

Imagine Incarnation

Phase One Report: Congregational Conversations

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Fall, 2022

CHURCH OF THE
incarnation



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Introduction

This report summarizes Keyring Consulting’s activities in collaboration with The Church of the Incarnation for Imagine Incarnation, as described below on the church website:

*Back in 2020 our vestry established a task force to help generate ideas for the future of Incarnation's campus. Now, as we regather for the fall, that task force is ready to invite our congregation into a broad conversation about how our buildings and grounds can best serve God's mission in the years ahead. We're calling that conversation **Imagine Incarnation**.*

The Initiative was a collaborative effort. Sarah Lightfoot and Barrie McClune brought community change expertise to the initiative. The Property Development Task Force (PDTF) and Reverend Stephen Shaver brought leadership and essential knowledge about the history and culture of the church. The Participants of the three congregational conversations brought their hearts, minds, and spirits to the planned community dialogue. Volunteer facilitators and themers provided complex logistics, facilitation, and synthesis. Staff and volunteers provided refreshments, set up, tech support, and warm hospitality. Every element was vital to the project’s success.

Having led change efforts in many organizations, Barrie and Sarah note that the PDTF, Vestry, Reverend Stephen Shaver, and the congregation acted with courage as they tried a new form for congregational discernment. Their attentiveness to inquiry and exploration demonstrates their commitment to inclusion and their understanding that a diversity of perspectives breeds collective wisdom of the whole. Thank you for your dedication to co-design your congregational conversation.

Executive Summary

This report summarizes Phase 1 of 3 in Imagine Incarnation’s 3-phased planning of the future of the campus, as shown below.



The goal of Phase 1: *through congregational conversations, identify areas of Incarnation greatest enthusiasm and calling that will be used to develop options for use of the church property.* This report details the hopes, concerns, and values that emerged from the community conversations. These can be used to guide the Church of the Incarnation’s campus design program going forward in Phase 2 and 3. The report contains

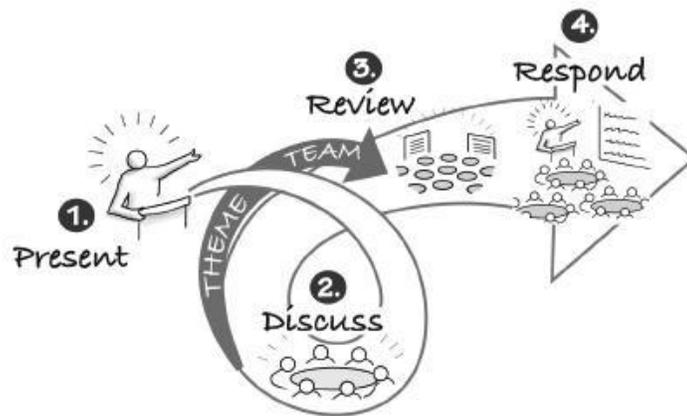
congregation-generated statements synthesized from hundreds of inputs at table top conversations among parishioners. Summary statements address these topics:

- The best of us as a congregation;
- The challenges and opportunities of the current campus;
- Visions of future possibilities for a future campus;
- What we have discovered over the last 2 meetings, including where God’s Spirit was felt during the process; and
- The Challenges we foresee for phase 2, and who we need to be to overcome them.

The raw data that generated the summary statements on these topics appear in the Appendix of the report.

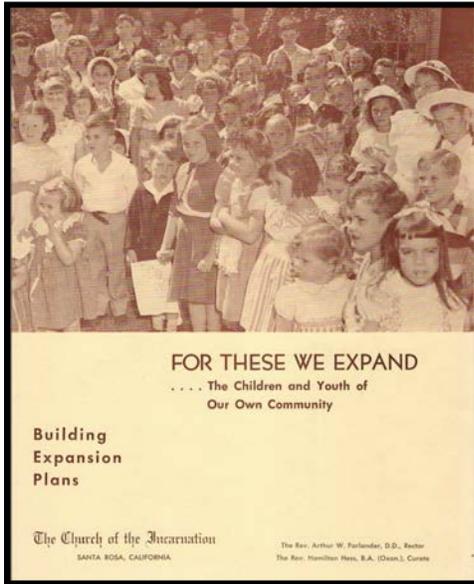
In addition to the statements, a secondary outcome of the Congregation-driven Conversations was development of new skills. Parishioners were trained in facilitation, themers were trained in data synthesis, and the PDTF gained experience in divergent and convergent dialogue as they sequenced and designed inclusive congregational events with clearly defined purposes. Participants in convenings practiced generative dialogue about high-stakes issues. Congregants can draw on these strengthening experiences to build unity without conformity as they create, prioritize, and, ultimately, decide how they want to create the campus of the future. The results and the practices from Phase 1 can be revisited in subsequent phases to guide discernment in the Design and Build phases.

The following Results section provides the summary statements which emerged from the congregational discussion at tables. (The order of statements does not reflect prioritization). The volunteer “Theme Team,” with Barrie as Manager, synthesized these statements in real time from approximately 100-250 congregational responses to each question as submitted by attentive facilitator-scribers. These were the steps employed to guide the congregational conversations: 1) Present a question; 2) “Go-Arounds” at tables, with each person discussing their views and a facilitator recording each idea electronically; 3) Themers review comments and synthesize; and 4) Summary statements presented. This cycle is shown below:



Results: Meeting 1

Meeting 1 supported the participants to identify the current situation, including the challenges of the campus, and the assets and spirit of the congregation today to retain. A presentation about the church's history, the three-element definition of mission and a virtual tour of the campus enriched the participants' responses and quality of ideas. Select images from the meeting 1 presentation are included with the summary statements.



What is mission?

Q. What is the mission of the Church?

A. The mission of the Church is to restore all people to unity with God and each other in Christ.

Q. How does the Church pursue its mission?

A. The Church pursues its mission as it prays and worships, proclaims the Gospel, and promotes justice, peace, and love.

Q. Through whom does the Church carry out its mission?

A. The Church carries out its mission through the ministry of all its members.

Prayer and
Worship

Proclaiming
the Gospel

Justice,
Peace, and
Love

Question: What represents the Best in Us?

- Downtown location is very important for visibility and for outreach, very grounded in place and allows us to support the larger community with caring and love.
- Responsive to the community in times of need, finding creative ways to meet the historical moment like the morgue during the earthquake, serving homeless, helping with the fires
- Ability to raise funds to renovate facilities to meet changing needs like solar panels and Farlander Hall
- Deep care of children and vibrant programming that values the next generation
- Music is an integral part of worship. Also the quality of the liturgy and worship and the beauty of the structure of the sanctuary
- Growing the congregation, we've been welcoming to all—never made to feel “other”
- Importance of social justice and inclusivity, important to include all genders and races.
- Parish Community loving, strong and vibrant



**Our Campus Today:
Challenges and
Opportunities**

- Heavenly Treasures and Frame Shop nearing end of life
- Jerusalem Courtyard is underused, has had security/litter issues
- Need for better attention to our “front face to the world” on Mendocino
- Approaching our 150th anniversary

What would you add to this assessment of the campus?

- Global warming and need to have more climate friendly facilities: water management, drought resistance, need to insulate the windows and have air conditioning, fire preparedness
- Landscaping, opportunity for improvement of shabby grounds
- Mobility can be challenging, tree roots, need ramps, drainage in the courtyard
- Parking, especially need for disabled access parking
- Locked gates are less welcoming, but security is an issue
- Quad buildings are run down, better meeting rooms, acoustics are bad
- Better use of the two acres

Results: Meeting 2

The second meeting of Phase 1 of Imagination Incarnation focused on the future. The presentation included an overview of the design choices of four congregations. Each featured a unique approach to church mission.



Subsequently, Reverend Shaver led the congregation in a contemplative guided imagery imagination exercise that called participants to imagine “waking up” in the campus of the future. They were asked to journal, then discuss the following questions at their tables. Congregants were instructed to bring an attitude and phrase “yes, and,” in order to embrace all ideas named, including those that were contradictory or controversial. This supported parishioners to embrace creativity and divergent thinking as all part of the Body of Christ.

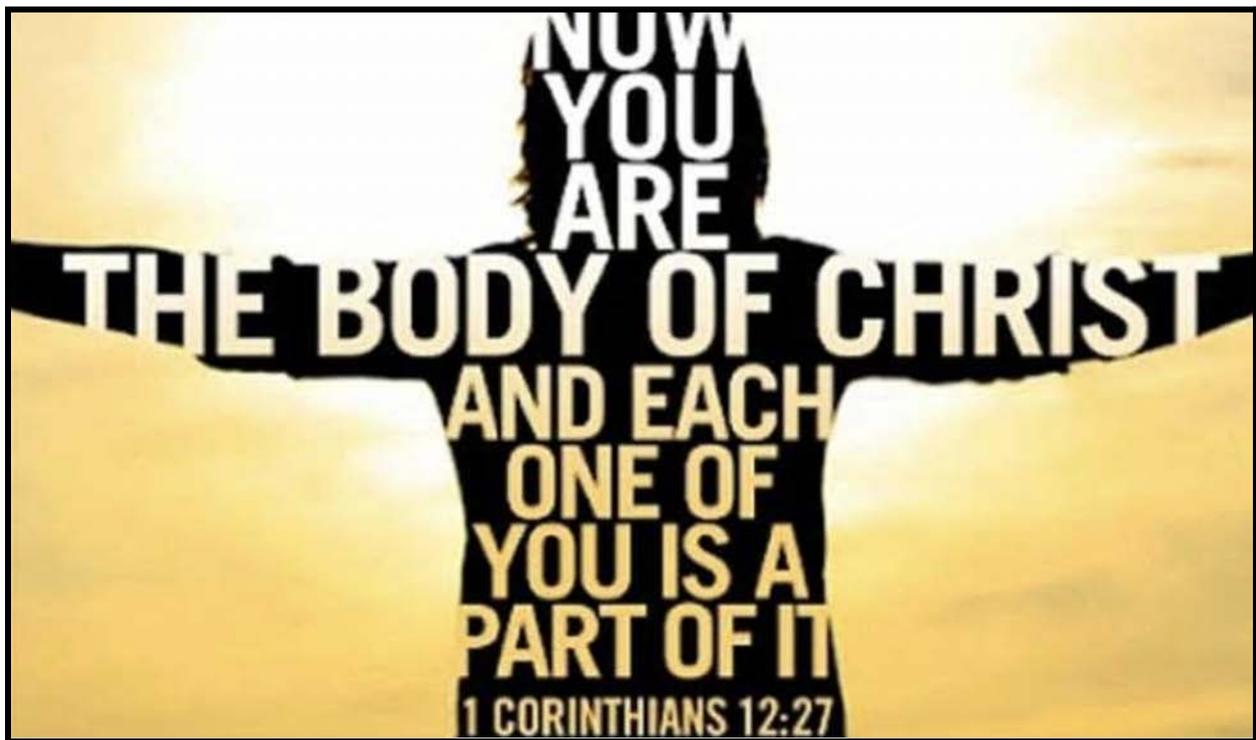


Table Go-Around: Vision “Yes, and....”

What did you see in your vision of Incarnation’s campus?

- How is our worship vibrant and transformative?
- How is Incarnation making life better even for non-members?
- How are we connected to Santa Rosa?
- How are our children, youth, adults growing together in faith and love?
- What other ideas do your tablemates’ visions inspire?

What did you see in your vision of Incarnation's campus?

- Affordable (or transitional) housing for seniors, families, parishioners, teachers
- Day care or preschool, playgrounds that are visible and welcoming
- Community meeting spaces for different activities including crafts and music
- Place for contemplative gathering: labyrinth, gardens, natural beauty
- Mixed use buildings including office space, commercial space, coffee shop, retail, bookstore, senior services (like game nights)
- Open up the quad for more community use, moving the administrative offices and classrooms
- Parking remains a priority regardless of what we do

After this first set of vision questions, congregants were asked to change tables. They found new people to discuss the vision with and to build new connections. In new table configurations, they reviewed the results of the first visioning set of questions, and the consistent answers confirmed their validity:

In this vision, what are you most energized by?

- A forward facing campus, opening up campus for mixed use that serves community
- Reorient buildings to better utilize the space to support our Church's vision
- Contemplative spaces, meditation, and labyrinth
- Preschool, playground, after school care to serve youth and families with young children
- Affordable housing and senior housing
- The natural beauty of future campus including trees, flowers, gardens
- Parking is important!

Results: Meeting 3

In meeting 3, parishioners looked ahead to phase 2 and 3, and reflected upon the foundational work done in Phase 1.

Table Go-Around: What Have We Discovered?

This is the last meeting, so let's take stock.

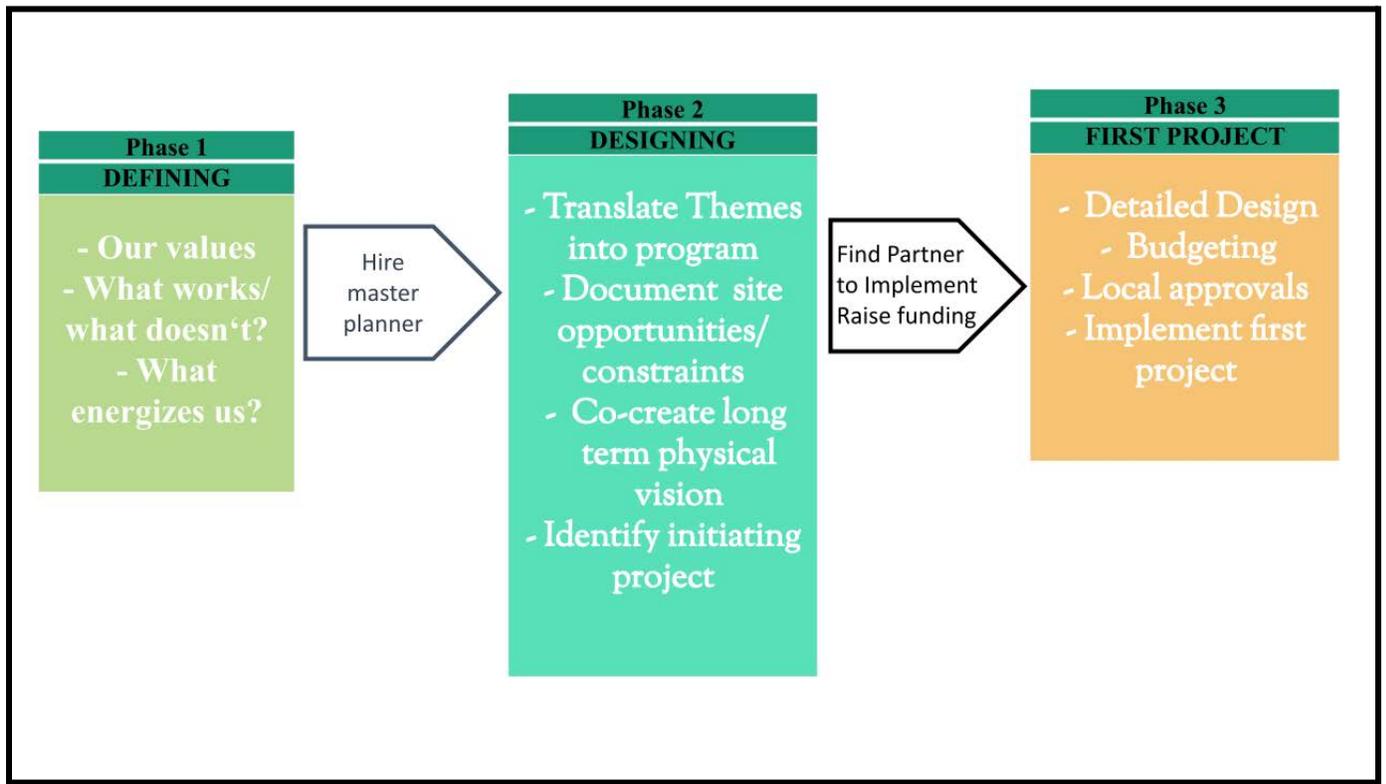
We have taken the last two meetings to start building clarity about *The Best of Us* and *The Vision*.

- What have we discovered over the last two meetings that we didn't know before? What is different now than when we started?
- Where have you felt God's Spirit at work in this process so far? How is the Spirit showing up?

What have we discovered over the last 2 meetings, and where have you felt God's Spirit?

- A lot of positive energy that is driven by the Holy Spirit, willingness to dream and think big, and room for many ideas
- There was commitment to and strong engagement with the process from a large group of parishioners.
- Participants have been really listening to each other, hearing all voices.
- Surprising amount of agreement came out of the process.
- Creative thinking and expansive visioning was energizing
- Pride in the historical significance of the church and its involvement with the community
- Feeling of excitement and momentum towards action, not just talk.
- Grounding our ideas in our mission where the Holy Spirit is working. God is speaking through us.
- Mendocino Avenue is an often overlooked opportunity to connect with the community.

Having completed this review the last two meetings, participants took in a presentation by consultant Jim Heid who is an urban designer, land planner, and infill developer. Jim brought his expertise to the meeting and spoke about next steps as this slide was on screen:



Congregants were then asked to look ahead to challenges.

As we go into Phase 2, what challenges do you foresee? Who do we need to be individually and as a congregation, to meet these challenges successfully?

- Funding
- How to choose and prioritize between many options. We need to be focused on the vision.
- Negative impacts on the church community, confusion, emotional stress, conflict, loss of membership, fear of change.
- Overwhelming and daunting if we try to do it all at once. How to balance creativity and patience? Some people are calling for incremental steps.
- We need to be a congregation that embraces small gains. We need to be patient.
- Lack of follow through and loss of momentum within Church community due to poor communication
- We need to ensure that changes are grounded in our mission, our community is engaged, and that we continue to communicate and be transparent.

- The challenge of continuing to listen to and be influenced by each other. Concerned about losing a feeling of trust.
- We need to take care of each other, pastoral care is very important.
- Concern about the responsibility falling on too few people, and key leadership burning out. We need to find opportunities for all kinds of participation and talents.

Finally, to support learning for future congregational conversations, a third question (not themed, but shown in raw comment form to participants during the meeting and now available in the Appendix of this report) was posed. The results show deep appreciation for the congregational conversations, and opportunities for future improvements.

Summing up ...

- What have you appreciated about these three Imagine Incarnation meetings?
- If we hold similar meetings in the future, what would make them even better next time?

Conclusion

Normalizing Change

Through congregational conversations, the Church of the Incarnation built new capacity to host wide-ranging conversations about its future. In six meeting hours, the congregation gained insight and mutual understanding about its deepest strengths, its current campus challenges, and the hopes and challenges of the future. Areas of energy for the future were identified and possible new directions for planning were explored.

In anticipation of future conversations, during the final congregational conversation, Rev. Shaver supported participants to reflect upon the natural tensions during divergent and convergent thinking. He showed the slide below, which demonstrates how groups encounter a “Groan Zone” in the midst of creative tension. Experiencing the Groan Zone can be unpleasant, and it is often tempting to shut down dialogue during this phase. Yet tolerance of productive conflict can yield surprising and innovative new solutions, especially when there is skilled facilitation and participants lean into their dialogue skills.

As Imagine Incarnation embarks on Phase 2 and 3, we recommend that the PTDF and vestry consider bringing additional process expertise for high stakes conversations to ensure creativity and consensus. Congregation conversations can also be designed to support prioritization as you move towards making choices for the future.

Appendix

1. FAQ: Imagine Incarnation

Imagine Incarnation: Frequently Asked Questions

Q. What is Imagine Incarnation?

A. Imagine Incarnation is a congregation-driven conversation about the future of Incarnation's campus in which areas of our church's greatest enthusiasm and calling will be identified and used to develop options for use of the church property. Our goal in beginning this process is to begin creating a vision of how our campus can best support our ministries for current and future generations.

Q. Why are we having a conversation about our campus?

A. We are blessed with a beautiful church building on a green, spacious campus in the heart of downtown Santa Rosa. Past generations have stewarded these buildings and grounds through many changes over 150 years.

We currently have no overall plan for the future of our campus. Our vestry believes it's time to begin a conversation to help us move toward generating a vision for our campus in the years and decades to come. The campus is an incredible resource, both physically and spiritually, that deserves intentional stewardship going forward.

There are some specific needs that make this a good time for this conversation. For one, the two buildings we own on Mendocino Avenue north of the church (Mackey Picture Frame Co. and Heavenly Treasures) are aging and nearing the end of their useful life. So if nothing else, we need to make some decisions about what to do there. For another, our vestry has for several years been discussing how better to use Jerusalem Courtyard, the large paved plaza south of the church, which tends to attract litter and vandalism while being underused by our parish community. Some of our parish leaders have wondered whether there might be opportunities to make more effective use of other underused spaces on our campus to serve our mission. We want to harness the collective wisdom and creativity of our congregation to start discerning how God is calling us to ministry on this campus in the years ahead.

Q. What is the background of Imagine Incarnation and how did we get here?

A. Back in late 2019, after recurring discussions about the future of various parts of our campus, our vestry decided to establish a Property Development Task Force to begin working toward a vision for the Church's properties. The COVID-19 pandemic slowed things down, but during 2020 and 2021 the task force did considerable background research, including successfully advocating with the city of Santa Rosa for a more flexible zoning designation for our campus in the city's Downtown Station Area Specific Plan. Now that we are able to meet in person again, the task force and vestry believe it's time to invite the congregation into a broad conversation about the future of our campus.

Q. What are the goals of Imagine Incarnation?

A. The goals of Imagine Incarnation are to:

- Open up a conversation with the congregation about those elements of our mission and values that garner the most enthusiasm from our congregation
- Explore the intersection of those areas of enthusiasm with the role our campus can play in furthering our mission
- Develop ideas for the church campus that best support our mission of loving God and neighbor

Q. Is there a predetermined outcome in mind here?

A. No—that's why we want to have a broad-based congregational process. Various members of the vestry and the Property Development Task Force have lots of different ideas about what our campus could be, and we assume that same diversity exists among our congregation. We are clear that we want our campus in the future to continue to have ample space for our internally oriented ministries such as worship, fellowship, and formation, and to be a place of beauty and contemplation with our jewel of a church building at its spiritual center, while also serving our neighbors and God's world. We believe the shared wisdom of all our members can lead to a vision for our campus that's greater than the sum of its parts.

We are starting this process at the beginning—not jumping into planning the campus, but starting with a conversation designed to help us describe our core values and mission, so that ideas we will have for the campus can be evaluated according to our shared sense of who we are and who God calls us to be.

Q. Is this about using our downtown property to get revenue for the church?

A. Not really. Our vestry and Pastor Stephen are committed to maintaining a parish operating budget based primarily on our own members' giving. We believe our church should be self-sustaining rather than relying on outside money for our operations. We do currently receive income from Heavenly Treasures and rent from Mackey Picture Frame Co. that supports our outreach funds as well as a portion (about 6%) of our operating budget, and any changes we make to our campus will need to keep that in mind. Otherwise, if we did at some point decide to do something that generates revenue, such as housing, retail, etc. on any portion of our property, it would be because we believe it serves God's mission for our neighborhood, and our goal would be to use any revenue toward mission-driven purposes.

Q. How do I prepare for Imagine Incarnation?

A. Campus tours, both in person and online, will be provided between now and the launch of Imagine Incarnation to help you familiarize yourself with the entirety of our 2-acre campus. Some of it may be new even to longtime members! While there will be multiple tours, you need to attend only one tour. Forty-minute long in-person tours will be conducted after both the 8:00 am and 10:00 am services on the following days:

- Sunday, August 21
- Sunday, August 28
- Sunday, September 4
- Sunday, September 11

Register for an In-Person Tour

The online video tour is available now and can be viewed at the following link:

Watch the Online Campus Tours

Q. How will the congregational conversations happen?

A. The “main event” of Imagine Incarnation will be three congregational meetings, held on Sundays in Farlander Hall, with lunch provided. We highly recommend that you attend all three meetings because each discussion will build upon the preceding ones. But if that is not possible for you, please do attend any that fit your schedule.

The meetings will be held on the following dates, with lunch at 11:45 and the meeting following from 12:30 to 2:30 p.m.:

- Sunday, September 18
- Sunday, October 2
- Sunday, October 16

Register to Attend congregational conversations

Q. How will the congregational conversations be run?

A. congregational conversations will be led by professional facilitators and volunteer members of the congregation using a Community Conversations model that puts participants into small facilitated groups to discuss specific questions. Individuals in each group share their views, which are then recorded and combined with other groups. Themes are distilled out for presentation back to all in attendance for reflection and potential prioritization. This discussion format allows for every participant to feel heard and to see their ideas combined with those of other congregation members in real time.

Q. Who will be the Conversation Facilitators and Planners?

A. Sarah Lightfoot and Barrie McClune of **Key Ring Consulting**, both with a master’s degree in Organization Development from Sonoma State University, will be facilitating the conversations. Sarah and Barrie are working with the Incarnation Property Development Task Force.

Q. Who is on the Property Development Task Force?

A. The Rev. Stephen Shaver is the chair. Kathleen Kane served as chair until fall 2021 and continues to serve as a member. Other members are Allan Bolchazy, David Jasper, Pamela Layton, Mark Neumann, Diane Schoenrock, Judy Velasquez, and Elizabeth Wright.

Q. What if I can’t attend the congregational conversations in person?

A. We are planning for ways to help those who are not able to attend in person participate. While we're still working on the details, our current plan is to record the meetings, make them available online, and invite additional feedback between meetings from those who watch. We are also planning to use a survey in conjunction with the three meetings which will be open to everyone in the congregation.

Q. What happens after the Imagine Incarnation Conversations?

A. Once the conversations have concluded, Sarah and Barrie will help us distill our consensus of vision, values, and future for Incarnation’s campus into a written ‘wish list’ or program we can carry forward as the basis for a campus planning process. The step after this one would be a more tangible design phase in which we would engage a planner to help us develop the congregation’s vision into one or more alternatives for a buildable plan. This would continue to be a participatory process with members of the congregation invited to offer input along the way.

Q. How can I join the conversation and stay involved?

There are a number of ways to be part of Imagine Incarnation:

1. Attend one of the In person Campus Tours: (Links to register were included)
2. Attend the congregational conversations (links to register were included)
3. Watch the online Campus Tours.

Register for a Sunday In-Person Tour

and/or

Watch the Online Campus Tours

2. Attend the congregational conversations: **Register for congregational conversations**

2. PDTF Planning Approach

The planning of this Phase 1 effort included the Consultant facilitating the PDTF to plan and execute in three time frames while bringing the values of inclusion and volunteer empowerment:

- Long Range Time Frame:
 - Identify the three phases for the overall campus planning project.
- Medium Range Time Frame:
 - Identify the goal for phase I: “Identify areas of Incarnation greatest enthusiasm and calling that will be used to develop options for use of the church property.”
 - Identify and plan the key elements for a successful phase one
 - Awareness raising for the congregation: FAQ about the project, live and video campus tours, newsletters,
 - Recruitment & Training of Volunteer facilitators and themers: Phone calls to prospective volunteers, scheduling and executing training sessions.
 - Logistics for Community Conversations: meeting design, set up of hall, refreshments, technology considerations, and room setup.
- Continuous Improvement (“Real-Time Execution” Time Frame)
 - Debrief meetings with the PDTF after each Congregation Conversation to assess and identify the strengths, improvables, and insights to benefit the next Congregation Conversation. Surveys and insights from facilitators’ observations after each session were analyzed for improvements. The theme team debriefed on what worked, and what could have worked better in order to iteratively improve the process for the next meeting.

3. Source Data: Meeting 1, Question 1

What parts of this story represent the best in us, and why? What parts of your experience at Incarnation represent the best of us, and why?

We can Raise money really well, we have vested interest in downtown
Service and Love - remember after earthquake we served as hospital.
decision to stay downtown sets the tone for the church
Forward thinking changes and acquisitions
Open Table proud of wonderful effort
serving the community; decision to stay downtown to serve; building community
Came here because serves homeless and others.
Our relationship to downtown and serving the community
Expanding the church for the children due to growth
commitment to expand campus for sunday school classrooms, youth activities,
during the 06 earthquake church used as morgue supported c community in this way
SUpport for Living Room through Heavenly Treasures
After 911 served as place of prayer and support.
Morgue-responding to larger community's needs
Living Room is a 'downtown' activity
We are flexible and we have room, but let's not lose the great things we have
continuity of our outreach throughout history
Our worship--Ministers, music
Faithfulness throughout generations
investing for children's activies, including choir
Commitment to stay downtown
Expansion of the church to accomodate our parish. We take care of our church to respond to our community needs
Impressed with the vote to staying downtown, being the center,
information on morgue and living room
Helping to house others.
Family goes back 14 generations brought him here
Historic Leaders focus on future--Farlander Overton purchase
Taking care of the kids, people
Opening ourselves to the community. Example of concert for community - specific music piece written in response to shootings
renovation of the buildings were done for necessities but didn't change the appearance & purpose of of the church
Chuch community has been a rock in times of personal difficulty
Resilient spirit
at our best when we reach out to others, but it can be hard (ex: Living Room - it thrived and still exists). Example of proclaiming gospel and who we should be as Christians.

Our visibility in downtown, community needs,
We respond to the community needs and the needs of our members. We were also proactive by looking for the needs
Exciting that brings children in.
32 years - had ups and downs and bounced back
Open table another example of how we're called as Christians
Incarnation continued to change and grow
Place to help reduce stress.
Seeing community needs and filling the void - Living Room - we stepped up
Some have left and may wish to return
What are we missing? Should we have spaces for particulare purposes.
we've been here as a church for 150 years & part of community in one form or another throughout history
History with Living Room, continuing to Open Table, maturation of ministries
a church in the neighborhood
how welcoming this congregation is; the living room; Incarnation 100
Bering responsive to community needs
The Living Room and Heavenly Treasures
Roller coaster with children's programs-children are the future
Create a space for children and then invite them
Presence in the city.
community;
value of dchildren reflected in how we adapted campus (example of Farlander's statement in brochure)
The children bring us to church - important
Progression & Evolution of chorus to serve and be of its members.
the Living Room initiated here as service to community a very good thing a germination of that kind of initiation this is ex ample of the best of us
Commitment to downtown, responsive to downtown things
People could take bold chances and decisions
Women's Guild
Staying in center of town instead of moving away.
agree with what has been said already hard to add?
Metaphorically, when bldg was resingled - resingling in the sense of creating a new front is more attractive. Reshingling for attractiveness.
Seen a lot of changes but staring to look forward now
Santa Rosa Demographics are older and older, wise of church to turn towards that as Farlander did to youth
We're in a position now to look forward
Open the church for a child scholarship for choir to anyone. No need to be a member of the church
this church was able to rally the funds etc. to build
Good attendance at annual meetings

We're in a growing phase now
Remaining in community.
decision to remain downtown was significant; decide to commit to downtown as a part of it
If we feel the need, we'll open our wallets
The Living Room great start here.
Look at how we can be relevant into future
I appreciate we are gathering more land to opening up the campus for our needs and the community keeping the area serviceable and not gentrified
Open Table breakfast - proud of that.
Willingness to be open to God's purpose.
Outreach (living room, face to face, open table). used to have more going on for children. Wed program, children choir possible
aesthetics were maintained and respected with the church building
We're growing people-wise and financially now
Visible presence in the community.
Young families growing here now
outreach is where we actually act as if we're christian. Building and music aren't where Jesus lives
Showing that we respond to the community in which we live.
the number of times the church has been expanded to address community needs
Proactive to stay in this location to open to the urban needs. We saw the need to stay when everyone else was moving to the suburbs. Now the new housing in downtown
amazing energy in the church in the 1950s
Living Room Mission--served women and they need support
We need to avoid becoming complacent about desires of youth
choice to remain on mendocino as the face of God in the city, the congregation that would need us.
Visible manifestations - chalk drawings on sidewalk in response to George Floyd.
they had the foresight to purchase and or sell property with purpose mission
Also after 2017 fire supported community. We re there when community needs us.
Personal experience - music and architecture - best.
Mission and worship are interrelated
enclosed space where children are safe
Our youth demographics in past allowed vibrant mission program
it's not the building but the souls worshipping here
The needs of the community drove the church - responded to catastrophe
Energy and initiative to do projects - Living Room, OPen Table, was a Men with AIDS group.
Caring for community members.
The body of the church-amazing members. Diverse history, backgrounds, etc. Lovely stew between us
Preservation of the church leads us to worship
the beauty of the church brings me here and keeps me here and all the prayers and services held here

in the 50's the focus on attendance and growing the church and then had to build
Meet needs of community in loving way.
ability to address changing community needs
Music program.
We respond to the needs of the people in the church, interfaith opportunities
Music program was great
The church leads us to worship because we have preserved it
We have a lot of viewpoints
Waiting to see what new music program is like
Even when times were tough there was energy for mission and ministry - ie. organ.
Quality music program draws people in
Family, this is our family. The church is our home.
Focus on music
We acknowledge our weaknesses and are working to address them
Acquisition of land - with goal of spreading mission.
buildings come and go but the buildings where they prioritized beauty and aesthetics and feels very special seem to have formed our identity and the willingness to keep investing in the beauty is important to our identity
Some say we made poor priest selection decisions
personal experience - variety of worship services, different times with music
growth came from need, not by imposing it
We have Zoom to help people who can't make it to church
speak out against gun violence and participating in marches
Its the community - open, loving and worship
Inspiring history
Connection with other church members.
We have the energy, the people are driving our needs
Children's and adult choir. Volunteered with fellow parishoners. Episcopal Church Women Groups.
I get a lot out of Open Table. Look into their eyes/hands and you see they are people. They are grateful.
have had good sermonizers within past 40 years, with one exception
The welcome after leaving and returning
Started here just before COVID-relaxed and safe feeling
organic evolution of the grow and development
People who benefit from OPen Table are similar to us.
the worship service and music are a big part are important to me and the investment in the organ is a very important part of the p[rogram
working to help the community
congregants/congregation tolerant, all God's people are welcome
Support around families and children
Treating EVERYone with God's Love

best in us: trying to be open to the downtown area
The welcoming words of all are welcome
OPen Table feels whole-hearted as part of this church. Grateful to be able to help.
Resources for children are available here
We have people who are actively contributing to the community, and people step up to help each other
Multi-generational church +1
WORSHIP
LivingjRoom
preervation of the buildings - we have a place to gather
using circle of prayer and worship - church is sanctuary of mystery, liturgy manifest in ark of the covenant (building) - that's why I come here
Welcoming nature of the people in the church.
We can have alternative programs (like yoga)
Music is part of my life and the appreciation by the congregation
Tiered Families (nuclear is one, ministries are another, congregation is big one)
sanctuary
Such a one as I could have something to give to someone else. Grateful for GOD's work in my life.
We focus on taking care of everybody, with a norm of respect for each other
Can have "side" activities (psych, buddhism, others)
we were quick to respond to covid and extended new forms of worship
never made to feel "other"
The music, sermons and readings
Feels validated for being ourselves
Opportunity to be generous even if I'm a problem person.
acceptance of all peoples regardless of income or social situation or heritage
Open Table as an example of showing God's Love, treating others with God's Love.
Our coffee hour extends into who we are, giving, sharing, and connecting
Things happen if people step up and make it happen
didn't fit with parents my age, but older women with grown children adopted me and loved me
Volunteers are vitally important
We do hospitality well
People came together to maintain our worship the people are the infratucture as much as the buildings
Music represents the best of us today
sense of inclusivity
Dads getting involved in helping teach Godly Play.
sunday open table like the living room germinated by a few people started and grew evolved and involved the whole congregation this is important to me
Hlgh school students did missions to Mexico/Honduras
People participating is the key to our strength

Importance of the children's ministry.
diversity - parish community more diverse than city in some ways (economically, socially, and racially)
Strive to be better. forward looking AND built on the Anglican tradition
we learn from and love others more by getting to know them
Important to have people volunteer - and many do
Women's Guild brought in the first organ.
People can move between volunteering opportunities
Importance given to children's participation & formation.
BIG ad in paper where we stated we welcomed ALL.
continuity of worship for deanery and diocesan activities - a gathering place for area Episcopalians
We do well historically with serving Justice Peace and Love
You can always find someone to help
been parts of many ministries and all are fulfilling
Our hospitality is a demonstration of our welcoming community - not only within , but outside of our church
church is theologically inclusive
EFM is more than just bible study it gives people the opportunity evaluate their faith in terms of what's important it strengthens my faith i have been able;e to experience that own a supportive nonjudgement environment these have been a great experience for me
Supportive of Gay Pride parade and sign.
Visibility and participation of women
Comes to church for communion with God, so accept others ideas
because I go to 8 am, I experience Open Table people in church without someone watching and enforcing the rules. Priest and congregation simply go with it.
Despite the heartache, parishioners willing to stay and heal together and work through it.
Bookstore is a sanctuary for newcomers
Open Table crew is a wonderful witness
People from Open Table come to church and participate. Birthdays, sober anniversaries.
Volunteering opportunities can as phases of life unfold
one of my favorite experiences is garlander hall where we meet, hold each other babies, visit, its like a family room, where the family gets together it may not be a beautiful but its shat i love best about this chrtuch
Treatment of homeless in church services - all are welcome!
Sermons
Richness in way we worship. Organ. Beauty. Singing.
mix of liturgy and openness
Volunteering adds to you community - you're not alone
Volunteering helps you to meet other members
we treat the homeless like we treat our brothers and sisters
The amount of care in this process reflects the best of our history.
Music!! - times 5

continuity of service, worship and fellowship
We got through COVID. On line services.
feeling accepted
The solar project reflects our values
Communion at home during COVID.
commercial kitchen is a blessing and helpful to furthering our ministries
Approach to pandemic - able to stay attached
Saturday open table prep bc of the dedication
what i noticed right away when i came here is the inclusivity; maybe its the Episc opal church in general our this church in particular
Lots of good responses during COVID, Yeah, tech savvy people here!
Still use "COVID" approach as one way to participate
Sense of community!!!
Calls during COVID to check in.
level of intimacy and welcome drew them in the early 2000
Aside - we would like greater lighting in Farlander. It's dark
We keep each other in our thoughts 7 days a week
We have a culture that once we get inspired, we keep the inspiration
Feels like a family
Numina (and Arts @ Incarnation) show value of art
Zoom squad.
farlander hall, coffee hour and opportunity to gather in fellowship with people that i might meet otherwise church is where you meet people from all walks of life
It's a lovely building - church.
willingness of church to jump into Zoom and technology to support all of us viewing
The opportunities to open ourselves up, instead of closing down.
the many things going on with this church; how we persevered through the pandemic; how we've come together time and time again
Having purchased a rectory helped us attract an excellent Rector
EMF
Inclusivity and new people every Sunday - all types
people to back you up, look after your children when needed, felt safe at that time (less homeless)
We've adapted to change for 150 years
acceptance and inclusivity are really important to this table!
i like having the physical space where we can remember people who have passed the church is a very special; place to remember our loved ones and i really value it
Stephen has been very responsive to challenges.

our worship and liturgy is superb
great leadership
Stephen brings so much to the church!
Not political but embodies intelligence and science
Justice peace and love as part of the Gospel.
added extra part of church in past - music important
Worship means a lot to this congregation.
a real commitment and investment in this place in many ways, from acquiring land making improvements etc
No politics but show by example - walk the talk
Music interface with SRJC Chorus and Organs, Scholarship program with SRJC Choral Program, High level choral performances,
Walking talk on climate change - solar panels
liturgy appeal
Radio broadcast on KSRO every Sunday
Thinking about our world as a whole
variety in those preaching
fr. farlander - if you build it, they will come. growth then may have been a reflection of times, but practical ideas about kids having a safe place to go - we are in a GREAT location for that
Heavenly Treasures has been a blessing - response and proactive
the accep[tance of a new person was so personal
No politics - but social justice action
Church welcomes women in leadership and worship roles
I was welcomed - to walk in here and be welcomed by anybody and everybody
We should think about pursuing people who left
His daughters are excited to come to church
over the years that I've been here the leadership of the church has been really connected and worked as good vestries
children are valued
Heavenly Treasure is still viable for this community
Christian Education is good.

4. Source Data: Meeting 1, Question 2

What would you add to this assessment of the campus?

Parking - disabled
Global warming impacts on campus and world
Need to plan ahead for increasing number of HOT days
Dated look of Farlander

Landscaping is an opportunity
improve outside worship space for year around use
Everything is ok the way it is
Perimeter fencing not welcoming.
The demolition of mackey Frame Shop and Heavenly Treasures
security - windows in short hall aren't lockable
grounds are shabby
Quad buildings run down.
Ease of access - Jerusalem Courtyard and flow of traffic
windows aren't insulated
Farlander perk up
Better use of space globally--More space used for older folks.
our use of the campus now is outdated with an opportunity for more focus on sustainability
Ventilation and heating/cooling systems need improvement
Locked gates.
Landscaping cleanup needed asap
Parking lot filled up-even showing up 15 minutes before service.
Kitchen and storage facilities
Full use of the land
Water management in drought times
grounds are not climate friendly
We need better meeting rooms for smaller groups Acoustics are bad in farlander Hall. The existing meeting rooms need evaluation
Jerusalem courtyard isn't being utilized
Farlander restrooms need updating and larger
commercial kitchen in underused
Finding right solution to Jerusalem Courtyard +1
How do you maintain a secure property without being unwelcome
Two old buildings landscaping/homeless outreach. Different view.
jerusalem court should be used more
bushes in courtyard and parking lot get used as restroom
courtyard building roofs in help
Safety for children and in general
Perimeter fencing allows for security but not welcoming.
Farlander bathrooms suck - flow issue, accessibility issues, limited capacity
Security of campus
Jersalen Court is surprisingly underused. Don't remember
we have solar to reduce costs, but no window insulation or other energy saving measures

Creativity - prayer and spirit about what to do with income producing buildings and challenges.
Jerusalem court should be used more frequently
Bookstore viability
Im concerned about keeping a balance of having a lived in atheistic New buildings can be characterless too utilitarian
Oppourtunity that we don't use the Jerusalem Courtyard, so not much resistance to changes to it
Gate management during evening meetings
assess the campus for fire resistance and change shingles, etc.
All buildings look and are old and look not well cared for.
weatherproofing, safety proofing needed
We don't have vegetable gardens
grounds on mendo are not welcoming
Safety is an issue for Jersalem Court
Do we have c city restrictions? We need better landscaping Cost is a big factor
underutilization of areas in general. No one ever meets outside library. Jerusalem court not utilized
Age and usability of quad buildings
Small Narthax
quad and classrooms are used to potential
Lack of food storage for donated/inexpensive items
Disability available parking and getting to ramp sometimes around homeless - wish there was someplace else.
playground area and basketball court tends to be overgrown and not maintained, safety concerns
Is current layout of quad matching parish needs?
offices should be facing one of the streets
Campus is very dated in the quad
lansdcaping, dead plants detract
Gates get locked which makes access harder - don't always want to call.
improve signage
It is a challenge that we don't own the apt bldg
Security issues with campus location
Well-planned and safe space for events
Jerusalem court could be combined/ reconfigured with the back of the grounds
interior of Farlander is UGLY.
We need community gardenias part of outreach
Hard to get around with special needs - need more smooth paths.
We aren't using spaces efficiently that can bring in income
Messy areas on the campus
Incorporate accessibility in plans.
Playground lawn? Keep, not discard.
Building layout needs to enhance use of campus

Children's program growing pains: we need more space for the children's programs
Accessibility of altar is challenging
campus is fragmented - little pods and no integration. Landscaping could be a part of this.
Security will help limit liability across the property
Peaceful place and time here to have meditation time.
Need to take down 2 buildings is an opportunity
grounds feel closed off and too compartmentalized
Easy to get over the gate from Jerusalem Court to the children's area - safety issue
Better sound system in Farlander for meetings
not living up to potential; perfect place for evac center.
The size of the campus allows for expansion but the spaces feel separated disconnected
opportunity for more security along Mendo
Opportunity consolidate use of frontage lots
need more parking - everyone at the table agrees
Not envisioning what we COULD do.
windows could be updated to double pane
Lesson from rectory demo teaches us that you can't leave demo'd building lots' empty, you must fill it with something populated
7th Street parking lot is not sage
Opportunity to do something new and different on Mendocino - offices more public facing?
Concrete surfaces /sidewalks are cracked, provide mobility issues
children's wing classrooms could all have doors to the yard
Some time commitment to use of Mackay Frame shop
library and gathering room and courtyard underutilized
What needs to be expanded? In our history they knew when something needed to be changed or expanded Do we need more space or are we using thyme space correctly
LOts of awareness of costs- loss of income as changes come.
Aging of the buildings
Underground parking - with the earthquake faults
all shake shingles in interior of quad are fire hazard, will go up in a fire.
opportunity for security at the front with more use
Location in Cherry Street historic district
Solar excess could provide power for car charging, etc.
Farlander needs paint and more lighting
Jerusalem court challenges - not welcoming place to sit and meet with people.
Trip hazard from tree roots.
review of purpose of fencing around campus, security and welcome issue
FGarlander Hall should have sectioned off areas for meetings
opportunity for more activity in the classrooms with childcare or preschool

have to keep up property to mitigate fire risk and fire insurance eligibility
Landscaping inside the campus quadrangle is non-descript and ordinary.
Labyrinth?
Not enough parking for evening events and
courtyard drainage
7th street garage is creepy
General accessibility on campus
opportunity for more educational programs for nutritional education
Perop-le my age -- with small children -- are being priced out of this area We talk about building bigger things for children but parents can't afford to live here
Lack of fire-hardening of the buildings.
Parking is a huge issue at this table
opportunity for preschool
Need someone to take over heavenly Treasures
Better insulation against street noises.
Tear down heavenly treasures but we need a thrift store open campus
Restrooms and doors in Farlander are challenges
opportunity for outreach with childcare

5. Source Data: Meeting 2, Question 1

What did you see in your vision of Incarnation's future campus?

playground, labyrinth
affordable housing at corner of cherry and mendocino
2-3 story office / classroom / community building replacing the "quad"
Rebuilt thrift store, frame shop, and maybe bookstore along frontage?
A daycare for children with more creative and beautiful use of our outdoor spaces reflective of the beauty of our church itself- a place where parents can have their children cared for so that they can go to work or fulfill other obligations. (with many low cost options for families that cannot afford daycare)
Labyrinth area as meeting point for community events for social justice
front of church to be more friendly
art gallery, maker space, community centered
Area set aside for Garden (Peace and Justice-Murals Benches), planted with drought tolerant plants
Art - community art - rotation
upgrade bathrooms
Place for contemplative experience
Senior low income housing - it could be us
Working with Caritas (Catholic Charities) helping homeless with housing -jobs etc.

Jerusalem courtyard and behind transformed into oasis as a place where downtown employees gather for breaks & lunch, meeting friends, green, safe,
a coffee shop
Community Garden for veggies and cutting flowers
mid-size meeting space - maybe to create art
a cafe on Mendo, support open table, employ unsheltered and seniors
dealing with outdated spaces that we chose not to deal with now in 2022
On site ops for seniors and elders in the community - ie weekly game afternoon.
senior center
someone every week to greet newcomers
Expanded bathrooms--walk through
more meeting space
Have events that aren't church related - music, poetry, anything capturing imagination and attention of passers-by. Maybe a certain day of the week. Just saying hi to community and we're here.
a music room
Permanent art - meditative garden - with shade - lots of trees
Senior low income housing with priority for parishioners
entire new building from frame shop to corner
Community gardens to feed community. All seasons
Affordable housing
new tech on campus, audio and visual
church choir
meeting area on Mendo
community dinners
Family and senior housing
Improving area to bring people in - all - old, young etc.
campus flexing to meet needs of larger city, or needs for green space
community outreach
Open space from courtyard back through current playground - open to public, but still need a place for kids to play.
Church 50% larger and reoriented
space for neighborhood community, parishoner community that is spread across the county
Larger Narthex, able to see in
Place for coffee in another way-maybe earning money. Maybe towards frontage.
New church building - lots of light
Community workspace - office space, business machines, conference rooms, church and community members
mingling and engagement
Entice more people of all ages to come in. Pickle ball?
Convert Jerusalem Court and Playground beyond into Mendo-Grand Entryway and outside activity space like St Stephen's--Gathering Space, Playground, Garden, etc., accessible from gate on Mendo.

visible playground from Mendo
Have worship / eucharistic service on another day of the week to be not just sundays and feast days.
surroundings will be more densely populated
see a place where youth can get an introduction to our church
church is open every day around noontime with concerts or service
professional kitchen, cafeteria, cooking school
Quad is gone
Inside church think of something to do differently - maybe change alter or cross area. Something that adds to our elegant worship space.
lot of trees used as definition of campus boundaries
Deferred maintenance - bathrooms, sound systems etc competed.
make Farlander two stories
New community hall - inviting, comfortable, good acoustics, gathering place,
Beauty and art - sculpture, water, paths to a labyrinth
In place of HT & MF, build small indoor event center for small art, music, spiritual events--Modern aesthetics.
community garden involving young people
7 to 10 story building on Mendo, with housing and cafe on the ground floor
jerusalem courtyard remains but converted - enclosed in glass, water feature, third space.
labyrinth facing mendocino
Gardens - food and flowers
Workshops or something for children / youth where people from the community can learn different skills to open us up in a different way.
Choral room
Coffee shop - invites community
Redo Quadrangle to maximize beauty, place benches, garden, for meditation. Small gazebo (weddings).
Classes - not all church related - art to adults.
low cost housing
Playground.
administrative offices on Mendo
Affordable housing.
General comment - very open church, be comfortable
a more inviting campus
icon composition of church repeated in additional area for exterior worship
NOt too modern.
Focus on children, preschool, developing solid children's program that progresses from year to year - need to focus on young children
community garden/outdoor columbarium
minimal support for low cost housing*
Open Campus for extended periods, whether 24/7 or just daytime.

Library, book store and/or coffee shop.
Riley street access, farmers market there?
all buildings relay history, liturgy, worship, stillness, especially outdoor worship area
Courtyards
Zeroscape - new plantings entirely
Counseling, showers for homeless, help for people including parishoners for a place to beat lonlieness
Corner - building with retail, some community space, and some housing
Small permanent housing for homeless.
cooling off place in heat waves
preschool on campus/ afterschool tutoring program
Climate change resistant plants
great oak in courtyard preserved, classrooms around it face the oak. Classrooms are flexible w/accordion doors that can be resized
Affordable housing for elderly.
Frontage along Mendocino to generate income to fund services in the quad area.
art center where people can come to draw and paint
Planting to reduce the heat effect around the campus
a new building on mendocino taking the place of H treasures and frame to shop for sexton and heavenly treasures
Lots of trees, garden area.
Housing - transitional for climate change refugees
Multiple for options for diverse elements of housing
stained class facing Mendocino
Christianity is communication or connection - as a theme. Lots of property available to tear things out and redo. Ability to use zoom and internet make footprints like our church as historic. We'll do things different. Outdoor internet cafe with charging stations for personal devices and cars. Get a charge with Jesus. High speed connectivity to internet avialable to all. Screens set up around campus to set up spaces for "iGroups". Ramps for people on cycles and wheelchairs.
renovate Farlander - new bathrooms; bookstore; kitchen
Meditation dell and prayer chapel - open all the time.
Interfacing with very diverse community - responsive to all
Heavenly Treasures and frame shop gone, turned into parking to accomodate denser population
Keep groups like AA
pre-school on campus
community garden with volunteers-farmer's market maybe
new building to replace thrift and frame shop
Resources available for seniors - medical, social workers, lawyers, nurse
Keep the oak tree.
trees around parking lot
open up the quad add a community garden on cherry
Sunday afternoon picnic for families of seniors to come together

Elimination and utilization of wasted space
add parking and access from Riley
jerusalem courtyard acts as community center
Facility in ales us to do more. Classrooms
strong youth group movement-maybe music lessons
labryrith, peaceful garden for meditation
place for concerts and weddings
Showers for homeless
Permaculture - beauty and ownership (outdoor meditation)
MOre room for different aged kids.
larger playground with regular family events
our green space used for a columbarium, labyrinth, and meditation area - much support all around for this
balance labryrith and playground in terms of noise - perhaps have hours for each
Integrated approach to children's area
rooms have doors on both sides so you can go in garden
Make quad bigger - can extend to other land.
outbuildings to be architecturally similar to the church
cherry to church-offices, meeting rooms, classrooms, auditorium, place for kids after school, music lessons for kids
community center
Historic parish is the center of campus space and life, it should remain and be the focal point of development
Build housing and retail on bottom.
shower facilities for homeless, clothing, unsheltered resources, information
preschool
Open community meal that focused on serving all people - not limited to homeless
Replace frontage houses with multi-purpose facility. On bottom floor admin offices and cafe. Affordable housing upstairs with just one floor for seniors and rest for families so it's intergenerational. Children's ministry take a prominent place in our focus because their education is crucial to their growth into disciples of christ, so we create spaces for youth and children that are extremely functional indoors and outdoors. Ministry planning includes doing activities with seniors and youth on a regular basis. Jerusalem Court agrees with other ideas. Take out concrete and turn green like a park and have event space for music, poetry readings, coffee breaks, maybe a labyrinth. Inviting to public. NEED GARDENERS TO KEEP IT ALL UP - need to fund it. Broader range of music in our services.
Museum inside sanctuary
outdoor worship space on Mendo
Housing for seniors.
South side :- labyrinth; well-tended grounds; outside tables and chairs in outside area for large gatherings;
cell phone and computer charging station
try to purchase apartments on north side
Letting each day come and listening to God's word - waiting for vision
Outside worship area.
bigger church but don't have the vision for exactly what that looks like

Community events that bring together single people
Enlarge Sanctuary?
Parking improved.
Outdoor Worship Space?
Enthusiastic cleaning
contemplative garden on mendocino
want to see a pre-school - with scholarships to sere greater community - much support!
Labyrinth in Jerusalem Court
better assistance for the hearing impaired
Monastic
new classrooms on mendo side
larger restroom facilities
Coffee house/tea room - brings people together, makes church known - outreach
housing
art/ craft studio
Place outside Narthax with a table to engage people before and after the service. Engage in outreach, ministry, pastoral care.
expanding the front door like the Seattle church
Affordable housing with store fronts on bottom - HEAVENLY Treasures, Bookstore, Library. Office
using frontage on Mendo to our advantage, make church more visible to passersby
present classrooms have no insulation - need to replace
Interdenominational gatherings - soup and sandwiches - once a month during Lent - bring church communities together
a better choir space
courtyard enclosed in glass and part of the entrance
More volunteers on campus distributing food clothing resources.
Fear of loss of planting space - too much building
rooftop garden
church office is where frame shop is, change the way people enter the church and offices
expand music programs and music events for the community
Open prayer chapel.
Maggie"s winning the lottery and paying for it all! Take out all houses on Mendo and Cherry (from Mendo up to Humboldt). Buy them and take them down. Remove quad and Farlander. So only leave Church building. Create a restaurant that's indoor, outdoor, with gardens, walkways, screens for spaces, people can come through. Double-story parking somewhere maybe on cherry/humboldt corner. Building offices on ground floor, with affordable housing on top. Part of gardens to include a section dedicated to Pomo Indians reference. Teens needs more attention / area to appeal to them.
labyrinth anywhere on campus
community hub with engagement w/neighbors, local workers, and busiensses
Third space idea - games, music, teen space
stage area for concerts
existing courtyard buildings razed and a more uniform buildings-multiuse gathering spaces

Music - big, inviting, inclusive
frontage not retail necessarily, but more of 3rd space - perhaps thrift/resale space supporting green initiative
medical clinic of some kind
daycare and preschool
buildings surrounding the campus with gardens and walking paths inside
SRJC - outreach
keep our campus safe and free from loitering
apartment space along mendocino
some kind of physical link to green space at Courthouse square
Add inviting lighting (twinkle light)
add a wing on the church across the basketball court and use the courtyard part of the entrance.
Jerusalem courtyard as space for yoga, meditation
Break program for teens - snacks, games, basketball, homework center, tutoring, supervision
Elder care - loving and affordable, multigenerational, integrated with the church
rain barrels for water catchment
short hall put to better use as youth room
community center should be facing/closer to mendocino
Intergenerational - mix it up
Whether Farlander stays or is replaced, need a good parish hall with upgraded restrooms. The church needs its space and may be able to share it.
Our open grounds developed for contemplative space, play space, gathering space
Coffee shop is a good idea
a beautiful fence to protect the campus while still reaching out to community
Structuring space to encourage intergenerational integration
a space for other groups/ churches/ native people to perform their ceremonies and all could attend.
Need to think about this in phases. Need to stage it so that nothing ever looks vacant.
Open campus - people volunteering to keep prayer chapel open.
quad no longer here
rectory
Affordable Housing with services like COTTS
multi use building, offices, parking garage, low income housing
Meeting spaces for larger community - night time, day time, activity going on
Paths for contemplative walking.
Children's music program
Reach out to LGBTQ youth who are often turned off and / or rejected by the church (as well as their families).
housing on Cherry street side
Childcare, after school programs
Center of quad with space for Eucharist

Better parking
building would be offices on bottom and living space on top with courtyard/ maybe fountain
housing for monastic elder care
Musical education - children, interfaith, playing instruments too
Be "the happening" place!
Storefront collapsing doors along farlander quad frontage.
housing for teachers in our local schools
Testing testing
daycare/pre-school

6. Source Data: Meeting 2, Question 2

What aspects of these results are energizing, and why?

More contemplative spaces.
meditation garden and labyrinth
Day care, preschool, mixed use buildings
energizing - doing something new with the quad
commiunity spaces for crafts and music
Preschool - or Kindergarten
grounds, natural beauty
Beauty and community gardens -fruit, veggies donated
Comm meeting (classes) and contemplative ground walking are energizing
How do you do it all - must re-do campus - must be designed all at once
lukewarm on transitional housing
Making it more open to have a campus that isn't locked up tight. We realize security is that way today, but if the Farlander building goes right out to Mendo, it would help. Space for community events, counseling for homeless, events for our own parishioners during the week and not just Sundays.
mixed use buildings
Office and administration more visible.
Front face to the world
pushing out the quad and opening it up for community/member access
Having affordable senior housing and commercial space is energizing supports aging parishoners
Community inviting
multi use building that serves the homeless, coffee shop, showers, etc.
coffee shop - a great idea
whatever draws people to church - preschool, playground, music
This moment in time is energizing - more wholistic view.
Commercial space, coffee shop, retail, on Mendocino, event space for community
more activity during day!

Community invitation in a more universal sense
having the quad more like a park including a play area
large space for community events, and open to community can rent the space.
Places for contemplative gatherings its difficult to find a meditative space and Incarnation could provide that if opened for day and evening.
magnetism, drawing people in. may not be religious, but draws people in to experience the space
Greater number of older people in congregation now. Doesn't see the programs there needed to keep them busy and active. So wants to see activities that bring older and elderly people out. Feels much closer to dying that starting a career, so wants to see end years be active, productive and in community to avoid isolation.
Opening quad space for event space, weddings, beauty, celebrations
people coming and going during the day-makes it look alive
Recognizing first nation
Affordable housing, community gardens - revision of campus
affordable housing for anyone who needs it
beautify the campus
Labyrinths more campus beautification
grounds - permaculture, xeroscaping. Beauty AND ownership of grounds
Beautiful attractive event space on Mendocino
good to incorporate outdoor worship space into center of campus
Multi use building is exciting because it offers connection to community/housing/& potential source of income (healthy for church).
LGBTQI Community - loudly proud and supportive
intrigued by idea of reorienting campus - what possibilities would that open up
Heavenly Treasures needs new space
opening the quad to be welcoming, visible garden
shared office space for community is exciting. spaces for non profits.
open campus as well as safe
Preschool included in church intergenerational
Staying connected to community via preschool, playground, & maker space potential--all help to keep youth connected to church.
All of my thoughts are on list - labyrinth and gardens
open space and use 7 day a week
Transitional space for Heavenly Treasures until it has a permanent home
Coffee shops help more people come around.
opening incarnation to the community!
parking lot on the corner
housing - either very low income or market rate. Many of moderate income people are stuck. would be better to move into town to be closer to public transportation. Moderate income people are left out of the housing equation most of the time.
Affordable housing
Preschool, daycare on campus in new quarters that are built for today's world with good ventilation, flooring. Have it open for

all with scholarships available. Helps to bring people into the community and hopefully into worship community. Open south part with labyrinth and collumbareum and have gardens be open and safe feeling. Do more with taking care of the grounds that we have. We don't take care of them and it looks bad. Garden open to the public and have gardener there more often. Someone there to know what's going on.
Place for contemplative gathering
Love space here with flowers dirt, plants, appreciate solitude--existing space provides contemplative space.
3rd space ideas for non Incarnation community. Gardens, play areas, coffee shop.
moderate income people fall between the cracks
utilize three parcels for office/housing along Mendo
Willing to go along with others folks vision.
Energizing to think of good flow of offices
preschool or some form parental support services
Coffee shop!
Affordable residences for seniors - similar to COTS in Petaluma - bringing people into housing environment, and support for people who move in
Moving admin to Mendocino
MOre classes with housing above.
much support for reimagining the north three parcels -
Resonated with multi use building. Provides oppourtunity to discover other people, activities,
Mixed use building-cafeteria, affordable housing, church admin, multi story
Senior or other affordable housing - but include them in the community - plus also provide resources for them - nurse, other support services
would really like to purchase apartments on north side
Moving offices to front corner - with limited transitional housing on second floor
Wants an outdoor worship center is fitting for where we live and should be a good beginning. Could be a multi-use center. More than one person at table agreed to this. Current sanctuary is so distinctive that it would be good to reproduce at a larger scale for the outdoor center design.
Contemplative space to provide space to back off and figure things out is helpful.
Mixed use building with commercial space (open to community)
Housing could also provide income.
housing available to people at a variety of income
the ideas that open the campus to Mendo Ave represent the best of Incarnation
Day care
Make existing classroom space really nice, rehab buildings to improve condition and use them
new building for heavenly treasures - much support!!
Preschool!! bring more youth and young adults in
Afterschool program - tutoring, crafts
coffee shop!! - much support
Music lessons
reorienting campus buildings

Nice meeting spaces - where parents can hang out with kids.
Working with our neighbors - JC - student placements to provide community services and get experience
youth programs and afterschool care
community meeting and performance spaces
Need to integrate thinking about buildings and grounds with mission of the church--Is what we do coming together with our larger vision to bring people closer. If buildings and activities accomplish that, it will be a success. facilitate people looking for something bigger than them.
projects that support homeless represent Incarnation well
Labyrinth and community garden (wide interpretation - veggies, herbs etc.)
Likes the idea of food and music and open garden areas and contemplation and labyrinth. Have outdoor concerts so people don't have to go to SF for it. Be the church where "everything" is going on. Childcare, teens, older people. Be known as a place that has something for everybody, focusing on all of these areas. Need to do it in stages, but the main goal is to be the "main place" for everyone, and then people who come for that may want to stay and join the church.
Being a beautiful open garden campus represents us well
making sure our campus is inviting and welcoming for families with children
Daycare/Preschool sounds wonderful, open to low income parents, who struggle to find good care for their children.
place for contemplating gathering, especially gardens
We're downtown and over 30 years likely more impact around us.
Open up for community access - prayer and contemplation
increasing community engagement
Convert Jerusalem Courtyard and playground into public space - grand entry way from Mendocino for community gathering space
After school youth program (like Yulupa)
HT & MF building there that can host existing uses and an apartment for the sexton. Important for sexton to live onsite. Coffee Shop, other retail buildings
more accessible to non-parishioners
Need a phased, huge plan - need to know what all phases are going to be
arts and craft idea is great with workshops for kids/adults - woodshop!
Loving nurturing daycare onsite.
craft and educational programs for families
Inviting the "community" onto the campus creates healthy community. The issue of isolation applies to teens as well as to elders. Having spaces and activities for the community, even if not in our congregation, is a community service to combat isolation. Visitors may want to contribute to what we're doing even if not the religious part.
More young people on campus!
weekday evening worship services !!
Serving the larger community is part of our mission.
mixed use - should support our mission and community service
Once we do something, get Kerry Benefield or someone from PD come in to do a story and make it well known.
Elder care
Indoor outdoor space for quad for events

7. Source Data: Meeting 3, Question 1

**What have we discovered over the last 2 meetings about ourselves that we didn't know before?
Where have you felt God's Spirit during this process?**

We have an important front face that I haven't thought much about.
Forward facing - how the rest of the city sees us
Mendo frontage as a portal is a new concept
Suprised how like minded the congregation is.
Gladness and world hunger = art
that we need safety ot be a priority
Spirit is moving and working in connecting us and bringing our visions together. Feel closer to congregation.
So much energy in the room
become more ecologically lly friendly
Surprised by how many people showed up
There are more options that people are thinking of than originally thought - and more of an open process than anticipated
Interesting how much parking came up. Energizes people and may be more important to older ages. Also surprised how much people drawn to labyrinth idea.
People are focused on good vision, creative thinking, and a lot of good, solid ideas that could be implemented to some degree. None of it is too "out there".
So much interest and lots of people showing up
Commonality and diversity of ideas amongst the congregation, impressed by turnout and interest.
Learned a lot about the history and the commitment others have shown through the generations
a lot of history about our church
the consistency of our 'group think' our group was reflected in all the comment summary
Surprised by the open to community ideas like coffee shops etc.
the Spirit has been a part of the listening to each other
Exciting to me sense of emergence - like a rumble, creation. Excited and feeling more included and wanting to be more included. Bringing on new music really exciting for me.
How committed the church is to making an inclusive voice
discovered the feeling of community
Serving communtiy at large
Disconcerting amount of agreement in about who we are and how we feel about each other. We come from different places and viewpoints and still come together with what is important
Our seeking justice and social programs and our joint love of liturgy
thinking so big is a strange idea
Diversity and richness of responses
Beauty of the church, loves the prayer and worship. Loves the spirit that's in this church. Missed first two meetings, but feels like list includes a lot of stuff, it's doable. The spirit of connection with everyone and spirit of excitement and expectation - a feeling that we're really going to do all this, although it will take a while, fundraising, patience, planning. Setting priorities now and it's good. Can't think of anything to add to the list. Outside of church should be

welcoming to get people to come inside.
the level of commitment to this church
How much property we have
We expanded our thinking together with map drawing etc.
Looking forward to how it comes together
how beautiful the church is
Holistic - refresher and reminded of how people are willing to lump everything on the table. plasticity - people have shown enormous flexibility - architectural wonders, financial - focused on what and how.
would like the grounds to reflect the beauty of the church
How awesome that we have some really common themes. Feels like our vision is not scattered. Very cohesive.
Was at first meeting only. Finds attractive that the list shows a unity of vision, focusing of stuff that's accomplishable, although some is more visionary and will take time. Pleased to see tangible things that the community appears to agree on.
Courageous sharing of whats on their minds. People are often quiet but this forum has given a good place to share.
Diversity of ideas - great imagination
clean up and correct small things now and think big later
theft that there are so many people interested and committed to the changes needed and the love of the church
Not much extension of prayer and worship theme.
Surprised by the mixed use ideas - very cool ideas!
Many ideas that I had , others had some of the same ideas - a general churchwide feeling . Plus a diversity of ideas and it is important that we decide as a group what we all like and dislike,
community gardens-great idea
This process is has had more energy than some past discussions about similar matters. That's encouraging
Stephen's presentation of four campus excited us all!
Spirit led energy
parking emphasis-funny
So much on same page.
the love of our church being visible from Mendo
Because of statement from Even Ardley - holy spirit comes from within each of us and it helps us come together. How we treat each other and the rest of it is okay but not as important as a sanctuary.
Noticing how large our space really is
How candid people are willing to be, people are willing to be bold/expansive.
our imaginations were engaged in the process
Sense of openness is refreshing.
Feels that we've discovered something of how there's a spirit of conversation, listening, and common purpose, that is remarkable given Incarnation's history. A spirit of trust if felt, and leadership. That's come into focus and all voices are being heard, and people are owning this kind of articulation of who we are. Feels God's spirit in moving us with togetherness.
the level of parishionerr commitment
God spirit - enthusiasm, willing to contribute

People are willing to dream
being together and planning a future
Openness to ideas
Discovered the Jerusalem Court is a great stopping point for folks when they travel downtown. It's unnoticed by our congregation. It would be nice to have that space reclaimed.
we are looking to our parish vs only to the vestry
Cooperation with other downtown congregations
feel the spirits presence in the music
Think about our families to keep a vibrant congregation. Not sure moving people would make a difference.
Our Deepest desire and it's connection to the communities needs. Jerusalem Court was good intentions but doesn't really work. Our history has been within the parish but not as much for the community.
Way to connect with people toward's common goals.
observing how the devine works through other people
Need for community meeting rooms
This is something new. When first came here everything was done by committees by someone else. This process with everyone putting in their thoughts and feelings is great. Excited about what is happening with the music program and this list are more things that we can do. Has a vision of Jerusalem courtyard that the church is expanded into that area so it's bigger. When courtyard was first built it was used more but not enough. Vision of more people coming into the church from the front and with an expanded area they could come in that way, too. More present to Mendo Ave.
our heart is focused on Mendocino and our place in downtown.
Very surprised that we all came up with same basic ideas. Interesting that some differences by age group.
Doesn't have to be just one idea - there is enough room for several
The level of respect to differing opinions and willingness to listen to other viewpoints.
thinking about the future with other parishioners
Interesting to hear various perspectives. Default position of valuing pragmatism, good to hear other perspectives.
Mission focused process.
having input for the next hundred years
Very impressed by sense of unity around our vision. Good ways to notice needs of all ages.
Process of how this is being done. Holistic
Musical variety of the church is great and engaging.
Really considering the whole campus - not just one hall or some rooms
The church has a lot of quiet space.
Lots of good ideas out of the community
God's spirit is everyone coming together and discussing
in todays music -
The spirit is presence in the stained glass depiction of Jesus holding the lamb over the altar.
Tour was really interesting - so much space
History of the place is important to us all
making changes and acknowledging possibility s

Variety of services gives something that everyone is comfortable with.
Unity in the spirit. Lots of thoughts about the community - inclusive of children and others.
Hey - we're thinking of doing something! We never had this full parish conversation - excitement to have the conversation but a plan to move it forward.
We are thinking outward, the community!
learning from one another - and accepting other opinions
Preference for having more unified existence in 2 services, rather than three.
People meet more during the week to strengthen
Looking expansively towards future.
This list is nothing new. Was here since 1958 and has seen all of this before. Church owned this property and wasn't used this way before. Was here when Rectory and parish hall were torn down and there were a lot of hurt feelings. Didn't want a young priest to be forced to live in downtown SR. Didn't feel like it was safe and understands why demolished but would have been nice if it was still here due to its history. Been through the hurt of things being taken apart and removed because it's old. Feels like it gets lost when you talk about just getting rid of old things and making something new.
No ranking yet - just big, wide open ideas
No wrestling yet
far less skeptical now
Connecting ideas to our mission - grounded
feel this is not just more talk but we may be going places
Prior decisions were made by vestry at rector's urging without congregational input.
First time attending - must address the opposite. This discussion sounds too complicated. This is too big. Is more interested in a place for prayer and refuge. A little overwhelmed but willing to help.
willingness to combine worship, mission and environmental needs
everyone is listening to one another without being judgemental
Prayer chapel that is accessible many hours of the day
Spirit visible in our listening to and learning from each other and wanting what's best for each other.
Wondering what the steps are between here and the architect drawings
The list has a bunch of good ideas and we can't do them all at once and without money for some. Hopes we don't get into a situation with factions who have pet projects and we don't then accomplish anything. Important to agree and throw our energy into what we can do.
financial part is daunting
Symbiosis of liturgy and music host the holy spirit.
Careful about not duplicating services offered by other organizations
Christian - connectedness - not in community but also - what is this piece of Santa Rosa trying to do and be -what is the city thinking - are we connected or are we just an island - let's not be myopic and think about what is happening in Santa Rosa.
Gratitude to Stephen to have vision of united liturgy and music.
Ideas that people generated were selfless - benefiting others. Spirit
Inspired leadership made this process so successful!
definite need for parking
This process took leadership and has clearly yielded results

being grounded in mission of church-where spirit is working
Our retail/community center focus connects us to the city, and provides connection to the city.
First night we had a midnight mass. Third year we had a big crowd for service on New Year's Eve and sometimes. We had Jazz services, Shakespeare play for the community.
loving and caring about one another through the process
Context of what Santa Rosa will look like in 20 - 30 years
There have to be priorities but would be good to start with the easier ones first to see something getting done. Church is different now than when the rectory was demolished. The whole Episcopal Church has changed a lot and there seems to be more camaraderie now with a more democratic process. Not so many factions now and more a spirit of connection. Feels like the spirit is here now for making major decisions.
enjoying our quad
surprised music didn't come out more as being energizing
We still feel moved by the holy spirit
It takes trust to to rely on the decision of a group and this process builds confidence in that choice.
wanting to unify our campus
Resources from the city around planning and projecting future demographics
Feel the energy and the enthusiasm. We want a relationship with God.
Grassroots approach helps and models inclusivity.
Agrees that we're now better trained to learn to work together with consensus rather than "my way is the highway". We can "try something on" and see what it feels like in building consensus. Tangible things on the list: Things look shabby - this may be an easy place to start and make it look more welcoming.
A space for young people to connect that isn't a bar
Spirit felt palpable to me. Collective excitement.
Need for more of a contemplative space
God's spirit is at work in this setting now and it's a remarkable change. Pet project is to get the bathrooms redone again. Plumbing needs fixing. Door needs to be bigger for disabled access.
Music can serve evangelism
God speaking through each of us with our different ideas and the opportunity to speak. The process is a good chance to listen and speak.
So many people stayed after church. Lots of positive energy.
lots of thoughts about better use of land
working on deep thoughts like bringing out history forward is energizing!
the desire to utilize our campus for community and parish needs in a better way
There was an overflowing of joy in the service today that was the Holy Spirit's presence.
We are discerning when God is speaking through us and not just our nonsense. We are learning to find God in our listening.
the knowledge that our church will remain for another 150 yers
First thing to do is to level out all tripping hazards. We need to make this a safer campus for walking.
Activity on Mendocino that is safe, welcoming, and inviting for people.
social justice is not as strong as should be

8. Source Data: Meeting 3, Question 2

As we go into phase 2, what challenges do you foresee?

Who do we need to be individually and as a congregation to meet the challenges ahead?

challenges in funding
coming up with one idea with so many people inputting
Challenge of how the community will respond to the changes. Community needs to maintain its involvement throughout the changes and should be commitment from a group of people who are willing to do outreach to parishioners during the times of change.
finances
Church is large enough to fund project
Process has to include our mission - how does each part of the plan meet our mission? Need to keep mission in mind.
Prioritizations
challenges - our numbers have dropped and members are older - less available income
individual thoughts being distilled into the mission
We've never done anything like this - brand new endeavor.
This is ambitious - costs are going to be high. Maybe get a feel early for what the congregation can realistically support.
PUGH matrix for prioritization
Such a diversity of ideas-Opportunities for evangelism of bar go-ers is unfamiliar, but possible.
challenge = money and cooperation for changes
Missing the point and being adamant about an individual idea. Possible to design a parish and then come up with a mission.
Lots of diverse ideas that need to be blended, separated, and fleshed out.
outside financing for parts of the campus
Addressing the opposites
challenge - agreeing on specifics
Conflict could be a challenge. Finances could be a challenge. Chaos could be a challenge. Losing some members is a possible challenge. Confusion in holding the vision could be a challenge. We need to model ourselves after Christ as best we can and hold space for each other, practice patience, be excellent listeners.
finding agreement on a short list
Who is going to be involved in phases 2. Will there be committees? Who will lead keeping information coming? How will you choose who the leaders are?
prioritizing
Mission focus is clear, but it seems hard to tie into other parts of what city is going through.
Trying to visualize all the new components and how they will fit with the existing.
sticking to our mission and fulfilling it
difference between dream and reality. It's a real challenge
Broader outreach to community and city could be a challenge
How to merge ideas into a plan while holding our community together.
Overwhelming, daunting, task, anxiety - safety in our mission
The drought is a challenge, and forest fires and a possibility of conflict. Hopes that something to be done isn't so decisive that it splits the church, which has happened in the past. That's a huge challenge. Finances is always a huge challenge.

what is the highest priority and how do we choose
All our buildings need help, and we need to get started soon!
evaluating if project accomplished our mission
Campus in urban area. Are we aware of possible impacts to our neighbors? Building community/communicating with neighbors. Can strengthen our connections.
People have owned ministry areas all their lives and may have trouble releasing their silo to change.
Psychological safety
interim work to be done while waiting for major improvements
accommodating families while we tackle a huge project
Lots of ideas have sprung up in a pleasant manner, but when it comes to nuts and bolts, how do we manage conflict especially when we can't do everything - how do we get the largest number of people on board?
How can we identify and progress quickly on failures around the campus that need to be changed NOW, can we wait until 2024.
how do we take care of the corner lot?
doing more modest things in the interim
Emotional stress - investing the future is high stress
Each vision and how to communication. Different agenda and need to continue the discussion to talk through the hard parts. Facing each other in large groups and not so much in little groups. We are proud of us
Financial aspect will be a big deal. Can't rely totally on congregation. Need to identify some resources early on. Make sure ideas are cohesive.
How can we vision accurately the next 100 years?
making some minor improvements as we approach this project
Finances is the biggest challenge. Raising the money. Conflicts will be a challenge. Some people are set in their ways and don't want to move forward and want to stay stagnant and others look forward into the future, so that's a dynamic of two different viewpoints that can sometimes not come together. Meetings like this help, talking and listening to each other, trying to compromise. That's a challenge, too. Not everyone will get what they want.
We have good participation. We will have to let go of their own ideas and listen others.
Could be a traumatic - need to be attuned to the emotional aspect
How will constraints affect what we want to do?
Make sure phases can build on each other. Ie cant tear down Farlander now that we paid for solar panels.
Do we have the volunteer energy to run our dream missions for the long term?
Finding the right partners - architect
lots sizes seem small to make a dent in housing
Fear of change
persistence and not giving up on the project
decisions made by committee are hard
economy is rough right now
follow through
Individual and congregation commitment needed for the long term.
Will be challenging to coordinate plan and make sure things work well.
We are a downtown church consisting of suburban congregants. Energy disconnect between what the location needs vs what

the congregational community needs. Need energy to maintain whatever great vision we want to provide. Growing into what we is needed before it's need peaks is best way to serve community. Hold mission of church, what energies can provide, and how we can live with that long term plan.
Financial considerations - loans less attractive
changing a beloved space
We need to look at greatest needs, want to have impact, fundraising.
Whatever changes we make match our congregation needs. 14/40 is an example.
Identify great ideas prioritizing congregant energy, financial resources, and actual need.
generosity of spirit bc of a sense of urgency of issues that need to be addressed right now
we need to listen to each other!
Don't change the church!
biggest challenge is actually the reality of hierarchy of what comes first. The pet project doesn't have to be first if we don't yet have the finances to do it. Finances is always the challenge and don't want outside people to bring in their money and tell us what to do. Need as a congregation to listen and respect the people who may not agree with you and kick them out. The best of us is the listening and acceptance of people expressing their opinion.
Stephen is gifted leader and may need some more support. Care and feeding of Stephen so he doesn't get burned out. Adequate help and administration.
Being welcoming is a challenge we need to continue to meet!
transparency on upfront cost
Having the right idea that can be sustainable, as having burnout can really trigger a bigger failure.
trust in each other to work through his process
Flexibility with our worship spaces.
We need to listen to the spirit of other people and need a willingness to let go for the sake of the greater good. We need to patient.
We need courage and boldness to do what we are called to do.
trust in making priorities and "hearing each other"
need to keep the feeling of the campus in keeping with the church
Burnout - too much being asked of too few people
Who will be involved and can they take some burden off of Stephen. Project manager?
no "Yes but"
Keeping the parishioners talking is how to keep relationships from crumbling during time of change, and even though there are those that will feel at odds with change that are most agreed upon being inclusive of people is the basis of democracy and that will be the foundation of making changes.
balance patience with creative energy
How do we keep the momentum going - from starting point to the end.
pastoral care - help with burnout
Need to keep the process organic and a process builds the energy.
We need to move forward with one or two things to keep the momentum going.
addresses no and low cost to keep creative energy going
Set clear priorities and start small. One step at a time.

We have to buy in to the plan and advocate the plan and explain it to new people.
taking things in segments to get to the whole
Part of the best of us is remembering that we can always exercise the act of forgiveness when toes get stepped on. Bringing along the slowest to get on board/most resistance of us, takes patience and deep listening.
No and low cost interim projects to keep momentum going
Individually we have to be realistic that not everyone will get best idea = need to work as a group. We don't want to create divisions.
tapping talents - charting what everyone has to offer
How do we decide which things happen? Design people might suggest how to do things.
Various ministries are important and we need to keep talking. We don't want a small group of people making the decisions. We can have small meetings but need more general meetings.
When somebody is speaking we should try to be as open in our minds as possible and not already thinking about the answer.
What part do I need to do to grow the church?
Keep including the congregation in these conversations to avoid divisiveness. So many people have proven to be interested and committed.
flexibility and gentleness with other ideas
We need to communicate and be active in participation
best of us: prioritize
We have to be sacrificial with our time and money
We need to become comfortable with sharing our space
Possible challenge: We have to get permission from the diocese to do some big things. Sometimes diocese is financially conservative. We need to be patient and try to see others point of view. Staying in relationships.
best of us ; suspend our personal dreams to get started on "something"
We have to remember this is a God focused process.
Patience
We need to have a voice in the design
We must have access to build this legacy plan. We should drive the process from the bottom up, not top down.
We must do what we can do in stages. The critical needs, then move onto wants.
identify that many are doers vs just dialoguing and have opportunities to work together
Ditto all that. Sees possibility for conflicts in the finance piece. Some people dig in their heels and don't want to spend their money on it. Money is a big conflict wherever you go.
Could we reach out to the benefactors of our outreach programs to understand what they want to be served.
Safety - physical and mental
Plan always need to be included in deeper community. Remind us we are a community of love. Spiritual foundation is important.
We need to celebrate success frequently, which means we have to have small steps that can be celebrated along the way.
Dauntingly large scale for this project - huge fundraising
Openness to others whether here for 1 year or 25 yrs
We need motivation - individuals need to show up and keep the momentum going
All ideas can be considered and tweaked and compromise should be part of the process.

Continued communication throughout the process - over communicate
What can we do now with Saturday workdays?
May be activities interrupted during building phases - be aware to manage and communicate possible interruptions and changes.
The reality and the wish may be too far apart for some people and it may be hard to find/make the middle ground on some items. Need to prioritize finances vs the dream. The Guild had to pay off the mortgage on the church buildings in the past. The reality really needs to be addressed when we do the "pie in the sky" dreaming.
We will need meetings like this in the future at different stages of the process.
We need to keep this energy going and stay cohesive; pray about it and listen; create environment of listening without judgement
Campaign manager needed
address the mission foremost
committees needed to form the frame of the plan and move forward to future changes
Take some time to think through. The process is more important for this project so we can avoid pushing for an instant answer.
Be especially aware if different groups are sharing parts of facilities that there is clear communication and agreements.
We need to take ourselves away from viewing things linearly and understanding it as a pendulum.
This congregation has always been responsive to needs.
We like the table switching tables midway through the meeting.
Balance needs of outside users and the congregants. We still need to serve ourselves.
We like the diverse populations
we want to come together to do small projects as a process; opportunities to find a place for every type of participation
Could redefine "conflict" as "creative tension". Words matter. And how the words are projected - quality, timbre, manner in which they're spoken, body language. We all need to be conscious of how our communication is being received. Impact trumps intent.
We need to communicate that the process will take a while.
We are a strong congregation - keep doing what we do well - don't lose the best of us.
participation that respects different gifts
Stay together as a community - pastoral care element is very important
Do things that develop and support small group development. A weeding group..etc.
Coffey Park is a good model of rebuild and working together.
clear direction on dialogue vs action/decisions
We could have a team praying for the process, throughout the process.
Keeping tabs on the emotional temperature

9. Source Data: Meeting 3, Question 3

**What did you appreciate about the 3 “congregational conversations” meetings?
If we held similar meetings in the future, what would make them even better?**

Appreciate a.
Visibility of screens

Lunch should be shorter. Start earlier.
snacks keep people alert and engaged
Inclusive , welcoming, transparent, documentation.
getting to know more people in a deeper way
Liked that everyone listened to each other. Guidelines and norms being set, openness and validation were present.
Well listened to - thoughts matter
A chance to meet new people and have deeper conversation.
Chance to meet people.
a. going one by one so that everyone is heard
willingness of people to listen to each other
Appreciated the fact that we asked question rather than just saying how it would be. In future, may or may not attend. It's hard to attend things like this in big groups and this was hard to do.
Well planned
Meetings were well run and organized.
Accessibility - food and drink, child care
engaging process
Facilitator training was good.
Some technical gliteches
a. random table assignments an then changing tables
The first meeting was too long, responsivness to feedback was appreciated.
good number of people who engaged in this and are still talking to each other
Lunch and then the meeting - the sandwiches were great
Giving everyone time to say what they think. Not a debate
Appriciated hearing all and how leadership is involving the congregation
Likes the small table group because has difficulties speaking in big groups. This brought intimacy and liked having people taking turns and being able to talk with be judged. Can't think of improvements.
a. facilitators doing a good job
Extremely well planned out, structure of tables, new people at tables, format, timing all well organized.
I've met more people which is great
These meetings are necessary to move our congregation forward!
Meeting pace was excellent.
Generosity of spirit on everyone's part - beyond respect. Bodes well
a. remembering that this is about fullfillinng our mission
Feedback in between questions.
Structured listening sessions and groups norms valued is essential.
a. all thoughts heard
Held by an open and welcoming parishioners

Food helped us to be present at this two hour meeting.
Enjoyed the exchange of ideas
Meeting new people and having fun
shorter lunch, earlier start
Appreciated hearing all the views. Non judge mental. Spirit of commitment.
Shorten the service on town hall meeting days??
An online participation option
Enjoyed professionalism of the approach.
get the show moving
Open endedness was positive in this phase. In the future, more focus on decisions would be appreciated.
a. a break from typical sunday structure
Liked the random table seating so people not all sitting with friends. Liked that everyone got a chance to speak because of small group format. Easier to speak in a small group. Can't think of improvements. Best group like this that she's attended so far. Handled nicely. Liked facilitator taking minutes designated ahead of time.
Well planned - thoughtful
Neutral third party facilitator
a. liked focused questions
Great job in creating an environment of listening. Respect for being heard. Appreciated that we mixed by table number - heard more ideas that way.
Facilitators have kept the cross talk down - has encouraged all of us to listen to each other - everybody had a turn.
Moving towards objectives in future meetings will be appreciated.
We liked the mix of people who have been here a short and long time. And we broke up any clicjs
online participation
planning and leadership - Stephen and Vestry
appreciate the professionalness which stephen is approaching this
Speaking to the congregation about our commitment to objectives
Making better
b. focus more on projects that are possible and finding agreement
Liked the water and the candy. the hospitality was excellent
Idea that everyone had a chance to speak. Facilitator helped people not interject. Helped with listening instead of thinking ahead. Process seemed well run.
Willingness to listen
Having the architect here, would like the other professionals to speak to us to inject their ideas.
leadership is very capable
random group assignement
b. reinforcing that this is Indian land
Appreciated the mess and seeing how group thought and gave ideas.
The instant themeing is a very fun feature. Using scripture is appropriate.

Noticed the intentionality of the entire process from beginning to end, which provided a safe structure for all the participants. The safe structure provided an opportunity for people to be vulnerable. Appreciates the proactive work done before hand to engage consultants, preparing facilitators and the room. Thinks that's why it's working. Would absolutely attend again and would encourage others to do so, as well, because we all have a voice and need to share it.
varied discussion - randomized tables facilitate discussion
make meetings specific projects so time does not feel wasted
Reading scripture is important to keep focus.
If professional go around and listen to different conversations at tables.
Professionals speaking to us about the reality of what is possible.
Well facilitated. Good questions put together by task force and had good flow. Helped people think and talk about the issues.
b. day is very long - suggest a shorter time - too drawn out
really like the format and changing tables
Our results were guided by the leaders before the town meetings started. Particularly Stephen's presentation on the four churches was leading and very reflected in the ideas we have come up with. Is this genuine bubbling up?
facilitator training makes a big difference
Sense of community is greatly improved and the formatting is excellent. There's not much room for improvement. Guaranteed to contribute some mighty results.
b. embracing ALL ideas so there are no gaps in thinking
Would like to see screens better, better sound
b. out of the box ideas are important
An agenda may help to focus future meetings; but would also distract people to think about what they want to address within the agenda.
Church jokes are a must
b. too long on time
Enjoyed getting to know people more.
Having meetings like this throughout the process - intermediate assessments of ideas.
b. hold lunch until after bc it's a lot for young families
appreciated the live table input to simultaneous compilation of results
A lightness and humor really helps
b. too long bc of open table and choir
Like to see us continue conversations as a whole vs. small groups.
Check in about feelings of individuals about the process
Lunch keeps folks engaged and participating
meetings could be a half hour shorter
Maintain the group theme. Let everyone speak more than one.
More meetings for other activities. Small groups report back to the larger group .
b. more frequency and shorter after one initial long one

Great ideas from other churches - what has been done and can be done.
Less candy. Nuts and healthy treats would be better?
b. prior agenda with background in news and notes for information
Next time = mindful of older eyes please (no white font)
b. have agenda with history of previous meetings
Three meetings maximum for a phase is good with the group
Could people actually participate through zoom. (John N)
Use BLACK ink on slides for readability
b. no multiple questions within a question

10. Supplemental Survey

BACKGROUND

Below are themes drawn from comments recorded at table discussions. These themes represent the "Best of Incarnation" as congregants discussed a presentation on Incarnation's rich history, reflected upon their experience as a member of the congregation, and considered the definition of mission outlined above. (Results are not in any priority order):

Downtown location is very important for visibility and for outreach, very grounded in place and allows us to support the larger community with caring and love.

Responsive to the community in times of need, finding creative ways to meet the historical moment like the morgue during the earthquake, serving homeless, helping with the fires

Ability to raise funds to renovate facilities to meet changing needs like solar panels & Farlander Hall

Deep care of children and vibrant programming that values the next generation

Music is an integral part of worship. Also the quality of the liturgy and worship and the

Beauty of the structure of the sanctuary

Growing the congregation, we've been welcoming to all – never made to feel "other"

Importance of social justice and inclusivity, important to include all genders and races.

Parish Community is loving, strong and vibrant

RESPONSES:

No

I think you have covered it all.

No additional comments

Looks pretty inclusive to me.

none

An explanation of the meaning of the sweeping statement regarding "Deep care of children and vibrant programming that values the next generation." This broad statement invokes many questions.

None

we are too new the parish to know how to answer this

a sanctuary in the middle of the city; a place for growth and renewal at all stages of life; deep care for our elders.

At Incarnation for the future....An outdoor Sanctuary of Peace and Tranquility. A Quiet and Most Beautiful place where one can enter and spend time in Meditation, Prayer, or simply spend time with their own thoughts. A welcoming, Safe and Secure space deep within the busy city of Santa Rosa.

No, looks great!

I think that the above list says what is best of Incarnation.

I think the list is complete. I have nothing to add. Thank you for asking

Availability of spiritual formation programs for all ages.

Not that I can think of.

None that I can think of.

BACKGROUND

In Meeting 1, we considered the challenges and opportunities presented by the current Incarnation campus. Stephen presented these challenges:

***Heavenly Treasures and Frame Shop nearing end of life**

***Jerusalem Courtyard is underused, has had security/litter issues**

***Need for better attention to our "front face to the world" on Mendocino**

***Our 150th Anniversary is coming up, presenting a good opportunity for planning for the future.**

Participants were then asked: "What would you add to Stephen's list?" Participants' comments are summarized as themes below (results are not in any priority order):

Global warming and need to have more climate friendly facilities: water management, drought resistance, need to insulate the windows and have air conditioning, fire preparedness

Landscaping, opportunity for improvement of shabby grounds

Mobility can be challenging, tree roots, need ramps, drainage in the courtyard

Parking, especially need for disabled access parking

Locked gates are less welcoming, but security is an issue

Quad buildings are run down, better meeting rooms, acoustics are bad Better use of the two acres

QUESTION:

What, if anything, is missing from the above assessments offered by Stephen and the meeting participants?

None

Again, you have covered all my concerns.

Challenges/Opportunities

-underused spaces across the campus (anything sitting unused more than 75% of the week)

- desire to maintain two services competing with desire to grow the congregation...look for opportunities to expand seating in the church without changing the historic nature of it.

- restrooms need to be less stinky

- the church is so close to downtown, I wonder if we can reduce the amount of parking needed by utilizing the downtown garage or neighborhood parking more. We could move the parking lot to the front of the church (Jerusalem courtyard) and make it 100% handicapped/limited mobility, and have everyone else park in the city lot (free on sundays). Then build housing where the current parking lot is.

-find a way to acquire the apartment near the campus, try to build a large development in place of the old buildings (although good luck with the historic neighborhood!)

Nothing missing

wiring to facilitate ease in ZOOM activities

.

The above seems to address the most important needs.

What is the life of the buildings? With proper care and maintenance they can last for many more decades or longer

not at this time

Hard to foresee what future needs will be, as the parish will always be evolving, so build in flexibility and versatility to the campus, so that spaces can change as needs change. Activate currently under-utilized areas of the campus.

Security and scheduled maintenance

Bigger choir rehearsal space, Renovate the bathrooms

I agree with the list.

I must state the importance of adequate parking. I do not use the 7th street garage. I do not feel safe and usually have too many things to carry.

This list is comprehensive

Put simply, Incarnation needs MORE PARKING AREA!

Provide better bathrooms. Bathroom capacity is very limited leading to long lines. Kitchen needs to be upgraded at least with a new stove.

Sustainable garden for produce

We don't have a "Welcome to Incarnation" table that clearly states this; manned (importantly) by a couple of people after each service to greet newcomers and answer questions they might have. It should NOT be in the church, however. Inside Farlander, or on the walkway between Farlander and the church, would be ideal. I think this would pay dividends.

BACKGROUND

In meeting 2, parishioners revisited the three areas of mission Stephen presented at the first meeting, drawn from the Prayer Book catechism (as shown in the diagram above):

- 1. Prayer and Worship;**
- 2. Proclaiming the Gospel; and**
- 3. Justice, Peace, and Love.**

Participants heard about four examples of West Coast churches that have recently reimagined their campuses and how their approach combines these three aspects of mission.

Then our participants engaged in a guided imagery session, imagining they traveled thirty years into the future to discover an extraordinary Incarnation campus.

Each person shared out at their table groups what they saw in their vision. They were encouraged to think in terms of "Yes, AND" ... even if ideas were mutually exclusive! All ideas, no matter how fanciful, were recorded, and our team of "themers" studied all the comments to distill frequently recurring themes. These were:

Affordable (or transitional) housing for seniors, families, parishioners, teachers

Day care or preschool, playgrounds that are visible and welcoming

Community meeting spaces for different activities including crafts and music

Place for contemplative gathering: labyrinth, gardens, natural beauty

Mixed use buildings including office space, commercial space, coffee shop, retail, bookstore, senior services (like game nights)

Open up the quad for more community use, moving the administrative offices and classrooms

Parking remains a priority regardless of what we do

QUESTION:

As you imagine a thriving Church of the Incarnation 30 years into the future, what, if anything, would you add to this list?

Please answer below.

20 responses

I can add nothing to the excellent and thoughtful answers above.
There is a real lack of large meeting places in Sonoma county. If we found a way to build an attractive meeting space that could accommodate 300+ people at one time it could be a great financial opportunity and service opportunity.

Definitely agree with the preschool/daycare idea, although downtown doesn't have a ton of kids.
Expanding and enhancing spaces for congregational and community education
try to leave the courtyard as open as possible/the large Oak must be saved
The above ideas work for me. I am concerned about us managing and affording transitional housing. In my opinion we would need a lot of governmental agency involvement to make this work and provide necessary services.

Better access to Senior Communities - e.g. Oakmont for those unable to drive or access Public Transportation (even though Oakmont "supposedly" is part of the City Bus System - Rt 16 - it is an "orphan service" unconnected to the rest of the system).

I would like to see Incarnation preserve its serenity, to be a vibrant place offering space for conversation, gatherings, activities, play, art, music, adult classes and perhaps a preschool, without adding the inevitable chaos of 24/7 community living quarters.

We should not create housing on the campus with exception to the sexton. It should not be our mission to house the homeless. The campus should not be transformed into a commercial retail center with exception of Heavenly Treasures and the Frame Shop.

None
an outdoor memorial garden as a final resting place.

Strongly agree there is a need for more available parking

a welcoming committee to help newcomers feel truly welcomed

All the above, plus that we continue to be good neighbors to the surrounding residents and businesses.

None other

More modern and eco friendly buildings

The list above includes what I've been imagining, especially a garden and activities for all ages during the week. For example, we could offer classes to kids of all ages so that they could learn skills like cooking, sewing, etc.

The neighborhood needs a convenience store and market. There are plenty of housing units being built in the area, but no place to purchase basic groceries. Heavenly Treasures could be expanded to also serve the downtown community. Resale stores are a service to the community and would add to our cash flow.

Prayer:

I'm drawn to the idea of a small chapel that is open at certain hours for individual, silent prayer. Next to an outdoor labyrinth.

Proclaiming the Gospel:

A cafe/Christian-friendly bookstore open to the public

Modular worship spaces that can grow and shrink as needed.:

As the congregation grows, and we need more worship space; the cafe, the chapel, and the courtyard could offer the service onscreen.

The Jerusalem courtyard is useless to us now. What can we put there to make it a less convenient place to hang out, smoke, and do drugs? A building? A fenced-in church community garden where we can grow food? I think it would be better, if we decide to continue to tolerate drug activity, to confine it to the back parking lot.

I don't have much money to pledge, but I can donate volunteer hours. I wonder if some others are in this position. When we have our pledge drive, encourage people to put in a certain, perhaps specific, number of hours a month. Normalize it. It builds community, and we need people to weed, mind the cafe, etc.

1. Our present "youth rooms" at the rear of the main parking lot should be converted into a housing area for an assistant rector, "curate." This area is under utilized or very sparingly utilized at present, but it is already "plumbed." A remodel would not cost very much.

Why this should be a priority for Incarnation now is to attract an associate priest

I would also like to make some more suggestions. There is the large bulky container within the closed gate to the rear of the "TEEN ROOM I just addressed. This plot of land in in the sunniest part of our campus. Whoever know what is in this container should make a report to the Vestry about its contents which are, I think, " items from the Living Room." We should empty this container and return such items to the Living Roos and/or sell or dispose of these items soon. This is a valuable space which could be used for a Native American or Community Garden to which we might invite members of the wider Santa Rosa community to come to help us with gardening. This is just one idea. At this site we can have a compost pile which would be a good source of compost for all the plants on this and other areas of our campus.

2. Another idea is regarding our "Jerusalem Court" on the Mendocino Avenue and south side of our property. There is a now-vacant building adjoining our southern property line which was once a

restaurant. Might we not buy this building from whomever its owner or owners are? !This will allow us the have additional space or an area for a new multi-story building. Even without this building/ there is 90 feet which might constitute the front of this new building. There would be a large front door on Mendocino with additional doors for entries to this building ; one in the rear and another facing the side pf the church. If our new building was just 90 or 95 feet wide, there would still be plendty of room to accommodate passage back to the playground area in the middle but southern part of our campus. It is within my conceptual building room on the first floor for a new Heavenly Treasures shop, possibly a small convenience store or small grocery, and possibly even a new Bookstore for Incarnation Church. Assuming we also would build multi-use apartments above the first floor the building could house 2 to 5 or 6 floors. The aim would be to have a new income source for the Church's long-term support.

3. Parking We could add a multi-story Parking Garage on the north corner of our property on the west corner of Cherry Street and at Mendocino Avenue. At present, this is a poorly maintained gravel covered parking area which the public uses during weekdays but is filled gdup with the cars of our worshippers at our 10 o'clock service on most Sundays.dOnce built, this new parking garage should bring in additional income for the Church. This is a clear and present need for Incarnation Church which I believe we must not continue to disregard. If presenter to the City Council we might ba able to getsome public funding to help pay for such a garage.

NOTE PLEAE: I fully realize these these ideas are very ambitious and would be expensive to build. however, I also know that we should dream big if we are going to actually realize a more hopeful long-term future for our beloved Church of the Incarnation which will continue to be abeason of hope and promise for the City of Santa Rosa and the wider Sonoma County Coummunity.

Mendocino frontage becomes an inviting presence.

Community garden space for vegetables, fruit, flowers; produce used at Open Table and other outreach programs.

My only thought includes something I can't imagine how to "fix," at least presently. I firmly believe this congregation is going to get MUCH larger; especially with a growing youth movement; and we're literally going to need a bigger, wider church building and sanctuary for Sunday services.