

Feasibility Study Report & Recommendations

Sacred Heart
Parish
Warrensburg, MO

GRACE Philanthropy Services
January 15, 2026



Prepared By:

Johnny Day & David Popen
Principals



Unlock Greater Impact

Introduction

GRACE Philanthropy Services (“GPS”) is pleased to present our findings, analysis, and recommendations to Sacred Heart Parish (“Sacred Heart”) based on the in-person individual and family interviews, parish town hall meetings, and written and online surveys conducted December 1, 2025, through December 21, 2025.

It is a pleasure to collaborate with Father Andrew Kleine, Lesa Carroll, and the entire leadership of Sacred Heart on this feasibility study project. The outstanding level of engagement, cooperation, hospitality, and candor extended the GPS team during the entire study is genuinely appreciated and helped us to produce this report. We are most grateful to serve your wonderful Catholic community.

Sacred Heart Catholic Church offers a long, rich history of carrying the Good News of the Gospel to the Warrensburg community and beyond. Sacred Heart carries forward the legacy of those laborers who gathered informally since 1859. Beginning in May of 1859 until July of 1865, Fr. Edward Hammill, pastor of Lexington, visited Warrensburg and Knob Noster from time to time. Travel was not easy and during the Civil War it was not safe.

Johanna Crowley and Ambrose Daly, who both were baptized on May 1859, are the first baptisms in Warrensburg attested to by records. Tim Honovan and Mary Cournan married April 22, 1864, is the first marriage. Fr. Hamill baptized fifty-eight infants during this time and witnessed seven marriages of families whose names subsequently appear in Warrensburg records. When in Warrensburg, Fr. Hamill offered Mass at James Daly's home in "Old Town"

Sacred Heart feels the time is now to join in this legacy by ensuring that present and future generations gather in a parish campus that reflects more vibrantly the beauty and passion of their Catholic faith.

Accordingly, a Campus Development Plan was completed in 2025 with an overall vision to:

- “Honoring the Families of the Past” by addressing needed repairs and renovations for the church building and rectory;
 - “Walking with our Present Families” by adding improvements to day-to-day faith, life, and mission of our parish.
 - “Preparing for our Future Families” by looking towards an expansion of the facilities, community, and mission to enable and empower a growing future faith and fellowship.
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Priority I, “Honoring the Families of the Past,” includes repairs to the rectory foundation and yard repair, Church ceiling tile replacement, parking lot repairs, Church foundation repairs, covering the depreciation cost of the burst watermain, fixing the penny window, replacement and repairs of all church windows ,and creation of a contingency fund.

Priority II, “Walking with our Present Families,” includes the construction of a vertical platform or elevator, new/repared exterior signs/lights, new appliances and furnishings to the basement, improvements to our worship space (wheelchair ramp and tile in the front, grotto and exterior improvements, installation of stained glass windows (from St. Cyril’s), potentially new carpet, paint and other renovations, and added security for the parish.

Priority III, “Preparing for our Future Families,” includes new tornado shelter supplies, new lighting in the church, additional sacred art for the Church, repairing the parishes playground and acquiring new equipment, extending the narthex with an awning for drop-offs, contingency funds, bell tower, and new stained glass for the big round areas.

Study Methodology

GPS was retained at the onset of October 2025 to conduct a feasibility study analysis and evaluate the potential to raise \$3.583 million in support of the three priorities of the Campus Development Plan.

GPS Principals David Popen and Johnny Day began their work in early October and concluded efforts by mid-January 2026. A Final Feasibility Study Timeline is included as Appendix A in this report and provides a complete detailing and chronological listing of all study steps and accomplishments over the 12-week engagement period.

Case for Support and Other Key Study Materials

The Case for Support is most important document created during the study process. GPS drafted a preliminary Case in the early weeks of the study effort, and it was reviewed, refined, and approved by Father Andrew by early November 2025. The Case summarized the Campus Development Plan in three priorities as described in the Introduction section above.

Other important study support materials drafted by the GPS and finalized by the Sacred Heart team during the months of October and November 2025 include Father Andrew’s study announcement to the Parish and an Interview Request Letter.

Parishioner Wealth Screening, Capacity Analysis, and Research

GPS completed comprehensive research and analysis of parishioner giving in October 2025.

Sacred Heart provided GPS with a spreadsheet of requested parishioner donor data at the onset of the study effort. GPS then worked in cooperation with its strategic partner, DonorSearch, to complete a comprehensive electronic review of available public financial data, philanthropic giving, and other quantitative information to produce preliminary gift capacity ratings for each parishioner/parishioner family.

GPS then conducted additional parishioner donor research and created a master spreadsheet that includes a recommended gift range (low and high dollar figures) for each parishioner based on the information available. Significant factors GPS considers when developing a potential gift range include age of the population, local property value, parish and diocesan giving, political giving, and identified business revenue. GPS further utilizes proprietary metrics and algorithms to evaluate giving potential.

List of Prospective Interviewees

GPS asked Sacred Heart leadership to meet in October 2025 to develop a shortlist of 40 to 50 parishioners with leadership and top giving potential based on experiential knowledge. GPS developed its own list at the same time using the results of its wealth screening, capacity analysis, and research. Sacred Heart and GPS then met in early November 2025 to compare lists and worked collaboratively to develop a prospective list of parishioners to be invited to participate in the study's in-person interviews.

The final list totaled fifty prospective interviewees comprised of key individuals and families from the parish. Interviewees were included for a variety of reasons including parish involvement and volunteer leadership, offertory contributions, and demographic considerations such as age and ethnicity.

In-Person Interviews

David and Johnny conducted thirty-nine confidential, in-person interviews involving a total of sixty-four parishioners and non-parishioners of Sacred Heart. Thirty-seven (37) interviews were conducted face-to-face, and two virtually via Zoom.

Each interview provided an opportunity to present and review the Case for Support with interviewees, receive feedback, and answer questions. Interviews further provided an opportunity to gauge each individual's or family's support of the Campus Development Plan,

their willingness to give to a possible capital campaign, and preliminary financial indications. Also, David and Johnny gauged each interviewee's willingness to serve the capital campaign as a volunteer leader. All interviewees were further offered the opportunity to voice concerns, share advice, and become more engaged in the proposed plan.

Interviewed parishioners are members of Sacred Heart ranging from one year to being "lifelong parishioners" of over 50 years. Eighty percent (80%) of parishioners interviewed have been members of the parish for over ten years.

Each in-person interviewee was assured confidentiality by the GPS team at the onset of each discussion to encourage candid responses. Interviewees were also assured that the meeting was not a solicitation for funding, but rather that their feedback on the proposed plan was critical to the process.

Questionnaire and Gift Plan

To facilitate the in-person interview process and best quantify the information obtained, the GPS team developed and utilized a detailed interview Questionnaire comprised of eleven specific and general questions. Most interviews lasted approximately 50 minutes. Please note that not all interviewees were asked, or answered, every question, so as to provide sufficient time to discuss matters of most importance to interviewees.

Sacred Heart parishioners were asked questions about the parish, its Campus Development Plan, and a prospective capital campaign. GPS' questions were designed to gauge parishioners' level of engagement, experience, and satisfaction with the parish; reactions to the Campus Development plan; insights into how best to organize and execute a capital campaign; and interest in supporting the campaign both in terms of volunteer time and financial support.

While not asking for specific funding support, the GPS team did seek information about a financial range of support that the parishioner might consider should final plans be acceptable, strong, and supportive campaign leadership be enlisted, and a campaign be launched. To aid this point of discussion, interviewees were presented with a preliminary Gift Plan illustrating the levels of financial support typically required to successfully raise \$3.583 million.

Town Halls and Online Surveys

Two Town Hall meetings were held after Mass on Saturday, December 6, 2025, and Sunday, December 7, 2025. All parishioners were invited to attend. The initial Town Hall gathering, held at 6:00 p.m., was facilitated by Lesa Carroll with support from Fr. Andrew and David. They reviewed the Campus Development Plan and answered questions from attendees. The second gathering was held immediately after the 10:30 a.m. Sunday Mass. A total of approximately forty-four individuals/families attended the Town Hall meetings.

A nine-question survey was made available during the town hall meetings in print form and electronically via a QR Code so that parishioners could access and complete the survey online if desired. Sacred Heart also posted the survey on its website through December 14, 2025, encouraging parishioners to complete the form.

A total of fifty-three parishioners completed the written and online survey. The responses from the survey are tabulated and incorporated into the study results.

This report includes the input of all ninety-two interview respondents (39 in-person interviewees and fifty-three survey respondents). The Key Findings and Recommendations found herein are the result of careful quantitative and qualitative analysis by the GPS team and based on its experience in hundreds of similar studies and campaigns.

Though direct quotations may appear in this report, the comments are not attributed to any specific person and may in fact be a combination of thoughts and opinions offered (and often echoed verbatim by more than one interviewee). This report lists all interviewee responses in the aggregate.

Key Findings

Please note that since some interviewees and survey respondents did not answer all questions, statistics and percentages noted in this report are based on the actual number of responses.

Q: How long have you been associated with Sacred Heart Parish?

The significant majority of in-person interviewees and survey respondents (80%) have been associated with Sacred Heart for ten years or longer. More than one-half (58%) have been active with Sacred Heart for more than 20 years, with several involved over 50 years of their lives.

What parishioners appreciate the most about Sacred Heart is its personal, caring, and hospitable environment. *“It feels like home”* was heard many times. Parishioners regard each other as family and appreciate the intimate sense of community. Being at Sacred Heart Parish is an extension of home for many and they greatly value Father Andrew’s spiritual leadership.

What do you appreciate most about the Parish?
Parish Diversity
The Family Feel/Fellowship
Great Homilies
Feels like Home; Love this Place
Love the Priest!
I’m Catholic; the Eucharist

Q: What is the most defining characteristic(s) of Sacred Heart Parish?

At the onset of each in-person interview, parishioners were asked to share what was the most defining characteristic of the parish that stands out the most to them.

Parishioners offered nearly thirty distinct phrases or adjectives as defining characteristics of Sacred Heart. Those cited most frequently include:

Most Defining Characteristics
Welcoming / Hospitable / Inclusive
Very open to groups
Our work at the Food Pantry and other community projects
Father Andrew’s personality
Traditional feel

Q: What are the greatest challenges/obstacles and opportunities facing Sacred Heart Parish?

Most of the in-person interviewees listed at least one challenge or obstacle facing the parish. Those most frequently cited include:

Greatest Challenges / Obstacles
The Latin / Or too much Latin
Coming together as a parish community
Lack of youth programs / Youth offerings need to be strengthened
The elevator is important to a group in our church
Transient population
Sustainable finances for parish

As in the case of challenges, most of the in-person interviewees listed at least one opportunity ahead for the parish. Those most frequently cited include:

Greatest Opportunities
Youth ministries / programs
Growing our ministries / volunteer base
Fixing our church

Growing, diversifying, and better integrating the congregation is top of mind for most parishioners. They believe improved facilities and more youth programs will better attract new and younger parishioners and help an aging volunteer demographic in the parish.

Parishioners commend Father Andrew for his efforts to build the community back up after the past leadership failed the parish. More efforts are urged in building up the youth ministries, and especially recruiting or getting more families involved.

Q: What is your reaction to the list of parish needs as presented to you in the Case? Do you support the Priorities of the Campus Development Plan?

Every parishioner interviewee offered a reaction to the Campus Development Plan as presented in the Case. Of those personally interviewed, every single one (100%) reacted positively to overall plan!

Specific reactions cited most include:

Reactions to Campus Renewal Plan
Awesome / Beautiful / Exciting / Wow
Thank God we are doing this
The Elevator would lift so many hearts

Representative parishioner comments include:

“A lot of money.”

“The due diligence was awesome.”

“Lack of knowledge – please communicate more.”

“Not thrilled but I guess we need it.”

“Looks good to me – do it all.”

“It needs to be done!”

Ninety-five percent (95%) of the in-person conversations were very supportive of Priority I and II, with Priority III creating the most conversation. Most feel the physical plant must be taken care of without question and they are happy to financially support those projects. The concerns expressed most from families interviewed were about the windows and elevator in Priority I and II. Some parishioners do feel strongly that the windows and the elevator are not that important. They are a vocal minority though because a significant majority of parishioners support the elevator installation and window repair/replacement projects. When moving forward, be prepared to present these elements and their rationale in greater detail. One plan project that has notable support from your older families is the creation or refunding the parish contingency fund.

The most frequent point of discussion among parishioners concerning Priority Three is the idea of increasing the size of the Narthex and the placement of an exterior awning for bad weather and ease of entry for older families. Parishioners in general support both of these ideas though share a common concern over the cost to complete these projects along with those in Priority I and II.

GPS’s recommendations begin on page 13 of this report, and you will read that we encourage Sacred Heart leadership to reshuffle its project priority list somewhat based on need, parishioner desire, and cost.

A few parishioners were supportive of constructing a bell tower, though just not enough to recommend bringing that project to the forefront.

Q: Are there other needs and/or projects of the Parish that you would prioritize if enough financial support could be raised?

Only a handful of families offered additional thoughts or ideas. Most seemed very pleased with the completeness of the proposed list of projects and direction of the overall plan. The idea of a small school was floated by several families as well as the reengagement of the parish pre-school program, though fewer than 20% of interviewees mentioned these ideas.

Other Parish Needs / Projects If Funding Available
Youth Programs / Ministries
Endowment / Maintenance Fund
Possible small school
Re-start our pre-school

Q: Do you believe Sacred Heart Parish should conduct a capital campaign? Do you believe raising \$3.5 million pledged over a five-year period or less is an achievable funding goal.

Ninety-two percent (92%) of interviewees and survey respondents endorse the parish moving forward with conducting a capital campaign. This is significant since many of these parishioners are key financial supporters. Only two parishioners are not in favor of moving forward with a campaign and the balance are unsure at this time.

When asked if \$3.583 million is an achievable funding goal, only six percent (6%) said “yes.” Most interviewees (66%) are “unsure” and feel it is a big stretch for a parish and community the size of Sacred Heart and Warrensburg, respectively.

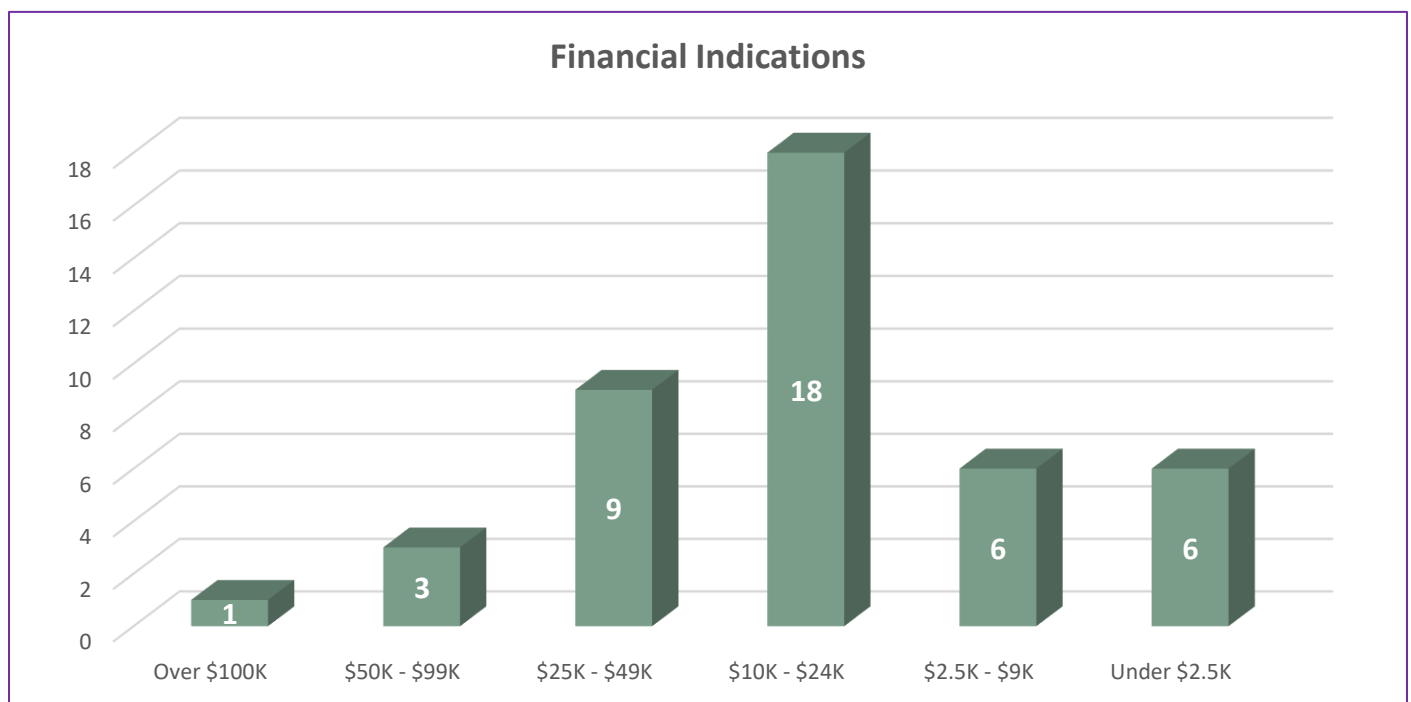
The balance of parishioners (28%) said “no” to the feasibility of the tested goal.

Q: Do you see yourself supporting this effort by making a financial commitment?

Most parishioners who participated in an in-person interview or who responded to the survey recognize the need for a capital campaign. Nearly all in-person interviewees (97%) indicated they would support the campaign with a financial pledge. All but five survey respondents also indicated they would support the campaign financially. Needless to say, this is a very strong showing of financial support for the Case.

Most parishioners who plan to support the campaign financially gave the GPS team an indication of financial support. Only one parishioner was not willing to give a financial indication. Such financial indications are tentative and do not constitute a firm financial commitment on the part of parishioners. They are offered for planning and funding goal projection purposes. Financial indications totaled \$956,000. These indications include both in-person interviewees and survey respondents and assume a five-year pledge horizon.

Based on this level of financial indications, and coupled with our analysis of parishioner wealth capacity, GPS recommends a baseline campaign goal of \$1.2 million with a stretch goal of \$1.5 million. GPS advises Sacred Heart to launch the Quiet Phase of the campaign before setting any final goal publicly. More to come on this specific recommendation in the Recommendations section of this report.



Q: Would you consider playing a leadership role in helping Sacred Heart Parish to raise the necessary funds?

Everyone interviewed said they would pray for the success of the campaign. When asked either in-person or through the survey instrument whether the parishioner would volunteer to help the campaign in some capacity (as a leader, advocate, or other role), 94% framed their response positively with 70% or 25 parishioners responding “yes” and another 30% or 11

parishioners responding “maybe.” Only two parishioners or five percent (5%) said no to volunteering to help the campaign effort.

Q: Whose names come to mind as those you would recommend serving as volunteer leadership for the campaign effort to ensure its success.

Interviewees insights and recommendations are shared under separate, private cover with Father Andrew and Parish leadership.

Q: Do you have any further advice to offer or specific concerns to share with Father Andrew and/or parish leadership?

All interviewees except five had at least one piece of advice to offer Father Andrew and/or parish leadership.

A few consistent themes rose to the top amongst interviewees. The first relates to the Youth Ministry. Parishioners greatly emphasized the need to grow and to expand the Youth Ministry. Parishioners are concerned that not enough effort is going towards its young people. With great love and respect, parishioners recognize Father’s spirit and fun nature, while holding him as a steadfast rock for the parish. While they really appreciate Father, they encourage him to grow the parish community with the same zeal he puts into his Homilies. Many parishioners feel that it is the piece currently missing to take the parish to the next level. Quite a few parishioners believe that in order to move forward with the campaign, Father must over communicate and be truly transparent about the projects and their cost.

The second consistent theme relates to the Campus Development Plan. Parishioners urge leadership to focus only on Priorities I and II and cease conversation on Priority III and its projects EXCEPT for the awning. They feel Priority III currently is too expensive and dilutes the urgency and necessity of Priorities I and II.

All parishioner advice and expressed concerns are summarized as follows:

Most Offered Advice or Concerns
Why are we singing in Latin? If you don’t know what you are singing, how you can sing?
We need to be more flexible
You cannot not like Father Andrew

Our families are not involved – one big mistake
Love the high energy – but please, no moat!
Very happy to have Father Andrew – love his liturgies
Protect Father’s schedule
We need to embrace our diversity
We need to address our schedule – not very good
If you ask, then please accept what we say

GPS Recommendations

Based on study findings and our experience, GRACE Philanthropy Services makes the following recommendations:

- More than sufficient parishioner support for the Case of Support (i.e., Priorities I and II of the Campus Development Plan) exists to proceed immediately with a capital campaign. Parishioners are willing to volunteer time to the campaign and there is a large enough pool of potential donors to raise significant funds.
- We recommend the parish set a baseline campaign goal of \$1.2 million with a stretch goal of \$1.5 million. In the early stage of the campaign, cultivation and solicitation should begin with the top 10 to 15 potential lead donors who could immediately affect the potential of reaching the stretch goal.
- Counsel further recommends that this early top donor solicitation phase be “quiet” and Sacred Heart and GPS reassess the campaign goal after the top 10 to 15 solicitations are realized, before taking the campaign “public” with campaign announcement weekend.
- GPS estimates a minimum of six (6) months are needed to complete the campaign successfully, reach and exceed the baseline goal, and potentially reach the stretch goal.
- Counsel recommends that a clear and concise plan be developed and shared with the parish; one that focuses on Priorities I and II of the Campus Development Plan. At the same time, reorder the projects under each Priority based on the final outcome of the campaign. One project under Priority II that should remain a key component is the elevator. It will lift the hearts of so many in the parish.
- We recommend that parish leadership begin communicating to parishioners the results of the feasibility study by publishing an Executive Summary of the study in the parish bulletin. Also, please post the complete Feasibility Study Report & Recommendations on

the parish website. It is vitally important that parishioners understand that their input is taken into consideration as Sacred Heart plans forward. Communication, transparency, and involvement are key to going forward.

- We recommend that parish leadership work closely with counsel to create in the Campaign Case for Support a specific and prioritized list of projects to be funded and their respective costs. This list should come from those projects currently in Priorities I and II of the Campus Development Plan. Then, begin an education and communication process that will provide families with information about these prioritized projects.
- Counsel recommends creating a new \$1.5 million Gift Plan for the campaign that will stimulate broad-based sacrificial support. This Gift Plan must challenge the entire congregation to support the campaign at levels that will be sufficient to reach and exceed the baseline goal and achieve the stretch goal. This will require a strong number of lead-tier gifts and strong support at the mid-tier level.
- With the assistance of our professional counsel, Father Andrew will need to take a pivotal role in meeting individually with as many potential major donors as Father's schedule will allow. To achieve seeing a larger number of prospects, a plan to schedule smaller intimate dinners or gatherings for very small groups of lead tier prospects will be employed.
- Lay leader support will be critical. Involved and influential parishioners will allow us to broaden our access within the parish, which could give Father the opportunity to engage more families. Recruitment of these leaders should begin immediately.

Final Thoughts

We find Sacred Heart Parish to be a community of highly engaged, faith-filled, and committed people. There is a tremendous spirit of hospitality, community and parish pride, and deep-seeded catholic faith among the parishioners we encountered. Every campaign is a great challenge, however, with the dedicated leadership of Father Andrew, Lesa Carroll, Andrew Modlin, and the strong support of other key lay leaders, along with the assistance of our professional counsel, prayer, and the Grace of God, we firmly believe that Sacred Heart can achieve success.

Once again, let us share our sincere thanks and gratitude for the ability to serve your wonderful Catholic community.

Appendix A – Final Feasibility Study Timeline

[X]	GPS Retained / Study Service Agreement Executed	10/01/25
[X]	GPS Reviews SHCC Source Materials Provided	Weeks 10/03/25 & 10/10/25
[X]	GPS Study Launch Zoom w/ Father Kleine	Friday, 10/10/25
[X]	GPS Sends SHCC Donor Data Spreadsheet for Wealth Screening & Capacity Analysis	Week 1 – 10/13/25
[X]	SHCC Sends GPS Donor Data for Wealth Screening -10/16/25 SHCC Sends Contributor Information on Previous Campaign -SHCC Sends Preliminary Donor Data & Further Refined	Weeks 1 & 2 – 10/13/25 & 10/20/25
[X]	SHCC and GPS Virtual Meeting with Architect, GastingerWalker&	Week 2 – Thursday, 10/23/25 Zoom
[X]	GPS Drafts Preliminary Case for Support and Interview Request Letter	Week 3 –10/27/25
[X]	GPS Conducts and Completes Wealth Screening & Capacity Research	Weeks 2 to 3 – 10/20/25 & 10/27/25
[X]	SHCC and GPS Conduct Virtual Study Work Session -GPS Prepared Agenda In Advance and Circulated -Reviewed & Confirmed Balance of Study Timeline -Reviewed Preliminary Case & Interview Request Letter -Began Developing List of Prospective Interviews -Discuss Father Kleine's Announcement -Reviewed Interview Scheduling and Other Study Logistics	Week 4 – Tues, 11/04/25 @ 2 p.m.
[X]	SHCC Finalizes Study Case for Support & Interview Request Letter	Week 4 – 11/03/25
[X]	SHCC and GPS Review and Finalized List of Prospective Interviewees (50+)	Week 4 – 11/03/25
[X]	Father Klein's Announcement to Parish of Feasibility Study	Week 4 – 11/08/25 & 11/09/25
[X]	Father Klein New Pastor Workshop in Baltimore MD	Weeks 5 & 6 – 11/10/25 to 11/18/25
[X]	GPS Drafts Interview Scheduling Script and Scheduling Spreadsheet	Week 5 – 11/10/25
[X]	SHCC Mails Interview Request Letter & Case to Prospective Interviewees	Week 5 – Saturday, 11/15/25
[X]	Calls by SHCC for Interview Appointments Begin -21 Interviews Scheduled as of 11/22/25	Week 6 – Friday, 11/21/25
[X]	GPS Develops Interview Questionnaire & Gift Plan	Week 7 – 11/24/25
[X]	GPS Develops Written and Online Survey w/ QR Code	Week 7 – 11/24/25
[X]	INTERVIEWS CONDUCTED (37) -Begin Tues, 12/02/25 @ 9 a.m.; End Sat, 12/06/25 @ 4 p.m. -Johnny Onsite Tues, 12/02.25 to Thurs, 12/04/25 -David Onsite Fri, 12/05/25 to Sun, 12/07/25 -12/03/25 Facilities Committee Meets 4 pm: Confession & Adoration @ 5 pm -12/04/25 Finance Council Meeting @ 5:30 pm	Week 8 – Tues, 12/02/25 to Sat, 12/06/25
[X]	Online Survey Posted on SHCC Website and SHCC Communicates	Week 8 – Friday, 12/05/25
[X]	Town Hall Meetings (2) – Bishop Johnston Attends -12/5/25 SCHH Prints Town Hall Agenda and Support Materials -10 Attendees 12/6/25; 30+ Attendees 12/7/25	Week 8 – Sat, 12/06/25 @ 6 p.m. & Sun, 12/07/25 @ 11:30 a.m.
[X]	SHCC Publishes Online Survey to Parishioners	Week 9 – Monday, 12/08/25
[X]	SHCC and GPS Confirm Additional Onsite Interviews	Week 9 – Tuesday, 12/09/25
[X]	Online Survey Concludes (Total 37 Online; 16 Written 12/14/25)	Week 10 – Thursday, 12/17/25
[X]	ADDITIONAL Zoom INTERVIEWS CONDUCTED (2)	Week 10 – 12/15/25
[X]	GPS Tallies and Begins Analysis of Interviews and Survey Results	Week 10 – 12/15/25
[X]	Christmas and New Year Break	12/22/25 & 12/29/25
[X]	GPS Preliminary REPORT & RECOMMENDATIONS Review with Fr. Kleine	Week 11 – Wednesday, 1/07/26 Zoom
[X]	GPS Prepares REPORT & RECOMMENDATIONS	Week 11 – 1/05/26
[X]	Present REPORT & RECOMMENDATIONS to SHCC	Week 12 – Thursday, 1/15/26 @ 6 p.m.



671 Church Lane | Church Hill, TN 37642 | 704.734.7696 | www.gracephilanthropyservices.com