

# Living Faith Story



## **SAMBRO JOLLIMORE PASTORAL CHARGE**

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### **SAMBRO JOLLIMORE PASTORAL CHARGE**

**PARKHILL UNITED  
CHURCH**  
5 Kirk Rd, Jollimore,  
Halifax, NS B3P 1A5

**ST JAMES UNITED  
CHURCH**  
3811 Old Sambro Rd  
Sambro, NS B3V 1G1

**Pastoral Charge Office**  
St James United Church  
(902) 868-2791  
Secretary: Liz Cann

## PROFILE COMMITTEE MEMBERS

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Region 15 Representative	Rev. Sarah Reaburn
Parkhill United	Sheila Kindred
	Jill Leon (co-chair)
St James United	Megan Stewart (co-chair)
	Carolyn Langlands (secretary)
	Sara Scarfe
	Crystal Gilkie
	Pat Thomas
	Greg Reinhardt

# 1 *Introduction*

Welcome to Sambro-Jollimore Pastoral Charge Living Faith Story. Although the content of this document references both Parkhill and St. James we wanted to make it clear from the outset that both points have agreed to amalgamate with St. James United effective 2023 pending the appropriate approvals.

It is the expectation that both points will continue as separate points until then and require separate services as per usual. The supporting information included will outline the ability of the amalgamated points to support a full-time minister through fundraising, membership donations, and investments. Included in the report is a fully-funded budget to support our vision as a single point. Our congregation feels a strong sense of community and willingness to change and is looking for a full-time, ordained Minister.

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## 2 *Our Mission*

Our mission as a Pastoral Charge is:

To provide a caring and supportive environment for spiritual growth.  
To encourage a loving and growing relationship with God in our daily lives.  
To inspire each of us to serve one another in the community and in the world.

## 3 *Our Vision*

Our Vision as a Pastoral Charge:

We are seeking a Minister who will help us fulfill our vision of who we could be.  
We would like someone who will help us grow and dream bigger; someone who can think outside the box and a leader who will work with us.

## 4 *Our Profile*

Rather than writing a combined profile for the new amalgamated point we are documenting each to give the reader a sense of the fabric of both. Identifying both the combined and similar traits as well as the uniqueness of each.

That said, like all churches we have both challenges and opportunities that will create inspiration for a new beginning and highlight what we have.

### Challenges:

- An aging congregation with a waning number of members who can actively participate in church life.
- Committed members of the congregation on committees; however, we have challenges finding new members to join. This brings another challenge of having congregation members on the same committees
- Bringing more contemporary worship styles to our Sunday Services
- Although our finances are good, we have challenges with Sunday offerings given our reduced attendance. PAR has been our saving grace both before and during Covid.
- Lack of more accessible and open programming for seniors, youth, and other community members.

### Opportunities:

- Growing willingness for change.
- Potential for amalgamation with Parkhill

## *4.1 Our Profile – St. James United*

Due to the Covid-19 Pandemic, we acknowledge that many activities, events, and initiatives were put on hold until it was safe to resume. For us to provide an accurate story of our church and community, we have included what our church was like before the pandemic. Though many things have been on pause, we hope to resume many of them and continue to explore new ways of engaging our congregation and faith community when it is safe to do so.

In addition, we are moving forward with the amalgamation of Parkhill and St. James churches and therefore, some activities and programs may change or shift as we come together.

### *4.1.1 Our Profile – St James United – Our Community*

Sambro is a growing coastal community of Halifax Regional Municipality (now known as Halifax). Many families have deep roots in the area, dating back to its establishment as an important fishing center in the 18th century. St James also draws people from the surrounding communities of Sambro Head, Ketch Harbor, Bald Rock, Portuguese Cove, Williamswood, and the Pennants. In the past couple of decades, there has been an influx of new people and families with diverse backgrounds in all of the surrounding areas. In addition, there are people who have moved to the city who continue to come to service regularly.

Other active churches in the area include the Gospel Light Baptist Church in Harrietsfield, St Paul's United in Spryfield, and Roman Catholic Stella Maris Parish in Spryfield. Spryfield has several churches that meet for special ecumenical services during the year. St James is also invited to services and events at St Paul's United and other ecumenical services. The Minister collaborates with different religious leaders in the surrounding communities. There is also a family of schools in the area within 20km of Sambro.

Located within 20-30 minutes of Sambro, Halifax, the capital city of Nova Scotia, can be visited. Here are many amenities, including medical, recreational, and others, that cities provide. The closest city bus is 15km away from Sambro in Herring Cove. Having a bus route closer to Sambro is a topic that locals are pursuing with the Halifax Council.

### *4.1.2 Our Profile – St James United – Our Church*

Our congregation is –biblical-based, open-minded, and diversified, with attendees from various religious backgrounds. Our congregation and community cover all ages. Our average attendance is between 20-30 on Sunday mornings with regular youth participation. We are also live streaming our services on Facebook and posting them to YouTube with 10ish people joining live. Children are active participants in the service and

do readings, participate in dramas, and help to serve communion. Regular service time is 11:15 am, changing to 10 am for July and August. We have not had Sunday School services since the Covid Pandemic started, but we hope to start up again in the Fall. We have a lively choir that provides us with beautiful anthems and other musical offerings. The congregation has a tradition of supporting a strong music ministry. We have adult and youth members who attend the Region 15 gatherings in May. There is also a Region 15 representative. Finally, our church has the capacity for approx. 300 people.

#### *4.1.3 Our Profile – St James United – Our Faith*

We have well-attended Bible Study groups, and we use a prayer list each Sunday during the people's prayers. One member has completed a Licensed Lay Worship Leadership Course. A women's group has been inactive since the pandemic started, and there is a men's group that has continued through the pandemic. We need a fresh approach and think creatively about different ways to bring youth and children to Sunday services and church events. Our minister and Session support faith formation through continuing services, bible study, and pastoral care virtually and in more creative ways through the pandemic. This includes creating opportunities for children to be safely involved in church services. Our congregation feels empowered when we can come together, have a sense of belonging, and make a change.

#### *4.1.4 Our Profile – St James United – Our Community Engagement and Social Justice*

We host and support many community events, including the annual Fishermen's Service, Down Home Christmas, and Dinner Theater. We also have a Gingerbread Tea and a Strawberry Tea, including cake walks and ticket auctions. During the year, we have a Halibut Supper, Swordfish Supper, and a Lobster Chowder Supper, which serve as fundraisers and community events. People come from all over to our suppers and to our Dinner Theater.

St James participates in the annual community celebration called 'Sou'Wester Days', held the second weekend of August. The event is capped with a well-attended special Service of the Sea celebration followed by the Blessing of the Fleet. On Dec 1st, we have a Tree Lighting Service. Memorial bulbs are sold during December, and the tree turns from blue to white by Christmas Eve.

We are recognized as a community gathering place and a group that helps others in need. We support several outreach projects, and the pastoral care committee is responsible for identifying needs in the community. We collect food for the St 'Paul's Foodbank weekly. We have supported world disasters through special offerings and collections from special musical evenings. We also led a community-wide effort to sponsor two Syrian families to move to Canada. We have supported community

charities like Brunswick St Mission and Adsum House. Some of our members regularly go and work at soup kitchens. We make a yearly commitment to M&S. We also have a Thinking of You lunch where members of the congregation put together a lunch to distribute to seniors in the community.

The Church Hall can be rented for community or individual events. There is a Church Picnic every June preceded by an outdoor service for both churches. This usually marks the end of the Sunday School Year. We continue to have children involved in the church over the summer and we also have a Vacation Bible School.

There has been a lot of conversation about community outreach and social justice with the Session that we will continue to explore further in the Fall of 2022, including that we have taken steps to be more open in the community with LGBTQ2 and Indigenous Issues. We want to be recognized as an affirming congregation.

#### *4.1.5 Our Profile – St James United – Maintenance*

There is a paid caretaker for four hours a week. Our building is well maintained by volunteers. Many upgrades have been done to the building (sanctuary update, bathrooms, paved parking lot, heat pumps, elevator, roofs, painting). When necessary, volunteers from the congregation will do "spring cleaning". The churchyard is plowed and mowed as necessary.

#### *4.1.6 Our Profile – St James United – Worship*

With leadership from the Minister, our worship services are planned to be relevant, engaging, and inspiring. Throughout the year, we do encourage more creative services such as intergenerational, outdoor, Easter sunrise, Blessing of the Fleet, Remembrance Day, etc.

The Minister leads most aspects of the service, but it is encouraged for lay people to be involved through scripture readings, scripture dramas, and occasional pulpit supply. Using the bible-based lectionary, the Minister's message should move us to action. It is important that the Minister can teach and inspire in an imaginative but accessible manner. They must be able to convey a message grounded in scripture yet relevant to the lives of the congregation's people and the world context.

Our music is led by our music director and occasionally other musicians in the congregation, who, in collaboration with the Minister, prepare relevant music for each service and direct a choir.

#### *4.1.7 Our Profile – St James United – Pastoral Care*

The Minister, in collaboration with the pastoral care team, provides pastoral care in times of crisis and grief, and assists or directs the congregation in obtaining appropriate counsel as needed. The Minister currently visits with those who are sick, shut-in, or otherwise vulnerable to provide counsel, home communion, and support as needed. They also proactively connect with the congregation on an ongoing basis and are willing to engage new members of the community creatively.

#### *4.1.8 Our Profile – St James United – Administration and Management*

The Board of Management is a committed group of church members that ensures the church is physically maintained and financially stable.

The St James Session meets regularly and works with the Minister to oversee the church's spiritual life. Together they review policies, plan regular worship, oversee adult and children's Christian studies, arrange workshops, and take responsibility for pulpit supply during the Minister's absence. As mentioned above, we would like to continue our Sunday School ministry in the Fall of 2022.

The Board of Management and Session will collaborate and meet a couple of times a year to discuss common issues and ideas.

There is a Ministry and Personnel Committee to deal with personnel issues for employees of the Charge. This committee also supports the Minister on various topics and does a yearly review.

St James also has many dedicated volunteers from the community who regularly assist in our church events.

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At present, all committees of both churches (St James and Parkhill) report to the Official Board, where decisions are made affecting the Charge. These can be financial and spiritual, and this will disband when Parkhill closes its church at the end of 2022.



#### *4.1.8.1 Our Profile – St James United – Administration*

The Charge employs a church secretary for 4 hours per week. Her primary duties are printing the bulletins, organizing the readings, collating the Annual Report, and assisting the Minister with office-related responsibilities.

Other congregation members contribute to our marketing, managing our social media (Facebook and Website), and broadcasting our weekly online services.

#### *4.1.8.2 Our Profile – St James United – Self Care*

Before Covid, the women and men groups used to meet regularly for social activities, social tea and coffee before and after church, community events, special services such as Blessing of the Animals, and a women's retreat. We also encourage the Minister to take vacation and study leave. We acknowledge that before Covid, we needed to do more in terms of self-care and with many of these being paused during the pandemic, these activities need to be re-established and revamped to be more supportive.

## *4.2 Our Profile – Parkhill United*

After serious reflection, the very small congregation at Parkhill United has concluded that it will not be possible to afford to continue as a worshipping community in our Jollimore church building by early 2023. As we face the future, we foresee that the best option would be to amalgamate with our partners of many years, St James, Sambro. Our two congregations have values in common. Both churches have professed a commitment to encouraging the growth of spirituality through worship. Both churches have been supportive of their respective communities, by promoting social and cultural well-being, while also showing concern for others in need on a more global scale. As partners in a two-point Charge, St James and Parkhill United churches have worked effectively together. An Amalgamation Working Group (AWG) has been approved and is currently active.

### 4.3 Financial Viability Review – Amalgamated Prediction

The Sambro Jollimore Pastoral Charge is made up of two points (St James United and Parkhill United)

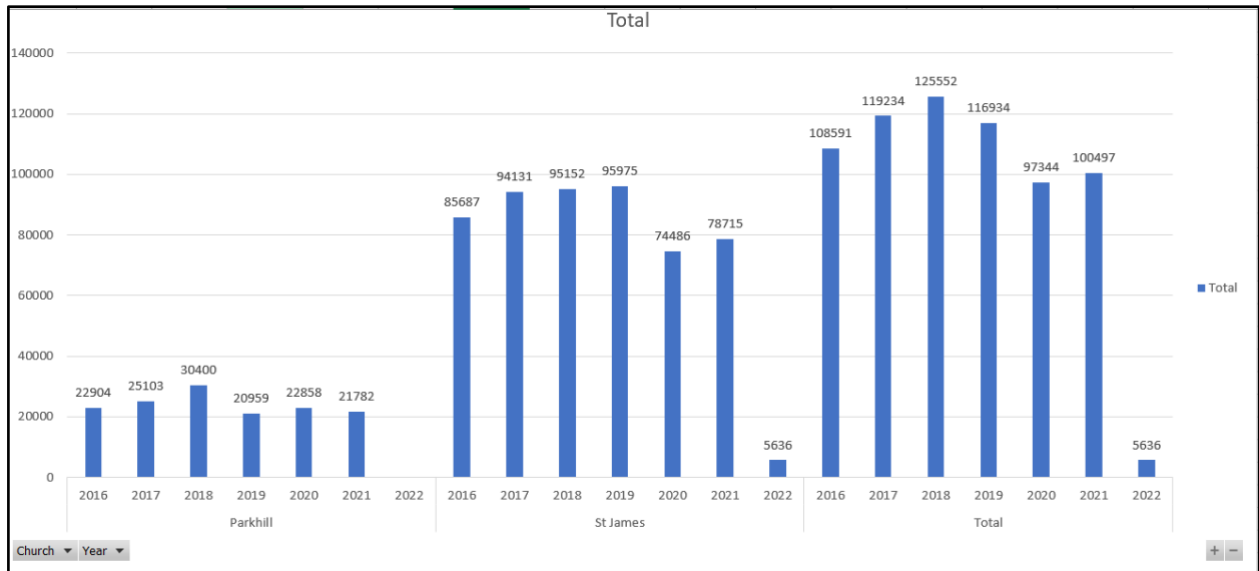
- Our combined investments are almost **\$300,000**
- Neither point has any loans, mortgages or liabilities outstanding
- Parkhill has an expected church value more than \$400,000 plus – combined with St James United and an approved distribution will totally easily \$600-\$700k.

#### 4.3.1 Our Financials – Combined Financials [Exp – Revenues]

Year	Church	Revenue	Amt thru Env	Amr=t thru PAR	Expenses	Bank Bal	Net
2022	St James	\$5,636		\$5,056	\$15,017	\$14,455	-\$9,381
2022	Parkhill						\$0
<b>2022 Total</b>		<b>\$5,636</b>	<b>\$0</b>	<b>\$5,056</b>	<b>\$15,017</b>	<b>\$14,455</b>	<b>-\$9,381</b>
2021	St James	\$78,715	\$23,968	\$30,000	\$80,369	\$23,836	-\$1,654
2021	Parkhill	\$21,782	\$8,071	\$5,601	\$22,343	\$4,107	-\$561
<b>2021 Total</b>		<b>\$100,497</b>	<b>\$32,039</b>	<b>\$35,601</b>	<b>\$102,712</b>	<b>\$27,943</b>	<b>-\$2,215</b>
2020	St James	\$74,486	\$26,240	\$26,000	\$74,758	\$25,490	-\$272
2020	Parkhill	\$22,858	\$12,006	\$5,601	\$26,704	\$4,307	-\$3,846
<b>2020 Total</b>		<b>\$97,344</b>	<b>\$38,246</b>	<b>\$31,601</b>	<b>\$101,462</b>	<b>\$29,797</b>	<b>-\$4,118</b>
2019	St James	\$95,975	\$29,759	\$24,000	\$90,663	\$25,762	\$5,312
2019	Parkhill	\$20,959	\$9,087	\$5,601	\$27,114	\$8,219	-\$6,155
<b>2019 Total</b>		<b>\$116,934</b>	<b>\$38,846</b>	<b>\$29,601</b>	<b>\$117,777</b>	<b>\$33,981</b>	<b>-\$843</b>
2018	St James	\$95,152	\$36,110	\$24,000	\$100,689	\$20,450	-\$5,537
2018	Parkhill	\$30,400	\$14,771	\$5,601	\$29,733	\$14,375	\$667
<b>2018 Total</b>		<b>\$125,552</b>	<b>\$50,881</b>	<b>\$29,601</b>	<b>\$130,422</b>	<b>\$34,825</b>	<b>-\$4,870</b>
2017	St James	\$94,131	\$29,359	\$24,000	\$96,759	\$25,987	-\$2,628
2017	Parkhill	\$25,103	\$13,417	\$5,601	\$26,137	\$15,395	-\$1,034
<b>2017 Total</b>		<b>\$119,234</b>	<b>\$42,776</b>	<b>\$29,601</b>	<b>\$122,896</b>	<b>\$41,382</b>	<b>-\$3,662</b>
2016	St James	\$85,687	\$35,693	\$24,000	\$112,849	\$28,615	-\$27,162
2016	Parkhill	\$22,904	\$10,965	\$5,601	\$18,521	\$16,723	\$4,383
<b>2016 Total</b>		<b>\$108,591</b>	<b>\$46,658</b>	<b>\$29,601</b>	<b>\$131,370</b>	<b>\$45,338</b>	<b>-\$22,779</b>

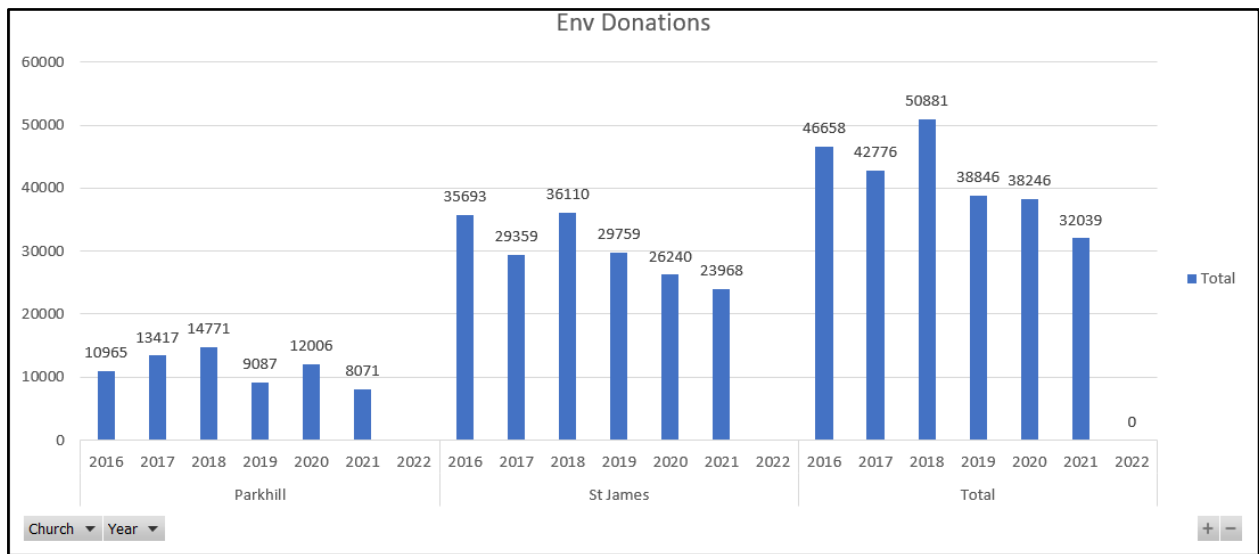
The table above includes all the financial information required on page 31 of the “Guide for a community Faith Profile”. A drill-down and analysis can be found on the following pages. A net field was added to provide financial guidance. For example in 2021, St James lost \$1,654, and Parkhill lost \$561 for a total PC loss of \$2,215.

### 4.3.1 Our Financials – Combined Financials [Revenues]



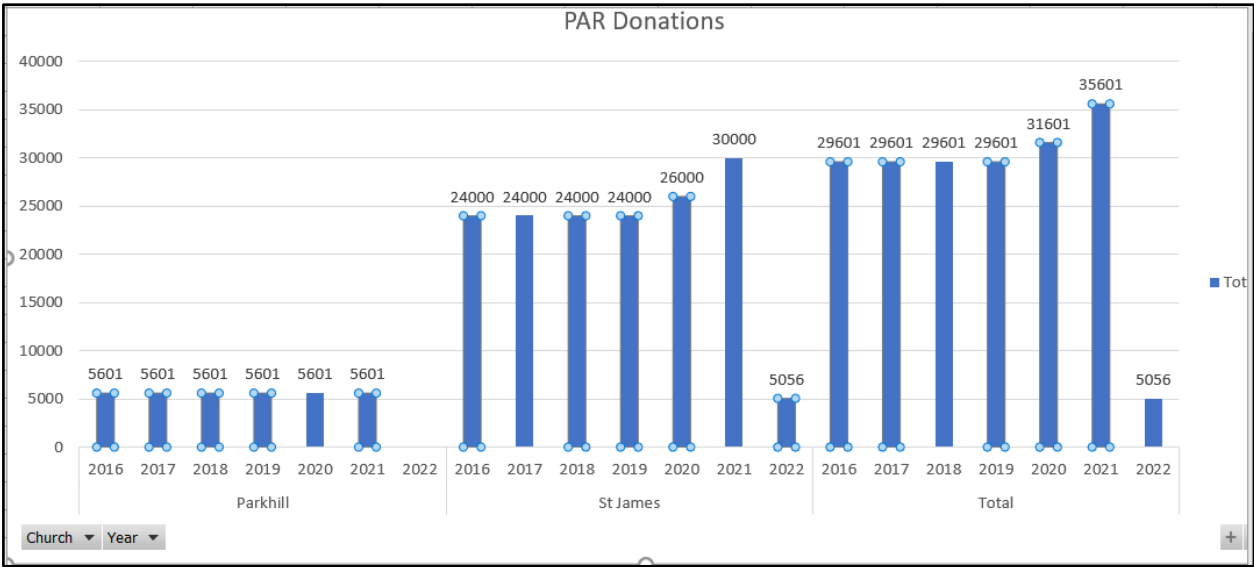
The revenue decrease in 2020-2021 was caused by Covid and virtual services..

### 4.3.1 Our Financials – Combined Financials [Envelope Donations]



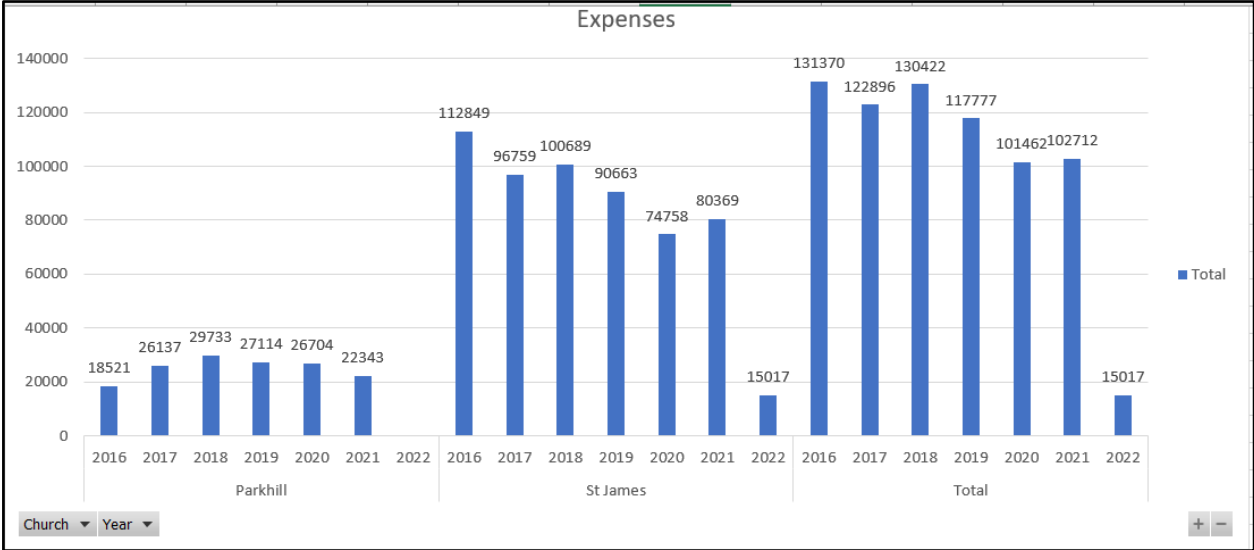
The donation decreases in 2020-2021 were caused by Covid and virtual services. That said Parkhill had an increase in 2020.

4.3.1 Our Financials – Combined Financials [PAR]



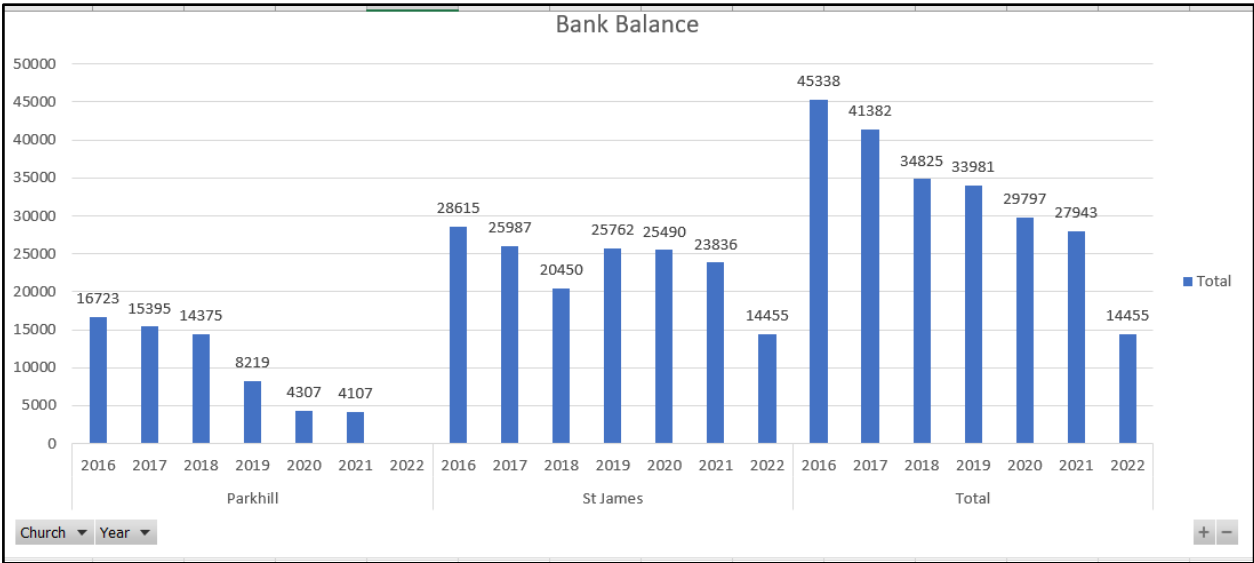
PAR remained constant over the last 6 years with growth in St James for 2021. PAR has been a saving grace.

4.3.1 Our Financials – Combined Financials [Expenses]



Expenses decreased in 2020-2021 because of Covid grants and reduced heating costs in St James with the replacement of two furnaces with heat pumps.

4.3.1 Our Financials – Combined Financials [Bank Balances]



Bank Balances took a small hit in 2020-2021 even though donations were down. The offset was the government grants. 2022 will not have grants, nor the full suite of fundraisers.

4.3.1 Our Financials – Combined Financials [Mnt – Repairs]

The only main change in Fuel is the addition of a heat pump which reduces the fuel costs and increases the utility bill resulting in a net reduction of \$3k a year

4.3.1 Our Financials – Combined Financials [Contributors]

Church	2022	2021	2020	2019	2018	2017	2016
St James	41	80	80	85	83	82	82
Parkhill	11	13	17	17	18	14	
	52	93	97	102	101	96	82
Chg %	-45.83%	-3.13%	1.04%	6.25%	5.21%	-	

There has been no significant change in contributors over the last 5 years using 2017 as the baseline. The 2022 figures are only as of March 31, 2022.

**4.3.1 Our Financials – Combined Financials [Investments]**

Church	Investment Value	Notes
St James United	\$265,000	
	\$30,000	Building Fund
Parkhill United	\$24,000	Scotia Bank Investment

Both charges have investments from either the sale of the manse or the sale of the Long Pond church – each has limited restrictions

**4.3.2 Our Financials – St. James United**

As a church, we are in good financial shape but like all churches, we have suffered during the pandemic. All that said, we continued to sustain ourselves during the pandemic with government grants and a steadfast group of PAR donations. The government grants offset one of our biggest fundraisers, which is the Dinner Theatre.

In 2022, we used our investment fund more than budgeted to offset again the lack of a Dinner Theatre and other fundraisers. This will be the same approach to sustain the church for the next three to five years even as a single point in the charge. As background, St James United has contributed 80% of the Pastoral charge budget for the last 3-5 years and with Parkhill closing the offset will be supported through increased post-Covid donations and our investment. In real terms, this means that we will take about \$25-30k from our investment annually. Given our current balance of \$265k and average growth of \$10k to \$15k we could easily sustain the church as a single point for the next 10 to 15 years.

At the mid-way point of 2022, we have \$30k in our building fund, used to support the maintenance of the church, and \$20k in our operating fund. All a good news story but only through the generosity of the St James community at large.

On a final note, the Board of Management utilizes multiple transparent account practices through the use of cloud-based accounting software (ChurchTrac), segregation of duties for Sunday collection counting, banking, bank reconciliation, and reporting and clearly reports on expenditures and donations on a monthly basis to the Board of Management. This same transparency is delivered at the end of the year with detailed donations receipts for all congregation supports.

### 4.3.1 Our Fully Funded Financial Support Model

The model below is a fully-funded model with an annual deficit of \$489. The budget below is based on 2022, which is the worst donation year, and the current expenses. The key donations pieces include our commitment to our annual dinner theatre and an injection of \$35,000 from our investment. That said, our investment is expected to earn \$15-\$20k a year.

Donations	Jan	Feb	Mar	Apr	May	June	July	Aug	Sep	Oct	Nov	Dec	Rolling Prediction
PAR Local Donations	\$ 2,528	\$ 2,528	\$ 2,528	\$ 2,528	\$ 2,528	\$ 2,528	\$ 2,528	\$ 2,528	\$ 2,528	\$ 2,528	\$ 2,528	\$ 2,528	\$ 30,336
Local Donations	\$ 376	\$ 204	\$ 1,488	\$ 1,193	\$ 340	\$ 1,072	\$ 2,352	\$ 1,132	\$ 1,002	\$ 2,182	\$ 2,153	\$ 2,580	\$ 16,074
HST Reb /Receptions	\$ -	\$ -	\$ -	\$ -	\$ 17,500	\$ -	\$ -	\$ -	\$ -	\$ 989	\$ 17,500	\$ 285	\$ 36,274
All Fund Raisers	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 15,000	\$ 2,145	\$ -	\$ 4,535	\$ 2,558	\$ -	\$ 4,174	\$ 28,412
Bank adj/Investment			\$ -	\$ -	\$ -			\$ -		\$ -	\$ -		\$ -
<b>Total Donations</b>	<b>\$ 2,904</b>	<b>\$ 2,732</b>	<b>\$ 4,016</b>	<b>\$ 3,721</b>	<b>\$ 20,368</b>	<b>\$ 18,600</b>	<b>\$ 7,025</b>	<b>\$ 3,660</b>	<b>\$ 8,065</b>	<b>\$ 8,257</b>	<b>\$ 22,181</b>	<b>\$ 9,566</b>	<b>\$ 111,095</b>
Accumulative Donatio	\$ 2,904	\$ 5,636	\$ 9,652	\$ 13,373	\$ 33,741	\$ 52,341	\$ 59,366	\$ 63,026	\$ 71,091	\$ 79,348	\$ 101,529	\$ 111,095	
<b>Expenses</b>													
Pastoral Charge Share	\$ (7,750)	\$ (7,750)	\$ (7,750)	\$ (7,750)	\$ (7,750)	\$ (7,750)	\$ (7,750)	\$ (7,750)	\$ (7,750)	\$ (7,750)	\$ (7,750)	\$ (7,750)	\$ (93,000)
Bank rec & stipe fees	\$ (3)	\$ (4)	\$ (4)	\$ (4)	\$ (4)	\$ (57)	\$ (3)	\$ (4)	\$ (4)	\$ (54)	\$ (4)	\$ 32	\$ (112)
Nova Scotia Power	\$ (496)		\$ (2,128)		\$ (1,545)		\$ (680)		\$ (290)		\$ (268)	\$ -	\$ (5,406)
Church Heating	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Organist	\$ (200)	\$ (1,120)	\$ (670)	\$ (100)	\$ (1,390)	\$ (610)	\$ (100)	\$ (610)	\$ (980)	\$ (200)	\$ (610)	\$ (1,290)	\$ (7,880)
Care Taker / Payroll	\$ (225)	\$ (225)	\$ (225)	\$ (225)	\$ (225)	\$ (225)	\$ (225)	\$ (225)	\$ (225)	\$ (225)	\$ (225)	\$ (225)	\$ (2,700)
Nursery	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Miscellaneous	\$ (299)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (60)	\$ (215)	\$ -	\$ (300)	\$ -	\$ (1,338)	\$ (2,212)
PAR Expenses	\$ (23)	\$ (23)	\$ (23)	\$ (23)	\$ (23)	\$ (23)	\$ (23)	\$ (23)	\$ (23)	\$ (23)	\$ (23)	\$ (23)	\$ (275)
M&S Donations	\$ 366	\$ 262	\$ 371	\$ 293	\$ 188	\$ 293	\$ 323	\$ 276	\$ 305	\$ 248	\$ 279	\$ 297	\$ 3,501
Building Fund	\$ 140	\$ 68	\$ 1,372	\$ 320	\$ 130	\$ 217	\$ 275	\$ 532	\$ 202	\$ 645	\$ 270	\$ 4,823	\$ 8,994
<b>Monthly Expenses</b>	<b>\$ (8,996)</b>	<b>\$ (9,122)</b>	<b>\$ (10,799)</b>	<b>\$ (8,102)</b>	<b>\$ (10,937)</b>	<b>\$ (8,664)</b>	<b>\$ (8,842)</b>	<b>\$ (8,827)</b>	<b>\$ (9,272)</b>	<b>\$ (8,552)</b>	<b>\$ (8,880)</b>	<b>\$ (10,593)</b>	<b>\$ (111,584)</b>
Year to date Expense	\$ (8,996)	\$ (18,117)	\$ (28,917)	\$ (37,018)	\$ (47,955)	\$ (56,620)	\$ (65,461)	\$ (74,288)	\$ (83,559)	\$ (92,111)	\$ (100,991)	\$ (111,584)	
Donatons-Expenses	\$ (6,092)	\$ (6,390)	\$ (6,783)	\$ (4,381)	\$ 9,431	\$ 9,936	\$ (1,816)	\$ (5,167)	\$ (1,207)	\$ (295)	\$ 13,301	\$ (1,027)	
<b>Current Year Rolling balance</b>	<b>\$ (6,092)</b>	<b>\$ (12,481)</b>	<b>\$ (19,265)</b>	<b>\$ (23,645)</b>	<b>\$ (14,214)</b>	<b>\$ (4,279)</b>	<b>\$ (6,095)</b>	<b>\$ (11,261)</b>	<b>\$ (12,468)</b>	<b>\$ (12,763)</b>	<b>\$ 538</b>	<b>\$ (489)</b>	
Current Brd of Mgmt Acct. Bal. incl prev Yr	\$ 17,745	\$ 11,356	\$ 4,572	\$ 192	\$ 9,623	\$ 19,558	\$ 17,742	\$ 12,576	\$ 11,369	\$ 11,074	\$ 24,375	\$ 23,348	
Previous Year Bal.	\$ 23,837												