1st DRAFT 2020 Budget & Apportionment (06/13/18)



MISSION STATEMENT: Grow and develop congregations spiritually, numerically and in missional leadership.

FOCUS: Relationship, Leadership & Stewardship

Diocesan Council Budget: Process

(EXHIBIT #1)

- JAN Review preliminary 2018 results. Begin to consider budget topics/issues for 2020 and review process.
- **FEB** Review 2018 results, any changes for 2019 & 3-YR baseline budget projections (2020 2022). Committees & staff begin developing 2020 budgets (CDPC, MPC, Budget & Others).
- MAR Trustees approve preliminary 2020 draw (3/23/19). Begin review of Apportionment and discuss spending priorities.
- **APR** Review Q1 '19 performance. Finalize 2020 apportionment vs. spending priorities/options. *Joint Steering meeting with Trustees* (4/9/19).
- **MAY** –Approve 1st DRAFT 2020 budget, apportionment & communications plan. Publish 1st DRAFT budget (5/29/19).

Diocesan Council Budget: Process

(EXHIBIT #1)

JUN – Gather feedback on 1st DRAFT Budget Meetings:

- St. Michael's, Geneseo (6/6/19)
- St. Peter's, Henrietta (6/13/19)

JUL & AUG – Consider changes for 2nd DRAFT/Proposed Budget

SEP – Review feedback, integrate changes & approve PROPOSED 2020 Budget (9/17/19)

OCT - Review Proposed 2020 Budget, Pre-Convention Meetings:

- St. Peter's, Henrietta (9/30/19)
- St. Thomas', Bath (10/1/19)
- Present budget at Convention (10/26/19)

2019 Apportionment

New, Simplified Formula (EXHIBIT #2)

Based on Parish reported, *Normal Operating Income* (Line A):

- 10% of the first \$100,000 of operating income
- And, 15.5% of income > \$100,000
- Then, apply a 3% "cap & floor", to limit annual increases/decreases

2020 Apportionment

Expand the 10% Rate Range (EXHIBIT #3)

Based on Parish reported, Normal Operating Income (Line A):

- 10% of the first \$115,000 of operating income
- And, 15.5% of income > \$115,000
- Then, apply a 3% "cap & floor", to limit annual increases/decreases

2020 Diocesan Budget & Draw Projections

(EXHIBIT #4)

Year End Audit Data thru 2017 (\$ M.'s)						
Adjusted for FHFO & Capital		YEE	Budget	1st DRAFT		
	2017	2018	2019	2020		Assumptions:
Diocesan Budget:						
Apportionment	\$0.972	\$0.998	\$1.014	\$1.016	0.5%	Annual growth rate
Draw from Investments	\$0.905	\$0.971	\$0.986	\$0.994		
Loan Interest	\$0.058	\$0.045	\$0.024	\$0.021	2.7%	Avg. yield
Other Income	\$0.000	\$0.029	\$0.063	\$0.070		Grants/Appeal
TOTAL INCOME	\$1.935	\$2.042	\$2.087	\$2.101	<u>-</u> _	
					_	
TOTAL EXPENSE	\$2.013	\$2.030	\$2.087	\$2.101	- -	
					_	
Net Draw / Fin. Assets:	\$1.041	\$1.003	\$1.010	1.015		~ Apportionment
Net Draw / Fin. Assets:	\$1.041	\$1.003	\$1.010	1.015		~ Apportionment
Net Draw / Fin. Assets: Loans & Mortgages	\$1.041 \$1.471	\$1.003 \$0.854	\$1.010 \$0.811	1.015 \$0.771	-5.0%	~ Apportionment Annual growth rate
					-5.0% 7.0%	
Loans & Mortgages	\$1.471	\$0.854	\$0.811	\$0.771		Annual growth rate
Loans & Mortgages Cash & liquid Investments *	\$1.471 \$20.682	<i>\$0.854</i> \$19.368	\$0.811 \$19.780	\$0.771 \$20.212		Annual growth rate
Loans & Mortgages Cash & liquid Investments *	\$1.471 \$20.682	<i>\$0.854</i> \$19.368	\$0.811 \$19.780	\$0.771 \$20.212		Annual growth rate
Loans & Mortgages Cash & liquid Investments * Net Financial Assets	\$1.471 \$20.682 \$22.153	\$0.854 \$19.368 \$20.222	\$0.811 \$19.780 \$20.592	\$0.771 \$20.212 \$20.983		Annual growth rate
Loans & Mortgages Cash & liquid Investments * Net Financial Assets Trailing, Audited 5-YR Avg.	\$1.471 \$20.682 \$22.153 \$19.3	\$0.854 \$19.368 \$20.222 \$19.1	\$0.811 \$19.780 \$20.592 \$19.6	\$0.771 \$20.212 \$20.983 \$20.1		Annual growth rate Avg. Annual Return
Loans & Mortgages Cash & liquid Investments * Net Financial Assets Trailing, Audited 5-YR Avg.	\$1.471 \$20.682 \$22.153 \$19.3	\$0.854 \$19.368 \$20.222 \$19.1	\$0.811 \$19.780 \$20.592 \$19.6	\$0.771 \$20.212 \$20.983 \$20.1		Annual growth rate Avg. Annual Return

^{*} excludes restricted loan fund

- 2020 Income from Apportionment ~ \$1,015,590 (vs. \$1,014,336 in 2019)
- 2020 Income from Investments ~ \$1,015,000, or about a 5% draw
- 2020 Other Income estimated at ~ \$70,000

1st DRAFT 2020 Other Income DETAIL

(EXHIBIT #5)

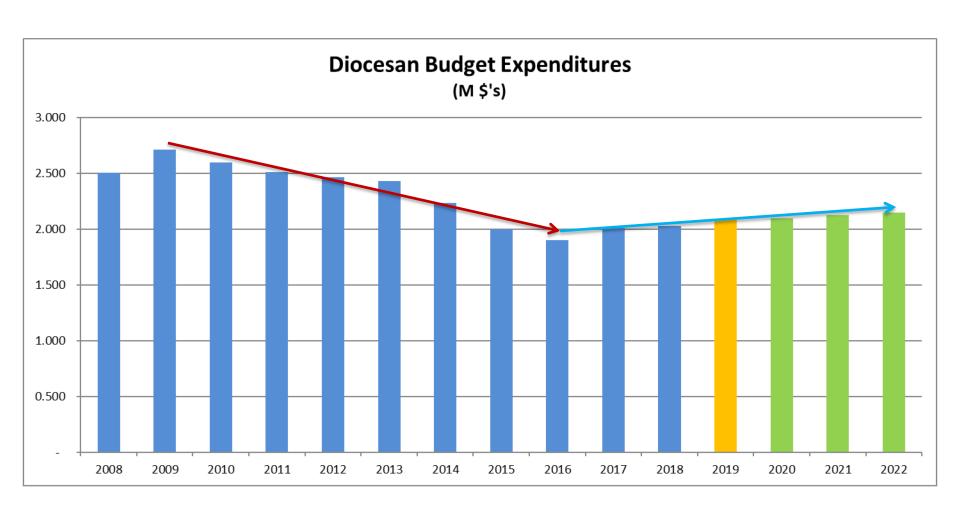
	2019 Budget	2020 Budget	Change vs. '19 Budget	(%)	Notes
Grant Income - DFMS	\$17,500	\$0	(\$17,500)	-100%	
Grant Income - ECD	\$35,000	\$45,000	\$10,000	29%	Total Grants -\$7,500
Bishop's Appeal	\$10,000	\$25,000	\$15,000	150%	New initiative
Other Income	\$62,500	\$70,000	\$7,500	12%	(-) Grants & (+) Appeal

- Total Grants for Deaf Ministry decline to \$45,000 in 2020
- Contributions to the Bishop's Appeal increase to \$25,000
- Total Other Income of \$70,000, an increase of \$7,500.

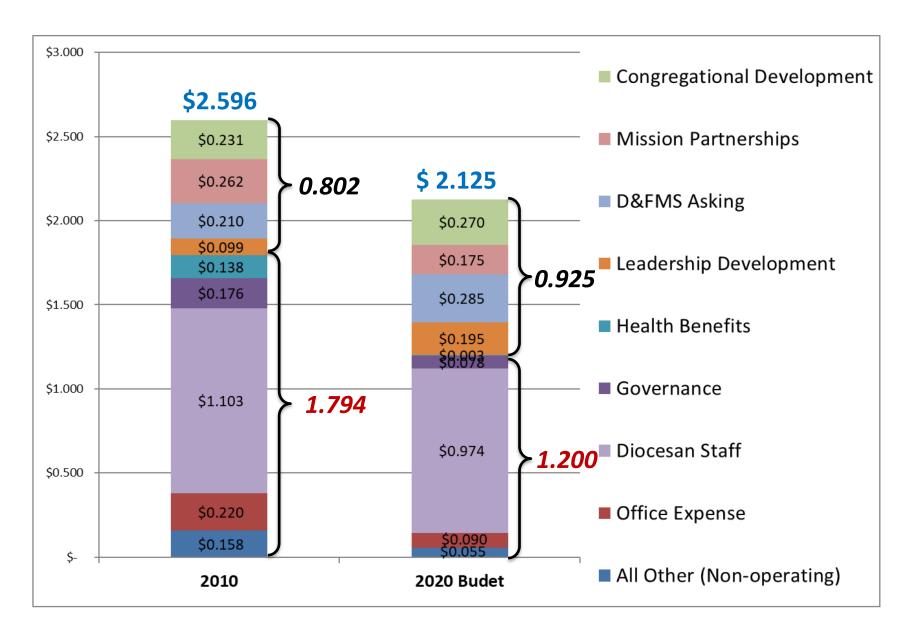
	2017 Final	2018 Final	2019 Budget	2020 Budget	Change vs. '19 Budget	(%)	Notes
Apportionment Investment Draw Other Income	\$972,305 \$962,893 \$125	\$997,613 \$1,015,390 \$29,395	\$1,014,366 \$1,006,000 \$62,500	\$1,015,590 \$960,000 \$70,000	\$1,224 (<mark>\$46,000</mark>) \$7,500	0% -5% 12%	Expand 10% Rate Range HRA's to non-operating (-) Grants & (+) Appeal
Total Operating Income	\$1,935,323	\$2,042,398	\$2,082,866	\$2,045,590	(\$37,276)	-1.8%	HRA's to non-operating

Diocesan Budget Expenditures

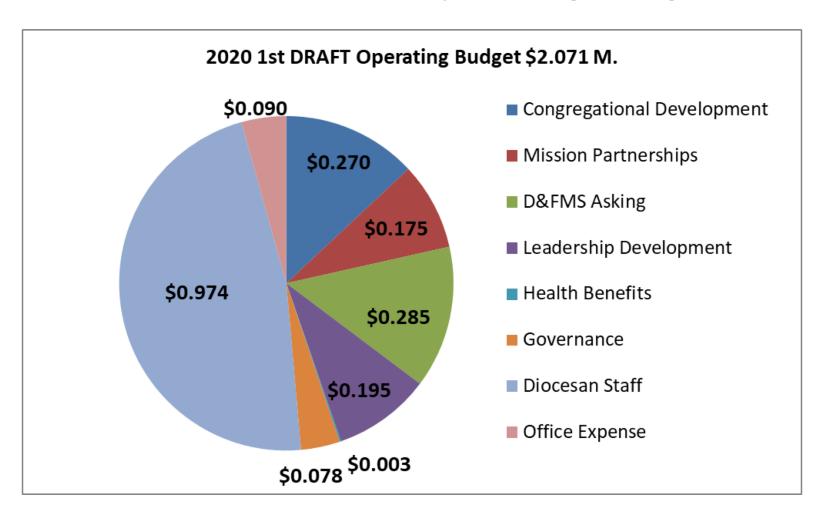
2008-18 Actual, 2019 Budget, 2020-22 Projected (EXHIBIT #6)



2010 vs. 2020 Expenses by Category (\$M)



2020 – 1st DRAFT Operating Budget



PROGRAM: ~ \$925,000 (CDP & Mission Grants, Asking, Leadership)

ADMINISTRATION: ~ \$1.145 M. (Health, Governance, Staff & Office Expenses)

2020 1st DRAFT Budget (EXHIBIT #7)

	2018	2019	2020	Change vs.		
	Final	Budget	Budget	'19 Budget	(%)	Notes
Apportionment	\$997,613	\$1,014,366	\$1,015,590	\$1,224	0%	Expand 10% Rate Range
Investment Draw	\$1,015,390	\$1,006,000	\$960,000	(\$46,000)	-5%	HRA's to non-operating
Other Income	\$29,395	\$62,500	\$70,000	\$7,500	12%	(-) Grants & (+) Appeal
Carer meeme	Ψ20,000	ψ02,000	Ψ7 0,000	ψ1,000	1270	() Gramo a (1) Appear
Total Operating Income	\$2,042,398	\$2,082,866	\$2,045,590	(\$37,276)	-1.8%	HRA's to non-operating
	4000 000	4070 000	4070 000		00/	4# O
Congregational Development	\$269,333	\$270,000	\$270,000	\$0	0%	All Grants TBD
Mission Partnerships	\$181,042	\$174,580	\$175,000	\$420	0%	All Grants TBD
D&FMS Contribution	\$248,000	\$269,150	\$285,000	\$15,850	6%	Increased income in 2018
Dat we contribution	\$240,000	φ 2 09,130	\$203,000	\$13,030	0 /0	increased income in 2010
Health Benefits	\$59,300	\$60,000	\$3,000	(\$57,000)	-95%	HRA's to non-operating
Leadership Development	\$139,895	\$187,950	\$195,450	\$7,500	4%	Impact of Appeal/Grants
_						
Governance	\$109,743	\$71,850	\$77,850	\$6,000	8%	Lambeth
Diocesan Staff - Salaries	\$643,310	\$645,036	\$659,486	\$14,450	2%	Est. increase +2.5%
Diocesan Staff - Benefits	\$254,654	\$280,300	\$287,000	\$6,700	2%	Health Ins. +3.5%
Diocesan Staff - Expense	\$34,922	\$39,000	\$28,000	(\$11,000)	-28%	Reduce 10%/no Sabbatical
Diocesan Staff	\$932,886	\$964,336	\$974,486	\$10,150	1%	
Office Frances	#00.224	\$05,000	#00.000	¢ 5.000	6%	Dant/Envir /Annaal
Office Expense	\$89,331	\$85,000	\$90,000	\$5,000	0%	Rent/Equip./Appeal
Total Operating Expense	\$2,029,530	\$2,082,866	\$2,070,786	(\$12,080)	-0.6%	
Operation Complete /Deficit	¢40.000	*	/¢25.400\			
Operating Surplus/Deficit	\$12,868	\$0	(\$25,196)			
Non-Operating Draw:		\$4,000	\$55,000	\$51,000		HRA Designated Fund
Non-operating Expenditure	\$0	\$4,000	\$55,000	\$51,000		HRA Contributions
TOTAL EXPENDITURES	\$2,029,530	\$2,086,866	\$2,125,786	\$38,920	1.9%	
TOTAL EXITERDITORES	Ψ2,023,330	Ψ2,000,000	ΨΖ,123,100	Ψ30,320	1.5 /0	

HRA's move to Non-Operating. Still need to close ~ \$25,000 Operating deficit for 2020.

Budget Detail Slides

1st DRAFT 2020 Operating Expense DETAIL

Congregational Development & Mission Partnerships (EXHIBIT #8)

	2017	2018	2019	2020	Change vs.		
	Final	Final	Budget	Budget	'19 Budget	(%)	Notes
Unallocated CDP Grants			\$89,000	\$270.000	\$181,000	203%	All grants TBD
Geneseo, St. Michael's CDG		\$15,000	\$28,000	, ,	(\$28,000)	-100%	All grants TBD
St. John's, Sodus CDG	\$15,000	\$36,000	\$27,000		(\$27,000)	-100%	All grants TBD
2 Saints Rochester - CDG	\$35,000	\$28,000	\$21,000		(\$21,000)	-100%	All grants TBD
Clifton Springs, CDG	\$32,000	\$26,000	\$20,000		(\$20,000)	-100%	All grants TBD
South Wedge Mission CDP	\$17,000	\$11,000	\$19,000		(\$19,000)	-100%	All grants TBD
St. John's Honeoye Falls - CDG	\$35,000	\$28,000	\$15,000		(\$15,000)	-100%	All grants TBD
Zion, Avon CDP		\$20,000	\$15,000		(\$15,000)	-100%	All grants TBD
Ascension Rochester, CDG	\$25,000	\$17,500	\$15,000		(\$15,000)	-100%	All grants TBD
Scotts ville/Caledonia 2012 CDG	\$12,000	\$15,000	\$7,500		(\$7,500)		All grants TBD
St. John's, Catharine CDP		\$7,500	\$7,500		(\$7,500)	-100%	All grants TBD
St. Peter's, Henrietta 2012 CDG	\$20,000	\$12,000	\$6,000		(\$6,000)	-100%	All grants TBD
St. Mark's & St. John's, Rochester CDG	\$15,000	\$27,000	\$0		\$0	#DIV/0!	All grants TBD
Christ Church Rochester CDG	\$30,000	\$22,500	\$0		\$0	#DIV/0!	All grants TBD
St. George's, Hilton 2012 CDG	\$16,000	\$3,000			\$0	#DIV/0!	All grants TBD
St. Luke's, Brockport CDG	\$20,000	\$833			\$0	#DIV/0!	All grants TBD
Savona - Good Shepherd CDP	\$6,000				\$0	#DIV/0!	All grants TBD
Penfield, CDG	\$5,000				\$0	#DIV/0!	All grants TBD
Congregational Development	\$283,000	\$269,333	\$270,000	\$270,000	\$0	0%	All Grants TBD
Parish Grants - Unallocated	\$66,140	\$56,000	\$61,305	\$62,000	\$695	1%	All grants TBD
Outside Partner Grants - Unallocated	\$100,838	\$87,775	\$73,275	\$73,000	(\$275)	0%	All grants TBD
Global Mission - Sustainable Develop.	\$15,000	\$15,000	\$15,000	\$15,000	\$0	0%	Grants TBD
Deaf Ministry - Penfield Interpreters		\$1,800	\$5,000	\$5,000	\$0	0%	ASL - Interpreters
Monroe District Grants	\$4,000	\$4,000	\$4,000	\$4,000	\$0	0%	•
Northeast District Grants	\$4,000	\$3,996	\$4,000	\$4,000	\$0	0%	
Rochester District Grants	\$4,000	\$4,000	\$4,000	\$4,000	\$0	0%	
Southeast District Grants	\$4,000	\$4,000	\$4,000	\$4,000	\$0	0%	
Southwest District Grants	\$4,000	\$3,999	\$4,000	\$4,000	\$0	0%	
Ephphatha/Interpreters	\$4,845	\$472			\$0	#DIV/0!	
Parish Youth Grants	\$12,303				\$0	#DIV/0!	
Mission Partnerships	\$219,126	\$181,042	\$174,580	\$175,000	\$420	0%	All Grants TBD

1st DRAFT 2020 Operating Expense DETAIL

D&FMS, Health Benefits and Leadership Development

(EXHIBIT #9)

	2017	2018	2019	2020	Change vs.		
	Final	Final	Budget	Budget	'19 Budget	(%)	Notes
DOEMO O ANTIN CAN	# 000 000	#040 000	# 000 450	#005.000	#45.050	00/	
D&FMS Contribution	\$238,000	\$248,000	\$269,150	\$285,000	\$15,850	6%	
D&FMS Contribution	\$238,000	\$248,000	\$269,150	\$285,000	\$15,850	6%	Increased income in 2018
Retiree Insurance Premiums	\$3,878	\$678	\$1,000	\$3,000	\$2,000	200%	Lay Health subsidies
Retiree Health Reimbursement Account (HRA)	\$60,091	\$58,622	\$59,000	\$0	(\$59,000)	-100%	Moved to Non-Operating
Health Benefits	\$63,969	\$59,300	\$60,000	\$3,000	(\$57,000)	-95%	HRA's to non-operating
				•			
Deaf Campus Ministry		\$24,013	\$85,000	\$87,000	\$2,000	2%	Staff & expenses
CCD - Trainers/Coord.	\$33,353	\$35,679	\$30,000	\$33,000	\$3,000	10%	Expansion - Weekends
Youth Programs & Events	\$3,693	\$3,584	\$15,000	\$16,000	\$1,000	7%	RISE/Palooza/ROC/College
Workshops, Programs & Events	\$19,509	\$14,282	\$15,000	\$15,000	\$0	0%	
CCD - Program / Christian Formation	\$20,201	\$7,811	\$10,000	\$10,000	\$0	0%	
Colgate Rochester Crozer Divinity School	\$7,500	\$7,500	\$7,500	\$7,500	\$0	0%	
Educational Grants	\$4,445	\$9,483	\$4,500	\$6,000	\$1,500	33%	Seminarian Scholarships
COM: Operating expenses	\$2,031	\$1,580	\$3,500	\$3,500	\$0	0%	
C.P.E. Program at Strong Hospital	\$3,000	\$3,000	\$3,000	\$3,000	\$0	0%	
Stewardship Training/Programs	\$1,178	\$2,109	\$3,000	\$3,000	\$0	0%	
Interfaith & Ecumenical Programs	\$1,040	\$675	\$3,000	\$3,000	\$0	0%	
COM: Continuing Education Grants	\$1,483	\$3,540	\$3,000	\$3,000	\$0	0%	
Interfaith & Ecumenical Relations: Stipend	\$2,817	\$2,950	\$2,950	\$2,950	\$0	0%	
St. Paul's/Diocesan Education Series	\$2,500	\$2,500	\$2,500	\$2,500	\$0	0%	
Leadership Development, Coord Stipend	\$17,295	\$7,206	. ,	. ,	•		
Youth Leadership Develop. Coord Stipend	\$3,928	. ,					
Youth Leadership Develop. Coord Benefits	\$300						
Leadership Development	\$124,273	\$125,912	\$187,950	\$195,450	\$7,500	4%	Impact of Appeal/Grants

1st DRAFT 2019 Operating Expense DETAIL

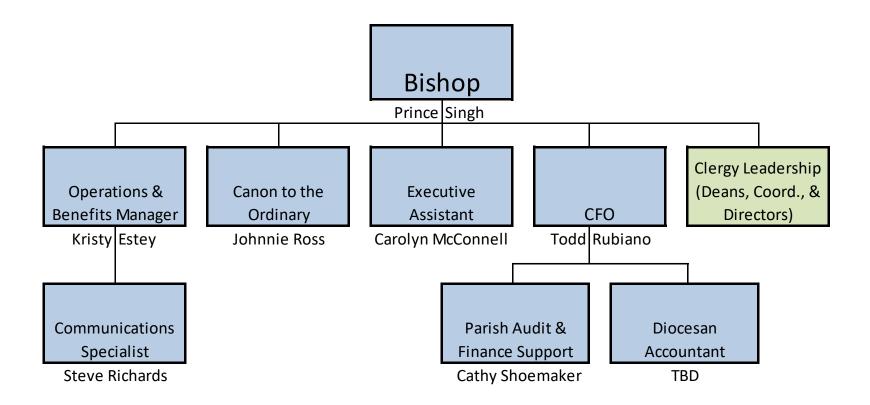
Governance, Staff & Office Expenses

(EXHIBIT #10)

	2017	2018	2019	2020	Change vs.		
	Final	Final	Budget	Budget	'19 Budget	(%)	Notes
District Deans Stipends	\$25,507	\$22,487	\$25,000	\$25,000	\$0	0%	
Diocesan Convention	\$23,307 \$12.143	\$12,753	\$12,000	\$10,000	(\$2,000)		Avg. cost @ HWS
Diocesan Audit and Fiscal Manual	\$15,200	\$12,733	\$12,000	\$10,500	(ψ2,000) \$500	4%	Contract fees
Legal & Professional Fees	\$16,248	\$20,048	\$12,000	\$12,000	\$0	0%	Contract lees
Province II Assessment/Synod	\$877	\$2,146	\$3,350	\$3,350	\$0	0%	Maintain current contribution
Misc.: Memberships & Sponsorships	\$1,275	\$1,100	\$2,500	\$2,500	\$0	0%	wantan ouron contribution
Prison Ministry Committee	\$1,379	\$1,511	\$1,500	\$1,500	\$0	0%	
Committee on Anti-Racism	\$99	\$1,020	\$1,000	\$1,000	\$0	0%	
Committee for Gay Ministry	\$75	Ų.,o_o	\$500	\$500	\$0	0%	
Public Policy Committee	\$537		\$500	\$500	\$0	0%	
Diocesan Council	\$277	\$562	\$500	\$500	\$0	0%	
Standing Committee	\$165	\$261	\$500	\$500	\$0	0%	
Trustees & HR	\$599	\$408	\$500	\$500	\$0	0%	
New York State Community of Churches	\$1,250	\$1,250	\$0	\$0	\$0	#DIV/0!	Move to: "Misc. Memberships"
Deputies to General Convention	\$0	\$34,697	\$0	\$0	\$0	#DIV/0!	Once every 3-yrs.
Lambeth Conference				\$7,500	\$7,500	#DIV/0!	Bishop only (last held 2008)
Governance	\$75,631	\$109,743	\$71,850	\$77,850	\$6,000	8%	Lambeth
Diocesan Staff - Salaries	\$613,013	\$643,310	\$645,036	\$659,486	\$14,450	2%	Est. increase +2.5%
Diocesan Staff - Benefits	\$230,277	\$254,654	\$280,300	\$287,000	\$6,700	2% 2%	Health Ins. +3.5%
Diocesan Staff - Expense	\$41,564	\$34,922	\$39,000	\$287,000	(\$11,000)		Reduce 10%/no Sabbatical
Diocesan Staff	\$884,854	\$932,886	\$964,336	\$28,000 \$974,486	\$10,150	-20 % 1%	
Diocesali Stali	Ψ004,034	\$932,000	\$904,330	\$974,460	\$10,130	1 /0	
Office Expense	\$69,606	\$43,566	\$37,000	\$46,000	\$9,000	24%	Rent/laptops/Appeal
Electronic Maintenance & Lease	\$33,495	\$27,258	\$28,000	\$25,000	(\$3,000)		Move to ACS database
Diocesan Insurance	\$12,571	\$13,206	\$13,500	\$14,000	\$500	4%	1-2% increase in rates
Telecommunications	\$3,945	\$4,431	\$4,500	\$3,500	(\$1,000)		Conf. line/Zoom Mtgs.
Communications /Public Relations	\$1,976	\$870	\$2,000	\$1,500	(\$500)		3-YR Avg.
Utilities and Taxes	\$4,052	, .	, =, = = 0	, ., o	(+0)	,0	
Diocesan House Maintenance	\$2,175						
Office Expense	\$127,820	\$89,331	\$85,000	\$90,000	\$5,000	6%	Rent/Equip./Appeal

1st DRAFT 2020 Staffing

Diocesan Staff & Clergy Leadership Roles (EXHIBIT #11)



There are currently seven stipendiary clergy leadership roles: Five District Deans, the Coordinator for Ecumenical & Interfaith Relations and the Director of the College for Congregational Development.

1st DRAFT 2020 Staffing

Diocesan Salary Ranges (EXHIBIT #12)

		SALARY RANGE (FT)			
	FTE	Min.	Midpoint	Max.	
POSITION (* includes SECA allowance):					
Bishop *	1.0	125,000	150,000	175,000	
Canon to the Ordinary *	1.0	80,000	100,000	120,000	
Rector/Priest in Charge (ASA > 400) *	0.0	106,076	132,595	159,114	
Rector/Priest in Charge (ASA 225-400) *	1.0	92,240	115,300	138,360	
Rector/Priest in Charge (ASA 141-224) *	4.0	78,404	98,005	117,606	
Rector/Priest in Charge (ASA 75-140) *	6.0	64,568	80,710	96,852	
Rector/Priest in Charge (ASA < 75) *	21.0	50,732	63,415	76,098	
Other Priests (Asst., Chaplain, etc.)	4.0		n/a		
	36.0				
Chief Financial Officer, CFO	1.0	73,600	92,000	110,400	
Diocesan Operations & Benefits Manager	1.0	52,000	65,000	78,000	
Parish Audit & Finance	1.0	48,000	60,000	72,000	
Diocesan Accountant	1.0	44,000	55,000	66,000	
Communications Specialist	1.0	42,000	52,500	63,000	
Executive Assistant	1.0	31,200	41,600	52,000	

Salary ranges are established for all Diocesan positions based on current market compensation data. * Clergy positions are based on Total Assessable Compensation (TAC) and include SECA allowance.

1st DRAFT 2020 Staffing

Diocesan Staff: Total Compensation (EXHIBIT #13)

		2020	Expense
	FTE	TOTAL	Reimbursement
POSITION (* includes SECA allowance):			'
Bishop *	1.0	\$200,240	\$11,500
Canon to the Ordinary *	1.0	\$146,120	\$9,000
Chief Financial Officer, CFO	1.0	\$140,280	\$1,250
Diocesan Operations & Benefits Manager	1.0	\$86,200	\$1,250
Parish Audit & Finance	1.0	\$83,300	\$1,250
Diocesan Accountant	1.0	\$91,920	\$1,250
Communications Specialist	1.0	\$95,640	\$1,250
Executive Assistant	1.0	\$79,604	\$1,250
TOTAL Compensation:	8.00	\$923,304	\$28,000
Pool for potential salary increases (eff. 7/1/19 &	7/1/20)	\$22,182	
Expense Reimbursement	\$28,000		
NYS Unemployment Insurance (budget)	\$1,000		
TOTAL Diocesan Staff Budget		\$974,486	

- **Total Compensation includes**: Salary, Housing, *SECA, FICA, pension contributions, car allowance (bishop), life, disability & health insurance.
- Reimbursed expenses include: Travel, continuing education, sabbatical, etc.
- Pool for salary increases: 2.4% (7/1/19) & 2.5% (7/1/20)