

FLETCHER ASSOCIATES

FINAL REPORT

**EPISCOPAL CHURCH OF THE HOLY CROSS
NEEDS ASSESSMENT**

APRIL 27, 2006

BOARD DEVELOPMENT ♦ JOHN CARVER POLICY GOVERNANCE ♦ FUNDRAISING

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A. METHODOLOGY

On December 7, 2005, the Long Range Planning Committee of the Episcopal Church of the Holy Cross commissioned Fletcher Associates to conduct a needs assessment to determine the facility needs of its parish. Members of the Long Range Planning Committee were:

Jan Brandt, Chair
Sue Dimmitt
Fr. Jim Eichner
John Herberling
Scott Hildebrand
Lin Lindsey
Deborah Reffett
Pan Stanton-Wyman

Through the study, the following questions were to be addressed to the members of the Parish:

1. In what ministries should our church be engaged? What should be our priorities?
2. How do parishioners feel about the ministry of the church, the effectiveness of present programs and adequacy of current staff and facilities?
3. What data, such as attendance, growth rate, giving and level of participation, can provide clues to the effectiveness of our efforts?
4. Should the Parish commit to new ministries? If so, what resources, including staffing and space requirements, will be needed to carry them out?
5. What renovations, additions and/or new facilities are needed to accommodate the current and future ministries of the parish?

The thoughts and opinions of members of the parish were gathered through a series of focus groups and a congregational survey. Church records were examined and previous studies were reviewed. Planning studies from the City of Redmond were also considered.

FOCUS GROUPS

A total of 15 focus groups, including well over 70 individuals, were held in order to learn the thoughts and opinions of members of the various Holy Cross ministry groups on the issues listed above. All focus groups were facilitated by Connie Fletcher of Fletcher Associates. See Appendix A for a list of participants and a summary of each group response. Focus groups, held between January 18 and February 15, 2006, included:

- Alter Guild and Flower Guild
- Hospitality
- Lay Leaders
- Music Ministry
- Newcomers and Natural Growth Ministries
- Holy Cross Youth Groups
- Staff
- Small Group Ministries

- Wednesday Evening Bible Study
- Women's Bible Study
- Sunday School Teachers
- 8:00 A.M. Worshipers
- Seniors
- Vestry
- All others wishing to participate

The information obtained from the focus groups was synthesized for purposes of identifying program and facility needs from the congregation. While the most commonly identified program and facility needs were summarized for use in the congregational survey, the specific needs identified by each ministry group are preserved in Appendix A.

CONGREGATIONAL SURVEY

Based on the results of the focus groups, and in conjunction with the Long Range Planning Committee, a written survey was prepared and 366 were mailed to the congregation. Questionnaires were mailed on March 15 and responses were requested by March 31. An on-line version of the same survey was also made available. Every member of the congregation over the age of 12 was encouraged to respond. The survey assessed congregational support for the previously identified programs and facility needs. Eighty-three members completed paper surveys and an additional 44 responded to the on-line version, for a total of 127 responses. This is an approximate 38% response rate. See Appendix B for the survey instrument and accompanying letter to the congregation.

While a total of 127 individual responses were received, not all survey participants responded to all questions. This was particularly true of questions five through thirteen, which appeared on the back side of the survey's first page, and were likely missed by approximately a dozen respondents.

It should also be noted that on March 23, during the survey administration period, a letter was sent to all households from the Senior Warden of the Vestry alerting them to a shortfall in the operating budget. This may have influenced the late responders to the survey.

OTHER DATA

Congregational information was reviewed, including attendance and giving records, the 2001 Parish Profile, and the Master Plan prepared by Rice Fergus Architects in 1999.

City of Redmond Department of Planning and Community Development's North Redmond Neighborhood plan was reviewed. Reports included the Technical Committee Report, dated December 1, 2005, the plan update and a list of major projects under construction, dated February, 2006.

An Elway Research report conducted for Leadership Eastside, dated June 2005, also provided a source of demographic perspective for the area.

The following needs assessment report is based on the information collected from all data sources.

B. SUMMARY OF FINDINGS – FOCUS GROUPS

Each of the ministry teams surveyed through the focus groups was asked to respond to the same list of questions:

- What is the church to you?
- What should the church be doing?
- What is going well in worship? What could be done better?
- What's going well with ministry programs? What could be going better?
- What barriers prevent the church from doing what should be done, either in ministry programs or facilities?
- What are the most important priorities?

Following is a summary of the responses of the focus groups.

1. What Is The Church?

Focus group participants viewed the church as not just a building, but rather a congregation of fellow believers. The Holy Cross parish was the center of their spiritual life, but for many individuals, it served other functions:

- A social community
- A source of help
- The center of outreach into the broader community.

2. What Should the Church Be Doing?

Focus group participants were very much mission driven in their response to the question of what the church should be doing. Common themes which emerged were:

- Serve and engage its own community
- Raise Disciples of Christ
- Spread God's word
- Take care of people in the community
- Be a place to pray
- Be a place to baptize, marry and bury
- Be a place to bring families together who have been disbursed.

3. Focus Group Priorities: Summary of Predominant Themes

a. Ministries/Programs

- Communication among members of the parish should be increased regarding what ministries are doing, and what opportunities there are for participation.
- In order to grow the ministries of Holy Cross, additional leadership will be required. This will mean more personal commitment from the members, better recruitment and support of its leadership and, according to some, additional staff.
- Integration of Sunday School teachers into worship service and life of the church is necessary if their own Christian lives are to be nurtured
- Adult Christian Education, especially for men's Bible study, should be expanded
- The congregation should actively reach out to the neighborhoods surrounding Holy Cross, making the worship service more approachable/accessible for seekers who may not have a history of church participation
- The Church should provide for greater involvement of youth in the worship service and in the life of the church
- The pre-school should be made a Christian pre-school, according to many.

b. Facilities

- Increased space is needed for worshipers
 - A better solution must be found for overflow
 - Noise comes from the Fellowship Hall and people feel disconnected from the worship service
 - The current sanctuary capacity would not accommodate Sunday School Teachers and youth being brought into the worship service, as many suggest
- A Fellowship Hall with an adequate kitchen ranks as highly as increased worship space
 - Many value the church serving as a community center
 - Many value the role of the church as place to gather socially
 - Youth need a place to gather that will accommodate active play
 - Members value being able to accommodating whole-congregation meal activities
- The facilities currently do not accommodate adult Christian Education.
- Multi-purpose, flexible facilities are valued
- Visibility, attractiveness and accessibility of the church will increase attendance
- Members acknowledge the necessity to add bathrooms, Sunday school rooms, parking and other infrastructure, along with added capacity.

C. SUMMARY OF FINDINGS: CONGREGATIONAL SURVEY

Members were asked a series of demographic questions regarding their length of membership at Holy Cross, age, marital status and the service usually attended. They were then asked whether they agreed with a series of questions, based on significant issues identified through the focus groups, regarding worship, ministry programs and priorities for church expansion or renovation. Respondents were asked to specify on a five point scale to what extent they agreed with a series of statements, with 1 indicating strongly disagreement with the statement and five indicating strong agreement. The survey instrument is found in Appendix B.

Respondents were given an opportunity on the questionnaire to add any comments they may have on the subjects of church mission, renovation or re-construction. These comments are reproduced in Appendix C.

The data were examined to determine if the age of the respondent made a difference in how the questions were answered. While the number of respondents in each cell was too small to make any valid generalizations, based on the number of responses available, there was no indication that age made a significant difference in the way parishioners responded.

1. Length of Membership

Of those who responded to the question, 79% had been members of Holy Cross for four or more years.

TABLE 1
Length of Membership

Response	Total	%
Less Than 1 Year	5	3%
1 year to 3 years	21	17%
4 years to 9 years	49	39%
10 or more years	50	40%
Total Responses	125	

2. Age of Respondent

Sixty-two percent of parishioners responding to the survey were between the ages of 31 and 60 and fewer than 10 percent were under age 30.

TABLE 2
Age of Respondent

Response	Total	%
11 or under	1	1%
12 to 19	5	4%
20 to 30	5	4%
31 to 45	34	27%
46 to 60	44	35%
61 to 70	16	13%
71 to 80	14	11%
81 and over	7	6%
Total Responses	126	

3. Marital Status of Respondent

Most respondents identified themselves as being married.

TABLE 3
Marital Status of Respondents

Response	Total	%
Married	101	81%
Single	23	18%
Total Responses	124	

4. Service Usually Attended

Three quarters of those responding to the survey attend the second service at Holy Cross.

TABLE 4
Service Usually Attended

8:00 a.m.	32	26%
10:00 a.m.	92	74%
Other	1	
Total Responses	125	

5. The Mission of Holy Cross and Growth

Survey respondents were asked if, “The mission of the Holy Cross Congregation should be to grow the church.” Over half agreed or strongly agreed with the statement.

TABLE 5
Mission of Holy Cross is to Grow the Church

Response	Number	Percent
1. Strongly Disagree	3	2%
2. Disagree	10	8%
3. Neutral	44	35%
4. Agree	45	35%
5. Strongly Agree	25	20%
Total Responses	127	
Disagree or Strongly Disagree		10%
Agree or Strongly Agree		55%

A few individuals disagreed with this statement strongly enough to write lengthy comments on their questionnaire, interpreting the question to mean that growth in membership was an end in itself, rather than as a way to bring more people to Christ.

6. Worship Styles

A common concern of those who participated in the focus groups was how to reach out to the broader community. Cognizant of the formality of the Episcopal service, focus group participants suggested that alternative worship styles should be tried. To test the acceptance of this idea among the congregation, survey participants were asked if they believed that Holy Cross should offer a wider array of worship styles in order for the service to be more approachable to people who may be new to the church. The responses were split among those who disagreed with the idea, those who were neutral and those who supported this concept.

TABLE 6
Holy Cross Should Offer a Wider Array of Worship Styles

Response	Number	Percent
1. Strongly Disagree	12	9%
2. Disagree	30	23%
3. Neutral	45	36%
4. Agree	31	24%
5. Strongly Agree	9	7%
Total Responses	127	
Disagree or Strongly Disagree		32%
Agree or Strongly Agree		31%

7. Holy Cross as a Gathering Place for the Surrounding Neighborhood

The vision of Holy Cross serving as a center for community gatherings as part of their outreach efforts was tested with survey respondents. They were asked if they believed that Holy Cross should strive to be a gathering place for the surrounding neighborhood. Two-thirds of those responding to the question agreed or strongly agreed that it should be, while very few disagreed with the statement.

TABLE 7
Holy Cross as a Neighborhood Gathering Place

Response	Number	Percent
1. Strongly Disagree	3	2%
2. Disagree	1	1%
3. Neutral	36	30%
4. Agree	48	40%
5. Strongly Agree	31	26%
Total Responses	119	
Disagree or Strongly Disagree		3%
Agree or Strongly Agree		66%

8. Entrance to the Church

When asked if they believe that the entrance to the church should be made more visible and welcoming to those in the surrounding area, two thirds agreed or strongly agreed that it should be.

TABLE 8
Entrance to the Church Should be More Visible and Welcoming

Response	Number	Percent
1. Strongly Disagree	7	5%
2. Disagree	6	5%
3. Neutral	29	23%
4. Agree	50	39%
5. Strongly Agree	35	27%
Total Responses	127	
Disagree or Strongly Disagree		10%
Agree or Strongly Agree		66%

9. Youth Participation in the Worship Service

Youth who participated in the focus groups delivered the message that they wanted to be integrated into the worship service, and not just at the time of the Eucharist. Acceptance of this change was tested among the general congregation. They were asked if the church should provide greater opportunities for youth to participate in worship and in the life of the congregation. Over half of the congregational respondents agreed or strongly agreed with the goal.

TABLE 9
Greater Youth Participation in Worship and Congregational Life

Response	Number	Percent
1. Strongly Disagree	6	6%
2. Disagree	12	8%
3. Neutral	31	27%
4. Agree	49	42%
5. Strongly Agree	18	16%
Total Responses	116	
Disagree or Strongly Disagree		14%
Agree or Strongly Agree		58%

10. Expansion of Adult Christian Education

As in the case for youth, congregational survey participants agreed that expanded opportunities for adult Christian Education should also be provided.

TABLE 10
Expanded Adult Christian Education

Response	Number	Percent
1. Strongly Disagree	4	3%
2. Disagree	10	9%
3. Neutral	33	29%
4. Agree	46	40%
5. Strongly Agree	21	18%
Total Responses	114	
Disagree or Strongly Disagree		12%
Agree or Strongly Agree		58%

11. Adult Sunday School Attendance

Classrooms that can accommodate adult-sized bodies are in short supply at Holy Cross, according to focus group participants. The likelihood of members actually attending Christian Education classes on Sunday morning was important as an indication as to whether this purpose should be factored into a church remodel or expansion. Only a third of those responding agreed or strongly agreed with the statement that they would attend an adult Christian Education class if it were held on Sunday morning. Nearly half indicated that they would be unlikely to do so.

TABLE 11
Adult Sunday School Attendance

Response	Number	Percent
1. Strongly Disagree	23	20%
2. Disagree	31	27%
3. Neutral	22	19%
4. Agree	30	26%
5. Strongly Agree	8	7%
Total Responses	114	
Disagree or Strongly Disagree		47%
Agree or Strongly Agree		33%

12. Information on Holy Cross Ministries

Focus group participants believed that members of the congregation were hindered from becoming more involved in the ministries of the church due to a lack of information about opportunities. Nearly half of those responding disagreed or strongly disagreed with this assertion, while only 22% agreed or strongly agreed.

TABLE 12
More Involvement Would Follow More Church Information

Response	Number	Percent
1. Strongly Disagree	19	17%
2. Disagree	32	28%
3. Neutral	38	33%
4. Agree	22	19%
5. Strongly Agree	3	3%
Total Responses	114	
Disagree or Strongly Disagree		45%
Agree or Strongly Agree		22%

13. Willingness to Become More Involved

Focus groups also believed that in order to grow the ministries of Holy Cross, it would take leadership and a commitment to personal service, as well as money, on the part of more members. Congregational survey participants were again unwilling to make a strong statement of commitment, with more indicating unwillingness than a willingness to become more involved.

TABLE 13
Willingness to Become More Involved
in Leadership and Service

Response	Number	Percent
1. Strongly Disagree	22	19%
2. Disagree	18	16%
3. Neutral	40	35%
4. Agree	28	25%
5. Strongly Agree	6	5%
Total Responses	114	
Disagree or Strongly Disagree		35%
Agree or Strongly Agree		30%

14. More Sanctuary Space

In the first of a series of questions specifically about facilities, survey participants were asked if they agreed that more space was needed in the Sanctuary for Sunday morning worship. Three-fourths of those responding agreed that this is necessary.

TABLE 14
More Space Needed in Sanctuary on Sunday

Response	Number	Percent
1. Strongly Disagree	2	2%
2. Disagree	10	9%
3. Neutral	18	16%
4. Agree	46	40%
5. Strongly Agree	39	34%
Total Responses	115	
Disagree or Strongly Disagree		11%
Agree or Strongly Agree		74%

15. Worship Experience in Fellowship Hall Overflow Seating

An even larger percentage of respondents agreed that, when the Sanctuary is full, sitting in the Fellowship Hall diminishes the worship experience.

TABLE 15
Worship Experience Diminished
in Fellowship Hall Overflow Seating

Response	Number	Percent
1. Strongly Disagree	4	3%
2. Disagree	9	8%
3. Neutral	13	11%
4. Agree	34	29%
5. Strongly Agree	56	48%
Total Responses	116	
Disagree or Strongly Disagree		11%
Agree or Strongly Agree		77%

16. Sanctuary Space for Holy Days

The congregation was also asked if they agreed that more space was needed in the Sanctuary to accommodate worshippers on Feast Days, such as Christmas and Easter, and other special occasions, such as weddings and funerals. Even greater numbers agreed or strongly agreed than expressed similar views regarding space for Sunday morning worship.

TABLE 16
More Space in Sanctuary for Holy Days

Response	Number	Percent
1. Strongly Disagree	2	2%
2. Disagree	7	6%
3. Neutral	19	16%
4. Agree	50	42%
5. Strongly Agree	40	34%
Total Responses	118	
Disagree or Strongly Disagree		9%
Agree or Strongly Agree		76%

17. Distractions from Fellowship Hall Activities

Noise from activities in the Fellowship Hall, which is directly connected to the Sanctuary, is distracting to worshippers, according to over half the survey respondents. Over a quarter of the respondents disagreed with this statement, however.

TABLE 17
Fellowship Hall Noise is a Distraction to Worshippers

Response	Number	Percent
1. Strongly Disagree	6	5%
2. Disagree	25	22%
3. Neutral	20	18%
4. Agree	34	30%
5. Strongly Agree	28	25%
Total Responses	113	
Disagree or Strongly Disagree		27%
Agree or Strongly Agree		55%

18. Accommodations for Sit-Down Meal Functions

Again, over half of the participants agreed that Holy Cross facilities should accommodate the congregation at sit-down meal functions. Fifty-six percent agreed or strongly agreed with this statement, while many fewer were in disagreement.

TABLE 18
Accommodations for Sit-Down Meal Functions

Response	Number	Percent
1. Strongly Disagree	3	2%
2. Disagree	18	14%
3. Neutral	35	27%
4. Agree	43	34%
5. Strongly Agree	28	22%
Total Responses	127	
Disagree or Strongly Disagree		16%
Agree or Strongly Agree		56%

19. Kitchen Facilities Upgrade

Three-fourths of congregational respondents agreed or strongly agreed that the kitchen facilities should be upgraded to accommodate congregational meal functions. Only 9% were in disagreement with the need.

TABLE 19
Kitchen Facilities Upgrade

Response	Number	Percent
1. Strongly Disagree	1	1%
2. Disagree	10	8%
3. Neutral	19	15%
4. Agree	45	36%
5. Strongly Agree	50	40%
Total Responses	125	
Disagree or Strongly Disagree		9%
Agree or Strongly Agree		76%

20. Church Facilities for Youth

Youth participants in the focus groups strongly advocated for more space to gather that will accommodate social activities and active play. A multi-purpose room that could also serve as a Fellowship Hall was strongly supported by them. When asking the congregation as a whole about the need for additional space for youth activities, 72% agreed or strongly agreed, while only 6% were in disagreement.

TABLE 20
Additional Church Facilities for Youth Activities

Response	Number	Percent
1. Strongly Disagree	2	2%
2. Disagree	5	4%
3. Neutral	28	22%
4. Agree	55	44%
5. Strongly Agree	36	28%
Total Responses	126	
Disagree or Strongly Disagree		6%
Agree or Strongly Agree		72%

21. Adult Sized Classrooms and Meeting Spaces

Over half the respondents agreed or strongly agreed that more adult sized classrooms and meeting spaces were needed.

TABLE 21
Adult Sized Classrooms and Meeting Spaces

Response	Number	Percent
1. Strongly Disagree	4	3%
2. Disagree	12	10%
3. Neutral	39	31%
4. Agree	45	36%
5. Strongly Agree	25	20%
Total Responses	125	
Disagree or Strongly Disagree		13%
Agree or Strongly Agree		56%

22. Ranking of Projects

Participants were asked to rank order the seven major projects identified as being needed by focus group participants. Projects ranked #1 were most important, while those ranked #7 were viewed as least important.

The Sanctuary, with 54 first place votes, was thought to be most important by the largest number of participants. When combined with second place votes, it ranked significantly higher than the other projects being considered. A multi-purpose room received the second highest #1 ranking, although when first and second place were combined, the Fellowship Hall came in second by a significant margin. Adult-sized classrooms were considered to be least important.

TABLE 22

Holy Cross Facility Priorities									
<i>By Number of Votes</i>									
	#1	#2	#1 + #2	#3	#4	#5	#6	#7	Total
	Rank	Rank	Rank	Rank	Rank	Rank	Rank	Rank	
Sanctuary	54	29	83	22	7	3	0	5	120
Fellowship Hall	15	36	51	14	7	15	19	14	120
Multi-Purpose Room	28	7	35	24	22	15	15	12	123
Kitchen	7	16	23	25	25	22	15	13	123
Children's Classrooms	16	14	30	15	24	25	24	14	132
Adult Classrooms	2	9	11	11	20	21	24	36	123
Entrance	18	11	29	11	11	18	17	30	116

Another view of the prioritization can be obtained by assigning points to each rank, with the #1 ranking receiving seven points, down to the #7 rank, which is assigned one point. Under this tabulation, the Sanctuary is still the top priority, but Children's Classrooms come in second.

TABLE 23

Holy Cross Facility Priorities								
<i>Accumulated Points: Ranking #1 = 7points</i>								
	Rank #1	Rank #2	Rank #3	Rank #4	Rank #5	Rank #6	Rank #7	Total Points
Sanctuary	378	174	110	28	18	0	5	713
Fellowship Hall	105	216	70	28	45	38	14	516
Multi-purpose Room	196	42	120	44	45	30	12	489
Fellowship plus Multi-purpose Room	301	258	190	72	90	68	26	1005
Kitchen	49	96	125	100	66	30	13	479
Children's Classrooms	112	84	75	96	75	72	14	528
Adult Classrooms	14	54	55	80	63	72	36	374
Entrance	126	66	55	44	54	51	30	426

It was assumed by many who participated in the focus groups that the Fellowship Hall functions could be carried out in a multi-purpose room. Youth also saw a multi-purpose room serving their needs for active play and group activities. When the points assigned to the Fellowship Hall are combined with those for a multi-purpose room, this facility moves to the top of the list by a considerable margin in terms of total points assigned.

23. Comments

Survey participants were offered the opportunity to add any comments they might have regarding the mission of the church, its renovation or re-construction. See Appendix C for a complete listing.

Several comments were made regarding the operating deficit referenced in the letter from the Senior Warden, urging the congregation to resolve this issue before beginning any new construction project. Others expressed the view that church growth was a selfish goal, and that the true goal of the church should be to go make disciples.

Several addressed the facilities, particularly the Kitchen and Fellowship Hall or multi-purpose room, as a means to expand the outreach ministry of the church.

D. DEMOGRAPHIC DATA

1. Church Data

The Holy Cross membership has remained relatively stable and is currently at about 190 households. While membership has remained steady, attendance for both weekly and Easter Sunday services, according to the Parochial Report submitted to the Diocese, has declined over the past four years. Some of this can be attributed to the dramatic decline in the technology industry of 2001. The number of enrolled church school students has remained more consistent and approximately equal to the number attending Sunday worship services. Weekly offerings, not available for this table prior to 2000, have fluctuated within a range of ten to twenty percent per year.

TABLE 24

Episcopal Church of the Holy Cross					
<i>Congregational Data</i>					
Year	Baptized	Church School Students	Average Attendance	Easter	Weekly Offering
1992	449	220	229	476	
1993	490	157	221	534	
1994	534		250	503	
1995	549	124	202	395	
1996	583	150	211	458	
1997	605	176	210	458	
1998	657	109	96	507	
1999	452	112	180	448	
2000	649	179	201	456	
2001	651	98	225	410	\$291,449
2002	654	175	172	376	\$259,821
2003	664	176	177	354	\$315,357
2004	657	169	162	310	\$285,839

With the exception of 2006, which is incomplete, the average pledge has increased gradually over the past six years. In 2005, 25 pledging units provided half the pledged income and 103 the other half in 2005. For 2006, 18 of 118 pledging units were projected to provide half the pledged revenue. By comparison, 23 pledging units provided 50% of pledged revenue in 2001, with 131 units providing the remaining 50%.

TABLE 25

Episcopal Church of the Holy Cross						
<i>Pledges</i>						
	2001	2002	2003	2004	2005	2006
# of Pledges	154	125	125	125	128	118
Total \$'s Pledged	\$290,002	\$245,603	\$244,000	\$257,976	\$335,050	\$308,579
Average Pledge	\$1,883	\$1,965	\$1,952	\$2,064	\$2,617	\$1,542
Median Pledge					\$1,560	\$1,560

2. Facility Needs from 1999 Study

In 1999, Rice Fergus Architects conducted a master facilities plan for Holy Cross. The plan recommended a Sanctuary of 400 seats and a Fellowship Hall capacity that would seat 300 people in chairs or 200 to 250 at tables. A total of 160 parking stalls, including handicapped parking, were recommended. These recommended capacities are consistent with the needs identified through the focus groups in this study.

The projects recommended in this study are also consistent with the needs identified in this current study and should be carefully considered by the Long Range Planning Committee. A chapel and gift shop are the only facilities in the plan for which wide spread support was not voiced. Further, the phased construction option is realistic in light of the projected costs.

3. Eastside Demographics

A survey about Life on the Eastside was conducted by Elway Research in June of 2005, based on 402 randomly selected heads of household within Legislative Districts 1, 5, 41, 45 and 48.

When asked if the respondent belonged to any organizations, clubs or associations in their community, 49% responded, “none.” Nineteen percent were members of a church/church related group, the most common affiliation by a significant margin.

In a 2000 study conducted by the Precept Group of the area surrounding Holy Cross, average household income was \$94,000, compared with a the national average of \$59,000. The study also found much higher than average educational attainment rates and above average rates of marriage and two-parent families.

4. City of Redmond Planning Data

Holy Cross is in the North Redmond Neighborhood, an area that is roughly bound by 124th Way on the north, Avondale Road on the east, NE 11th on the south and the area to the west of Redmond-Woodinville Road and south of NE 116th St.. The February, 2006 City of Redmond North Redmond Neighborhood Plan Update states:

“North Redmond is planning to accommodate approximately 2,200 homes. Most of these planned units are either already under construction or “in the pipeline” for review, leaving room for consideration of between 500-700 new homes that will be built under the new neighborhood plan.”

Projects currently under construction in the North Redmond Neighborhood include:

- Curry-Woodlands, 17276 NE 119th Way 69 New single family homes
- Fisher Village, 17804 NE 116th 99 New single family homes
- Kensington Subdivision, 15731 Ne 117th St. 121 New single family homes
- Mondavio, Red/wood Rd NE & NE 106th St. 67 New single family homes
- Northstar Phase 1&2, 11723-165 PI NE 132 New single family homes
- Sunnyhill Farm, NE 120th Street at 167th 12 New single family homes
- Whistler Ridge, 17401 NE 116th Way 62 New single family homes

A village square is planned for the north side of NE 116th Street and 172nd Ave NE, not far from the church. It is anticipated that the Village Square will serve as a small scale neighborhood commercial and community meeting place and will be focused on pedestrian and bicycle access. Recommendations have been made to enhance existing and acquire additional park facilities, and promote shared use of the school property at 172nd and NE 122nd Street. No plans for community recreational buildings are evident in the update.

In a privately initiated proposal, Washington Cathedral Church is requesting consideration of a large scale (50-70,000 square foot) automobile oriented shopping center at the corner of Redmond-Woodinville Road and NE 124th Street. The proposed uses have not been specifically identified, but may include businesses such as a retail grocery store, space for farmer’s market, and space reserved for Theno’s Dairy. The proposed change is part of a master plan for redevelopment of the entire Washington Cathedral site. There is no indication of City or Citizen Advisory Committee support for this project in the North Redmond Plan update.

E. SUMMARY

Holy Cross members love their church community, its worship services, music and ministries. In particular, they love their Rector and his sermons. As they consider the future of their congregation, they focus on the elements they value, while imagining how their mission as a church could be extended with new facilities.

The Holy Cross parish sits in the midst of a large and rapidly growing residential neighborhood. Members feel called to reach out to others and to make the church more welcoming and visible in the community. They see the church as a gathering place, especially for youth – and youth are eager to bring their friends to their church home, if a place for active play could be provided.

The Sanctuary is center of worship for the church, and the facility congregants feel is most in need of enlarging, not just to accommodate Sunday worship, but for Feast Days and special events such as weddings and funerals. Bringing all worshippers into the sanctuary, holding family groups comfortably and making room for Sunday School teachers and youth to join in worship is a goal for many.

Just as they value more worship space, members value the opportunities to gather together for coffee or communal meals. There is strong agreement that a larger kitchen and Fellowship Hall are needed and would be put to good use.

While focus group participants called for more adult Christian education programs in accommodating spaces, congregational survey respondents placed a lower value on this than for other needed facilities.

The pre-school is an important outreach from the church to the community, a visible presence of Christ's care for little children in the lives of those who may or may not yet be members. Parishioners understand that as the church membership grows so will the need for more children's classrooms.

Holy Cross has a site plan prepared in 1999 that address all of the facility needs identified in the study. It will provide foundational information in assessing likely costs and construction options as they consider next steps.

While the congregation is significantly in agreement regarding its facility needs, there are signs that the necessary individual commitment may be lacking. Only a third of those taking the time to respond to the survey agreed to become more involved in leadership and service to grow the ministries of the church. While membership has been stable over the past six years, average attendance has declined, and financial pledges have not kept pace with the needs of the parish.

This, however, is not a congregation in distress. It is full of the Holy Spirit and love for one another. It is mission driven and focused not just on what happens within the walls, but on how it can serve others in the community, and world beyond.

APPENDIX A

EPISCOPAL CHURCH OF THE HOLY CROSS NEEDS ASSESSMENT - 2006 RESULTS OF FOCUS GROUPS

A. PARTICIPANTS

A total of 15 focus groups, involving well over 70 individuals, were held in order to learn the thoughts and opinions of members of the various Holy Cross ministry groups. Each focus group was asked to respond to the same list of questions:

- What is the church to you?
- What should the church be doing?
- What is going well in worship? What could be done better?
- What's going well with ministry programs? What could be going better?
- What barriers prevent the church from doing what should be done, either in ministry programs or facilities?
- What are the most important priorities?

All focus groups were facilitated by Connie Fletcher of Fletcher Associates. Focus groups, held between January 18 and February 15, 2006, included the following participants:

Alter Guild and Flower Guild:

Sue Dimmitt
Laurie Fetty

Hospitality:

Laurie Fetty
Melissa Homes
Sheila McDaniel

Lay Leader's Group

Mary Michael Garlichs
Laura Gregg
Debbie Hiatt
Elizabeth Sinclair

Music Ministry

Names not collected, but included approximately 12 musicians, in addition to Dorothy Angwin

Newcomers, Natural Growth Ministries

Nancy Coy
Bertha Eades
Caroline Whalen
Linda Wheadon

Holy Cross Youth Groups

(Did not collect names – looked to be about a dozen youth, plus three adult leaders)

Staff

Rector: Fr. Jim Eichner
Music: Dorothy Angwin
Office: Carmella Wolfgang
Christian Education: Carol Prinsloo
Alter Guild: Laurie Fetty
HC Publisher: Barb Fraley

Small Group Ministries

Bob Hawes
Melissa Holmes
Tina Paul

Wednesday Evening Bible Study

Bonnie Bawel
Nancy Courtney
Kim Eichner

Women's Bible Study

Glenys Buhrmann (St. Judes)
Sheila McDaniel
Karen Vantil
Diana Weede (Northshore Baptist)
Pam Stanton-Wyman
Therese E. White (NSBC)

Sunday School Teachers

Shelley Colegrove
Susan Lindsey
Barb DeMaris

8:00 a.m. Worshipers

Sue Dimmitt
Gary Dimmitt
Wendy Hatheway
Bob Hatheway
Bill Reffett
Deborah Reffett
Glenn Eades
Bertha Eades

Seniors

Roy and Sheila McDaniel
Nancy and Bob Hawes
Louise Griffin
Stuart Clark
Glenn Eades

Vestry

Bob Hawes
Jim Eichner
Shawn McCartney
Dave Worley
Karen Van Til
Barb Demaris
Mary Michael Garlichs

February 15th Focus Group

Jerry Whalen
Jay Orr
Lyndia Abbott

B. SUMMARY OF FOCUS GROUP RESPONSES

The information obtained from the focus groups was synthesized for purposes of identifying program and facility needs from the congregation. While the most commonly identified program and facility needs were summarized for use in the congregational survey, the specific needs identified by each ministry group are preserved in this document. The following themes emerged from the focus groups.

1. **The Church is:**

- A place we go to worship God
 - The building, the physical plant
- The People
 - WE are the church
 - The congregation
 - Staff
 - Clergy
 - Who ever comes to worship here
- A Community
 - A community of believers
 - A community of seekers
 - A spiritual community
 - A community where your spiritual life can be nurtured
 - Center of the community
- Family, a constant
- A support system
- Followers of Jesus on a mission
- The Body of Christ made visible to the world
- My firm foundation
- God's force in the world
- The sum of its beliefs – the Message it preaches
- Ministry of the Baptized
- A place of worship
 - Corporate worship
 - Gathering together
- A place for fellowship
 - A social community
 - Center of my social life
- A point of contact for people who are spiritual seekers
 - Outreach

- A place for spiritual growth
 - A place to learn for all ages
 - A place to grow your faith and grow your understanding
- A community resource, reaching out to others, i.e., the pre-school
 - A bridge to service
- A place to go when in need
 - A place to go to heal, celebrate to listen, to laugh
 - A hospital, where you go when broken
 - A wonderful place to go to, whether you feel great or not
- A place for ceremonies
- Life itself

2. What Should The Church Be Doing?

- ***Spreading God's word***
 - Be a light to the community
 - To serve and bring Christ to the world
 - Share Christian love
 - Bring Christ to the Community
 - Praying for the world
- ***Be a place to pray***
 - A sanctuary – a calm in the storm, a safe place
 - A place for people to know they are blessed
- ***Raising Disciples***
 - Building stronger faith
 - Strengthening the Church Community
 - Encouraging, strengthening, deepening our walk with Christ
 - On-going, continuous Christian Education
 - Bible Study
 - Lifetime of learning
 - Equipping the Body of Christ to reach out to the un-churched
 - Growing leadership
 - To go out into the world
 - Helping people find ministries that fit their own spiritual gifts
 - To build on spiritual gifts
 - Teaching people to own up to their responsibilities, to fulfill their Christian obligation
 - Holding us accountable – learning, digesting, reminding us for what we are held accountable
- ***Serving and engaging its own community***
 - To know each other
 - To support each other in time of need
 - Baptize, marry and bury

- Communicate opportunities to work with youth,
- Be a conduit to care for one another
- Visiting shut-ins
 - Cascade Vista, Avondale House
 - When the members cannot be present here, we should be present in their lives
 - ❖ Receive communion
 - ❖ Have contact with the Priest
- Provide someone to talk to on a confidential basis
 - Outreach committee or lay ministers
- ***Minister to seekers, the un-churched***
 - Hold worship services that respond to their needs and life experiences
 - Create an environment and structure so seekers are receptive
 - Become more welcoming, accepting of others not in the church
 - Attract – Reach out to the community around us
 - Build a core group of leaders to take this on
 - Be an open door
 - Be a community center that would welcome people
 - To help people know the Gospel and for people to know they need this
- ***Taking care of people in the community***
 - Reaching out
 - Seeing needs, filling needs
 - Be a place to bring families together
- ***Getting in touch outside of Redmond***
 - Service
 - Prison ministry

3. Summary Of Priorities From All Groups

a. Ministries/Programs:

- Communication among members of the parish should be increased regarding what ministries are doing, and what opportunities there are for participation.
- In order to grow the ministries of Holy Cross, additional leadership will be required. This will mean more personal commitment from the members, better recruitment and support of its leadership and, according to some, additional staff.
- Integration of Sunday School teachers into worship service and life of the church is necessary if their own Christian lives are to be nurtured
- Adult Christian Education, especially for men's Bible study, should be expanded
- The congregation should actively reach out to the neighborhoods surrounding Holy Cross, making the worship service more approachable/accessible for seekers who may not have a history of church participation

- The Church should provide for greater involvement of youth in the worship service and in the life of the church
- The pre-school should be made a Christian pre-school, according to many.

b. Facilities:

- Increased space is needed for worshipers
- The current sanctuary capacity would not accommodate Sunday School Teachers and youth being brought into the worship service, as many suggest
- A fellowship hall with adequate kitchen ranks as highly as increased worship space
- A better solution must be found for overflow
 - Noise comes from the fellowship hall and people feel disconnected from the worship service
- Many value the church serving as a community center
- Many value the role of the church as place to gather socially
- Youth need a place to gather that will accommodate active play
- Members value being able to accommodating whole-congregation meal activities
- The facilities currently do not accommodate adult Christian Education.
- Multi-purpose, flexible facilities are valued
- Visibility, attractiveness and accessibility of the church will increase attendance
- Members acknowledge the necessity to add bathrooms, Sunday School rooms, parking and other infrastructure, along with added capacity.

C. MINISTRY RESPONSES

ALTAR AND FLOWER GUILD FOCUS GROUP January 28

In Attendance:

Laurie Fetty
Sue Dimmitt

WHAT IS THE CHURCH?

- The Community that comes here, Staff and Clergy
- The physical plant
- Whoever wants to come here (though we're not big enough to serve all)
- The Body of Christ, made visible to the world

WHAT SHOULD THE CHURCH BE DOING?

- * Serving and engaging its own community
 - Helping people find ministries that fit their own spiritual gifts, so that we are equipped to reach out to the un-churched.
 - Encouraging, strengthening and deepening our walk with Christ
 - Ongoing, continuing education, i.e., Alpha
 - Bible study should be encouraged
 - We need to be well fed. When this occurs, then we are propelled to reach out to others.

WORSHIP: WHAT IS GOING WELL?

- Wonderful preaching
- Congregation is more engaged
- Music is wonderful
 - There is a lot of music talent in the church, e.g., Dorothy, Barb singing the psalms
 - The music engages lots of people
- The Newcomer's group efforts
 - Lots of attention is paid to newcomers that walk in the door
- We love the liturgy

WORSHIP: WHAT COULD BE IMPROVED?

- More Worship leaders are needed
 - 8:00 a.m. ushers
 - Alter Guild
 - Chalice Bearers
 - Lay readers
- Layout of the church
 - The overflow is rarely needed, yet people sit outside the sanctuary doors (Where they seem to feel permission not to be engaged in the worship service.) The chairs need to be removed and people should be encouraged to come in.
- The facilities look worn
- A better Sacristy is needed
 - Larger
 - Better storage
 - Deeper sink, divided with piscine sink
- Technology
 - power point projection
 - Sound system
- Traffic patterns
 - Into the Sanctuary
 - For communion
 - No fire aisles next to the way
 - Emergency exits
- Better vesting rooms
 - Priest
 - Acolytes
 - Choir
- Bigger Sanctuary
 - Get rid of the division between the fellowship hall, the overflow

MINISTRIES/PROGRAMS: WHAT'S GOING WELL?

- Special Events
- People willing to be a part
- Having good administrative support makes it easier to lead

MINISTRIES/PROGRAMS: WHAT COULD BE BETTER?

- No coordinator for special events, need to reinvent the wheel each year
- No trainers for ushers
- Loss of leadership, no succession planning
- Training, apprenticing, leading, supporting are needed

GAPS:

- Bible study, especially for men
- We need a business manager, i.e., paid staff
 - The Rector is good in a priestly sense, but shouldn't have to do tasks related to running the church business
 - We need a sexton, i.e., a non-member who maintains the buildings and grounds
- Discussion friendly rooms
 - Close to fellowship hall and sanctuary
- Flow of facilities
 - The office is too far removed

PRIORITIES:

#1 Spiritual feeding:

- Ongoing education
- Bible study
- Classes

This will lead to more leadership. Do we need more staff in charge of leadership development and Ministry support?

#2 Facilities:

- Worship area
- Fellowship Hall – kitchen
- Classrooms, meeting rooms for adult education

All these should be addressed. Also needed are:

- Multiple restrooms
- A welcoming entrance
- Office re-location

HOSPITALITY

January 22

In attendance:

Melissa Holmes, coffee hour
Sheila McDaniel – Funeral receptions
Laurie Fetty, weddings

FACILITIES:

- Not much separation between the sanctuary and fellowship hall
 - It's difficult to do preparation
- Weddings
 - No convenient dressing rooms for the wedding party, esp. if the weather is not good
 - The fellowship hall is not attractive for receptions
 - If facility needs were addressed, it could serve to market the church as a site for weddings and receptions
- *Bigger kitchen facilities
 - Commercial appliances
- Storage
 - More table and chair storage – racks
 - Secure storage
- *Restrooms (The plan that was developed in the last round of planning was good)
 - Location
 - More stalls
 - Accessible
- Coat room, mudroom is needed
- Capacity
 - Sanctuary seating should be 300+
 - Fellowship Hall seating at tables should be 200
 - Current seating is realistically under 200 for the sanctuary and about 70 around tables in the fellowship hall
 - Christmas eve attendance was 439 at 3 services
- Separate place for organ, bell choir and choir
- Comfortable kneelers
- Better prayer book/hymnal storage

- Need more people involved in ministries
- How should we bridge newcomers into ministries?
 - Be open to new people
 - Invite them to join ministries
 - Be inclusive
 - Make announcements
 - Send mailings home
 - Personally invite people to join in

MUSIC MINISTRY GROUP

January 19

CHURCH IS:

- People
- Worship
- Corporate Worship
- Community
- Outreach

WHAT IS GOING WELL IN WORSHIP?

- Jim's sermons are appropriate. They relate to a lot of people
- Jim is a singing Rector. He is sensitive to the music. The Rector has a tremendous impact on the congregation. The congregations signs now. The rector supports contemporary songs.
- Cherub Choir
- The liturgy is done well.
- The congregation can worship well because things are in good order
- The liturgy is shaped well every Sunday.
- The quality of the worship service is good i.e., liturgical sensibility, music fits into this form. The congregation is responding to it.

WHAT COULD BE BETTER IN WORSHIP?

- All would like contemporary worship. They would like an integration of the two styles, like High Church and Low Church, both. Past attempts needed leadership and organization. It should be done well, whatever is done.
- Volunteer situations have limitations. We could do more if there were additional music staff. Dorothy will be impossible to replace for the same investment of resources.
- Some think that services are too long. Be disciplined about announcements.

- Worship space is not large enough (people should use the front rows)
- Those who sit in the overflow area outside the sanctuary do not feel part of the service. The acoustics are poor.
- A separate entrance to worship is needed. There is no barrier between the fellowship hall and sanctuary. You can hear toilets flushing in the sanctuary.

MINISTRY/PROGRAMS

- Need more participation in music programs. What are the barriers/disincentives? Geographic disbursement of congregation is one.
- Need more challenging music (and musicians willing to put in the time to learn it.)
- Need practice space outside of the sanctuary
- All would like new choir robes
- Paid talent – leadership in music
- A core of section leaders
 - Reliability
 - Including contemporary music leader

- Musicians need to make a commitment to practice. The contract is not functioning properly. We need to be more explicit about expectations.

FACILITIES

- Rehearsal space outside of the sanctuary
- Permanent set up for contemporary music instruments, mikes, etc. in the sanctuary
- Mixers need to be in the back and monitored and managed.
- Move and expand bathrooms
- Permanent Baptismal Font at the entrance
- Vesting space
- Larger worship space
- Better acoustics
- Mixers in the back.
- Transition space between fellowship and worship
- Need to own a grand piano
- Meeting spaces to invite community in
- Kitchen is inadequate
- More Sunday School building space
- Cry room, glass, with sound piped in
- Noise from the Library interferes with worship

PRIORITIES:

- More seating in coherent worship space – most place this as the highest priority (More services has not worked)
- Back it up (more worship space) with a worthy program, i.e., a facility and service/program/mission
- Build the program while you're working toward the larger facility
- Be realistic about the costs

NEWCOMERS, NATURAL GROWTH MINISTRIES
January 15

In attendance:

Nancy Coy
Linda Wheadon
Caroline Whalen
Bertha Eades

There was a diversity of opinions among this group.

Priorities of these individuals are:

- Staffing: need more. It is too much for one person
- Entrance to the church and welcome area (Narthex)
- Welcome area – permanent space
- Adult Education Rooms
- A larger, more functional facility for education, worship, fellowship
- A larger sanctuary
- Outreach to the community
- Care and Share program (food, home visits, etc.) Stephens Ministry
- Young people incorporated into worship (two of three responding)

Church is:

- Worship
- Gathering together
- The Body of Christ
- A place for fellowship
- Community of Believers
- Point of contact for people who are spiritual seekers
- A community of searchers
- A social community
- A place to learn for all ages
- A place to grow your faith and grow your understanding
- A community resource, reaching out to others, i.e., the pre-school
- Community outreach
- A place to go when in need
- A place to go to heal, celebrate, to listen, to laugh

Programs/Ministries Going Well:

- New Comers
- Active Boy Scout Troop
- Lay groups that support worship are fully operational
- Christian Education is well organized, esp. age 13 and above (Rite 13 is working well)
- Engaged in missionary work in connection with missionaries in the field, and in organizing trips

- Engagement of teens; keeping them involved, serving as leaders
- The church has produced a large number of clergy

Programs/Ministries that could be improved:

- Look at the area's demographics: are there neighborhoods we're missing? We lack cultural diversity.
- Services to other is not visible (Avondale the exception)
- Home visits, Caring and Sharing, when individuals and families are in ill- health or in crisis. More volunteers are needed.
- Care and Share – short term ministry to help those in crisis (Linda and Caroline will work on this.)
- Prayer chains, Stephen's ministry to provide for emotional and physical needs
- Ministries will have to respond to more newcomers and a more diverse population
- Form the foundation for a community
- Alter and Flower Guilds need to be more welcoming of new members. They seem exclusive and closed.
- The Church does not attract young people, esp. young adults
- Ministries are spread too thin: the 80/20 rule is true here. We need to try to get people to understand ministry opportunities.
- Move beyond the Rector centric model. Jim tries to do too much. The involvement of others is needed.

What's Going Well in Worship?

- They look forward to it.
- Jim's Sermons
- The choir, which is good for a church this size
- Appears to be fairly well organized and well planned
- A lot of people play a part in it. Team work, belonging, involvement, inclusiveness. It is more fun this way.
- Prayerful, yet a place that is less formal. You can laugh and be with family.
- Great response to New Comers group
- It IS a welcoming congregation
- A great education for children
- It reaches a lot of kids
- Welcoming environment for kids when they come in for communion. People are not concerned with the manner of dress. It is more important that they are here.

What Could be Improved – Worship:

- Lots of adults miss worship because they are teaching Sunday School.
- Would like to see kids and teachers be a part of the Service, i.e., come in at the Peace. (One of the four prefers the 8:00 service because it is un-interrupted by the youth coming in for Communion)
- The bulletin is hard to follow and requires three pieces of paper in addition to the hymnal

- More of a mix between contemporary and traditional service. They would like well done contemporary music as part of it.
- Would like another worship option during the week: Saturday evening, Sunday evening or Wednesday evening.
- More lay witnesses to their faith during the service (But would still like to hear from the minister – seven weeks is too long to be gone from the pulpit.)
- Add a children's sermon
- Some miss being able to kneel. The current benches are a problem.
- Pews rather than chairs (preference of one of three participants) chairs promote segregation and separation.
- Bigger Sanctuary
- Better color scheme
- There is a need for a more clear focus on the alter (some did not like the current cross – would like Holy Cross to be added to it.)
- Need acolyte training for the 8:00 service. The acolytes don't always come to fulfill their responsibilities.

Comments on Facilities:

- Too many entrances – it's hard for newcomers to know where to go.
- We need plenty of nice tables and comfortable chairs
- Needed: a reception and greeting area outside the sanctuary, where one can get a name tag, ushers can hand out bulletins, members can get ready to go into worship
- A welcome center is needed, that is volunteer-staffed after each service, for newcomers to get information. Permanent counter space is needed.
- Doors with glass panels are needed, so people can see what is happening from outside.
- Identify where to come in.
- Space for alter guild – a sacristy
- Sound-proof the sanctuary to keep the noises of the entry out.
- Need large spaces for community meetings of 50 to 100 people
- Reader board (tasteful) for information on services
- Better, more functional space
- With sufficient room, the Parish could offer a meals program or food bank operation
- Not enough space
- Parish hall is not large enough for the whole congregation
- Need break out rooms with table and chairs, outlets and cupboards to accommodate groups
- Adult classrooms are needed
- There is no space for adults to gather
- A better fellowship hall is needed. The current one is more like a giant hallway.
- There is no space now for fellowship or education
- The facilities have problems with water – systems problems
- The kitchen is inadequate to serve a meal to the congregation. A larger dishwasher is needed.

Newcomer Committee Wish List – from Caroline:

- Interior visible from exterior
- Reception area at entrance – “greeting area.”
- Two entrances leading to worship –(a way to draw people into good flow into sanctuary)
- Hospitality facility:
 - A place to eat together as a congregation
 - Multiple adult gathering areas between services
 - Commercial Kitchen
 - Plenty of round table and comfortable chairs
- Good place to have name badges to be housed – have ushers or greeter remind people to wear them.
- Pews rather than chairs
- Padded kneelers for the members over 40.

SMALL GROUP MINISTRIES

January 22

In attendance:

Tina Paul
Bob Hawes
Melissa Holmes

MISSION OF THE CHURCH

- Provide a Christian Community
- To know each other
- To support each other in time of need
- To reach out beyond the church walls
- To build on spiritual beliefs
- Minister to seekers, the un-churched
 - Build a core group of leadership that will take this on
 - Worship service that responds to their needs and experiences
 - Create an environment and structure so they are receptive
 - Getting in touch outside Redmond – comfortable community
 - Service
 - Prison Ministry
 - Consider changing structure to be more welcoming, accepting of others not in the church

WHAT'S GOING WELL?

- Building a community that cares about each other
- A loving community
- Jim is wonderful
- Staff is adequate for the moment (in numbers and skills)
- If people want things they have to jump in and help

WHAT COULD BE BETTER?

- Not doing enough out in the community
- Lack of support for Avondale House
- We don't have an evangelism program
 - Lack of trained people
- Is liturgy a barrier to seekers?
- Challenging people to give more time
 - Raising and communicating expectations – to bring people closer together in groups
 - Financial support
 - Becoming part of the ministry group

BARRIERS TO ACCOMPLISHING THIS MISSION

- Water is insufficient to maintain the gardens
- Small number of volunteers
- Leadership is lacking for contemporary, less traditional services and music
- Programs for young adults and singles are lacking
- Deliberate planned way of attracting new members
 - Directed from the top
- *Overflow, kitchen, may be an impediment to welcoming new members/visitors – e.g. Easter
- Need deliberate, focused effort, led by Rector, to take us where we need to go.
- Leadership starts with Rector, then the Vestry (monthly meets may not be adequate to accomplish this), plus a broader group to support the task – delegate, then, let them go.
- Communicate what ministries are doing, i.e., Avondale ministry

PRIORITIES

- *Change the mission of the Church – Bring people to Christ – The Great Commission
- *Do more out in the community – get our members physically out there
- *Having a systematic and strategic plan to advance the mission of the church
- *Develop leadership
- *Effectively communicate so that everyone knows the good work that is being done.
 - Our Sunday school teachers are outside of worship
- ***Overflow** and the **kitchen** are facility priorities

Facility Needs for Friends of the Garden, from Tina Paul

1. Storage for soaker hoses, fertilizers, tools, with external access;
 - sprayers about 150 sq. ft.
2. Water source with consistent pressure
 - Maintenance of present area with plantings for color – bulbs –
 - development of new beds
 - pruning (appropriately)
 - watering

With the idea that a nicely landscaped area attracts people, especially as developed into a labyrinth or Stations of the Cross or the Memorial Garden.

WEDNESDAY EVENING BIBLE STUDY
January 18

In attendance:

Bonnie Bawel
Nancy Courtney
Kim Eichner

CHURCH IS:

- Community
- Building, followers of Jesus on a mission
- Family, a constant

WORSHIP: WHAT'S GOING WELL?

- Attendance is good
- Great minister – Good sermons. It's nice they're on the web.
- I love to see the children (Variety of opinions on whether children and youth should be in worship service)
 - I like it when the little children come in to service.
 - Once a month and no more
- Awesome youth involvement – there is a closeness in the group, good energy
- A choice of time and music – Rite I and Rite II
- I like the choice of music
- A lot of people feel comfortable and get something out of Sunday Worship
- Good format
- Sense of creativity in program and content – comfortable, but not stale. Room for creative expression
- Bible study experience enhances Sunday Worship experience
- Camp Casey and St. Francis Day worship is special

WORSHIP: WHAT COULD BE BETTER?

- Teens should be in the service during the sermon (J2A and YAK's especially)
- More interactive experience at the corporate level with the Holy Spirit
- Be able to host more functions, i.e., doing outreach and joining other congregations
- Do more with Bible Study

MINISTRIES/PROGRAMS – WHAT'S GOING WELL?

- J2A program
- Short term mission experiences growing
- Pre-school
- Outreach Wage – Needs to get more publicity
- Being open to feedback (Wed. Bible Study)
- VBS is great. Outreach to Japanese families. This is a give-back opportunity for J2A
- A few celebrations: Mardi Gras, Maundy Thursday, the Picnic
- Camp Casey – family camp
- Outside giving, e.g., Angel Tree, although participation is tapering off

- 30 hour Famine
- Prison Ministry

MINISTRIES/PROGRAMS – WHAT COULD BE BETTER:

- It is hard to start new congregation wide efforts.
- Hosting functions
- We don't do summers well
- Need more people for Avondale House and the retirement home
- Adult education – response versus offerings

GAPS:

- Socialization opportunities for adults
- Geographic gap – membership is scattered. It's difficult to come together for other than Sunday. We should be drawing immediate neighborhood.
- Evangelism: Bring in new families. We need to be more active.
- Outreach is improving for new comers – the committee is making a difference
- Option for home visits
- Adult discipleship (Cursillo going well, but that is the only area.)
- Gap between life style and our own reflection here. (The church is modest compared to our own homes. The priorities need to be redirected – members accept the poor condition of their church facilities. Church is a second rate endeavor.)

FACILITIES:

- #1 priority for two of three participating: Enlarge and improve fellowship hall
- Bathrooms, including showers
- Bigger kitchen, to host events Bigger fellowship hall (Currently, can't accommodate large numbers of participants for retreats, kid things, luncheons. It is cramped and break-out options are limited. Acoustics are poor.)
- There is no "third place," i.e., not home, not work; a place to hang out.
- Need for a conference room
- Need for a lounge – an informal space with comfortable furniture
- Need for a counseling room for couples and small groups, where confidential conversations can take place
- Sound separation from fellowship hall to sanctuary.
- A larger sanctuary – able to close it off from the kitchen
- Traffic flow to communion

WOMEN'S BIBLE STUDY
January 18

In attendance:

Sheila McDaniel
Therese E. White (from NSBC)
Pam Stanton-Wyman
Glenys Buhrmann (St. Jude's)
Karen Vantil
Diana Weede (Northshore Baptist)

CHURCH IS:

- A place for spiritual growth
- Community – where your spiritual life can be nurtured
- Fellowship
- A hospital – where you go when broken
- Family
- Accountability – learning, digesting, reminding us what we are held accountable for

WORSHIP: WHAT'S GOING WELL?

- Participation in worship
- Great choir
- Two bell groups
- We have people who will take communion out to the home-bound
- Lay ministry
 - Prison visits
 - Nursing home visits
- Children are welcomed
- Sermons are always good – Father Jim used humor, ties to the Gospel, and is personable.

WORSHIP: WHAT COULD BE BETTER?

- Variety in music
- Alleluia Chorus is missed
- Need more music leadership
- Stewardship
 - Rector struggles with the business side, i.e., talking about stewardship
 - We should have shareholder attitudes
 - Financials should be in the bulletin
 - Diocese does not support lay leadership in stewardship through training
- People need to have the expectation of participation
 - Stewardship
 - Involvement in groups
 - We need leadership

MINISTRIES/PROGRAMS: WHAT IS GOING WELL?

- Youth group, Christian education
- Bible study class
 - People come from outside the church to participate – we're welcoming
- Small church
- Age diversity in church – we appeal to everyone from babies to senior citizens
- Gem of a location
- Spiritual support, Prayer Chain
- Cursillo – work with others in community, small group support/prayer/spiritual growth

MINISTRY: WHAT COULD BE BETTER?

- We don't follow-through
- We're not good about reaching out into the neighborhood; bringing in new people. Evangelism is low (But at some point, did go into neighborhood with printed material)
- Getting new people connected into the church
- Rite 13 – Senior program – the age groupings we use can separate children from their friends
- We need more programs – what new ministries are needed?
- It's hard to break into cliques, but we are starting to work on it.
 - Some ministries require talking to Fr. Jim first
- Men's ministry struggles
- Little contact outside of Sunday services
- Young couples – there is nothing for them
 - Bible Study?
 - Combine with other churches?
- Recreation, softball, etc.
- There is a shortage of people to run adult education, e.g. Alpha

GAPS:

- Lacking a place for youth to go
- Places for newcomers to get information
- Needs versus resources – waiting to act until money comes in
- Men's ministry
- Need leadership to get:
 - Men's ministry
 - Young adult, young couples
 - Adult ministry
- Fellowship events:
 - Need more space
 - Need involvement and leadership for fellowship
- Need staff and facilities to grow beyond current size

- Ministry to pre-school parents and children
 - Christian pre-school
 - Oversight is currently inadequate
- Fundraisers – one big one per year
- Fun social events
- Advertising – let people know we are here

FACILITIES:

- Kitchen needs work
- Fellowship hall is intensely small. It limits inclusion of new attendees
 - Multi-purpose fellowship hall
 - with variable lighting for different events
- Need inviting (stone) façade; Northwest style
- We need a great place for youth to hang out, something like the Kirkland Youth Center
- Flexible seating/chairs that you can unhook
- Media equipment
- More breakout rooms
 - For small groups
 - For adult education
- Pre-school should have its own facility
 - Storage,
 - Difficulty in sharing space with the Sunday School
- Bigger nursery, with carpeting
- Parking will be a problem with a new facility
- Keep the beautiful outdoor space
- Build a fire pit or amphitheater

PRIORITIES:

- Stewardship
- Fellowship/Kitchen space
- Men's ministry
- Congregational involvement – part of Christian walk –
 - Giving time
 - Giving talent
 - Tithing
- Encourage Christian leadership

PARKING LOT:

- We are losing members because of the National position on homosexuality and biblical relativity

HOLY CROSS YOUTH GROUPS

January 15

THE CHURCH IS:

- The building
- A place to worship
- A spiritual community
- WE are the church

WHAT SHOULD THE CHURCH BE DOING?

- Spreading God's word
- Educating us
- Encourage us
- Build stronger faith
- Helping us
- Reaching out to the community around us
- Strengthening the Church Community

WHAT THE CHURCH DOES WELL:

- There are a lot of ways to get people involved besides worship
- Activities
- Good for younger children (playground)
- Sunday School – the classes
- Whirly Ball, Snow-tubing
- 30 hour famine
- Mission trip, Pilgrimage
- Super Bowl for caring, donations to the needy in the community, Christmas Child
- Bell choir, regular choir
- Help for families inside the church (babysitting)
- Congregational picnics
- Blessing of the animals
- Memorial Garden looks nice

WORSHIP: WHAT'S GOING WELL?

- Good Sermons
- Cherub Choir

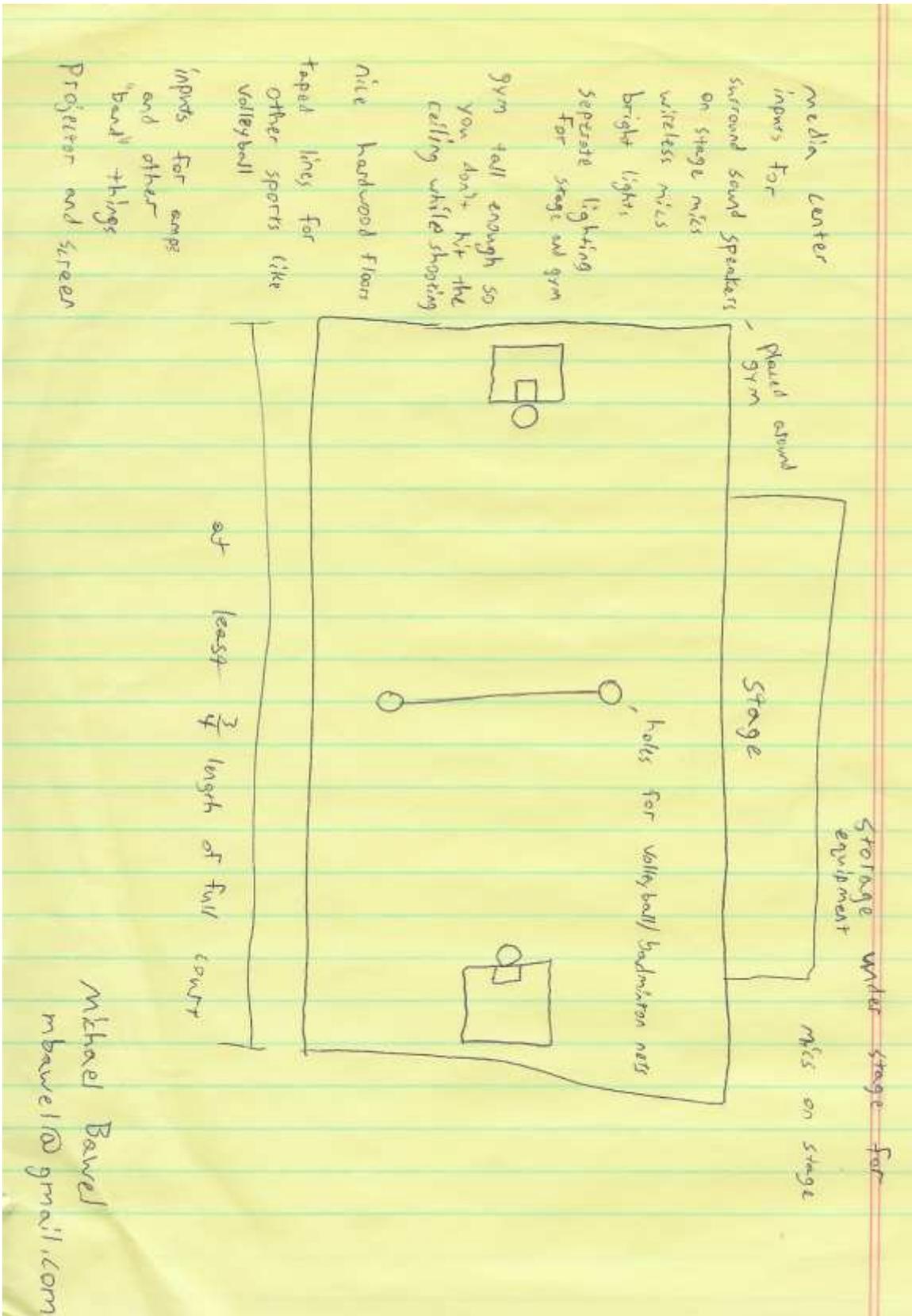
WORSHIP: WHAT COULD BE BETTER?

- More involvement of youth in the worship service. Youth are detached from the worship service itself. The youth Sunday School and J2A meet at the same time as worship. There only involvement is communion. Few attend worship services or have much experience with them. This is a commonly held belief by the youth. There is consensus around this issue.
- Sermons are good, but too long for the attention span of youth

- Half the youth think the worship service is okay as is; the other half think it should be improved.
- All would attend a contemporary music worship service

WHAT ARE THE GAPS IN PROGRAMMING?

- Adult Christian Education – the kids say there is no opportunity for adults to have Sunday School
- There is no post-high school group. We lose them after graduation
There is no way to connect with others. Some choose to come back to the youth groups when they are home on break as a way of connecting with the church.
- There is no knowledge of, buy-in, or support for youth programs among members of the congregation who don't have children.
- The youth directors need more volunteer help if programs are to expand
- Education of other religions is needed
- A mid-week youth program is needed. Most youth would attend this. Suggestion from the group: Incorporate a band with the Wednesday night youth group.
- Breakfast for all would be a good addition
- Need dedicated meeting space for youth programs. A gym or multi-purpose room that would accommodate active play, and that could be used by all three youth groups. Provide space to display youth announcements and work. The ideal facility would accommodate media projection, serving food, music, and have a stage. **All** of the youth would bring friends to church and youth group if such a facility were made available.
- Most would like a youth band.



Michael Bawel
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STAFF FOCUS GROUP

In attendance:

Rector: Fr. Jim Eichner
Music: Dorothy Angwin
Office: Carmella Wolfgang
Christian Education: Carol Prinsloo
Alter Guild: Laurie Fetty
HC Publisher: Barb Fraley

THE CHURCH IS:

- Not just a building
- Community
- Life itself
- Family
- A support system
- Center of the community

THIS CHURCH SHOULD:

- Attract – Reaching out to the community around us – be an open door
- Be a community Center that would welcome people
 - To know the Gospel and for people to know they need this
 - Focus our programs around this
 - Be part of the culture
- Baptize, marry and bury
- We need a lifetime of learning – Adult education
- Mardi Gras and Seder should be open to the public – we need space to do this
- The facility should be attractive in order to attract people
- The church should match, be a part of, the neighborhood
- A place for pray – unlocked chapel available
- A sanctuary – a calm in the storm
- A place people will know they are blessed – as soon as they walk on the property
- A safe place

WORSHIP: WHAT'S GOING WELL?

- Jim is
- Barb knows liturgy and desk top publishing- wonderful bulletins, visitor friendly and has a wonderful voice
- Worship committee – great year of liturgy
- Music - Piano – good musicians – leads us in worship
- Outstanding flower guild

WHAT COULD BE BETTER?

- More Contemporary Music
- Move announcements to the end of the service to avoid breaking the flow of worship
- Succession planning for all ministry leaders

- Acolyte training
- The facility
- Use name tags
- Be constantly sensitive to visitors
- Better chairs
- Provide a cry room/play area for children. Currently it is not conducive to worship concentration

MINISTRY PROGRAMS: WHAT'S GOING WELL?

- We do a few things well
- Good Christian Education
- Good Preschool
- Grassroots driven Christian Education for adults
 - Not overly centralized
- Newcomers
- A great place for families with children to land

WHAT COULD BE BETTER?

- We need consistent talent for music
- Mobility is an issue for all ministries, including Sunday school
 - We are an over-committed or non-committed culture
- Leadership training, mentoring, succession planning
- *No communication among ministries
 - A Ministry Hub is needed
- No boundaries or limits to expectations for ministry leaders
 - High burnout rates; responsibilities end up on staff when leaders leave
- There is a need for staff that oversees ministries, i.e., a Deacon for Ministries

WHAT ARE THE BARRIERS THAT PREVENT THE CHURCH FROM DOING WHAT SHOULD BE DONE?

- A lack of leadership, i.e., a point person for ministries
- Geographic disbursement of parishioners
 - Traffic is also a problem

FACILITIES

- Offices should be centralized.
 - There is not enough interaction
 - Duplicated equipment
- A conspicuous main entrance is needed
 - Hard to find things on the campus
 - Signage is needed to direct traffic
 - Lights on signs need alignment
- More restrooms
- Commercial kitchen
 - Include a small laundry for linens
- Ministry smart storage is needed

- Space for Christian education
- Choir rehearsal space
- Space is needed fellowship events
 - Breakouts, flexible, multi-use
 - Dressing area for wedding parties
- Nursery
- Cry room,
- Room for toddlers

- Worship Considerations:
 - Transition between worship service and fellowship area
 - Sound proofing
 - Bring overflow seating in
 - Chairs
 - Can't fit children in
 - Uncomfortable with the book holder between the seats
 - They waste space and are ugly
 - Difficult to move
 - The kneelers are hard
 - No fire escape against the wall
 - Gridlock at communication
 - Not enough space for music groups
 - Acoustics are poor
 - Need better technology
 - A larger sacristy is needed, with storage
 - Vestment room for all involved in worship

*Sanctuary is not big enough

- Those in overflow seating don't feel a part of the service
- Should accommodate 400 worshipers on feast days
 - Shoot for 250 average attendance at principal service
 - Would need corresponding increase in the education space
 - Ratio currently is 70 children, plus 30 teachers, in Sunday School to 130 in worship
- Parking would have to increase

PRIORITIES:

*Worship space

- This will drive the rest
- Nursery for 20 babies
- Bathrooms
 - Mens, women's, family, accessible
- Parking
- Smart storage
- Multi-use spaces, with lighting, sound, storage

The Music Director's Wish List

1. A choir loft located at the entrance end of the church and above the congregation, facing the altar. Each seat in the loft would be supplied with a pocket for book and music storage and a small desk light.
2. The organ (and chambers for pipes when they are added), seats for up to 50 singers & space for 6 bell tables as well as instruments such as a piano and harpsichord are to be located here. This space would also house recording equipment.
3. A choral room near the choir loft, having seats on permanent risers in a semi-circle facing a chalk board and having floor space or stage for conductor and piano(s). The back wall of this room would have closets for choir robes and shelves for books and music folders. Children's robes would also be housed here. Toilets would be located near by. If provided with a stage and overhead lighting, this room could also be used for theatrical endeavors.
4. An adjoining music office with plenty of space for music file cabinets and music writing equipment such as keyboard and accompanying computer and printer. It would provide a secure room in which to lock up purses, instrument cases and other valuables during church services and at other times when the church is not being used but when a secure storage place is desired.
5. A freight elevator for moving heavy instruments and equipment from one level to another.
6. Exact measurements are to be determined. The advice of an acoustical engineer is absolutely necessary in planning for any of these musical spaces. The Rodgers Company makes organ pipes that can be added to the existing console. Positioning of the present/additional speakers and pipes would be under the aegis of Tim Stephenson, the representative of the Rodgers Company.
7. An immediate opportunity might be the purchase of the Steinway presently located in the church. The quality of sound produced by this instrument has greatly enhanced the choral music presented in our worship services and it would be a valuable addition to the music program in the future.

Dorothy Angwin

Best Beginnings Thoughts on Expansion

Positives of existing building:

1. Brightness of the rooms
2. Low windows

We are open to a wide range of configurations with these ideas so that they would be workable for both Sunday School and Preschool.

In order of importance:

1. Wider hallways
2. Larger classroom with more usable corners (think 16 children on the floor spread out, not just standing or being around a table). Each room a combination of linoleum and carpet.
3. Additional multiple stall bathrooms
4. Director's office nearer main entrance
5. Staff work room (extension of Director's office but separate.)
6. A secure entry system at main entrance.
7. Additional covered areas for parents to wait so that multiple doors could more easily be used for entering and exiting building.
8. An indoor play space
9. More indoor storage space
10. Some shared office space with church so someone is always in the office – mostly for security reasons and need to not duplicate items such as copy/computer machines.

Kitchen use:

We use the kitchen very sporadically for small baking projects. Otherwise it is used by staff for coffee and heating up a lunch. Some of this could be included in a staff work room.

Sally Smith
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ACOLYTES AND TEACHERS
February 5th

In attendance:

Ashley Watkins
Katie Watkins
Colleen Courtney
Ryan Hiatt
Michael Christiansen
Dan Hiatt
Tom Bawel
(Two others, names not decipherable)

CHURCH IS:

- A place we go to worship God
- A place to learn how to love close to God
- Fellowship
- Support each other in faith
- Community
- A bridge to service

WHAT SHOULD THE CHURCH BE DOING?

- Bring us closer to God
- Greeting new people, welcoming them
- Communication – learn what’s going on in the congregation – put names and faces to projects

WORSHIP: WHAT’S GOING WELL?

- Sermons
- Quiet
- Music fits the services
 - Singing songs
 - Bringing in chanting
- Community is coming together well
 - We have direction
- Leadership of the Diocese
- Like how it is

WORSHIP: WHAT COULD BE BETTER?

- Make a point of reaching out to others (during the services) especially to new people and visitors
- Fill the church
- Have church bell, call to worship
- Provide an opportunity to add thoughts from the congregation to the sermon, i.e., have members had their own stories - make it interactive
- More lively music – we like Gospel music

- Youth would like to hear the sermons. Is an electronic system possible that signals when the sermon is to start?
- Sunday School Teachers miss worship
- Sermons should be heard by all
- Integration of all ages into the service
- Need more room for all family members

MINISTRIES/PROGRAMS: WHAT'S GOING WELL?

- There are a lot of opportunities to serve
 - Avondale House
- They like the outdoor spaces – playground, Memorial Garden
- Activities – picnic, Camp Casey, 30 Hour Famine, Mardi-Gras, Pumpkin Carving, Seder Dinner,

MINISTRIES/PROGRAMS: WHAT COULD BE BETTER?

- More activities for youth. Previously, youth met three of four weeks in outdoor as well as indoor activities
- Visible listing of missions and how to become involved
 - A Kiosk and/or eye level wall space for displays
- More efforts to Grow the Church
- Need more volunteers
 - Information on all the opportunities and organizations so that others can join in. It is difficult to get plugged in.
- Information - Communication
 - Signage for the Church –
 - Reader board,
 - Information on the Religion Page
- More mission trips
- Wed. night or early release day youth group
 - Joint meeting for all three groups
- Support for the youth activities of other churches
- Bring back:
 - Shrove Tuesday pancake dinner as a fundraiser for mission trips and pilgrimages
 - Holy Cross Day
 - Youth retreat
 - Bigger/Better game for neighborhood outreach

BARRIERS: WHAT KEEPS US FROM DOING WHAT SHOULD BE DONE?

- Not enough volunteers
- No structure
- Time, money
- Need a survey of talents
- Size of sanctuary

- Need more cooperation, esp. with the youth groups (We could do with what we have if we worked together)

WANTS:

- GYMNASIUM/Fellowship hall
- Covered sport court or active play room, someplace to show movies

What works about HYC?

- Community
- No pressure
- No cliques
- Small group discussions
- 30 hour famine, a time to meet new kids outside of this church
- Invite others in

PRIORITIES:

- Plugging youth in better to the church system (with other churches)
- More activities/services
- Ways to get more youth involvement
 - Community service as a group
- People need to know the structure of the church, what we're involved in
- More Outreach
- Social awareness
- *Higher visibility – higher profile of Holy Cross
 - In Diocese and community
- *Sunday school teachers need to be integrated into the worship service/life of the church more. They are sequestered now in the Education building.
- Make the facilities more accommodating to other activities (multi-purpose)
- Places to inform the church about ministries and activities
- Midweek program for youth
- Integration of youth into worship service
- A bell to call people to worship
- Intercom from sanctuary to other places in the building so that others can hear the sermon

8:00 A.M. WORSHIPERS

In attendance:

Sue Dimmitt
Gary Dimmitt
Wendy Hatheway
Bob Hatheway
Bill Reffett
Deborah Reffett
Glenn Eades
Bertha Eades

CHURCH IS:

- A place to worship
- A place for community (in the broader sense)
- A place for learning
- A place for ceremonies
- A resource for the community

WHAT SHOULD THE CHURCH BE DOING?

- Bring people closer to God
- Be a visible symbol of God in Christ in the community
- A safe place for kids
- A welcoming place
- Help, reach out to the community
 - Pool resources to help the community
- An attractive place – to attract newcomers – welcoming
- Reaffirmation of values, especially for young people

WORSHIP: WHAT'S GOING WELL?

- I Like it when it moves along
- Like our Rector
- Sermons are good
- Explanatory notes on bulletin
- 8:00 service goes well
- Rituals are okay – JV Catholic
- Loves the liturgy
- Comfortable and comforting – calming and relaxing
- Variability in the services at 8:00

WORSHIP: WHAT COULD BE IMPROVED?

- More people
- Don't rush through the prayers
- Bulletins – we miss using the Prayer books – it's a lot of paper to shuffle (Could do an introductory – how to use the bulletin)
- Physical constraints at 10:00 (not with 8:00)

- Getting around – esp. exiting

MINISTRIES/PROGRAMS: WHAT'S GOING WELL?

- Sunday school
- Youth programs, - Rite 13
- Music ministry – the variety of music and instruments
- The grounds – things are moving.
 - The Memorial Gardens
- Support for mission trips
- Pre-school

MINISTRIES: WHAT COULD BE DONE BETTER?

- Could be doing more focused, local outreach on a regular basis
 - We are constrained by our physical facilities
 - Our own motivation is lacking
- Support for youth services and Sunday School
 - Are more paid staff needed?
- Support for Cursillo and HYC
 - Larger facility would make this possible
- A kitchen could facilitate fellowship in the congregation
- Space constraints – not a good place for ceremonies
- More adult education
 - Especially for men
- Rooms needed with white boards in abundance
- Could fund the development of the grounds better – dress up and maintain

WHAT ARE THE BARRIERS THAT KEEP US FROM DOING WHAT WE NEED TO DO?

- Facilities
 - Kitchens can build community
 - Currently a hindrance to ceremonies and community functions
- Size of the lot we're on – is it too small?
 - Parking space
- The building is a barrier to serving as a linkage mechanism of church to the larger community
- No multi-use spaces
 - The buildings do not facilitate multiple users
- Building a church home
 - We don't consider this as a place for weddings and funerals
- Physical limitations
- Sound, proximity to fellowship hall
- Restrooms
- Kneelers – more cushions
- Hard to see the entrance of the church – it is not welcoming
- Sacristy is too small
- Need a separate place to robe

PRIORITIES:

- *There is agreement that the fellowship hall is the #1 priority
 - A more physically welcoming entrance and narthex
 - So that other things can take place
 - Adult education
 - Ceremonies
 - Build on the strengths of the youth program and Christian Education
 - Make this a place for youth to be
 - Need plans for the facilities
 - Need a new facility or remodel

SUNDAY SCHOOL TEACHERS
February 5, 2006

In attendance:

Shelley Colegrove
Susan Lindsey
Barb DeMaris

WHAT SHOULD THE CHURCH ACCOMPLISH?

- Support us in our spiritual growth
- Be a light to the community
- Bring others to Christ

WHAT IS GOING WELL WITH WORSHIP?

- Likes the organ music
- Likes kids' involvement in sharing gifts – singing, reading, acting
- like Jim's chanting
- Length of the service is about right

WHAT COULD BE BETTER?

- They would like some alternate, contemporary service, but not every family service
- Acolytes need to understand the importance of their roles
- Access to robes for acolytes

WHAT'S WORKING WELL ABOUT SUNDAY SCHOOL?

- Carol is doing a wonderful job
 - Paid staff is critical
 - Good communication

WHAT COULD BE BETTER?

- There should be an expectation that parents should participate in worship, not just drop their kids off.
- Short on space – sharing with the pre-school doesn't work very well
 - Can't leave things set up – tables, chairs, Bibles, posters, etc. This takes time away from the Sunday School hour and does not foster the mental attitude from which to teach
- Can't rely on supplies being there. Logistics takes away from the teaching experience
- *Consistency lacking in attendance – both for teachers and for kids
- Teachers do not feel that they are allowed to be an influence in the lives of these kids – it's more like babysitting
- They would like a youth minister doing a specific youth service
 - Leadership for older youth is lacking
 - Need consistent support and leadership if the program is to grow
- *Current volunteers can't do it all. They are worn out.
 - Teach paid staff how to recruit and support and mentor volunteers
 - Numbers of volunteers are lacking

- Inclusion in youth activities for all youth
 - Need activities of less than 4 hours
 - Accessible venues
- Church provided snacks
 - Make this a teaching moment – say Grace, follow routines, use rules
 - Breakfast?

THE BUILDING

- Accessibility
 - Side aisles not wheelchair accessible
 - Bathrooms
 - Could be bigger
 - More of them
 - Accessible – need sink in accessible area
 - Need spaces for wheelchairs in sanctuary –
 - only one space now, all chairs connected
 - Need place at communion rail to move wheel chairs up
 - More handicapped parking
- More space for meetings
- Make it a community gathering place
- Multi-purpose space for gatherings
 - Convert into smaller spaces (To accommodate 50 people)
 - Receptions for weddings, funerals, etc
 - Sports floor
 - Space to hold Cursillo and other events
 - Accommodate a band, and for kids to share their gifts
- Need more Sunday School space
 - Flexibility to accommodate a change in class size
- Covered play area
- Amphitheater, fire pit, outdoor teaching area

PRIORITIES

* Sunday School rooms

- Bigger, more of them
- Permanent wall space for display
- Permanent storage of supplies, books, etc.
- Store chairs and tables in the rooms
- Could do more with the resource room

** Make the Pre-school a Christian pre-school

- It should reflect the values of the congregation

** Multi-purpose room – space to gather together

- Space for dinners, weddings, dances, Easter brunch, etc.

- Kitchen
 - Freezer, refrigerator, range, industrial dish washer
- Accessibility, especially bathrooms
- Volunteers
 - Support, train, recruit, retain

VESTRY
February 11, 2006

In attendance:

Bob Dawes
Barb DeMares
Mary Michael

THE CHURCH IS:

- We are – the People – the Body of Christ
- The physical building
- Family
- Community
- The sum of its beliefs – the message it preaches
- A good neighbor

THE CHURCH SHOULD:

- Provide Christian Education
- Raise Christian Leadership
- Bring the community – Share Christ's love
- Bring Christ to the community
 - Be a conduit
 - Caring for each other
- Reaching out to the community
- Be a place to bring families, who are disbursed, together
- A touch stone

WORSHIP – WHAT'S GOING WELL?

- Attendance
- Music
- Our Rector sings – well!
- Jim
- Welcoming to infants and children when they are in service
- Doing well with seekers
- A lot of men go to church at Holy Cross
- Bulletin has the service in it
 - Some miss using the Prayer Book
- Ushers make people feel comfortable, as well as find seats
- HYC, JYC, 6 day camp

WORSHIP – WHAT COULD BE BETTER?

- Alter call at communion makes seekers feel self conscious
- Overload – people sitting in the Fellowship Hall feel left out of the action
- Acolyte training
- Outreach – inviting people to participate
- Integrate youth back into worship

- Include things that will appeal to them
- We would like to host HYC/JYC

MINISTRIES – WHAT’S GOING WELL?

- Home dinner groups
- Newcomers’ Breakfast
- The women’s Bible studies are strong
- We host EFM
- Alter Guild, Flower Guild
- We host pre-school
- Strong Christian Education, thanks to Carol

WHAT COULD WE DO BETTER?

- Make the Pre-school more Christian based
 - Could be a side door into the Church
- Outreach – invite people in to participate
- Programs for men
 - Sharing life stories, relationships, ethics
- Members don’t know what’s going on
- Make better use of the web site

WHAT BARRIERS KEEP US FROM DOING WHAT WE SHOULD?

- Mind-set – “Mr. Can’t doesn’t live here anymore.
- Nothing has come from the other campaigns
- No one will step up and do it
- We live in a fast paced “Everything”
- Communication – how do people know they are needed?
- We don’t ask
- Opportunities have been ignored
- The Vestry

ON THE OTHER HAND:

- Rector is open to exploration
- Memorial Gardens is inspirational
 - The plan was carried out
- Getting rid of the perception that the church is *temporary*
 - The Memorial Garden means that we are here forever
- People will make their schedules work if they feel the job matters to people’s lives, e.g., the Search Committee
 - Make sure the job fits the recruit
- Make ministries known to people

FACILITY BARRIERS:

- The church is too small to host
 - Weddings
 - Funerals

- Cursillo
- Christmas and Easter, feast days
- Mardi Gras
- Not enough education space
- Parking is not adequate
- Not enough seating capacity in the Sanctuary
 - Need seating for an average of 250, with expanded seating to accommodate 400 for feast days.
- Kitchen is too small
- Parish Hall is too small
- We need a multi-purpose building
 - For neighborhood meetings, Boy Scouts, etc.
- Need space for small meetings

PRIORITIES:

- Making ministries more known
 - Make them stronger
 - Re-establish some, especially the Men's Ministry
- Increased programming for young married couples, college age and single adults
- Increase space for worship
 - Including parking, bathrooms, etc.
- Meeting spaces
- Multiple use spaces

Research the impact on the operating budget of having a larger infrastructure.

SENIORS
February 14, 2006

IN ATTENDANCE:

Roy and Sheila McDaniel
Nancy and Bob Hawes
Louise Griffin
Stuart Clark
Glenn Eades

THE CHURCH IS:

- An important part of my life
- The center of my social life
- My firm foundation
- A place to feel safe
- A wonderful place to go to, whether you feel great or not
- A place to go for spiritual growth

THE CHURCH SHOULD ACCOMPLISH

- Visiting shut-ins
 - Continue what we're doing: Cascade Vista, Avondale House
- When the members cannot be present here, we should be present in their lives
 - Receive communion
 - Have contact with the Priest
 - Provide someone to talk to on a confidential basis
 - ❖ We need to find people who can do that, i.e., outreach committee or lay ministers
- Communicate opportunities to work with youth,
 - Have a youthful role, i.e., merit badge counselors, mentors

WORSHIP: WHAT'S GOING WELL?

- 8:00 Service is going well
- 10:00 is going well, also
- Like the traditional service, with not too many changes
 - We have a niche
- Like the two types of services
 - ❖ One traditional
 - ❖ One non-traditional
 - One welcoming youth (They like having youth in the worship)
 - Contemporary, reaching out to the un-churched
- Music is going well

WHAT COULD BE DONE BETTER?

- Some would like more contemporary music
 - This may be more welcoming to the large un-churched population that is in our area.
 - Others feel a sense of comfort from the music we have now
 - Should we do a survey of our membership?
- Accommodate visitors/seekers who wish to be invisible during worship
- There is a concern about children not wanting to attend church

MINISTRIES/PROGRAMS: WHAT IS GOING WELL?

- Wed. morning Bible study
- Wed. evening Bible study
- EFM
- Alter guild, flower guild
- Thriving youth program
- Choir/music
- Newcomers' ministry
- Memorial Garden
- Confirmation
- Serving as a resource for those without a support group
 - Prayer Group
- Consultation, funerals and marriages
- Mardi Gras
- Senior Group
 - Go to wonderful places
 - Good fellowship

MINISTRIES/PROGRAMS: WHAT COULD BE BETTER?

- Programs for people who are searching
- Men's group
- Evangelism
- Personal growth
 - A systematic process of becoming part of the church
 - Stepping stones, with the final step being evangelism (this is weak)
- We don't host many outside groups because of a lack of facilities
- There has been a reduction in leadership
- Families are over-scheduled
- We could pick up in the vans people that can't drive and bring them to services
 - Begin this soon after the need is identified
 - The Priest is involved
 - Residents of Emerald Heights may need this service
- More Greeters are needed
 - Make people feel welcomed
 - Find newcomers

- Match talents of our members with jobs to be done
- Hold workshops in aging gracefully
- Intergenerational contact
 - With the pre-school
 - Use this as an opportunity to evangelize among the parents

WHAT BARRIERS KEEP THE CHURCH FROM ACCOMPLISHING WHAT IT SHOULD?

- People – realizing they have the ministry inside
 - Leaders
 - Volunteers
 - Training
- The building
 - It looks like it is all back doors
 - Not a welcoming exterior
 - Also our attitudes and lack of action
 - Should be inviting, open and visible
- Lack of personal invitations
 - We are not welcoming persons
- The Sanctuary overflow
 - People do not feel a part of the worship service
- Lack of space for ceremonies
- Lack of a well equipped kitchen
- Adult education does not work on Sundays
 - There is competition for space
- There is a need for more Sunday School rooms

PRIORITIES - FACILITIES

***The church is too small**

- It doesn't accommodate concurrent functions and purposes
- Internal traffic is a nightmare – need improved internal traffic patterns

***Ability to socialize – Fellowship Hall**

- ❖ Not designed well currently
- ❖ Need places to sit down at a table with a cup of coffee and conversation, especially after the 8:00 service

- Community meeting facilities
 - The neighborhood should consider this their community center

***Education and Administration structure should be the first to be built, followed by the worship and fellowship facilities. (All agreed on this.)**

- Don't patch, start fresh
- Maintain the perception that we are one church
- The pre-school and church offices must be protected

February 15th Focus Group

In attendance:

Jerry Whalen
Jay Orr
Lydia Abbott

CHURCH IS:

- Nurturing the membership to grow in Christ
- Outreach, which could be anything from giving money to organizations to standing on street corners proclaiming the Word.
- Providing a place of worship
- A place to explore our relationship to God
 - As we grow and mature, then we're sharing that relationship with the community, primarily locally
 - This could take many forms for many groups
- A great place for Sunday School Education for children
- It's easy to get involved in many things.

THE CHURCH SHOULD

- Extend personal activity among members
 - Eighty percent of the work is done by 20 percent of the membership
- Sunday School students should do more outreach
 - Especially in the ages 8-12 group.
 - More personal involvement, rather than check book charity
- Grow! We're too small for what we need to accomplish, facility-wise
 - Nearly every Sunday we need to use the overflow in worship
 - Space is an issue for Sunday School and youth groups
 - We see a change in membership, with families with lots more children coming. (There are times when we have over 100 children.)

WORSHIP: WHAT'S GOING WELL?

- Dynamic minister
 - Great sermons
 - Good attention to detail in service
 - Perfect for this church
- Music is great, especially for the size of our congregation
 - Choir
 - Bell choir
- Having a traditional service every Sunday
- Special services: St. Francis's, Seder Dinner, Lenten season, Pentecost
- Two different communion stations on Feast Days, with the Priest serving the back of the church, insuring that they feel a part of the service.

WORSHIP: WHAT COULD BE BETTER?

- Would like to sing some more traditional hymns
- Would like more *well done* contemporary music
 - Did not like the Sunday morning contemporary service
 - Did like the Saturday evening service
- Wear name badges
- Miss using the Prayer Book

MINISTRIES/PROGRAMS: WHAT'S GOING WELL?

- Carol Prinsloo is an awesome addition to Christian Education
- We offer Vacation Bible School
- Connection with the pre-school – we're proud of it
- Social hour after church
- Lenten activities are well put together
- Memorial Garden is a source of pride
- We're using all of the space on our land
 - Upgrades
 - Stations of the Cross
- Dinner groups are a terrific way to get to know people
- House building in Mexico

MINISTRIES/PROGRAMS: WHAT COULD BE BETTER?

- Men's group
- Encourage/invite newcomers to join Dinner Groups
 - Seed dinner groups with new members
- Cursillo and Kairos ministries could be stronger and more focused
- Nourish Sunday School Teachers
- Provide CD's, for free or for a fee, of the sermon for those who can't download MP3's.
- Leadership for older youth is lacking

BARRIERS:

- Sanctuary space
- Education space
- Recreation room
- Parish Hall
- Kitchen space
- Staffed nursery
- Jim needs help
 - Delegate more things to free up his time
 - An assistant Rector would help
 - Money is a barrier

*All agree that the worship service and Sunday School are the basics and are the priority

PRIORITIES:

#1 - Helping Jim – taking the load off him (all agree)

- Assistant?
- Sexton?

#2 - Sanctuary – (all agree)

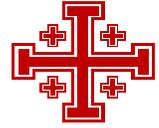
- Keep worship service as it is
- Upgrade the kitchen
 - With a better kitchen, we could host more events
- More space for Sunday School

APPENDIX B

CONGREGATIONAL SURVEY AND LETTER



**EPISCOPAL CHURCH OF THE HOLY CROSS
CONGREGATIONAL QUESTIONNAIRE**



The Long Range Planning Committee (LRPC) of Holy Cross is conducting a needs assessment concerning the ministries of the church, and the facilities needed to carry them out. Fifteen focus groups were held with ministry groups of the church over the past two months. Information obtained through these meetings was summarized, and now the LRPC would like opinions of the entire congregation on the relative importance of the needs that were identified through these small group meetings.

*We would sincerely appreciate your response to the following questions. Everyone in your household is encouraged to fill out the survey, including youth. Extra copies will be available in the Fellowship Hall or by e-mailing build@holycrossredmond.org. **Please return questionnaires to the church by March 31st.** The information gleaned from this survey will be summarized and form the basis for recommendations made by the LRPC to the Vestry. All information will be shared with the congregation.*

**Name of individual completing the survey
(optional)** _____

In order to help us better understand your perspective, please check the appropriate box that best describes you.

How long have you been a member of Holy Cross?

- Less than 1 year
- 1 year to 3 years
- 4 years to 9 years
- 10 years or more

What is your marital status?

- Married
- Single

Which service do you usually attend?

- 8:00 a.m.
- 10:00 a.m.

What is your age group?

- 11 or under
- 12 - 19
- 20 - 30
- 31 - 45
- 46 - 60
- 61 - 70
- 71 - 80
- 81 and over

The first section of the questionnaire addresses the mission of the church. On a scale of one to five, with one being *not in agreement* and five being *very much in agreement*, please *circle* the number which indicates how much you agree with the following statements:

1. **The mission of the Holy Cross congregation should be to grow the church.**
1.....2.....3.....4.....5
No, I like the congregation the size it is now. Yes, we should grow as large as we can.
2. **Holy Cross should offer a wider array of worship styles in order for the service to be more approachable to people who may be new to the church.**
1.....2.....3.....4.....5
No, I do not think we should change. Yes, we should offer a variety of services.
3. **Holy Cross should strive to become a gathering place for the surrounding neighborhoods.**
1.....2.....3.....4.....5
No, the facility should be for church purposes only. Yes, we should encourage community gatherings.
4. **The entrance of the church should be made more visible and welcoming.**
1.....2.....3.....4.....5
No, a new entrance is not needed. Yes, a new entrance is needed.
5. **The church should provide greater opportunities for youth to participate in worship and in the life of the congregation.**
1.....2.....3.....4.....5
No, there are sufficient opportunities now. Yes, more youth programs are needed.
6. **Adult Christian Education opportunities should be expanded.**
1.....2.....3.....4.....5
No, there are ample opportunities now. Yes, more opportunities are needed.
7. **I would attend an adult Christian education class if it were held on Sunday Morning.**
1.....2.....3.....4.....5
No, I likely would not attend. Yes, I would attend one if it were available.
8. **If I had more information on the activities of Holy Cross ministries, such as evangelism, Sunday-school, adult Christian education programs, youth programs, out-reach to shut-ins, etc., I would become more involved.**
1.....2.....3.....4.....5
No, more information wouldn't make a difference. Yes, I would become more involved.
9. **In order to grow the ministries of Holy Cross, I would be willing to become more involved in leadership and volunteering my time.**
1.....2.....3.....4.....5
No, I am not likely to become more involved Yes, I will become more involved.

During a series of meetings with ministry teams, the need to expand or renovate the Holy Cross buildings was discussed. Some of the projects, such as larger, more accessible bathrooms, and improvements to the plumbing, electric and mechanical systems, will be required of any renovation or expansion project. Others are a matter of priority and feasibility for the congregation. Again, on a scale of one to five, with one being not in agreement and five being very much in agreement, please circle the number that best matches your views and experiences on the following statements:

10. More space is needed in the Sanctuary for Sunday worship.

1.....2.....3.....4.....5
No, existing space is sufficient for our needs. Yes, more space is needed.

11. When the Sanctuary is full, sitting in the Fellowship Hall diminishes the worship experience.

1.....2.....3.....4.....5
No, the overflow in the Fellowship Hall works well. Yes, sitting in the overflow isolates worshippers.

12. More space should be added to accommodate worshippers on Holy Days, such as Christmas and Easter, and other special occasions, such as weddings and funerals.

1.....2.....3.....4.....5
No, the current facilities are adequate. Yes, more space should be added.

13. Noise from Fellowship Hall activities distracts worshippers in the Sanctuary.

1.....2.....3.....4.....5
No, there is no noticeable noise. Yes, the noise distracts worshippers.

14. Holy Cross church facilities should accommodate the congregation at sit-down meal functions.

1.....2.....3.....4.....5
No, the current size is adequate. Yes, we should provide for large sit-down meal functions.

15. Church kitchen facilities should be upgraded to accommodate congregational meal functions.

1.....2.....3.....4.....5
No, a kitchen upgrade is not necessary. Yes, kitchen facilities should be upgraded.

16. The church should provide more space for youth to gather that will accommodate social activities and active play.

1.....2.....3.....4.....5
No, there is sufficient space. Yes, the church should provide space that serves the youth.

17. More adult sized classrooms and meeting spaces are needed.

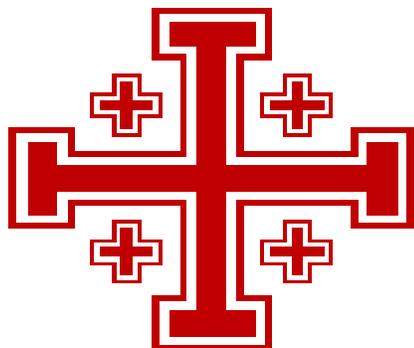
1.....2.....3.....4.....5
No, there are sufficient spaces now. Yes, more adult classrooms are needed.

Holy Cross Needs Assessment Final Report

Please rank the following additions or renovations to the facilities of Holy Cross in order of importance from 1 to 7, with 1 being the most important, using each number only once:

- ___ A larger Sanctuary, to accommodate the current membership, future growth, traffic flow and musicians
- ___ A larger Fellowship Hall to accommodate the congregation at sit-down meal functions
- ___ A commercial grade kitchen to accommodate meal functions
- ___ Additional children's classrooms to accommodate more Sunday school classes and pre-school students
- ___ A multi-purpose room that could accommodate the congregation at meal functions, active play space for youth, e.g., basketball, and could serve as a gathering place for the surrounding neighborhoods.
- ___ A more visible entrance to the church
- ___ More adult classrooms and meeting rooms

Please add any comments you may have on the subjects of church mission, renovation or reconstruction.



The Church of the Holy Cross Episcopal
11526-162nd Avenue N.E.
Redmond, WA 98052

March 15, 2006

Dear Sisters and Brothers in Christ:

The Long Range Planning Committee of Holy Cross (LRPC) is conducting a needs assessment to examine the ministries of the church and the facilities needed to carry them out in the future. Because you are an important member of this parish, we are asking for your participation by completing the enclosed questionnaire.

Why is the congregation conducting a needs assessment? The hundreds of new homes sprouting up around us are reminders of the changes that are occurring in our community – and in our own congregation – and we are compelled to examine how the Holy Cross parish should respond to them.

As we consider the future of Holy Cross, we must also consider how the prudent use of land and buildings can facilitate God's work among us. The needs assessment will help determine what renovations, additions or new facilities are needed to accommodate the current and future ministries of the parish, and what projects are the most important to be done.

Our study consultant, Connie Fletcher, of Fletcher Associates, has met with members of the Holy Cross ministry teams during the past two months in a series of fifteen small groups meetings to determine what they believe are the needs of the congregation. Information obtained through these meetings was summarized and now the LRPC would like the opinions of the entire congregation on the relative importance of the needs that were identified. ***Your response is very important if we are to get a complete and objective understanding of parish needs and priorities. We would like to hear from everyone in the household who is able to answer the questions. The more the better.***

Follow completion of this data gathering, the LRPC will recommend to the Vestry the projects to be brought forward in the second phase of this process, the feasibility study. The feasibility study will determine if there is sufficient congregational support to ensure the successful completion of the projects identified as priorities in the needs assessment.

Please take a few minutes to complete this survey and ***return it by March 31st*** to the church in the enclosed envelope, or drop it in the box in the Fellowship Hall provided for that purpose.

Save a tree and take the survey on-line at www.holycrossredmond.org. You can easily answer all the questions in five minutes.

Faithfully,
The Long Range Planning Committee,
Jan Brandt, Chair

Holy Cross Needs Assessment Final Report
EPISCOPAL CHURCH OF THE HOLY CROSS
CONGREGATIONAL SURVEY
APRIL, 2006

COMMENTS

1. The mission of the Holy Cross congregation should be to grow the church.

“Yes, we should seek to grow re church, but we are to do so by making disciples: so, we shouldn’t sacrifice the Gospel for *growth*. This has not worked in the ECUSA.

“We are commissioned by Jesus to grow the Church, but not necessarily our parish.”

“A mission of the church, but not the predominant mission.”

“This is a selfish and self-centered goal. The goal should not be to grow the church. The goal should be to serve the local community selflessly and generously, and to provide a welcoming place to gather and worship. If we do that, growth will take care of itself.”

“Dear Holy Cross,

There is only one mission!

I am shocked by what Holy Cross seems to think is the mission of the church in this questionnaire. I believe with all my heart and soul that there is first and foremost only one mission for Christ’s Church and that is:

TO BE THE BODY OF CHRIST ON EARTH,

Formed in God’s image, led by His Holy Spirit to embrace all creation for God and His Glory, through Faith and Love, Worship and Works, Prayer, Fellowship, Education and Outreach, so

TO BECOME CHRIST IN THE WORLD – That is the one and only mission of the church. If that is not Holy Cross’s mission, all seventeen issues of the planning committee are useless. They must augment and help to fulfill this one mission.” Edna Rideout

2. Holy Cross should offer a wider array of worship styles in order for the service to be more approachable to people who may be new to the church.

“What about a Saturday evening service?”

“So you are thinking of adding even more confusion? The array of papers to be shuffled in order for one to follow the service plus the Hymnal and no use of the Prayer Book is distressingly baffling to newcomers.”

5. The church should provide great opportunities for youth to participate in worship and in the life of the congregation.

“I think there ware programs, but they could be more participatory with the service.”

6. Adult Christian Education opportunities should be expanded.

“I don’t know if there is any interest in this, but if we weren’t moving, I would have been willing to teach some of these classes. I have a BA in Biblical studies; perhaps there other “untapped” resources in the church. I’m not sure if this helps b/c my family is moving in July. We have been members @ Holy Cross for about 2 years. We have enjoyed the “family friendly” atmosphere, and believe this is a strength of the church. As soon as a church begins to worry about “noise” from children, etc, that church begins to die. Our Lord said, “suffer the little children to come unto me and forbid them not...” If we are to be a growing, thriving church, we should welcome the future generations into our church, and avoid the millstone around our necks.

We believe that as long as the Gospel of Christ is the center of worship, preaching, etc., then our church will be healthy – large or small. We have had a wonderful experience @ Holy Cross and will miss you all. And, Holy Cross has the coolest Rector in the state, so that helps, too. Fr. Jim is a blessing and a great priest.”

Scott Walker, Lent 2006

7. I would attend an adult Christian Education class if it were held on Sunday morning.

“No, I’m involved in Altar Guild and Choir.”

8. If I had more information on the activities of Holy Cross ministries, such as evangelism, Sunday-School, Adult Christian Education programs, youth programs, out-reach to shut-ins, etc., I would become more involved.

“I’m already involved, but I’d become more informed.”

9. In order to grow the ministries of Holy Cross, I would be willing to become more involved in leadership and volunteering my time.

“I’m at my max. now.”

10. More space should be added to accommodate worshippers on Holy Days, such as Christmas and Easter, and other special occasions, such as weddings and funerals.

Updating might make us more desirable.”

13. Noise from the Fellowship Hall activities distracts worshippers in the Sanctuary.

“Especially the youth after Eucharist, and the youth ministry condones it.”

“I can’t answer since I teach Sunday School and probably make the noise.”

14. Please add any comments you may have on the subjects of church mission, renovation or reconstruction.

“Not mentioned above is the need to move the administrative offices within main church/fellowship buildings.”

“I don’t really know enough about H.C. to give an educated opinion as to needs. For me, standing up for coffee after the 10:00 service for “fellowship” is not very inviting. Sitting around tables is much better. My #1’s and #2’s (Kitchen and Fellowship Hall) go hand in hand. We need both or neither.”

“My age precludes my eagerness to expand rapidly. In addition, except for special days, the need does not seem great.”

“We need a larger, but not necessarily a commercial grade kitchen.”

“The letter from the Vestry regarding lack of operating revenue surprised me. Keeping the lights on is most important.”

“I love Holy Cross. I think any improvements in any direction will be good. I think Father Jim is the biggest attraction we have to offer. If people do not want to sit in church and listen to him, then the rest is all frill. I think Jim is great!” Patti Allen

“I do not feel I should vote. I attend Cascade Plaza services and not at Holy Cross itself. I am in a wheelchair and assume this would preclude me from attending Sunday services.” Gerald Newman

“The multi-purpose room should also have kitchen facilities adequate for accommodating sit-down meal functions for the parish (Seder dinner, etc.) If it had a stage area, it could also be used for events such as the Christmas pageant, and for outreach group meetings such as the Boy Scout and Cub Scout units sponsored by the church. Most of the choices on the questionnaire focus on facilities, which have for years been a limiting factor for both growing the church and expanding programs. Facilities are definitely important, but I think we should be looking at facilities, new or remodeled, in terms of what programs it could make possible and what Holy Cross could and would do with these new facilities.”

Regarding Ranking: “You should allow none of the above. I tried to complete online, But...In the section above you make the assumption that we need a building expansion. I do not feel we are in any financial position to do these projects. I do not concur with the premise that if we build it they will come. That premise is financially questionable at the very least.”

“Evangelism to our neighbors, community services to them in their needs and education programs should be more emphasized in education, budget and program.”

“The facility should be renovated/upgraded except where more space is needed. There it should be studied to determine how best to create a larger space from existing/new construction. I am unfamiliar with the youth programs and facilities/spaces but it appears to be large enough, but should be renovated where needed.”

“We need to increase the time the youth have with Father Jim. Their time is minimal (e.g. Services) We should try to grow if we are willing to welcome more members in to the congregation.”

“Our mission comes first. Are we certain as to our mission? Are our resources sufficient to our needs and to our wants?”

“Get the funding commitments first. This part (design) is easy after that.”

“I have no comments on the subjects. My comments were made at the inception of Holy Cross (I have forgotten the year of our beginning). Now it is for the present generations to carry on.” Gayl Erickson

“We need a new church.”

“Stay within the congregation’s means!”

“(1) Better use of existing space, new carpets, new paint. (2) Get the finances in order and stop with the annual budget deficit FIRE DRILL! (3) Get non-contributors to contribute and then grow.”

“Focus on growing the church to meeting current budget shortfalls, address Sanctuary space with a renovation. I think all the other stuff is unrealistic to pursue in the near term (less than five years). We don’t have the money to pursue an aggressive expansion and if we try to grow too fast we run the likely risk of not being able to accommodate new needs/people and alienating current members that like the smaller community. The best thing would be to grow slowly. Don’t put the cart before the horse.”

“Better utilization of Sanctuary/Fellowship Hall space.”

“Let’s pay off what we owe before you put us into more debt.”

“The questionnaire does not examine the ministries of the church, but the mundane facility needs in the future. It is likened to putting the cart in front of the horse. Good luck.”

“The current physical plant is an impediment to growth. We look like a medical/dental building.”

“I think a larger, more welcoming entrance is needed, as well as a larger sanctuary so everyone can be a part of the service with no barriers.”

“I really enjoy having a space that is intimate, but do think some improvements should be made, for ease of movement and gathering before and after services.”

“I think that youth and kids’ activities are very important to the growth of the church and we need more space for that. I also think we need more space for sit-down meals and other gatherings, like HYC or JYC’s.”

“Need to have facilities to reach out to all the neighbors. Have we surveyed them to find out what they want in a church? Must look outward, not inward.” Stu Clarke

“A church without a Church School or Youth Program is dead. From what I have seen at Holy Cross, Pre-School, children’s and youth’s religious education and participation in the Life of the Church is excellent which bodes well for future (maybe present) expansion.”

“Why would we spend money when we have a large deficit?”

“Regarding questions 8 and 9: already know how to access information and are involved.”

“Obviously funding any major projects is going to be a huge challenge. The types of projects listed above will be very costly and cannot be accomplished using ‘volunteer labor’ from members of the congregation. No only will the existing congregation have to contribute a lot more, but new members will have to be added before considering any of these projects.”

“I feel the current financial (budget shortfall) problems, and instituting a ‘hard sell’ every-member canvas style pledge drive need to be addressed before major renovation or re-construction is initiated. We need to be fiscally sound and responsible.”

“I’m not understanding how funding is proposed for renovation or reconstruction when we haven’t even been able to have enough pledges the last 3 years to meet a budget to do what we do now, much less pay our diocesan assessment and give staff raises. Counting on possible new members because of residential expansion in the neighborhood seems like a “pie in the sky.” We even seem to have a dearth of volunteers for what we do now—altar guild, lay ministers, outreach to Avondale House, etc. It would seem to me we need a solid, financially and servant-based committed membership first.”

“I would like to have more neighborhood mission outreach as the neighborhood grows (although I am not aware enough of the present outreach program to really make this statement justly.) I believe the basis for all suggestions or pointers should be made considering what will first best present Christ; salvation first, then provide a means of growth and maturity in Christ for each person (adult and child).”

“I am very ambiguous on many questions as I am less comfortable in large groups, but also know we need to grow as a church.”

Comments from on-line survey:

It would be nice to have an occasional service with some modern Christian music.

A few thoughts:

It would be nice to incorporate a small chapel into future worship space....a quiet place away from the Sunday preparations where one could pray and reflect prior to the service.

Having the proper space available for worship, fellowship, education, and other programs is essential - both for our current members and for those we've yet to meet. Having the right space allows for more possibilities in worship and activities, which in turn creates more enthusiasm and draws people in.

It would be nice to have the option of a Saturday or Sunday evening service, perhaps around 5:00 or 6:00 p.m. With all the varied work schedules these days, I sometimes wonder if we're limiting our membership by only having weekend services on Sunday mornings.

Growing the church means more people to minister to for Jim and the staff. Thought should be given to adding personnel to help them in this important work.

Instead of a new entrance, a sign which posts information would be sufficient (and cheaper too). No signs with witty sayings - just notices on worship times or community meeting info (if appropriate) to be displayed. However, not really sure this is even necessary, just trying to save money on a new entrance. Also, a shorter service would be great. I would love it if the service lasted exactly 1 hour. I have been to MANY other successful Episcopal Churches that have 1 hour services. There are many things that can be removed or shortened to make this work. The sermon would not have to be compromised. It may sound petty but we live in a world of instant everything and hurry, hurry and that is what many people are used to and want. I think more people would stay after their first visit if the service was only 60 minutes long. Obviously, Easter and Christmas Eve are exceptions with so many receiving communion. Please don't say just come to the 8:00 service as I have kids who are in Sunday School. Also, the 10:00 group (as a whole) is the group that is more in a hurry anyway (younger and with more commitments). Thank you for considering!!!

I'm not sure the mission of the congregation should be to grow the church. What does that mean? Evangelism, increase members of Holy Cross, increase individual faith, work with the youth, or what?

I think our first priority is to work together to help each other in our walk with Christ, and then to 'grow' the Church externally.

Kitchen could use upgrading.

An "Old World" bell tower along with a more visible entrance would add to the welcome, warmth, and personality that we project to others.

Horseshoe and Bocci court addition could appeal to a wide range of age groups and offer

opportunity for fellowship through team play.

Please not a larger sanctuary. Like the size of our church.

As a volunteer with several food-related events: KITCHEN, KITCHEN, KITCHEN!!

Thanks

No major new construction is important at this time. Basic improvements such as remodel/reconstruction of office facilities, improvement/expansion of rest room facilities, sewer system connections, mechanical/electrical improvements for future expansions, etc. should be priorities. It doesn't seem as though the financial base exists for major new construction.

The mission of the church should be to allow people opportunities to grow in their faith journeys and relationship with Christ. When relationship with Christ is the focus membership, stewardship and physical space development are natural outflows instead of the forced, contrived issues they are at Holy Cross.

"If you take care of me spiritually, I will joyously take care of you financially"

Re: question #7

I am in favor of more Adult Ed options, but I'm already involved in ministry on Sunday mornings, so would not attend a Sunday morning class.

All space should be multi-use. Thus Sanctuary and Fellowship can be the same room, set up for various functions.

All building should be proportionate. Since we schedule Christian Ed and Worship simultaneously, if we were to make more worship space, we'd also need corresponding parking and education space.

Thanks for the survey.

A larger fellowship hall is very important for much more than sit down meal functions. A youth center would be very good but may need to start out with something smaller than indoor basketball courts.

I don't believe in developing the church grounds to fit the largest church possible - there are several mega-churches in the area already, and we aren't going to compete on that level. Part of the attraction of Holy Cross is being in a church small enough for the congregation to get to know each other, and feel that you are a contributor rather than another face in the crowd. I do agree we need to redevelop the current buildings to make more efficient use of the property and grow the church somewhat. Having a larger, stronger community is important, as long as the focus of the church does not change simply to attract a new crowd

Would it be more appropriate to bring more people to God, rather than growing our Church? The difference is subtle, but seems more natural.

Would like to learn more about the interactions between the building program and new efforts to help grow the church.

Would like to see some concepts and budgets for remodeling the current sanctuary and building a new fellowship hall, or converting the current building to a fellowship & classroom facility and building a new sanctuary.

Please include uses for the grounds in your planning, for example, an outdoor worship area, place(s) for meditation, youth activity area, etc.

I support increasing worship space. To accommodate large sit-down meal functions, we should rent a hall rather than spend money on a big fellowship space, and we certainly shouldn't spend money on a commercial kitchen--more counter space will help. The cost of fellowship space and a commercial kitchen would cover A LOT of rental fees.

Don't forget that I have been gone for 2 years and am not sure of your present needs. The mission of the church is of primary importance, but better facilities are needed to accomplish it.

I think the communication of church activities and opportunities for involvement are very through.

I was asked to take this survey and tried to answer as if I still attended.

One point--more info on ministries doesn't necessarily encourage more volunteers--asking personally to participate works much better.

God bless your efforts. MarKay

I think that they are all equally important, and it is hard to rank them. In order to do this expansion, Jim needs to have an additional full time clergy. Otherwise it is too much for one clergy person.

If we designed it correctly, a larger Fellowship Hall could accommodate the congregation at sit-down meals, serve as place for youth to gather, provide the surrounding community with a gathering place, and provide the church with an additional meeting space. One well designed space, separate from the Sanctuary, could serve multiple uses. I would think this would also be the most cost effective approach, but I could be wrong.

If the Fellowship Hall was separate from the Sanctuary, it would allow the Sanctuary to grow by absorbing part of what is now the Fellowship Hall.

If you made the Fellowship Hall bigger for sit-down meal functions, would you use it a lot? How many sit-down meal functions do we have a year? Plus, you could just open up the sanctuary, like you did at the Marti Gras. That was enough room, I thought.
