

# CCFM Today

CONFERENCE FOR CATHOLIC FACILITY MANAGEMENT

Spring 2011



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## CONFERENCE FOR CATHOLIC FACILITY MANAGEMENT

### NATIONAL OFFICE:

PO Box 618146  
Chicago, IL 60661

## WELCOME TO ST. LOUIS

Time does fly and as I write this article the long winter is almost over and we are just a few months from the spring conference here in St. Louis. The entire staff of the Archdiocesan Office of Building and Real Estate (yes, all three of us) is anxious to welcome you to our home town, a town of which we are all very proud.

Our Office has arranged for two different tours that we think you will find interesting. One tour is set for Sunday morning and the other for Wednesday morning. (See the conference brochure for more details) We hope that you will be able to join us for one if not both of those.

Our conference planning committee has also been hard at work. Roger Hughes, our Executive Director, assures me that we have a great line up of exhibitors already committed to participate. These companies/ corporate members



Thomas Richter  
Vice President  
Archdiocese of St. Louis

(Business Partners ) are of course an important part of our educational opportunity because they give each of us a chance to interact with technical experts from all over the country.

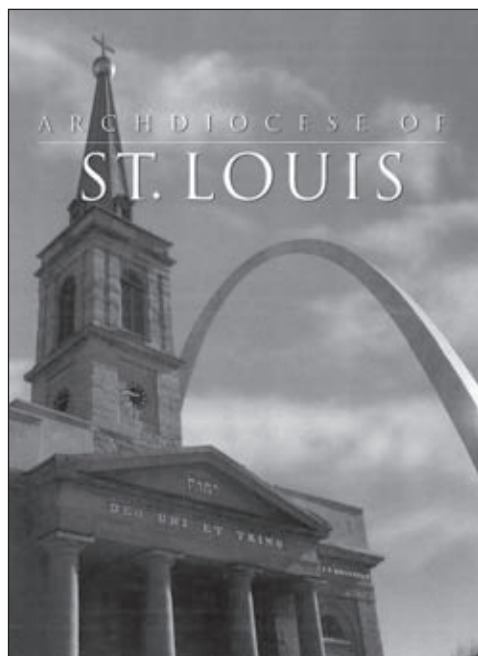
Also, let's remember that their financial support makes it possible to

keep our conference affordable for us. Make sure you stop by their booths not only to learn from them, but also to say "thank you for your support".

When you look thru our conference brochure, I think that you will be very impressed with the efforts of our educational committee. Under their guidance, we have a great line up of classes, intended to give each of us a chance to expand our knowledge, and make us more effective in our jobs. And by attending these classes you can get 6 hours of continuing educational units toward your professional certification. This benefit alone can make your conference attendance worth it.

Also, we have been blessed with great support from our local sponsors. These are the architects, engineers and contractors that our office works with on a daily basis. Their sponsorship of our conference events also goes a long way to keep things affordable for us. Many of them will be in attendance at the events they sponsor, and I hope you take time to say thanks.

That is it for now, but we are looking forward to seeing you in St. Louis this May!✚



go online to,

[www.CCFM.net](http://www.CCFM.net),

to learn more

## BOARD OF DIRECTORS

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## DOING MORE WITH LESS.....

In these times of economic down turn and reorganization, CCFM is committed to helping our members do more with less. From our partnership with Catholic Extension Society to our revamped website to our Support Group, CCFM is here to serve those dioceses and religious orders who find themselves in need of more expertise and not enough resources.

Our new website is one of our greatest sources of information. Find a professional under Partner Profiles or post a question on the Forum. Got a bigger challenge? Call one of the members of our Support Group, I believe this committee has seen it all. Need a manual or contract? Check out the Resources section. No need to reinvent the wheel or a policy any more. Have a job, need a job, or want to bid out a project? Our Job Board is ready to handle your posting. This is also a great place for our Corporate Members to see what's going on at our facilities. Our Trading Post allows us to buy, sell, or trade those used items we no longer need. Check out the newsletters for Lessons Learned or our News section for national news, product reviews, and product recalls.

The annual conference is great place to receive training and continuing education



Janis K. Balentine  
*President*  
Diocese of Colorado Springs

credits. Meet up with old friends or new colleagues. Trade ideas or swap war stories. Visit our exhibitors and sponsors and see what's new in our many industries. Visit

different projects and see how another diocese has done it. Have one of our many professionals help you plan out your next purchase, sale, or restoration. Catholic Extension Society is helping mission dioceses become members and attend the annual conference.

Helping each other, whether we are facility management, construction, or real estate, do more with less is what CCFM is all about. As our staffs and offices are reduced, and sometimes completely done away with, and more of our jobs contracted out, our conference is evolving with our membership in order to be THE resource for our members and our Church.

See you in St. Louis!!!✚

from the desk of

## From the Desk of the Executive Director

Over these past few years I have had the opportunity to meet and to speak with many of you. During that time I continued to learn a great deal from you and feel I have made many friends.

Now as we continue on our journey of improving the value proposition for all classes of membership, I am pleased on behalf of the Board of Directors, the membership committee and the current membership to welcome the following members who have joined us in the past year. Please remember that new members join us along the way and the following is only as complete as when the newsletter goes to press.

With that allow me, on your behalf to welcome the following members:

### Arch/Diocesan Members

Diocese of Amarillo	Philip Witson
Diocese of Anchorage	Sister Charlotte Davenport
Diocese of Boise	Larry Hellhake
Diocese of Camden	Lawrence Reader
Diocese of Cheyenne	Roger Baalmam
Diocese of Helena	Ron Burnett
Diocese of Kalamazoo	Bruce Ragan
Diocese of Lexington	Bill Wakefield
Diocese of Salt Lake City	Michael Lee
Diocese of Rockford	Dr. Wayne Lenell
Archdiocese of St. Paul and Minneapolis	John Bierbohm
Diocese of Stockton	Sister Barbara Thiella
Diocese of Wheeling/Charleston	John Reardon

### Affiliates and Religious Orders

Adrian Dominican Sisters	Sister Lee Cooney, OP
Society of Jesus	Bill O'Connor
Society of the Sisters of St. Joseph/Albany	Sister Jean Keating

With the addition of these new members in the religious order membership category, this membership group has grown to 16 members and counting.

### Business Partners -- Company/Corporate Members

Acrysystems Laboratories, Inc.	Robert Anderson
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Roger Hughes  
Archdiocese of Chicago

American technologies, Inc.	Greg Zembik
Astec Re- Ply Roof Systems	Dean Boddiford
Beyer Studio	Joe Beyer
Compliance Depot	Mikel Persky
International Masonry Institute	Dawn Lafey
J.E. Dunn Construction Co.	Matt Vineyard
Jake Enterprises	Jim Korona
Lord Architecture	Bennett Lord
Mid -Continental Restoration Company	Frank Halsey
North American Roofing	Kelly Wade- Arnel
Renaissance Roofing	Dave Cronebaugh

To these new friends and associates we are pleased that you have become part of CCFM. We are confident that if you have not already participated in the benefits of membership you will soon see the benefits as you move through the member process.

I would like to encourage your participation in the Annual Conference. I can assure you that you will not be disappointed. The educational sessions, visiting with our Business Partners in the exhibit hall, the round table discussions and the opportunity to network all help to create a real sense of value.

I am confident that when you leave St. Louis you will have deepened your knowledge of products, processes, etc. The work you do and the value you add to your organization is critical and important. Your colleagues, and perhaps only your colleagues, all members of CCFM know of that unique and important responsibility that you all share in common.

Welcome to CCFM and I look forward to seeing you in St. Louis.✚

## **A Message From A CCFM Member**

**David Delgado, Facilities Manager  
Diocese of Laredo**

**‘I can’t wait to see everyone at the conference, it just brings me great joy to be part of CCFM. No where else have I been able to obtain connections in our area of work, the networking is awesome. And the vast information I’ve received is so valuable...once again thank you and I look forward in seeing you.’**

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## Company/Corporate Membership Committee

The Annual Conference is approaching quickly. A number of our Company/ Corporate Members will be exhibitors and sponsors of the many of the events during the conference. We ask our Arch/Diocesan, Religious Order and Affiliate members that will be attending the conference to reach out to the company/corporate members and sponsors to welcome and thank them for their involvement. There is a wealth of knowledge and information available through these good folks our Business Partners The conference is a good place to start a new line of communications. You will be surprised at the collaboration that is out there.

I look forward to meeting and greeting all of Business Partners that will be in attendance. In addition I look forward to developing cordial relationships with all our new members.

If at anytime I can help any of our members, please fell free to contact me.✝



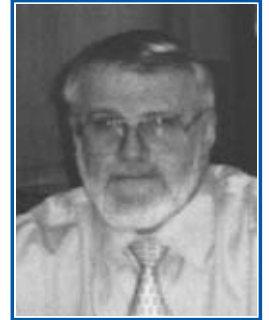
Jim Zielinski  
Diocese of Pittsburgh

## Helping the Bottom Line and Being a Little Green

There are many states in which the electric utility companies have offered rebates to replace old fixtures or to replace bulbs. You should explore this with your utility, local electrical fixture / blub distributor or electrical contractor. In one building we looked at the cost of replacing fixtures and changing out bulbs and another's in others we were able to reduce expenses by 25 % with the rebates. In addition and an aggregate we will have a lower utility bill by minimum 10 percent. The payback will be in 2 ½ years. This will provide improvements in the work areas and will help the capital budget.

Recently I had a meeting with a new organization, U.S. Communities. They are a government purchasing alliance. I found out that there are a number of Dioceses, parishes and schools that are members. They have many suppliers of various materials that we all use in our daily operations and buildings. The best thing is there is NO USER FEES. I strongly recommend you go on to their website [www.uscommunities.org](http://www.uscommunities.org) and read about them. There you'll find someone to contact you about the programs and how you can benefit.✝

## ANNUAL CONFERENCE UPDATE AND IMPORTANT INFORMATION



Peter Silva  
Diocese of Manchester

CCFM Membership: In our newsletter we asked each Diocese, Company, Corporate Member and Religious Institution to advise us of how many years they or their organization has been a member of CCFM. As you know we are trying to establish a good data base so that we may show how we have grown over the years and how members have continued to support this organization and as such, each other. Please take a minute to let Peter Silva know when your organization or you started to enrich our organization. If you do not know the year perhaps you can recall the location. Provide the location and we can provide the year. We would like to have something ready for distribution at the Annual Conference in St. Louis. Forward the information to [peter\\_silva@yahoo.com](mailto:peter_silva@yahoo.com).

Conference Golfing: The registration brochure notes that the golf outing on Saturday, April 30 is optional, and it is. However an accurate number of players is required long before the conference date to set the teams and to get a sufficient number of tee times from the Country Club. Please e-mail Peter Silva, as soon as possible, at the e-mail address noted under conference membership if you intend to golf and confirm how many will be with you. Also, as happens every year, most members travel by air and do not lease vehicles, as such we need transportation to the course which we understand is 20 minutes from the hotel. If you would be able to provide a ride for some of the members please let Peter know that and how many you could accommodate.✝

*Mark your calendar now  
for CCFM 2011*

MAY 2011						
S	M	T	W	T	F	S
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

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## Stained Glass Windows

Article provided by Ron Bovard, Bovard Studio Inc., CCFM Member

The heritage created with stained glass windows can last for many generations when created in a structurally correct system.

There are artistically beautiful stained glass windows created by talented artists without structural knowledge. Every year we are asked to repair and correct the structure on several stained glass windows with structural failure that are less than 10 years old.

Professional stained glass artists are not only talented imaginative artists, but understand the structural requirements of their art.

Proper panel size and reinforcing systems are key elements in the structures of traditional lead stained glass windows. This is what we are addressing in this article.

Traditionally and structurally, a leaded stained glass window panel should not exceed more than 12 square feet. A large stained glass window is composed of multiple stained glass panels divided by T-bars, mutins and/or mullions within the window frame or sash.

The purpose of this type of structural system is to transfer the weight of the upper panels of the stained glass windows from the panels below them, onto the window frame or sash. This prevents the weight of the upper leaded panels from causing damages by weighing down on the lower panels causing them to bulge and collapse over time.

The steel reinforcing bars in either the flat reinforcing bar or the older traditional round bar system connected by copper tie wires must be attached at their ends to the sash or frame of the window. Reinforcing bars not attached to the windows sash or frames are not structurally sound. The purpose of the reinforcing bar is to hold the stained glass window in a flat vertical plane. Imagine a set of children's building blocks stacked high. As long as the stack of blocks is stacked perfectly upright, the structure remains in tact. When the stack of blocks starts to bulge or sag, it weakens until it collapses. The same is true of stained glass window panels fabricated with flexible lead came. The flexibility allows it to last through generations of expansion and contraction cycles of the heat and cold of night and day and from season to season. The reinforcing bars hold the stained glass window panel vertically flat during the expansion and contraction cycles, keeping it structurally sound.

There are pros and cons to both the flat bar and round bar systems. The more modern steel flat bar system is stronger and more rigid than the traditional round bar system and is attached directly to the solder joints of the lead came. The round bar system is attached by copper tie wires attached to the solder joint of the stained glass panel. The round bar system's advantage is that it is flexible during expansion and contraction cycles allowing the steel rebar some movement through the tie wires while maintaining the flat structure of the stained glass window.

The reinforcing bars on a window panel made in the copper foil technique can be attached anywhere the reinforcing bar crosses the soldered copper foil. The flat bar system is used in copper foil stained glass windows.

The placement of the reinforcing bars is determined by the design of the stained glass window. Stained glass windows designed from many small panes of stained glass require more closely spaced reinforcing bars than stained glass windows with larger panes of stained glass. Traditionally, reinforcing bars are applied to the stained glass window horizontally approximately every 18 inches. Aesthetics of the artwork and the location of the solder joints are essential factors in determining the placement of reinforcing bars. The placement is an artistic as well as an engineering evaluation for each panel. The reinforcing bars are applied to the interior surface of a stained glass window illuminated by natural light. The main reason for this is when the reinforcing bar is installed on the exterior; a shadow is cast by the reinforcing bar as the sun rises in the sky shining on the stained glass window. This distracts from the beauty of the art glass window. The reinforcing bars installed on the interior side of the stained glass window will remain as a thin line as the sun moves across the sky. If desired, artificially lit stained glass window's rebars can be installed on the back side of the stained glass window as the lighting can be arranged so shadows are not created from the reinforcing bars.

There are other structural elements required for a stained glass window to last for centuries; proper glazing cement packed between the flanges of the lead came and panes of stained glass, framing systems designed for proper wind load, vented exterior glazing systems designed to preserve the stained glass window, proper placement of stack joints, T-bars, mutin and mullion placement, the design of the lead matrix and even the material composition of the lead came.

Following these guidelines, the stained glass heritage you create should last for many future generations.

Windows for the Soul Foundations is a non-profit organization for the expansion and restoration of America's religious stained glass heritage.

**RON BOVARD IS THE AUTHOR OF "WINDOWS FOR THE SOUL" PUBLISHED BY WARDELL PUBLICATIONS**

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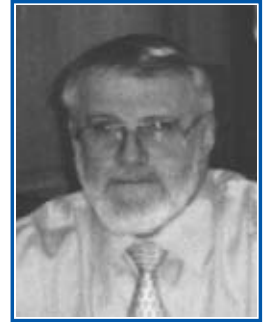
**BOVARDSTUDIO.COM [WWW.BOVARDSTUDIO.COM](http://WWW.BOVARDSTUDIO.COM) CONTAINS MORE INFORMATION ON THE ENGINEERING, THE STRUCTURE AND GLAZING SYSTEMS FOR STAINED GLASS WINDOWS.†**



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## LESSONS LEARNED ABOUT CLOSING CHURCHES

At the conference in Denver in 2005, I was fortunate to present an educational track on the closing churches, with Dudley Mulcahy. We were in the middle of closing approximately 60 churches in the Boston Archdiocese and had developed a manual for the intricate process of closing churches and what to do with the assets and property left afterwards. The Track was well received, as many dioceses were also in the same situation of downsizing. The intention after the conference, per many requests, was to have another future track in 2007 or 2008 based on the lessons learned after the closing of the churches. Unfortunately for various reasons, this did not occur. As such, I hope this article provides some insight to the major lessons learned.



Peter Silva  
Archdiocese of Boston (retired)

**Communication:** We held several meetings with the parishes affected to set up protocols for closing, establish dates for taking inventories and to discuss the closings with the parishioners. We should have had more meetings prior to the actual closing and should have demanded that the Pastors' affected be present at these meetings. We believe that with more of these meetings there would be a smoother transition and a better chance at getting the Pastor and the parishioners to buy into the closings by better exploring the alternatives that would be available to them. These additional meetings could have included such things as having the Pastor(s) from the welcoming parish(es) come to the closing church and meet the parishioners, say Mass, invite parishioners over to the welcoming church for a pot luck supper to meet the other parishioners and groups, etc.

**Building Evaluations:** Once the decisions have been made as to which churches will be closed, and if there is a situation where churches are close to each other, a detailed evaluation of the church proposed to be closed and the nearby churches should be made. This in order to determine the condition of each facility as it may make a difference. It may also be the case that the nearby church does not have the space to expand in order to accommodate the additional parishioners. Many may not have adequate parking or the buildings and may be in very poor physical condition. The property evaluation will reveal this and may also show that the church planned on being closed is in much better physical condition, has room for expansions of programs, parking, underused buildings etc. After all things are considered, this would reveal that the planned welcoming church is a better candidate and therefore be the best candidate to remain open. Building evaluations were not part of our planning process, however, when it came down to the actual closings, several alternatives were investigated by doing these evaluations and in every case the original church to be closed was deferred to another church due to the above reasons.

Lessons learned

Had the original choice been made the costs to develop the welcoming parishes to the point where they could absorb the anticipated increase of parishioners would have negated any long term savings from closing the parish, and would have saved some of the negative and impacts from the parishes involved.

**Measure-Measure-Measure:** A detailed inventory was made, in advance of the closing dates, itemizing each sacred and non sacred item. They were all given a specific inventory number and a picture was taken of each along with a description of the item. The items were made available, in a pecking order, to the other parishes. First were the welcoming parishes (where the records would be sent and the parishioners were asked to go), then the parishes in the cluster and then the entire diocese. The inventory was set up within a software program and with a specific password, changed weekly, the items could to be viewed by the Pastor's whenever they wanted. The questions most often asked were what are the measurements of a statue, or a stained glass window; how big are the Stations of the Cross and can they be taken down or are they part of the wall; what are the lengths of the pews and how many of them are there; are the kneelers part of the pew or separate; what is the size of the Altar or tabernacle etc. We had to make frequent trips back to many churches to obtain this information that would have been much more easily done had we foreseen the need and taken this information when we did the inventory.

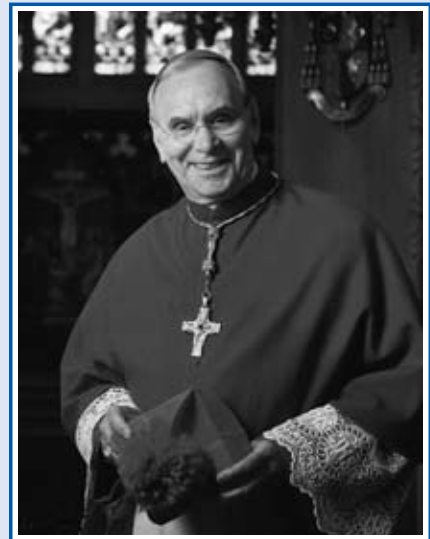
**Unanticipated costs:** If the building had an existing fire protection system, that system could not be shut down. Therefore where we had sprinkler systems we needed to maintain the water supply, heat the building so the pipes would not freeze and/or maintain the electrical systems. This was a city requirement not an insurance requirement. Phone lines tied directly to the fire department, emergency service provider or police department also had to be maintained. In several locations a fire lane had to be kept plowed all winter around the building and once plowed it unfortunately became off street parking for the neighborhood which created another housekeeping problem not anticipated.

**Security:** Change all the locks at least a week before the last Mass is to be held and except for Mass or other church functions keep the doors locked. Additionally, during that last week the Pastor or his designee should be at all functions to insure that the people leave and the doors are locked. Most parishes have no idea of how many people or groups have keys for the buildings. They are often freely provided to groups using the facilities, who in turn have copies made for other members of the group, and as these groups stop meeting the keys are rarely turned in. Pastors also provide keys to groups and when a new pastor

is assigned he has no idea who has keys-and in some cases even who to ask. This provides a perfect opportunity for vigils to get started and once in the building it is difficult to get the vigils out without police action. We may not have been able to stop all the vigils with this approach but certainly would have been able to prevent several of them getting started. Parking and abandoning vehicles required barricades to be installed to keep free of deserted vehicles. At several locations the open spaces became a local area dumping spot that required constant oversight and cleaning.

These are some of the major **lessons learned** and as you can imagine these exhausted both staff hours and funds and made oversight of the closed facilities a challenge on a daily basis. If anyone sees a value of this process as an appropriate topic today for a conference track I would be pleased to present the process for closing churches as modified by lessons learned in that process at a future conference. Please let Roger Hughes know so he can present such to the Board.†

**I look forward to visiting  
with you in St. Louis.**



**Most Reverend  
Roger Foys, D.D.  
Episcopal Moderator  
Diocese of Covington, KY**

## ADDRESS UPDATE

If you wish to update our mailing address information or if you wish to add other names to our list please complete the information below or visit [www.ccfm.net](http://www.ccfm.net)

Name \_\_\_\_\_

Position \_\_\_\_\_ Arch/Diocese \_\_\_\_\_

Address \_\_\_\_\_

City \_\_\_\_\_ State \_\_\_\_\_ Zip \_\_\_\_\_

Deletion     Addition     Correction

We would appreciate your comments & input on items for future issues. Please mail to:  
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## What would you like to see in CCFMToday

Members are encouraged to submit items as well as articles for consideration in **CCFMToday**. Notices of Employment Opportunities are published on the web site as they are received in the National Office, as well as in the upcoming edition of **CCFMToday**.

### CCFMToday Publication Schedule

**CCFMToday** will accept notices and articles for future issues according to the following schedule:

Deadline Date		Publication Date
February 20	Spring Issue	April 1
May 20	Summer Issue	July 1
August 20	Fall Issue	October 1
November 20	Winter Issue	January 1



## CONFERENCE FOR CATHOLIC FACILITY MANAGEMENT

CCFM NATIONAL OFFICE

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Chicago, IL 60661

FIRST CLASS MAIL

### Canon Law Society of America (CLSA)

<b>October 10, 2011</b>	Jacksonville, FL	Hyatt Regency Jacksonville-Riverfront
<b>October 8, 2012</b>	Chicago, IL	Hyatt Regency O'Hare

### National Federation of Priests' Councils (NFPC)

<b>May 2, 2011</b>	Albuquerque, NM	Hyatt Regency
<b>May 5, 2011</b>		Albuquerque

### Conference for Catholic Facility Management (CCFM)

<b>May 1, 2011</b>	St. Louis, MO	The Millennium Hotel
<b>May 4, 2011</b>		
<b>April 2012</b>	Covington Kentucky	To Be Announced

### National Association of Church Personnel Administrators (NACPA)

<b>2011</b>	To Be Announced	To Be Announced
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### Diocesan Fiscal Management Conference (DFMC)

<b>September 25, 2011</b>	Minneapolis, MN	Hyatt Regency Minneapolis
<b>September 28, 2011</b>		

### Diocesan Information Systems Conference (DISC)

<b>June 2011</b>	Boise, ID	To Be Announced
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