MINISTRY SITE PROFILE (Abridged for Public)

Submitted, Reviewed & Approved September 2023

Trinity Lutheran Church

Waupaca, WI



The Ministry Site Profile (MSP) is intended for use by congregations and church-related organizations that are seeking to call a rostered minister of the Evangelical Lutheran Church in America, or a First Call candidate for rostered ministry. Congregations must complete the entire MSP.

Church-related organizations may, with the concurrence of the synoa bishop, complete only the required sections (Part I, III and IV).

Once complete, this form is submitted electronically to your synod Lishop for review and posting to the "Current Openings" listing on the ELCA website (www.ELCA.org/call).

Summary Description

A large and active church community in a small Central Wisconsin city seeks a community-minded associate pastor skilled in relationship building, congregational care, and spiritual development.

PART I: WHO WE ARE

Name and Location			
CONGREGATION	Т	rinity Lutheran Church	
CONGREGATION/MULTIPLE POINT PARISH/ ORGANIZAT	TON N	AME	
Waupaca, WI, 54981	U	JS	
CITY, STATE , ZIP	C	OUNTRY	
East-Central Synod of Wisconsin (5I)	C	Congregation - Organized	1943
SYNOD	Т	YPE OF MINISTRY SITE	YEAR ORGANIZED
Small city (10,000 - 49,999)			
SIZE OF COMMUNITY			
Contact Information			
Ministry Site (preferred contact informatio	n)		
Trinity Lutheran Church	206 E. Badger St.	Waupaca, WI, 54981	US
ADDRESS LINE 1	ADDRESS LINE 2	CITY, STATE, ZIP	COUNTRY
trinity@tlcwaupaca.org	tlcwaupaca.org	(715) 258-7688	
E-MAIL	WEB SITE	PHONE	
Chairperson of Congregation or Head of the	e Organization		
Heidi Fischer			
NAME			
Chairperson of Call or Search Committee			
Stephen Johnson			
NAME			

Demographics Language Spoken In the congregation/ organization **English Spanish** PRIMARY LANGUAGE SECOND LANGUAGE THIRD LANGUAGE In the surrounding community **English Spanish** THIRD LANGUAGE PRIMARY LANGUAGE SECOND LANGUAGE Race/Ethnicity (In the Congregation) Caucasian (95%) Latino/Hispanic (5% or less) LARGEST SECOND THIRD FOURTH COMMENTS OR EXPLANATION **Race/Ethnicity (Surrounding Community)** Latino/Hispanic (5% or African American/Black (5% Caucasian (95%) less) or less) LARGEST SECOND THIRD **FOURTH** COMMENTS OR EXPLANATION **Gender comparison** Age distribution 46% 54% 25% 15% 15% 20% 30% 19 YEARS OR YOUNGER MALE FEMALE 20 - 34 35 - 49 50 - 65 OVER 65 **Number of Paid Staff** 2 4 2 2 0 OTHER LAY PROFESSIONALS SECRETARIAL SUPPORT **CUSTODIAL SUPPORT** OTHER Ministers of Word Ministers of and Sacrament Word and (PASTORS) Service (DEACONS) **Congregational Information** 251 - 400 101+ Single site AVE ATTENDANCE IN CHRISTIAN EDUCATION PARISH TYPE AVE WEEKLY WORSHIP ATTENDANCE Distance members live from church facilities: 55% 15% 20% 15% 1/2 MILE OR LESS 1/2 - 1 MILE 1 - 3 MILES MORE THAN 3 MILES **Community Type** College or University \times Suburban X Farming Inner City Mining/logging Ranching Industrial X X Resort X Retirement

PART II: OUR VISION FOR MISSION

<u>Trends in the Community Context of the Congregation or Organization</u>

Characteristics:

YFAR

Write a description of your community in terms of socio-economic status, demographics, primary areas of employment and lifestyle. The Demographic ZIP Code report for your primary ZIP codes may be helpful.

THE LAST FISCAL YEAR

Those who have lived here for some time would say Waupaca is a lively community of folks who know and care about one another. We have a vibrant downtown that is supported well by locals. Many of the people who live here are employed in manufacturing, education, city and county government, and healthcare. Waupaca has lots to offer, including an excellent local restaurant scene, an extensive city parks system, and an active arts (material, music, and theater) community. We also have a quality school system, and many people who grew up in Waupaca come back to raise their own children here. In the summer, Waupaca is a tourist destination for those who enjoy outdoor recreation including hiking, hunting, fishing, and spending time on the Chain O' Lakes. We are also centrally located in Wisconsin, within two hours or less of shopping, Broadway shows, and professional athletics.

Trends:

List three changes or trends within the congregation or organization which have occurred in the last three to five years.

Community engagement and making Trinity a welcoming place for ALL is a recent focus. Online worship is one way we have been reaching our community outside the church building. For the last few years, we also have been the site for one of Waupaca's largest summer events, Strawberry Fest. We are reopening our preschool and are remodeling our Connection Room to include a coffee bar and gathering space. Over the last three years our church has been more intentional with the use of our resources (staffing, materials, etc.). Meanwhile, we have developed our leadership structure by forming Governance, Finance, and Mutual Ministry committees.

Context:

List three ways the community in which you are located has been challenged by change and transition in the last three to five years.

The Waupaca community is most often challenged by change itself. Historically, Waupaca has not been a racially diverse community. One of the major manufacturing employers in town has recently begun hiring employees from other states and countries. Nearly all of these new residents do not have the same color skin and do not speak the same language as most historical Waupaca residents. Accepting and welcoming this change has been difficult for some. Additionally but not uniquely, Waupaca is suffering from a shortage of affordable housing and public transportation. We have also been recognized as a childcare desert, with local daycare sites having waiting lists of 18-24 months. Lastly, we have some age-demographic challenges with a growing elder population and a shrinking youth population.

Programs:

Describe your congregation's or organization's current programs for mission and ministry.

Trinity hosts programs that serve both our congregation and the community. Certainly, we have those you may expect like Sunday school, youth group, Bible studies, and a quilters' guild, but we're also proud to have programs that go beyond the "norm." We have partnered with a South African Diocese for more than 10 years. We also send groups of youth and adults on mission trips across the country. We are rebooting our preschool/childcare program called Trinity's Tiny Treasures and are proud to help meet a big community need with this program. Partnering with several local churches in the summer, we have ecumenical evening worship aboard a sternwheeler on the Chain O' Lakes called Chapel on the Lakes. We are also proud to be a host site for many community events and meetings including Strawberry Fest, Waupaca County Senior Nutrition Site, A.A., grief and cancer support groups, Boy Scouts, and concerts and other music ministries.

Goals:

What are the primary goals of your ministry site (please refer to any Strategic Plan that has been adopted).

(From Trinity's new vision statement.)

As a congregation of the Evangelical Lutheran Church in America, Trinity rejoices in the free and undeserved gift of God's grace that we share as Christians. Liberated by faith, we fully accept and embrace each other—questions, complexities, and all. As we do God's work in Christ's name for the life of the world, we know we are called to:

- Welcome ALL people who desire to know and walk with Jesus Christ in response to God's love. All are invited to take their spiritual journey with us, without reservation or prejudice.
- Connect with God and each other in a family of faith where everyone can feel that they belong. We strive to nurture connection through worship, fellowship, and action.
- Engage in service in our community and world. In the face of darkness and suffering, we are called to bring the healing light of Christ by working where we can and have a meaningful impact.

Energy:

What is your congregation or organization really excited about right now?

Like many congregations coming out of the pandemic, our church is struggling to find its energy. Trinity has recently used the Congregation Assessment Tool to gather formal input from our members. Survey results indicate that our congregation is not overly excited about much right now. However, survey results also indicate that the things we've been focusing on—being a welcoming congregation, creating meaningful opportunities for connection among members, and engagement with the community—are the right priorities for our church. We feel that we have a strong foundation laid, and we are looking forward to engaging a new partner in building relationships and community.

Partnership:

How does this congregation or organization see itself as a member and active participant in the Evangelical Lutheran Church in America and the synod?

Trinity Lutheran Church in Waupaca lives out the various expressions of our Lutheran faith. Within our synod, we are a top benevolence giver, regularly participate in the annual Synod Assembly, and actively support and promote Crossways Camping Ministries. The synod vice president is a Trinity member. Regarding the greater ELCA, we host Women of the ELCA events, have had many years of participation in ELCA Youth Gatherings, and frequently send members to the ELCA Churchwide Assembly. Trinity consistently supports global efforts such as Lutheran World Relief, Lutheran Disaster Response, and ELCA World Hunger. We also express our Lutheran faith with our sibling diocese in South Africa, are working on a Native American Land Acknowledgement statement, and routinely use our education endowment and other funds to provide scholarships to seminarians and Lay School participants.

Ministry Site Characteristics

AS A COMMUNITY

	A LOT LIKE US	A LITTLE LIKE US		A LOT LIKE US	
We tend to be formal and programmatic.		X			We tend to be informal and spontaneous.
We have clearly defined goals and plans for our future.		X			We have no stated goals or plans.
We are racially and economically diverse.			X		We are demographically homogeneous.
	OUI	R LEADERS	HIP STYLE		
We welcome ideas that are provoking and challenging.			X		We prefer ideas that are tried and true.
We rely on our leaders for direction.	\boxtimes				We rely on group decision-making.
We have learned how to use conflict constructively.		X			We tend to perceive conflict as something destructive.
	ΟL	JR PROGR	AMMING		
Our facilities are often used by community groups.	X				Our facilities are only used for our activities.
We train people to minister outside our walls.	X				We train people to minister inside our walls.
We focus on ideas and beliefs.		\boxtimes			We focus on skills and action.
	OUR TH	EOLOGICA	L PERSPEC	TIVE	
We are obviously Lutheran in identity and practice.		X			We are less obvious about our Lutheran heritage.
We participate in synod and ELCA activities.	X				We are not very active in the synod and ELCA.
We focus on Biblical studies and doctrine.		\boxtimes			We focus on contemporary issues and topics.

Purpose, Giftedness and Mission

Purpose

How does this congregation or organization understand its reason for being in the light of God's call to mission and service? Who are you? Why are you here?

Trinity Lutheran Church is made up of many members whose parents and grandparents attended church here, and we are grateful, proud, and appreciative of that tradition. We value our legacy. Recent survey results also show we are adaptable, flexible, and open. We welcome new members, many of whom are not native to Waupaca, every year. We believe God has positioned us downtown—between the DQ & Little Caesars—to allow us to open our doors to many people and organizations. People naturally gravitate to us, which gives us the opportunity to connect with them. We strive to teach our youth about God's love and how they can use that knowledge to live as Jesus calls us to do. In fact, we strive to teach all our members to be ministers in this way.

Giftedness

What are your gifts and resources for fulfilling this purpose? What are the congregation's or organization's top three assets and how are they being used? Are there obstacles that must be overcome to be able to use these gifts and accomplish the mission?

Our members support our mission to welcome all and share God's love. Our members are generous—they rise to the challenge of ensuring the financial health of the congregation and support special projects. Our members also have a genuine desire to help—the church is loaded with good-hearted people who want to contribute to helping people in the church family and greater community. Another strength is simply our age demographics—we have active members of all ages. This also provides challenges, however. We are struggling to balance "the way it's always been" with what will keep our congregation growing in the future. We want to be respectful of all members and provide a worship experience that all our members can appreciate. Lastly, the turnover in our staff team has been challenging. We've been making many thoughtful decisions on our forward direction and are optimistic that we're building a good foundation for the future.

Mission

In light of the way you have described your ministry context in this Ministry Site Profile, what are the top three mission priorities which, if accomplished, hold the most promise for the continued development of this ministry?

Trinity has recently created a new vision statement, and we feel strongly that abiding by it will keep Trinity relevant in the future. If we welcome all people, foster connection with God and one another, and engage in service, our church will be a meaningful part of many people's lives for many years to come. We will be intentional with our conversations, plans, and activities to provide opportunities to build community among our members; welcome community members into our building and into our church family; and share Christ with the wider world.

PART III: LEADERSHIP NEEDS The Leader we Seek **Roster Type:** X Minister of Word and Sacrament Minister of Word and Service In Candidacy/First Call Associate / Assistant Pastor Master's Degree (seminary or graduate Full-time call school) POSITION TYPE: MINIMUM DEGREE REQUIRED: FULL TIME/PART TIME: **Language Proficiencies** English/Fluent Spanish/Conversational PRIMARY LANGUAGE (PROFICIENCY) SECOND LANGUAGE (PROFICIENCY) THIRD LANGUAGE (PROFICIENCY) **Experience:** 10 -15 years 16- 20 years X 0-3 years $|\mathbf{x}|$ 4-9 years 21 + years

Top Five Ministry Tasks

Youth and Family Ministry

The five n	nost critical tasks required in this	posit	ion.		
	Administration	X	Building a Sense of Community		Campus / Young Adult Ministry
	Chaplaincy		Children's Ministry		Christian Education
	Communications/ Media		Community Organizing		Conflict Management
	Counseling/ Social Work		Early Childhood Administration		Ecumenical Work
	Evangelism/ Mission		Financial Management		Global Service
	Innovation / Creativity		Interim Ministry		Interpret Theology
	Inter-personal Climate		Ministry in Crisis		Ministry in Daily Life
	Ministry with Seniors		Multicultural Ministry		Music / Worship / Arts
	Outdoor/ Camping Ministry		Parish Nurse / Health		Participant in the Larger Church
X	Pastoral Care and Visitation	X	Preaching / Worship		Public Policy / Advocacy
	Recruit and Equip Leaders		Self Care / Family Life	X	Small Group Ministry
	Social Ministry	X	Spiritual Formation / Direction		Stewardship
	Strategic Mission Planning		Teaching		Volunteer Coordination

Gifts for Ministry

The five gifts essential in this position, and the five that are very helpful in this position.

Top Priority		Very Helpful
Yes	Help people develop their spiritual life.	
	Help people understand and act upon issues of social justice.	
	Provide care and nurture.	
Yes	Be active in visitation of members and non-members.	
	Be effective in working with children.	
Yes	Build a sense of community among the people with whom he/she works.	
	Help others develop their leadership abilities and skills for ministry.	
	Be an effective administrator.	
Yes	Be an effective communicator.	
	Be an effective teacher.	
	Encourage support of the Church's wider mission.	
	Work regularly in the development of stewardship growth.	
	Be active in ecumenical relationships.	
	Be effective in working with youth.	Yes
	Organize people for community action.	Yes
	Be skilled in planning and leading programs.	Yes
	Have a strong commitment and loyalty to the ELCA.	
	Understand and interpret the mission of the Church from a global perspective.	
	Deal effectively with conflict.	
	Bring joy and good humor to relationships.	Yes
Yes	Be able to share leadership and work in a team.	
	Be creative and innovative about his or her tasks.	Yes
	Be able to use technology and media.	
	Appreciate cultural diversity in language and customs.	
	Have talents in the areas of music, arts and writing.	

Mutual Expectations

Please list the five primary areas of activity or focus that you wish your newly-called rostered minister to give special attention to during the first year of his or her ministry at this congregation or organization:

- A. Use excellent relational skills to build community in the congregation.
- B. Embrace the associate pastor's role in the congregation and support the lead pastor.
- C. Begin to understand the associate pastor's passions in our church family and begin to seek ways to share that with the greater community.
- D. Take initiative with pastoral care.
- E. Aid in spiritual formation for all ages.

Please list the five ways that this congregation / organization will support and encourage the rostered minister during the first year in order to help her or him accomplish these responsibilities:

- A. Introduce relationships in the Mutual Ministry Committee to support specifically the needs, health, and growth of the associate pastor and their family.
- B. Be open to new ideas and innovations suggested by the associate pastor.
- C. Introduce the pastor into the larger community through events and other activities.
- D. Provide opportunity for peer support and learning.
- E. Provide clear expectations via a pastoral covenant and opportunity for regular check-in and review.

Compensation

No	Yes
PARSONAGE	SOCIAL SECURITY TAX OFFSET
\$55,000 - \$60,000	
MAXIMUM AMOUNT AVAILABLE	FOR DEFINED COMPENSATION

Benefits

Yes	Yes	4 weeks
PENSION	MEDICAL	VACATION WEEKS
Yes	Yes	
SABBATICAL POLICY	PARENTAL LEAVE POLICY	_
Yes		
ARE BACKGROUND CHECKS F	REQUIRED	

Professional Expenses

Yes	Yes
AUTO / TRAVEL REIMBURSEMENT	PROFESSIONAL EXPENSES ACCOUNT
Yes	Yes

Comments:

<u>Please offer any comment or explanation regarding the compensation package, especially as it compares to synodical recommendations or guidelines.</u>

A \$12,000 housing allowance is included in the maximum amount available for defined compensation.

Other Supporting Resources

Are you able to supply the following items, if requested?

Mission and Vision statement of the congregation or organization

Printed history of the congregation or organization

Yes

Strategic Plan: Goals and Objectives

Budget

Annual Report

Position description: Duties and Responsibilities

Communications Piece (publicity, newsletter, etc.)

Yes

Yes

Yes

PART IV: COMMENTARY

You are encouraged to offer information or commentary that will help the reader appreciate the vision, opportunities, challenges and nature of your ministry site. Use this opportunity to creatively promote and commend your ministry possibilities.

Trinity is in a pivotal, transitional period. Presently celebrating 80 years as a congregation, we are honoring the past and embracing the future as we discern how we are to live into God's calling. We are ready to welcome an associate pastor who will help us in our prayerful conversations for many years to come.

Relevant results from Trinity's recent Congregation Assessment Tool survey:

- Among members age 65+ there is a clergy focus, meaning evaluation of the church's ministry is strongly determined by how they evaluate the pastor.
- Members believe Trinity offers opportunities to discover their spiritual gifts and engage them in ministries of the church, the world, and their daily lives.
- Members believe Trinity provides high-quality education appropriate to all ages.
- There is a diversity among members regarding theological perspectives, with members age 65+ theologically conservative and members under age 44 holding theologically progressive stance.
- There is a need to develop more certainty across the congregation on matters of friendliness, an atmosphere of genuine care and concern among members in times of personal need, and a sense that Trinity gives new meaning to people's lives.
- There is a wide diversity of views between age groups on whether "the worship services at our church are exceptional in both quality and spiritual content."
- According to members who completed the survey, Trinity's top two priorities are: (1) Develop and implement a comprehensive strategy to reach new people and incorporate them into the life of the church and (2) Make necessary changes to attract families with children and youth to our church.
- One priority appears across all demographics of the membership: Create more opportunities for people to form meaningful relationships (for example, small groups, nurtured friendship, shared meals, etc).
- In comparison to other churches, another priority which is unusually strong for our church is: Expand outreach ministries that provide direct services to those living on the margins of society. (i.e. homeless, immigrant, transient persons).

PART V: COMPLETION OF PROFILE

Discernment Process and Adoption

Please describe the process used to gather information, formulate responses, and officially adopt this Ministry Site Profile. (Approximately 100 words maximum).

We've been intentional and thoughtful through this call process. Our Call Committee is a diverse group of Trinity members and is assisted by a transition facilitator. As we've built our Ministry Site Profile, we've engaged with our Strategic Planning Team and participated in the Congregation Assessment Tool to gather information from as many people as possible. We prayerfully considered all that survey input as we built the list of the attributes we hope to find in our next associate pastor. We have worked to paint a transparent picture of who we are and where our church is headed.

Reflections on Ministry and Context - Updated October 2024

Trinity Lutheran Church

Waupaca, WI

Congregations and Organizations in the Call Process are invited to expand their Ministry Site Profile (MSP) by reflecting on the several key aspects of ministry and context given below. You are encouraged to give short, thoughtful answers (a maximum of 250 words). This form is optional unless specifically requested by a synod bishop. The form is submitted electronically and becomes a part of the Ministry Site's MSP.

- 1. Identify the three most significant or formative events in the history of your congregation or organization.

 Trinity Lutheran Church has existed in Waupaca for 80 years, but we're focusing our responses to this question on more recent history. Trinity is deep in tradition and leans theologically and politically conservative relative to most of the ELCA. Change can be difficult for our congregation, partly because we've been fortunate to have senior pastors who have spent many years with us. In fact, between 1949 and 2014, we had only three different senior pastors. Despite the conservative demographics of the Waupaca area, we decided to remain part of the ELCA after 2009. This was not true for other local ELCA churches, and while we lost some members, we gained many whose parishes left the ELCA. (When this Reflections document and the accompanying Ministry Site Profile were created in 2023, Trinity had not made an explicit announcement of our own congregation's views on topics of sexuality. In May 2024, rooted in the prior decision by Trinity's Church Council in 2010 to remain an ELCA congregation that ministers to all people, the Council approved a new wedding policy providing for weddings that are inclusive of all people, regardless of gender or orientation.) Lastly, around the same time prior to 2010, Trinity made the decision to stay downtown. This eventually led us to build a new sanctuary to allow for future growth and consolidate the number of services held each week. In summary, Trinity and our leaders have said, "We're staying, we're staying, we're staying," despite the challenges we've faced, and we believe that is often because of our rich history.
- 2. Has your congregation or organization had significant conflict in recent history and, if so, what have you learned from that experience?

The conflict that has been most difficult for Trinity in recent history is the turnover of lead and associate pastors following the retirement of two very long-tenured pastors. We've had four lead or associate pastors leave in the last eight years. These pastors all left for different reasons, but it's still been difficult for members to keep adjusting to new leadership. What we've learned is that the congregation did not prioritize keeping policies up to date during the leadership of our long-tenured pastors. Repeated turnover has pushed us to take the time to examine who we are as a congregation and also how we best operate as an organization. In the last five years we've added an administrator (reducing at the same time pastoral staff from three to two); updated the constitution; made changes to the Church Council; and created Mutual Ministry, Finance, and Governance committees. We've learned that if changes are not embraced, new pastors become long-term interim pastors. We're ready to move beyond that and are taking extra steps and extra time in this call process to find a partner who will help our church grow.

3. Describe your physical facilities: construction date, purpose, capacity, date of last renovation, any deferred maintenance, and any plans for upgrading.

Trinity is fortunate to have been housed downtown for the life of the congregation. The original building was constructed in 1949, and we added a new sanctuary in 2012. The current capacity of our sanctuary is 463 people. Our lower-level Fellowship Hall and contemporary basement gathering space provide ample room for ministry opportunities (as well as potlucks!). We are currently remodeling a portion of the Connection Room off of our sanctuary in order to install an updated coffee bar and comfortable gathering area. Maintenance is a priority for our congregation, so we don't have any overdue projects on our list. We're also fortunate to have financially supportive members who give when the need arises. In the last 10-plus years we've held successful dedicated campaigns to raise funds for a new grand piano, a bus, and a digital outdoor sign. We have recently installed a beautiful memorial garden. The pandemic also prioritized technology upgrades to allow for YouTube broadcasts of our services. The goal of all our facilities and spaces is to facilitate fellowship and connection—with one another and with God.