take better care of existing assets (14 occurrences)
- Physical Plant/Opportunity: Community center that is community connected—is there an opportunity to partner with the city; Community gathering place – Express our love and commitment to God and Beaverdale (6 occurrences)
- **Physical Plant/opportunity: Dedicated gathering space/Dedicated gathering space due to Facility sharing across Parish/school, Parish center, community center, cry room etc., relieve stress between school-to-church functions/greater greeting space/Parish Center – Community gathering space/Push the community center “again”/corridor between two buildings/Good facility (social room) (39 occurrences)**
- Physical Plant/opportunity: Flip the interior (2 occurrences)
- **Physical Plant/opportunity: Grow and improve/Grow by buying properties/Keep buying up property/land use/land locked/land acquisition/growing the physical plant/Finding space – Growing the physical plant/Growth in land mass, attractiveness, facility square footage, ADA accessibility/Be open to growing the physical plant and include others in the conversation for its long-term use/More room in the inn/Respond to being landlocked/restrictive physical boundaries/need to improve restrooms/Expand land/property ownership/Space limitations/landlocked/school/church (31 occurrences)**
- Physical Plant/opportunity: Keep technology relevant/find better uses of it (9 occurrences)
- Physical Plant/opportunity: Library could be bigger and offer more (2 occurrences)
- Physical Plant/opportunity: Maintaining an attractive facility, grounds/be good stewards of our assets/Keep facilities well-managed (8 occurrences)
- **Physical Plant/Opportunity: Master Plan – Review it/Master planning/Campus Master Plan needed; historically landlocked/Infrastructure plan – (Example community center)/Long-term facility planning (23 occurrence)**
- Physical Plant/opportunity: Meaningful/lovely decorations (2 occurrences)
- **Physical plant/opportunity: Modernize; bring up to date/Re-design of the current center structure – Crying space for kids, coats; main entrance/be relevant with dedicated spaces/Refurbish, improve our facilities/Remodeling of sanctuary/remove the barriers/Structural improvements/changes/additions to current physical plant/address deferred maintenance and utilization/Upgrades that are adequate for sustaining growth/Maintain and improve upon facilities, include expansion/Aging, tired, unfunded deferred maintenance, clutter; ADA and safety, exterior facing street “Feels like a wall,” Facilities and programs that respond to those with disabilities – Across the board (shape, placement, look, style (hideous), Facility amenities that**

responds generationally, An alive, inviting, and relevant worship and educational physical plant (i.e. gathering space) (technology, funerals, hospitality) architecture, Accessibility of facility and things to do my volunteer role especially the kitchen, Bland exterior/facility's simple light, bad acoustics/lacks definition as a church—one gets past it mainly due to the people; Unattractive; ugly/Hard front to the community/Dated facility/physical plant/deteriorating and non-refreshed facilities (142 occurrences)

- Physical Plant/opportunity: Outdoor space/offerings (3 occurrences)
- Physical Plant/opportunity: Reverse our thinking regarding land lock (1 occurrence)
- Physical Plant/opportunity: School layout – Not all a complaint (2 occurrences)
- Physical Plant/opportunity: Spread out over three buildings (2 occurrences)
- Physical Plant/opportunity: Stable physical plant and equipment (1 occurrence)
- Physical Plant/opportunity: Working on school (1 occurrence)
- Physical Plant/opportunity: Higher expectations of what our facilities should be (1 occurrence)
- Physical Plant/School/weakness/opportunity: – Locker rooms, lack of dedicated communal space (1 occurrence)
- Physical Plant/School/weakness/opportunity: School – One site/Multiple divisions – Treat as such; need correct amenities; School and Physical plant are used beyond stated purposes – In some ways “our” Catholic community center (6 occurrences)
- **Physical Plant/strength/weakness/opportunity: Connect the church and the school beyond the lawn and sidewalk/One unit feel of Church and school/One office – Teacher/Principal budget/Office/Parish and school connected (Physically)/School and church combined/One location – Blended environment/needs work/improvements, pre-school upgrades, sports facilities (track, etc.), dedicated gym space, changes spaces for students, hideous playground, better space for educational development, replace pre-school building; Community center needed/gathering space not competitive with school/Lack meeting space/ Lack of “dedicated” gathering space/Issues with space overlaps between school and church/Lack of dedicated spaces – (Hall vs. gym)/social gathering space/No gathering space/Minimize the tensions that exist between the overlap that occurs due to school, church, Parish conflicting schedules, uses (65 occurrence)**
- Physical Plant/strength/weakness/opportunity: Interior is very pretty – big – empty looking/Traditional physical structures (Not fancy)/Attraction by so many even with our physical plant limitations/Not intimidating/Not modern or fancy/not showy— plain church/Simple beauty of building is meaningful/non-conservative look/accessible (26 occurrences)
- Physical Plant/strength/weakness/threat/opportunity: The building (2 occurrences)

- Physical Plant/strength: Caribbean/Chime music that plays throughout our community from our Parish, “Heart of the community” church bells (8 occurrences)
- **Physical Plant/Strength: Church space is laid out very differently to make one feel a part of the celebration; beautiful stained-glassed windows, location, arrangement of pews, cleanliness of the sanctuary/Configuration of sanctuary/Contemporary architecture (31 occurrences)**
- Physical Plant/strength: Easy access to Mass (2 occurrences)
- Physical Plant/strength: Location of our priest in the school (2 occurrences)
- Physical plant/strength: Flowers/culture remains intact (1 occurrence)
- Physical Plant/threat: Lack of space (1 occurrence)
- Physical Plant/threat: Not investing in the physical plant (2 occurrences)
- Physical Plant/threat: Smaller facilities (1 occurrence)
- Physical Plant/weakness – Presentation – Light bulbs/Light that beams through/Lighting for the choir (5 occurrences)
- Physical Plant/weakness and opportunity: The way the education facility is being used is inadequate (2 occurrence)
- **Physical Plant/weakness/opportunity: Follow through on improving facilities/ Improve our physical plant and surroundings to fight the “Holy Trashcan” label/prayer space/improve sound system and technology/Not pretty or Nice facility/State of our facility (21 occurrence)**
- Physical Plant/weakness/opportunity: Not handicapped accessible/Not accessible (ADA)/School physical plant/improve technology (5 occurrences)
- **Physical Plant/weakness/opportunity: Signage/Way-finding is horrible/Way finding/We need signage/better signage/Confusing way finding (18 occurrence)**
- Physical Plant/weakness/opportunity: Sound system (2 occurrences)
- **Physical Plant/weakness/threat/opportunity: Parking/Limited Parking/Parking is a nightmare/Parking is in a flood area (18 occurrence)**
- Physical Plant/weakness/threat/opportunity: Unresolved issues surrounding space/unsafe areas in the building (5 occurrences)
- Physical Plant/weakness/threat: Crowded (2 occurrences)
- Physical Plant/weakness: Maintain worship space nicer/Need more beauty to the worship space—flowers, etc. (8 occurrences)
- Physical Plant/weakness: On-going facility needs (2 occurrences)
- Physical Plant/weakness: Option – Structure, security (2 occurrences)
- Physical Plant/weakness: Play grounds (wood chips) (2 occurrences)
- Physical Plant/weakness: School Old school facilities (3 occurrences)
- Physical Plant/weakness: Storage (2 occurrences)

- Physical Plant/weakness: Condition of physical plant (1 occurrence)
- Physical Plant:/strength Location/Beaverdale—location opens us up to be more centrally and creatively involve in the community and for non-Parishioners to be involved with the Parish (15 occurrences)

POPE FRANCIS (2 OCCURRENCES)

- Pope Francis/strength: Pope Francis (2 occurrences)

SCHOOL (1,331 OCCURRENCES)

- **School/opportunities: Advanced offerings – Teach to the student – Have variety to meet the speed/learning capabilities of all students/Are we properly labeling classes to ensure our curriculum is viewed as being on par with what is offered at public school (i.e. science vs. biology?)/Flexibility to order/set curriculum to achieve stated outcomes/Improve curriculum and offerings/Strategize and employ best practices/Improve our educational product – Continuously/Enrichment – Educational opportunities (Tag; Advanced courses)/Be relevant – Instruction/More advanced/challenging courses/coursework for students who are not challenged and academic partnerships/Needs AP offerings/Offer STEM courses, AP, etc./Offer more relevant subjects/options/Solid school curriculum/STEM offerings/Losing key subject teachers especially Middle school/some improvements to curriculum needed/need to increase critical offerings (advanced placement courses, etc.) (42 occurrences)**
- School/opportunities: Athletic/extracurricular offering/administration/Sports (6 occurrences)
- School/opportunities: Focus on social transitions to high school for kids (1 occurrence)
- School/opportunity/threat Don't try to be everything to everybody educationally (Ex. Keep education standards high/pure) (help everyone without lowering standards) (2 occurrences)
- **School/opportunity/threat: Enrollment and retention growth (need to enroll between 450 – 500 students annually)/marketing of the school/Stronger enrollment/An increasing/stable enrollment/Increase enrollment and quality of education/Healthy enrollments/Keep school enrollment stable/Maintaining and growing enrollment/More students – Increase enrollment/Need to have a critical mass of families with children enrolled in the school/Solid enrollment/Solid school enrollment/Sustained enrollment/Full capacity relative to enrollment (68 occurrences)**
- School/Opportunity: 3-year olds' pre-school program wrap-around and care (Developmental Kindergarten)/Bolster our pre-school program/ Pre-school students taught by certified teachers/Converting more pre-school/day-care kids and families to

the school/Grow and matriculate our pre-school kids/How pre-school program is perceived and valued/Improve the pre-school and playground (14 occurrences)

- School/Opportunity: 4-year old school recruitment (2 occurrences)
- **School/opportunity: After-school programs; upgrade to the daycare/Availability of childcare – offer more opportunities/Childcare (Early and regular), facilities, offerings/Daycare – grow this area/Dev. Kindergarten – grow it/Bringing in families that are pre 3 year olds/Early childhood center/childhood development opportunities/Transitioning families – From Pre-School and to kindergarten/Pre-school ages, developmental kindergarten as this feeds the school/this needs to be a part of the school/School has a developmental kindergarten/Special program for kids that are not age-ready for Kindergarten (33 occurrences)**
- School/Opportunity: Alumni feel disconnected after they graduate and become parents (1 occurrence)
- School/opportunity: Be more inclusive – Special needs meet the needs of all learners/Accept students with different needs/Serving families with special needs children/Special needs of school-age kids/Strong academics offerings – Assistance for those who need special assistance (13 occurrences)
- School/opportunity: Better recruitment of teachers/students (1 occurrence)
- School/opportunity: Collaborate more with sister parishes that do not have a school (Granger; St. Mary of Nac.) (4 occurrences)
- School/Opportunity: Consistent classroom management and culture (3 occurrences)
- School/opportunity: Dedicated teachers, staff, and congregation to the kids and place (10 occurrence)
- School/opportunity: Enhanced positive communications with parents/Ensure parents know the strengths of the school – Word of mouth (3 occurrences)
- School/opportunity: Ensure students are able to express their “true” selves and gifts/Family want faith to be a part of their daily lives, including kids’ education/Growth – School to aid in forming children and setting core values (14 occurrences)
- School/opportunity: Healing from past school administration (1 occurrence)
- School/opportunity: Help older parishioners see the benefit of contributing to Catholic education cause (2 occurrences)
- School/opportunity: Increase in Parish kids attending Holy Trinity school (3 occurrence)
- School/opportunity: Job shadowing opportunities for Middle School (2 occurrences)
- School/opportunity: Keep cost down and bring more players to the table to family/Parish (1 occurrence)
- School/opportunity: Keep relevant with competition, including public schools, and keep faith as part of the educational journey (4 occurrences)

- School/opportunity: Keeping the school open and standards high (2 occurrences)
- School/opportunity: Kids more actively serving in the community (2 occurrences)
- School/opportunity: Legacy enrollments (1 occurrence)
- School/opportunity: Less drama/increase acceptance (2 occurrences)
- School/opportunity: Make Middle School feel like it's the choice (1 occurrence)
- School/opportunity: Make middle schooling more faith-connected and emotionally supported during their formative years – supported by teachers, embraced by Parish, and encouraged by parents (2 occurrences)
- School/opportunity: Meets learning needs of students and families (1 occurrence)
- School/opportunity: Middle school mission/identity (4 occurrences)
- School/opportunity: Middle school plan for each year of what we will teach the kids (2 occurrences)
- School/opportunity: Modeling of teachers/adults all-faith on display (3 occurrence)
- School/opportunity: Non-Catholics need to continue to feel welcome here – Diverse individual (broadly)/Attendance number/attract a wider range/greater diversity - School (7 occurrences)
- School/opportunity: Not having strategies in place to make up for lack of money as we work to improve pay (2 occurrences)
- School/opportunity: Option for families – Educationally (5 occurrences)
- School/opportunity: Parishes surrounding Holy Trinity by 5 mile (2 occurrences)
- School/opportunity: Partner with other schools, Catholic and public/entities, in sharing resources (5 occurrences)
- School/Opportunity: Percent of staff dedicated to student support areas that we offer (1 occurrence)
- School/opportunity: Percentage of students who go on to college (1 occurrence)
- School/opportunity: Produce 21st century Christ-centered leaders (2 occurrences)
- School/opportunity: Program availability and offerings for students (2 occurrence)
- School/opportunity: Program focused on making free pre-school transitions to tuition easier (1 occurrence)
- School/opportunity: Providing a worthwhile/marketable product/providing continued education for teachers (3 occurrence)
- School/opportunity: Putting additional resources into curriculum (3 occurrences)
- School/opportunity: Recognize that some students start at a different place (1 occurrence)
- School/opportunity: See the new elderly facility as a ministry opportunity and connection to the school (2 occurrences)
- School/opportunity: Seniors return to the school (2 occurrences)

- School/opportunity: Size of the school – “Student/Teacher” ratio (3 occurrences)
- School/opportunity: Solid school teacher excellence (3 occurrences)
- School/opportunity: Strong leadership at school – Don’t let our nurturing/caring impact our need for discipline and correlation (1 occurrence)
- School/opportunity: Stronger connection to new parents (1 occurrence)
- School/opportunity: Successful in our/their faith walk/spiritual life (1 occurrence)
- School/opportunity: Supports greater English Learning offering/help students and parents in this area (3 occurrences)
- School/opportunity: Teach the students/next generation to become adults (2 occurrences)
- **School/opportunity: Technology in the classrooms/more integrated/monitor website hits/stay relevant/better use of social media/Use of technology – Chrome books in middle school/tablets/technology in the classroom (29 occurrences)**
- School/opportunity: Transition concerns with new school leadership(1 occurrence)
- School/opportunity: Transition to four-year kindergarten – Impacts long-term enrollment (1 occurrence)
- **School/opportunity: Tuition affordable/keep cost under control/don’t allow tuition increases to push families out (18 occurrences)**
- School/opportunity: Waiting list for school (2 occurrences)
- School/opportunity: Who we are able to bring in due to our ability to rally behind an idea/opportunity (Immaculate) (2 occurrences)
- School/opportunity: Work to ensure teachers are both identifying without labeling, and intervening to meet the special needs of students (2 occurrences)
- School/opportunity: Consistency – Here for full duration of education (2 occurrences)
- School/opportunity: Option for tuition assertions (Project Hope/Catholic tuition) (1 occurrence)
- School/Parish: Bad press as a result of choices of personnel (2 occurrences)
- School/positive: Clean cut – Got their stuff together/cleaning up inefficiency – Programs of service across a broad spectrum (5 occurrences)
- School/strength and opportunity: Education outcomes are still high – Teachers are being invested in (1 occurrence)
- **School/strength/opportunity: Educate our children, parents, and Parishioners in a Catholic environment; committed to developing the whole child/Give our families – Children a place to be taught the Catholic faith/Give our kids things that can’t get at other types of schools/ Gives our students/families a community/Have support for raising our children in a God-focused/-centered environment/what we teach at home gets reinforced at school/Catholic/faith-based education as an option (36 occurrences)**

- School/strength/opportunity: Employment option – Economic player (2 occurrences)
- School/strength/opportunity: Ensure teachers are well educated (2 occurrences)
- School/strength/opportunity: Ethics of technology – Starting at the later elementary years with greater parental involvement (2 occurrences)
- School/strength/opportunity: Retention of repeat customer (1 occurrence)
- School/strength/opportunity: School vouchers (1 occurrence)
- School/strength/opportunity: Seek ranking opportunity/Rankings/Academic offering/Academic standards/standing – School/Academic ranking/Strong academic standing (14 occurrences)
- School/strength/opportunity: Strong/quality leadership – School and faith (1 occurrence)
- School/strength/opportunity: Thriving school (2 occurrences)
- School/strength/opportunity: What we teach (1 occurrence)
- **School/strength/opportunity: Greater parent connections/involvement/Parent/Student satisfaction surveys/Parental interaction w/teachers caring, accessible; know our kids/Allow parents to push for certain outcomes/keep parents involved and informed/Faculty and family/Students know each other/Teacher/parent partnership/open communications, especially at the elementary level (20 occurrences)**
- School/strength/opportunity: Happy teachers (1 occurrence)
- **School/strength/threat/opportunity: Ensure that curriculum remains relevant (i.e. teach Spanish/English-based classes as a dual track)/Ensure the current Spanish program remains central to the Holy Trinity educational offerings/Clear educational game plan (Spanish/STEM) to support growth/Consistent Spanish teacher for at least two years/Educational option/core is in place and trusted; reputation of the school/dual Spanish class offering draws members to the Parish/Kids learn Spanish early in school/Middle School Spanish/Opportunities for our students to take Spanish – Yields other opportunities for them/Spanish as a core Middle School offering/Spanish program (due to teacher-turnover has threatened quality and stability)/Discontinuity in the Spanish program; Dissatisfaction with educational offering/delivery/administered/Not having a consistent Spanish teacher (39 occurrences)**
- **School/strength/weakness/opportunity: Recruit and retain quality teachers and administrators/Retain teachers and talent/Maintain two or more sections/Improve pay/Retained/Rooted employees – Who are committed to the faith/School needs to better support teachers (excluding subs) – Help find or have a pool that can be called upon/Staff retention/Quality, passionate, appreciated, invested in teachers and staff (pay is part of this equation) to improve retention – Think outside the box/Service of**

faculty and staff – Retention/Caliber of teachers and longevity of teachers – Smart and committed; dedicated to the kids/High teacher retention (+40 year)/Maintaining high quality teachers/Consistency of hiring of quality/committed staff, teachers, and admin/continuity of leadership/core stays in/Teacher longevity/Amazing teachers – They care/for each other/the families they serve/for the students/Strong core of teachers/Tenure of Faculty and staff/they are rooted in the fabric and mission of this place/legacies have been taught by many/faculty are innovative/Teacher/Staff longevity and effectiveness/they want to be here and they care/connect well with parents and students/they look out for our kids/Teachers/Attract and retain quality teachers/staff/School/teachers/opportunity, weakness, and threat: Competitive (salaries and benefits)/Invest in new teachers early to reward and inspire their passion – Even view this as professional development/Be open to new views even if we tried it before/Be forward thinking in the midst of the change/Ensure teachers remain an asset/priority to the school/Teacher/staff retention/turnover, especially in the area of Spanish/ensure their supported, happy, committed, and paid well (many have young families)/retention ensures continuity/Decrease faculty turnover/increase retention: (127 occurrences)

- School/strength/weakness/opportunity: Smaller in student size/Physical plant +/- (2 occurrences)
- **School/Strength/weakness/threat/opportunity: Blue Ribbon/old honor/Award-winning school (but this is an old accolade)/“Blue Ribbon”/Committed to our “Blue Ribbon” standards of excellence/credentials that surround this distraction/High standards for excellence, educationally – Blue Ribbon school; high test scores/Only Blue Ribbon school/Not adhering to “Blue Ribbon standards of excellence”/Resting on laurels of having been a “Blue Ribbon” school (27 occurrences)**
- School/strength: “Best they can” is the culture (1 occurrence)
- School/strength: “School is strong part of Parish reputation” (2 occurrences)
- School/strength: Ability to blend/connect faith and education (2 occurrences)
- School/strength: Academic rigor – Expectation – Learn (2)
- School/Strength: Academics (6 occurrences)
- School/strength: Accomplished – Reputation of excellence – School (2 occurrences)
- School/strength: Active PTO/Strong parent/PTO involvement, especially Gala auction (3 occurrences)
- School/strength: Advantage of proximity (1 occurrence)
- School/strength: Advocates came out of the Parish (1 occurrence)
- School/strength: Affirming (1 occurrence)
- School/strength: Allows me to extend my family’s values and faith connection (3 occurrences)

- School/Strength: Amount of availability offered through the school (2 occurrences)
- School/strength: Artist in residence (3 occurrences)
- School/strength: Atmosphere of trust in leadership – School “Changes to dress code and grading” can be issues-oriented (2 occurrences)
- School/strength: Challenging – Educationally (2 occurrences)
- School/Strength: Character of the school must remain Catholic (2 occurrences)
- School/strength: Children and families need a place that integrates that faith and learning (2 occurrences)
- School/strength: Class size (2 occurrences)
- School/strength: Close knit from the school perspective (2 occurrences)
- School/strength: Continuation of the school (1 occurrence)
- School/strength: Creates discipline (2 occurrences)
- School/strength: Culture of well-prepared academic and well-mannered students coming out of Holy Trinity (2 occurrences)
- **School/strength: Defined by student achievement/enrollment/involvement/faith/compassion/retention—students stay from K-8 grade/success/ACT and standardized test scores and academic prowess/student to teacher ratio/students attend weekly Mass/students involved in social justice activities and service/students are respectful, show good character, and perform well after they leave Holy Trinity/students reflect the Holy Trinity brand (37 occurrences)**
- School/strength: Des Moines Public School – Quality and safety issue make Catholic education attractive (1 occurrence)
- School/strength: Emphasis on other areas of gifts/talents besides sports (2 occurrences)
- School/strength: Excellence in education (1 occurrence)
- **School/strength: Faith walk with school and church (option)/important to families, teachers, and administrators, not just while you’re here, but throughout your life, development, and formation/great education based on test scores (32 occurrences)**
- School/strength: Faith-based option/Children would receive a high quality education and are active believers (3 occurrences)
- School/strength: Feeder school for Dowling – Full Catholic offering (1 occurrence)
- School/strength: God is in the classroom (6 occurrences)
- **School/strength: Good administration; Good communications on how our kids are doing; good education and good education option/good school/good teachers (22 occurrences)**
- School/strength: Help our kids be better people/supportive beginning foundation(2 occurrences)

- School/strength: Help to the public education system as it doesn't make the public system have to be responsible for educating all kids (2 occurrences)
- School/strength: Helping form the kids; Helps build solid, positive morals and values as you grow – Not a cutoff; constantly taught; Helps build the/a solid foundation – Intellectually, socially, and spiritually (8 occurrences)
- School/strength: Home sense of place, welcoming, grounded, rooted, home feeling (2 occurrence)
- School/strength: Important element of our Parish (1 occurrence)
- School/strength: Invested teachers – Care about their students/families (2 occurrences)
- School/strength: Involvement of parents (1 occurrence)
- School/strength: K-8 school (4 occurrences)
- School/strength: Keep music/art a priority (2 occurrences)
- School/strength: Key to the development of our children's values/kids-friendly home in our Parish/Pre-8 in the same building/good kids (6 occurrence)
- School/strength: Kids reflect the teachings in social settings (1 occurrence)
- School/strength: Kingdom-building responsibility (1 occurrence)
- **School/strength: Lunch menu/food/Good hot lunches/School lunch – Menu, offerings (variety) (18 occurrences)**
- School/strength: Mid-size classes in numbers (6 occurrences)
- School/strength: Neighborhood school that's private (1 occurrence)
- School/strength: Opportunities available – Student (1 occurrence)
- School/strength: Overall, good curriculum (1 occurrence)
- School/Strength: Parents are engaged through class request; parents know it (1 occurrence)
- School/strength: People, community (2 occurrences)
- School/strength: Perception of excellence – Do things better – Identity (5 occurrences)
- School/strength: Place so kids can learn faith and see good examples (2 occurrences)
- **School/strength: Prayer in classroom/prayerful before our kids (37 occurrences)**
- School/strength: Pre-K through 8 offering – Done by the school/Musical (2 occurrences)
- School/strength: Pre-school – 8th grade offered (7 occurrences)
- School/strength: Pre-school Administration's credentials (2 occurrences)
- School/strength: Proficiency scores at 90% (1 occurrence)
- School/strength: Protective and safe environment where kids are known, can be seen by teachers, can't hide (1 occurrence)
- School/strength: Provides an educational option (1 occurrence)

- School/strength: Public school option is not our choice as we want more for our children than intellectual growth supported by discipline, character building, moral acceptance (4 occurrences)
- School/strength: Quality – Education (6 occurrences)
- School/strength: Quality leadership – Administration (1 occurrence)
- School/strength: Quality of school programming (2 occurrences)
- School/strength: Quality of the investments made in students (1 occurrence)
- School/strength: Readiness of our kids for high school/solid core and foundation built from active parish for parishioners (2 occurrences)
- School/strength: Religious-based education (2 occurrences)
- School/strength: Reputation/service (2 occurrence)
- School/strength: Revamp our learning – We can do it easier than public schools (1 occurrence)
- School/strength: Rigor is offered (1 occurrence)
- **School/strength: Safe for children, teachers, staff, priest, learning, practice one's religion, no blurred lines regarding faith and academics; quality; values-based education; o.k. for those outside of Beaverdale to bring their kids; Christ is the unseen presence (43 occurrences)**
- School/strength: School Classroom size/movement (3 occurrences)
- School/strength: School in Beaverdale, connected to our Parish, integrated in our Parish (6 occurrences)
- School/strength: School makes the Parish strong (2 occurrences)
- School/strength: School Mass (2 occurrences)
- School/strength: School that cultivates moral leaders – Go-Getters (driven) (3 occurrences)
- School/strength: School/families connection – Families (2 occurrences)
- School/strength: School's quality/reputation of excellence (5 occurrences)
- School/strength: Secure – Kids and families want to be here (2 occurrences)
- School/strength: Solid education – Solid foundation (1 occurrence)
- School/strength: Sound doctrine not compromised in the educational offering (2 occurrences)
- School/strength: Strengths outweigh weaknesses (2 occurrences)
- School/strength: Strong faith-based academics – Seasoned teachers w/ training and observation (4 occurrences)
- **School/strength: Strong school – Strong retention rates of teachers/Academically and high morals from student/adequate financial support/strong enrollments/strong**

parental support/qualified and well-paid teachers who are great examples of the faith/strong evaluations and accountability (18 occurrences)

- School/strength: Student = Focused (2 occurrences)
- School/strength: Talk about God in the school (1 occurrence)
- School/strength: Teacher – Quality, quality instruction (1 occurrence)
- School/strength: Teacher involvement (1 occurrence)
- School/strength: Teaches our kids how to be “moral” adults (1 occurrence)
- School/strength: Teaching – Parent (2 occurrence)
- School/strength: Teaching – School – Learning (4 occurrences)
- School/strength: Test scores, graduation rates, playing out as faith-filled adults (8 occurrences)
- School/strength: The school (2 occurrences)
- School/strength: The students assessment of the place is positive – Joy is seen and heard (3 occurrences)
- School/strength: The teachers – Caring – Feedback – Direct but engaging (5 occurrences)
- School/strength: To be educated (2 occurrences)
- School/strength: Uniforms – Keep it strong/enforced/lessen distraction (2 occurrence)
- School/strength: Values-based curriculum and environment for education and personal/growth spiritually (8 occurrences)
- School/strength: Very diverse – Ethnic (2 occurrences)
- School/strength: Ways our parents and teachers are involved with the school (2 occurrences)
- School/strength: We can pray openly in our classes/school (1 occurrence)
- School/student/strength: High expectation – character, education, participation, quality, and excellence of students (9 occurrences)
- School/threat/opportunity: Administration of the school/principal situation/turnover/roadblocks to information (5 occurrences)
- School/threat/opportunity: Avoid the “Island mentality” (2 occurrences)
- School/threat/opportunity: Public/private relationship of school/non-school families (2 occurrences)
- School/threat/opportunity: Retirements bulge that has resulted in the loss of good teachers and retaining teachers (4 occurrences)
- **School/threat/opportunity: Teachers’ salaries/pay needs to be equitable (31 occurrences)**
- **School/threat: Competition—building of another Catholic church or other denominations with a school in the area or another thriving community(ies) (i.e.**

Church of Hope); public school offerings/Declining enrollment/Lack of students – Enrollment/Competition of other Catholic school, as well as public schools/Increased competition from private and public schools/Public schools/Other Catholic schools competition (53 occurrences)

- School/threat: Complacency (8 occurrences)
- School/Threat: Consolidation due to enrollment (3 occurrences)
- School/threat: Continual decline of the local H.S. (1 occurrence)
- School/threat: Inability to meet the needs of our students (4 occurrences)
- School/threat: Lack of engaged teachers (2 occurrences)
- School/threat: Lack of parental involvement (2 occurrences)
- School/threat: Lack of substitutes (2 occurrences)
- School/threat: Losing good teachers and staff (4 occurrences)
- School/threat: Low graduation rates (1 occurrence)
- School/threat: Minimum enrollment number/Loss of enrollment (3 occurrences)
- School/threat: Newer schools (2 occurrences)
- School/threat: Pay (Retirement) (1 occurrence)
- School/threat: Peer and surrounding schools rankings, enrollment, reviews, data, etc. (2 occurrences)
- School/threat: School – Growth, numbers based on space (2 occurrences)
- School/threat: School enrollment (9 occurrences)
- School/threat: School may be perceived as “wagging” the Parish (2 occurrences)
- School/threat: Sense of entitlement – Parents and students play the system/groups against each other – PTO (6 occurrences)
- School/threat: Staff/faculty turnover/seek greater staff retention/retirees (16 occurrences)
- School/threat: Suburbs driving younger families away (1 occurrence)
- School/threat: Teachers turned away because of latest issues facing the school and its reputation (2 occurrences)
- School/threat: Weakening of school – Enrollment, cost, teacher retention (1 occurrence)
- School/tuition/weakness/threat: Cost of education, including Dowling/some bypass Holy Trinity School to afford Dowling Catholic (4 occurrences)
- School/volunteers/opportunities: Greater parental involvement/opportunities for it in the classroom (2 occurrences)
- School/volunteers/opportunity: Get additional parents involved (1 occurrence)
- School/Volunteers/strength: Demographics – Parent participation (1 occurrence)
- School/weakness/opportunity: Access to retired priests (4 occurrences)

- School/Weakness/opportunity: Accommodating different learning styles (2 occurrences)
- School/weakness/opportunity: Advanced options not offered or as plentiful (2 occurrences)
- School/weakness/opportunity: Assistance w/special needs kids/School/weakness/opportunity: Hard to serve kids w/ special needs – Space programs (2 occurrence)
- School/weakness/opportunity: Improve employee salaries and employ teachers who have a vested interest in the whole student and their families and not just their education – Still need to be quality teachers (4 occurrences)
- School/weakness/opportunity: Involving all parents as volunteers (2 occurrences)
- School/weakness/opportunity: Lacking advanced class options – Partnerships (1 occurrence)
- School/weakness/opportunity: Size of school and church endowment (1 occurrence)
- School/weakness/opportunity: Some teachers – 6th, 7th, and 8th –need to go (1 occurrence)
- School/weakness/opportunity: Sought teacher assessment (1 occurrence)
- School/weakness/opportunity: Standardized testing as the only measure of student proficiency (2 occurrences)
- School/weakness/opportunity: Teachers – new teacher mentoring can/needs to be improved (2 occurrences)
- School/weakness/threat/opportunity: School Parishioners/Families vs. Non-School Parishioners/families (2 occurrences)
- School/weakness/threat: Issues with bullying (2 occurrences)
- School/weakness/threat: Meet 80% of public school salary, employee (2 occurrences)
- School/weakness/threat: Principal situation (3 occurrences)
- School/weakness: Aim toward the best test scores (1 occurrence)
- School/weakness: Bullying/acceptance of gossip and personal criticisms (6 occurrences)
- School/weakness: Can't provide certain resources/services (1 occurrence)
- School/weakness: Catholic identity of school education vs. formation/not open (2 occurrences)
- School/weakness: Discontent among the leadership, employees, parents, Parishioners, etc. (3 occurrences)
- School/weakness: Doesn't always use the best practices from educational research (2 occurrences)
- School/weakness: Inconsistency to follow through relative to classroom management (1 occurrence)

- School/weakness: Lack of male teachers and role models in the school (3 occurrences)
- School/weakness: Lack of/low diversity – Religion (2 occurrences)
- School/weakness: Made personnel changes earlier (1 occurrence)
- School/weakness: Teacher accomplishments – Striving for rankings (1 occurrence)
- School/weakness: The role of the school in this Parish – A big piece of it; non-school parents/kids, etc. may suffer (3 occurrences)
- School/weakness: Scandal and its impact on reputation (5 occurrences)

TOWN AND PARISH (426 OCCURRENCES)

- **Town and Parish/opportunity: Deepen Holy Trinity’s footprint, involvement, and place in the greater Beaverdale footprint/Better serve the community/Being good neighbors/Be a bigger voice/leader in community issues/Serves as a local anchor to the community; anchored due to history/Serving the community/Provide service to the greater community/Staying a key player in the community not just on a religious island/Connection to the neighborhood must remain strong/Strong relationship with Beaverdale/A solid player in the community; an essential part of the Beaverdale fabric/Adds to the quality of life of the Beaverdale community/Dynamic community player, economic contributor to quality of life, vibrant/Extension of Beaverdale/Financial contributor/Part of economic engine/Founded (Rooted) – 1920 – before Beaverdale became what it has spinoff; can’t see Beaverdale without it/Holy Trinity is in and is the heart of Beaverdale/gathering space for the community/hub for the neighborhood/Important service to and part of the community – “Quality of life”/Neighborhood – Like a business – Part of the Beaverdale economic vitality/quality of life/Parish is a true leader/influencer in the community and its character and identity/Part of the quality of life and economic vitality of Beaverdale/serve as an anchor/sense of a small town with necessary amenities/Remains a relevant part of the Beaverdale definition of quality of life/Rooted in the community (i.e., Fallfest, Holiday Boutique, and attendees/The community we exist in and our parish’s location within it/The dynamics of this place (Beaverdale) wouldn’t be the same without Holy Trinity/Heart of Beaverdale/Help Beaverdale remain viable/Support businesses – Economic development/Pride in Beaverdale and neighboring areas/Entity is involved in Beaverdale/Continue to build and support the sense of community; Continuing player in the quality of life of Beaverdale/Anchor/Anchored – Community within a community/ Essential part/piece of Beaverdale/for the neighborhood/ helped establish/flavor Beaverdale/Community – Big part of the community; size of Parish area is a plus; serves the community; partners; volunteers; people in Parish and community get along; tight knit/Fun as a true partner with the community (169 occurrences)**

- Town and Parish/opportunity: Increase bridge building tools – Parish and Community (2 occurrences)
- Town and Parish/opportunity: Increase partnership with Businesses/More business involvement/Partners with the businesses in the community/Partnerships with other businesses/Think of ourselves as a business/Greater involvement with our neighborhood businesses (11 occurrences)
- Town and Parish/opportunity: Shared goals to enhance community (2 occurrences)
- Town and Parish/opportunity: Strive to be reconciled to one another; seek to be one in Christ (5 occurrences)
- **Town and Parish/relationship/strength: Holy Trinity and the Beavertdale community share the same identity, traditions/Role Holy Trinity plays in today's Beavertdale Fall Festival involvement of kids/Parish is a key player and must remain a key participant/The way in which Holy Trinity is involved in the community/History/chronology/legacy/anchored role in the community/holds Beavertdale together/Involved in outreach activities (i.e., Fallfest) (41 occurrences)**
- Town and Parish/strength/opportunity: Small but mighty community, class sizes, etc. (6 occurrences)
- Town and Parish/strength/opportunity: The future health and quality of life of the church and the community (2 occurrences)
- **Town and Parish/strength/opportunity: Vibrancy of the surrounding community and Parish/lots of energy/develop a mission around our efforts/Joy, even in bad times/A lot of things happening/alive/Traditions (i.e., Auction, gala, alive through its people, offerings and people) (22 occurrences)**
- **Town and Parish/Strength: Community living – Walk to Parish/Conveniently located, binds us together/Imbedded in the neighborhood; middle of the neighborhood; walking distance to Parish/Neighborhood Parish – Personable; walkable/Location, neighborhood/Walk to Parish/homes distance from the Parish (36 occurrences)**
- Town and Parish/strength: Helps define the Beavertdale community and presents Catholicism and Catholics to the community/Gives the residents of Beavertdale a Catholic option/Creates and uplifts the Catholic faith and identity in the community (6 occurrences)
- Town and Parish/strength: Integrated with the neighborhood/Interwoven into the Beavertdale community/Neighborhood-centered community; events are integrated between church and town; Neighborhood-outreach to the community and the broader Beavertdale community, Parish is in the heart of the town (14 occurrences)
- Town and Parish/strength: Maintain and enhance our Beavertdale connection and adjacent connections (6 occurrences)

- Town and Parish/Strength: Parishioners active, as leaders in the community (4 occurrences)
- Town and Parish/strength: Quality of life would be different (3 occurrences)
- Town and Parish/strength: Represents a microcosm of the greater community (2 occurrences)
- Town and Parish/strength: School aides in bringing families to the Beavertdale community – Adds to the community’s quality of life (3 occurrences)
- Town and Parish/strength: Serve as an anchor (2 occurrences)
- Town and Parish/strength: Something else could be on this land, but we are here and its good for Beavertdale (2 occurrences)
- Town and Parish/strength: Still viewed as a community player/leader (1 occurrence)
- Town and Parish/strength: Strong Beavertdale reputation, vitality, attractiveness, etc. (2 occurrences)
- Town and Parish/strength: Strong community – Connect with others, gather, meet people, things to do and serve (8 occurrences)
- Town and Parish/Strength: Teamwork, cooperation, growth (1 occurrence)
- Town and Parish/strength: The town/Parish relationship a vital part of the community (2 occurrences)
- Town and Parish/strength: What it brings to the neighborhood (4 occurrences)
- Town and Parish/threat: Losing our Beavertdale connectedness – Relevancy/Not doing enough in the city (4 occurrences)
- Town and Parish: Church is intricately involved in Beavertdale (2 occurrences)
- **Town and Parish: Community partner and corporate sponsorships; community/Parish are symbiotic of each other; special community within a large metro area; good neighbor; community oriented (25 occurrences)**
- Town and Parish: No distinct lines between community and Parish/So tied together that one has to operate with the conscience and awareness of the others calendar (3 occurrences)
- Town and Parish: The solid connections this Parish creates, sustains, and embraces with the business, service, political, and broader communities (2 occurrences)
- Town/opportunity: Demographics of the area is landlocked/young families/house size/Growth of Beavertdale while being landlocked – Mainly attracting new, young family (8 occurrences)
- Town/strength: Good place to live and worship for one’s quality of life (1 occurrence)
- Town/strength: Magnet (2 occurrences)
- Town/strength: Small-town feeling in a big city – Walking is safe (8 occurrences)
- Town/threat: Lack of housing and type/diversity options (4 occurrences)

- Town/threat: Slowly changing demographics of the neighborhood/Neighborhood decline (3 occurrences)
- Town/weakness/opportunity: Perception of Beaverdale’s image as a white, wealthy enclave (3 occurrences)

TRADITIONS (62 OCCURRENCES)

- Traditions/opportunity: Continuation of old traditions (1 occurrence)
- Traditions/opportunity: Establishment of new traditions (1 occurrence)
- Traditions/opportunity: Transcend some of the past of love and community/can be an obstacle/we must be open to change (4 occurrences)
- **Traditions/strength – Events/Programs; servant leaders; Fall Festival; solid events; involves and connects families to the Parish, neighborhood; good community outreach; ministerial, involves kids (39 occurrences)**
- Traditions/strength/opportunity/threat: continue to be event sponsors (Holiday boutique, etc.)/be more about ministry than event traditions/ensure events are not just about money but also about building and extending community (6 occurrences)
- Traditions/Strength: Catholic presence – Represent the church/faith in the community; to Evangelize; be a Catholic face – Yard sale, Fall Festival (3 occurrences)
- Traditions/strength: Faith – Tradition still has a place, yet we are progressive and don’t abandon simply because we can; Faith is lived out, celebrated, integrated into our being and living in and around Beaverdale through our traditions/Don’t rest on our laurels – Technology, Blue Ribbon designation, etc. (6 occurrences)
- Traditions/strength: Past of being Liberal/Progressive (2 occurrences)

VISION (2 OCCURRENCES)

- Vision/Threat: A plan – Not having one (2 occurrences)

VISIONING PROCESS (2 OCCURRENCES)

- Visioning Process/threat/opportunity: The visioning process causes confusion/division (2 occurrences)

VOLUNTEERS (349 OCCURRENCES)

- Volunteers/opportunities: Do more talent surveys (2 occurrences)
- Volunteers/opportunities: Provide new opportunities to engage and increase ownership/Parish (Building, grounds, and Mass) – How do we make it easier for people to see themselves taking a role/Varieties of ways/opportunities/events parishioners can be involved (7 occurrences)

- Volunteers/opportunity: Appreciate our volunteers/Celebrate our volunteers/Strong volunteer core – Celebrate them and their work ethic (7 occurrences)
- Volunteers/opportunity: Be open to new volunteers/Better engagement of the time and talent of younger families/Open – To all interested in volunteering, etc. (5 occurrence)
- Volunteers/opportunity: Encourage each parishioner to provide a minimum amount of volunteer time into the Parish (3 occurrences)
- Volunteers/opportunity: Grow our volunteer base for the church not just the school (3 occurrences)
- Volunteers/opportunity: Increase the number of volunteers/Expanded volunteer core – Invite others into the circle (4 occurrences)
- **Volunteers/opportunity: Increase the percentage of volunteers dedicated to volunteering in the school (parents, Parishioners, alumni, community, businesses, retirees, etc.) (23 occurrences)**
- Volunteers/opportunity: Level of involved Parishioners (10 occurrences)
- Volunteers/opportunity: Log service hours/set a floor for volunteer engagement (3 occurrence)
- Volunteers/opportunity: More hands are needed on the plow. Holy Trinity has a calling on it (1 occurrence)
- Volunteers/opportunity: More involved parishioners a volunteers/Increase and maintain/More volunteers (6 occurrences)
- Volunteers/opportunity: New, stronger volunteer core (2 occurrences)
- Volunteers/opportunity: Percentage of volunteers (1 occurrence)
- Volunteers/opportunity: Recognize that people are busy – but help them sort through the noise (2 occurrences)
- Volunteers/opportunity: Determine additional ways to involve Parishioners who don't have kids in the school (1 occurrence)
- Volunteers/strength/opportunity: Greater opportunities to be involved (5 occurrences)
- **Volunteers/strength/weakness/opportunity/threat: Active Parishioners; need more volunteer awareness; avoid and be mindful of volunteer burnout due to a strong volunteer core; this core is not growing—growth is a must; Volunteer engagement is at an all-time high, especially in the areas of mission and evangelism; better volunteer management makes people feel a part of something larger; seek greater volunteer opportunities in the community: Community boards – New and existing – continue to enhance and encourage; do more volunteer pre-assignments and provide incentives; more and greater recognition; more opportunities and greater accountability; Ask and involve our younger families and Parishioners more in the life of the Parish/seek**

broad participants from all groups of Parishioners; most committees that are seated have no power or authority – Top-down or internally directed and some that have too much power (see this as a management issue); strong, active volunteer core/school and family; channel energy to engage more volunteers; etc./Volunteers/Strength: A core of seasoned/dependable volunteers/Core of volunteers/Healthy volunteer core and plan/Key folks that do a lot/the core/faithful/expand this core group/Medium armies of volunteers (church and school) are doing most of the doing – People need to be asked/Not enough volunteers/Lack of volunteers/Great group of core volunteers – Need more volunteers/utilize survey information (84 occurrences)

- **Volunteers/strength/weakness/threat/opportunity: Number and variety of volunteers and opportunities to volunteer; number of active families under the age of 35; number of active families/Parishioners; amount of time they give; Number of politicians/public faces active in the Parish/Younger volunteers/Fewer younger volunteers – especially women who are now working outside the home/Participation – Volunteers/Church and school/young people/key volunteers (137 occurrences)**
- Volunteers/strength: Easy onboarding of new volunteers into solid volunteer offerings (2 occurrences)
- Volunteers/strength: Greeters ministry (outreach, in-reach, welcoming) (2 occurrences)
- Volunteers/strength: Help our parishioners see and understand the value of why a community needs faith-based leaders – “Be an agent of good”, “Role model” (2 occurrences)
- Volunteers/strength: Helpers – Volunteers (3 occurrences)
- Volunteers/strength: Impact of gifts and focused areas of support (1 occurrence)
- Volunteers/strength: Open – To all, volunteers, etc. (1 occurrence)
- Volunteers/strength: Opportunities available for service – Parish (6 occurrences)
- Volunteers/strength: Unbelievable volunteers (1 occurrence)
- Volunteers/strength: Variety of volunteers (1 occurrence)
- Volunteers/weakness/opportunity: Perception that we are not willing to let others into our circles of service (3 occurrences)
- **Volunteers/weakness/threat/opportunity: Intentional transition plans for volunteers/Transition plan or healthy plan for volunteers and within traditions/Volunteer regeneration – Active families/due to death, some families and individuals are burned out/aging/Step up before transitions – Volunteer leaders/Regeneration of volunteers/Decline and no plan in place for growing volunteer base/Correct volunteer burnout (21 occurrence)**

WORDS THAT DESCRIBE HOLY TRINITY (948 OCCURRENCES)

- Words that describe Holy Trinity/strength/weakness: Edginess (2 occurrences)
- **Words that describe Holy Trinity/strength: A+ School; attached to the Parish; academic prowess; commitment to integrating technology in learning (i.e., Chrome Books)/Academic progress – high test scores and college acceptance rates/quality school/“Great school – academic”/Place to get an education (50 occurrences)**
- Words that describe Holy Trinity/strength: Cross-section of the community is fully represented (3 occurrences)
- Words that describe Holy Trinity/strength: Culture of longevity (2 occurrences)
- Words that describe Holy Trinity/strength: Ecumenical (2 occurrences)
- Words that describe Holy Trinity/Strength: Engaging, energetic place, energy, energetic high school students (8 occurrences)
- Words that describe Holy Trinity/strength: Fun-loving (1 occurrence)
- Words that describe Holy Trinity/strength: Generous with time, talent, treasure/genuine/non-judgmental (13 occurrences)
- Words that describe Holy Trinity/strength: Helpful (2 occurrences)
- Words that describe Holy Trinity/strength: Hospitality (9 occurrences)
- **Words that describe Holy Trinity/strength: Inclusive (i.e. age, disabilities, economics, race, (24 occurrences)**
- Words that describe Holy Trinity/strength: Its Catholicity/Jesus-focused (6 occurrences)
- **Words that describe Holy Trinity/strength: Neighborly; sense of place by choice; people are from around the neighborhood/Fills a sense of belonging/Friendliness/friendly/neighborly to each other/top-down/to strangers/Home, homey, not modern or fancy, sense of place, solace, familiar, welcoming; home base, grounded, rooted, home-town feel, humble, not intimidating/Sense of belonging/Acceptance – Friendly/Casual/Homey/Friendly/Relaxed (79 occurrences)**
- **Words that describe Holy Trinity/strength: Openness/Open-minded/Loving/Accepting/Progressive/Not dictated by outside forces/Black and White Catholicism teaching exist, but love, Christ’s love is guiding us/Christ-like/Open to and nurturing of new ideas opportunities, and strategies, especially from new Parishioners/accepting, but requires effort/open to all voices (35 occurrences)**
- Words that describe Holy Trinity/strength: Optimistic (1 occurrence)
- Words that describe Holy Trinity/strength: Retro vibe – Liturgy; Liberal; Social Justice (2 occurrences)
- Words that describe Holy Trinity/strength: Satisfaction survey reveals ownership, sense of place (2 occurrences)

- **Words that describe Holy Trinity/strength: Warm and welcoming (33 occurrences)**
- Words that describe Holy Trinity/strength: Zeal (1 occurrence)
- Words that describe Holy Trinity/strength: Community, Kindness (1 occurrence)
- Words that describe Holy Trinity/strength: Gathering place to worship and play (12 occurrences)
- Words that describe Holy Trinity/strength: Geographically diverse and located in a small town abutting a metro (4 occurrences)
- **Words that describe Holy Trinity/strength: Place of faith; God’s leadership; place to build strong core for Life/life-long faith education; worshipping place; faith formation; place to pray (19 occurrences)**
- **Words that describe Holy Trinity/volunteers/Parishioners: Active (16 occurrences)**
- Words that describe Holy Trinity/weakness: Insulated (1 occurrence)
- Words that describe Holy Trinity: True “neighborhood” school/feeling (1 occurrence)
- Words that describe Holy Trinity: “Beaverdale” – Sense of community (1 occurrence)
- Words that describe Holy Trinity: “Commit to mercy” – Even seen and expressed by visitors/others (1 occurrence)
- Words that describe Holy Trinity: “It’s about us” mentality (1 occurrence)
- **Words that describe Holy Trinity: “Lack of judgment”/Acceptance “Come as you are”/sense of place, welcome, acceptance, openness, small town atmosphere/small-town church in a vibrant community/a commitment to service—internally and externally/church with a strong pre-school and neighborhood school (19 occurrences)**
- Words that describe Holy Trinity: Acceptance – cares about spiritual growth (1 occurrence)
- **Words that describe Holy Trinity: Acceptance/Acceptance without question/Accepting – If ones desires to affiliate/Accepting – Welcoming of and to all/Accepting (25 occurrences)**
- Words that describe Holy Trinity: Anti-Catholic sentiment and what it means to be a catholic school teacher/Anti-faith/religion sentiment (6 occurrences)
- Words that describe Holy Trinity: Arrogance (3 occurrences)
- **Words that describe Holy Trinity: Beaverdale/middle socio-economic class/character/community’s moral partner to support the health of the community/involved/church-town relationship/city within a city (21 occurrences)**
- Words that describe Holy Trinity: Belonging – “Sense of”/Caring community; church (2 occurrences)
- Words that describe Holy Trinity: Best funeral services (2 occurrences)
- Words that describe Holy Trinity: Calming – Church (2 occurrences)
- **Words that describe Holy Trinity: Caring (18 occurrences)**

- Words that describe Holy Trinity: Caring teachers, staff, and administration (2 occurrences)
- Words that describe Holy Trinity: Caring/compassionate pastor (2 occurrences)
- **Words that describe Holy Trinity: Catholic (23 occurrences)**
- Words that describe Holy Trinity: Christ-like/faith-filled/Christ-centered place (14 occurrences)
- Words that describe Holy Trinity: Church (9 occurrences)
- Words that describe Holy Trinity: Comfortable (2 occurrences)
- **Words that describe Holy Trinity: Community; welcoming; a sense of place; A part of something bigger than ourselves, Father Michael makes us feel a part, small group or Parish/church as a whole; Closeness and openness of people to be in and form relationships; friendly; feels like family; helpful (Greater experience); provides identity; friendships; people get along (68 occurrences)**
- Words that describe Holy Trinity: Different and unique; Differentiate in delivery of spiritual instruction; Different in how we discipline, convey and practice expectations, dress (8 occurrences)
- Words that describe Holy Trinity: Families/legacies members, school participants, volunteers, residents (9 occurrences)
- Words that describe Holy Trinity: Family – Accepted, loving (2 occurrences)
- Words that describe Holy Trinity: Family-centered – Comes up in conversation – Involved/Family-friendly/oriented (12 occurrences)
- Words that describe Holy Trinity: Father Michael (1 occurrence)
- Words that describe Holy Trinity: Feeling of inclusion and welcome; excitement (1 occurrence)
- **Words that describe Holy Trinity: Fun activities, auction. parade, boutique, kid things, Fall Festival, Meet the Teacher Night, community events, school things, see and interact with others, not stuffy, fun community even though we are Catholic(45 occurrences)**
- Words that describe Holy Trinity: Homogeneous – Mostly white (2 occurrences)
- Words that describe Holy Trinity: Inspirational – Father Michael’s sermons are an examples (2 occurrences)
- **Words that describe Holy Trinity: Intergenerational (gap of ages exist in the middle/lots of legacies/leads to work/life balance demands and work styles) (34 occurrences)**
- Words that describe Holy Trinity: Kindness/diverse/faith family/people care/Vibrant (6 occurrences)

- **Words that describe Holy Trinity: Liberal (large camp of Holy Trinity Parishioners) Lighter side of orthodox in its delivery of Catholicism/open-minded /politically/ Catholic and support other perspectives loosely that differ from strict doctrine of the Catholic faith/Highly political community/Infusion of national politics into our community of faith/Democratic – general political persuasion/general demographic/liberal leaning Parishioners/Progressive – Acceptance, tolerance, openness, inclusive, love not against scripture/Catholic teachings/changes have allowed the Parish to evolve/liberal/liberal bent when it comes to taking care of others/open to taking risk (61 occurrences)**
- **Words that describe Holy Trinity: Love of and for kids/Love abounds/experienced/forgiving/caring (21 occurrences)**
- Words that describe Holy Trinity: Middle Class and higher (6 occurrences)
- Words that describe Holy Trinity: Positive/Careful/Cautious, Caring (+/-) (2 occurrences)
- Words that describe Holy Trinity: Pride in the church, neighborhood, and school (15 occurrences)
- Words that describe Holy Trinity: Regular folks in a regular place (2 occurrences)
- Words that describe Holy Trinity: Social justice interests (8 occurrences)
- Words that describe Holy Trinity: Spirit that flows through reflects a sense of place, pride, worship, compassion, and trust (7 occurrences)
- **Words that describe Holy Trinity: Supportive – Needs will be met; open to sharing and caring/supportive of each other, across age groups, the community, all children, the school, families (village concept exist when in time of need and growth) (23 occurrences)**
- Words that describe Holy Trinity: Tolerant (3 occurrences)
- Words that describe Holy Trinity: Unified spirit (6 occurrences)
- **Words that describe Holy Trinity: Welcoming and inclusive – From the beginning, one is exposed to how compassionate, caring, accepting, and genuine/hands out at Mass, smiles, open to wanting you to be active regardless of life stage, sense of place, friendly, things to do, welcoming to newcomers/new attendees, millennials, strangers (31 occurrences)**
- **Words that describe Holy Trinity: Joy is abundant – Visible (16 occurrences)**
- Words that describe Holy Trinity: Upper-middle class Parishioners (2 occurrences)
- **Words that describes Holy Trinity/strength: Diverse – defined by age, families, Mother/Father, race, intergenerational, socio-economic, activities that attract and engage; student population (41 occurrences)**
- Words that describes Holy Trinity/strength: Doers (1 occurrence)
- Words that describes Holy Trinity/strength: Enthusiasm (1 occurrence)

- Words that describes Holy Trinity/strength: Established/Familiar/Part of the Beaverville community (3 occurrences)
- Words that Describes Holy Trinity/strength: Faith family (1 occurrence)
- Words that describes Holy Trinity/strength: Hip (2 occurrences)
- Words that describes Holy Trinity: Authentic (3 occurrences)
- Words that describes Holy Trinity: Avenue that is a place we can go to ask questions that inform our faith, gather with others – like-minded search for truth, goodness (faith-based support system) (2 occurrences)
- **Words that describes Holy Trinity: Compassion (17 occurrences)**
- **Words that describes Holy Trinity: Sense of community (i.e., caring, compassionate, loving, warm, smiling, energetic, etc.) (36 occurrences)**

Final notes from the Leadership Team regard follow ups:

- **In the last 10 years how many students went to Dowling?**
- **how many of our HT students went to a 4 year college? military service? Ivy League Schools? Seminary? other?**