



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

**THE ANNUAL MEETING**  
**OF THE**  
**CONGREGATION**  
**AND THE**  
**CORPORATION**  
February 3, 2019

**ANNUAL REPORTS FOR 2018**

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

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## THE DOCKET

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REPORT OF THE NOMINATING COMMITTEE Election of Elders Election of 2019 Nominating Committee	Brian Peterson
REPORT OF THE PASTOR	Rev. Scott Foster
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## Report of the Clerk

A draft copy of the annual meeting minutes will be made available in the Church Office 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 2018 are as follows:

Active Members, December 31, 2017		216
Members Received by Confession/Reaffirmation	4	
Members Received by Transfer	7	
Total Additions		+11
Removals from Roll/Transfers	53	
Deaths	4	
Total Losses		-57
Active Members, December 31, 2018		170

**Memorial Roll Call:** The passing of four church members was reported in 2018: Gerda Czyborra (5/6/18), Alice Trowbridge (5/17/18), Fred Rohn (6/2/18), and Richard Armstrong (8/30/18).

Special thanks to Cathy Baillie for her invaluable assistance with all aspects of maintaining the church records throughout the year.

Respectfully submitted,

Rebecca A. Moody

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. As PCM continues to transform lives, strengthen families and renew our community through our intentional relationship with Jesus Christ, we're committed to electing the best leadership of the congregation to Session. Congregational Care, formerly elected deacons, is a committee of dedicated congregants and session members to care for our congregational needs.

Elder Class of 2019

Cheryl Bolton

Barbara Schuszler  
Elder Class of 2020  
Ryan Rate  
Elder Class of 2021  
Brian Peterson  
Robert Baisch  
David DePaul

We welcome the new and renewing Elders for their commitment to PCM and their Lord Jesus Christ. We thank Tom Selquist for his dedication and commitment to PCM as he rotates off Session.

#### Nomination for the Nominating Committee

Becky Moody and Gar Burwell are members of the Nominating Committee. Cheryl Bolton is nominated to join the Nominating Committee in 2019, welcome Cheryl!

Respectfully Submitted,  
Brian Peterson, Chair

### **Report of the Pastor**

I still enjoy that our Annual Congregational Meeting usually falls on Super Bowl Sunday since I was ordained in the Presbyterian church on a Super Bowl Sunday in 2011. And looking over my report to the congregation for last year, I see that my first phone call with the Pastor Nominating Committee of PCM happened on Super Bowl weekend in 2016. Three years has passed like lightning!

As I've gotten to know you and Madison—the community, and as I have gotten immersed in leading our church one thing remains abundantly clear. We are learning and figuring out how to be church for 2019 and beyond in a place like Madison.

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

That is our vision.

The secular nature of our congregation described to me before I came is probably our greatest strength as we live into the Gospel out into the community. Leading theologians these days describe the future church as one that reclaims Christianity more as the lifestyle that was lived out in the early centuries after Jesus' crucifixion. It's less about a belief structure and more about how we're living together and in our community.

This is the church that I found when we first came to Madison!

We are a church that is becoming more a *part of*, not *apart from* the community.

We continue to host a number of civic groups, Scouts, 12-step groups, political groups, and Beloved Community secular dialogs on race and religion. We are becoming a hub of Madison, not just a landmark. We continue to host a group of Ahmadiyya Muslims for their Friday prayers in our church every week! We are living into Madison.

Our membership and families embrace a number of community mission projects that we support with people and funds to make Madison, and Morris County a better

place to live. Here's a partial list: End Hunger 3.6, St. Baldrick's, Community Garden, Sleep Out for Covenant House, RAMP (Refugee Assistance Morris Partners), Interfaith Food Pantry, Madison Eagle Christmas Fund, and more. These are your projects, your missions, your ministries. What's your passion? Where is the Spirit leading you? Let's get behind it!

Beyond that, our commitment to our families and children is clearly contributing to our current growth spurt. We have a number of new families who have joined our church over the last couple years to help us build our Family Ministries, Sunday School, and the current confirmation class has 13 students!

Our families are helping us build a church with a long-term vision of Family Ministries and connections. Thank you to Director of Family Ministries Patrick Allred for his work and leadership. His heart and spirit for the work is key to our long-term vision.

What can our church do to strengthen your family?

Our worship evolution continues as we develop a modern blended worship experience with music across the spectrum of classical choral pieces and hymns to modern, contemporary worship and praise music. Our Bell-ringers have a contagious Spirit and enthusiasm. Our musicians and singers are developing a holistic one-team worship leadership. This is one of the marks of a successful mainline church going into the future!

We experienced a significant change in worship personnel. This represents a significant shift in focus of our worship experience. We keenly appreciate the blessing and years of service from Laura Kosmich, Bill Watson, and our paid choir section leaders.

We welcome Anna D'Achille as Director of Musical Arts. Her gifts and commitment to leading and building our evolving worship experience are aligned with our vision of creating vibrant and meaningful worship for an energetic, growing, community-focused church that engages multi-generational families and children. That's who we are!

Jesus Christ.

For 271 years now, it all comes back to Jesus.

We believe that this is what following Jesus in 2019 looks like!

Financially, we are focused with laser precision.

We are projecting about a \$285,000 short-fall going into 2019. While we have a generous endowment to back us up, this is obviously not a sustainable profile for the long term. Please pay particular attention to the efficiencies in our budgeting and expenditures. Your session is focused.

Our church is growing again, and our financial commitment and support has to grow as well. 100% of our operational funding should come from you and me through our pledges, our gifts, our stewardship. That's all of us—everybody—thank you!

Come Holy Spirit, come!

PCM is part of the community, not apart from it.

We're out there, spreading the Gospel and living into our vision, for our place and time. PCM is not the landmark campus at 19 Green Avenue.

PCM is the Spirit working through us, following Jesus out into the world.

PCM is you.

Grace and peace,

Scott

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

The Community Outreach and Congregational Life Committee mission is to help fulfill the values of our Church: to create a Community Positive environment for members, visitors and our neighbors through fellowship opportunities and membership growth. In 2018 the committee:

- Coordinated and hosted weekly fellowship snacks following the Sunday morning services.
- St. Baldrick's event hosted by the Selquist family was supported by many members of PCM.
- Organized and scheduled Greeters for every Sunday morning worship experience. Additionally, all Greeter guidelines were updated to aid individuals with their Greeter responsibilities.
- Hosted many successful community outreach events:
  - Bottle Hill Day: This is a banner event for PCM to engage the community and the volunteers successfully held a fun event for all to enjoy. This committee, along with Christian Education, provided a petting zoo, pony rides and connected with community in downtown Madison. Additionally, we opened our sanctuary doors so all families could walk through and view our beautiful church, provided informational material about who we are and welcomed all to join us on Sunday mornings.
  - Rally Day: We hosted lunch with the Christian Education committee, connected children with their Sunday education programs and teachers, and provided the congregation with opportunities to engage with the church and one another.
  - Easter Sunday fellowship reception: We welcomed all to this special service and hosted a fun-filled reception of deviled-eggs and hot cross buns. Our annual Egg Hunt for young children was hosted by Christian Education.
  - June Church Picnic: We coordinated this event with Christian Education Committee. Everyone enjoyed the barbecued hot dogs, hamburgers, and ice cream treats provided by the Good-Humor Ice Cream Truck! Numerous fun activities and games were provided for the children - all had loads of fun.
  - Christmas Pageant Brunch: We hosted brunch following the Children's Christmas Pageant service. Family, new and old friends, and members gathered to celebrate our children's special event.
  - Several book groups were conducted during the year with the goal to build our faith and build relationships.

Respectfully submitted,  
Suzanne Flynn, Chair

## **Report of the Stewardship Campaign & Finance Committee**

In spite of our strong membership growth and our best cost containment efforts, our stewardship campaigns continue to battle budget deficits common to Presbyterian churches in the area. We continue to focus on key metrics: number of potential givers,

percentage of participation, total dollars, and concentration. Pledging is critically important as we strive to achieve 100% funding of our day-to-day operations through our giving. While we are fortunate to have a generous endowment, our current level of dependence on it is not sustainable for the long term.

The 2019 Stewardship Campaign resulted in negative trends across every key metric. Details include:

- Total dollars: \$253,275 down from almost \$352,000, a 28% decrease
- Units: 45 down from 64
- Percentage participation: 62.5% down from 87%
- Lost income from current members who have not pledged: \$56,800 from 19 units
- Lost income from people who moved or died: \$43,306 from 4 units
- New pledges: \$7700 from 5 units
- Increases from existing pledges: 14 units for \$17,355
- Decreases from existing pledges: 5 units for \$22,780
- Concentration: 5 givers over \$20,000 are 56% of overall projections. Our largest unit is 20% of total pledges.

We are now projecting a 2019 operating deficit of over \$285,000. The Finance Committee has worked with the Treasurer and our endowment investment manager to ensure that we have cash on hand to finance the deficit for at least three years.

Respectfully submitted,

Barbara Schuszler  
Finance Chair

## **Report of the Treasurer**

At the end of 2018 the church's endowment fund totaled \$2.047 million, down approximately 16.3% from the fund's total of \$2.445 million at the end of 2017. The operating fund's checking balance was \$24,554 vs. \$88,621 at the end of 2017. Merrill Lynch manages our endowment investments using independent investment managers subject to our investment guidelines.

In 2018 the draw down from the endowment fund was \$600,831, which was greater than the budgeted \$260,000. This was largely the result of 2018 expenses coming in \$384,314 over the budgeted \$730,697, which reflects the 2018 boiler and kitchen capital project expenses of \$433,599 total. These projects were mostly funded by donations of \$325,831 given and designated for capital projects. The \$107,768 short fall to cover these projects was transferred from the church endowment.

On the income side, Pledges, Advance Pledges and Plate income of \$304,707 ended the year \$17,293 behind the budgeted \$322,000

In 2016, members pledged \$258,000 over a three-year period to the Renew Capital Campaign. Renew donations for 2016-2018 totaled \$235,151 against Renew Expenses of \$212,755.

The Cemetery Capital Fund year-end 2018 balance was \$425,219, down \$5,990 from

\$431,209 for year-end 2017. Income totaled \$47,238 versus the budgeted \$24,150, as the result of four columbarium niches being purchased and an unexpected distribution of \$11,577 from the Anderson Gee Estate.

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

Year	2015 \$	2016 \$	2017 \$	2018 \$
Merrill Lynch:				
Church Endowment	1,123,276	1,628,722	2,444,714	2,046,862
Cemetery Endowment	400,820	392,514	431,209	425,219
JP Morgan Chase:				
Treasurer Checking	83,942	17,579	88,621	24,554
Mortgage	-0-	98,000	98,000	98,000
Total Church Funds	1,608,038	2,136,815	3,062,544	2,594,635

In 2019 a transfer of \$298,000 from the Church Endowment is anticipated.

The Session approved the 2019 budget. A high-level year-to-year comparison is shown elsewhere in this report. Those wishing a detailed version may obtain one from the office.

Respectfully submitted,  
Louise Otten Kacerek, Treasurer

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

The audit committee has reviewed the report of the professional auditors for the year 2017 and has voted to accept the report.

Respectfully submitted,  
Gar Burwell  
Becky Moody  
John Schanck

### **Report of Worship**

We continue to develop a blended worship experience with our worship becoming more vibrant, participatory, intimate, and intentionally inclusive of all ages and stages.

In 2018, we re-organized the focus of our worship team to a more holistic, all-one-team leadership approach to facilitate the balance between traditional worship and more contemporary elements:

All of our hymns are now from the new Presbyterian hymnal *Glory to God* printed for you in the bulletin. We're being led in worship by a mix of elements generated by our total worship team: Choir pieces, bell choir, New Horizons—our students, soloists, band, guest musicians, and more. We are rotating these elements in and out of our worship mix in a more balanced and blended way.

We continued to support the family worship service on Sundays at 5pm through Fall taking a break only in the summer months. This service was led by Patrick Allred, Director of Family Ministries, and Pastor Scott. A shorter, much more intimate and acoustic worship experience was followed by fellowship and dinner at Romanelli's. The 5 o'clock service took a break for the summer and due to declining attendance was discontinued at the end of October.

Summer worship music in Webb Chapel was again led by Michael Callahan and Patrick Allred. Our special worship services throughout the year included: Scout Sunday, Youth Sunday, Rally Day, Ash Wednesday, Maundy Thursday, Christmas Pageant Day, and Christmas Eve., We've added a mid-week Communion and Prayers on Wednesday mornings in the Parlor at 7:10am.

Communion is celebrated at least monthly on the first Sundays and on Ash Wednesday, Maundy Thursday, and mid-week Wednesdays.

We're more intentionally including families and multi-generational readers and special element leaders in our worship experiences to be more inclusive and participatory.

Thank you to Elder Suzanne Flynn whose greeter teams and your coffee-hour snack sponsorships provide incredible opportunities for fellowship and welcome in Sunday worship.

Finally, 2018 saw a significant change in our worship leadership and restructuring with the departure of Director of Choirs Laura Kosmich, Organist Bill Watson, and the paid section leaders of our choir. We owe a tremendous debt of gratitude to them all for their many years of service.

Anna D'Achille, new Director of Musical Arts, is leading us in developing a blended, vibrant and meaningful worship program for the energetic, growing, community-focused church that we are becoming. Welcome Anna!

Thank you to Michael Callahan for his continued leadership of New Horizons and the Bell Choir. Thank you to Patrick Allred Director of Family Ministries for your leadership and coordination of the contemporary musicians and singers: Val Schuszler, Andy McMains, Michael Callahan, Amanda Coats. Thank you all! And extra special thanks to all the people who regularly share their gifts of ringing and playing, and their voices with us on our worship team.

Respectfully submitted,  
Bill Bowen, Chair

## **Report of Family Ministries**

In 2016, Kara Powell, Jake Mulder, and Brad Griffin released a book called *Growing Young* which highlighted the findings of their research into churches who were, as the title of their book might suggest, growing young. They found that churches who were growing young (attracting families with children, newly married, singles, and students into their churches) did six things very well. First, they allowed young people to participate and lead in congregational worship services; second, these congregations empathized with young people rather than being overly judgmental or critical about disagreements or differences of opinion; third, these churches constantly invited young people to live a Christ-centered life; fourth, they focused on meaningful relationships; fifth, these churches constantly looked for opportunities highlight what young people and families were doing; Finally, these churches equipped young people to serve locally and to be good neighbors (Powell, 43).

The Presbyterian Church of Madison has adopted many of these values because we believe that the next generation of kids, students, young adults, and families are critical to our church and, more importantly, the Kingdom of God. Our kids, students, and families are frequently assisting in leading worship at our Youth Sunday service in June, Christmas Pageant, and many Sundays throughout the year. Our Vintage Lunch and Shrove Tuesday dinner were great examples intergenerational ministry as all ages of our congregation gathered around tables sharing meals and conversation. Our current confirmation class has assisted in serving meals alongside our mission team at Homeless Solutions to illustrate that our faith is comprised of what we believe and how we act and treat others. Our Sunday School teachers have built incredible relationships with our kids that have made our classrooms filled with excitement and positivity about learning the story of God.

All of these great things propel our church into 2019 as we continue to become a church that is *growing young*, which includes a reimagined nursery time that incorporates a specialized curriculum focused on play-learning to teach our youngest of children the story of God, more age-appropriate services opportunities for our kids and families, and continuing to highlight the many great things that our kids, students, and families are currently doing in their school, workplaces, and our Madison community. A special thanks to Michael Callahan and the incredible work that he does with New Horizons and teaching Sunday School, all of our incredible Sunday School teachers who help create positive and energetic environments for our kids, and all our congregation with continually supports our Family Ministry.

Respectfully Submitted,  
Patrick Allred, Director of Family Ministries

## **Report of the Mission Team**

*Joyful Service* is one of our five core values. In 2018, 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. Total donations were close to 2,000 pounds. We also collected diapers and formula during December. 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.

Madison Community Garden – From May through October, our plot at the community garden was tended by youth, families and individuals from the church. The weather did not cooperate this summer, but we did donate about 20 pounds of produce 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 and wrapped gifts for four children in a family selected by the Fund organizers.

RAMP – The quarter collection tube was filled more than five times during the year, for a total of \$220 donated to this organization dedicated to bringing Middle-Eastern ref-

ugees to Morris County. In addition, we collected baby items for the baby born to the couple from Afghanistan that arrived in the fall and presented them personally.

Souper Bowl of Caring – This collection on Super Bowl Sunday raised \$570 that was donated to the Interfaith Food Pantry.

Other Collections – 48 pairs of shoes were delivered to the First Presbyterian Church of Franklin, which benefited both that church and families in developing nations. Assorted personal items were collected for a Marine from Florham Park and his platoon serving overseas. Winter coats were donated to the First Presbyterian Church of Boonton for distribution to persons in need.

Financial contributions were made to:

- Newton Presbytery - \$3,500
- Interfaith Food Pantry of Morris County - \$2,000
- Missionary in Uganda - \$600
- Presbyterian Missionaries in Peru - \$600
- Madison Area YMCA - \$500
- Market Street Mission (Morristown) - \$500
- Presbyterian Disaster Assistance - \$500
- Presbyterian Mission Agency (Giving Catalog) - \$500
- Presbyterian Missionaries in Hong Kong - \$500
- Refugee Assistance Morris Partners (RAMP) - \$500
- Rotary End Hunger 3.6 - \$500
- Fourth World Movement (in support of Charles Courtney) - \$400
- Madison Eagle Christmas Fund - \$400
- Sister Jean Webster's Kitchen in Atlantic City - \$350
- Covenant House (in support of David DePaul) - \$250
- JAG Fund (in support of Bob and Martha Baisch) - \$250
- St. Baldrick's (in support of Eric Selquist) - \$250
- Axayacatl Women's Project (Nicaragua) - \$243
- Madison-Chatham Adult School ESL Program - \$169
- Help for Victor (Morristown resident) - \$100

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

- One Great Hour of Sharing - \$809
- Pentecost Offering - \$376, of which \$150.40 was sent to the Nicaragua project
- Peace and Global Witness Offering - \$474, of which \$118.50 was sent to the Nicaragua project
- Christmas Joy Offering - \$850

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 Properties**

The Properties Team works closely with staff to identify issues related to the buildings and grounds of our church. Our sexton, Carmen Palumbo, Jr., continues to be a great “handyman” and has helped with many minor fixes and up-grades throughout the sanctuary, Parish House, and Webb Chapel. Our church office manager, Cathy Baillie, has ably identified multiple contractors for larger bids, so comparative bids could be assembled, and she manages the many recurring contract services that are used at our church, partic-

ularly lawn maintenance, snow-plowing, and cleaning services.

Two major projects were addressed in 2018 thanks to the generosity in the gifts of a couple former members of PCM. These gifts totaling \$325,000 were ultimately ear-marked to complete the RENEW Capital Campaign to renovate the kitchen in Fellowship Hall, and to replace the failing boiler in the main sanctuary.

Sincere major thanks are due to Janet Foster, who served as the project coordinator for the Kitchen Renovation project. This is the first major renovation of the kitchen since 1969 and a number of electrical, fire, and health codes were addressed to make our obsolete kitchen new and code-compliant. To comply, a number of unforeseen circumstances such as asbestos abatement, termite damage, re-routing sprinkler systems, plumbing, sewer lines, and electrical breaker boxes combined to escalate the cost of the project. The extensive nature of the additional project elements grew the original estimated expense of \$175,000 to \$295,885 to complete the project.

The Sanctuary boiler project also encountered additional costs related to asbestos abatement and access to the sanctuary basement for removal of the old unit and installation of the new one. Imagine a hole from the outside of the sanctuary large and deep enough to accommodate a small car and you will understand the magnitude of the project. The old boiler was original to the construction of the building in 1953 and served us well. If you experienced a couple of our cold Sundays last year, you understand the need to make the upgrade. The work was scheduled during the summer break for the Montessori School which operates in the basement of the Sanctuary. The original estimate of \$100,000 grew to \$140,517 to complete this project.

The total of these two projects at about \$436,402 required an additional expenditure from our endowment funds of \$111,402 over and above the designated gifts of \$325,000.

The Properties Team is currently re-evaluating the pricing structure for our entire building including the new kitchen, and properties usage to generate better use and revenue opportunities. For instance, we are seeking catering or other food service partnerships to generate revenue through the new kitchen facility. We entered into an agreement with a parking management company called Boxcar to maximize our parking spaces generating extra revenue as much as \$500 in a single month. We will likely consider a professional property management company to represent our facilities to outside groups and tenants to make more intentional and efficient use of our spaces going forward.

Other than potential major repairs to the boiler that serves the Parish House and Webb Chapel (expected expenses of around \$12,000), we have completed necessary foreseeable capital expenditures for the time being. We are earnestly working to keep building maintenance expenses as low as possible even as we try to increase revenue efficiencies.

Respectfully submitted  
Bob Baisch, Chair

## **Report of Personnel**

The Personnel Committee is responsible for PCM personnel needs and staffing.

The Personnel Committee, along with Session, had to make difficult decisions regarding part-time and full-time staffing throughout 2018 into 2019.

The part-time staffing reductions and changes were made based on the overall direction of PCM and financial constraints. The Director of the Choir, organist, and paid section leader positions were eliminated. A new position, Director of Musical Arts, was creat-

ed to lead PCM's music. Please see worship report for additional background and details.

In addition, PCM had to downsize---eliminate the full-time position of Church Administrator due to budget constraints. Cathy Baillie was retained part-time as Office Assistant in 2019.

Personnel, Pastor Scott, and Session were thrilled that Cathy could remain as part of the team in this part time role.

It is important to note that our personnel costs are supported by our level of pledging and offerings. Our staff is our greatest asset.

On behalf of Personnel, Session, and our congregation----thank you to our staff for their commitment, dedication, and hard work to provide us the most meaningful worship and spiritual development. Not to mention, all the tasks/duties to manage and run the church building and programs.

Respectfully Submitted,  
Brian Peterson, Chair



# 2018 Narrative Budget

## General Operation Budget

### Fund 10

	Year Ending Dec. 2019 PROPOSED	Year Ending Dec. 2018 OUTLOOK	Year Ending Dec. 2018 VARIANCE	Year Ending Dec. 2018 BUDGET	Year Ending Dec. 2017 ACTUAL	Year Ending Dec. 2016 ACTUAL	Year Ending Dec. 2015 ACTUAL
<b>INCOME</b>							
Unrestricted Gifts	268,100	305,304	-16,696	322,000	374,863	356,558	344,811
Specified Giving	5,625	12,049	4,249	7,800	10,791	29,877	40,255
Capital Campaign	1,000	36,849	-13,151	50,000	95,023	103,279	0
Facilities Rental	84,000	84,859	4,859	80,000	82,404	99,378	102,791
Misc	9,900	10,549	-951	11,500	15,489	18,005	16,956
<b>TOTAL INCOME</b>	<b>368,625</b>	<b>449,610</b>	<b>-21,690</b>	<b>471,300</b>	<b>578,570</b>	<b>607,097</b>	<b>504,813</b>
<b>EXPENSE</b>							
Pastoral Function	195,500	191,830	-1,620	193,450	193,491	165,266	128,159
Pastoral Transistion	0	0	0	0	0	14,799	0
Worship and Music	26,725	50,992	-9,096	60,088	65,055	72,863	71,496
Family Ministries/CE	118,640	110,190	1,913	108,277	96,003	49,419	45,961
Commun Outreach/ Communications	8,300	7,272	572	6,700	9,218	13,429	17,843
Mission & Giving	14,500	22,761	6,761	16,000	21,074	23,895	32,565
Facility Operations	154,000	158,929	-271	159,200	181,141	146,495	132,561
Administrative	71,245	106,694	-3,998	110,692	121,415	125,937	93,195
Financial Mangement	19,100	17,456	-1,149	18,605	18,814	25,579	13,481
Projects-non-Renew	50,000	441,918	391,918	50,000	95,337	51,146	51,337
Renew Project	0	0	0	0	14,507	198,248	0
All Other	8,492	6,969	-716	7,685	11,160	12,028	24,219
Total Expense	666,502	1,115,011	384,314	730,697	827,215	899,104	610,817
<b>CASH DRAWDOWN</b>	<b>298,000</b>	<b>600,831</b>	<b>340,831</b>	<b>260,000</b>	<b>320,000</b>	<b>238,500</b>	<b>130,000</b>