



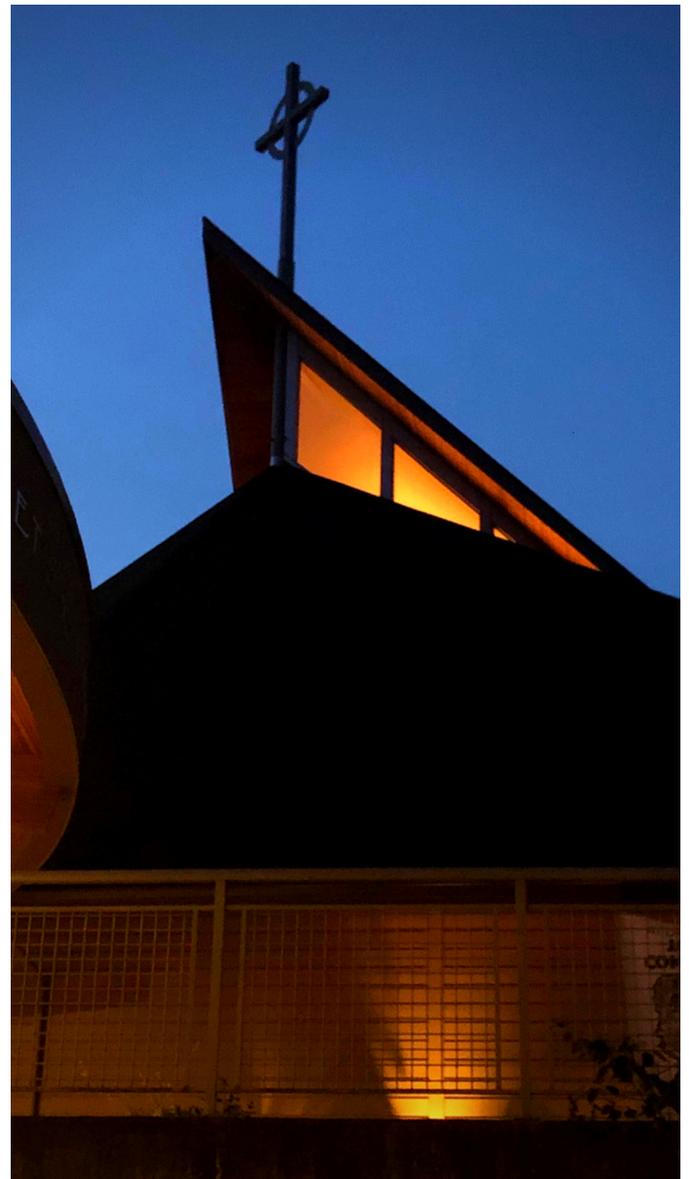
SAINT MARGARET'S
EPISCOPAL CHURCH
BELLEVUE, WASHINGTON

PARISH PROFILE OCTOBER 2020



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LETTER OF INTRODUCTION

Dear Friend in Christ,

We the people of St. Margaret's Episcopal Church welcome you and invite you to learn more about us.

At St. Margaret's, we welcome all to **Come as you are!** We follow Jesus' own teaching that "Whoever welcomes you, welcomes me." (Matt 10:40). We are known for our warm hospitality. We value our liturgy, music, education, and spiritual growth. We strive to serve Christ by helping others, loving and serving our neighbors as ourselves.

As we move into the future, we aspire to welcome new groups of people, especially families and youth, and integrate them into the life of our church. We seek a full-time rector who will inspire, energize, and focus us as we work collaboratively to fulfill our mission and grow the Body of Christ.

In this profile, we will share with you who we are, how we live our mission, and our hopes for the future of our parish. We have tried to accurately depict both our blessings and our challenges. St. Margaret's rector search process was paused in March 2020 due to the novel coronavirus COVID-19. Most of this profile was written before the pause, and thus captures our view of normal parish life. In restarting our search process, we have added a profile section describing our COVID-19 adaptations. We invite you to read our profile and prayerfully discern if God may be calling you to our church. We trust in God's guidance for you and us.

Faithfully,

St. Margaret's Profile Committee, on behalf of the Vestry and People of St. Margaret's

Shauna Backus, Chair

Andrea Feist

Mary Feltrup

Dave Hoffmann

Conrad Lee

Ed Leonard

Davindia Steele

"Almighty and eternal God, so draw our hearts to you, so guide our minds, so fill our imaginations, so control our wills, that we may be wholly yours, utterly dedicated to you, and then use us, we pray, as you will, and always to your glory and the welfare of your people; through our Lord and Savior Jesus Christ. Amen"

- BCP



WHO WE ARE

Surveying the Parish

The Parish Survey Process

In September 2019, 197 of our parishioners completed the online Church Assessment Tool (CAT) survey administered by Holy Cow! Consulting for St. Margaret's. The CAT survey measures congregational health and vitality, and identifies our congregation's priorities for the future.



In October and November 2019, we gathered in small groups for "Conversations at St. Margaret's" facilitated by members of the Profile Committee. At each Conversation, we discussed three topics: St. Margaret's Today, The Future of St. Margaret's, and Our New Rector. Ninety of us, including youth, participated in the Conversations, enhancing and deepening our understanding of the CAT survey results.

Profile Committee members gained additional insight from the CAT survey's companion book *"Owl Sight: Evidence-Based Discernment and the Promise of Organizational Intelligence for Ministry"* by J. Russell Crabtree.

WHO WE ARE

Our Congregational Culture

The CAT survey provided us with three key “maps” of our congregational culture.

Energy-Satisfaction: Transformative

Of St. Margaret’s survey respondents, 52% are clearly satisfied with how things are in our church. The CAT survey maps our congregation into the “Transformative” quadrant of the Energy-Satisfaction map, identifying us as a source of meaning and purpose for our members and a potential mentor to other churches. Comparing our current and past survey results gives us concern that we may be moving toward the “Chaotic” quadrant of the Energy-Satisfaction map, a position where we may struggle to structure and channel our energy.

Progressive-Settled: Paraclete

The theological perspective of our congregation is Progressive regarding such issues as the nature of Scripture and our relationship to historic declarations of the church. Compared with other churches, our theological diversity is low. In measures of flexibility, our members report a preference to stay with established congregational practices, especially with regard to worship. The CAT survey maps St. Margaret’s into the Progressive-Settled quadrant of a map of theological perspective and flexibility, identifying us as a “Paraclete” congregation. Such congregations tend to be inclusive, hospitable and equipped to offer ministries of healing. However, over-commitment can lead to burn-out and loss of missional focus.

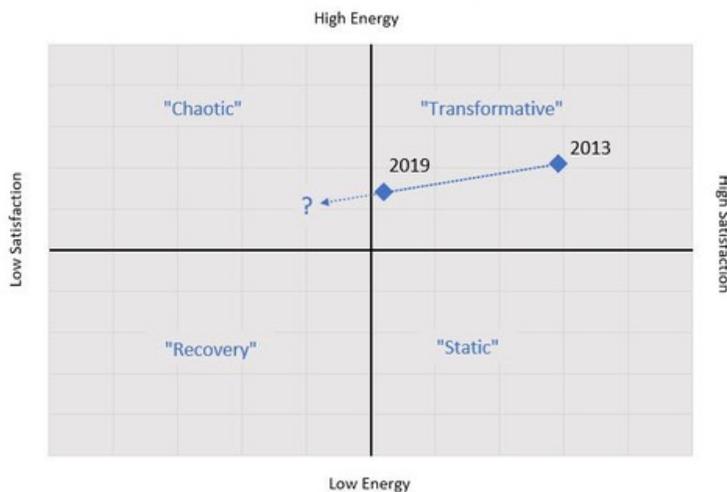
Pattern of Focus: Shared Clergy-Lay Leadership

Our survey responses did not identify a clear pattern of congregational focus: some of our drivers of satisfaction suggested a clergy focus; others a focus on lay decision-makers. We interpret this as a desire for shared ministry between clergy and laity. In the Conversations, many spoke of a desire for clergy to support development and empowerment of laity.

“The energy of St. M’s and the feeling of God is what always brings me back. The people and their welcome that is always evident brings me back. Full acceptance, no judgment and a warm caring vibe that brings me back.”

- St. Margaret’s Parishioner

St. Margaret’s Energy-Satisfaction Trend



WHO WE ARE

How We Evaluate Ourselves

When the CAT survey asked us to evaluate various aspects of our parish life, we rated our hospitality, worship, and music most highly. We feel that our parish welcomes, and is enriched by, persons from many walks of life. Most of us agree that our members have been prepared to personally welcome guests in worship services and that a friendly atmosphere prevails in our parish. We feel that music at St. Margaret's is outstanding and our worship services are exceptional in both quality and spiritual content. The Conversations at St. Margaret's confirmed that we love our rich liturgy, exceptional music, and the spiritual impact of powerful sermons that touched hearts and minds.

CAT Survey Performance Dashboard

Performance Index	St. Margaret's Percentile Ranking*
Hospitality	81
Worship and Music	71
Governance	67
Educational Engagement	64
Conflict Management	62
Morale	58
Readiness for Ministry	53
Spiritual Vitality	33

* The CAT survey measures parishioner perceptions of eight church performance indices and reports a percentile rank that compares parishioner perceptions to those from all other churches that have taken the CAT survey.

"[St. Margaret's] gave me a feeling of belonging. It helped bring my husband back to church. It gave me a circle of wonderful friends. It allowed me to attend programs on advanced Christian and spiritual subjects. I admired the current, substitute and previous rectors and priests."

- St. Margaret's Parishioner



"I remember several people welcoming us as visitors...that personal touch made a difference as we were initially comparing different parishes in the area."

- St. Margaret's Parishioner

WHO WE ARE

Our History

St. Margaret's is a well-established congregation that has been a part of the Bellevue community for over 60 years. We began as a mission church in 1958 and attained parish status in 1976. In our early days, the congregation met in a greenhouse, then in an old Army barracks refurbished into "The Little White Church." In 1968, when we built a new sanctuary, "The Little White Church" became the first site of our Thrift Shop.

St. Margaret's was strongly shaped by long-serving rector the Rev. Wally Bristol, who arrived here with his wife Betty in 1966. Wally's spirit and energy led to steady congregational growth, both spiritually and in attendance. Wally had a strong interest in healing prayer, a feature of St. Margaret's culture that remains today. When Wally retired in 1986, he was succeeded as rector in 1988 by the Rev. Steve Gehrig. Wally was honored with the title Rector Emeritus.

Our parish continued to grow and expand its ministries. The Rev. Christie Demura was called as Associate Rector in 2001. In 1998, Father Gehrig led a parish-wide discernment that set a vision for what St. Margaret's would be like in 2007. Outcomes of this process included the construction of today's Thrift Shop building in 2001 and our current sanctuary in 2003. It was a time of hope and optimism, but these endeavors put our parish deeply in debt.

In July 2004, the Vestry, at the request of then-Bishop Warner, placed Father Gehrig on administrative leave. His abrupt and tumultuous departure divided our congregation, leading to the loss of some members. The Rev. David Moore became priest-in-charge in 2005 until his retirement in 2007. David and Christie's calm pastoral care helped heal the congregation. However, serious financial challenges remained. Our debt stood at \$2.8 million.

The Rev. Christina Jillard was called in 2008 amidst a difficult financial position: our income was insufficient to service the debt while meeting operating expenses. We sold a portion of our property for development of low-income housing, realized in the building of Andrew's Glen. In this way, we sought to live our mission while reducing debt. In 2011, we executed an intensive and successful "Break the Bonds" pledge campaign. Between the property sale, "Break the Bonds" and refinancing, we have reduced our debt and monthly payments to a manageable level.



WHO WE ARE

History continued

Today the debt is less than \$300K.

Throughout Chris Jillard's tenure with us, in partnership with our Associate Christie, we sustained our pastoral and outreach ministries and further developed our ministries of welcome and inclusion. We experienced controversy as we began working toward full inclusion of our LGBTQ+ brothers and sisters, grieving the departure of some members of our congregation and welcoming others who affirmed our new path. We celebrated our first same-sex marriage in 2013.

"I am proud of our St. Margaret's priests. I see they are open to different sexual orientations and people with a different way of seeing church and the world. I hope any new rector can continue on that path."

- St. Margaret's Parishioner

Chris Jillard retired in August of 2019. In 2020, realignment of our staffing plan with our current financial reality led to the retirement of our Associate Rector Christie. We are making difficult but necessary changes in order to steward our parish into a financially responsible future.

The history of St. Margaret's shows that we are a strong, resilient, spirit-filled community dedicated to each other and to doing God's work. Our lay leadership is vibrant and the church is a source of meaning and purpose for our parishioners. In good times and in times of struggle, we have always found a way to thrive and glorify God. We now seek a new rector to share in our communal journey.

"[Betty R's memorial service] represented everything that I have and hope to continue to see at St. M's. I noticed the love and honesty among the family members and friends. I saw the spiritual, religious, and historical identity of the church. I saw a spiritual connection among the members at the church, and the desire for those people to connect with one another and new people."

- St. Margaret's Parishioner



WHO WE ARE

Our Building and Grounds

Large, modern and well-equipped, St. Margaret's facilities support the sustainment and growth of our mission and partnerships. Our property includes a large two-level church building and a Thrift Shop. A rebuild of our sanctuary and undercroft was completed in 2003. To date, building maintenance costs have been handled through Endowment funding. As the first step in creating a proactive plan for future building maintenance, we completed an in depth reserve study in early 2020. The study provides a recommended repair and replacement list for the next 30 years, coupled with an annual funding recommendation. Funding of the reserve has not yet been addressed. A capital campaign may be necessary in our near future.

We consider effective use of our building to be a mission for the parish, and many groups from the wider community, such as Al-Anon and Eastside Interfaith Social Concerns Council, use our excellent facilities for their activities. We care for the Earth by recycling, composting, and use of low-wattage lighting, constantly seeking to reduce our carbon footprint and reduce consumption of resource-depleting products. We foster inclusion through our building's accessibility features, including a hearing loop for use with t-coil enabled hearing aids or cochlear implants.

We share our parking lot with Andrew's Glen, an apartment residence for low-income households and formerly homeless veterans. Andrew's Glen is owned and operated by Imagine Housing, a local non-profit dedicated to building welcoming, affordable communities on the Eastside.



Facility Highlights

- *Main building (35,000 square feet on two levels)*
 - *Spiritually uplifting sanctuary, capacity 450, seats 300 in current configuration*
 - *Spacious narthex featuring a Welcome Center and living water baptismal font*
 - *Two large fellowship spaces:*
 - *Bristol Hall (standing capacity 400, seated capacity 125, with commercial kitchen)*
 - *The Undercroft (capacity 100, small kitchen)*
 - *Beautiful Bond pipe organ, 15 stops, 16 ranks*
 - *T-coil hearing loop in sanctuary, narthex, and Bristol Hall*
 - *Intimate 24-hour chapel containing a columbarium*
 - *Bright, inviting nursery/childcare room*
 - *Office wing for staff*
 - *Spacious music room*
 - *Ample meeting spaces both large and small: Classrooms, library, counseling rooms*
- *Attractive Thrift Shop (6240 square feet on two levels)*
- *Thrift Shop donations trailer*
- *Large well-lit paved parking lot*
- *Naturalistic landscaped grounds*

“During a baptism, when everyone circles around the person being baptized ... it shows we are all in it together. That is one of the best parts of being in a faith community.”

- St. Margaret's Parishioner

WHO WE ARE

Our Location

St. Margaret's is located in Bellevue, a rapidly-growing city on the east side of Lake Washington, just ten miles from Seattle. Bellevue and other nearby cities are collectively called the "Eastside." Our central location near the intersection of Interstates 90 and 405 positions St. Margaret's to be a destination church on the Eastside. Our building is located at the high traffic intersection of Factoria Boulevard and Newport Way, across the street from an excellent high school, Newport High, one of Bellevue's six outstanding high schools.



"[Our previous rector] came to stabilize us and she did it. Now we need someone to move forward."

- St. Margaret's Parishioner



Our Demographics

St. Margaret's Average Sunday Attendance in 2019 was 223. We list 645 communicants in good standing. Nearly half of the 197 parishioners who responded to the CAT survey have been members of our parish for 20 years or more. Nearly 80% are 55 years or older. We have a gender imbalance: 61% of our responding parishioners are female. We are a well-educated congregation: 98% of us have at least some college education, and 43% have a graduate degree. We have a low level of racial and ethnic diversity: 94% identify as white. 70% of our parish households consist of one or two persons. We are not a neighborhood church. Our parish draws from a wide geographic area with nearly half of us living more than five miles from the church. We draw parishioners from all over the Eastside, including Bellevue, Renton, Issaquah, Sammamish and Kirkland.

WHO WE ARE

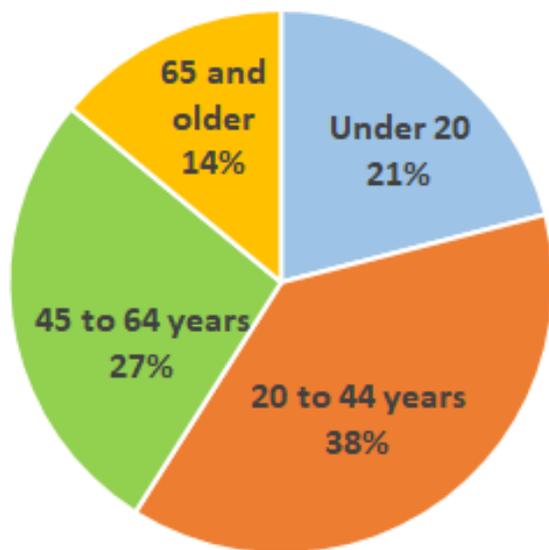
Our Community

Bellevue, the fifth largest city in Washington, boasts a growing economy driven by technology and retail and supported by a well-educated workforce. As of 2017, about 68% of Bellevue's population 25 years and older had a Bachelor's degree or higher. (1)

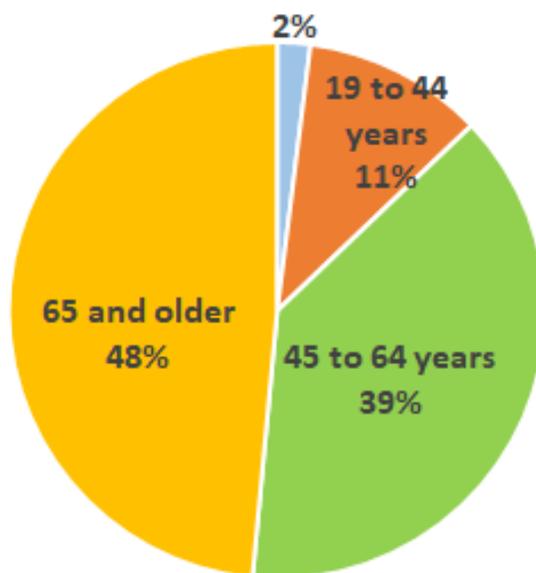
At St. Margaret's, we are challenged to become more representative of our community's population. Our congregation is significantly older and less diverse than our surrounding community. As of 2017, 59% of Bellevue's population was under 45 years old, over 39% were foreign-born, and about 50% were non-white. Asians comprised 34% of Bellevue's population. Bellevue's trend is to become even more ethnically and culturally diverse. (1)

The Seattle Metro area, including Bellevue, is more secular than most areas of the country. 44% of adults in this area seldom or never attend church, compared to 30% nationally. 37% are unaffiliated (religious "nones"), compared to 23% nationally. (2) Bellevue is a prosperous city, but some still face economic hardship. About 6.5% of Bellevue's population was in poverty in 2017. (1)

Age Diversity in Bellevue



Age Diversity at St. Margaret's
Under 19



(1) [City Demographic Profile](#)

(2) [Adults in the Seattle Metro Area](#)

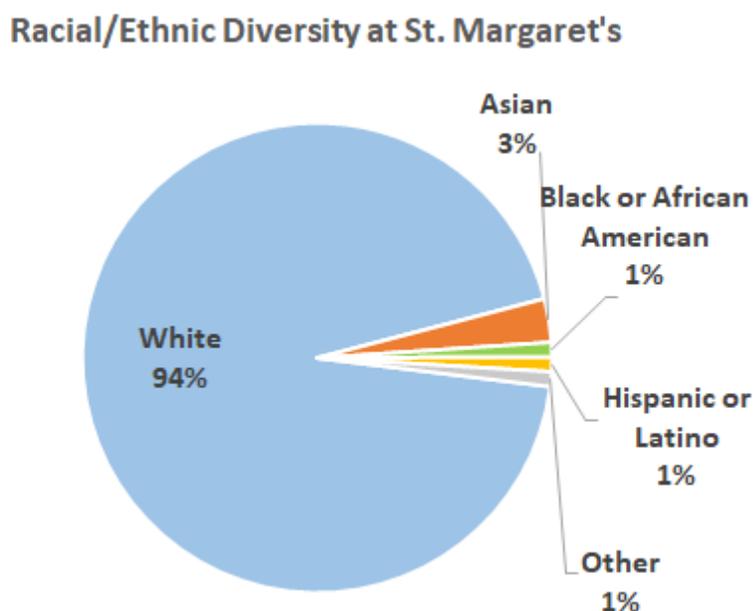
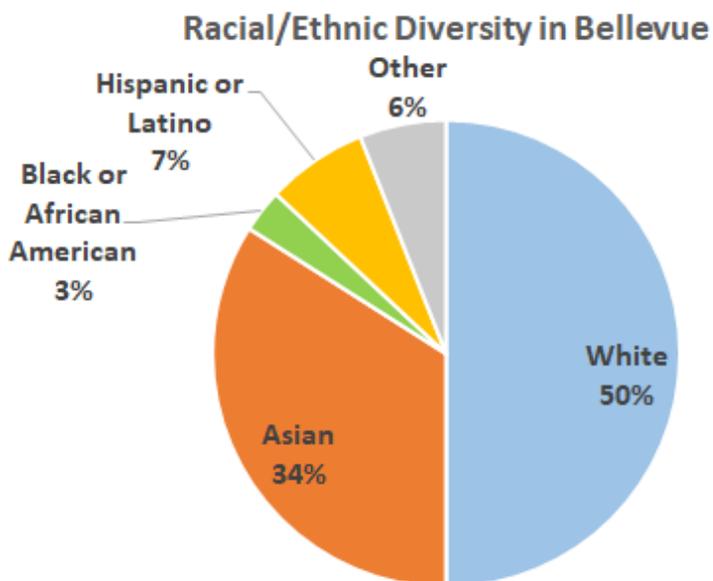
WHO WE ARE

Our Community continued

Housing costs are high in Bellevue. As of January 2020, the median home price in Bellevue was \$892,000.⁽³⁾ Some neighborhoods, such as Crossroads and Lake Hills, have lower median home prices than the city overall. Nearby cities to the south and east, such as Renton, Kent, or North Bend, have lower housing costs, but the tradeoff comes in the form of longer commute times.

The Bellevue School District is highly regarded. Our neighboring high school, Newport High, is ranked fourth best in Washington state.⁽⁴⁾ Nearby options for higher education include Bellevue College, the University of Washington, and Seattle University. Outstanding health care is readily accessible through multiple provider networks, including Overlake and Kaiser Permanente Medical Centers.

Bellevue, known as a “City in a Park”, is a beautiful place to live. Woodsy neighborhoods and an extensive network of parks and trails complement a vital urban core. Outdoor recreation abounds due to our proximity to Lake Washington, Puget Sound, and the Cascade Mountains. More information about Bellevue can be found at the City of Bellevue website.⁽⁵⁾



(3) [Seattle Times - Tight Housing Inventory](#)

(4) [US News - Bellevue School District](#)

(5) [City of Bellevue - About Us](#)

WHO WE ARE

Our Diocese

The Diocese of Olympia is made up of more than 31,000 Episcopalians and 400 clergy in 106 faith communities in Western Washington. The geographic area stretches south from Canada to Oregon and west from the foothills of the Cascade Mountains to the Pacific Ocean. The diocese is led by the Rt. Rev. Gregory H. Rickel, installed as the eighth Bishop of Olympia in September 2007. He embraces radical hospitality that welcomes all, no matter where they find themselves on their journey of faith. He envisions a church that is a safe and authentic community in which to explore God's infinite goodness and grace as revealed in the life and continuing revelation of Jesus Christ. The Diocese of Olympia is a vibrant diocese with many active ministries impacting local and global communities. Through the vision and leadership of Bishop Rickel, the Diocese of Olympia is focused missionally in four areas. In union with our Bishop, the Episcopal diocese of Olympia, part of the Jesus Movement, bears witness to God's redemptive reign and acts out God's inclusive love, peace, and justice, uniquely living out this call within our specific local communities.

Our Diocesan Mission and Vision

Locally centered

Instead of operating from a "top-down" model that prizes centralized leadership, we believe that each congregation must be free to live out this vision in a way that best meets the unique needs of their specific community.



Networked Communities

We believe that our more than 100 worshipping communities are stronger when there are connections that allow our congregations to share stories, resources, challenges, and triumphs with one another.

Forming Leaders

We are committed to equipping and empowering a community who is learning, growing, and gathering regularly to proclaim the good news of God as revealed in the life, ministry, and witness of Jesus Christ.

Sacrament and Service

We are a liturgical community that is rooted in our common prayer and our celebration of Holy Eucharist, which forms us and prepares us to step beyond our church walls and service our neighborhoods, our towns and cities, and the world.

OUR MISSION

St. Margaret's develops disciples to love and serve the Lord.

How We Live Our Mission

Loving and serving our neighbors as ourselves is paramount to the people of St. Margaret's. We emphasize the ministry of all the baptized as caregivers by intentionally creating diverse opportunities for learning and growth. We encourage all to use their spiritual gifts to claim their ministry and fulfill their vocation. We welcome all God's children of any race, gender, age, sexual orientation, faith, nationality, ethnicity, marital status, or physical, mental, or emotional capacity. We find courage and compassion in respecting our differences. The following pages highlight many aspects of our worship and ministry. We offer a greater diversity of ministries than we have space to describe here. Please visit our website www.saintmargarets.org to learn more.



*"Worship is about what
you bring to God"*
- St. Margaret's Parishioner



HOW WE LIVE OUR MISSION

We Worship

At St. Margaret's, we value our rich liturgical tradition, and we are passionate about the role of music in worship. In normal times, during the school year, we offer three Sunday morning services, beginning with our 7:15 am quiet service. At the 8:45 am service, our praise band, the Sojourners, leads us in contemporary music. Then, traditional music with choir and organ is offered at our 11 am service. Bell choir and talented soloists periodically add musical variety. In the summertime, we consolidate to two Sunday morning services, quiet at 8 am and alternating traditional and contemporary music at 10 am.

We combine our Sunday morning services into one on five occasions during the year: Missa Gaia (Earth Mass), including blessing of animals; St. Margaret's Day, complete with a bagpiper; Pentecost, when we wear red and read Scripture in many languages; outdoor Worship in the Park in July; and Annual Meeting Sunday. These services are well-loved for the strong community experience they create.

In the evening on second Sundays, we offer Jazz Compline, a unique jazz harmonization of the traditional Episcopal plainsong Compline. For midweek worship, our contemplative prayer group meets on Mondays in our sanctuary, and small groups gather for Eucharist in our chapel on Tuesday and Wednesday mornings.

Worship services at St. Margaret's are supported by committed lay ministers of all ages - acolytes, lay readers, lectors, ushers, Altar Guild, Eucharistic bread bakers, Prayers of the People writers - who help to enhance worship for all.

"The music ... really touches my soul it is so beautiful"

- St. Margaret's Parishioner



"I like the bagpipes because they are part of St. M's identity."

- St. Margaret's Parishioner

"It's easy to deal with the fluffier, feel good stuff rather than wrestling with the theologically heavy stuff but the moments where training is provided on those are the moments when I feel like I'm getting meat and vegetables of faith instead of dessert."

- St. Margaret's Parishioner



HOW WE LIVE OUR MISSION

We Welcome All

Welcome and hospitality are foundational at St. Margaret's. Our greeters, hosts, and Welcome Center volunteers create a warm and inviting atmosphere. Many of our parishioners have received training in welcome and invitation. Newcomer classes integrate new members into our parish, helping to connect them to other ministries. We aim to create deeper relationships within our parish through a wide variety of fellowship ministries, including Supper Clubs, Women's Retreats, parish potlucks and game days, along with an annual parish camping retreat on the Oregon coast. Our GLOW (Gay, Lesbian or Whatever) group works to promote fellowship and inclusion for the LGBTQ+ persons and allies.



"At our first visit to St. Margaret's, I was struck by how immediately and enthusiastically we were welcomed and embraced by the congregation. We felt instantly like beloved fellow members of the Body of Christ."

-St. Margaret's Parishioner

We Care for Each Other

St. Margaret's pastoral ministries provide spiritual and material comfort to our parishioners in need. Stephen Ministers, prayer teams, and groups such as GriefShare and the Alzheimer's/Dementia support group provide emotional and spiritual support. Our TLC ministry provides meals to parishioners in times of need or crisis. Our Funeral Reception team cares for the grieving by offering hospitality to those who gather for memorial services. We have a strong tradition of healing prayer, found within the liturgy on the third Sunday of the month, and also in quarterly healing services. Our Moms of St. Margaret's group supports new and not so new mothers. During quarterly "God With Us" evenings, we gather to share dinner and Eucharist and to hear fellow parishioners share their faith journey.

"I feel "the church" most strongly through the community - when people support and celebrate each other through life's changes"

- St. Margaret's Parishioner



"Bear one another's burdens, and in this way you will fulfill the law of Christ."

- Galatians 6:2, NRSV

HOW WE LIVE OUR MISSION

We Collaborate to Serve Our Community

At St. Margaret's, we work collaboratively with many organizations to provide pastoral care and Christian ministry to the greater community. We partner with Congregations for Kids to provide backpacks, school supplies, and hygiene kits to students. We shelter and feed homeless men on our campus each September with Congregations for the Homeless. On the fourth Friday of each month, we prepare and serve meals at The Salvation Army's community center in Bellevue. With Mission to Seafarers, we provide ditty bags and volunteer drivers to cargo ship sailors and cruise ship workers. Through Kairos Prison Ministry, we bring Christ's love to prisoners and their families.

*"Faith in action is love and
love in action is service."*

- Mother Teresa



"I feel like I am part of the church when I am given an opportunity to help others in need."

- St. Margaret's Parishioner

Our Thrift Shop

Our Thrift Shop is the face of St. Margaret's outreach ministry, Faith in Action. In normal times, the shop is open five days a week, offering fellowship and support to all who serve and all who shop. We sell gently used, good quality clothing and household goods to the community, promoting environmental stewardship through reuse. Thrift Shop proceeds support local charities. In the past, our Thrift Shop focused on small direct cash grants. Since 2009, our Thrift Shop has shifted its focus to partnering with charitable organizations such as Goodwill and Eastside Baby Corner, providing vouchers and in-kind donations to support their efforts in homelessness, families, and other ministry areas. Additionally, goods are provided directly to the needy.

Our Thrift Shop volunteers are passionate about its mission, and this ministry has been of great value for many years. However, issues such as declining revenues and a shortage of volunteers are causing us to carefully reconsider the realities of our situation, including whether the energy and resources currently dedicated to our Thrift Shop might be better used in a new way. A Vestry committee is investigating how we can be the best stewards of these resources.

HOW WE LIVE OUR MISSION

We Nurture and Educate

In normal times, Sundays at 10:10 is Education Hour at St. Margaret's. Preschool children experience the foundational stories of the Bible and learn the patterns, language, and symbols of worship through Godly Play. Children from kindergarten through fifth grade attend CrossWalk, a multi-sensory workshop program, learning in playful and diverse ways about God, Bible stories, and issues of life and faith. Youth enjoy "The Tenth Hour" with fellowship, donuts, and spiritual formation in their comfy hangout room. Adults gather in Bristol Hall for engaging and informative speakers and workshops. We also offer multi-week adult education series during Advent and Lent.

During worship, children age three and older gather in the aisle during the Gospel reading. They then go to the chapel to read a Bible story, pray, and enjoy music during the adult sermon. Children under three are welcome to stay with parents throughout the service, either in the Quiet Room or the main sanctuary, or receive care in our bright, cheerful nursery. We strive to engage children in worship as ushers, lectors, and acolytes, and we celebrate them through our Faith Stepping Stones program. Our Vacation Bible School provides a week of fun and Christian formation for both parish and neighborhood children.

St. Margaret's youth are energized by social justice activities. They grow through service during their annual mission trip, bi-monthly service projects, and also enjoy diocesan retreats and conferences. Our "Confirmed Not Conformed" program prepares youth and adults for confirmation or reception into the Episcopal Church.

We foster ongoing education and spiritual formation for adults in many ways, including small groups for prayer and Scripture study, Cursillo, and Education for Ministry, a four-year certificate program in theological education. In the 60 year history of St. Margaret's, we are proud to have sponsored more than 13 candidates to fulfill their call to ordained Holy Orders.

"The day after our youth returned from a week long mission trip this past summer to the Skagit Valley, a member of the outreach committee identified an urgent financial need. Within a few days the need was verified and the committee took action and met that need... the outreach committee sent an overwhelming positive message that the youth and the work they do is very valued. The following Sunday I overheard one of the teenagers say to five other youth, "it's so awesome that OUR church supports the work we did with our hands and feet."

- St. Margaret's Parishioner



HOW WE LIVE OUR MISSION

We Grow the Church

We at St. Margaret's have been wrestling with our mission to reach out to new people and grow the church. None of our efforts to date have had the transformational effect we seek. We learn, and try again.

- Eleven of our parishioners have attended the Diocese of Olympia's College of Congregational Development.
- From 2013 to 2016, we implemented "Come and See", an evangelism program that used personal invitation and direct mail to invite newcomers to our congregation. Training and encouraging parishioners to personally invite others to church is helpful, but we found it is very challenging for our members. We also learned that direct mail is not as effective as we expected.
- Jazz Compline was initiated in 2015 to provide an evening worship alternative and a fresh musical offering. Our parishioners find it easier to invite guests to Jazz Compline than to a Sunday morning service.
- In 2017, we created a Meetup page for St. Margaret's, both to facilitate social connections in our parish and to open up our activities to new people. However, we received few responses from the general community and most parishioners did not use it, so we recently dissolved the Meetup.
- Improvement of our communications efforts has been a focus during COVID-19. June 2019, we upgraded the parish website. In late March 2020, we began to utilize our sermons page and offer a dynamic collection of recorded content for parishioners. We have come a long way in embracing new technology; however, some new capabilities of our website and social media are underutilized or incompletely implemented. Adopting additional technology such as strategic church software that allows for SMS communication, expanded sharing, and easier pledge and plate contributions could help us reach new, younger people.
- In order to welcome and support LGBTQ+ persons, we recently became a "Safe Space" through a program sponsored by the Bellevue Police Department. Previously, we focused on annual Pride Parade participation; now we seek to practice inclusion year-round.

"The first day I came was the first day I had ever set foot in any church. The way the congregation and especially the rector treated me, and how moving the sermon was made me realize I had made the right choice to start going to church and that St. Margaret's was the right church for me."

- St. Margaret's Parishioner



"Somehow we need to be marketing St. Margaret's to groups of people we are not currently reaching"

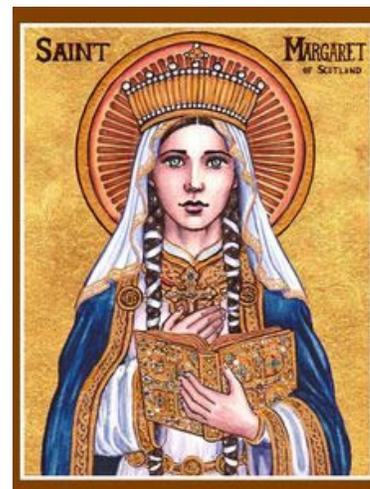
- St. Margaret's Parishioner

HOW WE LIVE OUR MISSION

We Work Together

Staff

Interim Priest in Charge	Full Time
Deacon	Non-stipendiary Part Time
Director of Christian Formation	Full Time
Youth Director	Part Time
Director of Music Ministries	Part Time
Sojourners Praise Band Director	Part Time
Office Coordinator	Part Time
Sexton	Part Time (Open)
Thrift Shop Manager	Full Time



"Now there are varieties of gifts, but the same Spirit; and there are varieties of services, but the same Lord; and there are varieties of activities, but it is the same God who activates all of them in everyone."

- 1 Cor 12:4-6

Vestry

St. Margaret's is governed by our twelve member Vestry in partnership with our Rector. Four are elected each year to three-year terms. The Senior Warden is selected by the Rector and the Junior Warden is elected by the Vestry at their annual retreat in January. The Vestry is assisted by a Clerk, Treasurer, Chancellor, Pledge Secretary and several standing committees, including Finance, Stewardship, Facilities, and Endowment Committees. Visit www.saintmargarets.org for a current list of our Vestry members.

"We need a rector who is comfortable delegating, encouraging the sharing of lay persons' gifts more broadly."

- St. Margaret's Parishioner

HOW WE LIVE OUR MISSION

We Are Stewards of God's Abundance

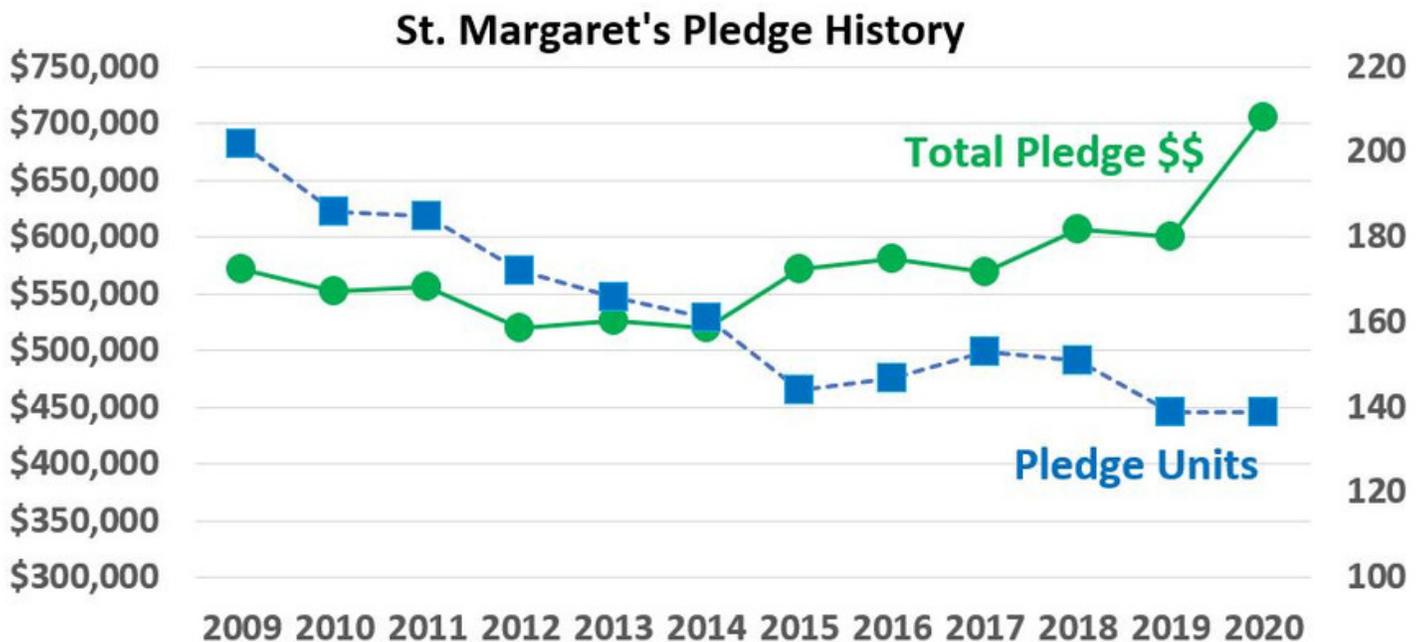
Stewardship

Stewardship is an invitation to use our time, talent, and financial resources to acknowledge the abundance in our lives and our confidence in God's bounty. Each fall, our Stewardship Committee sponsors a campaign encouraging all parishioners to make a pledge for the coming year. During the campaign, members of our parish offer their experiences of stewardship as examples to others. Our Vestry's 2020 goal is to emphasize stewardship of time and talent throughout the year. St. Margaret's total financial stewardship pledge for 2020 is \$706,053. The average pledge is \$5,079 and the median is \$3,000.

St. Margaret's faces a serious long-term financial challenge: a slowly shrinking pledge base. Over the past 10 years, our number of pledging households has declined by 25%, from 186 in 2010 to 139 in 2020. Our twofold challenge is to grow our pledge base, and to increase our stewardship capacity by developing an attitude of abundance within ourselves.

"Like good stewards of the manifold grace of God, serve one another with whatever gift each of you has received."
- 1 Peter 4:10

Pledge History



HOW WE LIVE OUR MISSION

We Are Stewards of God's Abundance Continued

Budget Challenges and Staffing Changes

For several years, we have struggled to create sustainable operating budgets, employing tactics such as fundraisers, cost management, and drawdown of operating reserves. We have leased portions of our building and have been fortunate to receive a few large bequests. A moment of reckoning came during the summer of 2019. Our normal summertime income decline along with scarce operating reserves and other factors resulted in a threat of utility shutoff. In response, our Vestry instituted budget policy changes for 2020:

- Commitment to rebuilding operating reserves
- No fundraisers in operating budget projection
- Staffing model consistent with projected income

Faced with difficult staffing choices, our parishioners rallied to increase St. Margaret's total pledges by over \$100,000 compared to 2019. Nonetheless, three staff members experienced reductions for 2020. Our interim rector delayed her transition from part time to full time. Our sexton transitioned from full-time to half time. The most wrenching change was that our Associate Rector transitioned from full time to reduced hours and subsequently retired. We will not have an Associate Rector in the future. A new quarter time Youth Director position was funded in our 2020 budget as a step towards reinvigorating our youth program, a desire expressed by our congregation in the Conversations at St. Margaret's.

Some of our members feel there was insufficient transparency around the 2019 financial crunch and the 2020 budget and staffing deliberations. Our Vestry set a goal to increase financial transparency, accountability, and communication.

The Covid-19 pandemic presents a fresh financial challenge. Our rental revenue has fallen due to loss of tenants and our Thrift Shop building is closed. But we have received income from the Paycheck Protection Program, expenses are currently under budget, and the people of St. Margaret's have maintained their pledged giving.

Thrift Shop Governance

The financial and governance relationship between our Thrift Shop and our parish has evolved over time. From 1977 to 2008, the Thrift Shop was governed independently from the parish by a board of church women and administered by a series of paid managers. In 2009, Thrift Shop governance became the responsibility of the Vestry, with a paid manager reporting to the Rector. In 2017, we adopted a new accounting system that tracks the church and Thrift Shop finances separately. However, because we did not fully implement the separation of funds represented in those accounts, discrepancies occurred. Currently the Finance Committee and the Vestry are working to reconcile these issues.

HOW WE LIVE OUR MISSION

We Are Stewards of God's Abundance Continued

Endowment and Memorial Funds

St. Margaret's Endowment financially supports our church to do God's work by paying for special projects to improve our facilities, fund outreach projects, enrich worship and music programs, and fund special projects of the Vestry. Endowment funds may not be used for ongoing operations of the church. The Endowment is invested in the Diocesan Investment Fund with a 2019 year-end total of \$546,945. Since 2005, earnings of \$235,000 have funded 39 approved proposals.

St. Margaret's also has a Vestry-directed Memorial Fund gathered from funeral donations. It is held in a Restricted Checking account with a current balance of \$15,354.

Operating Budget

This operating budget was adopted in January 2020.

	2019 Actual	2020 Budget	
OPERATING REVENUE			
Pledge	\$600,094	\$706,053	
Plate	\$83,744	\$75,000	
Discount pledge at 3%		\$684,871	
Rental Income	\$90,173	\$74,303	
Total Other Income	\$59,428		see note 1
Total Released Funds	\$12,730		see note 2
Total Operating Revenue	\$846,169	\$834,174	
OPERATING EXPENSES			
Total Salaries & Benefits	\$525,878	\$471,038	
Total Facilities	\$85,289	\$107,857	
Total Worship & Ministry	\$10,399	\$8,525	
Total Administration	\$188,177	\$219,545	
To Cash Reserve		\$24,000	
Faith In Action	\$1,120	\$3,000	
Payments to Mortgage Principal	\$11,376		see note 3
Total Operating Expenses	\$822,239	\$833,965	
Net	\$23,930	\$209	

Note 1 Other income includes in/out revenue, transfer from cash reserve, and fundraiser

Note 2 Released funds were from endowment for new microphone system

Note 3 In 2020, mortgage principal & interest are included in Administration

HOW WE LIVE OUR MISSION

We Are Stewards of God's Abundance Continued

Diocesan Assessments

St. Margaret's diocesan assessments are currently paid in full.

Diocesan Assessment Payment History

2019	\$116,230
2018	\$118,240
2017	\$122,411
2016	\$143,869

"We tend to look at our finances through rose-colored glasses ... we find it hard to say no to anything."

- St. Margaret's Parishioner

Debt

As of August 2020, St. Margaret's total debt was \$271,503, consisting of the mortgage on the main building and the Thrift Shop.



"Whoever is called as rector will need to be able to deal with differences of opinion by congregants. It will be important to prayerfully consider all sides of their concerns and to address them individually or collectively, as appropriate."

- St. Margaret's Parishioners



HOW WE LIVE OUR MISSION

Resilience in the Time of Pandemic

As we write this update to our parish profile, St. Margaret's church buildings are closed due to the COVID-19 pandemic. But the Church that lives in our hearts and actions is open.



Many of St. Margaret's ministries are working, praying, and learning via Zoom, including the Youth, Sunday School children, Moms of St. Margaret's, Stephen Ministers, and Education for Ministry. We gather via Zoom for Morning Prayer and Compline five days per week. Inspired by the national conversation around racial issues, we created a new Ministry for Racial Justice and Equality. We joyfully fulfilled our annual commitment to Congregations for the Homeless and our other Outreach partners. We expanded our Stewardship program to include caring for our landscape – we now have "Lay Weeders." While the Thrift Shop building is closed, the Shop is experimenting with online sales, and held a successful open-air sale in the parking lot.

Sunday worship has evolved. We started with prerecorded services, then moved to a 10 am Zoom service with prerecorded elements. Our musicians adapted by creating videos of soloists, small ensembles, and the much-loved Virtual Choir. Using technology purchased with Endowment funding, we now livestream a Sunday Eucharist service offered by a small number of worship leaders in the building. After worship, our parish family connects via Zoom "coffee hour." In a step toward safe resumption of



congregational worship, we recently submitted a reopening plan to the Diocese.

The pandemic has amplified St. Margaret's pre-existing sustainability and growth challenges. For example, loss of rental revenue has added to the parish's financial pressures. Reductions in sales revenue and volunteer availability have increased the urgency of discussions around Thrift Shop sustainability. Yet there is also opportunity: this crisis motivated us to step our technology forward and try new ways of communicating.

The people of St. Margaret's are walking through this time of pandemic with faith and resilience. We look forward to welcoming a new rector to walk with us in hope and optimism as we continue to be the Church in the world.

WHERE WE WANT TO GO

Our desire for the future of St. Margaret's is to share and grow our spirit of welcome and generosity, moving ever faithfully forward under the guidance of the Holy Spirit. We look to the future with optimism and energy.

Our Goals and Priorities

Through the CAT survey, our parishioners said that our top three priorities for St. Margaret's future are:

1. Make necessary changes to attract families with children and youth to our church.
2. Develop and implement a comprehensive strategy to reach new people and incorporate them into the life of our parish.
3. Develop the spiritual generosity of the people to financially support the ministry of the church.

The Conversations confirmed and illuminated these priorities. Many pointed to revitalization of our youth program as a key, specific change needed to attract families. We want our youth ministry to better serve the needs of youth, that St. Margaret's may be a welcoming home for them. The near presence of Newport High School may be a ministry opportunity for us.

When speaking of our goal to reach new people, we agreed that we want to attract groups who are currently underrepresented in our parish: younger people, families, LGBTQ+, and persons from different racial and ethnic groups, such as the Asian communities that make up a large percentage of our local population. Our goal is for St. Margaret's to better represent and serve the diverse people of our neighborhood and region.

When stewardship was discussed in the Conversations, we noted that we need to encourage more households to pledge. Many expressed a desire for increased communication and realism around parish finances.

Many spoke in the Conversations about the need to develop and empower lay persons. This discussion supported a CAT survey finding that a goal to "strengthen the management and support of persons in various ministries so that they are able to do what they do best in work that is meaningful and celebrated" was prioritized more strongly by our church than by most other churches.

"We are going to 'age-out' of business without an emphasis on youth and family."

- St. Margaret's Parishioner



WHERE WE WANT TO GO

Readiness for Change

One of our challenges at St. Margaret's is the tension between our desire for changes necessary to attract families and other newcomers, and our congregation's "Settled" flexibility style.

We see examples of this tension in our recent experiences with communication practices. We know that leveraging social media and adopting modern communication methods would help us reach new, younger people, so we created initiatives such as our former Meetup and improved website. Although we have come a long way in embracing new technology, habit, unfamiliarity, and differing perspectives on technology adoption have so far kept us from realizing the full potential of these changes.

We are particularly reluctant to change our worship practices: 63% of us disagreed with the CAT survey statement "Our members welcome changes in worship."

Although our flexibility style is Settled, we are not static. We can and do change. 80% of us agreed with the CAT survey statement "Our church changes its program from time to time to meet the changing needs of its members".

Looking to the future, we know that change is necessary. The questions are how much and what kind of change. Through the CAT survey, 29% of us said that some change is needed to realize our vision for the church. Most of us (55%) went further, saying that moderate to substantial change is needed.



"If we don't change the way we do things (and I don't mean the way the service is conducted) we are missing opportunities to find people that have a skill set to get the word out to grow the church."

- St. Margaret's Parishioner

"I think we are going to have to try new things."

- St. Margaret's Parishioner

WHERE WE WANT TO GO

The Rector We Seek

We seek a rector who will inspire, energize, and focus us as we work collaboratively to fulfill our mission and grow the Body of Christ.

Preaching

We ranked excellent preaching as the most critical ability we desire in our new rector. We seek a dynamic and inspiring preacher who connects us to God's Word. We value intellectually and spiritually stimulating sermons that are theologically sound and predominantly lectionary-based, speaking to contemporary life, and guiding us as we apply faith to our daily lives.

Strategic Leadership

We ranked strategic leadership as the second most critical ability of our new rector. We seek a leader who can articulate our collective vision and help us transform that vision into a plan of action in which all have a role to play. We need someone with the ability and interest to help us develop and implement a comprehensive strategy to reach new people and incorporate them into the life of the church. Knowing that conflict can arise in times of change, we seek a person with the ability to negotiate and resolve disagreements, who will work patiently to ensure shared ownership of the final result.

Pastoral Care

We look for a rector who can engage people empathetically, caring for persons in time of need. We look for a person who understands the importance of one-on-one pastoral care, assuring that members are nurtured, supported, and validated in their personal lives and ministries, while receiving the support of our parish in times of joy, celebration, bereavement or crisis.

Administrative Skills

We seek a rector with strong capability to manage a church operationally, including finances, facilities, and staff. We at St. Margaret's ranked this ability much more highly than most churches do. We look for someone who will create and sustain open and transparent governance that appropriately involves members of the church in decisions. We look for ability and interest in developing the generosity of members in their giving to the work of God.

"Many times I had the awareness that our former rector was preaching the sermon directly to me and my current needs. These occasions have been turning points in my spiritual life."

- St. Margaret's Parishioner



WHERE WE WANT TO GO

The Rector We Seek Continued

Development of People

We look for a person with ability and interest in helping members discern and grow their gifts, equipping them for ministry and leadership. We desire our rector to be a developer of people, someone who delegates confidently, enabling and empowering laypersons

Experience

We seek a rector who has demonstrated ability to attract and connect with younger persons and families with children and youth. We look for previous experience serving a mid to large size Episcopal church, or comparable secular experience. Because we seek someone who balances seasoned experience with a youth-oriented outlook, a person in mid-career may be a good fit for us.

"I believe the future is not determined by the rector alone; but the right rector can influence and support the direction of the congregation."

- St. Margaret's Parishioner

Outlook and Spirituality

We look for one who shares our foundational values of welcome, hospitality, and inclusion. We seek an energetic and optimistic person who will motivate and inspire our congregation to action; someone with the gift of listening, who values collaboration and partnership, and is oriented toward outreach and community building. We seek a rector with a moderately progressive theological perspective who can also honor other perspectives in the congregation. We seek a Christ-centered person of spiritual depth and maturity with a strong prayer life, who is comfortable in a congregational culture that values liturgy, music, and healing.



"I think the Rector has to be a developer of people ... They need to be able to call upon people to act on their behalf in certain roles and to give them the tools to be successful."

- St. Margaret's Parishioner



WHERE WE WANT TO GO

Rector Compensation and Benefits

St. Margaret's seeks a full-time rector. Compensation is negotiable within Diocese of Olympia guidelines, taking into account years of experience and our congregation grade. St. Margaret's combination of Average Sunday Attendance, Number of Pledging Units, and Operating Budget identify us as a Grade B congregation. To view the Diocese of Olympia's clergy compensation scale, see:

[2020 Parochial Clergy Salary Scale](#)

In accordance with Diocesan policy, we pay into the Church Pension Fund an amount equal to 18% of the rector's salary. We will pay for health insurance as required by the Diocese. For more information on Diocesan health insurance options, visit:

[Diocesan - Health Insurance and Employee Benefits](#)

Per Diocesan policy, we will pay relocation expenses. St. Margaret's does not own a rectory and we are unable to offer housing assistance. We offer the following additional benefits:

- Paid vacation and sick leave
- Sabbatical (three months after five years)
- Reimbursement for business and auto expenses
- Rector's continuing education benefit

"We are top-drawer at what we do, but society has shifted, and we are doing the same thing ... Maybe we need to take some risks to see what might work better."

- St. Margaret's Parishioner

"A new rector sees the opportunities in a new way; we need to be open to that possibility."

- St. Margaret's Parishioner



WHERE WE WANT TO GO

Hopes and Dreams

Our hope for the future of St. Margaret's is to continue our tradition as a welcoming and inclusive church, drawing in new persons and families from all walks of life. We hope to grow our congregation while becoming more representative of our diverse community. We aspire to help our members explore, nurture, and share their gifts, connecting them to ministries that nourish their souls while anchoring them into our dynamic community. We seek to develop and expand our lay leadership through Spirit-filled guidance of our clergy. We strive to be a financially responsible and vibrant parish. We dream of being a beacon to our community, enthusiastically leading by example with faith, love and grace through the Holy Spirit. Our deep respect of liturgical tradition inspires us to faithfully and joyfully share our God given talents. We are Christ's hands and feet at work in our parish, our community, and in the world.

We are rooted in Christ, and faithful in transition. We pray that God will help us call a rector who will guide and energize us in faith and love. We pray that the Holy Spirit will guide you in faithful discernment.

“Direct us, O Lord, in all our doings with your most gracious favor, and further us with your continual help; that in all our works begun, continued, and ended in you, we may glorify Your Holy Name, and finally, by Your mercy, obtain everlasting life; through Jesus Christ our Lord. Amen”

- BCP



“Christ has no body now on earth but yours, no hands but yours, no feet but yours, Yours are the eyes through which to look out Christ's compassion to the world Yours are the feet with which he is to go about doing good; Yours are the hands with which he is to bless men now.”

- St. Teresa of Avila

