

# Living Waters Project Input Process

Feedback Data

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## Summary

As it begins planning the tangible work of the Living Waters campaign, the Vestry has sought broad, systematic feedback from the congregation. Based on that feedback and from my conversations with scores of All Soulsians, Living Waters donors and non-donors, over the past 10 months, I offer these observations:

1. The support and conversation about the projects are so widespread that the Vestry can in good conscience use its discretion to include or exclude any project from the scope of work. The Vestry is responsible for preparing the building for ministry over the next decades and the feedback from the community does not foreclose any possibility for the Vestry.
2. Several projects – Kitchen Expansion, Nave Chairs and Choir Skylight – have generated some degree of support **and** opposition. I believe the congregation, and the projects themselves, would benefit by dedicated study committees to further develop the programmatic need for the project, and evaluate potential paths forward. Defining a specific, tangible, proposal may address some degree of the divide on these projects.
3. Two other projects – Parish Hall A/V and Mechanicals – received support that suggests people perceive a broader scope to the project than described in 2020 or in the PIP brochure. I believe the Parish Hall A/V project has become a stand-in for an expansion of high-quality A/V capacity in other public areas of the building and that the support for the Mechanicals project is an expression of wanting to address basic maintenance issues throughout the building.
4. A number of new ideas emerged from the small-group discussions. These ideas currently lack the definition and familiarity of the general list of Living Waters projects. I believe the Vestry should note the new ideas as potential additions to the project list based on logistics and available funding. Before adding any of the new ideas to the project scope, the Vestry should define the project and seek additional feedback about the project.

## The Project Input Process

80 people participated in the Project Input Process over three different sessions. The sessions started with free-form small group discussion of the questions, “If there is a project of importance to you, please share how it speaks to you and its importance with your group.” And “What else would you like the vestry to know?” Each group used a flip chart to capture the parts of their conversation they thought salient and to report those points to the larger group.

Verbatims of the flip charts follow at page 6. The verbatims have been sorted by Living Waters Pillar, arranged by primary theme and numbered for reference. Comments that did not map to a particular Living Waters pillar were gathered in an Other category. Ideas or suggestions that did not clearly match an existing project are tagged as a “new idea.” The ideas recorded on the flip charts are often just headlines and rarely capture the substance of the conversation behind them, but they do indicate at least that a subject was discussed.

At the conclusion of the presentation of the small group highlights, people participated in an exercise that allowed them to reflect their individual sense of the relative importance of each of the 23 Living Waters projects. People who were at an in-person session distributed 25 beans among jars representing the 23 Living Waters projects. Participants in the zoom session used 25 points and a google form to reflect their sense of relative importance. The summary of those preferences is at page 15.

Based on the verbatims, the preference exercise and my conversations with congregants, donors and non-donors, over the past 9 months, I offer these observations:

### **Vestry Discretion**

The entire list of initial Living Waters projects each have enough support, or at least lack enough opposition, that the Vestry can exercise its full discretion in setting the work scope and priorities. No project received such overwhelming support that the Vestry is compelled by this process to support the project. The project to upgrade the Parish Hall kitchen, the leading bean receiver, received just over 10% of the beans cast. If the Vestry felt it could not support the kitchen upgrade, I believe clear communication about the reasons for that decision would ensure the community’s continued support for the overall Living Waters project. Similarly, the Kitchenette, the receiver of the fewest beans, can be included in the scope of work if the Vestry’s decides that it supports the best use of the space over the long-term.

The Vestry should take these results as an affirmation of its ability to use its discretion to make the best use of the Living Waters resources and the All Souls space to prepare for the next decades of ministry.

### **Projects with support and opposition**

Three projects drew support and opposition and would profit from more definition around the programmatic need and the options to achieve them.

*Parish Hall Kitchen* – The project Upgrading the Kitchen received the most support. Yet, Kitchen Expansion, into the Parish Hall, received less than 25% of that support. That divergence of support between the two kitchen projects is reflected in the verbatims as well. Of the 8 comments about the Parish Hall Kitchen, FL – 2 through FL – 9, three of them explicitly note support upgrading, but NOT expanding, the kitchen. The conversation behind the verbatim may give additional texture to the sense of the congregation, but at first glance there is a large gap of support for the two projects.

Establishing a kitchen study committee with heavy users of the kitchen and others, would allow additional development of the programmatic need for the kitchen in general and the pros and cons of whether to upgrade and/or expand.

*Nave Chairs* – This project scored highly, but it is one of the few projects to garner explicit opposition in the verbatims. I believe the staff, in particular, supports the shift to chairs as a way to increase the flexibility and convenience of using the sanctuary, but replacing the pews with chairs is viscerally unappealing to a number of people. I think there are two things here: people who are involved with the mechanics of using the sanctuary space believe chairs would support flexible programming; some people who voice opposition to the chairs articulate an emotional connection between attending church and sitting in a pew.

I suggest forming a study committee to examine the use of the sanctuary, the benefits and costs of using chairs and of keeping the pews and investigating chair options and the maintenance needed if the pews were to be retained. A hybrid approach could also be considered. This committee should include at least some representation from the staff responsible for managing the space.

This project does not require architectural expertise. The committee could be asked to report to the vestry within several months and the vestry could make a decision on chairs and/or pews separate from the architect/contractor consideration and workflow.

*Choir Skylight* – This project generates spirited support and opposition. The project was described in 2020 as “adding a stain-glass overlay to the choir skylight.” I have heard aesthetic and practical criticism of an overlay of stained glass. The critiques highlight the issues that may require attention: At some points in the year, the choir area is too bright to allow choir members standing in some areas to see clearly. Also, the sun from the skylight can overheat the choir members and the instruments in the area.

Both choir members and lay All Soulsians are invested in the aesthetic impact of any change to the skylight. Some would welcome the field of color from a stained-glass skylight. Others are deeply connected to the unfiltered sunlight light playing on the back wall. More than a handful of people have suggested alternatives – placing a gel or film, either stained glass or just shaded, over the current glass, retractable shades or louvers that could be controlled from the choir area, or just leaving it as is. There is some perception that the structural integrity of the current skylight may be compromised.

I suggest convening a choir skylight study committee that includes members of the choir and non-members. They could identify the specific issues that affect the choir and evaluate potential options to address them.

### **Projects with a potentially larger scope than described**

*Parish Hall AV* – This was the third most popular project. It was conceived in 2019 as an upgrade of the lighting and sound system and new projection system in the Parish Hall. The importance and ubiquity of video conferencing during the pandemic seems to have expanded the scope that people envision for this project. At least one of the verbatims, AC-11, explicitly suggests expanding AV capacity throughout the campus; another, AC-10, advocates for a stronger streaming capacity from the church. I believe many people have implicitly expanded the initial project to encompass high caliber two-way audio and video systems that can fully include remote and in-person participants in all the meeting areas of the church – The Parish Hall, the sanctuary, the Common Room and any new meeting space created in the Undercroft.

I suggest the Vestry define its expectations for A/V capacity in each of the meeting rooms of the church. If that is a larger scope, in-kind or place, than anticipated in 2020, the Vestry should be explicit about that scope change.

*Mechanicals* – The explanation of the Mechanicals project in the catalog of Living Waters projects describes the need to upgrade the electrical panel and the already completed replacement of the boiler. This project received the second highest level of support. I think the best way to understand this support is as a broad recognition that All Souls has a number of infrastructure needs that must be addressed and this generic project is an emblem of those desires.

Verbatim Oth-2 offered a hierarchy of needs to consider. The most important projects were those that supported the physical safety of the buildings and the people who use them. I think the support for the Mechanicals project reflects a similar desire to focus on the foundational elements of taking care of the spaces. Five other comments in the Other section, Oth-3, Oth-8, Oth-9, Oth-11 and Oth-15, support similarly broad and basic goals.

-- Richard Lynch

## Verbatims

	Accessibility			
Ref	Text	Primary Topic	Pillar	New Idea?
AC - 1	Elevator and Stair rails - Making our space welcoming and safe for all. Helps open up our spaces; more welcoming. ADA compliant - flows through the building, rather than around it.	Accessibility	Accessibility	
AC - 2	Deferred maintenance & ADA compliance & accessibility (including AV) - non-optional	Accessibility	Accessibility	
AC - 3	Accessibility - elevator, bathrooms	Accessibility	Accessibility	
AC - 4	Accessibility auditory and mobility - for ourselves (now and future) and others. Sacristans and other mobile people. Redesign, streamline, stairs and railings	Accessibility	Accessibility	
AC - 5	Communal Flexibility - Access and larger numbers of people. Safety of access	Accessibility	Accessibility	
AC - 6	ADA Compliance, elevator, mechanical system, reasonable/flexible space.	Accessibility	Accessibility	
AC - 7	Are we ADA compliant?	Accessibility	Accessibility	
AC - 8	Accessibility - elevator, bathrooms	Accessibility	Accessibility	
AC - 9	[Project] #19 AV in Parish Hall is currently "terrible"	Audio / Visual	Accessibility	
AC - 10	Nave A/V - More integrated focus on streaming quality. Flexibility (example: passion)	Audio / Visual	Accessibility	

AC - 11	Audio Visual throughout the campus (new idea)	Audio / Visual	Accessibility	new idea
AC - 12	Elevator - essential / accessibility - 1 check	Elevator	Accessibility	
AC - 13	Bathrooms ADA	Restrooms	Accessibility	
AC - 14	ADA (restrooms)	Restrooms	Accessibility	
AC - 15	Restrooms- keep ADA access	Restrooms	Accessibility	

Carbon Neutrality				
Ref	Text	Primary Topic	Pillar	New Idea?
CN - 1	Mechanical – Yes	Mechanicals	Carbon Neutrality	
CN - 2	# 10 [Mechanicals] Boiler - Deferred maintenance item	Mechanicals	Carbon Neutrality	
CN - 3	Mechanicals/boiler - 2 checks	Mechanicals	Carbon Neutrality	
CN - 4	#10 Mechanicals	Mechanicals	Carbon Neutrality	

CN - 5	Heating/cooling in Parish Hall and Chapel	Other - heat/ac	Carbon Neutrality	new idea
CN - 6	If heating is an option, why not cooling?	Other - heat/ac	Carbon Neutrality	new idea
CN - 7	How about adding ceiling fans?	Other - heat/ac	Carbon Neutrality	new idea
CN - 8	More comfortable temp - heat/cool/insulation	Other - heat/ac	Carbon Neutrality	new idea
CN - 9	Solar Panels - Yes, if necessary.	Solar Panels	Carbon Neutrality	
CN - 10	We already have some solar panels (less essential)	Solar Panels	Carbon Neutrality	
CN - 11	Solar Panels / Storage Batteries	Solar Panels	Carbon Neutrality	
CN - 12	Solar emergency battery panels	Emergency Batteries	Caron Neutrality	

	Flexibility			
Ref	Text	Primary Topic	Pillar	New Idea?
FL - 1	Crows' Nest - Yes, better space for youth	Crows' Nest	Flexibility	
FL - 2	Kitchen - Both internal and external value. Appliances and layout are out of date. Really supports community groups' use of our space. Can support expanded outreach and engagement with Jordan Court.	Kitchen	Flexibility	
FL - 3	Kitchen – community	Kitchen	Flexibility	
FL - 4	#15 Kitchen expansion - for spaghetti again, for food prep en masse. Current one is restaurant kitchen	Kitchen Expansion	Flexibility	
FL - 5	Concerns - #16 Want to renovate kitchen, but concerned about taking space from Parish Hall.	Kitchen Expansion	Flexibility	
FL - 6	Kitchen - Upgrade, not expansion - keep Parish Hall space.	Kitchen Upgrade	Flexibility	
FL - 7	Parish Hall, kitchen upgrades	Kitchen Upgrade	Flexibility	
FL - 8	Kitchen remake	Kitchen Upgrade	Flexibility	
FL - 9	Kitchen (reconfigure over expansion) 3 checks	Kitchen Upgrade	Flexibility	
FL - 10	Kitchenette - Yes to make it more useful for groups	Kitchenette	Flexibility	
FL - 11	Landscaping - Yes; add interior courtyard	Landscaping	Flexibility	

FL - 12	Remove fig trees? Revisit outdoor space.	Landscaping	Flexibility	
FL - 13	Resurfacing playground should be under landscaping	Landscaping	Flexibility	
FL - 14	Landscaping - revenue generating	Landscaping	Flexibility	
FL - 15	Nave Chairs – Yes	Nave Chairs	Flexibility	
FL - 16	Chairs - could be flexible and comfortable. Can we see what it looks like?	Nave Chairs	Flexibility	
FL - 17	Pews vs. Chairs: not consensus. (kneel, upholster?) not too high off ground. Make more space.	Nave Chairs	Flexibility	
FL - 18	Chairs in church	Nave Chairs	Flexibility	
FL - 19	Nave Chairs	Nave Chairs	Flexibility	
FL - 20	Pews vs chairs - hybrid - pews in front / chairs behind	Nave Chairs	Flexibility	
FL - 21	Undercroft Redo - Making our space useful for other organizations like not-for-profits. Potentially making library feel more private.	Undercroft - Flexible Space	Flexibility	
FL - 22	Concerns - #6 [Undercroft - Flexible Space ] would like there to be "office hours" in the undercroft - use for meetings w people that can't make it to the new offices.	Undercroft - Flexible Space	Flexibility	
FL - 23	Flexible space, undercroft	Undercroft - Flexible Space	Flexibility	
FL - 24	Downstairs space is usable if not ideal (less important)	Undercroft - Flexible Space	Flexibility	

FL - 25	Undercroft - Flexible space - serving ASP as well as others beyond	Undercroft - Flexible Space	Flexibility	
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Vitality				
Ref	Text	Primary Topic	Pillar	New Idea?
VT - 1	Chapel - Yes to rehab and heat	Chapel	Vitality	
VT - 2	#11, #12 - Chapel hall rehab - needing a meditative space	Chapel	Vitality	
VT - 3	Chapel Heat	Chapel	Vitality	
VT - 4	Chapel - cold, lighting, acoustics	Chapel	Vitality	
VT - 5	Chapel Rehab - could also be used by outside groups	Chapel	Vitality	
VT - 6	Skylight - Needs to be upgraded to make sure it doesn't leak and to block UV. Could test stained glass with temporary gels.	Choir Skylight	Vitality	
VT - 7	Shade the choir! needs to be cooler.	Choir Skylight	Vitality	
VT - 8	Skylight coloring may be a problem w A/V	Choir Skylight	Vitality	
VT - 9	Choir skylight	Choir Skylight	Vitality	
VT - 10	Choir member says no skylight fix needed	Choir Skylight	Vitality	

VT - 11	Set of Parish Hall items - round tables (important for community)	Parish Hall	Vitality	
VT - 12	#22 Deferred maintenance items in Parish Hall.	Parish Hall	Vitality	
VT - 13	Parish Hall – community	Parish Hall	Vitality	
VT - 14	Parish Hall as core strength.	Parish Hall	Vitality	
VT - 15	Parish Hall (Rehab and Foyer)	Parish Hall	Vitality	
VT - 16	Parish Hall heat - do not recommend tile, concrete or stone	Parish Hall	Vitality	
VT - 17	Parish Hall – Yes	Parish Hall	Vitality	
VT - 18	Parish Hall windows/curtains - 1 check - building envelope (efficiency - windows + insulation help w temp.	Parish Hall - Windows and Curtains	Vitality	
VT - 19	P/H Audio Visual / Acoustic improvements in P/H	Parish Hall Audio / Visual	Vitality	
VT - 20	#20 Request wood floor (Parish Hall)	Parish Hall Floor	Vitality	
VT - 21	Parish Hall Floor - 4 checks	Parish Hall Floor	Vitality	
VT - 22	Parish Hall Foyer - Welcoming space, not so much of mix of utilitarian and welcome.	Parish Hall Foyer	Vitality	
VT - 23	Fully replace foyer floor / safety	Parish Hall Foyer	Vitality	

	Other		
Ref	Text	Primary Topic	New Idea?
Oth - 1	Concerns - wants church to feel welcoming but front door is closed much of time; no signage for S.S, office, etc. (On major streets, missed opportunity).	Other	new idea
Oth - 2	Maslow's hierarchy of needs diagram: base = Physical Safety, 2nd layer = Psychological Safety (accessibility), 3rd layer = Community Belonging (Kitchen and Parish Hall), Improve Worship = Chairs, Choir)	Other	
Oth - 3	Safety - The projects need to keep us safe.	Other	
Oth - 4	Risers for use by choir and by presenters in Parish Hall.	Other	new idea
Oth - 5	Organ repair?	Other	new idea
Oth - 6	Sacristy	Other	new idea
Oth - 7	Library	Other	new idea
Oth - 8	Fix the boring stuff - outlets/skylight rotting/Parish Hall windows	Other	
Oth - 9	"Little on the list we dislike"	Other	
Oth - 10	Storage so choir area isn't cluttered + parish hall	Other	new idea
Oth - 11	Urgent, need, safety - what is most essential to keep bldg sustainable and what is required to do everything else.- figure this out first to determine what else we can do.	Other	

Oth - 12	Managing expectations of all of us is really important!!!	Other	
Oth - 13	Steps into church near playground, structural issue w playground entrance to hall.	Other	
Oth - 14	Wood rot on roof toward Jordan Court	Other	new idea
Oth - 15	Important to fund less glamorous projects (harder to fundraise for) - 1 check	Other	
Oth - 16	Are any of these (projects) revenue generating (undercroft?)	Other	
Oth - 17	Side note - need a handyman budget line item	Other	
Oth - 18	Cedar Street window well and courtyard artwork ideas (new idea)	Other	new idea

## Living Waters Project Preferences

<b>Project Number</b>	<b>Project Name</b>	<b>9/18</b>	<b>9/25</b>	<b>9/26</b>	<b>TOTAL</b>
15	Kitchen Upgrade	134	56	15	205
10	Mechanicals	122	62	16	200
19	Parish Hall A/V	110	37	7	154
3	Nave Chairs	76	59	4	139
7	Elevator	89	22	18	129
5	ADA Restrooms	68	25	11	104
6	Undercroft Flex Space	50	41	7	98
20	Parish Hall Floor	51	33	9	93
22	Parish Hall Windows and Curtains	61	26	3	90
11	Chapel Rehab	58	23	3	84
1	Landscaping	45	31	2	78
12	Chapel Heat	48	22	6	76
4	Stair Railings/Stairwells	46	15	5	66
9	Emergency Batteries	33	28	5	66
14	Parish Hall Foyer	50	10	4	64
8	Solar Panels	41	21	1	63
18	Parish Hall Table and Chair Storage	25	25	2	52

<b>2</b>	Choir Skylight	44	6	1	51
<b>16</b>	Kitchen Expansion	32	16	0	48
<b>21</b>	Parish Hall Heat	33	8	5	46
<b>23</b>	Crows' Nest Rooms	13	21	1	35
<b>17</b>	Parish Hall General Storage	13	12	0	25
<b>13</b>	Kitchenette	17	1	0	18
	<b>TOTAL Participants</b>	<b>52</b>	<b>23</b>	<b>5</b>	<b>80</b>