



# **7 Objectives Initiatives and Next Steps**

[Draft]

February, 2021

HOUSE OF HOPE PRESBYTERIAN CHURCH

## **7 Objectives**

1. Establish and implement a HOH Master/Site Plan that reflects our desire to be a hospitable and welcoming community.
2. Create and implement a HOH Master Financial Plan.
3. Develop and expand programs for children, youth, family, and adults.
4. Create dynamic new partnerships and programs to further our spiritual life through music, arts and adult education.
5. Update our governance system to be relevant to our current and future needs.
6. Take bold and courageous action to advance diversity, religious pluralism, social justice and environmental stewardship.
7. Capitalize on new technologies to engage prospective and current members.

## Objective 1: HOH Master Site Plan

*As we imagine a master site plan at House of Hope in the next ten years, the following are the initiatives we believe are important to address:*

- Initiative 1:** Regarding capital campaign, implement strategies to get input from many stakeholders within the church before making major renovation decisions. Do no harm - be sure to preserve architectural wonders and beautiful spaces throughout any renovation, Kirk Parlour, the Garth, the Sanctuary. HVAC is a major priority, but congregation needs to be aware of other infrastructure issues - windows, catering kitchen, electrical updates, and technical updates.
- Initiative 2:** Use technology to connect the community with the indoor space and activities and improve technology/wifi.
- Initiative 3:** Improve accessibility, especially to 2nd floor/elevator.
- Initiative 4:** Prioritize outdoor spaces, particularly in light of the pandemic- outdoor spaces may get used more in the near future. Improve flow of people from Portland Ave. to the rest of the church which will help promote a sense of welcome and invitation.
- Initiative 5:** We need to think out of the box with respect to adding financial resources over the long term, i.e. partnerships, increasing membership, etc.

## Objective 2: Master Financial Plan

*As we imagine a master financial plan at House of Hope in the next ten years, the following are the initiatives we believe are important to address:*

**Initiative 1:** Establish a Capital Reserve Fund, separate from the endowment, to ensure future capital availability for replacing and repairing our facilities and systems.

**Next Steps:** Determine sources of funding (in process); develop and approve spending policy; set up fund upon approval.

**Initiative 2:** Create a culture within the House of Hope community which supports a long term approach to planning, and long term commitment to stewardship through multi-year pledges addressing annual operating, mission and capital expenses.

**Next Steps:** Identify the elements of such a culture and conduct a planning study to determine the potential for positive congregational response.  
Effectively communicate and roll-out the plan.

**Initiative 3:** Develop a better understanding of three key segments of our congregation, the “virtual” community, the Anchor Society and our youth, in order to create opportunities and provide motivation for them to participate financially in the vision and mission of House of Hope.

**Next Steps:** Identify how each group’s needs, interests, hopes and aspirations align with the vision and mission of House of Hope. Develop and implement a plan to effectively communicate with and engage them.

**Initiative 4:** Develop an approach to stewardship that expresses all aspects of our total expenses in terms of our vision, mission and aspirations in order to sustain and increase financial support of current and future programming.

**Next Steps:** Meet/discuss with Stewardship Committee.

## **Objective 3: Children/Youth/Adult Expanded Programs Plan**

*As we imagine children, youth, and adult programming at House of Hope in the next ten years, the following are the initiatives we believe are important to address:*

**Initiative 1:** Youth and family growth in the 30-50 age range.

**Next Steps:** Work on expansion of the youth program and have programs for young adults. Create more activities for people to attend and get to know each other and a place for them to meet. What this might look like- Wednesday suppers, group volunteer opportunities, programming offerings advertised beyond current members to seminary students, college students, young families; Kiera's "date night" child care opportunity was awesome pre-pandemic.

**Initiative 2:** Stronger programs for learning and growth in Children, Youth, and Adult areas.

**Next Steps:** To have these programs it would be good to initiate activities for the age groups to converse and get a collective idea of what that particular group is looking for and tailor the programs so that they touch on topics that the group is interested in. A scholar in residence, courses taught by experts in their fields, and a mailed brochure with offerings for each quarter. In view of our increasingly multicultural, multi-religious landscape it might be good to consider a world religions piece in the confirmation curriculum, or perhaps for senior high, and think of learning experiences and projects that could be shared by adults and youth. Make phone calls and touch base with individuals.

**Initiative 3:** Build and foster needed spaces. We would love to have improved spaces for arts (studio/music rooms (recording room?)), youth groups rooms, Day Care, Elder Care (new building on one of parking lots), community stage, community gathering, glass enclosed space on Summit to allow for welcoming facade, multi-generational eating and gathering space, a building of senior care facility/daycare/expanded youth spaces, the development of multi-generational & community engagement opportunities/programming for the greater community as well as our congregation.

**Next Steps:** Review of Architect's plans already completed as well as interviewing churches who have added/remodeled spaces. Take a look at the layout of the church and think of ways to utilize the space. Make touch ups and rearrange areas to be more inviting. Outdoor spaces: basketball hoop; long term: participate in capital campaign and weigh in on which spaces get funded and how the spaces are outfitted.

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#### **Initiative 4:** Multi-generational

**Next Steps:** Continue to work on programming for the youth and children programming and branch out to the 20-50's.

Keep the programming so that all can have a part in the church and participate at a level they are comfortable with.

Holiday parties, talent shows, dinners, line dancing "Hoe Down" party, free lunch for college and seminary students, after church lunch, other fellowship. Parents of kids of all ages want to socialize and let their kids be able to run somewhat free and/or have programming opportunities. Even for parents who don't subscribe to helicopter parenting, modern parenting puts a lot of pressure to be constantly available for one's kids and make sure kids aren't getting in trouble. Church should be a relatively safe place that kids and parents can have their own communities and adult and elder role models available who aren't the parents.

#### **Initiative 5:** Institutional Communication

**Next Steps:** Create something similar to Stephen Ministry, but for the youth.

Have multiple people in the church be available to youth for questions or help when they don't want to seek it from their parents/family members.

To have that safety net to let others know that they have a safe space to speak and be heard/helped.

## Objective 4: New Partnerships and Programs Plan

*As we imagine new partnerships and programs at House of Hope in the next ten years, the following are the initiatives we believe are important to address:*

**Initiative 1:** Expand non-worship programming of HOH, targeted at young adults. Combine with a “social something”, for example a gathering at a craft brewery.

- Next Steps:**
- a. Research appealing venues.
  - b. Need to identify topics of interest.
  - c. Co-sponsor with a community organization.

**Initiative 2:** Keep our congregation from “dying off” by conducting research to determine pattern of member loss. Validate our question and then find out why the demographic of 25 – 50-year-olds have left HOH in the past (X number) of years (e.g., 2015 – 2020).

- Next Steps:** Learn who is the data gatekeeper.

Determine what and how other thriving congregations (mainline and others) are doing to attract and retain new membership in the demographics as noted above.

- Next Steps:** Contact members of the Membership Development Committee.

**Initiative 3:** Establish an alternative worship service on different day of the week that creates an enlivened culture, music, using community music resources, including groups external to the church.

- Next Steps:**
- a. Interview Aaron David Miller for input and ideas.
  - b. Determine other potential information options.

**Initiative 4:** Partner with community organization(s) in our neighborhood to create deeper relationships beyond House of Hope’s philanthropy activities.

- Next Steps:**
- a. Identify organizations.
  - b. Engage to determine any shared mission.  
Ideas suggested: Rondo related such as re-thinking I-94, Macalester, Chamber of Commerce, other neighborhood groups.
  - c. Explore establishing partnership agreements.

**Initiative 5:** Restore and/or recreate a culture of high-value internal partnerships within the House of Hope that focus on member connectivity and sociability.

- Next Steps:**
- a. Gain commitment from pastoral staff leadership for this action in order to assign as priority responsibility.
  - b. Integrate with the work of the Membership Development Committee to assure efforts are not duplicative but coordinated and action-oriented.
  - c. Meet with the pastors and membership development committee to gain commitment.

## Objective 5: Governance Plan

*As we imagine governance at House of Hope in the next ten years, the following are the initiatives we believe are important to address:*

Note: These initiatives are to read as if they are achieved in 2030.

**Initiative 1:** Governance at House of Hope is more diverse than in the past, reflecting our future as a living, growing community of Saint Paul and its surrounding communities.

**Next Steps:** Build strong partnerships with diverse communities through shared worship; encourage our members to visit other nearby churches to form new alliances; invite communities of color to share musical traditions and artists in our services; and turn worship outward from the building into the community at large.

**Initiative 2:** House of Hope Bylaws and Organizational Manual have been reviewed and updated to ensure that HOH's governance structure is reflective of current needs and is a governance structure that inspires and facilitates growth and community of HOH. These two documents have also been compared to the Book of Order to ensure compliance – there are times when HOH chooses to meet the standards presented there, and in some cases, HOH chooses a higher standard.

**Next Steps:** a. Research the following: what other similar churches use as a governance structure (number of boards, how they report to each other - also - number of and kinds of committees, and how they relate to each other.); speak with/survey congregation for thoughts on governance structure; and speak with Co-Pastors for their thoughts on what structure might work best for HOH.  
b. Review this information and identify a structure that will enhance HOH's ability to carry out its mission and 7 major objectives over the next 10 years.  
c. Determine what process of implementation would be best to use to create excitement and buy-in for the new structure to help ensure its success!

**Initiative 3:** The Nominating Committee is able to easily recruit the needed members to serve as Deacons, Elders and Trustees.

**Next Steps:** a. Determine why finding enough Deacons to serve has been problematic and work to address the barriers. (We know that ushering can be a barrier, are there others - such as the length of a term? Perhaps consider inviting all HOH members to serve as ushers – with Deacons serving as team captains.)  
b. Make sure the boards are the right size for our congregation's future needs.  
c. Look at our committee structure. Can we compress some committees together? Will it work to have fewer board members and more congregation members serve on committees?

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**Initiative 4:** Create and implement a communications plan to inform and encourage congregation members to serve.

- Next Steps:**
- a. Review what communications plans are already in place and make sure they are fully implemented.
  - b. Schedule quarterly meetings of committee chairs (and perhaps others) to share ideas, plans, and to evaluate new ideas. Use Zoom or virtual meetings and other technology to encourage good attendance.
  - c. Be deliberate about communication to all boards, committees and congregation.

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## **Objective 6: Social Justice/Diversity/Environmental Stewardship Plan**

*As we imagine social justice, diversity and environmental stewardship at House of Hope in the next ten years, following are the initiatives we believe are important to address:*

Note: Initiatives are numbered for reference purposes only and not in order of priority. These initiatives are to read as if they are achieved in 2030.

**Initiative 1:** All substantial decisions related to the 1-7-75-175 activities and funding were made through the lens of Social Justice, Diversity, Anti-racism, and Environmental Stewardship considerations. A staff point person coordinated these considerations and decisions.

**Next Steps:** After refining this objective with the Peace & Justice Committee, propose it to the Strategic Action Committee.

**Initiative 2:** Through institutional commitment and member activism in housing equity, healthcare access, racial equity, and criminal justice, we are a leading Saint Paul advocate for social justice reform.

**Next Steps:** Continue our dialogue with the organization ISAIAH (<https://isaiahmn.org>) to consider joining/partnering with them or another nonpartisan, advocacy organization.

**Initiative 3:** To curb climate change, we have attained carbon neutral status through conservation, purchasing or producing clean energy, and offsetting carbon emissions.

**Next Steps:** Sign up House of Hope for the renewable energy program Windsource.

**Initiative 4:** We have increased awareness and involvement of current, new, and prospective members in community outreach with collaborative partners.

**Next Steps:** Create a document that provides a one-page description of each of the approximately 25 nonprofit organizations supported through House of Hope's Mission Outreach Committee.

**Initiative 5:** We have increased understanding of other Christian communities, as well as different faiths, through regular dialogue forums and education series that are accessible to and relevant for all ages of our members as well as the broader community.

**Next Steps:** Work with the Adult Ministry Committee to set up an education series in 2021 that provides dialogue with speakers from a Christian community or communities whose views are different from House of Hope's.

## Objective 7: Technology Plan

*As we imagine technology at House of Hope in the next ten years, the following are the initiatives we believe are important to address:*

**Initiative 1:** Appeal to a wider virtual audience.

- Next Steps:**
- a. Do we want a wider audience?
  - b. What are membership goals?
    - can this be one of several tools to increase membership?
    - better involvement of a wider group of people
  - c. Focus on people who can be active members vs “watchers”.
  - d. Shareable and highlights, i.e. donation button – make giving easy.

**Initiative 2:** Leveraging technology better in the building.

- Next Steps:**
- a. Ability to attend meeting in person and virtually.
  - b. Figure out what technology actually works for our audience.
  - c. Dedicated device that makes it easy for people to “attend” events,  
i.e. Facebook portal.

**Initiative 3:** Higher level of creativity broadcasting services – more than just a camera in the room.  
Also as it might pertain to smaller services and educational programs.

- Next Steps:**
- a. Find dedicated person to handle – explore options for funding.
  - b. Identify in the directory, people’s jobs and how they can be helpful.
  - c. More interactivity – how do we make it more interactive?

**Initiative 4:** ‘Geek squad’ at church for members. Team to assist members to make sure they have ability to access services at HOH.

- Next Steps:**
- a. Leverage youth group to provide technological services to older people – connect youth to the older members.
  - b. Adult enrichment programs to help with technology.

**Initiative 5:** Identifying technological assets currently and needed, including audio & visual assets in the church. Great Hall needs help.

- Next Steps:**
- a. Focus on the Assembly Hall & Great Hall – what are we using, who can help us to make it better?
  - b. Can this be done with HVAC improvements; incorporate with Master Site Plan?