



233RD ANNUAL CONVENTION

Episcopal Diocese of Massachusetts

2019 BUDGET

As proposed to the
Diocesan Convention

NOVEMBER 3, 2018

Cape Cod Resort and
Conference Center at Hyannis

2019 Budget

As proposed to the
Diocesan Convention
November 3, 2018

Cape Cod Resort and Conference Center at Hyannis



Episcopal Diocese of Massachusetts

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(Term ends in November of the year listed)

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Virginia Rogers (2018)

Ted Ts'o (2018), Chair

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Gerry Sullivan, Chief Business Officer and Assistant Treasurer

Strategic Ministry Committee

Rebecca Blair, Chair

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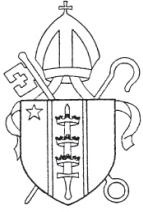
Paul Minor

Virginia Rogers

David Sullivan

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Episcopal Diocese of Massachusetts

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

Dear Friends in Christ,

This booklet presents the proposed budget for the Episcopal Diocese of Massachusetts for the calendar year 2019. As always, the goal of the Budget Committee and the Treasurer's Office in preparing this booklet is to provide you with a clear picture of our diocese's annual operations, strategic initiatives and financial health. To that end, we have included a narrative which explains how the budget was developed and descriptions of each individual line item in the budget.

This budget reflects our continued work to review and adjust, as necessary, our priorities and spending so we can fully live into the mission strategy as adopted by the 2016 Diocesan Convention. This includes adopting the initiatives identified by the Mission Strategy Implementation Team, and support for the new staffing structure developed by our bishops which was announced last year.

A continuing challenge has been funding all of our mission and diocesan aspirations given the reduced assessment income, resulting from the revised assessment formula adopted two years ago.

To assure that our budget for strategic ministries is well aligned with our mission strategy, members of the Diocesan Council visited all of the ministries funded through the Strategic Ministries portion of the budget. These site visits helped us to deepen our understanding and appreciation of the great work done by these ministries. Council also established a Strategic Ministry Committee, and charged it with relationally working with these ministries to support them, gathering input from the site visits and other sources, and determining the appropriate funding levels for each of these ministries.

The process of putting together a budget of this size and complexity is rewarding, humbling and imperfect. It involves the work of a large number of faithful people, and so we want to thank Canon to the Ordinary Bill Parnell, Chief Business Officer Gerry Sullivan, Assistant Secretary of Convention Laura Simons, the members of the Strategic Ministry Committee, the members of the Budget Committee and the Diocesan Council for their dedication and guidance in crafting this budget.

We continue to be amazed by the wide variety of creative ministries that we undertake together as members of our diocese. We pray that each of us will be thankful for all of God's gifts entrusted to us and that we respond with gratitude to God's invitation to use those gifts, in God's service, as disciples of Christ.

Faithfully yours,

Lisa Garcia
Treasurer

Ted Ts'o
Chair, Budget Committee

BUDGET RESOLUTION

MOVED, that the 233rd Annual Convention of the Episcopal Diocese of Massachusetts approve the budget of revenue and expenses for 2019 as summarized on page 7, including the individual parish and mission assessments and approved adjustments for 2019 listed on pages 13-18.

Episcopal Diocese of Massachusetts

Budget and Actual Results Summary

	<u>2019 Budget</u>	<u>2018 Budget</u>	<u>2017 Actual</u>
	<u>Proposed</u>	<u>Approved</u>	<u>Results</u>
<u>INCOME</u>			
<u>Income From Assessments</u>			
Assessments before adjustments	4,838,124	4,785,255	5,181,173
Less adjustments	(75,000)	(39,896)	(75,000)
Assessments after adjustments	4,763,124	4,745,359	5,106,173
Congregational contributions in lieu of Assess.	45,000	45,000	35,500
Total Income From Assessments	4,808,124	4,790,359	5,141,673
Less reserve for Uncollected Assessments	0	(20,000)	(50,948)
<u>Income From Other Sources</u>			
Agency Fund draws (4% draw rate)	1,093,702	1,061,804	1,048,737
Trust Fund draws (4% draw rate)	885,664	858,947	874,657
Interest income	8,000	8,000	11,713
Dividend income	74,000	74,000	95,158
Contributions and fee income - operations	311,975	231,708	421,117
Total Income from Operational Sources	7,181,465	7,004,818	12,683,780
<u>Income From Non-Operational Sources</u>			
Bishop Directed Fund Grants	695,921	685,000	691,086
Annual Fund	300,000	275,000	262,706
Contributions	97,500	139,436	101,496
Grants	107,000	107,000	95,000
Proceeds from Closed Parishes	0	0	96,787
In-Kind Revenue	40,000	65,000	65,000
Fee income - strategic	368,200	389,500	335,316
Total Income - Non-Operational	1,608,621	1,660,936	1,647,391
Total Income - All Sources	8,790,086	8,665,754	9,189,498
<u>EXPENSES</u>			
<u>Operational</u>			
Resources for Congregations	1,712,859	1,110,556	1,586,769
Episcopate and Convention	1,700,437	1,584,817	1,612,280
Facilities and Administration	1,531,054	1,549,687	1,729,085
Total Operational Expenses	4,944,350	4,245,060	4,928,134
<u>Strategic</u>			
Support of Wider Church	952,455	926,280	927,280
Grants to Congregations	643,019	476,188	481,496
Grants to Clergy	293,127	96,982	99,777
Strategic Ministries- Expenses Before any Offsets	1,957,135	2,921,244	2,512,019
Total Strategic Expenses	3,845,736	4,420,694	4,020,572
Total Expenses	8,790,086	8,665,754	8,948,706
Net surplus (deficit)	0	0	240,792

OUR MISSION

We, the people of the Episcopal Diocese of Massachusetts, are living members of the body of Jesus Christ. As Jesus gathered his disciples, took bread and blessed it, and then offered his body for us in order to bring reconciliation, forgiveness and healing, so may we offer ourselves in Christ's name.

Embracing brave change

Keep alert, stand firm in your faith, be courageous, be strong.

Let all that you do be done in love. (I Corinthians 16:13-14)

God is calling to us to look ahead and to embrace brave change. As fewer people turn to the church as a source of solace and strength, more than ever we yearn to know and be known by God and one another. In a world plagued by grievous conflict, injustice and poverty, God gives us the courage to be agents of reconciliation, justice and abundance. There will be difficult choices for us as followers of Jesus. It is only through ongoing, prayerful discernment together that we will find a path to a faithful future.

Reimagining our congregations

I am about to do a new thing; now it springs forth, do you not perceive it? (Isaiah 43:19)

With God's help, we can support our congregations as they reimagine the shape of discipleship in 21st-century Massachusetts. We believe in the power of Christian community to transform lives through God's grace, a promise that sustains us even as we adapt to meet the needs of a changing world. We will deepen our relationship with God and increase our capacity to speak of our faith. Rooted in a living tradition, we will joyfully and courageously invite all people to worship our Creator, to share the reconciling love of Christ and to participate in the work of the Holy Spirit.

Building our relationships

From Christ the whole body, joined and knit together by every ligament with which it is equipped...promotes the body's growth in building itself up in love. (Ephesians 4:16)

With God's help, we will address painful divisions within our diocese, that we might serve the world worthily as one body in Christ. Blessed by the manifold charisms of all of our diverse members and congregations, we will strengthen the bonding ligaments between individuals, congregations and diocesan bodies. Honoring the contributions of every generation and working across differences to build each other up in love, we will share our varied gifts with one another and our world.

Engaging our world

Just as you did it to one of the least of these...you did it to me. (Matthew 25:40)

With God's help, we will continue to engage our world, working alongside our neighbors to share Christ's love through word and action. We will act as agents of God's compassion to those in need. We will work to reconcile ourselves and all people to one another, and all of creation to God, seeking justice and committing ourselves to the stewardship of our planet.

*Glory to God whose power, working in us, can do infinitely more than we can ask or imagine:
Glory to God from generation to generation in the church, and in Christ Jesus
for ever and ever. (Ephesians 3:20-21)*

BUDGET OVERVIEW

The 2019 budget process has been shaped in response to the mission strategy adopted by Diocesan Convention in November 2016, as the bishops and Diocesan Council have continued to respond to the challenge of “embracing brave change.” Several elements of this response have had a significant impact on the budget process.

The mission strategy calls for our diocese to develop “a clear structure and transparent process for regularly evaluating all programs and ministries that receive diocesan funding based on their contribution to the spiritual, relational and practical goals of our diocesan mission strategy.” In January, Diocesan Council formed a Strategic Ministry Committee, a successor to its Evaluation Task Force. The Strategic Ministry Committee is charged to make recommendations about levels of funding for current strategic ministries, develop an application process that will allow for the funding of new initiatives, set benchmarks and expectations for success and sustainability of funded projects, develop a protocol for reporting and evaluation, and make recommendations to Council as to what the shape of multi-year funding commitments might be.

During the 2018 budget process the Evaluation Task Force collaborated with the Budget Committee to develop a more robust review of strategic ministry requests. During the 2019 budget process the Strategic Ministry Committee refined the format for the review process with focused discussions around congregations, programs and chaplaincies that receive funding through the annual diocesan budget. The committee also coordinated site visits to each of the funded strategic ministries by Diocesan Council members going out in pairs. The Strategic Ministry Committee continues its development of an application and evaluation process. The Budget Committee is charged with producing a draft balanced budget for the Diocesan Council, which in turn reviews, refines and proposes the budget to the Diocesan Convention. In the development of the 2019 proposed budget, the Budget Committee provided a total budget number for strategic ministries to be funded in 2019, so the Strategic Ministry Committee could then recommend specific levels of funding for the various ministries. While decisions about the funding of strategic ministries have been difficult, they have been informed by site visits and reflections by members of the Diocesan Council, presentations and conversation with strategic ministry leaders and consultation with the bishops and diocesan staff.

In response to the mission strategy call for “creating opportunities for diocesan staff to be present in congregations and ministries around our diocese and to gather with lay leaders and clergy in order to share and learn best practices, develop closer partnerships and know all of our communities,” “connecting and equipping networks of lay people, clergy and diocesan staff members who share a passion for particular forms of service and public advocacy” and “investing in ministries with communities of color and immigrant communities, drawing upon their unique strengths and supporting their health,” the bishop diocesan has undertaken a reorganization of the diocesan staff as announced at the Diocesan Convention in November 2017. The new structure, implemented during the course of 2018 after a significant consultation and search process, includes three regional canons, a missionary for networking and formation and a canon for immigration and multicultural ministries, as well as revised areas of responsibility for continuing staff members, including the canon to the ordinary, the canon for ordained vocations and administrative staff. This reorganization of the diocesan staff is reflected in the operational expense categories of the proposed budget.

The Budget Committee met monthly to develop the overall budget and consider changes in the budget format to clarify various budget categories. In addition to three hearings held in May by the Strategic Ministry Committee, at which Budget Committee members participated, an open budget hearing was held in June.

Changes in presentation

On the income side, the 2019 budget continues to provide a clear and transparent method of presenting sources of funding used in the 2018 budget, including amounts received from congregational assessments and contributions, investment and endowment draws, interest and dividends, Annual Fund contributions, and grants, fees and other contributions.

The 2019 budget also continues the pattern adopted in 2018 in which the overall budget is divided into operational and strategic areas but further refines the presentation of categories, and the line items contained within them, for clarity. The categories in the operational side of the budget reflect diocesan staffing and operations, whereas the categories on the strategic side describe areas that provide direct support to the wider church, congregations, clergy and strategic ministries.

Operational Budget Areas

Resources for Congregations (page 24)
 Episcopate and Convention (page 27)
 Facilities and Administration (page 30)

Strategic Budget Areas

Support for the Wider Church (page 34)
 Grants to Congregations (page 36)
 Grants to Clergy (page 39)
 Strategic Ministries (page 41)

The category of Support for the Wider Church was moved from the Operational Budget to the Strategic Budget to highlight the distinction between expenses for diocesan staffing and operations on the one hand and funding that goes out to our congregations, clergy, strategic initiatives and to the wider faith community on the other. Additionally, specific line items with a 2018 net budget total of \$657,928 have been moved from the Strategic Ministries category to other budget categories to provide better alignment and to make clear that the Strategic Ministries category refers only to the congregations, programs and chaplaincies that receive support through the annual budget. The line items which have been moved, together with their 2018 cost center and net budget amount, are:

- Moved to Resources for Congregations (Operational Budget):

Youth Ministry (3011)	\$145,812
Youth Leadership Academy (3012)	\$13,000
Diocesan Youth Council (4131)	\$7,500
Mission Strategy Implementation (3000) ¹	\$260,000

¹Incorporated in 2019 into cost centers 1000, Support for Congregations, and 4112, Mission Strategy.

- Moved to Support for the Wider Church (Strategic Budget):

Sustainable Development Grants (3511) ²	\$33,076
Episcopal City Mission (3931) ³	\$30,000
Barbara C. Harris Camp and Conference Center (3921) ⁴	\$1,975
UTO/Native American/Church Home Society (3952) ⁴	\$1,765

²This category reflects a 0.7% contribution to UN Sustainable Development Goals grants.

³This category reflects support for the Burgess Fund of Episcopal City Mission.

⁴These line items reflect draws from restricted endowments.

- Moved to Grants to Congregations (Strategic Budget):
 - Deaneries (1001) \$4,800
 - Deans (1002) \$18,000
 - Congregational Learning Events (2131)⁵ \$11,000
 - Urban Residents (3411) \$75,000
- ⁵Consolidated from Spring Learning Event (2112) and Resource Day (2113)
- Moved to Grants to Clergy (Strategic Budget):
 - Clergy Conference (1421) \$55,000
 - Clergy Day (1431) \$1,000

These changes in presentation of the line items above leave in the Strategic Ministries category only the congregations, programs and chaplaincies funded through the annual budget. Though net total budget numbers for the Strategic Ministries category swing rather wildly between 2017, 2018 and the proposed 2019 budgets, when comparing only the net funding for congregations, programs and chaplaincies (less revenue offsets) the funding aligns more closely from year to year:

Year	Total Category	Items Recategorized	Congregations, Programs, Chaplaincies
2017 Actual	\$1,818,670	\$173,289	\$1,645,381
2018 Budget	\$2,220,308	\$657,928	\$1,562,380
2019 Budget	\$1,487,635	\$0	\$1,487,635

These changes in presentation do, however, highlight the impact of the revised assessment formula on the diocesan budget. In 2018, the needed savings of more than \$400,000 was achieved almost entirely by the reorganization of diocesan staff and programming. For 2019, with the new staff configuration in place, we still must deal with increases in the cost of living and medical premiums. For this reason, the ongoing impact of the lower assessment formula is also beginning to be seen in the amount available for funding strategic ministries. This has been the dilemma faced this year by the Budget Committee in determining amounts to be allocated to the various categories of the Operational Budget and the Strategic Budget and by the Strategic Ministry Committee in making decisions about support for individual congregations, programs and chaplaincies.

THE ASSESSMENT FORMULA: OUR COMMON SHARE

In 2017, the Diocesan Convention approved the following tiered assessment formula for 2018, which resulted in a 10% aggregate decrease in the assessment revenue (approximately \$500,000 less than would have been received under the previous formula had total congregational expenses remained level). There were two guiding principles in crafting the new formula which bear repeating. The first is the belief that every congregation should contribute something, which is why even the smallest congregations will be paying an assessment (though at the very minimal rate of 0.15%, or \$75, on the first \$50,000 of expenses for parishes, and two-thirds that amount for missions). The second guiding principle is seen in the decision to adopt a tiered formula rather than a single rate: *“From everyone to whom much has been given, much will be required...” (Luke 12:48)*

In April, Diocesan Council voted to continue this assessment formula in 2019. Council also directed that any congregational assessments which increase by more than 10% from one year to the next be automatically referred to the Assessment Coordinating Committee for review and consideration.

Diocesan Council approved the following assessment formula:

Where BASE for 2019, according to the tiered system below, is equal to line 14 (“all other operating expenses”) from the 2016 parochial report, less line 7 (“assistance from diocese”), the following rates shall be applied (for a mission, the 2019 assessment is two-thirds the amount that would be assessed if it were a parish):

Step 1: \$00 to	\$50,000	0.15%
Step 2: \$50,001 to	\$500,000	14.50%
Step 3: \$500,001 to	\$99,000,000	15.50%

This assessment formula generates a gross assessment for 2019 of \$4,838,124, of which 75% is directed toward the Operational Budget and 25% is directed toward the Strategic Budget. Again this year, Diocesan Council created an Assessment Coordinating Committee, whose adjustments to the assessments of seven congregations totaled \$41,899. We continue to budget \$75,000 in adjustments since the Assessment Coordinating Committee continues to review certain congregational assessments. See charts on pages 13-18 for details of assessments, including adjustments.

The net total value of assessments in 2019, after the budgeted \$75,000 in adjustments, is \$4,763,124.

In addition to the assessments, revenue also reflects \$45,000 in projected voluntary contributions from two congregations not subject to the assessment. The Cathedral Church of St. Paul, the seat of the bishop, and Christ Church (Old North), whose congregation worships at the historic site, are not subject to assessment due to their unique status. Each contributes to our common life through a contribution in lieu of assessment. Worshiping communities not in union with the Diocesan Convention are not subject to assessment.

2019 ASSESSMENTS BY DEANERY

CODE diocesan church code
M "M" if a mission (2/3rds assessment)
BASE line 14 less line 7 from the 2015 Parochial Report

FORMULA ASSESSMENT

For 2019:	
Step One: \$ 0 to \$50,000	0.15%
Step Two: \$ 50,001 to \$500,000	14.50%
Step Three \$500,001 to \$99,000,000	15.50%

For 2018: New formula for 2018

Step One: \$ 0 to \$50,000	0.15%
Step Two: \$ 50,001 to \$500,000	14.50%
Step Three \$500,001 to \$99,000,000	15.50%

ADJUSTMENT initially 0; determined by committee and council
ASSESSMENT formula less adjustment
EFFECTIVE RATE the proposed assessment divided by the BASE, expressed as a percent
PRIOR YEAR ASSESSMENT after any adjustment
DIFFERENCE between 2018 proposed and 2017 prior year assessments
PRIOR YEAR ADJUSTMENT amount of any adjustment received prior year

ALEWIFE

CODE	M	CHURCH	BASE	FORMULA ASSESSMENT	ADJUSTMENT	2019 Assessment (for Vote)	EFFECTIVE RATE	PRIOR YEAR ASSESSMENT	DIFFERENCE	PRIOR YEAR ADJUSTMENT
2010		Arlington, Church of Our Saviour	137,167	12,714	0	12,714	9.3	12,402	312	0
2015		Arlington, St. John's Church	124,255	10,842	0	10,842	8.7	10,613	229	0
2025		Bedford, St. Paul's Church	214,831	23,975	0	23,975	11.2	21,758	2,217	0
2030		Belmont, All Saints' Church	240,601	27,712	0	27,712	11.5	27,447	265	0
2045		Burlington, St. Mark's Church	100,671	7,422	0	7,422	7.4	6,116	1,306	0
2050		Cambridge, Christ Church	846,864	119,089	0	119,089	14.1	120,114	-1,025	0
2055		Cambridge, St. Bartholomew's Church	180,967	19,065	0	19,065	10.5	16,764	2,301	0
2060		Cambridge, St. James's Church	348,095	43,299	0	43,299	12.4	39,954	3,345	0
2065		Cambridge, St. Peter's Church	259,576	30,464	0	30,464	11.7	30,684	-221	0
2085		Lexington, Church of Our Redeemer	363,676	45,558	0	45,558	12.5	44,562	996	0
2135		Somerville, St. James's Church	79,926	4,414	0	4,414	5.5	5,508	-1,093	0
2145		Waltham, Christ Church	130,743	11,783	0	11,783	9.0	11,788	-5	0
2150		Watertown, Church of the Good Shepherd	149,751	14,539	0	14,539	9.7	10,973	3,566	0
		TOTALS:	3,177,123	370,876	0	370,876	11.7	358,682	12,193	0

BOSTON HARBOR

CODE	M	CHURCH	BASE	FORMULA ASSESSMENT	ADJUSTMENT	2019 Assessment (for Vote)	EFFECTIVE RATE	PRIOR YEAR ASSESSMENT	DIFFERENCE	PRIOR YEAR ADJUSTMENT
4035		Boston, Church of St. Augustine & St. Martin	126,905	11,226	0	11,226	8.8	9,341	1,885	0
4010		Boston, Church of the Advent	1,179,527	170,652	0	170,652	14.5	164,971	5,681	0
4025		Boston, Emmanuel Church	337,386	41,746	0	41,746	12.4	41,607	139	0
4070	M	Boston, St. Stephen's Church	67,284	1,721	0	1,721	2.6	993	728	0
4075		Boston, Trinity Church	2,930,360	442,031	0	442,031	15.1	408,158	33,873	0
1030		Charlestown, St. John's Church	192,856	20,789	0	20,789	10.8	21,881	-1,092	0
4055		Dorchester, St. Mark's Church	122,849	10,638	0	10,638	8.7	10,587	51	0
4060		Dorchester, St. Mary's Church	104,800	8,021	0	8,021	7.7	8,672	-651	0
3020		Jamaica Plain, St. John's Church	200,224	21,857	0	21,857	10.9	20,189	1,668	0
4040		Roxbury, St. Cyprian's Church	201,264	22,008	0	22,008	0.0	21,748	261	0
4050		Roxbury, St. John St. James Church	94,251	6,491	0	6,491	6.9	500	5,991	5,073
		TOTALS:	5,557,706	757,180	0	757,180	13.6	708,647	48,533	5,073

CAPE AND ISLANDS

M	CHURCH	BASE	FORMULA ASSESSMENT	ADJUSTMENT	2019 Assessment (for Vote)	EFFECTIVE RATE	PRIOR YEAR ASSESSMENT	DIFFERENCE	PRIOR YEAR ADJUSTMENT
6005	Barnstable, St. Mary's Church	672,419	92,050	0	92,050	13.7	80,607	11,443	0
6010	Buzzards Bay, St. Peter's Church	130,390	11,732	0	11,732	9.0	11,164	568	0
6015	Chatham, St. Christopher's Church	609,973	82,371	0	82,371	13.5	82,764	-393	0
6020	Edgartown, St. Andrew's Church	310,017	37,777	0	37,777	12.2	31,616	6,161	0
6030	Falmouth, St. Barnabas's Church	489,673	63,828	0	63,828	13.0	72,859	-9,031	0
6040	Harwich Port, Christ Church	277,105	33,005	0	33,005	11.9	33,607	-602	0
6045	Nantucket, St. Paul's Church	395,680	50,199	0	50,199	12.7	65,701	-15,502	0
6050	Oak Bluffs, Trinity Church	17,618	26	0	26	0.1	31	-5	0
6055	Orleans, Church of the Holy Spirit	520,683	68,531	0	68,531	13.2	66,103	2,428	0
6060	Osterville, St. Peter's Church	262,982	30,957	0	30,957	11.8	42,079	-11,122	0
6065	Plymouth, Christ Church	292,904	35,296	0	35,296	12.1	34,080	1,216	0
6070	Provincetown, Church of St. Mary of the Harbor	174,735	18,162	0	18,162	10.4	18,721	-559	0
6075	Sandwich, St. John's Church	178,456	18,701	0	18,701	10.5	16,986	1,715	0
6095	South Yarmouth, St. David's Church	274,922	32,689	0	32,689	11.9	33,584	-895	0
6080	Vineyard Haven, Grace Church	248,842	28,907	0	28,907	11.6	28,099	808	0
6085	Wareham, Church of the Good Shepherd	195,681	21,199	0	21,199	10.8	21,715	-516	0
6090	Wellfleet, St. James the Fisherman Church	32,127	48	0	48	0.2	48	0	0
6025	Woods Hole, Church of the Messiah	247,398	28,698	0	28,698	11.6	32,469	-3,771	0
	TOTALS:	5,331,605	654,174	0	654,174	12.3	672,230	-18,056	0

CHARLES RIVER

M	CHURCH	BASE	FORMULA ASSESSMENT	ADJUSTMENT	2019 Assessment (for Vote)	EFFECTIVE RATE	PRIOR YEAR ASSESSMENT	DIFFERENCE	PRIOR YEAR ADJUSTMENT
3030	Brookline, All Saints Parish	373,494	46,982	0	46,982	12.6	45,515	1,466	0
3035	Brookline, Church of Our Saviour	265,324	31,297	0	31,297	11.8	29,093	2,204	0
3045	Brookline, St. Paul's Church	408,443	52,049	0	52,049	12.7	53,456	-1,407	0
3125	Chestnut Hill, Church of the Redeemer	885,684	125,106	0	125,106	14.1	124,734	372	0
3060	Dover, St. Dunstan's Church	276,880	32,973	0	32,973	11.9	32,976	-4	0
3105	Needham, Christ Church	443,740	57,167	0	57,167	12.9	67,373	-10,206	0
3145	Newton Centre, Trinity Church	436,090	56,058	0	56,058	12.9	40,232	15,826	0
3135	Newton Highlands, Parish of St. Paul	178,131	18,654	0	18,654	10.5	19,395	-741	0
3140	Newton Lower Falls, St. Mary's Church	418,624	53,525	0	53,525	12.8	44,829	8,696	0
3110	Newton, Grace Church	342,985	42,558	0	42,558	12.4	42,234	324	0
3130	Newtonville, St. John's Church	130,545	11,754	0	11,754	9.0	13,943	-2,189	0
3115	Waban, Church of the Good Shepherd	360,997	45,170	0	45,170	12.5	41,813	3,356	0
3165	Wellesley, St. Andrew's Church	998,346	142,569	0	142,569	14.3	134,202	8,366	0
	TOTALS:	5,519,283	715,861	0	715,861	13.0	689,796	26,065	0

CONCORD RIVER

M	CHURCH	BASE	FORMULA ASSESSMENT	ADJUSTMENT	2019 Assessment (for Vote)	EFFECTIVE RATE	PRIOR YEAR ASSESSMENT	DIFFERENCE	PRIOR YEAR ADJUSTMENT
2005	Acton, Church of the Good Shepherd	310,619	37,865	0	37,865	12.2	38,083	-219	0
2020	Ayer, St. Andrew's Church	155,515	15,375	0	15,375	9.9	15,549	-174	0
2075	Concord, Trinity Church	692,633	95,183	0	95,183	13.7	92,342	2,841	0
3065	Frammingham, St. Andrew's Church	284,175	34,030	0	34,030	12.0	33,232	798	0
3075	Holliston, St. Michael's Church	172,810	17,882	0	17,882	10.3	17,690	192	0
3080	Hopkinton, St. Paul's Church	76,324	3,892	0	3,892	5.1	3,242	650	0
2080	Hudson, St. Luke's Church	72,102	3,280	0	3,280	4.5	4,349	-1,069	0
2090	Lincoln, St. Anne's in-the-Fields Church	557,958	74,308	0	74,308	13.3	71,617	2,691	0
3100	Natick, St. Paul's Church	404,385	51,461	0	51,461	12.7	57,158	-5,698	0
2125	Shirley, Trinity Chapel	66,911	2,527	0	2,527	0.0	3,413	-886	0
3155	Southborough, St. Mark's Church	255,232	29,834	0	29,834	11.7	29,399	435	0
2140	Sudbury, St. Elizabeth's Church	445,892	57,479	0	57,479	12.9	46,775	10,704	0
2165	Weston, St. Peter's Church	383,336	48,409	0	48,409	12.6	49,662	-1,253	0
	TOTALS:	3,877,892	471,525	0	471,525	12.2	462,511	9,014	0

MERRIMACK VALLEY

M	CHURCH	BASE	FORMULA ASSESSMENT	ADJUSTMENT	2019 Assessment (for Vote)	EFFECTIVE RATE	PRIOR YEAR ASSESSMENT	DIFFERENCE	PRIOR YEAR ADJUSTMENT
1005	Amesbury, St. James's Church	142,222	13,447	0	13,447	9.5	14,150	-702	0
1010	Andover, Christ Church	498,362	65,087	0	65,087	13.1	66,571	-1,483	0
2070	Chelmsford, All Saints' Church	286,467	34,363	0	34,363	12.0	37,326	-2,963	0
1055	Groveland, St. James's Church	131,953	11,958	0	11,958	9.1	12,314	-356	0
1065	Haverhill, Trinity Church	182,522	19,291	0	19,291	10.6	20,272	-981	0
1075	Lawrence, Grace Church	179,437	18,843	0	18,843	10.5	23,027	-4,184	0
2095	Lowell, St. Anne's Church	240,366	27,678	0	27,678	11.5	29,064	-1,386	0
2100	Lowell, St. John's Church	70,173	3,000	0	3,000	4.3	2,430	570	0
1125	Methuen, St. Andrew's Church	76,275	3,885	0	3,885	5.1	3,314	571	0
1130	Newburyport, St. Paul's Church	284,265	34,043	0	34,043	12.0	34,137	-93	0
1135	North Andover, St. Paul's Church	202,535	22,193	0	22,193	11.0	12,700	9,492	12,510
2040	North Billerica, St. Anne's Church	190,278	20,415	0	20,415	10.7	7,396	13,019	10,790
1195 M	West Newbury, All Saints' Church	55,173	550	0	550	1.0	4,462	-3,912	0
2160	Westford, St. Mark's Church	131,784	11,934	0	11,934	9.1	11,461	472	0
	TOTALS:	2,671,812	286,687	0	286,687	10.7	278,624	8,063	23,300

MT HOPE BUZZARDS BAY

M	CHURCH	BASE	FORMULA ASSESSMENT	ADJUSTMENT	2019 Assessment (for Vote)	EFFECTIVE RATE	PRIOR YEAR ASSESSMENT	DIFFERENCE	PRIOR YEAR ADJUSTMENT
5035	Fall River, Church of the Holy Spirit	159,233	15,914	0	15,914	10.0	21,193	-5,279	0
5045	Fall River, St. Luke's Church	25,091	38	0	38	0.2	36	1	0
5070	Marion, St. Gabriel's Church	372,212	46,796	0	46,796	12.6	47,887	-1,092	0
5080	New Bedford, Grace Church	599,903	80,810	0	80,810	13.5	74,634	6,176	0
5085	New Bedford, St. Andrew's Church	92,265	6,203	0	6,203	6.7	3,668	2,535	0
5090	New Bedford, St. Martin's Church	88,256	5,622	0	5,622	6.4	5,792	-170	0
5110	Somerset, Church of Our Saviour	120,589	10,310	0	10,310	8.6	11,975	-1,665	0
5020	Dartmouth, St. Peter's Church	52,350	416	0	416	0.8	419	-3	0
5115	Swansea, Christ Church	174,654	18,150	0	18,150	10.4	13,336	4,814	0
	TOTALS:	1,684,553	184,258	0	184,258	10.9	178,939	5,319	0

MYSTIC VALLEY

M	CHURCH	BASE	FORMULA ASSESSMENT	ADJUSTMENT	2019 Assessment (for Vote)	EFFECTIVE RATE	PRIOR YEAR ASSESSMENT	DIFFERENCE	PRIOR YEAR ADJUSTMENT
1035	M Chelsea, St. Luke's/San Lucas Church	102,167	5,093	0	5,093	5.0	5,908	-816	0
1025	M East Boston, Grace Church Federated	0	0	0	0	0.0	28	-28	0
1045	Everett, Grace Church	95,729	5,381	0	5,381	5.6	4,892	489	0
1095	Lynnfield, St. Paul's Church	208,978	23,127	0	23,127	11.1	20,862	2,265	0
1105	Malden, St. Paul's Church	118,789	10,049	0	10,049	8.5	11,958	-1,909	0
2115	Medford, Grace Church	348,295	43,328	0	43,328	12.4	43,740	-412	0
1120	Melrose, Trinity Parish	214,733	23,961	0	23,961	11.0	22,316	1,645	0
1145	Reading, Church of the Good Shepherd	131,637	11,912	0	11,912	9.0	15,762	-3,850	0
1170	Saugus, St. John's Church	185,805	19,797	0	19,797	10.7	9,214	10,583	4,976
1190	Wakefield, Emmanuel Church	180,735	19,032	0	19,032	10.5	18,657	375	0
2170	Wilmington, St. Elizabeth's Church	38,798	58	0	58	0.1	51	7	0
2175	Winchester, Parish of the Epiphany	712,645	98,285	0	98,285	13.8	96,303	1,982	0
1200	Winthrop, St. John's Church	152,059	14,874	0	14,874	9.8	11,744	3,130	0
2180	Woburn, Trinity Church	71,130	3,139	0	3,139	4.4	5,586	-2,447	0
	TOTALS:	2,561,500	278,036	0	278,036	10.9	267,021	11,015	4,976

NEPONSET RIVER

M	CHURCH	BASE	FORMULA ASSESSMENT	ADJUSTMENT	2019 Assessment (for Vote)	EFFECTIVE RATE	PRIOR YEAR ASSESSMENT	DIFFERENCE	PRIOR YEAR ADJUSTMENT
4085	Canton, Trinity Church	141,663	13,366	0	13,366	9.4	14,404	-1,038	0
3050	Dedham, Church of the Good Shepherd	91,843	6,142	0	6,142	6.7	5,138	1,004	0
3055	Dedham, St. Paul's Church	357,466	44,658	0	44,658	12.5	43,005	1,652	0
4015	Dorchester, Parish of All Saints	374,125	47,073	0	47,073	12.6	46,545	528	0
3005	Hyde Park, Christ Church	44,000	66	0	66	0.2	20	46	0
3015	Hyde Park, Iglesia de San Juan	892	0	0	0	0.0	0	0	0
4030	Mattapan, Church of the Holy Spirit	251,767	29,331	0	29,331	11.7	33,045	-3,714	0
3085	Medfield, Church of the Advent	193,384	20,866	0	20,866	10.8	22,530	-1,665	0
3090	Medway, Christ Church	66,083	2,407	0	2,407	3.6	2,993	-586	0
4130	Milton, St. Michael's Church	452,489	58,436	0	58,436	12.9	60,977	-2,541	0
3150	Norwood, Grace Church	116,793	9,760	0	9,760	8.4	11,447	-1,688	0
5105	Sharon, St. John's Church	43,540	65	0	65	0.2	72	-6	0
4160	Stoughton, Trinity Church	79,858	4,404	0	4,404	5.5	2,966	1,438	0
3160	Walpole, Epiphany Church	122,294	10,558	0	10,558	8.6	21,085	-10,527	0
3010	West Roxbury, Emmanuel Church	63,009	1,961	0	1,961	3.1	3,380	-1,419	0
3170	Westwood, St. John's Church	150,104	14,590	0	14,590	9.7	15,855	-1,265	0
TOTALS:		2,549,310	263,683	0	263,683	10.3	283,463	-19,780	0

NORTH SHORE

M	CHURCH	BASE	FORMULA ASSESSMENT	ADJUSTMENT	2019 Assessment (for Vote)	EFFECTIVE RATE	PRIOR YEAR ASSESSMENT	DIFFERENCE	PRIOR YEAR ADJUSTMENT
1015	Beverly Farms, St. John's Church	597,201	80,391	0	80,391	13.5	76,921	3,470	0
1021	Beverly, St. Peter's Church	261,297	30,713	0	30,713	11.8	28,183	2,530	0
1143	Danvers, All Saints	217,843	24,412	0	24,412	11.2	18,029	6,383	0
1050	Gloucester, St. John's Church	206,590	22,781	0	22,781	11.0	27,510	-4,729	0
1070	Ipswich, Ascension Memorial Church	236,104	27,060	0	27,060	11.5	29,669	-2,609	0
1090	Lynn, St. Stephen's Memorial Episcopal Church	286,527	34,371	0	34,371	12.0	37,462	-3,091	0
1116	Marblehead, St. Michael's Church	314,925	38,489	0	38,489	12.2	39,933	-1,444	0
1110	Marblehead, Wyman Memorial Church of St. Andrew	384,892	48,634	0	48,634	12.6	38,335	10,299	0
1155	Rockport, St. Mary's Church	159,136	15,900	0	15,900	10.0	14,989	911	0
1160	Salem, Grace Church	115,384	9,556	0	9,556	8.3	13,086	-3,530	0
1165	Salem, St. Peter's Church	169,946	17,467	0	17,467	10.3	10,582	6,885	0
1060	South Hamilton, Christ Church	457,728	59,196	0	59,196	12.9	54,867	4,328	0
1180	Swampscott, Church of the Holy Name	136,699	12,646	0	12,646	9.3	12,518	128	0
1185	Topsfield, Trinity Church	236,481	27,115	0	27,115	11.5	26,998	116	0
TOTALS:		3,780,753	448,730	0	448,730	11.9	429,082	19,649	0

SOUTH SHORE

M	CHURCH	BASE	FORMULA ASSESSMENT	ADJUSTMENT	2019 Assessment (for Vote)	EFFECTIVE RATE	PRIOR YEAR ASSESSMENT	DIFFERENCE	PRIOR YEAR ADJUSTMENT
4080	Braintree, Emmanuel Church	120,667	10,322	0	10,322	8.6	6,002	4,320	1,600
4090	Cohasset, St. Stephen's Church	338,860	41,960	0	41,960	12.4	48,691	-6,731	0
4095	Duxbury, Church of St. John the Evangelist	325,574	40,033	0	40,033	12.3	49,402	-9,369	0
4100	Hanover, St. Andrew's Church	114,115	9,372	0	9,372	8.2	7,396	1,976	1,944
4105	Hingham, Parish of St. John the Evangelist	575,177	76,977	0	76,977	13.4	68,196	8,781	0
4110	Hobrook, St. John's Church	84,077	5,016	0	5,016	6.0	2,000	3,016	3,003
4120	Marshfield, Trinity Church	127,924	11,374	0	11,374	8.9	14,233	-2,859	0
4125	Milton, Church of Our Saviour	144,217	13,736	0	13,736	9.5	12,465	1,271	0
4135	Quincy, Christ Church	156,161	15,468	0	15,468	9.9	18,153	-2,685	0
4140	Quincy, Parish of St. Chrysostom	177,775	18,602	0	18,602	10.5	17,058	1,544	0
4145	Randolph, Trinity Church	86,304	5,339	0	5,339	6.2	6,103	-764	0
4150	Rockland, Trinity Church	74,234	3,589	0	3,589	4.8	4,096	-507	0
4155	Scituate, St. Luke's Church	211,332	23,468	0	23,468	11.1	25,412	-1,944	0
4165	South Weymouth, Church of the Holy Nativity	136,874	12,672	0	12,672	9.3	11,771	901	0
5130	Whitman, All Saints' Church	81,269	4,609	0	4,609	5.7	5,675	-1,066	0
	TOTALS:	2,754,560	292,537	0	292,537	10.6	296,654	-4,116	6,547

TAUNTON RIVER

M	CHURCH	BASE	FORMULA ASSESSMENT	ADJUSTMENT	2019 Assessment (for Vote)	EFFECTIVE RATE	PRIOR YEAR ASSESSMENT	DIFFERENCE	PRIOR YEAR ADJUSTMENT
5005	Attleborough, All Saints' Church	82,031	4,719	0	4,719	5.8	5,029	-310	0
5135	North Easton, Trinity Church	87,900	5,571	0	5,571	6.3	10,414	-4,844	0
5010	Bridgewater, Trinity Church	95,709	6,703	0	6,703	7.0	6,309	394	0
5060	Foxborough, St. Mark's Church	136,808	12,662	0	12,662	9.3	10,234	2,428	0
3070	Franklin, St. John's Church	130,775	11,787	0	11,787	9.0	10,073	1,714	0
5075	Middleborough, Church of Our Saviour	133,925	12,244	0	12,244	9.1	12,691	-447	0
5095	North Attleborough, Grace Church	167,552	17,120	0	17,120	10.2	16,715	405	0
5125	Taunton, St. Thomas's Church	253,616	29,599	0	29,599	11.7	32,245	-2,645	0
3175	Wrentham, Trinity Church	150,309	14,620	0	14,620	9.7	16,000	-1,380	0
	TOTALS:	1,238,625	115,025	0	115,025	9.3	119,710	-4,685	0
	DIOCESAN TOTALS:	40,704,722	4,838,124	0	4,838,573	11.89	4,745,359	93,215	39,896

INCOME FROM INVESTMENTS AND OTHER SOURCES

The operations and strategic initiatives of our diocese are supported by various endowment funds. Endowment funds fall within one of three categories: Agency Endowment Funds; Trust Endowment Funds at the direction of the Trustees of Donations; and Trust Investment Funds known as Bishop's Directed Funds.

Thirty-one percent of total income is in the form of draws from investments. Some funds, whether owned by the diocese or by a trust, are not subject to restriction or designation regarding the use of the income provided through appropriate draws and are referred to as unrestricted. These unrestricted funds represent about 10% of the income available in line with our spending policy. The remaining funds have some restriction on the use of the 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.

Additional income for the Strategic Budget comes from the Annual Fund, proceeds from closed congregations and contributions, grants and fees to certain strategic ministries. Additionally, an in-kind income line with a corresponding expense line is shown for diocesan property used by a diocesan strategic program.

Agency Endowment Funds

Appendix A, page 46, provides a summary of the history and use of Agency Endowments in addition to a chart of market values.

Agency Endowment Funds are funds owned outright by the diocese. The treasurer and Diocesan Council are ultimately responsible for the investment and use of these funds, though the Trustees of Donations serves as investment manager for most of the Agency Funds. Diocesan Council relies on its Financial Advisory Committee to monitor these funds, and the Council has in place a written Investment Policy Statement (see www.diomass.org/inside/docs/investment-policy-statement). The spending policy draws from these funds are voted by either Diocesan Convention as part of the annual budget consideration or by Diocesan Council as needed during the year. In the audited financial statements of the diocese, the Agency Funds are included as "Investments" within the listing of Assets of the Diocese. As of June 30, 2018, the reported value of Agency Investments was \$37,626,274.

The proposed spending policy for 2019 is the same formula used by the Trustees of Donations: to draw 4% of a base that reflects the average of the market value over the past 12 trailing quarter average, calculated as of June 30, 2018.

The total spending policy income available to the 2019 budget is \$1,093,702, which is \$31,898 more than in 2018. The increase reflects net additions to the endowment over the past 12 quarters as well as market appreciation.

At the same time, Diocesan 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 not treated as annual budget income, thus flagging them as special actions in response to extraordinary circumstances. It is possible that some future strategic 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 or minimize this type of supplemental draw.

Each fund has a history. Some are created by a gift or bequest, at times accompanied with a firm restriction or gentle guidance about the intended use of the gift. Some funds are designated by Diocesan Council; in these instances, future Council actions can revise or reverse the initial conditions applied. There are a variety of legal considerations, including what happens when the original intentions for a gift cannot be fulfilled. The Trustees of Donations and the chancellor of the diocese provide guidance when questions arise.

From a budget preparation perspective, our current approach is to draft a budget that addresses expected needs of the diocese, consistent with fund restrictions. Most diocesan income is from congregational assessments and unrestricted endowment income, so the issue of fund restrictions arises for just a small part of the budget. Furthermore, many restrictions are consistent with current needs. Only in a few cases are there specific cost centers or programs designed to fulfill specific fund restrictions.

Trust Endowment Funds

Appendix B, page 51, provides a chart of market values.

Trust Endowment Funds are funds owned by trusts that are legal entities distinct from the diocese. The Trustees of Donations (TOD) manages the trusts according to conditions in the legal documents that created the trusts and identify the beneficiaries. The various legal trustees of these trusts control the investment of these funds.

In 2019 the TOD will distribute 4% of a base amount defined as the average of the market value of each fund measured at the end of each calendar quarter from September 2015 through June 2018. As of June 30, 2018, the reported value of trust investments was \$23,997,987. This includes three new endowments listed in the chart on page 51.

There are a few funds with restrictions that require the TOD to deviate from the general spending policy formula. In some cases, the distribution is limited to dividend income produced by the fund, or, 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 2019.

The total spending policy income available in 2019 (\$885,664) is a small increase from 2018 (\$858,947), primarily due to market changes.

Almost all of the trust funds for which the diocese is a beneficiary are owned and managed by the TOD. There are three other trust funds with different trustees, and the projected income from these trusts is included as dividend income.

The TOD is the legal owner of most of the relevant trust funds and is also the investment manager for most of the agency funds directly controlled by the diocese. The TOD's investment vehicles—the Diocesan Investment Trust (DIT) Stock Fund and the DIT Bond Fund—are also

available to individual parishes and other Episcopal organizations for their own agency funds. There are more than 165 DIT participants.

Twenty-eight trustees serve on the TOD. Three are diocesan officers, five are elected by Diocesan Convention, five are appointed by the bishop and the remaining 15 are elected by the trustees themselves. Additional information about the TOD is found at www.trusteesofdonations.org.

Interest and Dividends

The estimate for 2019 dividend income is \$74,000. Of this, most all is from a gift of stock received more than 40 years ago, with the request that it not be sold. The other sources of income recorded here are three charitable remainder trusts not held by the Trustees of Donations and dividend income on diocesan money market and bond mutual funds.

Interest income, estimated at \$8,000, is primarily from clergy loans.

The diocesan portfolio also includes loans to congregations (separate from those made through the Stokes Fund loan program).

Fees—Operations

In the Operational Budget, an estimated \$311,975 in fee income is derived primarily from contributions from participants in diocesan events and programs.

Bishop's Directed Funds

Appendix C, page 52, provides a chart of market values.

Within the business affairs of the diocese, as organized by its constitution and canons and legal incorporation within Massachusetts, the bishop diocesan is an officer of the diocese. There is no legally distinct entity distinguishing the office of the bishop from the diocese itself. However, there is a historical precedent and tradition within the Trustees of Donations to identify “the diocese” as the beneficiary of some trust funds and “the bishop” as the beneficiary of other trust funds. The latter group is known as the Bishop's Directed Funds (BDF's).

Of the many funds owned by the Trustees of Donations, 34 funds with a market value of approximately \$19,799,714 (as of June 30, 2018) are for the benefit of our diocese as determined by the bishop diocesan, and the Trustees of Donations provide an annual spending policy for these trusts. The generosity of past donors and the bishop diocesan makes it possible to fund new ventures in mission and strategic ministries through the Strategic Budget.

Allocation of BDF funding among the programs of the diocese is reported as “Bishop Directed Grants.” The 2019 budget includes \$695,921 of BDF grants and associated expenditures.

At the same time, the BDF's are also there to support initiatives identified by the bishop during the course of the year. For this reason, a small part of the total BDF income is held in reserve. For 2019, the BDF grants in the annual budget represent almost 88% of the available BDF income for the year.

Annual Fund

The 2019 Annual Fund goal is set at \$300,000 to support strategic ministries. If the Annual Fund receives more than its goal, then the income from other sources potentially could be reduced or the additional funds could be allocated elsewhere.

Contributions and Grants

Contributions in the Strategic Budget include fundraising by the Chinese Ministry and Life Together. In 2019, these contributions are budgeted at \$97,500.

Grants received by diocesan programs in the Strategic Budget are estimated at \$107,000 in 2019. The largest grant recorded here is \$30,000, a continuation of the grant from Episcopal City Mission to the Life Together program. Projected grants from external foundations total \$77,000.

Proceeds from Closed Congregations

The Closed Parish Net Proceeds Fund shows no income because the monies generated by the closing and sale of the Church of the Holy Spirit and its rectory in Wayland are frozen while decisions are made about the removal and relocation of cremated remains from the churchyard. Once this process is completed, a final accounting will be made available and use of the funds will be determined by Diocesan Council according to its policy for such funds. Two other congregations have closed within the past year: All Saints' Church in Stoneham and the Church of the Good Shepherd in Fairhaven. No decision has been made about these properties so no income is included.

In-Kind Income

This line reflects use by the Life Together program of diocesan property at 40 Prescott Street in Brookline, for offices and housing of fellows, valued at \$40,000. In recent years the rectory of the now-closed Church of St. Luke and St. Margaret in Allston, with an in-kind value of \$25,000, was not included this year. Conversations with the Standing Committee are underway to determine the future use of this property.

Fees—Strategic

This line reflects fees totaling \$368,200 received for Life Together site placements, consulting and rental fees, and for diocesan youth ministry programs.

OPERATIONAL BUDGET EXPENSES

The following charts and cost center descriptions provide detail for each area of the 2019 Operational Budget. Each area of the budget is shown as follows: 2019 proposed budget with the 2018 budget (top) and the 2017 actuals (bottom) for comparison. Each row is identified by a specific cost center code and description.

Guide to Operational Budget Tables

The Operational Budget is divided into three areas: Resources for Congregations; Episcopate and Convention; and Facilities and Administration. For each area, the first row provides an aggregate number for staff compensation. There are five columns of figures that break down each cost center into the following components:

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

Compensation and Benefits: All compensation and benefit-related expenses, including 1099 payments to independent contractors. Salary and benefits for diocesan staff reflect a 2% increase and an estimated 6% increase in the cost of health care coverage for 2019.

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

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

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

Charts for each category, together with narrative explaining each item, follow.

Resources for Congregations									
2019 Budget, 2018 Budget and 2017 Actual									
	2019 Budget					2018 Budget			
	Program Expenses	Compensation & Benefits	Operational & Support Svcs	Mgt and Prof Svcs	Total Expenses (Gross)	Program Revenue Offset	Total Budget (Net)	Total Expenses (Gross)	Total Budget Expenses (Gross)
2019 and 2018 Budget									
CC1000 Support for Congregations	-	1,161,086	70,000	-	1,231,086	-	1,231,086	747,965	
CC1101 Congregations	12,000	-	-	-	12,000	-	12,000	12,000	
CC1111 Transition Support	-	-	-	-	-	-	-	10,000	
CC1201 Clergy Transition Administration	-	-	-	2,000	2,000	(2,000)	-	2,000	
CC1212 Continuing Education	-	-	-	-	-	-	-	10,000	
CC1213 Mass. Scholarship for African Students in America	-	-	-	-	-	-	-	11,531	
CC1223 Dill Campership	-	-	-	-	-	-	-	3,379	
CC1311 Commission on Ministry	36,000	-	18,000	-	54,000	(7,000)	47,000	54,000	
CC1312 Seminarians	63,907	-	-	-	63,907	-	63,907	63,907	
CC1321 New Call	-	-	-	-	-	-	-	8,333	
CC1331 Diaconate Program	-	-	19,000	3,000	22,000	(2,000)	20,000	22,000	
CC1341 Clergy Family Network	-	-	-	-	-	-	-	1,000	
CC1411 Pre Lenten Retreat	-	-	10,600	1,800	12,400	(3,400)	9,000	6,400	
CC2001 Coburn Fund	-	-	-	-	-	-	-	55,433	
CC2131 CRT Workshops	-	-	-	-	-	-	-	6,500	
CC2132 Anti-Racism	-	-	-	-	-	-	-	3,000	
CC2133 Safe Church	-	-	-	-	-	-	-	7,000	
CC2151 Resource Center	-	-	-	-	-	-	-	500	
CC2161 Congregational Consultants	-	-	18,000	-	18,000	-	18,000	18,000	
CC2211 Congregational Professional Support	-	-	-	-	-	-	-	9,000	
CC2221 Program Support	6,300	-	-	-	6,300	(2,000)	4,300	6,300	
CC2222 Family Camp	308	-	-	-	308	-	308	308	
CC2231 Committee Support	-	-	10,000	-	10,000	-	10,000	10,000	
CC2311 Diocesan Communications	-	-	40,000	-	40,000	-	40,000	40,000	
CC2312 FYI Newsletter	-	-	2,000	-	2,000	-	2,000	2,000	
CC3011 Youth Ministry	67,500	105,858	5,000	-	178,358	(30,000)	148,358	-	
CC3012 Youth Leadership Academy	47,000	-	6,000	-	53,000	(40,000)	13,000	-	
CC4131 Diocesan Youth Council	7,500	-	-	-	7,500	-	7,500	-	
Totals	240,515	1,266,944	198,600	6,800	1,712,859	(86,400)	1,626,459	1,110,556	

Resources for Congregations 2019 Budget, 2018 Budget and 2017 Actual							
	2017 Actual						
<u>2017 Actual</u>	Program Expenses	Compensation & Benefits	Operational & Support Svcs	Mgt and Prof Svcs	Total Expenses (Gross)	Program Revenue Offset	Total Expenses (Net)
CC1000 DC & C	-	407,667	220	-	407,887	-	407,887
CC1001 Deaneries	400	-	4,032	-	4,432	-	4,432
CC1002 Deans	48,000	-	114	-	48,114	-	48,114
CC1003 Deanery Confirmations	-	700	8,065	-	8,765	-	8,765
CC1101 Congregations	-	7,138	669	549	8,356	-	8,356
CC1111 Transition Ministries	-	2,650	9,088	-	11,738	-	11,738
CC1201 Clergy	-	-	22	1,535	1,557	(825)	732
CC1212 Continuing Education	6,450	-	-	-	6,450	-	6,450
CC1311 Commission on Ministry	14,915	3,268	35,302	10,842	64,327	(9,560)	54,767
CC1312 Seminarians	65,000	-	-	-	65,000	(9,592)	55,408
CC1321 Fresh Start Program	2,900	-	3,724	300	6,924	-	6,924
CC1331 Diaconate Program	(283)	14,616	9,200	-	23,533	(1,800)	21,733
CC1341 Clergy Family Network	-	-	-	-	-	-	-
CC1411 Pre Lenten Retreat	-	2,000	6,923	216	9,139	(12,162)	(3,023)
CC1421 Clergy Conference	5,000	500	119,037	833	125,370	(63,765)	61,605
CC1431 Clergy Day	-	250	3,143	63	3,456	(2,735)	721
CC2000 CR & T	-	469,917	166	-	470,083	-	470,083
CC2001 Coburn Fund	-	7,000	950	-	7,950	-	7,950
CC2111 CRT Events	-	-	156	-	156	-	156
CC2131 CRT Workshops	1,139	-	1,565	-	2,704	(125)	2,579
CC2132 Anti-Racism	245	-	1,025	14	1,284	(3,100)	(1,816)
CC2133 Safe Church	306	1,200	1,775	25	3,306	(2,700)	606
CC2151 Resource Center	19	-	-	-	19	-	19
CC2161 Congregational Consultants	680	1,938	4,204	49	6,871	(2,048)	4,823
CC2200 CRT Support	127	-	40	-	167	-	167
CC2211 Congregation Support	155	-	7,610	5,775	13,540	-	13,540
CC2221 Program Support	34,109	750	2,582	27	37,468	(1,420)	36,048
CC2222 Family Camp	7,420	-	429	107	7,956	(7,588)	368
CC2231 Committee Support	31	-	1,567	-	1,598	-	1,598
CC2311 Diocesan Communications	725	-	23,762	128	24,615	-	24,615
CC2312 FYI Newsletter	-	-	2,441	-	2,441	-	2,441
CC3011 Youth Ministry	58,143	113,390	3,802	296	175,631	(39,377)	136,254
CC3012 Youth Leadership Academy	23,173	2,000	768	-	25,941	(16,915)	9,026
CC4131 Diocesan Youth Council	9,040	-	951	-	9,991	(2,935)	7,056
Totals	277,694	1,034,984	253,332	20,759	1,586,769	(176,647)	1,410,122

Resources for Congregations

The total gross 2019 budget for this area is \$1,712,859. The 2018 budget total was \$1,110,556.

- Support for Congregations: 1000

This line contains the total compensation costs of \$1,161,086 together with \$70,000 in operational and support services.

- Congregations: 1101

The \$12,000 in the Operational Budget funds the priests-in-charge consultants program.

- Clergy Transition Administration: 1201

An amount of \$2,000 to cover the cost of Oxford Document background checks, offset by fees.

- Commission on Ministry: 1311

This program's net cost is budgeted at \$47,000, including \$10,000 for the Commission on Ministry's priority to fund seminarians whose first language is not English. The credit of \$7,000 is for fees paid by those in the ordination process, such as those for background checks.

- Seminarians: 1312

Scholarships for seminarians in the ordination process. The amount of \$63,907 is the spending policy income from an agency endowment fund for this purpose.

- Diaconate Program: 1331

Net after fees of \$20,000, based on projected participation. It includes expenses of two archdeacons.

- Pre-Lenten Retreat: 1411

Net costs to the Operational Budget, after fees budgeted at \$3,400, based on prior-year actuals.

- Congregational Consultants: 2161

The amount of \$18,000 for the expenses incurred by congregational consultants, who help congregations with best practices in finances, buildings, leadership and stewardship.

- Program Support: 2221

The amount of \$6,300 covers workshop and training programs, with \$2,000 collected in fees.

- Family Camp: 2222

This line reflects proceeds from a restricted endowment.

- Committee Support: 2231

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

- Diocesan Communications: 2311, 2312

The 2019 budget is funded at \$42,000.

- Youth Programs: 3011, 3012, 4131

The diocesan-staffed youth ministry develops and implements programs and retreats for middle and high school young people and youth ministry workers, and includes pre-Confirmation retreats, Diocesan Youth Council and an annual mission outreach program.

Episcopate and Convention - Operations 2019 Budget, 2018 Budget and 2017 Actual								
2019 Budget								2018 Budget
	Program Expenses	Compensation & Benefits	Operational & Support Svcs	Mgt and Prof Svcs	Total Expenses (Gross)	Program Revenue Offset	Total Budget (Net)	Total Expenses (Gross)
2019 and 2018 Budget								
CC4000 Episcopal and Diocesan Support	-	287,299	-	-	287,299	-	287,299	263,391
CC4011 Diocesan Bishop	-	244,454	57,500	-	301,954	-	301,954	298,083
CC4012 Suffragan Bishop	-	191,743	32,500	-	224,243	-	224,243	220,023
CC4014 Canon to the Ordinary	-	173,167	12,500	-	185,667	-	185,667	181,412
CC4021 Assisting Bishops	-	-	30,000	-	30,000	-	30,000	30,000
CC4023 New Bp Transition Reserve	-	-	30,000	-	30,000	-	30,000	30,000
CC4024 Sabbatical Reserve	-	-	20,000	-	20,000	-	20,000	-
CC4031 Chancellor	-	-	1,500	-	1,500	-	1,500	1,500
CC4061 Title IV	-	-	-	20,000	20,000	-	20,000	20,000
CC4099 Leadership Resources	-	-	78,771	30,000	108,771	-	108,771	144,822
CC4111 Diocesan Council	-	-	20,000	-	20,000	-	20,000	10,000
CC4112 Mission Strategies	-	-	50,000	-	50,000	-	50,000	50,000
CC4121 Standing Committee	-	-	3,000	-	3,000	-	3,000	3,000
CC4141 Diocesan Convention	25,000	-	35,000	-	60,000	(5,000)	55,000	50,000
CC4151 Journals and Diocesan Directory	-	-	12,000	-	12,000	-	12,000	12,000
CC4211 Archives	-	-	50,000	-	50,000	-	50,000	25,000
CC4311 Development	35,000	211,503	30,000	-	276,503	-	276,503	196,086
CC4312 Annual Fund	-	-	-	-	-	-	-	30,000
CC4261 Ecumenical Committee	-	-	1,500	-	1,500	-	1,500	1,500
CC4411 General Convention	-	-	18,000	-	18,000	-	18,000	18,000
Totals	60,000	1,108,166	482,271	50,000	1,700,437	(5,000)	1,695,437	1,584,817
2017 Actual								
	Program Expenses	Compensation & Benefits	Operational & Support Svcs	Mgt and Prof Svcs	Total Expenses (Gross)	Revenue Offset	Total	
2017 Actual								
CC4000 Episcopal and Diocesan Support	-	263,783	-	-	263,783	-	263,783	
CC4011 Diocesan Bishop	889	233,641	77,891	161	312,582	-	312,582	
CC4012 Suffragan Bishop 1	(508)	183,220	42,181	95	224,988	-	224,988	
CC4014 Canon to the Ordinary	-	159,867	10,403	-	170,270	-	170,270	
CC4021 Assisting Bishops	280	49,710	6,841	-	56,831	-	56,831	
CC4022 Retired Bishops	-	-	328	-	328	-	328	
CC4023 New Bp Transition Reserve	-	-	30,000	-	30,000	-	30,000	
CC4031 Chancellor	-	-	-	-	-	-	-	
CC4061 Title IV	-	5,066	2,876	5,445	13,387	-	13,387	
CC4099 DL Budgeted Resources	29,927	192,258	5,500	-	227,685	-	227,685	
CC4111 Diocesan Council	-	-	8,097	2,760	10,857	-	10,857	
CC4112 Mission Strategy	3,459	20,000	3,734	-	27,193	-	27,193	
CC4121 Standing Committee	-	-	2,870	-	2,870	-	2,870	
CC4141 Convention	-	-	27,389	273	27,662	(14,355)	13,307	
CC4151 Journals and Diocesan Directory	-	-	10,039	-	10,039	-	10,039	
CC4211 Archives	-	18,306	2,392	414	21,112	(575)	20,537	
CC4261 Ecumenical Committee	-	-	1,950	-	1,950	-	1,950	
CC4311 Development	-	158,353	17,401	3,429	179,183	(11,200)	167,983	
CC4312 Annual Fund	-	270	30,609	352	31,231	-	31,231	
CC4411 General Convention	-	-	-	329	329	-	329	
Totals	34,047	1,284,474	280,501	13,258	1,612,280	(26,130)	1,586,150	

Episcopate and Convention

The total 2019 gross budget for this area is \$1,700,437. The 2018 budget total was \$1,584,817.

- **Episcopal and Diocesan Support: 4000**

This line includes compensation for three administrative support positions; others are included in individual cost centers.

- **Diocesan Leadership: 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. The diocesan bishop's compensation follows Total Clergy Compensation (TCC) guidelines, including the value of living in diocesan-owned housing. Also see cost center 5122 under "Facilities and Administration."

- **Assisting Bishops: 4021**

Stipends and costs for assisting bishops, as needed (\$30,000).

- **New Bishop Transition Reserve: 4023**

In January 2015, Diocesan Council established a long-term fund and seeded it with \$250,000 to pay for the costs associated with discernment, election and transition. Council's goal is to contribute \$50,000 per year out of the Operational Budget. This year's contribution is set at \$30,000, which will be added to the \$250,000 extraordinary allocation that Council voted in January 2015, along with subsequent contributions, bringing the total balance in the reserve to \$390,000.

- **Sabbatical Reserve: 4024**

Beginning in 2019, a reserve account is established to fund future sabbaticals of the bishop diocesan and the canons. An amount of \$20,000 is added to this reserve.

- **Chancellor: 4031**

An amount of \$1,500 budgeted, with every effort made to assign legal costs to the specific cost center(s).

- **Title IV: 4061**

Canonical clergy disciplinary process, budgeted at \$20,000 for 2019. This includes \$2,000 stipends for two non-staff intake officers.

- **Diocesan Leadership Budgeted Reserve: 4099**

The entire budgeted amount of \$108,771 for 2019 represents funding for contingencies, staff sabbatical coverage and potential staff compensation increases based on changed responsibilities.

- **Diocesan Council: 4111; Standing Committee: 4121**

The 2019 amounts budgeted are \$20,000 for Diocesan Council and \$3,000 for Standing Committee, for retreat supplies and retreat-related expenses.

- **Mission Strategy: 4112**

An amount of \$50,000 to fund the process of implementing and refining the mission strategy for Diocesan Convention as required by canon.

- Diocesan Convention: 4141

The \$60,000 net costs budgeted for 2019 assume a two-day convention, and include costs for voting and electronic equipment rental. There is a \$5,000 offset in fees received

- Journals and Diocesan Directory: 4151

This line is funded at \$12,000.

- Archives: 4211

An amount of \$50,000 for operational expenses. This includes stipends as part of college training for students that participate in the archives program. This also funds the search for improved archive storage.

- Development Office: 4311

Development staff compensation includes the compensation for the director of development and a part-time assistant. An additional \$65,000 is budgeted for events, mailings and other expenses. Annual Fund costs are included.

- Ecumenical and Interreligious Committee: 4261

Budgeted at \$1,500.

- General Convention: 4411

A reserve to prepare for the expenses of sending a delegation to the Episcopal Church's triennial General Convention in 2021, \$18,000 will be accrued each year between conventions.

Facilities and Administration

The total 2019 gross budget for this area is \$1,531,054. The 2018 budget total was \$1,549,687.

- **Administrative Services Salaries: 5000**

This line contains compensation for assigned staff. This budget reflects the realignment of staff between departments, as well as a reduction in hours worked for certain staff.

- **Administrative Services Expenses: 5011**

This cost center includes support expenses of \$40,600 (office supplies, licenses, dues) along with outside service fees, including payroll and audit, totaling \$83,500. The cost center overall shows a net expense of \$1,733, as the Treasurer's Office receives \$122,367 in fee income for financial and administrative services provided, and helps offset payroll costs associated with this work in line 5000. The largest sources of fee income are the Cathedral Church of St. Paul (\$63,000) and the Trustees of Donations (\$34,000). In addition, the administrative services area receives \$25,000 per year from the Stokes Fund program to cover administrative costs associated with the loan program (see cost center 5511).

- **Human Resources: 5021**

Consultants perform this function for the diocese (\$6,000).

- **Information Technology: 5031**

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

- **Risk Management: 5041**

This amount is adjusted to \$72,649, based on projections related to the cost of insurance.

- **Investments: 5051**

State Street receives a quarterly fee for the administration of a pooled income fund (estimated market value under \$150,000) for making the required distributions to the beneficiaries and tax reporting. The projected annual cost for 2019 is \$6,000.

- **Boston, 138 Tremont Street: 5111**

Included in this budget cost center is \$450,000 for payment in lieu of rent to the Cathedral Church of St. Paul and approximately \$54,550 for office equipment and postage. This expense is offset by rent payments received from the Massachusetts Council of Churches.

- **Brookline, 40 Prescott Street: 5121**

Cost of maintaining this property is budgeted at \$33,257. A part-time staff member is budgeted in the compensation section.

- **Boston, Commercial Wharf, Unit 6: 5122**

This cost center reflects \$15,000 in condominium fees for the bishop's residence offset by a credit of \$42,408 which reflects the reduction in the bishop's cash salary in exchange for diocesan-provided housing. The size of the credit was set using the Church Pension Fund's "30% rule."

- Allston property: 5125

The property reverted back to the diocese in 2009 after the Church of St. Luke and St. Margaret closed. The diocese has been paying for its upkeep ever since receiving direct responsibility for the property. Bishop Gates, staff and Standing Committee continue to discern the feasibility and formulation of a strategic plan for an alternative use for this property. The Operational Budget allocation for this property is \$34,000 in 2019. A part-time staff member also provides services and that cost is included in the compensation line.

- Diocesan Properties: 5141

This cost center includes \$10,000 for a consultant on the status and sales of diocesan properties and \$30,000 to be added to the reserve for property maintenance established formally by Diocesan Council in January 2015 and seeded with \$650,000, bringing the total in the reserve, before expenses, to \$750,000.

- Diocesan Equipment: 5142

An amount of \$12,500 to be added to a reserve fund to replace or purchase new capital equipment (computers, servers, copiers, etc.) formally established by Diocesan Council in 2015 and seeded with \$150,000.

STRATEGIC BUDGET EXPENSES

The following charts and cost center descriptions provide detail for each area of the 2019 Strategic Budget. Each area of the budget is shown as follows: 2019 proposed budget with the 2018 budget (top) and the 2017 actuals (bottom) for comparison. Each row is identified by a specific cost center code and description.

Guide to Strategic Budget Tables

There are four areas within the Strategic Budget: Support for the Wider Church; Grants to Congregations; Grants to Clergy; and Strategic Ministries. Each row is identified by a cost center code and description.

Charts for each category, together with narrative explaining each line item, follow.

Support for the Wider Church

The total 2019 budget for this area is \$952,455, all of which is recorded under the Strategic Budget. The 2018 total was \$926,280.

- Sustainable Development Grants: 3511

This category represents an allocation of 0.7% of the budget in support of the UN Sustainable Development Goals for grants to partners in developing nations.

- Restricted Endowments and Other: 3921, 3931, 3952

This amount represents pass-throughs for endowments restricted for a particular use, such as Episcopal City Mission and Native American ministry.

- Massachusetts Council of Churches: 4251

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

- Province I Assessment: 4421

The diocese's contribution is level funded at \$16,179.

- Episcopal Church Asking: 4431

At the 2018 General Convention, the Episcopal Church set a fixed formula for the next three years which results in a \$805,000 ask for the Diocese of Massachusetts in 2019.

Grants to Congregations

Appendix D, page 53, provides a chart of congregational grants in 2017.

The total gross 2019 budget for this area is \$643,019, all of which is recorded under the Strategic Budget. The 2018 budget total was \$476,188. As noted in the Budget Overview, several expenses were reclassified and attributed to this increase.

- **Mass. Scholarship for African Students in America: 1213**

This provides scholarship money from a restricted fund to assist students from the African continent studying in Massachusetts.

- **Deaneries and Deans: 1001, 1002**

This provides funding for gatherings of each of the 12 deaneries, deanery Confirmation expenses and expenses for each dean.

- **Congregational Development Grants: 2011, 2012**

Congregational Development Targeted Grants have been level funded at \$60,000. Congregational Development Open Grants are funded at \$110,000.

- **Bristol County Case Grants: 2013**

The draw for this grant program is \$136,477. 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 contains specific grants to congregations funded by agency or trust endowments or supplemental sources. In the budget, agency endowments support grants to St. John's, Sharon (\$21,768), Christ Church, Plymouth (\$3,243) and Emmanuel Church, West Roxbury (\$3,992). A trust fund provides a grant to Emmanuel Church, Boston (\$7,691).

- **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 a draw from the remainder of the diocesan agency fund (7004H) that in previous years supported the St. Andrew's of the Deaf congregation in Natick, which closed in 2011. It is level funded at \$8,000. The use of the proceeds from this closed congregation will be determined by Diocesan Council.

- **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. Deanery assemblies set the criteria and determine awards. The amounts available to each deanery, funded by two specific diocesan funds, are \$4,000 for Sending Serving grants, which require a match from grant recipients and are open to any outreach activity, and \$2,668 for House of Mercy grants, which require a focus on women and children in need (no match necessary). The funding sources for the House of Mercy grants are agency endowment 7002Y.

- **Hispanic Ministries: 2031**

The 2019 budget for this grant program to support Hispanic ministries in congregations is \$25,000.

- Congregational Learning Events: 2131

This funds various formation, learning and resource-sharing events for congregational leaders. The expense is offset by \$11,200 in admission revenues.

- Congregational Professional Support: 2111

This funding provides consultation and other professional support, along with related expenses, for the congregations of the diocese.

- Urban Residents: 3411

This allows newly ordained clergy to serve in urban congregations and receive additional training as part of their formation.

- African Ministries: 3431

The budget for grants to African congregations is funded at \$35,000 in 2019, an increase of \$15,000 from 2018.

Grants to Clergy

The total gross 2019 budget for this area is \$293,127, all of which is recorded under the Strategic Budget. The 2018 budget total was \$96,982. As noted earlier, several expenses were reclassified and attributed to this increase.

- **Making Awesome Parish Priests (MAPP): 1101**

In the budget there is a total of \$20,000 for mentoring of newly ordained clergy by the Making Excellent Disciples program from the Bishop's Directed Funds.

- **Sabbaticals: 1211**

The funds totaling \$26,645 for clergy sabbaticals come from two sources: an agency endowment fund in honor of Bishop Norman Nash (\$9,145) and a Bishop's Directed Funds grant (\$17,500).

- **Continuing Education: 1212**

An amount of \$10,000 from the Bishop's Directed Funds for clergy continuing education.

- **Scholarships for Clergy Dependents: 1221**

An amount of \$33,337 from the Bishop's Directed Funds.

- **Dill Campership: 1223**

The spending policy income of \$3,379 is from a restricted Bishop's Directed Fund to support a scholarship to Camp O-At-Ka in Maine.

- **Support for Retired Clergy: 1231**

The Society for the Relief of Aged or Disabled Episcopal Clergy and the Society for the Relief of Widows, Widowers and Orphans of Clergy of the Episcopal Church both receive distributions from agency funds as well as from trust funds where the organizations are named as income beneficiaries. These distributions help retired clergy and widows, widowers and orphans of clergy. The books and records of these two organizations, because they are separate 501(c)(3) organizations, are not part of the diocesan budget. Because retired clergy and their families are living longer, the funds from the agency and trust funds need funding support. The 2019 budget allocates \$17,000, \$5,300 for program and support expenses, including gatherings, and \$11,700 for additional grants. The Bishop's Directed Funds provide \$5,500 of this funding.

- **New Call: 1321**

New Call is a monthly gathering to support clergy in new assignments.

- **Clergy Family Network: 1341**

An amount of \$1,000 based on prior spending patterns.

- **Clergy Conference: 1421**

This funds the annual three-day spring gathering of diocesan clergy. The expenses are offset by \$60,000 in fees collected.

- **Clergy Day: 1411**

This funds the annual one-day fall gathering of diocesan clergy. The expenses are offset by \$2,000 in fees collected.

Strategic Ministries - Strategic 2019 Budget, 2018 Budget and 2017 Actual									
	2019 Budget					2018 Budget			
	Program Expenses	Compensation & Benefits	Operational & Support Svcs	Mgt and Prof Svcs	Total Expenses (Gross)	Program Revenue Offset	Total 2019 Budget (Net)	Total Expenses (Gross)	Total
CC2014 Congregational Program Grants - Everett	30,000	-	-	-	30,000	-	30,000	30,000	
CC2014 Congregational Program Grants - KIC	-	-	-	-	-	-	-	10,000	
CC2014 Congregational Program Grants - MEZ Lynn	-	-	-	-	-	-	-	40,000	
CC2211 Congregational Professional Support	-	-	-	-	-	-	-	-	
CC3000 Mission Strategy Implementation	-	-	-	-	-	-	-	260,000	
CC1001 Deeneries	-	-	-	-	-	-	-	4,800	
CC1002 Deans	-	-	-	-	-	-	-	18,000	
CC1421 Clergy Conference	-	-	-	-	-	-	-	115,000	
CC1431 Clergy Day	-	-	-	-	-	-	-	3,000	
CC2112 Spring Learning Event	-	-	-	-	-	-	-	5,000	
CC2113 Resource Day	-	-	-	-	-	-	-	11,500	
CC2131 Congregational Learning Events	-	-	-	-	-	-	-	-	
CC3011 Youth Ministry	-	-	-	-	-	-	-	175,812	
CC3012 Youth Leadership Academy	-	-	-	-	-	-	-	53,000	
CC3056 Life Together	33,000	493,510	78,490	-	605,000	(425,000)	180,000	700,000	
CC3111 MIT Ministry	3,293	132,888	-	-	136,181	-	136,181	132,227	
CC3121 Boston University	80,000	-	-	-	80,000	-	80,000	80,000	
CC3136 BC/ NU Combined	10,000	92,785	-	-	102,785	-	102,785	128,797	
CC3171 Tufts University Ministry	31,015	-	-	-	31,015	-	31,015	14,000	
CC3221 Brockton, Grace Chapel	-	104,000	-	-	104,000	-	104,000	145,553	
CC3231 Chelsea, St. Luke's/ San Lucas	60,000	-	-	-	60,000	-	60,000	66,000	
CC3241 Hyde Park, Christ Church/San Juan	83,000	-	-	-	83,000	-	83,000	44,000	
CC3251 South End, St. Stephen's	-	148,154	-	-	148,154	-	148,154	143,903	
CC3311 Boston Chinese Ministries	24,500	50,000	-	-	74,500	(44,500)	30,000	76,900	
CC3331 Dorchester, St. Mary's	35,000	-	-	-	35,000	-	35,000	40,000	
CC3341 Salem, San Pedro	50,000	-	-	-	50,000	-	50,000	21,500	
CC3351 Lawrence, Grace Church	54,000	-	-	-	54,000	-	54,000	60,000	
CC3361 Watertown, Good Shepherd	-	-	-	-	-	-	-	15,000	
CC3371 So. Dartmouth, St. Peter's The Bridge	40,500	-	-	-	40,500	-	40,500	45,000	
CC3411 Urban Residents	-	-	-	-	-	-	-	75,000	
CC3511 Sustainable Development Grants	-	-	-	-	-	-	-	52,012	
CC3541 B-SAFE	190,000	-	-	-	190,000	-	190,000	225,000	
CC3545 B-PEACE	40,000	-	-	-	40,000	-	40,000	40,000	
CC3551 Mission Through Partnerships	-	-	-	-	-	-	-	-	
CC3911 Cathedral Church of St Paul - Manna	21,000	-	-	-	21,000	-	21,000	21,000	
CC3911 Cathedral Church of St Paul - Crossing	28,000	-	-	-	28,000	-	28,000	28,000	
CC3921 Barbara C. Harris Center	-	-	-	-	-	-	-	1,975	
CC3931 Episcopal City Mission	-	-	-	-	-	-	-	30,000	
CC3952 UTO/ Native Americans /CHS	-	-	-	-	-	-	-	1,765	
CC4131 Diocesan Youth Council	-	-	-	-	-	-	-	7,500	
CC4099 New Initiatives	44,000	-	-	-	44,000	-	44,000	-	
Total - Strategic	857,308	1,021,337	78,490	-	1,957,135	(469,500)	1,487,635	2,921,244	

	2017 Actual						Total 2017 (Net)
	Program Expenses	Compensation & Benefits	Operational & Support Svcs	Mgt and Prof Svcs	Total Expenses (Gross)	Program Revenue Offset	
CC2014 Congregational Program Grants - Everett, Lynn	35,000	-	-	-	35,000	-	35,000
CC2112 Spring Learning Event	30	1,200	2,176	42	3,448	(2,108)	1,340
CC2113 Resource Day	-	-	226	-	226	-	226
CC3056 Life Together	18,566	444,784	172,032	7,652	643,034	(448,524)	194,510
CC3111 MIT Ministry	-	135,396	2,994	-	138,390	(10,320)	128,070
CC3121 Boston University	2,342	49,294	1,572	-	53,208	-	53,208
CC3136 BC/NU Combined	4,287	115,939	1,079	-	121,305	-	121,305
CC3141 Northeastern	2,963	-	49	-	3,012	-	3,012
CC3171 Tufts University Ministry	14,000	-	-	-	14,000	-	14,000
CC3221 Brockton, Grace Chapel	-	144,319	-	-	144,319	(101,787)	42,532
CC3231 Chelsea, St. Luke's/San Lucas	66,000	-	-	-	66,000	-	66,000
CC3241 Hyde Park, Christ Church/San Juan	44,000	-	-	-	44,000	-	44,000
CC3251 South End, St. Stephen's	-	139,807	-	-	139,807	-	139,807
CC3311 Boston Cantonese Ministries	6,184	109,224	(100)	3,187	118,495	(28,371)	90,124
CC3321 Quincy Chinese Congregation	3,950	-	-	-	3,950	(10,000)	(6,050)
CC3331 Dorchester, St. Many's	50,000	-	-	-	50,000	-	50,000
CC3341 Salem, San Pedro	65,000	-	-	-	65,000	-	65,000
CC3351 Lawrence, Grace Church	60,000	-	-	-	60,000	-	60,000
CC3361 Watertown, Good Shepherd	30,000	-	-	-	30,000	-	30,000
CC3371 So. Dartmouth, St. Peter's The Bridge	20,241	134,119	1,155	-	155,515	(17,844)	137,671
CC3411 Urban Residents	87,556	-	-	-	87,556	-	87,556
CC3511 Jubilee Global Mission	30,310	17,935	6,868	37	55,150	(820)	54,330
CC3531 Committee on Palestine & Israel	777	-	4,701	-	64,397	(73,575)	(9,178)
CC3541 B-SAFE	250,000	-	-	-	250,000	-	250,000
CC3545 B-PEACE	50,000	-	192	-	50,192	-	50,192
CC3551 Mission Through Partnerships	1,340	720	3,916	-	5,976	-	5,976
CC3911 Cathedral Church of St Paul	77,000	-	-	-	77,000	-	77,000
CC3921 Barbara C. Harris Center	-	-	591	-	591	-	591
CC3931 Episcopal City Mission	30,000	-	-	-	30,000	-	30,000
CC3952 UTO/ American Indians /CHS	1,748	-	-	-	1,748	-	1,748
CC3953 Episcopal Relief and Development	-	-	700	-	700	-	700
Totals	951,294	1,292,737	198,151	10,918	2,512,019	(693,349)	1,818,670

Strategic Ministries

The total gross 2019 budget for this area is \$1,957,135, after the budget realignment described earlier. The 2018 budget total was \$2,921,244. As noted in the Budget Overview on pages 9-11, specific line items with a 2019 net budget total of \$657,928 have been moved from the Strategic Ministries category to other budget categories to provide better alignment and to make clear that the Strategic Ministries category refers only to the congregations, programs and chaplaincies that receive support through the annual budget.

- **Congregational Program Grants: 2014**

An amount of \$30,000 is budgeted for Grace Church, Everett.

- **Life Together: 3056**

Life Together is a year-long residential Christian formation program for young adults between the ages of 21 and 32. During their fellowship year, all Life Together fellows work for social justice in schools, nonprofit organizations and Episcopal churches across the diocese; pursue their own formation through a Christian formation curriculum centered around prayer, spiritual practice, skill-based leadership training and community; and live in intentional community with one another.

Eighty percent of alumni serve in some capacity in their churches and communities. Thirty percent of Life Together fellows continue on to ordination in the Episcopal Church and other Christian denominations. Eight alumni are currently discerning ordination in the Diocese of Massachusetts. In the 2018-2019 program year, Life Together will host 17 young adults in three intentional communities across eastern Massachusetts:

- Micah Fellows are first-year fellows based in the greater-Boston area.
- Emmaus Fellows, second-year fellows based in the greater-Boston area, focus on deepening the capacity of site partners and the individual formation of the fellows.
- Esperanza Academy Teaching Fellows—This is a partnership between Life Together and Esperanza Academy in Lawrence, focused on training teachers and leaders who want to work for change through the education system. The Esperanza Academy Teaching Fellows teach classes, work and coach in the extended-day program of the school as well as joining the Boston fellows for monthly leadership trainings.

Funding: Over the past several years, Life Together has built strong partnerships to secure substantial outside funding, resulting in a diverse and balanced funding structure. Including in-kind estimates, the total budget for the coming year is \$605,000. External funding sources include fees from sites where fellows are employed (at an average of \$11,455), fundraising and grants. Diocesan funding in 2019 is set at \$180,000.

Housing: Life Together fellows live in intentional communities at three sites: diocesan property at 40 Prescott Street in Brookline; at a rectory owned by St. Michael's Church in Milton; and at a house owned by Esperanza Academy.

- MIT Campus Ministry: 3111

The MIT campus ministry cost center budget provides for salary, expenses and benefits for a full-time chaplain (\$132,888) plus program expenses of \$3,293. The ministry may raise additional funds through the MIT development office. In addition to two agency endowment funds that support campus ministry in general, an additional agency fund and a Bishop's Directed Fund provide support for the MIT ministry.

- Boston University Campus Ministry: 3121

The Boston University campus ministry budget provides for salary, expenses and benefits for a full-time Episcopal chaplain employed by Marsh Chapel at Boston University.

- Boston College-Northeastern University Campus Ministries: 3136

In 2018-2019 each school will share the services of a full-time chaplain, and the shared cost center 3136 provides for the salary, expenses and benefits (\$92,785). Each of these campus ministry programs is allotted \$5,000 for program support.

- Tufts University Ministry: 3171

An amount of \$31,015 provides one-half of the compensation for the Protestant chaplain, an Episcopalian, at Tufts.

- Grace Chapel, Brockton: 3221

A congregation, Grace Chapel, worships and has office space in the First Lutheran Church in Brockton. Proceeds from the sale of the former St. Paul's Church and condo in Brockton were used, by vote of Diocesan Council, to fund Grace Chapel. These sale proceeds were fully depleted in 2017. The 2019 budget includes a grant to the congregation of \$104,000.

- Continuing Grants for Congregations: 3231, 3241, 3251

Funding is provided in the 2019 budget for grants directly to congregations to help pay their clergy, as follows: St. Luke's-San Lucas, Chelsea, \$60,000; and Christ Church/Iglesia de San Juan, Hyde Park, \$83,000 to bring the clergy to full time; and for the compensation and benefits paid directly to the vicar at St. Stephen's Church, Boston (\$148,154).

- Boston Chinese Ministries: 3311

The Operational Budget provides compensation and benefits for the cleric for Asiamerican ministries (\$50,000) plus program expenses of \$24,500. The Cantonese congregation raises additional funds for its ministries through contributions and grants (projected at \$44,500).

- St. Mary's, Dorchester: 3331

The amount of \$35,000 to support part of a full-time clergy salary.

- San Pedro-St. Peter's, Salem: 3341

The \$50,000 grant in the 2019 budget will help the San Pedro-St. Peter's congregation, both Hispanic and Anglo, to follow its strategic plan begun in 2016 that would have it increasingly viable over the next four years.

- Grace Church, Lawrence: 3351

The \$54,000 grant in the 2019 budget supports part of the salary of a Hispanic priest who ministers to all members of the congregation. Grace is continuing to develop a strategic plan.

- Dartmouth, St. Peter's—The Bridge: 3371

Funding is to support an initiative of St. Peter's Church in Dartmouth to provide mental health outpatient support services to the greater New Bedford area. The Bridge is housed at St. Peter's, staffed by professionals, serving a vital need in the community, and funded through diocesan support and independent fundraising. The \$40,500 here is for continuing support of this program. The funding is contingent on a suitable fundraising plan implemented by The Bridge for 2019.

- B-SAFE: 3541

The B-SAFE program is an important outreach and partnership opportunity with children for more than 50 participating congregations, including five host churches and the Epiphany School. As a separate 501(c)3, St. Stephen's Youth Programs, which supports the B-SAFE and B-PEACE programs, has its own set of financial controls and development efforts. For 2019 the program is budgeted a diocesan contribution of \$190,000 from appropriate diocesan and bishop's resources.

- B-PEACE for Jorge: 3545

Established by Diocesan Convention in 2012, the Jorge Fuentes Antiviolence Task Force and its B-PEACE for Jorge campaign is funded at \$40,000 from Bishop's Directed Funds. The campaign has narrowed its focus to youth jobs and gun law reform. Volunteers from across the diocese, as well as interfaith and civic partners, are committed to the campaign's projects to help end violence.

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

A \$28,000 grant is budgeted to support the work of The Crossing congregation at the Cathedral Church of St. Paul, and \$21,000 to support the work of the MANNA ministry with the homeless.

- New Initiatives: 4099

The Strategic Ministry Committee has budgeted \$44,000 to fund new strategic initiatives that may come forward in 2019.

APPENDIX A: AGENCY ENDOWMENT FUNDS AND RESERVE ACCOUNTS

Note that the information presented here is based on primary and secondary sources. It should be viewed as our best information at this time, but not necessarily the final word or authority.

Unrestricted Agency Endowment Funds

The General Endowment Fund (DIT 7002X, proposed draw \$115,617)

This fund is special since it serves as the “cushion” and first source of funds when extraordinary circumstances arise. In recent years, Diocesan Council has voted to withdraw funds to help pay for the recent and future episcopal elections and transitions, to establish reserves for property and equipment maintenance, to acquire a residence and fund mortgages for the bishops, and to help pay for HVAC renovations to the 138 Tremont buildings maintained by the Cathedral Church of St. Paul. This fund is also currently designated as the primary investment account for unrestricted bequests and gifts.

The Fund for Congregational Vitality (DIT 7004I, proposed draw \$175,336)

This fund was initially established in 2011 with half of the net proceeds from nine closed congregations. Since then, Council has followed the same policy of putting a portion of proceeds from other closed congregations into this endowment fund. In addition, Council has consolidated existing endowment funds that were also created through the proceeds of closed congregations going back to the mid-1980’s. The spending draw from this fund helps pay for the congregational grant programs, cost centers 2011 and 2012.

Deaf Ministry Endowment (DIT 7004H, proposed draw \$27,655)

The annual draw supports congregational grants. This fund stems from one-half of the resources of the closed congregation, St. Andrew’s of the Deaf, and Diocesan Council has kept these proceeds separate from its “use of closed parish proceeds” grant process. Instead, the fund is currently used to support the grants supplied through cost center 2015.

Endowment Fund - Roslindale (DIT 7002Z, proposed draw \$4,082)

The fund was established from the endowment fund from Our Saviour, Roslindale, which closed in 1987. When Council initially received these funds in 1992, it set a policy, continued since then, to provide half of the annual draw to Emmanuel, West Roxbury and the other half for diocesan programs. In 2011, half of the fund proceeds were transferred to the Fund for Congregational Vitality, and subsequent budgets have granted the full draw from this fund to Emmanuel through cost center 2014.

Restricted Agency Endowment Funds

John B. Coburn Endowment Fund (DIT 7002C, proposed draw \$56,732)

The Rt. Rev. John B. Coburn, the 13th bishop, served from 1976 to 1986. Upon his retirement, Council established this fund in his honor to support “a Chair of Theology for the Mission of the Church.” The Coburn Fund is used to support theological programs and to bring visiting scholars to our diocese in ways that will support congregational ministry.

Proceeds from the 1964 Diocesan Advance Fund (DAF)

In 1964 the people of the diocese led a \$5-million campaign, called the Diocesan Advance Fund, and Council subsequently created several endowment accounts from part of the proceeds.

DAF Bishop Nash Fund (DIT 7002M, proposed draw \$9,359)

The Rt. Rev. Norman Nash was the 10th bishop, serving from 1947 to 1956. This fund in his honor supports the clergy sabbatical program, cost center 1211.

Clergy Salary Fund (DIT 7002N, proposed draw \$34,370)

This fund was established to provide support for parish-based clergy, and the Strategic Ministries area of the budget is the current implementation of this policy (e.g., cost centers 3231, 3241, 3251, 3341, 3351).

Campus Ministries Fund (DIT 7002U, proposed draw \$10,812)

Supporting campus ministry was a goal of the DAF, and this work continues in the Strategic Ministries area, cost centers 3111 through 3171.

Stokes Loan Program (Fidelity Short Term Bond Fund, ongoing loan program)

More than half of the DAF proceeds went to support parish buildings, through grants for new construction and to seed an ongoing loan program. The loan program continues to this day, and is named in honor of the Rt. Rev. Anson P. Stokes III, who served as the 11th bishop from 1956 to 1970 (and during the Diocesan Advance Fund campaign).

Proceeds from the 1983 Adventure In Mission (AIM) Campaign

In 1983 the people of the diocese led another campaign, called Adventure In Mission. Again, Council created several endowment funds from a portion of the proceeds.

AIM Christian Witness in Education (DIT 7003C, proposed draw \$43,075)

This continues the effort to support campus ministries in cost centers 3111 through 3171.

Youth on Mission (DIT 7003E, proposed draw \$8,164)

This fund supports the diocesan youth program, in cost center 3011.

AIM William Coolidge Endowment Fund (DIT 7003F, proposed draw \$169,961)

This fund provides broad support for programs offered in the Support for Congregations and Strategic Ministries areas of the budget.

AIM Hospital Ministry (DIT 7002J, proposed draw \$26,006)

Hospital ministry was a part of both the DAF and the AIM campaigns, and archival evidence suggests that this fund has its roots in the 1960s DAF drive. In recent years, hospital ministry has not had a high profile in the annual budget. The clergy supported through various cost centers do provide hospital ministry as a regular part of their service.

Other Various Council Designations

Frederick C. Lawrence/Rhineland Fund (DIT 7002P, proposed draw \$11,471)

The Rt. Rev. Frederick C. Lawrence was bishop suffragan from 1956 to 1968. He also served as the chairman of the Bishop Rhineland Foundation, which provided support for Harvard-Radcliffe chaplaincy. Council established a fund in his honor upon his retirement, and for the next 12 years the draw supported the Foundation. The draw has supported college ministry work in Cambridge through the Life Together program and the MIT chaplaincy.

African Scholarship Fund (DIT 7002E, proposed draw \$11,802)

Council created this fund in 1988 for a scholarship program for African students, currently supported through the MSASA program, cost center 1213.

Endowment for Maintenance (DIT 7002G, proposed draw \$9,120)

Council in 1990 created this fund with the proceeds of a bequest. The written record from that time recommended that future Councils direct one-third of future bequests to this fund account, at least until it reached a balance of \$500,000. In January 2015 Council voted to establish the Reserve Endowment Fund (described on page 46) and to formally replace the 1990 policy. The motivation to do so was to separate the ministry of maintenance from the random arrival of bequests. The spending draw from this existing endowment account will continue to support regular maintenance needs through cost centers 5111 through 5125.

Seminarian Education Endowment Fund (DIT 7004E, proposed draw \$57,219)

Created to support seminarian education through the scholarship program in cost center 1312.

Council Designation of Proceeds from Other Properties

Eliza Gray Case TRS P E C (DIT 7002T, proposed draw \$139,660)

Council received these funds when the Eliza Gray Case home was sold. The legal review of the sale determined that the funds can be used for the Sherrill House in Boston, for general purposes of the diocese or for purposes in southeast Massachusetts. The current application is to support the Bristol County Case Grants program, cost center 2013.

House of Mercy Fund (DIT 7002Y, proposed draw \$32,662)

Council received these funds when the Works of Mercy was dissolved in 1975. The current application is to support grants through the 12 deanery assemblies for community outreach programs, cost center 2022.

Designation of Gifts and Bequests for Diocesan Operations

These funds provide general support for diocesan operations through the Operational Budget.

Adelaide R. Harris Fund (DIT 7002S, proposed draw \$229)

R. W. Chisolm Fund (DIT 7003R, proposed draw \$4,219)

Designation of Gifts and Bequests for Diocesan Programs

Thomas M. Coffin Fund (DIT 8000V, proposed draw \$5,894)

Established in 1939 “for needy churches in the diocese,” currently applied to the Strategic Ministries area.

A. E. Emery Camp Dennen Fund (DIT 7002O, proposed draw \$2,022)

Established by a bequest in 1976, currently used to provide a grant to the Barbara C. Harris Camp and Conference Center, cost center 3921.

Harriet G. Averill Fund (DIT 7002L, proposed draw \$1,806)

Established by a bequest in 1976, for equal sized grants to American Indian Missions and to the United Thank Offering. The current application supports a grant to the Native American Lillian Vallely School in Idaho, cost center 3952.

Caroline C. Haskett Fund (draw 7002R, proposed draw \$91)

A small fund established in 1978, identified for support of Church Home Society and orphan children. Given the size of the draw, it is implicitly used for basic infrastructure support for the Church Home Society operations.

Jessie B. Cox Fund (DIT 7003A, proposed draw \$35,167)

Established in 1980, this draw supports recently ordained clergy in training under the supervision of an experienced clergy person. The current application supports the Urban Resident program in cost center 3411.

William V. Tripp Jr. Memorial Fund (DIT 7003B, proposed draw \$45,619)

Established in 1987 to support the position of diocesan youth minister, cost center 3011.

C.L.T. Lee / B. Wong Fund (DIT 7002D, proposed draw \$5,188)

Established in 1988 to support ministry among Asian Americans, cost center 3311.

Designation of Gifts and Bequests for Parishes

Abby Jackson Fund (DIT 8000W, proposed draw \$3,318)

Established in 1939 to support grants to Christ Church, Plymouth, included in cost center 2014.

Amelia Grant Schwarz Fund (DIT 7002W, proposed draw \$21,837)

Established in 1947 to provide an annual grant for the housing costs of the rector of St. John's, Sharon, included in cost center 2014.

Designation of Gifts and Bequests for the Bishop

Maurine C. Coburn Trust (DIT 7003D, proposed draw \$7,701)

Established in 1987 for assistance of clergy at the discretion of the bishop, included in cost center 4011.

Bishop's Entertainment Fund (DIT 8000X, proposed draw \$7,120, plus 16,000 shares Proctor & Gamble, projected \$42,400 in dividend income)

Both the DIT fund and the share holdings are related to a single gift in 1969 for the bishop to provide hospitality for clergy and visitors. In recent years this income has subsidized the annual clergy conference.

Frederick A. Reeve Fund (DIT 8000T, proposed draw \$9,943)

Established in 1991 for use by the bishop, included in cost center 4011.

Reserve Accounts (Fidelity Short Term Bond, draw as needed)

In January 2015, Diocesan Council established three new reserve accounts for property maintenance, episcopal elections and capital equipment, and it transferred \$1,050,000 from the General Endowment Fund to a Fidelity short term bond fund to support these reserves. The creation of these accounts reduces the need to draw upon the General Endowment Fund for capital needs. The Executive Committee of Diocesan Council responds to requests for funding from these accounts. As of June 30, 2018, this fund had a balance of \$2,067,478. In addition, there are pending proceeds from property disposition totaling \$1,750,000, and cash reserves totaling \$4,878,661 as of June 30, 2018.

**Market Value of
Fund -
6/30/2018**

AGENCY ENDOWMENTS and RESERVES

D7002X	GENERAL ENDOWMENT FUND	2,834,255
D7002C	JOHN B COBURN ENDOWMENT FUND	1,505,985
D7002D	C.L.T. LEE / B. WONG FUND	137,701
D7002E	AFRICAN SCHOLARSHIP FUND	313,281
D7002G	ENDOWMENT FOR MAINTENANCE	242,113
D7002J	AIM / HOSPITAL MINISTRY	687,866
D7002L	HARRIET G AVERILL FUND	47,954
D7002M	D A F BISHOP NASH FUND	248,451
D7002N	CLERGY SALARY FUND	912,382
D7002O	A E EMERY CAMP DENNEN FUND	53,663
D7002P	FREDRICK C LAWRENCE/RHINELANDER FUND	304,496
D7002R	CAROLINE C HASKETT FUND	2,426
D7002S	ADELAIDE R HARRIS FUND	6,082
D7002T	THE ELIZA GRAY CASE TRS P E C	3,707,211
D7002U	CAMPUS MINISTRIES FUND	287,024
D7002W	AMELIA GRANT SCHWARZ FUND	563,699
D7002Y	HOUSE OF MERCY FUND	859,134
D7002Z	ENDOWMENT FUND - ROSLINDALE	108,310
D7003A	THE JESSIE B COX FUND	945,484
D7003B	WILLIAM V. TRIPP JR. MEMORIAL FUND	1,210,988
D7003C	AIM CHRISTIAN WITNESS IN EDUC	1,143,466
D7003D	MAURINE C COBURN TRUST	204,424
D7003E	YOUTH ON MISSION	216,722
D7003F	AIM WILLIAM COOLIDGE ENDOWMENT FD	4,511,732
D7003R	W. CHISOLM FUND	112,010
D7004E	SEMINARIAN EDUCATIONAL ENDOWMENT	1,518,764
D7004H	DEAF MINISTRY ENDOWMENT	744,789
D7004I	FUND FOR CONGREGATIONAL VITALITY	4,802,263
D8000T	FREDERICK A REEVE FUND	263,932
D8000V	THOMAS M COFFIN FUND	156,452
D8000W	A. JACKSON FUND	88,067
D8000X	BISHOPS ENTERTAINMENT	189,009
	TOTAL	<u>28,930,135</u>

Reserve Funds

Capital Reserve	2,067,478
Pending Proceeds from Property Disposition	1,750,000
Cash Reserves	4,878,661
Total Reserve Endowments	<u>8,696,139</u>

Total Agency Funds **\$37,626,274**

APPENDIX B: TRUST ENDOWMENT FUNDS

		Market Value of Fund - 6/30/2018
TRUST ENDOWMENTS		
D1140I	NORDEN MEMORIAL FUND	45,514
D1175A	JOEL FOOTE BINGHAM FUND (new)	133,988
D1175B	BLANCHE MARCY FUND (new)	253,550
D2110A	SARAH A MCALLISTER FUND	3,911
D2110B	G & S TURNER MEMORIAL FUND	16,395
D2130A	SARAH T WEAVER FUND II	179,320
D4065A	ST MATTHEWS ENDOWMENT FD	179,332
D4065B	SAMUEL & EMMA DOWNING FD	9,451
D4065C	JOSEPH C STOREY FUND	104,070
D4065D	MARY A WILSON FUND	54,806
D4065E	A SMITH FUND FOR RECTORY MAINTENANCE	79,382
D4065G	MARTHA TERRY FUND	332
D5015A	AE GOVE MEMORIAL FUND	30,663
D5015C	FRANK H. BURNETT FUND	64,341
D7000A	DIOCESAN ENDOWMENT FUND	5,486,448
D7000B	VOTE OF CORP DIOCESAN FUND - VOC	2,180,007
D7000D	FAY DONATION I	284,651
D7000G	BENJAMIN LEEDS FUND - VOC	5,845,599
D7000I	CHURCHES AND CHAPELS FUND - VOC	105,539
D7001E	APPLETON FUND	59,074
D7001F	BISHOP'S FUND	1,385,996
D7001G	BISHOP OF MA SALARY FUND	174,510
D7001H	BISHOPS HOUSE FUND	286,457
D7001I	SUFFRAGAN BISHOPS FUND	1,121,677
D7001J	CAMILLA DAVENPORT FUND	43,936
D7001K	CORNELIA A FRENCH FUND	982,198
D7001L	KATHERINE FRENCH FUND	204,140
D7001O	ETHEL A CLARK FUND	1,345,439
D7001Q	MARY K D BABCOCK FD I	312,539
D7001R	MARY K D BABCOCK FD II	39,007
D7001S	JULIA K DAVEY FUND	97,131
D7001T	WILLIAM C WINSLOW FUND - VOC	14,232
D7001W	WK OF MERCY HARVISON FUND	52,557
D7001X	AMY YEAMES FUND	63,059
D7001Y	EDITH MUNRO FUND	27,540
D7002Q	AC BULLARD FD STUDENTS	265,013
D7003X	PATTON MEMORIAL FUND	1,432,989
D7004B	PATTON FUND FOR MAINTENANCE	118,182
D7004C	KATHERINE M. FOSTER TRUST	249,413
D7004D	FRANK H. BURNETT FUND	51,633
D8050B	KATHERINE K ABBOTT FUND (new)	147,854
D9000Z	ABBY BROWN TRUST - VOC	206,939
D9001B	EDMUND F SLAFTER FUND II	259,175
	TOTAL	23,997,987

APPENDIX C: BISHOP'S DIRECTED FUNDS

		Market Value of Fund - 6/30/2018
UNRESTRICTED BDF ENDOWMENTS		
D8000B	BISHOPS UNREST. DISCRETIONARY FUND	3,994,805
D8000D	MARIA A APPLETON DODGE FUND	1,757,859
D8000G	MARGARET KIMBALL FUND	70,315
D8000J	THOMAS NELSON MEMORIAL FUND	24,384
D8000K	S & F ROWE FUND	24,490
D8000L	VALENTINE SLATERY FUND	21,969
D8000P	AMELIA WORTHINGTON FUND II	669,639
D8000U	H.S. HOWE FUND	1,484,123
D9000M	SARAH H A BURNHAM FUND	1,844,659
D9000N	THERESA COOLIDGE FUND	124,623
D9000Q	ELIZA S HATFIELD FUND - VOC	1,366,331
D9000S	FRANCIS S PARKER FUND	750,408
D9000U	AGNES WINSLOW RILEY FUND	380,104
D9000V	SARAH L SLATTERY FUND	134,046
D9000X	FRANCES L WHITTEMORE FUND	157,717
D9000Y	ROBERT E TOWNSEND TRUST - VOC	92,807
		12,898,280

		Market Value of Fund - 6/30/2018
RESTRICTED BDF ENDOWMENTS		
D7001C	PERCIVAL L & JULIA A POWELL	364,917
D8000A	MONKS/STEVENS/PITTMAN	764,919
D8000C	ANNIE O BALDWIN FUND II	16,737
D8000E	PAULINE CONY DROWN FUND	61,609
D8000F	HILL FUND	320,197
D8000H	LAURA R LITTLE MEMORIAL FUND	60,898
D8000I	EDWARD F MCINTIRE FUND	18,184
D8000M	PATIENCE H SLOANE FUND	241,766
D8000N	GEORGE AUGUSTUS STRONG MEM FUND	38,893
D8000O	AMELIA WORTHINGTON FUND I	463,663
D8000Q	SHERBONDY FUND	4,666
D8000R	THE DILL FUND	89,680
D8000S	ANNA MUIRSON JOHNSON BELLAMY FD	29,866
D9000L	EAST CAMBRIDGE FUND - ASCENSION	92,399
D9000O	FAY DONATION II	284,651
D9000P	WILLIAM A GATCHELL FUND	903,589
D9000T	SWANSEA RESTHOUSE FUND	3,041,157
D9000W	C HARRISON SOWDON FUND - VOC	103,643
		6,901,434

APPENDIX D: GRANTS TO CONGREGATIONS IN 2017

Grants to Congregations in 2017

Congregational Development Open Grants			\$150,000
Congregation	City	Ministry	Grant Amount
St. Andrew's Church	Ayer	Evangelism and Faith Formation Initiative	10,000
<i>common cathedral</i>	Boston	<i>common art</i>	2,000
Emmanuel Church	Boston	BostonWarm	10,000
St. Stephen's Church	Boston	Building Connections and Opening Doors	8,200
St. Mary's Church	Dorchester	Blowing Out Our Ministry	4,800
St. Dunstan's Church	Dover	Ministry in Action	3,500
Church of the Holy Spirit	Fall River	Leadership Development for Vestry; Senior Fellowship handicap access repair	6,200
Trinity Church	Haverhill	Sing a New Church	10,000
St. Paul's Church	Hopkinton	Single Again Ministry	2,000
Christ Church and Iglesia San Juan	Hyde Park	CC/ISJ Summer Music Program	5,485
Esperanza Academy	Lawrence	Strengthening the Esperanza Academy Worshipping Community	9,750
Grace Church	Lawrence	Merrimack Valley Hub Basketball Program	5,000
St. Anne's Church	Lowell	Youth Alive	10,000
St. John's Church	Lowell	St. John's Center for the Arts: KALEIDOSCOPE	10,000
St. Stephen's Memorial Church	Lynn	Latino Outreach Ministry	10,000
St. Paul's Church	North Andover	North Andover Middle School Connections	5,000
St. Andrew's Church	New Bedford	Mt. Hope/Buzzards Bay Family Fun Day Regatta	7,000
Church of Our Saviour	Somerset	Annual Parish Retreat	4,000
Church of the Good Shepherd	Wareham	Community-wide Advertising	4,000
St. Peter's Church	Weston	Direct Mail Program	8,796
			135,731
Congregational Development Targeted Grants			\$60,000
Congregation	City	Ministry	Grant Amount
multiple parishes		Episcopal Church Foundation Strategic Thinking Pilot Program	7,000
Lower Merrimack Valley Collaborative		Lead Collaborator salary	10,500
All Saints' Church	Attleboro	Parish Discernment for Mission	2,951.25
Trinity Church	Bridgewater	full-time rector salary	7,200
St. Peter's Church	Dartmouth	audiovisual upgrades for The Bridge	9,500
Grace Church	Everett	Haitian Ministry	2,500
Church of Our Redeemer	Lexington	Vestry Leadership and Spiritual Formation Partnership	500
Church of the Holy Spirit	Mattapan	Strategic Thinking	3,750
Church of Our Saviour and St. Michael's Church	Milton	Courageous Conversations towards Racial Justice	7,700
Christ Church	Plymouth	Automated External Defibrillator	1,354
Church of the Good Shepherd	Wareham	Wareham Community Engagement Initiative	5,200
			58,155.25
House of Mercy Grants			\$31,703
Congregation	City	Ministry	Grant Amount
Alewife Deanery			
St. Paul's Church	Bedford	NuDay Syria Housing	1,000
St. James's Church	Cambridge	Helping Hand Food Pantry	13
St. Peter's Church	Cambridge	Afterworks	495
Christ Church	Waltham	Diaper Depot	2,132
Boston Harbor Deanery			
Emmanuel Church	Boston	BostonWarm	2,140
St. Stephen's Church	Boston	Parent Mentor Project	267
St. Mary's Church	Dorchester	Madres Pa'lantes "Remix"	500
Cape & Islands Deanery			
St. Mary's Church	Barnstable	Amazing Grace of Cape Cod	2,907
Charles River Deanery			
Christ Church	Needham	Circle of Hope Welcome Baby Program	1,233.50
Parish of St. Paul	Newton Highlands	Centre Street Food Pantry	1,673.50
Concord River Deanery			
Church of the Good Shepherd	Acton	Esperanza Academy Fundraiser and Celebration	500
St. Michael's Church	Holliston	Le Chef Program	1,400
Merrimack Valley Deanery			
Trinity Church	Haverhill	Dinah's House	350
Grace Church	Lawrence	Radio Program	63.60
St. Anne's Church	Lowell	Youth Alive	1,690
St. Paul's Church	Newburyport	Food Voucher Program	803.40
Mt. Hope/Buzzards Bay Deanery			
St. Luke's Church	Fall River	St. Luke's Neighborhood Hunger Outreach	1,773.50
Grace Church	New Bedford	Laundry Love	1,133.50
Neponset River Deanery			
Christ Church and Iglesia San Juan	Hyde Park	CCISJ Music Program	640
Church of the Advent	Medfield	Small Comforts	2,267
North Shore Deanery			
All Saints Episcopal Church of the North Shore	Danvers	Be the Light Ministry	1,453.50
St. Stephen's Memorial Church	Lynn	Strengthening Women and Families	1,453.50

South Shore Deanery			
St. John's Church	Holbrook	St. John's Afterschool Program	1,453.50
Trinity Church	Rockland	Wednesday Crew	1,453.50
Taunton River Deanery			
All Saints' Church	Attleboro	One Family, A Mission of Unity	2,113.50
Trinity Church	Wrentham	Court House Ministry	793.50
			<u>30,030</u>
Sending Serving Grants			\$48,000
Congregation	City	Ministry	Grant Amount
Alewife Deanery			
St. Paul's Church	Bedford	Food Pantry and Community Table	300
All Saints' Church	Belmont	National Guard Prayer Books and Crosses	260
St. Mark's Church	Burlington	Pumpkin Patch	500
Christ Church	Cambridge	Ministry for Homeless in Harvard Square grocery and T cards	400
St. James's Church	Cambridge	Helping Hand Food Pantry	1,920
St. James's Church	Somerville	ESL materials	673
Christ Church	Waltham	Diaper Depot	547
Church of the Good Shepherd	Watertown	Vacation Garden School	400
Boston Harbor Deanery			
Cathedral Church of St. Paul	Boston	"Embracing Hope"	250
Emmanuel Church	Boston	BostonWarm	805
St. Stephen's Church	Boston	Teen Leadership Development and Community Organizing; Parent Mentor Project	3,695
Cape & Islands Deanery			
St. David's Church	South Yarmouth	Paper Pantry	4,750
Charles River Deanery			
All Saints' Parish	Brookline	MANNA Community Lunch Program; B-SAFE	1,250
St. Paul's Church	Brookline	B-SAFE	250
Grace Church	Newton	B-SAFE	250
Parish of St. Paul	Newton Highlands	Common Cathedral Lunch Program Ministry	1,000
Church of the Good Shepherd	Waban	B-SAFE	250
Concord River Deanery			
St. Elizabeth's Church	Sudbury	2018 Appalachia Service Project	4,000
Merrimack Valley Deanery			
Trinity Church	Haverhill	Dinah's House	1,303.40
Grace Church	Lawrence	Radio Program	1,589.80
St. Anne's Church	Lowell	Youth Alive	203.40
St. John's Church	Lowell	St. John's Center for the Arts: KALEIDOSCOPE	1,653.40
Mt. Hope/Buzzards Bay Deanery			
Grace Church	New Bedford	Community Breakfast Bags	2,000
St. Andrew's Church	New Bedford	Enhance children's programs at St. Andrew's New Bedford	1,675
Church of Our Saviour	Somerset	SouthCoast Education for Ministry Group	1,075
Neponset River Deanery			
St. Paul's Church	Dedham	Sponsoring Refugee Family	1,500
Christ Church and Iglesia San Juan	Hyde Park	CCISJ Music Program	500
Grace Church	Norwood	School Sponsorship for Children at St. Roc, Haiti	1,000
Emmanuel Church	West Roxbury	Youth on Fire; The Community Day Center	1,000
North Shore Deanery			
St. Peter's Church	Beverly	St. Peter's Outreach Meals	2,125
St. Stephen's Memorial Church	Lynn	Summer Learning at St. Stephen's	2,625
South Shore Deanery			
Trinity Church	Rockland	van for Brockton Brigade	4,750
Taunton River Deanery			
Church of Our Saviour	Middleborough	Laundry Love	2,000
			<u>46,500</u>
Case Trust/Bristol County Fund			\$135,162
Congregation	City	Ministry	Grant Amount
South Coast Mission Hub		Grass Roots Initiative; Project Discovery and Discover More; Young Adults in Community	16,600
St. Peter's Church	Dartmouth	Opioid Epidemic Recovery Coach Training and Support	8,100
Church of the Good Shepherd	Fairhaven	Spirit of Grace	7,000
Church of the Holy Spirit	Fall River	Bayside Ministry; Family Fun Day; Fellowship House Ministry; Senior Fellowship	20,000
St. Luke's Church	Fall River	Urban Youth Education and Empowerment Program	9,000
Grace Church	New Bedford	Community Breakfast Program	3,200
St. Andrew's Church	New Bedford	St. Andrew's Out of School Programs	18,000
Bristol Trinity Episcopal Church	North Easton	Kids Care Program; Laundry Love; Taunton Area Community Table	15,000
Church of Our Saviour	Somerset	Annelle Delorme-Hagerman Food Pantry; A Day at the Zoo	4,255
Christ Church	Swansea	Campers to Christ; Celebrating Swansea: 350 Years of Community	16,000
St. Thomas's Church	Taunton	Common Ground Center for Spiritual Practice	11,300
			<u>128,455</u>

Special Needs Ministries Grants			\$8,000
Congregation	City	Ministry	Grant Amount
Trinity Church	Haverhill	hearing-assistive devices	2,000
St. Andrew's Church	New Bedford	Sunday School for children with special needs and their friends	2,000
Trinity Church	Rockland	ASL Beginner Classes	1,200
			5,200
African Ministries Grants			\$25,000
Congregation	City		Grant Amount
Grace Chapel	Brockton		5,000
Christ Church	Hyde Park		5,000
St. Stephen's Memorial Church	Lynn		5,000
Anglican Congregation of St. Peter at Christ Chu	Waltham		5,000
			20,000
Hispanic Ministries Grants			\$25,000
Congregation	City	Ministry	Grant Amount
Hispanic Ministries Committee		Hispanic Ministry Picnic	500
St. Luke's/San Lucas Church	Chelsea	Spanish and Bilingual Music Program	5,000
St. Mary's Church	Dorchester	Música Viva	5,000
Grace Church	Lawrence	Music Program; Radio Ministry	4,500
St. Anne's Church	Lowell	Music Ministry	5,000
St. Peter's/San Pedro Church	Salem	Music; Sunday School	5,000
			25,000
Mission Tithe Matching Grants			
Congregation	City	Pilgrimage or Mission Partner Location	Grant Amount
Church of the Good Shepherd	Acton	El Ocotillo, El Salvador	7,000
St. Paul's Church	Bedford	Leogâne, Haiti	10,000
St. John's Church	Beverly Farms	Syria	10,000
St. Stephen's Church	Boston	Marshall, North Carolina	7,000
All Saints' Parish	Brookline	Tanga, Tanzania	7,000
St. Mark's Church	Burlington	Nairobi, Kenya	900
St. John's Church	Gloucester	Navajoland	10,000
Parish of St. John the Evangelist	Hingham	Bergvliet and Cape Town, South Africa	10,000
St. John's Church	Jamaica Plain	Georgetown, Guyana	10,000
Church of the Holy Spirit	Mattapan	Standerton, South Africa	10,000
Grace Church	Medford	Bogotá, Colombia	10,000
St. Andrew's Church	Methuen	Nghumbi, Tanzania	5,500
St. Michael's Church	Milton	Guatemala City, Guatemala	7,000
Grace Church	New Bedford	Ecuador	10,000
St. Andrew's Church	New Bedford	Magila, Tanzania	10,000
Christ Church	Plymouth	Standerton, South Africa	10,000
St. Thomas's Church	Taunton	San Mateo, Belize	7,000
St. Mark's Church	Westford	Juampas, Haiti	4,800
			146,200
Continuing Education Grants			\$10,000
Clergyperson	Congregation	Program	Grant Amount
The Rev. E. Tom Barrington	Bristol Trinity, North Easton	Fundamentals of Transition Ministry	500
The Rev. Jane Bearden	Trinity, Haverhill	Fundamentals of Transition Ministry	500
The Rev. Katharine Black		Interim Ministry Training	500
The Rev. Jacqueline Clark	St. Elizabeth's, Sudbury	Young Clergy Women Project 2017 Conference	500
The Rev. Gareth Evans	Good Shepherd, Acton	Metaphors of Movement Workshop	500
The Rev. Isaac Everett	Boston-Cambridge Mission Hub	Nonprofit Management and Leadership Certificate Program at Boston University	500
The Rev. Thomas Ferguson	St. John's, Sandwich	travel to Russia to research Anglican ecumenical partnerships in a post-Cold War context	500
The Rev. Kathy McAdams	St. John's, Sharon	Interim Ministry Training	500
The Rev. Jean Baptiste Ntagengwa	diocesan staff	Holy Land pilgrimage	500
The Rev. H. Mark Smith	diocesan staff	CREDO	500
The Rev. Tara K. Soughers	Common Ground, Taunton	Interim Ministry Training	500
The Rev. Stephen O. Voysey		2017 Henderson Summer Leadership Conference	450
The Rev. Elizabeth Whitmore	Christ Church, Plymouth	retreat at Abbey of Our Lady of Gethsemane	500
The Rev. Andrea Castner Wyatt	Grace, New Bedford	Fundamentals of Transition Ministry	500
			6,950
Sabbatical Funds			\$26,555
Congregation	City		Grant Amount
St. John's Church	Charlestown		2,900
St. Andrew's Church	Framingham		2,900
St. John's Church	Gloucester		2,900
St. Andrew's Church	Marblehead		2,900
Church of the Advent	Medfield		2,900
Trinity Church	Newton Centre		2,900
Trinity Church	Rockland		2,900
St. Cyprian's Church	Roxbury		2,900
Parish of the Epiphany	Winchester		2,900
			26,100
Bishops' Funds			
Clergy Children College Scholarships		26 students	45,700
Society for the Relief of Aged or Disabled Clergy		Served 37 clergy	110,033
Society for the Relief of Widows, Widowers and Orphans of Clergy		Served 35 widows	63,350

APPENDIX E: TOGETHER NOW CAMPAIGN

In 2011, the diocese, together with its congregations, launched the \$32-million Together Now campaign for an array of initiatives intended to build up congregational life and mission through collaboration and the expansion of the reach of several already established diocesan programs, all of which informed the evolution of the diocesan mission strategy over the life of the campaign. Formal fundraising concluded in 2013, with 100% participation by congregations and almost 4,000 individual gifts and pledges.

Through this campaign we launched ambitious programs and forged new relationships. In the last few years, there has been much to celebrate, including:

- Renovation of the Cathedral Church of St. Paul to host and model innovative worship, ministry and public witness;
- 86 Mission Tithe grants involving mission partners and pilgrimages to 20 countries;
- 164 Creation Care grants, many for energy-efficient windows and heating systems;
- Creation of eight Mission Hubs and the Mission Institute; and
- \$7.5 million for ongoing and expanded youth and young adult programs, including the Barbara C. Harris Camp and Conference Center.

As of June 30, 2018, \$29,904,535 of the total amount pledged has been received, leaving us to collect just over \$2 million. The final work of wrapping up the campaign has begun. Our goal is to complete our efforts by the spring of 2019, though the work of three parishes with “second-phase” campaigns will continue. The last chapter of Together Now will require both diocesan and congregational outreach to donors with outstanding pledge balances. We look forward to the successful completion of this remarkable chapter in our diocesan life.

Together Now Campaign
Cash Basis Revenues and Expenses
From Inception to June 30, 2018

	<u>General Restriction</u>	<u>Mission Tithe</u>	<u>Environmental Initiatives</u>	<u>Mission Hubs</u>	<u>Mission Institute</u>	<u>Y&Y Adults</u>	<u>Cathedral Renovations</u>	<u>Total</u>
Revenues								
Leadership Gifts	10,516,582	-	750	942,622	438,175	700,449	1,383,933	13,982,511
Collaborative Gifts from parishes (100% gross)	13,725,517	-	-	-	-	-	-	13,725,517
In pew collections	1,432,299	-	-	540	-	-	-	1,432,839
Contributions from the Diocese		250,000				350,000		600,000
Fees		800	630	128,222				129,652
Interest Income	1,684	-	32,332	-	-	-	-	34,016
Gross Revenue	25,676,082	250,800	33,712	1,071,384	438,175	1,050,449	1,383,933	29,904,535
Less payments to collaborating parishes to date (70%)	(9,486,162)	-	-	-	-	-	-	(9,486,162)
Less Admin Fee (3%) on collaborating parish payments	(222,098)	-	-	-	-	-	-	(222,098)
Net Revenues	15,967,822	250,800	33,712	1,071,384	438,175	1,050,449	1,383,933	20,196,275
Direct Expenses								
Compensation and benefits	660,458	183,244	11,000	3,237,359	107,884	-	-	4,199,945
Direct Campaign Expenses, non compensation	-	1,024,980	882,026	388,797	682,268	2,667,000	3,894,000	9,539,071
Loans			551,332					551,332
Direct Program Expenses	-	5,290	2,365	536,190	535	-	-	544,380
Total Direct Expenses	660,458	1,213,514	1,446,723	4,162,346	790,687	2,667,000	3,894,000	14,834,728
Other Expenses								
Operating and staff support	768,771	25,195	4,538	305,324	5,549	50	-	1,109,427
Technology costs	3,479	-	-	2,512	201	-	-	6,192
Facilities and other services	-	-	-	31,318	-	30,160	-	61,478
Management and professional services	1,943,893	57	3,780	6,500	-	-	-	1,954,230
Total Other Expenses	2,716,143	25,252	8,318	345,654	5,750	30,210	-	3,131,327
Total Expense	3,376,601	1,238,766	1,455,041	4,508,000	796,437	2,697,210	3,894,000	17,966,055
Net Cash Inflow from inception	12,591,221	(987,966)	(1,421,329)	(3,436,616)	(358,262)	(1,646,761)	(2,510,067)	2,230,220

**Together Now Capital Campaign
Budget**

	MISSION HUBS	ST STEPHENS SOUTH END and LIFE TOGETHER	GREEN GRANTS AND LOANS	CATHEDRAL	CAMP	MISSION INSTITUTE	MISSION TITHE	NET CAMPAIGN EXPENSES	RESERVES	TOTAL
INITIAL ALLOCATION	6,500,000	-	2,000,000	4,000,000	2,000,000	1,000,000	2,000,000	2,500,000	-	20,000,000
previously presented reallocation (1)	250,000	-	(100,000)	(150,000)	-	-	-	-	-	-
separate St-Stephens SE (2)	(500,000)	500,000	-	-	-	-	-	-	-	-
additional admin/consultants	(800,000)	-	-	-	-	-	-	800,000	-	-
RUNNING TOTAL (A)	5,450,000	500,000	1,900,000	3,850,000	2,000,000	1,000,000	2,000,000	3,300,000	-	20,000,000
ECM pledge for Life Together (3)	-	(350,000)	-	-	-	-	-	-	-	(350,000)
pledge for Bp Masereka Fdn (US) (4)	-	-	-	-	-	-	(250,000)	-	-	(250,000)
Diocesan matching grant (5)	-	350,000	-	-	-	-	250,000	-	-	600,000
transfer (6)	240,000	-	-	-	-	(240,000)	-	-	-	-
transfer (7)	(167,000)	-	-	-	-	167,000	-	-	-	-
RUNNING TOTAL (B)	5,523,000	500,000	1,900,000	3,850,000	2,000,000	927,000	2,000,000	3,300,000	-	20,000,000
primary adjustment for reserves (8)	(290,000)	-	(140,000)	-	-	(60,000)	(145,000)	-	635,000	-
secondary adjustment for reserves (8)	-	-	-	(170,000)	(145,000)	-	-	-	315,000	-
CURRENT ALLOCATION	5,233,000	500,000	1,760,000	3,680,000	1,855,000	867,000	1,855,000	3,300,000	950,000	20,000,000

NOTES, ASSUMPTIONS, AND ACTIONS

- (1) Earlier re-allocation decision
- (2) Grant directed to programs at St-Stephen's South End is separated from Mission Hubs budget
- (3) The ECM pledge for Life Together supports activities budgeted through the supplemental budget
- (4) The campaign accepted an anonymous pledge to support the Bishop Masereka Foundation (US) directly
- (5) The Diocesan Council approved a new unrestricted \$600,000 grant to match the ECM/Life-Together and Bp Masereka Foundation (US) pledges
- (6) Transfers \$240,000 from the Mission Institute target funding to the Mission Hubs
- (7) Transfers \$167,000 from the Mission Hub target funding to the Mission Institute, approved by Diocesan Council in September 2017.
- (8) Establishes a reserve of \$950,000 against delinquent and incomplete pledges. The Cathedral and Camp will not be charged unless more than \$635,000 is needed.

**APPENDIX F: DIOCESAN STAFF
As of October 2018**

Resources for Congregations

Edie Dolnikowski, Canon for Ordained Vocations
Carol Gallagher, Regional Canon, Central Region
Martha Shaughnessey Gardner, Missioner for Networking and Formation
Jennifer Garrett, Assistant for Congregational Resources and Events
W. Michael Hamilton, Archdeacon
Martha Hubbard, Regional Canon, Northern and Western Region
Jean Baptiste Ntagengwa, Canon for Immigration and Multicultural Ministries
Kelly O'Connell, Regional Canon, Southern Region
Suzette Phillips, Administrative Assistant for Clergy Records
H. Mark Smith, Missioner for Youth Ministry
Tracy J. Sukraw, Director of Communications
Bridget Wood, Communications Assistant
Pat Zifcak, Archdeacon
Lauren Zook, Grants Administrator and Development Assistant

Episcopate and Convention

David Ames, Executive Assistant to the Bishop Suffragan
Bliss Austin Spooner, Director of Development
Alan M. Gates, Bishop Diocesan
Gayle E. Harris, Bishop Suffragan
William C. Parnell, Canon to the Ordinary
Diane Pound, Executive Assistant to the Bishop Diocesan
Laura Simons, Administrator of Convention and Council

Facilities and Administration

Marilyn Govoni, Accountant
Tom Hamel, Controller
Jaime Perez, Sexton, Remote Facilities
Jamie Reamer, Information Technology Manager
Fred Ritzau, Human Resources Consultant (part time)
Gerry Sullivan, Chief Business Officer
Trish Superville, Accountant

Strategic Ministries

Gerald Ellis, Operations, Life Together
Lindsey Hepler, Associate Director of Training and Recruitment, Life Together
Megan Holding, Chaplain, Northeastern University and Boston College
Thea Keith-Lucas, Chaplain, MIT
Ryan Lun, Chinese Ministry Interim Pastor
Kelsey Rice Bogdan, Executive Director, Life Together
Vacancy, Chinese Ministry Administration

Together Now Campaign Positions

Diane D'Souza, Executive Director, Mission Institute
Isaac Everett, Executive Director, Boston-Cambridge Mission Hub
Holly Hartman, Deacon for Global Mission
Myriam Hernandez Jennings, Program Director, Mission Institute
Dorothea Littlepage, Executive Director, Roxbury-Dorchester Mission Hub
Lorraine Mills-Curran, Executive Director, Metrowest Mission Hub
Rachael Riberti-Bill, Metrowest Mission Hub

NOTES:



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