

St. Mary of the Bay Parish

Warren, Rhode Island

Feasibility Study Final Report

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PREFACE

Guidance In Giving, Inc. (GIG) wishes to express its gratitude for the assistance provided by the staff and parish leaders of the St. Mary of the Bay Parish during this Feasibility Study. Father Doug Grant, Sandra Rainone, Philip Beaulieu and the entire parish staff were an invaluable source of assistance throughout the study process. Thank you.

Our thanks are also extended to all the parishioners who shared their thoughts and opinions during this Feasibility Study to discuss the development and future of the St. Mary of the Bay Parish. These participants took time from their busy schedules to be personally interviewed or to complete a survey questionnaire. The openness, honesty and sincerity of their answers demonstrated that the members of the St. Mary of the Bay Parish truly care about the future of their parish and want to be actively involved in the planning and implementation process.

The gracious participation of these people made the following report possible, and we at Guidance In Giving, Inc., are truly grateful.

INTRODUCTION

Guidance In Giving, Inc. was retained by the St. Mary of the Bay Parish to conduct a Feasibility Study to assist the parish in gathering information regarding the thoughts and opinions of the parishioners about the proposed renovation and restoration of the two churches that make up St. Mary of the Bay Parish.

The Feasibility Study was conducted from August – September 2016, with Thomas Dorsz of Guidance In Giving, Inc. providing on-site service. Stephen Babcock & Thomas Dorsz conducted all personal interviews, with Thomas managing the data entry, findings tabulation, report production and day-to-day activities of the Feasibility Study.

OBJECTIVES OF THE FEASIBILITY STUDY

- To educate parishioners about the capital needs of the parish and how the proposed projects will address these perceived needs;
- To determine whether parishioners feel there are other elements, needs or projects that should be considered by the parish to be included in a campaign;
- To identify potential Leadership Gift prospects within the parish and/or local community;
- To determine collective financial support from parishioners/families;
- To identify possible campaign volunteers, including leadership committee members;
- To identify any potential issues, points of concern, or conflicts within the community.

FEASIBILITY STUDY PREPARATION

During the preparatory stages of on-site service, Counsel worked closely with Father Doug Grant, Sandra Rainone, and Philip Beaulieu to prepare and complete the following:

- Questions for personal interviews and the direct mail/online Study Survey
- An interview request letter and a cover letter for the Study Survey
- A Master Plan Summary was created with information received from the parish to give an overview of the proposed project
- Identification of eighty-seven (87) potential personal interview prospects
- Identification of potential survey recipients, *~1,500 households*
- Weekly pulpit announcements and bulletin newsletters

FEASIBILITY STUDY METHODOLOGY

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

1. Personal Interviews: A Personal Interview invitation letter was sent to 87 parish households to participate in the interview portion of our Study.

The families selected for interviews represent a cross-section of parishioners who have a history of generous participation with their time, talent and treasure to the parish. They include top parish donors, ministry leaders and participants, as well as regular Mass attendees. The invited families were asked to contact the parish office to set an appointment to be personally and confidentially interviewed by a representative from Guidance In Giving, Inc. **A total of 31 personal interviews were conducted.** The names of all those who participated in an interview are provided as an Addendum to this report.

2. Direct-Mail/Online Study Survey: A Study Survey was distributed to 1,500 registered parishioners via mail. Those receiving the survey were asked to complete and return it to the parish office by September 10th & 11th– *Survey Weekend*. All surveys received as of Monday, September 12, 2016 are included in this report.

This report includes a total of 134 Study Survey responses via mail/in-pew response and 42 Study Survey responses via online survey. These 176 responses represent 12% of the 1,500 parish households invited to participate in the Study Survey. The names of those who responded to the survey are provided as an Addendum to this report.

In summary, a total of 207 households (13% of all registered families) of St. Mary of the Bay Parish participated in the Feasibility Study. The rate of response found during the study are consistent for a parish of this size as Guidance In Giving will typically see a response rate of ~10-15%+ in “medium size” parishes (~1,500+ families).

REPORT FORMAT

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

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

I. RESULTS

(FROM THE PERSONAL INTERVIEWS & MAIL/ONLINE SURVEYS)

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

Demographic Information:

Each interview and survey began with a series of demographics questions, asking parishioners about their involvement in and opinions of the St. Mary of the Bay Parish.

1. How long have you been a member of the St. Mary of the Bay Parish? (Interview question #1 / Survey question #1)

<i>Membership Ranges</i>	<i>Responses</i>
> 30 years	61%
25 - 29 years	4%
20 - 24 years	5%
15 – 19 years	6%
10 – 14 years	5%
5 – 9 years	5%
1 –4 years	9%
< 1 year	5%

2. What ministries, programs and/or activities are you involved with? (Interview question #2 / Survey question #2)

Of the 207 households who participated in the Study, 122 (59%) indicated their involvement in a wide array of parish ministries, programs and activities.

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

Adult Choir
All fund raisers

Altar Ministry
Bible Study

Catholic Charities Appeal
Eucharistic Minister

Finance Council
Food Baskets

Food Pantry
Food Truck

Ham Roll

Lectors

Lenten Mission

Liturgy

Marriage Prep

Men of St. Joseph

Men's Ministry

Parish Garden

Parish Office Volunteers

Parish Outreach

Pastoral Care

Religious Education

Repair and Maintenance

Rosary

Shawl Ministry

St. Gabriel' Call

Summer Festival

Turkey Roll

Ushers

Women's Guild

3. In your opinion, what does the parish do well? (Interview question #3 / Survey question #3)

The most common responses to this question overwhelmingly referred to:

- Welcoming and brings people together
- Offers a wide variety of ministries and activities
- Meaningful and relatable homilies
- Food pantry
- Community Outreach
- Honest and transparent

Representative Commentary:

- *Since Fr. Grant has become our pastor, our church is coming back to what and how it was before him. But Fr. Doug cannot do it all, he needs the cooperation of all of us to be successful.*
- *Welcoming and supports our community of parishioners. Provides opportunities for prayer in the church beyond Mass.*
- *Meeting spiritual needs of parishioners, provides opportunities for fellowship, great homilies, great music and it feels like a family.*
- *Everything! The parish is a blessing to its members and a blessing to the community, particularly to those in need.*
- *Fr. is personable and has regained our trust. The people are finally starting to come together as one.*
- *Food pantry.*
- *Keeping both churches means a lot to some of the “old timers” who have worked hard to support their church and still attend Mass there.*
- *It is enjoyable to attend Mass. Priest and Deacon seem to go out of their ways to be friendly, outgoing and accepting.*
- *Provides parishioners with a good spiritual Mass experience and a versatile mass schedule making it easy to attend weekly.*
- *Liturgies, music, events, fundraising.*
- *Encourages tolerance and acceptance of others.*
- *Community outreach, Sunday service, friendly, approachable pastor and staff, functions.*
- *The parish has many ministries to help people with various needs regardless if they are parishioners or not.*
- *Everything and I’m totally satisfied!*
- *Parish is very transparent, letting us know where money is being spent and for what, and having a say in it.*
- *Communicate with its members in all matters concerning religion and parish activities.*
- *Realistic gospels and homilies.*
- *The parish does a wonderful job in reaching out to all. Encourages community spirit and involvement in spiritual as well as social activities.*
- *Bring people together to celebrate the Eucharist and enjoy being members of the Catholic Community.*

**4. In your opinion, where does the parish need to improve?
(Interview question #4 / Survey question #4)**

The most common responses to this question were:

- More involvement or programs for the youth/teens
- Facilities are dated and maintenance put off for too long
- Parking lot repairs and lighting
- Distrust from previous pastor

Representative Commentary:

- *I would love to see a youth group in our parish. We need young blood and ideas to keep us alive and growing into the future. Also, to give hope and balance to the young adults. I look around on Sunday's and don't see many teens or young adults.*
- *Religious Ed. There is not much to offer kids other than classes, which tend to be very structured, repetitive, and lack engagement for the kids. Retreats, fun events, opportunities to get together as a teen or young adult community, etc. are all missing. The youth are not pulled to our parish.*
- *Organizations can and will always improve. Be careful and mindful of exceeding your resources in the process.*
- *Where did all the monies go from the previous pastor? Because of this more relationships will need to be mended before some will participate.*
- *Keep up with maintenance.*
- *More involvement needed for the younger generations, as lectors, Eucharistic ministers and members of committees, especially the teenage and 20 something to ensure a future. Today most of the ministers are 50-70 year olds.*
- *Think about the cost of maintaining two buildings.*
- *Preventative maintenance and staying ahead of these issues.*
- *More open communication on things that need to be addressed in a more timely manner. Don't put it all on us at once.*
- *Offer a coffee and donuts activity once a month.*

**5. What is your opinion of the proposed renovation and restoration of our churches?
(Interview question #5 / Survey #5)**

Project Summary	Interviews	Survey	Total
Positive	83%	69%	72%
Negative	1%	6%	5%
Unsure	16%	20%	19%
No Response	-	5%	4%

The most common responses to this question were:

- The roof of St. Mary's of the Bay needs to be fixed
- Focus on the most pressing needs first
- Would like more details regarding the estimated costs
- What is the long term plan for St. Jean's

Representative Commentary:

- *Well thought out project---It's a wonderful parish*
- *Roof needs to be fixed.*
- *We need to protect and maintain our properties and churches.*
- *The parish is not large enough to support two churches. The Rectory at St. Jeans was closed and sold not so many years ago to eliminate cost. It is now time to seriously consider the closing and possible sale of the church. \$17,000 was recently expended to repair the chimney and this current project for repair is in excess of \$300,000. St. Mary's is certainly capable to absorb the current activities that occur at St. Jean Baptiste.*
- *I think some of the improvements are over engineered and costly. What are the minimum essential repairs going to cost?*
- *I have been with St. Jean Baptiste for 32 years. This is the parish I attend, and identify with. That being said I question whether the time has come to close St. Jeans and put all our resources into St. Mary of the Bay.*
- *Have they covered everything? Want to make sure they address everything.*
- *Things are very visible that need to be fixed or replaced. After many years of total neglect we need to do this.*
- *Take care of repairs before they get a lot worse.*
- *Estimated costs seem too high.*
- *Project recommendations seem to be well thought out, realistic, necessary and beneficial.*
- *Only complete what is most urgent.*
- *St. Jeans has a rich history and my family has been active members all our lives, however it is time to deal with the realization of the current times. One church is all the parish needs to service the active people and the savings could help support a capital account to support St. Mary of the Bay church*
- *The renovations and restoration are long overdue and are critical to ensuring the future of our parish community.*
- *Seems sensible and not extravagant.*
- *Total amount is really high. Do we really need to address all these needs?*
- *Some seem to be more necessary than others. Upgrade bathrooms and kitchen seem to be more of a luxury and should be done last.*
- *We have no choice; we must preserve our buildings to ensure the survival of the church and its ministry. The only outstanding option to consider is consolidation.*

**6. Are there other projects you feel should be addressed at St. Mary of the Bay?
(Interview question #6/ Survey question #6)**

The most common responses to this question were:

- Better parking/traffic flow in general
- Audio System
- Update space for food pantry

Representative Commentary:

- *Lighting of the back parking lot. There is a pole with a light on it that is never lit.*
- *Fix the plaster by the steps.*
- *Audio System.*

- *Solar power project. Buy the equipment and own it or ask parishioners to donate land for a solar farm.*
- *The flow of traffic in the parking lot.*
- *Outside lighting at St. Mary's.*
- *Better handicap accessibility.*
- *New chairs for the basement.*
- *Outdoor cooking pavilion next to garage for events.*
- *Food pantry needs updating and additional storage.*
- *Some of the sidewalks should be fixed.*

7. Do you feel that a majority of parishioners will volunteer their time, talent and treasure in support of a capital campaign to complete the project?
(Interview question #7)

<i>Response</i>	<i>Interviewees</i>
Yes	42%
No	19%
Unsure	39%

8. Would you be willing to volunteer your time for the campaign?
(Interview question #8/ Survey question #7)

<i>Response</i>	<i>Interviews</i>	<i>Survey</i>	<i>Total</i>
Yes	77%	28%	35%
No	16%	34%	31%
Unsure	7%	32%	29%
No Response	0%	6%	5%

Please see the [*Potential Campaign Volunteers*](#) Addendum for a listing of potential volunteers.

9. Would you be willing to host a campaign event for parishioners in your home or at the parish?
(Interview question #9)

Please see the [*Potential Reception Hosts*](#) Addendum for a listing of potential hosts.

10. If asked, would you be willing to commit your talents by taking a leadership position on the Campaign Committee to be formed in order to facilitate the campaign?
(Interview question #10)

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

11. Who among our parishioners would be good leaders of a capital campaign?
(Interview question #11)

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

12. In order to be successful in raising the funds necessary, Leadership Gifts are important. The Leadership Gift Phase of a capital campaign would seek pledges of \$25,000, \$50,000 or more over a 3-5 year period from parishioners, foundations and possibly corporations. In your opinion, are their individuals/businesses in the parish capable of giving at these levels?
(Interview question #12)

<i>Response</i>	<i>Interviews</i>
Yes	55%
No	5%
Unsure	40%

13. Could you assist in identifying those families, businesses, organizations or foundations that could give at the following levels?
(Interview question #13)

As is experienced by Guidance In Giving, some interviewees felt they did not know other people’s financial situation, while others may have been reluctant to provide names of individuals in the community.

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

14. While we are not currently soliciting contributions to the campaign at this stage in the campaign process, determining the financial potential of the parish community is an important component of the study. Once the project details are solidified and the campaign formally begins, could your family consider a “Leadership” level pledge of \$10,000 or more, payable over a 3-5 year period?
(Interview question #14)

<i>Response</i>	<i>Interviews</i>
Yes	23%
No	64%
Unsure	13%
No Response	0%

‘Yes’, ‘No’, and ‘Unsure’ answers will be incorporated into the GIG database for use during the proposed capital campaign. The self-nominated, Leadership Gifts prospects have also been listed in the [Potential Leadership Gift Prospects](#) Addendum.

15. What would you estimate your family contribution to be over a 3-year period?
(Interview question #15 / Survey question #8)

22 of the 31 (71%) Personal Interviewees responded, and 95 of 176 (54%) of the Study Survey participants responded. **Overall 117 (57%) responded.**

It is the experience of Guidance In Giving, Inc., that families who participate in a Study may not be prepared to give an answer to this question; however, that does not mean that they will not

contribute when the parish enters into a capital campaign. The firm has also found that once a complete case is presented and families are challenged to make a pledge that is sacrificial, many are likely to contribute more than the amount they originally stated in the Study.

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

<i>Gift Breakdown</i>	<i>Interview</i>	<i>Survey</i>	<i>Total Number of Gifts</i>	<i>Total Pledges</i>
\$100,000 +	0	0	0	\$0
\$50,000 - \$99,999	1	0	1	\$50,000
\$25,000 - \$49,999	0	1	1	\$25,000
\$20,000 - \$24,999	0	0	0	\$0
\$15,000 - \$19,999	0	1	1	\$15,000
\$10,000 - \$14,999	5	1	6	\$60,000
\$7,500 - \$9,999	0	0	0	\$0
\$5,000 - \$7,499	3	7	10	\$54,000
\$4,000 - \$4,999	6	19	25	\$100,000
\$3,000 - \$3,999	0	8	8	\$25,200
\$2,000 - \$2,999	4	16	20	\$41,760
\$1,000 - \$1,999	3	16	19	\$24,380
\$1 - \$999	0	26	26	\$9,855
TOTALS	22	95	117	\$405,195

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

<i>Gift Breakdown</i>	<i>Interview</i>	<i>Survey</i>	<i>Total Number of Gifts</i>	<i>Total Pledges</i>
\$100,000 +	0	0	0	\$0
\$50,000 - \$99,999	1	0	1	\$50,000
\$25,000 - \$49,999	0	1	1	\$25,000
\$20,000 - \$24,999	1	0	1	\$10,000
\$15,000 - \$19,999	2	1	3	\$25,000
\$10,000 - \$14,999	3	1	4	\$64,000
\$7,500 - \$9,999	0	0	0	\$0
\$5,000 - \$7,499	5	7	12	\$60,000
\$4,000 - \$4,999	6	22	28	\$111,000
\$3,000 - \$3,999	1	8	9	\$28,200
\$2,000 - \$2,999	3	13	16	\$43,760
\$1,000 - \$1,999	0	16	16	\$25,180
\$1 - \$999	0	26	26	\$9,965
TOTALS	22	95	117	\$452,105

16. In addition to regular gifts to the weekend offertory collection, and the Catholic charity fund appeal, is it reasonable to assume that 30% of the parish (~500 households) or more could contribute to a capital campaign at the St. Mary of the Bay Parish?
(Interview question #16)

<i>Response</i>	<i>Interviews</i>
Yes	52%
No	13%
Unsure	35%
No Response	0%

17. Is it reasonable to ask the "average parishioner" of the St. Mary of the Bay Parish to consider pledging \$100 or more per month, payable over 36 months?
(Interview question #17 / Survey question #9)

<i>Response</i>	<i>Interviews</i>	<i>Survey</i>	<i>Total</i>
Yes	36%	12%	16%
No	32%	36%	36%
Unsure	32%	49%	46%
No Response	0%	3%	2%

18. Is there anything in the local or parish community that you believe would hinder the success of the proposed project?
(Interview question #18 / Survey question #10)

<i>Response</i>	<i>Interviews</i>	<i>Survey</i>	<i>Total</i>
Yes	20%	27%	26%
No	77%	28%	35%
Unsure	3%	33%	29%
No Response	0%	12%	10%

The most common, perceived hindrances to the campaign includes:

- Local economy
- Uncertainty of the long term viability of St. Jean (and maintaining two church buildings)
- Financial ability of parishioners, especially those on limited fixed incomes
- Lack of transparency/issues from the past

Representative Commentary:

- *It may be difficult for many families make such large pledges.*
- *I think an in-depth cost benefit analysis of the financials needs to be prepared for the presentation to the parish members.*
- *Many of the parishioners are retirees on fixed incomes. We need to bring the younger generation into the planning stages for the future.*
- *The unemployment rate and prevalence of low paying jobs.*
- *The number of active families as opposed to the number of registered families.*
- *The only issue may be the parishioners on fixed income but we have come through in the past with memorials and donations.*

- *Will support the campaign but would like additional information regarding if we need to address all of these projects.*
- *Previous pastor history.*
- *Operating two churches, we can't continue to do so. Close one of them!*
- *Lack of communication and lack of participation from the parishioners. People are more willing to give when there is complete transparency in how the money is being spent. This is something that has improved during the past few years.*

19. Should St. Mary of the Bay move forward with a capital campaign to renovate and restore our churches? (Interview question #19 / Survey #11)

<i>Response</i>	<i>Interviews</i>	<i>Survey</i>	<i>Total</i>
Yes	94%	63%	68%
No	0%	6%	5%
Unsure	6%	26%	23%
No Response	0%	5%	4%

20. If the campaign proceeds as proposed, will you support Father Doug and the parish leadership to the best of your ability to help ensure that the campaign is successful? (Interview question #20 / Survey question #12)

<i>Response</i>	<i>Interviews</i>	<i>Survey</i>	<i>Total</i>
Yes	97%	77%	80%
No	0%	3%	2%
Unsure	3%	14%	13%
No Response	0%	6%	5%

21. Are there any other topics or advice you would like to mention that have not been addressed in this interview/questionnaire? (Interview question #21 / Survey question #13)

Representative commentary:

- *These projects need to be done or they could turn into safety concerns. We are rich in history and traditions and it's our job to continue them.*
- *Fr. Doug has turned this parish around and we want him to keep doing what he's doing!*
- *We have to save our church. I can't think of other needs and the list seems fair.*
- *Consolidation must be discussed at length and studied before we spread our resources over several buildings within a mile of each other. We need a campaign to explain to parishioners that \$1, \$5 and \$10 isn't enough to preserve our churches. I need to reassess my giving and make adjustments so I can consider supporting this.*
- *I appreciate Fr. Grant's work toward the sustainability of our parish and hope there is support for this campaign.*
- *I would like price comparisons of the roof and other options besides the clerestory.*
- *People need to step up more regarding giving.*
- *Why keep St. Jeans open? Why not sell it and use the monies towards these needs? Do we need two rectories?*

-
- *Our parish relies on many members who are on fixed incomes and any campaign must stress the ability for these parishioners to participate to the best of this ability.*
 - *We like to support the parish programs that help the poor of the community.*
 - *I think investment in St. Mary's makes sense but any further spending for St. Jean's is very much debatable. Figure out how to get more than 10-15% of the parish to participate in financial support.*
 - *Why two churches? I have history at both and I don't see a need for both properties. There may be a very good reason to keep St. Jean's but I would like to hear it. Sell or possibly donate it to the town to make municipal parking and a playground but keep the grotto in tact. The burden of two properties is too much.*
 - *I would love to have game nights. Good old fashioned board games and simple snacks. Maybe a movie night.*
 - *Have the choir sing at 10:30 mass more often.*
 - *The most important needs should be addressed first.*
 - *Where did the monies go from the sale of the St. Jean properties? Maybe parishioners with businesses would be willing to donate services instead of money.*
 - *As part of the building committee I'm available to help answer questions and address concerns from parishioners.*
 - *Can some of the second mass collections be eliminated so parish members can better afford the capital campaign?*

II. REVIEW OF KEY POINTS

A. POSITIVES/SUPPORT

The idea of moving forward with a campaign to restore and renovate our churches received strong support throughout the Feasibility Study including the following findings:

- 80% of overall respondents indicated they would support the parish leadership in the decision **to move forward with a Capital Campaign** to the best of their ability (97% of interviewees and 77% of those surveyed indicated their support for the project) with only 2% indicating they would not be supportive.
- **73 respondents indicated that they would volunteer time and talent** in support of a campaign for the proposed projects, while 59 indicated they were “Unsure” until they understood what they are being asked to consider.
- Altogether, those who gave an estimated contribution amount (**117 households**) projected that they would be able to **pledge between \$405,195– \$452,105** or more over a 3-year pledge period. This is an **average of approximately \$3,463– \$3,864** and represents a **ratio to offertory of 5.0 – 5.5 times income** (*Ratio to Offertory pertains to a family’s campaign gift as it relates to their annual offertory income: i.e. If the Jones Family gives \$20/week for the calendar year (~\$1,000/year) in the weekly collection and make a \$5,000 gift to the campaign, they are participating at rate of 5.0 times their annual offertory income*).

B. CONCERNS/NEGATIVES

During the Study, some participants expressed concern about the total costs versus cost for each component of the project. When negative or concerned comments were offered, they were focused primarily in the following areas:

- While the vast majority recognize the need, the scope and scale of the project seems overwhelming, in terms of cost.
- Many parishioners are elderly and on fixed incomes.
- What is the long-term plan for St. Jean?

ANALYSIS & RECOMMENDATIONS

Based on the results and analysis of the 207 responses received during the Feasibility Study, Guidance In Giving, Inc. offers the following to the leadership of the St. Mary of the Bay Parish:

A. Campaign Case

To reiterate the results from **Questions #5, 19 & 20**:

5. What is your opinion of the proposed renovation and restoration of our churches?

<i>Project Summary</i>	<i>Interviews</i>	<i>Survey</i>	<i>Total</i>
Positive	83%	69%	72%
Negative	1%	6%	5%
Unsure	16%	20%	19%
No Response	-	5%	4%

19. Should St. Mary of the Bay move forward with a capital campaign to address the projects outlined?

<i>Response</i>	<i>Interviews</i>	<i>Survey</i>	<i>Total</i>
Yes	94%	63%	68%
No	0%	6%	5%
Unsure	6%	26%	23%
No Response	0%	5%	4%

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

<i>Response</i>	<i>Interviews</i>	<i>Survey</i>	<i>Total</i>
Yes	97%	77%	80%
No	0%	3%	2%
Unsure	3%	14%	13%
No Response	0%	6%	5%

There is a clear understanding that the St. Mary of the Bay Parish is a strong and dynamic parish community. The survey has confirmed that many parishioners realize and understand the need for the restoration of their churches. The majority of parishioners expressed optimism about the projects while holding obvious concerns about the cost, the current economy, financial support of seniors and families on fixed or limited incomes and the future of St. Jean.

A successful campaign would need to address these concerns with sensitivity, clarity, and transparency. It will be vitally important for parish leadership to continue to be vigilant in developing and communicating the needs to all parishioners (how these projects were prioritized, the costs

associated with each project, etc.), showing financial transparency and an overall sense of good stewardship. They are being entrusted with the gifts of the people and have the responsibility of utilizing these gifts in the most efficient and effective manner to achieve the goals of the campaign. This will be critical in laying the foundation of trust necessary for a successful Capital Campaign today and for future development efforts.

B. Conduct a Capital Campaign

September – December 2016

In order to conduct a successful campaign, the parish must be in the best position to succeed. This includes providing and presenting the most up to date renderings, floor plans (if applicable), cost estimates, construction timelines and an understanding of the various approval processes with the town of Warren and the Diocese of Providence. It is vitally important because many parishioners asked numerous questions and expressed concern about the projects. Some general questions that will need to be addressed in a campaign are:

- What is actual total cost of the projects?
- What are the criteria for determining the prioritization of the projects?
- What is the long-term plan for St. Jean?
- What is needed to begin restorations (how much money in hand, how much in pledges, will we take out a loan)?

Parish leadership must be prepared to answer these and similar questions when they arise during the planning phases and ultimately, a campaign. If numerous questions are left unanswered, the entire effort will appear as poorly planned, uncertain and lacking realism in achieving the project success, particularly during the active portion of the campaign. This would undermine the credibility of the case and the confidence of the parishioners, resulting in a diminished level of support.

In reviewing the parish offertory records combined with the results of the Feasibility Study, Guidance In Giving, Inc. feels that St. Mary of the Bay Parish has the ability to raise upwards of \$900,000-\$1,200,000 (or more) in a successful campaign, once a case has been finalized.

SAMPLE GIFT RANGE AND PARTICIPATION CHART

of Families in the Parish: ~1,600 Families

25% Participation			
400 Gifts X	\$2,000 Avg. Gift	=	\$800,000
	\$2,500 Avg. Gift	=	\$1,000,000
	\$3,000 Avg. Gift	=	\$1,200,000

400 Gifts X	\$2,000 Avg. Gift	=	\$800,000
	\$2,500 Avg. Gift	=	\$1,000,000
	\$3,000 Avg. Gift	=	\$1,200,000

30% Participation			
480 Gifts X	\$2,000 Avg. Gift	=	\$960,000
	\$2,500 Avg. Gift	=	\$1,200,000
	\$3,000 Avg. Gift	=	\$1,440,000

480 Gifts X	\$2,000 Avg. Gift	=	\$960,000
	\$2,500 Avg. Gift	=	\$1,200,000
	\$3,000 Avg. Gift	=	\$1,440,000

C. Further Leadership Gifts Identification and Cultivation

As part of the Leadership Gifts Phase of the campaign plan, Guidance In Giving will utilize the information obtained during the Feasibility Study, the parish offertory, past giving records and input from parish leadership in order to quantify current potential Leadership Gift (LG) prospects as well as identify additional Leadership Gift prospects. Working hand in hand with Father Doug and the Capital Campaign Committee, we will look to further expand our base of potential LG prospects and, through significant Prospect Review, determine a Solicitation Plan for each of the individual families identified in the LG phase.

An important part of the Guidance In Giving, Inc. Campaign Plan is the composition and performance of the Leadership Gifts Team. In addition to Father Doug, this team should be composed of six to eight knowledgeable and highly regarded parishioners/couples who will serve as a sub-committee of the Campaign Committee (see Item D below). The role of the Leadership Gifts Team will be to identify and solicit all parishioners and friends of the St. Mary of the Bay Parish with the potential to give at a level of \$10,000, \$25,000, \$50,000, \$100,000 or more to the campaign.

It is imperative to the success of the campaign that personal outreach for Leadership Gifts be seriously pursued in the early weeks of the Campaign (utilizing a variety of fundraising strategies in order to educate and engage each family in this phase of the campaign).

D. Lay Campaign Committee

As a firm, Guidance In Giving believes strongly in the role of the laity of the Catholic Church, both in the campaigns it conducts as well as in the general life of the parish. The firm regards the participation

of lay leaders as essential for the success of any endeavor, for it is truly the parishioners who make up the Church. Creating the sense of ownership among the laity, as a whole, is crucial and emphasizing the role of lay leadership in the development of the project, from its inception, will further strengthen how parishioners will view the overall plan. In addition, lay leadership can reflect on being a fellow parishioner, why the project is important to them, how this project will make a difference to them, their family and our parish as a whole and why they are involved in making it a reality.

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

E. Promotion of Study Findings

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

A Feasibility Study Executive Summary has been prepared by Guidance In Giving and should be made available to every member of the parish. Counsel strongly recommends that Father Doug present the Feasibility Study Findings Summary at each of the Masses in the coming weeks and that the summary report should also be posted on the parish web site.

CONCLUSION

This completes the Parish Feasibility Study conducted by Guidance In Giving, Inc. for the St. Mary of the Bay Parish. Guidance In Giving hopes that these recommendations will be helpful in charting the course for a successful capital campaign, and we thank you for allowing us the opportunity to serve as counsel. The findings presented represent analysis of the opinions expressed by 207 parish households: 31 households personally interviewed and 176 households responded via the Feasibility Study Survey.

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

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

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