



ST. ALBAN'S CHURCH

# **St. Alban's Episcopal Church Annual Report**

## **June 4, 2017**

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*A parish of the Episcopal Church USA in the Diocese of Washington*



**REPORT OF THE PRIEST-IN-CHARGE  
TO  
THE ANNUAL MEETING  
OF  
ST. ALBAN'S CHURCH, WASHINGTON, DC**

The Feast of Pentecost  
June 4, 2017

**Entry**

I was delighted to receive a call from Bishop Budde last fall asking me whether, if St. Alban's would consider calling a Priest-in-Charge, I would be willing to be considered. I agreed, and then was caught up in the whirlwind that can happen when the Holy Spirit and the leadership of St. Alban's collude. Three weeks after the Bishop's telephone call, we were announcing that I was to be your Parson for the next season of this parish's life. Everyone I have met has been unfailingly gracious and welcoming to Sage, Ruthie, Allyson and me. You scheduled an evensong and reception on the last Sunday after the Epiphany, which meant that we were not meeting for the first time on March 1, which happened to be Ash Wednesday. We have enjoyed several welcome events and the chance to begin the task of knowing you and being known by you. I am grateful to Bob and Tricia Pinkard, to Laura Ingersoll and our vestry, and to all those who hosted events for us. You have turned a daunting task into a graceful and enjoyable one.

**The Past**

I was, of course, made aware of the circumstances that led to your former Rector's resignation and can only imagine how extremely difficult the past few years have been for so many of you. I have listened to the various versions of what happened from just about all the principals, the vast majority of whom are able to identify those times when they wish they had acted differently than they did. I decided that it was not going to be my role to carry messages or to litigate the past. What I hoped to achieve in our various conversations was that everyone involved knew that, even if I didn't share their views of what needed to happen, at least I had heard them. I shared from the pulpit that I saw nothing to be gained from any further institutional response, while recognizing that there are still some broken relationships that would benefit from attention. That remains my position.

**Challenges**

There are three areas of our life needing immediate attention and decisions that awaited my arrival: the staffing of youth ministry, the building of a music program, and the status and staffing of our Spanish speaking congregation – all complicated by the lack of adequate financial resources to meet the challenges in ways that might have worked in the past. There are still a number of moving parts in each of these areas but I can share some initial thoughts here:

- We are in a position where no member of our staff can be dedicated to a single area of ministry. I'm therefore planning either to identify someone to serve as a 'program assistant'. This would be first and foremost a person who could take care of the administration of our **youth program**. If, as, and when I can identify such a person, then I will serve as the youth minister for the next season of our life, beginning in the fall of this year. I might not look like the bright young thing of your imagination, but it really will be alright!

- Justin Boyer has graciously agreed to serve as our Director of Music for another year with arrangements for some additional time off that will allow this to be sustainable for him. He and I are working out how to increase the number of staff singers in the fall, provide proper rehearsal time and deploy them effectively. Both he and I recognize that this is a first step in building a **music program**, effectively from scratch. I also anticipate being able to fund an eight-hour-a-week position to begin developing a program of children's music no later than fall of 2018, and possibly much sooner depending on how some of the other challenges work out. Music for children is my personal priority for new work going forward.
- It is clear to me that, in God's grace, we have a group of **Spanish speakers in our midst who enjoy and prefer worshipping in their native tongue and with a cultural informality**. My intuition is that this is the part of our congregation that is most likely to grow. Many of them are experiencing the anxieties that go with increased deportations of some in their wider communities, as well as the anxiety flowing from knowing that there has been some question of their relationship and status in the wider congregation of St. Alban's. I believe that we must find ways to provide pastoral support and liturgical leadership for these members of St. Alban's. That, however, is easier said than done. The wardens and I are confident that we will be able to keep the services of The Rev'd Debbie Kirk to provide liturgical, pastoral and visionary leadership for our 11:30 a.m. Spanish Liturgy Congregation and, at the same time, fulfill the vision of our Global Mission Committee to serve Central and South Americans locally by offering her for half-time to CASA of Maryland or some agency engaged in similar work. There are 'i's to be dotted and 't's to be crossed, but we are confident enough to let our friends know of our unqualified support for all members of our community, including those who worship in Spanish, and of our expectation that they will continue to be served by all the clergy, but especially Debbie Kirk.

### The Big Question(s)

We find ourselves in a place where there is a general desire, hope and maybe even expectation that we can rebuild our program and ministry to some new version of former glory. We find ourselves doing this in a time when even the healthiest of Episcopal parishes know that 'business as usual' is a sure and certain recipe for continued decline. In the past fifteen years, we have lost something like 410 households (from a high point of 660 or so households) that made a financial commitment, with about 330 of those in the past ten years. Conflict is certainly a significant reason for that decline, but it is by no means the only one. We live in an age in which our ways of proclaiming and living the gospel are no longer as compelling as they once were to the kinds of numbers of people who can sustain communities like ours and attract others to following Jesus with us.

So, the big question facing us in the next few years – even as we seek to strengthen our musical offerings for all ages and to the glory of God, even as we seek to grow the number of people who keep our commitment to personal 'hands on' ministry a reality, and even as we continue to find work worthy of great celebration, notably the Workers of St. Alban's and the incomparable Op Shop – even with all these things in mind, we must also discover how to live and proclaim the Gospel in new ways for a new generation. The future will not be about Prayer Book Revision (although I'm sure that is coming); it will be about the renewal of Christian Community in some profound and doubtless challenging ways.

## Ahead in the Short Term

My hopes for the year to come are that we will continue to make real the possibility and promise of reconciliation where relationships are broken. That is not something that can be programmed, but is essential for us if we wish to be an authentic and therefore attractive Christian Community. Over the next year or so, I hope that a sense of vision and direction will emerge that will shape the ways in which we live out the Gospel. Without a generation that finds many of our programmatic offerings life-giving enough to give generously of themselves, then some of our treasured programs will not be sustainable. For example, is anyone hearing a call to coordinate our Christmas Dinner for the Community? We can only sustain ministry out of a sense of obligation for so long before a kind of resentment among tired volunteers sucks the life out of what has been so gracious in the past. So, while we allow vision and renewal to emerge, there is some work that we can do.

- I plan to pay attention to our **paid and volunteer staff** this summer, clarifying position descriptions so that what we expect of our staff is reasonable and sustainable. We are blessed with an extraordinarily dedicated and generous staff. I'm not going to single out anyone in particular, but I will say that I hope that we can build and maintain staff stability. Alongside attending to our staff, I hope to also engage vestry leadership in some new ways, notably in the critical area of our community life. Without teams with communal memory and careful succession planning, events that have been and are important to our common life will not happen in ways that actually feed volunteers and build our community. I'm talking about our parish weekend (not scheduled for 2017); the Community Christmas Dinner; the Gala; the St. Alban's Day Picnic; Café St. Alban's in Holy Week; our ecumenical and interfaith events with nearby congregations; and other such offerings yet to be imagined.
- As we enter the fall, we will begin the work of **changing the narrative of the relationship between St. Alban's and the Cathedral**. I'm aware of concerns that we never become something like a 'junior partner' to the Cathedral congregation, and that we never become subject to the governance challenges of our sister institutions on the Close. That said, Dean Hollerith and I share the sense that two plus two can make five if, as, and when we cooperate for the sake of the Gospel. Bishop Budde is also committed to St. Alban's being a clear and explicit part of ministry on the close. This can mean our being part of the orientation sessions in the schools on the Close for new students and parents, sharing what we have to offer, and perhaps enjoying mutual publicity and interest in programs of spiritual formation, parenting, and the like. Most immediately, what closer cooperation will mean is our explicit service to the children and youth of the Cathedral congregation – generating, we hope, an expanded and critical mass for both programs and fundraising. This will mean slightly altering our Sunday service schedule in the fall to English services at 8 a.m., 9 a.m., 11:15 a.m. and a Spanish service continuing in the Little Sanctuary at 11:30 a.m. The leadership of our worship guilds, and especially our altar guild, believe this is manageable. Formation programs for children, youth and adults will last from 10:15-11:05 a.m. Those offerings, along with our Spanish liturgy and other youth programs (such as Grate Patrol and Appalachian Ministry), will be part of the offerings of and to the Cathedral Congregation. This is a first step in what can be strengthened mission for all the institutions of the Close.
- The third area of emphasis for me as we enter the fall will be a dynamic and compelling **every-member canvass**. Vestry and other volunteers have been attempting to call and

connect with our whole parish in recent weeks. Over the next two months there will be follow up via both email and snail mail, followed by an overhaul of our data base. Our canvass will be about the liberating spiritual practice of generosity in the larger context of our core practices (worship, service and generosity.) We have a generous and dedicated core of parishioners who understand the blessing of sustained and sustaining giving, but there is room for growth. Our first challenge is to recognize that we need an overall 15% increase in giving for 2018 to maintain our program and mission at 2017 levels. A 20% increase would speak volumes about our confidence and sense of emerging purpose as we look to the future. This will likely come to pass if we can attract substantial commitments from those who are new to the community, or who for a variety of reasons have chosen not to pledge in recent years.

### **Conclusion**

I am convinced as a matter of faith that what we need has already been provided. We are not going to live as a tired institution with tired volunteers who project our weariness to the world. We are going to be the vibrant Community of Jesus that has been called into being in a variety of ways since our founding. We are going to remember what our Bishop has said: “God desires so much more *for* us than *from* us.” We are going to learn anew that spiritual practice is life-giving after the model and pattern of Jesus. And we are going to discover what such a community can look like as we live faithfully day by day even now.

I am honored to have been called to this work with and among you and look forward to bearing witness to the power of the Holy Spirit on this Feast of Pentecost and in the days to come.

Respectfully submitted,

The Rev'd Geoffrey M. St. J. Hoare  
Priest-in-Charge

## WARDENS' ANNUAL REPORT FOR THE 2016-2017 TERM

**Laura Ingersoll, Senior Warden (2016-2019)**  
**Rich Turner, Junior Warden (2015-2018)**

As your Senior and Junior Warden team, we are grateful to this extraordinary community for modeling our core Christian values of faith, hope, charity, and love, during the challenging year since our last Annual Meeting in early June 2016. What follows is highlights from this past year.

### **Clergy Leadership and Staff**

The first half of the 2016-2017 term was a painful time in which the Vestry, upon careful and prayerful reflection, consented to the resignation of The Reverend Dr. Deborah Meister, who had served us so devotedly for five years, and the community and she entered into a period of mutual leave-taking and, for many, grief. At the suggestion of Bishop Mariann Budde, the Vestry then considered calling The Reverend Geoffrey Hoare to serve as Priest-in-Charge – a status that (1) reflects a shared belief that he and St. Alban's Parish are particularly well-suited to each other; (2) would enable both St. Alban's and Geoffrey to mutually discern whether he should be called, and would accept a call, to serve as Rector; and (3) would in the meantime provide us with his strong, seasoned, and stable leadership. We entered into a three-year contract with Geoffrey, effective March 1, 2017, and by the halfway point we will have undertaken that discernment. During the three-month period between Deborah's departure and Geoffrey's arrival, the Executive Committee and Vestry, together with our gifted and dedicated associate clergy and staff, and a host of volunteer parishioners, kept our parish ship sailing forward.

Associate Rectors Jim Quigley and Emily Griffin have been our steadfast spiritual shepherds throughout the year, and words cannot express the depth of our gratitude to them. Assistant Rector Debbie Kirk has continued the important work of nurturing the Spanish-language worship community of *San Albano*. In November we were saddened that our longtime and wise Priest Associate, Loren Mead, retired from his weekly celebration of the Tuesday morning Holy Eucharist, but we are delighted he remains associated with St. Alban's. (Jim, Emily, and Geoffrey take turns leading the Tuesday morning service.)

In June, we confronted the long-dreaded retirement of Ron Hicks, who for many years served faithfully as our Director of Operations, head Verger, and all-around master of everything administrative, technological, and liturgical. Charles Porter has done a masterful job of assuming those staff responsibilities, and volunteers have stepped in to handle verger duties and many maintenance tasks. Our Director of Finance, Doug Dykstra has continued to keep the parish finances at the very highest level of integrity and accountability, while consistently working to improve our fiscal efficiency and cost-effectiveness. And our invaluable "non-stipendiary" Lay Pastoral Care Coordinator, Jo Turner, and Volunteer Coordinator, David Johnson, have played critical roles in nurturing the community's mutual care and productivity.

Our skilled and energetic Director of Music, Justin Boyer, has led our music program through a slow but steady recovery, infusing joy into both the choristers and those of us for whom music and song are essential parts of our corporate worship. Justin's thrilling organ improvisations following the service have become Sunday morning highlights for many. Those Emmy-award-

nominated composition skills, when applied to new choral music, have also endeared him to the choir. His ability to find balanced professionals adds a solid foundation for the choir and helped him raise the level of the choir's musicianship while remaining within budget.

And, affecting nearly everything we do in our three parish buildings, our contract sexton, Armando Pineda, with his wife Virginia and their other employees, continue to reliably ensure that our facilities are clean, well-kept, and timely prepared for program use.

As we end the year in thanksgiving for our clergy leadership and staff, we Wardens are well aware that the Parish is seriously understaffed for the work needed to maintain our current program level. We'll be working closely with Geoffrey and the Vestry in the coming year to address this critical element of our Parish operations.

## **Governance**

This year saw important developments in our parish governance. A Governance Committee, formed early in 2016, issued its report (available on the website) proposing a variety of organizational and procedural reforms, as well as changes to the parish bylaws. The Governance Committee was re-established as a Standing Committee of the Vestry, and several of its recommendations have already been implemented. Geoffrey asked that the bylaws changes be deferred until he has had an opportunity to assess them, together with the Vestry, and the Vestry concurred. An important step, implemented early in this term, was formation of an Executive Committee consisting of the Wardens, Governance Committee chair, and Treasurer, to respond nimbly on behalf of the Vestry and serve as a consultative council to the Rector.

Fulfilling the prior year's work of the prior term's Ad Hoc Committee on Human Resources, the Vestry established a Standing Personnel Committee to help ensure that parish employee practices reflect best practices and procedures, and promote transparency and accountability. This standing committee will also provide a mechanism for addressing any personnel issues that cannot be effectively resolved between the Rector (who has full authority in personnel matters) and staff.

Property and Finance – the other standing committees of the Vestry – continued their important work in these two key areas of ongoing Vestry responsibility.

## **Programs**

The Music Advisory Group, formed in early 2016, delivered its final report (available on the website), based on extensive input from individual parishioners and parish focus groups. The report affirmed the community's deep need and appreciation for the role of music in corporate worship and personal spiritual formation – and, especially, in the faith lives of our children and youth. The MAG report continues to inform the Vestry in our support for Geoffrey's vision of our music program's future.

In the wake of Associate Rector Matthew Hanisian's call to a rectorship in Maryland, we struggled this year to support our vitally-important youth program. Emily Griffin and several dedicated parishioners stepped in to fill the gap, ensuring that our youth this year have had a rich and rewarding experience. Resolving the problem of adequately supporting this critical aspect of



our parish life, is a priority both for the Vestry and for Geoffrey – as is continuing to develop our thriving Children’s Program.

### **Property**

The most dramatic space-use change this year was our recovery of the third floor of Satterlee Hall after it was vacated by the St. Albans Early Childhood Center. The SAECC is a pre-school childcare program that was originally established under our Parish auspices in 1972, but evolved into an independent enterprise from which the Parish earned little revenue. As SAECC grew, and its association with St. Alban’s lessened, we mutually decided it should relocate. In August, we transformed most of the vacated space into beautiful, bright classrooms for our children’s education program, and other space into adult meeting rooms and a large gathering space for adult formation and Vestry meetings. We will be undertaking a comprehensive space use assessment for Satterlee Hall and the Rectory, refurbishing as we are able.

We continue to struggle with HVAC and communications infrastructure deficiencies. On the brink of failure, the aged boiler in the Rectory was replaced with a high-efficiency model. We are engaged in an ongoing effort to upgrade our internet bandwidth and phones to enable greater speed and versatility in our electronic communications capability. With volunteer expertise from Deborah Potter and Lara McCoy Roslof, our website and external communications have provided critical pathways for information both within our community and with the broader world.

Our beautiful organ, designed and built by Michael Hart 19 years ago, is undergoing a much-needed repair and refurbishment that will restore it to the glory worthy of our gifted organist, Justin Boyer. This extensive (and costly) project should be completed by the end of summer. Under the vision and energy of the Garden Guild, led by Lacey Gude, and Lucy Fraser’s experience, planning, and close coordination with Cathedral grounds personnel, and with hard work by volunteers including the Youth Group, the landscaping around our three buildings is being transformed into a space of nature’s beauty and hospitality. A growing and merry band of dedicated and skilled parishioners, led by Bob Witten and the St. Joseph’s Guild, have devoted hundreds of hours, here and there, tending to our upkeep: painting, fixing, cleaning, sorting, and tackling other projects, large and small. Much remains to do, so there is a role for everyone in maintaining our buildings and grounds.

### **Financial Planning**

A primary responsibility of any vestry is the financial stewardship of its parish. Under the extraordinarily skilled guidance of our Treasurer, Hollis McLoughlin (who has filed a separate report), and the Finance Committee and Director of Finance, St. Alban’s continues to maintain a rock-solid financial management and fiscal accountability. What we lack, however, is the revenue from us – the Parish community – to support the work that our faith teaches us we are meant to carry out in this world. A priority for us, as your Wardens, is to help the Vestry and Geoffrey engage you, our fellow parishioners, in realizing that vision.

Respectfully submitted,

Laura Ingersoll, Senior Warden  
Rich Turner, Junior Warden



## **TREASURER'S REPORT FOR THE 2016-2017 TERM**

**Hollis S. McLoughlin, Treasurer**

St. Alban's ended 2016 in a strong financial position thanks to the generosity of parishioners, sound financial management, and the continued strength of the Endowment. In addition, the Parish received several bequests which contributed to the operating budget and significantly bolstered the Reserve Fund.

Despite this positive news, the long term financial condition of the church has to be viewed in the context of the continued decline in pledging households. While the average pledge grew from \$3,272 in 2012 to \$3,667 in 2016, the number of pledging households dropped from 364 to 293 during the same period. This is clearly worrisome, and without a reversal St. Alban's will not be able to maintain the current level of ministries, let alone add new ones.

It should also be noted that for most 2016 we believed that we would end the year in a deficit position without the use of the approved Endowment draws (described below). However, due to tight controls over expenses, some positive expense savings, and a surge in pledge income, the year ended up much more positively than originally anticipated.

### **2016 Year-End Results (see attached Exhibit A)**

Income totaled \$1,649,964 for the year. Expenses were \$1,680,946, which was 11% below budget and resulted in a balanced budget for the year. Pledge income for the year was \$1,109,531 – slightly above the budget level of \$1,100,000. Also above budget were plate collections (\$93,309 vs. a budgeted \$87,400) and the annual distribution from the Naselli Trust (\$43,258 vs. a budgeted \$39,500). Income also included pass-throughs consisting of the Mustard Seed offerings, proceeds from the Gala, and \$236,584 of net income from the Opportunity Shop. WSA (the Workers of St. Alban's) also contributed \$30,000 to the operating budget. Major expense line items were: \$832,069 for personnel, \$305,161 for outreach (including WSA outreach grants), \$94,000 for Diocesan support, and \$337,161 for buildings and grounds.

As reported last year, the 2016 Vestry-approved Operating Budget included carrying over the 2015 Operating Surplus of \$64,000 and the 2015 Endowment draw of \$123,000 to balance the budget. The budget also included a 2016 Endowment draw of \$140,211. (Note: The Endowment draw is based upon the Vestry resolution calling for 5% of the three-year rolling average to be drawn annually to support the operating budget.) We operated through most of the year expecting that these funds would be needed to avoid a year end deficit particularly because realized pledge income was significantly below budget throughout the year. Recognizing this, we took steps during the year to keep the budget in balance by instituting strict expense controls.

Thankfully, pledge income surged in December, with the month's receipts amounting to \$237,918, or 22% of the total pledge income for the year. This meant we closed the year with \$1,109,531 in pledge income, which modestly exceeded our pledge income budget. Obviously, this was very good news, but it is more difficult to manage the church finances when so much of the pledge income (which is not guaranteed) is received in the final month of the year.

It also became clear late in the year that the expense controls and conservative budgeting were helping bring in total expenses below the budget. This meant that by December the financial picture for the year had changed dramatically, and we were able to balance the year while only utilizing \$68,811 of the approved carryover items (the 2015 surplus and 2015 endowment draw) and none of the 2016 endowment draw.

### **2016 Bequests**

In 2016, the Parish received \$203,142 from the estates of the following parishioners: Margaret (Peggy) Belknap, John Louis MacBeth, Robert Kirk McRae, and Helen Louise St. Onge. We should be especially grateful to these generous parishioners for remembering St. Alban's. As called for by Vestry resolution, 10%, or \$20,314, was placed in the operating budget, and the remainder went into the Reserve Fund because it was below the approved funding level of \$600,000. (After the Reserve Fund reaches its approved level all unrestricted bequests are placed in the Endowment).

### **Reserve Fund**

The Reserve Fund is the account the church utilizes for major capital expenditures and other extraordinary expenses that are not covered by the operating budget. The value of the Reserve Fund as of December 31, 2016, was \$563,480 – or \$36,520 below the fully-funded level of \$600,000. The major expenditures from the Reserve Fund during the year included the Satterlee Hall Boiler/Water Heater replacement which totaled just over \$66,000, the Rectory Boiler Replacement of \$18,980 and severance payments of approximately \$17,000.

### **Endowment Fund**

As of December 31, 2016, the Endowment Fund totaled \$3,672,208 – an increase of \$269,905, or 8%, from the beginning of the year. The funds are invested in index funds with the Vanguard Group in a 60/40 equity to bond asset allocation. Early in 2017, the Finance Committee voted, and the Vestry accepted, a change in the asset allocation to a 65/35 equity to bond split.

### **2017 Budget (see attached Exhibit B)**

The 2017 Budget calls for \$1,728,438 in income and corresponding expenses, resulting in a balanced budget. The pledge income for the year is budgeted at \$1,000,000, down \$100,000 from last year. The budget does not have any additional staff hires or assume any new programs. All categories are consistent with 2016. Specific line items are: Personnel (\$785,922), Outreach (\$386,950), Parish Programs (\$87,154), Buildings and Grounds (\$400,291), and Church Office (\$68,121).

The Vestry did take several steps as part of the 2017 Budget to position St. Alban's for the future. Specifically, the Vestry voted to take the remainder of the previous approved Endowment draws and use them in 2017 as follows: First, the Vestry approved using \$86,803 of the un-utilized Endowment draws described above to fully fund the Reserve Fund. This brought the balance of the Reserve Fund as of January 1, 2017 to \$650,283. Second, a portion of the Endowment draws (\$133,678) was approved to be used in the 2017 budget. Finally, the remaining portion of the

unused draw – \$45,000 – was set aside as undesignated, to provide flexibility for the new Priest-in-Charge as he evaluates the Parish’s priorities going forward.

These decisions were based upon the fact that the Parish has been a very good steward of the Endowment Fund. In fact, there had not been any endowment draws during 2011-2014, and the capital of the Endowment grew from \$2.2 million to its current level of over \$3.5 million. The Vestry believes that while it is important to continue to grow the Endowment, it is also important to use the appropriate level of income on the church’s current priorities.

### **Conclusion**

St. Alban’s ended 2016 in a good financial position. The 2017 Budget is prudent and through May the Operating Budget is on track.

The 2017 Pledge Campaign has posted 255 pledges with a value of \$1,005,653. The 2017 Budget assumes \$1 million in pledge income, so the income for the year should be very achievable. However, as noted above – and as Geoffrey Hoare and the Wardens have emphasized in their Reports – the continued decline in pledging households needs to be reversed if St. Alban’s is going to continue its strong programs. In addition, the use of the Endowment draws was the proper course, but it is not realistic to expect that the church will operate every year with a surplus and thus not need to take the full annual endowment draw. This means that the leadership of the church will need to address the longer term income and expense issues starting with the 2018 budget.

Respectfully submitted,

Hollis McLoughlin, Treasurer



ST. ALBAN'S EPISCOPAL CHURCH										
2016 January - December Overview of Operating Fund with Comparisons to Budget and Last Year										
Based on Activity as of December 31, 2016										
(Note: 2016 Subject to Independent External Audit)										
	2016		2016	2016			2015	2016		
	Jan. - Dec.		Jan. - Dec.	Variance			Jan. - Dec.	Variance to		
	Actuals		Budget	to Budget	% Chg.		Actuals	2015 Actuals	% Chg.	
<b>PARISH INCOME</b>										
Pledges (incl. Foundations/Matching Gifts)	\$1,109,531		\$1,100,000	\$9,531	0.9%		\$1,265,299	(\$155,768)	-12.3%	
Collections: Plate, Parish Support, Special	\$93,309		\$87,400	\$5,909	6.8%		\$119,512	(\$26,203)	-21.9%	
Contributions: Facility Use, WSA, Flower Guild	\$75,672		\$79,900	(\$4,228)	-5.3%		\$97,388	(\$21,716)	-22.3%	
Transfer: Naselli Trust (Annual Distribution)	\$43,258		\$39,500	\$3,758	0.0%		\$48,692	(\$5,434)	0.0%	
Transfer: Endowment Fund (Annual Draw)	\$0		\$263,542	(\$263,542)	0.0%		\$0	\$0	0.0%	
Transfer: Smith/Lecture/Surplus Funds	\$0		\$18,149	(\$18,149)	0.0%		\$1,452	(\$1,452)	0.0%	
Transfer: 2015 Operating Surplus	\$68,811		\$64,140	\$0	0.0%		\$0	\$0	0.0%	
Designated Income (Bequests, WSA, Mustard Seed)	\$328,194		\$235,663	\$92,531	39.3%		\$300,549	\$27,646	9.2%	
<b>Total Income</b>	<b>\$1,718,775</b>		<b>\$1,888,294</b>	<b>(\$174,190)</b>	<b>-9.2%</b>		<b>\$1,832,892</b>	<b>(\$182,928)</b>	<b>-10.0%</b>	
<b>PARISH EXPENSE</b>										
Personnel (Salaries/Benefits)	\$832,069		\$915,211	(\$83,142)	-9.1%		\$885,543	(\$53,474)	-6.0%	
Parish Outreach (Mustard Seed, WSA Grants)	\$399,161		\$363,650	\$35,511	9.8%		\$418,742	(\$19,581)	-4.7%	
Parish Programs	\$50,376		\$92,244	(\$41,868)	-45.4%		\$65,780	(\$15,404)	-23.4%	
Buildings & Grounds	\$337,161		\$438,083	(\$100,922)	-23.0%		\$329,281	\$7,879	2.4%	
Parish Office	\$62,179		\$78,621	(\$16,442)	-20.9%		\$62,796	(\$617)	-1.0%	
<b>Total Expense</b>	<b>\$1,680,946</b>		<b>\$1,887,809</b>	<b>(\$206,863)</b>	<b>-11.0%</b>		<b>\$1,762,142</b>	<b>(\$81,196)</b>	<b>-4.6%</b>	
<b>Undisbursed WSA Funds (as of 12/31/16)</b>	<b>(\$37,829)</b>		<b>\$0</b>	<b>(\$37,829)</b>			<b>\$0</b>	<b>(\$37,829)</b>		
<b>2016 Income-to-Expense Variance</b>	<b>\$0</b>		<b>\$485</b>				<b>\$70,750</b>	<b>(\$139,561)</b>		
Source: Shelby system, 1/18/17.										
Note: WSA's finances became a part of the Operating Fund budget in 2013.										
Prepared by Douglas Dykstra, Director of Finance										

