A lit candle in the foreground with colorful bokeh lights in the background.

CONCORDIA LUTHERAN CHURCH  

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ANNUAL FINANCIAL REPORT 2017



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**Agenda**  
**Semi-Annual Congregational Meeting**  
**January 28, 2018**

**Call to Order**

**Approval of Agenda**

**Opening Devotions**

**Approval of Congregation Meeting Minutes**

June 4, 2017 Semi-Annual Meeting

**Reception of 2017 Financial Reports**

- Pastor's Report
- Council President's 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 2018 Proposed Ministry Budget**

**Election of Concordia Nursery School Board**

**Election of Synod Assembly Voting Members**

(Thursday, June 7 through Saturday, June 9-Springfield, MA)

**Appointment of Nominating Committee**

**Adjournment**

*The next Semi-Annual Congregational Meeting is  
scheduled for Sunday, June 3, 2018 at 11:30 a.m.*

## LITANY

May the grace of our Lord Jesus Christ, the love of God, and the communion of the Holy Spirit be with you all.

**Amen.**

God has joined us to one another, in congregations, in our denomination, and with Christians around the world. As church together, we faithfully strive to participate in God's reconciling work, near and far.

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

We plant new congregations and renew existing ones; we work with ethnic ministries to reach all God's people; we develop and share resources for God's work when we gather.

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

We support The Lutheran World Federation's global communion of churches and send more than 200 missionaries to more than 40 countries; we facilitate dialogue and common action among communities of other faiths that God's love may spread far and wide.

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

We equip current and future leaders through our colleges, universities, seminaries and lay ministry schools; we engage in hopeful conversation about current economic, environmental, political, public and social issues.

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

Christ has freed us *from* sin and death, even from ourselves, so that we can live with and for our neighbors; in worship we cry out to be forgiven, fed and equipped that our faith may be aligned with our lives and our lives with God's good purposes.

**Scattered into the world, we do God's work.**

Sent into the world – in every relationship, in every daily task, in every corner of life – we provide daily bread for our neighbors, nurture hope and faith, and work for a healed, reconciled and just world.

**Scattered into the world, we do God's work.**

On the highway and in the skies, in jails and in offices, in the unemployment line and at the mechanic's shop, in kitchens and in classrooms, shopping for toys or hoping to find our next meal, in nursing homes and in the voting booth, God is at work, providing for our needs and for our neighbors' needs.

**Scattered into the world, we do God's work.**

Gracious God, you call us together, and you send us out. Give us strength to be your people, both when we gather and when we scatter. Deliver us from service of ourselves alone, and deliver us from service to the welfare of our congregations that we may do the work you are calling us to do, alone and together. Whether in our daily lives or in and through our congregation, may we always seek common good. We ask this in the name of your Son, Jesus Christ our Lord, who lives and reigns with you and the Holy Spirit, one God, now and forever.

**Amen.**

### Let Us Talents and Tongues Employ



1 Let us tal - ents and tongues em - ploy, reach - ing out with a shout of joy:  
2 Christ is a - ble to make us one, at the ta - ble he sets the tone,  
3 Je - sus calls us in, sends us out bear - ing fruit in a world of doubt,



bread is bro - ken, the wine is poured, Christ is spo - ken and seen and heard.  
teach - ing peo - ple to live to bless, love in word and in deed ex - press.  
gives us love to tell, bread to share: God (Im - man - u - el) ev - 'ry - where!



*Refrain*  
Je - sus lives a - gain, earth can breathe a - gain, pass the Word a - round: loaves a - bound!

Text: Fred Kaan

Music: LINSTEAD, Jamaican folk tune; adapf. Doreen Polter

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## REFLECTIONS ON OUR RESPONSE TO GOD'S GRACE AND OUR WORK TOGETHER

Whether we are gathered in our faith community or sent into our daily lives, we remember that we are a new creation through God's living word by the power of the Holy Spirit, and we are to proclaim the good news of God in Christ through word and deed. As we live into God's word and deed, we are also reminded to be faithful stewards of God's creation and gifts. Faithful stewardship is about holding to God's purpose and ensuring the responsibilities and resources that God has entrusted to us are used with great care and with accountability to God, to each other and those served by the church.

With the adoption of Strategic Directions 2025 in 2017, the goals and priority areas for the ELCA as a whole church are identified. These goals and priorities are based on a shared trust and hope that the future is in God's hands. As stewards of God's grace, we are responsible for the time, talents and resources that will make these goals and priorities attainable in the many expressions of the church. As you consider your goals, priorities and resources for the years ahead, please consider how the following strategic directions are connected to your ministry.



1

### **A thriving church spreading the gospel and deepening faith for all people**

(Acts 1:8, 1 Peter 2:9-10, Matthew 28:16-20, Romans 1:16)



2

### **A church equipping people for their baptismal vocations in the world and the church**

(Philippians 2:4-11, 1 Corinthians 12:4-7, Romans 6:3-4, Mark 10:13-16)



3

### **An inviting and welcoming church that reflects and embraces the diversity of our communities and the gifts and opportunities that diversity brings**

(1 Corinthians 12, Ephesians 2:14-20, Acts 10, Galatians 3:26-28)



4

### **A visible church deeply committed to working ecumenically and with other people of faith for justice, peace and reconciliation in communities and around the world**

(2 Corinthians 5:14-21, John 13:12-15, Isaiah 58:1-11)



5

### **A well-governed, connected and sustainable church**

(1 Corinthians 4:1-2, 2 Corinthians 4:1-2, Micah 6:8, 2 Corinthians 9)

## **Minutes of June 4, 2017 Semi-Annual Congregational Program Meeting**

**Call to Order** –The semi-annual Congregational meeting was called to order by President Mark Winzler at 11:40.

**Devotions**-Pastor Barclay

**Approval of Agenda**- Moved, seconded and passed.

**Secretary's Report**-Minutes of January 2017 Semi-annual meeting moved, seconded and passed.

**Pastor's Report**-Moved, seconded and passed.

**President's Report**-Moved, seconded and passed.

**Reception of Annual Reports**- Moved, seconded and passed

Report of  
Nursery School director  
Stewardship Committee  
Mutual Ministry  
Christian Education-Youth Committee  
Worship and Music Committee  
Outreach Committee  
Worship and Memorial Garden Committee  
Member care Committee  
Fellowship Committee

Recognition of Stephen Perkins and David Smith for time served on committees.

### **Elections**

- Congregational Council- Kay Corl
- Legacy for Ministry-David Smith -First three year term  
Wendy Donagher-1 year term  
David Stoneman-1 year term
- Worship and Memorial Garden  
Mark Brendel-second 3 year term

### **Congregation Council Motions**

1. The Congregation Council unanimously moves the following resolution to the Congregation for consideration and action:

*-Whereas the Concordia Lutheran Church has been worshipping on 40 Pitkin Street since October 1961, and*

*-Whereas projects need to be done both inside and out to prevent damage to our 56 year-old building and*

*-Whereas the Congregation Council has used an increasing amount of its operating budget addressing problematic areas (i.e. heat), and*

*-Whereas addressing the needs of our physical plant, will enable us to focus on ministry and “being the church”.*

*-Therefore, be it resolved that the Congregation of Concordia Lutheran Church empowers the Congregation Council to borrow up to \$375,000 from the Evangelical Lutheran Church in America (ELCA) Mission Investment Fund for the purpose of funding capital replacement and improvement projects, determined by the Congregation Council.*

*Moved, seconded and passed by voice vote with no abstentions.*

2. The Congregation Council unanimously moves the following motion to the congregation for consideration and action.

*The Congregation empowers the Congregation Council to engage in a Capital Campaign to pay off the loan obligations to the ELCA Mission Investment Fund.*

*Moved, seconded and passed by voice vote with no abstentions*

### **Information**

- The Nominating committee for 2018 elections will be appointed at the January 2018 Semi-Annual Meeting. The January 2018 Semi-annual meeting will be held on January 21<sup>st</sup>.
- The congregation council will meet after this meeting to elect officers.

Adjournment

Kay Corl,  
Secretary

## Pastor's Report

Dear Concordians,

Money Matters...Money Matters!

Our annual January finance meeting at Concordia tends to focus around money matters. Leading up to our annual meeting, many gatherings of the leadership at Concordia in the months of December and January go something like this: 1) How much did we get in pledges? 2) Oh boy, that's less than last year...How are we ever going to meet our budget? Another deficit! Even bigger than last year!



Anxiety immediately spikes. Exhaustion is seen on the faces of those around the table. The phrase, "it is what it is" is spoken in many and various ways. There is resignation.

I found myself feeling exhausted and down in the early days of January after a particularly hard finance meeting. The questions were racing through my mind throughout a sleepless night..."what if, what if, what if." As a pastor and spiritual leader of this community, it is hard not to get drawn into the numbers game. How many people are at worship? How many pledges? How much money? How many hours? After all, that seems to be how success is measured in everyday life.

All of these questions begin to swirl around my head and begin to suck the life and joy of life right out of me.

What pulls me out of this funk?

I take a deep breath and begin to take another look at our situation at Concordia. As I look closely, I see that there is far more to rejoice in than to lament. There is far more faithfulness and generosity here than not. There is trust. There is kindness and compassion. God's Word is still preached and studied and the sacraments are still freely and *abundantly* given. Our building and grounds are enjoyed and used as a resource for the community. Our impact outside of the walls of this congregation far outsize the number of people in the pews. The work of the Gospel is strong here.

Here are a few of the "realities" that bring me hope on the money matters front:

- 1.) **The "For This Holy House" Capital Campaign.** In a time when all the "metrics" point to decline and downward trends, we came close to reaching 90% of our goal of \$375,000 for the entire campaign. That was mostly from 42 pledges, by the way. That should make your jaw drop.
- 2.) **The 2018 Stewardship Campaign.** Following an ambitious capital campaign, Concordians turned right around and responded generously to a short and concise stewardship initiative. At the invitation of the Stewardship committee, who put together targeted letters to each giver, nearly 40% of all givers **Increased** their giving for 2018. There was only one decrease. 4 givers who didn't pledge in 2017 pledged in 2018!
- 3.) **Generous "Supplemental" Givers** The stewardship pledges don't take into account the giving above and beyond the pledges that Concordians regularly make. This includes the purchase of supplies for the Eucharist, dry-cleaning for linens, memorial gifts to remember the dead, flowers for the altar, food for coffee hour and nursery school lunches, and all of the little ways that people "chip in" to make Concordia a great and warm place. I would be remiss if I also didn't mention the incredibly generous giving of gifts and food through Seasonal Sharing and other outreach ministries that are not accounted for in our budgeting.

**4.) Generous Givers of Time** Other than the “normal” work of parish life, Concordians are exceptional at giving of their time and talents to take on work that otherwise we would need to pay someone to do. A few big names come to mind: Dan Burnett, who is basically functioning as a facilities manager, who checks the boiler, changes lightbulbs, and keeps things moving. Carol Stoneman and the whole finance team that keeps us from having to hire a bookkeeper. David Beauregard and George who, along with others, take the bulk of the responsibility for maintaining the grounds of Concordia, including cutting/trimming, plowing and many other labors of love that would cost Concordia a bunch of money. I know there are many more who give of their time in this way, but these give above and beyond, unassumingly, and generously.

**5.) Legacy Giving** Beyond the capital campaign and regular stewardship, many Concordians have made legacy gifts of life insurance policies, bequests and have ensured that even in tight times, there would be enough resources for our central mission of giving back to the community and larger church. Among other things, the interest on those investments provides scholarships for families in need at our Nursery School and funds MACC.

If I take the time to stay centered in the incredible *abundance* of God that is here at Concordia, I am lifted out of the anxiety and despair of looking at things from the “other angle”: the angle of scarcity. Perhaps you are too. From this starting point I can first and foremost, as your Pastor, continue to give thanks to God for you. I can rejoice in the blessings of God here in this place rather than wallow in the mire of death and decline.

I’m not saying that there are no challenges that face us as a congregation. I’m not saying that our numbers aren’t important signs to us. But I am saying that to face those challenges from a place of lack and scarcity is to do a few nasty things. First, it is the type of motivation that makes most of us respond out of guilt or anxiety, rather than out of joy and possibility. Second, the way of scarcity is the way of the world, and we are not to be “of the world.” This is in the sense that our whole society is wrapped up right now in the lie that there is not enough. But we are rooted in a God who creates out of “not enough”: a God who promises to us *abundant life*. Admittedly, within this, if we are scripturally rooted part of faithfulness is the patience and yearning to discern how God is calling us to a new place and a renewed mission for the sake of the world that may strain connection with our desire to maintain present structures.

So, I find that the year past and the year ahead are filled with the potential and blessing of God. It is in that spirit, the *abundant* spirit that I encourage you to continue to be generous, to continue to listen to where God is calling this congregation.

What type of person do you want to be? Do you want to be the type of person who gives generously, of their time, talent and treasure? Do you want to be the type of person who takes risks to benefit others? Do you want to be the type of person who thinks of others before themselves? Do you want to be the type of person who delights in giving away out of the *abundance* of God? If so, this is the right congregation for you. You can be that person if you allow God’s word to transform you. Concordia is the perfect finishing school for a person who wishes to grow deeper in generosity, selflessness, and the work of the Gospel.

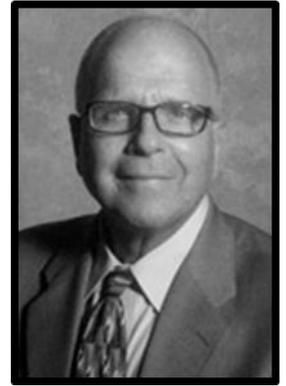
I close with the words of Paul who, even if things seemed dire, never ceased to give thanks, “We must always give thanks to God for you, brothers and sisters, as is right, because your faith is growing *abundantly*, and the love of every one of you for one another is increasing...we always pray for you, asking that our God will make you worthy of his call and will fulfill by his power every good resolve and work of faith.” (2 Thessalonians).

I give thanks for you Concordia and continue to pray for your good.

Out of God’s *Abundance*,

The Rev. Douglas D. Barclay,  
Pastor

## Congregation President's Report



- The new Council elected officers following the June Semi-Annual Meeting: President-Mark Winzler, Vice President-Dan Burnett, Secretary Kay Corl, and Treasurer Carol Stoneman.
- Those present at the June Semi-Annual Meeting voted unanimously to authorize a capital campaign specifically targeted to address a number of building and grounds needs. As a result, A Steering Committee was formed to begin the task of organizing the Capital Campaign with the end result of submission of Pledges.
- A Kick-Off Dinner was held on September 17 with Former Transitional Pastor Rolf Hedberg as the Speaker. Brochures were prepared and distributed and other information was distributed at three separate cottage meetings. Members were encouraged to ask questions and seek answers. A Creative Giving Forum was led by Steve Strand informing congregation members about a number of ways that generosity could be shared with Concordia. Steering Committee members sent out more than 40 letters to former members of Concordia (including pastors) and friends to inform them about the Campaign and to see their support. After more than a month of providing information and answering questions, Capital Projects Commitment Sunday was held on October 15.
- As of this writing approximately \$325,000 of the \$375,000 needed has been pledged the majority of which (about \$310,000) from present members. The remainder comes from gifts from former members, the balance of the former Kitchen Fund and from prior designated Memorials. The Council wishes to express its deep thanks and gratitude for the pledges received! We are well on our way!
- Here is a summary of the status of the capital projects to date:
  1. The roofing project (new roofs on Kaiser Hall and the Sanctuary) is complete except for some minor things which will be addressed once the weather gets warmer
  2. New Gutters have been installed
  3. The Steeple sealed and painted
  4. Outside Lighting has begun, Once the weather gets warmer, the project will continue
  5. A Replacement Stove (which is code compliant) has been installed.
  6. The Range Hood has been ordered and is being manufactured, The installation will most likely take place in March.
  7. Work in the Narthex is now being planned with an eye toward completion by Easter
  8. The Council voted to engage the services of a HVAC (Heating and Air Conditioning) Consultant to advise us on the proper route to take before we actually do the project. The Property Committee has met and interviewed three to date. They are awaiting proposals. The end goal is to have all completed no later than when the heating season begins next year.
  9. There are other smaller projects on the docket as well.

- I would be remiss if I did not ask you to look closely at the proposed 2018 Budget. The Council began the process of looking at it already in October. 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 28, we have begun some very serious conversations about ways that we could reduce the budget deficit not only by exploring other means to provide income. As you will note, the deficit this year is higher than last year. This comes about because of a number of reasons: 1) Last year we had 53 Sundays and hence had an additional Sunday of income 2) We lost some pledge units due to transfers or death and 3) there have been some increases in the budget.
- This is not the first year a deficit budget has been proposed, but each year for the past 4-5 (more?) years, when the year ends, the deficit is not that large and so it could cause all of us to be complacent because “it always works out” and so “we don’t have to worry”. While I am not suggesting that we worry, we do have to “face facts”. We are paying MACC and Nursery School from the interest of the Legacy Fund (this IS legal) and it is outreach. We have also paid a few months of our Mission Support to the Synod from the Legacy Fund. Because we do not have a regular Minister of Music in place, we saved about \$5000 this past year. And the list goes on. We (the Council) don’t want us to paint a false picture. Further information will be given out at the annual meeting.
- In terms of Minister of Music, we are going to continue with the same model through June. The model is that we will have Supply Organists (either Richard Hicks or John Anderson) each Sunday with Linda Hilliard running Choir Rehearsals on Thursday evenings. The Minister of Music Committee will be meeting soon to talk about next steps....whether that is to search again for a new person or extend the present model for a period of time. You will be informed once a decision is made.

A reminder that the Council serves as your representatives. As such, please always feel free to come to us with questions, suggestions, concerns, inquiries and the like. Communication is the beginning of understanding.

We thank you for the opportunity to serve God as Council members!

On behalf of the Council,

Mark Winzler  
Council President

# Treasurer's Report

## Summary

At the January 2017 semi-annual meeting, we approved a budget that had a \$20,610 deficit. While this is well below the \$44,000 deficit budget we approved in 2016, we still needed to borrow from the Foundation Fund to make payroll and pay bills from October through December. The primary reason for the shortfall was the reduced contributions to Other Funding (Stretch) throughout the year. There were also factors beyond our control that contributed to the reduction in envelope giving, namely the loss of parishioners due to relocation or death. The Finance Committee made a recommendation to Council to request a grant from the Legacy Committee to fulfill our annual commitment to the New England Synod.

On the flip side, for the year, both Staff Salaries (-4%) and Utilities (-13%) experienced reduced expenses (actual vs. budgeted).

## Revenue Notes

1. Envelope Offering was 98% of forecast. This was 2% lower than last year. The Envelope and "Stretch" (Other Funding Sources) when combined equaled \$197,105 or 90% of the forecasted need for 2017 (\$217,918).
2. Other Offering was 98% of budget (\$22,604 vs \$22,950). Other Offering is made up of Open (cash collected through the plate), Initial, Festival and Concordia Nursery School offering. Festival Offering exceeded budget (13%) while there was a decrease in both Open Offering (-20%) and Initial Offering (-10%).
3. Total Building Use for the year was 94% of budget (\$7,250 vs \$7,740). The departure of Families in Crisis in September eliminated the \$200 monthly revenue from this organization for the remainder of the year. Although revenue increased from the remaining three (3) organizations (\$3,810 actual vs. \$3,330 budget) the decrease in General Building use (-27%) resulted in the overall building decrease.
4. Fuel Assistance donations ended the year at 192% (\$1,536 vs \$800) of budget, an increase of 67% from 2016.
5. Total Income was 97% of budget (\$228,494 vs \$235,808). In November the Finance Committee approved requesting \$9,300 from Legacy to fulfill our 2017 Synod benevolence (\$6,200) and pre-payment for January and February 2018 (\$3,100). In addition, through December \$9,550 was borrowed from the Foundation Fund for bill payment, with \$3,050 being repaid. The current balance of the Foundation Fund is \$3,500. We are required to maintain a \$10,000 balance in this fund necessitating repayment of \$6,500.
6. We ended the year just under \$2,000 in the bank, however this would not have been the case without the funds borrowed from the Foundation Fund.
7. Congregational Giving: World Hunger gifts were \$1,719 (2016 was \$2,061). MACC gifts were \$459 (2016 was \$146). Donations to the Synod Hurricane Relief total \$340.

## Expenditure Notes

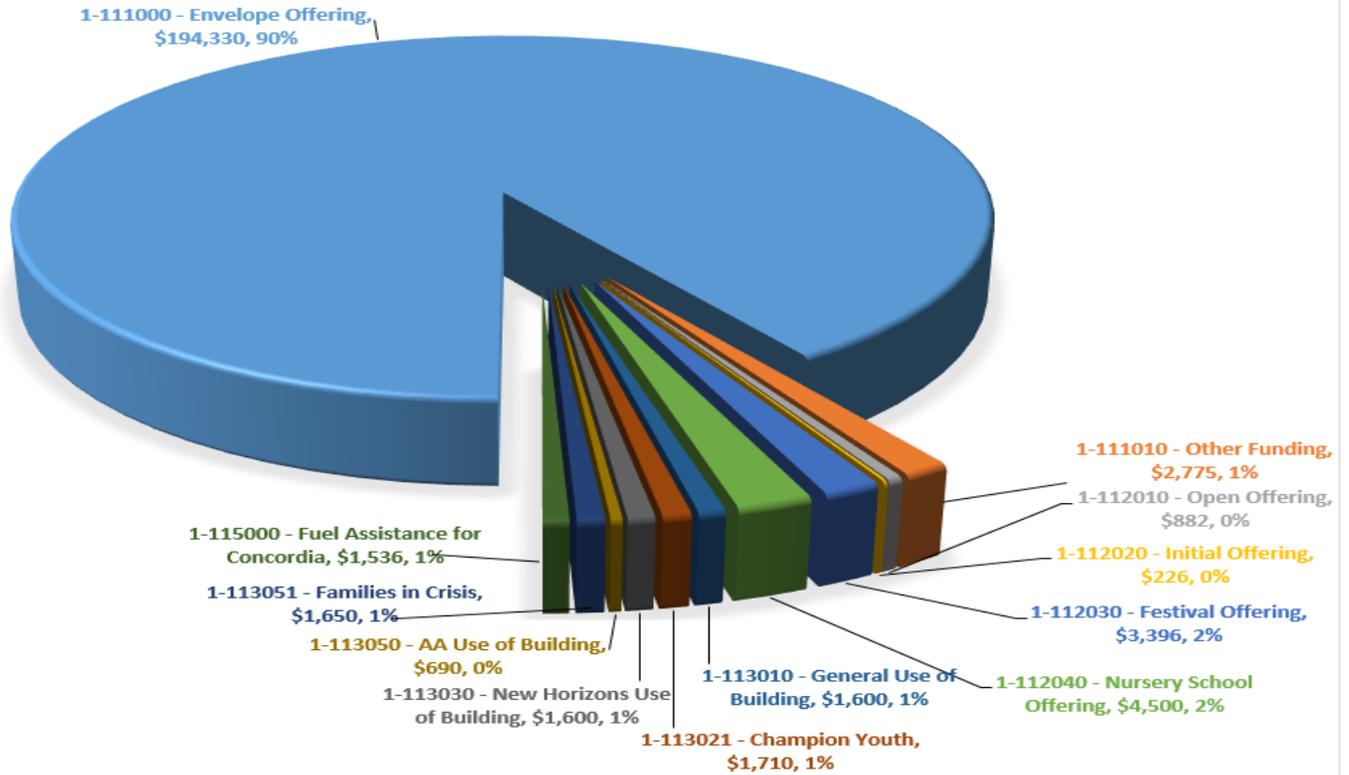
1. **Benevolence** disbursed the full budgeted amount. This was facilitated by the MACC and Nursery School grants received from Legacy per the 2017 approved budget and the \$9,300 grant received in November to fulfill our 2017 Synod benevolence.
2. **Staff Salaries** was 96%. This is due to the decrease in both Supply Organist and Supply Pastor expenses.
3. **Fringe Benefits** were 99% of budget. Synod guidelines require the SS/Medicare Allowance be calculated using total of Pastor's salary and housing allowance. The amount reflected in the 2017 budget (\$1,840) was calculated using only the salary portion of Pastor's compensation. This error was corrected in the May. In accordance with the employment agreement, Concordia pays six months of college loans each year for four years ending in 2019. Funds for tuition reimbursement come from the Scholarship Fund. The FICA & Medicare for Parish Administrator was 46% below forecast as the 2017 budgeted amount included these expenses for the Minister of Music position.
4. **Program Expense** was 174% above forecast with the added expense on the Church Service line (\$4,910 vs \$1,500 budget). Expenses related to the 500<sup>th</sup> Reformation Anniversary contributed to the majority of expenses over budget however, all expenses were covered through donations and grants specific to this celebration (see line item 1-214040 - Miscellaneous Gifts).
5. **Program Support** came in at 112%. Office expense & Printing was 110% of budget. Other line items in this section more in line with the budget. Treasurer's Supplies overage was due to the payment of the SS/Medicare Allowance for Pastor.
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



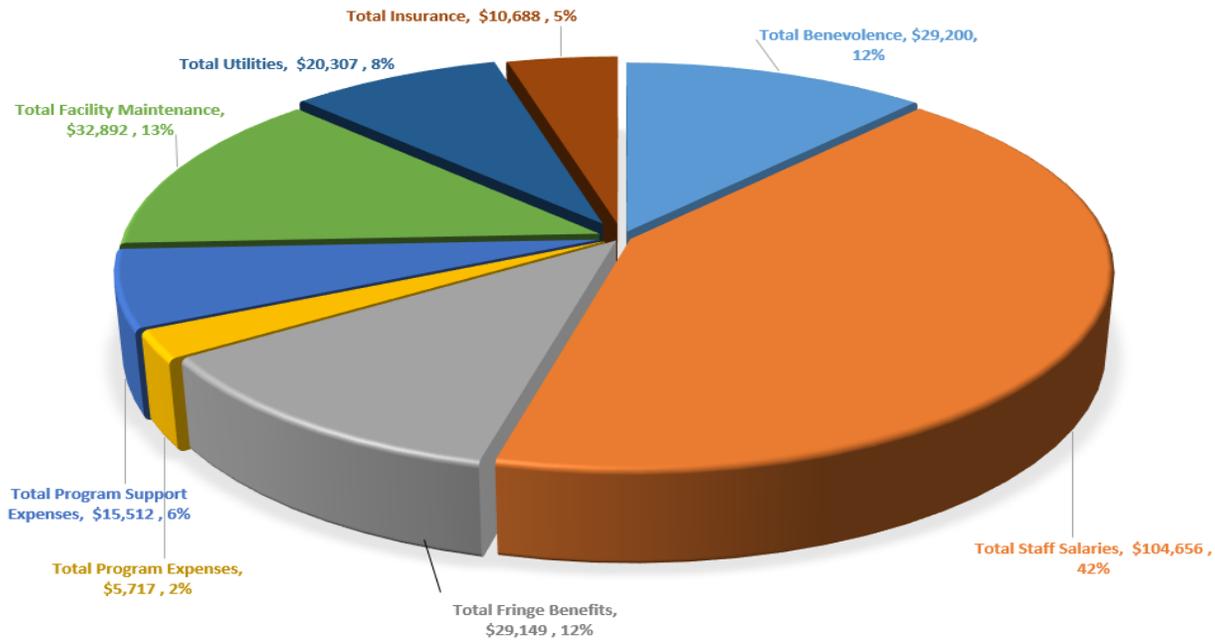
Headings and Account	2017 YTD Actual	2017 Chg from 2016	YTD Budget	YTD Percent	Chg from Budget	2016 Actual
<b>Budget Income</b>						
Envelope Offering						
1-111000 - Envelope Offering	\$194,330	▼ -2%	\$197,308	98% ▼	-2%	\$197,312
1-111010 - Other Funding	\$1,775	▼ -83%	\$20,610	9% ▼	-91%	\$10,522
<b>Total Envelope Offering</b>	<b>\$197,105</b>	<b>▼ -5%</b>	<b>\$217,918</b>	<b>90% ▼</b>	<b>-10%</b>	<b>\$207,834</b>
<b>Other Budget Income</b>						
Non-Operating Income	\$13,600		\$13,600	100% ▲	0%	
Other Offering						
1-112010 - Open Offering	\$882	▼ -43%	\$1,100	80% ▼	-20%	\$1,536
1-112020 - Initial Offering	\$226	▼ -6%	\$250	90% ▼	-10%	\$240
1-112030 - Festival Offering	\$3,396	▼ -20%	\$3,000	113% ▲	13%	\$4,253
1-112040 - Nursery School Offering	\$4,500		\$5,000	90% ▼	-10%	
<b>Total Other Offering</b>	<b>\$22,604</b>	<b>▲ 275%</b>	<b>\$22,950</b>	<b>98% ▼</b>	<b>-2%</b>	<b>\$6,029</b>
Public Use of Building						
1-113010 - General Use of Building	\$1,600	▼ -45%	\$2,200	73% ▼	-27%	\$2,895
1-113021 - Champion Youth	\$1,710		\$1,440	119% ▲	19%	
1-113030 - New Horizons Use of Building	\$1,600	▲ 7%	\$1,200	133% ▲	33%	\$1,500
1-113050 - AA Use of Building	\$690	▲ 23%	\$500	138% ▲	38%	\$560
1-113051 - Families in Crisis	\$1,650	▼ -31%	\$2,400	69% ▼	-31%	\$2,400
<b>Total Public Use of Building</b>	<b>\$7,250</b>	<b>▲ 28%</b>	<b>\$7,740</b>	<b>94% ▼</b>	<b>-6%</b>	<b>\$5,675</b>
Fuel Assistance for Concordia						
1-115000 - Fuel Assistance for Concordia	\$1,536	▲ 67%	\$800	192% ▲	92%	\$922
<b>Total Fuel Assistance for Concordia</b>	<b>\$1,536</b>	<b>▲ 67%</b>	<b>\$800</b>	<b>192% ▲</b>	<b>92%</b>	<b>\$922</b>
<b>Total Other Budget Income</b>	<b>\$31,390</b>	<b>▲ 116%</b>	<b>\$17,890</b>	<b>175% ▲</b>	<b>75%</b>	<b>\$14,556</b>
<b>Total Budget Income</b>	<b>\$228,494</b>	<b>▲ 3%</b>	<b>\$235,808</b>	<b>97% ▼</b>	<b>-3%</b>	<b>\$222,390</b>
<b>Income Not Budgeted</b>						
Other Gifts						
1-214030 - Miscellaneous Gifts	\$4,765		\$0			
<b>Total Non-Budget Income</b>	<b>\$4,765</b>	<b>▲ 0%</b>	<b>0%</b>			
<b>Total Budget and Non-Budget Income</b>	<b>\$233,259</b>	<b>▲ 5%</b>	<b>\$235,808</b>	<b>99% ▼</b>	<b>-3%</b>	<b>\$222,390</b>
<b>Expenses</b>						
Budget Expenses						
Benevolence						
2-111010 - Synod	\$18,600	▲ 13%	\$18,600	100% ▲	0%	\$16,414
2-111030 - Manchester Area Conf. of Churches	\$5,300	▲ 0%	\$5,300	100% ▲	0%	\$5,300
2-111040 - Concordia Nursery School	\$5,300	▲ 33%	\$5,300	100% ▲	0%	\$3,978
<b>Total Benevolence</b>	<b>\$29,200</b>	<b>▲ 12%</b>	<b>\$29,200</b>	<b>100% ▲</b>	<b>0%</b>	<b>\$25,963</b>
Staff Salaries						
2-112010 - Pastor's Salary & Housing	\$55,409	▲ 3%	\$55,410	100% ▼	0%	\$53,795
2-112020 - Minister of Music Salary		▼ -100%				\$11,809
2-112030 - Parish Administrator's Salary	\$28,282	▲ 3%	\$28,300	100% ▼	0%	\$27,459
2-112060 - Supply Pastor	\$845	▼ -31%	\$1,050	80% ▼	-20%	\$1,220
2-112070 - Supply Organist	\$20,120	▲ 211%	\$24,250	83% ▼	-17%	\$6,475
<b>Total Staff Salaries</b>	<b>\$104,656</b>	<b>▲ 4%</b>	<b>\$109,010</b>	<b>96% ▼</b>	<b>-4%</b>	<b>\$100,758</b>

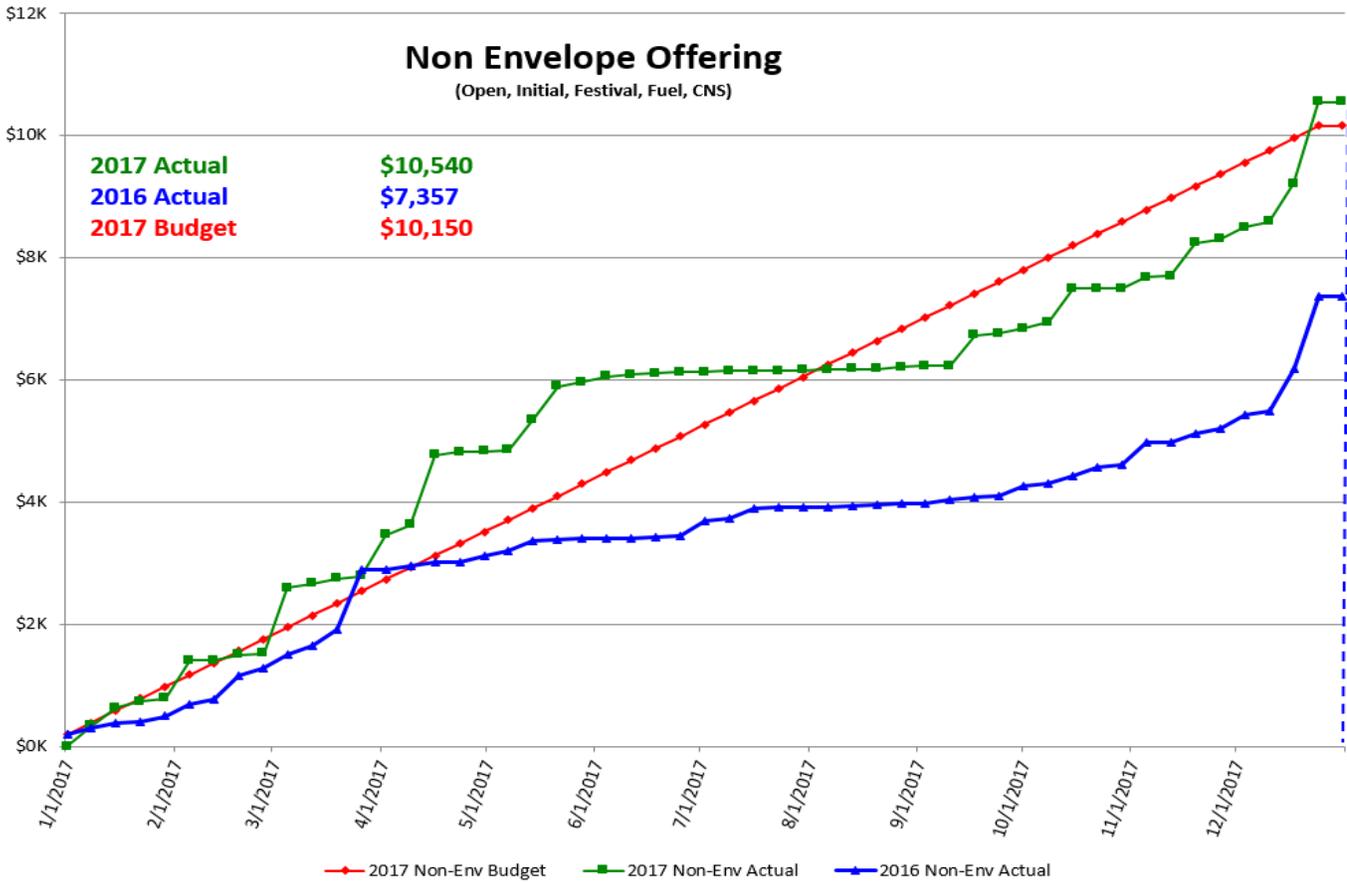
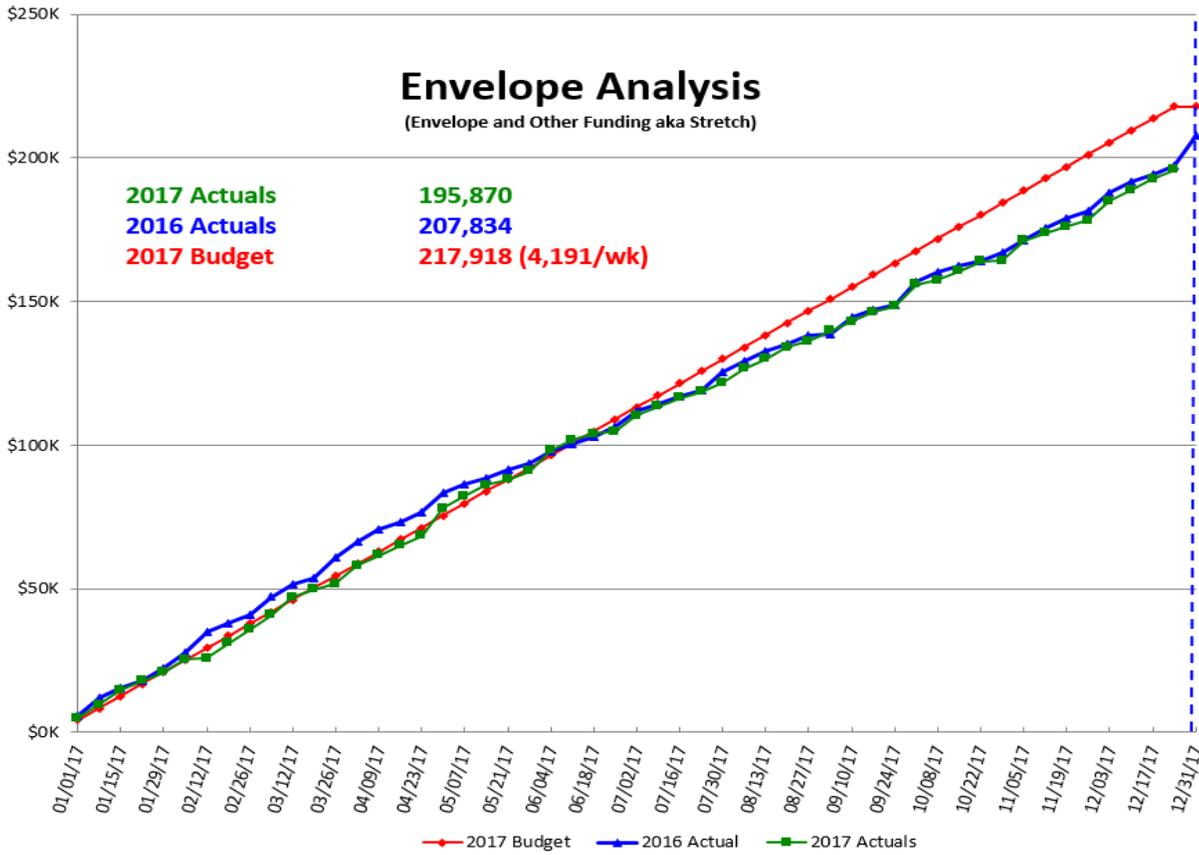
Program Expenses							
2-114010 - Christian Education	\$137			\$1,000	14%	▼ -86%	\$0
2-114030 - Church Service	\$4,910	▲	105%	\$1,500	327%	▲ 227%	\$2,390
2-114040 - Evangelism	\$415			\$0			\$0
2-114050 - Pastor's Discretionary Fund	-\$983	▼	-351%	\$0			\$391
2-114060 - Stewardship	\$629	▼	-1%	\$800	79%	▼ -21%	\$635
2-114070 - Fellowship	\$627	▲	80%	\$0			\$348
2-114110 - Member Care	-\$19	▼	-24%	\$0			-\$25
<b>Total Program Expenses</b>	<b>\$5,717</b>	<b>▲</b>	<b>53%</b>	<b>\$3,300</b>	<b>173%</b>	<b>▲ 73%</b>	<b>\$3,739</b>
Program Support Expenses							
2-115010 - Office Expense & Printing	\$8,788	▲	19%	\$8,000	110%	▲ 10%	\$7,387
2-115020 - Literature & Materials	\$299			\$300	100%	▼ 0%	\$0
2-115030 - Pastor's Continuing Ed.	\$515			\$1,000	52%	▼ -49%	\$0
2-115040 - Minister of Music Continuing Ed.	\$0	▼	-100%	\$135	0%	▼ -100%	\$1,367
2-115045 - Staff Continuing Education	\$0			\$135	0%	▼ -100%	\$0
2-115050 - Synod Meetings	\$1,901	▼	-18%	\$2,500	76%	▼ -24%	\$2,309
2-115060 - Publicity	\$561			\$500	112%	▲ 12%	\$0
2-115070 - Treasurer's Supplies - Budgeted	\$2,973	▲	504%	\$725	410%	▲ 310%	\$492
2-115080 - Financial Secretary's Expense	\$475	▲	0%	\$500	95%	▼ -5%	\$475
<b>Total Program Support Expenses</b>	<b>\$15,512</b>	<b>▲</b>	<b>49%</b>	<b>\$13,795</b>	<b>112%</b>	<b>▲ 12%</b>	<b>\$10,425</b>
Facility Maintenance							
2-116010 - Organ & Piano Maintenance	\$1,271	▼	-38%	\$1,650	77%	▼ -23%	\$2,043
2-116020 - Maintenance & Repairs	\$11,763	▲	38%	\$10,000	118%	▲ 18%	\$8,497
2-116021 - Elevator Maintenance	\$2,577	▲	3%	\$2,500	103%	▲ 3%	\$2,492
2-116030 - Cleaning Service	\$13,640	▲	12%	\$13,200	103%	▲ 3%	\$12,200
2-116040 - Snow Removal	\$2,359	▲	31%	\$2,200	107%	▲ 7%	\$1,800
2-116050 - Trash Hauling	\$1,283	▲	8%	\$1,200	107%	▲ 7%	\$1,184
<b>Total Facility Maintenance</b>	<b>\$32,892</b>	<b>▲</b>	<b>17%</b>	<b>\$30,750</b>	<b>107%</b>	<b>▲ 7%</b>	<b>\$28,217</b>
Utilities							
2-117010 - Gas	\$9,896	▲	20%	\$11,000	90%	▼ -10%	\$8,223
2-117020 - Electricity	\$7,007	▼	-24%	\$9,000	78%	▼ -22%	\$9,166
2-117030 - Telephone	\$2,602	▼	-1%	\$2,800	93%	▼ -7%	\$2,638
2-117040 - Sewer & Water	\$801	▲	19%	\$600	134%	▲ 34%	\$674
<b>Total Utilities</b>	<b>\$20,307</b>	<b>▼</b>	<b>-2%</b>	<b>\$23,400</b>	<b>87%</b>	<b>▼ -13%</b>	<b>\$20,701</b>
Insurance							
2-118011 - Liability Insurance	\$8,426	▲	12%	\$8,470	99%	▼ -1%	\$7,504
2-118012 - Excess Liability Insurance	\$400	▲	0%	\$400	100%	▲ 0%	\$400
2-118013 - Workmans Compensation Insurance	\$1,863	▲	7%	\$1,700	110%	▲ 10%	\$1,748
<b>Total Insurance</b>	<b>\$10,688</b>	<b>▲</b>	<b>11%</b>	<b>\$10,570</b>	<b>101%</b>	<b>▲ 1%</b>	<b>\$9,652</b>
<b>Total Budget Expenses</b>	<b>\$248,122</b>	<b>▲</b>	<b>11%</b>	<b>\$249,408</b>	<b>99%</b>	<b>▼ -1%</b>	<b>\$222,682</b>
Total Revenue	\$233,259			\$235,808			
Total Expenditures	\$248,122			\$249,408			
Surplus/Deficit	-\$14,863			-\$13,600			

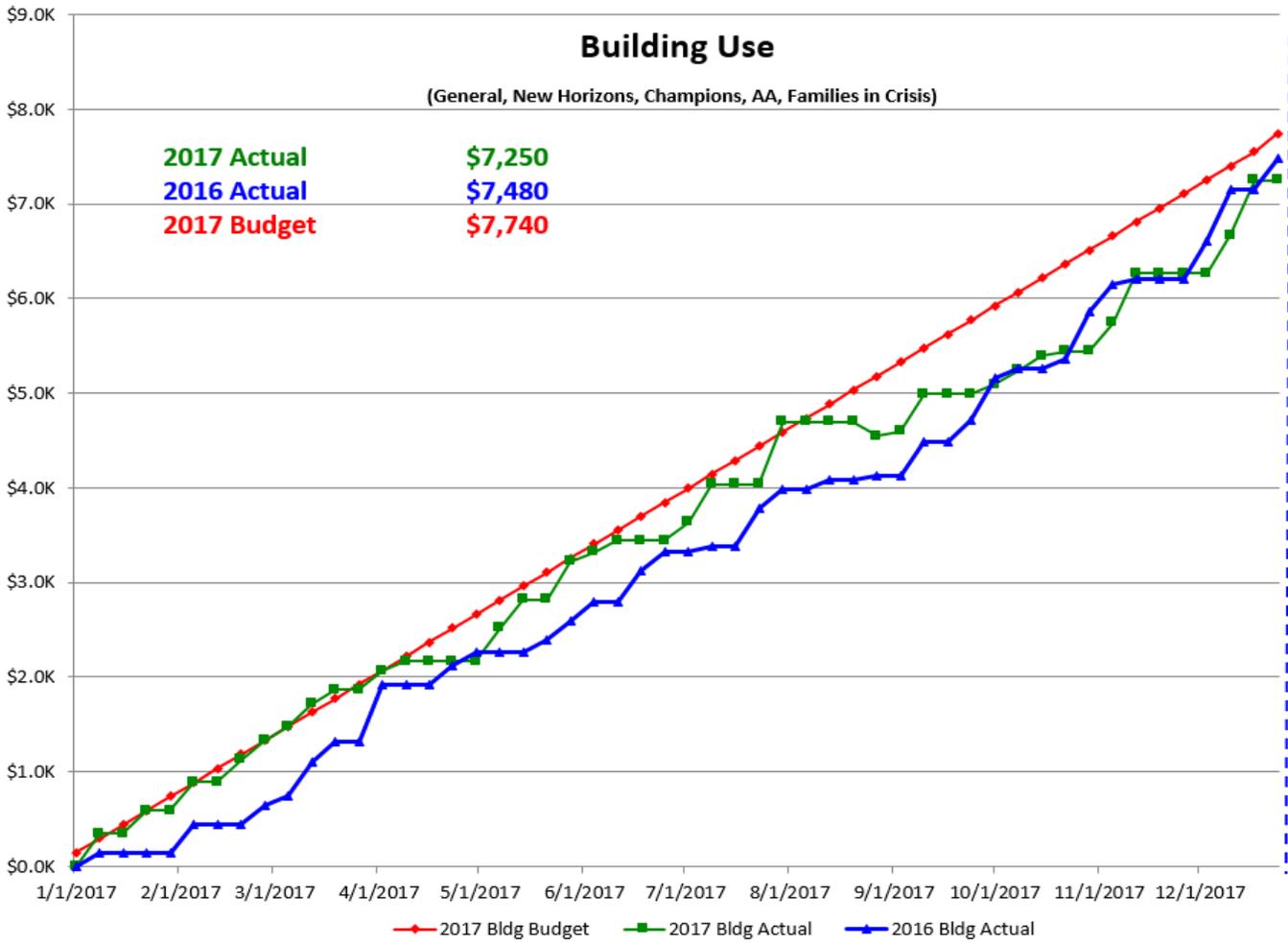
## 2017 ACTUAL REVENUE WHERE THE MONEY CAME FROM



## 2017 EXPENDITURES WHERE THE MONEY WENT







## REPORT OF FUNDS

	Scholarship Fund		Community Care		Legacy & Memorials		Cash Value Life Insurance	
	Thrivent (1)(4)		Fidelity (2)(3)(4)		Fidelity (5)			
	Adjustment	Balance	Adjustment	Balance	Adjustment	Balance	Adjustment	Balance
Dec-16		48,980.22		28,670.77		541,551.31		60,198.00
Jan-17	603.63	49,583.85	476.77	29,147.54	9,005.66	550,556.97	1,536.00	61,734.00
Feb-17	722.30	50,306.15	752.04	29,899.59	14,205.08	564,762.04		61,734.00
Mar-17	80.37	50,386.52	133.26	30,032.85	(2,781.36)	561,980.68	769.00	62,503.00
Apr-17	(395.97)	49,990.55	354.80	30,387.64	6,639.04	568,619.73		62,503.00
May-17	334.72	41,457.81	394.19	20,631.32	7,376.16	575,995.89		62,503.00
Jun-17	192.07	50,517.34	187.93	30,969.77	3,516.65	579,512.53	824.00	63,327.00
Jul-17	288.79	50,228.55	446.50	31,416.27	8,355.11	587,867.64		63,327.00
Aug-17	-	50,228.55	101.33	31,582.65	1,893.08	590,000.83		63,327.00
Sep-17	620.04	50,848.59	219.58	31,802.23	5,088.96	595,089.79	806.00	64,133.00
Oct-17	-	50,848.59	2,133.17	33,935.40	33,128.99	628,218.78		64,133.00
Nov-17	835.79	51,684.38	3,799.52	37,734.92	270.15	628,488.93		64,133.00
Dec-17	(573.26)	51,111.12	912.34	38,647.26	15,195.29	643,684.22	799.00	64,932.00
Jan-18								64,932.00
					5.664% Net of Community Cares			
Gain/(Loss)		<b>2,130.90</b>		<b>9,976.49</b>		<b>102,132.91</b>		
		Withdraw \$3,000.00		No Withdrawals		Withdraw \$20,900.00		

### 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 \$466,762 in order to make grants. Principle is adjusted annually.

### Scholarship Balances

Conservative Risk	24,000.11
Moderate Risk	27,111.21
	<u>51,111.32</u>

### Legacy & Memorials

US Bond	137,666.62
Intl Index	93,254.85
Stock Deposit	9,694.64
Total Market	441,715.37
Cash	
Combined Total	<u>682,331.48</u>

## Legacy For Ministry Report

The Legacy Fund for Ministry realized a solid net gain in the value of its investments for 2017 due to the upward trend in the stock market. The Fund's overall gain, taking into consideration the amount withdrawn in calendar year 2017, had a rate of return of 16.3%. At this time, the fund is invested in the index funds made up of approximately 20% Bonds, 14% International funds and 66% Total Market.

### Grant Requests/Authorized for Disbursement in 2017:

\$ 20,900 Distribution authorized/encumbered in 2017

\$ 20,900 Total Authorized/Encumbered for Disbursement in 2017

Date Requested	Grant Request	Amount Requested	Amount Disbursed by 12/31/17
3/1/2017	MACC	5,300.00	5,300.00
7/11/2017	Forward Leadership (Synod)	1,000.00	1,000.00
9/13/2017	Concordia Nursery School	5,300.00	5,300.00
11/14/2017	New England Synod (ELCA)	9,300.00	9,300.00
<b>Total</b>		<b>20,900.00</b>	<b>20,900.00</b>

### Donations:

There were no donations received for 2017

<b>2017 Year End Legacy Fund Balances</b>	
Legacy Balance 12/31/16	541,551.31
Plus 2017 Investment Gain	<u>88,200.82</u>
Subtotal	629,752.13
Less Total Grants Fund Disbursed in 2017	<u>20,900.00</u>
Legacy Balance 12/31/17	608,852.13

The Community Cares Fund (formerly known as 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: Wendy Donagher (Chair), Fred Winzler, Carol Stoneman, David Smith, Tina Ruggiero and Pastor Barclay.

## Worship and Memorial Garden Report

### Checking Account

**January 2017 Opening Balance** \$10,110.86

### Deposits

Ruth Sprong Heyden \$40.00  
Helen Wittkofske \$50.00  
David Smith (for 2 name pathway stone) \$575.00

Total Deposits \$665.00

### Payments

Frank's Landscaping (Spring opening) \$158.00  
Frank's Landscaping (Mid-summer check) \$76.00  
Frank's Landscaping (Back flow preventer) \$85.00  
Conn. Valley Monument (Stone engraving) \$50.00  
Better Tree & Shrub Care (Pruning of garden) \$1,300.00  
Frank's Landscaping (Winterize sprinkler system) \$148.00

Total Payments <\$1,817.00>

**December Year End Balance** \$8,958.86

### Savings Account

**January 2017 Beginning Balance** \$9,766.96

YTD Interest through December 2017 \$3.62

**December 2017 Ending Balance** \$9,770.58

Gail Adams,  
Treasurer,  
Worship and Memorial Garden Board

# Concordia Nursery School Annual Finance Report

Budget Categories	July 2016 –	July 2017 –	Checking Account Balances	
	June 2017	Jan.15, 2018	July 31, 2016	\$40, 207.15
			June 30, 2017	\$41, 697.57
			July 1, 2017	\$41, 697.57
			Jan 24, 2018	\$62, 605.35
<b><u>Income</u></b>				
<b>Direct Public Support</b>				
<b>Donation</b>	511.00	200.00		
<b>Total Direct Public Support</b>	511.00	200.00		
<b>Fundraiser</b>	9,801.91	Auction 2017 701.13		
<b>Indirect Public Support</b>	1,768.00	5,300.00	Funds from CLC for scholarships	
<b>Lunch Bunch</b>	2,330.00	1,361.00		
<b>Miscellaneous</b>	22.97			
<b>Registration Fee</b>	2,000.00	100.00		
<b>Tuition</b>	62,512.70	62,619.91	Many families have prepaid for the year.	
<b>Total Income</b>	78,946.58	70,282.04		
<b>Gross Profit</b>	78,946.58	70,282.04		
<b><u>Expense</u></b>				
<b>Accreditation Expense</b>	550.00			
<b>Adjustment Expense</b>	0.01			
<b>Awards and Grants</b>	1,759.38	6,400.00	Includes scholarships and prepayment discounts	
<b>Bank Fee</b>	62.99			
<b>Bank Service Charges</b>	15.00			
<b>Consultant Fee</b>	195.00	65.00		
<b>Employee Training/Hiring</b>	512.00			
<b>Facilities and Equipment</b>	2,500.00	2,500.00	\$500 monthly paid to Concordia for building use	
<b>Federal Withholding Expense</b>	-3,207.00	-2,954.00		
<b>Field Trips</b>	583.02	304.00		
<b>Gift Expense (Children/Parent)</b>	240.91	84.27		
<b>Gifts - Teacher</b>	2,750.00	Staff bonuses		
<b>Medicare Expense</b>	-889.99	-471.97		
<b>Operations</b>	3,864.87	1,116.72		
<b>Payroll Expenses</b>	61,002.91	32,537.40	Annual payroll is budgeted for \$64,000	
<b>Payroll Tax Expense</b>	12,538.48	7,367.66		
<b>Reconciliation Discrepancies</b>	-7.46			
<b>Social Security Expense</b>	-3,775.75	-2,007.07		
<b>State Withholding Expense</b>	-1,311.13	-698.09		
<b>State Withholding Payment</b>	1,311.13	651.54		
<b>Total Expense</b>	78,694.37	44,895.46		
<b>Net Ordinary Income</b>	252.21	25,386.58		
<b>Net Income</b>	<b>252.21</b>	<b>25,386.58</b>		

The 2017-2018 school year has been a great one so far. We have been fortunate to have all five staff return this year, as well as full enrollment in both of our classes. This has allowed us to continue to work seamlessly and joyfully as a teaching team with the children we serve.

Tuition was raised for this school year in an effort to cover rising expenses and allow us to continue our annual \$5000.00 contribution toward operating costs to Concordia. We anticipate a balanced budget for this school year. Pastor Barclay and I have been working with a newly formed Nursery School Board to ensure the ongoing operations of the school are in line with best practices for nursery schools and protect all parties involved from legal and financial troubles.

Many thanks to the parish for its ongoing support of our program – financially, spiritually, and in the helping hands so freely offered. We are blessed to offer this program to the people of Manchester and beyond, and look forward to continuing our important work of helping children and their families love, learn, and grow together as a Christian community.

Respectfully submitted,

Laura Hart,  
Director

## **Report from the Stewardship Committee**

And Mary Said: *“My soul glorifies the Lord and my spirit rejoices in God my Savior”* Luke 1: 46-47 (NIV)

As we review the year we’ve had, Concordia has been blessed by the generosity of its members in response to the “For This Holy House” capital campaign. We are already seeing wonderful improvements being made and plans are moving ahead for additional ones this year.

We also had a wonderful worship and faith response on our Commitment Sunday, December 17<sup>th</sup>. **Thank you** to everyone who attended and turned in your pledges of support to Concordia for 2018, and to those who did so subsequently. It is generosity from our members that keeps our ministries active and our house of worship such a beautiful place.

As a congregation, we give generously to take care of what God has entrusted to us. Our church is our spiritual home in which as Christians we’re commissioned to further the ministry in and around this community of faith. We have joyful work ahead to not only repair and improve the church but also to fling open the doors and invite others in to share in our worship.

Our program followed the capital campaign in accordance with this schedule:

**November 10-** Chimes “Did you think we’d forget?” article announcing the program

**December 8-** Sent out letter with Pledge Cards to each member household

**December 17-** Commitment Sunday

**January 7-** Follow-up letter sent for pledges not received

**January 11-** Chimes “Stewardship” Thank you and reminder article

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 2018:

**2018 Ministry Pledges (as of 1/24/2018)**

Total # of Units Pledged = **61 pledge cards received; 56 monetary pledges**

Total \$ Pledged for 2018 = **\$173,307.28**

# pledges between \$1.00 and \$20.00 per week – 23

# pledges between \$21.00 and \$40.00 per week - 6

# pledges between \$41.00 and \$60.00 per week - 8

# pledges between \$61.00 and \$80.00 per week - 7

# pledges between \$81.00 and \$100.00 per week - 5

# pledges between \$101.00 and \$150.00 per week - 2

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

# pledges \$201.00 or higher per week - 2

**Total = 56**

Pledges same as 2017 = 29

Pledges increased from 2017 = 22 (**+\$4,536.20**)

Pledge decreased from 2017 = 1 (**-\$2,840.00**)

Did not pledge in 2017/pledged for 2018 = 4 (**+\$5,260.00**)

New pledges for 2018 - 4

Pledged in 2017/no pledge for 2018 as of 1/24/2018 = 7 (**-\$8,032.00**)

For those who indicated on their cards they would like to participate in other ways, we will be contacting you and see if we can develop some programs that are not only fun to do but also uplifting towards our mission. This is an exciting time at Concordia and we want everyone to play a part in it.

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,

**Stewardship Committee**

David Smith, Chair

Pastor Douglas Barclay

Carol Stoneman

Nancy Lynn Knauff

# Proposed 2018 Budget

Concordia Lutheran Church  
Manchester, CT  
1/22/2018

	2017 YTD		2018		Inc/Dec from 2017
	Approved 2017 BUDGET	Actual Through Dec.	2017 Projected Final	Preliminary Budget	
<b>Budget Income</b>					
<b>1-111000 - Anticipated Pledges</b>	\$ 191,307.83	\$ 194,094.80	\$ 193,997.00	\$ 180,000.00	-5.9%
1-111010 - Other Funding (Stretch)	\$ 20,610.17	\$ 1,774.94	\$ 5,724.00		-100.0%
Historic Non-Pledged offering	\$ 6,000.00			\$ 5,500.00	
Non-Operating Income	\$ 13,600.00	\$ 22,900.00		\$ 13,600.00	0.0%
1-112010 - Open Offering	\$ 1,100.00	\$ 881.59	\$ 1,058.00	\$ 1,100.00	0.0%
1-112020 - Initial Offering	\$ 250.00	\$ 226.00	\$ 221.00	\$ 250.00	0.0%
1-112030 - Festival offering	\$ 3,000.00	\$ 3,396.00	\$ 3,577.00	\$ 3,000.00	0.0%
1-112040 - Nursery School Offering	\$ 5,000.00	\$ 4,500.00	\$ 5,000.00	\$ 5,000.00	0.0%
1-113010 - General Use of Building	\$ 2,200.00	\$ 1,600.00	\$ 1,500.00	\$ 2,200.00	0.0%
1-113021 - Champion Youth	\$ 1,440.00	\$ 1,710.00	\$ 1,530.00	\$ 1,600.00	11.1%
1-113030 - New Horizons Use of Building	\$ 1,200.00	\$ 1,600.00	\$ 1,700.00	\$ 1,500.00	25.0%
1-113050 - AA Use of Building	\$ 500.00	\$ 690.00	\$ 700.00	\$ 700.00	40.0%
1-113051 - Families in Crisis	\$ 2,400.00	\$ 1,650.00	\$ 1,650.00		-100.0%
1-115000 - Fuel Assistance for Concordia	\$ 800.00	\$ 1,536.00	\$ 1,400.00	\$ 1,200.00	50.0%
<b>Total Revenues</b>	<b>\$ 249,408.00</b>	<b>\$ 236,559.33</b>	<b>\$ 218,057.00</b>	<b>\$ 215,650.00</b>	<b>-13.5%</b>
<b>Budget Expenses</b>					
<b>Benevolence</b>					
2-111010 - Synod - Mission Support	\$ 18,600.00	\$ 21,700.00	\$ 18,600.00	\$ 18,600.00	0.0%
2-111030 - Manchester Area Conf. of Churches	\$ 5,300.00	\$ 5,300.00	\$ 5,300.00	\$ 5,300.00	0.0%
2-111040-Concordia Nursery School	\$ 5,300.00	\$ 5,300.00	\$ 5,300.00	\$ 5,300.00	0.0%
<b>Total Benevolence</b>	<b>\$ 29,200.00</b>	<b>\$ 32,300.00</b>	<b>\$ 29,200.00</b>	<b>\$ 29,200.00</b>	<b>0.0%</b>
<b>Staff Salaries</b>					
2-112010 - Pastor's Salary & Housing	\$ 55,410.00	\$ 55,408.80	\$ 55,408.80	\$ 57,071.00	3.0%
2-112020 - Minister of Music Salary	\$ 24,250.00	\$ 20,120.00	\$ 20,305.00	\$ 24,250.00	0.0%
2-112030 - Parish Administrator's Salary	\$ 28,300.00	\$ 28,282.44	\$ 28,288.44	\$ 29,131.00	2.9%
2-112060 - Supply Pastor	\$ 1,050.00	\$ 845.20	\$ 1,000.00	\$ 1,250.00	19.0%
2-112070 - Supply Organist	\$ 1,050.00	\$ -	\$ -	\$ 1,050.00	0.0%
<b>Total Staff Salaries</b>	<b>\$ 110,060.00</b>	<b>\$ 104,656.44</b>	<b>\$ 105,002.24</b>	<b>\$ 112,752.00</b>	<b>2.4%</b>
<b>Fringe Benefits</b>					
2-113010 - Pastor's Pension & Health Insurance	\$ 17,713.00	\$ 18,024.95	\$ 17,707.00	\$ 19,353.00	9.3%
2-113020 - FICA & Medicare (Parish Admin/Lay EE)	\$ 1,840.00	\$ 1,980.64	\$ 1,980.64	\$ 4,085.00	122.0%
2-113030 - Pastor's Auto Allowance	\$ 2,880.00	\$ 2,860.00	\$ 2,860.00	\$ 2,880.00	0.0%
2-113040 - SS.Med Allowance (Pastor)	\$ 3,950.00	\$ 3,419.75	\$ 3,421.00	\$ 4,366.00	10.5%
2-113050 - Education Assistance	\$ 3,000.00	\$ 3,046.56	\$ 3,046.56	\$ 3,000.00	0.0%
<b>Total Fringe Benefits</b>	<b>\$ 29,383.00</b>	<b>\$ 29,331.90</b>	<b>\$ 29,015.20</b>	<b>\$ 33,684.00</b>	<b>14.6%</b>
<b>Program Expenses</b>					
2-114010 - Christian Education - Sunday School	\$ 1,000.00	\$ 136.80	\$ 150.00	\$ 1,000.00	0.0%
2-114030 - Church Service	\$ 1,500.00	\$ 4,910.13	\$ 5,000.00	\$ 1,500.00	0.0%
2-114040 - Evangelism	\$ -	\$ 415.00	\$ 415.00	\$ -	
2-114050 - Pastor's - Discretionary Fund	\$ -	\$ 982.84	\$ 1,200.00		
2-114060 - Stewardship	\$ 800.00	\$ 629.49	\$ 630.00	\$ 700.00	-12.5%
2-114070 - Fellowship	\$ -	\$ 626.92	\$ 590.92		
<b>Total Program Expenses</b>	<b>\$ 3,300.00</b>	<b>\$ 7,701.18</b>	<b>\$ 7,985.92</b>	<b>\$ 3,200.00</b>	<b>3.1%</b>

Legacy funds for MACC, Nursery benevolence and Educational Assistance.

Increase of 1.5% effective January 1, 2018 based on 7/1/2017 salary

Increase of 1.5% effective January 1, 2018 based on 7/1/2017 salary

Includes SS/Medicare for Minister of Music position

2017 budget amount was based only on base salary and did not include housing allowance.

Holy Cow Consulting - Survey

**Program Support Expenses**

2-115010 - Office Expense & Printing	\$ 8,000.00	\$ 8,788.06	\$ 8,500.00	\$ 8,300.00	3.8%
2-115020 - Literature & Materials	\$ 300.00	\$ 299.23	\$ 200.00	\$ 300.00	0.0%
2-115030 - Pastor's Continuing Education	\$ 1,000.00	\$ 515.00	\$ 700.00	\$ 1,000.00	0.0%
2-115045 - Staff Continuing Ed	\$ 135.00	\$ -	\$ -	\$ 135.00	0.0%
2-115050 - Synod Meetings	\$ 2,500.00	\$ 1,901.27	\$ 2,000.00	\$ 2,500.00	0.0%
2-115060 - Publicity	\$ 500.00	\$ 560.96	\$ 600.00	\$ 500.00	0.0%
2-115070 - Treasurer's Supplies - Budgeted	\$ 725.00	\$ 479.08	\$ 500.00	\$ 540.00	-25.5%
2-115080 - Finance Expenses (Shepherd's Staff)	\$ 500.00	\$ 475.00	\$ 475.00	\$ 500.00	0.0%
<b>Total Program Support Expenses</b>	<b>\$ 13,660.00</b>	<b>\$ 13,018.60</b>	<b>\$ 12,975.00</b>	<b>\$ 13,775.00</b>	<b>0.8%</b>

**Facility Maintenance**

2-116010 - Organ & Piano Maintenance	\$ 1,650.00	\$ 1,271.00	\$ 1,900.00	\$ 2,000.00	21.2%
2-116020 - Maintenance & Repairs	\$ 10,000.00	\$ 11,762.71	\$ 13,000.00	\$ 10,000.00	0.0%
2-116021 - Elevator Maintenance	\$ 2,500.00	\$ 2,577.30	\$ 2,556.00	\$ 2,600.00	4.0%
2-116030 - Cleaning Service	\$ 13,200.00	\$ 13,640.00	\$ 13,640.00	\$ 13,730.00	4.0%
2-116040 - Snow Removal	\$ 2,200.00	\$ 2,358.57	\$ 2,500.00	\$ 2,500.00	13.6%
2-116050 - Trash Hauling	\$ 1,200.00	\$ 1,282.90	\$ 1,300.00	\$ 1,300.00	8.3%
<b>Total Facility Maintenance</b>	<b>\$ 30,750.00</b>	<b>\$ 32,892.48</b>	<b>\$ 34,896.00</b>	<b>\$ 32,130.00</b>	<b>4.5%</b>

**Utilities**

2-117010 - Gas	\$ 11,000.00	\$ 9,896.08	\$ 9,360.00	\$ 9,000.00	-18.2%
2-117020 - Electricity	\$ 9,000.00	\$ 7,007.26	\$ 7,200.00	\$ 11,000.00	22.2%
2-117030 - Telephone	\$ 2,800.00	\$ 2,602.15	\$ 2,600.00	\$ 2,800.00	0.0%
2-117040 - Sewer & Water	\$ 600.00	\$ 801.35	\$ 801.35	\$ 800.00	33.3%
<b>Total Utilities</b>	<b>\$ 23,400.00</b>	<b>\$ 20,306.84</b>	<b>\$ 19,961.35</b>	<b>\$ 23,600.00</b>	<b>0.9%</b>

**Insurance**

2-118011 - Liability Insurance	\$ 8,470.00	\$ 8,425.50	\$ 8,467.00	\$ 8,269.00	-2.4%
2-118012 - Excess Liability Insurance	\$ 400.00	\$ 400.00	\$ 400.00	\$ 400.00	0.0%
2-118013 - Workmans Compensation Insurance	\$ 1,700.00	\$ 1,862.75	\$ 1,898.25	\$ 1,552.00	-8.7%
<b>Total Insurance</b>	<b>\$ 10,570.00</b>	<b>\$ 10,688.25</b>	<b>\$ 10,765.25</b>	<b>\$ 10,221.00</b>	<b>-3.3%</b>

**Total Expenses**

\$ 250,323.00    \$ 250,895.69    \$ 249,800.96    \$ 258,562.00

Total Revenue                    \$ 228,797.83    \$ 236,559.33                    \$ 215,650.00

**Total Expenses**                    \$ 250,323.00    \$ 250,895.69                    \$ 258,562.00

Surplus/(Deficit)                    **\$ (21,525.17)**    **\$ (14,336.36)**                    **\$ (42,912.00)**

## **2018 Budget Discussion and Analysis**

### **Budgeted 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.

*Non-Operating Income*: For 2018, there are three line items that will be funded by grants from Legacy for Ministry 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 compensation agreement contains an educational assistance provision where Concordia pays for 50% of his college loans through August 2019 as long as Pastor Barclay remains in call at 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 through the plate offering.

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

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

*1-112040* – Nursery School Offering: Offering/contribution from Concordia Nursery School to assist with financing church operations.

*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.

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

### **Budget Expenses**

#### **Benevolence**

*2-111010* – Synod Mission Support: Concordia's commitment to the New England Synod to support the synod and churchwide ministries.

*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 1.5% increase starting January 1, 2018. On an annualized basis this represents an increase of \$843.12 (\$56,227.68 to \$57,070.80). Pastor Barclay's salary is divided into two components for tax purposes. The first part is actual salary, \$27,911, which is reportable. The second part is Housing allowance which is not reportable. The approved 2018 Housing Allowance is \$29,160.

*2-112020* - Minister of Music Salary: The Minister of Music position is vacant. During 2018 supply organists (including a choir director) will continue to be used. This budget line will be used for compensation of the supply organists. The budget item represents an estimate.

*2-112030* - Parish Secretary's Salary: Mutual Ministry recommends a 1.5% raise starting January 1, 2018. On an annualized basis, this is an increase of \$430.56 (\$28,700.40 to \$29,130.96). Included in this compensation is 4 weeks of vacation.

*2-112060* - Supply Pastor: This represents six Sundays at \$200 per Sunday. Synod guidelines increased the supply pastor compensation from \$175 to \$200 in 2017.

*2-112070* - Supply Organist: This represents six Sundays at \$175 per Sunday. This budget line will remain even though it was not used in 2017.

## **Fringe Benefits**

*2-113010* - Pastor's Pension & Health Insurance: The increase to Health benefits makes up 14% of the overall increase to this budget item. Additionally, the 2017 pension amount was based on a reduced defined contribution amount due to a miscalculation of the SS/Medicare allowance. This was corrected in May.

*2-113020* - FICA & Medicare (Parish Admin/Lay EE): This represents the Employer share of Social Security (6.20%) and Medicare (1.45%). The employee also contributes the same percentages from their salary. In addition to the Parish Administrator's FICA/Medicare based on the 2018 salary, the 2018 budget amount includes the FICA/Medicare for the Minister of Music in the event one is hired at the salary indicated in 2-112020 (Minister of Music Salary).

*2-113030* - Pastor's Auto Allowance: The 2018 budget includes an auto allowance of \$2,880 (\$40 per month (\$480 per year)).

*2-113040* - SS. Med Allowance (Pastor): This represents Concordia's share of Pastor's Social Security and Medicare. 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 (Salary plus Housing Allowance).

*2-113050* - Education Assistance: We will continue to assist with Pastor Barclay's student loan through the approved 4 year commitment which expires 8/1/2019. For 2018, the amount will be \$3,046.56, \$3,000 will be paid from the Scholarship Fund. The remainder will be charged to the Treasurer's budget. Section 127 of the IRS code 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 – Sunday School: The previous line items for Sunday School and Adult Christian Education have been combined with the Christian Education line item. This 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.

*2-114030* - Church Service: The Church Service line is made up of two parts: a budget part (\$1,500) and donations for flowers, musicians, paraments, etc. As monies are donated they reduce the actual expenditure.

*2-114040* - Evangelism

*2-114050* - Pastor's - Discretionary Fund

*2-114060* - Stewardship: 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.

### **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 line item represents the cost of books and periodicals.

2-115030 - Pastor's Continuing Education: Required by the synod to be used by the pastor for continuing education.

2-115045 - Staff Continuing Ed: A nominal amount to allow the Parish 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. Pr. Barclay is required to attend as a called pastor in the New England Synod.

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 – Finance Expenses: 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.

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

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

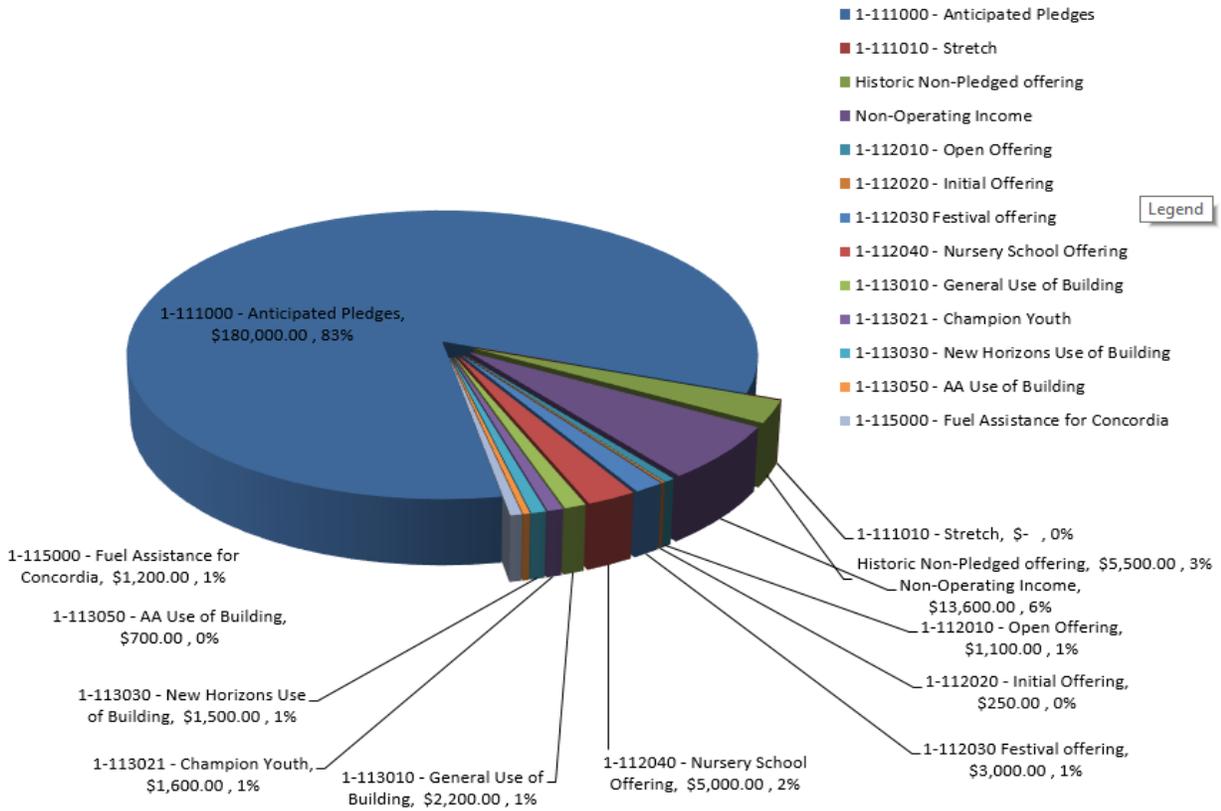
### **Insurance**

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

## 2018 Preliminary Budget Revenues



## 2018 Preliminary Budget - Expenditures

