



**Good Shepherd Parish
Saco, Maine
Feasibility Study Report**

Prepared by:



March 5,2019

INTRODUCTION

Greater Mission is pleased to present Good Shepherd Parish, Saco, Maine with this feasibility study report. It has been a pleasure to work with Rev. Msgr. René Mathieu, David Gadbois, Liz Williams, Fr. Morin on this project. We also want to express our thanks to Amy Loring for her tremendous assistance in scheduling appointments. The level of cooperation, hospitality and candor extended during the study process has been truly appreciated and has helped us to produce this report. We are most grateful to serve this wonderful Catholic community.

Good Shepherd parish has gone through a great deal of transition over the past decade and it moves forward as a community it is an opportune time to address needed improvements to its facilities and to make plans for the future. The parish has done an extensive review of its many properties and has enlisted the input of the Parish Finance Council and the Catholic Education Board to develop a list of needs.

Case for Support - Capital Projects

Greater Mission, LLC conducted a feasibility study as part of the process for a capital campaign. The study was designed to determine if a successful campaign could be conducted to raise \$3 million to complete the parish, school and cemetery capital projects and fund a maintenance reserve fund.

In interviews and town hall meetings, specific capital improvements for the various worship sites that constitute Good Shepherd parish, St. James School and the two parish cemeteries were presented for consideration. These are:

St. Joseph Church & St Anne Chapel

Restoration & Repair of the Stained Glass Windows and Sills
Replace the Carpet in the upper church
A new Sound System
Boiler Room Improvements
Various Plumbing and Electrical Upgrades
Slate Roof Repairs
Repointing / Waterproofing Exterior Bricks

Most Holy Trinity Church & Rectory

Re-grade, Install Basin and Resurface the Parking Lot
New Carpeting in Church and Narthex/Hallways

Replace the Rectory Siding and Trim
Repair and Repoint the Rectory Foundation
Exterior Painting
Landscaping & New Signage
Replacement of the Hall Windows, Doors and Insulation
New Priests Garages

St. Margaret Church & Hall

Replace the Church Siding & Trim
Replace the Church Windows
Replace the Hall Roof
New Hall Siding & Windows
Architectural Work on the Tower & Stairs
New Signage

New Carpeting
New Sound System

St. Brendan Chapel

Repair of the Steps to Choir and Restroom
Landscaping

St. Philip Church

Strip and Repave Existing Parking Lot
Replace the Church Windows
Expand the Parking Lot
Repaint / Stain the Church Exterior

St. James School

Resurface and Improve the School Yard
Upgrade Surveillance and Access system
New School Yard fencing with Crash Bars
Repair the Roof

Good Shepherd Parish Cemeteries

Expand Columbarium, adding Niches (for cremation urns)
New Maintenance Office & Garage
Expand the Grounds to add Burial Plots

In addition to the capital projects, the parish leadership wishes to raise funds to create a Maintenance Reserve Fund for use on future capital projects.

Feasibility Study Process

Anthony T. Gwiazdowski, Executive Vice President & Partner of *Greater Mission*, conducted the study during January and February 2019. Ethan Gentes, Research Director of *Greater Mission* assisted with the donor research of the parish data base. Senior Vice President Johnny Day reviewed the feasibility study report, the data and recommendations and offered additional input. There were several major components of the study process:

1. Case Development & Material Development

A preliminary Case Statement was reviewed, edited and approved by Msgr. Mathieu. The case outlining improvements to worship sites, school and cemetery was approved for the study.

2. Giving Analysis & Constituent Research

A comprehensive review of current parishioner giving was conducted. *Greater Mission* correlated this data with research from one of its partners - *DonorSearch*. *DonorSearch* conducted a comprehensive electronic review of public financial data, philanthropic giving and other information to produce preliminary gift capacity ratings. *Greater Mission* then used this data, conducted follow-up research, and invited input from local leadership to identify parishioners that may have leadership capacity. A master table with parish giving data was created and a suggested starter gift range was developed for each parishioner based on the information available.

A number of names from the *DonorSearch* process were added to the interview list in addition to significant offertory contributors. The significant factors in evaluating the research were the age of the population, local property value, parish and diocesan giving, political giving and identified business revenue. All of the data was secured from public sources and *DonorSearch* and Greater Mission used proprietary metrics to evaluate giving potential.

3. Individual Interviews

Anthony Gwiazdowski conducted 35 confidential personal interviews with a total of 48 parishioners of Good Shepherd parish. The interviews provided an opportunity to present the case, receive input and answer questions. It also provided an opportunity to gauge how much those individuals may be willing to consider giving to a campaign, their willingness to serve as campaign volunteers and their specific support for the project. The interviewees were also afforded the opportunity to voice concerns, share advice and become more fully engaged in the project. The parishioners interviewed have been members of the parish from as few as 2 years to being at the parish “over 50 years.”

Many parishioners mentioned that they had children attend St. James School or one of the Catholic schools in the area prior to clustering; some currently have children at the school.

4. Town Hall Meeting

The entire parish was invited to one of four Town Hall meetings held on February 12th at Most Holy Trinity Church, February 12th at St. Margaret Church, February 19th at St. Joseph Church Hall and on February 25th at St. Philip Church Hall. Ninety-three (93) parishioners attended a town hall meeting and 70 filled out surveys. Several parishioners who were personally interviewed also attended and about half of the people who attended the last Town Hall meeting at St. Philip’s had filled out an In-Pew Survey. The meeting provided the opportunity for parishioners to learn more about the projects, share their opinion and concerns, and to receive their input regarding the specific projects proposed, the possible goal, their potential level of financial support, and their willingness to volunteer for the campaign.

Msgr. Mathieu began the Town Hall meetings with the Good Shepherd prayer and an overview of the process that led to the decision to attempt to undertake a campaign. He

addressed the cluster process, the sale of some of the parish property and the how patrimony funds can be used under Canon Law. Tony Gwiazdowski shared the goal and potential funding sources for the campaign. To complete the projects highlighted in the case; a goal of \$3,000,000 was presented for consideration. Then input forms were distributed and completed by 70 of the families in attendance. Those responses have been used as part of the data collection for this study. Some attendees at the town hall were also part of the individual interview process and did not fill out a survey form.

5. In-Pew Survey

The parish case statement, gift plan and campaign volunteer opportunities were published in the parish bulletin the weekend of February 16th and 17th. Parishioners were asked to review this information in preparation for the Town Hall meetings on the 19th and for an In-Pew Survey to be conducted on the weekend of February 23rd and 24th. The same survey form used at the Town Hall meeting was distributed at all of the Masses on the 23rd and 24th and the various celebrants asked those present who had not participated in an interview or the Town Hall meeting to complete a survey on behalf of Msgr. Mathieu. As a result, 667 surveys were completed and the data from those surveys have been included as part of the study report. The In-Pew surveys breakdown by worship site as follows:

Worship Site	# of Responses	% of Response
St. Joseph	272	41%
Most Holy Trinity	197	30%
St. Margaret	162	24%
St. Philip	36	5%

FEASIBILITY STUDY FINDINGS

The following are the findings of the study process:

Parishioners were asked a series of questions about the parish to gauge their level of involvement, feelings about the parish and concerns. Please note that, in an effort to be concise, we will combine answers from the Interviews and the Town Hall Meeting.

1. What do you appreciate most about your parish?

Parishioners gave a number of answers to this question, but the following are those cited most often:

Most Frequently Cited:
Msgr. Mathieu and the parish priests, Msgr. is a great pastor.
The people and the parish community in general.
Feeling of being in a small parish community, we are a family.
Good liturgies and homilies.
The number and quality of parish organizations/groups.
The many opportunities for faith formation, many good programs.
The opportunity to serve the parish.

At the beginning of each interview I asked the individuals to share with me if they were originally from one of the closed parishes and what was their current primary worship site. The question while not part of the formal study questionnaire allowed counsel to get a better sense of the history of the parishioner’s involvement with the cluster process. I followed this question up with asking the above question allowing the participants to focus first on those things that they appreciated the most about Good Shepherd parish. A majority of the parishioners who were part of the clustering process, regardless of whether or not their Church was closed, noted that the process was very hard, caused pain and loss, but that they understood it was necessary. Many interviewees commented that they felt that Msgr. Mathieu handled this process as well as anyone possibly could have and has done his best to create a sense of unity in the parish. More will be said about this in the conclusion to the findings section.

2. What are the greatest challenges facing the parish?

The following are the most frequently cited answers compiled from the Individual Interviews:

Most Frequently Cited:
The declining number of people and families in the parish.
The aging of the parish and the loss of revenue as people die or leave the parish.
The lack of young families participating in parish life.
The cost of maintaining aging buildings.

The parish still lacks unity, people only care about their worship site.
Concern that the decline in attendance will result in further Church closures.

The first two responses at Good Shepherd have become almost universal as the top two comments during feasibility studies in parishes in the Northeast and Midwest. Many Catholics are very much aware of the changing demographics in their parishes and often express a desire to evangelize to younger people as very important to the future of their parish. This was true at Good Shepherd parish. The desire to create more programs for young people and young families was noted among many participants. Also noted as a concern was the decline in the number of priests and the ability to service all of the worship sites at the current level.

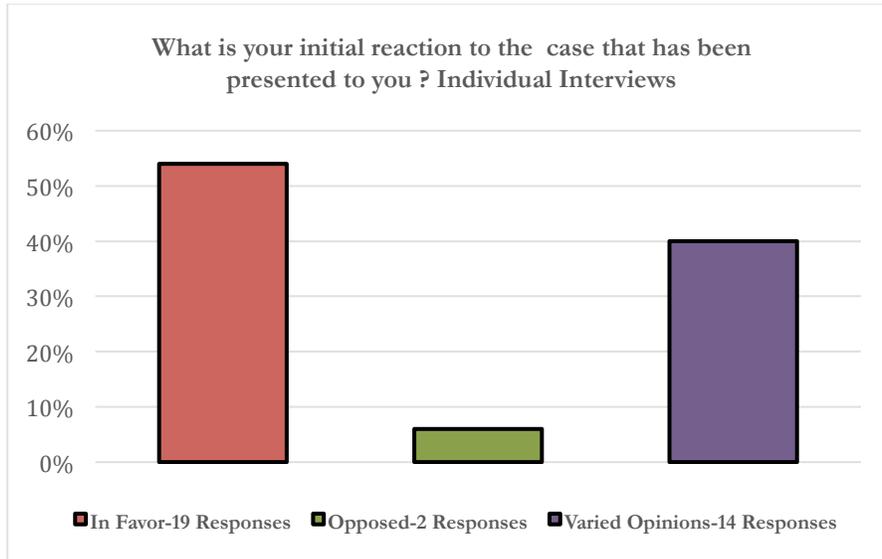
3. What is your initial reaction to the case that has been presented to you?

The response to this question was atypical to any study counsel has conducted. Individual interviewees had a great deal to say about the case, sharing a wide-variety of opinions regarding specific case elements and about the case in general. The atypical response is due to the fact that even 10 years after the clustering many parishioners still have little knowledge or connection to the other worship sites other than their own. While a majority of interviewees understood the need to complete many of the projects, only 19 interviewees indicated they were in favor of the entire case. Interviewees expressed concern over the number of projects, the prioritization of the projects or lack of it at this time, and specific comments about projects that they saw as unnecessary. Many of the comments were specific to the persons primary worship site. Interviewees were often reluctant to comment on case elements at other worship sites as they felt they either did not know enough about that church or they felt “it wasn’t their place” to comment on another church.

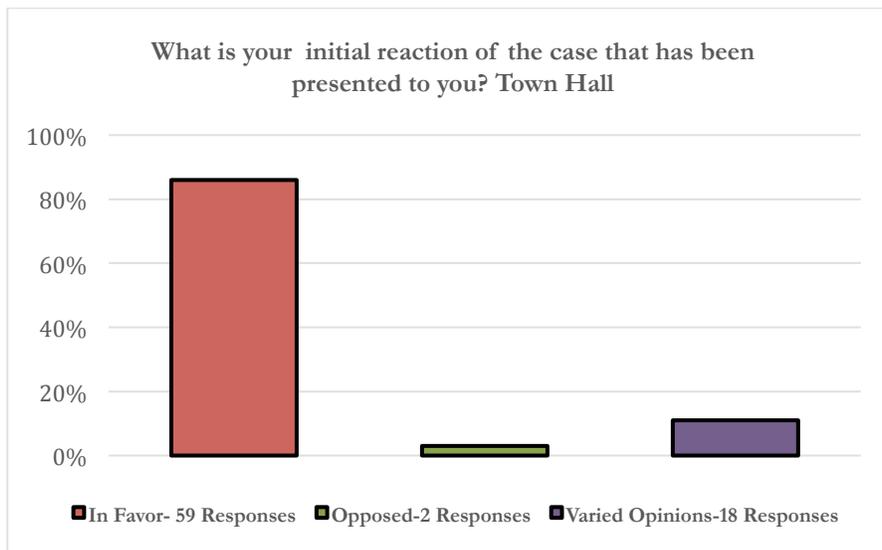
Several interviewees commented on the five-year plan, and their desire to consolidate into one Church and even offered opinions as to which sites should be closed.

In general, the response to this question from the Town Hall and In-Pew surveys were much more in favor of the full case, however there were some questions among the written comments on the survey forms about specific case elements and the need to prioritize the needs at each site.

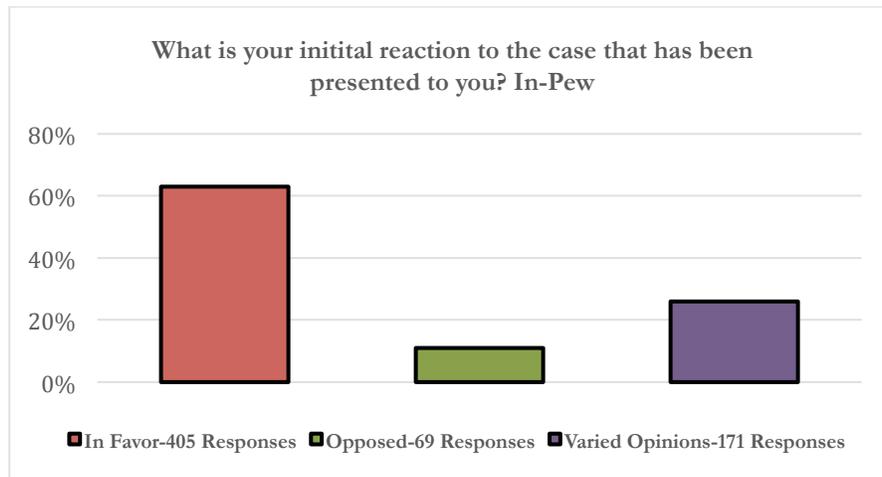
Individual Interviews



Town Hall Meeting



In-Pew Survey



Most Frequently Cited Comments

The work definitely needs to be done.

The lists must be prioritized.

Need to know why these things must be done before I can support this.

The parish needs to be more transparent about finances, what are the costs for each of these projects and how much has been spent on capital in the past and where.

It seems like we have waited too long, there are a lot of things to fix here.

School projects are a priority.

Are we going to spend money on properties that may be closed in a few years?

I would prefer a new or a single worship site. We need more unity.

Cemetery work is truly needed.

If the parish continues to get smaller why do we need all these buildings.

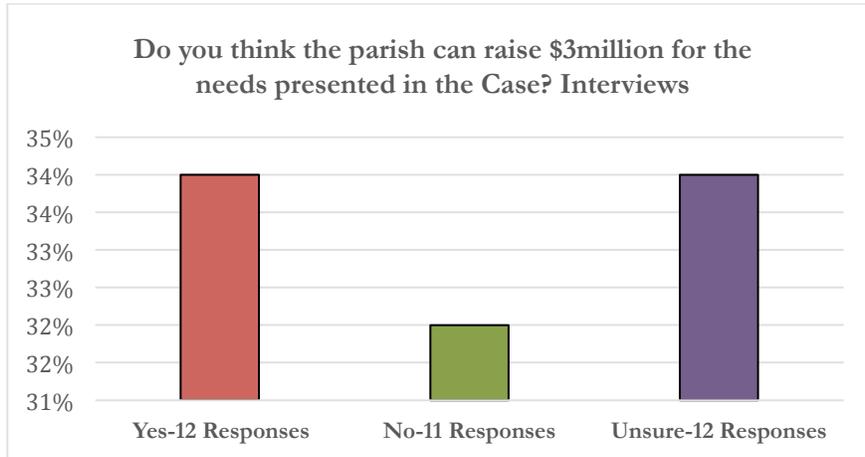
I don't like the idea of carpeting. /Need to fix carpets

Fix the stained-glass windows. /Oppose fixing windows.

Sound systems are needed.

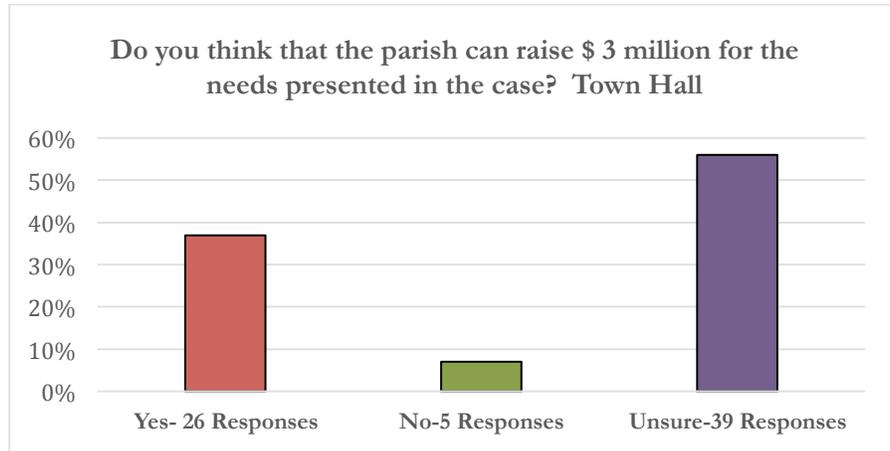
4. Do you think the parish can raise \$3 million for the needs presented in the case statement?

Individual Interviews



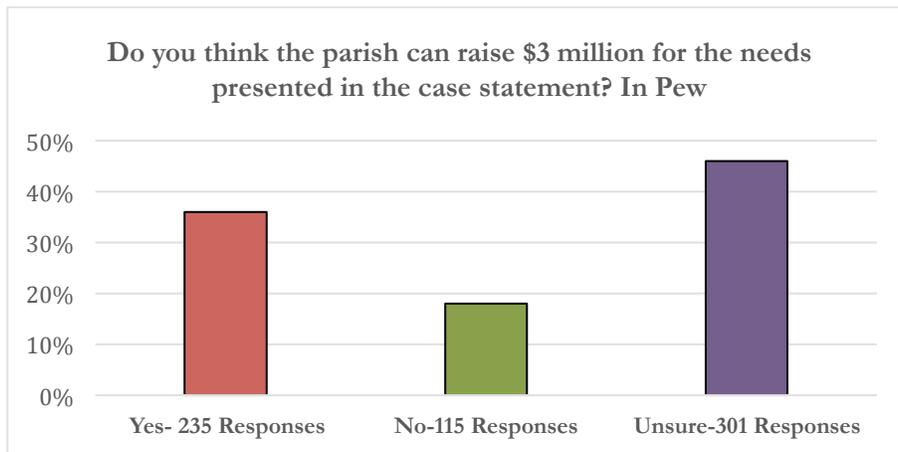
Once again there was a broad range of response to this question. It should be noted that the “unsure” response is often fairly significant as many people feel they don’t know enough about money to offer an opinion. Most of those who felt the goal was achievable stated it would likely be a significant challenge. Those who stated the goal could not be achieved most often noted that the large number of people on fixed incomes would make it impossible to reach \$3 million. This reason was also mentioned by many of those who were unsure, as well as their impression that Good Shepherd, “is not a wealthy parish”. Many participants noted that support from the summer communities in Biddeford Pool and Old Orchard Beach would be needed to reach the goal. Parishioners also mentioned the necessity for “clear and consistent communication strategies” when the final list of parish projects was decided upon.

Town Hall Meeting



The responses by participants at the Town Hall meetings also indicated that a larger number of parishioners were unsure or not confident the parish could reach the proposed goal. There were some comments on the survey forms about the many older parishioners on fixed incomes.

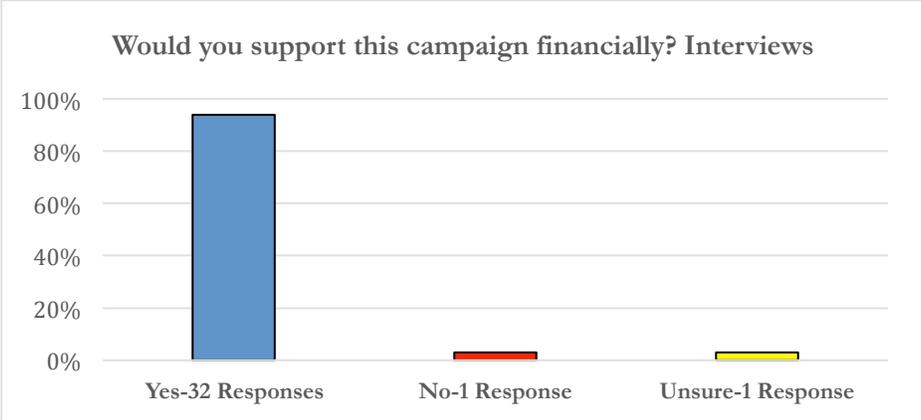
In Pew Survey



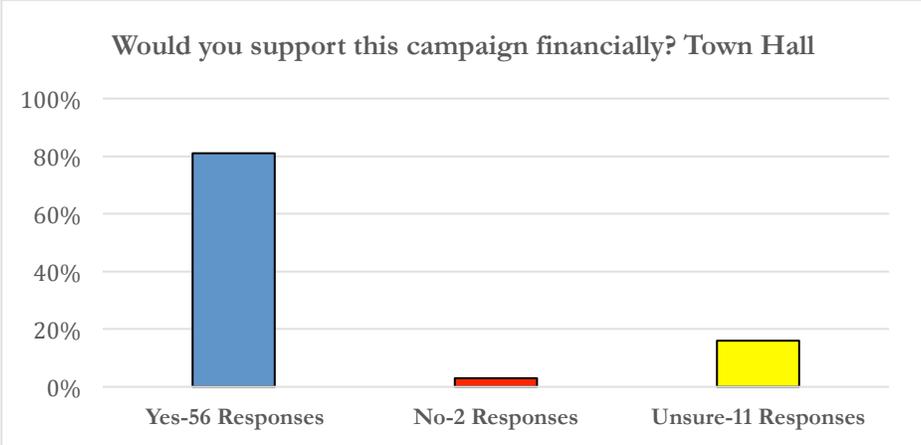
The In-Pew survey recorded the largest number of parishioners who were unsure or felt the goal could not be achieved. However, these individuals only received the possible gift plan chart and no explanation about how the goal might be achieved.

5. Would you support this campaign financially?

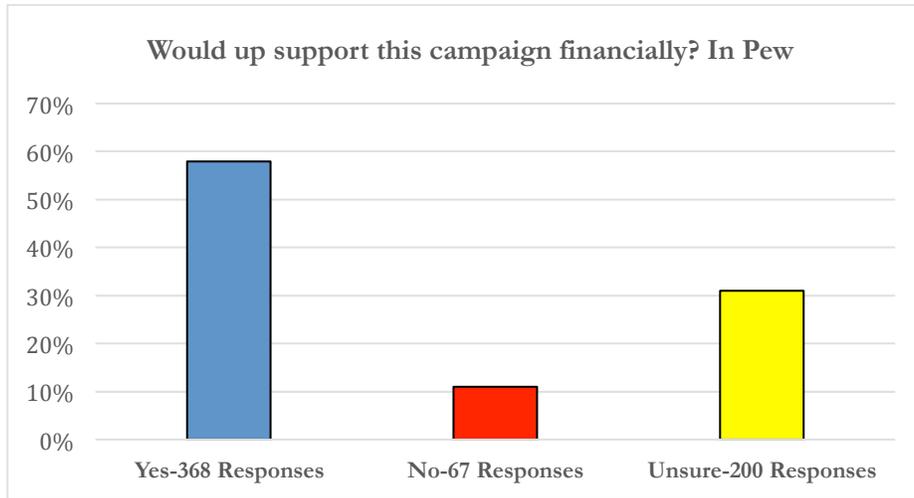
Individual Interviews



Town Hall Meeting



In-Pew Survey



Clearly, the overwhelming majority of parishioners who responded indicated that they would provide financial support for the campaign. (456 of 772 respondents 59%) Even though parishioners have certain concerns with some of the projects they understand the need to support the church.

6. Upon reviewing the possible gift chart, at what level could you see yourself contributing?

Gift Levels	# Indicated in Study	Est. Gift Total
\$1,000,000	0	
\$500,000	0	
\$250,000	0	
\$100,000	0	
\$50,000	2	\$100,000
\$25,000	2	\$50,000
\$10,000	23	\$230,000
\$5,000	33	\$165,000
\$3,000	44	\$132,000
\$1,500	126	\$187,500
Less than \$1,500	326**	\$163,000
Total	555	\$1,027,500

** Estimate as \$500 average gift

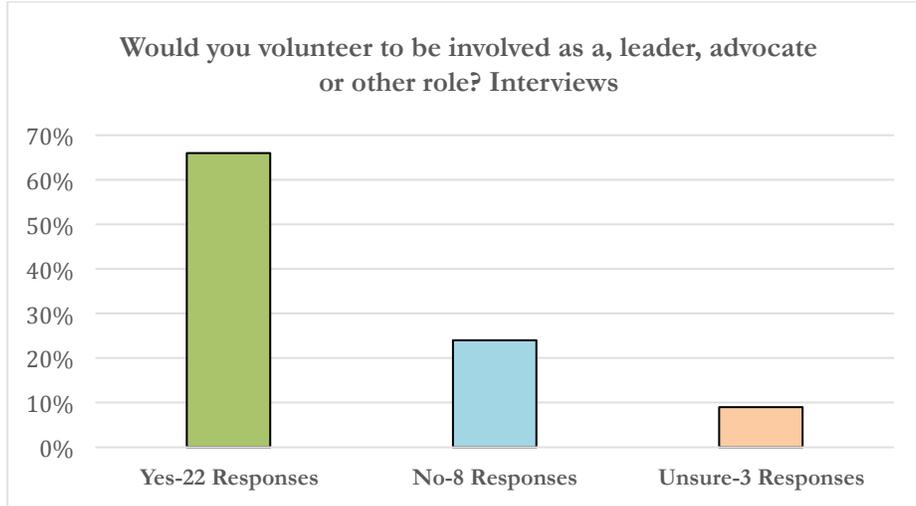
The cumulative totals noted in the table above are responses from all levels of contact. A total of 772 individual parishioners participated in the study and 72% (555) indicated a gift level, however nearly 60% of them indicated a gift at the lowest level. The 555 household responses represent approximately 10% of the total parish families and 38% of the 2018 regular contributors to the parish. The average gift noted in the responses is \$1,821. A number of the individuals who were highlighted as potential leadership level donors were interviewed and indicated their support but at a much lower level than the research would suggest. While it is not unusual for interviewees to indicate lower levels of giving in the moment, those levels are usually close to the level one would hope they would consider. This was not the case. The sample size of interviewees was more than adequate and contained key leadership gift prospects. While the study and parish demographics indicate mid-tier support is likely, counsel suggests that without stronger lead gift potential, achieving a goal of \$ 3 million would be very challenging. Without additional lead gift support, it would take over 1600 gifts at the above noted average gift to reach \$3 million or the average gift would need to be tripled. Even at a 40% participation rate of the active families (approximately 2,000) (800 gifts) the average gift would need to more than double. Forty percent would represent a participation rate well above what we would expect for a restoration and renovation campaign.

7. Who would you recommend to be among the lay leaders to assist Msgr. Mathieu in leading the campaign?

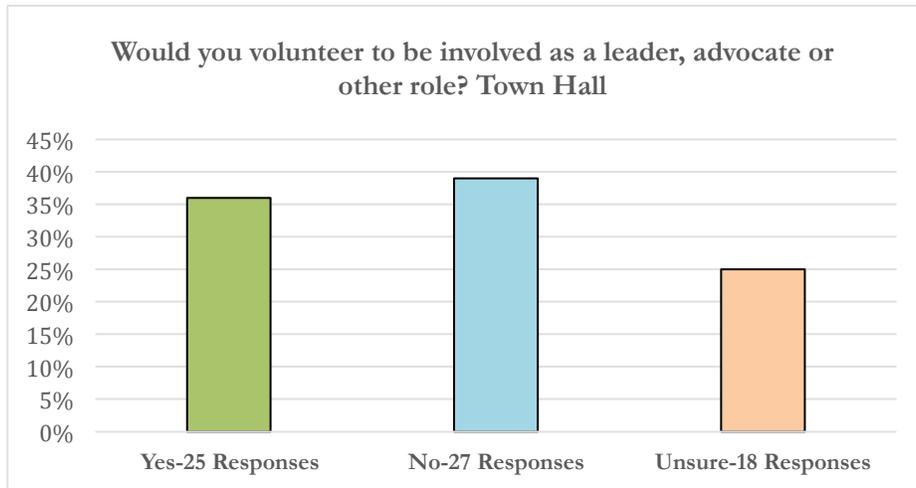
Parishioners in each of the data collection segments provided insight into potential parish leaders. There were 57 names were cited with 30 of them multiple times (from the interviews and town hall meetings) as potential campaign leaders. This list has been provided to Msgr. Mathieu in a separate memorandum.

8. Would you volunteer to be involved in this effort as, (Leader), (Advocate), (Other)

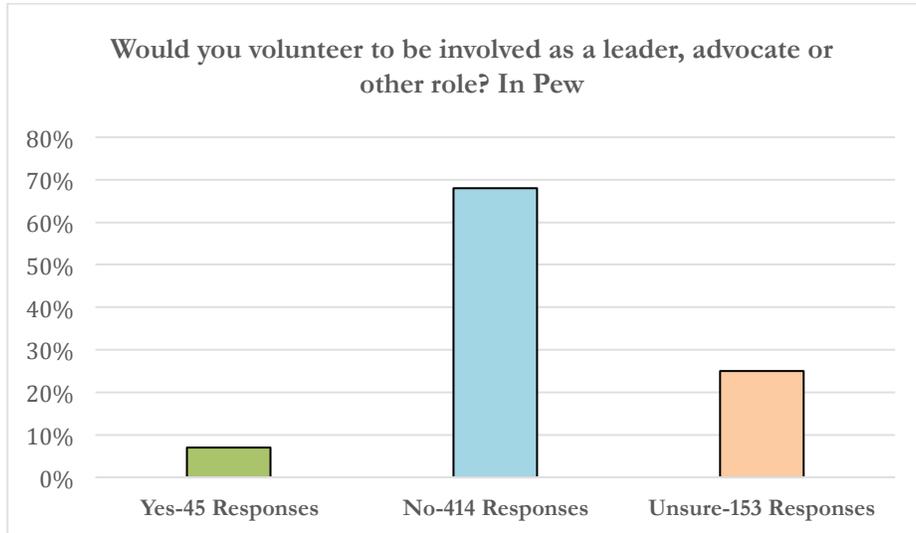
Individual Interviews



Town Hall



In-Pew



The total number of positive responses (92) is sufficient to conduct a successful campaign and often a portion of the “unsure” agree to serve once they have a better idea of what is being asked of them. A good number of parishioners indicated that they would be involved as a prayer advocate, host a campaign gathering in their home, serve as a campaign advocate, or be part of the hospitality team. However, few parishioners indicated an interest in hosting a home gathering and a parish this size will need several home gatherings to conduct a successful campaign.

9. Who do you think might be able to support the campaign at a significant level?

Answers were provided through all data collections methods and the results have been provided to Msgr. Mathieu under separate cover. A total of thirty (30) individuals were mentioned and of these, only one (1) was mentioned multiple times. Of those mentioned I interviewed four, Counsel all of whom indicated lower giving levels than their fellow parishioners thought they might be able to provide. Parishioners knowledge of persons who might be able to give at larger levels was limited to their own worship site.

10. Do you have any further advice that you would like to provide Father and the parish leadership?

Parishioners offered a great deal of advice in response to this question through the individual meetings and town hall. Counsel noted approximately 114 noted comments. Many of the responses were more project specific. Many comments were supportive of the overall efforts and encouraged continued communication, opportunities for feedback and transparency. Counsel notes that the number of responses to this question in the In-Pew surveys was significantly higher than is usual. Consistently mentioned was the leadership of Msgr. Mathieu. Many comments were made in regard to parish demographics, the need to prioritize the case and the need for transparency about patrimony and parish finances. Additional comments were made about fixed incomes, pledging and the goal.

The following are the most frequently cited comments:
Msgr. Mathieu has done a great job along with our other priests past and present.
Msgr. Mathieu must lead the effort.
Our parish is aging rapidly and many can't afford to give lots of money.
The buildings need a lot of work, this is needed.
The case is very broad, what are the real priorities?
This is a lot of money and we have many people on fixed incomes.
Where did all the money go from the sale of the churches.
We should use the patrimony money.
The campaign and parish need very strong communications.
The parish needs to be more transparent with finances and needs, how did this creep up on us.
Concerned we are spending too much on old buildings that may be closed in 5 years.
Pledging won't work with many people here.
We can do this with God's help.
The plan that has been presented seems good.

Conclusions to the Findings

Good Shepherd parish is a unique Catholic community. While Catholicism has a long history in York County; Good Shepherd is in itself still a new community that has had a challenging early existence. The clustering of the parish in the Diocese of Portland was a difficult and painful process for many people. Remarkably, while there is still hurt and loss that lingers, parishioners who commented on the clustering unanimously said that it needed to be done and that Msgr. Mathieu handled the process with great skill, compassion and dedication. The effects of the clustering still linger and most of the participants of the study still strongly associate with their worship site and not the wider parish. Their knowledge and focus lie at their church not the parish. The people they

know, the experiences they share are still very focused. However, the study respondents do feel the sense of unity is improving and feel that Msgr. Mathieu, Fr. Morin, Fr. Dominic and Liz Williams and the faith formation program are the reasons behind this change.

Good Shepherd parish is in a similar transition to many parishes in this country. Parishioners recognize the changing demographics in the parish community, the decline in young people and families, and are concerned that while the school population is doing well at the moment, it is far less than in the past. The cost of Catholic education is a concern for many parishioners as is the need for more outreach and evangelization to younger families and lapsed Catholics. Older parishioners truly see the school as an important ministry to the parish.

The parish demographics show that the majority are over 60. This is remarkable as Biddeford has one of the lowest average age of any town in Maine and yet speaks to the lack of young people in the parish. This concern also translates into very strong support for the school and any faith formation programs for youth and young families by older parishioners. Many parishioners also commented on how the aging of the parish leaves people on fixed incomes and unlikely to make a multi-year pledge. I had several interviewees who said they likely would only give a one-time gift. Several respondents expressed concern regarding the decline in the number of clergy and how long Good Shepherd can sustain four worship sites. This concern has manifested itself in questioning why funds would be spent on churches that many believe may be closed within the next decade. This feeling was expressed more often from parishioners who primarily worship at St. Margaret and St. Philip.

As an offshoot of the clustering parishioners have strong feelings about the sale of St. Andre, St. Mary, Notre Dame and other properties. As noted before, most do understand the need to do this. However, there is a lack of knowledge and/or understanding about these sales, the funds received, the funds used and the Canons regarding patrimony. Msgr. Mathieu provided an excellent explanation of patrimony, diocesan policy regarding the protection of patrimony and what can be done or not done with these funds. David Gadbois provide clear facts and figures. However, this was to a fairly small number of parishioners at the Town Hall meetings and several parishioners who attended still feel strongly that patrimony funds should be used for these projects. A continued and wider effort to explain patrimony, a re-sharing of the figures and logic behind the use of these funds previously will need to be done prior to launching a campaign. Additionally, there is a concern about the overall transparency

of parish finances. While the parish provides an annual report, like in many parishes the once a year explanation is not always understood. A program or process for further explaining parish finances seems to be needed.

Parishioners genuinely like the liturgies at the parish, the music, homilies and the overall spiritual life at the parish. Many commented on the excellent faith formation programs and the many organizations available, volunteer opportunities and spiritual exercises available. The Adoration Chapel was noted often. Parishioners would love more faith formation, especially for young people and families and although they would like all of the programs at all of the worship sites most recognize this is not possible. The fact that the parish has multiple worship sites has its advantages as there are churches that suit those who prefer traditional churches and for those who prefer a more contemporary church. Most Holy Trinity was the one site that got the most mention, positive and negative, with the lack of kneelers seen as a plus or minus, depending on the person.

There is strong understanding that the parish facilities need work. However, the case that was presented was overwhelming to many of study participants. One commented that it seems like, "they threw everything up against the wall to see what would stick". Parishioners frequently commented on the need to prioritize the projects at each worship site and to outline a plan of what projects will be done first at each site. There is a concern noted in the responses that all of the sites will not receive support through the campaign and that monies will not reach every church. With the numerous projects noted a large number of parishioners commented that there was a lot of "fluff" in the case. Those projects most often cited were signage and landscaping. Other projects were also mentioned as "fluff" but at the same time were noted by others as very important. These included carpeting, sound systems and the new garage. A few parishioners added case elements for consideration, these were: work on the gym at St. James School, lights for the parking lot at St. Philips and renovation of the sanctuary at Most Holy Trinity to return the tabernacle to the altar area.

While many parishioners were confident the \$3 million goal could be achieved, all who were in support noted that doing so would be a tremendous challenge. During a majority of individual meetings, it was noted that many parishioners did not fall within the predicted range by research. Interviewees and respondents often indicate a gift lower than the research indicated. In the case of Good Shepherd parishioner's, the gifts noted were often at the bottom of the tier level hoped or at a lower tier level. If this is an accurate representation this will have an impact on the total raised. No six figure gifts

were identified during the study. Gifts at this level would be essential to achieving a \$3 million goal. (Counsel notes that summer residents from Biddeford Pool and Old Orchard Beach may provide gifts at this level, but none we interviewed.) There were a limited number of five figure gifts identified as well. Over half of the gifts identified were at the lowest level of giving. The average gift noted in the findings was very low and the number of gifts noted was high. An above average number of respondents noted that would likely only provide a one-time gift. In order to evaluate the giving potential, I used an average gift for the gifts identified below \$1500 of \$500. This figure was derived from reviewing the average gift of several recent Greater Mission campaigns and factoring in the potential for a higher than average number of one-time gifts at Good Shepherd.

This campaign has the opportunity to be successful but it will require a recalculation of the overall goal, a clear prioritization of the case and clear program of implementation of the necessary renovation projects at each property. Early leadership gift solicitations, strong communication, involvement of lay leaders and leadership by Msgr. Mathieu and the pastoral staff will be important to the overall success. Among lay leaders' strong champions for campaign success will need to be recruited, typically these champions self-identify during the study but this was not the case at Good Shepherd. However, Msgr. Mathieu's longer tenure at the parish, his impending retirement and the esteem he is held in should allow for good leadership to be recruited. Counsel believes that leveraging Msgr. Mathieu's impending retirement as part of his legacy to the parish and the final major project he undertakes as pastor will resonate with many parishioners.

Based on these conclusions to the findings and our experience, Greater Mission makes the following recommendations:

Recommendations

1. The findings of the study indicate that there is strong enough support for the parish case to immediately proceed with a capital campaign. A sufficient number of people are willing to volunteer for the campaign and there is a large enough pool of potential donors to raise funds. Counsel recommends that the parish set a goal \$2 to \$2.25 million, (1.5 times offertory) with a challenge goal of \$2.5 million and to begin the solicitation of the top 10 potential lead donors who could immediately affect the potential of reaching the goal.

2. We recommend that the parish begin a communication effort to inform current parishioners of the results of the feasibility study and that their concerns and input has been taken into consideration.
3. We recommend that the parish undertake a communications effort to explain the patrimony funds of the parish, the use of those funds and the policies that guide them.
4. We recommend that the parish undertake an effort to communicate the parish financial standing and create a mechanism to enhance the current transparency efforts.
5. We recommend that the parish leadership work closely with counsel to create a specific cost list and prioritization of the projects in the case and begin an education and communication process that will provide parishioners with information about these projects.
6. Counsel recommends building an aggressive gift table for the campaign that will stimulate broad based sacrificial support. This gift chart must challenge the entire community to support the campaign at levels that will be sufficient to overcome the possible lack of Lead Tier prospects and enhance Base and Mid-Tier giving to the campaign.
7. With the assistance of counsel Msgr. Mathieu will need to take a pivotal role in meeting individually with about 25-30 potential major donors.
8. Lay leader support will be critical. Involved and influential parishioners will allow us broaden our access within the parish which could give Msgr. Mathieu the opportunity to engage more parishioners. Recruitment of these leaders should begin immediately.
9. The parish has many parishioners who could provide legacy gifts which could significantly impact the goal. A list of prospective legacy gift parishioners should be established and a legacy gift program promoted as part of the campaign.
10. A strong campaign communications plan will need to be developed. This plan will focus on educating and informing parishioners about the current state of parish, school and projects.

Final Thoughts

Good Shepherd parish has faced many challenges over the past decade and to a great degree successfully met those challenges. This campaign will be a great challenge as well. With the dedicated leadership of Msgr. Mathieu, the strong support of key lay leaders, the parish staff, prayer and the Grace of God counsel believes that Good Shepherd parish will achieve success.