



trinity
Lutheran Church

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Special Edition
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Trinity Lutheran Church
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love.transform.serve.

SPECIAL EDITION

Focus on: 2020 VISION

● The Last Eight Years: a Refocused Ministry and Trinity for Tomorrow

In this special issue you will see:

● The Next Eight Years: an Emerging Vision for 2020

● Questions and Answers about this year's Annual Meeting

Annual Meeting
Sunday,
March 25
11:45 a.m.
Garden Room

Please bring your cell phone to the Annual Meeting.

For information gathering purposes, your responses to several questions will be requested via cell phone texting. Additional cell phones, as well as assistance using them, will be available for those without access.

Lunch served; freewill donation.

Nursery and lunch provided for children ages birth-grade 4. Please make a reservation for childcare by contacting Jody Nyenhuis at ext. 138 or jnyenhuis@trinitylc.org by Wed., March 21.

All information in this *Trinity Today* Special Edition is available online at www.trinitylc.org.

Mexico Missionary-led worship at 9 & 10:30 a.m.

Trinity has accomplished a lot in the recent past; you are invited to join the Congregational Council in imagining what we can accomplish in the next eight years leading up to Trinity's 150th Anniversary in 2020.

Trinity's Congregational Council welcomes you to this special edition of the *Trinity Today*.

The Last Eight Years – A Refocused Ministry and Trinity for Tomorrow

Since the beginning of Pastor Dan Poffenberger's time as Lead Pastor, the Council has been working to refocus Trinity's ministry, the governance of Trinity and the management of Trinity's physical assets. **Here is a review of what has been accomplished:**

1. Refocused Ministry

- **New mission statement:** Love, Transform and Serve guides all we do. Our statement of welcome, "Wherever you are in your journey with God, you are welcome here," demonstrates our openness to all who come through our doors. This is tremendously important to people new to our community and shapes who we are.
- **Ministry messaging** – Each core ministry area (Care; Children, Youth and Families; Groups and Teams; Lifelong Learning; Missions; On Purpose and Worship) has developed guiding principles for their work.
- **Innovation in ministry** – Trinity has created wonderful new processes and ideas that are being emulated by other faith communities. This has happened through our excellent teams, groups and staff who continue to imagine new ways to unleash the creative power of faith.
- **Growing our strengths** – Trinity has strong and abiding DNA in Children, Youth and Family Ministries, Missions and Worship that are our foundational ministries now and into the future.
- **Self-Directed groups and teams** – At the center of Trinity's ministries are self-directed groups and teams that create and sustain ministry based on the group/team purpose and work plan, resulting in a tremendous wave of creativity and sustainable ministry.
- **Results**– The Council sees and hears about a vibrancy and joy that gives great hope for the future of Trinity.



Left to right: Parish Administrator Bob Eiselt; Council Members Eric Jackson, President; Jeff Anderson; Dana Miller; Todd King, Treasurer; Sara Godfrey, Secretary and Pastor Dan Poffenberger. Not pictured: Julie Schmidt, Vice President.

2. New Governance Structure

The Congregation approved a Council-recommended transition to a new governance structure in 2006. The Council was downsized to seven members and the roles of lead pastor, council, congregation and staff were clarified. The ongoing work of the Council is to define the outcomes for the ministry of Trinity.

3. Trinity for Tomorrow team (TFT) created in 2007

Trinity has been wise throughout the years, and acquired properties which were all vital to our future (i.e. Third Street property, current U.S. Post Office space, Croix Center and Drive-In). Led by Kathy Tunheim and Mike Holsten, the Trinity for Tomorrow team was created to manage the physical assets of Trinity and to insure our assets were being used as intended.

The Trinity for Tomorrow (TFT) team led the congregation to:

- **Purchase the Drive-In in Houlton, WI:** A much-loved resource and home to Trinity's outdoor summer worship, the congregation voted to purchase the Drive-In in 2009 for \$450,000 as part of the Trinity for Tomorrow Capital Appeal. The Drive-In has become Trinity's "do-it-yourself" project as we seek to make it more attractive and functional for our ministry.
- **Facilitate the city parking ramp on Third Street:** Through a land-swap and negotiation of easements, the TFT crafted agreements allowing the City of Stillwater to construct the Third Street ramp and give Trinity and the public free access to the ramp on Sunday mornings, Christmas and Easter. Parking space around Trinity has been an on-going problem, and the ramp provides parking that will become increasingly important as we consider modifying our building to welcome people from Third Street.
- **Negotiate the move of the United States Postal Service:** The USPS facility was purchased in 1991 by Trinity to provide for future expansion. The move of the facility to the Croix Center allows Trinity to use this property for a new front door and welcoming face to the community – a plan originated over 30 years ago.
- **Renovate the Croix Center:** After decades of ownership and slow decay, Trinity voted in 2011 to modernize the Croix Center as a new home for the U. S. Postal Service and other tenants that will provide additional rental income to Trinity. We anticipate opening the new Croix Center in April or May of this year.
- **Complete a major facilities and ministry study:** This 2008 study is guiding the design work on our new addition.



- **Annual Giving Performance –**

- 2004-2008: 3.5%-6.5% growth in Annual Giving
- 2009: 4% decline in Annual Giving (recession began)
- 2010-2011: Annual Giving has been flat
- Average per pledge giving rose from \$2,062 in 2004 to \$2,734 in 2011
- Number of giving units in 2011: 1480
- Number of giving units pledging in 2011: 447

New Financial Realities

- **Our overall budget increased** from \$1,840,000 in 2004 to \$2,742,000 in 2011, a 33% increase driven primarily by investments in personnel and missions growth.
- **Since 2005 Trinity has stopped reporting “net” line-item budgets,** and began to detail all income and expenses for all ministry areas, improving transparency to the congregation.
- **For many years, Trinity had no capital budget.** Purchases of land, improvements to the buildings and renovations had no real budget. The Congregation approved budgets in 2009, 2010 and 2011 that increased transparency by developing separate Operating and Capital budgets.

- **Two challenges have presented themselves in the past eight years.**

The first challenge was the loss of a major tenant in the Croix Center (St. Croix Preparatory School) which provided rental income of up to \$250,000 a year from 2004 to 2008. When the school left in 2008, it was expected this funding would largely be replaced by continued growth in general giving (from 2004-2008 Annual Giving grew 3.5%-6.5%). In 2009 the second challenge appeared; Trinity began to feel the effects of the economic recession. Instead of seeing annual income growth of 4% a year continue, we saw a 4% reduction in Annual Giving.

To help meet these challenges:

1. Our mortgage payments were placed into the capital budget, which is funded through the Trinity for Tomorrow Capital Appeal in 2009 and the “Opening Doors” Capital Appeal in 2011. This is a common practice among congregations of Trinity’s size. One of the discussions the Council is eager to have at the Annual Meeting is how to fund these mortgage payments in the future.
 2. We maintained staffing levels through salary and benefit reductions in 2009 and flat levels in 2010 and 2011.
- **Trinity has engaged in two Capital Appeals:** In 2009, the Trinity for Tomorrow Capital Appeal (\$1.1 million collected) supported the purchase of the Drive-In, two years of mortgage payments, missions, Worship Center improvements, the facilities study and the architectural work for the proposed new addition. In 2011, the “Opening Doors” Capital Appeal (\$4 million goal) was launched to support the construction of the new addition, three years of mortgage payments and other costs associated with the demolition of the Post Office and site work, architectural and builder fees.

The Next Eight Years: an Emerging Vision for 2020

The year 2020 will mark the beginning of Trinity's 150th Anniversary Year – its Sesquicentennial. It's an appropriate time to prepare to celebrate ministry in the best possible way, by positioning Trinity to be strong, focused and healthy as we begin ministry for another 150 years. At this year's Annual Meeting, we will look at mission and ministry opportunities, our financial resources and how they relate to one another.

The Council also wishes to have a conversation at the Annual Meeting about priorities, financial capacity and the sequencing of events. We will not make any decisions regarding these subjects at this meeting, but want to gain insight into the priorities of the congregation. This conversation will be a starting point to develop a vision for 2020. It will then be brought back to the congregation to improve upon and endorse.



1. Opportunities to Grow Trinity's Ministries

- **Missions and Benevolence** – Our local efforts, our partnerships within the St. Paul Area Synod, our work in Mexico, Guatemala and Tanzania all have wonderful opportunities to grow and deepen our impact in serving alongside our partners in mission.
- **Ministry** – Lifelong Learning, Children, Youth and Family, On Purpose, Care Ministries and Groups and Teams all have potential to grow in scope and effectiveness. Some of these ministries are currently being developed for use in other churches across the country.
- **Staffing** – We have a talented, innovative and committed staff that serves Trinity with excellence. During this recession, the staff saw a year of salary reduction along with changes in health care costs, and two more years of flat salaries. As we come out of this recession, it will be necessary to compensate our staff fairly.
- **Facilities** – A future addition to our main facility and the renovation of the Croix Center are tremendous improvements which allow ministry to grow and be more visible, welcoming and hospitable. In the future, Trinity's facility needs include continued work on the Drive-In and maintenance and possible remodeling of older parts of our main facility, much of which has been delayed for years.
- **Debt Reduction and Mortgage payments** – Trinity will have the opportunity to decide what level of indebtedness it wishes to carry into its 150th Anniversary. The Council will discuss Trinity's level of indebtedness, what it costs us annually, and our options moving forward.

Each of these opportunities has costs associated with them that relate to one another. We cannot pursue everything at the same time, so it is important to get a sense of priority from the congregation.

2. Financial Resources:

Trinity's budget draws income from all the sources listed below. These solid financial resources can be drawn upon and developed to become even stronger. At the Annual Meeting, the Council will present information and invite discussion about the following:

- **Annual Giving:** Trinity's Annual Giving was \$1,626,000 in 2011. Trinity has over 1400 families on its membership lists, and 900 of those families contributed in 2011. The Council will present additional information, and the Vibrant Stewardship team will share its goals and vision for Trinity's families.
- **Endowment** – Trinity's Endowment Fund stands at \$850,000; about 4% of that is income each year which supports special projects in various areas of ministry. If a large number of Trinity families made intentional decisions to leave legacy gifts to Trinity, it would significantly affect our ministry potential.
- **Appeals** – Trinity has recently had two major appeals – the Trinity for Tomorrow Capital Appeal in 2009, and the "Opening Doors" Capital Appeal in 2011. Future appeals could be used for a variety of purposes, and could fund Trinity's capital and mission needs.
- **Fees and Payments** – As a growing part of Trinity's income, fees and payments have been used to offset costs of many of our ministries, and are always accompanied by scholarships. The Council will show how this has evolved, and how fees and payments may change in the future.
- **Mission Giving:** Over \$972,000 was raised from 2009-2011 over and above our Annual Giving. These funds support almost all of our local and global missions, along with participant fees. We will talk about the future of this funding.
- **Sale of Physical Assets:** Trinity may wish to consider the sale of the Third Street property and the Croix Center after it is remodeled and fully leased.
- **Croix Center Rental Income:** As new tenants are secured, rental income will increase for Trinity. The Council wishes to discuss uses of these funds with the congregation.

3. Priority and Strategy Options:

With a more complete awareness of our ministry opportunities and the funding resources available, we can match our priorities with revenue strategies.

The Council will demonstrate some possible pairings, such as:

- If missions and benevolence are a priority, revenue sources could be:
 - Increased Annual Giving
 - Mission Giving
 - Endowment Growth
 - Special Appeals
- If debt reduction and facility improvements are priorities, possible revenue sources are:
 - Special Appeals
 - Sale of Assets
 - Rental Income
- If investments in staffing and ministry are priorities, revenue sources may be:
 - Increased Annual Giving
 - Fees and Payments
 - Endowment Growth

We have so many exciting and challenging things to discuss, pray about and plan for! The first 141 years of mission and ministry at Trinity have been filled with blessings; we look forward to a conversation that can lead Trinity into a vibrant, faithful and blessed second 150 years.

Questions & Answers

Q. How will this Annual Meeting be conducted? What is an Annual Meeting all about?

A. This year's Annual Meeting will feature a time of open discussion hosted by the Council. The formal parts of the meeting will be conducted according to our constitution and Robert's Rules of Order. This is a very important Annual Meeting, and we will make it as fun and enjoyable as possible. If you have never been to an Annual Meeting, this one will be educational and we are in need of everyone's participation, so please come! The agenda for the Annual Meeting will be distributed electronically, along with the 2011 Annual Report, by March 11 (printed copies will be available in the Church Office).

Q. What decisions will be made at the Annual Meeting?

A. The only decisions made at this Annual Meeting will be regarding:

1. Elections to the Congregational Council
2. Passage of the 2012 Annual Budget

Q. What is the hoped-for outcome of the Annual Meeting, and how will the Council and the Congregation follow up on the discussion we will begin at the Annual Meeting?

A. Most of all, the Council welcomes an active discussion and feedback, so they can do their work. They will then host other listening sessions during 2012, and come back to the congregation by the 2013 Annual Meeting with a draft proposal of a plan taking us through the year 2020. The result of this process would be the first long-term ministry plan for Trinity in many years.

Q. What about the "Opening Doors" Capital Appeal and the new addition – where are we at, and when will we decide about moving forward?

A. Using the great feedback we received from the congregation during the open house and Sunday morning interactions this winter we have been working with our builder, McGough Construction, and architects, BTR (Bentz/Thompson/Rietow, Inc.), to improve the first concept. The Design Team, the Council and the "Opening Doors" Capital Appeal team are hoping to show a revised concept to the congregation this Spring.

At a date following the Annual Meeting, the Council will call a special meeting to vote on a proposal to add on to our present facility, based on a final design, cost estimates and the results of the "Opening Doors" Capital Appeal.

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Focusing a 2020 VISION

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