



**CONCORDIA LUTHERAN CHURCH  
ANNUAL FINANCIAL REPORT 2016**



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## **Agenda**

Semi-Annual Congregational Meeting

January 22, 2017

### **Call to Order**

### **Opening Devotional Litany**

### **Approval of Agenda**

### **Approval of Congregation Meeting Minutes**

June 2016 Semi-Annual Congregation Meeting

### **Reception of Reports**

Pastor's Report

Council President's Report

Minister of Music Committee Search Report

Treasurer's Report

Legacy for Ministry Board Report

Worship and Memorial Garden Board Financial Report

Concordia Nursery School Board Financial Report

Stewardship Committee Report

### **Approval of 2016 Proposed Ministry Budget**

### **Election of Synod Assembly Voting Members**

(Fri., June 9, 10:00 a.m. to Sat., June 10, 5:00 p.m., Springfield, MA)

### **Appointment of Nominating Committee**

### **Adjournment**

### **Information**

The next Semi-Annual Congregation Meeting is scheduled for Sunday, June 4, 2017 at 11:45 a.m.

*A message from*  
PRESIDING BISHOP  
ELIZABETH EATON



Dear sisters and  
brothers in Christ,

The Evangelical Lutheran Church in America (ELCA) is a church striving to grow and thrive in a changing world. As you connect with people in your neighborhoods, workplaces and beyond, you have likely discovered some approaches are more effective than others. In your pursuit of growth, it is often necessary to take risks and leave the comfort of being with "people like you." This means there is an opportunity to offer a radical welcome to all God's children.

Living with a daring confidence in God's grace, we are called forward together in Christ as both servants and leaders to welcome others. In these roles we are called to be spiritually grounded, ecumenically minded, responsible, value-driven, accepting of others, nurturing and together in our efforts to do God's work. These traits help us to be faithful and walk the way of Jesus.

As we accompany each other in this walk, we remember the cross of Christ helps us share our joys, burdens and tears. When your faith community gathers to review progress, you see how God has blessed and challenged your efforts. Through dialogue and discernment, you engage issues that affect your ability to grow and thrive. You make decisions about how to use the gifts entrusted to you to do God's work in and beyond your community. Hopefully, this is also a time you realize you are not alone. You can find courage and hope in seeing the ways God and the people of the ELCA accompany each other in our walk and our work.

Our prayers are with you as you gather to plan and make decisions about how you are called forward together in Christ. May you remember Jesus, who gave his life that you might live.

Walking together and serving Christ,

A handwritten signature in black ink that reads "Elizabeth A. Eaton". The signature is written in a cursive style.

The Rev. Elizabeth A. Eaton  
Presiding Bishop  
Evangelical Lutheran Church in America

## LITANY

Blessed be the Holy Trinity, the one God, the fountain of living water, the rock who gave us birth, our light and our salvation.

**Amen.**

As servants of Christ, we plant and support new congregations each year; we enable congregations to renew their ministries; we work with ethnic ministries to develop resources and networks for ministry, and we share resources for God's work.

**Together, we are partners in ministry.**

As partners in ministry, we support The Lutheran World Federation's global communion of churches with more than 80 companion churches in other countries.

**Together, we accompany others in doing God's work.**

As people who accompany others, we send more than 200 missionaries to more than 40 countries, training leaders and evangelists who will expand ministries.

**Together, we equip people to be disciples, evangelists and stewards.**

As disciples, we equip God's people across this country to be current and future leaders through our colleges, universities, seminaries and lay ministry schools. We especially support and pray for our more than 9,000 rostered leaders.

**Together, we are members in the body of Christ.**

As members in the body of Christ, we support congregations and synods with resources to assist in asset-based thinking, planning, operating matters and risk management.

**Together, we are stewards of God's gifts.**

As stewards, we engage in culture and the world to work for justice. This includes engaging in lively conversation about current social, political, environmental and public issues.

**Together, we are advocates of God's work for the sake of the world.**

As advocates, we facilitate dialogue and common action among communities of other faiths, seeking unity in faith and life with all Lutherans and our six full communion partners.

**Together, we are the Evangelical Lutheran Church in America. A church that shares a living, daring confidence in God's grace.**

Let us pray. As we are servants in Christ, partners in ministry, people who accompany others, disciples, members in the body of Christ, stewards and advocates, our faith comes through the good news of Jesus Christ and gives us the freedom and the courage to wonder, discover and boldly participate in what God is up to in the world. May the Holy Spirit continue to guide us and give us strength to always do God's work for the sake of the world.

**Amen.**

As you gather, the following questions are frequently asked about giving and the work of the church. These may be helpful as your congregation engages in conversation about how to grow and thrive in the future.

**What is missional giving?**

One way individuals and congregations participate in missional giving is when their financial contributions, often called offerings or tithes, to and through their congregation, or other charitable organizations, are intended to do God's work in the world. We believe this work can be done faithfully through ELCA ministries.

**Why give?**

For some the answer is God first gave to us, thus through our life we have an opportunity to share God's generosity with others. This understanding demonstrates giving is a spiritual issue, not a financial one. For other Lutherans, the answer is also an identity issue. We are faithful Lutherans and this is what we do – share with others. This is not an individual experience only, for we are church together, and through our unified giving we do God's work.

**Who gives?**

All are invited to give as God has blessed them and as the Spirit moves them.

**What to give?**

As the apostle Paul wrote of the Christians in Macedonia, "They first gave themselves to the Lord." Through baptism, confirmation and our confessional statements, each person first gives of themselves to God. Within each person's faith walk, they are asked to give of their time, talents and resources. This can take many forms.

**How much to give?**

We teach to grow toward a tithe (10 percent of household income), to a tithe and beyond a tithe as God has blessed you. This may also apply to one's time.

**When to give?**

Individuals and congregations are encouraged to give regularly. The practice of "first fruits" giving, sharing a portion of God's blessings when they are received, is encouraged. This may be weekly, monthly or quarterly. There are also times for special giving. This is often in response to specific needs or opportunities. There are also times for planned gifts. This is often for major projects or at the end of life. All these forms of giving are encouraged.

**Where to give?**

Most supporters of the ELCA do the majority of their giving to and through their congregation. When growing toward and beyond a tithe, giving to all charitable organizations is considered.

**How to give?**

All regular giving received by ELCA congregations is considered undesignated. This means the dollars received can be used as determined by a missional budget or expense plan approved by a quorum of the membership and as managed by elected leaders. An increasing percentage of total giving to congregations is being designated for specific purposes. While we appreciate and celebrate all giving and respect the wishes of the donor, we also trust members and elected leaders to make financial decisions that support God's work in and beyond the local community, both in the present and for the future.

**What is Mission Support?**

This is the portion of your congregation's regular financial offering that is shared with your synod. The synod then shares a percentage for God's work that we do together through our ELCA churchwide organizations, both domestically and globally.

## **Minutes**

Semi-Annual Congregation Meeting

June 5, 2016

Meeting was called to order by President Carol Stoneman at 11:41.

Devotions were provided by Pastor Barclay.

### **Reception and Approval of Congregation Meeting Minutes**

Minutes of January 17, 2016 as amended. seconded and passed.

**President's Report**-move to receive report –passed.

**Pastor's Report**-move to receive report-passed.

### **New Business**

#### **Elections**

- **Congregational Council**  
Elaine Briggmann  
Tina Sollinger-Ruggerio  
Mark Winzler  
Moved by acclamation-passed
- **Legacy Board for Ministry**  
1<sup>st</sup> 3 year term-Carol Stoneman  
2<sup>nd</sup> year of 3 year term –Marian slater  
2<sup>nd</sup> year of 3 year term-Don slater
- **Worship and Memorial Garden Board**  
2<sup>nd</sup> 3 year term-Carol Burnett  
2<sup>nd</sup> 3 year term-Jan McGarity  
1<sup>st</sup> 3 year term-David Beauregard  
1<sup>st</sup> 3 year term –Karen Schauster

#### **Reception of Reports**

- Pastor Barclay-introduced the Concordia Lutheran church narrative budget to enlighten us as to how our offerings are distributed.
- Fellowship Committee-strive to offer activities that not only meet our Mission statement but the Mission statement of Concordia.
- Member Care Committee has an ongoing contact with homebound members.
- Mutual Ministry committee meets with Staff to address topics that are important to them.
- Nursery School Board meets with director.
- Outreach Committee supports funeral receptions, Kid Safe, MACC, April time and Dinda House as well as Family Services of Manchester.
- Worship and Music committee are responsible for planning Concordia's worship service.
- Worship and Memorial garden Board had pathway lighting restored. Had a discussion on the meaning of the Pathway of Pastors.

#### **Information**

- The Nominating Committee for 2017 elections will be appointed at the January 2017 Semi-Annual Meeting. The January 2017 Semi-Annual meeting will be held January 15.
- The congregation council will meet briefly after the meeting to elect officers.

#### **Adjournment**

Respectfully submitted,

Kay Corl, Secretary

## Pastor's Report

Dear Concordians,

St. Paul's letter to the church at Corinth came when there was bickering and dissent in that early Christian community over who possessed the greatest gifts. You might remember, in that famous passage often read at weddings, Paul puts it plainly: "faith, hope and love: these are the greatest gifts, and are gifted to each and every person who is in Christ."

As I write at the beginning of this new year, I am happy that I am **not** writing to a community that is divided over jealousy and dissent, factions and infighting. This is not the hard task that Paul had before him of busting up egos and humbling some egregious errors.

No, that is not Concordia.

However, like Paul, I do write to a Christian Community that is not without its share of challenges and struggles. Concordia is often in a place of fear and anxiety over the prospect of the future. Concordia struggles to imagine a future that is radically different than its past.

That is why it I was so happy to read this introduction to Paul's letter to the community at Corinth.

Just like the church in Corinth, in this community of Concordia you are not lacking any spiritual gift!

Imagine that!

Just chew on that for a moment.

This community not lacking any spiritual gift.

There is nothing that has not already been given as a gift to us here at Concordia.

If I take Paul at his word, that means that within this community of faith rooted here in Manchester, CT,

God has already richly provided for everything that we need.

Every gift has already been given.

How would this radical idea of God's faithfulness and generosity reshape our fear and anxiety for the future?

We do not need to look any further than the gifts with which God has already equipped us.

The ingenuity, the ideas, the money, the time, the talent all exist and are already given richly to us.

I repeat, there is nothing lacking here!

I am not talking about simply becoming less pessimistic about the future. No, I am talking about a radical transformation through the promise of our baptism that all of us and each of us comes together with enough to make this place of Concordia not just survive, but flourish.

If we take Paul at his word, we have enough cash not just to make the budget work for another year and eke out another year of mere existence, but there is money and resources here that can burst our coffers and not only keep the lights on, but make this place shine with God's light of mercy, peace and healing for all to see.

Now, it is important to say, that God's gifts are not to be hoarded or kept within this community. The gifts of God are meant and must be shared. If they are not, they start to smell quite bad, like that carton of milk that has been sitting in the back of the fridge for too long.

Here is my **encouragement** to this community. There are compelling signs of God's gifts and grace all around us and within us. This is already a generous community. We rejoice together in our past and in the promise of the future.



My **challenge** to you, Concordia, in this new year of grace is this:

**Business as usual is not the order of the day, nor is complacency or just eking out an existence!**

That path will simply lead us to more of the same.

Rather, my challenge to you, in the spirit of Paul, is to grab hold of the promise made to all of us and each of us that there is no gift that is lacking here for the building up and thriving of this Christian community. There is only a budget shortfall if we dare disdain the promise of God. There is only fear and anxiety for the future if we do not trust in God's abundant life.

Those who dispute this make God into a fibber, which is never a smart move.

With this encouragement and challenge, we move together boldly and courageously into this new year with faith in the one who is faithful.

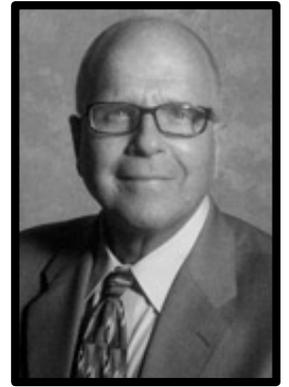
I give thanks for you. I am abundantly blessed to be your pastor and to entrust you with these words of hope and challenge.

In the abundant gifts of God,

The Rev. Douglas D. Barclay, Pastor

## Council President's Report

- The new Council elected officers following the June Semi-Annual Meeting: President-Mark Winzler, Vice President-David Smith, Secretary, Kay Corl and Treasurer Stephen Perkins.
- The new Council opened its season of meetings with a retreat held in mid- August. The retreat focused on leadership style of the council members, reviewing the results of the Congregation Assessment Tool (taken as we began the search process for a new pastor in 2014), talked about what it means to be a “clergy focused” congregation and viewed and discussed a video clip entitled “Why”. We also began to talk about the year head, the need to address various capital projects and budget.
- Thanks to an Ad Hoc Committee lead by Petey Goodrich, the Council passed updated Building Regulations as well as a Fund Raising Policy. While our congregation is truly “small but mighty”, we have to look outside of ourselves to generate revenue to support our budget. These regulations and policy help to provide structure for us and for those who wish to use our building, but they also open up to new possibilities for generating income. If you wish to see a copy of these, please ask any member of Council.
- As we look forward to the celebration of the 500<sup>th</sup> Anniversary of the Reformation this year on October 31, 2017, the Congregation Councils of Emanuel and Concordia met in early October to talk about this celebration. We discussed: How can we spread the news together? How can we engage the congregations together? How can we engage the community together? Following discussion we decided to form three groups made up of council members from both churches: Education, Events and Publicity. Stay tuned for news about this joint venture as the year goes on.
- With the reality facing us that once again we would be presenting a deficit budget for consideration by the congregation at the semi-annual meeting on January 22, with guidance and thoughts generated by Pastor Barclay, we talked about ways that we could reduce the budget deficit not only by the raising of pledges, but also by exploring other means to provide income. As you will note, the deficit this year is much lower because of some things which we have done. To be sure, about one-third of the 65 pledge units increased their pledges, which did help, but there are others as well. The specifics will be explained at the meeting on January 22.
- We also focused on the needs for some capital projects including, but not limited to: the boiler/heating system, the need for a hood over the stove in the kitchen, narthex refinishing, defective roof tiles (which is the main focus right now), outdoor lighting, and the list goes on. You will be hearing more about these before the next annual meeting.
- Concordia was selected along with seven other congregations to participate in “Forward Leadership”, a program sponsored by the New England Synod. There have been about a dozen congregations which have already participated. Pastor Barclay, Carol Stoneman and Mark Winzler are involved in the training. You will be hearing more about this in the months ahead.



This is a “snapshot” of some of the items the Council has been involved in since the end of August. A more complete report will be given for the June meeting, but, for now, we want the congregation to know that we are actively involved in a number of projects, discussion as well as visioning for the future.

On behalf of the Council,  
Mark Winzler

## **Minister of Music Search Committee Report**

Before Minister of Music Emeritus Richard Hicks retired in June 2015, the Congregation Council appointed a Search Committee to find his replacement. As Pastor Barclay was not going to begin until late August 2015, the actual process did not begin as it would not have been appropriate to conduct the search without the pastor taking part. Upon his arrival, we updated the job posting and posted as it had been a few months since the initial posting went out. In the end, we received about 10 applications and interviewed a few people and recommended to the Congregation Council that Mary Douglas be hired. The Council did appoint Mary. She began service in April, 2016. At the end of October, 2016 Mary submitted her letter of resignation for personal reasons.

After supply organists were put into place following Mary's resignation, the Search Committee (Pastor Barclay, John Corl, Linda Lange, Carol Stoneman, Susan Bourret, Mark Winzler) met twice. At the first meeting we reflected on the original process and talked about the future.

At the second, there was an open and honest discussion at which we agreed to hold off on searching again right away. The reasons for this is:

- the candidate pool would most likely not be that different
- since Mary did not stay for a long period of time, people would say, "The position is open again. what happened" and therefore they might be reticent about applying.
- What are we really looking for and is the salary in our budget sufficient enough to attract such a person?

Based on these we decided it would be best for some time to pass before moving forward.

We discussed the fact that we were indeed blessed by having some very solid supply (sub) organists over the past couple of years. Thanks to some wonderful brainstorming by Pastor Barclay, the committee decided that, for the year 2017 (January through December) that we would split the position and find 1) a supply choir director and 2) supply organists/pianists.

The supply choir director is responsible for selecting the music sung by the choir and leading a rehearsal with the choir each week (with the exception of the months of June, July and August.)

This person would not be present at church on Sunday.

The supply organist would be responsible for 1) rehearsing with the choir on Sunday mornings before worship and 2) playing the organ. The supply organist will not attend choir rehearsals during the week.

During the last half of June through Labor Day, as there is no choir, we will be using a supply pianist instead of a supply organist.

I am happy to report that all of the supply positions for the entire year 2017 have been filled using those who have served Concordia in the past! Thanks be to God!

### **Supply Choir Director**

- Linda Hilliard (Linda had her first choir rehearsal on January 12.)

### **Supply Organists**

- Richard Hicks- Richard began with us on January 8 and will serve through Easter, April 16. He will then come back for the months of November and December.
- John Anderson- John will be with us from April 23 through June 11 and then again from September 10 through October 29.

### **Supply Pianists**

- Chris Davenport- Chris will be with us from June 18 through August 20
- Ann Kelly- Ann will be with us August 27 and September 3.

In terms of finances, we are well within the budget line for Minister of Music using this model for the coming year. It needs to be underscored that this is NOT a permanent plan. It is only in place for Calendar Year 2017. We will resume the search later this year.

On behalf of the Committee,

Mark Winzler

## **Treasurer's Report**

### **Summary**

“Give, and it will be given to you. Good measure, pressed down, shaken together, running over, will be put into your lap. For with the measure you use it will be measured back to you.” Luke 6:38 (ESV).

At the January 2016 semi-annual meeting, we approved a budget that had a \$44,000 deficit. I will admit to having some doubts about our ability to successfully navigate that large a gap. As it turned out, we did a pretty good job at it. We had one moment in November that required that we scramble a bit to make sure we remained on a solid financial footing. The Council asked for a grant from the Legacy Committee to fulfil our annual commitment to the New England Synod and to MACC. This amounted to \$4,322. For the remainder, we relied on you, the congregation.

Pastor Barclay has described you as a small but mighty congregation. I do believe he hit that nail on the head. You have proven over and over to be generous and caring. And even though we had a tough November, we ended the year with a solid basis to start 2017.

For 2017, the Finance Committee as part of its budget deliberations, asked the Legacy Committee for two grants: one for MACC and the other for the Nursery School. In all, the Finance Committee and the Council were able to reduce the 2017 deficit by \$10,000. This means the deficit we'll be asked to approve will be \$31,327.

Our Executive Committee and Congregation Council continue to provide care and oversight to ensure that your money is spent wisely in the service of spreading God's Word.

### **Revenue Notes**

1. Envelope Offering was 108% of forecast. This was 3% higher than last year. The Envelope and “Stretch” (Other Funding Sources) when combined equaled \$207,834 or 92% of the forecasted need for 2016 (\$226,522).
2. Other Funding (Stretch) is made up offerings made by you above and beyond your listed pledge. This year also includes \$4,322 withdrawn from the Legacy Fund as a grant to help with benevolence: \$3,000 to the Synod and \$1,322 to MACC.
3. Other Offering was 142% of budget (\$6,029 vs \$4,250). Other Offering is made up of Open (cash collected through the plate), Initial, and Festival. The Other Offering exceeded budget and then some. Festival and Open offerings were up significantly for the year. The two largest seasons for offering are Lent and Advent. While Lent remained about the same as last year, Advent saw a large increase (\$1,628 vs \$670) over 2015. While there is no seasonal reason for it, Open Offering was 154% of budget for the year (up 11% over last year).
4. Total Building Use for the year was 104% of budget (\$7,605 vs \$7,300). We did better than was expected in the budget but not for the reasons we stated in the budget. We had an agreement with Champion Youth (gymnastics) to use the Fellowship Hall, but Champion Youth failed to launch the program. They hope to launch their program in 2017. The reason for the exemplary performance was a significant uptick in general use (\$2,895 vs a budgeted \$1,000).
5. Fuel Assistance donations ended the year at 132% (\$922 vs \$700) of budget, an increase of 22% from 2015.
6. Total Income was 93% of budget (\$222,390 vs \$238,772). For most of the year my job consisted mostly of just keeping an eye on finances. Starting in October, finances seriously degraded to the point that the council asked the Legacy Committee to grant funds to finance the remaining benevolences for the Synod and MACC. So, while we ended the year with over \$3,000 in the bank, I was not confident about the outcome until I actually saw the result. The end result, though, was we still paid all the bills, and had money left in the bank.

7. Congregational Giving: World Hunger gifts were \$2,061 (2015 was \$1,315). MACC gifts were \$146 (2015 was \$140).

## **Expenditure Notes**

1. Benevolence disbursed the full budgeted amount. Both Synod and MACC received grants from Legacy to complete the year. The Nursery School agreed to forgo the last three months of benevolence. The 91% year to date Synod figure reflects the redistribution of Craft Fair proceeds.
2. Staff Salaries was 99%. This represents a full year. Mary Douglas tendered her notice at the beginning of November effective at year end. The council decided to pay her for the two months and then make other arrangements. There will be a search for a new minister of music in 2017. As part of our employment contract, Concordia loaned Pastor Barclay \$2,390 for his security deposit on his apartment. Repayment is to take place through an employee deduction over 3 years. As of December 31, there are 20 months (\$1,343) remaining in the loan.
3. Fringe Benefits were 98% of budget. Per our employment agreement with Pastor Barclay and per Synod guidelines, we are paying the employer portion of Social Security and Medicare. Also, per the employment agreement, we pay six months of college loans each year for four years ending in 2019 although this benefit may be renewed. Funds for tuition reimbursement come from the Scholarship Fund.
4. Program Expense was 125%. The over budget is due to added expense on the Church Service line (\$2,390 vs \$1,500 budget). The Church Service line is dual funded by the budget and by donations from the congregation for flowers, musicians, and special remembrances. The Fellowship line is funded through coffee hour donations. While last year there was a surplus, this year had more expenses for coffee hour supplies than were covered by donations.
5. Program Support came in at 108%. Office expenses was 92% of budget. Other line items in this section more in line with the budget. The overage was primarily related to acclimating Mary Douglas to Lutheran music standards. Synod Meetings also over budget due to me under budgeting for the annual assembly.
6. Facility Maintenance was 92%. Organ & Piano was 126% of budget because of paying for one 2015 organ tuning in 2016. Maintenance & Repairs was 85% budget. General expense items were lower in 2016. However, we contracted with Pete's Cleaning to clean the Fellowship wing and other areas not normally included in their contract. There were expenses related to snow removal (snow removal would have been higher if George Beauregard had not volunteered to plow the driveways).
7. Utilities ended the year at 88% of budget. Gas was down and electricity was up. We are benefitting from lower fuel costs and a warmer year than normal.
8. Insurance was 96%. We switched our insurance provider for 2016.
9. Other notable non-budgeted items: Seasonal Sharing raised \$2,930. Any remainder after expenses will be sent to MACC. The craft fair had income of \$1,686, no expenses were claimed. The German Supper (October) raised and spent \$516. \$114 was raised for Muscular Dystrophy research.

## **Memorial and Special Funds**

During the year, \$25,447.10 was deposited to Memorials and Tributes and \$6,634.96 was withdrawn. The year-end balance of this fund was \$53,496.15, which includes an unrecognized gain in the value of the CD. This amount is made up of a savings account and a Power CD (an insured stock market index CD). During 2016 we started a pledge line for capital improvements, and those funds are kept in M & T. \$9,740 was pledged and \$9,380 was collected.

The Scholarship fund had a starting balance of \$49,874.89 and an ending balance of \$48,980.22 (a loss of \$894.67). Scholarship has withdrawals of \$3,000.00.

The Legacy and Memorial Fund had a starting balance of \$505,851.13 (net balance) and an ending balance of \$541,551.31 (a gain of \$35,700.18) based on withdrawals of \$5,822.00.

The Community Cares Fund (formerly Charles Haid Memorial) is commingled with Legacy and Memorial funds and at year end comprised 5.028%. The beginning balance was \$26,552.94 and the ending balance was \$28,670.77; an increase of \$2,117.83. There were no distributions during 2016.

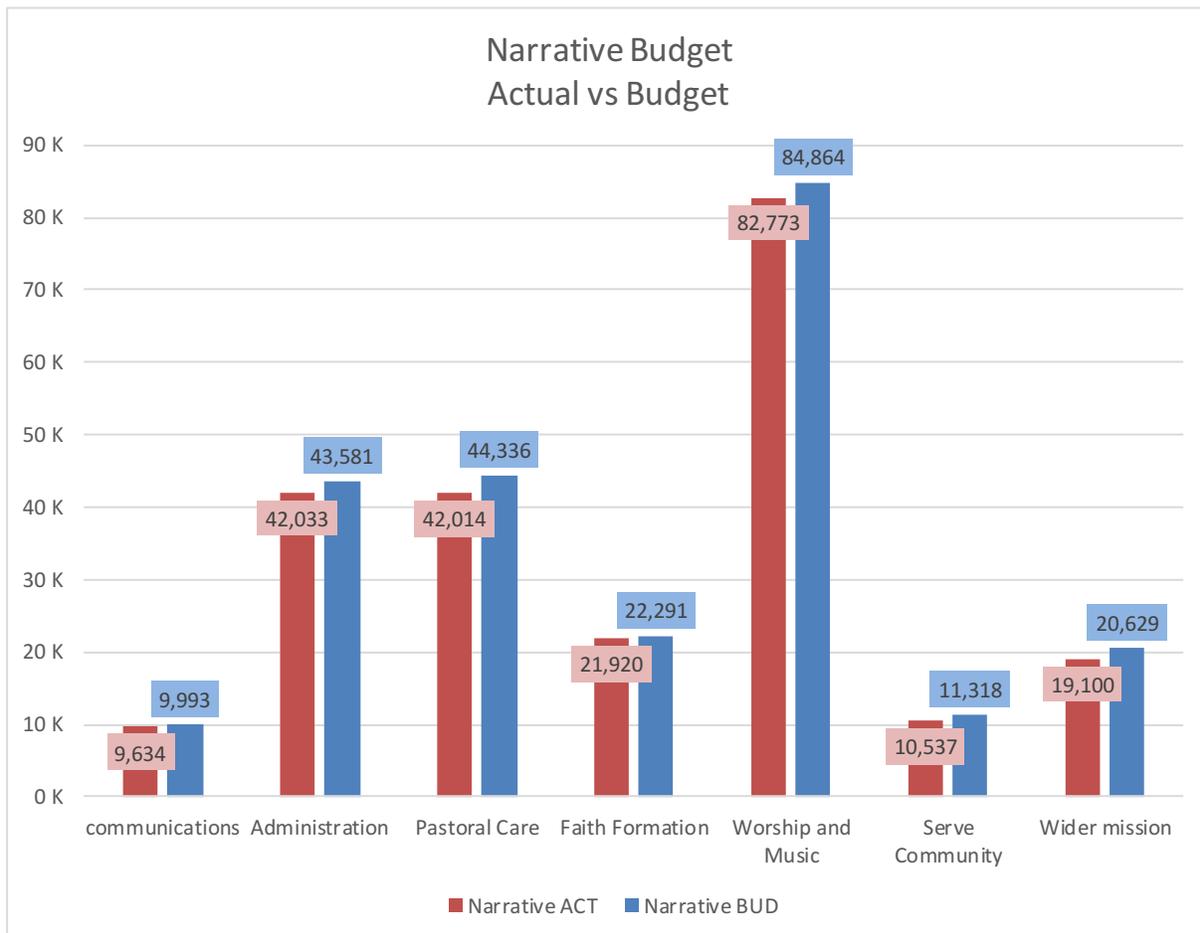
Submitted by Stephen Perkins, Treasurer

**Summary Checking Account Information**

|                                   |                      |
|-----------------------------------|----------------------|
| <b>Beginning Balance 1/1/2016</b> | \$ 10,486.69         |
| <b>Total Deposits :</b>           | \$ 272,534.24        |
| <b>Total Expenditures :</b>       | \$ 279,627.41        |
| <b>Current Balance 12/31/2016</b> | <u>\$ 3,393.52</u>   |
| <b>Cash Flow :</b>                | <u>\$ (7,093.17)</u> |

**Narrative Budget**

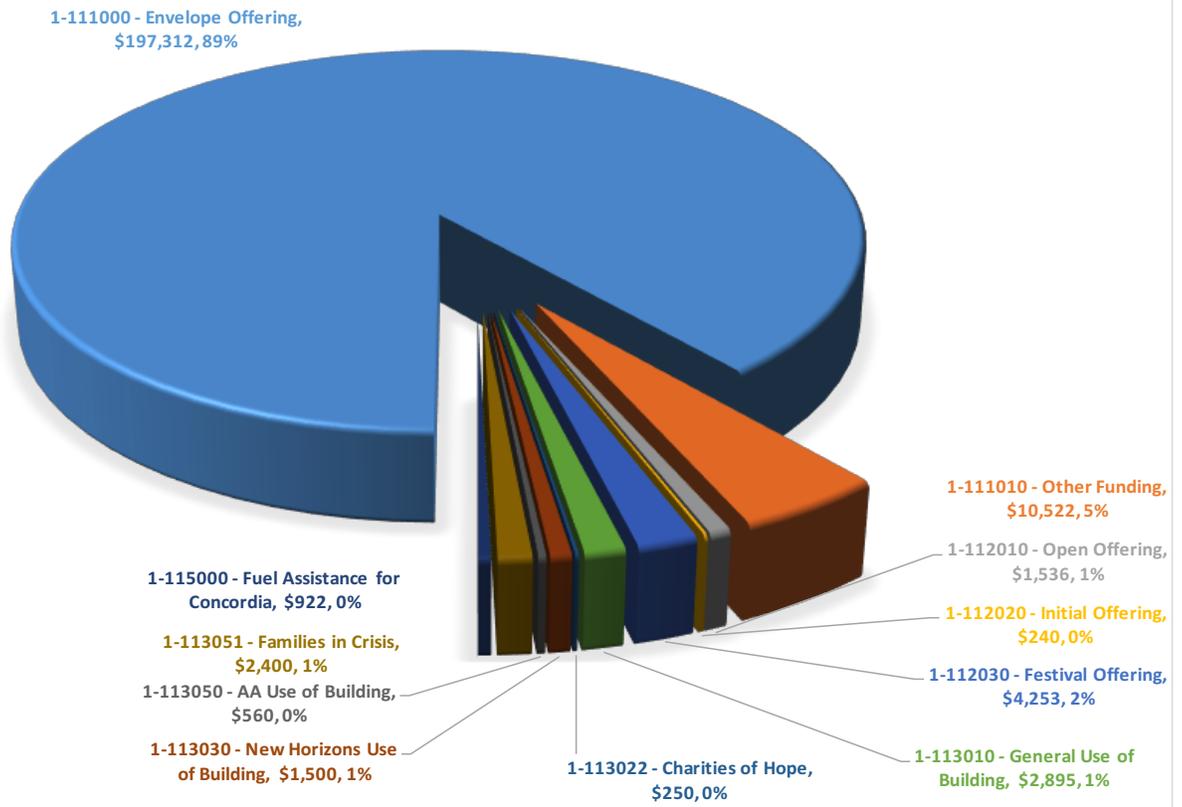
A Narrative budget tells the story of how we as a church practice stewardship. It is meant to go beyond dollars and cents and tell what we hope to accomplish. As part of the process, we have to start with a detailed budget but then take that as a starting point to show how the pieces translates into mission. That involves how staff spend their time and how the building is used. I can only show how the detailed budget translates into narrative budget. Others in Concordia can tell the story of the narrative that is the mission of Concordia. Below is a summary of how that detail becomes narrative.



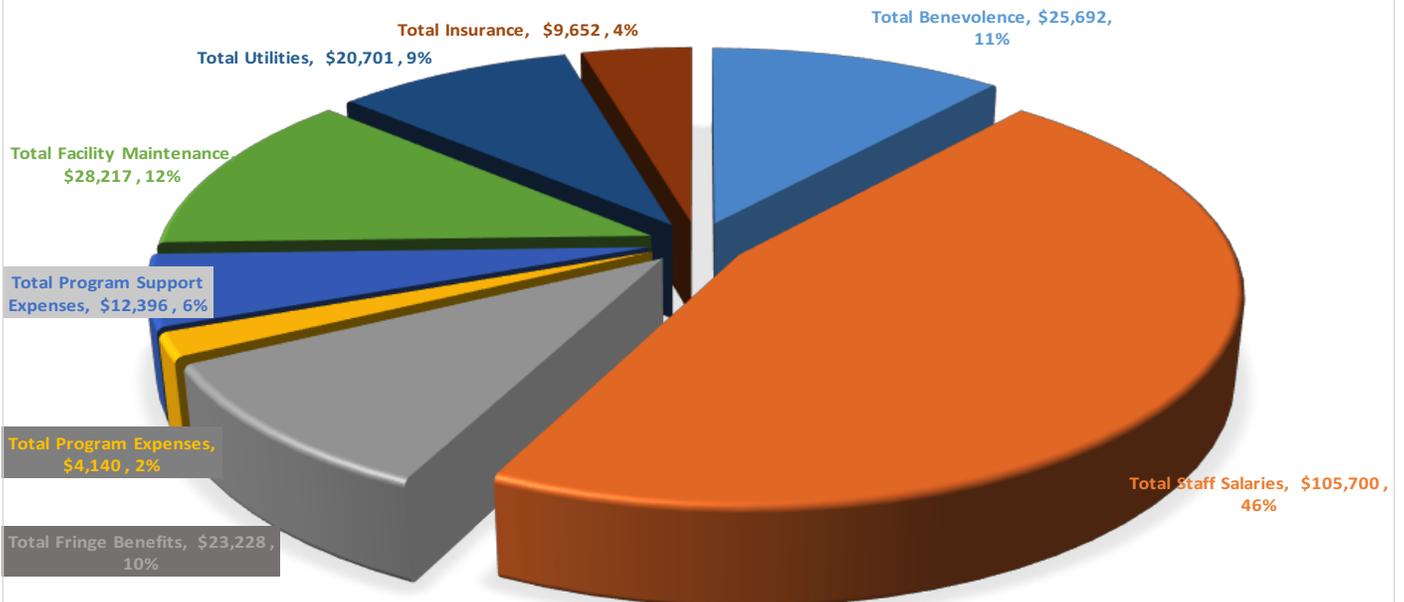
| Headings and Account                       | 2016 YTD Actual  | 2016 Chg from 2015 | YTD Budget       | YTD Percent       | Chg from Budget  | 2015 Actual |
|--|------------------|--------------------|------------------|-------------------|------------------|-------------|
| <b>Revenues</b>                            |                  |                    |                  |                   |                  |             |
| <b>Budget Income</b>                       |                  |                    |                  |                   |                  |             |
| <b>Envelope Offering</b>                   |                  |                    |                  |                   |                  |             |
| 1-111000 - Envelope Offering               | \$197,312        | ▲ 3%               | \$182,520        | 108% ▲ 8%         | \$192,269        |             |
| 1-111010 - Other Funding                   | \$10,522         | ▲ 242%             | \$44,002         | 24% ▼ -76%        | \$3,081          |             |
| <b>Total Envelope Offering</b>             | <b>\$207,834</b> | <b>▲ 6%</b>        | <b>\$226,522</b> | <b>92% ▼ -8%</b>  | <b>\$195,350</b> |             |
| <b>Other Budget Income</b>                 |                  |                    |                  |                   |                  |             |
| <b>Other Offering</b>                      |                  |                    |                  |                   |                  |             |
| 1-112010 - Open Offering                   | \$1,536          | ▲ 11%              | \$1,000          | 154% ▲ 54%        | \$1,381          |             |
| 1-112020 - Initial Offering                | \$240            | ▲ 14%              | \$250            | 96% ▼ -4%         | \$210            |             |
| 1-112030 - Festival Offering               | \$4,253          | ▲ 60%              | \$3,000          | 142% ▲ 42%        | \$2,664          |             |
| <b>Total Other Offering</b>                | <b>\$6,029</b>   | <b>▲ 42%</b>       | <b>\$4,250</b>   | <b>142% ▲ 42%</b> | <b>\$4,255</b>   |             |
| <b>Public Use of Building</b>              |                  |                    |                  |                   |                  |             |
| 1-113010 - General Use of Building         | \$2,895          | ▼ -16%             | \$1,000          | 290% ▲ 190%       | \$3,450          |             |
| 1-113021 - Champion Youth                  | \$0              |                    | \$2,200          | 0% ▼ -100%        |                  |             |
| 1-113022 - Charities of Hope               | \$250            |                    | \$0              |                   |                  |             |
| 1-113030 - New Horizons Use of Buil        | \$1,500          | ▲ 0%               | \$1,200          | 125% ▲ 25%        | \$1,500          |             |
| 1-113050 - AA Use of Building              | \$560            | ▼ -23%             | \$500            | 112% ▲ 12%        | \$725            |             |
| 1-113051 - Families in Crisis              | \$2,400          |                    | \$2,400          | 100% ▲ 0%         |                  |             |
| <b>Total Public Use of Building</b>        | <b>\$7,605</b>   | <b>▲ 34%</b>       | <b>\$7,300</b>   | <b>104% ▲ 4%</b>  | <b>\$5,675</b>   |             |
| <b>Fuel Assistance for Concordia</b>       |                  |                    |                  |                   |                  |             |
| 1-115000 - Fuel Assistance for Conco       | \$922            | ▲ 22%              | \$700            | 132% ▲ 32%        | \$756            |             |
| <b>Total Fuel Assistance for Concordia</b> | <b>\$922</b>     | <b>▲ 22%</b>       | <b>\$700</b>     | <b>132% ▲ 32%</b> | <b>\$756</b>     |             |
| <b>Total Other Budget Income</b>           | <b>\$14,556</b>  | <b>▲ 36%</b>       | <b>\$12,250</b>  | <b>119% ▲ 19%</b> | <b>\$10,686</b>  |             |
| <b>Total Budget Income</b>                 | <b>\$222,390</b> | <b>▲ 8%</b>        | <b>\$238,772</b> | <b>93% ▼ -7%</b>  | <b>\$206,036</b> |             |
| <b>Expenses</b>                            |                  |                    |                  |                   |                  |             |
| <b>Budget Expenses</b>                     |                  |                    |                  |                   |                  |             |
| <b>Benevolence</b>                         |                  |                    |                  |                   |                  |             |
| 2-111010 - Synod                           | \$16,414         | ▲ 0%               | \$18,100         | 91% ▼ -9%         | \$16,375         |             |
| 2-111030 - Manchester Area Conf. of        | \$5,300          | ▲ 11%              | \$5,300          | 100% ▲ 0%         | \$4,794          |             |
| 2-111040 - Concordia Nursery School        | \$3,978          | ▼ -17%             | \$5,300          | 75% ▼ -25%        | \$4,794          |             |
| <b>Total Benevolence</b>                   | <b>\$25,692</b>  | <b>▼ -1%</b>       | <b>\$28,700</b>  | <b>90% ▼ -10%</b> | <b>\$25,963</b>  |             |
| <b>Staff Salaries</b>                      |                  |                    |                  |                   |                  |             |
| 2-112010 - Pastor's Salary & Housing       | \$53,795         | ▲ 171%             | \$53,795         | 100% ▲ 0%         | \$19,875         |             |
| 2-112020 - Minister of Music Salary        | \$16,751         | ▲ 42%              | \$19,525         | 86% ▼ -14%        | \$11,809         |             |
| 2-112030 - Parish Secretary's Salary       | \$27,459         | ▲ 51%              | \$27,459         | 100% ▼ 0%         | \$18,148         |             |
| 2-112060 - Supply Pastor                   | \$1,220          | ▲ 74%              | \$1,050          | 116% ▲ 16%        | \$700            |             |
| 2-112070 - Supply Organist                 | \$6,475          | ▲ 12%              | \$4,725          | 137% ▲ 37%        | \$5,770          |             |
| 2-112090 - Transitional Pastor             |                  | ▼ -100%            |                  | ▼ -100%           | \$16,433         |             |
| <b>Total Staff Salaries</b>                | <b>\$105,700</b> | <b>▲ 45%</b>       | <b>\$106,554</b> | <b>99% ▼ -1%</b>  | <b>\$72,734</b>  |             |
| <b>Fringe Benefits</b>                     |                  |                    |                  |                   |                  |             |
| 2-113010 - Pastor's Pension & Health       | \$15,352         | ▲ 187%             | \$15,600         | 98% ▼ -2%         | \$5,357          |             |
| 2-113020 - FICA & Medicare                 | \$3,382          | ▲ 15%              | \$3,876          | 87% ▼ -13%        | \$2,943          |             |
| 2-113030 - Pastor's Auto Allowance         | \$2,400          | ▲ 69%              | \$2,400          | 100% ▲ 0%         | \$1,420          |             |
| 2-113040 - SS/Med Allowance                | \$2,093          | ▲ 38%              | \$2,201          | 95% ▼ -5%         | \$1,520          |             |
| 2-113050 - Educational Assistance          | \$0              | ▼ -100%            | \$0              |                   | \$508            |             |
| <b>Total Fringe Benefits</b>               | <b>\$23,228</b>  | <b>▲ 98%</b>       | <b>\$24,077</b>  | <b>96% ▼ -4%</b>  | <b>\$11,748</b>  |             |

| Headings and Account                  | 2016 YTD Actual  | 2016 Chg from 2015 | YTD Budget       | YTD Percent | Chg from Budget | 2015 Actual      |
|---------------------------------------|------------------|--------------------|------------------|-------------|-----------------|------------------|
| <b>Program Expenses</b>               |                  |                    |                  |             |                 |                  |
| 2-114010 - Christian Education - Sunc | \$0              |                    | \$1,000          | 0%          | ▼ -100%         | \$0              |
| 2-114013 - Confirmation               | \$400            |                    | \$0              |             |                 |                  |
| 2-114030 - Church Service             | \$2,390          | ▲ 17%              | \$1,500          | 159%        | ▲ 59%           | \$2,044          |
| 2-114050 - Pastor's Discretionary Fun | \$391            |                    | \$0              |             |                 | \$0              |
| 2-114060 - Stewardship                | \$635            | ▲ 6%               | \$800            | 79%         | ▼ -21%          | \$601            |
| 2-114070 - Fellowship                 | \$348            | ▼ -1682%           | \$0              |             |                 | -\$22            |
|                                       |                  | ▼ -100%            |                  |             | ▼ -100%         | -\$305           |
| 2-114110 - Member Care                | -\$25            | ▼ -100%            | \$0              |             |                 | \$14,292         |
| <b>Total Program Expenses</b>         | <b>\$4,140</b>   | <b>▼ -75%</b>      | <b>\$3,300</b>   | <b>125%</b> | <b>▲ 25%</b>    | <b>\$16,610</b>  |
| <b>Program Support Expenses</b>       |                  |                    |                  |             |                 |                  |
| 2-115010 - Office Expense & Printing  | \$7,387          | ▼ -5%              | \$8,000          | 92%         | ▼ -8%           | \$7,773          |
| 2-115030 - Pastor's Continuing Ed.    | \$0              | ▼ -100%            | \$800            | 0%          | ▼ -100%         | \$770            |
| 2-115040 - Minister of Music Continu  | \$1,367          |                    | \$135            | 1012%       | ▲ 912%          | \$0              |
| 2-115045 - Staff Continuing Educatioi | \$0              |                    | \$135            | 0%          | ▼ -100%         | \$0              |
| 2-115050 - Synod Meetings             | \$2,309          | ▲ 541%             | \$800            | 289%        | ▲ 189%          | \$360            |
| 2-115060 - Publicity                  | \$0              | ▼ -100%            | \$500            | 0%          | ▼ -100%         | \$555            |
| 2-115070 - Treasurer's Supplies - Bud | \$859            | ▲ 75%              | \$725            | 118%        | ▲ 18%           | \$492            |
| 2-115080 - Financial Secretary's Expe | \$475            | ▲ 0%               | \$425            | 112%        | ▲ 12%           | \$475            |
| <b>Total Program Support Expenses</b> | <b>\$12,396</b>  | <b>▲ 19%</b>       | <b>\$11,520</b>  | <b>108%</b> | <b>▲ 8%</b>     | <b>\$10,425</b>  |
| <b>Facility Maintenance</b>           |                  |                    |                  |             |                 |                  |
| 2-116010 - Organ & Piano Maintenanc   | \$2,043          | ▲ 50%              | \$1,620          | 126%        | ▲ 26%           | \$1,362          |
| 2-116020 - Maintenance & Repairs      | \$8,497          | ▼ -9%              | \$10,000         | 85%         | ▼ -15%          | \$9,351          |
| 2-116021 - Elevator Maintenance       | \$2,492          | ▲ 33%              | \$2,400          | 104%        | ▲ 4%            | \$1,875          |
| 2-116030 - Cleaning Service           | \$12,200         | ▼ -9%              | \$13,200         | 92%         | ▼ -8%           | \$13,364         |
| 2-116040 - Snow Removal               | \$1,800          | ▼ -11%             | \$2,200          | 82%         | ▼ -18%          | \$2,020          |
| 2-116050 - Trash Hauling              | \$1,184          | ▼ -3%              | \$1,200          | 99%         | ▼ -1%           | \$1,223          |
| <b>Total Facility Maintenance</b>     | <b>\$28,217</b>  | <b>▼ -3%</b>       | <b>\$30,620</b>  | <b>92%</b>  | <b>▼ -8%</b>    | <b>\$29,194</b>  |
| <b>Utilities</b>                      |                  |                    |                  |             |                 |                  |
| 2-117010 - Gas                        | \$8,223          | ▼ -13%             | \$11,000         | 75%         | ▼ -25%          | \$9,476          |
| 2-117020 - Electricity                | \$9,166          | ▲ 4%               | \$9,000          | 102%        | ▲ 2%            | \$8,822          |
| 2-117030 - Telephone                  | \$2,638          | ▼ -6%              | \$2,800          | 94%         | ▼ -6%           | \$2,814          |
| 2-117040 - Sewer & Water              | \$674            | ▲ 17%              | \$600            | 112%        | ▲ 12%           | \$575            |
| <b>Total Utilities</b>                | <b>\$20,701</b>  | <b>▼ -5%</b>       | <b>\$23,400</b>  | <b>88%</b>  | <b>▼ -12%</b>   | <b>\$21,687</b>  |
| <b>Insurance</b>                      |                  |                    |                  |             |                 |                  |
| 2-118011 - Liability Insurance        | \$7,504          | ▼ -5%              | \$8,010          | 94%         | ▼ -6%           | \$7,891          |
| 2-118012 - Excess Liability Insurance | \$400            | ▼ -39%             | \$831            | 48%         | ▼ -52%          | \$654            |
| 2-118013 - Workmans Compensation      | \$1,748          | ▼ -28%             | \$1,760          | 99%         | ▼ -1%           | \$2,429          |
| <b>Total Insurance</b>                | <b>\$9,652</b>   | <b>▼ -12%</b>      | <b>\$10,601</b>  | <b>91%</b>  | <b>▼ -9%</b>    | <b>\$10,974</b>  |
| <b>Total Budget Expenses</b>          | <b>\$229,725</b> | <b>▲ 15%</b>       | <b>\$238,771</b> | <b>96%</b>  | <b>▼ -4%</b>    | <b>\$199,335</b> |

## 2016 ACTUAL REVENUE WHERE THE MONEY CAME FROM



## 2016 EXPENDITURES WHERE THE MONEY WENT



|        | Scholarship Fund |           | Community Care |           | Legacy & Memorials |            | Cash Value Life Insurance |           |
|--------|------------------|-----------|----------------|-----------|--------------------|------------|---------------------------|-----------|
|        | Thrivent         |           | Fidelity       |           | Fidelity           |            |                           |           |
|        | (1)(4)           |           | (2)(3)(4)      |           | (5)                |            |                           |           |
|        | Adjustment       | Balance   | Adjustment     | Balance   | Adjustment         | Balance    | Adjustment                | Balance   |
| Dec-15 |                  | 49,874.89 |                | 26,552.94 |                    | 505,851.13 |                           | 58,158.00 |
| Jan-16 | (2,827.75)       | 47,471.52 | (996.96)       | 25,570.74 | (18,982.15)        | 486,868.98 | 698.00                    | 58,856.00 |
| Feb-16 | 488.34           | 47,959.86 | (54.96)        | 25,515.79 | (1,046.36)         | 485,822.61 |                           | 58,856.00 |
| Mar-16 | 1,952.96         | 49,912.82 | 1,316.02       | 26,831.81 | 25,057.20          | 510,879.81 | 528.00                    | 59,384.00 |
| Apr-16 | 572.10           | 50,484.92 | 210.32         | 27,042.13 | 4,004.54           | 514,884.35 |                           | 59,384.00 |
| May-16 | (2,283.27)       | 41,457.81 | (962.82)       | 20,631.32 | (20,556.43)        | 356,265.20 |                           | 59,384.00 |
| Jun-16 | 55.03            | 48,895.19 | 60.56          | 27,384.89 | 1,153.06           | 521,410.45 | 814.00                    | 60,198.00 |
| Jul-16 | 1,211.34         | 50,106.53 | 856.05         | 28,240.94 | 16,299.30          | 537,709.75 |                           | 60,198.00 |
| Aug-16 | 266.80           | 50,373.33 | 30.03          | 28,270.97 | 571.77             | 538,281.52 |                           | 60,198.00 |
| Sep-16 | (938.79)         | 49,434.54 | 84.75          | 28,355.72 | 1,613.63           | 539,895.15 |                           | 60,198.00 |
| Oct-16 | (421.17)         | 49,013.37 | (516.08)       | 27,839.64 | (9,826.17)         | 530,068.98 |                           | 60,198.00 |
| Nov-16 | 465.09           | 49,478.46 | 461.82         | 28,301.46 | 8,793.04           | 538,862.02 |                           | 60,198.00 |
| Dec-16 | (498.24)         | 48,980.22 | 369.31         | 28,670.77 | 2,689.29           | 541,551.31 |                           | 60,198.00 |
| Jan-17 |                  |           |                |           |                    |            |                           | 60,198.00 |

5.028% Net of Community Cares

|             |                   |                 |                   |
|-------------|-------------------|-----------------|-------------------|
| Gain/(Loss) | <b>(894.67)</b>   | <b>2,117.83</b> | <b>35,700.18</b>  |
|             | \$3,000 withdrawn | No Withdrawals  | \$5,822 withdrawn |

**Notes**

- (1) Only amount in excess of \$32,100 may be withdrawn.
- (2) Only amount in excess of \$16,500 may be withdrawn
- (3) At the May 8, 2006 Council meeting renamed the Charles Haid Memorial Outreach Fund, was Community Outreach & Fellowship Fund
- (4) Grants shall be limited to 5% of the total Fund value at the beginning of the calendar year in which it is approved. Total awards granted in any one calendar year shall not exceed 10% of the Fund total value at the beginning of the calendar year in which it is approved. This is as per a resolution approved by the Congregation Council on March 12, 2007
- (5) The Legacy portion of the portfolio (i.e. without the Comm. Cares component) needs to be above \$458,376 in order to make grants. Principle is adjusted annually.

**Scholarship Balances**

|                   |                  |
|-------------------|------------------|
| Conservative Risk | 23,423.69        |
| Moderate Risk     | 25,556.53        |
|                   | <u>48,980.22</u> |

**Legacy & Memorials**

|                |                   |
|----------------|-------------------|
| US Bond        | 148,946.06        |
| Intl Index     | 76,376.32         |
| Total Market   | 344,899.68        |
| Money Market   |                   |
| Cash           | \$0.02            |
| Combined Total | <u>570,222.08</u> |

**Kitchen Fund**

|        | Adjustment | Balance  |
|--------|------------|----------|
| Dec-15 |            | 3,920.84 |
| Jan-16 |            | 3,920.84 |
| Feb-16 |            | 3,920.84 |
| Mar-16 |            | 3,920.84 |
| Apr-16 | 207.00     | 4,127.84 |
| May-16 |            | 4,127.84 |
| Jun-16 |            | 4,127.84 |
| Jul-16 |            | 4,127.84 |
| Aug-16 |            | 4,127.84 |
| Sep-16 |            | 4,127.84 |
| Oct-16 |            | 4,127.84 |
| Nov-16 |            | 4,127.84 |
| Dec-16 |            | 4,127.84 |
|        |            | 4,127.84 |

| Memorials & Tributes     | 12/31/2016   |
|--------------------------|--------------|
| Christian Community      | \$ 4,031.52  |
| Gathered Assembly        | \$ 9,212.93  |
| Seasonal Sharing         | \$ 1,235.00  |
| Foundation Fund          | \$ 10,000.00 |
| Pastor Discretionary     | \$ 200.00    |
| Sch of Lay Ministry      | \$ 210.70    |
| Nursery Care             | \$ 1,040.00  |
| Shider                   | \$ 1,935.00  |
| Eichler                  | \$ 480.00    |
| Krach - Furnace Project  | \$ 3,430.00  |
| Stein                    | \$ 65.00     |
| Litke                    | \$ 25.00     |
| Cassery                  | \$ 258.00    |
| George Krause            | \$ 340.00    |
| Beech Tree               | \$ 2,500.00  |
| Capital Fund - General   | \$ 9,380.00  |
| Barclay Installation     | \$ 128.00    |
| Stacey                   | \$ 150.00    |
| Outreach - finger repair | \$ 100.00    |
| Barclay Mother           | \$ 905.00    |
| Edward Ristau            | \$ 100.00    |
| Fran Smith               | \$ 920.00    |
| G & K Beauregard         | \$ 75.00     |
| Agnes Donahue            | \$ 275.00    |
| 2017 Pledge              | \$ 6,500.00  |
| Funds Balance            | \$ 53,496.15 |

**Legacy for Ministry Board Financial Report**

The Legacy Fund for Ministry realized a modest net gain in the value of its investments for 2016 due to the upward trend in the stock market.. The Fund’s overall gain taking into consideration the amount withdrawn in calendar year 2016 was 0.082% At this time the fund is invested in index funds made up of approximately 30% Bonds, 15% International funds, and 55% Total Market.

**Grant Requests/Authorized for Disbursement in 2016**

\$ 5822.00 Distribution authorized/encumbered in 2016

\$5822.00.Total Authorized/encumbered for Disbursement in 2016

| <b>Date Requested</b> | <b>Grant Request</b>                              | <b>Amount Requested</b> | <b>Amount Disbursed by 12/31/15</b> |
|-----------------------|---|-------------------------|-------------------------------------|
| 11/25/2016            | Nueva Creacion(Support Spanish Speaking Ministry) | 1,500.00                | 1,500.00                            |
| 12/16/2016            | MACC  | 1,322.00                | 1,322.00                            |
| 12/16/2016            | ELCA  | 3,000.00                | 3,000.00                            |
|                       |   |                         |                                     |
|                       |   |                         |                                     |
|                       |   |                         |                                     |
|                       |   |                         |                                     |
|                       | <b>TOTAL</b>                                      | <b>\$5822.00</b>        | <b>\$5822.00</b>                    |

**Donations:**

**There were no donations received for 2016**

**2016 Year End Legacy Fund Balances**

|  |                   |
|--|-------------------|
| Legacy Balance 12/31/2015                          | \$505,851.13      |
| Plus 2016 Investment Gain                          | 41,522.18         |
| Subtotal   | 547,373.31        |
| Less Total Grants Fund Disbursed in 2016 (5822.00) | (5822.00)         |
| <b>Legacy Balance 12/31/16</b>                     | <b>541,551.31</b> |

The Community Cares Fund (formerly Charles Haid Outreach Fund) is co-invested with the Legacy Fund. The dollar amounts above account for the Legacy portion only of this investment.

Respectfully submitted,

The Legacy Committee: Fred Winzler, Chairman; Carol Stoneman; Stephen Perkins; Don Slater; Marion Slater; Tina Ruggiero;.Pastor Barclay

## Worship and Memorial Garden Board Financial Report

### Checking Account

|   |  |                     |
|---|--|---------------------|
| <b>Balance as of 12/31/15</b>   |  | <b>\$14,892.92</b>  |
| IncomeMemorials   |  | \$925.00            |
| Rev. Stacy Pathway Stone<br>and scattering of ashes   |  | \$675.00            |
| Dana Husereau Niche   |  | \$3,075.00          |
| <b>Total Income</b>   |  | <b>\$4,675.00</b>   |
| <b>Expenses:</b>  |  |                     |
| Lighting for Garden and Church<br>Ct Valley Monument and<br>stone engraving and niche cover |  | \$6,934.48          |
| Franks Landscaping<br>maintenance for year  |  | \$160.00            |
| D&J Lawncare – Mulch  |  | \$467.00            |
| Better Tree and Shrub Care<br>prune trees and shrubs  |  | \$585.00            |
| Woodland Gardens tree spray   |  | \$1,280.00          |
| <b>Total Expenses</b>   |  | <b>(\$9,457.06)</b> |
| <b>Balance as of 12/31/16</b>   |  | <b>\$10,110.86</b>  |

### Savings Account

|                               |  |                   |
|-------------------------------|--|-------------------|
| <b>Balance as of 12/31/15</b> |  | <b>\$9,764.03</b> |
| 12 months of interest         |  | \$2.93            |
| <b>Balance as of 12/31/16</b> |  | <b>\$9,766.96</b> |

Respectfully submitted,

Ruth Sprong, chair for the Worship and Memorial Garden Board

## **Concordia Lutheran Nursery School Board Financial Report**

We have had a great first half of the school year! We welcomed two new staff members, Amanda Lythgoe and Kristina Acuna, who join Laura Hart, Maureen Briggeman, and Kayle Gagnon on the teaching team.

As costs for the church continue to rise as well, we will begin contributing to the church budget to pay our “fair share” of expenses such as utilities, plowing, insurance, and cleaning. This will present challenges to our program, but we also understand that these are necessary sacrifices.

We continue to look for ways to meet our expenses while keeping tuition affordable for the families we serve. We require significant fundraising in order to balance our budget. This year we will hold our biannual goods and services auction on March 25 which historically has provided significant income to meet the operating expenses of the school. We will also be looking for ways to increase revenue and cut costs to meet the rising expenses of providing a quality program. We are very grateful for the financial and spiritual support provided by the Concordia community.

|                                       | <u>Jul - Dec</u><br><u>16</u> | <u>Notes</u>                                   |
|---------------------------------------|-------------------------------|--|
| <b>Ordinary Income/Expense</b>        |                               |  |
| <b>Income</b>                         |                               |  |
| <b>Direct Public Support</b>          |                               |  |
| <b>Donation</b>                       | 511.00                        | Donation from parishioner                      |
| <b>Total Direct Public Support</b>    | 511.00                        |  |
| <b>Fundraiser</b>                     |                               |  |
| <b>Butterbraid</b>                    |                               |  |
| <b>Fundraiser</b>                     | 472.00                        |  |
| <b>Wreath Fundraiser</b>              | -149.90                       |  |
| <b>Total Fundraiser</b>               | 322.10                        |  |
| <b>Indirect Public Support</b>        |                               |  |
| <b>Church Donation</b>                | 1,768.00                      | Used to provide scholarships for tuition       |
| <b>Total Indirect Public Support</b>  | 1,768.00                      |  |
| <b>Lunch Bunch</b>                    | 945.00                        |  |
| <b>Registration Fee</b>               | 200.00                        | Total expected tuition for this school         |
| <b>Tuition</b>                        | 48,975.10                     | year is \$63, 225                              |
| <b>Total Income</b>                   | <u>52,721.20</u>              |  |
| <b>Gross Profit</b>                   | 52,721.20                     |  |
| <b>Expense</b>                        |                               |  |
| <b>Awards and Grants</b>              |                               |  |
| <b>Prepayment Discount</b>            | 550.00                        |  |
| <b>Awards and Grants - Other</b>      | 1,209.38                      | Scholarships offered to offset tuition         |
| <b>Total Awards and Grants</b>        | 1,759.38                      |  |
| <b>Bank Service Charges</b>           | 15.00                         |  |
| <b>Consultant Fee</b>                 | 65.00                         |  |
| <b>Employee Training/Hiring</b>       | 512.00                        | CPR/First Aid training                         |
| <b>Federal Withholding Expense</b>    | -764.00                       |  |
| <b>Field Trips</b>                    | 285.00                        |  |
| <b>Gift Expense (Children/Parent)</b> | 139.41                        |  |
| <b>Gifts - Teacher</b>                | 2,750.00                      | Teacher Christmas Bonus x 5                    |
| <b>Medicare Expense</b>               | -446.24                       |  |
| <b>Operations</b>                     |                               |  |
| <b>Classroom/Curriculum Materials</b> | 865.03                        | The bulk of these expenses occurs in the fall. |
| <b>Family Events</b>                  | 104.94                        |  |
| <b>Grounds and gardens</b>            | 40.77                         |  |
| <b>Office Supplies</b>                | 247.99                        |  |
| <b>Pet Supplies</b>                   | 52.36                         |  |

|                             |               |
|-----------------------------|---------------|
| <b>Photo Expense</b>        | 37.79         |
| <b>Playground Supplies</b>  | 31.88         |
| <b>Printing and Copying</b> | 110.56        |
| <b>Publicity/Marketing</b>  | 121.55        |
| <b>Snack Supplies</b>       | 42.97         |
| <b>Supplies</b>             | 41.26         |
| <b>Operations - Other</b>   | <u>263.43</u> |

|                         |          |
|-------------------------|----------|
| <b>Total Operations</b> | 1,960.53 |
|-------------------------|----------|

|                                  |               |
|----------------------------------|---------------|
| <b>Payroll Expenses</b>          | 30,396.66     |
| <b>Payroll Tax Expense</b>       | 5,414.66      |
| <b>Social Security Expense</b>   | -1,879.09     |
| <b>State Withholding Expense</b> | -648.09       |
| <b>State Withholding Payment</b> | <u>648.09</u> |

|                      |                  |
|----------------------|------------------|
| <b>Total Expense</b> | <u>40,208.31</u> |
|----------------------|------------------|

|                            |                  |
|----------------------------|------------------|
| <b>Net Ordinary Income</b> | <u>12,512.89</u> |
|----------------------------|------------------|

|                       |                         |
|-----------------------|-------------------------|
| <b>Net<br/>Income</b> | <u><u>12,512.89</u></u> |
|-----------------------|-------------------------|

Our total payroll for the staff of 5 for the entire year is \$64,000.

We expect to finish the year with a deficit of approximately \$10,000.

Respectfully submitted,  
 Laura Hart  
 Director, Concordia Nursery School

## Stewardship Committee Report

“The Life That Really is Life”: *Building the Foundation of the Future. (1 Timothy 6)*

This stewardship theme for this year focused on “**Gratitude**” to celebrate the gifts we receive and the blessing of having Christ in our lives and what it means to us to be part of this family of faith.

grat·i·tude \_  
'gradə,t(y)ood/  
*noun*

The quality of being thankful; readiness to show appreciation for and to return kindness.

"We expressed our gratitude to the congregation for their support."

gratefulness, thankfulness, thanks,  
Synonyms: appreciation, indebtedness;  
recognition, acknowledgment, credit

We give thanks for all the blessings in our lives and give graciously here at our spiritual home, and we use some of our treasures to help those in our community that are less fortunate. That's what stewardship is all about.

As a congregation, we have so much to be thankful for: the worship and music, the wonderful people, the beautiful building and grounds, solemnity for those who have gone before us. We also have a dedicated group of members and leaders that make Concordia a special place of worship, and of course, we have each other.

We sent notes out to everyone saying how grateful we are to them and how special they make this community of faith. It is in this spirit of gratitude that we reflected on God's blessing in our life and the importance our generosity has in furthering the work of the church.

Our program was comprised of many events last fall and also includes a Year Round Stewardship focus:

**October 14-October 19-** Send out stewardship announcement letters- one to each household.  
**Use 8.5x5.5 white envelopes for mailing.**  
Contains:  
**Short Letter** by David Smith re: theme, dates, campaign.  
**1 Handwritten** Notecard for **each** member of the household. Using insights from Sept 25<sup>th</sup> rally day event.

**October 16-** Announcement by David outlining the campaign at announcement time.

**October 23-** Gratitude Witness Talk

**October 28-** Chimes published with special stewardship information.

**October 30-** Gratitude Witness Talk  
Week of October 28- Send out Pledge Cards to each member of the household, including youth and children. Invite each, in addition to pledges, to return 1-3 things or people that they have gratitude for at Concordia.

**November 6-** Gratitude for the witness of the saints. Grave Blessing in East Cemetery.

**November 13-** MS society speaker after worship.

**November 20-** Gratitude Sunday. Gather remaining cards that have not been sent in. Show word cloud with all the responses from stewardship cards. Luncheon with gratitude theme following worship.

**Week of November 28-** Follow-up Phone Calls for pledges not received and Writing of Personalized thank you notes included with Pledge Letters from Financial Secretaries.

Our **Year Round Stewardship Initiative** will include Gratitude Witness Talks throughout 2017.

At each quarterly statement for each person - a handwritten note of thanks on the sheet from the pastor or financial secretary will be included.

In response to God's generous gifts and to support God's mission through this congregation and the larger church, we received the following pledges from the congregation for 2017:

**2017 Ministry Pledges (as of 1/5/2017)**

Total # of Units Pledged = **68 pledge cards received; 65 monetary pledges**

Total \$ Pledged for 2017 = **\$191,307.83**

#pledges between \$1.00 and \$20.00 per week - 26

# pledges between \$21.00 and \$40.00 per week – 12

# pledges between \$41.00 and \$60.00 per week – 5

# pledges between \$61.00 and \$80.00 per week – 10

# pledges between \$81.00 and \$100.00 per week – 3

# pledges between \$101.00 and \$150.00 per week – 3

# pledges between \$151.00 and \$200.00 per week - 4

# pledges \$201.00 or higher per week - 2

**Total = 65**

Pledges same as 2016 = 40

Pledges increased from 2016 = 15 **\$5,881.00**

Pledge decreased from 2016 = 4 **(\$984.00)**

Did not pledge in 2016/pledged for 2017 = 5 **\$3,724.00**

New pledge for 2017 – 1

Pledged in 2016/no pledge for 2017 as of 1/10/2017 = 2 **(\$2,160.00)**

**2017 Capital Improvement Pledges (as of 1/10/2017)**

Total # of Pledges = **14 pledges received**

Total \$ Pledged for 2017 = **\$12,373.00**

In our baptism we were made children of God and members of the body of Christ, the church. God's message of hope and reconciliation strengthens us in our faith and calls us to be servants of Christ and stewards of what God has entrusted to us.

We would like to thank everyone for your generous support of Concordia and the furtherance of its ministries in so many ways. Your generosity is a witness of your commitment to this church and the work we do in this community of faith.

Respectfully submitted,  
David Smith, Chair

## 2017 Proposed Budget

### Concordia Lutheran Church

Manchester, CT

1/13/17

|  | Congregation        |                     |                   | Congregation         |                      | Inc/Dec       |
|--|---------------------|---------------------|-------------------|----------------------|----------------------|---------------|
|  | Approved            | FINAL               | YTD ACTUAL        | Approved             | Preliminary          | from 2015     |
|  | 2015 BUDGET         | 2015 ACTUAL         | THRU Dec 31       | 2016 Budget          | 2017 BUDGET          |               |
| <b>Budget Income</b>                               |                     |                     |                   |                      |                      |               |
| <b>1-111000 - Pledges to Date</b>                  | \$ 190,326.00       | 192,268.68          | 197,312.47        | \$ 182,520.00        | \$ 191,307.83        | 4.8%          |
| 1-111010 - Other Funding - <i>Approved deficit</i> | \$ 36,253.08        | 3,081.00            | 10,521.64         | \$ 44,001.76         |                      | -100.0%       |
| Non-Operating Income                               |                     |                     |                   |                      |                      |               |
| Historical Non-Pledged Offering                    |                     |                     |                   |                      | \$ 6,000.00          |               |
| Capital Improvement                                |                     |                     |                   | \$ 9,740.00          | \$ 12,373.00         | 27.0%         |
| Non-Operating Income                               |                     |                     |                   |                      | \$ 18,600.00         |               |
| 1-112010 - Open Offering                           | \$ 1,500.00         | 1,381.11            | 1,536.00          | \$ 1,000.00          | \$ 1,100.00          | 10.0%         |
| 1-112020 - Initial Offering                        | \$ 300.00           | 210.00              | 240.26            | \$ 250.00            | \$ 250.00            | 0.0%          |
| 1-112030 Festival offering                         | \$ 3,000.00         | 2,664.00            | 4,253.00          | \$ 3,000.00          | \$ 3,000.00          | 0.0%          |
| 1-112040 - Sunday School Offering                  |                     |                     |                   | \$ -                 |                      |               |
| 1-112050 - Non-Pledged Offering                    |                     |                     |                   | \$ -                 |                      |               |
| 1-113010 - General Use of Building                 | \$ 1,800.00         | 3,450.00            | 2,895.00          | \$ 1,000.00          | \$ 2,200.00          | 120.0%        |
| 1-113021 - Champion Youth                          |                     |                     | -                 | \$ 2,200.00          | \$ 1,440.00          | -34.5%        |
| 1-113030 - New Horizons Use of Building            | \$ 700.00           | 1,500.00            | 1,500.00          | \$ 1,200.00          | \$ 1,200.00          | 0.0%          |
| 1-113050 - AA Use of Building                      | \$ 250.00           | 725.00              | 560.00            | \$ 500.00            | \$ 500.00            | 0.0%          |
| 1-113051 - Families in Crisis                      |                     |                     | 2,400.00          | \$ 2,400.00          | \$ 2,400.00          | 0.0%          |
| 1-115000 - Fuel Assistance for Concordia           | \$ 700.00           | 756.00              | 922.00            | \$ 700.00            | \$ 800.00            | 14.3%         |
| <b>Total Revenues</b>                              | <b>\$234,829.08</b> | <b>206,035.79</b>   | <b>222,140.37</b> | <b>\$ 248,511.76</b> | <b>\$ 241,170.83</b> | <b>-3.0%</b>  |
| <b>Budget Expenses</b>                             |                     |                     |                   |                      |                      |               |
| <b>Benevolence</b>                                 |                     |                     |                   |                      |                      |               |
| 2-111010 - Synod                                   | \$ 18,100.00        | 16,375.28           | 16,414.00         | \$ 18,100.00         | \$ 18,600.00         | 2.8%          |
| 2-111030 - Manchester Area Conf. of Churches       | \$ 5,300.00         | 4,794.02            | 5,300.00          | \$ 5,300.00          | \$ 5,300.00          | 0.0%          |
| 2-111040-Concordia Nursery School                  | \$ 5,300.00         | 4,794.02            | 3,978.00          | \$ 5,300.00          | \$ 5,300.00          | 0.0%          |
| <b>Total Benevolence</b>                           | <b>\$ 28,700.00</b> | <b>25,963.32</b>    | <b>25,692.00</b>  | <b>\$ 28,700.00</b>  | <b>\$ 29,200.00</b>  | <b>1.7%</b>   |
| <b>Staff Salaries</b>                              |                     |                     |                   |                      |                      |               |
| 2-112010 - Pastor's Salary & Housing               | \$ 19,875.01        | 19,875.06           | 53,795.04         | \$ 53,795.04         | \$ 55,410.00         | 3.0%          |
| 2-112020 - Minister of Music Salary                | \$ 23,675.00        | 11,808.55           | 16,751.34         | \$ 23,200.00         | \$ 23,200.00         | 0.0%          |
| 2-112030 - Parish Secretary's Salary               | \$ 17,773.00        | 18,148.33           | 27,458.64         | \$ 27,458.80         | \$ 28,300.00         | 3.1%          |
| 2-112040 - Minister of Family Life                 |                     |                     |                   | \$ -                 |                      |               |
| 2-112050 - Child Care Staff                        |                     |                     |                   | \$ -                 |                      |               |
| 2-112060 - Supply Pastor                           | \$ 1,050.00         | 700.00              | 1,220.20          | \$ 1,050.00          | \$ 1,050.00          | 0.0%          |
| 2-112070 - Supply Organist                         | \$ 1,050.00         | 5,770.00            | 6,475.00          | \$ 1,050.00          | \$ 1,050.00          | 0.0%          |
| 2-112090 - Transitional Pastor                     | \$ 31,875.00        | 16,432.50           |                   | \$ -                 |                      |               |
| <b>Total Staff Salaries</b>                        | <b>\$ 95,298.01</b> | <b>\$ 72,734.44</b> | <b>105,700.22</b> | <b>\$ 106,553.84</b> | <b>\$ 109,010.00</b> | <b>2.3%</b>   |
| <b>Fringe Benefits</b>                             |                     |                     |                   |                      |                      |               |
| 2-113010 - Pastor's Pension & Health Insurance     | \$ 18,966.61        | 5,356.71            | 15,352.44         | \$ 15,600.00         | \$ 17,713.00         | 13.5%         |
| 2-113020 - FICA & Medicare                         | \$ 3,200.00         | 2,942.73            | 3,382.00          | \$ 3,876.00          | \$ 3,950.00          | 1.9%          |
| 2-113030 - Pastor's Auto Allowance                 | \$ 2,400.00         | 1,420.00            | 2,400.00          | \$ 2,400.00          | \$ 2,880.00          | 20.0%         |
| 2-113040 - SS.Med Allowance                        |                     |                     | 2,093.32          | \$ 2,200.92          | \$ 1,840.00          | -16.4%        |
| 2-113050 - Education Assistance                    |                     |                     | -                 | \$ -                 | \$ 3,000.00          |               |
| <b>Total Fringe Benefits</b>                       | <b>\$ 24,566.61</b> | <b>\$ 9,719.44</b>  | <b>23,227.76</b>  | <b>24,076.92</b>     | <b>\$ 29,383.00</b>  | <b>122.0%</b> |

**Concordia Lutheran Church**

Manchester, CT

1/13/17

|  | Congregation         |                      |                      | Congregation         |                      | Inc/Dec      |
|--|----------------------|----------------------|----------------------|----------------------|----------------------|--------------|
|  | Approved             | FINAL                | YTD ACTUAL           | Approved             | Preliminary          | from 2015    |
|  | 2015 BUDGET          | 2015 ACTUAL          | THRU Dec 31          | 2016 Budget          | 2017 BUDGET          |              |
| <b>Program Expenses</b>                        |                      |                      |                      |                      |                      |              |
| 2-114010 - Christian Education - Sunday School | \$ 1,000.00          | -                    | -                    | \$ 1,000.00          | \$ 1,000.00          | 0.0%         |
| 2-114012 - Sunday School Special Events        |                      |                      |                      | \$ -                 | \$ -                 |              |
| 2-114013 - Confirmation                        |                      |                      | 400.00               | \$ -                 | \$ -                 |              |
| 2-114014 - Adult Christian Education           |                      |                      |                      | \$ -                 | \$ -                 |              |
| 2-114020 - Choir Supplies                      |                      |                      |                      | \$ -                 | \$ -                 |              |
| 2-114030 - Church Service                      | \$ 1,500.00          | 2,043.78             | 2,389.94             | \$ 1,500.00          | \$ 1,500.00          | 0.0%         |
| 2-114040 - Evangelism                          |                      |                      |                      | \$ -                 | \$ -                 |              |
| 2-114050 Pastor's - Discretionary Fund         |                      |                      | 391.26               | \$ -                 | \$ -                 |              |
| 2-114060 - Stewardship                         | \$ 800.00            | 600.93               | 635.27               | \$ 800.00            | \$ 800.00            | 0.0%         |
| 2-114070 - Fellowship                          | \$ -                 | (21.60)              | 348.06               | \$ -                 | \$ -                 |              |
| 2-114080 - Outreach Ministry                   | \$ -                 | (305.00)             |                      | \$ -                 | \$ -                 |              |
| 2-114090 - Youth Ministry                      |                      |                      |                      | \$ -                 | \$ -                 |              |
| 2-114100 - Mutual Ministry                     |                      |                      |                      | \$ -                 | \$ -                 |              |
| 2-114101 - Pastoral Call                       | \$ 2,500.00          | 14,291.52            |                      | \$ -                 | \$ -                 |              |
| 2-114110 - Member Care                         |                      |                      | (25.00)              | \$ -                 | \$ -                 |              |
| <b>Total Program Expenses</b>                  | <b>\$ 5,800.00</b>   | <b>\$ 16,609.63</b>  | <b>4,139.53</b>      | <b>3,300.00</b>      | <b>\$ 3,300.00</b>   | <b>0.0%</b>  |
| <b>Program Support Expenses</b>                |                      |                      |                      |                      |                      |              |
| 2-115010 - Office Expense & Printing           | \$ 8,000.00          | 7,773.05             | 7,387.08             | \$ 8,000.00          | \$ 8,000.00          | 0.0%         |
| 2-115020 - Literature & Materials              |                      |                      |                      | \$ -                 | \$ 300.00            |              |
| 2-115030 - Pastor's Continuing Education       | \$ 800.00            | 770.00               | -                    | \$ 800.00            | \$ 1,000.00          | 25.0%        |
| 2-115040 - Minister of Music Continuing Ed.    | \$ 135.00            | -                    | 1,366.68             | \$ 135.00            | \$ 135.00            | 0.0%         |
| 2-115045 - Staff Continuing Ed                 | \$ 135.00            | -                    | -                    | \$ 135.00            | \$ 135.00            | 0.0%         |
| 2-115050 - Synod Meetings                      | \$ 800.00            | 360.00               | 2,308.59             | \$ 800.00            | \$ 2,500.00          | 212.5%       |
| 2-115060 - Publicity                           | \$ 500.00            | 554.64               | -                    | \$ 500.00            | \$ 500.00            | 0.0%         |
| 2-115070 - Treasurer's Supplies - Budgeted     | \$ 725.00            | 492.12               | 858.92               | \$ 725.00            | \$ 725.00            | 0.0%         |
| 2-115080 - Financial Secretary's Expense       | \$ 425.00            | 475.00               | 475.00               | \$ 425.00            | \$ 500.00            | 17.6%        |
| <b>Total Program Support Expenses</b>          | <b>\$ 11,520.00</b>  | <b>\$ 10,424.81</b>  | <b>12,396.27</b>     | <b>11,520.00</b>     | <b>\$ 13,795.00</b>  | <b>19.7%</b> |
| <b>Facility Maintenance</b>                    |                      |                      |                      |                      |                      |              |
| 2-116010 - Organ & Piano Maintenance           | \$ 1,620.00          | 1,362.00             | 2,043.00             | \$ 1,620.00          | \$ 1,650.00          | 1.9%         |
| 2-116020 - Maintenance & Repairs               | \$ 12,000.00         | 9,350.52             | 8,497.21             | \$ 10,000.00         | \$ 10,000.00         | 0.0%         |
| 2-116021 - Elevator Maintenance                | \$ 2,400.00          | 1,874.65             | 2,492.39             | \$ 2,400.00          | \$ 2,500.00          | 4.2%         |
| 2-116022 - Capital Replacement                 |                      |                      |                      | \$ 9,740.00          | \$ 12,373.00         | 27.0%        |
| 2-116030 - Cleaning Service                    | \$ 13,200.00         | 13,363.80            | 12,200.00            | \$ 13,200.00         | \$ 13,200.00         | 0.0%         |
| 2-116040 - Snow Removal                        | \$ 2,200.00          | 2,020.00             | 1,800.00             | \$ 2,200.00          | \$ 2,200.00          | 0.0%         |
| 2-116050 - Trash Hauling                       | \$ 1,200.00          | 1,222.96             | 1,184.04             | \$ 1,200.00          | \$ 1,200.00          | 0.0%         |
| <b>Total Facility Maintenance</b>              | <b>\$ 32,620.00</b>  | <b>\$ 29,193.93</b>  | <b>28,216.64</b>     | <b>40,360.00</b>     | <b>\$ 43,123.00</b>  | <b>6.8%</b>  |
| <b>Utilities</b>                               |                      |                      |                      |                      |                      |              |
| 2-117010 - Gas                                 | \$ 12,000.00         | 9,476.21             | 8,222.63             | \$ 11,000.00         | \$ 11,000.00         | 0.0%         |
| 2-117020 - Electricity                         | \$ 7,000.00          | 8,821.52             | 9,166.07             | \$ 9,000.00          | \$ 9,000.00          | 0.0%         |
| 2-117030 - Telephone                           | \$ 2,700.00          | 2,814.32             | 2,638.39             | \$ 2,800.00          | \$ 2,800.00          | 0.0%         |
| 2-117040 - Sewer & Water                       | \$ 700.00            | 575.13               | 673.71               | \$ 600.00            | \$ 600.00            | 0.0%         |
| <b>Total Utilities</b>                         | <b>\$ 22,400.00</b>  | <b>\$ 21,687.18</b>  | <b>20,700.80</b>     | <b>23,400.00</b>     | <b>\$ 23,400.00</b>  | <b>0.0%</b>  |
| <b>Insurance</b>                               |                      |                      |                      |                      |                      |              |
| 2-118011 - Liability Insurance                 | \$ 8,700.00          | 7,891.25             | 7,504.25             | \$ 8,010.00          | \$ 8,470.00          | 5.7%         |
| 2-118012 - Excess Liability Insurance          | \$ 800.00            | 653.50               | 400.00               | \$ 831.00            | \$ 400.00            | -51.9%       |
| 2-118013 - Workmans Compensation Insurance     | \$ 2,400.00          | 2,429.00             | 1,747.75             | \$ 1,760.00          | \$ 1,700.00          | -3.4%        |
| <b>Total Insurance</b>                         | <b>\$ 11,900.00</b>  | <b>\$ 10,973.75</b>  | <b>9,652.00</b>      | <b>10,601.00</b>     | <b>\$ 10,570.00</b>  | <b>-0.3%</b> |
| <b>Total Expenses</b>                          | <b>\$ 232,804.62</b> | <b>\$ 197,306.50</b> | <b>\$ 229,725.22</b> | <b>\$ 248,511.76</b> | <b>\$ 261,781.00</b> | <b>5.3%</b>  |
| Surplus/(Deficit)                              | \$2,024.46           | \$8,729.29           | (\$7,584.85)         | \$ -                 | \$ (20,610.17)       |              |

## **Proposed Budget Notes on Revenue**

*1-111000* – Pledges: Amounts pledged by parishioners of Concordia Lutheran Church for the ongoing mission of the church and for upkeep of the church property.

*1-111010* - Other Funding: Approved deficit. Concordia routinely operates with a deficit budget. While this is not an ideal way to run a church, it is the reality. As the spirit wills, members donate to reduce this deficit. When the budget is passed, it must be balanced (revenues equals expenditures). If the congregation passes a budget with a built-in deficit, that amount is entered here.

*Historical Non-Pledged Offering*: There are certain members who are uncomfortable making a pledge they may not be able to meet. They receive a pledge envelope and routinely give. Concordia appreciates their giving as they are able.

*Capital Improvement*: Starting in the 2016 budget year, Concordia has asked its members to pledge funds that are dedicated to capital improvements (e.g., furnace replacement, kitchen upgrade). These monies, when received, are placed in the Memorial and Tribute savings account and are dedicated specifically to those projects that offer long term improvement to the physical plant that is Concordia Lutheran Church. The Capital Improvement income line is offset by a budgetary expense line so that the operating budget revenue is not overstated.

*Non-Operating Income*: For 2017 there are three line items that will be funded by grants from Legacy and Memorials or by the Scholarship Fund (MACC: \$5,300; Concordia Nursery School: up to \$5,300 for scholarship reimbursement; \$3,000 for Educational Assistance). Pastor Barclay's employment contract contains an educational assistance provision where Concordia pays for 50% of his college loans through August 2019 as long as Pastor Barclay remains employed by Concordia. This provision will be reviewed in 2019 and may be renewed. This line also includes a \$5,000 contribution from Concordia Nursery School to assist with financing church operations.

*1-112010* - Open Offering: Monies received without attribution through the plate offering.

*1-112020* - Initial Offering: Monies received to offset the cost of printing pledge envelopes. See *2-114060* – Stewardship (below) for more information about the cost of pledge envelopes.

*1-112030* Festival offering: Thanksgiving offerings for events on the church or secular calendar, or for life events in a parishioner's ongoing walk with Christ.

*1-113010* - General Use of Building: Offerings received for the use of the Concordia building that are not ongoing or routine in nature. These would include wedding or baptism receptions, Synod meetings, or private family events.

*1-113021* - Champion Youth: The expectation was that Champion Youth (a gymnastics group) would be using Kaiser Hall on a regular basis during 2016. This failed to happen, but Champion Youth is still interested in getting their program off the ground during 2017. Our budget reflects a reduced expectation.

*1-113030* - New Horizons Use of Building: A free-will offering given in appreciation of Concordia opening its doors this church group.

*1-113050* - AA Use of Building: A free-will offering for meeting held twice weekly.

*1-113051* - Families in Crisis: A contractual payment for the use of the building

*1-115000* - Fuel Assistance for Concordia: Offerings to help defray the cost of gas or electricity.

## **Proposed Budget Notes on Expenses**

### **Benevolence**

2-111010 – Synod: The New England Synod has asked all of the local churches to raise their benevolence contribution \$1,000 to \$2,000. The Executive Committee recommends a \$500 increase, from \$18,100 to \$18,600.

2-111030 – MACC: These funds will be provided by a grant from the Legacy Fund. Disbursal of these funds will occur as one payment after the budget has been approved.

2-111040-Concordia Nursery School: A maximum of \$5,300 will be disbursed based on the scholarship needs of the Nursery School. Funds will be provided by a grant from the Legacy Fund.

### **Staff Salaries**

2-112010 - Pastor's Salary & Housing: Mutual Ministry has recommended a 3% raise starting July 1, 2017. On an annualized basis this represents a \$1,637.70 increase (\$54,589.92 to \$56,227.62). Pastor Barclay's salary is divided into two components for tax purposes. The first part is actual salary, \$26,250, which is reportable. The second part is Housing allowance which is not reportable. The approved 2017 Housing Allowance is \$29,160.

2-112020 - Minister of Music Salary: The Minister of Music position is vacant and a search is being conducted. The budget item represents an estimate. The actual salary may be higher or lower.

2-112030 - Parish Secretary's Salary: Mutual Ministry recommends a 3% raise starting July 1, 2017. On an annualized basis, this is an \$835.92 increase (\$27,864.48 to \$28,700.40). Included in compensation is an increase in vacation time from 2 weeks to 4 weeks. The increase in vacation time does not increase costs as volunteers fill in for Ms. Bozzo when she is away. The congregational council authorized a 10 hour per week increase for the parish secretary during the pastoral transition. This happened because there were administrative duties that were formerly handled by the previous pastor. It was understood that the increase in hours would be reviewed once a permanent pastor was called. Mutual Ministry conducted that review at the end of 2015 and recommended that the increase to 30 hours per week be made permanent. This was approved by the congregation at its January 2016 semi-annual meeting.

2-112060 - Supply Pastor: This represents six Sundays at \$175 per Sunday.

2-112070 - Supply Organist: This represents six Sundays at \$175 per Sunday.

### **Fringe Benefits**

2-113010 - Pastor's Pension & Health Insurance: Mutual Ministry has recommended a retirement contribution change from 10% to 12.5%. The annual cost of this change is \$121.35 per month or \$1,456.58 per year. 12.5% is the Synod recommended standard. Without the pension contribution increase, the cost of Pension & Health is increasing \$734.64.

2-113020 - FICA & Medicare: This represent the Employer share of Social Security (6.20%) and Medicare (1.45%). The employee also contributes the same percentages from their salaries.

2-113030 - Pastor's Auto Allowance: Increase from \$2,400 to \$2,880: \$40 per month (\$480 per year). The mileage allowance has not been increased in at least 8 years. At a maximum, this represent a 2.5% per year increase from 2008 and forward, well below inflation. The increase in mileage will become effective upon passage of the budget.

2-113040 - SS.Med Allowance: NE Synod policy requires congregations to pay the Employer share of Social Security to its pastors. For tax purposes pastors are considered self-employed and thus subject to paying both

the employee (7.65%) and employer (7.65%) share of social security (15.3%) and Medicare taxes based on reportable income. This figure is sensitive to changes in the housing allowance. In September 2016, the housing allowance was increased from \$22,000 to \$29,160. The calculation of reportable income is Salary minus Housing Allowance\* minus Educational Assistance\*. Items marked with an asterisk are not reportable on a W2 to the IRS. The reportable amount is multiplied by 7.65% (6.2% for Social Security, 1.45% for Medicare). For W2 purposes, this allowance is reported as income.

2-113050 - Education Assistance: When called, Pastor Barclay asked for financial assistance with his seminary loans. Concordia adopted the Education Assistance plan under section 127 of the IRS code. The congregation council approved a 4 year commitment which expires 8/1/2019. For 2017, the amount will be \$3,046.56. 3,000 and will be paid from the Scholarship Fund. The remainder will be charged to the Treasurer's budget. Section 127 allows a maximum of \$5,250 for this benefit. Concordia's employment agreement with Pastor Barclay also stipulates that the remainder of the benefit (\$2,202.00) will be credited to him as a benefit to reduce his tax exposure for his student loans.

### **Program Expenses**

2-114010 - Christian Education: The Christian Education line item is meant as a placeholder for all the items that could, potentially, be covered under Program Expense. At the time of budget creation, we do not know which line items will be charged. At expenditure, the appropriate line will be charged.

2-114012 - Sunday School Special Events

2-114013 - Confirmation

2-114014 - Adult Christian Education

2-114020 - Choir Supplies

2-114030 - Church Service: (not included as part of Christian Education) The Church Service line is made up of two parts: a budget part (\$1,500) and congregation donations for flowers and musicians. As monies are donated they reduce the actual expenditure. At November 30, actual expenditures were \$6,929.44 and actual donations were \$4,602.50 for a net of \$2,326.94. This amount is meant to be covered by the budget (\$1,500)

2-114040 - Evangelism

2-114050 - Pastor's - Discretionary Fund

2-114060 - Stewardship: (Not included as part of Christian Education). This line pays for activities surrounding the annual Stewardship campaign. The major cost in this are envelopes (approximately \$650)

2-114070 - Fellowship: Donations made to "Coffee Hour" are credited here to defray the cost of supplies such as coffee, napkins, etc.

2-114080 - Outreach Ministry

2-114090 - Youth Ministry

2-114100 - Mutual Ministry

2-114110 - Member Care

### **Program Support Expenses**

2-115010 - Office Expense & Printing: Paper, printing, copier lease, webmail, and other items related to the efficient operation of Concordia Lutheran Church.

2-115020 - Literature & Materials: This represents a new item in our budget. Pastor Barclay has asked and Mutual Ministry recommends for a budget line for books and periodicals.

2-115030 - Pastor's Continuing Education: As a newly ordained minister, Pastor Barclay is required to attend certain Synod sponsored events.

2-115040 - Minister of Music Continuing Ed: A nominal amount to allow the Minister of Music to attend training or seminars

2-115045 - Staff Continuing Ed: A nominal amount to allow the Parish Secretary/Administrator to attend training or seminars

2-115050 - Synod Meetings: Registration and hotel expense for the annual Synod meeting as well as registration for lesser Synod meetings.

2-115060 – Publicity: This line allows Concordia to advertise “for the public” activities (e.g., Christmas Eve services)

2-115070 - Treasurer's Supplies – Budgeted: The primary expense is maintenance for the software used to track income and expenditures.

2-115080 - Financial Secretary's Expense: The primary expense is maintenance for the software used to track member giving.

### **Facility Maintenance**

2-116010 - Organ & Piano Maintenance: The budget includes two organ tunings (Lent and Advent) and four piano tunings

2-116020 - Maintenance & Repairs: Normal wear and tear work to keep the church up to date.

2-116021 - Elevator Maintenance: Elevator inspection and repair, if needed.

2-116022 - Capital Replacement: This accounts offsets the revenue item Capital Replacement so that budget is fairly represented. Monies donated to Capital Replacement are deposited to the Memorial and Tributes saving account.

2-116030 - Cleaning Service: Cleaning the church and related.

2-116040 - Snow Removal: This item only covers clearing the walkways. George Beauregard has graciously volunteered to clear the driveway and parking areas. The value of George Beauregard’s work is \$10 to \$15,000 per year.

2-116050 - Trash Hauling: Removal of trash.

### **Utilities**

2-117010 - Gas

2-117020 - Electricity

2-117030 - Telephone

2-117040 - Sewer & Water

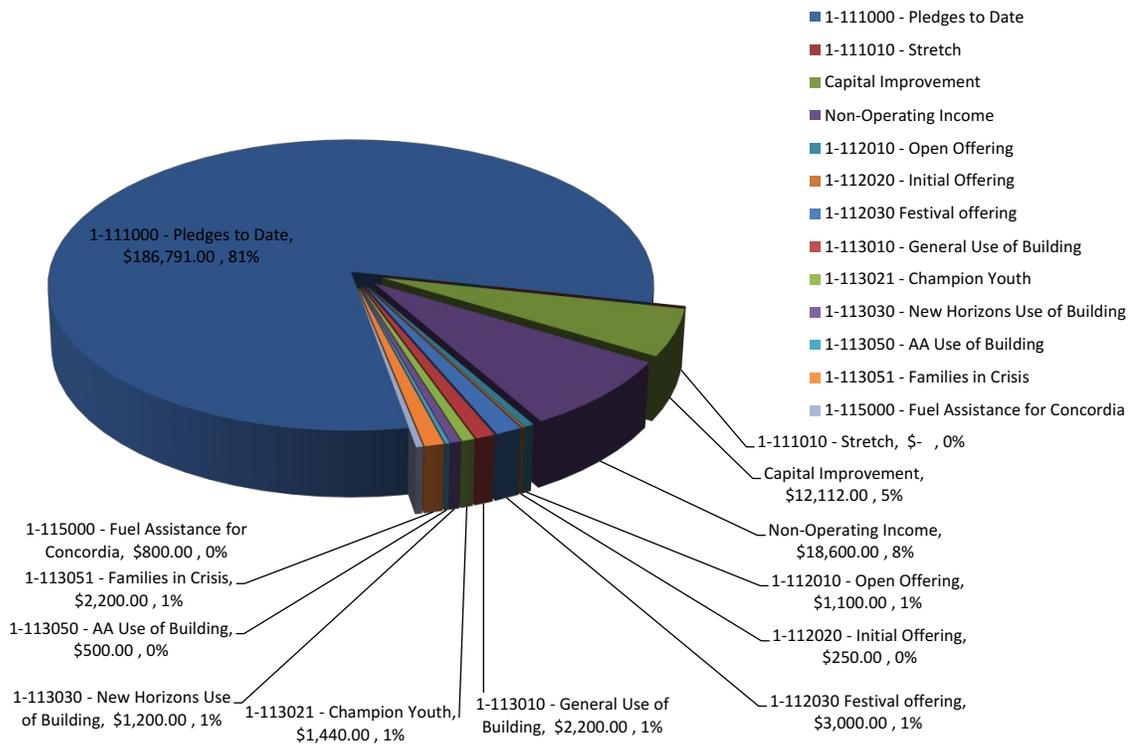
### **Insurance**

2-118011 - Liability Insurance: Standard property and accident insurance

2-118012 - Excess Liability Insurance: Coverage not included in the standard liability (e.g., terrorism related)

2-118013 - Workmen’s Compensation Insurance: Worker injury

## 2017 Preliminary Budget Revenues



## 2017 Preliminary Budget - Expenditures

