

# **St. Clare of Assisi Catholic Church**

Acworth, GA

## *Feasibility Study Final Report*

### *FINDINGS REPORT CONTENTS*

|  |                |
|--|----------------|
| <b>PREFACE &amp; INTRODUCTION</b>                | <b>2</b>       |
| <b>OBJECTIVES, PREPARATION &amp; METHODOLOGY</b> | <b>3 - 4</b>   |
| <b>REPORT FORMAT</b>                             | <b>5</b>       |
| <b>RESULTS FROM INTERVIEWS &amp; SURVEYS</b>     | <b>6 – 34</b>  |
| <b>ANALYSIS &amp; RECOMMENDATIONS</b>            | <b>35 – 38</b> |
| <b>CONCLUSION</b>                                | <b>39</b>      |

---

## **PREFACE**

Guidance in Giving, wishes to express its gratitude for the assistance provided by the staff and parish leaders of St. Clare of Assisi Catholic Church (SCOA) during this Feasibility Study. Father Tim and the parish staff were 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 SCOA. 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 SCOA 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 SCOA to conduct a Feasibility Study to assist the parish in gathering information regarding the thoughts and opinions of the parishioners on the paying down of current debt, adding a new driveway, and raising seed money for the construction of a new Church.

The Feasibility Study was conducted from April – May 2024, with Joe Neville and Luis Tacuri 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 continue to support the proposed projects;
- To determine the financial support for a capital campaign;
- To inquire whether parishioners feel there are any additional elements or needs that should be considered by parish leadership;
- 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 – *131 parish households*
- Study Survey recipients were identified – *896 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 131 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 86 study interviews were conducted (11 of the 131 completed online surveys).** 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 896 registered parishioners via mail. In addition, the link to the online survey, Father’s letter, Case Summary, and questionnaire was sent via parish emails. 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 May 17, 2024 are included in this report.

This report includes a total of **73** Study Survey responses via mail and **94** Study Survey responses via online survey (167 families in total). The names of those who responded to the survey are provided as an Addendum to this report.

**In summary, a total 253 families (26% of all registered families) participated in the Feasibility Study.** This is a great response, as Counsel typically sees a response rate of between 15% to 20%.

---

## 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 SCOA should proceed based on the results and analysis of the Study findings.
- IV.*** **ADDENDUM** to be provided to Father Tim 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

*(FROM THE PERSONAL INTERVIEWS & MAIL/ONLINE SURVEYS)*

*(Please note that not every question was answered by every respondent)*

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

### 1. How long have you been a member of SCOA?

*(Interview question #1 / Survey question #1)*

| <i>Membership Ranges</i> | <i>Responses</i> |
|--------------------------|------------------|
| 10+ years                | <b>32%</b>       |
| 7 - 9 years              | 24%              |
| 4 - 6 years              | 25%              |
| 0 - 3 years              | 19%              |

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

*(Interview question #2)*

Of the 86 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. The ministries, programs and activities that were mentioned include:

|  |   |   |
|--|---|---|
| <p><i>A/V</i></p> <p><i>Adoration</i></p> <p><i>Altar server</i></p> <p><i>Annulment counselors</i></p> <p><i>Art Projects</i></p> <p><i>Bereavement Group</i></p> <p><i>Bible Study</i></p> <p><i>Building Committee</i></p> <p><i>Catechist for Conformation</i></p> <p><i>Catechist for Catechisms</i></p> <p><i>Choir</i></p> <p><i>Church set-up</i></p> <p><i>Divine Mercy</i></p> <p><i>Eucharistic Minister</i></p> <p><i>Eucharistic Minister for</i></p> <p><i>Home Bound</i></p> <p><i>Extraordinary Minister</i></p> <p><i>Family Catechism</i></p> <p><i>Finance Committee</i></p> <p><i>Fish Fry</i></p> | <p><i>Flower Child</i></p> <p><i>Funeral Team</i></p> <p><i>General volunteer</i></p> <p><i>Giving Tree Ministry</i></p> <p><i>Habit for Humanity</i></p> <p><i>Hispanic Ministry</i></p> <p><i>Hospitality</i></p> <p><i>Knights of Columbus</i></p> <p><i>Lector</i></p> <p><i>Lectio Divina</i></p> <p><i>Librarian</i></p> <p><i>Life Teen</i></p> <p><i>Maintenance</i></p> <p><i>Master of ceremonies</i></p> <p><i>Men's group</i></p> <p><i>Mentors for Couples getting</i></p> <p style="padding-left: 40px;"><i>Married</i></p> <p><i>Money Counter</i></p> <p><i>Music Ministry</i></p> <p><i>Office Volunteer</i></p> | <p><i>PSR</i></p> <p><i>Parish Advisory Committee</i></p> <p><i>Private Dinners for Priests</i></p> <p><i>RCIA</i></p> <p><i>RCIA (Spanish)</i></p> <p><i>Rosary Reading</i></p> <p><i>Sacristan</i></p> <p><i>St. Vincent de Paul Society</i></p> <p><i>St. Matthew</i></p> <p><i>Stewardship Committee</i></p> <p><i>Thrift Store</i></p> <p><i>Usher</i></p> <p><i>VBS</i></p> <p><i>Vertis Training</i></p> <p><i>Welcome Committee</i></p> <p><i>Women's Bible Study</i></p> <p><i>Women's Night of Reflection</i></p> <p><i>Women's Retreat</i></p> |
|--|---|---|

---

### 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
- Priests
- Variety of programs & activities offered
- Mass and Liturgy

Representative Commentary:

- *Fr. Tim has an incredible personality. Great at the spiritual part and connecting to the people. Friendly and welcoming. Communication. Friendly Staff.*
- *Welcoming, inclusive and clergy spiritual leadership.*
- *We have two of the best priests in the Archdiocese. Very friendly and outgoing Parish. Fr. Tim really makes the Church feel like a permanent church.*
- *Good at communication with My Parish. Happy they ended the Rosary before Mass.*
- *Like both the priests. Great Homilies. Very traditional pastors.*
- *Very welcoming and family oriented. Fr. Tim and Fr. Mike do a very good job of preaching and being faith leaders. Very inclusive. Lots of different groups for all ages. Great job with finances. Always something happening.*
- *Recruiting and welcoming families and confirmation retreat. Priest's message during the homily is powerful.*
- *Parish feels more personal. Fr. Tim speaks from the heart. Passionate!*
- *Welcoming, hospitality, clergy & parish communication with vision and goals. Easy to find information through different channels. Clergy feel comfortable speaking their minds. Feels like one church and not divided. Clergy keeps reverence of mass old and some new.*
- *Focus on Christ in the Eucharistic, strong liturgical setting and sacramental focus.*
- *Welcome committee (loved phone call), women's bible study, grass roots participation and community.*
- *Priests are conservative in their views which is refreshing. Priests messaging is fine, with strict Catholic rules. Some in the parish do not agree.*
- *Creating a sense of community, teachings and education.*
- *Outreach on social media and social events.*
- *Welcoming community, outreach, social activities and spiritual activities.*
- *Very vibrant and welcoming. Lots of young family. The priests are approachable and younger. We love that the kids are welcomed at mass. Our parish seems to hold fast Catholic values.*
- *Friendliness of priests, staff, bible study, teen programs, personal note when parishioner makes donation/or writes to priest a response, personal connection with priests. Community outreach.*
- *Meets the needs of parishioners. Availability of sacraments, confession and daily mass.*
- *Welcoming and liturgy are great.*
- *Welcoming, dynamic priests, gets everyone involved, programs for youth.*
- *Good job of building up community. Very welcoming parish that has a good environment to grow in your faith. Good job of showing the need in the community.*
- *Liturgy, teaching, community and good priests.*

- *Really good at teaching the faith. Both priests are good at teaching you to grow in faith. Good job with social media. Pastors are easy to talk to. Very traditional. Doing lots for the youth and families. Like the family catechizes.*
- *Direction in youth education in recent years, mass, homilies, foster growth and traditional aspect.*
- *Number of masses available, adoration, asking for appropriate level of volunteers, activities (epiphany, fish fry, Mardi gras), training for altar server, online communications, men's Friday night.*
- *Clergy leadership, homilies, church growth, orthodox celebration and spiritual growth programs.*
- *Fr. Tim does a good job trying to build community, programs that support the community.*
- *Connecting with people, welcoming and friendly.*
- *Teaching of the faith, celebration of mass.*
- *Very welcoming parish! Teaching the need not always the want. Lots of parish social activities. We really like the addition of the organ. Building the right foundation.*
- *Mass celebration, planning for the future.*
- *Priest personality, homilies relatable, family community.*
- *Ministries, events, programs and outreach offered.*
- *Sacraments, worship, priest homilies, variety of mass times, worship space, manages finances well, constant new activities.*
- *Outreach is wonderful. Very welcoming to new families. Very good about traditional Catholicism. Education of the why we do things as Catholics. Good Communication.*
- *Women's bible study, Knights of Columbus, homilies.*
- *Priests emphasizing catechesis and have a vision for the parish.*
- *Both Priest give great homilies.*
- *Welcoming, hospitality, homilies, getting families involved.*
- *Communication. Encouraging and having opportunities for parishioners to get deeper in their faith.*
- *Like the young families and older family mix. Love the temporary worship space.*
- *Community is very welcoming. Very warm and inviting. Lots of involvement at all levels. The liturgy is very well done. Lots of energy and zeal from the Priest and community.*
- *Serving the parish community and meeting their needs.*
- *Great homilies, priests form a great team of leadership and engaging parishioners.*
- *Family friendly welcoming environment.*
- *Communication, family and formation focus.*
- *Welcoming and accessibility.*
- *Good communication. Priests are very passionate and send a good example. Parish does a good job of getting volunteers. Parish is very well managed.*
- *Priests sharing Catholic information and serving community. Build community.*
- *Love both of our Priests. Great at making themselves be real, no fake facades. Both solid characters. Love the parish parities and get together, really fosters community. Like the changes to make the hall feel more like church.*
- *Welcoming events and good homilies.*
- *Give us a lot of reading material, great for spiritual growth but video format learning was better.*



- *Mass celebration, volunteer opportunities.*
- *Keep sacredness, promote brotherhood/sisterhood feeling, feeling of family, flowers.*
- *Good Job with on ongoing formation classes. Presentations along with free membership to Formed. Lots of opportunity to get involved in the parish. Good at parish community (breakfast for new families with Fr. Tim). Taking what is not a church and making it feel like a church. Very tradition parish. I believe Fr. Tim he is doing a good job of building the foundation. Not growing the parish just to grow.*
- *Very strong with the teaching of what we should be doing as Catholics. Very personable and loving parish. Like the community events. Priests are very open and make you feel like you are family.*
- *Welcoming, social parish, lots of opportunities to get involved, widows of knights have been included in current K of C.*
- *Welcoming, priests and administration run the parish well both spiritually and financially.*
- *Traditionally minded services, clergy staff offers opportunities for intimate conversations.*
- *Very welcoming and friendly. Like the fact that kids are in Mass.*
- *Open communication with parishioners through social ministries.*
- *The Knights of Columbus and St. Vincent de Paul are both great. I like both Pastor's homilies.*
- *Spanish inclusion has improved greatly. Overall, we are very happy with the parish.*
- *Very welcoming parish. Fish Fry is well run. Do a good job building community. Like homilies and the traditional mass. Fr. Tim made the church feel like a church.*
- *Fosters families, building relationships between clergy and parishioners, and having opportunities to build community.*
- *Not afraid to speak the truth and talk about the catholic doctrine. Fr. Tim is adamantly opposed to gossip. Really like both priests. I like Fr. Tim's homilies. Parish seems friendlier than other parishes.*
- *Office Staff is great. We love the people here. We feel like we are a part of a family. Strong faith and desire to be inclusive. Really enjoyable place to worship.*
- *Very welcoming parish to new families. Fr. Tim has made the Mass more reverent. Good ideas of where the parish is going in the future with new programs being offered. Some of the small things like window coverings in the church.*
- *Outreach to you families.*
- *I have been more involved and welcomed at this parish then past parishes I have attended.*
- *Welcoming, current priests make it feel deeply spiritual, programs/activities that are engaging.*
- *Good Communication plan.*
- *Spiritual education, social programs, social events, Kermes, Fourth of July.*
- *Bringing in young families. Inviting in a location that needs it.*
- *Good community of people, most of our friends are members of St. Claire. The Knights do a great job in fundraising and bringing the community together. The parish really offers something for everyone.*
- *Hospitality, priests are personable, dedicated staff, communication.*
- *Priests trying to get families/teens involved, Knights of Columbus, St. Vincent de Paul.*
- *Office Staff is great. We love the people here. We feel like we are a part of a family. Strong faith and desire to be inclusive. Really Enjoyable 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:

- Communication on Spending
- Music

Representative Commentary:

- *Continued growth in the parish facilities. It would be great to not need the Sherriff for traffic.*
- *The music (reverted to very traditional), a lot of people not participating in singing.*
- *The choir. Would like to see families dress a little nicer for mass.*
- *Not having pews. Communion can be very hectic.*
- *Music could be changed to have more songs that people can easily sing along with.*
- *Music can be more current. When Fr. Mark was here, they had music that moved you, they don't feel that way anymore. Some of the songs they grew up with they never hear anymore, don't have a lot of participation in singing because they don't know the songs. This will help pull the younger crowd in. Mass can go a little long due to homilies.*
- *Feel like we are being a little more lectured to.*
- *Rigidness in leadership, too scrupulous at times.*
- *Everything involving communication. Asks clergy to thank, be with, and listen to your people.*
- *Youth ministry program, communicating specific volunteer opportunities, ministry fair, music is non-traditional hard to follow (notices no one in their mass in singing), church is regressing to medieval times, who is the leadership council?*
- *Connecting and recruiting ages 18 to 30-year-old parishioners.*
- *Is the parish doing enough for the teenagers in the parish? Feels like other denominations in the community are doing better. We don't meet some parishioners where they are. Messaging can come off as stringent. Transparency with money spending to show justification.*
- *Evangelization efforts and programs for teens.*
- *Find a way to stop parishioners from leaving, are we replacing the numbers that are leaving.*
- *Life teen situation could be improved. Seems like we don't always work on a budget. What are the checks and balances on the spending money? Staff development could help in training in some areas.*
- *Offer social opportunities for retirees, mobile opportunities for elderly*
- *Seeking volunteers, fiscal management (numbers are not clear).*
- *More family friendly (changing table in the restrooms, picnic tables and playground outside).*
- *Get the church built!*
- *More social activities. Seems to be moving in the right direction. Like to see more people volunteer. Would like to see another Deacon.*
- *Sanctuary, catholic school, event space.*
- *Literature/tools/lesson plans for catechists (it should be easy for anyone to teach). You lose catechists because it's very hard to do. Those who try catechesis leave because there is no structure. Leadership around volunteer opportunities need to be structured. Have easy structure for new volunteers to join. Communication coming out of faith formation group could be improved and match the good communication coming from church office.*
- *Kneelers. We have nowhere to put hymnals and books.*

- *Need a new church building, more parking, once a year big spiritual function (women's/men's retreat).*
- *Go back to Vatican 2 (not a fan of the Latin incorporation in mass) preach about God's love instead of all the evil messaging from pulpit/homily should be more kind. Remove Latin in the mass celebration.*
- *Shorter homilies, more social events (like epiphany party).*
- *Communication, organization in the office (would like to know specific staff roles), more clergy involvement with the teens in programs.*
- *Communication could be better. Try to remember that telling the heads of groups doesn't always filter down. Needs to be more than the bulletin and pulpit talks.*
- *Have rules that require lower speaking tone while entering the church on Sunday. Adults will talk very loud before Mass begins while others are praying.*
- *Have training/communication sessions with all Hispanic leadership when decisions are made, how to get other involved, and so all leaders are on same page.*
- *To get more parishioners involved, efficiency in leaving parking lot.*
- *Services for kids (Life teen program, EDGE program), change requirements for kids getting sacraments to get more of them involved.*
- *Get more people involved in activities, broadening participation, weekly social events.*
- *Would like to see some childcare for children during ministry activities.*
- *Need more active involvement in the religious education classes. We lose many kids because we don't explain our beliefs vs other religions. Must have at least a year of apologetics in the parish.*
- *Current music is difficult to follow and sing, youth group.*
- *Need a proper sanctuary.*
- *I would like to see the Precious Blood back at mass. Don't know why the prayer is so drawn out at the end of mass.*
- *Good plan (we've lost our focus on building a church), too many side goals that are distracting us from main goal of new church.*
- *Encourage and have a men's bible study. Have a social gathering after Mass more often to create a better community.*
- *Pews. Driveway.*
- *Stability in some of the core religious education programs. Having a permanent church.*
- *Events / projects that get more people involved.*
- *Fr. Tim could improve his interpersonal skills. Has noticed improvement over the years.*
- *Communication with parishioners, responsive to parishioners' concerns.*
- *Religious ed program (the PSR model works better than current), middle & high school youth group programs; meeting them where they are in their faith journey and not where we want them to be (kids enjoyed going to Baptist/non-denominational programs).*
- *Mass schedule (daily mass earlier, Saturday once a month at 9am mass more frequently), pray rosary before mass.*
- *Start a parish council to represent the people and create balance.*
- *We need more room.*
- *Integration between both Anglo & Hispanic community. Can make them feel segregated. Sometimes feel they have less support from clergy.*

- *Would like a Hispanic priest, volunteers that are more friendly, asked for volunteers and then did not use the volunteers, no communication when previous Spanish speaking left (he just left one day with no notice).*
- *Big wooden sign at the entrance could be advertised - mass times advertised, sign is not complimentary to church feeling, could have more something more professional and welcoming. For the hearing impaired to be able to participate have words on screens during Mass.*
- *Would like to see more details on how decisions are being made behind the scenes. Parish advisor team could be more utilized to their full potential. Would like to see the Parish Council team more public.*
- *More ability to socialize after mass. More opportunity for male ministries other than the Knights Programs like "Christ Renews Program" "Rosary dinner".*
- *Only on Sunday's we share peace, during weekly Mass we don't. Why not?*
- *Would like a traditional church, communicate volunteer need and opportunities better.*
- *Setup a mass childcare for parents or children's mass.*
- *Simply maintain open communication.*
- *Need to improve the entrance and exit to and from the property.*
- *Have more Spanish speaking priests.*
- *Don't love the parishes choice of songs. Get rid of the Latin.*
- *Previous catechism program was better. Should go to previous program and adjust make it better. Would like to have Hispanic spiritual programs such as Cursillos, Movimiento Carismatico, etc.*
- *Fish fry (money you pay and food you get is not equivalent), life teen needs to revitalized, marriage ministry.*
- *Music. Most of the songs we have never hear in my life. The cantor is not great. Music here is not uplifting. Enter and exit to the parish is a real problem. 10:30 mass seems to close to the 12:30 (mass needs to be shorter or more time in between masses).*
- *Jokes during homilies can be too harsh sometimes. Would like to all Spanish masses spoken in Spanish. Feels like the relationship between priest and community is kept a distance.*
- *Starting to become too traditional. Let's not go back to 1970s with Latin in mass. Liturgy in other local churches are more fulfilling and more welcoming.*
- *Many times, in mass I have felt like messaging was tough and rigid on parishioners. More compassion. Meeting parishioners where they are. Priest might be misguided in understanding of parishioners.*
- *Parish could be more conservative in its spending. Would like to see a parish council. Sometimes it seems like its Fr. Tim's way or highway. Would like Fr. Tim to truly consult with the parish before decisions are made.*
- *Music. Homilies get a little long. Some comments that are made during homily are not always welcoming.*
- *Not sure Fr. Tim is always meeting the families where they are (example the Latin songs in Mass). It feels like its Fr. Tim's way or nothing.*
- *Pope and his messaging don't align with this parish's messaging. Previous leadership was more inclusive and inspiring. Have many friends who left St. Clare's because they felt like they didn't belong. Change messaging so when people leave Sunday mass, they feel inspired and not that they have a long road ahead and not good enough. Periodically it's fine but on a consistent*

*basis can on a weekly basis can be defeating to many. Life teen is not engaging for teens. Not a lot of opportunities the teens can get involved/participate.*

- *Need a parish Council.*
- *Retaining young families, programs for teens, keep music more contemporary, cry room for families.*
- *More deacons in the parish. Should have a Parish Counsel that you listen too.*
- *Outreach to the older families. The priests make comments about older people that is not appropriate. Could do more to say thank you to the parishioners.*
- *Proactive communication planning. Some of the information we receive is not giving enough advance notice. Recruiting new families to volunteer.*

**5. What is your opinion of paying down our current debt?**  
*(Interview question #5 / Survey question #2)*

| <i>Rating</i> | <i>Interviews</i> | <i>Survey</i> | <i>Total</i> |
|---------------|-------------------|---------------|--------------|
| Positive      | <b>90%</b>        | <b>88%</b>    | <b>88%</b>   |
| Negative      | 5%                | 2%            | 3%           |
| Unsure        | 5%                | 10%           | 9%           |

The most common responses to this question were:

- Debt should be a priority

Representative Commentary:

- *The city should pay for such a wonderful community service.*
- *Church has been fiscally responsible.*
- *We have spent a lot of money on things that look nice cosmetically but not necessary. We are over staffed & minimal accountability. Some monies that were frivolously spent could have been used for debt reduction.*
- *You are always going to have debt when you're a growing parish. Debt today is manageable and we need to fast track building the new church. Give it a manageable short-term goal for debt reduction.*
- *What's our interest rate?*
- *Have to pay that down.*
- *Smart ways to pay down debt - depending on interest. Can manage growth while having some debt.*
- *At the rate we are paying down the debt it will take another 20 years.*
- *I would like to pay down faster.*
- *How much debt was paid off last year? Seems like it's going slow, should be going faster. Highlight progress in bulletin.*
- *Can't have so much debt that we can't provide for the community. Paying down the debt is a positive message that we are good stewards of the money. The rectory project was a good example of this of being good stewards with our money.*
- *It's important to pay off existing debt before taking on new debt.*
- *Appreciates that Fr. Tim doesn't talk about it. Previous parish they talked about debt constantly. I don't mind it but my husband is reticent to invest more.*

- *Have to do it.*
- *I feel it is critical we prioritize significantly reducing our debt load before beginning the capital campaign.*
- *Last 3-4 years have not paid as much debt as it was getting done previously.*
- *Needs to happen so we can work on other projects.*
- *Should be done before taking on additional debt.*
- *It is required based on the arranged debt.*
- *It's great to pay down debt, however, I believe you shouldn't increase debt in other areas after paying down debt.*
- *Let parishioners know long term plan and how much pressure is going to be put on parishioners to participate.*
- *Not a sexy project.*
- *This is important because it frees up the parish for the future endeavors.*
- *This should be our first priority. New driveway should be started after 1/2 to 2/3 of debt is payed down.*
- *The Archdiocese will not lend additional funds with a debt paydown.*
- *This should be our first priority.*
- *We contribute each month.*
- *It is always good to pay down the debt for better cash flow.*
- *Should pay off existing debt first before incurring additional debt.*
- *We agree it's part of our obligation as parishioners.*
- *Debt should be priority.*
- *When I first joined the Parish, the projection was to have it paid off in a year's time. However, now the balance has increased with no estimate of payoff.*
- *If the interest rate is low then it would be better to carry the debt longer.*
- *Less money paid in interest means more money can go to ministries.*
- *It's important so that we can have resources for other parish projects.*
- *Have the Knights of Columbus charge for more events (ex: dunking tank). Would like to see more of the excess money from events go toward the debt.*
- *Paramount to pay off what we have before we build more.*
- *Carrying debt limits your ability to move forward with other projects.*
- *Need to pay off debt before taking on more debt.*
- *We should control expenses, stop spending money unnecessarily and pay down the debt.*
- *Unsure of the cost to the parishioners.*
- *Parishioners should contribute what they can.*
- *I'm not entirely informed about the project.*
- *Fiscal responsibility to pay down your debt.*
- *I believe in paying down the debt using excess donations.*
- *This should be #1 priority.*
- *Don't feel that the current debt reduction contributions are being used to reduce the debt. Rather the pastor is buying things for our current building.*
- *It appears the parish is paying down the debt, which is good news. I would hope that we can continue to do that.*
- *Must be paid down before capital campaign for new church or driveway.*

- *Does not like purchase of the back acreage at the timing when funds could have been used for other projects. It was an Archdiocesan choice and the burden was passed to church.*
- *Previous priest had a better approach in raising funds. It was all done in house - less administration fees. Transparency is important.*
- *Sounds like a good thing.*
- *Debt Reduction is Very Important to the financial health of our community.*
- *How do we get more families giving?*
- *I think we should pay down the debt before accruing more debt. I would like to see a current detailed line item budget.*
- *By the grace of God, we will continue to pay down.*
- *That has to be objective.*
- *We believe the Archdiocese should take part in helping the parish grow.*
- *Feels like some year's debt was not prioritized. I would like to know the interest rate.*
- *It's a debt we have to pay it down.*
- *We are losing money if we are not paying down the debt.*

**6. What is your opinion regarding the proposed new Driveway Entrance?**  
*(Interview question #6 / Survey question #3)*

| <i>Rating</i> | <i>Interviews</i> | <i>Survey</i> | <i>Total</i> |
|---------------|-------------------|---------------|--------------|
| Positive      | 90%               | 80%           | 84%          |
| Negative      | 2%                | 3%            | 3%           |
| Unsure        | 8%                | 17%           | 13%          |

The most common responses to this question were:

- Safety is paramount! It's definitely needed.

Representative Commentary:

- *This is so important for the safety of our parishioners.*
- *We would like to know if it will affect new landscaping.*
- *It does not affect us.*
- *I remember Fr. Mark saying that to make the county add the turn it would cost an additional \$250,000. I like father Tim a lot but it feels like Father Mark was much more careful with the church expenses. I agree our priests have to have the best kind of living facilities and also our staff should be paid well.*
- *Currently very scary to leave the property, when a making the U-turn.*
- *Has there been consideration for roundabout?*
- *I would like a traffic light at new entrance.*
- *Much needed new approach.*
- *Safety hazard needs to be done.*
- *Hasn't seen issues after Mass especially with police officers helping on weekend. Doesn't feel it's needed.*
- *Use \$700,000 to settle debt.*

- *Lack of foresight, path seems like it would be over newly planted items. Feels like it's going to cause more trouble if no light is available.*
- *Would like to see debt that is accruing interest removed before moving forward.*
- *Fantastic!!*
- *Am tired of making constant U-turns.*
- *Can save cost on police traffic control with new entrance.*
- *This is a safety concern; it should be priority #1 before debt reduction.*
- *Very much believe this is a must for safety. This could be a liability in the long run. This helps with the vision moving forward.*
- *Excellent decision. Will there be a traffic light?*
- *It doesn't bother me to do the turn but I know a lot of parishioners do not like doing a U-turn.*
- *Envision accidents with this new driveway making the left turn out on to Cedar Crest.*
- *Someone is going to be hurt if this is not fixed.*
- *We are going to take on debt and delay building the church once again. The road should be part of new church building.*
- *Current setup is dangerous and the new driveway is needed.*
- *Making a left turn will still be difficult. May need a traffic light. Walking out of Mass into the traffic leaving lot is not good. Need a better pattern.*
- *It seems to me we should pay down existing debt before entertaining an increase of some \$700,000!!*
- *This is a definite need for the safety of the parishioners.*
- *Could save money on the police. Also, a visual that parish in moving forward.*
- *Eliminates U turns for everybody. Forces trucks to go up a sidewalk to make U turn.*
- *Would like to know how much they pay for police officers on the weekend?*
- *Extremely expensive from last estimate, better to spend money reducing the debt.*
- *Why not add traffic lights so we don't have to have a new driveway? Just a suggestion.*
- *Safety is paramount! It's definitely needed.*
- *I have seen people taking risks to make a U-turn.*
- *The growth of the church attendance and activities has made the need for a proper turn in necessary. The traffic on that road will only get heavier and doing a U Turn will get more dangerous.*
- *Not sure if we really need another entrance.*
- *This needs to happen soon, multiple times I've seen a potential hazard when people doing the u turn.*
- *Safety and infrastructure.*
- *Don't sacrifice the trees that don't need to be taken down.*
- *This was to be done in the original plan but it was not completed due to estimated cost of \$250,000.*
- *Will officers still be required on Sunday? Add expense to driveway. Traffic Light? Driveway seems to dead end into the parking lot requiring a left or right turn. Perhaps a better flow could be figured out.*
- *Obviously for safety reasons.*
- *Much needed. Someone is going to have an accident with current configuration.*
- *We definitely need a safer entrance and exit.*
- *Good Idea. Is the cost based on multiple bids?*



- *Nice to have but not sure it's essential.*
- *As long as it supports the construction and is needed for the new church.*
- *Police support will be required to expeditiously move traffic so a drive that aligns with the median only eliminates U-turns. That is a huge expense to eliminate a U-turn and traffic control will still be needed.*
- *It is very much needed.*
- *Would like to see this first and not add to the debt.*
- *Highest priority. Consider installing new turn lane & crossover at existing drive, less expensive.*
- *I think it's a terrific idea! It can be dangerous making the illegal U-turn when the county police are not there to assist.*
- *Much needed for safety.*
- *I am surprised there has not been in accident.*
- *I'm one of the parishioners who makes the dangerous U turn every time I leave church.*
- *Is there any way to connect both parking lots on the "New Church" side? Can't really explain why, just seems like they should connect.*
- *Not aware of any accident with current situation. Flow in and out seems to work fine.*
- *It is a necessity.*
- *Not sure it is worth the extra cost. Current entry is good.*
- *A driveway would be good.*
- *Will there be a light there? Seems like a lot of cars merging.*
- *Like it very much. Better access.*
- *Much needed.*
- *There is already a driveway. It is unclear as to how this is going to enhance safety.*
- *It will make it safer, easier entry then yes.*
- *We attend the 4:30 mass every Saturday and do not have a problem with the current driveway.*
- *We definitely need a second driveway to lessen exit traffic.*
- *Need to make a roundabout for traffic flow!!!*
- *Positive only because I feel that this is a safety issue.*
- *Looking at the plan, I am not sure how people would turn into the new driveway coming from Cobb Pkwy. Would there be a light there, or police helping with traffic on Sunday? The left-hand turn lane which exists looks too short for the amount of traffic that may be trying to enter the church.*
- *Have we asked Cobb County to put in a turn lane where current entrance is?*
- *I can see potential problems. Would need clarity on the plan if future problems arise without a turning light. Does the county approve the current plan? Why not build a left turn lane in current island?*
- *This is needed badly. The turnaround is very dangerous.*
- *Even though the driveway would be a major improvement and safety feature. I would like to see our debt repaid so we can have a permanent church.*
- *Driveway construction should be a top Priority for traffic management and safety.*
- *Pay off our current debit first. What happened to the city/county putting in a turn lane at the existing entrance? I thought that was the original plan.*

- *If the new parking lot is full then you have to turn around and go back to the old. Any way to connect the 2 or have an attendant or sign when full so people don't go down and have to turn around?*
- *We need it.*
- *We definitely need a better parking situation for safety reasons. I do not like the U turns we have to make.*
- *I would like to see a traffic signal added as well; I didn't see anything mentioned about this in the literature. I am aware this is a significant cost but it will add to the safety of making the left-hand turn into and out of the new driveway.*
- *Not a priority at all. We should remain focused on one thing, building our church. All these expenses we put in redecorating our parish hall, and now wanting a new driveway, should not be our priority. I pray for God to continue to guide their steps.*
- *Not sure about crossing two lanes of traffic to exit. What is the counties opinion of the new driveway?*
- *Not sure it's worth \$700,000.*
- *Have to do it!*
- *Very dangerous. This is a must!*

**7. What is your opinion regarding the proposed New Church building?  
(Interview question #7 / Survey question #4)**

| <i>Rating</i> | <i>Interviews</i> | <i>Survey</i> | <i>Total</i> |
|---------------|-------------------|---------------|--------------|
| Positive      | 88%               | 73%           | 78%          |
| Negative      | 2%                | 3%            | 3%           |
| Unsure        | 10%               | 24%           | 19%          |

The most common responses to this question were:

- Absolutely. We need the church!
- We prefer a traditional church design.
- Church should come after paying off the debt.

Representative Commentary:

- *Great, Great thing!!*
- *Can't wait for the church.*
- *We like the current church.*
- *Would like to know what seating capacity is at other local churches. Consider the growing population in the plans. Keep traditional/classic architecture. Retractable screens if needed and not distractions if not needed.*
- *Within fiscal responsibility.*
- *Make sure the altar is in the center and traditional so that celebrant at mass doesn't give their backs to anyone in the church.*
- *Understand plan with current building. Doesn't want to see current space "go to waste".*
- *Can help new families feel like they can help build the new church. Pride in how the parish has grown.*
- *100%.*

- *Doesn't like the design - if you go to one parking lot and it's full you have to drive to the other. How many people can we seat in the current church? Trying to figure out need of 600-800 seats.*
- *Would be nice to have a church.*
- *Prefer traditional church over modern church.*
- *Once we have a driveway and get rid of debt we can move forward with the church.*
- *We don't need a new church. the current building is used 369 days a year as a church and 5 days for other uses.*
- *Should it be bigger?*
- *Worried we won't see it happen. Again, moving forward not standing still.*
- *Looks nice. Will it be cruciform? Will there be a steeple?*
- *Parishioners who came after the current building was built, will come together for a common goal of building new church.*
- *My wife and I want our young children to grow up with a proper church building and we are very eager to see St. Clare's capital campaign begin.*
- *We are going to run out of space, price is going to up. Should not delay on construction.*
- *Absolutely. We need the church!*
- *It would be nice for future but seems too soon to take this on in this infancy of our parish.*
- *Let's pay off the current debt before an additional and substantial debt!*
- *We need to pay off the original debt before moving to the next phase.*
- *Especially for supporting an increase in new parishioners.*
- *If we can afford it.*
- *Depends on what the new church looks like - would like a traditional church.*
- *Our current debt should be paid off first.*
- *We are hoping that we will choose a traditional architectural style for the church design.*
- *This should be started after 2/3-3/4ths of the current debt is paid and proposal is financially re-evaluated for community support.*
- *We should focus on paying the debt, get driveway completed, and then focus on building.*
- *Would like new church possibly after all the debt has been cleared.*
- *Like that we are showing we are moving forward.*
- *Until current debt is paid and spending controlled, I don't have a very strong sense of ability to pay for it.*
- *Will this new church be big enough with our current growth going forward?*
- *Concentrate on paying down debt first.*
- *Would love to have a new church with an altar rail.*
- *Hope it will be more like a church building in the old days instead of modern.*
- *At some point in time, it will be necessary with our increase of parishioners.*
- *Please don't make it a modern building – stay traditional.*
- *Would like a traditional church.*
- *When the time is right.*
- *Looking forward to it.*
- *New church when the debt is paid off and a large down payment is established.*
- *It's going to take time. Will need the support of the whole community.*
- *If we have a large gift to pay for it then yes, otherwise we need patience and continue to use the current building.*

- *New church asap.*
- *I cannot wait until we build the new church and have a more reverent and beautiful place to worship Christ.*
- *Many families are on a fixed income.*
- *Once the debt and driveway are done let's see where we are on a church.*
- *Ever since the mission began, I've dreamed of building a church. Our multipurpose building feels like a church when we are surrounded by all the good parishioners. The atmosphere is uplifting with the window treatments and altar accoutrements.*
- *Church needs to be built.*
- *Necessary, but have seen no information about it.*
- *As a wife, mother, and an employee for the school system in our county I know most parents are working hard in order to provide a roof, meals, education , etc. to our families. Honestly, we do not need extra financial commitments. The building we already have works perfectly for our congregation.*
- *Doesn't feel it's necessary.*
- *We don't need a church yet. The parish hall is fine for what we use it for. Pay it off debt first.*
- *Much needed.*
- *Please make it traditional and not like the churches around*
- *But should not be dependent on totally paying off debt before beginning construction.*
- *Looking forward to a new church.*
- *Not aware of the proposal but I'm all for it.*
- *I wouldn't take on any new debt until the debt we have now is paid off. The reason for this is that several major banks are going to collapse because of the commercial real estate crisis. Job creation is slowing down. Other factors are involved here on a national level. Interest rates should be going up. Need old debt paid off first.*
- *We are fine where we are. The Priests are from the entitled generation so be happy with what we have so far.*
- *We are in a high inflation era. Until ALL debt is paid down it makes no sense to even consider building a new church especially given the high cost of materials and the current interest rates. Father Tim has been talking about this since he got here and it's RIDICULOUS!*
- *I think it needs to be larger than 800 occupants. I'd also like to see the interior design.*
- *This should come after paying off debt and installing the driveway.*
- *Only because thus far I'm never sure that contributions are going toward their stated purpose not just what the pastor wants. I'm actually amazed that he's actually asking us what we want as opposed to just doing what he wants.*
- *I very much want the new church, but looking at the proposed plans looks like the church will be attached to the existing building, and I was hoping for a more traditional church structure on the outside - maybe even stone, which I know drives up the cost considerably. I suppose I want a church on the exterior and interior that looks like a traditional Catholic church and not like an extension of what will become our activity center. I like the idea of the church being a building all to itself and not attached, if I am perceiving the plans correctly.*
- *Plans? Cost? Need more information before committing to a new church. When will we outgrow the current "church"? Projections?*
- *Current building is sufficient. Thanks priests who made it very church like. Capacity does not appear to be an issue.*
- *Would be great but current building is good too.*

- *One thing at a time. Pay the debt, get the driveway done first.*
- *The present facility is proving to be very satisfactory so far. We have visited parishes in other parts of the country that have been in facilities similar to our present building for a much longer time. We would prefer to see more emphasis on Community Outreach, and Charitable Service for the Community. There is so much that needs to be done to reduce poverty, and violence, and to increase the importance of the family.*
- *Mixed feelings. We should pay off the existing debt before moving forward with building a church. That was the original plan when we all contributed on our own without a building campaign when Fr. Mark was here.*
- *Can we raise enough for a new driveway and church?*
- *I would like to see more accountability before taking on more debt.*
- *It would be good to work on the driveway and paying down the debt first and then start on the church.*
- *I'm unsure 600-800 seats are enough with the way the parish is growing; maybe 800-1,000 seats is a better number?*
- *Should have been started by now, A TOP PRIORITY. It will take us years but we should start.*
- *Very much need because of the growth.*
- *Very difficult to say without prices, design, concept. Does not have a problem with current space but understands necessity if growth dictates building.*
- *Must have the debt payed off first.*
- *Plan for future date to not be caught with limited seating and parking issue.*

**8. Are there other projects you feel should be addressed at St. Clare of Assisi?  
(Interview question #8)**

The most common responses to this question were:

- Catholic School
- Music at Mass
- Playground/Multi-purpose field

Representative Commentary:

- *The music at mass.*
- *School.*
- *Would like a multi-purpose field or picnic area. Outdoor prayer area. Pavilion with solar panels.*
- *School, Playground, Multi-Purpose field, Stations of the Cross natural trail.*
- *Catholic High School.*
- *Field/playground to allow families to stick around after mass. Space where parishioners can use after normal worship hours. Nursery/space for kids (St. Peter has sensory area), acoustics in church so that it can drown out noise and parishioners can focus on mass.*
- *Youth ministry, survey families before making drastic changes to kid's programs.*
- *More opportunities and make it engaging for the youth to get involved.*
- *Youth/teen programs.*
- *School.*

- *Having outdoor spaces where families with kids can hangout after mass.*
- *Childcare at masses.*
- *Columbarium.*
- *Would like to know if they are planning for future growth.*
- *Playground, picnic tables, changing tables in the restroom.*
- *School. A Saint Vincent de Paul center for the needy.*
- *Would have suggestions before building church (1. preference would be timeless/traditional 2. columbarium - garden or building, currently none are available in local area).*
- *A catholic high school covered outdoor pavilion for activities.*
- *School. Recreational Center for the kids.*
- *Adding a school/gym.*
- *Find ways to get more teen involvement - suggestion is clergy involvement.*
- *Outside Mary Grotto. Outside area to pray. School in the future. Columbarium.*
- *More religious education programs for all ages.*
- *Attracting teenage young adults to church by having a good group/program.*
- *School. A Parish fair/carnival to bring the community together.*
- *Field that kids can play.*
- *Spiritual bible study for men.*
- *School (even a hybrid for home school).*
- *Open a catholic high school that competes with Blessed Trinity.*
- *Long term it would be good to have a catholic high school.*
- *More support from the clergy at their events.*
- *Programs for teens of Hispanic parents to get involved in the church (with a psychological approach).*
- *Evangelization programs in Spanish.*
- *Retreat center on the property.*
- *Rosary Garden.*
- *Eventually a school.*
- *Mass childcare.*
- *An eclectic sign for mass times and events.*
- *More Meeting rooms.*
- *Educational program (catholic hybrid school).*
- *Expanded sacristy and moved it closer to the sanctuary/Altar. Would like one of the storage rooms to be used if possible. Need to add a nursery to the new church.*
- *Play area/multipurpose field/Picnic area. Permeant St. Vincent de Paul structure instead of the trailer.*
- *Spanish prayer group.*
- *Direction For Our Times booklets available in the narthex.*
- *Free VBS and Family Catechism. Cost is deterring families from joining these programs. It is free in many of the surrounding churches.*
- *I think that once the new church is built, even with additional parking lot, it might not be enough. When building new parking lot make sure they have future option to add a second deck on top of it.*
- *School. Playground and space for children. Multi-purpose field. Areas for kids to help build community (canopy/gazebo).*

**9. Would you be willing to volunteer your time for the campaign? (mailings, phone calls, reception preparation, contacting fellow parishioners, etc.)?**  
*(Interview question #9 / Survey question #5)*

| <i>Response</i> | <i>Interviews</i> | <i>Survey</i> | <i>Total</i> |
|-----------------|-------------------|---------------|--------------|
| Yes             | <b>70%</b>        | 35%           | <b>48%</b>   |
| No              | 14%               | 28%           | 22%          |
| Unsure          | 16%               | <b>36%</b>    | 29%          |
| No Response     | 0%                | 1%            | 1%           |

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

**10. 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 #10)*

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

**11. Who among our parishioners would be good leaders of a capital campaign?**  
*(Interview question #11)*

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

**12. 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 #12)*

| <i>Response</i> | <i>Interviews</i> |
|-----------------|-------------------|
| Yes             | <b>70%</b>        |
| No              | 1%                |
| Unsure          | 29%               |

**13. Could you assist in identifying those families, businesses, organizations or foundations that could give at the following levels?**  
*(Interview question #13)*

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.

14. 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 #14)*

| <i>Response</i> | <i>Interviews</i> |
|-----------------|-------------------|
| Yes             | <b>34%</b>        |
| No              | 47%               |
| Unsure          | 19%               |

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

15. Could you estimate what your family contribution might be over a 3-year period?  
*(Interview question #15 / Survey question #6)*

**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                            | \$200,000            |
| \$50,000 - \$99,999   | 0                | 1             | 1                            | \$75,000             |
| \$25,000 - \$49,999   | 17               | 3             | 20                           | \$561,000            |
| \$20,000 - \$24,999   | 3                | 1             | 4                            | \$80,000             |
| \$15,000 - \$19,999   | 11               | 2             | 13                           | \$198,000            |
| \$10,000 - \$14,999   | 18               | 11            | 29                           | \$308,700            |
| \$7,500 - \$9,999     | 8                | 11            | 19                           | \$148,600            |
| \$5,000 – \$7,499     | 12               | 36            | 48                           | \$251,300            |
| \$4,000 - \$4,999     | 0                | 3             | 3                            | \$12,500             |
| \$3,000 - \$3,999     | 4                | 15            | 19                           | \$63,900             |
| \$2,000 - \$2,999     | 2                | 11            | 13                           | \$27,400             |
| \$1,000 - \$1,999     | 0                | 13            | 13                           | \$19,000             |
| \$1 - \$999           | 0                | 4             | 4                            | \$3,050              |
| <b>TOTALS</b>         | <b>77</b>        | <b>111</b>    | <b>188</b>                   | <b>\$1,948,450</b>   |



**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                            | \$300,000            |
| \$50,000 - \$99,999   | 3                | 1             | 4                            | \$225,000            |
| \$25,000 - \$49,999   | 22               | 3             | 25                           | \$711,000            |
| \$20,000 - \$24,999   | 6                | 1             | 7                            | \$140,000            |
| \$15,000 - \$19,999   | 11               | 2             | 13                           | \$195,000            |
| \$10,000 - \$14,999   | 13               | 13            | 26                           | \$279,200            |
| \$7,500 - \$9,999     | 6                | 10            | 16                           | \$123,600            |
| \$5,000 - \$7,499     | 8                | 37            | 45                           | \$231,600            |
| \$4,000 - \$4,999     | 0                | 3             | 3                            | \$12,500             |
| \$3,000 - \$3,999     | 3                | 14            | 17                           | \$56,700             |
| \$2,000 - \$2,999     | 2                | 13            | 15                           | \$31,400             |
| \$1,000 - \$1,999     | 0                | 10            | 10                           | \$15,000             |
| \$1 - \$999           | 0                | 4             | 4                            | \$3,050              |
| <b>TOTALS</b>         | <b>77</b>        | <b>111</b>    | <b>188</b>                   | <b>\$2,324,050</b>   |

16. Is it reasonable to ask the "average parishioner" of St. Clare of Assisi to consider pledging \$125 or more per month, payable over 36 months?

| <i>Response</i> | <i>Interviews</i> | <i>Survey</i> | <i>Total</i> |
|-----------------|-------------------|---------------|--------------|
| Yes             | <b>63%</b>        | 17%           | <b>45%</b>   |
| No              | 11%               | 32%           | 18%          |
| Unsure          | 26%               | <b>39%</b>    | 34%          |
| No Response     | 0%                | 12%           | 3%           |

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

*(Interview question #17 / Survey question #8)*

| <i>Response</i> | <i>Interviews</i> | <i>Survey</i> | <i>Total</i> |
|-----------------|-------------------|---------------|--------------|
| Yes             | 20%               | 21%           | 21%          |
| No              | <b>65%</b>        | <b>38%</b>    | <b>47%</b>   |
| Unsure          | 15%               | 34%           | 27%          |
| No Response     | 0%                | 7%            | 5%           |

The most common responses to this question were:

- Inflation
- Economy
- Participation

---

## Representative Commentary:

- *Inflation.*
- *The economy.*
- *Presidential election and interest rates.*
- *People not wanting to support the project. I hear a lot of people complaining about the debt and how it's been accumulated.*
- *I haven't seen any information regarding the total cost of the project. So, it feels like we don't have the whole picture to form a reasonable opinion.*
- *Parishioners moving and not fulfilling their long-term pledge or a change in clergy. Currently no signage in the front and doesn't look like a church. Lack of Catholic growth in area.*
- *Lack of participation of parish and people engaged in goal.*
- *Educate parishioners on sacrificial giving.*
- *Making parishioners feel like they are contributing to the growth; previous pastor made them feel like they had a stake in the parish.*
- *If something was to happen in the housing market that could change people's outlook.*
- *If people aren't happy with the proposed projects.*
- *Catholic Church scandals both locally and nationally.*
- *Parishioners will want to know where money is going with more frequent updates.*
- *A number of Protestant's in the area like to complain about Catholic Projects.*
- *Potential neighbors who don't want extra traffic.*
- *It will all come down to how the messaging and vision are shared. A lot of people are content with current space and might not participate because of this.*
- *Money is being wasted every month.*
- *Improved communication on giving and financial sacrifice lead by our priests.*
- *If the Archdiocese changes both priests.*
- *Economy. Some of the original families because of Fr. Mark indicated the parish would never have a campaign. Some families may believe Fr. Tim will make the new church to expensive.*
- *If we would have more programs and activities, we would have more parishioners participating in the campaign.*
- *County building and code enforcement. Local government officials.*
- *Parishioners are leaving the parish to go to St. Joe's. Not meeting the needs of the families. Not providing place a place for kids to learn. Fr. Michael has been a hinderance - say inflammatory comments Fix issues to stop losing core people - a lot of it has to do with Fr. Michael.*
- *Seems focal point at the moment is the road. Incorporate the road project in a campaign for the church and it will receive more support.*
- *Cost of insurance and inflation.*
- *The economy and rising costs for housing and food.*
- *Paying someone to run the campaign.*
- *If projected increase in new parishioners is lower than expected, thus less donation dollars will be received.*
- *The priest's attitude toward the community.*
- *Recent push for increased contributions, uncertain economic times.*
- *The economy will always impact people and their ability to contribute.*

- *Inconsistency of payments from the parishioners.*
- *Parishioner's that cannot meet the pledge.*
- *I believe the current leadership would have a difficult time with this project, due to lack of experience in construction.*
- *Low participation by parishioners.*
- *Inflation.*
- *Lack of participation.*
- *Family budgets.*
- *Can parish giving support additional expenses of maintaining new structures?*
- *High cost of living.*
- *Economic conditions and demographics.*
- *St. Joseph is also running a campaign. This may have more effect on the Spanish Community.*
- *Current inflation and cost of new homes.*
- *The current priests are not welcoming and don't accept a diverse congregation. Too conservative & political in views. Not open to discussion.*
- *Rational decision making of projects that add economic value vs projects that progress personal agendas.*
- *The Hispanic community feels uncared for and not served. I believe it's part of leadership (priests and staff) not understanding Hispanic culture.*
- *Economy & inflation.*
- *We are losing parishioners- solid members of the community because they have felt alienated from the parish. This is no longer a welcoming parish, but a parish full of judgmental people that feel superior in their faith to others. This is no longer my home. Long time deacons vanish in the middle of the night with no explanation. Snide comments fill the homilies mocking my faith and insulting my family. Family members that aren't Catholic no longer feel welcome and have stopped attending with me. Why should I contribute to such a place? Long time parishioners have felt ignored, ostracized, or even actively made to feel unwelcome by Father Tim. I have no confidence in his leadership or his ability as a pastor. He is a good priest. He is not a good leader of the flock. I should not be relieved when I see a guest priest walk down the aisle.*
- *Perhaps the ratio of seniors to parishioners who are still increasing their earnings.*
- *Lots of moving in and out of the area.*
- *Negativity about the way the priests talk down to parishioners. In our little neighborhood, 7 people have left St. Clare for this reason. Seems to be many people on payroll for this size parish.*
- *If the construction industry were to slow down, it could affect some jobs.*
- *We don't think everyone will like the project.*
- *Just high prices of food lately.*
- *People today don't have the extra capacity to pay for what you are asking.*
- *Younger families or marrying couples not having disposable income.*
- *Fixed income with seniors could be a problem.*
- *If the economy doesn't improve soon.*
- *Inflation - plain and simple. There is a significant number of retirees with fixed incomes, young families with financial challenges ahead of them. Having a fancy new church when the current church serves us well is more than a bit out of touch with reality.*

- *The movement of church towards more ancient focus (Latin, older hymns) and away from social engagement (Habitat for humanity, outreach to poor) may have limited appeal for general community, thus limiting active parish growth.*
- *Economy.*
- *Inflation.*
- *There are too many in the parish, who do not contribute anything, either weekly or to any special projects. The current economy doesn't support any major increased giving.*
- *See my previous comments please. I had no idea that the discussion of building the church would be such a burden financially to the parishioners. Certainly not to the scale proposed in the chart or in a previous question.*
- *With the current economy, we feel that there will be many younger families who simply cannot make this pledge.*
- *The difficult times now.*
- *Lack of money.*
- *Extravagant spending. Losing seasoned parishioners. The economic times.*
- *Rate of growth and rate of parishioners leaving. Can it be sustained for duration of project? Careful planning from parish leadership is important.*
- *Economy and presidential election.*
- *The current economic climate is not very good. A lot of uncertainty around.*
- *Parishioners who will leave after making a pledge.*
- *I think it would be better to start your giving levels at \$1,000 per year. Starting at \$3,000 may make some potential participants think their gift is too small. Many Senior citizens subsidize their children's families, many middle-aged parents struggle to pay their kids' college tuition etc. There are probably more people in the parish who can't sustain even the lowest level of the plan. Maybe lowering giving levels and extending the operation to 5 or 6 years would be more realistic. Maybe even have a \$500 a year level. The 10% down should be optional. I have had times I made a \$100 pledge in my younger days and took the whole year to pay it, month by month. Just try to be sensitive to what may be the reality under the surface of what appears to be a fairly financially stable parish. You might even consider having some people opt into pledging to add \$5 or \$10 dollars a week to their envelope donation as another way give-- unless that's a bookkeeping problem.*
- *People following through on their pledges.*
- *Lack of enthusiasm.*
- *Parish needs to understand growth and attrition rates for the parish and community to put this plan together.*
- *The Presidential Election.*

**18. If the campaign proceeds as proposed, will you support Fr. Tim and the parish leadership to the best of your ability to help ensure that the campaign is successful?**

*(Interview question #19 / Survey question #9)*

| <i>Response</i> | <i>Interviews</i> | <i>Survey</i> | <i>Total</i> |
|-----------------|-------------------|---------------|--------------|
| Yes             | 98%               | 78%           | 85%          |
| No              | 0%                | 2%            | 2%           |
| Unsure          | 2%                | 16%           | 11%          |
| No Response     | 0%                | 4%            | 2%           |

---

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

*(Interview question #20 / Survey question #10)*

- *I think Fr. Tim is running a great parish.*
- *Memorial and naming opportunities (bricks) would be a great idea for the campaign.*
- *Our priests are young, but they are mature beyond their age. The priests are just fun to be around. They have lots of gatherings that encourage a sense of belonging. There is great dynamic between Fr. Tim and Fr. Michael.*
- *Make sure the new church does not have so many distractions around the altar. Move the Choir to the back of the new church. The current Altar has too many things going on around it.*
- *We love Fr. Tim and Fr. Michael but it feels like there is a lack of care for the visitation of some sick parishioners and bringing communion if they happen to be around the Kennestone Hospital/Marietta area. We did not see anybody from St. Clare. We had a visit from St. Joseph and Fr. Neil from St. Catherine. We understand our priest are very busy and Marietta might be a little far away. A sincere question we have is should we also be parishioners of St. Joseph or St. Catherine in case we get gravely sick?*
- *Will the Parish and Finance Council approve the campaign moving forward?*
- *The priests are doing a great job with working with what the parish has and will only do more when we grow. Love the parish and want to make sure we stay close. Make sure Fr. Tim does not leave before the campaign is over.*
- *Like all of the events and organizations. Creating great fellowship in the parish.*
- *When look at the offertory giving - don't count anyone out when soliciting. Be open to possibility of receiving gifts from outside the church. Opportunities for parishioners to build community outside of mass and worship - such as a playground, basketball court, etc. Evangelization through these active opportunities. Break down how a small commitment can add up to substantial pledge amount.*
- *Be open and transparent with spending all the time.*
- *We need an Archdiocesan "secret shopper." Some Catholic dogma being preached is incorrect. It might not be the way it is being said but it's the way it's being received that is making parishioners feeling uncomfortable or leaving. Administration/mass items that have changed - rosary before mass and then removed. Not allowing deacon to preach. No difference of opinion. Open disdain from Vatican 2 reforms. Mental health & other items proven by Science are not allowed/evil at least it seems that way through preaching.*
- *Fundraising approach has to be thought out so that we don't scare parishioners away.*
- *Having information resource for families with elderly parents with mobility issues or feeling isolated. Promoting events in the senior care center.*
- *Online involvement that would attract people.*
- *When asking for pledges break it down into sacrificing a meal/coffee outing.*
- *Believe Fr. Tim might need to address those families that have had trouble with the shift in plan from Fr. Mark to Fr. Tim. Fr. Tim is doing a great job getting families back in the Church. Would love to see a defending your faith class offered at the parish for High School kids and adults.*
- *Being frugal with our current state is important (for example a glossy bulletin). Are there any areas we can cut back on without losing its purpose? Evaluate spending since we are in debt.*

- *If campaign funds stay in the parish, they are all in (additional comments - concerned about the future of Catholic Church and believes there is a schism coming within the Catholic Church. Catholic Charities by funding refugees into the USA are causing local crime. If any funds from capital campaign going to the Archdiocese, they will not support this project.)*
- *It will all come down to how the messaging and vision are shared. A lot of people are content with current space and might not participate because of this.*
- *\$125/mo. = \$1,500/year times 1,700 families= \$2,550,000. 1,700 families currently contribute \$1,900,000. Do you think they will contribute \$2.5 + \$1.9? It's not going to happen.*
- *More humility from Fr Tim and Fr Michael.*
- *Inform parishioners on why debt must be paid off first before church fundraising begins. Could you possibly do it all together?*
- *Be selective with who you select to be on the campaign committee. Make sure you do not compromise or change the vision of the traditional mass changes.*
- *Maybe a good time to stop spending money on visual things (ex: new car for Fr. Tim).*
- *During the homily ask the parents if they have crying children to take them outside. From the pulpit go over some rules about appropriate dress code for church.*
- *Fundraising events/functions to raise money to fund this project - such as dinners, silent auctions. See how other parishes have fundraised in the area.*
- *Fix issues mentioned on question #17 before moving forward with campaign.*
- *Move forward with a capital campaign. Broad base appeal with campaign appeal to help with participation.*
- *Would like to see a timeline of events along with the vision.*
- *Think the parish does a great job with what they have. Sensory friendly Mass (we have a child with special needs).*
- *Will not contribute if the roadway is the first project campaign funds are used for before building the church. Be conservative with resources due to uncertain economic times. Do things smartly and move forward quickly to building the church. Transparency on debt payment is lacking, it was previously reported quarterly in the bulletin. Have not noticed those numbers in the bulletin in the past 6-9 months. Spend resources wisely.*
- *Would like to see a few more outreach activities in the parish.*
- *Our parish has gotten to a point that we need an extra mass for Christmas & Easter.*
- *Thank you for asking our opinion!*
- *Be sure that the outlay for current expenses is monitored and controlled as much as possible.*
- *People with service dogs should be allowed to bring them to Church.*
- *Being a mission parish, we have to figure out to do things at high level but sometimes we have to make compromises. Make sure the message of "we will never run a campaign" is explained and why we are running a campaign now.*
- *Starting the driveway project will encourage others to give once work begins.*
- *Communicate to parishioners why we should care about this project.*
- *I hope the rectory is off the demolition list after the remodeling upgrades.*
- *As with any project, have inflation and just the increase for items, good, materials, labor, etc., been accounted for in projected costs?*
- *A rendering (even if it changes slightly) will help increase participation in campaign even if it's just for seed money. Let people know that it's subject to change.*
- *Hope we can get at least 85% to give!!*

- *Thank you for your spiritual guidance.*
- *Encourage more faith formation. Have less separation between the Hispanic-Anglo community. More events/activities to unite parish. Outdoor festivals can be a big fundraising event and a way to bring the community together. Find a way to get more volunteers. Feels clergy should stop by just to say hi at events to show support and it will motivate more participation.*
- *Teen activities and young adults for Hispanic households to get them involved. From the pulpit motivate teen and young adults to get involved in the parish activities. More parish events with reminders. Would like the previous Hispanic deacon back (Rev. Igor Ponce).*
- *Current church looks great. Compliment priests for increasing reverence.*
- *Be proactive when money is being spent with parishioners. Tell them the why, when and where the money came from.*
- *Online fundraising campaign such as GoFundMe, another policeman at the U-turn at the 4pm on Saturday & 4:30 pm on Sunday.*
- *If there was a school planned, does the current positioning block or restrict development behind the church?*
- *You could introduce fundraising opportunities throughout the campaign that would help offset costs to parishioners. Could have aluminum can drives to turn in for cash. Maybe set up collection bins behind the parish building for collection. This type of fundraiser has been successful at other parishes that I've been to. Could offer bake sales and maybe even 50/50 raffles and silent auctions to help raise funds as well. Just a few ideas that could work.*
- *Spending sometimes seems a bit impulsive. Perhaps a finance committee or parish council should be created.*
- *Request a columbarium be included in plans. It would be very attractive to members who have relocated from other areas and are elderly, looking for an eternal resting place.*
- *We are very grateful to have St. Clare's in our community!*
- *What will the new church look like?*
- *Need more pictures of proposals.*
- *\$700,000 for a new entrance is exaggerated. Seek multiple bids. Look for parishioners that are contractors. I am sure the cost would be a fraction of proposed bid.*
- *If you are planning to expand the current structure to meet growth plans, have you established growth targets? What percentage of floor space would be dedicated to your programs?*
- *What percentage of the decision-making process will the Archdiocese have versus the parishioners of St. Clare? I could better answer question 5 knowing this!*
- *May need a lower commitment level and/or a year over year renewable commitment to address the changing membership.*
- *Owner of American Book Company - printing business can help with mailings. Can help with testimonials from pulpit about tithing and contributing to church.*
- *I believe they are doing a great job. Lots more of activities going than ever before.*
- *Memorial Opportunity for the new church. Another fundraiser to help.*
- *Priests can be more open to feedback, advice, from Hispanic congregation as well as participating more in their events.*
- *It's sad to see the Hispanic community leaving instead of growing. It's an important point to address if it's what St. Clare's wants.*
- *Perhaps limit the number of outside causes that ask for financial support.*

- *Provide periodic opportunities for parishioners to ask Fr. Tim & Fr. Michael questions about the parish in a casual in personal setting. Don't sell the back acreage, it is important to the safety of the church.*
- *Consideration of the current high inflation especially in the cost of food for families.*
- *How do we get the Spanish speaking community? Need to add a nursery to the new church. Church should hold a least 1,000. We need at least 2 more deacons.*
- *I believe that the Parish spends money that we don't have. I believe that everyone needs to be on a budget. If we are making a personal sacrifice so can the parish. Have we thought about adding a Parish Council?*
- *The dollar amount requested for each family is insane. When I know that funds are being spent responsibly, I will happily contribute. Until then, we should total up the cost spent on frivolous items not needed and determine how much that set our debt payment back. I should not be afraid to put my family's information on these responses. Yet I am. What does that tell you about the parish community? I only hope that these responses are still included, because they need to be said.*
- *It would be helpful to see a rendering of the new church and estimated costs.*
- *I feel there are too many second collections on Sundays.*
- *Are company matching gifts available for this project. When I was working, those matching gifts were incredible.*
- *All parishioners should have a say in design, style, structure of new church. I do not like what was done to the interior sanctuary wall. The background is too busy and makes me dizzy. I can no longer gaze upon the statues.*
- *We would like a new church for this area. if we are still members we will contribute. Not sure why this "Do you like Fr. Tim" question is in the survey.*
- *I understand some people in the congregation are financially comfortable (maybe they are retired, empty nesters, etc.). However, please be mindful and understand how expensive is to raise a family. Many parents even have 2 jobs in order to afford basic expenses of life. It is important to feel that church is a safe place for prayer, meditation and community connections. Not a place where one can feel pressure for monetary issues.*
- *Maybe not have the second collation. Or make the second collection for only debt. Would like for the Priest to be a little closer with the Hispanic Community.*
- *St. Vincent de Paul should consider checking to see if families really need what they are receiving, feels some families are taking advantage of the outreach. Feel the kneelers purchased recently were not necessary.*
- *How much cost is added with the additional entry? Is it worth the cost or focus on Church only?*
- *Why do we have to say Latin? Makes no sense and we are losing the meaning of the prayers. Why do we need to have so many people up at communion? We have done communion without so many people for almost generations and it's unnecessary. What are we guarding against? Why are we spending so much money on Altar's trinkets and gold things when we should be saving money? Why are the church costs out of control? Why did we do away with the St. Joseph missalettes and go to such a heavy missal. The print is small and the book is heavy. What happened to the old good songs everyone knows? All we do now is listen to the singer sing. We missed out at Easter at all the classics.*
- *We need a nursery and playground. If a driveway creates an inclusive environment per the letter then think what a playground and play space for children would do!*



- *Young families or marrying couples may not respond well to financial pressure, given the current cost of living for college-age people. Non-committal donations may be better for that age bracket.*
- *I hope the new church will have kneelers.*
- *Front of the new church should be built it can be seen from Cedarcrest Rd without any obstruction.*
- *Be blessed with what you have and quit guilt tripping those that do not give. They are not all lazy. They are poor.*
- *There is a big difference between want and need. This is what we teach our children. Does the current building serve our needs YES. Would a more traditional looking church serve our wants - sure. But is it necessary at all costs given the fiscal environment we are in as well as our current debt - the answer is NO.*
- *Accept people from where they are in their spiritual growth and help them feel welcome. Encourage their growth in justice, love, empathy and compassion. Accomplish this with a carrot, not a stick approach.*
- *Do not rush.*
- *Fr. Tim has a HUGE payroll for staff. We used to be a parish of many volunteers, and I felt we were a happier parish! It would be nice if both priests were more attuned to what the congregants want in regard to things like music, communal penance, and length of homilies - people lose interest after about 12 minutes! they don't need to say things five different ways to make their point!*
- *I suppose my only question is whether the parish is growing fast enough to support this expansion. I am all in favor of having a traditional church, but I wonder if the parish will be able to make efficient use of the old building when the new church is finished. Also, economically, this does not seem like an opportune time to ask the parishioners for added funds to help move the construction of the church along. Is there a real need for it, or is this vanity of some sort?*
- *We think that pledging \$5,000 per family is unrealistic. Starting to focus on Building Fund contributions is more realistic.*
- *Not enough information on the steps for the future plans.*
- *What is happening with the back acreage? Will we have a school? Should we sell it? Why are we losing parishioners? They are the ones that built the current church!!*
- *Lower the debt before considering the large project. Would like to know lay people who are involved in the leadership committee of the church. People have left parish because priests are too conservative and messaging.*
- *Transparency is going to be key.*
- *Would there be a consideration for a mass time at 11:30am for English?*
- *All efforts are given to attracting young new families. While the older parishioners feel disenfranchised.*
- *I don't feel that everyone's opinions are valued at the church.*
- *Before finalizing the design of the church, check out some of the Beacons of Light "downsizing" of dioceses and how it affects so many traditional style churches that eventually have to be put on the market. This is going on in New York, Baltimore, Cincinnati, and Portland Oregon to name a few. Just be careful to design something that is not as difficult to give over to the secular world if that should ever happen in the future.*
- *I think we are misplacing our priorities. May God continue to guide us.*

- 
- *Worried we don't have enough kids signed up for summer camp. Are the young families participating in religious education? Need to pay down the loan that is accruing interest. Would like to see a Parish Council put in place.*
  - *The cost of VBS and Family Catechism is deterring families from joining these programs.*
  - *Worried Fr. Tim is not as willing to meet people where they are.*
  - *Share information in bulletin/pulpit about planned giving, IRA Required Minimum Distributions, wills and estates.*
  - *For the driveway and debt. Not sure on the church.*
  - *It feels like we are a training ground for Fr. Tim. Some of the decisions that are being made are not with consultation. Some of the preaching could be cut down. Homilies go too long. Sometimes I feel the message is too negative at mass. Fr. has changed the sanctuary so much that the debt is no longer being paid down as fast. Too much spending and not enough towards the debt. The priest doesn't seem to want the opinion of the people (music). The goals that Fr. Mark had have changed per Fr. Tim's vision but those goals have not been explained. Would like to see more thanks for the Knights of Columbus.*
  - *I believe the community is what keeps people in the church. We must continue doing all of the good things for us to continue growing in the future.*

## ANALYSIS & RECOMMENDATIONS

Based on the results and analysis of the 253 responses received during the Feasibility Study, Guidance In Giving offers the following to the leadership of St. Clare of Assisi:

### A. Campaign Case

To reiterate the results from **Questions #5, 6, 7 & 20**.

**5. What is your opinion of paying down our current debt?**

*(Interview question #5 / Survey question #2)*

| <i>Rating</i> | <i>Interviews</i> | <i>Survey</i> | <i>Total</i> |
|---------------|-------------------|---------------|--------------|
| Positive      | <b>90%</b>        | <b>88%</b>    | <b>88%</b>   |
| Negative      | 5%                | 2%            | 3%           |
| Unsure        | 5%                | 10%           | 9%           |

**6. What is your opinion regarding the proposed new Driveway Entrance?**

*(Interview question #6 / Survey question #3)*

| <i>Rating</i> | <i>Interviews</i> | <i>Survey</i> | <i>Total</i> |
|---------------|-------------------|---------------|--------------|
| Positive      | <b>90%</b>        | <b>80%</b>    | <b>84%</b>   |
| Negative      | 2%                | 3%            | 3%           |
| Unsure        | 8%                | 17%           | 13%          |

**7. What is your opinion regarding the proposed New Church building?**

*(Interview question #7 / Survey question #4)*

| <i>Rating</i> | <i>Interviews</i> | <i>Survey</i> | <i>Total</i> |
|---------------|-------------------|---------------|--------------|
| Positive      | <b>88%</b>        | <b>73%</b>    | <b>78%</b>   |
| Negative      | 2%                | 3%            | 3%           |
| Unsure        | 10%               | 24%           | 19%          |

**20. If the campaign proceeds as proposed, will you support Fr. Tim and the parish leadership to the best of your ability to help ensure that the campaign is successful?**

*(Interview question #19 / Survey question #9)*

| <i>Response</i> | <i>Interviews</i> | <i>Survey</i> | <i>Total</i> |
|-----------------|-------------------|---------------|--------------|
| Yes             | <b>98%</b>        | <b>78%</b>    | <b>85%</b>   |
| No              | 0%                | 2%            | 2%           |
| Unsure          | 2%                | 16%           | 11%          |
| No Response     | 0%                | 4%            | 2%           |

---

There is a clear understanding that St. Clare of Assisi must meet the challenges it faces today. The study has confirmed that the majority of parishioners are in favor of paying down the debt, creating a new driveway and planning for a new church. Guidance In Giving believes the parish will have the support it needs in order to conduct a successful campaign. Numerous parishioners expressed optimism about the projects while holding concerns about the cost of the projects, the state of the local economy and the ability of parishioner's to financially support the campaign.

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**

*Fall 2024*

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 the Archdiocese of Atlanta. 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:

- Do both loans need to be paid off before the construction of the new church?
- Will the driveway be put out to bid?
- What are the criteria for determining the prioritization of the projects?
- What is needed to begin the 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 (188 families indicated they would consider making gifts at the high end of \$2,324,050 and lower end of \$1,948,450), ***Guidance In Giving feels that St. Clare of Assisi Catholic Church has the ability to raise \$4,000,000 (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 Father Tim 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 Father Tim, this team should be composed of ten to fifteen 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 St. Clare 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 Father Tim 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 Finance Council, as well as other parishioners/groups as Father Tim 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 Father Tim 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

This completes the Parish Feasibility Study conducted by Guidance in Giving for St. Catholic Church. We consider it a privilege to have conducted this Feasibility Study for St. Clare of Assisi Catholic Church. 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.

Guidance in Giving has found that there is support, excitement and financial potential for a capital campaign at St. Clare of Assisi. 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 and parishioners, 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.

**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.**