

**Episcopal Diocese of Colorado
2020 Proposed Budget**

	2018 Actual	2019 Approved Budget	2020 Proposed Budget	Yr to Yr \$ Inc
Total Income	\$ 2,736,780	\$ 3,007,070	\$ 3,292,093	\$ 285,023
Total Expense	<u>2,832,851</u>	<u>3,007,208</u>	<u>3,291,603</u>	<u>\$ 284,395</u>
Budget Surplus (Deficiency)	<u>(96,071)</u>	<u>(138)</u>	<u>490</u>	<u>\$ 628</u>

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 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 2020 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.

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	2018 Actual	2019 Approved Budget	2020 Proposed Budget	Yr to Yr \$ Inc
Revenue				
Unrestricted Income:				
Pledges	\$ 1,922,989	\$ 1,931,407	\$ 1,973,700	42,293
Investment Income	45,829	25,000	50,000	25,000
Colorado Trust Distribution	500,276	525,000	700,000	175,000
Income from Fundraising	-	50,000	100,000	50,000
Prior Year and Personal Pledges	9,073	4,000	4,000	-
Rental and Miscellaneous Income	15,591	21,000	17,720	(3,280)
Cathedral Ridge Reimbursements	<u>24,000</u>	<u>24,000</u>	<u>24,000</u>	<u>-</u>
Subtotal - Unrestricted Income	<u>2,517,758</u>	<u>2,580,407</u>	<u>2,869,420</u>	<u>289,013</u>
Initiatives Funded by Trust Distributions:				
Latino/Hispanic Ministry - Grants from Various Sources		187,300	197,094	9,794
Oakes Home Trust - Medical assistance and health	101,000	105,000	105,000	-
Houghton/Douglas Trusts - Latino/Hispanic Ministry	16,705	17,100	17,579	479
Hicks Trust - Faith Formation	59,670	69,213	56,800	(12,413)
Currie Trust - Faith Formation Program Youth Camp	4,000	4,000	4,000	-
Talbot - Holy Orders	3,036	5,250	3,500	(1,750)
Shepard-Holton - Institutional Program Care	21,000	20,000	20,000	-
Bonnell Trust - Anglican Studies/Clergy Education	<u>13,610</u>	<u>18,800</u>	<u>18,700</u>	<u>(100)</u>
Subtotal - Trust Distributions	<u>219,021</u>	<u>426,663</u>	<u>422,673</u>	<u>(3,990)</u>
Subtotal - Designated Income	<u>219,021</u>	<u>426,663</u>	<u>422,673</u>	<u>(3,990)</u>
Total Diocesan Income	<u>\$ 2,736,780</u>	<u>\$ 3,007,070</u>	<u>\$ 3,292,093</u>	<u>\$ 285,023</u>

Pledge Income: This is an estimate determined by an analysis of historical giving and prior pledge information for each congregation.

As a result of the sale of St. Luke's Hospital, an agreement was signed which awarded annual grants from the Colorado Trust to the Diocese of Colorado. Such grants were assigned to the Colorado Episcopal Foundation in 1986 by the Standing Committee. By action of the Foundation in 2016, such grants were reassigned to the Diocese effective January 1, 2017. The amount of the annual grant is estimated to be \$700,000 for the year 2020; however the final amount will not be known until late in 2019.

In 2019 Oakes Home Trust was distributed to St. Francis Center, St. Benedict Health & Healing Ministries, Our Merciful Savior Jubilee Ministries, and St. Clare's Ministry.

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Expenses

Office of the Bishop Operating Expense:

Pastoral Ministry of the Bishop	406,641	420,809	453,315	32,506
Pastoral Care of Clergy and Lay Leaders	503,880	455,882	490,178	34,296
Evangelism, Christian Formation, and Leadership Training	558,937	508,538	544,645	36,106
Congregational Development and Transition Ministry	269,540	281,264	277,411	(3,853)
Advocacy and Social Justice	220,375	385,400	439,277	53,877
Development and Financial Stewardship	117,399	202,444	214,739	12,295
Communications	245,233	238,879	245,520	6,641
Business Office	306,363	308,551	378,378	69,827
Support of the Wider Church	204,482	205,441	248,140	42,699
Other Expenses	-	-	-	-

Total Office of the Bishop Operating Expense

<u>\$ 2,832,851</u>	<u>\$ 3,007,208</u>	<u>\$ 3,291,603</u>	<u>\$ 284,395</u>
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Summary by category:

Payroll	\$ 1,011,830	\$ 1,059,839	\$ 1,142,011	\$ 82,172
Taxes and Pension	164,699	179,523	195,506	15,983
Insurance Benefits	<u>253,043</u>	<u>326,154</u>	<u>388,925</u>	<u>62,771</u>
Total Payroll and Related	1,429,572	1,565,517	1,726,443	160,925
Other Expenses	<u>1,253,279</u>	<u>1,291,691</u>	<u>1,415,160</u>	<u>123,469</u>

Total Church Center Expense

<u>\$ 2,682,851</u>	<u>\$ 2,857,208</u>	<u>\$ 3,141,603</u>	<u>\$ 284,395</u>
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Following this Summary are schedules, as indicated above, which detail each category of expense.

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Pastoral Ministry of the Bishop

Bishop's Office

Payroll and Related Expense:

Clergy and Lay Compensation	\$ 223,087	\$ 213,636	\$ 220,739	\$ 7,104
FICA & Medicare Taxes (Lay only)	3,874	4,103	4,402	299
Clergy and Lay Pension	35,309	33,627	34,555	927
Employee Insurance	56,646	68,593	62,419	(6,173)

Total Payroll and Related Expense

<u>318,917</u>	<u>319,959</u>	<u>322,115</u>	<u>2,156</u>
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Accrual - Lambeth Conference	1,500		-	-
Accrual - General Convention Expense	23,126	14,000	17,500	3,500
Essential Professional Development	1,581	1,500	1,500	-
Retreat Expense	3,298	1,500	1,500	-
Travel Expense	12,865	12,000	12,000	-
Auto Maintenance	6,861	4,000	4,000	-
Professional Expense	3,852	3,000	4,000	1,000
Cellular Phone	1,334	1,650	1,500	(150)
Retired Clergy Gatherings	1,019	2,500	2,500	-
Retired Clergy Gatherings Reimbursement	(113)	(2,500)	(2,500)	-
Chrismal Mass Expense	4,216	3,000	2,000	(1,000)
Ordinations	3,513	2,500	1,500	(1,000)
Resource Materials	431	400	400	-
Directionary Fund			30,000	30,000
Miscellaneous Expense	(1,900)	500	500	-
Meetings Expense	670	800	800	-
Annual Convention Expense	62,919	114,000	114,000	-
Annual Convention Revenue	(52,060)	(74,000)	(74,000)	-

Standing Committee

Meetings	10,327	8,000	5,000	(3,000)
Travel	4,287	4,000	4,000	-
Standing Committee Retreat	-	4,000	5,000	1,000

<u>87,724</u>	<u>100,850</u>	<u>131,200</u>	<u>30,350</u>
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Total - Pastoral Ministry of the Bishop

<u>\$ 406,641</u>	<u>\$ 420,809</u>	<u>\$ 453,315</u>	<u>\$ 32,506</u>
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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 of 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.

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Pastoral Care of Clergy and Lay Leaders

Payroll and Related Expense:

Clergy and Lay Compensation	\$ 186,500	\$ 190,230	\$ 198,608	\$ 8,378
FICA & Medicare Taxes (Lay only)	5,950	6,196	6,319	124
Clergy and Lay Pension	24,419	26,952	28,315	1,362
Employee Insurance	65,146	69,254	73,936	4,682
Total Payroll and Related Expense	<u>282,015</u>	<u>292,632</u>	<u>307,178</u>	<u>14,546</u>

Other Office Expenses:

Essential Professional Development	6,396	3,500	3,500	-
Travel & Professional Expense	5,606	2,000	2,000	-
Legal	134,344	100,000	125,000	25,000
Cellular Phones	2,001	2,000	2,000	-
Clergy Conference	64,900	55,000	57,000	2,000
Clergy Conference Income & Reimbursement	(30,568)	(26,000)	(28,000)	(2,000)
New Clergy Orientation Day	738	1,000	1,000	-
Miscellaneous	1,657	-	-	-
Clergy Meetings	1,050	1,500	1,500	-
Total Office Expenses	<u>186,123</u>	<u>139,000</u>	<u>164,000</u>	<u>(47,123)</u>

Commission on Ministry

Ministry and Task Force Meetings	\$ 12,817	\$ 8,000	\$ 5,000	(3,000)
Trainings - EV/Discernment	926	500	500	-
Pre-Ordination Retreat Expense	1,536	2,500	1,500	(1,000)
General Ordination Exam Expense	189	2,250	1,500	(750)
Board Of Examining Chaplains Meeting Expense	1,500	2,000	1,500	(500)
Background Checks	2,960	1,500	2,500	1,000
Road to Discovery (Info Day)	809	800	800	-
BACOM Weekend Expense	9,046	5,600	5,600	-
Total Commission on Ministry	<u>29,782</u>	<u>23,150</u>	<u>18,900</u>	<u>(4,250)</u>

Safe Church Expense:

Safeguarding God's Children	-	500	-	(500)
Safeguarding God's People	-	500	-	(500)
Total Safe Church Expense	<u>-</u>	<u>1,000</u>	<u>-</u>	<u>(1,000)</u>

Retired Health & Pension Benefits:

Medical Insurance Costs	19,537	20,000	20,000	-
Oakes Home Trust Medical Insurance Grant	(19,537)	(20,000)	(20,000)	-
Pension Accrual Adjustment	(3,820)	(10,000)	(10,000)	-
Pension Payments	9,780	10,100	10,100	-
Total Retired Health & Pension Benefits	<u>5,960</u>	<u>100</u>	<u>100</u>	<u>(5,860)</u>

Total - Pastoral Care of Clergy and Lay Leaders

\$ 503,880	\$ 455,882	\$ 490,178	\$ 34,296
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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 operations 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.

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<u>Evangelism, Christian Formation and Leadership Training</u>				
Payroll and Related Expense:				
Clergy and Lay Salaries	\$ 192,442	\$ 188,800	\$ 192,576	\$ 3,776
FICA & Medicare Taxes (Lay only)	6,689	6,250	6,375	125
Clergy and Lay Pension	26,238	26,631	27,164	533
Employee Insurance	<u>17,852</u>	<u>52,637</u>	<u>55,030</u>	<u>2,393</u>
Total Payroll and Related Expense	<u>243,221</u>	<u>274,318</u>	<u>281,145</u>	<u>6,826</u>
Other Expense:				
Essential Professional Development	9,593	4,000	4,000	-
Professional Expense & Travel	5,358	4,000	4,000	-
Resources	1,749	1,000	2,000	1,000
Diocesan Leadership Development & Conferencing	1,700	-	2,000	2,000
Miscellaneous	(3,672)	-	-	-
Cellular Phone	<u>240</u>	<u>720</u>	<u>-</u>	<u>(720)</u>
Total Other Expenses	<u>14,968</u>	<u>9,720</u>	<u>12,000</u>	<u>2,280</u>
Faith Formation Programs:				
CO Youth Leadership Institute (Journey)	65,304	40,000	10,000	(30,000)
CO Youth Leadership Institute Revenue	(33,059)	(30,000)		30,000
Spring Quest	43,576	30,000	35,000	5,000
Spring Quest Revenue	(27,935)	(20,000)	(20,000)	-
Fall Quest (Genesis)	45,483	40,000	40,000	-
Fall Quest Revenue	(28,564)	(28,000)	(28,000)	-
Summer Camps	112,593	75,000	85,000	10,000
Summer Camps Revenue	(52,415)	(55,000)	(50,000)	5,000
EFM-Contract & Training	2,357	3,000	3,000	-
Spiritual Directors Colorado			2,000	2,000
Online Learning	7,563		6,000	6,000
Various Retreats, Trainings, Leadership Development	10,297	9,000	9,000	-
Various Retreats/Training Revenue	<u>(2,363)</u>	<u>(1,500)</u>	<u>(2,500)</u>	<u>(1,000)</u>
Total Faith Formation Programs	<u>142,838</u>	<u>62,500</u>	<u>89,500</u>	<u>27,000</u>
Anglican Studies				
Director	7,740	7,740	7,740	-
Honorarium	-	3,200	3,200	-
Other Expenses	<u>170</u>	<u>1,060</u>	<u>1,060</u>	<u>-</u>
Total Anglican Studies	<u>7,910</u>	<u>12,000</u>	<u>12,000</u>	<u>-</u>
Cathedral Ridge Grant	<u>150,000</u>	<u>150,000</u>	<u>150,000</u>	<u>-</u>
Total - Evangelism, Christian Formation and Leadership Training	<u>\$ 558,937</u>	<u>\$ 508,538</u>	<u>\$ 544,645</u>	<u>\$ 36,106</u>

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 included the development of innovative programming 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 was supported by one full time assistant and one part time assistant.

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<u>Congregational Development and Transition Ministry</u>				
<u>Payroll and Related Expense:</u>				
Clergy & Lay Compensation	\$ 170,243	\$ 177,203	\$ 169,310	\$ (7,893)
FICA & Medicare Taxes (Lay only)	10,189	10,683	3,137	(7,546)
Clergy & Lay Pension	15,355	19,329	26,786	7,457
Employee Insurance	<u>49,764</u>	<u>52,750</u>	<u>56,879</u>	<u>4,129</u>
Total Payroll and Related Expense	<u>245,551</u>	<u>259,964</u>	<u>256,111</u>	<u>(3,853)</u>
<u>Other Expenses(Revenue):</u>				
Leadership Workshops & Conferences Expense	3,897	4,000	4,000	-
Leadership Workshops & Conferences Revenue	(2,410)	(2,500)	(2,500)	-
Essential Professional Development	914	1,200	1,200	-
Regional Missioners Meetings & Travel	2,239	3,000	3,000	-
Travel	8,722	7,500	7,500	-
Professional Expense	764	500	500	-
Cellular Phone	1,420	1,400	1,400	-
Miscellaneous	1,307			-
Church Development Institute Expense	12,021			-
Church Development Institute Fees & Scholarships	(12,021)			-
Various Retreats (Pastoral/Partnership/Resort Ministry)	1,080	1,500	1,500	-
Priest in Charge/Interim/various Meetings	291	1,000	1,000	-
Small Church Training and Supervision Conference	4,000	1,000	1,000	-
Regional Administrators Salary	28,258	31,000	31,000	-
Regional Administrators Salary Reimbursement	<u>(28,258)</u>	<u>(31,000)</u>	<u>(31,000)</u>	<u>-</u>
Total Other Expenses	<u>22,225</u>	<u>18,600</u>	<u>18,600</u>	<u>-</u>
<u>Deployment Expense</u>				
Recruitment	1,765	2,000	2,000	-
Background Checks	<u>-</u>	<u>700</u>	<u>700</u>	<u>-</u>
Total Deployment Expense	<u>1,765</u>	<u>2,700</u>	<u>2,700</u>	<u>-</u>
Total Congregational Development and Transition Ministry	<u>\$ 269,540</u>	<u>\$ 281,264</u>	<u>\$ 277,411</u>	<u>\$ (3,853)</u>

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.

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Advocacy and Social Justice

Payroll and Related Expense:

Clergy & Lay Compensation			35,700	35,700
FICA & Medicare Taxes (Lay only)			2,731	2,731
Clergy & Lay Pension			3,213	3,213
Employee Insurance			<u>13,833</u>	<u>13,833</u>
Total Payroll and Related Expense			<u>55,477</u>	<u>55,477</u>

Latino/Hispanic Ministry Initiative	57,924	234,400	223,800	(10,600)
Advocacy and Social Justice Program	15,376	-	10,000	10,000
Jubilee Ministries Support	75	1,000		(1,000)
Colorado Episcopal Service Corp	25,000	25,000	25,000	-
Oakes Home Trust Distribution	-	105,000	105,000	-
St. Francis Center	30,000			-
St. Benedict Health & Healing Ministry	35,000			-
32nd Ave Jubilee Ministry	30,000			-
St. Clare's Ministry	6,000			-
Shepard-Holton Trust Distribution		20,000	20,000	-
Island Grove	7,000			-
32nd Ave Jubilee Ministry	7,000			-
Brigit's Village	7,000			-
St. Elizabeth's School	-	-	-	-
Total Advocacy and Social Justice Expense	<u>220,375</u>	<u>385,400</u>	<u>383,800</u>	<u>(1,600)</u>
Total Advocacy and Social Justice	<u><u>\$ 220,375</u></u>	<u><u>\$ 385,400</u></u>	<u><u>\$ 439,277</u></u>	<u><u>\$ 53,877</u></u>

The Ministry for Advocacy and Social Justice is a newly established department in the Office of the Bishop, and 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 and development of Colorado Episcopal Service Corp (a separate diocesan institution), the support of Colorado's 34 Jubilee Ministries, and development of Latino/Hispanic Ministry.

This area of ministry also 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

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<u>Development and Financial Stewardship</u>				
<u>Payroll and Related Expense:</u>				
Clergy & Lay Compensation	56,063	100,500	102,510	2,010
FICA & Medicare Taxes	3,771	7,688	7,842	154
Clergy & Lay Pension	5,046	9,045	9,226	181
Employee Insurance	<u>19,607</u>	<u>36,251</u>	<u>51,661</u>	<u>15,410</u>
Total Payroll and Related Expense	84,486	153,484	171,239	17,755
<u>Other Expense</u>				
Essential Professional Development	720	3,000	3,000	-
Workshops		8,500	8,500	-
Workshop Revenue			(1,000)	(1,000)
Travel & Hospitality	1,366	11,960	9,000	(2,960)
Resources	646		1,000	1,000
Fundraising	14,265	9,750	9,750	-
Database Maintenance	13,531	12,500	10,000	(2,500)
Dues & Subscriptions	-	3,250	3,250	-
Miscellaneous	<u>2,385</u>	<u>-</u>	<u>-</u>	<u>-</u>
Total Other Expense	<u>32,913</u>	<u>48,960</u>	<u>43,500</u>	<u>(5,460)</u>
Total Development and Stewardship Expense	<u>\$ 117,399</u>	<u>\$ 202,444</u>	<u>\$ 214,739</u>	<u>\$ 12,295</u>

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

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

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<u>Communications</u>				
<u>Payroll and Related Expense:</u>				
Lay Salaries	85,313	89,991	91,800	1,809
FICA & Medicare Taxes	6,527	6,884	7,023	138
Lay Pension	7,678	8,099	8,262	163
Employee Insurance	22,014	23,335	25,115	1,780
Total Payroll and Related Expense	121,532	128,309	132,200	3,891
<u>Episcopalian:</u>				
Postage	4,622	4,000	4,500	500
Printing	22,309	20,000	26,500	6,500
Mailing Services	3,568	3,500	3,500	-
Total Episcopalian	30,499	27,500	34,500	7,000
<u>Communications Programs:</u>				
Essential Professional Development	2,095	2,250	3,000	750
Cellular Phone	660	720	720	-
Travel & Hospitality	893	1,000	1,000	-
Videos	10,250	11,000	11,000	-
Caffeinated Church/Workshops	1,014	1,500	1,500	-
Advertising	75	3,000	3,000	-
Graphic Design Services	862	2,000	2,000	-
Direct Service to Churches	-	1,000	1,000	-
Branding-Print/Ad/Promo	9,355	8,500	4,500	(4,000)
Miscellaneous	(325)	-	-	-
Total Communications Programs	24,880	30,970	27,720	(3,250)
<u>Information Systems (IS):</u>				
Website Design/Hosting	3,786	-	-	-
Internet Service Provider	131	1,600	1,600	-
E-Newsletter/Internal Communication	-	2,000	1,000	(1,000)
IT Conference Equipment	3,586	5,000	2,000	(3,000)
IT Network Maintenance and Support	41,416	32,000	35,000	3,000
Hardware Purchases, Maintenance and Upgrades	13,858	8,000	8,000	-
System Renewals, Licenses & Upgrades	5,546	3,500	3,500	-
Total IS Services	68,323	52,100	51,100	(1,000)
Total Communications	\$ 245,233	\$ 238,879	\$ 245,520	\$ 6,641

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.

**Episcopal Diocese of Colorado
2020 Proposed Budget**

	2018 Actual	2019 Approved Budget	2020 Proposed Budget	Yr to Yr \$ Inc
<u>Business Office</u>				
<u>Payroll and Related Expense:</u>				
Lay Compensation	\$ 98,182	\$ 99,480	\$ 130,768	\$ 31,288
FICA & Medicare Taxes	7,354	7,610	10,004	2,394
Lay Pension	6,300	6,426	10,155	3,729
Employee Insurance	<u>22,014</u>	<u>23,335</u>	<u>50,052</u>	<u>26,717</u>
Total Payroll and Related Expense	<u>133,850</u>	<u>136,851</u>	<u>200,978</u>	<u>64,127</u>
<u>Other Expense:</u>				
Essential Professional Development	-	1,500	1,500	-
Travel & Professional Expense	34	200	200	-
Payroll Processing Fees	2,060	2,300	2,500	200
Audit Expense	20,500	23,000	23,000	-
Insurance	33,561	41,500	44,000	2,500
Dues & Subscriptions	79	100	100	-
Bank & Credit Card Service Charges	3,621	3,000	3,000	-
Computer Maintenance/Accounting Software	<u>7,933</u>	<u>8,000</u>	<u>8,000</u>	<u>-</u>
Total Other Expense	<u>67,789</u>	<u>79,600</u>	<u>82,300</u>	<u>2,700</u>
<u>Facilities Management:</u>				
Telephone	11,491	11,000	11,000	-
Utilities	12,071	11,000	11,000	-
Supplies - Office/Hospitality/Printing	10,314	8,000	9,000	1,000
Archives-Preservation Supplies	-	500	500	-
Postage	3,360	3,000	3,000	-
Janitorial Services	8,099	6,500	7,500	1,000
Equipment Rental and Maintenance	28,703	29,000	30,000	1,000
Diocese Building Repair and Maintenance	18,010	9,000	9,000	-
Other Property Maintenance	7,577	7,100	7,100	-
Capital Additions & Improvements	<u>5,100</u>	<u>7,000</u>	<u>7,000</u>	<u>-</u>
Total Facilities Management	<u>104,725</u>	<u>92,100</u>	<u>95,100</u>	<u>3,000</u>
Total Business Office	<u>\$ 306,363</u>	<u>\$ 308,551</u>	<u>\$ 378,378</u>	<u>\$ 69,827</u>

The Finance Department is staffed by the Controller and a part time assistant, who also serves as Diocesan Archivist, under the supervision of the Treasurer and working closely with the Diocesan Finance Committee. It is proposed to add a full time accounting assistant in 2020. 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, 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.

**Episcopal Diocese of Colorado
2020 Proposed Budget**

	2018 Actual	2019 Approved Budget	2020 Proposed Budget	Yr to Yr \$ Inc
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Support of the Wider Church:

Support of the Wider Church

National Church Pledge	\$ 192,182	\$ 193,141	\$ 235,840	\$ 42,699
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>	<u>-</u>
Total Support of the Wider Church	<u>204,482</u>	<u>205,441</u>	<u>248,140</u>	<u>42,699</u>

Total Support of the Wider Church

	<u>\$ 204,482</u>	<u>\$ 205,441</u>	<u>\$ 248,140</u>	<u>\$ 42,699</u>
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The pledge to the National Church is proposed to be at the rate of 12% of the asking pledge from the Diocese in 2020.
Colorado Council of Churches represents Diocesan support of Christian initiatives through the Colorado Council of Churches.

The Episcopal Diocese of Colorado

The Office of the Bishop Proposed Operating Budget for 2020

BUDGET SUMMARY	2018 Actual	2019 Approved Budget
Revenue		
Congregational Pledges	\$ 1,922,989	\$ 1,931,407
Colorado Trust Distribution	500,276	525,000
Other Income	70,493	100,000
Cathedral Ridge Reimbursement	24,000	24,000
Initiatives Funded by Trusts	219,021	426,663
	<u>2,736,780</u>	<u>3,007,070</u>
Total Revenue	<u>2,736,780</u>	<u>3,007,070</u>
Expense		
Departmental Ministries		
Ministry of the Bishop	406,641	420,809
Pastoral Care of Clergy and Lay Leaders	503,880	455,882
Evangelism, Christian Formation and Leadership Training	558,937	508,538
Congregational Development and Transition Ministry	269,540	281,264
Advocacy and Social Justice	220,375	385,400
Development and Financial Stewardship	117,399	202,444
	<u>2,076,773</u>	<u>2,254,337</u>
Subtotal Ministry Departments	<u>2,076,773</u>	<u>2,254,337</u>
Support Departments		
Communications	245,233	238,879
Business Office	306,363	308,551
	<u>551,596</u>	<u>547,430</u>
Subtotal Support Departments	<u>551,596</u>	<u>547,430</u>
Support of the Wider Church	<u>204,482</u>	<u>205,441</u>
Total Expense	<u>2,832,851</u>	<u>3,007,208</u>
Net Operating Surplus (Deficiency)	<u>\$ (96,071)</u>	<u>\$ (138)</u>

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

The Proposed 2020 operating Budget for The Office of the Bishop is aligned in such a way as to directly reflect

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 2020

Revenue	2018 Actual	2019 Approved Budget
Congregational Pledges	<u>\$ 1,922,989</u>	<u>\$ 1,931,407</u>
<p>Diocesan Canons call for the mandatory financial support for the work of the wider Church by requiring each co to contribute 10% of its plate, pledge, and other regular giving for the year to the Annual Operating Budget for of the Bishop. Diocesan Canons also invite every congregation to consider making a voluntary contribution of u their plate and pledge to their Region.</p> <p>Pledge income for 2020 is an estimate determined by an analysis of historical giving and prior pledge informati</p>		
Other Income		
Investment Income	\$ 45,829	\$ 25,000
Colorado Trust Distribution	500,276	525,000
Income from Fundraising		
Personal/Prior Year Pledges	9,073	4,000
Miscellaneous Income	15,591	21,000
Other Income	<u>\$ 570,769</u>	<u>\$ 575,000</u>
<p>Miscellaneous Income includes rental income and other miscellaneous revenues.</p>		
Cathedral Ridge Reimbursement:		
Business Office	24,000	24,000
Cathedral Ridge Reimbursement	<u>\$ 24,000</u>	<u>\$ 24,000</u>
<p>Business Office assistance is reimbursed by Cathedral Ridge</p>		
Initiatives Funded by Trusts		
Latino/Hispanic Ministry - Grants from Various Sources		187,300
Oakes Home Trust - Medical and Health Assistance	101,000	105,000
Houghton/ Douglas Trust - Latino/Hispanic Ministry	16,705	17,100
Shepard-Holton - Institutional Program Care	21,000	20,000
Hicks Trust - Faith Formation	59,670	69,213
Currie Trust - Faith Formation	4,000	4,000
Bonnell Trust - Anglican Studies/Clergy Education	13,610	18,800
Talbot - Holy Orders	3,036	5,250
Total Initiatives Funded by Trusts	<u>\$ 219,021</u>	<u>\$ 426,663</u>

In 2019 Oakes Home Trust funds were distributed to St. Francis Center, St. Benedict Health & Healing Ministrie

Jubilee Ministries, and St. Clare's Ministry.

The Office of the Bishop - Proposed Operating Budget for 2020

Expense	2018 Actual	2019 Approved Budget
<u>Departmental Ministries</u>		
Ministry of the Bishop		
Staff and Related Costs	\$ 318,917	\$ 319,959
Travel and Other Expense	36,955	30,050
Standing Committee/Other Committee Costs	15,284	16,800
Annual Convention	10,859	40,000
Accruals-General Convention, Lambeth Conference	24,626	14,000
Total Ministry of the Bishop	\$ 406,641	\$ 420,809

The Ministry of the Bishop is one of oversight (or episcopate) of all congregations in the Diocese. As Chief Pastor 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 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 with 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, and facilities costs.

Pastoral Care of Clergy and Lay Leaders

Staff and Related Costs	\$ 282,015	\$ 292,632
Legal	134,344	100,000
Clergy Conference & New Clergy Orientation	35,070	30,000
Commission on Ministry	29,782	23,150
Retiree Benefits	5,960	100
Other Expense	16,710	10,000
Total Pastoral Care of Clergy and Lay Leaders	\$ 503,880	\$ 455,882

The Canon to the Ordinary is primarily responsible for the pastoral care and support of the clergy and lay leaders in the Diocese, including supervising and supporting the daily operation and management of the Office of the Bishop.

includes implementing the initiatives and policies of the Bishop and Standing Committee as well as providing a forms of pastoral support to clergy and lay leaders across the Diocese. The Canon to the Ordinary coordinates the Senior Staff, the Commission on Ministry, the Trust and Endowment Committee, and the legal work of the C

Key to the work of the Canon to the Ordinary is supporting clergy wellness across the Diocese which specifically programs to develop the clergy professionally and personally, and the management of clergy compensation an 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 2020

Expense (Continued)	2018 Actual	2019 Approved Budget
Evangelism, Christian Formation and Leadership Training		
Staff and Related Costs	\$ 243,221	\$ 274,318
Faith Formation Programs	142,838	62,500
Anglican Studies	7,910	12,000
Cathedral Ridge Grant	150,000	150,000
Other Expense	14,968	9,720
Total Evangelism, Christian Formation and Leadership Training	\$ 558,937	\$ 508,538

The Missioner for Evangelism, Christian Formation and Leadership Training is responsible for developing resources 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 mission through The Episcopal Church In Colorado and in 2019 is supported by one full time assistant and one

Congregational Development and Transition Ministry		
Staff and Related Costs	\$ 245,551	\$ 259,964
Travel	8,722	7,500
Deployment	1,765	2,700
Church Development Institute	12,021	-
Church Development Institute Revenue	(12,021)	-
Regional Missioner Meetings	2,239	3,000
Other Expense	11,263	8,100
Total Congregational Development and Transition Ministry	\$ 269,540	\$ 281,264

The Missioner for Congregational Development and Transition Ministry is responsible for equipping clergy, ward 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 2020

Expense (Continued)	2018 Actual	2019 Approved Budget
Advocacy and Social Justice		
Staff and Related Costs		
Advocacy & Social Justice Ministry	15,376	-
Latino/Hispanic Ministry	57,924	234,400
Colorado Episcopal Service Corp	25,000	25,000
Jubilee Ministries Support	75	1,000
Oakes Home Trust Distribution		105,000
St. Francis Center	30,000	
St. Benedict Health & Healing Ministry	35,000	
32nd Ave Jubilee Ministry	30,000	
St. Clare's Ministry	6,000	
Reserve Distributions	-	
Shepard-Holton Trust Distribution		20,000
Island Grove	7,000	
32nd Ave Jubilee Ministry	7,000	
Brigit's Village	7,000	-
	<u>7,000</u>	<u>-</u>
Total Advocacy and Social Justice	<u>\$ 220,375</u>	<u>\$ 385,400</u>

The Ministry for Advocacy and Social Justice is a newly established department in the Office of the Bishop, and 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.

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	84,486	153,484
Travel & Hospitality	2,086	11,960
Database Maintenance	13,531	12,500
Dues, Subscriptions, Resources	646	3,250
Fundraising	14,265	9,750
Other Expense	2,385	11,500
	<u>2,385</u>	<u>11,500</u>
Total Development and Financial Stewardship	<u>\$ 117,399</u>	<u>\$ 202,444</u>

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.

The Office of the Bishop - Proposed Operating Budget for 2020

Expense (Continued)	2018 Actual	2019 Approved Budget
<u>Support Departments</u>		
Communications		
Staff and Related Costs	\$ 121,532	\$ 128,309
Episcopalian	30,499	27,500
Information Systems	68,323	52,100
Communication Programs	12,202	17,500
Identity and Branding	9,355	8,500
Other Expense	3,323	4,970
Total Communications	\$ 245,233	\$ 238,879

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.

Business Office		
Staff and Related Costs	\$ 133,850	\$ 136,851
Facilities Management	104,725	92,100
Insurance, Property Taxes, and Audit	54,061	64,500
Accounting Software	7,933	8,000
Other Expense	5,794	7,100
Total Business Office	\$ 306,363	\$ 308,551

The Finance Department is staffed by the Controller and a part time accounting assistant, who also serves as Controller under the supervision of the Treasurer and working closely with the Diocesan Finance Committee. It is proposed to hire a full time accounting assistant in 2020. 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 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.

The Office of the Bishop - Proposed Operating Budget for 2020

Expense (Continued)	2018 Actual	2019 Approved Budget
<u>Support of the Wider Church</u>		
The National Church Pledge	\$ 192,182	\$ 193,141
Province VI Pledge	10,800	10,800
Colorado Council of Churches	<u>1,500</u>	<u>1,500</u>
Total Support of the Wider Church	<u>\$ 204,482</u>	<u>\$ 205,441</u>

The pledge to the National Church is proposed to be at the rate of 12% of the asking pledge from the Diocese Colorado Council of Churches represents Diocesan support of Christian initiatives.

**2020
Proposed
Budget**

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**2020
Proposed
Budget**

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**2020
Proposed
Budget**

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**2020
Proposed
Budget**

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**2020
Proposed
Budget**

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**2020
Proposed
Budget**

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**2020
Proposed
Budget**

\$	235,840
	10,800
	<u>1,500</u>
\$	<u>248,140</u>

in 2020.

Latino Missioners 2019 Budget

Latino Missioners 2020 Budget

Income Sources

Synod 50,000.00
Regions 60,000.00
Congregations 38,333.32
Diocese 29,000.00

60,000.00
60,000.00
45,000.00
32,094.00

Total Income \$ 177,333.32

\$ 197,094.00

Expense

Compensation 122,000.00
Pension 21,960.00
Benefits 63,900.00

123,000.00
22,140.00
68,448.00

Total Compensation \$ 207,860.00

\$ 213,588.00

Travel 8,000.00
Cell Phones 1,440.00

8,000.00
1,500.00

Other Expense \$ 9,440.00

\$ 9,500.00

Total Expense \$ 217,300.00

\$ 223,088.00

Budget Deficit (39,966.68)

(25,994.00)

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