

# The Episcopal Diocese of Colorado

## The Office of the Bishop Proposed Operating Budget for 2019

<b>BUDGET SUMMARY</b>	<b>2017 Actual</b>	<b>2018 Approved Budget</b>	<b>2019 Proposed Budget</b>
<b>Revenue</b>			
Congregational Pledges	\$ 1,904,320	\$ 1,941,850	\$ 1,931,407
Colorado Trust Distribution	537,001	650,000	525,000
Other Income	52,729	38,750	100,000
Cathedral Ridge Reimbursement	152,837	24,000	24,000
Initiatives Funded by Trusts	220,583	228,425	426,663
<b>Total Revenue</b>	<b>2,867,470</b>	<b>2,883,025</b>	<b>3,007,070</b>
<b>Expense</b>			
<b>Departmental Ministries</b>			
Ministry of the Bishop	408,389	423,238	420,809
Pastoral Care of Clergy and Lay Leaders	452,150	452,604	455,882
Evangelism, Christian Formation and Leadership Training	338,524	358,555	508,538
Congregational Development and Transition Ministry	276,370	281,146	281,264
Advocacy and Social Justice	173,517	242,305	385,400
Development and Financial Stewardship	84,464	283,981	202,444
<b>Subtotal Ministry Departments</b>	<b>1,733,415</b>	<b>2,041,829</b>	<b>2,254,337</b>
<b>Support Departments</b>			
Communications	231,500	246,703	238,879
Business Office	285,318	311,524	308,551
<b>Subtotal Support Departments</b>	<b>516,818</b>	<b>558,227</b>	<b>547,430</b>
<b>Support of the Wider Church</b>	<b>202,732</b>	<b>206,485</b>	<b>205,441</b>
<b>Other Expenses</b>	<b>329,751</b>	<b>65,000</b>	<b>-</b>
<b>Total Expense</b>	<b>2,782,717</b>	<b>2,871,541</b>	<b>3,007,208</b>
<b>Net Operating Surplus (Deficiency)</b>	<b>\$ 84,753</b>	<b>\$ 11,484</b>	<b>\$ (138)</b>

The purpose of the ministry of The Office of the Bishop is "to serve, support, and expand God's mission through The Episcopal Church in Colorado." That ministry is organized into five key areas: (1) Pastoral Care and Support of Clergy and Lay Leaders, (2) Evangelism, Christian Formation and Leadership Training, (3) Congregational Development and Transition Ministry, (4) Advocacy and Social Justice, and (5) Development and Financial Stewardship—all under the oversight of the Ministry of the Bishop and all supported by the Communications Department and Business Office.

The Proposed 2019 operating Budget for The Office of the Bishop is aligned in such a way as to directly reflect these ministry areas and it incorporates the following major assumptions:

All staff to receive a 2% cost of living increase.

Health insurance benefits are projected to reflect a 6% increase.

## ***The Office of the Bishop - Proposed Operating Budget for 2019***

<b>Revenue</b>	<b>2017 Actual</b>	<b>2018 Approved Budget</b>	<b>2019 Proposed Budget</b>
<b>Congregational Pledges</b>	<b><u>\$ 1,904,320</u></b>	<b><u>\$ 1,941,850</u></b>	<b><u>\$ 1,931,407</u></b>

Diocesan Canons call for the mandatory financial support for the work of the wider Church by requiring each congregation to contribute 10% of its plate, pledge, and other regular giving for the year to the Annual Operating Budget for the Office of the Bishop. Diocesan Canons also invite every congregation to consider making a voluntary contribution of up to 5% of their plate and pledge to their Region.

Pledge income for 2019 is an estimate determined by an analysis of historical giving and prior pledge information for each congregation.

<b>Other Income</b>			
Investment Income	\$ 30,861	\$ 20,000	\$ 25,000
Colorado Trust Distribution	537,001	650,000	525,000
Personal/Prior Year Pledges	5,386	4,000	4,000
Miscellaneous Income	16,482	14,750	21,000
<b>Other Income</b>	<b><u>\$ 589,730</u></b>	<b><u>\$ 688,750</u></b>	<b><u>\$ 575,000</u></b>

Miscellaneous Income includes rental income and other miscellaneous revenues.

<b>Cathedral Ridge Reimbursement:</b>			
Business Office	24,000	24,000	24,000
Faith Formation	128,837	-	-
<b>Cathedral Ridge Reimbursement</b>	<b><u>\$ 152,837</u></b>	<b><u>\$ 24,000</u></b>	<b><u>\$ 24,000</u></b>

Business Office assistance is reimbursed by Cathedral Ridge

<b>Initiatives Funded by Trusts</b>			
Latino/Hispanic Ministry - Grants from Various Sources			187,300
Oakes Home Trust - Medical and Health Assistance	95,000	105,000	105,000
Houghton/ Douglas Trust - Latino/Hispanic Ministry	16,442	16,705	17,100
Shepard-Holton - Institutional Program Care	24,000	20,000	20,000
Hicks Trust - Faith Formation	59,449	59,670	69,213
Currie Trust - Faith Formation	4,000	4,000	4,000
Bonnell Trust - Anglican Studies/Clergy Education	16,592	17,800	18,800
Talbot - Holy Orders	5,100	5,250	5,250
<b>Total Initiatives Funded by Trusts</b>	<b><u>\$ 220,583</u></b>	<b><u>\$ 228,425</u></b>	<b><u>\$ 426,663</u></b>

In 2018 Oakes Home Trust funds were distributed to St. Francis Center, St. Benedict Health & Healing Ministries, Our Merciful Savior Jubilee Ministries, and St. Clare's Ministry.

## ***The Office of the Bishop - Proposed Operating Budget for 2019***

<b>Expense</b>	<b>2017 Actual</b>	<b>2018 Approved Budget</b>	<b>2019 Proposed Budget</b>
<b><u>Departmental Ministries</u></b>			
<b>Ministry of the Bishop</b>			
Staff and Related Costs	\$ 310,889	\$ 315,888	\$ 319,959
Travel and Other Expense	38,759	32,550	30,050
Standing Committee/Other Committee Costs	13,116	23,300	16,800
Annual Convention	30,125	36,000	40,000
Accruals-General Convention, Lambeth Conference	15,500	15,500	14,000
<b>Total Ministry of the Bishop</b>	<b>\$ 408,389</b>	<b>\$ 423,238</b>	<b>\$ 420,809</b>

The Ministry of the Bishop is one of oversight (or episcopate) of all congregations in the Diocese. As Chief Pastor, the Bishop serves as the Chief Executive Officer of the Corporation, manages the business affairs of the Diocese, is responsible for upholding the Constitution and Canons of The Episcopal Church, and for empowering and supporting all aspects of the Church's ministry across the Diocese. The ministry of the Bishop is directly supported through the Counsel and Advice of the Standing Committee which serves as the Board of Directors of the Corporation along with the assistance of an Administrative Assistant.

Due to the large size of the Diocese, the Bishop's travel is extensive. In addition to presiding at ordinations, confirmations, celebrations of new ministry, other special services, and pastoral care and consultation throughout the state, the Bishop is canonically required to visit each congregation in the Diocese at least once every three years. The Bishop's travel, entertainment, and business meal expenses are a reflection of this commitment. Additionally, the Bishop represents Colorado to The Episcopal Church and Anglican Communion at large, including regular meetings of the House of Bishops.

The Annual Convention of the Diocese is the primary gathering of The Episcopal Church in Colorado, providing clergy and lay leaders an opportunity to strengthen their understanding and commitment to God's mission among us. Clergy and lay leaders pay their own travel and lodging expenses. The Diocese pays for the planning, administration, security and facilities costs.

<b>Pastoral Care of Clergy and Lay Leaders</b>			
Staff and Related Costs	\$ 272,837	\$ 294,654	\$ 292,632
Legal	139,083	100,000	100,000
Clergy Conference & New Clergy Orientation	25,948	30,000	30,000
Commission on Ministry	16,753	22,450	23,150
Retiree Benefits	(22,073)	(2,200)	100
Other Expense	19,603	7,700	10,000
<b>Total Pastoral Care of Clergy and Lay Leaders</b>	<b>\$ 452,150</b>	<b>\$ 452,604</b>	<b>\$ 455,882</b>

The Canon to the Ordinary is primarily responsible for the pastoral care and support of the clergy and lay leaders of the Diocese, including supervising and supporting the daily operation and management of the Office of the Bishop. This includes implementing the initiatives and policies of the Bishop and Standing Committee as well as providing a variety of forms of pastoral support to clergy and lay leaders across the Diocese. The Canon to the Ordinary coordinates the work of the Senior Staff, the Commission on Ministry, the Trust and Endowment Committee, and the legal work of the Chancellors.

Key to the work of the Canon to the Ordinary is supporting clergy wellness across the Diocese which specifically includes programs to develop the clergy professionally and personally, and the management of clergy compensation and benefits, including health and pension programs.

The Canon to the Ordinary is supported by the work of an Administrative Assistant and Database Manager.

## ***The Office of the Bishop - Proposed Operating Budget for 2019***

<b>Expense</b>	<b>2017 Actual</b>	<b>2018 Approved Budget</b>	<b>2019 Proposed Budget</b>
<b>Evangelism, Christian Formation and Leadership Training</b>			
Staff and Related Costs	\$ 191,764	\$ 266,155	\$ 274,318
Faith Formation Programs	115,044	72,000	62,500
Anglican Studies	9,256	12,000	12,000
Cathedral Ridge Grant			150,000
Other Expense	22,460	8,400	9,720
<b>Total Evangelism, Christian Formation and Leadership Training</b>	<b>\$ 338,524</b>	<b>\$ 358,555</b>	<b>\$ 508,538</b>

The Missioner for Evangelism, Christian Formation and Leadership Training is responsible for developing resources and equipping leaders for the work of evangelism, basic Christian catechesis, and substantive ongoing formation and discipleship for people of all ages. This ministry includes the development of innovative programming for The Center at Cathedral Ridge.

Effective evangelism, substantive Christian formation, and effective leadership training are key to the growth of God's mission through The Episcopal Church In Colorado and in 2019 is supported by one full time assistant and one part time assistant.

In 2018 the Standing Committee approved annual grants of \$150,000 to Cathedral Ridge.

<b>Congregational Development and Transition Ministry</b>			
Staff and Related Costs	\$ 244,286	\$ 257,346	\$ 259,964
Travel	11,121	7,500	7,500
Deployment	2,439	2,700	2,700
Church Development Institute	25,714	30,000	-
Church Development Institute Revenue	(25,714)	(30,000)	-
Regional Missioner Meetings	4,129	3,000	3,000
Other Expense	14,395	10,600	8,100
<b>Total Congregational Development and Transition Ministry</b>	<b>\$ 276,370</b>	<b>\$ 281,146</b>	<b>\$ 281,264</b>

The Missioner for Congregational Development and Transition Ministry is responsible for equipping clergy, wardens, vestries, bishop's committees, and other lay leaders with the skills and resources needed to lead, cultivate and develop dynamic congregations that are rooted and grounded in God's mission.

In this area of ministry, strategic models and support for the new and emerging congregations and ministries are developed along with congregational development consulting, and the support and management for all clergy deployments and congregational transition for the Diocese.

## ***The Office of the Bishop - Proposed Operating Budget for 2019***

<b>Expense (Continued)</b>	<b>2017 Actual</b>	<b>2018 Approved Budget</b>	<b>2019 Proposed Budget</b>
<b>Advocacy and Social Justice</b>			
Advocacy & Social Justice Ministry	12,593	38,000	-
Latino/Hispanic Ministry	482	32,600	217,300
Colorado Episcopal Service Corp	25,000	25,000	25,000
Jubilee Ministries Support	-	5,000	1,000
Oakes Home Trust Distribution			105,000
St. Francis Center	25,000	25,000	
St. Benedict Health & Healing Ministry	35,000	35,000	
32nd Ave Jubilee Ministry	30,000	30,000	
St. Clare's Ministry	5,000	3,000	
Reserve Distributions		12,000	
Houghton/Douglas Trust Distribution			
Latino/Hispanic Ministries	16,442	16,705	17,100
Shepard-Holton Trust Distribution		20,000	20,000
Island Grove	7,000		
32nd Ave Jubilee Ministry	7,000		
Brigit's Village	5,000		
St. Elizabeth's School	5,000		
Other	-	-	-
<b>Total Advocacy and Social Justice</b>	<b>\$ 173,517</b>	<b>\$ 242,305</b>	<b>\$ 385,400</b>

The Ministry for Advocacy and Social Justice is a newly established department which is responsible for calling The Episcopal Church in Colorado to the spiritual discipline of integrating the Christian faith and life with complex issues of justice in order to bear witness to the gospel in the world and to advocate on behalf of the poor, the marginalized, and dispossessed.

Key to this ministry is the oversight, development of Colorado Episcopal Service Corp (a separate diocesan institution) and the support of Colorado's 34 Jubilee Ministries, and development of Latino/Hispanic Ministry.

This area of ministry oversees the administration of pass through grants from temporarily restricted trust and endowment accounts to various beneficiaries, and variations in those grants do not affect the bottom line of operating budget

### **Development and Financial Stewardship**

Staff and Related Costs		241,231	153,484
Travel & Hospitality	-	20,000	11,960
Database Maintenance		6,500	12,500
Dues & Subscriptions		1,250	3,250
Fundraising			9,750
Other Expense	-	15,000	11,500
<b>Total Development and Financial Stewardship</b>	<b>\$ -</b>	<b>\$ 283,981</b>	<b>\$ 202,444</b>

A development director and part-time assistant were added to the staff during 2018.

This department will be engaged in assisting parishes with stewardship and fundraising for the Diocese and Cathedral Ridge

## ***The Office of the Bishop - Proposed Operating Budget for 2019***

<b>Expense (Continued)</b>	<b>2017 Actual</b>	<b>2018 Approved Budget</b>	<b>2019 Proposed Budget</b>
<b><u>Support Departments</u></b>			
<b>Communications</b>			
Staff and Related Costs	\$ 115,928	\$ 118,553	\$ 128,309
Episcopalian	33,979	26,250	27,500
Information Systems	54,758	53,100	52,100
Communication Programs	18,925	19,000	17,500
Identity and Branding		17,000	8,500
Other Expense	7,911	12,800	4,970
<b>Total Communications</b>	<b>\$ 231,500</b>	<b>\$ 246,703</b>	<b>\$ 238,879</b>

This department has a full time Director of Communications. Responsibilities include The Episcopalian, development and maintenance of a professional web site, assistance to other departments through the development and publication of newsletters and e-newsletters, professional representation of the Diocese to the media, and, in general, design and control of all communication tools and resources involving both internal and external communications to the diocesan staff, diocesan congregations and the greater community.

<b>Business Office</b>			
Staff and Related Costs	\$ 133,459	\$ 137,824	\$ 136,851
Facilities Management	83,590	98,100	92,100
Insurance, Property Taxes, and Audit	56,441	61,000	64,500
Accounting Software	6,576	8,000	8,000
Other Expense	5,253	6,600	7,100
<b>Total Business Office</b>	<b>\$ 285,318</b>	<b>\$ 311,524</b>	<b>\$ 308,551</b>

The Finance Department is staffed by the Controller and a part time accounting assistant, who also serves as Diocesan Archivist, under the supervision of the Treasurer and working closely with the Diocesan Finance Committee. This group is responsible for stewardship of the Diocese's financial resources and the reporting of the financial condition of the Diocese and results of its operations on a regular and timely basis. It performs all accounting functions, coordinates preparation of the annual budget, the annual audit, the collection, analysis and distribution of summary, diocesan-wide information, and interpretation of financial data for the use by executive staff, Standing Committee, and other committees of the Diocese. It is responsible for property, casualty and liability insurance, coordinates real estate matters including exempt property applications and reports.

In addition to the accounting and reporting functions, the Finance Office manages the internal organizational support functions including building services and maintenance, mail, purchasing and telecommunications.

***The Office of the Bishop - Proposed Operating Budget for 2019***

<b>Expense (Continued)</b>	<b>2017 Actual</b>	<b>2018 Approved Budget</b>	<b>2019 Proposed Budget</b>
<b><u>Support of the Wider Church</u></b>			
The National Church Pledge	\$ 190,432	\$ 194,185	\$ 193,141
Province VI Pledge	10,800	10,800	10,800
Colorado Council of Churches	<u>1,500</u>	<u>1,500</u>	<u>1,500</u>
<b>Total Support of the Wider Church</b>	<b><u>\$ 202,732</u></b>	<b><u>\$ 206,485</u></b>	<b><u>\$ 205,441</u></b>
The pledge to the National Church is based on 10% of the estimated Diocesan pledge income. Colorado Council of Churches represents Diocesan support of Christian initiatives.			
<b><u>Other Expense:</u></b>			
Colorado Trust Grant to Bishop's Directionary Fund	53,700	65,000	
Sabbatical - Colorado Episcopal Foundation	200,651		
Accrual - Bishop Search	50,000		
Write off of uncollectible note and receivable	<u>25,400</u>	<u>-</u>	<u>-</u>
	329,751	65,000	-
<b>Total Other Expenses</b>	<b><u>\$ 329,751</u></b>	<b><u>\$ 65,000</u></b>	<b><u>\$ -</u></b>