

Feasibility Study 2015

Saint Mary's Church

Nutley, NJ



Feasibility Study and Fundraising Report

prepared by

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INTRODUCTION

The Cunneen Company was retained to conduct a Feasibility Study for St. Mary's Church, Nutley, NJ. The study commenced with personal interviews of randomly selected participants throughout the period of May 27, 2015 – June 4, 2015. Catherine Cuning conducted these personal interviews at the Parish Offices. The study also included an In-Pew Survey completed by the parish during the Masses on the weekend of June 6 - 7, 2015. During the preceding week, all parishioners received a case statement via mail. Parishioners were especially encouraged to attend Mass to participate during the feasibility study weekend.

The study was conducted to assess the feasibility of raising sufficient capital funds to complete the proposed repairs and renovations outlined in the Case Statement Brochure. These priorities included:

- Monsignor Walsh Hall Renovations for Handicapped Accessibility: Construction of an Elevator, Upgrades to the Kitchen, Renovations to the Restrooms;
- Parking Lot Improvements: Resurfacing and redesign to address traffic flow issues;
- School Renovations for Handicapped Accessibility. Sharing costs for Elevator Construction with the Phoenix Center;
- Upgrades to the Sanctuary Lighting;
- Painting the Church interior;
- Address the Air-Conditioning needs in the Church and Parish Center; and
- Repairs to the Parish Walkways.

THE FEASIBILITY STUDY METHODOLOGY

Prior to each of the personal interviews, Catherine Cuning explained Cunneen's policy of preserving confidentiality to each participant. Each interviewee was informed that their opinions would be used in the final report for emphasis, but would not be attributed to any individual. The personal interviews then consisted of two practices. First, participants completed the Personal Interview questionnaire that contained a combination of single and multi-part questions. Second, after each participant completed the questionnaire, Catherine Cuning reviewed each response in-depth allowing participants to further explain their answers. The value in walking each participant through their responses is to allow for further clarification of questions that seem unclear, or what are referred to as "spin-off questions" that are asked by the interviewee and addressed by the Director. All of the personal interviews conducted at St. Mary's Church included spin-off questions that led to fruitful and engaging discussions.

In addition to the personal interviews and Personal Interview questionnaires, a similar In-Pew Survey questionnaire was distributed by the ushers to parishioners attending Mass during the designated weekend of June 6 - 7. Father Barbary gave instructions for completion of the questionnaire during the Homily at each of the Masses that weekend. Parishioners were given approximately 10 minutes to complete the questionnaire. Ushers collected and boxed all of the responses that were then sent to our office in Hamden, Connecticut for an independent analysis.

The combined results of the interview participants and survey respondents are analyzed in this report. The Cunneen Company believes that it is important to realize the distinct differences between the responses received during the personal interview process and the responses received from the In-Pew Survey. During each personal interview Catherine Cunneen was able to have an in-depth, confidential dialogue with each interview participant. Often participants were couples, which allowed for a substantial dialogue. During these discussions there was information exchanged by both parties. Through this exchange an education and awareness process took place between both parties that included an array of issues. Typically, as was the case with St. Mary's parishioners, issues included opinions regarding the parish broadly; they also included personal biases from the interview respondents regarding the parish. Individual opinions and personal biases were reduced in the findings.

Most importantly, personal interview participants were encouraged to speak freely about issues that may conflict with a Capital Campaign launched in the near future at St. Mary's Church. In contrast, respondents to the In-Pew Survey questionnaire answered questions with knowledge, insight, and information they have read in the case study or commentary either heard at Mass, from other parishioners, or from their own knowledge and insights on these particular projects. Therefore, all responses were weighed fully with these factors in mind.

In the following pages of this report, the Cunneen Company will present the findings of the Feasibility Study; evaluate the current status at St. Mary's Church with respect to readiness to conduct a Capital Campaign; and offer our recommendations regarding the possibility of launching a Capital Campaign in the near future. In short, this report presents results from the information received from those who participated in this study.

The feasibility study interviews are combined with the survey results to produce a detailed report focused on the following issues:

1. Does the parish want to launch a capital campaign to solicit three-to-five year pledges for a goal of \$900,000 with a challenge goal of \$1,200,000?
2. Do parishioners feel compelled by the repair and renovation needs of Monsignor Walsh Hall; the parking lot; school renovations; Sanctuary lighting needs; painting the Church interior; air-conditioning needs; and repairs to the parish walkways?
3. Does the parish feel the need to financially support any one of these priorities more so than others, or does the parish feel compelled to financially support all of these needs equally?
4. If the parish decides to move forward with the plan to conduct a Capital Campaign, is there a reasonable chance that such a campaign would be successful, given the projected goal amount? If so, what could the parish reasonably expect to be the gift total in the campaign?
5. What do parishioners think of their parish overall and how does it rate the components of parish life?
6. Are there any other issues affecting the parish and/or parishioners that might impact upon any of the proposed plans and any campaign to raise the funds to complete such a plan?

FATHER'S CASE STATEMENT

My Dear Parishioners,

God has blessed our parish in many wonderful ways. So many people want to join us because they experience a welcoming community. As our community continues to grow, for which I am grateful, so do our challenges. We have met them in the past and I am confident we will do so in the future as we build our parish to secure and preserve our proud traditions.

With the endorsement of both our Lay Leadership Council and our Finance Council we are hoping to undertake a Capital Campaign of \$900,000 - \$1,200,000 to address some of our short term and long term projects and goals.

We have been guided by our Archdiocesan Office of Plant Management and the requests and needs of our parishioners. During the fall of 2013, we conducted an audit of our parish facilities and needs. The first and obvious need was to upgrade Monsignor Walsh Hall for parish activities and use, through the construction of an elevator and the renovation of the kitchen and bathrooms for disabled access. This would allow for many of our parishioners to attend events in comfort and ease.

Other projects not so obvious include addressing the resurfacing, redesign, and traffic flow issues for our parking lots, elevator and disabled access issues for our school facilities, sanctuary lighting and future painting in our Church. We also need to address air-conditioning needs in our church, parish center and rectory, along with the repair of parish walkways, greater investments in pastoral activities and many others.

It is a privilege for me to serve you as pastor here at Saint Mary's Church. I look forward to your input on these issues and your help, along with all of our community, as we work to preserve our traditions and build a secure future for all!

Sincerely in Christ,



Rev. Richard J. Berbary
Pastor

PRELIMINARY FINDINGS

Assumptions / Situations

Based on information provided by the parish, there are currently about 2316 families registered as parishioners at St. Mary's Church. The parish has maintained a strong core parishioner community despite being located in a densely populated, northern New Jersey suburb, with many Roman Catholic Churches nearby. This is a testament to the commitment of parishioners to continue the traditions of St. Mary's Church.

The parish has, as most urban parishes do, limited space to expand. The parish has realized a wonderful school tenant in the Phoenix Center. Through the population the Center services (developmentally challenged students) as well as the revenue it provides, the Phoenix Center is a great contributor to the sustainability of the parish. However, the Center does confine the availability of the parish's meeting and gathering space, especially during school hours. This puts an added burden on the already demanding physical facility needs of both Monsignor Walsh Hall and the Parish Conference Room and Offices.

The parish currently realizes annual income through its weekly collections and other income streams, such as the school tenant, to adequately support its operational needs. Under Father Berbery's leadership, the parish exercises good financial stewardship.

St. Mary's Church receives regular offertory support above averages found in U.S. parishes¹.

A feasibility study determines an attainable goal for a campaign predicated on several factors, including:

1. A compelling case statement;
2. Identification of major donors;
3. Prior fundraising history of the parish; and
4. Overall parishioner opinion.

If the case is found to be compelling, and a significant number of major gift donors are identified, the parish may be able raise its desired goal and, perhaps, more. Conversely, if the case is not compelling or if few major gift donors are identified, the parish may only be able to raise a portion of the desired goal.

¹ The total weekly offertory average was \$9,200 or \$9.57 per registered household across the United States in 2011. This is the most current research on Catholic offertories across the United States. (CARA: <http://cara.georgetown.edu/NewsandPress/PressReleases/PR071511.pdf>).

RESPONSES TO PERSONAL INTERVIEW & SURVEY QUESTIONS

Please refer to Appendix 1 for the chart analysis of the In-Pew Survey Responses.

All percentages are rounded to the nearest whole number. Additionally, several responses reflected disparate opinions between spouses, thus in some cases there were two different ratings on one subject, e.g. one household cast one “excellent” vote and one “fair” vote for an opinion on the physical plant.

The personal interviews and surveys revealed very useful information as we made our assessment. Catherine Cuning conducted 10 personal interviews and collected 466 survey forms during the In-Pew Survey weekend. This provides an adequate basis upon which to base our conclusions.

How long have you been associated with St. Mary’s Church?

Interview participants were overwhelmingly long term families between 11 and 40 years (30%) and more than 41 years (40%). It has been the Cunneen Company’s experience that long-time parishioners tend to feel a greater sense of ownership in their parish, which in turns generates larger donations, and a higher rate of redemption in Capital Campaigns. The parish did an outstanding job of selecting participants representing an excellent demographic sample for the study.

Are you aware of the ministries available at St. Mary’s Church? Have you taken advantage of those ministries?

Almost all of the interview participants were aware of the ministries at St. Mary’s Church, and had taken advantage of those ministries (90% and 70% respectively). Similarly, 71% of survey respondents were aware of the ministries available, with one-third (36%) having participated in those ministries. St. Mary’s Church communicates its programs, services and ministries quite well to its people. This type of on-going communication between parish and parishioner certainly lends itself to a successful campaign.

What is your opinion/evaluation of St. Mary’s Church in the following areas? Rating (E-Excellent, V-Very Good, G-Good, F-Fair, P-Poor, N-No Opinion)

Physical Plant Facility (church, seating, parking)

Of the interview participants, half (50%) indicated the physical plant to be very good to excellent. Moreover, 80% of survey respondents felt that the physical plant is in very good to excellent condition. No interview participants indicated that the physical plant was poor, and only 2 (0%) of the survey respondents indicated that the physical plant was poor.

Representative Quotations: (Throughout this report we have included direct quotations in relation to the findings/opinions. These are intended to provide a human dimension to the analysis of the numerical data and also to provide a flavor of

the kinds of responses given. It also allows the expression of views that, while passionately held, may be minority opinions; they are nonetheless deserving of consideration by the parish.)

“St. Mary’s is a beautiful church and we are proud to be parishioners.”

“I was baptized in the old church that’s now the parking lot – and I have been part of the new church since it was built. St. Mary’s is my home.”

“The parking lot has always been a challenge. There are too many cars and not enough spots. I am not sure that anything can be done, that’s all the space we have.”

“If there is a funeral, and school is open, forget it, you’ll never get a spot.”

Pastoral Leadership

Father Barbary was rated as excellent by all (100%) of those interviewed. This is a remarkable rating. 90% of survey respondents ranked him as excellent or very good. The love and appreciation the parishioners have for their pastor is deep-rooted. Many of the respondents said that Father Barbary’s leadership has been impressive, and a significant change from previous pastors.

Representative Quotations:

“We love all our priests, Father Rich, Father Trinidad and Father Tom. We are so blessed to have them.”

“Unfortunately, we have not loved all of our pastors. But we love Father Rich!”

“Father Rich is easy to talk to. You can bring him any problem that you are having in the parish and he is willing to talk.”

Staff (office, administration, maintenance)

90% of those interviewed rated the staff as excellent or very good and 72% of those surveyed rated the staff as excellent or very good. Many of the interview participants commented that the staff, particularly Diane Adesso, is the “heart” of the parish. They are welcoming and very helpful. This same spirit of generosity was extended to the Cunneen Company during the Feasibility Study and was greatly appreciated.

Representative Quotations:

“I don’t know how Diane does everything she does. She is wonderful!”

“There is always someone here to help you and they really help you. We are very blessed to have a good staff and we know it.”

Community Outreach

Interview participants gave very positive ratings to community outreach at St. Mary's Church, with all but one ranking community outreach as excellent (20%); very good (40%) or good (30%). No interviewees ranked community outreach as fair or poor, and only one participant offered no opinion. Many feel that there is a wonderful spirit towards the needs of the community within St. Mary's and are proud of the parish's work towards these ends.

Representative Quotations:

"We do a lot for our community here."

"We have been doing a lot in the community over the years, especially the Food Bank."

Ministries (Lectors, Eucharistic Ministers, Ushers, Music Ministry)

The collective ministries were viewed most favorably, as 80% of those interviewed and 77% of those surveyed, ranked the ministries either excellent or very good. None of the interview participants, and less than 3% of the survey respondents, ranked the ministries as fair. No interview participants and no survey respondents ranked the ministries as poor. Clearly, ministries are vibrant at St. Mary's Church and parishioners participate in these ministries.

Representative Quotations:

"The ministries are good here. Scheduling is sometimes difficult but Father Trinidad is working on that."

Youth Programs including Faith Formation

Youth Ministry received a rating of excellent or very good by one-third (30%) of interview participants. 10% rated Youth Ministry as good and 10% rated Youth Ministry as fair. The remaining half (50%) of interview participants had no opinion of Youth Ministry because they either had no children involved currently, or knew of nothing substantial by which to rank the program. Of survey respondents: 29% ranked youth programs as excellent; 28% as very good; 13% as good; 3% as fair; 2% as poor; and 25% as either no opinion or no response. Of those who ranked Youth Ministry programs, the majority (57%) evaluated the current efforts to be excellent or very good.

Representative Quotations:

"We need to do more for the youth. It seems like we have a lot of youth here and I think we should do everything possible for their faith."

Religious Education (including Adult Education, R.C.I.A.)

Half (50%) of interview participants rated these programs as very good to excellent. In the surveys 61% rated the programs as very good to excellent, while another 12% ranked Religious Education as good. No one in the parish responded that Religious Education is poor. During the interviews, participants shared that Religious Education has remained strong at St. Mary's Church over the years.

Representative Quotations:

“Religious Education is very good here, and convenient too. Kids have so much going on and we try to keep it important here.”

Overall Perception

70% of interview participants rated their overall perception of St. Mary’s Church as excellent or very good. Combined with another 10%, who indicated they felt St. Mary’s Church is good, 80% of those who participated in the interviews have a very positive perspective of the parish. Identically, 80% of survey respondents rated St. Mary’s Church as excellent or very good. Combined with another 13%, who indicated that they felt St. Mary’s Church is good, 93% of respondents have a very positive perspective of the parish. Clearly, the parish is appreciated and loved by her parishioners and there is a discernible feeling of pride. These good feelings and overall strong confidence are a great benefit to the parish as it considers a Capital Campaign.

Representative Quotations:

“St. Mary’s is our home and we love it. We feel with Father Rich here now, the parish is on the right track.”

Please indicate your feelings regarding the renovation and repair projects being considered by St. Mary’s Church (Essential, important, not essential, somewhat important, or not important)

Monsignor Walsh Hall Renovations for Handicapped Accessibility: Construction of an Elevator, Upgrades to the Kitchen, Renovations to the Restrooms.

It is undeniable that both parishioners who participated in interviews and survey respondents clearly support renovations to the Hall and Handicapped Accessibility as priorities of any Capital Campaign that St. Mary’s Church would pursue. 90% of interview participants and 82% of survey respondents indicated that these critical repairs are essential or important. 10% of interview participants and 15% of survey respondents indicated that these improvements are not important. It is key to note that a solid majority of parishioners from both the interviews and the surveys believes that renovating the Hall and making it more Handicapped Accessible are a critical priority of a parish Capital Campaign.

Representative Quotations:

“We use the Hall for everything and yet the stairs are terrible. They are too narrow. We need an elevator.”

“We can have upwards of 100 people for BINGO every week in that Hall. It’s a great community event. If we add an elevator we are sure to get even more people to come.”

Parking Lot Improvements: Resurfacing and redesign to address traffic flow issues.

Parishioners of St. Mary’s Church recognize that there are significant limitations with the current parking lot both in terms of its surface quality, and the organization of the traffic. 60% of those interviewed believed that prioritizing the parking lot repair and traffic flow issues are essential or important, while 40% believed that this priority is somewhat important. Almost all of those who

indicated that it is somewhat important felt that there were boundary and space issues that seemed irreconcilable in the current parking lot. While many wanted to give this a larger importance, they felt discouraged that little could be done but remained optimistic that if a better plan could be developed they would be happy to embrace it.

Likewise, 74% of survey respondents indicated that the parking lot repair and flow are essential or important, with another 17% indicated that these plans are somewhat important. Combining these three levels of responses would show that 91% of survey respondents would like to see some upgrade and change to the parking lot.

School Renovations for Handicapped Accessibility. Sharing costs for Elevator Construction with the Phoenix Center.

A solid majority of interview participants agreed that the school renovations are essential or important (70%). Of those who indicated that the school renovations were somewhat important (20%), they specifically said that they would want to know what the parish’s responsibility is to the tenant before prioritizing these renovations. If the parish were fully or mostly responsible for the upkeep of the school, these parishioners would agree to prioritize the improvements to the school. Of survey respondents 74% indicated that school renovations are essential or important, with another 17% indicating that school renovations are somewhat important. There is a clear understanding that the school building is a great asset to the parish and provides important revenue. Most all parishioners are vested in maintaining and upgrading the school to this end.

Upgrades to the Sanctuary lighting.

There was some support for the upgrades to the Sanctuary lighting from interview participants. Half felt that it was essential or important (10% and 40%) respectively. It is important to note that many of the interview participants who did not rank the lighting as essential, shared that the lighting in the entire church was just recently completed and they could not differentiate how this priority would be different. There needs to be important clarification if this priority is to be included as part of the case for support. 58% of survey respondents ranked the Sanctuary lighting as essential or important, with 39% indicating that it is somewhat important or not important.

Painting the Church interior.

The support for painting the Church interior was less strong than other responses. Of interview participants half believed that the painting was essential or important (10% and 40% respectively), while another 40% felt it was somewhat important and 10% ranking it as unimportant. If it is explained to the parish that the painting is of nominal cost, or that it is essential given other repairs, many of the interview participants would feel more strongly that it was essential. 58% of survey respondents indicated that the painting was essential or important.

Address the Air-Conditioning needs in the Church and Parish Center.

There was significant support for modifications to the Air-Conditioning system. 70% of interview participants viewed the modifications to be essential or important. All those who supported the modifications shared that any investment in the Air-Conditioning is important to help defray long-term energy costs. 66% of survey respondents ranked Air-Conditioning modifications as essential or important, with another 25% feeling that these improvements were important.

Repairs to the Parish Walkways.

There was significant support for repairs to the parish walkways with 70% of interview participants ranking these repairs as essential or important, and an equal 70% of survey respondents ranking these repairs as essential or important. Several interview participants commented that the walkway repairs are an ongoing maintenance challenge; one participant even suggesting that calcium chloride or some other method be explored for the winter as an investment in making sure the integrity of the walkways be preserved.

To complete this far-reaching mission for the preservation of our church facility, we would like to raise \$900,000 for the completion of this project with a challenge goal of \$1,200,000.

Are you in favor of a Capital Campaign to help meet this financial commitment?

80% of interview participants answered yes to this question and 67% of survey respondents agreed favorably to a Capital Campaign. These percentages are much higher than those realized in other Feasibility Studies. This points to a successful fundraising effort for St. Mary's Church.

Some of those interviewed suggested that they were concerned about committing to a parish campaign if they are to be asked by the Archdiocese for financial commitments at the same time. Therefore, it would be in the best interest of the parish to explain that this Capital Campaign will be designed to ensure that all money raised for the parish remains within the parish.

Do you think this is a realistic goal considering gifts can be pledged over 3 to 5 years?

Half (50%) of interview participants agreed that this goal was realistic given a three to five year pledge period. Only 10% of participants said that this would not be realistic with the remaining 40% either having no opinion or not responding. Of those who had no opinion, they felt that it was difficult to judge this question based on their knowledge of other parishioners. 62% of survey respondents felt that this goal and the timeframe were realistic, while 24% did not.

Would you consider taking a volunteer leadership position in this campaign?**There is no avenue of communication more effective than one-on-one solicitation. Would you volunteer to solicit pledges from your fellow parishioners?**

One interview participant agreed to serve in a volunteer capacity, while 50 more self-identified in the survey. Of those 50, 45 were willing to engage in personal solicitations. This is a more than an adequate number of volunteers necessary for a campaign.

Do you know of others who might consider taking a leadership position or visiting others for our Capital Campaign?

Of the interviewees, none were willing to recommend others as likely volunteers; those surveyed suggested five. Unsurprisingly, the people of St. Mary's Church are not willing to make commitments for others. This is understood and realized in almost all of the Feasibility Studies conducted by the Cunneen Company.

Do you feel that there are sufficient volunteer workers and leaders involved with St. Mary's Church to successfully mount a Capital Campaign?

The majority of interview participants, 60%, felt confident that there is good and forthcoming volunteer support at St. Mary's Church. Likewise, 70% of survey respondents also believed that there would be sufficient volunteer support at St. Mary's Church. As indicated by the number of those who self-selected to volunteer themselves, there is a clear sense of ownership of the parish and a sufficient number of volunteers necessary for a successful campaign.

Would you consider making a leadership gift to the Capital Campaign? The contribution or pledge is payable over the next three to five years.

The interviewees who responded as willing to support the campaign were hesitant to share their exact contribution support for a campaign, with only one identified major gift of \$10,000. However, the support for a campaign from the survey respondents was highly impressive. Approximately \$400,000 in support was identified from parishioners during the In-Pew survey weekend. There is confident support towards the far-reaching Capital Campaign goals for St. Mary's Church. It is our experience that many people reconsider strengthening their commitment based on a personal visit and clear campaign priorities.

Do you know anyone that might be able to make a lead gift of 10-15% to our Capital Campaign goal: \$900,000 with a challenge goal of \$1,200,000.

No individual names were identified in this significant range. However, as a campaign is developed it is not uncommon for a major benefactor to be realized who was not previously identified.

Can you think of any reasons why we should not undertake a Capital Campaign at this time?

No discernible obstacles were discovered via either the interview process or the survey.

FINDINGS & CONCLUSIONS

The findings and conclusions were as follows:

1. The parish exhibited fine and positive attributes during the conduct of the study. Interview participants were gracious, thoughtful and forthcoming. The affinity parishioners have for St. Mary's Church is profound. Many parishioners who were interviewed considered themselves life-long parishioners, some of whom belonged to multiple generations of St. Mary's Church. The parish did an exemplary job in providing a proper demographic mix from which to draw our conclusions.
2. Father Berbary received very good ratings for his pastoral leadership. Many interview participants commented that Father's transparency in all parish happenings is refreshing and new to them. This has been a great benefit to the parish, especially in considering a Capital Campaign. St. Mary's parishioners have confidence in their pastor and trust him for guidance and direction, both spiritual and mundane. Since pastoral leadership is a critical component in any effort to raise capital funds, especially when the goal will be a challenging one, this is an invaluable asset for the parish.
3. The parish does have a clear interest in almost all of the repair and renovation projects outlined in the case for support. Many parishioners who participated in the personal interviews believe that repairs and renovations to the Hall, especially in regards to the addition of an elevator, will only enrich the already robust schedule of "parish happenings."
4. About 10% of interviewees expressed a concern that while there have not been strong parish-centric fundraising activities at St. Mary's Church in the recent past, there have been many fundraising needs identified by the Archdiocese and are unclear how the funds raised in a Capital Campaign will be used. In other words, will the campaign funds stay here or is a portion returned to the Archdiocese? While we did reassure these respondents that this fundraising initiative is for the parish only, the entire parish will need affirmation of this message continually communicated throughout the campaign. This message will need to be clearly articulated from Father Berbary and all campaign leadership and volunteers.
5. The parish staff received very good marks from the interviewees and those surveyed. Diane Adesso was mentioned by almost all of those interviewed as having unusual capacity and dedication. She is a valuable asset to the parish.
6. A majority of those responding to the feasibility study were in favor of launching a campaign. This is an important finding. These people can be the leaders when a campaign is launched, providing not only substantive pledges but also public relations support once a campaign is announced.

7. On the question of whether they believed a capital campaign to raise the necessary funds was feasible, the numbers reflect a fair majority. Commonly, the numbers of interviewees who responded that they either would or wouldn't be in favor of conducting a campaign run nearly parallel to the feasibility question, meaning that virtually everyone who thinks it feasible is in favor of a campaign and those who don't think the amount feasible are not in favor of the campaign. This proposition held true for St. Mary's Church.
8. We have been able to identify the necessary number of volunteers to successfully complete a capital campaign. Several did share their concern in terms of asking for money and public speaking, however the numbers of volunteers are still favorable.
9. While no names were offered in answer to the question "Do you know anyone who might be able to make a gift of 10-15% of the goal?" often times a large donor can be identified at the onset of a campaign. If the parish has a large donor capacity it will be realized during the actual individual analysis of giving records, and that parishioner will be asked for a significant gift.
10. The total support for a campaign was actualized around \$410,000 during this feasibility study. This represents about half of the goal of \$900,000. While the goal will still be aggressive, we believe it will be attainable in a professionally organized Capital Campaign utilizing the important resources of personal solicitations delivered by Father Barbary and campaign leadership.
11. Several interviewees expressed concern that the parking lot reconfiguration was insurmountable and would remain a perennial problem for the parish. Specific plans for how this will be addressed will be very important to the success of the campaign.
12. One of the interviewees said he has a background in engineering and is willing to lend his professional expertise to assist in the parking lot reconfiguration.

Recommendations

1. The parish has clearly and correctly identified the projects most in need of repair and renovation. The parish largely supports these basic concepts. Upon refinement of the plans, the parish should move confidently towards these ambitious goals.
2. To the extent possible, the parish should also continue to ascertain the actual costs of the overall project along with options for downsizing/amending the project. This will ensure that all funds raised can be put to immediate use in a way that fits the parish's prioritize needs.
3. The parish provides constant updates on its finances to the parishioners and should continue to do so. Many of the interviewees commented on Father Barbary's transparency in dealing with the parish finances. This has been greatly appreciated by everyone and the credibility Father has built will be an asset during the campaign.
4. There was an expected, but not overwhelming, amount of anxiety about the economy expressed during the study. Overall the support from the parish is confident to move forward. We encourage the parish to continue to place stewardship at the forefront in its communications to the parish - e.g. bulletins, website, etc. Consistent encouragement to approach giving prayerfully and intentionally will assist in bolstering the offertory and also establish a good foundation for any forthcoming campaign.
5. Because of the solid volunteer recruitment the parish should pursue an integrated approach that incorporates targeted personal visits, strategic receptions and a Commitment Weekend pledge-from-the pew process to maximize potential.
6. Given the response of the study and the charisma of the leadership, we are confident that the parish could reasonably expect to raise \$900,000 with a challenge goal of \$1,200,000 in a professionally-directed, aggressive campaign. This goal will be affirmed with detailed analysis of the parish giving records, overlaid with confident ask amounts for parishioners. We feel it is critical, especially for a parish like St. Mary's Church, to be successful and therefore the target goals need to reflect parish realities.
7. We further suggest the parish retain the Cunneen Company to direct the campaign and provide the leadership, donor segmentation, volunteer training, communications plan and strategic guidance to fully realize the potential the parish possesses.

8. Council would recommend a flexible service model which allows the consultant to tailor the on-site consulting to best reflect current activities at the parish. When the campaign demands more intense service, the consultant will be on site three or four days during that week. As the timeline shifts or if the church and school calendar dictates focus in a different direction, the consultant will modify the level of service appropriately. This service plan permits the parish to conduct the campaign over an expanded timeline at its own pace. The church and school and not the consulting firm dictates the length and intensity of the campaign.

Cunneen deeply appreciates the opportunity to have conducted your feasibility study. We would like to extend our thanks to Father Berbary for his support and also to Diane Addesso. The courtesy extended to me by the entire parish was greatly appreciated.

Again, thank you for your confidence in the Cunneen Company



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