

**Holy Spirit
Catholic Parish**
Grand Rapids, MI

Feasibility Study Final Report

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PREFACE

Guidance in Giving wishes to express its gratitude for the assistance provided by the staff and parish leaders of Holy Spirit during this Feasibility Study. Fr. Mark and the parish staff were an invaluable source of assistance throughout the study process. Thank you!

Our thanks are also extended to the parishioners and friends of the parish who shared their thoughts and opinions during this Feasibility Study in discussing the future of Holy Spirit Parish. These participants took time from their busy schedules to be personally interviewed or complete the study survey. The openness, honesty and sincerity of their responses demonstrate that the members of Holy Spirit Parish care about the future of their parish and want to be actively involved in the planning and implementation process.

The gracious participation of many people has made the following report possible and we, at Guidance in Giving, are very grateful.

INTRODUCTION

Guidance in Giving was retained by Holy Spirit Parish to conduct a Feasibility Study to assist the parish in gathering information regarding the thoughts and opinions of the parishioners on the proposed new Family Center, Meeting Space, Narthex, Office Space and CDC addition.

The Feasibility Study was conducted from September thru early November 2024, with Joe Neville and Tom Dolce of Guidance in Giving providing on-site service. They were responsible for the day-to-day operation of the Feasibility Study, conducted all personal interviews, as well as managed the data entry, findings tabulation and production of the final report.

OBJECTIVES OF THE FEASIBILITY STUDY

- To educate parishioners about current state of the proposed parish projects;
- To determine the extent in which parishioners will support the proposed projects;
- To determine the financial support for a capital campaign;
- To further identify Leadership Gift (LG) Prospects in the parish and/or local community prior to a capital campaign;
- To identify possible campaign volunteers, including potential chairpersons and committee members;
- To identify any potential issues, points of concern, conflicts, or misinformation within the parish and/or local community.

FEASIBILITY STUDY PREPARATION

During the initial stages of service, Guidance in Giving worked with the parish to develop the following:

- Questions for Personal Interviews and the online/direct-mail Survey
- Personal Interview & Survey invitation letters
- Potential Personal Interview prospects were identified – *123 parish households*
- Study Survey recipients were identified – *1,454 households*
- Created an online Study Survey
- A Project Plan Summary was created with information received from the parish and architects to give an overview of the proposed project

FEASIBILITY STUDY METHODOLOGY

Two methods were utilized to obtain information during the Feasibility Study:

1. Personal Interviews: A Personal Interview invitation letter was sent to 123 parish households to participate in the interview portion of our Study. The families selected for interviews represent a cross-section of parishioners who have a history of generous participation with their time, talent and treasure to the parish. They include top parish donors, ministry leaders and participants, as well as regular Mass attendees. The invited families were asked to contact the parish office to set an appointment to be personally and confidentially interviewed by a representative from Guidance in Giving. **A total of 67 study interviews were conducted (an additional 10 of the 123 completed online/mail survey).** The names of all those who participated in an interview are provided as an Addendum to this report.

2. Direct-Mail/Online Study Survey: A Study Survey was distributed to 1,454 registered parishioners via mail. In addition, the link to the online survey, Fr. Mark's letter, Case Summary, and questionnaire was sent via Flocknote. The online survey link was included in the weekly bulletin. Families were asked to complete the survey by *Survey Weekend*. All surveys received as of November 8, 2024 are included in this report.

This report includes a total of **139** study survey responses via mail and **181** study survey responses via online survey (320 families in total). The names of those who responded to the survey are provided as an Addendum to this report.

In summary, a total 387 families (25% of all registered families) participated in the Feasibility Study. This is a very good response, as Counsel typically sees a response rate of 15%.

REPORT FORMAT

In an effort to provide a comprehensive report of findings and suggested actions, this report is presented in the following format:

- I. RESULTS*** from both the Personal Interviews and the Study Survey are presented statistically and include commentary.
- II. REVIEW OF KEY POINTS*** of the results of the Study.
- III. ANALYSIS & RECOMMENDATIONS*** as to how Holy Spirit Parish should proceed based on the results and analysis of the Study findings.
- IV. ADDENDUM*** to be provided to Fr. Mark separate from the Findings Report, include the following:
 - A. Personal Interview Participants*
 - B. Study Survey Respondents*
 - C. Potential Campaign Committee Volunteers*
 - D. Potential General Campaign Volunteers*
 - E. Potential Reception Hosts*
 - F. Potential Leadership Gift Prospects*

RESULTS

Each interview and survey began with a series of demographics questions, asking parishioners about their involvement and opinions about Holy Spirit Parish.

1. How long have you been a member of Holy Spirit? (Interview question #1 / Survey question #1)

<i>Membership Ranges</i>	<i>Responses</i>
21+ years	50%
16 – 20 years	5%
11 - 15 years	7%
6 - 10 years	17%
0 – 5 years	21%

2. What ministries, programs and/or activities are you involved with? (Interview question #2)

Of the 67 households who participated in the personal interview portion of the study, 95% indicated their involvement in a wide array of parish ministries, programs and activities. The responses from Study respondents provided us with an excellent cross-section of the parish.

3. In your opinion, what does the parish do well? (Interview question #3)

The most common responses to this question overwhelmingly referred to:

- Welcoming and friendly community
- Priests
- Music
- School

Representative Commentary:

- Fr. Mark has a way about him that builds community, growing both the church and school. Welcoming, Father Mark brings good energy. Getting the community involved after Mass. Doing a better job of engaging the community. Welcome desk. Getting more young families involved.
- They attempt to get as many people involved as possible. The school is incredible. The choir is great, and so is Joe. Very welcoming and inviting.
- Phenomenal school, welcoming, music ministry, forward-thinking, very dynamic pastor; evangelization has greatly improved.
- Very welcoming parish. Lots of help to those who are in need.
- The school is a great asset for the parish and parish of the school. Fr. Mark is very present at events. Community engagement is great. Have had many sacraments for our children.
- Very happy with the school for our children. Very blessed with our priest over the past 40+ years. Great at outreach and getting people involved. Parish is always ready to help when a need arises.

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- Welcoming parish. Music, liturgy is done very reverently. Fr. Mark takes his job as a priest very seriously. Bible study and different ways to get your faith life to grow. When this parish sees a need, they give. The addition of Fr. Nick has been great. I believe Fr. Mark is one of the hardest-working priests in the diocese.
 - Making known our mission and a plan to accomplish it. Catholic school is excellent. Feels very much like a community with school and church. We make a lot of sacrifices to send our kids here for a faith-based education.
 - Communications, good sermons, people are nice here.
 - Very friendly, well-organized. Welcoming, and the future's looking bright.
 - Music is great! Fr. Mark does a good job of asking the leaders what we should be doing as a parish. We do a good job of being welcoming but still can improve. Fellowship after Mass. Fr. Mark is a very good homilist. Church and school seem to work well together.
 - Very friendly.
 - Very good social events. Community.
 - Great community.
 - We are a very large parish, but it can feel like a small, caring parish. Fr. Mark knows your name, and the office team is welcoming. This is our home.
 - Very friendly. Fr. Mark is very easy to talk with. The youthfulness of the parish.
 - Priests are great.
 - Great religious and social community, small groups.
 - Good, lively, social parish, Mass. Fr. Mark is enthusiastic and on point.
 - Drawing families who have similar visions and values. Giving to the needy. Choir.
 - Love all of the priests we have had over the years.
 - School program, sports program for 5th through 8th grade. RCIA. Participation of the parish is good.
 - Stressing community by parish leadership. Fr. Mark does a good job of building community. Fr. Mark has been very transparent about what is going on in the parish. Fr. Mark does a great job supporting the school. Parishioners are always generous in the community.
 - Great sermons. Fr. Mark has a great personality.
 - Great place to raise kids. Good community. We have had some amazing priests.
 - School is great! Very welcoming community. I feel the school is the lifeblood of the parish. Hospitality.
 - First-class school, growth is a good sign.
 - Genuine, hard-working people, down-to-earth. We are on the same page.
 - Manage our resources very well. Have great leadership with Fr. Mark. Great school system Pre-K through high school. Largest Mass attendance of any parish in the diocese. Great music director.
 - Music is wonderful and a great mix of music. Welcoming parish with lots of opportunity for outreach and for people to get involved. Very happy with our current priest and that seminarians are working here over the summer. Very happy with the transition of parish priests.
 - Last 3 priests have been great.
 - Charitable parish. Very friendly. Run a good school (had 5 kids go through the school).
 - Sermons are uplifting.
 - Enthusiasm, staff, all of the past priests, ministry, involvement.
 - Great community and great pastor.
 - Music. More welcoming and aware of guests. school is fantastic.

- Priests are wonderful. Do a great job with Catholic education. I hear people from other parishes are coming here on Sundays. Do a good job of asking for help for community needs. Fr. Nick is wonderful and helps relate to the younger kids.
- Fr. Mark is a great leader and a draw for the parish. We drive a long way for Fr. Mark. Love the school and the teachers. Very strong community-based culture.
- School is excellent for kids and grandkids. School is great at communicating. Parish is also wonderful. Have loved all of the priests over the years.
- Communication is good, especially at the school.
- I love the Mass.
- It is a growing parish. Attracts lots of younger families. Has become more welcoming.
- School and parish are out of this world. Very loving and holy parish. Daily Mass is always well attended.
- Community is very family-focused. School.
- Do a good job with young families. Communication is wonderful.
- Music ministry is phenomenal. Priests are great.
- This is home! We change with the times.
- Homilies are awesome. Two great priests. People-oriented parish. We love the atmosphere of the parish and school. Very young and active parish. We are not afraid to change with new ideas.
- Very supportive community.
- Very welcoming parish and friendly.
- Ministers to the poor. The school is growing the church. Music ministry, community church, very supportive, people, faith, outreach.
- Very welcoming parish. Great priest with Fr. Mark. Fr. Mark has revived the parish. Enjoy the fact that he walks around during the homily. Believe Fr. Mark really loves the parish, and it shows. Very good music.
- Everything. Welcoming. Large parish that doesn't feel large. Community is unlike anything we have seen in the country. Leadership at the school and parish is fantastic. School enrollment has soared since it became principal.
- From CDC, school and parish are doing very well. Fr. Mark is tremendous. Just a great community in good times and bad. Love the generational history. Like the fact that we went down to 2 Sunday Masses on Sunday. Outstanding principal and staff. Music and Joe are wonderful.
- Get people in the door. Catholic school is very well run (largest in the diocese). We are a very giving parish when a need presents itself.
- Generous to the poor. When there is a need, the people respond. Very caring parish.
- Fr. Mark does a good job of trying to get people involved. Parish has lots of opportunities to get involved. Very inclusive and gets lots of feedback.
- Very generous parish outside/inside the parish.
- Top-notch musical and liturgical staff. Masses are well-prepared and reverent. Very welcoming parish. Welcoming has gotten better in the last few years. Growing parish. Many opportunities for people to get involved. Parish leadership is great at playing to their gifts. Communication.
- Father relates to everyone.
- Catholic education. Music is wonderful.
- Welcoming, great community, messaging through homilies.
- A good place to worship.

4. In your opinion, where does the parish need to improve? (Interview question #4)

The most common responses to this question were:

- Facilities need update/improvements
- Youth group needed.
- More people giving or participating.
- Additional Classrooms at the school.

Representative Commentary:

- Seems fine to me. Heated sidewalks might be a good investment.
- Volunteering and giving time is a big challenge. I'd like to see improvement or reworking of the OCIA program.
- Expansion of the current plant.
- Facilities need improvement.
- Bring back a nursery for church and youth group.
- Transparency: It seems like many things happen behind closed doors. How can we get more people involved in the decision-making process?
- I'd like to see us support our own ministries more. I know time is very valuable, but I'd like to see people prioritize the church and its ministries.
- Religious education, adult education, small groups, more adoration opportunities, more confession opportunities, and a youth group are very needed.
- Too many families are not giving. The parish staff might be too large.
- I'd like to see more information on finances shared with the parish. It seems like there are many people in the office, and I'm not sure what they are all doing.
- We need to pass the torch to younger families and educate families on stewardship. Getting out of the parking lot is really challenging.
- Facilities need some attention and updating.
- We need to be more inclusive of all groups, not just school families.
- Space: I'd like to see the school move to full-time kindergarten. The preschool building needs to be updated.
- We should help the school grow. The school has needs that the church doesn't know about. The daycare is too small.
- We don't have a bereavement program. More programs are needed for widowers.
- The soccer field is small. Space in the narthex is very limited. We need more classrooms for the school.
- It's very hard to join a parish that's very school-centered. There is so much more to the Holy Spirit than just the school. I wish there was more call for ministry from the pulpit by lay leaders. How do we appeal to younger families without giving up our Catholic identity? How do we keep our traditions and still grow with younger families?
- We need a very clear message about the future needs of the school.
- Why aren't more people giving or participating?
- Lack of space.
- We need more youth, teen, and young adult formation, including a youth group.

- I wish there was more sacred art in the church, along with more signs and symbols of the faith.
- We are very blessed here.
- People don't participate in as many activities, ministries, or classes as they could. We need to find a way to encourage people to get involved. What activities or groups are available for older people?
- More space is needed for large funerals and events.
- We could be more welcoming, with better communication. Sometimes new members can feel like outsiders.
- Young adult ministry: I'd like to see kids more involved after confirmation.
- Lack of volunteers. It's hard to know what's going on at the school unless you're a school family. I'd like to see more communication between the school and parish. Facilities need improvement.
- What can we do to keep younger people (20-somethings) involved in the parish?
- Get more people involved.
- More involvement from younger families and more space.
- Plaster is cracking on the church ceiling, and some lights aren't working. Are these things being addressed? We need a solid plan and budget for maintaining the new facilities to keep them in the best condition possible.
- Longtime members don't feel heard.
- Lack of volunteers. It's a sign of the times; everyone is so busy.
- We could improve our youth programs. The stronger the youth programs are, the more they support public school students.
- We need to do a better job of encouraging all parishioners to attend and give. Get more people involved in ministry.
- I'd like to see a more traditional confessional.
- Spiritual growth is important: more small groups, more involvement (not just social or athletic), and more outreach ministries.
- Not enough space; the sanctuary is dated, and the school feels old and tired. We need to maintain and better utilize the grounds. Youth group needed.
- Better communication about what's happening in the parish.
- Space is a real need and issue.
- Traffic when entering and leaving church is an issue. We need to discuss more current issues with all Christians and avoid being divisive.
- I feel like we're asked for money too often. We hire vendors with no affiliation to the parish and who do not support it.
- I struggle with Fr. Mark, but he is not the parish.
- Many people have left the church due to COVID. Younger families aren't attending Mass.
- The school is growing and needs to expand.
- We need to involve more young parishioners.
- I'd like to see more ministries for older families.
- The school needs improvement; it's running out of space and needs more classrooms, not trailers.
- Too many parishioners don't give.
- We need to evangelize more with families who are members but aren't currently participating. Maybe we could visit 6 to 8 families per month to bring them back into the fold.
- The last Building Committee meeting was a waste of time; we made posters instead of discussing the buildings. We need to get more young people involved.
- Senior outreach.

- Parish involvement doesn't match its size. I'd like to see more people engaged and understand the parish's work.
- In the past, more parents volunteered. We no longer have the festival because parents can't volunteer as they used to.
- Time and talent could always be better. We don't do a good job of coordinating and organizing volunteering. Adult formation could be stronger. We used to have more groups and ministries.

5. What is your opinion of building a new Parish Family Center which includes; renovation/modernization of our Narthex and meeting spaces, and renovations to the Parish Offices?
(Interview question #5 / Survey question #2)

<i>Rating</i>	<i>Interviews</i>	<i>Survey</i>	<i>Total</i>
Positive	84%	59%	63%
Negative	3%	15%	13%
Unsure	13%	26%	24%

The most common responses to this question were:

- It is needed as the parish has grown.
- Overall cost could be a problem
- School needs more room

Representative Commentary:

- Knew it was coming; change is always good.
- Very positive and much needed.
- What is the priority of the projects? I believe the building will excite people. How can we get the community involved in the construction project?
- Having a new hall and expanded narthex will help build community.
- Need the bigger hall.
- This campaign is an opportunity to grow our community around a single project and really utilize the gifts of the parishioners within our church. Holy Spirit is a Catholic church and Catholic school, but this campaign seems to be trending more towards a public school looking to pass a millage. Instead of utilizing the builders, architects, and skilled professionals who are parishioners in this community, we are hiring outside firms. Why are we acting as if this community is only useful for its financial contributions and not for any other gifts? The building that we have Mass in is not what makes the church; the individuals who attend the Mass are. It looks nice, but what is the point of the expansion if we aren't expanding the school?
- This is a want.
- Would like to see a full-size gym for 7th and 8th-grade sports. Could the new Family Life Center be both a gym and a hall? Will technology be updated for the new hall?
- New gathering space and kitchen are a must.
- Would like to see the space used for ministries and not just big events. Feel like the current kitchen is not maintained very well, and making it bigger is just more to manage.
- I'm not sure our family would use it that much, but we love to see the growth and to know that it would be available.
- It is a much-needed space.

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- I trust the talent of the people in this parish to make good decisions.
 - Traffic flow is a concern with both drop-offs at the same time.
 - Timing is important with the uncertainty of the economy.
 - We need proof of use to justify the parish center.
 - Need more storage. The kitchen needs updating; it's too small for functions.
 - We need the space. Would like to see a designated space for the choir.
 - This is what we need.
 - Good space on the campus. We do not have enough current space. Would like to see this space as a gym.
 - I serve on the funeral committee and worry that the new hall could be too large for small receptions. Do we need a hall that is this large? We don't really cook in the current kitchen. Is this too big of an expansion?
 - Like the modern look of the Parish hall. Does the narthex need to be so large? Could that be more space for the hall? Just build a reception hall like Mine's Golf Course. Should take a look for ideas.
 - Would the hall be available to rent for receptions for parishioners?
 - Meeting space in the new hall needs to be designed as classrooms.
 - We need this for hosting events and meetings. Need a larger kitchen.
 - Much needed for a parish of our size.
 - Needed and necessary. Could be more of a multi-purpose space.
 - Can we expand the current hall to fit our needs?
 - In support of this, as long as traffic flow/parking is also considered. Is it possible to have another exit on the property other than Lake Michigan Drive? Would like a cry room/area. Can the new multi-purpose space be rented and locked off from the rest of the parish? Can the hall be partitioned off for multiple meeting rooms?
 - Is this the right time to do it?
 - The parish is active, and the building has become dated.
 - Definitely needed.
 - Need space!
 - Could the gym be used?
 - The hall is very much needed.
 - Very positive!
 - The bigger hall is a must.
 - A lot of money, but we do need more space.
 - Disappointed the proposal does not include plans for a new gym.
 - Much needed to accommodate the growing parish and school.
 - Wonderful!
 - As long as the demand is here, we are for it.
 - It is much needed with the growth of the parish.
 - The project should run in 3 stages, as outlined in the Vision sent to all parishioners.
 - What are we doing for parking, because we will be losing some current spaces?
 - Very good moves.
 - Could the space be smaller and a classroom added?
 - The devil is in the details. A detailed explanation of the need should be explained to all before moving forward. Are we getting the most bang for our buck?
 - Would like more details. Meeting space for 350 seems large.

- Family center: Yes. Need for parish offices: Unsure. Yes, there are many more staff members employed, but current offices might be organized to share.
- The current kitchen is too small to handle the expanded Family Center, so this must be redesigned and enlarged now or it will be almost impossible after the Family Center is built.
- I think that the Family Center is a need. I'm less sure about the parish offices, perhaps because I am never in them or know exactly what the issue is with the current set-up. I think I would need to know more about that before I could feel enthusiastic about remodeling office space, especially when it seems clear that the school is outgrowing its space and new classrooms are going to be needed in the not-so-distant future.
- The parish expansion/modernization would be nice, but the need is in the CDC and connecting the school to the CDC. Right now, when my children attend the CDC and Pre-School/Kindergarten, there is minimal space for additional classes, which is why you don't have all-day kindergarten.
- Don't know the frequency of the requested needs that can't be met with the current space.
- What is the old church area used for? Also, there was a room off the church.
- No need to renovate the parish offices.
- Holy Spirit is a growing church. We need the updates.
- However, before I'd support this completely or even financially, you would need to tell me how you're going to make it safer to enter from and exit onto Lake Michigan Drive. To me, this is a bigger need than anything else. My kids are all grown and in college, so my only worry is turning left onto Lake Michigan Drive after Mass, but even that is a significant concern. I remember the days when we had police directing traffic. I understand that may not be feasible to do that again, but something needs to be addressed—ESPECIALLY if you're expanding and trying to accommodate more people, because the problem is only going to get worse. That would turn me away as a prospective parishioner.
- I believe this growing parish needs more meeting spaces, gathering spaces to support parish events and funeral luncheons, as well as updates for safety and general updates for the staff to be more comfortable while working.
- Not sure if this project is needed. The rectory was updated not too long ago.
- We are not against an expansion. The proposed plan is not a responsible use of our resources. It does not meet enough of our needs identified by the master plan for the proposed cost. The parish office should be the last item we address in the master plan. We fear that the price tag associated with this proposed project will inhibit future school needs from being met.
- Positive: I would love the church space if it is properly used to promote sacramental gatherings as a way to welcome families to our church to be a part of our campus. I also appreciate that if small groups thrive and there starts to be a need for more meetings, then all of it seems wonderful. Negative: It feels very "Tower of Babel," where there is a lot of money being asked to create what would look like a mega church. My fear is this becomes a "Hey, look at us, Holy Spirit, the thriving Catholic Church in our area," instead of "This is the place that you can come and worship God properly and grow in your relationship with Him." I want the focus to be on Jesus and not on a new fancy toy that we have here at the church.
- Are we currently using all of the space we have? What is the basement being used for?
- Definitely need more space.
- It is with sadness and disappointment that I am filling out this survey. I feel that this project can and should be something that an overwhelming majority of responses should be in favor of, but that is not the case. I have spoken to numerous people of different community involvement levels and generations, in an effort to make sure my perspective is not clouded. I feel that we can and should be doing better on this project than we are. I am 100% in support of updates and renovations but feel that

this has not been rolled out in an open manner. I feel that the Family Center is a needed entity but should be done in a way that is multi-purpose. The feeling is that this project is proceeding without transparency or the ability to connect and shape the future of not only the parish, school, or CDC but the entire Holy Spirit community. I feel that I don't have a good understanding of the why for this project, and without that, I cannot get behind this. I would benefit greatly from understanding how this project relates to the future of the parish and addresses the needs that were created prior to this project.

- Very much needed for the active and growing parish that we are!
 - Holy Spirit is growing, and some rooms are old, but such a big request may go unanswered by 2/3 of the parish.
 - The Family Center and other improvements are needed to accommodate our growing parish.
 - Much-needed renovation & expansion for 1580 registered parishioners.
 - We are a growing parish and need to expand our space to fit our needs.
 - With our growing parish, we feel this will definitely be an added value.
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- While new facilities would certainly be nice to have, we wonder about the necessity, especially at such a high cost.
 - Not sure about the need for the family center. However, the parish offices are long overdue for renovation.
 - Not as important as the ECD building. Very excited to have space for multiple groups at the same time.
 - When we built the current hall, we were much smaller. We have grown, but our hall has not. It can't hold larger funeral luncheons.
 - Space is needed to serve a bigger portion of the parish and to have more retreats and events.
 - This is a half measure of what is really needed. From a school perspective, there is not enough classroom space. The current plan does not address the school enough.
 - I rarely see an event with over 120 people. How many 300+ person events do we have each year? Should we be open to using other community spaces for events?
 - Agree it needs to be bigger, but maybe not so fancy. Do we really need the extra meeting rooms?
 - If our parish is growing, we will need more space. Bring back the noon Mass.
 - Not sure I see the need. Further hard data would help.
 - An update to the parish would be great for new families.
 - Will this help generate revenue or attract new families to our school?
 - Not sure we need a big space; also, not sure why the parish offices need to be renovated.
 - I personally don't see the benefit of spending a large sum of money to create a 5,500 square foot parish center for just an increase in meeting space. This is a non-revenue-generating expansion that I don't think has been demonstrated as necessary. This seems more like a want than a need, to be frank. If there is a need for this space, then I think it should be presented to the parish for those of us not in the know. If this space could be used for future school growth, and there is a need for the meeting space now, how would that work if the school took over this space in the future and the meeting space reverted to what it is currently? I think a more economical renovation/modernization of the current space is a great idea. There is also mention of the master plan, but I am unsure of what the ultimate goal is.
 - I think this will be awesome, especially if we are able to utilize or rent the space for personal events (i.e., baby showers, wedding showers, etc.) for members of the church.
 - The kitchen can use an update.
 - Will the offices infringe on the rectory area, or will they stay in the same area?

- This is a large project, and depending on pledges, not all of these improvements can be done all at once.
- While I understand the need for a larger gathering space for the Church, I am not in support of an expansion solely for that purpose. I feel we could achieve a larger space for gathering while updating the gym and making it a multi-use space.
- We feel it's very important to create a larger multi-purpose gathering space.
- Like the space, much needed. Not sure about the modern look of the exterior of the Parish Center. Could it look more like the rest of the campus?
- No need to renovate the Parish Offices.
- I don't think pledges can reach anywhere close to 8.3 million. Meeting spaces will have to be downsized. The present gym can be used for large meetings of 350 people. Two new people were just hired in offices, and if we don't cap the number of employees we now have, we'll always be looking for more office space. We will also lose parking spaces.
- I help with funeral lunches, and the current multipurpose space is too small for many of the mourners who gather for a meal. We have had to put tables in the hallway and additional rooms in the short time I have been helping.
- Love the idea of a larger space to host larger funerals or even a wedding reception.
- In favor of planning for increased future parish growth at today's construction costs.
- Good for the church.
- Not sure a new building is needed.
- We may have 1,500 members, but only around 400 support our parish.
- Is it sized too big? Could we scale it back in size and use the funds for more classrooms for growth?
- Will be nice but not top priority. CDC and school need to be done first.
- Do we really need this? Why are we not expanding the gym? Costs are a little much for this parish. The school is what drives this parish.
- We think, with the timeframe, the total cost seems too high. Additionally, we feel that asking the parish to come up with extra money at this time is burdensome on many families.
- With the size of our growing parish, the need for extra space for meetings, funeral luncheons, etc., is very important.
- Sounds like it would be nice if money was available.
- I think the parish could benefit from expanded/renovated meeting spaces, but I don't necessarily approve of the scope of the project or how big of an expense it would be.
- I worry about a major building like this compared to the activation and involvement of the parishioners. Will this be something that's utilized enough to make it worth the financial investment? What will happen in 10 to 15 to 20 years if our parish shrinks?
- Have not been a member long enough.
- Would like to hear options for other alternative projects, reduced in scope and cost.
- The parish is growing, and more space is needed in these areas.
- This space is needed.
- Reduce the cost and only build the Family Center. This is a need of the parish.
- Exciting news!
- We are attracting growth.
- It seems like a huge expense for something that I don't feel is needed. What we need more is air conditioning for the school! We keep being told it's too expensive, but if there's a way to raise 8.3 million for a parish center, then AC should come first. Our students and teachers should not be

suffering every August/September. Also, the bathrooms are terrible in the school. Renovating the church to look like an actual Catholic Church, starting with moving the tabernacle behind the altar where it's supposed to be, would be great. Adding beautiful Catholic statues besides our Mary statue would also be a good thing.

- The cost seems excessive for the benefit.
- We have a gym, though I do understand that it wouldn't work well for funerals on school days.
- We need to update to grow.
- Not sure why the narthex needs to be changed. It's okay to renovate parish offices. I would like to know how many meetings are happening at the same time that cause a space conflict.
- Sounds nice, but I'm worried about the finances and lengthy construction time/mess/disruption in worship routines, if any.
- I don't believe we need to expand at this time. We barely have enough volunteers to help at funeral luncheons, so who will be the volunteers in larger spaces? I'm from the older generation who willingly put their time and talents to work for the parish, but our generation is fading away, and the younger people have no desire to step up unless it is sports-related.
- It is not needed. What we have is adequate. If more space is needed for functions, use the gym.
- The project is too big, and the cost is too high. Perhaps approaching it in phases: 1st phase—increase CDC and make repairs to the chapel and pews. Once we pay off phase one, then look at increasing social areas.
- I personally do not see the need for this addition/renovation or the cost being suggested. Maybe I am not at outside Church gatherings as much as I was when my kids were younger, but I have not seen the need for this type of addition.
- The school is in more need than the church offices. K-3 teachers cannot all use projectors at the same time, or we blow a fuse. Apple TVs that were purchased two years ago at auction cannot be installed because of the electrical problems. Our enrollment is growing, and we have teachers in need of space, some working with kids in rooms smaller than a closet.
- Not convinced of the need.
- Too big of a project for the expected cost.
- As wonderful as these things would be, I would love to see more money go into the expansion of the school, childcare, classrooms, and making our gym larger so it can be utilized for more events. These things are important for the next generation of families becoming both parishioners and sending their children (or future children) to the school. I've been at Holy Spirit school and parish for my entire life, and there have been few changes aside from aesthetic changes since my time as a student there. We are growing, and I pray that continues, but without anywhere to put more students in the school and childcare, we won't be able to grow to our full potential.
- I can see the need for some upgrades/extension of the multipurpose room. I do not believe the Narthex or the parish offices need renovation. There is a lot that needs to be done to the school. The most active members of the parish have students at the school. The school is a source of growth for the parish. I think that there could be ways to improve the school and gain some of the parish-wide benefits as well. For example, is there a way to modernize the gym or repurpose the existing gym space for meetings and parish use while building a new gym that could serve multiple purposes?
- I thought about entering "Unsure" because I most likely do not have all the information that went into the plans for expanding the Family Center. At this point, I anticipate that the space will be vacant for a good portion of time and question what went into the cost/benefit analysis for this portion of the project. I really do not have any idea what the plans are for renovating the Narthex, so I cannot

comment on that portion of the project. As far as renovating the parish offices, I don't see the need for this, nor do I see how this would benefit growing the parish in any way.

- We are limited in how much we can contribute because of age and health reasons.
- I am all for a bigger gathering space. The rest can wait.
- It appears to be a great use of property.
- It is needed as the parish has grown.
- I am unsure of the need for meeting space.
- I would say the school gym is in much greater need of a revamp.
- I would like to better understand the purpose of a space that allows for 350 people. Would this be used for weddings, etc.?
- As I'm sure there are needs in the Parish, I am concerned that they are overshadowing the desperate needs in the school. The school library is without heat, even in the wintertime. As our student enrollment continues to grow, finding physical space in the school becomes a challenge each year. The student bathrooms have not been updated in over 37 years. In addition, the south end of the building could use a faculty bathroom. The gym bathrooms and locker rooms need updates as well. The lower elementary classrooms do not support the current electrical needs of the school. Many classrooms may not use their projectors because breakers trip, and money that has been donated for technological updates in these rooms can't be used due to the antiquated electricity. Also, the classrooms do not meet the current code for outlets on every classroom wall. Most rooms only have 3-4 outlets for the entire room. The majority of the school is not air-conditioned. The parish offices are air-conditioned, and with the ever-rising temperatures at the beginning and end of the school year, it is extremely uncomfortable in the school.
- Our family has invested in building the church and CDC, and we have also volunteered for many years.
- I don't know how much the Family Center is used.
- I'm not sure the young families can afford to give more at this time.
- I agree with renovating/reconfiguring space but do not feel that a Parish Family Center is needed. The use of the current spaces can be utilized better to accomplish the same goal.
- Seems extremely expensive and very ambitious to do all of this at once.
- Our Parish only has 350 faithful donors; 1/3 support, 2/3 don't give financially. That will only go down with such a drive. We must exist within our means.
- Are these areas all in need of attention? Some I have not seen. This is putting more financial burden on parishioners, also making tuition more costly for families to send their kids to Catholic school.
- Our first priority should be to make Catholic education accessible to all children.
- More catechizing and less secularism. What about repairs to the confessional, side altar for St. Joseph and Divine Mercy? Repair the chairs in the Chapel.
- Yes, it's outdated.
- Later, not at this time.
- Many questions not making the budget currently; just made the CSA goal. Very few regular contributors.
- You must know something about available wealth in the parish that I don't know.
- How was the need for this expansion assessed?
- I truly believe that the church is not that old, and maybe a small renovation for a meeting space, but spending \$8 million is absolutely RIDICULOUS! So many families are hurting right now with prices being so high on everything and so many people down south who are in need, so any extra money should go there and to the poor. I think the church is being greedy asking for that much money. Also,

bring back the noon mass so that the 10:30 mass won't be so packed. Holy Spirit has had a noon mass for as long as I can remember, and then they just take it away—it doesn't make any sense. I've talked with other families who feel the same way about the noon mass.

- We believe the needs are greater and more imminent at the school—space for additional classrooms, a larger gym, etc. We have 5 children enrolled at Holy Spirit, from 6th grade down to preschool.
- While I feel there is some benefit to expanding our meeting space, it does not outweigh the necessity to provide more classroom space or a larger gym for the current and future students of Holy Spirit School. The school feeds the parish numbers and should be considered, especially because if we continue to grow at the projected rate, we will be asking for more money to expand in 3 years or less.
- I don't believe this is necessary.
- The space we have in the church has been enough and is still enough. There is plenty of room in the multipurpose room during Donut Sundays.
- While I understand there are some events that would benefit from a new Parish Family Center, the majority of the time that space would remain empty. The funds raised could be used for more pressing needs (such as remodeling the student bathrooms in the school, the gym bathrooms, addressing the mold in many classrooms, or other areas that are in greater need of repair or remodeling). The renovations of the parish offices are very disappointing. While the part-time staff is growing, there continues to be enough space in the parish for the needs. If they are going to be renovated, has there been discussion to move the religious education offices to the parish to open up space in the school for small group intervention?
- It is long overdue.
- The need is there, so the parish needs to grow as well, including the school.
- I feel it's very big—holding 350 people.
- Would be nice, but not as important as other options.
- I don't think the parish uses the kitchen and gym enough to support a Family Center.
- While I agree we can add more meeting space, I think the bulk of the resources should go into new classrooms and things that support the school, which keeps families in the parish. I have some reservations about the overall plan as it is set now.
- Much needed.
- Need it!
- There are occasions when the multipurpose room does not seat the number of individuals who attend a service, specifically when there is a funeral luncheon. My wife and I have experienced this lack of seating ourselves. That would indicate the need for a larger space. But I have questions about the growth of the parish, the participation of registered families with regard to giving, and the ability of participating families to give even more. I have a concern about Holy Spirit engaging in an \$8.3 million project when the long-term trend for growth of the parish is either flat or in slight decline. An \$8.3 million project commits the membership of the parish to a debt load of about \$22,740 per family, assuming there are 365 participating families. Dividing that number per family over a five-year period comes to \$4,548 per year, or \$379 per month. Let's assume that the \$8.3 million debt load is reduced by contributions from large donors, say they contribute \$1.3 million. At a debt load of \$7 million, the monthly contributions per family amount to about \$319 over a five-year period. This is in addition to the regular weekly/monthly contributions to Holy Spirit, CSA, Haiti, or other charities. I have attended a meeting with regard to this project and asked individuals involved, but received no real information. I am not persuaded that this is a prudent path for the parish.
- Plans are not explicit enough to make a determination.
- Renovations are understandable, but the cost of a new building would be too costly in this economy.

- I support the building of a new Parish Family Center (renovate the Narthex and meeting spaces) but not renovating the Parish Office. My view is to build, renovate, and improve areas that will #1 impact student learning/increase student enrollment and #2 better serve the parishioners.
- I believe there are many needs in the school that should be addressed before the expansion of a hall that isn't used on a daily basis.
- Still not sure if this is needed with all that needs to be done at the school.
- Will never fill that size hall up.
- Seems to cost too much money. Is it needed?
- Will not be using it, but...
- Did not like the whole process to get here, so many needs at the school that should be addressed first, but this plan is much better than the previous one.
- What would it be used for?
- I believe there is a challenge with adult programs. I believe the offices are more of a want than a need whatsoever.

6. What is your opinion of building an addition on our Childhood Development Center?
(Interview question #6 / Survey question #2)

<i>Rating</i>	<i>Interviews</i>	<i>Survey</i>	<i>Total</i>
Positive	90%	70%	74%
Negative	1%	4%	3%
Unsure	9%	26%	23%

The most common responses to this question were:

- This is needed.

Representative Commentary:

- Mega positive. With the direction of our society, having a place for small children is a must.
- Feels like this will bring people into the school. Would like to see the aesthetic upgrades to the school. The school is competing with other schools, and ours could use a facelift.
- Great funnel to the school and a great service to the community. It is also an opportunity to evangelize.
- Young families are a must to keeping the parish growing and moving forward.
- Will this expansion limit parking? What will the traffic flow look like with this addition? The parking lot out front currently gets very full when a funeral is taking place during the school year, especially during drop-off and pick-up for preschool and kindergarten. Has traffic flow been considered during these busy times? What would that look like?
- Does the Diocese know what is happening here? Are the priority lists of current projects in the best order?
- Very positive. They have a waiting list to get into the program. It is definitely an asset that pays for itself.
- Absolutely necessary. They have done a lot with the space. Not sure about the safety for check-in and it seems like a long walk from the front door to the check-in station.
- Anything for the kiddos is always great.
- Think it's very important to promote the Catholic schools.
- The school gym is not regulation and needs to be addressed. ECD can be a moneymaker and a pipeline to the school and parish.

- Makes sense as long as it is needed.
- We need to expand.
- Would like the school and the parish to make it feel like one campus.
- More secure and functional space.
- Wondering how we can expand classrooms for the school. Like the fact that the school and Early Education are connected. There is a shortage of classrooms in the future when we have two classes for 6th, 7th, and 8th grades.
- I have never been in the building but think growth and safety are needed.
- St. Paul has a child development center. Would like to see the child development center look more updated/modern. May need to expand the school in the near future. Could the front entrance of the school match the church entrance?
- No kids in the early education program.
- Investing in youth is great.
- Expansion is good.
- If we are going to continue growing, we need it.
- Very excited! We are currently lacking in all areas; this will be a home run for the youth and the school.
- Lacking classroom space for the school. Half-day kindergarten is going to stay the same in the future. Can the front of the CDC be grander? The office for the school could be moved for safety.
- In support of this if it connects to the school and creates more classroom space—not just childcare space. Ideally, another room for Y5 or preschool. Traffic flow also needs to be considered. The front parking lot is extremely busy in the morning, and entrances/exits onto Lake Michigan are precarious. Could the courtyard be secured for outdoor education?
- Is now the right time?
- Very supportive of investing in the school. The building should match the wonderful people who work there.
- Definitely needed.
- Vital to continued school growth and financial income.
- Could see a phased approach. Can see not wanting the kids in the basement.
- It's a feeder to the whole parish and school.
- Need room and modernization of the existing school.
- Also, much needed. As Jesus said, "Let the children come."
- This is much needed! As the school grows and leads, the children of God should be at the forefront.
- Bringing in more small families.
- Adult and youth need to come first. Child development center after the other projects listed are done and paid for.
- Good to see the parish and school working together.
- Very supportive of the CDC expansion.
- Is the courtyard area going to be a playground?
- #1 priority: the school needs to grow and accommodate in order to continue to grow our church and school. We are bursting at the seams.
- Since enrollment is growing, the connection to the main school would be a safety measure.
- We need to keep improving facilities, which act as a feeder for our school.
- Although the current facility meets the needs currently, updates and expansion will be very positive for the current and existing families who participate in the CDC.

- We have a strong need for 5-day per week Pre-School and Full-Day kindergarten. The only reason we don't send our children to school here until kindergarten is because you do not have a 5-day per week pre-school option. I was also hesitant sending them to kindergarten here because of your part-time kindergarten option.
- As long as the objective meets the needs and goals to strengthen Catholic schools and the parish's future.
- Don't know what the CDC looks like. Thought maybe the old church could be used.
- My daughter attended the CDC. It was an affordable solution in the area. Please don't raise the cost.
- I think that additional space to welcome more children and keep them safe is excellent.
- CDC is amazing, and anything to help is a positive in my mind.
- Is it feasible and sustainable?
- Very needed.
- We think this is a big need for an addition. However, this newly proposed plan seems like a band-aid solution compared to what the master plan claimed was needed.
- We need it. Safety, space, and growth demand a new space. I still think the school can utilize its space better for more additional growth, but the CDC would benefit our families immensely.
- When the economy drops, will parents be able to afford the cost of sending kids to school/daycare?
- I don't know enough about it.
- No knowledge about needs in the area.
- I support improvements to the CDC (and school) as I feel that these are the foundation of our parish and key to our future. As a family that has and still utilizes the CDC, I see and understand the need for quality care within the community that I love greatly! It is in the CDC that I think we begin to grow the future of not only our parish and community but also Catholics as a whole.
- Important to close in the playground for the safety of our children and provide room for CDC growth.
- Paula Tyan gave us a tour and it needs to be updated.
- Desperately needed! We have a great program that is surely expanding.
- Enrollment is growing.
- The CDC is part of what drew us to Holy Spirit school. Growing this will help as a feeder into our school.
- This is a highly valuable investment in the Holy Spirit school community's growth.
- This is needed for the future of our children.
- As the parish families increase, how has this affected the needs for more daycare?
- That is a good deal. This is a real need.
- Adding on would generate additional funds.
- The need for infant and very young children care is real. We need more space for this group, and hopefully, they will continue into the school.
- I wish this would be a later phase in the grand plan; the gym would have been better.
- Very glad to see. Security is good.
- Need to update and expand.
- Since our school is growing, why not update/add on to the CDC?
- Don't have children in the parish.
- It is very full; an addition is needed.
- This will generate revenue for this investment. Families will continue to invest in our school once their child is in the community.
- The school needs improvements to the building first.

- The increased space will allow for more future growth and attendance. An increased volume of daycare participants will generate revenue, which should help pay for this project or other future school-related projects. Good daycare centers in the area have significant waiting lists, so there is a need locally. Model the CDC after Appletree or one of the similar centers which have a good reputation.
- This is in much need of space and renovation.
- Like the idea of starting with infants and upgrading space would be great.
- I think this is necessary and in great need of improvement, and I support this expansion.
- This is very exciting and essential for the growth of our school and parish.
- Much needed space—a good investment. What about the playground area?
- Are we sending children away for lack of space?
- This seems crucial in light of the fact that it serves as a feeder for the parish school.
- I am not familiar with this aspect.
- Unsure of current enrollment or denial rate for new enrollees.
- The start of the Holy Spirit journey: the families come based on preschool and CDC impressions.
- Very important for the community; this should be our #1 priority.
- Same comment as in question #3.
- Sounds like it would be nice if money was available.
- Is there any additional revenue from the expanded CDC building that will offset the cost of the new buildings? This project only supports a portion of the parish. The other renovations support all of the parish.
- Have young ones.
- Would like more candid sharing of recent users of the facility and what they find lacking.
- Why is this expansion necessary? Has a feasibility study been completed? Have increased numbers been projected?
- Much needed, and I am confident it will be very much welcomed in our community!
- Growth.
- No little ones anymore and unsure of the necessary capacity of that center.
- As long as the school gets AC and the bathrooms, I think an expansion would be great.
- I am not sure we should be in this business. Also, we have been given no information about how many children benefit from this program or how many more will be served by the improvements (i.e., cost/benefit analysis).
- Money attracts money. There is a benefit to looking like a thriving school.
- Providing a state-of-the-art space for children that provides quality care is an excellent idea.
- No experience with that building, sorry.
- Younger families are having fewer or no children than previous generations, so I don't believe we need this.
- What we have is adequate.
- Space in the CDC has long been an unaddressed issue, and the CDC enrollment has continued to grow over the years.
- Space is needed in both the preschool and K-8 building.
- This is a great idea.
- This is needed. This should be broken out from the overall estimated cost.
- Much needed!

- We could earn more income and be of greater service to the parish and community if we could expand and improve our childcare facilities. My son was at preschool and childcare at Holy Spirit 17 years ago—it was barely adequate then, and it hasn't changed much. If we could build facilities that included care for children under 3, that would be a tremendous benefit.
- It's the lifeline to the school, as it is proven that we need to get students into the system early. I also feel it will benefit the parish by attracting young families to join the community.
- It will impact income and provide better safety measures for the children.
- Not knowing where the safe and secure entrance/office is currently. Labeling the new safe/secure entrance is suggested.
- Greatly needed.
- Amy Norder (Russo) needs a raise! Holy Spirit is so blessed to have her. She is amazing, and that place would be lost without her!
- Childhood development brings families into the community.
- The Child Care building is very old and has limited space. We have had to turn families away due to a lack of space, and I'm concerned this will continue without the addition.
- I think this is necessary.
- I like the idea of a safer drop-off/pick-up area and enclosing the campus, but doesn't the enrollment fluctuate, and we're just at high enrollment now?
- I think improvements are necessary and can be done without a total overhaul.
- Children and young families are our lifeblood, but your families cannot support financially. Their funds are directed to their children, rightly so.
- Not sure if this is the best use of money for the school.
- Don't know if it's overcrowded.
- Would consider donating to the CDC only if the funding is present.
- Do not use.
- Just don't know anything about the current situation.
- I'm concerned that this would have a detrimental impact on the small and child-friendly nature of the program and its settings, but renovations are periodically needed in all spaces, so I'm unsure.
- Although I feel like this is a good idea, the cost could be preventable.
- Where is the 8.3M going to come from?
- Is the Childhood Development Center self-supporting? Are people currently being turned away due to lack of space?
- I truly believe that the church is not that old, and maybe a small renovation for a meeting space would be fine, but spending 8 million is absolutely RIDICULOUS!!!! So many families are hurting right now with prices being so high on everything and so many people down south in need, so any extra money should go there and to the poor. I think the church is being greedy asking for that much money. Also, bring back noon mass so that the 10:30 mass won't be so packed. Holy Spirit has had a noon mass for as long as I can remember, and then they just take it away—it doesn't make any sense. I've talked with other families who feel the same way about noon mass.
- I think we should also be recognizing the need for additional space for our current students if we are adding on for future students.
- My kids have been a part of the CDC for 6 years. It is needed for the current state of kids and for the future to expand and grow our school and church community.
- It's time to invest in the school as it is bringing new families, especially in the early childhood years.

- The CDC is in need of additional space to accommodate a growing population. Unfortunately, the overall plan does not address the additional needs of the school. A parish with a thriving school leads to a thriving parish.
 - The space is needed, and numbers are growing.
 - As people join the parish, so will their children. If not done now, it will be needed later.
 - Long overdue. Provides support for the parish families along with providing potential for new parishioners.
 - We need to be able to accommodate all interests in our school if we want more to join the parish. The CDC brings in a lot of revenue.
 - Growth as a child develops.
 - Expanding the childhood center is a great idea IF you plan for more kids in the school. The lack of more classrooms in the current school goes against logic. Yes, I know there were 400 kids decades ago, but if I wanted my kids to be in classes with 35-40 kids per room, I would get that for free at public school. You advertise lower student-to-teacher ratios and expand the early childhood, but no plan to actually have space for the kids—just plans for larger classes—is not sustainable. The childcare and preschool will draw in and keep families at the parish and school.
 - We sent four children to Holy Spirit when school attendance topped more than 500 children, kindergarten through 8th grade. It appears Holy Spirit now has less than 350 children, yet the plan proposes a 2,000-square-foot expansion. I would like to know exactly what the trend is with regard to enrollment at Holy Spirit. A 10-year trend line with exact enrollment figures would be helpful in this regard.
 - 100% needed. Having a larger, up-to-date, and SAFER Childhood Development Center that is attached to the school building is needed. We won't have to turn away families who would like to enroll their children in the CDC. Eventually, those new kids enrolled in the more spacious and safer CDC will hopefully transition to the main school for elementary and middle school.
 - We are busting at the seams right now and are not able to accommodate the families we currently have, so therefore, I think this is a very important addition.
 - The existing CDC needs a lot of attention. Expand what we have and make a larger space to the West of the CDC building.
 - We cut masses down to two on Sunday, and now we are getting rid of parking lot space. Makes no sense to me. I understand the need for an expanded Childhood center.
 - That is how we keep the school growing. Very important. Anything for the school.
 - I can see a need for the development center, but I don't have any kids or grandkids in the building.
 - Don't believe that the additional space is needed for the CDC. Believe they could charge more for the CDC. Would like to see the space used for additional 6th, 7th, and 8th-grade classrooms.
7. **Would you be willing to volunteer your time for the campaign? (mailings, phone calls, reception preparation, contacting fellow parishioners, etc.)?**
(Interview question #7 / Survey question #4)

<i>Response</i>	<i>Interviews</i>	<i>Survey</i>	<i>Total</i>
Yes	63%	34%	30%
No	24%	40%	41%
Unsure	13%	26%	29%

Please see the *Potential Campaign Volunteers* Addendum for a listing of potential Campaign Committee members.

8. **If asked, would you be willing to commit your talents by taking a leadership position on the Campaign Committee to be formed in order to facilitate the campaign?**
(Interview question #11)

<i>Response</i>	<i>Interviews</i>
Yes	23%
No	55%
Unsure	22%

Please see the *Potential Campaign Committee Members* Addendum for a listing of potential Campaign Committee members.

9. **Who among our parishioners would be good leaders of a capital campaign?**
(Interview question #9)

Please see the *Potential Campaign Committee Members* Addendum for a listing of potential Campaign Committee members.

10. **In order to be successful in raising the funds necessary, Leadership Gifts are important. The Leadership Gift Phase of a capital campaign would seek pledges of \$25,000, \$50,000 or more over a 3 year period from parishioners, foundations, and possibly corporations. In your opinion, are their individuals/businesses in the parish capable of giving at these levels?**
(Interview question #10)

<i>Response</i>	<i>Interviews</i>
Yes	88%
No	1%
Unsure	11%

11. **Could you assist in identifying those families, businesses, organizations or foundations that could give at the following levels?**
(Interview question #11)

As is usually experienced by Guidance in Giving, some interviewees felt they did not know other people's financial situation, while others may have been reluctant to provide names of individuals in the community.

Please see the *Potential Leadership Gift Prospects* Addendum for a listing of identified prospects.

12. While we are not currently soliciting contributions to the campaign at this stage in the campaign process, determining the financial potential of the parish community is an important component of the study. Once the project details are solidified and the campaign formally begins, could your family consider a “Leadership” level pledge of \$25,000 or more payable over a 3-year period?
(Interview question #12)

<i>Response</i>	<i>Interviews</i>
Yes	34%
No	60%
Unsure	6%

Please see the *Potential Leadership Gift Prospects* Addendum for a listing of identified prospects.

13. Could you estimate what your family contribution might be over a 3-year period?
(Interview question #16 / Survey question #8)

PLEDGE RANGE: Gift-by-Gift Breakdown (Low estimate)

<i>Gift Breakdown</i>	<i>Interview</i>	<i>Survey</i>	<i>Total Number of Gifts</i>	<i>Total Pledges</i>
\$100,000 +	2	0	2	\$400,000
\$50,000 - \$99,999	4	1	5	\$275,000
\$25,000 - \$49,999	6	1	7	\$185,000
\$20,000 - \$24,999	1	1	2	\$44,000
\$15,000 - \$19,999	7	1	8	\$123,000
\$10,000 - \$14,999	10	8	18	\$180,000
\$7,500 - \$9,999	2	7	9	\$70,800
\$5,000 - \$7,499	12	60	72	\$362,000
\$4,000 - \$4,999	1	8	9	\$38,180
\$3,000 - \$3,999	5	28	33	\$103,200
\$2,000 - \$2,999	2	20	22	\$44,840
\$1,000 - \$1,999	2	34	36	\$49,140
\$1 - \$999	0	27	27	\$8,370
TOTALS	54	194	248	\$1,883,530

PLEDGE RANGE: Gift-by-Gift Breakdown (High estimate)

<i>Gift Breakdown</i>	<i>Interview</i>	<i>Survey</i>	<i>Total Number of Gifts</i>	<i>Total Pledges</i>
\$100,000 +	3	0	3	\$650,000
\$50,000 - \$99,999	4	1	5	\$310,000
\$25,000 - \$49,999	11	3	14	\$360,000
\$20,000 - \$24,999	5	1	6	\$120,000
\$15,000 - \$19,999	5	0	5	\$78,000

\$10,000 - \$14,999	8	9	17	\$172,000
\$7,500 - \$9,999	3	9	12	\$92,800
\$5,000 - \$7,499	10	65	75	\$387,000
\$4,000 - \$4,999	1	7	8	\$34,000
\$3,000 - \$3,999	2	27	29	\$91,800
\$2,000 - \$2,999	2	17	19	\$42,340
\$1,000 - \$1,999	0	33	33	\$45,520
\$1 - \$999	0	22	22	\$8,040
TOTALS	54	194	248	\$2,391,500

14. Is it reasonable to ask the "average parishioner and/or school family" to consider pledging \$125 or more per month, payable over 36 months?

(Interview question #14 / Survey question #7)

<i>Response</i>	<i>Interviews</i>	<i>Survey</i>	<i>Total</i>
Yes	65%	18%	28%
No	13%	37%	32%
Unsure	22%	45%	40%

15. Is there anything in the local or parish community that you believe would hinder the success of the proposed project?

(Interview question #15 / Survey question #8)

<i>Response</i>	<i>Interviews</i>	<i>Survey</i>	<i>Total</i>
Yes	24%	32%	30%
No	66%	31%	38%
Unsure	10%	37%	32%

The most common responses to this question were:

- Inflation
- Lack of support from the number of families that don't give anything to the offertory.
- Cost
- Possible West Catholic Campaign

Representative Commentary:

- West Catholic High School, but they have been asked not to solicit.
- The economy could be a problem. West Catholic Campaign.
- West Catholic High School.
- I do not understand why we are making such a financial investment into a building that is going to be used for only meetings, funerals, and donuts. I do not see why transitioning from a multipurpose room that is to be solely used by the church to a combination family center/gym that can be enjoyed both by the church and the school has met so much resistance. One of the hardest demographics to retain in the Catholic Church is young adults and young families. The culture today pulls these groups away from

the church and tries to shame them into staying a part of the church. A couple of years ago, I was in the demographic. I had a strong desire to keep physically active, and even though I was a parishioner at Holy Trinity, I spent my Wednesday nights at a Christian Reformed church because they had a nice family center/gym and offered pick-up volleyball on those days. There were well over 60 young adults there each week for those games, and most of them had no affiliation with that church prior to those pick-up volleyball games. The volleyball games may have brought those individuals into that building, but the camaraderie and fellowship they found during the games drove them to join and stay a part of that parish. This plan doesn't consider expanding classrooms or the gym. Both of those are needed to support the growing community.

- West Catholic campaign. If Fr. Mark retires, that would kill the campaign.
- Making sure the school and parish agree with next steps going forward. Some school families may not give, waiting for the gym and school. If St. Anthony moves forward with a school campaign.
- The area is growing, and people are doing well.
- West Catholic High School.
- Cost of the project.
- \$8.3M is quite a bit to campaign for, considering how many young families we have here at HS. I believe the older, more established families can commit.
- West Catholic High School is going to start a campaign. The bishop has told them to hold off on asking for a gift. The zoo is also going to have a campaign in 2025.
- West Catholic High School.
- The west side is growing, and this should be good.
- Two other parishes are conducting campaigns. Coal plans on the west side of MI are going dark.
- West Catholic High School.
- Outcome of the 2024 presidential election and continued inflation pressures, as well as a potential downturn in the US economy. West Catholic could be doing a campaign.
- West Catholic High School.
- Any change in pastors? Father Mark will be instrumental to this campaign. He has the energy to see it through, the ability to convince people to give, and is well-liked by the community. If the school leadership is not for this, it could be a problem.
- Seems like raising the money would be the only issue.
- If we can't meet the CSA, I don't know if we can meet this goal.
- Our school and parish seem to be really gaining traction with increased enrollments and active participation, so a positive and negative to the payment of school tuition and requesting additional donations may strap some families financially, and I would hate to see our momentum stifled.
- Economic times are difficult due to the impact of inflation, and uncertainty as recession is a possibility.
- Not all registered are giving to support our parish at this time.
- This proposal does not include an expansion for the school. We are expecting to not have enough classrooms in the coming years.
- We know there are people that do not like change... Hopefully, they would go forward with the project without pushing their views on others.
- The election and economy.
- It would be nice to see more advertisements for this project to get people excited about it and more willing to contribute funds. Maybe have a colorful goal board set out to see the progress as the project proceeds.
- We are a parish growing older every year. Seniors will make or break the project.
- West Catholic High School.

- West Catholic is going to do a campaign.
- Only a small percentage give to the parish. A lot of the people who have given in the past are retirees.
- Families that do not contribute. CSA had 37%, and weekly collections do not have many more contributing.
- Lack of participation.
- Participation.
- Economy, CSA 2025.
- Depends if the parish community thinks it's worth the cost.
- Economy: if inflation rises, we may not be able to help with this project.
- Ingress/egress issues.
- Agree with the needs being addressed, but what is the long-term plan for the school? At its current size and based on recent growth, they will be out of classroom space in the next three years. It would be very difficult to undertake this campaign, plus another one for the school.
- Pledges.
- Lots of people are struggling with monthly expenses now. This seems like a lot of money for this expenditure.
- Not very many people will be using these spaces and therefore won't be excited for the project. Also, I do not like the design. Everyone we are closely connected with feels there should be more emphasis on the school.
- Donor fatigue. Our parish is financially sound, and that is great in most cases when we ask for support for a cause. I don't want support of our parishioners to local organizations doing real corporal works of mercy to dip because we want new things here at the church. Raising \$8 million plus providing for our local community is a lot, and someone has to suffer. I don't want it to be us, and I sure don't want it to be them.
- Too many of the 1,500 families are not giving to offertory. Something is wrong if more families are not giving.
- Not sure if the cost is feasible.
- Money issues. 500 give to CSA out of 1,500 families. We are not meeting weekly needed contributions!
- As I have stated, I have yet to hear from anyone who is completely in favor of this. For a project of this price tag to be successful, there will need to be more support. To ask the more senior members of the parish, who may be on fixed incomes or who were part of the last large-scale church project, to give to this will be an almost outrageous ask.
- Lack of commitment and overall poor response based on yearly CSA data.
- Economy for some.
- The CSA collections and the many collections required by the Diocese each year.
- The percentage of families who do not tithe on a regular basis or contribute toward CSA. Every little bit helps.
- Economy.
- People don't give their share. Look at CSA or our weekly offerings. Sometimes we don't even make weekly expenses.
- We would need all registered families to support financially, where currently, not everyone does.
- Only 357/1,580 are weekly donors?? How do we engage & get them active? (The majority are inactive— that's a big problem.)
- Availability of funds.

- Commitment & participation.
- I think the committee should be mindful of inflation and the current economy. The election of the president could change the economy.
- West Catholic High School.
- West Catholic HS campaign.
- Money.
- Finances in general.
- The weariness of being asked to give, as well as such a small percentage of parishioners that actually give.
- People's willingness to participate/fund.
- As I elaborated on in the earlier section, I don't think everyone will see the need for more meeting space.
- Parish participation is always less than 50%. Ex: CSA, tithing, etc.
- Cost. I think if we were able to see WHY the entire project would cost upwards of \$8 million, then we could understand the need to support it. That seems really expensive; however, I haven't been involved in any of the planning, so I am not sure what the needs of the spaces are. I think cost will definitely be a major hindrance to the project.
- Very outdated gymnasium and athletic fields.
- Out of 1,500 families, only slightly over 22% support the parish on a weekly basis.
- We have 1,500 (est.) families, but it appears that many do not contribute anything. Is this true, or an incorrect perception? (I gather this from bulletin numbers.)
- Economy.
- Nothing of which I am aware.
- Lack of support from the number of families that don't give anything to the offertory.
- West Catholic High School is apparently going under a feasibility/campaign as well. We are the biggest feeder to them, and I worry our parishioners will be hit for both projects.
- Those who don't contribute anything. Those who feel Holy Spirit is a parish that caters only to those who have more.
- Many parishioners are more concerned about the school rather than the church.
- Downtown stadium? Amphitheater?
- Inflation continuing to rise, costs of goods increasing, and economic failure.
- The current state of our economy, grocery prices, fuel prices, etc. is placing a strain on many families. For them to come up with an additional \$125 per month may be a stretch.
- I think there are so many fundraisers/appeals for the Catholic Church that the Catholic services appeal hinders the success of this initiative since every year it increases, and if not met, it comes out of the parish operating budget. So, it is difficult for families to decide how to allocate their funding, especially in tough economic times.
- This is a large parish, and each year only about a third of the families donate to CSA. So, I would imagine that it may be challenging to get the remaining two-thirds to contribute to this project, especially if they do not have children attending the school and/or they do not regularly attend mass and other functions to see firsthand that there is a great need for the extra space.
- Lack of financial commitment from the majority of parishioners, rather than just a few major benefactors.
- Economy.
- Rising costs with income not yet reflecting those costs.

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- There are many families that don't give.
 - Possibly the extent of the economic realities faced over the last few years.
 - I think it's the most obvious point that can be made, but the cost and financial contribution that families are willing to make could hinder the success of the project. It comes with the territory of being an active and successful parish and school, but I feel like there are so many different fundraisers (all legitimate, I might add!) that we are asked to contribute to, and I am afraid people will start to get donation fatigue and get irritated with all the financial sacrifice they are being asked to make. Obviously, people believe in the mission of Holy Spirit Church and School; otherwise, we would not be growing at the rate we are. But I just want parish and school leaders to be aware of all the extra money we are being asked to contribute on top of the normal costs of being a part of Holy Spirit Church and School (i.e., tithing, tuition, uniforms, school supplies, etc.).
 - Participation. Oftentimes, it's the same core that contributes.
 - Everything is so expensive as it is; we can barely get by as it is. Food, gas, etc.
 - The cost of a Catholic education is enough of a burden on many of the parishioners. How do you expect these parishioners to add on to this?
 - Not to get political, but let's be honest: if somehow the Democrats find a way to win the election, the economy will continue to be a disaster and will only get worse. I believe this will not make it impossible but much more difficult to reach the \$8.3 million goal. I'm sure you've already considered this, but I'm just reinforcing this fact.
 - It's so expensive.
 - Project overruns, changes in earned interest and/or owed interest.
 - We have some very wealthy donors in the parish, but only about 30% give to the CSA. Most parishioners will ignore this campaign.
 - Ask the Diocese for a contribution.
 - With high consumer prices, this large project is a lot to ask for. Personal investments have little or no gains currently.
 - I am not connected to the overall workings of the parish; therefore, I do not know how others feel or whether younger families can donate to make this \$8 million project a reality. I wish the plans well, but I cannot afford to help very much.
 - Are there plans to enlarge the Church? Not seeing that expansion.
 - Depends on the financial health of the majority of parishioners. Unless you get a few rich donors.
 - Money & economic times.
 - The younger families are not sacrificing like we did years ago; they have different priorities. Our parish is not growing! For the first time ever, I see that St. Anthony's Parish has outnumbered ours. Holy Spirit was always the parish with the most families on the Westside, like forever. It's time to give the parishioners a break and let them just enjoy coming to church.
 - The fact that the parish does not have a substantial amount of funds to start this project will hinder its success.
 - Inflation. Also, the 2024 election results will either exacerbate inflation or, I pray, reverse it. This is not a good time in history to be in debt.
 - Getting enough support for such a campaign and the ability to raise such a large amount of money. Being part of the previous capital campaign, it was very difficult to get the needed support on a much smaller scale, so I would imagine a campaign of this size will be difficult.
 - The condition of the school.
 - Parents and family members of children who attend the school having a different vision and priorities than those presented in the proposal.

- The economy is in a very tough position. The total amount seems too high. The CDC is a good cause, but adding rooms for socializing and comfort may not be a high need right now when people are trying to make ends meet.
- I think moving forward with a project that does not have broad support will drive families away from the parish. This is especially true if people do not feel that the money is being spent in the most wise and beneficial way for the parish community as a whole.
- Economy is the only real issue here!
- The election and the times we live in.
- Is West Catholic High School beginning a capital campaign as well?
- Several elderly members don't feel they would benefit from this project.
- Economy.
- Our parish family seems to have grown quite a bit since Fr. Mark arrived. However, from experience, when the priest gets reassigned, the parish family often declines. So much is dependent on the pastor.
- Parishioners who have given of their time, talent, and treasure to the renovation of the school, CDC, and new church building, paying off the mortgage, paying tuition to HS school and West/Central in the past 30 years are now being asked to give more money when many (if not most) are on a fixed income. These seem like wants, not needs. Increasing space at the CDC may certainly be a need, but if further funds are generated, the teachers and staff of religious education need the parish could consider — which is more consistent with the current Mission Statement.
- Inflation and the state of the economy.
- As we get older, we approach the end of our lives. We transition from being financially able to contributing time and effort. The older parishioners are the ones carrying this parish, but we have also contributed three times to major pledge drives. We can't anymore.
- Lack of transparency, lack of utilizing parishioner resources, lack of being heard unless you have money.
- Look at the financial environment we are living in.
- Economy and election.
- The amount of money dependent on families giving, who are already sacrificing so much to send their children to Catholic school.
- People's finances could hinder the project.
- Economy.
- Election.
- Income and family budgets.
- HS struggled to meet the CSA assessment for 2024. The current YTD deficit is nearly \$70,000. It appears that approximately 1/3 of parish families contribute to the budget. If only 1/3 of parish families contribute to this project, there may be insufficient funds generated to complete the proposed project.
- Economy and election.
- Asking families for \$8 million. Stop with the greed.
- As the now largest school in the diocese, the majority of contributing parishioners have a vested interest in ensuring our students have the space they need where they spend the majority of their day and week. By not taking this into account, some parishioners/parents may decide to contribute less to a plan they feel is not supportive of this goal.
- We have a NEED for more classrooms and a regulation gym to allow us to continue to grow. As the biggest school in the Diocese, we have an obligation to provide adequate room for our students. This room includes classroom space for current and projected growth that will allow HS to continue to provide an exemplary education for all those in the area. Part of this education involves keeping

classroom sizes small. We also need a gym so that we can welcome people to our school and allow our upper elementary students to host games — both to make them feel part of the school community.

- People don't support this project.
- A divide between the parish and the school. The parish leadership team does not recognize the needs of the school. I am happy to see that the updated plan includes the CDC, but it is not enough. Has anyone on the leadership team toured all aspects of the school? While the school once housed 500 students, the needs of students have changed greatly. There is a much greater need for small group intervention work, space for students to accommodate (such as learning space to have tests read individually to students), etc.
- Speaking on behalf of an average school family who pays tuition for more than one child, whether it be at HS, West, CC, or college — these families are currently at their limits, and adding another debt is out of the question. As for those without kids, without tuition, retired individuals — it may be more feasible for them.
- The average family is stretched thin financially.
- Believe and trust in God's plan. Always present!!
- Many people I talk to feel the plan is focusing more on events in the church and not taking into account the impact of the growing school. I agree the church and parish need space, but it seems the school is an afterthought.
- Are enough families contributing? CSA goals are met but barely. Was the goal of the Diocesan campaign met?
- Inflation, cost of food, rent, etc.
- I have a hard time believing that parishioners who are also school families are going to be willing to contribute a substantial amount of money towards this project that seems to be benefiting the parish more than the school.
- School needs. So many improvements we don't even turn the heat on until November.
- Declining Sunday offering.
- West Catholic High School.
- This area is growing. If the principal or pastor left the school or church.

16. If the campaign proceeds as proposed, will you support Fr. Mark and the parish leadership to the best of your ability to help ensure that the campaign is successful?
(Interview question #16 / Survey question #5)

<i>Response</i>	<i>Interviews</i>	<i>Survey</i>	<i>Total</i>
Yes	98%	77%	81%
No	1%	5%	4%
Unsure	1%	18%	15%

17. Are there any other topics or advice you would like to mention that have not been addressed during this interview?

(Interview question # 17 / Survey question #10)

Representative Commentary:

- Can we stop giving to the CSA during the campaign? I think the funeral on Monday was a good way for people to see the need.
- The parish must continue to move forward, even if it is not for the whole \$8M campaign.
- Multiple offertory.
- We believe this is a very important endeavor for the parish.
- I do not want to take a loan for the project.
- Can we promote more online giving? Can you flip the chart from high to low?
- Happy to see the parish staff is doing a great job. They are younger and working well together. At the last parish event, it seemed like mostly young families attended and not as many older families.
- I would start with Childhood Development first, then move to the multi-purpose building.
- If we are going to raise \$8M, we need more donors. Fr. Mark is really going to have to sell this project. Fr. Mark will have to ask for money.
- Was the gym going to be a part of the plan? The capital campaign should kick off no later than December 1, 2024—so that those who want to make a tax-deductible gift of appreciated common stock can do so before 12/31/24. Please note that there has been discussion that a future Harris Administration may not allow tax deductions for future gifts of appreciated securities to charities.
- Just gave \$50k to West Catholic for an education fund.
- It bothers me that we do not have more participation from all the registered families. RMDs could open the door to some generous gifts. Fr. Mark has done a really good job inviting people to join HS.
- It is very important that details are explained. I would like to get involved in the music of the church. Will the new Parish Center be rented out?
- Very excited about these projects, hopeful people will respond.
- Would like to see the master plan include [something].
- We are growing now, but will that continue? I have seen too many parishes go the other way. I'm worried that 500 to 600 families giving could become a problem.
- We don't want to be in the wedding venue business. Maybe some additional flex space for school growth. With the growth of child development, will this cause growth in the school? We should have a wall of recognition for donors.
- Lots of things to think about, like the CSA, cost of teachers, and how we are going to fund all of our current needs. Is the Diocese running any additional campaigns?
- We need to have clear messaging concerning our needs for the school and how they are involved in this. Our leadership at the school needs to be convinced of the future possibilities for the school.
- I would like to have seen the incorporation of an expanded gym. People don't know they have refreshed a classroom a year.
- Is there a way to have a restroom closer to the choir? Is there going to be additional space for the choir?
- We would like a larger gym to accommodate 6th, 7th, and 8th-grade sports.
- I am interested in the look of the addition. I want to be sure our Catholic identity is visible in the design and that there are symbols of the faith featured in both spaces and in the architectural design. Can we reach out to past school students and ask for a gift?

- Should we wait until interest rates drop? The project could be a little extravagant and could be seen as a luxury. The school is great, but we need to do this so we can compete.
- Ensure that the people who volunteer to make the ask either have prior experience with a campaign or are so enthusiastic that a potential donor would have difficulty saying no.
- The timing for the campaign seems good. Have we looked at other churches and how they are using common space?
- The school could use central AC. Does the school have any other needs? Love the school staff.
- Agree we need more space. How did we get to this point and how did we come up with the needs?
- Glad to see we have focused on two key needs.
- Holy Spirit will be able to offer so much more to the community and build community.
- Would like to see a full-size gym for 6th through 8th grade.
- We love Holy Spirit.
- Not in favor of a 350 sq. ft. multipurpose room. The office and rectory need to come first.
- Are there any concerns with the condition of the current church roof? I noticed cracking in the plaster of the ceiling.
- Very happy with Holy Spirit and the leadership at the parish and school.
- Feel like the plan could be better explained and the "why" we are doing it. Lots of parents are worried about what is happening with the school.
- Within 3 years, the school will be short on classroom space. Is it necessary to build such a large hall and not add classroom space? We need to get the most bang for our buck. Additional space for the school is important, the gym is too small, and can the hall be used as a gym?
- Why do we need a 350-seat multipurpose room and two 50-seat meeting rooms? Does anyone else have something that big?
- The church bathrooms should be the first priority. They are in awful shape and need a renovation before the meeting spaces or offices. They give a terrible impression of our church, and bringing my daughter in there sometimes feels as bad as a public restroom, in my opinion.
- Provide information to the parishioners (especially those who are retired) about donating directly from their IRAs. This not only helps them fulfill their Required Minimum Distribution for the IRS, but it is also tax-free.
- At this stage in life, we would strive to add the \$5,000 over three years to our current giving. We have young children we wish to enroll at Holy Spirit in the coming years, and they will benefit greatly from the childhood center improvements. Our ability to support the parish will improve when our children are at Holy Spirit and out of their current (expensive) daycare.
- Will at least 90% participation be possible? How about the consistently faithful parishioners who donate every week vs. the approximate 70% who do not give? Will the burden of paying for this project fall on the faithful few givers?
- Very pro-CDC expansion for additional classes and longer duration kindergarten class time.
- Yes, a cost breakdown on each site improvement and renovation. How is front lot parking affected? Plans are too vague to expect parishioners to understand an \$8.3 million project.
- Larger investment in the school.
- It would be nice—now that we are growing even more and now that we have Fr. Nick—to have three Sunday Masses again, but have them at 8:30, 10:00, and 11:30. Trust me on this: 8:00 is too early, 9:00 is too late, so 8:30 is just right. Noon is too late, so add it at 11:30 and then change 10:30 to 10:00. You'll get more people in attendance.
- If possible, spread the pledge out for 10 years. \$500 per year or \$10/week seems more reasonable.

- I would hate to see the hill or soccer field altered. Both are used daily by the children. I think asking a donation of that much, for many families, may be difficult. Between tuition, monthly contributions, Hatti, fundraisers, CSA... it's getting to be a bit much.
- Is the money being well spent?
- I would have hoped that the campaign would have included money to be set aside in the educational foundation for long-term sustainability. It's not too late.
- We are retired and are not sure we would be able to afford it.
- If you spread it out over 10 to 15 years, you could raise more money, and it would be fairer for everyone.
- Can we please get a breakdown of these project costs? It seems that we could combine some of our big-ticket items by making these areas more multi-use.
- So many people feel they are no longer important to our church community. Please bring the bookshelves back out of the nursery and back to where they were before. No one can find them.
- The need is great for a larger community gathering space.
- I think monthly updates that include what the current total raised could be used to purchase would keep people interested and excited, since it will take a while to actually see physical changes.
- I appreciate the brief and simple concept of the project disclosure but feel that something of this magnitude needs to have more public input and open discussion. I would like to see the development of a strategic plan for the entire Holy Spirit community and ensure that the projects are not only mutually beneficial but also follow a well-thought-out direction with goals and input. I would happily be a part of any of these groups as I have a background in them all. This would allow me to help support the projects undertaken as well as help educate those who may not have supportive attitudes. I fear that this project may push people away from our community, create an unhealthy division, and, if unsuccessful, create an environment that could be detrimental to future project success.
- Is this keeping up with school growth?
- Get the other 1,000 families to pay or take away parish tuition support.
- We need to continue to educate all families to show the need for these improvements, as not everyone agrees they are needed for our growth. Will there be any mortgage or debt to the Diocese?
- I believe the CDC should take precedence over the Activity Center if we had to pick one.
- We would like to see a focus on improvement to the school in order to meet the need for growing enrollment. In a community where many members are already paying tuition and giving to other charitable programs, such a high-cost project seems like it might lack the essential financial support. The proposed improvements to the church facility sound wonderful and would be welcome, but increasing childcare availability seems necessary.
- Why is there no mention of fundraisers? Dinner, meals, get-togethers, and more community events to promote pride & fellowship.
- This might be difficult for the elderly population on fixed incomes. I believe there should be adjustments made for them.
- Like the reception model of the last campaign. Did not like that alcohol was served at the receptions.
- Has the committee considered other fundraising events?
- It is important to share with new families how much the older generation has given (volunteering and money) and the sacrifices they have made for us. Get the kids involved in giving.
- Our lack of a town hall by Progressive AE ended up being ridiculous. Many voices have not been heard on the overall vision of the parish's future. People are upset with the cost increase. We need to show the phases for future plans as a parish, and we need to keep the parish informed on all progress.

- What is the plan for "What's Next"? School families need to be brought into this by educating them on the process and details. If classrooms were part of the plan, this would sell the school families. Multipurpose Center-Gym?
- Will the huge parish center be able to be broken into smaller rooms? Will it be available to rent for income?
- Would like further hard data that shows the need. For example, I don't see a great amount of adult faith formation being offered. I don't know how many signed up, but the programming itself doesn't seem to have increased. The one space designated for small groups to meet (the lounge) has now become a space for vesting for the priest rather than the sacristy, and I don't understand why that is.
- If you want an increase in meeting space, why not create a new gym that could also function as meeting space and allow large events? Could also use the old gym for meeting space or future school growth. This could create a truly multipurpose area that is functional for many needs.
- An area for nursing mothers is needed. Women's restrooms need updating.
- Will tuition increase for the elementary students due to this project?
- Would the hall be able to be rented for wedding receptions? Is there a gym in the future? Have we thought about who will work at the daycare (hard to find employees)?
- The suggested \$5,000 pledge, in addition to the yearly CSA contribution, weekly church contribution, and tuition for multiple kids attending our school, is a pretty significant ask. Is there a reason a 3-year timeline was picked? In past church construction projects, I've been involved in, the timeline has been significantly longer—decade or more—before the diocesan loan was repaid in full. If the desire is to pay for an \$8.3 million building project in 3 years, that seems unreasonable. I am also very unclear about what the financial plan is. Is this initial fundraising effort hoping to pay for the entirety of the project? A down payment? If a down payment, what percentage? Would construction start only if a certain percentage was already collected? If so, how much? I feel the communication regarding this project has been rather incomplete.
- A festival, not just an auction, could help. Also, bring back 3 Masses on Sunday. I know of people who stopped going to church at Holy Spirit because it's too crowded. More people = more money.
- The project goals will affect every parishioner differently. Some too little effect, others greatly. This might discourage many from supporting the project.
- Are we losing parking, and if so, where will it be replaced?
- I hope that this will only move forward if the majority of the community is in support. It feels as though focusing on the Church gathering space and CDC excludes the school and students. I think there is a way to thoughtfully do this where both the needs for the gathering space and gym can be met. The student body is growing, and I think the needs of the students should always come first and foremost. I imagine school and parish support will be the greatest when the children are benefiting from this expansion.
- Is there a decorative/stained glass theme film that could be placed over the upper windows in church to diffuse the sunlight during Mass? There are times it's almost blinding!
- More adaptive devices for older adult volunteers. I have heard many complaints about the lack of rails up to the altar for readers and extraordinary ministers. We need to plan for the young, but it appears we have forgotten the needs of many of your volunteers.
- We must stress the reason for the need and the benefit to each type of parishioner (young families, singles, elderly, mature families, etc.).
- Would like to see more trees in the parking lot and on the campus.

- I believe more tuition support is needed for students, as many families cannot afford to send their children to our school. Without this support, we risk losing future parishioners, and our school may close.
- After analyzing the results, it might be helpful to encourage parishioners who are financially stable to "adopt" a parishioner who cannot afford the base amount, to bring them up to the base level. This could be done anonymously. Parishioners needing support could be assigned a number, and others could earmark funds for Contributor #TBD.
- Continued communication with specific details will be important to ensure support, as everyone's responsibilities and budgets vary. Thanks for gathering input!
- More details and numbers will be needed once the plans are finalized.
- We support the proposed improvements but suggest considering an additional change: removing the stained-glass doors/enclosure around the tabernacle. This would make the tabernacle more visible and in line with Canon Law, fostering greater reverence and making it easier for visitors to locate.
- We are transitioning into retirement in the next five years. While we may be able to give more in the future, we currently know that a total of \$2,500 would be manageable.
- Since Holy Spirit has the largest school in the Diocese and is likely to continue growing, could the Diocese help cover a portion of the cost?
- We would like the hall to be used as a basketball court as well, making it a dual-purpose space.
- The needs of the school, such as AC and a gym, should be the primary focus. As a parish, we were never asked for input on the project.
- We support the project but suggest scaling back to focus on immediate needs rather than wants. This aligns with the personal situations many of us face. We would prefer to wait until more funds are available. We will pray for the success of this project and are grateful to be part of this wonderful parish.
- We will not be able to pledge more due to personal financial constraints, with one spouse retiring in March 2025 and the other on disability.
- We believe it would be beneficial to allow separate donations for the parish expansion and the child development expansion, as different people may have varying opinions on what is more necessary.
- I would like a driveway from the back-parking lot to Michigan Drive, as parking is currently a challenge. It's also important to be transparent about the number of families supporting the church.
- We would like to hear why a reduced scope and cost would be insufficient for the parish's needs.
- The multi-purpose room is designed to seat 350 people, but will it be large enough if the parish continues to grow? Should the room be able to accommodate 500?
- Good luck and God bless. I will do my best to help.
- Consider focusing on one project at a time.
- My concern is that Holy Spirit Parish is relying heavily on legacy families. In previous CSA campaigns, the parish goal was 100% participation, but only 37% of registered families contributed. The burden of a new capital campaign will likely fall on the same 40% of families. The additional meeting spaces may benefit younger families, but will they be profitable for the parish? If used as event venues, additional staff will be needed to manage them. I'm all for improving the CDC facilities, as this is a key need for Holy Spirit. However, I also suggest creating a multi-purpose venue that benefits both the school and the church, and can be used year-round. It could include a theater stage, an industrial kitchen, space for two volleyball courts, improved concessions, locker rooms, storage, and a private meeting space. If designed well, it could also be used for parties and larger events.
- Some families can afford to give more, but others cannot.

- I am not in favor of taking on debt for this project. What will be the cost of maintaining the added space?
- We have not been presented with alternatives to this proposal, such as the cost if we did not proceed with the child development center. Additionally, as someone who has worked in impoverished areas, I am concerned that spending \$8.3 million here may not be the best use of funds when there are dire needs elsewhere. I believe we should reflect on whether this is truly in line with Christ's teachings.
- Please consider addressing Holy Spirit's light pollution, particularly from the west parking lot lights facing southeast. They are very bright and intrusive to neighboring properties.
- If wealthy donors are willing to contribute, consider recognizing them by placing their names on the new building. I doubt the parish as a whole will reach 40% participation.
- Consider asking parishioners to make Holy Spirit a beneficiary in their wills, or to donate through annual fundraisers, such as bake sales after Mass.
- My proposal is to renovate the existing spaces. Let's focus on meeting the current annual budget, and if there is extra money, we can set it aside in a special building fund. It would also be helpful to provide a spreadsheet showing the attendance for each group that meets regularly.
- I feel that the decision-making process is controlled by a small group of parishioners, often those with children in the parish or those who contribute large amounts financially. There seems to be little room for others to get involved, especially those who cannot volunteer during the day or do not have financial resources.
- As a new member, I encourage the inclusion of more people in volunteer opportunities.
- I am not enthusiastic about adding modern buildings. Many parishioners prefer traditional church styles that help create a sacred and special atmosphere.
- Regarding the meeting space for approximately 350 people, it seems likely that this would be used for events like wedding receptions, where alcohol is served. As a Church, we should be cautious about encouraging alcohol consumption, considering the issues it causes.
- I previously donated a large sum to St. James' Family Center, which is now closed and boarded up—a terrible waste.
- Sending out this survey so close to the auction seems ill-advised. Parishioners have already contributed a significant amount, and now you're asking for \$135/month for an \$8 million project that may not add equivalent value to the parish. There are concerns about parking, and I believe the funds could be better used for gym expansion. Our family does not plan to support this financially.
- I am unsure whether this project is driven by the diocese or the parish, but I am concerned that our pastor may leave the parish with significant debt.
- The school building was built in 1953, including its heating, windows, and electrical systems. Holy Spirit School is now leading in enrollment. Where will we place all these children?
- Other than improvements to the CDC, which I support, making everything bigger and better is completely unnecessary.
- Upgrading the restrooms in the Activities Center and the student restrooms in the school should take priority over renovating the parish offices.
- Please consider the current economic climate.
- You have our full support, though we cannot commit financially.
- I thoroughly enjoy my time at Holy Spirit with this wonderful community! I love listening to Fr. Mark, and the school staff is incredible.
- Please prioritize the needs of the school.
- We are willing to make a one-time donation.
- The Church is about the people, not the physical buildings.

- We now attend Mass most weeks at other parish churches and contribute directly to those parishes instead of at Holy Spirit.
- Look at St. James parish — what must the families there think of all the donations they made, only to see a beautiful building sitting empty? Is Holy Spirit going to face the same fate?
- 1. The school is outgrowing its space. It is not sustainable to serve the students we currently have. 2. The lack of transparency and changes in the original building plans feel secretive, and we cannot be a part of them. 3. What is the return on investment? 4. Is a larger donut room really the best choice for both the school and the parish, or only beneficial for one? 5. Why did we get asked for our opinions if none of them seem to be considered?
- If some areas need attention, it may be more feasible to remodel them rather than undertaking large-scale changes. I can't imagine that all of these areas are in such poor condition.
- The current pastor will retire in the next four years, leaving the parish with a massive debt.
- Senior citizens, aged 88 and 91.
- With changes in our population, we remain concerned about how we will keep our school and teachers adequately funded.
- Are we fully utilizing the facilities we currently have, such as the youth space? Can we make the spaces we have more functional?
- Catholic churches and schools on the west side are closing. Is the plan to only have Holy Spirit and St. Anthony's in the future?
- Is it feasible to start smaller? Expand the CDC first and then gauge how the fundraising is progressing before moving forward with larger plans?
- Unable to give any money.
- Bring back the noon Mass and stop the unnecessary renovations!
- There is no sense in expanding our childcare if we are going to run out of space for older students in the next 3 years. We can't talk about growth while lacking the room to accommodate children. We need to be more sensible with our funding requests, as it is already a sacrifice to choose Catholic schools. Having to launch another campaign or turn children away is unacceptable when we know about this issue now.
- I hope the expansion of the CDC includes infants. This would greatly benefit the parish by attracting young families and ensuring the longevity of new parishioners.
- The direction the church is headed in is not desirable for families who have been part of the community for years.
- I am 83 years old and disabled, living on Social Security. While I love the ideas above, I simply can't afford to contribute more.
- I definitely think school expansion is necessary since we are the largest school in the diocese.
- I will do my best to support this, but I cannot financially commit.
- I know how much of my heart I put into the CDC. We have a few really hardworking staff members, like Allison, who deserve recognition. Sometimes our efforts feel overlooked. With 14 years of service at \$15 an hour, it's disheartening to see what newly posted positions are offering.
- Make the multipurpose space a gym too, and add classrooms. The current gym is too small for the kids to play properly. If you're expanding the preschool to grow the school, additional classrooms will be necessary. I'd be much more willing to find funding for that.
- A new gym is needed.
- I'm the type of person who wants to know exactly what I'm committing to when I pledge support. I would like to see actual data and trendlines to determine whether this project is warranted. I have an uneasy feeling that the data would show Holy Spirit is not growing tremendously, that family

participation is relatively flat, and that the parish is taking longer to satisfy the CSA requirements. This isn't a question of whether we need more space for funeral luncheons; it's about whether participating families are willing to take on the additional debt for an \$8.3 million project.

- Additional staff will be needed to maintain the proposed facility changes, and the proposed blueprint is ambiguous. My gift will depend on the leadership, and I anticipate taxes will rise.
- We must prioritize serving the current children and potentially new children of Holy Spirit. This should be the number one priority.
- I believe the need for improvements in our school is so great that it is difficult to support the parish hall and office improvements. In two years, we will run out of classroom space for our current students. Our school is increasing enrollment each year, and we need to account for that as well.
- I will bring a list and meet with Fr. Mark and Pat Kalahar.
- People are leaving and going to St. Anthony's. I don't believe these young families can't afford to give to a campaign. We have the gym that can be used for funeral luncheons. It seems we are duplicating space. This isn't Spirit-inspired; this is Fr. Mark-inspired. I don't like being pressured like this.
- I am very concerned that school enrollment will decrease once the COVID boom ends. We have just retired and sold our business. We don't see the need for expanding the hall.
- I would like to see the master plan.
- We contribute to many Catholic causes.
- The current gym is too small.
- The Early Learning Center needs to be prioritized along with the parish center. If we don't raise enough money, the school will miss out, creating animosity.
- I think the cost of the project is too high.
- We need to pursue RMDs (Required Minimum Distributions) and stock giving. We must present a clear, attainable plan to the parish.
- I believe the parish will be successful with this project.
- I would like to see police officers directing traffic again. What kind of fundraiser are we planning for the campaign? Perhaps a high-end dinner?
- I'd like to see more flexible space. The current gym could be developed into classrooms, and a new gym could be built where the current hall is. A capital campaign is definitely needed, but if we show the need for volunteering, people will step up. If we don't offer better parish programming, they won't see the need for more space. We went from four Masses to three — if we are growing, why are we having fewer Masses? We used to have a youth group, but now we no longer do. Do we know the gifts and talents of our parishioners, and are we using them to the best of our ability?
- I do not understand why we are making such a financial investment in a building that will be used only for meetings, funerals, and donuts. I do not see why transitioning from a multipurpose room solely used by the church to a combined Family Center/Gym, which can be enjoyed by both the church and the school, has met so much resistance. One of the hardest demographics to retain in the Catholic Church is young adults and young families. Today's culture pulls these groups away from the church and even tries to shame them if they stay a part of it. A couple of years ago, I was in this demographic. I had a strong desire to stay physically active, and even though I was a parishioner at Holy Trinity, I spent my Wednesday nights at a Christian Reformed church because they had a nice family center/gym and offered pickup volleyball on those days. There were well over sixty young adults there each week for those games, and most of them had no affiliation with that church prior to those pickup volleyball games. The volleyball games may have brought those individuals into that building, but the camaraderie and fellowship they found during the games drove them to join and stay a part of that parish. We currently have a school at Holy Spirit with a gym that is too small for the kids to play

basketball games in after 5th grade. This means that the first year these boys and girls get to wear the maroon and gold HS Titans uniform is also the last year they get to have a game at their home court. My son is in 5th grade, and to hear him talk about how excited he and his classmates are to play their basketball games at "Our House" this year gives me goosebumps just talking about it. Knowing that this excitement won't be there next year and that this pride in being able to show off his school is only a fleeting moment in time is heart-wrenching. This campaign is an opportunity to really grow our community around a single project and utilize the gifts of the parishioners within our church. Holy Spirit is a Catholic Church and Catholic School, but this campaign seems to be trending more towards a public school looking to pass a millage. Instead of utilizing the builders, architects, and skilled professionals who are parishioners in this community, we are hiring outside firms. Why are we acting as if this community is only useful for its financial contributions and not any other gifts? The building that we have Mass in is not what makes the church—the individuals who attend Mass are. Parishioners are seeking a community and a sense that their voice and opinion matter to their leadership. Uncompromising leadership can be effective in achieving short-term goals but can often lead to growing animosity toward the leadership. This is a parish project, not a pastor project! I do enjoy Fr. Mark, and I think he has made some good changes to this parish. The truth is that in 5-10 years, Fr. Mark will no longer be at Holy Spirit, and this parish will be dealing with and paying for the decisions he has made. Let us use this project as a way to unite us as a parish instead of pulling us apart as individuals. Additional classrooms? Updated gym? What is the point in expanding the CDC if we can't support the number of students as they get older? The community is obviously drawing in more students, and a larger gym and additional classrooms are needed to support the community and the CDC expansion. Also, parking and traffic flow: During busy Mass times, parishioners park along the side of the parking lot. The front parking lot currently gets chaotic when funerals are happening during the school year. What is the plan to help with traffic flow with this expansion?

ANALYSIS & RECOMMENDATIONS

Based on the results and analysis of the 387 responses received during the Feasibility Study, Guidance in Giving offers the following to the leadership of Holy Spirit:

A. Campaign Case

To reiterate the results from **Questions #5, 6, 13 & 16.**

What is your opinion of building a new Parish Family Center which includes; renovation/modernization of our Narthex and meeting spaces, and renovations to the Parish Offices?

(Interview question #5 / Survey question #2)

<i>Rating</i>	<i>Interviews</i>	<i>Survey</i>	<i>Total</i>
Positive	84%	59%	63%
Negative	3%	15%	13%
Unsure	13%	26%	24%

What is your opinion of building an addition on our Childhood Development Center?

(Interview question #6 / Survey question #2)

<i>Rating</i>	<i>Interviews</i>	<i>Survey</i>	<i>Total</i>
Positive	90%	70%	74%
Negative	1%	4%	3%
Unsure	9%	26%	23%

Could you estimate what your family contribution might be over a 3-year period?

(Interview question #13 / Survey question #8)

PLEDGE RANGE: Gift-by-Gift Breakdown (Low estimate)

<i>Gift Breakdown</i>	<i>Interview</i>	<i>Survey</i>	<i>Total Number of Gifts</i>	<i>Total Pledges</i>
\$100,000 +	2	0	2	\$400,000
\$50,000 - \$99,999	4	1	5	\$275,000
\$25,000 - \$49,999	6	1	7	\$185,000
\$20,000 - \$24,999	1	1	2	\$44,000
\$15,000 - \$19,999	7	1	8	\$123,000
\$10,000 - \$14,999	10	8	18	\$180,000
\$7,500 - \$9,999	2	7	9	\$70,800
\$5,000 - \$7,499	12	60	72	\$362,000
\$4,000 - \$4,999	1	8	9	\$38,180
\$3,000 - \$3,999	5	28	33	\$103,200
\$2,000 - \$2,999	2	20	22	\$44,840
\$1,000 - \$1,999	2	34	36	\$49,140
\$1 - \$999	0	27	27	\$8,370
TOTALS	54	194	248	\$1,883,530

PLEDGE RANGE: Gift-by-Gift Breakdown (High estimate)

<i>Gift Breakdown</i>	<i>Interview</i>	<i>Survey</i>	<i>Total Number of Gifts</i>	<i>Total Pledges</i>
\$100,000 +	3	0	3	\$650,000
\$50,000 - \$99,999	4	1	5	\$310,000
\$25,000 - \$49,999	11	3	14	\$360,000
\$20,000 - \$24,999	5	1	6	\$120,000
\$15,000 - \$19,999	5	0	5	\$78,000
\$10,000 - \$14,999	8	9	17	\$172,000
\$7,500 - \$9,999	3	9	12	\$92,800
\$5,000 - \$7,499	10	65	75	\$387,000
\$4,000 - \$4,999	1	7	8	\$34,000
\$3,000 - \$3,999	2	27	29	\$91,800
\$2,000 - \$2,999	2	17	19	\$42,340
\$1,000 - \$1,999	0	33	33	\$45,520
\$1 - \$999	0	22	22	\$8,040
TOTALS	54	194	248	\$2,391,500

16. **If the campaign proceeds as proposed, will you support Fr. Mark and the parish leadership to the best of your ability to help ensure that the campaign is successful?**
(Interview question #16 / Survey question #5)

<i>Response</i>	<i>Interviews</i>	<i>Survey</i>	<i>Total</i>
Yes	98%	77%	81%
No	1%	5%	4%
Unsure	1%	18%	15%

There is a clear understanding that Holy Spirit must meet the challenges it faces today. The study has confirmed that the majority of parishioners are in favor of expanding the CDC. While the building of a new Parish Family Center which includes; renovation/modernization of our Narthex and meeting spaces, and renovations to the Parish Offices was not as popular, the majority of respondents were still in favor of this project. Guidance in Giving believes the parish will have the support it needs in order to conduct a successful campaign. There is a clear concern among some families that the school facilities are not adequate and improving and enlarging them should be a priority over the parish hall. Numerous parishioners also expressed optimism about the projects while holding concerns about the cost of the projects.

A successful campaign would need to address these concerns with sensitivity, clarity, and transparency. It will be vitally important for parish leadership to continue to be vigilant in developing and communicating the needs to all parishioners (how these projects were prioritized, the costs associated with each project, etc.), showing financial transparency and an overall sense of good stewardship. They are being entrusted with the gifts of the people and have the responsibility of utilizing these gifts in the most efficient and effective manner to achieve the goals of the campaign. This will be critical in laying the foundation of trust necessary for a successful Capital Campaign today and for future development efforts.

B. Conduct a Capital Campaign

2024/2025

In order to conduct a successful campaign, the parish must be in the best position to succeed. This includes, providing and presenting the scope of work, cost projections, construction timelines and an understanding of the various approval processes with the Diocese of Grand Rapids. It is vitally important because parishioners asked several questions about the projects. Some general questions that will need to be addressed in a campaign are:

- What are the criteria for determining the prioritization of the projects?
- What is the cost of these projects individually?
- Should the school have a bigger part in the campaign (classrooms/new gym)?
- What is needed to begin these projects (how much money in hand, how much in pledges, will we take out a loan)?
- When do we expect to start/complete the projects?

Parish leadership must be prepared to answer these and similar questions when they arise during the planning phases and ultimately, a campaign. If numerous questions are left unanswered, the entire effort will appear as poorly planned, uncertain and lacking realism in achieving the project success, particularly during the active portion of the campaign. This would undermine the credibility of the case and the confidence of the parishioners, resulting in a diminished level of support.

In reviewing the parish offertory records combined with the results of the Feasibility Study (248 families indicated they would consider making gifts at the low end of \$1,883,530 and the high end of \$2,391,500), ***Guidance In Giving feels that Holy Spirit Catholic Church has the ability to raise \$5,000,000 to \$6,000,000 (or more) in a successful campaign.***

C. Further Leadership Gifts Identification and Cultivation

As part of the Leadership Gifts Phase of the campaign plan, Guidance in Giving will utilize the information obtained during the Feasibility Study, the parish offertory, wealth screening, past campaign history and input from parish leadership in order to quantify current potential Leadership Gift Prospects as well as identify additional Leadership Gift prospects. Working hand in hand with Fr. Mark and the Capital Campaign Committee, we will look to further expand our base of potential Leadership Gift prospects and, through significant Prospect Review, determining a Solicitation Plan for each of the individual families identified in the LG phase.

An important part of the Guidance in Giving Campaign Plan is the composition and performance of the Leadership Gifts Team. In addition to Fr. Mark, this team should be composed of ten knowledgeable and highly regarded parishioners/couples who will serve as a sub-committee of the Campaign Committee (see Item D below). The role of the Leadership Gifts Team will be to identify, cultivate and solicit all parishioners and friends of Holy Spirit with the potential to make a gift at a level of \$25,000 or more to the campaign.

It is imperative to the success of the campaign that personal outreach for Leadership Gifts be seriously pursued in the early stages of the Campaign (utilizing a variety of fundraising strategies in order to educate and engage each family in this phase of the campaign).

D. Lay Campaign Committee

As a firm, Guidance in Giving believes strongly in the role of the laity of the Catholic Church, both in the campaigns it conducts as well as in the general life of the parish. The firm regards the participation of lay leaders as essential for the success of any endeavor, for it is truly the parishioners who make up the Church. Creating the sense of ownership among the laity, as a whole, is crucial and emphasizing the role of lay leadership in the development of the project, from its inception, will further strengthen how parishioners will view the overall plan. In addition, lay leadership can reflect on being a fellow parishioner, why the project is important to them, how this project will make a difference to them, their family and our parish as a whole and why they are involved in making it a reality.

Guidance In Giving will provide a detailed Campaign Committee Flowchart, including a description of Duties & Responsibilities and will assist Fr. Mark and parish leadership in selecting the appropriate

individuals who will represent a cross section of parish life. By empowering a strong Campaign Committee, educating them on the details of the Feasibility Study and Campaign, and giving them a voice in the decision-making process, we will be able to show that the project is driven by parishioners who want to secure the future of their parish.

E. Promotion of Study Findings

Copies of this Feasibility Study Findings Report should be provided to the Finance Council, as well as other parishioners/groups as Fr. Mark deems appropriate.

A Feasibility Study Executive Summary will be prepared by Guidance in Giving and should be made available to every member of the parish. Counsel strongly recommends that Fr. Mark present the Feasibility Study Findings Summary at each of the Masses in the coming weeks and that the summary report should also be posted on the parish website and emailed to all families in the parish.

CONCLUSION

Guidance in Giving has found that there is support, excitement and financial potential for a capital campaign at Holy Spirit. To achieve the full potential in a capital campaign, it will take a concerted effort on the part of all; including a strong collaborative relationship between the parish leadership, parishioners and school families, informative and consistent communication, detailed case information, dedicated and committed leadership and a generous response from parishioners all within a spirit of enthusiasm, optimism and true Christian Stewardship.

This completes the Parish Feasibility Study conducted by Guidance in Giving for Holy Spirit Catholic Parish. We consider it a privilege to have conducted this Feasibility Study for Holy Spirit. The parishioners we encountered were receptive to our inquiries, candid in their responses and interested in providing meaningful commentary and direction. Guidance in Giving hopes that these recommendations will be helpful in charting the course for a successful capital campaign, and we thank you for allowing us the opportunity to serve as counsel.

Thank you once again for allowing us the opportunity to serve your community. We are available to you at any time to answer questions, provide additional information or counsel, attend important meetings, etc., and look forward to working with the parish on a successful capital campaign.