



St. James Catholic Church

Feasibility Report



Capital Campaign Feasibility Study Report

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This report contains 25 separate qualitative data points (individual interviews), backed up by numerous comments and quotes gathered from thoughtfully selected parishioners of St. James Catholic Church. Additionally, it contains findings from 193 parish-wide surveys (164 English and 29 Spanish). This amount of data can be overwhelming at first.

We strongly suggest that you get an overall feel for the report before diving into the finer details.

The first time you read this report, we recommend that you DO NOT attempt to do so from start to finish, with all the comments (which are included as unattributed quotes).



Directions for reading the report:

1

Begin by reading the Executive Summary (page 5) and then skip to the Recommendations (page 23). Stop there for a moment to absorb the Recommendations. Again, do not read all the comments this first time.

2

On the second read-through, read the individual sections of positives and cautions. (beginning on page 12). They're bolded and numbered for easy reference. And, read the Recommendations again.

Reading these individual sections will give you further insight into WHY we made the specific Recommendations.

3

We DO recommend that you read the comments on a third and subsequent reading, to better understand the nuances behind each of the Important Findings. Do not disregard them. Having a sense of the actual words of your most engaged community members will help guide you in your decision making.

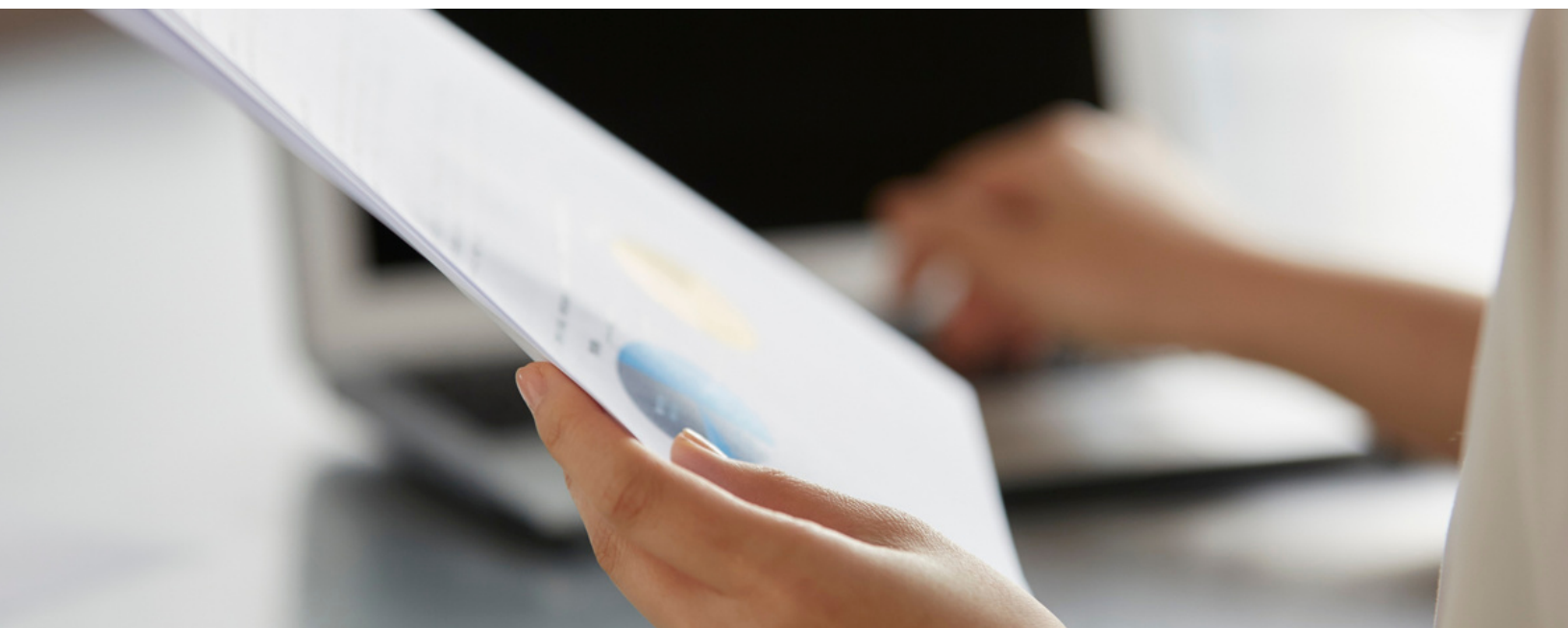


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Executive Summary



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Executive Summary - 1/2

St. James Catholic Church engaged Generis to conduct a feasibility study to evaluate the parish's readiness for a capital campaign in support of the proposed Building Future Blessings initiative. Through confidential interviews, parish-wide surveys offered in both English and Spanish, and a review of the Case for Support, we assessed parishioners' understanding of the vision, confidence in leadership, perception of the facility needs, willingness to give, and the organizational strengths needed to support a successful campaign.

Overall, the findings point to a parish that is spiritually healthy, growing, and well positioned for a successful campaign. Participants consistently described St. James as welcoming and vibrant, with strong worship, increasing participation, dedicated volunteers, and a shared desire to serve future generations. There was broad agreement that the current worship space no longer meets the needs of the parish. Most participants also understood that this project is about far more than constructing a larger building. They see it as creating a worship environment that can serve a growing and increasingly diverse Catholic community for decades to come.

The study also revealed strong enthusiasm for the project and a meaningful willingness to give sacrificially. Many interviewees expressed confidence that St. James has both the financial capacity and the donor support needed for a successful campaign. Our assessment is that the parish has genuine fundraising strength, and if the campaign is executed well, there is every reason to expect a successful outcome.

At the same time, the study identified several important issues that should be addressed before moving into the public phase of the campaign.

Executive Summary - 2/2

While the parish rightly celebrates its multicultural identity, the findings suggest that this has not yet developed into a fully unified stewardship culture. Participation from the Spanish-speaking community in this study was lower than expected, particularly given its visible presence in parish life and use of parish facilities. At the same time, several English-speaking participants shared a sincere concern that they are carrying a disproportionate share of the financial responsibility for facilities that serve the entire parish. Whether or not that perception reflects reality, it has the potential to influence campaign participation if it is not addressed through intentional communication, leadership engagement, and stewardship education.

Another consistent theme centered on campaign leadership rather than the project itself. About one-third of those interviewed, many of whom represent significant giving capacity, questioned whether Fr. Tim would have enough availability to personally lead the relationship building and major gift work a campaign of this size requires. Their comments reflected confidence in his pastoral leadership while acknowledging the many demands already placed on his time.

The study also suggests that St. James is more prepared for a capital campaign than for a broader culture of generosity initiative. Parishioners responded enthusiastically to a compelling vision for new facilities, but relatively few conversations reflected an established pattern of intentional, proportional giving that extends beyond a single project. This distinction matters. The campaign has the potential to raise significant resources, but unless generosity formation becomes a parallel priority, much of its impact may end when construction is complete rather than producing lasting growth in stewardship.



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Engagement Overview



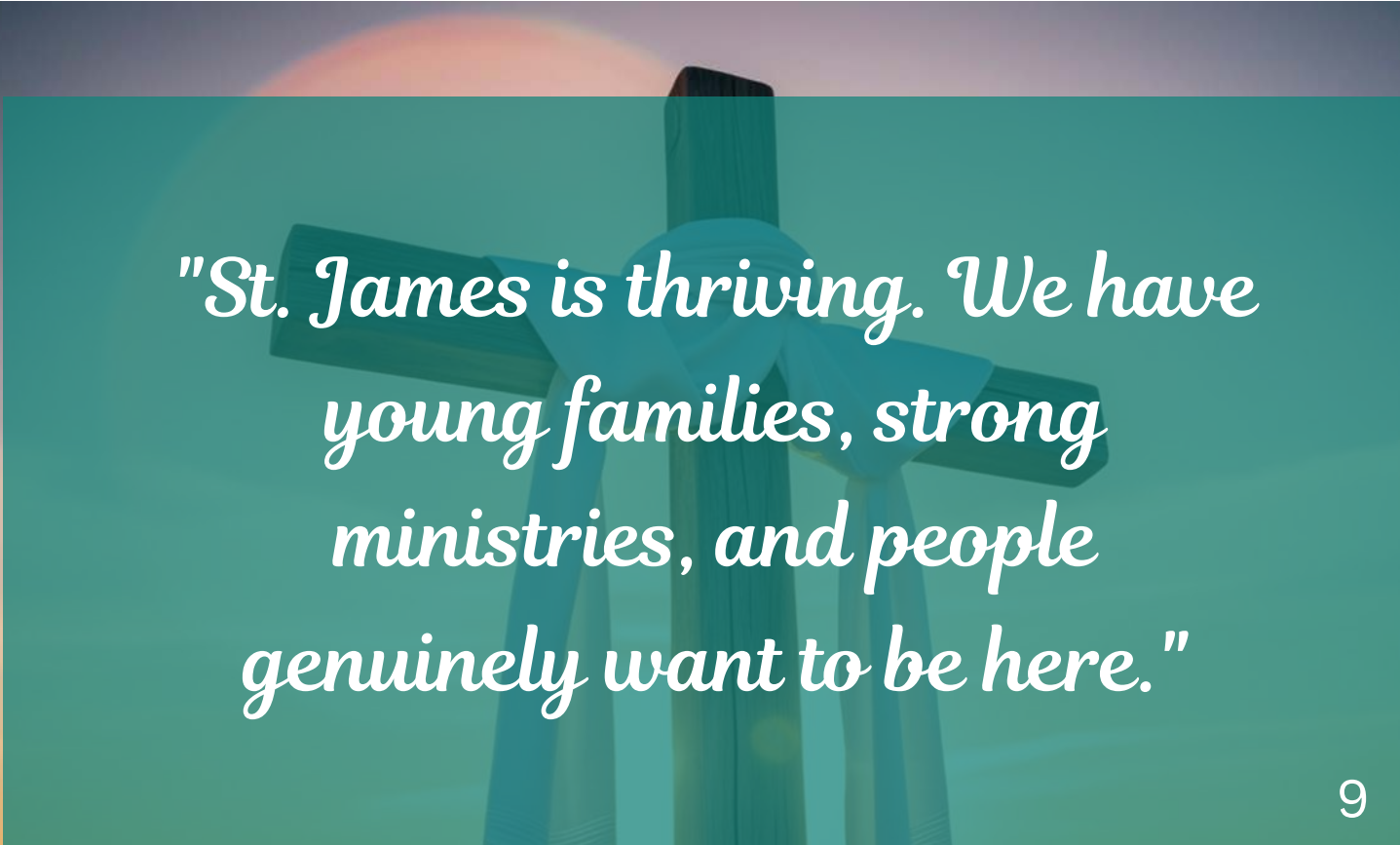
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Engagement Overview - 1/3

Generis conducted this feasibility study to evaluate St. James Catholic Church's readiness for the proposed Building Future Blessings capital initiative. The study was designed to measure parishioners' understanding of the vision, identify areas of enthusiasm and concern, assess confidence in parish leadership, estimate potential philanthropic support, and determine the parish's overall readiness to move forward with a capital campaign.

To gather meaningful feedback, the study included both confidential interviews and parish-wide surveys.

We conducted twenty-five confidential, one-on-one interviews with parishioners representing a broad cross-section of the congregation. Participants included long-time members, newer parishioners, ministry leaders, volunteers, and individuals representing a wide range of anticipated giving capacities. These conversations allowed us to explore not only opinions about the proposed project, but also broader perspectives on parish life, stewardship, leadership, communication, and the future of St. James.



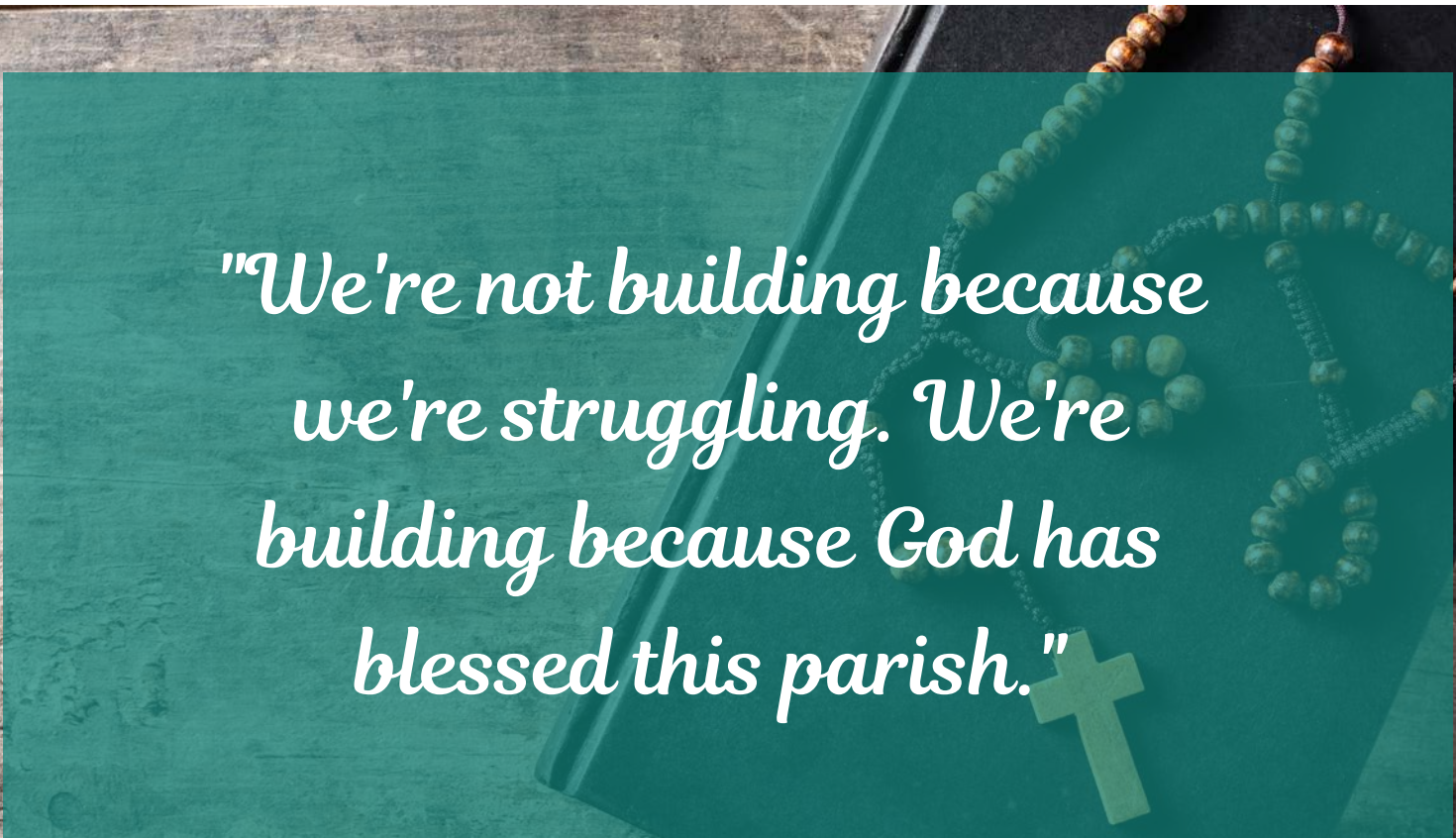
"St. James is thriving. We have young families, strong ministries, and people genuinely want to be here."

Engagement Overview - 2/3

To encourage broader participation, surveys were distributed parish-wide in both English and Spanish. Every household had the opportunity to review the Case for Support and confidentially share its perspective on the proposed project. The surveys provided valuable quantitative data while the written comments offered additional insight and context behind the numbers.

Both the interviews and surveys were based on the same Case for Support so that participants were responding to a common understanding of the proposed vision rather than general impressions.

As with every Generis feasibility study, no single interview or survey response determined the conclusions in this report. Our assessment is based on patterns that emerged consistently across interviews, survey responses, written comments, and our onsite observations. We also gave careful consideration to feedback from individuals whose leadership, influence, and giving capacity will be especially important to the success of a future campaign.



"We're not building because we're struggling. We're building because God has blessed this parish."

Engagement Overview - 3/3

Participation in the study reflected a parish that cares deeply about its future and welcomed the opportunity to be heard. Interview participants were thoughtful and candid, expressing both enthusiasm for the vision and constructive suggestions for strengthening the process. Survey responses likewise demonstrated broad interest in the future of St. James and provided valuable input from parishioners who did not participate in the interviews.

One observation deserves mention at the outset. While St. James has become an increasingly multicultural parish, participation from Spanish-speaking parishioners in the survey process was lower than anticipated. This does not diminish the value of the feedback received, but it does suggest that future campaign planning should include intentional strategies to engage the entire parish community. As discussed later in this report, the long-term success of the campaign will depend not only on raising the necessary financial resources, but also on building broad ownership of the vision across the parish.

The observations and recommendations that follow represent Generis' independent assessment of the parish's readiness for a capital campaign. They are intended to affirm the many strengths of St. James while identifying opportunities that, if addressed proactively, will strengthen both the campaign and the long-term health of the parish.

*"Previous generations
sacrificed so we could worship
here. Now it's our turn."*



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Observations: Positives



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Observations: *Positives*

The following observations reflect themes that emerged consistently throughout the confidential interviews, English and Spanish survey responses, onsite observations, and our review of the Case for Support. While individual perspectives naturally varied, these strengths surfaced repeatedly and provide a solid foundation for a successful campaign.

1 St. James is a spiritually vibrant parish with strong momentum.

Perhaps the most encouraging finding is that St. James is not pursuing a building project out of decline or crisis. Parishioners consistently described a church that is growing, welcoming new families, expanding ministries, and experiencing renewed energy. The proposed project is widely viewed as a response to God's blessings rather than an attempt to reverse organizational decline.

That distinction is significant. Capital campaigns are most successful when they build on ministry momentum rather than institutional anxiety. Throughout the study, parishioners spoke with optimism about the future and expressed confidence that the best years of St. James are still ahead. The Case for Support reinforces this narrative, documenting continued growth in registered households, Mass attendance, and participation in parish life.

2 Parishioners clearly recognize the need for expanded facilities.

There was broad agreement that the parish has outgrown its current worship space. While opinions differed on certain design elements and implementation details, very few participants questioned the need for additional facilities. The concerns raised were consistent. Parishioners pointed to overcrowded Masses, limited seating during major liturgical celebrations, inadequate restroom facilities, insufficient gathering space, accessibility challenges, and the difficulty of accommodating continued growth.

Observations: *Positives*

Just as important, most respondents understood that the project is about more than constructing a larger church. They see it as an investment in the worship experience and in the future of the parish. That shared understanding provides a strong foundation for future campaign communications.

3 Trust in parish leadership is a significant strength.

Parishioners consistently expressed appreciation for Fr. Tim's pastoral leadership and for the dedication of the parish staff. Interview participants frequently described the leadership team as approachable, faithful, hardworking, and deeply committed to the mission of St. James.

This does not mean parishioners have no questions. As discussed later in this report, participants raised important expectations around communication, campaign leadership, and financial transparency. Even so, those concerns were expressed from a desire to strengthen the parish, not from a lack of trust.

That distinction matters. Successful campaigns are built on trust, and our observations suggest St. James has a strong relational foundation on which to build campaign confidence.

4 The parish has the capacity to support a significant campaign.

One message came through clearly during the interviews. Parishioners believe St. James has the financial capacity to complete an ambitious capital project.

Many participants identified households capable of transformational gifts and expressed confidence that the resources already exist within the congregation. Our conversations with high-capacity parishioners reinforced that assessment. While success will depend on thoughtful cultivation and disciplined solicitation, we encountered very little skepticism about the parish's ability to reach a meaningful campaign goal.

Observations: *Positives*

In short, parishioners believe God has already provided many of the resources needed to make this vision a reality.

5 Parishioners want to be part of the vision.

Beyond recognizing the parish's financial capacity, many respondents expressed a personal desire to participate. Interviewees frequently described the project as a once-in-a-generation opportunity to leave a legacy for future Catholics in Tupelo.

Several reflected on the sacrifices made by previous generations and expressed gratitude for the opportunity to continue that legacy. Those comments closely align with the spiritual narrative presented in the Case for Support and suggest the vision is resonating with parishioners.

While pledge amounts will naturally vary, the prevailing question was not whether to participate, but how each household could give according to its ability.

6 Parish leadership has demonstrated a willingness to listen.

One encouraging observation throughout this process was the responsiveness of parish leadership. Several interview participants recommended expanding campaign leadership to include additional respected lay leaders with strong relationships across the parish.

Rather than waiting until after the study concluded, parish leadership began making those adjustments during the feasibility process. That willingness to listen, receive constructive feedback, and respond appropriately reflects healthy leadership and will strengthen campaign credibility moving forward.

Observations: *Positives*

7 The planning process has been thoughtful and intentional.

Many parishioners expressed appreciation for the work that has taken place before considering a capital campaign. They recognized that this proposal represents years of discernment, planning, financial analysis, committee work, and consultation rather than a recently developed idea.

The planning history outlined in the Case for Support reinforced confidence that parish leadership has approached this opportunity carefully and responsibly.

Although additional communication will still be important, few respondents believed the project had been developed too quickly. Instead, most viewed this feasibility study as the next appropriate step in a thoughtful process of parish discernment.

Final Observations:

Taken together, these strengths suggest St. James has many of the characteristics typically found in successful capital campaigns. The parish has a compelling ministry vision, strong congregational momentum, trusted leadership, identifiable philanthropic capacity, and parishioners who want to invest in the future of their church.

At the same time, our interviews suggest the greatest opportunity extends beyond fundraising. The goal is not simply to raise the resources needed to build a new church. It is to use this moment to strengthen stewardship, deepen unity across the parish, broaden ownership of the vision, and cultivate a culture of generosity that continues long after the campaign is complete.



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Observations: Cautions



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Observations: *Cautions*

The feasibility study revealed broad enthusiasm for the proposed project and strong confidence in the future of St. James. At the same time, several themes surfaced that deserve attention before launching a capital campaign. None of these observations should be viewed as reasons to delay the project. Rather, they represent opportunities to strengthen the campaign, broaden parish ownership, and deepen the culture of stewardship at St. James.

1

The parish is more prepared for a fundraising campaign than a generosity initiative.

Perhaps the most significant finding of this study is the distinction between support for a building project and the presence of a deeply rooted culture of generosity.

Throughout the interviews, parishioners expressed genuine excitement about building a new church and confidence that the financial resources exist within the congregation to accomplish the project. Many also shared their intention to participate personally.

Conversations about stewardship, proportional giving, sacrificial generosity, and year-round discipleship were far less common. Most participants naturally viewed their gift as helping build a new church rather than as part of a broader journey of Christian generosity.

This distinction should shape expectations for the campaign.

Generis believes St. James is well positioned to conduct a successful capital campaign. The greater opportunity is allowing this effort to become a catalyst for deeper stewardship that continues long after construction is complete.

In our judgment, the parish is more prepared for a successful fundraising initiative than for a transformational generosity initiative. That does not diminish the campaign's potential, but it should influence both strategy and expectations from the outset.

Observations: *Cautions*

2

Major gift work will require visible pastoral leadership.

One of the most consistent themes among many of the parish's highest-capacity households centered not on the project itself, but on campaign leadership.

Approximately one-third of those interviewed, many representing households with significant giving capacity, questioned whether Fr. Tim would have sufficient time to personally cultivate relationships and lead the one-on-one conversations that campaigns of this size require.

These comments should not be interpreted as criticism. In fact, interviewees consistently praised Fr. Tim's pastoral heart, work ethic, and commitment to the parish.

Their concern was simply one of capacity.

Successful campaigns require pastors to invest significant time in building relationships, casting vision, expressing gratitude, and personally inviting transformational gifts. Several participants questioned whether those responsibilities would receive the necessary attention alongside Fr. Tim's many pastoral responsibilities.

Because these concerns came primarily from parishioners with significant philanthropic capacity, we believe they deserve careful attention as campaign plans move forward.

3

The campaign should continue building unity across the parish.

One of the great strengths of St. James is its increasingly multicultural identity. Parishioners consistently celebrated the growth of the Spanish-speaking community and recognized it as an important part of the parish's future.

Observations: *Cautions*

At the same time, the study revealed several perceptions that should not be overlooked. Participation from Spanish-speaking parishioners in the survey process was lower than anticipated given their visible involvement in parish life. While survey participation alone is not a measure of engagement, it suggests that additional communication and relationship-building will be important throughout the campaign.

Several English-speaking participants also expressed concern that, while parish facilities are heavily used by the Hispanic community, much of the financial responsibility for future construction could ultimately fall to English-speaking households.

These comments were generally expressed without hostility. Instead, they reflected questions about shared ownership, shared sacrifice, and shared responsibility for the future of the parish.

Capital campaigns often provide a unique opportunity to unite a congregation around a common vision. We believe this campaign can reinforce that St. James is one parish family, called to worship, sacrifice, and build together.

4

Financial transparency remains an important opportunity.

Survey responses reflected generally positive confidence in parish leadership and administration.

The interviews, however, revealed a more nuanced picture.

A number of highly engaged parishioners expressed ongoing concerns about financial transparency, communication, and visibility into parish financial decisions. These concerns were often shared candidly and, in some cases, passionately.

Observations: *Cautions*

We found no evidence suggesting a lack of confidence in the integrity of parish leadership. Instead, participants consistently asked for clearer communication, more proactive financial reporting, and greater visibility into how significant financial decisions are made.

What makes this observation noteworthy is not how many people raised it, but who raised it. Many of these concerns came from households with substantial giving capacity whose future leadership and generosity will be important to the success of the campaign.

Trust is one of the foundations of every successful campaign. Continued attention to financial transparency will strengthen that trust and help remove unnecessary barriers to significant giving.

5 Continue expanding ownership of the campaign.

Another recurring theme centered on campaign leadership and ownership.

Several participants expressed concern that the campaign initially appeared to be led by a relatively small group of people. They encouraged parish leadership to broaden visible ownership by involving respected volunteer leaders from a variety of ministries, age groups, and areas of parish life.

We were encouraged to see parish leadership respond to this feedback during the feasibility study by expanding the campaign leadership structure. That responsiveness reflects healthy leadership and should continue throughout the campaign.

Successful parish campaigns become our campaign, not simply the pastor's campaign or the staff's campaign. Continuing to broaden volunteer leadership will strengthen credibility, improve communication, and encourage participation across the parish.

Observations: *Cautions*

Final Observations:

None of these observations lessen our confidence in the project's financial potential though they do inform our observation that the parish is more positioned to raise money than initiate a generosity initiative.

Our overall findings reinforce our belief that St. James is well positioned for a successful campaign.

The central questions are no longer simply, Can we build?

They have become:

- **Can we build together?**
- **Can we cultivate generosity while raising the necessary resources?**
- **Can we strengthen trust while asking parishioners to make sacrificial commitments?**
- **Can every parishioner see this project as part of our shared future?**

We believe the answer to each of these questions is yes.

Achieving those outcomes, however, will require the same intentional planning, communication, stewardship formation, and parish engagement that have already characterized the development of the proposed facility.



Recommendations + Next Steps



Recommendations + Next Steps



Based on the interviews, parish-wide surveys, onsite observations, and our overall assessment of campaign readiness, we offer the following recommendations to strengthen the campaign and position St. James for long-term success.

Proceed with preparations for a capital campaign.

The findings of this feasibility study support moving forward with a capital campaign.

St. James has many of the qualities typically found in successful campaigns: a compelling ministry vision, trusted leadership, clear facility needs, broad enthusiasm for the project, and the financial capacity to support it. While several readiness issues deserve attention, none suggest the campaign should be delayed. Instead, they represent opportunities to strengthen the campaign before entering the public phase.

We believe St. James is well positioned for a successful campaign, provided the recommendations in this report are intentionally incorporated into the planning process.

Present the campaign as a spiritual journey, not simply a building project.

Throughout the study, parishioners expressed strong enthusiasm for building a new church. The campaign now has an opportunity to build on that enthusiasm by consistently presenting generosity as an expression of discipleship rather than simply financial participation.

Recommendations + Next Steps

Every communication, leadership meeting, ministry presentation, and personal invitation should reinforce that this campaign is ultimately about strengthening the mission of St. James and creating opportunities for future generations to encounter Christ.

If done well, the campaign will leave behind more than a new building. It will also strengthen the parish's culture of Christian stewardship.

Make pastoral engagement a priority during the campaign.

The success of this campaign will depend in large part on the cultivation of transformational gifts.

For that reason, we recommend that Fr. Tim intentionally protect time throughout the campaign for relationship-building, vision casting, personal visits, stewardship conversations, and donor appreciation. Many campaign responsibilities can be delegated. The pastor's personal invitation cannot.

Several influential parishioners identified this as an important priority during the feasibility study. Addressing it proactively will strengthen fundraising efforts while reinforcing confidence among many of the parish's most generous households.

Continue expanding campaign leadership and parish ownership.

Parish leadership has already responded positively to feedback by expanding the campaign leadership team during the feasibility process.

Recommendations + Next Steps

We encourage that momentum to continue by intentionally involving respected leaders from across parish life, including different ministries, age groups, cultural communities, and long-standing parish families.

The broader the ownership, the stronger the campaign. Parishioners should experience this as the parish's campaign, not simply the pastor's campaign or a staff initiative.

Intentionally engage both English- and Spanish-speaking parishioners.

This campaign provides an important opportunity to strengthen unity across the parish.

Campaign communications, leadership participation, educational opportunities, and stewardship conversations should be designed to engage both language communities with equal clarity and invitation. This goes beyond translating materials. It means communicating a shared vision of sacrifice, ownership, and participation that reflects the reality that this project belongs to the entire St. James family.

Done well, this approach will strengthen both campaign participation and parish unity.

Increase financial communication before solicitation begins.

While confidence in parish leadership remains strong overall, the feasibility study revealed that several influential parishioners would like greater visibility into parish finances and campaign accountability.

Recommendations + Next Steps

We recommend addressing these questions before solicitation begins. Regular financial updates, clear explanations of campaign procedures, transparent reporting on restricted gifts, and consistent communication about campaign progress will strengthen confidence throughout the parish. Transparency builds trust. Trust encourages generosity.

Continue communicating the "why."

The Case for Support was well received and provides a compelling explanation of the proposed project. Even so, many parishioners continue to seek greater clarity about specific project decisions, construction sequencing, the future use of existing facilities, project costs, and long-term financial planning.

For that reason, campaign education should continue throughout the quiet phase rather than ending with the feasibility study. The more parishioners understand the vision, the more confidently they will invest in it.

Celebrate the momentum God has already provided.

One of the greatest strengths revealed in this study is the optimism parishioners have about the future of St. James. We encourage parish leadership to celebrate that momentum throughout the campaign.

Rather than communicating from a place of scarcity or urgency, campaign messaging should emphasize gratitude, growth, ministry impact, and the opportunity to prepare faithfully for future generations. Campaigns rooted in hope consistently inspire greater participation than those rooted primarily in need.

Recommendations + Next Steps

Overall Recommendation

We believe St. James stands at an important moment in its history. This feasibility study indicates the parish has the leadership, vision, ministry momentum, and philanthropic capacity to complete a successful capital campaign. Just as important, this campaign offers an opportunity to accomplish something greater than constructing a new church.

If approached intentionally, it can strengthen stewardship, deepen trust, broaden ownership, and unite a growing, multicultural parish around a shared mission that will serve generations to come.

For these reasons, we recommend moving forward with preparations for a capital campaign while intentionally addressing the themes identified throughout this report. Doing so will not only improve the likelihood of reaching the campaign goal, but also maximize the lasting spiritual and organizational impact of this effort on the life of the parish.



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Campaign Readiness Assessment



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Campaign Readiness Assessment

Ready to Build.
Ready to Grow.

Evaluating St. James' readiness to launch a successful capital campaign and cultivate a lasting culture of generosity.

Campaign Readiness Assessment

The purpose of a feasibility study is not simply to determine whether a campaign can raise money. It is to assess whether an organization possesses the **leadership, vision, relationships, communication, and philanthropic readiness** necessary to successfully invite people into a **transformational season of generosity**.

Based upon the confidential interviews, parish-wide surveys, consultant observations, and our time spent with parish leadership, Generis believes St. James is ready to move forward with a capital campaign. Our confidence is based on several important observations.

Why We Believe the Campaign Is Positioned for Success

St. James is experiencing genuine momentum. Parishioners consistently described a church that is growing numerically, healthy spiritually, and optimistic about its future. Unlike many organizations that pursue capital campaigns out of necessity or decline, St. James is responding to growth and preparing for future ministry.

The need for improved worship space is both visible and widely understood. While opinions differ regarding specific project details, relatively few participants questioned that the parish has outgrown its current facilities. This broad understanding significantly reduces one of the most common barriers encountered during major campaigns.

The parish also possesses meaningful philanthropic capacity. Throughout the interviews, many participants expressed confidence that the financial resources necessary to complete the project already exist within the congregation. More importantly, many indicated their own willingness to make significant sacrificial gifts in support of the vision.

Taken together, these observations suggest that the proposed campaign has a strong likelihood of achieving its fundraising objectives, provided it is implemented with discipline and intentionality.

The Greater Opportunity

While we are optimistic regarding the campaign's financial prospects, we believe the greater opportunity extends beyond fundraising.

Throughout the study, Generis observed that St. James currently possesses a stronger culture of project support than a culture of year-round generosity. Parishioners are excited to build a new church. Fewer naturally describe generosity as an ongoing expression of discipleship and stewardship. This distinction is important.

A successful fundraising campaign will construct a building. A successful generosity initiative can strengthen the spiritual culture of the parish for decades.

Generis believes the proposed campaign has the potential to accomplish both. Doing so, however, will require intentional leadership that consistently emphasizes stewardship, discipleship, gratitude, and shared mission alongside financial commitments.

Campaign Readiness Priorities

Before entering the public phase of the campaign, we encourage parish leadership to focus on a few key priorities.

Continue expanding campaign leadership. The more parishioners see trusted volunteers representing different ministries, age groups, and communities, the more they will view this as our campaign rather than someone else's.

Protect Fr. Tim's time for major gift relationships. One of the clearest messages from our interviews was the importance of Fr. Tim's personal involvement with the parish's most capable donors. Building relationships, sharing the vision, and extending personal invitations will be one of the most important factors in the campaign's success.

Continue strengthening financial transparency. Confidence in parish leadership is strong, but several influential parishioners expressed a desire for greater visibility into financial decisions and campaign accountability. Clear, proactive communication will build trust and remove unnecessary barriers to generosity.

Engage the entire parish family. St. James' multicultural identity is one of its greatest strengths. As the campaign moves forward, both English- and Spanish-speaking parishioners should be intentionally invited to participate as equal partners. This campaign is an opportunity to reinforce that the future church belongs to the entire parish family and that every household has a role to play through prayer, sacrifice, service, and generosity.



Overall Assessment

If asked a single question,

"Can St. James successfully complete this campaign?"

—our answer is yes.

If asked a second question,

"Will this campaign, by itself, create a lasting culture of generosity?"

—our answer is not automatically.

That outcome will depend far less on the building than on the leadership demonstrated throughout the campaign itself.

In our judgment, St. James has approximately a 75% likelihood of achieving the financial objectives of the proposed campaign if the recommendations contained in this report are implemented. The parish's opportunity to leverage this campaign into a transformational generosity initiative is less certain—not because of inadequate leadership or insufficient resources, but because cultivating a culture of generosity requires intentional formation over time rather than the successful completion of a single fundraising effort.



Where generosity
grows, ministry
flourishes.

Ultimately, we believe St. James stands at an important moment in its history. Previous generations built faithfully for today's parish. This generation now has the opportunity not only to construct a new church, but also to strengthen the spiritual and stewardship foundation upon which future generations will continue to build.



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Financial Goal Setting



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Financial Goal Setting

One of the primary objectives of a feasibility study is to recommend a campaign goal that is both financially achievable and organizationally responsible. While philanthropic capacity is an essential consideration, campaign goals should also reflect leadership readiness, donor confidence, organizational culture, and the overall probability of success.

Based upon the interviews, parish-wide surveys, consultant observations, and our overall assessment of St. James, Generis recommends establishing a campaign goal of

- \$11.5 million (Conservative Target)
- \$13 million (Faith Stretch)
- \$14.5 million (Aspirational)

This recommendation is intentionally conservative relative to the parish's estimated giving capacity while remaining ambitious enough to require transformational leadership gifts and broad parish participation.

*"This is our opportunity
to leave a legacy."*

Why \$11.5 Million?

Several factors influenced this recommendation.

Financial Capacity Supports the Goal – you have the juice

The feasibility study consistently demonstrated that St. James possesses substantial philanthropic capacity.

Gift Surface Identified During the Study

Source	Gift Surface Identified
Confidential Interviews (17 households)	~\$4.19 Million
Parish Surveys (English & Spanish)	~\$5.36 Million
Additional Capacity Identified Through Interviews	Significant

The financial capacity exists within the parish to support a campaign at or above the recommended goal.

Why Not Recommend a Higher Goal?

Our recommendation is driven less by financial capacity than by campaign readiness.

Throughout the study, several important organizational themes emerged that suggest a more measured approach will maximize the likelihood of success.

These include:

- A stronger culture of fundraising than long-term stewardship.
- Concerns among several major donors regarding financial transparency.
- Questions regarding the pastor's availability for major-gift cultivation.
- The need for broader volunteer leadership.
- An opportunity to increase engagement across both the English- and Spanish-speaking communities.

None of these observations reduce the parish's giving capacity.

They do, however, influence the level of confidence with which that capacity can be realized during this campaign. If these obstacles are completely overcome, we believe you will hit your Faith-Stretch or even Aspirational Goal.

Leadership Gift Expectations

An \$11.5 million campaign will require exceptional leadership giving.

Generis anticipates the following general gift profile:

Gift Level	Estimated Gifts	Estimated Total
\$1,000,000+	2-3	\$2.0 - \$3.0 Million
\$500,000	2-3	\$1.0–1.5 Million
\$250,000	4-5	Approximately \$1.0 Million
\$100,000	8-12	Approximately \$1.0 Million

Collectively, the top twenty to twenty-five households should be expected to provide approximately \$5.0–6.5 million, nearly one-half of the campaign objective.

This places significant importance on the Leadership Gifts phase of the campaign and reinforces the need for intentional pastoral involvement and disciplined major-donor cultivation. The capacity for these gifts exist. You have some ground to make up in transparency and relational equity for all of these gifts to be given.

Participation Expectations

While major gifts will determine the financial outcome of the campaign, broad participation remains equally important to its spiritual success.

With approximately 600 parish households, Generis recommends striving for:

- 70–80% household participation
- Approximately 450–500 pledging households

Every household should be invited to participate according to its means. Although smaller gifts will contribute a modest percentage of the overall dollars raised, they play a vital role in fostering parish ownership, unity, and shared commitment to the future of St. James.

Capacity Left for the Future

An important principle of campaign planning is recognizing that not every dollar of giving capacity should be pursued during a single initiative.

Our recommendation intentionally leaves meaningful philanthropic capacity available for the future.

This provides flexibility for:

- Continued stewardship growth within the parish.
- Future ministry opportunities and capital needs.
- Economic uncertainty affecting individual households.
- Additional cultivation of high-capacity donors who may require more time and relationship-building.
- Long-term financial health beyond the completion of this project.

Healthy organizations do not seek to exhaust their donor base; they seek to strengthen it.

Consultant Assessment

Our assessment is that \$11.5 million represents a high-confidence campaign objective.

It is conservative relative to the parish's estimated giving capacity while remaining appropriately ambitious given the current level of campaign readiness.

Simply stated:

- The capacity exists.
- The vision is compelling.
- The opportunity is significant.

The determining factor will not be whether the parish possesses sufficient financial resources. Rather, success will depend upon disciplined campaign execution, transformational leadership gifts, intentional pastoral engagement, broad volunteer ownership, and consistent communication throughout the campaign.

For these reasons, Generis believes \$11.5 million represents the most responsible and achievable campaign objective for St. James Catholic Church at this time.



Representative Interview Quotes



Representative Interview Quotes

The following comments are representative of themes that emerged throughout the confidential interview process. They have been edited only where necessary to protect anonymity or improve readability. Inclusion of a quotation does not necessarily indicate universal agreement; rather, each illustrates perspectives that surfaced repeatedly throughout the feasibility study.

Parish Health & Momentum

- "St. James is alive. We have so many young families, and every Mass feels full."
- "The growth we've experienced over the last several years has been incredible. That's why we're having this conversation."
- "People are excited about being here. Visitors don't just come—they stay."
- "This isn't about saving the parish. It's about making room for what's already happening."

The Need for a New Church

- "We've simply outgrown the building."
- "The bathrooms alone tell the story."
- "There are Sundays when people have nowhere to sit."
- "The church should be the center of parish life, and right now it can't accommodate the parish."
- "We're blessed with growth, but the facilities haven't kept up."

Interview Quotes

Confidence in Leadership

- "Fr. Tim has done an outstanding job leading this parish."
- "He genuinely loves the people."
- "The staff works incredibly hard."
- "I trust where the parish is going."

Stewardship & Financial Support

- "The money is here."
- "If we're going to do this, we need to do it right."
- "People will give if they understand the vision."
- "This is something worth investing in."

Campaign Leadership

- "Fr. Tim can't delegate the relationships."
- "Major donors expect to hear personally from the pastor."
- "He has to make time for the asks."
- "This campaign will rise and fall on relationships."

Transparency & Communication

- "People want to know where the money goes."
- "Communication needs to improve."
- "There are still questions that haven't been answered."
- "Transparency builds trust."

Interview Quotes

Parish Unity

- "This needs to be our campaign."
- "Everyone has to feel ownership."
- "We're one parish, and this should bring us together."
- "Every family should have a place in this effort."

Looking Forward

- "This is our opportunity to leave something for the next generation."
- "The people before us sacrificed for us. Now it's our turn."
- "I hope my grandchildren worship there someday."
- "God has blessed St. James. This feels like the next faithful step."

THEMES HEARD MOST OFTEN

Theme	Overall Assessment
Need for expanded worship space	Very strong
Confidence in Fr. Tim	Mixed. Strong for some. Medium for others.
Willingness to support campaign	Strong
Financial capacity of parish	Very strong
Need for more communication	Moderate-strong
Financial transparency	Moderate concern among major donors
Pastor availability for major gifts	Significant readiness issue
Broader campaign leadership	Already improving
English/Hispanic unity	Important opportunity
Long-term generosity culture	Needs intentional development



St. James
GREATER CATHOLIC CHURCH

20
26



Closing Reflection



Generis®

Closing Reflection

Throughout this feasibility study, one theme surfaced repeatedly: the proposed church is not ultimately about a building. It is about the future ministry of St. James Catholic Church.

Every generation of this parish has inherited the faith because previous generations chose to sacrifice. The families who gathered in homes before the first chapel was built, those who constructed the church on Gloster Street, and those who later expanded the campus each made decisions that benefited people they would never personally know. Their generosity created the parish that exists today.

The opportunity now before St. James is no different.

The proposed Building Future Blessings initiative represents another chapter in a story that began more than a century ago. While the architectural plans describe walls, roofs, gathering spaces, and worship areas, the interviews consistently reminded us that parishioners are ultimately thinking about something much larger. They are thinking about children who will be baptized, families who will worship together, young people who will encounter Christ, and future generations who will one day call St. James their parish home.

Generis believes this feasibility study demonstrates that St. James possesses the vision, leadership, ministry momentum, and financial capacity necessary to pursue that future.

The study also reminds us that successful campaigns are never measured solely by dollars raised or buildings completed. Their lasting legacy is found in the unity they cultivate, the trust they strengthen, and the generosity they inspire throughout a parish family.

As parish leadership continues discerning the next steps, we encourage every decision to remain anchored in the same spirit that has guided this process from the beginning: prayerful discernment, transparent leadership, faithful stewardship, and confidence that God will continue providing for the mission of St. James.

If approached in that spirit, this campaign has the potential not only to construct a beautiful new church, but also to strengthen the parish community that will worship within it for generations to come.

On behalf of the entire Generis team, thank you for the opportunity to walk alongside St. James during this important season of discernment. It has been our privilege to listen to your parish, celebrate its many strengths, and offer counsel as you seek God's direction for the future.

May the Lord continue to bless the people of St. James as you faithfully build upon the foundation laid by those who came before you.



JOHN SULLIVAN

SENIOR STRATEGIST



DAVE LOPEZ

SENIOR STRATEGIST

Appendix

- Names named for campaign leadership
- Gift table with anticipated gifts surfaced
- Case for support
- Question protocol for interviews
- FULL quote battery
- Quantitative Statistics



Parish Health & Spiritual Life

"St. James is thriving. We have young families, strong ministries, and people genuinely want to be here."

"We're not building because we're struggling. We're building because God has blessed this parish."

"I love this parish. That's why I want to invest in its future."

"The growth over the last several years has been incredible."

"The spirit of the parish is healthy. We don't want to lose that."

"This church has become home for so many families."

The Need for Additional Worship Space

"We've simply outgrown our church."

"The bathrooms alone tell the story."

"People regularly stand during Mass because there isn't enough room."

"We're asking people to worship in overflow spaces far too often."

"The church should be the center of parish life, but it can't accommodate everyone."

"If we're growing like this now, imagine where we'll be in another ten years."

"Let's make sure we're building for both today and tomorrow."

Support for the Vision

"This is about future generations."

"Previous generations sacrificed so we could worship here. Now it's our turn."

"When people understand the vision, they'll support it."

"The project makes sense. We just need to communicate it well."

"This is bigger than a building."



Financial Capacity

"The money is here."

"There are families capable of making transformational gifts."

"Those who have been blessed financially need to lead."

"If the right people step up early, others will follow."

"People are willing to sacrifice if they believe in the vision."

"This campaign will depend on a relatively small number of significant gifts."

What Will Make the Campaign Successful?

The most common responses centered around several recurring themes.

Clear Communication

"Everyone needs to understand exactly why we're doing this."

"Answer the difficult questions before people ask them."

"People need to see the need—not just hear about it."

"The presentation has to be excellent."

"Keep communicating throughout the campaign."

Transparency

"Transparency will be critical."

"Trust comes from openness."

"We need regular financial updates."

"I'd like to see more detailed financial reporting."

"People shouldn't have to wonder where the money is going."

"We have to answer questions honestly."



Broad Participation

"Everyone needs to be part of this."

"The campaign can't just belong to a few people."

"The English-speaking and Hispanic communities both need ownership."

"Collaboration between both communities is essential."

"Everyone should sacrifice according to their ability."

The Hispanic Community

Several respondents celebrated the growth of the Hispanic community while also recognizing opportunities for stronger campaign engagement.

"The Hispanic community is incredibly active."

"Many of our events happen because of our Hispanic families."

"We need to intentionally involve the Hispanic community."

"Go speak directly with the Hispanic congregation."

"Don't assume translated materials are enough."

Several English-speaking interviewees also expressed another perspective.

"There is a perception that the English-speaking families will carry most of the financial burden."

"Everyone needs to feel ownership of both the building and the campaign."

"Shared use should lead to shared sacrifice."

These comments were generally expressed as stewardship concerns rather than hostility and point toward an important opportunity for greater parish unity during the campaign.



Leadership

Respondents consistently expressed confidence in Fr. Tim's pastoral leadership.

"Fr. Tim genuinely loves the parish."

"He's the right pastor for this moment."

"People trust him."

"He has earned credibility."

However, another consistent theme also emerged.

"He has to make time for the major donors."

"The pastor can't delegate relationship-building."

"People making transformational gifts expect to hear personally from Father."

"He's very busy—that's what worries me."

"The campaign needs his personal attention."

Campaign Leadership

Many interviewees emphasized the importance of broad volunteer leadership.

"This needs respected lay leadership."

"The campaign should reflect the whole parish."

"Broaden the leadership team."

"People follow people they already trust."

One respondent summarized the concern particularly well.

"For all of her good intentions, one person should not be expected to carry this campaign. It needs broader ownership."



Financial Stewardship

Several influential interviewees expressed concerns regarding financial communication.

"I'd like to understand our annual finances better."

"I'd love to see more detailed budgets."

"Financial transparency will build confidence."

"If we're asking for this kind of sacrifice, people deserve clear communication."

"The issue isn't distrust—it's visibility."

Questions Raised

Interviewees asked thoughtful questions they hope will continue to be addressed during campaign planning.

"What happens if we don't raise the full amount?"

"Will there be debt?"

"How much parking will we actually have?"

"Have all alternatives been explored?"

"Could we build something less expensive?"

"Will the church still meet our needs twenty years from now?"

"Can we sustain the building after it's completed?"

"What will happen to the current church?"

The Diocese

Several respondents referenced the relationship between the parish campaign and broader diocesan initiatives.

"The diocesan campaign makes this more complicated."

"People want to know how the diocesan assessment affects this project."

"Support from the bishop would mean a great deal."



Looking Toward the Future

The study concluded with many hopeful reflections.

"I want my grandchildren to worship here."

"Let's do this the right way."

"This is our opportunity to leave a legacy."

"God has always provided for St. James."

"If this is God's will, the resources will come."

"This is an exciting time to be part of St. James."

ST. JAMES CATHOLIC CHURCH

CaseforSupport

Dated:June21,2026





A Call to Build Future Blessings

St. James has always been a parish built by the faith of its people. Every generation has given generously so that others could encounter Christ, grow in community and experience the love of God written within these walls. Today, we are invited to step into that same legacy.

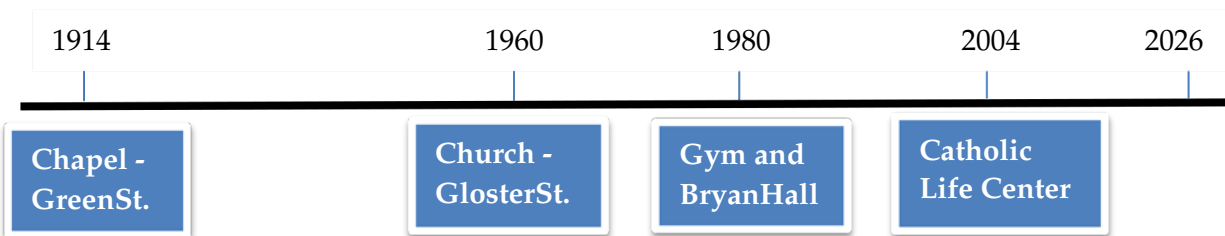
Our Legacy of Faith and Our Strength for the Future



Our St. James legacy started the moment the first chapel was built in 1914 on Green Street with about 20 families. Those early families gathered in homes long before a church building existed. Their dedication laid the foundation for our next, larger church that was built on Gloster Street in 1960 when the parish had grown to over 460 families. Continued growth led to the construction of the gymnasium and Bryan Hall in 1980, and then the Catholic Life Center in 2004, which remains a thriving hub for ministry, formation, and community life.



Today, St. James serves more than 900 households across six weekend Masses. We are a multilingual, multi- generational parish shaped by active ministries, thriving families, and strong sacramental life. It is our hope that our people are engaged, committed, and devoted to building a church where all are welcomed and strengthened in their walk with Christ.



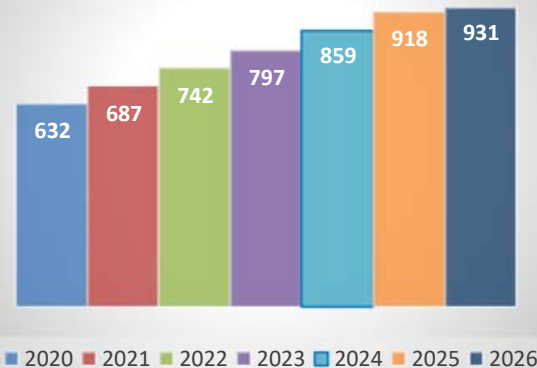
This history reveals a clear pattern. St. James has always stepped forward when God opened the door for growth. We have built before. We have expanded before. We have invested in our future before. Every time, the parish emerged stronger, more unified, and more capable of serving the community around us.



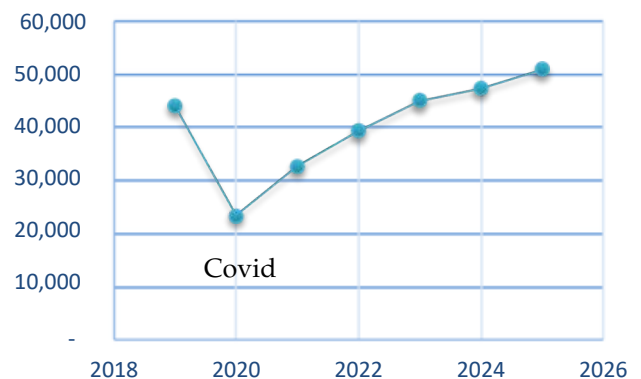
Building Up the Body of Christ

St. James is growing! For the recent five months, Jan 2026 – May 2026, Mass attendance is up 19% over last year. Since 2022 (post Covid), registered households have increased from 742 to 931, a 26% increase. Overall Mass attendance for this same period has increased 30%. Even after adding two additional Masses, our sanctuary still exceeds our 250-person capacity about 80% of the time, leaving more than 140 parishioners (on average) without seating at these two services.

Registered Households



Mass Attendance by Year 2019-2025



Avg. Weekend Mass Attendance by Month 2022 vs. 2025

Overall 30% Increase



Growth is also overflowing into Youth Faith Formation, OCIA, Baptisms, Confirmations, and family events. This growth is a blessing and a clear sign that our community is fully alive.



Our Challenge: A Sacred Space That Is Not Serving Our Entire Family

Our church facilities and worship space no longer meet the needs of our expanding parish. Every week, the campus struggles to support the energy and vitality of our ministries.

- Attendance regularly outpaces sanctuary seating at two of our most critical and largest Masses, at special large sacramental gatherings (i.e. weddings, funerals, First Communion, Confirmation), as well as Masses for ACTS celebrations, Christmas, Easter, Ash Wednesday, etc. At times, attendance can be as high as 700 people! This is causing families to leave or just not come at all. Lack of seating also presents challenges with fire code regulations and building security. Even though some of these larger Masses are moved over to Shelton Hall, we also exceed the 400 person seating capacity of Shelton Hall. Over the past 12 months, there have been 10 Masses that have more than 400 people in attendance. We also believe a “hall” is not a true sacramental place of worship, nor is it a great first impression for visitors.
- There are only two toilets, with only outside access that are small and outdated that insufficiently serve over 900 people at the weekend Masses.
- There is a lack of vestibule space for parishioners to gather, connect, and form relationships.
- We have many families with young children gathered in a cry room that fits only a few. Also, bridal parties make a long trek from the CLC to the Church without privacy and sometimes in the rain, snow, and ice. A combination Cry Room and Bride’s Room would make more sense.
- Confessionals are too few, lack privacy, and are hard to access for the handicapped.
- A Chapel would be more appropriate when there are small gatherings for Adoration and daily Masses, to save on heating, cooling, and electrical costs.
- Our choir, which lifts the hearts of all, sing from a space that is cramped and needs better acoustics and electrical logistics.
- Storage space is very limited for altar supplies, seasonal décor, usher supplies, etc,
- There is a steady flow of traffic between the Church and the CLC and yet there isn’t any protection from the weather. People do not have a place to gather and visit after Mass in church or outside in a finished “green space”. Parking needs to be improved as well.

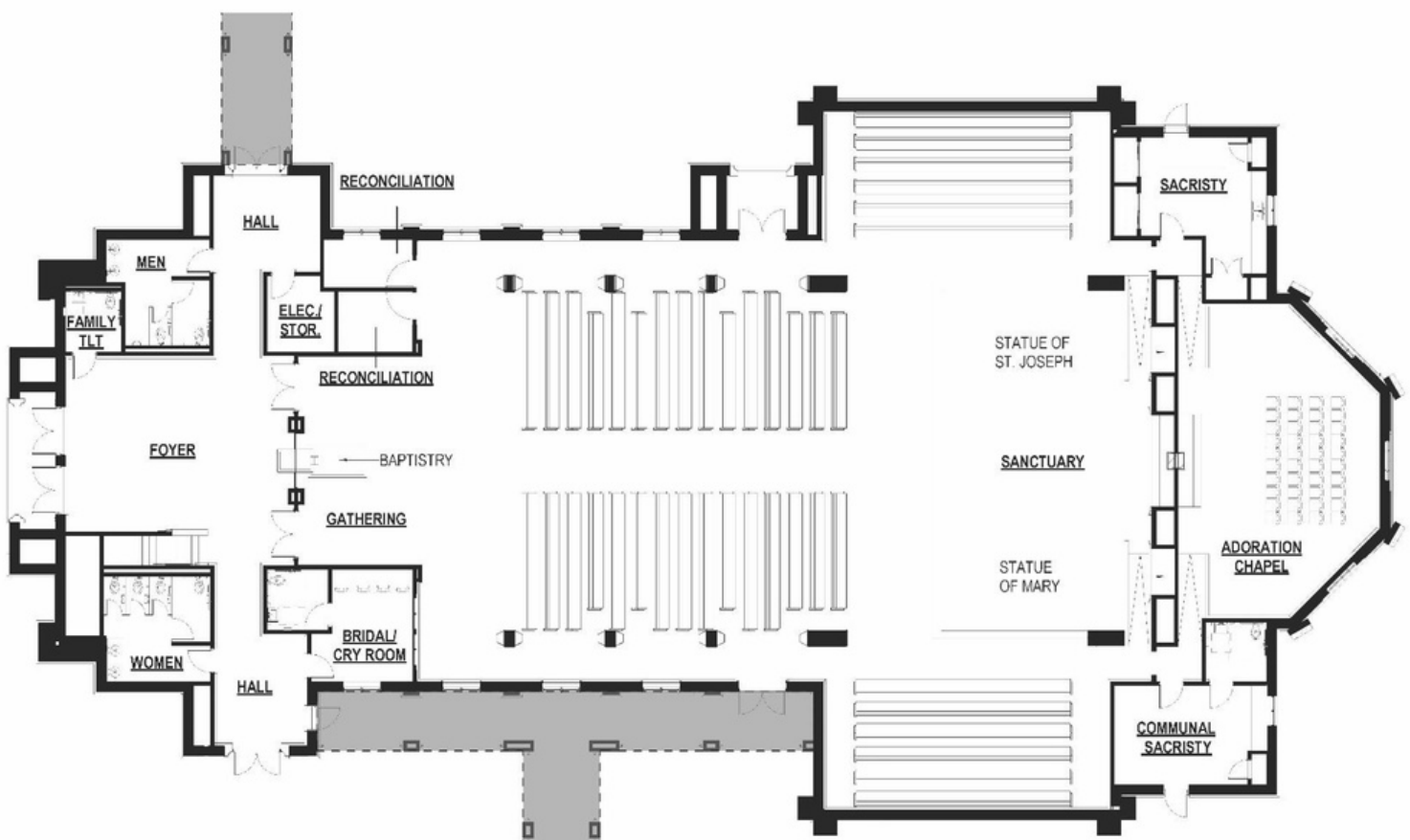


Expand and Create a Home That Welcomes and Lifts Every Heart

Our plan is simple. We want to create a space and a table that is big enough for the whole family! However, this plan isn't just about a bigger building. The real story is about a better worship experience – reduced crowding, room for future growth, and strong worship environments for both English and Spanish-speaking parishioners.

Since October 2025, our Building Design Team has been working very diligently with JH&H Architects, based out of Flowood, MS, to help us devise a building plan. We believe they have proposed an exciting plan that overcomes all of the challenges in our current space.

The **Interior First Floor Plan** is presented below. It more than doubles our seating capacity, taking it from 250 to 650.



Note, the Choir Loft is not presented here.
It will be located on the second floor.



Why Now?

St. James is experiencing a moment of grace and growth. Our parish family is larger, more active, and more diverse than ever before. Our church building no longer matches the vitality of our parish life. The limitations are not occasional inconveniences. They are weekly realities. If we wait, we risk turning people away - not intentionally, but simply because we lack the space to welcome them well. Also, as the shortage of priests continues, we too must be prepared to possibly consolidate masses in the future into a larger worship space.

Our parish is spiritually vibrant, financially stable, and debt-free, and construction costs are always rising. We believe we have the leadership, the momentum, and the shared desire to build a church home that can serve all who come to worship and grow in faith. Every generation before us has responded to God's invitation to build. Now it is our turn.

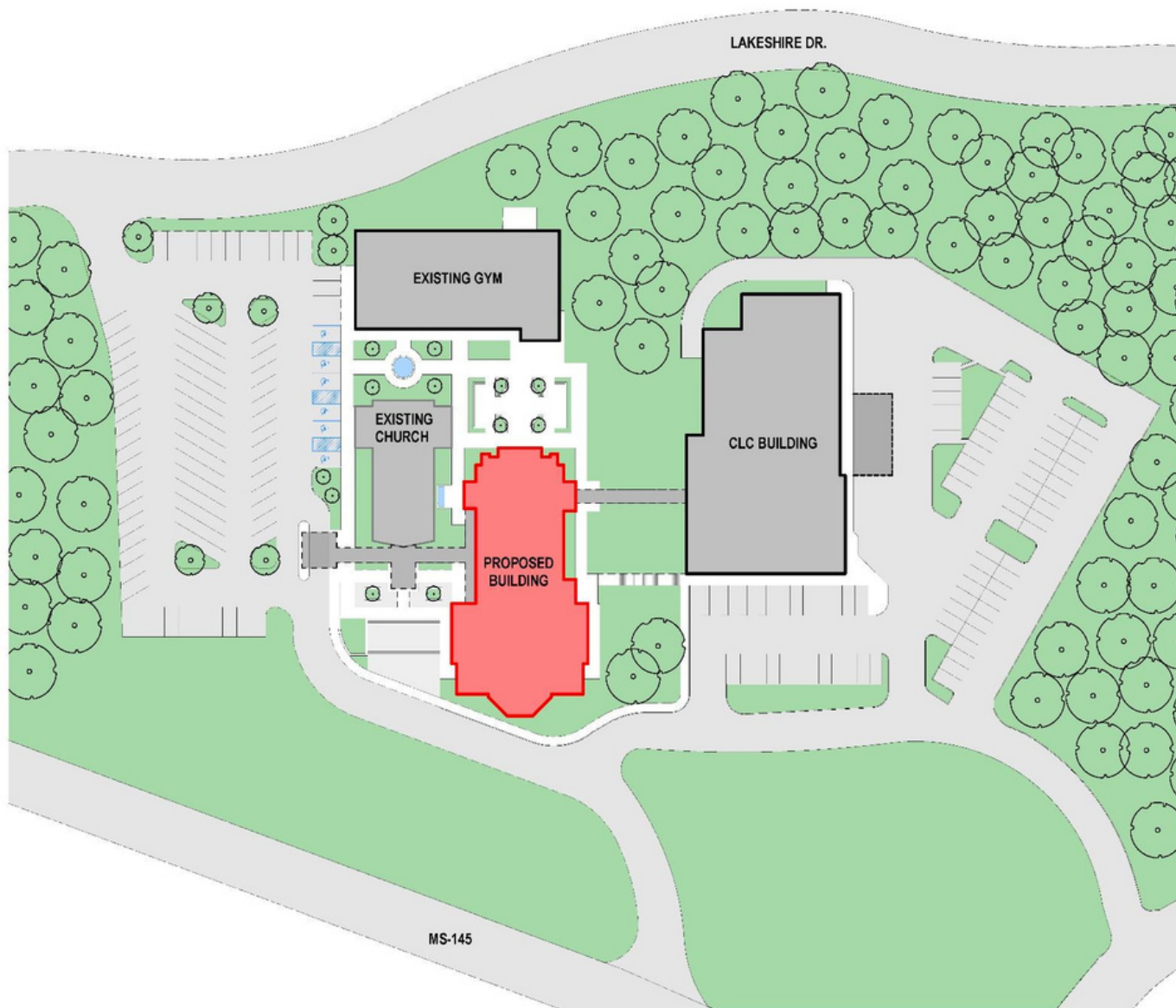
This is an **Exterior, Gloster Street Rendering** of the proposed new church design provided by JH&H Architects:





Site Plan

This is the proposed **Arial View of the Site Plan**, as provided by JH&H Architects:





Investment Summary

JH&H Architects has prepared an estimate to construct a new Church. The all-inclusive total is **\$12,500,000**. This includes the funds to transform the current Church building into **Saint Carlos Acutis Hall**, a center dedicated to youth ministry and faith formation.

The existing Church cannot accommodate our present needs and growth. It is a historically important part of our Catholic community, and its beautiful stained-glass windows will be preserved to inspire a new generation of Catholics. The renovation will be minimal, functional, and practical. A bathroom will be added, the pews will be removed, and overhead/ roofing needs will be evaluated. This immediately transforms the interior into an inviting and inspiring space that can also be used for small receptions, workshops, and meetings. This allows Shelton Hall to be used for other activities during peak Faith Formation periods.

The Knights of Columbus building will be torn-down to make room for more parking. Their future space will be relocated to another campus building, possibly the CLC. A summary of the Building Components Costs is as follows:

Investment Summary	
BUILDING COSTCOMPONENTS	\$ AMOUNT
NewChurch Structure	6,850,000
Covered Connectors and Parking	1,250,000
Landscaping, Courtyard, & Statuary	750,000
Pews, Audio and Video Equipment	565,000
Architect Fees	726,000
Total New Church Building Costs	\$10,141,000
Contingency for price increases over the next three years (15%)	1,523,000
Tear-down the Knights building and re-purpose the existing church	170,000
Generis Consulting Fees and Marketing Fees	70,000
5% Diocese Cathedraticum Fee (computed at a 50% discount duringthe first 3 years of giving)	596,000
TOTAL PROJECT COST	\$ 12,500,000



What Is My Financial Commitment?

The goal of the Capital Campaign is to seek 100% engagement from all of our St. James parishioners over a three-year period. Construction will then take place in years four and five. This project will only be successful with transformational and sacrificial gifts.

The left-hand side of the table below outlines our financial plan with various giving levels (tiers) to reach \$12.5 million. The right-hand side of the table indicates your pledge for each tier based on an annual, monthly, or weekly amount. For example (see * below), we are asking eight people to each give \$100,000 over a three-year period. That means \$33,333 per year, \$2,778 per month, or \$649 per week. Please prayerfully consider which tier below you can commit to (above your current offertory donation) on an annual, monthly, or weekly basis.

# of Gifts	3 Year Gift	Total of Level	Your Pledge Annually	Your Pledge Monthly	Your Pledge Weekly
2	\$1,500,000	\$3,000,000	\$500,000	\$41,667	\$9,740
1	\$1,000,000	\$1,000,000	\$333,333	\$27,778	\$6,494
5	\$500,000	\$2,500,000	\$166,667	\$13,889	\$3,247
5	\$250,000	\$1,250,000	\$83,333	\$6,944	\$1,623
* 8	\$100,000	\$800,000	\$33,333	\$2,778	\$649
10	\$75,000	\$750,000	\$25,000	\$2,083	\$487
14	\$60,000	\$840,000	\$20,000	\$1,667	\$390
22	\$30,000	\$660,000	\$10,000	\$833	\$195
30	\$15,000	\$450,000	\$5,000	\$417	\$97
40	\$9,000	\$360,000	\$3,000	\$250	\$58
50	\$6,000	\$300,000	\$2,000	\$167	\$39
100	\$3,000	\$300,000	\$1,000	\$83	\$19
MANY	< \$1,000	\$290,000			
\$12,500,000					



How Did We Get Here?

Where we are here today is the result of four years of study, prayer, committee work, architect review, and financial analysis with many people involved in the process. Please see the major milestones recorded in the following timeline.

March 2022	A Site Use & Planning Team (SUPT) of 9 individuals is formed and meets biweekly to assess the building needs for the entire campus. Many staff and parish volunteers are interviewed to determine the needs. SUPT walks the entire campus assessing the needs and future potential in a variety of scenarios. A local architect is employed to draw up rough site plans.
October 2022	SUPT presents their Master Campus Plan (MCP) recommendation, including the architect drawings to the Finance Council.
March 2023	Finance Council responds back, basically saying that because there isn't an immediate building need, everything is on hold and the MCP is to be kept confidential until a true need arises.
May 2024	The Staff starts to realize building needs are becoming a reality and obtains permission from the Finance Council to move forward with a more formal assessment.
June -July 2024	The Staff meets to discuss and prioritize needs with Fr. Tim and Mark Williams (Finance Council Chair). Fr. Tim invites all SUPT members to serve again.
Aug - Dec 2024	SUPT resumes and gets up to speed. They discuss the needs and priorities in conjunction with Staff recommendations and with Fr. Tim. The main driving issue of a new church is the dire need for bathrooms. Alternative solutions are researched to include an addition to the current church, adding new bathrooms only, or installing a Covered Walkway between the church and the CLC (that already has excellent bathroom facilities). Bids from contractors are solicited. SUPT also evaluates 5 different Capital Campaign consulting firms.
Oct - Dec 2024	Numerous questions were raised by the Finance Council and meetings ensued to gain a better understanding of the project at hand and what would be the best use of funds.
January 2025	SUPT presents their final recommendations to both Councils and Fr. Tim.
February 2025	Fr. Tim and both Councils agree to move forward with a Capital Campaign Consulting firm to assess our readiness to move forward with a Capital Campaign.
March 2025	The Day of Discovery event is conducted at St. James with Generis leading the event. They spend the whole day interviewing various stakeholder groups to obtain their opinions on the general spiritual, leadership, and financial health of the parish. Rhonda Swita prepared and submitted over 30 reports to support their study.
May-July 2025	The results of The Day of Discovery is shared with St. James parishioners electronically and at two Q&A sessions.
September 2025	Contract is signed with Generis to move forward with a Feasibility Study, to discern with wisdom and unity whether St. James is ready and able to move forward with building a new church.

How Did We Get Here? - Continued

Oct 2025 - Apr 2026	A Building Design Team of seven members is formed and meets weekly with Fr. Tim to collaborate with newly hired JH&H Architects to develop a conceptual layout and preliminary cost estimates. Three different designs are entertained: 1) <u>Add the new church to a re-purposed church building.</u> (Not chosen because it would severely limit design options. The current church is an A-frame and was constructed in 1960.) 2) <u>Demolish the existing church and build a new church in its place.</u> (Not chosen because the existing church is still structurally sound and can be converted into another purpose that will have synergy and flow with the new church.) and 3) <u>Re-purpose the existing church and build a new church in the "green space" between the existing church and the CLC</u> (Option chosen as it offered the best overall solution). Various seating capacities and church designs were also considered.
December 2025	A Donor Capacity Study is conducted by Generis to determine the collective "giving capacity" of our parishioner base to support the project.
Sept 2025 - June 2026	A preliminary Marketing Team of five individuals is formed to help create a logo, theme, and a Case For Support document that will be shared with the parish during the Generis 25 interviews and the Parish-wide Survey. It was reviewed and edited by Generis Consultants, Fr. Tim, the Marketing Team, the Capital Campaign Co-Chairs, and Mark Williams (Finance Council member), close to a hundred times to make sure it included all relevant information.
May 2026	Generis consultants conduct one-on-one interviews with 25 thoughtfully selected, diverse parishioners to gather honest feedback and spiritual insights about our parish's direction and readiness.
June 2026	The Case for Support document is updated again to include significant comments from the 25 interviews.

All throughout this process, when appropriate, a variety of professionals were consulted, i.e. engineers, architects, construction professionals, financial experts, marketing professionals, fund-raising experts, and diocesan experts. We relied on the help of many outside experts in our decision-making process.

We also consulted internally with many of our St. James parishioner groups at various times throughout the entire process. We are extremely grateful to each of them.

Parish Staff – 12 members

Finance Council – 7 members

Pastoral Council – 9 members

Building Design Team – 7 members

Marketing Team – 7 members

Prayer Team – 10 members

Site Use and Planning Team – 9 members

Capital Campaign Team – 2 Co-Chairs (Robin Haire and Rhonda Swita)



Other Considerations

1. Who will be on the Capital Campaign Team? Robin Haire, a Certified Financial Planner and business owner, and Rhonda Swita, a retired CPA, will both serve as Co-Chairs. Robin and Rhonda both have prior fundraising experience and are excited to take on this challenge. If we move forward with the Capital Campaign, they will recruit others to assist in these efforts. They will also work closely with the consultants to implement a sound and proven fundraising plan.

2. Where will Mass be celebrated while construction is in progress? Mass will continue to be celebrated in the current church. If construction makes it prohibitive, Shelton Hall can always be used as a backup.

3. What is the plan for parking? To accommodate a church capacity of 650, we estimate about 200 parking spaces are needed (3-person average per vehicle). With the tear-down of the Knights building, 95 spaces will be available on the south side of the church. We also have 50 spaces at the bank and 79 spaces on the lower level of the CLC. That makes for a total of 224 available spaces. Other parking options include: 1) Work with Huntington Bank to firm up the previous parking agreement, 2) Provide golf cart service to transport parishioners to/from longer distances (i.e. lower level of the CLC). 3) Have access to the CLC for parishioners to travel to/from the church, and 4) Consider adding more parking to the driveway that accesses Gloster St.

4. How are parishioners being called to participate? It is our goal to have 100% pledge participation, above the regular offertory contribution. Our Capital Campaign Team will reach out to parishioners in a variety of ways. Many volunteers are also needed to help solicit these pledges and help in other important ways.

5. How do I know my Capital Campaign contribution will be used for the new church and not another expense? Contributions to the St. James Capital Campaign are reclassified as restricted donations. This means that under nonprofit accounting rules, these funds are legally restricted for use in building a new church and cannot be redirected to other expenses without donor consent. If for any reason the Capital Campaign or construction is put on hold, these restricted donations will be moved from the separate Parish Capital Campaign bank account to a diocesan interest-bearing savings account until the project resumes. To ensure proper accounting is followed, this will become an added item to the Finance Council's normal meeting agenda and will require sign-off by the Office Manager, Director of Parish Development and the Chair of the Finance Council.

6. How can we be assured there will be an accurate accounting of these funds? Our Capital Campaign funds and construction expenses will be managed by our Business Manager with oversight by the Capital Campaign Co-Chair, a retired CPA. A separate bank account will be established to receive these funds as well as to pay for the new church building expenses. During



Other Considerations - Continued

the first couple of years as funds are being raised, these funds may be temporarily transferred to a separate diocesan interest-bearing savings account. For transparency, detailed reports will be provided regularly to the Pastor and the Parish Finance Council, with progress updates shared periodically with the parish. Furthermore, the Diocesan Office of Temporal Affairs maintains real-time access to our ParishSoft accounting records. Our finances are also internally audited by the Diocese with reports reviewed by the bishop, diocesan leadership, our Pastor, and members of the Parish Finance Council. Restricted donations and related expenditures are subject to rigorous review. Donations are traced from donor contribution statements to the parish bank account and in reverse to ensure accountability. Once the construction of the new church begins, the Parish will require American Institute Architects (AIA) draws or other acceptable billing forms be used to evidence all work has been performed in a satisfactory manner and dollars spend adhere to the construction budget.

- 7. How much will be financed with debt?** Our goal is to raise the full amount needed through the generosity of our parish family. By doing so, we can move forward without relying on financing. However, as we discern together and see how the parish responds, we will carefully consider all available options to complete this important work. One option could possibly include funding from the diocese at a rate that is typically below the market rate.
- 8. Our vision for a new church is inspiring, but how can we consider building a new church when not everybody gives?** We are currently making a concerted effort and progress towards increasing parishioner awareness to tithe regularly. (For the last ten months of our fiscal year, our offertory contributions are up 18% over last year!) We will strategically solicit for the Capital Campaign, asking parishioners to give from their “fixed assets” (as annual contributions usually come from earned income). Also, many times people find it more exciting to invest in a physical, tangible building rather than an operating budget. Finally, over the financial history of St. James, God has provided enough income for all of our needs, and we believe He will continue to do so into the future.
- 9. What if the comprehensive building plan exceeds our ability to fund it?** If our fundraising results fall short of funding the entire plan, we will proceed thoughtfully and take the next strategic step based on the parish’s priorities and the generosity of the gifts received.

NOTE: This proposal did not emerge from a single meeting. It is the result of years of prayerful discernment, professional consultation, financial analysis, and volunteer leadership. These people responded to God’s Will of faithfully serving future generations of our St. James community. We greatly appreciate everyone who participated in this process.

Summary

We invite every family to enter into this effort with prayer, trust, and hope. Your participation matters. Your generosity, no matter the size, builds something lasting. Each contribution becomes a blessing that will echo long after today, shaping the lives of all who will worship, learn, and grow at St. James in the years ahead.

The *Building Future Blessings* campaign is more than a building project. It is a spiritual invitation to continue the mission Christ gave us: to build up the Body of Christ. It is our legacy.

Together, we can continue this legacy. May what we build today become a blessing for tomorrow.

With utmost gratitude and excitement for our future,



Fr. Tim Murphy
Pastor



Rhonda Swita
Director of Parish Development

Our current and future blessings...



Named Campaign Leadership

Person / Family	Mentions
Mike & Gale Boland	7
Friloux Family	6
Robin & Anne Haire	6
Armando Carrillo	5
David Haadsma / Haadsma Family	5
Gonzalo Castillo	5
Miguel Triano	5
Raquel Thompson-Escobar	4
Dr. Jeffrey Houin	3
Eric Lewis	3
Jai & Lori Eschete	3
Steve McGrath	3
Alex Emplaincourt	2
Bo Gibens	2
Gonzalo Vazquez	2
Hermilo Acosta	2
Karina Escobedo	2
Kurt Nelson	2
Marianne Barnes	2
Martín Hernández	2
Paul & Michelle Harkins	2
Rhonda Swita	2

Ratings and Stats

Overall Direction of the Parish — 7.90 / 10



Confidence in Fr. Tim — 8.32 / 10



Confidence in Pastoral Council — 7.83 / 10



Confidence in Finance Council — 7.85 / 10



Confidence in Parish Staff — 8.24 / 10



Overall Mass / Liturgy Experience — 8.55 / 10



Social & Community-Building Activities — 7.48 / 10



Outreach & Social Concerns — 7.74 / 10



Church Facilities — 6.68 / 10



CLC & Other Parish Facilities — 8.18 / 10



Children's / Sunday Faith Formation — 7.94 / 10



Teen / Wednesday Faith Formation — 7.71 / 10



Adult Formation Programs — 7.30 / 10



Ratings and Stats

Additional Quantitative Findings:

- **68%** find the proposed vision exciting. Of 211 participants answering the question, 143 described the Case for Support as either “Exciting” or “Very Exciting.” This is strong.
- **69%** believe the project is urgent. Of 208 respondents, 143 described the project as either “Very Urgent” or “Somewhat Urgent.”
- **94%** believe the Case for Support is clear, direct, and informative. 189 of 202 respondents answering this question said yes.
- **79%** believe the Case for Support contains the right priorities. Only 41 of 197 respondents (21%) indicated that an important project or priority had been omitted.
- **74%** indicate they are likely to financially support the campaign. Of 209 respondents answering the question, 155 said they were either “Very Likely” or “Somewhat Likely” to participate financially.
- **52%** are “Very Likely” to financially participate. This represents 108 of 209 respondents, providing a particularly strong core constituency from which to begin a campaign.
- Interview participants demonstrated exceptionally strong financial intent. 23 of 25 interviewees (**92%**) indicated they were either “Very Likely” or “Somewhat Likely” to support the campaign financially; 20 of 25 (**80%**) selected “Very Likely.”
- The study surfaced approximately **\$4.19 million** from only 17 interview households willing to identify a potential three-year commitment.
- The parish surveys surfaced approximately **\$5.36 million** in additional stated gift consideration. Because some interviewees may also have completed the parish survey, these figures should not simply be added together as unique commitments. Instead, both provide strong independent evidence of significant philanthropic capacity.
- Belief that St. James can raise the full **\$12.5 million** is much more cautious than willingness to personally participate. The dominant response across the datasets was essentially **“Yes, but it will be hard”** or **“Not sure.” Very few respondents described \$12.5 million as easy to achieve.** This is an important distinction: parishioners are considerably more confident in their own willingness to give than they are in the parish's collective ability to reach the full proposed goal.

Ratings and Stats

The Four Big Questions

Do parishioners believe in the project? — **YES.**

68% describe the vision as exciting, 69% believe the need is urgent, and 94% believe the Case for Support communicates the vision clearly.

Do they have confidence in the parish? — **YES.**

The combined 1–10 ratings are strong, including 8.32 for confidence in Fr. Tim, 8.24 for Parish Staff, 7.90 for the overall direction of the parish, and 8.55 for the Mass/Liturgy experience. The notable low score is the existing Church Facilities at 6.68, reinforcing the case for action.

Will they give? — **YES.**

74% indicate they are likely to financially support the campaign, including 52% who are Very Likely. Among the carefully selected interview group, that increases to 92% likely to give and 80% Very Likely.

Is there enough money? — **YES, with disciplined execution.**

The interviews alone surfaced approximately \$4.19 million from 17 households, while the surveys surfaced approximately \$5.36 million in stated gift consideration. The data strongly supports our conclusion that financial capacity is not the primary constraint. The ability to cultivate and secure that capacity is.

That last contrast may be one of the best quantitative findings in the whole report: 74% say they are likely to give, yet respondents are considerably less certain that the parish can collectively raise \$12.5 million.

In other words, the skepticism is not primarily “I won't give.” It is “Can we actually pull this off?” That fits extremely well with our \$11.5M recommendation and the leadership/execution concerns surfaced in the interviews.