



HOLY FAMILY CATHOLIC SCHOOLS

ELEMENTARY FACILITY PROPOSALS

September 12, 2019

AGENDA



- Prayer
- Overview of Finances
- Overview of Facilities
- Elementary Background
- Elementary Proposals
- Feedback

OPENING PRAYER



Heavenly Father, we come to you for your guidance, wisdom, and support. Help us to engage in meaningful discussion; allow us to nurture the bonds of community. Fill us with your grace, Lord God, as we discuss the future of Holy Family Catholic Schools. Continue to remind us that all we do, all we accomplish, is for the pursuit of truth and the greater glory of You. We ask these things in your name, Amen.



What must we do today to ensure that
Catholic education is around for
generations to come?

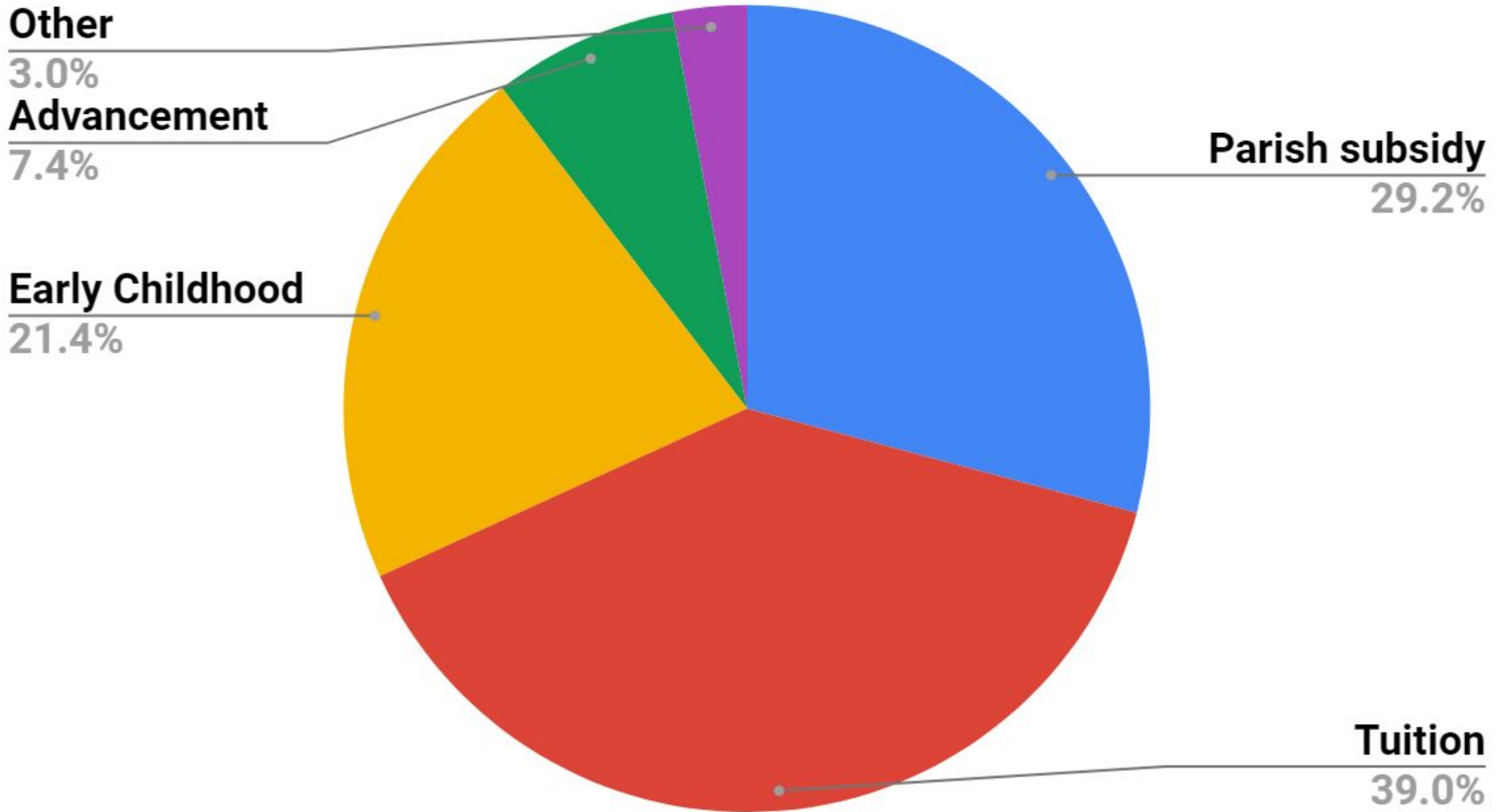


FINANCES

HOW DO WE FUND CATHOLIC EDUCATION?



Revenue by Source



ALLOCATION OF RESOURCES



Expenses

Depreciation

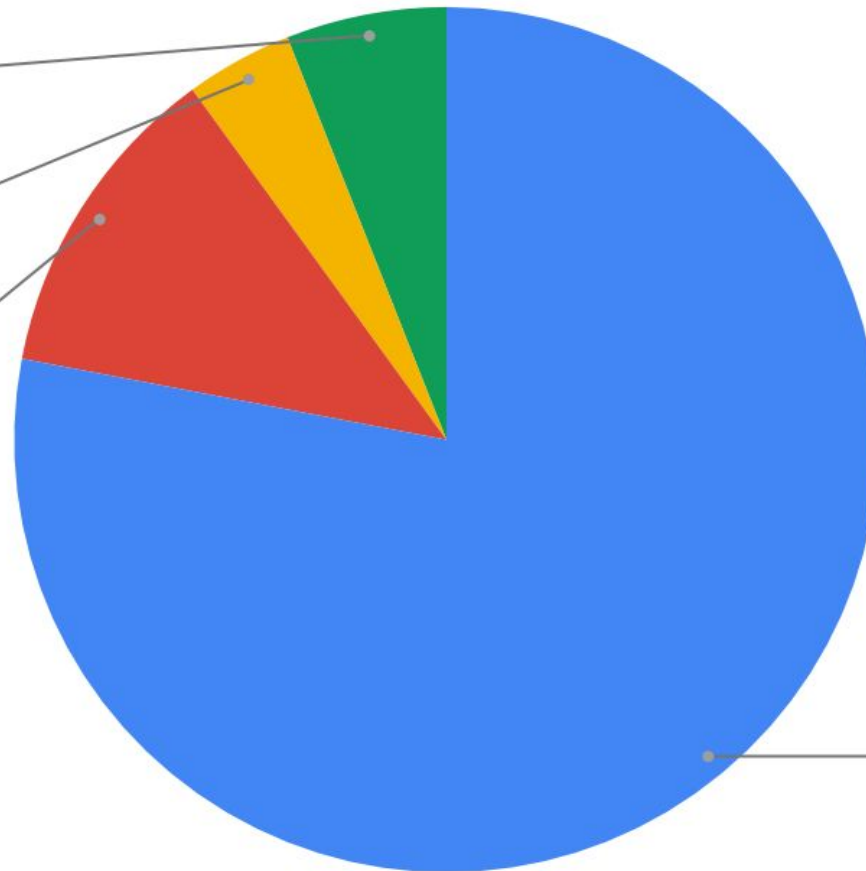
6.0%

Utilities

4.0%

Supplies

12.0%



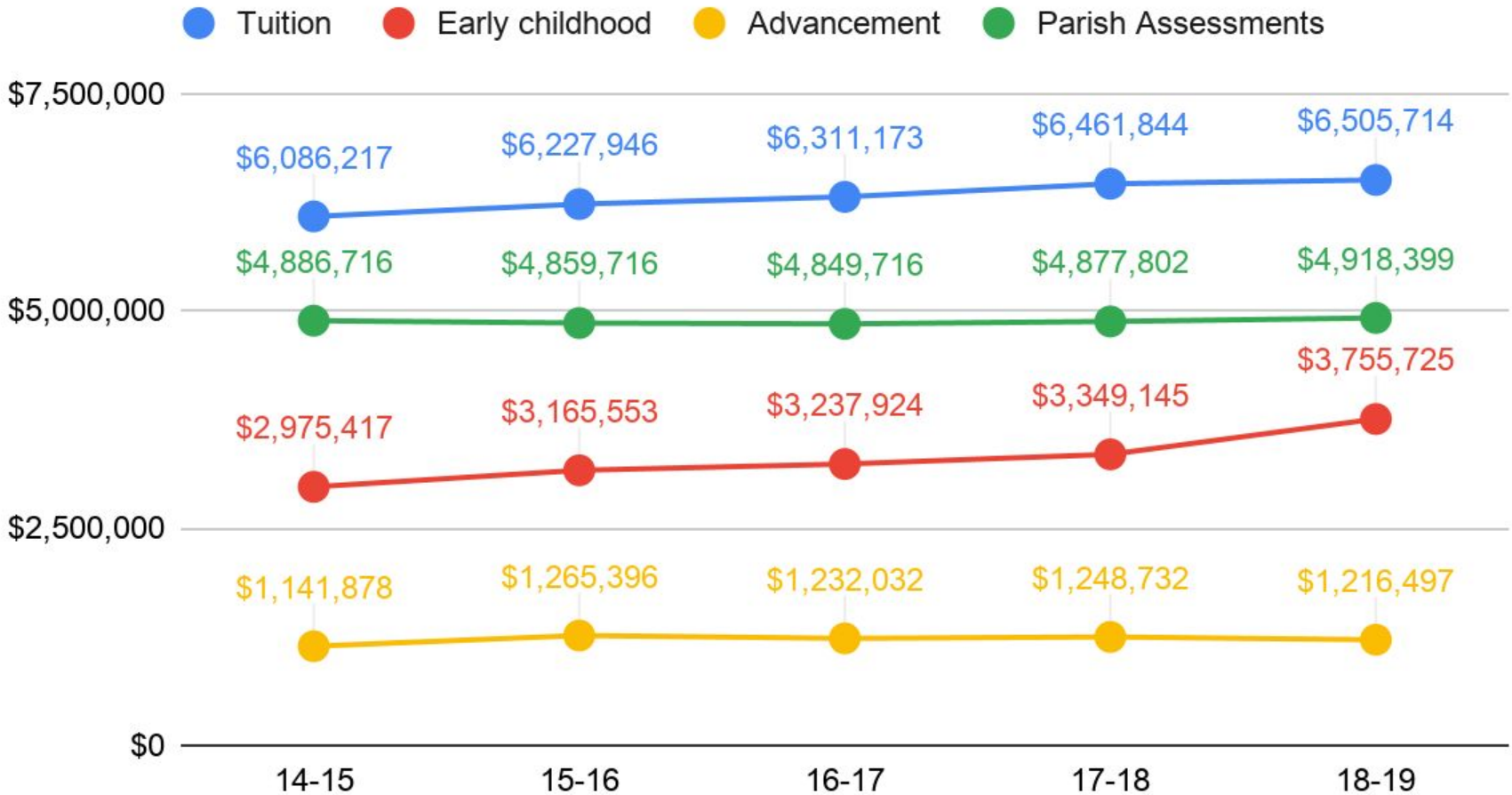
Salary/Benefits

78.0%

REVENUE



Revenue Over 5 Years



TUITION



- Tuition increases for the past seven years have been \$100 per student at every level
- Tuition increases of \$100 will continue
- We have a finance committee tuition subgroup working to assess our tuition model

EARLY CHILDHOOD



- We are looking to expand early childhood offerings
 - Resurrection has plans to add infant care and become a 12-month site
 - Possible expansion of Holy Ghost infant care
 - St. Joseph the Worker is expanding by two 18-24 month rooms
 - St. Anthony has expanded by one preschool room
- Early childhood is a growing revenue source and it fills a community need
- Working with Greater Dubuque Development Corporation and NICC to offer paid training for early childhood workers and offer them immediate employment

ADVANCEMENT



- We need to expand our outreach to donors beyond the Dubuque region and strengthen engagement with the next generation of donors
- The advancement committee will create goals for our next big campaign – Platform for Excellence – to focus on achieving our strategic priorities
- The campaign will jointly fund current initiatives while providing enduring investment in the long-term vitality of our organization through structured endowments

PARISH ASSESSMENTS



- All of our parish communities have been tremendous in their support
- Parishes face many of the same issues that we do as a school with declining attendance and involvement in parish life
- Some of the parishes struggle under the weight of the parish assessment to support Holy Family
- We have a committee looking to work on the assessment formula and how the cost of Catholic education can be made more affordable for the parishes as well



FACILITIES

BUILDING OVERVIEW



Building
Wahlert Catholic
Mazzuchelli Catholic
Holy Ghost
Our Lady of Guadalupe
Resurrection
St. Anthony
St. Columbkille
St Joseph the Worker

BUILDINGS ASSESSMENT (2016)



	Roof	Boiler/ HVAC	Electrical/ Lighting	Plumbing	Asbestos	Ceilings	Floors	Windows / Doors	Parking/ Grounds	Bldg Exterior
Wahlert Catholic	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red
Mazzuchelli Catholic	Yellow	Yellow	Green	Green	Green	Green	Yellow	Green	Green	Green
Holy Ghost	Red	Yellow	Yellow	Red	Yellow	Yellow	Red	Red	Red	Yellow
Our Lady	Yellow	Red	Red	Yellow	Yellow	Red	Red	Red	Green	Yellow
Resurrection	Green	Yellow	Red	Yellow	Yellow	Yellow	Yellow	Red	Green	Yellow
St. Anthony	Yellow	Green	Red	Yellow	Yellow	Red	Yellow	Yellow	Green	Yellow
St. Columbkille	Red	Red	Red	Yellow	Yellow	Red	Red	Red	Green	Yellow
St. Joseph the Worker	Red	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow

Key

	Needs replacement/attention in short-term: five years or sooner
	Average condition: will last for at least five years
	New/excellent condition: routine maintenance only

BUILDINGS ASSESSMENT (2019)



	Roof	Boiler/ HVAC	Electrical/ Lighting	Plumbing	Asbestos	Ceilings	Floors	Windows / Doors	Parking/ Grounds	Bldg Exterior
Wahlert Catholic	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green
Mazzuchelli Catholic	Yellow	Yellow	Green	Green	Green	Green	Yellow	Green	Green	Green
Holy Ghost	Red	Yellow	Red	Red	Yellow	Red	Yellow	Red	Red	Red
Our Lady	Red	Red	Red	Red	Yellow	Red	Red	Red	Green	Yellow
Resurrection	Green	Yellow	Red	Red	Yellow	Yellow	Yellow	Red	Green	Yellow
St. Anthony	Red	Green	Red	Red	Yellow	Red	Yellow	Yellow	Green	Red
St. Columbkille	Red	Red	Red	Red	Yellow	Red	Red	Red	Green	Yellow
St. Joseph the Worker	Green	Red	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow

Key

	Needs replacement/attention in short-term: five years or sooner
	Average condition: will last for at least five years
	New/excellent condition: routine maintenance only

WAHLERT CATHOLIC OVERVIEW – BUILT 1959



POSITIVE

- Fully renovated in 2017
- New roof
- New parking lot/drainage system
- New lighting/occupancy sensors
- New heating/ventilation/AC
- New flooring and carpeting in classrooms
- All asbestos removed
- New curtain walls and new windows

REQUIRES ATTENTION

- Continued general maintenance
- Fine arts facilities
- Athletic facilities

*The \$17 million for this remodel
was contributed by generous
Holy Family donors.
Thank you again!*

MAZZUCHELLI CATHOLIC OVERVIEW – BUILT 1959



POSITIVE

- Completely remodeled in 2006
- New gymnasium
- New commons and stage
- New mechanical systems
- No issues with roof
- Windows are excellent

REQUIRES ATTENTION

- Geothermal heating pumps
- New lighting-convert to LED and occupancy sensors
- Minor tuckpointing of outside walls
- Replace carpeting in some areas

HOLY GHOST OVERVIEW – BUILT 1957



POSITIVE

- Most of the exterior brick in very good condition
- Observable foundation in good condition
- First floor windows replaced in last seven years
- IIW review not complete due to asbestos ceilings

REQUIRES ATTENTION

- Roof needs to be replaced
- Boiler needs to be replaced
- Add air conditioning
- Electrical/lighting is outdated
- Plumbing
- Ceilings
- Windows/doors
- Parking/grounds
- Building Exterior
- Aluminum curtain wall shows wear – likely to need repair/replacement

OUR LADY OF GUADALUPE OVERVIEW – BUILT 1928



POSITIVE

- Some windows replaced
- Structurally in good condition
- Boiler in fair condition

REQUIRES ATTENTION

- Roof
- Add air conditioning
- Electrical/lighting
- Plumbing
- Asbestos removal
- Ceilings
- Floors
- Finish window replacement
- Parking/grounds
- Building exterior

RESURRECTION OVERVIEW – BUILT 1961



POSITIVE

- New roof over the gym – replaced in 2018
- New AC for multipurpose room/cafeteria 2018
- Gym floor replaced 2013

Feasibility study conducted by the parish and plans are being developed for a new school

REQUIRES ATTENTION

- Foundation is sinking
- Heating system is failing
- Maxed-out electrical capacity
- Electrical lines are underground and in sand conduit
- Plumbing is failing
- Lighting is inadequate
- Brick needs tuckpointing
- Windows don't seal well

ST. ANTHONY OVERVIEW – BUILT 1966



POSITIVE

- Updated boiler system
- Gym in satisfactory condition
- Caulked all windows and doors

REQUIRES ATTENTION

- Main stairs – water continues to get in and is causing damage
- Roof needs replacement
- Curtain wall is deteriorating
- Heating and Cooling need updating
- Electrical needs updating
- Plumbing
- Ceilings
- Tuckpointing on entire brick façade – damaged and in need of repair

ST. COLUMBKILLE OVERVIEW – BUILT 1956



POSITIVE

- IIW review: “good condition”
- Terrazzo flooring throughout the building
- Limited asbestos in building
- Curtain wall is in fair condition

St. Columbkille is structurally in good condition

REQUIRES ATTENTION

- Replace roof on gym, canopy, and entire school
- Heating system needs replacement and air conditioning considered
- Lighting is outdated
- Plumbing
- Ceilings
- Floors
- Majority of window and door frames did not have adequate sealant - need replacement
- Minor tuckpointing to be performed with limited areas of higher level tuckpointing

ST. JOSEPH THE WORKER OVERVIEW – BUILT 1957



POSITIVE

- IIW review: “good condition”
- Roof completely replaced in 2018-2019 school year
- 2008 remodel holding up well
- Windows routinely replaced by parish
- Electrical transformer updated after recent crash

REQUIRES ATTENTION

- Boiler is old and outdated
- Asbestos flooring throughout
- Main entrance – needs tuckpointing
- South stone wall has significant water damage
- Brick needs tuckpointing
- Concrete foundation wall has vertical hairline cracks



ELEMENTARY BACKGROUND

FREQUENTLY ASKED QUESTIONS



- What are the demographics of our elementary schools?
- What are the parish affiliations for our elementary schools?
- What will happen to class size?
- What will happen to Our Lady and/or Holy Ghost Early Childhood?
- Will transportation be available for Holy Ghost and/or St. Anthony students?

ELEMENTARY SCHOOL PROFILES



	Holy Ghost	Our Lady	Resurrection	St. Anthony	St. Columbkille
Non-Catholic	26%	20%	7%	9%	4%
Receiving STO	62%	19%	23%	46%	26%
Free/Reduced lunch-eligible	40%	5%	8%	16%	10%

ELEMENTARY SCHOOL PROFILES

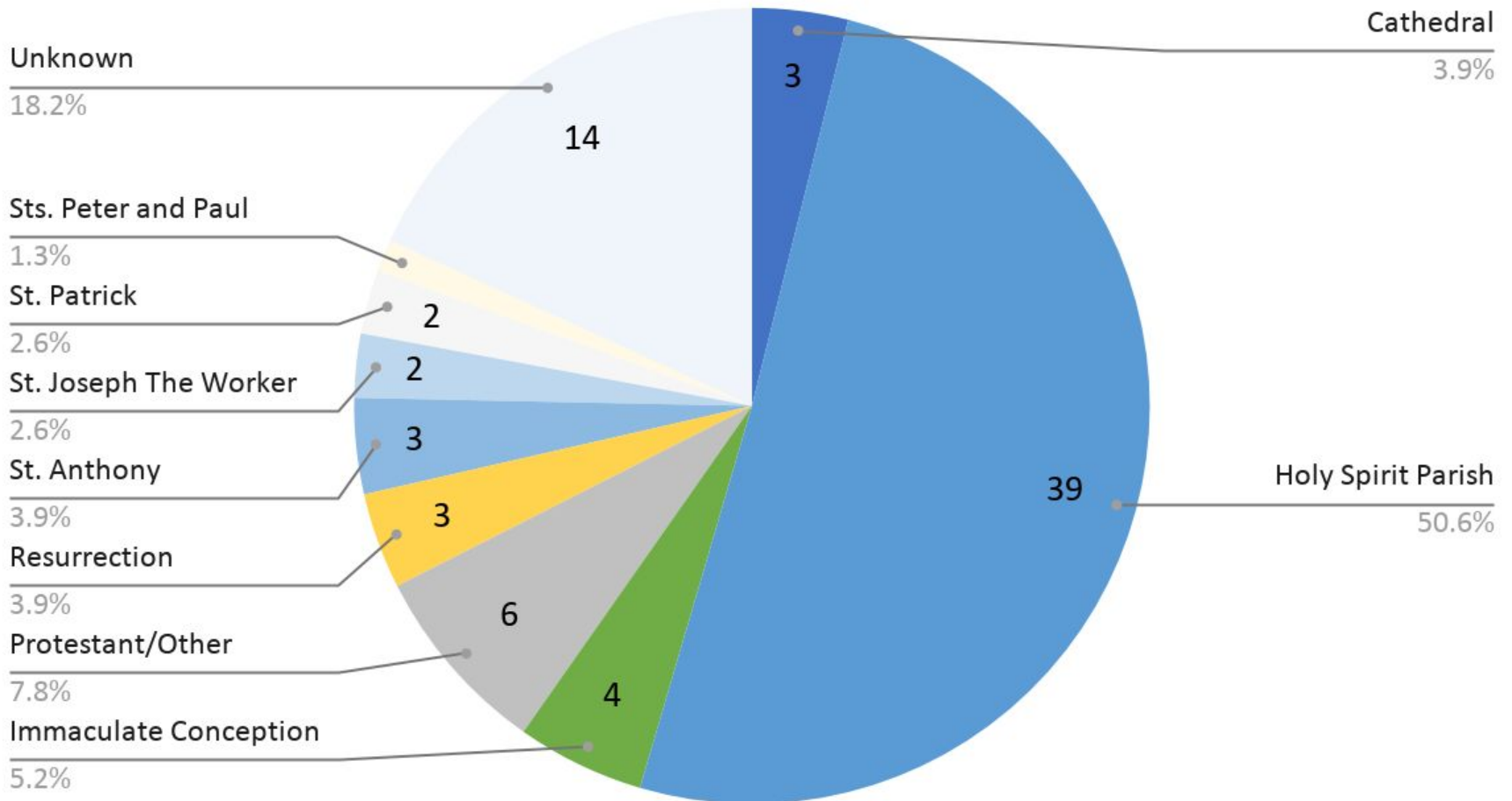


Ethnicity	Holy Ghost	Our Lady	Resurrection	St. Anthony	St. Columbkille
American Indian	–	1%	–	–	–
Asian/Pacific Islander	15%	2%	<1%	–	–
Black	6%	5%	1%	5%	1%
Hispanic	1%	10%	2%	5%	3%
White	78%	82%	96%	90%	96%

PARISH AFFILIATIONS



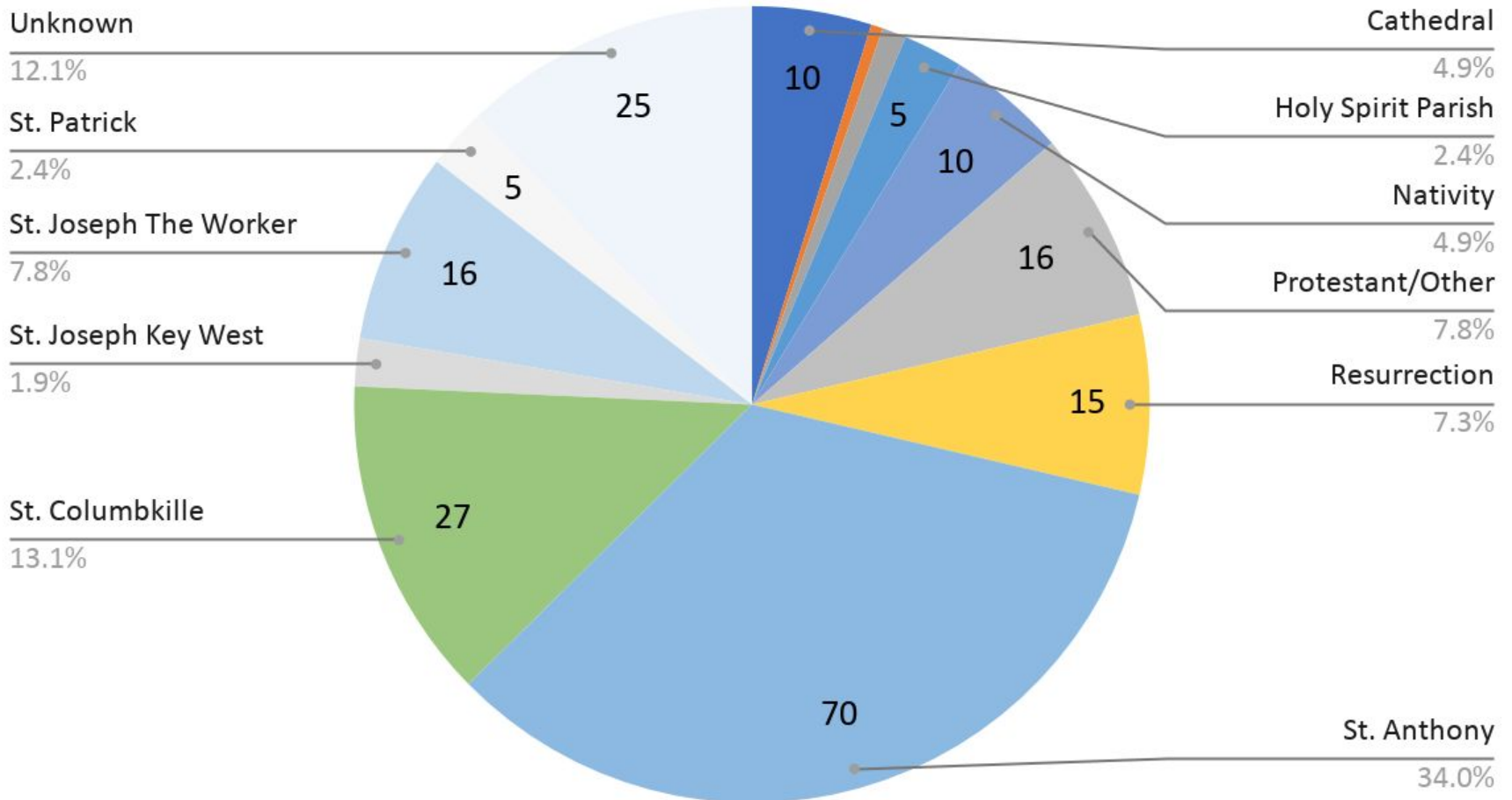
Holy Ghost



PARISH AFFILIATIONS



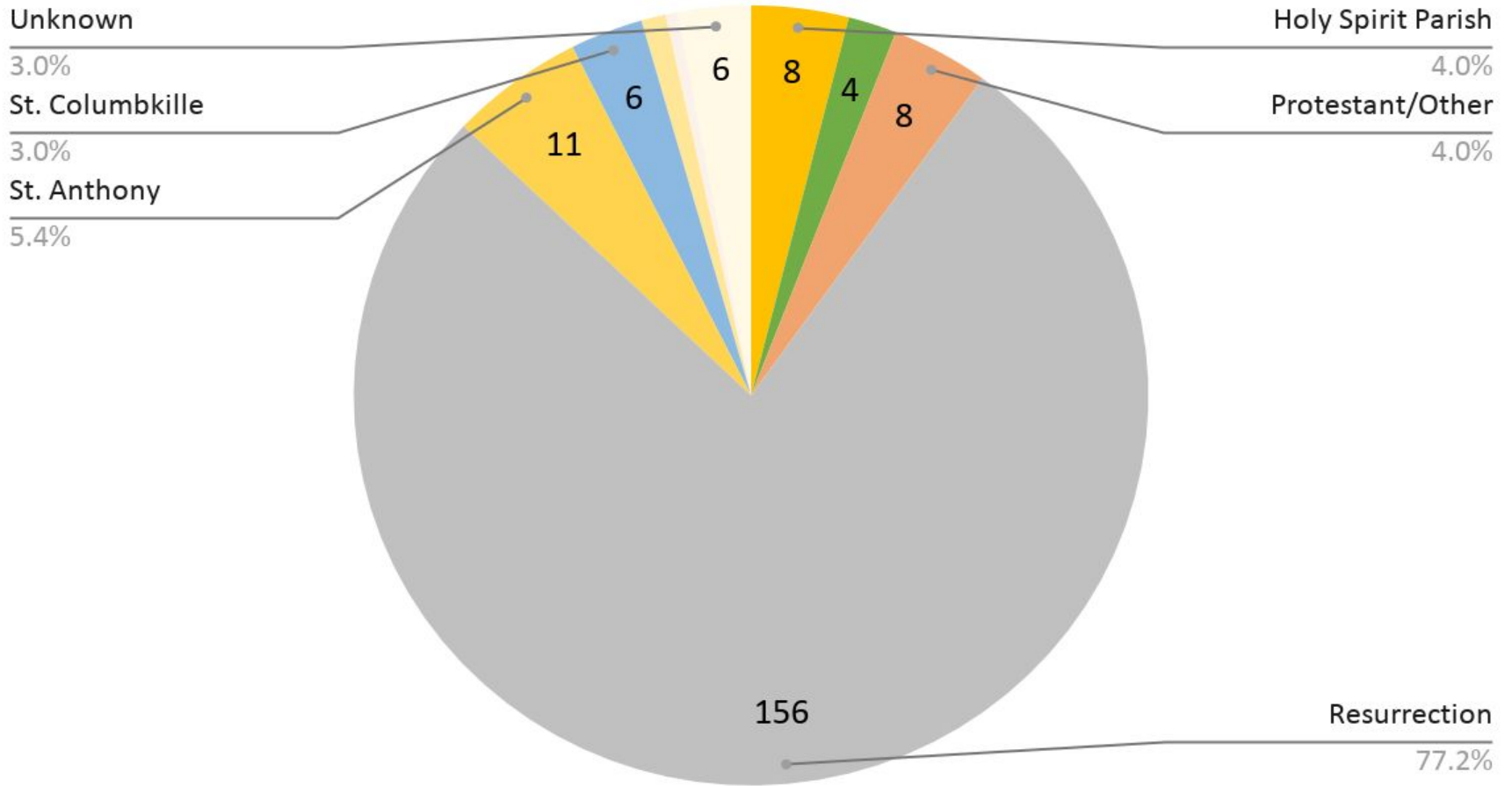
Our Lady of Guadalupe



PARISH AFFILIATIONS



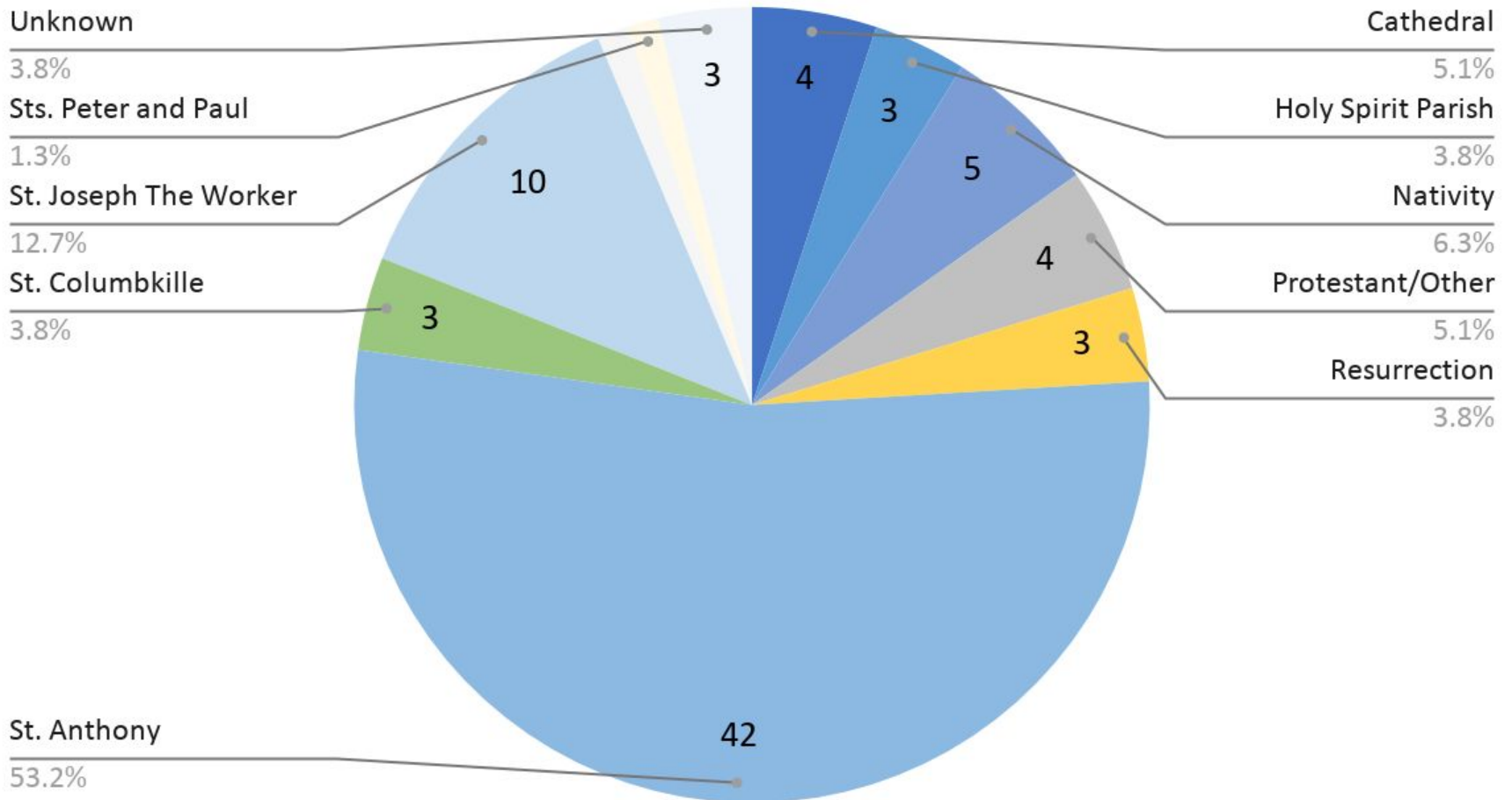
Resurrection



PARISH AFFILIATIONS



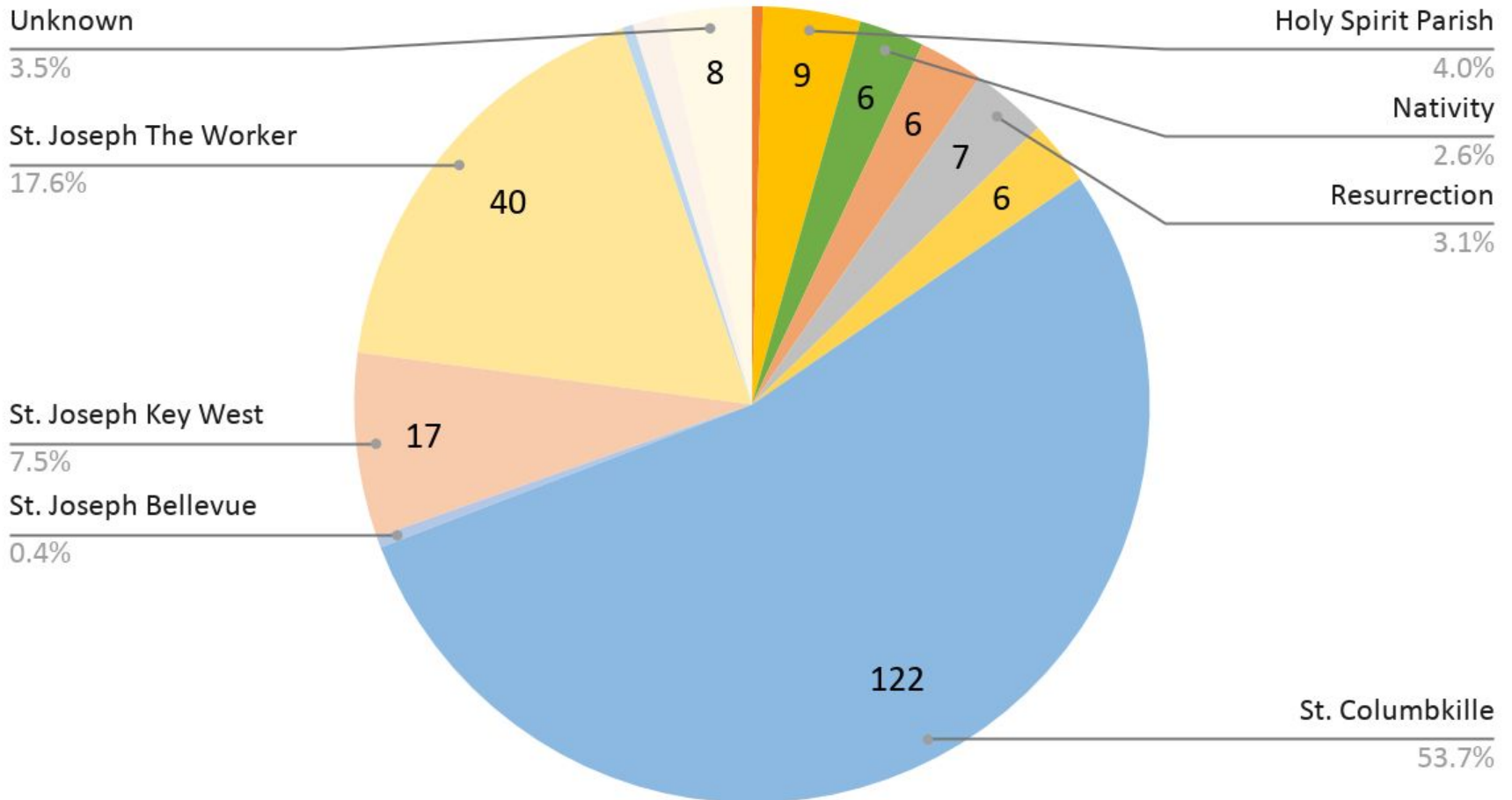
St. Anthony English



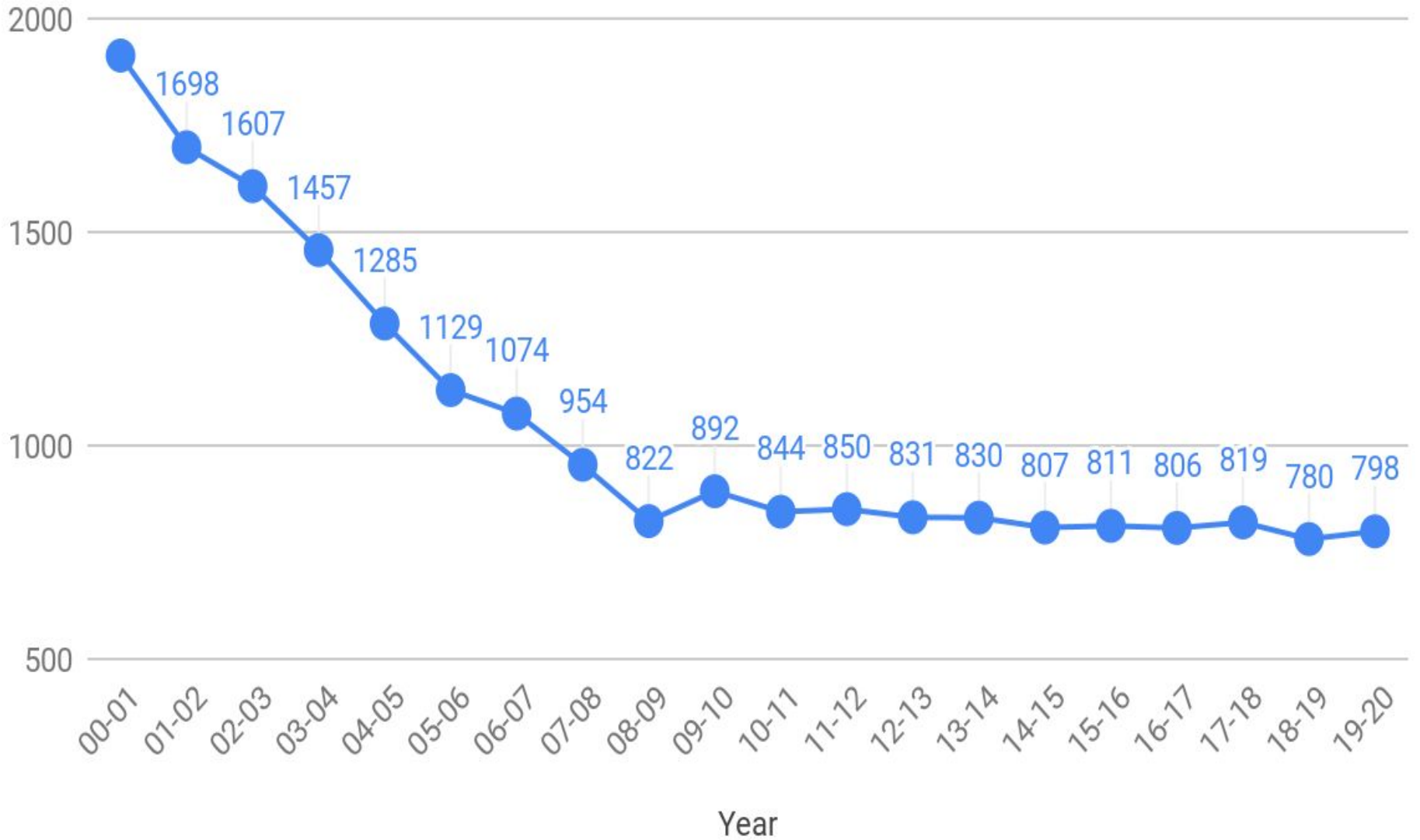
PARISH AFFILIATIONS



St. Columbkille

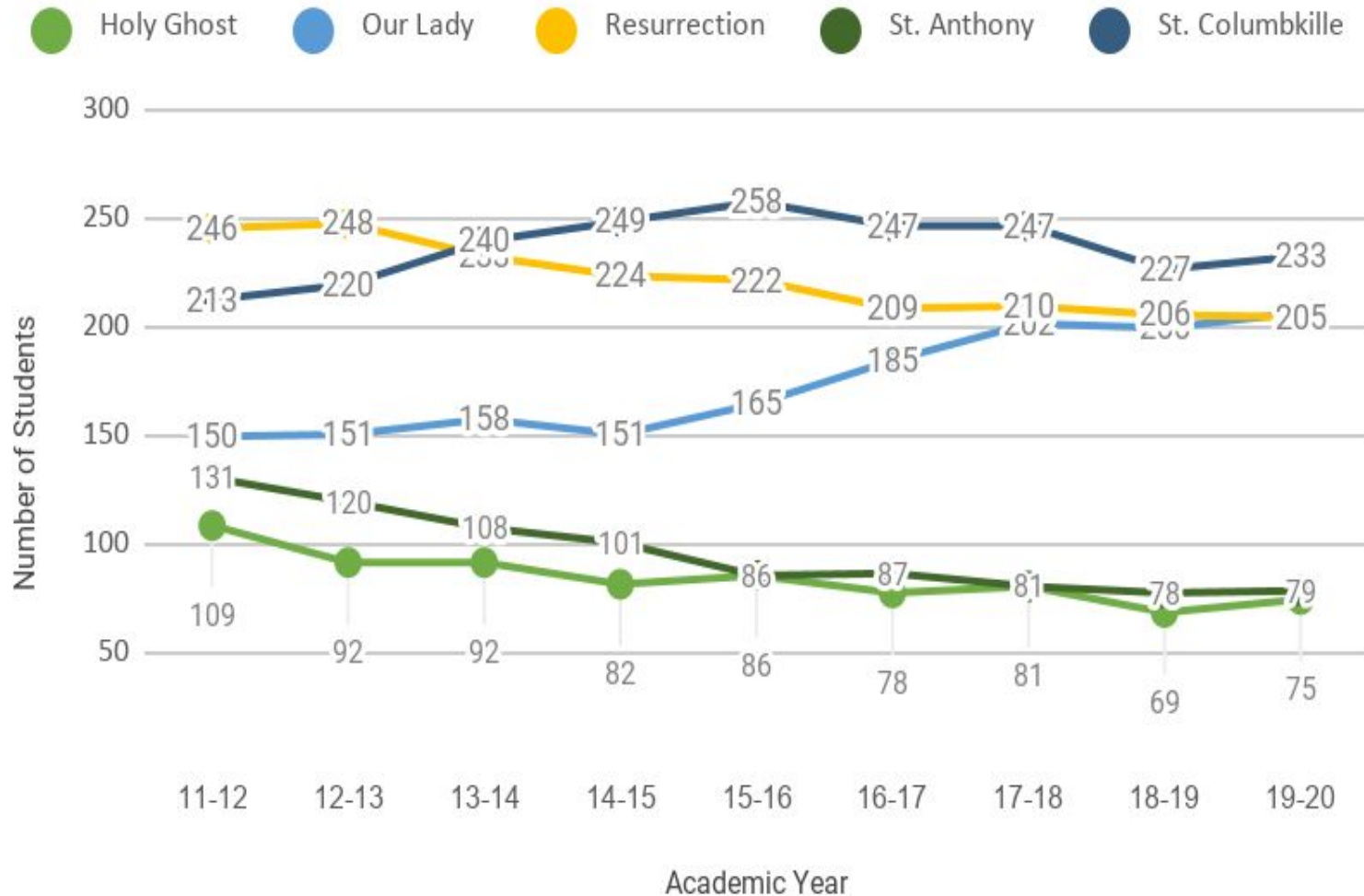


Elementary Enrollment Trend





Elementary Enrollment Trends

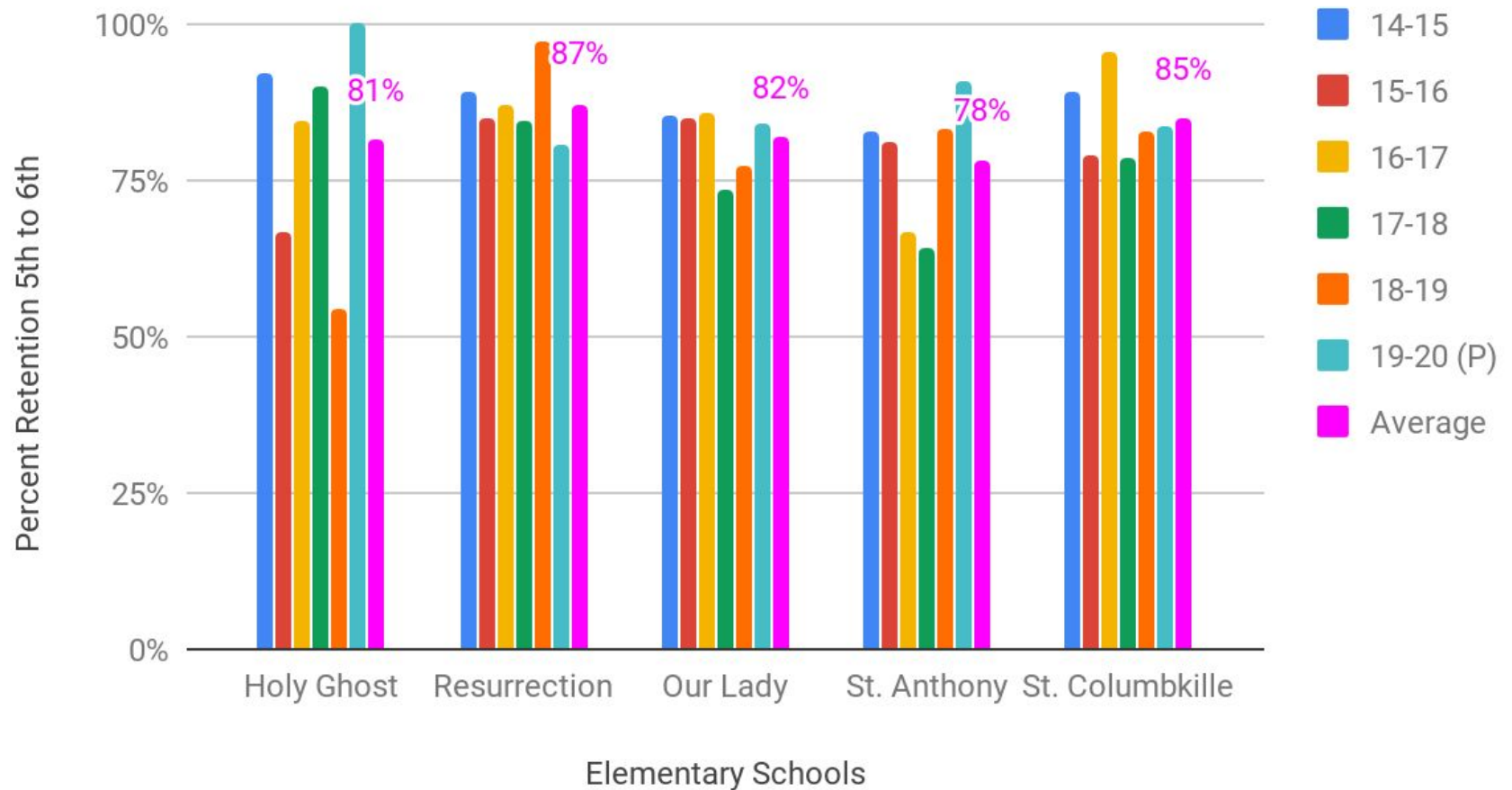


Enrollment at Holy Ghost and St. Anthony has declined to unsustainable levels.

LONG-TERM ELEMENTARY RETENTION



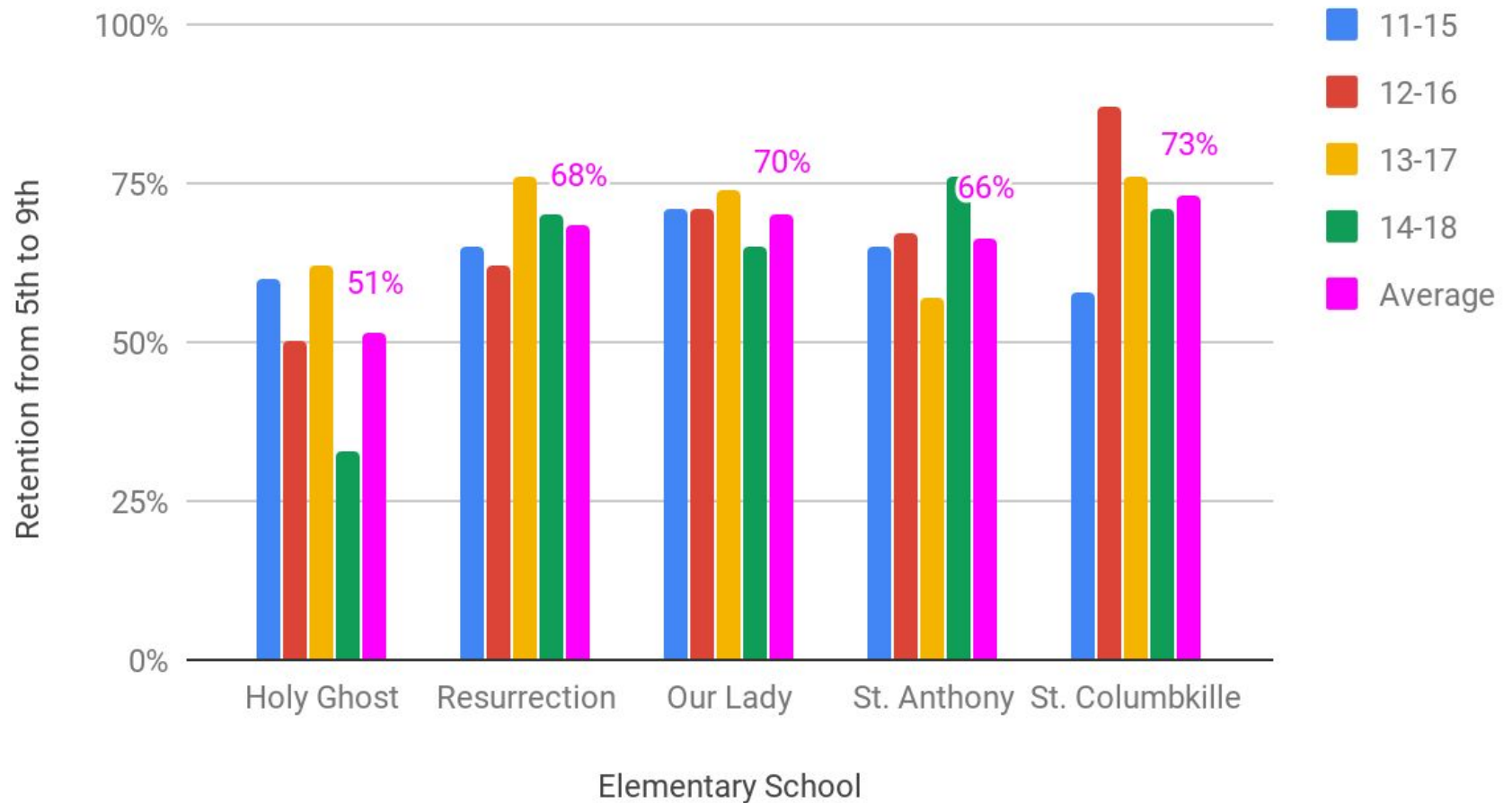
Retention to Mazzuchelli Catholic Middle School



LONG-TERM ELEMENTARY RETENTION

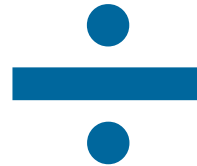


Retention to Wahlert Catholic High School





Sum of all school expenses
(utilities, maintenance, faculty/staff salaries, etc.)



Number of students at the school

Enrollment is the greatest factor in the cost-to-educate equation.

COST TO EDUCATE BY LOCATION



School Site	2018-2019	2017-2018	2016-2017
National Avg	\$6,513	\$5,936	\$5,887
Holy Ghost	\$9,736	\$8,026	\$8,821
Our Lady	\$5,730	\$6,355	\$6,578
Resurrection	\$6,645	\$6,396	\$6,232
St. Anthony	\$8,912	\$8,530	\$8,359
St. Columbkille	\$6,128	\$5,557	\$5,501

Highlighted numbers indicate the highest cost to educate that year.

CURRENT FACILITY CAPACITY



798 K-5 Students

School	Current Capacity	Serving
Holy Ghost (1-Section)	150 Students	75
Our Lady (2-Sections)	275 Students	206
Resurrection (2-Sections)	300 Students	206
St. Anthony (1-Section)	150 Students	79
St. Columbkille (2-Section)	300 Students	232

A CLOSER LOOK AT EACH CAMPUS



- **Holy Ghost** – Combine music and art for one additional room
- **Our Lady of Guadalupe** – Combine music and art for one additional classroom
- **Resurrection** – Convert music room into one additional classroom
- **St. Anthony** – Relocating counselor and repurposing PDS and science room for three additional classrooms
- **St. Columbkille** – Relocating counselor and special-needs, and utilizing empty classroom for three additional classrooms

POTENTIAL CAPACITY



798 K-5 Students

School	Current Capacity	Potential Capacity
Holy Ghost (1-Section)	150 Students	175 Students
Our Lady (2-Sections)	275 Students	300 Students
Resurrection (2-Sections)	300 Students	325 Students
St. Anthony (1-Section)	150 Students	225 Students
St. Columbkille (2-Section)	300 Students	375 Students



ELEMENTARY PROPOSALS

WHY NOW?



- All Holy Family parish-owned sites need substantial renovations and we need a focused long-term facility improvement plan
- We recognize the need to stay competitive with wages
- Enrollment has declined to financially unsustainable levels at St. Anthony English and Holy Ghost
- Our contributing parishes need long-term assessment relief
- Many families need additional scholarship money to be a part of Holy Family and continue their education through high school
- We need to keep our tuition increases at a rate parents can afford

2017 ELEMENTARY SURVEY



High Agreement	Board	Priests
Continuing with the status quo for elementary buildings/programs is not prudent.	9.2	9.7
It's important to take appropriate time to develop the long-term elementary solution.	8.7	8
Elementary schools can be too small to be effective.	8.5	7.6
The current elementary model is inefficient.	8.0	7.1

Parish priests have recently affirmed that continuing the status quo for elementary buildings/programs is not prudent.

WHAT ABOUT ONE ELEMENTARY CAMPUS?



2017 Survey – Low Agreement	Board	Priests
Holy Family should have one elementary school on the Wahlert/Mazzuchelli campus for all students.	3.1	3.6

Pros	Cons
<ul style="list-style-type: none"> ● Fundraising is easier ● Holy Family owns the building ● One campus one drop-off for parents ● Fewer transitions for kids ● Cost efficient ● Increase the consistency of the programs 	<ul style="list-style-type: none"> ● Lose neighborhood feel to schools ● Erodes the parish connection of the families ● Parishes lose vibrancy/activity on campus ● Empty parish buildings ● Physical limitations of space on this campus ● No chapel large enough to hold campus wide mass



Deanery priests, parishioners, and the Board of Education agree that the elementary buildings will continue to be on parish grounds.

CONSIDERATION FOR EACH PROPOSAL



- Holy Family will provide tours and open house opportunities for families to support and facilitate their new school choice
- Holy Family will help to organize or facilitate student transportation
- Cost savings to Holy Family are virtually the same when comparing transitioning Holy Ghost and transitioning St. Anthony as they are both similarly sized and staffed
- The number of staff impacted would be comparable in proposal one and two
- All sites have the capacity to accommodate St. Anthony and Holy Ghost students without remodeling or additional costs
- Our Lady of Guadalupe will remain an accredited institution by the state of Iowa

CONSIDERATION FOR EACH PROPOSAL



- When K-5 is moved to other Holy Family sites, the parish-owned building will remain in use for either Early Childhood (Holy Ghost) or K-5 programming (Our Lady)
- Our Lady of Guadalupe will remain on the St. Anthony campus because of its size
- In every proposed scenario and no matter the final determination, each family will choose where they want their child to attend
- We continue to work together on capital improvements at all parish-based schools
- Elementary school buildings should continue to be owned by the parishes
- Holy Family will work to retain as many, if not all, faculty and staff



Proposal 1: Holy Ghost transitions to St. Columbkille, Resurrection, or St. Anthony

Proposal 2: St. Anthony transitions to St. Columbkille, Resurrection, or Holy Ghost

Proposal 3: Holy Ghost and St. Anthony transition to St. Columbkille and Resurrection at the same time



Holy Ghost transitions to St. Columbkille, Resurrection,
or St. Anthony

PROPOSAL I: HOLY GHOST TO RESURRECTION



Grade	HG	RES	HG + RES	RES	Available Space
	Enrollment	Enrollment	Total	Capacity	
K	14	44	58	75	17
1	10	28	38	50	12
2	13	31	44	50	6
3	12	34	46	50	4
4	18	30	48	50	2
5	8	39	47	50	3

The average class size moves from 17 to 22

PROPOSAL I: HOLY GHOST TO ST. COLUMBKILLE



Grade	HG	ST. C	HG + ST. C	ST. C	Available Space
	Enrollment	Enrollment	Total	Capacity	
K	14	43	57	75	18
1	10	45	55	75	20
2	13	37	50	75	25
3	12	33	45	50	5
4	18	33	51	50	-1
5	8	41	49	50	1

The average class size moves from 20 to 22

PROPOSAL I: HOLY GHOST TO ST. ANTHONY



Grade	HG	ST. A	HG + ST. A	ST. A	Available Space
	Enrollment	Enrollment	Total	Capacity	
K	14	13	27	50	23
1	10	16	26	50	24
2	13	9	28	50	22
3	12	11	23	25	2
4	18	14	32	25	-7
5	8	16	24	25	1

The average class size moves from 13 to 18

PROPOSAL I: HOLY GHOST TRANSITION – PROS



- Increased access to transportation (or reimbursement)
- Building will remain in use for early childhood
- Cost savings could be up to \$400,000 annually
- Natural staff attrition rates may reduce the impact of necessary reductions
- The entire Holy Ghost community could transition together to St. Columbkille, Resurrection, or St. Anthony if they chose to

PROPOSAL I: HOLY GHOST TRANSITION – CONS



- Loss of a downtown neighborhood school
- Perception of Holy Family becoming more “elite”
- Greater Dubuque Development’s True North initiative aims to invest in the North End
- Eliminates small school desired by some parents – class sizes increase
- If the transition is to St. Anthony school, the campus could limit Spanish immersion growth
- Students having to transition into a new school community
- Potential staff reductions
- Concern for enrollment decline
- The larger parish community could be negatively impacted

PROPOSAL 2



St. Anthony transitions to St. Columbkille, Resurrection,
or Holy Ghost

PROPOSAL 2: ST. ANTHONY TO ST. COLUMBKILLE



Grade	ST. A	ST. C	ST. A + ST. C	ST. C	Available Space
	Enrollment	Enrollment	Total	Capacity	
K	13	43	56	75	19
1	16	45	61	75	14
2	9	37	46	50	4
3	11	33	44	50	6
4	14	33	47	50	3
5	16	41	57	75	18

The average class size moves from 20 to 21

PROPOSAL 2: ST. ANTHONY TO RESURRECTION



Grade	ST. A	RES	ST. A + RES	RES	Available Space
	Enrollment	Enrollment	Total	Capacity	
K	13	44	57	75	18
1	16	28	44	50	6
2	9	31	40	50	10
3	11	34	45	50	5
4	14	30	44	50	6
5	16	39	55	50	-5

The average class size moves from 17 to 22

PROPOSAL 2: ST. ANTHONY TO HOLY GHOST



Grade	ST. A	HG	ST. A + HG	HG	Available Space
	Enrollment	Enrollment	Total	Capacity	
K	13	14	27	50	23
1	16	10	26	25	-1
2	9	13	28	25	-3
3	11	12	23	25	-2
4	14	18	32	25	-7
5	16	8	24	25	1

The average class size moves from 13 to 25

PROPOSAL 2: ST. ANTHONY TRANSITION – PROS



- Increased access to transportation (or reimbursement)
- There will be a continued school presence at the St. Anthony campus
- One principal for one school
- Additional space for potential Spanish immersion growth
- Both buildings will continue to be utilized
- Cost savings could be up to \$400,000 annually
- Natural staff attrition rates may reduce the impact of necessary reductions
- The entire St. Anthony community could transition together to St. Columbkille, Resurrection, or Holy Ghost

PROPOSAL 2: ST. ANTHONY TRANSITION – CONS



- No on-site back-up for immersion students who decide to transition to English program
- Native speakers who prefer English programming for their children will need to have them attend at other sites
- Eliminates small school desired by some parents – class sizes increase
- Class sizes are larger at Holy Ghost due to limited space
- Students having to transition into a new school community
- Potential staff reductions
- Concern for enrollment decline
- The larger parish community could be negatively impacted

PROPOSAL 3



Holy Ghost and St. Anthony transition to St. Columbkille
and Resurrection at the same time

PROPOSAL 3: ST. ANTHONY & HOLY GHOST TRANSITION – PROS



In addition to pros noted in previous proposals:

- Focuses the plan for facility renovation/redevelopment
- No further uncertainty for elementary schools
- Cost savings could be up to \$800,000 annually
- All schools can have equitable access to spiritual, academic, and co-curricular opportunities
- All of our students can fit into our existing structures
- Services and support would become more focussed for the 3 remaining sites

PROPOSAL 3: ST. ANTHONY & HOLY GHOST TRANSITION – CONS



In addition to cons noted in previous proposals:

- More students and teachers having to transition into a new school community
- Potential staff reductions may outpace natural attrition
- Concern for more significant enrollment decline
- St. Columbkille and Resurrection will both be significantly impacted

FUTURE GOALS WITH SAVINGS



- Parish assessments relief
- Create additional Holy Family tuition assistance dollars
- Increase salary and benefits, as we are able



What must we do today to ensure that
Catholic education is around for
generations to come?

ELEMENTARY DECISION TIMELINE



September – Community input

- Holy Family
 - Community Sep. 3, at 6:30 p.m.
 - Faculty and Staff Sep. 4, at 3:45 p.m.
 - Community Sep. 12 at 6:30 p.m.

- St. Anthony Parish Community
 - Parish Council Sep. 18

- Holy Spirit Parish Community
 - Parish Council Sep. 19

Additional community input opportunities to be determined.

October – Board of Education will consider all input and make a final decision that will impact the 2020-2021 school year



FEEDBACK

FEEDBACK QUESTIONS



Elementary Proposals

1. Do you have additional questions that we can help answer at future community meetings?
2. As we continue to discern the best course of action for the future of our elementary schools, are there additional considerations or proposals you feel we need to reflect on in this important decision-making process?
3. Acknowledging the difficulty of the decisions we are facing and given the information that we have shared, to what degree do you support the following proposals: (1=low; 5=high)

Proposal 1: Holy Ghost transitions to St. Columbkille, Resurrection, or St. Anthony

Proposal 2: St. Anthony transitions to St. Columbkille, Resurrection, or Holy Ghost

Proposal 3: Holy Ghost and St. Anthony transition to St. Columbkille and Resurrection at the same time