

# The Episcopal Diocese of Western Massachusetts

## Memorandum

**To:** Delegates to the 118<sup>th</sup> Diocesan Convention  
**From:** Steven P. Abdow, Canon for Mission Resources  
**Subject:** Plan for Use of Diocesan Resources in 2020  
**Date:** September 10, 2019

On behalf of Bishop Fisher and Diocesan Council I am pleased to present the proposed budget for next year. On the day of Diocesan Convention I will be available to answer any questions you have about this plan at a Budget Hearing scheduled for 7:45 AM at the Convention site. Additionally, I invite you to contact me directly with any questions or comments. I can be reached at [sabdow@diocesewma.org](mailto:sabdow@diocesewma.org) or 413-417-2414.

### Overview

Part of the Diocesan Council's recent work has been to consider our current priorities by engaging in a facilitated process to discern what our mission is at this time in the life of our Diocese in order to determine how to best align our human, financial, and intellectual resources with that mission. The consensus was that our focus at this time needs to be on issues of vitality and vibrancy in our congregations.

With that priority in mind we have made some proposed changes to some budget lines. After plugging in the projected revenues for 2020, the increase to The Episcopal Church, proposed adjustments to personnel related expenses while leaving all other budget lines the same we were looking at a large deficit.

We reviewed lines of the budget that could be considered more discretionary than others relative to our priorities at this time and came up with suggested changes.

We are investing heavily in leadership formation and development with six different programs for parish leaders, volunteer and clergy coaching, training for program facilitators and more. We have used parish statistics and interviews to measure vitality in congregations. We plan to use this tool to help us measure accomplishments resulting from parish leadership engaging in this work.

We have shifted our outreach donations to reflect our current focus on more regional efforts which do the humanitarian work of Jesus and the Church. We have had lay staff transitions and have had to reorganize our administrative work which resulted in increased payroll expense. In the past few years the workload on the floor has increased as

we are now doing more as a Diocese and there is less executive staff time spent on administrative tasks than there was in previous years. Clergy staffing levels increased in 2019, as part of our commitment to Hispanic Ministry in our Diocese.

We realize that revenue in the form of Support for Common Ministry through annual assessments is not increasing. We have two relatively new ministries, Walking Together and Building Bridges which are thriving and need a sustainable funding source. There are other parish based ministries in communities that are connecting with and serving vulnerable populations, and we'd like to provide grants to those ministries as well.

Human to Human is a new Diocesan entity that will serve as an umbrella for programs and ministries in the diocese that do the humanitarian work of Jesus in our communities. Through Human to Human we are undertaking development efforts to fund this work. In 2020, as in 2019, we will spend approximately \$290,000 to operate Building Bridges and Walking Together; provide grants for parish programs; and pay 42.5% of the Canon for Mission Resources salary for work on fundraising, grant writing, and communications. Plans for fundraising activities and grant writing have been developed and are underway. Our goal is to fully fund the ministry by 2022 out of a new revenue stream. You will hear more about Human to Human in the next issue of Abundant Times and at Convention.

We also have significant mission resources available from the assets of our former congregations. They have been set aside, and we do not take a distribution from the income of the fund. These resources will be used to invest in improving the vibrancy and vitality of our congregations and the diocese. In 2020 we are proposing a long term investment in the vitality of Lawrence House, the Episcopal Service Corps program in our diocese using these funds. The Diocesan Council and Bishop's Staff have been engaged in creating a strategy to best use the gift of those assets at this time. We see this as the legacy of those former congregations and want to make the best impact we can with it.

## **The 2020 Plan**

The Bishop and Diocesan leadership have identified the following goals which serve to guide our work:

- Developing and supporting transformational lay and clergy leaders
- Engaging congregations in processes of honest, healthy self-assessment and renewal
- Encouraging inter-diocesan, ecumenical, and interfaith partnerships in congregations and the Bishop's office
- Providing opportunities for clergy to gather for support and networking
- Committing to Social Justice issues (moving from idea to ministry to a movement)
- Encouraging and supporting new initiatives in ministry

Our objective is to present a budget that is aligned with our goals and mission which best utilizes our available resources. 53% of the budget is for payroll and personnel related expenses. The work of the bishop's office is relational and highly dependent on personnel, and we feel that this ratio is appropriate to accomplish the mission.

Services provided by the Administrative Offices of the Diocese to the congregations are payroll and benefits administration, transition ministry support, Congregational development coaching and direction. The ministry of the bishop includes parish visitations, confirmations, ordinations, and representation at the house of Bishops and other communion wide work. Included in the budget is the cost of the diocesan convention, clergy conferences, and diocesan wide leadership development events.

During the next year \$871,000 will be used for outreach, to our congregations, and to support non-parochial ministries within our diocese. Attached to this document you will find detail on the Diocese Outreach and Ministry budget for 2020 consisting of projects and programs that are outreach to our congregations, our communities, and our world.

We are blessed to have the financial resources available to do our work and carry on Jesus's mission of mercy, compassion and hope in the world.

#### Notes:

- Revenue from assessment income and from invested funds will not be enough to cover all the budgeted expenses in 2020. The difference will be made up with an additional draw on invested funds and reserves of \$85,000 (3.2% of the total budget). The resulting budget is \$2.66 million, down \$30,000 from 2019.
- Over the past ten years we have not had to make any additional withdrawals from our invested funds. In five years we have accumulated a surplus of approx. \$80,000. This year will be taking an additional withdrawal so we can do the work that we feel called to do for the sake of the Gospel. We are blessed with an abundance of resources which we have stewarded well. The Bishop and Diocesan Council are comfortable with this rare additional withdrawal. It would be shortsighted to not responsibly consider this approach as so much good work is taking place and so much is at stake. We do not plan to make a habit of this but feel the responsible thing to do at this time is to continue to invest as wisely and fully in our mission.
- Our apportionment to The Episcopal Church will increase in 2020 by \$17,182.
- Latino ministry will be reduced by \$16K. At the time the 2019 budget was created we included money for large programs but circumstances were such that we are not expecting to use that money in 2019 and are not going to budget it for 2020.
- Youth Ministry will be reduced by \$20,000. Our quarter time missionary, the Rev. Hilary Bogart-Winkler has taken a call to teach and we are not filling the position at this time. We have \$5000 in the budget to support parish based youth trips.

- We are reducing our budget for Global Mission grants by \$15K to \$10K. In the past couple of years the committee has had a hard time using the funds. When this grant line was created the Diocese had missionaries in countries overseas. Now our global involvement is as donors and volunteers and is lighter than it had been. (Note that we are spending \$250K this year on regional initiatives under the Human to Human umbrella and this more than offsets reductions in other forms of outreach.)
- We've reduced the budget for Outdoor Worship Communities by \$10K in 2020 by reducing the grant budget to a right size for now.
- We are reducing our gift to Episcopal Relief and Development in support of Sustainable Development Goals by \$10K. Our support of the SDGs is also supported in our Creation Care Ministry and our contribution far exceeds the standard 0.7% of revenues.
- We have budgeted for a 6% increase in health insurance expenses and have budgeted for salary increases in the 2.5% range.

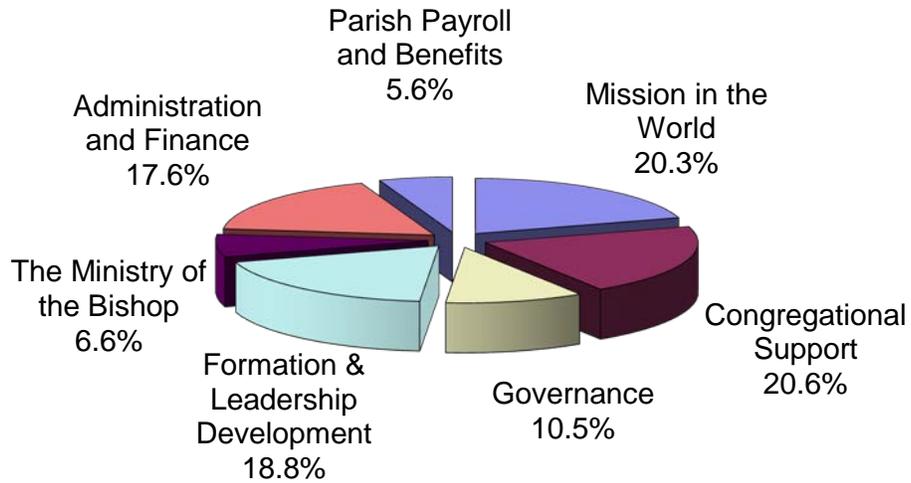
#### Fanning the Flames

- The funding of programs and ministries through the Fanning the Flames initiative will be ending after 2019.
- There are ministries and projects that began with Fanning the Flames that will continue with funds from other sources. At the end of 2019 we will have spent all of the \$1 million designated for this initiative.

Members of Diocesan Council: The Rt. Rev. Doug Fisher, the Rev. Janet Zimmerman and Mr. Richard Gore (Berkshire Corridor), Ms. Janet Walsh Young, the Rev. Heather Blais, Ms. Donna Christian, and the Rev. Eliot Moss (Valley Corridor), Richard Delorme, Mark Rogers, the Rev. Jose Reyes and the Rev. Jesse Abell (Worcester Corridor), the Rev. Nancy Webb Stroud (Vice President of Council), Ms. Wende Wheeler (Secretary to Convention), Mr. Frank Minasian (Trustee Representative)

Members of the Budget and Financial Planning Committee: Wayne Gass, Treasurer (All Saints, South Hadley), Kitty Dougherty (Grace Church, Amherst), Mick Kalber (Holy Trinity, Southbridge), Al Symonds (St. Stephen's, Pittsfield), Mr. Dan Mylott (Christ Church, Fitchburg), the Rev. Dave Woesnner (St. Michael's on the Heights, Worcester), Kendra Macleod (St. Paul's, Stockbridge), The Rev. Heather Blais (Saints James and Andrew, Greenfield), Moira Miller (Shrewsbury), Steve Abdow (Assistant Treasurer), and Kim Foster (Financial Controller )

# Budget Expenses by Category



Attachments:

One page budget summary

Proposed Income/Expense Statement for 2020

2020 Budget for Outreach and Diocesan Ministries

## One Page Summary of the Proposed 2020 Budget

	2019 thru Jun-19	2019 Budget	2020 Proposed	<u>% of Budget</u>
<b><i>OPERATING REVENUES</i></b>				
Assessment for Common Ministry	572,372	1,145,000	1,130,000	42.4%
Use of Investments -- Spending Rule	802,925	1,510,000	1,496,618	56.2%
Program Income	12,604	28,500	25,500	1.0%
Other Income and Gifts	11,431	9,600	9,600	0.4%
<u>Interest Income</u>	<u>210</u>	<u>400</u>	<u>400</u>	0.0%
<b>TOTAL REVENUES FOR DIOCESAN OPERATIONS</b>	<b>1,399,542</b>	<b>2,693,500</b>	<b>2,662,118</b>	100.0%
 <b><i>OPERATING EXPENSES</i></b>				
Mission in the World	283,268	555,874	540,800	20.3%
Congregational Support	328,362	596,503	548,326	20.6%
Formation & Leadership Development	161,411	280,067	279,717	10.5%
The Ministry of the Bishop	265,978	491,045	499,870	18.8%
Governance	87,449	170,331	176,093	6.6%
Administration and Finance	242,984	456,676	467,987	17.6%
<u>Parish Payroll and Benefits</u>	<u>73,109</u>	<u>142,422</u>	<u>148,581</u>	5.6%
<b>TOTAL OPERATING EXPENSE</b>	<b>1,442,561</b>	<b>2,692,918</b>	<b>2,661,374</b>	100.0%
 <b>OPERATING REVENUE AND EXPENSE</b>				
Operating Income	<b>1,399,542</b>	<b>2,693,500</b>	<b>2,662,118</b>	
Operating Expense	<b>1,442,561</b>	<b>2,692,918</b>	<b>2,661,374</b>	
<b>SURPLUS/(DEFICIT)</b>	<b>(43,019)</b>	<b>582</b>	<b>744</b>	

# The Episcopal Diocese of Western Massachusetts

## Proposed Budget for 2020

<b>REVENUES</b>	<b>YTD Actual Jun-2019</b>	<b>2019 ANNUAL BUDGET</b>	<b>2020 PROPOSED BUDGET</b>
<b>Assessment for Common Ministry</b>	<b>\$572,372.00</b>	<b>\$1,145,000.00</b>	<b>\$1,130,000.00</b>
<b>Use of Investment - Trustees</b>	<b>\$802,925.47</b>	<b>\$1,510,000.00</b>	<b>\$1,496,618.00</b>
<b>Program Income</b>	<b>\$12,603.78</b>	<b>\$28,500.00</b>	<b>\$25,500.00</b>
<b>Other Income and Gifts</b>	<b>\$11,431.20</b>	<b>\$9,600.00</b>	<b>\$9,600.00</b>
<b>Internal Grant Funding</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>
<b>Interest Income</b>	<b>\$210.05</b>	<b>\$400.00</b>	<b>\$400.00</b>
<b>TOTAL DIOCESAN INCOME AND GIFTS:</b>	<b>\$1,399,542.50</b>	<b>\$2,693,500.00</b>	<b>\$2,662,118.00</b>

# EXPENSES

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YTD Actual  
Jun-2019

2019 ANNUAL  
BUDGET

2020 PROPOSED  
BUDGET

## BISHOP'S MINISTRY

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### PROGRAMS

Communications	Wages and Benefits	\$54,009.76	\$108,054.96	\$112,696.65
Communications	Business Expenses	\$14,130.31	\$24,182.04	\$23,356.20
Communications		\$68,140.07	\$132,237.00	\$136,052.85
Social Justice		\$928.72	\$2,750.00	\$1,750.00
Retired Clergy Gatherings		\$0.00	\$2,500.00	\$1,250.00
Special Diocesan Events		\$400.00	\$2,500.00	\$2,500.00
Wanderings and Special Journeys		\$0.00	\$0.00	\$0.00
	<b>Total PROGRAMS</b>	<b>\$69,468.79</b>	<b>\$139,987.00</b>	<b>\$141,552.85</b>

### PERSONNEL EXPENSES

Wages and Benefits		\$162,979.02	\$319,850.46	\$324,609.67
Business Expenses		\$33,530.22	\$31,207.56	\$33,707.56
	<b>Total PERSONNEL EXPENSES</b>	<b>\$196,509.24</b>	<b>\$351,058.02</b>	<b>\$358,317.23</b>
	<b>TOTAL BISHOP'S MINISTRY</b>	<b>\$265,978.03</b>	<b>\$491,045.02</b>	<b>\$499,870.08</b>

## CONGREGATIONAL SUPPORT: Mission with Congregations

### GRANTS and SCHOLARSHIPS

	YTD Actual Jun-2019	2019 ANNUAL BUDGET	2020 PROPOSED BUDGET
Clergy Children Educational Grants	\$3,000.00	\$6,000.00	\$6,000.00
College Scholarships	\$23,135.85	\$42,700.00	\$40,200.00
Continuing Education Grants	\$2,000.00	\$4,000.00	\$4,000.00
Deanery	\$489.87	\$2,600.00	\$1,500.00
Ministry Development Initiatives	\$70,163.00	\$75,000.00	\$70,000.00
Sabbatical Grants	\$0.00	\$5,000.00	\$5,000.00

<b>Total GRANTS and SCHOLARSHIPS</b>	<b>\$98,788.72</b>	<b>\$135,300.00</b>	<b>\$126,700.00</b>
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### OPERATIONAL EXPENSES

Special Assistance to Congregations	\$425.00	\$5,000.00	\$0.00
Transition Ministry	\$4,283.69	\$4,850.00	\$5,850.00
Christian Formation Missioner	\$35,115.47	\$53,437.04	\$55,254.28
Latino Ministries	\$70,662.69	\$155,657.24	\$138,990.04
Safe Church Training and Prevention	\$3,031.15	\$4,200.00	\$4,450.00
Stewardship	\$1,340.00	\$11,450.00	\$5,000.00
Youth Ministry	\$12,075.40	\$25,574.64	\$5,000.00

<b>Total Operational Expenses</b>	<b>\$122,224.71</b>	<b>\$250,318.92</b>	<b>\$208,694.31</b>
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<b>TOTAL</b>	<b>\$126,933.40</b>	<b>\$260,168.92</b>	<b>\$214,544.31</b>
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### PERSONNEL EXPENSES

Wages and Benefits	\$96,327.71	\$192,441.31	\$198,581.36
Business Expense	\$4,312.04	\$8,593.12	\$8,500.00

<b>TOTAL PERSONNEL EXPENSES</b>	<b>\$100,639.75</b>	<b>\$201,034.43</b>	<b>\$207,081.36</b>
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<b>TOTAL CONGREGATIONAL SUPPORT</b>	<b>\$326,361.87</b>	<b>\$596,503.35</b>	<b>\$548,325.67</b>
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## FORMATION & LEADERSHIP DEVELOPMENT for the Baptized

### OPERATIONAL EXPENSES

	<u>YTD Actual Jun-2019</u>	<u>2019 ANNUAL BUDGET</u>	<u>2020 PROPOSED BUDGET</u>
David Allen Seminars	\$0.00	\$0.00	\$0.00
Education for Ministry	\$1,750.00	\$1,750.00	\$1,750.00
Parish Leadership Day	\$9,730.82	\$10,600.00	\$10,600.00
Formation and Leadership Development	\$22,944.10	\$47,500.00	\$42,500.00
Clergy Conferences	\$19,587.57	\$17,650.00	\$17,650.00
Commision on Ministry	\$4,051.19	\$3,750.00	\$3,750.00
Diaconate Formation	\$6,972.12	\$3,000.00	\$3,000.00
Fresh Start	\$1,118.04	\$2,900.00	\$2,000.00
Seminarian Assistance	\$500.00	\$6,000.00	\$5,000.00
Lawrence House	\$0.00	\$0.00	\$0.00
<b>TOTAL OPERATIONAL EXPENSES</b>	<u>\$66,653.84</u>	<u>\$93,150.00</u>	<u>\$86,250.00</u>

### PERSONNEL EXPENSES

Wages and Benefits	\$88,029.95	\$176,696.66	\$183,467.22
Business Expense	\$6,727.55	\$10,220.00	\$10,000.00
<b>TOTAL PERSONNEL EXPENSES</b>	<u>\$94,757.50</u>	<u>\$186,916.66</u>	<u>\$193,467.22</u>
<b>TOTAL LEADERSHIP DEVELOPMENT</b>	<u>\$161,411.34</u>	<u>\$280,066.66</u>	<u>\$279,717.22</u>

# MISSION IN THE WORLD

## OPERATIONAL EXPENSES

	YTD Actual Jun-2019	2019 ANNUAL BUDGET	2020 PROPOSED BUDGET
<b>Anglican Communion Partners</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>
<b>Outdoor Worship Communities</b>			
Wages and Benefits	\$26,619.22	\$54,107.97	\$56,045.73
Business Expenses	\$25,000.00	\$36,000.00	\$25,000.00
<b>Total Outdoor Worship Communities</b>	<b>\$51,619.22</b>	<b>\$90,107.97</b>	<b>\$81,045.73</b>
<b>Creation Care</b>			
Wages and Benefits	\$16,876.44	\$33,720.00	\$35,725.92
Business Expenses	\$3,310.85	\$4,500.00	\$4,500.00
<b>Creation Care</b>	<b>\$20,187.29</b>	<b>\$38,220.00</b>	<b>\$40,225.92</b>
<b>Ecumenical Relations</b>			
Berkshire Organizing Project	\$1,750.00	\$3,500.00	\$3,500.00
Ecumenical Officer	\$2,038.33	\$2,500.00	\$2,300.00
Interfaith Council	\$750.00	\$350.00	\$350.00
Mass Council of Churches	\$7,500.00	\$15,000.00	\$15,000.00
Province One	\$4,874.52	\$9,749.00	\$9,749.00
<b>Total Ecumenical Relations</b>	<b>\$16,912.85</b>	<b>\$31,099.00</b>	<b>\$30,899.00</b>
<b>The Episcopal Church Apportionment</b>	<b>\$175,723.50</b>	<b>\$351,447.00</b>	<b>\$368,629.00</b>
<b>Global Mission</b>	<b>\$8,825.00</b>	<b>\$25,000.00</b>	<b>\$10,000.00</b>
<b>Lambeth</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>
<b>Sustainable Development Goals</b>	<b>\$10,000.00</b>	<b>\$20,000.00</b>	<b>\$10,000.00</b>

Note: Veterans' Ministry and Walking Together are now part of Human to Human

<b>TOTAL MISSION IN THE WORLD</b>	<b>\$283,267.86</b>	<b>\$555,873.97</b>	<b>\$540,799.65</b>
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# GOVERNANCE

## OPERATIONAL EXPENSES

		YTD Actual Jun-2019	2019 ANNUAL BUDGET	2020 PROPOSED BUDGET
Chancellor's Conference		\$29,035.79	\$45,000.00	\$47,000.00
Diocesan Convention				
	Wages and Benefits	\$4,449.54	\$7,750.80	\$7,750.80
	Business Expenses	\$24.00	\$23,600.00	\$23,600.00
	<b>Total Diocesan Convention</b>	<b>\$4,473.54</b>	<b>\$31,350.80</b>	<b>\$31,350.80</b>
Diocesan Council		\$4,066.75	\$2,700.00	\$2,700.00
General Convention		\$7,500.00	\$15,000.00	\$15,000.00
House of Bishops		\$1,891.75	\$6,500.00	\$3,000.00
Retired Clergy and Lay Support		\$32,566.01	\$64,040.00	\$64,040.00
Standing Committee		\$25.54	\$500.00	\$500.00
Title IV	Wages and Benefits	\$3,006.00	\$2,000.00	\$3,000.00
Title IV	Business Expenses	\$3,787.25	\$0.00	\$5,000.00
Title IV		\$6,793.25	\$2,000.00	\$8,000.00
Governance Admin		\$1,096.55	\$3,239.83	\$4,502.59
	<b>TOTAL GOVERNANCE</b>	<b>\$87,449.18</b>	<b>\$170,330.63</b>	<b>\$176,093.39</b>

## DIOCESAN FINANCE & ADMINISTRATION EXPENSES

### ARCHIVE EXPENSES

Wages and Benefits  
Business Expenses

\$3,215.67  
\$150.00

\$6,499.51  
\$580.00

\$6,693.61  
\$300.00

### TOTAL ARCHIVE EXPENSES

\$3,365.67

\$7,079.51

\$6,993.61

### OPERATIONAL EXPENSES

Financial Management

\$29,426.80

\$34,250.00

\$34,250.00

Property - Plant

\$59,382.11

\$118,146.54

\$118,926.16

General Operations

\$13,817.88

\$30,450.00

\$30,450.00

### TOTAL OPERATIONAL EXPENSES

\$102,626.79

\$182,846.54

\$183,626.16

### PERSONNEL EXPENSES

Wages and Benefits  
Business Expenses

\$132,618.08  
\$4,373.07

\$256,105.24  
\$10,645.00

\$266,990.68  
\$10,376.20

### TOTAL PERSONNEL EXPENSES

\$136,991.15

\$266,750.24

\$277,366.88

### TOTAL DIOCESAN FINANCE & ADMINISTRATION EXPENSES

\$242,983.61

\$456,676.29

\$467,986.65

## DIOCESAN AGENCY EXPENSES FOR CONGREGATION SUPPORT

### OPERATIONAL EXPENSES

\$8,323.04

\$13,150.00

\$13,150.00

### PERSONNEL EXPENSES

Wages and Benefits  
Business Expenses

\$64,288.07  
\$497.53

\$127,072.38  
\$2,200.00

\$134,231.36  
\$1,200.00

### TOTAL PERSONNEL EXPENSES

\$64,785.60

\$129,272.38

\$135,431.36

### TOTAL DIOCESAN AGENCY EXPENSES

\$73,108.64

\$142,422.38

\$148,581.36

### TOTAL EXPENSES

\$1,440,560.53

\$2,692,918.29

\$2,661,374.01

### NET Income (Loss)

(\$41,018.03)

\$581.71

\$743.99

## 2020 Budget for Outreach and Diocesan Ministry

	2017	2018	2019 budget	2020 Budget
<b><u>TOTAL DIOCESAN INCOME AND GIFTS:</u></b>	<b>\$2,627,909</b>	<b>\$2,818,087</b>	<b>\$2,713,500</b>	<b>\$2,662,118</b>
<b><u>EXPENSES FOR OUTREACH</u></b>				
<b><u>APPORTIONMENT TO THE EPISCOPAL CHURCH</u></b>	\$329,452	\$342,831	\$349,947	\$368,629
<b><u>SUSTAINABLE DEVELOPMENT GOALS: All goes to ER&amp;D</u></b>	\$18,378	\$18,872	\$20,000	\$10,000
<b><u>ECUMENICAL RELATIONS</u></b>				
Province One	\$9,749	\$9,749	\$9,749	\$9,749
Interfaith Council	\$300	\$300	\$350	\$350
Mass Council of Churches	\$12,500	\$15,000	\$15,000	\$15,000
Berkshire Interfaith Organizing	\$2,500	\$2,500	\$3,500	\$3,500
<b>SUBTOTAL ECUMENICAL RELATIONS:</b>	<b>\$25,049</b>	<b>\$27,549</b>	<b>\$28,599</b>	<b>\$28,599</b>
<b><u>GLOBAL MISSION GRANTS:</u></b>				
Diocesan Global Mission Grants fund short-term mission trips, various projects from diocesan congregations, and our companion diocese of Kumasi in Ghana.	\$25,500	\$12,059	\$25,000	\$10,000
<b><u>VETERAN'S MINISTRY</u></b>				
<a href="http://www.buildingbridgeswma.com/">http://www.buildingbridgeswma.com/</a>	\$86,160	\$112,151	\$105,000	\$125,000
<b><u>WALKING TOGETHER</u></b>				
A Ministry of Presence in Southeast Worcester	\$78,685	\$83,207	\$90,000	\$90,000
<b><u>CREATION CARE</u></b>				
<a href="https://www.diocesewma.org/vision-ministry-statements/creation-care/">https://www.diocesewma.org/vision-ministry-statements/creation-care/</a>	\$35,031	\$38,201	\$38,220	\$39,000
<b><u>OUTDOOR WORSHIP COMMUNITIES</u></b>				
A network of communities founded in the radical tradition of Jesus, creating a space where people can come to know the joy and freedom of being God's beloved.	\$67,000	\$98,302	\$90,107	\$81,000
<b><u>GRANTS TO PARISHES</u></b>				
Ministry Development Grants	\$85,000	\$70,765	\$75,000	\$70,000
College Scholarships (Bement Waterfield)	\$42,500	\$39,989	\$42,500	\$40,200
Continuing Education Grants	\$3,000	\$1,788	\$4,000	\$4,000
Sabbatical Grants	\$4,000	\$6,960	\$5,000	\$5,000
<b>SUBTOTAL GRANTS TO PARISHES</b>	<b>\$134,500</b>	<b>\$119,502</b>	<b>\$126,500</b>	<b>\$119,200</b>
	<b>\$799,755.00</b>	<b>\$852,673.80</b>	<b>\$873,373.00</b>	<b>\$871,428.00</b>