

**PROCEDURES FOR CATHOLIC INSTITUTIONS
IN THE ARCHDIOCESE OF MILWAUKEE
FOR MAJOR RENOVATION AND/OR
BUILDING CONSTRUCTION**

Revised September 2002

**ARCHDIOCESE OF MILWAUKEE
BUILDING COMMISSION**

Purpose: To assist the Archbishop of Milwaukee in his decision-making responsibilities regarding parish building plans and other institutional building projects under his jurisdiction.

Composition: The following shall serve ex officio:

- Director of the Parish Finance Office
- Director of the Office for Planning and Councils
- Director of Office for Worship
- Delegate from the Office for Schools

The Archbishop shall appoint for a three-year term (renewable):

- A pastor/administrator/parish director experienced in building projects
- An engineering/architectural expert not currently involved in or eligible for church building contracts within the Archdiocese of Milwaukee
- A finance expert

The Archbishop may appoint additional experts at his own discretion.

Accountability: Directly responsible to the Archbishop to whom all reports and recommendations are submitted; minutes of meetings shall be distributed to both bishops, all members of the commission, the Diocesan Finance Office, and others as designated by the Chair.

Process: Matters shall be referred in accord with the building policies of the Archdiocese; the Commission shall meet four times a year at announced times to review projects and plans at their various stages of development; presentations may be made to the Commission in person or by written documentation.

Authority: Consultative body responsible for studying plans for building projects and making appropriate recommendations to the Archbishop who has decision-making authority based on his canon and civil law relationship to parishes and other institutions in the Archdiocese.

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INTRODUCTION

One of the most important and often challenging tasks a parish can undertake involves building and/or renovation of church property. For this reason it is important for the parish/institution and the Archdiocese to work together as a team so the process can unfold as easily as possible.

The changes in a parish due to a shift in population or growth can open a new understanding and a renewal of the true meaning of Church. Changes can also provide the opportunity for new growth and understanding in the relationship between the pastoral team, parish community and archdiocesan personnel.

ADVANCE PREPARATION

- Establish a strategic planning committee. (*See Appendix #1*)
- Complete/refine existing strategic plan.

RESOURCES

Mark Kemmeter, Director - Office for Planning and Councils
414-769-3552 or kemmeterm@archmil.org

STEP ONE - FEASIBILITY STUDY

- Determine the need for a renovation/building project.
- Submit Form A to the Archbishop requesting feasibility study.
- Conduct a feasibility study upon approval from Archbishop.

Elements of a Feasibility Study

- Update demographics, if needed.
 - Consult neighboring parishes to assess their support and detect any duplication of plans.
 - Gather preliminary data about needed property, zoning, and costs. During the feasibility study it may be necessary to contract with an architect for development of a master plan and projection of preliminary costs, and a liturgical design consultant, if the project includes a church building. Do not contract with the architect or liturgical design consultant for the final project at this phase. This is done in Step 3.
 - Consult parishioners to assess their support.
 - Conduct a thorough facilities assessment including potential repair costs and a five-year facilities maintenance plan.
 - Based on the above, formulate the conclusions of the feasibility study.
- Present conclusions of the feasibility study to the parish council.
 - Proceed to step two upon approval from parish council.

STEP TWO

ESTABLISHING A BUILDING COMMITTEE* DEFINING THE SCOPE OF ITS WORK FURTHERING THE MISSION

Unless otherwise stated the building committee is responsible for the following tasks throughout these steps. The tasks may be allocated to individual members or subcommittees of the building committee. This committee should be comprised of a broad and diverse representation of the parish. No more than three council members should be on the building committee.

** Building committee refers to the local building/renovation committee.*

- Invite a representative of the Archdiocese to explain the policies, procedures and available assistance.

RESOURCES

When building or renovating a:

Worship Space:	Call Office for Worship	414-769-3349
School Building:	Call Schools Administration	414-758-2251
Parish Center or Offices:	Call Office for Parish and Planning	414-758-3352

- Decide who from the local building committee will be the liaison person with the Archdiocese.
- Invite a representative of the Archdiocese to explain the policies, procedures and available assistance.
- Become familiar with the theological and ministerial foundation of the project and how it fits into the parish mission.
- Become familiar with the scope of the project, models and alternatives by consulting engineers, architects and other professionals as needed.
- Study insurance and bond issues as directed by Catholic Mutual.

When building/renovating a worship space:

- Study the document Environment and Art in Catholic Worship.
- Retain the services of a certified liturgical design consultant.
- Discuss the opportunities for enhancement of the liturgical celebrations through the development of new or renovated space.

- Initiate comprehensive formation of the parish community relative to the project with the assistance of archdiocesan personnel.
- Establish regular means of communication with the parish council and the parish at large.
- Present a well-defined proposal, including a preliminary cost estimate for the building project, to the parish council.
- Upon approval from the parish council move to step 3.

STEP THREE ARCHITECT AND FINANCING

- Review Proxy Request form B.
- Interview a minimum of three architects (discuss required alterations in AIA documents for insurance purposes).
- Prepare recommendation to the archbishop of an architect who will:
 - further the parish mission,
 - make the most of the parish's financial resources,
 - enhance the local church.
- Develop a fund raising plan and obtain archdiocesan permission for a capital campaign.
(N.B. Before final authorization to implement the project is given, 50% of the cost must have been obtained.)

RESOURCES

Parish Finance Office	414-769-3336
Finance and Administration Office	414-769-3334
Catholic Mutual	262-255-6906

** Submit form B to Archbishop to hire an architect and begin fund raising.*

- Upon approval of the Archbishop
 - the pastor/parish director hires the architect;
 - the pastor/parish director and trustees obtain a preliminary commitment for a mortgage or loan from a financial institution, if necessary.

STEP FOUR - WORKING WITH THE ARCHITECT DESIGN

- Develop with the architect a schematic design for the project with cost estimates.

For the building of a worship space:

- Assure that the liturgical design consultant and architect work collaboratively.
 - Review the schematic design documents with the archdiocesan Prayer and Worship Office.
 - Research art and furnishing artisans in consultation with the liturgical design consultant.
-
- Present schematic design and estimated costs to the parish and parish council for feedback.
 - Continue ongoing formation involvement for the parish at large.
 - Address the needs for accessibility.
 - Refine or develop a space and needs program document to establish the project scope.
 - Consult with a lighting engineer.

** Submit form C with the preliminary design and estimated costs to the Archdiocesan Building Commission for permission to continue with the project*

STEP FIVE DESIGN DEVELOPMENT, BIDDING AND CONSTRUCTION

- Incorporate essential changes recommended by Archdiocesan Building Commission and other consultants into the plans.
- Retain all necessary professional consultants to implement the process.
- Monitor fund-raising to assure proposed goal.

- Obtain competitive bids from at least three contractors who have a corporate commitment to implementing labor practices in accord with Catholic Social Teaching. See Appendix 2.

**50% of the costs must be secured before moving into the final stage.
For assistance, consult with the Parish Finance Office at 414-769-3336.**

- Recommend hiring of contractor(s) to pastor/parish director.
- Obtain firm costs.
- Obtain final endorsement from the parish council for the project.

** Submit form D to the Archdiocesan Building Commission with final architectural plans.*

STEP SIX BUILDING PHASE

- Upon approval from the Archdiocesan Building Commission, begin construction.
- Conduct on-site inspection(s).
- Monitor pay-out requests as approved by the pastor/parish director and architect.
- Keep parishioners, parish council and archdiocesan liaison informed of building progress.

STEP SEVEN DEDICATING THE BUILDING

Contact the Archbishop regarding a date for dedication or blessing ceremony.

- Develop a "construction check list" to itemize all items needing additional compliance to the bidding documents.

**REQUEST FORMS
FOR
MAJOR RENOVATION
AND/OR
BUILDING CONSTRUCTION**

Form A

ARCHDIOCESE OF MILWAUKEE

REQUEST FOR A FEASIBILITY STUDY TO BUILD OR RENOVATE

Parish/Institution _____

Pastor/Parish Director _____

Mailing Address _____

City/Zip Code _____ Phone _____

1. After being involved in an overall parish strategic planning process we request permission from the Archbishop to proceed with a parish feasibility study to build or renovate. Below is a brief description of the proposed project. Please attach pertinent material from your strategic plan.

2. The following are informed of this request:

Our parishioners _____
(Date)

Dean _____ name _____
(Date)

Neighboring Parishes _____ Our neighboring parishes are: _____
(Date)

(Name Parishes)

Council approved on _____ (Date)

Signatures:

Pastor/Parish Director _____

Secretary Trustee _____

Treasurer Trustee _____

Council Chair _____

Please complete this form and mail to:

Archbishop Jerome E. ListECKI ° Archdiocese of Milwaukee ° P. O. Box 070912 ° Milwaukee, WI 53207-0912

**ARCHDIOCESAN BUILDING COMMISSION
RECOMMENDATION TO THE ARCHBISHOP**

- Proceed with a feasibility study.

- Do not proceed with this project at this time See comments below.

Motion passed by the Archdiocesan Building Commission on _____
(Date)

Chair, Archdiocesan Building Commission

Additional Comments:

ACTION BY THE ARCHBISHOP

- Permission to do a feasibility study is granted.

- Permission to do a feasibility study is not granted at this time

- Other (see comments below)

The Most Reverend Jerome E. ListECKi
Archbishop of Milwaukee

Date

Additional Comments:

Form B

**ARCHDIOCESE OF MILWAUKEE
REQUEST FOR PROXY TO HIRE AN ARCHITECT
AND DEVELOP FINANCING PLANS**

Parish/Institution _____

Pastor/Parish Director _____

Mailing Address _____

City/Zip Code _____ Phone _____

1. Briefly describe what the proposed building or renovation project is.

What: _____

(church, office school, etc.)

Approximately how many square feet? _____

Preliminary estimated costs. _____

If rough drawings were done in the feasibility study, please submit them.

2. The liturgical design consultant we propose to work with is _____

3. The following architects were interviewed:

a. _____

b. _____

c. _____

4. The AIA document revisions have been reviewed.

The architect we propose to work with is _____

Please note: At a later date you will need:

- 1) *to submit preliminary architectural drawings to the Archdiocesan Building Commission as described on Form C.*
- 2) *a proxy from the Archbishop to proceed with the final architectural drawings as described on Form D.*

Form B

5. Our financial planning includes the consideration of the following:

Number of current members _____

Current debt _____

Estimated cost of the project _____

Funds available to start the project _____

If necessary, financial plan to secure needed funds through a capital campaign with a goal of _____

Expected new funds or pledges to be secured before the final approval of the project _____

Use of current parish resources to complete the project in the amount of _____

6. The following are informed of this request:

Our parishioners _____ by _____
(Date) means (bulletins, meetings, etc.)

Dean _____ Name _____
(Date)

Neighboring Parishes _____ Our neighboring parishes are: _____
(Date)

(Name Parishes)

Council approved on _____
(Date)

Signatures:

Pastor/Parish Director _____

Secretary Trustee _____

Treasurer Trustee _____

Council Chair _____

Please complete this form and mail to:

Archbishop Jerome E. ListECKI ° Archdiocese of Milwaukee ° P. O. Box 070912 ° Milwaukee, WI 53207-0912

Form B
ARCHDIOCESAN BUILDING COMMISSION
RECOMMENDATION TO THE ARCHBISHOP

- Proceed with hiring an architect and developing financing plans.
- Do not proceed with this project at this time. See comments below:
- Approval pending.

Chair, Archdiocesan Building Commission

Additional Comments:

ACTION BY THE ARCHBISHOP

- Permission to hire an architect and develop financing plans.
- Permission to hire an architect and develop financing plans is not granted at this time.
- Other (See comments below)

The Most Reverend Jerome E. ListECKI
Archbishop of Milwaukee

Date

Additional Comments:

Form C

**ARCHDIOCESE OF MILWAUKEE
REQUEST FOR EVALUATION OF PRELIMINARY PLANS
FOR BUILDING OR RENOVATION PROJECT**

Parish/Institution _____

Pastor/Parish Director _____

Mailing Address _____

City/Zip Code _____ Phone _____

Please attach design plans and estimated costs.

The following are informed of this request:

Our parishioners _____
(Date)

Dean _____ Name: _____
(Date)

Council approved on _____
(Date)

Signatures:

Pastor/ Parish Director _____

Secretary Trustee _____

Treasurer Trustee _____

Council Chair _____

Please complete this form and mail to:

Archbishop Jerome E. ListECKI ° Archdiocese of Milwaukee ° P. O. Box 070912 ° Milwaukee, WI 53207-0912

Form C
ARCHDIOCESAN BUILDING COMMISSION
RECOMMENDATION TO THE ARCHBISHOP

- Continue the planning process for the building or renovation project.
(A final proxy is required to implement the project.)
- Do not proceed with this project at this time. See comments below.
- Approval pending.

Chair, Archdiocesan Building Commission

Additional Comments:

ACTION BY THE ARCHBISHOP

- Permission to continue the process for the building or renovation project is granted
(A final proxy is required to implement the project.)
- Permission to proceed with building or renovation project is not granted at this time.
- Other (see comments below)

The Most Reverend Jerome E. Listecki
Archbishop of Milwaukee

Date

Additional Comments

Form D
ARCHDIOCESE OF MILWAUKEE
REQUEST FOR PROXY TO IMPLEMENT THE BUILDING OR
RENOVATION PROJECT

Parish/Institution _____

Pastor/Parish Director _____

Mailing Address _____

City/Zip Code _____ Phone _____

Please attach copies of the following:

1. *Final* architectural plans
2. *Finalized* costs and proposed contracts with builders
3. Current financial statement and a five-year cash flow projection which includes retirement of the debt

The following are informed of this request:

Our parishioners _____
(Date)

Dean _____ Name: _____
(Date)

Neighboring Parishes _____
(Date)
Our neighboring parishes are (name parishes) : _____
_____.

Council approved on _____
(Date)

Signatures:

Pastor/Parish Director _____

Secretary Trustee _____

Treasurer Trustee _____

Council Chair _____

Please complete this form and mail to:

Archbishop Jerome E. ListECKI° Archdiocese of Milwaukee ° P. O. Box 070912 ° Milwaukee, WI 53207

Form D
ARCHDIOCESAN BUILDING COMMISSION
RECOMMENDATION TO THE ARCHBISHOP

- Proceed with the building or renovation project according to the final plans submitted.
- Do not proceed with this project at this time. See comments below.
- Approval pending.

Chair, Archdiocesan Building Commission

Additional Comments:

ACTION BY THE ARCHBISHOP

- Permission to implement building or renovation project is granted according to the final plans submitted.
- Permission to implement building or renovation project is not granted at this time.
- Other (see comments below)

The Most Reverend Jerome E. Listecki
Archbishop of Milwaukee

Date

Additional Comments

APPENDIX #1

Establishing a Strategic Planning Committee

Who: The pastor, administrator or parish director should appoint an overall parish strategic planning committee composed of a member of pastoral staff, one but not more than three members of parish council, one member representing each of the ministries (prayer and worship, Christian formation, human concerns, and administrative services); other people from the parish with expertise related to the task can be added to the committee. An effective committee usually has between eight and ten members.

What: Task of the committee

- Inform the Dean of a decision to begin a strategic planning committee. (He may suggest neighboring parishes with whom you may jointly plan.)
- Describe the tasks and purposes of the strategic planning committee.
 - a. _____ Publicize the names of its members.
 - b. _____ Establish regular means of communication with the parish council and the parish at large.
 - c. _____ Secure a demographic study.
 - d. _____ Develop a historical perspective of the parish.
 - e. _____ Assess/survey parishioner needs and attitudes.
 - f. _____ Assess present programs/services in the individual parish and collaborative level.
 - g. _____ Assess current facilities.
 - h. _____ Assess the financial situation.
 - i. _____ Assess/survey the organizational structure.
 - j. _____ Assess personnel needs.
 - k. _____ Organize information into the Strengths, Weaknesses, Opportunities and Concerns/Challenges of the parish.
 - l. _____ After sharing the findings with parishioners, engage them in a Visioning Process.
 - m. _____ Develop an action plan.

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APPENDIX #2

PROCEDURES FOR CATHOLIC INSTITUTIONS IN THE ARCHDIOCESE OF MILWAUKEE WHEN SELECTING VENDORS FOR CONSTRUCTION OR REMODELING

Introduction

Serving clients with quality work and affordable services is the common concern of Catholic institutions and the firms with which they do business. In some instances, parishes, educational, social service and health care facilities wish to award construction and remodeling contracts to non-union firms. Questions then may arise concerning the institution's commitment to Catholic social teaching which states that "in return for their labor, workers have a right to wages and other benefits sufficient to sustain life in dignity," and that "the Church fully supports the right of workers to form unions or other associations to secure their rights to fair wages and working conditions." (National Conference of Catholic Bishops, *Economic Justice for All*, 1986, nn. 103, 104.)

In practice, decision-makers in institutions often experience limitations on funds available to them for a project. How do they balance the demands of a fair wage for all workers with their need to preserve their missions and stay in existence? How is the "common good" of society affected by this decision? In order that the decision of the board or committee of the institution, the level closest to the issue, consider the impact of over 100 years of Catholic social teaching that touch on the issues in question, the following are advanced as benchmarks to be used in the decision process, in conjunction with the "Procedures for Catholic Institutions in the Archdiocese of Milwaukee for Major Renovation and/or Building Construction."

PRINCIPLES

1. All economic activity is for the benefit of people. Workers are not just another element in the production but their benefit must be the main concern and goal of the system itself. Sometimes this is briefly put as the primacy of the human person over things.
2. The duty to work derives from God's command and from a responsibility to one's own humanity and to the common good.
3. Rights and benefits, such as health insurance, training, pension and vacation, reasonable job security, are all essential if workers are to be treated as persons of dignity rather than simply as another factor of production.
4. Workers have a right to form associations for collective bargaining. For the most part, the above rights and benefits have been gained over many years of organizing activity, usually as a result of collective bargaining agreements between ownership and management on one side and unions on the other.

PROCEDURES

1. These Procedures apply only to major renovation and/or building construction projects.
2. Catholic parishes and institutions are expected to use a bid process. The process is open to pre-qualified union and non-union contractors, especially minority owned firms. Bidders are required to submit a completed prequalification statement. This process includes, but is not limited to, institutional projects utilizing federal, state or local government funds. Such a process will usually insure the best price to the institution. Bids subject to further negotiation after the first round of bidding should be limited to those vendors or contractors who submitted proposals in response to the initial bid request.
3. Catholic institutions are to hold general contractors, architects and/or construction managers to these procedures.
4. All bids shall adhere to the prevailing wage standard for that area, as determined by the Wisconsin Statutes, Section 66.293, (applicable to all contracting done by Wisconsin municipalities).
5. All contractors are required to describe their affirmative action commitment and history, containing reference to recruitment, training and hiring of minority and female workers. General contractors or construction managers are to secure such a statement from their subcontractors.
6. Upon completion of the project and prior to final payment, each contractor is to file with the general contractor or construction manager or if not applicable, with the institution, an affidavit stating that they have complied fully with the wage and affirmative action provisions of the contract. Final payment is not to be authorized until such affidavit is filed with the contractor or institution.
7. If requested, the contractor is to allow inspection by the institution of the payroll and other records pertaining to the contract, to ensure compliance with the above requirements.
8. Members of boards of directors and other decision-makers are to disclose any ownership interest in construction, architectural or supply firms prior to the letting of any contracts. This disclosure is in addition to any annual conflict of interest statement which may be required by the institution.
9. In order to assure that a grounding in the Church's social teaching is a part of the formation of councils, boards and committees, archdiocesan resources will be made available.

These procedures are submitted with the conviction that selection of the most qualified contractor will result if they are used.

These procedures are not meant to discourage or prohibit voluntary donations of services as long as such practice does not violate the spirit of these guidelines as they apply to workers' wages and benefits.

APPENDIX #3

PHONE DIRECTORY

Archbishop Cousins Catholic Center
3501 S. Lake Drive, St. Francis, WI 53235
Mail: P.O. Box 070912, Milwaukee, WI 53207-0912

MAIN SWITCHBOARD PHONE **414-769-3300**
Toll free 1-800-769-9373 (within ten counties of Archdiocese only)
FAX 414-769-3408

Chancery 414-769-3340 or kingl@archmil.org
Linda King, Administrative Assistant

Development 414-769-3331 or viteb@archmil.org
Barbara Vite, Parish Stewardship

Finance & Administration 414-769-3334 or marekj@archmil.org
John Marek, Chief Financial Officer

Parish Finance 414-769-3336 or frymarkj@archmil.org
Jay Frymark, Director for Parish & School Financial Services

Parish Planning & Councils 414-769-3352 or kemmeterm@archmil.org
Mark Kemmeter, Director for Office for Planning and Councils

Office for Worship 414-769-3349 or oremus@archmil.org
Dean Daniels, Director for Office for Worship

Catholic Mutual 262-255-6906 or Fax: 262-255-7276
Protected Self-Insurance Program
P.O. Box 178, Menomonee Falls, WI 53002-0178