Search and Call Tools for Congregations

Advancing the Spirit's guidance into God's future

INTRODUCING THE NEW LOCAL CHURCH PROFILE

Who are we

Who is our neighbor Who is God calling us to become

The new Local Church Profile is not just for congregations in search of a pastor. *All* congregations are encouraged to engage in its process of discovery every 3-5 years. The UCC Local Church Profile reflects valuable data, assesses ministry, clarifies change, and helps advance the calling of the congregation. Not just to be completed by a search committee – the more participation, the better!

MINISTERIAL EXCELLENCE, SUPPORT & AUTHORIZATION UNITED CHURCH



UNITED CHURCH OF CHRIST LOCAL CHURCH PROFILE

Faith United Church of Christ York, Pennsylvania

Position Opening: Pastor

York Association, Penn Central Conference

May 20, 2024

LOCAL CHURCH PROFILE CONTENTS

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NOTE: we have intentionally left intact the instructions (*often in italics*) which come in the Profile template, as we believe when reviewing a profile, it may be helpful to understand the original intent and instruction.

"God is able to provide you with every blessing, so that having all sufficiency in all things at all times, you may abound in every good work."

(2 Corinthians 9:8)

1. POSITION POSTING

- a. LISTING INFORMATION
- b. SCOPE OF WORK
- c. COMPENSATION & SUPPORT
- d. WHO IS GOD CALLING TO MINISTER WITH US?

1a. LISTING INFORMATION

Church name: Faith United Church of Christ

Street address: 509 Pacific Avenue, York, PA 17404

Supplemental web links:

• Faith Church website: Home Page (faithuccyork.org)

• Faith Church on Facebook: (20+) faith united church of christ york - Search Results | Facebook

Additional ecumenical affiliations (e.g. denominations, communions, fellowships):

Conference: Penn Central Conference <u>Penn Central Conference - United Church of Christ (pccucc.org)</u>
Association: York Association <u>Home | York Association of the UCC (yorkassociationucc.org)</u>
UCC Conference or Association Staff Contact Person (Name, Title, Phone, Email):

• Rev. Dr. Nora Foust, Associate Conference Minister, 717-433-2587, <u>nfoust@pccucc.org</u>

Summary Ministry Description:

In a short paragraph, reflect on where your church is going and what it might look like when you get there. What do you need to get there? Who are you seeking to join you on this part of your church's faith journey?

After a long tenure (26+ years) with our previous Pastor, our small (average of 73 attend weekly) but active and outreaching church is seeking a Pastor who can walk beside us and help us further carry out our mission and vision.

We are located in a multi-cultural city neighborhood and our mission is to be a welcoming community, nurturing relationships and shaping disciples to love and serve all of God's people. Our vision is to be a group of Christian disciples with families and singles of all ages who become a supportive and integral part of our neighborhood and mission field.

Our median is middle age and we have energy and time for our many outreach efforts and a desire to attract all ages. We believe we need to nurture relationships by being both the body of Christ and a church of small covenantal groups who spiritually care for and minister to each other and learn from and with each other. Our next Pastor will need both patience and assertiveness to move our active Faith family forward in revitalization and growth.

Photographs:

Insert 1-3 images of your church, its people, its parsonage or building or gathering space, etc.

Church exterior (from corner of Pacific Ave and Noonan Rd)



Sanctuary during service (from balcony)



Fellowship Hall (from entry door)



What we value about living in our area (2-3 sentences):

- York, PA, home to the Continental Congress as it developed the US Articles of Confederation,
 has deep history in the city and nearby, affordable living, many recreation options and a small to
 medium feel while being close to Baltimore, Philadelphia, Washington DC and New York City
- We value the family feel of our church and our area; neighbors and Yorkers are friendly, diverse and caring and we have many opportunities to make a positive difference

Current size of membership:

• We reported 276 currently active members in our UCC yearbook entry in March 2024. Our average weekly attendance was reported as 73 in the same entry; we have about 100 members who are active weekly and others who are active occasionally.

Languages used in ministry (other than English):

- Currently English only
- Genesis Ministries (who shares our building) operates primarily in Spanish

Position Title: Pastor

- Our church of about 276 active members with an average weekly attendance of 73 is a "smaller church" based on the <u>UCC Statistical Profile from 2021</u> (although our attendance is above the current UCC average of 53 per week)
- We do not currently and do not plan in the near term to consider multiple Pastors such that a Senior Pastor would be needed to lead and manage a team of Pastors

Position Duration:

We are interested in a Settled (permanent) Pastor and will seek a Supply Pastor short-term as we Search for a Settled Pastor.

<u>Settled</u> – a called position intended for longer-term ministry in which the minister moves church membership to the congregation and moves standing to related association

<u>Supply</u> – a temporary position in which the pastor does not move membership to the congregation served or move standing to related association

<u>Compensation Level (choose one, delete the other options listed):</u>

Full Time

Does the total support package meet conference compensation guidelines?

• Yes

1b. SCOPE OF WORK

(add here the Scope of Work developed by your church using the Call Agreement Workbook)

- preparation and leadership of Sunday worship including scripture study, crafting of liturgy and bulletin, sermon preparation, guiding and sometimes finding lay liturgists, planning of music in coordination with musical staff or volunteers, preaching, offering of prayers, etc.
- faith formation and vitality through prayer, Bible study, service, identifying helpful resources and opportunities and helping lay persons take advantage of them
- leadership development by working with people in the church to create ministry and programs
- pastoral care in collaboration with lay people
- community engagement and leading the way for the church to be an ambassador of God's love
- weddings and funerals for participants in the worshipping community
- strategic planning for current and new directions in ministry
- attend meetings and give leadership as needed to church programs, in collaboration with lay leadership
- participate in wider church activities such as conference and association meetings
- administration responsibilities (unless delegated) such as email, website, church supplies, more
- faithful financial development and stewardship
- responsibility for supervision of staff
- availability to wider community for funerals, weddings, special worship programs, and as a representative of the church to local organizations
- counseling, listening and referral
- study and prayer to increase faith and to improve skills so as to lead, teach, preach better
- energizing and deepening spiritual connections and faith understandings of others in all they do

Core Competencies:

(List three core competencies that you imagine could be foundational in your next minister's relationship with the church. For example, a church seeking a pastoral care minister might hope to call someone who is <u>caring</u>, <u>sensitive</u> and <u>sociable</u>, while a church seeking an executive minister might want an <u>organized</u>, <u>detail-oriented</u> and <u>time-conscious</u> person.)

Welcoming. We are a friendly church and we want to become truly welcoming to our friends and neighbors, forming relationships with them and actively working to help them know Jesus.

Relationship-builder. Our mission includes "nurturing relationships"; it will be important for our new Pastor to help us move past grieving for our prior Pastor, strengthen our internal relationships (including forming covenantal groups) and improve our external relationships in our neighborhood and community.

Coaching. We have a lot of energy and we do some good outreach work. Our next Pastor can help us increase and improve our work by educating, guiding, shepherding, and coaching us toward the needs and equipping us with the knowledge and tools to minister to a diverse neighborhood, appeal to youth and families and leverage the strength we have in energetic congregants of all ages!

1c. COMPENSATION AND SUPPORT

<u>Salary Basis</u> (from the Call Agreement Workbook, equal to Cash Salary plus Value of Parsonage/Housing Allowance):

- Salary will be within Conference guidelines
- Salary vs. Housing mix is negotiable

<u>Benefits</u> (*choose one*) will be within Conference guidelines and can be negotiable depending on the needs of the successful candidate.

What is the expected living situation for your next minister (e.g. parsonage, living nearby with a housing allowance, living elsewhere to commute as needed)?

• Living nearby with a housing allowance

Comment on the residential/commuting expectations for your next minister.

• We would like our Pastor to be nearby so that traveling to the church for services and meetings will not be a burden for them

<u>State any incentives</u> (e.g. school debt reduction or retention bonus after a certain number of years in position):

 These will start within Conference guidelines and can be negotiable depending on the needs of the successful candidate

Describe peer and professional supports available for ministers in your association/conference:

• Both the York Association and Penn Central Conference provide ministerial support in relationships (frequent ministerial support and fellowship gatherings) and education (advancement and ongoing refreshers)

<u>If applicable, describe how your church will adopt part-time adjustments in the pastoral schedule to support a minister's bi-vocational employment:</u>

• We are seeking a full-time pastor but we are open to discussing bi-vocational situations

1d. WHO IS GOD CALLING TO MINISTER WITH US?

<u>Describe the ministry goals you envision your next minister co-collaborating with the congregation</u> <u>to achieve.</u> We believe our next Pastor can help us move further forward on our mission tenets:

- **Welcoming**. We believe God wants us to be a safe and nurturing space for all to worship and to minister to a diverse group of people.
- **Nurturing Relationships**. We want to become a more closely bonded and proactive congregation and to use small covenantal groups to minister to each other.
- **Shaping Disciples**. We want to understand how to become disciples who love and serve all of God's people.

Describe how your vision of the minister you are now seeking will assist the congregation in making an impact beyond its walls. We believe our next Pastor can also help us move further forward on our vision tenets:

- Be a supportive and integral part of our neighborhood and mission field
- Worship God in formal, informal and musical ways throughout the week
- Be a group of Christian disciples with families and singles of all ages

<u>Specify language requirements or culturally-specific capacities preferred in a next ministerial leader</u>, and why those matter to the congregation's sense of calling.

• It would be advantageous if our next Pastor spoke English and Spanish, or at least is familiar with multi-cultural settings and how to nurture relationships in these settings. These qualities will enable us to grow both inwardly and outwardly and further our vision.

Based on what you have learned about who your church is, who your church's neighbor is, and who God is calling the church to become, describe four areas of excellence from *The Marks of Faithful & Effective Authorized Ministry* that your next minister will display to further equip the congregation's ministry in these areas. Below are several marks (category and specific mark) and in bold, the mission tenant of ours that they support.

- **Section: Welcoming Community**. Under "Nurturing UCC Identity", the Mark "Exhibiting a commitment to the core values of the UCC: continuing testament, extravagant welcome, and changing lives.
- **Section: Nurturing Relationships**. Under "Strengthening Inter- and Intra- Personal Assets, the Mark "Living in relationships of covenantal accountability with God and the Church
- Section: Shape Disciples.
 - Under "Exhibiting a Spiritual Foundation...", the Mark "Exhibiting a commitment to lifelong spiritual development and faithful personal stewardship
 - o Under "Building Transformational Leadership Skills", both:
 - "Witnessing in the square to God's redeeming power"
 - AND "Encouraging leadership development of self and others through continuing education and lifelong learning

2. WHO IS GOD CALLING US TO BECOME?

"You shall love the Lord your God with all your heart, and with all your soul, and with all your mind." (Matthew 22:37 NRSV)

Who is God calling you to become as a congregation?

We believe God is calling us

- to be a safe and nurturing space for all to worship
- to become a closely bonded and proactive congregation who strongly upholds our mission statement during this time of transition and always
- to minister to a diverse group of people and seek to provide opportunities to empower each individual to feel a part of God's family
- to be more inclusive in the way we worship by implementing various styles of music and worship and by partnering with other churches in both worship and service
- to be welcoming and sensitive to those seeking Jesus by using friendly, innovative ways of making newcomers feel welcome
- to draw the youth of the community to us by including their participation, thoughts and opinions
- to become a church of small groups who minister to each other and learn from and with each other

<u>Describe how God is calling you to reach out to address the emerging challenges and opportunities of your community and congregation.</u>

For example, describe two experiments your congregation has initiated or engaged in the past year, what were the results and where do you see your next steps? Has your church had a multi-year strategic plan or vision statement; if so, where do you see that plan/vision taking you?

Over the past year our congregation has engaged in the following experiments:

- Restarted our choir and hired a choir director. The congregation is supportive of reviving a choir, however we have just learned that our choir director will be leaving this position due to life circumstances. The hope is to find another director and again revive the choir.
- We have collaborated with Genesis, a primarily Hispanic church who shares our facility, to have a Christmas Tea. It has been a success and there are plans to join with them in future social and service projects.
- We sold the building that was used as our office space and move our office into the main church building. There are plans for modernizing our "parlor" to become more of a welcome center.
- A small group has been meeting in a member's home to study, pray and fellowship. This has been successful and our hope is to add additional small groups to meet in homes or in the church building.

Below are our 2017 Mission ("what we'll do") & Vision ("what we'll become). We also defined in 2017 multiple projects underneath each of the main planks in the Mission (Welcoming Community, Nurturing Relationships, Shaping Disciples). We kept scorecards and did okay the first couple of years but during and since COVID we have not kept the Mission and Vision as ingrained in our decisions and actions as we should.

Mission

Faith Church is a

Welcoming community,

Nurturing relationships with God and one another and

Shaping disciples to love and serve all of God's people

Vision

By 2020 Faith Church will:

- Be a supportive and integral part of our neighborhood and mission field
- Worship God in formal, informal and musical ways throughout the week
- Be a group of Christian disciples with families and singles of all ages
- Face diverse challenges with Christian love

3. WHO ARE WE NOW?

"You shall love your neighbor as yourself." (Matthew 22:39 NRSV)

- a. CONGREGATIONAL REFLECTIONS
- b. 11-YEAR REPORT
- c. CONGREGATIONAL DEMOGRAPHICS
- d. PARTICIPATION AND STAFFING
- e. CHURCH FINANCES
- f. HISTORICAL INFORMATION

3a. CONGREGATIONAL REFLECTIONS

Describe your congregation's life of faith.

For example, what beliefs and commitments are stated in your congregation's purpose statement or membership vows? How is God most often described in worship liturgy? In what ways would you describe the Holy Spirit in your midst?

- We use the UCC Order of Worship outline with modifications based on special occasion or celebration
- God is described as a loving God
- Our membership vows are from the UCC Book of Worship:
 - o Do you desire to affirm your baptism into the faith and family of Jesus Christ?
 - o Do you renounce the powers of evil and desire the freedom of new life in Christ?
 - o Do you profess Jesus Christ as Lord and Savior?
 - O Do you promise, by the grace of God to be Christ's disciple, to follow in the way of our Savior, to resist oppression and evil, to show love and justice, and to witness to the work and word of Jesus as best you are able?
 - O Do you promise, according to the grace given you, to grow in the Christian faith and to be a faithful member of the church of Jesus Christ, celebrating Christ's presence and furthering Christ's mission in all the world?
 - o By your baptism you were made one with us in the body of Christ, the church. Today we rejoice in your pilgrimage of faith which has brough you to this time and place. We give thanks for every community of faith that has been your spiritual home, and we celebrate your presence in this household of faith.
 - O Do you promise to participate in the life and mission of this family of God's people, sharing regularly in the worship of God and enlisting in the work of this local church as it serves this community and the world?
- We have adopted the purpose statement of the UCC:
 - The United Church of Christ acknowledges as its sole Head, Jesus Christ, Son of God and Savior. It acknowledges as kindred in Christ all who share in this confession. It looks to the Word of God in the Scriptures, and to the presence and power of the Holy Spirit, to prosper its creative and redemptive work in the world. It claims as its own the faith of the

historic Church expressed in the ancient creeds and reclaimed in the basic insights of the Protestant Reformers. It affirms the responsibility of the Church in each generation to make this faith its own in reality of worship, in honesty of thought and expression, and in purity of heart before God. In accordance with the teaching of our Lord and the practice prevailing among evangelical Christians, it recognizes two sacraments: Baptism and The Lord's Supper or Holy Communion

Describe several strengths or positive qualities of your congregation.

- Family
- Welcoming, friendly
- Heavily involved in Social Outreach at the local, national and international levels; Food Run, Soup Kitchen, UCC (OGHS, CWS, etc.), Operation Christmas Child
- Active Caring Ministry: prayer chains, visitations
- Music

Describe what worship is like when your congregation gathers.

For example, where does worship take place, and what is it based around? What was a recent baptism like? What are some words used to describe good preaching?

- Worship takes place in the sanctuary.
- Lectionary scripture, prayer, music sermon/message
- Baptism Families involved. Recent baptism were 'Faith family', but not actively involved in the life of the church. Babies, toddlers, young children.
- Good Preaching speaks to me, not read, casual (not using the pulpit), conversational
- Blended style of worship some contemporary music, but service itself tends toward the traditional. Traditional music organ/piano, choir
- Occasional skits/drama presentations.
- AV Capabilities

Describe the educational program/faith formation vision of your church.

For example, how are young people in leadership? How do people continue to form their faith over a lifetime? Name a topic studied or curriculum used recently; what was the impact of this study on those who attended?

- Young people are mostly not in leadership. A younger person is on Council and we have had student members in the past.
- Currently there is no standing kids Sunday School, but we have ad hoc volunteers if there are children attending worship.
- Adult Sunday School and Bible Studies.
 - o Recent topics:
 - The Seas May Get Rough Climate Change
 - Biblical History Videos
 - The Afro-Christian Tradition The Fifth Stream of the United Church of Christ
- Book Club

Describe how your congregation is organized for ministry and mission.

For example, how are decisions communicated in your church? How are teams or committees organized? Where does your church struggle for vision?

Leadership of various areas of church life is organized into four Ministry teams: Outreach, Caring, Discipleship, Worship. For more details, see our website page: Church Ministries (faithuccyork.org)

When it comes to decision-making, how many hours are spent in meetings per month? Standing meetings typically include:

- Council 2 hours
- Committee (Ministry teams) 2 hours

Think of a time when action had to be taken quickly, for example when a crisis or disaster occurred. How was that accomplished?

- Pastor & Council Executive team meet (phone, etc.)
- Emergency meeting of Council
- Depending on \$\$ involved, bring to the Congregation

Can you provide the next minister with a copy of an organization structure, bylaws and/or annual report to further explain the patterns of the church's activity and governance? [Yes/No]

Yes

Where does your church struggle for vision?

• Everywhere. We do lots of good things but don't necessarily balance the planning or project selection against what our stated Mission and Vision (last updated in 2017) are:

Mission

Faith Church is a welcoming community, nurturing relationships with God and one another and shaping disciples to go into the world to love and serve all God's people.

Vision

Faith Church will:

- Be a supportive and integral part of our neighborhood and mission field
- Worship God in formal, informal and musical ways throughout the week
- Be a group of Christian disciples with families and singles of all ages
- Face diverse challenges with Christian love

3b. 11-YEAR REPORT

(add here the 11-Year Report with the help of your conference staff)

Church#:	562720										
Assoc:	608	Schedule: 0	Faith United 0	Church of Christ			York		PA	17404	
YEAR	MEMBERS	AVG WEEKLY ATTENDANCE	CHR ED/ FAITH FORM	CONFIRMATIO	N CO	NFESSION	TRANSFER OR REAFFIRM	DEATHS O		OTHER LOSSES	NET MEMBS ADDS-REMOVED
2013	480	150	81		0	1	4		17	1	-13
2014	478	140	70		3	1	9		12	3	-2
2015	471	127	64		0	0	5		12	0	-7
2016	468	124	58		0	1	6		9	1	-3
2017	465	128	69		0	2	9		14	0	-3
2018	473	128	62		9	2	16		16	3	8
2019	473	128	62		0	0	0		0	0	0
2020	473	128	62		0	0	0		0	0	0
2021	461	66	53		0	0	2		14	0	-12
2022	324	70	50		0	0	4		4	0	0
2023	276	73	25		6	1	1		7	49	-48
YEAR	CURRENT EXPENSES	CAPITAL PAYMENTS		OT OTHER CC GIVING	TOTAL OCWM	OTHEI GIFT		BASIC SUF		TOTAL EXPEND	PLEDGES AND OFFERINGS
2013	\$292,409	\$5,214	\$15,500	\$12,649	\$28,149	\$5,65	8 \$33,807	!	5.30	\$331,430	\$218,036
2014	\$258,745	\$6,157	\$15,500	\$17,941	\$33,441	\$2,27	1 \$35,712	!	5.99	\$300,614	\$208,595
2015	\$251,565	\$6,800	\$15,000	\$7,535	\$22,535	\$11,37	3 \$33,908		5.96	\$292,273	\$199,000
2016	\$251,565	\$6,800	\$15,000	\$4,056	\$19,056	\$11,37	3 \$30,429	!	5.96	\$288,794	\$199,000
2017	\$223,243	\$0	\$15,000	\$7,887	\$22,887	\$2,42	6 \$25,313		6.72	\$248,556	\$222,640
2018	\$222,913	\$18,992	\$15,000	\$2,823	\$17,823	\$5,32	1 \$23,144	(6.73	\$246,057	\$211,529
2019	\$222,913	\$0	\$15,000		\$17,405	\$	- 1		6.73	\$240,318	\$0
2020	\$222,913	\$0	\$15,000		\$17,704	\$			6.73	\$240,617	\$0
2021	\$204,961	\$0	\$15,000		\$18,311	\$7,58			7.32	\$230,859	\$199,083
2022	\$226,927	\$40,000	\$15,000	\$1,434	\$16,434	\$2,78			6.61	\$246,141	\$169,491
2023	\$203,404	\$0	\$7,500	\$13,470	\$20,970	\$3,04	7 \$24,017	;	3.69	\$227,421	\$180,231
% CHANGE	E MEMBERS	AVG WEEKLY S ATTENDANCE				TOTAL OVALS	CURR LOCAL EXPENSES	TOTAL OCWM	EXPEN	TOTAL NDITURE	
2018-2023	-41.6	5 -42.97	-59.6	8 -70.37		194.74	-8.75	17.66		-7.57	
2013-2023	-42.5	51.33	-69.1	4 60.00		211.11	-30.44	-25.50		-31.38	

3c. CONGREGATIONAL DEMOGRAPHICS

Describe those who participate in your church.

		Is this number an estimate? (check if yes)
Number of active members:	276	from UCC yearbook entries
Number of active non-members:	20	$\sqrt{\text{adults and youth not yet confirmed}}$
Total of church participants (sum of the numbers above):	296	V

Percentage of total participants who have been in the church:

	% (Qty)	Is this number an estimate? (check if yes)
More than 10 years:	68% (200)	√ (from UCC yearbook entries)
Less than 10, more than 5 years:	21% (63)	√ (from UCC yearbook entries)
Less than 5 years:	11% (33)	√ (from UCC yearbook entries)

Number of total participants by age:

0-11	12-17	18-24	25-34	35-44	45-54	55-64	65-74	75+	Are these numbers an estimate? (check if yes)
5	15	16	20	20	50	50	60	60	\checkmark

Percentage of adults in various household types:

	% (Qty)	Is this number an estimate? (check if yes)
Single adults under 35:	13% (25)	\checkmark
Households with minors:	10% (20)	√
Single adults age 35-65:	21% (40)	V
Joint households with no minors:	46% (100)	\checkmark
Single adults over 65:	10% (20)	V

Highest Education level of adult participants by percentage:

		Is this number an estimate? (check if yes)
High school:	37% (110)	$\sqrt{}$
College:	29% (86)	\checkmark
Graduate School:	10% (30)	V
Specialty Training:	17% (50)	\checkmark
Other: less than High School	7% (20)	√

Percentage of adults in various employment types:

		Is this number an estimate? (check if yes)
Adults who are employed:	40% (110)	$\sqrt{}$
Adults who are retired:	40% (110)	\checkmark
Adults who are not fully employed:	20% (56)	V

Describe the range of occupations of working adults in the congregation:

• Mostly blue collar with some white collar professional or managerial positions. There are few medical, legal and similar professionals.

<u>Describe the mix of ethnic heritages in your congregation</u>, and the overall racial make-up. Most UCC congregations tend to describe themselves as "diverse." Yet, the vast majority of UCC congregations are mono-cultural. What does diversity mean in your context?

• More than 90% of the congregation is white; we believe our diversity comes from our ages, locations and backgrounds.

<u>Has your congregation recently had a conversation about welcoming diversity</u>, or do you plan to hold one on the near future (perhaps using, for example, the Welcoming Diversity Inventory)? Please note the date. Comment after the exercise:

• We have not held specific conversations. We reach out to and invite our neighborhood (which is much more diverse) to neighborhood events (Easter Egg Hunt, National Night Out, Trunk or Treat) and see a good response but only several of our congregants come from the surrounding neighborhood

3d. PARTICIPATION AND STAFFING

Complete the following chart. Leave blank any fields that are not applicable to your congregation.

Ways of Gathering	Estimated number	Who plans each of the listed gatherings? (list any and all worship planners, such as various lay leaders, pastors, musicians, other staff)
Adult Groups or Classes	1	Class or Group leader
Baptisms (number last year)	2	Pastor
Children's Groups or Classes	None currently	Class leaders
Christmas Eve and Easter Worship (125 at Christmas, 100 at Easter)	225 persons	Pastor & Worship ministry team
Church-wide Meals (about 300 attended in 2023)	5-7 yearly	Various groups plan. Does NOT include funeral meals.
Choirs and Music Groups (Praise Band, Choir – part year)	2	Choir and Bell Choir are currently dormant while we seek leaders
Church-based Bible Study	2-3 yearly	Pastor
Communion (monthly and special)	14 yearly	Pastor
Community Meals (Helping Hands for the Homeless)	2 yearly	Food Run team

Ways of Gathering	Estimated number	Who plans each of the listed gatherings? (list any and all worship planners, such as various lay leaders, pastors, musicians, other staff)
Confirmation (number confirmed last year)	6	Confirmation classes are run each 2-3 years depending on # of youth
Drama or Dance Program	n/a	
Funerals	8	Pastor and Family
Intergenerational Groups	n/a	
Outdoor Worship	n/a	
Prayer or Meditation Groups	n/a	
Public Advocacy Work	n/a	
Retreats	n/a	Held annually until COVID
Theology or Bible Programs in the Community	n/a	
Weddings (1 in 2023)	1	Pastor and Couple
Worship (time slot: 9:30am) (average of 73 attend weekly)	52+ yearly	Pastor, Praise band, Worship Ministry team. Pre-COVID there were two per week (contemporary, traditional). Weekly + holidays.
Youth Groups	10	Small group meets occasionally
Small Groups (several held in congregant's home)	3-5 sessions	Lay leader
Other		

Additional comments:

<u>List all members or regular participants in your congregation who are ordained, licensed, or commissioned ministers.</u> Indicate those with current United Church of Christ Three-Way Covenants (i.e. serving in a congregation) or Four-Way Covenants (i.e. serving in a ministry beyond a congregation).

Name	Three- or Four- Way Covenant? (3 or 4 or No)	Ministry Setting	Type of Ministry Role (prior to joining Faith or while at Faith)	Retired? (Y or N)
Rick Pulling	No	Interim	Interim UCC Pastor at another church	N
Elmer Scofield	No	Settled	Settled UCC Pastor	Y
Brian Percy	No	Hospice	Hospice Pastor	N

If one or more previous pastors or retired ministers currently hold membership in the church, describe their role(s) in the life of the congregation.

• They are congregants at Faith and generally do not participate in a pastoral way

<u>List all current staff, including ministers.</u> Exclude the position you are seeking to fill. Indicate which staff person serves as head of staff.

Staff Position	Head of Staff?	Compensation (full time, part time, volunteer)	Supervised by	Length of Tenure for current person in this position
Administrative Assistant	Pastor	Part time	Pastor	5+ years
Sexton	Pastor	Part time	Pastor	20+ years
Bookkeeper	Pastor	Part time	Pastor and Treasurer	20+ years
Accompanist / Praise Band lead	Pastor	Part time contractor	Pastor	10+ years
Treasurer (unpaid)	Council	Volunteer	Council	4 years

Reflection: After reviewing the congregational demographics and activities above, what does this information reflect about your congregation's overall ministry?

- Aging population.
- Youth limited participation for special occasions.
- Adult small group (30-40) of active members who seem to always participate and lead events.
- New members (outside of confirmation) primarily are in the 45-60 age group.

- Demographics seem to be indicative of what is happening in most mainline city churches.
- Outreach tends toward urban organizations (Food Run, WELL, Our Daily Bread Soup Kitchen, Devers Elementary School) which is reflective of our location but is not reflective of our demographics.
- While we ourselves do not reflect the local demographics, we have become an incubator for several congregations including Mt. Zion Community Church (met for years but ceased meeting several years ago), Genesis Christian Ministries and West Side Soldiers in Christ Church (no longer meeting).
- Our building is used by the community as a meeting/gathering place; while most of their attendees do not attend our services, our support is vital to their organizations: Yorktowne Senior Center, Elections polling place, NA Meetings and other local meetings

3e. CHURCH FINANCES

Current annual income (dollars used during most recent fiscal year)

Source	Amounts (2023 actuals)
Annual Offerings and Pledged Giving	\$209,381
!Endowment Proceeds (as permitted within spending policy, such as a cap of typically 4.5%-5% on total return)	\$12,000
Endowment Draw (beyond what is permitted by spending policy, "drawing down the principal")	\$0
*Fundraising Events for the budget (extra giving, charity meals, etc.)	\$1,150
*Gifts Designated for a Specific Purpose	\$8,000
Grants	\$0
*Rentals of Church Building	\$15,386
Rentals of Church Parsonage	\$n/a
Support from Related Organizations (e.g. Women's Group)	\$0
Transfers from Special Accounts	\$0
Other (specify):	\$0
Other (specify):	\$0
TOTAL	\$221,381

^{*} lines are part of line 1 (Annual Offerings and Pledged Giving)

[!] line is not included in the Annual Offerings and Pledged Giving; endowment proceeds are restricted to college scholarships (81%) and building funds (19%)

Current annual expenses (actual dollars for most recent fiscal year 2023): \$209,429

Attach most recent (2024) church budget (see Appendix A), spending plan, operating statement, or annual treasurer's report as shared publicly with the congregation, or - if your church does not pass an annual budget - list current budgeted expenses here.

<u>Considering total budgeted expenses for the year, compare total ministerial support</u>. What is the percentage? 43% (\$90,500 of \$209,429)

Has the church ever failed to pay its financial obligations to a minister of the church? No

Is your church 5-for-5, i.e. does it include each of the following contributions during the church

<u>vear?</u> (indicate those included during the most recent fiscal year) Yes (see below)

\$7,500 Our Church's Wider Mission (OCWM – Basic Support)

\$979 One Great Hour of Sharing

\$200 Strengthen the Church

\$511 Neighbors in Need

\$471 Christmas Fund

<u>In what way is OCWM (Basic Support) gathered?</u> If calculated as a percentage of operating budget, what is that percentage? (recommended 10%)

- OCWM Basic Support for us is a budgeted amount, currently \$7,500 annually
- It is roughly tied to number of active members (currently 276) and was reduced from \$15,000 beginning in 2023 as our active membership over the past 20 years has declined

What is the church's current indebtedness? \$0

Total amount of loan debt:

Reason for debt:

Are capital and other payments current?

<u>If a building program is projected or underway, describe it,</u> including the projected start/end date of the building project and the total project budget.

- No building program is underway other than periodic updating of portions of the building; the last two large projects were in 2017 to modernize Fellowship Hall and paint the Sanctuary, and we replaced Fellowship Hall air conditioning recently
- Building projects have been completed in the past 20+ years from monies in the Building Fund plus reserves or funds from bequests or other monies

If the church has had capital campaigns in the last ten years, describe: N/A

If a capital campaign is underway or anticipated, describe: N/A

<u>Describe the prominent mission component(s) involved in the most recent (or current) capital campaign.</u>

• The last true capital campaign, funding the 1997 expansion of the building, adding our Fellowship Hall, main Hallway, elevator, Sanctuary air conditioning, etc., had the purpose of modernizing our facility to attract growth and to be able to remain in York City

<u>Does your church have an endowment?</u> Yes we have two main endowments; questions below are answered below for both endowments

What is the market value of the assets?

- Horn Trust is \$240,000
- Strickler Trust is \$920,000

Are funds drawn as needed, regularly, or under certain circumstances?

• Monies cannot be drawn from the principal of either Trust, only from the income

What is the percentage rate of draw (last year, compared to 5 years ago)?

• Income payments from the Trusts vary annually based on investment earnings or declines. The Strickler Trust contributes up to 6% of it's net value to the church annually if earnings support it.

Describe draw on endowment, if any, to meet operating budget expenses for the most recent year and the past five years:

• None.

At the current rate of draw, how long might the endowment last?

• We are not able to draw from the principal of the Trusts for our budget.

Please comment on the above calculations or estimates:

• No additional comments

Other Assets

Reserves (savings): \$

- \$200,000 in unrestricted funds
- \$73,500 in restricted funds (donations and bequests with a named purpose)

Investments (other than endowments / trusts): \$

- \$104,000 in unrestricted investments
- \$470,000 in restricted funds (donations, bequests, Trust income with a named purpose)

Does your church have a parsonage?

• No. (thus the below points are not applicable)

Fair market rental value of the parsonage:

How is the parsonage used?

Street / City / State / Zip:

Finished square footage:

Number of Bedrooms, Number of Bathrooms:

Assessed real estate value:

Available for minister residence: Y/N

Expected minister residence: Y/N

Condition of structure, systems and appliances

Entity in the church responsible for review and needed repairs

Describe all buildings (and spaces) owned by the church:

- Church building at 509 Pacific Ave, York, PA
- Parking lots at 425 Pacific Ave, York PA and 445 Atlantic Ave, York, PA

Describe non-owned buildings or space used or rented by the church:

None

Which spaces are accessible to wheelchairs? (worship space, pulpit, fellowship space, facilities, etc.)

All church spaces are accessible to wheelchairs.

Reflection: After reviewing the church's finances and assets described above, what does this information reflect about your congregation's mission and ministry?

For example, when was a time the church made a major budget change? How is the budgeting process done? What new ministry initiative has your church financed?

- We try to maintain a balanced budget but income does not always meet expenses so we use additional levers such as:
 - o Using 'reserve funds' (bequests, memorials, etc.)
 - Sale of property; we recently sold our standalone office (a house) and the proceeds will bolster our reserves
 - o Funds from the merger with Bethany UCC (in 2007)
 - o Reduction of budget line items (some staff, certain missions support)
- In 2022 we proactively reduced our expense budget by about 10% by a) reducing our OCWM from \$15,000 to \$7,500 due to 20 years of declining active members and b) reducing our utilities and taxes by selling our separate church office building (in the 425 Pacific Ave parking lot) and moving our Office into the church
- The draft budget is prepared in late summer by our Treasurer and Bookkeeper, then reviewed in the fall by the Finance team and Council and taken to the Congregation for final approval

3f. HISTORICAL INFORMATION

<u>Name one to three significant happenings in the history of your church</u> that have shaped the identity of your congregation. Add the most important event in the life of your church in the past 10 years.

- +10 years Merging of Bethany and Faith congregations
- COVID
- Virtual Church
- Pastor Ron's Retirement

Describe a specific change your church has managed in the recent past.

• Moving the office into the church and subdividing and selling the office/house property.

Every church has conflict, some minor, some larger. "Where two or three are gathered, there will be disagreement...." Describe your congregation's values and practices when it comes to conflict.

For example, what is an example of a recent conflict and something your congregation learned from it? Describe an occasion when your church experienced conflict without being able to resolve it well. Does your church have policies, protocols or structures for dealing with conflict?)

- Recently we made the decision to **Sell our Church Office building** (a single family home in our parking lot) as we used only a small portion of the building and because the proceeds could be used to bolster our reserves. During the process, communication was important to coming to consensus on the three options presented for that decision. The discussion was open and allowed for questions to be asked and answered regarding all options. Ultimately, the final decision was taken to the congregation for a vote and the result was overwhelmingly in favor of the sale of the property.
- Two previous conflicts were primarily related to differing polarities (preferences):
 - Service types and times. 20+ years ago we had an early informal service and a main later service. After much contemplation a decision was made to make our early service Contemporary (including our praise band) and our later service Traditional. Some congregants who had attended the early informal service due to the favorable time of day felt they "lost" because they now had to attend the late service if they wanted a Traditional service.
 - O Holiday service type. As attendance declined during and since COVID, we combined to one service and we roughly alternate between Contemporary and Traditional services week to week. The first year of this model the Christmas holiday was Contemporary and there were many complaints; we now plan the Christmas and Easter holidays as Traditional.
- Our conflict policies and structures are included in our ByLaws, primarily in these passages:
 - If serious issues or divisive conflicts arise between the members of Faith Church and its ministerial leadership, the Council will seek the assistance of the Association Committee on Ministry.

- Disciplinary matters shall be addressed by the Council, with the President presiding. If the Pastor is the subject of a matter, the President may choose to exclude the Pastor from the discussions.
- o (for continued membership there is a 3 year process). The Council shall exercise discipline in the Congregation through the process below. Throughout this section, when attempting to notify and admonish a member, if all attempts and methods (phone, email, letter) to contact the member are not successful they will be considered notified and admonished.
- O Special meetings may be called by the Council. Upon the written request of five percent of the communicant members, the Council shall issue a call for a special meeting within two weeks after the request has been received. Proper notice shall be given of the time, place and purpose of a special Congregational meeting. Only such business as has been mentioned in the call may be transacted at such special meetings.
- Ocongregational Meetings. The supreme legislative and administrative power of the Congregation is vested in the Congregation itself, assembled in meetings duly and legally called as provided in this document. It is the prerogative of the Congregational meeting to decide such questions as the buying and selling of property, building projects, extensive repairs of Church property, the call and rejection of a Pastor, and questions of the policy of the Congregation, as well as changes in the constitution. For the transaction of all other business, the administration of the Church is entrusted to the Council, chosen and composed as provided for in this document.

Ministerial History (include all previous ministerial staff for the past 30 years)

Staff member's name	Years of service	UCC Standing (Y/N)
Robert J. Davis-Mayo 05/01/1990 – 01/31/1996	5 3/4	Y
Charlotte Hull Whiting (Associate) 01/02/1994 – 07/31/1997	3 1/2	Y
David J. Gockley (Interim) 03/01/1996 – 08/31/1997	1 ½	Y
Amy Dows (Associate) 08/09/2009 – 08/21/2016	7	Y
Ronald J. Oelrich 09/01/1997 – 05/19/2024	26 3/4	Y

Comment on what your church has learned about itself and its relationship with persons who provided ministerial leadership:

• Each leader has gifts from God to give to the church

Has any past leader left under pressure or by involuntary termination? No Has your church been involved in a Situational Support Consultation? No Has a past pastor been the subject of a Fitness Review while at your church? No

4. WHO IS OUR NEIGHBOR?

"You shall love your neighbor as yourself." (Matthew 22:39 NRSV)

- a. COMMUNITY VISION
- b. MISSION InSite

4a. COMMUNITY VISION

How do the relationships and activities of your congregation extend outward in service and advocacy?

For example, which service activities has your church participated in this past year? Where has the church participated in global connections of care and justice? What is currently transformational in your church's engagement with neighbors near or far?

Our congregation participates in many local, national and international activities. These include, but are not limited to:

- Food Runs (preparing & serving food in under-privileged neighborhoods)
- Donations and volunteers for The WELL (local food bank)
- Packing shoe boxes for Operation Christmas Child
- Financial support for Friends Academy(Christian school and home in Haiti)
- Crop Walk
- CWS Blankets
- Financial support for Opportunity International
- Volunteers for Our Daily Bread(meal service for homeless or under-privileged),
- Sponsorship for our Compassion Child
- Annual neighborhood events Easter Egg Hunt, National Night Out, and Trunk or Treat
- A local Senior Center uses our facilities (some congregants attend)
- Narcotics Anonymous uses our facilities for meetings
- We are a polling place for Elections
- We host a York City Police Memorial service yearly (for past 20+ years)

<u>Describe your congregation's participation in meetings, relationships and activities connecting the wider United Church of Christ (association / conference / national setting).</u>

Our congregation participates in UCC activities at the association, conference, and national level including (not limited to)

- Annual York Association meetings and similar communications
- Annual Penn Central Conference meetings and similar communications
- We have provided several York Association delegates to the National UCC Synod

<u>Many local churches love to tell the story of what they are doing in the community</u> to transform lives. Some have identified certain aspects of their witness into the wider community using language shared with other UCC congregations. (Find more information as desired at ucc.org.) *Check any statements below that apply to your UCC faith community.*

Accessible to All (A2A)	Just Peace
Creation Justice	Global Mission Church
Economic Justice	Open and Affirming (ONA)
Faithful and Welcoming	WISE Congregation for Mental Health
God Is Still Speaking (GISS)	Other UCC designations:
Border and Immigrant Justice	Designations from other denominations
Inter-cultural/Multi-racial (I'M)	None

- A2A. Our church is ADA compliant. Hearing devices are available for use by the hearing impaired. Our online steaming services use closed captions.
- Creation Justice. Our church has a very active green initiative. We are a central collection point for plastics recycling for our congregation. Most of our lighting has been updated to LED lighting. We take an annual conservation pledge.
- Economic Justice. We support, with both volunteers and donations, several local food programs. We participate in the annual Crop Walk. We provide store cards (Giant or Weis) monthly to people in need.
- Faithful & Welcoming. Our church offers a Christ based, God is Still Speaking, environment for everyone, regardless of whether they fall into the ECOT (evangelical, conservative, orthodox, or traditional) or mainline UCC categories.
- God is Still Speaking. We do have a Facebook page. Our services are live streamed and continue to be available after the service on Facebook and YouTube. GISS is regularly included as part of our worship service.
- Border & Immigrant Justice. We welcome people regardless of ethnicity or nationality.
- Inter-cultural/Multi-racial. See previous comments regarding Immigrant Justice. In addition to our services, we make our facility available for use by Genesis Church, a Hispanic church with services conducted in Spanish.
- Just Peace. We are not familiar with this program and found only one church that is accredited.
- Global Mission Church. We support several international missions including; Operation Christmas Child, Friends Academy in Haiti, our Compassion Child, and Opportunity International.
- Open & Affirming (ONA). We are welcoming to LBGTQ+ persons but we have not pursued or adopted an ONA covenant.
- WISE Congregation for Mental Health. We welcome people who are struggling with mental health issues. We have not completed Wise Congregation training.
- Other UCC Designations: Five for Five, One Great Hour of Sharing, etc.
- Designations from other denominations:

<u>Reflect on what the above statement(s) mean(s) to your community</u>. Is your congregation interested in working toward any of the above statements of witness in the near future?

- During our latest visioning process, we were reminded that our core values are what we do, not what we say. We remain committed to working with the statements above.
- We consider the list a good representation of the many UCC tenets of Social Justice. We plan to continue to support the list but we do not have plans to expand support of particular tenets.

<u>Describe your congregation's participation in ecumenical and interfaith activities (with other denominations and religious groups, local and regional).</u>

• We are open to participation but ours to date has been sparse and loosely coupled. Multiple years ago we held a service in our Sanctuary attended by three diverse congregations. More recently, as an experiment, we partnered with two new congregations by sharing our worship space (one of these partnerships still continues). We continue to be actively involved in Operation Christmas Child, an interfaith annual project of Samaritan's Purse.

If your congregation has a mission statement, how does that mission statement compare to the actual time spent engaging in different activities? Think of the range of activities from time spent gathering, to governance, to time spent going out.

- Considering our 2017 Mission statement (shown again below), we likely spend about 40% or more of our congregational efforts on Outreach ("love and serve all of God's people) and 60% on Worship and Fellowship (Welcoming community, Nurturing relationships). This varies from congregant to congregant as some are very focused on Outreach and others on Worship and Caring ministries.
- In addition to the Mission, we have a list of codified goals that are attendant to the Mission and our members work on many of those goals (knowing or unknowingly)
- <u>Mission:</u> Faith Church is a **Welcoming** community, **Nurturing** relationships with God and one another and **Shaping** disciples to love and serve all of God's people

<u>Reflect on the scope of work assigned to your pastor(s)</u>. How is their community ministry and their ministry in and on behalf of a wider church accounted for in the congregation's expectations on their time?

 We do not set specific expectations of the pastor in terms of their focus on community vs. wider ministries. Our current pastor and the church in general are focused on and supportive of Outreach, perhaps to the point that we should spend more of our time in Nurturing relationships and Shaping disciples.

<u>Comment on your congregation's ARDA report with data for your neighborhood(s) or area</u>. What trends and opportunities are shown?

- Most church growth 2010-2020 was in Non denominational evangelical churches
- The majority of people are renters
- The number of single parent families is nearly twice the national average
- Education and income levels are below the national average

How do your congregation's internal demographics compare or contrast to a) the neighborhoods adjacent to your church, and b) other neighborhoods with which your church connects?

- Our neighborhood has a higher than average Hispanic population while our congregation is mostly white and also significantly older on average
- About 20 active members of our congregation do live in our neighborhood but those 20 are all white and are not diverse like most of the neighborhood

How are the demographics of the community currently shaping ministry, or not?

- We continue to interact with our neighbors successfully in multiple ways (see next question) and to invite them to our services but this has been mostly unsuccessful
- Genesis Christian Ministries holds Spanish language services in our building

What do you hear when you talk to community leaders and ask them what your church is known for?

Primarily they cite neighborhood outreach and partnerships such as National Night Out, Trunk R
Treat, Easter Egg Hunt, Food Runs, Vacation Bible School, Devers Elementary School, Devers
Neighborhood residents association, Church Fund that buys books for City schools, Annual York
City Police Memorial

What do new people in the church say when asked what got them involved?

- Many new congregants are attracted by our welcoming nature and often first attend because a friend and member of Faith Church personally invited them
- Many new congregants who get involved in the church cite the availability of many Outreach opportunities in the neighborhood and York community
- A few new congregants say they were specifically looking for an urban church which had a significant list of Outreach programs

5. REFERENCES Larry pursuing this

Name up to three people who have agreed to serve as phone and written references. Advise the three references: "The contact information you provide may be shared publicly. Please use contact information that you feel comfortable giving to candidates so they can reach you with their questions."

Make sure they are not members of your church but are persons who know your church well enough to be helpful to candidates seeking more information. Request a letter from each reference in answer to the four prompts below. Attach the letters (up to three) as desired.

REFERENCE 1 Sandie Walker Mr. Sandie's Homeless Veteran's Center 717.495.2924

Faith Church has worked with Sandie and her team about twice yearly for 20+ years to prepare and serve food at a weekend food run for homeless guests.

REFERENCE 2

LuAnn Smith
The W.E.L.L. (West End Local Link food bank in York)
717.852.7345

Faith Church has worked with The W.E.L.L. for multiple years. Several congregants are regular helpers to unload food and staff during the open days and the congregation has been generous in it's giving of both money and foodstuffs to The WELL.

REFERENCE 3

In Progress

Name / Position / Setting

(Telephone / Email / Relationship to the Congregation)

6. CLOSING THOUGHTS

- a. CLOSING PRAYER
- b. STATEMENT OF CONSENT
- c. CONFERENCE/ASSOCIATION VALIDATION

6a. CLOSING PRAYER

God, we are not certain where we are going and although we know you are a loving God, we have some trepidation towards the unknown. But we have a strong desire to do your will and we are praying throughout our search process that we will listen for your voice over ours and try to discern your will for us over ours. We will trust you through this process, although we may feel lost at times. We will focus on our strong desire to be your church and we will take comfort knowing that you are ever with us on this journey. Amen

6b. STATEMENT OF CONSENT

The covenantal relationship between a church and those called by that church to serve as pastors and teachers and in other ministerial positions is strengthened when vital information is openly shared by covenantal partners. To that end, we attest that, to the best of our abilities, we have provided information in this profile that accurately represents our church. We have not knowingly withheld any information that would be helpful to candidates.

As the committee charged with the responsibility for identifying and recommending suitable new minister for our church, we have been authorized to share the information herein with potential candidates. We understand that a candidate may wish to secure further knowledge, information, and opinions about our church. We encourage a candidate to do so, recognizing that an open exchange of relevant information builds the foundation for continuing and healthy relationships between calling bodies and persons seeking a ministry position.

- 1. Which individuals and groups in the church contributed to the contents of this Local Church Profile? (for example, church council or consistory, transition team, etc.)
 - a. Our Profile was assembled by a team of engaged persons over several months. The team included our Pastoral Transition Team (PTT) (7 persons), Council (8 members), and Additional readers and editors (10+ persons).
- 2. Additional comments for interpreting the profile:

Signed: Larry Bean

Larry Bean Pastoral Transition Team Coordinator May 22, 2024

6c. VALIDATION BY CONFERENCE/ASSOCIATION

The congregation is currently in good standing with the association / conference named. Staff Comment: Faith is active in the York Association and with PCC.

To the best of my knowledge, ministerial history information is complete.

Staff Comment:

To the best of my knowledge, available church financial information is presented thoroughly. Staff Comment:

yes

My signature below attests to the above three items.

Signature: I fora D Jonst Name/Title: Associate Conference Minister Email: nfons+ @pccucc. org Phone: 7/7-052-1560

Date: 5/28/24

This document is created through support to Our Church's Wider Mission (OCWM) and is only possible through the covenantal relationships of all settings of the United Church of Christ.

"Jesus answered them, 'Have faith in God!"" - §Mark 11:22



<u>APPENDIX A – 2024 Budget Summary</u>

Faith United Church of Christ Proposed 2024 Budget

	Budget 2023	١	Proposed Budget 2024	+ or -
INCOME				
Envelope/Loose Offerings	\$ 176,726	\$	179,300	\$ 2,574
Other Income				
Rentals	\$ 16,580	\$	15,000	\$ (1,580)
Bulletin Sponsors/Misc Receipts	\$ 810	\$	600	\$ (210)
Fund Support	\$ 11,062	\$	-	\$ (11,062)
	\$ 28,452	\$	15,600	\$ (12,852)
TOTAL INCOME	\$ 205,178	\$	194,900	\$ (10,278)
EXPENSE				
Apportionment (pledge/dues) -				
Penn Central Conf/York Assoc	\$ 8,067	\$	8,148	\$ (81)
Salaries	\$ 113,307	\$	118,232	\$ (4,925)
Salaries Variable	\$ 1,875	\$	3,310	\$ (1,435)
Maintenance/Repairs	\$ 9,075	\$	9,100	\$ (25)
General Supplies	\$ 7,800	\$	7,475	\$ 325
Taxes/Insurance	\$ 12,875	\$	6,700	\$ 6,175
Utilities	\$ 26,533	\$	23,208	\$ 3,325
Fringe Benefits	\$ 29,497	\$	23,448	\$ 6,049
Other Expenses	\$ 400	\$	850	\$ (450)
TOTAL EXPENSE	\$ 209,429	\$	200,471	\$ 8,958
SHORTFALL	\$ (4,251)	\$	(5,571)	\$ (1,320)