

# St. Mark/St. Matthew Combined School Strategic Plan December 2025

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# St. Mark/St. Matthew Combined School Strategic Plan December 2025

## Summary

The St. Mark/St. Matthew Combined School Strategy Steering Committee is recommending that the combined parish school for St. Mark/St. Matthew be located at the St. Mark campus starting in the school year 2026-2027. They also recommend that the combined school be called St. Mark/St. Matthew Catholic Classical School. The school will be focused on forming disciples of Jesus Christ, through a classical education. Fr. Ross will review this recommendation in December, with the intent of having contracts available for parents in January 2026. The Archdiocesan School Board will review and also need to approve the proposed combined school early in calendar year 2026.

The recommendations for the combined St. Mark/St. Matthew school are based on a set of assumptions, data and conclusions by the Steering Committee:

- Alignment with the Church's teachings was a primary goal through the process.
- Location was driven by more existing families from both schools living close to St. Mark.
- St. Mark is also closer to where there is projected growth for school age children, increasing likelihood of long-term viability.
- The location decision recognizes the St. Matthew school building as more updated than the St. Mark location but does not override the rationale for St. Mark as the preferred location. The St. Matthew campus has been earthquake retrofitted, while St. Mark has not.
- A classical education provides differentiation from other Catholic schools while remaining in alignment with the mission of the Church.
- The new combined school's viability depends greatly on existing parents signing up for the 2026-27 school year. Current enrollment sits at 63 at St. Matthew and 115 at St. Mark including Pre-K. Ongoing sustainability depends on growth in student enrollment.
- The proposed budget is achievable for the 26-27 school year.

- Tuition levels are high enough to fund expenses, but reasonable enough to attract and retain students. St. Mark parents will experience an increase in tuition ranging from 4% to 18% depending on in-parish status and number of children. St. Matthew parents will experience a reduction of 8% to 15%.
- Proposed parish subsidy and fundraising amounts are reasonable and sustainable.
- Salary levels will attract quality faculty and staff.
- The formation of a strong School Commission to support and plan for the school's growth will be another critical factor for future sustainability.

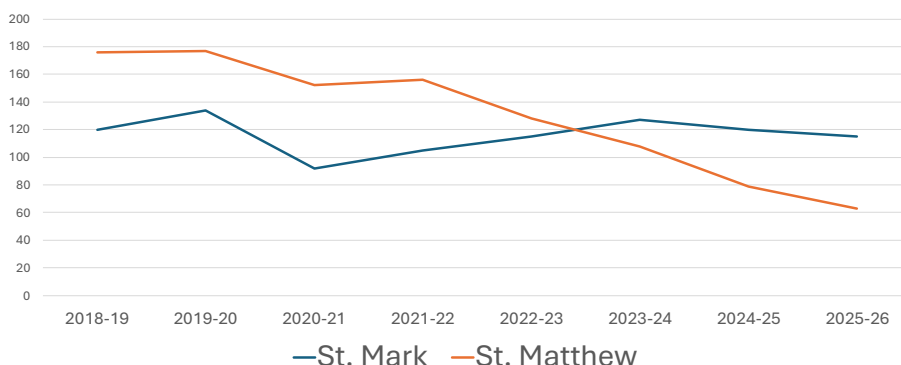
The combining of the schools will be a strong momentum builder for the Partners in the Gospel One Parish Plan (OPP) process. The OPP process and the newly formed Parish Family Advisory Council's success will be critical to being able to sustain the school in the future. By going ahead with the combined school in 26-27, the Leadership of Parish Family 12 will have time to address the school ministry's fit in the new Parish and the school's sustainability. The Parish Family Advisory Council will also need to address deferred maintenance at the St. Mark campus and the long-term usage of the St. Matthew campus. This includes how to fund the deferred maintenance and other needed improvements. The Parish Family Advisory Council will also need to address building community between the two parishes.

The Steering Committee recognizes the sense of loss for St. Matthew parents, alumni and parishioners and the financial impact to St. Mark parents with increased tuition. We ask the Family 12 community to continue your faith in the Holy Spirit, each other, and the process ahead to build the future sustainability of the combined school to the benefit of our students, our parish community, and our Mission.

## **Background**

Family 12 was formed through the Partners in the Gospel process in July of 2024. Fr. Cody Ross was assigned as pastor. In the fall of 2024, Fr. Ross faced declining enrollment and financial issues at both schools.

## Enrollment



From a financial perspective, in 24-25, St Mark budgeted \$158,000 in a cash subsidy from the parish and made an extraordinary draw from their endowments to help cover their deficit. In 24-25, St. Matthew did not receive a cash subsidy from the parish and used \$262,000 of savings, in addition to an endowment draw of \$50,676, to cover their deficit

The deficit issues continue into 25-26 in which St Mark has budgeted \$158,000 in cash subsidy from the Parish and over \$100,000 of extraordinary draw from endowment funds. St Matthew will rely on a combination of savings and endowment to cover an estimated \$400,000 deficit in 25-26. The net result will be a significant reduction in endowment funds at both schools.

In response to the enrollment declines and financial deficits, Fr. Ross formed a task force to make a recommendation regarding the two schools. The task force surveyed parishioners and parents. The results of the survey showed great loyalty to the respective schools by parents and parishioners. At open meetings, parishioners and parents expressed their loyalty and acknowledged the likely need to combine the schools. There was overwhelming support for not trying to combine the schools in 25-26 but to create a strategy for combining them in 26-27. The following was the recommendation of the task force made in February 2025 to Fr. Ross.

- *While there is an urgent need to address the economic reality, the task force recommends slowing down to ensure ample time for prayer, discernment, and study.*

- *As such, for the 2025-2026 school year, both schools will operate separately, but with slimmed budgets.*
- *During this time, we will develop a focused and intentional strategic plan for a sustainable Catholic school in the parish family for 2026-27.*

Fr. Ross formed a Steering Committee to drive a strategic plan for a sustainable combined school in the school year 2026-27 for the parish family. Members of the committee include:

- Fr. Ross, Pastor
- Kathy Keck, Principal, St. Mark
- Tom Martin, Parishioner, St. Mark, Chair
- Leo Van Hollebeke, Parishioner, St. Mark
- Ian Audette, Parent/Parishioner, St. Mark
- Ruth Foisy, Parishioner, St. Mark
- Julie Prepotente, Principal, St. Matthew
- John Hickman, Parishioner, St. Matthew
- Rick O’Leary, Parent/Parishioner, St. Matthew
- Monica Williams, Parishioner, St. Matthew

## **Approach**

The Steering Committee identified 4 work groups, in addition to themselves, to address the complex issues that needed to be addressed to create a sustainable combined school. Membership of the work groups is in the Appendix.

### **Curriculum/Program Work Group**

- What is the scope of the school (Pre K-8 or K-8)?
- What elements of the 2 schools’ curriculums should be retained for a vibrant, sustainable school?
- What new programs/resources should be considered?
- Consider best practices.

### **Staffing Workgroup**

- Determine the best complement of teachers and staff needed to operate a vibrant, sustainable school and support the curriculum.

- Review of the teacher and staff salaries to help create a just, fair and sustainable workforce.

### **Community/Marketing**

- How do we establish a strong community for the combined parish family school?
- What can we do in the 2025-26 school year to promote community across the schools?
- How do we attract more families?
- How do we promote the diversity of the combined parish family school?
- How should we use personal invitations to help retain and recruit families?

### **Finance**

- Draft Budget
- Draft Tuition structure
- Draft Parish subsidy
- Deferred maintenance at each site

### **Steering Committee**

- Support the work groups.
- Resolve issues from work groups.
- Determine sustainability criteria.
- Recommend location for the combined school.
- Recommend name for the combined school.

### **Consultation**

Besides the work groups, the Steering Committee relied on a series of events involving parents and parishioners.

June 2025 – A session was held at each parish, focusing on the process for the strategic plan and a survey of hopes and concerns for the combined school. Over 80 people attended these events in total.

October 2025 – Focus groups were held with a small group of parents from each school to test some early version of recommendations. The input from these groups helped refine the draft recommendations.

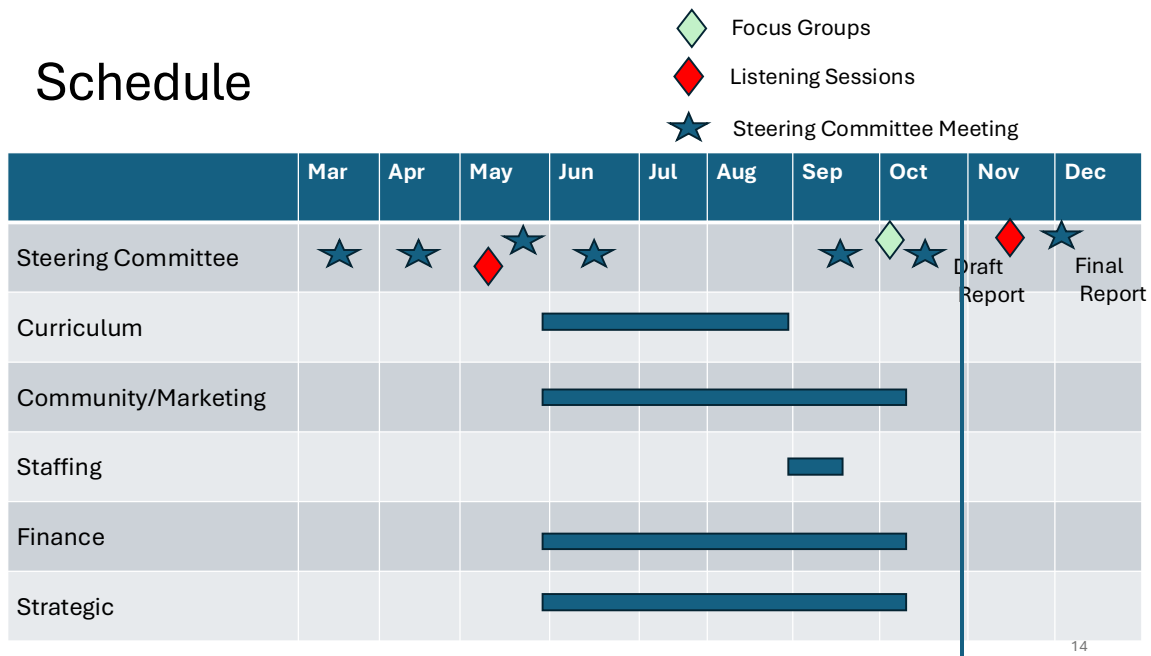
November 2025 – Open sessions were held in mid-November at each location to get feedback on the initial recommendations. Over 120 people attended these sessions. Feedback from the sessions resulted in refinement of the final recommendations.

## Communication

- 2 update sessions were held for the Finance Councils and Pastoral Councils of each parish.
- 3 bulletin inserts and letters to parents were sent throughout the process in addition to sending the draft report to both parents and parishioners.

## Timeline

The schedule below was substantially kept throughout the effort



## Detailed Recommendations

### Sustainability criteria

The Steering Committee developed a set of criteria for evaluating sustainability. Those criteria are as follows:

- Catholic Identity
- Student Enrollment (benchmark 200 students)
- Positive financial margin
- Fair Salaries and benefits
- Retention and recruitment of staff

- Affordable tuition
- Robust curriculum
- Sustainable parish subsidy
- Growing endowment
- Sustainable fundraising
- Adequate facilities/ funded deferred maintenance
- Robust parent community
- Vibrant parish
- Visibility of school in the parish

## Name

The combined school will be **St. Mark/St. Matthew Catholic Classical School**. The name provides clarity as to the type of education and creates distinction from other Catholic schools. As the parish family eventually considers a new name through the One Parish Plan, the school's name will be revisited.

## Program/Curriculum

### Mission

St. Mark/St. Matthew Catholic Classical School forms disciples of Jesus Christ through the teachings of the Catholic Church and classical liberal arts education. Christ is at the center of all teaching. Staff members are resolved to work with families to build the best possible environment to meet the spiritual, intellectual, emotional, and physical needs of the students. Learning is integrated, drawing connections across all subjects, building from year to year forming well rounded students skilled at critical thinking.

### Overview

#### **Christ Centered – Jesus is at the heart of our school**

All knowledge is ordered toward God, who is Truth itself.

The study and development of faith, wisdom, and virtue is at the core of building character in every child. Students are guided in the cardinal virtues (prudence, justice, fortitude, temperance) and the theological virtues (faith, hope, love).

- Prudence – wise judgement



- Justice - fairness
- Fortitude – courage
- Temperance – self control

Catholic teaching is woven into every subject

Prayer, liturgy, and sacramental life are integrated into the school day. The school's role as a parish ministry is visible and builds community.

### **Teaching Approach**

The curriculum is integrated (interdisciplinary) drawing connections between literature, history, social studies, Catholic tradition, art, science and math.

The curriculum builds from grade to grade with frequent return to concepts and deepening of knowledge and understanding. This approach aids in establishing connections, cementing concepts, and promoting relational thinking.

Students build on prior knowledge while increasing their proficiency in all subjects.

There is one teacher for every grade, depending on enrollment.

Middle school students switch classes for core subjects, allowing them to learn from teachers who specialize in each discipline. This model helps students grow in independence and prepares them for the academic structure of high school.

Students build leadership skills through student officer roles and student-led programs. Students are formed into families across grades increasing a sense of community and providing opportunities for older children to support younger children.

Students participate in music, sacred art, drama, speech, nature study, and physical education as part of a well-rounded formation. Sports are offered through a volunteer-led CYO program.

### **Language/Grammar focus**

Teachers emphasize strong grammar skills which provides structure for understanding and conveying knowledge, the foundation for a well-formed intellect and mastery in all subject matter.

### **Inquiry/Project-based learning**

Engaging students' natural curiosity encourages students to develop critical thinking skills through discovery and exploration.

## **Family support**

Engaging before and after school programs to support working parents.

Half day programs for 3 and four-year olds are offered at St. Mark.

Licensed all-day Pre-K for four-year-olds at St. Matthew will be evaluated for feasibility.

## **Staffing**

St. Mark/St. Matthew Catholic Classical School will initially have the following staffing levels, depending on the enrollment. As enrollment grows, additional programs will be evaluated and staffed accordingly. The budget will be formed based on this staffing model, with teachers being paid at the 80<sup>th</sup> percentile of the 2025-26 Shoreline schools salary scale. All efforts will be made to have the staff identified in January 2026 to help parents with their decision to enroll. Teachers not selected will be assisted by Office of Catholic Schools to connect to other Archdiocesan jobs.

Category	Assumption	Total Staff by Category
Pre – K	Pre-K is a self-funding model and not included in the budget below.	3-4
Grades K-8	1 teacher per grade	9
Specialists	Specialists for art, music and PE. 3 part-time teachers	3 part-time
Principal	1 full time	1
Front Office/Business Mgr.	1 full time	1
Business Development	1 full time for recruiting families, supporting fundraising/development	1

## **Community/Marketing**

**Goal:** To create community between St. Mark and St. Matthew Schools to retain the highest number of students to form a combined school and to grow enrollment.

## **Community Recommendations:**

### **1. How do we establish a strong community for the combined parish Family 12 school?**

- Focus on the students attending both schools, survey and create leadership roles for middle school students for ideas.
- Hold community building events for example, Lenten salmon dinners, combined school/parish picnic, September Mariner game, build relationships through events and activities.
- Invite schools to participate in each other's school events, Consult Family 12 columned calendar for an overview of events at each school, CYO.
- Collaborate events on Facebook, send calendar reminders, need shared graphics
- Coordinate Parish/School communication methods, i.e. newsletters, Facebook, email addresses, for short- and long-term communication.
- Determine and coordinate use of FACTS, ParishStaq, Constant Contact, social media platforms, payment systems, websites.
- Publish a joint newsletter for the schools.
- Publish a shared calendar, possibly in Arch365.

### **2. What can we do in the 2025-2026 school year to promote community across the schools?**

- Promote summer activities – Bonfire Night, Playground & Popsicles, posted events throughout the summer, for example, Lynnwood pool party, bowling & pizza party, summer picnic, fly kites at Carkeek Park.
- Combine CYO.
- Arrange immersion events by grade levels during the 2025-2026 school year.
- Collaborate classes for retreats, field trips, outdoor education, Virtue assemblies
- Create immersion of St. Mark/Matthew's classes by attending school all day together at alternating locations, monthly or every other month. Assemblies, activities, and lessons for the day would be designed by hosting schools.
- Consider Google Team meetings online with classrooms from the other school.
- Provide service experiences for students to do together (Catholic Social Justice), for example, Missionary Discipleship, visit nursing homes (sing, bring decorations), St. Vincent de Paul
- Publish upcoming events on Facebook with St. Mark/St. Matthew, Family 12 heading,
- Publish information in each other's family newsletter
- Hold an all teacher and Staff retreat, in service

### **3. How do we attract more families?**

- Rely on reputation, word of mouth, invite a friend.
- Create community activities and events, i.e. Bonfire Night, International events.
- Identify differentiated programs.
- Focus resources on recruitment.
- Ensure internet presence helps attract families to the new school.

### **4. How do we promote the diversity (multi-cultural aspect) of the combined parish family school?**

- Each school has pre-existing multi-cultural communities.
- Each school has an annual international event planned.

### **5. How should we use personal invitations to help retain and recruit families?**

- Encourage Pastor / Principal personal visits with each family in Parish 12.
- Schedule enrollment meeting with all parents.

## Budget/Tuition

Proposed Budget for the 2026-2027 is as follows:

Budget Category	2026-27 Budget	Comments
Tuition and Fees	1,207,598	Based on 125 students
Parish Subsidy	150,000	Lower than current
Fundraising	150,000	Based on actuals
Other Revenue	51,000	Includes K of C gift
Total Revenue	<b>\$1,558,598</b>	
Salaries and Benefits	1,204,000	Based on staffing assumptions and salaries at 80% of Shoreline schools
Operating Supplies and Expense	43,000	Based on actuals
Program Expenses and subsidies	22,000	Based on actuals
Operations and Maintenance	50,000	Based on actuals
Contracted Services	124,240	Based on actuals
Business Expense	26,000	Based on actuals
Fundraising Expense	20,000	estimate
Utilities	56,000	Based on actuals
Appreciation/thank you	5,500	Based on actuals
Assessments	7,600	Based on actuals
Total Expenses	<b>\$1,558,340</b>	
Net Revenue	<b>\$258</b>	Revenue less Expenses

## Proposed Tuition for 2026-2027

Tuition Category	Proposed Tuition 26-27	St. Mark 25-26 (current school year)	St. Matthew 25-26 (current school year)	Average Tuition for Local Catholic Schools 25-26**
Out of Parish (1 child)	\$11,800	\$9,970	\$13,107	\$13,942
Out of Parish (2 Children)	\$21,800	\$19,940	\$24,832	\$25,107
Out of Parish (3 Children)	\$31,200	\$29,910	\$36,647	\$35,059
In Parish (1 child)	\$8,750	\$7,736	\$9,779	\$10,279
In Parish (2 children)	\$15,000	\$12,764	\$17,364	\$18,141
In Parish (3 children)	\$21,800	\$18,508	\$23,754	\$23,757

\*\* Holy Rosary Edmonds, St. Thomas More, St. Pius X, St. Luke, St. Catherine, Our Lady of the Lake included in the average.

Pre-school tuition will be set by the time contracts need to be signed.

In general, there will be less capacity to provide hardship discounts to families. It will be incumbent on families anticipating not being able to pay their tuition, to apply for Fulcrum assistance in accordance with their guidelines.

## Location

St. Mark/St. Matthew Catholic Classical School will be located at the St. Mark campus. This decision was challenging due to the importance of location to the convenience of families and the differences in the physical school buildings. St. Matthews has recently been updated while St. Mark has not had the same level of updates. The Steering Committee considered the following in making their recommendation

- Alignment with the mission
- Ability to retain existing students
- Ability to grow
- State of the buildings

The preponderance of existing students for the combined school live north of NE 125<sup>th</sup>, with many living north of NE 165<sup>th</sup>. These facts suggests that it makes more sense from a perspective of convenience to the most existing families to locate at St. Mark. Location was also a key factor identified by parents in the survey as to their decision to enroll.

## Location discussion

	North of NE 165th	North of NE 145th	North of NE 125th
Pct of St. Mark families	81%	95%	95%
Pct of St. Matthew families	26%	39%	70%
Pct of combined	57%	70%	84%

Based on families enrolled in 2024-25

From a growth perspective, the largest growth areas for school aged kids over the next 10 years are Lake City, Shoreline, and Montlake Terrace. St. Mark is in the best location to attract from all three areas. (see growth data in appendix)

While St. Matthew has a superior building, the impact of location on retention and growth was identified as a higher priority. The deferred maintenance will need to be addressed in the One Parish Plan process. The committee also recognizes the investment by Shea homes at St. Matthew and the need to find a way to get a return on that investment toward Catholic education.

## Governance

A school commission will be appointed by Fr. Ross in February/March 2026, once there is a sense of who has enrolled. The school commission will take on many tasks in support of the principal and staff in the transition to the combined school. Included in their possible early agendas includes:

- Provide leadership with the transition from the current schools to the new combined school.
- Think about alumni. Preserve history and create new connections.
- What will the uniforms be?
- Identify programmatic additions that would help attract and retain students in the future.
- Help recruit parents club leadership.
- Execute many of the community building activities for the combined school, in conjunction with a new combined parents club
- Evaluate Hot lunch.
- Evaluate buses from St. Matthew? Carpools?
- Evaluate potential collaboration with home school families.

## Endowment

Each of the schools has two endowments. With the approval of the pastoral councils and Fr. Ross, each of the endowments will be transferred to the new combined school. It is anticipated that interest from the endowments will fund discounts, scholarships, and other school needs.

Endowment Name	Balance as of 9/30/2025	Corpus
St. Mark Educational Fund	\$706,413	\$518,159
St. Mark Terrance Neuman Endowment	\$195,230	\$95,778
St. Matthew Educational Fund	\$942,653	\$611,293
St. Matthew Reverend William J Power Scholarship Fund	\$162,267	\$126,816

## Transitions

The Steering Committee recognizes the difficulty with changes of this magnitude to the parish family. St. Matthew families will feel a sense of loss. Alumni will be disappointed with the change. Relationships will be different. To help reduce the impact of the change, the Steering Committee recommends several potential actions:



- Create events that honor the classes of St. Mark and St. Matthew at the end of the school year, generating a heartfelt goodbye.
- Execute the community building activities that will help warmly welcome families to the combined school.
- Support families and parishioners to recognize their sense of loss.
- Find ways to engage alumni of both schools in preserving identity and develop new relationships.
- Identify traditions from both schools to be preserved in the new combined school.

## Appendices

### Workgroup membership

Workgroup	Member	Parish
Community	Ruth Foisy (co-chair)	St. Mark parishioner
	Leo Van Hollebeke (co-chair)	St. Mark parishioner
	Bethany Jury	St. Mark parent
	Vicky Olson	St. Mark parent
	Stacy Pretti	St. Matthew parent
	Celene Hernandez	St. Mark parent
Curriculum	Kathy Keck (co-chair)	St. Mark principal
	Julie Prepotente (co-chair)	St. Matthew principal
	Anne Lombard	St. Mark staff
	Sean Moore	St. Mark parent
	Amanda Waggoner	St. Mark parent
	Pauline Storino	St. Mark teacher
	Greg Hawksford	St. Matthew teacher
	Rick O’Leary	St. Matthew parent
	Myrvie Fuentes	St. Matthew parent
Staffing	Kathy Keck	St. Mark principal
	Julie Prepotente	St. Mark principal
Finance	John Hickman (chair)	St. Matthew parishioner
	Monica Williams	St. Matthew parishioner
	Marcia Yanus	St. Mark parishioner

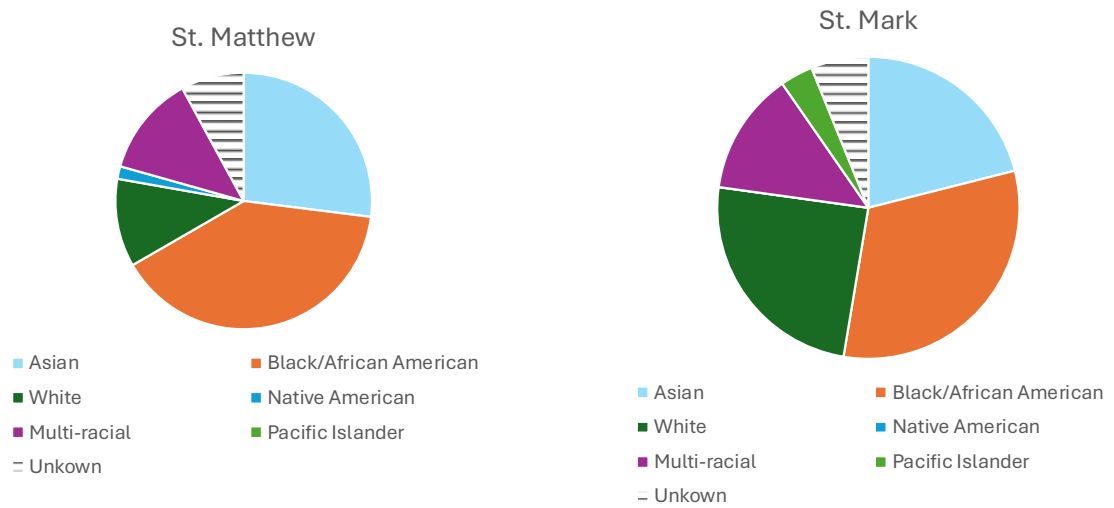
	Diane Reeves	St. Matthew parishioner
	Julianna D'Angelo	Family 12 Director of Ops

### **2025-26 Student Demographics**

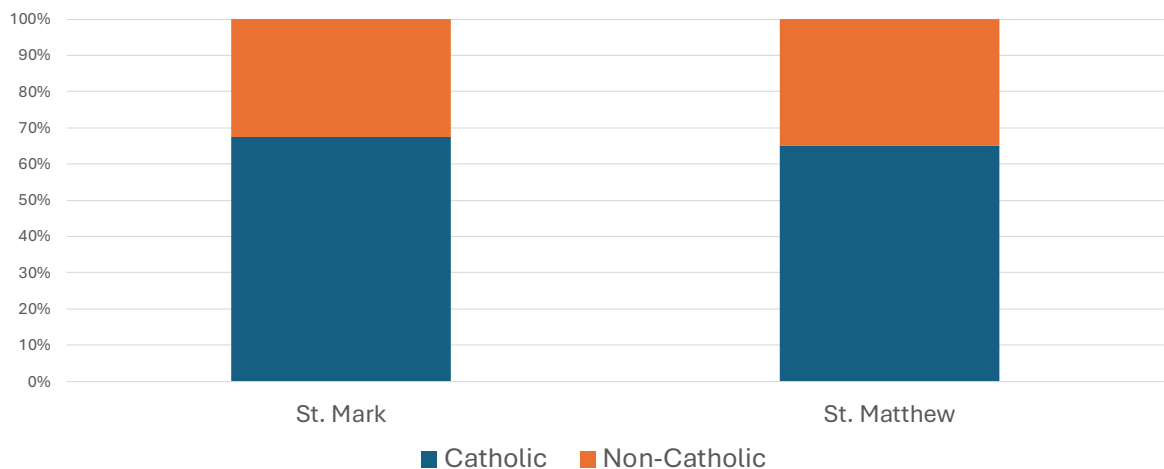
## Breakdown of 25-26 classes

	St. Mark Boys	St. Mark Girls	St. Matthew Boys	St. Matthew Girls	Combined Boys	Combined Girls	Combined Total
Pre K	9	3	5	4	14	7	21
K	7	4	0	0	7	4	11
1	8	3	1	2	9	5	14
2	3	5	5	1	8	6	14
3	6	7	3	3	9	10	19
4	5	8	0	3	5	11	16
5	9	8	4	3	13	11	24
6	1	5	0	3	1	8	9
7	3	9	7	4	10	13	23
8	5	6	12	3	17	9	26
Total	56	58	37	26	93	84	177

# Diversity Comparison



## Catholic/Non-Catholic 25-26 enrollment



## Opportunities for growth

# School Age Children (5-13) and Median Income by zip – Growth opportunities

Zip	Location Desc.	Combined	2025	2035	2035	2025	2030
		2025 students	5-13 age ct.	5-13 age ct.	5-13 pct chg	Median income	Median Income
98155	Lake Forest Park	48	3626	3390	-6.5%	\$ 149,000	\$ 308,000
98125	Lake City	33	3672	5244	42.8%	\$ 115,000	\$ 179,000
98133	Shoreline	17	4727	5920	25.2%	\$ 113,000	\$ 182,000
98043	Mountlake Terrace	15	2133	2678	25.6%	\$ 116,000	\$ 164,000
98026	Edmonds	12	3718	3595	-3.3%	\$ 138,000	\$ 198,000
98036	Lynnwood	11	4696	4496	-4.3%	\$ 116,000	\$ 171,000
98087	Lake Serene/Martha Lake	9	4865	5510	13.3%	\$ 121,000	\$ 177,000
98028	Kenmore	8	2699	2263	-16.2%	\$ 168,000	\$ 374,000
98177	Richmond Beach/Broadview	6	1966	1633	-16.9%	\$ 169,000	\$ 361,000
98012	Mill Creek	5	10241	8135	-20.6%	\$ 160,000	\$ 305,000
98115	Ravenna/View Ridge	3	5379	7503	39.5%	\$ 176,000	\$ 401,000
98108	Beacon Hill/South Park	3	2469	2553	3.4%	\$ 103,000	\$ 168,000
98105	U District/Laurelhurst	3	2854	5041	76.6%	\$ 114,000	\$ 189,000
98037	No. Lynnwood	3	2865	3024	5.5%	\$ 121,000	\$ 173,000
98020	Edmonds	3	1624	1633	0.6%	\$ 145,000	\$ 239,000

Source: MissionInsite, demographic data licensed for the Archdiocese of Seattle.

MissionInsite provides detailed demographic, socioeconomic, and religious affiliation data drawn from multiple public and private datasets, including the U.S. Census Bureau and proprietary research partners.

## Financial Assumptions

- School Ministry is desired by the new One Parish if it can be demonstrated to be sustainable
- The new school will need to be financially sustainable without extraordinary parish subsidy
- Tuition revenue needs to be adequate to cover at least staffing costs
- Enrollment forecast needs to be achievable and realistic
- We are assuming at least K-8th grade. Other models are not being considered at this time
- Retention of existing students is not assumed, this will need to be tested
- Salaries will be designed to be just, fair, and sustainable to attract talent

- The school ministry will cover all facility and other shared costs, including direct costs and those fairly allocated to it from shared parish costs
- The combined school will operate from one location and not split (for example one location be a middle school and the other K-5)
- Transition costs will need to be considered in the forecast
- Do we want to consider a survey of current parents and potential families based on initial tuition, curriculum, and location proposal? This may be a question for how the initial draft plan is presented, and feedback is provided.
- The cost of operating and maintaining the school facility is an important input for the Steering Committee to recommend a location for the school, but it is not determinative. Other factors will be considered.
- Sale of real estate assets cannot be assumed to be used to cover cost deficits

### **Parish Family Advisory Council Implications**

The Steering Committee had a third party evaluate the deferred maintenance at each site and provide an estimate of costs. The cost of the deferred maintenance is a parish cost and not directly accounted for in the budget for the combined school. The information has been shared with parish staff and Fr. Ross and will be used by the Parish Family Advisory Council in their planning efforts. A summary of the deferred maintenance and other structural items are below:

Location	Maintenance Item
St. Mark school	Not earthquake retrofitted – choice unless major remodels are undertaken. Updated assessment budgeted for 25-26
St. Mark gym/cafeteria	Roof next 3-5 years
St. Mark school	Roof next 3-5 years
St. Mark school	Windows
St. Mark school	Bathroom
St. Mark school	HVAC 5-8 years
St. Mark portable	Siding/roof next 3-5 years
St. Matthew school	Windows
St. Matthew portables	Roof next 1-3 years
St. Matthew parking lot	3-5 years

Another key building issue considered by the Steering Committee was the significant upgrade to the school at St. Matthew sponsored by Shea Homes. That remodel was done

in the summers of 2022 and 2023. It will be important for the One Parish Planning process identify how to generate a return on that investment toward Catholic education. The OPP process will need to also determine the mission for both campuses and how to fund needed upgrades at St. Mark.

**Administrative Tasks that need to be addressed by staff**

- Hold an open house in December 2025 at St. Mark for St. Matthew parents to better understand classical education.
- Develop the infrastructure (registration website, ability to take fees, etc.) to support enrollment in January.
- Determine how to qualify for in-parish tuition discount.
- Determine what qualifies as commitment hours.
- Schedule meetings with existing families to discuss enrollment.
- Hire principal and teachers for new combined school.
- Develop job description for Business Development position.