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## DIOCESAN COUNCIL AGENDA

**April 18, 2024**

2:00 p.m. via Zoom

Gathering Time and Opening Prayer	2:00 p.m.
Consent agenda:	2:10 p.m.
<ul style="list-style-type: none"><li>• December Council Minutes</li><li>• Special Vote Minutes (February 3)</li></ul>	
Human to Human Budget	2:15 p.m.
Payment to Eric LaForest for Beloved Community work	2:30 p.m.
Future planning: Episcopal Path to Creation Justice	2:40 p.m.
Solar Project Committee: Taking names	2:50 p.m.
Transition Update (Rich)	3:00 p.m.
Soliciting candidates for Trustees Executive Director	3:15 p.m.
Bishop's items	3:20 p.m.
Adjourn	

### COUNCIL MEMBERSHIP

Officers and Appointed Members:

The Rt. Rev. Douglas Fisher, President

The Rev. Nathaniel Anderson, Vice President

Ms. Wende Wheeler, Secretary

The Rev. Dr. Richard Simpson, Assistant Secretary

Mr. Mark Rogers, Treasurer

Mr. Frank Minasian, Trustee Representative

### Term of Office Expires:

Convention of 2024 - Eliot Moss, Rick Gore, Pat O'Connell, Kurt Hultgren

Convention of 2025 – Mary Rosendale, Michael Tuck, vacancy

Convention of 2026 - Holly Dolan, Roland Holstead, Martha Sipe

**Minutes of the Diocesan Council of  
the Diocese of Western Massachusetts**

December 14, 2023

2 p.m. via Zoom

**Present**

The Rt. Rev. Doug Fisher, President  
The Rev. Nathaniel Anderson, Vice President  
Richard Gore  
Roland Holstead  
The Rev. Eliot Moss  
The Rev. Dcn. Pat O'Connell  
Mark Rogers, Treasurer  
The Rev. Mary Rosendale  
The Rev. Martha Sipe  
The Rev. Michael Tuck  
Wende Wheeler, Secretary

**Absent**

Holly Dolan  
Kurt Hultgren  
Frank Minasian

**Call to Order**

The meeting was called to order at 2:00 p.m., and was opened with reflection led by Mark Rogers.

**Consent Agenda**

The Consent Agenda was moved, seconded, and passed unanimously.

**Clergy Housing Allowance Resolution**

The resolution outlining Diocesan clergy housing allowances for 2024 was moved as presented, seconded, and passed unanimously.

**Resolution from Budget & Financial Planning Subcommittee regarding Human to Human**

On December 5, the B&FP Committee agreed to recommend to Council an increase in the planned draw from the Mission Vitality Fund from \$175,000 to \$200,000 (an increase of \$25,000). Mark noted that this is due to the fact that there has been a shortfall in fundraising efforts, which are being addressed. The resolution was moved, seconded, and passed unanimously.

**Solar Panel Question and Answer with Dr. Chris Perry**

Dr. Chris Perry returned to answer questions about the next steps in developing a program around creating solar farms. Following questions and conversation, the Council moved and voted unanimously to appoint a committee to further study the possibility of pursuing a solar farm. Names of individuals who might be good additions to such a committee should be sent to Wende.

**Resolution regarding Registered Sex Offenders**

The Rev. Tanya Wallace, diocesan Safe Church Officer, presented a new policy for Parish Protocols for Inclusion of Registered Sex Offenders. After some conversation, the resolution was moved, seconded and passed unanimously.

**Transition Update**

Canon Rich Simpson gave an update on the transitions occurring around the Diocese, noting the challenges presented by overall clergy shortages and more challenged budgets.

**Bishop's Time**

The Bishop:

- Noted that he and Betsy are thrilled to have a fourth grandchild in the way, as their daughter Grace will have a baby.
- Highlighted his recent visitations with parishes that are flourishing, and indeed doing better than they were a year or two ago.
- Noted the ongoing challenges presented by big buildings for parishes around the Diocese.
- Gave an update on the health of Presiding Bishop Michael Curry.

The meeting was adjourned at 3:55 p.m.

Respectfully submitted,

Wende T. Wheeler, Secretary

**Minutes of the Diocesan Council of  
the Diocese of Western Massachusetts**

February 2, 2024

Votes taken in context of Joint Diocesan Council/Standing Committee Retreat  
Held at St. Andrew's Church, Longmeadow

**Present**

The Rt. Rev. Doug Fisher, President  
The Rev. Nathaniel Anderson, Vice President  
Holly Dolan  
Roland Holstead  
Kurt Hultgren  
The Rev. Eliot Moss  
The Rev. Dcn. Pat O'Connell  
The Rev. Mary Rosendale  
The Rev. Martha Sipe  
The Rev. Michael Tuck  
Wende Wheeler, Secretary

**Absent**

Richard Gore  
Frank Minasian  
Mark Rogers, Treasurer

**Pertaining to Retreat Session 1: Engaging with the Resolution Concerning Atonement Led by the Beloved Community Commission**

The following motion was made, seconded, and passed unanimously:

Diocesan Council asks the Beloved Community Commission to develop a budget for the preparation of the BCC's progress report to the 123<sup>rd</sup> Diocesan Convention, as directed by the Resolution passed at the 122<sup>nd</sup> Diocesan Convention. Additionally, Council asks Diocesan staff to review the budget, and make a recommendation for its funding.

Note: Conversation around this resolution included the possibility that the work would be done by Beloved Community Commission co-chair Eric LaForest, that the amount could be in the vicinity of \$3,000 and could be funded out of the Bishop's Discretionary Fund.

**Pertaining to Retreat Session 2: Diocesan Health Insurance Revision and Clergy Compensation**

The following motion was made, seconded, and passed unanimously:

The Diocesan Council commends the preliminary work of the ad hoc Compensation Committee and asks that they move forward with their work. The Council strongly encourages parishes to cooperate with the Committee when asked for assistance in this work.

Note: A similar resolution was passed at the same time by members of the Standing Committee.

Respectfully submitted,

Wende T. Wheeler, Secretary

## Request As Submitted by: Margaret Bullitt-Jonas

An Episcopal Path to Creation Justice emerged from the work of Creation Care Justice Network (CCJN), the network of Episcopalians in Massachusetts who are working to mobilize a robust, justice-centered response to the ecological and climate emergency. The Path is in the midst of a 6-month pilot phase that began in October 2023 and will be completed in April 2024. Three congregations in the Diocese of Western Mass. are among the twelve congregations in Province One presently enrolled in the pilot program. The program, presently led by a Program Coordinator Rachel Field, provides tiered resources to support congregational engagement in prayer, learning, action, and advocacy, and it provides the guidance of a trained Companion to encourage and mentor each congregation. We continue to develop the website (<https://www.episcopalcreationpath.org/>), whose basic content will be finalized by June 2024 (and updated, as needed, in the months ahead). We are grateful for the financial support that the Diocese of Western Massachusetts has provided along the way.

Going forward, we are excited about extending the possibility of deep transformation through this program to all the dioceses in Province One, with a hope that one day this program – or something like it – will be available to dioceses across The Episcopal Church. **In order to establish the Path in Province One, we are looking for Founding Partners to move this project into its Open Enrollment Phase.**

In the Open Enrollment Phase we will:

- Enroll additional parishes from Province One in the Path
- Continue working with existing parishes
- Establish a network for dioceses beyond Province One that are interested in exploring the path
- Identify, train, and support additional Companions

This work will be geared toward Province One with the intention of the Path becoming established in the Province in a way similar to the School for Deacons, which is available to everyone in the Province and is financially supported by the dioceses that make use of the program. Similarly, we will ask each Diocese in the Province to contribute to An Episcopal Path to Creation Justice. In order to accomplish this, we hope to hire the Rev. Rachel Field as a 1/3-time Project Manager. This would be a natural continuation of the leadership role that she has been in through the Pilot program. The Program Manager would track the above tasks as well as

- Connect the parishes through an annual conference
- Identify and develop an advisory board
- Apply for relevant grant funding
- Complete administrative tasks associated with the operation of the Path (website development, liaison with CCJN, etc.)

The total annual cost of this part-time position (assuming a clergy person with 7 years of ordained ministry experience) would be: \$39,683. This includes stipend, housing, SECA (\$28,500 for all three), 1/3 of health insurance costs (\$5,130), and pension at 18% (\$6,053).

*We are asking the Diocese of Western Massachusetts to be a Founding Partner with a donation of \$20,000 to underwrite roughly half of this position for the year July 2024-June 2025. We will ask the Episcopal Church in Connecticut and the Diocese of Massachusetts for \$20,000 each to round out the position and to provide additional funds for an annual conference, continuing education for the Companions, and administrative costs associated with website development and printing of materials.*

*We will also be tracking grant funding opportunities to support this initiative, such as the Province One Inter-Diocesan collaboration grant and the Creation Care Grant from the Episcopal Task Force for Creation Care and Environmental Racism (both of which granted us awards in 2023 for a total of \$30,000).*

*Funds will either be held at the Province One level or by the Diocese of Massachusetts (as was done in previous years). We are in the process of negotiating with Province One and will have this resolved by the end of March, at which point we will be able to indicate where funds should be sent.*

Thank you for considering this request.

Faithfully,  
(The Rev. Dr.) Margaret Bullitt-Jonas  
Missioner for Creation Care



## Trustees For the Diocese of Western Massachusetts

THE EPISCOPAL DIOCESE OF WESTERN MASSACHUSETTS  
CELEBRATING GOD'S ABUNDANCE

Title: Executive Director  
FLSA Status: Exempt; Hybrid

Annual Salary Range: \$48,000 - \$55,000

Location: 37 Chestnut St  
Springfield, MA 01103

Reports To: Trustees For the Diocese  
Date Prepared: February 2024

The Trustees for the Diocese of Western Massachusetts ("Trustees") is a corporation organized in 1902 to receive, manage, and dispose of monies, funds, and real estate not only of the Episcopal Diocese, but also for those Parishes that have entrusted funds to their care. The Portfolio exceeds sixty million dollars.

### Summary:

Averaging 16 hours week with the ability to work hybrid (1 day per week in office), this position reports to the Trustees and its Board of Managers (which consists of the Officers and other elected members) and oversees all aspects of planning, management and day to day operations of the Trustees, including but not limited to:

- (1) overseeing the Investment Portfolios of the Trustees
- (2) maintaining relationships with fund managers, investment managers, investor Diocese and investor Parishes as well as educating parishes as to the Trustees functions
- (3) working cooperatively with Parish Officials, Clergy and Diocesan staff
- (4) overseeing administrative support provided by Diocesan staff
- (5) planning all meetings

In the performance of respective tasks and duties, the Executive Director is expected to successfully perform quality work within deadlines, interact professionally, work independently while understanding the necessity for communicating and coordinating work efforts with third party investment consultant, fund managers and others as needed.

### Qualifications:

To perform this job successfully, an individual must be able to perform essential duties satisfactorily. The requirements listed below are representative of the knowledge, skill, and/or ability required. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions. Consistent with established hiring practices, background checks for all persons who are under consideration for this position will be conducted.



Education and/or Experience:

- Bachelor's Degree in Business, Finance or related field preferred, investment courses and/or equivalent experience
- Three or more years of investment management or equivalent experience preferred
- Knowledge of investment portfolio management practices and related areas
- Interface with Board of Trustees, Board of Managers and committees (or similar experience) and handling day to day operations and implementing processes/procedures
- Attention to shifting priorities and details is crucial, must be adaptable and have the ability to multi task. The Executive Director must be comfortable in an inclusive, Christian spiritual setting.

Skills and Abilities:

- Problem analysis and problem resolution at both a strategic and functional level
- Communication (both written and verbal), influence and leadership skills.
- Talent for thinking strategically and acting as a facilitator
- Ability to inform, educate and provide professional guidance to others
- Ability to manage multiple demands and priorities and complete tasks within acceptable time frames
- Ability to work independently and thrive in a fast-paced, detail-oriented environment
- Organizational skills
- Demonstrates a passion for excellence in every aspect of work
- Monitors self and staff's work for accuracy and quality
- Maintains a high level of confidentiality and discretion
- Responds promptly and accurately to both internal and external requests for information and coordinates appropriate follow-up
- Creativity and negotiation skills
- Makes sound decisions based on balanced consideration of facts, priorities, resources, constraints and alternatives
- Utilizes technology/systems in order to improve work processes and uses a range of technology to solve problems
- Proficiency in Microsoft Office Suite products, Outlook, database software and the Internet

Trustees For the Diocese of Western Massachusetts is an Equal Opportunity Employer

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To apply, please submit a cover letter and resume to Trustees President, Chris Berglund, at [cjberglund55@gmail.com](mailto:cjberglund55@gmail.com).

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# TRUSTEES FOR THE DIOCESE OF WESTERN MASSACHUSETTS

37 Chestnut Street  
Springfield, Massachusetts 01103  
[www.diocesewma.org](http://www.diocesewma.org)



Chris Berglund  
President  
[cjberglund55@gmail.com](mailto:cjberglund55@gmail.com)

April 3, 2024

Dear Parish Clergy and Lay Leaders,

This notice serves as a follow-up to our earlier clergy and treasurers' communication advising of the Trustees Executive Director employment opportunity.

Attached is the position description providing details on the opportunity. We would like to have responses by no later than May 1, but will try to remain flexible on that deadline.

As we try to extend deeper into our parishes, we were hoping that each parish could incorporate this diocesan opportunity in their parish newsletter, vestry agenda and any other communication vehicle that may help us identify the most qualified candidate for this opportunity.

Please have any interested candidates reach out to Chris Berglund ([cjberglund55@gmail.com](mailto:cjberglund55@gmail.com)) for additional information.

Thank you!

Best wishes,

*Chris*

Attachment

[illegible]

[illegible]

				<u>2022</u>	<u>2022 ACTUALS</u>	<u>2023</u>	<u>2023 ACTUALS</u>	<u>PROPOSED</u>		
				<u>BUDGET</u>	<u>Thru Dec 31st</u>	<u>BUDGET</u>	<u>Thru Dec 31st</u>	<u>2024</u>	<u>2024 ACTUALS</u>	
								<u>BUDGET</u>	<u>Thru March 31st</u>	<u>%</u>
<b>Walking Together</b>										
<b>Wages and Benefits</b>										
01-6010-80										
01-6010-80-844	Walking Together Ministry	Salary - Clergy		\$9,200.02	\$10,346.40					
01-6020-80-844	Walking Together Ministry	Salary - Lay		\$9,243.92	\$9,243.84					
01-6110-80-844	Walking Together Ministry	Medical/Dental Insurance - Clergy		\$3,270.83	\$3,039.00					
01-6220-80-844	Walking Together Ministry	Long-Term Disability Insurance - Lay		\$72.00	\$76.68					
01-6310-80-844	Walking Together Ministry	Social Security/Medicare Taxes - Clergy		\$1,277.55	\$1,354.14					
01-6320-80-844	Walking Together Ministry	Social Security/Medicare Taxes - Lay		\$707.16	\$707.16					
01-6410-80-844	Walking Together Ministry	Pension Benefits - Clergy		\$3,235.96	\$3,236.04					
01-6420-80-844	Walking Together Ministry	Pension Benefits - Lay		\$1,109.27	\$1,109.28					
01-6520-80-844	Walking Together Ministry	Life Insurance - Lay		\$72.00	\$72.00					
01-6610-80-844	Walking Together Ministry	W/C Insurance - Clergy		\$135.00	\$164.70					
01-6620-80-844	Walking Together Ministry	W/C Insurance - Lay		\$135.00	\$164.70					
01-6810-80-844	Walking Together Ministry	Housing & Related Expense		\$7,500.00	\$7,500.00					
		<b>Total Wages and Benefits</b>		<b>\$35,958.71</b>	<b>\$37,013.94</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	
<b>Business Expenses</b>										
01-7015-80-844	Laundry Love (Walking Together)	Continuing Education		\$0.00	\$0.00					
01-7070-80-844	Laundry Love (Walking Together)	Printing & Binding		\$0.00	\$0.00					
01-7072-80-844	Laundry Love (Walking Together)	Professional Conferences		\$0.00	\$0.00					
01-7075-80-844	Laundry Love (Walking Together)	Program		\$12,000.00	\$12,716.79	\$15,000.00	\$15,843.87	\$15,000.00	\$3,483.74	
01-7210-80-844	Laundry Love (Walking Together)	Gas Electric and Oil		\$1,875.00	\$1,611.38					
01-7220-80-844	Laundry Love (Walking Together)	Internet - general exps		\$600.00	\$875.35					
01-7222-80-844	Laundry Love (Walking Together)	Website Expenses		\$0.00	\$0.00					
01-7245-80-844	Laundry Love (Walking Together)	Rent		\$5,400.00	\$5,400.00					
01-7280-80-844	Laundry Love (Walking Together)	Supplies - Office		\$0.00	\$0.00					
01-7290-80-844	Laundry Love (Walking Together)	Telephone			\$0.00					
01-7296-80-844	Laundry Love (Walking Together)	Auto - Mileage & Tolls		\$750.00	\$0.00					
01-7298-80-844	Laundry Love (Walking Together)	Conference Travel & Meals		\$0.00	\$0.00					
01-7299-80-844	Laundry Love (Walking Together)	Continuing Education Travel & Meals		\$0.00	\$0.00					
01-7315-80-844	Laundry Love (Walking Together)	Bank Fees		\$0.00	\$8.66		\$24.16			
		<b>Total Business Expenses</b>		<b>\$20,625.00</b>	<b>\$20,612.18</b>	<b>\$15,000.00</b>	<b>\$15,868.03</b>	<b>\$15,000.00</b>	<b>\$3,483.74</b>	
		<b>Total Walking Together</b>		<b>\$56,583.71</b>	<b>\$57,626.12</b>	<b>\$15,000.00</b>	<b>\$15,868.03</b>	<b>\$15,000.00</b>	<b>\$3,483.74</b>	<b>23.22%</b>

				<u>2022</u>	<u>2022 ACTUALS</u>	<u>2023</u>	<u>2023 ACTUALS</u>	<u>PROPOSED</u>		
				<u>BUDGET</u>	<u>Thru Dec 31st</u>	<u>BUDGET</u>	<u>Thru Dec 31st</u>	<u>2024</u>	<u>2024 ACTUALS</u>	
								<u>BUDGET</u>	<u>Thru March 31st</u>	<u>%</u>
<b>H2H Administration</b>										
<b>Wages and Benefits</b>										
01-6010-80-840	H2H Administration	Salary - Clergy		\$0.00	\$0.00					
01-6020-80-840	H2H Administration	Salary - Lay		\$11,076.00	\$11,076.00	\$6,965.60	\$6,338.04	\$7,215.94	\$1,449.44	
01-6110-80-840	H2H Administration	Medical/Dental Insurance - Clergy		\$0.00	\$0.00					
01-6120-80-840	H2H Administration	Medical/Dental Insurance - Lay		\$5,770.20	\$5,676.00	\$3,116.71	\$3,162.00	\$3,714.32	\$930.90	
01-6220-80-840	H2H Administration	LTD Insurance - Lay		\$54.00	\$91.81	\$43.20	\$36.72	\$58.10	\$9.18	
01-6310-80-840	H2H Administration	Social Security/Medicare Taxes - Clergy		\$0.00	\$0.00					
01-6320-80-840	H2H Administration	Social Security/Medicare Taxes - Lay		\$847.31	\$847.36	\$532.87	\$484.92	\$552.02	\$110.90	
01-6410-80-840	H2H Administration	Pension Benefits - Clergy		\$0.00	\$0.00					
01-6420-80-840	H2H Administration	Pension Benefits - Lay		\$1,329.12	\$1,329.12	\$835.87	\$600.00	\$865.91	\$169.61	
01-6520-80-840	H2H Administration	Life Insurance - Lay		\$72.00	\$72.00	\$57.60	\$43.20	\$43.20	\$7.20	
01-6610-80-840	H2H Administration	W/C Insurance - Clergy		\$0.00	\$0.00					
01-6620-80-840	H2H Administration	W/C Insurance - Lay		\$240.00	\$84.38	\$240.00	\$69.84	\$240.00	\$8.41	
		<b>Total Wages and Benefits</b>		<b>\$19,388.63</b>	<b>\$19,176.67</b>	<b>\$11,791.85</b>	<b>\$10,734.72</b>	<b>\$12,689.49</b>	<b>\$2,685.64</b>	<b>21.16%</b>
<b>Business Expenses</b>										
01-7015-80-840	H2H Administration	Continuing Education		\$0.00	\$0.00					
01-7020-80-840	H2H Administration	Food & Refreshments		\$0.00	\$0.00					
01-7055-80-840	H2H Administration	Memberships/Dues/Subscriptions		\$0.00	\$0.00					
01-7070-80-840	H2H Administration	Printing & Binding		\$6,000.00	\$0.00	\$4,000.00		\$4,000.00		
01-7072-80-840	H2H Administration	Professional Conferences		\$0.00	\$0.00					
01-7075-80-840	H2H Administration	Program		\$0.00	\$0.00	\$10,000.00	\$5,588.40	\$10,000.00		
01-7220-80-840	H2H Administration	Internet - general exps		\$0.00	\$0.00					
01-7222-80-840	H2H Administration	Website Expenses		\$0.00	\$192.00					
01-7240-80-840	H2H Administration	Consultant - MCR Global Consulting		\$64,500.00	\$63,000.00	\$63,000.00	\$63,000.00	\$63,000.00	\$15,750.00	
01-7240-80-840	H2H Administration	Consultant - Fundraising		\$0.00	\$3,185.00			\$25,000.00	\$250.00	
01-7250-80-840	H2H Administration	R/M Network Hardware & Software		\$2,500.00	\$2,066.39	\$2,400.00	\$2,229.96	\$2,200.00	\$557.49	
01-7280-80-840	H2H Administration	Supplies - Office		\$0.00	\$0.00					
01-7290-80-840	H2H Administration	Telephone/Zoom		\$0.00	\$79.65		\$74.98	\$100.00		
01-7296-80-840	H2H Administration	Auto - Mileage & Tolls		\$1,200.00	\$0.00					
01-7298-80-840	H2H Administration	Conference Travel & Meals		\$0.00	\$0.00					
01-7310-80-840	H2H Administration	Payment Processing Fees		\$750.00	\$221.09	\$500.00	\$469.11	\$1,000.00	\$45.48	
01-7370-80-840	H2H Administration	Legal Fees		\$0.00	\$0.00		\$70.00			
		<b>Total Business Expenses</b>		<b>\$74,950.00</b>	<b>\$68,744.13</b>	<b>\$79,900.00</b>	<b>\$71,432.45</b>	<b>\$105,300.00</b>	<b>\$16,602.97</b>	<b>15.77%</b>
<b>Program Grants</b>										
01-7040-80-840	H2H Administration	Ministry Grants		\$25,000.00	\$4,170.00	\$25,000.00	\$18,508.00	\$35,000.00	\$2,502.00	7.15%
		<b>Total Program Grants</b>		<b>\$25,000.00</b>	<b>\$4,170.00</b>	<b>\$25,000.00</b>	<b>\$18,508.00</b>	<b>\$35,000.00</b>	<b>\$2,502.00</b>	<b>7.15%</b>
		<b>Total H2H Administration</b>		<b>\$119,338.63</b>	<b>\$92,090.80</b>	<b>\$116,691.85</b>	<b>\$100,675.17</b>	<b>\$152,989.49</b>	<b>\$21,790.61</b>	<b>14.24%</b>
		<b>TOTAL Human-2-Human EXPENSES</b>		<b>\$324,672.74</b>	<b>\$343,964.28</b>	<b>\$302,498.89</b>	<b>\$295,243.83</b>	<b>\$340,953.20</b>	<b>\$72,503.84</b>	<b>21.27%</b>

			<u>2022</u>	<u>2022 ACTUALS</u>	<u>2023</u>	<u>2023 ACTUALS</u>	<u>PROPOSED</u>		
			<u>BUDGET</u>	<u>Thru Dec 31st</u>	<u>BUDGET</u>	<u>Thru Dec 31st</u>	<u>2024</u>	<u>2024 ACTUALS</u>	
							<u>BUDGET</u>	<u>Thru March 31st</u>	<u>%</u>
<b>SUMMARY of H2H:</b>									
<b>INCOME:</b>									
	Building Bridges - Vets Ministry	Total Income	\$24,000.00	\$29,054.37	\$44,000.00	\$37,652.83	\$45,700.00	\$17,819.24	
	Walking Together Ministry	Total Income	\$15,000.00	\$18,868.25	\$15,000.00	\$5,345.10	\$15,000.00	\$5,000.00	
	H2H Administration	Total Income	\$286,000.00	\$308,108.91	\$244,000.00	\$245,134.70	\$281,000.00	\$43,474.52	
		<b>TOTAL INCOME</b>	<b>\$325,000.00</b>	<b>\$356,031.53</b>	<b>\$303,000.00</b>	<b>\$288,132.63</b>	<b>\$341,700.00</b>	<b>\$66,293.76</b>	
<b>EXPENSES:</b>									
	Building Bridges - Vets Ministry	Total Wages and Benefits	\$148,750.40	\$194,247.36	\$170,807.03	\$178,700.63	\$172,963.71	\$47,229.49	
	Walking Together Ministry	Total Wages and Benefits	\$56,583.71	\$57,626.12	\$15,000.00	\$15,868.03	\$15,000.00	\$3,483.74	
	H2H Administration	Total Wages and Benefits	\$119,338.63	\$92,090.80	\$116,691.85	\$100,675.17	\$152,989.49	\$21,790.61	
		<b>TOTAL EXPENSES</b>	<b>\$324,672.74</b>	<b>\$343,964.28</b>	<b>\$302,498.89</b>	<b>\$295,243.83</b>	<b>\$340,953.20</b>	<b>\$72,503.84</b>	
<b>NET INC (LOSS) by Dept:</b>									
	Building Bridges - Vets Ministry	Net Income (Loss)	(\$124,750.40)	(\$165,192.99)	(\$126,807.03)	(\$141,047.80)	(\$127,263.71)	(\$29,410.25)	
	Walking Together Ministry	Net Income (Loss)	(\$41,583.71)	(\$38,757.87)	\$0.00	(\$10,522.93)	\$0.00	\$1,516.26	
	H2H Administration	Net Income (Loss)	\$166,661.37	\$216,018.11	\$127,308.15	\$144,459.53	\$128,010.51	\$21,683.91	
			\$327.26	\$12,067.25	\$501.11	(\$7,111.20)	\$746.80	(\$6,210.08)	
		<b>GRAND TOTAL Human-2-Human INCOME (LOSS)</b>	<b>\$327.26</b>	<b>\$12,067.25</b>	<b>\$501.11</b>	<b>(\$7,111.20)</b>	<b>\$746.80</b>	<b>(\$6,210.08)</b>	