

St. Michael's Episcopal Church

Listening Event Questions and Responses

Events Held October 13 and 16, 2024

St. Michael's Episcopal Church, Carmichael held three Listening Events designed as small group discernment exercises to share ideas about the state of the Parish, our future, and desirable characteristics of a new rector. The results will inform the Parish Profile as part of the process of calling a new rector. The events took place as follows:

- October 13, after the 10:00 service, Johnstone Hall
- October 13, 7:00 pm, Zoom online meeting
- October 16, 6:30 pm, Friendship Center

Participants wrote their ideas and vision for St. Michael's in response to three questions on large "sticky notes" at the in-person events and then shared them in small groups. At the Zoom-only event on October 13, Mary Kessler wrote down peoples' statements, and some participants put theirs in chat, or emailed them to her. The resulting sticky notes were transcribed without any editing or other processing and are listed below in no particular order other than an organization into a few general categories. Sixty-two persons participated.

Question 1: How can we leverage St. Michaels' current situation in a way that that will help our congregation respond to the future challenges of our church, community, and society?

Church community – fellowship:

- Build sustainable programs for education and formation with multiple entry points – 101 level, curious, deep dives, lots of flavors
- Create social opportunities for St. Michael's that are not fundraisers and not expensive so that those on a limited budget can participate (and not feel like 2nd class members)
- Train multiple lay leaders in ministries so the current leaders have support and don't burn out
- Facility – uses campus to care for people in need – respite care, tax aid, recovery groups
- Ask the Parish – frequent surveys and colloquia
- Make sure we have diversity in the times of programs – nights are different
- Before we can respond to current and/or future challenges of our church, community, and society, we need to understand what those challenges are. We need discussion on this, not just relying on what "experts" say but taking a look around us and talking with each other in the context of our call as Christians. For instance, we continue to manage a pandemic of historic proportion, yet have had little if any reflection in our broader

congregation about that impact on ourselves and our community. Theological reflection is a great tool that can help guide us in such discussions.

- Create small groups for socials that can also be used to problem solve or brainstorm
- Encourage more small group personal interactions at various hours/days/settings
- We have a great Coffee Hour. Can we set up a weekly text for review by all attendees?
- There are different activities and committees within the church, such as choir, mercy & social justice, altar guild, etc. Would like to see the membership to be sure there's a variety of people in the groups, not always the same people
- More parties
- More plays
- Camaraderie
- More games
- Preserve strong community
- Get back to Jesus' way.
- Works of the Green Team to get to carbon neutrality
- A place of refuge/peace
- Excellent facility for lots of different activities
- Music

Church Community - Invite/attract new members:

- Start with relationships and build more and stronger ones – with each other, with the “others” and with the other communities
- Organize events that parishioners are willing to invite their friends and family to attend
- Grow our marketing outreach via signs, social media and flyers especially around Blessing of the animals, Trunk or Treat, Thanksgiving, Interfaith service, Christmas, Easter) and publicize our service events, such as Green Team outreach to the neighborhood.
- Use committees to connect people (fundraising, altar guild, mercy & social justice, choir, etc.) and have organized approach to continuity of leadership (chair, next year vice chair becomes chair, procedure notebooks, etc.)
- Research challenges in our immediate neighborhood and find ways to help those right around us and welcome them to join us – not just “us” serving “them” but welcoming and including
- Take our strengths: MS&J, Music Program & the various education programs and share them with our community around us; go to them. (Consider the Godsend approach from England)
- Look at “Current situation” from a macro perspective: Christianity is dying in the US based demographics. People see as bigotry; org that teaches hate. Demonstrate that our community (not “church”) is first and foremost where people meet to celebrate each others' lives.... We call it communion, love wins is in our midst.
- Call a rector who wants to put our parish first.
- Add a “welcome” or “newcomer” or “outsider” lens to our planning and communicating. Will a new person know it is happening and feel like they belong

- Canvas the neighborhood – town meeting to identify needs
- Market the newness of a new pastor as a way to invite new prospective members into the St. Michael's community
- Organize events that neighborhood residents want to attend
- Strong worship, music, and spirituality are a strength, but only if others know about and can connect with them
- Well- developed facility being modernized
- Willingness to help all people – looking after the underprivileged and better their situation
- Our campus should be more physically visible with banners and things
- Radical change in our use of media, text, video, etc. – go big on line
- Offer events (retreats) that bring people in from outside the church – with new ideas, different concerns
- Have more social/fun events and more educational programs
- Hospitality – expand hospitality
- We should attract young families
- Connect with the locals – but how?
- Become known as a force for good in the community
- Go to reliable outside organizations to show we are a safe church, where we want and respect.
- The strength of our current congregation is needed to bring in new members of the church to let it grow.
- Continuing challenges – Shrinking membership
- Research other Episcopal churches that have healthy diverse members such as Folsom and El Dorado Hills to discover what it is that draws folks to them
- Leverage committee – small and warm
- We are a welcoming church to all – just show up
- Make our vision and core values very visible
- Can we find new events to be present at and invite people
- Invite
- Invite new people and friends to a service or to watch a service online
- Stress that although we ask often for money to support our outreach, we do not expect people to give to everything.
- Facilitator for connecting new members with ministries that suit them using complete confidentiality
- We offer many ways for people to walk their path closer to God and Jesus
- Some get together for young and old
- Bring in more younger members
- Network Same music – Change hospitality
- New members... African American, LGBTQ+, Latinx/Hispanic organizations. People are looking for church

Church Community - Pastoral Care:

- Leverage our many activities to bridge the gap of loneliness so many are experiencing, such as coffee hours, sign-up parties, planned social events that are **not** expensive sign-up parties (book club, walking group, home studies, etc.)
- Establish a ride-share program for those that wish to come to Sunday service in person but do not have access to transportation
- Parish is aging – lots of old people. Ride-share would be a resource for older folks.
- Re-establish some old groups that were focused on caring for each other that have died out over past several years.
- Put on your own oxygen mask instructions on a flight before helping others, as an example of the parish needing to focus on our own parish and parishioners, not just outward-looking.
- Disabled or hospitalized to visit parishioners who are in the nursing homes, etc.
- Support aging
- Need to care for others in the parish.

Church Community - Worship/spirituality:

- Important – this person must be and understand that this church is about prayer. Huge amount of current church life.
- Grow in personal spirituality by growing in community through small group formations
- Create more opportunities for spiritual growth, especially in the evenings so people with jobs can participate
- No ding on our amazing choir and music director, but I would also love to see some good quality, contemporary music in our worship – for example, [local Jewish] temple has “Shabbat with a beat” one Friday a month and it’s fun, appeals to younger people
- More dimensions to music – we have great classical music – add rock and folk genres occasionally
- Non-judgmental to new music. “New” meaning modern
- More hymn singing, more spirit – less repetitive – change things up
- Shorten length of service
- More variety in music not necessary at worship but maybe an alternative gathering
- Labyrinth introduction class
- More hymnals
- Encourage one another in our relationship with the Trinity
- By sharing in our relationships of our spiritual journeys with those we meet
- We do wonderful positive funerals

Youth/School:

- Deeper connection with the Day School, Starr King, and others, partnerships
- Organize after school and spring vacation events for Starr King students and their parents
- More youth group activities that bring more youth into the faith
- Embrace the school as a key ministry

- Youth programs – need to look different than Sunday School
- Work with the School to share in more community outreach
- Begin nurturing our relationships with the Day School.
- Organize with the SMEDS career exploration events for students
- Canvas neighborhood for interest in, for example, Sunday School or some after school activity
- Continue to grow youth opportunities and outreach. Add a youth group ministry – continue things like theater camp, trunk or treat, godly play. Look into connecting with middle school, high school or college Christin ministries like Young Life, Wyldlife, and others.
- Focus aggressively on youth programs & children’s programs (ie., after school programs, basketball camp, etc.)
- Provide after school activities for Starr King – maybe at Starr King.
- Create a youth group
- Youth group
- Outreach to high schools to troubled youth
- What about St. Michael’s sponsoring a sport activity to encourage young participants
- Bring the school and church together
- Advertise ourselves as a vehicle for change. This is how we can get younger members.
- Summery youth activities
- Service nursery/play school
- With new leadership, collaborate more with the School on facilities improvements.
- Improve relationship with the School
- Focus outreach and activities to reach out for a younger community and youth-appropriate activities
- Get school parents involved
- Organize more summer events for SMEDS and Starr King students
- Organize events that parents of SMEDS students want to attend
- Reach out to kids in the area, provide more after-school child-centered activities available to the entire neighborhood (safe place after school is a big need)
- Find out what families in neighborhood with young children need; not necessarily religious. Part of our identity.
- The priority to make necessary changes to attract families with young children makes her skin crawl. Instead, draw young adults (age 18-50) via a vital community and the kids will follow
- Get the new Head of School and her husband to join St. M and sing in the choir!
- School families are busy, have their own church homes if they have any religious interest at all, and are probably not our best source of new families. However, we should take the long view that they may return out of nostalgia for the school chapels when their children go off to high school (worked for me!) Keep informing them of opportunities through signs, newsletter, etc. Offering the sacraments of Baptism and Confirmation, Christmas Play, etc.
- Have family friendly weekly events in the summer and school holidays

- Families at St. Michael's School – better communications with them about church activities/events/services

Wider Community:

- Neighborhood – find out about our actual neighbors and shape programs for their connection, growth, and care
- Facility – use campus to host events for the neighborhood festivals, concerts, plays, first aid training, etc.
- More community outreach programs - How do we use that to go into our neighborhoods
- Develop more events that can involve the neighborhood, i.e. like Trunk or Treat
- Open church to community through music concerts, Trunk or Treat..., Christmas and Easter Community events
- Encourage members to use their talents with the community
- Strong community ministries – keep it strong – strong church service
- Fun activities that appeal to general community

Outreach:

- Talk up all the outreach programs that we participate in to friends, neighbors, etc. Encourage them to join us in something that appeals to them.
- Health care ministry for people who are comfortable being around people who are ill, visibly Continue serving together to be Christ's hands and feet and to build relationships (lay pastoral care, RCFB, Habitat, Rise against Hunger, backpack drive, yard sale, helping hands laundry, Saturday shower/breakfast program, etc.)
- Our ministries in the community are a vehicle for people to have a way to do God's work.
- Distribute goods monthly to neighborhood marginalized
- Join with other groups to collaborate on solutions and working together
- Continue parishioner-guided outreach grants
- Preserve our emphasis on social justice and community outreach with continuing hospitality to all
- Leverage St. Michael's by extended publicity in the community, especially through local giveaway newspapers
- Leverage St. Michael's by cooperating with and accentuating with in projects with other local churches and civic aggregates
- Get more people involved in our outreach efforts in the community
- Congregation that is willing to volunteer in the community
- Outreach
- Preserve current outreach to uplifting the less fortunate – Feeding the hungry, River City, Winter Respite, gift card drives for Thanksgiving and Easter, etc., Rise for Hunger
- Find community members at their places and be curious about how we can support them
- Outreach programs are strong and can help us attract new members
- Be able and open to outreach in unique and non-conventional ways.

- Ensure the interim rector visits our outreach programs such as RCFB during community service times
- Increase outreach to vulnerable populations
- Become a host church for recovery meetings, beginning with AA
- Outreach to populations at risk
- Learn what neighborhood skills are available to help each other in times of crisis; example Oakland church crisis management person (earthquakes) – consider creating such a role
- Provide opportunities for people to work together to provide service; that builds up relationships

Social Justice:

- Be more “publicly” supportive of nonviolent conflict resolution
- Divisiveness in society is a big problem (faith/political) – become a center where people can come and talk and feel safe in discussion. Example El Dorado Hills sponsoring workshops to discuss topics; would like the church to do more of that; we’re in a good location for that
- Be a beacon of civil discourse
- Work as an advocate for societal and institutional change to better reflect the values of the Kingdom of God.
- Social disruption is likely after the upcoming election; provide a place to continue the discussion, such as continue dinner & documentary and via adult ed: Bible studies and opportunities to pool our understanding of local, national, int’l things going on to help each other understand

Change:

- Our age is a challenge – we need to shake things up if we are not to fade passively away. New programs, innovation, dynamic rector with a will to grow the church
- Take the time to review our current strengths and weaknesses (ministry, membership, programs) - Map where we want to be in the future. Identify the gaps and establish a vision/path towards reaching the goal. If you always do what you always did, you'll always get what you always got. Let's encourage change (which is hard in a traditional church)
- Implement organizational change management to help congregation get on board or behind whatever vision ends up being the direction of this church – use Awareness, Desire, Knowledge, Ability, Reinforcement (AKDAR) model of change management to change
- What are the challenges – help educate the parish on the challenges church leaders foresee
- Recognize that our society is becoming more secular and only the mega-churches seem to grow (many with questionable fidelity to Christ’s teachings). We need to be open to new ideas
- Need to see us as a way to achieve change that is good for all.

Question 2: What attributes do you consider to be essential in our next Rector to help us maintain our spiritual vitality while we respond to future challenges?

Personal/Personality Qualities:

- Must love God and must love other people deeply!
- Energetic, positive/optimistic outlook (expect good outcomes)
- Good listener with a heart for outreach
- Excellent listener
- A good listener
- Good listener
- A great listener
- A skillful listener
- Warmth and empathy for all kinds of people, not just people like him
- Skilled, committed, believable, authentic
- Joy, humor, approachable,
- Friendly, warm, and caring
- Broad-minded, friendly, and approachable
- Warm, loving, tolerant
- Respectful
- Compassionate
- Good sense of humor & likes to have fun
- Open-minded
- Essential – outgoing and compassionate and strength
- Accepting and respectful of all
- Needs to be young (25-40)
- New rector should be a people person
- Enthusiastic gung-ho person
- Outgoing
- A strong outgoing person
- Non-conformist
- Under 55 years of age with a spouse and family
- Seeks to understand
- Has ability to communicate with people of all ages
- Open mind
- Good sense of boundaries
- Empathetic
- Provides an attitude of youth regardless of age
- An everyman
- Have a sense of humor
- Sense of humor
- Good looking (just kidding)

Work Skills—Vision:

- Creative out-of-the-box thinking
- Able to think outside the box
- Visionary who thinks outside the box
- Vision – thinking ahead
- Visionary
- Be able to have a vision but also support people around them having a vision
- Vision, plan, inspiration, movement of God for us to act
- Willing to try new ideas
- Someone who is open to new ideas
- Flexible
- Direct communicator
- Openness and willingness/interest in new ways of worship, interaction among members, reaching youth, young adults, etc.

Work Skills—Administration:

- Has a track record of developing programs/services that increase membership
- Has experience with running a large church
- Organized
- Has ability to set up and implement volunteer programs serving the community
- Rector should be “open” fair, accept different viewpoints, make decisions consistent with St. Michael’s goals and policy statements
- Really good administrative skills
- Good administrator
- Great administrator
- A good personnel manager
- Has the confidence of a large ship captain, in both calm and stormy seas
- Not micro manager, ability to carefully listen to diverse opinions
- Both idealistic and realistic to address practical issues
- Collaborative leadership style; someone who can develop lay leaders
- Encourages laity participation and leadership
- A minister who trains and empowers lay leaders to do the work of the church
- Can build up/empower the laity to Be the church in the ways they are best suited – their gifts and callings
- Someone who works hard to build constructive relationships within and outside of St. Michael’s
- St. Michael’s is too big for a rector to personally run everything – they must be a team player who can delegate and not micro-manage
- Not be a micro-manager so ministry team leaders can lead their teams.
- Organized and process-driven

- Good steward of resources, including environmental issues
- Tech Savvy
- Tech and media savvy – we need to grow in that space
- Mentor/Coach
- Ability to build environment of belonging for people who are different
- Ready to pivot under difficult circumstances
- Someone who knows how to get “buy-in” for new directions and ideas
- Good at conflict resolution within the parish
- Systems thinker can build sustainable programs not just ad hoc events/activities
- Being able to lead
- Someone who can get all members to relinquish some of their power
- Capable of nonviolent communication

Pastoral Skills:

- Pastoral care: comfortable with those who are sick and ill. Comfortable praying with people.
- Good “bedside manner” for parishioners in need/meeting challenges of life
- Pastoral
- Training and resources to care for each other – practical and spiritual
- Create pastoral/laity care program
- Good at offering pastoral care
- Provide pastoral care
- Direct assistance to certain groups that through no fault of their own are in distress
- Very pastoral

Preaching/Liturgy:

- Sermons that are clear, with calls to action
- Prayerful, thoughtful, theologically and ethically informed sermons,
- Stimulating and challenging preacher
- Good communicator – engaging and actionable sermon linked to the scripture passage(s) of the day
- Dynamic preacher
- A dynamic preacher
- Sermons to feel comfortable with humor
- Solid preacher and Biblical scholar
- Scripture-based good preacher that can address all age groups
- Loves our liturgy and willing to experiment with it within national church requirements
- Great preaching
- Relatable sermons
- Good preacher, exhortation and encouragement – point people to God and His Kingdom
- Sunday mornings: as a preacher, shows us how to apply the Gospel. Over at coffee hour there will be opp to put these values into practice (service opps)

- Someone who reads deeply, takes some interest in how the Bible is misread and how to read it well
- Loves to perform the multiple sacraments of the church
- Enjoys liturgy
- Creating meaningful church experiences, particularly for holiday services like Easter, Lent – and advertise them
- An appreciation for our rich liturgy
- Supports the ideas of transformation as the key path for us as individuals
- Loves sharing the gospel
- Training in ancient languages helpful
- Dedicated Biblical scholar
- Love of music and our musical program
- Likes variation in worship styles – change it up from time to time
- Knowledge of the liturgy

Church/Work Skills–General:

- Embodies a model of reverence for God and Christ
- A person of prayer. St. Michael's is a church that is very prayer-centric
- A teacher and a spiritual leader
- Strong prayer/contemplative leader
- Inclusivity of all looking for a spiritual home
- Deep personal faith and their own robust formation practice with solo, friends, colleagues direction and people pastoring them too
- We need someone who is excited about shepherding us during this time of change. Someone who has the ability to guide and challenge us to try new ways of doing things. I want someone who will see it as part of their call, to “grow” leaders among us who are then equipped with the skills to “grow” additional leaders. And I don't mean just administrative leaders, but leaders in our families, workplaces, and the communities that surround us. Someone who helps us see our “volunteerism” as “ministry.” Someone who encourages us to practice the ministry of listening and the ministry of encouragement. Someone who understands the importance of building relationships within our church community.
- Strong support for need of mercy and justice in our world. Energy to lead us in actions that make a difference
- Empathy, approachable, enthusiastic, creative, good preacher, friendly
- Essentially attributes wanted: person with deep pastoral commitments and attributes, not an office manager type - we have a wonderful parish admin and new priest needs to be focused on the parish & members
- Someone who views change as good and can help those who feel threatened by it
- Very welcoming to all people
- Be able to communicate with our existing people, but must also have cultural competency to be able to talk with people who are not well-to-do and white

- Sees community outreach as very important
- Is involved in the community
- Someone who can lead us in discernment through education
- We want a priest that has brought growth and new ideas to his present church
- Just coming to church because of Sunday? Need a more depth of meaning of religion
- Diversity – would love to see someone who would encourage other ethnic groups to visit St. Michael's
- Creative formation program of classes, Bible studies and devotionals of many flavors
- Innovative ideas on how to “do church”
- Young enough to appeal to young families
- Someone who sees a future for all
- A person who likes the Episcopal Church
- Help us stay solvent for the future
- Reach out and support existing ministries and support the growth of others
- Exemplifies Christ's direction to love they neighbor
- Someone who can **listen** and speak to all the members of the community, emphasis on listening
- Awake to entire world situation, not just cling to traditions but know what's going on
- Preferably bilingual
- Growing spiritually
- Allowing us all to make our own spiritual growth
- Genuine interest in the life of every person
- Have and share/teaches skills of cultural awareness, sensitivity regarding race, disability, economic differences, etc.
- Strong spiritual leader who embraces wide and inclusive view of Christ's message
- Encourage spiritual growth
- Help lay folks grow leadership skills for community, families, other orgs
- Helping us build a toolbox with spiritual skills (ministry of listening, encouragement, lots of forms of ministry not just volunteerism)
- Someone growing in their own faith and encouraging Bible, prayer disciplines
- Someone who encourages growth and change both individually and as a community
- Deep commitment to the values of the Episcopal Church
- A rector that represents God's loving kindness and compassion for others as well
- Likes to socialize with parishioners
- Someone adept at walking the line between people over and under 50 years of age
- Rector who realizes how important it is to be on campus full-time, not work from home.
- A rector that is faithful to the Word of God and is passionate about sharing [it] with others
- Inspire congregation in their spiritual journey
- Welcoming of diversity
- Be willing to voice uncomfortable truths
- Sense of humor around challenges

- Someone who can shepherd us through change; encouragement to change/try new things

Wider Community:

- Help us to continue community outreach
- Strong support of our current ministries and ideas to expand/approach to other communities
- Continue emphasis on outreach in the community
- Supportive of current community outreach programs
- Involved in community resources
- Outside – help us build a network of care within our neighborhood and parish
- Closer relationships with other churches
- Approachable bridge of people, community leader
- Connected to community leaders (faith, human rights, etc.) - “plugged in” to help plus us

Day School:

- Willingness to grow relationships with the Day School
- Willing to work with/take on the School
- Help us grow closer to the Day School
- Day School Board and Vestry meet at a regular time
- Strengthen school/church relationship and partnership

Other:

- Embrace diversity and outreach to communities of color
- Visionary approach to youth and youth programs
- Continue our annual yard sale
- Having lots of children to ignite our Sunday School
- Youth mental health
- Bio of interim rector is great

Question 3a: What do you *think* St. Michael's will look like in 10 years?

Optimistic

- IF we find ways to be in our community in way of engagement without expectations, i.e. meet them where they are, not waiting for them to find us, we **will** grow and children will start to also be a part of our growth. Hopefully younger families attending
- Rector that will successfully lead St. Michael's into its next generation as a community
- In 10 years we will be smaller but strong
- We will find ways to spiritually feed unchurched people
- A community of dedicated and involved adults who support St. Michael's with the 3 Ts
- A church building that is full of people who love God and God's people/Creator Going out to serve Christ
- Bigger congregation with more balance of age
- Community of loving, caring, elderly parishioners
- Visit other faith traditions to see new ways to approach worship
- Sign in front – all welcome
- Open to all
- St. Michael's will be similar but will be larger by 25 percent

Remain the same

- That much will remain the same especially all that we are doing well in 2024
- Stable congregation with some growth
- Same – close community works against us (?)
- Church made up of older, long-established Episcopalians
- We will be similar – with newer “old” people
- At a minimum the church we are today, continuing our emphasis on hospitality and spiritual music
- Programs that appeal to the 50- to 70-year-old population
- It will continue to be an aging community
- Senior citizen center and church
- Probably an older demographic – our ministries might be different

Pessimistic

- Continue growth of outreach and fellowship ministries as we slowly lose membership to death without replacement – supported by endowments and facility rentals
- Smaller, older, still WASPy, tired, discouraged
- Merged with another congregation, struggle to continue to provide services
- Church continues to shrink, ages out, eventually fades away (worst case scenario!)
- Financially strapped older population reduced by death and infirmity.
- Mission status, cannot afford full-time rector, content with passing away

- If we don't change – look the same, carbon neutral, and slim to none parishioners
- I hope it is still growing
- We will be even older
- Smaller and old congregation, practically none age 8-60;
- Unless we try to do things in new ways but in how we do things, simplify, empower laity to have more leadership
- Average age is ten years older, some have passed, a handful of new members (transfers from other Episcopal parishes), dwindling enthusiasm.
- We will have fewer members
- We might move in the direction of house churches.
- If we don't "do" something we may lose our church
- Either a ghost town, a mosque or community center (ala St. Matthews but better neighborhood) or we die so badly that the school takes over the campus
- We will age out if we don't do something different.
- If we don't make the right hire NOW that will significantly "grow" St. Michael's, there will be insufficient adult members left to operate. I am seeing this with my friend's churches in Sacramento. They are on life support and fading quickly.
- About 50 percent fewer people if we don't make the generational ____
- Large endowment with no decision on what it will be used for
- I'm concerned congregation will decline
- My fear is the congregation will dwindle
- Smaller (if nothing done to increases parishioners of all ages)

Carbon Neutral

- It will be carbon-neutral and an example for the community
- That St. Michael's will meet their carbon neutral standard

School

- School will have new buildings and be larger
- Expansion of the Day School
- Scholarships to School for Episcopalian families
- I would love to have a closer relationship with the School. With a new School administrator and a new priest maybe we can forge a "new" and close relationship

Outreach

- Our outreach activities will continue and grow
- Continuing to minister in our community
- Still open with older congregation and emphasis on outreach

Other

- Church physical picture: Need better acoustic systems. Organ blocks out music (echo?). Grow out of church communications

- Ten years is a long time out. We'll be into full-on effects of climate change then. I imagine the churches that survive will need to be care and resource centers in new ways, possibly more multi-purpose. It may become harder to keep up a church building.

Question 3b: What would *you like* for St. Michael's to look like in 10 years?

Younger demographic

- Much bigger congregation with a lot of families that are diverse, where with so many devoted younger members we can do more outreach in the community
- More young families join and are involved
- A church filled with families of children and a diverse congregation
- Broad ages 8-80; take part in serving actively serving the community
- Diverse in race, age and socio-economic situation
- Smaller, hopefully a little younger, who say "Thank God it's Sunday morning!"
- People and children of all ages and life styles
- Balanced ages
- Larger and a lot of youth and more diverse
- Families – School and Church are one – School is a key ministry
- So many programs for all ages, not enough space or time. Picture: thriving Sunday School, younger people on Vestry
- Families participating and bringing growth to the church
- A loving, caring, generous community of mixed ages involved in many outreach programs
- Growing congregation with 70- to 90-year-olds in the minority and average age of 55
- Hopefully looking younger
- In 10 years, I would like to see a vibrant St. M's with a good mix of all ages (including the seniors present on this Zoom session). Every rector search is important but this is likely the most important one; don't want a new rector who essentially walks us to the grave
- If we don't make the right hire NOW that will significantly "grow" St. Michael's, there will be insufficient adult members left to operate. I am seeing this with my friend's churches in Sacramento. They are on life support and fading quickly. In 10 years I would like to see a vibrant St. M's with a good mix of all ages (including the seniors present on this call).

Strong Church

- Two packed morning services on Sundays. Congregation is diverse in every way, spiritually deep, and having a major positive impact in our community.
- An outpost of God's kingdom – pouring out His love and healing and drawing others to His love and healing
- Spiritually energized, people have deep, mature, strong faith; people are healed and flourishing and radiating love

- Known for our love and vibrancy, generosity, and welcome
- National church wakes up and implements radical change and transformation from an Anglophile/English ethnic appeal, to a more multi-ethnic one, while leveraging the beauty of Anglican spirituality and liturgy
- Dynamic rector shakes out of our complacency, implements new ways to communicate and build relationships, and grows the diversity of the church
- I would like it to be inclusive, even more welcoming, pastoral, challenging intellectually and spiritually. I would like our outreach passions and our arts programs (music, theater, children's choir, painting (?) etc.) to be strong draws. Active congregation with a variety of outreach activities, strong music program, and some youth involvement
- A place where hurting people will feel safe and comfortable
- New leadership core of 40- to 60-year-olds
- St. Michael's will continue to be a vital parish
- Vibrant-involved
- Large parish that has babies to 100+ years old attending. Deep network of parishioners who love and care for each other and look out for each other
- Thank God St. M has inspired me to practice living the Gospel in all the places St. M has connected us to (parish, community, global).
- Financially stable with strong pledges
- Pastoral care, political action to build up God's Shalom.
- More of us aflame with the Holy Spirit.
- A community institution known as a place of truth, compassion, refuge, and revitalization
- Christ-centered welcoming environment for those who want a closer relationship with God.
- A community that reflects the values and practices of followers of Jesus
- A vibrant and dependable leader in community service
- Vibrant congregation with a mix of ages; service and justice-oriented, know who we are and be putting it into practice daily. Growing in faith and love for each other.

Community

- Open to the community – a hub of social engagement for the Church as a whole (Tear Down that Wall) Invite the people in
- High involvement with external community activities
- Young & old can learn about what spirituality and religion are. Many have grown up without any religion – we can be a learning place for them. St. M relevant in the community where we're located. Relate to people in and around our neighborhood spread Jesus' teachings by example
- We will have found many new ways to engage with our neighbors and minister in new, creative ways
- In 10 years make full use of our real estate to bring the community into the Church

Diversity

- Would like it to be a bigger, more diverse congregation
- I would like St. Michael's to become more diverse that leads us to new ideas of worship and ministries
- More diverse
- Would love to look out at the congregation and see people of a different color age, and gender
- Diversity – a congregation that doesn't talk about it anymore, we just are!
- More diverse
- Very diverse, not necessarily building centered
- A large, diverse community of people of faith and spiritual commonalities
- Lots of diversity

Child/Youth ministry

- A place where outside youth can come for activities even though they may not be a member
- To have a vibrant child/youth ministry
- Vibrant programs serving the community and SMEDS

School

- A thriving relationship with the School
- School and church are working together

Other/General

- Church with a Sports Center
- Advertising – Sign in front
- Alternate services in other languages and/or cultures
- More technology (QR codes)
- If we can fill the pews – I hope for a terrific future
- Be as comfortable as now
- Pews are full of a variety of people who are doing God's work and glad my husband and me are still here
- Of consequence – vibrant; living as Jesus would want us to be
- I would like to see "satellite churches out where people are: Schools, malls, etc. – John Wesley!
- I want to see a larger growth of spiritual warriors
- Growing, diverse, inclusive, joyful
- Positive thoughts – A weekly silent prayer service that is widely participated in

- Unless we learn to accept change and become comfortable with trying new ways of doing things, our future looks a bit bleak. We are a clergy centric church, but we need to transition into a church that gives more responsibility to new and experienced lay leaders. If we don't, there is a risk of clergy burn-out, and burn out (and aging) of laity who have done the same things over and over for years, because they know how to "do it correctly." But to do this, we need a rector that is a fully capable and confident spiritual leader, yet willing to let others be in charge of some aspects of the operation of the church and its many ministries.
- In ten years I want St. Michael's to be a place where people, young and old, can learn about not only the Episcopal "form" of Christianity but also about religion and spirituality in a more general sense. We now have generations of people who have no real sense of what it means to be religious in any faith, people who have never even been to a church service, or set foot in a religious building. I also want the future St. Michael's to have a better understanding of the challenges that face those in the immediate community that surrounds our church home. I want St. Michael's to be a place with multiple opportunities for me, as I grow older, to connected with a broad spectrum of members.