



Feasibility Study Final Report

Guidance In Giving
Catholic Development Consultants

www.guidanceingiving.com

Prepared for:
Saint Paul Catholic Church
Cranston, Rhode Island

Reverend Thomas J. Woodhouse
& Saint Paul Parish Leadership

Submitted on:
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Cranston, Rhode Island

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PREFACE

Guidance in Giving (GIG) wishes to express its gratitude for the assistance provided by the staff and parish leaders of Saint Paul during this Feasibility Study. Father Woodhouse, Diane Mintel and Jason Hervieux 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 future of Saint Paul. These participants took time from their busy schedules to be personally interviewed or to complete a survey questionnaire. The openness, candor and sincerity of their answers demonstrated that the members of Saint Paul 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 families has made the following report possible, and we at Guidance in Giving are truly grateful.

INTRODUCTION

Guidance in Giving was retained by Saint Paul Catholic Church to conduct a Feasibility Study to gather the thoughts and opinions of parishioners regarding several capital projects being considered by parish leadership. For many parishioners, this was an introduction to a number of the projects needing to be addressed and the first opportunity to provide feedback. The results of this study will provide the insight needed by parish leadership in advancing the projects under consideration, which include:

- Repairing the church roof \$1,200,000*
- Repairing the exterior church masonry \$5,000,000*
- Renovating the interior of the church \$250,000*
- Making improvements to the school building \$630,000*
- Making improvements to the rectory \$100,000*
- Firm alarm installation (all campus buildings) \$70,000*

**Preliminary estimates cost*

The Feasibility Study was conducted from May – July 2024, with Stephen Babcock, Jennifer Keene and Luis Tacuri of Guidance in Giving organizing study preparations and providing on-site service.

OBJECTIVES OF THE FEASIBILITY STUDY

- To educate parishioners about the proposed projects under consideration
- To determine if Saint Paul has the support needed to move forward with a capital campaign
- To provide insight regarding the major case element(s) to be presented
- To determine collective financial support from parishioners/families
- To outline a specific plan for conducting and organizing a campaign
- To identify potential Leadership Gift prospects within the parish and/or local community
- To recommend a timetable of campaign activity including the various phases and important campaign related activities
- To identify possible campaign volunteers, including leadership committee members
- To identify any potential issues or points of concern within the community

FEASIBILITY STUDY PREPARATION

During the preparatory stages of on-site service, Counsel worked closely with Father Woodhouse, Diane Mintel and Jason Hervieux 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
- Project summary outlining the various projects under consideration
- Weekly pulpit announcements, bulletin newsletters, emails and social media posts

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 70 parish households to participate in the interview portion of our Study. The families selected to be interviewed 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. **A total of 20 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 letter, survey and return envelope was sent to 1,269 families found in the parish database via mail. Those receiving this mailing were asked to complete the survey online or by returning the survey to the parish office by June 17, 2024. Additionally, all parishioners with an email on file were contacted via email/Flocknote and the link to the survey was also posted on Facebook. This report includes a total of **123 Study Survey*** responses. The names of those who responded to the survey are provided as an Addendum to this report.

In summary, a total of 143 households (38% of active parishioners; 11% of all families found in the parish database) from Saint Paul participated in the Feasibility Study.

**In addition to the 20 families personally interviewed, 18 families invited to be interviewed completed a Study survey.*

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 Saint Paul could consider proceeding based on the results and analysis of the Study findings.
- IV. **ADDENDUM** to be provided to Father Woodhouse separate from the Findings Report, include the following:
 - A. *Personal Interview Participants*
 - B. *Study Survey Respondents*
 - C. *Potential Campaign Committee Members*
 - D. *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 Saint Paul Catholic Church.

1. How long have you been a member of Saint Paul?

<i>Membership Ranges</i>	<i>Responses</i>
50+ years	26%
40 – 49 years	12%
30 – 39 years	8%
20 – 29 years	12%
10 – 19 years	14%
1 – 9 years	28%

2. What ministries, programs and/or activities are you involved with?

Of the 143 households who participated in the Study, 90 (63%) 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:

<i>ALPHA</i>	<i>GIFT</i>	<i>PTO</i>
<i>Altar server</i>	<i>Giving Tree</i>	<i>RCIA</i>
<i>Altar Society</i>	<i>Greeter</i>	<i>Saint Formation</i>
<i>Baptism Prep</i>	<i>Growing In Faith Together</i>	<i>Scandinavian Home</i>
<i>Book Club</i>	<i>Knights of Columbus</i>	<i>School Board</i>
<i>CCD/Faith Formation</i>	<i>Lector</i>	<i>Social Sunday</i>
<i>Choir</i>	<i>Legion of Mary</i>	<i>Usher</i>
<i>Eucharistic Adoration</i>	<i>Liturgy Committee</i>	<i>VBS</i>
<i>Eucharistic Minister</i>	<i>Men of St. Joseph</i>	<i>Women's Bible Study</i>
<i>Finance Council</i>	<i>Mission Team</i>	<i>Youth Ministry</i>
<i>Food Pantry</i>	<i>Money Counter</i>	
<i>Funeral Ministry</i>	<i>Outreach</i>	

3. In your opinion, what does the parish do well?

The most common responses to this question referred to:

- Welcoming, friendly and great sense of community
- Strong and engaging liturgy and music ministry
- Tremendous appreciation for parish clergy and staff
- Community outreach
- Numerous social opportunities to get involved (especially for children and young families)
- Parish Educational programs (school, CCD, Adult)
- Communication

Representative Commentary:

- *Provides a multitude of activities, programs, and opportunities to grow closer to God, The Trinity and the Holy Family.*
- *Outreach to our current parishioners.*
- *You have a lot of activities for children and families.*
- *They make an effort to provide programs for all age groups to get them involved with the church.*
- *It has many programs to help people grow in their faith.*
- *Good school. Clergy available to the people. Good property maintenance.*
- *They effectively use Flocknote to communicate with us weekly, and offer numerous ministries and programs for those interested. Father Woodhouse is doing a great job!*
- *Quality programs and ministries, especially continuing education for adults.*
- *Provides spiritual needs of the community, safe and active parish, diverse age group and ethnicity of parish population.*
- *We have really good people at this parish and a beautiful liturgy. We are blessed to have Father Woodhouse and Sister Esmeralda. I like that the parish is conducting this study, I think it's important to learn about the state of the parish and provide input.*
- *Welcoming community, good music and liturgy, good social outreach, faith formation program.*
- *Saint Paul Parish does a great job at evangelization to surrounding communities, outreach to families in need, and catechism programs for all ages. Great job in religious education.*
- *Keeping everyone informed about events and other things through social media, Flocknote, etc. GIFT, music at Mass, passing out bulletins to everyone as they're coming in, children's sessions during Mass on Sunday mornings.*
- *Welcoming people. Participation in almost everything is free or very low cost, food and beverages are usually offered, and no matter where people come from or what their experience of church has previously been, the staff and ministry leaders are very welcoming and go to great lengths to make people comfortable and to meet their needs. Many people seem very happy here and they sincerely care about everyone. There are so many active ministries and there seems to be something for everyone, no matter where they are on their faith journey. I especially appreciate the regular opportunities for adults to grow in their faith each month. For the most part, the parish grounds are very well kept. From the outside, it appears that this place is loved and well cared for.*
- *It has many organizations to join. It offers parishioners a chance to grow in their faith.*
- *Foster community, represents the faith well, love our pastor and leadership.*
- *I've moved to several towns in Rhode Island but always stay with St. Paul's as it feels like home. I love it here.*
- *Outreach to the elderly who can no longer come to church.*
- *Always nice to go to Mass. Great priests and music ministry.*
- *Encourage parishioners and children to participate in activities within the church.*
- *Social Sundays.*
- *Mass time offerings, Community outreach and support.*
- *Excellent school training in faith and kindness to others. Good programs for teens, reaching out to visitors, support for families.*
- *Sunday Mass and Choir.*
- *Keep parishioners informed, programs for young adults and children. Always very welcoming.*
- *A nice variety of opportunities to get involved for all ages.*
- *This parish has improved. More people are involved and I love that we have a family ministry. I also love the fact that we have a school. I attend the school Mass monthly and really enjoy visiting my grandchildren.*
- *Welcomes newcomers. subsidizes Catholic education.*

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- *Tries very hard to get parishioners to socialize and participate.*
 - *The back to school drive and Angel tree during Christmas.*
 - *I enjoy Masses officiated by Father Woodhouse. The music is excellent.*
 - *Music is great, diverse congregation, Sister Esmeralda is great and her outreach, Korean priest and community.*
 - *Treats their parishioners well in every way.*
 - *Father Woodhouse works so hard to keep this church going and keep a strong sense of community. There's something for everyone here.*
 - *Good, devout people who are truly connected to this parish and care. I also like how the parish appeals to an ethnically diverse community. Our clergy and staff are exceptional.*
 - *Welcoming and embracing diversity. Communications.*
 - *Music ministry is the best it has ever been. The outreach and social engagement has improved and our diversity is one of our greatest strengths. Our school has a great staff and wonderful principal who is working to grow our school through innovation and technology. Our parish has to hire a dedicated Business Manager to help with the school and the Church financial.*
 - *Welcoming, attracting new people and young families, supportive of its parishioners.*
 - *A sense of community among parishioners. A passionate, authentic priest who is genuinely concerned with the good of his parishioner's souls. His skills as an educator are a strength in relation to overseeing the school and to educating parishioners, as is his deep knowledge/insight into scripture. The school adds to the vitality of the parish, drawing in younger parishioners and their families while enhancing the diversity of the community. The quality of the music, which used to be a weakness, has become a strength.*
 - *Prioritizes the school and several Mass options.*
 - *Programming has increased tremendously. Improved campus facilities. Engaging everyone in the parish. Priests are good homilist.*
 - *It holds several events for all ages regularly. It's a welcoming and accessible place. The church building is a very spiritual place.*
 - *Connected to the school so we have diverse age in church population. Family orientation because of school involvement. Warm and welcoming greeters. Great clergy. Diverse congregation. People grow in their holiness here.*
 - *Hospitality; faith based programs; committed clergy; sense of community; convenient Mass schedule; evangelization.*
 - *Our music program has change and is 100% better! Our attendance is steady if not increasing.*
 - *The parish does a great job in every area.*
 - *The Service is well planned. The offerings to develop one's spirituality and learn about the Faith are numerous and well planned.*
 - *Faith Formation, Liturgies including the other involvement with organizations is good. Having a good relationship with various ethnic communities who are part of St. Paul.*
 - *Great outreach in the community including youth groups, feeding the poor, evangelizing with Sister Esmeralda, and providing holiday gifts for families in need.*
 - *Beautiful and spiritual Mass.*
 - *I think it's fabulous that we have family ministry and youth ministry! I also enjoy the Social Sunday they host once a month. It allows for me to meet more parishioners.*
 - *GIFT sessions.*
 - *Welcoming everyone. Also, trying to include and encourage parishioners to participate more. I truly feel like other parishioners are like family.*
 - *The community it fosters and the ability to create an environment that feels like home.*
 - *Everyone involved is wonderful. I am truly blessed to be part of this congregation.*

4. In your opinion, where does the parish need to improve?

The most common responses to this question referred to:

- More opportunities for social gatherings (especially for seniors)
- Long term care and maintenance of facilities, including Canning Hall
- Communications and the parish website

Representative Commentary:

- *There needs to be more involvement for senior citizens. There is very little offered.*
- *Need to let people know they are welcome. Need to do more for young adults (Johnson & Wales).*
- *Hopefully be able to have more altar servers and others attending Mass on a regular basis.*
- *Perhaps expand outreach through social media and St. Paul's website to help connect with a broader audience; offer more diverse programs and services that address contemporary issues and different cultural perspectives to help attract a more varied congregation. The website has been under construction for some time.*
- *More programs for seniors.*
- *Maintaining the buildings.*
- *It can get warm in the church during the summer.*
- *More consistent social outreach, more tolerant of Vatican 2 Catholics (can be too conservative)*
- *Building needs work.*
- *Try to choose music people are more familiar with so we can sing along, not just listen.*
- *I think they are doing a fantastic job and I see many young people coming back to church.*
- *I would like to see confession and Eucharistic Adoration daily like some other churches have.*
- *Perhaps better communication.*
- *Getting more people to come.*
- *The structure itself. The building had been neglected and needs work.*
- *Attract more young and adult single people. It's an old parish, and most parishioners are married*
- *Addressing ongoing issues in a timely manner. Have more open and honest communications with the parishioners. Make the parishioners part of the solution to resolving issues rather than dictating policy. Invite innovative solutions.*
- *We must implement more effective marketing strategies to enhance school enrollment.*
- *Sometimes people just put their heads down and don't engage. I wish there are more opportunities, outside of the sign of peace, for people to engage one another in a meaningful way.*
- *Accessibility in and out of the Main Church ESPECIALLY the steps in the front of the Church. We need a solid railing, especially for the elderly. Open stairs like those we have present the possibility of a serious fall onto the concrete! The back stairs to Canning hall could use an overhaul.*
- *Perhaps more frequent Social Sundays.*
- *Funding from the budget for outreach. Voluntary giving is not enough. Encourage parishioners more of taking care of our neighbors.*
- *We need to improve on evangelization and a more well-rounded parish involvement. Need to improve the parish website and outreach via media platforms.*
- *Need new volunteers.*
- *Outreach to "the others": the marginalized, LGBTQ+, the neurodivergent, divorced, widowed, addicted, alcoholic.*
- *Building maintenance and upkeep.*
- *More social opportunities for parish engagement: bingo, raffles, soup kitchen, fish fry, etc.*
- *Canning Hall needs to be renovated with better men's and women's restrooms, better windows, more attractive interior so the hall can be used to rent and as a gym/basketball court.*

- *Repairs, and then regular maintenance of the church building and improvements to Canning hall, so that can be turned into an income generator.*
- *Increased attendance as well as more students in attendance at the parish school.*
- *To be more connected to parishioners' daily life challenges associated to quality of life by exploring how offer and help those most in need beyond spirituality.*
- *Young adult group.*
- *A choir for young adults or children!*
- *Weekly budget is way down, and not where it should be with a church of this size. I go to other parishes who have schools and the weekly budget is double or triple.*
- *The congregation doesn't sing or respond zealously.*
- *Build an outreach program for the needy in the community.*
- *Adoration day to be moved to Sunday.*
- *Social events (not as vibrant socially as other parishes), Canning Hall is not ADA compliant and limits meeting space, improve our ask ability (more parishioners to step up and volunteer)*
- *Audio in church.*
- *Communicating events and programs. When is the website update going to be completed?*
- *Although, there are many activities. There is still not a warm feeling in the parish.*
- *Maybe because I do not go to activities, but I would like to see more of a mix between our community and the Korean community!*
- *Social justice.*
- *Maybe letting parishioners know more about the history of the Parish itself. How it started, who was instrumental, about the design, etc.*
- *Get more of the area Catholics involved in the financial burdens of the parish.*
- *Mass participation, especially singing. Cleaning the walks completely after it snows, all the way past the school.*
- *It needs a stronger link between the school and the parish, which may in turn draw in more young families in the community.*
- *More or different devotions. Maybe some different events such as family movie night or a men's night. Something to bring people together.*
- *There is lack of communication regarding committee meetings. They should be in the bulletin.*
- *Saint Paul Parish needs to tithe more generously.*
- *In basic things like saying hello to others. If you don't say hello some begin to think they are not liked even when that may not be the case.*
- *Outreach to the community to recruit new parish members. There should be an early morning weekday Mass instead of a midday Mass.*
- *It would be nice if we had a 7pm Mass during the week.*
- *The sound system in church is unclear.*
- *Could the parish do more community service the neighborhoods of Cranston and Providence?*
- *Another priest and more financial support from parishioners*
- *Our website: we need access to make changes. Inspire a volunteer spirit in more members.*
- *I think that bringing the youth to church is so very important. Possibly including in announcements that mental health support is available. Also, Youth groups on the last Sundays is great, however, changing it up a bit would be great. Maybe a walk around the beautiful neighborhood. Going on a day trip once every season. Arcade, Go Karts, Escape Room in the spring/Summer. Apple picking in the Fall, tubing in the Winter. Asking the teens for suggestions and picking out of hat. In addition, I think that teaching the youth about helping the community is wonderful. Helping/feeding the homeless, volunteering at the elderly home next to the church. They have done that in the past, but maybe more often.*

5. What is your opinion of repairing the church roof?

<i>Project Summary</i>	<i>Interviews</i>	<i>Survey</i>	<i>Total</i>
Positive	95%	81%	83%
Negative	-	3%	3%
Unsure	5%	9%	8%
No Response	-	7%	6%

Representative Commentary:

- *If the roof is not repaired, the inside will have more work to be done!*
- *This essential, before any other projects get done.*
- *This is our top priority. We need to get to the bottom of what's causing these leaks before more damage is done. Back in the 1960's they had a campaign for the roof, titled Raise the Roof!*
- *It has to be done. I just hope it last longer than the composite or plastic tiles that the original slate was replaced with.*
- *Without a good roof, we will not have a church.*
- *The roof has been repaired over and over. Enough!*
- *I'm just curious about the overall quote and if there are more competitive pricing available.*
- *Roof needs attention due to years of damage from weathering and other causes. Protect the structure of the building by repairing or replacing the roof.*
- *I feel this is a must do.*
- *I agree that this is the most necessary task,*
- *This is our number one priority above all else.*
- *Due diligence with project plan, materials, and follow up maintenance plan. People out there with knowledge that have not been approached to get advice.*
- *Too much time has passed and too many restrictions, and not enough involvement from the Diocese and insurance company. We need to move forward now!*
- *Absolutely!*
- *I don't want to see what happened to the other church that collapsed so we really need to repair our building.*
- *Are there alternatives to slate?*
- *Second priority after the rectory.*
- *Urgent. I would contribute sacrificially to bring this about. God will see us through but I need to realize that from my lack of commitment in the past has contributed to the crumbling of the church.*
- *It's a big project. I think perhaps this time you should consider using different materials that would last longer. It's a very high structure and the elements especially with all the changes in weather is not helping.*
- *They don't build churches like St. Paul's anymore. It would be a shame to see it deteriorate.*
- *Decay starts at the top. Repair the roof and all other work takes a back seat.*
- *Too many years of neglect have caught up to the structure causing greater damage inside and out.*
- *This has been done a few times in the past but it must be done completely now, whatever it costs.*
- *We can't let these leaks continue to ruin our interior.*
- *A new slate roof was put on the church within the last 10-15 years at a cost of over \$1,000,000. Has anyone gone to that contractor to ask why it is a mess again? Wasn't that roof bonded for 20 years? It seems pointless to continually replace the roof. The 1st one lasted 75 years!*
- *Needs repair, but a replacement is probably unaffordable.*
- *Yes, we should have separate campaign for the roof, this is a priority.*
- *Roof has been an ongoing issue; nature creates problems!*

- *It needs it bad.*
- *Will insurance cover any of the storm damage?*
- *Just be careful and use the right materials that will last. We had fiberglass cupolas installed in our old buildings that did not last, so they had to replace them with a copper one.*
- *Is there less expensive materials that can be used instead of slate? I support the need to have protection from the rain and snow and ice and wind, but would want to know if there is a less expensive alternative.*
- *Needs to be done as soon as possible.*
- *This is the most important item to address. We also need to look at Catholic Mutual Insurance regarding the storm damage.*
- *We and every generation deserves to be among this church and experience it's healing and beauty of this church and how much it gives back to the community and families.*
- *I'm sure it's better to fix it sooner rather than later...*
- *This has to be done and the people know that this is important.*
- *This will be the third time my family has participated in repairing the church roof. The craftsmanship needed for this type of work may no longer be available.*
- *To prevent additional damage both to the interior and exterior, I highly encourage you to get this projected started.*
- *The roof is obviously very important, however, the prices is unbelievably high.*
- *The roof alone is 1.2mil but the exterior masonry is 5 mil and both are equally important structurally. 6.2 million for the church exterior that has been neglected for decades.*
- *The church roof has been replaced multiple times already. Every time we're told that this time it will be repaired correctly, or it's a "new space age polymer" (exact wording was used by a previous pastor). Why is there never any ongoing maintenance? There are not enough active families in the parish to financially support these projects. Also look around at Masses most of the parishioners are seniors on a fixed income. Finally, we all know these are best case scenario dollar estimates, they will most certainly be higher when the actual work begins. So, we could easily be looking at \$8 to \$10 million. Why is there NO mention of the Diocese contributing?*
- *Definitely need it.*
- *Water damage has been a problem for a long time.*

What is your opinion of repairing the exterior church masonry?

<i>Project Summary</i>	<i>Interviews</i>	<i>Survey</i>	<i>Total</i>
Positive	69%	70%	69%
Negative	5%	7%	6%
Unsure	26%	17%	19%
No Response	-	6%	6%

Representative Commentary:

- *Is the total sum cost of all repairs feasible and is it worth it?*
- *I need more information about a \$5 million project. Is there an engineer's report available for parishioners?*
- *If interior repairs cannot be done before the exterior masonry is fixed, then I would support this.*
- *The stone is porous and will always be crumbling.*
- *This is important after we fix the roof and interior.*
- *If we don't fix it, there will continue to be additional issues.*

- *We need to repair the exterior of the Church before we can repair the interior. We also need a comprehensive management plan to maintain the buildings before they get to a catastrophic failure stage.*
- *Secondary to the roof.*
- *This will only get worse if it isn't done, but it must be done after the roof is properly repaired.*
- *How certain are we that the resealing will fix the issue. We've had so many problems with this stone, I worry about spending that amount of money on this.*
- *What guarantee do we have from the contractor? How long will it last before water comes in again? \$5,000,000 is a lot of money. It's obviously important to keep water from entering the building, but assurances and warranties/guarantees are very important.*
- *The outside is a necessity and needs to be repaired to prevent future interior damage.*
- *Is this mostly a facade problem?*
- *It seems like a major project we cannot put off.*
- *Don't know the magnitude and consequences of not fixing exterior.*
- *Can you break down the project to work on one side at a time and then annual maintenance?*
- *Do we have multiple estimates?*
- *I would do exterior masonry only to the ones which are necessary to stabilize the structure and leave some of the beautification for another fundraiser down the road.*
- *This is too expensive to contemplate. While the masonry is designed to be beautiful, the neighborhood is no longer an outdoor, pedestrian friendly area.*
- *Way too much money.*
- *It looks perfectly fine...and everything doesn't have to be perfect.*
- *I love the stone bricks in our church I want to keep them pretty looking.*
- *Needed to protect the structural integrity of the building.*
- *I don't believe it is a top priority.*
- *The beauty of this church brings peace over you before you even walk through the door.*
- *My opinion is the same for all. I truly can't believe the cost.*
- *Very costly but labor intense. I don't think we have much choice if we want to fix the wall and ceiling on the interior.*
- *This is a huge price tag which I am not certain the parish can bear. I would wonder what a more scaled down version of this would cost, repairing the areas that are in immediate or intermediate need of repair.*
- *Wasn't this just completed? There was scaffolding around the church for a couple of years.*
- *The infrastructure needs to be solid.*
- *Would want to know what is the urgency of this? Could it be broken down into phases so it's not a \$5m cost?*
- *The beauty and detail has to be preserved. This Church is so beautiful.*
- *We need to prevent water damage so again, ASAP!*
- *This should be last on the priority list.*
- *Yes, this needs to be addressed so the walls inside the church don't keep on deteriorating.*

What is your opinion of renovating the interior of the church?

Project Summary	Interviews	Survey	Total
Positive	95%	73%	76%
Negative	-	7%	6%
Unsure	5%	12%	11%
No Response	-	8%	7%

Representative Commentary:

- *Can this really be done for \$250,000. I think the number is way low.*
- *Only if there is enough money after repairing the roof and masonry.*
- *Could we afford to paint the entire interior of the church?*
- *Predicated on the exterior problems being taken care of first.*
- *The crumbling interior needs to be addressed as soon as possible.*
- *Much needed painting. And the floor is showing signs of wear; small cracks are starting to appear.*
- *Worshippers should be surrounded by a place of beauty that enhances the reverence of the Mass and prayer experience.*
- *You can't repair the inside until you have repaired the outside. If you don't do it now, it will continue to deteriorate.*
- *This should be the second priority after repairing the roof, but I believe we should paint the entire interior instead of just doing patchwork.*
- *Renovating is a very broad term, so I don't feel that I can give a positive answer unless I know what is being proposed. I would be supportive of repairing the interior, and making an accessible bathroom at the very least.*
- *Lesser priority. Work on exterior projects first.*
- *Improve by removing the red curtains. Open up from the back to present an openness. Remove the stigma of what may be going on in secrecy behind the curtain.*
- *I believe that a good and thorough cleaning of the altar, statues and windows would be in order. The statues behind the altar and the "hanging top" shows dust and grime.*
- *All necessary repairs should be done, but nothing just for appearance's sake.*
- *The interior of the church used to be white, but now it's a dirty grey, and it needs refreshing and repainting.*
- *No point if water keeps coming in.*
- *I think it is not a priority at this moment.*
- *Seems like we have done this before and the damage continues.*
- *The damage is visible to everyone. Repairs would add to the beauty and safety of the church.*
- *Are there any historic tax credits or other rebates to help cover the costs?*
- *Will the \$250,000 fix just the damaged spots or the whole church? Can be saved for a later date when roof is priority unless we have the money for it.*
- *We were informed that there was an issue with the interior pressure, causing moisture to be drawn in? Also, there are what looks to be a section of shower tiles behind the altar? The stucco as it was originally is better.*
- *Much less expensive than exterior repairs and would greatly improve the walls of the interior. Remove white patches.*
- *I believe this is necessary because we don't want it to crumble on the congregation.*
- *The church is gorgeous. I would love to see this done first but understand that we need to take care of the outside before the inside.*
- *The church is beautiful. The interior has many flaws from years past. It needs to be repaired to its former majestic look.*
- *Again, yes to some fixes and updates but it looks fine right now. I go to church to go to church not to sit in a perfect building that has just been remodeled.*
- *When the roof and masonry were worked on 18 or so years ago, the only interior renovation was the pipe organ. The only thing still working seems to be the organ. It would be nice if the interior looked less shabby.*
- *The damage from the leaks should be repaired and painting the completed to beautify the interior*

- *If it can be done that'd be great!*
- *Small improvements on the interior of the church will go a long way to improve overall condition of the building, painting patched over areas of the building interior would go a long way.*
- *In combination with repairing the church roof these are the top priorities.*
- *The inside speaks for itself how beautiful it is and the peace and comfort it gives to you. You know when you look around you are home with God here on earth.*
- *To showcase and highlight the church to new and potential members, I would like to see this completed. It should be pushed off if funds are not available and other projects take precedent.*
- *I think the interior is beautiful. I think that it shouldn't be a priority.*
- *After previous issues are resolved, interior has to be addressed.*
- *It must be done. the longer we wait the more it will cost. getting to be an eyesore in some spots.*
- *Cleaning the lime and water stains is important. Moisture control. Also, cleaning the windows would be great.*
- *This is a must.*
- *I think the front interior should be brightened up and more welcoming.*
- *Although I think it's probably more cosmetic than structural. So the roof and outside architecture are the most important if money is limited.*
- *It is a shame that our beautiful church has so many scars.*
- *Damage from the roof is evident.*
- *The interior of the church needs to be painted. The holes in the walls need to be filled. The stone spikes on the stations of the cross need to be put back on. The stone as it pertains to the altars, columns, and walls need to be cleaned of all dust.*
- *This has been needed for years. I look forward to seeing our church how it's supposed to look.*

What is your opinion of improvements to the school building?

Project Summary	Interviews	Survey	Total
Positive	63%	50%	53%
Negative	5%	6%	6%
Unsure	32%	37%	35%
No Response	-	7%	6%

Representative Commentary:

- *We should do this.*
- *I guess I'm mostly on board with school renovations. It's for the children and they deserve to have an updated, safe place to learn.*
- *Would want to know what is the urgency of this? Could it be broken down into phases?*
- *This should be last on this long list of needs.*
- *Anything to improve things for the students. But also, the windows leak like a sieve so bad for heating.*
- *I know this may not be popular, but it might be time to close the school.*
- *If the school is going to be open long enough to benefit, then yes.*
- *First three items in list seem necessary. Replacing doors seems optional. Does school playground mean the little play area that was just installed?*
- *Not all things mentioned need immediate attention. Support beams and water damage are necessary repairs. Don't know about repointing of brick.*
- *Don't need to replace the fence around the playground and also don't need to replace doors.*
- *You only have 8 students graduating.*

- *There needs to be air conditioning. The floors, staircases, and doors need to be replaced because everything is chipped.*
- *Is the school financially stable? I hope we can keep it open.*
- *I think the school will eventually close and be sold.*
- *I had no idea of the needs that existed there.*
- *The future of the school is in doubt because they need to add handicap accessibility. This would be a huge project and need to take place before they support repairing building.*
- *This is a beautiful school building that has gone through many years of quick fixes. I hope the enrollment will increase rapidly so we can continue to keep it open.*
- *The school needs so much attention on every level, but I do not feel confident that it is going to stay open.*
- *I am generally positive about this. More information would be helpful, particularly as relates to repointing bricks. Is it necessity of repoint the entire exterior vs. the area's most in need.*
- *We need to do what we can to keep the school open and functional. It's expensive but it's the only Catholic elementary school in the area and so important to our parish.*
- *All our buildings need an outlined maintenance plan to ensure the buildings remain safe and secure for many years to come.*
- *St. Paul school is such a beautiful school. We need to repair what has to be repaired and make sure we have updated materials for Children.*
- *All needs to be done, but unsure of continued viability long term of school. If you can't keep students, teachers, or parents to pay bills, is it worth investing this money?*
- *Improvement and updates to the school will foster a better environment for learning. Our children are the future of The Church. We must be willing to invest and lead the way for them!*
- *I thought we did some of these projects already? Will the alumni assist us with funding?*
- *Secure doors are important.*
- *To continue to attract students to St. Paul School, improvements should be made.*
- *When I saw the picture of the Class of 2024- it was shocking - under 15? It's hard to justify.*
- *Repairs to the school are necessary for students' safety; seeing work done will also encourage people to consider enrolling their children.*
- *The structural parts should get remedied and cosmetic items can be delayed.*
- *The school has done a great job of covering one project every summer, it seems. I also think the bathrooms need upgrades - can the plumbers who use the school for class get credit by working on the bathrooms for free labor?*
- *The school needs to become more financially stable.*
- *I would like the school building to get the necessary improvements made, but I think the church is the first priority. I also think a separate fundraising project should be specific to the school...tap into alumni and the current student population..*
- *I am not sure of the impact. Could the local Catholic schools merge and create a larger more modern campus?*
- *That being said, perhaps the consideration should be given at discontinuing the upper grades and make it a Pre-K to 5th or 6th grade.*
- *It needs to be updated before they try to close this school too.*
- *After we fix the church.*
- *If the school is viable and if it has enough students and faculty for the next 30 years.*
- *With the number of Catholic schools that have closed over the years and the relatively low number of students we serve; I would be hard pressed to invest in the building.*
- *It looks the same since I graduated in 2011. I think the doors in the hallways are old looking and the balcony auditorium chairs could be replaced for the school kids.*

- *I'm unaware of how much revenue the school generates and am unable to make an informed decision. If my child attended, I would want a structurally sound and safe environment.*
- *The school survives because of the Pre-K and Kindergarten classes. It's a much less expensive alternative than daycare. Once the children are full school age, they move to public schools.*
- *Having a school shows that we are alive. It is an important part of St. Paul.*
- *This is a significant project, not just for the church, but for the community, diocese and future generations. Students are less likely to want to learn if they feel they aren't worth investing in.*

What is your opinion of improvements to the rectory?

<i>Project Summary</i>	<i>Interviews</i>	<i>Survey</i>	<i>Total</i>
Positive	79%	47%	51%
Negative	-	7%	6%
Unsure	21%	37%	35%
No Response	-	9%	8%

Representative Commentary:

- *Our priests are wonderful, and they should have good workspaces and accommodations.*
- *Sell the rectory.*
- *If it is just cosmetic, maybe it could wait for other pressing issues.*
- *I have no opinion on the rectory as I have never been inside.*
- *The basement meeting area needs a rehab now that it is being used more consistently for group discussions, baptism prep, etc.*
- *Maybe we can get the volunteers who are working on Canning Hall to hit the rectory next.*
- *I believe the kitchen has been upgraded along the way, but I understand it's a little bit breezy with some of the windows lol... And the folks staying in the rectory should be comfortable.*
- *Not enough information about what work would be done and why it is necessary.*
- *Again, maybe find an organization that can do the labor needed for credit to cut the cost. Check with the Department of Labor & Training.*
- *I do not know of its condition but it too must maintain a safe place for the priests and staff.*
- *Based on what they see when they're in the rectory it doesn't need much more. It appears the building is well maintained.*
- *The priests should have a nice place to live.*
- *My house needs numerous interior repairs and repainting! Can be put off. Sorry!*
- *Again, just some basic updates are fine.*
- *Is it necessary to have such a large rectory? I don't know but combine rectory with Canning Hall?*
- *This seem reasonable if the space is being used.*
- *What interior repairs? This building is never used by the parish. Would rather spend more money to make it ADA compliant.*
- *Like the rest of the buildings on the campus, it is getting old too.*
- *This is where our priests live and work and they deserve a home suitable for them.*
- *Important but not as important as the roof and interior of the church.*
- *Sorry Father, while we support this, it's at the bottom of the priority list!*
- *We haven't completed any work in the rectory in a long time so I'd make this the number 1 priority.*
- *I have no idea about handy work or doing any of the improvements. However, I think that painting is something that I sure someone can do it for less, maybe even for free if the church post it on Facebook or something? Other people can share it? My honest opinion is that more reach is needed before committing to one contractor?*

- *Inside looks good from what they see but don't know how bad things can be since it has not been communicated.*
- *Please make the repairs and updating of the priests living quarters a priority, followed by the public areas of this building.*
- *I would like the rectory to get the necessary improvements made, but I think the church is the first priority. I would say the rectory comes next.*
- *New gas boilers were added*
- *I've not heard that the rectory needs work. I hope it doesn't need a lot.*
- *Positive due to the cost projection and better to repair now then pay more down the road.*

What is your opinion of fire alarm installation?

<i>Project Summary</i>	<i>Interviews</i>	<i>Survey</i>	<i>Total</i>
Positive	89%	72%	74%
Negative	-	5%	4%
Unsure	11%	16%	15%
No Response	-	7%	7%

Representative Commentary:

- *This is second most important project to complete after the roof.*
- *It is needed but can the Diocese help with these costs?*
- *Fire prevention, protection and safety should be a high priority for every church owned building. Not only do certain codes now require these systems for places of assembly but with the record of church's being a total loss due to fires that could have been prevented with simple alarm systems it is a way to prevent a major loss to our community from disaster that could be prevented.*
- *Stay on top of this!*
- *As this is required by the city, are there grants available for this?*
- *I thought this was already done?*
- *Maybe that should be the first thing?*
- *This is important as well for safety reasons.*
- *All of these are needed maintenance. The fire alarm is a required upgrade.*
- *Did the church not have a fire alarm? I thought I heard it once?*
- *What are the consequences if you put it off for another year or 5? Will the city fine or condemn us?*
- *It is a city mandate, so what else can we do?*
- *Very important.*
- *It seems like we have an up-to-date system that works perfectly fine.*
- *Fire alarms are a necessity to keep everyone safe.*
- *Alarms for what? The doors. I understand that we are no longer safe anywhere but I am not sure of the use of alarms at the church doors.*
- *We are ahead of the mandatory upgrades and continue to improve these important safety systems.*
- *No option there. The city requires it and it's a life safety issue.*
- *We need to have an updated fire alarm system to make sure if anything happens that we have feasible amount of time to get out of the building before anything happens.*
- *Safety is paramount and should always being the number one priority with any Church Structure!!!*
- *Contributes to the safety of everyone and should be done.*
- *Obvious reasons!*
- *We don't want to have trouble with the fire department. We should address this immediately.*
- *Positive because it is mandated and we don't have a choice.*

- *This is necessary. Is the school not up-to-date?*
- *Well, if the city says we need to do it...*
- *The safety for all and to save these buildings and for the firefighters who would have to come for a fire that the system is already doing its job but their safety.*
- *If it has to be done, but \$70,000 is a lot of money for fire alarms.*
- *Definitely a must.*
- *It was done after the Station Night club fire.*
- *As long as it us up to code.*
- *I think that we have fire alarms already.*

6. Are there other projects you feel should be addressed at Saint Paul?

The most common responses to this question referred to:

- Canning Hall
- Sound system in the church

Representative Commentary:

- *Maybe we should update the back of the school and make a nice play area for the children instead of that small little area that they have on the side.*
- *I would like to see the missalettes hard covered. This makes them much more usable.*
- *Audio in the church.*
- *The roof masonry and interior are not enough?*
- *Canning Hall - we really need to get these renovations going since we utilize this building.*
- *Is there any way to make a portion of the school yard soft-surfaced?*
- *Air conditioning would be a monumental task, both financially and physically. Some kind of ear system like overhead fans we had before would be something to think about.*
- *Additional bathrooms.*
- *Updating Canning Hall with the option of using it as a revenue stream.*
- *Install a sturdy front railing to the front stairs!*
- *Handicapped access to Canning Hall.*
- *Replace sound system within the church, multiple speakers seem to be blown and echo throughout the church building.*
- *Maybe some signs that clearly mark which building is what on campus, possibly with some arrows or directionals.*
- *Fix stairway up to choir loft, possible elevator or stair lift to choir loft.*
- *Canning Hall. We use this building and need to fix it up.*
- *Restrooms in the basement of school. Improvements to Canning Hall kitchen.*
- *We should have a physical plant that matches the number regularly attending. Something the size of Canning Hall would seem about right.*
- *Outreach Ministry needs additional funding.*
- *You covered all the major projects.*
- *Parish needs a commercial kitchen. On a Diocesan level - needs to look at what churches are surviving in the area and see if this fundraising project will put the parish out of business in 20 years. The financial future of this parish doesn't look good.*
- *Improvement of sound system in church.*
- *People need to see improvements if they're going to donate their time and money. Please paint the interior of the church once the roof is fixed.*

- *Better/brighter light fixtures because it is dark inside and hard to navigate, especially for people with disabilities. Also, I've seen people trip when stepping into/out of the pew. We need a cautious sign/reflective tape of some sort to signal this is a tripping hazard.*
- *No, everything else can wait.*
- *Explore the possibility of converting space in the school so other parish groups could use the space.*
- *Some sort of canopy in front to keep pigeon droppings off the handrails. Handrails at the sidewalk.*
- *Make Canning Hall ADA accessible.*
- *Maybe the rectory and office could be relocated to a smaller house and the large rectory sold.*
- *Another priest and/or deacon would be helpful.*
- *What condition is the heating system in?*
- *Canning Hall needs to be completely refurbished. We have a plan and a dedicated group of people that have worked on making Canning Hall a building that serves all our prisoners, The Diocese needs to be a partner and not a wall.*
- *None that I can think of. It looks like you have done your homework.*
- *All the entry doors to the church are VERY heavy -- a safety hazard. People struggle with them all the time. People can be hit by them, or limbs can be trapped. I just noticed last week, that the parking-lot side door has an electronic opener. All the doors should be like that. And more railings are needed on both sides of the stairs, not just one.*
- *What happened with the plans for Canning Hall? The kids need a better gym and this could generate revenue for basketball, fairs, parties, or receptions.*
- *The church bathroom needs to be updated.*
- *Wi-Fi and technology updates in rectory offices and school. These areas are stuck in the past and need 21st century updates.*
- *I thought Canning Hall was the most important, but apparently, it's the church.*
- *More parish staff & more meeting places for parish activities.*
- *I think we should focus on what is absolutely necessary. However, if financially we can get a better price to get it all done at once, it's probably worth it.*
- *Signage around campus - label buildings, directing people to Canning Hall. Paint the garage doors and clean off the tape and residue from exterior school doors. Dispose of the composting bins and clean up the school-yard. The portable outdoor play structures for the young children are terribly dirty.*
- *It would be nice to see a dedicated space for the Church Library.*
- *Canning Hall should be leveled for a parking lot. We've been pouring money into it for years. Most events could be handled by the school auditorium. I think that we have fire alarms already.*
- *Summer programs for kids that are longer.*

7. Is there anything in the local or parish community that you believe would hinder the success of the proposed project(s)?

<i>Project Summary</i>	<i>Interviews</i>	<i>Survey</i>	<i>Total</i>
Positive	5%	29%	28%
Negative	65%	27%	29%
Unsure	30%	31%	31%
No Response	-	13%	12%

The most common responses to this question were:

- Cost
- Economy and inflation

-
- Aging parishioners on fixed incomes
 - Not enough young families coming back to church

Representative Commentary:

- *Saint Paul's community is basically a lower income parish.*
- *Trying to do much at once. This is an old parish and the community is aging; not sure how much we are going to be able to help.*
- *Permits to install a kitchen and refrigeration and storage space.*
- *Most people today are financially restricted and St. Paul is not a wealthy parish.*
- *The Diocese needs to be our partner and not our road block. Parishes will continue to fail if the Diocese does not change some of their ways of doing business.*
- *The financial situation of a large portion of parishioners may not be in a position to help a great deal financially.*
- *Lack of community support.*
- *A general apathy, sometimes anger, towards the Church. All are not welcome here. It's insular.*
- *Lack of confidence in the roof repair.*
- *Maybe lack of money/inflation?*
- *Being asked to donate to other major Diocesan campaigns.*
- *I wonder about the economic capacity of the parish. While the younger, more diverse members of the parish are a great strength they may not have the economic means to participate in the campaign in a meaningful way. Not sure if the older members of the parish have the capacity to support all of the desired work.*
- *Getting enough funds to complete the job. Securing skilled experts to complete the jobs.*
- *Negative association of church asking for money will need to be overcome. In general, New Englanders are generally not generous. Help people understand the spirituality of generosity and feel fearless.*
- *The proposed updates will be expensive. Where parishioners can donate their time and expertise with some of these projects it would help take a load off the financial commitment.*
- *Obviously, funding. It's asking a lot of people to donate so much. While everyone likes to help as much as they can it's a difficult time for finances.*
- *The RI mindset - We've always done it this way. Encourage the elders with their wisdom to communicate in a positive way the importance.*
- *I believe that most people have little extra funds for major projects. Do only what we can afford.*
- *Would it be possible to combine with another parish?*
- *Finances!! Our parish base seems to be shrinking as with most parishes so it is difficult to raise funds for these capital improvements.*
- *Who do you think is going to pay for all of this?*
- *Gentrification.*
- *We need a census to find out and update the financial ability of our parishioners before a big project like this goes forward.*
- *The parish (and the Diocese as a whole) needs to face the immutable fact that the church population is declining and is aging rapidly, with many of the people who gave to these types of projects in the past now on fixed incomes. The Diocese has far, far too many buildings to maintain at a time when there are far too many empty seats at far too many parishes. The practical answer is to close several parishes and to consolidate. It is unrealistic to expect a limited population to fund incredibly expensive upkeep to largely empty churches.*
- *Lack of new parishioners.*
- *Individual's ability to do their part.*

- *I would like to know what happened with the money donated to the diocese for their fundraiser. They were supposed to give some back to the parish. Did that happen?*
- *I think people are generally in favor.*
- *Of course, the lack of funds. As I go to Mass weekly, I see less and less people there. Hopefully they are still supporting without coming to church. There are many elderly people as myself may not be able to help with much financially, but there are many people who are able to help that may not be.*
- *Weariness and comfort with estimates and getting it done right because we have an experience of failure. Uncertainty of success based on past results.*
- *Median income and the ability to donate more than what families already contribute.*
- *There are always community challenges. I recommend making clear statements on why each project is necessary as approved to limit local annoyance from non-Catholics.*
- *The Catholic Charities Appeal only had 129 contributors.*
- *Income of the average parishioner. This is not St. Luke's or St. Augustine's. I was shocked when I saw the Sample Gift Plans. I wonder how many people were turned off by the huge amounts shown. Families with children and people on Social Security and pensions could not make such a commitment when prices of so many basic things increase every day.*
- *High cost initiatives in an inflationary environment. Not lots of extra dollars for people to donate and high interest rate environment results in elevated financing costs.*
- *Seems only a small percentage support the parish monetarily.*
- *Obviously raising enough money to cover the enormous cost of all of the repairs is a huge obstacle.*
- *St. Paul's is a historic landmark and should be treated like one.*

8. Should Saint Paul move forward with a capital campaign to address parish needs?

<i>Project Summary</i>	<i>Interviews</i>	<i>Survey</i>	<i>Total</i>
Positive	95%	69%	71%
Negative	5%	2%	3%
Unsure	-	20%	18%
No Response	-	9%	8%

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

<i>Project Summary</i>	<i>Interviews</i>	<i>Survey</i>	<i>Total</i>
Positive	95%	78%	79%
Negative	5%	3%	4%
Unsure	-	10%	9%
No Response	-	9%	8%

Representative Commentary:

- *If you think that there are a sufficient number of people who can afford and are willing to contribute, by all means!*
- *You can't let the church fall apart.*
- *Every year we put it off it will only get worse and costlier.*
- *I am uncertain about the viability of a campaign with the \$5 million price tag for the exterior walls.*
- *Probably.*
- *Yes, please. The sooner the repairs are made the less work we'll have to pay for. Putting it off is more expensive in the end.*

- *Perhaps scale back on some of the goals. As much as we'd like everything done it's a big ask in this economy.*
- *Absolutely! Enthusiastically yes!*
- *Only if we have a clear plan that involves a practice of, restore, rebuild and maintain all our buildings. You cannot ask people to contribute if they believe their money is not being properly managed to ensure the future of our Parish,*
- *Would it be possible to get money for historical preservation?*
- *If supported by the Feasibility Study.*
- *It's inevitable; these needs must be addressed. If we wait any longer the cost will continue to rise.*
- *Perhaps the focus should be on one project at the time; say focusing on the roof if it's more needed than the inside renovation. Once that's completed; then move forward with the next project. All at once can scare the parishioners away. These are difficult times; the cost of everything is going up except the salaries of working people.*
- *But I don't see how \$6 million can be raised. Grants based on the Church being a historical building (which I saw mentioned somewhere) sound like a good idea.*
- *When people give a portion of themselves, they will feel committed to the project.*
- *Yes, but with the understanding that no one should be made to feel guilt.*
- *Good luck.*
- *If current cash on hand cannot pay for the school doors or rectory fire alarm, then raise money for that. I would want to see a contractor who would guarantee the roof and pointing for at least 20 years, which would include a bond to pay for repairs if they leak.*
- *It may be difficult. We just did the capital campaign for the diocese. Would it be possible for the diocese to let us skip the next capital campaign and we make it just for our parish. Does the diocese contribute any money towards parish repairs? Are we taking a loan for the repairs? Do we get a good rate because we are a non-profit?*
- *I think we should move forward. It is worth seeing how much interest there is.*
- *ASAP!*
- *Timing is tough-so much economic uncertainty.*
- *What happened to the last capital campaign?*
- *The roof is the key project. Delay will increase cost. Maybe start with the roof project and get positive results and then do the next project. Too large of an ask may scare off parishioners.*
- *People know this has to be done and the people of this community will do their best to make it happen.*
- *Spreading the word can bring more attention to others that can possibly help for a lower cost or for free.*
- *Let's wait for survey results.*
- *A capital campaign in conjunction with organized fundraisers and other events to raise money would all be beneficial. Any opportunity we could find to raise money would be helpful.*
- *Let the Diocese step up. We're tired of it.*
- *These are major projects that cannot be put off long term.*

10. What would you estimate your family contribution to be over a 3-year period?

10 of the 20 (50%) Personal Interviewees, and 74 of 123 (60%) of the Study Survey participants responded. Overall, 84 (50%) families indicated potential financial support for the projects.

It is the experience of Guidance in Giving 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

High estimate

<i>Gift Breakdown</i>	<i>Gifts</i>	<i>Total Pledges</i>
\$50,000 +	1	\$50,000
\$25,000 - \$49,999	3	\$75,000
\$15,000 - \$24,999	4	\$65,000
\$10,000 - \$14,999	9	\$92,000
\$7,500 - \$9,999	1	\$7,500
\$5,000 - \$7,499	16	\$83,000
\$4,000 - \$4,999	17	\$68,000
\$3,000 - \$3,999	14	\$44,900
\$2,000 - \$2,999	6	\$12,500
\$1,000 - \$1,999	6	\$8,000
\$1 - \$999	7	\$2,670
TOTALS	84	\$508,570

<i>Gift Breakdown</i>	<i>Gifts</i>	<i>Total Pledges</i>
\$50,000 +	1	\$100,000
\$25,000 - \$49,999	3	\$75,000
\$15,000 - \$24,999	6	\$100,000
\$10,000 - \$14,999	7	\$72,000
\$7,500 - \$9,999	1	\$7,500
\$5,000 - \$7,499	20	\$105,000
\$4,000 - \$4,999	16	\$64,000
\$3,000 - \$3,999	12	\$38,400
\$2,000 - \$2,999	5	\$10,500
\$1,000 - \$1,999	6	\$8,000
\$1 - \$999	7	\$2,670
TOTALS	84	\$583,070

11. Are there any other topics or advice you would like to mention that have not been addressed in this interview/questionnaire?

Representative commentary:

- *Are we going to have a professional construction firm running this project or are we going to be in the same position from 20 years ago with the roof. Bad decision by Diocese not accepting suggestions from parishioners on materials to be used on roof. Would want to see a maintenance plan and budget and materials. This church is difficult and will be expensive to maintain even with new materials.*
- *Thank you for asking my opinion. We can rely on the providence of God.*
- *It would be great if cushions could be on the pews in the disabled section. Old bones hurt!*
- *Will the diocese be contributing any help?*
- *The Rhode Island Preservation & Heritage Commission and the Rhode Island Foundation might also be approached.*
- *I really encourage you to look into solar panels for the school at least. The flat roof is ideal. It wouldn't cost anything - Catholic Energies would cover it and then you can buy them out in the future. It will bring your energy bills down and be an educational experience for all and impress those young families in the community.*
- *Is the \$5Million for the exterior an estimate or the actual cost and how long do we have to address it?*
- *Take a much more aggressive position against our insurance company. They should be paying for the storm damage.*
- *Do not make it sound like a Super Major Project: one project at a time. All funds received go to that project (starting with the roof). Then move on the next project.*
- *Can we solicit the alumni of St. Paul's school?*
- *To God: Please let us know Your will and follow it. Please help us be patient and kind to each other. Father God, it is to do Your will that we will venture into this. Please help us to keep this in the forefront of our minds.*

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- *During this campaign, I will try and do the best that I can to help. Good luck and God bless.*
 - *I think the church needs a sign anchored on the lawn on the Warwick Avenue corner. It should be a large enough to display Mass times, announcements, and gospel messages. It should be lighted at night.*
 - *Are these proposed costs from several contractors or one chosen contractor?*
 - *Memorial plaques to raise funds.*
 - *Reach out to alumni, as St. Michael's has done.*
 - *Are they still using the third floor of the school? Would like to know if the computer space is being used.*
 - *Be realistic and sensitive in how you approach people. It is a good community but we have a lot of older people who can only do so much.*
 - *We are fortunate to have great priests here at St. Paul's. It's a really wonderful community!*
 - *Would like to see the spirituality of generosity incorporated into a fundraising campaign.*
 - *Is the parish actively seeking requests for parishioners to add the church to their wills?*
 - *Ask the Bishop for money and former members to save the church.*
 - *I think the parish would be better off with a smaller, more flexible church building rather than the one based on a traditional European stone model that is too large for the current congregation. There is much empty space during Mass.*
 - *How will this be broken down (priorities). I wish we could reach out to people on the periphery, who don't come to Mass or consistently come to Mass. Also, we need to encourage people to participate financially, even if it is just a few dollars. It starts there and every bit helps.*

II. REVIEW OF KEY POINTS

A. POSITIVES/SUPPORT

There is significant support for the idea of moving forward with a campaign to begin to address parish needs:

- 71% of study participants (95% of interviewees and 69% of survey participants) indicated they would support the parish leadership in the decision to move forward with a Capital Campaign. 18% of study respondents were unsure of their participation, most notably until the projects are prioritized (typically a parish would see 50-75% of those families who indicated uncertainty in the study have a positive response during a campaign once the project details are solidified and presented to the parish)
- 79% of study participants (95% of interviewees and 78% of those surveyed) indicated their support of Father Woodhouse and parish leadership to the best of their ability if the campaign were to proceed. 9% of study respondents were unsure of their participation, most notably until the projects are developed.
- Those who gave an estimated contribution amount (84 households) projected that they would be able to pledge between \$508,570 – \$583,070 or more over a 3-year pledge period. This is an average of approximately \$6,054 – \$6,941 and represents a ratio to offertory of 4.0 – 4.6 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*).
 - Of these 84 families, 65 families have “traceable” annual offertory in 2023 which represents 30% of the total traceable offertory for 2023.
 - 19 families of these families have \$0 traceable offertory in 2023 and indicated financial support to the campaign in the range of \$71,920 – \$76,420.
 - There are a total of 355 families who traceably participated financially in the parish offertory in 2023, totaling \$419,554 (average of \$1,252). Therefore, 290 families and there corresponding 70% of parish offertory either did not participate in the study or did not indicate a specific gift size in their response to the study (this does not necessarily mean they will not participate in a potential campaign).

B. CONCERNS/NEGATIVES

While there is significant support for moving forward with a campaign, many participants expressed concern about the estimated costs of the various projects under consideration. As the intent of this study was to introduce a number of these projects to parishioners and gather information regarding the further development of each project, a number of families wanted to see more information before offering an opinion about their participation in a potential campaign. Several respondents marked “unsure” and while not necessarily opposed to the plans, wanted more details regarding the history, need and development of the projects. Overall, people were very supportive of the idea of conducting a capital campaign to address the parish needs once the needs are prioritized, finalized and presented to the parish.

When negative/unsure comments were offered, they were focused primarily in the following areas:

- Costs associated with the various projects under consideration.
- Financial ability of parishioners to support the projects (older parishioners on fixed incomes, younger families, etc.)
- Current state of the economy (inflation, taxes, etc.)

ANALYSIS & RECOMMENDATIONS

Again, the goal of the Feasibility Study was to introduce the various projects under consideration and determine if there was support in moving forward with their further development. Based on the results and analysis of the 143 responses received during the Feasibility Study, Guidance in Giving offers the following to the leadership of Saint Paul:

A. Campaign Case

To reiterate the results from **Questions #5, 8, & 9:**

5. What is your opinion of repairing the church roof?

<i>Project Summary</i>	<i>Interviews</i>	<i>Survey</i>	<i>Total</i>
Positive	95%	81%	83%
Negative	-	3%	3%
Unsure	5%	9%	8%
No Response	-	7%	6%

What is your opinion of repairing the exterior church masonry?

<i>Project Summary</i>	<i>Interviews</i>	<i>Survey</i>	<i>Total</i>
Positive	69%	70%	69%
Negative	5%	7%	6%
Unsure	26%	17%	19%
No Response	-	6%	6%

What is your opinion of renovating the interior of the church?

<i>Project Summary</i>	<i>Interviews</i>	<i>Survey</i>	<i>Total</i>
Positive	95%	73%	76%
Negative	-	7%	6%
Unsure	5%	12%	11%
No Response	-	8%	7%

What is your opinion of improvements to the school building?

<i>Project Summary</i>	<i>Interviews</i>	<i>Survey</i>	<i>Total</i>
Positive	63%	50%	53%
Negative	5%	6%	6%
Unsure	32%	37%	35%
No Response	-	7%	6%

What is your opinion of improvements to the rectory?

<i>Project Summary</i>	<i>Interviews</i>	<i>Survey</i>	<i>Total</i>
Positive	79%	47%	51%
Negative	-	7%	6%
Unsure	21%	37%	35%
No Response	-	9%	8%

What is your opinion of fire alarm installation?

<i>Project Summary</i>	<i>Interviews</i>	<i>Survey</i>	<i>Total</i>
Positive	89%	72%	74%
Negative	-	5%	4%
Unsure	11%	16%	15%
No Response	-	7%	7%

8. Should Saint Paul move forward with a capital campaign to address parish needs?

<i>Response</i>	<i>Interviews</i>	<i>Survey</i>	<i>Total</i>
Yes	95%	69%	71%
No	5%	2%	3%
Unsure	-	20%	18%
No Response	-	9%	8%

9. If the campaign proceeds as proposed, will you support Father Woodhouse 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	95%	78%	79%
No	5%	3%	4%
Unsure	-	10%	9%
No Response	-	9%	8%

There is optimism and a clear understanding that Saint Paul has a need to address the roof of the church. However, there are a variety of questions that arose and should be addressed prior to moving forward:

- Why does it cost so much?
- Will this project be put out to bid to get the best price available?
- Have other options to address the roof been explored?

A successful campaign would need to address these questions and others 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, showing that their input is valid and being considered during the discernment and development of these projects, 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 mission of the parish and goals of the campaign. This will be critical in reaffirming the foundation of trust necessary for a successful Capital Campaign today and for future development efforts.

B. Conduct a Capital Campaign

Fall 2024

In order to conduct a successful campaign, the parish must be in the best position to succeed. This will include working with an architect and/or contractors to provide detailed information about the projects

including scope of work, cost estimates, construction timelines and an understanding of the various approval processes with the city of Cranston and the Diocese of Providence. If the parish is not able to address all of these projects at one time, it is vitally important to clarify which projects are the priority and why. Some additional questions that will need to be addressed in a campaign are:

- Which project(s) will be done first? How will the other projects be prioritized?
- What is the timeline to begin/complete these projects?
- What is needed to begin the projects (how much money in hand, how much in pledges, will we need to borrow money)?
- What are the borrowing costs if we finance this project based on the pledges to be paid?
- Can the parish afford to take on debt?

Parish leadership must be prepared to answer these and similar questions when they arise before and during 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. 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 and past campaign history combined with the results of the Feasibility Study, Guidance in Giving feels that Saint Paul has the ability to raise upwards of \$1,000,000 – \$1,200,000 or more in a successful campaign, once a case has been finalized and the vast majority of the questions posed by parishioners have been addressed.

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, wealth screening, past campaign history and input from parish leadership in order to quantify current potential Leadership Gift Prospects as well as identify additional Leadership Gift prospects. Working hand in hand with Father Woodhouse and the Capital Campaign Committee, we will look to further expand our base of potential Leadership Gift 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 Campaign Plan is the composition and performance of the Leadership Gifts Team. In addition to Father Woodhouse, 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,

cultivate and solicit all parishioners and friends of Saint Paul with the potential to make a gift at a level of \$25,000, \$50,000 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 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 Woodhouse 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 parish lay leadership and parish staff members, as well as other parishioners/groups as Father Woodhouse 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 Woodhouse present the Feasibility Study Findings Summary at each of the Masses in the coming weeks and that the full study report should also be posted on the parish website for all to read.

CONCLUSION

This completes the Parish Feasibility Study conducted by Guidance in Giving for Saint Paul Catholic Church. 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.

Guidance in Giving has found that there is support, excitement and financial potential for a capital campaign at Saint Paul. To achieve the full potential in a capital campaign, it will take a concerted effort on the part of all; including a collaborative relationship between the parish leadership and parishioners, strong and consistent communication, detailed case information, dedicated and committed leadership and a generous response from parishioners all within a spirit of enthusiasm, optimism and true Christian Stewardship.

We consider it a privilege to have conducted this Feasibility Study for Saint Paul Catholic Church. 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 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.