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FEASIBILITY STUDY

ST. ANNE'S EPISCOPAL CHURCH

RESTON, VA

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FEASIBILITY STUDY REPORT

Prepared for
St. Anne's Episcopal Church
Reston, VA

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FEASIBILITY STUDY REPORT

A. Introduction

The feasibility study conducted for St. Anne's Episcopal Church (St. Anne's) served as a critical next step in planning for a potential capital campaign. This study was designed to achieve a dual objective: first, to identify and articulate areas of opportunity and strength within the St. Anne's community that would bolster a subsequent campaign's success; and second, to proactively pinpoint any existing or potential challenges or concerns that could possibly hinder or complicate the execution of a fundraising effort.

By analyzing the church's congregational support, financial potential, and overall enthusiasm for the proposed vision components, this study will provide the foundational data required for informed decision-making by the church's governing bodies.

B. Feasibility Study Planning & Process

Charles Saunders, as the acting Junior Warden, reached out to Richie Musser, President of Kirby-Smith Associates (Kirby-Smith), in October 2025 to request additional information on our campaign services, specifically feasibility studies. After an initial discussion, a presentation was set for October 30th for Richie to meet with the Capital Campaign Team to present a proposal for services. Two additional in-person meetings were held to answer more questions. An approval for the feasibility study was given in December 2025.

Richie and Rachel Musser of the Kirby-Smith team met with the Capital Campaign Team and staff on January 7, 2026 to discuss the vision and the upcoming feasibility study. The next steps and key dates were chosen.

On February 8th, Richie and Rachel attended St. Anne's Annual Meeting, held during the worship service. Richie addressed the congregation to introduce Kirby-Smith and provide a brief overview of the feasibility study process. Both Rachel and Richie were present after service to engage with members and answer questions.

Rachel Musser, CEO and lead on communications, met with Mother Jess on February 10th to review next steps, confirm dates, and review the literature. She worked with Mother Jess, Angie Gray, and Sheri Schaffer to further develop the communications plan and literature for the feasibility study. The literature included a cover letter, brochure, survey, questionnaire, and envelopes. This mailing went out in mid-February to each household with a valid address, approximately 373. Bulletin language was also developed and shared to encourage participation among members and regular attenders.

The full feasibility report was shared with Vestry and Capital Campaign Team members on March 11th. An executive summary of the results will be presented in-person to the congregation on March 15th after each Sunday service.

C. Purpose Statement

The purpose of the feasibility study was to:

1. Communicate the proposed vision to the households of St. Anne's.
2. Receive written and verbal feedback on the proposed vision.
3. Determine the current support level of the proposed vision.
4. Determine the level of financial support possible for a capital campaign.

Richie and Rachel Musser, experienced in church capital campaigns, conducted this study in an unbiased and factual manner. The study was carefully designed to accurately reflect the needs and objectives of St. Anne's.

The surveys, questionnaires, and discussions collected comments, concerns, and opinions which were categorized, counted, and included in the feasibility study report. The primary goal of the study was to determine the level of support for a capital campaign at St. Anne's as precisely as possible.

D. Analysis

To gather data for the feasibility study, a written multiple-choice survey as well as open-ended interview questions were utilized. The Capital Campaign Core Team reviewed, edited, and approved the feasibility study materials before they were made available.

A primary goal of this feasibility study was to maximize household participation. We anticipate that the church will likely continue to receive surveys (both online and physical) even after this report is submitted. Kirby-Smith maintains our commitment to collecting this ongoing information and sharing all important data with church leadership.

E. Feasibility Study Survey Results

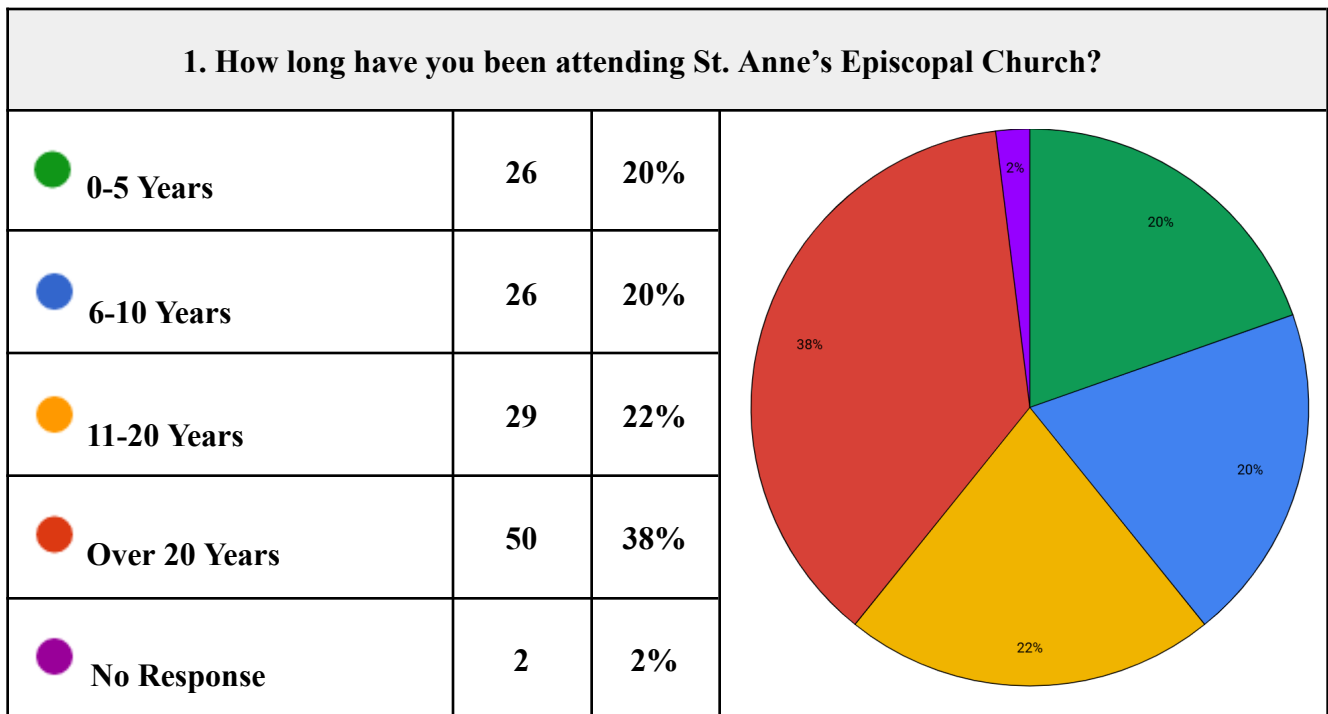
The feasibility study materials were initially distributed in mid-February through a mailing that included a cover letter, a six-page brochure, a survey, interview questions, and a return envelope. The survey contained eight questions, along with space for comments, questions, and/or concerns. To maximize participation, the documents and online links were also made available digitally, and continuous efforts were made to promote engagement via

announcements, emails, and bulletin updates. A huge thank you to church leadership for their support in this promotion!

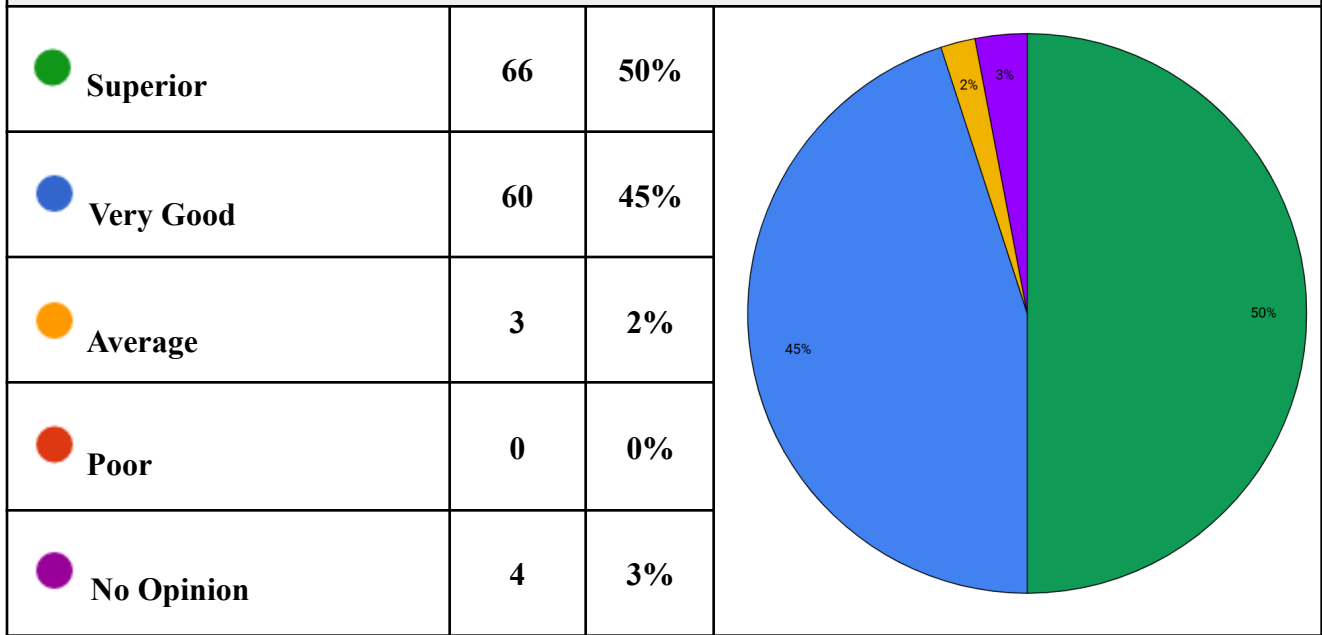
Following the literature mailing, the Kirby-Smith team initiated follow-up outreach targeting individuals who had not yet completed the survey and/or participated in an interview. The purpose of this contact was to confirm receipt of the mailing, encourage participation in the feasibility study via the survey and potential interview, and collect any questions to pass along to leadership. Richie's phone number and email address were made available throughout the study period.

The St. Anne's congregation provided an incredible response to the feasibility study. Over a five-week period, 133 surveys were completed and submitted. A total of 59 participated in an interview either in person, by phone, via Zoom or returned an open response questionnaire. The aim of these further discussions was to collect additional feedback and questions outside of the survey. Non-participation in this study by a household does not preclude their participation in a future campaign.

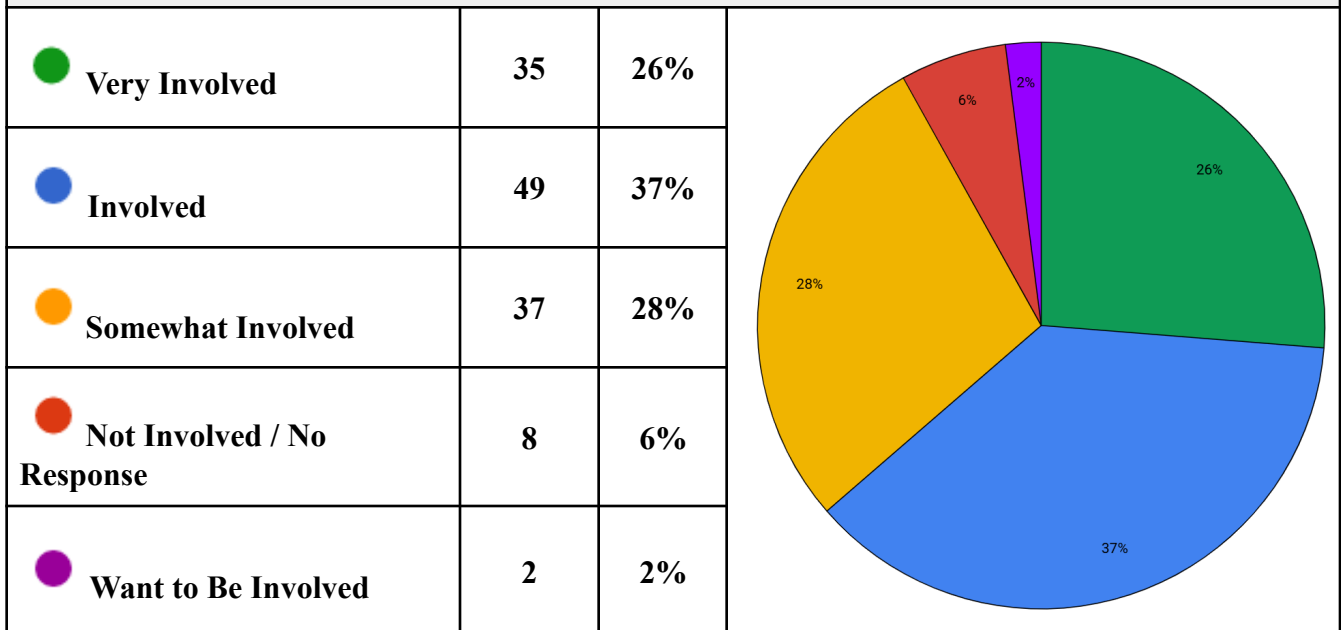
The results of the church survey were analyzed and summarized in the charts on the following pages.



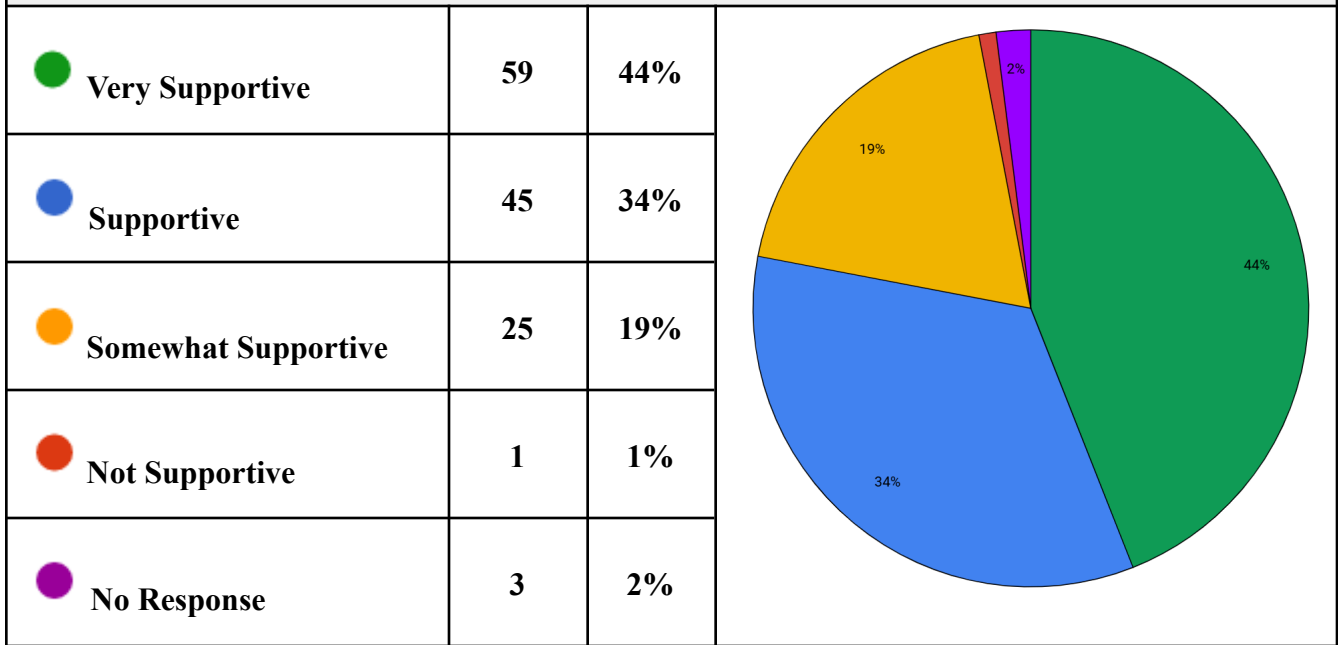
2. What is your overall view of St. Anne's?



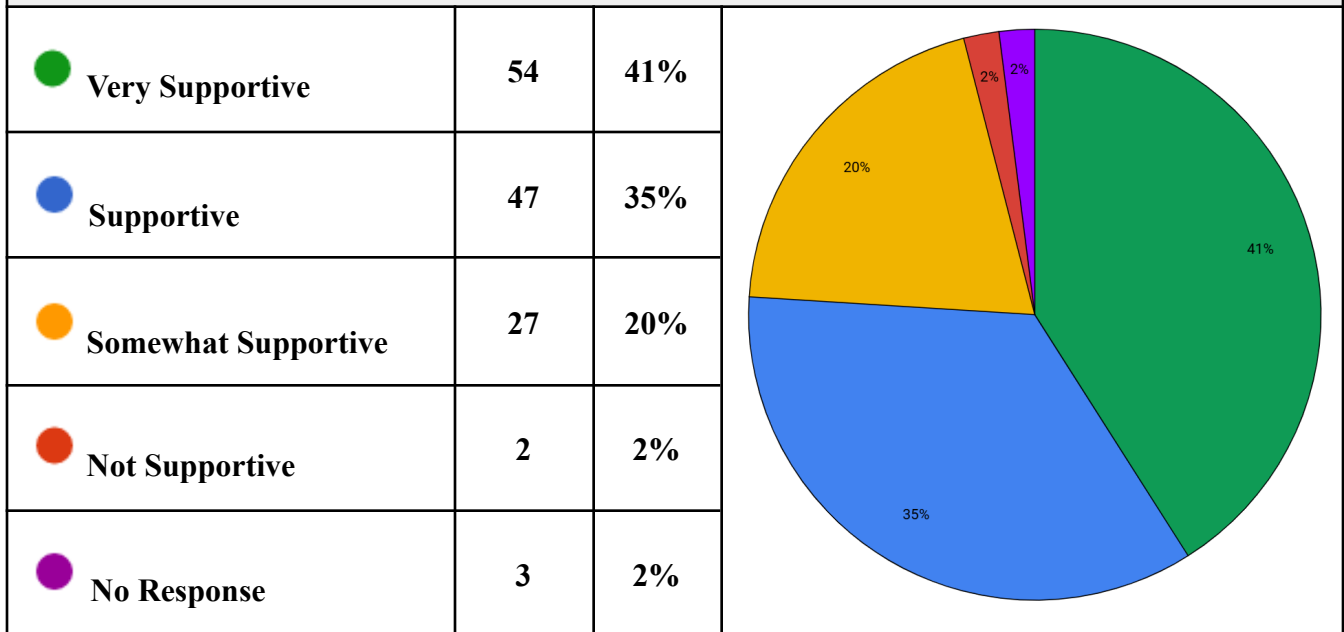
3. How involved do you consider yourself to currently be in the church?



4. In order to live more fully into St. Anne’s mission and ministry we need to invest in a future where our physical space fully supports the vitality of our expanding ministries and enhances our witness to the broader community. This vision addresses the congregation’s expressed desires for greater parish-wide fellowship and expanded community outreach. This project and its anticipated cost is further detailed in the proposed vision case statement. How supportive are you of this vision?

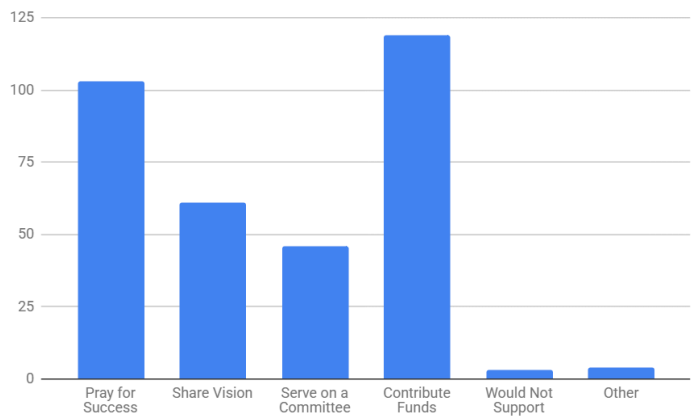


5. How supportive would you be of a capital campaign to fund this vision?
This question does not indicate financial support, but general support.



6. How would you be willing to support a future campaign to make our vision a reality? Mark all that apply.

Pray for Success	103
Share Vision	61
Serve on a Committee	46
Contribute Funds	119
Would Not Support	3
Other	4

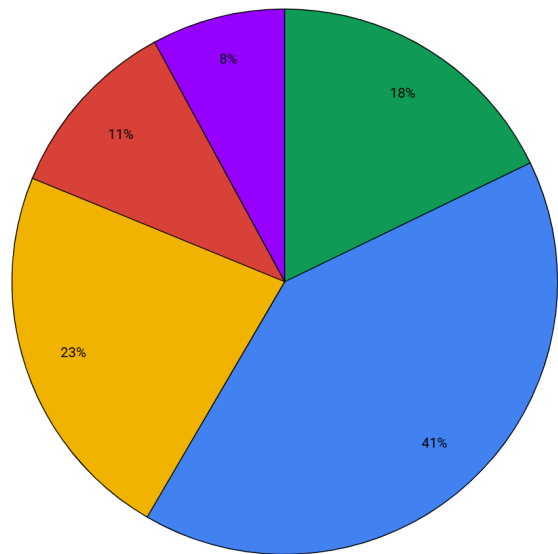


7. In order to define fundraising capabilities, and thus project a financial plan, in what range would your overall financial gift be over a three-year period to a Capital Campaign?

See Page 15 for a breakdown of responses.

8. Leadership may consider taking on debt to complete this vision, if needed. This would depend on the final cost of the project and the funds raised by the St. Anne's congregation and community. How supportive would you be of this plan?

Very Supportive	24	18%
Supportive	54	41%
Somewhat Supportive	30	23%
Not Supportive	15	11%
No Response	10	8%



F. Member Feedback & Comments

Below is a sampling of comments that were given on surveys as well as through questionnaires and personal interviews.

What do you really enjoy about St. Anne's?

“A lot of things come to mind. The music, the sense of community, and, over the years, the preaching, depending on the skills of the preacher.”

“The many ministries we offer and the friendly atmosphere that everyone contributes to.”

“1. I really appreciate St. Anne's outreach to the community. Of particular note is the way that outreach is taught in the Church. St. Anne's walks the walk so that kids learn to actually reach out to those who need help. It explains, "Here is how to help others." 2. The Music Program and how it brings members of the community together. I have been at St. Anne's since 2001 and enjoy the different types of services that have been offered. 3. The way that everybody feels like a part of the community.”

“I'm impressed with the advocacy of the clergy as well as the congregation.”

“We have been members for 25 years and while we can no longer participate in person, we are happy to have a live stream. We appreciate that the community is diverse and open to everyone and all sorts of men and non-binary people.”

“Mother Jess has been a great asset to the church. Mother Jess is easy to talk to. Her sermons make sense. She is very easy going. She has great ideas and initiatives.”

“I especially enjoy the community's understanding of the needs of young families. I am blown away by how much children are valued in the church and community.”

“The brilliance and availability of Mother Jess is pretty amazing.”

“St. Anne's is very welcoming and the people are warm and friendly. We actually attended a few other Churches, but none seemed to click. However, at St. Anne's, it was different. In addition to the people, the quality of the liturgy and the music are outstanding. Mr. Rob Hamilton is doing a wonderful job with the choir.”

“Would very much like to see a return of the Men's Group as well as more involvement by lay people.”

“The founder of the church was looking for a community gathering, not even a building at first. I enjoy the smaller church. It took me a very long time to find a small community church where people know and care for one another. Not interested in getting lost in a larger church.”

“The youth group has been a huge asset to the church. In the long term we need to continue building

out a space that is truly ours and our kids can take full advantage of that space. They can feel more ownership and integrated in the church. This is investment into our kids, and keeps them invested in the community.”

“We really like Mother Jess. She is great. She has a good team around here. Great staff that is meshing. We are on a steep growth incline. Both with new people and the staff. Flourishing again finally.”

“St. Anne's is an active, vibrant community of active people. It is a strength that since many years ago, the ideas of race and language were not a priority. St. Anne's has attracted a very large and eclectic group. Liturgies were designed to educate and to inspire and to include the people. As Jesus taught, we are to be decent, and to love one another.”

“Mother Jess is excellent. Moreover she is effective.”

“Found my place here in the choir. We have our own little community. Very welcoming for newcomers. We have prayer for each other. When I miss a Wednesday, I know it. I miss it.”

“I was glad to find a place where all are accepted. I greatly enjoy being in a place where the saying "Practice what you preach" resonates. I love the outreach found at St. Anne's, including the broader community, even to synagogues and mosques. Overall, it is the sense of community at St. Anne's that means a great deal.”

“Mother Jess is dynamite. She is great.”

“Mother Jess focuses on getting people to serve. She recognizes everyone’s individual talent. She brings different talents together. She is able to inspire people to get things done.”

Vision Support

“I believe St Annes should have full use of the Great Hall and the entry beside it. The arc hallway should also be completely free of the school's stuff and should be just a hallway under St. Anne's control. Just the school classrooms and entry / small lobby by those classrooms should be utilized by the school. I could see sharing of the kitchen space and the children using the Great Hall to sit in for lunch. I also believe St Anne's could and would make use of the reclaimed space for congregational needs and outreach as we did prior to COVID and the school taking over that space. I think it is very important that we have use of the Great Hall (& related spaces).”

“I have very mixed feelings.”

“I support all of this.”

“Having a space to do the outreach to the community would be success to me. If we could have a truly dedicated space this could be a huge asset to us and to the community.”

“I support this because I see the need. We are growing and we have so much potential. The physical

“We desperately need more space. Common Ground is very important to the church. They provide a monthly income and we have been affiliated with them for many years.”

“Sign me up, can we do it yesterday. This is such an active church that is growing. The only thing holding the church back is space.”

“I would like to have some participation in determining the kind of outdoor space/meditative garden that is being considered.”

“There is a special relationship between St. Annes and Common Ground. People love the history of Reston.”

“I support expanding our facilities in a way that also expands our outreach capabilities to those in need.”

“When this is done it is important for Common Ground to have what they need to be successful and we have what we need to be successful.”

“The use of the great hall was before my time. Never thought about the memorial garden. Now we are having big conversations how we can better love our people and our community.”

“We are a resilient church because we have had some trying times.”

“Love the staff.”

“There is nothing that we would change. Very supportive of having space available for expanded fellowship activities. One of us has difficulty standing, so it would be great to be able to sit during coffee hour. Very much in favor of increasing space for parish life.”

“Absolutely supportive.”

“We have been discussing this vision for years. I am 100% supportive of the strategic leaders.”

“We need that space to come together.”

“The drawings that have been provided are helpful. I would be supportive of a larger room, if not a separate room itself, for use by the choir. That would be nice. It would allow for growing and expanding the music program. It is very important to continue with outreach, and the current vestry is working well. The focus should be on expansion.”

“We have big goals and big things we are trying to accomplish. Making a choice to go forward with this is an investment in those goals and aspirations.”

“We used to have events in the great hall and we really enjoyed being there. We had fundraisers,

Oktoberfest, and fun events.”

“I’m very excited to see the fulfillment of this vision and look forward to assisting in areas needed by St. Anne’s.”

“I will support what is best for the church.”

“One point of emphasis should be the need to renovate the kitchen.”

“We need more opportunities for fellowship. People want and are craving for fellowship. We just don’t have the space for things because we have to have a cap.”

“The church needs to continue to support our neighbors and focus on service. We can’t have a cold shelter here because we don’t have the room. We need more space so we can welcome our neighbors inside.”

“I don’t want us to be so pragmatic we don’t say yes to the big ideas. We may need to do this in stages, but lets get started.”

“Although I have been a member of the church for many years, I am not currently active as a parishioner. I support the church financially and have always supported its mission. It is a great community church. Having worked in the food pantry and other church programs, I am VERY well aware of the space problems and I support the church's plan to reclaim the kitchen and great room. Giving Common Group its own space has ALWAYS been a great idea. Of course, I support the plans for community action and building on our own program strengths. All of this said, I would have concerns: (1) Would Common ground gain or lose by this plan? I feel that our relationship with them should not be jeopardized. (2) The \$3 million price tag seems high to me, but without a breakdown, I would hold off on judging that at this point. (3) Also, I would not support taking on a substantial debt. I look forward to following your progress on this project and I am grateful to you for including me in your survey.”

“It is time for this to happen. Getting that space back will be great for us. The library only has so many uses. Having the Kitchen back.”

“It is a great vision. Hopefully it will work as the church needs to follow through with this plan.”

“As we see and hear more about the expansion plan, we could support at a higher level.”

“We are supportive of increased outreach, interested in hearing more specifics about what programs will be expanded or added.”

“I support the idea of creating more space for gatherings and maximizing the outdoor space. I would be willing to serve on a committee- especially having to do with the outdoor space.”

“I hope the plan incorporates the removal of the Great Hall balcony. It ruins the spatial feel of the room. I also hope the vestry will re-name it the Jones Fellowship Hall in memory of Jim Jones and in honor of Suzi Jones. Lastly, it may be appropriate to recognize those of us "old timers" who contributed money to the first capital campaign (original worship space/Great Hall and Common Ground), second campaign (nave, etc), third campaign (nave furniture) and now the 4th campaign.”

“I believe it’s important to recognize that the financial support required should come not only from our church family, but also from the broader community—where St. Anne’s has always played, and will continue to play, a meaningful role. While it’s natural to feel some hesitation around financial commitments, it’s important to remember that no one carries this responsibility alone. This is a shared journey, and together, as a community, we carry the load and move forward with hope.”

“We support the objectives of this initiative. We attended a pancake supper in the Great Hall recently and it was very crowded. There was barely enough space between the tables for people with disabilities, walkers, and others to move around comfortably. We would like some assurance that the new space will indeed be sufficient for the various events envisioned and the anticipated number of attendees (while also allowing for future growth of the congregation). It would be unfortunate to spend all this money and end up with a space that is still too small.”

“The ideas have been exciting.”

“I don’t have questions now. I understand the need to expand our space.”

“I fully support this effort.”

“I hope St. Anne’s is able to move forward to expand the physical space and develop additional outreach within and outside St. Anne’s community.”

“I appreciate the level of transparency from leadership at St. Anne’s as well as the inclusive nature of this info gathering piece.”

“We are so excited to take these next steps!!”

“Enhanced fellowship space is essential to facilitate continued congregational growth. Access to the Great Hall, old narthex, curved hall, former Good News Garden, and kitchen will significantly improve our ability to support both fellowship activities and community outreach ministries.”

“All good.”

“I truly appreciate what Church leadership is doing. I feel that people are going the extra mile, and I am grateful.”

“St. Anne’s is a very welcoming, joyous group of people.”

“We love St. Anne's and want it to succeed. However we are retired and have limited means - so will support with time and talent.”

“The vision is well thought out and articulated. I fully support the vision and can't wait to see how it is actuated in the new and enhanced facilities.”

“Love the idea of a prayer garden.”

“I hope this project goes forward with much success.”

“One of my favorite places to walk was the curved area walkway near the Great Hall by us reclaiming it through the vision brings excitement my way. I still need to know what is to fill the boxed out area near Common Ground for me to buy into the project more.”

“From what we have seen and heard, we believe this project will strengthen St. Anne's mission and ministry in essential ways and support it wholeheartedly.”

“It's inspiring to see a clear, forward-focused vision and mission taking shape. I truly applaud the leadership team for their openness to growth and for thoughtfully exploring where St. Anne's future lies, along with identifying the steps needed to get there.”

“It is still early for me to consider taking on debt at this time; however I am excited about the vision. I agree our next step should be a parish wide feasibility study to give us the opportunity to hear different views, as well as gain insight through our conversations with others.”

“The kitchen in the great hall needs to be a catering kitchen so that we multipurpose space that can be used by as many people and uses.”

“If people feel comfortable they will give more money. The curved wall needs to go. The church is set up badly. We need the middle part of the church fixed before we do the great hall. The problem is the layout. We need to fix the narthex and kitchen. The kitchen should be seen. I have a list that needs to be fixed. Need to fix all of this.”

“I don't have any experience with the great hall prior.”

“The great hall needs a face lift. We need a better place for us.”

“I think we should consider a columbarium. We should look into this.”

“We have no questions. This is wonderful and we should move forward immediately.”

“There will be a reckoning if people don't come to the events once we have the space back.”

“Common Ground needs more room. They serve this community and this would be a great relationship for us and them. Enhance our collateral.”

“Necessary thing to do, but I worry about the playgrounds getting approved and stockade style fencing. Keep St. Annes doing St. Annes things while this is going on.”

“We could get more rental income. We all want community and to bring people into the church for fun things to do. Dinner, dancing, projects, and maximize the opportunity. Java Junction needs to be there so we can be together.”

“I love the outreach and food bank. We do 44 outreach programs. We love the leadership and music program. We need to capitalize on our music program. We have an incredible choir. We are known for our music. We need to continue to develop and fund the choir.”

“I have done the pancake dinner and it very challenging. Very cramped. So much joy in the event. It shows that if we had more time together in fellowship it would be a Blessing to everyone. It would be great to be able to invite more people in.”

“I just want people to feel welcomed here.”

“The great hall needs to be redone, and turned back into its original form.”

“We need space and time to gather together.”

“We need more meditative spaces. Especially indoor and outdoor space. Even if small, we need something small. Extra indoor space just for meditation. The hallway behind could be used as an art gallery. There are many nooks and crannies that we can repurpose.”

“Continue to strengthen and grow the things we are already successful at.”

“When we have big funerals we need the space. If we wanted to do more socializing it would be helpful. If we could use it for the pantry distribution then I could be in favor of that. We want a pantry choice model but we don’t have the space. If we could have them shop that would be fabulous. It is one of our strongest outreach programs.”

“Go for it! It’s time for us to grow. We can’t stay put, can’t stay stagnant. We need to get the folks back from Covid and have them contribute.”

Debt

“We support the vision through a capital campaign to facilitate the Common Ground move to a new space and providing St. Anne's with exclusive use of the Great Hall. However, it is important to take on as little new debt as possible.”

“This is quite a large undertaking, but I believe it can be done with prayer, generosity of our members, and time. I'm not totally supportive of taking on debt but will still support debt to the min. degree possible, because over time there will be cost increases due to delays, change, etc.”

“Ultimately, the expansion idea is lovely; the reality is challenging at best from a financial standpoint. From my perspective, only fixed rate loans should be considered if we do move forward. We recently got out from under a balloon payment on a prior loan. I don't know if our current loan also contains a balloon payment -- I hope not.”

“I worry about us being saddled with too much debt. That has happened to us in the past.”

“My thought is that even though we have a giving congregation that not many people will be able to contribute what we need to make the vision a reality. We should strongly consider a loan as I think we will need it.”

“It is still early for me to consider taking on debt at this time; however, I am excited about the vision. I agree that our next step should be a parish-wide feasibility study to give us the opportunity to hear different views, as well as gain insight through our conversations and meetings with others as we invest in our future.”

“I am concerned about debt since the economy is unstable and a number of congregants have lost jobs or do not know about job stability. If the economy were more stable, I would not worry about the debt.”

“I am concerned about St Anne’s taking on a large debt. Are there other alternatives to building? Maybe renting space for special occasions.”

“I cannot commit to supporting a certain \$ amount. I cannot support / commit to securing any kind of loan without knowing the exact amount, terms and conditions.”

“Let's get the diocese to contribute funds.”

“I would need a better understanding on possibly taking on debt.”

“I am so supportive of growth, but I advise caution to not take on obligations that might impede the good work currently being done.”

“I'm not certain the current parishioner level is large enough to sustain this debt/investment. While we made our budget goal this year, we are still a financially smaller church.”

“We should also look at adding a second story or loft area for the great hall. I think we will need the space in the future and could make the space more flexible.”

“I always question taking on more debt.”

“We need to address the mobility and accessibility of the memorial garden.”

“Is there a way to get some assistance (or even borrow) from the endowment fund?”

“I would hope the school will also be contributing financially with fundraising.”

Vision Questions & Comments

“Most of the people I know are NOT aware that Common Ground provides about 20% of our budget.”

“I think we need more general purpose space at St. Anne's, but I'm concerned that the Great Hall is already too small for our needs. Depending on cost, I think it's worth considering building something significantly larger, expanding both towards the parking lot and into the old narthex and curved hallway (i.e., where the proposed courtyard would be). But I understand that that might be totally unfeasible. With that said, given that I'm not able to contribute financially, I don't want to have too much influence on decisions. I will fully support whatever the congregation decides to do.”

“Is Common Ground making a long term commitment? Has the alternative of eliminating the day care to reclaim all the space been considered?”

“I have several questions regarding the architecture and logistics, but those will come in time.”

“I know there's a balloon payment coming up with the church's mortgage, and I'm confused about how it's related to the visioning process.”

“People are saying the space will be too small. Concerns over the space being too small.”

“I hope we truly plan for growth. I'm most concerned about maximizing the number of people in the great hall (at least 150-175 occupants seated). I also want us to consider having meditative spaces for additional worship and think and the multi-use nature of flexible spaces.”

“It was very helpful to understand Common Ground. Some people don't understand the connection.”

“We need to also do an asset study. We need to know our upcoming risk and capital needs so we can appropriately plan.”

“Do we have a good relationship with Common Ground? I hear a lot about tension. I wonder about the relationship?”

“I think it would be nice to have the great hall, but not mandatory. If we need to use the space then why are we letting them use it?”

“Will Common Ground get a new/their own kitchen? Can they move somewhere else, and we cover their mortgage? Can the playground really be that close to Reston Parkway? Will the Great Hall be expanded and how many tables will it fit? Will additional meeting rooms be added (brochure talked about all the groups we host)?”

“There are days I think the parking lot is too small. I hope we don't lose any spots.”

“I am very new and do not have enough information about the history and financial relationship

between common ground and the church. However, my initial reaction is before I would financially support this I would want to understand how much Common Ground's rental payments would increase and/or their share of support in these new costs as it seems to directly benefit them and relate to their expansion. While I am new I hope to get more involved and have found St Anne's to be an incredible place. My concern (I'm in finance) is the weight and cost of debt on an uncertain and ever changing future."

"It's critical to have transparency and full disclosure. St. Anne's growth in this new season depends on it!"

"Concerned about parking with the planned addition. We are concerned about increasing the church debt."

"Would like to know more about the process that led to this particular vision for the building and how it relates to Common Ground. Will there be any involvement by the school? More information would be helpful, especially concerning decisions about the school and Common Ground. Based on previous experiences, at St. Anne's and elsewhere, and knowing how church finances go up and down, rising and falling, what would happen if a prioritized need appeared? Can we fix a leaking roof and have a capital campaign at the same time? Also, going forward, is the building proposal going to be staged and structured over time? For example, it will not be possible for the Great Hall to be completed without first the school meeting state requirements. We would like to hear leadership's thoughts on how these things will be handled."

"I have concerns the school has not been entirely forthcoming with respect to the reason they cannot return to pre-COVID space usage. I understand assuming the reason given is that they cannot due to COVID class size restrictions not being lifted from a license / legal perspective. However, I have looked up the current Virginia Code. The law (and local schools to include preschools) have returned to normal class sizes. The maximum class size for ages 3 and up is 30 students. I also spoke to a teacher friend (private pre-school / kindergarten in Fairfax County) who confirmed the return to normal class sizes. Therefore, the reason they have not returned to the school area is a choice to keep smaller classes not a legal or licensing requirement; alternatively, they could also have chosen to increase the number of students which could also have driven a need for space. Certainly, the school can choose to keep smaller classes or increase the student body size as a business decision, but those decisions should not drive our decision to expand the church. We should not take on debt to support the school's business decisions. Unless very large donations are made, the cost is too much for our relatively small congregation to bear and may impact loan options. I also understand the decision to add on to the school end as a way to make the school happy, support the school's growth, and recapture our Great Hall and secondary entrance/lobby/hallway space. Certainly, additional space would obviously support both church and school needs. However, my preference is that the school move back to their original spaces and that future contracts remove use of the Great Hall spaces for classrooms, etc.; essentially a return to pre-COVID arrangements."

“I am concerned about our decision making. It's my understanding that we recently signed a 5 year contract with Common Ground. Now we'll have to find new space for them.”

“What is the feasibility of fundraising a very large sum of money in current economic times?”

“My main concerns are for the mature trees and green space around St Anne's. It would feel completely counter to St Anne's environmental and community values to proceed without carefully evaluating how to protect those woods.”

“I would like to know more about the projections for growth. What has been the annual growth in members, attendance and financial contributions since covid? What are these projections going forward? My previous church completed a large expansion and, 10 years later, membership, attendance and financial contributions had all declined.”

“I need to know what Common Ground will commit to financially. Will we increase their rent? What analysis has been done on increased cost to St. Anne's for maintaining more space. I want to make sure we don't lose parking.”

“The vision is compelling and I want it to succeed. My concern is with the data underneath the feasibility models.”

“Your models probably rely on giving history and membership data, and both inputs need relative stability and rigor to produce reliable projections. St. Anne's can offer neither right now. Since Papile's retirement in 2016, we've moved through a brief and difficult successor, a schism that dropped the membership rolls from 800 to where they are today, a pandemic that reshaped how people engage with church entirely, and a rebuild under new leadership that is still maturing. Each of those disruptions changed who gives, how much they give, and whether they stay. We're in a genuine growth season now, but I'm concerned that the lack of stability across that full sequence makes all of our inputs to your models suspect.”

“I'd also flag a gap in digital engagement. St. Anne's sits less than two miles from major offices for Google, Microsoft, and Oracle. Many of our parishioners are on the leading edge of technology, and those who don't work in firms that are and live connected lives. Yet the church has almost no infrastructure for measuring how these people engage with us digitally. If the study doesn't account for that missing dimension, it's working with an incomplete picture of how this congregation actually connects. I know you know that the confounding variables in our story are exceptionally tricky to navigate. I raise this because I care about getting it right, not because I doubt the effort. I'm happy to contribute time and expertise to help make it successful.”

“We have a number of questions.

1. We would like to hear how this proposal was developed, and was the school involved.

2. If the campaign goes forward, what steps will be taken to ensure that the church continues to have sufficient operating funds through the annual pledge campaign?
3. What plans are being made to handle financial contingencies that might arise, such as a need to replace the roof?
4. The vision statement mentions the possibility of offsetting part of the cost. With grants. What is the source of grants, and what obligations would they include?
5. Would the school be contributing to the cost of the portion of the project related to its building and grounds.
6. How much of the goal has to be pledged before the project could start, and are there options for doing part of the project?"

"How many people will the project benefit?"

"I would like to know better the breakdown for each part of what is going to be done. I want to better understand the cost of the new building for the daycare. How will this be determined? What are their needs?"

"I would like other avenues to be explored before taking on a massive project, for example, could Common Ground clean up the great hall on Friday for church use? Is this massive project absolutely necessary? Could this money make a bigger difference in the community?"

G. Financial Projections

The feasibility study survey asked members to indicate what their total potential giving range would be for a three-year campaign. The answers to this question were broken out into low, mid, and high potential contributions.

7. In order to define fundraising capabilities, and thus project a financial plan, in what range would your overall financial gift be over a three-year period to a Capital Campaign? <i>This amount would be above your general giving. Note: this is not a pledge but an anticipated commitment.</i>				
Number	Financial Range	Low Range	Mid-Range	High Range
0	Above \$100,000	\$0	\$0	\$0
5	\$50,000 - \$99,999	\$250,000	\$350,000	\$450,000
10	\$20,000 - \$49,999	\$210,000	\$345,000	\$480,000
12	\$10,000 - \$19,999	\$120,000	\$180,000	\$240,000
20	\$5,000 - \$9,999	\$100,000	\$150,000	\$200,000
35	\$1,000 - \$4,999	\$35,000	\$105,000	\$175,000
22	\$500 - \$999	\$11,000	\$16,500	\$22,000
7	Various	\$4,550	\$7,050	\$9,050
4	Undecided	-	-	-
3	No Gift	\$0	\$0	\$0
118		\$730,550	\$1,153,550	\$1,576,050

H. Themes and Observations

The comments, questions, and concerns collected during the feasibility study reveal several recurring themes, providing a rich qualitative context to the survey data.

1. Appreciation for St. Anne's Clergy

There is overwhelming and effusive praise for the current clergy, particularly Mother Jess, and the warm, welcoming, and inclusive atmosphere of the congregation. Mother Jess is frequently described using highly positive terms. Her ability to inspire service and focus on outreach was consistently highlighted during interviews and surveys. Mother Kara has been an excellent

addition to the St. Anne's team and many look forward to getting to know her better.

Valued Programs: The music program, outreach ministries (especially the food pantry), and the focus on young families and children are seen as major strengths.

2. Community & Engagement

St. Anne's is valued for its sense of community, friendly atmosphere, and inclusive nature. It is an unbelievably welcoming church where warmth and kindness are felt the moment you step through the door. It is a place where community is more than just a word; it is a feeling of belonging, faith, and love of God's Word. It is easy to see that members celebrate each other's joys, share each other's burdens, and nurture each other's faith. It is a sanctuary that offers spiritual nourishment and a sense of family to everyone who seeks it - both inside or outside its membership.

St. Anne's has an active congregation, with 36% of all households participating in the feasibility study. When taking into account those who have a history of giving, 162 households, this is an incredible response.

When asked in the survey how involved they considered themselves to be in the church, 91% of respondents said they are at least somewhat involved in the church. Through surveys and personal interviews participants frequently mentioned that there were plenty of opportunities to get involved in programs and ministries.

3. Ministry

One of the most frequently cited reasons for strong engagement within the St. Anne's community is the abundance of meaningful ministry opportunities available beyond the scope of traditional Sunday services. Individuals are drawn to St. Anne's not merely for worship, but because they actively get to participate in the work of the church. This involvement—which spans various outreach, service, and educational initiatives—provides a palpable sense of purpose and connection, driving high commitment levels among participants.

However, this deep enthusiasm and high level of activity are concurrent with a growing sense that the current team—both staff and volunteers—is being stretched significantly. While the sentiment is largely positive, suggesting that people love being stretched because it means impactful work is happening, it is clear that a considerable volume of activities is currently underway. The current environment is characterized by a high degree of momentum, with "lots happening" across all aspects of the church's mission. This high-energy, high-activity context is simultaneously a measure of the church's vitality and a potential area for monitoring to ensure long-term volunteer and staff sustainability.

4. Identity and Values

St. Anne's is a place where you can find your people, grow in faith, and connect with others to

serve the local community. There is a cohesive belief in who St. Anne's is, what their values are, and who they wish to continue to be. Members believe that the church provides a solid foundation for their spiritual growth as well as a place for outreach to those in need. One member wrote, "St. Anne's keeps me grounded in my faith and provides many ways to serve my community."

5. Communication

Members were greatly appreciative of leadership being open and transparent during this time of discernment. They were grateful for the opportunity to give their feedback during the feasibility study and that leadership was actively listening to them. They appreciated the opportunity to also give this feedback discretely and to a third party (Kirby-Smith). That said, this process continues to need robust, multi-channel communication that reaches everyone, answers questions, and minimizes confusion.

Recommendations

During the preparation phase of the campaign, Kirby-Smith will work alongside the Capital Campaign Team and church leadership to develop campaign literature, including frequently asked questions (FAQ), a brochure with more detailed information, etc. A campaign gathering/Town Hall will be held to directly answer any questions once members receive the literature in the mail. It will also be important to designate a place to find updated information (online and in person) through the campaign.

When members are kept informed about decisions and actions taken by church leadership, it helps create a shared sense of ownership over the direction of the church. This can lead to increased engagement and participation from members.

One of the best ways to increase engagement is to involve members in the process of achieving the vision. This approach promotes a sense of ownership as they invest their time, effort and funds. Consequently, when individuals take ownership, they are more likely to pay attention.

Overall, it is clear that communication is an important value for the St. Anne's community. By continuing to prioritize open communication and sharing information with members, the church can build even greater support for its vision.

6. Great Hall and Addition Support

While the feasibility study revealed significant overall support for all proposed elements of the vision, the current consensus is that the immediate priority must be focused on gaining exclusive use of core church space, primarily through the proposed building addition for Common Ground. This aspect of the plan, addressing the critical need for fellowship and outreach space, is viewed by the congregation as the essential first step for St. Anne's future vitality.

Space is the Barrier: The lack of space is consistently cited as the single biggest factor

"holding the church back" and impeding fellowship, outreach, and growth.

Reclaiming Space: There is strong sentiment for gaining exclusive use of the Great Hall and the Kitchen. This is viewed as essential for parish-wide fellowship activities (e.g., coffee hour, larger events) and expanding community service (e.g., food pantry, cold shelter).

Investment in the Future: Many see the project as a necessary "investment into our kids" and a way to "live more fully into St. Anne's mission."

Recommendations

For many, the feasibility study was the first time seeing and learning more about the components of the vision.

This process allowed participants to read and discern the proposed vision and put forth questions and comments. It is now the time for leadership to review these and to adapt the vision as appropriate.

It is our job through the campaign to make sure there are enough opportunities for members and regular attenders to see and hear the information and to have their questions and concerns answered in a clear, concise and transparent manner.

7. Other Vision Components

Although the primary focus of participants' comments was the acquisition and renovation of key church spaces, there is also strong, enthusiastic support for enhancing the church's sacred spaces, specifically the meditative prayer garden and the memorial garden. However, the vast majority of members view these enhancements as secondary to the renovation and addition. They would prefer to focus on these components only once the primary facility needs are met and additional funding sources become available.

8. Financial Support

The financial analysis and survey results underscore a profound level of financial commitment and willingness to sacrifice among the St. Anne's congregation. The data indicates that while there are individuals and households prepared to give at a substantial, leadership level, there is also widespread participation from those for whom a commitment, though smaller in dollar amount, represents a significant personal stretch—an embodiment of the "widow's mite" principle. This collective desire to see the vision succeed means that parishioners are not merely contributing surplus funds, but are actively stretching themselves financially, affirming that the capital campaign is viewed as a vital investment in the church's future and ministry, commanding support across all giving capacities.

9. Financial and Logistical Concerns

While the *vision* is well-received, the community needs more specific details about the *plan*. A

number of members expressed caution and specific concerns, primarily related to the cost, the potential for debt, and the logistics of the building and relationship with Common Ground.

Debt: There is general apprehension regarding taking on "substantial debt." Many respondents support debt but want to be cautious with the amount.

Common Ground Relationship: The financial and logistical relationship with Common Ground is a major point of inquiry. Many members do not know or understand the history, the benefits and the level of financial support that Common Ground provides to St. Anne's.

Cost and Scope Transparency: The \$1.5 to \$3 million price tag is questioned, with calls for a detailed cost breakdown.

Recommendations

Through the planning of the capital campaign and finalizing the vision, leadership should address the concerns presented in the feasibility study. This does not always mean that all concerns will be addressed by changing the project. If there is something that is not feasible it still needs to be addressed during the capital campaign to explain to the member(s) why.

I. Recommendations

1. Move Forward with a Capital Campaign

The feasibility study results strongly support moving forward with a three-year capital campaign. Immediate action to commence campaign planning is advised to capitalize on the current momentum and high level of enthusiasm for reclaiming essential church space for expanded ministry and fellowship.

With a majority of respondents expressing support or very supportive sentiment for the proposed vision components, St. Anne's is positioned to successfully execute this effort. While there are actionable items regarding the clarity of the current vision, these are manageable through the focused, transparent communication and planning strategies outlined in the recommendations, making immediate planning for the campaign the advised next step to capitalize on the current momentum and generational opportunity.

2. Prioritize the Great Hall and Addition

The analysis of the feasibility study data reveals a clear and compelling priority for the St. Anne's community: the acquisition and renovation of key church space. This essential step is primarily realized through the proposed building addition for Common Ground, which, in turn, allows St. Anne's to reclaim use of the Great Hall, kitchen, and related fellowship areas.

The congregation views the current lack of dedicated space as the most significant barrier to growth and expanded ministry. The high level of support for this specific element of the vision

underscores its strategic importance. Moving forward with this priority will directly address the congregation's most pressing needs for enhanced fellowship, expanded community outreach, and overall vitality.

Given the overwhelming consensus that "space is the barrier," the capital campaign should prominently feature the building addition and subsequent renovation of the Great Hall as its central focus. While support for other vision components, such as the prayer and memorial gardens, exists, the congregation clearly prioritizes the functional necessity of the core fellowship and ministry spaces. The campaign's messaging, financial goals, and timeline should be structured to capitalize on this congregational focus, treating the addition/renovation as the vital first stage—an investment necessary to fully realize St. Anne's mission and future potential.

J. Campaign Goal

Based on current data of financial support, gathered through the feasibility study, it is recommended that a three-year capital campaign with a goal of \$1,000,000 be conducted. With careful communication of the need, project timeline and goals, and rationale to members and the wider community, there is the potential for a stretch goal of \$1,250,000 or beyond. Transparent planning and communication are key to maximizing the funds raised throughout the campaign. Immediate planning for the capital campaign is advised.

The campaign goal should never be higher than what could be reasonably raised given a maximum effort. At times, churches set goals that equal project/renovation costs. Rarely do these two numbers match and sadly, a church that had an excellent campaign feels as though they failed.

We must take into account three factors:

- Households who currently do not contribute to regular offering – they are not likely to give a substantial amount to a capital appeal.
- Households who marked that they are somewhat supportive of the plan at this time. These members need to have their concerns addressed before they consider making a gift to a campaign. This should be done through a concentrated campaign effort and prior to Commitment Sunday.
- Limited number of gifts of impact gifts. There are currently five identified gifts of \$50,000 or more.

Throughout the campaign, be sure to keep the campaign in front of members, regular attenders, and visitors. There is the potential for members, both current and future, to give additional contributions or make new pledges.

K. Capital Campaign Considerations

A capital campaign is a set period of time for intentional spiritual growth and shared financial sacrifice. It is an opportunity to rely on God's providence and to witness His stewardship. Capital campaigns that are looking to build, expand, and/or grow should do the following:

- Hire the right partner.
- Be as specific as possible.
- Create a plan.
- Develop communication materials.
- Set a timeline.
- Connect with members.
- Focus on the spiritual, as well as financial.

It is important to remember that capital campaigns are not solely financial, but are in fact spiritual work that is grounded in biblical principles. When done properly, capital campaigns are as much about developing and/or deepening spiritual habits as they are about raising funds. Common missteps during a capital campaign are.

- Starting too late.
- Failing to hire professional assistance.
- Focusing only on the financial and not the spiritual.

When planning a campaign, it is crucial to consider time, talent, and treasure. Furthermore, treasure can be divided into annual, capital, and endowment categories. We never want the capital campaign to affect annual giving. Instead, they should work together in tandem.

L. Thank You

We are honored that St. Anne's Episcopal Church placed their trust in us to provide spiritually grounded service as they undertook this journey. We are blessed to be able to uphold our commitment to our clients and ensure that their needs are met to the best of our abilities, all while staying focused on God.

At Kirby-Smith, we value building long-lasting relationships with our clients. We believe that understanding their unique needs and striving to meet them is key to creating a successful

partnership. We are thrilled to have had the opportunity to work with St. Anne's and look forward to continuing our relationship in the future.

We extend a special note of thanks for the assistance and support provided by Mother Jess and Mother Kara as well as members of the Capital Campaign Core Team. Our gratitude is also extended to Angie Gray and Sheri Schaffer for their valuable support in communications and logistics. Finally, we thank all members of the congregation who participated in this effort.

The study has provided valuable insights and information that we know will help guide church leadership as they discern the next step in St. Anne's history. The commitment of those within the church is wonderful and it was a joy partnering with you all through this journey!