

Proposed 2012 Diocesan Budget

The 226th Annual Convention of the Episcopal Diocese of Massachusetts
Cathedral Church of St. Paul, Boston
November 4-5, 2011



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,

When I look at this budget, I am so proud of the work we are doing together and the priorities our diocese is setting and living into. The ministries and programs this budget represents truly seek to bring what we believe into being, and that's why I'm willing to support them, through the supplemental side of the budget, with a significant portion of my discretionary funds. For the first time this year, you will see that supplemental budget alongside our core operational budget—a fuller picture than we've had before of our stewardship of our diocese's financial resources.

We all know that these continue to be uncertain economic times requiring us to make difficult decisions about how we can fully join God's mission with the resources we have at hand. We also know that because everything that we have comes from our generous God, these times can be a teacher if we let them. Where can we stretch? How can we do things differently? What can we let go of, and in which instances are we being asked to take risks so that God might, through us, do a new thing?

If you spend time with this budget, pray with it and ask questions of it, I think you'll begin to see, as I do, that it conveys tremendous effort toward setting right priorities. I see in it our diocese's passion and motivation for mission and our very best collective efforts to support the healing, reconciling, transforming Gospel work that happens in our congregations.

We have been working hard for several years now to bring transparency to the complexity of our budget, and this year's is the most transparent of all. We have many people to thank for this, including the Budget Committee and its chairperson, Lisa Garcia, the Diocesan Council and the staff members and ministry area leaders who have given time and effort to the building of this budget. I especially want to thank Jim Gammill for his hard work over three years as our diocesan treasurer. By his incisiveness, creativity, energy and compassion, he has brought us a long way forward, helping us to achieve real clarity about our funding sources and to put in place structure and systems to support our best use of them. I am so grateful for the ways he has challenged us, and challenged me, to be better stewards.

This budget is our budget. I commend it to you, as clergy and delegates of Diocesan Convention, for your prayerful consideration and action.

Faithfully,

M. Thomas Shaw, SSJE

Budget Overview

Process

The Budget Committee, established by Diocesan Council to help prepare the annual budget, met monthly and held five open hearings in the spring—four regional meetings about all aspects of the diocese’s finances and budget, and a fifth to hear from representatives of strategic ministries. Staff costs and the need for a strategic ministries review process were among the topics that surfaced at those hearings. The bishops’ funding priorities and input from staff and ministry area leaders also informed the preparation of this budget, as did the participation of members of Diocesan Council and the Financial Advisory Committee in discussions of budget issues and/or specific drafts.

Core and Supplemental Budgets

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

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

By separating the overall diocesan budget into core and supplemental pieces, we can identify those programs and activities that are either temporary, experimental or otherwise dependent on funding sources other than assessments and investment income. [page 8]

The basic definition of the core budget as limited to revenue from assessments, congregational contributions in lieu of assessment, regular spending policy draws from endowments and trusts and other predictable investment income continues to serve us well. These are truly the revenue streams enabled in a broader sense by the congregations of the diocese, and the spending side of the core budget forces us to identify the programs and activities that should be supported by these funds. The supplemental budget should capture all other spending that the diocese should claim as its own. While this is a simple concept, it has taken a lot of work by the diocesan staff to fully capture and implement it in a new accounting system and practices. This 2012 budget is the best effort to date to fully live up to this structure.

The primary distinction between core and supplemental is driven by the source of revenue, not the programs or cost centers involved. In practice, most cost centers will be entirely funded either through the core budget or through the supplemental budget; however, some cost centers will be supported through both budgets. Because core revenue is more sustainable and predictable than supplemental revenue, there is inevitably more competition for it; some turnover should be expected in the composition of programs funded through core revenue.

Contingencies and the Supplemental Budget

Because of the uncertainty about total supplemental revenue available in 2012, this presentation breaks the supplemental budget into two pieces: a “base” that uses a conservative projection of supplemental revenue and a “contingent” that identifies revenue sources that are possible but not yet considered likely or authorized. In particular, the contingent part of the supplemental budget describes proposed program activity for 2012 which will happen when, or if, the funding for it is secured.

Schedule of Proposed 2012 Diocesan Revenues

This is the schedule of proposed revenue for the 2012 diocesan core and supplemental budgets, summarized here and incorporating the schedule of 2012 congregation assessments shown on pages 33-36 and the endowment spending policy distributions shown in **Appendix 1**, to be placed before the Diocesan Convention on November 5, 2011, for consideration and vote.

	TOTAL	CORE	SUPPLEMENTAL BASE	CONTINGENT SUPPLEMENTAL
4011 Assessments (net of 50,000 reserve)	4,722,402	4,722,402	0	0
4012 Congregational Contributions	50,000	50,000	0	0
4021 Endowment Spending Policy	811,992	811,992	0	0
4031 Trust Income	666,985	666,985	0	0
4211 Interest Income	44,912	44,912	0	0
4221 Dividend Income	33,200	33,200	0	0
3012 Board Designated Draw	326,975	0	326,975	0
4025 Real Property Spending Policy	100,000	0	50,000	50,000
4142 Annual Fund Grant	360,000	0	240,000	120,000
4141 BDF Grant (unrestricted)	380,768	0	318,768	62,000
4141 BDF Grant (restricted)	119,314	0	119,314	0
4888 Other Contributions and Grant Income	461,500	0	351,500	110,000
TOTALS:	8,078,048	6,329,491	1,406,557	342,000

Schedule of Proposed 2012 Diocesan Expenses

This is the schedule of proposed expenses for the 2012 diocesan core and supplemental budgets, summarized here and incorporating the schedules of cost center allocations for 2012 shown in the tables accompanying the description of activities for the five areas of diocesan operations, to be placed before the Diocesan Convention on November 5, 2011, for consideration and vote.

	TOTAL	CORE	SUPPLEMENTAL BASE	CONTINGENT SUPPLEMENTAL
By area:				
1000 DEANERIES, CONGREGATIONS & CLERGY	986,171	838,882	127,289	20,000
2000 CONGREGATIONAL RESOURCES & TRAINING	1,248,292	1,076,292	147,000	25,000
3000 STRATEGIC MINISTRIES	2,279,007	1,147,736	834,271	297,000
4000 EPISCOPAL AND DIOCESAN SUPPORT	2,414,967	2,116,970	297,997	0
5000 ADMINISTRATIVE SERVICES	1,149,611	1,149,611	0	0
TOTALS:	8,078,048	6,329,491	1,406,557	342,000
By expense type:				
5001 PROGRAM	3,569,452	2,765,168	623,314	181,000
6001 STAFF	3,604,907	2,839,109	558,268	207,500
7001 SUPPORT	1,122,955	1,000,955	108,500	13,500
8001 SERVICES	199,000	199,000	0	0
4311 FEES	-418,266	-290,766	-67,500	-60,000
8888 TRANSFERS	0	-183,975	183,975	0
TOTALS:	8,078,048	6,329,491	1,406,557	342,000

Projected Revenue for 2012

Assessments and Adjustments and Reserves

The 2012 assessment formula, approved by the Diocesan Council, remains unchanged from 2010 and 2011:

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

where the BASE for 2012 is equal to line 14 ("all other operating expenses") from the 2009 parochial report, less line 7 ("assistance from diocese").

For a mission, the 2012 assessment is two-thirds the amount that would be assessed if the congregation were a parish.

This assessment formula together with the parochial report data for 2009 generates a gross assessment for 2012 of \$4,930,095. Again this year the Diocesan Council created an Assessment Coordinating Committee, whose adjustments to the assessments of 16 congregations totaled \$79,269, below its authorized cap. In addition, the assessment for Christ Church, South Hamilton has been adjusted from its formulaic level of \$130,424 to \$52,000, consistent with the parish's current size of membership and operations. This makes the total adjustments to 2012 assessments equal to \$157,693.

In sum, the total value of assessments (after adjustments) to be billed in 2012 is \$4,772,402. Line 4011 in the schedule on page 8 reflects a \$50,000 reserve, and line 4012 budgets \$50,000 in projected voluntary contributions from congregations not subject to the assessment.

Net Revenue from Investments

Almost 24% of core budget revenue comes in the form of spending policy draws from investments, either owned directly by the diocese (including our endowment funds), or owned by others (usually the Trustees of Donations) in trust for the benefit of the diocese. Some funds, whether owned by the diocese or by a trust, place no restriction on the diocese regarding the use of the income provided through the spending policy draws. The unrestricted funds represent about 30% of the available spending policy income. The remaining funds have some restriction on the use of the spending policy income, but in most cases the restriction is consistent with the regularly anticipated expenses of the diocese. There are a few funds, however, where the restrictions call for close monitoring and measurement.

Spending Policy – Trusts

The appendix table on page 38 lists the trusts owned and managed by the Trustees of Donations for the benefit of the diocese. In 2012 the Trustees will distribute 4% of a base amount defined as the average of the market value of each fund measured at the end of each calendar quarter from September 2008 through June 2011.

There are a few funds with restrictions that require the Trustees to deviate from the general spending policy formula. In some cases, the distribution is limited to actual income produced by the fund, and in other cases, all income must be reinvested for the time being. The table of projected trust income for these funds is an estimate of the income that will be available in 2012.

The total spending policy income available in 2012 (\$666,985) is little changed from 2011 (\$655,727). This is because three-year average market values are roughly the same for the two overlapping periods.

Spending Policy – Endowments

The appendix table on page 37 lists the endowments owned by the diocese and managed primarily by the Trustees of Donations. These include some funds that are unrestricted and others that have some restriction on their use; these restrictions may have been placed by a donor or by a past Diocesan Council.

The proposed spending policy for 2012 is similar to that adopted by the Trustees of Donations: to draw 4% of a base that reflects the average of the market value over the past three years, adjusted for withdrawals from and additions to principal.

In February 2011 the Diocesan Council established the Fund for Congregational Vitality from half of the net proceeds from closed congregations, and indicated its intention to take a normal spending policy draw from this fund in 2012. This new fund has about \$2.6 million in it, supporting a spending policy draw of about \$105,268.

This brings the total spending policy income shown in the 2012 core budget to about \$160,000 higher than in 2011, due in part to this new fund and also due to the inclusion of several funds not shown in previous years (but which come with their own offsetting expenses). Thus, the net increase in available funds is closer to \$100,000.

Spending Policy and Core Revenue

The Financial Advisory Committee at its September 13 meeting voted the following motion:

The Financial Advisory Committee reaffirms its support of a 4% spending policy draw from diocesan endowment funds to support the 2012 core budget. (The value of each fund for the purpose of calculating the draw is based on the 36 month average, from July 2008 to June 2011, of end of month market value, adjusted for additions and withdrawals.)

Setting the target at 4% provides the Budget Committee and Diocesan Council with a clear and defensible level for revenue that the endowment should be able to maintain indefinitely. In the same way we seek an assessment formula that is sustainable year in and year out, the core spending policy should be similarly sustainable.

At the same time, Council has unrestricted access to several funds in the endowment; both principal and income can be spent as long as Council approves. Such draws above and beyond the normal 4% draw are treated as supplemental, not core, revenue, thus flagging them as special actions in response to special circumstances.

A notable supplemental draw was the payment to the Cathedral Church of St. Paul in 2009 for the diocesan share of HVAC renovations. This payment of about \$1 million effectively reduced future core spending policy revenue by \$40,000 each year thereafter.

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

At some point in the future, it is possible that a supplemental draw on the endowment could be needed if actual diocesan operations run at a significant deficit. Ideally, setting sufficient levels of reserves for adverse outcomes and maintaining strong financial controls throughout the year will prevent this type of supplemental draw.

Supplemental Draw for 2012

The budget includes a supplemental draw of \$11,975, equal to the recently liquidated proceeds of 160 shares of Smuckers, received as a special distribution from a \$1 million stock holding in a longstanding donor-designated fund for use by the diocesan bishop. (This supplemental draw will defray the cost of the bishop's dinner for the clergy at the annual clergy conference.)

Dividend and Investment Income

More than 40 years ago the diocese received a gift of stock with the request that it not be sold. The dividend income for 2012 is projected to be \$33,200. The inclusion of \$44,912 in interest income represents the income to be earned and collected from the mortgages extended to the two bishops suffragan, and a note to one clergyperson (taken on by the diocese to facilitate a parish transition). The mortgages and clergy loan are fixed rate notes with an interest rate of 5.2%.

The diocesan portfolio also includes loans to congregations (separate from those made through the Stokes Fund loan program). Three loans are significantly in default; each congregation is behind at least several years in payments. If the diocese began to receive payments from these loans, the projected interest income and fees would be recorded as income here in the budget. The congregations and amounts outstanding are:

- Grace Church, North Attleborough (outstanding amount: \$221,634)
- St. David's Church, Pepperell (outstanding amount: \$38,935)
- St. Elizabeth's Church, Wilmington (outstanding amount: \$6,193)

Supplemental Revenue, Base and Contingent Cases

This is the first time since the 2008 budget that revenue from contributions and Bishop's Discretionary Fund grants has been included side by side in a budget with the revenue from assessments and endowments. The difference is that the 2008 budget did not make the core-versus-supplemental distinction we have used since 2009.

Board Designated Fund Balance: 3012

The diocesan financial accounts operate on a calendar-year basis. In the course of closing out each financial year, the difference between total revenue and total expenses for the year is added to or subtracted from the net asset value on the diocesan balance sheet. (If some of the revenue was received for a specific purpose—for instance, to fund a program that had not yet begun—the relevant amount is designated as “temporarily restricted” to carry forward the intended use of the revenue received and not yet spent.)

When Council approves expenses in a current year that are not covered by current-year revenue, it either effectively releases the temporary restriction on the net asset balance that goes with the expense, or else it must effectively authorize an additional spending-policy-like draw on diocesan net assets.

This line in the budget reflects the proposed “use” of diocesan net assets to balance the supplemental budget.

The \$135,000 in the supplemental base column consists of three items: \$87,000 in expected charges against the closed congregation accounts, an \$18,000 release of last year's reserve for General Convention expenses and an estimated \$30,000 release of net assets restricted for use in the Jubilee Ministry's Ndumberi project (using funds contributed by the closed St. Andrew's Church, Belmont).

Real Property Spending Policy: 4025

The diocese owns several properties, including the large house at 40 Prescott Street in Brookline and the property associated with the closed St. Luke's and St. Margaret's Church, Allston (SLAM). The Life Together program is using 40 Prescott Street and the SLAM rectory to house 14 interns and for its office and meeting space. Normally, the in-kind use of property for diocesan staff functions would not show up in the budget; it would just add in-kind revenue coming in and in-kind expense going out, without any particular relevance to budget choices.

This, however, is an exceptional case; both the total size of the Life Together program in the second half of 2012, and the location of the interns' housing, has not been decided yet. In the subsequent discussion of the Life Together program (see page 22), the annual value of the use of these two properties is pegged at \$100,000; to offset that expense, this line shows an in-kind spending policy revenue from the use of the properties. Because the existing commitment to the size of the Life Together program runs through July 2012, half of this in-kind spending policy is in the base column, while the second half is in the contingent column, subject to the final shape of the Life Together 2012-13 program year.

Annual Fund Grant: 4142

A reasonable estimate for the total revenue from the 2012 Annual Fund is \$280,000, with \$40,000 needed to cover the direct costs. Thus, \$240,000 is likely to be available for Annual Fund grants in 2012, and that amount is in the supplemental base column. With more attention directed to Annual Fund activities, it is possible that an additional \$100,000 could be raised; this amount is carried in the contingent supplemental column to highlight this opportunity.

Other Contributions and Grants: 4111

In addition to the Annual Fund, the projected contributions consist of the following items:

- \$7,000 from bishops' visitations, for the seminarian scholarship fund
- \$25,000 and \$60,000 raised on behalf of the Life Together program, the first amount from a dedicated event, the second from additional grant solicitations
- \$7,500 from fundraising activities connected to the college student pilgrimage
- \$98,000 from congregational gifts and other grants for the Cantonese ministry (this is an estimated amount based on recent years' activities)
- \$20,000 contribution to the Urban Residents program
- \$50,000 estimated in new fundraising for the Jubilee Ministry
- \$25,000 in new contributions for the Green Grants Initiative
- \$15,000 in contributions from the comprehensive campaign to offset Diocesan Convention costs.

Bishop's Discretionary Fund Grants: 4141

Of the many funds owned by the Trustees of Donations, 34 funds with a market value of about \$16 million are for the benefit of the diocesan bishop, and the Trustees provide him with an annual spending policy from these trusts. Bishop Shaw has historically used the bulk of this income to support pilot programs and new initiatives and to supplement strategic ministries. His grants are an important source of funding for the supplemental budget. Due to greater-than-expected success in attracting external grants for these programs, along with lower-than-expected expenses in some of these areas, the Bishop's Discretionary Fund (BDF) accounts have carried a surplus in recent years. In 2010 and 2011, planned expenditures have brought these surplus levels down; for the purpose of creating a realistic supplemental budget, the diocese should not expect more than \$325,000 in 2012 grants from unrestricted funds. (The actual amount shown on line 4141 is \$318,768.) The contingent supplemental budget shows another \$62,000 in BDF grants, but this amount depends upon whether there is enough of a surplus in this account at the end of 2011.

In addition, there are some restricted funds from which Bishop Shaw intends to make BDF grants to the diocese, and these total \$119,314.

Transitions and the Structure of Diocesan Operations

The 2009 budget, presented three years ago, introduced a new organizational structure for diocesan operations. The structure has five functional areas and a diocesan leadership team, with the canon to the ordinary as the chief of staff. Three of the stated objectives of the reorganization were accountability, definition and comparison:

- the canon to the ordinary is responsible for the management of diocesan operations;
- the controls on the operations are implemented through the five functional areas; and,
- financial records easily track the full resources applied to each individual component of mission strategy implementation.

In contrast, the previous organization was less clear in these three respects, as functionally similar programs could be funded and conducted through multiple areas, authority among the senior staff was more diffuse and, separate from the diocesan chief administrative officer, the bishops suffragan had one or more direct reports. The transition to the current organization has taken time in many respects. Over the past year there have been several significant milestones completed as this transition nears its end, many of which were laid out in Bishop Shaw's Advent 2010 letter about episcopal oversight and responsibilities.

In the **Administrative Services** area, a new assistant treasurer and a new controller have finished the deployment of the financial control systems. The services of full-time professional consultants are no longer needed, and the head of the area is serving a key broader management role as chief business officer. This team will work closely with the diocesan treasurer.

In the **Congregational Resources and Training** area, following an open search and selection process, a full-time area director has been hired. The range of activities included in this area—grant programs, events, training and communications—remains as envisioned three years ago.

The **Episcopal and Diocesan Support** area, which contains the governance, canonical, ecumenical and development functions, has expanded this year as the work for the \$20-million comprehensive campaign has begun. This multiyear effort will fully test our planning, administrative and control procedures; there is confidence that our new infrastructure will handle all the demands that the comprehensive campaign will place upon it.

The **Strategic Ministries** area ultimately will be most affected by the comprehensive campaign, as many of the campaign's initiatives aim to benefit congregations by expanding the reach of programs that have their roots in existing strategic ministries. The project manager for campaign initiatives, hired this year, is guiding longer-term strategic planning for these ministries, while the canon to the ordinary is the direct supervisor for the current efforts.

Finally, the **Deaneries, Congregations and Clergy** area is where there will be the most change in the year ahead. With Bishop Cederholm's retirement and a canon for congregations hired (a newly created position), this area has the opportunity to mirror Congregational Resources and Training and Administrative Services with a clearly identified area head that reports to the canon to the ordinary. As Bishop Shaw's Advent 2010 letter on episcopal oversight made clear, the past practice of having the diocesan leadership team members, either collectively or individually, assume day-to-day management responsibilities in this area will end. The diocesan leadership team—the two bishops and the canon to the ordinary—will have broad shared oversight responsibilities for all diocesan operations, assisted by a senior staff with specific functional responsibilities and directed by the canon to the ordinary.

The implication of Bishop Shaw's road map is that congregational vitality and viability is a truly cross-disciplinary effort, drawing on many different talents and resources. Operationally, the diocesan staff will support congregational vitality by convening staff from many areas along with others from the diocese to figure out a plan, and then letting the area staff and committees and task forces each implement their pieces of the plan.

Projected Expenses for 2012 by Areas of Operation

Guide to Area Expense Tables

The proposed expense budgets for each of the five areas of diocesan operations are described in this section. For each area, there is a table in which each row represents a specific cost center within the area, and the 12 columns of figures include a variety of budgeted and actual expenses:

2011 Core Budget (column 1): This year's core budget allocation for the cost center

2012 Core, 2012 Supplemental Base, 2012 Supplemental Contingent and 2012 Total (columns 2-5): These summarize the 2012 budget proposal, showing the total amount budgeted for the cost center (column 5) and its allocation among the core, supplemental base and contingent supplement (columns 2-4).

Program, Staff, Support, Services, Fees and Transfer (columns 6-11): These columns break the 2012 total budget amount into six components based on expense type—

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

Staff: All compensation and benefit-related expenses, including 1099 payments

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

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

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

Transfer: A way to shift expenses from one cost center to another

2011 Actual Core and Supplemental Expenses (column 12): The final column is for reference only. It shows the preliminary, unaudited, raw total for each cost center for expenses booked for the first half of 2011, January through June, in both the core and supplemental fund accounts.

Deaneries, Congregations and Clergy (see table on page 18)

The total 2012 budget for this area is \$986,171, with \$838,882 in the core budget and \$147,289 in the supplemental budget. The 2011 core budget total was \$704,214; the increase in the core budget is explained by adding the costs of the new canon for congregations to this area.

Deaneries, Congregations and Clergy: 1000

This line contains the total compensation costs for six staff members (see roster on page 44), a \$15,000 reserve for program initiatives to be identified by the canon for congregations and \$10,000 for area support expenses.

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

\$500 per deanery to support deanery assembly activities; \$4,000 per deanery to offset deans' time and expense; and, \$12,000 (up from \$6,000) to provide hospitality at the cathedral for Confirmations.

Congregations: 1101

The \$8,000 in the core budget funds the congregational coaches program. The \$24,000 in the supplemental budget is the projected amount of Making Excellent Disciples grants, funded by the Lily Foundation.

Transition Ministries: 1111

\$9,000 for consultants to congregations and \$5,000 for supporting expenses.

Clergy: 1201

\$3,000 for support of the two archdeacons, a new line item in 2012.

Sabbaticals: 1211

\$45,000 funded entirely from the Bishop's Discretionary Fund. The 2012 amount includes a customary \$25,000 contribution to the diocesan sabbatical program, plus a transfer of (up to) \$20,000 to cover the planned sabbatical of a diocesan senior staff member.

Continuing Education: 1212

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

MSASA EDS: 1213

\$8,894 is the spending policy income available for a scholarship program for students from Africa attending Episcopal Divinity School.

Clergy Dependent Scholarships: 1221

\$21,763, representing the spending policy from a bishop's discretionary fund for this purpose. In recent years the bishop has supplemented this cost center with roughly an additional \$20,000 draw from unrestricted discretionary funds; this amount is placed in the contingent category, depending both on availability and whether there are unspent restricted amounts from previous years available.

Dill Campership: 1223

\$2,551 representing the spending policy income from a restricted bishop's discretionary fund to support a scholarship to Camp O-At-Ka in Maine.

Support for Retired Clergy: 1231

\$5,000 in the supplemental budget is for program and support expenses for retired clergy, including gatherings, and funded from the bishop's discretionary funds. The \$20,238 in the core budget is a spending policy draw on a fund owned by the diocese, with the income to be granted to both the Society for the Relief of Aged or Disabled Episcopal Clergy and the Society for the Relief of Widows, Widowers and Orphans of Clergy of the Episcopal Church.

Commission on Ministry: 1311

\$50,000 in the core budget (down \$6,000 from last year) for the regular program costs.

Seminarians: 1312

Scholarships for seminarians in the ordination process—\$42,570 is the spending policy income from a fund for this purpose, supplemented by an estimated additional \$7,000 to be raised through bishops' visitations to congregations.

Fresh Start Program: 1321

An increase of \$1,000 to \$7,000 in 2012, based on recent actual experience.

Diaconate Program: 1331

The full cost of running the diaconate program remains at \$15,000.

Clergy Family Network: 1341

\$2,500 in the core budget.

Pre-Lenten Retreat: 1411

Net costs to the core budget, after fees (not shown here) are estimated at \$1,500.

Clergy Conference: 1421

The total expense of this three-day event is \$93,000, about half of which is covered by attendee fees and \$11,975 by the supplemental budget; the balance is covered by the core budget.

Clergy Day: 1431

The cost of this one-day event is covered mostly through attendee fees, leaving a \$2,000 expense for the core budget.

	2011 CORE BUDGET	2012 CORE	2012 SUPP- BASE	2012 CONTIN- GENT	2012 TOTAL	PROGRAM	STAFF	SUPPORT	SERVICES	FEES	TRANS- FER	2011 ACTUAL CORE + SUPP FIRST HALF
DEANERIES, CONGREGATIONS AND												
1000	442,288	559,155	0	0	559,155	15,000	554,155	10,000	0	0	-20,000	235,153
1001	6,000	6,000	0	0	6,000	0	0	6,000	0	0	0	15,397
1002	48,000	48,000	0	0	48,000	48,000	0	0	0	0	0	12,847
1003	6,000	12,000	0	0	12,000	12,000	0	0	0	0	0	0
1021	0	0	0	0	0	0	0	0	0	0	0	995
1101	0	8,000	24,000	0	32,000	24,000	0	8,000	0	0	0	21,295
1111	14,000	14,000	0	0	14,000	9,000	0	5,000	0	0	0	7,588
1201	0	3,000	0	0	3,000	0	0	3,000	0	0	0	1,183
1211	6,888	0	45,000	0	45,000	25,000	0	0	0	0	20,000	10,400
1212	0	0	10,000	0	10,000	10,000	0	0	0	0	0	4,540
1213	8,679	8,894	0	0	8,894	8,894	0	0	0	0	0	8,259
1221	0	0	21,763	20,000	41,763	41,763	0	0	0	0	0	0
1223	0	0	2,551	0	2,551	2,551	0	0	0	0	0	0
1231	4,000	20,238	5,000	0	25,238	20,238	0	5,000	0	0	0	4,673
1311	56,000	50,000	0	0	50,000	50,000	0	0	0	0	0	19,712
1312	49,859	42,570	7,000	0	49,570	49,570	0	0	0	0	0	0
1321	6,000	7,000	0	0	7,000	0	0	7,000	0	0	0	7,448
1331	15,000	15,000	0	0	15,000	15,000	0	0	0	0	0	10,297
1341	2,500	2,500	0	0	2,500	2,500	0	0	0	0	0	1,500
1411	1,500	1,500	0	0	1,500	1,500	0	0	0	0	0	4,007
1421	35,000	39,025	11,975	0	51,000	93,000	0	0	0	-42,000	0	36,770
1431	2,500	2,000	0	0	2,000	12,000	0	0	0	-10,000	0	52
TOTALS:	704,214	838,882	127,289	20,000	986,171	440,016	554,155	44,000	0	-52,000	0	402,116

Congregational Resources and Training (see table on page 21)

The total 2012 budget for this area is \$1,248,292, with \$1,076,292 in the core budget and \$172,000 in the supplemental budget. The 2011 core budget total was \$1,029,161.

Congregational Resources and Training: 2000

The total compensation and benefits costs for the four staff members in this area is \$374,325 (see roster on page 44). A portion (\$52,000) of the compensation costs for the staff member who works closely with congregations during the closing process is ultimately reimbursed from the closing proceeds.

Congregational Development Grants: 2011, 2012

The amounts for the two congregational development grant programs remain the same, at \$200,000 for the open grants and \$70,000 in targeted grants.

Bristol County Case Grants: 2013

The draw for this grant program is \$104,400. The intended uses of the fund's income when it was established as part of the diocesan endowment include service to Bristol County residents in need, as well as the general and religious purposes of the diocese.

Congregational Program Grants: 2014

This cost center line contains specific grants to congregations funded either by restricted funds or specific supplemental sources. The net of \$65,400 includes a continuation of the draw from the closed congregation proceeds (Malden) for use by Saugus (\$50,000), a \$5,400 grant from a restricted endowment fund for the benefit of Christ Church, Plymouth and \$10,000 to St. Stephen's, Lynn for its KIDS in Community summer program. In addition, \$5,833 will be paid to St. Anne's Church, Lowell and funded through a transfer from cost center 4099 (see page 27).

Deaf Ministry Grants: 2015

This cost center represents a continuation, for the time being, of the deaf ministry grants program begun in 2011. The amount budgeted is equal to the spending policy draw from the remainder of the diocesan agency fund that in previous years supported the St. Andrew's of the Deaf congregation in Natick, which closed in 2010. The use of the proceeds from this closed congregation will be determined by Diocesan Council acting on the advice of a proceeds stewardship committee.

Sending Serving and House of Mercy Grants: 2021, 2022

Each of the 12 deaneries is charged with running a grants program to support outreach activities. Each deanery's assembly sets the criteria and determines the awards. The amounts available to each deanery, funded by two specific diocesan funds, are \$4,000 for Sending Serving grants (open to any outreach activity) and \$2,179 for House of Mercy grants (requiring a focus on women and children in need). The amount budgeted for the Sending Serving grants is unchanged from 2011, while the total available for House of Mercy grants is up \$2,031 (in total) from 2011.

Hispanic Ministries: 2031

The 2012 budget for this grant program to support Hispanic ministries in congregations is up \$10,000 from 2011, to \$35,000.

Green Grants and Loans: 2052

In 2011 the Diocesan Council approved initial funding for the Green Grants Initiative with an allocation of \$150,000 (funded by directed contributions and Annual Fund grants). The 2012 budget indicates that additions to this loan and grant fund are contingent on new targeted fund-raising efforts and success in the Annual Fund appeals beyond what is projected in the base supplemental budget.

Spring Learning Event: 2112

This event is funded primarily through fees paid by attendees. The core budget for 2012 is larger than in 2011 (\$10,000 versus \$4,000), as some additional expenses are under discussion for 2012.

Resource Day: 2113

The total cost of Resource Day is \$14,000, \$4,000 of which is offset by fees collected.

CRT Support: 2200

This line, totaling \$86,166, comprises cost center codes 2131 through 2231. Actual spending to date for 2011 is shown in the table on page 21. Most of the covered cost centers should expect to receive the support necessary for maintaining activities at the same level. The exception is the Leadership Development Initiative, which will receive \$32,000 for its program, about twice the level of budget support in 2011.

Communications: 2311 and 2312

The total budget of \$140,000 for 2012 is \$10,000 less than the amount budgeted in 2011.

Closed Congregations: 2901

This line item includes half the salary for the coordinator for congregational support and other expenses related to the closing of congregations.

	2011 CORE BUDGET	2012 CORE	2012 SUPP- BASE	2012 CONTIN- GENT	2012 TOTAL	PROGRAM	STAFF	SUPPORT	SERVICES	FEES	TRANS- FER	2011 ACTUAL CORE + SUPP FIRST HALF
CONGREGATIONAL RESOURCES AND TRAINING												
2000	407,824	322,325	0	0	322,325	0	374,325	0	0	0	-52,000	148,052
2011	200,000	200,000	0	0	200,000	200,000	0	0	0	0	0	19,897
2012	70,000	70,000	0	0	70,000	70,000	0	0	0	0	0	12,129
2013	104,052	104,400	0	0	104,400	104,400	0	0	0	0	0	136,850
2014	0	5,400	60,000	0	65,400	71,233	0	0	0	0	-5,833	50,000
2015	37,168	18,853	0	0	18,853	18,853	0	0	0	0	0	2,400
2021	48,000	48,000	0	0	48,000	48,000	0	0	0	0	0	2,550
2022	24,117	26,148	0	0	26,148	26,148	0	0	0	0	0	0
2031	25,000	35,000	0	0	35,000	35,000	0	0	0	0	0	50
2032	0	0	0	0	0	0	0	0	0	0	0	70
2052	0	0	0	25,000	25,000	25,000	0	0	0	0	0	76,700
2112	4,000	10,000	0	0	10,000	12,000	0	0	0	-2,000	0	3,944
2113	11,000	10,000	0	0	10,000	14,000	0	0	0	-4,000	0	5
2131	0	0	0	0	0	0	0	0	0	0	0	10,965
2132	0	0	0	0	0	0	0	0	0	0	0	-189
2133	0	0	0	0	0	0	0	0	0	0	0	4,123
2151	0	0	0	0	0	0	0	0	0	0	0	607
2161	0	0	0	0	0	0	0	0	0	0	0	3,806
2171	0	0	0	0	0	0	0	0	0	0	0	257
2200	0	86,166	0	0	86,166	71,566	0	22,100	0	-7,500	0	736
2211	0	0	0	0	0	0	0	0	0	0	0	9,063
2221	0	0	0	0	0	0	0	0	0	0	0	9,549
2222	0	0	0	0	0	0	0	0	0	0	0	-14,828
2231	0	0	0	0	0	0	0	0	0	0	0	740
2311	150,000	135,000	0	0	135,000	65,000	60,000	10,000	0	0	0	14,128
2312	0	5,000	0	0	5,000	5,000	0	0	0	0	0	1,078
2313	0	0	0	0	0	0	0	0	0	0	0	246
2901	-52,000	0	87,000	0	87,000	0	35,000	0	0	0	52,000	24,381
TOTALS:	1,029,161	1,076,292	147,000	25,000	1,248,292	766,200	469,325	32,100	0	-13,500	-5,833	517,311

Strategic Ministries (see table on page 26)

Strategic Ministries: 3000

There is \$44,000 allotted for supplementing strategic ministries through the year. An additional \$5,000 is budgeted to cover expenses in this area.

Youth Ministry: 3011

The core budget for the diocesan youth ministry includes the compensation and benefits for the new director of youth ministry plus \$45,000 for program and support expenses. The total budget also anticipates another \$27,000 in expenses which are offset by \$27,000 in fees and other supplemental revenue.

Life Together: 3056

The Life Together program is the blending of the Micah Project and the more recently developed Relational Evangelism pilot project. The program year runs from August to July, and the current program year has brought 20 young adults to live together in three intentional communities and work in a variety of local organizations as Micah interns. The Life Together program (and the Relational Evangelism pilot project) have been funded largely through the supplemental budget. The core budget contributes \$75,000, which is a bit less than the total compensation cost for the program's director. (Note that intern stipends and housing benefits and 1099 compensation to coaching/consulting/leadership participants are included in the staff column.) Supplemental resources, including external grants and contributions, and internal grants from Annual Fund proceeds and from the bishop's discretionary funds provide the bulk of the funding.

As described on page 13, two of the three intentional communities are housed in diocesan properties in Brookline and Allston. Since this is a year-to-year arrangement and since the total number of interns can change, for the purpose of understanding the cost model of the Life Together program, this budget includes the in-kind value of housing provided this year by the diocesan properties.

Including an estimate of \$100,000 for the value of the in-kind housing provided, the total budgeted cost of the Life Together program is \$600,000. The budget plan for securing the needed revenue has several components:

- Core budget contribution of \$75,000
- In-kind housing services worth \$100,000
- Site fees of \$120,000 (\$6,000 per intern)
- An external grant (under negotiation) of up to \$90,000
- Additional external grants and contributions totaling \$60,000
- A fundraising event to net \$25,000
- Support from the Annual Fund and bishop's discretionary fund grants totaling \$135,000

Some of these revenue sources are more secure at this point than others, and this is noted by posting some of the Life Together revenue as base supplemental revenue, with the rest classified as contingent supplemental revenue. It is too early to know whether or not these revenue sources will come in as projected, and whether the bishop will be called upon to make a substantially larger discretionary fund grant than planned. One option that will be available until the end of 2011 will be to change the size of the next Life Together program (running from August 2012 to July 2013). The marginal expense of an intern in the program is about \$18,000 per year, and with an expected site fee of \$6,000, the net impact of adding or taking away an intern position is about \$12,000.

Thus, using two instead of three houses and reducing the number of interns to 12 (from 20) would reduce the net expense in the next program year by about \$96,000.

MIT Campus Ministry: 3111

The MIT campus ministry cost center budget provides for salary and benefits for a full-time chaplain (\$106,325) plus program expenses of \$6,000. The ministry may raise additional funds through the MIT development office.

Boston University Campus Ministry: 3121

The Boston University campus ministry cost center budget provides for salary and benefits for a half-time chaplain (\$44,280) plus program expenses of \$6,000.

Boston College-Northeastern University Campus Ministries: 3131, 3136, 3141

One chaplain splits her time between the Boston College and Northeastern campuses, and the shared cost center, 3136, provides for the salary and benefits expenses (\$96,433). Each campus ministry program is allotted \$6,000 for program support. The chaplain, with the diocesan bishop, leads a pilgrimage at Christmastime with college students, funded through the supplemental budget with a bishop's discretionary fund grant, fees and dedicated fundraising. The cost of this pilgrimage will depend on the size of the group and the location; historically, the cost net of fees has ranged between \$25,000 and \$50,000. The 2012 supplemental budget shows a bishop's discretionary fund grant commitment of \$22,500, with the understanding that 2012 pilgrimage details are not yet determined.

Tufts University Ministry: 3171

This is a new initiative and the \$8,000 from the supplemental budget is matched by an equal contribution from Grace Church, Medford and from Tufts University. This initiative revives an earlier relationship between Grace and Tufts.

St. Paul's Church, Brockton: 3221

Funding for the ministry in Brockton continues to come from assets held by the former congregation. A new worshipping congregation, which currently meets in the First Lutheran Church in Brockton, is also drawing on those funds. Continued funding will come from the proceeds of the sales of the property there. Bishop Cederholm has convened a committee to discern what shape the ministry in Brockton will take.

Continuing Grants for Congregations: 3231, 3241, 3251

Level funding is provided in the 2012 budget for grants directly to congregations to help pay their clergy, as follows: San Lucas/St. Luke's, Chelsea, \$66,000; and San Juan/Christ Church, Hyde Park, \$44,000. In the 2011 budget, compensation and benefits were drawn from both the core and supplemental budgets and paid from the diocese to the vicar serving St. Stephen's Church, Boston (\$111,652); for 2012, the full cost is borne by the core budget.

Cantonese Congregations: 3311, 3321

The core budget provides the full compensation and benefits support for the canon for Asiamerican ministries in cost center 3311 (\$111,652); in 2011, only \$88,000 of these costs were in the core budget, with the remainder covered through the supplemental budget. The two Cantonese congregations raise additional funds for their ministries through contributions and grants (projected at \$50,000 and \$48,000). These revenues and the activities funded through them are reflected in the supplemental budget lines for these two cost centers.

Dorchester Partnership: 3331

With the end of the three-year commitment to fund a partnership between St. Mark's and St. Mary's in Dorchester, and with that partnership not achieved, the 2012 budget asks for \$20,000 to support administrative ministry at St. Mary's (as well as a full-time Urban Resident, funded through the Urban Resident cost center 3411).

Hispanic Ministry in Salem: 3341

Clergy leadership at San Pedro/St. Peter's is in transition. The level-funded \$80,000 grant in the 2012 core budget will provide for continued clergy leadership. The congregation, both Hispanic and Anglo, has developed a strategic plan that would have them increasingly viable over the next five years.

Grace Church, Lawrence: 3351

Clergy leadership has stabilized at Grace Church. The level-funded \$72,000 grant in the 2012 core budget supports part of the salary of a Hispanic priest who ministers to all members of the congregation. Grace is in the process of developing a long-range plan.

Church of the Good Shepherd, Watertown: 3361

At Bishop Shaw's behest, the parishioners at Good Shepherd have developed a long-range plan to develop a center for family ministry. A grant of \$60,000 to support part of a clergy salary is included in the 2012 budget, funded in the supplemental budget through the proceeds from the sale of St. Andrew's in Belmont. Once the use of proceeds committee is ready to receive applications, Good Shepherd will present its full plan.

Urban Residents: 3411

The Urban Residents program places newly ordained clergy in urban parishes for three-year terms, with experienced mentors who help to train the next generation of skilled urban clergy. In the course of the budget process, the diocesan leadership team requested funding for a fourth Urban Resident position. Given the lack of total revenue growth for 2012 and the projected increases in other program areas, it was clear when examining various drafts for the budget that expanding the Urban Residents in 2012 to four sites did not fit with the financial reality imposed by the rest of the budget. This budget proposes keeping the total number of Urban Residents sites at three. In addition, with the recent exhaustion of the initial Urban Residents fund, it is a stretch to find total funding just from the core budget and the usual supplemental sources. Thus, \$35,000 from each of two closed parish proceeds (St. Andrew's, Belmont, and St. Matthew and the Redeemer, South Boston) is designated to partly support the Urban Residents at St. James's, Cambridge and St. Mary's, Dorchester. The Urban Resident at St. Stephen's, Lynn is fully funded through core and other supplemental revenues.

African Ministries: 3431

The budget for grants to African congregations is reduced from \$47,500 in 2011 to \$25,000 in 2012, reflecting closely the actual amounts granted. More work needs to be done on the purpose and use of these grants.

Jubilee Ministry: 3511

The core budget shows a renewed commitment of 0.7% of the core budget to the Jubilee Ministry, set at \$45,000. The total budget projects additional new fundraising of \$50,000. In addition, Jubilee has assumed responsibility for fulfilling the commitment made by St. Andrew's, Belmont and the diocesan bishop to provide an additional \$60,000 for a project in Ndumberi, Kenya, and this budget projects that \$30,000 of that amount will be spent in 2012.

Gulf Coast Partnership: 3521

The diocese's post-Hurricane Katrina relief work and subsequent partnership commitments on the Gulf Coast were completed in December 2010.

Committee on Palestine and Israel: 3531

This committee's work will be funded through the comprehensive campaign mission tithe, pending Diocesan Council's approval.

B-SAFE: 3541

The B-SAFE program is an important outreach and partnership opportunity for more than 50 participating congregations, including five host churches and the Epiphany School. As a separate 501(c)(3), B-SAFE has its own set of financial controls and development efforts. For 2012 the program is budgeted a diocesan contribution of \$125,000 from the supplemental budget and another \$100,000 contingent on additional fundraising.

Mission Through Partnerships: 3551

This line funds diocesan work with congregations on global mission partnerships. The 2012 budget shows a \$5,000 decrease, based on 2011 actual expenses.

The Cathedral: The Crossing; and Cathedral Ministry with the Homeless: 3911

A \$20,000 grant is budgeted from the supplemental budget to support the work of the Thursday night emergent church congregation at the Cathedral Church of St. Paul, with \$20,000 more contingent on Annual Fund performance. An additional \$10,000 grant is made from the supplemental budget to support work with the homeless by the cathedral's associate minister.

Barbara C. Harris Camp and Conference Center: 3921

Camperships were supported in 2011 by \$40,000 from the Annual Fund. For 2012, \$10,000 is budgeted, with additional support dependent on Annual Fund results.

Episcopal City Mission: 3931

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

United Thank Offering: 3952

This funding is dedicated for the support of the Native American Lilian Valley School in Blackfoot, Idaho.

	2011 CORE BUDGET	2012 CORE	2012 SUPP- BASE	2012 CONTIN- GENT	2012 TOTAL PROGRAM	STAFF	SUPPORT	SERVICES	FEES	TRANS- FER	2011 ACTUAL CORE + SUPP FIRST HALF
3000 STRATEGIC MINISTRIES											
3011 Youth Ministry	0	49,000	0	0	49,000	0	5,000	0	0	0	356
3012 Youth Leadership Academy	139,230	106,029	0	0	106,029	61,029	27,000	0	-27,000	0	54,344
3056 Life Together	0	0	0	0	0	0	0	0	0	0	-364
3061 Relational Evangelism Project	75,000	75,000	225,771	177,000	477,771	537,771	27,000	0	-120,000	0	271,558
3111 MIT	112,523	112,325	0	0	112,325	106,325	6,000	0	0	0	25,036
3121 Boston University	54,803	50,280	0	0	50,280	44,280	6,000	0	0	0	57,500
3131 Boston College	6,000	6,000	0	0	6,000	6,000	6,000	0	0	0	13,281
3136 BC/NU Combined	96,625	96,433	22,500	0	118,933	96,433	0	0	-7,500	0	0
3141 Northeastern	6,000	6,000	0	0	6,000	0	6,000	0	0	0	57,355
3171 Tufts University Ministry	0	0	8,000	0	8,000	0	0	0	0	0	0
3211 Natick, St Andrew's Deaf Ministry	0	0	0	0	0	0	0	0	0	0	0
3221 Brockton, St Paul's	0	0	0	0	0	0	0	0	0	0	9
3231 Chelsea, St Lukes/San Lucas	66,000	66,000	0	0	66,000	0	0	0	0	0	38
3241 Hyde Park, Christ Church/San Juan	44,000	44,000	0	0	44,000	0	0	0	0	0	33,000
3251 South End, St Stephen's	88,000	111,652	0	0	111,652	111,652	0	0	0	0	22,000
3300 Sponsored Congregations	0	0	0	0	0	0	0	0	0	0	56,552
3311 Boston Cantonese Congregation	88,000	111,652	50,000	0	161,652	121,652	15,000	0	0	0	39
3321 Cantonese Life Program	126,600	20,000	48,000	0	48,000	8,000	15,000	0	0	0	56,480
3331 Dorchester Partnership	80,000	80,000	0	0	20,000	0	0	0	0	0	0
3341 Hispanic Ministry in Salem	72,000	72,000	0	0	80,000	0	0	0	0	0	228,568
3351 Lawrence, Grace Church	0	60,000	0	0	72,000	0	0	0	0	0	40,000
3361 Watertown, Good Shepherd	70,000	35,000	175,000	0	60,000	0	0	0	0	0	36,000
3411 Urban Residents	47,500	25,000	0	0	210,000	0	0	0	0	0	29,892
3431 African Ministries	45,000	45,000	80,000	0	25,000	0	0	0	0	0	106,041
3511 Jubilee Ministry	0	0	0	0	125,000	0	0	0	0	0	2,879
3521 Gulf Coast Partnership	0	0	0	0	0	0	0	0	0	0	65,226
3531 Committee on Palestine and Israel	0	0	0	0	0	0	0	0	0	0	0
3541 B-SAFE	10,000	5,000	125,000	100,000	225,000	0	0	0	0	0	100,000
3551 Mission Through Partnerships	0	0	0	0	9,000	0	0	0	-4,000	0	2,030
3911 Cathedral Church of St Paul Barbara C Harris Camp and Conference	0	0	30,000	20,000	50,000	0	0	0	0	0	0
3921 Center	0	0	10,000	0	10,000	0	0	0	0	0	41,917
3931 Episcopal City Mission	30,000	30,000	0	0	30,000	0	0	0	0	0	15,000
3952 UTO/American Indians/CHS	0	1,365	0	0	1,365	0	0	0	0	0	500
TOTALS:	1,257,281	1,147,736	834,271	297,000	2,279,007	1,087,142	113,000	0	-158,500	0	1,315,238

Episcopal and Diocesan Support (see table on page 29)

Area Staff and Expenses: 4000

This includes the administrator of Convention and Council, the administrative assistant to the canon to the ordinary and resources for the part-time archivist position that is currently vacant (see roster on page 44).

Diocesan Leadership Team: 4011, 4012, 4014

These three cost center codes carry the compensation for the diocesan bishop, the bishop suffragan and the canon to the ordinary, and their expense budgets.

Assisting Bishops: 4021

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

Chancellor: 4031

This line is budgeted at \$0, with every effort made to assign legal costs to the directly associated cost center(s).

Title IV: 4061

This line was new last year and covers the costs of establishing and implementing these revised clergy disciplinary canons, which went into effect in July 2011. With initial start-up costs behind us, the amount budgeted for 2012 is reduced by \$5,000.

Diocesan Leadership Team Budgeted Resources: 4099

The budgeted amount of \$215,000 for 2012 includes \$44,000 for program (of which \$5,833 is already committed); \$80,000 for increases in the total core staff compensation costs (of which \$30,000 pays for the 9.51% increase in health insurance premiums); \$24,000 for support; \$12,000 for staff training services; and \$55,000 for legal services.

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

The 2012 amounts budgeted for these leadership bodies are \$7,500 for Diocesan Council, a decrease of \$1,000; a level-funded \$2,500 for Standing Committee; and \$4,000 for the Diocesan Youth Council, a \$1,000 increase.

Diocesan Convention: 4141

The \$35,000 budgeted for 2012 shows a \$5,000 increase to reflect actual costs. The total cost of Convention is \$60,000, of which \$10,000 is covered by fees collected and \$15,000 by the Development Office.

Journals and Diocesan Directory: 4151

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

Archives: 4211

This line is funded primarily by spending policy draws from restricted funds, which total \$33,486.

Massachusetts Council of Churches: 4251

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

Development Office: 4311

Since 2009, the Development Office staff has been funded in the supplemental budget, through a grant from the Bishop's Discretionary Fund. Staff salaries and expenses total \$199,997. The work of the Development Office, through the Annual Fund appeals, directed development efforts on behalf of specific ministries, external grant applications, planned giving and the development of the comprehensive campaign are essential to the viability of the supplemental budget program.

Annual Fund: 4312

Projected all-in expenses for 2012 are \$40,000.

Capital Campaign: 4321

This is the campaign's contribution toward Diocesan Convention costs (see cost center 4141).

Comprehensive Campaign: 4340; Mission Hubs: 4343

These are placeholders in readiness for these initiatives in development.

General Convention: 4411

To prepare for the expenses of sending a delegation to the Episcopal Church's triennial General Convention in 2012, \$18,000 is held in reserve from the 2011 budget and an additional \$30,000 is allotted in the 2012 core budget for a total of \$48,000.

Province I Assessment: 4421

The total of \$14,115 (decreased approximately \$3,000 for 2012) includes our diocese's contribution of \$10,678, an additional \$3,000 to support the province's energy stewardship minister and \$437 for support expenses.

Episcopal Church Asking: 4431

Our diocese's contribution to the work of the wider church is \$949,056, down \$30,000, reflecting a smaller base of unrestricted core revenue.

	2011 CORE BUDGET	2012 CORE	2012 SUPP- BASE	2012 CONTIN- GENT	2012 TOTAL	2012 PROGRAM	STAFF	SUPPORT	SERVICES	FEES	TRANS- FER	2011 ACTUAL CORE + SUPP FIRST HALF
4000 EPISCOPAL AND DIOCESAN SUPPORT	146,203	149,961	0	0	149,961	0	143,961	6,000	0	0	0	67,206
4010 Diocesan Leadership Team	0	0	0	0	0	0	0	0	0	0	0	951
4011 Diocesan Bishop	229,328	228,872	25,000	0	253,872	25,000	203,872	25,000	0	0	0	159,167
4012 Suffragan Bishop 1	191,297	176,796	0	0	176,796	0	158,796	18,000	0	0	0	104,582
4013 Suffragan Bishop 2	202,147	0	0	0	0	0	0	0	0	0	0	108,341
4014 Canon to the Ordinary	161,990	161,674	0	0	161,674	0	143,674	18,000	0	0	0	80,663
4021 Assisting Bishops	1,000	43,010	0	0	43,010	2,000	36,010	5,000	0	0	0	0
4031 Chancellor	0	0	0	0	0	0	0	0	0	0	0	365
4061 Title IV	10,000	5,000	0	0	5,000	0	0	0	5,000	0	0	1,050
4099 DLT Budgeted Resources	202,000	215,000	0	0	215,000	38,167	80,000	24,000	67,000	0	5,833	9,781
4111 Diocesan Council	8,500	7,500	0	0	7,500	0	0	7,500	0	0	0	8,026
4121 Standing Committee	2,500	2,500	0	0	2,500	0	0	2,500	0	0	0	710
4131 Diocesan Youth Council	3,000	4,000	0	0	4,000	0	0	4,000	0	0	0	779
4141 EDOM Annual Convention	30,000	35,000	0	0	35,000	0	0	60,000	0	-10,000	-15,000	827
4151 Journals and Diocesan Directory	11,000	11,000	0	0	11,000	0	0	11,000	0	0	0	10,498
4211 Archives	33,486	33,486	0	0	33,486	0	20,486	13,000	0	0	0	6,731
4251 Mass Council of Churches	50,000	50,000	0	0	50,000	50,000	0	0	0	0	0	25,000
4300 Development Programs	0	0	0	0	0	0	0	0	0	0	0	10
4311 Development	0	0	199,997	0	199,997	0	174,997	25,000	0	0	0	118,534
4312 Annual Fund	0	0	40,000	0	40,000	0	0	40,000	0	0	0	0
4313 Planned Giving	0	0	0	0	0	0	0	0	0	0	0	0
4321 Capital Campaign	0	0	15,000	0	15,000	0	0	0	0	0	15,000	351,712
4340 Comprehensive Campaign-General	0	0	0	0	0	0	0	0	0	0	0	0
4343 Mission Hubs	0	0	0	0	0	0	0	0	0	0	0	580
4411 TEC General Convention	18,000	30,000	18,000	0	48,000	48,000	0	0	0	0	0	0
4421 Province I Assessment and Program	18,000	14,115	0	0	14,115	13,678	0	437	0	0	0	8,090
4431 The Episcopal Church Assessment	980,724	949,056	0	0	949,056	949,056	0	0	0	0	0	490,373
TOTALS:	2,299,175	2,116,970	297,997	0	2,414,967	1,125,901	961,796	259,437	72,000	-10,000	5,833	1,553,976

Administrative Services (see table on page 31)

Administrative Services: 5000

This area has six staff positions within it (see roster on page 44), with a total compensation cost of \$520,459, plus \$15,000 for area contingencies regarding financial reporting systems.

Treasurer's Office: 5011

This area includes support expenses of \$13,270 and outside service fees, including the auditors, totaling \$63,600. The cost center overall shows a net inflow, as the Treasurer's Office receives \$117,566 in fee income for financial and administrative services provided. The largest sources of fee income are the Cathedral Church of St. Paul (\$63,000), the Trustees of Donations (\$34,000) and the Stokes Fund loan program (\$20,000).

Human Resources: 5021

The expense allocation of \$5,500 includes \$2,000 for services and \$3,500 for support.

Information Technology: 5031

The expenses of the IT operations are offset by fees received from the Cathedral Church of St. Paul (\$40,200) and Episcopal City Mission (\$2,500).

Risk Management: 5041

This amount is reduced to \$38,000 based on 2011 actuals.

Investments: 5051

State Street receives a fee quarterly for servicing a small financial instrument (estimated market value under \$150,000) associated with a particular bequest. The projected annual cost for 2012 is \$6,900.

Boston, 138 Tremont Street: 5111

The diocese will pay the Cathedral Church of St. Paul \$441,600 in 2012 in lieu of rent.

Brookline, 40 Prescott Street: 5121

Cost of maintaining this property is budgeted at \$22,100.

SLAM Property, Allston: 5125

Cost of maintaining this property is budgeted at \$60,610, net of rental income.

	2011 CORE BUDGET	2012 CORE	2012 SUPP- BASE	2012 CONTIN- GENT	2012 TOTAL PROGRAM	STAFF	SUPPORT	SERVICES	FEES	TRANS- FER	SUPP FIRST HALF	2011 ACTUAL CORE +
5000 ADMINISTRATIVE SERVICES												
5011 Treasurer's Office	420,938	535,459	0	0	535,459	520,459	0	15,000	0	0	240,394	
5021 Human Resources	44,700	-40,696	0	0	-40,696	0	13,270	63,600	-117,566	0	116,197	
5031 Information Technology	2,000	5,500	0	0	5,500	0	3,500	2,000	0	0	6,539	
5041 Risk Management	69,500	80,138	0	0	80,138	0	122,838	0	-42,700	0	49,491	
5051 Investments	75,000	38,000	0	0	38,000	12,000	0	38,000	-12,000	0	34,034	
5100 Diocesan Facilities	0	6,900	0	0	6,900	0	0	6,900	0	0	2,785	
5111 Boston, 138 Tremont Street	380,000	441,600	0	0	441,600	0	441,600	0	0	0	23,083	
5121 Brookline, 40 Prescott Street	0	22,100	0	0	22,100	0	20,600	1,500	0	0	12,160	
5125 SLAM property, Allston	0	60,610	0	0	60,610	0	72,610	0	-12,000	0	51,742	
TOTALS:	992,138	1,149,611	0	0	1,149,611	532,459	674,418	127,000	-184,266	0	536,675	

Proceeds from Closed Congregations

The following congregations have closed in recent years:

- St. George's Church, Maynard
- Church of the Holy Trinity, Marlborough
- St. Luke's Church, Malden
- St. Andrew's Church, Belmont
- Church of St. Matthew and The Redeemer, South Boston
- St. Alban's Church, Lynn
- St. Augustine's Church, Lawrence
- St. David's Church, Halifax
- St. Andrew's Church of the Deaf, Natick
- St. Paul's Church, Brockton
- St. Luke's and St. Margaret's Church, Allston
- St. Paul's Church, Millis

In the transition surrounding a church closing, diocesan staff provide support and services of all kinds to guide the closing. At the end of the closing process, the remaining assets are transferred to the diocese, for the Diocesan Council to allocate. The council has developed and revised guidelines for the allocation process. In February 2011, consistent with the guidelines, the council created a new Fund for Congregational Vitality from 50% of the net proceeds for the above congregations (except Brockton and Allston). The remaining 50% has been available for distribution by the council, with the intention that the council will consider the advice offered by various stewardship committees.

The table below shows the amounts for the net proceeds for nine of the closed parishes, the 50% portion, the amounts already spent or designated by Council as an upfront action in the stewardship process and the remaining amounts available for the stewardship process. (The net proceeds from St. Paul's, Millis are not fully tabulated, and St. Paul's, Brockton and St. Luke's and St. Margaret's, Allston are currently outside this stewardship process.)

PARISH	NET PROCEEDS	50% NET	DESIGNATED TO	
			DATE	AVAILABLE
Lawrence	129,598	64,799	0	64,799
Lynn	468,837	234,419	0	234,419
Malden	537,260	268,630	125,000	143,630
Belmont	1,121,967	560,984	185,000	375,984
Marlborough	261,979	120,989	0	120,989
Maynard	243,510	121,755	0	121,755
Natick	1,309,691	654,846	0	654,846
South Boston	1,067,076	533,538	463,456	70,082
Halifax	216,913	108,457	0	108,457
TOTAL	5,356,831	2,668,417	773,456	1,894,961

The "designated to date" includes funding designated for the 2012 supplemental budget

2012 ASSESSMENTS BY DEANERY

Key to selected columns:

M? "M" if a mission

EFFECTIVE RATE the 2012 assessment divided by the 2012 BASE, expressed as a percent

ADJUSTMENT an adjustment negotiated by this year's assessment coordinating committee

ALEWIFE

M?	CHURCH	LOCATION	2012 ASSESSMENT	2012 BASE	EFFECTIVE RATE	CHANGE FROM 2011	ADJUSTMENT
	Church of Our Saviour	Arlington	8,164	139,771	5.8	-5,920	7,500
	St. John's Church	Arlington	18,172	155,949	11.7	-889	0
	St. Paul's Church	Bedford	22,590	184,454	12.2	1,702	0
	All Saints' Church	Belmont	30,133	233,121	12.9	-3,726	0
	St. Mark's Church	Burlington	11,829	115,029	10.3	626	0
	Christ Church	Cambridge	116,082	787,631	14.7	14,243	0
	St. Bartholomew's Church	Cambridge	15,750	140,324	11.2	-5,563	0
	St. James's Church	Cambridge	40,555	300,355	13.5	7,570	0
	St. Peter's Church	Cambridge	35,377	266,949	13.3	5,933	0
	Church of Our Redeemer	Lexington	54,698	391,600	14.0	4,885	0
	Christ Church	Somerville	3,547	61,594	5.8	-1,021	0
	St. James's Church	Somerville	2,715	56,229	4.8	-1,373	0
	Christ Church	Waltham	19,056	161,656	11.8	-434	0
	Church of the Good Shepherd	Watertown	7,066	84,302	8.4	1,387	0
	TOTALS:		385,734	3,078,964	12.5	17,420	7,500

BOSTON-HARBOR

M?	CHURCH	LOCATION	2012 ASSESSMENT	2012 BASE	EFFECTIVE RATE	CHANGE FROM 2011	ADJUSTMENT
	Church of St. Augustine & St. Martin	Boston	12,844	121,577	10.6	-1,165	0
	Church of St. John the Evangelist	Boston	23,759	191,995	12.4	-1,936	0
	Church of the Advent	Boston	136,032	916,340	14.8	-5,409	0
	Emmanuel Church	Boston	35,978	270,831	13.3	3,050	0
M	St. Stephen's Church	Boston	693	45,419	1.5	-1,078	0
	Trinity Church	Boston	390,038	2,555,088	15.3	-95,698	0
	St. John's Church	Charlestown	17,075	148,872	11.5	3,682	0
	St. Mark's Church	Dorchester	4,086	65,077	6.3	-6,191	0
	St. Mary's Church	Dorchester	5,183	72,150	7.2	1,428	0
	St. John's Church	Jamaica Plain	12,432	163,633	7.6	-7,882	6,931
	St. Cyprian's Church	Roxbury	8,927	96,306	9.3	2,506	0
	St. John St. James Church	Roxbury	5,162	72,019	7.2	-1,769	0
	TOTALS:		652,209	4,719,307	13.8	-110,462	6,931

CAPE-AND-ISLANDS

M?	CHURCH	LOCATION	2012 ASSESSMENT	2012 BASE	EFFECTIVE RATE	CHANGE FROM 2011	ADJUSTMENT
	St. Mary's Church	Barnstable	62,070	439,164	14.1	-3,933	0
	St. Peter's Church	Buzzards Bay	11,503	140,669	8.2	-1	4,300
	St. Christopher's Church	Chatham	66,667	468,822	14.2	2,410	0
	St. Andrew's Church	Edgartown	33,147	252,563	13.1	2,361	0
	St. Barnabas's Church	Falmouth	67,862	476,532	14.2	-1,175	0
	Christ Church	Harwich Port	37,178	278,573	13.3	1,728	0
	St. Paul's Church	Nantucket	52,065	374,617	13.9	4,719	0
	Trinity Church	Oak Bluffs	0	30,737	0.0	0	0
	Church of the Holy Spirit	Orleans	61,609	436,191	14.1	2,810	0
	St. Peter's Church	Osterville	45,898	334,826	13.7	-7,945	0
	Christ Church	Plymouth	39,000	290,325	13.4	0	0
	Church of St. Mary of the Harbor	Provincetown	17,555	151,973	11.6	242	0
	St. John's Church	Sandwich	44,072	323,050	13.6	-978	0
	St. David's Church	South Yarmouth	27,765	217,843	12.7	-2,749	0
	Grace Church	Vineyard Haven	34,447	260,952	13.2	-3,489	0
	Church of the Good Shepherd	Wareham	23,241	188,656	12.3	-1,634	0
	St. James the Fisherman Church	Wellfleet	0	13,297	0.0	0	0
	Church of the Messiah	Woods Hole	30,241	238,719	12.7	1	760
	TOTALS:		654,320	4,917,509	13.3	-7,633	5,060

2012 ASSESSMENTS BY DEANERY

CHARLES-RIVER

M?	CHURCH	LOCATION	2012		EFFECTIVE	CHANGE	ADJUSTMENT
			ASSESSMENT	2012 BASE	RATE	FROM 2011	
	Parish of the Messiah	Auburndale	11,365	112,034	10.1	1,040	0
	All Saints Parish	Brookline	49,710	359,423	13.8	-7,355	0
	Church of Our Saviour	Brookline	37,425	280,166	13.4	763	0
	St. Paul's Church	Brookline	30,487	235,401	13.0	-5,487	0
	Church of the Redeemer	Chestnut Hill	107,570	732,713	14.7	6,251	0
	St. Dunstan's Church	Dover	24,277	195,341	12.4	-2,462	0
	Christ Church	Needham	57,013	406,540	14.0	-13,050	0
	Trinity Church	Newton Centre	30,653	236,473	13.0	-5,465	0
	Parish of St. Paul	Newton Highlands	15,000	173,962	8.6	1,682	5,964
		Newton Lower Falls	39,301	292,270	13.4	-4,515	0
	Grace Church	Newton	48,164	349,447	13.8	1,293	0
	St. John's Church	Newtonville	14,659	133,290	11.0	-6,324	0
	Church of the Good Shepherd	Waban	46,867	341,083	13.7	701	0
	St. Andrew's Church	Wellesley	120,539	816,381	14.8	1,974	0
	TOTALS:		633,030	4,664,524	13.6	-30,954	5,964

CONCORD-RIVER

M?	CHURCH	LOCATION	2012		EFFECTIVE	CHANGE	ADJUSTMENT
			ASSESSMENT	2012 BASE	RATE	FROM 2011	
	Church of the Good Shepherd	Acton	35,849	269,994	13.3	-3,539	0
	St. Andrew's Church	Ayer	12,789	121,221	10.6	189	0
	Trinity Church	Concord	92,327	634,373	14.6	288	0
	St. Andrew's Church	Framingham	37,498	280,634	13.4	778	0
	St. Michael's Church	Holliston	16,907	160,695	10.5	-584	2,000
	St. Paul's Church	Hopkinton	13,137	123,467	10.6	3,588	0
	St. Luke's Church	Hudson	4,278	66,314	6.5	-269	0
	St. Anne's in-the-Fields Church	Lincoln	69,126	484,684	14.3	-2,290	0
	St. Paul's Church	Natick	54,611	391,040	14.0	-3,163	0
M	St. David's Mission	Pepperell	1,364	51,919	2.6	-2,938	0
	Trinity Chapel	Shirley	4,727	69,209	6.8	2,496	0
	St. Mark's Church	Southborough	33,064	252,026	13.1	-8,871	0
	St. Elizabeth's Church	Sudbury	39,236	291,851	13.4	-3,879	0
	Church of the Holy Spirit	Wayland	24,935	235,996	10.6	-7,281	5,644
	St. Peter's Church	Weston	63,494	448,349	14.2	5,334	0
	TOTALS:		503,342	3,881,772	13.0	-20,141	7,644

MERRIMACK-VALLEY

M?	CHURCH	LOCATION	2012		EFFECTIVE	CHANGE	ADJUSTMENT
			ASSESSMENT	2012 BASE	RATE	FROM 2011	
	St. James's Church	Amesbury	13,293	124,476	10.7	1,978	0
	Christ Church	Andover	79,338	550,573	14.4	7,314	0
	All Saints' Church	Chelmsford	29,752	230,663	12.9	-3,013	0
	St. James's Church	Groveland	12,878	121,795	10.6	1,217	0
	Trinity Church	Haverhill	25,793	256,731	10.0	2,740	8,000
	Grace Church	Lawrence	12,000	155,261	7.7	4,000	6,065
	St. Anne's Church	Lowell	9,651	100,979	9.6	-13,387	0
	St. John's Church	Lowell	2,514	54,934	4.6	-2,888	0
	St. Andrew's Church	Methuen	2,988	57,990	5.2	-887	0
	St. Paul's Church	Newburyport	38,472	286,920	13.4	-1,375	0
	St. Paul's Church	North Andover	26,864	212,029	12.7	4,518	0
	St. Anne's Church	North Billerica	20,461	170,721	12.0	-1,620	0
M	All Saints' Church	West Newbury	3,057	68,300	4.5	1,749	0
	St. Mark's Church	Westford	9,133	97,634	9.4	-9,175	0
	TOTALS:		286,194	2,489,006	11.5	-8,829	14,065

2012 ASSESSMENTS BY DEANERY

MOUNT-HOPE-BUZZARDS-BAY

M?	CHURCH	LOCATION	2012		EFFECTIVE RATE	CHANGE FROM 2011	ADJUSTMENT
			ASSESSMENT	2012 BASE			
	Church of the Good Shepherd	Fairhaven	0	27,908	0.0	0	0
	Church of the Holy Spirit	Fall River	36,036	271,202	13.3	11,036	0
	St. Luke's Church	Fall River	0	22,664	0.0	0	0
	St. Gabriel's Church	Marion	41,520	306,581	13.5	2,670	0
	Grace Church	New Bedford	82,300	569,680	14.4	4,364	0
	St. Andrew's Church	New Bedford	6,940	83,489	8.3	-2,283	0
	St. Martin's Church	New Bedford	5,788	76,052	7.6	-1,584	0
	Church of Our Saviour	Somerset	8,896	111,832	8.0	0	2,437
	St. Peter's Church	South Dartmouth	4,600	120,558	3.8	1,600	8,086
	Christ Church	Swansea	22,896	186,427	12.3	3,276	0
	TOTALS:		208,976	1,776,393	11.8	19,079	10,523

MYSTIC-VALLEY

M?	CHURCH	LOCATION	2012		EFFECTIVE RATE	CHANGE FROM 2011	ADJUSTMENT
			ASSESSMENT	2012 BASE			
M	St. Luke's/San Lucas Church	Chelsea	2,711	89,346	3.0	0	2,521
M	Grace Church Federated	East Boston	0	1,000	0.0	0	0
	Grace Church	Everett	3,899	63,867	6.1	-2,147	0
	St. Paul's Church	Lynnfield	21,650	178,390	12.1	6,322	0
	St. Paul's Church	Malden	17,320	150,458	11.5	-2,217	0
	Grace Church	Medford	22,852	186,142	12.3	2,936	0
	Trinity Parish	Melrose	22,756	185,525	12.3	1,574	0
	Church of the Good Shepherd	Reading	22,062	181,051	12.2	-120	0
	St. John's Church	Saugus	11,424	112,414	10.2	-472	0
	All Saints' Church	Stoneham	2,665	55,909	4.8	-81	0
	Emmanuel Church	Wakefield	12,180	143,476	8.5	1,845	4,058
	St. Elizabeth's Church	Wilmington	2,346	53,847	4.4	-2,454	0
	Parish of the Epiphany	Winchester	86,642	597,691	14.5	-3,568	0
	St. John's Church	Winthrop	8,590	94,130	9.1	-3,339	0
	Trinity Church	Woburn	4,384	66,995	6.5	1,332	0
	TOTALS:		241,481	2,160,241	11.2	-389	6,579

NEPONSET-RIVER

M?	CHURCH	LOCATION	2012		EFFECTIVE RATE	CHANGE FROM 2011	ADJUSTMENT
			ASSESSMENT	2012 BASE			
	Trinity Church	Canton	15,797	140,628	11.2	-703	0
	Church of the Good Shepherd	Dedham	7,991	90,266	8.9	-742	0
	St. Paul's Church	Dedham	41,224	304,676	13.5	3,213	0
	Parish of All Saints	Dorchester	47,513	345,248	13.8	-577	0
	Christ Church	Hyde Park	14,136	129,911	10.9	-868	0
M	Iglesia de San Juan	Hyde Park	0	6,185	0.0	0	0
	Church of the Holy Spirit	Mattapan	17,279	150,189	11.5	-19,577	0
	Church of the Advent	Medfield	23,962	193,307	12.4	-4,753	0
	Christ Church	Medway	2,788	56,701	4.9	-238	0
	St. Michael's Church	Milton	59,794	424,481	14.1	1,046	0
	Grace Church	Norwood	15,088	136,058	11.1	-4,356	0
	St. John's Church	Sharon	0	37,351	0.0	0	0
	Trinity Church	Stoughton	6,551	80,978	8.1	-349	0
	Epiphany Church	Walpole	19,451	164,201	11.8	-26	0
	Emmanuel Church	West Roxbury	4,958	70,698	7.0	-4,017	0
	St. John's Church	Westwood	17,100	149,037	11.5	-1,138	0
	TOTALS:		293,632	2,479,915	11.8	-33,085	0

2012 ASSESSMENTS BY DEANERY

NORTH-SHORE

M?	CHURCH	LOCATION	2012 ASSESSMENT	2012 BASE	EFFECTIVE RATE	CHANGE FROM 2011	ADJUSTMENT
	St. John's Church	Beverly Farms	77,409	538,125	14.4	-4,567	0
	St. Peter's Church	Beverly	30,234	233,769	12.9	-1,618	0
	Calvary Church	Danvers	15,929	141,479	11.3	127	0
	St. John's Church	Gloucester	35,564	268,161	13.3	-3,012	0
	Ascension Memorial Church	Ipswich	33,152	252,594	13.1	7,849	0
	St. Stephen's Memorial Episcopal Church	Lynn	31,805	243,907	13.0	-2,992	0
	St. Michael's Church	Marblehead	35,425	267,261	13.3	-1,392	0
	Wyman Memorial Church of St. Andrew	Marblehead	35,942	270,594	13.3	-5,223	0
	St. Paul's Church	Peabody	6,089	95,419	6.4	-2,003	2,700
	St. Mary's Church	Rockport	18,180	156,006	11.7	187	0
	Grace Church	Salem	27,643	217,052	12.7	5,398	0
	St. Peter's Church	Salem	17,892	154,145	11.6	300	0
	Christ Church	South Hamilton	52,000	880,160	5.9	2,000	78,424
	Church of the Holy Name	Swampscott	15,066	135,911	11.1	804	0
	Trinity Church	Topsfield	29,018	225,925	12.8	-1,595	0
	TOTALS:		461,348	4,080,508	11.3	-5,737	81,124

SOUTH-SHORE

M?	CHURCH	LOCATION	2012 ASSESSMENT	2012 BASE	EFFECTIVE RATE	CHANGE FROM 2011	ADJUSTMENT
	Emmanuel Church	Braintree	9,142	97,694	9.4	1,691	0
	St. Stephen's Church	Cohasset	47,391	344,462	13.8	2,213	0
	Church of St. John the Evangelist	Duxbury	47,630	346,006	13.8	-4,307	0
	St. Andrew's Church	Hanover	19,145	162,232	11.8	-174	0
	Parish of St. John the Evangelist	Hingham	55,873	399,182	14.0	-2,159	0
	St. John's Church	Holbrook	4,544	68,029	6.7	378	0
	Trinity Church	Marshfield	16,084	142,480	11.3	-1,329	0
	Church of Our Saviour	Milton	13,502	125,821	10.7	1,884	0
	Christ Church	Quincy	15,202	136,788	11.1	-1,057	0
	Parish of St. Chrysostom	Quincy	15,500	205,184	7.6	-2,595	10,303
	Trinity Church	Randolph	12,065	116,550	10.4	-2,694	0
	Trinity Church	Rockland	2,436	54,428	4.5	-2,182	0
	St. Luke's Church	Scituate	29,527	229,210	12.9	-2,279	0
	Church of the Holy Nativity	South Weymouth	13,547	126,113	10.7	-537	0
	Trinity Church	Weymouth	5,261	72,654	7.2	-3,165	0
	All Saints' Church	Whitman	11,426	112,427	10.2	1,408	0
	TOTALS:		318,275	2,739,260	11.6	-14,904	10,303

TAUNTON-RIVER

M?	CHURCH	LOCATION	2012 ASSESSMENT	2012 BASE	EFFECTIVE RATE	CHANGE FROM 2011	ADJUSTMENT
	All Saints' Church	Attleborough	3,178	72,120	4.4	-8,999	2,000
	Trinity Church	Bridgewater	7,726	88,560	8.7	359	0
	St. Mark's Church	Foxborough	24,909	199,414	12.5	236	0
	St. John's Church	Franklin	5,104	71,642	7.1	-1,244	0
	Church of St. John the Evangelist	Mansfield	2,777	56,631	4.9	-1,851	0
	Church of Our Saviour	Middleborough	25,011	200,073	12.5	-1,710	0
		North					
	Grace Church	Attleborough	20,871	173,365	12.0	-3,035	0
	St. Mark's Church	North Easton	439	41,547	1.1	-692	0
	St. John's Church	Taunton	3,679	62,450	5.9	-952	0
	St. Thomas's Church	Taunton	22,564	184,284	12.2	-5,524	0
	Trinity Church	Wrentham	17,603	152,280	11.6	-5,550	0
	TOTALS:		133,861	1,302,366	10.3	-28,962	2,000

TOTAL ASSESSMENTS BILLED: 4,772,402 38,289,765 12.5 -224,597 157,693

less RESERVES: (50,000)

ASSESSMENTS (less reserves): 4,722,402

Appendix 1: 2012 ENDOWMENT SPENDING POLICY REVENUE

7001N	ROSLINDALE RECTORY FUND	496
7002B	HOLY NATIVITY SEEKONK	3,041
7002C	JOHN B COBURN ENDOWMENT FUND	42,829
7002D	C.L.T. LEE / B. WONG FUND	4,096
7002E	AFRICAN SCHOLARSHIP FUND	8,894
7002G	ENDOWMENT FOR MAINTENANCE	6,388
7002I	AIM/ RETIRED CLERGY & DEPENDENTS	20,306
7002J	AIM / HOSPITAL MINISTRY	19,568
7002L	HARRIET G AVERILL FUND	1,364
7002M	D A F BISHOP NASH FUND	7,065
7002N	CLERGY SALARY FUND	25,947
7002P	FREDRICK C LAWRENCE/RHINELANDER FUND	8,660
7002R	CAROLINE C HASKETT FUND	67
7002S	ADELAIDE R HARRIS FUND	167
7002T	THE ELIZA GRAY CASE TRS P E C	104,400
7002U	CAMPUS MINISTRIES FUND	8,163
7002V	ST JOHNS EAST BOSTON FUND	22,232
7002X	GENERAL ENDOWMENT FUND	69,146
7002Y	HOUSE OF MERCY FUND	24,738
7002Z	ENDOWMENT FUND - ROSLINDALE	3,192
7003A	THE JESSIE B COX FUND	26,889
7003B	WILLIAM V. TRIPP JR. MEMORIAL FUND	34,439
7003C	AIM CHRISTIAN WITNESS IN EDUC	32,519
7003D	MAURINE C COBURN TRUST	5,814
7003E	YOUTH ON MISSION	6,163
7003F	AIM WILLIAM COOLIDGE ENDOWMENT FD	128,309
7003K	POOLED INCOME ENDOWMENT FUND	250
7003R	W. CHISOLM FUND	3,160
7003T	J. GETCHELL FUND	4,459
7003Z	DIOCESE INCOME FUND - ROUNDING	6
7004E	SEMINARIAN EDUCATIONAL ENDOWMENT	42,734
7004H	DEAF MINISTRY ENDOWMENT	18,853
7004I	FUND FOR CONGREGATIONAL VITALITY	105,268
8000T	FREDERICK A REEVE FUND	7,461
8000V	THOMAS M COFFIN FUND	4,166
8000W	A. JACKSON FUND	5,400
8000X	BISHOPS ENTERTAINMENT	5,343
	TOTALS	811,992

Appendix 2: 2012 TRUST INCOME

7000A	DIOCESAN ENDOWMENT	161,439
7000B	VOTE OF CORP DIOCESAN FUND - VOC	62,013
7000D	FAY DONATION I	8,141
7000G	BENJAMIN LEEDS FUND - VOC	168,257
7000I	CHURCHES AND CHAPELS FUND - VOC	3,018
7001D	EUGENE J V & MADELINE C HUIGINN	0
7001E	APPLETON FUND	1,689
7001F	BISHOP'S FUND	39,639
7001G	BISHOP OF MA SALARY FUND	4,991
7001H	BISHOPS HOUSE FUND	8,192
7001I	SUFFRAGAN BISHOPS FUND	32,079
7001J	CAMILLA DAVENPORT FUND	1,257
7001K	CORNELIA A FRENCH FUND	28,090
7001L	KATHERINE FRENCH FUND	5,838
7001O	ETHEL A CLARK FUND	38,479
7001Q	MARY K D BABCOCK FD I	8,938
7001R	MARY K D BABCOCK FD II	1,116
7001S	JULIA K DAVEY FUND	2,778
7001T	WILLIAM C WINSLOW FUND - VOC	407
7001W	WK OF MERCY HARVISON FUND	1,503
7001X	AMY YEAMES FUND	1,803
7001Y	EDITH MUNRO FUND	788
7002Q	AC BULLARD FD STUDENTS	7,579
7003X	PATTON MEMORIAL FUND	40,889
7004B	PATTON FUND FOR MAINTENANCE	3,357
7004C	KATHERINE M. FOSTER TRUST	7,103
7004D	FRANK H. BURNETT FUND	1,471
7004J	TRUST FUND FOR VITAL CONGREGATIONS	12,800
9000Z	ABBY BROWN TRUST - VOC	5,918
9001B	EDMUND F SLAFTER FUND II	7,412
	TOTAL:	666,985

Appendix 3: Grants to Congregations in 2010

Congregational Development Grants

CDG Phase I

Church	Town	Title	Amount
St. Andrew's Church	Ayer	Inviting and Welcoming Families	\$3,500
The Crossing	Boston	The Episcopal Visibility Project	\$3,500
Ecclesia Ministries	Boston	Neighbors at the Table	\$3,500
St. Stephen's Church	Boston	Spiritual Formation	\$8,000
Boston Chinese Ministry	Boston/Quincy	The College Visa Program	\$3,500
St. Paul's Church	Brookline	Welcoming the Stranger	\$4,000
Christ Church	Cambridge	Living Into Our Gifts: All Members'	\$2,500
St. James's Church	Cambridge	Strategic Planning for Redevelopment Challenges	\$4,500
St. John's Church	Charlestown	Inviting and Forming	\$2,500
St. Christopher's Church (Collaboration)	Chatham	Collaborative Stewardship with Four	\$4,000
Cape and Islands' Deanery	Chatham	Hands Across the Water	\$4,097
Calvary Church	Danvers	Perfect Paws: A Ministry to Pet Owners	\$1,000
Church of the Holy Spirit	Fall River	Signage and Visibility	\$3,000
St Barnabas's Church (Collaboration)	Falmouth	Multi-Deanery Communications Program	\$4,000
St John's Church	Franklin	Discernment Program	\$1,373
St. James Church	Groveland	Stewards and Disciples Program Year III	\$4,000
Trinity Church	Haverhill	Academy of Creative Arts Year II	\$6,000
St. John's Church	Jamaica Plain	Instituting New Sunday School Curriculum	\$2,200
Grace Church	Lawrence	Strengthening Sunday School	\$3,000
Church of Our Redeemer	Lexington	Drop-In Contemplative Program for Parents and Children	\$1,200
St. John's and St. Anne's Churches	Lowell	Addressing Membership and Participation	\$5,000
St. Stephen's Church	Lynn	Showing Christ-like Hospitality Year III	\$5,000
St. Paul's Church	Lynnfield	Sacred Music Inviting Program	\$4,000
Church of the Holy Spirit	Mattapan	Building Capacity to Support Our Urban Population	\$5,000
Church of the Advent	Medfield	Parish Youth Group Program	\$4,250
Church of Our Saviour (Collaboration)	Middleborough	Strengthening Deanery Parishes'	\$4,000
St. Paul's Church	Newton	Contemporary Generation Initiative	\$7,500
Grace Church	Norwood	Expand Evangelism Program	\$4,000
St. Paul's Church	Peabody	Brazilian Team Ministry	\$4,000
Church of St. Mary of the Harbor	Provincetown	WAVE(Wonder and Values Exploration) School Vacation Program	\$3,650
Christ Church	Quincy	Come and See: School Vacation Program	\$1,000
St. Chrysostom's Church	Quincy	Young Adults Community Connection for Evangelism	\$2,500
Trinity Church	Randolph	A Program in Discernment and	\$4,000
St. John's, St. James' Church	Roxbury	Children's-Adult Choir	\$5,000
St. Peter's-San Pedro Church	Salem	St. Peter's Youth (SPY) Summer Program	\$8,000
St Peter's Church (Collaboration)	Salem	Programs for Hispanic Ministries	\$5,000
St. John's Church	Sandwich	Suicide, Drug and Cyber-bullying	\$3,500
Church of Our Saviour	Somerset	Retreat Year II	\$4,880
St. Peter's Church	South	Kids in Christ's Kingdom	\$1,000
All Saints' Church	Stoneham	Children's Christian Formation Program	\$2,300
Trinity Church	Stoughton	Holy Listening: Discernment Spiritual Gifts	\$1,000
St Elizabeth's Church	Sudbury	Congregational Formation Through	\$1,750
Christ Church	Swansea	The Labyrinth Program	\$2,800
Epiphany Church	Walpole	Communicating Mission in an Electronic Age	\$1,500

39 CDG Phase I Total

\$160,000

Appendix 3: Grants to Congregations in 2010 (continued)

Congregational Development Grants (continued) and Sending Serving Grants

CDG Phase II			
Church	Town	Title	Amount
All Saints' Church	Attleboro	Stewardship Program	\$5,000
All Saints' Church	Brookline	Immigrant Ministries	\$5,000
All Saints' Church	Chelmsford	Westford	\$5,000
St. Andrew's Church	Hanover	Stewardship Program	\$10,000
St. John's Church	Holbrook	Church Plant	\$5,000
Grace Church	Lawrence	Leadership Retreat	\$1,200
Grace Church	Salem	Stewardship Program	\$5,000
St. Peter's Church	Salem	Stewardship Program	\$7,000
St. Peter's Church	Dartmouth	Pastoral Care Program	\$3,000
Trinity Church	Stoughton	Discernment and Collaboration	\$4,000
Special Needs Community	Walpole	Special Needs Worship Program	\$9,000
Epiphany	Winchester	Mystic Valley Deanery	\$2,673
Trinity Church	Wrentham	Franklin	\$127
Small Church Initiatives		Special Programs	\$8,000
		CDG Phase II Total	<u>\$70,000</u>
Sending Serving Grants Budget			\$48,000
Alewife Deanery			
Outdoor Church	Cambridge		\$800
Church of the Good Shepherd	Watertown	Update website	\$360
Boston Harbor Deanery			
St. Stephen's Church	Boston	B-SAFE Youth Programs	\$2,000
St. Mary's Church	Dorchester	Food Pantry	\$2,000
Charles River Deanery			
Grace Church	Newton	Youth Collaborative, Food Pantry, Lenten Meditations, Spreading Good News	\$4,000
Merrimack Valley Deanery			
St. James's Church	Amesbury	RE Mission Trip	\$667
Grace Church	Lawrence	Tesor Weekly Radio Program	\$2,000
St. John's Church	Lowell	Neighborhood Outreach	\$1,333
Mystic Valley Deanery			
St. Luke's/San Lucas	Chelsea	Community Kitchen	\$4,000
Neponset River Deanery			
Epiphany Church	Walpole	Walpole Families Of Faith	\$4,000
North Shore Deanery			
St. Stephen's	Lynn	Youth Organizing Project	\$1,000
St. Paul's	Peabody	Brazilian Team Ministry	\$1,000
Christ Church	South Hamilton	Refugee Ministry	\$1,000
St. Peter's	Salem	Youth Summer Project	\$1,000
South Shore Deanery			
St. Stephen's Church	Cohasset	Dinner Long Island shelter	\$800
Christ Church	Quincy	The Essential Pantry	<u>\$3,200</u>
Total			\$28,360

Appendix 3: Grants to Congregations in 2010 (continued)

House of Mercy Grants and Case Bristol Grants

House of Mercy Grants Budget **\$30,000**

Alewife Deanery

Bethany House of Prayer	Arlington	Alewife Centering Circle for Mothers	\$900
Christ Church	Waltham	Diaper Depot	\$1,500

Boston Harbor Deanery

Church of St. Augustine & St. Martin	Boston	Soup and coat ministry	\$1,250
St. John's Church	Jamaica Plain	Angel Food Program	\$1,250

Charles River Deanery

All Saints Parish	Brookline	Crossroads Family Shelter Bathroom Caddy Program	\$1,000
Christ Church	Needham	Circle of Hope	\$1,000
St. Andrew's Church	Wellesley	Wellesley Women College Student Ministry Retreat	\$500

Merrimack Valley Deanery

Christ Church	Andover	Expansion of Catechesis of the Good Shepherd	\$600
St. James's Church	Groveland	Disposal Diaper Distribution	\$1,250
Trinity Church	Haverhill	Academy of Creative Arts	\$600

South Shore Deanery

St. Andrew's Church	Hanover	Birthday Wishes program	\$1,250
Trinity Church	Marshfield	Carolina Hill	\$1,250

Taunton River Deanery

St. Mark's Church	Foxborough	New Trading Post; Help Us Get Safe; Cranwood	<u>\$2,000</u>
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Total **\$14,350**

Case Bristol Budget

\$90,000

All Saints' Church	Attleborough	Young Family Spiritual Mission	\$1,000
Church of the Good Shepherd	Fairhaven	Seminarian for Shared Ministry/Outreach	\$5,500
St. Luke's Church	Fall River	Urban Youth Outreach	\$7,000
Grace Church	New Bedford	After School/Summer Program; Food Pantry	\$8,000
St. Andrew's Church	New Bedford	Summer Vacation Literacy Program	\$12,500
St. Martin's Church	New Bedford	Karaoke for Christ; Handicapped bathroom	\$4,000
St. Mark's Church	North Easton	Communication; Food Pantry; Elevator	\$3,400
Christ Church	Swansea	Ministry with/for Families	\$10,000
Bristol Cluster	Taunton	Outreach to Cranwood	\$500
St. John's Church	Taunton	Outreach Ministries; New church sign	<u>\$9,375</u>

Total **\$61,275**

Appendix 3: Grants to Congregations in 2010 (continued)
Clergy Continuing Education Funds, Sabbatical Grants

Clergy Continuing Education Funds

Grace Church	Everett	Program in Restorative Justice with the Society of Ordained Scientists	\$400
St. Anne's Church	Lowell	Certificate Program in Non-profit Management & Leadership at BU	\$400
St. Martin's Church	New Bedford	Interim Ministry Conference	\$500
Church of the Good Shepherd	Acton	Appreciative Inquiry Training	\$500
St. Mary's Church	Provincetown	National Episcopal Preaching Conf.	\$450
Trinity Church	Melrose	Leadership in Ministry/Systems Theory	\$400
Phillips Academy	Andover	El Camino de Santiago Pilgrimage	\$500
St. Paul's Church	Peabody	Study in Brazilian language & culture	\$500
Church of the Holy Spirit	Wayland	Kaleidoscope Institute East	\$500
St. Luke's Church	Fall River	Research Project, Shanghai, China	\$500
Christ Church	Hyde Park	EDS Women in the Hebrew Bible Course & MATS program	\$500
Grace Church	Everett	Canadian Truth & Reconciliation Comm. For Restorative Justice Among Native Americans	\$500
St. Paul's Church	Brockton	Asset-Based Community Development Conf. at VTS	\$478
Church of the Good Shepherd	Reading	Appreciative Inquiry Training	\$500
Iglesia San Pedro/St. Peter's	Salem	Latino Public Policy Conference	\$125
Ecclesia Ministries	Boston	Grief/Resentment Workshop	\$436
St. Cyprian's Church	Roxbury	Appreciative Inquiry Training	\$400
No church		Continuing Interim Ministry Training	\$500
Christ Church	Andover	Journey Through Time Pilgrimage	\$500

\$8,589

Sabbatical Grants

St. Elizabeth's Church	Sudbury		\$1,900
Episcopal Diocese of MA	Boston		\$4,400
Episcopal Diocese of MA	Boston		\$1,900
Epiphany Church	Walpole		\$4,400
St Stephen's Church	Lynn		\$1,900
St Mark's Church	Burlington		\$4,400
Bristol Cluster	Taunton		\$4,400
Church of the Holy Nativity	So. Weymouth		\$4,400

\$27,700

Appendix 3: Grants to Congregations in 2010 (continued)

Bishops' Funds, Clergy Children College Scholarships, Society for the Relief of Aged or Disabled Clergy; Society for the Relief of Widows, Widowers and Orphans of Clergy; Stokes Fund Loans

Bishops' Funds

Aid to Congregations	8 grants	\$42,175
Aid to Clergy	31 grants	\$66,214
Mission and Outreach	6 grants	\$20,116
Children's Programs not including B-SAFE	3 grants	<u>\$12,500</u>

\$141,005

Clergy Children College Scholarships 12 students

\$43,000

Society for the Relief of Aged or Disabled Clergy

Served 47 members of the clergy

\$105,827

Society for the Relief of Widows, Widowers and Orphans of Clergy

Served 35 widows

\$65,824

\$171,651

Stokes Fund Loans

8/31/2011 Balance

\$2,882,718

101 Loans

8 Churches	6 mos. in arrears
41 Churches	1 - 5 mos. in arrears
36 Churches	Current
18 Churches	Ahead

Appendix 4: Staff Roster

DIOCESAN STAFF POSITIONS BY AREA

Position	Incumbent
DEANERIES, CONGREGATIONS & CLERGY	
Canon for Congregations	The Rev. Canon Elizabeth Berman
Administrative Assistant to Bishop Shaw	Ms. Jackie Drapeau
Canon for Transition Ministry and Clergy Deployment	The Rev. Canon Cynthia Hubbard
Canon for Ordained Vocations	Ms. Judith Lidberg
Administrative Assistant, Congregations and Clergy	Ms. Clare Moffitt
Administrative Assistant to Bishop Harris & Bishop Cederholm	Ms. Diane Pound
CONGREGATIONAL RESOURCES & TRAINING	
Missioner for Christian Education, Formation and Discipleship	Ms. Amy Cook
Director of Congregational Resources and Training	The Rev. Karen Montagno
Coordinator for Congregational Support	Mr. Stephen Pierce
Director of Communications	Ms. Tracy Sukraw
STRATEGIC MINISTRIES	
Director, Life Together	The Rev. Arrington Chambliss
Vicar, St. Stephen's Church, Boston	The Rev. Timothy Crellin
Chaplain, MIT	The Rev. Janie Donohue
Director, Youth Ministries	Mr. Samuel Gould
Director of Operations, Life Together	Ms. Kendyll Hillegas
Managing Director, Life Together	Mr. Jason Long
Canon for Asiamerican Ministries	The Rev. Canon Thomas Pang
Chaplain, Boston University	The Rev. Cameron Partridge
Chaplain, Boston College and Northeastern University	The Rev. Judith Stuart
EPISCOPAL AND DIOCESAN SUPPORT	
Assisting Bishop (effective February 2012)	The Rt. Rev. Bud Cederholm
Associate Director of Development	Ms. Alison Hay
Development Assistant	Ms. Mary Ann Lee
Director of Development	Mr. Lynd Matt
Administrator of Convention and Council	Ms. Lois Murphey
Administrative Assistant to the Canon to the Ordinary	Ms. Suzette Phillips
Project Manager for Campaign Initiatives	The Rev. Samuel Rodman
Archivist	Vacancy
ADMINISTRATIVE SERVICES	
Manager, Human Resources	Ms. Lynn Clark
Controller	Ms. Susan Kelly
Accountant	Ms. Sue Lee
Manager, Information Technology	Mr. Jamie Reamer
Chief Business Officer and Assistant Treasurer	Mr. Richard Strout
Accountant	Ms. Patricia Superville
DIOCESAN LEADERSHIP TEAM	
Bishop Diocesan	The Rt. Rev. M. Thomas Shaw, SSJE
Bishop Suffragan	The Rt. Rev. Gayle Elizabeth Harris
Canon to the Ordinary	The Rev. Canon Mally Ewing Lloyd