

DIOCESAN CONVENTION, NOVEMBER 8, 2014



Answering God's urgent call. Together.

Episcopal Diocese of Massachusetts

Proposed 2015 Diocesan Budget

The 229th Annual Convention of the Episcopal Diocese of Massachusetts
St. Stephen's Memorial Church, Lynn



Statement of Mission

As members of the Episcopal Diocese of Massachusetts we believe God in Christ is working everywhere in the world to heal, to reconcile, to love every person and all of creation into wholeness. Through the life, cross and resurrection of our Lord Jesus Christ, the power of sin and death has been broken; life and hope is the new reality.

It is our mission to join in God's transforming mission. We will form our children, our young people and our adult members, through prayer, worship and Scripture, to become followers of Christ, that we might discern where God is carrying out this mission in our world. And we will send our people to serve with Christ, inviting everyone and all of creation to share in the just reign of God.

Prayer for Mission

O gracious and loving God, you work everywhere reconciling, loving and healing your people and creation. In your Son and through the power of your Holy Spirit, you invite each of us to join you in your work. We, young and old, lay and ordained, ask you to form us more and more in your image and likeness, through our prayer and worship of you and through the study of your Scripture, that our eyes will be fully opened to your mission in the world. Then, God, into our communities, our nation and the world, send us to serve with Christ, taking risks to give life and hope to all people and all of your creation. We ask this in Jesus' name. Amen.

Table of Contents

Letter from the Treasurer and Budget Committee Chairperson.....	5
Budget Overview.....	7
Summary of Core Budget.....	8
Summary of Supplemental Budget.....	9
Summary of Functional Expenses by Type.....	10
2015 Proposed Assessments by Deanery.....	11
Projected Revenue for 2015.....	15
Structure of Diocesan Operations.....	18
Projected Expenses for 2015 by Areas of Operation.....	19
Deaneries, Congregations and Clergy.....	20
Congregational Resources and Training.....	24
Strategic Ministries.....	28
Episcopal and Diocesan Support.....	34
Administrative Services.....	38
Proceeds from Closed Congregations: Additional Information.....	40
Together Now Campaign: Additional Information.....	42
Episcopal Election and Transition.....	45
Appendix 1: 2015 Endowment Spending Policy Revenue.....	47
Appendix 2: 2015 Trust Income.....	48
Appendix 3: Grants to Congregations in 2013.....	49
Appendix 4: Staff Roster.....	53



Episcopal Diocese of Massachusetts

138 Tremont Street Boston, Massachusetts 02111 • 617-482-5800 • www.diomass.org

Dear Friends in Christ,

As those responsible for presenting the diocesan budget to the Diocesan Council and, upon its approval, to the Diocesan Convention, we consider it a privilege to serve you and support the work of the Diocese of Massachusetts. We are grateful to Bishop Shaw, Bishop Harris, the Rev. Canon Mally Lloyd, Cathy Menard, Controller, the Budget Committee, ministry area leaders, diocesan staff and the members of Diocesan Council for their work and guidance once again this year.

A budget reflects the perceived priorities which we believe God is calling us to establish in the coming year, bearing in mind that it is God's abundance over which we have been given stewardship. A budget is also inevitably imperfect and incomplete due to human limitations. We believe our work in preparing this budget represents a good faith effort to provide financial support to the greatest effect possible. As required by canon, the budget is balanced and reflects the diocesan mission strategy.

The Budget Committee has had an exceptionally full agenda since the last Diocesan Convention, including ongoing oversight of the costs associated with the recent episcopal election; ongoing oversight of expenditures arising from the Together Now campaign; and the tasks required for the formation of the annual budget. This work has been completed in the midst of a time of transition in the senior leadership of the diocese and is based upon the expectation of essentially level funding for the coming year with no significant new initiatives.

In the coming year, we anticipate working closely with our new diocesan bishop and the Diocesan Council as we together strive to discern how we can most effectively direct the financial resources of the diocese.

We continue to welcome you to our monthly meetings at the diocesan offices at 138 Tremont Street in Boston and, as always, welcome your feedback, comments, observations and participation.

Faithfully yours,

Jim Gammill,
Treasurer

The Rev. Stephen O. Voysey,
Chairperson, Budget Committee

Budget Overview

Process

The Budget Committee, established by Diocesan Council to help prepare the annual budget, met monthly and held three open hearings in the spring—one meeting about all aspects of the diocese's finances and budget, and two to hear from representatives of strategic ministries. Attendance at the main budget meeting was sparse again this year, with few people attending who were not Budget Committee or staff members. The bishops' funding priorities and input from staff and ministry area leaders also informed the preparation of this budget, as did the participation of Diocesan Council and the Financial Advisory Committee in discussions about budget issues and/or specific drafts.

Core and Supplemental Budgets

The distinction between the core and supplemental budgets was introduced with the 2009 budget and was presented both in terms of funding sources and of the nature of the programs funded. Here is the excerpt from the 2009 budget book (page 8):

This year's presentation...separates the overall consolidated budget into several distinct pieces: a core operating budget, funded through assessments and investment income, and several supplements funded through alternative sources, including gifts, grants, reserves and contributions from the Bishop's discretionary funds.

By separating the overall diocesan budget into core and supplemental pieces, we can identify those programs and activities that are either temporary, experimental or otherwise dependent on funding sources other than assessments and investment income.

The basic definition of the core budget as limited to revenue from assessments, congregational contributions in lieu of assessment, regular spending policy draws from endowments and trusts and other predictable investment income continues to serve us well. These are truly the revenue streams enabled in a broader sense by the congregations of the diocese, and the spending side of the core budget forces us to identify the programs and activities that should be supported by these funds. The supplemental budget should capture all other spending that the diocese should claim as its own. Income and expenses from the Together Now campaign are reported on page 44.

The primary distinction between core and supplemental is driven by the source of revenue, not the programs or cost centers involved. In practice, most cost centers will be entirely funded either through the core budget or through the supplemental budget; however, some cost centers will be supported through both budgets. Some turnover should be expected in the composition of programs funded through core revenue.

MOVED, that the 229th Annual Convention of the Episcopal Diocese of Massachusetts approve the schedule of 2015 Diocesan Revenues, Core and Supplemental, described in the Proposed 2015 Diocesan Budget and summarized on pages 8 and 9, including the schedule of individual parish and mission assessments for 2015 listed on pages 11 through 14, with the adjustments approved by the Assessment Coordinating Committee and the Diocesan Council on page 15.

MOVED, that the 229th Annual Convention of the Episcopal Diocese of Massachusetts approve the Schedule of 2015 Diocesan Expenses, Core and Supplemental, described in the Proposed 2015 Diocesan Budget and summarized on pages 8 and 9.

Summary of Core Budget

	2015 Budget	2014 Budget	Difference	2013 Actuals
<u>Revenues</u>				
Gross assessments	4,936,994	4,915,837	21,157	4,853,361
Less reserve	(60,000)	(100,000)	40,000	(50,000)
Less adjustments	(50,000)	(30,000)	(20,000)	(39,283)
Net assessments revenue	4,826,994	4,785,837	41,157	4,764,078
Trust fund draws	756,627	715,673	40,954	669,969
Agency fund draws	891,387	876,717	14,670	831,953
Congregational contributions	50,000	50,000	-	46,000
Interest income	21,510	20,168	1,342	20,056
Dividend income	62,075	60,000	2,075	73,953
Total revenue	6,608,593	6,508,395	100,198	6,406,009
Percentage change	1.5%			
<u>Expenses</u>				
Deaneries, congregations & clergy (1000's)	802,103	847,841	(45,738)	903,531
Congregational, resources and training (2000's)	1,065,580	1,069,598	(4,018)	969,002
Strategic ministries (3000's)	1,197,410	1,238,994	(41,584)	1,246,494
Episcopal and Diocesan support (4000's)	2,183,716	2,104,461	79,255	1,970,608
Administrative services (5000's)	1,359,784	1,247,501	112,283	1,316,374
	6,608,593	6,508,395	100,198	6,406,009
Net surplus (deficit)	-	-	-	-

Summary of Supplemental Budget

		2015 Budget	2014 Budget	2013 Actuals
Revenues				
Distribution from closed parish net proceeds	{a}	196,163	213,550	157,500
Annual fund	{b}	326,000	326,000	258,000
Grants from Bishop's Discretionary Funds (BDF)	{c}	501,504	508,467	548,500
Other contributions and grant income	{d}	571,900	607,146	490,380
Total revenue		1,595,567	1,655,163	1,454,380
Expenses				
Deaneries, congregations & clergy (1000's)		100,656	134,900	122,409
Congregational, resources and training (2000's)		71,977	73,900	111,903
Strategic ministries (3000's)		1,235,095	1,251,422	917,747
Episcopal and Diocesan support (4000's)		187,839	194,941	302,321
Administrative services (5000's)		-	-	-
		1,595,567	1,655,163	1,454,380
Net surplus (deficit)		-	-	-
Details of {a} through {d} revenue lines				
		2015 Budget	2014 Budget	2013 Actuals
{a} Distribution from Closed Parish Net Proceeds				
Congregational program grants - Saugus		43,077	43,077	50,000
Watertown, Good Shepherd		60,000	70,000	70,000
Belmont funds, Urban resident		-	-	37,500
Brockton, Grace Chapel		93,086	93,550	-
	{a}	196,163	206,627	157,500
{b} Annual fund allocation (gross)				
Life together		115,000	125,000	105,500
B PEACE		50,000	40,000	-
B SAFE		125,000	125,000	100,000
Kids in Community - Lynn		10,000	10,000	15,000
Urban residents		-	-	37,500
Development (direct costs of annual fund)		26,000	26,000	-
	{b}	326,000	326,000	258,000
{c} BDF Grants allocation				
Sabbaticals		17,500	17,500	17,500
Continuing Education		10,000	10,000	8,000
Clergy dependent scholarships		34,244	35,000	43,000
Commission on Ministry		10,020	25,000	25,000
Clergy conference		-	10,000	10,000
Life Together		34,151	57,026	-
Kids in Community - Lynn		-	-	10,000
B SAFE		100,000	100,000	125,000
Dorchester, St. Mary's		50,000	20,000	-
Cathedral Church of St. Paul		65,000	65,000	60,000
Bishops' missions		-	26,000	-
Urban Resident		18,750	-	-
Development department		161,839	142,941	250,000
	{c}	501,504	508,467	548,500
{d} Other contributions and grant income				
Boston Cantonese fundraising		50,000	88,000	94,666
Other development contributions		-	92,846	-
Lilly grant to fund MED		25,000	25,000	35,000
Collections from Bsp visitations		7,000	10,000	6,560
Family Camp fees		18,900	13,900	18,900
Life Together fees and revenue		471,000	375,000	315,889
Trust fund draws		-	2,400	8,581
Jubilee grants/fundraising		-	-	10,784
	{d}	571,900	607,146	490,380

Summary of Functional Expenses by Type

	2015		Core Budget 2014		2013	
	Budget	% of total	Budget	% of total	Actual	% of total
Program expenses	2,257,604	34%	2,353,871	36%	2,235,825	35%
Compensation and benefits	3,148,481	48%	2,862,876	44%	3,019,563	47%
Operational and support services	1,295,525	20%	1,268,425	19%	1,143,534	18%
Management and professional services	242,300	4%	244,723	4%	340,519	5%
Total expenses	6,943,910	105%	6,729,895	103%	6,739,441	105%
Less fees and other transfers	(335,317)	-5%	(221,500)	-3%	(333,432)	-5%
Net functional expenses	6,608,593	100%	6,508,395	100%	6,406,009	100%

	2015		Supplemental Budget 2014		2013	
	Budget	% of total	Budget	% of total	Actual	% of total
Program expenses	671,174	42%	924,450	56%	727,753	47%
Compensation and benefits	703,836	44%	609,073	37%	620,929	40%
Operational and support services	273,540	17%	413,440	25%	291,773	19%
Management and professional services	13,200	1%	1,200	0%	28,462	2%
Total expenses	1,661,750	105%	1,948,163	118%	1,668,917	109%
Add other transfers	(77,601)	-5%	(293,000)	-18%	(135,000)	-9%
Net functional expenses	1,584,149	100%	1,655,163	100%	1,533,917	100%

2015 ASSESSMENTS BY DEANERY

Key to selected columns:

M? "M" if a mission
EFFECTIVE RATE the 2015 proposed assessment divided by the 2015 BASE, expressed as a percent
2014 ADJUSTMENT the amount of an adjustment granted as part of the 2014 assessment review process

ALEWIFE

M?	CHURCH	2015 FORMULA ASSESSMENT	EFFECTIVE RATE	2015 BASE	2014 ASSESSMENT	2014 ADJUSTMENT	DIFFERENCE
2010	Arlington, Church of Our Saviour	9,737	9.6	101,534	10,380	0	-643
2015	Arlington, St. John's Church	20,522	12.0	171,111	21,666	0	-1,144
2025	Bedford, St. Paul's Church	21,019	12.1	174,318	19,551	0	1,468
2030	Belmont, All Saints' Church	25,170	12.5	201,097	22,006	0	3,164
2045	Burlington, St. Mark's Church	7,607	8.7	87,790	9,012	0	-1,405
2050	Cambridge, Christ Church	97,287	14.6	666,373	97,183	0	104
2055	Cambridge, St. Bartholomew's Church	19,377	11.8	163,729	17,873	0	1,504
2060	Cambridge, St. James's Church	41,683	13.5	307,635	49,647	0	-7,964
2065	Cambridge, St. Peter's Church	25,633	12.6	204,088	34,042	0	-8,409
2085	Lexington, Church of Our Redeemer	46,622	13.7	339,502	46,111	0	511
2135	Somerville, St. James's Church	6,593	8.1	81,248	4,108	0	2,485
2145	Waltham, Christ Church	22,032	12.2	180,857	19,697	0	2,335
2150	Watertown, Church of the Good Shepherd	8,551	9.1	93,879	8,818	0	-267
TOTALS:		351,833	12.7	2,773,161	360,094	0	-8,261

BOSTON HARBOR

M?	CHURCH	2015 FORMULA ASSESSMENT	EFFECTIVE RATE	2015 BASE	2014 ASSESSMENT	2014 ADJUSTMENT	DIFFERENCE
4035	Boston, Church of St. Augustine & St. Martin	12,515	10.5	119,456	11,796	0	719
4010	Boston, Church of the Advent	149,429	14.9	1,002,771	142,839	0	6,590
4025	Boston, Emmanuel Church	66,415	14.2	467,196	36,263	0	30,152
4070 M	Boston, St. Stephen's Church	1,658	3.0	54,761	794	0	864
4075	Boston, Trinity Church	381,656	15.3	2,501,010	358,850	0	22,806
1030	Charlestown, St. John's Church	18,300	11.7	156,777	19,127	0	-827
4055	Dorchester, St. Mark's Church	11,221	10.1	111,104	8,986	0	2,235
4060	Dorchester, St. Mary's Church	3,148	5.3	59,021	5,735	0	-2,587
3020	Jamaica Plain, St. John's Church	20,209	12.0	169,091	21,942	0	-1,733
4040	Roxbury, St. Cyprian's Church	20,463	9.5	142,450	16,080	0	4,383
4050	Roxbury, St. John St. James Church	7,235	8.5	85,388	9,645	0	-2,410
TOTALS:		692,249	14.2	4,869,025	632,057	0	60,192

CAPE AND ISLANDS

M?	CHURCH	2015 FORMULA ASSESSMENT	EFFECTIVE RATE	2015 BASE	2014 ASSESSMENT	2014 ADJUSTMENT	DIFFERENCE
6005	Barnstable, St. Mary's Church	61,111	14.1	432,977	60,493	0	618
6010	Buzzards Bay, St. Peter's Church	10,666	9.9	107,524	11,681	0	-1,015
6015	Chatham, St. Christopher's Church	69,651	14.3	488,072	72,779	0	-3,128
6020	Edgartown, St. Andrew's Church	37,954	13.4	283,579	36,074	0	1,880
6030	Falmouth, St. Barnabas's Church	65,499	14.2	461,287	65,433	0	66
6040	Harwich Port, Christ Church	35,416	13.3	267,204	36,772	0	-1,356
6045	Nantucket, St. Paul's Church	58,260	14.1	414,586	58,446	0	-186
6050	Oak Bluffs, Trinity Church	0	0.0	17,070	0	0	0
6055	Orleans, Church of the Holy Spirit	72,226	14.3	504,689	66,041	0	6,185
6060	Osterville, St. Peter's Church	52,220	13.9	375,613	56,209	0	-3,989
6065	Plymouth, Christ Church	50,908	13.9	367,151	39,521	0	11,387
6070	Provincetown, Church of St. Mary of the Harbor	19,893	11.9	167,054	19,632	0	261
6075	Sandwich, St. John's Church	38,454	13.4	286,802	36,486	0	1,968
6095	South Yarmouth, St. David's Church	23,450	12.3	190,006	30,896	0	-7,446
6080	Vineyard Haven, Grace Church	35,263	13.2	266,213	39,009	0	-3,746
6085	Wareham, Church of the Good Shepherd	26,419	12.6	209,158	25,747	0	672
6090	Wellfleet, St. James the Fisherman Church	0	0.0	16,536	0	0	0
6025	Woods Hole, Church of the Messiah	28,890	12.8	225,103	29,331	0	-441
TOTALS:		686,280	13.5	5,080,624	684,550	0	1,730

2015 ASSESSMENTS BY DEANERY

CHARLES RIVER

M? CHURCH	2015 FORMULA ASSESSMENT	EFFECTIVE RATE	2015 BASE	2014 ASSESSMENT	2014 ADJUSTMENT	DIFFERENCE
3120 Auburndale, Parish of the Messiah	9,008	9.3	96,826	11,744	0	-2,736
3030 Brookline, All Saints Parish	54,224	14.0	388,548	54,580	0	-356
3035 Brookline, Church of Our Saviour	45,765	13.7	333,968	43,774	0	1,991
3045 Brookline, St. Paul's Church	40,005	13.5	296,812	37,842	0	2,163
3125 Chestnut Hill, Church of the Redeemer	120,612	14.8	816,856	119,118	0	1,494
3060 Dover, St. Dunstan's Church	34,820	13.2	263,361	35,670	0	-850
3105 Needham, Christ Church	68,726	14.3	482,108	61,849	0	6,877
3145 Newton Centre, Trinity Church	36,862	13.3	276,530	34,887	0	1,975
3135 Newton Highlands, Parish of St. Paul	22,311	12.2	182,656	23,713	0	-1,402
3140 Newton Lower Falls, St. Mary's Church	49,733	13.8	359,568	46,367	0	3,366
3110 Newton, Grace Church	40,094	13.5	297,381	40,936	0	-842
3130 Newtonville, St. John's Church	12,921	10.6	122,074	13,148	0	-227
3115 Waban, Church of the Good Shepherd	50,147	13.8	362,240	49,013	0	1,134
3165 Wellesley, St. Andrew's Church	137,382	14.9	925,046	132,141	0	5,241
TOTALS:	722,610	13.9	5,203,974	704,782	0	17,828

CONCORD RIVER

M? CHURCH	2015 FORMULA ASSESSMENT	EFFECTIVE RATE	2015 BASE	2014 ASSESSMENT	2014 ADJUSTMENT	DIFFERENCE
2005 Acton, Church of the Good Shepherd	34,395	13.2	260,616	33,539	0	856
2020 Ayer, St. Andrew's Church	14,628	11.0	133,089	13,290	0	1,338
2075 Concord, Trinity Church	88,632	14.5	610,533	91,825	0	-3,193
3065 Framingham, St. Andrew's Church	34,040	13.2	258,329	32,918	0	1,122
3075 Holliston, St. Michael's Church	18,631	11.7	158,910	19,468	0	-837
3080 Hopkinton, St. Paul's Church	11,687	10.2	114,112	6,921	0	4,766
2080 Hudson, St. Luke's Church	3,691	5.9	62,525	4,676	0	-985
2090 Lincoln, St. Anne's in-the-Fields Church	74,395	14.3	518,683	80,015	0	-5,620
3100 Natick, St. Paul's Church	59,814	14.1	424,608	54,571	0	5,243
2125 Shirley, Trinity Chapel	2,939	5.1	57,676	0	0	2,939
3155 Southborough, St. Mark's Church	34,399	13.2	260,642	36,780	0	-2,381
2140 Sudbury, St. Elizabeth's Church	42,569	13.6	313,351	50,018	0	-7,449
2155 Wayland, Church of the Holy Spirit	32,497	13.1	248,371	30,403	0	2,094
2165 Weston, St. Peter's Church	56,402	14.0	402,595	64,000	0	-7,598
TOTALS:	508,719	13.3	3,824,040	518,424	0	-9,705

MERRIMACK VALLEY

M? CHURCH	2015 FORMULA ASSESSMENT	EFFECTIVE RATE	2015 BASE	2014 ASSESSMENT	2014 ADJUSTMENT	DIFFERENCE
1005 Amesbury, St. James's Church	11,560	10.2	113,295	13,825	0	-2,265
1010 Andover, Christ Church	76,964	14.4	535,254	73,796	0	3,168
2070 Chelmsford, All Saints' Church	34,325	13.2	260,166	34,521	0	-196
1055 Groveland, St. James's Church	15,630	11.2	139,554	13,930	0	1,700
1065 Haverhill, Trinity Church	19,530	11.9	164,712	27,599	0	-8,069
1075 Lawrence, Grace Church	13,458	10.7	125,538	14,789	0	-1,331
2095 Lowell, St. Anne's Church	28,712	12.8	223,954	29,446	0	-734
2100 Lowell, St. John's Church	2,883	5.0	57,314	2,553	0	330
1125 Methuen, St. Andrew's Church	2,823	5.0	56,929	2,617	0	206
1130 Newburyport, St. Paul's Church	41,453	13.5	306,154	37,661	0	3,792
1135 North Andover, St. Paul's Church	24,519	12.5	196,899	24,758	0	-239
2040 North Billerica, St. Anne's Church	24,067	12.4	193,986	21,981	0	2,086
1195 M West Newbury, All Saints' Church	4,958	5.7	86,698	9,234	0	-4,276
2160 Westford, St. Mark's Church	10,007	9.7	103,274	9,353	0	654
TOTALS:	310,889	12.1	2,563,727	316,063	0	-5,174

2015 ASSESSMENTS BY DEANERY

MT HOPE BUZZARDS BAY

M? CHURCH		2015 FORMULA ASSESSMENT	EFFECTIVE RATE	2015 BASE	2014 ASSESSMENT	2014 ADJUSTMENT	DIFFERENCE
5030	Fairhaven, Church of the Good Shepherd	0	0.0	34,130	0	0	0
5035	Fall River, Church of the Holy Spirit	32,434	13.1	247,962	35,032	0	-2,598
5045	Fall River, St. Luke's Church	0	0.0	22,752	0	0	0
5070	Marion, St. Gabriel's Church	48,723	13.8	353,053	47,292	0	1,431
5080	New Bedford, Grace Church	58,378	14.1	415,346	76,525	0	-18,147
5085	New Bedford, St. Andrew's Church	4,922	7.0	70,466	4,714	0	208
5090	New Bedford, St. Martin's Church	4,856	6.9	70,039	7,628	0	-2,772
5110	Somerset, Church of Our Saviour	13,215	10.7	123,974	10,066	0	3,149
5020	South Dartmouth, St. Peter's Church	1,746	3.5	49,975	3,425	0	-1,679
5115	Swansea, Christ Church	19,809	11.9	166,516	24,039	0	-4,230
TOTALS:		184,083	11.8	1,554,213	208,721	0	-24,638

MYSTIC VALLEY

M? CHURCH		2015 FORMULA ASSESSMENT	EFFECTIVE RATE	2015 BASE	2014 ASSESSMENT	2014 ADJUSTMENT	DIFFERENCE
1035 M	Chelsea, St. Luke's/San Lucas Church	5,310	5.9	90,100	4,907	0	403
1025 M	East Boston, Grace Church Federated	0	0.0	9,999	0	0	0
1045	Everett, Grace Church	3,035	5.2	58,291	7,443	0	-4,408
1095	Lynnfield, St. Paul's Church	17,074	11.5	148,866	19,630	0	-2,556
1105	Malden, St. Paul's Church	12,029	10.3	116,319	10,962	0	1,067
2115	Medford, Grace Church	37,734	13.4	282,158	37,126	0	608
1120	Melrose, Trinity Parish	25,122	12.5	200,791	24,539	0	583
1145	Reading, Church of the Good Shepherd	17,330	11.5	150,522	19,707	0	-2,377
1170	Saugus, St. John's Church	9,796	9.6	101,910	5,976	0	3,820
1175	Stoneham, All Saints' Church	4,341	6.5	66,721	3,345	0	996
1190	Wakefield, Emmanuel Church	17,797	11.6	153,534	16,037	0	1,760
2170	Wilmington, St. Elizabeth's Church	2,903	5.1	57,444	2,184	1,000	719
2175	Winchester, Parish of the Epiphany	89,911	14.5	618,787	88,878	0	1,033
1200	Winthrop, St. John's Church	11,320	10.1	111,743	11,417	0	-97
2180	Woburn, Trinity Church	7,017	8.4	83,981	4,300	1,648	2,717
TOTALS:		260,719	11.6	2,251,166	256,451	2,648	4,268

NEPONSET RIVER

M? CHURCH		2015 FORMULA ASSESSMENT	EFFECTIVE RATE	2015 BASE	2014 ASSESSMENT	2014 ADJUSTMENT	DIFFERENCE
4085	Canton, Trinity Church	15,936	11.3	141,523	16,171	0	-235
3050	Dedham, Church of the Good Shepherd	9,017	9.3	96,885	7,020	0	1,997
3055	Dedham, St. Paul's Church	44,379	13.7	325,028	42,818	0	1,561
4015	Dorchester, Parish of All Saints	50,590	13.9	365,102	48,322	0	2,268
3005	Hyde Park, Christ Church	3,700	5.9	62,581	7,471	0	-3,771
3015 M	Hyde Park, Iglesia de San Juan	0	0.0	8,378	0	0	0
4030	Mattapan, Church of the Holy Spirit	20,824	12.0	173,062	20,353	0	471
3085	Medfield, Church of the Advent	27,480	12.7	216,002	19,748	0	7,732
3090	Medway, Christ Church	5,400	7.3	73,552	5,914	0	-514
4130	Milton, St. Michael's Church	63,533	14.2	448,605	66,522	0	-2,989
3150	Norwood, Grace Church	11,242	10.1	111,244	10,020	0	1,222
5105	Sharon, St. John's Church	2,210	4.2	52,968	0	0	2,210
4160	Stoughton, Trinity Church	6,009	7.8	77,481	8,664	0	-2,655
3160	Walpole, Epiphany Church	24,207	12.4	194,890	20,312	0	3,895
3010	West Roxbury, Emmanuel Church	4,168	6.4	65,606	4,725	0	-557
3170	Westwood, St. John's Church	13,548	10.7	126,122	17,241	0	-3,693
TOTALS:		302,243	11.9	2,539,029	295,301	0	6,942

2015 ASSESSMENTS BY DEANERY

NORTH SHORE

M? CHURCH	2015 FORMULA ASSESSMENT	EFFECTIVE RATE	2015 BASE	2014 ASSESSMENT	2014 ADJUSTMENT	DIFFERENCE	
1015	Beverly Farms, St. John's Church	74,616	14.3	520,107	73,909	0	707
1021	Beverly, St. Peter's Church	28,783	12.8	224,408	30,442	0	-1,659
1143	Danvers, All Saints	18,025	11.6	155,000	13,027	0	4,998
1050	Gloucester, St. John's Church	25,185	12.5	201,195	25,427	0	-242
1070	Ipswich, Ascension Memorial Church	29,125	12.9	226,617	27,115	0	2,010
1090	Lynn, St. Stephen's Memorial Episcopal Church	38,822	13.4	289,177	36,563	0	2,259
1116	Marblehead, St. Michael's Church	37,753	13.4	282,280	38,660	0	-907
1110	Marblehead, Wyman Memorial Church of St. An	33,808	13.2	256,832	43,734	0	-9,926
1155	Rockport, St. Mary's Church	18,822	11.8	160,148	18,187	0	635
1160	Salem, Grace Church	22,698	12.3	185,151	26,025	0	-3,327
1165	Salem, St. Peter's Church	11,460	10.2	112,648	19,308	0	-7,848
1060	South Hamilton, Christ Church	45,779	13.7	334,062	46,578	0	-799
1180	Swampscott, Church of the Holy Name	14,453	11.0	131,960	17,266	0	-2,813
1185	Topsfield, Trinity Church	28,566	12.8	223,012	28,014	0	552
TOTALS:		427,895	13.0	3,302,597	444,255	0	-16,360

SOUTH SHORE

M? CHURCH	2015 FORMULA ASSESSMENT	EFFECTIVE RATE	2015 BASE	2014 ASSESSMENT	2014 ADJUSTMENT	DIFFERENCE	
4080	Braintree, Emmanuel Church	11,899	10.3	115,479	11,460	0	439
4090	Cohasset, St. Stephen's Church	48,081	13.8	348,912	48,881	0	-800
4095	Duxbury, Church of St. John the Evangelist	45,269	13.7	330,772	45,755	0	-486
4100	Hanover, St. Andrew's Church	22,382	12.2	183,110	21,237	0	1,145
4105	Hingham, Parish of St. John the Evangelist	71,742	14.3	501,567	71,348	0	394
4110	Holbrook, St. John's Church	5,147	7.2	71,921	6,263	0	-1,116
4120	Marshfield, Trinity Church	16,492	11.4	145,111	17,565	0	-1,073
4125	Milton, Church of Our Saviour	14,343	10.9	131,246	11,912	0	2,431
4135	Quincy, Christ Church	16,838	11.4	147,344	18,836	0	-1,998
4140	Quincy, Parish of St. Chrysostom	18,871	11.8	160,464	18,701	0	170
4145	Randolph, Trinity Church	7,352	8.5	86,147	6,808	0	544
4150	Rockland, Trinity Church	5,773	7.6	75,960	4,434	0	1,339
4155	Scituate, St. Luke's Church	41,261	13.5	304,911	32,335	0	8,926
4165	South Weymouth, Church of the Holy Nativity	14,055	10.9	129,388	17,756	0	-3,701
5130	Whitman, All Saints' Church	7,309	8.5	85,869	7,238	0	71
TOTALS:		346,814	12.3	2,818,201	340,529	0	6,285

TAUNTON RIVER

M? CHURCH	2015 FORMULA ASSESSMENT	EFFECTIVE RATE	2015 BASE	2014 ASSESSMENT	2014 ADJUSTMENT	DIFFERENCE	
5005	Attleborough, All Saints' Church	5,544	7.4	74,483	3,818	1,138	1,726
5010	Bridgewater, Trinity Church	9,760	9.6	101,678	8,217	0	1,543
5060	Foxborough, St. Mark's Church	21,684	12.1	178,611	12,306	10,000	9,378
3070	Franklin, St. John's Church	10,597	9.9	107,080	9,915	0	682
5065	Mansfield, Church of St. John the Evangelist	2,233	4.2	53,122	2,946	0	-713
5075	Middleborough, Church of Our Saviour	15,814	11.2	140,739	15,548	0	266
5095	North Attleborough, Grace Church	23,253	12.3	188,731	21,642	0	1,611
5025	North Easton, St. Mark's Church	0	0.0	35,618	902	0	-902
5120	Taunton, St. John's Church	4,792	6.9	69,630	4,971	0	-179
5125	Taunton, St. Thomas's Church	28,802	12.8	224,533	31,981	0	-3,179
3175	Wrentham, Trinity Church	20,181	11.9	168,912	18,728	0	1,453
TOTALS:		142,660	10.6	1,343,137	130,974	11,138	11,686

DIOCESAN TOTALS: 4,936,994 13.0 38,122,894 4,892,201 13,786 44,793

less RESERVES -60,000

less reserve assessment adjustments -50,000

ASSESSMENTS less reserves & adjustments 4,826,994

Projected Revenue for 2015

Assessments and Adjustments and Reserves

The 2015 assessment formula, approved by the Diocesan Council, remains unchanged from 2010:

$$\text{assessment due} = 15.5\% * \text{BASE} - \$6,000 \text{ (subject to a floor of 0)}$$

where the BASE for 2015 is equal to line 14 (“all other operating expenses”) from the 2012 parochial report, less line 7 (“assistance from diocese”).

For a mission, the 2015 assessment is two-thirds the amount that would be assessed if the congregation were a parish.

This assessment formula together with the parochial report data for 2012 generates a gross assessment for 2015 of \$4,939,756. Again this year the Diocesan Council created an Assessment Coordinating Committee, whose adjustments to the assessments of six congregations totaled \$31,975, below its authorized cap of \$50,000, as follows:

- All Saints’ Church, Attleboro: \$1,275
- St. Mark’s Church, Foxboro: \$8,000
- St. Paul’s Church, Hopkinton: \$6,000
- St. Anne’s Church, Lowell: \$5,000
- St. Paul’s Church, Malden: \$5,000
- Grace Church, Salem: \$6,700

However, despite coming in below the authorized cap, we have chosen to have the adjustments amount total \$50,000. In addition to the \$31,975 in adjustments, \$12,000 in reduced assessment income resulting from the Bristol Trinity merger is taken from this total. In sum, the total value of assessments to be billed in 2015 (after adjustments and less a reserve of \$60,000) is \$4,826,994. In addition to the assessments, revenue also reflects \$50,000 in projected voluntary contributions from two congregations not subject to the assessment.

Net Revenue from Investments

Approximately 25% of core budget revenue comes in the form of spending policy draws from investments, either owned directly by the diocese (including our endowment funds), or owned by others (usually the Trustees of Donations) in trust for the benefit of the diocese. Some funds, whether owned by the diocese or by a trust, place no restriction on the diocese regarding the use of the income provided through the spending policy draws. The unrestricted funds represent about 30% of the available spending policy income. The remaining funds have some restriction on the use of the spending policy income, but in most cases the restriction is consistent with the regularly anticipated expenses of the diocese. There are a few funds, however, where the restrictions call for close monitoring and measurement.

Spending Policy – Trusts

The appendix table on page 48 lists the trusts owned and managed by the Trustees of Donations (TOD) for the benefit of the diocese. In 2015 the TOD will distribute 4% of a base amount defined as the average of the market value of each fund measured at the end of each calendar quarter from September 2011 through June 2014.

There are a few funds with restrictions that require the TOD to deviate from the general spending policy formula. In some cases, the distribution is limited to actual income produced by the fund, and in other cases, all income must be reinvested for the time being. The table of projected trust income for these funds is an estimate of the income that will be available in 2015.

The total spending policy income available in 2015 (\$756,627) is a slight increase from 2014 (\$715,673). This is because three-year average market values are roughly the same for the two overlapping periods.

Spending Policy – Endowments (Agency Funds)

The appendix table on page 47 lists the endowments owned by the diocese and managed primarily by the Trustees of Donations. These include some funds that are unrestricted and others that have a restriction on their use as stipulated by a third party donor at the time the trust was created or stipulated by Diocesan Council.

The proposed spending policy for 2015 is similar to that adopted by the Trustees of Donations: to draw 4% of a base that reflects the average of the market value over the past three years, adjusted for withdrawals from and additions to principal.

The total spending policy income available to the 2015 core budget is \$891,387 which is about \$15,000 more than in 2014.

Spending Policy and Core Revenue

Over the summer, the Financial Advisory Committee affirmed the following:

The Financial Advisory Committee reaffirms its support of a 4% spending policy draw from diocesan endowment funds to support the 2015 core budget. (The value of each fund for the purpose of calculating the draw is based on the 36 month average, from July 2011 to June 2014, of end of month market value, adjusted for additions and withdrawals.)

At the same time, Council has unrestricted access to several funds in the endowment; both principal and income can be spent as long as Council approves. Such draws above and beyond the normal 4% draw are treated as supplemental, not core, revenue, thus flagging them as special actions in response to special circumstances. A notable supplemental draw has been taken to cover the expenses of the election of and transition to a new diocesan bishop.

From a budgeting perspective, the absence of a depreciation charge or an action that adds to a specific capital reserve fund in the core budget is an implicit assumption that capital improvements will be funded through a supplemental draw.

It is possible that some future supplemental draw on the endowment could be needed if actual diocesan operations run at a significant deficit. Ideally, setting sufficient levels of reserves for adverse outcomes and maintaining strong financial controls throughout the year will prevent this type of supplemental draw. To that end, the 2015 budget adds two reserves, one for major purchases (cost center 5000) and one for capital improvements (cost center 5141). These are in addition to the existing reserves for General Convention and episcopal elections.

Dividend and Interest Income

More than 40 years ago the diocese received a gift of stock with the request that it not be sold. The dividend income for 2015 is projected to be \$62,075. In addition, the inclusion of \$21,510 in interest income represents the income to be earned and collected on a mortgage extended to the bishop suffragan and has an interest rate of 5.2%.

The diocesan portfolio also includes loans to congregations (separate from those made through the Stokes Fund loan program). Two loans are significantly in default; each congregation is

behind at least several years in payments. If the diocese began to receive payments from these loans, the projected interest income and fees would be recorded as income here in the core budget. The congregations and amounts outstanding are:

- St. David's Church, Pepperell (outstanding amount: \$38,935): The St. David's property and buildings are currently for sale. Proceeds from the sale will repay the loan.
- St. Elizabeth's Church, Wilmington (outstanding amount: \$4,803)

A third congregation, Grace Church, North Attleborough, entered into an agreement with the Diocesan Council which involves certain financial and operational incentives in order for the parish to achieve certain milestones. During 2012 Grace Church began repayment of its outstanding loan amount of \$385,393 under this plan. Payments are recorded as a reduction of existing assets. In 2013, the parish paid approximately \$73,004, which resulted in an additional credit of \$23,852 to its balance.

Supplemental Budget Revenue

The table on page 9 shows both the revenue and the specific expenses for the supplemental budget in each of the following categories. The corresponding revenue and expenses are indicated by a letter in a bracket, e.g. {a} is a draw from the Closed Parish Net Proceeds Fund. The supplemental budget has four sources of revenue:

{a} Closed Parish Net Proceeds Fund (Use of Proceeds from Sales of Closed Parishes): The 2015 draw will be \$103,077 to cover congregational grants. Further grants may be voted by Diocesan Council throughout the year in keeping with its policy. An amount of \$93,086 is allocated to Grace Chapel in Brockton outside of the Diocesan Council process. The 2014 budget drew \$206,627 from this fund. See pages 40 and 41 for further information.

{b} The Annual Fund: The 2015 Annual Fund goal is set at \$326,000 to cover strategic ministries serving children, youth and young adults. With \$26,000 needed to cover the direct costs of the Annual Fund, \$300,000 is likely to be available for Annual Fund grants in 2015, the same as was budgeted for 2014.

{c} Grants from Bishop's Discretionary Funds (BDFs): These are trust funds held by the Trustees of Donations where the bishop and the diocese are named as income beneficiaries; some are restricted in use and some are not. The generosity of past donors and the diocesan bishop make it possible to fund new ventures in mission and strategic ministries through the supplemental budget. In 2015 the draw, along with use of prior years' accumulated surpluses, is set at \$501,504 for clergy support and development (from restricted funds), the development office and various strategic ministries; in 2014 the draw was \$508,467. If the Annual Fund comes in above \$326,000, then the grants from the BDFs will be reduced so the reserve is not further depleted.

Of the many funds owned by the Trustees of Donations, 34 funds with a market value of about \$19.4 million are for the benefit of the diocesan bishop, and the Trustees of Donations provide him with an annual spending policy from these trusts. In 2015, Bishop Gates will continue Bishop Shaw's practice of using the bulk of this income to support pilot programs and new initiatives and to supplement strategic ministries. The grants (which comprise about 38% of the overall supplemental budget) are an important source of funding for the supplemental budget. Planned expenditures over the past few years have brought prior years' surplus levels down.

{d} Other contributions and grants: Fundraising by the Cantonese ministry, grants and fees make up this category. In 2015 the budget amounts to \$571,900; in 2014 it was budgeted at \$607,146.

Real Property Spending Policy

The diocese owns several properties, including a residential house at 40 Prescott Street in Brookline which the Life Together program is using to house interns and for its office and meeting space. Normally, the in-kind use of property for diocesan staff functions would not show up in the budget; it would just add in-kind revenue coming in and in-kind expense going out, without any particular relevance to budget choices.

In the subsequent discussion of the Life Together program (see page 28), the annual value of the use of this property is estimated at \$75,000; to offset that expense, this line shows an in-kind spending policy revenue from the use of the property.

The Structure of Diocesan Operations

The structure for diocesan operations is designed to encourage accountability, clarity and collaboration with five functional areas and a diocesan leadership team. The canon to the ordinary, acting as the chief of staff, is responsible for the management of diocesan operations and the controls on the operations that are implemented through the five functional areas. She works with the treasurer to ensure that financial records are reflective of the full resources applied to each individual component of mission strategy implementation.

The **Deaneries, Congregations and Clergy** area houses the congregational development team working, along with others from around the diocese, the province and the wider church, across areas to promote clergy wellness and congregational vitality and viability.

The **Congregational Resources and Training** area includes grant programs, events, training and communications. A new communications assistant position was hired in 2014. An administrator for the grants programs continues to support the congregational resources and training director as the “green” grants and mission tithes grants programs expand under the Together Now campaign funding.

The **Strategic Ministries** area funds staffing for mission congregations and also for ministries which take place outside of parish settings.

The **Episcopal and Diocesan Support** area contains the governance, canonical, ecumenical and development functions. The Office of Development helped to raise \$20 million for the Together Now campaign. (See page 42 for more campaign information.) The two bishops and the canon to the ordinary have oversight responsibilities for all diocesan operations, assisted by a staff with specific functional responsibilities and directed by the canon to the ordinary.

In the **Administrative Services** area, a new chief business officer will join the Treasurer’s Office to oversee financial services, human resources and information technology.

Projected Expenses for 2015 by Areas of Operation

Guide to Area Expense Tables

The proposed expense budgets for each of the five areas of diocesan operations are described in this section. For each area, there are two pages, one for the core budget and one for the supplemental budget. Each page has two tables: 2013 actuals (top) and the 2015 proposed budget (bottom). The far right-hand column is the 2014 budget for comparative purposes. Each row represents a specific cost center code and description within the area. There are up to 10 columns of figures that include a variety of budgeted and actual expenses. The first row in each area is staff compensation.

Program Expenses: Main program activities for the cost center, including grants

Compensation and Benefits: All compensation and benefit-related expenses, including 1099 payments to independent contractors

Operational and Support: Travel, hospitality, office costs and other types of supporting expenses

Management and Professional Services: Payments to external service providers for accounting, legal, consulting and other similar services

Revenue Offset: Revenue collected by the cost center's programs explicitly to offset its costs

Bishop's Discretionary Fund Grant: Funds provided to the core or supplemental budget from funds held in trust for the diocesan bishop

Annual Fund: Revenue from the Annual Fund appeals to offset expenses

Transfer: An internal accounting mechanism to allocate expenses from one budget to another; ie: from supplemental to core and vice versa

2014 Budget: The 2014 budget, for comparison purposes

Deaneries, Congregations and Clergy (see tables on pages 22 and 23)

The total 2015 budget for this area is \$902,759 with \$802,103 in the core budget and \$100,656 in the supplemental budget. The 2014 core budget total was \$847,841. Specific amounts in this area have been reallocated at the request of staff who oversee the budget.

Deaneries, Congregations and Clergy: 1000 - Core

This line contains the total compensation costs for five staff members (see roster on page 53).

Deaneries: 1001; Deans: 1002; Deanery Confirmations: 1003 - Core

\$500 per deanery to support deanery assembly activities; \$4,000 per deanery to offset deans' time and expense; and \$15,000, an increase of \$8,000 from 2014, to provide hospitality for Confirmations which are not being held at the cathedral during its reconstruction.

Congregations: 1101 - Core & Supplemental

The \$3,300 in the core budget, down from \$4,800 in 2014 at the suggestion of staff, funds the congregational business consultants program; \$25,000 in the supplemental budget is a grant from the Lilly Foundation for mentoring of newly ordained clergy.

Transition Ministries: 1111 - Core

\$10,000, down from \$13,000 in 2014 to reflect actuals, for supporting expenses for the Office of Transition Ministries. Other expenses reallocated at request of staff.

Clergy: 1201 - Core

\$1,500, down from \$3,000 in 2014 at request of staff, for the expenses of the two archdeacons.

Sabbaticals: 1211 - Core & Supplemental

\$25,703 funded from the Bishop's Discretionary Fund; \$8,203 is transferred to the core budget.

Continuing Education: 1212 - Supplemental

\$10,000 funded from the Bishop's Discretionary Fund.

MSASA EDS: 1213 - Core

\$10,341 is the spending policy income available for a scholarship program for students from Africa attending Episcopal Divinity School.

Clergy Dependent Scholarships: 1221 - Supplemental

\$31,228 from the Bishop's Discretionary Fund.

Dill Campership: 1223 - Supplemental

\$3,016 representing the spending policy income from a restricted bishop's discretionary fund to support a scholarship to Camp O-At-Ka in Maine.

Support for Retired Clergy: 1231 - Core

\$5,300 for program and support expenses for retired clergy, including gatherings, is transferred from the supplemental to core budget. In addition, the Society for the Relief of Aged or Disabled Episcopal Clergy and the Society for the Relief of Widows, Widowers and Orphans of Clergy of the Episcopal Church both receive distributions from agency funds as well as from trust funds where the organizations are named as income beneficiaries. These distributions help retired

clergy and widows, widowers and orphans of clergy. The books and records of these two organizations, because they are separate 501(c)(3) organizations, are not part of the diocesan budget.

Commission on Ministry: 1311 - Core

The total cost for this program is budgeted at \$67,000. Funds have not been set aside for the Commission on Ministry's priority to fund seminarians whose first language is not English.

Seminarians: 1312 - Core & Supplemental

Scholarships for seminarians in the ordination process—\$50,292 is the spending policy income from a restricted fund for this purpose, supplemented by an estimated additional \$7,000 to be raised through the collections at the bishops' visitations to congregations and \$612 from a small fund in the supplemental budget.

Fresh Start Program: 1321 - Core

A decrease of \$1,500 to \$3,500 in 2015, based on 2013 actuals.

Diaconate Program: 1331 - Core

The full cost of running the diaconate program has decreased by \$3,500 from 2014 to \$16,500, based on the projected participation.

Clergy Family Network: 1341 - Core & Supplemental

\$1,000 in the core budget, based on 2013 actuals.

Pre-Lenten Retreat: 1411 - Core

Net costs to the core budget, after fees are budgeted at \$3,000, based on 2013 actuals.

Clergy Conference: 1421 - Core & Supplemental

This three-day event is budgeted at \$100,000, of which \$61,000 is covered by attendee fees; the balance (\$42,000) is covered by the core budget.

Clergy Day: 1431 - Core

Clergy Day at the Barbara C. Harris Camp and Conference Center is budgeted at \$6,000, of which \$5,000 is covered by fees, leaving a core budget balance of \$1,000.

**Deaneries, Congregations & Clergy
2015 Core Budget**

	<u>Program Expenses</u>	<u>Compensation & Benefits</u>	<u>Operational & Support Svcs</u>	<u>Mgt and Prof Svcs</u>	<u>Revenue Offset</u>	<u>Transfers</u>	<u>Total</u>
2013 Actual							
CC1000 Deaneries, Congregations & Clergy	-	614,548	804	-	-	-	615,352
CC1001 Deaneries	-	-	3,361	-	-	-	3,361
CC1002 Deans	48,000	-	-	-	-	-	48,000
CC1003 Deanery Confirmations	9,756	250	3,521	-	-	-	13,527
CC1101 Congregations	-	1,000	3,965	2,240	(723)	-	6,482
CC1111 Transition Ministries	20,000	-	6,921	-	(4,175)	-	22,746
CC1201 Clergy	-	-	492	4,840	(1,000)	-	4,332
CC1201 Sabbaticals	7,431	-	300	-	-	-	7,731
CC1213 MSASA EDS	5,500	-	-	-	-	-	5,500
CC1213 Support for Retired Clergy	-	-	4,269	-	-	-	4,269
CC1311 Commission on Ministry	36,853	30,090	24,453	9,851	(16,760)	(25,000)	59,487
CC1312 Seminars	67,475	520	-	-	-	-	67,995
CC1321 Fresh Start Program	-	150	2,625	-	-	-	2,775
CC1331 Diaconate Program	119	8,200	10,727	-	(9,000)	-	10,046
CC1341 Clergy Family Network	-	-	113	-	-	-	113
CC1411 Pre Lenten Retreat	508	-	5,601	2,035	(4,070)	-	4,074
CC1421 Clergy Conference	469	3,500	79,563	591	(61,014)	4,295	27,404
CC1431 Clergy Day	-	-	6,047	50	(5,760)	-	337
Totals	196,111	658,258	152,762	19,607	(102,502)	(20,705)	903,531

	<u>Program Expenses</u>	<u>Compensation & Benefits</u>	<u>Operational & Support Svcs</u>	<u>Mgt and Prof Svcs</u>	<u>Revenue Offset</u>	<u>Transfers</u>	<u>Total</u>
2015 Budget							
CC1000 Deaneries, Congregations & Clergy	-	516,467	-	-	-	-	516,467
CC1001 Deaneries	-	-	6,000	-	-	-	6,000
CC1002 Deans	48,000	-	-	-	-	-	48,000
CC1003 Deanery Confirmations	15,000	-	-	-	-	-	15,000
CC1101 Congregations	-	-	2,000	2,100	(800)	-	3,300
CC1111 Transition Ministries	-	-	10,000	-	-	-	10,000
CC1201 Clergy	-	-	1,500	3,000	(3,000)	-	1,500
CC1211 Sabbaticals	-	-	-	-	-	8,203	8,203
CC1213 MSASA EDS	10,341	-	-	-	-	-	10,341
CC1231 Support for Retired Clergy	5,300	-	-	-	-	(5,300)	-
CC1311 Commission on Ministry	10,000	28,000	27,000	15,000	(13,000)	-	67,000
CC1312 Seminars	57,904	-	-	-	-	(7,612)	50,292
CC1321 Fresh Start Program	-	5,500	3,500	3,000	(2,000)	-	3,500
CC1331 Diaconate Program	-	-	10,000	-	-	-	10,000
CC1341 Clergy Family Network	1,000	-	-	-	-	(1,000)	-
CC1411 Pre Lenten Retreat	-	-	4,600	1,800	(3,400)	-	3,000
CC1421 Clergy Conference	-	2,000	100,000	1,000	(61,000)	-	42,000
CC1431 Clergy Day	6,000	-	-	-	(5,000)	-	1,000
Totals	153,545	551,967	164,600	25,900	(88,200)	(5,709)	802,103

2014 Budget

Congregational Resources and Training (see tables on pages 26 and 27)

The total 2015 budget for this area is \$1,137,557, with \$1,065,580 in the core budget and \$71,977 in the supplemental budget. The 2014 core budget total was \$1,069,598.

Congregational Resources and Training: 2000 - Core

The total compensation and benefits costs for the seven staff members in this area are \$437,559 (see roster on page 53). Fifty percent of the compensation costs for the staff member who works closely with congregations during the closing process is ultimately reimbursed from the closing proceeds. A new position in 2013, grants administrator and support to the congregational development team, is being partially funded from the Together Now campaign and partially from the Congregational Resources and Training core budget to administer the overall diocesan and campaign grants which total approximately \$850,000 per year, and to provide administrative support to the congregational development team, especially in the area of event planning.

Congregational Development Grants: 2011, 2012 - Core

The amounts for the two congregational development grant programs has been reduced by \$40,000 due to decrease in demand, to \$150,000 for the open grants and \$60,000 for the targeted grants.

Bristol County Case Grants: 2013 - Core

The draw for this grant program is \$123,207. The intended uses of the fund's income when it was established as part of the diocesan endowment include service to Bristol County residents in need, as well as the general and religious purposes of the diocese.

Congregational Program Grants: 2014 - Core & Supplemental

This cost center line contains specific grants to congregations funded either by restricted funds or specific supplemental sources. In the core budget, beneficiaries of specific trusts include: St. John's, Sharon (\$19,312); Christ Church, Plymouth (\$2,160); Emmanuel Church, West Roxbury (\$3,688); and Emmanuel Church, Boston (\$6,866). In the supplemental budget, the net of \$53,077 includes the final draw from the closed church proceeds (Malden) for use by St. John's, Saugus (\$43,077), and \$10,000 to St. Stephen's, Lynn for its KIDS in Community summer program.

Deaf Ministry Grants: 2015 - Core

This cost center represents a continuation, for the time being, of the deaf ministry grants program begun in 2011. The amount budgeted is a draw from the remainder of the diocesan agency fund that in previous years supported the St. Andrew's of the Deaf congregation in Natick, which closed in 2011. It has increased to \$8,000 reflecting increasing demand. The use of the proceeds from this closed congregation will be determined by Diocesan Council.

Sending Serving and House of Mercy Grants: 2021, 2022 - Core

Each of the 12 deaneries is charged with running a grants program to support outreach activities. Deanery assemblies set the criteria and determine awards. The amounts available to each deanery, funded by two specific diocesan funds, are \$4,000 for Sending Serving grants (open to any outreach activity) and \$2,540 for House of Mercy grants (requiring a focus on women and children in need).

Hispanic Ministries: 2031 - Core

The 2015 budget for this grant program to support Hispanic ministries in congregations is \$25,000. An additional \$10,000 pays for the Hispanic missionary.

Green Grants and Loans: 2052 – Together Now Campaign

The 2015 "green" grants and loan programs will be funded through the Together Now campaign (see page 42).

Spring Learning Event: 2112 - Core

The core budget for 2015 is \$5,000, with \$500 in participant fees, for a net expense of \$4,500.

Resource Day: 2113 - Core

The total cost of Resource Day is \$5,000, \$3,500 of which is offset by fees collected.

Workshops: 2131 - Core

The total cost of \$8,000 for the various workshops offered throughout the diocese, \$4,000 of which is offset by fees collected.

Antiracism: 2132 - Core

\$3,000 in this cost center reflects a new focus on antiracism activities.

Safe Church: 2133 - Core

A net of \$5,000 for trainings, online and in person, based on 2013 actuals.

Resource Center: 2151 - Core

\$500 to stock and renew the materials in the Resource Center staffed by the missionary for Christian education, formation and discipleship.

Consultants and Coaches: 2161 - Core

\$18,000 for congregational consultants and coaches and their compensation and expenses. They help with best practices in many areas including: finances, buildings, leadership and stewardship.

Congregational Resources and Training Support: 2200 - Core

Program support in this line has been allocated to other cost centers.

Congregational Support: 2211 - Core

Much of this total of \$9,000 is legal fees on various parish-related issues throughout the year as well as travel and hospitality for the congregational development team.

Program Support: 2221 - Core

A net of \$33,000 covers various workshop training programs as well as a grant to the Leadership Development Initiative.

Family Camp: 2222 - Supplemental

Family Camp is a break-even operation.

Committee Support: 2231 - Core

\$10,000 to provide hospitality and support for diocesan committees and continuing education for departmental staff.

Communications: 2311, 2312 - Core

The total budget is \$52,000, a reduction of \$25,000 which reflects expected spending and 2013 actuals. The cost of printing and mailing the FYI bulletin to those without e-mail is \$2,000.

**Congregational Resources & Training
2015 Core Budget**

	<u>Program Expenses</u>	<u>Compensation & Benefits</u>	<u>Operational & Support Svcs</u>	<u>Mgt and Prof Svcs</u>	<u>Revenue Offset</u>	<u>Total</u>
2013 Actuals						
CC2000 Congregational Resources & Training	-	391,913	-	-	-	391,913
CC2011 Cong Dev Open Grants	210,208	-	-	-	(1,000)	209,208
CC2012 Cong Dev Targeted Grants	47,688	-	-	-	-	47,688
CC2013 Bristol County Case Fund Grants	111,029	-	29	-	-	111,029
CC2015 Deaf Ministry Grants	4,900	-	-	-	-	4,900
CC2021 Sending Serving Grants	33,473	-	-	-	-	33,473
CC2022 House of Mercy Grants	25,180	-	-	-	-	25,180
CC2031 Hispanic Ministries	25,000	10,765	7	-	(167)	35,605
CC2111 Events	-	-	-	-	-	-
CC2112 Spring Learning Event	3,099	1,200	1,736	42	(2,824)	3,253
CC2113 Resource Day	9,913	450	2,500	27	(1,130)	11,760
CC2130 Events	-	485	-	-	-	485
CC2131 Workshops	1,723	-	387	24	(3,345)	(1,211)
CC2132 Anti-Racism	88	-	477	-	(2,800)	(2,235)
CC2133 Safe Church	-	5,763	2,526	7	(3,157)	5,139
CC2151 Resource Center	-	-	239	3	(50)	192
CC2161 Consultants and Coaches	-	11,950	6,578	-	-	18,528
CC2171 Practice Areas	14	350	152	-	-	516
CC2200 CRT Support	32,020	-	1,815	-	-	33,835
CC2211 Congregation Support	-	-	8,815	16,861	-	25,676
CC2221 Program Support	5,437	2,685	2,910	-	(2,420)	8,612
CC2231 Committee Support	128	-	4,384	-	-	4,512
CC2311 Diocesan Communications	1,393	3,233	25,133	-	(30,585)	(826)
CC2312 FYI Newsletter	-	-	1,770	-	-	1,770
Totals	511,264	428,794	59,458	16,964	(47,478)	969,002
2015 Budget						
CC2000 Congregational Resources & Training	-	437,559	-	-	-	437,559
CC2011 Cong Dev Open Grants	150,000	-	-	-	-	150,000
CC2012 Cong Dev Targeted Grants	60,000	-	-	-	-	60,000
CC2013 Bristol County Case Fund Grants	123,207	-	-	-	-	123,207
CC2014 Congregational Program Grants	32,826	-	-	-	-	32,826
CC2015 Deaf Ministry Grants	8,000	-	-	-	-	8,000
CC2021 Sending Serving Grants	48,000	-	-	-	-	48,000
CC2022 House of Mercy Grants	30,488	-	-	-	-	30,488
CC2031 Hispanic Ministries	25,000	10,000	-	-	(500)	35,000
CC2112 Spring Learning Event	3,000	1,000	2,000	-	(3,500)	2,500
CC2113 Resource Day	7,500	-	500	-	(4,000)	4,000
CC2131 Workshops	3,000	-	-	-	-	3,000
CC2132 Anti-Racism	-	4,000	2,500	-	(1,500)	5,000
CC2133 Safe Church	-	-	500	-	-	500
CC2151 Resource Center	-	1,000	16,500	-	-	18,000
CC2161 Congregational Consultants	500	-	-	-	-	500
CC2200 CRT Support	-	-	-	-	-	-
CC2211 Congregation Support	-	500	3,500	5,000	-	9,000
CC2221 Program Support	33,000	1,500	500	-	(2,000)	33,000
CC2231 Committee Support	-	-	10,000	-	-	10,000
CC2311 Diocesan Communications	-	-	50,000	-	-	50,000
CC2312 FYI Newsletter	-	-	2,000	-	-	2,000
Totals	528,521	455,559	88,000	5,000	(11,500)	1,069,598

**Congregational Resources & Training
2015 Supplemental Budget**

	<u>Program Expenses</u>	<u>Compensation & Benefits</u>	<u>Operational & Support Svcs</u>	<u>Mgt and Prof Svcs</u>	<u>Total Cost</u>	<u>Revenue offset</u>	<u>Use of Proceeds</u>	<u>BDF Grant</u>	<u>Net Cost</u>
2013 Actual									
CC2014 Congregational Program Grants	60,000	-	-	-	60,000	-	(50,000)	(10,000)	-
CC2215 Congregational Research Studies	-	10,800	4,424	-	15,224	-	-	-	15,224
CC2222 Family Camp	15,297	-	494	182	15,973	(18,634)	-	-	(2,661)
Totals	75,297	10,800	4,918	182	91,197	(18,634)	(50,000)	(10,000)	12,563
						Less Other Funding Sources			
						Revenue offset	Use of Proceeds	BDF Grant	Net Cost
2015 Budget									
CC2014 Congregational Program Grants	53,077	-	-	-	53,077	-	(43,077)	-	10,000
CC2222 Family Camp	16,500	-	2,200	200	18,900	(18,900)	-	-	13,900
Totals	69,577	-	2,200	200	71,977	(18,900)	(43,077)	-	10,000
									73,900

Strategic Ministries (see tables on pages 32 and 33)

The total 2015 budget for this area is \$2,432,505, with \$1,197,410 in the core budget and \$1,235,095 in the supplemental budget. The 2014 core budget total was \$1,238,994.

Strategic Ministries: 3000

Compensation in this area is allocated to the specific cost centers.

Youth Ministry: 3011, 3012 - Core

The core budget for the diocesan youth ministry includes the compensation and benefits for the director of youth ministry plus \$63,000 for program and support expenses, net of \$36,000 in fees collected. The Youth Leadership Academy is self-funded.

Life Together: 3056 - Core & Supplemental

Life Together is a year-long residential Christian formation program for young adults between the ages of 21 and 32. During their fellowship year, all Life Together fellows:

- Work for social justice in schools, nonprofit organizations and Episcopal churches across the diocese
- Pursue their own formation through a rigorous Christian formation curriculum centered around prayer, spiritual practice, skill-based leadership training and community building
- Live in intentional community with one another.

In the 2014-2015 program year, Life Together will host 26 young adults in five intentional communities across eastern Massachusetts:

- Micah Fellows are first-year fellows based in the greater-Boston area.
- Emmaus Fellows are second-year fellows based in the greater-Boston area. This cohort is focused on deepening the capacity of site partners and deepening the individual formation of the fellows.
- Esperanza Academy Teaching Fellows—This is a partnership between Life Together and Esperanza Academy, located in Lawrence, focused on training teachers and leaders who want to work for change through the education system. The Esperanza Academy Teaching Fellows teach classes, work and coach in the extended-day program of the school as well as joining the Boston fellows for monthly leadership trainings, and they live together in intentional community.
- South Coast Mission Hub Fellows—Funded by the Together Now campaign, this is an affiliate program partner with Life Together. The South Coast Mission Hub is a pilot project of the diocese to bring together local churches and engage them in common missional work. The fellows live in Fall River and work at nonprofit organizations and churches in the greater Fall River and New Bedford communities.

Funding:

Originally, the diocesan young adult intern program was fully funded by the diocese—including \$75,000 from the core budget. Supplemental resources, including external grants and contributions, and internal grants from Annual Fund proceeds and from the bishop's discretionary funds provided the bulk of additional funding.

Over the past four years, however, Life Together has built strong partnerships to secure substantial outside funding, resulting in a diverse and balanced funding structure. Including in-kind estimates, the total budget for the coming year is \$680,000. The plan for securing the needed revenue is:

- Site fees of \$245,000 (an average of \$9,500 per intern)
- External grants totaling \$95,000

- Annual fundraising campaign and event led by staff and fellows to net \$45,000
- Consulting fees totaling \$15,000
- Core budget contribution of \$75,000
- Supplemental budget contribution of \$135,000
- In-kind housing services worth \$70,000

Some of these revenue sources are more secure at this point than others, and this is noted by posting some of the Life Together revenue as base supplemental revenue.

Housing:

In the 2014-2015 program year, one intentional community will continue to be housed in a diocesan property (40 Prescott Street in Brookline). Since this is a year-to-year arrangement and since the total number of interns can change, for the purpose of understanding the cost model of the Life Together program, this budget includes the in-kind value of housing provided this year by diocesan property.

Life Together is continuing a partnership with the Episcopal Chaplaincy at Harvard University (where the other seven first-year Micah Fellows will live this fall). Additionally, Life Together is a partner of the redevelopment project at the former St. Luke's and St. Margaret's Church in Allston—alongside Episcopal City Mission, the Boston University Chaplaincy, Episcopalians for Global Reconciliation, the Leadership Development Initiative and Still Harbor. As a part of this project, the Life Together Emmaus Fellows live in the former rectory of St. Luke's and St. Margaret's.

The Esperanza Teaching Fellows live in a house owned by Esperanza Academy, and the South Coast Mission Hub Fellows live in the rectory owned by the Church of the Holy Spirit in Fall River.

MIT Campus Ministry: 3111 - Core & Supplemental

The MIT campus ministry cost center budget provides for salary, expenses and benefits for a full-time chaplain (\$117,206) plus program expenses of \$7,000. The ministry may raise additional funds through the MIT development office. A restricted fund provides \$3,108.

Boston University Campus Ministry: 3121 - Core

The Boston University campus ministry cost center budget provides for salary, expenses and benefits for a half-time chaplain (\$50,291) plus program expenses of \$7,000.

Boston College-Northeastern University Campus Ministries:

3131, 3136, 3141 - Core

One chaplain splits her time between the Boston College and Northeastern campuses, and the shared cost center, 3136, provides for the salary, expenses and benefits (\$109,932). Each of these campus ministry programs is allotted \$7,000 for program support.

Tufts University Ministry: 3171 - Core

\$8,000 supplements the compensation for the Protestant chaplain, an Episcopalian, at Tufts University.

Grace Chapel, Brockton: 3221 – Supplemental

Funding for the ministry in Brockton continues to come from assets held by the former congregation. A congregation, Grace Chapel, which worships and has office space in the First Lutheran Church in Brockton, draws on those funds. Additional funding comes from the proceeds of the sales of the property there to pay the full-time compensation for its priest. Bishop Cederholm and a committee continue to discern what shape the ministry in Brockton is taking.

Continuing Grants for Congregations: 3231, 3241, 3251 - Core

Level funding is provided in the 2015 budget for grants directly to congregations to help pay their clergy, as follows: San Lucas/St. Luke's, Chelsea, \$66,000; and San Juan/Christ Church, Hyde Park, \$44,000; and for the compensation and benefits paid directly to the vicar at St. Stephen's Church, Boston (\$125,088).

Cantonese Congregations: 3311, 3321 - Core & Supplemental

The core budget provides the full compensation and benefits support for the canon for Asiamerican ministries in cost center 3311 (\$87,854). The two Cantonese congregations raise additional funds for their ministries through contributions and grants (projected at \$50,000). These revenues and the activities funded through them are reflected in the supplemental budget lines for these two cost centers.

St. Mary's, Dorchester: 3331 - Core & Supplemental

\$50,000 to support part of a full-time clergy salary for 2015.

Hispanic Ministry in Salem: 3341 - Core

The \$70,000 grant in the 2015 core budget (a \$5,000 decrease from 2014) will help the San Pedro/St. Peter's congregation, both Hispanic and Anglo, to follow its strategic plan that would have it increasingly viable over the next five years.

Grace Church, Lawrence: 3351 - Core

The \$65,000 grant in the 2015 core budget (a \$5,000 decrease from 2014) supports part of the salary of a Hispanic priest who ministers to all members of the congregation. Grace has been asked to develop a strategic plan.

Church of the Good Shepherd, Watertown: 3361 - Supplemental

At Bishop Shaw's behest, the parishioners at Good Shepherd have developed a long-range plan to develop a center for family ministry as a model for church restarts. A grant of \$60,000 to support part of a clergy salary in the 2015 budget, funded in the supplemental budget through the proceeds from the sale of church buildings.

Urban Residents: 3411 - Core & Supplemental

The Urban Residents program places newly ordained clergy in urban parishes for three-year terms, with experienced mentors who help to train the next generation of skilled urban clergy. In 2015 the core budget will fund a full-time Resident. A quarter-time Resident will be funded through the supplemental budget from Annual Fund contributions.

African Ministries: 3431 - Core

The budget for grants to African congregations is level funded at \$25,000 in 2015.

Jubilee Ministry: 3511 - Core & Supplemental

The core budget shows a renewed commitment of 0.7% of the core budget to the Jubilee Ministry, set at \$45,000; \$32,846 from prior year fundraising was available in 2014 through the core budget.

Committee on Palestine and Israel: 3531 - Core

Trips led by Bishop Gayle Harris to Palestine and Israel break even (\$40,000). An additional \$1,000 funds the expenses of the committee.

B-SAFE: 3541 - Supplemental

The B-SAFE program is an important outreach and partnership opportunity for more than 50 participating congregations, including five host churches and the Epiphany School. As a separate 501(c)(3), B-SAFE has its own set of financial controls and development efforts. For 2015 the program is budgeted a diocesan contribution of \$225,000 from the supplemental budget, of which \$125,000 will be funded through the Annual Fund and \$100,000 funded through the grants from the bishop's discretionary funds.

B-PEACE for Jorge: 3545 – Supplemental

Established by Diocesan Convention 2012 in response to the murder of Jorge Fuentes and other acts of violence across the nation, the Jorge Fuentes Antiviolence Task Force and its B-PEACE for Jorge Campaign is funded at \$50,000 from the Annual Fund and other contributions. One part-time staff person and volunteers from across the diocese, as well as interfaith and civic partners, are committed to the campaign's projects to help end violence.

Mission Through Partnerships: 3551 – Core

\$6,000 to support the travel costs of volunteer missionaries, a decrease from 2014 to reflect the 2013 actuals.

The Cathedral: The Crossing; and Cathedral Ministry with the Homeless: 3911 - Supplemental
A \$65,000 grant is budgeted from the supplemental budget to support the work of the Thursday night emergent church congregation at the Cathedral Church of St. Paul and to support work with the homeless by the cathedral's associate minister. It is the responsibility of the Cathedral Chapter to decide how the grant is distributed.

Barbara C. Harris Center: 3921 – Core

\$1,768 grant will be given out of a restricted fund.

Episcopal City Mission: 3931 - Core

The budget continues the longstanding commitment to Episcopal City Mission's Burgess Urban Fund with a level-funded \$30,000 grant.

United Thank Offering: 3952 - Core

This funding is restricted for the support of the Native American Lillian Vallely School in Idaho.

**Strategic Ministries
2015 Core Budget**

	<u>Program Expenses</u>	<u>Compensation & Benefits</u>	<u>Operational & Support Svcs</u>	<u>Mgt and Prof Svcs</u>	<u>Revenue Offset</u>	<u>Transfers</u>	<u>Total</u>
2013 Actuals							
CC3011 Youth Ministry	57,708	87,792	9,272	259	(29,387)	(15,000)	110,644
CC3012 Youth Leadership Academy	19,857	-	19,264	-	(44,808)	-	(5,687)
CC3056 Life Together	-	-	-	-	(4,414)	181,584	177,170
CC3111 MIT	730	169,780	2,802	3,825	-	-	177,137
CC3121 Boston University	170	45,561	5,499	-	-	-	51,230
CC3131 Boston College	3,802	2,042	2,002	-	-	-	7,846
CC3136 BC/NU Combined	2,830	110,366	4,290	-	-	-	117,486
CC3141 Northeastern	-	1,909	-	-	-	-	1,909
CC3171 Tufts University Ministry	8,000	-	-	-	-	-	8,000
CC3231 Chelsea, St Lukes/San Lucas	66,000	-	-	-	-	-	66,000
CC3241 Hyde Park, Christ Church/San Juan	33,000	-	-	-	-	-	33,000
CC3251 South End, St Stephen's	-	132,583	-	-	-	-	132,583
CC3311 Boston Cantonese Congregation	-	86,310	-	-	-	-	86,310
CC3341 Salem, San Pedro	80,000	-	-	-	-	-	80,000
CC3351 Lawrence, Grace Church	72,000	-	-	-	-	-	72,000
CC3411 Urban Residents	75,000	-	-	-	-	-	75,000
CC3431 African Ministries	20,000	-	-	-	-	-	20,000
CC3511 Jubilee Global Mission	-	-	-	-	-	-	-
CC3551 Mission Through Partnerships	239	26	5,747	-	(1,330)	-	4,682
CC3931 Episcopal City Mission	30,000	-	-	-	-	-	30,000
CC3952 UTO/American Indians/CHS	1,184	-	-	-	-	-	1,184
Totals	470,520	636,369	48,876	4,084	(79,939)	166,584	1,246,494

	<u>Program Expenses</u>	<u>Compensation & Benefits</u>	<u>Operational & Support Svcs</u>	<u>Mgt and Prof Svcs</u>	<u>Revenue Offset</u>	<u>Transfers</u>	<u>Total</u>
2015 Budget							
CC3011 Youth Ministry	72,000	103,796	29,000	-	(36,000)	-	168,796
CC3012 Youth Leadership Academy	20,000	-	20,000	-	(40,000)	-	5,000
CC3056 Life Together	-	-	-	-	-	75,000	75,000
CC3111 MIT	-	117,206	7,000	-	-	(3,108)	121,098
CC3121 Boston University	-	50,291	7,000	-	-	-	57,291
CC3131 Boston College	-	-	7,000	-	-	-	7,000
CC3136 BC/NU Combined	-	-	-	-	-	-	8,000
CC3141 Northeastern	-	109,932	-	-	-	-	109,932
CC3171 Tufts University Ministry	-	-	7,000	-	-	-	7,000
CC3231 Chelsea, St Lukes/San Lucas	8,000	-	-	-	-	-	8,000
CC3241 Hyde Park, Christ Church/San Juan	66,000	-	-	-	-	-	66,000
CC3251 South End, St Stephen's	44,000	-	-	-	-	-	44,000
CC3311 Boston Cantonese Congregation	-	125,088	-	-	-	-	125,088
CC3331 Dorchester, St. Mary's	-	87,854	-	-	-	-	87,854
CC3341 Salem, San Pedro	70,000	-	-	-	-	-	70,000
CC3351 Lawrence, Grace Church	65,000	-	-	-	-	-	65,000
CC3411 Urban Residents	75,000	-	-	-	-	-	75,000
CC3431 African Ministries	25,000	-	-	-	-	-	25,000
CC3511 Jubilee Global Mission	45,000	-	-	-	-	-	45,000
CC3531 Committee on Palestine and Israel	-	-	41,000	-	(40,000)	-	1,000
CC3551 Mission Through Partnerships	6,000	-	-	-	-	-	6,000
CC3921 Barbara C Harris Center	1,768	-	-	-	-	-	1,768
CC3931 Episcopal City Mission	30,000	-	-	-	-	-	30,000
CC3952 UTO/American Indians/CHS	1,583	-	-	-	-	-	1,583
Totals	529,351	594,167	118,000	-	(116,000)	71,892	1,197,410

**Strategic Ministries
2015 Supplemental Budget**

2013 Actuals	Program Expenses	Compensation & Benefits	Operational & Support Svcs	Mgt and Prof Svcs	Transfers	Total Cost	Revenue Offset	Annual Fund	BDF Grants	Use of Proceeds	Net Cost
CG3011 Youth Ministry	-	-	-	-	15,000	15,000	-	(15,000)	-	-	-
CG3056 Life Together	15,178	375,167	147,560	3,100	(181,584)	359,421	(315,889)	(105,500)	-	(7,500)	(69,468)
CG3231 Chelsea St. Lukes / Sm. Lucas	82,021	-	-	21,309	-	103,330	-	-	-	-	103,330
CG3111 Boston Cantonese Congregation	-	-	-	-	-	-	-	-	-	-	-
CG3221 Quincy Cantonese Congregation	70,000	-	-	-	-	70,000	-	-	-	(70,000)	-
CG3361 Watertown, Good Shepherd	70,000	-	-	-	-	70,000	-	(37,500)	-	(37,500)	(5,000)
CG3411 Urban Residents	38,107	12,073	8,639	-	-	58,819	(9,209)	-	-	-	49,610
CG3511 Jubilee Ministry	225,000	-	-	-	-	225,000	-	(100,000)	(125,000)	-	-
CG3541 B-SAFE	-	-	915	10	-	925	(1,247)	-	-	-	(322)
CG3545 B-PEACE	60,000	-	252	-	-	60,252	-	-	(60,000)	-	252
CG3911 Cathedral Church of St Paul	560,306	387,240	157,366	24,419	(166,584)	962,747	(326,345)	(258,000)	(185,000)	(115,000)	78,402
Totals											

2015 Budget	Program Expenses	Compensation & Benefits	Operational & Support Svcs	Mgt and Prof Svcs	Transfers	Total Cost	Revenue Offset	Less Other Funding Sources Annual Fund	BDF Grants	Use of Proceeds	Net Cost
CG3056 Life Together	42,900	458,911	181,340	12,000	(75,000)	620,151	(261,000)	-	-	-	359,151
CG3111 MIT	-	-	-	-	3,108	3,108	-	-	-	-	3,108
CG3221 Brockton, Grace Chapel	-	93,086	-	-	-	93,086	-	-	-	-	93,086
CG3311 Boston Cantonese Congregation	10,000	-	40,000	-	-	50,000	-	-	-	-	88,000
CG3331 Dorchester St. Mary's	50,000	-	-	-	-	50,000	-	-	-	-	50,000
CG3361 Watertown, Good Shepherd	60,000	-	-	-	-	60,000	-	-	-	-	70,000
CG3411 Urban Residents	18,750	-	-	-	-	18,750	-	-	-	-	30,000
CG3511 Jubilee Global Mission	225,000	-	-	-	-	225,000	-	-	-	-	32,846
CG3541 B-SAFE	35,000	15,000	-	-	-	50,000	-	-	-	-	225,000
CG3545 B Peace	65,000	-	-	-	-	65,000	-	-	-	-	60,000
CG3911 Cathedral Church of St Paul	506,650	566,997	221,340	32,000	(71,892)	1,235,095	(261,000)	-	-	-	974,095
Totals											

Episcopal and Diocesan Support (see tables on pages 36 and 37)

The total 2015 budget for this area is \$2,371,555, with \$2,183,716 in the core budget and \$187,839 in the supplemental budget. The 2014 core budget total was \$2,104,461.

Area Staff and Expenses: 4000 - Core

This line includes two positions, one of which is being restructured. (See roster on page 53.) Note that the part-time archivist position is currently vacant and ably administered by a volunteer. The half-time project director of global mission is being funded from the Together Now campaign mission tithe to oversee and support congregations and their partners outside the diocese as they develop and maintain collaborative mission work, either on their own or with Mission Tithe Grant money.

Diocesan Leadership Team: 4011, 4012, 4014 - Core

These three cost center codes carry the compensation for the diocesan bishop, the bishop suffragan and the canon to the ordinary, and their expense budgets. The bishop suffragan and canon to the ordinary expense lines have been increased to reflect 2013 actuals.

Assisting Bishops: 4021 - Core

This cost center code carries assisting bishop Bud Cederholm's compensation and supporting expenses.

New Bishop Transition Reserve: 4023 – Core

It is important to create a long-term fund to help pay for the costs associated with the discernment, election and transition components of this process. Diocesan Council's goal is to contribute \$50,000 per year out of the core budget to build this reserve. For 2015, \$10,000 has been set aside while Council explores other ways to fund this reserve.

Chancellor: 4031 - Core

This line is budgeted at \$1,500, with every effort made to assign legal costs to the specific cost center(s).

Title IV: 4061 - Core

Canonical clergy disciplinary process, budgeted at \$12,000 for 2015.

Diocesan Leadership Budgeted Reserve: 4099 - Core

The entire budgeted amount of \$187,624 for 2015 represents funding for potential contingencies, potential staff compensation increases and funding for vacant staff positions.

Diocesan Council: 4111; Standing Committee: 4121; Diocesan Youth Council: 4131 - Core

The 2015 amounts budgeted for these leadership bodies are \$7,500 for Diocesan Council; \$2,000 for Standing Committee; and \$4,500 for the Diocesan Youth Council.

Diocesan Convention: 4141 - Core

The \$50,000 net costs budgeted for 2015 assume a two-day convention.

Journals and Diocesan Directory: 4151 - Core

This line is level-funded at \$11,000.

Archives: 4211 - Core

This line is funded primarily by spending policy draws from four restricted funds, which total \$13,600. In 2015, it may become necessary to hire a part-time archivist to work alongside our longtime volunteer. Potential compensation is in cost center 4099.

Massachusetts Council of Churches: 4251 - Core

Our contribution to the Massachusetts Council of Churches is level-funded at \$50,000.

Development Office: 4311- Core and Supplemental

Since 2009, the staff of the Office of Development has been funded in the supplemental budget, through a grant from the Bishop's Discretionary Fund. A portion of the cost of the development staff's compensation and benefits are allocated to the Together Now campaign based on actual experience. Staff compensation and benefits total approximately \$136,839. In addition, we have allocated approximately \$58,000 of compensation costs to the Together Now campaign. The work of the Office of Development, through the Annual Fund appeals, directed development efforts on behalf of specific ministries, external grant applications, planned giving and the Together Now campaign are essential to the long-term viability of the diocesan mission strategy. In 2015 it may become necessary to hire an annual fund director.

Annual Fund: 4312 - Supplemental

Projected expenses for 2015 are \$26,000 based on 2013 actuals.

General Convention: 4411 - Core

To prepare for the expenses of sending a delegation to the Episcopal Church's triennial General Convention in 2015, \$16,000 will be accrued each year.

Province I Assessment: 4421 - Core

Our diocese's contribution is \$16,179. We are no longer asked for an additional \$3,000 to support the province's energy stewardship minister.

Episcopal Church Asking: 4431 - Core

Our diocese's contribution to the work of the wider church is \$966,308, \$45,000 higher than the 2014 asking.

**Episcopal and Diocesan Support
2015 Core Budget**

	<u>Program Expenses</u>	<u>Compensation & Benefits</u>	<u>Operational & Support Svcs</u>	<u>Mgt and Prof Svcs</u>	<u>Revenue Offset</u>	<u>Transfers</u>	<u>Total</u>
2013 Actual							
CC4000 Episcopal and Diocesan Support	-	117,718	-	-	-	-	117,718
CC4011 Diocesan Bishop	12,564	225,011	52,846	10	(10)	-	290,421
CC4012 Suffragan Bishop 1	-	176,010	31,560	4	-	-	207,574
CC4014 Canon to the Ordinary	-	180,294	14,756	-	-	-	195,050
CC4021 Assisting Bishops	500	38,509	9,829	(40)	-	-	48,798
CC4022 Retired Bishops	-	-	154	-	-	-	154
CC4031 Chancellor	-	-	-	1,249	-	-	1,249
CC4061 Title IV	-	-	1,016	16,713	-	-	17,729
CC4099 Diocesan Leadership Budgeted Reserve	500	-	-	175	-	-	675
CC4111 Diocesan Council	17	-	6,055	600	-	-	6,672
CC4121 Standing Committee	-	-	3,126	-	-	-	3,126
CC4131 Diocesan Youth Council	4,384	-	147	-	-	-	4,531
CC4141 Convention	35	459	33,124	201	(9,630)	-	24,189
CC4151 Journals and Diocesan Directory	-	-	10,051	-	-	-	10,051
CC4211 Archives	-	5,366	1,133	140	(12)	-	6,627
CC4251 Mass Council of Churches	50,000	-	-	-	(540)	-	49,460
CC4411 General Convention	-	-	16,000	-	-	-	16,000
CC4421 Province I Assessment and Program	19,454	-	1,485	-	-	-	20,939
CC4431 The Episcopal Church Assessment	949,645	-	-	-	-	-	949,645
Totals	1,037,099	743,367	181,282	19,052	(10,192)	-	1,970,608

	<u>Program Expenses</u>	<u>Compensation & Benefits</u>	<u>Operational & Support Svcs</u>	<u>Mgt and Prof Svcs</u>	<u>Revenue Offset</u>	<u>Transfers</u>	<u>Total</u>
2015 Budget							
CC4000 EPISCOPAL AND DIOCESAN SUPPORT	-	146,413	-	-	-	-	146,413
CC4011 Diocesan Bishop	8,000	227,536	50,000	-	-	-	285,536
CC4012 Suffragan Bishop 1	-	172,112	28,000	-	-	-	200,112
CC4014 Canon to the Ordinary	-	165,944	12,000	-	-	-	177,944
CC4021 Assisting Bishops	-	20,000	4,000	-	-	-	24,000
CC4023 Bishop Elections	-	-	10,000	-	-	-	10,000
CC4031 Chancellor	-	-	-	1,500	-	-	1,500
CC4061 Title IV	-	-	2,000	10,000	-	-	12,000
CC4099 Diocesan Leadership Budgeted Reserve	-	132,624	25,000	30,000	-	-	187,624
CC4111 Diocesan Council	-	-	7,500	-	-	-	7,500
CC4121 Standing Committee	-	-	2,000	-	-	-	2,000
CC4131 Diocesan Youth Council	4,500	-	-	-	-	-	4,500
CC4141 Convention	1,200	1,000	58,600	200	(11,000)	-	50,000
CC4151 Journals and Diocesan Directory	-	10,500	11,000	200	(600)	-	11,000
CC4211 Archives	-	-	3,500	200	-	-	13,600
CC4251 Mass Council of Churches	50,000	-	-	-	-	-	50,000
CC4261 Ecumenical Committee	-	-	1,500	-	-	-	1,500
CC4311 Development	-	-	-	-	-	-	-
CC4411 National General Convention	-	-	16,000	-	-	-	16,000
CC4421 Province I Assessment and Program	16,179	-	-	-	-	-	16,179
CC4431 The Episcopal Church Assessment	966,308	-	-	-	-	-	966,308
Totals	1,046,187	876,129	231,100	41,900	(11,600)	-	2,183,716

**Episcopal and Diocesan Support
2015 Supplemental Budget**

2013 Actual	Program Expenses	Compensation & Benefits	Operational & Support Svcs	Mgt and Prof Svcs	Revenue Offset	Total	BDF Grants	Net Cost
	CC4011 Diocesan Bishop	-	-	-	-	-	-	-
	CC4012 Suffragan Bishop	-	63,383	-	(44,364)	19,019	-	19,019
	CC4099 Diocesan Leadership Budgeted Reserve	-	-	-	-	-	-	-
	CC4311 Development	446	222,371	3,802	-	245,134	(250,000)	(4,866)
	CC4312 Annual Fund	-	405	59	-	38,055	-	38,055
	CC4313 Planned Giving	-	113	-	-	113	-	113
	Totals	446	222,889	119,489	(44,364)	302,321	(250,000)	52,321
2015 Budget								
	CC4011 Diocesan Bishop	-	-	-	-	-	-	9,000
	CC4012 Suffragan Bishop	-	-	-	-	-	-	17,000
	CC4311 Development	-	136,839	24,000	1,000	161,839	-	161,839
	CC4312 Annual Fund	-	-	26,000	-	26,000	-	26,000
	Totals	-	136,839	50,000	1,000	187,839	-	187,839
								194,941

Administrative Services (see table on page 39)

The total 2015 budget for this area is \$1,359,784, all from the core budget. The 2014 core budget total was \$1,247,501.

Administrative Services: 5000 - Core

This area has six staff positions within it (see roster on page 53) and a \$10,000 reserve.

Treasurer's Office: 5011 - Core

This cost center has been consolidated since 2014. It includes support expenses of \$42,500 (office supplies, licenses, dues) along with outside service fees, including the auditors, totaling \$85,300. The cost center overall shows a net inflow, as the Treasurer's Office receives \$97,000 in fee income for financial and administrative services provided. The largest sources of fee income are the Cathedral Church of St. Paul (\$63,000) and the Trustees of Donations (\$34,000). In addition, the administrative services area receives \$25,000 per year from the Stokes Fund program to cover administrative costs associated with the loan program (see cost center 5511).

Human Resources: 5021 - Core

Since August of 2012, we have utilized the expertise of outside HR consultants to help us understand our future needs and to work with us to shore up various internal personnel policies. In 2015, our plan is to hire an HR director and use consultants to supplement this vital function as needed. We have appropriated \$2,200 to HR for support and \$20,000 for the consultants. The HR director compensation is included in cost center 5000.

Information Technology: 5031 - Core

The costs in this area cover important aspects of our operations including networking, software and hardware, internet, telephone and conferencing, and office equipment. These costs are partially offset by fees received from the Cathedral Church of St. Paul (\$40,200).

Risk Management: 5041 - Core

This amount is raised to \$70,600, based on projections related to the cost of insurance.

Investments: 5051 - Core

State Street receives a quarterly fee for the administration of a pooled income fund (estimated market value under \$150,000) for making the required distributions to the beneficiaries and tax reporting. The projected annual cost for 2015 is \$5,600.

Boston, 138 Tremont Street: 5111 - Core

Included in this budget cost center is \$441,600 for payment in lieu of rent to the Cathedral Church of St. Paul and approximately \$69,000 for office repairs and maintenance.

Brookline, 40 Prescott Street: 5121 - Core

Cost of maintaining this property is budgeted at \$20,000.

Allston property: 5125 - Core

The property reverted back to the diocese in 2009 after the Church of St. Luke and St. Margaret closed. The diocese has been paying for its upkeep ever since from the core budget. In 2012, Bishop Shaw convened a committee to discern the feasibility and formulation of a strategic plan for an alternative use for this property. The core budget allocation for this property to \$35,000 in 2015, up from \$20,000 in 2014, reflects 2013 actuals.

Diocesan Properties: 5141 - Core

This cost center includes \$18,000 for a consultant on the status and sales of diocesan properties and \$10,000 for a reserve for building improvements.

Services to Stokes Loan: 5511 - Core

This amount, which covers the cost to administer the diocese's revolving loan fund, is now found in cost center 5011.

**Administrative Services
2015 Core Budget**

	<u>Program Expenses</u>	<u>Compensation & Benefits</u>	<u>Operational & Support Svcs</u>	<u>Mgt and Prof Svcs</u>	<u>Revenue Offset</u>	<u>Total</u>
2013 Actual						
CC5000 Administrative Services	-	489,111	-	-	(5,000)	484,111
CC5011 Treasurer's Office	-	-	44,676	87,297	(97,000)	34,973
CC5021 Human Resources	-	-	446	81,435	-	81,881
CC5031 Information Technology	-	-	75,037	-	(40,200)	34,837
CC5041 Risk Management	-	-	-	70,425	-	70,425
CC5051 Investments	-	-	-	5,570	-	5,570
CC5111 Boston, 138 Tremont Street	-	-	509,645	-	-	509,645
CC5121 Brookline, 40 Prescott Street	-	20,978	7,806	-	-	28,784
CC5125 Allston property	20,831	42,686	63,546	36,085	(67,000)	96,148
CC5511 Services to Diocesan Loan Program	-	-	-	-	(30,000)	(30,000)
Totals	20,831	552,775	701,156	280,812	(239,200)	1,316,374

	<u>Program Expenses</u>	<u>Compensation & Benefits</u>	<u>Operational & Support Svcs</u>	<u>Mgt and Prof Svcs</u>	<u>Revenue Offset</u>	<u>Total</u>
2015 Budget						
CC5000 ADMINISTRATIVE SERVICES	-	637,059	10,000	-	-	647,059
CC5011 Treasurer's Office	-	3,600	42,500	85,300	(122,000)	9,400
CC5021 Human Resources	-	-	2,225	8,000	-	10,225
CC5031 Information Technology	-	-	75,000	-	(40,200)	34,800
CC5041 Risk Management	-	12,000	-	70,600	(12,000)	70,600
CC5051 Investments	-	-	-	5,600	-	5,600
CC5111 Boston, 138 Tremont Street	-	-	499,100	-	-	499,100
CC5121 Brookline, 40 Prescott Street	-	-	20,000	-	-	20,000
CC5125 Allston property	-	-	35,000	-	-	35,000
CC5141 Diocesan properties	-	18,000	10,000	-	-	28,000
CC5511 Services to Stokes Loan	-	-	-	-	-	-
Totals	-	670,659	693,825	169,500	(174,200)	1,359,784
						1,247,501

Proceeds from Closed Congregations: Additional Information

The following congregations have closed in recent years:

- St. George's Church, Maynard - 2006
- Church of the Holy Trinity, Marlborough - 2008
- St. Luke's Church, Malden - 2008
- St. Andrew's Church, Belmont - 2008
- Church of St. Matthew and The Redeemer, South Boston - 2008
- St. Alban's Church, Lynn - 2009
- St. Augustine's Church, Lawrence - 2009
- St. David's Church, Halifax - 2009
- St. Paul's Church, Brockton - 2010
- St. Luke's and St. Margaret's Church, Allston - 2010
- St. Paul's Church, Millis - 2010
- St. Andrew's Church of the Deaf, Natick - 2011
- Trinity Church, Weymouth - 2013
- Christ Church, Somerville - 2013
- St. David's Church, Pepperell - 2013

In the transition surrounding a church closing, diocesan staff provide support and services of all kinds. At the end of the closing process, the remaining assets are transferred to the diocese, for the Diocesan Council to allocate. In February 2011, the council created a new Fund for Congregational Vitality from 50% of the net proceeds for the above congregations (except Brockton). The remaining 50% has been available for distribution by the council. In early 2013, Diocesan Council approved the appropriation of up to \$1.2 million from the remaining 50% of the uncommitted net proceeds to go toward a renovation project at St. Luke's/San Lucas in Chelsea for its feeding and clothing programs. As of Aug. 31, 2014, \$705,260 has been disbursed. In 2014, Diocesan Council implemented a streamlined application process to discern how best to distribute proceeds for the ministry of our diocese. The new process offers increased transparency by posting the proposals and Diocesan Council's decisions on the diocesan Web site.

The table on page 41 shows status of the proceeds for 12 of the closed congregations:

- Proceeds**—Gross revenue from sales, or in the case of Natick, a transfer of endowment
- Direct Costs**—Brokerage fees, if any; legal and zoning; preparing the property for market; past-due assessments and loans; staff and archive costs
- Net Proceeds**—Direct costs subtracted from proceeds
- Net Margin on Proceeds**—The percentage of the proceeds available after costs
- 50% of Net Proceeds**—50% of the net proceeds is sent to the Fund for Congregational Vitality; the other 50% is available for the stewardship process
- Designated or expended to date**—In advance of the stewardship process, Diocesan Council allocated some of the proceeds as follows:
 - Malden: \$261,154 to help fund a clergy salary at St. John's Church, Saugus, where a majority of the Malden congregation now worships
 - Belmont: \$289,894 to help fund a clergy salary, interns and program at the Church of the Good Shepherd, Watertown, an experiment in building family ministry, and to fund half an urban resident grant at St. James's Church, Cambridge
 - South Boston: \$527,832 to St. Mary's Church, Dorchester, at the request of the closing church and the deanery, for building repair, and to pay for half of the cost of an urban resident
- Available**—The remaining balance of the 50% currently available for distribution by Council.

The net proceeds from St. Paul's Church, Brockton are currently outside the stewardship process. The St. David's, Pepperell property is currently on the market.

Together Now Campaign: Additional Information

Together Now, a \$20-million diocesanwide fundraising campaign, officially began with approval of the 2011 Diocesan Convention, offering a vital and living expression of the mission strategy of the diocese. Its array of initiatives intend to build up congregational life and mission through collaboration and by expanding the reach of already successful diocesan programs in five broad areas: \$2 million as a tithe for global mission work; \$2 million for environmental stewardship through “green” grants and loans; \$4.5 million to create regional mission hubs and a Mission Institute (the latter a collaboration with Episcopal City Mission and Episcopal Divinity School); \$7.5 million for ongoing and expanded ministry programs with children, youth and young adults, including the Barbara C. Harris Camp and Conference Center; and \$4 million for renovations to the Cathedral Church of St. Paul to make it more accessible, more energy efficient and better configured to both host and model innovative worship, ministry and public witness.

In addition, congregations were invited to partner with the diocesan effort by participating in collaborative campaigns. These joint campaigns enabled congregations to grow their already successful ministries or invest in infrastructure or endowment. Participating congregations received professional counsel and returned 30% of the funds raised to the diocesan effort, while keeping 70% for their local priorities.

Formal fundraising concluded in 2013, and by all accounts the endeavor was a rousing success—a testament to the generosity of Episcopalians offering witness to God’s bounty in their lives.

Campaign highlights:

- 100% of the congregations of the diocese elected to participate.
- Nearly 4,000 individual gifts and pledges have been offered.
- Just more than \$20 million was raised for diocesan campaign initiatives.
- An additional \$11.8 million has been raised by 39 local collaborative campaigns, bringing the total raised across the diocese to just under \$32 million.

Highlights as of Sept. 9, 2013

	<u># of Pledges</u>	<u>Pledge Totals</u>
Leadership giving	259	\$ 11,664,816
Collaborative Campaigns		
39 parish collaborative campaigns	1,984	\$ 16,604,879
Less: parishes share of pledge (70%)		\$ (11,623,415)
Less: parish adjustments		<u>\$ (248,302)</u>
Diocesan share of collaborative campaign		4,733,162
48 campaigns through in-pew collections	1,613	1,759,430
Tithes and other gifts offered from parish-run campaigns	13	1,055,400
Other parish pledges	<u>67</u>	<u>837,018</u>
 Total Diocesan share of pledges		 20,049,826
 Plus: parish share of collaborative campaign		 <u>11,871,717</u>
 Total pledges - Diocesan and parish share	 3,936	 <u><u>\$ 31,921,543</u></u>

The July 31, 2014, cash flow chart on page 44 reflects the collections of pledges and contributions from individuals and congregations, designated gifts as well as unrestricted gifts. An amount of \$4,972,165 has been returned to collaborative campaign parishes. Expenses fall into two categories: "Direct Campaign Expenses" which reflect money spent on the implementation of the campaign initiatives and "Other Expenses" which are costs associated with fundraising: consultations, fees and expenses. Under "Direct Campaign Expenses," the funds designated to the Barbara C. Harris Camp and Conference Center are included in the Youth and Young Adult column. Likewise, the Cederholm Cottage falls under the Camp and Conference Center column. Now that construction is underway, the Cathedral Church of St. Paul has received its campaign payments in full. Under "Other Expenses," the total amount spent on direct fundraising costs is slightly above 10% of the total raised for the diocesan portion, but when compared to the total raised across the diocese (approximately \$32 million), the percentage is a very favorable 7.3%.

It is worth noting that at roughly the halfway point of this five-year pledge payment period, we have received just over half of the total amount pledged. We hope that, as people continue to see these funds expended for God's mission across the diocese and beyond, they will continue to faithfully fulfill their pledge commitments.

Together Now Campaign
Cash Basis Revenues and Expenses
July 31, 2014

	<u>General Restriction</u>	<u>Mission Tithe</u>	<u>Environmental Initiatives</u>	<u>Mission Hubs</u>	<u>Mission Institute</u>	<u>Y&Y Adults</u>	<u>Cathedral Renovations</u>	<u>Total</u>
Revenues								
Leadership Gifts	6,902,532	-	-	346,966	186,500	392,653	567,333	8,395,984
Collaborative Gifts from parishes (100% gross)	7,439,505	104	-	(50)	-	17,500	-	7,457,059
In pew collections	871,735	-	-	-	-	-	-	871,735
Interest Income	1,684	-	-	-	-	-	-	1,684
Gross Revenue	15,215,456	104	-	346,916	186,500	410,153	567,333	16,726,462
Less payments to collaborating parishes to date (70%)	(4,972,165)	-	-	-	-	-	-	(4,972,165)
Net Revenues	10,243,291	104	-	346,916	186,500	410,153	567,333	11,754,297
Direct Expenses								
Compensation and benefits (Program Staff)	572,642	49,259	-	405,970	108	-	44	1,028,023
Direct Campaign Expenses, non compensation	200	658,975	510,807	269,494	267,268	1,045,000	3,850,000	6,601,744
Direct Program Expenses	1,304	321	1,878	5,362	-	-	-	8,865
Total Direct Expenses	574,146	708,555	512,685	680,826	267,376	1,045,000	3,850,044	7,638,632
Other Expenses								
Compensation and benefits (Indirect Staff)	167,949	-	-	-	-	-	-	167,949
Operating and staff support	328,600	8,585	3,221	64,279	118	36	-	404,839
Technology costs	3,479	-	-	3,613	-	-	-	7,092
Facilities and other services	22,620	-	-	7,096	-	-	-	29,716
Management and professional services	1,808,409	-	-	37,181	-	-	-	1,845,590
Total Other Expenses	2,331,057	8,585	3,221	112,169	118	36	-	2,455,186
Total Expense	2,905,203	717,140	515,906	792,995	267,494	1,045,036	3,850,044	10,093,818
Net Cash Inflow from inception	7,338,088	(717,036)	(515,906)	(446,079)	(80,994)	(634,883)	(3,282,711)	1,660,479

Episcopal Election and Transition (see table on page 46)

All the expenses for the episcopal discernment, search, election and transition are included in the Episcopal and Diocesan Support area, but not reported in the supplemental or core budgets.

In February of 2013, the Standing Committee requested that the Diocesan Council help develop and then oversee budgets for each of its election committees: discernment and transition. The council in turn charged its Budget Committee with executing that task. In October 2013, the Diocesan Council approved a budget of \$290,500, an additional \$18,000 for the celebration for retiring Bishop Shaw and up to \$150,000 for nine months of salary for a bishop coadjutor. These budgets were revised and fine tuned over the subsequent months to reflect actual bids and the fact that the bishop-elect would succeed as diocesan bishop, not bishop coadjutor. The chair of the Budget Committee was in regular contact with the discernment and transition committees and gave regular reports to the Budget Committee and Council.

In December 2013, after pursuing other funding options, the council voted to authorize the treasurer to withdraw not more than \$375,000 from unrestricted endowment to fund the search and transition budget.

The Discernment Committee came in \$24,995 below its budget of \$103,500. On the other hand, as of Aug. 31, 2014, the Transition Committee, despite savings in many areas, was forecast to exceed its budget of \$187,000 by \$120,745. Most of the overrun is related to the expense of the consecration. The celebration of Bishop Shaw committee underspent its revised budget of \$40,000 by \$3,185.

**Episcopate Transition - Actual vs. Budget
August 31, 2014**

<u>Cost Center Description</u>	<u>Compensation & Benefits</u>	<u>Operational & Support Svcs</u>	<u>Mgt and Prof Svcs</u>	<u>Actual Total</u>	<u>Forecast</u>	<u>Actual plus Forecast</u>	<u>Budget</u>	<u>Variance</u>
CC4701 Administrative Assistant; Web Consultant	660	744	2,605	4,009	-	4,009	20,000	15,991
CC4702 Election Consultant	2,575	9,760	13,057	25,392	-	25,392	25,000	(392)
CC4703 Meeting Expense - Food	-	3,488	-	3,488	-	3,488	5,000	1,512
CC4704 Meeting expense - Travel Reimb	-	7,475	-	7,475	-	7,475	5,000	(2,475)
CC4705 Meeting Expense - Room Rental	-	-	350	350	-	350	1,500	1,150
CC4706 Interview Expense - Web Conferencing	-	320	-	320	-	320	5,000	4,680
CC4707 Chaplains	-	-	725	725	-	725	-	(725)
CC4721 Expense for Retreat (SC, DC, TC)	-	6,328	-	6,328	-	6,328	2,000	(4,328)
CC4731 Retreat Facility (Wylie Inn)	-	20,718	-	20,718	-	20,718	21,300	582
CC4732 Candidate Travel	-	6,100	-	6,100	-	6,100	4,000	(2,100)
CC4741 Transportation, Lodging & Meals	-	-	-	-	-	-	13,500	13,500
CC4751 Documentary Checks	-	-	3,600	3,600	-	3,600	1,200	(2,400)
Subtotal Discernment Committee	3,235	54,933	20,337	78,505	-	78,505	103,500	24,995
CC4801 Administrative Assistant; Web Consultant	-	216	1,635	1,851	-	1,851	20,000	18,149
CC4802 Printing, Copying, Mailings, Postage	-	5,446	15	5,461	2,039	7,500	7,500	0
CC4803 Chaplains	-	-	460	460	2,540	3,000	3,000	0
CC4821 Media - Web Broadcast Communications	-	284	1,325	1,609	-	1,609	9,000	7,391
CC4822 Website Maintenance & Support	-	-	-	-	-	-	3,500	3,500
CC4831 Walk-About	-	25,787	-	25,787	-	25,787	15,000	(10,787)
CC4841 Support for Staff	3,675	867	3,106	7,648	7,852	15,500	15,500	0
CC4851 Election Committee	-	13,774	-	13,774	-	13,774	13,500	(274)
CC4861 Housing Assistance/ Moving Expense	-	10,715	-	10,715	6,784	17,499	17,500	1
CC4862 Bishop - Elect Travel and Lodging	-	511	-	511	2,989	3,500	3,500	0
CC4863 Spouse and Children Needs	-	-	-	-	2,500	2,500	2,500	0
CC4871 Consecration Invitations & Special Bulletins	-	-	-	-	10,250	10,250	5,500	(4,750)
CC4872 Consecration Hospitality Reception	-	700	-	700	45,700	46,400	27,500	(18,900)
CC4873 Consecration Lease	-	70,723	-	70,723	70,177	140,900	25,000	(115,900)
CC4874 Travel & Lodging for Visiting Dignitaries	-	-	-	-	8,500	8,500	8,500	0
CC4875 Episcopal Gift	-	1,675	-	1,675	2,500	4,175	5,000	825
CC4890 Contingency	-	250	-	250	5,000	5,250	5,000	-
Subtotal Transition Committee	3,675	130,948	6,541	141,164	166,831	307,995	187,000	(120,745)
Total Discernment & Transition	6,910	185,881	26,878	219,669	166,831	386,500	290,500	(95,750)
CC4023 Celebration of Bishop Shaw	3,900	15,467	1,774	36,515	300	36,815	40,000	3,185

**Appendix 1: 2015 Endowment Spending Policy Revenue
and related market values as of June 30, 2014**

		Market Value of Fund - 6/30/14	Draw Amount
7002B	HOLY NATIVITY SEEKONK	116,845	1,972
7002C	JOHN C COBURN ENDOWMENT FUND	1,421,879	49,724
7002D	C.L.T. LEE/ B. WONG FUND	130,196	4,627
7002E	AFRICAN SCHOLARSHIP FUND	295,779	10,341
7002G	ENDOWMENT FOR MAINTENANCE	228,511	7,982
7002J	AIM/HOSPITAL MINISTRY	649,532	22,717
7002L	HARRIET G AVERILL FUND	45,277	1,583
7002M	D A F BISHOP NASH FUND	234,575	8,203
7002N	CLERGY SALARY FUND	861,427	30,124
7002O	A E EMERY CAMP DENNEN FUND	50,649	1,768
7002P	FREDRICK C LAWRENCE/RHINELANDER FUND	287,491	10,054
7002R	CAROLINE C HASKETT FUND	2,292	80
7002S	ADELAIDE R HARRIS FUND	5,742	201
7002T	THE ELIZA GRAY CASE TRS P E C	3,501,869	123,207
7002U	CAMPUS MINISTRIES FUND	270,995	9,477
7002V	ST JOHNS EAST BOSTON FUND	738,083	25,811
7002W	AMELIA GRANT SCHWARZ	565,032	19,312
7002X	GENERAL ENDOWMENT FUND	2,507,636	40,000
7002Y	HOUSE OF MERCY FUND	821,256	28,720
7002Z	ENDOWMENT FUND - ROSLINDALE	103,118	3,688
7003A	THE JESSIE B COX FUND	892,682	31,218
7003B	WILLIAM V. TRIPP JR. MEMORIAL FUND	1,143,357	39,984
7003C	AIM CHRISTIAN WITNESS IN EDUCATION	1,079,604	37,754
7003D	MAURINE C COBURN TRUST	193,009	6,750
7003E	YOUTH ON MISSION	204,618	7,156
7003F	AIM WILLIAM COOLIDGE ENDOWMENT	4,259,759	148,966
7003R	W CHISOLM FUND	105,750	3,696
7003T	JENNIE F GETCHELL FUND	153,200	2,706
7004E	SEMINARIAN EDUCATIONAL ENDOWMENT	1,434,248	50,292
7004H	DEAF MINISTRY ENDOWMENT	656,788	8,000
7004I	FUND FOR CONGREGATIONAL VITALITY	3,772,428	132,035
8000T	FREDERICK A REEVE FUND	249,311	8,773
8000V	THOMAS M COFFIN FUND	147,813	5,223
8000W	A. JACKSON FUND	83,268	2,960
8000X	BISHOPS ENTERTAINMENT FUND	178,539	6,283
	TOTAL	27,392,556	891,387

**Appendix 2: 2015 Trust Fund Income
and related market values as of June 30, 2014**

		Market Value of Fund - 6/30/14	Draw Amount
2110B	G & S TURNER MEMORIAL FUND	15,920	550
4065A	ST MATTHEWS ENDOWMENT FD	174,156	6,018
4065B	SAMUEL & EMMA DOWNING FD	9,178	317
4065C	JOSEPH C STOREY FUND	101,069	3,495
4065D	MARY A WILSON FUND	53,229	1,840
4065E	A SMITH FUND FOR RECTORY MAINTENANCE	77,093	2,665
7000A	DIOCESAN ENDOWMENT FUND	5,329,835	184,671
7000B	VOTE OF CORP DIOCESAN FUND	2,117,624	73,316
7000D	FAY DONATION I	276,509	9,574
7000G	BENJAMIN LEEDS FUND	5,730,501	174,981
7000I	CHURCHES AND CHAPELS FUND	102,520	3,550
7001E	APPLETON FUND	57,385	1,987
7001F	BISHOP'S FUND	1,346,351	46,617
7001G	BISHOP OF MA SALARY FUND	169,519	5,870
7001H	BISHOP'S HOUSE FUND	278,263	9,635
7001I	SUFFRAGAN BISHOPS FUND	1,089,593	37,727
7001J	CAMILLA DAVENPORT FUND	42,679	1,478
7001K	CORNELIA A FRENCH FUND	954,103	33,036
7001L	KATHERINE FRENCH FUND	198,301	6,866
7001O	ETHEL A CLARK FUND	1,306,954	45,253
7001Q	MARY K D BABCOCK FUND I	303,599	10,512
7001R	MARY K D BABCOCK FUND II	37,891	1,312
7001S	JULIA K DAVEY FUND	94,353	3,267
7001T	WILLIAM C WINSLOW FUND	13,825	479
7001W	WORKS OF MERCY HARVISON FUND	51,054	1,768
7001X	AMY YEAMES FUND	61,255	2,121
7001Y	EDITH MUNRO FUND	26,753	926
7002Q	A C BULLARD FUND	257,432	8,914
7003X	PATTON MEMORIAL FUND	1,390,796	48,126
7004B	PATTON FUND FOR MAINTENANCE	114,699	3,969
7004C	KATHERINE M FOSTER TRUST	242,065	8,376
7004D	FRANK H BURNETT FUND	50,112	1,734
9000Z	ABBY BROWN TRUST	201,020	6,960
9001B	EDMUND F SLAFTER FUND II	251,761	8,717
	TOTAL	22,527,395	756,627

Appendix 3: Grants to Congregations in 2013

Congregational Development Open Grants			\$200,000
Congregation	City	Program	Grant Amount
Church of the Good Shepherd	Acton	Worship-To-Go Program	\$3,600
St. James's Church	Amesbury	Meditation Garden	\$7,000
All Saints Church	Attleboro	Building Up the Saints of God: A Music Initiative	\$4,500
St. Paul's Church	Bedford	"A Retreat Is Not An Advance"	\$5,000
Boston Episcopal Chinese Ministry	Boston	Youth Zone	\$3,000
St. Stephen's Church	Boston	Building Leadership	\$7,500
Grace Chapel	Brockton	Boys' and Girls' Brigade	\$5,000
St. Paul's Church	Brookline	Developing the Next Generation of Parish Leadership	\$4,700
St. Peter's Church	Buzzards Bay	Welcoming Our Neighbors from Nearby and Far Away	\$5,000
St. James's Church	Cambridge	Anti-Oppression Initiative Training Year III	\$4,580
St. John's Church	Charlestown	Widening Our Worship	\$3,420
Cape and Islands Deanery	Chatham	Empowering Parishes in A Digital World	\$3,316
St. Luke's Church	Chelsea	Music Ministry	\$5,000
common cathedral		Common Art	\$3,700
All Saints Church of the North Shore	Danvers	Newcomers Welcome Initiative	\$4,150
St. Mary's Church	Dorchester	Enhancing Our Sunday Worship	\$2,000
Church of the Holy Spirit	Fall River	Growth and Evangelism	\$2,000
St. Mark's Church	Foxborough	Intergenerational Spiritual Development	\$4,300
Concord River Deanery	Framingham	At The Water's Edge Adult Formation	\$4,100
St. Andrew's Church	Framingham	Health Care Ministry	\$3,650
St. John's Church/Trinity Church	Franklin/Wrentham	Growing, Sustaining and Enhancing Collaborative Ministry	\$6,000
St. James's Church	Groveland	Sharing God's Love Through Stories	\$6,500
St. Andrew's Church	Hanover	Establishing A Meditation Garden	\$3,000
Trinity Church	Haverhill	Meditation Garden	\$4,980
St. John's Church	Holbrook	Adult Formation and Publicity	\$2,700
Grace Church	Lawrence	Strengthening Youth and Children's Ministry	\$3,500
St. Stephen's Church	Lynn	Strengthening Family Ministries	\$7,500
Trinity Church	Marshfield	Growing Congregations: the Watertown Approach	\$4,500
Grace Church	Medford	Supporting Alternative Worship	\$4,100
Christ Church	Needham	Website Redesign	\$2,000
St. Andrew's Church	New Bedford	Bridging the Gap	\$4,000
Parish of St. Paul, St. John's Church, Trinity Church	Newton Highlands	Stephen Ministries Collaborative	\$9,066
Christ Church	Plymouth	Developing Sustainable Ministries Year III	\$6,100
St. Chrysostom's Church	Quincy	Stephen Ministry Pastoral Care	\$4,369
Trinity Church	Randolph	Knowing Our Community Better	\$2,700
Trinity Church	Rockland	Students Gather Around the Table	\$600
All Saints' Church	Stoneham	Children's Christian Education Formation	\$3,500
St. Elizabeth's Church	Sudbury	Stephen Ministry Pastoral Care	\$4,369
St. Thomas' Church	Taunton	Developing A Senior Ministry	\$2,250
Epiphany Church	Walpole	Exploration in the Episcopal Faith	\$1,000
Christ Church	Waltham	Strengthening Children's Ministries	\$5,000
Church of the Good Shepherd	Wareham	Becoming More Visible in Our Community	\$4,250
Church of the Holy Spirit	Wayland	Spiritual Connection Through Outdoor Worship Year III	\$3,400
Emmanuel Church	West Roxbury	Inviting People to Our Congregation	\$3,600
St. John's Church	Winthrop	Building On Our Hospitality	\$6,000
			\$190,500

Congregational Development Targeted Grants			\$70,000
Congregation	City	Program	Grant Amount
All Saints Church	Attleboro	Stewardship Pledging Development	\$4,000
Life Together	Brookline	VISIONS Anti-Oppression Training	\$7,500
Grace Church	Everett	Haitian Concert Development	\$7,000
Grace Church	Everett	Memories Program	\$5,000
Iglesia de San Juan	Hyde Park	Summer Music Program	\$5,000
Grace Church	Lawrence	Music Program and Children's Ministry	\$4,250
St. James' Church	Somerville	Church Development and Community Relations	\$10,000
Trinity Church	Stoughton	Ministry Expansion	\$6,000
Epiphany Church	Walpole	A Special Grace	\$7,250
All Saints Church	Whitman	Stewardship Pledging Development	\$8,000
			\$64,000

House of Mercy Deanery Grants			\$27,607
Congregation	City	Program	Grant Amount
Alewife Deanery			
St. Paul's Church	Bedford	Charlie Cards	\$800
St. James' Church	Cambridge	Helping Hand Food Pantry	\$900
St. Peter's Church	Cambridge	Afterworks	\$500
Christ Church	Waltham	Diaper Depot	\$100
Boston Harbor Deanery			
The Church of The Advent	Boston	Tuesday Community Supper Program	\$1,150
St. Stephen's Church	Boston	St. Stephen's Place of Opportunity for Teens	\$1,150

Charles River Deanery			
All Saints' Church	Brookline	Cabinets for Crossroads Family Center	\$900
Christ Church	Needham	Circle of Hope	\$450
St. Andrew's Church	Wellesley	Wellesley Knitters	\$500
Concord River Deanery			
Trinity Church	Concord	Parent-Child Group Program	\$300
St. Michael's Church	Holliston	Le Chef	\$650
St. Luke's Church	Hudson	Feeding with Fellowship	\$300
St. Elizabeth's Church	Sudbury	Lincoln Sudbury Wayland Domestic Violence Roundtable	\$800
St. Peter's Church	Weston	Diaper Depot	\$250
Merrimack Valley Deanery			
St. James' Church	Groveland	Diapers for Babies in the Merrimack Valley	\$1,150
St. Anne's Church	Lowell	Computer Training & Conversational English for Immigrants	\$1,150
Mt. Hope/Buzzards Bay Deanery			
St. Andrew's Church	New Bedford	The Baby Project & Singing and Gardening Club	\$2,300
Neponset River Deanery			
Epiphany Church	Walpole	Breaking Bread, A Community Meal	\$2,300
North Shore Deanery			
St. Stephen's Church	Lynn	Community Family Outreach	\$2,000
South Shore Deanery			
Emmanuel Church	Braintree	KidzCloset	\$767
St. Andrew's Church	Hanover	Rehobeth Shelter	\$767
Trinity Church	Marshfield	Carolina Hill	\$767
Taunton River Deanery			
All Saints' Church	Attleboro	One Family, A Mission of Unity	\$2,300
			\$22,251

Sending Serving Deanery Grants \$48,000

Congregation	City	Program	Grant Amount
Alewife Deanery			
St. Paul's Church	Bedford	Bedford Food Pantry Community Table	\$400
Christ Church	Cambridge	Outdoor Church	\$600*
St. James' Church	Cambridge	Helping Hand Food Pantry	\$950
St. Peter's Church	Cambridge	CommonCare	\$2,825*
Christ Church	Waltham	Diaper Depot	\$1,725*
Boston Harbor Deanery			
The Cathedral Church of St. Paul	Boston	The Pilgrim Newsletter	\$2,000
St. Stephen's Church	Boston	Bridging the Digital Divide for Families	\$4,500*
Charles River Deanery			
All Saints' Church	Brookline	Mission Trips to Tanga	\$4,000
St. Paul's Church	Brookline	Brookline Emergency Food Pantry	\$2,500*
Merrimack Valley Deanery			
Trinity Church	Haverhill	Academy of Creative Arts at Trinity	\$2,625*
Grace Church	Lawrence	Elementary and Middle School Programming	\$625*
St. Anne's Church	Lowell	Elementary and Middle School Programming	\$625*
St. John's Church	Lowell	KALEIDOSCOPE	\$2,000
St. John's Church	Lowell	Elementary and Middle School Programming	\$625*
Mt. Hope/Buzzards Bay Deanery			
St. Andrew's Church	New Bedford	The Baby Project	\$1,200
St. Andrew's Church	New Bedford	Extension of St. Andrew's Computer Class at Lincoln School	\$1,000
St. Martin's Church	New Bedford	LGBT Ministry	\$1,213
Neponset River Deanery			
Trinity Church	Canton	Clean Water / A Human Right	\$2,000
Epiphany Church	Walpole	Mil Milagros - feeding children in Guatemala	\$2,000

North Shore Deanery

St. Peter's Church	Beverly	St. Peter's Outreach Meals	\$1,500*
St. Stephen's Church	Lynn	Hurricane Sandy Mission Trip	\$3,310*

South Shore Deanery

St. Stephen's Church	Cohasset	Long Island Shelter meal program	\$1,000
Trinity Church	Marshfield	Sowing Seeds	\$1,000

Taunton River Deanery

All Saints' Church	Attleboro	One Family, A Mission of Unity	\$4,000
			\$44,223

* Represents/includes addendum funding

Case Trust and Bristol County Fund**\$111,707**

Congregation	City	Program	Grant Amount
Church of the Holy Spirit	Fall River	Senior Fellowship; Bayside Homeless Ministry; Child Ministry	\$16,300
St. Luke's Church	Fall River	Urban Youth Education and Empowerment	\$9,000
Grace Church	New Bedford	YAC Mission Trip; Grace Church New Bedford Food Pantry	\$20,000
St. Andrew's Church	New Bedford	Early Childhood Initiative	\$20,780
Grace Church	North Attleboro	Empowering Grace	\$25,000
St. Mark's Church	North Easton	Backpack Outreach Program	\$250
Church of Our Saviour	Somerset	Church of Our Saviour Annual Parish Retreat	\$2,000
Christ Church	Swansea	Community Gardening for Children	\$2,380
Bristol Cluster Ministry	Taunton	Cranwood Home; Exploration Retreat; Knitting, Crocheting	\$2,250
St. John's Church	Taunton	VBS, Family Camping, Operation Christmas Child; etc.	\$8,500
St. Thomas' Church	Taunton	Senior Ministry	\$4,540
			\$111,000

Creation Care Initiative: Simple Acts of Stewardship Grants

Congregation	City	Program	Grant Amount
St. Paul's Church	Brookline	LED bulbs and other energy-efficiency measures	\$1,000
St. James' Church	Cambridge	Weatherization, air sealing, and grading	\$400
All Saints' Church	Chelmsford	Environmental stewardship field trip	\$1,000
St. Andrew's Church	Hanover	Raised vegetable beds; produce to be given away	\$900
St. John's Church	Holbrook	Ceiling fan for narthex	\$825
Grace Church	Medford	Raised beds for food pantries; Vacation Garden School	\$1,000
St. Andrew's Church	New Bedford	Expand community garden	\$516
Grace Church	North Attleboro	New walkway & "green" area in front of church	\$1,000
Trinity Church	Stoughton	Establish 100% organic vegetable plot	\$550
Church of the Good Shepherd	Watertown	Vacation Garden School	\$575
			\$7,766

Creation Care Initiative: Green Improvement Grants

Congregation	City	Program	Grant Amount
Church of the Good Shepherd	Acton	Energy-efficient propane furnace	\$10,000
All Saints' Church	Attleboro	Gas-fired boiler; zoning & controls; interior storm windows	\$10,000
Parish of the Messiah	Auburndale	Energy-efficient windows; high-efficiency water heater	\$7,300
Emmanuel Church	Boston	Window coverings; insulate pipes; dual-flush toilets	\$7,500
Allston Property	Boston	Energy-efficient furnace; appliances; etc.	\$7,500
St. Peter's Church	Buzzards Bay	Gas stove; insulated door; motion-detecting switches	\$5,000
St. James' Church	Cambridge	Reduce heat loss at stained glass windows	\$5,000
Grace Church	Everett	Replacement windows for kitchen, vestry room, & others	\$7,500
St. Mark's Church	Foxboro	Programmable thermostats; dual-flush toilets; LEDs; etc.	\$9,400
Barbara C. Harris Camp	Greenfield, NH	Energy-efficient windows in Bunkhouse	\$7,500
Ascension Church	Ipswich	Energy-efficient windows in parlor	\$5,000
Church of Our Redeemer	Lexington	Convert oil-fired burners to natural gas	\$7,500
St. Stephen's Memorial Church	Lynn	Energy-efficient windows in classroom wing	\$7,500
St. Michael's Church	Milton	Energy-efficient windows in rectory; zone church heat system	\$7,500
St. Paul's Church	Nantucket	Install three new propane boilers	\$10,000
St. Andrew's Church	New Bedford	Install energy-efficient lighting; new fans for Sanctuary	\$7,200
St. Paul's Church	Newton	Energy-efficient bulbs; new thermostats; efficient windows	\$9,600
St. Mary's Church	Newton Lower Falls	Convert oil-fired steam system to gas-fired hot water system	\$10,000
St. John's Church	Newtonville	Heating system upgrade; lighting improvements; insulation	\$10,000
Grace Church	North Attleboro	Rectory; new windows; insulation; faucet aerators	\$7,500
St. Peter's/San Pedro Church	Salem	New gas boiler & temperature controls	\$10,000
St. John's Church	Saugus	Install high-efficiency boiler & water heater	\$10,000
Church of Our Saviour	Somerset	Energy-efficient windows; glaze & caulk stained glass	\$10,000
St. Elizabeth's Church	Sudbury	Air sealing; insulation; energy-efficient windows & doors	\$7,500
St. John's Church	Westwood	Convert boiler from oil to gas; bring in gas line	\$10,000
All Saints' Church	Whitman	Update lighting; new fans; interior storm windows; etc.	\$7,286
Trinity Church	Wrentham	Replace old oil-fired burner with gas	\$10,000
			\$223,286

Mission Tithe Council Grant			\$25,000
Partnering Congregations	City	Program	Grant Amount
St. Paul's Church	Newburyport	Rights-Based Education for Rural Communities at Foundation Cristosal, San Salvador, El Salvador	\$25,000

Mission Tithe Matching Grants

Congregation	City	Program Location	Grant Amount
Church of the Good Shepherd	Acton	El Octillo, El Salvador	\$7,225
Christ Church	Andover	CFFL, Haiti	\$10,000
Parish of the Messiah	Auburndale	KwaZulu-Natal, South Africa	\$5,000
Trinity Church	Boston	Nairobi, Kenya	\$10,000
All Saints Parish	Brookline	Tanga, Tanzania	\$10,000
St. Christopher's Church	Chatham	Goll Farm, Liberia	\$7,500
Diocesan Youth Council	Diocesan-Wide	New York City, New York	\$5,000
St. John's Church	Duxbury	El Hogar, Honduras	\$7,250
St. Luke's Church	Fall River	Hamisi, Kenya	\$3,000
Grace Church	Medford	Bogota, Colombia	\$10,000
St. Michael's Church	Milton	New Orleans, Louisiana	\$4,000
St. Paul's Church	Natick	Mpwapwa, Tanzania	\$10,000
Christ Church	Needham	Lazile, Haiti	\$10,000
St. Paul's Church	Newburyport	Cristosal El Salvador	\$10,000
Grace Church	North Attleboro	Tanga, Tanzania	\$10,000
St. Thomas' Church	Taunton	Navajoland, New Mexico	\$7,500
Epiphany Church	Walpole	Mil Milagros, Guatemala	\$10,000
Parish of the Epiphany	Winchester	El Hogar, Honduras	\$10,000
			146,475

2013 Continuing Education Grants

Congregation	City	Program	Grant Amount
Church of the Good Shepherd	Acton	Annual Conference of Endowed Episcopal Parishes	\$500
Church of the Advent	Boston	2013 Diaconate Assembly	\$500
Diocesan Offices	Boston	Spiritual Direction Training at Bethany House of Prayer	\$500
MIT Chaplaincy	Boston	Interim Ministry training	\$500
St. Paul's Church	Brookline	Festival of Homiletics	\$500
St. Mark's Church	Foxborough	Celtic Studies Pilgrimage	\$500
St. Andrew's Church	Framingham	Metrowest Leadership Academy	\$500
Christ Church	Hyde Park	Project on Christianity & the Environment	\$500
St. John's Church	Jamaica Plain	Program Certification in Spiritual Direction	\$500
Trinity Church	Melrose	Healthy Congregations Facilitator Training	\$500
Church of St. Mary of the Harbor	Provincetown	Festival of Homiletics Conference	\$500
Church of Our Saviour	Somerset	St. George's College Summer Program	\$500
Grace Church	Vineyard Haven	Diocesan Holy Land Mission trip	\$500
Christ Church	Waltham	Gathering of Episcopal Clergy under age of 50	\$500
Church of the Good Shepherd	Watertown	Formation Mentor Training	\$380
Church of the Good Shepherd	Watertown	"Stirring the Waters" Program	\$200
Church of the Holy Spirit	Wayland	Peace Island Institute's Christian-Muslim Pilgrimage	\$350
			\$7,930

Sabbatical Funds

Congregation	City	Grant Amount
The Cathedral Church of St. Paul	Boston	\$6,600
Church of St. John the Evangelist	Duxbury	\$6,600
St. Stephen's Memorial Church	Lynn	\$1,500
Church of St. Mary of the Harbor	Provincetown	\$6,600
		\$21,300

Bishops' Funds

Aid to Clergy	19 grants	\$28,730
Aid to Congregations	1 grant	\$22,970
Children's Program not including B-SAFE	1 grant	\$10,000
Mission and Outreach	2 grants	\$91,500
		\$153,200

Clergy Children College Scholarships	14 students	\$46,000
Society for the Relief of Aged or Disabled Clergy	Served 44 clergy	\$121,040
Society for the Relief of Widows, Widowers and Orphans	Served 35 widows	\$74,149

Stokes Fund Loans		\$2,483,434
88 Loans		
	4 Loans	2-8 months in arrears
	3 Loans	15+ months in arrears
	81 Loans	Current

Appendix 4: Staff Roster

2014 DIOCESAN STAFF POSITIONS BY AREA

Position	Incumbent
DEANERIES, CONGREGATIONS & CLERGY	
Canon for Congregations	The Rev. Canon Elizabeth Berman
Canon for Ordained Vocations	The Rev. Canon Edie Dolnikowski
Executive Assistant to Bishop Gates	Ms. Diane Pound
Director of Transition Ministries	The Rev. Jean Baptiste Ntagengwa
Administrative Assistant to Bishop Harris	Ms. Marsha Searle
CONGREGATIONAL RESOURCES & TRAINING	
Missioner for Christian Education, Formation and Discipleship	Ms. Amy Cook
Director of Congregational Resources and Training	The Rev. Karen Montagno
Coordinator for Congregational Support	Mr. Stephen Pierce
Grants and Events Administrator	Ms. Esther Powell
Hispanic Missioner	The Rev. Ema Rosero-Nordalm
Communications Assistant	Ms. Ellen Stuart Kittle
Director of Communications	Ms. Tracy Sukraw
STRATEGIC MINISTRIES	
Director, Life Together	The Rev. Arrington Chambliss
Vicar, St. Stephen's Church, Boston	The Rev. Timothy Crellin
Director, Youth Ministry	The Rev. H. Mark Smith
Chaplain, MIT	The Rev. Thea Keith-Lucas
Canon for Asiamerican Ministries	The Rev. Canon Connie Ng Lam
Managing Director, Life Together	Mr. Jason Long
Chaplain, Boston University	The Rev. Cameron Partridge
Chaplain, Boston College and Northeastern University	The Rev. Judith Stuart
EPISCOPAL AND DIOCESAN SUPPORT	
Assisting Bishop (effective February 2012)	The Rt. Rev. Bud Cederholm
Development Assistant	Ms. Casey Zierler
Director of Development	Mr. Lynd Matt
Project Manager for Campaign Initiatives	The Rev. Samuel Rodman
Administrator of Convention and Council and Assistant to the Canon to the Ordinary	Ms. Laura Simons
Project Director for Global Mission	Ms. Laura Walta
ADMINISTRATIVE SERVICES	
Senior Accountant	Ms. Dana Courtney
Controller	Ms. Cathy Menard
Manager, Information Technology	Mr. Jamie Reamer
Chief Business Officer and Assistant Treasurer	Vacancy
Accountant	Ms. Patricia Superville
Manager, Human Resources	Vacancy
DIOCESAN LEADERSHIP TEAM	
Bishop Diocesan	The Rt. Rev. Alan M. Gates
Bishop Suffragan	The Rt. Rev. Gayle E. Harris
Canon to the Ordinary	The Rev. Canon Mally Ewing Lloyd

Budget Committee

Matthew Cadwell (2014)
Jim Gammill (2014), Treasurer
Ellen Sheehy (2014)
Lynn Smith (2014)
Virginia Rogers (2015)
Ted Ts'o (2015)
Jane Bearden (2016)
Lisa Garcia (2016)
Stephen Voysey (2016), Chair

Mally Lloyd, Canon to the Ordinary
Cathy Menard, Controller
Laura Simons, Assistant Secretary



Episcopal Diocese of Massachusetts
138 Tremont Street, Boston MA 02111
617-482-5800
www.diomass.org