I. Introduction

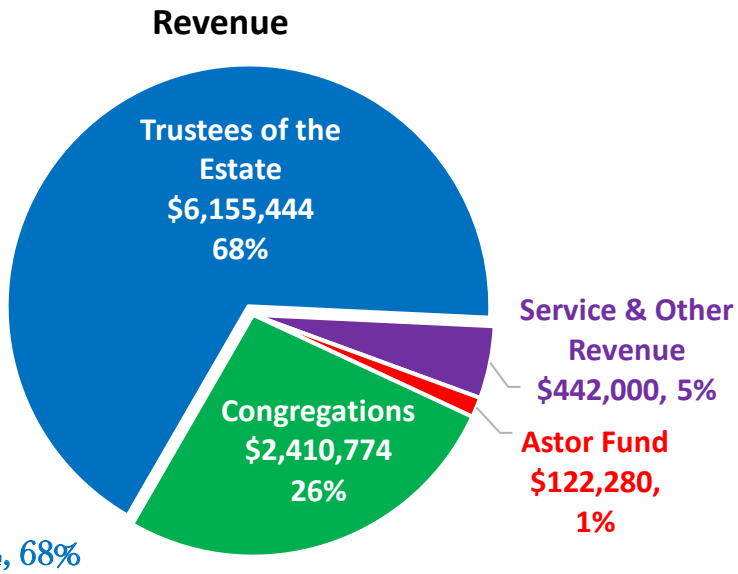
This 2027 Ministry Plan, or "budget," presented to Convention represents the faithful stewardship of our congregations, the Trustees of the Estate Belonging to the Diocese of Long Island, and all the corporations that constitute the ministry of the Diocese of Long Island. It represents the best efforts of our diocese to provide ministry in Brooklyn, Queens, Nassau, and Suffolk while continuing to adapt to post-pandemic realities. As you examine this Ministry Plan, you will discover the outward and visible expression of our collective support for the programs, initiatives, and personnel that are our diocesan ministry. This ministry plan provides significant support and attention to the continued development of clergy and lay leadership in our parishes, the continued encouragement of our diocesan-wide ministries, and the on-going initiatives of pastoral, liturgical, and social ministries across the Diocese and beyond.

The narrative that follows gives expression to the way of love in Jesus Christ that makes holy sense of the numbers and figures of the budget for 2027.

II. Sources of Revenue

The Diocese Ministry Plan is funded by four sources of revenue:

- Trustees of the Estate, $6,155,444, 68%
- Congregational Offerings, $2,410,774, 26%
- Service and Other Revenue, $442,000, 5%
- Astor Fund Grant, $122,280, 1%



- Trustees of the Estate, $6,155,444, 68%

The Ministry Plan reflects ongoing post-pandemic realities. To sustain core ministries while parish income stabilizes and while we rebuild investments, a substantial portion of revenue is provided by the Trustees' multiple sources: Monthly income from the Investment Fund and income from trust funds held by the Trustees of the Estate to support the Episcopate, Mission, and maintenance expenses. The Trustees continue to support the Cathedral and Diocesan Center through the Ministry Plan and will continue to provide additional support throughout the Diocese.

- Congregational Offerings for the Support of our Common Ministry, $2,410,774, 26%

Offerings from congregations represent 26% of the proposed Ministry Plan which falls short of a full biblical tithe from every congregation. Until all congregations respond to the call of a full biblical tithe: 10% of the average of their last three years' actual income, the Trustees will not be able to redirect their resources to fund ministries and tend to the urgent needs and care of church buildings and properties.

- Service and Other Revenue, $442,000, 5%

As in prior year's, accounting and administrative fees are received for services provided to other Diocesan corporations.

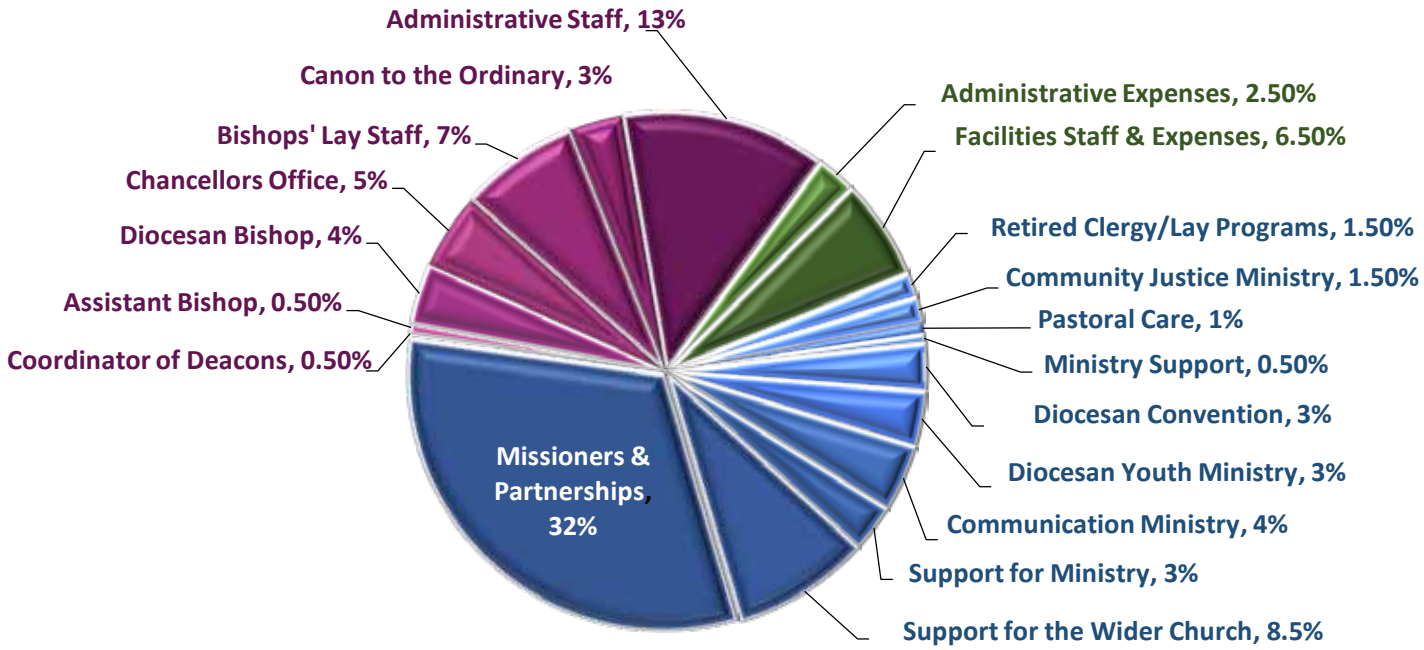
- Astor Fund Grant, $122,280, 1%

The Diocese is the beneficiary of income from the Astor Fund held by The Episcopal Church for mission in the City of New York. Income is allocated to projects in the City.

III. Program and Personnel Expenses

Expenditures amounting to $9,130,498 can be broken down into three broad categories:

- Mission: $5,333,312, 58%
- Administration & Facilities Expenses $792,461, 9%
- Episcopate and the Bishop's Staff $3,004,725, 33%



Mission & Partnerships

Support for the Wider Church

This is our share in the Triennial Ministry Plan of The Episcopal Church and our participation in the work of Province II. Funds are also reserved for our deputation to General Convention and the Lambeth Conference. The Ministry Plan includes the full asking of the Episcopal Church.

Retired Clergy/Lay Programs

A diocesan initiative that provides annual grants to retired clergy and surviving spouses to assist with medical expenses. The Diocese provides a Medicare Supplement to retired lay staff with 20 years' service.

Youth and Young Adult Ministry

Funds support the Director of Youth and Young Adult Ministries and programming across the diocese.

Community Justice Ministry:
This full-time position focuses on the bishop's work with community justice matters and the support for the work of the Creation Care ministry.

Communication Ministry
Office of Communication Ministry (OCM) provides counsel to the Bishop and diocesan departments and parishes. OCM helps to plan effective strategic communication and interpretation of mission and ministry, both within the church and the general public. OCM also manages the Information Technology computer network and business databases for all diocesan offices and offers staff training and a help desk for use of office computer programs. OCM is also responsible for the administrative management of the communication, logistic, and related arrangements for Diocesan Convention. OCM is the producer, editor and publisher of articles, notices and video content for the diocese's official website and social media networks. OCM staff writes, edits, and publishes online email newsletters for parish clergy and lay leaders, and posts official email announcements. The Director of Communication manages all of the above and also serves as the official press spokesperson for the diocese and is the frontline liaison for Bishop Shoemaker with church and secular print and electronic news media.

Diocesan Convention
Funds the direct administrative and program expenses related to producing our Diocesan Convention. This includes the listening sessions, pre-convention meeting, production and mailing of Pre-Convention Journals, registration system, hotel accommodations, transportation and meals for diocesan staff, lunch and coffee breaks for attendees, banquet, childcare, audio-visual services, equipment rental and services such as electronic voting. This line item funds one staff person who dedicates a portion of their energies throughout the year to the planning of convention.

Missioners
Strategic church plants, mission support, church redevelopment, and new mission initiatives. Missioners are paid through the Diocesan payroll.

- All Saints, Long Island City
- Chinese Ministry at Holy Spirit, Bensonhurst, Brooklyn
- Christ Church, Brentwood
- St. Gabriel's, Hollis
- Holy Apostles, Brooklyn
- Holy Trinity, Hicksville
- St. James, Elmhurst
- St. Mark's, Jackson Heights
- Messiah, Central Islip
- Suffolk County Latino Hispanic Missioners

Partnerships

Grants to congregations and other organizations for ministry support such as **Rural and Migrant Ministries**. The amount will be reduced over time as ministries become self-supporting.

Brooklyn
All Saints', Park Slope
St. Andrew's, Sunset Park
St. Ann & the Holy Trinity
Ascension, Greenpoint
St. Bartholomew
St. John, Park Slope

Nassau
St. James, Long Beach
St. John, Cold Spring Harbor

Queens
St. George, Astoria
St. George, Flushing
Grace, Whitestone
St. John's, Springfield Gardens
Redeemer, Astoria

Suffolk
Caroline, Setauket
Christ Church, Bellport
St. Peter's, Bay Shore

Support for Ministry

Modest program support for various diocesan ministries including

- Asia-American & Pacific Islands Ministries
- Black Clergy Caucus
- Commission on Ministry
- Companion Diocese Relations
- Creation Care Committee
- Diocesan Events
- Hispanic/Latino Ministries
- Korean Ministry
- Parish Administrators' Xchange
- Retired Clergy Events

Administration & Facilities

Administrative Expenses

Annual audit, legal, office equipment, and office expenses.

Facilities & Maintenance

Responsible for the buildings and grounds on the diocesan campus and other properties managed by the diocese. This line item includes the salary and benefits of the Director of Facilities and ground's crew who serve on the Diocesan and Cathedral Campus. Facilities and Maintenance also serves the wider Diocese by providing insight and analysis to local parishes engaged in construction and maintenance projects. The Cathedral and Mercer School contribute to these expenses and the Trustees of the Estate also provide support.

Episcopate & Bishop's Staff

Episcopate
Covers the salaries, benefits, travel, and related expenses of Bishops Shoemaker and Wolf.

Executive and Administrative Staff
Includes support for Diocesan Convention, Finance Office, Human Resources, Payroll, and Youth and Young Adult Ministry

Bishop's Clergy Staff
Salaries, benefits, travel, and related expenses for the Clergy Staff who support the work of the Bishop. These expenses are included under their individual areas in Support for Ministry.

Bishop's Lay Staff
Provides support for the Episcopate, Canons, Chancellor, and Diocesan Sponsored Events.

STAFF MEMBERS INCLUDED IN THIS MINISTRY PLAN

Episcopate
The Rt. Rev. Adam J. Shoemaker, Diocesan Bishop
The Rt. Rev. Geralyn Wolf, Assistant Bishop

Executive Staff

The Rev. Canon Licia Affer *Canon to the Ordinary*
Canon Affer serves as the Bishop's principal partner in the spiritual and congregational life of the Diocese. Her focus is the health and vitality of our parishes and the clergy and lay leaders who serve them: helping congregations discern their future, supporting clergy through calls and transitions, and forming leaders for the Church God is calling us to become. Her portfolio includes congregational development and wellbeing, stewardship, clergy wellness, clergy and lay formation through the Mercer School of Theology, and the Diocese's justice ministries.

Herbert L. Drayton III *Interim Chief Operating Officer*
Mr. Drayton serves as the Bishop's principal partner in the care of the Diocese's resources. His focus is ensuring that our finances, property and operations are transparent, accountable and sustainable, so that every resource entrusted to the Diocese serves its mission and ministry. His portfolio includes finance, real estate and property, facilities and capital projects, and communications. He also leads work to strengthen the long-term fiscal health of the Diocese and its related ministries.

Together, the two Canons lead the diocesan staff and work alongside the Rt. Rev. Adam Shoemaker to align our people, our resources and our ministry around a shared vision for the Diocese of Long Island.

Administrative Staff

Arleen Breen, Human Resource Compliance Manager and Safe Church Coordinator
Chelsy DeHart, Director of Youth and Young Adult Ministries
Joy Frazier, Director of Finance
Camlyn Gravesande, Human Resource Benefits and Compensation Manager
Ngozi Iwuoha, Accounts Payable Clerk
Therese Lynaugh, Payroll Processor
Stephen Najarro, Accountant
Linda Wink, Accountant Administrator

Bishop's Lay Staff

Janet Adam, Executive Assistant for Episcopal Administration
Teddy Byrne, Communication and Video Production Assistant
Laura A. Dorsey, Paralegal
Peter Egan, Esq., Intake Officer
Ivette Fernandez-Guzman, Communication and Video Production Manaeer and Convention Coordinator
Denise Fillion, Director of Communication
Pamela Gravesande, Transition Ministry Team Administrator
Celeste LaCasse, Associate Administrator for Episcopal Administration
Michelle McLeod, Administrative Assistant and Coordinator of Diocesan Events
James W. Weller, Esq., Chancellor

Bishop's Clergy Staff

The Rev. Canon Edmund Alleyne, Canon for Pastoral Care (1/4 Time)
The Rev. Matthew Moore, Missioner for Environmental Justice (Non-Stipendiary)
The Rev. Canon Marie Tatro, Canon for Community Justice Ministry

Facilities

Rick Jolly, Diocesan Director of Facilities
Carol Daoui, Custodian
Xavier Espinal, Grounds
Miguel Fuentes, Grounds
William Smith
Stanley Tanchez-Ramirez, Custodian
George Watson, Custodian
Kennard Young

STAFF MEMBERS OF THE OTHER CORPORATIONS WHO ARE NOT INCLUDED IN THIS MINISTRY PLAN

Camp DeWolfe

Ryan Collins, Camp Director
Deborah Davis, Office Assistant
Keith Jackowski, Sexton

Cathedral of the Incarnation

The Very Rev. Canon Michael T. Sniffen, PhD. Dean
The Very Rev. Canon Mark Kowalewski, Vicar of the Cathedral and
Co-Vicar of Incarnation Chapel
The Very Rev. Canon Daniel Ade, Co-Vicar of Incarnation Chapel
The Rev. Canon Jenn Pilat, Sub-Dean
The Rev. Canon Kate Schneider, Canon for Discipleship
The Rev. Canon Denise Galloway, Director of Outreach
The Rev. Lisa DeBenedittis, Curate and Director of Formation for Cathedral College
The Rev. Canon Bruce D. Griffith, THD, Honorary Canon in Residence
Charles Janoff, Esq., Cathedral Chancellor
Canon Martin Green, Canon Musician
David Preston, Associate Organist / Choirmaster
Raphael Attila Vogl, DMA, Artist-in-Residence
Trish Craine, Interim Director of Communications and Operations
Elizabeth Hargreaves, Graphic Designer and Web Development

Episcopal Ministries of Long Island
Mary Beth Welsh, Executive Director
Lauren Bakoian, Community Engagement Manager
Sandra Senior, Program Director
Jack Smith, Communications & Marketing Manager
Patricia Hayes, Administrative Assistant

Episcopal Real Estate of Long Island
Ellen Liu Chan, Director of Asset Management
Anthony Natale, Director of Construction
Ariel Curry, Real Estate Associate
Jennifer Kosky, Real Estate Administrator
Tina Kurek, Senior Construction Manager

Mercer School of Theology
The Very Rev. Canon Michael T. Sniffen, PhD. Dean
Diane Muscarella, Director of Operations
Dr. Laura Nelson, Associate Director of Academic Programs
Jack Adam, Office Administrator
Jane Herbst, Librarian
Caroline Zhu, Head Archivist and Historiographer

Trustees of the Estate Belonging to the Diocese of Long Island
Toni Contino, The Bishop Walker Guest House Manager

Ministry Plan of the Diocese of Long Island Draft

August 31, 2026

		FY25 Full Year	FY25 Jan-Aug	Convention Budget	Year to date Budget	Year to date Actual	Year to date Variance	Proposed 2027 Ministry Plan
	Revenue				*Budget spread evenly over 12 months*			
1	Congregations	2,455,605	1,571,651	4,259,268	2,839,512	1,466,670	(1,372,842)	2,410,774
2	Investment Income & Trust Fds	7,499,327	2,879,839	5,067,815	3,378,543	5,807,010	2,428,467	6,155,444
3	Astor Fund & Other Grants	150,541	113,626	122,280	81,520	74,692	(6,828)	122,280
4	Service & other revenue	432,363	361,419	442,000	294,667	291,973	(2,694)	442,000
5	Total Revenue	**10,537,836**	**4,926,535**	**9,891,363**	**6,594,242**	**7,640,345**	**1,046,103**	**9,130,498**
	Expenses							
	Mission							
6	Support for the Wider Church	431,255	287,503	690,697	460,465	459,132	1,333	792,861
7	Retired Clergy/Lay Programs	127,390	115,925	133,000	88,665	115,005	(26,340)	145,128
8	Diocesan Youth Ministry	189,249	137,364	296,701	197,800	140,884	56,916	316,465
9	Communication Ministry	410,266	290,168	371,682	247,789	247,671	118	380,271
10	Vicar for Community Justice	128,412	90,262	138,262	92,175	81,383	10,792	142,038
11	Diocesan Convention	221,133	55,574	267,804	178,536	92,788	85,748	272,319
12	Stewardship	298,708	208,391	71,611	47,741	63,951	(16,210)	0
13	Ministry Support	298,692	236,833	434,515	289,677	203,969	85,708	45,650
14	Pastoral Care	188,459	129,819	118,536	79,024	74,452	4,572	69,568
15	Congregational Development	38,006	26,691	67,976	45,318	21,981	23,337	0
16	Missioners & Partnerships	4,076,523	1,860,975	3,415,936	2,277,293	2,614,821	(337,528)	2,903,266
17	Support for Ministry	236,424	157,654	495,496	330,328	179,256	151,072	265,746
18	Pass Through Grants	0	0	0	0	0	0	0
19	Total Program	6,644,517	3,597,159	6,502,216	4,334,811	4,296,093	38,718	5,333,312
	Episcopate							
20	Diocesan Bishop	369,694	253,525	452,855	301,903	336,077	(34,174)	340,067
21	Assistant /Assisting Bishops	136,530	103,024	78,491	52,327	69,352	(17,025)	52,832
22	Canon to the Ordinary	0	0	0	0	0	0	297,274
23	Coordinator of Deacons	18,072	1,506	21,960	14,640	12,048	2,592	18,154
24	Chancellor's Office	332,068	222,211	426,960	284,639	275,290	9,349	438,358
25	Bishops' Lay Staff	629,587	423,494	496,441	330,960	367,581	(36,621)	685,362
26	Administrative Staff	1,053,730	710,769	1,155,546	770,366	783,692	(13,326)	1,172,678
27	Total Episcopate	2,539,681	1,714,529	2,632,253	1,754,835	1,844,040	(89,205)	3,004,725
	Administration							
28	Administrative Expenses	193,357	170,548	208,375	138,916	226,010	(87,094)	218,744
29	Maintenance Staff & Expenses	512,521	314,875	548,519	365,680	393,581	(27,901)	573,717
30	Total Administration	705,878	485,423	756,894	504,596	619,591	(114,995)	792,461
31	Total Expenses	**9,890,076**	**5,797,111**	**9,891,363**	**6,594,242**	**6,759,724**	**(165,482)**	**9,130,498**
32	**REVENUE LESS EXPENSES**	**647,760**	**(870,576)**	**0**	**0**	**880,621**	**880,621**	**0**