

St. Margaret's Church Long-Range Planning Report: Facilities May 21, 2006

In March 2005, the Vestry of St. Margaret's approved the goal of moving into new worship, education, and administration space by the end of 2010. The Long-Range Planning Committee has been assessing parish-wide needs and researching the steps necessary to meet this goal.

The steps taken so far include:

- Reviewing the Master Plan: its components, recommendations, and feasibility
- Reviewing Sunday attendance trends from the past decade
- Reviewing population trends and estimates for communities around St. Margaret's
- Meeting with clergy, Sunday school leadership, the Music Director, Buildings and Grounds representatives, and others to discern St. Margaret's needs and potential
- Reviewing the results of past parish-wide surveys and consultations
- Evaluating St. Margaret's capacity to fund a capital project
- Considering the implications of any facilities project on the Day School
- Surveying the parish in 2006 on current attendance patterns and needs

The Planning Committee has developed a series of recommendations for proceeding with a major facilities project. These recommendations were presented to the Vestry at its May 15, 2006 meeting. A copy of that proposal, with revisions suggested by the Vestry, is attached for your review. A summary of this year's parish survey and a copy of all long-range goals is also attached.

Vestry protocol is to consider major initiatives for at least one month before voting on them. The earliest the Vestry will consider a vote to proceed is June 19, 2006. In the meantime, you are invited to comment on the document. There are several ways to do this.

- Contact any member of the Vestry
- Contact any member of the Long-Range Planning Committee (see below)
- E-mail comments to John Sutton. The address is john@radiosutton.com
- Attend one of several town hall meetings:
 - Wednesday May 31, 7pm, Parish Hall
 - Sunday June 4, at 8:30a, 10:30a, or after the 11:15 service, Parish Hall
 - Sunday June 11, at 8:30a, or 10:30a , Parish Hall

Thank you for helping us with this important process.

Peace,
John Sutton, Co-chair, Long-Range Planning

Committee Members: David Boyce (co-chair), Beth Knorr, Anne Sessions, Mack Ridout, Howard Shute, George Saroch, Rev. Mark Wastler

St. Margaret's Church

Long-Range Planning: Facilities Recommendation

May 15, 2006

In 2005, the vestry of St. Margaret's approved the long-range goal of opening new worship, education, and administration space in 2010. This report from the Long-Range Planning Committee reviews the case for building a new facility and includes a recommendation to hire an architect in July 2006 to develop at least two approaches to meeting St. Margaret's space needs. The Vestry has already set aside money for this project.

It is not a new idea that St. Margaret's has significant space needs. The parish went through a significant discernment process in 2000 and 2001. That process resulted in a "Master Plan" for St. Margaret's that included an education wing and a 500-seat sanctuary. That plan resulted in renovations to the Parish Hall.

The Long-Range Planning (LRP) Committee considered the details of the Master Plan and findings from other, previous discernment activities when developing its recommendations. Many of those details and findings will find their way into any new building plans.

"Don't Touch The Current Sanctuary"

If there was one thread throughout the discernment process, it was parishioners' love for the current sanctuary. The recommendations at the end of this report call for the current sanctuary to remain in use for the early service on Sunday and to be used for weddings, funerals, concerts, and other special services or events.

What Should Sundays At St. Margaret's Be Like?

Sundays should provide the opportunity to slow down, to gather in fellowship, to grow deeper in faith, and to worship God in preparation for the week ahead. The LRP committee makes its recommendations in this context.

Growth

St. Margaret's is a growing church community. Attendance at all three Sunday services in 2005 was up 11% over 2001, averaging 346 people per week. The 9:15 service experienced no growth primarily because weekly attendance is near capacity. The 9:15 service consistently runs at 80 to 85 percent capacity during non-holiday, non-summer months. Studies show that growth levels off when attendance averages 80% capacity. This is often followed by a decline in attendance.

St. Margaret's likely would grow even more if there was more seating capacity at 9:15. Some of this growth would come from new members, but significant growth would come from current members attending more frequently. This is especially likely now that St. Margaret's has additional clergy to lead the youth program.

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As a reference point, total Easter Sunday attendance in 2006 was 707. The parishioners are out there. Providing the space and programs to serve them would bring them to St. Margaret's more frequently. Combined with the current growth, new facilities, and stronger programs would result in weekly attendance of 450 to 500 people.

“Excellence in Worship, Education for All”

The committee's building recommendations are based on serving two essential goals: “Excellence in Worship” and “Education for All.” Focusing on these human outcomes of the long-range planning process allowed the committee to get beyond simple discussions about the design and amenities of a new building.

A prime example of this occurred during talks about seating in a new sanctuary. The size of a new sanctuary is ultimately dictated by the worship and education goals of St. Margaret's. A 500-seat sanctuary might be too large given a three-service schedule. It might be crowded at times given a two-service schedule.

The primary focus of the facilities planning process is what St. Margaret's can become. Once that vision is established, the physical possibilities fall in place. This section of the report outlines the components of the twin goals of “Excellence in Worship” and “Education for All.” The section following examines how St. Margaret's can meet those goals through the development of new worship and education space.

Excellence in Worship

The LRP committee shares this vision of Excellence in Worship. It is based on comments provided by Reverend Mark Wastler.

- Worship incorporates the variety of possibilities within the Anglican tradition.
- Worship is heartfelt, engaging, and inspiring.
- Worship includes Bible based, faithful preaching.
- Worship is characterized by excellence and reverence where each participant (priests, deacons, acolytes choristers, musicians, readers, chalicists, altar guild members, ushers, soloists, etc.) gives the best they have to offer to God. Each has an appropriate level of training.
- Worship includes a varied music program, including a pipe organ (if not right away, then down the road).
- Worship is user friendly.
- Worship requires an education program that increases worshiper's knowledge, understanding, and experience of worship and faith.
- Worship is facilitated by a well trained, organized, and responsive usher staff.

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- Worship occurs in a facility that is aesthetically pleasing, worshipful, and accommodating (accessible for all needs: hearing, mobility, etc.). It allows a timely distribution of communion. It has a theologically placed baptismal font.
- Worship includes a Children's Chapel and chapel program that parallels the adult worship time, has a presentation of the scriptures that is age appropriate, and includes music.

During its discussions, the LRP committee recognized the importance of further developing the music program, especially growing the adult and junior choirs and increasing special performances. A strong music program includes providing excellent acoustics and sound systems. A strong music program includes a new pipe organ.

The committee also recognized the importance of improving and ensuring the availability of a nursery and nursery program for babies and young children. At least one paid staff person (non-parishioner) would direct the program using parent volunteers. It would be characterized by "professionalism" (trained, certified staff, a pager system, well advertised, state of the art facility).

Education for All

The vision for education includes the following:

- A one-hour Sunday school program for children and youth using bible based curricula with an emphasis on church tradition and the religious life.
- A comprehensive, all-parish adult Sunday school program that includes lecture-based classes and small group discussions.
- A ministry in which adults and families are connected in a group of 8-12 people who gather for bible study, prayer, and fellowship weekly or biweekly.
- Formalized special education programs including baptism education, confirmation classes for youth and adults, a pre-marriage program, and classes focused on St. Margaret's mission work.
- An integrated and accessible resource center/library.
- Greater involvement of clergy in the education program.
- Space and resources to allow new education programs to germinate and develop.

Meeting the education goals requires additional time and space on Sunday mornings. Based on recommendations from Jeanne Nardi, Sunday School Coordinator, the LRP committee agreed that new education space should be designed to meet Sunday school requirements. Secondary uses, such as holding meetings in youth education space, are appropriate provided they do not interfere with the goals of weekly Christian education.

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A growing church has put greater demands on Sunday school facilities. In several cases, average class size exceeds recommended room capacity. Total potential students, those registered and those who attend but are not registered, exceeds class size by as much as 50% in grades 4-8. Space issues are amplified where Sunday school classes are held in day school classrooms.

The committee recognizes the importance of dedicating the necessary time and space to Christian education, especially for children and youth.

Realizing the Vision

Meeting the combined goals of “Excellence in Worship” and “Education for All” requires managing competing needs for time, physical resources, and human resources.

Sundays should provide the opportunity to slow down, to gather in fellowship, to grow deeper in faith, and to worship God in preparation for the week ahead. There is a deep sense that the current schedule and space limitations often prevent that.

More time is needed for Sunday school and adult education. More space is needed for Sunday school, adult education, and, at 9:15, for worship. Clergy, choir members, and volunteers are spread thin trying to manage three services each Sunday, often resulting in compromise during the 11:15 service.

The LRP committee recommends alleviating these issues and meeting these goals by adopting the following Sunday schedule:

7:30a or 8:00a	Early service in current sanctuary (typically Rite I)
8:30a	Parish Hall open for fellowship through 10a
9:00a	Sunday school (1 hour, in new and current space) Adult education (45-minutes, in new and current space)
10:15a	Service in new sanctuary (typically Rite II)
11:30a	Parish Hall open for fellowship through 12:15p

The committee believes this schedule will create the following benefits:

- Equal emphasis on the importance of worship and education for all ages.
- The concentration of resources on creating consistent, high quality worship and education experiences.
- Greater clergy participation in the Sunday school and Adult education programs.
- A stronger and more diverse music program consisting of a larger choir, more consistent youth participation, and more special performances.
- More music in Sunday school and Children’s Chapel.

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- Increased participation in volunteer programs (Sunday school teachers, etc) with potentially less burnout of volunteers.
- Additional fellowship opportunities.
- Better preparing parishioners to go into the week as servants in God's name.

Maintaining a Sense of Intimacy

Recent surveys of the membership made one thing clear. A sense of intimacy is an essential aspect of worship at St. Margaret's. Any new facility should embrace this idea in its design.

Funding

The capital campaign potential of St. Margaret's is \$2.1 to \$3.5 million. The Finance Committee is assessing St. Margaret's borrowing potential. Jim Hall will provide that number prior to the June 2006 Vestry meeting. The total amount available for building is likely to be no more than \$4 million.

Building Recommendations

The LRP committee recommends a single facilities project to be completed by the end of 2010 that results in the following:

- A 500-seat sanctuary with the flexibility to add more seating. The worship space will accommodate a new pipe organ and a grand piano, sufficient room for a 50-person choir, and the flexibility to accommodate special music performances. The worship space will include a family friendly section. There will be sufficient foyer space for coffee and informal gatherings after services.
- Sufficient education space for 350. One key goal is to stop using Day School space for Sunday school classes. Two reasons include providing a dedicated Sunday School environment for all children and youth participants, and keeping Sunday School classes in close proximity to the sanctuary. There should be sufficient space for two small and one large (50) adult education classes on Sunday mornings. This education space should double as church and community meeting space outside Sunday school hours.
- Technologically enhanced and expanded space for clergy and administration.
- Sufficient space for all-Parish gatherings.
- All space will meet the ADA standards for disabled access, including physical, visual, and hearing disabilities.

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- All facilities will be designed to incorporate up-to-date information, acoustic, visual, and environmental technology. New facilities should have enhanced spaces for communicating to the parish (bulletin boards, etc).
- Built-in flexibility to grow, possibly by creating unfinished space in a new building.

The LRP recommends using the Master Plan as a guide for finalizing space needs. While this project will not result in all the separate buildings laid out in the Master Plan, many of the space requirements are still valid. Specifically, the planners and architects should draw heavily from the Worship, Sunday School, and Administration sections of the plan.

LRP recommends increasing the Sunday school space allocations by at least 5 persons per classroom. This is based on recent registration and attendance patterns. Adult education requirements should be revisited.

The planners and architects should consider options that include use the current administration building and options that do not. No physical changes to the Parish Hall are recommended at this time. The space there may be utilized differently.

No changes are recommended to the Day School space at this time. Day School issues were considered as part of this plan. The Long-Range Planning Committee believes that linking the facilities needs for Worship and Education with expansion of the Day School is limiting.

Next Steps

The LRP recommends that the Vestry approve this vision and plan to further St. Margaret's goals of Excellence in Worship and Education for All.

We will share the above information with the membership. We will solicit their feedback.

We will request a vote at the June 2006 meeting to obtain the services of an architect to develop at least two approaches to meeting St. Margaret's space needs within the budget prescribed by the Finance Committee. The Vestry has already set aside money for this project. This is not a vote to build the facilities but to adopt a vision and to advance the planning process. The next stages are:

- Design Phase
- Capital Campaign Phase
- Construction Phase

Before each phase, the Parish will be consulted and the Vestry will be asked to vote on whether to proceed.

St. Margaret's Church Long-Range Planning Surveys Summary

May 21, 2006

The Long-Range Planning Committee conducted two surveys in the first quarter of 2006. The goals of the surveys were to assess parishioners' perceptions and needs regarding worship and education at St. Margaret's and to learn more about parishioners' attendance patterns.

The first phase was conducted using on-line and paper surveys. More than 160 people responded to that survey. The second survey was a follow-up telephone survey to gather more information on parishioners' attendance patterns. More than 30 parishioners participated in the follow-up survey.

Survey 1: Summary of Findings

Several questions focused on St. Margaret's music, ministry and education programs.

- Attention to youth was the highest priority at St. Margaret's. All segments of the membership were feeling the absence of a youth minister, including those without teens.
- Ministry for young adults (18-24 years old) is perceived to be a priority among respondents, even though no one in that age group responded to the survey
- The questions about adult education and more opportunities for mission work show room for St. Margaret's to expand its ministry to adults.
- Most parishioners like the direction of the music program and want to see (hear) more.

Respondents are more evenly split on crowding at St. Margaret's than on any other issue. Half of the respondents (53%) agreed with the statement that Sunday services get uncomfortably crowded at times. Those who feel services get uncomfortably crowded at times are:

- More likely to consider the 9:15 service their regular service
- More likely to attend church with two or more people
- Slightly less-likely to attend church every week
- Much more likely to agree with the statement that overcrowding make St. Margaret's less welcoming to visitors

Those who feel crowded also are slightly more likely to attend multiple services over time. This is part of a larger, important finding about attendance patterns:

Fewer than half (42%) of the respondents who attended the 11:15 service in a 90-day period considered the 11:15 service to be their regular service. Most of the 11:15 respondents to this survey considered the 9:15 service to be the one they attended most often.

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This came as a surprise given that average weekly attendance to the 11:15 service has been growing over the past several years and average weekly attendance to the 9:15 service has not.

It appears that the growth at 11:15 is reflective of overall growth in the church rather than the development of a distinct congregation for that service. It also suggests that there is an underlying pattern of "service-hopping" at St. Margaret's. A similar pattern occurred with the 7:30 service.

- 37% of 7:30 attendees say it is the service they attend most often
- 79% of 9:15 attendees say it is the service they attend most often
- 42% of 11:15 attendees say it is the service they attend most often

The percentages add up to more than 100 because parishioners attend more than one service over a 90-day period.

Some of the service-hopping results from parishioners' participation in worship activities (chalicists, lectors, choir, counting). Some of it was unexplained by the first survey results.

The second survey was designed to shed light on this idea of "service-hopping." Was it real? Why was it happening?

A telephone study was designed to answer these questions. Patricia Sutton, Anne Sessions, Beth Knorr, David Boyce, and Jeff Conover contacted participants randomly and administered the survey. More than 30 parishioners participated.

Survey 2: Summary of Findings

Participants were again asked which services they sometimes attended and which service they attend most often. They were asked why they choose a particular service and why they might not attend that service. They were also asked the crowding question.

As far as attendance goes, respondents to Survey 2 were similar to respondents to the first survey. The majority attended the 9:15 service most often. This was true even of those respondents who sometimes attend the 11:15 service. The top reasons for attending the 9:15 service were:

- Convenience
- To start the day early
- Because of Sunday school
- Because is it child-oriented

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The majority of 9:15 attendees sometimes attend the 11:15 service. The reason, outside of participating in worship activities, appears to be convenience.

As with the first survey, respondents to Survey 2 who agree that Sunday services get uncomfortably crowded at times were more likely to consider 9:15 their primary service. They were also more likely to service hop.

In regards to service hopping, the general conclusion from both surveys is that the 11:15 service is the primary service for a smaller segment of the St. Margaret's community than previously thought. The number of core attendees probably is about half of the weekly 11:15 attendance. Even these core 11:15 attendees are fairly frequent visitors to the 9:15 service.

St. Margaret's Church

TO: The Vestry
FR: John Sutton
DT: March 21, 2005
RE: Long-Range Goals

APPROVED BY THE VESTRY ON MARCH 21, 2005

The Long-Range Planning Committee submits the following goals for discussion, revision (if necessary), and approval. These goals reflect changes and additions since they were discussed in February's Vestry retreat.

1. Stewardship - pledge, donation and plate income deposited will be \$800,000 by the end of 2008. To meet this goal, we must:
 - Identify potential committee members who can help reach the 2008 goal
 - Acquire the services of a consultant with a record of achieving similar growth among its clients
 - Develop and execute a three-year Stewardship plan
2. Facilities - move into new worship, education, and administration space by the end of 2010. To meet this goal, we must:
 - Develop a parish-wide communications plan
 - Have financing plan in place that includes input from a capital campaign consultant
 - Firm up worship and education numbers and needs, including Sunday worship schedule
 - Have a vestry-approved plan for day school space
 - Have a technology plan in place
 - Secure contract management services from evaluation to completion
 - Complete a building design
 - Launch a capital campaign
3. Staffing – meet the staffing objectives listed below.
 - By January 1, 2006, staff position for 3rd clergy person
 - By January 1, 2006, staff position for ¾ Admin position
 - By January 1, 2007, staff position for sexton
 - By January 1, 2007, staff position for full-time music director
4. Mission and Outreach – define and create a focused, integrated, and parish-wide mission program by January 1, 2006. To do this we must,
 - Evaluate current practices for allocating all St. Margaret's Church outreach money and endowment grants
 - Revise policies, practices, and administrative structures as needed
 - Identify and recruit new Mission and Outreach leadership