

Sacred Heart - St. James Parish,
Groton, MA

Strategic Planning Committee – Final Report

An Assessment of the Parish's Growth and Need for Space

Spring 2004

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Fall 2003

Table of Contents

Pastor’s Introductory Remarks

Introduction

Vision Statement

Committee Timeline

Executive Summary

Chapter 1 - The history of the Groton Catholic community

Chapter 2 – Growth and the Need for Space

a. Parish Census

b. Town and Cluster Growth

c. Needs Assessment

Chapter 3 – Possibilities for Expansion

a. Contractor’s Report

b. Architects’ Reports

c. Architect’s Proposal & Archdiocese’s Response

d. Real Estate Market

Chapter 4 – What Have Other Parishes Done?

a. Renovations & Expansions

b. New Construction

Chapter 5 – Canonical Guidelines and Archdiocesan Discussions

Chapter 6 – Town of Groton Governmental Issues

Chapter 7 – Financial Issues

Recommendations

Appendices

A Sources for the History of Groton

B Relevant Backgrounds Found in Census

C Letter to Parishioners Announcing Parish Meeting

D Committees and Members

E Questions for Architects

PASTOR’S INTRODUCTORY REMARKS

It is with deep satisfaction and pride that I gratefully accept this final report prepared by the members of our diligent and generous **Strategic Planning Committee** (SPC). Formed two years ago to study our community’s growth and to plan for our future, this group of parishioners has invested countless hours of research and analysis in order to present to Sacred Heart – Saint James a reliable report about our future needs.

Two additional observations are necessary, however. These last two years have been among the most challenging for the Roman Catholic Church, especially for the members of our own Archdiocese of Boston. With the **clergy abuse crisis and scandal** coming to light in January 2002, even our own local community at SHSJ has painfully suffered the tragic disengagement of a number of our families. The statistics of our final report fortunately show that, by the spring of 2004, SHSJ parish has (through the grace of God) weathered the brunt of this awful storm ... and that now we are once again back into the hopeful mode of growth as a parish. However, it must be honestly noted that this unforeseen and regrettable circumstance (beyond our control) has indeed challenged the SPC in fulfilling its mandate.

Moreover, the **Archdiocesan reconfiguration process**, begun a few months ago, adds a note of uncertainty to our future as a parish (and of our Nashoba Cluster). Yet, it is still the belief of the SPC that the challenges and changes ahead for the Archdiocese require immediate attention and action from SHSJ parishioners and from our fellow Catholics in this growing Nashoba Valley. As our Nashoba Cluster self-study clearly indicated, our area’s Catholic population continues to increase (with corresponding growth in pastoral and spiritual needs) while the number of priests available to minister among us promises to keep decreasing. The undeniable need thus becomes even more urgently compelling for all of us to take action now. Together we must provide more adequate space for the future worship, religious education, and pastoral needs of all the Catholics in our Nashoba cluster, including the growing faith community served by our own SHSJ parish.

We are all indebted to the whole **SPC** for its faithfulness, due diligence and brave perseverance in fulfilling the mandate so well. From the data they have collected we can conclude that our Catholic people must now take proactive steps to address the obvious space problems which our growing faith community has already experienced in the recent past and which only promise to continue into the future.

Introduction

If you have tried to get a seat at the 9AM Mass you know that Catholic Groton is growing. Basements have TV monitors so the overflow crowd can still see Mass. In addition, the religious education program grows larger each year. With all of this in mind, Father Alfano asked for volunteers to form a Strategic Planning Committee (SPC) to look into the community's needs for the future.

Since April 2002, the SPC has been meeting, doing research and discussing alternatives. The committee's goal was to define possible avenues of action, keeping in mind the vision for our community, the history of Sacred Heart and Saint James, the changes going on now in the town and the cluster (comprised of Groton, Ayer, Shirley, Pepperell and Townsend) and changes expected over the next several years.

As a result of our discussions, three options were defined for investigation. The first is doing nothing, the second is adding on to one or both churches and the third is start over with a new site. Each has its benefits and costs and outside help is needed to properly quantify them, which the **Parish Pastoral Council** and **Parish Finance Council** approved unanimously. This preliminary report examines these options in chapter form and outlines our research into population trends, town requirements, land availability, results of other parishes' experiences, archdiocesan requirements, our community's needs and structural limitations of existing properties. While we do not have final reports from outside engineering and architectural consultants at this time, we do have their input include those results in this report.

There is a large amount of information in this report. As you read through it, we ask that you ask yourself the same question we did throughout this process, namely, how do we best carry out our shared vision? The Church is all of us, working with God to help each other. The buildings are tools that enable us to do that. Our goal is to find the best way, the best tools if you will, to serve our growing community, not just in this generation, but for the next and the one after that.

Vision Statement

For the Future of Catholic Groton,

Our vision for the future is reflected in our commitment to Jesus Christ and His teachings. Catholic Groton is blessed with a deep spiritual heritage fostered in the parish of Sacred Heart-Saint James. With this rich history and a willingness to move forward to serve as one community of faith, we strive to follow Jesus by:

- Praying for the souls of all God’s children and for our own salvation;
- Caring for and comforting those who struggle with and suffer through life’s journey;
- Responding with Love and mercy to those who have no one else to turn to;
- Providing for the well being of our community here and around the world

As we plan for our future, we must be mindful that our Christianity- is predicated not only on our faith but also on our deeds. As we face the future, we are reminded that the full measure of our parish life will be judged based on the actions of our Catholic community.

A Time for Action

Catholic Groton faces many challenges related to both the current constraints of our physical space, as well as our continuing desire for spiritual growth.

Our intentions are to establish one parish for all to celebrate and participate in the sacraments, and to nourish a renewed spiritual commitment that will guide us toward service to God as a community in fellowship.

How then do we best meet the needs of a growing Catholic Groton?
We begin with prayer and we proceed with action.

Prayer...Our prayer for Catholic Groton begins by asking God’s blessings and wisdom in what we do in Jesus’ name. Being Catholic is to know that God’s gift to us was his Son, that Jesus gave us the gift of faith, and that the Holy Spirit fills us with grace in order to strengthen our relationship with God and with one another. Christian life is much more than belonging to a house of worship; it is whether Christ dwells within us. When He does, *we* are His Church

Action...Members from Sacred Heart-St. James have formed a **Strategic Planning Committee**. They will begin the process of exploring our current space needs and examine all the various options and alternatives. The goal is to identify a solution that the combined parishes will support going forward, both spiritually and financially.

We recognize that our goal requires much time and effort, but with the Holy Spirit’s guidance we begin these actions with vision, prayer and hope.

Committee Timeline**2001**

September Census Committee formed

2002

January Census begins
 February Meeting with Father Robert McMillan
 April Meeting with Bishop Emilio Allue
 Strategic Planning Committee (SPC) formed
 SPC first meeting - defined questions for research
 May SPC Meeting – discuss research to date; separate merge, building
 June SPC Meeting – discuss census, Cartier report, research
 Census completed
 July SPC Meeting – update on merge, plan for parish meeting
 Census report mailed to households by Census Committee
 August SPC Meeting – begins work on “chapters”, open items, schedule
 September Presentation to parishioners about merge
 October Meeting with Mr. Smith and Mr. Jones at Chancery
 SPC Meeting – update on merge, discuss parish meeting and
 meeting at Chancery, affect of Promise for Tomorrow
 November SPC Meeting – prepare for presentation to parish
 Presentation to Parishioners

2003

January SPC Meeting – discuss survey; getting architect’s input
 March Parishes officially united
 April SPC Meeting – Architects’ presentations
 June Meeting with Chancellor
 July SPC Meeting – discuss survey, repairs, Chancellor meeting
 September Meeting with other councils
 October SPC Meeting - Begin Final Report

2004

January SPC Meeting – continue to shape report
 March SPC Meeting – finalize reporting process
 April Easter Weekend – SPC memo inserted into bulletin
 Parish wide mailing of Executive Summary
 May SPC – final report published
 Parish meetings held to present recommendations

Executive Summary- SHSJ Parish Strategic Planning Report

Background

The **Strategic Planning Committee** (SPC) has been examining the issues related to the current and future worship space needs of the parish since April, 2002. The committee organized itself around seven areas of research and analysis:

- | | |
|--------------------------------|-----------------------------------|
| 1) History and Growth | 5) Approaches by Cluster Parishes |
| 2) Projected Future Needs | 6) Town of Groton Issues |
| 3) Possibilities for Expansion | 7) Financial Issues |
| 4) Alternative Locations | |

In November 2002, the committee met with the parish community to present our preliminary findings and to seek feedback and input from all interested parishioners. These seven areas have been developed into seven chapters to be distributed in our final report. In addition, the committee has had meetings with two architectural firms to explore site and construction issues and two meetings with the Chancellor's office to discuss planning, capital campaign and real estate issues.

The SPC has issued a **Final Report**. A limited number of copies are available at the Pastoral Center. A summary of **Findings and Recommendations** is listed below.

Findings

- 1) Sacred Heart (1887) and Saint James (1929) churches have long & rich histories serving the needs of the growing Catholic community in the town of Groton. Sacred Heart church was originally built in the 1880's and then moved (as a gift from the Groton School) to its present Main Street location in 1904. SH parish was organized in 1905 with its first resident Pastor assigned in 1907. From 1945 until 1987 Saint James parish had its own resident Pastor, independent of Sacred Heart. In April 2003 Sacred Heart parish and Saint James parish were officially merged as one united parish sharing two small churches.
- 2) The town of Groton continues to grow in population (projected increase to 13,000 by 2020) and the Catholic population in Groton is projected to grow along with it well into the future. This fact will continue to put a strain on seating capacity at both Sacred Heart (160) & St. James (220) churches. (Note: 2003 Mass attendance figures indicate that 641 persons attended a total of 4 weekend liturgies at SHSJ. Of the five member parishes in the Nashoba Cluster only SHSJ is currently over capacity for weekend congregations.
- 3) **Current census figures** show 771 families (2733 persons) belonging to SHSJ parish.

The age range* of registered parishioners is as follows:
 (0 - 5 = 275) (6 - 10 = 359) (11 - 20 = 580) (21 - 30 = 112) (31 - 40 = 349)
 (41 - 50 = 535) (51 - 60 = 145) (61 - 70 = 80) (70 + = 90)

(* There were 208 people listed on our census who did not choose to disclose their age)
 Additionally there are 480 students now enrolled in SHSJ Religious Education program.

- 4) The fact that there is a reduction in the number of priests being ordained today, coupled with the continuing retirement of older priests, suggests the deployment of priests in the future is likely to cause our regional cluster to share priests among the member parishes. Archdiocesan Planning Office estimates that our Cluster will be staffed in the near future by four and eventually by three full time resident priests.
- 5) According to the two architects we met with, expansion at either site is highly doubtful given the size of the lots and parking requirements. Expansion at either site would require the purchase of abutting properties.
- 6) Meeting the Chancery's requirement of 8 - 10 acres in order to build a new church could run as high as \$1 – 2 million just for the land.
- 7) Current assets of SHSJ parish (= SH church, SJ church, the Pastoral Center & Father's residence) are estimated at approximately \$2 million. Total cash reserve in parish accounts is approximately \$250,000. Therefore, total SHSJ parish assets are approximately \$2,250,000.
- 8) The architects we spoke with estimated the cost of new construction at approximately \$225 per square foot. Preliminary estimates to expand either church would cost approximately \$250 per square foot. Our working assumption was for a church (on either site or a new site) to potentially hold as many as 600. Costs to expand one of the sites would range from \$2 - 4 million & to build a new church at a new site would range from \$4 - 6 million. "Soft" costs at either alternative could result in an additional \$500,000 – \$1 million.
- 9) According to the Chancellor's Office, the typical parish capital campaign can expect to raise approximately 5 times the annual amount it raises through weekly collection over a 3-5 year period. In the case of Sacred Heart - St. James, the annual amount raised is approximately \$200,000. Five times that over a five-year period would equal \$1 million.
- 10) The recent Archdiocesan Promise for Tomorrow campaign combined with the current crisis in the Church and the continuing effects of a three-year economic downturn has caused the committee to face the reality that this is not the right time to begin a major capital campaign.

Recommendations - Summary

- 1) **Building Committee** should be formed with functions separated into three categories; short term (up to 3 years -- maintenance), medium term (3 - 7 years -- start campaign & land search) and long term (7 years and beyond -- build new facility).
- 2) Wait until the climate in both the economy and the Church improve substantially before undertaking a capital campaign of any size.
- 3) Monitor the real estate market for opportunities for either a donation of land suitable to construct a new church in town, or acquiring abutting land at either church.

- 4) Preserve the SPC work to use as a starting point when it is time to organize and submit a formal document to the Chancery for review on the parish's plan.
- 5) A parish survey, explaining the future space needs of the parish and presenting the financial options, should be distributed for comment and input before a formal capital campaign is undertaken.
- 6) The recent Archdiocesan "Reconfiguration" process could form the basis for exploring a regional "cluster" solution for the Nashoba Valley.

Chapter 1 - The History of the Groton Catholic Community

Groton was established in 1655 and over the next 350 years it has become a popular place to raise a family. In its early history, the reputation of local educational institutions, Lawrence Academy, founded in 1793 and first known as Groton Academy, and The Groton School, founded in 1884, brought many families to the town.

The history of the Catholic community in Groton begins in the late 19th century. Groton was one of many towns where Irish immigrants settled. Religion was a major part of their lives and they needed a place to practice their faith. Prior to 1855, Catholic Masses were celebrated in private homes by mission priests. Shortly thereafter, a mission church was established in South Groton, now known as Ayer. By 1870, the Catholic parish in Groton, including parishioners from Groton (including Ayer), Pepperell, Townsend, Littleton, Harvard and Shirley, had increased to approximately three thousand people and now required a mission priest to come to town to say Mass there in an abandoned public schoolhouse.

In 1887, a new Episcopal chapel, St. Johns, was built at the Groton School on the North side of Peabody Street near Farmers Row by an English architect, Henry Vaughan and given to the school by Amory Gardner. By 1899, it had outgrown its usefulness and, upon hearing that the Roman Catholic community in Groton needed a worship space, Mr. Gardner donated the building to the Catholic parish.

The building, with its pipe organ (originally from the Episcopal Church of the Advent in Boston donated by Charles H. Joy of Groton) and bell (originally from a Mexican convent donated by Stephen B. Thayer of Lancaster), was moved on log rollers over a bridge on Pleasant Street to its current site, purchased from Mrs. Jennie Hemenway, on the corner of Main and West (formally Fagot) Streets on September 27, 1904. The building was originally sided in stucco, but damage sustained in the move required wood clapboard for repairs. The original front doors were located on the East side of the building, but were changed to the current location when the building was placed facing Main Street. The church was consecrated on October 8, 1905. It was used as a mission church by priests from Ayer until Rev. Charles Finnegan was appointed pastor in January, 1907.

In 1927, the pastor of Sacred Heart Church, Rev. Edward Mitchell planned and assisted in building a mission church in West Groton to accommodate the growing number of Catholics in the area. They had been using the West Groton town hall for Masses. The land for the church was donated by Mrs. Ellen Fallon. Plans were drawn by William Colleary of Boston. Stones were used from a Townsend quarry and the nearby Blood Farm. A Stevens pipe organ was donated by the Congregational Church in Groton and is still in use today. The St. James Church was dedicated in June, 1929.

In 1945, Archbishop Cushing decided that the St. James Church should become an independent parish. Rev. Francis Egan was the first pastor of the church, now separate

from Sacred Heart.

Over the next fifty-seven years, both churches have seen many changes. In 1966, Sacred Heart Church, under Pastor Rev. William Carroll, purchased additional land from the Hemenway estate and built the parking lot. A basement was added which made space for a kitchen, bathrooms and meeting room. In 1973, facilities were modernized. When St. Joseph's built their new church in Pepperell, they donated their original pews to Sacred Heart. Reverend Thomas Navian added the "crying room" for families with small children. The interior and exterior of both churches have had renovations and maintenance done to preserve the history and functionality of the buildings. Since 2000, steps, roofs and steeple have been repaired, and a fresh coat of paint applied.

The Pastoral Center has a different history. Prior to its current use as office and classroom space, it was rectory for decades. Originally, though, the house was a bakery. In Virginia May's history, she writes "A parish house for the Catholic Church is being built. The brick end which was partially burned and torn down to make room for the new house was built in 1822 for a bakery and was so used until 1851 when the owner built a bakery on Elm Street."

We have come full circle in 2003 as St. James and Sacred Heart are reunited. On 1 April 2003 Bishop Richard Lennon completed the canonical merge of the once-separate parishes. Now **Sacred Heart- Saint James parish** has finally reunited and ready to move into the future. The town continues to grow as does the united parish. Catholic Groton has evolved and changes have been made to accommodate it. It is time again to see how best to reach the next level in this long and interesting history of the Catholic Community in Groton.

Chapter 2 – Growth and the Need for Space

A. Taking the Census

Introduction

In 2001 Father Michael Alfano requested that a census be conducted of both parishes to get a clearer sense of who is a part of the parish membership. Important information about each person, household or family was gathered to help do four things:

1. Respond to the needs of the parish communities for services, programs, sacraments and pastoral care;
2. Survey the interests and talents of our community and to tailor our ministries accordingly;
3. Assist in the reporting requirements of the Archdiocese; and
4. Provide for sound planning as well as development for the future of the community.

This report gives a brief history of the census committee and summarizes some of the key findings.

Census Program History

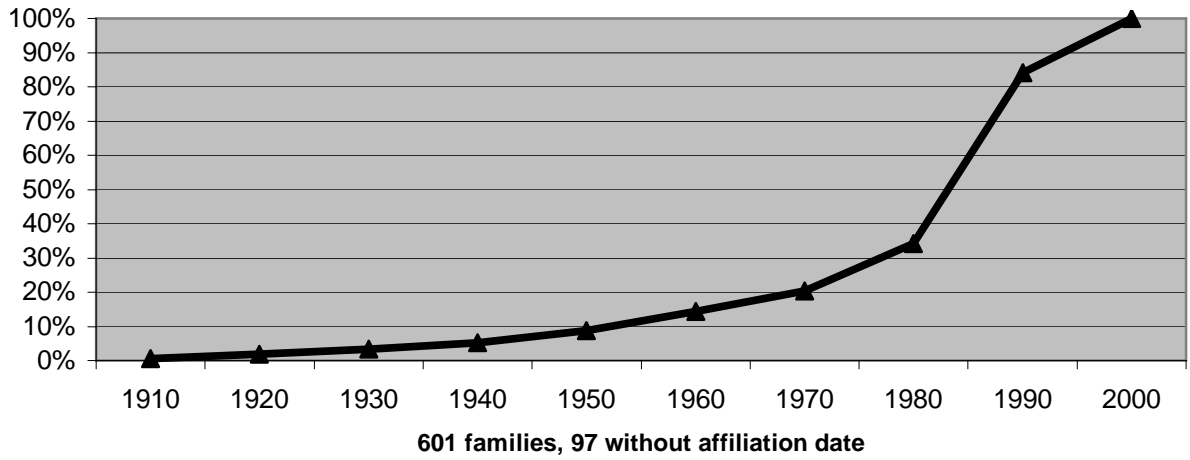
The first Census Committee meeting took place on September 20, 2001. By January 2002 surveys were ready and 1050 surveys were distributed by mail and placement in each church. Periodic announcements and notes in the bulletin invited people to complete surveys and within two weeks 42% had responded. Follow up notices were sent and phone calls made so that by June the response rate was up to 58%.

Survey Results

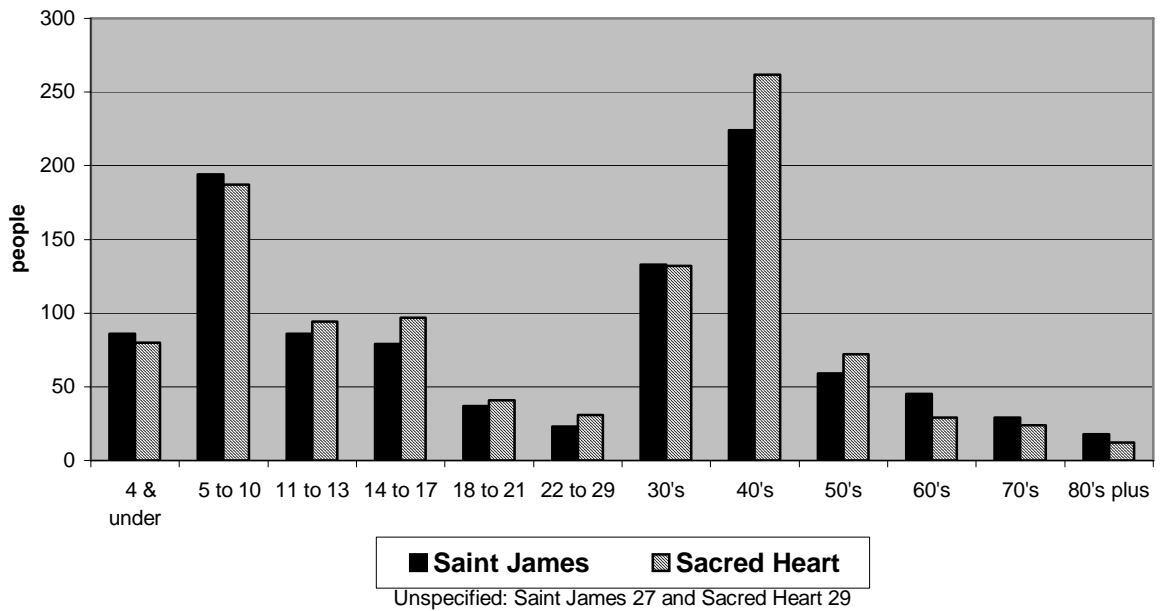
The survey results were entered into the parishes' existing Parish Pastoral System (PPS) database. This data was exported into Excel and then analyzed using a statistic-based program, JMP. Survey results are presented in the following statistical tables and general observations are listed below.

1. 601 families in both parishes, 2001 individuals in both parishes
(by 2004... 771 households ... 2,733 people).
2. Sacred Heart / St. James distribution 51% to 48%
3. Two largest age groups: 10 years & 41 years
(two smallest age groups: 2 at 93 years & 6 at less than 1 year)
4. Median household size is 4 with one at 8 members and the largest at 9 members
5. Almost equal distribution of female and male (51% to 48% respectively)
6. Equal distribution of married to single
(46.7 % for both, however, single includes children)
7. Majority of families have registered within the past 20 years (average 13.3 years)
8. 2001 of 2130 persons listed in the census are Catholics

**Year Parish Affiliation Began
Sacred Heart & Saint James Parishes**



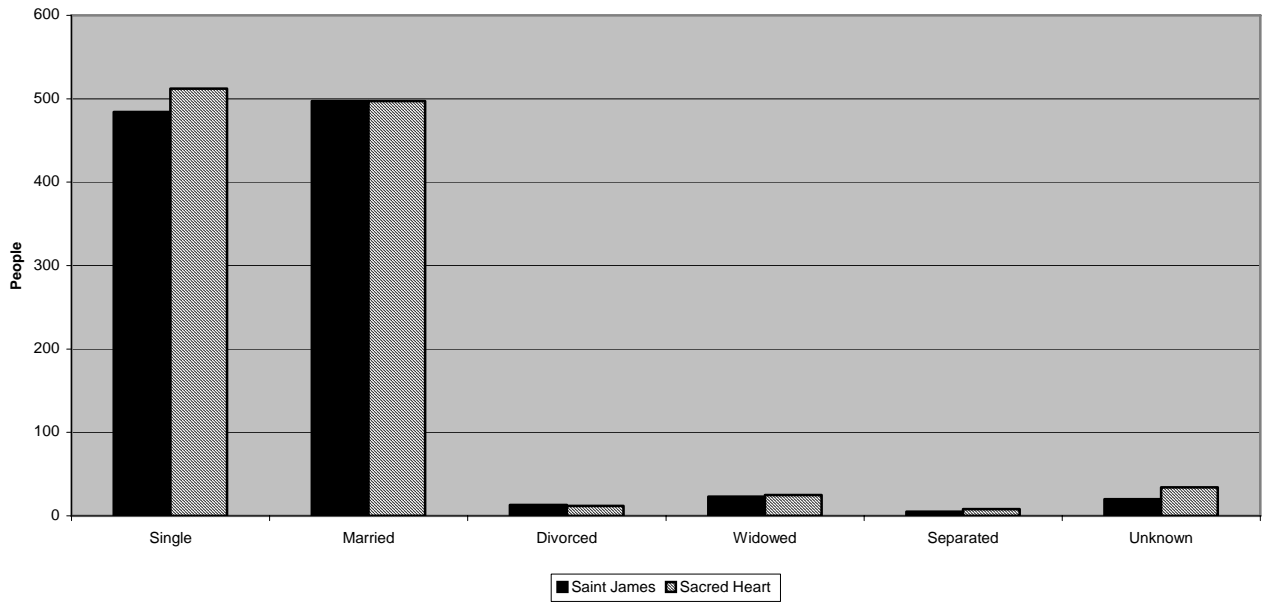
Current Church Registration by Age (Pop 2130)



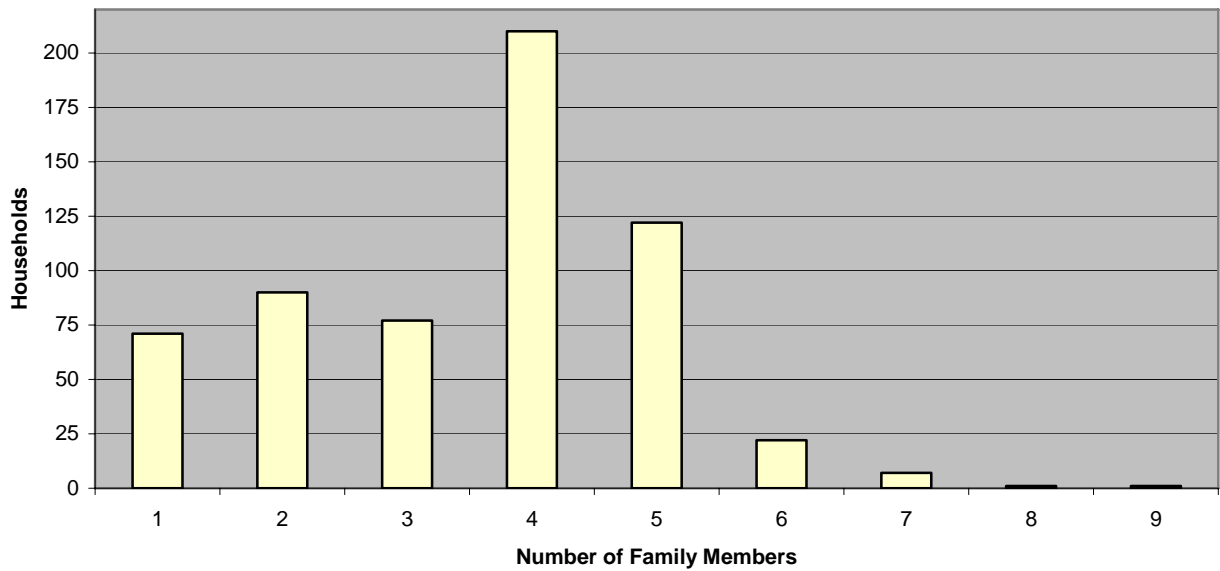
**Church Registration Detail
Youth Only**

age	year born	Saint James	Sacred Heart	Total
0	2002	3	3	6
1	2001	24	16	40
2	2000	16	19	35
3	1999	25	29	54
4	1998	18	13	31
5	1997	30	29	59
6	1996	21	26	47
7	1995	36	21	57
8	1994	31	39	70
9	1993	37	26	63
10	1992	39	46	85
11	1991	28	34	62
12	1990	27	38	65
13	1989	31	22	53
14	1988	28	32	60
15	1987	16	21	37
16	1986	23	21	44
17	1985	12	23	35
18	1984	13	11	24
19	1983	7	13	20
20	1982	11	8	19
21	1981	6	9	15
total		482	499	981

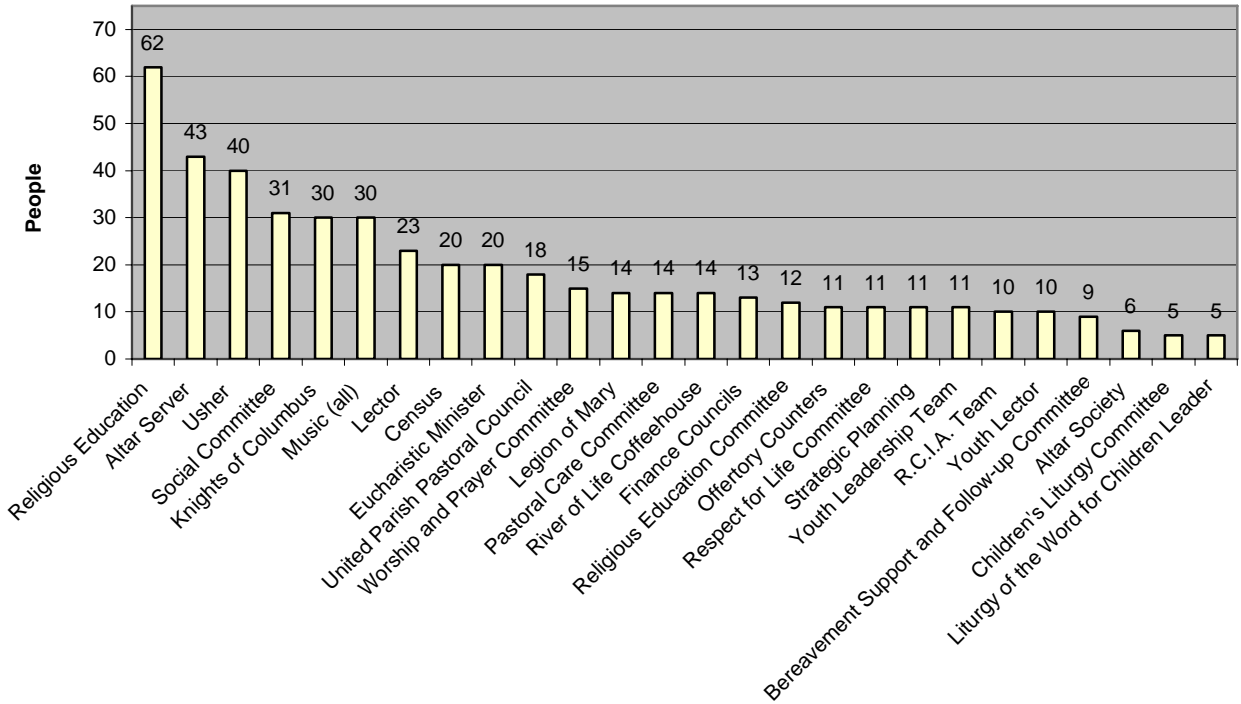
Marital Status



**Size of Households
Sacred Heart & Saint James Parishes**

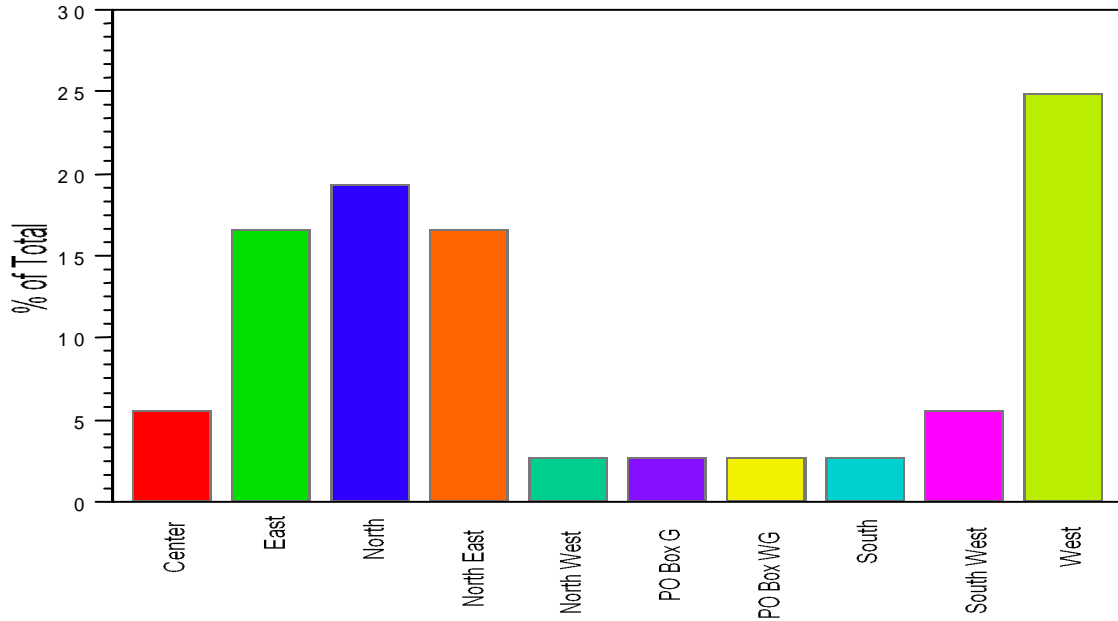


**Involvement in Parish Life
Sacred Heart and Saint James**



There is a wide range of ways parishioners are involved. This graph shows the number of volunteers at Sacred Heart - Saint James based on the number in each group.

Distribution of Households by Location



B. Growth in the Town and Cluster

1. General Population Trend

Groton is not the town it was when Sacred Heart was moved into place and St. James was built. Both the general population along with the number of parishioners has grown tremendously since those events took place. This is true for surrounding towns as well.

As the Route 119 corridor continues to become home to more and more families the need for support will continue to grow. This is seen in the building of new schools and shopping areas. Religious needs of the burgeoning communities will demand expansion too.

Looking at the cluster towns of Ayer, Groton, Pepperell, Shirley and Townsend, plus Dunstable, combined populations went from 41,330 in April 1990 to 46,376 in July 2001, a 12% increase, even as Fort Devens was closing. Groton alone increased 27% during that period.

This growth has been going on for years. Population for these six towns in 1980 was 35,204 and in 1970 it was 28,871. Notice too, that all towns except Ayer have grown on a steady upward trend line.

Table 1 - Census Data

Town	Apr 1970	Apr 1980	Apr 1990	Jul 2001
Ayer	7,393	6,993	6,871	7,287

Dunstable	1,292	1,671	2,236	2,829
Groton	5,109	6,154	7,511	9,547
Pepperell	5,887	8,061	10,098	11,142
Shirley	4,909	5,124	6,118	6,373
Townsend	4,281	7,201	8,496	9,198
TOTAL	28,871	35,204	41,330	46,376

A study, known as the MISER Project, was done in 1995 at UMass-Amherst. It was a study of the state's population and gave projections for the years 2000, 2005 and 2010. It projected that the population for these six towns in 2000 would be 46,177. The actual was 46,376, a difference of less than half a percent.

The study projected that the population for these towns would be 49,277 in 2005 (a 6% increase from 2001) and 52,525 in 2010 (13% from 2001). Given the trend over the last 30 years, these estimates seem easily achievable.

Table 2 - MISER Population Projections

Town	Est. 1995	Est. 2000	Est. 2005	Est. 2010
Ayer	5,565	5,256	4,998	4,766
Dunstable	2,663	3,221	3,788	4,375
Groton	8,770	9,962	11,076	12,164
Pepperell	10,742	11,482	12,230	13,010
Shirley	6,251	6,756	7,121	7,448
Townsend	9,076	9,500	10,064	10,762
TOTAL	43,067	46,177	49,277	52,525

2. Catholic Population

There are three areas that can be quantified to show a parish's activity. They are Mass attendance, Sacramental Index and Religious Education enrollment.

Mass Attendance

Census numbers for Mass attendance for the cluster towns are not available here as far back as the general population numbers. However, they also indicate growth. Using the 1996-2002 Fall Attendance Report Data for the cluster, without Townsend (missing 1999 & 2000 data), Mass attendance has grown from 2,141 to 2,302, an 8% increase.

Table 3 - Mass Attendance

Town	1996	1997	1998	1999	2000	2001	2002	2003
Ayer	402	478	463	455	454	422		
Groton	728	813	929	991	919	759	590	641
Pepperell	635	685	754	602	649	611		
Shirley	376	432	416	448	453	510		
Subtotal	2,141	2,408	2,562	2,496	2,475	2,302		
Townsend	628	714	784			791		
TOTAL	2,769	3,122	3,346			3,093		

Note: Townsend data for 1999 & 2000 is not available.

The Archdiocese does not do projections of registrations or attendance. Since attendance figures are submitted by each pastor without independent review or audit, and only one month out of the year is counted, there may be discrepancies that would make projections unreliable.

The following table shows the seating capacity and number of Masses offered each weekend. These Masses are offered by five priests currently but based on the size of the cluster it is expected to shrink to three as incumbents retire. No other building improvements are being planned at this time for any cluster parish.

Table 5 - Cluster Seating Capacity and Usage

Town	Seating Capacity	# of Masses	100% Usage Seating	6 Year Avg. Attendance	Percent Usage
Ayer	200	4	800	446	56%
Groton	228/180	2/2 *	816	857	105%
Pepperell	360	3	1,080	656	61%
Shirley	248	3	744	439	59%
Townsend	500	4	2,000	729	36%
TOTAL			5,440	3,127	57%

* 4 Masses now, was 5

Given the growth pattern of the overall population in the cluster towns, the increased Catholic populations, and Mass attendance in excess of capacity in Groton, it becomes obvious that churches built in 1905 and 1929 can no longer meet the space requirements of the community they serve.

Sacramental Index

Another indicator of parish size and activity is the Sacramental Index. This is the sum of all Baptisms, Weddings and Funerals performed in the parish. This index is used by the archdiocese to determine the number of priests and where to assign them. Based on their formula, our cluster falls in the range for two priests. Currently there are five. That means it is very likely that as the priests in the cluster retire or leave, they will not be replaced.

The next table outlines this activity for the cluster from 1996-2003.

Table 4 - Sacramental Index

Town	1996	1997	1998	1999	2000	2001	2002	2003
Ayer	62	49	49	49	57	75		
Groton	105	116	97	69	94	89	88	82
Pepperell	140	125	120	101	94	109		
Shirley	64	50	70	60	75	64		
Townsend	119	103	109	124	103	97		
TOTAL	490	443	445	403	423	434		

Religious Education Enrollment

The final factor is religious education enrollment. It requires a different type of space than the first two indicators and while it helps identify a major part of parish life, it also points to needs not defined above.

Town	1997	1998	1999	2000	2001	2002	2003	2004
Ayer	169	193	186	182	167			
Groton	491	548	507	574	606	500	400	480
Pepperell	563	513	508	500	502			
Shirley	126	152	184	195	183			
Townsend	758	773	775	773	783			
TOTAL	2,107	2,179	2,160	2,224	2,241			

As the three main indicators show, growth in Catholic Groton continues. Not quantified here but of importance to the parish is the need for meeting space and space for the administrative staff needed to support all of these various parts of community life. It becomes obvious that expansion, in some form, is urgently needed and based on general population trends will be justified well into the future.

C. Needs Assessment

On July 27, 2002, Wayne Twombly and Doug Reid met with Father Alfano to discuss space needs for Catholic Groton. The list that was compiled was done based on an ideal situation without regard for current limitations of the physical structures used by the parishes today or the associated costs. It was done prior to any discussions with other parishes or the archdiocese regarding constraints on size.

This needs assessment list envisions three structures for the parish on a site with 10-12 acres with appropriate parking space. These buildings are:

- 1) Church for worship space and basement hall for multi-purpose functions
- 2) Office / Classroom Building
- 3) Pastor's Residence

IA. Worship Space

Currently, worship space consists of the following:

<u>Sacred Heart</u>	<u>St. James</u>
Worship space seating for 180	Worship space seating for 228
Choir area	Choir area
Organ	Organ
Quiet room	-

Based on our discussions, we have identified these needs:

- Worship space seating for 600
- Sacristy
- Choir area
- Choir Storage space
- Organ
- Piano / Keyboard / Space for Folk group in front of the congregation
- Fixed Baptismal Font
- 2 Fixed Reconciliation rooms
- Enough space for weddings/funerals in front of altar
- Foyer / Meeting area
- Quiet room
- Daycare center for children during Mass
- Wheelchair space, handicap access space, baby carrier space
- Custodial room
- Bathrooms (per code)
- Sound system

IB. Basement Hall / Multi-Purpose Room

The current situation for multi-purpose meeting space is:

	<u>Sacred Heart</u>	<u>St. James</u>
Seating	80	120
Kitchen	Full	Limited

The needs assessment for such space consists of the following:

- Seating for 300
- Full Kitchen (oven/stove, refrigerator, microwave)
- Raised Stage Area
- Sound System (integrated with the worship space A-V system)
- Bathrooms (per code)

II. Office / Classroom Building

Today the Pastoral Center is used for classes, meetings and offices. It has:

- 5 Offices (Pastor, Religious Education Coordinator, Parish Office, Business Office, Pastoral Assoc. Office)
- 5 Classrooms
- Kitchenette

Our discussions identified the following needs:

- 7 Offices (Pastor, Religious Education Coordinator, Parish Office, Business Office, Pastoral Assoc. Office, Deacon, Spare)
- 10 Classrooms (12 is ideal)
 - 8 – Classroom size for 1 teacher / 10 students
 - 2 – Double classroom size with dividers for large meetings
- Kitchenette
- Bathrooms (per code)

III. Pastor's Residence

The archdiocesan vision is for priests to live in a community setting, where possible, serving multiple parishes. This provides companionship and security for the priests. For this arrangement to work, the pastor residence needs to be designed for communal living. Each priest would have a suite consisting of a bedroom, office and bathroom. The common area would include a kitchen, guest room, living room and dining room. Also, a garage for all the cars would be needed.

The current Pastor's residence in West Groton is a 3-bedroom single family home in a residential neighborhood near, but not next to, St. James Church. It does not meet the archdiocesan requirements. However, a structure exists within the five-town cluster area that does meet these requirements.

Summary

This needs assessment is the ideal given the factors when it was done. As we plan the future space needs for Catholic Groton, we will keep this list in mind, as well as the realities of cluster life, costs and archdiocesan requirements. A church that holds 600 is probably not realistic after further research but the ultimate goal is to find the solution that best satisfies all these factors and, most importantly, allows the parish to perform at its best level.

Chapter 3 - Possibilities for Expansion of Existing Spaces and A Look at the Current Market

A general contractor, who was an early member of the SPC, was asked in the summer of 2002 to assess the possibility of expanding one or both of the existing churches. In the spring of 2003, two architectural firms, who have done church construction, were asked for their assessments as well.

Contractor's Report:

1. Sacred Heart, built in 1887, is the smaller and older of the two existing structures. It is wood framed construction with a trussed roof that is hidden above a barrel vaulted ceiling that was added later. The exterior is a Stucco/half-timbered exterior with the original slate roof mostly replaced with asphalt. Some structural issues – probably stemming from its move across town in 1904 – are evidenced by some visible ‘leaning’ of the structure. It has limited expansion possibilities due to its proximity to West Street and Rte. 119. The best possibilities are toward the parking lot and slightly to the rear. However, parking is a major problem.

These issues were all factors that were dealt with in the expansion plan that was designed in the late ‘80s. However, our space needs now probably exceed what was provided for in that design. If this option were to be revisited, thorough study of that existing plan would be invaluable as a starting point.

2. Saint James is larger and newer, built in 1929. It is buttressed stone and masonry construction. The trussed roof has the original slate which is nearing its life expectancy. While very sound structurally, land acquisitions would be required before it could be expanded to either side and possibly to the rear. More land for parking would be necessary just as it would be at Sacred Heart.

St. Catherine’s in Westford is a great model for what could be done with St. James. A church of similar size and structure, they added on to both sides to create a roman cross floor plan. The altar was moved forward to the intersection of the cross, creating a 3-sided seating area for the congregation, with approximately 2.5 times the original seating capacity.

3. Financial factors: remodeling or adding onto existing structures is almost invariably more expensive on a square foot cost basis than new construction. There is also the inconvenience factor of having to use a building that is under renovation. These must be weighed against the problems of finding a new suitable site, and the problems of ‘disposing’ of excess property.

4. The contractor reported that from a pure engineering and architectural viewpoint St. James Church is the better candidate for a major expansion if an expansion is the goal.

Architects' Reports

Richard Monahon, Jr and Donald Watson, Monahon Architects

Mr. Monahon and Mr. Watson met with a subcommittee of the SPC and walked the sites of St. James and Sacred Heart. They were favorably impressed by the two churches and although each had possibilities, they had grave concerns about both.

Their first concern was about the land. St. James only has 1.6 acres and Sacred Heart has even less, 1.17 acres. Their next concern was about the site topography. Both had slopes that limited their use and caused problems for parking, their next major concern.

They felt that St. James, ignoring the land and its restriction, was the better of the two as an expansion possibility. Sacred Heart, in their opinion, could function in some other capacity but not as a church. They enjoyed the architecture of the building but its age prevented most expansion options.

The Monahon firm works mostly in New Hampshire but the land requirements would be the same. They recommended a lot of 8-10 acres and even if the property surrounding St. James was available and purchased, it would only yield 5 acres. Their experience in New Hampshire showed a variety of square foot costs. A new church in North Conway was done for \$122 per square foot but one in Nashua was at \$176. Soft costs for the Nashua project were about 20% of the building costs.

Since the archdiocese needs to approve any architect used, the SPC asked if Monahon Architects was on the approved list. They said they were not since they had not done any work for the archdiocese yet but had approached officials to start the process.

Mr. Monahon then presented a cost breakdown for a 600 seat church and related space as we outlined in our ideal model. The breakdown, with its notes and assumptions, is the following table.

New Church Program (600)

April 30, 2003

<u>Room</u>	<u>Description</u>	<u>Size</u>	<u>Sq. Feet</u>	<u>Notes</u>
<u>Worship Facility</u>				
1	Sanctuary/Chancel		720	12% nave
2	Nave	600 x 10	6,000	@ 10sf/person
3	Narthex		1,200	@20% worship space
4	Work Sacristy, Closet Storage		400	
5	Reconciliation Room		200	
6	Vesting sacristy		450	
7	Restrooms		240	1 HC unisex, 1 unisex
8	Cry Room		300	
	Worship Sub-total		9,510	
	Walls & Circulation	10%	951	
	Worship Total		10,461 Ft ²	
<u>Multi purpose Space</u>				
1	Church Hall	300 x 15	4,500	@ 15sf/person
2	AV room		200	
3	Kitchen		800	
4	Storage		400	
5	Restrooms		240	1 HC unisex, 1 unisex
	Multi purpose Sub-total		6,140	
	Walls& Circulation	15%	921	
	Multi purpose total		7,061 Ft ²	
<u>Religious Ed space</u>				
1	Class rooms@ 12 students	8 x 250	2,000	
2	classrooms @ 24 students	2 x 500	1,000	
3	Offices	7 x 100	700	
4	Storage		400	
	Religious Ed Sub-total		4,100	
	Walls& Circulation	15%	615	
	Religious Ed total		4,715 Ft ²	
Total Gross Area			<u><u>22,237 Ft²</u></u>	
Site Requirements				
	Parking	200 x 350	70,000 Ft ²	
	Building, footprint		11,119 Ft ²	1/2 gross area
	Total impervious cover		81,119 Ft ²	40% site coverage
	Site req. for un-impervious cover		121,678 Ft ²	
			202,796 Ft ²	4.66 acres
				Recommend 8 to 10 acres

Angelo Petrozzelli, Design Partnership Architects

Angelo Petrozzelli is an architect who has done many construction projects for the archdiocese. Two SPC members met with him to review the land and buildings relating to St. James Church, West Groton, MA and Sacred Heart Church in Groton, MA. He then attended a meeting to answer questions. Following are comments from those two meetings.

With regards to expansion, he felt that both sites have the potential for expansion. Saint James would be the preferred site due to its already larger capacity. However there are many problems associated with either expansion. The first is expansion into existing parking areas. The second is the need for at least another acre at each site, and an acre could cost \$120,000 to \$150,000 at current market values.

Another problem would occur because expansion would require that the building(s) be brought up to current code requirements. This cost is typically \$250/square foot of existing space. Some of these code issues include working fire alarms systems, sprinkler systems within the church for fire prevention, additional insulation where needed, and updating of electrical and heating systems. He also noted that the existing duct work for the air conditioning at St. James was not properly installed.

Parking is a major issue at both sites. It is inadequate now and an expansion would reduce current parking. New parking spaces have to be 12 X 10 square foot space and include the ability to turn around. The code assumes one car for every three people (although he felt one car for two is more realistic) and that every car must have 300 square feet.

Building new would have its own set of problems besides the land acquisition. If we are to sell the existing land and buildings that are currently used by Sacred Heart/St. James, we would have to review each property as to the cost required to get each building ready for sale. Some issues for the rectory include the existence of asbestos as well as the presence of lead paint. Lead paint is present in any building or home built prior to 1978. Massachusetts Law requires the disclosure of this issue to any potential buyers. This would especially pertain to the rectory/religious education center at Sacred Heart. Lead paint exposure to children under the age of 6 years old has been known to cause learning disabilities. Asbestos must be removed prior to the sale of any building.

New Sites should take into account central locations that have access to town water and town sewer lines. He said that typical costs associated with commercial septic systems run an additional \$160,000. A new site will require surveyor, topography, engineer and botanist approved septic design. It would have to accommodate parking too.

Mr. Petrozzelli discussed size and costs too. He estimated that a new Church with seating for 450 would be approximately 9000 square feet. Costs of new construction run about \$225 per square foot. The cost of the rectory with four living suites, 800 square feet

per person, for a total of 3,000-4,000 square feet would cost \$450,000. An additional 6,000 square feet of space for religious education and hall space would be approximately \$750,000.

Other costs associated with a new building would include architects' fees, site manager, insurance, fundraiser fees, and furnishings. For a total of 18,000-20,000 square feet, the building costs would total about \$4 million. Add in soft costs of \$1 million and the project is at \$5 million, without land.

Other items mentioned by Mr. Petrozzelli included: 100% of the cost must be in the bank before contracts can be awarded, commercial banks will now sometimes make a loan, the union only restriction may be easing, and a feasibility study takes 3-4 months and costs \$18,000. A model costs an extra \$15,000. He noted that the usual process involves a parish survey, followed by an archdiocesan approved feasibility study. Once those steps are done a fund raising feasibility study was conducted, then the fund raising and finally the project.

Architect's Proposal and Archdiocese's Response

RICHARD M. MONAHON, JR. AIA
ARCHITECTS

May 19, 2003

Strategic Planning Committee

Sacred Heart-Saint James Parish

271 Main Street
Groton, MA 01450

44 Main St
Peterborough, NH 03458

Dear Members of the Strategic Planning Committee,

I have been much impressed by your committee's thoughtful approach to evaluating the alternate solutions to the facility's dilemma which you currently face.

I believe that a more detailed study is necessary for the examination of the alternate site options that you could consider as a next step in the process. We have determined to date the optimum facility size and site size necessary to support that facility. A more detailed site analysis examining the two existing sites and ways they might be expanded to serve your program can be compared easily with a theoretical new construction option for both cost and benefits.

I propose that we do this study over a series of three workshops as follows:

The first workshop will allow us to explore, around the table, possibilities with you for land acquisition, and the organization of your program onto one or more parcels of land. We would determine your preferences and take direction from those preferences in designating at least two possible sites to study in greater depth. In this work session we would expect to limit the site selection to two options which would merit further study. This workshop will also flesh-out the program for space/use resulting from your needs assessment that we outlined in our first presentation.

The second workshop would present our research into these two sites and assistance from the committee in understanding local real estate values for

both and the valuing of your own properties and those potential for acquisition. This workshop will explore the comparative strategies for the two selected sites. One might be an existing site with the addition of abutting properties to allow it to support the program that has been developed in the first workshop.

The third workshop will focus on the comparison of costs for the development of the two alternate strategies. Consideration will be given to a phased development, leading to the fulfillment of the program which has been described in your needs assessment. The final report which will be produced following the third workshop will show diagrammatic use of the sites selected and projected cost estimates resulting from the building program and projected acquisition costs and de-acquisition income.

I will ask you to be the local researchers into land availability and potential pricing. The skill we will bring to the table will be in the evaluation of *specific* sites and the costs related to the site development and building construction and or renovation.

I propose that we organize the three work sessions and produce a summary report for a lump-sum fee of \$5,000 plus any printing costs related to the production of the report and any limited graphics we may produce to help understand the sites.

If these terms are satisfactory to you please sign this letter as our agreement and return it to me with a retainer of \$1,000 which will be credited to your account and deducted from the final bill.

I remain yours
Sincerely,

Richard M. Monahon Jr.

Signature of acceptance: _____

ARCHDIOCESE OF BOSTON
2121 COMMONWEALTH AVENUE
BRIGHTON, MASSACHUSETTS 02135-3193
(617) 254-0100 FAX (617) 783-4564

OFFICE OF THE CHANCELLOR

July 10, 2003

Rev. Michael Alfano, Pastor
Sacred Heart Rectory
29 Old Orchard Road
P.O. Box 186
W. Groton, MA 01472

Dear Father Alfano:

I apologize for not getting back sooner. I have reviewed the Monahan Jr., Proposal dated May 19, 2003 and unfortunately I am not impressed. It appears that they are performing nothing more than facilitator services and SH is doing most of the work.

The first session is a brainstorming session that identifies your needs and a couple of locations. This can be performed without their assistance and should be.

The second session discusses research on two sites selected relative to local real estate and property valuations. However, they ask you to be the researcher to determine value of properties and value of your property for sale.

The third session compares costs of two strategies accept for land cost, the cost for building are relatively the same regardless of what site they are on

Also recognize that there will be no engineering performed. The order of magnitude for building costs can be estimated on a Ft² basis, and you will have already provided land acquisition costs.

I would suggest you and your committee determine what is needed (not wanted). For example, a church for 400 parishioners expandable to 600 at a later date; a hall for seating 200 people; a hall that can accommodate 8 CCD classrooms with moveable walls to expand to a hall for 200 people, etc.

Do your own research (as you would under the Monahan plan) of land availability and costs — work with one or two local realtors who would provide

their services for nothing.

Determine if you want a two level building or one story, remember two stories requires an elevator, so a larger one level building is not always less expensive.

Once you have done this, you will know how much the existing properties are worth on the open market, and how much land is to be purchased. You can predict pretty close what a fundraiser will bring in and develop a fairly good estimate of what funds you would have to work with. All this can be accomplished without spending a dime.

This information can then be compiled, put into a scope of work and then Monahon can be asked to provide feasibility schematics, options and estimates that fit your needs and budget. Other architects could be provided with same data. You could include in scope possibility of expanded existing church(s) unless you and your committee already have ruled this out.

This would be a more comprehensive and effective use of time and money. Please feel free to discuss this process with Monahon Architects and your committee as well as myself if you desire.

Thank you for allowing us to comment and hopefully continue to be a part of the parish's future.

Sincerely,

Peter G. Silva
Director of Facilities Management

PGS:keb

cc: Robert A. Cassidy, Assistant Director
Richard Cayer, Consultant

Real Estate Market:

In May 2002, a committee member who works in real estate did research into the Groton real estate market.

The first area reviewed was financing. Generally, a private banking institute would have to review the parish's assets. All buildings would be looked upon by an independent assessor as to the building's best possible use. Weekly collections would be reviewed for the past 2-3 years to determine income levels for supporting a loan. The usual ratio aims for income being 1/3 of your overall loan amount. This is the case when building of any sort is purchased. Land that is purchased separately requires a cash to loan ratio of 40% down 60% loaned monies.

The next area looked at was land prices. The average price of buildable lots ranges from \$150,000 to \$240,000 depending on the location. Buildable acreage equates to a parcel that has been deep hole tested, with engineering and septic design completed, and is approved for a building permit. At the time, a 1.5 acre parcel on Farmers Row was priced at \$279,000 and no land was on the market with acreage between 7 to 10 acres.

The third area reviewed was open space. At the time, there was an 11 acre space and a 112 acre space available. Several other properties that meet the qualifications were not on the market so owners would have to be approached. Alternative properties could be existing homes with additional acreage for later expansion. No such properties adjacent to either church building were available

If a new building is built to replace the existing structures, a long term plan is needed so the parish is ready to buy when land becomes available or works with owners of desired sites to acquire land.

Chapter 4 - Parishes Surveyed which have recently undergone new construction or renovations

It was recommended by the Strategic Planning Committee that the following churches be surveyed in order to gather information regarding their new construction or renovation projects which might assist us in our upcoming project. These surveys were conducted based on a set of standard questions that were then used by the subcommittee to get comparable results. (Two N.H. churches were surveyed but not included here.)

Parish	Town	Type	Cost	Project	# in Parish
St. Anne	Littleton	Renov.	110,000	7 Classrooms	1,500
St. Anne	Littleton	Renov.	120,000	New roof	1,500
St. Catherine	Westford	Expan.	2.0 mm	Parish Center	10,000
St. Catherine	Westford	Expan.	3.3 mm	Church	10,000
St. Anthony	Shirley	New	1.5 mm	Church & Hall	
St. Francis	Dracut	New		Church	
St. Theresa	Sherburne	New		Church	
St. Mary Magdalen	Tyngsboro	Planned	3.0 mm	Church & hall	3,000

A. Renovations & Expansions

-Saint Anne, Littleton, MA

-Father David Callahan interview: 7/23/02

-#1: *Renovation of church basement for religious education classrooms*

-#2: *New roof on church*

Renovations; Costs; External Staffing

Saint Anne's renovated the church hall to meet the needs of the religious education program by building 7 classrooms for religious education and updating the lighting, flooring, ceiling and walls in that space. They utilized Brent Mangel out of Concord, MA as the architect who does a lot of work in the archdiocese. They utilized a small contractor who was a parishioner. They also enlisted the help of parishioners to do certain of the straightforward renovations on weekends. The total cost of the renovations was approximately \$110,000. The renovation project took one year to complete.

Saint Anne's required a new roof at the same time that the renovation project was underway which had a total cost of approximately \$120,000.

Parish, Archdiocesan and Cluster Involvement

The pastor in conjunction with the Finance Committee and the Parish Council worked on this renovation. The pastor announced the renovations from the altar. A proposal was then prepared and then the project was submitted to the archdiocese for approval. The project proposal, the architect and the contractor required the approval of the archdiocese. Normally the archdiocese requires three competitive bids to be prepared but in this case they accepted the proposal as presented without the three competitive bids. The pastor and the architect stayed involved throughout the project. There was no involvement of the cluster in this project.

Determination of Parish Needs

Saint Anne's is a young parish population. They reviewed the number of students currently in religious education and the youthfulness of the parish to determine their classroom needs. They have already started to outgrow the classroom space.

Funding

The church had a pre-established ongoing building fund which they collected on a regular basis and then designated uses on an annual basis. The building fund was used to cover a portion of the costs of the renovation. They asked for special collections toward the renovations to further cover the cost of the renovations which were collected over the course of the renovation. The church ran a capital fund drive from January through March to raise approximately \$1,000,000. They hired a fundraising company known as CCS which had tasks which included the following: (i) identify and categorize pledgors into approximately four categories (e.g. - \$25,000-\$150,000 pledgors being the highest category and \$150 and below being the lowest category), (ii) project pledges; (iii) categorize pledgors into several categories; (iv) develop a specific approach to soliciting pledges from each category of pledgors; and (v) create letters. Saint Anne's paid a flat fee of \$40,000 to CSS for the fundraising services. In conjunction with the fundraising company, the parish developed a parish committee of 10-12 people along with the pastor to actually solicit pledges and identified who would approach each pledgor. The pastor met one on one with the group of potential pledgors which the fundraising company had identified to be in the highest projected pledge category. Lower level pledgors were solicited through personal contact from other committee members. The pledges were to be paid over a three to five year period at varying intervals depending on the circumstances, including monthly or quarterly.

Parish Size

Saint Anne's has approximately 1,500 parishioners, approximately 1,000 of which attend weekend Mass (arrived at based on envelope use). For the regular collection, they receive approximately 200 envelopes per weekend mass with approximately 80%-85% of their weekly offering coming from these 200 envelopes. They have similar figures for the building fund donations.

Governmental Related Issues

A building inspector and permits were involved with the project.

-Saint Catherine of Alexandria, Westford, MA

-Father Bill Sullivan

-new parish center a few years back; major church addition finished last year; religious education classrooms built in basement of parish center within approximately past year

-The initial interview was done on 7/23/02 with Janet O'Hare, Office Administrator who was there through all projects, and Doris Karkota, a member of the building committee for the new parish hall. She also administers pledge collections for church renovations. A follow-up was done with Father Bill a few weeks later to obtain further details.

General-Overview of Two Projects

Saint Catherine's Church was 80 years old at the time it began the first of two major construction projects. The first project consisted of building a new Parish Center and a Church Hall attached to the back of the existing church. This project was undertaken primarily to house (i) religious education classes so that they would no longer need to rent space in the public schools and (ii) a meeting space. The second project consisted of a major renovation and expansion of the existing church to accommodate the tremendous growth in the parish.

General-Parish Size

Saint Catherine's has approximately 10,000 parishioners. Approximately 3,000-4,000 people attend mass each weekend. Approximately 2,500 students attend religious education classes once per week (with classes running Saturday through Thursday).

Saint Catherine - New Parish Center and Church Hall-Expansion

Costs; External Staffing

The planning for the Parish Center and Church Hall began approximately 10 years ago and they moved into that space approximately 6 years ago. The new Parish Center and Church Hall included a large ground floor hall, a large mezzanine hall, a catering kitchen, a baptismal room, approximately 7 classrooms, a board meeting room and a small serving kitchen. There was very little planning for office space in this expansion. Over time and with the arrival of a new pastor who saw the need for increased office space and staff, the main floor classrooms were converted into office space to house parish staff, pastor (current and retired), religious education coordinator and assistants, media room, parish office, etc.. This resulted in the eventual need to convert the basement space into classrooms. This basement conversion was not part of the original

cost of the project. The basement now houses 10 classrooms. The feeling is that they are outgrowing some of this space already.

The architect for the project was Angelo Petrozzelli of Design Partnership Architects in Haverhill, Massachusetts. He was also a friend of Father Cronin. Everyone interviewed at the parish was extremely happy with Angelo's work from inception, when he created very detailed plans at no charge in the hopes of winning the bid, to his interactions and leadership when dealing with the contractors and the archdiocese, to completion of the project. They also utilized Angelo on the church expansion project. Father Bill pointed out the critical importance of having a strong architect and clerk of the works to liaison between the parish, the contractor and the archdiocese. Father Bill felt that the architect (and in part, the clerk of the works) is in the best position to constantly advocate the needs of the parish to the other parties involved.

The construction component of this project did not go as smoothly as the parish would have liked.

The new Parish Center and Church Hall project cost approximately \$2,000,000

Parish, Diocesan and Cluster Involvement

Father Cronin was the pastor at the time that the Parish Center and Church Hall were built. The parish formed a search committee in 1991 to conduct surveys of other parish centers and gather general information to assist in the development of a project model. The parish formed a building committee in 1992 to identify and resolve all issues related to the execution of the building plan through completion of construction of the project. The building committee formed various subcommittees (including building construction, finance, legal and fundraising) with parishioners possessing related expertise. The project was put out for bid by the parish working with the archdiocese. Groundbreaking took place in 1993 and the project was completed in 1995. Based reports of those involved it appears that the archdiocese will only allow the parishes to use union contractors and architects on their approved lists (although there may be an exception for those not on that list under special circumstances as in the case of Saint Anne's contractor). The archdiocese (primarily through its on staff engineer(s)) did most of the overseeing of the project (interfacing with the architect and the contractor and the parish building committee). A representative of the archdiocese attended every building committee meeting. Within the internal parish structure the bulk of the work was done by the building committee (led by a very strong committee chair) with the relatively minor involvement of Father Cronin. Please note below the contrast in the parish staffing of this project where the building committee carried out most of the parish's responsibilities versus the church expansion project where the new pastor carried out basically all of the parish's responsibilities with the assistance of the finance committee.

Determination of Parish Needs

The need for a new Parish Center and Church Hall to house religious education classes was very obvious as they were currently renting space for religious education classes at Westford public schools. There was also a need for meeting areas. The search committee gathered what information they could to validate their project and come up with the project plan. The need for a new church was also becoming obvious at that time given the huge population growth in Westford and in the parish community, but the Parish Center and Church Hall were given the first priority. This project was not of the nature or scope to involve the cluster.

Funding

Saint Catherine's hired a fundraising company known as O'Brien which had tasks similar to the fundraising company hired by Saint Anne's as described above. The pledges could take on a variety of formats including transfers of stock, cash and pledges over time (monthly, quarterly, semi-annually, annually). The announcement for the pledge drive was made from the pulpit at Sunday Mass. Approximately 1,000 pledges were made and they raised approximately \$1,000,000 from this fundraising drive (although their goal had only been approximately \$700,000). Almost all of the pledges have been completed.

The balance of the expansion costs were funded through an interest bearing loan from the archdiocese. Based on the pastors' statements all loans for church related construction/renovation related projects are done through the archdiocese and not through private lending institutions.

Governmental Related Issues

There was no new land needed for this project. However they did deal with abutters, building permits and environmental and conservation issues. There was a large unexpected cost incurred to upgrade the septic system in order to comply with a change in the laws.

Saint Catherine – Church Expansion

Costs; External Staffing

The expanded church holds approximately 800 people and has parking for approximately 500 cars.

The architect for the project was Angelo Petrozzelli of Design Partnership Architects in Haverhill, Massachusetts. He was also the architect for the Parish Center and Church Hall. The architect and the contractor need to be on the approved list at the archdiocese. Father Bill reiterated that Angelo did an excellent job for them-being very direct and forceful in representing the needs of the parish with the contractor and the archdiocese.

The archdiocese selects the contractor. The archdiocese also supplies an engineer and a clerk of the works for the project. Father Bill said that the archdiocese really controls the project and not the parish with the team of players consisting of the pastor, in their case, the architect, the archdiocese (primarily through the engineer and clerk of the works which they supply) and the contractor.

The general contractor was Green Construction of Boston, MA. They had to replace the roof this summer due to some issues surrounding installation of the roof insulation. The clerk of the works was employed by the archdiocese at a cost of 10% of the cost of the building.

Father Bill strongly suggested that if we had the opportunity to do new construction (rather than renovation and/or expansion) that we should pursue the new construction route as the costs for a new construction can be much more accurately projected at the onset. In their project they ran into cost overruns due to defects in the existing 80 year old church that were not discoverable until the project was well underway (e.g.-the pillars holding the roof up needed to be replaced or reinforced, a cracked wall which was leaning inward needed to be corrected and they needed new wiring).

The church expansion project cost approximately \$3,300,000. The original bids from general contractors for this project ranged from \$2,500,000-\$4,500,000.

Parish, Diocesan and Cluster Involvement

Father Bill became pastor around the inception of this project. He determined that it was necessary for him to take the lead at the parish in overseeing this project and as such he did not form any committees to do work on the project. It became basically a full time job for Father Bill to interface with the architect, the contractor, the clerk of the works and the archdiocese from inception through completion of the project. He relied on his finance committee to do a very thorough analysis of the financial implications of this project mainly through reviewing and reaffirming the preliminary cost estimates supplied by the architect in order to come up with a final proposal to present to the archdiocese for approval. Father Bill recommended that we do the same thorough financial review of the project so that the project will be more readily approved by the archdiocese.

Once Father Bill completed his assessment of the needs of the parish as outlined below he along with his finance committee involved the archdioceses in the process (even before any plans had been drawn up). He was in the fortunate position that the archdiocese was pushing the need for a new or expanded church just as much as the parish was. I believe the project was approved by the archdiocese based on a first draft of the floor plan as drawn up by the architect along with costs estimated by the architect and reviewed and reaffirmed by the finance committee. Once the plans were approved at various levels in the archdiocese then the loan was provided by the archdiocese.

According to Father Bill the archdiocese does not normally provide a loan until 75% of the costs of the project have been pledged. However in their particular case the archdiocese gave them a loan before having 75% of the project costs pledged.

Father Bill did not involve the cluster. When approached on an issue related to the cluster he recommended a plan which would result in consolidation of neighboring parishes to be accommodated at Saint Catherine's.

Determination of Parish Needs

Father Bill relied on the following in coming up with assumptions for use in the proposal for the expanded church:

- It was expected based on town input that the population of Westford would top out at 28,000 (and so Father Bill assumed 32,000).

- 50% of the town would be Catholic (given that 49% of the archdiocese is Catholic)

- 50% of the Catholic population would be members of the church

- Approximately 2,000-2,600 would attend church per weekend

- This figure could go up to approximately 3,200 and then based on the number of Masses assumed seating for approximately 800 in the church and worked with planned parking spaces for 500 cars.

Funding

Saint Catherine's hired a fundraising company known as Richard R Blaine and Associates out of Andover, MA. Father Bill suggested that we begin fundraising for the project as soon as possible after we determine that we are interested in pursuing the project. The first thing the fundraising company did was conduct a feasibility study to determine how willing parishioners would be to fund this project. They ran a number of meetings with selected groups of parishioners (total targeted attendees being approximately 100) based on a list provided to them by the parish. Some of these 100 people were identified as key donors, others were asked to be members of the fundraising committee and others were asked to seek pledges from other parishioners. Father Bill was assigned to meet one on one with a certain group of potential pledgors. The parish raised approximately \$2,000,000 in pledges from this fundraising drive.

The balance of the costs of the project was funded through a loan from the archdiocese with an interest rate of 7% per annum.

Governmental Related Issues

Father Bill interfaced with the planning board and the abutters. Father Bill advised that Massachusetts Law and the Westford By-Laws exempt the church from needing to go to the planning board. He strongly recommended having a lawyer review the state and local laws and regulations to determine whether we would have a similar exemption in Groton. Notwithstanding this exemption, Father Bill did go to the abutters

and the planning board. The planning board almost stopped the building of the parking lot due to issues raised by the abutters. It was ultimately necessary for Father Bill to go to the State House to receive an exemption from a mandate to build a bigger septic system that would have been extremely oversized for the needs of the church and parish center visitors.

Saint Catherine's was subject to health and safety regulations so it was necessary to work with the board of health and any environmental agencies or boards.

B. New Construction

-Saint Anthony, Shirley, MA

-Father Ed Derosier

-*Built a new church and a new parish hall (fire in the old church)*

General Information

Saint Anthony's under Father Derosier has constructed a new church and church hall in the last six years. Other facilities include a CCD center and rectory. All facilities including parking are located on a 3 acre lot in the center of Shirley Village.

The construction of the church was necessitated by a fire that for all intent destroyed the previous church. The new church is set up to seat about 350 people. When planned, the church was sized to accommodate the current congregation plus a population growth of 5% per year for the foreseeable future, 10 years or more out. Growth has not exceeded this estimate. Church is 'T' or cross shaped. This design added many seats at a minimal cost. Church does not have a day chapel.

It is important to note that the church has no basement. The religious education center is located behind the church and provides classroom and storage space.

Father Derosier stated that the biggest surprise was the initial bids that came back versus the architects estimate for what the cost should be. Once this occurred then major decisions had to be made to bring the cost down to budget. If there is a next time, the one thing they would do differently was the interior lighting. The lighting architect's design took everything into account except the fact that bulbs would need to be changed out eventually.

Timeline

The entire process took 18 months during 1995 and 1996. Obviously the fire brought a sense of urgency to the project. It also played a large part in the fund raising campaign.

Finances

The cost of the church was \$1.5 million and was financed through the diocese at 7% interest. The note was written for 15 years and paid off in only 3 years. They had \$1.0 million in the bank before they started with a large portion of this from insurance.

The balance was raised from the parishioners and others through a series of events. Parishioners were approached face to face by a committee consisting of 4 people. The parishioners were asked to make pledges that would be paid off over 3 years. Out of 380 pledges, 379 were paid off and the missing one had extenuating circumstances.

Large cash raising events, golf tournament, were held to raise cash from people from outside the parish. Father stressed to think big, bake sales and spaghetti dinners will not do it.

The carrot on the stick was to sell everything except the structure to the people. People love to have their name on something. Individual items were pledged and bought by a family and large items, organ, were sold in parts where say \$500 bought you a name plate on a plaque. They initiated a parish Christmas stocking where people would buy a chair or other identified item in lieu of something less useful at Christmas.

Father's advice for our project was to get as much money in the bank as soon as possible. In regards to having to use union labor they negotiated a reduced rate or giveback with the contractor to 85% of normal going rate.

They also saved significant money by buying and utilizing used items. They refurbished benches from Devens at a cost of \$4,000 versus \$77,000 quoted for new. Looking around at closed churches can really pay off.

Planning and Management

They utilized as much local talent as possible in the planning and organization efforts. Committees were kept to a minimum and terminated as soon as possible. They had a total of two committees, one for raising funds and the other for 'designing' the new church. Due to the fire they relocated to Devens and used their church when it was still in existence. They used local talent to be clerk of the works.

Parishioner Support

All parishioners were allowed to be part of the process from the very onset through the completion. They recognized that not everyone would be placated during the process and that some parishioners would be lost. The project had a timetable that allowed everyone to express their opinions and vent their anger and frustration but when the time came the decision was made and the process moved on. They initially battled over repair versus teardown and rebuild.

Father would don an army battle helmet and go hunting for rumors from the lectern when necessary to dispel notions making the rounds that were contrary to the facts. An interesting aside was that they held a funeral Mass for the old church before it was razed.

Archdiocesan Support

Father had nothing but kind words for the help they received. He did state that he held firm on items he wanted, length of mortgage, and received them.

Town, Legal and political issues

Nothing out of the ordinary was noted but the key was to involve the inspectors up front. They looked to cut no corners but wanted to initiate and maintain a dialogue with the town where the facts were always put on the table and no surprises arose at later dates.

Property

All growth has taken place on their 3 acre parcel. Parking was a potential issue but was readily handled on the existing site.

Architect and Contractor

The Archdiocese has a list of candidates. They had quite a few architects make presentations but only one came and asked them what they wanted. He got the job. A key was finding someone to work with who listens to what you say and tries to work within the budget. As stated earlier, the biggest surprise was initial bids versus architect estimate and the key at this point was the ability to work with the architect to reduce costs while still maintaining overall specs.

Other

They have just finished building a 4,200 square foot hall this year at a cost of \$106,000 which was completely financed by parish. Again, Parishioners bought items for the project. It was a very nice hall built by parishioners and like the church did not have a basement. They built modular, to meet budget and need.

Father stressed the need to think outside the box, creatively in order to make anything happen in a reasonable time and at a reasonable price.

-Saint Francis, Dracut, MA

-Father Bob Blaney-pastor; Father Brian Kyle was pastor when new church was built

-Built new church

-Interview: Father Bob Blaney was contacted and suggested we contact Father Brian Kyle who was priest at time new church was built. A message was left for Father Brian Kyle but not returned.

-Saint Theresa, Sherburne, MA
-Father Paul Ritt
-New church

-Interview: Father Ritt said the church was built approximately ten years ago under the supervision of another pastor. Given how long ago this project had been completed and given the data we were able to collect on more recent projects, this project was not pursued further.

C. Future Construction

- Saint Mary Magdalen, Tyngsboro, MA (rectory); Dracut, MA (church)
- Reverend Ronald St. Pierre

An attempt to contact Fr. St. Pierre on 7/21/02 found that he left for vacation that morning. However, his assistant, who has been there about 18 months, had some information. Information from that phone call and a subsequent one with the pastor are described below.

Current Facilities:

The parish now has a church that holds 300 for Mass and has no basement. The parish was built for 350 families and has 1000 now. The rectory is 2 miles away and has a basement that can hold a maximum of 40 people. They rent space in the public schools for religious education classes to house the 875 in the program.

Planned Facilities:

The goal is a church that will hold 550 with a basement for meetings and classrooms. They expect, as has happened elsewhere, that the number of parishioners will grow if the space is available.

Timeline:

The process started about 3 years ago but sometime during that period, after they had a design, they had to start over. Apparently the architect estimated the project at \$3.6 million but the true cost was closer to \$5.5 million. The archdiocese said their cap for

walk-in costs was \$3.0 million. They are looking at copying a church being built in Fitchburg and maybe not finishing the basement right away.

Communications:

The process for change started with surveys asking about space, needs, Mass times and general questions about the parish. From there, an exploratory committee was formed and that information was then used in a feasibility study. An architect chosen from the approved archdiocesan list did the feasibility study for \$16,000. Growth projections were done for the town only and the cluster was not taken into account at all. Several meetings and bulletin notices kept parishioners informed but there was very little response.

Finances & Fundraising:

A professional fundraiser estimated that they could raise \$1 million and they have pledges for \$1.6 million so far. No word on how much has been collected to date. They have a commitment that the archdiocese will finance the balance. This was agreed to when the process started and before the current capital campaign and financial woes.

A professional fundraiser, approved by the archdiocese, assessed the amounts that they thought could be collected. They provided all the documents and literature but made no phone calls. The pastor had to do all the soliciting. Father Ron's comment about fundraisers was to watch out for their fee structure and what they do for it. So far, they have collected two years of the five-year pledge with about a 10% drop off. He expects that many have an "I'll believe it when I see it" attitude and will donate once ground is broken. They have already exceeded what the fundraiser estimated.

Governmental Issues:

While the church is exempt from zoning rules, it is subject to building codes and environmental regulations. Father Ron's warning here was to make sure the word kitchen does not appear anywhere. That created huge problems for them until they changed the name to "food service area" or something similar. He also said to watch for the number of bathrooms required which could be more than necessary otherwise.

D. Summary

The theme throughout all the projects was to be wary about costs, be prepared and ready to adjust and/or defend the plan and do everything possible to get the most out of fundraising. Despite the problems encountered, the projects were completed.

Chapter 5 – Canonical Issues and Archdiocesan Discussions

As part of the research done by the SPC, meetings have been held with various archdiocesan offices. The first was in January 2002 with Father Robert McMillan of the Planning and Research Office. The next was in April 2002 with Bishop Emilio Allue, the Merrimack Regional Bishop. His visit was part of an open meeting for all parish boards and interested parishioners to discuss the canonical merge of Sacred Heart and Saint James. This meeting occurred just as the SPC was beginning its mission and provided much information from which the SPC could start. Following that meeting was another with Bishop Walter Edyvean, the Archdiocesan Vicar General.

By fall, the SPC had several questions about the process we were spearheading and these questions could only be answered by a meeting with David Smith, Chancellor, and David Jones, Vice Chancellor. Following are notes from that meeting.

MINUTES of MEETING with CHANCELLOR & VICE-CHANCELLOR – 10/4/02

The first topic concerned the deployment of priests in the future. It was the Cardinal's intention that there is at least one church in each town insofar as possible, each with its own resident pastor, if this is also possible. The possibility of each town having its own resident priest is dependent on many factors, notably the Sacramental Index. This index is the total number of baptisms, marriages & funerals in a parish and is the standard method of determining how to deploy the shrinking pool of priests. On-going Cluster Conversations with assistance from the Archdiocesan Planning Office will help determine whatever future reconfiguring of parishes will need to take place.

The next topic was the availability of other archdiocesan offices. The Facilities department places various skill sets at the disposal of the parishes. Real estate acquisition is also facilitated by the Chancery personnel. While the parish may outsource consultations, the Chancery offers guidance on the hiring process. One such outsourcing would be Feasibility studies (architecture & site engineering) which, at the time of this meeting, could be arranged by the parish. The usual estimated cost is between \$10,000 and \$20,000.

Another question the SPC presented was the possibility of a "Land swap". It can, in principle, be considered, with the negotiations facilitated by the Chancellor's Office (facilities department, real estate, legal issues). Current land or facilities can be "swapped" for value ... but if it is church space, then the Archdiocese regulates who can reuse it and how (this process is called "de-commissioning").

Before renovating or building worship space, consultations need to take place with the Office for Worship & the Archdiocesan Liturgical Commission. All architectural, environmental & structural issues would be subject to the Cardinal's final approval of the design.

CONSTRUCTION ISSUES & FUND RAISING

Conversations revealed that historically the acreage typically needed for new construction of a church/hall/rectory complex has been in the range of 8-10 acres. This is negotiable based on circumstances but is the usual starting point. Given this, it is reasonable to expect that buying land and building new would be a 5-6 million dollar project. The parish will have to raise the money to support the plan since the diocese does not grant funds to do so. The parish can arrange a loan (with mortgages) from Archdiocese or commercial bank. The archdiocesan monies are in a revolving fund that works like a credit union.

PROMISE FOR TOMORROW

As every other parish has done, or is doing, Sacred Heart-St. James will be participating in the Archdiocesan Capital Campaign. The parish target is set at \$309,000, of which 25% of the money raised stays in the parish. The target is based on the annual Sacred Heart-St. James Offertory collection. While it may serve as a good “kick-off” to a parish capital campaign for expansion/building, it takes funds from the same people who would donate to the expansion/building.

Chapter 6 - Town of Groton Issues

The town of Groton covers an area just under 34 square miles with a population of close to 10,000. It has an open town meeting form of government and operates with the following boards and commissions: Board of Selectman, Board of Assessors, Board of Health, Planning Board, Growth Planning Advisory Committee, Board of Registrars, Authority, Electric Light Commission, Parks Commission, Sewer Commissioners, Commissioners of Trust Funds, Water Commissioners, GDRSS School Committee and Trustees of Public Library. The tax rate for fiscal 200 was \$19.25.

Currently the town has several Houses of Worship including two Catholic, a Baptist, Unitarian, two Congregational, a Christian, and Lutheran.

The first concern the Committee had was to determine if there are any issues of civil government that need to be studied, especially with regards to the planning board, town future committee, or tax assessor. (This relates to the church's exempt status.)

As a religious entity any plans for expansion/renovation/new construction would go before the town's Site Plan Review Committee and then on to the Planning Board for review and final approval.

The Town would be interested in all applicable regulations regarding public safety, public health, environment, parking, building permits, height, etc. The Town's Building Inspector would review and inspect all facilities.

Religious users are exempt from Town zoning laws but all applicable regulations regarding wetlands and endangered species would apply to existing sites as well as any new site.

Another concern was whether there are any historical commission issues at the present locations. Fortunately, neither site is in the designated Historical District.

Part of the process involved investigating if the work of the School Committee and their land search would be helpful. This would include looking at properties not chosen for proposed new schools and plans to recycle the Tarbell School building in West Groton when administration office moves.

We found that many of the sites the School Committee rejected over the past few years were rejected because of wetland or endangered species concerns. There are two properties that the School Committee is currently studying for possible expansion sites, one is on Farmers Row and the other is considered confidential. There are no immediate plans to move administrative operations out of the Tarbell School. Perhaps, over the next two or three years that may become an opportunity worth exploring.

There are other areas that would be helpful to research as well. One would be understanding the work of the Growth Management Advisory Committee and the Housing Authority. This would be useful if we were to examine alternatives through land/property swaps. A second would be contacting The First Parish Church which recently underwent renovations and expansion. Contact with officials has been made to learn how they went through this process but details are not yet available.

Chapter 7 - Financial Issues

The first step on the financial side is listing and valuing the parish's assets. **The first valuation comes from the Town Assessor and shows the following: Sacred Heart Church and parking lot \$837,700, Pastoral Center \$362,300, St. James Church and parking \$641,800, Rectory \$200,700. The total assessment is \$2,042,500.** The assessed value is for taxing purposes and does not necessarily reflect market value. A separate appraisal would be done as part of the building and loan process.

As a next step, an SPC member contacted a current member of the Finance Committee, and president a local savings bank. He stated that there are several differences in the way that a Parish is evaluated for a mortgage versus an individual. First, the bank would require a full account of the Churches assets. The bank looks at the assets of the Church as primarily the current property which the Church owns, namely, the pastor's residence, the two churches and the pastoral center adjacent to Sacred Heart.

He expressed some reservations that a lender would want to issue a loan to the Archdiocese of Boston due to the current crisis in the Church. He further explained that evidence that the Archdiocese is a legal entity would have to be explained and verified. This is necessitated by the fact that a legal entity has to be the one obtaining the note.

The Bank would look at weekly offerings as the basis for income assessment. Consequently, any loan amount would be based on this income set against the outgoing expenses. Also the bank looks at the property to be bought and rates that property as to its "best possible use". The bank assesses these properties in this way in order to evaluate their liability to the bank in case of foreclosure. A church generally receives a low rating because of the difficulty in the resale of the property in the event of foreclosure. Based on the above, this member felt that most churches turn to fundraising and pledging in order to finance building or remodeling of church properties.

We looked at other issues too. There is no doubt that the events in the Archdiocese the past couple years have affected attendance and resulted in reduced weekly collections and general donations. This, plus the recession and its impact on the area, were not issues when the SPC first started. Added to these is the Promise For Tomorrow and the financial commitment it imposes on parishioners at this time. All have affected our timing and subsequently been factored into our recommendations.

We found during our research that the Archdiocese, while providing no funding, does have an impact on the cost of the project. Archdiocesan restrictions apply in the choice of an architect, requirement that all labor is union labor, and requiring that the full amount be collected before any approval is given or expenditures can begin.

Recommendations

Upon completion of its work, the SPC has the following recommendations.

- 1) A **Building Committee** should be formed with functions separated into three categories; short term (up to 3 years), medium term (3-7 years) and long term (7 years and beyond).

Short Term: Activity would consist of an aggressive maintenance program in conjunction with the Facilities Committee.

Medium Term: Goals would involve discussions with large land holders about potential use of their land; approaching real estate professionals about available land; starting a capital campaign; and exploring the potential for adding limited expansion space at one or both facilities.

Long Term: Goals would include the building of a new church and classroom/meeting space, its size dependent on the actual and projected growth in the parish at that time.

- 2) The committee recommends the parish wait until the climate in the economy and the church improve substantially before a capital campaign of any size is undertaken.
- 3) The Building Committee and other parish leaders should monitor the real estate opportunities for either a donation of land suitable to construct a new church in town, or abutting land at either church goes on the market.
- 4) The background work completed to date should be preserved because it will serve as a good starting point when it is time to organize and submit a formal document to the Chancery for review on the parish's plan of action.
- 5) A parish survey, explaining the future space needs of the parish and presenting the financial options, should be distributed for comment and input before a formal capital campaign is undertaken.

Appendix A – Sources for a History of Groton

Bergeron, Arthur. 1988 Directory of Sacred Heart Parish. 271 Main Street. Groton, Massachusetts, 01450. 1988.

May, Virginia A. A Plantation Called Petapawag. Some Notes on the History of Groton Massachusetts. Groton Historical Society, 1976.

May, Virginia A. Groton Houses. Some Notes on the History of Old Homesteads in Groton. Massachusetts. Groton Historical Society, 1978.

Sawyer, Helen McCarthy. People and Places of Groton. Sherwin/Dodge, 1986.

Torrey, Frank A., et al. Tercentenary 1655-1955.

Appendix B – Relevant Backgrounds Found in Parish Census

Environmental

Deborah & Scott Acone
Environmental engineers

D. Lynn Gresock
Environmental consultant

Christophe Henry
Environmental engineer

Raymond Henry
Environmental software

Anne Fleischer
Environmental Science major-Syracuse,
NY

Civil

Mark Elder
Civil engineer

Joe Eshleman
US Civil Service

Kenneth Kalinowski
Civil engineer

Val Prest
Civil/structural/engineer

Mechanical

Kevin Egan
Mechanical engineer

Robert Ketelhohn
Mechanical engineer

Dennis Maguire
Mechanical engineer

Chris Petroff
Mechanical engineer

Landscaping

Scott Menice
Hobby – Landscaping

Fundraising

Nancy Ohringer
Fundraising for non-profits

Sharon Schmidt
Lawyer – contracts negotiator /
Fundraising

Appendix C – Letter to Parishioners Announcing Parish Meeting

To: Parishioners **Date: Fall, 2002**

From: Strategic Planning Committee

Rev. Michael Alfano	Linda Johnson	Jim Seidewand
Brian Cartier	Bob & Melanie Ketelhohn	Mike Sheedy
Jim Castner	Debbie Lackey	Greg Sheldon
Joe Eshleman	Chris Petroff	Phil Sidney
Maura Fitzgerald-Pinque	Doug Reid	Betty Theriault
Sharon Schmidt	Wayne Twombly	

Re: Preliminary Report of the Strategic Planning Committee

- The committee has been meeting each month since April

To date, the committee has identified three broad alternatives:

- 1) Do nothing to meet projected needs
- 2) Renovate/expand existing church facility/facilities to meet projected needs
- 3) Identify site and build a new church facility to meet the projected needs

- The committee has been organized into six areas of research:

- 1) What is the history of the Groton Catholic community’s growth and needs for space?
Lead Person: Linda Johnson
- 2) What will our united Catholic community of Groton need in the future?
(2002 Census Input? Town build out projections?)
Lead People: Wayne Twombly & Doug Reid
- 3) Will the space that we currently occupy offer possibilities for expansion?
(Need for engineering and architecture studies)
Lead People: Brian Cartier & Chris Petroff
- 4) Are there other alternatives for location and space (i.e. building) to meet our needs?
What research has already been done on possibilities for new land and what other possibilities exist in town for a potential site?
Lead Person: Maura Fitzgerald-Pinque
- 5) DIOCESE: Canonical process of merging the parishes / Diocesan rules and expectations
(Meetings with Planning Office and Chancellor)
Lead People: Wayne Twombly & Greg Sheldon
DIOCESE: What can we learn from other parish building projects?
(Site visitations and interviews)
Lead People: Sharon Schmidt, Doug Reid & Mike Sheedy
- 6) TOWN OF GROTON: Issues of civil government, conservation, & historical needed to be considered.
What can be learned from the work of the GDRSC search?
Lead Person: Greg Sheldon

- A report is to be prepared and drafted that will address these issues

Next Steps: Timelines and Milestones

- A draft report will be presented to UPPC/Finance Council and the parish community in fall 2002.
- Additional research with professional consultation on issues of engineering and architecture to support the three alternatives.
- A final draft report will be presented to the UPPC and Finance Council in early 2003

A final report and recommendations presented to the parish community in spring 2003.

Appendix D – Committees and Members

STRATEGIC PLANNING COMMITTEE MEMBERS

Fr. Michael Alfano	Debbie Lackey	Jim Seidewand
Brian Cartier	Chris Petroff	Michael Sheedy
Jim Castner	Doug Reid	Greg Sheldon
Linda Johnson	Sharon Schmidt	Philip Sidney

OTHER PARISHIONERS CONTRIBUTING to SPC RESEARCH

Jean Cunningham	Bob Ketelhohn	Jeanne Shirshac
Joseph Eshleman	Melanie Ketelhohn	Ron Stanton
Maura Fitzgerald-Pinque	Tom Pistorino	Betty Theriault
Kate Harper	Tim Ross	Wayne Twombly

PARISH CENSUS COMMITTEE MEMBERS & HELPERS

Ellen Blackwell	Kate Harper	Melissa Manzi	Grace Pietras
John Blackwell	June Folger	Helen McCarthy	Breda Shlimgens
Jim Castner	Diane Guerin	Jane Mingoelli	Ed Schlimgens
Tessa David	Denise Hansen	Chris O’Keeffe	Linda Witham
Mark Farrell	Diana Keaney	Rich O’Keeffe	Kris Yencho

ARCHDIOCESAN OFFICIALS CONSULTED

Bishop Richard Lennon	David Smith	Dudley Mulcahy
<i>Vicar General</i>	<i>Chancellor</i>	<i>Real Estate Department</i>
Bishop Emilio Allue	David Jones	Rev. Robert McMillan
<i>Regional Bishop</i>	<i>Assistant Chancellor</i>	<i>Planning & Research</i>
Rev Richard Craig	Peter Silva & Dick Cayer	+ <i>Presbyteral Council</i>
<i>Former Vicar</i>	<i>Facilities Management</i>	+ <i>Office for Worship</i>

Appendix E – Questions for Architects

POSSIBLE INTERVIEW QUESTIONS

1. If your firm is chosen as our Architect, will you be the Architect in charge of the project? If not, who would be responsible for the project?
2. How many support staff members does your firm currently employ? Is it sufficient to handle this effort based on your current and projected work in progress?
3. What other engineering consultants would you retain to work on the project; i.e. Civil Engineer; Mechanical; Structural; Interior; Design; Electrical
4. How many church buildings has your firm renovated or design new?
5. Can you name two locally that we could visit?
6. Based on your experience, what would you estimate (roughly) the cost per Ft². to renovate the chapel area; the church area?
7. Would you have a rough estimate for the church steeple?
8. How long do you think the feasibility study would take?
9. How many layouts would you propose as part of the feasibility study?
10. Upon selection of the preferred layout(s), we would like to proceed with the design effort from schematic design through construction documents and actual construction. We would anticipate that fees for the feasibility study would be part of the overall fee schedule for the entire design. Do you have any problems with such an arrangement?
11. As part of the feasibility study, we would expect to have costs for design, as well as construction identified, would this be acceptable to you?
12. How long would you anticipate the feasibility study to take?
13. Once authorized to proceed with the design efforts, how long would you anticipate the overall design effort to take, including schematic design, design development and construction document completion for bidding purposes.
14. What information would you include in your feasibility study and is it sufficient information for our committee to make intelligent decisions on what and how to proceed?

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THE AMERICAN INSTITUTE OF ARCHITECTS

20 Questions to Ask Your Architect

1. What does the architect see as Important Issues or considerations in your project? What are the challenges of the project?
2. How will the architect approach your project?
3. How will the architect gather information about your needs, goals, etc.?
4. How will the architect establish priorities and make decisions?
5. Who from the architecture firm will you be dealing with directly? Is that the same person who will be designing the project? Who will be designing your project?
6. How interested is the architect in this project?
7. How busy is the architect?
8. What sets this architect apart from the rest?
9. How does the architect establish fees?
10. What would the architect expect the fee to be for this project?
11. What are the steps in the design process?
12. How does the architect organize the process?
13. What does the architect expect you to provide?
14. What is the architect's design philosophy?
15. What is the architect's experience/track record with cost estimating?
16. What will the architect show you along the way to explain the project? Will you see models, drawings, or sketches?
17. If the scope of the project changes later in the project, will there be additional fees? How will these fees be justified?
18. What services does the architect provide during construction?
19. How disruptive will construction be? How long does the architect expect it to take to complete your project?
20. Do you have a list of past clients that your firm has worked with?

