



## **FEASIBILITY STUDY REPORT**

April 23, 2014

**St. Jerome Catholic Church  
Waco, Texas**



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## Feasibility Study Overview

St. Jerome Catholic Church retained the services of the Steier Group to conduct a feasibility study for a potential capital campaign. The feasibility study is a development tool used to determine how much money an organization can raise for a specific purpose. It is the starting point for an organization looking to answer the following questions:

- What do our donors think of the proposed project?
- Who will serve as campaign leaders? Who will serve as volunteers?
- Who will be the main donors to the capital campaign?
- How should we structure a capital campaign?
- How much money can we raise?

The feasibility study involves a review of St. Jerome's current needs as identified by parish leadership. The process of conducting personal, face-to-face interviews with St. Jerome's top donors and gathering feedback from other key individuals allows the Steier Group to gain a clear understanding as to whether or not the proposed project has the financial support necessary to be accomplished through a capital campaign. Should the total cost of the proposed projects prove too large to be completed in a single fundraising campaign, the feasibility study can provide guidance that will help leaders to prioritize the campaign goals.

The Steier Group gauges the fundraising potential for a capital campaign by analyzing the personal interview results, the mail and online survey responses, the ability of the parish's supporters to contribute financially and the willingness of those supporters to contribute toward this particular effort. The data gathered during this process, combined with our firm's experience in providing development counsel to Catholic parishes, allows the Steier Group to provide St. Jerome with both general and specific recommendations regarding a potential capital campaign. These recommendations include what the Steier Group feels to be a realistic campaign goal as well as a detailed plan to achieve that goal.

The Steier Group feasibility study team:

- Rich Roberts, Vice President
- Sean McMahon, Vice President of Client Services
- Mike Blum, Chief Operating Officer
- Jim Steier, Chief Executive Officer
- Susan Rosenlof, Foundation Researcher
- Melinda Berry, Graphic Designer
- Natalie Ruch, Executive Services Administrator

# Findings and Recommendations



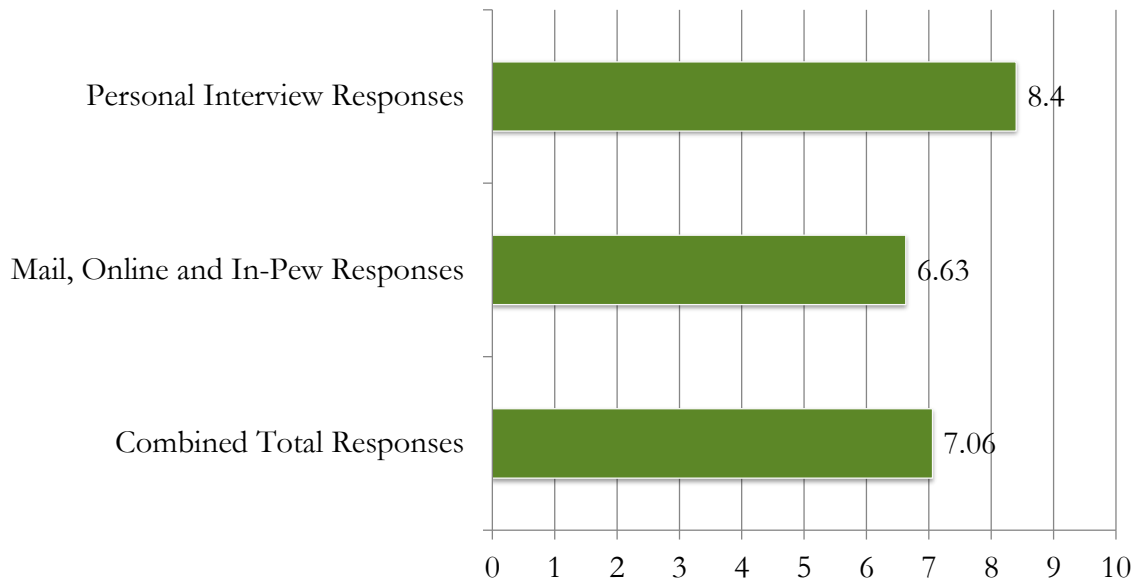
## Feasibility Study Findings

The findings and recommendations presented by the Steier Group are based on information from the following sources:

- 58 personal interviews with St. Jerome leaders and potential top donors.
- 162 mail and online survey responses and 43 in-pew responses collected from St. Jerome current parishioners.
- A review of St. Jerome’s previous capital campaign as well as other ongoing development efforts.
- The Steier Group’s professional experience conducting feasibility studies and capital campaigns for Catholic parishes across the country.

Based on the information gathered from the sources above, the Steier Group is pleased to present the following observations and recommendations to St. Jerome as it considers moving forward with a capital campaign.

**The potential campaign goal was prioritized as follows:**



**The following are the most critical statistical findings from the feasibility study:**

- 72% of respondents are at least familiar with the proposed projects.
- 75% of respondents are personally in favor of a capital campaign.
  - 96% of personal interview participants are in favor.
  - 69% of mail/online and in-pew respondents are in favor.
- 80% of respondents indicated that they will make a personal gift to the campaign.
  - 95% of personal interview participants will make a gift.
  - 72% of mail/online and in-pew respondents will make a gift.
- 48 respondents indicated that they would serve in a leadership position and assist with the solicitation of gifts for the campaign.
- 9 respondents indicated that they have already left a gift to St. Jerome in their estate.
  - 32 respondents indicated that they would be interested in learning more about how they could make a planned gift to St. Jerome.

**The following is a summary of the observations that were shared most frequently during the feasibility study:**

- There is universal appreciation for Fr. Raj’s caring nature and leadership of the parish.
- Personal interview participants often commented on the friendly, hard working, generous, spiritual and welcoming nature of St. Jerome parishioners.
- Respondents are aware of the need for additional space.
- Respondents like the idea of a multi-functional first floor area in the Parish Activities Center and hope it will be available for use by all parishioners and St. Jerome ministries.
- Parishioners see a challenge in keeping the youth engaged in the parish. They also express concern over the challenge of convincing younger families to invest in the campaign.

**The Steier Group identified potential donors at the following gift levels:**

| Self-Reported Gift Level | Total Number of Potential Donors |
|--------------------------|----------------------------------|
| \$0                      | 35                               |
| \$1 - \$99               | 2                                |
| \$100 - \$499            | 10                               |
| \$500 - \$999            | 16                               |
| \$1,000 - \$2,499        | 60                               |
| \$2,500 - \$4,999        | 39                               |
| \$5,000 - \$9,999        | 14                               |
| \$10,000 - \$14,999      | 4                                |
| \$15,000 - \$19,999      | 7                                |
| \$20,000 - \$24,999      | 1                                |
| \$30,000 - \$49,999      | 4                                |
| \$50,000 - \$74,999      | 1                                |
| \$100,000 - \$124,999    | 1                                |
| \$200,000 - \$250,000    | 2                                |
| No Response/Unsure       | 67                               |
| Total Responses          | 263                              |
| Total Gift Range         | \$932,505 - \$1,269,855          |



## Fundraising Potential and Key Recommendations

### Fundraising Potential

Based upon the positive results of the feasibility study, the Steier Group recommends that St. Jerome immediately moves forward into the preparation phase of a three-year capital campaign beginning on April 28, 2014.

The Steier Group projects that St. Jerome will raise \$2.4 million-\$3.1 million in a capital campaign by using the Steier Group's recommended approach. The Steier Group's recommended approach includes the Key Recommendations below as well as the Campaign Recommendations documented on the following pages.

### Key Recommendations

The feasibility study for St. Jerome provided the Steier Group with insight into a number of key areas that will impact the success of a capital campaign. The Steier Group offers the following recommendations based on the information gathered during the study. These recommendations aim to quantify the areas that deserve special attention in the coming weeks and months should the parish move forward with a major fundraising effort.

#### Finalize Campaign Goals

- St. Jerome's leadership should work with its architect to finalize plans for the proposed Parish Activities Center. Based upon the projected fundraising total, consider a re-design of the original project or the less expensive building option currently included in the master plan.
- Determine plans for use of the first floor area. During the feasibility study, many respondents inquired as to the ultimate use of the space.
- Establish tiered campaign goals. Coordinate reaching financial milestones with a building project. For instance, a Celebration Goal of \$2 million allows the parish to finish a particular part of the construction.
- Secure approval from the Archdiocese of Austin to move forward with a capital campaign.

#### Recruit a Strong Leadership Team

- St. Jerome leadership and the Steier Group should begin identifying and recruiting a strong, diverse leadership team to work on the capital campaign. Solidify commitments from key individuals identified through the feasibility study.

### Recruit a Strong Leadership Team (continued)

- While a strong group of lay leaders is essential, Fr. Raj must take an active role in securing volunteers and leading campaign initiatives.
- St. Jerome leadership and the Steier Group should ensure the campaign team includes representatives from the building committee, finance committee, Knights of Columbus, Men of St. Jerome, parish council and other influential parish organizations.

### Implement a Comprehensive Communications Plan

- During the preparation phase of the campaign, St. Jerome leadership should share the feasibility study results and campaign plan through a letter to the entire parish community. Emphasize the positive results of the study and the plan to finalize the design of the Parish Activities Center based on the feasibility study responses and the parish's projected fundraising capacity.
- If the parish considers a reduced building plan, make certain to produce a document explaining the reason behind the change, the scope of the project and share it with the entire parish.
- During the preparation phase of the campaign, approach key constituents to gauge support for any revised campaign goal.
- Throughout the preparation and solicitation phases of the capital campaign, plan and host targeted donor cultivation events to share the broad vision for the parish. Take care to address the concerns shared during the feasibility study and detail the thought process. Include plans for the Parish Activities Center and discuss usage of the first floor space.
- St. Jerome should work with the Steier Group to design a comprehensive communications plan that will educate parishioners on the needs facing the parish. The plan should include but is not limited to:
  - Bulletin announcements
  - Pulpit announcements
  - Brochures
  - Case statements
  - Campaign thermometers
  - E-mail
  - E-newsletters
  - FAQ document
  - Parish website



### Implement a Comprehensive Communications Plan (continued)

- Work with the Steier Group to clearly illustrate how the campaign funds will be used. Approach parishioners with a simple, understandable and consistent appeal. Emphasize how the facility will be available for use by all ministries and parishioners, and that it will help keep the youth engaged in the parish.

### Finalize Solicitation Strategy

- Based upon the capacity of some parish prospects, implement a lead gift appeal strategy that involves securing the largest gifts early so that we may challenge other parishioners to give at a higher level.
- To encourage participation, secure a gift challenge from a lead gift candidate such as:
  - Dollar-for-Dollar Challenge: each dollar raised up to a designated figure is matched by the donor. For example, pledges totaling \$250,000 become \$500,000 in a dollar-for-dollar match.
  - Milestones Challenge: Establish a goal for the parish to achieve. Once it is met, the donor agrees to offer additional support such as an additional \$200,000 added when the campaign reaches \$1 million.
  - Participation Challenge: To increase support from young families, establish a percentage of participation level, such as 35% of all households included in that age group. If the goal is met, it triggers a major gift.
- Create naming opportunities designed to attract interest from major gift prospects. Naming rights may include the junior/senior youth rooms, multi-purpose area and parish halls.
- Secure enough campaign volunteers so that the parish may approach the top 500 potential donors through face-to-face visits.
- Design and implement an alternative solicitation strategy for non-givers and low-level givers including direct mail appeals, phone-a-thons and “Commitment Weekend.”
- Promote every opportunity for in-kind gifts. These can include construction, painting, plumbing, concrete, etc. Work with contractors to arrive at a dollar value for all in-kind work and promote those gifts to the entire parish.



## Proposed Campaign Timeline and Structure

The Steier Group recommends that St. Jerome implement a 20-week capital campaign that is structured as follows:

### **Preparation Phase (May 2014-June 2014)**

This section will focus on finalizing the campaign goals, sharing the positive results of the feasibility study, identifying and recruiting campaign leadership, designing a comprehensive communications plan, preparing all campaign operational and promotional materials, conducting donor evaluation and developing personalized cultivation and solicitation strategies for potential lead gift donors.

### **Leadership Gift Phase (May 2014 – June 2014)**

Also known as the “silent phase,” this section will involve the solicitation of the entire campaign volunteer team as well as a select few lead gift prospects. Fr. Raj, campaign leadership and the Steier Group will personally solicit these prospects.

### **Public Phase (July 2014 – September 2014)**

Once gifts have been secured from campaign leaders, St. Jerome will move into the “public phase” of the campaign. The campaign leadership team and the Steier Group will personally solicit the remainder of the parish. The Steier Group will keep the parish up-to-date on the campaign progress throughout the entire effort.

### **Grant Writing (throughout the campaign)**

Foundations will be researched by the Steier Group and prioritized with input from the parish leadership. The Steier Group will manage the process of contacting each foundation, securing application guidelines, submitting the formal grant application and responding to any follow-up requests. The Steier Group will work to uncover any personal connections between foundation board members and campaign leadership or volunteers that may increase St. Jerome chances to secure funding for this campaign. This process will continue throughout the campaign. *See the Appendix for a list of foundations identified as possible funding sources for this capital campaign.*

### **Follow-Up Phase (September 2014)**

As personal solicitations are completed, the Steier Group will coordinate with the campaign Follow-Up Committee to host campaign phone-a-thons to target those prospects that have not yet responded. Additionally, “Commitment Weekend” will be held offering parishioners an opportunity to make a capital campaign donation during Mass. At the conclusion of the entire effort, a final direct-mail appeal will target all those who have not yet responded, providing them with a final opportunity to participate in the campaign.



## Required Elements for a Successful Campaign

The Steier Group has identified specific elements that will be required for St. Jerome to conduct a successful capital campaign and raise the \$2.4 million-\$3.1million projected by the Steier Group.

### Adhere to the Proven Methods of Successful Fundraising

- Conduct solicitations through personal, face-to-face visits
- Ask donors to make multi-year commitments
- Make requests that are proportional to an individual's capacity
- Approach every potential supporter
- Approach your strongest supporters first

### Positive, Enthusiastic Leadership

Beyond the method of fundraising, it is the Steier Group's professional experience that no single element is more determinative of the ultimate success of a campaign than committed, enthusiastic leadership. This enthusiasm must start at the top and work its way down through staff, volunteers and donors. The Steier Group can communicate this enthusiasm and amplify its effects, but it cannot generate it on its own. Simply put, if the parish leaders are excited about a project, volunteers and donors will be excited as well and that enthusiasm will translate into dollars raised for the parish.

### Unwavering Commitment to the Campaign Timeline

A capital campaign is a tremendous undertaking that will require a level of commitment beyond the day-to-day tasks that make up a parish staff's "regular jobs." A campaign requires aggressive action by parish leadership and intricate coordination with parish staff, campaign volunteers, graphic designers, printers and grant writers. The campaign must be seen as a top priority by Fr. Raj and all parties must commit to follow the detailed, phase-by-phase sequence of the campaign timeline.

# Survey Questions and Responses



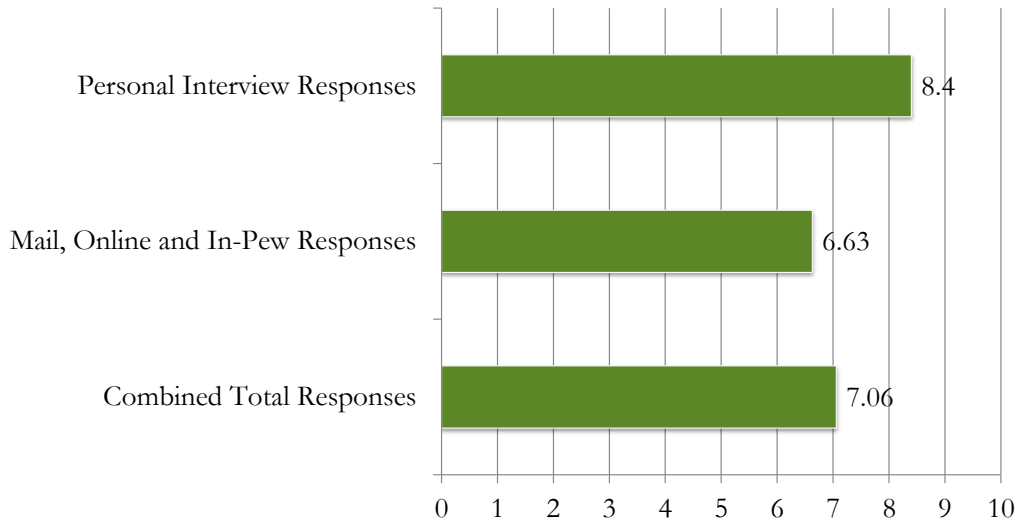
## Question 1: What do you like best about St. Jerome?

### RESPONSES

- Fr. Raj is humble and a good man who relates well to adults and children. (66)
- This is a welcoming community. (45)
- It feels like family at St. Jerome. (27)
- There is a chance to get involved. (22)
- The many ministries which are available at St. Jerome. (8)
- Fr. Raj is a good spiritual leader. (8)
- This is a youthful parish. (6)
- The convenient location. (6)
- The CCE program at St. Jerome. (4)
- I enjoy working with the ministries. (3)
- This is a parish with a strong faith community. (3)
- We have strong leadership which is focused on the gospel. (3)
- I like the size of the parish. (2)
- I enjoy our youth program. (2)
- I enjoy Mass. (2)
- I like the music ministry. (2)
- We've had three good priests. (2)
- We have a beautiful church filled with a spiritual atmosphere.
- We have a civic minded group of parishioners willing to volunteer their services for others.
- I like our deacons and appreciate their work.
- I like the youth group activities.
- The Waco Women's Catholic Mom's group.
- I enjoy coming to receive the Eucharist.
- The layout of the nave which brings people closer together.

*Note: This question was included in the personal interview only.*

## Question 2: In your opinion, how would you rate the addition of a Parish Activities Center?



### Personal Interview Responses

| Project                  | Score |
|--------------------------|-------|
| Parish Activities Center | 8.40  |

### Mail, Online and In-Pew Responses

| Project                  | Score |
|--------------------------|-------|
| Parish Activities Center | 6.63  |

### Combined Total Responses

| Project                  | Score |
|--------------------------|-------|
| Parish Activities Center | 7.06  |

Note 1: Scores were calculated by assigning a value of 10 points for a high priority, 5 points for a moderate priority and 0 points for a low priority. The cumulative value for each project was then divided by the number of responses for that project.

Note 2: If a husband and wife were interviewed together and did not agree on the priorities, each spouse's response was recorded.

### RESPONSES

- We need the space for meetings/storage. (20)
- It is important to have the space to draw youth to the parish. (14)
- This is important for the continued development of our children both spiritually and socially. (4)
- This is a big expense for the parish. (2)
- I don't believe we are maxed out space-wise here at St. Jerome. (2)
- We have other spiritual needs within the community we need to address first.
- We are growing and need to concentrate on the future.
- This is good for the youth and for hosting larger parish functions.
- We need to use the building for multiple functions.
- St. Jerome already has a number of buildings which may be used as multi-purpose facilities.

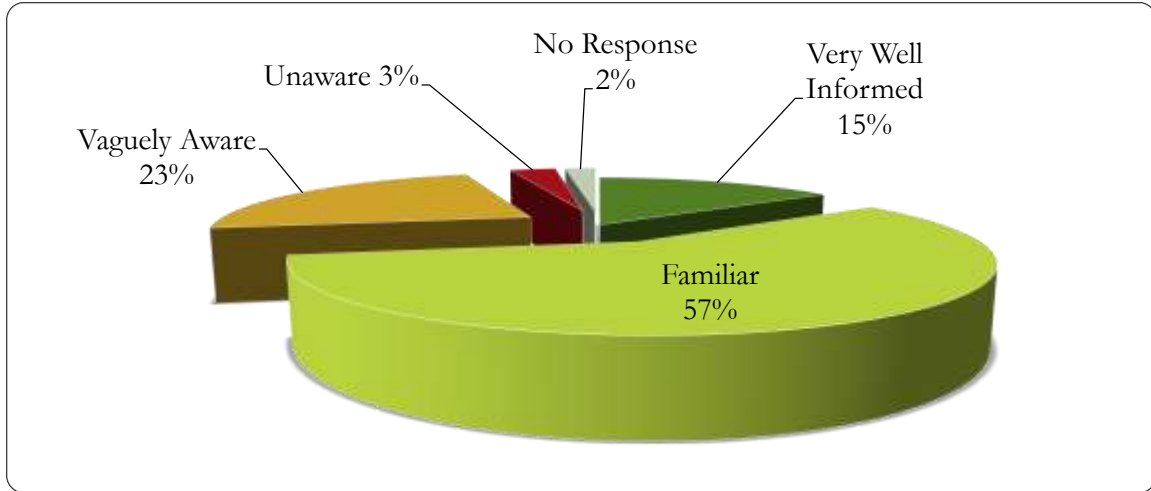
### Question 3: What is your preferred use for the proposed large gathering area in the Parish Activities Center?

#### RESPONSES

- Concerts, conferences, dances, parties, retreats, talent shows, recitals, speaking engagements, etc. (64)
- Receptions for confirmations, funerals, baby showers and weddings (62)
- Youth activities (60)
- Dinners such as the Christmas social (58)
- Gymnasium to host sporting activities like, basketball, volleyball, fitness classes, exercise area, etc. (55)
- Large parish gatherings including Mass (37)
- Multi-purpose area (26)
- Classrooms for CCE, Bible classes, religious education classes and VBS (26)
- Rental facility (21)
- Meetings and training sessions (17)
- Family events (15)
- A gathering place for the parish (14)
- Bazaars, carnivals, the Fall Festival and parties (10)
- Parish sponsored events such as the garage sale and fundraising events (10)
- Fellowship for singles and couples programs (7)
- Knights of Columbus, ladies group activities, service groups (7)
- Religious functions such as children's Mass, VBS and faith formation series (6)
- After school programs (5)
- Any ministry which needs space to host a function (3)
- Formal and informal activities - anything which brings the community closer (3)
- Activity area for Waco Catholic Moms events and playdates (2)
- Children's play area (2)
- Holiday special events (2)
- Physical, spiritual and emotional improvement for all parishioners (2)
- Storage (2)
- Summer day programs for younger aged children (2)
- Choir practice
- Day care
- It should be made available to all parishioners
- Large chapel area open at all times
- Large kitchen for parish activities
- Public events
- School activities
- Activities currently being held in Brooks Hall

## Question 4: How familiar are you with the proposed plans for St. Jerome?

### Combined Total Responses



### Personal Interview Responses

|                    | Responses | Percentage of Total |
|--------------------|-----------|---------------------|
| Very Well Informed | 16        | 27%                 |
| Familiar           | 33        | 57%                 |
| Vaguely Aware      | 9         | 16%                 |
| Unaware            | 0         | 0%                  |
| No Response        | 0         | 0%                  |

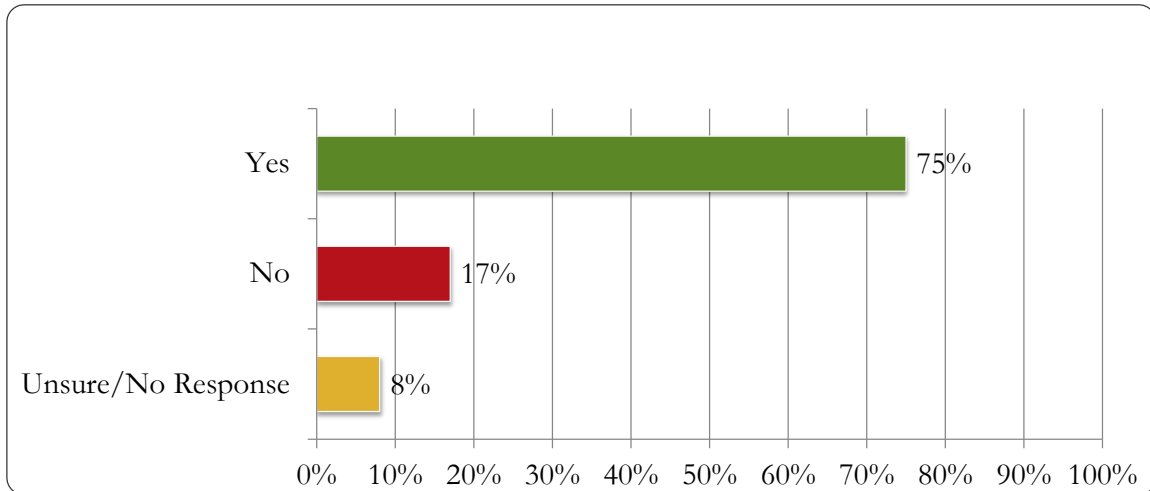
### Mail, Online and In-Pew Responses

|                    | Responses | Percentage of Total |
|--------------------|-----------|---------------------|
| Very Well Informed | 23        | 11%                 |
| Familiar           | 117       | 57%                 |
| Vaguely Aware      | 52        | 26%                 |
| Unaware            | 9         | 4%                  |
| No Response        | 4         | 2%                  |



## Question 5: Are you personally in favor of St. Jerome embarking on a capital campaign to accomplish this goal?

### Combined Total Responses



### Personal Interview Responses

|             | Responses | Percentage of Total |
|-------------|-----------|---------------------|
| Yes         | 56        | 96%                 |
| No          | 1         | 2%                  |
| Unsure      | 1         | 2%                  |
| No Response | 0         | 0%                  |

### Mail, Online and In-Pew Responses

|             | Responses | Percentage of Total |
|-------------|-----------|---------------------|
| Yes         | 142       | 69%                 |
| No          | 43        | 21%                 |
| Unsure      | 10        | 5%                  |
| No Response | 10        | 5%                  |

### RESPONSES

- It is our responsibility to take care and promote the growth of the church. (2)
- I think we have enough resources from the *Our Faith, Our Legacy* campaign plus we have a very generous offering each week.
- St. Jerome should be a place for worship and not a place to do all and be all.
- If we can accomplish it without debt we should do it.
- We don't agree with the current plan and high cost.
- We need a strong financial plan to fund the project.
- We are supportive of the project but not at \$4.6 million. Cut back the cost.
- This is necessary but people will have a hard time with it. There is a bad feeling over the money used to build the grotto.

## Question 6: Are there any other projects that you would like the parish to consider because you would be personally interested in funding them?

### RESPONSES

- School (7)
- Increase the size of the nave (5)
- Renovation of Brooks Hall (3)
- Library (2)
- Swimming pool (2)
- Additional classrooms for Brooks Hall
- Additional handicapped parking facilities
- An improved cry room
- Capital improvements to make heating and cooling more efficient and less costly
- Cemetery
- Community garden on the church grounds
- A building with a big classroom and area for storage
- Eucharistic Adoration Chapel open 24/7
- General maintenance issues such as water leaking, roof problems and kitchen
- Improved lighting
- Increase the size of the chapel
- Kitchen updates
- Outside storage
- Phase II of the master plan-the classrooms
- Prayer Garden
- Rectory
- Sacristy
- Scholarships for Little Lions and college students
- Scholarships to fund candidates to the priesthood
- Stained glass window
- Workout facility

*Note: This question was not included in the in-pew survey.*

## Question 7: In your opinion, who are the 5 to 6 individuals or couples who would make the best leaders for a St. Jerome fundraising campaign?

### RESPONSES

*(To ensure the confidentiality of those who responded to this question, 103 names have been provided to the leadership at St. Jerome Catholic Church.)*

### OTHER RESPONSES

- A combination of older and younger families
- Members of the building committee (3)
- Members of the Knights of Columbus (2)
- Older parish couples
- Members of the finance committee
- The young families in the parish (3)
- Those who are currently involved in leadership roles (2)
- Those who have done it in the past

*Note: This question was not included in the in-pew survey.*

## Question 8: If asked by St. Jerome to serve in a campaign leadership position and assist in the solicitation of gifts, would you accept?

### Personal Interview Responses

|             | Responses | Percentage of Total |
|-------------|-----------|---------------------|
| Yes         | 26        | 45%                 |
| No          | 27        | 46%                 |
| Unsure      | 4         | 7%                  |
| No Response | 1         | 2%                  |

### Mail, Online and In-Pew Responses

|             | Responses | Percentage of Total |
|-------------|-----------|---------------------|
| Yes         | 22        | 11%                 |
| No          | 166       | 81%                 |
| Unsure      | 4         | 2%                  |
| No Response | 13        | 6%                  |

### Combined Total Responses

|             | Responses | Percentage of Total |
|-------------|-----------|---------------------|
| Yes         | 48        | 18%                 |
| No          | 193       | 74%                 |
| Unsure      | 8         | 3%                  |
| No Response | 14        | 5%                  |

### NAMES OF THOSE THAT RESPONDED FAVORABLY

*(To ensure the confidentiality of those who responded to this question, 48 names have been provided to the leadership at St. Jerome Catholic Church.)*

## Question 9: What should the role of Fr. Raj be in the capital campaign?

### RESPONSES

- Visit with major donors. (27)
- Communicate the need for the campaign. (26)
- Get people excited and involved with the campaign. (13)
- Serve as our spiritual leader. (12)
- Serve as the overall campaign leader and work in conjunction with the volunteers. (12)
- Communicate the campaign progress. (10)
- Serve to kick off the event. (2)
- Remain positive, upbeat and offer encouragement. (2)
- Uncover potential donors.
- Work with leaders to identify a smaller, less expensive project.
- Work with the diocese to ensure we are prepared for the campaign.

*Note: This question was included in the personal interview only.*

## Question 10: If applicable, would your company support a capital campaign for St. Jerome with an outright gift or through a matching gift program?

### Personal Interview Responses

|                | Responses | Percentage of Total |
|----------------|-----------|---------------------|
| Yes            | 1         | 2%                  |
| No             | 25        | 43%                 |
| Not Applicable | 26        | 45%                 |
| Unsure         | 6         | 10%                 |
| No Response    | 0         | 0%                  |

### NAMES OF THOSE WHO RESPONDED FAVORABLY

*(To ensure the confidentiality of those who responded to this question, 1 name has been provided to the leadership at St. Jerome Catholic Church.)*

### OTHER RESPONSES

- L3 Communications may offer a matching gift.

*Note: This question was included in the personal interview only.*

## Question 11: Who are the 5 to 6 families that you think would be most capable of making a lead gift to this campaign?

### RESPONSES

*(To ensure the confidentiality of those who responded to this question, 43 names have been provided to the leadership at St. Jerome Catholic Church.)*

*Note: This question was included in the personal interview only.*

## Question 12: Have you remembered St. Jerome in your estate plans?

### Personal Interview Responses

|             | Responses | Percentage of Total |
|-------------|-----------|---------------------|
| Yes         | 3         | 5%                  |
| No          | 53        | 92%                 |
| Unsure      | 0         | 0%                  |
| No Response | 2         | 3%                  |

### Mail and Online Responses

|             | Responses | Percentage of Total |
|-------------|-----------|---------------------|
| Yes         | 6         | 4%                  |
| No          | 149       | 92%                 |
| Unsure      | 0         | 0%                  |
| No Response | 7         | 4%                  |

### Combined Total Responses

|             | Responses | Percentage of Total |
|-------------|-----------|---------------------|
| Yes         | 9         | 4%                  |
| No          | 202       | 92%                 |
| Unsure      | 0         | 0%                  |
| No Response | 9         | 4%                  |

### NAMES OF THOSE THAT RESPONDED FAVORABLY

*(To ensure the confidentiality of those who responded to this question, 9 names have been provided to the leadership at St. Jerome Catholic Church.)*

*Note: This question was not included in the in-pew survey.*



## Question 13: Would you like to receive information about how to make an estate gift to St. Jerome?

### Personal Interview Responses

|             | Responses | Percentage of Total |
|-------------|-----------|---------------------|
| Yes         | 23        | 40%                 |
| No          | 34        | 59%                 |
| Unsure      | 0         | 0%                  |
| No Response | 1         | 1%                  |

### Mail and Online Responses

|             | Responses | Percentage of Total |
|-------------|-----------|---------------------|
| Yes         | 9         | 6%                  |
| No          | 143       | 87%                 |
| Unsure      | 1         | 1%                  |
| No Response | 9         | 6%                  |

### Combined Total Responses

|             | Responses | Percentage of Total |
|-------------|-----------|---------------------|
| Yes         | 32        | 15%                 |
| No          | 177       | 80%                 |
| Unsure      | 1         | 1%                  |
| No Response | 10        | 4%                  |

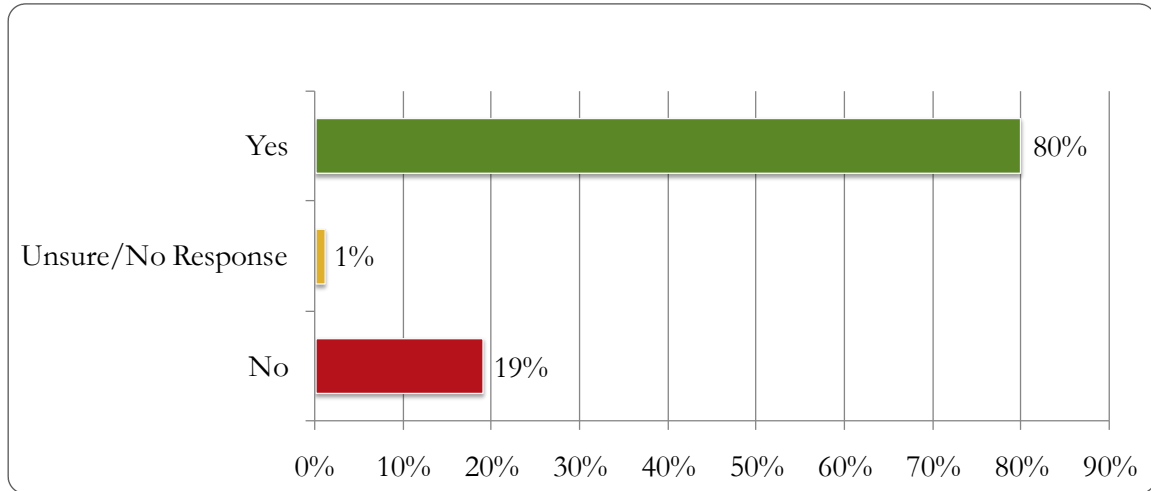
### NAMES OF THOSE THAT RESPONDED FAVORABLY

*(To ensure the confidentiality of those who responded to this question, 32 names have been provided to the leadership at St. Jerome Catholic Church.)*

*Note: This question was not included in the in-pew survey.*

## Question 14: If a campaign is conducted by St. Jerome, would you make a pledge?

### Combined Total Responses



### Personal Interview Responses

|             | Responses | Percentage of Total |
|-------------|-----------|---------------------|
| Yes         | 55        | 95%                 |
| No          | 1         | 2%                  |
| Unsure      | 2         | 3%                  |
| No Response | 0         | 0%                  |

### Mail, Online and In-Pew Responses

|             | Responses | Percentage of Total |
|-------------|-----------|---------------------|
| Yes         | 148       | 72%                 |
| No          | 36        | 18%                 |
| Unsure      | 8         | 4%                  |
| No Response | 13        | 6%                  |

## Question 15: Will you please estimate what range of pledge you might consider over three years?

### RESPONSES

| Self-Reported Gift Level | Personal Interview    | Mail/Online/In-Pew    | Total                   |
|--------------------------|-----------------------|-----------------------|-------------------------|
| \$0                      | 1                     | 34                    | 35                      |
| \$1 - \$99               | 0                     | 2                     | 2                       |
| \$100 - \$499            | 0                     | 10                    | 10                      |
| \$500 - \$999            | 1                     | 15                    | 16                      |
| \$1,000 - \$2,499        | 2                     | 58                    | 60                      |
| \$2,500 - \$4,999        | 11                    | 28                    | 39                      |
| \$5,000 - \$9,999        | 11                    | 3                     | 14                      |
| \$10,000 - \$14,999      | 4                     | 0                     | 4                       |
| \$15,000 - \$19,999      | 5                     | 2                     | 7                       |
| \$20,000 - \$24,999      | 1                     | 0                     | 1                       |
| \$30,000 - \$49,999      | 3                     | 1                     | 4                       |
| \$50,000 - \$74,999      | 1                     | 0                     | 1                       |
| \$100,000 - \$124,999    | 1                     | 0                     | 1                       |
| \$200,000 - \$250,000    | 2                     | 0                     | 2                       |
| No Response/Unsure       | 15                    | 52                    | 67                      |
| Total Responses          | 58                    | 205                   | 263                     |
| Total Gift Range         | \$655,500 - \$991,600 | \$277,005 - \$278,255 | \$932,505 - \$1,269,855 |

## Question 16: Will you please estimate an initial gift payment you would make toward a campaign?

### RESPONSES

| Self-Reported Gift Level | Personal Interview | Mail/Online | Total     |
|--------------------------|--------------------|-------------|-----------|
| \$0                      | 1                  | 30          | 31        |
| \$1 - \$99               | 2                  | 13          | 15        |
| \$100 - \$499            | 5                  | 34          | 39        |
| \$500 - \$999            | 5                  | 16          | 21        |
| \$1,000 - \$2,499        | 8                  | 4           | 12        |
| \$2,500 - \$4,999        | 2                  | 2           | 4         |
| \$5,000 - \$9,999        | 7                  | 1           | 8         |
| \$10,000 - \$14,999      | 5                  | 0           | 5         |
| \$50,000 - \$74,999      | 1                  | 0           | 1         |
| \$100,000 - \$160,000    | 1                  | 0           | 1         |
| No Response/Unsure       | 21                 | 62          | 83        |
| Total Responses          | 58                 | 162         | 220       |
| Total Gift Amount        | \$321,642          | \$29,142    | \$350,784 |

*Note: This question was not included in the in-pew survey.*

## **Question 17: Do you have any further comments or suggestions that would be helpful to parish leadership as they look at potentially embarking on a capital campaign to help fund the Parish Activity Center? Do you have any concerns that might keep you from supporting a campaign at St. Jerome?**

### **RESPONSES**

#### Campaign Suggestions

- Communication is a key moving forward. Be honest and transparent. (9)
- This project is good for our children. They deserve this building addition. (4)
- Don't borrow money to complete the project. Wait until you have the money to pay for it before building. (2)
- Younger families with children should be responsible for paying for this building. (2)
- Those families with young children need to be willing to offer opinions and suggestions.
- Our message needs to be that the building will increase our classroom space and improve our Catechesis program.
- We need to strongly express to the parish that this needs to be done.
- This is a fantastic idea.
- This is good for the parish, if we can afford it.
- This campaign is all about growing the faith of our community.
- The pavilion could be paid for by the Knights of Columbus or the Men of St. Jerome.
- I will support the entire package as presented. I am not interested in a partial fundraiser and then another fundraiser to complete the building project.
- I have economic fears about taking on a capital campaign.
- We need to build a stronger case statistically for the campaign.
- It is important that we move forward if we can raise the money.
- The goal is too extravagant.
- Make certain to include naming opportunities for this campaign.

#### Building Suggestions

- I am worried about the cost associated with maintaining the new building. (8)
- Additional storage is a big issue with our parish. (8)
- We don't need a gymnasium. (8)
- We need to be proactive and create meeting space to develop the next phase of our parish. (7)
- We need additional space for VBS and youth groups. (6)
- We don't need a walking track. (6)
- Handicapped facilities need to be included. (4)
- We don't need locker rooms with showers. (3)
- The Parish Activities Center should be simple and frugal. (3)
- We need to keep the kitchen in Brooks Hall. (2)
- The Parish Activities Center should be designed like the hall at a church in Fredericksburg, Texas. (2)
- We need to eliminate the parish halls from the building plan. (2)
- Consider adding an exercise area if there is room.
- We don't need a second floor.

## **Question 17: Do you have any further comments or suggestions that would be helpful to parish leadership as they look at potentially embarking on a capital campaign to help fund the Parish Activity Center? Do you have any concerns that might keep you from supporting a campaign at St. Jerome? (Continued)**

### Building Suggestions (Continued)

- The stage is unnecessary.
- Building and running a school will help focus on our academic religious foundation.
- This facility needs to be open to all parishioners.
- If we need to scale back the project to meet our financial abilities, we should.
- We don't need to add a building that will get minimal use.
- Consider a centrally located parish activities center for use by all parishes. The former Brazos Middle school building is the perfect location.
- We need to build a new parish in the Lenora area.
- We are worried about having enough parking space for the new building.
- The first floor women's restroom needs to be larger.
- Consider building a new church and convert the current facility into a multi-purpose room.
- Design a detailed plan for the large gathering space before committing to the project.
- The parish should install four outdoor volleyball courts.
- Consider creating a health club to help pay for the building.
- Divide the small parish hall into two meeting rooms.
- Add four small meeting rooms to the large parish hall so we may have breakout groups as we have now.
- Run the gas line to the new building so heating and hot water will be less costly.
- Landscape the area with drought-tolerant plants and use water saving devices as much as possible.
- I like the idea of an indoor walking track.
- I am concerned the needs of the CCE will not be met in the initial construction.
- Whatever facility is built, it should be used as intended and not changed as we changed the parlor and Brooks Hall.

### View of the Organization

- We need to spend our money helping those who are struggling. (4)
- While additional buildings are not bad in themselves, I am concerned they will move the emphasis even further away from what is actually important, Jesus Christ and His constant call to each one of us. (2)
- Asking us to add more debt to our already strained budget is not feasible. (2)
- We need to maintain our current facility.
- There is a lack of trust between the Knights of Columbus and the Men of St. Jerome.
- There are some naysayers within our leadership team about the project.
- Everyone in leadership must be on the same page.
- We need to put our spiritual needs first.
- I hope we are able to remain a small church.
- I am concerned over our ability to raise millions because we have a lot of young and old families.
- We need a set of by-laws explaining how the activities center will be utilized.
- We need a strong, vibrant choir at all ages.

**Question 17: Do you have any further comments or suggestions that would be helpful to parish leadership as they look at potentially embarking on a capital campaign to help fund the Parish Activity Center? Do you have any concerns that might keep you from supporting a campaign at St. Jerome? (Continued)**

View of the Organization (Continued)

- We need to utilize more effectively what we already have at St. Jerome.
- St. Jerome should take care of its needs, mission and ministries first - before building.
- The church needs to grow.
- The naysayer momentum in the community is dying. There is a strong majority voice.
- As we continue to grow we move away from being a close knit parish.
- Fr. Raj is a true blessing.
- Ensuring our children are well-versed in Catholicism is most important.
- Increased capital expenses may chase some parishioners away.
- Youth programs need more support, time, talent and treasure from the parish.
- We must foster and culture Catholicism to our children. They are our future.
- If our parish is to continue to grow, we must accept the responsibility of this project.
- Hire a fulltime activates director to make the best use of the time and space in the new building.
- We would like more information on the three-phase plan and an estimated timeline for completion of each phase.
- I will support whatever direction Fr. Raj believes we need to take.
- I fear a new activities center will turn St. Jerome into a YMCA.
- There needs to be an upfront plan to rent the facility to members and non-members. Members who do not contribute to the campaign get charged the highest fee. Those with no stake in ownership often abuse others' investments.

# Appendix



## St. Jerome Catholic Church Foundation Prospect List

**The following foundations will accept applications:**

- The Burkitt Foundation
- Wilton and Effie Hebert Foundation
- The John G. and Marie Stella Kenedy Memorial Foundation
- Willie Motis C.B.M., U.S.N. Foundation
- Peach Mott Foundation Inc.
- The Rachael & Ben Vaughan Foundation
- Patrick Wardlaw Family Foundation

**The following foundations preselect and do not accept applications:**

- Davis Kalogridis Foundation
- Mary Hobbs Griffith Foundation
- Dehan Family Foundation
- Ret-Kat Foundation
- The Life Foundation

## Demographic Breakdown Chart St. Jerome Catholic Church

### *Personal Interview Participants*

| Group       | #  | % In Favor | # Will Volunteer | % Will Give |
|-------------|----|------------|------------------|-------------|
| 0-5 Years   | 11 | 100%       | 5                | 100%        |
| 6-10 Years  | 8  | 100%       | 5                | 100%        |
| 11-20 Years | 12 | 100%       | 6                | 92%         |
| 20+ Years   | 27 | 92%        | 10               | 92%         |

### *Mail and Online Participants*

| Group       | #  | % In Favor | # Will Volunteer | % Will Give |
|-------------|----|------------|------------------|-------------|
| 0-5 Years   | 27 | 70%        | 2                | 74%         |
| 6-10 Years  | 20 | 70%        | 1                | 70%         |
| 11-20 Years | 47 | 57%        | 3                | 62%         |
| 20+ Years   | 64 | 62%        | 4                | 67%         |
| No Response | 4  | 75%        | 0                | 75%         |

*Note: This was not included on the in-pew survey.*