

# **FEASIBILITY STUDY REPORT**

**For**

**THE EPISCOPAL CHURCH OF THE HOLY CROSS**

**REDMOND, WASHINGTON**

Prepared By



Marc Rieke, Senior Consultant

January 24, 2007

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The Rev. Jim Eichner  
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Dear Rev. Eichner:

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 Holy Cross 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 2006. 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 exceptional and conscientious leadership throughout the Feasibility Study process, as well as the consistent support of your church office staff members Carmella Wolfgang and Laurie Fetty. I also thank the Feasibility Study Advisory Committee who gave input to the Study process: Carl Colegrove, Sue Dimmitt, Jim Ferguson, Sheila McDaniel, and Joyce Roderick. This group guided the development of the Case, the questionnaire and selected those who were to be part of the study.

It has been a true delight and blessing to become better acquainted with the members of Holy Cross, and to work in partnership with you on behalf of the ministry of the church. It has been my pleasure to have guided this project for Holy Cross Church. I look forward to the opportunity to continue our work with you to implement these recommendations.

In Christ,

Marc Rieke  
Senior Consultant

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## EXECUTIVE SUMMARY AND RECOMMENDATIONS

The Enrichment Group is grateful to The Episcopal Church of the Holy Cross for the opportunity to be a partner in the Feasibility Study for a Capital appeal. We make the following observations and recommendations:

1. Holy Cross Church has a 30+ year history of ministry within the Redmond community, 25 of those years on your present site. In that time, Holy Cross 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 Holy Cross Church for its welcoming and caring nature. People appreciate the opportunity to be fed spiritually in worship, and in the strong relationships they keep in this Christian community. There is also affirmation for the importance of a continuing healthy Episcopal church presence in the Redmond community.
2. Rev. Jim Eichner has the strong confidence of those interviewed. People attribute the current vitality of the church and the potential for attracting new members to his leadership. Similarly, 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. This fact is somewhat clouded by recent experiences by the membership with regard to annual stewardship efforts in past years which have fallen short of their target. 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. The recent increase in pledges due to an intentional and purposeful annual stewardship campaign (fall 2006) should be celebrated and used as a benchmark, both for the type of leadership needed for success in fund development efforts, as well as for the manner of response and potential for growth that can be anticipated from the congregation.
3. Holy Cross Church should charge the Long-Range Planning Committee to review the initial building plan concepts that have been developed so far. The purpose of the review would be to address questions and concerns about the size and scope of the proposed building plans. While there is clearly affirmation for investing in the church facilities, and specifically as they enhance the worship life of Holy Cross, there was expressed concern on the part of those surveyed regarding the urgency of need for such a significant project. The Long-Range Planning Committee should consider possible refinements to the proposed projects, and work to build a compelling case which articulates the urgency of need for building and renovation.

4. Holy Cross should continue to strengthen 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. Holy Cross 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, Holy Cross should continue its discussions, planning and communication regarding the annual budget always in the context of the mission, drawing a consistent link between the funded activities of the church and the ways in which these serve the work of ministry for members, and those outside the walls of Holy Cross.
5. Communication regarding the results of this Study and future plans for a capital campaign need to continue to be congregation wide, spreading beyond committees, 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.
6. Based on this Study, there is evidence of a strong volunteer base to give leadership for a capital campaign. Responses regarding potential campaign leadership yielded recommendations for more than 55 persons. 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, more than 25 interviewees volunteered themselves to help in one or more ways on a capital campaign. Capital campaigns provide wonderful opportunities for people to get involved in a coordinated, well-organized effort. Volunteers get excited about working on a vital team that is able to accomplish great goals within a 4-6 month period.
7. The climate for a campaign at Holy Cross Church is positive. Holy Cross Church is a congregation with representative affluence and wealth. While the congregation is composed of people with varying financial capacity and inclination to support an ambitious campaign, there is significant financial capability among the church members from both income and assets, as identified in traditional affluence/wealth sectors: retirees, executives, entrepreneurs, and professionals. King County has a high employment rate (95.5%) as does the Redmond community (96.1%). In 2003, the average annual household income in Redmond was \$103,000. Additionally, among our interviewees and questionnaire respondents no one identified competing campaigns that would impede their contributions to a campaign for Holy Cross Church. While there were comments about “other needs,” no one mentioned that their personal giving would be significantly impacted by other charitable/philanthropic commitments and pledges in place at this time.

8. Holy Cross Church should proceed with a capital campaign within the next year. There is clearly an expressed desire to address the potential for growth—both in terms of ministry programs as well as in terms of the facilities to serve such programs—as a reflection of the growing community around Holy Cross. People clearly acknowledge that Holy Cross exists in a region that is rapidly expanding, and seeks to discern how best to serve this increasing population. Holy Cross has invested significant time and effort on the issue of facilities renovation and expansion to this point. Additionally, Holy Cross experienced an initiative for building several years ago which was not affirmed at that time. To fail to capitalize on the current interest and momentum at this point in time will hamper the church’s ability to grow for service in the future.
  
9. Two potential six-figure lead gifts were indicated in the Study. Typically, when a community has evidence of substantial lead gifts, these givers and gifts inspire others to give generously, and even sacrificially. Among those specifically polled in this study there is the possibility for gift support ranging from \$580,000 to \$1,050,000. The Enrichment Group estimates that Holy Cross Church has the capacity to raise pledges between \$750,000 and \$1,300,000 (pledged over 3 ½ years) in a strong capital campaign, provided the questions and concerns raised in this Study are adequately considered and addressed.
  
10. Only fifteen (15) percent of those interviewed have included Holy Cross Church in their charitable estate planning. Holy Cross should become proactive in its planned giving effort (endowment) to encourage members to include the church in their estate plans. Support and advisement for this work would be a portion of the service from The Enrichment Group as part of a capital campaign effort.

## **ASSESSMENT OBJECTIVES**

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

- Perceptions of and attitudes toward Holy Cross Church, its strengths and challenges.
- Volunteer leadership readiness to support a campaign.
- Anticipated gift support from congregation 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 Holy Cross Church. The participants were reviewed and affirmed by the Feasibility Study Advisory Committee to reflect appropriate representation from among church membership.

- Twenty-three (23) confidential and personal interviews were held with a total of 36 individuals (see Appendix I). Interviews were conducted at the church on the following dates: October 16, 25, 30, November 3, 12 and 15, 2006. When couples were interviewed, each person's response was recorded separately.
- Each participant was shown the Mission and Purpose Statements for Holy Cross Church, the Building Project Concept drawings, and a Case Statement to consider prior to answering the questions. (Appendix II)
- The Enrichment Group also disseminated questionnaires to selected parties not involved in the personal interviews. Questionnaires were mailed to thirty-seven (37) households in the church. Twenty-four (24) written questionnaires were completed, returned, and recorded.
- All mail-in questionnaire participants had the opportunity to review the same materials as noted for the Personal Interviews. (Appendix II)
- The Feasibility Study Advisory Committee was composed of Fr. Jim Eichner, Carl Colegrove, Sue Dimmitt, Jim Ferguson, Sheila McDaniel, and Joyce Roderick. They reviewed the development of the Case Statement and the Questionnaire, and affirmed those who were to be part of the Study.

## **CRITERIA FOR SUCCESSFUL FUNDRAISING**

**Case for Support** – Holy Cross Church must be seen as faithful to its mission, clear in its vision, and strong in providing an effective ministry to the community. The rationale for the campaign must clearly reveal what new facilities are planned. Furthermore, the Case must illustrate how new and refurbished buildings will enhance Holy Cross Church’s mission and ministry, and merit significant 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 the 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** – Holy Cross must be perceived by its members to possess the strength of leadership and the capacity for sound ongoing financial support to the annual operating ministries of the church. Holy Cross Church must be prepared to integrate the intensive work of a Capital Campaign into its ministry life at an appropriate time in the cycle of the church year.

## RESPONDENT BACKGROUND INFORMATION

**1. How long have you been active at Holy Cross Church?**

**FINDINGS:**

Responses ranged from “less than 5 years” to “more than 30 years.” The median response fell in the range of 10-15 years of participation at Holy Cross.

**2. How many people in your household? Ages of children?**

**FINDINGS:**

Responses varied, and ranged from single individual households, to those with seven in the home. 61% of respondents had children still living at home with them.

**3. What do you do with your daytime hours?**

**4. Job title(s)?**

**5. If retired, what was your occupation? Employer?**

**FINDINGS:**

Responses varied. Approximately 24% of respondents stated that they were retired. Those who were employed indicated careers primarily in professional fields (business, teaching, etc.). A few responded that they were self-employed.

**6. Do you have children/grandchildren involved at Holy Cross and/or attending the preschool at this time?**

**7. Do you have children/grandchildren who have been involved at Holy Cross and/or have attended the preschool in the past?**

**FINDINGS:**

42% of respondents indicated that they either had children active at Holy Cross at the present time, or had their children involved at some point in the past.

**8. Did you participate in the Needs Assessment process in the spring of 2006?**

**FINDINGS:**

76% of respondents indicated that they had participated in either a survey and/or a focus group in the spring of 2006.

**9. What would you tell a neighbor looking for a church home and/or preschool about Holy Cross?**

<b>Comments</b>	<b>Total Mentions</b>
Great Priest/Inspirational Rector	14
Very social parish - vibrant, friendly and enthusiastic	10
Loving, spiritual family – great, caring people in our church	11
Children’s Christian Education/Youth Program	11
Family-oriented church with programs for children and youth	9
Preschool is one of the best in the area	9
Informal, welcoming place – open to all - supportive	8
Good mix of old and new formats for worship – meets worship needs	8
Small, intimate church feel - like knowing people in our church well	5
Beautiful music in worship (choir, etc.)	4
Excellent preaching/sermons – practical and personal applications	4
Good opportunities for, and involvement in outreach activities	4
Personal connection	3
Great staff	3
We are a growing congregation	3
Strong seniors group	1
Dedication of our members’ time and talent to the church	1

**FINDINGS:**

**Those surveyed love and are dedicated to Holy Cross Church. Specifically, they express appreciation for the pastoral leadership of Rev. Jim Eichner, and for the caring and loving atmosphere of the church. They value the sense that Holy Cross is a place of welcome and connection, and that people can be easily known within the church. They also strongly acknowledge the excellence of the Best Beginnings Preschool, and the growing strength of the Children and Youth programs at Holy Cross. Respondents indicate that worship and music is a further strength of Holy Cross. Finally, people stated their interest in seeing outreach ministries continue as a strong theme.**

**10. What are the STRENGTHS of Holy Cross Church, as we consider an upcoming Capital Campaign?**

<u>Comments</u>	<u>Total Mentions</u>
Energy of the congregation – level of commitment and dedication to Holy Cross	13
Growing community – areas surrounding our church – opportunity for growth	10
Youth program – Christian Ed. programs	10
Excellent Rector, good leader - fabulous preaching	10
Economic/Financial capacity of members	6
Expertise of many members – strong leadership potential	4
Warm, positive congregation – welcoming – family-oriented	4
Good Preschool - Leverage Preschool for campaign	4
Excellent music, worship	3
Opportunities for outreach	3
Open to change as a parish – open to input	3
Good building plan and vision	2
Asset of our land	2
Traditional church	2
People who want to expand this church	1
Members who want a church that feels like a church	1
Growing small group ministry programs	1
Good programs for seniors	1
Comfortable church in which to be a member	1

**FINDINGS:**

**Respondents indicated the overall vitality Holy Cross and the devotion of its membership as one of the strongest assets of the church. They also acknowledge the growing community around the church, and view this as a genuine “mission field” to which the church should minister, and continue to attract new membership. People are pleased by the strength of the Children and Youth Christian Education programs at Holy Cross, the high quality of pastoral leadership, the excellence of the Preschool. Regarding a possible capital campaign effort, people readily acknowledge the potential for generous giving within the membership, and the capacity for good leadership in such an effort.**

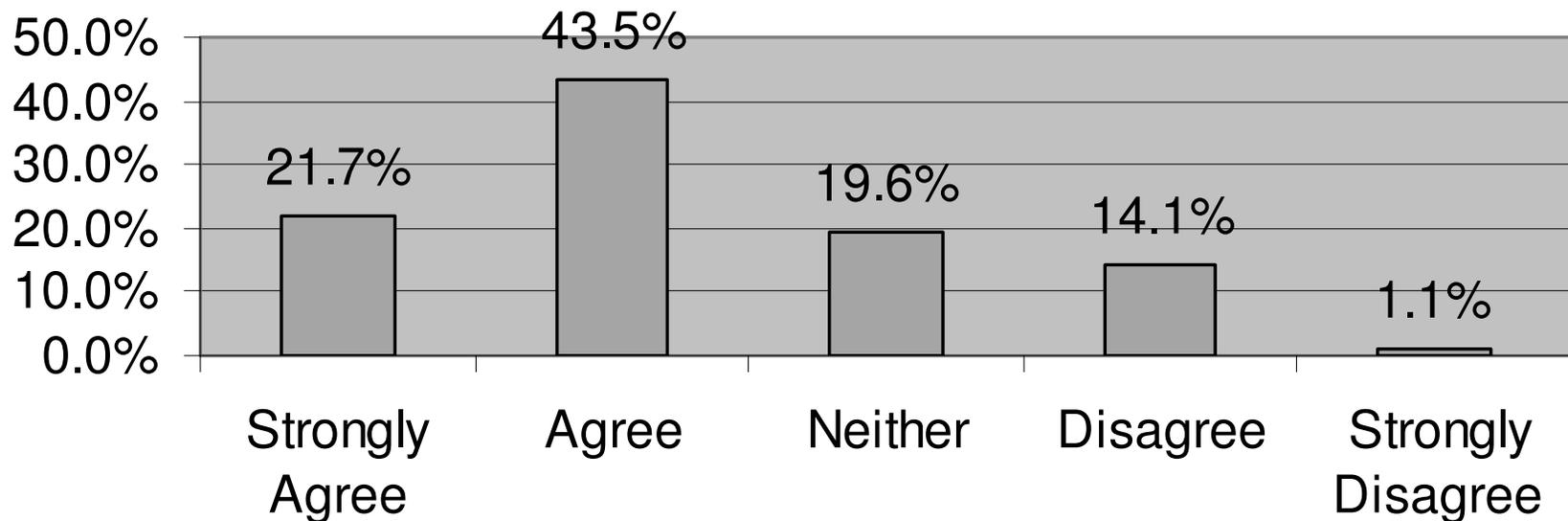
**11. What are the CHALLENGES of Holy Cross Church, as we consider an upcoming Capital Campaign?**

<u>Comments</u>	<u>Total Mentions</u>
Sustaining current operating funds – have struggled in the past – weak annual stewardship efforts	11
Raising funds for a building program	9
Convincing people of the need - Does growth potential warrant such an expansive project?	9
Role of the Diocese – connection to ECUSA – division within the Episcopal Church	8
General Stewardship development – timid in this area	5
Not a lot of wealthy people in our church	4
Dedication of membership	4
Campaign leadership	3
Bad previous experience with building program proposals	2
Existing debt	2
Some members may not want the church to grow/change	2
Stable or declining membership – turn over in membership	2
New debt capacity	1
Better targeted group of outreach activities that are cost effective	1
Develop a facility that increases community use	1
We are a growing church!	1
Length and timing of a campaign	1
Change in worship service times may be keeping some people away	1
Running out of room in our facilities	1
Communication about our ministries and funding challenges	1
Good traditional music/worship, but not very energetic	1
Not much to draw in post-high school and college-aged young adults	1

**FINDINGS:**

**Concern about the weakness of past annual stewardship efforts and the overall funding needed for a significant building initiative were the top challenges which were expressed. Additionally, building a sense of need and urgency within the membership for this project was noted. Several respondents indicated on-going concerns with the issues with the ECUSA, and the potential for division within both the local and national church. The need for continued development of general stewardship efforts was noted as well, as were some concerns about indebtedness and the potential for resistance to growth and change as a church from some members.**

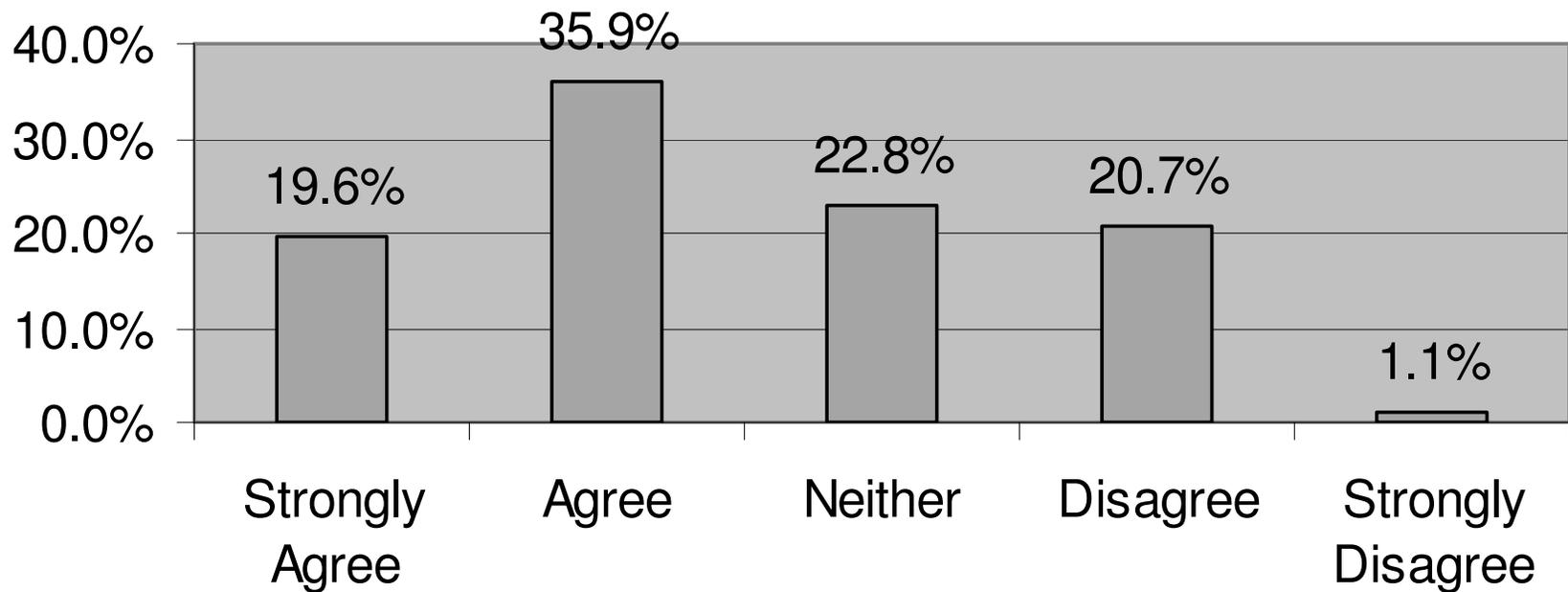
## 12. It is important for Holy Cross to move forward by embarking on a new building program.



### FINDINGS:

65% of respondents either “strongly agreed” or “agreed” with this statement. There was clearly an understanding that some form of building should occur to further the work of ministry at Holy Cross. Some concerns were raised about the size, scope and cost of the proposed building projects, and questions were asked about the possibility of focusing on renovation of existing facilities to accommodate future growth.

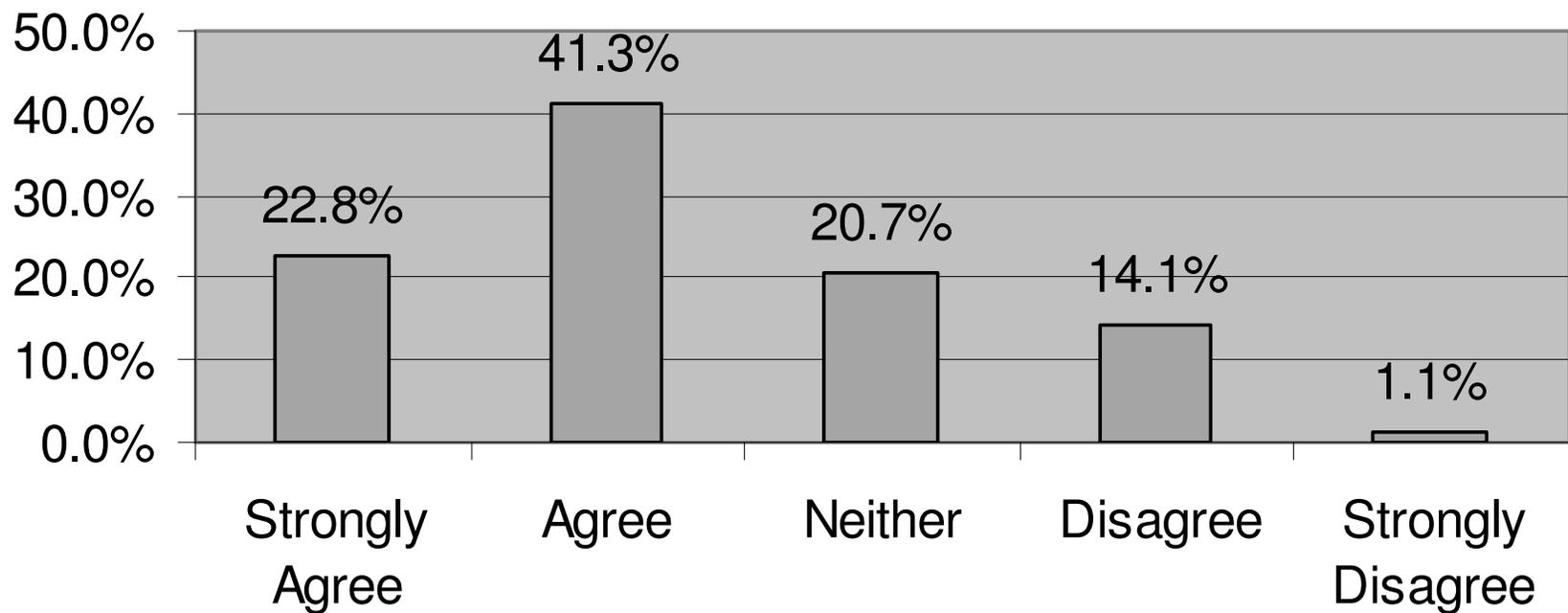
### 13. It is important for Holy Cross to begin building soon, breaking ground in 2007 or 2008.



#### FINDINGS:

A fairly slim simple majority (55%) either “strongly agreed” or “agreed” with this statement. While, again, there was a sense that some form of building initiative may be needed, the immediate urgency of such a project was uniformly affirmed. Notably, a fairly high number of respondents registered that they neither agreed or disagreed with the statement, and 22% disagreed with the statement.

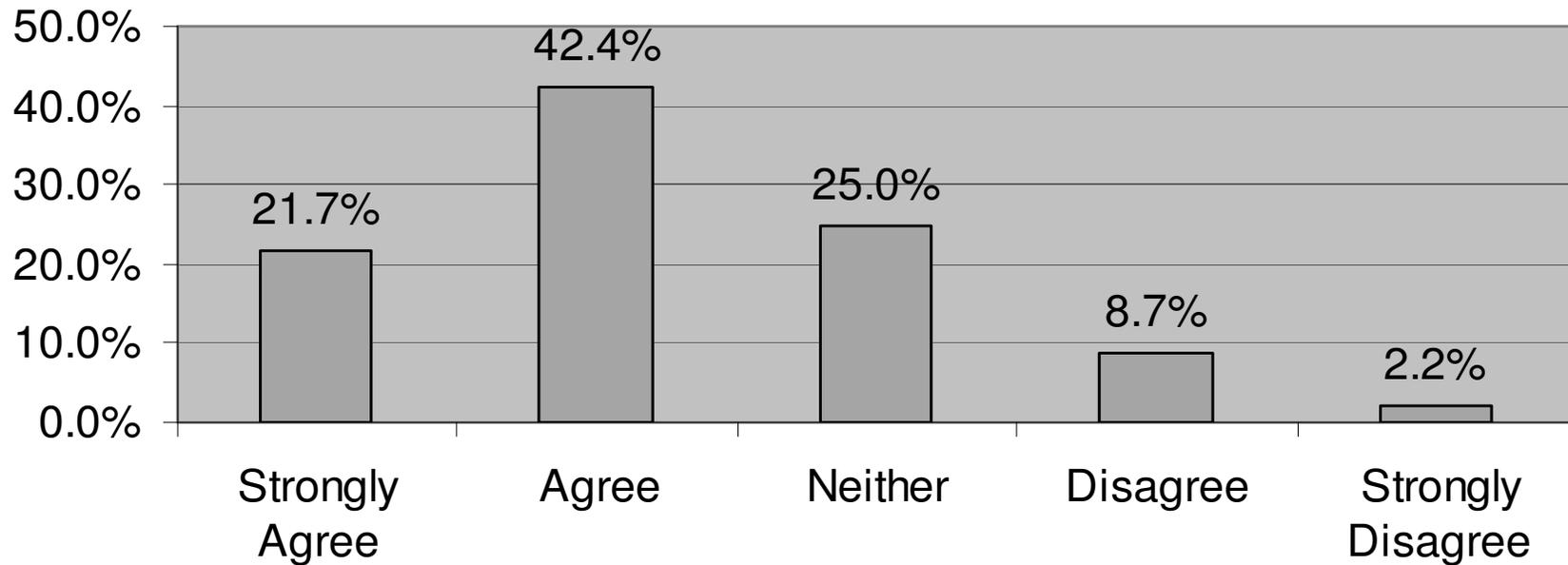
**14. Holy Cross should move forward as soon as possible with a Capital Campaign to fund the building plans.**



**FINDINGS:**

While a majority (64%) of respondents responded positively to this question, there was a notable need for more information and clarity by several respondents as noted by the 21% response of “neither agree nor disagree.”

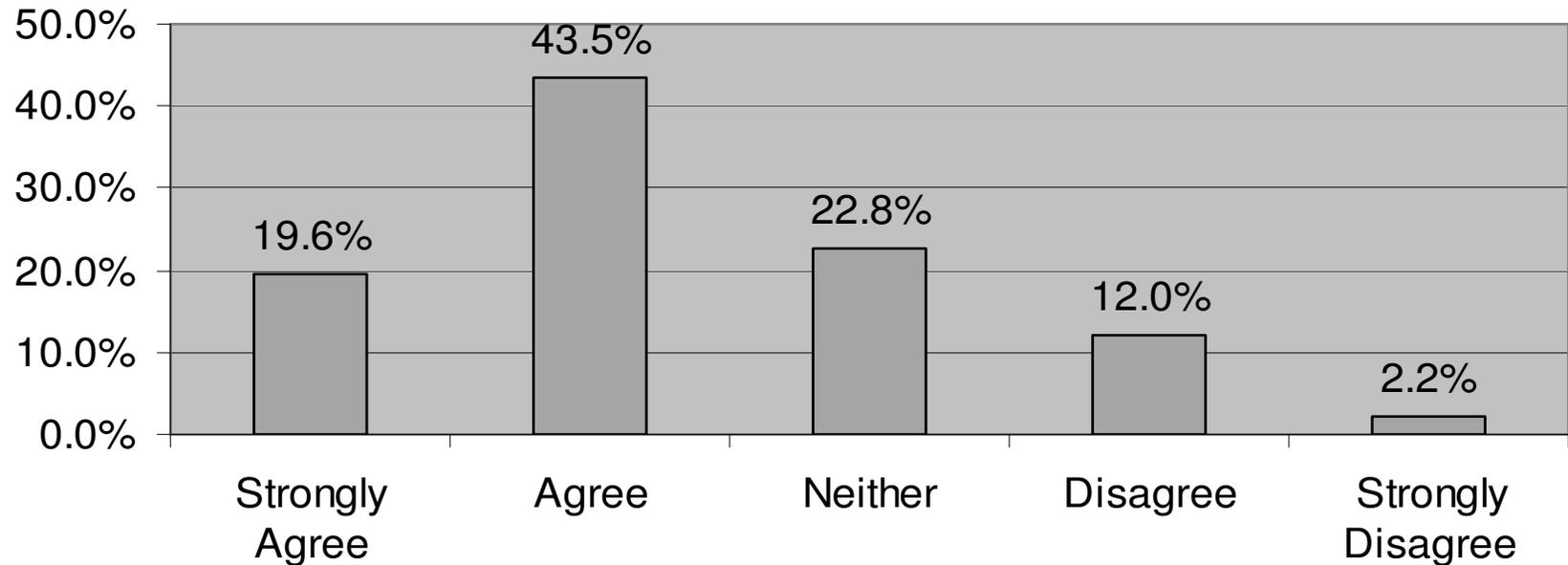
## 15. I/We have been given adequate opportunity to become informed about the funding needs of Holy Cross.



### FINDINGS:

**64%** of participants strongly agreed or agreed with this statement indicating that they had a good understanding of the funding needs of the church both in terms of annual operating costs as well as a sense of the financial need for a significant building program. Again, however, there was a fairly high number (25% in the “neither agree nor disagree category, and 11% in the “disagree” or “strongly disagree” categories) whose response suggests a need for further information. Concerns were expressed about the Diocese assessment and past weak annual stewardship efforts.

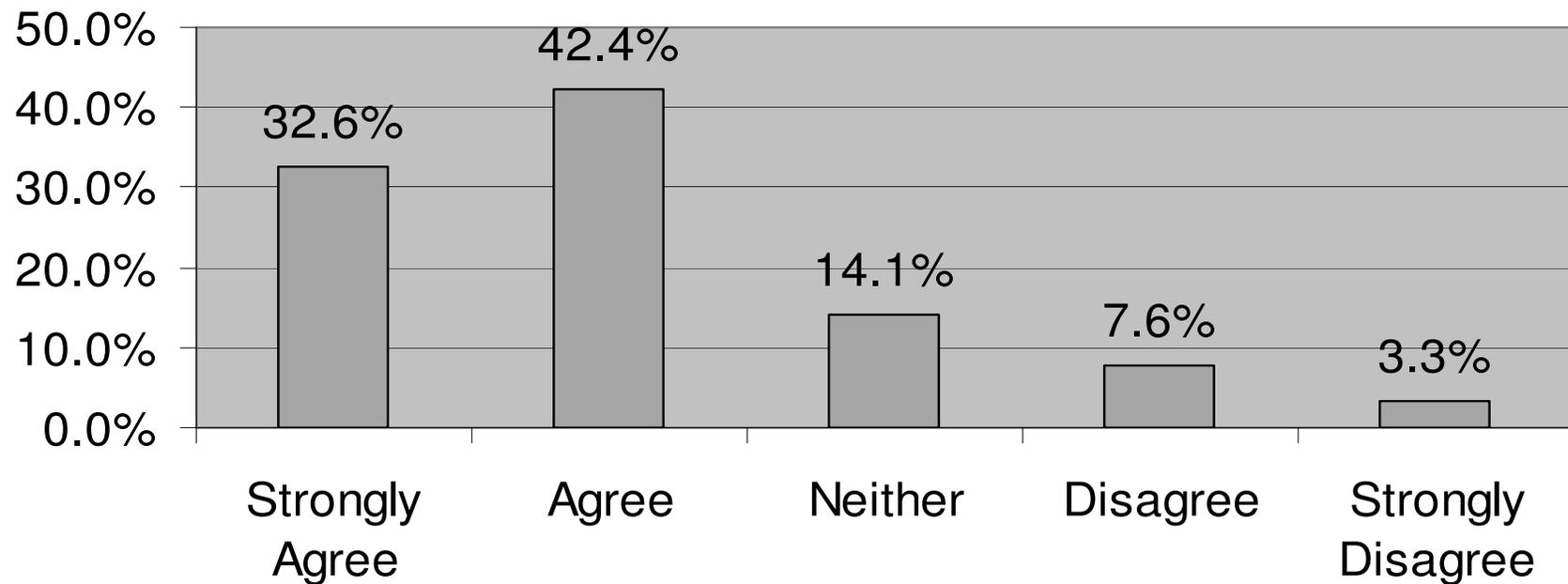
**16. I/We feel I/we know enough about the mission of Holy Cross and this project to make an informed decision regarding my/our financial commitment.**



**FINDINGS:**

**63% of participants responded affirmatively to this statement. For those registering responses in the other categories, it will be necessary to provide clarification and deeper understanding of the ways in which a significant building program would strengthen the mission and ministry of Holy Cross Church.**

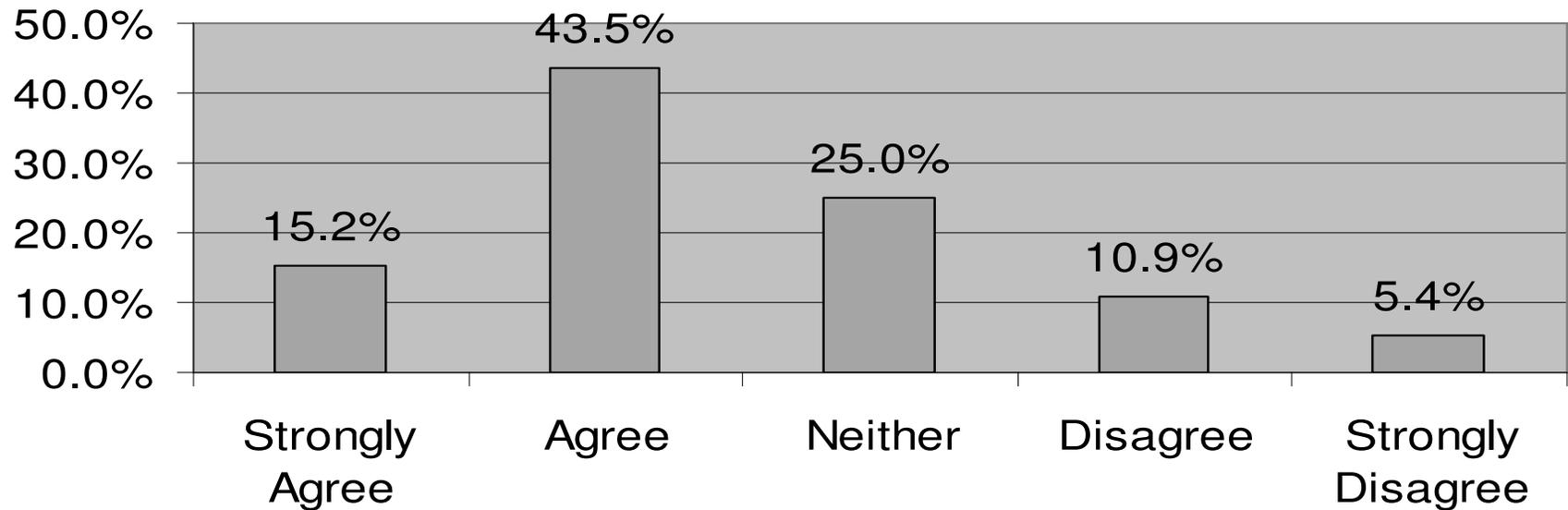
**17. I/We support the building priorities recommended from the Needs Assessment report (spring 2006), specifically that the first construction priority should be to build a new Sanctuary.**



**FINDINGS:**

**A strong majority (75%) of participants considered building activity focused on the worship life of the congregation as a priority. They also affirmed the concepts presented in terms of the renovation of existing spaces.**

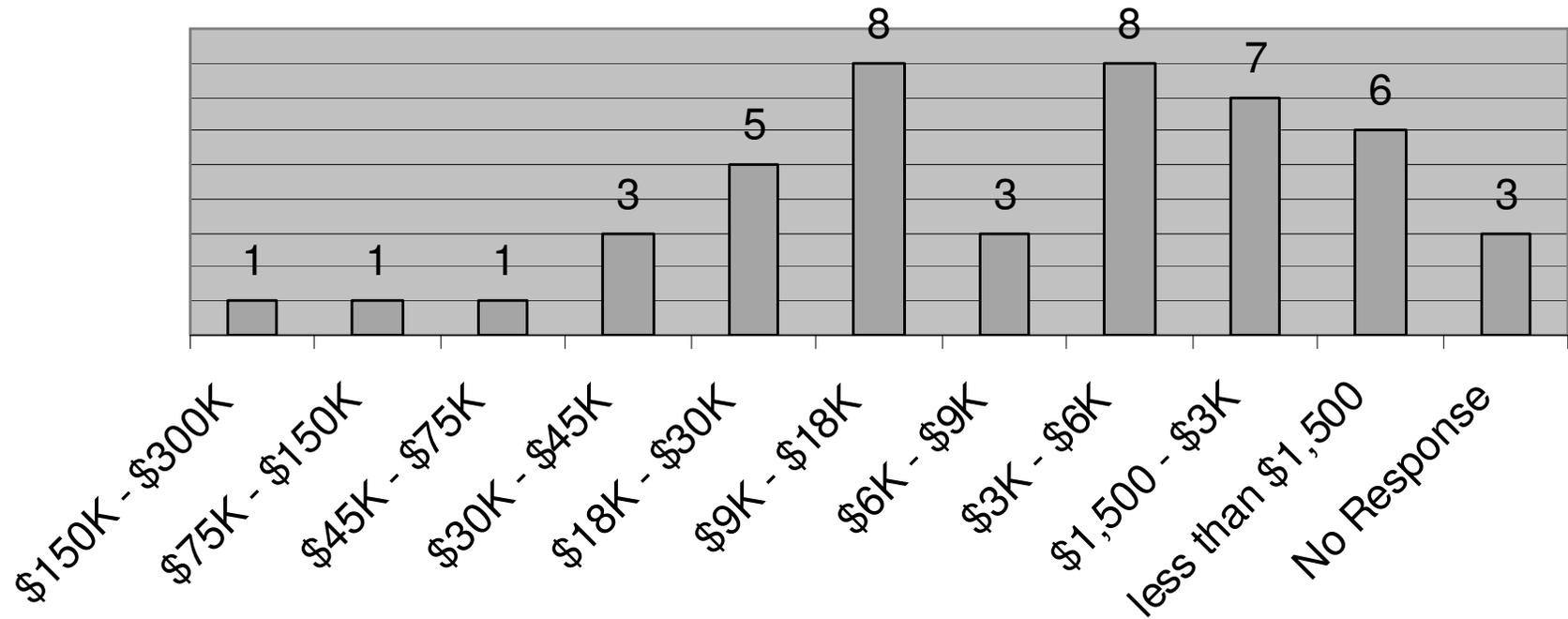
**18. I/We feel Holy Cross should secure a construction loan, in addition to money raised, in order to undertake the proposed building plans.**



**FINDINGS:**

**59%** affirmed a construction loan, if needed, in addition to the money raised, in order to undertake the building plans. Concern was expressed by about the level of indebtedness that would be reasonable for the congregation to take on, especially in light of concerns about achieving the annual budget funding needs. **Comment:** Most congregations fund their building program with a combination of funds raised, (over a three-year period) and funds borrowed (with a plan to pay down the short-term loan).

## 19. If you were making your financial commitment to a Capital Campaign today, what would it be?



## **FINDINGS:**

**The willingness of interviewees to offer estimates of their giving to a capital appeal was encouraging. Typically, church members are not as open to share these estimates. Secondly, it is encouraging to note that there were two six-figure estimates offered, although these were couched in language that indicated clarity and confidence in the program would need to be gained in order to secure those gifts.**

**Comment: Our experience is that strong leadership givers raise the level of giving by all who participate.**

**Identified Gift Potential: The low end of this sample = approximately \$580,000, and the upper end of this sample = approximately \$1,050,000.**

**How much money can Holy Cross Church expect to see pledged in a capital appeal?**

**A "measuring stick": Healthy churches typically raise somewhere between two and three times the level of their recent annual giving, pledged over a three-year period. For Holy Cross Church this would approximate a range from \$700,000 to \$900,000.**

**2. The Enrichment Group estimates that Holy Cross Church has the capacity to raise pledges between \$750,000 and \$1,300,000 pledged over a three-year period, provided answers to the key concerns (i.e., scope of the building projects and concerns about the financial state and capacity of the congregation) raised in the Study are satisfied.**

**Factors contributing to the estimates:**

- 1) Representative affluence and wealth among the congregation members**
- 2) Two six-figure donor estimates identified in the Study**
- 3) A strong local/regional economic climate**
- 4) Good affirmation of the Pastoral leadership of Holy Cross Church**
- 5) A willing core of volunteers**

**20. Would you appreciate help considering how your gift might be made with assets other than cash?**

**YES = 9%            NO = 76%            MAYBE = 15%**

Note: Many respondents indicated that they would be willing to consider gifts to the church in the form of stocks, appreciated property, etc.; however, they felt they had the ability to manage such gifts without assistance.

**21. Do you work for an organization that has a matching gifts program?**

**YES = 7%            NO = 91%            UNKNOWN = 2%**

Note: This question is not significant in terms of potential funding for church building projects as most employer matching gifts programs will not fund such projects. However, matching gifts programs may be of support to parallel programmatic operations of a church or non-profit agency.

**22. Is Holy Cross included in your will or charitable estate plan?**

**YES = 15%            NO = 85%**

Note: It is encouraging that 7 households indicated they had included a financial gift to Holy Cross in their will or charitable estate planning. However, strong potential exists for highlighting this opportunity for “life giving” to the church. The Enrichment Group recommends the formation of an endowment fund and Legacy Society and activities that educate members on financial participation in this way.

## **25. Do you have other questions, concerns, or advice for us to consider?**

“We see a strong need for the building program and are strongly supportive of it. We need more room for Best Beginnings. We desperately need to create space and an environment that appeals to young families.”

“I am concerned that constructing an expensive, large sanctuary, for those few times during each year when we truly need the space, will financially strap this congregation for years to come. We don’t have an adequate-sized congregation to support this financial commitment.”

“Good plan, though no elevator at present. Also, we already have a large debt.”

“Concern about annual operating budget – not making budget – also concern that we don’t have programs in place to welcome and invite new members – concern about lack of long-term strategy for the church – three services have split us up – will we be able to afford this?”

“We have been active members of this church – then attended another church that successfully built a new sanctuary. We are concerned that there isn’t the level of commitment required financially at Holy Cross.”

“We will not support any improvements to the Holy Cross property until/unless the property, buildings, and improvements are owned by the congregation and not the Diocese.”

“It appears the long-range planning committee was actually a building committee. Were ministry needs fully assessed? Is increasing our buildings necessary for spiritual growth? Building expansion should become necessary because of successes as a church in bringing people to Christ. We don’t see that need existing now. We currently don’t have volunteer commitments to meet existing ministry needs.”

“We need a place set aside exclusive for prayer and worship (a chapel). The current plan describes a facility that, I believe, is aimed at recruiting families with school-aged children. This makes sense, and I think that it is consistent with the current trends in church design.”

“Have you considered the impact this might have on \$ given to other church projects (e.g., mission trips)?”

“Present lack of financially committed membership to meet budget, and lack of volunteers to serve present three services.”

“We feel that growing the church is important, but are unsure the best way to do this. We feel we should raise the funds before beginning a building program; however, to add the additional challenge of raising money to fund a new building seems difficult.”

“Need good promotional materials, specifically of vision (e.g., ‘What my \$ will buy’). We need good preparation for this project, and need to get the ball rolling with lead \$ gifts. We have some concern about the timing – in terms of economy – of a campaign. We are more than willing to help.”

“There is great potential for reaching out families – new families – with this project.”

“Be sure to make a clear budget for this project and stick to it. Check out contractors, etc., to know what we’re going to get.”

“More specific information would be helpful in order for me to make more articulate responses. Need more clear visuals.”

“What are the various funding strategies? What is the reality of phasing in construction?”

“Make sure that the building is accessible – wheelchairs, etc.”

“Highlight that all gifts will be important in a campaign, and that everybody should participate with something. We just need to do it. I know it seems big, but we need a church like this. I don’t like having three services, and would like to have space to consolidate.”

“Accessibility is important for the elderly and disabled.”

“Holy Cross is a great place that could/can serve the community better. We may need additional staff to expand ministry in addition to building. Three services has temporarily solved our space issue, but how long will this last? We need to reach out and drive the need for new buildings.”

“What involvement does the Diocese have with this? What if there is a change of Bishops?”

“Bottom line: ‘Members need to feel confident in this. Who is the leadership for this? What is the story that’s being put forward?’”

“What’s the plan to fill the new space and draw more people in to the church? We’re not very strong in evangelism.”

“If we don’t grow, we’ll stagnate. Either we do something now, or we’ll never move forward. We need something that looks like a church. We need to appeal to younger age groups, and those who aren’t married with kids.”

## **Competing Campaigns:**

**Among our interviewees and questionnaire respondents no one identified competing campaigns that would impede their contributions to a campaign for Holy Cross Church. While there were comments about “other needs,” no one mentioned that their personal giving would be significantly impacted by other charitable/philanthropic commitments and pledges in place at this time.**

## **Climate for Fundraising:**

**Holy Cross Church is a congregation with representative affluence and wealth. While the congregation is composed of people with varying financial capacity and inclination to support an ambitious campaign, there is significant financial capability among the church members. King County has a high employment rate (95.5%) as does the Redmond community (96.1%). In 2003, the average annual household income in Redmond was \$103,000.**

## APPENDIX I

## APPENDIX II

### HOLY CROSS CHURCH – REDMOND, WA FEASIBILITY STUDY Case for Support Overview

For the past 2 years, Holy Cross Episcopal Church has been involved in an exploration and planning process to determine the future ministry of the church and the facilities needs in order to carry out this ministry. A Long-Range Planning Committee was formed in early 2005, and has been active in guiding the steps taken to develop the possible future vision for Holy Cross including conducting a review of our current facilities, site visits to other churches, architectural consultation, and a thorough-going Needs Assessment process (Spring 2006) to gain broad-based congregational input relative to ministry priorities and the desire for future building and renovation projects.

The congregational Needs Assessment process has identified the following critical areas for facilities development (listed in priority order):

Priority: Sanctuary for Worship

Proposed Plan: Construct a new Sanctuary (7,500 sq. ft.). Building to include space for choir rehearsal, nursery and toddler's rooms, and new restrooms.

Priority: Fellowship/Multipurpose Space for Fellowship

Plan: New Sanctuary space to be flexible to accommodate large fellowship events.

Priority: Children's and Adult Classrooms for Christian Education and Youth Activities

Plan: A second story on a portion of the new Sanctuary building would provide additional classroom space. Renovating existing facilities would also create classrooms, and more serviceable office space.

Priority: Entrance for Community Visibility, Outreach, and Welcome

Plan: Join the new Sanctuary construction with our existing structures to create an accessible and appealing entrance to worship space, enlarge our room for fellowship, and unify our entire building.

Priority: Kitchen for Fellowship and Hospitality

Plan: Rennovate existing space to provide for a large food preparation area.

Priority: Parking for Access and Welcome

Plan: Add 42,000 sq. ft. of paved area for parking.