

Readiness Assessment Report

for

St. James Parish Liberty, Missouri

March 2009



The Church Development Foundation

Supporting Your Vision Through Philanthropy

3 West 63rd Street, Kansas City, MO 64113

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March 11, 2009

Rev. Tom Albers, C.P.P.S
St. James Catholic Church
309 S. Stewart
Liberty, MO 64068

Dear Rev. Albers:

Serving the St. James Parish through this Readiness Assessment has been an honor. Over 300 parishioners participated in the written survey including 193 who completed the on-line survey. Eighty-three parishioners participated in the interviews representing 51 households. A total of 265 parish households are represented in the study which reflects 13% of the total parish households. This is a good representation for a Readiness Assessment.

We learned a great deal about the parish and the concerns of its parishioners. St. James is providing a significant source of spiritual nourishment for its parishioners. Most parishioners have a generally positive feeling about the parish and leadership. There is good support among those who participated in the study for paying off the parish debt. A large number of parishioners support starting the process to construct a new, larger church and parking lot.

The study also revealed that parishioners need a lot more information regarding the plan. They would like to know more about the general financial health of the parish, the specifics of the different items listed in the parish plan including the timeline to implement the plan.

If the campaign were held today, 184 households in the survey express a willingness to pledge over \$200,400 annually to a campaign. This is an average pledge of \$1,089 per year of the campaign. This is the general average for a study like this.

Based on our analysis of the giving history of the church, the giving capacity of the parishioners, the responses from the readiness assessment itself, and our experiences with churches with similar opportunities and challenges, we believe that St. James can raise between \$900,000 and \$1,950,000 in a quality campaign focused on the principles of good stewardship.

Enclosed is a complete review of the information and data we gathered through the Readiness Assessment. I am also providing you with concerns and recommendations. All of this is made available to assist St. James in understanding your parishioners and the direction the Holy Spirit is moving the parish. If you have any questions, please contact me at any time.

Thank you for allowing The Church Development Foundation to spend time with your parishioners and to learn more about the great things that St. James is doing in God's name.

Sincerely,

Bill Cordaro

Bill Cordaro

Senior Consultant

The Church Development Foundation

FORWARD AND ASSIGNMENT

St. James Catholic Church

The Church Development Foundation's (TCDF) purpose is to serve churches through planning and capital campaign management. The foundation is based on two concepts:

- A) Stewardship is a gateway virtue to living a Christian life. Once individuals discover the experience of acting as a conduit to God's will, they are forever changed. A prayerful approach to seeking God's will is at the center of all our activities. Proverbs 29:18 states, "Where there is no vision, the people perish." This ancient text could be a modern management bestseller. When a church has a powerful vision that all are involved in creating, and seeks to do God's will, there is nothing that a church cannot accomplish.
- B) Building the strength of each church we work with is more important than money. If we can successfully increase the connections between people seeking to do God's will, the church will grow in very measurable ways. After we complete campaigns in churches, we hope to see increases in attendance, annual giving, volunteerism, and evangelism.

The Assignment

In January of 2009, The Church Development Foundation (TCDF) was retained by St. James Catholic Church in Liberty, Missouri to conduct a Readiness Assessment Study. The study was aimed to determine the readiness of the church membership for a capital campaign and their ability to pay for the proposed plan.

On February 19, 20, 21, and 22, 2009, TCDF consultants conducted 51 confidential interviews with 83 parishioners, (couples and individuals) of St. James Catholic Church.

In February 2009, approximately 2,000 written surveys were mailed to those on the parish mailing list. One hundred twenty-eight (128) written surveys were completed representing 89 households. One hundred ninety-three individuals representing 125 households completed on-line surveys.

A total of 404 parishioners participated in the survey representing 265 parish households. This represents 13% of total parish households. Thirteen percent (13%) is a good number of respondents and TCDF is confident that it is a good representation of the entire parish.

EXECUTIVE SUMMARY

St. James Catholic Church

In February 2008, approximately 2,000 written surveys accompanied by a parish newsletter were mailed to those on the parish mailing list. One hundred twenty-eight (128) parishioners representing 89 households returned completed surveys. One hundred ninety-three individuals representing 125 households completed on-line surveys. On February 19-22, 2009, TCDF consultants conducted 51 confidential interviews with 83 parishioners (couples and individuals) of St. James Catholic Church.

Two hundred sixty-four (265) parish households participated in the study which represents 13% of the total 2,000 parish households. Below is a summary of the findings. The complete text of the data collected can be found in accompanying attachments.

The Good News: (Note: The number represents a combined percentage of people who slightly agree or strongly agree with the statement.)

1. Eighty-four percent (84%) of parishioners surveyed say that St. James is meeting their spiritual needs.
2. Eighty-six percent (86%) believe that St. James is providing ample opportunity for community and fellowship.
3. Sixty-nine percent (69%) expressed confidence in the pastor, parish staff and lay leaders to make the right decisions regarding the future of the school and parish. Thirteen percent responded with “neutral” to this statement. Many expressed that the pastors and many of the staff and lay leadership are new to St. James leadership and they were not that familiar with them.
4. Fifty-nine percent (59%) of parishioners slightly or strongly agreed that it is urgent for St. James to conduct a capital campaign now to raise money to begin implementing the outlined plan.
5. When asked what additional information would be most valuable to determine whether a person makes a financial commitment to a capital campaign at St. James, the top four items chosen were: financial health of St. James Parish, total cost of the different items in the plan, timeline to implement the plan, and the future direction of St. James Parish.
6. When asked if the campaign were held today, how much would you commitment annually to the capital campaign, 184 households (70% of total participating households) offered an annual commitment of \$200,401. This reflects an average annual pledge of \$1,090.
7. In addition to making a financial commitment, 99 parishioners say they are willing to volunteer on a capital campaign committee, sharing their time and talents with St. James.
8. There was considerable interest in learning more about planned giving for St. James.

Primary Concerns:

1. The main concern expressed by parishioners was the current economy.
2. Parishioners are unclear about the results of the past campaign to raise money for the school addition.
3. St. James parishioners are concern about the turnover of parish priests and leadership. Parishioners feel uneasy about starting a campaign when they don't know how long their priests will be with them.
4. There is concern on the part of many parishioners about St. James's ability to finance a capital campaign when the parish is currently unable to cover its regular monthly operating obligations.
5. A large number of people were concerned about the small number of families who contribute to the church and are asked to volunteer.

6. There appears to be a division between those who support the school and those who do not.
7. There is a greater need to reduce the parish debt than there is to build a new church right now.

Present Financial Status:

- In the last complete fiscal year, 390 households (20% of total parish households) completed a pledge card in the annual stewardship appeal pledging \$1,225,000 (average pledge was \$3,141). According to recent demographics of St. James Parish, the average household income is \$86,840. The average pledge to the annual stewardship appeal represents 3% of average household income. The average household contribution to St. James when including all 2,000 households is \$1,468 or 1.7% of average household income.
- The total annual budget for St. James Parish (including the school budget) is \$2,937,000. Approximately \$1,000,000 of the operating budget for St. James goes to subsidize the school.
- The total parish unrestricted income was approximately \$1,933,000. School families contribute \$746,000 of the total parish unrestricted income.
- There are 430 students in the school representing 249 families (65 non-parish families).
- St. James is currently carrying a debt of \$1,600,000 for the school addition.

Past Campaigns:

- In 2007 a one-year capital campaign to construct the school addition was conducted. The cost of the addition was approximately \$2.3 million. Nearly \$700,000 was raised. People are still paying off their pledges and some people continue to use the special debt reduction/campaign envelope to make contributions even though they have fulfilled their pledge.
- The details of the campaign and the results are not clear. More research is needed to extract accurate numbers for the campaign.

Recommendations:

1. Primarily focus on retiring the debt and give consideration to beginning the planning process for a new church.
2. Acknowledge that these are difficult financial times, emphasizing that extra sacrifice will be needed. The readiness assessment did not give an indication that St. James should not do a campaign; however, expectations may need to be lowered because of the economy.
3. St. James should consider a two- or three-year capital campaign. If St. James conducts a two-year campaign, it should be exclusively for paying down the debt of \$1,600,000. If a three-year campaign is considered, the proceeds from the third year could be used to pay off the debt and begin the planning process of building a new church.
4. Explore with the Precious Blood Community how long parishioners can expect the current priests to be at St. James and communicate their plans with the parish.
5. We recommend if a capital campaign is conducted this spring, that it be ran concurrently with the June annual stewardship appeal.
6. Research the results of the past campaign and report as much information to the parishioners as possible.
7. Share with the parish in more detail the financial trends of the parish budget. Parishioners are looking for assurance that the parish is living within its means.
8. A campaign should be designed in such a way that it invites new and less active members of the parish to get involved.
9. St. James has a large number of older parishioners who are on a fixed income. If a campaign is conducted, it should respect the concerns of those on fixed incomes and find ways that are acceptable for this group to participate in a campaign.

10. Parishioners should be provided opportunities to meet with church leaders to ask questions and to express their concerns throughout the campaign. Questions that arose during the Readiness Assessment should be addressed thoroughly throughout a campaign with opportunities for dialogue provided.
11. Because of the mixed feelings about the school and the high percentage of parish resources expended on the school, time should be given articulating how the school fits into the overall mission of St. James and the positive impact the school and school families are having on the parish.
12. A campaign should take advantage of the 99 people who said in the Readiness Assessment, they would be willing to help with the campaign. They should be specifically invited to participate in the campaign.
13. Potential major givers should be approached early to seek lead commitments.
14. Donations of property, stocks and bonds should be encouraged throughout the campaign.
15. Estate planning efforts should begin at the conclusion of the solicitation phase of the capital campaign to take advantage of the 15 people who are interested and the 96 people who may be interested in including the parish in their will or trust.

Financial Forecast:

There is support for conducting a capital campaign to pay off the parish debt and begin the planning process for a new church. Based on our analysis of the giving history of the church, the giving capacity of parishioners, the responses from the readiness assessment itself, and our experiences with churches with similar opportunities and challenges, we believe:

1. In a quality **two-year campaign** focused on principles of good stewardship, St. James has a **90 percent** chance of raising **\$900,000**, a **70 percent** chance of raising **\$1,100,000**, and a **50 percent** chance of raising **\$1,300,000** in commitments.
2. In a quality **three-year campaign** focused on principles of good stewardship, St. James has a **90 percent** chance of raising **\$1,350,000**, a **70 percent** chance of raising **\$1,650,000**, and a **50 percent** chance of raising **\$1,950,000** in commitments.

If donors are cultivated with respect, given the opportunity to interact with their peers and church leaders, invited to join in the process, and are well informed about the vision for the future of the church and how this effort will advance that vision, we believe that St. James will achieve great successes in its campaign.

FINDINGS

St. James Catholic Church Liberty, MO

The following **Findings** are a summary of the data from the written surveys and interviews. In February, 2009, 2000 written Readiness Assessment Surveys were mailed. Three hundred twenty-one (321) persons representing 214 households either returned a written survey or responded online. TCDF interviewed 83 individuals representing 51 households. There were a total of 404 individuals from 265 households who participated in the study, representing 13% of the total households of St. James. This is a good response rate for larger churches.

The survey asked varying types of questions, with many questions using a scale to represent participants' opinions. **The scale went from very non affirmative of the question's statement, through neutral to very affirmative.** For the purpose of supplying an average response, these were assigned a numerical value of 1-5. The average answer presented is an average of all respondents to the question, written and interviewed. "I don't know" was ranked with a zero (0) and was not included in the calculation of the average.

Some of the people who completed the written survey, as well as those interviewed, did not respond to all of the questions and/or gave incomplete answers. As a result, the total responses for each question may vary. The complete data with comments can be found in Attachments A, B, C, D and E. Samplings of comments are bulleted and included in the findings below.

1. Eighty-four percent (84%) of the total survey responders (81% written, 95% interviewed) said they agree or strongly agree that St. James is effective in meeting their spiritual needs.

	Strongly Disagree		Slightly Disagree		Neutral		Slightly Agree		Strongly Agree		Average Response
	1		2		3		4		5		
Interviews	0	0%	2	3%	2	3%	17	22%	57	73%	4.7
Surveys	18	5.6%	20	6%	18	6%	62	19%	198	62%	4.2
Combined	18	4.5%	22	6%	20	5%	79	20%	255	64%	4.3

- *Received great support when I lost two husbands from staff and school.*
- *On holy days, I'd like to see more Mass choices.*
- *They offer everything here that someone needs. If you want to get involved here, you can.*
- *Slightly agree because there are not many opportunities for youth to be involved in the church. Often time we are invited to be involved in things by asking us to clean up or baby sit.*
- *I feel our pastors have been very effective and personable...present company included.*
- *Slightly agree because a lot of times there is a lot of PR and resources generated around the school and the school tends to suck up a lot of our resources and energy. The church speaks a lot about justice but there seems to be a disconnect between what we say and where we direct our parish resources.*
- *I sometimes feel like they are neglecting single adults who are less than 70.*
- *Our priests rotate so much, we have been in this community a little over 15 years and have figured out that there have been at least 7-8 priests here in that time. The really good and inspirational ones are gone in no time and the non-inspirational ones hang around it seems like forever.*
- *I feel like I'm overcrowded most times and prefer a more intimate experience with God that a smaller community can offer.*
- *The people are wonderful but we definitely need more space.*

2. Eighty-six percent (86%) of the persons surveyed (84% written, 96% interviewed) agree or strongly agree that St. James is effective in providing opportunities for community and fellowship.

	Strongly Disagree		Slightly Disagree		Neutral		Slightly Agree		Strongly Agree		Average Response
	1		2		3		4		5		
Interviews	0	0%	2	2%	1	1%	8	10%	70	86%	4.8
Surveys	12	3.8%	9	3%	26	8%	70	22%	197	62%	4.3
Combined	12	3.0%	11	3%	27	7%	78	19%	267	67%	4.4

- *There are plenty of opportunities here.*
- *There are lots of opportunities if people would just use them.*
- *Neutral because I am not a social person to begin with. I haven't availed myself to everything that is available to me.*
- *There are allot of good things about SJ. I want community and I'm not finding it. I don't feel as connected as in my last parish. Not the sense of we are all in this together. The school is helping somewhat. Attend some event at another parish. Income level may be higher here so that may lead to different demographics and connection.*
- *There are many opportunities to get involved but it is always the same people. I would like to see new members get involved more.*
- *Strongly agree because as our children came up through the school, we had a lot of opportunity to get involved. Now that we don't have children in school we don't feel as connected.*
- *We try to get the same people involved in everything.*
- *Slightly agree because the youth/teens are left out of the planning and things that go on in the parish.*
- *I feel there are choices, however many seem to revolve around those families whose children attend the parish school or have been attending St. James for a very long time and are difficult to 'break into'.*
- *St James offers many social opportunities, but I would like to see more spiritual classes, and Adult education on church teaching. Like the forthcoming lecture on stem cell research.*

3. Sixty-nine percent (69%) of survey respondents (66% written, 79% interviewed) agree or strongly agree that they are confident in the pastor, parish staff and lay leaders of St. James to make the right decisions regarding the future of the school and parish.

	Strongly Disagree		Slightly Disagree		Neutral		Slightly Agree		Strongly Agree		Average Response
	1		2		3		4		5		
Interviews	2	3%	6	8%	4	5%	23	29%	39	50%	4.0
Surveys	23	7.2%	20	6%	48	15%	57	18%	155	48%	3.8
Combined	23	5.8%	26	7%	52	13%	80	20%	194	49%	3.8

- *I don't know them all well enough to know if they are knowledgeable enough about a big endeavor. Not sure of their backgrounds.*
- *I have hope they will listen to the feedback. Not as confident that all the people on the staff have the goal to have unity between the school and church. Hope Fr. Tom can stand up for what he thinks is right in this process of building.*
- *Very confident in the pastor. He's good at making decisions and taking a broad picture. He does what he thinks is best. Don't know as much about the school.*
- *Slightly Disagree because I think the parish staff and lay leaders need to determine a better way to communicate between themselves. There seems to be too many people who want to be in control.*
- *Both our pastors seem to be very involved in what is going on.*
- *Slightly Disagree because a lot of our lay leaders come from school families so you end up with strong emphasis on the school at the expense of all the other programs within the church. The addition to the school was sold as a parish addition but really it turned out to be mainly a school addition.*

- *A better job needs to be done ensuring promises made with building campaigns are met. For example, I was told by both the business manager and former pastor that new parking would be added with the school addition before making my pledge. That never happened and parking is inadequate, an inconvenience, and a distraction to deal with prior to arriving at church and preparing to attend mass.*
- *I am confident in the pastor and asst. pastor. Unfortunately I do not know the lay leaders or the parish staff well enough to have confidence in them.*
- *I sometimes feel decisions are not explained well and makes me wonder.*
- *From what I've seen of the parish leadership and staff, I believe that they'll know what's right for the parish and for the school.*

4. When asked if they thought it urgent for St. James to conduct a capital campaign now to raise money to begin implementing the parish plan, 59% of all respondents agreed or strongly agreed that it is urgent (51%/86%).

	Strongly Disagree		Slightly Disagree		Neutral		Slightly Agree		Strongly Agree		Average Response
	1		2		3		4		5		
Interviews	0	0%	6	7%	5	6%	21	25%	51	61%	4.4
Surveys	55	17.4%	38	12%	48	15%	67	21%	95	30%	3.2
Combined	55	13.8%	44	11%	53	13%	88	22%	146	37%	3.5

- *Clear to me we are outgrowing our facility and parking is horrible. Masses are crowded. People have to sit in the narthex/lobby and are separate from the community. More meaningful if we are all in the same worship space. Not enough rooms for meetings. Hard to have multiple events at one time.*
- *Do we need to do this, "Yes." Do we have to have long-term plans, "Yes." Do we need a bigger church, "Yes." However, this is not an emergency to me. We should start paying off debt and saving to do this.*
- *When we worked on this in the past, we said the next time would be for the church. Turns out the next time was for the school. I don't believe that this campaign would lead to a new church. I am afraid it would lead to more investment in the school.*
- *People say the church is crowded, but people don't actually use the space we have. People choose to stand in the back because they don't want to sit too close to people in the pews.*
- *Tough time to do it, but the longer you wait the tougher it will be since it takes a long time to get these projects done.*
- *Urgent for a new sanctuary, but not sure about other projects.*
- *Slightly disagree because the Masses are not maxed out. There is still room in the church pews. I would like to pay off the debt.*
- *We are to the point that we will lose parishioners if we don't meet these capital needs very soon.*
- *Strongly agree but it isn't an emergency situation.*
- *If the result of Readiness Assessment is to go forward with a campaign then it is urgent.*
- *Because we are so crowded, people who are sitting outside of the sanctuary have a hard time feeling a part of the Mass.*
- *These are trying times and if we must accept change, perhaps there are more urgent issues to consider than raising capital to expand a Parish that may be shrinking now due to job losses, reduced incomes, or more familial or personal expenses involving our personal lives in addition to our religious obligations.*
- *I think the current economic climate makes the timing questionable but on the other hand, If not now When?*

5. Overall, respondents indicated the information that would be most valuable to determine whether to make a financial commitment were the financial health of the church, the cost of different items in the Plan, and the timeline for implementing the Plan. The future direction of St. James was also important information desired by respondents.

	Interviews		Surveys		Combined	
	Response Count	Response Frequency	Response Count	Response Frequency	Response Count	Response Frequency
How the plan connects to our parish mission	11	13.3%	46	14.3%	57	14.1%
Future direction of St. James	34	41.0%	127	39.6%	161	39.9%
How the Plan benefits current members	14	16.9%	85	26.5%	99	24.5%
Levels of support among other parishioners	30	36.1%	107	33.3%	137	33.9%
Total cost of the different items in the Plan	36	43.4%	129	40.2%	165	40.8%
Timeline for implementing the Plan	46	55.4%	117	36.4%	163	40.3%
Fundraising plans and costs	25	30.1%	115	35.8%	140	34.7%
Financial health of St. James Parish	29	34.9%	159	49.5%	188	46.5%
Other:	28	33.7%	72	22.4%	100	24.8%

- *I would like to see a lot of communication with the parish.*
- *We will be supportive to what the parish decides.*
- *I need to see what our current status is and where our growth is coming from before I make a commitment. I need real evidence that when we make a larger church, people are there to fill the church.*
- *Financial transparency is also very important. St. James continues to do a poor job in sharing financial information. A full accounting of income and expenses needs to be provided to all parishioners on a regular basis such as in the quarterly newsletter and once a year in a letter to each home.*

6. **The preferable method of being approached to make a commitment was to receive a packet in the mail followed by a phone call. (54% of written surveys, 47% of those interviewed)**
- *Just need packet, don't need a visit or call. Will give no matter what.*
 - *If we need to do home visits we could, but I think a call would be fine to start with.*
 - *It doesn't make a difference to me. Just pull me aside and talk to me.*
 - *I don't want to be approached. I already give what I can. If I perceive the plan to be sound, I will give more.*
7. **Ninety-nine (99) individuals indicated they would support a campaign by working on a volunteer team. This represents 25% of all the respondents to the survey. Those indicating a preference said they might like to serve on the following campaign teams: Prayer, 18; Events, 31; Thanks, 52; Ambassadors, 28; Communications, 26. Please see Attachment D for a full list of volunteers.**
8. **Fifty-seven percent (57%) of all respondents said that if their questions about the plan and the campaign were satisfactorily answered, they would be willing to make a financial commitment to the campaign. (49%, 87%) If participants said “no”, they were asked to explain their answer.**
- *Of course we would. We want to support our parish. I know we have to pay off the debt for the school, but I want to be reassured that my commitment will go towards building a new church.*
 - *No because I believe I already give a large amount to the parish. We are at 8% of our income not going to the church.*
 - *My contribution is currently over 10% to the church and being on retirement, we don't have any more to give.*

- *Right now our financial situation is not stable. Maybe if things settle down.*
- *I need to know exactly where the money is going and be assured that the money will be spent on what it says it will spend the money on.*
- *I don't think the timing is right....People are struggling right now....It is difficult times.....and yes. I understand what the church means in difficult times....Can we not worship God in the facility we have now....*
- *We currently tithe a full 10% to St. James rather than splitting into separate categories of giving. That is all we can do at this time.*
- *We are not sure. We contribute to the Building Fund now and would continue that but we are on a limited income.*
- *Today's economic climate is not conducive to additional expenses. It's time to go after those that pledge and don't give. If we cannot meet our weekly budget now, what makes you think people will give more? After Mass, there is a mad dash for the door. These people disrespect the Host, the church, the priest and the rest of us. Do you really think they will give more? Even if they give money now?*
- *We tithe to church and we would donate if and when we could afford it.*
- *Presently, we are unemployed, don't know the future income or job security, will be playing catch-up on personal finances for awhile.*
- *Not happy with how money has been spent in the past.*

9. When asked what amount they would consider committing per year to a capital campaign in addition to their current giving, 147 written survey households offered \$133,226 and 37 interview households offered \$133,226. The total was \$200,401 from 184 households.

Gift Level	Pledged	Donor	Average	Cum Total	Percent
\$10,000 +	\$20,000	1	\$20,000	\$20,000	1%
\$5,000	\$39,000	7	\$5,571	\$59,000	4%
\$1,500	\$64,150	28	\$2,291	\$123,150	15%
\$500	\$69,300	89	779	\$192,450	48%
Less Than \$500	\$7,951	44	\$181	\$200,401	24%
\$0	\$0	15	\$0	\$200,401	8%

10. When asked if they would consider giving to the church through planned giving, 15 persons said “yes” and 96 persons said “maybe.” Thirty-eight (38) persons indicated they already do.

11. Many names were offered as possible lay leaders for a capital campaign. Some of the most frequently mentioned names were: *Ed and Midge Weir, Dee & Sue Rosekrans, Bob and Bridgit Bagby, Walt Holt, Phil Baumert, John and Susan Stowlyck, Joe and Eileen Barry, and Jim Thorton.* Please see Attachment F for a complete list.

12. When asked what might prevent them from making a financial commitment to a campaign this summer, respondents offered many thoughts. Below is a sampling. See Attachments A & B for complete lists of comments.

- *This is nothing that would prevent me from making a commitment. There will be difficulties for other people. People are losing their jobs. Liberty is going to be hit hard. We have been growing in this community. I think we will likely have parishioners moving out. It might be hard for people to make a commitment if they aren't sure about their job security or if they will still be in the parish in a year or five years. We are starting to see some real economic hardship in our parish. We recognize that the money we have is God's money. We need to share this concept of stewardship with other people in the parish.*
- *I already give the maximum and job insecurity.*
- *Some unforeseen circumstance happens.*

- *I want to make sure the plan benefits everyone...enough room to worship, and parish hall that will benefit all. Want it done the right way.*
- *Unable to pay monthly commitments for basic needs*
- *Not having enough information about what is happening. Not believing it is a well-thought-out plan. Not understanding why we need a bigger church.*
- *None - would be happy to make a financial contribution to the campaign. Only limiting factor would be loss of job.*
- *I do not support this plan. We do not need this. Our present church is fine.*
- *Not enough of the parish on board. Poor planning. Loss of job.*
- *The economy has me worried and I have the additional burden of kids in college and elderly parents to support*
- *Prefer to give to social concerns over a building commitment.*
- *I am 82 years old and had open-heart surgery. I am not in any physical or financial condition to be of assistance. You will have to excuse me this time. I have helped build three other churches in the past. I WILL pray for you.*

13. Respondents were invited to share additional comments and concerns for this report. Below is a sampling. See Attachments A & B for complete lists of comments.

- *Need to do more for the youth in terms of facility and programming. More education for adults: bible studies, small groups/home groups. Communicate special events more aggressively. Upgrade website.*
- *Would like to see all debt reduced before moving on to another phase. Would like for the school and the church to be more unified.*
- *The people of the parish need to have ownership in the parish...both financial commitment and doing what it takes to make it succeed. Need to deal with folks who only give \$100 a year or less. Commitment from Precious Blood priests that we'll have stability through the process.*
- *Send giving statements quarterly or before the end of the year so folks can adjust year end giving. Would donate more if money was not talked about during the homily. Updates good but don't pound me with it. Will there be a plan to take this feedback and do something to improve church life and ministries?*
- *Do a better job of welcoming people, telling them thanks for coming.*
- *My concern is that we need everyone to be involved in the decision to go forward with a campaign and that if it is determined that we postpone our plan, that we continue to work at building community within the parish.*
- *I worry about leadership/priest changes and the long-term impact on the parish. If Fr. Tom is not going to be here for 10 years, we need to make a switch now.*
- *Making sure there is sufficient room/meeting space for all kids and older youth. So kids feel like they belong to the parish. Parking can be a pain at times.*
- *It is most important that we follow through with this campaign to motivate the Parishioners to get involved with the process to make it successful.*
- *This campaign should be focused on those families who are attending St. James but are not contributing or are contributing less than their fair share to the parish.*
- *Prior capital campaigns have asked the parishioners to contribute to the school improvements. There has been no mention of tuition/school fee increases to reduce the burden on the general parishioners. Private education is choice parents make that needs to be supported financially as well.*
- *Let's concentrate on meeting weekly expenses and lowering the debt we have at this time.*
- *Leave the current priests, Father Tom and Father Timothy, in place here at St. James to see this through to the end.*
- *I would expect that in the early stages, all representatives of each faith ministry would have voice in discussing physical building requirements. I would expect that not all wishes would be met but that a fair balance would be achieved and the capitol raised would be visible to the parish at large. I would want to know how the money is being spent and when.*
- *Please don't fail us. Debt will not solve our problems. Creative, out-of-the-box thinking will be the answer.*
- *I understand the need for expansion due to the amount of new families but feel all should act judiciously during these times. In our own families, we are having to cut back, downsize and reuse/recycle. Can we not find ways to do this in our Church family?*