Discernment Journey

February—May 2024

University Baptist Church

“And this is my prayer, that your love may overflow more and more with knowledge and full insight to help you to determine what is best…”

Philippians 1:9
# TABLE OF CONTENTS

<table>
<thead>
<tr>
<th>Section</th>
<th>Pages</th>
</tr>
</thead>
<tbody>
<tr>
<td>Introduction</td>
<td>p. 3</td>
</tr>
<tr>
<td>Discernment Process Overview</td>
<td>p. 4</td>
</tr>
<tr>
<td>Discernment Summary</td>
<td>p. 5</td>
</tr>
<tr>
<td>Wall of Wonder (Historical Scan)</td>
<td>p. 6-8</td>
</tr>
<tr>
<td>The Wave (Trends Analysis)</td>
<td>p. 9-11</td>
</tr>
<tr>
<td>Past-Present-Future (Situational Assessment)</td>
<td>p. 12-14</td>
</tr>
<tr>
<td>Practical Vision</td>
<td>p. 15-17</td>
</tr>
<tr>
<td>Underlying Contradictions</td>
<td>p. 18-19</td>
</tr>
<tr>
<td>Key Directions</td>
<td>p. 20-21</td>
</tr>
<tr>
<td>First Year Timeline</td>
<td>p. 22-25</td>
</tr>
<tr>
<td>Implementation Worksheets</td>
<td>p. 26-27</td>
</tr>
<tr>
<td>90-Day Priorities</td>
<td>p. 28</td>
</tr>
<tr>
<td>Implementation Worksheets/Templates</td>
<td>p. 29-34</td>
</tr>
</tbody>
</table>
Introduction

In the spring of 2024, participants gathered to celebrate University Baptist Church’s past, understand its present, and imagine its future through a discernment journey facilitated by Travis Beck and Richard Bruxvoort-Colligan. The discernment journey involved a series of workshops spread out over three full-day sessions: February 10, March 9, and May 11.

Prior to these sessions, Travis and Richard met with church leadership to clarify the goals of the process and develop the overarching question for the discernment journey.

DISCERNMENT QUESTION
What do we need to do in the next 5 years to create a viable future for UBC?

Agenda & Workshops

SESSION 1 | February 10
- Welcome, Introductions
- Wall of Wonder workshop (historical scan)
- The Wave workshop (trends analysis)
- Past-Present-Future workshop (situation assessment)
- Survey/data review & reflection
- Practical Vision workshop*

SESSION 2 | March 9
- Practical Vision workshop (review and finish)
- Underlying Contradictions workshop

SESSION 3 | May 11
- Key Directions workshop
- Focused Implementation workshop

Each workshop answered a specific question. Participants brainstormed answers to the question individually and in teams. The whole group then discussed and organized the ideas, learning from everyone’s wisdom.

*Additional work on the Practical Vision was led by Jean Lubke at an adult forum on March 3, 2024.

Participants:

<table>
<thead>
<tr>
<th>Laurie Brazman</th>
<th>Mindy &amp; Steve Lee</th>
<th>Betty Shaw</th>
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<tr>
<td>Megan Dahlberg</td>
<td>David Lesniaski</td>
<td>Karen Swenson</td>
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<td>Doug &amp; Kim Donley</td>
<td>Carrie &amp; Jonathan Lubke</td>
<td>Kathleen Tice</td>
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<td>Trish Donley</td>
<td>Jean Lubke</td>
<td>Terri &amp; Ty Wottrich</td>
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<tr>
<td>Deidre Druk</td>
<td>Gayla Marty</td>
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<tr>
<td>Chris Follett</td>
<td>David Martyn</td>
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<td>Don Follett</td>
<td>Claire Mavity</td>
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<td>Lynette &amp; Elwyn Fraser</td>
<td>John Medeiros</td>
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<tr>
<td>Margot Garmers</td>
<td>Paula Moyer</td>
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<tr>
<td>Karole Graham</td>
<td>Nancy Myers</td>
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<tr>
<td>Laura Justin</td>
<td>Olivia Olson</td>
<td></td>
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<tr>
<td>Betsy Kerr</td>
<td>Denise Roy</td>
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</tr>
<tr>
<td>Marie LaFrance</td>
<td>Cody Sanders</td>
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</table>
What do we need to do in the next 5 years to create a viable future for UBC?

Focus Question

First-Year Priorities
Teams select projects for the next 12 months

Progress Meetings
3-month  6-month  9-month

Environmental Scan
Learning about our internal and external world

Practical Vision
What do we want to see in place

Underlying Contradictions
What’s blocking the vision

Key Directions
Actions that address the blocks
Many conversations were held throughout the discernment process.

The table below highlights the core of what was discerned by the participants.

### University Baptist Church Discernment Summary

**What do we need to do in the next 5 years to create a viable future for UBC?** We need to...

<table>
<thead>
<tr>
<th>Focus our innovative, substantial actions in...</th>
<th>to deal effectively with...</th>
<th>and realize our...</th>
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<tbody>
<tr>
<td><strong>Key Directions (May 11)</strong></td>
<td><strong>Underlying Contradictions (Mar 9)</strong></td>
<td><strong>Practical Vision (Feb 10)</strong></td>
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<tr>
<td>➜ Refocusing People Power</td>
<td>✗ The fear of losing us is causing a lack of consensus about the building and stopping the congregation from seeking long-term solutions</td>
<td>✷ Imaginative, Sustainable Building Plan</td>
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<tr>
<td>→ Expand paid Admin role</td>
<td>✗ Perfectionism blocks development of strategic action plans and realistic expectations</td>
<td>✷ Relationally Inclusive Ministry, Partnerships, &amp; Leadership</td>
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<tr>
<td>→ Increase visibility to connect with a wider community</td>
<td>✗ Imbalance between our human resources &amp; congregational actions is interfering with the accomplishment of our internal operations and outreach missions</td>
<td>✷ Realistic Growth Strategies</td>
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<tr>
<td>→ Revisit laity work and structures</td>
<td>✗ Not prioritizing professional marketing and communication has inhibited our sustainability and mission</td>
<td>✷ Efficient &amp; Accessible Organizational Operations (including staff &amp; volunteers)</td>
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<td>➜ Solving Building Issues</td>
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<td>✷ Thriving, Diverse, &amp; Collaborative Music Program</td>
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<td>→ Identify &amp; clarify emotions &amp; ideas, especially building</td>
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<td>✷ Clear Definition &amp; Claiming of Our Identity &amp; Our Voice</td>
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<td>→ Assess building challenges &amp; opportunities</td>
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<td>✷ Active Participation &amp; Support of Social Progress &amp; Justice</td>
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<td>➜ Opening Our Doors Withing and Without</td>
<td></td>
<td>✷ A Sense of Belonging Through Intergenerational Support &amp; Growth</td>
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<tr>
<td>→ Generate creative ideas</td>
<td></td>
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<tr>
<td>→ Empower diverse groups in us and with us</td>
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<tr>
<td>→ Expand building uses</td>
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What are the events, people, innovations, and actions that have shaped our mission?

<table>
<thead>
<tr>
<th>1800</th>
<th>1850</th>
<th>1900</th>
<th>1950</th>
<th>1960</th>
<th>1970</th>
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**World**
- ‘25 Scopes trial
- ‘30s Gandhi and non-violence resistance
- ‘40s Atomic bomb/
- ‘60s Civil rights movement, MLK
- ‘60s Civil rights

**Local Community**
- Milling on river and expansion
- 1850s U of MN founding
- 1860s Civil War
- 1860s US-Dakota War
- 1900s Redlining
- ‘50s Rondo and freeway expansion
- ‘69 Plymouth Ave Uprising
- 70s Mobility/flight to suburbs
- 70s Immigration Refugees

**UBC**
- ‘50s Student ministers funded by ABC
- ‘59 Shepherdson donation —> foundation
- 70s Paid soloists (Mears funding)
- 70s Inclusive Language

We began the first session by looking back over the past 200 years to explore UBC’s history and what has brought us to where we are.
## Wall of Wonder

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<td>• 80s Gay Rights, AIDS epidemic</td>
<td>• 90's Columbine</td>
<td>• '01 9/11</td>
<td>• Trump Era</td>
<td>• '20s Pandemic/Technology</td>
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<td>• '80s AIDS</td>
<td>• '80s Homophobia, AIDS</td>
<td></td>
<td></td>
<td>• '20 George Floyd</td>
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<tr>
<td>• '80s Nicaraguan politics</td>
<td>• '80s AIDS</td>
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<td></td>
<td>• '20s COVID/Zoom</td>
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<tr>
<td>• '80s Reaganism</td>
<td>• '80s AIDS</td>
<td></td>
<td></td>
<td>• '20 COVID</td>
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<tr>
<td>• '80s Homophobia, AIDS</td>
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<td>• Systemic racism</td>
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### LOCAL COMMUNITY

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<tbody>
<tr>
<td>• '83 Inclusive language</td>
<td>• '90s Dinkytown Development</td>
<td>• '07 35W Bridge Collapse</td>
<td>Gay pride parade &amp; festival Sanctuary movement and coalition</td>
<td>• '20 George Floyd</td>
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<tr>
<td>• South African divestment</td>
<td>• Families Moving Forward</td>
<td>• '08 35W Bridge fell</td>
<td></td>
<td>• '20 George Floyd murder</td>
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<tr>
<td>• Gospel According to Kermit</td>
<td>• Dinkytown reconstruction</td>
<td></td>
<td></td>
<td>• '20 George Floyd</td>
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<tr>
<td>• Relationship with Sister Church in Managua, Nicaragua</td>
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<td>• '20s Black Lives Matter, George Floyd murder &amp; uprising</td>
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### WORLD

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<tr>
<td>• RGR Membership</td>
<td>• Anti-racism efforts</td>
<td>• Trump Era</td>
<td>• '20 George Floyd</td>
<td></td>
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<tr>
<td>• Anti-racism efforts</td>
<td>• Regional Affiliation</td>
<td></td>
<td></td>
<td>• '20 George Floyd</td>
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<tr>
<td>• Regional Affiliation</td>
<td>• Refugee Support, Sanctuary mvmt</td>
<td></td>
<td></td>
<td>• '20s COVID</td>
</tr>
<tr>
<td>• Refugee Support, Sanctuary mvmt</td>
<td>• Tibby &amp; Donna...</td>
<td></td>
<td></td>
<td>• Systemic racism</td>
</tr>
<tr>
<td>• Acknowledgment of stolen land during call to worship</td>
<td>• Handbell Choir</td>
<td></td>
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<td></td>
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<tr>
<td>• Handbell Choir</td>
<td>• Madrigals</td>
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<tr>
<td>• Madrigals</td>
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### TRENDS

- Decline in church attendance
- Aging community
- Activism
- COVID implications
- Passionate response to turmoil
- Concern about accessibility (building/property)
- Great opportunity
- Mainstream (overall trend)
The Wave

Then, we used the image of a powerful ocean wave as metaphor to explore changes in our world that we need to consider.

What’s going on around us that we need to pay attention to as we move forward?

- **Emerging Swell**
  - Next generation
  - Radical ideas
  - Ideas beginning to build
  - Gaining energy, momentum

- **On the Horizon**
  - Trough
    - Disappearing / “Beached”
    - No longer relevant

- **Crest**
  - Tried and true, status quo
  - Foundational, mainstream ways
  - Standard Operating Procedures

- **Undertow**
  - Deep patterns which cause trouble, even in the midst of success
  - Caution: can drag us down
The Wave

What’s going on around us that we need to pay attention to as we move forward?

Horizon
- Need for robust grassroots communities of care & justice & mutual aid
- Aging cong. & attending needs
- Civilizational stressors: climate collapse, migration, politics, fragmentation, rise of fascism, tech acceleration that...
- Evolving perspectives on spirituality
- Role of tech in spirituality & church community
- New creations reaching out while maintain strengths
- People living virtually
- Gig/reimagined rental structure to intro & welcome ALL neighbors to space & value while providing different ...
- Pastoral successorship
- Intentional diversification
- New paradigm of relevance
- Trans activism

Emerging Swell
- Programs & support for families w/ young children
- Epidemic of loneliness & isolation
- Creative use of church bldg space
- Streaming
- Music, language, action speaking to under-40s
- Anti-racism
- Rising interest from younger family
- Anti-racism
- Dinkytown housing
- The SIGN

Crest
- Passion-led groups
- Newsletter “This Week @ UBC”
- Worship—joys & concerns, music, coming together
- Questioning/value of doubt
- Council
- Family feeling, interconnected
- Liturgical framework
- Sunday worship
- Inclusive language
- Joys & concerns
- Music programs
- Forums
- Music—non-traditional arts integration

Undertow
- Decrease of church “attendance” & associational priorities in U.S.
- Aging building
- Communication budget inadequate
- Being discouraged by small #s
- People over-stressed
- Music—not diverse
- Finances budget-bound ...
- Location (parking, demographics) (embracing?)

Trough
- Expectations/definitions of membership
- Some traditional parts of worship
- Whiteness
- Delegation & prioritization of people power
- Language: binary, colorism, militaristic...
- Finances on soloists
- Building use & upkeep
- Sunday school?
- Identification with “Baptist”
- Measure of church involvement w/ Sunday morning attendance (rather than hub of a multi-spoked wheel of involvement practices)
- Baptist label
- The evangelism question
- Need of new tech (decentralized)
- Joining 1st Congregational

Decreasing financial support
- Aging pop.
- Failure to increase #s
- Burnout
- Building demands
- Problem solving mindset
- Volunteers stressed
- Inadequate admin staff
- Confusion about HOW to be involved & share ideas
- Super politeness & not taking ourselves too seriously
Past-Present-Future

Building on the previous two workshops, we highlighted important items from our past, present, and future that might be crucial to our planning.

What from our past, present, and anticipated future will help inform our planning?

Past

Accomplishments

- Great standing in the community/national voice
- Queer affirmation
- Specific foci (per decade)
- Community, purpose
- Leading edge of progressive causes
- Immigration support
- Inclusive language
- Great leaders
- Music
- 170 year history!
- Great track record of trust
- Resilience/creativity
- Grants received
- Rain garden
- Accessibility basics
- Landry estate gift
- Connection to MSJ Ave
- Regional affiliation
- Congregational discernment exp.
- Passion groups
- Social justice

* Outreach
* L & F, MOW, FMF
* Everymeal
* Nicaragua
* Sanctuary work

Setbacks

- COVID
- Overcommitted people/burnout
- Sanctuary support/not enough people who care
- Apartment (not usable in current state)
- Denominational response to W&A stance
- Great ideas w/o considering the challenges: is this faith or foolishness?
- Loss of children’s program
- Ongoing loss of elders/age distribution
- Distance for members
- Chronic lack of growth
- Cultural attitudes toward LGBT (W&A position)
- Bldg repairs/upkeep
Strengths

- Great standing in the community/national voice
- Queer affirmation
- Specific foci (per decade)
- Community, purpose
- Leading edge of progressive causes
- Immigration support
- Inclusive language
- Great leaders
- Music
- 170 year history!
- Great track record of trust
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- Connection to MSJ Ave
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- Congregational discernment exp.
- Passion groups
- Social justice
  - Outreach
  - L & F, MOW, FMF
  - Everymeal
  - Nicaragua
  - Sanctuary work

Weaknesses

- COVID
- Overcommitted people/burnout
- Sanctuary support/not enough people who care
- Apartment (not usable in current state)
- Denominational response to W&A stance
- Great ideas w/o considering the challenges: is this faith or foolishness?
- Loss of children’s program
- Ongoing loss of elders/age distribution
- Distance for members
- Chronic lack of growth
- Cultural attitudes toward LGBT (W&A position)
- Bldg repairs/upkeep
**Risks**

- Building: cost & opportunity
- People power
- Fail to develop realistic plan and follow it
- Reliance on foundation funds (market/economic instability)
- Hiring/outourcing consultants $$
- Make the wrong choice
- Making a hasty, uninformed choice
- Nationalism & conservative Christianity
- Culture of religious apathy
- Changes in city infrastructure (dev’t and changes in street usage) w/decreased parking
- Decreased pledges as people die
- New people/ideas can run up against sacred cows: music, language, “property”
- Fear
- Climate change
- MN nice
- Invisibility in community
- People reaching age of dramatically ↑ needs
- Boiler
- Small details & feelings are valued over research

**Opportunities**

- God/faith
- Location: UM/new people
- Committed, caring group
- Pastoral call
- Diversification (people & practices)
- Talented group
- The Foundation
- Aligned in many core values
- Not dogmatic
- People are in great need of spiritual nourishment
- Mormon Parking Lot!
- Admin support
- Trans activism
- Students in the area
- “Marketing” outside neighborhood
- Ride-sharing (w/ other local cong)
- Hire mktg/comm./church growth specialist
- Build partnerships with like-minded churches (FCC, SAPUCC, MSJAME, JCDSON, CABRIN, St. Cecelias)
- Shared values (education, environmental issues, arts & music, migrant rights, spiritual exploration/questing
- Mutual
Practical Vision

Then, we moved into the rest of the discernment process, beginning with the end in mind: Where to we want to be? What would we want to move toward if there was nothing in our way?

What do we want to see in place in 2-5 years as a result of our actions?

IMAGINATIVE, SUSTAINABLE BUILDING PLAN

- More use of building space
- Plan for building made & begun to be implemented
- Financial plan that keeps UBC in our building thru 2060
- Building interior has been refreshed
- Building tech upgrade (sound, instruction, events, admin)
- Shuttle bus & driver (electric) (can charge on 13th Ave!)
- Cooperative ownership / mgmt of building (multi-faith, multi-racial, multi-abled, collaborative)
- Bldg as a community center with its own ID
- Building used by multiple congregations, musical groups
- Formulated short & long-term strategy for building maintenance
- Improvements to bldg.—solar, update spaces, fully rented/useable
- Plan to either maintain the building or move

THRIVING, DIVERSE, & COLLABORATIVE MUSIC PROGRAM

- Thriving music program
- Collaboration with U of M music students
- More diversity of musical styles in worship

REALISTIC GROWTH STRATEGIES

- Active membership of > 120
- 120 active members
- 20 more people in church each Sunday
- Growth—families, young people
- Strong, sustainable marketing / outreach
- Shuttle bus & driver (electric)
- Public narrative about who we are (invitationally with others)
- More effective welcoming & orientation of new people
- Found connection to/ways to involve student population

EFFICIENT & ACCESSIBLE ORGANIZATIONAL OPERATIONS (including staff & volunteers)

- Google drive/Open source of affinity groups; church council communications
- Smart use of grants & consultants
- Bookkeeper—office admin
- Volunteer assignments in manageable bite-size pieces (coordinator)
- Updated, searchable admin docs
- Grant writer → new income stream
- Collaborative info sharing tools
- Outsource & use tech to get admin work done more efficiently (U of M students)
- Partner with the U for help with duties around the church (build community)
Practical Vision
What do we want to see in place in 2-5 years as a result of our actions?

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<tr>
<th>RELATIONALLY INCLUSIVE MINISTRY, PARTNERSHIPS, &amp; LEADERSHIP</th>
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<tr>
<td>• Joint worship services with our sister church</td>
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<td>• A more multiracial congregation (including leadership)</td>
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<td>• A new pastoral leadership team</td>
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<td>• Robust international ministry partnerships</td>
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<td>• Meaningful relationships w/ Black a/o Native churches/ neighbors (art?)</td>
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<tr>
<th>CLEAR DEFINITION &amp; CLAIMING OF OUR IDENTITY &amp; OUR VOICE</th>
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<td>• Role-modeling a re-definition of love &amp; family in society over “Christianity”</td>
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<td>• Cultivation of a sense of wonder and reverence</td>
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<td>• Known for scholarly theological sermons &amp; discussions</td>
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<td>• Told our 175th Story including Pilgrim Baptist and Mother St. James AME</td>
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<tr>
<td>• Public narrative about who we are (invitationally with others)</td>
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<th>ACTIVE PARTICIPATION &amp; SUPPORT OF SOCIAL PROGRESS &amp; JUSTICE</th>
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<td>• Larger community hotspot for progressive activism (shared values)</td>
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<td>• Social justice passion groups tripled</td>
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<td>• Active membership on MN Council of Churches</td>
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<td>• Leading public voice for progressive issues</td>
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<td>• Land reparation in some form</td>
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<td>• Actively support vulnerable communities (women, immigrants, LGBT)</td>
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<tr>
<th>A SENSE OF BELONGING THROUGH INTERGENERATIONAL SUPPORT &amp; GROWTH</th>
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<td>• Brief quarterly informal, general family meetings</td>
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<td>• Intergenerational participation in activities</td>
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<td>• Children who call church home</td>
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<td>• More social activities</td>
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<tr>
<td>• More participation in annual &amp; midyear meetings</td>
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Underlying Contradictions

What is blocking us from moving toward our vision?

4. Not prioritizing professional marketing & communication has inhibited our sustainability & mission.

- Knowledge of how to market ourselves
- Ineffective communication/marketing
- Incomplete communication
- Narrow area demographics
- Unclear how to define and reach target audience
- No message of what our church is
- Unclear about the role of Jesus and our theological rootedness in church’s identity and mission
- Atmosphere of declining attendance
- Confusion about differences between being a church w/ a social justice mission and being a social justice non-profit
- Technology change fast and we don’t change with it
- Liberal/progressive (Baptist) in practice can appear narrow and off-putting (to some)
- Stumbling blocks to in-person attendance
- Low membership
- Limited empathy/understanding of other cultures
- “Church” is not a desirable social concept
- Our W&A commitment may alienate communities we want to work with
- Generational gap between leadership & potential new participants
- Aging membership
- Limiting activities/ministries to particular groups
- Conflicted attitude about diverse music

2. Perfectionism blocks development of strategic action plans & realistic expectations.

- If we don’t solve everything, we can’t solve anything
- Neglected near-future thinking about community & wider world (i.e., too much thinking of church’s future in a vacuum)
- Unrealistic hope of pleasing everyone
- Defining before acting
- Extensive & fragmented goals
- Narrow definition of “Diverse” in music & worship
- Unrealistic justice values (sister church, Latin focus, Black church)
- Complacency, comfort, & predictability
- Inaccessible music choices
- Overthinking blocking action
- Diversity of our own views/opinions
- Paralysis of analysis
- Unrealistically high expectations

1. The fear of losing us is causing a lack of consensus about the building and stopping the congregation from seeking long term solutions.

- Indecision about future of building
- Staying in the current building
- New location; attached to this building; organ, where we have been, huge step
- We don’t all see our building or our location as an asset
- Unimaginative building use
- Disproportionate balance of costs and resource to maintain building
- Outsized consumption of resources of all kinds devoted to building inhibits 1) growth (parking) 2) operations (extra staff, et. al.) 3) participation in social justice (members burned out due to handling building needs)

3. Imbalance between our human resources and congregational actions is interfering with the accomplishment of our internal operations and outreach missions.

- “Passion led” model is burning out
- Pastor-centric leadership
- Dismissive attitude re: ops
- Weariness by some in leadership
- Depleted energy; spread too thin
- High/unrealistic expectations of volunteers (e.g. officer positions)

How can we reach our destination unless we clear the blockages in the road? We explored the ways we prevent ourselves from realizing our vision.
Key Directions

What innovative, substantial actions will deal with the underlying contradictions and move us toward our vision?

- **REFOCUSING PEOPLE & POWER**
  - Expand paid Admin role
  - Increase visibility to connect with a wider community
  - Revisit laity work and structure

- **SOLVING BUILDING ISSUES**
  - Identify & clarify emotions & ideas, especially building
  - Assess building challenges & opportunities

- **OPENING OUR DOORS WITHIN & WITHOUT**
  - Generate creative ideas
  - Empower diverse groups in us and with us
  - Expand building uses

With the contradictions identified, we developed areas of action to help focus our energy and begin to shift the blockages and move us forward.
### Increase Visibility to Connect With a Wider Community
- Fund marketing positions w/ foundation
- Marketing operations specialist & empowered team
- Connect w/ Arboretum and other garden groups to highlight rain garden
- Hire a marketing or communications person
- Job description for combining marketing professional and admin. Assistant ➔ hire
- Tell our stories in social media: Instagram, Tik Tok, X, etc.
- Commit advertising budget to our story as a sanctuary community (trans, reproductive rights, etc.)
- Create marketing objectives for marketing hire
- Outline how-to forums
- Hire someone (marketing)
- New corner sign (electronic?)
- Promote our volunteering
- Interview/visit: why are people new?

### Revisit Laity Work & Structure
- Create job descriptions for 2024-25 council positions
- “Coordinators” instead of officers
- “Pop-up” work groups
- Reframe what UBC teams do to be more outwardly directed
- Trimmed down org structure
- Reframe “passion led” to “stewardship led”

### Expand Paid Admin Role
- Expand admin position (light marketing, increase online)
- Hire more Admin help
- Rework staffing with a focus on outreach
- Job description for Admin

### Identify & Clarify Emotions & Ideas, Especially Building
- Forum on Bldg Concerns & Ideas
- Explore the fear of disbanding if we relocate. Start the exploration with a focused survey.
- Forum time to discuss fear concerns

### Assess Building Challenges & Opportunities
- Investigate National Historic Registry
- Contact Partners for Sacred Spaces
- Cost of building upkeep (viability) vs. potential proceeds from sale ➔ reinvest now)
- What other churches do? Visit/interview
- Combined mtgs w/ 1st Congregational leadership & UBC council to investigate shared ministries

### Generate Creative Ideas
- Expand admin position (light marketing, increase online)
- Hire more Admin help
- Rework staffing with a focus on outreach
- Job description for Admin

### Empower Diverse Groups In Us & With Us
- Ads on trans/queer resource sites
- Naming ceremonies
- Diverse aligned on-/off-site partners (aligned wants, energy, needs)
- Create robust relationship with students/departments at U of M—mutually beneficial
- Target audiences, Queer community, Student community
- LGBTQ+ focused outreach—esp. Trans.; contact PFLAG, etc.
- Anti Racism Retreat

### Expand Building Uses
- Expand services during the week geared to various groups: seniors, families, etc.
- Use whole property (we outside!) all seasons and reasons
- Increase events that have food
First-Year Accomplishments

For each area of action, we reflected on our advantages and limits, identified measurable signs of success, and brainstormed actions for Year 1.

<table>
<thead>
<tr>
<th>Success Indicators</th>
<th>Measurable changes we will see in 2-3 years as evidence of our success</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>1. less white</td>
</tr>
<tr>
<td></td>
<td>2. more younger</td>
</tr>
<tr>
<td></td>
<td>3. higher attendance</td>
</tr>
<tr>
<td></td>
<td>4. full building usage</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Possible 12-Month Accomplishments</th>
<th>that build on our advantages and acknowledge our limits</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>hire someone(s)</td>
</tr>
<tr>
<td>2.</td>
<td>all social media updated and maintained</td>
</tr>
<tr>
<td>3.</td>
<td>grants written and obtained</td>
</tr>
<tr>
<td>4.</td>
<td>15 new members</td>
</tr>
<tr>
<td>5.</td>
<td>laity work structure revamped</td>
</tr>
<tr>
<td>6.</td>
<td>ongoing ad placed in Lavender magazine</td>
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<td>7.</td>
<td>leadership position descriptions communicated in online, shareable format</td>
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</table>

**REFOCUSING PEOPLE POWER**

<table>
<thead>
<tr>
<th>Present</th>
<th>Advantages</th>
<th>Limitations</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Strengths</td>
<td>Weaknesses</td>
</tr>
<tr>
<td></td>
<td>of the congregation that will promote successful implementation</td>
<td>of the congregation that may hinder successful implementation</td>
</tr>
<tr>
<td></td>
<td>+ wisdom, commitment</td>
<td>- time limitations</td>
</tr>
<tr>
<td></td>
<td>+ experience</td>
<td>- perfectionism</td>
</tr>
<tr>
<td></td>
<td>+ courage</td>
<td>- traditionalism</td>
</tr>
<tr>
<td></td>
<td>+ talent</td>
<td>- finances</td>
</tr>
</tbody>
</table>

**Future**

<table>
<thead>
<tr>
<th>Benefits of successful implementation</th>
<th></th>
<th>Dangers or unintended consequences of successful implementation</th>
</tr>
</thead>
<tbody>
<tr>
<td>growth</td>
<td>△ logistics</td>
<td></td>
</tr>
<tr>
<td>more efficient operations</td>
<td>△ resources</td>
<td></td>
</tr>
<tr>
<td>new voices</td>
<td>△ parking crisis</td>
<td></td>
</tr>
<tr>
<td></td>
<td>△ lack of consensus</td>
<td></td>
</tr>
<tr>
<td></td>
<td>△ not knowing everyone</td>
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</tr>
</tbody>
</table>
# First-Year Accomplishments

## SOLVING BUILDING ISSUES

<table>
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<tr>
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<td><strong>Strengths of the congregation that will promote successful implementation</strong></td>
<td><strong>Weaknesses of the congregation that may hinder successful implementation</strong></td>
</tr>
<tr>
<td>+ Patrick &amp; Doug</td>
<td>- 100 yr. old building</td>
</tr>
<tr>
<td>+ courage</td>
<td>- hidden costs, unknown</td>
</tr>
<tr>
<td>+ garden team</td>
<td>- lack of parking</td>
</tr>
<tr>
<td>+ large, available square footage</td>
<td>- large, available square footage</td>
</tr>
<tr>
<td>+ custodial apartment</td>
<td>- assumptions</td>
</tr>
<tr>
<td>-</td>
<td>- boiler</td>
</tr>
</tbody>
</table>

### Present

**Success Indicators** *(Measurable changes we will see in 2-3 years as evidence of our success)*

1. decided where we’re going to be & how it will be funded
2. resolved parking crisis; found adequate access
3. more butts in seats
4. sustainability

### Possible 12-Month Accomplishments *(that build on our advantages and acknowledge our limits)*

1. financed architects report
2. investigated national register of historic places
3. submitted grants (if appropriate)
4. received marketing/sales analysis
5. contacted partners for sacred space
6. determined approximate cost of alternative site
7. collected info about congregational building needs

### Future

**Benefits of successful implementation**

- great community resource
- less worry
- safe space
- increased financial stability

**Dangers or unintended consequences of successful implementation**

- tenant relationships
- interpersonal conflict
- may discover it was unsustainable
- obligation to ongoing maintenance

For each area of action, we reflected on our advantages and limits, identified measurable signs of success, and brainstormed actions for Year 1.
## First-Year Accomplishments

### OPENING OUR DOORS WITHIN & WITHOUT

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</tr>
<tr>
<td>+ love</td>
<td>- ego</td>
</tr>
<tr>
<td>+ welcoming</td>
<td>- perfectionism</td>
</tr>
<tr>
<td>+ creativity</td>
<td>- biting off more than we can chew</td>
</tr>
<tr>
<td>+ space</td>
<td>- culture of white supremacy</td>
</tr>
<tr>
<td>+ glad to be woke</td>
<td>- lumping all diverse groups into “diversity”</td>
</tr>
</tbody>
</table>

### Success Indicators
*Measurable changes we will see in 2-3 years as evidence of our success*

1. increased regular attendance
2. increased engagement
3. bold initiatives tried, succeeded or failed
4. more comfortable with the word “oppression”
5. a lot of people who need a place have found a place

### Possible 12-Month Accomplishments
*that build on our advantages and acknowledge our limits*

1. advertised in Lavender
2. advertised in Minnesota Daily
3. advertised in Women’s Press
4. contacted Trans-support organizations
5. two forums/presentations from Trans organizations
6. visited Mother St. James
7. at least two joint events held with Mother St. James
8. concrete plan for repair and reparations for indigenous community completed
### Refocusing People Power

<table>
<thead>
<tr>
<th>Current reality</th>
<th>1st Year accomplishments</th>
<th>Success indicators</th>
</tr>
</thead>
<tbody>
<tr>
<td>+ wisdom, commitment</td>
<td>hire someone(s)</td>
<td>+ less white</td>
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<td>+ courage</td>
<td>all social media updated &amp; maintained</td>
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<tr>
<td>- time limitations</td>
<td>15 new members</td>
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<tr>
<td>- perfectionism</td>
<td>layoffs work structure revamped</td>
<td></td>
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<tr>
<td>- finances</td>
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<tr>
<td>+ growth</td>
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<td></td>
</tr>
</tbody>
</table>

### Opening Our Doors Within and Without

<table>
<thead>
<tr>
<th>Current reality</th>
<th>1st Year accomplishments</th>
<th>Success indicators</th>
</tr>
</thead>
<tbody>
<tr>
<td>+ love</td>
<td>advertised in Lavender</td>
<td>+ regular attendance</td>
</tr>
<tr>
<td>+ welcoming</td>
<td>advertised in Minneapolis Daily</td>
<td>+ engagement</td>
</tr>
<tr>
<td>+ creativity</td>
<td>advertised in Women’s Press</td>
<td>bauld initiatives tried, succeeded or failed</td>
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<td>contacted Trans-Support orgs.</td>
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<td>two forums presentations from Trans organizations</td>
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<td>- ego</td>
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<td></td>
</tr>
<tr>
<td>- perfectionism</td>
<td>at least two joint events held with Mother St. Jos</td>
<td></td>
</tr>
<tr>
<td>- being at more than we can chew</td>
<td>concrete plans for repairs &amp; renovations for indigenous community; completed</td>
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</tr>
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### Solving Building Issues

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<td>+ garden-team</td>
<td>submitted grants (if appropriate)</td>
<td>+ more events in seeds</td>
</tr>
<tr>
<td>+ large, available 5k footage</td>
<td>revised marketing/sales analysis</td>
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</tr>
<tr>
<td>+ custodial apartment</td>
<td>contacted partners</td>
<td>+ have sustainability</td>
</tr>
<tr>
<td>+ 100 yr. old building</td>
<td>for secret space; appropriate</td>
<td></td>
</tr>
<tr>
<td>+ hidden costs unknown</td>
<td>architectural drawings</td>
<td></td>
</tr>
<tr>
<td>+ lack of parking</td>
<td>+ large available 5k footage</td>
<td></td>
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<tr>
<td>+ insufficient</td>
<td>Contingent may occur</td>
<td></td>
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<tr>
<td>+ boiler</td>
<td>as undesirable</td>
<td></td>
</tr>
<tr>
<td>- great community</td>
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<tr>
<td>- obligation to ongoing maintenance</td>
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<td></td>
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<tr>
<td>- financial stability</td>
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</tbody>
</table>

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25
### First-Year Timeline & Assignments

**OVERALL COORDINATOR:** Claire

<table>
<thead>
<tr>
<th>Quarter I</th>
<th>Quarter II</th>
<th>Quarter III</th>
<th>Quarter IV</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jul-Sep</td>
<td>Oct-Dec</td>
<td>Jan-Mar</td>
<td>Apr-Jun</td>
</tr>
</tbody>
</table>

**Staffing plan & strategy** (Personnel Committee, 9/30)

- Ongoing Ad Placed in Lavendar & Women’s Press Magazine (John, 9/1)
- Grants Written and Obtained (Megan/Grant writing team, 11/30)
- Leadership position descriptions communicated in online, shareable format (Council, 11/1)

- All Social Media Updated and Maintained (Trista or Mktg, 3/1/25)
- Hired someone(s) (Personnel Committee, 12/31)
- Laity Task Force Formed to revisit work structure (Betsy/Karole)

- 15 New Members Joined (6/30/25)
- Laity work structure revamped (Year 2?)

**Contacted partners for Sacred Space** (Carrie, 6/1)

- Investigated National Register of Historic Places (Council, 7/1)
- Form Building Task Force (Carrie, 8/1)
- Submitted Grant Applications (Grant team/Megan, 9/15)

- Received marketing/sales analysis (Carrie/Task Force/Council, 10/1)
- Financed Architect’s report to stay (Council, 12/1)
- Collected Info about Congregational Building Needs; forums, survey, feelings intensity (Terri-survey/Trish/Jean, 12/1)

- Determined approximate cost of alternative site (Carrie)

**Contacted Trans-support orgs to be listed** (Betsy/Deidre, 6/1)

- Visited Mother St. James (Doug/Deidre, 5/18 event; fall event there with them? By Thanksgiving?)
- Advertised in Lavendar (John M/Deidre, 5/29, 10/16); John getting info; wedding issue in Oct.
- Advertised in Women’s Press (Sep/Oct election)
- Advertised in MN Daily (Forum Coordinator/Deidre, 8/20)

- Contact MCC re: reparations
- Visit Dakota Hocokatati for cong. Learning (Laura)

- Held at least two joint events with Mother St. James (Doug, by Aug 1); convo re: desire/event plan
- Hosted two forums/presentations from Trans orgs (In touch w/ Trevor & Myrtle, May 12; forums during ’24-’25 yr) (Betsy)
- Completed concrete plan for repair and reparations (research other congregations, MN Council of Churches, asking indigenous communities; speaker at UBC forum from MCC; Jim Bear Jacobs; hocokatati, visit exhibit) ’24-’25 yr forums (Council)
90-Day Priorities

Recognizing that we can’t do everything, we prioritized our actions for the first quarter.

If we can only do one thing this quarter, what will it be?

1. Staffing plan & strategy

If we can do two more things, what will they be?

2. Form building task force

Three more things?

3. Advertise in Lavender

4. Contact Trans-support organizations

5. Visit Mother St. James

6. Grants written & submitted
<table>
<thead>
<tr>
<th>Key Direction</th>
<th>Measurable Accomplishment (WHAT)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Intent (WHY)</td>
<td>Start Date:</td>
</tr>
<tr>
<td></td>
<td>End Date:</td>
</tr>
<tr>
<td>Implementation Steps (How)</td>
<td>WHO</td>
</tr>
<tr>
<td>1.</td>
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<td>2.</td>
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<td>6.</td>
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<td>7.</td>
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</tr>
</tbody>
</table>

Coordinator

Team Members

Collaborators/Partners

Evaluation Measures

Budget/Resources

Next Meeting Date
Quarterly Evaluation and Planning Rhythm

Participants: Those involved in the planning and implementation
Goals: To assess accomplishments and plan for the next period; to re-energize individuals and teams
Product/Outcome: Clearly-defined tasks and roles for the next period

<table>
<thead>
<tr>
<th></th>
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<tbody>
<tr>
<td></td>
<td>Plan for next 90 days: Place measurable accomplishments on the quarterly timeline; develop 90-day action plan (implementation steps) for each accomplishment</td>
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<tr>
<td></td>
<td>2-3 hours</td>
<td>2-3 hours</td>
<td>2-3 hours</td>
<td>Half-day</td>
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</table>

How will we evaluate our progress? This is a template for holding quarterly evaluation and planning sessions.
## 12-Month Accomplishments

<table>
<thead>
<tr>
<th>Key Direction</th>
<th>Success Indicators</th>
<th>Possible 12-Month Accomplishments</th>
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<td><strong>Advantages</strong></td>
<td><strong>Limits</strong></td>
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<tr>
<td><strong>Future</strong></td>
<td><strong>Benefits</strong></td>
<td><strong>Dangers</strong></td>
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</table>

**Success Indicators**: *Measurable changes we will see in 2-3 years as evidence of our success*

1. 
2. 
3. 
4. 
5. 
6. 

**Possible 12-Month Accomplishments**: *that build on our advantages and acknowledge our limits*

1. 
2. 
3. 
4. 
5. 
6. 
7. 
8. 
9. 
10.
<table>
<thead>
<tr>
<th>Key Direction</th>
<th>Q1</th>
<th>Q2</th>
<th>Q3</th>
<th>Q4</th>
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90-Day Priorities

*Decide the most important accomplishments for the quarter and build excitement for moving forward*

If we can only do one thing this quarter, what will it be?

If we can do two more things, what will they be?

Three more things?

1.

2.

3.

4.

5.

6.
Date:                                      Team:

1. What happened?  What we accomplished, what didn’t get done, etc.

2. High Points  What went well?

3. Low Points  Where did we struggle?

4. What have we learned?  Key insights, takeaways

5. Plan for moving forward?  Next steps

6. Assignments  Who will do what & by when

7. Next meeting: