



**PRESBYTERIAN CHURCH**  
*of* **MADISON**

**THE 2016 ANNUAL MEETING**  
**OF THE**  
**CONGREGATION**  
**AND THE**  
**CORPORATION**  
February 5, 2017  
**ANNUAL REPORTS**

**19 Green Avenue**  
**Madison, NJ 07940**

## TABLE OF CONTENTS

The Docket	Page 1
The 2016 Annual Reports of:	
Clerk of Session	Page 2
Nominating Committee	Page 3
Report of the Pastor	Page 4
Community Outreach and Congregational Life	Page 5
Communications Team	Page 5
Personnel Committee	Page 5
Stewardship Committee	Page 6
Finance Committee	Page 7
Audit Committee	Page 8
Worship & Music Committee	Page 8
Christian Education Committee	Page 10
Mission Committee	Page 12
Deacons	Page 14
Properties Committee	Page 15
2015 Budget Narrative	Back Cover

## THE DOCKET

OPENING PRAYER	Rev. Scott Foster
CONGREGATIONAL MEETING Recognition of a Quorum Call of the Meeting	Rev. Scott Foster
REPORT OF THE CLERK Report and Memorial Roll Call	Giorgios L. Vlamis
ADOPTION OF BY-LAWS Approval of revised By-Laws	Rev. Scott Foster
REPORT OF THE NOMINATING COMMITTEE Election of Elders Election of Deacons Election of 2016 Nominating Committee	
REPORT OF THE PASTOR	Rev. Scott Foster
SESSION COMMITTEE AND DEACONS REPORTS: Community Outreach & Congregational Life Communications Committee Personnel Approval of Pastor's Terms of Call Stewardship Committee Finance Committee Audit Committee Worship & Music Committee Christian Education Mission Team Deacons Properties Committee	
ADJOURN WITH PRAYER	Rev. Scott Foster

## Report of the Clerk

A draft copy of the annual meeting minutes will be made available in the Church Parish House and any requests for additions, corrections or amendments to the draft minutes should be given to the Clerk before the next meeting of Session.

Changes in membership during the calendar year 2016 are as follows:

Active Members, December 31, 2015		190
Members Received by Confession/Reaffirmation	0	
Members Received by Transfer	3	
Total Additions		+3
Removals from Roll/Transfers	0	
Deaths	2	
Total Losses		-2
Active Members, December 31, 2016		191

**Memorial Roll Call:** The passing of two church members was reported in 2016: Carolyn Ollom (on January 6, 2016) and Raymond Denman on (July 2, 2016).

Thanks to Church Administrator Cathy Baillie for her invaluable assistance with all aspects of maintaining the church records throughout the year.

Respectfully submitted,  
Giorgios L. Vlamis  
Clerk of Session/Secretary to the Board of Trustees

## **Report of the Nominating Committee**

The Nominating Committee is responsible for reviewing the needs of the congregation, and selecting from our active membership those people we feel have the suitable gifts to serve as Elder or Deacon. As PCM continues to transform lives, families strengthened, and our community renewed through our intentional relationship with Jesus Christ, we're committed to including the best leadership of the congregation to Session and reviewing the needs of the congregation as it relates to work of the Deacons.

The committee also nominates the treasurer, the auditors and the next nominating committee. The Nomination Committee, in 2017, will continue to identify the best Session leadership and determine the best role of the Deacons to support the work of God at PCM.

### **2017 Nominating Committee**

Brian Peterson

Gar Burwell

Scott Fleming

Becky Moody

Scott Foster

### **2017 Treasurer**

Louise Kacerek

### **Elders Class of 2019**

Kathleen Underwood

Bill Bowen

### **Elders Class of 2018**

Bob Baisch

Tom Selquist

David DePaul

### **Deacons Class of 2019**

Jen Hewes

Mary Walters

With a deep and heartfelt thanks for their service and on behalf of the Nominating Committee and our Congregation I would like to recognize those rotating off the Board of Deacons: Mariejtie Mostert and Sue Ellen LaBelle and rotating off of Session: Barbara Schuszler and Scott Fleming (Sue Koppenol has moved out of the area). We welcome the new Elders and thank those renewing their commitment.

Respectfully Submitted,  
Brian Peterson, Chair  
Scott Fleming, Co-Chair

### **Report of the Pastor**

A year ago almost to the day, February 6, 2016, I met the PNC/Search Team of the Presbyterian Church of Madison for the very first time. I remember walking out of my home office in Oklahoma that Saturday afternoon vividly.

Becky says, “Well? How did it go?”

I was just buzzing! I’m like, “Habbadda, habbadda, habbadda. Wow! I don’t know how it could have gone better! They want us to come to Madison in person and do the neutral pulpit thing. Honey, I think this is the one!”

So, everything starts moving really fast. By April 17, we’ve made two trips to Madison with countless Facetime/Skype chats and phone calls from everyone on the PNC, presbytery, realtors, attorneys, everything. On that Sunday, April 17, you elect your new pastor and it’s me.

That afternoon, Becky and I are eating subs in the sun sitting on the front porch of what’s gonna be our house on Greenwood Avenue. We’re like, “Pinch me so I’m sure I’m not dreaming. We’re moving to Madison!”

Clearly, this is just a tiny part of a much bigger plan that has been in play for our church for generations now. Lately it looks like the New Beginnings dis-

cernment, the RENEW Campaign and Sanctuary Remodel, a “Get Involved Expo,” Day Camp, Confirmation Class, feeding people at Homeless Solutions, giving to the Interfaith Food Pantry, session visioning for next steps, joyous Advent and Christmas celebrations. Just a few things we’re doing.

Our church is getting on with it!

These are all steps toward building a church for the future on some very firm foundations. We’re coloring on a picture that began so long ago—this will make you feel so small. Are you ready? We turn 270 this year!

What does church look like for the crazy life of Madison, New Jersey? Just like those who came before, we’re figuring this out as we go and it clearly takes all of us to make it happen. Church is who we are, not the building we inhabit.

Church is a ministry platform that changes lives.  
Church changes our little corner of the world.  
That is our vision!

To see lives transformed, families strengthened, and our community renewed through intentional relationship with Jesus Christ.

To the Glory of God, that is who we are and I just get to be pastor.

Grace and peace,  
Scott

### **Report of Community Outreach and Congregational Life**

No written report.

### **Report of the Communications Team**

No written report.

### **Report of the Personnel Committee**

No written report.

## Report of the Stewardship Committee

The 2017 Stewardship Campaign was good, but below the results achieved with the 2016 campaign. As of January 11, 2017, the church received pledges totaling \$282,077 from 50 giving units. Four of these giving units are new pledgers, three giving units are returning pledgers (did not pledge in 2016, but have made pledges in the past), and 17 giving units increased their annual pledge amount over their 2016 level. Thus far, 20 giving units from 2016 have not pledged in 2017. Of these giving units, 9 are either of advanced age or have moved from the area and the 11 still within the area made 2016 pledges as follows: 3 pledged Under \$1,000, 2 pledged \$1,000-\$1,999, 2 pledged \$2,000-\$2,999, 3 pledged \$5,000-\$9,999, and 1 pledged Over \$20,000. The 2017 campaign totals are lower than those from the 2016 campaign in both

Contribution Level	Number of Pledges	Amount per Contribution Level	Percentage (%) of Total Pledge Income
Under \$1,000	15	\$7,126	2.5
\$1,000 to \$1,999	9	\$10,280	3.6
\$2,000 to \$2,999	8	\$17,740	6.3
\$3,000 to \$3,999	3	\$9,760	3.5
\$4,000 to \$4,999	2	\$8,700	3.1
\$5,000 to \$9,999	3	\$18,000	6.4
\$10,000 to \$19,999	4	\$47,880	17.0
Over \$20,000	6	\$162,591	57.6
<b>Total</b>	<b>50</b>	<b>\$282,077</b>	<b>-</b>

pledge total (\$317,046) and number of giving units (67 giving units, a year over year decrease of 25%).

Ten discrete donors, representing 20% of our giving units, utilized electronic giving in 2017.

Respectfully submitted,



## **Report of the Finance Committee**

At year-end 2016, the financial state of the Presbyterian Church of Madison was sound. The checking balance was \$17,579 vs. \$83,942 at the end of 2015. The church's endowment fund totaled \$1.629 million, up approximately 45% from year 2015. Merrill Lynch manages our endowment investments using independent investment managers subject to our investment guidelines.

In 2016, the actual draw down from the church's endowment fund was \$238,500 vs. a budgeted \$140,000. Actual income without endowment transfers was \$607,357 which was \$138,707 greater than the budgeted income of \$468,750. Expenses of \$899,105 were \$254,409 over the budgeted \$644,696. Contributing to the greater than budgeted income and greater than budgeted expenses was the Renew Capital Campaign and Project which was undertaken to accomplish essential sanctuary renovations such as replacing worn flooring, a needed painting and overall refreshing to help us in the next chapter of PCM's history of rebuilding membership. Members pledged \$258,000 over a three year period to the Renew Capital Campaign of which \$103,279 was received in 2016. In 2016, Renew project expenses were \$198,248 resulting in outlay exceeding donations by \$95,000. Renew donations received in 2017 will be used to repay the endowment with no new work planned for 2017.

In 2016, we received an \$800,000 bequest from the estate of Bev Sebold, a long-time member of PCM. This timely infusion of funds helped to alleviate any financial stress placed on the endowment caused by the extra draw down for the Renew Project. As stated previously, PCM is repaying the endowment for Renew expenses. PCM is also working to lessen future dependency on the endowment and toward a 2.5% draw down of the corpus. The Cemetery Capital Fund year-end 2016 balance was \$392,514 down \$8,306 from \$400,820 year-end 2015. Income totaled \$23,793 versus the budgeted \$36,024. Income from the sale of niches was \$600, representing one installment payment.

Year	2013	2014	2015	2016
	\$	\$	\$	\$
Merrill Lynch:				
Church Endowment	1,268,241	1,271,180	1,123,276	1,628,722
Cemetery Endowment	461,868	458,169	400,820	392,514
JP Morgan Chase				
Mortgage	0	0	0	98,000
Webb Checking	87	0	0	0
<b>TOTAL CHURCH FUNDS</b>	<b>1,790,874</b>	<b>1,772,663</b>	<b>1,755,942</b>	<b>2,136,815</b>

A year-end to year-end comparison of the major church asset accounts (in dollars) follows:

In 2017 a transfer of \$192,000 from the Church Endowment is anticipated. The Session approved the 2017 budget. A high level year-to-year comparison is shown elsewhere in this report. Those wishing a detailed version may obtain one from the Church Administrator.

Respectfully submitted,  
Louise Otten Kacerek, Treasurer

### **Report of the Audit Committee**

The audit committee has met and reviewed the report of the professional auditors for the year 2015 and has voted to accept the report.

Respectfully submitted,  
Gar Burwell  
Becky Moody  
John Schanck

### **Report of Worship and Music Committee**

Our new pastor, Scott Foster, is helping to bring new worship experiences to

the church, with our worship becoming less formal, and more participatory; more intimate and intentional in inclusion of all ages and stages.

*We are creating a safe, intimate, more intentionally blended, engaging, and contextual space and time for people to authentically let go, feeling connected to each other and the Spirit.*

The Worship and Music Committee works with the pastor and other staff to provide support for regular and special worship services. In 2016 our Worship work included:

- organizing and supporting regular Sunday worship, and special services held on Ash Wednesday (February 10), Maundy Thursday (March 24), and Good Friday (March 29);
- organizing communion services, generally held the first Sunday of each month, and on Maundy Thursday;
- planning World Communion Sunday, observed on October 2, 2016, with members of the congregation reading parts of the service in languages other than English. It was a very moving reminder that God hears our prayers in many languages.
- identifying members to serve as liturgists and communion servers during the services.
- hosting the installation service for our new pastor, Scott Foster, which included participation from members of Presbytery and other clergy.

Music continues to be a core part of our worship experience.

- Under the guidance of Laura Kosmich, Director of Music, the choir offers music at services from September through June, with special musical offerings at Easter and Advent. Soloists, and members of the congregation, are invited to provide instrumental or vocal solos, duets, or other small group performances during the summer worship services. The bell choir performs for occasional services. Everyone is invited to join the choir and a special push was made to get people to join for the Christmas season as a short-term commitment and a “trial-run” with the choir.
- The young people of the church under the leadership of Michael Callahan have been performing as the “New Horizons” band. With guitars and drums, they bring a joyful message to the congregation during the regular worship services about eight times a year through

contemporary “praise band” music. Their participation in the music and liturgy of the Christmas Eve family service marked a joyful opportunity for everyone who participated in worship.

There is now more piano during hymns, and the use of soft piano music under the Prayers of the People, and invitations to discipleship and stewardship. Further participation in worship by all members of the congregation – as liturgists, greeters, singers and musicians, and as joyful participants in the pews – is so important. Please participate in these activities, and/or serve as a member of the Worship Committee to plan special events in worship throughout the year.

Respectfully submitted,  
Janet W. Foster, Chair

### **Report of Christian Education**

(Ministries for children, youth/students, adults, and families)

Before I start my report, I would like to thank Jimmy Hoke and Michael Callahan for the wonderful job they do. Christian Education has really come a long way and we couldn't have done it without both of them!!! THANK YOU!!

I also want to thank all the Session members and Cathy for welcoming me back and always being there when the needs arise.

The following are some of the things that we have done this year. I apologize if I missed something.

#### Adult Education

- Sundays
- During the fall we held an Adult Education pilot for 3 weeks during confirmation class, that ended by 1:00pm
- Adult Education is starting up again in January
- Jimmy Hoke will be teaching

#### Children's Education

- We gave out three different bibles this year to all children in the church
- We need to come up with guidelines for next year.

- Childrens Bibles for the younger age group - what age did we start at?
- Bibles for the new 3rd graders?
- Bibles for the new 6th graders?
- Sunday School Classes
- Planning on providing some guidelines/structure/consistency to class rooms and teachers, despite rotation
- Planning on staying with the same Curriculum next year
- Each Fall we may need to reconfigure the classes based on size. The current configuration is as follows:
  - Red Team - 4 years old - 1st grade
  - Blue Team - Grades 2 - 4
  - Green Team - Grades 5 - 6 and 7 - 8
- Confirmation Class - Sunday 12-1 - 5-8 graders and one Fresh man. There won't be a confirmation class next year, but we should plan one for the following year. Based on the growth of the church I believe we will have enough participants in two years.
- There will be a Christmas Pageant in December.
- Youth Group
- Have talked about a number of activities to do with the youth, but we haven't had much success in completing many since people are busy
- Some ideas were Saturday or Friday Night - Flashlight tag - overnight stay - movie and popcorn - board game night - breakfast club - 6-8pm
- New Horizons
- Have starting singing/playing in church twice a month
- Camp Johnsonburg
- June 26th through the 29th. We do need to decide whether we are going to run the camp 4 or 5 days this year.
- Currently on schedule to get the brochure completed by February.
- Need to advertise at the Community House Camp Expo in February, Jimmy has graciously offered to go and promote the event
- Looking into online registration

#### Nursery Care

- Available during service
- Need to tell Nicole Zara when adult ed starts
- Tim Koppenol is her back up, but we could use others

Rally Day in September was a huge success bringing all the families together. Everyone also looks forward to the end of the year picnic to bring the families together.

It has been a pleasure working with all of you and I wish you all the best in the years to come.

Respectfully Submitted,  
Sue Koppenol, Chair

### **Report of the Mission Team**

***Joyful Service*** is one of our five core values. In 2016, the Mission Team helped our members to use their time, treasure and talents to serve our neighbors as ourselves in the following ways:

Interfaith Food Pantry – Each week we collected food donations, following a “food-of-the month” theme, and delivered them to the pantry. For calendar year 2016, donations totaled 1,718 pounds. We also collected diapers and formula at the Christmas Eve services. In May we partnered with the Madison letter carriers in the “Stamp Out Hunger” drive and delivered the food collected by the carriers to the pantry, and in November we delivered a van-full of food (1,900 pounds) collected by the Madison Police Department.

Madison Community Garden – From April through October, our plot at the community garden was tended by youth, families and individuals from the church. 193 pounds of produce grown there was donated to the Interfaith Food Pantry.

Homeless Solutions – Six times during the year a team of 5-7 volunteers planned and prepared dinner for 65 men, women and children living at the main shelter.

Meals on Wheels – Every Wednesday morning church members helped to deliver meals to homebound persons in Madison and Florham Park.

Madison Eagle Christmas Fund – Members of the congregation purchased gifts for three children in a family selected by the Fund organizers.

1,000 Days – The quarter collection tube was filled five times during the year, for a total of \$200 donated to this organization that focuses on maternal and child nutrition from pregnancy through the first two years after birth.

Financial contributions were made to:

- Newton Presbytery - \$8,500
- Interfaith Food Pantry of Morris County - \$2,000
- Market Street Mission (Morristown) - \$1,000
- Presbyterian Mission Agency (Giving Catalog) - \$1,000
- Church World Service (for Syrian refugee support) - \$750
- Missionary in Uganda - \$600
- Presbyterian Missionaries in Peru - \$600
- Fourth World Movement - \$500
- Iraqi Christian Relief - \$500
- Presbyterian Disaster Assistance - \$500
- Scott-a-Palooza Sponsorship - \$500
- Sister Jean Webster's Kitchen in Atlantic City - \$500
- Homeless Solutions - \$400
- Madison Eagle Christmas Fund - \$300
- Madison Area YMCA - \$250
- Stop Hunger Now—\$500

In keeping with our value of *Presbyterian Roots*, we received the four special offerings of the Presbyterian Mission Agency:

- One Great Hour of Sharing - \$634
- Pentecost Offering - \$501, of which \$210 was sent to Camp Johnsonburg for camperships
- Peace and Global Witness Offering - \$323, of which \$80.75 was sent to Church World Service for Syrian refugee support
- Christmas Joy Offering - \$916

Sincere thanks to all who participated in any way. The needs are always great and the helping hands few. New ideas and new participants are always welcome.

Respectfully submitted,  
Becky Moody, Chair

## **Report of the Deacons**

The Deacon Board of the Presbyterian Church of Madison met the fourth Monday of each month January through June, and September through December 2016. The meetings were held in the Parish Hall Parlor at 7:30 pm.

New Deacons for 2016: No new Deacons were elected onto the board.

Ongoing Ministries:

- Congregational Care: Each family within the congregation is assigned a Deacon who is their contact person for any concerns, needs, or joys they wish to share. Deacon responsibilities include visits, phone calls and notes to assigned families.
- Special Care Needs List: This list is reviewed and updated at each meeting. Members are added and removed depending on their particular needs each month. Care and compassion are available on a round the clock basis in times of extreme crisis - but we need to know so we can help.
- Food Delivery: Offered at times of joy (new baby) or illness, hospitalization or death of a loved one. Deacons also respond to meal requests for families who are a part of the PCM “extended family”. Our ministry of care and concern is not for PCM members only.
- Memorial Service Refreshments: Deacons will prepare refreshments for family and friends, either before or after a memorial service for a church member. Congregation members should contact the Pastor, church office or one of the deacons if this need arises.
- Prayer Chain: This important weekly “opt-in” email communication is created based on prayer requests received during the prayers of the people during worship. Additional prayer requests are sent out immediately if the church office or others are contacted with an urgent need. This is sent out by an “ex-officio Deacon” Scott Stebbins.
- Greeting Cards: Each week persons who are lifted up in worship that request a greeting card be sent out will receive one written by the Deacon of the month that is assigned to this ministry which has been combined with the Chancel Flower Deliveries.
- Chancel Flower Delivery: Each Deacon signs up for a month to deliver



the weekly flowers to one of our members. The Pastor or Moderator recommends the recipient, or sometimes, the donor if that Sunday's flowers takes them home, or gives them to the family member to enjoy.

- Holiday Flower Deliveries: Deacons deliver Poinsettias and Easter lilies to member on the Special Care Needs list, as well as others who are unable to attend services.
- Home Communion: Deacons go with the Pastor to bring Communion to homes of members who are ill or not able to attend church, in addition to hospitalized members. Visits take place in the days shortly after Communion Sunday each month.
- Deacon Fund: The Deacons Fund provides emergency assistance to individuals and families in times of need. No cash is ever given to any individual. Funding guidelines and criteria have been established to determine who is eligible to receive a one-time grant from this fund.

#### Special Events and Projects:

- Scott-a-Palooza: Deacons were involved in planning fundraising and marketing efforts for the event and acted as race-day volunteers for the 5K Race and Fun Run on Sunday, September 18th. Monies raised have helped the Flemming's with medical care necessary to keep Mr. Flemming living at home.
- Deacon Sunday: Our 6th Deacon Sunday took place on Sunday, November 20th, offering an opportunity for the congregation to learn more about this ministry and work of the deacons in our church. Special "Giving Thanks" refreshments were provided by the Deacons after worship.
- Staff Appreciation Luncheon: on Sunday April 24th after worship the Deacons provided lunch to all Church Staff. It was our hope for Barbara Carey our retired Sexton to come as well so we could thank her for her years of service.

Respectfully Submitted,  
Jennifer Hewes, Moderator

## **Report of the Properties Committee**

PCM Properties is pleased to report that 2016 has been a historical year in the life of PCM. The RENEW campaign (Phase 1) that was launched and executed with tremendous success in 2016 with significant pledges to update our sanctuary, narthex, and sacristy. The pledge commitments for RENEW were in excess of \$200,000. With that being said, additional funding is necessary to continue to Phase 2 in the out years. The full congregation and PCM family will continue to need to provide significant funding to sustain the cost to manage/run this large church building and associated personnel.

Our 2016 major projects aimed to improve operations and preserve our facilities:

- Major accomplishments were the Sanctuary and Sacristy - funded by the RENEW campaign
- Barbara Carey retired; Bob Garman 'retired' from facilities operations
- Carmen Palumbo, Jr., hired as Sexton
- New cleaning company hired for the church
- Almost all work on the Sacristy was done by Carmen
- Necessary repairs included:
  - Roof work
  - Gutter work
  - Masonry work
- New snow removal/landscaping company hired for the church
- Some renovation work done on the landscaping particularly at the back of the church
- Strides have been made and continue to be made in cleaning and organizing storage space
- New phone system for the church

As we turn to 2017, we're looking very closely at cost savings and mission critical work only to manage and maintain the property. The expectation is the pledging and offering from the congregation will increase to provide the necessary funding to take care of the Lord's building.

The top 2017 property focus and projects will include----with pacing based on funding:

- Need to replace one air conditioning compressor used for tenant space
- Major masonry work needed due to drainage and tripping (safety) concerns
- New computer system and new church management software to better suit the needs of the congregation

We've continued the use of our main facilities by the community, welcoming back BSA Troop 25 and a second session of AA. The 4H group continued to use Fellowship Hall regularly. We renewed the leases to our tenants including the Madison Montessori School.

Cathy Baillie, Church Administrator, has helped to coordinate work by our service vendors, inspectors, etc. to keep us in compliance with legal requirements.

In closing, the funding of the church properties cost is 100% funded by the congregation and we respectfully request that we ALL provide our pledges and offerings to support the important work of the Lord in our church and community.

Respectfully submitted  
Brian Peterson and Bob Baisch

**2017 Narrative Budget**  
 General Operation Budget  
 Fund 10

	Year Ending December 2017 <b>PRO- POSED</b>	Year Ending December 2016 <b>OUTLOOK</b>	Year Ending December 2016 <b>VARIANCE</b>	Year Ending December 2016 <b>BUDGET</b>	Year Ending December 2015 <b>ACTUAL</b>	Year Ending December 2014 <b>ACTUAL</b>	Year Ending December 2013 <b>ACTUAL</b>
<b>INCOME</b>							
UNRESTRICTED GIFTS	348,500	356,818	24,618	332,200	344,811	339,906	308,150
SPECIFIED GIVING	<u>16,900</u>	29,877	10,877	19,000	40,255	44,865	17,225
CAPTIAL CAMPAIGN	75,000	103,279	103,279	0	0	400	0
FACILITIES RENTAL	92,000	99,378	-1,622	101,000	102,791	100,635	100,222
MISC	12,400	18,005	<u>1,455</u>	<u>16,550</u>	<u>16,956</u>	<u>18,513</u>	<u>15,051</u>
<b>TOTAL INCOME</b>	<b>544,800</b>	<b>607,357</b>	<b>138,607</b>	<b>468,750</b>	<b>504,813</b>	<b>504,320</b>	<b>440,648</b>
<b>PASTORAL FUNCTION</b>	238,447	165,266	35,416	129,850	128,159	121,132	69,480
PASTORAL TRANSITION	0	14,799	-30,201	45,000	0	0	90,962
WORSHIP AND MUSIC	72,800	72,863	913	71,950	71,496	67,839	69,790
YOUTH MINISTRIES	18,750	21,933	-3,267	25,200	22,604	20,651	2,265
CHRISTIAN ED	16,500	27,486	6,761	20,725	23,357	19,094	14,276
COMM OUTREACH / COMMUNICA- TIONS	11,350	13,429	-3,171	16,600	17,843	7,897	6,504
MISSION & GIVING	24,300	23,895	-5,205	29,100	32,565	27,761	24,361
FACILITY OPERATIONS	162,435	148,699	20,194	128,505	132,561	129,695	128,921
ADMINSTRATIVE	122,502	122,802	4,653	118,149	93,195	82,309	80,956
FINANCIAL MANAGEMENT	18,831	25,579	-422	26,001	13,481	12,784	13,117
PROJECTS- Non-Renew	44,000	51,146	24,896	26,250	51,337	64,588	51,077
RENEW PROJECT	0	198,248	198,248	0	0	0	0
ALL OTHER	<u>11,450</u>	<u>12,961</u>	<u>5,595</u>	<u>7,366</u>	<u>24,219</u>	<u>21,839</u>	<u>7,391</u>
<b>TOTAL EXPENSE</b>	<b>741,365</b>	<b>899,106</b>	<b>254,410</b>	<b>644,696</b>	<b>610,817</b>	<b>575,589</b>	<b>559,099</b>
<b>CASH DRAWDOWN</b>	192,000	238,500	98,500	140,000	130,000	71,269	118,451