



NOURISHMENT FOR THE JOURNEY

# annual report

January 1, 2017 through December 31, 2017

## our mission

*The mission of Christ Church Greenwich is to seek and serve God in all persons, and to provide spiritual nourishment for all who journey to find a sacred home for worship, personal growth, service, and community.*

## statistics

As of December 31, 2017

### membership 2017

|                                      |      |
|--------------------------------------|------|
| Households                           | 870  |
| Individuals                          | 2395 |
| Pledging Households                  | 429  |
| Children/Youth in Education Programs | 168  |
| Teachers in Education Programs       | 19   |

### official acts 2017

|                          |      |
|--------------------------|------|
| Baptisms                 | 32   |
| Marriages                | 13   |
| Burials                  | 38   |
| Confirmations/Receptions | 7    |
| The Holy Eucharist       | 232  |
| Evensong                 | 6    |
| The Daily Office         | 139  |
| Private Communions       | 1743 |

# annual parish meeting

January 21, 2018

|          |   |  |
|----------|---|--|
| 9:15 AM  | Holy Eucharist, Rite II, in the Church  |  |
|          | Assemble in Parish Hall   |  |
| 10:45 AM | Business Meeting<br>Opening   | The Rev'd John H. Branson  |
| 10:55 AM | Presentation of the Roll of Members<br>Minutes of the 2017 Annual Meeting<br>Presentation of the Annual Report<br>Standing Resolutions  | Terry Martin, Clerk<br><br>The Rev'd John H. Branson   |
| 11:05 AM | Senior Warden's Address   | Randy Schwimmer, Senior Warden   |
| 11:10 AM | Financial Review<br>Endowment Results<br>2017 Budget Results<br>2018 Operating Budget   | Wesley Oler IV<br>Peter Helmer, Treasurer  |
| 11:25 AM | Transition Update   | George Belshaw   |
| 11:30 AM | Recognition of Retiring Vestry and Officers   | The Rev'd John H. Branson<br>Randy Schwimmer, Senior Warden<br>George Belshaw, Junior Warden |
| 11:40 AM | Elections<br>Wardens, Clerk, Treasurer<br>Convention Delegates<br>Vestry Class of 2021 and 2018 Parish Nominating Committee<br>Angenette Meaney, Chair, 2017 Nominating Committee<br>Commissioning of Vestry Members & Convention Delegates | The Rev'd John H. Branson<br><br><br><br><br>The Rev'd John H. Branson                       |
| 12 NOON  | Q&A<br>Benediction and Adjournment  | The Rev'd John H. Branson  |



The Rev'd  
John H. Branson  
Interim Rector

*"My vision of the gathered church...had been replaced by a vision of the gathered community. What I saw now was the community imperfect and irresolute but held together by the frayed and always fraying, incomplete and yet ever-holding bonds of the various sorts of affection. ....It was a community always disappointed in itself, disappointing its members, always trying to contain its divisions and gentle in its meanness, always failing and yet always preserving a sort of will toward goodwill. I knew that, in the midst of all the ignorance and error, this was a membership; ...for the community must always be marred by members who are indifferent to it or against it, who are nonetheless its members and maybe nonetheless essential to it. And yet I saw them all as somehow perfected, beyond time, by one another's love, compassion, and forgiveness as it is said we may be perfected by grace."*<sup>1</sup>

Dear Friends and Members of Christ Church Greenwich,

As 2018 dawns, this historic parish is poised for a truly dynamic future as it prepares to call its tenth Rector. In the course of recent decades, there have been many ups and downs in this congregation. However, many of the challenges and obstacles that inhibited the ministry of Christ Church Greenwich have, or are now passing away. The new is coming! The chance to renew, restore, and rebuild with God's Grace will dwell here deeply and favorably. As we anticipate change with hope, we look back over this year past with gratitude and thanksgiving.

Under the able leadership of the ninth Rector, Jim Lemler, Christ Church Greenwich fulfilled and furthered its laudable history of worship and commitment to sacred music and liturgy; provided Pastoral Care and Outreach ministry within and beyond the Greenwich community; was active in a dynamic role within the Anglican Communion and Tanzania especially; as well as offered leadership for theological education, the National Church, and the Episcopal Church in Connecticut. With a welcoming Bookstore, thriving Music program, and Christian formation offerings for children, youth, and adults, as well as groundbreaking programs including Courage & Faith which draw a broader community to the Church, the future looks bright.

Christ Church—one of the strongest churches of the Episcopal Church—must turn to the Spirit's power in imaginative ways as it forges its future. Remarkably, through the significant support of many members, Christ Church raised close to \$10 million in recent years to renovate and refurbish the church. More challenges will be asked of the congregation such as the replacement of the Church organ to support our highly successful ministry of music, grow our endowment, and restore less-than-fully-used properties.

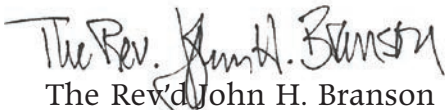
As someone from the "outside" who has come into the family of Christ Church Greenwich for this year of Interim Ministry, I share with you some reflections about the past, present, and future of this wonderful Church.

First, there are extraordinary resources for ministry here. Given your illustrious history, there is such a strong foundation for the future with members who are deeply engaged and committed to the day-to-day ministry. The challenge ahead is to claim more of those persons and resources that lie “out there” — that “outer band” whose connectivity to the parish is less strong, less formal, less frequent in regular worship.

Second, the presence of new staff members such as Craig Cecere, Executive Director of Business and Finance Operations, Maria Olson Goins, Director of Marketing and Communications, as well as Associate Director of Music, Jonathan Vaughn, Youth Minister, Lauren Johnson, and Priest Associate, Terry Elsberry, has immensely strengthened the ministry of Christ Church Greenwich. We are reaching deeper, connecting more surely, making new disciples, and strengthening the “*ever-holding bonds of affection*” that bind us together as a parish family. We are so grateful for those longer-serving members of the staff whose patience, grace, and steadfastness have held us in communion and fellowship all this while.

And finally, a word about the future. I offer a personal note of appreciation to our Wardens, Randy Schwimmer and George Belshaw, who likely never contemplated being Wardens without a rector! Because of the structure and design of the Episcopal Church, in the absence of a rector, the Wardens become the “go to” for the whole church. In this “in-between time” Randy and George have been patient, helpful, long-suffering, and prayer-filled. The Bransons are grateful to them and to the whole Church for a wonderful welcome and genuine hospitality, especially in a time when so much was “up in the air.” Your Wardens and Vestry have been present, poised, and purposeful in this Interim time. Their tenacity indicates that better and brighter will come, radiating a deep peace and purpose in the future. Grace upon grace will flow down and upon everyone and the whole ministry of Christ Church Greenwich. The future beckons with great hope.

Thanks be to God!

  
The Rev. John H. Branson  
Interim Rector

<sup>1</sup> *Jayber Crow, The Life Story of Jayber Crow, Barber, of the Port William Membership, as Written by Himself*, by Wendell Berry, CounterPoint, Washington, DC (2000).



Randy Schwimmer  
Senior Warden



George Belshaw  
Junior Warden

Dear Friends of Christ Church Greenwich:

2017 was a year of transition at Christ Church Greenwich. Our Rector, Jim Lemler, retired after a decade of caring service. His leadership delivered us from difficult times and positioned us for a future full of promise.

John Branson joined us in September as our Interim Rector. He brings years of experience and a great spirit. We established the Transition teams – Discernment, Recruitment, Hospitality, and Prayer – to help find our new Rector. We welcomed back Terry Elsberry as Priest Associate.

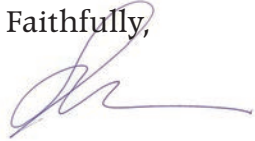
In the meantime, there were astonishing signs of growth and engagement everywhere you looked. Here are just a few of the year's many accomplishments:

- Our Long-Range Plan, established in 2016, is in full swing. The chairs and co-chairs of our Commissions and Committees have defined goals and initiatives. Program areas are presenting these findings to the Vestry, which is monitoring progress and providing guidance.
- Our Music Program has rebranded itself successfully as Christ Church Music: *Hearing is Believing*, held numerous events, including a sell-out Young Musicians Concert, a performance of Fauré's Requiem, and a joint performance with Young Artists Philharmonic (GLORiA!), and welcomed Jonathan Vaughn as our Associate Director of Music.
- Our Youth Committee, with our consultant, Ministry Architects, revitalized our youth program and found Lauren Johnson, our Director of Youth Ministries, who jumped right in organizing numerous youth events including First Fridays.
- Our Outreach Commission strengthened grants evaluation and identified high engagement relationships, including Inspirica, Neighbor to Neighbor, Domus, Pacific House, Food Bank of Lower Fairfield County, and Family Re-entry, and hosted a delicious Thanksgiving dinner for the community.
- Our Finance Commission led us to a record seventh straight year of a balanced budget, demonstrating continued expense control in the midst of unexpected transition expenses, and a planned reduction in our endowment draw.
- Our Marketing and Communications team, led by our new Director, Maria Olson Goins, overhauled our email communications and marketing strategy, enhanced our website, created digital engagement for our many programming offerings, and positioned us for expanded reach and engagement in 2018.

- Our Bookstore finished 2017 with record sales – at a profit. It has truly become the welcoming center for our church, and draws a loyal audience from the broader community. Likewise, speaker series Courage & Faith continues to attract a diverse and growing audience from outside our membership, with a crowd of 450 attending Nadia Bolz-Weber's talk.
- Our Pastoral Ministries volunteers administered communion 1735 times to homebound parishioners and to those at Nathaniel Witherell and other facilities in town.
- Our Nursery School is thriving, and enrollment continues to exceed our expectations.

Transitions aren't easy. Our path won't always be straight or our destination clear. But under our Interim Rector's leadership, with the commitment of our talented Vestry, the tireless work of our Commissions and Committees, the devotion of our staff, and with God's help and blessing, we will cross together into a bright exciting future.

Faithfully,



Randy Schwimer  
Senior Warden



George Belshaw  
Junior Warden



## **Christ Church Annual Meeting January 22, 2017**

### **Opening – The Rev'd Dr. James Lemler, Rector**

Rector Jim Lemler called the meeting to order at 10:40, welcomed everyone and thanked them for attending. He offered a trinity of prayers: an inaugural prayer, a prayer for light, and a mission prayer.

### **Presentation of the Roll of Members, Minutes of the 2016 Annual Meeting, and Presentation of the Annual Report – Emily Ragsdale, Clerk**

Emily presented the Roll of Members in the Annual Report.

#### **Minutes of the 2016 Annual Meeting were approved.**

The Annual Report was presented.

### **Presentation of Standing Resolutions – The Rev'd Dr. James Lemler, Rector**

Jim read the standing resolutions found in the Annual Report: to invest, to borrow, and to elect an auditor. Jim called for a vote to approve the Standing Resolutions. **All were approved unanimously.**

Jim introduced Senior Warden Audrey Schaus and thanked her for her exceptional leadership for the past two years.

### **Senior Warden's Address – Audrey Schaus**

Welcome and thank you for coming to the 2017 Annual Meeting.

This was a year of tremendous accomplishment for Christ Church Greenwich. 2016 marked the end of the capital restoration work associated with the *Rise Up, Restore, Rejoice!* capital campaign. We are blessed to worship in our truly beautiful Sanctuary, and our grounds are restored and improved – the new plaza on Putnam Avenue is magnificent. George Belshaw will be giving a brief presentation in a moment but I want to thank him and his committee again for overseeing this massive project and ensuring that the work was completed on time and on budget. Thank you.

The generous stewardship of these buildings and grounds is something that has been recognized and appreciated not only by our fellow parishioners but by the broader Greenwich community as well. In May, The Greenwich Preservation Trust awarded Christ Church Greenwich the 2016 Preservation Leadership Award to honor our achievements in restoring and preserving our historic buildings.

In 2016, as we were honored for our stewardship of our buildings, we continued to be responsible stewards of our finances. This year, we recognized another balanced budget thanks to the hard work of staff and Committee and Commission heads. I'd like to give special thanks as well to our Director of Finance and Operations, Craig Cecere, for his continued efforts to recognize savings and efficiencies in our operations and on our campus. The Endowment Commission under the leadership of Jim Elrod worked to ensure our continued compliance with UPMIFA. And after reviewing reports and recommendations from the Endowment Commission, the Vestry voted to reduce our draw on the Endowment from 5% to 4.5% over the next 5 years. Peter Helmer, our Treasurer, will have a full report on our finances for you, and we will also hear from Jim MacPherson, the Co-Chair of the Endowment Investment Committee.

Our membership continues to grow. 2016 saw a 9% increase in our Sunday attendance. 9% puts us at the highest end of membership growth for the Episcopal Church nationwide. The increase in new families manifests itself in many wonderful and visible ways and was particularly evident in our Christmas Pageant which had a record number of more than 70 children participating. Choirs of angels, and flocks of sheep indeed!

We have also seen growth and revitalization in our Bookstore – thanks to the talent and dedication of Becky Ford. The Bookstore is an invaluable resource for our church community and is drawing in visitors



and customers beyond our parish membership. And this year marks a milestone for this reinvigorated, revitalized mission – as the Bookstore is recognizing a profit for 2016.

Another program of Christ Church that has flourished with new energy and vitality under the direction of Becky Ford is our Courage and Faith program. Courage and Faith has offered weekends for learning, smaller workshops, and speakers like Bryan Stephenson who drew more than 500 people from our community for a Saturday evening talk on social justice. Courage and Faith is a source of learning and inspiration for our parish and a mission of evangelism and generosity for the broader community.

In other ways, we continue to grow into our mission as well. I am happy to report that the project to have a new building for Neighbor to Neighbor on our campus continues. The final site plan earned unanimous approval by the town Planning and Zoning board in October. Our abutting neighbors have decided, as is their right, to appeal the P&Z decision, but we remain confident that the process will ultimately conclude with a new Neighbor to Neighbor facility on our campus allowing us to serve our neighbors in need.

Another important focus of mission has been our continued effort to rebuild an effective and sustainable Youth Ministry. I am very pleased to report that the Vestry has decided to engage Youth Ministry Architects, a firm that specializes in working with parishes to build Youth Ministry programs to advise and support us in this effort. The first stages of this work will begin in the spring, and I will note now that a critical element of a successful Youth Ministry at any parish is the engagement of adult volunteers to support the program. In fact, the research shows that the healthiest programs have 1 adult volunteer for every 5 youth. So this effort, one of the most important things we can do for the long-term growth and vitality of our parish, will call on many of us to participate in its success.

You may note, as I review our accomplishments for 2016, a recurring focus on mission. This focus is formed by our Long Range Plan, and most specifically, on our foundational understanding that Engagement leads to Transformation. Where we can engage parishioners and our community in worship, in learning, in service – we can all be transformed. Two particular projects in 2016 that rose out of the Long Range plan were an effort to learn more about our young families and an effort to work on revitalizing some of our partnerships. First, Ben Wilson and Stewart Lindsay led the work on a survey and focus group for young families. We will be assessing the feedback and data from these surveys and conversations to consider how we can best serve this portion of our parish. 2016 also saw a focus on partnerships and we are particularly grateful for a revitalized relationship with the YWCA. As a first step, we have embarked on more co-sponsorship of programs – the first of these was the Martin Luther King Jr. celebration and panel discussion focused on social justice issues that took place at the YWCA this past Wednesday.

Another area where there has been great focus and energy around mission is in our Outreach Commission and I want to thank Randy Wolfe and Lucy Rinaldi for the tremendous work they have begun to inspire us to consider where and how we are called to serve.

And on the subject of Outreach, this past September, a group of Christ Church parishioners went on a mission trip to Tanzania to celebrate the first graduation from the Endupoto Primary School – a school in the Masai bush that was built with our support just 8 years ago. Endupoto currently has 404 students in Nursery through Grade 7. This year, 38 students graduated from Standard 7. Of that group, 19 have gone on to the Government Secondary school – access to this level of education is a first time event for the area and the elders and the parents are ecstatic. To be there to witness this extraordinary accomplishment was an incredible joy and privilege. Christ Church Greenwich has also supported the construction of a church and a pastors' house on the school grounds and our group was there for the first worship in the new church, St. Michael's. This new church is thriving and we just learned that there are 72 students in the Sunday School. Your generosity has truly been transformational for this community. I want to thank Karen Royce and Cheryl Kyle in particular for their leadership and dedication to this incredible project. As my term as Senior Warden concludes, I want to thank you all for your devotion to our church. Your continuing generosity has been inspiring and heartening. From the Altar Guild, to Pastoral Ministries,

from Sunday School teachers to Vergers, acolytes and lectors, from bell-ringers to Compline singers and choristers, from Hospitality to Property, to Finance and Endowment, from the leaders of EFM and bible studies, Faith on Fire, contemplative prayer, and the First Friday book group, to those who serve dinners at Inspirica. From the Annual Appeal callers to the Outreach Commission and the grants work to Christ Church Friends, from the greeters and ushers to those who plan and cook for the Homecoming luncheon, from the Christ Church Gardeners and the Gingerbread Workshop to wreath making and candle rolling. From those who lead major projects and task forces to those who stay to fold up chairs and clear the papers – you together, are the church, the living hands of Christ, and I thank you.

None of this work, of course, could happen without the support of the clergy and staff. I want to thank the staff and the clergy for all they do to support the vibrant work in the programs and activities of this community. Of course, Susan Reed, who will be retiring in 2017, deserves tremendous thanks for all the work she has done for Christ Church Greenwich and we will have an opportunity on a later date to thank her and to celebrate her years of service.

Christ Church is blessed to have Jim Lemler as our Rector – he leads us with an abiding sense of hopefulness and generosity that is grace-filled and inspiring. It has been a privilege to work to support his vision for the past 7 years and I am so grateful for all he has taught me and most especially for his friendship.

Finally, I want to thank Randy Schwimmer – he has been such an excellent Junior Warden and has done so much to serve this church so well. Randy cares deeply about this place and he has worked tirelessly to forward our mission. I know that Randy, and George as our new Junior Warden, will be wonderful, faithful leaders. I leave you all in very good hands.

Thank you.

Jim thanked Audrey and noted that Christ Church leaders read reality truthfully and faithfully and then acted. He presented Audrey with a Christ Church Bookstore bag of 25 books.

## **Financial Review**

### **Endowment Results – Jim MacPherson and Wes Osler IV, Co-Chairs Endowment Investment Committee**

Jim introduced Wayne Sprague and Jim Lerosé from Fiduciary Trust, the firm hired a year ago as strategic advisors to the Endowment Investment Committee on the committee's management of the Endowment's Investments. Both Wayne and Jim said they felt it a privilege to work with the committee and that it has been a very positive relationship.

Jim referred to the Endowment Investment Committee report on page 18 of the Annual Report and highlighted the Investment Goals and Objectives, The Fidelity Year to date Summary, Asset Allocations, and the Endowment performance as of December 2016. He noted the Endowment outperformed the benchmarks. He expressed appreciation for the work of valued committee members Wensley Barker, Park Duncan, Harry Fisher, Marti Marache, Rusty Parker, Michael Schaus, and Marie Williams. Wes said 2016 was the best performance in the last three years. The Endowment is invested in 35 funds in 13 categories, 34 of which were up in 2016. Small and midcap stocks did well, and yield on energy stocks was up 18% from 2015.

## **2016 Financial Report and 2017 Budget – Peter Helmer**

### **Key Financial Accomplishments 2016**

#### **Operations -**

- 2016 was the 6th consecutive break-even + year
- Improved financial management with new finance and operations director

### Capital Campaign -

- Raised \$10 million
- Completed \$8 million renovation on time and on budget

### Financial Results – Snapshot

|            | \$ in 000's |             |
|------------|-------------|-------------|
|            | 2016        | 2017 Budget |
| Income     | \$ 2,347.0  | \$ 2,329.0  |
| Expenses   |             |             |
| Programs   | \$ 432.0    | \$ 382.0    |
| Operating  | \$ 1,913.0  | \$ 1,946.0  |
| Net Income | \$ 2.0      | \$ 1.0      |

### Financial Objectives - 2017 and Beyond

1. Increase overall parishioner income
2. Enhance stability and growth of Endowment
3. Develop and implement the next phase of Capital Projects Plan
  - Develop Capital Budget
  - Develop plan for best use of buildings and property

### Conclusions

We have successfully:

- Eliminated operating deficits
- Restored our campus

Going forward, we want to:

- Generate more income to fund programs and operations
- Develop a stable funding source for capital projects

Financial details are in the 2016 Annual Report. Thank you for your support.

Peter asked approval for the 2017 Budget as presented in the Annual Report. **Budget for 2017 approved unanimously.**

### Capital Projects Wrap Up – George Belshaw

Good morning.

In April of 2013 we began the repairs and restoration designated by the Capital Campaign.

I stand before you today to announce that the work has been completed on schedule and on budget.

The major projects that we undertook were the restoration of the exterior of the Parish House in 2014, the restoration of the interior and exterior of the Church building in 2015, as well as the installation of an elevator providing access to the Chapel Foyer, and window replacement in the Offices and the Glass Hallway.

This past year, 2016, we replaced the roof over the Family Room and Rectors Gallery, added a drainage system including two massive underground cisterns, restored the circle drive and built a new plaza at the front of the church and, with the help of the Gardening Brigade, lead by Connie Cowan, Emily Ragsdale, and Emmy Ogden, replanted three areas on campus.

The Capital Campaign raised \$8,290,000 for campaign expenditures and \$2,000,000 of legacy gifts that will flow to the endowment over time for a total raise of \$10,290,000.

Of the \$8,290,000 available, \$313,000 was spent on fundraising expenses, \$55,000 was set aside for interest, \$350,000 was added to the new organ fund, and \$7,497,264 was spent on construction costs. The remaining \$74,736 will be used for any minor related expenses.

Please make a concerted effort to be current in your campaign payments. If you have any questions about your pledge don't hesitate to speak with Suzanne Culhane, our Curate for Stewardship.

We have a large facility and campus here at Christ Church. It's vital that we continue to maintain and improve it for future generations.

We all owe a big thank you to our staff, contractors, and in particular to the committee members who served over the last three years: Neil Bouknight, Lynne Smith, KC King, Susan Sterne, Christ Nichols, and Peter Helmer.

We must also thank the members from the prior campaign whose efforts in 2007 helped jump start our efforts: Bill Jarvis, Brian Macdonald, Hilary Lea, Neil Bouknight, and Susan Lockwood.

A bigger thank you to Carter Harris, our Senior Warden in 2013, who had the vision, to his successor Wardens Audrey Schaus and Randy Schwimmer, and to our Rector, Jim Lemler, who led us through this campaign.

We also have to thank the fundraising team lead by Jim Elrod, KC King, and Marnie Dawson Carr.

And the biggest thank you goes to each and everyone of our fellow parishioners, who contributed, believed, and supported the campaign.

It's so wonderful to hear parishioners proudly speak of our restored church. It was a very ambitious endeavor that demonstrates our commitment to being leaders within our community, our diocese, and the Episcopal Church.

To quote from "A Litany of Thanksgiving for a Church" that we read this morning, "Graciously receive our thanks for this place, and accept the work of our hands, offered to your honor and glory."

Thank you.

### **Recognition of Retiring Vestry and Officers – The Rev'd Dr. James Lemler; Audrey Schaus, Senior Warden; Randy Schwimmer, Junior Warden**

Jim noted that the Annual Meeting assures that leadership will continue through election, approval, and recognition. He thanked retiring Vestry members George Belshaw, Becky Ford, Peter Helmer, Randy Stern, and Susan Sterne. He thanked Audrey for her outstanding leadership as Senior Warden and recognized outgoing clerk Emily Ragsdale for her many years of service to Christ Church, including two years as Senior Warden. She received a standing ovation.

### **Elections – The Rev'd Dr. James Lemler Wardens, Clerk, Treasurer**

Jim nominated the following to be officers of the Vestry:

Senior Warden, Randy Schwimmer

Clerk, Terry Martin

Treasurer, Peter Helmer

**Officers were elected by acclamation.**

Jim nominated the following to be Convention Delegates 2017-2018: John Ford and Dick Hollister.

**Delegates elected by acclamation.**

### **Vestry Class of 2020 and 2017 Parish Nominating Committee – Peter Helmer, Chair, 2016 Nominating Committee**

Peter made a motion to nominate the following for the Vestry class of 2020:

Marnie Dawson Carr, JT Coe, Kathy Ewald, Ken Halcom and Sara LaPorta.

**Motion was seconded and Vestry class of 2020 was elected unanimously.**



Peter announced the 2017 Nominating Committee: Angenette Meaney, Chair; Daryn Beringer; Ken Mifflin; Carole Novick; Ben Wilson, and David Yudain.

### **Closing Remarks – Randy Schwimmer, Senior Warden**

When I became Junior Warden, someone asked what I wanted to do as Senior Warden. Now that I've had two years to reflect on that question – two years watching up close three wardens dealing with all the issues that get thrown their way, and two years of sharing some of those burdens – I have my answer.

After receiving your votes to be the next Senior Warden, my first order of business is, I would like to demand a recount.

Actually I am truly blessed to have had Audrey as a partner. Your wisdom, your energy, and your faith have guided us so surely over the past two years. I have learned so much watching and listening to you. On behalf of all us, thank you for your wonderful contributions to Christ Church.

And I am also fortunate to have George Belshaw as my partner for the next two years. Your talents have been so amply displayed in steering our Capital Projects to an on-time and on-budget conclusion. I'm really looking forward to working with you.

So where do we go from here? I believe our course is clear. Thanks to Jim's steady and caring hand for that past decade, we are ready to set new, more ambitious, goals.

As Peter Helmer's presentation so clearly demonstrated, we need to raise the bar on our revenues. Or as one of our past Treasurers put it, we need to reach 'escape velocity' on our parish income.

To accomplish that, I believe, goes beyond our Annual Appeal. Yes, it's about attracting new members. But it's more than that.

At the 5 o'clock service this Christmas, Jen and I looked around and thought, who are all these people? I've been a member for 32 years, and I recognized only a fraction of the faces. How do we get them to show up the other 51 Sundays?

It's about invitation and engagement – getting people to come in the door and giving them something meaningful to get them to stick around. And come back again. To create a place that feels like home. Because, as they say, nobody washes a rental car.

The good news is we have so many wonderful resources to draw upon. We actually have a school here at Christ Church! Not everyone knows this, amazingly. But the news is spreading! We are now turning away families for the morning "twos" program for next year. Yet only 11 of the 96 students currently enrolled are Christ Church Greenwich children. Up from only three last year, but room to grow.

And then there's our outstanding music program. The quality of Jamie's choral instruction is one of the best kept secrets on the East Coast. One recent graduate, who now attends Johns Hopkins, came home from her fall break and told us how disappointed she was that her college choir didn't quite measure up to her experience at Christ Church.

I could go on. Courage and Faith, Neighbor to Neighbor, Faith on Fire. These programs represent such unique opportunities for learning and service. And they all happen here. To increase our engaged members we don't even have to leave our campus! We just have to leverage them better by shrinking the space between us with better communication and coordination.

Our partnerships: Greenwich Suzuki Academy, YWCA, Temple Shalom, and Trinity Church. As all of you know we are providing Trinity a home while they consider their longer term needs. And while they are immensely grateful for our generosity, they now recognize the challenges of incorporating such a large congregation here on Sunday mornings. Accordingly they are exploring more permanent options elsewhere in town.

That experience forced us to think how we utilize our space. The Parish Hall is a wonderful resource, but it's empty much of the time. And if Trinity goes, so will the \$100,000 in rental income.

The same is true of Tomes-Higgins. It's a jewel of a home, and an historic landmark. But as Barbara Arenz will tell you, zoning restrictions make it difficult to generate meaningful facility fees.

And once Neighbor to Neighbor moves out of the Annex cellar, that will be additional space we'll need to consider.

We are in a real sense property rich and cash poor. Last year a task force led by Stella Maybury conducted an inventory of our buildings, analyzing square footage, and estimating real estate values. This study will help guide us as we consider ways to more efficiently monetize our underutilized assets.

Our successful capital campaign addressed the most urgent needs, but there remain a number of unaddressed tasks. Less urgent at the time, they grow more so with each passing year.

We were not able to tackle the Annex, for example. You may have noticed the wrapping on the chimneys on the right side. Also, there's significant interior work that needs to be done if we want to optimize the office and living space there.

You may remember we allocated \$350,000 for repairs to our organ. Another task force led by George has looked closely at its condition and discovered the costs to fully restore it approach those of a new organ. So we're considering some options in that regard, which we'll share in the coming months.

So a lot on our plate. Fortunately, under Audrey's leadership last year, we formulated and the Vestry approved a Long Range Plan to address many of these issues. At next month's Vestry meeting, George and Peter will be presenting specific recommendations on turning the Plan into reality.

To do that, though, will require more than two hard-working Wardens. More than the best Rector in the Episcopal Church and his terrific staff. More than an amazingly accomplished Vestry. It will take literally dozens of volunteers in each of our commissions, committees, guilds, and task forces.

Not all of those groups are sufficiently staffed or directed. We need thoughtful, motivated people who want to make a difference. Or as the Commission Book calls them, "fresh meat."

Think about what one or two people with a vision can do. Susan Sterne with the Greeters Program. Or Randy Wolf and Lucy Rinaldi now with Outreach. Or Becky Ford with Courage & Faith...and the Bookstore...and our Website!

We have incredible talents among us. I want to hear your voices, but also need your help. Help us build on our accomplishments to raise us to the next level in our life at Christ Church.

I know this work will not be completed during the next two years. Or perhaps in the two years after that. But let us begin to take these first steps together.

God bless you all, and God bless our Church.

### **Benediction and Adjournment – Rev'd Dr. James Lemler**

Jim said that the leadership in the room will propel us forward during the transitions of Susan Reed's retirement and Andrew Moore's moving to a church in Richmond. Andrew Kryzak, our seminarian intern will assume more responsibilities, and Jenny and Suzanne will continue in their positions. Transition is a movement forward with the One who walks with us. Jim ended the meeting with a prayer.

**Meeting adjourned at 11:40 am.**

Respectfully submitted,  
Emily Ragsdale, Clerk

# standing resolutions

## To Invest

RESOLVED, that any or all of the Finance Commission, Investment Committee, and the Vestry of the Parish be, and they hereby are authorized and empowered for and in the name of the Parish of Christ Church, to open and maintain such bank and brokerage accounts as they, or any of them, deem appropriate, and to invest and reinvest all moneys now or hereafter in the treasury of the Parish in such manner as they or any of them deems appropriate.

## To Borrow

RESOLVED, that the Vestry of the Parish be and hereby is authorized and empowered for and in the name of the Parish of Christ Church to borrow on such terms and conditions as it deems appropriate from such sources as it deems appropriate, such sum or sums of money as may be necessary to pay the expenses of the Parish.

## To Elect An Auditor

RESOLVED, that the Michael A. Duca Company, and they hereby are, retained by the Parish of Christ Church as auditors in 2018 for the 2017 audit year.



| Christ Church Greenwich            |                  |                  |               |                  |
|------------------------------------|------------------|------------------|---------------|------------------|
| Statement of Operations - Summary  |                  |                  |               |                  |
| Calendar 2017                      |                  |                  |               |                  |
|                                    |                  |                  |               |                  |
|                                    |                  |                  |               |                  |
|                                    |                  |                  |               |                  |
|                                    |                  |                  | % of Annual   |                  |
|                                    | Actual           | Actual           | Budget        | 2017             |
|                                    | 12/31/16         | 12/31/17         | Incurred      | Budget           |
| <b>Income</b>                      |                  |                  |               |                  |
| Parishioner Income                 | \$ 1,424,384     | \$ 1,530,454     | 109.6%        | \$ 1,397,000     |
| Fee Income                         | 361,091          | 448,141          | 108.6%        | 412,500          |
| Other Income                       | 36,286           | 11,950           | 119.5%        | 10,000           |
| Released from Restrictions         | -                | -                | 0.0%          | -                |
| 4.9% Endowment Drawdown            | 525,000          | 510,000          | 100.0%        | 510,000          |
| <b>Total Income</b>                | <b>2,346,761</b> | <b>2,500,545</b> | <b>107.3%</b> | <b>2,329,500</b> |
| <b>Expenses</b>                    |                  |                  |               |                  |
| Programs                           |                  |                  |               |                  |
| Outreach                           | 265,230          | 268,227          | 112.9%        | 237,500          |
| Christian Formation                | 19,037           | 36,598           | 228.7%        | 16,000           |
| Parish Life                        | 18,172           | 18,052           | 78.5%         | 23,000           |
| Music                              | 90,477           | 81,043           | 107.9%        | 75,136           |
| Pastoral                           | 1,328            | 1,131            | 90.5%         | 1,250            |
| Worship                            | 37,399           | 46,305           | 155.9%        | 29,700           |
| Community Ministries               | -                | -                | 0.0%          | -                |
| <b>Total Program Expenses</b>      | <b>431,643</b>   | <b>451,356</b>   | <b>118.0%</b> | <b>382,586</b>   |
| Operating                          |                  |                  |               |                  |
| Administration                     | 183,892          | 203,282          | 108.8%        | 186,850          |
| Fundraising                        | 1,645            | 1,553            | 34.5%         | 4,500            |
| Wages and Benefits                 | 1,270,599        | 1,263,291        | 98.1%         | 1,287,554        |
| <b>Total Operating Expenses</b>    | <b>1,456,136</b> | <b>1,468,126</b> | <b>99.3%</b>  | <b>1,478,904</b> |
| Property                           | 451,756          | 475,474          | 101.6%        | 468,000          |
| Interest Expense                   | 5,302            | 469              | 0.0%          | -                |
| <b>Total Expenses</b>              | <b>2,344,837</b> | <b>2,395,425</b> | <b>102.8%</b> | <b>2,329,490</b> |
| <b>Net Operating Income (Loss)</b> | <b>1,924</b>     | <b>105,120</b>   |               | <b>\$ 10</b>     |

| Christ Church Greenwich               |  |  |  |            |             |            |                 |         |  |
|---------------------------------------|--|--|--|------------|-------------|------------|-----------------|---------|--|
| Statement of Operations - Detail      |  |  |  |            |             |            |                 |         |  |
| Calendar 2017                         |  |  |  |            |             |            |                 |         |  |
|                                       |  |  |  |            |             |            | 2017 Actual vs. |         |  |
|                                       |  |  |  | Actual *   | Actual *    | 12/31/17   | 2016 Actual     |         |  |
|                                       |  |  |  | 12/31/16   | 12/31/17    | Budget     | \$              | %       |  |
| <b>Ordinary Income</b>                |  |  |  |            |             |            |                 |         |  |
| <b>Income</b>                         |  |  |  |            |             |            |                 |         |  |
| 4010000 · Parishioner Income          |  |  |  |            |             |            |                 |         |  |
| 461 · Credit Card Fees (contra)       |  |  |  | \$ (8,484) | \$ (10,494) | \$ (8,000) | 2,010           | -23.7%  |  |
| Annual Appeal Income (Accrual Method) |  |  |  | 1,263,586  | 1,360,680   | 1,235,000  | 97,094          | 7.7%    |  |
| 402 · Gifts                           |  |  |  | 29,426     | 75,080      | 59,500     | 45,654          | 155.1%  |  |
| 404 · Plate                           |  |  |  | 107,896    | 102,138     | 110,000    | (5,758)         | -5.3%   |  |
| 418 · Bequests                        |  |  |  | 30,000     | -           | -          | (30,000)        | -100.0% |  |
| 417 · Clergy Discretionary            |  |  |  | 1,960      | 3,050       | 500        | 1,090           | 55.6%   |  |
| Total 4010000 · Parishioner Income    |  |  |  | 1,424,384  | 1,530,454   | 1,397,000  | 106,070         | 7.4%    |  |
| 4020000 · Fee Income                  |  |  |  |            |             |            |                 |         |  |
| 414 · Parish Events                   |  |  |  | 75         | 3,750       | -          | 3,675           | 4900.0% |  |
| 408 · Facilities Fees                 |  |  |  | 170,616    | 194,163     | 225,000    | 23,547          | 13.8%   |  |
| 409 · Weddings & Funerals Fees        |  |  |  | 24,750     | 72,263      | 25,000     | 47,513          | 192.0%  |  |
| 411 · Flower Fund                     |  |  |  | 31,085     | 34,575      | 25,000     | 3,490           | 11.2%   |  |
| 413 · Choir Fees                      |  |  |  | 4,565      | 890         | 2,500      | (3,675)         | -80.5%  |  |
| 772 · Nursery School Usage Fee        |  |  |  | 130,000    | 142,500     | 135,000    | 12,500          | 9.6%    |  |
| Total 4020000 · Fee Income            |  |  |  | 361,091    | 448,141     | 412,500    | 87,050          | 24.1%   |  |
| 4030000 · Other Income                |  |  |  |            |             |            |                 |         |  |
| 406 · Non Parishioner Gifts           |  |  |  | -          | -           | -          | -               | 0.0%    |  |
| 410 · Interest                        |  |  |  | 150        | -           | -          | (150)           | -100.0% |  |
| 420 · Grant Income/Horseneck          |  |  |  | 35,000     | 10,000      | 10,000     | (25,000)        | -71.4%  |  |
| 421 · Other Income                    |  |  |  | 1,136      | 1,950       | -          | 814             | 71.7%   |  |
| = Total 4030000 · Other Income        |  |  |  | 36,286     | 11,950      | 10,000     | (24,336)        | -67.1%  |  |
| 4050000 · Endowment Drawdown          |  |  |  | 525,000    | 510,000     | 510,000    | (15,000)        | -2.9%   |  |
| Total Income                          |  |  |  | 2,346,761  | 2,500,545   | 2,329,500  | 153,784         | 6.6%    |  |
| <b>Expense</b>                        |  |  |  |            |             |            |                 |         |  |
| 5000000 · Outreach                    |  |  |  |            |             |            |                 |         |  |
| 5001000 · Charitable Giving           |  |  |  |            |             |            |                 |         |  |
| 529 · Seminaries                      |  |  |  | 4,900      | 4,000       | 4,000      | 900             | 18.4%   |  |
| 531 · Ongoing Grants                  |  |  |  | 41,000     | 50,000      | 41,000     | (9,000)         | -22.0%  |  |
| 532 · Clergy Discretionary            |  |  |  | 31,349     | 33,034      | 15,000     | (1,685)         | -5.4%   |  |
| 535 · Start-Up Grants                 |  |  |  | 2,500      | 4,500       | 2,500      | (2,000)         | -80.0%  |  |
| 5001000 · Charitable Giving - Other   |  |  |  | 1,285      | 2,461       | -          | (1,176)         | -91.5%  |  |
| Total 5001000 · Charitable Giving     |  |  |  | 81,034     | 93,995      | 62,500     | (12,961)        | -16.0%  |  |
| 5002000 · Outreach Programs           |  |  |  |            |             |            |                 |         |  |
| 545 · Midnight Run Program            |  |  |  | -          | -           | -          | -               | 0.0%    |  |
| 533 · Inspirica                       |  |  |  | 1,749      | 1,016       | 1,500      | 733             | 41.9%   |  |
| Total 5002000 · Outreach Programs     |  |  |  | 1,749      | 1,016       | 1,500      | 733             | 41.9%   |  |
| 5003000 · Ecumenical Donations        |  |  |  |            |             |            |                 |         |  |
| 538 - ABC                             |  |  |  | 3,100      | 3,500       | 3,500      | (400)           | -12.9%  |  |
| 537 · Diocesan Assessment             |  |  |  | 179,347    | 169,716     | 170,000    | 9,631           | 5.4%    |  |
| Total 5003000 · Ecumenical Donations  |  |  |  | 182,447    | 173,216     | 173,500    | 9,231           | 5.1%    |  |
| Total 5000000 · Outreach              |  |  |  | 265,230    | 268,227     | 237,500    | (2,997)         | -1.1%   |  |
| 5010000 · Programs                    |  |  |  |            |             |            |                 |         |  |
| 5011000 · Christian Formation         |  |  |  |            |             |            |                 |         |  |
| 547 · Children's Ministries           |  |  |  | 7,972      | 8,605       | 6,000      | (633)           | -7.9%   |  |
| 548 · Child Care                      |  |  |  | 5,510      | 6,610       | 6,000      | (1,100)         | -20.0%  |  |
| 549 · Adult Education                 |  |  |  | 33         | -           | 1,000      | 33              | 100.0%  |  |
| 550 · Youth                           |  |  |  | 5,522      | 21,383      | 3,000      | (15,861)        | -287.2% |  |
|                                       |  |  |  |            |             |            |                 |         |  |

[illegible]

| Christ Church Greenwich          |                                      |                  |                  |                  |                   |                |
|----------------------------------|--------------------------------------|------------------|------------------|------------------|-------------------|----------------|
| Statement of Operations - Detail |                                      |                  |                  |                  |                   |                |
| Calendar 2017                    |                                      |                  |                  |                  |                   |                |
|                                  |                                      |                  |                  |                  | 2017 Actual vs.   |                |
|                                  |                                      | Actual *         | Actual *         | 12/31/17         | 2016 Actual       |                |
|                                  |                                      | 12/31/16         | 12/31/17         | Budget           | \$                | %              |
|                                  | 672 · Clergy SSA                     | 24,522           | 20,538           | 23,057           | 3,984             | 16.2%          |
|                                  | 667 · Sextons Wages - Reimbursable   | 1,212            | -                | -                | 1,212             | 100.0%         |
|                                  | 669 · Sextons - Reimbursements       | (1,280)          | (100)            | -                | (1,180)           | 0.0%           |
|                                  | 660 · Flex Fee                       | 1,815            | 1,629            | 1,800            | 186               | 10.2%          |
|                                  | 528 · Seminarians                    | -                | 4,000            | 3,000            | (4,000)           | 0.0%           |
|                                  | 666 · Workers Compensation           | 16,320           | 14,352           | 18,949           | 1,968             | 12.1%          |
|                                  | 625 · Employee Search                | -                | 10,098           | -                | (10,098)          | 0.0%           |
|                                  |                                      |                  |                  | -                |                   |                |
|                                  | Total 6002000 · Wages and Benefits   | 1,270,599        | 1,263,291        | 1,287,554        | 7,308             | 0.6%           |
|                                  | Total 6000000 · Operating Expense    | 1,456,136        | 1,468,126        | 1,478,904        | (11,990)          | -0.8%          |
|                                  | 6010000 · Property                   |                  |                  |                  |                   |                |
|                                  | 632 · Repairs and Maintenance        | 199,980          | 205,756          | 200,000          | (5,776)           | -2.9%          |
|                                  | 633 · Security System                | 1,050            | 1,125            | -                | (75)              | -7.1%          |
|                                  | 634 · Supplies                       | 21,849           | 23,026           | 25,000           | (1,177)           | -5.4%          |
|                                  | 635 · Utilities                      | 125,162          | 140,349          | 125,000          | (15,187)          | -12.1%         |
|                                  | 636 · Taxes                          | 29,261           | 30,835           | 33,000           | (1,574)           | -5.4%          |
|                                  | 637 · Property/Car Insurance         | 64,548           | 60,876           | 70,000           | 3,672             | 5.7%           |
|                                  | 638 · Professional Expenses Property | 9,906            | 13,507           | 15,000           | (3,601)           | -36.4%         |
|                                  | Total 6010000 · Property             | 451,756          | 475,474          | 468,000          | (23,718)          | -5.3%          |
|                                  | 6020000 · Interest Expense           |                  |                  |                  |                   |                |
|                                  | 700.50 · LoC Interest                | 5,302            | 469              | -                | 4,833             | 91.2%          |
|                                  | Total 6020000 · Interest Expense     | 5,302            | 469              | -                | 4,833             | 91.2%          |
|                                  | 6030000 · Asset Purchases            |                  |                  |                  |                   |                |
|                                  | CapEx Contra                         | -                | -                | -                | -                 | 0.0%           |
|                                  | 622 · Capital Expenditures           | -                | -                | -                | -                 | 0.0%           |
|                                  | Total 6030000 · Asset Purchases      | -                | -                | -                | -                 | 0.0%           |
|                                  | <b>Total Expense</b>                 | <b>2,344,837</b> | <b>2,395,425</b> | <b>2,329,490</b> | <b>(50,588)</b>   | <b>-2.2%</b>   |
|                                  | <b>Net Operating Income</b>          | <b>1,924</b>     | <b>105,120</b>   | <b>10</b>        | <b>\$ 103,195</b> | <b>5363.6%</b> |
|                                  | * unaudited                          |                  |                  |                  |                   |                |
|                                  |                                      |                  |                  |                  |                   |                |
|                                  |                                      |                  |                  |                  |                   |                |

Christ Church Greenwich  
Statement of Operations - Detail  
Calendar 2018 Budget

| Ordinary Income/Expense               | 2018 BDG         |
|---------------------------------------|------------------|
| Income                                |                  |
| 4010000 · Parishioner Income          |                  |
| 461 · Credit Card Fees (contra)       | - 12,000         |
| 401 · Pledge Payments                 | 1,235,000        |
| 402 · Gifts                           | 65,000           |
| 404 · Plate                           | 115,000          |
| 418 · Bequests                        | 12,500           |
| 417 · Clergy Discretionary Donations  | -                |
| Total 4010000 · Parishioner Income    | <u>1,415,500</u> |
| 4020000 · Fee Income                  |                  |
| 408 · Facilities Fees                 | 175,000          |
| 409 · Weddings & Funerals Fees        | 50,000           |
| 411 · Flower Fund                     | 33,000           |
| 772 · Nursery School Usage Fee        | 135,000          |
| Total 4020000 · Fee Income            | <u>393,000</u>   |
| 4030000 · Other Income                |                  |
| 420 · Grant Income                    | 10,000           |
| 406 · Non Parishioner Gifts           | -                |
| 410 · Interest                        | -                |
| 421 · Other Income                    | -                |
| 4030000 · Other Income - Other        | -                |
| Total 4030000 · Other Income          | 10,000           |
| 4050000 · Endowment Drawdown          | 497,000          |
| Total Income                          | <u>2,315,500</u> |
| Gross Profit                          | <u>2,315,500</u> |
| Expense                               |                  |
| 5000000 · Outreach                    |                  |
| 5001000 · Charitable Giving           |                  |
| 529 · Seminaries                      | 4,000            |
| 531 · Ongoing Grants                  | 41,000           |
| 532 · Clergy Discretionary            | 15,000           |
| 535 · Start-Up Grants                 | 2,500            |
| Total 5001000 · Charitable Giving     | <u>62,500</u>    |
| 5002000 · Outreach Programs           |                  |
| 533 · Inspirica (St. Lukes Lifeworks) | 1,500            |
| Total 5002000 · Outreach Programs     | <u>1,500</u>     |
| 5003000 · Ecumenical Donations        |                  |
| 538 · Archbishop of Canterbury        | 3,500            |
| 537 · Diocesan Assessment             | 178,365          |
| Total 5003000 · Ecumenical Donations  | <u>181,865</u>   |
| Total 5000000 · Outreach              | <u>245,865</u>   |
| 5010000 · Programs                    |                  |
| 5011000 · Christian Formation         |                  |

Ordinary Income/Expense

2018 BDG

|                                      |         |
|--------------------------------------|---------|
| 547 · Children's Ministries          | 7,500   |
| 548 · Child Care                     | 6,000   |
| 549 · Adult Education                | 1,000   |
| 550 · Youth                          | 21,436  |
| Total 5011000 · Christian Formation  | 35,936  |
| 5012000 · Parish Life                |         |
| 675 · Parish Events                  | 7,000   |
| 680 · Website                        | 5,000   |
| 508 · New Members Ministries         | 1,000   |
| 562 · Parish News                    | 4,000   |
| 566 · E - News                       | 1,000   |
| 664 · Hospitality                    | 1,250   |
| Total 5012000 · Parish Life          | 19,250  |
| 5014000 · Music                      |         |
| 588 · Substitute Musicians           | 2,000   |
| 570 · Chorister Training             | 3,600   |
| 572 · Choir Salaries - Professional  | 36,000  |
| 573 · Choir Salaries - Boys & Girls  | 7,000   |
| 574 · Bell and Compline Choirs       | 1,200   |
| 575 · Music Library                  | 1,800   |
| 577 · Primary Choir                  | 5,000   |
| 578 · Special Liturgical Events      | 8,000   |
| 580 · Trips & Travel                 | 2,000   |
| 583 · Music Program Expense          | 5,500   |
| 586 · Organ/Piano Maintenance        | 3,000   |
| Total 5014000 · Music                | 75,100  |
| 5015000 · Pastoral                   |         |
| 511 · Pastoral Care                  | 1,250   |
| Total 5015000 · Pastoral             | 1,250   |
| 5016000 · Worship                    |         |
| 517 · Altar/Worship                  | 3,500   |
| 519 · Supplies and Parking           | 6,000   |
| 520 · Flowers/Burr                   | 31,000  |
| 552 · Acolytes                       | 400     |
| 5016000 · Worship - Other            | -       |
| Total 5016000 · Worship              | 40,900  |
| Total 5010000 · Programs             | 172,436 |
| 6000000 · Operating Expense          |         |
| 6001000 · Administration             |         |
| 616 · Audit Fee                      | 27,500  |
| 690 · Bank Fees                      | -       |
| 692 · Payroll Fees                   | 3,000   |
| 618 · Professional Fees              | 8,000   |
| 610 · Tech Support & Consulting Fees | 17,500  |
| 614 · Telephone                      | 15,500  |
| 611 · Leased Equipment               | 68,000  |
| 603 · Marketing                      | 19,250  |
| 604 · Consortium                     | 7,500   |

| Ordinary Income/Expense              | 2018 BDG  |
|--------------------------------------|-----------|
| 662 · Rector's Expense Account       | 2,500     |
| 612 · Postage                        | 10,000    |
| 613 · Supplies                       | 14,000    |
| 620 · Vestry                         | 2,000     |
| 665 · Miscellaneous                  | -         |
| 668 · Dues/Books/Subs                | 700       |
| Total 6001000 · Administration       | 195,450   |
| 6003000 · Fund Raising               |           |
| 591 · Annual Appeal                  | 4,000     |
| 592 · Endowment/Planned Giving       | 500       |
| 606 · Stewardship                    | -         |
| Total 6003000 · Fund Raising         | 4,500     |
| 6002000 · Wages and Benefits         |           |
| 674 · Outside Contractor             | -         |
| 652 · Wages and Housing              | 796,150   |
| 653 · Disability                     | 4,800     |
| 654 · Medical Insurance              | 202,406   |
| 656 · Pensions                       | 94,066    |
| 657 · FICA                           | 46,963    |
| 658 · Housing Equity Allowance       | 5,025     |
| 659 · Continuing Education           | 5,000     |
| 661 · Transportation                 | 10,800    |
| 672 · Clergy SSA                     | 22,355    |
| 660 · Flex Fee                       | 1,800     |
| 528 · Seminarians                    | 4,000     |
| 666 · Workers Compensation           | 16,870    |
| 625 · Employee Search                | 17,000    |
| Total 6002000 · Wages and Benefits   | 1,227,235 |
| Total 6000000 · Operating Expense    | 1,427,185 |
| 6010000 · Property                   |           |
| 632 · Repairs and Maintenance        | 200,000   |
| 633 · Security System                | -         |
| 634 · Supplies                       | 22,000    |
| 635 · Utilities                      | 140,000   |
| 636 · Taxes                          | 35,000    |
| 637 · Property/Car Insurance         | 64,000    |
| 638 · Professional Expenses Property | 9,000     |
| Total 6010000 · Property             | 470,000   |
| 6020000 · Interest Expense           |           |
| 6020000 · Interest Expense - Other   | -         |
| Total 6020000 · Interest Expense     | -         |
| Total Expense                        | 2,315,486 |
| Net Ordinary Income                  | 14        |



As of December 31, 2017

# Endowment Portfolio

Fiduciary  
Trust  
International

Christ Church  
\$11.1M

Fidelity Margin Loan  
(\$2.3M)

Net Account Value  
\$8.8M

Equity, \$6.4M  
57.6%

Alternatives, \$1.8M  
16.0%

Fixed Income, \$2.6M  
23.7%

Cash, \$0.3M  
2.8%

17.0%  
US Large Cap Equity  
\$1,988,514  
Fidelity Spartan, \$1,463,618  
Vanguard Dividend Appreciation, \$339,760  
PowerShares NASDAQ Internet, \$185,136

7.2%  
US Mid Cap Equity  
\$802,769  
iShares Core S&P Mid Cap, \$802,769

6.3%  
US Small Cap Equity  
\$698,325  
iShares Russell 2000, \$548,856  
PowerShares Dynamic Biotech & Genome, \$149,969

14.3%  
International Large Cap Equity  
\$1,592,119  
Harding Loevner International Equity, \$805,979  
iShares Core MSCI EAFE, \$786,141

4.0%  
International Small Cap Equity  
\$439,568  
iShares MSCI EAFE Small-Cap, \$439,568

7.9%  
Emerging Markets Equity  
\$879,802  
iShares Core MSCI Emerging Markets, \$446,665  
Templeton Emerging Markets Small Cap, \$433,137

5.9%  
Real Estate  
\$649,971  
Vanguard REIT, \$314,494  
Vanguard Global ex US Real Estate, \$230,203  
SPDR Dow Jones International Real Estate, \$105,274

2.9%  
MLPs  
\$325,448  
Eagle MLP Strategy, \$191,726  
Kayne Anderson Midstream/Energy Fund, \$133,772

6.2%  
Commodities  
\$689,595  
iShares N. American Natural Resources, \$242,232  
iShares Gold Trust, \$201,036  
IQ Global Agribusiness Small Cap, \$136,227  
iShares MSCI Global Agriculture Producers, \$110,100

1.0%  
Other Alternatives  
\$106,392  
PowerShares S&P 500 Buy Write, \$106,392

4.3%  
Short Duration Fixed Income  
\$481,497  
Lord Abbett Short Duration Income, \$481,497

4.5%  
U.S. Investment Grade Corporate,  
\$502,356  
MetWest Total Return Bond, \$502,356

2.5%  
Floating Rate / Bank Loans  
\$273,899  
Federated Floating Rate Strategic Income, \$273,899

2.6%  
Treasury Inflation Protected Securities  
\$284,059  
iShares TIPS Bond, \$284,059

5.4%  
High Yield  
\$600,507  
PIMCO High Yield, \$389,499  
PIMCO 0-5 Year High Yield Corp, \$211,008

4.4%  
Global Bonds  
\$484,789  
PIMCO Global Bond, \$263,460  
Loomis Sayles Global Bond, \$221,329

2.6%  
Cash  
\$305,732  
iShares Short Maturity Bond, \$305,732

## Account Overview

### Investment Goals & Objectives:

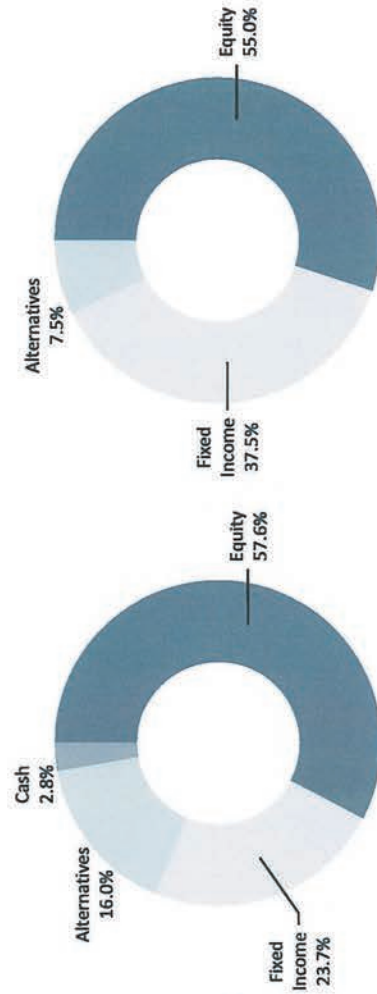
- Strategic Investment Advisor: Fiduciary Trust Company International
- Custodian: Fidelity Investments
- Margin Loan balance at Fidelity Investments
- Long Term Investment Time Horizon
- Diversification
- Long-Term Growth of Capital
- Distribution requirement approximately 4.8% per annum (\$41,417 per month)

### Strategic Asset Allocation Benchmark:

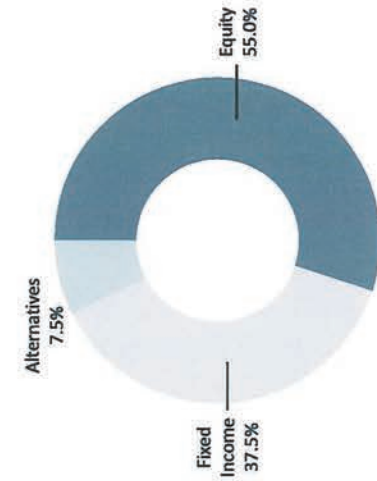
The Strategic Asset Allocation Benchmark is a blended benchmark consisting of 17.5% S&P 500, 7.5% Russell Mid Cap Index, 2.5% Russell 2000 Cap Index, 17.5% MSCI EAFE, 2.5% MSCI EAFE Small Cap, 7.5% MSCI Emerging Markets, 7.5% HFRI Fund Weighted Composite (USD), and 37.5% Bloomberg Barclays US Aggregate

### Asset Allocation

#### Current



#### FTCI Recommended Strategic



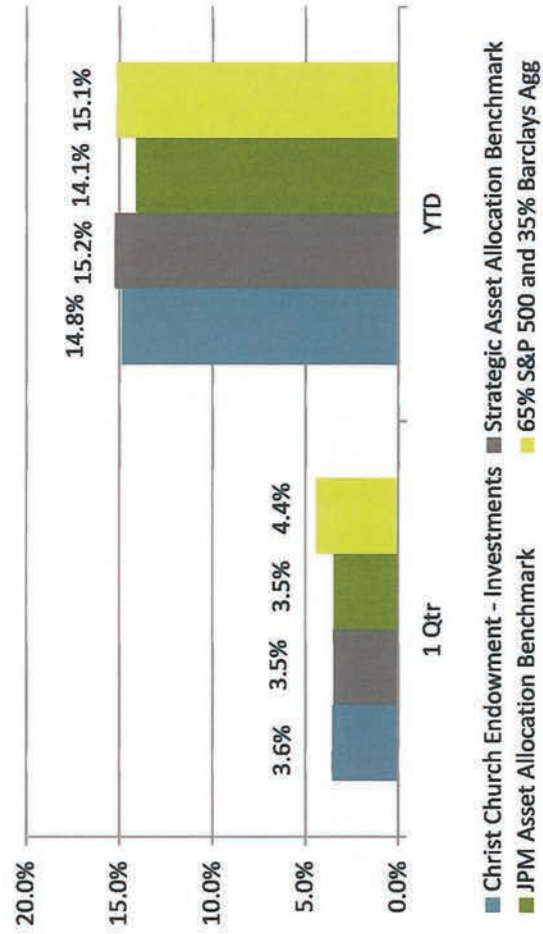
### Year to Date Summary – Fidelity Investment Account

|   |                       |
|---|-----------------------|
| <b>Beginning Investment Account Value 12/31/2016</b>      | <b>\$ 10,575,608</b>  |
| <b>Beginning Margin Loan (Loan to Church)<sup>1</sup></b> | <b>\$ (3,707,322)</b> |
| <b>Beginning Net Investment Account Value</b>             | <b>\$ 6,868,287</b>   |
| Dividends, Interest, and Other Income                     | \$ 276,307            |
| Deposits  | \$ 1,170,716          |
| (Withdrawals)   | \$ (695,644)          |
| (Margin Interest)   | \$ (52,298)           |
| (Fidelity Transaction Costs, Fees & Charges)              | \$ (423)              |
| Change in Market Value                                    | \$ 1,236,833          |
| <b>Ending Net Investment Account</b>                      | <b>\$ 8,803,778</b>   |
| <b>Ending Margin Loan (Loan to Church)<sup>1</sup></b>    | <b>\$ 2,302,065</b>   |
| <b>Ending Investment Account Value 12/31/2017</b>         | <b>\$ 11,105,843</b>  |
| Plus: Interest Accrued on Margin Loan                     | \$ 161,838            |
| <b>Total Endowment Value as of 12/31/2017</b>             | <b>\$ 11,267,681</b>  |

Approximate Total return can be calculated by dividing \$1,513,139 (Dividends, Interest, and Other Income, and Change in Market Value) by \$10,575,608 (Beginning Investment Account Value).

<sup>1</sup> Loan to Church should be equal to Margin Loan plus interest receivable on Margin loan.

### Endowment Performance as of December 31, 2017



# report of the nominating committee

## officers

Senior Warden  
Junior Warden  
Clerk  
Treasurer

Randy Schwimmer  
George Belshaw  
Terry Martin  
Peter Helmer

## vestry, term ending january 2021

Hilary Hoffmeister  
Ginny Losito  
Susan Ness  
Rusty Parker  
Carrie Pryor

### Vestry

Until January 2020  
Marnie Dawson Carr  
JT Coe  
Kathy Ewald  
Ken Halcom  
Sara LaPorta

Until January 2019  
Tim Carpenter  
Connie Cowen  
Anne Drake  
Dick Hollister  
John Plaster

Outgoing Class - January 2018  
Daryn Beringer  
Angenette Meaney  
Carole Novick  
Ben Wilson  
David Yudain

### Nominating Committee

2017  
Angenette Meaney - Chair  
Daryn Beringer  
Linda Michonski  
Ken Mifflin  
Carole Novick  
Randy Stern  
Ben Wilson  
David Yudain

2018  
Connie Cowen - Chair  
Tim Carpenter  
Anne Drake  
Dick Hollister  
John Plaster

### Convention Delegates 2018-2019

Dan Broderick  
Maggie McGirr



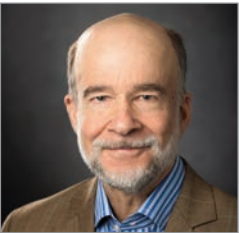
# vestry officer nominees

Clerk



**Terrence (Terry) Martin** and his wife, Lynne Jordal, have been parishioners of Christ Church Greenwich for the past 17 years. Serving as Clerk since January 2017, Terry also volunteers as an Eucharistic Minister and lay reader in the parish. Before coming to Christ Church Greenwich, Terry served two terms as a Vestry member at Church of the Heavenly Rest in Manhattan. In addition, he had the great pleasure of singing with the Christ Church Singers for a semester. Before his retirement, Terry spent 34 years at CBS News. In that time, he served in many different capacities, including covering Ronald Reagan's successful campaign for president in 1979-1980 and working as Dan Rather's anchor producer for 16 years and four presidential elections. He worked with Dan on assignments that ranged from Dharan, Saudi Arabia, during the Persian Gulf War, to the haunting silence in Houston that marked the memorials to the brave men and women who perished in the Challenger I disaster. But for all the thrills and excitement of working at the highest levels of broadcast news, nothing can top the fulfillment he and Lynne have felt in the presence of the remarkable people who bring life to the community of Christ Church Greenwich.

Treasurer



**Peter Helmer** and his wife, Sandy, have been members of Christ Church Greenwich since 1985. Peter served on the Vestry from 2006 to 2009 and rejoined the Vestry in 2014. He was appointed interim Treasurer in February, 2016 and officially elected to the position of Treasurer in January 2017. In addition, he currently chairs the Annual Appeal Committee. He also chairs the Audit Committee. Peter and Sandy have two grown children, Susanne and Jay, both of whom were acolytes. Susanne was both baptized and married at Christ Church Greenwich. Peter is a partner in a sales consulting firm. He is a graduate of Hobart College and Columbia Business School.

## nominees, vestry class of 2021



**Hilary Hoffmeister** has been a member of Christ Church Greenwich since joining the St. Cecilia Choir of Girls at 11 years old. She has continued to be involved with the music department ever since as a member of various music committees and a dedicated choir parent for her four children – Tory, Andrew, Katie, and Thomas – as they grew up in the choirs. Hilary and her husband Perry were married at Christ Church Greenwich in 1991. She is a graduate of Brown University and a pediatrician who has practiced in New York and Connecticut. Hilary is currently on the board of the Brown Club of Fairfield County and a Parent Ambassador for the USC School of Dramatic Arts.



**Ginny Losito** and her family joined Christ Church Greenwich in 2001. However, her relationship with Christ Church Greenwich began when, as a girl chorister at St. Peter's Church in Morristown, NJ, she participated in choral exchanges and summer camp with the Christ Church choirs. She and her husband, Dan, have three sons – Chris, Drew, and Mitch – each of whom were active members of the Boys' and Men's choirs and confirmed at Christ Church Greenwich. Ginny has served on the Choir Parents' Guild, the Director of Music Search Committee

in 2007-08, and is a member of the Christ Church Singers and Bell Choir. A graduate of Hamilton College and Fairfield University's Interior Design Program, Ginny is a Design Associate at Carol Flanagan Interior Design in Greenwich, CT.



**Susan Ness** and her family have been members of Christ Church Greenwich for 28 years. Susan previously served on the Vestry Class of 1999, as well as on the Property Committee and participated in Midnight Runs and Habitat for Humanity. She was also on the Episcopal Church Women board, served as a Stephen Minister, and chaired the Homecoming Luncheons. Susan presently serves as a flower captain on the Altar Guild, ushers, and continues to be active with Outreach. She has traveled to Tanzania, Israel, and Honduras with the parish. Susan serves on the board of Family ReEntry, Palladium Musicum, and the English Speaking Union. She is active with the Junior League of Greenwich, At Home, Art on the Ave, and Planned Parenthood. A dual Canadian and American citizen with an undergraduate degree in Physical Education and graduate work in Kinesiology, Susan has taught at the University of Toronto, McGill University and Lawrence Country Day School.



**Frank (Rusty) Parker** has been a member of Christ Church Greenwich since 1947, and before him, his parents and grandparents. Rusty previously served on the Vestry in the 90s. One of three who headed up the Building Executive committee, he helped to oversee several subcommittees involved with building the new Rectory and rehabilitating the Tomes-Higgins House. He then became a Warden for four years. Rusty has served on the Property and Human Resources Committee, chaired the Finance Committee, and he still serves on the Endowment Commission. He is an EFM graduate. The son of Betty Davies, he is married to Katty Parker, and their three sons were baptized and confirmed in this parish. He grew up in Greenwich, attended Brunswick School, and he has an engineering degree and an MBA.



**Carrie Pryor** moved to Greenwich from New York City and joined Christ Church Greenwich in 1991. She and her husband, Ted, having raised their children Gwen and Ellie, are now empty nesters. Carrie has been involved with the parish over the years as a Sunday School teacher, and served on the Annual Appeal Committee, Outreach (which she chaired for several years), and as an usher. In the broader community, Carrie has been active with the Greenwich Library, Greenwich Academy Parents Board and Green Fingers Garden Club. Carrie currently serves on the boards of the Horseneck Foundation, the New York Pops, and on the Selectman Nominating and Advisory Commission for the Town of Greenwich. Carrie holds her undergraduate degree from the University of Michigan and an MBA in Finance from UC Berkeley. Carrie has had a career in finance and technology and most recently founded and co-manages an executive search firm, Greenwich Harbor Partners, which is focused on senior-level assignments in the media, technology and digital industries.

# 2017 Annual Appeal Report

**Submitted by: The Rev. Suzanne M. Culhane, Assistant for Stewardship,  
and Peter H. Helmer, Annual Appeal Chair**

It is a joy to report that in this time of transition, our parish giving has held nearly constant, with **429 pledges** totaling **\$1,276,350** in the **2017 Annual Appeal**. This is quite a positive representation of a generous and engaged parish, where congregations often experience weakened giving during periods of clergy transition. Some highlights of this year's appeal:

- 111 (26%) pledging households made increases.
- The average annual pledge was **\$2,975**.
- **78** new pledges were made – the highest number in recent years.
- The **Annual Appeal Committee** was expanded to six strong members: **Peter Helmer (Chair), Anne Drake, Susan Kelly, Angenette Meaney, Ken Mifflin, Randy Stern.**
- Some firsts:
  - A series of Stewardship Meditations** was offered in the days leading up to Celebration Sunday. These helped to generate spiritual engagement and momentum as well as advance pledging.
  - Online pledging** was introduced and approximately 7% of our pledging households took advantage of this easy method for making the annual financial commitment.
- The **Vestry** continued to be further engaged in the process, demonstrating leadership by pledging in advance of the congregation, and lending significant support to the effort, especially with personal visits and follow-up.
- Greater awareness has been created around **corporate matching gifts**, with a growing number received this year.
- A stronger link with **Membership** has been created, resulting in greater participation of new members.
- We continued to strengthen **communications** especially through the website and additional financial reporting. A series of FAQs was developed in addition to basic budgetary figures and graphing to support awareness around the financing of the Church's ministry and the importance of financial commitments from the congregation.
- **Database Review** and clean-up is underway to support all parish ministry, especially stewardship, membership, and the clergy transition.

We continue to give thanks for all who contribute to the annual appeal effort and ask your prayers as we work to expand and increase the program in 2018.

• • •

# Thank You 2017 Donors!

*The Clergy, Vestry, and Staff of Christ Church Greenwich express our sincere gratitude to all those who provided financial support in 2017. Thank you for enabling God's work in this community!*

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