

CHURCH OF THE
incarnation



Treasurer's Report 2023 Financial Report 2024 Budget

Submitted at the Annual Meeting on January 14, 2024

Church of the Incarnation

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A Jubilee Parish of the Episcopal Diocese of Northern California

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Treasurer's Report

Thank you in advance for spending your time with this. The pages that follow provide a detailed explanation of our finances for 2023, and our budget for 2024. I am always grateful to our Bookkeeper, John Nykamp, for his expertise and diligence shown not only in this report before you, but in his tireless work throughout the year.

If you find the prospect of reviewing accounting numbers a bit overwhelming, I highly recommend you try to understand the summaries provided on pages 3 and 4. Proceeding from there, you may be surprised how much you will learn and discover from the narrative in pages 5 through 11.

Pledge income forms the foundation of our operational budgets. Pledges are supplemented by other income sources, such as plate offerings, rentals, and designated funds. We have been extraordinarily blessed to be able to withdraw needed monies from the Don & Maureen Green Fund over the past two decades. But as you will see in the chart on page 10, due to necessity, the fund has been depleted over the years by one half, from \$2.8 million to a little over \$1.4 million.

In recent years, other designated funds have been needed to cover what would otherwise be budget deficits. This can be seen in the purple bars in the chart on page 3. Cash reserves received from the Federal PPP and ERTC grants during the pandemic provided \$51,648 in 2022, and \$49,487 in 2023. In 2024, a projected \$58,600 will be withdrawn from those reserves to cover our deficit. Looking ahead to 2025, those particular reserves may likely be depleted.

Also during 2023, and into 2024, other designated funds underwrite costs of both the children's choir and pastoral care ministry. In 2023 it was \$22,649. In 2024, a projected \$31,500 will be spent. As a result, the Children's Ministry Fund and the Congregation Development Fund will each be depleted mid year 2024. Looking ahead to 2025, those costs will need to be fully paid from the regular operating budget.

How about some **good news**? Our pledge campaign for 2024 ended with excellent results. 142 pledges totaled \$468,738. Our average pledge increased to \$3,300. The 66 pledgers from 2023 who were able to increase their pledges for 2024 did so by a whopping 18.9%. Thank you, thank you!

How about some **really great news**? While scrutinizing our 2024 pledges more closely, I discovered a very encouraging trend, a trend that defies normal Stewardship statistics: The pledges from young families with children had an average pledge of \$7,010, more than double the \$3,300 overall average. Even when subtracting out Stephen and Julia Shaver's pledge of \$18,662, the resulting average is still \$5,553.

The MEDIAN pledge for that group is \$5,800, versus the overall median pledge of \$2,400. Yes, the lion share of our pledge income is from an aging population. But, wow, though our young family pledgers make up only 6.3% of the 142 pledges, they account for 13.5% of our pledge income. Thank you, thank you!

I welcome your questions and comments.

David Jasper
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home phone 707-538-7220

Summary Financial Report

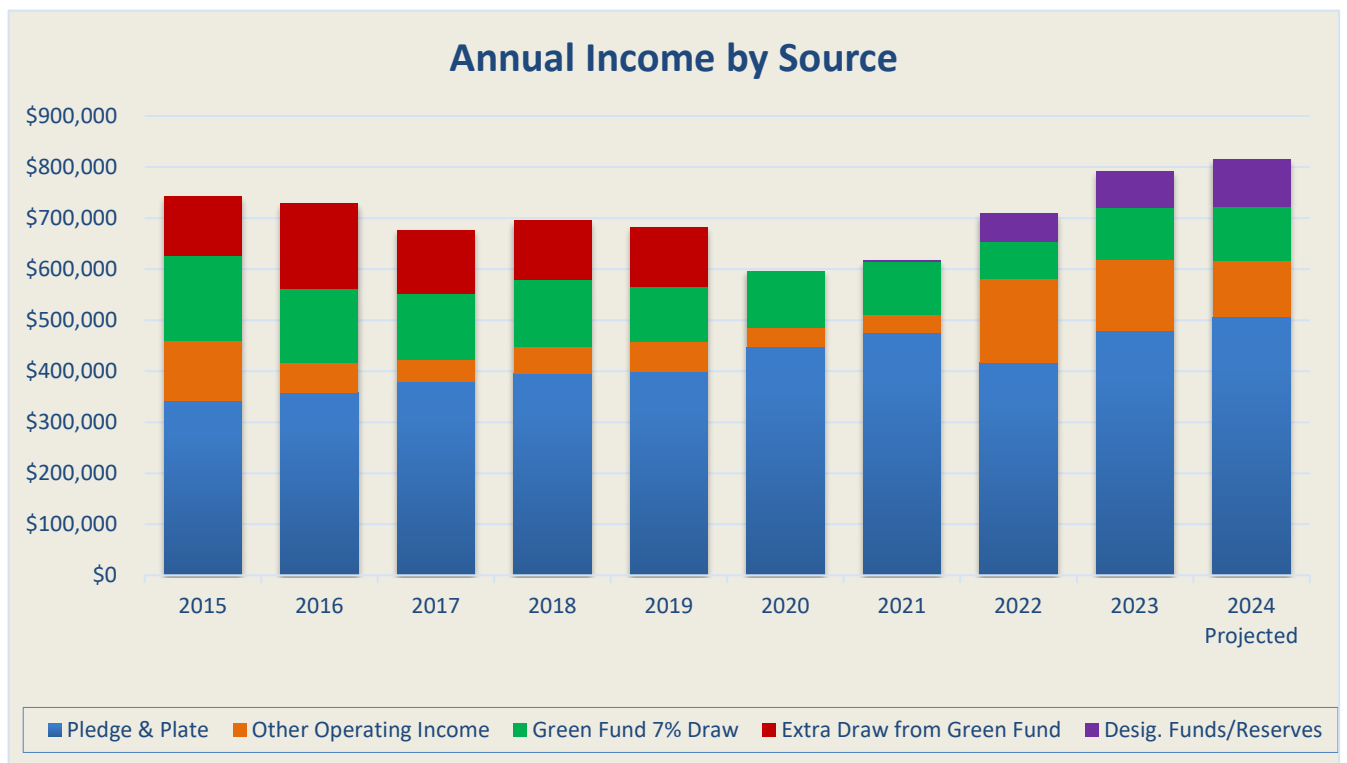
2023 Summary

Our 2023 pledge budget was \$447,080. Our actual pledges received, including additions during the year totaled \$439,699 and actual pledges paid, were \$417,826. In addition, 26 pledgers overpaid their pledge by a total of \$7,421. This helped partially offset the 30 pledgers who were unable to fulfill their full pledge for the year.

Facilities usage income increased in 2023 as AA/NA groups returned to full operations after the COVID-19 pandemic. Facilities usage also includes our rental income from the rental of the rectory property and the Mackey Frame building as well as organizations renting the facilities for concerts or other events.

Each year, we traditionally draw 7% from the Don & Maureen Green Fund (DMGF) to support our budget. In 2023, that draw was \$102,898. Between 2015 and 2019 the parish needed to draw additional money out of the fund to cover operating costs. 2023 finances included \$22,649 draw from designated funds to underwrite the cost of the children’s choir and pastoral care ministry and a \$49,487 draw from unrestricted reserves to offset the year-end deficit (we had projected that we would need \$62,210). Without these additional funds, we would have ended the year with a shortfall of \$72,136.

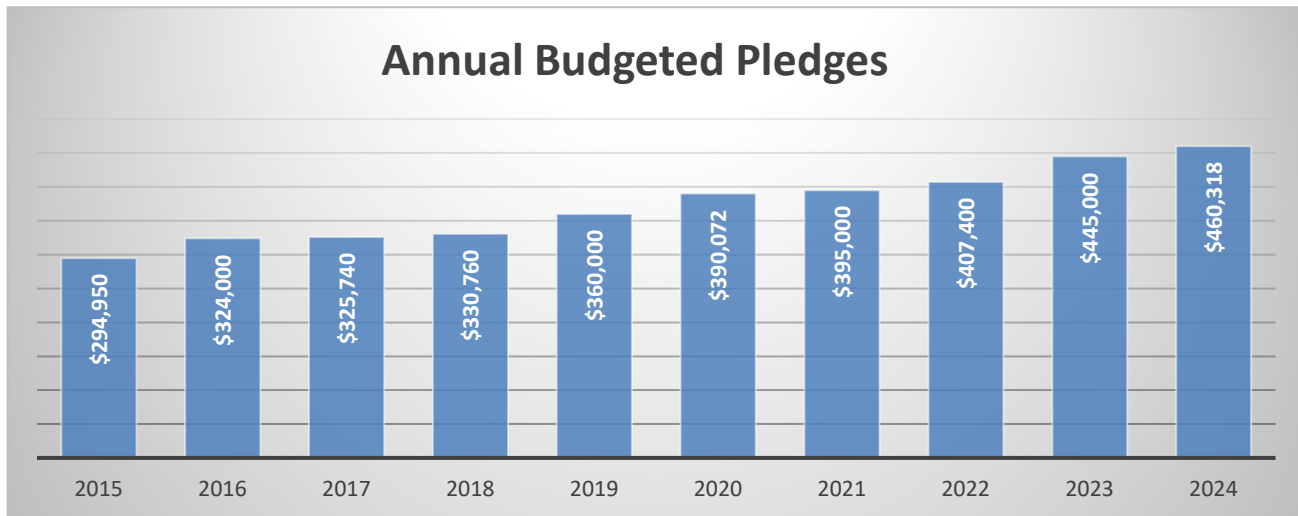
Outreach continues to be a major part of our operations. In 2023 our outreach expenses totaled \$44,743, all of which was funded by donations, income from Heavenly Treasures, Outreach Fund reserves, fundraising, and grants. Not included in those figures is the vast number of hours that volunteers have donated to make these outreach programs a success.



2024 Budget

In developing the 2024 budget, the budget committee (Rector, Wardens, Treasurer, and Bookkeeper) worked on the assumption that operations would support the current programs and continue funding for new programs begun during 2023.

The pledge campaign goal for 2024 was to reach \$500,000 in pledges. While we didn’t reach that stretch goal, the drive resulted in 142 pledgers for a total pledge of \$468,738, a 7% increase over 2023 pledges. Almost 50% of pledgers increased their pledges and the average pledge per family increased by almost 12%.



This budget includes the continued 7% draw from the DMGF which, for 2023, will be \$104,540.

On the expense side, we were able to include the diocesan-recommended 5.8% cost of living (COLA) increase for all staff as well as maintaining the budget for all existing programs including the new programs started in 2023 such as the pastoral care coordinator and children’s choir program.

As is typical with any organizational budget, Personnel and Buildings & Grounds account for a majority of the budgeted expenses. Personnel includes our staff of thirteen employees ranging from the rector to our nursery workers. Direct payroll represents 73% of the total personnel costs with the other 27% covering pension premiums, health insurance, payroll taxes, workers compensation insurance, and coverage for employee time-off. Buildings & Grounds includes Insurance, maintenance on the property, utilities, and expenses associated with our rental properties.

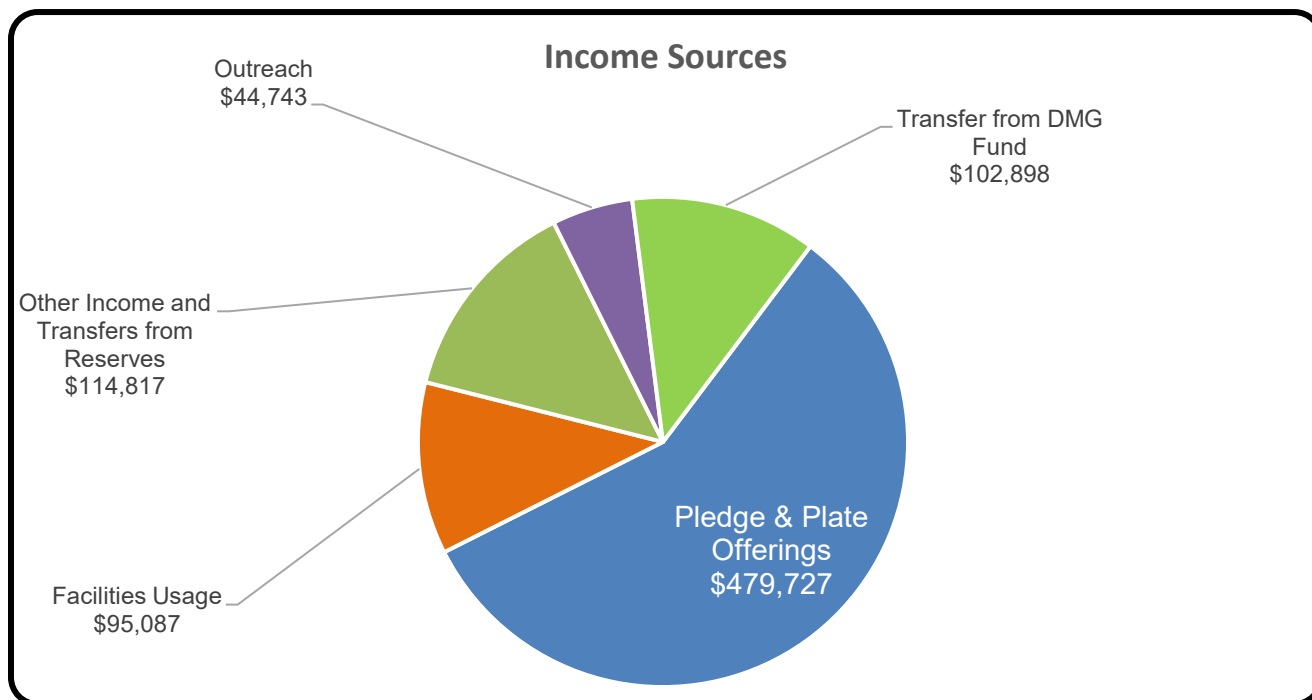
The 2024 budget projects total expenses of \$854,604 which includes operating expenses and \$39,010 in outreach expenses. The balanced budget includes operating income, the 7% draw from the DMGF and a 58,600 draw from unrestricted reserves.

The projected Outreach of \$39,010 is funded entirely through donations, income from Heavenly Treasures, grants, and other fundraisers.

2023 Financial Results

Statement of Financial Activities

The complete Statement of Financial Activities for 2023 is included in Appendix A. Below are comments about notable variances in income and expense line items.



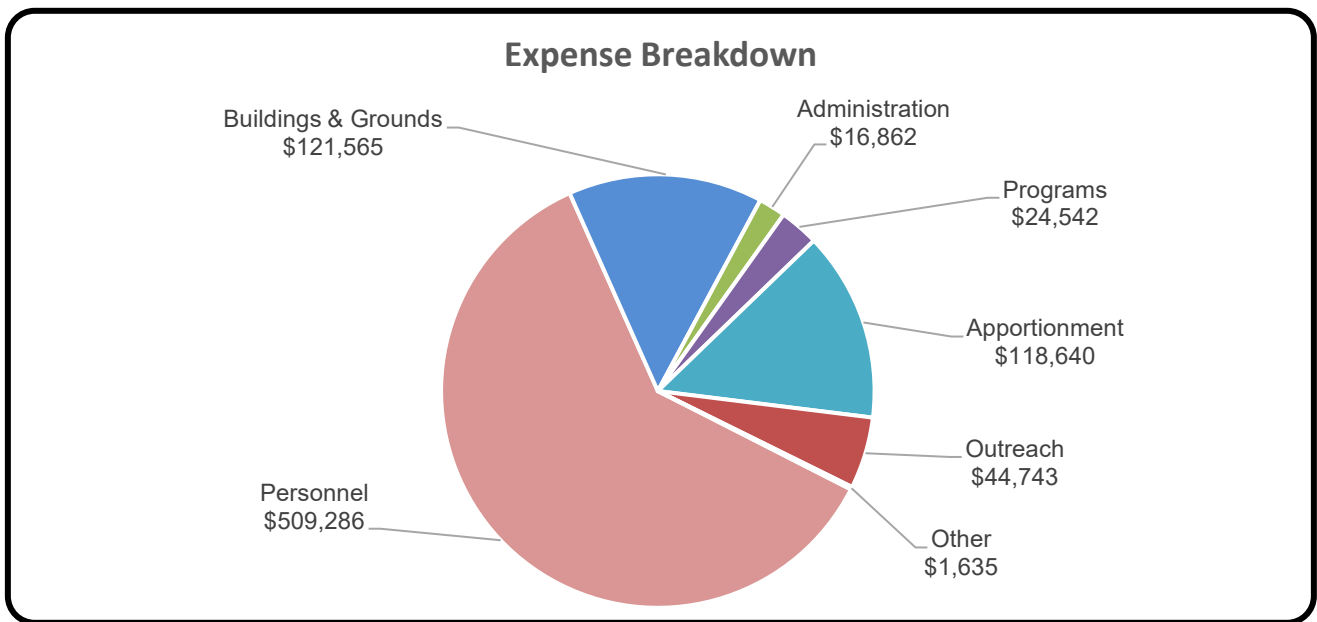
Income

- **Pledge offerings:** The 2023 budgeted pledge offerings totaled \$447,080. The total actual pledges including pledges received after the budget was approved and pledges lost during the year were \$439,699. Of that amount, \$417,826 was collected. As noted in the summary, we had a number of parishioners who greatly exceeded their pledge amount and we have some parishioners who were unable to fulfill their pledge.
- **Plate & Special offerings:** Including Plate, Overpaid pledges, Christmas and Easter offerings, and other special offerings, total non-pledge offerings were \$61,900, significantly above the budget of \$40,000.
- **Facilities Usage:**
 - Income from AA/NA Groups and other nonprofits using the church facilities totaled \$10,529.
 - Income from the rental of the frame shop property totaled \$40,320. After expenses, the net income from the rental of the frame shop was \$35,134.
 - Income from the rental of the rectory property totaled \$41,883. After expenses, the net income from the rental of the rectory was \$22,835.

- **Transfers from DMG Fund:** We budgeted and used a 7% transfer from the Donald & Maureen Green Fund of \$102,898.
- **Other Income and transfers from Reserves:** With the return of Heavenly Treasures to regular operations, we resumed the monthly transfer to the operating budget totaling \$6,000 for the year.
- **Outreach:** Outreach income includes designated donations towards outreach programs, funds raised by Heavenly Treasures thrift store, grants, and transfers from outreach reserve funds.

Operating Expenses

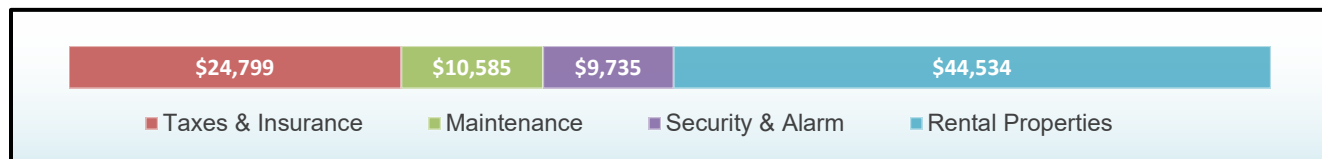
Below is a summary of the operating expenses for the year.



PERSONNEL – *These are the expenses directly associated with paying our clergy and lay employees.*

- Program staff including clergy totaled \$262,997.
- Music totaled \$76,087 which included the Director of Music, expansion of his role to include a children’s choir effective in July, and the children’s chapel music leader.
- Administrative Staff and Bookkeeping totaled \$100,582.
- Maintenance Staff totaled \$44,027.

BUILDINGS & GROUNDS – *These are the expenses that cover our taxes and insurance, keep our lights on, and our property maintained. Below is a chart showing the breakdown of operating expenses.*

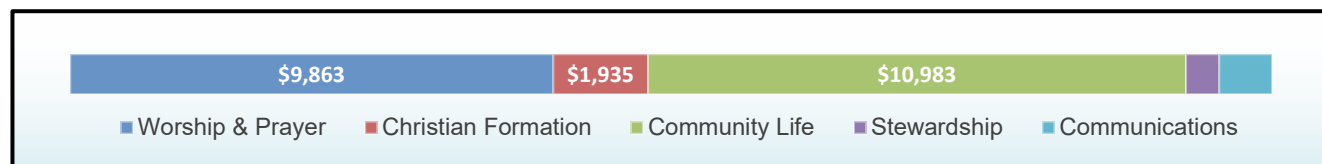


- Utilities were over budget by \$7,131 due primarily to a dramatic increase in the costs of natural gas. On the other hand, total electrical costs for the year after taking solar generation into account was only \$323 as compared to pre-solar costs of over \$10,000.
- Expenses for repairs, maintenance, landscaping, and supplies were under budget by \$8,615 as many major projects were paid out of our building repair fund rather than operating expenses.
- Rental property expense includes taxes and insurance on the frame shop and rectory property as well as loan interest, leasing costs, and repairs. Total expenses were over budget by \$4,574 primarily due to repairs to the rectory when the lease expired and a new tenant took occupancy.

ADMINISTRATION

- Administration expenses including office supplies and printing costs totaled \$16,862, over budget by \$2,037.

PROGRAMS – *These are the expenses directly associated with the programs and services provided by the parish. Without these expenses we wouldn't have supplies for services, Sunday school, etc. Below is a chart showing the breakdown of commission expenses.*



- Worship, which includes worship supplies, altar supplies, and music expenses was under budget by \$707.
- Christian Formation, which includes adult education, Sunday School, nursery, and the Wednesday after-school program, was under budget by \$555.
- Community Life, which includes pastoral care and parish events, was over budget by \$1,978 primarily due to costs associated with setting up the new welcome center in Farlander Hall.
- Stewardship and Fundraising was under budget by \$317.
- Communications which includes advertising, banners, and website costs was under budget by \$922.

DIOCESAN APPORTIONMENT – *Diocesan apportionment is our parish's contribution to the operation of the Diocese of Northern California and, through the diocese, the National Church. Apportionment is calculated based on a percentage of income after deducting amounts spent on outreach and capital expenditures.*

- For 2023, calculated apportionment equaled 17% of our net disposable income (defined as total income less outreach expenses and other deductions).

Statement of Financial Position

The December 31, 2023 Statement of Financial Position is included in Appendix B.

- Cash including designated/restricted funds and reserves totaled \$288,262
- Long-term funds are invested in brokerage accounts and totaled \$1,811,021
- In 2021 when we determined that we would keep the Rectory after the Shavers purchased their own home, we needed to payoff the bank mortgage so that we could rent the property without significant tax consequences. To pay off the mortgage, we used \$290,000 of the DMGF and budgeted operating funds to pay interest back to the DMGF. In 2023 the Vestry decided to close this loan and eliminate the interest payment. While this does reduce the balance of the DMGF, it also relieves the operating budget of the internal (paying ourselves) interest payments.
- Vestry Designated funds total \$1,647,851 including the Don & Maureen Green Fund, Building Funds, and Estates Funds.
- Donor Restricted and Endowment funds total \$277,147.

Net Assets Report

The 2023 Net Assets report is included in Appendix C.

There are two classifications of net assets: unrestricted designated funds and donor restricted funds. Unrestricted designated funds are those set up by the Vestry for a specific purpose. While donations may have been made specifically to the fund by individual donors, the funds themselves are under Vestry discretion, meaning that the Vestry has the full authority to spend money from the funds and adjust or remove the designation of the funds. Donor-restricted funds are those for which the donors have made specific designations and which can only be used for the purposes outlined by the donors.

Below are some comments regarding specific funds:

Unrestricted Designated Funds

- **Children's Music Fund:** The Children's Music Fund has a remaining balance of \$17,297 which will be used to continue subsidizing the cost of the children's choir director for part of 2024 at which point the fund will be depleted and future salary costs will be part of the operating budget.

- **Congregational Development Grant:** We have \$10,053 remaining in our 2020 Congregational Development Grant which will be used for the continued support of the Pastoral Care Coordinator position for part of 2024 at which point the fund will be depleted and future salary costs will be part of the operating budget.
- **Building Repair/Improvement Fund:** This fund represents money available to spend on major non-recurring repairs or improvements to the church property and grounds. Monies in the fund are generated by income generated by the Building Fund. At the end of the year, the Building Repair/Improvement Fund had an available unencumbered balance of \$156,112.

2023 projects included:

Amount	Project
\$ 2,620	HVAC ducting in church
2,500	Energy Audit
616	Asphalt fill in parking lot and gravel corner lot
23,850	Painting of church
13,499	Capital improvements to 1070 Gaddis property (carpet/flooring/painting)
885	New directional signage for campus
2,559	Replacement lexan panels for church windows (part of painting project)
998	Support for tree in Quad plus bench for surround.
259	Music Room remodeling supplies
3,200	Courtyard Live-oak tree trimming
13,581	Network wiring upgrades/replacement wifi system
\$64,567	TOTAL

- **Incarnation Goes Green Solar Campaign:** In 2021 we had a campaign to replace the roof on Farlander Hall and install solar panels on the roof. Donations to date have totaled \$162,834 plus a \$25,000 transfer from Estates Funds and a \$50,000 loan from the Building Fund (paid off by a transfer from the Mission Fund in 2022). The total expenses for the project were \$263,804. At the end of 2023, the fund had a negative balance of \$13,960. We are still expecting \$13,750 in pledges to be paid in 2024 which should complete the campaign.
- **Imagine Incarnation Fund:** The Vestry established a fund of \$50,000 using Estates Funds to provide funding for the Property Redevelopment Taskforce and Imagine Incarnation. The Vestry added an additional \$200,000 in funding in 2023. Consulting and other costs to date have totaled \$122,833, leaving \$127,167 to be used to continue Phase II of the project.
- **Heavenly Treasures:** Heavenly Treasures had \$37,185 in income and, after expenses, \$17,827 in net income. Of that amount, \$6,000 supported church operations and \$11,827 was transferred to the Outreach Fund.
- **Arts@Incarnation Fund:** Arts@Incarnation was used to pay for the designs for the 150th Anniversary kneeler needlework project. The cost for the design was \$5,730 leaving \$3,595 in the fund.

Investment Funds

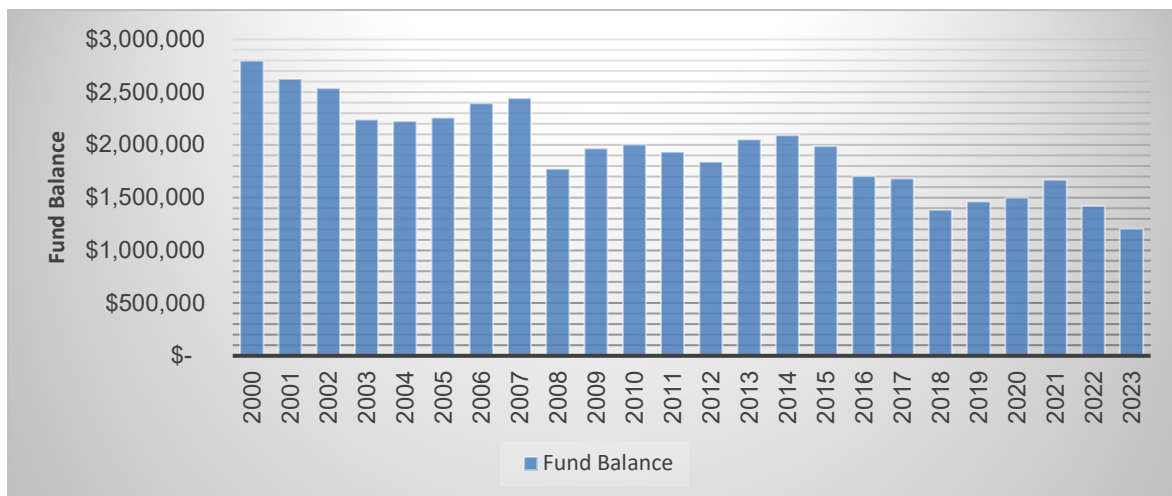
Although these funds are reported as part of the Net Assets report, they are being summarized separately below to show the balances and information about the major funds. The funds are invested at Charles Schwab in Vanguard mutual funds. The fund returns noted below don't match the actual returns earned in our accounts due to the timing when funds were deposited and withdrawn from the funds.

Fund	Investment	Return
Don & Maureen Green Fund	Vanguard – Wellington Fund	14.43%
Estates Funds	Vanguard – Short Term Bonds	6.06%
Building Fund	Vanguard – Windsor II Fund	21.07%

- Estates Funds:** In 2023, we received an additional bequest of \$50,000 estate of Don & Maureen Green. Per Vestry resolution, 10% of these bequests was transferred to the Endowment Fund. The balance in the Estates Fund at the end of the year is \$32,564. Expenditures from the Estates fund are detailed below:

Amount	Project
\$2,411	150th Anniversary Book printing
200,000	Transfer to Imagine Incarnation Project
20,300	Transfer of portion of Green bequest to cover Rectory Interest
1,610	50% of cost of new computer for Music program
1,200	Library Fund Subsidy
\$225,521	TOTAL

- The Donald & Maureen Green Fund:** The Green Fund balance as of December 31, 2021 was \$1,420,050. As noted above, we transferred \$102,898 (7%) to the operating fund and closed out the \$290,000 rectory mortgage. Investment gains for the year were \$176,192 bringing the fund to an ending balance of \$1,203,344. Below is a chart showing the historical value of the DMGF:



Donor-Restricted Funds

- **Building Fund:** The principal balance of the fund is \$201,843. Earnings and market growth of the fund are deposited in the Building Repair Fund.
- **Incarnation Endowment Fund:** The Vestry established a new endowment fund in 2018. This allows parishioners who wish to include an endowment gift in their planned giving to have a place to make their donation. The Principal of the fund will be restricted and income from the fund will be available to support the operating costs of the parish. The Vestry moved to transfer 10% (tithe) of unrestricted bequests received by the parish. Including bequests received during 2023, the corpus balance at the end of the year was \$42,326.

Outreach

The Church of the Incarnation performs outreach in many different ways. Not only do we collect donations and raise money for specific causes, but also, we have two feeding programs, and provide support for The Living Room, the Burbank School, and other local charities. A detailed Outreach report is included as Appendix D of this report.

Total outreach expenses for the year were \$44,743 (or 5.3% of our total operating costs) allocated in the following categories:

- Open Table program - \$24,480
- Disaster Relief (Maui Fire Support) - \$12,050
- Rector's Discretionary Fund - \$4,110
- Local School Support - \$1,729
- Redbud Resource Book Drive - \$595
- Other programs - \$1,779

It is important to note that outreach expenditures are not paid out of operating income. The expenses were paid through designated collections, Heavenly Treasures income, or funds raised directly by the programs being supported.

2024 Budget

At its meeting on December 12, 2023, the Vestry approved the 2024 budget. The approved Budget was summarized at the beginning of this report and the budget is attached as Appendix E to this report.

Respectfully Submitted,

John Nykamp, Bookkeeper

APPENDIX A – Statement of Financial Activities

Church of the Incarnation Statement of Financial Activities For the Year Ending December 31, 2023

	Actual	Budget	Variance	
			\$	%
Income				
<i>Offerings</i>				
Pledge Offerings	\$417,826.23	447,080	(\$29,254)	-6.5%
All Other Offerings	61,900.50	40,000	21,901	54.8%
<i>Total Offerings</i>	<u>\$479,726.73</u>	<u>487,080</u>	<u>(\$7,353)</u>	<u>-1.5%</u>
Transfers (to)/from Designated Funds	203,844.20	219,965	(16,121)	-7.3%
Facilities Usage	95,087.33	92,620	2,467	2.7%
Fundraising/Grants	7,232.84	6,300	933	14.8%
Other Income	6,637.88	1,700	4,938	290.5%
Outreach	44,742.99	39,010	5,733	14.7%
Total Income	<u>\$837,271.97</u>	<u>\$846,675</u>	<u>(\$9,403)</u>	<u>-1.1%</u>
Personnel				
Program Staff	262,996.77	270,602	(7,605)	-2.8%
Music Staff	76,087.46	84,751	(8,664)	-10.2%
Administrative Staff	100,582.32	100,583	(1)	0.0%
Maintenance Staff	44,026.85	42,764	1,263	3.0%
Other Payroll Expenses	25,592.30	23,605	1,987	8.4%
Total Personnel	<u>\$509,285.70</u>	<u>\$522,305</u>	<u>(\$13,019)</u>	<u>-2.5%</u>
Buildings & Grounds				
Property Taxes & Insurance	24,799.03	23,785	1,014	4.3%
Utilities	31,911.22	24,780	7,131	28.8%
Maintenance & Supplies	10,585.11	19,200	(8,615)	-44.9%
Security & Alarm	9,735.27	7,905	1,830	23.2%
Rental Properties	44,533.95	39,960	4,574	11.4%
Total Buildings & Grounds	<u>\$121,564.58</u>	<u>\$115,630</u>	<u>\$5,935</u>	<u>5.1%</u>
Administration	16,861.81	14,825	2,037	13.7%
Programs				
Worship & Prayer	9,863.13	10,570	(707)	-6.7%
Christian Formation	1,934.90	2,490	(555)	-22.3%
Community Life	10,983.16	9,005	1,978	22.0%
Stewardship & Fundraising	683.09	1,000	(317)	-31.7%
Communications	1,077.61	2,000	(922)	-46.1%
Total Program Expenses	<u>\$24,541.89</u>	<u>\$25,065</u>	<u>(\$523)</u>	<u>-2.1%</u>
Diocesan Apportionment	118,640.00	129,840	(11,200)	-8.6%
Other Expenses	1,635.00	0	1,635	-
Outreach	44,742.99	39,010.00	5,733	14.7%
Total Expenses	<u>\$837,271.97</u>	<u>\$846,675</u>	<u>(\$9,403)</u>	<u>-1.1%</u>
Net Surplus (Deficit)	<u>\$0.00</u>	<u>\$0</u>	<u>\$0</u>	

APPENDIX B – Statement of Financial Position

Church of the Incarnation
Statement of Financial Position
December 31, 2023

	<u>December 2023</u>	<u>December 2022</u>	<u>Difference</u>
ASSETS			
Current Assets			
<i>Cash & Investments</i>			
Cash	\$288,261.85	\$431,457.46	(\$143,195.61)
Investment Accounts	1,811,020.82	2,005,043.59	(194,022.77)
<i>Subtotal</i>	<u>2,099,282.67</u>	<u>2,436,501.05</u>	<u>(337,218.38)</u>
<i>Funds Controlled by Subsidiary Groups</i>			
Discretionary Funds	5,688.25	7,734.48	(2,046.23)
Rectory Property Mgr Reserve Acc	5,750.00	5,750.00	0.00
<i>Subtotal</i>	<u>11,438.25</u>	<u>13,484.48</u>	<u>(2,046.23)</u>
<i>Other Current Assets</i>			
Accounts Receivable	1,879.08	768.75	1,110.33
Prepaid Expenses	4,396.53	7,825.57	(3,429.04)
Bookstore Inventory	9,205.06	13,879.70	(4,674.64)
<i>Subtotal</i>	<u>15,480.67</u>	<u>22,474.02</u>	<u>(6,993.35)</u>
Total Current Assets	<u>2,126,201.59</u>	<u>2,472,459.55</u>	<u>(346,257.96)</u>
Fixed Assets			
Real Estate	2,052,944.00	2,052,944.00	0.00
Rectory	625,184.00	625,184.00	0.00
Heavenly Treasures	169,320.00	169,320.00	0.00
Mackey Frame Shop	281,270.00	281,270.00	0.00
Corner Lot	165,000.00	165,000.00	0.00
Church Organ	338,644.63	338,644.63	0.00
Solar Panel System	117,940.00	117,940.00	0.00
Total Fixed Assets	<u>3,750,302.63</u>	<u>3,750,302.63</u>	<u>0.00</u>
TOTAL ASSETS	<u>\$5,876,504.22</u>	<u>\$6,222,762.18</u>	<u>(\$346,257.96)</u>
LIABILITIES & FUND BALANCES			
Current Liabilities			
Accounts Payable	23,498.35	27,266.98	(3,768.63)
Due to Other Funds/Prepaid Pledge:	71,047.50	60,744.56	10,302.94
Key/Facilities Deposits	7,582.00	7,617.00	(35.00)
Total Current Liabilities	<u>102,127.85</u>	<u>95,628.54</u>	<u>6,499.31</u>
Long-Term Liabilities			
Rectory Mortgage (Loan from DMG Fund)	0.00	290,000.00	(290,000.00)
Solar Campaign Loan (Loan from Building Fund)	0.00	0.00	0.00
Total Current Liabilities	<u>0.00</u>	<u>290,000.00</u>	<u>(290,000.00)</u>
Net Assets			
Unrestricted Funds	99,074.95	143,330.23	(44,255.28)
Designated Funds	1,647,851.12	1,959,238.65	(311,387.53)
Donor Restricted & Endowment Funds	277,147.67	274,262.13	2,885.54
Real Estate & Fixed Assets	3,750,302.63	3,460,302.63	290,000.00
Total Net Assets	<u>5,774,376.37</u>	<u>5,837,133.64</u>	<u>(62,757.27)</u>
TOTAL LIABILITIES & FUND BALANCES	<u>\$5,876,504.22</u>	<u>\$6,222,762.18</u>	<u>(\$346,257.96)</u>

APPENDIX C – Net Assets Report

Church of the Incarnation Net Assets Report December 31, 2023

	<u>December 2023</u>	<u>December 2022</u>	<u>Difference</u>
UNRESTRICTED DESIGNATED FUNDS			
Ministry Program Funds			
Altar Guild Fund	450.49	659.93	(209.44)
Altar Flower Fund	3,465.91	1,850.75	1,615.16
Music Program Funds	24,993.25	35,264.04	(10,270.79)
Adult Education Fund	1,899.51	522.26	1,377.25
Children's Ministry Fund	824.49	220.49	604.00
Parish Life Funds	2,069.29	3,765.08	(1,695.79)
Congregational Development Grant	10,052.77	19,332.93	(9,280.16)
Administrative Reserve Funds	9,575.78	13,624.00	(4,048.22)
Buildings & Grounds Funds			
Building Repair/Improvement Fund	156,111.60	156,090.26	21.34
Incarnation Goes Green Fund	(13,960.32)	(25,970.32)	12,010.00
Imagine Incarnation Fund	127,166.51	30,437.50	96,729.01
Library Fund	108.12	523.84	(415.72)
Youth Group Funds	7,884.75	8,147.27	(262.52)
Outreach Funds			
Outreach Fund	19,808.72	7,561.61	12,247.11
Open Table Ministry Funds	19,233.54	25,397.00	(6,163.46)
Bishop's Farmworker Relief Grant	0.00	363.00	(363.00)
Local School Support Fund	563.66	135.00	428.66
Project ReStart Box Fund	(3,713.39)	0.00	(3,713.39)
Redbud Resource Book Drive Fund	35.05	0.00	35.05
Incarnation100 Fund	2,061.87	2,061.87	0.00
Farm Stand Fund	2,085.21	3,085.21	(1,000.00)
Incarnation Bookstore			
Cash	170.06	520.57	(350.51)
Inventory	9,205.06	13,879.70	(4,674.64)
Heavenly Treasures	0.00	0.00	0.00
Memorial Funds	26,932.26	24,394.95	2,537.31
Estates Fund	32,563.74	210,604.67	(178,040.93)
Arts@Incarnation Fund	3,594.88	9,324.88	(5,730.00)
Donald & Maureen Green Fund	1,203,343.68	1,420,049.88	(216,706.20)
Endowment Fund (Spendable)	1,324.63	(2,607.72)	3,932.35
TOTAL UNRESTRICTED DESIGNATED FUNDS	<u>\$1,647,851.12</u>	<u>\$1,959,238.65</u>	<u>(\$311,387.53)</u>

Church of the Incarnation
Net Assets Report
December 31, 2023

	<u>December 2023</u>	<u>December 2022</u>	<u>Difference</u>
DONOR RESTRICTED & ENDOWMENT FUNDS			
Donor Restricted Funds			
Building Fund	201,843.42	201,263.42	580.00
Handbell Fund	1,110.52	1,110.52	0.00
Organ Fund	5,279.45	5,054.45	225.00
Discretionary Funds	5,688.25	7,734.48	(2,046.23)
Disaster Relief Fund	20,662.71	7,734.48	12,928.23
LGBTQ Ministry Fund	237.75	0.00	237.75
Total Donor Restricted Funds	<u>234,822.10</u>	<u>222,897.35</u>	<u>11,344.75</u>
Incarnation Endowment Fund			
Incarnation Endowment Fund	42,325.57	31,636.55	10,689.02
Total Incarnation Endowment Fund	<u>42,325.57</u>	<u>31,636.55</u>	<u>10,689.02</u>
TOTAL DONOR RESTRICTED & ENDOWMENT	<u><u>\$277,147.67</u></u>	<u><u>\$254,533.90</u></u>	<u><u>\$22,033.77</u></u>

APPENDIX D – Outreach Report

Church of the Incarnation Outreach Activities For the Year Ending December 31, 2023

	Actual
Income	
Designated Outreach Offerings	9,607.06
Open Table Donations/Fundraisers/Grants	18,316.65
Transfer from (to) Outreach Reserve Funds	16,819.28
Total Income	\$44,742.99
Open Table Ministry	
Food & Kitchen Supplies	13,800.93
Hygiene Supplies	918.27
Janitorial Expenses	4,961.97
Security Expenses	4,300.00
Other Expenses	498.94
Total Open Table Ministry	\$24,480.11
Disaster Relief	\$12,050.00
Other Outreach Donations	
Local School Support	1,729.40
Becoming Beloved Community Outreach	594.95
Bishop's Discretionary Fund	490.00
Episcopal Community Services	612.00
The Holy Land	677.00
Rector's Discretionary Fund	4,109.53
Total Other Outreach Donations	\$8,212.88
Total Outreach Expenses	\$44,742.99

APPENDIX E – 2024 Budget

Church of the Incarnation
2024 Projected Operating Budget

Approved 12/12/2023

Income*Offerings*

Pledge Offerings	460,318
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All Other Offerings	45,480
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<i>Total Offerings</i>	505,798
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Transfers (to)/from Designated Funds	195,936
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Facilities Usage	98,240
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Fundraising/Grants	12,720
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Other Income	2,900
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Outreach	39,010
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Total Income	\$854,604
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Personnel *(Payroll and Benefits)*

Program Staff	277,185
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Music Staff	98,811
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Administrative Staff	106,329
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Maintenance Staff	33,233
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Other Payroll Expenses	27,326
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Total Personnel	\$542,884
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Buildings & Grounds

64%

Property Taxes & Insurance	27,394
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Utilities	27,480
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Maintenance & Supplies	18,120
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Security & Alarm	9,201
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Rental Properties	21,860
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Total Buildings & Grounds	\$104,055
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Administration

13,855

Programs

Worship & Prayer	11,960
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Christian Formation	2,695
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Community Life	10,825
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Stewardship & Fundraising	1,200
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Communications	2,000
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Total Program Expenses	\$28,680
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Diocesan Apportionment

126,120

Outreach Expenses

39,010

Total Expenses

\$854,604

Net Surplus (Deficit)

\$0
