



# Trinity Episcopal Church

## Parish Profile

**T**rinity Episcopal Church in Redlands, California has a long and proud history. When our community celebrated its 125<sup>th</sup> two years ago, Trinity celebrated as well. In fact, our church predates the establishment of our city! Now we find ourselves in a period of transition – not just seeking our next Rector but figuring out how to be the people that God calls us to be. Within these pages, we tell a story about ourselves – who we are, what we believe, how we came to where we are, what we do in the service of God. We invite you to join us on our journey of exploration and learning. Perhaps you will find that you share our values, that your strengths complement our weaknesses, your passions mirror our own. We challenge you to explore your own heart, mind and soul, and encourage you to consider whether our spiritual home might become your home as well.

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*Our mission is to bear witness to God’s reconciling love,  
to proclaim by word and example the Good News of God in Christ,  
and to seek and serve Christ in all persons.*

# How We Came to Be: A Brief History of the Parish

*Remember the days of old, consider the years of many generations: ask thy father, and he will show thee; thy elders, and they will tell thee.*

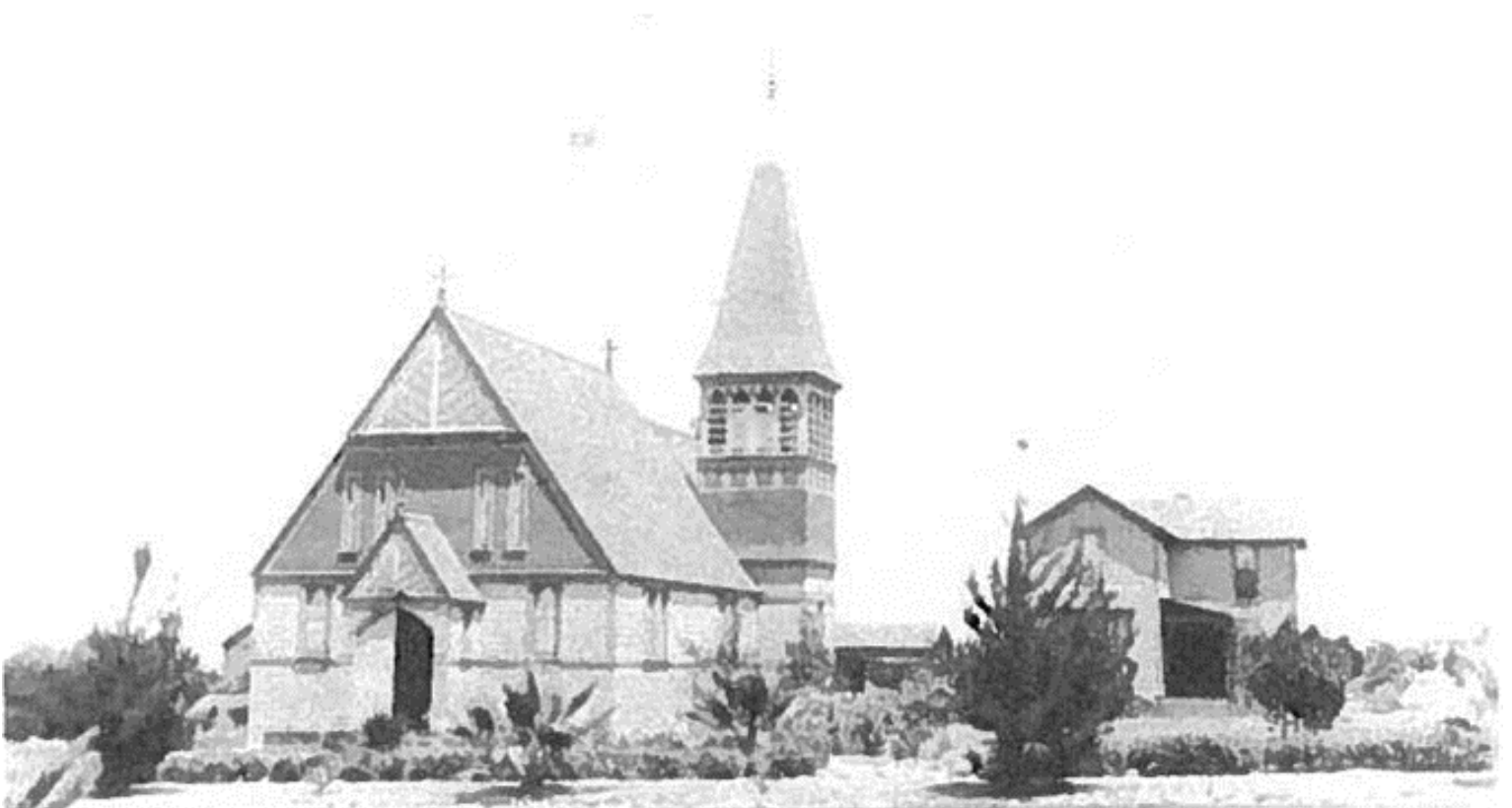
*Deuteronomy 32:7*

**T**he first service of Trinity Episcopal Church, Redlands, California occurred on August 1, 1886 at the Old San Bernardino schoolhouse on Mission Road. Parishioners met there and on alternate Sunday afternoons at the Lugonia schoolhouse. After five years of “schoolhouse church,” Trinity Mission finally had a plot of ground to call its own.

In the spring of 1887 there was much enthusiasm for building a church in Redlands. Edward G. Judson and Frank E. Brown, the co-founders of Redlands, offered a piece of land on the east side corner of Center Street just north of Cypress Avenue. They also made a \$300 cash donation to the building fund. As a symbol of the union of the three localities – Redlands, Lugonia, and Old San Bernardino – under one ecclesiastical charge, “Trinity” was selected as the name – and because it represented the glory of the triune God.

The cornerstone for the new church was laid on April 7, 1887. That also marked the first service, one of Confirmation in the unfinished church. Regular services began at Trinity Episcopal Mission Church on July 17, 1887. Those early years represented hard times for the young mission. However, during the 1890s the membership grew from 8 to 42 families. By 1892 the parish of Trinity Church was organized took steps to secure a larger building more centrally located. In 1895, the parish purchased land on the southeast corner of Cajon Street and Olive Avenue, and moved the church and rectory to that location. The parish continued to grow and eventually secured property at the southeastern corner of Fern Avenue and Fourth Street for \$2,350.

Among the attendants at Trinity were Albert and Alice Burrage of Boston who had built for themselves the magnificent Monte Vistas estate on Crescent Avenue. It was a complete surprise when Mrs. Burrage wrote a letter to the vestry enclosing a check for \$20,000 for the building of a new church. The church was to be a memorial to her mother-in-law, Mrs. Aurelia Burrage. Renowned Riverside architect Daniel Willard designed the church in the English tradition, and it was completed in the spring of





1904 for \$19,680. Today Trinity Church holds a designation as one of the Redlands Historical Society's Heritage buildings. It also stands in historical districts designated by both Redlands and the state and national registers.

1950 saw the beginning of Trinity Episcopal Nursery School. TENS continues today under the capable leadership of Mrs. Beverly Gaston.

The parish launched campaigns over the years to make repairs to the church and parish buildings, the most recent being the "Trinity 2000" campaign in 1996. The main scope of the project was to shore up and renovate the interior of the sanctuary for the next century. We are presently in the early stages of planning our next capital campaign, focused primarily on the structural restoration and renovation of the Great Hall.



As with most parishes, Trinity has had its share of highs and lows. Our most recent low followed the brief rectorship of the Reverend Hugh Bromiley, 2003-2005, who was selected following a national search. Fr. Bromiley left abruptly over issues concerning the National Church and disagreements with the parish family.

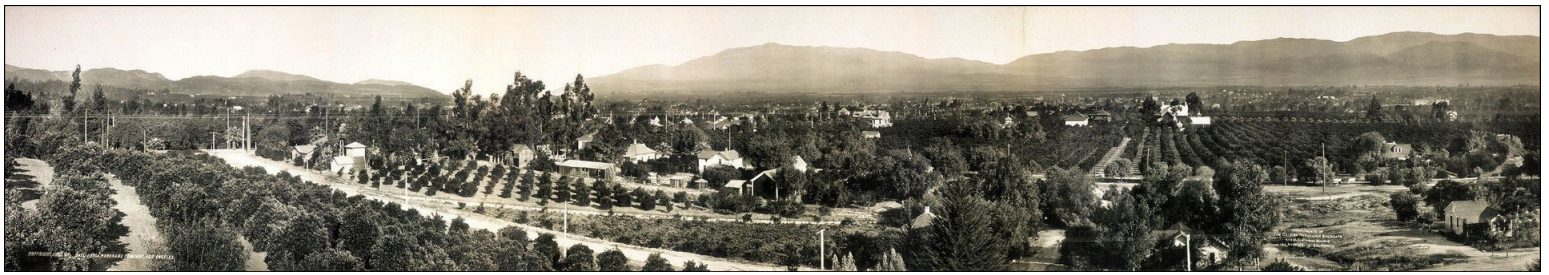
After his departure, Bishop Bruno placed the Reverend David Caffrey at Trinity as "priest in charge under special circumstances." He was eventually called to be Trinity's next rector, although that decision created deep rifts within the congregation. Fr. David remained with us until his retirement in January, 2013. We were fortunate to have an Associate Rector, Fr. Michael Fincher, who stepped into the clergy leadership role and provided us with stability until our current interim priest, Fr. Paul Price, arrived in June, 2013. Fr. Michael answered a call to a new position in July, 2013.<sup>1</sup>

So here we are, finding ourselves once again in search of a new rector. Most parishioners feel that the city of Redlands is the crown jewel of the Inland Empire; Trinity Redlands is surely one of the jewels in her crown. †



<sup>1</sup>We present additional information about this transition period in more detail in the final section of this Portfolio.





Redlands, California, 1906

## Where We Live: Our Hometown of Redlands

*A city that is set on an hill cannot be hid.*

*Matthew 5:14*

**R**edlands is a city of over 50 churches; however, Trinity is the only Episcopal church. Redlands was incorporated in 1888 and once held the title of “Navel Orange Capital of the World.” Early residents included affluent families from the north and east who enjoyed warm winters in the sunshine. Redlands remains today a very favorable place among southern California cities, with the retained charm of its roots and access to mountains, beaches and all the amenities of one of the nation’s largest and most cosmopolitan cities nearby.

The current population of Redlands is 72,000. It lies 65 miles east of Los Angeles and 45 miles west of Palm Springs. In January, 2014, the mean price of housing was \$310,000.

Regarding education in Redlands, there is a school for everyone.

Redlands Unified School District has four high schools (grades 9-12); three are traditional and one is a continuation high school. In addition there is a charter middle school/high school (grades 6 - 12) based on Montessori learning principles. There is also a private Christian high school. There are four other public middle schools (grades 6-8) and four private middle schools. Finally there are fifteen elementary schools (K-5) plus four private elementary schools.



Edwards Mansion



University of Redlands

Redlands is proud to be the home of the University of Redlands, a small liberal arts college with an extensive adult education program administered through its schools of Business and Education. Close by is California State University at San Bernardino and we are near two of the campuses of the San Bernardino Community College District, Crafton Hills College and San Bernardino Valley College. Just twenty minutes away is the University of California, Riverside.

Redlands is a city of culture. Not only do we take pride in our Redlands Symphony, but also the A.K. Smiley Public Library, the Lincoln Shrine and the Redlands Bowl (where we enjoy outdoor summer concerts, free to the public.) We enjoy additional live theatre in presentations by the Footlighters, the Redlands Summer Theatre Festival and other private theatre organizations.

An excellent guide to our town has been prepared by Esri, a world leader in geographical information systems and our city’s largest employer. For more information on our town, please Google “ESRI’s Guide to Redlands.” †



## Where We Worship: Our Historic Sanctuary and Church Grounds

*Upon this rock I will build my church; and the gates of hell shall not prevail against it.*

Matthew 16:18

**B**uilt of cut granite, Trinity's approximately 5,000 ft<sup>2</sup> sanctuary occupies a footprint of about 65' by 110'. The Parish Hall (Great Hall) building is constructed of wood and stucco with one large room, an adjacent commercial kitchen, and the classrooms and other facilities of Trinity Episcopal Nursery School (TENS), with estimated ground floor dimension of about 6,000 ft<sup>2</sup>. Built in increments between 1938 and 1957, the building also has a 2,800 ft<sup>2</sup> second floor dedicated to the church's music program.

Also connected by a covered breezeway is a third wood framed building with stucco exterior walls and built up wood frame and double pitch roofs containing the church's offices, library, and various classrooms and meeting rooms. This building underwent minor remodeling in the 1960s, and again in about 2005.



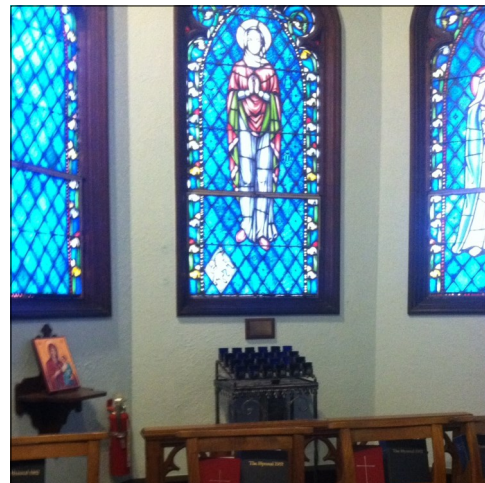
All buildings are heated and air conditioned, and in very good condition, although a fund-raising drive is just beginning to effect renovations to the Parish Hall and provide for other needed physical improvements throughout the campus. We estimate that the campaign goal will be approximately \$1 million, with about half of that amount dedicated to the Great Hall project.

The land on which these buildings are situated at the corner of Fourth and Fern Streets also contains a lovely memorial garden. Further, the church owns an adjacent parking lot and a modest house next door (not described in any detail herein) that has been upgraded and used as a residence by a previous Associate Rector. It is presently unoccupied.



While it is difficult to assign a monetary value to the church's buildings and grounds, it is a fact that the buildings and their contents are currently insured for upwards of \$5 million. But it's what's inside the sanctuary and adjacent buildings, and how they are used that makes Trinity a unique and distinctive parish church. Built in the English tradition, the Sanctuary houses a collection of invaluable stained glass windows, and contains one of the preeminent pipe organs in the Diocese of Los Angeles.

The East "Ascension" window (1893), which was moved from the original old church (dating from 1887), and the West "Te Deum" (1931) window were both crafted in Munich Germany. Smaller windows along the north and south sides of the sanctuary are dedicated to many Redlands notables from the years of 1925 to 1943. In 1957, we completed the St. Mary's Chapel, which is home to three windows designed by the Judson Studios.



Trinity's pipe organ, with its roots dating from an organ first built for a church in upstate New York in 1853, stands as a testament to Trinity's reputation for fine music. By the time the old organ was discovered in 1974, it had sat unused for many years and was filthy and unplayable. However, many of the old parts and pipes remained. It was from that old organ that in September of 1974, Steuart Goodwin & Co. began to craft the instrument designated as "Opus Four," the organ that is in Trinity today.

With three manuals (each manual with 56 notes) and a pedalboard (with 30 notes), the organ contained 1640 pipes (of which 802 were old and 838 were new) upon its completion in 1976. Designed primarily as a service instrument (to play voluntaries and to accompany hymns and anthems), and partially renovated as recently as 2000, the organ is large and versatile enough to make it capable of playing an extensive range of organ literature. Simply stated, the organ is a truly unique instrument that is a valuable addition to the overall experience at Trinity.

While on the subject of music, we note that the 2,800 ft<sup>2</sup> music facility (described briefly in the first paragraph above) is the largest facility dedicated only to music in the Diocese of Los Angeles. Housing rehearsal rooms for both the church's adult and bell choirs, the music space also contains an office for the Director of Music, separate women's and men's dressing rooms, and an extensive music collection. Shared by the Redlands Community Chorus (which uses Trinity's rehearsal space), the music collection contains nearly 1,700 choral manuscripts, over 150 orchestrations, and nearly 100 full scores. We are presently discussing how to inventory and insure this valuable asset.

From a purely economic standpoint, Trinity is on solid ground too.<sup>2</sup> With total investments approaching \$1.3 million, of which over \$700,000 is in endowment funds, and a balanced 2014 budget of just over \$400,000, it is clear that Trinity is well positioned for the future. But perhaps Trinity's biggest asset is the parish family itself and the experience one feels when attending a service at Trinity. As one long-time parishioner said recently, "The first time I attended a service at Trinity, almost 40 years ago, something indescribable happened to me that I'd never experienced before. I'm not sure what it was exactly, but even after all these years, I can't wait to come back every Sunday!"†

<sup>2</sup> Please see Appendix A for a snapshot of Trinity's financial summary from 2012 and 2013, with projected results from 2014. The parish's budget is presented in the Annual Report, available on our website at <http://www.episcopalredlands.org>.





# Who We Are: The People of Trinity Redlands

*Therefore encourage one another and build one another up, just as you are doing.*

*1Thessalonians 5:11*

The people of Trinity are unique! We are doctors, teachers, counselors, judges, accountants, police, nurses, retired priests and stay-at-home moms. Some of us fix phone lines, work at the library or attend college. We compost, weave, paint, cheer for Dodgers or Angels (or Kings or Ducks!), play soccer and love our pets. Some enjoy the peace of retirement and some find themselves busier than ever with their volunteer work. This is a talented and well educated congregation, with a balanced mix of youth, singles, young families, single parents, older couples with grown children, and widowed persons. Most members of the parish live within a 20-mile radius of Redlands; in fact, better than 90% of the respondents in our parish survey are within 10 miles of Trinity.



We have approximately 275 households on our membership rolls. On an average Sunday we have two infants or toddlers in the nursery, five children in Catechesis of the Good Shepherd and ten attending church Sunday School (first to fifth grade). Most weeks, church attendance is about 200, with approximately 25% attending the Rite I service at 8:00 am and the balance attending the 10:15 Rite II service with hymns and choir.



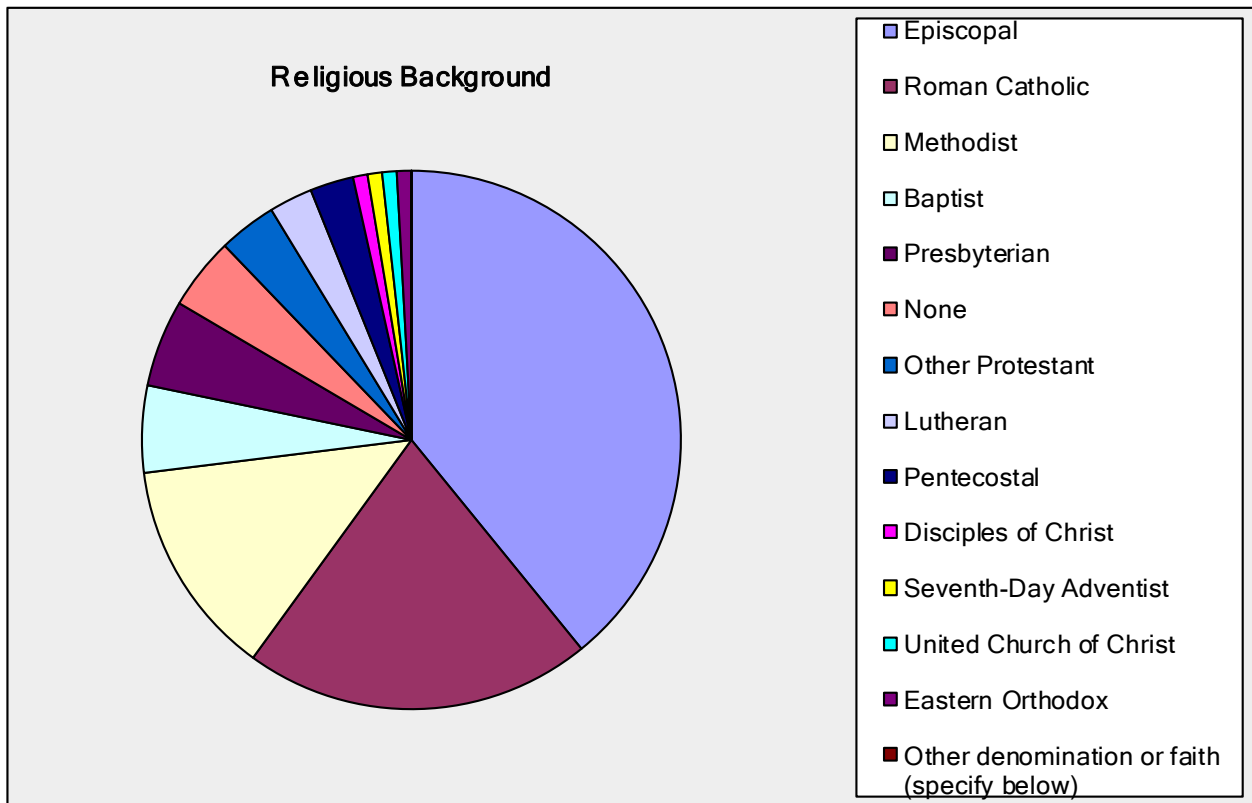
As part of our work during this transition, we conducted a parish survey in the fall of 2013. We handed out about 174 surveys in the first wave. Over the next few weeks, additional parishioners requested a replacement or took home their survey. Our desire to ensure that the respondents could answer with complete anonymity meant that we did not track each survey as it was distributed. We estimate that just about 200 members of our parish community took a survey to complete.

Of those, 122 were returned – roughly 60%. As with any voluntary survey, those who participated can be assumed to be the persons with the greatest level of interest and investment in the organization. The results provide a picture of the parish, including its members' perceptions of the church and how well it performs its basic functions. We present demographic highlights from the survey in this section, and include additional insights from the survey elsewhere in this report.

Our survey revealed some important points about who we are, where we came from, and how we participate in the life of the church. The largest number of respondents (39%) stated that their religious background was Episcopal. Even so, that leaves 61%, or three out of every five, with roots in another religious tradition.







People have made Trinity their church home for a number of reasons. Many of us were drawn by the worship experience and liturgy, as well as the music. The Response Percent indicates the percentage of persons responding who selected that item.

Trinity became my church home because of (check all that apply):		
Answer Options	Response Percent	Response Count
Liturgy and worship style	54.6%	65
It is the Episcopal church in Redlands	46.2%	55
Music	42.9%	51
Inclusiveness	38.7%	46
Beautiful historic church	29.4%	35
Location	24.4%	29
Sermons	16.0%	19
Family is here	14.3%	17
Friends invited me	12.6%	15
Other (please specify)	10.9%	13
Children/youth ministries	10.1%	12
Adult education	5.0%	6

We are a close community – better than half of the respondents indicated that four or more of their close friends attend Trinity. However, 22% said “none” of their closest friends attend Trinity, indicating that we have some work to do to create more meaningful relationships among many of our parishioners. To this point, we have recently begun work to create a more vigorous program for welcoming new members that is aimed at helping them create stronger bonds with existing parishioners.

Nearly one-half of respondents also reported that their participation in the activities of the church has grown over the past five years – a great sign of interest in and commitment to the parish. Only ten percent of respondents reported that they attend services only – the rest are active in other church functions or serve one or more of its many ministries, which are described elsewhere in this report.

Trinity is a very stable parish, with many members attending for decades. However, we have experienced growth in the last several years, with a number of new families joining us as a result of a newly invigorated Young Family ministry and social group. About twenty percent of our respondents reported having children at home. The Youth Education programs and children’s choir are important draws and have brought new members to our parish.

How long have you attended Trinity Episcopal Church?		
Answer Options	Response Percent	Response Count
less than 2 years	2.5%	3
2-5 years	10.0%	12
6-10 years	16.7%	20
11-20 years	21.7%	26
21-30 years	20.0%	24
31-40 years	17.5%	21
41-50 years	8.3%	10
more than 50 years	3.3%	4

With such long-term members, it is natural that our population is somewhat senior. Sixty percent of our respondents are 65 years of age or older. While we are not a very racially diverse community, we do have members of all races and many nationalities.

We are a well-educated congregation: more than half our respondents have a master’s degree, MD or PhD and another 23% have a college degree. Redlands is considered an affluent community and our members are also relatively well-off. While many chose not to state their incomes, more than forty percent reported household incomes over \$90,000, with only about one-third earning less than \$60,000. Parishioners are generous in their support of the parish. Almost two-thirds report giving at least \$1,000 annually and 22% give \$3,500 or more. †





# How We Care for Each Other: Lay Ministries and Pastoral Care

*As for you, always be steady, endure suffering, do the work of an evangelist, fulfill your ministry.*

2 Timothy 4:5

One distinguishing feature of pastoral care at Trinity is the breadth of services offered to parishioners and non-parishioners alike. The other is the extent of parishioner participation in the ministry. Pastoral care is not centered in our clergy and church staff; the opportunity to serve is shared among many people, which fosters a sense of community and discipleship. There are several distinct, yet related, expressions of pastoral care at Trinity, which are highlighted below.

**Lay Eucharistic Ministers** are trained by our clergy and licensed by our Diocese. They assist the clergy at services and primarily administer the chalice. Presently seventeen persons actively serve as LEMs.

About twenty parishioners serve as **Lay Eucharistic Visitors**, who are also licensed and take consecrated elements to members of the parish who are not able to attend services at the church. These elements are used to administer the Eucharist to those who are confined to their place of residence, hospital or other health care facility. We send the LEVs out from among us with prayer. They leave from the altar with the Blessed Sacrament. This is how we all open our arms to embrace those who are not in the pews.

Our **Christian Care Lay Ministry** provides a link between our church and those parishioners who are homebound, ill, or otherwise limited in their ability to move about the community. Members offer a friendly visit in person, phone calls and written notes. Visits include occasional altar flowers, service sheets, service recordings and/or coordination with a Lay Eucharistic Visitor for those who would like communion.

**Intercessory Prayer Ministry** (the quiet ministry) responds to all who seek prayer in their time of need, or who request prayers for family, friends, neighbors and the larger community. Prayer requests are left on cards provided in our pews. These intentions are made known to a group of parishioners who have committed to pray fervently and regularly that those who have reached out to us may experience the healing power of Jesus Christ. Participants pledge to hold the content of prayer requests confidential. Our members also give thanks and praise for answered prayer.

**Prayers of the People** is a compiled list of prayer requests for healing, travel or guidance. During church services, these people are prayed for on a weekly basis for one month.

Our **Parish Cycle of Prayer** is also incorporated into intercessory prayers at each service. A segment of the parish family is included each Sunday over a thirteen-week quarter. Vestry members contact the families to let them know they will be prayed for each week and also to learn of any special requests, which are offered up during the week's Healing Service.

At the **Healing Service** every Wednesday morning, those seeking prayer, laying on of hands, and anointing join our priest for a Eucharist. The Spirit works in incredible ways and there is transformation for the community that gathers. We are sometimes four, sometimes fifteen, but always ready to encounter God on Wednesday morning.

In the church garden, we have a **Prayer Tree** where parishioners may write their petitions and attach them to the tree. Periodically, the prayers are collected and burned in a quiet ceremony, offering them up to the Spirit.

Together these ministries form a tapestry of compassionate response to the needs, concerns, and burdens of our parish and larger community. †

# Investing in the Future: Our Youth and Children's Education Programs

*Let the little children come to me.*

Mark 10:14

**W**e offer Nursery Care for children aged three years and younger on Sunday mornings and some special services throughout the year. Our staff is trained, screened and fingerprinted. The Nursery is in the Trinity Episcopal Nursery School (TENS) preschool area located in the Great Hall.

During the 10:15 worship service, Trinity offers Sunday school classes for children from preschool through grade 5. Trinity's educational program for children is one strong pillar in the church's overall programming. By making families' specific needs a priority, the youth education programs have contributed to the substantial growth of Trinity, not only in the increased numbers of children attending but also through their parents' passion and participation in parish life. Sunday School is offered all year.

**The Catechesis of the Good Shepherd** program for children aged three to five years was developed over five years ago and is under the leadership of a Montessori school administrator. She and six other teachers received training from the CSA Association. Average attendance is about six children with two teachers in the Atrium (our Catechesis learning center) each week. Lessons are all based on the Catechesis Level 1 training and include parables, geography and infant narratives.



This particular program has been so well received by young parents that they have formed a significant relational group themselves, meeting once a month for Sunday potluck and social fellowship. There is high interest among parents in expanding the Catechesis program for older children, who presently engage with a different curriculum.

Students in first and second grade meet together, as do third, fourth and fifth-graders, using the *Season of the Spirit*, a lectionary based curriculum incorporating a joint worship time before class. These two classes are led by a team of ten teachers who rotate on a two month teaching calendar. The number of teachers is supported by strong laity involvement in our educational process. The classes explore the assigned propers of the Sunday and make practical life applications of the lessons. The class includes crafts, games and a snack. Average attendance is six to twelve children.

Our children participate in the liturgy in special ways throughout the year, such as carrying banners and creating ornaments for the Advent Jesse Tree. Children are thrilled and honored to add animals including an elephant to our historic and beautiful hand-carved Crèche. They also enjoy participating in the Christmas pageant, St. Nicholas's visit, Easter Egg Hunt and Youth Sunday, when they present the liturgy.

Our children begin early to serve others. Trinity Sunday School supports several aid projects, such as the National Church Episcopal Relief project to supply mosquito nets for persons in need, and gathering clothing for delivery to the children of an Indian Reservation in South Dakota where our youth made their pilgrimage.



Youth formation continues within our Youth Group Program which uses the ***Journey to Adulthood*** curriculum. *Rite 13* encourages sixth to eighth grade students to consider their unique qualities and their relationship with their creator, and *J2A* defines the attributes and skills needed for Christian young adults. Our former Coordinator of Youth Programs serves as the prime instructor/leader with support from the clergy. In the past six years we have moved one group through the *J2A* curriculum with a culminating pilgrimage to New Mexico and shepherded a second group through the *Rite 13* material and into another term of *J2A*. This second group of teens took their pilgrimage to Borderlands, South Dakota. Five students from this group were confirmed in June, 2013. Our newest group of five students has just been initiated into *Rite 13*.



The teens conducted much fund raising to support their pilgrimages. They held several poinsettia sales during the Christmas season and sold luminaria at one of our special holiday services. They also sponsored a raffle for Valentine's Day dinner at a local gourmet restaurant. The youth group is service oriented. Monthly, they prepared a meal for a local homeless youth program (Youth Hope). They also host the annual Bread of the World Soup Supper following the Lessons and Carols at the beginning of Advent.



***Trinity Church Camp*** has been an integral part of our community and youth program since 1912. Located in the beautiful San Bernardino Mountains, Trinity camp is currently in residence on Big Bear Lake. The longevity of Trinity Camp has been made possible by the generous support of the parishioners at Trinity.

This year Trinity Camp celebrated its 102<sup>nd</sup> season. It's a great time for all children ages seven to fifteen to experience a week of Christian fellowship. The camp site has ping pong, zip lines, climbing walls, canoeing, volleyball and much more. Every day starts with a theme and moves on to daily Eucharist, which includes the children acting out the gospel readings, singing and dancing. There is plenty of time for the children to do arts and crafts, join other campers in board games, and hang out at the water front. The day ends with a camp fire which includes skits provided by the campers and more singing. It's a great week of fun and creating wonderful memories.

Recognizing its importance to the Parish, and the good leadership hands it is currently in, there are still challenges including continuing to increase attendance in campers and counselors, getting more support from the Diocese, and further reaching out both to other Episcopal churches in the Deanery and Diocese, as well as churches of other denominations in Redlands. Camp Committee meets regularly throughout the year and conducts several fundraising activities. Fundraising includes weekly recycling, pancake breakfasts, and restaurant fundraisers. The largest event is the Mother's Day Chablis Brunch. New this year is a talent show and chili cook-off. The committee also holds a parish-wide garage sale in the church parking lot. Each of these events provides parishioners and others in the community with opportunities for great food, fun and fellowship. We truly enjoy being with one another! †

# Our Spiritual Life: Adult Education and Ministry

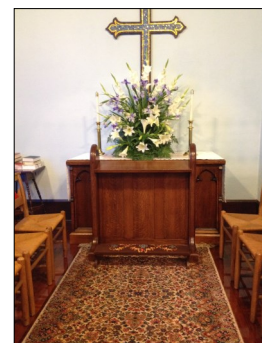
*So that Solomon's wisdom surpassed the wisdom of all the people of the east, and all the wisdom of Egypt.*

1 Kings 4:30

**T**rinity provides opportunities for parishioners and community to deepen their spirituality, and grow in their knowledge of the Scripture, the Episcopal Church and Christianity. As the programs occur at various times on different days throughout the week, they allow many opportunities to participate, and serve many different segments of the parish.

Weeks begin with **Morning Prayer** on Monday in St. Jerome's Library at 8:30 AM, and we end each day with **Evening Prayer** at 5:30 PM, turning to God in prayer with leadership of a layperson and/or priest. The Offices are recited daily throughout the world, and our praying them has the effect of immersing ourselves in the Holy Scriptures and joining our voices in the world-wide community of Christians who set aside and consecrate specific times of the day for prayer.

**Sunday Bible Study** meets each week between the services in St. Jerome's Library, reflecting on the week's lectionary readings. The **Mid-week Bible Study** group meets Wednesdays at 4:00 PM and has grown over the past year; it now regularly has about 25 people in attendance.



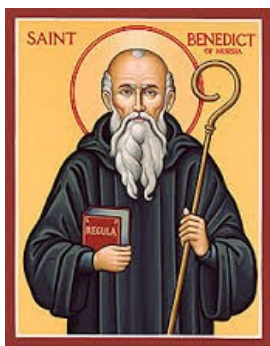
In addition, our Interim Pastor initiated an **Adult Education Seminar** (Mondays at 4:00 PM) which has proved hugely popular. It began as an inquiry class for persons new to the Episcopal Church. However, many long-term members were interested and the group regularly has twelve to fifteen persons in attendance. They have been using the "Welcome" series (*Welcome to the Episcopal Church, Welcome to the Book of Common Prayer*) as the basis for study.

During **Lent and Advent**, Trinity offers special subject meetings preceded by a potluck. The Wednesday gatherings begin after evening prayer, with the program beginning at 7:00 PM. Most recently, the Advent series studied the *The Great Divorce*, by C. S. Lewis. During Lent, the group read *The Screwtape Letters*, also by Lewis. These meetings were so engaging, the group did not finish during Lent, and by mutual agreement of priest and people, they continued to meet until the book was finished.

There are other special offerings in Lent, when Morning Prayer is offered each day. Last year's Lenten series included a brief Taize service after the meal and prior to the discussion meeting.

There are times when we plan weekend retreats or quiet days including Vestry Retreat once a year. These are a time to get away and spend time with God and with each other as community.

Periodically, we offer **Quiet Days**, usually in Advent. This is a time to be silent. There may be a group contemplative exercise such as lectio divina, or instruction on a spiritual discipline. Typically there is a quiet, usually silent meal with a spiritual reading; all ending with evening prayer.



The **Companions of St. Benedict and Scholastica** have been on several weekend retreats at a retreat center. This retreat follows the Benedictine model of prayer, study and work, often in silence for portions of the retreat. Work usually involves various chores like trimming branches on trees, or touch-up painting. Study is usually a video or instruction about Benedictine life or a prayer method such as lectio divina or using the Jesus Prayer. For Prayer, the Daily Offices are done together. The group meets once a month to deepen its understanding of the monastic roots and applications of this tradition and to practice the Rule of St. Benedict in everyday living.

**St. Jerome's Library** provides resource material for all ministries of Trinity and for those of us in our personal quest for knowledge of our church and our faith. The inventory is on-line and accessible from



the comfort of one's home, using the Web. Books are checked out on an honor system. Our holdings are about 1,500 adult and children books, including Bible Reference, Celtic Spirituality, Benedictine Tradition, Church History, Prayer Healing, Healing, Science and Religion.

**The Order of the Daughters of the King** is a lay religious order for women who take lifetime vows of prayer, service and evangelism, and faithfully wear our distinctive silver cross. Our Trinity chapter, called "Road to Emmaus," has six active members. We meet three times a month for evening prayer, study, discussion, and prayer. Prayer is the centerpiece of our meetings. †



## *Sing Ye Praises: Music at Trinity*

*Sing praises to God, sing praises: sing praises  
unto our King, sing praises.*

*Psalms 47:6*

**W**hile the Liturgy is the heart of our worship, music is its soul. The music at Trinity varies following the Church Year, and includes special services such as our "Kirkin' of the Tartan" with a full bagpipe band and a special mass setting. For all services, music is selected to express and illuminate the weekly lectionary text and teachings. Music during the 10:15 AM service is a combination of organ and piano with sung hymns and several anthems offered by the choirs. Several services and occasions may include flute and/or violin solos and other groups such as string quartets, percussion, and brass. Hymn selections are from the 1982 Hymnal and the Trinity Songbook, which is used at Trinity Camp and contains more contemporary music. Jeff Rickard, a longtime member of Trinity and former member of the faculty at the University of Redlands School of Music, serves as our organist and St. Dunstan's Choir director. For most services, the organ is played by our Choirmaster to accompany St. Dunstan's Choir. We have several choirs that fill our church with heavenly sounds.

**St. Dunstan's Choir** is comprised of enthusiastic parishioners aged fourteen and older, including some who have worked as professional musicians. With weekly rehearsals, this volunteer choir continues to distinguish itself as extraordinary worship leaders. Weekly attendance ranges from about fourteen to twenty voices. The choir sings Sundays and special services, except for the month of August, when they take a break from the choir and join us in the pews.



Led by Linda Apmadoc, **St. Cecilia's Children's Choir** upholds Trinity's hundred-year-old value in children's sacred music instruction. Regardless of size, the choir, ages 5 to 13, continues to focus on good vocal pedagogy and appropriate literature. Rehearsals are often flavored with lively theological discussions as suggested by the musical texts. The choir supports the 10:15 service with anthems twice a month and is solely responsible for the Christmas Eve Pageant and Spring Youth Service.



Our hand bell choir, the **Trinity Ringers**, performs monthly at the 10:15 am Sunday service plus Christmas Eve and Easter Morning services. They are led by Kevin Bryant, who often creates the arrangements for their offerings. †





## How We Serve: Outreach Ministries and Programs

*For I was hungry and you gave me food. . . I was naked and you clothed me. . .*

Matthew 25: 35-36

The people of Trinity are passionate about their outreach programs! We work together to help our extended family members of Christ. We are involved in many different forms of outreach and, being a “hands-on” parish, find ourselves getting involved in many different ways. The following section provides a sampling of the projects in which we are participants or leaders.

**Redlands Family Service** serves the local community. Trinity parishioners fill baskets every Sunday with nonperishable foods. Approximately 25 pounds of food are delivered every week. Throughout the year, Trinity sponsors projects such as towel drives and warm clothing collection and at Christmas time socks are filled with gifts for teenagers. About three dozen socks are filled each year.

**Care kits** with toiletries for men and women are provided to Family Services and the Salvation Army, assembled from parishioner donations and a modest budget allocation.

**Sierra Vista Rehabilitation Center** in Highland is a gated facility for adults. Trinity’s monthly donations include items such as stationary, stamps, magazines, books, t-shirts and flip flops. We also support the center with the Angel Tree project in December. Christmas gifts are donated by parishioners to the residents who might otherwise not receive a gift.

**Option House** in San Bernardino houses and protects women and children who are fleeing abusive homes. Donations are based on specific needs of the house and have included clothes, toys, books, and household supplies.

A Trinity parishioner joins Trinity Episcopal Church, New Orleans on a **Nicaragua Medical Mission** each year. Trinity Redlands helps support her efforts with cash donations, children's clothing, cloth diapers, quilts and soap.

Trinity members provide a meal to about 25 persons in need one Saturday a month through our **Shared Ministries**. Other Redlands churches feed those in need on the other Saturdays. Trinity served as the host church in fall, 2013.

For the past several years, the youth in our Journey to Adulthood program prepared a meal once each month for the homeless youth of Redlands. This year, the ministry to **Youth Hope** has been assumed by the Outreach Committee.

**Step by Step** provides assistance for those families with parents in jail. In the past, Trinity has hosted musical events with the free will offering going to support the program.

Redlands’s faith communities unite in the **Christian Counseling Service**, which provides support for individuals and families in need through counseling related to their emotional health and wellbeing. Members of the parish have served on the board and provided counseling. The parish also supports the ministry with financial contributions and by hosting seminars and workshops put on by the member churches.

Trinity participates with several other churches in the area by providing volunteers to staff a **Cold Weather Shelter** in the winter months. The overnight shelter is open to men and women with their children who have no place to live.



An exciting and vibrant new ministry was begun this past year by our Deacon Tim Warren who leads a Sunday night Prayer/Bible study group in **Victorville** consisting mainly of young adults who normally do not attend church. About twenty-five individuals participate in the services. Parish priests periodically celebrate Eucharist. Parishioners provided Bibles and other support to the group.

We distribute **Service Recordings** of the 10:15 am Sunday Services and occasional special services throughout the year to shut-ins as well as anyone else in the parish who requests a copy. Recordings are requested for various reasons that range from a desire to experience the beautiful music, a particularly meaningful service or just to share with family who live outside of the area. We have also provided recorded sermons for the church website.

**Knit W.I.T.S (With Intent to Serve)** is Trinity's knitting/crocheting group. We regularly provide hats and scarves to the homeless guests at local Cold Weather Shelter and to Shared Ministry. Other projects include Seafarer's scarf and Watch caps for our military seamen and prayer shawls or lap blankets for those in need of healing of the body, mind or spirit. The past two years, we have had a focus on hat, mittens, and scarves for those in need at Youth Hope.

Donations via the **United Thank Offering** support the Episcopal Women's world wide outreach. Contributions from our parish are added to the contributions from around the world to help make several grants possible. Our collection each fall has a special place in the parish's heart as we actually still have a small collection box that was used many, many decades ago, which is incorporated into the offering during the service.

Two new outreach programs emerged from our strategic planning program in 2010.

One of the objectives identified in that exercise was the desire for Trinity to provide workshops and lectures geared to the interests and concerns of the greater community. Starting in February 2011, **Trinity in the Community** has sponsored a number of seminars dealing with issues such as hope and spiritual pain as related to end of life issues; the "spirituality of imperfection" as a key resource for finding strength, hope, and healing during difficult times; and adolescent brain development and brain biology. Another event featured a "walking field trip" to downtown Los Angeles with stops at a variety of historical, religious and cultural locations in the city. This event provides an opportunity for Trinity to raise funds to finance the other workshops. Our most recent offerings were speakers on women's education and empowerment and a series on mindfulness.

With a goal to present several offerings a year, we continue to gather ideas for topics and speakers.

Trinity's Music Missional Objective presents seasonal events under the banner **"Trinity Presents..."** Developed to appeal to audiences in the greater Redlands area, the annual program always includes the cornerstone program "Carnival of the Instruments," popular with children and adults alike who are engaged with hands-on opportunities to play dozens of instruments as guided by 24 professional musicians, many of whom are Trinity lay people. Concerts featuring a variety of musical genres fill out the season, drawing audiences in the hundreds from the Redlands community who share the love of music. Recently, we hosted a Welsh language choir from Los Angeles. Their performance gave our St. Cecilia's choristers a chance to learn a hymn in Welsh! The highlight from the previous year was the visit by the Rwandan Children's Choir, whose members not only performed a concert to a full house, but also stayed with Trinity parishioners for a week while studying and performing in the area. A third Missional Objective related to Youth has yet to be developed. †





## Life in the Parish: Other Ministries, Activities and Fellowship

*Where two or three are gathered together in my name, there am I in the midst of them.*

Matthew 18:20

**T**rinity parishioners are active in the life of the parish. Many people play a role in setting up and assisting with worship services and other activities in the church. Below are some of the ways that members get involved.

Our **Greeters**, a group of about twenty members, are the “out front” members whom visitors first meet when coming to the doors of Trinity. The greeter invites visitors to sign our guest book and offers to seat them with parish members to assist with following the liturgy. Greeters also encourage visitors to participate in coffee hour in the Great Hall.

**Ushers** are usually the first members to greet us as we arrive in the Church. Duties include greeting, assisting those in need of help in seating, offertory, guiding members to communion stations and assisting with clean-up of church after service.

**Lectors** serve by reading the lessons and Prayers of the People at the scheduled worship services. These faithful have enriched the worship experience and increased participation at many services. We currently have close to fifty parishioners who volunteer to serve as lectors for the two services.

The **Altar Guild** of Trinity provides its time and talents in loving care to support our services, including weddings, baptisms, and funerals. A loving duty includes breaking down the High Altar flowers into smaller arrangements. These are then delivered to our homebound, ill, or members otherwise limited in their ability to move about the community.



Our **Acolyte Ministry** includes baptized members from elementary school age to adults. Acolytes serve at all 10:15 am Sunday services, Holy Days, Christmas, Easter, funerals and weddings. Acolytes have their hearts sensitive to the Spirit of God, ready to hear His voice, and willing to serve.

Other volunteers provide assistance for our **Weekly Coffee Hour**. In case you haven't already noticed, we at Trinity love to eat (and drink)! Following both services, church members take turns serving coffee and donuts, offering us all a great opportunity to catch up with each other and to greet newcomers.

**Trinity Bookshelf** volunteers donate their time each Sunday to have our gift shop open and available to our Trinity family. Purchases from the bookshelf include cards, gifts,



Bibles, Prayer Books, Avery silver crosses and holiday seasonal treasures. Earnings from the bookshelf go to support parish programs and projects.

We are presently re-thinking our **Newcomers** ministry to strengthen ties to Trinity for our guests and new members.

The **Hospitality** team welcomes all members to share in our abundant food, fellowship, and music. Members prepare meals and clean up afterwards for many parish celebrations, including:

- ◆ Pot Lucks for Advent and Lent
- ◆ Senior Appreciation Tea
- ◆ Christmas Eve service - Wassail Celebration
- ◆ New Year's Celebration Reception
- ◆ Baptism Celebration Reception
- ◆ Annual Meeting Lunch
- ◆ Trinity Sunday Celebration Lunch



**Trinity Garden Club** maintains with love our Memorial Garden. The garden is freshly planted three times a year following a suggested annual planting plan.

Other social groups have formed with members of the church. **Trinity Family Fellowship** comprises families with young children. They meet for fellowship and potluck one Sunday a month while the children are cared for by Trinity high schoolers. The **Chic' Lits** is a book club of women from Trinity and their friends who love to read. Meetings are monthly in members' homes. Our **Boy Scout Troop 33** has served boys for 40 years and is the successor to Trinity's former Troop 3. In its 40 years, 73 boys have earned their Eagle Scout Badges. The troop scouts have given thousands of hours of service to the church and community, hiked thousands of miles, and spent hundreds of nights camping in the mountains or desert or at the seashore. Currently, our troop is extending to our new **Cub Scout Pack 33**.

Other volunteers assist the office staff with mailings, organize our annual field trip to the Diocese's Dodger Day, and support the church in many quiet and unheralded ways. We are rich indeed with love and care for the people and ministries of this parish.

To celebrate and engage new members, each year we hold a **Ministry Faire** at which we cheer those who work tirelessly to make each ministry a reality. It's a celebration of all that our parish has to offer to its parishioners and to the community. It's a time for new parishioners to find out what Trinity is all about and how the Holy Spirit works within our parish. It is a time to support ministries already established or lend a hand in building those just getting started. Over 30 ministries are represented on this day. Typically over 150 parishioners are in attendance.

We are a natural, cultured and valuable asset to our Lord and Savior. By the grace of God, we have a lot to offer here at Trinity Parish. †





# How We Worship: Special Worship and Fellowship Services

*Worship the Lord in the beauty of holiness.*

*Psalms 29:2*

**A**t Trinity, we take advantage of the year's seasons and celebrations to create special worship and fellowship services. Most of these draw members of the Redlands community who are not members of Trinity, but who find comfort, inspiration or cheer from one of the offerings highlighted below.



**Lessons and Carols:** This Advent offering provides an opportunity for all choirs of our parish to lead us in marking the beginning of the church year and to sharpen our focus on Advent. After the service the youth provide all guests supper featuring soups and "Bread of the World."

**Blue Christmas:** An outreach to those suffering loss from death, broken relationships, or financial strife, this service is held the Sunday closest to the winter solstice. This is usually a multi-faith service with individuals that are qualified to support those who are suffering. Thoughtful readings are interpreted with reflective music and prayers. A special hors d'oeuvres reception is held in the Great Hall.

**Las Posadas:** Trinity was instrumental in establishing this annual observance of Joseph and Mary's journey to Bethlehem. Seven other

neighborhood churches join in the walk up and down our local neighborhood streets as we hear the familiar Christmas story and sing carols in English and Spanish at the doors of our sister churches. Each year a different church hosts the culminating fiesta with the food prepared in advance by all the participating churches. A free will offering supports the food costs for the following year.

**Palm Sunday and Holy Week:** Trinity begins the Palm Sunday liturgy in the courtyard with music, palms and reading of the Matthew's Passion Gospel. Throughout Holy Week, daily Eucharist services are offered, along with Tenebrae on Wednesday, and Maundy Thursday with Agape meal, foot-washing, and stripping of the altar, after which we maintain watch through the night. Good Friday includes the Passion as well as Stations of the Cross. We celebrate the resurrection with a festive Easter Vigil with sung liturgy on Saturday night, and Eucharist with Baptisms. Sunday's Eucharist is filled with joyous music.

**Mother's Day and Kirkin of the Tartan:** An annual Mother's Day event, honoring our Scottish heritage. The festive service includes meaningful music including local Blandford Memorial Bagpipe Band, presentation of the tartans, Scottish dancing and traditional ending with Amazing Grace with Bagpipes and Choir.

**Trinity Sunday:** We celebrate our patronal feast on Trinity Sunday each year, when we have only one Eucharist, followed by a communal meal.





**Trinity Camp Sunday:** Following the return of campers, the service is oriented toward the camp experience and brings some of the excitement back to the parish as campers lead the liturgy.

**Blessing of the Animals:** Held in the garden in early October in honor of St. Francis of Assisi. Anyone with pets is welcome. This well attended event honors the mental and spiritual importance of our pets as each animal is blessed.

**All Hallow's Eve:** In past years, Trinity offered families an alternative to traditional trick or treating with this service of darkness featuring a children's pumpkin sermon. Spirits of all ages came dressed in their favorite costumes. This was a special offering by our last Rector and was enjoyed by those who came to enjoy a Halloween themed dinner and games and readings after the service.



**Interfaith Thanksgiving:** Trinity supports the Redlands Area Interfaith Council's annual Interfaith Thanksgiving service the Sunday before Thanksgiving. Two years ago, Trinity hosted the event that was attended by over 250 guests from around the city. In addition, we share Thanksgiving with the Lutherans: each year we hold a joint Thanksgiving service Thanksgiving Eve with First Lutheran Church alternating between the campuses and sharing the sermon responsibilities. The evening is topped by a pie social.

**Native American Service:** Held on a Sunday near Thanksgiving, the church service features the Red Lake Mass and our local Native American friends who add traditional native drumming and flutes to the music offering. Service is concluded with everyone invited to a meatloaf luncheon. In our transition year, we added a second service in the spring with our guests helping us plant a garden and honor the Earth. We will continue to develop the garden as part of our response to the Bishop's call for food justice. So far we have added squash and tomatoes to the offering baskets for our local food pantry.



**Baptisms** are a cause for rejoicing. At Trinity, we have a strong program connecting baptismal candidates with sponsors who meet with them and the clergy several times in preparation for the event. All newly baptized members receive a beautiful cross hand-made by a parishioner, and we all sign the certificates and celebrate with the families after the service. †

# Parish Communications and Technology

*But to do good and to communicate forget not . . .*

*Hebrews 13:16*

The Communications Ministry has been blessed with the tasks of capturing and delivering the good news of Trinity. The Communications Ministry is responsible for Trinity's *Messenger* newsletter, weekly calendar updates, white board reminders, parish directory and our website [www.episcopalredlands.org](http://www.episcopalredlands.org).

The *Messenger* is the primary means of communication for our members. Dedicated volunteers submit articles and pictures, print out, and assemble Trinity's monthly newsletter. Parishioners far and near look forward to reading about all of the latest happenings here at Trinity. Presently, our Deacon Tim Warren is serving as the *Messenger* editor.

We also maintain the Trinity Information Center (located in the Great Hall) to promote parish activities, presenting information in an appealing way and incorporating liturgical seasons and colors. The board is updated weekly/bi-weekly to keep it fresh and noticeable.

Over the last year, we have worked to gather parishioners' email addresses in the hope of beginning regular updates via email. Office staff have received new computers and software. With needed computer updates just about completed, we are poised to begin a new chapter using integrated office tools and new church membership management software. Financial records were converted to a new system in the past year as well. †

## *A Special Ministry: Trinity Episcopal Preschool*

*Train children in the right way, and when old,  
they will not stray.*

*Proverbs 22:6*

A member of the National Association of Episcopal Schools, our preschool serves children ages 2 years 6 months to 5 years old from September to early June. The weekly program includes music, exploring our world, art expressions, reading readiness activities, Chapel story time, constructive play time inside and out plus fellowship.

Unique features include letting children be children. Children are encouraged to cooperate with others as well as increase their own sense of independence and strength. We foster a Christian emphasis on social values and open children's minds to the wonder of creation and all God's gifts who inhabit the earth.

The preschool has been known in town as the "home away from home." It has been under the direction of Bev Gaston for over 50 years. Children are on campus 8:45 to 11:45 am Monday through Friday. As the season ended last spring, there were 35 children enrolled. The Board is currently engaged in preparing 1, 5 and 10 year plans, which include increasing enrollment to a maximum of 50 children. †





# Caring for Trinity: Our Building and Grounds

*Our holy and our beautiful house . . .*

*Isaiah 64:11*

**T**rinity Church is a beautiful church that offers a sanctuary for spiritual reflection and space to serve the educational ministry for our efforts to do Christ's work. Upon the recommendation of the Trinity Strategic Plan in 2010, the Vestry created a Buildings and Grounds Management Team.

The purpose of the Buildings and Grounds Management Team (BGMT) is to support the mission and ministry of the church by caring for the concrete, physical foundation of congregational life. It relies on parish members with varying expertise in plumbing, grounds, general maintenance, law and organization. It oversees the use and care of church property, and works to support the church's mission. It is responsible for assuring maintenance and repairs are accomplished in a professional and timely manner in accordance with principles of good stewardship.



The BGMT oversees all activities associated with the operation, maintenance, safety and security of all buildings, grounds, furnishings and equipment owned by the church. As needed, BGMT assists the Vestry on matters relating to the buildings, facilities, and grounds. Some of the projects the Team has undertaken so far include:

- ◆ Upgrading the electrical wiring in the choir rehearsal area including the installation of an air conditioning unit.
- ◆ Renovating one of the Great Hall bathrooms with new flooring and upgraded lighting.
- ◆ Replacing the light bulbs in the Great Hall with LED lighting to save energy and reduce electricity usage.
- ◆ Cleaning and extensive dusting in the Sanctuary with the help of members of our chapter of the Daughters of the King.
- ◆ Installing safety fencing and smoothing and repairing concrete along walkways and steps.
- ◆ Upgrading the kitchen (with help and donations from the Hospitality committee).
- ◆ Installing informational and directional signs.

Recently, the Vestry approved development of a Reserve Plan, which will guide us in planning for and managing the necessary and expected maintenance required for the church and other structures.

In 2009, in an effort to become stronger stewards of what God provides, we initiated a "Going Green" project. An Eagle Scout project resulted in two new bike racks. Our Sunday school raised money for children in Peru displaced by deforestation, and Trinity camp began a recycling program. We are presently exploring whether the church would benefit from installing solar panels to provide an offset to our electricity costs. †



# A Vision for the Future: Our Parish Planning Process

*And the Lord answered me, and said, Write the vision, and make it plain . . .*

*Habakkuk 2:2*

In December 2009, after a year of study and planning by a 40-member Strategic Planning Team, the Vestry approved a comprehensive four-year Strategic Plan. Much was accomplished in the ensuing three years, with oversight provided by the Strategic Planning Implementation Advisory Committee (SPIAC).

In 2012, we decided to renew our strategy for an additional 3 years, leveraging once again Kennon Callahan's planning methodology "12 Keys to An Effective Church." The SPIAC committee undertook this second planning effort, the results of which are reflected in a renewed three-year plan, for 2013 – 2015. Copies of each are available on our parish web site at <http://www.episcopalredlands.org>.

## Our Strengths and Opportunities

*. . . for when I am weak, then am I strong.*

*2 Corinthians 12:10*

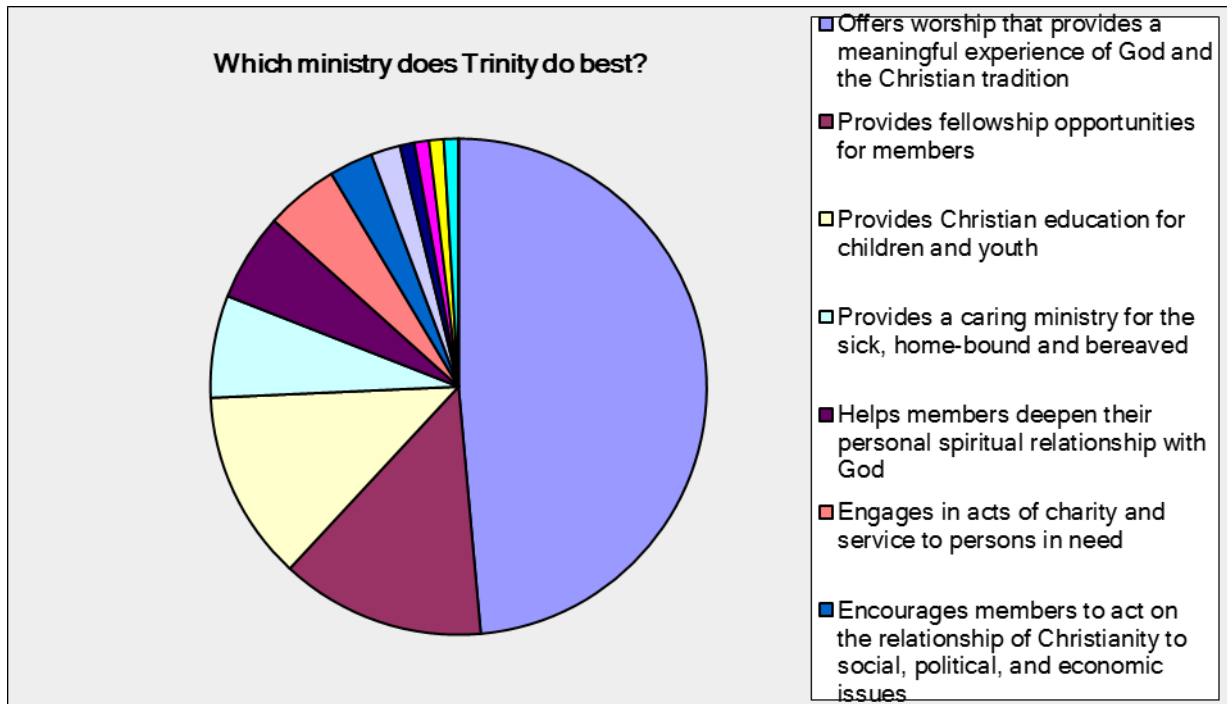
Our parish survey last fall asked us to indicate our satisfaction with how Trinity performs these typical church ministries. Responses of "Generally Satisfied" or "Very Satisfied" were combined to create the figures in the "% Satisfied" column below. The survey reflects that (of those responding), we are generally pretty satisfied with the way that Trinity performs as a church.

Church Ministry	% Satisfied
Offers worship that provides a meaningful experience of God and the Christian tradition	97%
Provides a caring ministry for the sick, home-bound and bereaved	89%
Provides fellowship opportunities for members	88%
Provides Christian education for children and youth	87%
Supports the global mission of the Episcopal church	87%
Provides pastoral counseling to help members deal with personal problems	86%
Helps members deepen their personal spiritual relationship with God	85%
Engages in acts of charity and service to persons in need	84%
Provides Christian education programs for adults	84%
Participates in activities and programs with other religious groups	82%
Helps members understand the use of money, time, and talents as expressions of Christian stewardship	79%
Helps members discover their own gifts for ministry and service	77%
Encourages members to act on the relationship of Christianity to social, political, and economic issues	73%
Shares the good news of the gospel with others who do not attend church	68%

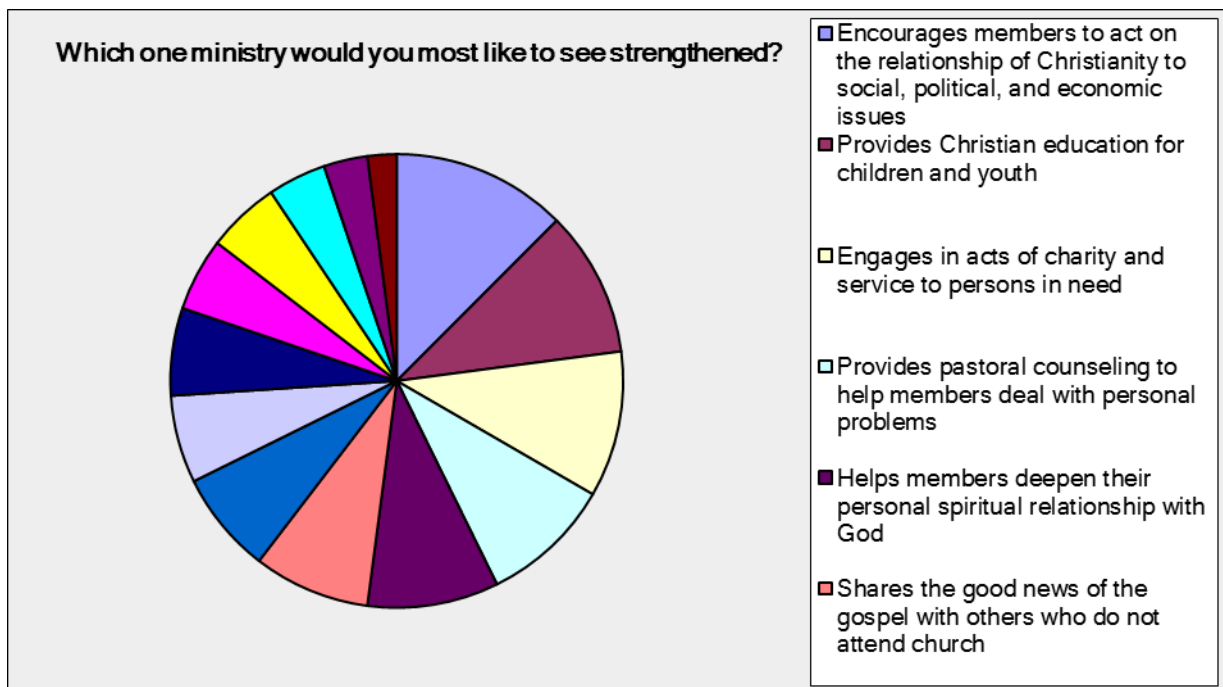


The last four items, with the lowest satisfaction scores, are also the items with the highest scores for “Needs more emphasis.” Twenty to twenty-seven percent of respondents indicated that these were areas where Trinity could grow.

The next question illustrates strong support for our worship experience. 47% of respondents indicated that this was Trinity’s strongest area. Fellowship and “Education for children and youth” were next, with 13% and 12% of the respondents indicating this was our strongest ministry. The responses trailed off significantly after that, with only 7% selecting the next highest rated item.



We are not so deeply in agreement regarding what we would like to see strengthened. The following chart illustrates the diversity of opinion within our congregation for where we might invest our energy and thought.



No item received more than 12.5% of the total responses. While everyone feels that something could be improved at Trinity, these results demonstrate that there is no common sense that any one thing is terribly broken and in need of repair.

In the following set of questions, we asked respondents to indicate where Trinity falls between the two options. In all cases, the highest level of responses came for the statements on the left. The chart below shows how we felt about our congregation in these areas.

	Closer to left	Equal Mix	Closer to right	
1. Our church is more influenced by history and tradition.	47.5%	42.5%	10.0%	Our church is more influenced by contemporary ideas and trends.
2. Our church is very involved with the community around the church.	38.3%	45.0%	16.7%	Our church is not at all involved with the community around the church.
3. Our church is primarily oriented to serving our members.	51.7%	41.7%	6.7%	Our church is primarily oriented to serving the world beyond our membership.
4. Our congregation feels like one large family.	51.7%	35.8%	12.5%	Our congregation feels like a loosely knit association of individuals and groups.
5. Our church is known as a prestigious one in the area.	51.8%	34.2%	14.0%	Our strengths notwithstanding, our church is not considered one of the “status” churches in the area.
6. Our church’s approach to social issues is basically educational, leaving any action to individual conscience.	60.5%	31.1%	8.4%	Our church’s approach to social issues is decidedly “activist.” We take stands on social issues as a congregation.
7. Our congregation strives to create partnerships with other local churches.	37.3%	43.2%	19.5%	Our congregation prefers to work by ourselves or through our denominational channels.

In general, we are a close-knit community with a commitment to our immediate environment and a relatively high sense of social status. Within the parish, there is a sizeable sector that may feel we are focused more on internal services than service to the broader community, despite the many charitable ministries in which we are engaged.

Recently, the Clergy, members of the Vestry, staff and several parishioners in key lay leadership positions met to conduct a Mutual Ministry Review (MMR) session. This was an opportunity to consider topics of interest to the church that may impact the direction of our collective ministry here at this time. Trinity exemplifies ministry as a mutual endeavor by lay people and clergy seeking to fulfill Christ’s mission in the world through the workings of the church. The exercise helped us identify goals and needs for the upcoming period. The timing of the MMR was chosen both because it represented close to one year since our Interim Pastor was brought on board, and because it allowed us to incorporate findings in our portfolio.

One key area of discussion concerned the breadth of our outreach ministries. Each is led by committed and passionate people supporting everyone, both internal and external to the Parish. We determined that we should have clear statements about the purpose of each ministry and how it ties back to our overall mission statement for the parish. We also recognized that we have a number of hardworking, dedicated people to lead most of our ministries and activities, but there are also many overlaps with a fewer number doing multiple tasks, and others in the congregation willing to be led rather than lead or even participate. Vestry members and current leaders must be willing to reach out and extend invitations to participation and leadership, both to give others a chance to serve, and to ensure there are persons ready to step up when current leaders are ready to take a rest.



Both in the MMR and in focus groups conducted with parishioners, we raised the possibility of exploring alternate forms of worship (such as youth-oriented services, evening mass, or Spanish-language services) that might attract others to Trinity and provide existing members with a different format for worship occasionally. As we consider candidates for Rector, we will be interested to learn what they could bring to our worship. †

## *Our Team at Trinity*

*. . . to serve the Lord thy God with all thy heart  
and with all thy soul.*

*Deuteronomy 10:12*

**T**rinity is blessed with long-term, capable staff who keep everything running with grace and aplomb. Both the parish administrator and financial secretary are part-time positions. Still, they keep the parish running and support the Rector and Vestry with grace and humor. The Music Director and Directors of Children's Education are also paid positions.

For a significant portion of its history, Trinity has had a second priest to serve as Associate Rector. Following Fr. Michael's call to another congregation shortly after we selected our interim rector, a member our church, Tim Warren was ordained Deacon. Since Fr. Michael's departure, Fr. Paul Price has served us with Deacon Tim's assistance, and we have not sought another priest. The Vestry has not made a determination as to whether or not we will have a second priest at Trinity, but it remains a possibility.

The Parish Annual Report, which is included by reference in our portfolio, offers a financial picture of our staff support. †

## *What Do We Seek in our Next Rector?*

*. . as sheep that have not a shepherd . . .*

*1 Kings 22:17*

**T**rinity is scarcely like Israel, scattered upon the hills. On the contrary, as we have gone through our transition to this point, we have maintained our practices, we have held our services, we have gone into the world to serve, and returned to share with each other our joy in the Lord. We are a strong parish, with strong people and strong leadership for our many ministries. We have benefitted from the talents that Fr. Paul has brought to our church and will emerge from this transition even stronger.

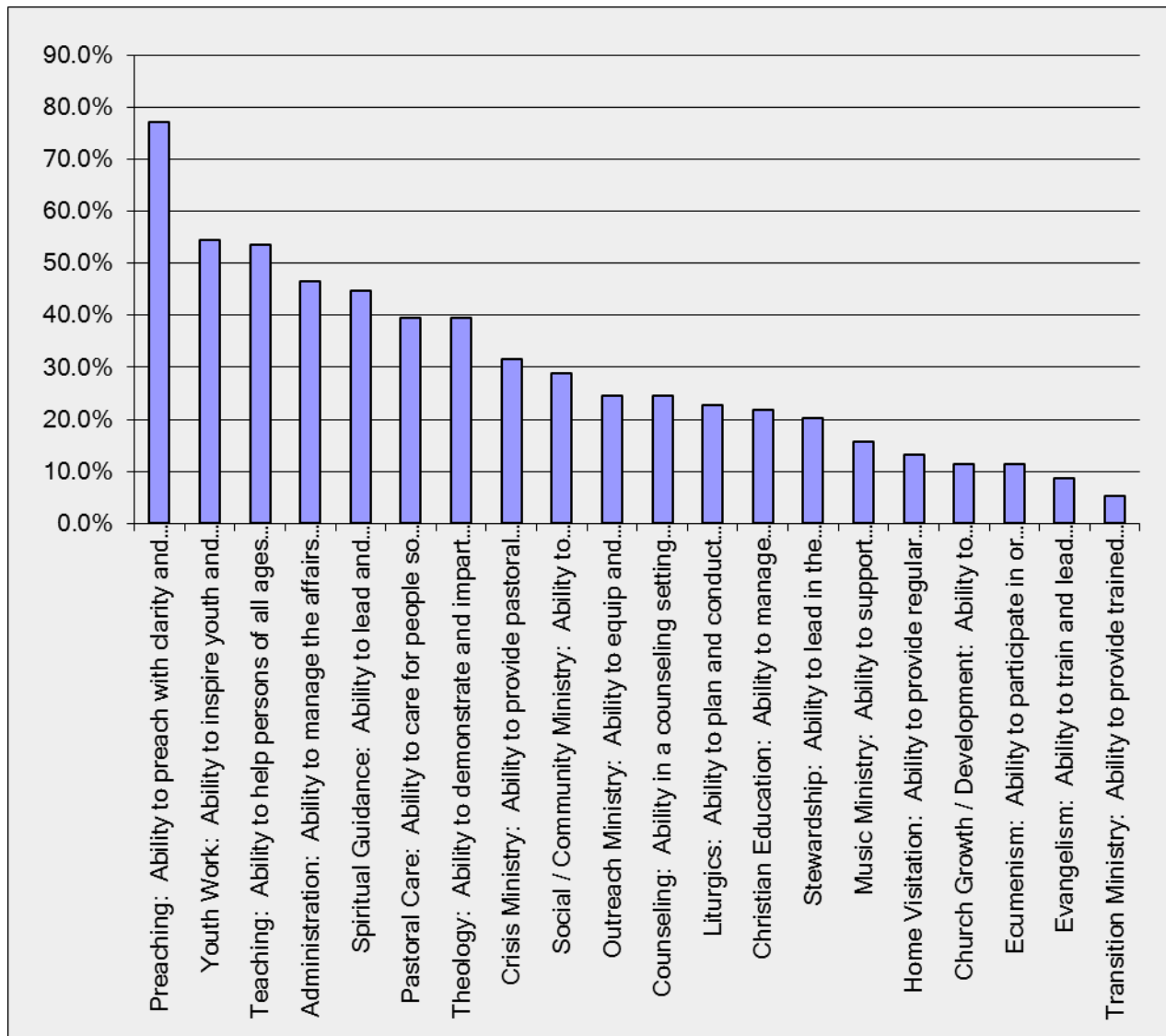
And yet, we cannot remain in this state of transition forever. It is time to seek a shepherd. We want to find someone to work with us who will complement our strengths and help us grow where we are deficient. We are ready to find a permanent Rector.

As part of our parish survey, each respondent was asked to select the top six most important attributes for our next Rector from a list of twenty common pastoral specialties. Common reactions to this question revealed how difficult it is to choose. We want our Rector to excel at everything! Even so, our respondents made their choices and the chart that follows shows the percentage of respondents who selected each item.<sup>3</sup>

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<sup>3</sup>The complete text of each attribute is available in Appendix B.

## Percentage of Respondents who Selected Each Attribute



The top vote-getters were Preaching, Youth work, Teaching, and Administration. Of course, every parish wants a Rector that can handle these important tasks well. However, in our focus groups, History Day conversations, informal conversations and through the personal comments submitted with the questionnaires, several additional themes emerged.

Our congregation went through a difficult passage during the last decade when our Rector resigned suddenly within 18 months after being called. The Bishop assigned a priest to work with us, and that priest eventually was named our Rector. It was not an easy transition; there were strong disagreements within the congregation about the best course to take. Within the Vestry, some were unhappy with the events taking place in the National Church and the Bishop's actions to provide a priest for the parish. When the Vestry voted six months later on whether to call Fr. Caffrey (our Priest in Charge) to become rector, the vote failed, against the overwhelming support for his retention from a large majority of the congregation. In the aftermath, the supporters considered attempting a recall of the Vestry. Instead, two members of the Vestry resigned during this period, and the Vestry that served following the next election (with five new members) voted to rescind its predecessor's decision and call Fr. Caffrey as Rector. Trinity lost many members during this period as a result both of the direction of the National Church and Diocese as well as the vestry changes and retention of Fr. Caffrey, and those who remain still acknowledge the pain, confusion and loss that we all felt as a result of our strife. For many of us, our commitment to Trinity and to each other was strengthened, even as we mourned those who left.

The single greatest artifact from this experience is our conviction to welcome and serve all God's children. We pride ourselves on being an open, accepting and inclusive community and we must have a Rector that shares those values. While it isn't



present on any checklist of priestly strengths or skills, it is clear that we will seek a priest to serve us that loves each of us, as Christ would do, regardless of our shape, color, age, beliefs, origin or orientation.

The second key issue affecting the church at this time is reflected in the parishioners' choices: youth programs and education. Our Director of Youth Education recently retired, and several focus groups were held to discuss how the youth program might change as we seek a new director. We have just named successors for the program, and split the responsibility for Sunday School from a new role focused on developing a youth program. Clearly, there must be great synergy and cooperation between the individuals in these roles if we are to continue to offer excellent education and spiritual development to our youngest members. In addition, our preschool program (TENS) is engaging in a long-range planning process, and seeking to grow. We are committed to finding a Rector who will embrace our children and work actively with the Directors and volunteers within our parish who guide our children on their journey to adulthood in the faith, both in our education programs and in the preschool.

In focus group conversations about how we might increase Trinity's membership, many participants mentioned that we have a great opportunity in the neighborhood to provide a home for Spanish-speaking individuals who are seeking another church home. One of our Vestry members is starting a new education program to provide conversational Spanish to members, and an outreach program to offer conversational English to non-native speakers has also been suggested. A priest with Spanish language skills and an interest in building a new segment of the congregation would be well regarded in our community.

For Trinity, this transition period has been a time to share our past, to consider our present, to dream about our future. As we move on to selecting a Rector, we will look for someone who shares our values, respects us and our history, offers a healing touch to all who need it, and serves the Lord with gladness. †



## Appendix A: Trinity Episcopal Church, Redlands – Financial Snapshot

The Financial Summary shown in the table provides a three-year snapshot of the parish financial operating status including the projected annual operating support and expenses for 2014. We are projected to have sufficient support to more than cover our operating expenses for calendar year 2014. An independent certified public accountant provided a through audit of the Parish finances in late 2013.

Trinity is also fortunate to have significant funds in various accounts and investments. As shown in the table, there are three broad categories of financial holdings:

1. Unrestricted checking and investments of approximately \$40,000, used to manage short term operating cash flow and extraordinary needs if they arise.
2. A number of different designated funds that total approximately \$600,000. Each fund has specific purposes and/or restrictions that govern when and how the funds can be used.
3. An endowment fund that has been steadily growing and is now at approximately \$760,000. The intent of this fund is to allow it to continue to grow to \$1,000,000, after which time earnings will be able to be used either to support the annual budget or for any other purposes future vestries may decide.

FINANCIAL SNAPSHOT 06/30/14				
	2012	2013	2014	2014
	ACTUAL	ACTUAL	PROJECTED	YTD
<b>UNRESTRICTED SUPPORT</b>				
PLEDGES	\$ 324,861	\$ 304,347	\$ 316,356	\$ 158,178
NON-PLEDGED CONTRIBUTIONS	\$ 36,268	\$ 47,224	\$ 59,818	\$ 29,909
PLATE OFFERINGS	\$ 7,421	\$ 5,971	\$ 8,830	\$ 4,415
RENTAL INCOME	\$ 11,622	\$ 14,063	\$ 14,118	\$ 7,059
OTHER INCOME	\$ 5,466	\$ 14,604	\$ 8,832	\$ 4,416
<b>TOTAL SUPPORT AND REVENUE</b>	<b>\$ 385,638</b>	<b>\$ 386,209</b>	<b>\$ 407,954</b>	<b>\$ 203,977</b>
<b>OPERATING EXPENSES</b>				
MISSION SHARE FUND	\$ 48,944	\$ 47,176	\$ 49,556	\$ 24,778
CLERGY AND RELATED	\$ 175,378	\$ 103,658	\$ 118,202	\$ 59,101
MUSIC PROGRAM	\$ 29,170	\$ 28,946	\$ 28,962	\$ 14,481
YOUTH PROGRAM	\$ 26,564	\$ 21,254	\$ 17,956	\$ 8,978
CHRISTIAN EDUCATION / NURSURY	\$ 7,173	\$ 6,314	\$ 4,416	\$ 2,208
MINISTRIES	\$ 12,843	\$ 16,962	\$ 17,184	\$ 8,592
INSURANCE	\$ 17,472	\$ 24,884	\$ 25,870	\$ 12,935
BUILDING AND GROUNDS	\$ 57,533	\$ 56,792	\$ 58,662	\$ 29,331
CHURCH ADMINISTRATION	\$ 88,925	\$ 86,261	\$ 80,640	\$ 40,320
<b>TOTAL OPERATING EXPENSES</b>	<b>\$ 464,002</b>	<b>\$ 392,247</b>	<b>\$ 401,448</b>	
\$				
<b>NET OPERATING SUPPORT (DEFICIT)</b>	<b>\$ (78,364)</b>	<b>(6,038)</b>	<b>\$ 6,506</b>	
<u>12/31/2012    12/31/2013    6/30/2014</u>				
<b>SIGNIFICANT ACCOUNT BALANCES</b>				
UNRESTRICTED CHECKING AND INVESTMENTS	\$ 31,479	\$ 46,240	\$ 39,308	
DESIGNATED FUNDS	\$ 522,195	\$ 601,966	\$ 629,418	
ENDOWMENT FUND	\$ 584,245	\$ 739,912	\$ 761,401	



## Appendix B: Desired Attributes for Trinity's Next Rector

Answer Options	Response Percent	Response Count
Preaching: Ability to preach with clarity and to make the Gospel relevant in people's lives	77.2%	88
Youth Work: Ability to inspire youth and incorporate them in the full life and ministry of the church	54.4%	62
Teaching: Ability to help persons of all ages understand and live the Christian faith	53.5%	61
Administration: Ability to manage the affairs (i.e., programs, organizations, finances, etc.) of the congregation	46.5%	53
Spiritual Guidance: Ability to lead and encourage others in the formation and development of a deeper spiritual life	44.7%	51
Pastoral Care: Ability to care for people so they are nurtured and equipped for growth within the faith community	39.5%	45
Theology: Ability to demonstrate and impart a disciplined understanding of biblical and historical revelation and the perception of God's activity in the world	39.5%	45
Crisis Ministry: Ability to provide pastoral care by responding to people in crisis situations; e.g., death, dying, sickness, birth, trauma, success	31.6%	36
Social / Community Ministry: Ability to enable persons within the congregation to become aware of and participate in community concerns	28.9%	33
Outreach Ministry: Ability to equip and serve the community of faith in ministry to persons in need within and beyond the congregation	24.6%	28
Counseling: Ability in a counseling setting to assist persons facing problems or decisions. (This specialty should only be used by or for those who are trained and certified.)	24.6%	28
Liturgics: Ability to plan and conduct liturgical services of corporate worship	22.8%	26
Christian Education: Ability to manage design and implementation of comprehensive Christian-education programs	21.9%	25
Stewardship: Ability to lead in the development and use of individual and congregational resources	20.2%	23
Music Ministry: Ability to support congregational ministry through music, e.g. lead, inspire, perform, compose, train, coordinate	15.8%	18
Home Visitation: Ability to provide regular pastoral care by visiting church members in their homes	13.2%	15
Church Growth / Development: Ability to reshape or restart existing congregations or to plant new congregations	11.4%	13
Ecumenism: Ability to participate in or conduct programs sponsored inter-denominationally or jointly by multiple churches	11.4%	13
Evangelism: Ability to train and lead persons to proclaim by word and action the Gospel of Jesus Christ, and to invite others into Christian fellowship	8.8%	10
Transition Ministry: Ability to provide trained leadership to congregations or organizations in change or at critical points in their life and ministry	5.3%	6

## Trinity Episcopal Church

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Linda Apmadoc, Director, St. Cecelia's Choir

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