

# Shaping St Catherine’s Future: a Life-long Journey

## Recommendation: A Path Forward after June 9, 2009

FPSC Report to PC and FC  
June 2, 2009

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## 1. Executive Summary

Since December 2008, the Facilities Project Steering Committee (FPSC) has been guiding the Pastoral Council (PC) towards a comprehensive proposal for a facilities project. According to the time line, the PC planned to interact with the parishioners about the proposal this September and October and deliver its final recommendation to Fr Mike by the end of October.

### New Information

In the third week of May 2009, the FPSC received information about three issues:

1. Financial capacity based on Financial Feasibility Study (see separate preliminary draft report)
  - a. Fundraising capacity in three-year capital campaign estimated at \$1,000,000
  - b. Parishioners showed overwhelmingly strong support for making critical repairs to the church and then doing more later if funds were available
2. Condition of church roof support beams
  - a. Internal inspection reveals that four of 32 beams need immediate repair and the remaining 28 need immediate remediation to avoid future damage
  - b. Estimate for repair is \$150,000
3. Updated estimate for church roof repair
  - a. Estimate for repair is \$500,000

### Proposed Path Forward

St. Catherine's (StC) faces facilities issues with two very different natures:

- those requiring immediate action to solve known problems, and
- those requiring further evaluation before it can map out the best next steps.

Failure to act on the items of immediate need would be ill-advised and lacking in effective stewardship of StC's assets. There are four critical items which must be undertaken as soon as possible:

1. Repair the church roof
2. Repair the church roof support beams
3. Stop the leaking in the parish center temporarily to prevent more damage until a more permanent solution is possible. Estimate for temporary repair is \$50,000
4. Investigate whether there are health and/or safety issues for the parish center occupants. Estimate for a professional study is \$20,000

The FPSC therefore recommends dividing the project work into two routes, each with its own project plan, time table, construction period and fundraising campaign. The *first* route addresses the critical items listed above. After this critical work has been accomplished, the PC moves forward on the *second* route by studying and evaluating additional work on the parish center.

## Rationale

Six major themes support this proposed path forward:

1. \$1,000,000 in fundraising capacity allows only a very limited set of project items
2. The parishioners overwhelmingly support immediately repairing the critical items in the church and only later adding other ones if the funds were available
3. The four critical items consume most, if not all, of the fund raising capacity for a three-year campaign
4. Delaying action on the four critical items beyond the 2009 construction season carries too many risks StC's facilities, staff, parishioners, and ministries
5. StC must protect parish center occupants from exposure to possible health or safety issues
6. Spending limited funds now for critical repairs to the parish center is responsible stewardship because (a) the building will be protected from more damage while StC studies very carefully which renovations are needed and cost effective, and (b) no funds will be wasted on repairs prematurely made.

## **2. Recommended Actions for Implementing the Path Forward**

In order to implement the propose path forward, the FPSC recommends that the PC approve in principle, within the specified requirements, the following actions:

1. **Plan and execute work on the package of four critical items for completion during the 2009 construction season.** The total cost of the four items may not exceed \$1,070,000. This effort will be conducted under the direction of the FPSC and within a financial plan, including possible debt, developed and recommended by the FC. At its July 14<sup>th</sup> meeting, the PC will review the progress and would only reconsider its recommendation if the timeframe and/or budget exceed these prescribed limits. After July 14<sup>th</sup>, no further review by the PC will be required on activity related to the four critical items. Should funds be available from the first fundraising campaign (see action #2 below), a plan for essential repairs to the church's hvac system would be evaluated by the PC for construction in 2010.
2. **Plan and execute the first 3-year fundraising campaign immediately to raise funds sufficient to cover action #1.** This work will be conducted under the direction of the FPSC, with the FPSC appointing a special Task Force to execute the campaign. The fundraising plan is subject to PC review and recommendation.
3. **Develop a comprehensive plan for revitalizing the parish center in stages from 2013-2016 and present this plan to the parishioners in fall 2010 or spring 2011.** This work will be conducted under the direction of the FPSC according to a financial plan, including possible debt, developed by the FC. The project plan is subject to PC review and recommendation.
4. **Plan and execute a second 3-year fundraising campaign in 2013 to raise funds sufficient to cover action #3.** This work will be conducted under the direction of the

FPSC, with the FPSC appointing a special Task Force to execute the campaign. The fundraising plan is subject to PC review and recommendation.

The FPSC would direct these four actions on this general time line, with the understanding that adjustments would be made as necessary.

Action #	Activity	Start	Finish
1.1	Finalize details of project for critical items	mid June	mid July
1.2	Award contracts	mid July	early Sept
1.3	Accomplish work	mid July	late 2009
2.1	Develop plan for fundraising campaign	mid June	early July
2.2	Approve plan	July 14 <sup>th</sup>	n/a
2.3	Implement campaign	mid July	late 2009
2.4	Collect pledges	early 2010	late 2013
3.1	Develop plan for parish center project	early 2010	mid 2012
3.2	Present plan to parishioners	late 2010 to early 2011	n/a
3.3	Approve plan	mid 2012	n/a
3.4	Accomplish work	2013	2016
4.1	Develop plan for fundraising campaign	mid 2012	mid 2012
4.2	Approve plan	late 2012	late 2012
4.3	Implement campaign	late 2012	early 2013
4.4	Collect pledges	2013	2015

### 3. Recommended Plan for Communications

The PC, FC and the Pastor lead StC forward based on trust. Their actions must be authentic and engender trust in the parishioners. The communication of the facilities project current status must be direct and immediate.

The FPSC recommends that the PC approve the following plan for communicating with the parishioners.

1. By email and website posting on June 11
  - Pastor announces need for new proposed path forward and invites parishioners to the Parish Facilities Forum on Sunday, June 14<sup>th</sup> from 1:00-2:30pm
2. During Masses on June 13&14
  - Pastor describes situation and presents new proposed path forward (i.e., two routes)
  - PC member invites parishioners to the Parish Facilities Forum on Sunday, June 14<sup>th</sup> from 1:00-2:30pm
3. Shortly after parish facilities forum
  - FPSC communicates results to PC, FC and parishioners

#### 4. Summary Results of Financial Feasibility Study

The following information is from the Financial Feasibility Study. Note: some of this information was provided separately from the preliminary draft RSI Report, but will be included in the final RSI Report.

Number of Responses:

Category	Number of Households (HH)
Personal Interviewee	22
Focus Group Attendee	48
On-line only	93
Total	163

Projection of Financial Capacity:

Type of Projection	Amount
1. Benchmark (similar sizes and project purposes)	\$1,000,000
2. Numerical Sum of Expressed Commitments	\$600,000-1,100,000
3. Recommend Size of Campaign	\$1,000,000

Commitment Profile Table:

# of HH	% of HH	Size of Possible Financial Commitment
2	1%	\$50,000-74,999
3	2%	\$25,000-49,999
10	6%	\$15,000-24,999
8	6%	\$10,000-14,999
14	9%	\$5,000- 9,999
35	21%	\$2,500-4,999
62	38%	\$500-2,499
29	18%	Not giving or no response
163	100%	\$593,000-1,140,000

Context for and Themes about Parish Emerging from Study:

- Timing: a sense of urgency on repairs, and no large impact from economic situation
- Historical culture:
  - a. Small core group that is involved, interested and excited
  - b. Most parishioners are “worship only”
- University Town: both a small-town civic pride and a strong commitment to local universities/colleges provide many important competitive opportunities for giving
- Practical about financial matters: not interested in going beyond means, yet willing to carry some debt

- Push back: against proposed scope as being too big

## 5. Cost Estimates for Package of Critical Items

There are four critical items included in this package. Should sufficient funds be available this package would be expanded to include one essential item.

<b>Component or Option</b>	<b>Level</b>	<b>Cost Estimate</b>
Church roof repair	critical	\$500,000
Church roof support beam repair	critical	\$150,000
Parish center study of health and safety issues	critical	\$20,000
Parish center roof repair (temporary)	critical	\$50,000
Parish center allowance for health and safety remediation	critical	\$150,000
Contingency (approximately 25%)	critical	\$200,000
Subtotal for Critical Items		\$1,070,000
Church hvac repair	essential	\$200,000
Total for Critical and Essential Items		\$1,270,000

## 6. Developing the Financial Plan

The details of a financial plan will be developed by the FC for each of the two routes.

### General Approach:

- Action #1 -- Package of critical items:
  - Consider using reserves from Partners in Faith (\$191,000) for items relating to parish center
  - Arrange appropriate debt financing
  - Pay off debt using donations collected from first fundraising campaign (2010-2012)
- Action #2 -- Comprehensive plan for revitalizing the parish center in stages from 2013-2016:
  - Consider using reserves from Partners in Faith for items relating to parish center
  - Use any excess funds from first fundraising campaign
  - Arrange appropriate debt financing
  - Pay off debt using donations collected from second fundraising campaign (2013-2015)

## **7. Strategic Anchors, Major Studies, and Project Progress**

In 2007, the Pastoral Council defined an exciting future for St Catherine's based on the result of its Shaping St Catherine's Future Project.

### The Vision:

We are a vibrant Catholic community where all are welcomed, challenged, and supported on their life journeys.

### The Overall Strategy:

- Implement activities supporting St. Catherine's vision and mission statements within its resource potential.
- Grow parishioners' commitment and ability to lead and perform most activities and staffs' ability to lead and guide the parishioners as they do so.
- Develop on an ongoing basis the resources necessary to accomplish the parish's strategic goals.

### Strategic goals:

- Enhance the quality of our liturgies
- Grow and strengthen our community
- Enhance our service to the needy
- Improve the faith formation of all ages
- Improve the participation of youth
- Improve parish finances and facilities

### Progress on Facilities to date:

- Anchored in these strategic goals, work on the facilities project began with the following timeline:
  1. Restart Facilities Study Group, summer 2007
  2. Approve detailed project schedule, January 2009
  3. Make decision on project package in September-October 2009
  4. Open new facilities in May 2012, the 50th anniversary of StC's church.
- Substantial and comprehensive work completed:
  1. Property Conditions Survey (October 2007) [available on Facilities Tab]
  2. Feasibility & Conceptual Design Study (July 2008) [available on Facilities Tab]
  3. Detailed Schedule for Facilities Project (January 2009) [available on Facilities Tab]
  4. Prioritizing Space Needs (March 2009) [available on Facilities Tab]
  5. Financial Feasibility Study (May 2009) [in separate document]
  6. Repair Proposal for Church Beams (May 2009) [available from FPSC]