

Proposed 2010 Diocesan Budget

The 224th Annual Convention of the Episcopal Diocese of Massachusetts
Trinity Church, Boston November 6-7, 2009



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.

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The Episcopal Diocese of Massachusetts

My Sisters and Brothers in Christ,

This year we celebrate our diocese's 225th anniversary not only by honoring our past but also by celebrating what we have accomplished in the first six years of our current mission strategy and by looking to the future with expectation.

At a time when budgets are hard pressed at all levels, our Episcopal Church this summer in General Convention made some difficult decisions about how and where to devote limited resources, choosing to change some ways of doing things so that our collective commitment to joining God's mission in the world might be abundant. It is the same for our diocese. This 2010 diocesan budget reflects the hard choices and challenges of this season but still focuses on our mission priorities and hopes.

You know, as Bud and Gayle and I have traveled around to congregations, deaneries and ministries, we have heard stories of trials and of triumphs. We have seen places where ministry is flourishing and others where ministry must end so that something new can begin. Our good stewardship of resources from the sale of closed church properties will allow us freedom to seed new ministry, nurture vital programs and attend to capital needs. It gives us breathing room.

We continue to live into the reorganization of diocesan operations that began last year, and input from the five operational areas strengthened this year's budget process. Over the summer, I, with Bud, Gayle and Canon Mally Lloyd, have been meeting with and engaging clergy and lay leadership, including at deanery assemblies and in our parish visitations, to continue work begun with the Diocesan Council and staff to review, as required by canon, the most recent three years of our 10-year mission strategy.

Together we have begun to envision where we will go in the final four years of this particular strategy. We are convinced that even though this budget is leaner than we would like it to be, we can still help develop vital and viable congregations, enhance our programs for children, youth and young adults and support the continued development of our urban and multicultural ministries.

Your bishops look forward to celebrating with you in convention as we set about the business of the diocese—joining in God's transforming mission.

Faithfully yours,

M. Thomas Shaw, SSJE

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DIOCESAN CORE OPERATING BUDGET SUMMARY

This is the proposed 2010 Diocesan Core Operating Budget which is to be placed before the Diocesan Convention on November 7, 2009, for consideration and vote.

TOTAL OPERATING INCOME	\$ 6,417,318
Revenue from Congregations (net)	4,980,000
Spending Policy Income from Endowment	700,762
Income from Trusts	731,556
Other Income	5,000
TOTAL OPERATING EXPENSE	\$ 6,417,318
Deaneries, Congregations and Clergy	860,700
Congregational Resources and Training	966,835
Episcopal and Diocesan Support	2,107,900
Administrative Services	1,049,100
Strategic Ministries	1,394,298
Contingencies	38,485

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Budget Overview

Last year's budget book focused on the reorganization of the diocesan operations. We now have a year of experience with the new organization and are pleased with the changes it has brought about, both with the diocesan staff and fiscal management and also as a way of structuring our work with congregations and the governing boards and councils of the diocese. To the relief of all, we plan little if any organizational change in the coming year. We will, however, continue to fine tune our processes and programs and strive for more timely and accurate reporting.

The proposed 2010 budget is balanced. It is \$530,553 less than the 2009 budget.

The Budget Committee was able to accomplish the following, despite reduced income both from assessments and from endowment income:

- commit 0.7% of our budget for Jubilee Ministries
- maintain our full financial support of the Episcopal Church
- level fund diocesan staff and strategic ministry payroll
- increase grant funding for congregations
- maintain a contingency of \$38,485
- increase budget for some strategic ministries
- provide assessment relief to 60% of parishes.

Some of the cuts in the budget were accomplished by:

- eliminating surplus from last year's budget
- eliminating an unfilled staff position in last year's budget
- overall belt tightening
- General Convention's reduction in the Episcopal Church asking that is based on 2010 activity.

Income for 2010 is projected to be down:

- trusts and endowments: \$280,553
- billed assessments from congregations: \$275,912.



Change to the Assessment

While 2009 has been a relatively stable year in terms of the operations and expenditures of the diocese, it has been a more active year in terms of diocesan revenues and finances. One significant change has been in the formula by which parish assessments are determined. A second significant area of activity has been the sale of real estate from our recently closed churches. This section discusses the 2010 assessment formula, while the proceeds from the sale of closed churches are discussed starting on page 12.

The 2010 Assessment Formula

The 2010 assessment formula for parishes is:

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

where the BASE for 2010 is equal to line 14 ("all other operating expenses") from the 2007 parochial report, less line 7 ("assistance from diocese").

For a mission, the 2010 assessment is two-thirds the amount that would be assessed if the congregation were a parish.

The 2010 assessments for each congregation are shown, organized by deanery, on pages 23-26.

Comments on the 2010 Formula

First, note that the definition of the BASE is the same as it has been since 2007, defined in terms of the operating expenses as shown on the parochial reports.

Second, there is no continuation of the 6% cap on year-to-year increases in assessments. The cap was introduced in 2007 when the Diocesan Council changed to measuring the BASE in terms of expenses, as opposed to revenues, and it was initially described as a one-year cap. The Council has decided to finally remove the cap from the assessment formula.

Third, the formula itself is simpler than it has been in previous years: there is a single marginal rate and a single fixed-dollar credit applicable to all parishes.

Fourth, the fixed-dollar credit ensures that smaller parishes are assessed at a lower "effective rate," defined as the percentage of the assessment level relative to the BASE, than larger parishes.

Fifth, the formula itself lowers the effective rate for parishes of all sizes. In consideration of the challenging economic environment, the Council has adopted an assessment formula that will raise less money through assessments in 2010 than in 2009.

Sixth, more than 60% of parishes will have a lower assessment in 2010 than in 2009. Those that face an increase in the assessment either were benefiting from the transition cap or had a significant increase in operating expenses from 2006 to 2007 (or both).

Finally, a benefit of moving to a simpler formula (and keeping it in place for the years ahead) is that vestries can clearly identify how their actions in shaping their congregational budgets will affect their assessment levels in future years. Under the current formula, a further increase (or decrease) of \$10,000 in parish operating expenses in 2010 would imply a further increase (or decrease) of \$1,550 in the 2013 assessment.

Transition Adjustments for 2010 in Lieu of the Cap

The decision to remove the transition cap from the 2010 assessment formula was not made lightly, and the Diocesan Council agreed that some case-by-case review is appropriate for the situations where removing the cap would have the greatest impact. The three bishops, the canon to the ordinary and the treasurer contacted the 20 parishes with the largest increases (more than \$4,000) to inquire, on behalf of the Council, whether some one-time transition reduction in lieu of the formulaic cap would be appropriate. In some instances, the parishes are prepared to pay the full increase and no adjustment is needed; in others, we agreed to an adjustment, and that is shown in the "Transition Adjustment" column in the table on pages 23-26.

This adjustment process is in place as a transition measure for 2010 as the cap is eliminated. Going forward, we will continue to use the payment plan process, conducted by the Congregational Business Consultants, to review situations where parishes have difficulty paying their assessments.

Attribution Summarized for the Entire Diocese

The July mailing to convention delegates and clergy attributed the change in parish assessments from 2009 to 2010 to four factors: the removal of the cap on year-to-year increases; the change in a parish's BASE from 2009 to 2010; the impact of the lower rates implied by the new formula; and any transition adjustment. Here are those figures for all the congregations taken together:

Total 2009 Assessments:	\$ 5,252,029
Total impact of removing the cap:	+ 452,293
Total impact of the change in the BASE:	+ 259,641
Total impact of the new formula:	- 841,187
Total adjustments:	- 146,659

Total 2010 Assessments:	\$ 4,976,117
	(not including voluntary contributions or reserves)

Thus, even though the BASE has gone up and the cap has been removed, the total assessments are lower by \$275,912, due to the new formula and its lower effective rates.



Closing of Churches

Over a three-year period, six churches have been closed (St. Andrew's Church, Belmont; St. David's Church, Halifax; St. Luke's Church, Malden; the Church of the Holy Trinity, Marlborough; St. George's Church, Maynard; and the Church of St. Matthew and the Redeemer, South Boston). Two churches (St. Mark's Church and St. John's-St. Stephen's Partnership) have merged with the former Church of the Ascension to form the new Church of the Holy Spirit, all in Fall River. Two are in the process of closing (St. Augustine's Church in Lawrence and St. Alban's Church in Lynn). As a result the diocese has \$1.6 million in hand from property sales, with an approximate additional \$2 million in sales pending.

Allocation of the net proceeds from the sale of diocesan-owned property and closed churches follows guidelines approved by the Diocesan Council in 2007. With a mandate of responsible stewardship, Council adopted the guidelines based on several assumptions: that there be no mandated formula for the allocation of proceeds; that all such proceeds be evaluated with reference to the situation that predicated the sale; that, since future generations have a claim on these resources, efforts should always be made toward allocating a significant portion of proceeds to a diocesan endowment; and that there is a responsibility to maintain diocesan center facilities.

The guidelines themselves involve a listening process, through which the bishop appoints a committee of deanery, Council and congregational representatives, as

appropriate, to evaluate the situation that predicated the closure and sale and to identify relevant stakeholders and hear their stories and suggestions for the use of proceeds. The committee also explores ways to publicly honor and memorialize the experience of God in Christ that took place at the closed site.

In the decision process that follows, the committee considers net amounts and works within a framework of saving for the future and investing in congregational vitality and viability today, with a bias toward allocating up to 50% to an endowed fund and 30% of every dollar back to congregations. Remaining amounts may be allocated to seed new ministry initiatives (10%) and to fund capital improvements to the diocesan office facilities. The committee presents its recommendations first to the Diocesan Council's Executive Committee, then to the full Council for final approval.



Oversight and Organization of Diocesan Operations

Episcopal Oversight and Responsibilities

The bishops' oversight of congregations and deaneries is aligned with visitation schedules. Each bishop covers four deaneries and their congregations, and the areas of oversight include visitations, congregational vitality and viability, admission of parishes and missions, and parish conflict.

There are specialized roles for each bishop in certain aspects of congregational and clergy life, including transition ministry (Bishop Cederholm), clergy development (Bishop Harris) and pastoral oversight of parish closings (Bishop Shaw).

The canon to the ordinary has oversight of strategic ministries with the three bishops, among whom individual ministries are distributed.

There are specific assignments (shared in many instances) for episcopal leadership in diocesan events, committee work and conventions.

Organization of Diocesan Operations

Diocesan operations were reorganized last year into five areas: Deaneries, Congregations and Clergy; Congregational Resources and Training; Episcopal and Diocesan Support; Administrative Services; and Strategic Ministries. The bishops and the canon to the ordinary compose the leadership team for the diocesan operations, with oversight responsibilities that touch all five areas. (See chart on page 22.)

Deaneries, Congregations and Clergy

Within the Deaneries, Congregations and Clergy area, the 2009 budget made funds available to assist parishes in transition and provided clergy with mentoring and formation during the first year of their ministries. It provided resources for clergy to participate in continuing education and promoted individual and clergy family wellness through coaching, training, consulting, financial support for sabbaticals, educational scholarships and support to retired clergy and their families. Funds made possible the sharing of resources among congregations and deaneries, and provided for confirmations, clergy conference, clergy day and the clergy pre-Lenten retreat. Funds also made possible the continuing work of the Commission on Ministry in recruitment, discernment and formation of ordained leadership in the diocese, with 41 postulants and candidates in the ordination process representing 34 parishes and all 12 deaneries.

2010 Budget

An unfilled staff position is eliminated (line 44). The 2009 budget authorized a new staff position, created through the reorganization, to assist primarily with congregational deployment. This position was never filled during 2009 as a way of maintaining additional financial flexibility during the recession. The 2010 budget goes one step further and eliminates the position entirely.

The 2010 budget calls for reduced spending in several areas, to be achieved primarily through cuts at the margins, as opposed to eliminating significant program activities: \$23,000 of savings will come from reduced support for diocesan staff-led activities (lines 42 and 43); \$12,000 of savings will come from reduced support for deanery deans and co-conveners (lines 30 and 31); and \$4,000 of savings will come from reduced support for the Commission on Ministry (lines 33 and 34).

The other programs and activities in the Deaneries, Congregations and Clergy area are supported at the same level in 2010 as in 2009.

28 DEANERIES, CONGREGATIONS AND CLERGY ("DCC")		
	2009	2010
29	BUDGET	BUDGET
30	54,000	48,000 Stipend for deans' parishes
31	12,000	6,000 Program expenses for co-conveners
32	6,000	6,000 Support for deanery confirmations
33	59,000	56,000 Total for Commission on Ministry
34	13,000	12,000 Total for Diaconate Program
35	9,000	9,000 Total for parish grants for transition assistance
36	8,000	8,000 Support for continuing education
37	16,000	16,000 Support for sabbaticals
38	45,200	45,200 Scholarship assistance
39	90,000	90,000 For retired and aged clergy
40	8,000	8,000 For retired clergy and their families
41	8,500	8,500 Clergy family network and Fresh Start
42	46,000	30,000 Other support available to DLT* for DCC**
43	25,000	18,000 Office travel hospitality
44	585,696	500,000 Six staff members
45		
46		* DLT = Diocesan Leadership Team (the bishops and the canon to the ordinary)
47		** DCC = Deaneries, Congregations and Clergy area
48	985,396	860,700

Congregational Resources and Training

Congregational Resources and Training is charged with support of the mission strategy goal of “providing practical resources and training opportunities for congregations in evangelism, stewardship and congregational development and Christian formation.” This area brought in Brian McLaren for the diocesan Spring Learning Event which had close to 500 participants. In April, the Rev. Charles LaFond joined us for a stewardship seminar to help prepare members of stewardship committees for their upcoming pledge drives, and in September we held 35 workshops on Resource Day for 300 people. In between these big events, more than \$400,000 was paid out in grants throughout the diocese, and numerous business consultants and congregational coaches were deployed to assist parishes in implementing sound business practices and help promote vitality and overall congregational health. Coordination with closing congregations is also provided through this area. Our Resource Center and Christian formation specialist provided education training and consultations. In addition to producing news and information publications, Web site maintenance and coordinating media response, our communications director provided all of us with videos, photos and commentary from General Convention on our Web site to keep us informed and aware of the important work being done in Anaheim this year.

2010 Budget (see table on page 16)

The congregational development grants program (line 52) has \$20,000 *more* budgeted for 2010 than 2009; this is partly in response to the new assessment formula which eliminated the transitional cap on assessment increases. Direct intentional grants are a better way to support congregational growth than automatic across-the-board caps on assessments.

Two grant programs, the Bristol County Case grants and the House of Mercy grants (lines 54 and 56), are funded by specific endowments and the 2010 draw from these endowments is less in response to the decline in market value of the endowments.

Most other program activities in this area face small reductions in funding, with the hope that these can be accomplished at the margins as opposed to significant program reductions.

50 CONGREGATIONAL RESOURCES AND TRAINING ("CRT")			
	2009	2010	
51	BUDGET	BUDGET	
52	140,000	160,000	Congregational Development Grants, open
53	70,000	70,000	Congregational Development Grants, targeted
54	120,000	90,000	Bristol County Case Grants
55	48,000	48,000	Sending Serving Deanery Grants
56	40,600	30,000	House of Mercy Deanery Grants
57	6,000	8,000	Office travel hospitality
58	72,000	60,000	Formation programs, grants and activities
59	35,000	35,000	Other support available to DLT* for CRT**
60	18,000	12,000	Spring Learning Event
61	20,000	17,000	Fall Resource Day
62	17,000	15,300	CRT Workshops
63	25,000	20,000	consultant services for communications
64	15,000	15,000	FYI monthly newsletter
65	75,300	71,535	Episcopal Times
66	379,779	315,000	Three and a half staff
67			
68			* DLT = Diocesan Leadership Team (the bishops and the canon to the ordinary)
69			** CRT = Congregational Resources and Training area
70	1,081,679	966,835	

Episcopal and Diocesan Support

The Episcopal and Diocesan Support area includes what it takes to run a diocese regardless of the particular mission strategy focus. This includes Convention, Diocesan Council, Standing Committee, Archives and Development. The specific activities and actions of Diocesan Council and the Standing Committee, two of the key leadership bodies supported in this area, are detailed in their yearly reports, provided elsewhere in the convention materials. The 2009 annual Diocesan Convention promises to be a celebration of 225 years of ministry and mission as well as a hopeful vision for the future life of the diocese. The bishops, together with eight deputies and four provisional deputies, played pivotal roles in the decision-making process at the 76th General Convention of the Episcopal Church held in Anaheim during July. Although the Archives were effectively closed for three months due to construction, the registrar-historiographer continued to provide critical support to the church closing process as well as records management and support to parish historians. Development activities have primarily focused on raising money for the diocesan Annual Fund and other strategic ministries, primarily the Relational Evangelism Pilot Project and urban initiatives. This is done through direct mail appeals and major gift solicitations. Development also provides operational support for other fundraising initiatives and diocesanwide fundraising events.

2010 Budget

Because the total core operating revenue budgeted for 2010 is \$532,000 less than that for 2009, there needs to be corresponding reductions in expenses. The Episcopal and Diocesan Support area accounts for \$250,000 of these reductions.

The biggest single reduction is in the amount allocated to the Episcopal Church. (The outdated term "the national church" is a misnomer, since the Episcopal Church is a multinational church with 110 dioceses in 16 countries.) The significant reduction of \$170,000 (line 82) reflects the actions taken by the General Convention this past July

which reduce the rate at which it “asks” for support from each diocese from 21% to 19% by 2012. Since the 2012 payment to the Episcopal Church is calculated on the diocese’s 2010 activities, line 82 reflects the obligation to the Episcopal Church created by the budgeted 2010 assessment and unrestricted endowment income revenues.

In a related action, the General Convention signaled that its next meeting, to be held in 2012, may be a shorter and less expensive event. This indication gave the Budget Committee and the Diocesan Council the confidence to skip a year of reserves until the plans are further along (line 84).

With respect to our own Diocesan Convention, the bishops agreed to the suggestion that the 2010 convention be a one-day event, with reduced expenses for the diocesan operations (line 79) and for the attendees.

The budgeted support for the Massachusetts Council of Churches (MCC) is set at \$25,000, as opposed to its recent years’ level of \$50,000 (line 90). This amount will be paid over the first half of 2010, to maintain the same level of cash flow support for the MCC while the diocesan leadership team continues discussions with other organizations and congregations for possible partners in the Episcopal support for the MCC. If no such partners materialize, the Diocesan Council will take this item up again in the spring of 2010.

Most other program activities in this area face small reductions in funding, with the hope that these can be accomplished at the margins as opposed to significant program reductions. The budgeted expenses for the bishops and Diocesan Council are reduced by \$21,000 (lines 75-78 and line 86). The budgeted increase in total compensation for the diocesan leadership team is due entirely to the increase in health insurance premiums.

73 EPISCOPAL AND DIOCESAN SUPPORT ("EADS")		
	2009	2010
74	BUDGET	BUDGET
75	70,000	63,000 Bishop Diocesan expenses
76	36,000	33,000 Bishop Suffragan expenses
77	36,000	33,000 Bishop Suffragan expenses
78	6,500	1,000 assisting bishops
79	45,000	30,000 convention (one day)
80	7,200	7,200 archives program
81	55,000	55,000 legal expenses for core
82	1,190,000	1,020,000 The Episcopal Church ask
83	15,600	16,700 Province I
84	20,000	0 reserve for General Convention
85	5,000	5,000 Office travel hospitality
86	11,000	8,500 Diocesan Council
87	3,000	2,500 Standing Committee
88	11,000	11,000 Journals and Diocesan Directory
89	3,000	3,000 Diocesan Youth Council
90	50,000	25,000 Mass Council of Churches
91	122,952	115,000 Two staff positions
92	671,181	679,000 Diocesan Leadership compensation
93		
94	2,358,433	2,107,900

Administrative Services

New accounting software was fully implemented with an initial, revised chart of accounts that reflects the reorganization of diocesan operations into five functional cost centers.

Despite the magnitude and challenge of the system change, as well as changes in the positions of treasurer and assistant treasurer, the Treasurer's Office staff handled all routine financial activities for the diocese, cathedral and Trustees of Donations. Some noncritical tasks were delayed due to demands of implementing the required transitions, but all essential functions necessary to continue operations were completed.

The human resources manager continued to actively participate in the Compensation and Benefits Committee and to facilitate Safe Church trainings. The technology manager continued to keep the computer and telephone systems optimally functioning while also providing Web site maintenance support.

2010 Budget

While the budgeted expenses for the Administrative Services area are essentially the same for 2010 as for 2009, their composition differs significantly in a few respects.

The biggest impact is due to the diocese no longer administering the health insurance program for congregations. In anticipation of the General Convention's mandate, the diocese terminated its arrangement with Tufts Health Plan and joined the Church Pension Fund's denominational health plan administered through the Episcopal Church Medical Trust. As a result, the 2010 budget no longer reflects the fees, totaling \$100,000, received from congregations for administering the health insurance program (line 109). This loss of income is partially offset by reduced staff costs (line 111).

Installation of a much-needed heating, ventilation and air conditioning (HVAC) system was a major 2009 event at the 138 Tremont Street offices housing the diocesan and cathedral staffs. The buildings are owned by the Cathedral Church of St. Paul and not the diocese. The diocese has a longstanding agreement to pay an annual lease payment and to fund a proportional share of capital renovations, such as the recently completed HVAC project, of which the diocese's share was approximately \$1.35 million.

The HVAC renovation required diocesan and cathedral staffs to vacate offices in the Sears Building for three months. By consolidating office use in the subsequent move-back, the staff is now occupying less floor space, and newly vacated offices on the second floor have been returned to the cathedral, perhaps for rental to an outside group. As a result of occupying less space, the lease payment budgeted for 2010 is accordingly smaller by \$40,000 (line 105).

Lines 101 and 110 reflect a reduction and renaming of funds available to support activities and initiatives in this area not fully anticipated by the Budget Committee. In 2009 these funds were more specifically labeled for information technology and communications projects; in the 2010 budget these funds are reduced by \$20,000 and placed under a general areawide label.

96 ADMINISTRATIVE SERVICES ("AS")		
	2009	2010
97	BUDGET	BUDGET
98	20,000	15,000 Office travel hospitality
99	30,000	27,000 computer expenses
100	48,000	45,000 weekly IT consultant
101	50,000	0 IT/web/communications projects
102	46,000	41,400 unallocated office equipment
103	64,000	64,000 unallocated office and utility expenses
104	136,000	136,000 risk management policies
105	345,000	315,000 cathedral lease
106	-20,000	-20,000 fees from Stokes Loan program
107	-35,000	-35,000 fees from Cathedral
108	-69,300	-69,300 fees from Trustees of Donations
109	-100,000	0 fees from Mass Church Agency
110	0	30,000 Other support available to DLT* for AS**
111	536,671	500,000 Six staff positions
112		
113		* DLT = Diocesan Leadership Team (the bishops and the canon to the ordinary)
114		** AS = Administrative Services area
115	1,051,371	1,049,100

Strategic Ministries

The Strategic Ministries area houses some ministries that receive substantial support from the diocesan operating budget and some that are funded from supplemental sources. Some of these ministries operate within a parish, and some are research and design models that are better accomplished by a diocese than a local parish. Included in this area are the sponsored missions (and their vicars and other leaders), the young adult and campus ministry programs (chaplains, Relational Evangelism interns, Micah Project interns), support for ethnic congregations (Chinese, Hispanic, African ministries), support for the urban residents, mission partnerships (including Jubilee, Gulf Coast Partnership, Committee on Palestine and Israel, B-SAFE) and a few other ministries supported through income from longstanding trusts.

The Strategic Ministries area is also a relevant point of contact between the diocesan operations and closely affiliated organizations, such as Episcopal City Mission, the Barbara C. Harris Camp and Conference Center and the Cathedral Church of St. Paul.

In August 2009, representatives of each strategic ministry were invited to an open hearing of the Budget Committee to speak about their programs and progress. They spoke eloquently about the importance of their ministries and what kind of funding would be necessary as they move forward, whether from the core budget or not. The one-page summary each presented will become the foundation of an evaluative process we plan to institute in 2010.

2010 Budget

Unlike the other areas of the core operating budget, the Strategic Ministries area has an increase in budgeted expenses for 2010 compared to 2009.

The largest change reflects the inclusion of two Hispanic congregations, in Salem and in Lawrence, which were developed by Urban Residents. Rather than abandoning the

financial support for these congregations as their clergy leaders “graduate” from the Urban Residents program, the 2010 budget provides continuing support, with full-year grants of \$70,000 each (lines 139 and 143).

The other major expansion is for financial support of the African ministries. These four congregations have received minimal financial support in the past, and the increase from \$15,000 to \$47,500 (total for all four congregations) acknowledges their growing presence in our communities (line 144).

117 STRATEGIC MINISTRIES ("SM")		
	2009	2010
118	BUDGET	BUDGET
119		
120		
121	102,000	102,000 Youth Ministry -- staff and program
122	40,000	40,000 Micah Program
123	35,000	35,000 Relational Evangelist Pilot Program
124	38,067	24,000 College ministry funds
125	55,323	55,802 MIT chaplaincy
126	55,322	55,802 MIT Technology and Culture Forum
127	44,000	44,000 Boston University Chaplaincy
128	48,094	41,997 Boston College Chaplaincy
129	48,094	41,997 Northeastern Chaplaincy
130	36,000	0 Framingham State (now supported by Concord deanery)
131	33,000	30,000 St Andrew's Natick Deaf Ministry
132	88,000	88,000 St Paul's Brockton
133	66,000	66,000 Chelsea, St Lukes/San Lucas
134	44,000	44,000 Hyde Park, Christ Church/SanJuan
135	88,000	88,000 St Stephen's, South End Boston
136	88,000	88,000 Boston Cantonese
137	20,000	20,000 Quincy Cantonese
138	114,000	114,000 Dorchester Partnership
139	44,000	70,000 Hispanic congregation in Salem
140	22,000	22,000 Lawrence, Grace
141	70,000	70,000 Urban Residents
142	25,000	25,000 Hispanic Ministries program support
143	0	70,000 Hispanic congregation in Lawrence
144	15,000	47,500 African Ministries
145	0	0 Veterans Ministry
146	49,000	45,000 Jubilee Ministry
147	0	0 Gulf Coast Partnership
148	0	0 Committee on Palestine and Israel
149	0	0 B-SAFE
150	18,000	10,000 Other support available to DLT* for SM**
151	7,000	11,000 Mission through partnerships
152	3,200	3,200 Cathedral Church of St Paul - radio ministry
153	0	0 Cathedral Church of St Paul -- financial staff support
154	0	0 BCH Camp and Conference
155	30,000	30,000 Episcopal City Mission
156	0	0 Ecclesia Ministry
157	14,400	10,000 MSASA EDS
158	2,400	2,000 UTO / American Indians / CHS
159	0	0 Episcopal Relief and Development
160		
161		* DLT = Diocesan Leadership Team (the bishops and the canon to the ordinary)
162		** SM = Strategic Ministries area
163	1,342,900	1,394,298

Supplemental Funding for Strategic Ministries

Not all funding for Strategic Ministries flows through the core budget. The reorganization implemented for the start of 2009 reintroduced the idea of a separate core operating budget, funded through assessments and investment income, and supplemental sources including gifts and grants, as well as the bishop's discretionary funds. (For instance, in 2009, the development office was moved out of the core budget and now relies on discretionary funds and targeted gifts to cover the costs of fundraising.) This separation makes room for temporary and experimental ministries apart from the core operations of the diocese, and it provides potential financial supporters of our mission strategy initiatives with assurance that their gifts will be directed to specific programs.

There will always be, even in the best of economic times, some uncertainty about the total amount of supplemental funding that will be raised in any one year. Given this caveat, the following strategic ministries are targeted to receive some form of diocesan supplemental funds in the following approximate amount ranges:

- \$50,000 for the B-SAFE (Bishop's Summer Academic and Fun Enrichment) summer youth program of St. Stephen's Church in Boston
- \$70,000 for the Urban Residents program
- \$25,000-\$50,000 to support development work on behalf of the Barbara C. Harris Camp and Conference Center
- \$10,000 for the Kids in Community summer youth program of St. Stephen's Church in Lynn
- \$25,000 to support the work of the Episcopal Diocese of Jerusalem through partial funding of a staff position
- \$150,000 program support for Relational Evangelism and Micah Project interns
- \$110,000 additional support for urban congregations (St. Mary's and St. Mark's in Dorchester, St. Stephen's in Boston, Chinese Ministry)
- \$10,000-\$25,000 to The Crossing, the cathedral's emerging church congregation.

With a dedicated and focused development effort in 2010, additional strategic ministries may be supported through supplemental funding.

Accountability and Control for Strategic Ministries

There is a clearly identified need and desire for better accounting for the resources devoted to these strategic ministries, regardless of whether they are funded primarily through the core budget or from supplemental funds. This goes beyond simple financial recordkeeping; it goes to the heart of our life together as partners in ministry.

Last year's reorganization took an important step simply by pulling these diverse ministries under a single common area; this alone has emphasized the connections between them and the need for greater coordinated oversight and resource allocations among them. The new reporting systems and financial controls will provide critical support and feedback to those leading and overseeing strategic ministries, including the Diocesan Council. This is a work in progress, with significant milestones achieved this year and a recognition that there is more to do.

ORGANIZATION OF DIOCESAN OPERATIONS

Leadership Team: Bishops Shaw, Cederholm and Harris & Canon to the Ordinary

Deaneries, Congregations & Clergy	Congregational Resources & Training	Strategic Ministries	Episcopal & Diocesan Support	Administrative Services
Oversight of congregations and clergy (including clergy transition & deployment & programs supporting clergy vocations)	Grant programs Learning events & workshops Staff resources to support & coach congregations	Diocesan-sponsored missions & leadership Youth ministry Young adult & campus ministry	Diocesan Convention & Council Standing Committee Archives Development	Treasurer's Office Information technology Human resources
Commission on Ministry Deaneries	External consultants & resources Publications	Relational Evangelism & Micah Project internships Ethnic congregations Urban residents Mission partnerships (including Jubilee, Gulf Coast Partnership, Committee on Palestine-Israel, B-SAFE) Ministry to veterans Affiliated organizations (Episcopal City Mission, Barbara C. Harris Center, Cathedral Church of St. Paul and The Crossing)		

2010 ASSESSMENTS BY DEANERY

This list of 2010 assessments is to be placed before the Diocesan Convention on November 7, 2009 for consideration and vote.

Key to selected columns:
M? "M" if a mission
EFFECTIVE RATE the 2010 assessment divided by the 2010 BASE, expressed as a percent
CHANGE FROM 2009 the 2010 assessment minus the 2009 assessment
TRANSITION ADJUSTMENT a negotiated adjustment for 2010 in lieu of a formulaic cap on increases

ALEWIFE

M?	CHURCH	LOCATION	2010 ASSESSMENT	2010 BASE	EFFECTIVE RATE	CHANGE FROM 2009	TRANSITION ADJUSTMENT
	Church of Our Saviour	Arlington	11,020	109,809	10.0	-1,258	
	St. John's Church	Arlington	18,927	160,825	11.8	3,595	
	St. Paul's Church	Bedford	19,062	161,695	11.8	-141	
	All Saints' Church	Belmont	31,914	244,607	13.0	-5,429	
	St. Mark's Church	Burlington	11,179	110,836	10.1	3,232	
	Christ Church	Cambridge	95,992	658,013	14.6	-1,791	
	St. Bartholomew's Church	Cambridge	21,865	179,780	12.2	314	
	St. James's Church	Cambridge	34,471	261,109	13.2	-393	
	St. Peter's Church	Cambridge	28,100	220,000	12.8	-2,003	
	Church of Our Redeemer	Lexington	49,303	356,795	13.8	-9	
	Christ Church	Somerville	4,028	64,701	6.2	-1,191	
	St. James's Church	Somerville	5,235	72,489	7.2	-9	
	Christ Church	Waltham	22,276	182,429	12.2	-212	
	Church of the Good Shepherd	Watertown	4,113	65,251	6.3	-1,425	
	TOTALS:		357,485	2,848,339	12.6	-6,720	0

BOSTON HARBOR

M?	CHURCH	LOCATION	2010 ASSESSMENT	2010 BASE	EFFECTIVE RATE	CHANGE FROM 2009	TRANSITION ADJUSTMENT
M	St. Luke's & St. Margaret's Ch.	Boston (Allston)	2,475	62,667	3.9	77	
	St. John's Church	Boston (Charlestown)	13,393	168,322	8.0	4,547	-6,696
	St. Mark's Church	Boston (Dorchester)	11,636	113,781	10.2	-699	
	St. Mary's Church	Boston (Dorchester)	5,371	73,363	7.3	-1,840	
	St. John's Church	Boston (Jamaica Plain)	17,225	149,839	11.5	3,386	
	St. Augustine's & St. Martin's Ch.	Boston (Roxbury)	14,150	161,974	8.7	833	-4,955
	St. Cyprian's Church	Boston (Roxbury)	4,385	67,000	6.5	-515	
	St. John St. James Church	Boston (Roxbury)	7,797	89,018	8.8	3,681	
	Church of St. John the Evangelist	Boston	15,984	141,838	11.3	-1,777	
	Church of the Advent	Boston	132,981	896,657	14.8	-8,367	
	Emmanuel Church	Boston	29,167	226,884	12.9	-22,213	
M	St. Stephen's Church	Boston	1,850	56,615	3.3	-2,391	
	Trinity Church	Boston	532,484	3,474,093	15.3	-51,448	
	TOTALS:		788,898	5,682,051	13.9	-76,726	-11,651

CAPE COD AND THE ISLANDS

M?	CHURCH	LOCATION	2010 ASSESSMENT	2010 BASE	EFFECTIVE RATE	CHANGE FROM 2009	TRANSITION ADJUSTMENT
	St. Mary's Church	Barnstable	60,972	432,082	14.1	-2,331	
	St. Peter's Church	Buzzards Bay	15,048	135,795	11.1	2,799	
	St. Christopher's Church	Chatham	59,905	425,197	14.1	-1,080	
	St. Andrew's Church	Edgartown	40,062	297,176	13.5	3,231	
	Church of the Messiah	Falmouth (Woods Hole)	24,844	228,474	10.9	8,663	-4,569
	St. Barnabas's Church	Falmouth	79,797	553,533	14.4	9,759	
	Christ Church	Harwich Port	36,793	276,084	13.3	-9,299	
	St. Paul's Church	Nantucket	46,343	337,700	13.7	-29,225	
	Trinity Church	Oak Bluffs	333	40,861	0.8	-862	
	Church of the Holy Spirit	Orleans	66,290	466,391	14.2	-6,173	
	St. Peter's Church	Osterville (Barnstable)	63,871	450,786	14.2	-4,529	
	Christ Church	Plymouth	44,761	327,494	13.7	5,656	
	St. Mary's Church	Provincetown	14,911	154,899	9.6	1,399	-3,098
	St. John's Church	Sandwich	35,812	269,758	13.3	1,754	
	St. David's Church	South Yarmouth	34,953	264,219	13.2	1,652	
	Grace Church	Vineyard Haven	35,823	269,826	13.3	11,289	
	Church of the Good Shepherd	Wareham	24,370	195,936	12.4	2,700	
	Chapel of St. James	Wellfleet	0	12,704	0.0	-836	
	TOTALS:		684,888	5,138,915	13.3	-5,433	-7,667

2010 ASSESSMENTS BY DEANERY

CHARLES RIVER

M?	CHURCH	LOCATION	2010 ASSESSMENT	2010 BASE	EFFECTIVE RATE	CHANGE FROM 2009	TRANSITION ADJUSTMENT
	All Saints Parish	Brookline	56,292	401,888	14.0	-8,884	
	Church of Our Saviour	Brookline	39,746	295,136	13.5	-1,400	
	St. Paul's Church	Brookline	42,061	310,077	13.6	-8,449	
	St. Dunstan's Church	Dover	24,335	195,710	12.4	2,699	
	Christ Church	Needham	72,699	507,736	14.3	3,212	
	Church of the Messiah	Newton (Auburndale)	9,580	100,521	9.5	1,813	
	Church of the Redeemer	Newton (Chestnut Hill)	87,867	605,597	14.5	-9,019	
	St. John's Church	Newton (Newtonville)	23,121	187,882	12.3	3,568	
	Church of the Good Shepherd	Newton (Waban)	42,397	312,244	13.6	-1,829	
	Trinity Church	Newton Centre	34,793	263,186	13.2	1,343	
	St. Paul's Church	Newton Highlands	10,840	108,648	10.0	-674	
	St. Mary's Church	Newton Lower Falls	41,867	308,825	13.6	2,546	
	Grace Church	Newton	46,571	339,173	13.7	-5,201	
	St. Andrew's Church	Wellesley	112,771	766,267	14.7	-10,621	
	TOTALS:		644,940	4,702,890	13.7	-30,896	0

CONCORD RIVER

M?	CHURCH	LOCATION	2010 ASSESSMENT	2010 BASE	EFFECTIVE RATE	CHANGE FROM 2009	TRANSITION ADJUSTMENT
	Church of the Good Shepherd	Acton	46,082	336,016	13.7	1,276	
	St. Andrew's Church	Ayer	11,777	114,694	10.3	-631	
	Trinity Church	Concord	89,178	614,052	14.5	-1,846	
	St. Andrew's Church	Framingham	33,147	252,562	13.1	-6,273	
	St. Michael's Church	Holliston	12,329	157,039	7.9	1,000	-6,012
	St. Paul's Church	Hopkinton	9,143	97,703	9.4	-423	
	St. Luke's Church	Hudson	3,239	59,610	5.4	-1,395	
	St. Anne's Church	Lincoln	74,528	519,538	14.3	1,911	
	St. Paul's Church	Natick	48,450	351,296	13.8	284	
M	St. David's Church	Pepperell	4,079	78,184	5.2	-158	
	Trinity Chapel	Shirley	2,228	53,089	4.2	-870	
	St. Mark's Church	Southboro	40,145	297,712	13.5	-4,050	
	St. Elizabeth's Church	Sudbury	38,218	285,278	13.4	2,327	
	Church of the Holy Spirit	Wayland	30,549	235,801	13.0	-1,998	
	St. Peter's Church	Weston	48,812	353,629	13.8	-10,294	
	TOTALS:		491,904	3,806,203	12.9	-21,140	-6,012

MERRIMACK VALLEY

M?	CHURCH	LOCATION	2010 ASSESSMENT	2010 BASE	EFFECTIVE RATE	CHANGE FROM 2009	TRANSITION ADJUSTMENT
	St. James's Church	Amesbury	9,761	101,687	9.6	82	
	Christ Church	Andover	72,374	505,643	14.3	-20,535	
	All Saints' Church	Chelmsford	30,265	233,968	12.9	-2,772	
	St. James's Church	Groveland (South)	9,436	117,236	8.0	2,037	-2,735
	Trinity Church	Haverhill	37,115	278,167	13.3	11,661	
	Grace Church	Lawrence	24,735	198,293	12.5	9,847	
	St. Augustine's Church	Lawrence	0	20,291	0.0	-1,163	
	St. Anne's Church	Lowell	20,183	234,029	8.6	10,535	-10,091
	St. John's Church	Lowell	663	42,993	1.5	-3,863	
	St. Andrew's Church	Methuen	4,632	68,595	6.8	-699	
	St. Paul's Church	Newburyport	40,940	302,845	13.5	-5,963	
	St. Paul's Church	North Andover	19,366	163,655	11.8	1,378	
	St. Anne's Church	North Billerica	18,688	159,278	11.7	2,084	
	St. Mark's Church	Westford	21,334	176,350	12.1	-1,563	
M	All Saints' Church	West Newbury	2,716	351,869	0.8	424	-29,643
	TOTALS:		312,208	2,954,899	10.6	1,490	-42,469

MT HOPE/BUZZARDS BAY

M?	CHURCH	LOCATION	2010 ASSESSMENT	2010 BASE	EFFECTIVE RATE	CHANGE FROM 2009	TRANSITION ADJUSTMENT
	St. Peter's Church	Dartmouth (South)	14,351	150,753	9.5	6,703	-3,015
	Church of the Good Shepherd	Fairhaven	0	29,075	0.0	-2,314	
	Church of the Holy Spirit	Fall River	25,000	200,000	12.5	-11,771	
	St. Luke's Church	Fall River	0	28,319	0.0	-1,977	
	St. Gabriel's Church	Marion	34,609	261,999	13.2	-9,730	
	Grace Church	New Bedford	70,879	495,998	14.3	-14,135	

2010 ASSESSMENTS BY DEANERY

St. Andrew's Church	New Bedford	5,557	74,562	7.5	-1,533	
St. Martin's Church	New Bedford	2,780	56,650	4.9	-2,958	
Church of Our Saviour	Somerset	12,373	126,710	9.8	2,944	-1,267
Christ Church	Swansea	19,076	161,784	11.8	1,862	
	TOTALS:	184,625	1,585,850	11.6	-32,909	-4,282

MYSTIC VALLEY

M?	CHURCH	LOCATION	2010 ASSESSMENT	2010 BASE	EFFECTIVE RATE	CHANGE FROM 2009	TRANSITION ADJUSTMENT
M	St. Andrew's/Grace Church Fed.	Boston (East)	0	1,442	0.0	-114	
M	St. Luke's Church	Chelsea	2,711	64,947	4.2	-4,250	
	Grace Church	Everett	510	42,000	1.2	-2,189	
	St. Paul's Church	Lynnfield	11,012	109,756	10.0	-2,886	
	St. Paul's Church	Malden	13,720	127,227	10.8	3,925	
	Grace Church	Medford	21,820	179,490	12.2	-2,175	
	Trinity Church	Melrose	23,313	189,117	12.3	-361	
	Church of the Good Shepherd	Reading	20,409	170,384	12.0	1,572	
	St. John's Church	Saugus	13,405	143,739	9.3	3,166	-2,874
	All Saints' Church	Stoneham	3,539	61,542	5.8	-2,439	
	Emmanuel Church	Wakefield	9,396	99,333	9.5	3,399	
	St. Elizabeth's Church	Wilmington	3,844	63,513	6.1	-400	
	Parish of the Epiphany	Winchester	101,971	696,589	14.6	-1,258	
	St. John's Church	Winthrop	19,996	167,717	11.9	2,663	
	Trinity Parish	Woburn	4,690	68,969	6.8	-1,709	
	TOTALS:		250,336	2,185,765	11.5	-3,056	-2,874

NEPONSET RIVER

M?	CHURCH	LOCATION	2010 ASSESSMENT	2010 BASE	EFFECTIVE RATE	CHANGE FROM 2009	TRANSITION ADJUSTMENT
	All Saints' Church	Boston (Ashmont)	42,899	315,479	13.6	-7,956	
	Christ Church	Boston (Hyde Park)	6,088	77,991	7.8	-700	
M	Iglesia de San Juan	Boston (Hyde Park)	0	1,666	0.0	-2,200	
	Church of the Holy Spirit	Boston (Mattapan)	31,856	302,847	10.5	7,052	-9,085
	Emmanuel Church	Boston (W. Roxbury)	6,547	80,949	8.1	2,595	
	Trinity Church	Canton	13,157	123,598	10.6	2,623	
	Church of the Good Shepherd	Dedham	7,490	87,038	8.6	513	
	St. Paul's Church	Dedham	40,359	299,096	13.5	-6,539	
	Church of the Advent	Medfield	26,630	210,519	12.6	-2,306	
	Christ Church	Medway	3,233	59,574	5.4	-3,058	
	St. Paul's Church	Millis	7,707	88,434	8.7	-541	
	St. Michael's Church	Milton	55,130	394,392	14.0	-10,440	
	Grace Church	Norwood	18,423	157,570	11.7	853	
	St. John's Church	Sharon	293	40,604	0.7	-2,612	
	Trinity Church	Stoughton	5,513	74,278	7.4	-992	
	Epiphany Church	Walpole	14,714	133,642	11.0	-194	
	St. John's Church	Westwood	20,161	168,782	11.9	368	
	TOTALS:		300,200	2,616,459	11.5	-23,534	-9,085

NORTH SHORE

M?	CHURCH	LOCATION	2010 ASSESSMENT	2010 BASE	EFFECTIVE RATE	CHANGE FROM 2009	TRANSITION ADJUSTMENT
	St. Peter's Church	Beverly	31,271	240,459	13.0	1,372	
	St. John's Church	Beverly Farms	79,380	550,840	14.4	-14,534	
	Calvary Church	Danvers	11,766	114,622	10.3	-3,890	
	St. John's Church	Gloucester	34,708	262,636	13.2	-3,246	
	Ascension Memorial Church	Ipswich	25,225	201,453	12.5	-933	
M	St. Alban's Church	Lynn	0	31,686	0.0	-1,764	
	St. Stephen's Church	Lynn	34,643	262,215	13.2	-4,725	
	St. Andrew's Church	Marblehead	47,996	348,365	13.8	-8,657	
	St. Michael's Church	Marblehead	35,480	267,617	13.3	-2,513	
	St. Paul's Church	Peabody	4,079	65,027	6.3	-3,023	
	St. Mary's Church	Rockport	16,053	142,283	11.3	273	
	Grace Church	Salem	20,122	191,414	10.5	3,095	-3,547
	St. Peter's Church	Salem	14,685	133,454	11.0	-5,924	
	Christ Church	S. Hamilton & Wenham	80,000	894,433	8.9	-30,166	-52,637
	Church of the Holy Name	Swampscott	11,552	113,245	10.2	1,360	
	Trinity Church	Topsfield	30,832	237,626	13.0	-4,896	
	TOTALS:		477,792	4,057,375	11.8	-78,171	-56,184

2010 ASSESSMENTS BY DEANERY

SOUTH SHORE

M?	CHURCH	LOCATION	2010 ASSESSMENT	2010 BASE	EFFECTIVE RATE	CHANGE FROM 2009	TRANSITION ADJUSTMENT
	Emmanuel Church	Braintree	7,256	85,527	8.5	-1,793	
	St. Stephen's Church	Cohasset	42,187	310,885	13.6	-11,723	
	Church of St. John the Evangelist	Duxbury	51,459	370,704	13.9	-3,364	
	St. Andrew's Church	Hanover	18,045	155,131	11.6	1,600	
	Parish of St. John the Evangelist	Hingham	56,241	401,558	14.0	3,063	
	St. John's Church	Holbrook	3,421	60,781	5.6	-1,261	
	Trinity Church	Marshfield Hills	15,293	137,375	11.1	1,081	
	Church of Our Saviour	Milton	10,358	105,540	9.8	150	
	Parish of St. Chrysostom	Quincy (Wollaston)	12,577	160,430	7.8	2,524	-6,289
	Christ Church	Quincy	15,189	136,706	11.1	-1,437	
	Trinity Church	Randolph	14,759	133,933	11.0	-1,425	
	Trinity Church	Rockland	2,484	54,741	4.5	-2,009	
	St. Luke's Church	Scituate	32,352	247,437	13.1	6,855	
	Church of the Holy Nativity	South Weymouth	13,053	122,925	10.6	595	
	Trinity Church	Weymouth	8,490	93,488	9.1	1,825	
	All Saints' Church	Whitman	11,328	111,796	10.1	269	
		TOTALS:	314,492	2,688,957	11.7	-5,050	-6,289

TAUNTON RIVER

M?	CHURCH	LOCATION	2010 ASSESSMENT	2010 BASE	EFFECTIVE RATE	CHANGE FROM 2009	TRANSITION ADJUSTMENT
	All Saints' Church	Attleboro	9,066	97,202	9.3	-523	
	Trinity Church	Bridgewater	8,712	94,919	9.2	-2,769	
M	St. Paul's Church	Brockton	3,933	76,780	5.1	672	
	St. Mark's Church	Foxboro	24,107	194,245	12.4	-1,771	
	St. John's Church	Franklin	7,412	86,533	8.6	-602	
	Church of St. John the Evangelist	Mansfield	3,471	61,107	5.7	-1,415	
	Church of Our Saviour	Middleboro	24,549	225,662	10.9	4,386	-4,428
	Grace Church	North Attleboro	24,035	193,778	12.4	-2,270	
	St. Mark's Church	North Easton	1,629	49,224	3.3	-2,190	
	St. John's Church	Taunton	5,286	72,818	7.3	860	
	St. Thomas's Church	Taunton	28,730	224,069	12.8	3,728	
	Trinity Church	Wrentham	23,137	187,987	12.3	3,845	
		TOTALS:	164,067	1,564,324	10.5	1,951	-4,428

TOTAL ASSESSMENTS: 4,971,835 39,832,027 12.5 -280,194 -150,941

PROJECTED VOLUNTARY CONTRIBUTIONS: 36,000

less RESERVES: (27,835)

REVENUE FROM CONGREGATIONS (net): 4,980,000

Notes:

Notes: