

CALVARY LUTHERAN CHURCH

MAY 2022

# CALVARY LISTENS



**PREPARED AND PRESENTED BY**

CALVARY EXPLORE TEAM

# TABLE OF CONTENTS

2	Goal of Calvary Listens
3	Listening to the Community
7	Listening to the Congregation
14	Recommendations for Action
15	Recommendations for Action - Worship
17	Recommendations for Action - Faith Formation
19	Recommendations for Action - Service
A	Attachment A: Community Interviews
B	Attachment B: Congregational Data

---

# GOAL OF CALVARY LISTENS

As our Church returns to in-person worship after 2 years of pandemic, the Calvary Church Leadership determined it was necessary to form an Explore Team to work on a strategic plan. Shortly after the Explore Team was formed, Pastor Genelle Netland, the senior pastor at Calvary, was recruited to a new position. Interim Pastor Sue Tjornehoj arrived to lead Calvary through the transition time, and was ready to provide leadership to re-start the strategic planning process.

As Calvary resumed programming, the leadership wanted to hear about trends in the Bemidji community, the Church, and from as many congregational members as possible to plan for Calvary's future direction. The Explore Team set an ambitious goal of starting the listening process during Lent and completing it by Easter. Over a 3 week period, 32+ identified community leaders were interviewed. Questions were asked to gain perspective, understand needs and hear where Calvary might be able to engage and serve the Bemidji Area community. After the Listening to the Community process wrapped up, the Explore Team organized and facilitated a Listening to the Congregation process. This process involved structured listening sessions facilitated by Larry Kent in which every participant was able to provide their ideas and perspectives on a variety of church issues, hopes, and goals. The Explore Team took this information and summarized it. Following are summaries of what we heard. This report provides some ideas and recommendations the Explore Team has for the Church Council to consider as they look to the future of Calvary.

All documents that informed this report are added at the end as attachments.

## EXPLORE TEAM MEMBERS

- Rebecca Snyder, Committee Chair
- Ron Gladen
- Adrienne Eickman
- Titus Brue
- Alison Tisdell
- Cheryl Harms
- Beverly Hodgson
- Larry Kent
- Nichole Bieberdorf, Council Chair
- Pastor Susan Tjornehoj

---

# LISTENING TO THE COMMUNITY

## WHO WAS INTERVIEWED?

Over 32 interviews were conducted for the Listening to the Community portion of the process. Team members interviewed leaders in the community from organizations including: government, school board, higher education, business, nonprofits, and more. Summarized below are the questions that were asked.

## WHAT ARE THE TRENDS THAT YOU ARE SEEING IN YOUR ORGANIZATION? IN THE COMMUNITY? WHERE/WHAT ARE THE GREATEST CHALLENGES? THE GREATEST NEEDS?

A few areas of need in the community stood out in the responses:

**Workforce shortages:** The critical need for workers, as workforce shortages and increasing wages are putting a lot of stress on systems. Schools, police, business owners, non-profits, health care – all are experiencing workforce challenges.

**Homelessness, drug use, community violence and affordable housing:** Bemidji is experiencing a huge increase in opioid-related deaths and overdoses. Coupled with the drugs is the increased violence being seen in pockets of Bemidji where lack of affordable housing pushes people into dense housing situations that are inadequate. There are not enough resources to adequately serve homeless youth and families. Organizations serving this population are at capacity. Police and other organizations reported regular incidences of families with children sleeping in cars, or being part of a transient lifestyle of going from one couch or residence to another.

In addition to these three areas, the underlying factors of people not getting their basic needs met include: food, shelter, health care and transportation. When these basic needs are not met, they can exacerbate mental health issues and other underlying challenges.

The needs across our community have increased in all areas as a result of COVID. Youth need more mentoring and guidance, families need more support, businesses and community agencies are lacking workers, people seem to need to relearn how to interact with one another.

**“Covid years have meant increased numbers of lost members, people who don't bother going to church, divisiveness, and self-isolation. Youth feel hopeless about environmental issues, have lost a year of education including social maturing, and are less likely to build new relationships. Church members increasingly don't feel connected to their churches or the denomination”**

---

# LISTENING TO THE COMMUNITY

## WHERE ARE THE GREATEST OPPORTUNITIES FOR PARTNERSHIP IN THE BEMIDJI COMMUNITY? WITH OTHER FAITH COMMUNITIES?

This question was difficult for many to answer but those who did suggested possible areas of collaboration. A sentiment that was regularly expressed was a desire for all churches, across denominations, to be more collaborative and responsive to community needs together, especially in the following areas:

- Addressing Racial Justice, Equity and Diversity, and Poverty
- Partnering with agencies serving the most in need: the homeless, the hungry, the underserved youth.
- Helping the community understand where the needs are and how they can volunteer to help.
- Partnering, not competing, in providing programs and services to the community.
- Looking for ways to intentionally stand in the gaps of need with a consistent approach of service.

**“Work together to destigmatize homelessness. Work on transportation and a shelter shuttle. Sit at the table with city and county governments, United Way, commissioners, etc. to work on region-wide issues of housing and mental health services. Faith communities can get out of the pews and 'stand in the gap'. Provide leverage and social capital.”**

Other Partnerships mentioned for Calvary in particular:

- With the Native Community through use of facilities, possible community activities/programming and intentionality about being a resource.
- With the students at BSU, to do more partnering, hosting events, and outreach

---

# LISTENING TO THE COMMUNITY

## WHAT DO YOU KNOW ABOUT CALVARY?

Most of the responses were on one of two ends of the spectrum: not much or strong connection/membership. Answers to this question gave an overall sense that they have heard nothing but positive things about Calvary.

“All relationships with staff prior and current have been positive.”

“I hear nothing but positive things. Know people who attend there.”

“ Progressive, innovative and grounded in the bible.”

“Calvary is one of the most dependable churches in the area around  
2nd offering.”

“I understand they have wonderful youth programming.”

---

# LISTENING TO THE COMMUNITY

## WHAT WOULD YOU LIKE CALVARY LUTHERAN CHURCH TO KNOW ABOUT YOUR ORGANIZATION AND THOSE YOU SERVE AND/OR INTERACT WITH?

A strong message challenging our relationship with those experiencing homelessness:

**“The people I work with are just like us, we are the same, we are in community together. What about games and a picnic? Host a neighborhood gathering at Village of Hope. It is all about relationships. As Christians, working to confront issues of homelessness and mental health and families, this is just who we are.”**

Regarding relationships with the community, we heard the desire for Calvary to continue to build relationships, serve and partner with the community, and to understand the need for a committed, consistent approach to service.

**“We hope we can continue to build partnerships and volunteers to support these partnerships with a committed and consistent approach. Love people where they are, meet people where they are, life circumstances are just that and deserve love not judgment.”**

Interest was expressed for Calvary to continue/build partnerships to serve the homeless and have Calvary volunteer more with agencies like United Way, Boys and Girls Club of Bemidji, and Churches United. There is a hope that Calvary would continue to collaborate with other churches in things that include shared worship services, programs that pay more attention to the last third of life, and provide mentoring to youth where they are: sports events, school productions, etc.

**Getting our message out:** As travelers on Hwy 71 fly by at 50 MPH (or more!), how can we reach them? How can we encourage and spread Christ’s love for them as they pass by our doorstep every day? We need to look for ways to reach the parts of the community that are underserved: homeless, underserved youth, and the Native American families.

**Institutional Change in Bemidji Area:** Three influential positions will change over this summer:

- Superintendent of Bemidji Schools
- County Sheriff
- President of BSU

Each of these changes will have its challenges, but also opportunities for new ways to partner and help meet the needs of the community.

---

# LISTENING TO THE CONGREGATION

## GOAL OF CONGREGATIONAL LISTENING SESSIONS

As our Church returns from a 2-year pandemic there are areas in which Church Leadership would like feedback to shape our strategic and leadership decisions as we consider how to best serve our congregation and our community. As we look back to life before the COVID-19 pandemic, what did we appreciate about Calvary? Looking ahead, how can we grow Calvary into a congregation that is flexible and changing to serve one another our community that is changing? The goal of these listening sessions was to actively listen to congregational members to gather feedback and gain perspective to inform the future direction of Calvary. Below are the notes from listening sessions held on March 6th, 27, 30th and April 3, April 6th. Three of the sessions were in person and two virtual.

## PROCESS

Listening sessions were completed both in person and virtually (using Zoom). Trained listeners from the Explore Team and the Church Council were assigned tables of participants to help facilitate the listening process. A lead facilitator explained the questions for the entire group participating. Listening sessions typically had between 6-8 people at each table, up to 10 tables were filled at sessions. As each question was proposed participants had a short time to record answers silently on sticky notes, One sticky note per page. After each person was able to write their thoughts, trained listeners then facilitated tabletop discussion with participants sharing ideas. This silent writing then sharing process provided everyone an opportunity to share their ideas in writing, and then, if comfortable, sharing them with one another. This process eliminated potential group think in answering questions. Trained listeners could also ask for clarification only to understand the answers, not to provide input or direction.



---

# LISTENING TO THE CONGREGATION

## QUESTIONS & FEEDBACK

Feedback was captured for 5 questions using this process. Three of the questions offered opportunities for feedback on key areas of service and function of the Church to its members. Two questions, one at the beginning of the session and one at the end, bookend the process in the value of Calvary and Hope for its future. The three middle questions focus on what Cavalry can do more of, less of, and keep the same in three key areas. Below are the responses from 5 total listening sessions, 3 in person and 2 virtual. Sessions were held at three different times for all services to be able to participate, Sunday morning, Sunday after late service, Wednesday as part of confirmation, and online.

**A total of 226 people participated in the sessions.** Answers from every written response was recorded, answers that were identical or near identical are represented below as (#) next to the identical answer. A total of 2,739 responses to questions were recorded in 25 pages of notes, from this feedback executive summaries of each question was developed.

---

# LISTENING TO THE CONGREGATION

## WHAT THREE THINGS DO YOU VALUE MOST ABOUT CALVARY?

What do people value about Calvary? Why did they pick to come to Calvary, why do they keep coming to Calvary? The discussion through the listening sessions really highlighted areas in which congregational members truly value Calvary Lutheran Church.

The thread that was consistently heard throughout responses was that people most valued Calvary for its welcoming place. People feel welcome, included, and they feel a strong sense of family and fellowship in this Church. Comments include things like:

**"Everyone has a place, everyone is welcome"**

**"The community, the minute you walk in the door someone is greeting you with a smile and following up with a conversation."**

Being part of a welcoming community that is created and sustained by strong pastoral leadership was evident in many of the responses. Answers and comments related to pastors that care, preach good sermons, teach and spend time with the youth, and are compassionate, were common throughout the listening sessions.

The ongoing recognition of our talented pastoral team, both past and present, is a huge reason why our members value Calvary.

The last big area of common focus and response when asking "what do you value most about Calvary?" was the opportunities and programs that focus on faith formation. The responses indicate programs that form faith in youth, teens and adults, as well as family and small groups are important and valued. Connected with faith formation was community service. Serving the community through mission work, ministry partners and direct services was also something commonly heard through the listening session.

# LISTENING TO THE CONGREGATION



## What 3 Things Do you Value Most about Calvary?

---

# LISTENING TO THE CONGREGATION

## FEEDBACK

Three questions were asked:

- What can we do more of?
- What can we do less of?
- What should we keep doing?

Questions focused on **Worship, Faith Formation, and Community Service**

## WORSHIP

*Diversity of Worship - Music - Prayer - Pastors*

Calvary is valued and appreciated for its worship, the different formats, times and opportunities both in person and virtually. This was shared throughout all three areas. Music and music style, talent, involvement, volume, and variety all were also a large focal area under Worship.

One specific area that was mentioned in all three areas in the Worship question was concerning the Lord's Prayer. It should be noted that a **large number of congregation members responded to the desire not to change the Lord's Prayer, keep it the traditional prayer, allowing people to pray it instead of read which one it is or get confused in the process.** This can either be addressed by Worship format or education as maybe members don't understand why we go back and forth.

The other area of consideration to note is the sermons. **The preaching of our pastors is highly valued and appreciated**, to continue and do more, and even longer sermons was heard. Again, this shows an appreciation for the high level and quality of our pastoral team.

---

# LISTENING TO THE CONGREGATION

## FAITH FORMATION

*Youth - Adult*

Faith formation is the question where we received the most feedback. **The biggest area for growth and increased programming is with our Sunday School.** A large portion of respondents want more opportunities for all age kids to have faith formation, including Sunday school, youth groups, bible camps, mission trips, community service, mentoring and more confirmation. To expand offerings for all ages on Wednesday's so all ages are having opportunities along with the family engagements and meals was mentioned as well. As far as one area with the largest response, youth faith formation at all levels rang the loudest.

Adult educational opportunities focused on having or keeping the Bible studies, wanting more adult education options led by pastors, specifically noted on Sundays, and during times working adults can attend. Also noted was the opportunity for more small group offerings, to have more opportunities for small groups to form and engage.

## SERVICE TO THE COMMUNITY

*Mission Trips - Service to Key Groups (Engagement & Awareness)*

Service to the community had some really strong feedback that included both desire for greater awareness of community needs as well as the service we provide. Strong desire was expressed to keep the focus on three areas:

- Mission Trips
- Community partnerships/outreach
- Service to elderly

A lot of feedback on both keeping and also expanding opportunities for mission trips for youth, adult and intergenerational groups was given. The focus on our second offering partners and community partners was also a common area of focus, specifically focus on hunger (Food Shelf) and the homeless (Village of Hope). **It is evident that people want more opportunities to serve our community. There is a desire for Calvary to provide more opportunities for the church to serve, whether through Confirmation or Faith in Action Sundays** (and communications about opportunities to get involved).

---

# LISTENING TO THE CONGREGATION

## WHAT IS YOUR GREATEST HOPE FOR CALVARY?

The biggest hope for Calvary is to return to the number of pre-covid, pre-pastoral changes, active membership/attendance levels. The hopes also included that Calvary grow in programming offered for both members and those not affiliated with church. There were a lot of hopeful statements: hope for growth together, hope that we stick together, hope that we remain welcoming, and hope to become more inclusive.

"That Calvary becomes the place of worship for all"

"All are welcome"

"You will feel welcomed when you walk through our doors"

As we listen further, our hope is for the Church and its Ministry to grow. Ministry to serve the community and the congregation. To create a place where the congregation can minister through volunteering, service, and utilizing their gifts.

"To live out our calling to love God and love others as we take our own responsibility for being part of the body of Christ."

"Grow together in Christ."

---

# RECOMMENDATIONS FOR ACTION

## EXPLORE COMMITTEE RECOMMENDATIONS FOR ACTION

After listening to the congregation and analyzing responses, the Explore Team recognizes the need to engage the congregation as active participants in leadership, creating opportunities through giving of time, gifts, talents, and service. Through discussion of feedback given by the congregation and the community listening interviews, it appears evident that there is a need for additional staff and key committees/teams/task forces to meet the needs of our members and community.

The Explore Team recommendations following include:

- adding a volunteer coordinator
- youth programs director
- engaging key teams/task forces/committees in stewardship and worship.

---

# RECOMMENDATIONS FOR WORSHIP

## **RECOMMENDATIONS: WORSHIP**

*Diversity of Worship - Music - Prayer - Pastors*

Calvary is valued and appreciated for its worship, the different formats, times and opportunities both in person and virtually this was shared and threaded throughout all three areas. Music- music style, talent, involvement, volume and variety all were also large focal areas under Worship. The following are recommendations from the explore team to council for areas in which short-term and long-term action could be taken to improve opportunities for worship based on listening session feedback.



# RECOMMENDATIONS FOR WORSHIP

FROM	RESOURCES/NEEDS	TO (PUT BY DATES)
Semi-contemporary and semi-traditional style services	<ul style="list-style-type: none"> <li>• Solid Worship teams</li> <li>• Planning</li> <li>• Volunteers</li> </ul>	By September 2022, have traditional services that are more reflective of traditional services using hymnal settings. And have contemporary service be more contemporary.
Sound/Technology issues, volume of mics, live stream versus live, sound too loud	Funding for outside consultant or time to benchmark and learn from other churches?	By September 2022, establish a technology task force/committee/team to assess needs related to worship including volume/technology/bring in outside source to make recommendations to improve technology and quality of service.
One person supporting and managing all aspects that support Worship	<ul style="list-style-type: none"> <li>• Current job descriptions</li> <li>• Tasks that have been added or changed?</li> <li>• Synod Resources</li> </ul>	By the beginning of August 2022, assess job descriptions and tasks associated with positions supporting worship, music, tech, etc.
No worship committee	TO DISCUSS as way to support all aspects of governing Church	By ___ re establish Worship committee or task force
High quality of teaching and preaching from the pastoral staff.		Hire a Sr. Pastor that has the skills and quality of preaching that meet or exceed the excellence we currently accustomed

---

# RECOMMENDATIONS FOR FAITH

## **RECOMMENDATIONS: FAITH FORMATION**

*Youth - Adult*

Faith formation is the one question where we received the most feedback. The biggest area for more programming is with our Sunday School. A large portion of respondents want more opportunities for all age kids to have faith formation, including Sunday school, youth groups, Bible camps, mission trips, community service, mentoring and more confirmation. The following are recommendations from the Explore Team to Council for areas in which short-term and long-term action could be taken to improve opportunities for faith formation at Calvary based on listening session feedback.

# RECOMMENDATIONS FOR FAITH

FROM	RESOURCES/NEEDS	TO (PUT BY DATES)
Having no Sunday School for kids pre K- 5th grade	<ul style="list-style-type: none"> <li>• Volunteers</li> <li>• Materials</li> <li>• Coordination and organization</li> <li>• Adjustment of Worship times</li> </ul>	By September of 2022, offer Sunday School on Sundays and or Wednesdays for all ages Pre K–12 grade.
Limited adult education or no adult education	<ul style="list-style-type: none"> <li>• Changing Worship times</li> <li>• Coordinator</li> <li>• Volunteers</li> <li>• Lay Leaders</li> <li>• Paid Volunteer Coordinator</li> <li>• Software support</li> </ul>	By ____, coordinated and planned adult education programs that include, affinity groups, outside presenters, small groups which are promoted with marketing
No staff supporting youth programs	Budget	By September 2022, hire youth director/youth faith formation director.
No family/small group opportunities for faith formation	<ul style="list-style-type: none"> <li>• Fees for event/</li> <li>• Coordination</li> <li>• Schedule</li> <li>• Childcare provided</li> <li>• Lay leaders</li> </ul>	By January 2023, a scheduled event or activity for families, couples etc. monthly.
Little cooperation with other churches both ELCA and other Churches on faith formation/family education		In 2023, assess opportunities for coordination and cooperation with other Churches to build and strengthen faith formation at all levels for the community of Bemidji.

---

# RECOMMENDATIONS FOR SERVICE

## **RECOMMENDATIONS: SERVICE TO THE COMMUNITY**

*Mission Trips - Service to Key Groups (Engagement & Awareness)*

Service to the community had some really strong feedback on the direction of the service we provide. Strong desire to keep the focus on three areas: Mission Trips, Community Service and outreach and service to elderly. The following recommendations from the ExploreTeam to Council for areas in which short-term and long-term action could be taken to improve opportunities for service to the community based on listening session feedback.

---

# RECOMMENDATIONS FOR SERVICE

FROM	RESOURCES/NEEDS	TO (PUT BY DATES)
Having limited opportunities for serving the community and congregational members who need services	Design program and secure software to manage congregation member opportunities, sign up and communication of opportunities  Hire volunteer coordinator	By March of 2023, Have a coordinated effort with ongoing faith in action opportunities provided to youth, confirmation and families. Volunteer management through online or software
No Stewardship committee and not organized		By fall of 2022, have stewardship task force/committee/team to engage congregation and meet needs of Church, prior to SR pastor starting.
Not using current property resources	Community input	By ____, explore use of 40 acres for community resources/spiritual development/outdoor worship etc.

---

# ATTACHMENT A: COMMUNITY INTERVIEWS

---

## REAL ESTATE

*TELL US ABOUT YOUR ORGANIZATION.*

Real Estate

*WHAT ARE THE TRENDS THAT YOU ARE SEEING IN YOUR ORGANIZATION? IN THE COMMUNITY? WHERE/WHAT ARE THE GREATEST CHALLENGES? THE GREATEST NEEDS?*

For the past 2 years and in the foreseeable future, house prices have gone up fairly significantly and we do not see any changes in that as of yet. Interest rates are now on the rise so we may see the price increase Percentage not go up as fast but possibly slow down a bit. The 2 biggest challenges are, not having enough houses to sell and it is a bit challenging for a buyer to find and buy a house. Many houses are getting many offers on it and if you are not written a strong enough offer, you may not get it.

*WHERE ARE THE GREATEST OPPORTUNITIES FOR PARTNERSHIP IN THE BEMIDJI COMMUNITY? WITH OTHER FAITH COMMUNITIES?*

It is hard to say what could be done for a partnership but if someone has a house or property that is not needed or if someone is holding on to it for a “better day”, this may be the time to sell it.

*WHAT DO YOU KNOW ABOUT CALVARY LUTHERAN CHURCH?*

*WHAT WOULD YOU LIKE CALVARY LUTHERAN CHURCH TO KNOW ABOUT YOUR ORGANIZATION AND THOSE YOU SERVE AND/OR INTERACT WITH?*

We do serve quite a few people from church already. We have now grown from one of the smallest offices / brokerages in Bemidji to the largest / most productive in the past few years.

---

# BASKETBALL

## *TELL US ABOUT YOUR ORGANIZATION.*

### Mokahum

- Teaches here (interpersonal class)
- Church north of Palace casino
- Used to be training for Native Americans (2 year track)
- Division of Oak Hills College (center for Indian ministries)

### Basketball

- Not part of organization (Calvary version)
  - Not an official ministry but creates relationships
  - Any age
  - Majority of players are late 20s to early 30s
- Has worked with Timber Bay basketball ministry (Steve Hanson and son Matt now leads)
  - Wednesday nights for anyone that wants to play at Boys and Girls

Started a home fellowship church

## *WHAT ARE THE TRENDS THAT YOU ARE SEEING IN YOUR ORGANIZATION? IN THE COMMUNITY? WHERE/WHAT ARE THE GREATEST CHALLENGES? THE GREATEST NEEDS?*

- 1) Recognition and identification of how to be more involved in relational ministry with Native Americans
  - Common reasons for lack of involvement (reasons on the church's side)
    - Fear
    - People with heart for it have wrong mentality
    - Everything is about a "program" and not centering on the "relational" side
- 2) Recognition to the response to the times we live in and be more prepared
  - Churches and People weren't very prepared for Covid
  - Churches response to Covid wasn't overly effective

## *WHERE ARE THE GREATEST OPPORTUNITIES FOR PARTNERSHIP IN THE BEMIDJI COMMUNITY? WITH OTHER FAITH COMMUNITIES?*

There are a ton of homeschooling families in the area to connect with.

- Heartland Christian Academy
- 2nd Christian school trying to get started
- More educational opportunities and resources
- More collaborative vs. competitive

*WHAT DO YOU KNOW ABOUT CALVARY LUTHERAN CHURCH?*

Doesn't know doctrine beliefs of Calvary

Knows of arguments in Lutherans denominations

Had a relationship with Hans Vigessa

All interaction with with staff, people has been positive

*WHAT WOULD YOU LIKE CALVARY LUTHERAN CHURCH TO KNOW ABOUT YOUR ORGANIZATION AND THOSE YOU SERVE AND/OR INTERACT WITH?*

Defining our vision and who we are based on the principles of the gospel is so important. Let the Gospel be everything we are about.

Keep the main thing the main thing. Jesus first. Jesus only

Look at what Acts says to do

Disciple makers

Build RELATIONSHIPS

Build a culture of discipleship and disciple makers



---

# CREDIT UNION

## *TELL US ABOUT YOUR ORGANIZATION.*

Do what's right for people. We are a not for profit organization. We want to see our communities thrive. We want to grow but our goal when bringing a branch to a community is helping the community thrive. We push for outside opportunities (Plus it forward day, Boys and Girls club, Adopt a highway). Mission and branch strategy is to be a part of the community and help it be successful.

## *WHAT ARE THE TRENDS THAT YOU ARE SEEING IN YOUR ORGANIZATION? IN THE COMMUNITY? WHERE/WHAT ARE THE GREATEST CHALLENGES? THE GREATEST NEEDS?*

Challenge: Relationship with city manager/staff and some parts of city council. Always feels like a fight between business and government. Anything that makes sense to move forward with is hit with resistance from local government. Ex: Wellness committee => city is already poking holes and resisting.

Credit Union Trends:

- 50% less in branch transactions
- 90% mortgages are started digitally
- People want digital and ease/efficiency

## *WHERE ARE THE GREATEST OPPORTUNITIES FOR PARTNERSHIP IN THE BEMIDJI COMMUNITY? WITH OTHER FAITH COMMUNITIES?*

I wish we knew who needed help:

- Groups in need
- Where donations can help
- Where volunteers can help
- Underserved communities

How can we help, teach, and find them?

Financial Literacy partnership

## *WHAT DO YOU KNOW ABOUT CALVARY LUTHERAN CHURCH?*

Know a lot of people who attend.

Positive reputation in the community

Well known in the community

Progressive/Innovative/Grounded in Bible

I hear nothing but good things

## *WHAT WOULD YOU LIKE CALVARY LUTHERAN CHURCH TO KNOW ABOUT YOUR ORGANIZATION AND THOSE YOU SERVE AND/OR INTERACT WITH?*

Not for profit, member owned

---

# BEMIDJI CHIEF OF POLICE

*TELL US ABOUT YOUR ORGANIZATION.*

Chief of Police, City of Bemidji MN.

*WHAT ARE THE TRENDS THAT YOU ARE SEEING IN YOUR ORGANIZATION? IN THE COMMUNITY? WHERE/WHAT ARE THE GREATEST CHALLENGES? THE GREATEST NEEDS?*

Good and bad:

Bad => Two biggest things:

1. Homelessness - especially Children

A lot of people who are invisible who do not have a consistent place to stay - Couch hopping

Relatives - then car- Sandy Henum provide- Unseen issue- Insecurity of children - 100's of people versus

Due to high rents - unavailable of low income housing - Salvation Army - Night shelters - Not enough to meet the demand- Housing

Impacts on kid's performance in school, meals, housing and shelter- when basic needs are not meant. Becoming more prevalent - pride gets in the way and people do not find help.

2. Drugs

Opioid - Increase in opioid use

OXY - Fentanyl

Prevalent in native community

-much larger problem in our area

-disproportionally effected with 3 reservations around us. A lot of overdoses - 65 or 70 over doses

- Narcan - 70-75

-It has doubled every year since 2018- Majority of overdose in 20-35 age group

-Illegal prescription drug Market is so prevalent in Northern MN that the product is skipping the cities to be cut up here to meet demand.

Good => People are getting involved in a good way- again

- People who want to work on issues around DEI and community issues are still at the table and hope

- Efforts are being made to address community needs with organizations and service groups.

*WHERE ARE THE GREATEST OPPORTUNITIES FOR PARTNERSHIP IN THE BEMIDJI COMMUNITY? WITH OTHER FAITH COMMUNITIES?*

Connection to the community for after hours- resources after hours- aside from - wolf center offering a space - The churches could offer some housing for parents with Children- Also the needs of the community are not being met within the limited time and framework of Churches United, more could be done to bring resources to the people who need it from this organization.

When churches can involve officers in events in a positive light inviting them in to be part of a community event or service would help build community between officers and community.

Transitional Housing- Centers- Bemidji has the Wolf Center and has Village of hope, yet the homeless situation is not being met, so many single parent families are couch surfing, living in cars etc.. Just think the Churches could be doing targeted transitional homeless sheltering.

*WHAT DO YOU KNOW ABOUT CALVARY LUTHERAN CHURCH?*

Have been out to Calvary, in the building for a meeting... that's about it

*WHAT WOULD YOU LIKE CALVARY LUTHERAN CHURCH TO KNOW ABOUT YOUR ORGANIZATION AND THOSE YOU SERVE AND/OR INTERACT WITH?*

Workforce- It is really difficult to recruit and retain people to be police officers - fueled by media-politicians- grabbed onto- because of the negative impression- there has also been a pullback by law enforcement- If you do everything perfectly legally and do your job correct and in an incident that is correctly handled could still end your career thus enrollment is significant down. Concerning that Bemidji will be so short resourced both on officers and officers with experience, as the demand and higher pay will take away experienced officers to other areas paying higher salaries, with retirements and lack of experience the Bemidji Police department is facing some very difficult challenges.

---

# UNITED WAY OF BEMIDJI

## *TELL US ABOUT YOUR ORGANIZATION.*

United Way of Bemidji Executive Director.

Our focus is on education, income and health - the building blocks for a good quality of life.

- Basic Needs - meeting basic needs of food, shelter, safety and inclusiveness.
- Education - preparing children to succeed in school and youth to succeed in the community.
- Health - promoting wellness and health care access.
- Income - moving families toward financial independence.

We have grown in raising money for community needs over the past 4 years from 400K in contributions to 1.4 M in contributions.

We believe in meeting people where they are at and providing them what they need.

## *WHAT ARE THE TRENDS THAT YOU ARE SEEING IN YOUR ORGANIZATION? IN THE COMMUNITY? WHERE/WHAT ARE THE GREATEST CHALLENGES? THE GREATEST NEEDS?*

### Greatest Area of Need

There are two Bemidji's - often people do not realize or see the need. The goal of the United Way is to help those who don't recognize the needs actually understand and see the entire community.

### Challenges

United Way partners are focusing on:

- Transportation-
  - This is the number 1 issue in our community, lack of transportation for the underserved members of our community. That is why you are seeing the food shelf do things like adding a mobile food pantry.
- Housing is always an issue
  - Low income and affordable rentals are a big need in our community. Homeless families seek family, friends, etc. as temporary options
- Many basic need partners
  - community resource connections
  - Doubling the amount of need and with less navigation capacity as users are new to the need and availability of community resources.
  - Basic need organizations are also heavily taxed with short staff and volunteers during a time of high need.
- Capacity in organizations huge
  - workforce challenges in hiring people
  - Non-profit organizations are suffering from fatigue from COVID challenges.

*WHERE ARE THE GREATEST OPPORTUNITIES FOR PARTNERSHIP IN THE BEMIDJI COMMUNITY? WITH OTHER FAITH COMMUNITIES?*

- More volunteers that are readily available
- Community Fund- Finding the gaps- restrictions are too much with government funding so providing support financially to service organizations that meet basic needs and meet people where they are at is critical
- Education of where needs are- Churches can educate their congregations more with what are the needs of the community and what they can do.
- Love people where they are at
  - Churches and people need to be open, open to differences, open to peoples challenges, cultures etc..
  - Not to judge or condition rather just LOVE PEOPLE WHERE THEY ARE AT.
- Involvement with Women United - also get churches involved in mobile Food Pantry - this effort is funded by United Way but could use more support
- Churches could get truly involved in the overall community and truly understand what the needs are, churches often make decisions within their walls on how to serve the community, they do that project or initiative for a short time and then move on, not a commitment to continued and consistent support.
- The Church could provide consistent support through volunteers with the United Way on a UWAY initiative like Coats for Kids etc.
- Whatever the church does to be involved in - Do not start something that is going to die- do not duplicate rather partner and create a sustainable program
- Eg. Journey Outreach- Feeding anyone on Sunday afternoons- St. Michaels Furniture- Parking lot of county- Just two people drove initiative over COVID and now they are tired, the program unsustainable ..Set up sustainable projects
- Would like to see Calvary on the investment Cabinet and could see them involved in
- Holiday Gifts or coats for community. Could provide Homeless support- include vouchers/meal/transportation/housing or consistent involvement in Back Pack Buddies.
- Also Calvary could get involved further in the community and be part of the education of others and the true learning of needs.
- Example- Real life church in Idaho- They are the united way- YMCA on campus/school/ churches united center/
- Use the resources we have do not recreate
- Show up at community projects and work and volunteer

*WHAT DO YOU KNOW ABOUT CALVARY LUTHERAN CHURCH?*

Grew up in First Lutheran, I know about the Lutheran Church and I know where Calvary is, I have been in the building for a meeting.

*WHAT WOULD YOU LIKE CALVARY LUTHERAN CHURCH TO KNOW ABOUT YOUR ORGANIZATION AND THOSE YOU SERVE AND/OR INTERACT WITH?*

Our Nonprofit partners are facing a lot and meeting a lot of the needs and challenges of our community. We hope we can continue to build partnerships and volunteers to support these partnerships with a committed and consistent approach. Love people where they are, meet people where they are, life circumstances are just that and deserve love not judgement.

---

# BEMIDJI CHAMBER OF COMMERCE

## *TELL US ABOUT YOUR ORGANIZATION.*

Bemidji Chamber of Commerce Executive Director

Chamber industry- Business based organization- 501 C 6 - funded by membership dues.

Networking - Strongest resource as well as providing resources for business, support, and advocacy.

BAC has a strong young professional's network- 10 years \_ YPN- Leadership training-

It also has engaged the community and business with chamber bucks.

## *WHAT ARE THE TRENDS THAT YOU ARE SEEING IN YOUR ORGANIZATION? IN THE COMMUNITY? WHERE/WHAT ARE THE GREATEST CHALLENGES? THE GREATEST NEEDS?*

For business in our community there is a big workforce shortage- this is the single greatest need for our community. eg. The BAC had the same position 4 years ago open and had 21 applications today with the same position they have 2. Just not enough workers to fill positions that are open.

The community and the business are seeing supply chain shortages- all across the market, building materials to consumables, and now with international challenges impacting prices of gas, and political climate impact.

I also sit on Police advisory board- Drug abuse and use a huge problem and we are advocating for all business to have Narcan on site. Significant drug problem in our community. Gather people to work together on this issue.

I also hear about our high crime rates from being involved in Rotary. High crime rates are and will prohibit business and professionals from moving to Bemidji.

## *WHERE ARE THE GREATEST OPPORTUNITIES FOR PARTNERSHIP IN THE BEMIDJI COMMUNITY? WITH OTHER FAITH COMMUNITIES?*

Chamber is in a really great position - Greater Bemidji and downtown alliance-visit bemidji - Josh Peterson- strong balance of two organizations working together for Bemidji-

I am not sure how to recommend partnerships I am though interested in what the Faith based Community could provide and want to learn further how we could partner.

Calvary was a member of the Chamber and Garret attended Leadership Program or Young Professionals Network. Calvary dropped membership like a lot of others when COVID hit and said it would be back.

## *WHAT DO YOU KNOW ABOUT CALVARY LUTHERAN CHURCH?*

Toured Calvary 8 years ago and I have a lot of BAC members who are members of Calvary.

*WHAT WOULD YOU LIKE CALVARY LUTHERAN CHURCH TO KNOW ABOUT YOUR ORGANIZATION AND THOSE YOU SERVE AND/OR INTERACT WITH?*

The Chamber is currently developing their strategic plan a few things-

1. Key points- Chamber is ramping up efforts to be one stop shop for information- key data
2. Further efforts to grow and develop further a community calendar
3. Looking to grow- partnership with other organizations
4. Be aware of the huge leadership changes in the community
  - a. Sheriff Bietel
  - b. Tim Lutz
  - c. Faith H.

The Greater Bemidji Website has great relocation information - and economic development

Chamber membership dues are 335 per year - offer 20% to a non profit

Calvary was a chamber member prior to COVID - Garrett was an YPN

Chamber is now located in the Mayflower building- next to Giovanni's

---

# BELTRAMI COUNTY MANAGER

*TELL US ABOUT YOUR ORGANIZATION.*

Beltrami County Manager

*WHAT ARE THE TRENDS THAT YOU ARE SEEING IN YOUR ORGANIZATION? IN THE COMMUNITY? WHERE/WHAT ARE THE GREATEST CHALLENGES? THE GREATEST NEEDS?*

He was very pleased that we had reached out to him as he feels the faith based communities are underutilized in confronting the critical issues of our region.

He stated quite clearly that mental health and the associated issues of homelessness, crime and substance abuse are the primary problems that Beltrami County faces.

*WHERE ARE THE GREATEST OPPORTUNITIES FOR PARTNERSHIP IN THE BEMIDJI COMMUNITY? WITH OTHER FAITH COMMUNITIES?*

We discussed our facility and how it may be better used to help address some of these concerns. Perhaps more use of our gymnasium or some community gardens on our land could provide relief of stress for some individuals. He mentioned a program that he observed in Idaho where the city helped run some athletic leagues for community members.

*WHAT DO YOU KNOW ABOUT CALVARY LUTHERAN CHURCH?*

*WHAT WOULD YOU LIKE CALVARY LUTHERAN CHURCH TO KNOW ABOUT YOUR ORGANIZATION AND THOSE YOU SERVE AND/OR INTERACT WITH?*

He would like to follow up on this and I think he would be an excellent resource for the council and explore team. He also stated that Reed Olson would be a good one to visit regarding our homeless issues.



---

# BEMIDJI CITY MANAGER

*TELL US ABOUT YOUR ORGANIZATION.*

Bemidji City Manager

We have a \$55 million budget, 110 full-time employees and many departments such as police, parks, fire, streets, and more

*WHAT ARE THE TRENDS THAT YOU ARE SEEING IN YOUR ORGANIZATION? IN THE COMMUNITY? WHERE/WHAT ARE THE GREATEST CHALLENGES? THE GREATEST NEEDS?*

We have seen a major increase in drug activity in the past two years. In 2021, the city alone had 60 overdose saves using naran. There has been a degradation in multi-family housing stock in the past decade – housing getting older and not being repaired/replaced. More racial tension towards native people. Also a lot of burn out for public employees. Another huge challenge is the jail which is poorly managed, understaffed and the facility is not adequate for the needs.

*WHERE ARE THE GREATEST OPPORTUNITIES FOR PARTNERSHIP IN THE BEMIDJI COMMUNITY? WITH OTHER FAITH COMMUNITIES?*

Anything around housing and homelessness.

*WHAT DO YOU KNOW ABOUT CALVARY LUTHERAN CHURCH?*

It's a big church south of town with lots of active volunteers.

*WHAT WOULD YOU LIKE CALVARY LUTHERAN CHURCH TO KNOW ABOUT YOUR ORGANIZATION AND THOSE YOU SERVE AND/OR INTERACT WITH?*

That there are a lot of needs in the city and we are interested in potential partnerships especially related to housing.

---

# CHURCHES UNITED

## *TELL US ABOUT YOUR ORGANIZATION.*

Churches United was founded 20 years ago by a collection of Bemidji churches looking to work together in order to effectively provide care to our neighbors in need. We are supported by a combination of our member churches (of which there are more than 20), grants, and private donations. Each year we serve between 750-1250 individuals who come to us seeking help; usually with food, gas, rent, or utilities.

## *WHAT ARE THE TRENDS THAT YOU ARE SEEING IN YOUR ORGANIZATION? IN THE COMMUNITY? WHERE/WHAT ARE THE GREATEST CHALLENGES? THE GREATEST NEEDS?*

As far as trends; the percentage of our visitors who are homeless is skyrocketing. Before COVID about 20% of our visitors were homeless, in 2021 it was 41%. Rent assistance requests are also increasing. Our greatest challenge and need is getting volunteers. We currently have 4 volunteers, all of which are retired and most of which have health issues. Without volunteers, our work cannot continue. More generally, food insecurity is a huge problem in Bemidji.

## *WHERE ARE THE GREATEST OPPORTUNITIES FOR PARTNERSHIP IN THE BEMIDJI COMMUNITY? WITH OTHER FAITH COMMUNITIES?*

We partner with a wide variety of organizations in Bemidji and beyond; in almost all of our work we bring together a variety of partners to meet needs together. We cannot accomplish what we do without partnerships.

## *WHAT DO YOU KNOW ABOUT CALVARY LUTHERAN CHURCH?*

Calvary continues to be one of our most dependable member churches, and we visit each year for 2nd offering.

## *WHAT WOULD YOU LIKE CALVARY LUTHERAN CHURCH TO KNOW ABOUT YOUR ORGANIZATION AND THOSE YOU SERVE AND/OR INTERACT WITH?*

We are here! Please continue to hold us in prayer. Volunteers are always needed - even 1 day a month would be huge. 20th anniversary celebration this year!

---

# SCHOOL BOARD

*TELL US ABOUT YOUR ORGANIZATION.*

Chair of Dist. 31 School Board

The Bemidji school system serves a large community with 16% Native American people which paradoxically is thriving in many ways while also being an area of significant poverty. There are good buildings staffed by good and dedicated people, although lack of minority applicants for positions remains a challenge. Other challenges include: equity of serving students during Covid shutdowns, large costs for bus transportation and special needs education without adequate state reimbursement, mobility of poverty students in and out of schools. There is an ethnic coordinator and special events and programs for ethnic students.

*WHAT ARE THE TRENDS THAT YOU ARE SEEING IN YOUR ORGANIZATION? IN THE COMMUNITY? WHERE/WHAT ARE THE GREATEST CHALLENGES? THE GREATEST NEEDS?*

There are fewer applicants for teaching positions, student teachers, and such staff positions as bus drivers. The Covid years have seen a shrinking student body because of increased home schooling, transfers to neighboring districts, and increased interest in Charter Schools; all of which mean decreased state funding.

*WHERE ARE THE GREATEST OPPORTUNITIES FOR PARTNERSHIP IN THE BEMIDJI COMMUNITY? WITH OTHER FAITH COMMUNITIES?*

There are a number of effective partnerships with school and community organizations. This is a strength.

*WHAT DO YOU KNOW ABOUT CALVARY LUTHERAN CHURCH?*

Carol has known a number of Calvary's pastors and many of its members, especially those who have music talent.

*WHAT WOULD YOU LIKE CALVARY LUTHERAN CHURCH TO KNOW ABOUT YOUR ORGANIZATION AND THOSE YOU SERVE AND/OR INTERACT WITH?*

Although the school has a number of outstanding programs, there are a lot of kids who need a place to belong and a positive relationship with an older kid or an adults (like Big Brother and Big Sister) who care about them.

---

# AREA CHURCH LEADERS

*TELL US ABOUT YOUR ORGANIZATION.*

Conversation with about 12 Lutheran pastors who met for weekly text study

*WHAT ARE THE TRENDS THAT YOU ARE SEEING IN YOUR ORGANIZATION? IN THE COMMUNITY? WHERE/WHAT ARE THE GREATEST CHALLENGES? THE GREATEST NEEDS?*

Covid years have meant increased numbers of lost members, people who don't bother going to church, divisiveness, and self isolation. Youth feel hopeless about environmental issues, have lost a year of education including social maturing, and are less likely to build new relationships. Church members increasingly don't feel connected to other churches or the denomination.

*WHERE ARE THE GREATEST OPPORTUNITIES FOR PARTNERSHIP IN THE BEMIDJI COMMUNITY? WITH OTHER FAITH COMMUNITIES?*

Congregations here feel ownership of the ministries of Lutheran Campus Ministry and Peoples Church, mostly through financial support (but not enough). There have been joint activities like Lenten pulpit exchanges and the cooperative work a few years ago through the North Star Mission Cluster. Members are prominent in supporting community activities through non-church organizations. And among congregations, there is a spirit of collegiality rather than the competition that some clergy have experienced in other communities.

*WHAT DO YOU KNOW ABOUT CALVARY LUTHERAN CHURCH?*

*WHAT WOULD YOU LIKE CALVARY LUTHERAN CHURCH TO KNOW ABOUT YOUR ORGANIZATION AND THOSE YOU SERVE AND/OR INTERACT WITH?*

Periodic joint services (like Easter vigil) that include smaller congregations, "pulpit supply central", collaborative internship, lay school of theology, more attention to members in the last third of life, inter-church cooperation with youth ministry including ecumenical cooperation (all go to the same high school and know each other), more interaction with non-Lutheran congregations. My note: no mention of ministry with ethnic minorities.

---

# LEECH LAKE HEAD START

*TELL US ABOUT YOUR ORGANIZATION.*

## Leech Lake Head Start

Leech Lake Head Start is just down the hill from Calvary. In December, I remember children playing outside on the playground. I tried to call and email several times to set up an appointment. They were unsuccessful. I walked down to see if I could meet someone. A woman answered the door and identified herself as the new director, Wendy. COVID numbers had just gone up, they had recently returned to head start via ZOOM and a couple of teachers quit. She seemed frazzled. When I returned for our scheduled conversation, no one was there. It continues to look abandoned. Did try follow up phone calls, but nothing. Other businesses in our immediate vicinity are a rental place, this abandoned (for now) Head Start and an RV campground which was closed for the winter. Once spring arrives, it will be good to make a connection with each of these businesses and keep trying to connect with Leech Lake Head Start.

---

## CENEX – HIGHWAY 2

### *TELL US ABOUT YOUR ORGANIZATION.*

Ron has worked as the Manager of Cenex since 2016. He describes it as a “one-stop shop.” Everything a traveler needs is in one spot. It is a coop which is locally owned which makes it a family-oriented business. This gives the manager the opportunity to take a few extra minutes with each customer and provide as pleasant an experience as is possible. He also can organize the store to meet the needs of his customers. Because it is a coop, it is not a numbers game which he appreciates.

### *WHAT ARE THE TRENDS THAT YOU ARE SEEING IN YOUR ORGANIZATION? IN THE COMMUNITY? WHERE/WHAT ARE THE GREATEST CHALLENGES? THE GREATEST NEEDS?*

Each day, the coop sees two sets of customers, the “regulars” and the “travelers.” The regulars are those who are on their way to work. It is often the first stop they make in their day. They stop for coffee and pick snacks and lunch for their day. The staff knows them and frequently have up to a 3 minute encounter with them. “They open up to us weirdly,” he said. Sometimes it is a death in the family or their kid is turning 10 today. He is consumer-driven and wants his staff to show hospitality. Truckers, Fed Ex or UPS drivers, kids and parents on their way to Horace May are the regulars in addition to a number of “lonely guys.”

Later in the day are the “travelers.” They are the people coming through on their way to camping and fishing, the northern resorts, Lake of the Woods. He has to stock for the seasonal nature of the travelers. Ice fishing, snowmobile people, summer activities. Bait and tackle. Weather also plays a role in his business. He has no lunch rush because the truckers/regulars pick up what they need in the morning. As the manager he has to pay attention to many details of the customers and his staff.

Trends for him are since COVID, customers are more standoffish, more edgy, they want everything instantly. He sees the need to “rehumanize,” to help people figure out how to live socially and in community better. Shortages are impacting his ability to serve customers.

### *WHERE ARE THE GREATEST OPPORTUNITIES FOR PARTNERSHIP IN THE BEMIDJI COMMUNITY? WITH OTHER FAITH COMMUNITIES?*

He had a difficult time with this one but if Calvary has some ideas, he would be delighted to work together. They have a nice gathering space in the back.

### *WHAT DO YOU KNOW ABOUT CALVARY LUTHERAN CHURCH?*

I drive by every day. I have been there for friends’ weddings. I am Catholic.

### *WHAT WOULD YOU LIKE CALVARY LUTHERAN CHURCH TO KNOW ABOUT YOUR ORGANIZATION AND THOSE YOU SERVE AND/OR INTERACT WITH?*

Major truck route, his customer base is transient with some regulars. He cares for his staff. He buys a cow every year for his staff. They are lonely and he provides a place for them.

Calvary can learn a lot from Ron. His care for staff and customers. He takes time to really get to know them, their habits and needs. Imagine how we can serve those same customers as they fly by Calvary at 50 mph...

---

# PETE'S ONE STOP - ARCO

*TELL US ABOUT YOUR ORGANIZATION.*

Carmen has worked at Arco since 1992 and has owned it for 15 years. She was reluctant to take a few minutes with me due to time constraints. Arco is a 24 hour truck stop (Cenex closes). Truckers are over-the-road, primarily from Minneapolis to Thief River Falls. COVID impacted her business very little.

*WHAT ARE THE TRENDS THAT YOU ARE SEEING IN YOUR ORGANIZATION? IN THE COMMUNITY? WHERE/WHAT ARE THE GREATEST CHALLENGES? THE GREATEST NEEDS?*

The biggest change is the closing of the restaurant. She has seen a lot of new businesses. Up North, the John Deere dealership, a new road with commercial and industrial lots. Also many businesses are moving south out of Bemidji. She noted that Hubbard County has lower taxes. There is a new residential area near Horace Mann (?) and Bemidji Steele has moved south. Carmen battled Mn Dot over the 4 lane highway. The owner is clearly connected to development and pays attention to trends.

*WHERE ARE THE GREATEST OPPORTUNITIES FOR PARTNERSHIP IN THE BEMIDJI COMMUNITY? WITH OTHER FAITH COMMUNITIES?*

He had a difficult time with this one but if Calvary has some ideas, he would be delighted to work together. They have a nice gathering space in the back.

*WHAT DO YOU KNOW ABOUT CALVARY LUTHERAN CHURCH?*

First of all she said, "Not much." But then remembered that she was married here and that her three girls spent many evenings here with the dance program and other meetings. Then, "Oh, my girls, know Gene, we love him. They call him grandpa." Nice.

*WHAT WOULD YOU LIKE CALVARY LUTHERAN CHURCH TO KNOW ABOUT YOUR ORGANIZATION AND THOSE YOU SERVE AND/OR INTERACT WITH?*

Need any coffee filters? Was Carmen's response.

---

# VILLAGE OF HOPE

*TELL US ABOUT YOUR ORGANIZATION.*

Sandy has been at Village of Hope since 2011. It came into being with bonding money from the city. It is an emergency shelter for families. There are 6 rooms which cater to different types of families. Residents can stay there for 90 days. They provide classes, groups and housing information and are committed to the community. There can be no drug/alcohol use on premises. And there is an 11 pm curfew. Village of Hope had to turn away 300 families in 2021. When I was there, there were 13 families on the wait list. 85 – 90% of residents are from Red Lake. There are 12 staff.

*WHAT ARE THE TRENDS THAT YOU ARE SEEING IN YOUR ORGANIZATION? IN THE COMMUNITY? WHERE/WHAT ARE THE GREATEST CHALLENGES? THE GREATEST NEEDS?*

They have documented a trend in more domestic violence and drug addiction, more single women with kids. Access to affordable housing and homelessness are realities.

*WHERE ARE THE GREATEST OPPORTUNITIES FOR PARTNERSHIP IN THE BEMIDJI COMMUNITY? WITH OTHER FAITH COMMUNITIES?*

Work together to destigmatize homelessness. Work on transportation and a shelter shuttle. Sit at the table with city and county governments, United Way, commissioners, etc. to work on region-wide issues of housing and mental health services. Faith communities can get out of the pews and “stand in the gap.” Provide leverage and social capital.

*WHAT DO YOU KNOW ABOUT CALVARY LUTHERAN CHURCH?*

As a member, lots!

*WHAT WOULD YOU LIKE CALVARY LUTHERAN CHURCH TO KNOW ABOUT YOUR ORGANIZATION AND THOSE YOU SERVE AND/OR INTERACT WITH?*

That the people I work with are just like us, we are the same, we are in community together. What about games and a picnic? Host a neighborhood gathering at Village of Hope. It is all about relationships. “As Christians, working to confront issues of homelessness and mental health and families, this is just who we are.”



---

# RIDGEWAY APARTMENTS — ROTARY CLUB

## *TELL US ABOUT YOUR ORGANIZATION.*

The Rotary Club is sponsoring a project at Ridgeway Apartments. They have an office there where residents can come to discuss issues with housing, repairs, etc. Sandy spends a day per week there and they received a grant to have the office staffed the rest of the week. This program was initially launched several years ago to help reduce crime and was quite successful. Over the past 18 months or so there has been an effort to resurrect the program.

## *WHAT ARE THE TRENDS THAT YOU ARE SEEING IN YOUR ORGANIZATION? IN THE COMMUNITY? WHERE/WHAT ARE THE GREATEST CHALLENGES? THE GREATEST NEEDS?*

Ridgeway consists of 4 low rent housing complexes that are managed by 2 separate out of town companies. Response to tenant's concerns has not always been prompt. This has become a high crime area with drugs and substance abuse the primary issue. Historical trauma related to the "Mission Schools" has left many Native Americans with a poor view of Christianity and it is unclear how a Christian organization would be viewed by many of the residents.

## *WHERE ARE THE GREATEST OPPORTUNITIES FOR PARTNERSHIP IN THE BEMIDJI COMMUNITY? WITH OTHER FAITH COMMUNITIES?*

There exists an opportunity, through this program, for faith and community based organizations to cooperate in helping build trust with the native community and to help them deal with the influence of the drug culture making Ridgeway a safer place to live. The Rotary Club is exploring additional ideas such as a police presence or "cop house" on site to help in this effort. They have also invited city leaders to bring the city into this effort.

## *WHAT DO YOU KNOW ABOUT CALVARY LUTHERAN CHURCH?*

## *WHAT WOULD YOU LIKE CALVARY LUTHERAN CHURCH TO KNOW ABOUT YOUR ORGANIZATION AND THOSE YOU SERVE AND/OR INTERACT WITH?*

It is our hope that Calvary can continue conversions to see how we may best contribute to the success of this project. We would urge the Council to stay engaged with the organizers. Sandy Hennum would be a great contact to help guide us in future involvement.

---

# LAKELAND PBS

## *TELL US ABOUT YOUR ORGANIZATION.*

Our Mission: Lakeland PBS' mission is to educate, entertain, enrich and enlighten our "community" with the programming we produce right here in northern Minnesota and the nationally available programming we choose to air on our channels. Lakeland PBS' vision is to be the premier, trusted, indispensable public media resource for the region. We strive to empower citizens while serving and connecting the diverse communities across our broadcast region.

## *WHAT ARE THE TRENDS THAT YOU ARE SEEING IN YOUR ORGANIZATION? IN THE COMMUNITY? WHERE/WHAT ARE THE GREATEST CHALLENGES? THE GREATEST NEEDS?*

For Lakeland PBS- the trends they are observing are that membership at Lakeland rose during the pandemic. Glenn assumes this was because people had more time at home and were accessing PBS instead of being out and about. Membership may be headed downward based on the recent March, 2022 pledge drive (this upward/downward trend is mirrored nationally with both large and small PBS stations). As people have moved away from traditional television delivery (cable, antenna) to other platforms, Lakeland has needed to adapt to this change, as has the entire PBS system.

Glenn identified the difficulty in hiring as a need at Lakeland and in the catchment area they serve. The Lakeland team is a small, close-knit staff. Because of the size of the market, and the skills required to meet various position opening at Lakeland when they occur, these positions can be difficult to fill. Glenn then linked this to the broader community needs related to hiring workers with needed skills and the challenge of the supply chain, in Lakeland's broadcast area.

## *WHERE ARE THE GREATEST OPPORTUNITIES FOR PARTNERSHIP IN THE BEMIDJI COMMUNITY? WITH OTHER FAITH COMMUNITIES?*

Lakeland PBS has worked in many short term and long-term partnerships in their broadcast area. These currently Lakeland News, Backroads, Common Ground and Lakeland Currents. Lakeland also feels that they have been able to link their viewers to happenings in the area through their Community Calendar. Glenn stated that submitting notices to the community calendar was a great way to get the word out about community events, and is available to faith communities. Regarding faith communities, Lakeland has recently worked with the Bemidji Area Church Musicians to air their performances. Common Ground also developed an episode on the new pipe organ at First Lutheran Church.

## *WHAT DO YOU KNOW ABOUT CALVARY LUTHERAN CHURCH?*

Bill Sanford and Tom Wild (Lakeland staff that are members of Calvary)

## *WHAT WOULD YOU LIKE CALVARY LUTHERAN CHURCH TO KNOW ABOUT YOUR ORGANIZATION AND THOSE YOU SERVE AND/OR INTERACT WITH?*

Lakeland PBS is the only LOCAL television newscast in the region (and only 1 of 2 local PBS news broadcasts in the nation). It only exists because of Lakeland PBS member support. Providing the service is costly and it would not exist without the support of the viewing community—we need and appreciate the financial support at any level!

---

# GREATER BEMIDJI

## *TELL US ABOUT YOUR ORGANIZATION.*

Greater Bemidji is an economic development organization. We have over 70 business partnerships. Our 'motto' is that we are in a race for talent to get people, especially young people, to come back to the community. Some of the things we offer are Launchpad, 218 Locate and the Community Concierge program. Paul felt the Community Concierge program could be very beneficial to Calvary and the commitment is minimal. It would provide an opportunity to connect with people that are new to the community and possibly draw them to Calvary. He indicated if 15-20 folks from Calvary were willing to participate in this, it may have an impact on membership.

## *WHAT ARE THE TRENDS THAT YOU ARE SEEING IN YOUR ORGANIZATION? IN THE COMMUNITY? WHERE/WHAT ARE THE GREATEST CHALLENGES? THE GREATEST NEEDS?*

Overall, Bemidji is quite healthy as a regional center. Over the last 10 years, we've done the best in the region in terms of unemployment and growth. Bemidji has a lot to offer. Duluth and St Cloud are shrinking. The gigazone has had a huge impact on this area. Folks from the Cities that are on FT remote work assignments can move here and have great internet access while sitting in a lake home. People want to get away from congestion, feel safe and healthy but also have access to sports, arts and culture. Being part of a college community is also a plus.

Greatest challenges are housing and childcare. Paul mentioned First Lutheran building a childcare center and how that is a direct response to a community need. He also mentioned the Native American community and how support cannot just be lip service. He used our gym as a possibility to partner with that community. Basketball is a huge part of that group in this area. They turn out great basketball teams. He mentioned finding a sponsor to pay \$1000 (whatever it would be) for the year and bring in Native American groups to play basketball and build that bridge/relationship. He thought Calvary could really use that space creatively to draw people in.

## *WHERE ARE THE GREATEST OPPORTUNITIES FOR PARTNERSHIP IN THE BEMIDJI COMMUNITY? WITH OTHER FAITH COMMUNITIES?*

Be where the people are! Be a part of their community. With the challenge of post-Covid, we are going to have to be willing to be out in the community representing Calvary Church. Beyond what we already do, such as the food shelf, etc, he mentioned having Calvary volunteer at something like the Dragonboat festival wearing Calvary gear and engaging with people. Once folks start seeing Calvary members out in groups in various capacities, they will naturally be curious and want to be part of that also.

Make public/private partnerships

## *WHAT DO YOU KNOW ABOUT CALVARY LUTHERAN CHURCH?*

Are members but he admitted he hasn't been active for a couple of years.

*WHAT WOULD YOU LIKE CALVARY LUTHERAN CHURCH TO KNOW ABOUT YOUR ORGANIZATION AND THOSE YOU SERVE AND/OR INTERACT WITH?*

Use resources available to you to tap into engaging folks. Meet up is one example.

Find the folks that are moving to town (people or businesses) and reach out. First Lutheran sends a welcome packet to folks that move into our area.

Figure out a good way to tap into young people. (Go to high school, partner with BSU, sporting events, etc)

Paul mentioned that pre-Covid, the country was suffering from the busy-ness of life. Covid was a 'reset' and people found that they can do many things from the comfort of their own homes, including church.

## *TELL US ABOUT YOUR ORGANIZATION.*

Four-year institution of higher education

Heart of MinnState system

Single university in Northern Minnesota – unique position to have

## *WHAT ARE THE TRENDS THAT YOU ARE SEEING IN YOUR ORGANIZATION? IN THE COMMUNITY? WHERE/WHAT ARE THE GREATEST CHALLENGES? THE GREATEST NEEDS?*

University enrollment is down in part due to covid. Students and families were making decisions to stop out or not enroll right out of high school. Families have also seen first-hand that education can be delivered while living at home, saving thousands of dollars.

Students have had their socialization process disrupted and accelerated the pre-existing trend of students having things on their own terms. Every generation complains about the generation that precedes them. Attempting to go back to 2019 and life, pre-covid, isn't the answer. Change (in many areas) is going to be met with opposition.

Many BSU students struggle with food insecurity, childcare challenges, financial issues.

## *WHERE ARE THE GREATEST OPPORTUNITIES FOR PARTNERSHIP IN THE BEMIDJI COMMUNITY? WITH OTHER FAITH COMMUNITIES?*

Partnerships to address specific needs; childcare, food insecurity

Many single parents – host a free childcare evening for a few hours to allow students to study or just get a night out/off?

Host a meal at the church or Lutheran Campus Center and show students the connection to Calvary and what Calvary offers.

Offer cultural events for Indigenous students or offer something like a drum group to come in and perform. Building bridges.

## *WHAT DO YOU KNOW ABOUT CALVARY LUTHERAN CHURCH?*

I understand they have wonderful youth programming.

I've heard folks comment about Pastor Genelle and how wonderful she was as minister

Overall, have heard positive comments.

## *WHAT WOULD YOU LIKE CALVARY LUTHERAN CHURCH TO KNOW ABOUT YOUR ORGANIZATION AND THOSE YOU SERVE AND/OR INTERACT WITH?*

I see many students of faith on campus. Some openly share their faith with me during office hours, after class, etc.

Students are looking for activities and opportunities to get together.

---

## BSU FACULTY

### *TELL US ABOUT YOUR ORGANIZATION.*

BSU: We are a 4 year institution in rural MN. Our vision is to “educate people to lead inspired lives.” By the time that a student is a BSU graduate, the hope is that they have had classes and experiences centered around our shared fundamental values of civic engagement and leadership, international and multicultural understanding, environmental stewardship and the belief in the power of liberal education. These shared values create a framework that we hope “instills and promotes service to others, preservation of the earth, and respect and appreciation for the diverse peoples of our region and world.”

### *WHAT ARE THE TRENDS THAT YOU ARE SEEING IN YOUR ORGANIZATION? IN THE COMMUNITY? WHERE/WHAT ARE THE GREATEST CHALLENGES? THE GREATEST NEEDS?*

One trend that I see is that students in the last 5 years see themselves as more religious. Not that they are going to church more – but they see conservative values as religious. We discuss values in my classes and over the last couple years – this has been, at times, uncomfortable as people’s views become more polarized. On the one hand students say they are “accepting” by saying that everyone should be able to live their own lives, love who they want to love and question everything that may be infringing on their right to live the way they want to but then they back it up with “as long as it doesn’t affect me or my life.” Not sure how accepting that really is but there is a definite change in how they view independence, freedom and what that means in regard to their lives or their neighbor’s lives. They seem to be willing to stand up for their independence and freedom but not so much for their neighbors (especially if it happens to be affecting their choices).

Great need for role modeling. Through the pandemic our kids have been watching and the role models that people see are “fighting” for everything and nothing. Instead of a discussion around a topic – parents, adults and leaders seem to revert to arguments, bullying tactics and discord to get their point across. Young people are watching this and it is showing up in their behaviors in and out of school. This is something that we are all responsible for teaching. People can disagree and still have a united front toward a goal. This is something that I believe will be something that needs to be addressed more for this generation. In my opinion, the church needs to be at the center of those discussions for their youth....making sure that they realize that the greater good is still the way to go.....helping the weaker, underdog, poor, disadvantaged – lifting everyone up is what we are to do. It is not about making the most money, having the most control or being “free” to do whatever you want. There is a greater responsibility and the church needs to start showing that to our youth through activities that they are participating in.

### *WHERE ARE THE GREATEST OPPORTUNITIES FOR PARTNERSHIP IN THE BEMIDJI COMMUNITY? WITH OTHER FAITH COMMUNITIES?*

This generation of students do not see the distinctions between various religions. We used to know who was Catholic, Methodist, Jehovah Witness – my daughter’s and son’s generations seem to lump everyone together. The only distinction would be whether they are Christian or not and I’m not sure that if that is really even a consideration as much as it has been in the past. The idea of a higher power, worshiping and service to the community seems to be the most prevalent – with the service to the community being a big part of their belief system. My daughter feels the same about giving hours at the food shelf as I used to feel about ensuring that I went to church each Sunday. Giving back to the community rather than the traditional worship service seems to be more attractive – at least for my kids and their friends.

*WHAT DO YOU KNOW ABOUT CALVARY LUTHERAN CHURCH?*

Calvary Lutheran Church is an ELCA affiliated Lutheran Church – I have been to a couple of the services there and a couple of the Eagle Scout award ceremonies as well. I know that you have a preschool which is a great way to give back to your community as well.....as this is a huge need in our community.

*WHAT WOULD YOU LIKE CALVARY LUTHERAN CHURCH TO KNOW ABOUT YOUR ORGANIZATION AND THOSE YOU SERVE AND/OR INTERACT WITH?*

I work with first and second year students at the college and I would say that there are a lot of students who are looking for a church home – more so than in others previous years. They are not wanting it to be traditional church but rather a “meet me where I’m at” type of gathering. I’m not sure how to meet that need but I’m sure that the students would tell you how to do that if they are asked. One example I have going on in the community currently is the Pub Theology – meeting people at the Brewery to talk about religion. Why not? I was also in a group that did that in the morning at a coffee shop – great way to gather and discuss.....these are the things that someone my age or younger would be totally into.....especially given the Starbucks bill I know most of them have!

# Attachment B: Congregational Listening Sessions

## Goal of Listening Sessions

As our Church returns from a 2-year pandemic there are areas in which Church Leadership would like feedback to shape our strategic and leadership decisions as we consider how to best serve our congregation and our community. As we look back pre pandemic what did we appreciate about Calvary and looking ahead of how we should shape Calvary into a congregation that is relevant to our congregation and community that is changing. The goal of these listening sessions was to actively listen through uncommon conversations to congregational members to gather feedback and gain perspective of to shape the future direction of Calvary. Below are the notes from listening sessions held on March 6<sup>th</sup>, 27, 30<sup>th</sup> and April 3, April 6<sup>th</sup>. Three of the sessions were in person and two virtual.

## Process

Listening sessions were completed in person and virtually utilizing zoomed. Trained listeners from the Explore Committee and the Church Council were assigned tables of participants to help facilitate the listening process. A lead facilitator explained the questions for the entire group participating. Listening sessions typically had between 6-8 people at each table, up to 10 tables were filled at sessions. As each question was proposed participants had a short time to record answers silently on sticky notes, 1 sticky note per page, after each person was able to write their thoughts trained listeners then facilitated tabletop discussion with participants sharing ideas. This silent meeting then sharing process provided everyone to share their ideas in writing then when comfortable sharing them with one another. This process eliminated potential group think in answering questions. Trained listeners could also ask for clarification only to understand the answers not to provide input or direction.

## Questions & Feedback

Feedback was captured for 5 questions using this process, 3 of the questions offered opportunities for feedback on key areas of service and function of the Church to its members. The two questions, one at the beginning of the session and one at the end bookend the process in the value of Calvary and the Hope for its future. The three middle questions focused on what Cavalry can do more of, less of and keep the same in three key areas. Below are the responses from 5 total listening sessions, 3 in person and 2 virtual. Sessions at times for all services to be able to participate, Sunday morning, Sunday after late service, Wednesday as part of confirmation, and online. A total of 226 people participated in the sessions. Answers from every written response was recorded, answers that were identical or near identical are represented below as (#) next to the identical answer. A total of 2,739 responses to questions were recorded in 25 pages of notes, from this feedback executive summaries of each question was developed.



## Opening Question

A total of 668 individual responses are captured below

What 3 things do you most value about Calvary? - A total of 668 responses are captured below.

- ELCA Church (8)
  - Tradition
  - Shared Beliefs
  - That it is an ELCA Church reflective in its practices and meaningful worship
- The Word of God (6)
- GOD/Spending time with/learning about God (10)
  - A Special Moment with God
- Forgiveness (2)
  - Faithfully proclaims the gospel of the forgiveness of sins through Christ Jesus
- In the presents of Jesus & God & Holy Spirit (6)
- Unconditional Love (2)
  - Love
- Focus of the presence of Christ (3)
  - We are here with Jesus
- Spiritual Renewal Experienced Here
- The Unity
- The Spirit of our Congregation
- The passion to follow Christ
- Servant Hearts
- Spirit is Alive
- Open acknowledgement of the Holy Spirit, in worship, song and conversation.
- My place to give thanks
- Religious Faith/Spiritual life (2)
- Values
- Culture of respect (2)
- Health
- Down to earth congregation
- Participation from everyone
- Giving to all
- Mix of young and old
- Open to change
- Familiarity of Service
- My Parents got married here, so that's cool
- The nostalgia of it, I've been coming to this church for well as long as I can remember, and I want it to stay the same.
- Not trying to use GOD to make money

- Experience God through Mission
- Liturgy(3)
- Theology(3)
- Word and Sacrament

- **Preaching & teaching (27)**

- Preaching (20)
- Depth of Sermons
- Sermons are relatable
- Sermons are great
- Bible Studies
- Faithful Preaching
- Messages relate
- The end prayer, its been the same as long as I can remember

- **Worship Services (72)**

- Worship (58)
- Meaningful Place of Worship/Worship
- Worship together
- a place to worship God
- Here together with God
- Worship to be closer to *God*
- In person worship
- Worship with technical capacity
- In Person Worship (3)
- Contemporary & Traditional Services
- Lutheran tradition yet speak to current world
- Fun & modern
- Mission Sunday

- Communion Every Sunday (2)
- A place to come/Its fun to hang out here (2)
- Prayer Chain/Prayer (2)

- **Music (37)**

- Music(30)
- Has a wonderful music ministry.
- Especially traditional Lutheran Music
- Music Inspires me WED & Contemporary ( Not OLD HYMS)
- Worship Teams & Youth for Pack Pews

- Music talents
  - Praise Team/The BAND
  - Praise GOD with Music
- **Pastoral Leadership (90)**
- The caring, and strong pastoral team (Leadership)
  - “Excellent Pastors who bridge hospitality & also interactive & historical messages in great preaching”
  - “The pastors are great”
  - “Pastors that see the world through the eyes& heart of a person of God, and give me a new perspective”
  - Caring & welcoming Pastoral Staff
  - Positive leadership moving with the times
  - Leadership
  - Relations to Clergy/Pastoral Care
  - Strong Pastoral Team/Our Pastors
    - Helpful
    - Awesome
    - Great Leaders
  - History of Pastors that have brought unique talents (2)
  - I value connections made with former pastoral staff
  - Nate B.
  - Pastor Jerimiah(2)
  - Vicar Jami
  - A willingness to listen to the congregation in this process
  - Youth Pastors in the Past
- **Staff (2)**
- Good staff
  - Office Staff does good work
- **Fellowship (88)**
- The faith-based relationships that is family focused and creates a Christian community in which to engage in fellowship. --
  - Wednesday meals
  - Fellowship (21)
    - Within church and community that was lost during COVID
  - Coffee after Church/Coffee Fellowship (6)
  - Time together/Spending more time with my family
  - The food is good (8)
    - Cinnamon Rolls
  - The Stories are good
  - Relationships with others with similar beliefs (2)
    - Openness and genuineness
    - Acceptance
  - Making connections with people/Interactions (14)

- Peer connections
  - Friends/Friendships (20)
    - “Friends that turned into family”
  - Christian Friendships (6)
- 
- Welcoming (101)
    - Welcoming/I feel accepted/I feel welcome (22)
    - A place that I feel welcome
    - All are welcome worship & Communion
      - Learning about people I don’t know
      - Welcoming to kids
      - Inclusion
      - Friendly place to meet
      - A safe place for all people in the church
      - Safe place to express faith
    - A familiarity of People and Place (10)
      - The feeling of being at home
      - Smaller congregation feels more personal
      - Comfort
      - Nostalgia
      - Happy and Calming
    - Welcoming Community/Community (37)
      - The community, the minute you walk in the door someone is greeting you with a smile and following up with a conversation,
      - Sense of community
      - Acceptance of everyone
      - Everyone is welcome
      - Everyone has a place
      - Talking to people about my life
    - No fees
    - A welcoming philosophy of others that are maybe different from us but all part of the body of Christ.
    - Feeling of Family/Church Family (31)
      - Family involvement & church becoming our family
      - A sense of being with family
      - A place for everyone to be special
      - A place to come as a single person
      - Comfort
      - Friendly/Personal
      - Family Growth
      - Connection and History a member since I was 3

#### Faith Formation (94)

- Faith Formation (6)
- A place to learn and grow in faith

- Programming which is family based with opportunities to be involved.
- “ I value so many opportunities to be minimally or fully involved”
- “ A Place to help teach my children about God”
- Youth Centered yet still maintains fulfilling needs of multi generations. We have lost so many young families and that is a HUGE disappointment.
- I value learning and I come for God and Church together
- Youth/Youth programming/Youth Activities/Ed (42)
  - Because we get to learn
  - Place for youth to learn about God
  - To teach ourselves
  - Opportunities for youth
  - Youth activities
- Confirmation Program(16)
  - Mentoring
  - Faith Statements
- Pre-school (9)
- Kingdom Kids
- The inclusion of all ages (2)
- Club And HS Program (4)
  - Discussing bible verses with Club
- Adult Ed (2)
- Being involved in activities here
- Bible Camp
- The Youth
- Via de Cristo Community
- Adult Education led by people who know things I don’t know & see things in ways I don’t or haven’t.

#### Programs/Ministry (13)

- Quilters/Quilting (3)
- Choir (6)
  - Welcoming Choir
- Alter Guild Variety of Programming
- How relatable everything is here to help me
- Family based small groups

#### Facilities/Buildings & Grounds/Worship Space (22)

- Gym (10)
- Other groups use building
- I come for the building
- Earth Elements in the building -wood-rock
- Location (2)
- Buildings & Grounds
- Beautiful place to sit & worship/Beautiful Church Setting (2)
- Great Space
- Our Facilities (4)

#### Service to Community/Mission (48)

- The Youth Mission/Ministry (10)
  - Youth Service Groups
  - Mission Trips (11)
    - Faith in action
- Being challenged to think of how to serve others/Service Focus (2)
- Community partnerships/Involvement (8)
- Community partnerships & Ministries
- Resources Shared (5)
- Opportunities to serve others
- Services it offers the community
- Willingness to serve the needs of the community
- Support
- Opportunities to engage, varieties of ways to serve and be involved. (2)
  - Opportunities to be involved
- Worldly View (beyond our walls)
- Connected to the community needs, locally, nationally, Internationally

### Topics for Feedback

Topics for feedback include Service to the Community, Worship, and Adult & Youth Education. Each topic was discussed, and feedback was provided for what Calvary should be doing more of, less of or stop) doing, and keep the same, not change.

### Service/Ministry to the Greater Community- A total of 495 responses recorded below.

What are things in the service to the greater community, non-members and organizations, you would like Calvary to consider doing more of, less of or stop doing or keep the same with no changes.

More of	Less of/or stop doing	Keep the same no changes
Service of Shelter/ Homeless (12) Homeless Kids/Disenfranchised	Second offerings/ not the actual offerings but the way it is facilitated in worship- Less Passing the plate (8)	Mission trips (42) Intergenerational Youth  Kenya & Nairobi
Active Stewardship connected to identify & Mission	Bickering on Church Council	Social programming
Service & Support to Food Shelf (10)	Less restrictions	2 <sup>nd</sup> Offering Ministry Partnerships (22)
Purposeful Service to Churches United, Food shelf, Meals on Wheels, BGC, Women Shelter & other meaningful services organizations (22)	Trying to do and be everything- Focus on what we do good	Bringing groups into the Church to use facility from community (5)
Service to Great River Rescue- Family oriented opportunities(2)	Same people being overworked/Same people in leadership positions/	Seek new volunteers

	Same people volunteering (4)	
Ask less involved persons to be more involved in Council, Foundation & Other informal groups	Less of creating "New Lutherans" and more on showing Gods love to others.	Showing God's Love to others
Organizations Presenting & Speaking to get families involved- Special events/Dinners/between services (4)	Partnerships with only Lutheran Churches	Current Programs reaching out to community (6)
Community Outreach General (12) Business Bell Ringing Caroling	Mission Trips outside (7) US Less Distance for Mission Trips Less Trips/ Every 3 year	Churches United
More home visitation and (7) communion at nursing homes Outreach to widows and widowers	Doing work for other orgs. That they can do themselves	Established partnerships
Advertising and marketing of Church Marketing what we do- A snap shot every day on social media of What's going on? (5)	Less Homogenous(white)	Reaching out to Youth
We need to renew our inclusion of the world & community & environment in our vision of who we serve.	Less isolation more collaboration	Service Projects (3)
Supporting and shaping smaller churches sharing messages and pastors grows church and community	Being short staffed Turnover of Staff	Servants of Shelter(5)
Asking the question of who you have in your congregation and what are their passions and how that can meet community needs- Staff not RESPONSIBLE- Where is the priesthood of believers.	Focus on the past- What was.	Being open to moving forward(2)
Push for and support the membership to be the body of Christ	Less being quiet about our problems in our community, & our World that our behaviors contribute to.	Helping kids & adults see the world through the eyes of a member of a global community of God
Take Care of own needs first	Repeating the spirit of the age of moral imperatives.	Faith in Action (5) Workday in community
Leadership around community Service	Less Mailers	Larger Church & Mission
Music that is common to people	Less caroling(4) Bell ringing	Youth Service Projects and community outreach (8)
Faith In Action (29)	Pastors picking second offering organizations	Partnerships with (22) local organizations that meet community needs

Group/ind volunteer opportunities organized for local service- Food Shelf/Community needs etc. Mission Sundays/Acts of Service	and service projects- Let us pick	ie. Village of Hope, Food Shelf, Meals on wheels etc. Having them share their work
Volunteer opportunities to help at (24) Elderly & Others in need at their home with chores etc. Intentional Volunteering/Homebound	Less fees	Food Shelf Support (17)
Youth Focus (15) Get youth Involved in community/service/Outreach/programming	Judgment of others	Support and equip others to support and serve
Address food insecurities and hunger- (4) farm the 40 acres	Trying to replicate other churches- be our self	Keep highlighting local organizations
Volunteer Drivers for non-drivers to Church	Less doing everything identify areas focus	Being open to all (3) people in the community Inclusiveness
Church Softball	Less trying to help every foundation that asks for help, cant do it all.	Service to homeless(8)
Donating food, clothing, hygiene products	Less the number (2) of charities we support until we can balance the budget	Serving Gods Word Gideons Ministry (2)
Bring more groups to calvary		In Home Communion
Jail Ministry(2)		Youth Programs/Outreach
Empower members of congregation to lead and rely less on staff for initiatives		Partnering with other churches
Afterschool programming/picking kids up at schools (2)		Youth Fundraisers (2)
More interfaith cooperation, (10) partnerships with other faith-based organizations Work with other churches		Supporting BSU NW Ministry
Mission Trips (28) Youth & Adult Intergenerational		Partnering in Prayer
Share more data of what Calvary currently does in the community		To do Greater Community help the men get back on their feet
More fundraisers & donating to charities (3) Push 2 <sup>nd</sup> offering more More offerings		Food Drives
Get more members involved in service and church(2)		College Scholarships



Ethnic Minorities(2)		Help Members move
Creating Welcoming Environment (12) Inclusive Environment/Define our welcome & Build Diversity/Inclusivity & Diversity/LGBQTT Including our leadership		Bell Ringing
Support for families with addictions		HS/MS Mentoring
Services & support for last 1/3 (6) of life- service to elderly		Treasure Chest
More involvement & welcoming(7) of families with young children		Sharing where we are supporting others and organization in the community
Family Meals/Dinners at Church (9 Breakfast/Wed Meals/Get youth to serve		Wednesday Meals(6)
More services to disadvantaged youth		Supply Mission- Blankets
Family nights to then go out and serve community		THE Pastors (2)
Quilting		Internal events, bazar, vendor show, auction events and meets
Making gifts for others during confirmation		Having honest conversations
Confirmation Service Nights & More confirmation opportunities (3)		Meatball and Lutefisk dinner
Be a physical space for hosting youth groups/programs More allowing others to use building (3		Balance(2
Local outreach at community events ie Blue Ox Marathon, handing out water, more of a community presence. Presence at city council, city planning, school district meetings. School events have marketing material.	We have been very reliant on our leadership and their passion to help an lead us-for example we had office staff passionate about homelessness and environment- when they left our focus left.	
Partner with BSU Lutheran Campus Ministry(3)		
Making everyone aware about (12) volunteer & service opportunities and what we currently are doing/Marketing advertising opps.		
Support mental health		
Church work projects/at Church		

Meatball & Lutefisk Dinners		
More awareness to service and ELCA missions on a more global scale- LWR etc.		
Offering plates going around		
Communication about opportunities from other churches for music, studies etc.		

## Worship- A total of 644 responses are recorded below.

As a place of worship what are areas and ideas where Calvary should consider doing more of, less of or stop doing, and continue to do or keep the same.

More of	Less of/or stop doing	Keep the same no changes
High quality music/ (26) special music, youth music, soloist, Choir every week, more members participating/instrumental music woodwinds etc. More people sharing special music More skill and variety in music	Less of the same type (2) band- provide more of a variety of music, youth band etc.	Sharing intern with other congregations- allowing supply preaching opportunity
Traditional Music and Songs (17) Beautiful old hymns Familiar music Organ Music Heritage hymns Using Hymnals not just screen	Less Loud music (11) Tone down the piano- Too Loud Volume too HIGH on some of the mics	Overhead screen (2)
Voices and participation (26) from the congregation reading prayers, music, sharing talents, and welcomes. Get others more involved ie. Readers, ushers, greeters etc. More lay involvement More congregational leadership - variety of voices	Less dependency on slides- provide more print- use along with slides more of the books of worship we have	Seasonal liturgies/(2) music Variety of music
Energized worship, (46) different types of and more music and really get people involved- Camp style songs, not just singing to church -Music(Christian Radio Station type) that energizes people that is familiar and consistent doesn't mean louder- Just music nights – Singable songs	Less singing (6)	Wednesday Services (5) 45 Min time frame Youth and Mentoring
Family Meals (5)	Less focus on problems	Giving to treasure chest

Integration & recognition (5 of Calvary groups into worship, Men's Prayer group, quilters, high school youth group, etc.	Less confusion of ushers and process for communion	Traditional and (40) Contemporary & Wednesday service times variety of worship styles and times/3 services- expand even
Slideshow of events happening each week and celebration slides of both church staff and congregation birthdays, anniversaries etc to build stronger community.	Less new songs until (8) we learn new songs, seems like new songs only allow music team to sing	Children's time (9) Children doing music for sending song More kids
More singers-(7) For Children's Choir, Adult Choir, Children's Choir Cantatas. Multi-generational Choir Choir for middle schoolers	Praise Music	Respective time and cultures
Youth Praise Band opportunities (9) Highschoolers singing	Worrying about COVID (3)	Music (30) Quality Music with more people involved/Choir Making it meaningful
Head Usher coordination	Less new offering ideas (3) Less way we do offering must be a better way	Mission focused ministry
More ELCA mission (2) interpretation in service	Less announcements	Time for reflection (2) and confession and outspoken prayers
Place of Worship (8) Contemplative service/silent prayer/quiet ways of worship Liturgy during worship Keeping some traditional liturgy and reflective time in every service. Like the bell during lent Back to liturgy we know Traditional Lutheran Doctrine	Starting new liturgies/be consistent for a period of time before doing a different-	Pack the pews style (4) worship
Sunday Evening Services (6) Services for those who travel home on Sundays	Less music(2)	Communion often (5)
Lutheran Music of the four-part variety	Less sermons (3) Shorten Sermons	Fairground's worship (4) with first Lutheran
Openness to change	Less contemporizing (3) of traditional prayers and creeds trying to politicized things recently our Church has been viewed as liberal rather	Attention to feminine face of God

	than viewed as GODS church to a political affiliation	
Smaller Groups (13) Worship opportunities and times and locations for smaller group settings or smaller groups Small group study Small group fellowship External worship Outside worship	Less contemporary music (6) at early service/traditional service	Address what is going on in the world
Traditional Lords Prayer (6)	Changing Lords Prayer(18) (Keep traditional )	Traditional Lords Prayer(5)
Communion (14) Communion Every Service	Less interruptions in (4) worship- second offering- announcements	Fellowship between (12) service
Anointing Stations and (9) prayer stations/Structured prayer More time for prayer Intentional time during services to pray with pastor Monthly Prayer Vigils	Less volume (9) Sound- I feel like the volume could be turned down on the music so it feels more worshipful	Keep worship liturgy (4)
Holden Evening Prayer Services (6)	Stop streaming all services(3) Less online services	Hybrid Church model(17) Online church Online capacity Online support
Bring more ways to highlight other ways to praise and worship like art, dance, woodworking etc during service.	Less Talk MORE action(2)	Clubs- (3) Decades Club Quilters Club
Print bulletins and (8) communication sheets limited quantity have big print available too. Lovely printed. At least for traditional service	Do less of feeling that the main or only purpose of Church is to be a comfortable refuge- must be out spoken against injustice	Meals after and (16) before services Wednesday Meals
Promote Attendance and (12) Offering more in worship Excite people to come In person worship Every Sunday invite those online back to in person worship- we miss you	Less services- reduce (6) to 1service and pack to the pews	Contemporary Music (9) Drums/electric drums Guitars
Recognize life events, (4) and visitors each Sunday so others can welcome and congratulate. More opportunity to know who is new so they can be welcomed/New member	LESS social justice issues	Traditional Service (8)

Introductions we don't know each other		
Highlight more people (11) singing, use more of congregation's talents less spotlighting staff More congregational members involved in music	Less self congratulatory focus- we need to celebrate the good we do but we need challenge ourselves to do better	Prayers for people (3) Prayer Chain Fellowship
Have traditional services (6) be out of hymnal, more hymns that are recognized for people who want traditional setting.	Less Clapping in Church (2)	Mentoring night (3)
Sermon support (9) /points/notes on screen or in the bulletin to help with takeaways. Sharing or engagement with neighbors reflecting on sermon- More interactive	Not so many versus (4) when signing shorten some songs	Good/Great Sermons (11) Provide messages that relate to today's world
Sermons/Longer Sermons (12) Good Strong More challenge to congregation Based on scripture Tying gospel and real life Kid friendly relatable on Wed Short simple lessons	Stop and revamp (9) The music at contemporary service needs revamping/a new style Less songs that just have versus that repeat themselves	Jesus focused
More law and gospel- sometimes(2) I feel we just hear gospel More news as it relates to end of times	Cliques during coffee time	Youth actively engaged (4) Middle schoolers acolyte
More youth engaged/involved (19) on Sunday Not just acolyte Youth engaging events	Less Shar just leading (7) worship have other worship and piano leaders Less dominant singers in the praise team. Praise team should be unified singers like Choir	Broadcasting Services (2) on social media
Openness to ALL (9) people, recognition of the value of God in every child of God. More intentional about unifying people at Calvary- open this congregation to all- let people who are not members to come, all are welcome	Less onstage type (2) entertainment style that doesn't involve all	Youth Faith Stories (7)
Traditional Service (2)		Singing (4)

Small chapel	Less modern wording of the creed and lord's prayer bring back the THY's and Thou's	Contemporary blended (2) with traditional service
Pack the Pews Services(3)	Less politics	Praise Music
Use of Videos (4) Wednesday video series	Less sitting with usual group	Prayer stations with pastors during service
Teen led services (6) Youth led services	Turn off overhead fans during worship they make noise and blow cold air	Preaching from the (2) Scripture
Allow more time to get bibles out before beginning reading More bible reading	Less Standing (7)	Baptism format
Fellowship opportunities (20) Food/Coffee/Wed Meals Once a month Sunday meals	Less big words in sermon (2) Less complex sermons	Conversations going
2 services, (6) Consistent Separate services the services right now are too similar- Keep traditional very traditional and be contemporary be truly contemporary	Less talking more singing (2)	Having Shar lead music (2)
Livestream or Broadcast Services (3) Development of the hybrid outreach concepts/social media Sermons	Less NEW songs EVERY week Do more old Church Hymns	Continue to make this a welcoming congregation
Circles- gatherings for seniors (3)	Less Faith Stories	KEEP Love and Kindness
What GOD is doing	Less Emphasis on (6) Hybrid Less posting services on you tube	Continue to ask the congregation for time and talent allow everyone to participate
Opportunities for worship (14) outside the walls of the Church Use the outdoor worship space the grove/campfire service state park/ worship in partnership with bible camp	Less not an hour (2) of worship Less things packed into a service	Staff (4) Everyone is all great in the office with questions or concerns, super to visit with them.
Youth Pastor (Need) (3)	Less music to focus on Christ	Having new people talk and share
Faith Statements/Stories (17) Lay member sermons From adults	Less traditional hymns	To listen to all points of view and be open to change even though it can be frightening
More opportunities for (14) growth and engagement, bible studies, interaction with members Challenge us to do better	Less doing things that make visitors unwelcome	Keep bible studies (2) Work through bible in a year
Recognizing volunteers	Fake Believers	THE band (6)

		Great band music
Info on positions available	Less microphone and technical challenges- it is disruptive	The vicars program (4) Jami talking and preaching Yay GOD for Jami
Training of worship servants	Pastors doing all the readings and announcements	Kind wonderful open minded compassionate intelligent leaders! Pastors, Interns, Lay leaders.
Greeters	Less lack of communion organization	In Person Worship
Consistency in service structure and leadership		Prayer
Inclusive language during worship		
Online Services	Less new music	Contemporary Worship & Music
Talking of World Community and environment	Less Worship sponsorship	Fellowship

## Education/ Adult and Youth -A total of 616 responses recorded below.

As a ministry of our church education is important for faith development, in both youth and adult education what would you like Calvary to do more of, less of or stop doing and continue, keep the same.

More of ( Adult)	Less of/or stop doing (Adult)	Keep the same no changes (Adult)
Small Groups (15) Family based/smaller group activities Small group fellowship and Faith opportunities	Less offerings had (2) when working people cannot attend	All current adult programs
Adult bible study(8) on Sunday Mornings More adult ed offerings, at least 2 every Sunday between services	Less neglect of Adult Ed (3) Less neglect of faith formation	Hybrid options (4)
More short courses to support adults ie. Parenting etc.	Changing in youth leadership	Confirmation and (5) outreach and community service events
Opportunities and gatherings for older adults	Less pop culture books, hallmark style left behind books in the library studies	Confirmation (22) Small Groups
Adult ed offerings (14) based on current events/ having difficult conversations Even require it.	Less trying so hard to maintain the well worn paths that no longer fulfill people's needs	Seasonal Devotions

Application to current issues in the community and world, out many Ojibway neighbors, their lives their stories		
Bring in Seminary to talk about seminary opportunities for youth	Emphasis on the importance of being confirmed= being better.	Mentoring (5)
Adult opportunities geared toward theology/ Short Theology teaching in worship	Sunday school during worship	Theology Book Club
Bring in guest speakers/speaker series	Less emphasis on making a big deal SOF's There important but not essential	Faith Statements (4)
Bring a friend to Church night(3	Lecture type lessons for youth	Doctrine based programs
More rigor in the weekly opportunities provided on Wednesday	ELCA focus (2) less on the social ministry	Youth programs/Ministry (22)
Bible Study (17) By Pastors Variety/families, youth, adult etc. Short term bible studies Bible Study Groups Sunday Opportunities	Less new things all the time not everything has to change	Kingdom Kids(2)
Adult Education in podcast form (2)	Be less afraid	This share time
Better bible study for circles	Less of parents having to complete sermon notes as part of confirmation	Family involvement (1)
Reach out to elderly(3	Less Breaks	Bible Studies (7)
Use of members to support activities and programs	Less building expansion	Balance (2)
Input from youth/maybe a youth on church council	Expanding and spending more money	Welcoming environment (2) Being a warm and welcoming and comfortable church to new members
Equip lay leaders	Less allowing youth to stay in fellowship hall/gym/lounge during worship- Worship is important part of learning	Vicar Support (2)
Communication of what we are doing and what are the opportunities	Less and fewer projects until debt is paid down	Bible study (2)
Congregational Participation	Less free gym day on confirmation	Services for elderly
Closer contact with Pastors	Less of staff running everything and more delegating to volunteers	Sermon Notes (2)
Stewardship training		Core program



Record education offerings so others who cannot attend can listen to later	Less talk more action -uphold and live & do what we want to be	Teaching about God and showing faith and hope to kids.
Communication on what small groups are currently available	Less outdated or under attended programs	Pre-school and (3) Childcare
Book Study ie. James- (2) that also acknowledges different levels of understanding		Keep the Fun. Keep the trips. Keep the Bible.
Visitation & Outreach (5) Nursing home In home/Shut ins Homebound		Club and older youth opportunities
Fellowship with Faith formation opportunities		Prayer lists
Learning about other religions & cultures		
Adult Women's (3) Ed opportunities		Spread the Joy
Adult Education (9) Grow serious adult study Opportunities for evening studies for working adults Led by ordained staff		Opportunities for all ages
Fun Group Nights (6) Middle school lock ins Younger student events Outside and inside walls		Keep bible versus
Faith formation responsibility on all believers not just staff	Adult programs	Adult education on Sunday
Service trips for adults (2)	Less confirmation on Sunday evenings	All Church book reads
Adult catechesis about distinctives of confessional/Lutheranism. Law and gospel, two kingdoms, freedom in Christ & service of neighbor		
The mission of the church needs to be based on the personal savior.	Group or pairs of mentees to each mentor, make sure there are 1 to 1 match	Scripture based teaching and preaching
Mission Trips for all ages (2)	Paperwork (2)	Keep Quilters
More study on what the Lutheran faith is	Busy activities	
Provide childcare so all adults can engage in bible study	Less requirements for confirmation/focus more on mentors and less on sermon notes	Keep/Have a church library open to all, that still has print material for all ages.
More Prayer opportunities	Less finding gray areas in the bible and teaching on that.	Soup Study (3) Not just for lent

Adult retreats	Charging fees for confirmation	Adult Sunday School between services
Intergenerational Family retreats (used to be an opportunity) such as Pathways etc.		
More grief share	Confirmation	
Bring a friend to Church night	Sermon notes (6)	
Adult education geared (7) toward affinity groups/ie 20-40 year old's Millennials College students	The paper for small groups in confirmation	
Communication with families for confirmation and Sunday school	CHANGE, change, change	
National Youth Gathering opportunities (5)	Less time for confirmation	Mentoring (2)
Strengthen Youth (12) Programming overall More activities More opportunities Littler kids opportunities	Less kingdom kids	
Faith formation at Calvary facility	Less old school thinking	
Variety of ways youth can share talents/callings	Less need an apt. to see staff	
Using Wednesday nights (6) for education opportunities for younger kids too.	Less emphasis on being theologically correct	HS Programming
Community involvement (2) through confirmation	Less scanning QR codes	Bible centered programming for youth
Bible Camp for families and kids (7)	Less standing	Family nights/confirmation (4)
Interdenominational programs (3)	Less postage for mailings should be discontinued and replace with electronic messaging	MS/HS Programming
Organized family fun (10) Opportunities		Confirmation Programming (5)
More music opportunities (5) for middle school youth More playing electric drums		Pre School
opportunities to take preaching down to kids' level		Allow all to be part of confirmation
Gym time (10) Figure out leadership staffing		VBS
More of the bible story (4) Follow bible more		
Family commitment and (15)		Mission Trips

involvement with Sunday School and Confirmation/Cohesive leadership for parents Parent involvement		
Sunday School – (50) more formal opportunities that includes all ages Weekly faith formation for 3 years to sr. in HS. Sundays. Sunday School, kids are really missing out on all levels of transition. Intentional structure Restructure Sunday school/renewed commitment to ss.		Kingdom Kids
Arts Programs Activities		Confirmation Mission Trips (3)
High School Camping		Club
Activities for Youth- (17) (Monthly by grade level) Intentional opportunities for youth to engage with each other Youth group commitment		Older kids mentoring in Kingdom Kids
Offering meals on (3) Wednesdays for families		Dedicated Sunday School teachers
Education offerings for confirmation and HS on Sundays		Featuring sermons online
ELCA connections		
Weeknight childcare options during bible study		
Involvement with the (5) young children/families and Parents	Sermons easier to understand	
Lay volunteers involved in youth education		
Confirmation (8) Confirmation on Sundays		Mentoring (4)
Mentoring (4) Lenten beyond Lent		
Pastors committed to stay (3) Awesome pastors Pastors		Pastors(2)
Tech help and outreach to (3) older members		
Prayer group		
Trust God during difficult times		
Intergenerational offerings (3)		

Fun activities (4)		
Vacation Bible School		
Video series on Wednesday		
Collaboration on HS programs with 1 <sup>st</sup> Lutheran		
Service days and fun days (5) for confirmation		
Youth Pastor/Dedicated (12) youth director Highschool/MS leadership team to get youth involved in worship and community		
Youth opportunities (11) generally, outside of confirmation Active Learning Growing faith through experiences with others like studies, hobbies, health, trips etc.		
Church Boards		Rebel Give
Donuts and Devotions (restart) At high school		
Wednesday opportunities (4) for all youth/families/adults- have meals, faith formation and worship for all on Wednesday		
Kingdom Kids		
Education opportunities across all age groups.		

## Closing question- The Future

What is your greatest hope for Calvary?-A total of 316 total responses recorded below.

(Below the answers are grouped in common theme areas, the areas capture responses related to common areas and are represented in blue. The numbers in black are for that exact response. )

### The Place Calvary (51)

- That we can have the Holy Spirit present and among us and lead us forward.
- That we can keep the same welcoming, accepting, and warm (8) environment. Biggest hope is to feel welcome. Very “Clicky”
- That people see, hear and feel God when they walk in our door & when we meet people where they are.

- That we would know God's love and experience new life together in community.
- Hope is that we all can have a place to call home and that all forgive and love each other. (3)
  - Home of faith for as many people as possible
- To continue to love you for who you are. Where individuals are known and seen. (2)
- I hope that Calvary becomes a Reconciling in Christ congregation in the next 5-7 years. (2)
- To be a better and bigger Church like in Minneapolis, big stage and lights, and fun and energetic songs that make you want to be there all the time.
- A thriving community of believers who follow Jesus Christ from young to old.
- To continue to have a place to gather and share.
- To remain the way, it has been for a long time, to keep things we do the same for the older generations and the younger ones.
- That we can be a beacon of light in our community/volunteering together (3)
- To regain & increase momentum for growth in younger families. (2)
- That our building is filled with excitement, & energy, full of all ages, especially (2) young. A place youth want to bring their friends. That children's time has 20 plus kids.
- A place that remains open and active for years to come. Church doesn't die (4)
- For continued growth/continue to grow/more activities/ (9)
- Develop a 40 acre plan/Low income housing with Calvary supporting/friends support (2)
- Keep meeting budget/Debt Free and increase giving/more support (5)  
Financially strong Church
- Hope is that Calvary can expand, expand, expand, Calvary should build another layer onto the building.
- My hope that Calvary will never again close the Church.

#### **Attendance/Membership of Calvary (58)**

- That we get attendance back to pre-Covid numbers/pre big changes. (45)
  - Address attendance challenges
  - Enlarge the worship crowd
  - To fill our Church, back up/Fill Pews
  - People come back to worship
  - Invite others to Calvary
  - Continue to grow our membership and faith/get all of our membership involved, attending and participating.
  - Caring and sharing people who gather on Sundays/Human connection
- That we can return more younger membership. (7)
- Continue to grow as Children of God (5)
- Hope for strategy for outreach to unchurched, minorities & new residents to our community.

#### **Pastors- (48)**

- New Pastor/New Dynamic Faith Leader/Sr. Pastor/Friendly/Warm/Inspirational (24)
- Reestablish pastoral leadership
- That we can keep Sue! (or a carbon copy)
- That Pastor Genelle comes back

- Jeremiah stays with us, We LOVE Jeremiah! (6)
- Keep Vicar Jami! Examine the possibility of keeping Jami. (4)
  - Call Vicar Jami.
- That we find a head Pastor that is as good as the past ones.(3)
- A youth pastor. Find another strong youth pastor. (6)
- Find a pastor that reflects who Calvary is, not with an agenda.
- Leadership that will bring back light to the Church.

### **Staffing/Volunteers (8)**

- Peace and Harmony in our staffing
- To equip leaders.
- Strong leadership. (2)
- There is a youth director/NEED YOUTH DIRECTOR (3)
- Hope that we appreciate volunteers and seek out others, ask for assistance in a variety of areas so everyone can get involved.

### **Youth Programs (31)**

- Grow our Youth Programs/Engage Youth (10)
- A place where my children continue to feel accepted & open to express their faith. (2)
- That my daughters grow up finding the same love & joy & family community in Calvary with opportunities for them as young kids through high school, serving & learning and growing
- Grow confirmation
- Youth get involved and stay involved; pastors are involved with the youth more. (3)
- Hope is to go on more big mission trips.
- To keep teaching kids how to be in Church and out of Church. (5)
  - To teach them kindness & giving, continue encouraging and supporting youth.
- Youth retreats/National Conventions (2)
- To get back to Sunday School, Youth activities & get people back in our Church.
- There is more kingdom Kids
- To have an impact on youth in the community. (2)
- By investing in our youth, we would inspire a generation & our Church to grow in service & love of Jesus
- I hope to grow in faith and continue to go to church after I get confirmed.

### **Culture (52)**

- My hope is that Calvary is a community that nurtures individual spiritual growth while deepening our understanding and commitment to spreading the good news and caring for others everywhere.
- That we worship Christ as one family and that we have energy and drive to support each other in our Christian walk
- Dig in- we need to help each other understand and live out Gods Word
- I hope we find peace, build community, support each other in our faith.

- That we aren't afraid to change what we're doing-worship services, small groups, the traditions we have- if it means following God's leading and the Holy Spirit. That we are a family, growing and LEARNING together. Staying true to the Word!
- To find unity and love amongst ourselves in our generational diversity.
- To be a place of inclusion/Just to include everyone no matter what race, age, gender, (9) Sexuality, etc they are. Truly open to all. Openly affirms & accepts all.
- That we stay together
- To become a Church that walks in the footsteps of Christ. Christ Journey (3)  
Biggest part of members life, Calvary enable Christ to be center of people's life.
- Hope that we focus on our strengths and develop those, not just what we should fix.
- Hope is that after several years of stable ministries, there is a lot of transition, (2)  
my hope is to keep everybody moving forward and working together.
- Embrace Change (2)
- That we can all come back together and grow back stronger-that our Church will not die off. (2)
- Hope is to always HOPE. When the church became in person services it was so sad, scary, worried about Calvary, would it survive- YES it did
- Hope to have more engagement/interaction/involvement/excitement with our current members as well as our new members.
- Hope to be connected without need for ZOOM/hybrid etc.
- Hope is we can stop living & responding with fear, COVID has taken our courage. Walk BY FAITH! TAKE a Stand!
- Re-gain the community we were. To grow and thrive. (13)
- Reconnect with one another, God and community. Fellowship. (2)
- Be a community together where all work together for the good of all.
- I Hope to see more outreach to minority/LGBT & People of openly accepting & wanting them at Calvary.
- We came from a Church of 10,000 members, we love the smaller and warm people of Calvary.
- To become a tight knit family -our congregation. To have an energetic felling, (2)  
people get excited to be part of.
- Biggest hope is for spiritual renewal, that we would hear, experience the forgiveness of sins and the release from death and sin and that we would live expecting the world to come while loving current world.

## **Ministry (29)**

- Calvary is intentional in strategy, evangelism and outreach toward the unchurched.
- They will know we are Christians by our Love.
- Inviting place for ALL to feel Gods presence.
- Hope is that we would be Christ Focused
- My biggest hope is that we will find ways to hear, listen to, and live out Gods message to us as individuals and as a congregation.
- Share God's love through taking in and supporting people in need whether it is from Ukraine immigrants or local needs.
- Hope to have excellent teaching during Church, small groups and individual opportunities.

- Let everyone know a need for members in bad health for prayers
- Fully engaged congregation in mission and ministry.
- To live out our calling to love God and love others as we take our (4) own responsibility for being part of the body of Christ. Grow together in Christ.
- We are broken, so use our congregational members & their God given gifts & interests to help staff carry out own mission to our community & World.
- To be a force of good in our community. Showing God's love (2) to others in the community.
- Spread the Gospel. The word of God (3)
- That Calvary will be a leader in a movement toward learning from other faith traditions to see that we share the same hopes for ourselves our families and communities, That the world is not so unknown and foreign as previously thought. That we can all learn from each other if we have open minds.
- That Families (multi generation) find peace & healing, & Calvary is a conduit for that transformation.
- That Calvary thrives as a congregation committed to Jesus Christ, engaged in the world, engaged in its context with worship, font and table at its center – a place focused on every age 0-102 years old.
- I hope we can continue to grow and attract new members, changing to address the needs of younger members, yet still serving the older members.
- Continue to see congregational growth and remain a youthful and (4) engaged place to support my children's faith. (Elementary-Highschool to College)
- Pastoral visits for the older people of our Church
- Hope we can reach out to members when they are ill.

### **Worship (7)**

- Expand services back to 8:30 and 10:45.
- I hope that all kids will get and want to sing in choir.
- Safe place to worship
- Hope not to forget the traditional worshiping methods as we adopt and implement new methods.
- Continue to have good church services and that God continues to help serve everyone at Calvary.
- That Calvary becomes the place of worship for all...all are welcome & you will feel welcomed when you walk through our doors
- A welcome place to rest and worship our Lord.

### **Fellowship (8)**

- I hope there are more opportunities to sit, eat and connect with others over a meal
- I want to have dinners at Calvary again
- Engage families with family dinners.
- Intergenerational gatherings with food, entertainment, teaching and fun.



- I hope for free candy dispensers.
- My hope is that we bring back lutefisk.
- Strong fellowship
- More intergenerational opportunities less individual.

### **Faith Formation (8)**

- Hope that an expectation for all active adults to have some specific form of ministry.
- Growth in spiritual learning for all. Amen.
- Is for Calvary to develop a strong education program teaching about social justice issues! That the education programs include action and reflection.
- To continue involving youth in various activities that allow for intergeneration sharing of the word of God.
- Increased understanding of God's word.
- Jesus Return for Calvary
- Urgency about our Mission
- That 10% plus are involved in serious adult study.

### **Community (8)**

- That Calvary has an impact on our community.
- That we as a Church can focus on fewer things and do them all at a level of excellence, to do a few things well instead of a lot of things mediocre. We cannot be all things to all people
- That we move beyond thinking about existing for our own needs and desire and become more about what we can do for those who struggle the most outside our church building. That we reach out to people who are the scape goats of our time.
- Leadership in community service and service to the community. (2)
- Reaching out to the community.
- To be known in community as a caring place-open for everyone.
- Get back to loving on others because God loved us first, shine a light for our area.