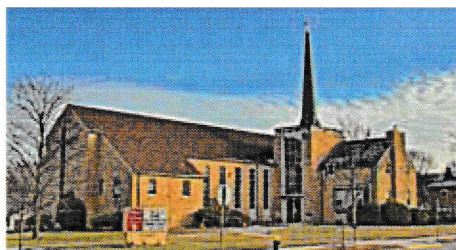
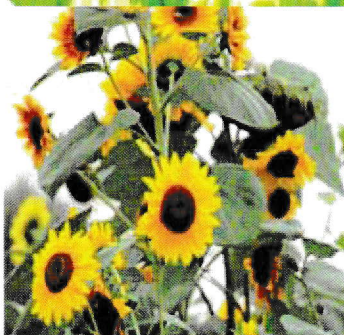
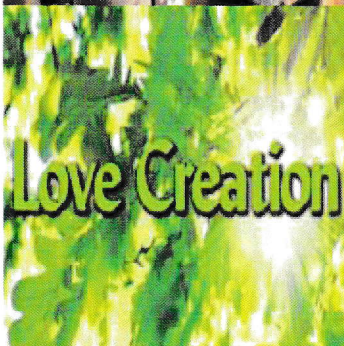
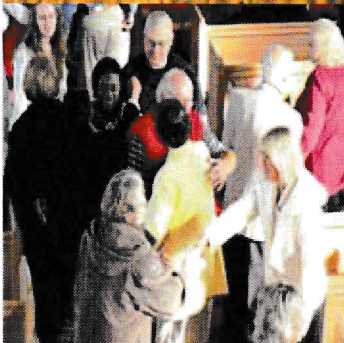


2013 Annual Report



A congregation in and of the neighborhood, reaching out in love to feed hungry bodies, minds and spirits.

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Due to a technical problem, the minutes of the September 22, 2013 congregational meeting were not available when the annual report went to print.

Mission Statement

We thank God for our heritage of faith and for the faithfulness of our forebears that over the years have come to include people of many backgrounds. In response to the grace of God focused in Jesus Christ and poured out by the Holy Spirit, the mission of Emmaus is to carry forward our strong heritage. We are called to affirm, interpret and proclaim the Christian Faith through worship, education, witness, service and fellowship by utilizing effectively, as members of God's family, the many different gifts God gives us. *(Adopted 1991)*

Agradecemos a Dios por nuestra herencia de fe y de la fidelidad de nuestros antepasados que con los años han llegado a incluir a las personas de diferentes orígenes. En respuesta a la gracia de Dios, centrado en Jesucristo y derramado por el Espíritu Santo, la misión de Emaús es para llevar adelante nuestra fuerte herencia. Estamos llamados a afirmar, interpretar y proclamar la fe cristiana a través del culto, la enseñanza, testimonio, servicio y comunión mediante la utilización efectiva, como miembros de la familia de Dios, la diversidad de carismas que Dios nos da.

Agenda

Opening devotion — Pastor Janz	President's Report
Approval of Minutes of Congregational Meetings:	Recognition of 2013 Church Council
January 27, 2013	Election of 2014 Church Council
June 23, 2013	Approval of the Proposed Budget for 2014
September 22, 2013	Unfinished Business
Pastors' Reports	New Business
	Prayer

Candidates for 2014 Council

	<u>Incumbents:</u>	<u>Additional nominations:</u>
President	Chris Lamberton	
Vice President	Brenda Trumbauer	
Secretary	Missy Porcaro	
Treasurer	Art Smith	
Building & Grounds	Loren Larsen	
Congregational Fellowship	Cheryl Dexter & Pat Jensen	
Member Care	Cathy Meyer	
Social Concerns	Diane Melander	
Stewardship	Carolyn Wooster	
Parish Education	Nancy Smith	
Sustainability/Fund raising	Stacy Steinike & Melissa Lemke	
Worship & Music	Kathy Christensen	
Youth	Rich Benson	

Emmaus Lutheran Church Congregational Meeting Minutes January 27, 2013 meeting

Date: January 27, 2013 Time: 10:28 am Place: Emmaus Sunset Room

1. **Opening Devotion:** Pastor Mary Janz quoted from 2nd Corinthians, Chapter 5 which states "Everything old has passed away; behold, everything has become new!" ...and that "We are ambassadors for Christ."

2. **Minutes:** The minutes of the January 29, 2012 Congregational Meeting were approved as submitted (Motion 01.01.13-CM).

3. **Pastor's Report:** Pastor Mary thanked the congregation for their support of the church and its mission helping the neighborhood and the kids. She encouraged the congregation to look forward, hold each other's hands, and not leave anyone behind as the FaithWorks process continues.

4. **President's Report:** Chris Lamberton shared a quote from Bonnie L. Mohar's *Living Life* in which she states "Life is not a race- but indeed a journey" and "Recognize the special people you've been blessed to know."

5. **Recognition of 2012 Church Council:** Chris recognized outgoing council member Caren Lamberton and thanked all the council members for their service.

6. **Election of 2013 Church Council:** The following slate of council members for 2013 was presented:

President.....	Chris Lamberton
Vice President	Brenda Trumbauer*
Secretary	Missy Porcaro
Treasurer	Art Smith
Building & Grounds	Loren Larsen
Congregational Fellowship.....	Cheryl Dexter & Pat Jensen*
Member Care	Cathy Meyer
Parish Education	
Social Concerns	Diane Melander
Stewardship.....	Carolyn Wooster
Sustainability/Fund raising	Stacy Steinike & Melissa Lemke
Worship & Music	Kathy Christensen
Youth	Rich Benson

*Brenda Trumbauer accepted the nomination for VP and Cheryl Dexter and Pat Jensen accepted the nomination to co-chair Congregational Fellowship during the meeting. Parish Education chair remains unfilled. The Slate of Council Members for 2013 was accepted (Motion 01.02.13-CM).

7. **Proposed 2013 Budget:** Art reviewed the Financial Secretary's Annual Report. The report was accepted (Motion 01.03.13-CM). Art presented the 2013, 6-Month Budget Proposal. He pointed out that the budget carries a \$4700 deficit primarily due to the discontinuation of the Brewers Fund raiser (he thanked Stacy and Melissa for their hard work during last year's Brewers season). Art stated that we can make up the deficit in Scrip sales and by supporting Emmaus' other major fund raising events, e.g. Mexican Fiesta scheduled for

May 18 and the UnCorkt wine tasting event. A motion to accept the proposed 2013, 6-month budget was approved (**Motion 01.04.13-CM**).

8. **Unfinished Business:** None
9. **New Business:** Art presented the revised FaithWorks covenant (the covenant document included in annual report is not the revised version- see attached). He then explained how each congregation will devise and present a plan for itself and the other churches. A suggestion was made to present progress of the plan through a concise multi-modal approach (*i.e.* bullet points in letter form as well as in the *Visitor* and on the website.) A motion to accept the revised FaithWorks Partnership Covenant and the FaithWorks Plan for a Plan was approved (**Motion 01.05.13-CM**).
10. **Jhon Freddy** reported that the three adult education programs underway in his congregation are successful: 75 people are registered in GED classes held at Emmaus and taught by MATC staff; the ESL conversation groups are giving participants much confidence; the ELCA endorsed life coach program asks the 14 participants to set educational, emotional, professional, economic, and physical goals for themselves. Jhon Freddy is continuing his 2008 personal goal to make the world better and has been admitted for PhD in History of Latinos in America at the Lutheran School of Theology.
11. **Closing:** A motion to end the meeting was made at 11:12 a.m. The motion passed (**Motion 01.06.13-CM**). The meeting closed with The Lord's Prayer.

Respectfully submitted by Missy Porcaro

June 23, 2013 meeting

Date: June 23, 2013 Time: 10:40 a.m. Place: Emmaus Sunset Room

1. **Opening Devotion:** Pastor Mary gave thanks for our many blessings and asked for guidance as we continue into the future.
2. **Minutes:** The minutes of the January 27, 2013 Congregational Meeting were accepted (**Motion 01:13:01CM**).
3. **FaithWorks:** Art explained the progress that the FaithWorks congregations have made up to this point (see handout).
4. **Budget:** Art reviewed the budget at this point in the year. He reported that the Latinos contributed a large share of their pledge up front. When asked whether we will end up in the black at the end of the year, Art replied, "Likely not, due to lower giving/offerings." A suggestions were made that the budget reflect Youth expenses (not \$0) and that the number of volunteer/mentor hours be documented in the Annual Report. The Jan-June budget report was accepted (**Motion 06:13:02CM**). The proposed June-December budget was approved (**Motion 06:13:03CM**).
5. **Pastors' Reports:** Pastor Mary gave an update on conversations among FW pastors:
 - Leadership from Our Savior's Church has approached Atonement and the Synod and it is very likely that Our Savior's and Atonement will be worshipping together beginning in 2014.

- Pastor Mary and Pastor Michael (St. Andrew) have been discussing more efficient ways of using pastors and worship. Among the possibilities are alternating Saturday worship between locations on a monthly basis and/or pastors take turns preaching at both locations on alternating weekends. These efforts would save on substitute pastor and musician expenses. Anyone interested in talking about and planning collaboration efforts with St. Andrew should contact Mary.

Jhon Freddy commented that "6" is a special number. The number 6 symbolizes growth and responsibility in numerology. There are 6 letters in EMMAUS, THANKS and LATINO. The Latino community wants to say thanks because Emmaus has touched so many lives. He urged us not let outside forces deter us.

6. **Adjourn/Closing:** A motion to adjourn the meeting was made at 11:20 a.m. The motion passed (**Motion 06:13:04CM**). The meeting closed with The Lord's Prayer.

Respectfully submitted by Missy Porcaro

September 22, 2013 meeting

From the October Visitor:

In a spirit of collaboration, members from both Emmaus and St. Andrew voted at their respective congregational meetings on September 22 to begin worshipping together on the weekends. The vote followed give-and-take conversations at Question and Answer sessions held at both churches the previous week.

While there are some givens, a number of details are still to be worked out. Both groups approved adopting the current St. Andrew worship times of 4:30 p.m Saturday and 9:00 a.m. on Sundays. Brenda Trumbauer will be the primary musician on Sundays, and a search is taking place for a Saturday musician.

The services will rotate between St. Andrew and Emmaus, most likely on a monthly basis. Pastor Mary and Pastor Michael will each preach half of the weekends during a given month.

A task force will meet at St. Andrew at 6:00 p.m. Tuesday, October 8 to discuss further details. The pastors, representatives of the council, and members of the worship planning teams will be part of the final decision making team. A start date (very likely Reformation Sunday, October 27), scheduling, and logistics concerning loose offering, altar guild, lay ministers, and overall communication will be among the items discussed.

In mid-October, there will be a mass mailing to all households of both congregations, providing information and detailing a schedule for the remainder of 2013,

At our congregational meeting, it was asked what we would call ourselves as a worshipping community. For the time being, we will be known as FaithWorks North, with a possibility of a new name be adopted at some time in the future. At this time, however, all finances for Emmaus and St. Andrew will be handled separately, and we will continue to use our current offering envelopes, which will be forwarded to the designated congregation.

Stay tuned for details! Meanwhile, keep the wider work of FaithWorks and the collaboration between St. Andrew and Emmaus in your prayers.

Covenant Congregations of the Racine Mission Cluster of the ELCA

Preface: John 17:20-21 (CEV)

“I am not praying just for these followers. I am also praying for everyone else who will have faith because of what my followers will say about me. I want all of them to be one with each other, just as I am one with you and you are one with me. I also want them to be one with us. Then the people of this world will believe that you sent me . . .”

As member congregations of the ELCA in the greater Racine community we are called to be agents of grace in our community and beyond. We celebrate, recognize and value each congregation’s history, ministry and gifts. We acknowledge a deep and profound connection to each other. We promise to seek to be the body of Christ in this place and time. In witness to our Lord Jesus Christ, we unite together in this ministry covenant . . .

1. To focus our corporate lives on the mission of Jesus Christ and to take whatever steps necessary to ensure the flowering of grace in our community and world.
2. To reach out in our respective communities to invite and welcome our neighbors to join with us in worship, mission and ministry.
3. To intentionally seek justice for all people.
4. To stand against racism and all forms of oppression.
5. To serve all those in need especially the unemployed, the aging, the hungry, the homeless, and the abused.
6. To abandon competition among congregations and share the gifts and blessings God bestows on us.
7. To share, as the Body of Christ, programs, ministries and resources to carry out our congregational responsibilities and mission.
8. To affirm our ecumenical and interfaith connection and commitments.
9. To develop common strategies for the future so we may be more effective in our witness and service.

Adopted in 2006

Pastor Mary's Report by Rev. Mary L. Janz

Prayer, hard work, long hours of meetings and consultations, joint worship services, more prayer, more meetings, new relationships, visioning and dreaming for the future, grant proposals, flexibility and a willingness to change, and Spirit led movement are some of the very key components that made the year 2013 so pivotal for Emmaus.

In my over 22 years serving as pastor of Emmaus, I believe that this past year would probably be marked as one of three of the most significant years in my tenure. Another year of particular significance would include the turn of the century when intentional neighborhood outreach began. The other would be the time over five years ago when the church council approved sponsorship of Jhon Freddy Correa, leading eventually to a Spanish speaking worship service and other ministries. These decisions and this willingness to go a new direction have been life changers not only for members of Emmaus, but also for the surrounding neighborhood and community.

In a conversation with long-time member Olaw Thomsen in December, he recalled his coming by boat from Denmark to this country when he was six years old. He talked about adjustments to be made, a language to be learned (even though his mother, Dagny, much preferred that he speak Danish) and all that would come with significant change. The anchor during those times of change was the centrality of faith in a God who was there through it all.

Isn't it amazing how that thread of God's faithfulness can be traced not only to the times of our parents and grandparents, but is also witnessed in scripture as far back as the exodus. We recall when Moses led the Israelites out of bondage and into a new place that included a lot of wilderness before approaching the Promised Land. Talk about movement and change and unfamiliar territory—and a tremendous amount of waiting!

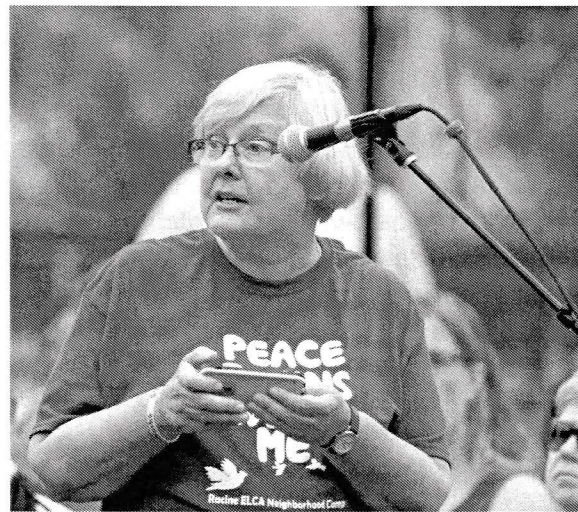
What are the significant parts of our Emmaus journey during 2014?

- The largest EASY (Emmaus After School for Youth) program since its inception, with up to 40 kids participating four days a week, many of them mentored by Emmaus members and friends.

- A growing five-week Neighborhood Camp for kids six years and older, which depends on volunteers to do the cooking (feeding over 100 people daily) and to support the paid staff with a number of activities.

- A developing Latino ministry, which now includes Venezuelan native, Gabriel Marcano, an Anglican priest studying Lutheran doctrine and practices as he assists Pastor Jhon Freddy Correa.

- Ongoing meetings with our FaithWorks partners, receiving guidance from Sandy Chrostowski, Director for Evangelical Mission of the ELCA, Dave Daubert, a consultant funded by the national church and Susan Gould, a local consultant. With their assistance, grant monies have been applied for to further the



vision of the collaborative known as FaithWorks. It is expected that we should receive word by the end of February regarding our request. Meanwhile, we have met with and hosted a potential candidate, Andy Twiton, for the proposed pastor redeveloper/youth position. We should learn about his availability sometime in March.

- Significant partnership between Emmaus and St. Andrew which began during the summer with planning for a joint Stewardship campaign. We celebrated Consecration Sunday together in November and saw a marked increase in financial commitments. St. Andrew and Emmaus jointly planned a four-week Season of Creation series in September and October. Then, after congregational votes at both churches, it was decided to worship jointly, alternating months, beginning Reformation Sunday. Members and friends continue to get to know one another through coffee hour conversation and other planned events.
- Enriched worship experience has been the result of joint worship. Some of the

highlights include: an outdoor FaithWorks fall festival worship at St. Andrew, filled churches on many Sundays, a variety of preaching, opportunity for choir members to come together, shared resources (musicians for Chicago Folk service and Christmas Eve, kids for pageant), and introduction to different worship practices.

The thank you list is too long to enumerate, especially because I would be afraid of omitting someone who has contributed significantly to the support of Emmaus through your prayers, hard work, or faithfulness. I am SO grateful to each of you for your trust, encouragement, support—and, yes, even for the times you question or challenge. More than anything, I thank God for being there for us in our sleepless nights, times of angst and times of celebration. To be a part of this ever evolving community of faith is very life giving and a true blessing for me. Thanks to all of you and thanks be to God!

—Pastor Mary

Congregational Life Report by Pat Jensen & Cheryl Dexter

We began 2013 with a Saturday & Sunday night at the movies & hors d'oeuvres at the Mitchell Wagon Condos. Everyone brought a dish and fun was had by all. Special thank you to Laura Bennett for reserving the theater and hosting the hors d'oeuvres party.

In November, as part of the Consecration Planning Committee, we helped organize a social evening at Mike & Angelo's for members of the council and consecration committees of both Emmaus and St Andrew's churches.

Also in November, a Consecration Sunday Brunch was held at Emmaus for both

congregations. We helped with planning, set up and decorating. The brunch was a successful event with about 110 people attending.

We also have been helping with planning and providing and set up and clean up for after church treats. We thank all who have provided the delicious treats and served and cleaned up afterwards.

We have a good committee and many great helpers.

Special thanks to Sandy, Cindi, Kathy, Shirley, and Carol.

Respectfully submitted,

—Cheryl Dexter and Pat Jensen

Fund Raising Committee Report by Melissa Lemke & Stacy Steinike

This year Emmaus/Emaús held two fundraisers. The first was fiesta Mexicana in May and the second was a wine tasting held in October. A special thank you to Emaús congregation and Liliana for all of the work they put into the fiesta Mexicana event. A thank you to Brenda Trumbauer

and Carolyn Wooster for arranging the location for the wine tasting. These events are slated to be annual events as a result of their success in 2013.

Respectfully submitted,

—Stacy Steinike and Melissa Lemke

Member Care Report by Cathy Meyer

There have been few changes in the ministry of member care at Emmaus. Member care continues to involve many people and many projects. Thanks go to all of you who have contributed in this service.

Visitation is our direct contact with our members in need who have experienced a loss or sickness, or are homebound or living in assisted care facilities. Birthday cards are also sent to Emmaus seniors, as well as sympathy cards to those who have

lost a family member. The prayer chain is received by many members in order to include in their prayers — those in need of healing or special thoughts. The KIP1 (Knit One, Purl One) group continues to share their knitted or crocheted prayer shawls and baptismal shawls with members. Blood pressure checks and health resources are provided by our Parish Nurse, Carol Eschmann. Transportation to church services is provided to some who are not

able to drive themselves. Occasionally, meals have been organized and delivered to those who temporarily are unable to prepare food for their families.

We are always looking for new people to help with any of the member care activities. Please contact Cathy Meyer (321-0050) if you would like to get involved. Also, we need help in knowing who might benefit from our services. Please call Paul in

the church office or talk with Pastor Mary if you know of someone who needs to be included in this ministry.

Again, thank you to all who shared their time and talents to provide care to other Emmaus members.

Respectfully submitted,
—Cathy Meyer,
Committee chair

Parish Education Report by Nancy Smith

“I Am Amazing” is a repeat after me song which the kids sing from time to time. The song includes the verses: We are amazing . . . You are amazing . . . God is amazing. The final verse concludes with “And God loves us – like C-R-A-Z-Y!” With God’s amazing love and your amazing hands and hearts and love, there has been another successful year for the kids who attend the Emmaus outreach programs.

Neighborhood Camp: “I’ve Got Peace Like A River”: how a song can unite a group of kids whether they are singing in the sanctuary, in a canoe on the Root River or before their family and friends on the night of the closing program. The Art of Peace one of the themes for camp, was a focal point throughout the entire camp session. They learned a bit about the work of Mother Teresa, Mahatma Ghandi and Nelson Mandela. Other themes included: Vanishing Act: Endangered Species, Electricity: Charged, Obsessed: Wacky World in Seussville and the Civil War: Escape to Freedom.

Sixty-five campers enjoyed the myriad of activities that were led by an enthusiastic and experienced staff. Note that one of our own, Jenn Haman, has been part of neighborhood camp since its inception. Jenn has made the journey from camper in first grade, to volunteer in her middle school

years to full time staff in high school. She is presently in her sophomore year at UW Parkside.

One of the highlights this summer was the introduction of the new octagonal structure on the field. This three foot high wooden arena provides the space for the exciting game called Gaga Ball. It was a popular venue for campers of all ages and the staff.

SALT (Serving and Learning Together) for middle school kids continues to impact the graduates of Neighborhood Camp. With the word about SALT being shared in the neighborhood, new kids joined the program. Twenty-eight campers offered their services to help a variety of community programs.

Fact: Many mouths mean lots of food and supplies that need to be purchased, prepared and served. Each camper is offered a healthy breakfast, lunch and afternoon snack. How does one express appreciation to the teams who were there each day to provide meals for the campers. With a huge hug and a big Hip . . . Hip . . . Hooray! We are blessed to have so many giving hands.

EASY: Emmaus After School for Youth continues to serve a need for a safe place for kids to go after school. EASY provides homework help and an ongoing enrichment program in the areas of science, math, language, geography and art. The word

about EASY is pulling in more and more inquiries about our program. EASY now serves thirty-five kids and the middle school group, SALT, has ten enrolled.

One highlight of EASY was the “Hands On” Science Fair put on by the kids for their family and friends at the closing program in May. The kids were able to share the variety of experiments they had performed throughout the year. Many of our guests were encouraged to try their hand at the exhibits. There was a buzz of excitement in the room as comments such as “How does that work?” . . . “I did it” . . . Can I try?” . . . and “WOW!” could be heard.

The EASY program continues to be honored with the outpouring of friends who come each week to work one-on-one with our kids. Sharing time, conversation and giving encouragement and undivided attention is so important for our kids. You are a constant presence in their lives. Thank you, mentors!

Wednesday Night God Time: Fellowship Hall is overflowing Wednesday nights as the kids gather for a meal before dividing into their classes to dig into the bible and learn what an amazing God we have in our lives.

There are over sixty kids registered for this program that includes pre-school age through middle school.

Last spring the Faith Works community was introduced to the Passion Walk that is presented each year by the kids. This narrative reenacts the last week of Christ’s life. The kids, dressed in costume, mime the various vignettes of the story, from the triumphal entry into Jerusalem to the long walk Golgatha with quiet time spent in the tomb.

Studies have included the creation story, Joseph, the season of Advent, the baptism of Jesus, and the Wise Men. This year’s pageant “Meet Me At the Manger” was one of the most sophisticated presentations the kids have ever attempted. Many parts both speaking and singing, solos, and dance routines. I will always remember the scene when one of the three kings slowly walked to the manger, and ever so reverently knelt down before the baby lying in the manger.

Yes, we are amazing! Together we can do so much to be a light in the lives of our kids.

Shalom, Peace,
—Nancy Smith

Social Concerns Report by Diane Melander

The Social Concerns Ministry of Emmaus Lutheran Church continues to grow and flourish as a result of the help and dedication of so many committed members willing to support this ministry.

The Mt. Meru Coffee Project has grown this year by approximately twenty percent. By having St. Andrews Church participate with us in the coffee project, it has boosted our coffee sales. The money from this project goes directly to the Meru region of Tanzania to help the coffee farmers earn a fair wage for their coffee, to purchase

equipment for their farms and to help the Mt. Meru community. This project is sponsored by the Milwaukee Synod. The coffee you purchase, and we drink at coffee hour is roasted shortly before it is shipped to us. This past year, we drank, purchased and sold nearly \$2,500.00 of Mt. Meru Coffee. Fifty-seven percent of the coffee used is regular and whole bean, twelve and one-half percent is decaf coffee and thirteen and one-half percent is flavored coffee. The balance is nine percent four-pound bags and eight percent gift packages. To find out

more about this worthwhile project, go to their web site at: www.mtmercoffee.org.

Our RADA program continues. RADA offers cutlery, mixes and candles made in the USA at reasonable prices.

Approximately forty percent of the cost of each item purchased goes directly to our church. Profits from your purchases are sent directly to Emmaus by RADA. You can get more information at the Scrip table during coffee hour.

The Emmaus Youth participated in the Racine Crop Hunger Walk in October. We had a large group of youth who walked in their special neon t-shirts. The Crop Hunger Walk donates half of the proceeds to world hunger and the other half goes to our local food pantries. Thanks to our youth for their work in raising hunger awareness in our community, and thanks to all of you who supported the project with donations to walkers. Thanks too go to the EASY team and our youth leaders (Rich Benson & Brenda Trumbauer) for their work on the project.

The Giving Tree program was very successful this year. We were doubly Blessed to have St. Andrews help in this project. The congregations of our churches donated money to EASY. The EASY teachers shopped for books and games for each of the EASY children. The gifts are appreciated by all of our EASY youth

Emmaus members cook and bake for the Community Meal program every other month and transport the food to St. Patrick's Church. Thank you so much to all of you who faithfully bring casseroles, salads

and cakes to this meal. One of the servers of the meal mentioned how very much this meal means to the individuals who participate in it. For some, it may be their only meal that day, and they are very grateful.

The Knit One Purl One Group continues to knit shawls, baptismal shawls, mittens and caps. We also have been asked by Wadewitz to donate socks. They also have worked with the Sewing Group who make fleece blankets and are now making quilts to donate to Lutheran World Relief or a local group who are in need of warmth and comfort. Many people put in many hours in creating gifts of love.

The English Conversation Class has been meeting regularly, except during the holidays. Many of the English conversation students are also working on their GED or have recently completed it. They like the opportunity to practice English in a safe environment. If you are interested in being a part of this group, contact Kathy Christensen or Diane Melander.

Thank you all so much for the unselfish sharing of your gifts, your prayers and your support in these vital ministries. Our small church continues to make great strides in reaching out to others because of the commitment and dedication of each of you. God Bless each of you as we move forward in uncharted waters to continue to help and serve our church and our community together.

Respectfully submitted,

—Diane Melander

Committee chair

Stewardship Report by Carolyn Wooster

Pledges*			
Year	# of Pledges	Total*	Average Pledge/yr.
2014	39	118,936	3,050
2013	16	55,400	3,463
2012	45	110,724	2,461
2011	53	124,322	2,374
2010	49	128,405	2,621
2009	57	138,905	2,437
*General Fund and Mortgage Retirement			

Thank you for your generous commitment to Emmaus going well beyond your pledge in 2013. The results of the Consecration Sunday 2014 Stewardship campaign were excellent. In addition, to the

39 pledgers there are about 30 non-pledgers who contribute consistently,
 —Carolyn Wooster, Stewardship chairperson

Worship & Music Report by Kathy Christensen

The responsibilities of the Worship and Music Committee include Altar Guild, ushers, musicians, readers, communion assistants, hymn selection and planning special worship services.

Pat Jensen coordinates the Altar Guild activities assigning participants to set up and clean up for communion for both Saturday and Sunday worship services. She and the Altar Guild participants are also responsible for caring for altar linens and paraments. The paraments are changed to coordinate with each season of the church year.

Brenda Trumbauer and Joyce Kaiser serve as accompanists. Brenda accompanies the worship services on the piano and Joyce plays the organ on the last Sunday of each month. Both Brenda and Joyce arrange for

special music on occasion. Brenda coordinates musicians for the Chicago Folk Service. Joyce also coordinates and plays with the Brass Nickel on Easter and Christmas Eve.

Readers and communion assistants and ushers are assigned for each Sunday. Paul Berge emails all worship participants during the week prior to their assignments. Many thanks to all who willingly and consistently serve in some capacity.

Special worship services during the past year include a series of Seasons of Creation during the month of September and also a healing service. Emmaus participated in Wednesday evening Lenten services rotating at each of the FaithWorks churches. The EASY children led the final service with the passion story. It was a very

beautiful and moving experience. We worshiped together with FaithWorks in September at the Fall Festival as well. The EASY children also participated in the Thanksgiving Eve worship service.

Beginning on Reformation Sunday, we have combined our worship with St. Andrew Lutheran Church rotating monthly to worship at either Emmaus or St. Andrew. It has been a very positive experience as we have been welcomed to St. Andrew and

welcome our friends to Emmaus. Our pastors and musicians have worked together to coordinate worship services. Brenda organized a choir of members from both congregations to sing at the Advent services. We have much to look forward to in this new venture. It has been a pleasure to be a part of this journey.

Respectfully submitted,
—Kathy Christensen
Committee Chair

Youth Ministry Report **By Rich Benson and Brenda Trumbauer**

The Emmaus Youth group (Tweens) continues to include those beyond the middle school with an age-range from 12 (6th grade) through 16+ (high school). We met primarily on Wednesday evenings during the school year and did not formally meet in the summer months although many in our group were involved in the Emmaus Neighborhood Camp in the SALT (Serving And Learning Together) program for the Middle School. There were extra activities offered this year through FaithWorks Youth planning but participation dwindled to the point of discontinued joint planning. Our Youth group met for dinner on Wednesdays and moved to the Sunset Room for our meeting. Our group size has been consistently 12 to 15 each week.

The highlights of our year of meetings and activities:

We started the year with the same curriculum and continued to explore the importance of interests and education in post middle school and high school. We included searching the scripture on our discussion topics and used games and activities to share the messages in different ways. We have game nights, mock trials, Scripture Wheel of Fortune and other group games activities.

Emmaus/Emáuš – Our group is a mix of kids from EASY (Emmaus After School for Youth) and kids from Emáuš congregation with whom we share invitations to our activities on days other than Wednesdays.

At the beginning of 2013, leaders of FaithWorks Youth planned our third event which included four of our middle school kids attending a meeting and sharing their ideas for a Community Blanket-making Event and Youth Lock-In which was held January 4 & 5, 2013. The blankets made went to several community outreach centers/shelters. A trip to Holy Hill was planned but the weather was too inclement for the outdoor activity so our small group spent some time together locally. A canoeing trip was planned and held on our local Root River. Future events were difficult to get confirmed participation, so we decided (from the FaithWorks perspective) to plan events individually, based on the interests of each church group, and invite one another to participate in our activities.

In the Fall of 2013, shortly after our Wednesday programming got underway, Emmaus participated in what has been determined to be the last CROP Walk planned by the Volunteer Center of Racine.

We again had an excellent turnout of over 30 walkers and raised over \$400 for hunger. Perhaps we can plan next year's walk to keep the tradition going.

The goals for our Wednesday night group in this next year include: preparing and serving food for the Feb. 6 community meal at St. Patrick's Church; going to the Women's Resource Center in March with blankets we are making in February and to do a program with the children; to arrange a bowling trip on a Sunday afternoon; and to go to the Food Bank to sort food.

We are excited to see the positive growth and relationship-building occurring among our young people even as siblings join our group coming into 6th grade. As we approach 2014, we look forward to leading another Junior Achievement program offered entirely at no cost to our program; continuing interesting and exciting programming for this group with whom we share the message of God's love.

Respectfully submitted,
—Brenda and Rich

Green Team report by Sandy Strini

During 2013, The Green Team has continued to recycle aluminum and printer ink cartridges. The Summer Green Group pulled many weeds and kept the flower beds and bushes looking great. The Building Green Group changed lighting and added

motion sensors to our bathrooms and hallways and several rooms. We look forward to the combined efforts of the St. Andrew and the Emmaus Green Teams as we move into 2014.

— Sandy Strini

Scrip Program Annual Report by Cathy Meyer

Emmaus continues to participate in Scrip fund raising. Thanks to all of you who have purchased gift cards through the Scrip program, we have realized a profit of \$2,143.95 through the sale of \$53,770 in gift cards. Using profits from this year and the past, \$2,200 was contributed to the Emmaus general fund in 2013. At the end of the year, the Scrip account had no outstanding loans and had a balance of

\$4,196.88 between the checking account, cash, and inventory.

We will continue to sell Scrip after worship services in the coming year. Please see the list of available gift cards on the library counter in the Sunset Room. In addition to the many cards we have on hand, we can also special order cards from other national retailers.

Pan de Cielo by Revs. Chuck & Sue Ruehle

Some 2013 highlights include:

- It was a great year for the Pan de Cielo – Bread of Heaven -- ministry at Redeemer. Since beginning in mid September of 2010 we currently serve 20-25 families or 80 to 100 men, women, and children twice a month. We serve families on the 1st and 3rd Tuesday of each month.
- We are thankful that the ministry is supported in part by noisy offerings from Redeemer members twice a month. Additional support also comes from the Atonement West community, the Racine Mission Cluster, and contributions from the Pan de Cielo participants. Resurrection Lutheran provides pinto beans and long grain rice weekly.
- Our efforts to deepen the partnership and build leadership and sustain Pan de

Cielo continue. Currently participant/leaders drive to the Feeding America site in Milwaukee each week, purchase additional food items locally, stock the shelves, and vacuum and clean up after shopping,

- 24 families received a turkey at Thanksgiving, and Piggly Wiggly gift cards at Christmas.
- The leadership of Pan de Cielo, Karen Alvarez, Pastors Chuck and Sue Ruehle, and Liliana Moncada continue to evaluate and discern next steps for this important outreach ministry.
- In December, three participants completed requirements to earn their High School diplomas.
- We invite you to join us on the 1st and 3rd Tuesdays of each month at 4:00 p.m.

Food offering needs in 2014 include mac and cheese, tomato sauce, dry cereal and peanut butter

If you have any questions, program suggestions, or additional ideas please contact Pastors Sue or Chuck at 886-3286. Thanks.

NorthSide Food Pantry by Jaime Singleton

The pantry served 1,224 households this year. There were a total number of 4117 people - 2,405 adults and 1,712 children.

The pantry is open every Tuesday and Thursday afternoon from 2:00 - 4:00 p.m.

Emmaus donated 640 pounds of food this year and also \$75.00.

We received from 8,329 pounds of bakery & misc. products from Piggly Wiggly.

Our total amount of money received from churches, organizations, and from individuals was \$6471.40. We spent

\$9,107.06 on eggs, margarine, and non CAA and Racine County Food Bank provided foods. An additional \$3,476.11 (\$212.38 for Emmaus) was deposited on 1/6/2014. This will be reflected in the 2014 Annual Report.

We would like to thank all the volunteers who help at the pantry every month. Also, thank you to everyone who has brought food, donated money or kept everybody in their prayers in this very important mission in our community.

North Side Food Pantry
—Jaime Singleton

Pastoral Report and Summary of Statistics for 2013

Pastoral acts:

Baptisms (child)..... 18
 Baptisms (adult).....0
 Funerals 13

Weddings4
 Confirmation (youth).....0
 Affirmation of faith (adult).....0

Church services:

Sunday worship services at Emmaus
 Regular Sunday worship.....95
 (95 with Holy Communion)
 Regular Saturday worship services 31
 Midweek worship services
 Lenten midweek worship.....3
 (2 with Holy Communion)
 Candelaria (Spanish).....
 All Saints' Day (Spanish)..... 1
 Thanksgiving Eve (w/HC)..... 1
 Advent services (Spanish)..... 1
 Christmas Eve (w/Holy Communion).. 1
 Other midweek worship.....
 Family/special/other services
 Baptismal services 11

Presentaciones.....2
 1st communion services..... 3
 Quinceañeras7
 Confirmation0
 Weddings/vow renewals in church2
 Funerals in church.....4

Total number of services at Emmaus 162

FaithWorks Fall Fest services..... 1
 Other Sunday services held off campus.....6
 FaithWorks Lenten services.....4
 FaithWorks Easter Vigil at Atonement 1
 Christmas worship at St. Andrew 1
 Total number of services off campus.... 13

Total attendance:

	Sat.	Sun. English	Sun. Spanish	Wed.	
Average weekly worship	14	53	151	203	
Average weekly worship, Sept.-May	13	55	160	203	
Average weekly worship, June-Aug.	16	45	128	n/a	

Members received and removed:

	<u>Baptized</u>	<u>Confirmed</u>
Total membership as of January 1, 2013	358	192
<u>Members received:</u>		
a. by baptism: children	18	-
b. by baptism: adult	0	-
c. by affirmation of faith	-	-
d. by transfer from other ELCA	-	-
e. by transfer from other Lutheran	4	1
f. by transfer from non-Lutheran	15	1
g. baptized members confirmed	0	
h. renewed membership	-	-
i. statistical adjustment	-	-
Total members added	37	2

	<u>Baptized</u>	<u>Confirmed</u>
<u>Members removed:</u>		
a. by death	7	6
b. by transfer to other ELCA	2	2
c. by transfer to other Luth. congregations	0	0
d. to non-Lutheran congs.	2	2
e. Moved/no transfer/inactivity	12	7
f. to inactive status	-	-
g. Statistical adjustment	-	-
Total members removed	25	17
Total membership as of December 31, 2013	370	187

Pastoral Acts, 2013

BAPTISMS.

Karla Joanna Arce
Alexa Isabella Blancarte
Dulce María Blancarte
Kaiyd Elijah Cardenas
Gabriel James Carrasquillo
Scarlett Rose Clinton
Jaxon Samuel D'Alie
Azucena Delarosa
Jocelyn Isabel García
Janelle Garduño
Vivian Garduño
Manuel Martínez, Jr.
Emily Montalvo
Kevin Montalvo
Collin Thomas Nielsen
Adrian M. Sanchez, Jr.
Aymara Lillian Zabler
Alexandra Zuniga

FIRST COMMUNION.

Ángela M. Aburto-Sánchez
Isac Geovany Aburto- Sánchez
Christian J. González
Adrian Herrera
Christopher Herrera
Jose Herrera
Sheryln N. López
Andy R. Luis
Eduardo Luis
Oswaldo R. Ortiz
Irving Ruiz
María del Carmen Ruiz
Yenifer Sánchez
Madeline Vash
McKenzie Vash

CONFIRMATION.

None

MARRIAGES.

Sandra Lus Yanez & Todd Jonathan
Gibson
Leticia Ruvalcaba & Jose Luis Ibarra, Jr.
Tiffany Amber Tikkanen & Rodolfo
Oropeza
Paola Alejandra Trujillo Paz &
Domenico Quiroz-Valenzuela

TRANSFERS IN. *Italics indicate pre-confirmation status*

ELCA:

none

Non-ELCA Lutheran:

Araceli & Christopher Herrera, Adrian &
Kassandra

Affirmation of Faith:

none

Non-Lutheran:

Gabriel Marcano

Unknown/Statistical Adjustment:

Erika Delarosa
Edilberto & Eva Martinez
Claudia & Fernando Monalvo

FUNERALS/MEMORIAL SERVICES.

Martin Andersen
Alfred Beck
Rev. Walter Hermanns
Jennesse Jones
Ella Marie Nielsen
John Psiones (funeral in 2014)
Marcella Ruth Runge
Silverio Gutiérrez Alarcón *
June Elaine Matson Clark *
Jeffrey A. Lanser *
Harris P. Larsen *
Amiyah Medina *
Jesus Vargas Rodriguez *

*Non-member

2012 TRANSFERS OUT. *Italics indicate pre-confirmation status*

ELCA:

Carol N. Perce

Erin Svoboda Hebrink

Non-ELCA Lutheran:

None

Non-Lutheran Christian:

Jeff & Lynn Woodward McCray

Moved (No Transfer):

Brayden John Price-Hermann

Valerie Soto Hernandez

Inactivity:

Alexa Nicole Ahrens

Elliot Joseph Bonn

Kaitlyn Susanne Hall

Zachary Richard LaVassor

Andrew, Elisabeth & Lukas Reischl

Erin, Hailey & Rachel Sommer

Lucas Steffensen

Emmaus 2013 Memorials and Honoraria

DESIGNATED MEMORIALS & HONORARIA

EASY GIVING TREE	
Eschmann grandkids.....	\$80.00
GROUNDS	
Martin Andersen	\$330.00
NORTHSIDE FOOD PANTRY	
Rich & Kathy Christensen.....	\$25.00
OUTREACH	
Rev. Walter Hermanns*	\$1,715.00
PIANO TUNING	
Al Beck	\$125.00
TO BE DETERMINED	
Al Beck	\$2,000.00

NON-DESIGNATED MEMORIALS & HONORARIA

Isabelle Barry	\$180.00
Al Beck	\$1,690.00
Stanley Breiwick.....	\$50.00
June Clark	\$100.00
Pat Devine	\$555.00
William Kluge.....	\$100.00
Harris Larsen.....	\$100.00
Ella Nielsen	\$1,030.00
Marcella Runge.....	\$525.00
Rich & Kathy Christensen.....	\$520.00
Clara Harris Larsen	\$200.00
Ken & April Larsen	\$470.00
Rev. Marcy Wieties.....	\$150.00

* Additional memorial gifts made by individuals in 2013 were received by the church in 2014 and will be included in the 2014 annual report.

The above memorials and honoraria have come through the general checking account. Memorials and honoraria given directly to Neighborhood Camp and Latino Ministry may be published in separate reports.

Greater Milwaukee Synod - ELCA Mission Support Statement

STATEMENT DATE: 12/31/2013

DATE	DESCRIPTION	AMOUNT	BALANCE
01/31/2013	Balance forward		0.00
2/1/2013	INV #14778-11. 2013 Intent per Cong. Report	11,000.00	11,000.00
5/30/2013	PMT #20404. Jan.-May, 2013	-4,800.00	6,200.00
9/23/2012	PMT #20342. June-Aug., 2013	-2,000.00	4,200.00
BALANCE REMAINING FOR PRIMARY SUPPORT			\$4,200.00

The donor has not been provided with any goods or services connected with the above contributions.

2013 Emmaus Mortgage Annual Statement by Thrivent Financial for Lutherans™

Loan information:

Loan number: 204571000

Maturity date: 7/01/2024

Interest rate: 6.100%

Principal and interest information:

Principal balance at 12/31/2012: \$31,320.41

Interest paid through 12/31/2013: \$1,514.92

Principal balance at 12/31/2013: \$21,923.33

Council President's report by Chris Lamberfon

I found 2013 to be one of the most exciting years for our church. We are continuing with Faith Works and now moved into our wonderful journey with St. Andrews. We are on our way as God guides us spiritually down this path. Over the past year we have been preparing our way to move forward with our new friends from St Andrews. We have shared many new and exciting ideas as we worship and work together. In the next year I hope you will continue to welcome, work together and Worship with St Andrews to develop strong bonds with our new friends and share in the Ministry of Christ.

I want to highlight some of the exciting and new things that happened this year. While we continue to have a declining membership we have grown stronger in support, outreach for many programs and our new friends in St Andrew.

The Wednesday evening program continues to grow stronger each year. The youth program as well as the middle school group has grown. I want to specifically recognize our amazing Wednesday night staff that provided wonderful and creative programs for the needs of the children and share the word of God. St. Andrew has joined in our mentoring program and many

stay to enjoy the evening meal with conversation. We continue English as a second language.

We had the return of fundraising programs to help support the church this year. Our second Annual wine tasting party served as one of the social events for this year along with the continued fun at our annual Fiesta Mexicana fundraiser.

Emmaus is about outreach and supporting others with our programs and good works. Some of the other activities and programs that keep Emmaus congregation busy and active through the year include the following:

EASY – Emmaus Youth Program
Latino ministries remains strong
Neighborhood Summer Camp
Women's Bible Study
Green team
Keenagers
Knit one pearl one
Women's circle Bible study
Special Lenten and Christmas programs
Movie nights
And ...joint worship with St Andrew!
Change has made all of this possible...

Our Mission. . . God's work. We remember the mission of God. . . to share

the good news. . . through whatever means present themselves.

You can help shape the future by. . .

- Join church council
- Assist with church activities
- Continue to share your input and ideas with our new mission with St.

Andrew

Many Thanks goes to . . .

- Pastor Mary
- Paul Berge
- Our custodians
- Buildings and grounds
- Worship and Music
- All council members
- And to all of you for your support through my years as President
- And now St Andrews for their hospitality and openness toward us at Emmaus.

Remember. . .

Church is not only for Sundays. Please plan on participating in the many opportunities at Emmaus throughout the week.

Emmaus continues to be strong with active participation from you, the congregation.

Get involved!

Please allow your council to be even more effective by sharing any comments/suggestions.

With God's help and continued support from the members of Emmaus and St Andrew, we will continue to do God's good works and the sharing of the good news of Christ through words and acts of kindness.

Work-Live-Love with one another. .

..

God's speed.

—Chris Lamberton

Treasurer's Report

Fiscal year 2013 was filled with many exciting events for Emmaus with participation in FaithWorks activities and collaboration with St. Andrew. Also exciting, from the treasurer's point of view, were the fluctuations in our support and expenses.

On the support side, the concern was that our weekly offerings were only about 70% of those that we received in 2012. The good news is that our stewardship campaign that was held jointly with St. Andrew saw a dramatic increase in those willing to commit a dollar amount to the 2014 budget. This will definitely lead to better expectations going into 2014.

Because of our reduced income in 2013, we ended the year with a deficit. We had several unpaid obligations, the largest being our commitment to the synod. We hope to make good on this obligation in January. Our obligations to FaithWorks, the Racine Cluster and our staff have all been met. Our designated accounts, liabilities and assets can be found on the page labeled Statement of Financial Position.

As reflected in the building and grounds report, we experienced extraordinary expenses this past year involving the doors (e.g., lock jamming) and the elevator (e.g., blown circuit boards). The elevator repair bill was not paid as of the end of the year, but has since been paid. Fixing these items properly will involve capital expenditures. The problems will have to be fixed for our building to remain ADA (Americans with Disabilities Act) compliant. The council is focused on these issues and will keep you informed about the solutions.

The mortgage on the church continues to be paid. The current principal amount due on the mortgage is \$21,923.33. The rate is 6.1%. The maturity date is 1 July 2024.

The budget proposed for 2014 is a deficit budget. (See the page labeled Proposed 2014 Emmaus Budget.) The council feels that the projections in this budget are realistic and the deficit of more than \$14,000 would be difficult to finesse with unrealistic income or expense projections. We already know of some increased spending for utilities, insurance and snow removal.

There are many events that could happen this next year that could influence the Emmaus church budget. As we work through our collaboration and strategic planning sessions with St. Andrew there may be more savings through shared and/or restructured resources. There are current plans through FaithWorks to bring on another pastor focused on youth and young adults who could have a strategically beneficial impact on the operations at all the FaithWorks churches. Neither of these potential events has been accounted for in this budget.

Even though we are living on the edge financially, this is a place from which can be motivated to make good and thoughtful decisions concerning the future of Emmaus and the congregations that we are collaborating with.

Respectfully submitted,

Art Smith
Treasurer

Statement of Financial Position

Designated Funds

Air Conditioning Fund	373.50
ELCA Benevolence	50.00
Designated Memorial - W&M	280.00
Fireside Room	700.00
General Reserve	813.58
Sustainability	60.00
Garden Project	380.00
Gift of Light	1,529.26
Green Team	242.14
Hospitality	100.00
Worship & Music	25.00
FaithWorks Faith Fund	500.00
Maintenance	133.85
Memorials	
Outreach (Walter Hermanns)	1,790.00
Al Beck	3,825.00
June Clark	100.00
William Kluge	100.00
Harris Larsen	200.00
Christensen 50th	470.00
Marcella Runge	525.00
Clara Harris Larsen	100.00
Wednesday Night Meals	20.00
Northside Food Pantry	50.00
Designated Funds Total	\$12,367.33

Liabilities

Designated Funds 12/31/13	\$12,367.33
Accounts Payable Balance 12/31/13	\$16,440.13
Payroll Tax Liabilities 12/31/13	\$255.26
Liability Total	\$29,062.72

Assets

Checkbook Balace 12/31/13	\$10,273.23
Savings Acct. Balance 12/31/13	\$10,427.33
Current Assets Total	\$20,700.56
Net Current Assets	(\$8,362.16)

Emmaus Proposed 2014 Budget

Support	Budget		Actual	Notes	
	2014	2013	2013		
Offerings	\$154,805	\$158,359	\$145,050	A	
Holiday Offerings	\$4,300	\$355	\$4,319	B	
Mortgage Retirement	\$1,600	\$1,808	\$1,609	C	
Undesignated Memorials	\$800	\$288	\$3,330	D	
Building Use	\$5,500	\$6,493	\$5,524	E	
Latino Contribution	\$12,800	\$11,440	\$12,500	F	
Fundraisers/Other Income	\$10,500	\$8,953	\$10,929	G	
Total Support	\$190,305	\$187,696	\$183,262		
Expenses					
People Expenses					
Salaries	\$88,461	\$74,797	\$81,601	H	
Benefits	\$17,743	\$24,701	\$15,063	I	
Guest Pastors/Musicians	\$3,000	\$7,725	\$6,850	J	
	\$109,204	\$107,223	\$103,514		53.4%
Benevolences					
Synod Benevolence	\$11,000	\$11,000	\$8,000	K	
Local Benevolence	\$5,850	\$5,290	\$6,059	L	
	\$16,850	\$16,290	\$14,059		8.2%
Programs					
Worship and Music	\$2,850	\$1,690	\$2,406	M	
Education	\$0	\$0	\$0	N	
Member Care/Evangelism	\$320	\$1,013	\$794	O	
Stewardship	\$1,000	\$1,825	\$1,280	P	
Youth	\$0	\$0	\$0	Q	
Fellowship	\$0	\$50	\$0	R	
Social Concerns	\$0	\$0	\$30	S	
	\$4,170	\$4,578	\$4,510		2.0%
Running the Building					
Administrative	\$14,564	\$15,485	\$14,873	T	
Utilities	\$24,665	\$19,800	\$23,275	U	
Janitorial Supplies	\$1,400	\$1,060	\$1,414	V	
Building and Grounds	\$14,283	\$8,350	\$11,695	W	
Insurance	\$7,420	\$6,558	\$6,576	X	
Mortgage	\$11,904	\$11,904	\$11,904	Y	
Capital Improvements	\$0	\$500	\$696	Z	
	\$74,236	\$63,657	\$70,433		36.3%
Total Expenses	\$204,460	\$191,748	\$192,516		
Surplus/Deficit	-\$14,155	-\$4,052	-\$9,254		

Emmaus Budget Notes

Notes

- A Includes pledged and non-pledged as well as Adopt-A-Bill and other general offerings
- B Special offerings at Lent, Easter, Thanksgiving, and Christmas
- C Offerings specified for mortgage repayment
- D Memorials and honoraria with no designations
- E Building use payments from activities such as TOPS, Neighborhood Camp, EASY
- F A base contribution of \$10,000 plus 1/2 Emmaus' contribution to FaithWorks
- G From Scrip, Rada, Thrivent Choice, Wine Tasting and other fund raisers
- H Includes pastor, secretary, custodians, Sunday piano. Proposes a 3% increase for secretary
- I FICA, Medicare, Pastor's benefits
- J Includes monthly guest organist, Saturday musician, guest preachers
- K Emmaus' contribution to the Synod and ELCA
- L Includes Racine ELCA Cluster and FaithWorks contributions
- M Includes altar supplies and music licensing
- N Youth education is supported by grants and adult education is via Bible studies
- O Includes devotional booklets and advertising until March
- P Includes envelops, online giving expenses and stewardship campaign
- Q Youth program has its own checkbook
- R Fellowship is conducted on a volunteer basis
- S Social concerns raises awareness with no expenses
- T Includes office supplies, computer software licenses, communications, equipment leasing
- U Includes church and parsonage gas, electric, water, trash removal
- V Includes cleaning materials, paper towels
- W Includes repairs (locks, elevators), snow removal, grass mowing
- X Includes liability and workmans compensation
- Y Includes principal and interest on our mortgage
- Z Capital Improvements will be funded through other means (e.g., directed donations)