

**THE EPISCOPAL CHURCHES
OF ST. LUKE'S AND ST. JAMES**

CONSOLIDATION PLAN

May 8, 2020

St. Luke's Episcopal Church
4557 Colfax Avenue South
Minneapolis, MN 55419
www.st-lukes.net

Episcopal Church of St. James on the Parkway
3225 East Minnehaha Parkway
Minneapolis, MN 55417
www.stjamesotp.org

INTRODUCTION

After many months of casual dating, the Episcopal Churches of St. Luke's and St. James began in March the serious work of consolidating our two parishes.

We already knew much about each other. Months earlier, we'd visited one another for worship. We joined together in prayer and praise, in song and service. We talked together in meetings and walked together in the cause of peace. In the profound yet simple act of breaking bread together, we discovered much in common. But so too, had we seen glimmers of the profound challenges of two parishes, each spanning near-100 years of history, who sought to answer the question, "How might we create a shared community in which our people and ministries will thrive?"

The following pages offer the answer to this question. Developed by thirteen joint sub-committees, they set forth a picture that captures the strength and beauty of both St. Luke's and St. James — while easing the burdens of property and financial resources that threaten so many churches in our city and state. They describe an integration of our worship and liturgy, our music and spiritual formation for people of all ages, and our service to the community and to the world. And they describe the structural foundations that will assure the health of this shared community: governance, finance, staff and property.

In the words of the clergy and senior wardens of St. Luke's and St. James — writing to the officers of the Episcopal Church of Minnesota — our consolidation offers an opportunity, to walk boldly together into new paths of evangelism and parish life.

We offer deep thanks to the dozens of people from each parish who gave their time, talent, faith and good humor to tackle the questions: what will the integrated parish look like on July 1, 2020, what will it look like at the time of the first joint Annual Meeting in January 2021, and what steps are required to lead us there.

We join with you and the members of both parishes, looking forward to the future with gratitude and excitement.

Respectfully submitted by the Consolidation Steering Committee.

St. Luke's: Michele Krakowski, Dianne Pikula and Sharon Rost
St. James: Kerry Nelson and Ruth Anne Olson,

OVERVIEW

I. Worship and Liturgy (Page 6)

Beginning July 1, clergy leadership and lay ministry functions will be fully shared, meaning that members of both St. James and St. Luke's will be visibly involved in leading the services. While minor changes will enhance the visibility and audibility of worship leaders, no significant rearrangement of space will be undertaken for the first weeks following July 1.

The Interim Vestry will appoint a Liturgy Planning Team, including clergy, staff (music and youth) and lay leaders. By August 1, the Team will develop a liturgical plan for the next year — including the question of whether to offer two services on Sunday mornings, use of space, integration of liturgical celebrations of both parishes, participation of children and youth in the liturgy, etc.

II. Music (Page 8)

If conditions allow, choirs of St. James and St. Luke's will have the opportunity to work together in a summer choir (no vestments, no rehearsals) — leading up to our full choirs fully merging in the fall of 2020. Music libraries, vestments, and instruments will be blended. Leaders will explore organizing a children's choir and look to expand existing instrumental ensembles.

III. Adult Education and Formation (Page 10)

Adult education will move beyond information about the faith, to people's formation in the faith. Toward that end, during July and August the Adult Education Commission will work with clergy leadership to devise and publicize a cohesive program of activities for fall and early winter.

The Adult Education Commission will also work with St. Luke's Dream Team — as part of its final year of funding through the Riverside Innovation Hub, to engage people of the newly consolidated parish in activities to bring church outside its traditional doors and into the community, especially with a focus on young adults.

IV. Children and Youth Education and Formation (Page 11)

St. James currently does not offer education and formation opportunities for children and youth. To the extent that budget and staffing is available in the newly consolidated parish, we will carry forward all programming as currently offered at St. Luke's. St. James families with

children ages 1-18 will soon be integrated into St. Luke's communications regarding activities for children and youth.

The current program will be enhanced and strengthened by St. James Godly Play materials, talented volunteers and the integration of St. James treasure trove of created materials that have been used in pageants and other festal day events.

Members and volunteers of our newly consolidated parish will join together in Safe Church Training and will work together to plan for use of space.

V. Service (Page 13)

Already alike in many dimensions, virtually all service activities of both parishes will be able to continue — even to be strengthened. Among others, this includes First Nation's Kitchen, Food Box, Care for Creation, Adopt-a-Family, Families Moving Forward, the Cookie Walk and others.

St. James work with Nokomis East Neighborhood Association in the Giving Garden located on the grounds of St. James will (through special arrangement with ECMN) continue through the 2020 growing season.

VI. Haiti Partnership. *Onè! Respe!* (Page 14)

St. James and St. Luke's Haiti Committees have already begun to integrate in support of St. James 11-year relationship with the Episcopal Church of Bonne Nouvelle in Bigonet, Haiti. Through monthly phone calls with Bonne Nouvelle's leaders, materials in St. James Haiti library, education throughout the newly consolidated parish about the history, culture, etc. of Haiti, and eventual travel to/from our partners — by January 2021 the Committee plans for an established and visible ministry throughout.

VII. Parish Life & Communication (Page 16)

Membership: Defined within the Interim Bylaws — all persons who, as of June 30, 2020 are members in good standing of either St. James or St. Luke's, will automatically become members in good standing of the new parish.

Informal Identity and Communication: While awaiting a decision (at the 2021 Annual Meeting) regarding the permanent name of the consolidated parish, an informal and temporary identity will head various forms of communication. *The Episcopal Church of Saints Luke and James: congregations in transition.* Maybe for short: *Saints L and J?* Even *L and J?*

The Integration Commission to be formed by the Interim Vestry will insure that the many traditions important to the cultures and identities of both communities will be integrated into the consolidated parish.

VIII. Governance (Page 19)

Interim by-laws (drafted by St. Luke's Scott Smith and St. James' Kerry Nelson) will govern the parish July 1, 2020 through the Annual Meeting of January 2021. They call for combining the two Vestries to become the Interim Vestry. The Interim Vestry will appoint an Integration Commission to oversee writing of permanent by-laws to be voted on at the Annual Meeting of January, 2021, to oversee a decision regarding the permanent name of the parish, etc.

IX. Staff (Page 20)

For the period July 1 2020 until the Annual Meeting of January 2021, The Reverend Larry Bussey and The Reverend William Heisley will be hired as "Priests-in-Community", serving .5 FTE each. Larry Reynolds (Music Director) and Sheila Foster (Community Involvement Director) will continue their current duties.

Prior to July 1, the clergy will oversee the hiring of an office manager, and will arrange contracts for a bookkeeper and sexton as permitted by the parish budget. Choir section leader(s) and childcare assistance will be named as needed and requested by the Music Director and Community Involvement Director.

In preparation of 2021 budget, all staff positions will be reviewed by the Interim Vestry. If so decided by Interim Vestry and 2021 Annual Parish Meeting, a formal search for permanent clergy position or positions will begin.

X. Finance (Narrative: Page 22. Interim Budget: Page 31)

The Finance Sub-committee offers budget assumptions and an interim budget for the period July through December, 2020. Longer term they recommend that the Interim Vestry name a Finance Committee with members from both parishes. Among other responsibilities, that committee should develop and propose a budget process, in order to develop a budget for 2021.

XI. Non-Liturgical Property (Page 27)

This sub-committee is preparing an inventory of non-liturgical items owned by St. James. In May they will determine which items will enhance the consolidated parish and will arrange their

transfer, placement and/or storage. Remaining items will be offered for purchase to members of either parish. Any items left over will transfer to ECMN on June 30.

XII. Liturgical Property (Page 27)

St. James has developed a photographic inventory of all liturgical property owned by St. James. The sub-committee will oversee work with ECMN officials to designate their assignment to serve the consolidated parish or be given to the stewardship of ECMN. They will design a process by which members of St. James who have particular interest in any items may make a case for the wishes accordingly.

XIII. Real Property (Page 29)

The consolidated parish will be located at the site of St. Luke's Episcopal Church, 4557 Colfax Avenue South in Minneapolis. On July 1, St. James building and grounds at 33225 East Minnehaha Avenue in Minneapolis will be transferred to the Episcopal Church of Minnesota (ECMN).

That process is described in the full report.

SUB-COMMITTEE REPORTS

I. WORSHIP AND LITURGY

Subcommittee. St. Luke's: Larry Bussey, Morris Goodwin and Larry Reynolds. St. James: Rosemary Caspar, William Heisley,

Overview

Both congregations have developed deep and rich liturgical practices that feed and inspire our communities. We believe there are exciting opportunities to blend them and learn from each other. Through our lived experience, we know there are a variety of idioms for praising God, and not just one way. We envision worshipping together in ways that are in turn, festive, solemn, simple, and contemplative – depending on the occasion or season. Music is a strength for both congregations. We are excited about the prospect of our combined program.

Process and Considerations

There is much work to be done to achieve this vision. What follows is the process we intend to follow and the considerations that inform our planning.

Beginning July 1, clergy leadership and lay ministry functions will be fully shared, meaning that members of both St. James and St. Luke's will be visibly involved in leading the services. We will also take steps to ensure that worship leaders are visible and audible to the congregation. Finally, we will smooth out the process for distributing communion.

Upon approval of the consolidation plan, a Liturgy Planning Team, including clergy, staff (music and youth) and lay leaders responsible for worship and liturgical planning from both congregations will be formed. The team will be responsible for working with clergy leadership to lay out a liturgical plan for the next year that reflects and incorporates the best of our traditions and practices. A high-level plan will be drafted by August 1, and will be subject to revisions throughout the year.

Clergy leadership, in consultation with the Wardens, will be responsible for finalizing team participants and approving the liturgical plan this Team develops. Considerations or recommendations that go beyond the scope of strict liturgical planning (e.g., should we have one or two services on Sunday morning?), or that have financial implications, will be referred to the vestry for approval. For that reason, we propose including a designated vestry liaison as a member of this team. This team will be separate from the broader Worship Commission, which will continue to be active in supporting how we implement and execute our liturgical plans.

In drafting the plan, the team will be charged with ensuring it reflects the following considerations:

Service schedule

St. James currently conducts two Sunday services at 8:00 and 10:30. St. Luke's has one service at 10:00. The Worship Consolidation Team has expressed an openness to continuing an early service following the consolidation. However, we believe this needs further consideration because the inclusion of a second service would have significant impacts on the overall Sunday morning schedule and would require significant lay support (e.g., altar guild, lay readers, ushers). The consolidation team also recognizes the benefit of having a single Sunday morning worship service for our entire community. Any plan to adjust the service schedule proposed by the Liturgy Planning Team will be sent to the vestry for review and approval.

Use of space

There are significant differences in the worship spaces at St. James and St. Luke's. It will be impossible to replicate some of the St. James worship practices (e.g., receiving communion at the altar rail) at St. Luke's. At the same time, we believe it is important to identify opportunities to make the best use of the St. Luke's space. With that in mind, the Liturgy Planning Team will take steps to:

- Simplify and streamline the flow of people during communion
- Provide a communion station that allows for kneeling
- Recommend enhancements to the sound system so that everyone, regardless of where they are seated, can readily hear the service. Any recommendations for this work will be forwarded to the vestry for approval.

Parish liturgical celebrations

Both parishes have a number of cherished liturgical traditions. For St. Luke's these include Gospel Sundays, Contemplative Sundays, youth-led pageants and outdoor services. For St. James, these include youth-led pageants, Haiti Sunday and the use of large puppets and other props for various festive or solemn celebrations, including All Saints and Pentecost.

The consolidation team believes there is much to be gained from bringing these practices and traditions forward into the new congregation. The team also recognizes the importance of adjusting and aligning them to ensure they come together in ways that support the flow of our worship experience throughout the year. The Liturgy Planning Team will address these considerations in the process of creating the liturgical plan for the year.

Lay liturgical functions

These include: Altar Guild, Lay Readers, Ushers/Greeters, Acolytes, Eucharistic Ministers (to assist with the distribution of communion) and Lay Eucharistic Ministers (to take communion out to those unable to attend).

Sunday worship requires the active participation of dozens of lay people. We are excited about the opportunity to bring our teams and resources together and to find ways to strengthen them. Leaders from both congregations have already begun preliminary discussions. Topics to be addressed include: coordination, scheduling, recruiting, training, and inventorying our liturgical resources (e.g., chalices, patens, linens). New team structures and processes will be defined by August 15, in preparation for the upcoming program year.

Use of alternative services and rites

Both congregations currently rely primarily on The Book of Common Prayer and other rites authorized by the Episcopal Church. We will continue to do so. However, we are also open to using alternative forms that fit a specific celebration, or that foster a more inclusive/deeper understanding of God for our members. The Liturgy Planning Committee will make recommendations to clergy leaders regarding use of alternative forms for specific occasions. Any alternative forms will be used only with the express authorization of the Bishop.

Participation of children and youth in liturgy

Both congregations share a commitment to engaging children and youth in the liturgy in meaningful ways -- both on a weekly basis and for special celebrations (e.g., pageants, music, outdoor services). Representatives from both congregations are already having conversations about how to blend our practices. The involvement of children and youth in specific liturgies will be worked out with the Liturgy Planning Committee. St. Luke's Pray Ground will continue in its current form.

II. MUSIC

SubCommittee. St. Luke's: Larry Reynolds. St. James: Cliff Athorn and Liz Athorn

Overview

St. James and St. Luke's have each enjoyed a long history of excellent music. Adult choirs from both churches are active and sing regularly. We believe there are exciting opportunities in blending the two. In addition to the choir, we hope to expand current groups (handbells, recorders, strings), and organize a youth choir.

Process

There is a simple process here, thanks to the compatibility of the two music ministries. Whatever work can be done before July 1st will begin shortly after May 1st.

Property

Music Libraries: Blend the two libraries of choral music, plus some instrumental music. Instruments. Add some of St. James' percussion and rhythm instruments to St. Luke's collection.

Vestments: Cassocks and surplices from both choirs will be combined. St. James will bring a rolling clothes rack to accommodate theirs.

Handbells: St. James' has a set of approximately 12 handbells. Whereas St. Luke's bells are complete, the extra set can be used for youth choir or other possibilities.

Piano: A Baldwin console upright piano could be brought from St. James and placed in the library. The St. Luke's wardens will need to approve first.

Program

As liturgies from both communities are combined, and new avenues of worship are explored, the new music ministry will serve to enhance worship planning for the new faith community.

N.B. - All that appears below is based on returning to the normal as we knew it prior to Covid-19.

- Summer Choir (June-July-August-September)
The newly combined adult choirs will have an opportunity to begin singing on a regular basis in an informal choir (no vestments, no Wed. rehearsals). This will be a great opportunity for singers to get to know one another. A social event will be held for even more socializing.
- 12 Month Worship Planning Day (July)
As a member of and a collaborator with the Worship Subcommittee, the music director will participate in planning worship through May 2021. Planning will address ordinary weekly worship as well as special Sundays and seasons (All Saints, Advent, Christmas, etc.).

- Children and Youth Choirs
Discussion and exploration of the possibility of organizing a childrens choir will happen at some point. We just do not know when.
- Instrumental Ensembles
St. Luke's has three established ensembles which play in church on a regular basis from September to May: a recorder consort, a handbell choir, and a chamber ensemble of strings. There is room for most of the groups to grow.

Conclusion

The combined music ministry resulting from the consolidation of St. James and St. Luke's will have an instant positive effect as the choir nearly doubles in size along with an increase in assembled worshippers. Instrumental groups (especially recorders and strings) will grow and develop throughout the program year to May 2021. There will, no doubt, be many other benefits in the first year of life together. As we grow together in Christ, our hopes and dreams will be transformed in ways we cannot imagine.

III. ADULT EDUCATION AND FORMATION

SubCommittee. St. Luke's: Sheila Foster, Joanna Reeves and Sarah Sivright. St. James: Anthony Morley.

Our Plan

Both St. James and St. Luke's enjoy Sunday morning discussions with fellow parishioners and other events of adult education and faith formation. We want to see this program continue and deepen. We have begun discussion of what Adult Education can include as we integrate themes from the two consolidating churches. For instance, in different ways St. Luke's and St. James seek to move the program beyond information about the faith to people's formation in the faith.

The St. Luke's Dream Team, working with the Riverside Innovation Hub, is preparing another grant proposal, due in June. During the next few months, the Team will involve interested persons from SJ to join in the planning and dreaming. The new grant will continue to pursue ways to bring the church outside its traditional doors and into the community, especially with a focus on young adults. Additionally, it will also focus on addressing racism, which has been a part of Adult Education in both the consolidating parishes.

During July and August, our consolidated Adult Education team, working from the start with clergy leadership of the parish, will devise and publicize a cohesive program of adult-education activities for fall and early winter. We will plan Zoom and other "virtual" gatherings as appropriate to the public-health rules then in place. We will seek and evaluate community feedback from the consolidated parish throughout.

By July 1, 2020

We will have gathered a basketful of content ideas for adult-ed activities in the period of July through January.

We will be ready to meet with clergy leadership to develop strategy & priorities for the upcoming 7-month period till January 2021.

By January, 2021

We will report on our integration progress and activities to the Annual Parish Meeting and propose an ongoing structure for integrating our dreams for managing adult education/formation.

IV. CHILDREN AND YOUTH EDUCATION AND FORMATION

SubCommittee. St. Luke's: Sheila Foster and Danielle McCoy. St. James: Rosemary Caspar.

Programming for Youth Education and Formation

St. James currently does not offer education and formation opportunities for children and youth. To the extent that budget and staffing is available in the new consolidated parish, we will carry forward all programming as currently offered at St. Luke's.

Godly Play Materials and Spaces

Rosemary has compiled a photographic inventory of all Godly Play materials currently at St. James. This was shared with Sheila and Danielle. There are many overlaps in stories but it is felt that some stories can be combined to provide a richer experience. There was also a discussion of creating a second room at St. Luke's, to provide classrooms for younger children and for older children. Some materials are best used with older children and readers.

In addition, there are furnishings and artwork that can be used in Godly Play spaces at St. Luke's.

We will meet again in May: Rosemary will be in the Godly Play room at St. James and Sheila and Danielle will be online. We will go through each story and all accessories and set aside those that we will not be taking to our new space. This can be given to others in ECMN who have asked about Godly Play materials (Julie Luna at St. Nicholas and Susan Mallison, Godly Play Trainer)

We plan to offer a photo tour of St. Luke's for St. James members, to acquaint them with all the spaces used in the parish.

Liturgical Props and Ceremonies

St. James has a treasure trove of created materials that have been used in pageants and other festal day events. These include the angel, the star, Pentecost birds, All Saints banners, and other materials. Rosemary will provide a photographic inventory of these objects, including measurements for large items. Sheila and Danielle will locate possible storage spaces at St. Luke's.

Rosemary also recommended that our committee connect with Louise Robinson and Liz Athorn regarding pageants and other festal day events that have been an important part of the St. James community and will be preserved in our new consolidated parish.

Email and Other Parish Communications with St. James Families

Sheila has included Rosemary and several other St. James members in her Youth Formation email updates. Rosemary provided names and emails for all St. James families with children ages 1-18 to Sheila for future communications.

Safe Church Training

Training has begun online in the ECMN. Sarah Barnett, ECMN Missioner for Youth, conducted a training recently. Sheila is a Safe Church trainer and will be preparing for online training this summer. She will forward any training info to all St. James members.

Sunshine Montessori Relationships and Space Concerns

Sheila and Danielle shared some current questions about space usage and relationships with the staff of Sunshine Montessori, their long-term preschool tenant. Given the need for more

space for St. James items and the need for clarity about usage of parish space by the center staff and families, this is an area for further discussion, under the leadership of the Interim Vestry. Rosemary offered to participate in any conversations and work with Sunshine in summer 2020. At this time a new lease is being worked on; the old lease expired at the end of 2019.

This is a great first start to our work together. We agreed that other St. James and St. Luke's members might be asked for input or feedback as our work continues.

V. SERVICE

Sub-Committee. St. Luke's: Barbara Buehl. St. James: Anne Scheible.

Our Plan

Service projects that will integrate the talents and interest of all members of the new parish as of July 1, 2020 and going forward.

1. Haiti Partnership – submitted their own plan for consolidation.
2. First Nations Kitchen – this project has been supported by both parishes and will continue once FNK is able to reopen after COVID-19.
3. Food Box – a St. Luke's project that will continue.
4. Minnehaha Food Shelf – Anne Scheible (St. James) is chair of the board and the new parish will explore continued support of this activity.
5. Care for Creation — the new parish will explore expanded participation.
6. Peace Craft - As noted in the report from Adult Education and Formation, the St. Luke's Dream Team, working with the Riverside Innovation Hub, is preparing another proposal for a grant due in June, to continue to pursue ways to bring the church outside its traditional doors and into the community, especially with a focus on young adults. This coming year will also have a focus on addressing racism. During the next few months, interested persons from St. James will be invited to join in the planning and dreaming.
7. School backpacks in August - will continue.

8. Adopt a family for Christmas from one of the Minneapolis public schools — will continue.
9. Families Moving Forward - program to help homeless families with Lake Nokomis Lutheran Church which is on hold right now due to COVID19. The consolidated parish will seek volunteers once the program reopens.
10. TRUST – two board positions held by St. Luke members – will explore what activities to participate in once things open up.
11. St. James relationship with the Nokomis East Neighborhood Association (NENA), which depends directly upon our neighborhood location, will not be able to continue. Our on-site Giving Garden, which has supplied hundreds of pounds of freshly-grown produce each year, will (through special arrangement with ECMN) continue through the 2020 growing season.

VI. HAITI PARTNERSHIP: Onè! Respè!

SubCommittee. St. Luke's: Michele Krakowski, Mary McKelvey and Avis Thomas. St. James: Liz Athorn, Kurt Hall, Louise Robinson.

Background

Both St. James and St. Luke's have had 10+ year partnerships with communities in Haiti. St. James has successfully developed solid relationships with the Episcopal Church of Bonne Nouvelle in the mountain village of Bigonet, sharing annual gatherings in one or the other's country most years. This travel arrangement has been curtailed in the past couple of years with issues around obtaining travel visas to the U.S. and most recently because of the COVID-19 pandemic. The partnership keeps alive with monthly phone calls with the school principal and members from both communities. An interpreter from the Twin Cities helps with interpreting. This partnership is a model of friends helping friends and has often included other Minnesota partners. St. Luke's Haiti Committee has long admired the accomplishments of St. James *Onè! Respè! (Honor! Respect!)* Partnership.

Since the earthquake in 2010, the people of Bigonet have gradually rebuilt their community – first their homes, then the school, and now the church. The partnership listens to what Bonne Nouvelle representatives say they need help with and responds. The *Onè! Respè! Partnership* pays at least half of the teacher salaries annually. Most recently, additional funds were sent to help with the rebuilding of the church, which is making great progress.

Our Plan

Goals

Our goals over the next year include integrating into one team, educating St. Luke's community about the Onè! Respè! Partnership, obtaining formal acknowledgment of this ministry from the new vestry, combining finances, developing protocols with regards to raising and spending funds, and planning a face to face visit. We also want to continue the annual fundraising efforts that St. James has done every May.

Timeline

By July 2020, we will be in the initial stages of integrating our team. We will listen to one another's stories, learn from each other's' experiences, and learn about the partnership. We will develop ways to communicate our story to the new parish without inundating them with too much information.

1. We will participate in the monthly group calls to the school principal and community members.
2. Begin the process of educating the new parish via the website, E-communications, bulletin boards/lobby displays without inundating them with too much information.
3. Books from the St. James Haiti Library will be displayed as part of the St. Luke's library.
4. Gain formal acknowledgement of this ministry and its continued work in the name of the combined parish including the annual fundraising event in May.
5. Start implementing the budget for the 2020-2021 school year.
6. Transfer Onè! Respè! Partnership funds from St. James to the St. Luke's Haiti Dedicated Fund, develop and document procedures for deposits/withdrawals, reporting, money wires and MoneyGrams.

By January 2021, we hope to be an established and visible ministry in the new parish with planning under way for the following year. Additionally, we will

1. Prepare a one-page report for the Annual Meeting
2. Have our annual fundraising event in May 2021 on the church calendar and begin planning
3. If travel from and to Haiti is viable, we want to host Bonne Nouvelle representatives in Minnesota in 2021. A trip to Bigonet in 2021 (paid for by the travelers) will also be considered.
4. Onè! Respè! Partnership will be on the church website, with videos and photos of history, current activities, personal reflections from Haiti and from our committee.

VII. PARISH LIFE & COMMUNICATION

SubCommittee. St. Luke's: Michele Krakowski, Dianne Pikula and Sharon Rost. St. James: Kerry Nelson and Ruth Anne Olson,

Background

Each congregation has rich traditions that characterize its culture and community. The following plan aims that, on July 1 and thereafter, people from both parishes will see themselves in the conduct of worship and parish life as a consolidated community.

Membership

As defined in the Interim Bylaws, all persons who are members in good standing of either St. James or St. Luke's on June 30 2020, automatically become members in good standing of the new parish.

Informal Identity

The Sub-Committee on Governance defines a process to determine a permanent name for our consolidated parish. In the meantime, many of our own recommendations require a unified way to refer to the new congregation, in the months leading up to that decision. For example, what "temporary identity" will head name tags, Sunday bulletins, the website, maybe a monthly newsletter, and others.

Toward that end we recommend: *The Episcopal Church of Saints Luke and James: congregations in transition.* Maybe for short: *Saints Luke & James?* Even *L and J?*

Integration of Traditions

By July 1, 2020

The Sub-Committee on Parish Life will design a banner incorporating the temporary name, to be mounted appropriately outside.

Thursday updates and Sunday bulletins will be re-designed to integrate the styles of both congregations. Responsibility: William Heisley, Beth Harvey and Michele Krakowski.

Members from both congregations will receive newly-designed temporary and inexpensive name tags. Responsibility: Beth Harvey and Michele Krakowski.

The Sub-Committee on Parish Life will determine whether to publish a monthly newsletter — a la *The Epistle* of St. James. If so, the production process will be put in place for an inaugural issue of July 1.

The Sub-Committee on Non-liturgical Property will move St. James Peace Flags and appropriate puppets to be visible as members enter the sanctuary. Dianne Pikula and Kerry Nelson will enlist additional talent from each parish to determine display.

The Sub-Committee on Parish Life will work with others to make sure displays on the lobby bulletin boards reflect the consolidated parish.

The Sub-Committee on Parish Life will oversee “patches” on both parish websites, in anticipation of major re-design to be completed January 2021. Also - update of FaceBook page.

Last year St. Luke’s implemented a process to make it easier for parishioners to apply their gifts and interests to a variety of ministries. The Sub-Committee on Parish Life & Communications will work with the newly-formed Integration Commission to incorporate St. James ministries into this process.

July 2020 - June 2021

The newly formed Integration Commission will insure that the new parish moves quickly toward being an integrated community in both planning and executing activities brought by each church. Current activities are listed below. (SJ = St. James. SL= St. Luke’s):

- | | |
|-----------|---|
| Sundays | Porch activities on front lawn (SL).
Healing ministries (SL). |
| Monthly | Yarn Crafters (SJ)
Prayer Shawls and Squares (SL)
Taize worship on first Friday at 7 (SL)
Soup at 6 on first Friday at 6 (SL)
Monthly healing service on second Tuesday at 7 (SL)
Edenbrook Care Center worship service (SL)
Episcopal Church Home monthly visit/help with worship service (SL) |
| June/July | Ice cream for neighbors (SL) |
| August | Chalk the Sidewalk (SL) |
| September | Outside worship for Gathering Sunday (SL)
Intergenerational activity to make Peace flags (SJ)
Parish Directory (SJ and SL) |

	Prayer box, food box, picnic table & Adirondack chairs for neighbors (SL)
October	Stewardship/Pledge month (SJ and SL) Gala and auction (SL)
November	All Saints Sunday. Memorial Garden ritual (SL) Necrology and puppets (SJ)
December	Advent Wreath (unique artwork) (SL) Lessons and Carols (SL) Advent Dance (youth prelude for Sunday worship) (SJ) Advent/Christmas Pageant or Tableau (SJ and SL) Hosting Masters Singers Saturday evening performance and Advent Procession by the Gregorian Singers (SL)
January	Epiphany Pageant (SJ and SL) Pentecost Pageant (SJ and SL) Pentecost birds (SJ) Annual Report Cookie Walk (SL)
Feb	Shrove "Sunday" Pancake Breakfast (SL) Ashes to go on Nicollet and 46 th Street on Ash Wednesday
Easter	Hallelujah Chorus (SJ)
April	First Party of Easter (SL)
May	Haiti Sunday and Haiti Fundraiser (SJ and SL)
Variable	Puppets - Banner (SJ) Elder profiles: Interviews & printed profiles of everyone over the age of 75. Integrated into funerals and memorial services. (SJ) St. James Delivers: organized meal deliveries in times of need. (SJ) Potlucks without Agendas (SJ) Lay Eucharistic Visitors as needed are sent out from the parish (SL) Youth events combined with other parishes (SL)

VIII. GOVERNANCE

Subcommittee. St. Luke's: Bruce Boehm Carlson. St. James: Kerry Nelson. In consultation with Chris Bercaw, Ruth Anne Olson and Scott Smith.

Our Charge

Develop plan to name an Integration Team to serve the new parish beginning July.

Describe a process and timeline for the Integration Team to (a) write by-laws to serve the new parish and (b) attend monthly vestry meetings.

Describe a timeline for the Integration Team to consider the question of a name for the new parish and, if appropriate, to offer a plan to be considered at the 2021 Annual Meeting of the new parish, in accordance with ECMN Canon 107.1.

Our Plan

Interim Governance

Interim by-laws will be put in place for the July 1, 2020 – January 2021 time period, at which time new bylaws will be voted on by the members at the Annual Meeting. These interim by-laws will be drafted by Scott Smith (St. Luke's) and Kerry Nelson (St. James).

On July 1, 2020 the Vestries of St. Luke's and St. James will combine to become the Interim Vestry. If any current Vestry member does not wish to continue on the Interim Vestry, their vacancy will be filled from their parish if possible. Otherwise, that spot will be vacant for the interim.

The Interim Vestry will govern the consolidated Parish from July 1, 2020 until the Annual Meeting in January 2021, at which time a Vestry will be elected by members of the consolidated parish.

Integration Commission

The Interim Vestry will appoint an Integration Commission with four members from St. James and four members from St. Luke's.

The Integration Commission will select a Chair who will be responsible for preparing/stating a report each month at the Vestry meeting.

The Integration Commission will be responsible for the following:

Implement and coordinate consolidation activities in our joint Consolidation Plan.
Relay to the Interim Vestry issues that might arise due to the consolidation.
Write permanent by-laws for the consolidated parish.
Develop and implement a plan to determine the name of the consolidated parish.

Communication will be made to the Parish that concerns/questions regarding the consolidation after July 1, 2020 should be directed to the Integration Commission.

Permanent Bylaws

Beginning in July, the Integration Commission will be charged with writing new by-laws for the consolidated parish.

Goal is to have final by-laws approved at the annual meeting in January 2021.

First draft of the by-laws should be completed by September 30, 2020. At that time, the draft should be sent to Chris Bercaw and to the Interim Vestry for review.

Second draft should be ready by November 30, 2020 and be approved at the December Vestry meeting.

Parish approval of new by-laws will occur at the Annual Meeting in January 2021.

Parish Name

The Integration Commission will survey the Parish in September to determine the level of interest in changing the permanent name of the parish.

If the results indicate a new name, then a process for soliciting name ideas will be created. Input from ECMN would be sought and a new name voted on at the Annual Meeting in January 2021.

IX. STAFF

SubCommittee. St. Luke's: Bruce Boehm Carlson. St. James: Anthony Morley.

July 1, 2020 - January 21, 2021

Clergy

Two "Priests-in-Community" at .5 time each, for this seven-month transition of the consolidated parish.

Recommend Rev. Larry Bussey and Rev. William Heisley, each with cash salary per ECMN minimum-compensation guideline, plus pension, SS allowance, health/life insurance in line with recent practice of the two parishes.

Discretionary Fund for each per approved budget for the period.

Priests report jointly to consolidated Vestry.

Primary duties will be defined in separate Letters of Agreement to be negotiated with this subcommittee and to reflect agreed division of major responsibilities developed by the two priests and in discussion with the subcommittee.

If possible, Letters of Agreement to be approved and signed by St. James and St. Luke's senior wardens and submitted for approval and signature by Bp. Prior **before June 6**. If this time-line impractical, submission of the Letters for approval/signature by Bp. Loya after June 6.

Office Manager

New position, .4 time, duration indefinite, on-site in the church office.

Reports to Fr. Bussey or Fr. Heisley (not both), as decided by them.

Responsibilities to be defined by Bussey/Heisley but expected to include management of office budget and liaison with other building users.

Pay & benefits (incl. vacation) to be recommended by Bussey/Heisley within limits of approved budget and in line with recent practice of the two parishes.

Hiring to be completed by Bussey/Heisley in time for July 1 start.

Music Director

Larry Reynolds continue at current duties, pay and benefits through Jan., 2021.

No job description or contract on file. Therefore recommend new description by him of principal responsibilities and hours per week, to include management of Music budget as provided by consolidated Vestry.

Reports to Fr. Bussey or Fr. Heisley (not both), as decided by them.

Community Involvement Director

Sheila Foster continue at current duties, pay and benefits through Jan., 2021.

No job description or contract on file. Therefore recommend new description by her of principal responsibilities and hours per week, to include management of grant budget from Augsburg and children/youth budget as provided by consolidated Vestry.

Reports to Fr. Bussey or Fr. Heisley (not both), as decided by them.

Bookkeeper

Recommend this be a contract position, not staff.

Recommend Treasurer(s) define services needed and appropriate pay, then select contractor at level allowed by July-December budget, consistent with recent experience of the two parishes.

Sexton

Recommend this be a contract position, not staff.

Recommend St. Luke's wardens determine services needed and appropriate pay, then select contractor at level allowed by July-December budget.

Other

Choir Section Leader(s). Contract positions. If needed and requested by Music Director, include cover expense in July-Dec Music budget to be approved by consolidated Vestry.

Children/Youth Associates, Childcare. Contract positions. If needed and requested by Community Involvement Director, include expense in July-Dec Children/Youth budget to be approved by consolidated Vestry.

January, 2021

All staff positions to be reviewed by consolidated Vestry in preparation of 2021 budget. If so decided by consolidated Vestry and 2021 Annual Parish Meeting, begin formal search for permanent clergy position or positions.

X. FINANCE

SubCommittee. St. Luke's: Chris Bercaw, Becky Carpenter, The Rev. Morris Goodwin and Jolene Richards. St. James: Cliff Athorn and John Heintz.

Subcommittee Tasks

The Finance subcommittee met three times over Zoom on April 15, April 27, and May 4, and exchanged emails on various topics in the interim. The treasurers Becky Carpenter and John Heintz, along with Jolene Richards also met over Zoom on April 18 and April 25 to prepare and edit budget drafts for the subcommittee's review and recommendation.

To meet our charge, we believe this breaks down into short term tasks (by April 30 and June 30) and longer term tasks (by the end of Fall 2020). Some will be accomplished by our subcommittee, others by the larger combined parish.

Short term:

- Subcommittee recommendations on budget assumptions and draft budget scenarios in spreadsheet form (by April 30)
- A draft plan for merging financial assets (including Haiti and Dahl Fund restricted funds, residual cash and investment account balances) and financial systems and records (by April 30)
- Implementation of the plans above (in the early summer) as balances are transferred, budgets, accounts, pledge records, etc. are set up in the accounting system

Longer term:

- This subcommittee, another task group, or newly constituted ongoing Finance committee of the new parish, along with the Treasurer and bookkeeper, would continue working on recommending and implementing policies and procedures for the new parish
- This subcommittee, another task group, or newly constituted ongoing Finance committee of the new parish, would propose a budget process for the Interim Vestry to implement by late summer, culminating in a budget for 2021 to be completed by the November or December Interim Vestry meetings for their adoption, and subsequent presentation to the parish at the annual meeting in January.

Short Term

Budget for June-December 2020

We used the following key budget planning assumptions:

- Start with St. Luke's chart of accounts for budget drafting purposes, modify if needed

- St. James pledges coming to the new parish (current 32 pledges, \$58 thousand; one large one of \$10 thousand of that amount no longer in parish); likely current estimate \$40-45 thousand
- Pledge "recommitment" drive at St. James in spring 2020 with a tentative goal of \$50 thousand; members only pledged for 6 months and many of those that join the consolidated parish will expect to pledge at this time
- Assumes in-person services returning approximately October 1 as social distancing requirements continue (but estimates don't really change much if that happens sooner)
- Salary projections made based on the Staffing Committee's draft recommendations, including 2 50% time priests (with pension, health stipend, and SECA allowances), 40% time Office Administrator, Music and Community Involvement director positions. Includes health insurance for Music director and Office Admin positions, and lay pension for the latter.
- Clergy/Staff positions paid whether services occur in person or virtually
- Assume St. Luke's existing ECMN MMS allocation for the new parish (St. James payments would have otherwise ceased anyway)
- Assumes St. Luke's budgeted endowment funds (PIF) draw only; St. James Dahl Fund already budgeted at \$17,810 for the first 6 months; originally was 5% for full year, now probably higher percentage. No draw has been made yet through March.
- St. Luke's 'income' of \$10,000 from the Matsis Bequest (restricted fund) to offset operating expenses related to the building
- Includes funding for a bookkeeper
- Treasurer and bookkeeper are empowered to adjust account codes as necessary to best implement final budget decisions

The attached spreadsheet lays out a proposed budget for July-December 2020. The estimates are subject to a higher-than-normal degree of uncertainty given the merger itself and the current public health environment, and their potential effects on both revenue and expenses. For example, a prolonged order for social distancing that extended for the balance of the year would reduce expenses somewhat, but would likely affect revenues even more, reducing pledge collections, fundraising opportunities like St. Luke's traditional gala, etc.

This set of budget recommendations currently produces a deficit of \$9,245 at the bottom line. This subcommittee does not feel that we should be planning on deficit budgets for the long term, and we are not thrilled that these estimates produce one in the short run. However, we have followed the staffing committee's tentative recommendations for a staffing pattern, and those costs and assumptions largely drive the expense side of this equation. Making different

decisions on a staffing pattern and compensation levels (as well as other spending items) could generate savings to offset this initial projected deficit.

However, we think it will be important for the new parish to get started on a firm footing with adequate staffing as we work to merge cultures; worship, education, and service practices; governance; and financial systems and practices. Given that, we were hesitant to cut any further or second-guess the staffing subcommittee's recommendations.

We urge the Steering Committee, current Vestries, and the Interim Vestry (after July 1) to explore opportunities to improve our financial position going forward, managing the budget and any deficit with existing cash balances, unrestricted/endowment funds, or other revenue raising opportunities that might present themselves.

St. James Financial Assets and the Transition

We expect that all St. James financial assets as of June 30th become assets of the new parish, including:

- Unspent collections of the Haiti Fund, shown as a pass-through liability in account 214 on St. James balance sheet (and the cash to support them)
- The Dahl Fund endowment account with the Episcopal Church in Minnesota's Permanent Investment Fund
- All other residual cash in banking accounts with US Bank and the investment account with TD Ameritrade (and those accounts will subsequently be closed)

Merging Financial Systems and Records

The subcommittee doesn't foresee any major obstacles in merging our two systems over the next few months, but there is plenty of work to be done. There's more to be done with stakeholders, and in creating a single integrated chart of accounts, but the big picture looks fairly manageable. We've learned that we have already been using the same accounting software (ParishSoft) for tracking financial activity. We also both use Paychex for managing payroll, and SimpleChurch / PowerChurch for tracking pledges and contributions. Working on the six month budget for the second half of this year has given us a great opportunity to dig into the details of both operations, and to brainstorm at an early stage solutions and strategies for the rest of the transition.

We will also explore whether it makes sense to simply incorporate operations of the combined parish into St. Luke's existing 2020 instance in the accounting system, or whether it is feasible or desirable to create a new entity in that system.

An additional detail: Chris Bercaw informed us that the combined entity will have a new federal Employer Identification Number (EIN) number which will need to be communicated to the bank, investment firm, payroll system, and potentially other vendors.

We expect to start work soon cleaning up and pruning our reports and procedures to create a new combined system that we hope will be more accurate, consistent, and transparent than what we have now. We'll be paying close attention to our Restricted Funds. Tracking St. James's Haiti funds and Dahl investments, and examining a number of relatively small Restricted Funds on St. Luke's books are tasks we've already identified. The St. Luke's Treasurer and Bookkeeper plan to present their ideas on how those dedicated funds should be treated for vestry action before June 30. St. James Treasurer will do the same.

We plan to have work on a new combined balance sheet completed sometime in July, as we close the June books on our existing systems. But there will probably be other areas of procedure that require more work, and may not be finished for a few more months.

St. James' Treasurer will examine what physical or electronic financial records need to be retained, likely including at least 7 years of year-end financial statements and general ledgers; 2 years of monthly activity files; and all tax-related, personnel, insurance, and Dahl Fund/Petro-Hunt records to start. Other record examination may have to wait until our Office Administrator can come into the office.

Longer Term

We recommend that the Interim Vestry constitute an ongoing Finance committee with members from both parishes to continue this work after July 1. The membership of this subcommittee is an obvious source of members, but there may also be other parish members who are qualified and interested.

In addition to the financial systems work described above, that committee should develop and propose a budget process to the Interim Vestry no later than the end of the summer, to keep things on track for the Interim Vestry to pass a budget for 2021 at its November or December meeting. We anticipate that the process should reach out to the various program managers for their input/requests, as the short-term budget process precluded less of that than we'd have preferred due to time constraints.

Conclusion

The subcommittee members from the two parishes enjoyed getting to know each other a little better (virtually, anyway) and beginning our joint work on the financial aspects of the consolidation.

See Interim Budget on page 31.

XI. NON-LITURGICAL PROPERTY

SubCommittee. St. Luke's: Dianne Pikula. St. James: Kerry Nelson.

Our Plan

1. In May, Dianne and Kerry walk through St. James building, looking at all items.
2. Dianne will indicate which items might fit a need at St. Luke's (e.g. the St. James Playground furniture).
3. A list of items will be documented with expected removal to occur the end of June or early July.
4. Dianne and Kerry will coordinate the transfer of the chosen assets.
5. Remaining items will be inventoried by Kerry and offered to members for purchase.
6. Any other items left will remain with the building and transferred to ECMN on June 30th.
7. Any questions regarding as to whether something is liturgical vs. non-liturgical will be decided by Dianne and Kerry with assistance from ECMN.
8. All library items will be transferred to St. Luke's – predominantly Haiti library as the St. James library was destroyed in 2019 during the sewage backup incident.
9. Katherine Hedin will be responsible for creating space to include the library materials from St. James with the library at St. Luke's.
10. All historical documents will be transferred to St. Luke's.

XII. LITURGICAL PROPERTY

SubCommittee. St. Luke's: Sharon Rost. St. James: Rosemary Caspar.

To Be Completed by July 1, 2020

1. St. James will inventory all liturgical property (not affixed to the building), identify their significance and designate their assignment in order of priority to:

- serve the new parish
- be given to the stewardship of ECMN
- determine a process by which SJ members with interest in particular items can make a case for identifying a third-party home

Completion Date: May 15, 2020

Team: Rosemary Caspar, Rev. William Heisley, Kerry Nelson or a member of the St. James vestry.

2. St. James will provide an inventory (with pictures when possible) of all liturgical property available to transfer to St. Luke's; St. James will indicate on that list what items they feel necessary to bring with them.

Completion Date: May 15, 2020

Team: Rosemary Caspar, Rev. William Heisley, Kerry Nelson or a member of the St. James vestry.

3. St. Luke's to review provided inventory, determine which items would be best to bring over to the parish and report back to St. James with that list.

Completion Date: May 22, 2020

Team: Sharon Rost of St. Luke's and member of St. James.

4. List for dispensation of all Liturgical Property will be given to Episcopal Church of Minnesota (ECMN).

Completion Date: June 1, 2020

Team: Sharon Rost, Rosemary Caspar

5. After approval from ECMN, move items to St. Luke's (and other destinations?); complete any paperwork as required/provided by ECMN

Completion Date: June 22, 2020 (Dependent on Minnesota and ECMN guidelines regarding social-distancing for control of coronavirus.

Team: Sharon Rost and Rosemary Caspar

XIII. Real Property

The consolidated parish will be located at the site of St. Luke's Episcopal Church, 4557 Colfax Avenue South in Minneapolis. On July 1, St. James building and grounds at 3225 East Minnehaha Avenue in Minneapolis will be transferred to the Episcopal Church of Minnesota (ECMN).

Unlike other areas of this Consolidation Plan, the Parish of St. Luke's will have minimal engagement in this process.

In disposition of our real property, St. James Junior Warden Ted Gerold offers the following progress report in his work with ECMN.

In order to gather information, and to establish and strengthen relationships regarding real property transfer from Saint James to ECMN, I met with Jay Nord, Representative of ECMN's Trustees, and John Heintz, St. James Treasurer — to share information re changing billing to ECMN, connections with the government of The City of Minneapolis, vendor stewardship, building maintenance expense and other related topics.

Additional discussions with Jay covered a process and timeline for providing keys to Jay for building access; giving Jay a building tour, information regarding service vendors and building maintenance and other related topics. I will follow up with Jay on all of these items.

Discussion with ECMN Trustees Morris Goodwin and Bill MacNally and with Jay Nord — included information regarding ECMN's Standing Committee, ECMN's Joint Property Committee, ECMN's Board of Trustees and legal merger procedures. Bill MacNally also discussed real estate transfer topics including:

- Duplicate liturgical property disposition
- Financial, Service, Historical records; archives and photos
- Transfer of upkeep and maintenance
- Removal of all staff personal property
- Requests for donated items by parishioners
- St. James access to building and grounds after June 30th *

We also established that Bill is the ECMN point person for real property transfer and will work directly with me on this. I will work with Jay Nord for property management and maintenance issues and Jay will report to Bill.

I have also communicated with Rosemary Caspar and Kerry Nelson, requesting inventory plans for St James liturgical and non-liturgical items.

Timeline.

May 15 – Provide Jay Nord with St James building keys, tour and documentation

June 1 – Receive inventory lists for St James liturgical and non-liturgical items

June 2 – Provide inventory lists for St James liturgical and non-liturgical items to Bill MacNally

June 15 – Finalize plans for property disposition

June 22 – Finalize plans for building and property physical transfer

June 30 * – Formally transfer building, property, keys

*Subject to agreement and changing conditions due to uncertainty surrounding Covid-19

INTERIM BUDGET			
Budget Planning Estimates			
5/4/2020 Finance Subcommittee Recommended Budget (Using St. Luke's Chart of Account Codes)			
		2020 6-month Estimate	Notes
Income:			
Pledged Income			
22	Pledges Received	101,000	StL \$56K StJ \$45K
24	Prev Years Pledges		
	Pledged Income	101,000	
Unpledged Income			
25	Unpledged/Plate	6,500	reduced because of fewer in-person services
26	Holiday Collections	1,750	
	Unpledged Income	8,250	
Special Projects			
28	Fund Raising	10,000	Fall Gala, etc.
	Special Projects	10,000	
Other Income			
27	Interest Income	0	
64	Diocesan Pooled Fund	12,369	StL only for now; StJ budgeted full 5% draw in 1st 6 months (\$17,810)
75	Sunshine Montessori Lease	14,358	
29	Building Use	6,000	
51	Miscellaneous	1,000	
41	Verizon Lease	14,342	
415	Undesignated Bequests	10,000	Matsis for operating expenses
410	Op. Income from Ded.	0	All budgeted received in 1st half
420	Deficit Reduction	0	
	Other Income	58,069	
Non-Operating Income			
510	Capital Funds, Gifts, Additions	0	
550	Outreach/Mission Contributions	0	
570	Funds for Other Orgs	0	
	Non-Operating Income	0	
	Total Income	177,319	
Expenses:			
Worship			
38	Liturgical Supplies & Exp	170	
121	Acolyte Costs	82	
122	Altar Guild Expense	112	
	Worship	364	
Music			
638	Singers / Instrumentalists	4,000	StJ current code; revise StL codes to track; StL estimate
668	Cantors	0	StJ code & estimate
36	Organ/Piano Maint.	1,080	
34	Music Expense	0	StL numbers include sheet music, misc.; dedicated funds available
48	Handbell Choir	200	
	Music	5,280	
Education			
45	Teacher Training/Recognition	125	
127	Children & Youth	750	
46	Adult Education	200	reduced because of fewer in-person services
	Education	1,075	

Property			
66	Utilities	10,000	StJ currently breaks utilities out individually on income statements
68	Repairs/Maintenance	5,217	
70	Supplies	325	
72	Real Estate Assessment	4,087	Assessment raised
7	Elevator Maintenance	90	
57	Boiler Maintenance	3,608	
65	Cleaning Service	2,750	Staffing committee recommends cleaning contract @ 10 hrs/week
91	Grounds Maintenance	3,350	based on current contracted amounts
153	Sunshine-Related Expenses	0	
	Property	29,427	
Diocese/National Church			
73	ECMN	17,472	StJ assessment was \$10,506 for 6 months
	ECMN	17,472	
Salary/Benefits (Staff-Lay StJ)			
636	Bookkeeper	1,800	StJ code & estimate; increase to \$300/month given volume
611	Sexton	0	Staffing committee recommends contractor instead; Sexton salary would have been \$3,269
659	Lay Pension	499	StJ code & estimate; office manager
(StL salary lines)			
74	Rector - Salary Pkg	35,260	Staffing Committee recommends 2 priests @ 0.5 FTE each; amounts would be \$19,350 and \$15,375 respectively based on tenure in ECMN salary guidelines, adjusted for accumulated COLA for StJ priest (+\$535)
601	Housing Rector	0	StJ code & estimate
602	SS Allowance - Rector	2,697	StJ code & formula estimate; assumes 2 priests @ 0.5 FTE each
76	Rector-Health Insurance	2,400	StJ estimate, \$200/month health insurance stipend per priest
xx	Rector-Pension	6,347	Pension allocation 18% (per ECMN clergy salary guidelines) for 2 priests @ 0.5 FTE; logistics for paying pension allocation to retired
101	Supply Priest	0	Not needed given recommended staffing pattern this period
131	Supply Organist	750	
31	Music Director Comp	24,237	Scale recommended by Association of Anglican Musicians
49	Salaries--Childcare	1,800	existing StL comp
42	Community Involvement Director	20,400	existing StL comp
77	Salaries--Office	9,970	StJ budget for half-time office admin; Staffing committee recommends slightly lower at 16 hours/week or 0.40 FTE
79	Payroll Tax Expense	3,552	formula
136	Staff Insurance	7,558	Health/dental insurance for Music director and Office Admin
	Salary/Benefits	117,270	
		63%	Salary % of total expenses
Administration			
80	Insurance	6,849	Property + workers comp
81	Office/Admin Exp	3,450	includes software charges, internet, payroll charges, supplies
82	Copier Expense	2,202	
54	Computer Equipment	0	
84	Postage	100	
128	Recognition	75	
161	Stewardship	400	Could cut entirely if we forgo pledge envelopes
164	Professional Services	0	
103	ECMN Convention Reimbursement	200	
	Administration	13,276	
Communications			
178	Communications/Advertising	500	
	Communications	500	
Community LIVE!			
129	Newcomers	50	
139	Haiti Coffee	100	
67	Comm Dev/Social Activities	250	
	Community LIVE!	400	

Outreach			
140 Faith in action		1,500	
	Outreach	1,500	
Service (StJ lines)			
632 Hunger Ministries		0	
Haiti			\$12K general funds in 2020
First Nations Kitchen			\$1K general funds in 2020
Minnehaha Foodshelf			\$2.5K general funds in 2020
NENA			\$0.5K general funds in 2020
	Service	0	
Non-Operating Exp			
293 Outreach/Mission Expense		0	
298 Funds Sent to Other Orgs		0	
	Non-Operating Exp	0	
	Total Expense	186,564	
	Income - Expense	(9,245)	Deficit covered by existing cash balances and/or reserves. Or Interim Vestry could make other decisions on expense items.