

# **FEASIBILITY STUDY REPORT**

**For**

**ST. JAMES EPISCOPAL CHURCH**

**KENT, WASHINGTON**

Prepared By



Marc Rieke, Senior Consultant

November 20, 2017

***The Enrichment Group***  
Stewardship and Fundraising Consultants  
3800 Bridgeport Way W, Ste. 389  
University Place, WA 98466  
800-869-7894 ♦ enrichment@msn.com

November 20, 2017

Vestry and Stewardship Planning Team  
St. James Episcopal Church  
24447 94<sup>th</sup> Avenue S  
Kent, WA 98030

Dear Members of the Vestry and Stewardship Planning Team:

On behalf of The Enrichment Group, I am pleased to submit this summary report of the results of the Feasibility Study that we conducted for St. James Episcopal Church. This report includes our findings regarding the key elements of a successful fundraising initiative and our recommendations based on these findings.

This study was conducted during the fall of 2017. As Senior Consultant for The Enrichment Group, I conducted the personal interviews with congregational members, and reviewed all of the responses from the mail-in surveys. I analyzed the data and developed the recommendations included in this report.

I am grateful for your leadership throughout the Feasibility Study process, and the support of your church staff. Together with Mother Joyce Parry-Moore, Rector, you have guided the development of the Case and the questionnaire, and selected those who were to be part of the Study.

It has been a blessing to become better acquainted with the members of St. James Episcopal, and to work in partnership with you on behalf of the ministry of your church. It has been my pleasure to have guided this project, and I look forward to the possibility of further work together to strengthen your congregation.

In Christ,

A handwritten signature in black ink on a light blue background. The signature is cursive and reads "Marc Rieke".

Marc Rieke  
Senior Consultant

## EXECUTIVE SUMMARY AND RECOMMENDATIONS

The Enrichment Group is grateful to St. James Episcopal Church for the opportunity to be a partner in the Feasibility Study for a Capital Campaign. We make the following observations and recommendations:

1. St. James Episcopal Church has a significant history of ministry within the Kent community. For more than 125 years, St. James Episcopal has been blessed with dedicated pastoral leadership, and a deeply devoted membership. This depth of commitment was evident from those who participated in the Study. People love St. James Episcopal Church for its welcoming and caring nature and value the opportunity to be fed spiritually in worship, spiritual exploration, and in service in and through vital ministry programs. They are grateful for the strong relationships they keep in this congregation. There is also affirmation for the importance of being a faith community that serves in Outreach in the immediate community.
2. At present, St. James Episcopal Church seems to be in a state of transition. The church recently called a new Rector to serve the parish, and there is an expressed sense that the membership is still “settling in” with its pastoral leadership. Several individuals and households have chosen to move their membership to other congregations, ostensibly over concerns about changes that have been made – primarily in worship – and over feeling that they are not comfortable with what they perceive to be the direction of ministry. While the concerns above were clearly mentioned in the Study, similarly, there were several respondents who expressed hopefulness and support for the future of the parish.
3. In terms of the perceived “strengths” of St. James Episcopal Church, respondents consistently listed values for worship, faith formation, children and youth and community service. They also indicated that St. James has had many faithful members over the years, and that the membership is welcoming and feels like family. The “challenges” that were listed included concerns about not meeting budget, a diminishing membership, and a sense that the path forward for ministry was unclear. The traditional familiarity of how St. James has been historically seems to have changed significantly in many respondents’ view, and this leads them to be uncertain what they would say to others about the current state of the parish.
4. There are many lay members who have the skill, experience and capacity for church leadership, and successful work on behalf of a major capital fund effort. It is important for key leaders to provide and inspire leadership for the capital appeal in others. Successful campaigns are driven by these people and their actions.
5. Based on this Study, there is evidence of members’ openness to volunteer service on behalf of a capital campaign. Responses regarding potential campaign leadership yielded recommendations for multiple individuals. While these are in no way commitments on the part of these individuals to serve, the responses clearly point to the level of potential leadership that exists within the

congregation. Additionally, several individuals and couples volunteered themselves to help in one or more ways on a capital campaign.

6. There is clearly an expressed interest in building renovation plans; however, on a more limited scope than proposed in the initial Case Statement that was tested through the Feasibility Study. The clear and consistent strengths of the Case were in the areas of deferred maintenance and the refurbishment of the stained glass windows. Sixty-seven (67) percent of all respondents agreed that it was important for the church to move forward with a building renovation program, sixty-six (66) percent of all respondents affirmed the building priorities set forth in the Case Statement, and sixty (60) percent of all respondents agreed that St. James Episcopal should move forward with a Capital Campaign. While this response rate is not overly high, it's notable that the agreement rate in each of these categories increases when the focus was on deferred maintenance and the stained glass refurbishment.
7. The results of this Study indicate that a successful capital campaign at St. James Episcopal Church must:
  - Be clearly lay-led and seen as the work of the people.
  - Have objectives that are perceived to be practical, centered on the historical ministry of the church, and capable of being achieved. Specifically, both the scope of the projects and the costs to accomplish them should be limited.
  - Be well organized, purposeful and productive so that the accomplishment of the campaign process itself is seen as strengthening the membership.
  - Serve as an opportunity for members to dialogue about the value they have for St. James Episcopal and the ways in which accomplishing the projects of the campaign will strengthen the church.
  - Provide an opportunity for a unified focus, a sense of stability, and the opportunity to lift up the capacity (in service and giving) of the congregation
8. While the congregation is composed of people with varying financial capacity and inclination to support an ambitious campaign, there is reasonable financial capability among the church members from both income and assets, as identified in traditional affluence/wealth sectors: retirees, executives, and professionals.
9. While no exceptional lead gifts were registered in the Study, it is believed that capacity exists for increasing the amount of individual gifts that were expressed from several members of this test group. The respondents in this study explicitly reported gift support ranging from \$115,000 to \$202,000. Because this test population does not represent the responses of every member household, and because we acknowledge that most donors do not express the full extent of their willingness to financially commit absent a complete capital campaign process, we believe there is a somewhat higher potential to set greater financial targets. The Enrichment Group estimates that St. James Episcopal Church has the capacity to raise pledges between \$150,000 and \$290,000 (pledged over 3 years) in a well-organized Capital Campaign.

10. Fifty-seven (57) percent of respondents expressed a predisposition for St. James Episcopal Church to not indebt itself in order to accomplish the entire slate of proposed building projects. This finding strengthens the case for limiting the scope of the campaign and utilizing the successful completion of the initial projects as a catalyst for considering subsequent efforts.
11. There was very limited interest in making naming gifts from the respondent group; however, there was no significant opposition to the concept of naming gifts. St. James Episcopal Church should be prepared to consider and make decisions regarding the parameters and circumstances under which naming gifts would be solicited and accepted.
12. Ninety (90) percent of all respondents noted that assistance in making gifts to a Capital Campaign from assets other than cash would not be necessary. This suggests that those who might make a gift from an asset such as appreciated stock or property are already somewhat familiar with this practice. However, St. James Episcopal Church should proactively educate members about the variety of means they can access for gifting to the church as part of a thoroughgoing Capital Campaign.
13. While some members have access to matching gifts programs through their places of work (primarily Boeing), often these programs do not apply to church construction projects (particularly deferred maintenance or similar projects) and the case must be made on the basis of a program which benefits the community at large in and through the facility being built or renovated. It is anticipated that the largest source of funding will be directly from the membership.
14. Twenty-five (25) percent of respondents indicated that they have included St. James Episcopal in their charitable estate planning. St. James Episcopal should be proactive with planned giving efforts. As part of the follow-up to the active phase of a Capital Campaign, St. James Episcopal should highlight the opportunities for “life giving” to the church and educate members regarding this aspect of church philanthropy.
15. St. James Episcopal should continue its efforts with regard to on-going stewardship education of its members. It is clear from this Study that while many members give generously to the church, there is room for growth and greater stability, particularly with the changes in membership and transitional elements noted above. St. James Episcopal should focus its efforts on the continued faith development of members in regard to stewardship, helping them grow in their understanding of their blessings, and the biblical commendation to the tithe (10%) gift on what God has first provided for them. Additionally, St. James Episcopal should continue its good efforts regarding planning and communication of the annual ministry program financial needs, drawing a consistent link between the funded activities of the church and the ways in which these serve the work of mission and ministry for members, and those outside the walls of St. James Episcopal.

16. Communication regarding the results of this Study and the opportunity for a Capital Campaign should be congregation-wide, spreading beyond church leadership and the specific representatives involved in this Study process. Intentional, orderly, multi-dimensional, repetitive, and frequent congregation-wide communication is integral to a successful campaign.

## **ASSESSMENT OBJECTIVES**

The specific objectives of the giving and volunteer assessment were to determine the:

- Perceptions of and attitudes toward St. James Episcopal Church, its strengths and challenges.
- Volunteer leadership readiness to support a Capital Campaign.
- Anticipated gift support from members.
- Positive and negative factors that may have a bearing on the success of a Capital Campaign.
- Climate and timing for a Capital Campaign.
- Definition of the project and information currently available to church members.

## **ASSESSMENT METHODOLOGY**

The Study was designed to elicit feedback from the leadership of St. James Episcopal Church. The participants were reviewed and affirmed by the Vestry and Stewardship Planning Committee and The Rev. Joyce Parry-Moore to reflect appropriate representation from among church membership.

- Sixteen (16) confidential and personal interviews were held (see Appendix I). All interviews were conducted at the church over the months of October 2017. When couples were interviewed, each person's response was recorded separately.
- Each participant was shown the following documents prior to responding to a questionnaire: an overview of the history of St. James Episcopal Church, a Case Statement which articulated the proposed facilities projects and cost estimates. The case statement is attached as an appendix.
- Questionnaires were also disseminated to selected parties not involved in the personal interviews. Questionnaires were mailed to fifty-six (56) households in the church. Respondents were requested to return mail their completed questionnaires to The Enrichment Group. From this group, sixteen (16) written questionnaires were completed, return mailed to The Enrichment Group, and recorded in this Study.
- All mail-in questionnaire participants had the opportunity to review the same documents and materials as noted for the Personal Interviews.
- The same body of questions was presented to all respondents.

## **CRITERIA FOR SUCCESSFUL FUNDRAISING**

**Case for Support** – St. James Episcopal Church must be seen as faithful to its mission, and seek to offer effective ministry. The rationale for the Capital Campaign must clearly reveal how building renovation plans will serve the current ministries of the church, the current membership, and the community. Furthermore, the Case must illustrate how revitalized facilities will enhance St. James Episcopal's mission and ministry for the future, and merit support.

**Volunteer Leadership** – The congregation must be able to identify, recruit and involve committed and capable volunteers who are prepared to provide effective and generous leadership for a Capital Campaign, and who can inspire, and involve the generous support of others.

**Potential for Support** - There must be potential for financial support sufficient to meet the financial targets of a Capital Campaign.

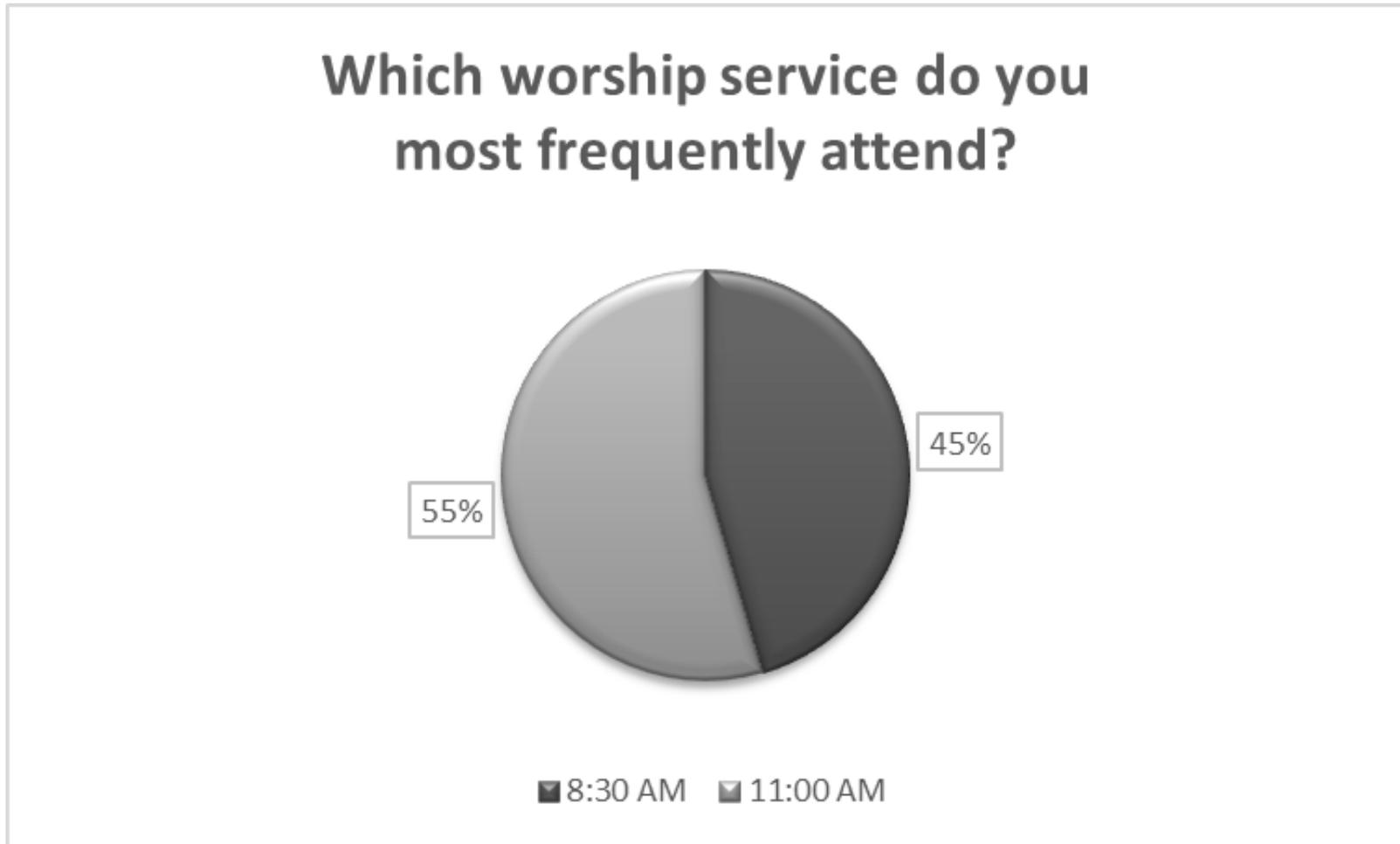
**Internal Preparedness** – St. James Episcopal must be prepared to integrate the intensive work of a Capital Campaign into its ministry life.

## RESPONDENT BACKGROUND INFORMATION



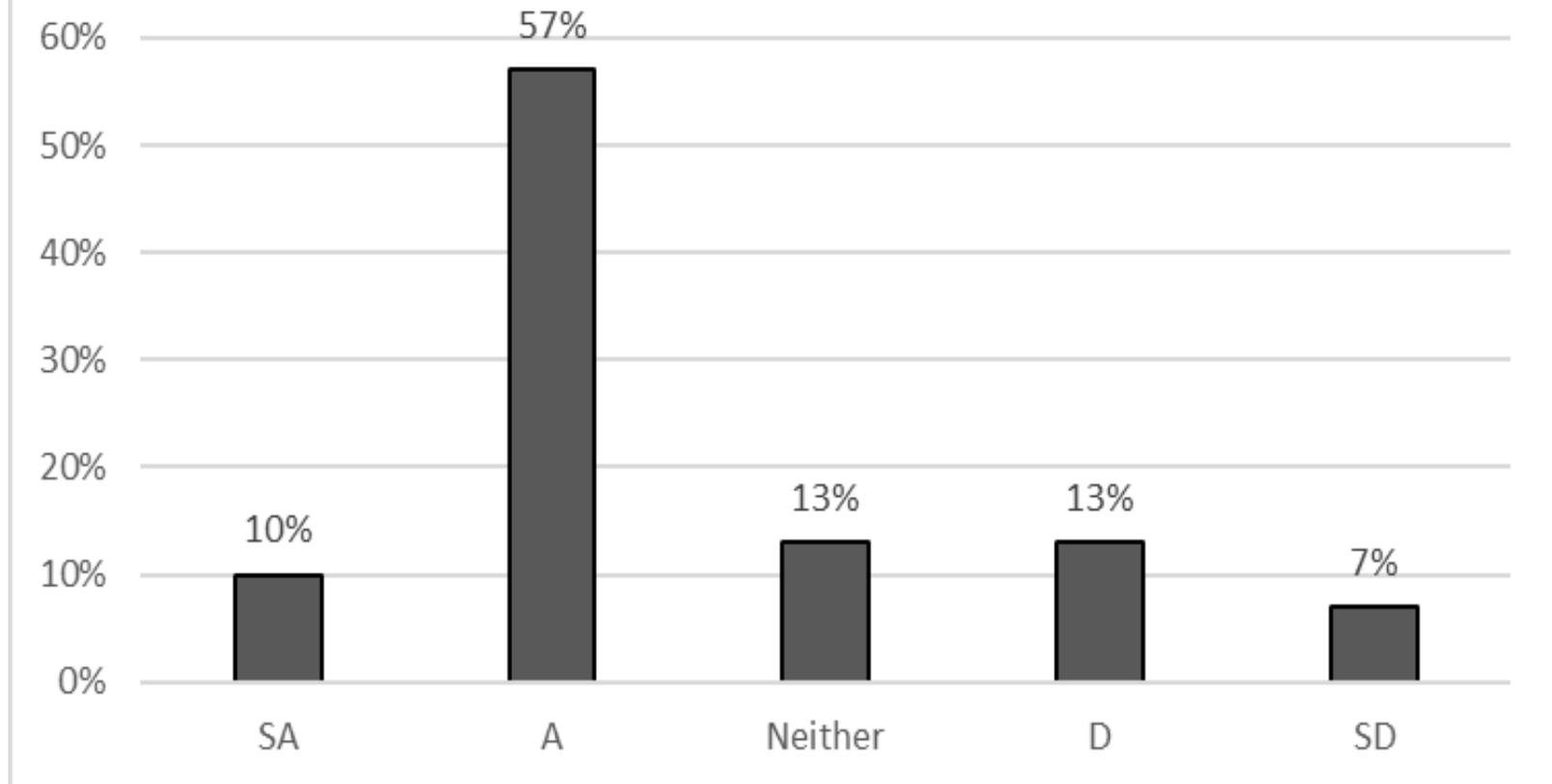
**Note: Both households with children still at home as well as those with grown children were represented. Many respondents reflected on their term of membership with fond recollections of the past, and several indicated a generational legacy within the parish.**

**RESPONDENT BACKGROUND INFORMATION (continued)**



**Note: There was a consistently expressed frustration and dislike from respondents about changes to worship times and format and the perceived lack of process that has led to the changes.**

It is important for St. James Episcopal Church to move forward on a building renovation program.



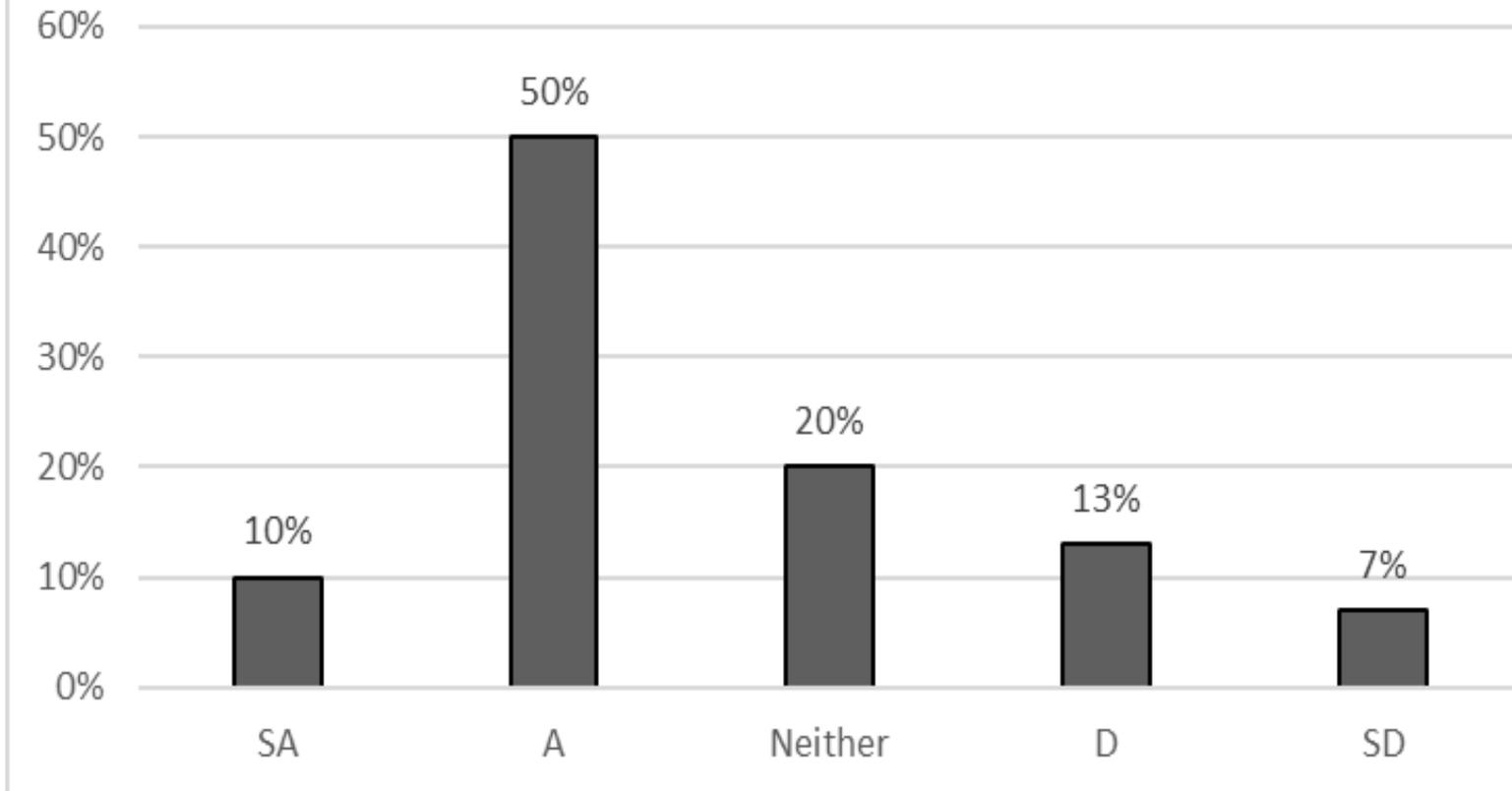
**AGREE = 67%**

**NEITHER = 13%**

**DISAGREE = 20%**

**Note: Overall, respondents resonated most strongly with the deferred maintenance and stained glass refurbishment projects, and some who “disagreed” with accomplishing the entire slate of projects would “agree” to the maintenance and stained glass items.**

## St. James Episcopal Church should move forward with a Capital Campaign.



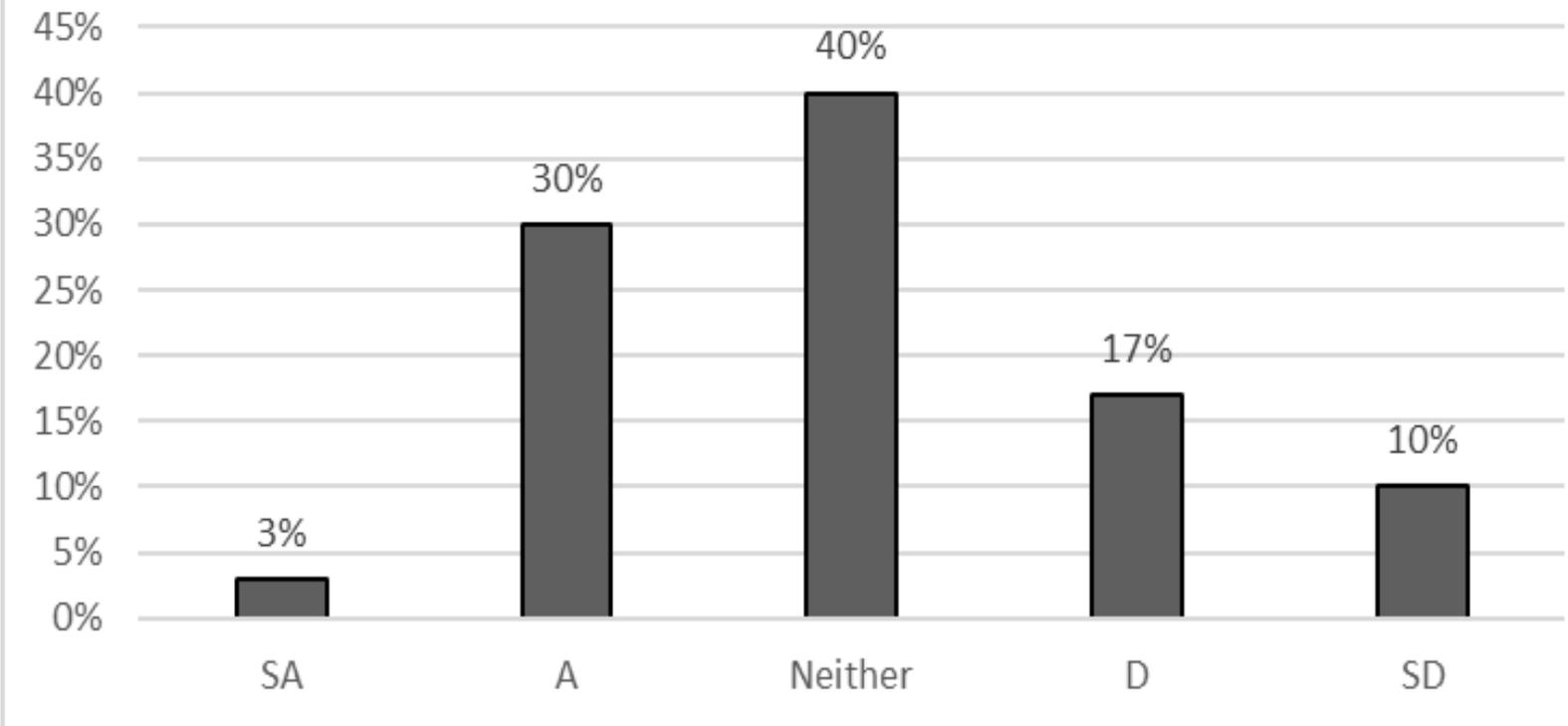
**AGREE = 60%**

**NEITHER = 20%**

**DISAGREE = 20%**

**Note:** Similar to the previous item, the rate of respondent “agreement” would increase if the campaign focused primarily on deferred maintenance and stained glass refurbishment. Concerns about not currently meeting annual budget were raised.

I have been given adequate opportunity to become informed about the costs involved for the proposed projects.



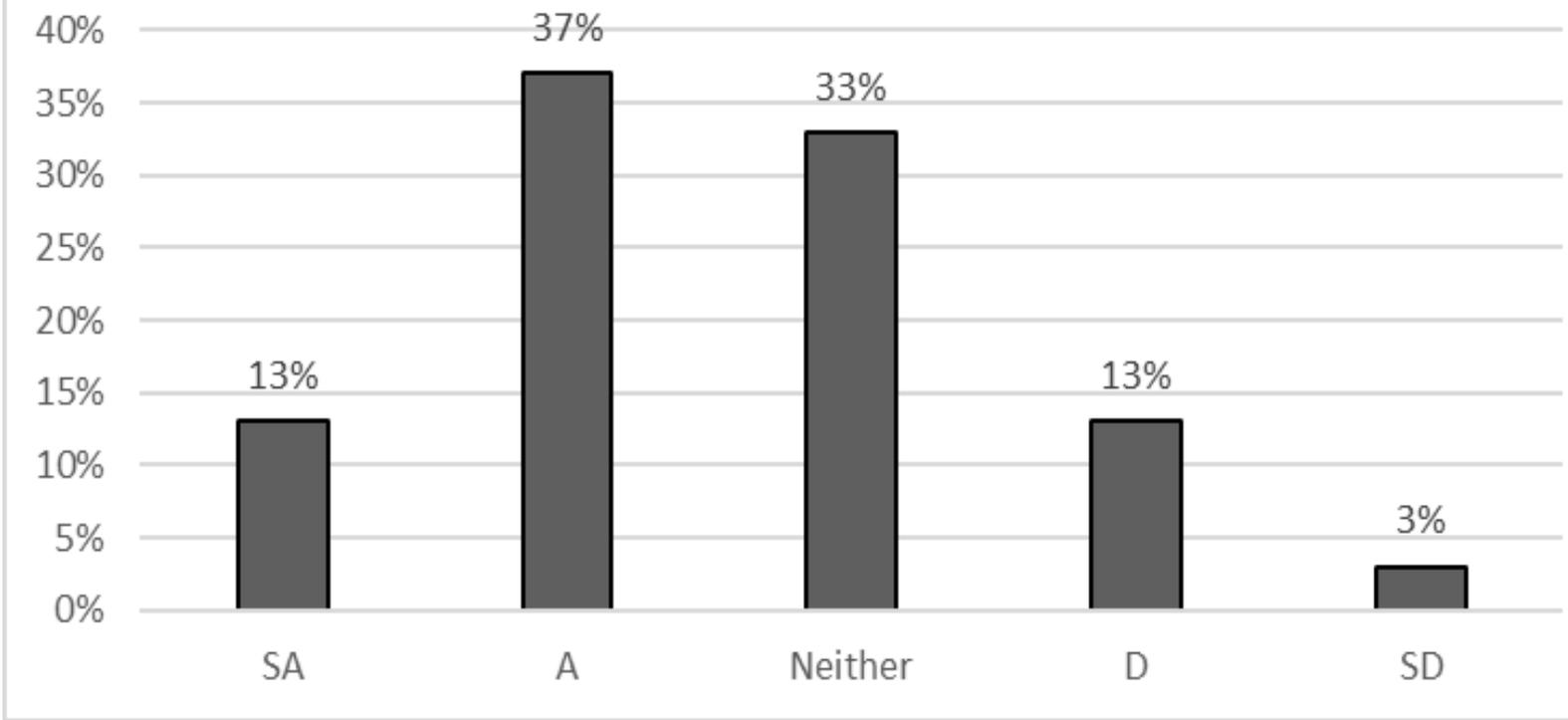
**AGREE = 33%**

**NEITHER = 40%**

**DISAGREE = 27%**

**Note: Lack of exposure to the projects and the opportunity to process information about them clearly colored responses to this statement.**

I feel I know enough about the mission of this church and these projects to make an informed decision regarding my financial commitment.

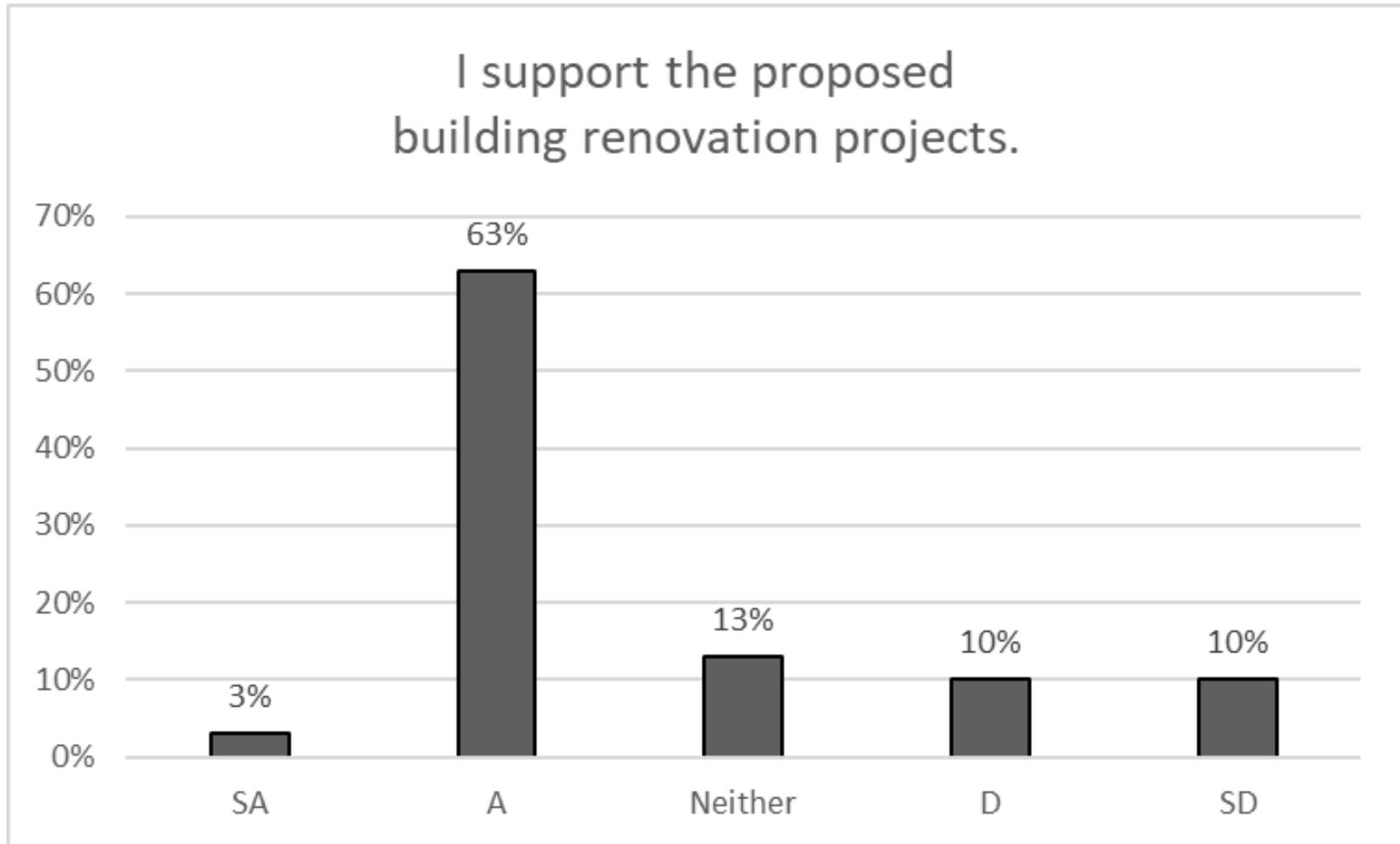


**AGREE = 50%**

**NEITHER = 33%**

**DISAGREE = 16%**

**Note: Similar to the previous item, lack of exposure to the projects and the opportunity to process information about them clearly colored responses to this statement.**



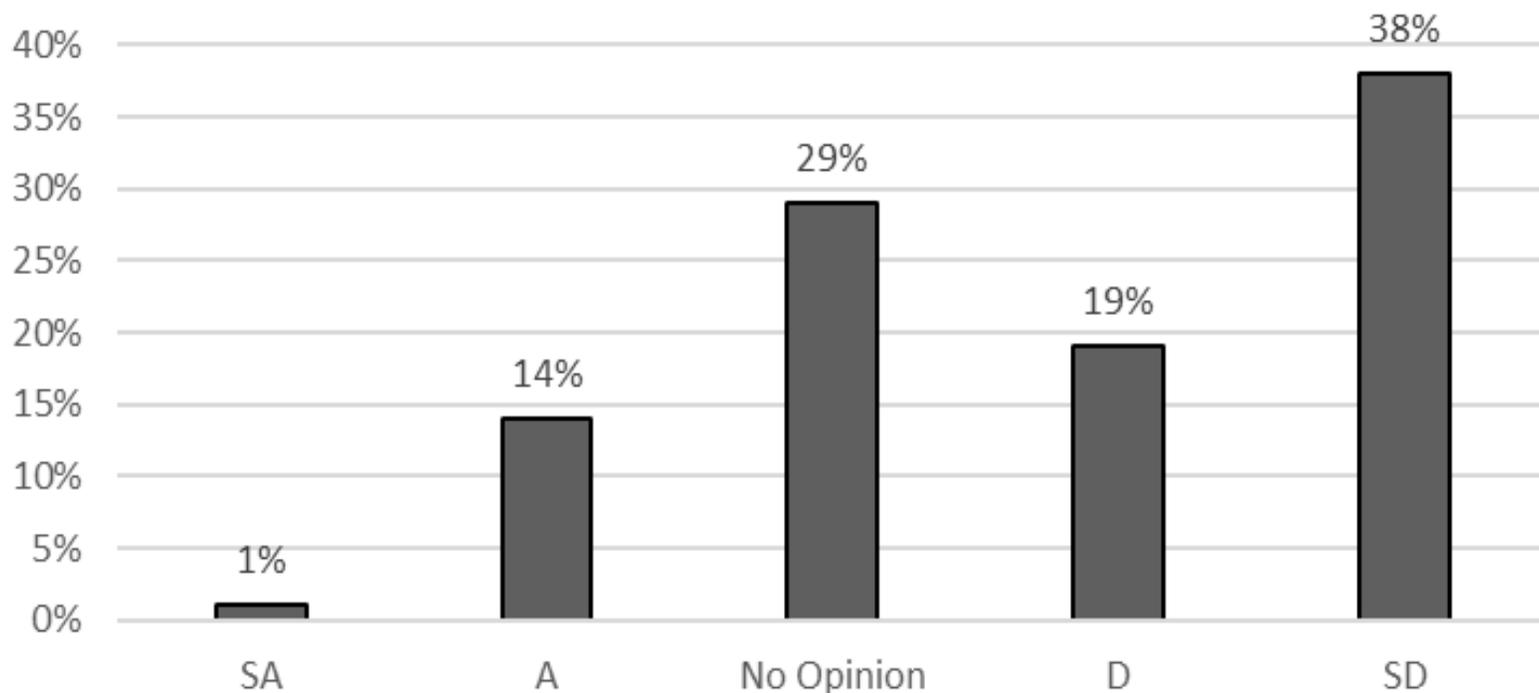
**AGREE = 66%**

**NEITHER = 13%**

**DISAGREE = 20%**

**Note: The “Strongly Agree/Agree” responses were largely qualified with a clear predisposition toward deferred maintenance and the stained glass window refurbishment projects exclusively.**

I feel St. James Episcopal Church should secure a loan in order to undertake the proposed building projects.



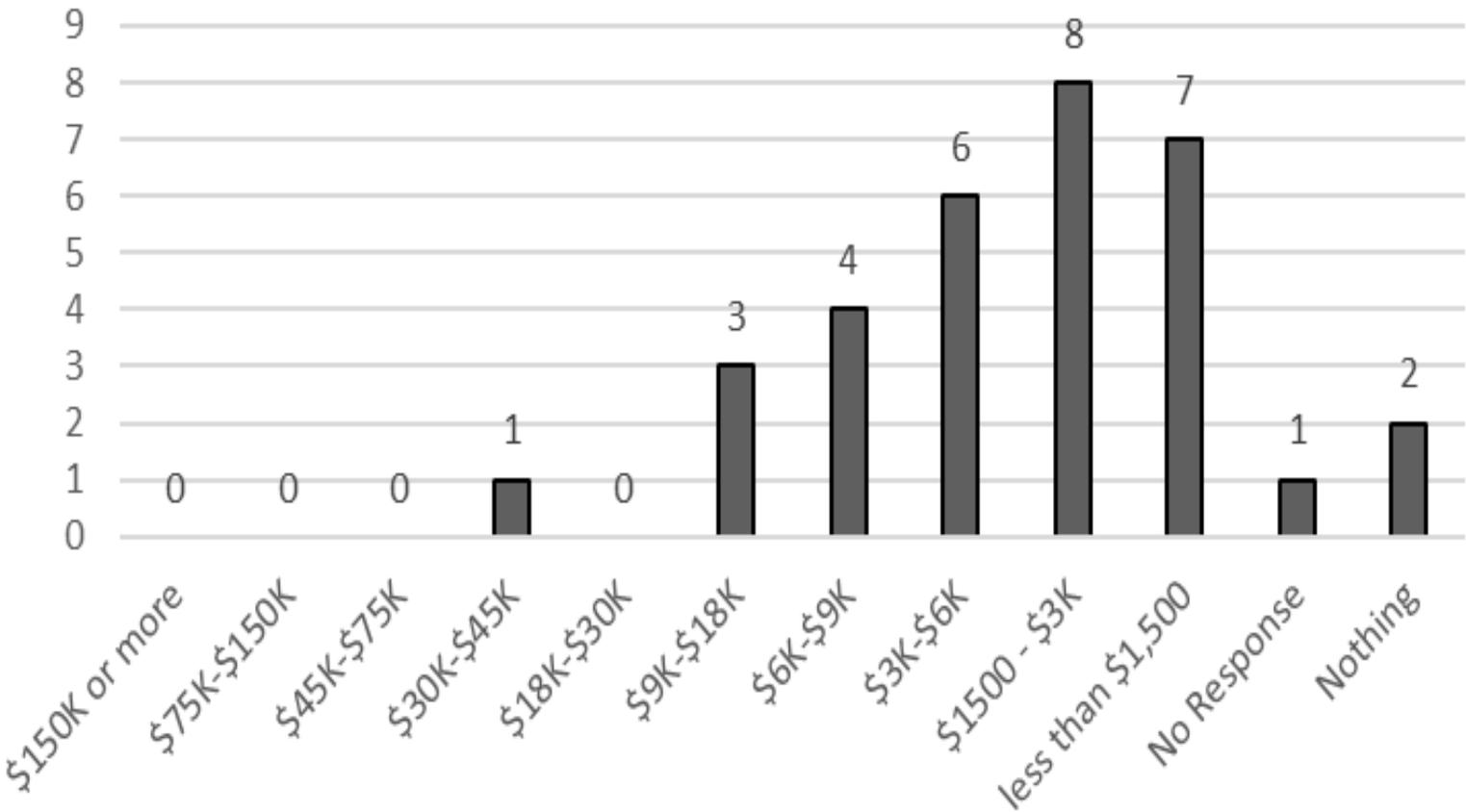
**AGREE = 15%**

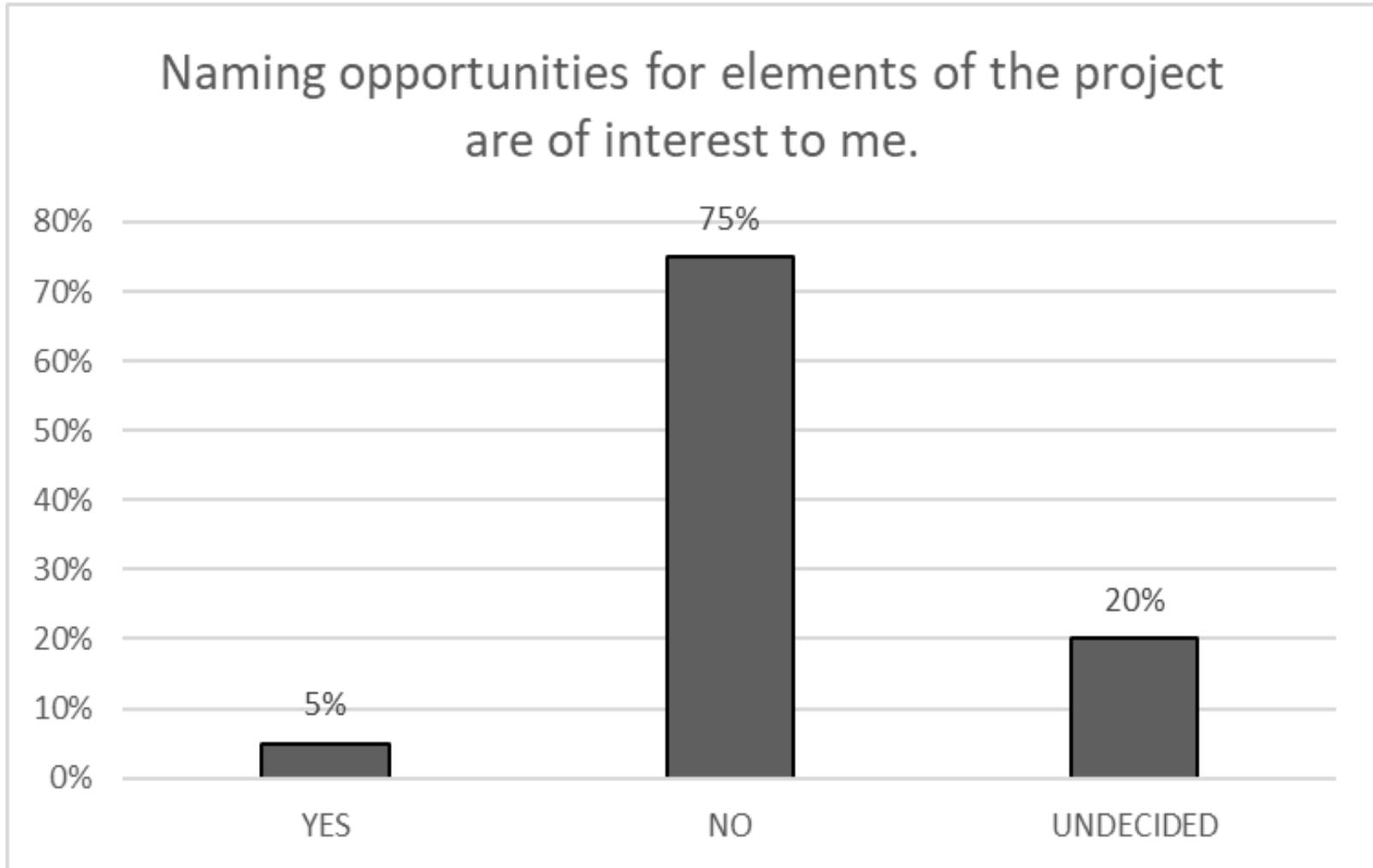
**NO OPINION = 29%**

**DISAGREE = 57%**

**Note: There is an expressed predisposition from the respondent group to avoid indebtedness. Concerns about not currently meeting the annual budget were raised.**

# Estimate of Capital Campaign Financial Commitment





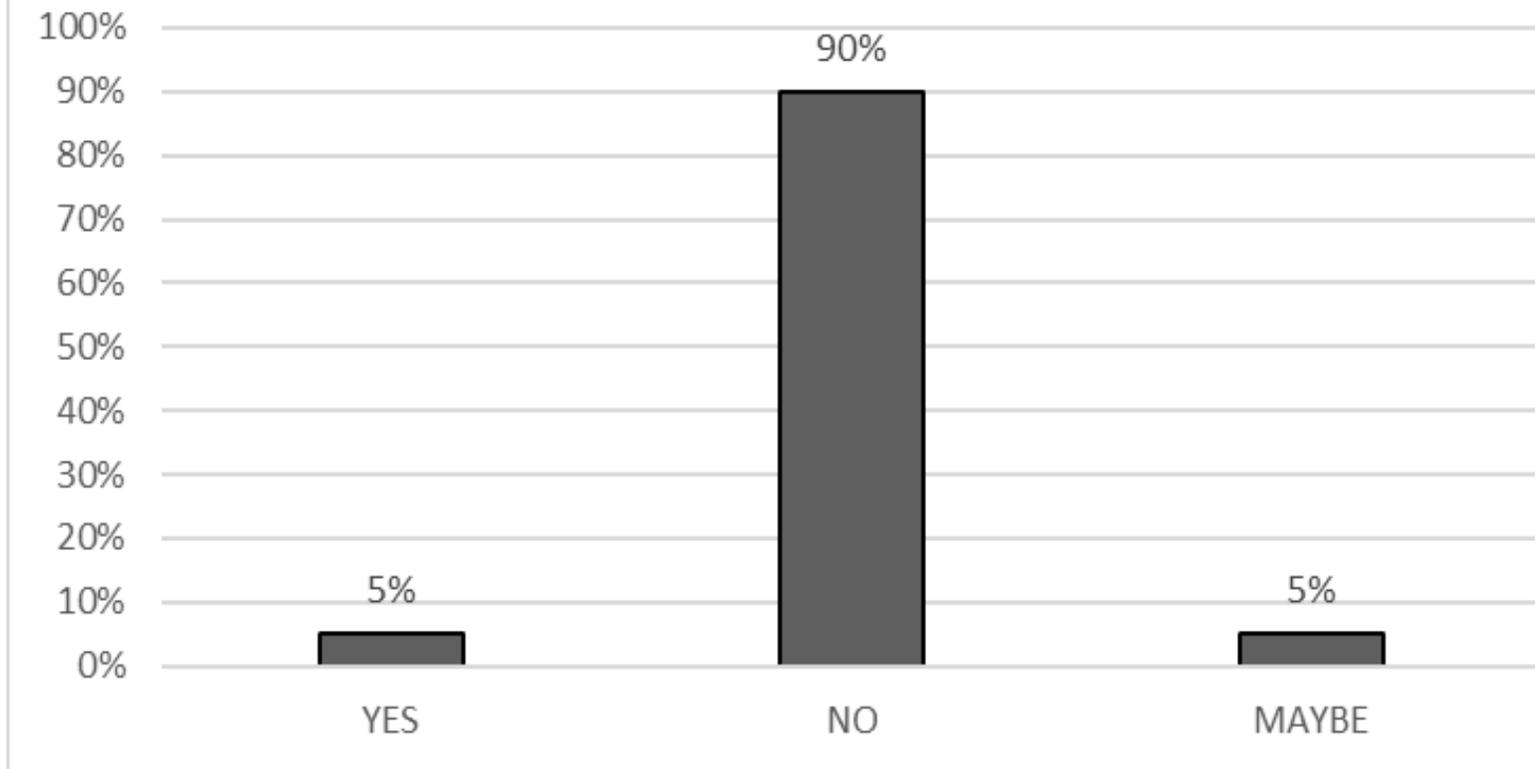
**YES = 5%**

**NO = 75%**

**UNDECIDED = 20%**

**Note: There was no significant interest in naming opportunities, though respondents did not register opposition to the concept.**

I would appreciate help considering how a gift could be made with assets other than cash.

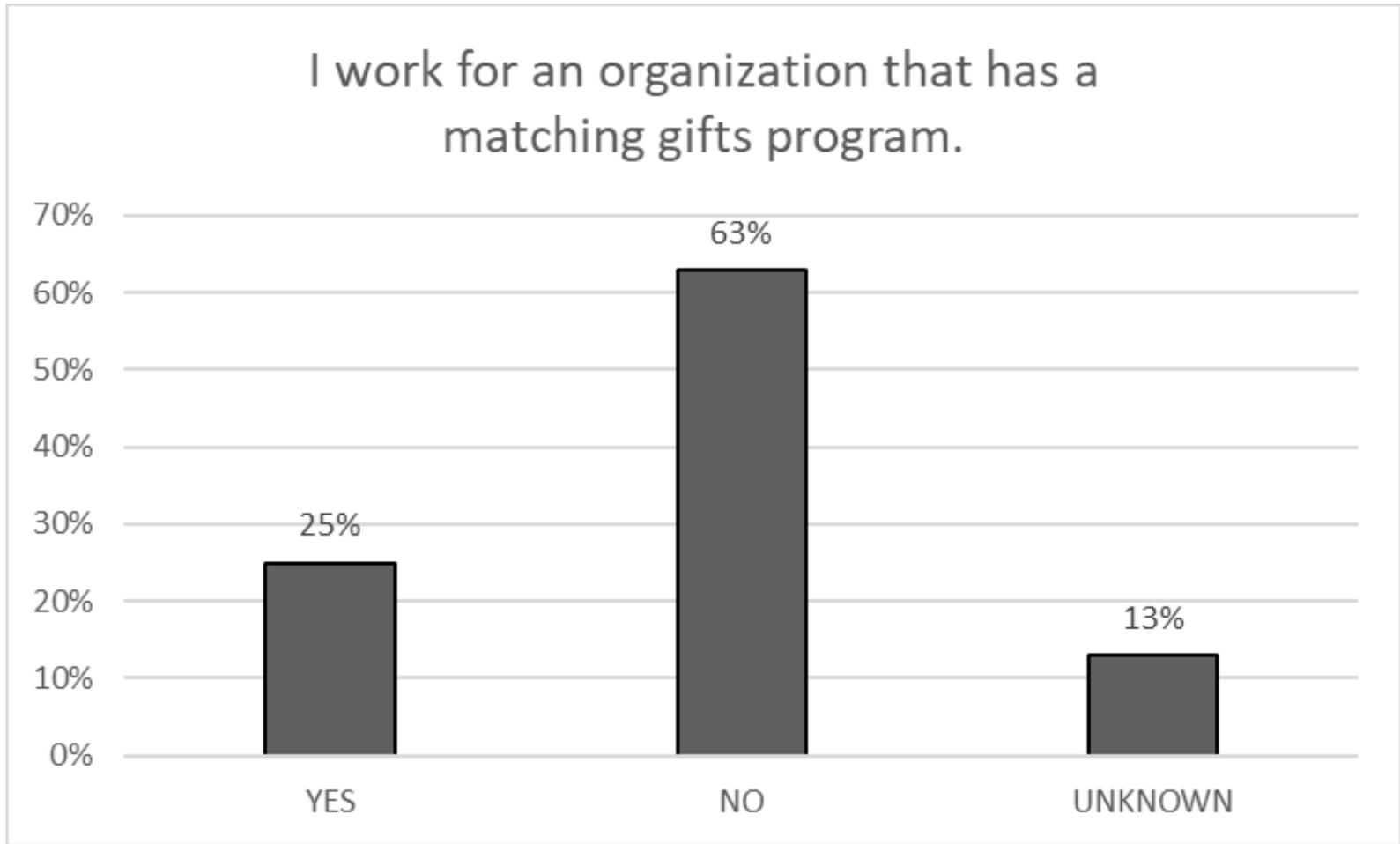


**YES = 5%**

**NO = 90%**

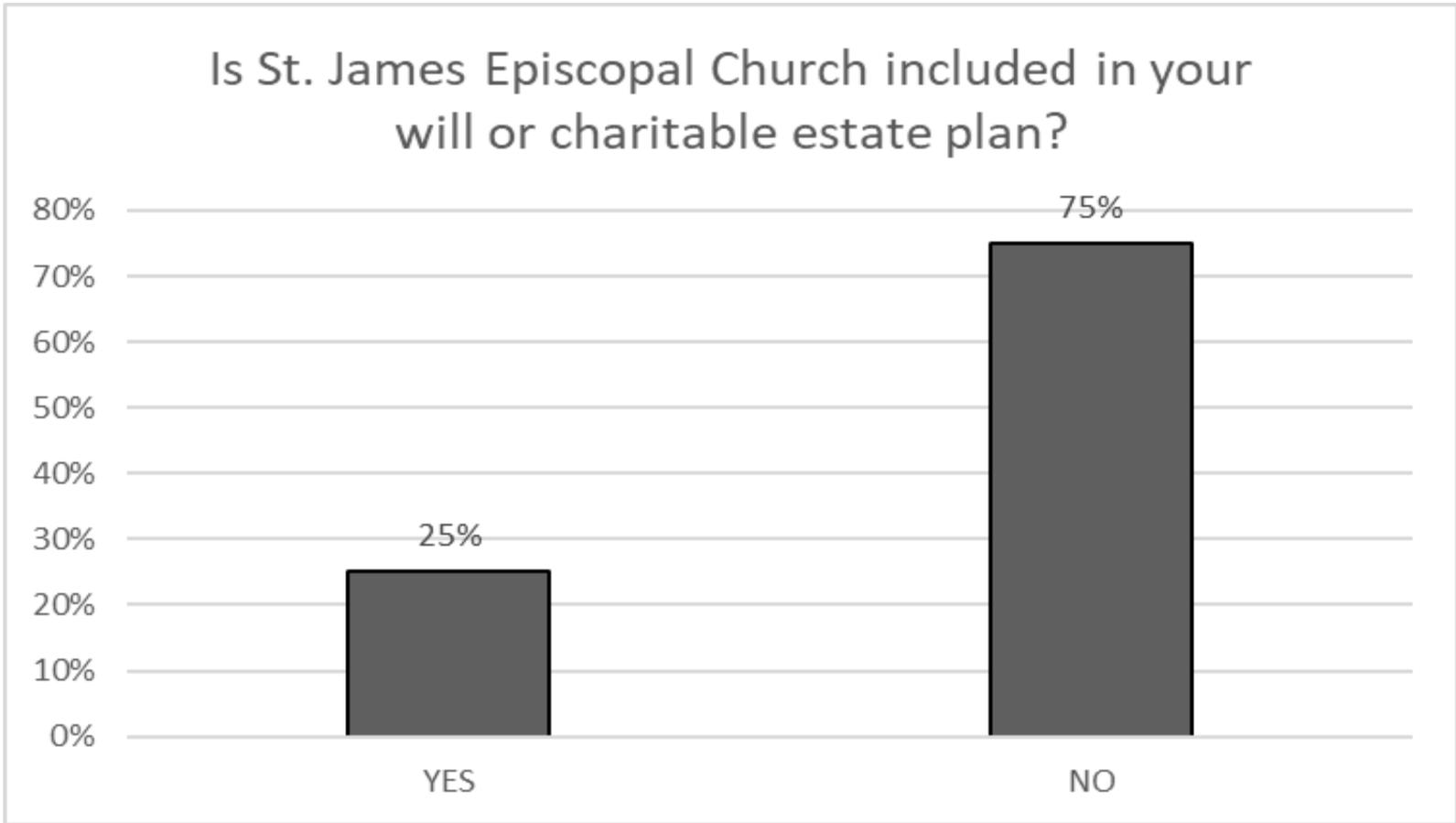
**MAYBE = 5%**

**Note:** Those respondents who indicated they might consider a gift from an asset suggested they already knew how this process would work; however, creative giving strategies and scenarios should always be incorporated into the promotional and educational plan for a capital campaign.



**YES = 25%      NO = 63%      UNKNOWN = 13%**

**Note: Access to a matching gifts program through Boeing was the most commonly cited among respondents; however, matching gifts would most likely only apply to very specific portions of the potential project list.**



**YES = 25%      NO = 75%**

**Note: This is a positive aspect of the membership and one that should be highlighted subsequent to the active phase of a capital campaign. Ongoing Planned Giving work, member education and the celebration of a Legacy Society should follow the initial commitments to the capital campaign.**

## APPENDIX: CASE STATEMENT

### St. James Episcopal Church – Kent, WA Capital Campaign

*To be Christ to the world, just as Jesus was Christ  
to those he encountered in his earthly ministry.  
This is what it means to be the Body of Christ.*

***At St. James, every person is welcome at God's Table.***

St. James Episcopal Church has a wonderful history of ministry in Kent – more than 125 years! Over those years, our church has always been a warm, caring and engaging place for authentic worship, fellowship, Christian education, service to the community, and spiritual growth. Our church family is eager for ministry. As we anticipate the next chapter in the life of our parish, the time is right for us to imagine how we will provide for ministry and service for the years to come.

We are thankful for the dedication of our parishioners over the years, which has provided for the church facilities we currently use. Now, in order to continue our calling as God's people – to truly realize God's dream for us – St. James seeks to strengthen its foundation for ministry by caring for and revitalizing our facilities and creating better opportunities for service and outreach.

- I. **TO TREASURE:** \$100K for Deferred Maintenance (list from Facilities Commission) & Facilities Fund

*These funds are needed for larger repairs that safeguard the structure of our beloved church building -- double paned windows, repaired wiring, insulations, roof repairs for the Thrift Store, etc. We will also use part of these resources to increase our facilities fund that will be replenished over time and used for larger repairs as they occur.*

- II. **TO TEACH AND TELL:** \$100k for our Stained Glass Windows

*These funds will go toward a long-needed refurbishment and shoring up of our inspiring stained glass windows throughout the church. These windows teach the stories of God's people with images, color and light, they tell everyone that we are in a holy place of worship. Without needed capital, we risk losing these treasured works of art.*

III. **TO TEND:** \$400K to refurbish our parish offices and worship space

*Hundreds of people come to our church doors every month -- many are parishioners, and some may not yet worship with us. People visit the offices seeking help, pastoral counseling, or to find a space to hold a service or meeting. Refreshing our offices will make them more welcoming and useful, with spaces for safe and confidential counseling, as well as efficient workspaces, updated technology and phone system, and an inviting reception area.*

*Additionally, we would like to update the carpet in the Great Church, install ceiling fans to improve air flow, and create a family-friendly and flexible area in the worship space for smaller services, in order to make our worship space more inviting.*

IV. **TO TRANSFORM:** \$400K to transform our back property into a Community Outreach Center

*Our Thrift Shop and Outreach Office already bring many community members to our large church campus. Other community partners -- the social service organizations who work with Outreach, the Kent Meridian Coop Preschool, various recovery groups -- also network with us to expand our reach of wellbeing. With an infusion of capital, we could transform our currently neglected portable classroom and the land around it into an Outreach Center, with inviting classroom and meeting spaces, areas for children to play, a garden, and space for Outreach programs, classes and services.*

As a sign of unity within our Diocese, and to support a vital resource and witness in our region, our Vestry has also committed to making a tithe (10%) gift of the proceeds of our capital campaign to the restoration work currently underway at St. Mark's Episcopal Cathedral in Seattle.

**Total Capital Requests: \$1.1 Million**

Accomplishing these projects will ensure a vibrant and welcoming church home for those who are here now, and those who will come, and help extend the reach of God's love to do the work God has entrusted us to do, realizing Christ's vision for us.