



Partnerships in Ministry

– “Holy partners in a heavenly calling”



PROPOSED DIOCESAN BUDGET 2008



The Episcopal Diocese of Massachusetts

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2008 DIOCESAN OPERATING BUDGET

This is the proposed 2008 Diocesan Operating Budget which is to be placed before the Diocesan Convention on November 3, 2007, for consideration and vote.

INCOME

Unrestricted Income	5,710,700	
Assessments from Congregations	5,223,000	
Other Income	487,700	
Restricted Income	2,025,800	
	TOTAL INCOME	7,736,500

EXPENSES

Congregational Development & Support	3,152,300	
Office of Congregational Development	1,629,600	
Office of the Bishop	944,000	
Office of Communications & Public Advocacy	578,700	
Christian Formation	1,230,100	
Education & Formation	1,080,400	
Commission on Ministry	149,700	
Outreach & Witness	1,484,700	
The Episcopal Church Assessment	1,198,700	
Sending/Serving Grants	151,900	
Global, Domestic, & Local Partnerships	134,100	
Canonical Ministry	243,300	
Ministry of Administration & Development	1,481,100	
Ministry of Administration	1,201,400	
Development Office	279,700	
Contingencies & Reserves	145,000	
	TOTAL EXPENSE	7,736,500

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INTRODUCTION AND SCRIPTURE THEME

This Proposed 2008 Diocesan Budget packet represents several changes from prior year budget packets. In particular the reader will find that we have not provided a copy of the “detail” 2008 operating budget and the “detail” consolidated 2008 expense budget in this packet. You will find all of the usual “summary” reports, including a “summary” consolidated operating budget.

The Diocesan Council, in response to a request from the Budget Committee, agreed to this change in response to several concerns that have previously been expressed:

- environmental concerns due to the size of the budget packet and its attendant paper and print/copying costs;
- the rising cost of postage and
- the availability of an online or electronic version.

A copy of the “detail” 2008 operating budget can be found on the diocesan web site, www.diomass.org. Additionally, you may contact Steve Pierce at the Treasurer’s Office (617.482.4826, x501) if you would like a compact disc (CD) or a paper copy of the detail budget to be mailed to you.

The evocative phrase from the Epistle to the Hebrews, “holy partners in a heavenly calling,” helps us remember something that we can sometimes forget. The programs, people and ministries represented in this budget come from God.

It is that simple.

*All this work is a heavenly calling,
and we do it together, as holy partners:
partners with one another, and partners with God.*



2008 DIOCESAN BUDGET—PROPOSED

This is a balanced budget and reflects an increase of \$202,850 (2.7%) from the 2007 budget. The narrative that follows references the single page 2008 Diocesan Operating Budget.

INCOME

The assessments from congregations reflect a \$40,000 increase over the 2007 budget. A review of the detail assessments for the individual congregations, along with the new formula, can be found in Appendix III of this budget packet. The amount reflected in the budget has been discounted from the aggregate assessment total.

Unrestricted other income and **restricted income** represent income from several sources:

- A. The Spending Policy draw for the endowment income reflects a blended rate of 4.19% and is within the 5% annual increase cap (i.e. the Spending Policy draw not increase more than 5% over the previous year's draw). The blended draw rate is comprised of different draw rates against several classes of funds (which range from 3.25% to 5.2%). Some funds allow for a total return draw (yield and appreciation) while others allow for a draw of the yield only (the interest and dividends received). This draw represents funds which are both unrestricted and restricted.
- B. Additional sources of income include funds under the control of the bishops and other miscellaneous sources, i.e. short term investment income, facilities use fees, and restricted donations and fees.

EXPENSES

CONGREGATIONAL DEVELOPMENT

In the Diocese of Massachusetts, our common participation in the mission of God is grounded in the ministries of our 194 congregations. Diocesan allocations for Congregational Development represent our commitment to assist both our faith communities in their efforts to become lively places of ministry and worship, and our clergy by promoting their spiritual wellness, vocational discernment, and continuing education.

Funds are made available to enable our clergy to receive mentoring and formation during the first years of their ministries, to take part in continuing education in the years to come, and to promote individual and clergy family wellness.

The importance of maintaining the vitality (financial and administrative health) and the viability (lively response to God's mission) of our congregations is reflected in key components of the budget that provide resources such as coaching, training, and consulting in addition to financial support. Looking to the future of ministry in our diocese, the budget funds new ministry initiatives in promising places and among diverse populations throughout the diocese.

Urban ministry, in particular, calls us as a diocese to bear witness to the healing, reconciling and loving power of Christ in the midst of the social and economic disparities that confront the disadvan-



taged and recent immigrant groups in our cities. Our urban parishes already burdened with the cost of maintaining large expensive buildings, struggle to be faithful to the gospel imperative to minister to the "least of these." Significant resources therefore must be dedicated both now and in the future to address the unique challenges of urban ministry if we are to move beyond maintenance to active mission in these congregations.

Through strategic mission initiatives, critical assistance is presently provided to a few viability--challenged mission congregations seeking to revitalize and redevelop their ministries in urban areas. In furtherance of Diocesan Urban Mission Strategy, budget line items and congregational development grants are a modest beginning towards providing the necessary clergy and congregational resources for urban ministry by means of urban ministry internships, clergy compensation support, urban congregational development initiatives, as well as providing support for specialized ministries in our Hispanic, Asian American, Cape Verdean, Haitian, and African-American, Afro-Caribbean, and African faith communities.

Mission strategy in our diocese encourages the sharing of resources among our congregations, recognizing that regional planning in our deaneries and cooperative partnerships between congregations will play an increasingly important role in our mission and ministry development. Many of our congregations are presently engaged in joint ministries for youth, outreach, communications, and overseas mission. Planning and consulting grants play a key role in creating opportunities for sharing in God's abundance, building the capacity of our churches to engage in ministry that might otherwise be neglected. Sending Serving grants also make it possible to make connections with other faith communities and social service organizations outside our walls.

2007	\$1,541,500
2008	\$1,629,600

OFFICE OF THE BISHOP

The Office of the Bishop's budget reflects support for Congregational Development through the bishops' visitations, pastoral care, attention to the wellness of clergy and clergy families, teaching, and preaching. The bishops offer formation for spiritual leadership with vestries and clergy in con-

gregations, deaneries, at retreats, and at camp and conference programs. The bishops’ support parishes in transition and celebrate new ministries and milestones with them. The Office strengthens congregations growing in mission through mission trips with bishops and various groups each year. On visitations the bishops also explore partnerships and networking to address community needs while helping to identify the resources needed for congregational vitality and viability.

The bishops further the mission strategy goals for the purpose of bringing the Gospel of Jesus Christ’s love, life, sacrifice, and resurrection to the world by working with and providing oversight of the Offices of Communications, Development, Formation, Youth, Administration and Finance and Vocations for Ordained Ministries. The mission strategy goals of advocacy and social justice are reflected in the budget through the bishops’ teaching and witness.

2007	\$932,100
2008	\$944,000

OFFICE OF COMMUNICATIONS/EPISCOPAL TIMES

These line items fund the Communications Department and Episcopal Times to provide support and materials to diocesan ministries, Mission Strategy committees, task forces, parishes, clergy and bishops in furtherance of the mission strategy goals. Communications is a vital part of the diocese’s ability to ensure diocesan-wide participation in the goals. The department gears its activities, publications and electronic media to mission strategy through the following: the quarterly Episcopal Times, diocesan web site (www.diomass.org), Enews (monthly electronic newsletter), FYI (leadership newsletter), videos, brochures, educational materials, flyers, Mission Strategy Newsletter, and electronic presentations.

How Communications Support Mission Strategy



Diocesan communications feature and provide information on how local congregations and parish leaders can and do live out the mission strategy goals. Episcopal Times features mission strategy successes and opportunities for involvement and Enews features timely news items related to congregations, committee’s and bishops’ work on the goals.

The department produces flyers, bulletin inserts, mailings, videos and web items for the activities of Mission Strategy groups including: Jubilee Committee, Gulf Coast Partnerships Committee, campus and young adult ministries, new congregation plants, urban residents program, advocacy and local partnerships.

The department consults with and provides resources to help parishes in the area of congregational development so that they may further their work on mission strategy goals and provides training workshops and manuals as called for under the mission strategy goal *Provide practical resources and training opportunities for congregations in evangelism, stewardship and congregational development and Christian formation.*

The department maintains media relations at the local, state and national level to ensure the diocese’s voice is heard in the public arena and that local parishes are visible in their communities.

Budget Implications:: This funding will allow the department to expand web site capabilities to provide more electronic tools for ministry including an electronic community forum for working groups in the diocese to network with each other and added features such as videos for the web, audio

meditations and links to parish web sites. E-News, the electronic monthly newsletter supplements the Episcopal Times in a limited capacity. While the department works to grow its subscription (currently at 4,000), the diocese benefits from the continued publication of the print periodical, *Episcopal Times* (circulation 33,000) as the only regular communication that all parishioner households receive (at a cost of less than one dollar per household per issue).

The combined funding will allow the department to provide a strategic balance of print, electronic and other media that satisfies a range of demographic audiences.

2007	\$547,400
2008	\$578,700

EDUCATION & FORMATION

The Education and Formation budget supports youth ministries, college chaplaincies, parish based education programs, and diocesan wide training and resource support activities. Taken together, these initiatives further the Mission Strategy goals to:

- Provide practical resources and training opportunities for congregations in evangelism, stewardship and congregational development and Christian formation; and,
- Launch new campus and young adult ministries.



The 2008 budget has several significant changes from the current year's. The college work and young adult ministries will receive an additional \$150,000 to support new initiatives to be developed. The budget identifies the source of funds as equally split between the Bishop's Discretionary Fund and a new Development Fund.

In the area of Educational Ministries, positions have been restructured to consolidate the functional work. The program implications of these changes will be the subject of discernment and review by the bishops and the Diocesan Council in the months ahead.

With respect to the Diocesan Youth Ministry, the 2008 budget provides level funding in programs and a 7.6% increase in total personnel costs.

2007	\$1,056,875
2008	\$1,080,400

COMMISSION ON MINISTRY

The Commission on Ministry (COM) is currently completing a comprehensive review of the ordination process that is designed to ensure that the process invites and forms individuals who can implement our diocesan mission strategy themselves and empower congregations to do so. The revised process emphasizes cross-cultural and cross-class experience, ministry to young people, recruitment from diverse backgrounds and leadership of vital and viable Christian communities. The majority of the COM budget is used to support the work of formation, forming postulants and candidates to be dynamic leaders and then sending the newly ordained out into the church to serve communities of faith as deacons and priests.

In June 2007, twelve individuals were ordained to the diaconate (vocational and transitional). Ten of the newly ordained were successfully placed in parishes in this diocese. One transitional deacon

is fulfilling a two year Lilly Fellowship and one has been called to serve in another diocese.

Budget Implications: The COM budget covers the expenses of the annual Ministry Discernment Conference, ordination handbooks in English and Spanish, translation services, interview weekends, psychological testing and evaluations, criminal background checks, annual retreat, workshops on finance and employment, general ordination exams, language training and travel assistance, monthly weekend residential learning specific to the diaconate program, January/June ordinations and all materials and supplies. The budget also covers the salary and benefits package for the Staff Officer for Ordained Vocations, as well as \$5,000 for secretarial support.

The cost per individual in 2006-2007 is \$3,108 based on the 2007 total budget of \$149,200 with 48 postulants and candidates in the process. The average length of the ordination process once Postulancy is granted is four years. The anticipated cost per individual at the time of ordination is approximately \$12,870. This figure is based on an estimated annual budget of \$149,700 for the next three years, with 46 postulants and candidates in the process, plus \$3,108 for 2006-2007.

2007	\$149,200
2008	\$149,700

THE EPISCOPAL CHURCH ASSESSMENT

Our scripture theme from Hebrews calls us “holy partners in a heavenly calling” to build God’s body, the house, here on earth. This house extends not just to our respective churches, but our Deanery, our Diocese, our Province, our Episcopal Church, our Anglican Communion, and the people and the lands of the world. Through our relationship, we are partners in making real the “body” of Christ.

Budget Implications: This becomes en fleshed beyond our Diocesan boundaries through the Episcopal Church Assessment, our annual offering which provides support for the ministries and mission of the Episcopal Church, nationally and internationally, under the mission strategy goal of partnership. In addition to supporting the work of the presiding bishop and the offices of General Convention, our offering supports the wider work of the entire church through Anglican and Global Relations, Congregational Development, Ethnic Congregation Development, Peace and Justice Ministries, Women’s Ministries, Ministries with Young People, Episcopal Migration Ministries, Mission Funding, Overseas and Domestic Grants and Support. The 2008 budget represents a 2.6% increase (\$30,900) to the 2007 budget.

2007	\$1,167,800
2008	\$1,198,700

SENDING SERVING GRANTS PROGRAM



The Sending Serving Grants (SSG) program enhances the outreach ministries of Episcopal congregations in the Diocese by providing financial support through seed money for new and existing programs that support the diocesan Mission Strategy.

In 2006, the Sending Serving Grants program adopted a focus on parish partnerships, in support of the Diocesan Mission Strategy goal to “engage in mission through parish-based partnerships local, domestic, and global.” The Sending Serving Grants program seeks proposals that implement this goal. A

successful Sending Serving Grants proposal:

- is based on an outreach ministry;
- has a truly collaborative partnership with another congregation or community organization;
- recognizes that a Sending Serving grant provides seed funding, not permanent funding, for an amount between \$2,000 and \$10,000;
- has a clear vision of what it hopes to accomplish;
- requires a new level of commitment from its congregation in order to achieve its goal, including a substantial commitment of volunteer time; and
- takes a risk.



Budget Implications: In 2007 the SSG committee received fifteen applications; as of August, ten have been approved and funded, and two others are still under review, awaiting new information. Fewer applications were received in 2007 than in previous years; one explanation is that the recent "partnership" requirement has raised the bar for potential applicants. Another explanation is that the SSG program does not fund the same program for more than three years, and a number of past recipients received their third and final year of funding in 2006.

In August, the Sending Serving Grants committee approved a new experimental program to encourage deaneries to organize outreach partnerships. Each deanery will be offered up to \$3,000 in matching funds for one or more outreach initiatives selected by the deanery assembly.

Other than the requirement that the SSG funds be matched by contributions from the deanery, there are no other restrictions in this experimental program. The SSG committee is available as a resource, and the committee encourages the deaneries to consider some of the ongoing outreach programs in the Diocese such as (but not limited to) the Jubilee Ministry, the Gulf Coast Partnership, and the B-SAFE summer programs, but it is up to each deanery steering committee to set the agenda and carry out whatever initiative the deanery decides.

The Sending Serving Grants committee looks forward to seeing the results of this experimental program, in hopes that it will foster many new ways in which our congregations can grow in mission and partnership.

2007	\$148,500
2008	\$151,900

GLOBAL, DOMESTIC AND LOCAL PARTNERSHIPS

These budget lines reflect some relatively long standing and some new commitments to partnerships in mission. In total these budget lines represent \$134,100. This amount includes small grants to support the United Thank Offering, Native American schools, the Church Home Society, and Episcopal Relief & Development, as well as more substantial budget lines for a scholarship at Episcopal Divinity School for advanced graduate study for men and women from Africa, the 0.7% Diocesan contribution to the Jubilee Fund to address AIDS in Africa, support for mission trips to support global partnerships, and an annual contribution to the Massachusetts Council of Churches.

2007	\$137,325
2008	\$134,100

CANONICAL MINISTRIES

The Canonical Ministries area is composed primarily of organizations and activities associated with the governance of the diocese and its interaction with the wider Church.

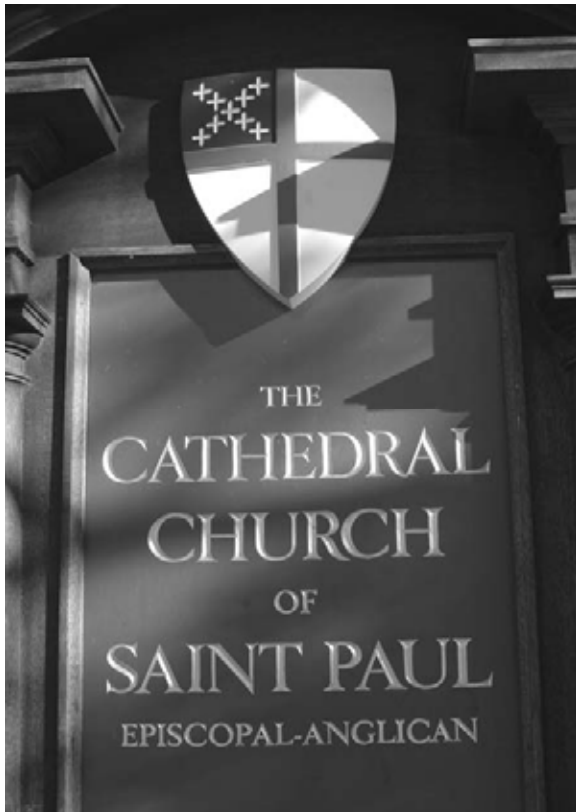
On the national level, allocated monies support the attendance of volunteer clerical and lay deputies elected by Diocesan Convention to represent the diocese at General Convention which guides the life of the diocese as a partner in ministry with the Episcopal Church. Monies earmarked for Province 1 represent the contribution of the diocese to the ministries and meetings of regional partnership of the seven dioceses in New England.

Budget Implications: The major portion of expenditures in this area is designated for the Diocesan Office of Canonical Ministries which funds the activities and staff support for Diocesan Convention, Diocesan Council, other elected and appointed committees and the records of the actions thereof, all as required by the Canons. It should be noted that the line item exception to this “Scholarship Assistance for Clergy Dependents” is entirely funded by restricted endowment.

The mission strategy of the diocese is birthed and given sustaining life by the activity of the ministries which comprise the Office of Canonical Ministries. Diocesan Council, together with the bishop have canonical responsibility for preparing the Diocesan Mission Strategy for approval of the Convention. Convention reviews, amends and approves it at least every three years. Diocesan Council in turn approves the diocesan budget, the expenditures of which are canonically required to be used for Mission Strategy.

Monies designated for Archives support the work of the canonically required Registrar-Historiographer and are partially funded by restricted endowment.

2007	\$235,300
2008	\$243,300



MINISTRY OF ADMINISTRATION

This area includes the Treasurer’s Office and the work administrative services (facilities, information technology, and support for the office services and systems. These budget lines support the wider ministry and mission of the Diocese in providing a “foundation” upon which God’s household of ministry and mission in Eastern Massachusetts is built.

The staff and related expenses support not only the diocesan operating budget of \$7.7M, but an additional \$15M in cash flows of related Diocesan entities (Trustees of Donations, Cathedral Church of St. Paul, Mass Church Agency, a diocesan health and benefit program and several other related entities). Staff costs include the Assistant Treasurer/CFO, Controller, Assistant Controller, two Accountants, a Benefit and Insurance Coordinator, a half-time Human Resources Manager, an Information Technology Coordinator, and an administrative support position. The Diocese also shares maintenance staff and expenses with the Cathedral Church of St. Paul.

For the past several years, the Treasurer’s Office has implemented recommendations from a Minis-

try of Administration study which is tied to “business practice benchmarks” for a number of our areas of responsibility. These benchmarks cover the following work areas: receivables, audits, policies & procedures, financial reporting, etc. The Audit and Finance Committees, along with the independent auditor and respective treasurers of the three major entities, provide for ongoing oversight and evaluation. Additionally, those involved in the Ministry of Administration have participated in staff projects around the ongoing work of mission strategy and how this particular work and its efforts can be measured and evaluated.

2007	\$1,298,500
2008	\$1,201,400

DEVELOPMENT OFFICE

The Diocesan Development Office provides support for the bishops and the Development Council as they solicit funding for the work of the Diocese. The office is comprised of a full-time Director (position currently being sourced), a full-time associate director, and a half-time administrative assistant. These three persons are responsible for solicitation, development operations, planned giving administration, and stewardship (visitations, communications, and 5-7 donor events each year). In 2006, the Development Office processed \$1.25 million in philanthropic gifts to the Episcopal Diocese of Massachusetts, including gifts to the Barbara C. Harris Camp and Conference Center.



The Development Office raises both restricted and unrestricted gifts to help fund the work of various ministry areas, as they seek to meet the goals of the Mission Strategy. Primarily, unrestricted operating support is provided to the budget through the Diocesan Annual Fund, which generates approximately \$300,000 annually. These dollars are raised by personal solicitations and three mail appeals each year. This budget support allows the Diocese to “*provide practical resources and training opportunities for congregations in evangelism, stewardship, and congregational development.*”

Several ministries align directly with the Mission Strategy goals, and the Development Office solicits gifts designated for these programs as well. Two of these initiatives are 1) the Urban Residents program, *sending newly ordained priests to urban congregations*, and 2) a new initiative to “*launch new campus and young adult ministries,*” as well as expand existing programs.

Additionally, Development provides operational support for the fundraising efforts of Diocesan groups such as Jubilee Ministry and the Task Force for Gulf Coast Partnerships, as these groups seek to assist the Diocese in meeting its Mission Strategy goals of AIDS relief and advocacy in Africa, and encouraging local parishes to be in mission partnerships, respectively.

2007	\$262,150
2008	\$279,700

CONTINGENCIES & RESERVES

These budget lines fund a recommended 4% COLA (cost of living) adjustment for all diocesan staff and a contingency for a projected 2008 health insurance premium rate increase. A COLA adjustment was last given in January of 2006. Providers have not yet finalized 2008 health insurance premiums but this budget allows for an increase of up to 7%.

2007	\$57,000
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COMMENTS ON THE PRELIMINARY 2006 ACTUAL INCOME AND EXPENSE

We have provided on the 1-page “2008 Diocesan Operating Budget: Summary” the preliminary 2006 actual income and expense numbers. They are labeled “preliminary” because at the time of the preparation of this narrative, the auditors had not met with the Diocesan Audit Committee and the Diocesan Council had not heard and accepted the Audit Committee’s report (scheduled for the October Council meeting). It is our plan to have available at the Annual Convention copies of the “accepted” 2006 audited financial statements.

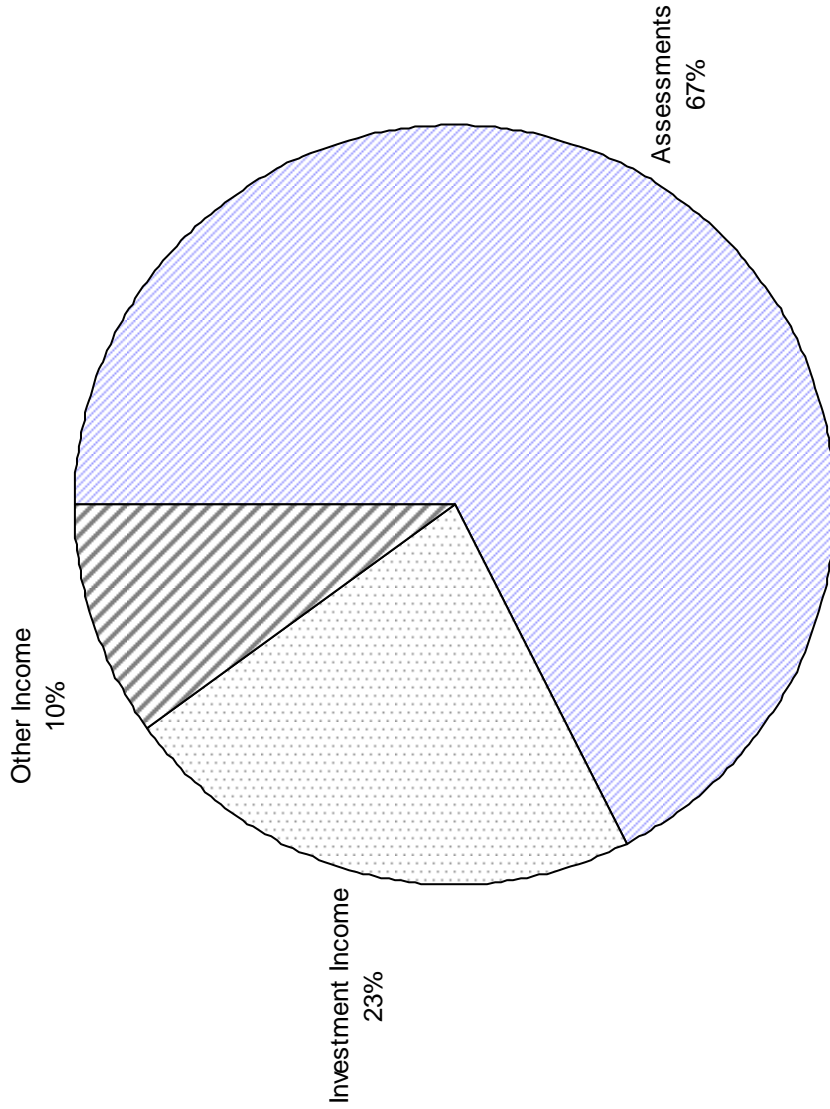
2008 DIOCESAN OPERATING BUDGET: Summary					
	2006				
	Unaudited	2007	2008	Change in	Change in
	ACTUAL	BUDGET	BUDGET	BUDGET \$	BUDGET %
INCOME					
Unrestricted Income					
Assessments from Congregations: <i>Line 9</i>	5,521,283	5,183,000	5,223,000	40,000	0.8%
Other Income: <i>Lines 10-13</i>	486,910	481,200	487,700	6,500	1.4%
Total, Unrestricted Income	6,008,193	5,664,200	5,710,700	46,500	0.8%
Total, Restricted Income: <i>Lines 23-113</i>	1,905,298	1,869,450	2,025,800	156,350	8.4%
TOTAL INCOME	7,913,491	7,533,650	7,736,500	202,850	2.7%
EXPENSES					
Congregational Development & Support					
Office of Congregational Development: <i>Lines 123-174</i>	1,569,169	1,541,500	1,629,600	88,100	5.7%
Office of the Bishop: <i>Lines 176-195</i>	896,918	932,100	944,000	11,900	1.3%
Office of Communications & Public Advocacy: <i>Lines 197-222</i>	524,842	547,400	578,700	31,300	5.7%
Total Congregational Development & Support	2,990,929	3,021,000	3,152,300	131,300	4.3%
Christian Formation					
Education & Formation: <i>Lines 230-292</i>	1,077,725	1,056,875	1,080,400	23,525	2.2%
Commission on Ministry: <i>Lines 294-307</i>	161,069	149,200	149,700	500	0.3%
Total Christian Formation	1,238,794	1,206,075	1,230,100	24,025	2.0%
Outreach & Witness					
The Episcopal Church Assessment: <i>Line 315</i>	1,133,000	1,167,800	1,198,700	30,900	2.6%
Sending/Serving Grants: <i>Lines 319-322</i>	123,216	148,500	151,900	3,400	2.3%
Global, Domestic, & Local Partnerships: <i>Lines 323-347</i>	291,089	137,325	134,100	(3,225)	-2.3%
Total Outreach & Witness	1,547,305	1,453,625	1,484,700	31,075	2.1%
Canonical Ministry: <i>Lines 356-380</i>	230,925	235,300	243,300	8,000	3.4%
Ministry of Administration & Development					
Ministry of Administration: <i>Lines 384-442</i>	1,412,907	1,298,500	1,201,400	(97,100)	-7.5%
Development Office: <i>Lines 444-455</i>	253,416	262,150	279,700	17,550	6.7%
Total Administration & Development	1,666,323	1,560,650	1,481,100	(79,550)	-5.1%
Contingencies & Reserves: <i>Lines 459-464</i>	200,000	57,000	145,000	88,000	154.4%
TOTAL EXPENSE	7,874,276	7,533,650	7,736,500	202,850	2.7%
SURPLUS (DEFICIT)	39,215	-	-	-	

** Line #s reference the Proposed 2008 Detail Operating Budget

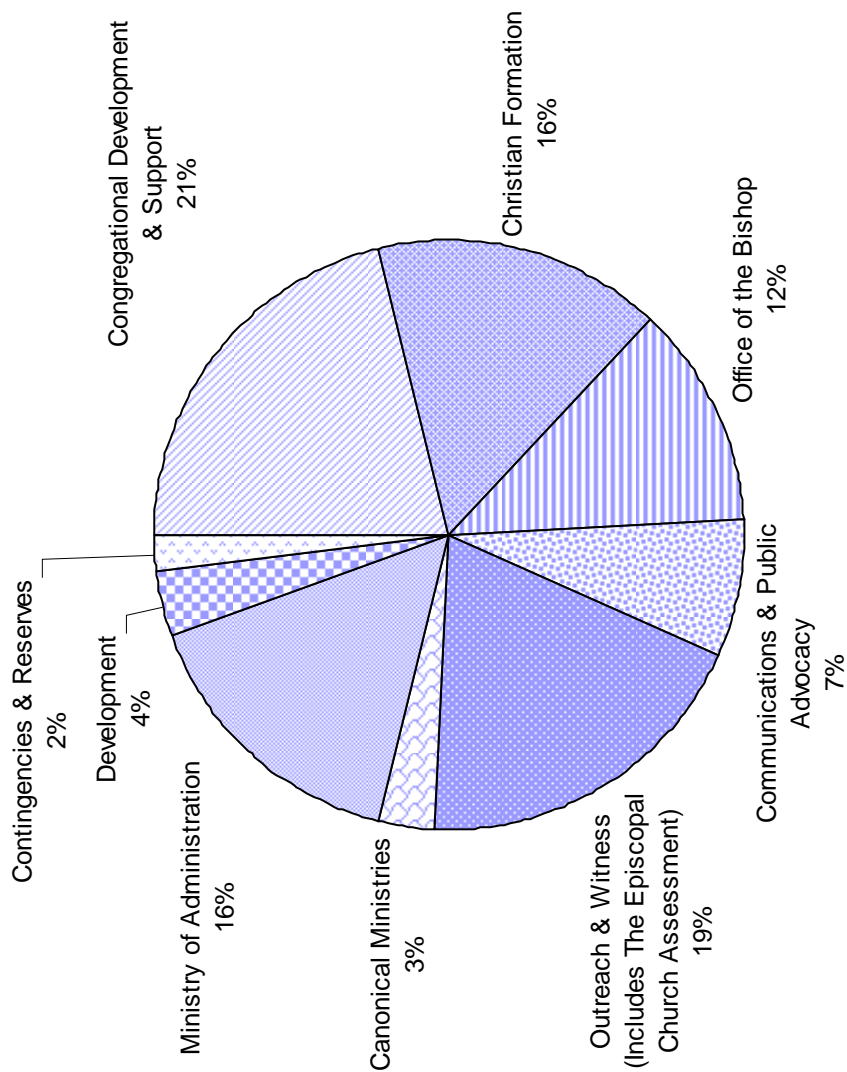
2008 Operating Budget Sources & Uses Statement									
INCOME--Sources	DETAIL LINE #	FROM CONGREGATIONS	ENDOWMENT	GIFTS & GRANTS	FEES	2008 TOTAL	2007 TOTAL		
UNRESTRICTED									
Canonical Ministry	#9	5,223,000				5,223,000	5,183,000		
Ministry of Administration	#10-13		487,700			487,700	481,200		
RESTRICTED									
Congregational Development & Support									
Congregational Development	#32		497,900	480,000		977,900	899,500		
Cathedral Ministry	#38		75,700	900		76,600	77,800		
Office of the Bishop	#44		213,400	27,000		240,400	228,300		
Office of Communications	#48				6,700	6,700	4,500		
Christian Formation									
Educational Ministries	#60		155,900	30,000	31,500	217,400	190,200		
Campus & Young Adult Ministries	#65		80,400	150,000		230,400	76,200		
Barbara C. Harris Center	#67						85,500		
Commission on Ministry	#70			15,000		15,000	5,000		
Outreach & Witness									
Mission through Partnerships	#83		158,000			158,000	148,650		
Canonical Ministry									
Diocesan Scholarship for Clergy Dependents	#88		48,600			48,600	45,600		
Archives	#93		21,000	1,000		22,000	20,700		
Ministry of Administration & Development									
Facilities	#106		4,300		3,500	7,800	37,600		
Development	#108			25,000		25,000	49,900		
2008 Budget Totals		5,223,000	1,742,900	728,900	41,700	7,736,500			
% of Budget		68%	23%	9%	1%	100%			
2007 Budget Totals		5,183,000	1,739,050	574,600	37,000		7,533,650		
% of Budget		69%	23%	8%	0%		100%		

2008 Operating Budget Sources & Uses Statement										
	Detail Line #	GRANTS WITHIN DIOCESE	GRANTS OUTSIDE DIOCESE	STAFF	PROGRAM	OFFICE & TRAVEL	BUILDING & EQUIPMENT	INSURANCE, LEGAL & AUDIT	2008 TOTAL	2007 TOTAL
Congregational Development & Support										
Office of Congregational Development	#136	106,400		293,700	22,900	26,000			449,000	
Special Ministries	#141			35,600					35,600	
Strategic Ministries	#168	796,600		178,600	90,000				1,065,200	
Cathedral Ministry	#172	79,800							79,800	
Office of the Bishop	#195	92,200		715,300	42,000	94,500			944,000	
Office of Communications & Public Advocacy	#222	90,000		283,100	181,000	24,600			578,700	
									3,152,300	3,021,000
Christian Formation										
Educational Ministries	#264	3,000		331,600	174,100	19,000			527,700	
Barbara C. Harris Center	#269								-	
Campus & Young Adult Ministries	#292			359,900	176,800		16,000		552,700	
Commission on Ministry	#307			93,700	52,000	4,000			149,700	
									1,230,100	1,206,075
Outreach & Witness										
The Episcopal Church Assessment	#315		1,196,700						1,196,700	
Mission through Partnerships	#349	163,900	119,800		800	1,500			286,000	
									1,484,700	1,453,625
Canonical Ministry										
General Convention and Province I	#360		13,500		15,500				29,000	
Office for Canonical Ministries--Diocesan	#370	48,600		66,300	43,000	13,000			170,900	
Archives	#378			36,200	2,700	4,500			43,400	
									243,300	235,300
Ministry of Administration & Development										
Offices of Treasurer & Administration	#423			386,600		34,600		201,500	622,700	
Facilities	#431						404,000		404,000	
Technology Support	#440			130,000	11,700		33,000		174,700	
Development	#455			201,100	24,000	54,600			279,700	
									1,481,100	1,560,650
Contingencies & Reserves										
	#464			145,000					145,000	57,000
2008 Budget Totals										
		1,380,500	1,332,000	3,256,700	836,500	276,300	453,000	201,500	7,736,500	
% of Budget										
		17.8%	17.2%	42.1%	10.8%	3.6%	5.9%	2.6%	100%	
2007 Budget Totals										
		1,463,100	1,294,300	3,118,375	703,300	266,475	486,600	201,500	7,533,650	
% of Budget										
		19.4%	17.2%	41.4%	9.3%	3.5%	6.5%	2.7%	100%	

**2008 OPERATING BUDGET:
Where the Money Comes From**



**2008 Operating Budget:
Where the Money Goes**



APPENDIX I

CONSOLIDATED OPERATING INCOME AND EXPENSE BUDGET FOR FISCAL YEAR 2008

We are providing a summary consolidated income and expense report that includes information on other diocesan and bishop's funds that have been and are being used to provide supplemental support for operating costs for diocesan projects.

These other funds are comprised of the following:

1. Annual Fund: For 2008 the proceeds from this fund will be used to support particular mission strategy initiatives in the diocesan operating budgets.
2. Anniversary Appeal: In honor of Bishop Shaw's 10th anniversary as our Diocesan Bishop, this appeal was made in 2006. Both cash gifts and pledges (over a 3 year period) were raised to support an urban resident position. The urban resident program involves the deployment of a newly ordained clergy to serve as an associate in an urban congregation which has limited financial resources but has a strong capacity to grow in mission.
3. Bishop's Discretionary Funds: These are funds that for the most part represent income from endowment funds that in some cases date back to the 1800's. These funds are under the control of the Diocesan Bishop and will be designated as follows: Aid to Clergy and Congregations, Aid to Seminarians (represents the collections that are taken during Bishops' visitations and income from an endowment fund established for seminarian formation), Overseas Mission, Aid to Women in Need, Aid to Children, Aid to Churches, and other unrestricted ministry initiatives.

As explained elsewhere, a copy of the detailed consolidated expense report is available on the diocesan web site, www.diomass.org, or a hard copy may be obtained from the Treasurer's Office (617.482.4826, x501).

Summary Consolidated Operating Income and Expense Budget for Fiscal Year 2008

(Excludes capitalized expenditures for diocesan-owned property)

	Operating BUDGET	Anniversary Appeal	Bishop's Discretionary Funds	Total
INCOME	\$ 7,736,500	\$ 70,000	\$ 601,500	\$ 8,408,000
EXPENSES:				
Congregational Development & Support				
Office of Congregational Development	\$ 1,629,600	\$ 70,000	\$ 210,500	\$ 1,910,100
Office of the Bishop	\$ 944,000	-	\$ 20,000	\$ 964,000
Office of Communications & Public Advocacy	\$ 578,700	-	-	\$ 578,700
Total Congregational Development & Support	\$ 3,152,300	\$ 70,000	\$ 230,500	\$ 3,452,800
Christian Formation				
Education & Formation	\$ 1,080,400	-	-	\$ 1,080,400
Commission on Ministry	\$ 149,700	-	\$ 81,000	\$ 230,700
Total Christian Formation	\$ 1,230,100	-	\$ 81,000	\$ 1,311,100
Outreach & Witness				
The Episcopal Church Assessment	\$ 1,198,700	-	-	\$ 1,198,700
Sending/Serving Grants	\$ 151,900	-	-	\$ 151,900
Global, Domestic, & Local Partnerships	\$ 134,100	-	\$ 65,000	\$ 199,100
Total Outreach & Witness	\$ 1,484,700	-	\$ 65,000	\$ 1,549,700
Canonical Ministry	\$ 243,300	-	\$ 50,000	\$ 293,300
Ministry of Administration & Development				
Ministry of Administration	\$ 1,201,400	-	\$ 175,000	\$ 1,376,400
Development Office	\$ 279,700	-	-	\$ 279,700
Total Administration & Development	\$ 1,481,100	-	\$ 175,000	\$ 1,656,100
Contingencies & Reserves	\$ 145,000	-	-	\$ 145,000
TOTAL EXPENSES	\$ 7,736,500	\$ 70,000	\$ 601,500	\$ 8,408,000
SURPLUS (DEFICIT)	\$ -	\$ -	\$ -	\$ -

APPENDIX II

GLOSSARY OF TERMS

Abatement: *This policy has been discontinued.* This was a procedure involving the forgiveness of a portion of the **Assessment** for a congregation.

Agency Endowment Fund: An endowment fund that is under the control of the Diocese and which provides both **Yield** and **Appreciation** which may be drawn against under a **Spending Policy Draw** to provide support for operating expenses. The Agency funds are of three types:

Unrestricted: Designated to cover any of the operating expenses.

Restricted: Designated to cover specific operating expenses per the donor's terms.

Quasi: Controlled by the Diocesan Council. It is sometimes called "a fund acting as an endowment" as it is not legally a "true" endowment.

Appreciation: The increase in the value of an investment due to changes in the market.

Assessment: The share of Diocesan expenses which each parish, mission, and summer chapel in union with Convention is called dutifully to accept.

Assessment Formula: The mathematical procedure for computing the share of Diocesan expenses which each congregation is dutifully called to accept.

Consolidated Operating Expense Budget: This budget includes both the expense lines for the **Diocesan Operating Budget** supported by **On-line Funds** and supplemental expenses to those expense lines which are covered by **Off-line Funds**.

Depreciation: The decrease in the value of an investment due to changes in the market.

Diocesan Investment Trust (DIT): This is a pooled investment portfolio comprising Diocesan investments and others' funds. This portfolio is comprised of investments in fixed income securities (bonds) and equities (stocks), and it is managed by the **Trustees of Donations**.

Diocesan Operating Budget: The annual budget covering income and expenses which supports the day-to-day operations of the Diocesan offices and our attendant ministry and mission.

Endowment Fund: A fund established by a "donor" which may be used for unrestricted or restricted purposes. There are three types of Endowment Funds: **Agency Endowment Funds**,

Off-line Funds: An internal term used by the Diocese which refers to funds that are raised through fundraising appeals under the control of the Diocesan Bishop, and endowed funds which are specifically under the control of the Bishop and are not reflected on the Diocesan operating budget (either as income or expense). Sometimes the fundraising appeals and the endowed funds are earmarked for specific purposes in the Diocesan operating budget and other times these funds are used to supplement operating expenses and/or support initiatives under the direct control of the Diocesan Bishop. The current fundraising appeals and Bishop-owned endowment funds are:

Bishop's Anniversary Fund: A fund established in honor of our Diocesan Bishop Shaw's 10th anniversary as our Diocesan Bishop.

Bishop's Annual Fund: An annual fundraising appeal by the Diocesan Bishop; this was formerly called the Bishop's Appeal.

Bishop's Funds: Funds that have been established, in some cases back in the 1800s, for use by the Bishop. These funds are for both unrestricted and restricted uses: Aid to Clergy, Aid to Women, Aid to Children, Overseas Mission, Aid to Congregations, and Unrestricted.

On-line Funds: An internal term used by the Diocese which refers to funds which are reflected on the **Diocesan Operating Budget**.

Spending Policy Draw: This is an annual percent of the 3-year average market value of an endowment fund which is withdrawn and used as income to support operating expenses. Diocesan policy provides for a ceiling (5.5%) and a floor (3.5%) to the annual draw, and additionally there is a 5% cap on the increase over the previous year's draw. The Diocese has different draw rates for the funds. Draw rates on **Trust Funds** are lower than against **Agency Funds** as we are not allowed to withdraw the **Appreciation** in the Trust funds, only the **Yield**. The draw rate for the Agency Funds reflects a **Total Return Policy**.

Total Return: The combined **Yield** and **Appreciation** or **Depreciation** of your investments.

Total Return Policy: An approach to managing your investments whereby you set a targeted percent draw against your investments.

Trust Endowment Fund: An endowment fund whose donor gave a gift to a beneficiary through a trust instrument to the **Trustees of Donations** to be invested and managed by them, with the **Yield** to be used by the beneficiary for either an **Unrestricted** or **Restricted** use. Usually the corpus (the original gift) and any **Appreciation** can not be accessed by the beneficiary. Trust Fund income may be used for either **Unrestricted** or **Restricted** purposes.

Trustees of Donations: A separate entity (founded in 1810) which has its own Board of Trustees.

APPENDIX III

TO: Delegates to the Diocesan Convention

FROM: The Treasurer's Office

DATE: September 26, 2007

SUBJECT: 2008 Assessments

We are pleased to provide the attached list of assessments for fiscal year 2008 to the Delegates of Diocesan Convention. This list reflects your actual 2008 assessment, assuming your church has filed the 2005 Parochial Report.

The formula for 2008 remains unchanged from 2007.

If a 2005 Parochial Report has not been filed, the assessment number shown for 2008 was increased by 6% from 2007.

The attached list represents information which was available through September 17, 2007. A more current version of this list will be made available to you at the Convention.

This list of assessments is placed before the Diocesan Convention for your action.

THE EPISCOPAL DIOCESE OF MASSACHUSETTS			
2008 Assessments			
Boldface figures are estimates. Please note: If a 2005 Parochial Report was not submitted, the 2008 assessment for that church was increased by 6% from 2007.			
Church			2008
Code	Church	Location	Assessment
2005	Church of the Good Shepherd	Acton	42,270
1005	St. James's Church	Amesbury	9,131
1010	Christ Church	Andover	89,113
2010	Church of Our Saviour	Arlington	12,256
2015	St. John's Church	Arlington	14,464
5005	All Saints' Church	Attleboro	20,189
2020	St. Andrew's Church	Ayer	15,957
6005	St. Mary's Church	Barnstable	59,719
2025	St. Paul's Church	Bedford	19,380
2030	All Saints' Church	Belmont	44,780
2035	St. Andrew's Church	Belmont	3,564
1021	St. Peter's Church	Beverly	28,207
1015	St. John's Church	Beverly Farms	93,080
4010	Church of the Advent	Boston	136,389
4025	Emmanuel Church	Boston	86,537
4045	Church of St. John the Evangelist	Boston	20,755
4070	St. Stephen's Church	Boston	4,001
4075	Trinity Church	Boston	608,641
3025	St. Luke's & St. Margaret's Ch.	Boston (Allston)	2,262
4015	All Saints' Church	Boston (Ashmont)	48,034
1030	St. John's Church	Boston (Charlestown)	8,345
4055	St. Mark's Church	Boston (Dorchester)	11,637
4060	St. Mary's Church	Boston (Dorchester)	6,803
1025	St. Andrew's/Grace Church Federated	Boston (East)	108
3005	Christ Church	Boston (Hyde Park)	6,403
3020	St. John's Church	Boston (Jamaica Plain)	13,056
4030	Church of the Holy Spirit	Boston (Mattapan)	23,400
4035	St. Augustine's & St. Martin's Church	Boston (Roxbury)	12,563
4040	St. Cyprian's Church	Boston (Roxbury)	5,860

Church			2008
Code	Church	Location	Assessment
4050	St. John's & St. James's Church	Boston (Roxbury)	3,883
4065	St. Matthew's & The Redeemer	Boston (South Boston)	2,239
3010	Emmanuel Church	Boston (W. Roxbury)	3,728
4080	Emmanuel Church	Braintree	8,537
5010	Trinity Church	Bridgewater	11,025
5015	St. Paul's Church	Brockton	4,494
3015	Iglesia de San Juan	Brookline	2,075
3030	All Saints' Church	Brookline	62,919
3035	Church of Our Saviour	Brookline	46,578
3045	St. Paul's Church	Brookline	47,651
2045	St. Mark's Church	Burlington	7,497
6010	St. Peter's Church	Buzzard's Bay	11,556
2050	Christ Church	Cambridge	104,459
2055	St. Bartholomew's Church	Cambridge	20,331
2060	St. James's Church	Cambridge	37,684
2065	St. Peter's Church	Cambridge	29,666
4085	Trinity Church	Canton	9,938
6015	St. Christopher's Church	Chatham	57,533
2070	All Saints' Church	Chelmsford	31,167
1035	St. Luke's Church	Chelsea	6,567
4090	St. Stephen's Church	Cohasset	58,933
2075	Trinity Church	Concord	85,872
1041	Calvary Church	Danvers	19,487
5020	St. Peter's Church	Dartmouth (South)	7,215
3050	Church of the Good Shepherd	Dedham	6,582
3055	St. Paul's Church	Dedham	50,542
3060	St. Dunstan's Church	Dover	21,523
4095	Church of St. John the Evangelist	Duxbury	52,839
6020	St. Andrew's Church	Edgartown	34,746
1045	Grace Church	Everett	2,546
5030	Church of the Good Shepherd	Fairhaven	2,183
5035	Church of the Ascension	Fall River	19,662
5040	St. John's/St. Stephen's Partnership	Fall River	10,552
5045	St. Luke's Church	Fall River	2,004
5050	St. Mark's Church	Fall River	5,469

Church			2008
Code	Church	Location	Assessment
6030	St. Barnabas's Church	Falmouth	66,074
6025	Church of the Messiah	Falmouth (Woods Hole)	15,265
5060	St. Mark's Church	Foxboro	27,095
3065	St. Andrew's Church	Framingham	46,164
3070	St. John's Church	Franklin	20,228
1050	St. John's Church	Gloucester	35,806
1055	St. James's Church	Groveland (South)	6,980
6035	St. David's Church	Halifax	1,451
4100	St. Andrew's Church	Hanover	16,675
6040	Christ Church	Harwichport	43,483
1065	Trinity Church	Haverhill	24,013
4105	St. John's Church	Hingham	50,168
4110	St. John's Church	Holbrook	4,417
3075	St. Michael's Church	Holliston	10,688
3080	St. Paul's Church	Hopkinton	9,082
2080	St. Luke's Church	Hudson	4,372
1070	Ascension Memorial Church	Ipswich	24,678
1075	Grace Church	Lawrence	14,045
1080	St. Augustine's Church	Lawrence	1,097
2085	Church of Our Redeemer	Lexington	46,521
2090	St. Anne's Church	Lincoln	68,507
2095	St. Anne's Church	Lowell	9,102
2100	St. John's Church	Lowell	4,303
1085	St. Alban's Church	Lynn	1,664
1090	St. Stephen's Church	Lynn	37,140
1095	St. Paul's Church	Lynnfield	13,111
1100	St. Luke's Church	Malden	3,565
1105	St. Paul's Church	Malden	9,890
5065	Church of St. John the Evangelist	Mansfield	5,217
1110	St. Andrew's Church	Marblehead	53,446
1116	St. Michael's Church	Marblehead	35,843
5070	St. Gabriel's Church	Marion	43,116
2105	Church of the Holy Trinity	Marlborough	1,554

Church			2008
Code	Church	Location	Assessment
4120	Trinity Church	Marshfield Hills	13,408
3085	Church of the Advent	Medfield	30,973
2115	Grace Church	Medford	22,637
3090	Christ Church	Medway	5,935
1120	Trinity Church	Melrose	27,032
1125	St. Andrew's Church	Methuen	5,944
5075	Church of Our Saviour	Middleboro	19,022
3095	St. Paul's Church	Millis	7,782
4125	Church of Our Saviour	Milton	10,205
4130	St. Michael's Church	Milton	61,859
6045	St. Paul's Church	Nantucket	74,586
3100	St. Paul's Church	Natick	45,440
3105	Christ Church	Needham	65,554
5080	Grace Church	New Bedford	88,042
5085	St. Andrew's Church	New Bedford	6,689
5090	St. Martin's Church	New Bedford	5,413
1130	St. Paul's Church	Newburyport	53,165
3110	Grace Church	Newton	50,332
3120	Church of the Messiah	Newton (Auburndale)	7,327
3125	Church of Our Redeemer	Newton (Chestnut Hill)	97,805
3130	St. John's Church	Newton (Newtonville)	24,134
3115	Church of the Good Shepherd	Newton (Waban)	44,220
3145	Trinity Church	Newton Centre	40,158
3135	St. Paul's Church	Newton Highlands	10,862
3140	St. Mary's Church	Newton Lower Falls	40,924
1135	St. Paul's Church	North Andover	22,746
5095	Grace Church	North Attleboro	24,816
2040	St. Anne's Church	North Billerica	15,855
5025	St. Mark's Church	North Easton	4,042
3150	Grace Church	Norwood	16,575
6050	Trinity Church	Oak Bluffs	1,127
6055	Holy Spirit	Orleans	68,362
6060	St. Peter's Church	Osterville (Barnstable)	64,528
1140	St. Paul's Church	Peabody	6,700
2120	St. David's Church	Pepperell	3,997

Church			2008
Code	Church	Location	Assessment
6065	Christ Church	Plymouth	36,891
6070	St. Mary's Church	Provincetown	15,195
4135	Christ Church	Quincy	22,543
4140	Parish of St. Chrysostom	Quincy (Wollaston)	9,484
4145	Trinity Church	Randolph	15,267
1145	Church of the Good Shepherd	Reading	17,771
4150	Trinity Church	Rockland	4,394
1155	St. Mary's Church	Rockport	14,887
1160	Grace Church	Salem	16,063
1165	St. Peter's Church	Salem	19,442
6075	St. John's Church	Sandwich	32,130
1170	St. John's Church	Saugus	9,660
4155	St. Luke's Church	Scituate	24,054
5105	St. John's Church	Sharon	4,000
2125	Trinity Chapel	Shirley	3,351
5110	Church of Our Saviour	Somerset	8,896
2130	Christ Church	Somerville	5,869
2135	St. James's Church	Somerville	5,312
1060	Christ Church	South Hamilton & Wenham	103,930
4165	Church of the Holy Nativity	South Weymouth	11,753
6095	St. David's Church	South Yarmouth	31,416
3155	St. Mark's Church	Southboro	41,693
1175	All Saints' Church	Stoneham	6,353
4160	Trinity Church	Stoughton	12,706
2140	St. Elizabeth's Church	Sudbury	33,859
1180	Church of the Holy Name	Swampscott	9,615
5115	Christ Church	Swansea	16,855
5120	St. John's Church	Taunton	6,219
5125	St. Thomas's Church	Taunton	23,587
1185	Trinity Church	Topsfield	34,022
6080	Grace Church	Vineyard Haven	23,145
1190	Emmanuel Church	Wakefield	15,155
3160	Epiphany Church	Walpole	14,064
2145	Christ Church	Waltham	21,390
6085	Church of the Good Shepherd	Wareham	20,443
2150	Church of the Good Shepherd	Watertown	5,271

Church Code	Church	Location	2008 Assessment
2155	Church of the Holy Spirit	Wayland	31,200
3165	St. Andrew's Church	Wellesley	116,408
6090	Chapel of St. James's	Wellfleet	1,002
1195	All Saints' Church	West Newbury	72,703
2160	St. Mark's Church	Westford	23,641
2165	St. Peter's Church	Weston	55,760
3170	St. John's Church	Westwood	18,673
4170	Trinity Church	Weymouth	6,288
5130	All Saints' Church	Whitman	10,433
2170	St. Elizabeth's Church	Wilmington	4,003
2175	Parish of the Epiphany	Winchester	97,385
1200	St. John's Church	Winthrop	16,352
2180	Trinity Parish	Woburn	6,037
3175	Trinity Church	Wrentham	18,200

Total**\$ 5,354,306**

YEAR 2008 DIOCESAN ASSESSMENT CALCULATION

Scenario:

Assume that "other expenses" (Line 14) of the 2005 Parochial Report is \$230,000,
 "assistance from the diocese" (Line 7) of 2005 Parochial Report is \$10,000
 and that Your Actual 2007 Assessment was \$29,400 (from 2007 Diocesan Budget)

Your 2008 is computed as follows:

Four-Step Computation

Step #1 Compute Base	
Refer to your congregation's 2005 Parochial Report	
Line 14 "all other operating expenses"	A = <u>\$230,000</u>
Line 7 "assistance from diocese"	B = <u>\$ 10,000</u>
Line 14 minus Line 7	A-B = <u>\$220,000</u>
Your Base is (A-B)	\$220,000

Step #2 Using YOUR BASE Identify Applicable Row

2008 Assessment Formula Table				
Applicable Row	If Your Base is greater than or equal to	Then your computed assessment is	Plus this percent	Of Your Base in excess of
	\$0 but less than \$36,155	\$0	6.74%	\$0
	\$36,155 less than \$72,310	\$2,438	10.11%	\$36,155
	\$72,310 less than \$108,465	\$6,095	13.49%	\$72,310
	\$108,465 less than \$144,620	\$10,970	16.86%	\$108,465
	\$144,620 less than \$216,930	\$17,065	20.23%	\$144,620
-> ->	\$216,930 less than \$289,240	\$31,693	23.60%	\$216,930
	\$289,240 and above	\$48,759	16.86%	\$289,240

Step #3 Computing Assessment Using Table

Using Assessment Table and Base (above)	
Assessment on \$216,930	C = <u>\$31,693</u>
Your base in excess of \$216,930 is \$3,070.	D = <u>\$725</u>
This residual is assessed at 23.60%	
Computed Assessment	C + D = <u>\$32,418</u>
Your Computed Assessment Using Table	\$32,418

Step #4 Computing Your Growth Cap

$(\$32,418 - \$29,400) / \$29,400 = 10.2\%$ Growth

Your Actual 2007 Assessment	E =	\$29,400
Your Growth Cap (106%)	E + 6%E =	\$31,164
*NOTE: Your Computed Assessment IS GREATER THAN your Growth Cap		
Your Actual 2008 Assessment =		\$31,164

Summary

Your Monthly Assessment = Your Actual 2008 Assessment / 12 = \$31,164 / 12 = \$2,597.

Your 2008 Assessment Rate = \$31,164 / \$220,000 = 14.17%



O gracious and loving God, you work everywhere reconciling, loving, and healing your people and your 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.



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