

Trinity Evangelical Lutheran Church of Camp Hill Strategic Plan For Years 2015, 2016, and 2017

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Executive Summary

Imagine if you will a circular dance of three persons, each moving in unity and purpose, each giving and receiving in the moment. Imagine further a space for you to enter into the dance, a place for you to belong, in step with the hosts, and celebrate life in the dance.

Early in the church's life the term "pericohoresis" was used to describe this dance of the three persons of the Holy Trinity. Meaning literally "to make room for" or "go forward" it describes the relationship of God; Father, Son, and Holy Spirit, and through baptism our entry into the very life of God. We are invited into the holy dance.

For one hundred and sixteen years the people of Trinity Lutheran Church have gone forward in faith through worship, learning, and service. Always making room for God and our neighbors we grew into one of the largest Lutheran congregations in the northeast. As our ministries grew, the need for staff and facilities also grew through the years.

More recently Trinity has expanded the number and types of worship services to meet the interests of our congregation. Overtime, we have developed a recognized and diverse music ministry. However, as a congregation we have struggled to understand the changes and pressures of today's society.

Our ministry danced, ever in step with the Trinity, moving forward in mission, making room for new styles of worship centered in God's word and sacraments, deepening opportunities for spiritual growth, and offering hospitality and hope to those near and far through our generosity and acts of service.

Our vision for the future seeks to leverage our historic strengths as a congregation while addressing the needs we see on the horizon for Trinity Lutheran Church and the wider West Shore community. Six "pillars" that are represented in our guiding principles supports our mission (worship, discipleship/spiritual formation, service/outreach, parish life, communication, and organizational development/infrastructure). The strategic initiatives are a result of demographic and membership analysis, research, leadership retreat, conversation and discernment, surveys, focus groups, prayer and discernment.

It will be the responsibility of congregational council to delegate and monitor the progress of the strategic plan. The action items outlined underlying the strategic initiatives (Appendix A) will be assigned to the respective committees, ministry teams, and staff for refinement and action. However, each member of the congregation has an active part in ensuring the success of the strategic plan.

The strategic initiatives can be summarized as strengthening relationships, making connections, and building foundations.

Strengthening Relationships

God calls us to love him and neighbor. Large congregations need to find a way to get smaller, where relationships with God and people can be developed and deepened.

- Develop a small group ministry system
- Increase congregation-wide fellowship opportunities
- Reach inactive or disengaging members

A common theme in the research was the need for revitalizing and structuring our small group ministry. This initiative will serve as the basis on which we, as a congregation, can more fully connect to God through bible study and prayer, while reestablishing the relationships within our congregation. The expectation of a more engaged congregation is a stronger commitment to stewardship – the giving of our time, talents, and treasures – and growth in our average weekly attendance.

Making Connections

God calls us to share the good news. Effective communication in a visual, information age is critical to proclaiming what God is doing through his church.

- Build an effective communication capacity
- Outreach to the growing Carlisle Pike Corridor
- Evaluate our worship opportunities

At the heart of the plan is the method on which Trinity will communicate with its neighbors and within and among the congregation to ensure our messaging is consistent and relevant. The projected demographic growth along the Carlisle Pike corridor creates an opportunity on which to focus our outreach in an effort to sustain and grow Trinity's membership. As Trinity listens to it members and those of the next generation, we have an obligation to respond to changing preferences for worship types and times to ensure we are making connections.

Building Foundations

God calls us to be good stewards of his gifts. A congregation is entrusted with property, resources and ministry that deserve our best attention and faithful shepherding.

- Develop a comprehensive financial resources plan
- Create a property master plan
- Evaluate programming and ministries regularly

The use and alignment of our buildings and resources, both financial and staff, to support this vision will be critical to its success. Therefore, this plan specifically addresses defining the core infrastructure on which our ministries are based.

We are ready to go forward once again, seeking the blessing and guidance of the Trinity, beginning certain initiatives in 2015, but recognizing that much will be accomplished over the next few years. Our strategic plan serves as the next steps in our loving engagement with God and neighbor. It is a living document for a living church.

Organizational Description

Trinity Evangelical Lutheran Church of Camp Hill, Pennsylvania has been located in Camp Hill Borough, Cumberland County for over 100 years. Trinity is one of the largest northeastern congregations of the Evangelical Lutheran Church of America (ELCA). Worship and outreach opportunities have grown over the years to meet the needs and desires of our congregation and the general community.

Each of the worship services at Trinity includes all of the essential elements of Lutheran liturgical worship. There are variations in these liturgies depending upon the church season and the needs of particular services.

Service	Time	Location
Traditional	Sunday 8:15 AM	Nave
Contemporary	Sunday 8:30 AM	Fellowship Hall
Contemporary	Sunday 10:45 AM	Fellowship Hall
Traditional	Sunday 11:00 AM	Nave
Thursday Evening	Thursday 6:30 PM	Chapel
Prayer	Friday 12:00 PM	Chapel
Saturday	Saturday 5:30 PM	Fellowship Hall
Healing Service	Third Sunday 12:30 PM	Chapel

The Traditional Services and Saturday service use liturgies and hymns directly from the *Evangelical Lutheran Worship* book. The Contemporary Services use a variety of resources, including the *Evangelical Lutheran Worship* book, for the liturgies and songs used in the service. The Thursday service uses the *Evangelical Lutheran Worship* book as the frame-work for the service. The Prayer Service is a spoken service of intercessory prayer.

Trinity has become recognized for its commitment to the Arts to reinstate the traditional role of the church as the center of the arts and culture. We continue to strive to enrich the spiritual lives of Trinity's members and the community through our *Festival of the Arts* Concert Series and monthly art exhibits.

Additionally, our congregation lives our faith with gratitude and generosity for the sake of our neighbors and the world. We support multiple programs within Camp Hill and the surrounding areas. We also support missionaries in Senegal and Tanzania and mission partners such as *On Eagle's Wings*, Our Saviour's Lutheran Church, China Service Ventures, Konde Diocese, and Bread for the World.

Trinity is supported by a lead pastor, two full-time pastors and a part-time visitation pastor. In addition, there are 11 full-time employees, 10 part-time employees, and 1 volunteer that support our ministries, parish life, and the administrative needs of our ministries. Trinity also employs 10 preschool teachers and aides for the preschool program.

Demographics

The following summarizes the demographics of our congregation and also presents that of our new members (2009 – 2014).

	Congregation	New Members
Gender: Male/Female		49% male/51% female
Age breakdown:		
17 years or under		N/A
18 – 24 years		38% ¹
25 – 44 years		42% ²
45 – 64 years		
65 years or older		
Married		68%
Residency by zip code:		
17011 – Camp Hill	29%	22%
17050 – Mechanicsburg (Hampden Twp.)	16%	20%
17055 – Mechanicsburg	15%	13%
17025 – Enola/West Fairview	6%	n/a
17101-17110 – Harrisburg	5%	n/a

Almost 60% of our congregation comes from 3 zip codes: Camp Hill (17011), Hampden Township (17050) and Mechanicsburg Borough/Upper Allen Township (17055). Many members of our congregation have been long-time members. An analysis of our new members demonstrate that fifty-five percent of our new members have come from these same 3 zip codes indicating that Trinity’s presence is strong in these areas. Appendix C includes further information on the future demographic trends of these zip codes, specifically 17011 and 17050. Demographic trends for these zip codes indicates zip code 17050 as having the largest annual growth in census over the next five years.

Attendance Trends

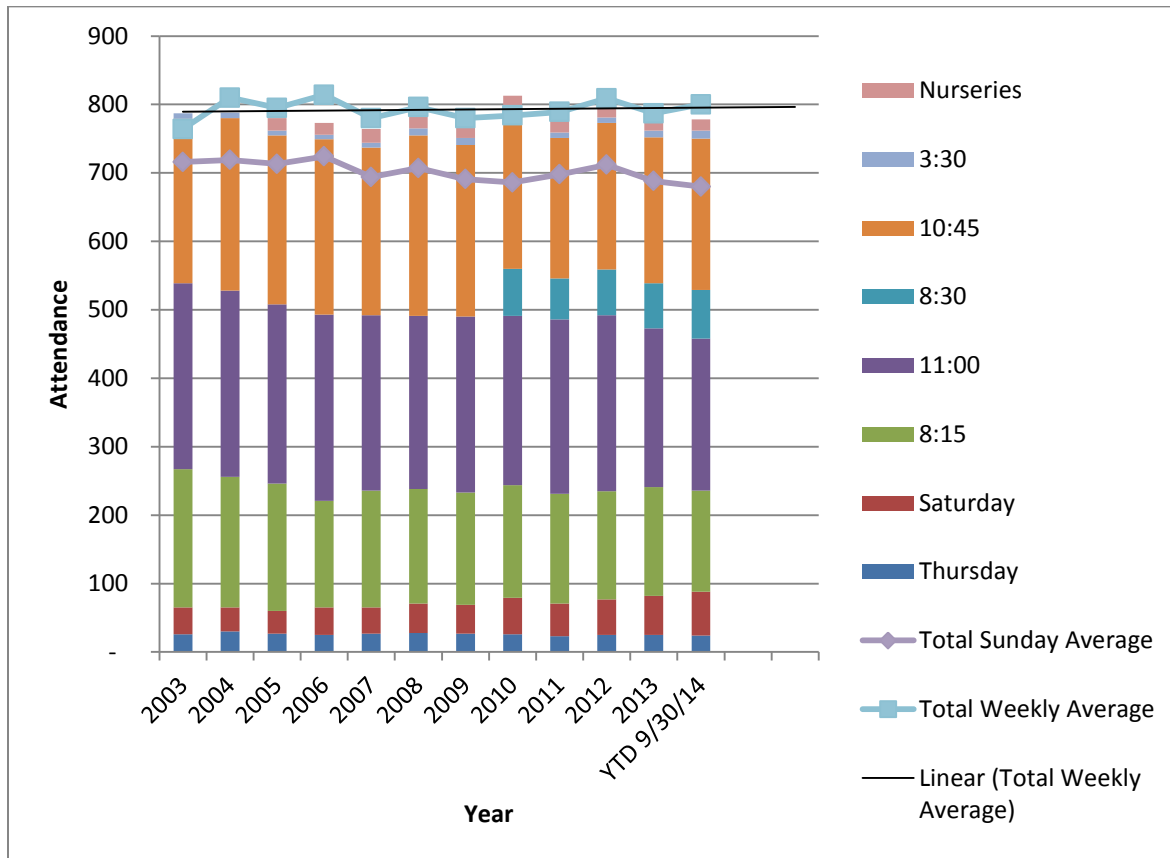
Over the past ten years, Trinity’s attendance for the week has averaged just below 800 attendees. The addition of worship services has served to support the attendance; however, it has not caused an overall increase. This seems to indicate that current members are “shifting” or floating between services or that we are losing active members at near the same rate we are getting new members.

Additionally, the current parking situation is believed to influence the attendance at different worship services. Parking often overflows to the side streets of Camp Hill up to three blocks away from Trinity depending on the activity. This is a perceived barrier to welcoming visitors and congregation members in that they may decide not to attend due to the inconvenience of parking.

The following graph presents the attendance trends over the past ten years.

¹ Under the age of 20 years.

² Ages 30-50 years.



Property

Our congregation and the general community enjoy a generally well-maintained property in Camp Hill Borough. Trinity provides space for use by many community-based support groups, preschool, and other outside events at little to no cost. Trinity also owns property in York County as a result of a benefactor.

Stewardship

Stewardship still remains a focus of our congregation in response to the grace we are granted. Trinity members have consistently responded to God's call with their time, talents and treasures. When appropriate over the years, the congregation has embraced capital campaigns and financing options to support the growth of our ministries. However, weekly congregational giving has been relatively "flat" over the past few years. Furthermore, Trinity has not adequately funded reserves (i.e., maintenance improvement reserve account or "MIRA") for significant capital improvements of time or developed a strong endowment funding plan. There is opportunity for Trinity to grow its endowment fund and other reserves to support the future mission.

Trinity's longevity can be attributed to the dedication and commitment of its congregation. The transitional time of a new lead pastor creates the opportunity for Trinity to continue the strength of its ministry while responding to God's vision for Trinity, both as a church and as individual members, that is reflected in our mission statement, "Disciples in the making, making disciples". The results of which will

be reflected by increased attendance, increased giving of financial support, time and talents, and growth of our ministries.

A large church like Trinity has appeal to today's culture because of its emphasis on relevance of the gospel, reputation for high quality in worship, education and parish life, and the broad range of choices in worship, learning, personal spiritual growth, and sense of community³. The size of Trinity also creates opportunities as we look to realign our resources to stay true to God's call to action, especially considering the influences of society, generational gaps, economy, etc. While staff manage the ministry efforts, the most important element for Trinity to embrace as we look to the future is that "...the ministry of the church still belongs to the members, who must actively participate in the ministry...The members in the large congregation are active leaders, discerners, governors, and ministry participants."⁴

³ Beaumont, Susan, *Inside the Large Congregation* (Virginia: The Alban Institute, 2011), 11.

⁴ Ibid, 173.

Mission, Vision, Values and Guiding Principles

Trinity defined its mission, vision, values and guiding principles in 2009. These were assumed to be relevant as we defined our strategic plan. Any questions or decisions will be discerned according to God's will and alignment with our mission and guiding principles.

Mission

Disciples in the making, making disciples

Vision

Called by the Holy Spirit to be Christ's Disciples, we seek to equip ourselves and others to live like Christ, and to be sent into the world proclaiming and living the Good News as daily witnesses of God's transforming love.

Values

Remaining true to our Reformation heritage, we value:

- Inspiring and dynamic worship centered in God's Word and Sacrament
- Forming loving, authentic relationships with God and others
- Living out our faith with gratitude and generosity for the sake of our neighbor and world

Guiding Principles

Remaining true to our Reformation heritage that forgiveness and salvation are gifts to us through God's grace alone, and all good works are our thankful response to that grace through the power of the Holy Spirit dwelling in us, we uphold the following as pathways to accomplish our mission:

- We will provide inspiring worship services, offering a variety of opportunities to experience God's grace through Word and Sacrament.
- We will develop loving relationships with our sisters and brothers in this church family, as well as within our own families, and will practice genuine hospitality to those who differ from us.
- We will create small groups where a sense of belonging in community is nurtured through fellowship, and where spiritual growth occurs through Bible study, faith conversation, and prayer.
- We will establish a gift-based ministry that helps individuals identify, develop, and share their spiritual gifts and talents.
- We will implement a need-oriented evangelism and social ministry that is both concerned with—and uses our resources to meet—the physical, emotional, and spiritual needs of our local and global neighbors.
- We will foster an atmosphere of passionate spirituality that encourages each of us to live out our faith with commitment, fire, and enthusiasm.
- We will utilize a leadership model that empowers, supports, motivates, and mentors individuals to be all God wants them to be.

- We will build effective structures, adapting to changing needs and new ideas as we continually discern God's will for us in this place.
- We will commit ourselves to practice stewardship of the earth, time, talent, and treasure.
- We will work for justice and peace in our community and in our world.

We have defined the following "strategic pillars" as important based on our mission, vision, values, guiding principles and the infrastructure necessary to serve our congregation and fulfill our mission.

- Discipleship - Provide the tools to our congregation to form loving and authentic relationships with God and others. Our first goal is explicit in our mission statement "Disciples in the making, making disciples". Trinity's vision statement further notes that we are called by the Holy Spirit to be Christ's Disciples sent to proclaim his Good News. We seek to equip ourselves and others with the tools to create and sustain loving relationships with and among God and each other. We recognize the tension for those young adults (age 45 years and younger) with children with regard to secularism and conflicting commitments.
- Worship – Provide inspiring and dynamic worship centered in God's Word and Sacrament. Recognized as one of our value statements, worship is a key element of our vision to equip ourselves and others to live like Christ and witness God's transforming love. We recognize that worship takes many forms including personal opportunities, music, spoken word, small group transformations, etc. Therefore, we strive to offer multiple opportunities for worship to appeal to the diversity of our congregation and others that may be called to worship with us.
- Outreach – Demonstrate our gratitude and generosity for the sake of our neighbor and world. As our third value statement, we seek to serve our neighbors and others in the world by living out our faith. This outreach requires us to have confidence in our relationship with God and others.
- Parish Life – Provide the platform for our congregation to receive support, sustenance, fellowship, and guidance as each member faces his/her own joys and tribulations.
- Organizational Resources – Establish the infrastructure or organizational-wide needs that are critical to the day-to-day operations of Trinity. As Trinity seeks to provide transformation to its congregation and those outside of Trinity by way of discipleship or outreach, so must our organizational needs change to accommodate that transformation. This infrastructure includes a number of elements that underlie each of our strategic pillars.
- Communication - A dynamic communications strategy will support the efforts of each strategic pillar.

These strategic pillars are the basis for our strategic plan. The first step of the strategic planning process is outlining our goals and establishing the strategies (i.e., approach) for accomplishing those goals.

Goals and Strategies

Through the strategic planning process (described in Appendix B), we considered Trinity's strengths, opportunities, aspirations, and expected results. We also had input from the congregation via a congregational survey and focus groups. As noted there were a number of assumptions made with regard to our strategic direction. Those assumptions and the resultant list of tensions are also included in the appendix.

We have identified the following goals based on the strategic pillars and with discernment of God's will:

1. Grow the number of active and engaged members in our congregation to a target average weekly worship attendance of 900 people over the next five years. An increase in our membership will be measured by overall attendance, financial support and increased giving of time and talents. We will accomplish this growth through these primary strategies:
 - a. Commitment to equipping small group ministries to strengthen the relationships with God and one another.
 - b. Evaluation of time and structure of existing and/or new worship services.
 - c. Focused effort on engaging young members and families with young children.
 - d. Defined process to reach inactive or disengaging members.
 - e. Expand our ministry to specifically target Hampden/Silver Spring Township (i.e., Carlisle Pike corridor; zip code 17050).
2. Engage members to become more active and connected. The basis for engagement is to develop and/or strengthen relationships through fellowship/socialization opportunities, intergenerational programming, programs, worship, etc. We will measure by increases in attendance, giving, small group participation, and service.
3. Grow small group ministries for prayer, learning and/or service opportunities by a net increase of 3 groups per year. Small groups (7-12 people), both short-term and longer term, provide the mechanism for personal and small group transformation. Our success with small group ministries will be measured by the number of persons engaged in small groups and the number of active small groups.
4. Establish a communication plan, both internally and externally, and assign resources to ensure information is disseminated consistently and appropriately.
5. Align staff resources to accomplish our vision of ministry and prepare for future growth.
6. Establish a financial strategy to provide for stable funding of the programs and services Trinity strives to offer in perpetuity. These resources will include, but not be limited to, annual giving, bank financing, capital campaign, endowment, planned giving, and a focused effort on stewardship. We will define financial targets on which our financial strategy will be measured, including level of cash reserves, debt service coverage, and other financial ratios.

7. Develop a master property and facilities plan that aligns our buildings and resources to the practical needs of our mission and vision. We will repurpose our buildings and property to best use our resources. Progress on a master plan will demonstrate our success with this initiative.
8. Establish a process for ongoing evaluation of our programming and ministries to ensure faithfulness to God's vision and alignment with our strategic plan.

Appendices

- A – Action Plan (Objectives, Responsibilities, and Time Lines)
- B – Description of Strategic Planning Process Used
- C – Strategic Analysis Data (External Analysis, Internal Analysis, and List of Issues)
 - C.1 – Congregational Survey
 - C.2 – Focus Group Results
- D – Goals for Board Committees and Lead Pastor - **Pending**
- E – Organizational Staffing Plans
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- G – Current Financial Reports – 2014 Financial Statements
- H – Monitoring and Evaluation of Plan (Criteria, Responsibilities and Findings) - **Pending**
- I – Communication Plan - **Pending**

Goal	Strategy	Action Steps	Strategic Pillar	Responsibility	Timeline	Measurement/ Outcome
Strengthening Relationships						
1.Strengthening relationships – small group ministry	Create and sustain small group ministries	<ol style="list-style-type: none"> 1. Outline current active small groups 2. Identify potential synergies that could create the basis for small groups (e.g., children choir's parents, preschool parents, Sunday school) 3. Formulate plan for identifying, motivating, and training leaders of small groups 4. Identify resources (e.g., materials, locations, times) 5. Outline definition of "active small group" 	<ul style="list-style-type: none"> • Worship • Discipleship • Outreach • Parish Life 	Ministry Director for Discipleship – Nancy Easton; Education Committee	2015 - 2017	Number of active small groups – Target a net of 3 new active small groups for 2015.
2.Strengthening relationships - fellowship	Increase opportunities for fellowship, socialization, and programs	<ol style="list-style-type: none"> 1. Test the congregation's interest in a unified activity/service (one time per year) to support our desire for socialization (e.g., picnic) 2. Develop alternatives for fellowship/socialization 	<ul style="list-style-type: none"> • Parish Life • Discipleship • Worship 	Ministry Director for Parish Life – John Brock; Fellowship Committee	2015 - 2017	Number of fellowship opportunities per year; Attendance at events
3.Strengthening relationships – inactive members	Define a clear process to reach inactive or disengaging members	<ol style="list-style-type: none"> 1. Define an "active" member (different from "voting" member) 2. Identify primary reasons for members to start disengaging from worship and activities at Trinity 3. Develop a plan to address those reasons that can be accommodated 4. Establish a process with timeline in which contact is made with members (Note: initially forward-looking) 	<ul style="list-style-type: none"> • Discipleship • Parish Life 	Ministry Director for Parish Life – John Brock; Special ministry team (to be determined)	2015	Defined and accepted plan of action.

Goal	Strategy	Action Steps	Strategic Pillar	Responsibility	Timeline	Measurement/ Outcome
Making Connections						
4. Making Connections - Communication						
4.1	Identify resources to effect communication plan	<ol style="list-style-type: none"> 1. Identify the necessary skills and responsibilities for a communications director 2. Establish funding for position (assuming new position) 	<ul style="list-style-type: none"> • Org 	Lead Pastor – Jack Horner	2015	Hired communications director
4.2	Create a defined communication plan that meets the expectations for internal and external stakeholders	<ol style="list-style-type: none"> 1. Identify internal needs, expectations, and desires for communication with and among staff and congregation 2. Identify external needs, expectations, and desires for communication with and among stakeholders 3. Define use of technology in communication methods (e.g., webcasting, social media) 4. Outline a formal communication 	<ul style="list-style-type: none"> • Outreach • Org 	Ministry Director for Communications; Publicity & Communications	2015 - 2017	Defined communication plan
5. Making Connections - Outreach to Carlisle Pike corridor	Expand our ministry to Hampden/Silver Spring Township	<ol style="list-style-type: none"> 1. Develop a plan for outreach to the Carlisle Pike corridor including, but not limited to small group ministry, targeted mailings, etc. 	<ul style="list-style-type: none"> • Discipleship • Worship • Outreach • Org 	Ministry Director for Outreach (new position); Evangelism Committee; Education Committee	2016	Attendance trends by service and in total; Increased levels of giving units and giving per unit

Goal	Strategy	Action Steps	Strategic Pillar	Responsibility	Timeline	Measurement/ Outcome
6. Making Connections - Evaluate worship opportunities	Evaluation of existing/new services to target additional members (i.e., increase overall attendance)	<ol style="list-style-type: none"> 1. Inquire of congregation regarding preferences for worship times and styles 2. Define and test times for additional service(s) (e.g., 9:30am or later, Sunday evening service) to accommodate growth or overcome parking challenges 3. Develop focused intent of service to attract a minimum of 100 worshippers (e.g., alternate worship, blended) 4. Identify and develop a plan for meeting the worship needs for young members and families with young children. 	<ul style="list-style-type: none"> • Discipleship • Worship • Org 	Lead Pastor – Jack Horner; Ministry Director of Music – Tim Koch; Worship Committee	2016	Increased attendance trends by service and in total: 2016 – net increase of 10 new worshippers; 2017 – net increase of 25 new worshippers. Increased levels of giving units and giving per unit.
Building Foundations						
7. Building Foundations - Organizational Structure	Develop, train or hire staff to accommodate the organizational structure to accomplish strategic initiatives	<ol style="list-style-type: none"> 1. Perform GAP analysis on current to expected staff capabilities 2. Identify staff resource needs, including training, education, new positions 3. Establish business case for open positions including funding options 	<ul style="list-style-type: none"> • Org 	Lead Pastor – Jack Horner; A&P	2015 - 2017	Meet metrics of a “strategic church”

Goal	Strategy	Action Steps	Strategic Pillar	Responsibility	Timeline	Measurement/ Outcome
8. Building Foundations - Financial Resources	Develop a financial resource plan	<ol style="list-style-type: none"> 1. Define "financial stability" (i.e., targeted reserves) 2. Define and effect a plan for growing membership giving, both number of members and average amount per member 3. Define a plan for growing endowments to support our mission in perpetuity 4. Pursue financing strategy to support capital needs defined in Property strategy 5. Pursue capital campaign to support capital needs defined in Property strategy 	<ul style="list-style-type: none"> • Org • Outreach 	<ol style="list-style-type: none"> 1. Finance Committee; ED for Finance and Property - Paul Hensel 2. Stewardship Team; Lead Pastor – Jack Horner 3. Endowment Subcom; Paul Hensel 4. Finance Committee; Paul Hensel 5. Lead Pastor with task force to be defined 	<ol style="list-style-type: none"> 1. 2015 2. 2015-2017 3. 2015 4. Pending Property Strategy 5. 2015 tied to Property Strategy 	<ol style="list-style-type: none"> 1. Defined targets for financial resource plan. 2. Attendance trends by service and in total; Increased levels of giving units and giving per unit. 3. Growth in endowments 4. Completed financing strategy 5. Completed capital campaign

Goal	Strategy	Action Steps	Strategic Pillar	Responsibility	Timeline	Measurement/ Outcome
9. Building Foundations - Property	Repurpose all property and facilities to maximize the use in executing our growth strategy	<ol style="list-style-type: none"> Engage architect to evaluate cost effective options to master plan site to accommodate strategic direction <ol style="list-style-type: none"> Expand gathering space and repurpose library and narthex Educational wing Nave House – 1959 Market Prioritize elements of master plan based on cost/benefit Identify and execute a plan to address parking constraints <ol style="list-style-type: none"> Redesign current location Explore plan for satellite parking Develop three year capital budget plan Contact realtor re: York property to establish sales price and listing Work with Finance Committee to establish financial resources (e.g., financing, capital plan) 	<ul style="list-style-type: none"> Org Discipleship Worship Parish Life 	Lead Pastor – Jack Horner; Ministry Director for Finance and Property – Paul Hensel; Property Committee; Finance Committee	<ol style="list-style-type: none"> 2015 2015 2015 2015 2015 2015 - 2017 	<ol style="list-style-type: none"> Completed and approved master plan Completed and approved master plan Defined plan Completed capital budget plan Resolution on sale of property Financial Resourcing plan
10. Building Foundations - Relevancy of programming and ministries	Periodic evaluation of our programming and ministries	<ol style="list-style-type: none"> Define a plan in which our programs and ministries will be evaluated on a routine basis to ensure faithfulness to God's vision 	<ul style="list-style-type: none"> Worship Parish Life Org 	Council President; Lead Pastor – Jack Horner; Communications Director (evaluations)	Annually	Examples: Number of volunteers and hours; Outreach programs; Number of youth participants; Attendance

The Strategic Planning Committee (SPC) was reconvened in March, 2014 with renewed focus leveraging guidance from council and staff, prayer, and themes presented in the book “Inside the Large Congregation” by Susan Beaumont. The committee, Congregation Council, staff, and church committee chairs responded to a survey that identified Trinity’s strengths, opportunities, aspirations, and results (“SOAR”). This served as the basis for a brain-storming session in May 2014 to identify those areas that were relevant to the growth of Trinity in ministry, mission and membership growth.

There were a number of assumptions that were outlined at the start of the process that included:

- Trinity’s mission, vision and values are reflective of our direction as a congregation.
- Change will be one constant – Recognizing there will be change, the congregation must be willing to identify that which we will not change. Trinity’s ability to accept and respond to change will also be impacted by the on-going changes in our culture and society.
- Growth – The congregation accepts growth as important to sustain and further our ministry.
- Trinity [Camp Hill] will remain the physical center of our ministry and outreach. However, it was noted that we must reach people [at locations] where they are. This is important as we evaluate the options for growth over time. In the interim, we must recognize the ministerial needs of that group.
- Building a parking garage is cost prohibitive (estimate \$2.5-\$3 million); therefore, is not a viable solution to address the parking issue.
- Technology – Trinity must stay current with communication methods via technology.
- Communication – there will be improved communication efforts to overcome inconsistencies in messaging and to clarify perceptions.
- Secularism and conflicting commitments (e.g., the reality of family’s time/focus) are assumed to be prevalent in today’s society as we continue to build Trinity’s ministries.

Using the results of the brain-storming session and with Council’s affirmation, the Strategic Planning Committee fine-tuned the results of that session to determine preliminary direction and strategies. These initiatives aligned with our strategic pillars: worship, outreach, parish life, discipleship, and organizational development. Because of the importance of communication at all levels, the Strategic Planning Committee separately called out communication as an initiative.

The Strategic Planning Committee used a survey of the congregation to provide feedback and to help prioritize initiatives. Additional testing of specific items was conducted using focus groups for support and feedback on the direction of the strategic plan. The following outlines the process and timeline for each.

Congregational Survey

The congregation’s participation in the survey addresses multiple topics related to our strategic direction and how Trinity’s ministries can better serve our congregation. Those members of the congregation for whom we have emails were invited to participate in an on-line survey via Survey Monkey. On-line participation was encouraged so as to more efficiently tabulate the results. However,

hard copies of the surveys were made available at the church and Sunday services for those that did not have access to the on-line survey. The hard copy surveys were inputted into the survey tool by volunteers to allow for simplified and consistent reporting of results.

Members were advised as to the survey via Trinity Minute and announcements at services prior to and during the survey window beginning September 7, 2014. The survey window was from September 18, 2014 to October 9, 2014.

The results of the survey were used to affirm the initial direction established by the committee leaders, staff and council. Timing of the survey allowed for further clarity during focus group questions. While hoping for active participation, a response rate of 15% - 30% of average worship attendance (approximately 125 to 250 responses) was considered to be representative of our congregation. We were successful in getting 163 responses (20% of average worship attendance of 800 members). The survey responses are included in summary in Appendix C.1.

Focus Groups

Focus groups were held to test specific data learned through conversations and the survey process. The focus groups were used to:

- Gain clarity on certain information regarding their feelings and concerns about the church and how our ministries can better serve them.
- Solicit comments on the draft plan by including groups in the process of its development.
- Obtain insight and different perspectives on ways to improve our ministries and be responsible stewards for our future.

The focus groups were held at Trinity on a Sunday morning on October 19th and 26th. Estimated length of time was 1 hour. There was one leader assigned to each focus group. In addition, 1-2 SPC members were to observe and scribe each session. (All focus group leaders met at least once in advance of the first session to establish guidelines and consistencies).

The following summarizes the focus group, purpose, target participation and logistics.

Focus Group	Purpose	Target Number	Facilitator	Date
1. Age 45 years and under with small children	To understand how Trinity can engage them in worship and church-life to provide the base for a deep connection to God.	8 -12 participants	Shannon Costill	10/19/14
2. Age 45 years and over	To understand how Trinity can engage them in worship and church-life to provide the base for a deep connection to God.	8-12 adults	Jennifer Schwalm	10/26/14
3. New members (joined within past 12 months)	To understand what attracted them to Trinity. Get feedback on strategic initiatives.	8 - 12 adults	Frank Bertovich	10/26/14
4. General invited by strategic pillar (cross representation of demographics and length of membership)	To affirm strategic initiatives and gain clarity of specific topics.	12-15 adults (5 sessions)	<ul style="list-style-type: none"> • Worship – Bob Frymoyer • Outreach – Maggie Ackerman • Organizational Development – Jayne Coover • Parish Life – Barbara Kreibel • Discipleship – Dave Reeser 	10/19/14 10/19/14 10/26/14 10/26/14 10/19/14

Focus groups were randomly selected from attendance records for the respective demographic. Selection continued until the targeted numbers of participants were included. Participants were invited by letter and/or phone call to RSVP for assignment to the actual focus group.

A summary of the key themes from the focus groups is included in Appendix C.2.

The SPC is interested in pursuing a focus group targeted to inactive members (i.e., disengaging members that haven't participated within past 12 months or only participated a minimum of two times per year) to understand what caused the member to disengage. Specifically, "what could Trinity have done differently?" Do to timing and resources, the SPC decided to hold on this focus group until further planning can be resolved. This is further noted in the Action Plan in Appendix A.

Committee Involvement

It was important for the respective committees to be engaged in this process. Therefore, we shared survey results and information gathered to date with the respective committees for reflection and recommendations. Due to schedules of committee meetings, this required the SPC members to meet with committee chair to facilitate the discussion.

SPC presented preliminary findings of strategic plan (excluding focus group results) for discussion and first consideration at Council's October meeting. The final draft of the strategic plan will be available for council at its November meeting. Council will have the opportunity for review, consideration, and discussion in preparation of final action at the December meeting.

SPC will continue to include appropriate articles in Facebook, Trinity Parish and Trinity Minute to educate the congregation on the strategic planning process, to apprise them of our progress, and to thank everyone for their participation.

Trinity Evangelical Lutheran Church's Strategic Plan

Appendix C Data

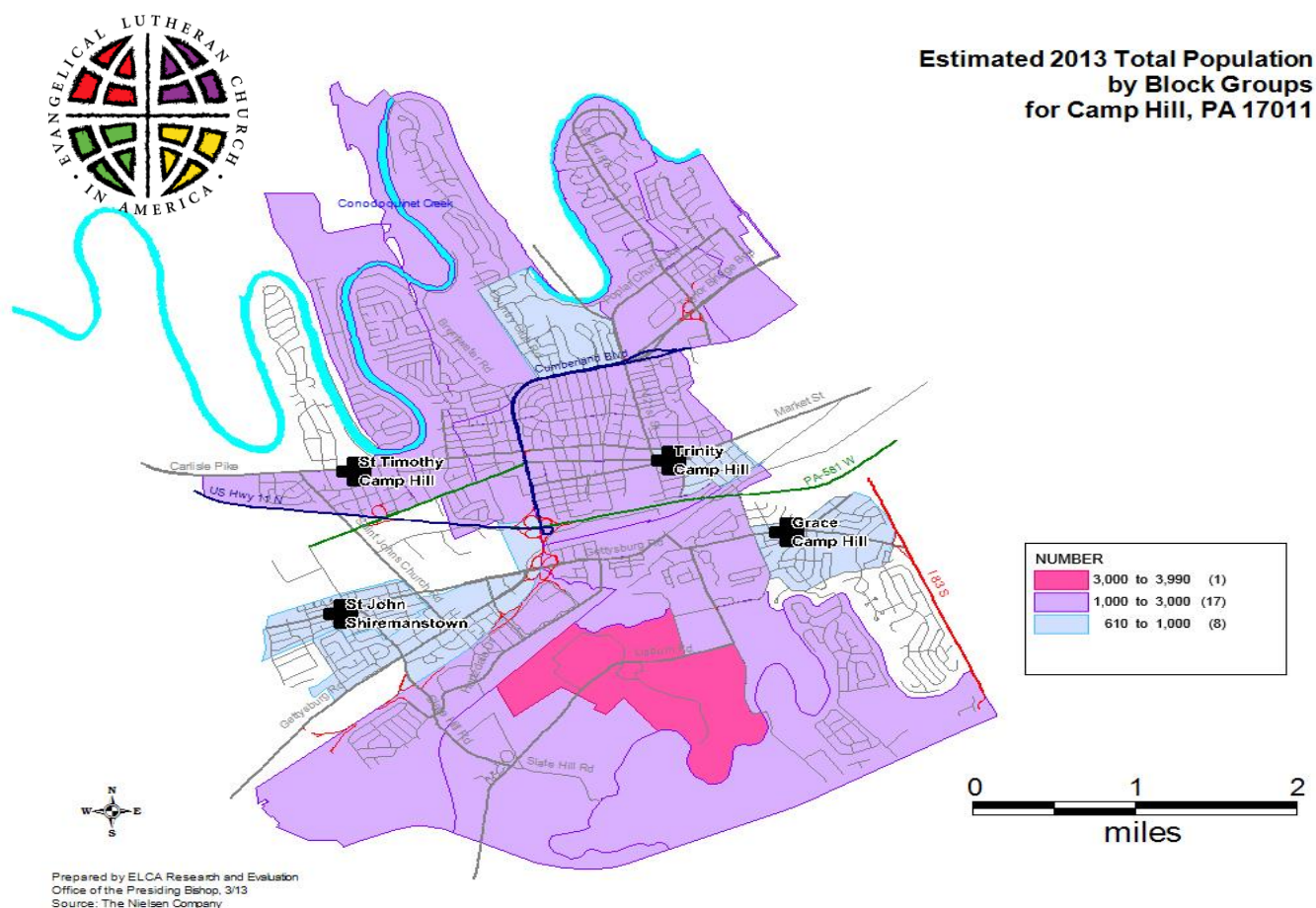
The following summarizes the various internal and external analyses and data that supported the strategic initiatives.

Demographic Trends

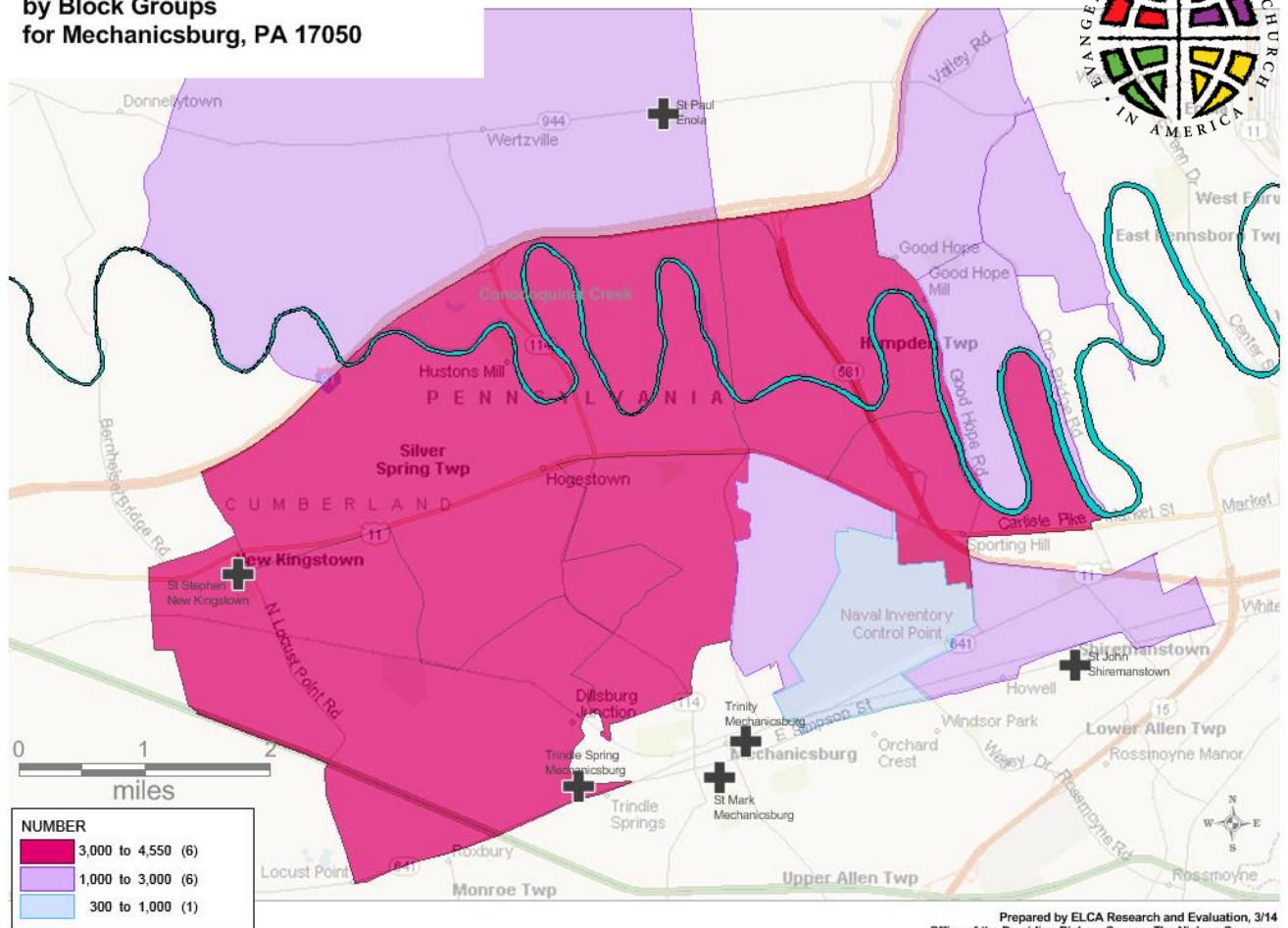
Trinity's members are primarily living in Camp Hill and Mechanicsburg (zip codes 17050 and 17055). The following presents the population changes for zip codes 17011 and 17050. For purposes of this planning effort, our focus is on the 17050 zip code. As noted by the demographics and location of other ELCA churches, this area has significant growth and is the opportunity for a Trinity presence.

	17011	17050	USA
2010 Census	34,230	33,647	308,745,538
2019 Projection	34,977	37,720	328,309,464
Annual Growth %	1.1%	6.0%	3.5%

The following diagrams present the population for these areas as estimated from the 2010 Census.

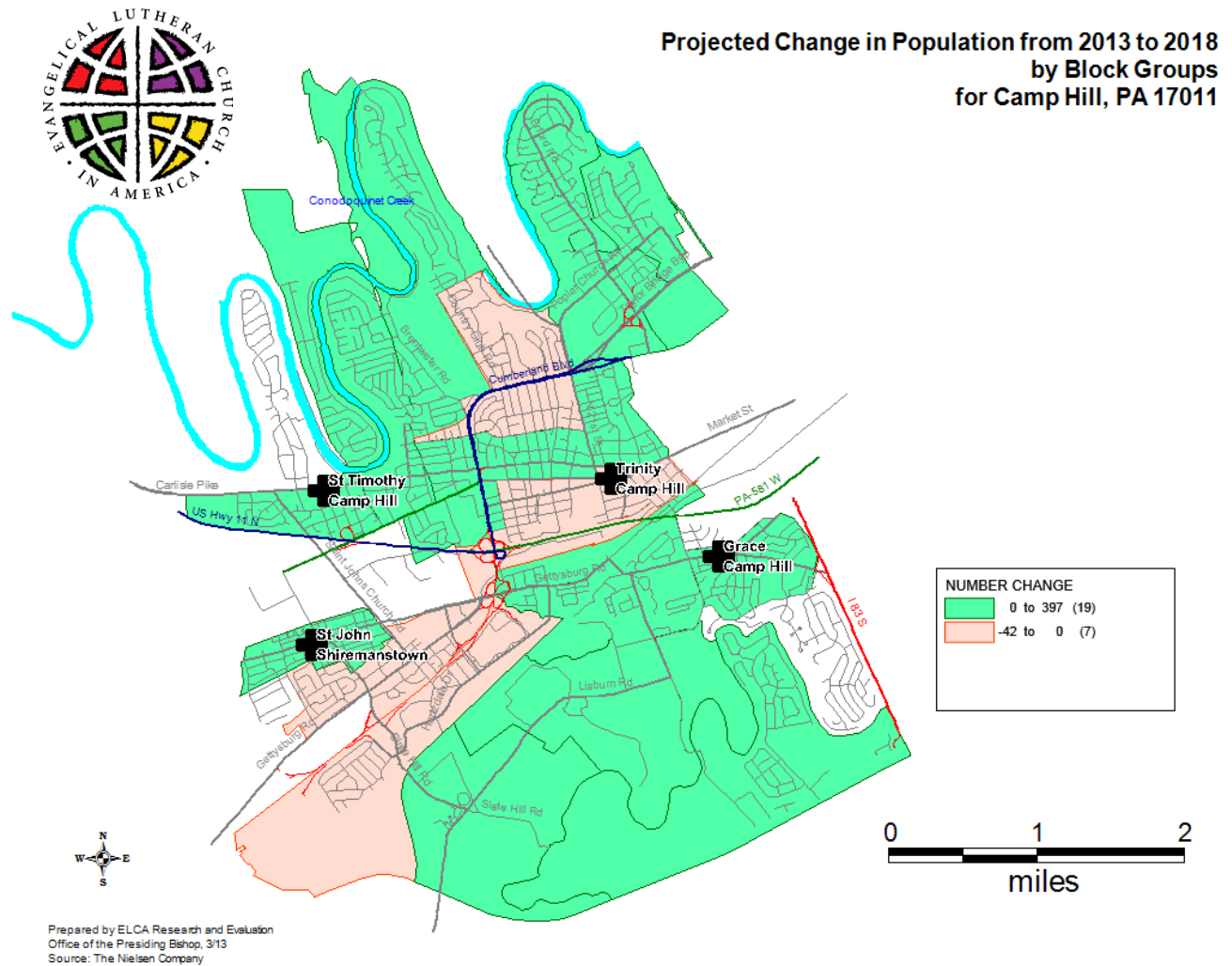


**Estimated 2014 Total Population
by Block Groups
for Mechanicsburg, PA 17050**



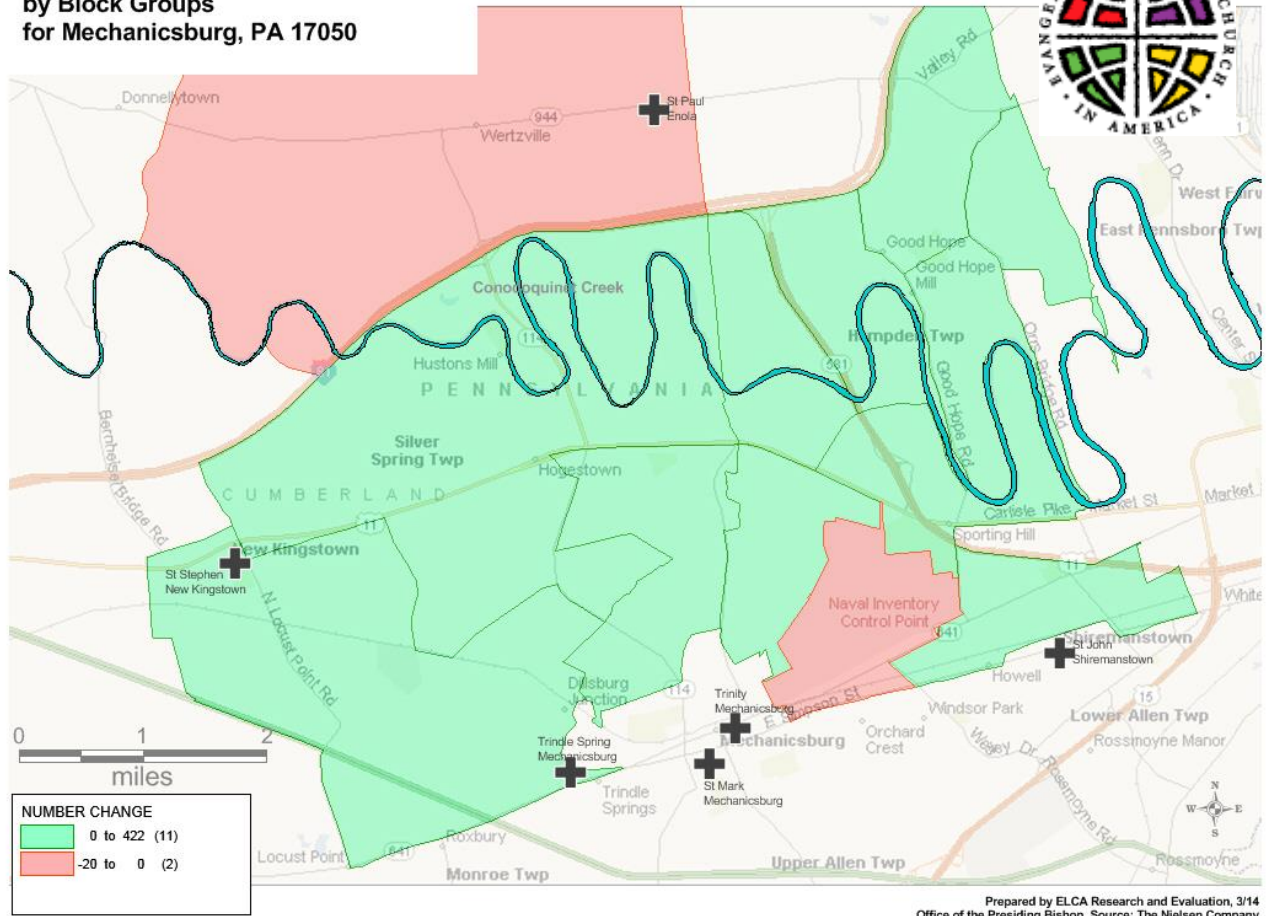
There appears to be a large population area along the Carlisle Pike area heading west from Camp Hill in to Mechanicsburg.

Further evaluation of the projected population growth indicates a generally stable population in the 17011 zip code from 2013 to 2018.



Limited growth is projected in the 17050 zip code.

**Projected Change in Population from 2014 to 2019
by Block Groups
for Mechanicsburg, PA 17050**



Internal Assessment

The assessment of strengths, opportunities, aspirations, and results (SOAR) for Trinity presented the following trends. This exercise (similar to a SWOT analysis) was completed by staff, council, and committee members in April – May 2014.

Strengths:

- Worship opportunities
- Variety of worship opportunities
- Pastoral team/staff
- Physical plant
- Music ministry
- Outreach programs
- Ministry teams/discipleship

Opportunities:

- Creating meaningful worship
- Learning opportunities
- Growth and connection for congregation members
- Parking
- Communication
- Accommodate families and children
- Uncertainty regarding what the stakeholders (i.e., congregation) wants

Aspirations – What do we care deeply about?

- Community/relationships
- Worship
- Music/arts
- Education – preaching/teaching

Results – How will we measure progress?

- Attendance
- Financial support
- Number of programs

What 2-3 things from the SOAR feel URGENT for Trinity?

- Communication
- Sacrifice- stewardship
- Parking constraints
- Financial stability

What assumptions must we make related to realities (e.g., life and work of the church in our local geographic area and nationally; the economy; social and relational realities; technology; other)?

- Conflicting commitments
- Financial reality for Trinity and for congregation members
- Capital costs/needs on an on-going basis
- Must go “outside” tradition to attract members
- Technological advancement

Congregational Survey

The results of the congregational survey are included as Appendix C.1. There were 163 responses. The demographics of the respondents were consistent with our attendance and age demographics. The notable points from the congregation survey are as follows:

- The congregation is interested in attending worship services and getting help with praying or meditating alone. There was also interest in study of the bible or religious topics in church and participation in small groups.
- Small group topics included bible application, prayer and social issues.
- Holy Communion, the sermon, and hymns/music were the more important elements for meaningful worship. Sharing of mission moments and personal testimony, and the use of multimedia were less important.
- There is a preference for worship services starting at 10:30 am, 11:00 am, and 10:00 am.

- Families with young children felt the following were important in their family life: worship, family-focused activities, church-organized fellowship, and Sunday school.
- Most respondents attend worship once a week, but over half would be willing to commit 1-4 hours per month to ministry at/or sponsored by Trinity.
- Preferred communication is the weekly announcements, email blast, and monthly newsletter. However, previously completed communication surveys indicate those that routinely use email do not need to receive the monthly newsletter.
- Regarding Trinity's finances, the respondents do not feel informed on the amount and purpose of the endowment fund, the financial obligations necessary to support our ministries, and the financial results on a monthly basis.
- Growth will be most effective through small group ministry.
- The top initiatives included encourage a stronger commitment to Jesus Christ, encourage greater lay ministry, development of small groups, and expanded bible study.

Focus Group Results

The summary of the focus groups are included as Appendix C.2. The notable points of the focus groups supported the strategic initiatives outlined in Appendix A. There was a common theme of developing a small group ministry to help connect and engage members and strengthen relationships. This ministry can support the interest in further education/learning in bible application and prayer, while also creating the structure to address relationship topics, women's issues, parenting topics, etc.

Other Considerations

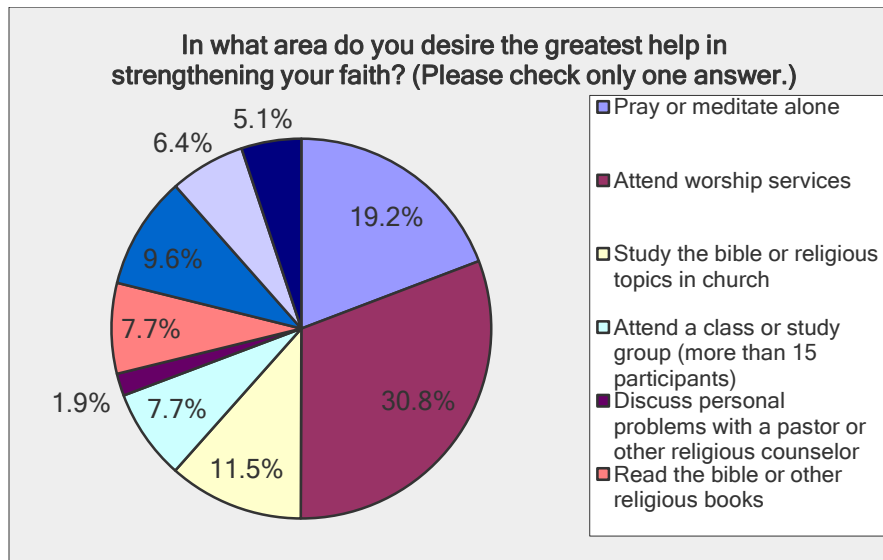
During the strategic planning process there were a number of ideas, suggestions or points brought forth that may not align with our key initiatives, but warrant further review and consideration as part of our ministry. These items will be shared with the respective committees for further action. Those items are as follows:

- Location for the handicap in Nave (i.e., front pew) is not welcoming or conducive to worship.

The congregational survey provided opportunity for Trinity members to actively voice their thoughts and participate in the strategic planning process. There were 163 responses to the survey from a combination of on-line and manual submissions. This represents approximately 20% of our average weekly attendance of 800 members and therefore is considered to be representative of the larger congregation. The following presents a summary of the responses.

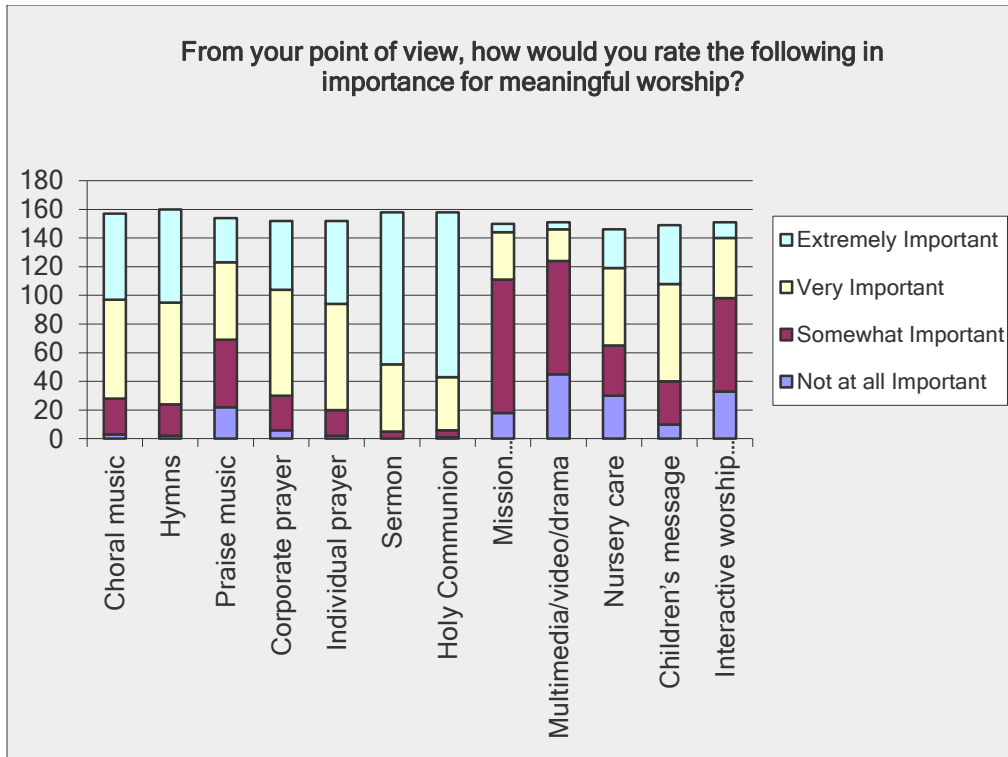
Question 1

Attendance at worship services, assistance in individual prayer or meditation, and studies of the bible or religious topics in the church were the primary ways our respondents would appreciate help in strengthening one's faith.



Question 2

As noted in the following graph, the sermon, Holy Communion, music ministry and individual prayer were important for meaningful worship. In addition, there was a relatively high response to the nursery care, while the respondents did not seem to have a strong interest in media, both of which are heavily influenced by the demographics of the respondents.



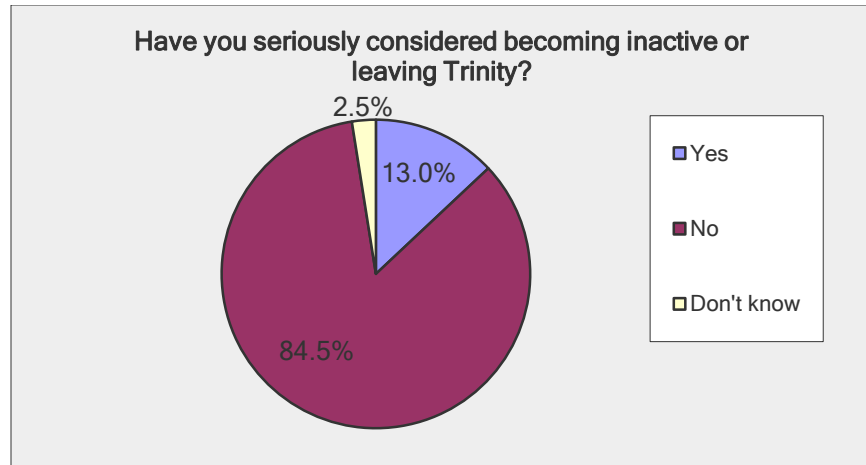
Question 3

Most of the respondents worship at least once per week.

How many times have you attended a worship service in the past six months—would you say once a week, two or three times a month, or once a month or less?		
Answer Options	Response Percent	Response Count
Once a week	77.8%	126
Two or three times a month	17.9%	29
Once a month or less	2.5%	4
Don't know	1.9%	3
answered question		162
skipped question		1

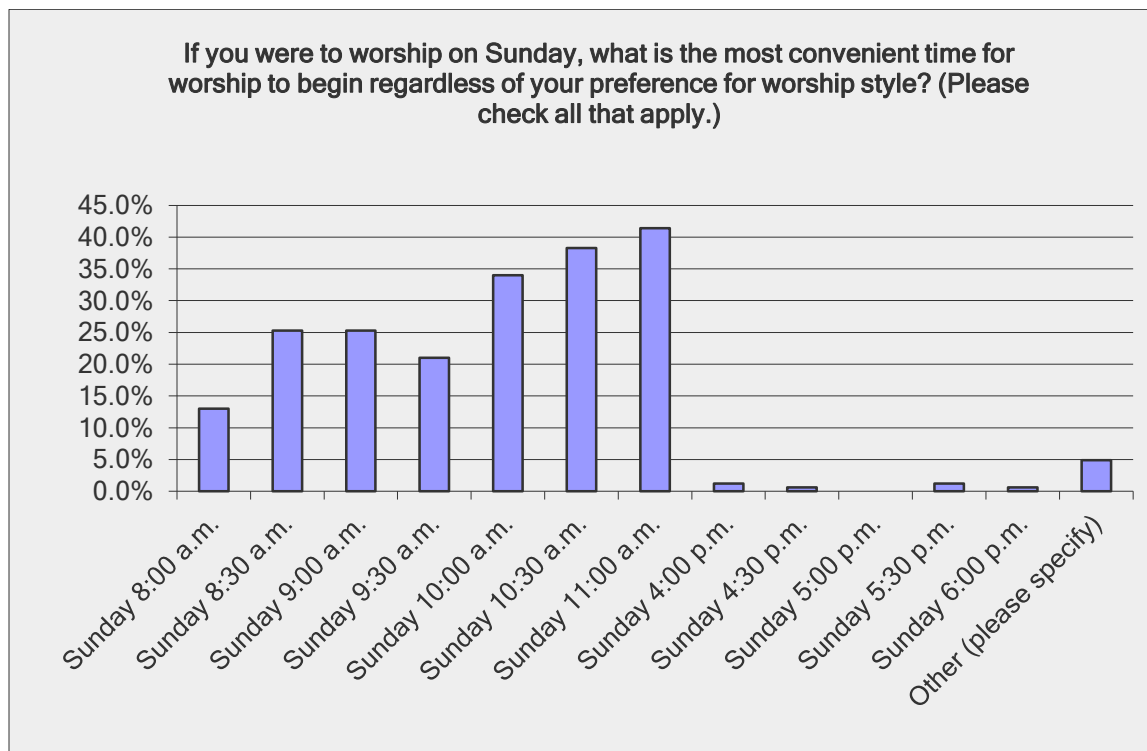
Question 4

While the survey was not intended to explore reasons for members looking to leave Trinity, we were interested in generally understanding the number that have considered leaving Trinity or becoming inactive. As noted by the respondents a significant portion did not consider leaving Trinity or becoming inactive. Each member of our congregation is important to God and to us at Trinity. As a result, one of the initiatives to be explored will be refinement of our process for identifying those that are in the process of disengaging from our congregation.



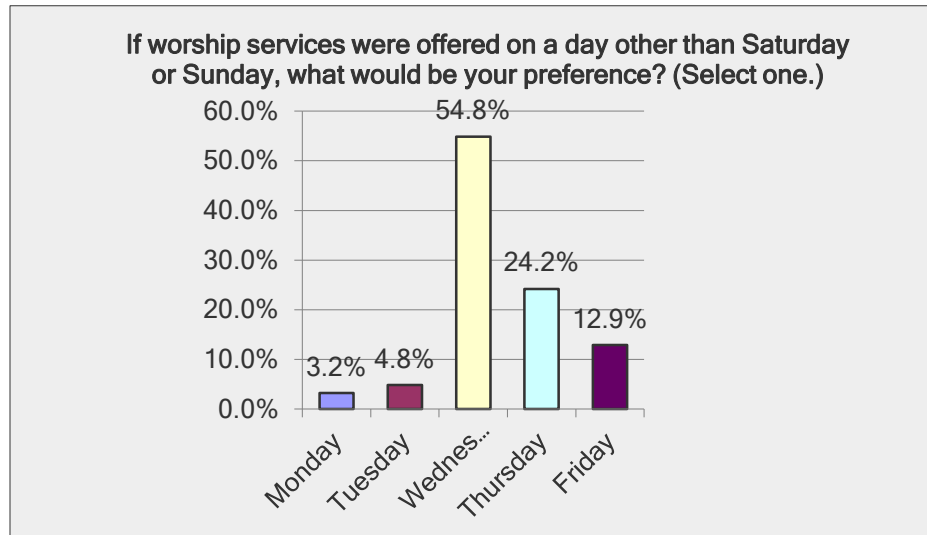
Question 5

This premise of this question is to gather preliminary information for meeting preferences of our congregation and potential new members. The results imply an interest in a service at the 9:00 – 10:00 Sunday morning time slot, and in a time in which we currently do not have a service.



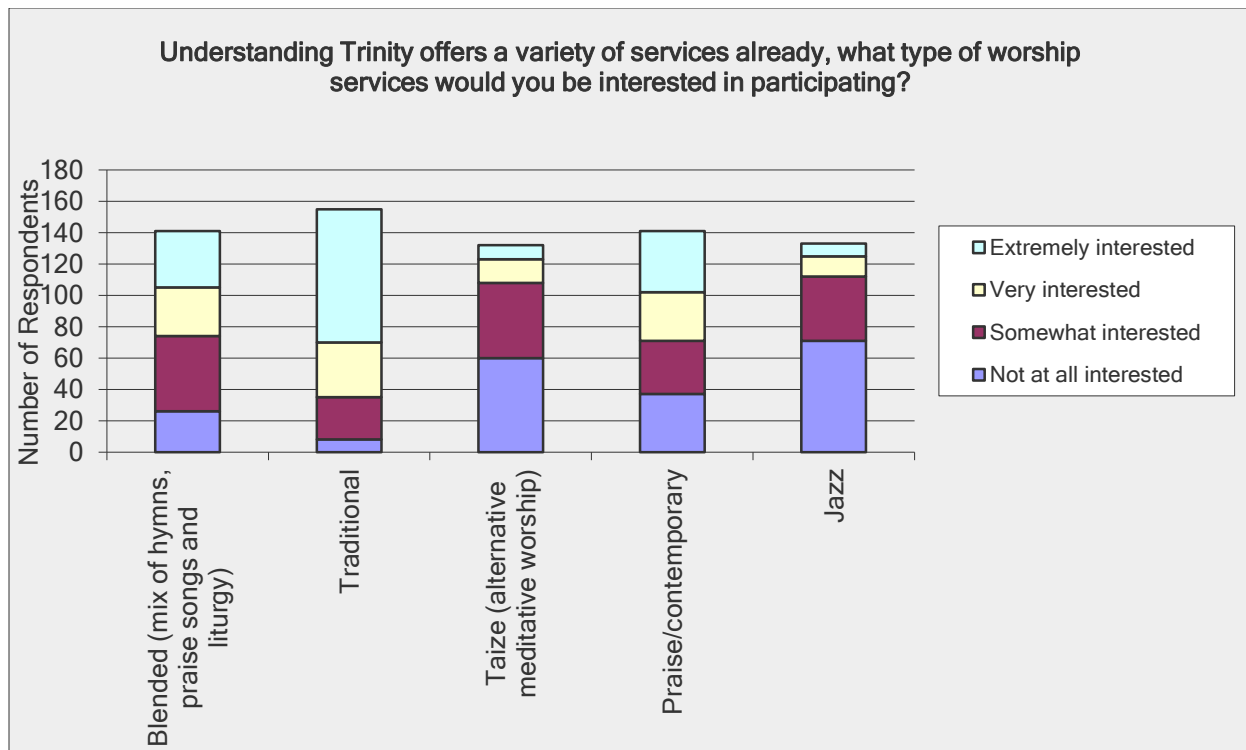
Question 6

Wednesday was the preferred day for worship services other than a Saturday or Sunday.



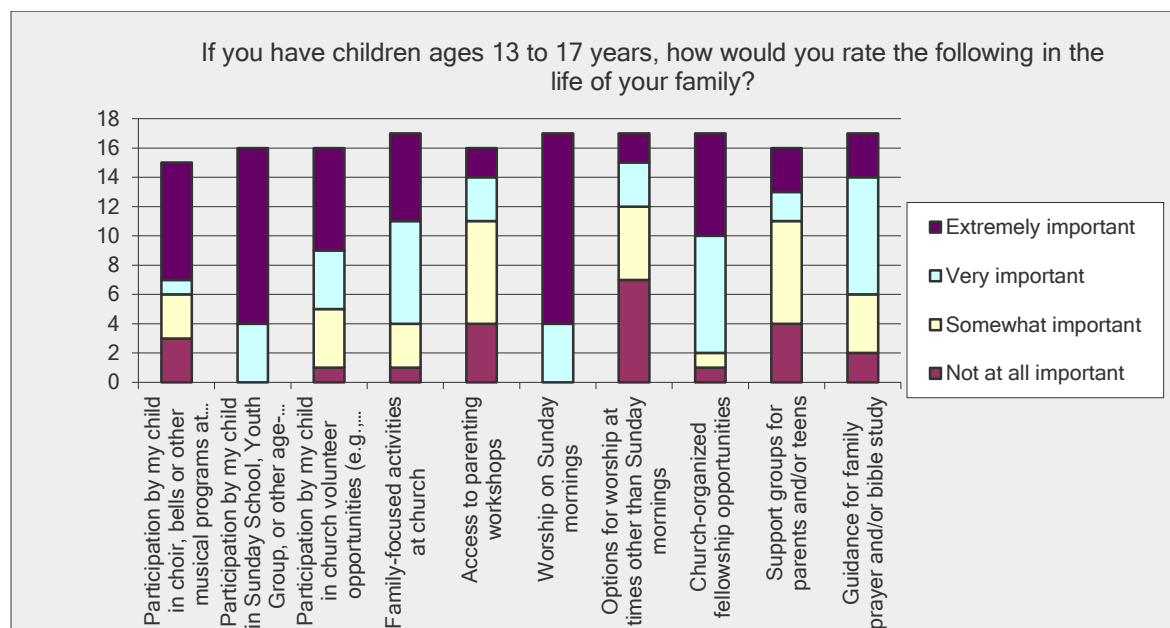
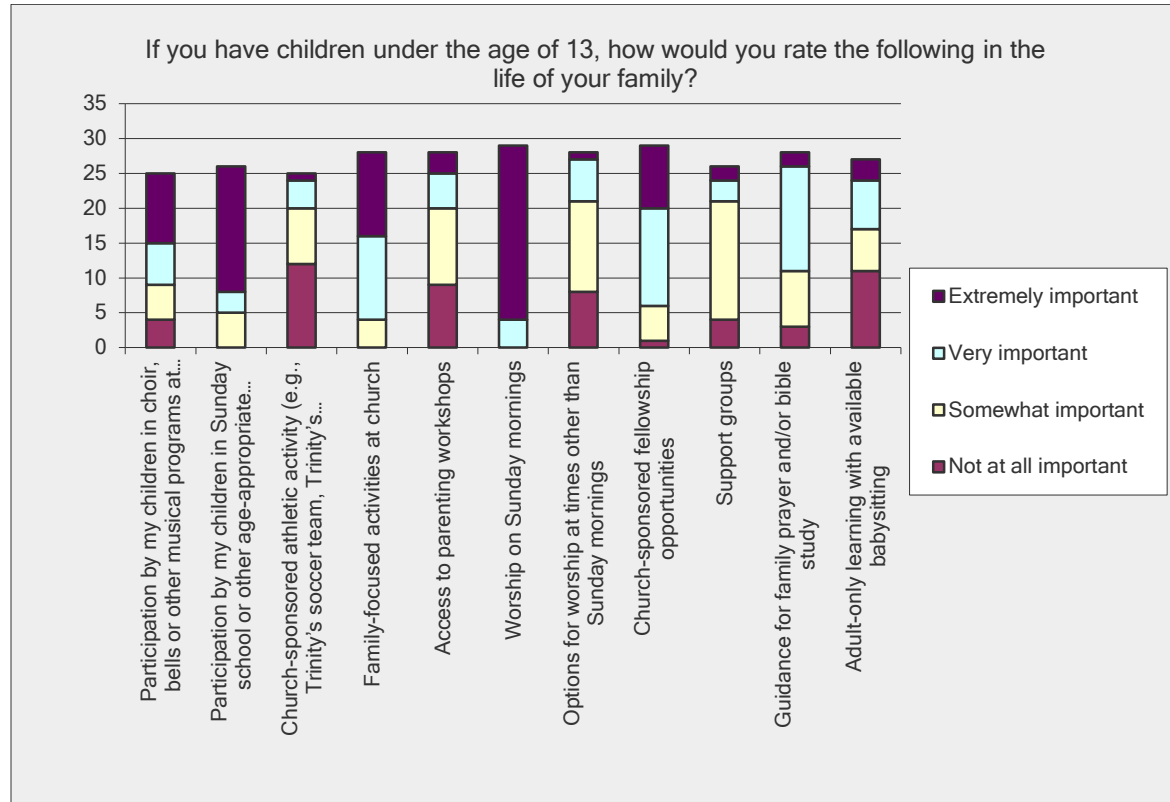
Question 7

The traditional and contemporary/praise worship services are most preferred by the respondents.



Questions 8 & 9

The following questions 8 and 9 were targeted for those families with children. While those with children under the age of 13 years have different needs compared to those with teenagers, there were some common themes. The top areas of importance for both age groups were worship, family-focused activities, church organized fellowship opportunities, and Sunday school.



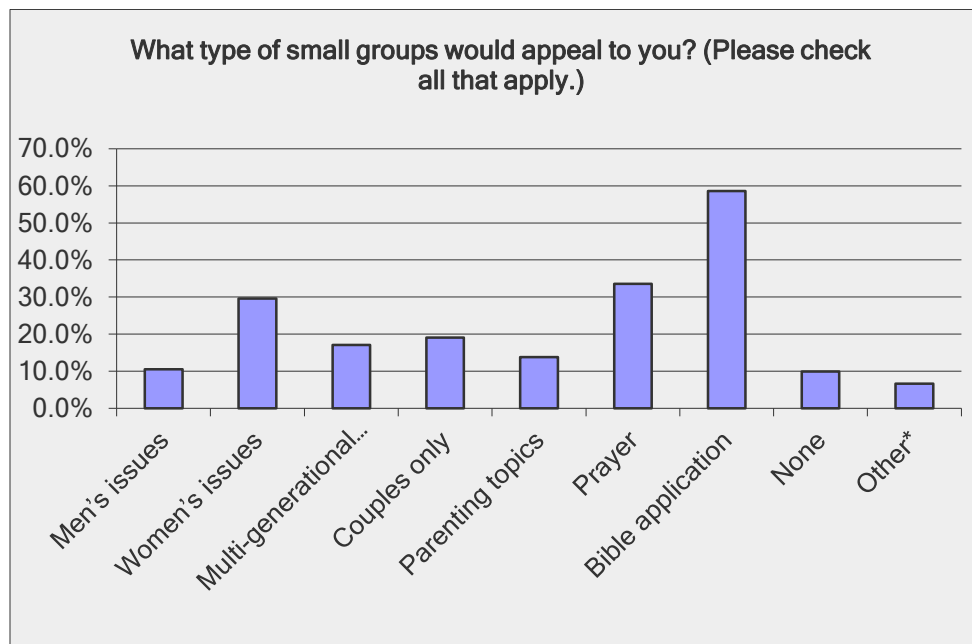
Question 10

Most of the respondents prefer Wednesday for adult education during the week. It was interesting to note that more than 25% of the respondents either were not interested or could not attend adult education during the week.

If adult education were offered on a weeknight, what would be your preference? (Check all that apply).		
Answer Options	Response Percent	Response Count
Monday	11.3%	17
Tuesday	17.2%	26
Wednesday	47.0%	71
Thursday	16.6%	25
Friday	5.3%	8
Could not attend any	11.9%	18
Not interested	23.8%	36
<i>answered question</i>		151
<i>skipped question</i>		12

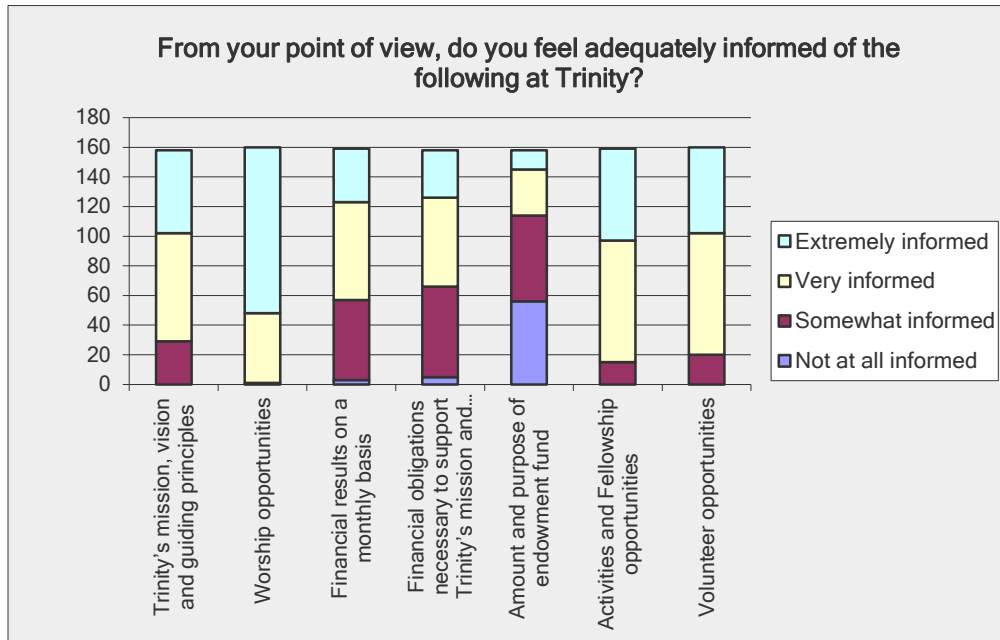
Question 11

Bible application and prayer were the topics preferred for study in a small group setting. Other items noted by individual respondents included Christian perspectives of current events, discussion of daily living issues, and small groups for singles.



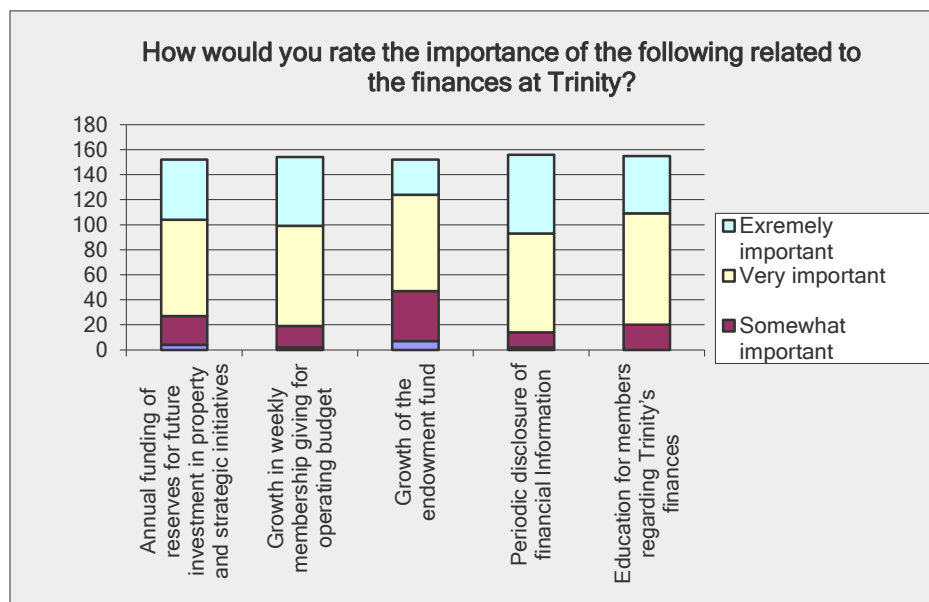
Question 12

Based on the survey responses, there is opportunity for Trinity to educate the congregation on the amount and purpose of the endowment fund, the financial obligations necessary to support Trinity's mission and outreach, and the financial results on monthly basis.



Question 13

The respondents recognize the importance of understanding the financial health of a church. The basis of which is reliant on the membership giving. The greater focus to engage our congregation and attract new members should result in a stronger commitment to stewardship.



Question 14

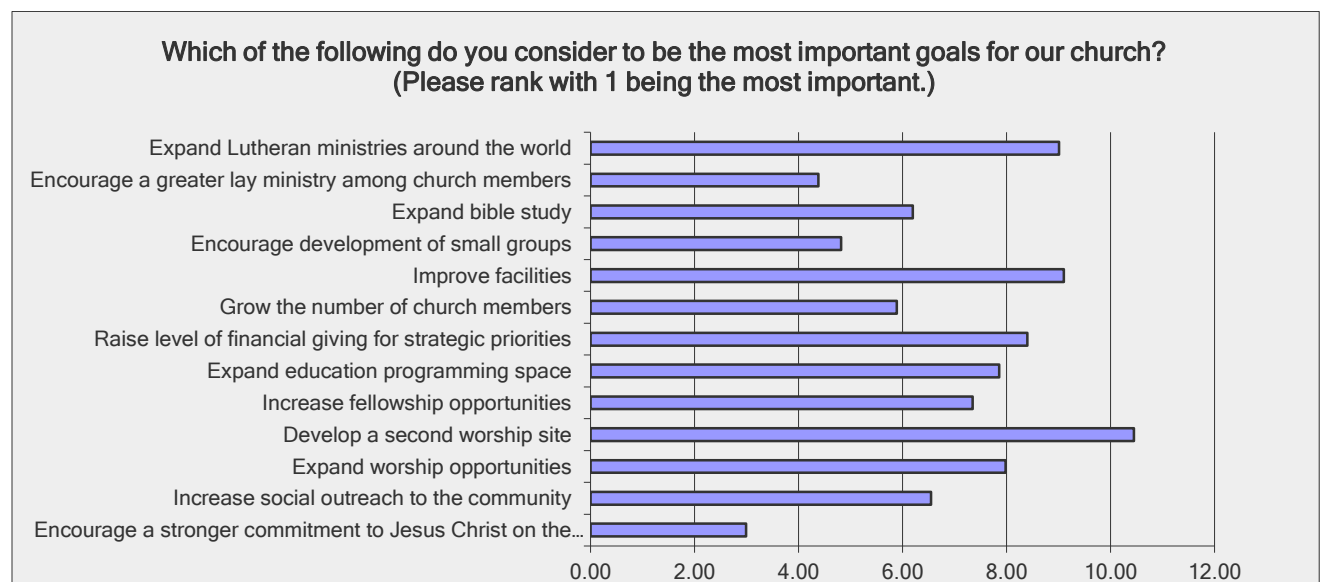
The respondents believed personal invitations and local small group ministry would be the most effective for reaching those along the Carlisle Pike corridor.

The Strategic Planning Committee has identified the Carlisle Pike corridor (i.e., Hampden/Silver Spring/Middlesex Townships) as a potential area for congregational growth. In your opinion, what ways would be most effective for reaching this population?					
Answer Options	Extremely effective	Very effective	Somewhat effective	Not at all effective	Response Count
Targeted mailing	14	35	71	24	144
Signage	20	32	65	22	139
Development of a worship site in this general location	15	25	38	58	136
Local small group ministry	20	62	40	16	138
Personal invitations	63	54	20	5	142
Other (please specify)					21
<i>answered question</i>					152
<i>skipped question</i>					11

Other comments included newspaper advertising.

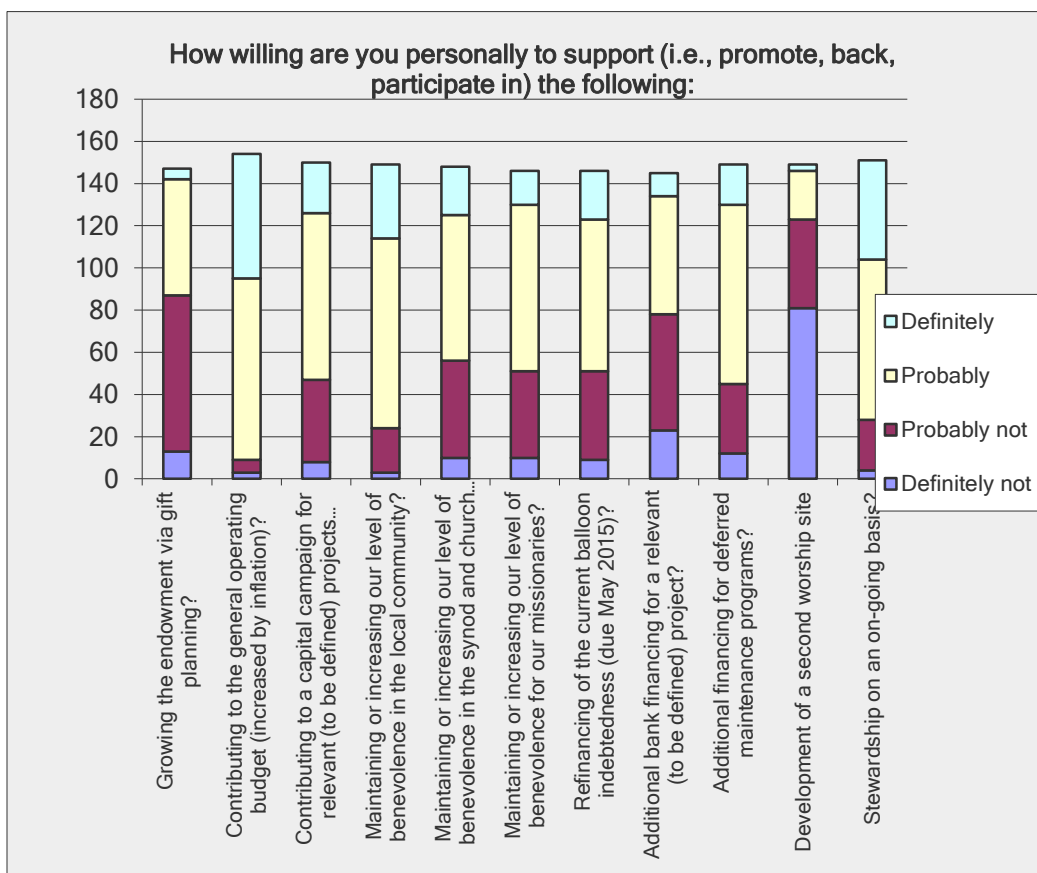
Question 15

The results to this question should be interpreted as the lower the number, the greater the priority. Therefore, the top priorities identified by the respondents were (1) encouraging a stronger commitment to Jesus Christ on behalf of the parishioners, (2) encouraging a greater lay ministry, (3) small group ministry, (4) growth of the number of church members, and (5) expanded bible study.



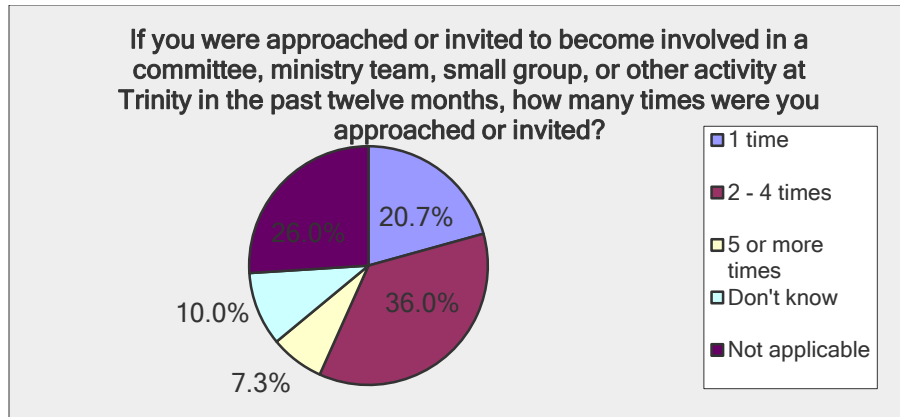
Question 16

The respondents were willing to support Trinity with membership giving to the general operating budget, maintaining or increasing our benevolence in the local community, stewardship on an on-going basis, additional financing for deferred maintenance of our building, and a capital campaign for a relevant (to be defined project) beyond our operating budget. The respondents generally were not interested in supporting development of a second site, and growing the endowment via gift planning efforts.



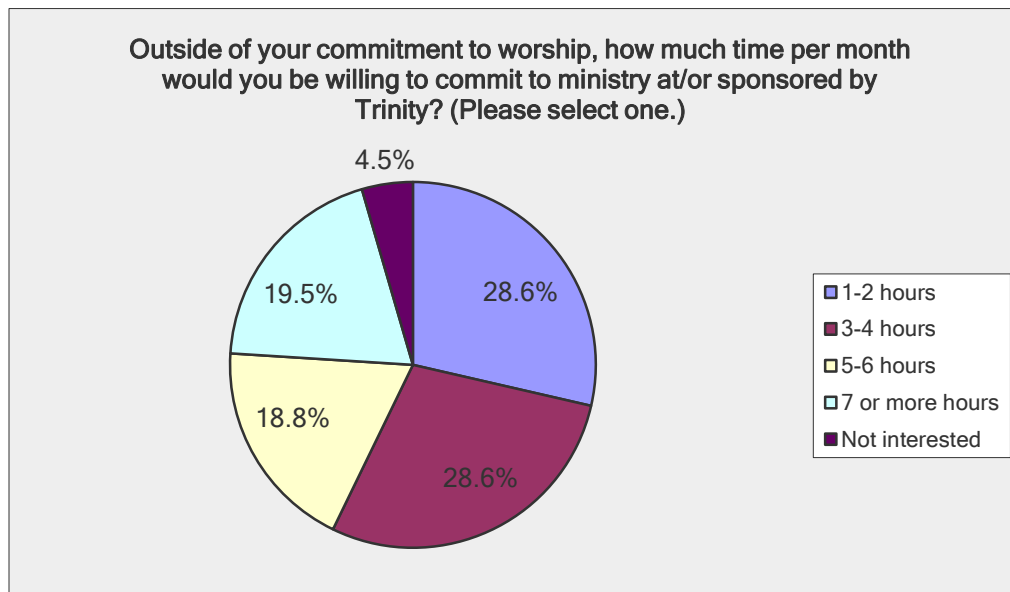
Questions 17 and 18

67.5% of the respondents indicated they had been approached or invited to become involved in a committee, ministry team, small group, or other activity at Trinity. Of those invited, many have been invited more than once.



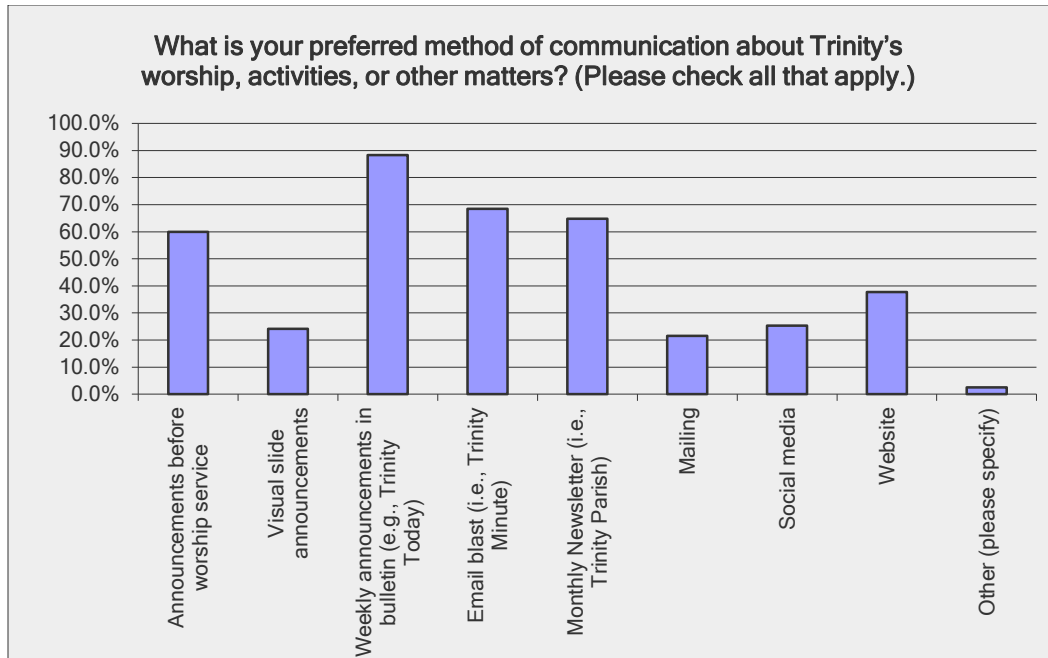
Question 19

As indicated by our respondents, Trinity experiences a strong commitment to our ministries at Trinity.



Question 20

Communication has been identified as a critical initiative for Trinity. As we try to understand the congregation's preferences for communication, the respondents preferred weekly announcements, email notices, and the newsletter.



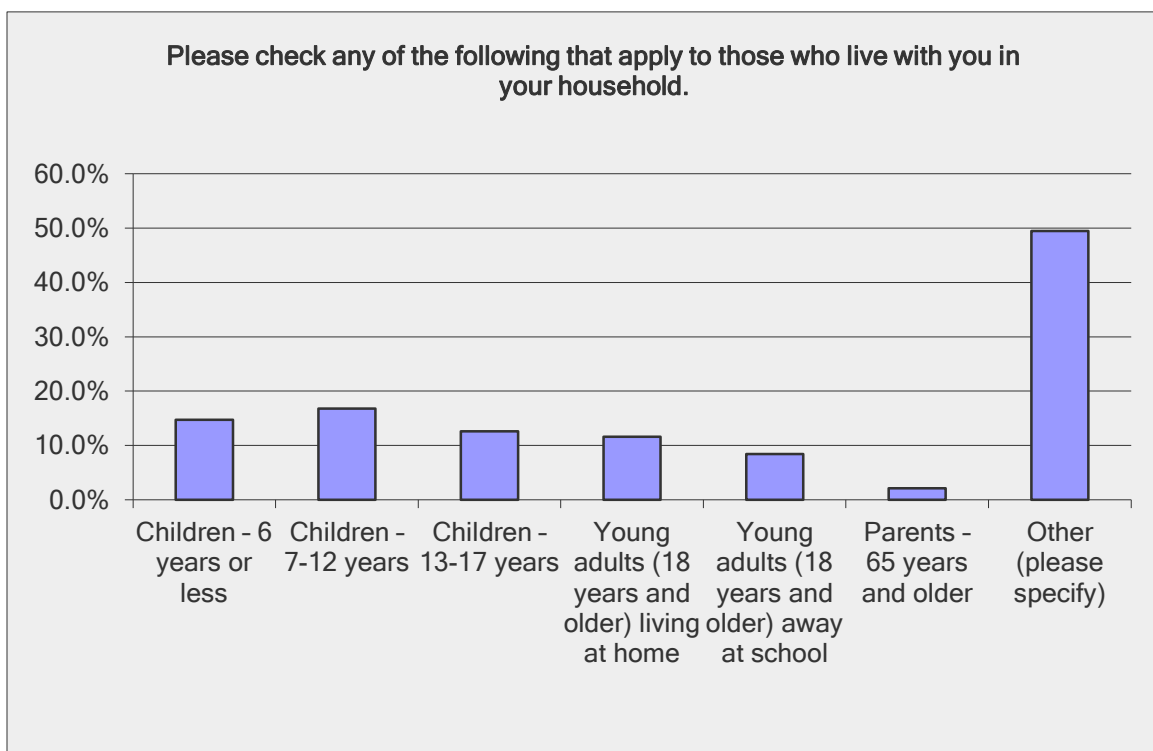
Questions 21-25 – Demographic Information

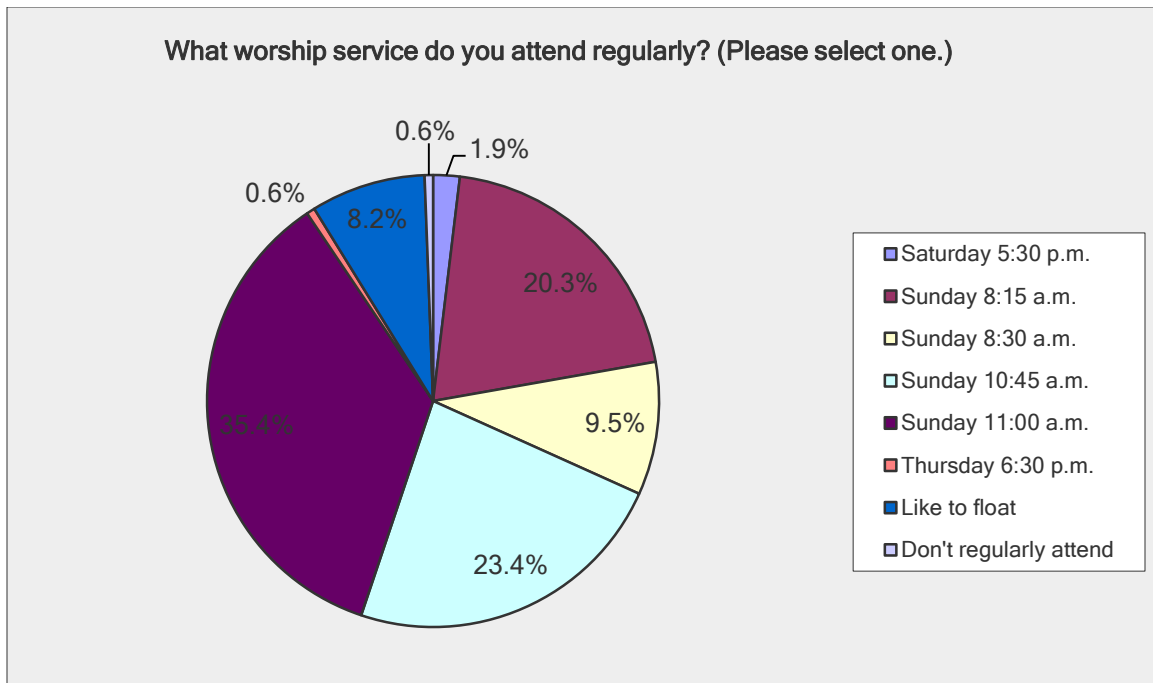
Sixty-five percent of the respondents were female. The following presents the age, length of membership at Trinity, and the worship service typically attended.

What is your age?		
Answer Options	Response Percent	Response Count
17 years or under	0.0%	-
18 - 24 years	0.6%	1
25 - 44 years	11.5%	18
45 - 64 years	37.2%	58
65 years or over	50.6%	79
answered question		156
skipped question		7

How long have you been a member of Trinity Lutheran Church? (Check one that is the closest approximation.)		
Answer Options	Response Percent	Response Count
Less than 2 years	9.4%	15
5 years	13.8%	22
10 years	16.4%	26
15 years	8.2%	13
20 years	11.3%	18
30 years	11.3%	18
40 years or more	27.0%	43
Not a member	2.5%	4
<i>answered question</i>		159
<i>skipped question</i>		4

Note, in most cases the Other column represented a spouse.





Question 26 - Is there anything relevant to the future direction of Trinity Evangelical Lutheran Church you would like to tell us that has not been addressed in this questionnaire?

The following are general themes that were identified by some of the respondents.

- Parking constraints.
- Transportation for those not able to drive or walk to church.
- Strengthening work among local churches.
- Christian perspectives and guidance to deal with current issues.
- Intergenerational programs; engaging youth in worship.
- Recognition of those that volunteer their time, talent and treasures.
- Continued support of the programs and services that have been part of Trinity's success and heritage.
- Social media/website development.
- Developing a program to reach inactive members.
- Financial stability of Trinity.

As noted in the process for the development of this strategic plan (Appendix C), eight focus groups were conducted in October 2014. Each focus group consisted of six to ten members randomly chosen from Trinity's general membership or, in some cases, randomly from the selected demographic group. These included:

- Five groups with each one focused on a particular strategic pillar of the plan (worship, outreach, discipleship, parish life, and organizational development).
- Three specifically tailored demographic groups, including members approximately 45 years old and younger with children, new members having joined Trinity within the past two years, and members age 45 years and older.

The information and comments gathered from our congregational members proved invaluable to understanding the strengths and opportunities for Trinity's ministries into the future and in molding the strategic plan. Noteworthy is the general feeling that we are in a good place with strong ministries and worship services and that members are invested with their time and talents toward the larger congregation.

There were certain common themes related to developing small group ministries especially to develop stronger relationships, need for revenue growth, and integrating our worship services and ministries more so than at present. The following summarizes the areas of note and opportunity from these discussions:

Discipleship Ministries

- Leverage our strengths more effectively to engage congregation and attract new members.
- Do more to encourage formation and ongoing interaction of small groups.
- Church needs more parking and a larger budget.
- Consider a second site for growth purposes.
- Use "doorstop" fliers to invite persons to come to Trinity.
- Parishioners indicated they hear God's message through their thoughts, inspirations and calls to duty at the church.

Parish Life Ministries

- Develop a pamphlet for volunteer work that is needed to better meet our service needs.
- Hold information sessions for members.
 - Pending retirees to describe how they could become more involved in our ministries.
 - Transitional points in life (e.g., sale of home, move to a retirement community).
 - Dealing with issues as the “sandwich generation”.
- Are pleased that Pastor Horner is adding new venues for getting together.
- Create more small group opportunities such as bread breakers, koinonea, etc.
- Do live streaming of services on our website for those who are unable to attend.
- Hold classes on how to cope with growing a family as well as taking care of older family members.
- Hold classes for seniors on how to use technology (e.g., a tablet or iPad).

Outreach Ministries

- Be more intentional in attaching our name to our outreach.
- Encourage Trinity members who do things “on their own” to cite their faith and the importance of Trinity membership in growing that faith.
- Assess outreach needs on West Shore, as well as in the city (e.g., Harrisburg), etc.
- Need to do better at attracting the twenty-something age group as compared to the mega churches.
- Interestingly, there was no mention of our mission to the wider church.
- Do more personal invitations to get involved.
- Hold retreats to get recharged and excited about doing service.
- Bring Trinity services together occasionally to foster a whole “we” church.

Worship Ministries

- Need an all-purpose room.
- Need to reach younger families.
- Hold a service specifically directed to younger families with autistic children.
- Appreciate the children’s message at the traditional service.
- Engage younger people (youth) to encourage a higher profile in the services.
- Have a day of sharing – go where younger adult people are (e.g., a booth at Jubilee Day or other local events).
- Hold a “bring your parents to church” Sunday.
- Incorporate more contemporary music in the traditional service and vice-versa.
- Concerns expressed about second location taking resources from our current site.
- Expressed a real desire for a united, blended service several times a year so that we can feel part one in Christ.
- Questions on whether we are tracking who has stopped coming or has left Trinity to worship elsewhere.

Organizational Development Ministries

- Use technology more.
- Open up narthex into gathering space.
- Gathering space separates contemporary from traditional services.
- Define the entrance to the church.
- Rotate music groups and staff between services; if pastors do it, why not music.
- Have options for members to use technology or paper.
- Incorporate more messages onto screen before services in Contemporary Services.
- Use endowment for benevolence; serve people in need.
- Use endowment as an emergency fund, not for budget.
- Stewardship is about individuals deciding to be active.
- A healthy church pays its bills and has money for benevolence.

Members Age 45 & Younger with Children

- Make church more child-friendly – they should be seen AND heard.
- Provide opportunity for more family friendly activities.
- Schedule more activities/meetings on weekends and more one-time activities.
- Include children more in services – kids want to help.
- Bridge the gap between “older” and “younger” members.
- Provide a “date night” for parents with older youth group members watching children.
- Sup N Study is not family friendly; consider ways to encourage family participation.
- Provide better communication regarding church policies.
- Music speaks to individuals along with quiet time.

Members Older than 45 years

- Promote transportation ministry for those members unable to drive to worship services.
- Strengthen the shepherd program for new members, specifically training and expectations of shepherds and continuing to engage and assimilate new members.
- Facilitate personal connections to reach members needing visitation (with respect to privacy issues) and to contact members who have stopped coming to services. Conduct visitation with members calling members.
- Use large print bulletins for Contemporary services.
- Integrate youth programs because they are perceived to operate apart from the rest of the church.
 - Develop mentoring program in which youth are engaged for minor repairs and yard work.
 - Create inter-generational small groups.
- Inform congregation of problems and concerns the church is facing.
- Connect members more so through small groups.
- Follow-up sermons with email/web posting of questions on how you are living the topic.
- Discussion regarding staff resources – losing staff due to retirement, potential burnout of staff due to added responsibilities.

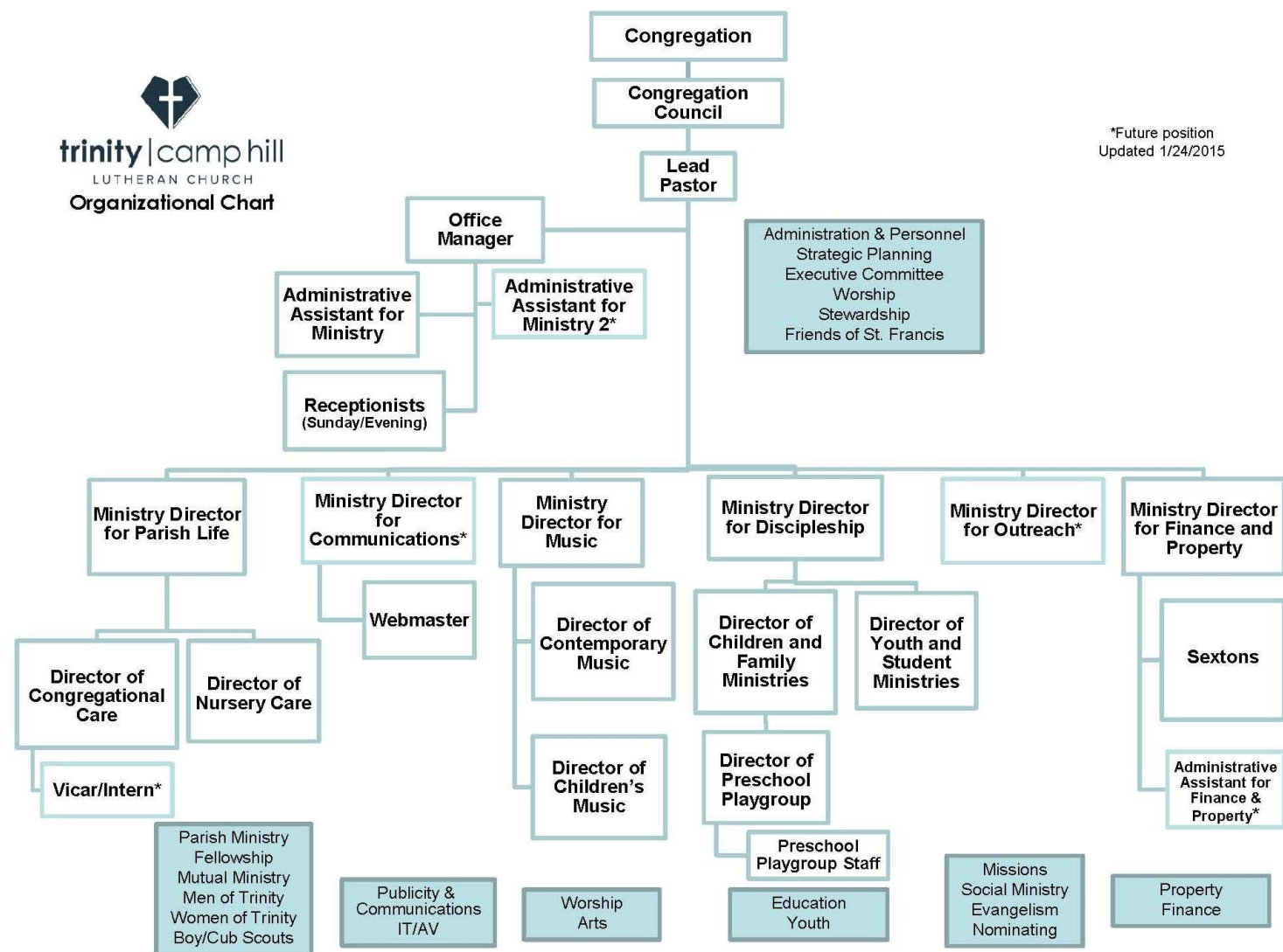
New Members

- Member was invited to join by friends.
- One couple, using website, thought Trinity was a church “moving forward”.
- Wanted both contemporary and traditional services.
- Would like to see more opportunities with small groups.
- Offer more ideas to personally think about during the week.
- Invite other Lutheran churches to join us in projects.
- Do we have the resources, both staff and money, to do a second site?
- Have we truly tapped the Camp Hill community?
- Small groups are important, but accountability/follow-up is important as well.

Organizational Staffing Plans

- **Current Organizational Chart**

CHURCH ORGANIZATION



Operating Budget - 2015 Budget

- 2015 Budget - Summary
- 2015 Budget - Detail

Trinity Evangelical Lutheran Church

2015 Budget

Receipts

41100 · General Fund Contributions	
41110 · Membership Envelopes	1,315,000.00
41120 · Plate Offerings	17,000.00
41130 · Sunday Church School	1,100.00
41140 · Lenten Envelopes	11,500.00
41150 · Easter Envelopes	16,000.00
41160 · Christmas Envelopes	24,000.00
41170 · Initial Envelopes	2,400.00
Total 41100 · General Fund Contributions	1,387,000.00
41200 · Other General Fund Receipts	
41210 · Receipts From Trusts	9,500.00
41220 · Investment Receipts	4,000.00
41230 · Facilities Use Receipts	16,500.00
41240 · 1959 Market St. Property Rent	10,620.00
41300 · Arts Events Tithe	3,100.00
41400 · Balance Carried Forward	10,000.00
41500 · Misc. Income	20,050.00
Total 41200 · Other General Fund Receipts	73,770.00
41700 · Expense Reimbursements	42,125.00
Total Receipts	1,502,895.00

Expenses

61000 · Salaries & Wages	627,697.00
61500 · Employee Benefits & Employer Expenses	299,780.00
62000 · General Expenses	52,300.00
63000 · Property Expenses	200,395.00
63700 · IT/AV Expenses	5,775.00
64000 · Arts Expenses	7,020.00
65000 · Educational Ministry Expenses	17,600.00
66000 · Youth Ministry Expenses	23,635.00
67000 · Missions Committee Expenses	6,060.00
68000 · Evangelism Committee Expenses	2,900.00
69000 · Fellowship Expenses	13,000.00
70000 · Publicity & Communications Exp.	18,970.00
71000 · Worship Expenses	14,100.00
72000 · Stewardship Expenses	5,700.00
73000 · Finance Committee	90,863.00
74000 · Parish Ministry Expenses	3,600.00
75000 · LSS Synod & General Benevolence	67,500.00
76000 · Mission Benevolence	20,500.00
77000 · Social Ministry Benevolence	25,500.00
Total Expenses	1,502,895.00
Net Receipts less Expenses	0.00

Trinity Evangelical Lutheran Church

2015 Budget

	2015 Budget
Receipts	
41100 · General Fund Contributions	
41110 · Membership Envelopes	1,315,000
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41230 · Facilities Use Receipts	16,500
41240 · 1959 Market St. Property Rent	10,620
41300 · Arts Events Tithe	3,100
41400 · Balance Carried Forward	10,000
41500 · Misc. Income	20,050
Total 41200 · Other General Fund Receipts	73,770
41700 · Expense Reimbursements	
61491 · Reimburse Salary/Wages	2,000
61541 · Reimburse Workers Comp Insuranc	2,200
62201 · Reimburse Equipment Lease	500
62301 · Reimburse Office Supplies	100
62501 · Reimburse Postage	300
65041 · Reimburse Vacation Bible School	1,600
65111 · Reimburse Adult Formation	1,000
65121 · Reimburse Sup & Study	4,000
65411 · Reimburse Affirmation Expense	100
66111 · Reimburse Youth Retreat Expense	6,225
66121 · Reimburse National Gathering	0
66131 · Reimburse Youth Trips	0
66311 · Reimburse Confirmation Camp	2,400
69011 · Reimburse Coffee & Refreshments	200
69111 · Reimburse Summer Picnic	1,300
69151 · Reimburse Thanksgiving Dinner	3,400
69161 · Reimburse Dinners, Trips, Misc.	2,500
69191 · Reimburse Summer Sundae Concert	500
69211 · Reimburse Sr. Members Programs	1,100
69221 · Reimburse Sr. Members Retreats	1,300
69301 · Reimburse Recreation Teams	700
71011 · Reimburse Decorations	2,900
71021 · Reimburse Worship Elements	4,800
74111 · Reimburse Meal Ministry Exp.	3,000
Total 41700 · Expense Reimbursements	42,125
Total Receipts	1,502,895

Trinity Evangelical Lutheran Church

2015 Budget

	<u>2015 Budget</u>
Expense	
61000 · Salaries & Wages	
Total 61000 · Salaries & Wages	627,697
61500 · Employee Benefits & Employer Expenses	
Total 61500 · Employee Benefits & Employer Exp.	299,780
62000 · General Expenses	
62200 · Office Equipment Rental/Lease	24,000
62300 · Office Supplies	8,000
62400 · Computer Expenses	7,500
62500 · Postage & mailing expenses	10,000
62600 · Miscellaneous - General	500
62650 · Services Resource Material	1,500
62700 · Pastoral Care Material	800
Total 62000 · General Expenses	52,300
63000 · Property Expenses	
63010 · Maintenance & Repair - Facility	22,000
63020 · Grounds Expenses	14,700
63030 · Service Contracts - Property	22,000
63040 · Insurance Expense	24,170
63050 · HVAC Repairs	25,000
63110 · Telephone/Internet Expense	4,500
63120 · Electric Expense	39,000
63130 · Fuel Expense	20,620
63140 · Water, Sewer, & Trash Service	12,500
63210 · Kitchen Expense	1,750
63220 · Janitorial Supplies	8,000
63250 · Equipment	450
63310 · Taxes Camp Site	55
63410 · 1915 Market Taxes	1,200
63420 · 1959 Market Taxes	4,450
Total 63000 · Property Expenses	200,395
63700 · IT/AV Expenses	
63710 · Service Contracts IT/AV	2,575
63810 · Audio/Visual Supplies	2,000
63910 · IT/AV Equipment	1,200
Total 63700 · IT/AV Expenses	5,775
64000 · Arts Expenses	
64010 · Guest Musicians	1,000
64020 · Choir Accompanist	500
64050 · Organ & piano tuning & maint.	2,300
64110 · Choir Supplies	1,000
64120 · Hand Bell Choir Supplies	1,000
64130 · Contemporary Service Expenses	0

Trinity Evangelical Lutheran Church

2015 Budget

	2015 Budget
64220 · Arts Publications	320
64230 · Receptions Expense	600
64310 · Camps/Seminars/Workshops	200
64410 · Art Shows Expense	100
Total 64000 · Arts Expenses	7,020
65000 · Educational Ministry Expenses	
65010 · SCS to Grade 5	3,000
65020 · Milestones	1,000
65030 · SCS Grades 6-12	500
65040 · Vacation BibleSchool	2,500
65050 · Scholarships for Lutheran Camps	1,800
65110 · Adult Spiritual Formation	2,000
65120 · Sup & Study	4,000
65210 · Leadership Training	550
65220 · Family Events	1,000
65340 · Library	250
65410 · Affirmation of Baptism Expenses	1,000
Total 65000 · Educational Ministry Expenses	17,600
66000 · Youth Ministry Expenses	
66010 · Youth Group Meetings Expense	2,700
66020 · Resource Materials & Supplies	100
66110 · Youth Retreat Expenses	13,035
66120 · National Youth Gathering	800
66130 · Youth Trips	0
66210 · Youth Service Activities	700
66310 · Confirmation Camp	6,300
Total 66000 · Youth Ministry Expenses	23,635
67000 · Missions Committee Expenses	
67010 · Epiphany World Mission Program	150
67030 · Guest Missionaries	250
67110 · Lenten Folders Expense	360
67120 · Education & General Expenses	400
67210 · Global Mission Event	100
67310 · Missions Partner Recognition	0
67410 · Summer Missions trip	4,200
67420 · On Eagle's Wings Travel Fund	600
Total 67000 · Missions Committee Expenses	6,060
68000 · Evangelism Committee Expenses	
68010 · New Members Class Expenses	300
68020 · New Members Meals	100
68110 · Supplies & Brochures	750
68130 · Community Outreach	1,100
68210 · Banners	400
68310 · Name Tag Expense	250
Total 68000 · Evangelism Committee Expenses	2,900

Trinity Evangelical Lutheran Church

2015 Budget

	2015 Budget
69000 · Fellowship Expenses	
69010 · Coffee & Refreshments Expense	2,000
69050 · Event Publicity	0
69110 · Church Picnic Expense	1,300
69120 · Council Retreat Expense	100
69150 · Thanksgiving Dinner Expense	3,400
69160 · Dinners, Trips, & Misc.	2,500
69170 · Fellowship Lunch	100
69190 · Summer Sundae Concerts	500
69210 · Senior Members Program Expense	1,000
69220 · Senior Members Retreats Expense	1,400
69300 · Recreation Teams	700
Total 69000 · Fellowship Expenses	13,000
70000 · Publicity & Communications Exp.	
70110 · Bulletin Printing Expense	3,700
70120 · Trinity Parish Expense	11,050
70130 · Annual Report Expense	320
70220 · Yellow Pages Advertising	100
70230 · Website Hosting	300
70240 · Content Licensing Fees	1,600
70250 · Website Design	1,400
70310 · E-Communications	500
70320 · Branding Consultant	0
Total 70000 · Publicity & Communications Exp.	18,970
71000 · Worship Expenses	
71010 · Decoration Expense	2,000
71020 · Altar Flowers Expense	4,925
71030 · Altar Supplies/Candles Expense	900
71040 · Communion Elements Expense	1,500
71050 · Altar Guild Expense	100
71110 · Printed Worship Materials	500
71120 · Devotionals Expense	1,500
71210 · Misc. Expenses - Worship	50
71310 · Nursery Supplies	100
71400 · Contemporary Service Expenses	2,525
Total 71000 · Worship Expenses	14,100
72000 · Stewardship Expenses	
72010 · Offering Envelopes Expense	4,000
72210 · Stewardship Committee Expense	850
72220 · Stewardship Training Expenses	650
72310 · Spiritual Gifts Resources	200
Total 72000 · Stewardship Expenses	5,700

Trinity Evangelical Lutheran Church

2015 Budget

	2015 Budget
73000 · Finance Committee	
73110 · Loan Principal Payments	56,406
73120 · Loan Interest Payments	10,045
73150 · MIRA	10,000
73400 · Church Vocational Loan Fund	1,182
73510 · Annual Review	9,000
73520 · Banking and Credit Account Fee	1,450
73530 · Payroll Service Fees	2,780
Total 73000 · Finance Committee	90,863
74000 · Parish Ministry Expenses	
74010 · Parish Ministry Education	150
74020 · CD Ministry Expense	200
74030 · Trinity Cares Ministry Expense	50
74040 · General Expenses - Parish Min.	50
74110 · Meal Ministry Expense	3,000
74210 · CPR/First Aid Training Expense	0
74310 · Grief Support	0
74320 · Support Groups	150
Total 74000 · Parish Ministry Expenses	3,600
75000 · LSS Synod & General Benevolence	
75010 · Lower Susquehanna Synod Support	65,000
75100 · Camp Hill Fire Company	500
75200 · Pastors Benevolence Expenses	2,000
Total 75000 · LSS Synod & General Benevolence	67,500
76000 · Mission Benevolence	
76100 · Missionary Sponsorships	9,000
76210 · Camden Lutheran Parish NJ	0
76230 · Rocky Boy Montana	2,700
76250 · Scholarships Manow Seminary	900
76260 · Konde Diocese Pastors Fund	945
76310 · Bread for the World	1,100
76320 · On Eagles Wings Ministry	4,955
76340 · China Service Ventures	500
76370 · Marion Medical Mission	400
Total 76000 · Mission Benevolence	20,500

Trinity Evangelical Lutheran Church

2015 Budget

	2015 Budget
77000 · Social Ministry Benevolence	
77110 · Christian Churches United	5,750
77120 · Ecumenical Food Pantry	2,200
77210 · CACCC - Child Care	2,500
77220 · Delta Housing	2,000
77225 · Delta Housing Meals	150
77230 · CROSS	1,000
77240 · CROSS Coffee House events	100
77310 · Bethesda Mission	1,500
77320 · Bethesda Missions Meals	50
77410 · Prison Ministry	350
77420 · Christ Luth Ch Medical Outreach	1,000
77430 · Social Ministry Special Benev.	750
77440 · New Hope Ministries	4,000
77450 · Elementary School Tutoring	400
77480 · Saturday Work Teams	500
77530 · St. Patrick Homeless Breakfasts	500
77540 · Emergency Winter Shelter	250
77610 · Domestic Violence Awareness	1,000
77620 · Domestic Violence Aware. supply	250
77630 · Camp Curtain YMCA	750
77640 · Pink Hands of Hope	500
Total 77000 · Social Ministry Benevolence	25,500
Total Expense	1,502,895
Net Receipts less Expenses	0

Current Financial Reports - 2014 Financial Statements

- **Statement of Financial Position**
- **Statement of General Fund Receipts and Expenses - Summary**
- **Designated Funds Balances**
- **Designated Funds Receipts and Expenses**
- **Loan Balances**
- **Concert Series Budget Report**
- **Preschool Budget Report**
- **Chancel Choir Budget Report**
- **Women of Trinity Budget Report**

Trinity Evangelical Lutheran Church
Statement of Financial Position
As of December 31, 2014

	Dec 31, 14	Dec 31, 13	\$ Change
ASSETS			
Current Assets			
Checking/Savings			
11000 · Checking & Savings Accounts			
11140 · Petty cash	150.00	150.00	0.00
11210 · M&T Cking Acct	0.00	74,162.68	(74,162.68)
11220 · M&T Money Market Savings Acct.	202,295.38	120,645.08	81,650.30
11230 · M&T Checking Account	77,121.64	0.00	77,121.64
11310 · Members 1st Savings Account	16,013.14	9,755.20	6,257.94
11410 · Centric Checking Account	256,355.51	251,226.27	5,129.24
11510 · Belco Savings Account	25.00	10.00	15.00
11520 · BELCO Money Market Savings	175,621.59	171,991.65	3,629.94
11920 · Centric - Pastors Benevolence	4,669.86	6,536.06	(1,866.20)
Total 11000 · Checking & Savings Accounts	732,252.12	634,476.94	97,775.18
Total Checking/Savings	732,252.12	634,476.94	97,775.18
Other Current Assets			
12000 · Investment Accounts			
12100 · Investment Funds			
12140 · ELCA Endowment Fund	582,942.43	555,212.05	27,730.38
Total 12100 · Investment Funds	582,942.43	555,212.05	27,730.38
12500 · Certificates of Deposit			
12540 · Susquehanna Bank CD	0.00	57,252.71	(57,252.71)
12610 · MIF CD # 375	10,000.00	10,000.00	0.00
12620 · MIF CD # 36	10,000.00	10,000.00	0.00
12630 · MIF CD # 075	20,000.00	20,000.00	0.00
12640 · MIF CD # 70	20,000.00	20,000.00	0.00
12650 · MIF CD # 69	6,215.00	6,215.00	0.00
Total 12500 · Certificates of Deposit	66,215.00	123,467.71	(57,252.71)
Total 12000 · Investment Accounts	649,157.43	678,679.76	(29,522.33)
Total Other Current Assets	649,157.43	678,679.76	(29,522.33)
Total Current Assets	1,381,409.55	1,313,156.70	68,252.85
TOTAL ASSETS	1,381,409.55	1,313,156.70	68,252.85
LIABILITIES & EQUITY			
Equity			
Net Income	1,381,409.55	1,313,156.70	68,252.85
Total Equity	1,381,409.55	1,313,156.70	68,252.85
TOTAL LIABILITIES & EQUITY	1,381,409.55	1,313,156.70	68,252.85

Trinity Evangelical Lutheran Church
Statement of General Fund Receipts and Expenses
December 2014

	Dec 14	Budget	\$ Over Budget	% of Budget	Jan - Dec 14	2014 Budget	\$ Over Budget	% of Budget
Receipts								
41100 - General Fund Contributions								
41110 - Membership Envelopes	141,698.38	108,333.33	33,365.05	130.8%	1,314,592.15	1,300,000.00	14,592.15	101.12%
41120 - Plate Offerings	3,839.15	1,416.67	2,422.48	271.0%	19,602.05	17,000.00	2,602.05	115.31%
41130 - Sunday Church School	100.00	104.17	(4.17)	96.0%	991.18	1,250.00	(258.82)	79.29%
41140 - Lenten Envelopes	0.00	958.33	(958.33)	0.0%	11,689.79	11,500.00	189.79	101.65%
41150 - Easter Envelopes	0.00	1,291.67	(1,291.67)	0.0%	16,138.79	15,500.00	638.79	104.12%
41160 - Christmas Envelopes	28,964.00	1,958.33	27,005.67	1,479.02%	31,300.00	23,500.00	7,800.00	133.19%
41170 - Initial Envelopes	162.00	225.00	(63.00)	72.0%	2,515.12	2,700.00	(184.88)	93.15%
Total 41100 - General Fund Contributions	174,763.53	114,287.50	60,476.03	152.92%	1,396,829.08	1,371,450.00	25,379.08	101.85%
41200 - Other General Fund Receipts								
41210 - Receipts From Trusts	0.00	791.67	(791.67)	0.0%	8,093.30	9,500.00	(1,406.70)	85.19%
41220 - Investment Receipts	152.06	270.83	(118.77)	56.15%	4,255.10	3,250.00	1,005.10	130.93%
41230 - Facilities Use Receipts	3,185.00	1,500.00	1,685.00	212.33%	18,203.00	18,000.00	203.00	101.13%
41240 - 1959 Market St. Property Ren	0.00	885.00	(885.00)	0.0%	10,620.00	10,620.00	0.00	100.0%
41300 - Arts Events Tithe	314.53	250.00	64.53	125.81%	3,243.12	3,000.00	243.12	108.1%
41400 - Balance Carried Forward	0.00	333.58	(333.58)	0.0%	4,003.00	4,003.00	0.00	100.0%
41500 - Misc. Income	1,982.00	2,531.42	(549.42)	78.3%	36,698.97	30,377.00	6,321.97	120.81%
Total 41200 - Other General Fund Receipts	5,633.59	6,562.50	(928.91)	85.85%	85,116.49	78,750.00	6,366.49	108.08%
41700 - Expense Reimbursements	2,487.06	3,557.92	(1,070.86)	69.9%	34,003.42	42,695.00	(8,691.58)	79.64%
Total Receipts	182,884.18	124,407.92	58,476.26	147.0%	1,515,948.99	1,492,895.00	23,053.99	101.54%

Trinity Evangelical Lutheran Church
Statement of General Fund Receipts and Expenses
December 2014

	Dec 14	Budget	\$ Over Budget	% of Budget	Jan - Dec 14	2014 Budget	\$ Over Budget	% of Budget
Expense								
61000 • Salaries & Wages	50,408.22	53,114.25	(2,706.03)	94.91%	638,124.77	637,371.00	753.77	100.12%
61500 • Employee Benefits Expenses	24,533.19	23,569.09	964.10	104.09%	274,398.59	282,829.00	(8,430.41)	97.02%
62000 • General Expenses	10,023.78	4,725.00	5,298.78	212.14%	49,472.82	56,700.00	(7,227.18)	87.25%
63000 • Property Expenses	22,685.24	14,616.69	8,068.55	155.2%	189,469.52	175,400.00	14,069.52	108.02%
63700 • IT/AV Expenses	0.00	547.92	(547.92)	0.0%	3,583.43	6,575.00	(2,991.57)	54.5%
64000 • Arts Expenses	1,033.45	1,068.34	(34.89)	96.73%	12,820.00	12,820.00	0.00	100.0%
65000 • Educational Ministry Expenses	1,598.21	1,541.67	56.54	103.67%	17,228.01	18,500.00	(1,271.99)	93.12%
66000 • Youth Ministry Expenses	3,346.06	2,447.49	898.57	136.71%	20,103.47	29,370.00	(9,266.53)	68.45%
67000 • Missions Committee Expenses	1,334.67	505.00	829.67	264.29%	5,889.03	6,060.00	(170.97)	97.18%
68000 • Evangelism Committee Expenses	0.00	249.99	(249.99)	0.0%	3,056.66	3,000.00	56.66	101.89%
69000 • Fellowship Expenses	541.43	1,083.33	(541.90)	49.98%	7,952.71	13,000.00	(5,047.29)	61.18%
70000 • Publicity & Communications Exp	2,689.60	1,551.66	1,137.94	173.34%	16,934.46	18,620.00	(1,685.54)	90.95%
71000 • Worship Expenses	1,727.97	924.99	802.98	186.81%	11,444.22	11,100.00	344.22	103.1%
72000 • Stewardship Expenses	590.44	500.00	90.44	118.09%	3,482.70	6,000.00	(2,517.30)	58.05%
73000 • Finance Committee	6,340.76	7,808.33	(1,467.57)	81.21%	91,399.97	93,700.00	(2,300.03)	97.55%
74000 • Parish Ministry Expenses	547.72	300.02	247.70	182.56%	3,663.08	3,600.00	63.08	101.75%
75000 • LSS Synod & General Benevolence	6,433.95	6,020.83	413.12	106.86%	72,250.00	72,250.00	0.00	100.0%
76000 • Mission Benevolence	500.00	1,708.33	(1,208.33)	29.27%	20,500.00	20,500.00	0.00	100.0%
77000 • Social Ministry Benevolence	3,800.50	2,124.99	1,675.51	178.85%	25,500.06	25,500.00	0.06	100.0%
Total Expense	138,135.19	124,407.92	13,727.27	111.03%	1,467,273.50	1,492,895.00	(25,621.50)	98.28%
Net Receipts less Expenses	44,748.99	0.00	44,748.99		48,675.49	0.00	48,675.49	

Trinity Evangelical Lutheran Church
Designated Funds Balances
January through December 2014

	Jan - Dec 14
1 - BUDGET/OPERATING FUND	48,675.49
400-DESIGNATED MINISTRY FUNDS	
410-Concert Series	17,296.55
420-Youth Fund	12,463.30
430-Capital Campaign Fund	5,000.00
460-Missions Committee	2,955.94
465-Missions Trip Fund	4,350.00
470-Social Ministry Committee	2,031.41
480-Contemporary Music Fund	9,989.47
485-Contemporary Service Furnis	37.08
490-Traditional Music Fund	12,000.00
500-Fair Trade Coffee & Candy	1,816.93
575-Kitchen Committee Catering	2,355.19
600-Restricted Funds	437.46
621-Women of Trinity Fund	3,349.82
640-Chancel Choir Funds	2,320.83
660-Preschool Funds	7,375.87
700-Undesignated Memorials	11,128.32
710-Designated Memorials	
711-Memorials Holding Account	5,135.00
742-Altar Guild	165.03
744-Brass Name Plates	137.00
746-Choral Music	187.76
752-Education Ministries	704.28
754-Library Resources	1,776.73
756-Music Program Memorial	5,115.00
Total 710-Designated Memorials	13,220.80
770-Bequests	
771-Bequest holding account	1,000.00
773-C Henricks Bequest	32,998.78
Total 770-Bequests	33,998.78
Total 400-DESIGNATED MINISTRY FUNDS	142,127.75
800-LONG-TERM FUNDS	
810-Endowment Fund	582,952.43
820-Quasi Endowment Fund	457,164.39
830-Restricted Investment Funds	
831-World Hunger CD	10,000.00
832-Social Ministry CD	10,000.00
833-Worship Elements CD	6,215.00
Total 830-Restricted Investment Funds	26,215.00
840-Columbarium	18,172.37
850-Disability Self-Insurance	33,100.92
860-Church Vocation Loan Fund	8,908.35
870-Pastors Benevolence Fund	9,654.75
880-Friends of St Francis	16,169.08
890-MIRA	37,369.02
900-Rent Escrow 1959 Market St.	900.00
Total 800-LONG-TERM FUNDS	1,190,606.31
TOTAL	1,381,409.55

Trinity Evangelical Lutheran Church
Designated Funds Receipts & Expenses
December 2014

	Dec 14	Jan - Dec 14
Ordinary Income/Expense		
Income		
42000 · BENEVOLENCE CONTRIBUTIONS		
42110 · Blanket Sunday Contributions	5.00	2,377.52
42120 · Lenten Special Offering	0.00	2,379.38
42130 · Ecumenical Food Pantry Contrib.	360.16	4,411.92
42140 · World Hunger Fund Contributions	638.16	10,821.82
42150 · Lutheran World Relief Contrib.	40.00	430.00
42160 · Domestic Disaster Relief Contr	327.16	1,321.51
42170 · Interntl Disaster Relief Contr.	0.00	665.00
42180 · On Eagles Wings Contributions	0.00	310.00
42190 · Gettysburg Seminary Contribut	5.00	2,653.42
42210 · Designated Benevolence Contrib	0.00	5,193.66
42220 · Christian Churches United	100.00	1,587.00
42340 · Bethesda Mission	0.00	200.00
42350 · Campus Ministry	5.00	52.00
Total 42000 · BENEVOLENCE CONTRIBUTIONS	1,480.48	32,403.23
43000 · DESIGNATED RECEIPTS		
43110 · Youth Fund Receipts	612.59	4,034.77
43120 · Capital Campaign Contributions	5,995.69	65,098.51
43125 · Fellowship Hall Renovations	0.00	16,183.99
43140 · Missions Committee Contribution	211.76	3,655.11
43145 · Missions Trip Contributions	800.00	9,794.00
43150 · Social Ministry Comm Contribut.	399.55	5,829.44
43160 · Contemporary Music Fund Receipt	3,548.53	5,215.73
43180 · Fair Trade Coffee Receipts	403.00	3,308.24
43230 · Weekend of Caring Receipts	0.00	1,713.75
43260 · Kitchen Comm. Catering Receipts	0.00	2,977.00
43290 · Men of Trinity Receipts	160.00	2,140.00
43500 · Contributions Received	0.00	576.60
43510 · Designated Receipts	12,127.46	12,227.46
43570 · Misc. Receipts	10.00	6,831.00
44100 · Women of Trinity Receipts	1,009.00	5,667.38
44700 · Chancel Choir Receipts	650.00	3,475.35
45500 · Preschool Playgroup Receipts	10,952.00	100,081.93
45900 · Staff Gifts Received	225.00	7,813.00
46100 · Undesignated Memorials Contrib	1,225.00	7,800.00
46200 · Designated Memorials Contribut	300.00	6,730.00
46300 · Bequests Received	1,000.00	1,000.00
47000 · Concert Series Receipts	3,145.37	32,463.89
Total 43000 · DESIGNATED RECEIPTS	42,774.95	304,617.15
48000 · LONG-TERM FUNDS		
48110 · Endowment Dividends & Interest	0.00	15,478.40
48120 · Endowment Gain/(Loss)	0.00	21,662.49
48130 · Endowment Contributions	0.00	10.00
48200 · Quasi Endowment Receipts	100.00	16,009.15
48410 · Columbarium Niche Purchases	35.00	4,435.00
48420 · Columbarium Interest earned	5.57	79.05
48610 · Loan Fund Receipts from Budget	0.00	2,790.00
48700 · Pastors Benevolence Fnd Contrib	5,929.14	7,277.18
48820 · St. Francis Loan repayments	70.00	650.00
48900 · MIRA Receipts	776.72	10,314.27
Total 48000 · LONG-TERM FUNDS	6,916.43	78,705.54
Total Income	51,171.86	415,725.92

Trinity Evangelical Lutheran Church
Designated Funds Receipts & Expenses
December 2014

	Dec 14	Jan - Dec 14
Expense		
80000 · Benevolence Disbursements		
80110 · Blanket Sunday Disbursements	10.00	2,377.52
80120 · Lenten Special Offering Disburs	0.00	1,189.69
80130 · Ecumenical Food Pantry Disburse	870.85	4,411.92
80140 · World Hunger Fund Disbursements	772.16	10,821.82
80150 · Lutheran World Relief Disburse	75.00	430.00
80160 · Domestic Disaster Response Disb	329.16	1,341.51
80170 · Interntl Disaster Response Disb	50.00	645.00
80180 · On Eagles Wings Disbursements	20.00	310.00
80190 · Gettysburg Seminary Disbursemnt	5.00	4,065.00
80210 · Designated Benevolence Disburse	50.00	2,947.10
80220 · Christian Churches United	200.00	1,587.00
80240 · Bethesda Mission Disbursements	0.00	200.00
80250 · Campus Ministry Disbursements	6.00	52.00
Total 80000 · Benevolence Disbursements	2,388.17	30,378.56
82000 · Designated Disbursements		
82110 · Youth Fund Disbursements	0.00	3,820.16
82120 · Capital Campaign Disbursements	5,995.69	65,098.51
82125 · Fellowship Hall Renovation Exp	0.00	16,183.99
82140 · Missions Committee Disbursement	0.00	3,025.00
82145 · Mission trip expenses	0.00	9,276.00
82150 · Social Ministry Comm. Disburse	2,450.00	10,286.03
82160 · Contemporary Music Fund Disburs	269.86	3,043.74
82180 · Fair Trade Coffee Disbursement	686.93	3,490.43
82230 · Weekend of Caring Expenses	0.00	1,035.54
82290 · Men of Trinity Expenses	760.00	2,140.00
83000 · Kitchen Comm. Catering Expenses	0.00	2,904.71
85000 · Misc. Expense	0.00	16,271.00
85150 · Designated Expenditures	0.00	19,878.29
86100 · Women of Trinity Expenses	393.66	3,719.20
87100 · Chancel Choir Expenses	1,187.90	3,735.46
88100 · Preschool Playgroup Expenses	9,823.62	105,803.99
89000 · Staff Gifts Disbursed	3,290.00	7,813.00
90100 · Undesignated Memorials Disburse	0.00	4,112.00
90200 · Designated Memorials Disbursemt	50.25	4,023.03
90300 · Bequest Fund Disbursements	2,470.32	3,600.42
91000 · Concert Series Expenses	5,804.53	34,167.09
Total 82000 · Designated Disbursements	33,182.76	323,427.59
95000 · Long Term Funds Expenses		
95100 · Endowment Fund Expenditures	0.00	9,410.51
95400 · Columbarium Expenses	417.07	3,335.28
95600 · Vocation Loan Fund new loans	0.00	6,500.00
95700 · Pastors Benev. Expenses	1,800.59	4,400.59
95800 · Friends of St. Francis new loan	0.00	5,000.00
95900 · MIRA expenditures	0.00	9,693.03
Total 95000 · Long Term Funds Expenses	2,217.66	38,339.41
Total Expense	37,788.59	392,145.56
Net Ordinary Income	13,383.27	23,580.36
Other Income/Expense		
Other Income		
40500 · Designated Funds Beginning Bal	0.00	1,309,153.70
46600 · Account Transfers in	678.21	37,449.21
Total Other Income	678.21	1,346,602.91
Other Expense		
88500 · Account Transfers out	678.21	37,449.21
Total Other Expense	678.21	37,449.21
Net Other Income	0.00	1,309,153.70
Net Income	13,383.27	1,332,734.06

**Trinity Lutheran Church
Capital Campaign Fund & Bank Loan
Fellowship Hall Internal Loan
December 2014**

	December	2014 Year-to-date
Capital Campaign Fund Balance January 1, 2014		5,000.00
Capital Campaign Fund Balance December 1, 2014	5,000.00	
Receipts		
Capital Campaign Contributions	5,995.69	65,098.51
Receipts from other Trinity funds	0.00	0.00
Total Receipts & Beginning Balance	10,995.69	70,098.51
Disbursements		
Capital Campaign Principal Payments	5,995.69	65,098.51
Capital Campaign Expenses		
Total Disbursements	5,995.69	65,098.51
Capital Campaign Fund Balance December 31, 2014	5,000.00	5,000.00
M&T Loan Balance January 1, 2014		458,452.03
Capital Campaign Principal Payments	5,995.69	65,098.51
Budgeted Principal Payments	5,755.00	69,060.00
Reduction in Principal	11,750.69	134,158.51
M&T Loan Balance December 31, 2014		324,293.52
Fellowship Hall Loan Balance January 1, 2014		15,509.15
Fellowship Hall Loan Balance December 1, 2014	0.00	
Receipts		
Contributions for Fellowship Hall project	0.00	15,509.15
Transfers from Trinity Budget	0.00	0.00
Transfers from other Trinity funds	0.00	0.00
Total Receipts	0.00	15,509.15
Disbursements		
Fellowship Hall project expenses	0.00	0.00
Total Disbursements	0.00	0.00
Fellowship Hall Loan Balance December 31, 2014	0.00	0.00
Total Debt Balance		324,293.52

Trinity Lutheran Church
Concert Series Budget Report
Fiscal Year July 2014 through June 2015
December 2014

	Budget July - June	Actual December	Actual Fiscal YTD
Cash Balance on July 1, 2014	\$15,157.33		\$15,157.33
Cash Balance on December 1, 2014		\$19,955.71	

2014 - 2015 Fiscal Year Budget

Receipts

Arts Patrons Fund Receipts	23,000.00	758.53	21,738.27
Festival of Keyboards 10/5/14	1,500.00		2,560.09
All Saints Vespers 11/2/14	1,500.00		893.57
Christmas at Trinity 12/14/14	1,500.00	2,386.84	2,386.84
Ugandan Children's Choir 1/18/15	1,500.00		
Popcorn Hat Players 2/22/15	1,000.00		
Music from the Cathedrals 3/15/15	1,000.00		
Harrisburg Singers 4/25/15	-		
Misc.	-		

Total Receipts	31,000.00	3,145.37	27,578.77
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Expenses

Festival of Keyboards 10/5/14	13,000.00		11,343.31
All Saints Vespers 11/2/14	5,000.00		4,080.00
Christmas at Trinity 12/14/14	5,000.00	5,490.00	5,490.00
Ugandan Children's Choir 1/18/15	1,000.00		
Popcorn Hat Players 2/22/15	1,000.00		
Music from the Cathedrals 3/15/15	1,000.00		
Harrisburg Singers 4/25/15	1,000.00		
Arts Brochure	1,000.00		717.06
Tithe to General Fund	3,100.00	314.53	2,754.61
Advertising	3,000.00		1,054.57

Total Expenses	34,100.00	5,804.53	25,439.55
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Fiscal 2014/2015 Receipts over Expenditures	(3,100.00)	(2,659.16)	2,139.22
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Projected Cash Balance on June 30, 2015	<u>\$12,057.33</u>		
Cash Balance December 31, 2014		\$17,296.55	\$17,296.55

Trinity Lutheran Church
Preschool Budget Report
Fiscal Year July 2014 through June 2015
December 2014

	Budget July - June	Actual December	Actual Fiscal YTD
Balance on July 1, 2014	\$2,631.73		\$2,631.73
Balance on December 1, 2014		\$5,984.99	

2014 - 2015 Fiscal Year

Receipts

Tuition	84,420.00	9,210.00	40,085.00
Registration	2,200.00	770.00	1,410.00
Lunch Bunch	3,500.00	920.00	3,255.00
Special Events			108.00
Misc. Receipts		52.00	82.00
Donations			15.00
Transfer from Fundraisers/Other			
Total Receipts	90,120.00	10,952.00	44,955.00

Expenses

Payroll	76,620.00	9,061.61	35,452.63
Substitutes	1,500.00		588.50
Administrative	200.00		136.37
Advertising	200.00		
Consumables	7,500.00	501.52	2,548.38
Permanent Supply	3,000.00	4.99	283.98
Insurance	1,100.00		1,100.00
Special Events			108.00
Other		49.00	49.00
Total Expenses	90,120.00	9,617.12	40,266.86

Receipts less Expenditures	-	1,334.88	4,688.14
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Projected Balance June 30, 2015	\$2,631.73		
Balance December 31, 2014		\$7,319.87	\$7,319.87

Fundraisers beginning balance	\$0.00	\$262.50	\$0.00
Fundraisers receipts	\$0.00		\$2,550.00
Fundraisers expenses	\$0.00	\$206.50	\$2,494.00
Fundraisers ending balance	\$0.00	\$56.00	\$56.00

Total Preschool Cash Balance 12/31/14	\$2,631.73	\$7,375.87	\$7,375.87
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Trinity Lutheran Church
Chancel Choir Financial Report
Fiscal Year September 2014 through August 2015
December 2014

	<u>December</u>	<u>Fiscal YTD</u>
General Fund Beginning Balance 9/1/14		\$536.69
General Fund Balance December 1, 2014	\$866.74	
Receipts		
Rehearsal Collections	\$2.00	\$192.00
Gift Collections	\$316.00	\$506.00
Benevolence Collections		
Total Receipts	\$318.00	\$698.00
Expenses		
Flowers Expenses	\$104.90	\$154.85
Gifts Expenses	\$506.00	\$506.00
Benevolence Expenses		
Misc. Expenses		
Total Expenses	\$610.90	\$660.85
General Fund Balance December 31, 2014	\$573.84	\$573.84
 Banquet Fund beginning balance	 \$91.50	 \$91.50
Banquet receipts		
Banquet Expenses		
Banquet Fund ending balance 12/31/14	\$91.50	\$91.50
 Designated Fund beginning balance	 \$1,900.49	 \$1,655.49
Designated Collections - Benevolence	\$332.00	\$577.00
Memorial Collections		
Designated Expenses - Benevolence	\$577.00	\$577.00
Designated Fund ending balance 12/31/14	\$1,655.49	\$1,655.49
 Total Choir Fund Cash Balance 12/31/14	 \$2,320.83	 \$2,320.83

Trinity Lutheran Church
Women of Trinity Financial Report
Fiscal Year July 2014 through June 2015
December 2014

	Budget	Actual	Actual
	July - June	December	Fiscal YTD
Cash Balance on July 1, 2014	\$2,635.21		\$2,635.21
Cash Balance on December 1, 2014		\$2,734.48	
<u>Receipts</u>			
General Meeting Offering	500.00	406.00	622.00
Circle Meeting Offering	450.00		273.00
Summer Offering	700.00		1,172.00
Christmas Tea	450.00	579.00	579.00
Circle Study Materials	125.00		96.00
Blessing Boxes	900.00	4.00	83.55
Health Kits	100.00		
School Kits	300.00		595.00
Project Sewing	300.00	20.00	125.00
Prayer Shawl Ministry	150.00		
Visitation Ministry	60.00		
WOT Undesignated Contributions	-		
Total Receipts	4,035.00	1,009.00	3,545.55
<u>Expenses</u>			
LSS Women of the ELCA Offering	700.00		408.00
LSS Convention Registration	40.00		
LSS Convention Offering	225.00		265.00
Triennial Meeting Expenses			
Triennial Meeting Offering			
Christmas Charity	200.00		
Discretionary Expenses	30.00		
Circle Study Books	40.00		
Speaker Honorariums	100.00		100.00
Historian Expenses	20.00		
Membership Expenses	20.00		
Christmas Luncheon Expenses	425.00	345.05	345.05
Blessing Boxes Benevolences	900.00		950.00
Designated Benevolences	100.00		
Health Kits Expenses	200.00		
School Kits Expenses	400.00		421.82
Project Sewing Expenses	150.00		78.53
Prayer Shawl Ministry Expenses	125.00	38.01	63.40
Visitation Ministry Expenses	125.00		139.54
Hospitality Ministry Expenses	75.00	10.60	10.60
Cards Expenses	160.00		49.00
Publicity Expenses			
Total Expenses	4,035.00	393.66	2,830.94
Fiscal 2014/2015 Receipts over Expenditures	-	615.34	714.61
Projected Cash Balance on June 30, 2015	\$2,635.21		
Cash Balance December 31, 2014		\$3,349.82	\$3,349.82

Role of Congregation Council and Staff in Strategic Execution

