



## Bishop Marc's 2013 Church Vitality Call to Action



**Pray, worship and serve God with all your heart**

**Open the church doors wide** to embrace demographic changes

**Feed people what they seek from church: Love, Hope, Faith, Justice, Acceptance and Peace**

**Equip the people to serve** as the Body of Christ in community

**Empower lay leaders** to grow the church in every congregation

## Diocese of California 2013 Proposed Budget

We are pleased to provide this proposed 2013 budget for the Diocese of California for discussion across the Deaneries. We welcome your feedback and suggestions prior to the Diocesan Convention. The budget is balanced and the Diocesan assessment will not be increased for 2013.

**When we do God's work the Light of Christ shines in each of us.** Church vitality means seeing the Light of Christ in every person. It means opening the hearts and doors of the church to welcome all who hear God's call, to see new possibilities in the midst of changes in our communities and our lives, and serve others across our beloved community knowing God loves us unconditionally and accepts each of us as we are.

**Revitalizing the Church is Our Call to Action.** At Diocesan Convention in 2011, I said God is calling us to be in community, to love one another, help one another, to pray and listen to each other and imagine the opportunities we have to do His work serving others. Church vitality is our call to be the Body of Christ across our Beloved Community, the vineyard full of promise, and hope, and need aplenty from changing demographics, changing economics, new possibilities and a rich diversity as a banquet for our table

**Be the Body of Christ and the church will be alive and well.** This is my call to action across this Diocese to breathe new life into the work of the church, go work in vineyard serving others and throw open the doors so all feel at home at God's table.

+Marc



## Summary of 2013 Projected Diocesan Revenue & Expenditures

The proposed 2013 budget keeps the Diocesan Assessment at current levels. It sets a fundraising goal of \$150,000 for Church Vitality and Development initiatives to support DioCal Development Programs. This money will not be spent until it is raised.

2013 Proposed Revenue	2012 total budget	2013 salary & benefits	2013 fixed expense	2013 discretionary	2013 total budget	Comments
Assessment Income	3,061,000				3,077,834	No change in 2013 assessment formula
Fundraising for Gift Income for Current Operations	-				150,000	New revenue generated by new director of development
Fundraising for Church Growth Initiative					150,000	New gift revenue for Church Growth Initiative
Other Income	30,000				30,000	Provision for unanticipated bequests
Endowment Income	487,000				487,000	
Administrative Fees-Controller	150,000				150,000	
Administrative Fees-Planned Giving	80,000				80,000	
Payroll Fees	45,000				45,000	
<b>Total Revenue</b>	<b>3,853,000</b>				<b>4,169,834</b>	
<b>Increase/(decrease) in revenue over 2012 budget</b>					<b>316,834</b>	<i>Includes \$300k in new revenue from fundraising</i>
<i>Assessment projection based on 2011 parochial reports submitted March 2012 discounted 4% for write-offs (vs. 5% in earlier years)</i>						
<b>Assumptions:</b>						
<i>2013 salaries COLA adjustment:</i>		3.00%				
<i>based on SF Bay Area cost of living increase 3/1/11 to 2/29/12; final adjustment is determined in the fall 2012.</i>						
<i>2013 benefits assumed cost increase:</i>		10.00%				
<i>Actual benefits increase determined in fall when benefit packages renew</i>						
<i>Executive Council will review and reapprove the budget with actual COLA and benefits increases.</i>						

2013 Proposed Expenditures	2012 total budget	2013 salary & benefits	2013 fixed expense	2013 discretionary	2013 total budget	Comments
<b>Total Expenditures</b>	<b>3,821,999</b>	<b>1,679,058</b>	<b>1,284,339</b>	<b>1,200,443</b>	<b>4,163,840</b>	
		40.3%	30.8%	28.8%	100.0%	
<b>Increase/(decrease) of expenses over 2012 budget</b>					<b>341,841</b>	
<b>Surplus (Deficit)</b>	<b>31,001</b>				<b>5,994</b>	

Overall 2013 proposed expenditures increase \$293,742 driven largely by proposed fundraising revenue assumptions. The changes in program costs are shown in the summaries that follow.

# Diocese of California 2013 Budget Narrative



## Congregational & Multicultural Ministry

The 2013 budget supports growth in congregations, missions and ministries by prioritizing resources for area ministry, collaborative programs and best practices for church vitality.

The 2013 budget for Congregational Ministry proposes the following:

1. **Congregational Ministry Staff is up** \$55,769 in 2013 due mostly to COLA and benefit cost increases. Staffing increases 0.5 FTE to 3.5 FTE including Canon Michael Barlowe and his Assistant. The 0.5 FTE Multicultural Minister is expanding to a 1.0 FTE Associate for Congregational Ministries. A 0.5 FTE Vocations Coordinator supports clergy development.
2. **Anti-Racism, Healing of Memories and Racial Reconciliation training, Stewardship and Ministry Evaluation are fully funded** at \$35,600 the same as 2012 with opportunities for new proposals to compete for ways to improve effective use of these funds.



3. **Multicultural Ministry funding is \$29,500 for 2013** compared to \$28,700 for 2012. This amount fully funds commission requests but allows competing proposals to encourage collaboration and improved ministry effectiveness.
4. **Justice, Peace & Integrity of Creation Program Requests** include Sojourn Chaplaincies at SF General, Stanford Hospital, convalescent hospitals, police chaplain in Marin, Commission on Environment (new \$1.5k), Peace, Justice & Homeless, and World Mission but each program is reviewed for mission effectiveness before grant awards.
5. **Mission Financial Support as Congregational Vitality Grants** totals \$321,641 in 2013 the same as 2012. But our strategy is to pool the money previously spread across the budget into one category as Congregational Vitality Grants. Funding for missions, congregations and ministry center programs would be competitive to encourage congregations to submit proposals for church vitality, growth, collaboration ministry, and mission effectiveness.
6. **Area Ministry Centers as Laboratories for Best Practice.** Today we face new realities of changing demographics, aging population, growing diversity and the cost of retrofitting old buildings. This approach to congregational ministry honestly faces our fiscal realities and changing needs including three wonderful opportunities to experiment with new ways to do the mission work of His church:
  - **Dougherty Valley Initiative** seeks to understand and respond to the ministry needs of multinational Asian and South Asian cultures. St. Timothy's Danville, St. Bartholomew's Livermore and St. Clare's Pleasanton are working together with the diocese in this initiative;
  - **St. James Oakland Ministry Center** will focus on the inner city social and multicultural needs of the Diocese while enabling a small congregation whose longtime pastor retired to see new life as a center for multicultural ministry and hub for Diocesan social justice ministry.
  - **Contra Costa Collaborative Ministry** is arising from the need and desire of several congregations to work together to address the struggle of an area hard hit by the housing collapse and recession. Ministering to these changing needs at a time when the demographics are also rapidly changing exceeds the capacity of any one congregation. It takes collaboration and Diocesan leadership to address the hardships and embrace the rich diversity of East Contra Costa County.

Multicultural Ministry	2012 total budget	2013 salary & benefits	2013 fixed expense	2013 discretionary	2013 total budget	Comments
Afro-Anglican Commission	7,700			6,500	6,500	
Asian Commission	10,000			10,000	10,000	
Latino Commission	5,000			5,000	5,000	
Migration & Immigration	2,000			2,000	2,000	
Oasis	3,000			3,000	3,000	moved from Justice, Peace, & Integrity of Creation;
Women's Ministries (formerly Clericus)	1,000			3,000	3,000	moved from Justice, Peace, & Integrity of Creation;
<b>Total Multicultural Commissio</b>	<b>28,700</b>	-	-	<b>29,500</b>	<b>29,500</b>	
<i>Increase/(decrease) over 2012 budget</i>					<b>800</b>	



<b>Congregational Ministry</b>	<b>2012 total budget</b>	<b>2013 salary &amp; benefits</b>	<b>2013 fixed expense</b>	<b>2013 discretionary</b>	<b>2013 total budget</b>	<b>Comments</b>
Canon to the Ordinary Salary	103,343	106,443		-	106,443	
Canon to the Ordinary Benefit	34,011	37,412		-	37,412	
Associate for Congregational Ministries 1.0 FTE	30,000	65,294		-	65,294	Was 0.5 FTE Multi-Cultural Minister
Associate's Benefits	8,260	21,209		-	21,209	Was 0.5 FTE Multi-Cultural Minister
Assistant to the Canon	51,712	61,412		-	61,412	budgeting for increase in hours
Assistant's Benefits	11,112	13,196		-	13,196	
Vocations coordinator	20,000	20,600		-	20,600	moved from Discipleship Ministries for 2013
Archivist	6,000	6,000		-	6,000	moved from Discipleship Ministries for 2013
Archivist benefits	459	459		-	459	moved from Discipleship Ministries for 2013
Travel & Entertainment	7,000			7,000	7,000	
Mission church fin. support	321,641			321,641	321,641	Mission Congregation Fin. Support From Church Growth Initiative fundraising
Church Growth Match Funds				150,000	150,000	
Fresh Start	5,000			5,000	5,000	
Living Stones Partnership	5,000			5,000	5,000	
Vicars' Retreat & Training	4,000			4,000	4,000	
Continuing Education clergy gr	13,000			13,000	13,000	
Clergy Wellness	2,000			2,000	2,000	
Stewardship and Ministry Developers	12,500			12,500	12,500	Stewardship resources (incl. \$1.5K TENS dues); consulting in ministry dev.
Ministry Evaluation	2,500			2,500	2,500	
Anti-Racism Training	8,000			8,000	8,000	moved to Canon to Ordinary office in 2013
Healing of Memories program	10,000			10,000	10,000	moved to Canon to Ordinary office in 2013
Racial Reconciliation	2,600			2,600	2,600	
Travel & entertainment	6,000			-	-	consolidated from Multicultural Min
<b>Total Canon to the Ordinary</b>	<b>664,138</b>	<b>332,026</b>	<b>-</b>	<b>543,241</b>	<b>875,267</b>	
<i>Increase/(decrease) over 2012 budget</i>					<b>211,129</b>	

<b>Justice, Peace &amp; Integrity of Creation</b>	<b>2012 total budget</b>	<b>2013 salary &amp; benefits</b>	<b>2013 fixed expense</b>	<b>2013 discretionary</b>	<b>2013 total budget</b>	<b>Comments</b>
Commission for the Environment	-			1,500	1,500	
Episcopal Chaplaincy-Stanford Hosp.	3,000			3,000	3,000	
Convalescent Hosp. Ministry	2,500			2,500	2,500	
Peace, Justice and Homeless	2,500			3,400	3,400	
Police Chaplaincy-Marin	2,500			2,500	2,500	
Sojourn Chaplaincy/SF General	10,000			20,000	20,000	requested assistance with funding a half-time position
MDG Working Group	1,000			1,000	1,000	
World Mission	1,250			2,500	2,500	
<b>Total Justice, Peace, &amp; Integrity</b>	<b>22,750</b>	<b>-</b>	<b>-</b>	<b>36,400</b>	<b>36,400</b>	
<i>Increase/(decrease) over 2012 budget</i>					<b>13,650</b>	



## Discipleship Ministry

The 2013 budget for Discipleship Ministry, led by Julia McCray-Goldsmith, remains largely the same as 2012, but the program has benefited from the full time involvement of Jennifer Snow, Associate for Discipleship Ministry, across the ministry programs. This area provides wide opportunities for growth in participation and lasting faith foundation experiences in the work of its training, congregational support, youth and young adult, camps, and campus ministry programs.

**The recent acquisition of significant additional acreage at St. Dorothy's Rest** continues the DioCal commitment to faith foundation and discovering the disciple in each of us.

Discipleship Ministry	2012 total budget	2013 salary & benefits	2013 fixed expense	2013 discretionary	2013 total budget	Comments
Ministry Development Minister	87,040	89,651		-	89,651	
MDM Benefits	35,930	39,523		-	39,523	
Discipleship Ministries						
Associate	58,000	61,647		-	61,647	reflects a 6.3% raise
DMA benefits	18,840	20,025		-	20,025	
Travel & Entertainment	6,500			7,000	7,000	
Equipping the Beloved Community	8,000			-	-	
Diocese-wide training events	6,000			10,000	10,000	
Resource Center	3,000			3,000	3,000	
Education for Ministry (EFM)	2,000			2,000	2,000	
Adult Curriculum Development	4,000			4,000	4,000	
Specialized Lay training scholars	8,000			8,000	8,000	
"Happening"	2,500			2,500	2,500	
Diocesan youth events	5,000			5,000	5,000	
Diocesan young adult events	2,000			2,000	2,000	
Youth Communications/Curriculum	4,000			4,000	4,000	
Youth/ Young Adults retreats	4,000			4,000	4,000	
Mission trips and pilgrimages	4,000			4,000	4,000	
Campus Ministries	83,000			83,000	83,000	
Camp Ministries	48,000			48,000	48,000	
California Pacific Camp - St. Dorothy's	3,000			3,000	3,000	
Travel & Entertainment	5,000			5,000	5,000	
<b>Total Discipleship Ministries</b>	<b>397,810</b>	<b>210,846</b>	<b>-</b>	<b>194,500</b>	<b>405,346</b>	
<b>Increase/(decrease) over 2012 budget</b>					<b>7,536</b>	





## The Episcopate & Diocesan Outreach

The operating costs of the Episcopate are largely the same as 2012. The apportionment the Diocese pays to The Episcopal Church is down \$10k.

<b>Episcopate</b>	<b>2012 total budget</b>	<b>2013 salary &amp; benefits</b>	<b>2013 fixed expense</b>	<b>2013 discretionary</b>	<b>2013 total budget</b>
Bishop's Compensation	156,140	160,824		-	160,824
Bishop's Benefits	56,254	61,879		-	61,879
Bishop's Assistant Compensation	77,568	79,895		-	79,895
Benefits	24,101	26,511		-	26,511
Bishop's Hospitality	20,000			20,000	20,000
Bishop's Entertainment	10,000			10,000	10,000
Bishop's Travel	15,000			15,000	15,000
House of Bishops Travel	4,000		4,000	-	4,000
Bishop IX Election Fund	15,000		15,000	-	15,000
Bishop's Residence-Maintenance	30,000		30,000	-	30,000
Clergy Conference	10,000			10,000	10,000
Commission on Ministry	21,000			21,000	21,000
School for Deacons	35,000			35,000	35,000
Ordination Process Support	2,600			2,600	2,600
Archdeacon Expense	17,000			17,000	17,000
Companion Diocese Initiative	10,000			5,000	5,000
Travel-General Convention	13,000		13,000	-	13,000
Travel-Lambeth	2,000		2,000	-	2,000
Travel-Province	3,500			3,500	3,500
Standing Committee	4,000			4,000	4,000
Executive Council	3,000			3,000	3,000
Deanery Program	15,000			15,000	15,000
Ecumenical & Interreligious Affairs	3,000			4,000	4,000
<b>Total Episcopate</b>	<b>547,163</b>	<b>329,110</b>	<b>64,000</b>	<b>165,100</b>	<b>558,210</b>
<i>Increase/(decrease) over 2012 budget</i>					<b>11,047</b>



<b>Diocesan Outreach</b>	<b>2012 total budget</b>	<b>2013 salary &amp; benefits</b>	<b>2013 fixed expense</b>	<b>2013 discretionary</b>	<b>2013 total budget</b>	<b>Comments</b>
Millennium Project	26,971		28,139		28,139	.7% of diocesan revenue
Haiti Music Program	22,500				-	To be covered by Millennium Project budget
Intentional Communities - Intentional	10,000			20,000	20,000	Increase to compensate in part for end of grant
Hearst St. Tax & Maintenance	10,000		10,000	-	10,000	
<b>Total Diocese Outreach</b>	<b>69,471</b>		<b>38,139</b>	<b>20,000</b>	<b>58,139</b>	

<b>Outside Diocese Support</b>	<b>2012 total budget</b>	<b>2013 salary &amp; benefits</b>	<b>2013 fixed expense</b>	<b>2013 discretionary</b>	<b>2013 total budget</b>
Episcopal Church Apportionment	690,000			680,000	680,000
Provincial Assessment	21,000			21,000	21,000
<b>Total Outside Support</b>	<b>711,000</b>		-	<b>701,000</b>	<b>701,000</b>

## Communications

Total communications costs are increasing by \$81,063 for 2013 with an expanded program to improve awareness, accessibility and transparency to DioCal ministries and services using social networking, mobile apps, on-line collaboration and marketing tools to support congregations and ministry program vitality.

<b>Communications</b>	<b>2012 total budget</b>	<b>2013 salary &amp; benefits</b>	<b>2013 fixed expense</b>	<b>2013 discretionary</b>	<b>2013 total budget</b>	<b>Comments</b>
Communications Minister	89,466	90,000			90,000	\$90K was budgeted. Actual salary of new communications minister is \$68K.
Benefits	18,213	20,034			20,034	
Communications Assistant (Part-time)	48,742	50,204			50,204	
Benefits	11,579	12,737			12,737	
Database assistant (part-time)	25,000	-			-	
Benefits	1,412	-			-	
Communications Expenses	19,000			19,000	19,000	
Communications Program	14,000			84,000	84,000	Increase \$70,000 for marketing
Social Networking/CRM/Database				14,500	14,500	NEW
Computer Training	1,000			1,000	1,000	
Computer Equipment	3,000			6,000	6,000	
Computer Maintenance Contract	45,000		60,000	-	60,000	Outsourced IT service is \$5K per month
Travel & Entertainment	3,000			3,000	3,000	
<b>Total Communications</b>	<b>279,412</b>	<b>172,975</b>	<b>60,000</b>	<b>127,500</b>	<b>360,475</b>	
<i>Increase/(decrease) over 2012 budget</i>					<b>81,063</b>	





## Church Vitality & Development

The 2013 budget proposes spending \$150,000 in newly raised revenue from fundraising and development to enhance church vitality. These funds will be spent only if raised. We seek to open the doors of the church in a real and virtual sense to expand participation, encourage area ministry, and support congregation programs in membership, attendance and pledging to secure the long term financial foundation of the church.

- **Add full-time Diocesan Development Officer** to grow the DioCal Endowment and fund DioCal programs and Church Vitality Initiatives across congregations to make it easier for the community to support the work of the church.
- **Hire replacement Planned Giving Officer** position now held by The Rev. Richard Schaper (who is retiring) to continue support for planned giving.
- **Raise New Revenue for a Congregational Growth & Innovation Fund** to provide matching funds to congregations to encourage innovation and growth, support successful congregations grow larger and faster, and promote collaboration between congregations and clergy on new program initiatives.
- **Measure What's Working.** The Executive Council is developing an appreciative inquiry process to measure the effectiveness of Diocesan programs and other performance metrics to achieve our Beloved Community goals and strategies.

Development & Planned Giving	2012 total budget	2013 salary & benefits	2013 fixed expense	2013 discretionary	2013 total budget	Comments
New development hire shared 75/25 with Episcopal Charities	-	85,000			85,000	\$85K was budgeted; actual diocesan share of salary is \$70K.
Benefits	-	28,050			28,050	
Gift planning officer (new)	-	85,000			85,000	Richard Schaper replacement starting 1/1/13
Benefits	-	28,050			28,050	
Gift planning officer (retiring)	103,343	34,000			34,000	Assumes Richard retires end of 2012 and consults in 2013 to train replacement.
Benefits for gift planning offic	49,671				-	
Planned Giving Assistant	33,243	45,000			45,000	moving to full time position in 2013 to support two officers
Benefits planned giving assistant		14,850			14,850	
Travel & Entertainment	3,800			3,800	3,800	
Prog. Expenses - Development	-			25,000	25,000	Development program expenses
Prog. Expenses-Planned Giving	32,000			20,000	20,000	Planned giving expenses
<b>Total Planned Giving</b>	<b>222,057</b>	<b>319,950</b>	-	<b>48,800</b>	<b>368,750</b>	
<i>Increase/(decrease) over 2012 budget</i>					<b>146,693</b>	



## Finance & Administration

The business office of the Diocese manages payroll and benefits for over 400 diocesan clergy and lay staff, two endowments, diocesan real estate holdings, and the diocesan line of credit, and provides general support to congregations, ministries, and other institutions. Finance costs are down reflecting lower staffing costs as Jim Forsyth time scales down. Administration costs are down reflecting a change in policy on retired clergy medical premiums as retirees will have two instead of four subsidized Medicare supplement plans from which to choose.

<b>Finance</b>	<b>2012 total budget</b>	2013 salary & benefits	2013 fixed expense	2013 discretionary	<b>2013 total budget</b>
CFO Compensation	100,000	103,000			103,000
CFO Emeritus	40,000	25,000			25,000
Payroll & Benefits Coordinator	53,992	55,612			55,612
Accounting Manager	50,000	51,500			51,500
Accounting Consultant-Liz	11,952	-			-
Treasurer's Office Benefits	71,854	79,039			79,039
Bank & Payroll Fees	50,000		50,000		50,000
Outside Services	23,000		23,000		23,000
Travel & Entertainment	6,000			7,000	7,000
Miscellaneous	4,000			5,000	5,000
Audit of Diocese	60,000		60,000		60,000
<b>Total Treasurer's Office</b>	<b>470,798</b>	<b>314,151</b>	<b>133,000</b>	<b>12,000</b>	<b>459,151</b>
<i>Increase/(decrease) over 2012 budget</i>					<b>(11,647)</b>

<b>Administration</b>	<b>2012 total budget</b>	2013 salary & benefits	2013 fixed expense	2013 discretionary	<b>2013 total budget</b>	Comments
Temporary Assistants	10,000	-			-	
Medical Premiums Retired Clergy	106,500			23,402	23,402	reflects new policy of subsidizing two instead of four Medicare supplemental plans
Chancellor's Fees	92,700		92,700		92,700	
Building Maintenance	30,000		30,000		30,000	
Telephone	12,500		12,500		12,500	
Utilities	18,000		18,000		18,000	
Supplies Office	19,000		19,000		19,000	
Postage	24,000		20,000		20,000	
Convention & Journal	15,000		15,000		15,000	
Insurance	65,000		65,000		65,000	
Real Estate Expense-Brentwood	16,000		16,000		16,000	
<b>Total Administration</b>	<b>408,700</b>	<b>-</b>	<b>288,200</b>	<b>23,402</b>	<b>311,602</b>	
<i>Increase/(decrease) over 2012 budget</i>					<b>(97,098)</b>	

## Feedback is Welcome

We welcome your feedback and suggestions directly from each of the deaneries at your meetings or from congregations across the Diocese. Or you may contact any member of the Executive Council of the Diocese listed on the DioCal web site. [www.diocal.org](http://www.diocal.org)

## Growing the Living Body of Christ

Collaboration Ministry is Prayerful Work in the Vineyard

