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 GUIDANCE *in* GIVING



HSCC



Feasibility Study Final Report

Prepared for
the Leadership of Holy Spirit Catholic Community
Rock Springs, Wyoming

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PREFACE

Guidance In Giving (GIG) wishes to express its gratitude for the assistance provided by the staff and parish leaders of Holy Spirit Catholic Community during this Feasibility Study. Father Bill and all of the office personnel and staff were an invaluable source of assistance throughout the study process. Thank you!

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

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

INTRODUCTION

Guidance In Giving was retained by HSCC to conduct a Feasibility Study to assist the parish in gathering information regarding the thoughts and opinions of the parishioners on the construction of a new parish center and worship space.

The Feasibility Study was conducted from February – March 2023, with José Felix of Guidance In Giving providing on-site service. José Felix was responsible for the day-to-day operation of the Feasibility Study, conducted all personal interviews, as well as managed the data entry, findings tabulation and production of the final report.

OBJECTIVES OF THE FEASIBILITY STUDY

- To educate parishioners about history/current state of the proposed new parish center and worship space
- To determine the extent in which parishioners will support the proposed projects
- To determine the financial support for a capital campaign
- To inquire whether parishioners feel there are any additional elements or needs that should be considered by parish leadership
- To further identify Leadership Gift (LG) Prospects in the parish and/or local community prior to a capital campaign
- To identify possible campaign volunteers, including potential chairpersons and committee members
- To identify any potential issues, points of concern, conflicts, or misinformation within the parish and/or local community

FEASIBILITY STUDY PREPARATION

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

- Questions for Personal Interviews and the online/direct-mail Survey
- Personal Interview & Survey invitation letters
- Potential Personal Interview prospects were identified – *84 parish households*
- Study Survey recipients were identified – *1,547 households*
- Created an online Study Survey
- A Project Plan Summary was created with information received from the parish and architects to give an overview of the proposed project

FEASIBILITY STUDY METHODOLOGY

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

1. Personal Interviews: A Personal Interview invitation letter was sent to 84 parish households to participate in the interview portion of our Study. The families selected for interviews represent a cross-section of parishioners who have a history of generous participation with their time, talent and treasure to the parish. They include top parish donors, ministry leaders and participants, as well as regular Mass attendees. The invited families were asked to contact the parish office to set an appointment to be personally and confidentially interviewed by a representative from Guidance In Giving. **A total of 41 personal interviews were conducted.** The names of all those who participated in an interview are provided as an Addendum to this report.

2. Direct-Mail/Online Study Survey: A Study Survey was distributed to 1,547 registered parishioners via mail. In addition, the link to the online survey was sent via email to those families that have provided the parish their email address. The online survey was hosted on the parish website with the link also made available via Flocknote and in the weekly bulletin. Families were asked to complete the survey by March 4 & 5 – *Survey Weekend*. All surveys received as of March 6, 2023 are included in this report.

This report includes a total of **100** Study Survey responses **via mail/in-pew** and **62** Study Survey responses **via online survey** (162 families in total). The names of those who responded to the survey are provided as an Addendum to this report.

In summary, a total 203 families (13% of all registered families) participated in the Feasibility Study. This is an average response as Counsel typically see a response rate between 10% – 20% for parishes in the range of ~1,500 families.

REPORT FORMAT

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

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

RESULTS

(FROM THE PERSONAL INTERVIEWS & IN-PEW/MAIL/ONLINE SURVEYS)

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

Each interview and survey began with a series of demographics questions, asking parishioners about their involvement and views regarding HSCC.

1. How long have you been a member of Holy Spirit Catholic Community?

<i>Membership Ranges</i>	<i>Responses</i>
60+ years	28%
40 – 59 years	20%
20 – 39 years	18%
6 – 19 years	23%
5 years or less	11%

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

Of the **203** households who participated in the Study, **62%** indicated their involvement in a wide array of parish ministries, programs and activities.

The responses from Study respondents provided us with an excellent cross-section of the parish. The ministries, programs and activities that were mentioned include:

Adoration

Altar Server

Building Committee

Bible Study

Catechist

CCD

CCW

Church Decoration

Coffee & Donuts

Deacon

Eucharistic Minister

Faith Formation

Finance Council

Fish Fry

Funeral Dinners

Greeter

Hispanic Council

Homebound Communion

Hospitality

HS Catholic School

Knights of Columbus

Lector

Marriage and Family

Money Counter

Music Ministry

Parish Council

Prayer Chain

Religious Education

RCIA

Rosary Group

Sacristan

School Board

Stewardship

Usher

Vision Committee

Youth Ministry/Group

3. In your opinion, what does the parish do well?

The most common responses to this question were:

- Welcoming and friendly
- Unifying both communities and being inclusive
- Fr. Bill's leadership and enthusiasm
- Mass and liturgy
- Communication
- Opportunities for community engagement and involvement

Representative Commentary:

- *Attempting to unify parishioners, excellent updates, understanding homilies, energizing involving personally.*
- *With the limited staff that we have, there is great coordination. We've come a long way and we're starting to see ourselves as one community. Deacon Luis is absolutely amazing, he has grown the community.*
- *Providing for the Catholic community. Priest is readily available and very willing to serve. School is doing a great job with what they have to work with.*
- *Padre Bill tiene buena energía y conecta bien con la comunidad.*
- *Tries to reach out to all community members.*
- *There are activities for all ages.*
- *Fr. Bill is now reviving the parish activity again, breath of fresh air. Really working on the outreach right now. A lot of effort to be inclusive. Soup kitchen parish does well.*
- *Good communication with parishioners.*
- *Promotes respect and unity between the different cultures.*
- *Provides for a Catholic Elementary School.*
- *Everything; Thankful there are younger people on boards and other positions. More energy, better in touch with community.*
- *Spiritual and social needs of our community are sufficiently met.*
- *Really working towards community, they're bringing everyone together, it is a friendly and welcoming place and there are young families coming in.*
- *Keeping us all informed of happenings in our parish.*
- *Service the people. Always available and kind.*
- *Offering different times of mass during the week even with only one priest currently.*
- *I think the parish does well at most things considering the times! Getting more community support is so difficult in this world. In spite of the decreasing number of volunteers for all aspects of our community, I think the parish does very well.*
- *La parroquia lo hace todo bien.*
- *Everything.*
- *Fr. Bill's passion is infectious and has lifted our communities' spirit substantially. He's a breath of fresh air!*
- *We are so fortunate to have such an energized young priest that has such a range to connect with every group in the parish.*

- *Fr. Bill's daily reflection six days a week. Coffee and donuts after the first and 3rd weeks' Masses. Bilingual Masses to unite our community.*
- *I value our Catholic school and all they offer as far as education.*
- *Comfortable safe space for people to be, and there is a very welcoming presence here and a willingness to serve.*
- *Loaves and fishes, communion to homebound, CDC classes.*
- *A lot of people seem to be coming back to Mass, Masses are fuller and Fr. Bill is really great, I worry they are shorthanded.*
- *The parish is inclusive of all demographics and using the new technology really well. Inclusive of the older population and engaging the younger parishioners as well.*
- *Nos motiva a ser mejores personas y ayudar al prójimo.*
- *Our parish is a wonderful place for me to re-charge and gives me a lot of comfort when praying with my community.*
- *Brought young people back.*
- *Successful at combining two parishes.*
- *I think they do a really good job of incorporating the Hispanic community and getting them involved. With the little resources they have they are doing their best.*
- *Uniting the church and giving us as many Masses and spiritual help as is possible.*
- *Right now, I think there is more interest in taking care of the physical needs of the parish that have been neglected for some time. There is a lot of good spiritual aid.*
- *Bringing different cultures together. We are making an improvement with the younger generation. The technology that we are using to stay in communication with parishioners is used well.*
- *I like how the parish has started doing more activities for parishioners to mingle and get to know each other.*
- *Padre Bill tiene buena energía y conecta bien con la comunidad.*
- *Parties of every occasion.*
- *We do diversity well, and having a parochial school is very important to me. And I'm glad we're still connected to the other churches in towns like Eden.*
- *The Parish provides well for the Catholic School, for students of confirmation age and for Senior shut-ins to receive communion and providing space for the Loaves and Fishes Meals for the needy. Also, the new technical advances in communication (social media, etc.) is a huge improvement.*
- *Use of flocknotes/social media.*
- *We unite each other, the church has countless activities, programs, soup kitchen, catholic school, excellent church staff and volunteers.*
- *Incluye la comunidad hispana en todo.*
- *Fr. Bill's daily readings are an important part of my day as was Mass during covid. Increased community activities are fantastic.*
- *Getting information to parishioners.*
- *I've watched the last couple of years and I feel Fr. Bill has implemented a lot of the things that the diocese has asked of us. Communication and social media have been a positive. I feel we are moving forward. Seems like there are more kids coming in. Also, being sensitive to other opinions has been really good. And offering a lot of different opportunities for people to get involved.*
- *Meets everyone's needs and I love Fr. Bill.*

- *Annual outdoor Mass and social BBQ. A welcoming environment.*
- *The parish likes helping people, we're a giving community.*
- *Nos prepara para el futuro.*
- *Provides various religious activities for all ages.*
- *Coming together to live our faith.*
- *Welcoming and inviting community, and I love that we try to do things bilingually and reach out to everyone. The staff is tremendous and everything is always put together here. The parish is also doing really well with Fr. Bill's continuous message of Christ's love.*
- *The Parishioners of the parish seem to be better informed of what is happening in the parish.*
- *They've worked on so many programs in the last few years and they've done so well with them that they're bringing people back to church.*
- *I am very happy with the positivity of the last 6 months with the encouraging guidelines to meet with things that have been initiated- like getting the youth involved. Love the way they're pouring time into that effort. And they hired people to look towards the future and this is a positive in bringing in even more unity.*
- *Fr. Bill is always available.*
- *Nos reúne para vivir nuestra fe.*
- *Big community events that pull people together. Involving all the demographics of the church with success.*
- *We really like Fr. Bill and love coming to his Masses. As far as general communication, the parish does a great job.*
- *Fr. Bill is a blessing. He brings the parish together and applies the readings to every-day-life.*
- *Making parishioners feel welcome and offering opportunities for fellowship.*

4. In your opinion, where does the parish need to improve?

The most common responses to this question were:

- Get more of the younger families involved, and engaged
- Continue to eliminate divisiveness
- Better parish communications
- Communication regarding the state of the parish
- More communication regarding the proposed project

Representative Commentary:

- *Need to clarify the building plan.*
- *Upgrade facilities.*
- *There is no interaction between the people attending different Masses, and it's hard to support each other if you don't know each other. Enhancing the music at Mass. Mass announcements and bulletins aren't enough to seek volunteers, people need to be called and approached.*
- *It's odd having two churches in one little town, they are ancient buildings and as for resources, I think we are wasting too much on the upkeep.*
- *I miss the missalettes in the pews.*
- *To definitely unify both parishes.*
- *Un sitio de web actualizado y bilingüe.*
- *Organize better, more activities for adults, more priests.*

- *Co-mingling between all parishioners including Latinos and other nationalities. Bathrooms in the churches.*
- *Father needs to cheer for a team other than the Bears.*
- *Outreach to younger parishioners the college aged parishioners: young adults. I think we have a real gap; the majority of people are older.*
- *New buildings, music director would help to provide continuity for music quality for all Masses.*
- *Blending in to one parish.*
- *Make a youth group.*
- *The school could have more grades.*
- *Sometimes inconsistent info announced at Mass vs Bulletin.*
- *Not going deeper into debt for a building we don't need.*
- *Stop wasting money on studies. I am sure this wasn't cheap.*
- *We realize that this winter has been exceptionally harsh. However, the sidewalks by the churches have been left untouched on many occasions (especially SCM). Could the church purchase a piece of equipment to assist our maintenance personnel? If the building of the new facility goes forward, the church will need to purchase a huge piece of snow removal equipment to keep parking lots and sidewalks clear. The properties we currently use are surrounded by buildings that help stop the drifting. The new piece of property will be buried in snow drifts in the winter.*
- *People are still divided, "this is my church, not that one."*
- *Más misas en español.*
- *Needs more Bible study classes.*
- *The parish could improve by becoming all-inclusive to every walk of life.*
- *Office availability.*
- *More confession times and Saturday Masses, bring another Hispanic priest.*
- *Guess I feel if more families were involved as in the past, more things and ideas come and more events and activities have folks to accomplish.*
- *Cannot think of anything.*
- *More maintenance can be done for the current buildings, seems they don't do as complete of a job as they should.*
- *More activities for the youth.*
- *People stay so entrenched in their ways. Every time we have tried to come together to talk about this project there is fewer people involved.*
- *Sometimes I'm pleased and other times I am not.*
- *We need to connect with people who have fallen away.*
- *I struggle with the bilingual aspects of Masses, I wish there was a better bridge for it.*
- *Attempt to get younger people back to church.*
- *I think it's not so much the parish rather the people who don't want to get involved anymore.*
- *Taking care of the aesthetics of our buildings i.e. the screens and speakers placed near altars, the swamp cooler, etc.*
- *Involucrar más a los jóvenes.*
- *Having a Mass schedule that can accommodate working individuals during the week. Masses fall during working hours for most.*
- *I'd like to see what they're doing to get people to gather, forming friendships, and how do you reach the younger people?*

- *Motivate more people to participate.*
- *We've lost a sense of community through COVID, I know they're bringing programs back like coffee and donuts, but I don't see the young families. But I don't think a building brings people in, the people should be emphasized.*
- *I think Father Bill is doing his best. We need one more priest to help us.*
- *It is not very inclusive of those of us who still believe in traditions of the Catholic church and faith - I feel like an outcast.*
- *What will happen to our current churches?*
- *Communication, often times the bulletin has incorrect information on mass times vs prayer service and event information missing. The only other thing that could improve is the website for the parish.*
- *Appealing to youth, perhaps by inviting them to participate in music ministry.*
- *The parish should be assimilated English speaking and Spanish speaking.*
- *Things are being done to improve community and we need to keep working on that. If I go to a different Mass there are people that I didn't even know were Catholic. When we have the whole church together we can truly have community.*
- *Encouragement of youth participation in Mass.*
- *Communication. I've tried to reach the office for different reasons and sometimes I don't know what is going on; in my experience it's been fairly hard to reach certain people.*
- *Having more opportunities for youth, Sunday school programs to assist in bringing younger people back to church.*
- *A good bilingual parish website.*
- *Evangelization of fallen away, individuals and families, adult education (speakers on pertinent topics to help growth in faith/understanding), school through 8th grade.*
- *We don't do a lot of face to face like RCIA is in the bulletin but how can we further promote that? How do you get Catholics back to the church and the youth involved?*
- *We need better parking and handicapped access to our buildings, and we need a more welcoming atmosphere to new parishioners and old times alike.*
- *Division still exists between SCM and OLS, but we're getting there. We feel a division of English/Spanish (like more bilingual things). Would like to see a better website and more social media presence.*
- *The feeling of being judged at Mass.*
- *More parish-wide gatherings. Acapella choir group?*
- *The current buildings are too old.*
- *More information on what is needed to build new church.*
- *Más eventos sociales.*
- *Promote proper way to attend Mass, parking, walkways, and steps clear and safe.*
- *Youth is huge, late junior high and high school youth need more activities to get them involved. There should be a better way to explain faith to kids, it's not because they have to but to understand what their faith is about, in a deeper sense. The current youth group is more so geared toward younger people. Getting parents more involved to head up these efforts.*
- *The parish could improve their outreach, I would volunteer more if I knew what was needed.*
- *More activities for the youth after first communion.*
- *Hard to bring the handicap to church and parking can be an issue.*
- *I believe it's mostly the people and not the parish, there are people that just don't want to be involved. Additionally, the adoration chapel is kind of a mess and doesn't feel physically safe.*

- *The older youth (high school and junior college) need say on what is happening in the parish. Could need a representative on the parish council.*
- *We need to continue building on the momentum of community building.*
- *More daytime activities to build friendship and camaraderie.*
- *Necesitamos más sacerdotes.*
- *As a musician, we are working to do more bilingual services. However, I feel like there is a very small group willing to do this, both non-Hispanic and Hispanic. I don't know how we make this group bigger. I do feel like, sometimes, communication is lacking and one of our musician groups is greatly under represented. I don't know how to fix this. I also feel like lack of interest is the reason my non-Hispanic colleagues do not participate. I feel like Susan Arguello goes above and beyond to make music at bilingual services succeed.*
- *We're disjointed and I don't know if I see a lot of cohesiveness still.*
- *Spanish youth group.*
- *I feel that finding a way to bring in and engage younger people would benefit our catholic community as a whole. Fresher outlook on issues, projects and gatherings would be great.*
- *The divide, some people want change and others want it to stay just the way it is.*

5. What is your opinion of the current proposed project?

<i>Response</i>	<i>Interviews</i>	<i>Survey</i>	<i>Total</i>
Positive	71%	65%	66%
Negative	14%	13%	13%
Unsure	17%	21%	20%
No Response	-	1%	1%

Representative Commentary:

- *Necessary for our growth and involvement.*
- *We need to start addressing the future needs of our parish. Even if it is done in small increments for future generations.*
- *Good idea, but worried about the funding.*
- *100-year-old buildings are hard to upkeep. Would be good to have 1 church where everyone in the community can easily gather.*
- *Having been a member of this parish for a long time, it is evident that becoming one parish has improved, but is far from being totally inclusive of everyone in the parish. Building a new facility will assist in meeting ADA (American Disabilities Act) requirements but will as well put all of our parish in one place.*
- *I expected more of a traditional church and less of a multi-purpose gathering space.*
- *Not necessary. Just because it isn't modern doesn't mean its broke. What will happen to the churches we have?*
- *We have beautiful churches that are completely functional. As with all older buildings there is upkeep. We would prefer that our dollars be spent maintaining these facilities. We do not see the need to build a new multi-million-dollar facility. We do not see, from the donation amounts reported in the bulletin, how building a new facility would be feasible.*
- *I think it's a great idea and once we get the first building finished it will bring in new members who then will also help financially.*
- *Doesn't compare to the two beautiful churches we already have. Don't see classrooms for the school.*

- *In my opinion the plan is too progressive. I don't like the individual chairs in the sanctuary instead of the pews. There is nothing traditional. Seems the center is the main thrust and the church is an afterthought.*
- *Beautiful! I hope we can also keep our old churches for events.*
- *I think possibly adding a larger school on the sight that could include a 7th and 8th grade with the future possibility of a Catholic High School in Rock Springs.*
- *To be honest, we are really unsure about this plan. I guess our concerns focus on the timing, priority and need. We do not question the desire and benefits of this project. Simply that we are not provided the big picture. Ten million is a lot of money in light of the conditions at the churches, school, rectory and offices. Seems odd or backward that none of this is addressed or even honestly mentioned in long term goals. Little to nothing beyond mention in drawings about future church. Will the community then be adding a new school or would it be abandoned? Bottom line. Unsure due to lack of information on actual long-term plan and goals. Presented like our current politicians.....frowning.*
- *I am for a place that will be able to accommodate our whole parish. If we are truly looking to the future, I would rather go big or go home. There was some mention at one point of going with something smaller to get the project going. This seems short-sighted if it is in fact true. This is our one chance to do it right, I hope that we keep that as our focus.*
- *We love the plan for a new church.*
- *Putting money into old buildings seems a waste.*
- *I do not like that it is so modern and feels cold and uninviting to me as a place of worship. I do pray that a new worship place can come to be. Thank you for asking my opinion!*
- *I feel we are doing fine without having a bigger church built and a big debt.*
- *Design is decidedly protestant-leaning; will not support if it does not at least look like a Catholic Church.*
- *I would still like to see/use pews and not chairs for mass. From the pictures it seems like it would be chairs and with kneeling, would be a toll on the knees. I am excited to see how phase I would implement a cafeteria. The current PLC has holes in the roof and really needs to be updated with newer equipment.*
- *Hope the stained glass of OLS & SCM is preserved.*
- *Making sure there are more rooms for children to play and for adults. Kneelers in the sanctuary and in the chapel.*
- *My first thoughts are this will free up Fr. Bill's time, and may be a motivator for non-Catholics to join us.*
- *Explain timetable for OLS and SCM churches/school. Will one of the existing churches be retained or will both be disposed of? Should school expansion come before multipurpose space? How many families currently active? What % of the \$9 million is required at end of 3-years? Probably need over 1500 families/members to meet a 3-year schedule for \$9 million.*
- *I like the idea of having one building that can fit all parishioners, and I understand that going forward we will likely only have 1 priest, whom we can't expect to celebrate more than 2-3 masses per day. However, it appears to me that Mass attendance has been dropping for the past 15+ years (I believe it peaked in the early 1990s). This appears to be especially true for the young adult parishioners, including all my children. As the older people die off, I'm not sure that the parish will be able to afford (or need) this project, or the other proposed buildings on the new campus. I think we need to study this and do as good a projection of future attendance/donations as possible.*

- *Profoundly negative. Don't treat parishioners like they aren't smart. You didn't even put a cross in the new proposed project. Who's going to pay for this? Sell that land and use the money to invest in the current churches.*
- *Excited and can't wait, it's so needed; especially restrooms that are bigger and more accessible.*
- *Fantastic. Don't forget the loaves and fishes kitchen and remember there are a lot of traditionalists.*
- *Too many uncertain conditions, unstable economy, availability of materials, physical location - where will the priest live? Loaves and fishes will cease to exist, even if offered, and access for those who need it will be severely compromised.*
- *Adequate maintenance budget on finished structure. Is the cost of Guidance In Giving reasonable? Is the proposed structure too big, too small, or energy efficient?*
- *I think it needs to be completed at one time instead of being added on in the future. I like the idea of having the school in this space too.*
- *It doesn't look like a proper church, and we feel like it's a lot of money that could be put elsewhere like fixing or improving the churches that we already have.*
- *I love our little churches that I have worshipped in my entire life, but I understand they need to be progressive.*
- *I like this proposal. Reminds me of Blessed Sacrament in Rapid City, SD.*
- *I feel it is good the membership has grown and is able to focus on one congregation, but as a mission church, we've never had running water or a bathroom.*
- *I love the idea of one campus. I don't know if I love the design of the new building. It feels really cold and not like a "Catholic" Church. To me, it reminds me of my Baptist and LDS friends' worship spaces. I know it sounds weird, but it does not feel like church.*
- *We have two beautiful churches and a very nice, functional parish center.*
- *I'm excited.*
- *I think it will be very good for our community.*
- *This would be great.*
- *I do not like the idea of our current churches being abandoned for this church. I love historic buildings and so do a lot of other people in this parish. I have a lot of good memories of these older churches. My children were baptized, received their first communion, and were also confirmed in these churches. So much history! I would hate to see them mothballed...and what about the beautiful stained-glass windows? What would happen to them? I do not support this construction project.*
- *Build it now!*

6. Would you be willing to host a campaign event for parishioners in your home or at the parish?

Please see the [Potential Reception Host](#) Addendum for a listing of potential Campaign Committee members.

7. Would you be willing to donate your talents by taking a leadership position on the Campaign Committee to be formed in order to facilitate the campaign?

Please see the [Potential Campaign Committee Members](#) Addendum for a listing of potential Campaign Committee members.

8. Who among our parishioners would be good leaders of a capital campaign?

Please see the [Potential Campaign Committee Members](#) Addendum for a listing of potential Campaign Committee members.

9. In order to be successful in raising the funds necessary, Leadership Gifts are important. The Leadership Gift Phase of a capital campaign would seek pledges of \$25,000, \$50,000 or more over a 3-5-year period from parishioners, foundations, and possibly corporations. In your opinion, are their individuals/businesses in the parish capable of giving at these levels?

<i>Response</i>	<i>Interviewees</i>
Yes	83%
No	5%
Unsure	12%

10. Could you assist in identifying those families, businesses, organizations or foundations that could give at the following levels?

As is usually experienced by Guidance In Giving, some interviewees felt they did not know other people’s financial situation, while others may have been reluctant to provide names of individuals in the community. Please see the [Potential Leadership Gift Prospects](#) Addendum for a listing of identified prospects.

11. While we are not currently soliciting contributions to the campaign at this stage, determining the financial potential of the parish community is an important component of the study. Once the project details are solidified and the campaign formally begins, could your family consider a “Leadership” level pledge of \$25,000, or more payable over a 3-5 year period?

<i>Response</i>	<i>Interviews</i>
Yes	22%
No	66%
Unsure	12%

Please see the [Potential Leadership Gift Prospects](#) Addendum for a listing of identified prospects.

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

24 of the 41 (59%) Personal Interviewees and 87 of 162 (54%) of the Study Survey participants have made a preliminary estimation of their financial support of the project. **Overall, 111 families (55%) responded.**

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

<i>Gift Breakdown</i>	<i>Interview</i>	<i>Survey</i>	<i>Total Number of Gifts</i>	<i>Total Pledges</i>
\$100,000 +	4	1	5	\$950,000
\$50,000 - \$99,999	1	2	3	\$215,000
\$25,000 - \$49,999	1	2	3	\$80,000
\$10,000 - \$24,999	3	8	11	\$111,700
\$7,500 - \$9,999	2	3	5	\$40,500
\$5,000 - \$7,499	2	26	28	\$149,900
\$4,000 - \$4,999	-	5	5	\$20,110
\$3,000 - \$3,999	6	14	20	\$67,220
\$2,000 - \$2,999	4	9	13	\$31,000
\$1,000 - \$1,999	-	9	9	\$12,200
\$1 - \$999	1	8	9	\$3,980
TOTALS	24	87	111	\$1,681,610

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

<i>Gift Breakdown</i>	<i>Interview</i>	<i>Survey</i>	<i>Total Number of Gifts</i>	<i>Total Pledges</i>
\$100,000 +	4	3	7	\$1,800,000
\$50,000 - \$99,999	1	2	3	\$215,000
\$25,000 - \$49,999	3	2	5	\$130,000
\$10,000 - \$24,999	3	7	10	\$103,700
\$7,500 - \$9,999	2	3	5	\$40,500
\$5,000 - \$7,499	2	26	28	\$149,900
\$4,000 - \$4,999	-	7	7	\$28,110
\$3,000 - \$3,999	8	14	20	\$66,720
\$2,000 - \$2,999	-	9	9	\$22,840
\$1,000 - \$1,999	1	8	9	\$13,200
\$1 - \$999	-	8	8	\$3,080
TOTALS	24	87	111	\$2,573,050

13. In addition to regular gifts to the weekend offertory collection, and the diocesan annual appeal, is it reasonable to assume that 30% of the parish (480 households) or more could contribute to a capital campaign at Holy Spirit Catholic Community?

<i>Response</i>	<i>Interviews</i>
Yes	83%
No	-
Unsure	17%

14. Is it reasonable to ask the “average parishioner” of Holy Spirit Catholic Community to consider pledging \$125 or more per month, payable over 36 months?

<i>Response</i>	<i>Interviews</i>
Yes	68%
No	18%
Unsure	14%

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

<i>Response</i>	<i>Interviews</i>	<i>Survey</i>	<i>Total</i>
Yes	78%	43%	48%
No	15%	20%	19%
Unsure	7%	28%	25%
No Response	-	9%	8%

The most common responses to this question were:

- Parishioner connection/history with SCM and OLS
- Cost of the project
- Location of the new parish center
- Misinformation regarding the proposed project
- The Economy

Representative Commentary:

- *The rumor mill - the rumors that are powered by the naysayers in town. And the fear of priest turnover. I don't think the average parishioner is aware of the extent of the issues with the current buildings and why this project is necessary.*
- *Another pandemic.*
- *Si Dios lo quiere, se puede hacer.*
- *Seems like the youth has taken over. What percentage of the parish is over 65?*
- *Some people are uncomfortable sharing what they actually feel about the project in certain company, so they don't oppose others.*
- *The lack of funding and enthusiasm.*
- *Changing the pastor would kill this thing. We have the right momentum and the right attitude, it's time to do it now. Additionally, my concern is they'll drag their feet. It's time to quit talking and do something, you're losing people all the time.*
- *People's mentality, they are really tied to the old buildings and don't want to lose their history.*

- *People who dislike change will not support project, and therefore will not contribute gifts to ensure project success.*
- *Financial constraints would be my only concern.*
- *We have lot of people moving in an I'm not sure if they will be leaving or not. Also, the rise in costs. I believe the silent majority want this to happen, they are just not the loud people who are naysayers.*
- *Si los demás miembros de nuestra parroquia no ayudan*
- *Can we raise the funds, that's the big one? There are also a lot of naysayers, and we don't want to put the parish in debt. Another fear is that we might drive a wedge between some people. The problem is people have strong ties to the current buildings, and people can't see that it's not sustainable.*
- *Many have not investigated the many ways to proceed for funding the project. They look at the estimate and say, "we can't afford to do that".*
- *The lack of real understanding about the purpose of what the campaign actually is - it's not just a building.*
- *Some people still want to be separated as "north" and "south".*
- *We do not believe that we have the leadership nor the cohesiveness amongst parishioners!*
- *The 9.4 million price tag.*
- *El costo del proyecto es bastante alto.*
- *I believe more parishioners would be able to get on board if there was a way/plan to keep the existing churches operational. Perhaps a separate fund could be setup for future funding of the existing churches.*
- *In the last 5 years, how many layoffs have happened? Your basic problem is location, it's not a good location. Why the building on this site? I haven't talked to anyone that's for this project. When we had the townhall meeting the sentiment was against this. There's a rumor that one family here can fork up the majority of this. It seems to me that the only reason we're pushing this is because the bishop has pressured us to do so.*
- *This is a lot of money.*
- *I hope not. We need this. Hope to see it in my lifetime.*
- *The divisions that still exists today. People have to come together as a community and this is the only way. People have the opinion that their families have always attended one church and they don't want to change their minds.*
- *The financial aspect of this, I'm not sure if the parish has actually expressed the actual problems of the building, because by the time you're done fixing half of them you would have already built a new building.*
- *People unwilling to change.*
- *Si no usamos las redes sociales*
- *The abandonment of the existing churches including the stained-glass windows that represent the deep history of our parish. The student's inability to attend Mass.*
- *It is a lot of money. I pray that it can happen.*
- *There's money in this community but most won't support turning back on the current church buildings, and what happens to the old buildings and the school? Are we seeing growth in CCD and catholic education? How can you build community if you can't sustain a strong CCD program?*
- *The people that have money are the people who are not onboard with the project. I feel like the generation of people that are involved in the project are involved in the rest of the parish*

activities, and quite possibly the only way to communicate with the naysayers would be one on one. I don't think this project has been communicated clearly, not at least from my experience.

- I feel like there are a lot of questions unanswered. If we struggle with Bishops appeal will we not struggle with this as well?
- My experience in talking with the older parishioners is that they seem apprehensive about a new church as they will never see the finished results. I believe we need a positive impact of the younger parishioners and their involvement in this project for it to be successful.
- Demographics: older parishioners with a personal connection and loyalty to either SCM or OLS churches may not be open to having a new gathering area.
- Good social media marketing
- Parish membership/mass attendance and donations all appear to be trending downwards. I'm afraid we may be committing the parish to a project that costs more than we will be able to afford in the future.
- My family did the initial donation 12 years ago and haven't seen the money used correctly yet. Once that's done we would do another to help this build.
- I just don't really know. We have yet to define the average parishioner here. And the people only look at the sentimental and want things to stay how it has always been.
- Lack of support from the members, you've got those that really really want it and those that don't, my consensus is there's more that don't. I think there is a handful that have money and would donate, but most of the money is old money and I don't think they want that new church. Also nervous about the costs increasing and the next elections coming in.
- The people that have strong emotional ties to both churches Additionally, asking them to come to Mass to a building that doesn't look like a church. Plus, the economy, if we get halfway through the build and the economy goes south. This is His house so it could happen. I think we could do it. Eventually those emotional ties would be broken if project moves forward. The other parishioners would be able to talk to them. Everyone understands it takes a lot of money to repair an old building.
- It's going to be hard for people that aren't close by to travel to the building.
- People need to understand our parish is our responsibility not just the pastor.
- Not unless every parishioner contributes something.
- Money is the biggest hurdle in my mind.
- Originally, I thought this was going to be building a church not a parish center, but I understand the need for it. Would we still be maintaining the two churches and now this new building?
- Money/Finances will be a challenge; along with the history of the churches.
- Ignorance of the plan and the acute need that we have - the human nature of wanting to keep doing what we're doing. People don't realize that what we have doesn't provide for the future and is costing us too much.

16. Should Holy Spirit move forward with a capital campaign to address parish needs?

<i>Response</i>	<i>Interviews</i>	<i>Survey</i>	<i>Total</i>
Yes	85%	67%	72%
No	10%	12%	11%
Unsure	5%	14%	12%
No Response	-	7%	5%

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

<i>Response</i>	<i>Interviews</i>	<i>Survey</i>	<i>Total</i>
Yes	93%	75%	79%
No	5%	8%	8%
Unsure	2%	10%	8%
No Response	-	7%	5%

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

- *I'm not tied to the older churches like others in this community, for me it's not so much about the buildings and their history, it's what you get when you're inside.*
- *Sweetwater County has always been a boom-or-bust town. The old timers took care of their money and it's sitting on the sidelines. The idea of "we're never going to see it finished" by the older generation needs to be shifted.*
- *I think many parishioners want to support this but need guidance as to what percentage needs to be allocated to the different needs of the parish. Living & Giving, normal donations, and now the Vision Project(to name the main ones). It's a touchy subject as you don't want to advise anyone to pull from one to support the next but there are a lot of fixed incomes that will have to make decisions on their own and would like to have input on a view of priorities.*
- *I think it's good you are doing this and being thorough with this process.*
- *Es sin duda un proyecto importante pero quizá demasiado grande para sólo un sacerdote.*
- *We recommend pursuing grants that would provide funding for this project.*
- *You need to show what will happen to the buildings. How much are they worth?*
- *We are a private community, and if people get the sense we're digging into their business too much it could hinder us. Unfortunately, I think a lot of the wealthier people might not be supportive of a new building.*
- *Yes, as long as Bishop leaves him(Fr. Bill) here – another fear, since the project started I've had 3 different pastors. This also started 3 bishops ago.*
- *Is the upkeep plus maintenance of SCM, OLS, Farson Chapel adequately funded? Would other community groups be invited to use facility?*
- *Time and tastes change. If that's what the younger parents, kids like, go for it! Just keep in mind what made SCM & OLS so special: I think it's been their hominess and detailed traditional architecture.*
- *Todos tenemos que hacer nuestra parte.*
- *There is no shortage of disposable income in this town, but we don't really show it. This parish has a future one way or another, the question is what are we going to build. This is a true conservative community, how many people will be hurt due to church closures – but the time to build is now.*
- *I may not be a very active parishioner, and perhaps not well informed because I have not attended the town hall meetings, but I have an opinion nonetheless and would be deeply saddened at leaving these churches. I hope I am not around to see it.*
- *Let us not spend any more money on welcome gatherings and unnecessary events.*

- *Let's do a cost estimate on overcoming the deficiencies supposedly identified in our existing churches and associated facilities. Our sense is that this estimate would be considerably less than new facilities.*
- *Those churches are our heritage and we have donated so much to maintain them.*
- *We'll certainly do all we can to help.*
- *Our forefathers built this church for future generations and I don't think closing them is an option, but I just don't know. I don't know what would happen if they close the churches and this scares me.*
- *Are there other tangible ways to help Fr. Bill in this process? Does he need something specific from us to make it easier on him?*
- *I will do the best I can to support this.*
- *I don't think we need a new church especially with a plan that seems like a downgrade from the existing ones. Is the parish self-sustaining? Are we attempting to do this because of diocesan pressure?*
- *Podemos recaudar fondos organizando eventos.*
- *The parish leaders need to constantly be motivating the people to gain more support. I would suggest having a small religious parish shop.*
- *I want to know what happens to the old church buildings if this is approved, I don't want to see the old buildings bought and turned into businesses.*
- *Would it be cheaper to update and restore the beautiful historic churches that our parents and grandparents and ancestors sacrificed to build?*
- *Have all the options for use of existing properties been exhausted? With church attendance across all denomination dwindling, is the same for Holy Spirit?*
- *If the parish would like to continue to have events at the event center would there be some ideas for transportation help (meet at church) for those unable to get to the parish center?*
- *I have a lot of construction knowledge and could give my two cents on the project.*
- *I know the parish tries to be transparent but I don't understand what is published in the bulletin. It seems as though we are cutting it even and don't have additional funds; sometimes it seems more confusing than helpful. Another concern I have is the secular mandates. Covid showed us that we could be told to stop worshipping, how can we be sure that if we build this that won't happen again?*
- *We really need to give more money, supplies, clothing to foreign countries who are poor and in need.*
- *We normally can't build our way out of our problems, but when I watch my fellow parishioners struggling to get into the church, I know we have to do better.*
- *I think other churches and faiths would be interested in helping*
- *Where has the money I've contributed into the building fund gone? Will it help pay for this?*
- *Like for other things, if a priest asks you for help you will help them, many people cannot refuse if the priests asks.*
- *Podemos ahorrar dinero si no gastamos en fiestas o eventos.*
- *The community always comes together for these projects. Can we sell pieces of the old church to fundraise, i.e. bricks?*
- *You need to keep bringing up the idea and not letting it die.*
- *Perhaps there are city, state, or federal funds to purchase the existing parish center to turn it into a shelter for the homeless. The loaves and fishes could be run from this location also.*

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- *I believe if we incorporate the old design into the new church more people will be supportive. At the same time, how long will we be celebrating Mass in the community center? If people could see the plans for the building of the church or just the master plan, it'll be easier for people to be supportive. And I wonder how many people will go to the new center for Mass or refuse to go. I'm glad we're at this point in the process. I have worked here most of my life and I've seen what missed opportunities can do.*
 - *It's interesting what you're doing because I believe right now the general consensus is "are you kidding me with this project, it's impossible" and, through this investigation, we can have answers to the truth.*
 - *Privacy is a big thing in our small town.*
 - *The time period before the new church, housing, etc. will be needed. According to financial information in the bulletin, the revenue exceeds the average cost monthly. Can the expected revenue pay for this investment and maintain existing assets until they are built?*
 - *Start giving the parish members your attention and concern. Visit members in the hospital.*
 - *The people of my age could support this, not sure about the younger parishioners.*
 - *It's a blue-collar community but people make good money here.*
 - *If this is the way we go, I pray the community works together.*
 - *One thing I have felt strongly about is an idea to increase revenue. Daycare is an issue in this town. I think if the parish was to open more rooms at the school and a childcare center, it could increase revenue. This may also lead to increased enrollment in the Catholic School as well.*
 - *If the church moves on to the other side of town, it will be easier access for families with younger children.*
 - *What about a new home for the priests? The current rectory is in rough shape.*
 - *We need to sit these people down and present them that the current buildings don't work, they just don't cut it.*
 - *I trust that the committees spearheading this project have kept the needs of the community well in mind.*

REVIEW OF KEY POINTS

POSITIVES/SUPPORT

The idea of continuing to move forward with a campaign for the construction of a new parish center and worship space received significant support throughout the Feasibility Study including the following findings:

- **79%** of the respondents indicated they would support the parish leadership in the decision to **move forward with a Capital Campaign** to the best of their ability (93% of interviewees and 75% of those surveyed indicated their support for the project) with only 8% indicating they would **not** be supportive.
- **111 households** projected that they would be able to **pledge between \$1,681,610 – \$2,573,051** or more over a 3-5 year pledge period. This is an **average of approximately \$15,150 – \$23,181**. **If you exclude the top three gifts indicated during the study, the average gift range is \$9,970 – \$12,250** and represents a **ratio to offertory of 4.1 – 5.2 times income for these particular families** (*Ratio to Offertory pertains to a family's campaign gift as it relates to their annual offertory income: i.e. If the Jones Family gives \$20/week for the calendar year (~\$1,000/year) in the weekly collection and make a \$5,000 gift to the campaign, they are participating at a rate of 5.0 times their annual offertory income*).

CONCERNS/NEGATIVES

During the Study, many participants expressed concerns regarding the current state of existing buildings and plans regarding their future use/existence, the development/history of the new project and the parish's ability to afford the new project. When comments were offered, they were focused primarily in the following areas:

- Sentiment regarding the two existing church buildings and facilities as adequate and/or believe it would be more cost-effective to repair/maintain than building new.
- Opposition to moving on from the existing churches and their historical value.
- Lack of consistent, accurate information regarding the proposed project:
 - Project justification
 - Plan for the two current churches and the parish school if this project moves forward
 - Short and long-term plan/timeline for the development of the new property
- Numerous families wonder if \$9.5 million can reasonably be raised by the parishioners of HSCC and, if not, what is the plan moving forward.

ANALYSIS & RECOMMENDATIONS

A. Communication Strategy

Summer, 2023

HSCC faces a unique set of challenges, but also an opportunity to present a clear plan to move forward. The new location would offer an opportunity to unite the community physically and help establish one destination for all parish activities located in the part of town experiencing the most growth and development. Over the past 10+ years, parishioners of HSCC have been presented with different plans and cost estimates for building on this location; leaving many confused regarding the plan moving forward. Therefore, there needs to be a concise, consistent, and transparent presentation of the current state of the existing buildings, the rationalization as to why the parish is considering a new campus, the short and long-term plans for developing the new campus, and the approach to advance the project.

It is recommended that prior to conducting a campaign, a Communication Strategy should be implemented to inform parishioners about the current state of the existing parish buildings as well as other facets of parish life where there seems to be confusion, misinformation, and a lack of clarity and trust. This strategy must utilize all avenues of communication available at HSCC including the pulpit, bulletin, mailings, *updated* parish website, social media, email, town hall meetings/open forums, etc. The goal of this effort is to consistently inform parishioners on the past, present, and future of both the parish and building project, knowing that there are countless questions that exist and rumors to be quelled. The following questions were consistently raised during the Feasibility Study:

1. What will happen to the current two churches and our Catholic school?
2. Is it more cost-effective to keep maintain the current facilities? Has there been a cost analysis?
3. Why is this new church design so modern? Building usage (church vs parish center)?
4. What continues to be the role of the diocese with the land for the proposed parish center? And will they help us financially?
5. What criteria does the parish need to meet to borrow money to begin construction?
6. What is the timeline of this project?
7. Can we afford this? What happens if we can't afford this?

As you can see, there is much work to be done in order to address these questions and re-position the parish moving forward prior to a capital campaign. Counsel will work with Father and parish/diocesan

leadership to establish a strategy and timeline to implement this effort as part of the pre-campaign planning.

B. Conduct a Capital Campaign

(Fall, 2023)

In order to conduct a successful campaign, the parish must be in the best position to succeed. In addition to the Communication Strategy, the parish must also be able to provide and present the most up-to-date site plans, floor plans, elevations/renderings, cost estimates, construction timelines, and an understanding of the various approval processes with the city of Rock Springs and the Diocese of Cheyenne. It is vitally important as many parishioners asked numerous questions and expressed concern about the project. Parish leadership must be prepared to answer these and similar questions when they arise during the planning phases and, ultimately, the campaign. If numerous questions are left unanswered, the campaign effort will appear poorly planned and lacking realism in achieving the project's success. This would undermine the credibility of the case and the confidence of the parishioners, resulting in a diminished level of support.

In reviewing various financial records combined with the results of the Feasibility Study, Guidance In Giving feels that HSCC has the ability to raise upwards of \$5,000,000 (or more) in a successful campaign. Again, the timeline for the active phase of the campaign will need to be discussed further as there is much work to be done regarding communications, the current state/development of the project, the ongoing campaign, etc.

C. Further Leadership Gifts Identification and Cultivation

There is the potential for a significant and successful Leadership Gift (LG) Phase to be incorporated in the campaign plan. Guidance In Giving would utilize the information obtained during the Feasibility Study, wealth-screening review, parish offertory history, past giving records, diocesan records and input from parish leadership in order to quantify current potential LG prospects as well as identify additional LG prospects, which will be important to a successful campaign. Working hand in hand with Father Bill and a Capital Campaign Committee that would include a Lead Gift Sub-Committee, we will look to further expand our base of potential LG prospects and, through significant Prospect Review, determine a Solicitation Plan for each of the individual families identified as prospective donors in the LG phase.

An important part of the Guidance In Giving Campaign Plan is the composition and performance of the LG team. In addition to Father Bill, this team should be composed of six to ten knowledgeable and highly regarded parishioners/couples who will serve as a sub-committee of the Campaign Committee (see Item D below). The role of the LG team will be to identify and solicit all parishioners and friends of HSCC with the potential to give at a level of \$25,000 or more to the campaign.

It is imperative to the success of the campaign that personal outreach for Leadership Gifts be seriously pursued in the early months of the Campaign (utilizing a variety of fundraising strategies in order to educate and engage each family in this phase of the campaign). Guidance In Giving recommends an intensive LG prospect review and solicitation phase be implemented during the initial preparation for the campaign and continue throughout the active phase of the campaign. This will allow the parish the ability to raise significant funds prior to the “public launch” of a capital campaign. The overall goal of the LG phase is to not only raise significant funding, but to create momentum for a successful campaign. The early success from a small percentage of the parish families will give confidence to the remaining parishioners to support the campaign.

D. Campaign Committee

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

Guidance In Giving will provide a detailed Campaign Committee Flowchart, including a description of Duties & Responsibilities and will assist Father Bill and parish leadership in selecting the appropriate individuals who will represent a cross-section of parish life. By empowering a strong Campaign Committee, educating them on the details of the Feasibility Study and Campaign, and giving them a voice in the decision-making process, we will be able to demonstrate that the project is driven by parishioners who want to secure the future of their parish.

E. Promotion of Study Findings

Copies of this Feasibility Study Findings Report should be provided to all Vision Committee, Pastoral Council, Finance Council, Building Committee, and parish staff members, as well as other parishioners/groups as Father Bill deems appropriate.

A Feasibility Study Executive Summary has been prepared by Guidance In Giving and should be made available to every member of the parish. Counsel strongly recommends that Father Bill present the Feasibility Study Findings Summary at each of the Masses in the coming weeks and the full study report be posted on the parish website for all to read.

CONCLUSION

This completes the Parish Feasibility Study conducted by Guidance In Giving for Holy Spirit Catholic Community. Guidance In Giving hopes that these recommendations will be helpful in charting the course for a successful capital campaign, and we thank you for allowing us the opportunity to serve as counsel. The findings presented represent analysis of the opinions expressed by 203 parish households who responded during the Feasibility Study Survey.

Guidance In Giving believes that there is support, excitement and potential for a capital campaign. Achieving the parish's potential will take a concerted effort on the part of all; including transparent and continuous communication, strong leadership, a generous response from parishioners, an optimistic atmosphere and a theme of Parish Stewardship.

We consider it a privilege to have conducted this Feasibility Study for HSCC. The parishioners we encountered were receptive to our inquiries, candid in their responses, and interested in providing meaningful commentary and direction. It has been a pleasure for Guidance In Giving to have met and worked with the Parish staff, volunteers and parishioners.

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