FEASIBILITY STUDY REPORT FOR:

SACRED HEART CATHOLIC CHURCH GLADWIN, MICHIGAN

SEPTEMBER 2017

BY: THE BRETON GROUP, INC.



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I. BACKGROUND INFORMATION

PURPOSE OF FEASIBILITY STUDY

This feasibility study is a customized and targeted pre-campaign strategy for gauging receptivity and resources within the church community. It is vital to gather specific preliminary information before any steps or initiatives can be taken to develop a viable funding program for the proposed capital project. The largest component of that process is the feasibility study developed and implemented by The Breton Group. The study provides key and objective data that will assist church leadership in making critical planning decisions concerning the capital projects. This feasibility study was developed and conducted for the exclusive benefit of Sacred Heart Catholic Church.

The study focused on factors that will impact the potential for major private financial support within the Sacred Heart Parish. The questions posed to the parish through both a parish survey and personal interviews were structured to provide crucial information and attitudes that would collectively serve as an overall indicator of campaign viability and success. With this final report, our primary goal is to provide church leadership with the necessary information to accurately assess and formulate next-step strategies. The feasibility study focused attention in the following areas:

- Awareness of church facility requirements to meet ministry needs and the proposed plan:
 - Awareness of facility needs impact on the church's worship, ministries, and programs
 - o Assessment of the proposed capital plan, timetable, and project sequencing
- Potential for raising \$1.4 million in private support from the parish
 - Understanding and acceptance of the case for support
 - Assessment of potential financial support from families
 - o Identification of a pattern of gifts to support the proposed plan
 - Availability of volunteer leadership assistance for a capital campaign
- The potential support level for the proposed plan
 - Assessment of parish attitude toward the proposed campaign
 - Assessment of obstacles for achieving the desired campaign objectives
- Advisability of a major capital campaign to address facility needs



II. METHODOLOGY

PROCEDURES EMPLOYED IN THE FEASIBILITY STUDY

PREPARATION

- Review of the architectural renderings including renovation and new construction costs
- · Development of a case for support
- Development and review/analysis of a parish survey
- Review and assessment of parish financial giving patterns
- Identification of personal interview candidates (a sampling representative of the parish) and interview scheduling, with review/analysis of their responses

INTERVIEWS

Personal interviews were conducted with a cross-section of the parish whose opinions were regarded to be representative of the views of the entire parish. The interviewees were asked open-ended questions and were encouraged to offer pertinent, candid information and additional or alternative ideas about the proposed plan. Careful consideration was given to the interviewees' understanding of, and agreement with, the proposed campaign, their level of potential financial support, and the prospective volunteer leadership role they might play.

The interviews were conducted independently by The Breton Group who then formed conclusions after all the interviews were conducted. A total of 34 parish households accepted the invitation when asked to participate in the interview process.

SURVEYS

Surveys were distributed by mail and also made available electronically to all church households not identified for personal interviews, to ensure the entire parish had the opportunity to provide feedback about the proposed plan. The surveys asked respondents to rate their opinions and feelings about several issues, including the church and the proposed plans and costs; the survey included opportunities for open-ended comments. Of the 345 surveys distributed, 165 surveys were returned, for a 48% response rate.



ANALYSIS

Information, perceptions, questions, and concerns generated through the interviews and surveys have been analyzed and evaluated by The Breton Group. This report documents our conclusions and best judgment regarding the potential for major private support for the Sacred Heart Catholic Church proposed capital project.



III. THE FINDINGS:

The following favorable and unfavorable factors, identified through the study process, will influence the fundraising potential of Sacred Heart Catholic Church as it considers a capital campaign. In addition to providing the basis for the conclusions and resulting recommendations in this study, these factors must be considered when planning and implementing campaign initiatives.

FAVORABLE FACTORS

- A majority of parishioners who participated in the feasibility study had overall positive feelings about the parish, registering "good, "very good," or "excellent" ratings.
- A majority of respondents indicated they would either, "yes," support a capital campaign or "consider" supporting a campaign.
- There is overall consensus and agreement that the church building needs revitalizing and updating.
- There is overall favorable consensus with creating a convenient, canopied drop-off and pick-up area, although there were concerns raised regarding its proposed location.
- People are generally pleased with the planning process that has occurred to assess current facilities and needs including the feasibility study to more directly gauge parishioners' reaction to the plans.

UNFAVORABLE FACTORS

- The majority of respondents believe the cost of \$1.4 million is too high and unachievable, sighting a large portion of the parish are elderly on fixed incomes and do not have the ability for a \$1.4 million project, initiating fears of significant debt.
- The perception of respondents is that many parishioners are generally not interested in "significant" changes.
- Adding a new narthex is generally not supported, considered unnecessary, and would diminish the use/purpose of the existing activity center.
- Other campus capital needs, including the parking lot and parish center, were routinely identified as higher priorities over a new building.
- There is a perception the parish is unable to maintain current facilities creating a heightened concern of increased operating expenses for an additional facility.
- The needed pattern of gifts (specifically Tier 1) to support a \$1.4 million capital campaign did not emerge.



IV. CONCLUSIONS

After thorough analysis and careful consideration of all favorable and unfavorable findings identified during the feasibility study process, it is the conclusion and best judgement of The Breton Group that Sacred Heart Catholic Church *does not* have the basis of financial support for a \$1.4 million capital campaign as proposed.

However, we do believe that Sacred Heart Catholic Church has the basis for a successful capital campaign focused on the priorities to upgrade, repair, and renovate the existing church, with current giving potential of \$700,000-\$800,000. This judgement is based upon the following conclusions reached through the interview/survey process:

- People have positive feelings about the parish and generally agree with renovating the current church along with some upgrades. However, there was a trend of comments regarding the proposed church façade indicating it was too ornate, more "want" than "need" and a low priority.
- People do not agree or understand the need for and cost of a new narthex building.
- People consider other campus capital needs a higher priority, such as additional parking, parking lot repairs, additional church seating, and renovations to the parish center.
- Parishioners are supportive of a drop-off canopy area autonomous from a new narthex facility.



V. RECOMMENDATIONS

It is the opinion of The Breton Group that Sacred Heart Catholic Church has the potential to raise significant private funds. The following steps, if implemented, will enhance the likelihood for success.

- Revisit the Master Plan with feedback from the Feasibility Study and prepare to clearly communicate a proposed list of projects for a cost range of \$700,000 -\$800,000:
 - Focusing on current church repairs and renovations
 - Consider incorporating parking lot expansion and repairs
 - o Revisiting options for a convenient canopy drop-off area
 - Consider incorporating a capital reserve fund for future capital repair needs
- Communicate to parishioners:
 - A revised plan including a funding plan that clearly explains diocesan guidelines for implementing parish capital projects
- Seek and obtain diocesan permission to conduct a capital campaign
- Secure campaign leadership from a broad cross section of the parish to:
 - Develop a Capital Stewardship Campaign Plan
 - Revise Case for Support
 - Develop a campaign theme
 - Develop a campaign timeline to incorporate appropriate time for disseminating information, prayer and discernment, gift commitment, and follow-up
 - Begin intentional cultivation of keystone gifts
 - Develop a comprehensive communications plan to:
 - Emphasize the church's commitment to overall fiscal responsibility by avoiding significant long-term debt
 - Emphasize the church's commitment to stewardship and sacrificial giving to Sacred Heart Church
 - Clearly articulate the "why" of each project



VI. PROPOSED TIMELINE

SEPTEMBER/OCTOBER 2017

- Church leadership reviews the Feasibility Study report
 - Approves recommendations and next steps
 - Report results of Feasibility Study and communicates next steps to the church family
- Revisit the Master Plan to prepare for campaign launch in the Fall of 2017
 - Review alternate facility plans for a campaign goal in the \$700,000 to \$800,000 range
 - Finalize projects, costs and funding plan
 - Obtain diocesan approval
- Develop and implement an intentional communication plan to the church family communicating;
 - Revisited projects, costs and funding plan emphasizing avoiding significant long-term debt, and being fiscally responsible
 - Key messaging for each project component and its impact on ministry and mission

OCTOBER/NOVEMBER 2017

- Identify and recruit campaign leadership cabinet
- Build a detailed, week-to-week timeline for capital stewardship campaign activities
- Gather the leadership cabinet to formally launch the capital campaign
- Campaign Information Phase
 - Implement information strategies
 - Mail, share, and electronically post information materials
 - Conduct advance commitment

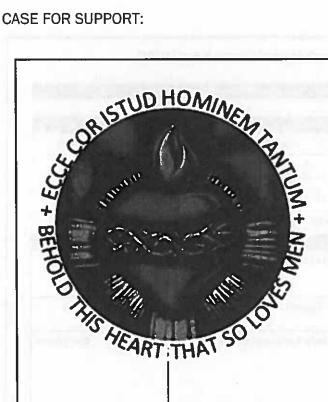


NOVEMBER 2017 - JANUARY 2018

- Campaign Stewardship/Discernment Phase
 - o Emphasis on stewardship and prayerful reflection
 - Promote lay witness testimonials about stewardship, church life, and the potential impact of the projects
- Campaign Commitment Phase
 - Implement commitment strategy
 - Secure gifts
 - Announce campaign success
- Implement Follow-up Plan Three Years



CASE FOR SUPPORT:



SACRED HEART PARISH CAPITAL PROJECT





SURVEY DOCUMENT:

https://www.surveymonkey.com/r/SHGladwin; Survey completion date is Sunday, August 27, 2017 Sacred Heart Catholic Church - Site Master Plan -- Survey Name (optional): Date: CHURCH LIFE Circle Response 5 - 14 yrs. 15 - 25 yrs. 1. How long have you been attending Sacred Heart Parish? Less than 5 yrs. 26+ yrs. 5 2. What is your overall feeling about the church? 4 3 2 1 **Excellent Very Good** Good Fair Poor 18-30 31-40 41-50 51-60 61-70 3. What is your age? 71+ 4. How would you describe your involvement in the church? Moderate Minimal None Strong **REACTION TO THE PLAN** 5. Did you read and understand the materials sent from the feasibility study committee regarding our Site Master Plan? Yes 6. What is your overall reaction to the proposal? I/We Support **Support with Questions Do Not Support** 7. Do you think our church family can raise \$1.4 million over a 3-year period? If not, why not? Yes Don't Know Comments: 8. Do you agree with the plan priorities? Comments: 9. Regardless of whether you agree with the plan priorities or not, are there any specific aspects of the renovations and new construction that you don't agree with? If yes, state with which you disagree and why. Comments:

Over ->



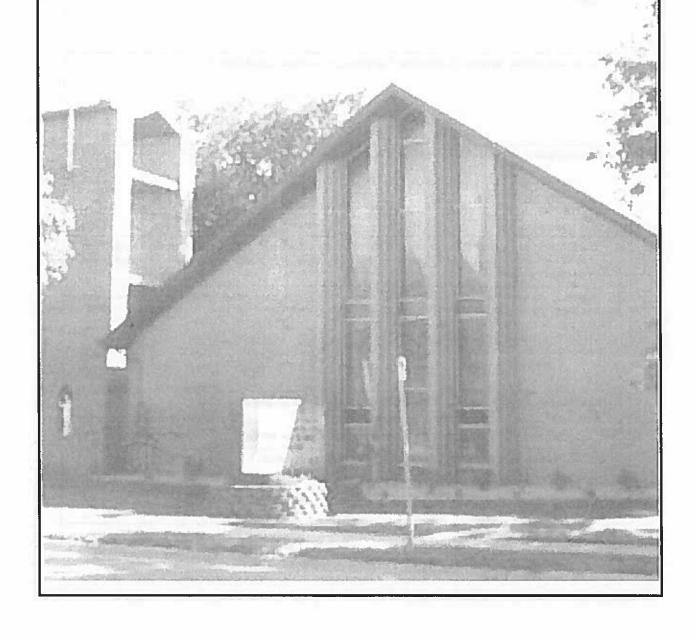
FUNDING					
11. Do you think the majority of Sacred Heart families will ge Comments:	enerously sup	port this Plar	17	Yes	No
12. What are the greatest obstacles to maximizing financial	support from	our parish fa	mily?		
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13. What actions must we take to maximize financial suppor	t from <i>all</i> of	our Sacred He	eart family?		
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Thank You!



PARISH LONG-TERM STRATEGIC PLAN

A proposal to continue building our legacy for the next generation





PROJECT BACKGROUND

In October 2014, Most Reverend Joseph R. Cistone, Bishop of Saginaw put forth a Strategic Planning initiative called Planning Tomorrow's Parishes to address the future of the Diocese of Saginaw's parishes. Essentially, his plan directed each parish to assess its facilities from the Christian spiritual viewpoint and to assess whether facility improvements would promote and nurture evangelization of the Catholic faith to current and future parishioners. He defined evangelization as sharing the Gospel of Jesus by words, deeds, and Christian joy, proposing a lifetime of discipleship within the Church so that society is transformed in Christ. This can be accomplished with attractive facility improvements that enhance the church's outward appearance so that the grace of evangelization is cultivated within the hearts and minds of those who visit it. Facility improvements are a step toward making the Catholic community an inviting and nurturing place to be.

Quickly after Bishop Cistone communicated this directive, Sacred Heart parishioners

went to work to develop a plan for our campus. Goals and objectives were designed for the parish and general plan emerged. Surveys were provided to parishioners for feedback early in 2015. Then parishioner "town hall" meetings were arranged in the months following. These steps enabled the entire parish to participate, identify, and prioritize needs to improve the campus. In October 2015, after review and input from parishioners, a Strategic Plan was put forth.







STRATEGIC PLAN

KEY PROJECTS

Sacred Heart's overall strategic plan highlights key projects to address our parish needs and ensure the parish continues to effectively attract and evangelize hearts and minds into the Catholic faith

community and participate in the sacramental life. In striving to be good stewards of parish resources and using feedback from parishioners, first step projects were prioritized as follows.

- O Complete renovations of the interior and exterior of the church
- The provide a gathering area attached to the church to comfortably enter the church, to meet and greet current parishioners, newcomers, and visitors, enjoy fellowship and refreshments, and to also use for pastoral, social and educational functions"
- O Provide a safer, easily accessible entrance for car drop off and pick up



A SOWER WENT OUT TO SOW~MATTHEW 13:3





Elevate the Catholic Transcendence of Sacred Heart Church

The interior and exterior renovations will elevate the Catholic transcendence and appeal of Sacred Heart to parishioners and visitors, transforming it into a more worthy temple of God—holier and more prayerful, thus transcending from the mundane to the sacred.

The renovations provide the following benefits:

- ⊖ Provide an entrance revealing a discernably Catholic church and increase our visibility by:
 - · Building a tower displaying a window, belfry, and spire
 - Installing two, eight-foot, ornate, ceremonial, entrance doors facing Silverleaf Street providing better access to the interior for liturgical processions, funerals, weddings, etc.
- ⊖ Enrich the sacredness of the sanctuary by:
 - · Removing the half-wall
 - · Constructing and centering the tabernacle behind the altar
 - · Installing a rose window
 - · Constructing an arched sanctuary apse
 - Matching altar and ambo
 - Fashioning a new baptismal font
 - Relocating the confessional and making it more accessible and inviting
- O Recapture the beauty of the nave (pew area) by:
 - Installing faux beams along the ceiling
 - Installing brighter LED lighting with dimming and scene capabilities
 - · Attuning the aesthetic of the walls
 - Removing the carpet to re-expose the marble and terrazzo flooring
 - · Pulling the pews to refinish them and the marble flooring
 - · Building an enclosed cry room at the back of the church
 - Converting the common entrance area into a beautiful shrine to the Sacred Heart of Jesus





NEW NARTHEX

The new narthex will provide a comfortable place for parishioners to socialize and to welcome parishioners and visitors with fellowship before and after Mass. It would be constructed so that meetings and educational and pastoral events could be hosted there. These types of programs will continue to enrich our faith and move toward further Christian discipleship with those we encounter. The narthex will be amenable for funeral viewings, weddings and other sacramental gatherings. The existing activity center lacks effective acoustics making it difficult to hear during any large meeting and is a considerable distance from the church. The new narthex would be situated at the existing north entrance where most of the after Mass gathering takes place.

The new narthex will provide the following benefits:

- ⊖ A warm, hospitable, spacious room to gather before and after Mass
- O Amenable for funerals, weddings, and other sacramental social events
- O Auditorium for educational, pastoral, and social events

- ⊕ Three restrooms including family accessible

Multiple options and considerations for the location of a narthex were studied and the best location is where the rectory is currently situated on the campus. The cost of maintaining and insuring the current rectory and convent is \$5,000 per year. These expenses will be eliminated from the church budget and can be re-allocated to the narthex. Various options are being evaluated for repurposing and/or relocating the rectory.





NEW CANOPY/CARPORT

A canopy/carport will be built to assist with safer drop off and pick up of our parishioners. It will eliminate a dubious trip for those with permanent physical ailments or mobility challenges. It will shield churchgoers from rain, wind, snow, and ice which can cause additional problems for all.

The new canopy/carport will provide the following benefits:

- ⊖ Safe drop off and pick up area
- Provide a shelter for inclement weather
- ⊕ Two-car by two-car access





FUNDING PLAN

ESTIMATED COSTS

WHAT	COST
Renovate church interior and exterior	\$ 300,000
New construction of narthex	\$ 805,000
New construction of canopy/carport	S 113,000
Contingency	\$ 182,000
TOTAL APPROXIMATE COSTS	\$1,400,000

FUNDING

A capital stewardship campaign in the Fall of 2017 is proposed to fund these first priorities. The proposed capital stewardship campaign would request pledges/commitments from all parishioners, over and above current parish and diocesan support, payable over a multi-year period which is typically three years. Our campaign motto for all our parishioners is "Not Equal Gifts, but Equal Sacrifice."





OUR MISSION

Our mission statement: "We, the members of Sacred Heart Parish, are dedicated to serving Christ by bringing the fullness of Catholic Truth to the Gladwin community. We help good Catholics become holier Catholics, bring former Catholic "home," and lead non-Catholics into the fullness of the Faith."

With this mission statement coupled with the stated goals of Sacred Heart Parish, we will achieve the expectations that position us for our future.

NEXT STEP

The next step is to continue to gather input, review, and refine the plan through a feasibility study. Parish leadership is seeking input from the parish to determine the level at which the parish family supports the proposed projects of the Strategic Plan and willingness to give sacrificially in support of these important projects. As a parish, we have invested considerable effort in the creation of this plan, but the plan cannot be realized without the support of all our parishioners. Let us all continue to pray that God's will be done here at Sacred Heart—furthering His kingdom here in our Gladwin community.



ARCHITECTURAL DRAWINGS

CONCEPTUAL DEVELOPMENT



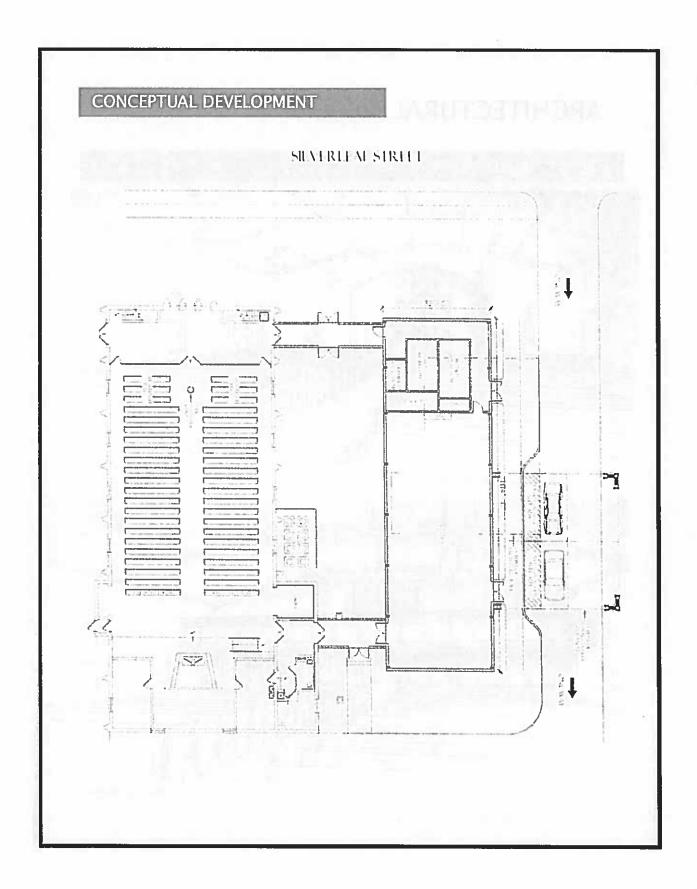
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GIFT CHART:

Sacred Heart Catholic Church Gift Chart

\$1,400,000 GOAL

This chart illustrates the types of pledges, payable over 3 years, needed for Sacred Heart Catholic Church to reach its financial goal

# GIFTS NEEDED	GIFT/PLEDGE LEVEL	POSSIBLE F MONTHLY (36)	PAYMENT OPTIONS O QUARTERLY (12)	VER 3 YEARS ANNUALLY (3)	CUMULATIVE
			TIER 1		
1	\$100,000	\$2,778	\$8.333	\$33,333	\$100,000
2	50,000	1,389	4,167	16,667	200,000
3	24,000	667	2,000	8,000	272,000
5	15,000	417	1,250	5,000	347,000
			TIER 2		
10	\$10,000	\$278	\$833	\$3,333	\$447,000
20	8,000	222	667	2,667	607,000
35	6,000	167	500	2,000	817,000
55	4,000	111	333	1,333	1,037,000
		7	TIER 3		
50	\$3,000	\$83	\$250	\$1,000	\$1,187,000
45	2,000	56	167	667	1,277,000
30	1,000	28	83	333	1,307,000
REMAINDER	\$500 or less	\$14 or less	\$42 or less	\$166 or less	\$1,400,000



APPENDIX C

COVER LETTER DRAFT TO INTERVIEW CANDIDATES:

Dear (Name):

We are asking for your help.

As you know, our parish has been studying and discussing facility needs based upon the Diocesan Strategic Planning initiative called Planning Tomorrow's Parishes. Our goal was to assess facilities from the viewpoint of promoting and nurturing our Catholic faith for both today and the future. After much analysis, deliberation, prayer and feedback from parishioners, a Master Site Plan emerged. The Master Site Plan encompasses both long and short-range needs.

Bishop Joseph R. Cistone is very supportive of our planning process and the next step is to obtain more direct feedback and reactions from everyone at the parish via a feasibility study. We've engaged the services of The Breton Group, a consulting firm, to conduct the feasibility study and determine the overall level of support for the proposed plans. Feedback from our church family is being sought by either a personal interview or completing a survey. We are asking for your input through a personal confidential interview with a member of The Breton Group at the church offices. Only your opinion and thoughts are being sought at this time. You are not being asked for a firm financial pledge or commitment now. At the conclusion of all interviews and completed surveys, The Breton Group will compile a report assessing overall opinions of the plan without disclosing any individual names and/or opinions.

In the next few days, you will be contacted by _______ to arrange a private and confidential 30-minute interview with a member of The Breton Group. A sample of the interview questions are on the back-sid of this letter for your early thought consideration.

Enclosed is information about the proposed phase one of our master plan. Please read the enclosed information and make every effort to arrange a time to share your confidential feedback with a member of The Breton Group. Your views will assist us in determining next steps in our evangelization, spreading the word of our Lord and advancing the future ministry of this parish.

On behalf of Sacred Heart Catholic Church, we thank you for your help.

In Christ,

Rob Neering, Fr. J. Marcel Portelli, Jordan Ritchie, Lori Stout, Joel Vernier, Dave Poxon, Jill Witkowski Feasibility Study Committee

Enclosure



Sample Interview Questions

How long have you been attending Sacred Heart Parish?

What is your age and overall feeling about the church?

How would you describe your involvement in the church?

What is your overall reaction to the proposal?

Do you think our church family can raise \$1.4M?

Do you agree with the plan priorities?

Are there any specific aspects of the renovations and new construction that you don't agree with?

Do you think our church family will generously support this effort?

Are there any obstacles to maximizing financial support from our parish family?

If the plan moves forward, will you support it with a 3-year financial pledge of support, over-an-above your annual giving?

Who would be an ideal candidate(s) to assist in serving on leadership committees?



COVER LETTER DRAFT FOR SURVEYS:

Dear Member of Sacred Heart Catholic Family:

We are asking for your help.

As you know, our parish has been studying and discussing facility needs based upon the Diocesan Strategic Planning initiative called *Planning Tomorrow's Parishes*. Our goal was to assess facilities from the viewpoint of promoting and nurturing our Catholic faith for both today and the future. After much analysis, deliberation, prayer and feedback from parishioners, a Master Site Plan emerged. The Master Site Plan encompasses both long and short-range needs.

Bishop Joseph R. Cistone is very supportive our planning process and the next step is to obtain more direct feedback and reactions from everyone at the parish via a feasibility study. We've engaged the services of The Breton Group, a consulting firm, to conduct the feasibility study and determine the overall level of support for the proposed plans. Feedback from our church family is being sought by either a personal interview or completing a survey. We are asking for your input via the completion of a *confidential* survey. Only *your opinion and thoughts* are being sought at this time. You are *not being asked* for a firm financial pledge or commitment now. At the conclusion of all interviews and completed surveys, The Breton Group will compile a report assessing overall opinions of the plan *without disclosing any individual names and/or opinions*.

Enclosed is information about the proposed phase one of our master plan. Please read the enclosed information and complete the survey on the last page. Use the enclosed envelope to return the confidential survey by <u>DATE</u> and dropping it in the offertory collection or <u>survey boxes</u> located at church entrance. You may instead complet the survey online via the link: https://www.surveymonkey.com/r/SHGladwin. If you would prefer to share your thoughts personally with a member of The Breton Group instead of completing a survey, please contact at -###-#### this week, and we will schedule a time for a 30-minute personal interview. Either way, your feedback is confidential and your views will assist us in determining next steps in our evangelization, spreading the word of our Lord and advancing the future ministry of this parish.

On behalf of Sacred Heart Catholic Church, we thank you for your help.

In Christ,

Rob Neering, Fr. J. Marcel Portelli, Jordan Ritchie, Lori Stout, Joel Vernier, Dave Poxon, Jill Witkowski Feasibility Study Committee

Enclosures



APPENDIX F

SALIENT SURVEY CHARTS:

How long have you been attending Sacred Heart Parish?

Answered: 161 Skipped: 4

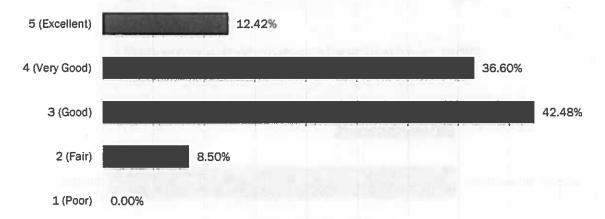


0.00% 5.00% 10.00% 15.00% 20.00% 25.00% 30.00% 35.00% 40.00% 45.00% 50.00%

Answer Choices	Responses		
Less than 5 years	6.83%	11	
5-14 years	15.53%	25	
15-25 years	30.43%	49	
26+ years	47.20%	76	
Total		161	

What is your overall feeling about the church?

Answered: 153 Skipped: 12



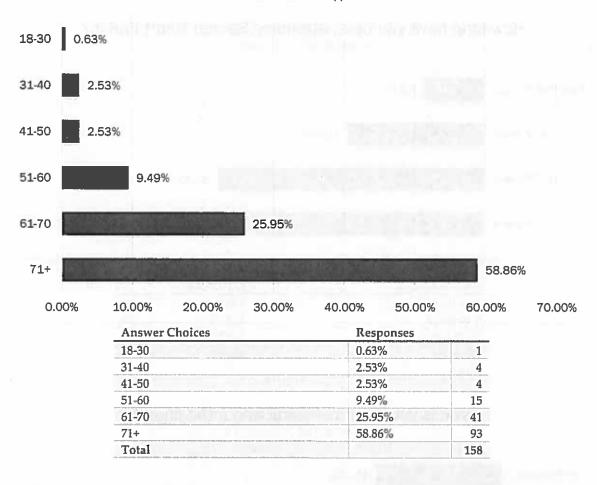
0.00% 5.00% 10.00% 15.00% 20.00% 25.00% 30.00% 35.00% 40.00% 45.00%

Answer Choices	Responses	
5 (Excellent)	12.42%	19
4 (Very Good)	36.60%	56
3 (Good)	42.48%	65
2 (Fair)	8.50%	13
1 (Poor)	0.00%	0
Total		153

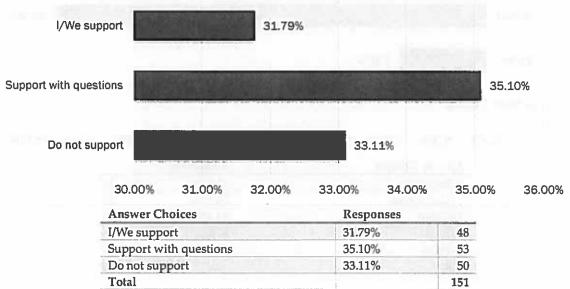


What is your age?

Answered: 158 Skipped: 7

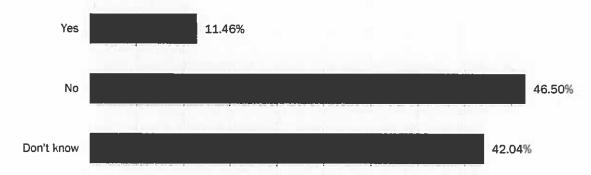


What is your overall reaction to the proposal? Answered: 151 Skipped: 14





Do you think our church family can raise \$1.4 million over a 3-year period? Answered: 157 Skipped: 8



0.00% 5.00% 10.00% 15.00% 20.00% 25.00% 30.00% 35.00% 40.00% 45.00% 50.00%

Answer Choices	Responses	
Yes	11.46%	18
No	46.50%	73
Don't know	42.04%	66
Total		157



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