



2016 Narrative Budget

Presented to the 2015 Convention of the Diocese of New York
By the Budget Committee of the Diocese of New York

INTRODUCTION

This Narrative Budget is designed to be read as a companion to the 2016 Proposed Budget. The Narrative Budget offers detail about the individual lines in the Budget Spreadsheet. In Section 1, Executive Summary, we look at the current year (2015) and all major changes from the 2015 approved budget are discussed. In Section 2, Income, detail is offered for every income line in the budget. In Section 3, Disbursements, detail is offered for every expense, office, program, grant, and mission. In Section 4, Budget Process, we explain the timeline of the Budget Committee and the processes whereby requests for increases and decreases are reviewed for the budget. Where applicable, the assigned staff member(s) and/or commission/committee for each program, mission, or office is included.

If you have questions or concerns that require a more detailed explanation of a specific office or program, please contact the appropriate staff member, commission/committee chair, or the Chair of the Budget Committee.

The Budget Committee was appointed by the Right Reverend Andrew M. L. Dietsche to provide a budget for 2016. Members of the Committee:

Sister Faith Margaret, CHS, *Treasurer of the Diocese of New York*

Ms. Jeanette Jones

The Rev. Kathleen Liles

The Rev. Margaret Sullivan

The Rev. Matthew Mead, *Chair of the Budget Committee*

Ms. Marsha Ra

Mr. Tom VanWort

Staff assigned to support the Committee:

Canon Michael McPherson, *Interim CFO*

Mr. Roger Acuzar, *Controller*

The full Budget Committee met (members could call in or attend in person in the CFO's office) on May 7, June 3, June 17, July 15, July 29, August 12, August 19, and August 26; our June 3 meeting included a two hour meeting with Bishop Dietsche. Between meetings the Committee corresponded by email. Additionally, the Chair, Treasurer, and CFO meet regularly throughout the year. We are very grateful to the time and energy that Canon McPherson and Mr. Acuzar, the staff members who were assigned to assist the Committee, put in working with the Committee this summer.

We give thanks for the life and Christian witness of our friend and colleague, the Rev. Keith Johnson, who served with distinction on the Budget Committee for the last two years.



SECTION 1: EXECUTIVE SUMMARY

INTRODUCTION OF EXECUTIVE SUMMARY

This executive summary will examine Income and Disbursements budgeted for 2016, moving line by line through the budget.

Note: the format of the budget underwent a major revision this year. This reformatting coincided with shifting support staff roles and reallocation of funding for numerous offices. The result is twofold: 1) how the diocese budgets its money should be much clearer moving forward; 2) numerous lines covering diocesan offices and administration increased or decreased due to reallocation of funding: such instances will be pointed out in this executive summary.

INCOME

All income sources are listed on the summary page of the budget spreadsheet.

INCOME – NET ASSESSMENTS

For this budget we have displayed Gross Assessments, Projected Unpaid Assessments, and Net Assessments. Thus: Gross Assessments + (Projected Unpaid Assessments) = Net Assessments.

For 2016 we project an increase of \$883,800 in Gross Assessments. The significant increase is due primarily to three of our largest parishes. One is moving to payment of full its assessment in 2016. The other two which are the two highest assessed parishes each increased by 12.5% (the largest possible increase of an assessment).

We are projecting unpaid assessments of \$1,886,500. This amount is approximately 18.4% of gross assessments, which is an improvement over the projected 20.9% for 2015. A significant portion of this amount is due to the fact that several of the largest assessment congregations are not paying their full assessment contributions. As reported above, one of the congregations that had previously been in this group has committed to paying its full assessment in 2016. The others remain in regular dialogue with the Adjustment Board, the Bishop, and the Interim CFO. As of December 31, 2014, total Assessment arrears are \$5,086,187.20.

INCOME – CONGREGATIONAL SUPPORT PLAN CONTRIBUTIONS & PROJECTED UNPAID CSP CONTRIBUTIONS

For this budget we have displayed Gross CSP Contributions, Projected Unpaid CSP Contributions, and Net CSP Contributions. Thus: Gross CSP Contributions + (Projected Unpaid CSP Contributions) = Net CSP Contributions.

We project that approximately 20% of our CSP Contributions will not come in 2016. The Diocese is addressing this ongoing reality by finding more appropriate ways of supporting congregations that might be called strategic missions. As of December 31, 2014, total CSP arrears are \$715,177.

INCOME – ALLOCATION FROM INVESTMENT INCOME & RENTAL INCOME

Allocation from Investment Income represents the income from investments controlled by the diocese. The projected increase is due to increased principal (the diocese sold a property in February of 2015).

INCOME – CONTRIBUTION TO GENERAL ENDOWMENT (TRINITY CAP)



The Canons of the Diocese of New York state: “If the apportioned share of any congregation shall exceed 25% of the total unified budget of Diocesan expenditures in any one budget year, the excess shall be applied to the Diocesan General Endowment Fund.” (Canon 18.2.2). This is commonly referred to as the “Trinity Cap” since the assessment of Trinity Church, Wall Street, has from time to time exceeded ¼ of the total unified budget of the diocese for a given year. The last time this happened was in 2002. All money above the cap is added to the General Endowment of the Diocese of New York. In 2016 we project that Trinity Church will be \$368,000 above the cap, and that same amount of Trinity’s assessment will be added to the general endowment of the Diocese. It is less likely that the cap will be triggered in coming years if every congregation pays its full/appealed assessment.

INCOME – TRUST INCOME

Trust Income represents income the diocese receives from Trusts not under the control of the diocese – nearly all of them are controlled by the Trustees of Estate and Property (aka DIT).

INCOME – FEE INCOME

This is the income from a variety of fees, for example: Payroll processing, income from the Cathedral (while we pay the Cathedral for being on the Close, they pay us some money for providing services such as the Mail room, etc.) etc. Fee income from Diocesan Convention is listed as a negative expense below the expense line for Diocesan Convention (see Schedule I).

INCOME – TRANSFER FROM DIOCESAN RESERVES

These reserves are NOT part of the General Endowment. They exist to cover projected and unexpected shortages, and they are built up when there is an end of year cash surplus. Our 2015 projections estimate a deficit of \$410,900. This is about \$136,950 more than we anticipated, though \$90,000 of that is from a staff position that was announced at Convention in 2015, after the budget had been prepared. The 2016 budget projects a deficit of \$283,700 which will be made up with an equal draw from reserves. The decision once again to draw down on reserves was not an easy one. The continued drawdown from reserves, like the triggering of the Trinity Cap, is directly related to the fact that our Assessment and CSP Contributions are underpaid. As of December 31, 2014, \$4,894,923 remains in the reserves.

INCOME – TOTAL OPERATING INCOME

Overall, income is expected to increase in 2016 by \$557,300 over our projections for 2015. For additional, expanded detail on all income see Section 2 below.



DISBURSEMENTS

Disbursement summaries are listed on the summary page of the budget spreadsheet. This Executive Summary will examine individual lines as needed, beginning with Schedule A.

A note about health insurance increases: The 2015 budget included a single line estimating combined health insurance increases, while for 2015 projections that amount is disbursed across all lines that include staff members.

SCHEDULE A: Canonical Requirements of a Diocese in The Episcopal Church

In 2016 we have budgeted \$901,000 to **The Episcopate & Support**. Details are below.

- **Line 10: Assessment to The Episcopal Church**
 - General Convention lowered the percentage that each Diocese is required to pay to the Episcopal Church; the percentage will be decreased on a sliding scale from 19% to 17.5% to 15%. Dioceses that are already paying more than 15% are granted permission to “hold where they are and then to join in the step-wise reduction”. We are currently paying more than 15% thus we will hold where we are and will be paying our full assessment to TEC for the first time since 2009.
- **Line 12: Assessment to Province II**
 - Our assessment to Province II decreased and has been budgeted accordingly.

SCHEDULE B: The Episcopate & Support

In 2016 we have budgeted \$1,598,400 to **The Episcopate & Support**. Details are below. Unless otherwise noted, small increases are related to healthcare insurance.

- **Line 13: Assistant Bishop**
 - This is a new line. We have budgeted \$125,000 for a new Assistant Bishop with an anticipated start date of April or May.
- **Line 15: Bishop's Office Expenses**
 - Office expenses for all three Bishops are included in this line. The increase reflects an addition of \$69,500 projected for 2015 and \$35,000 added expense with an assistant bishop.
- **Line 17: Reserve for Discretionary Fund-Hospitality**
 - This line has not been increased in many years; it is budgeted with a \$4000 increase for 2016.
- **Line 19: Shared Travel**
 - This line was increased to reflect the reality that both the Bishop of New York and the Bishop Suffragan are “in demand” around the Episcopal Church and the Anglican Communion. In 2015 it is estimated to be \$80,000. We have added an additional \$15,000 (a total increase of \$55,000 from the 2015 Budget) to cover an assistant bishop.



- **Line 21: Canon of the Ordinary**

- This line is projected to be approximately \$19,200 over budget for 2015 due to increased travel and expenses for the office of Canon to the Ordinary.

SCHEDULE C: Staff & Support for Ministries & Congregations

In 2016 we have budgeted \$1,383,000 to **Staff & Support for Ministries & Congregations**. The Projections for 2015 are \$85,440 over budget. The bulk of the increase is due to the **Latino\Hispanic Missioner Coordinator** which was not budgeted in 2015 because the position was announced at the 2014 Convention. An additional increase of \$30,000 is budgeted for 2016. Variances in the offices shown in Schedule C are due to shifting roles of support staff and how office expenses and travel are allocated.

SCHEDULE D – Funding for Leadership in Missions & Congregations

In 2016 we have budgeted \$2,461,500 to **Funding for Leadership in Missions & Congregations**. The Projections for 2015 are \$97,750 under budget, and we have lowered the budget by \$2,250 for 2016.

Details are below.

- **Line 10: Assistance Provided to CSP Congregations**

- This line was \$25,000 under budget in 2015. The CSP Committee expects the line to increase in 2016 by \$38,300 over the 2015 budget.

- **Line 12: The Harlem Initiative**

- The sudden death of the rector of Saint Phillip's Church in Harlem meant that Saint Phillip's second priest was supported by the parish rather than the diocese for most of 2015. The line was \$25,000 under budget in 2015. This line is decreased an additional \$25,000 in 2016.

- **Line 14: Regional Pastorate Initiative**

- This line is over budget by \$30,000 in 2015 because the congregations involved in the pastorates have not financially supported the pastorates as expected. The budget is increased an additional \$47,000 in 2016 to address this reality. The program is not expected to expand until the financial issues have been resolved.

- **Line 16: Growth & Transitional Support**

- This line is under budget by \$14,000 in 2015. It is decreased for 2016 by an additional \$43,000. The support for 2016 is for ½ year only due to retirement.

- **Line 18: Hispanic Compensation**

- This line is under budget by \$60,000 in 2015 due to personnel and employment status changes. The 2016 budget reflects the continuing changes and is budgeted \$6,800 lower than the 2015 budget.

- **Line 20: Campus Ministry**

- This line is under budget by \$3,750 in 2015 due to personnel and employment status changes. The 2016 budget takes those ongoing changes into account.



SCHEDULE E – Grants & Programs For Congregations

In 2016 we have budgeted \$535,000 to **Grants & Programs For Congregations**. The Projections for 2015 are \$17,000 over budget. We have increased the budget for 2016 by \$35,000. Details are below.

- **Line 20: Christian Formation Commission Programs**
 - No money was budgeted for Commission programs and activities when the position of Canon for Christian Formation was removed in 2015. For 2016 we have budgeted \$10,000 which was requested by the Commission.
- **Line 26: Property Support Grants**
 - The Property Support grants have not been increased in many years. An increase of \$25,000 will support more capital projects around the diocese.
- **Line 28: Hispanic Ministries Grants**
 - We anticipate that this line will not be over budget in 2016.

SCHEDULE F – Diocesan Ministry & Outreach Programs

In 2016 we have budgeted \$366,500 to **Diocesan Ministry & Outreach Programs**. The Projections for 2015 are \$5,700 under budget. We have increased the budget for 2016 by \$21,000. Details are below.

- **Line 12: Ecumenical & Interfaith Commission**
 - The Commission has been using less money in recent years. Reflecting this we have reduced their budget by \$4,000.
- **Line 16: Episcopal Asian Ministries**
 - This is a new line budgeted for \$15,000 in 2016. It supports programs and funding for Asia-America Ministry, Korean church plant, and Metropolitan Japanese Ministry.
- **Line 22: Sustainable Development Goals**
 - This is a new line item to clarify our support of the Sustainable Development Goals (General Convention in 2015 recommended 0.7% as an appropriate amount of each diocesan budget). In past years the Social Concerns Commission helped support the Millennium Development Goal, but that has fallen out their purview recently.

SCHEDULE G – Diocesan Administration

In 2016 we have budgeted \$2,397,900 to **Diocesan Administration**. The Projections for 2015 are \$72,100 over budget. The 2016 budget is \$4,600 lower than the 2015 estimates. Variances across all administrative offices are due to shifting roles of support staff and how office expenses, fixed obligations, and overhead are allocated. Overall, increases are due primarily to healthcare expenses and staff transitions.

SCHEDULE H – Communications & Archives



In 2016 we have budgeted \$370,700 to **Communications & Archives**. The Projections for 2015 are \$100 over budget. The 2016 budget increases the budget by \$25,800. The increase is due to shifting personnel roles and budgetary allocation of support staff.

SCHEDULE I – Diocesan Convention Costs and Meetings

In 2016 we have budgeted \$127,500 to **Diocesan Convention Costs and Meetings**. The Projections for 2015 are \$7,600 under budget. The 2016 budget increases the budget by \$92,400. Details are below.

- **Line 10: Journal and Directory**
 - The Journal and Directory are now published online at no expense.
- **Line 12/Line 14: Diocesan Convention**
 - In 2016 we have budgeted for a two day Diocesan convention.
- **Line 16: Council/Convention Meetings**
 - Expenses for meetings in 2015 have been below budget. Accordingly, the Budget is decreased by \$2,500 in 2016.

CONCLUSION OF EXECUTIVE SUMMARY

The 2016 Budget is a financially sound budget:

- The percentage of assessment dollars that we expect to receive in 2016 increased from approximately 79% to approximately 82%.
- A similar draw on Diocesan Reserves is budgeted.
- Though the Trinity Cap was triggered, the money we are drawing from reserves is more than made up for by the Cap amount being invested in our General Endowment.
- A greatly needed Assistant Bishop has been budgeted to support and serve our nearly 200 congregations.
- As predicted in 2015 the EDNY Contribution to TEC/ECUSA has reached full payment of our Assessment to The Episcopal Church.
- The internal restructuring of staff and allocation of funding for offices and administration has made it clearer where our money is being spent.
- The majority of existing offices, programs, grants, and ministries are budgeted for 2016 at the levels projected for 2015, and certain grants and Commissions received increased funding.
- A Provision for Medical Expense increases has been included in the 2016 budget.



SECTION 2: NARRATIVE DETAIL FOR INCOME

Assessments and Projected Unpaid Assessments

These two lines are to be understood together. The first line (Assessments) is the full amount assessed or modified by the Adjustment Board. The second line (Projected Unpaid Assessments) is the total amount the diocese does not expect to receive; this is a negative line item and reflects a bad debt expense. If every congregation paid its full/appealed assessment, then this bad debt expense would disappear. We project that approximately 18.4% of the amount assessed will not be paid in 2016.

About Assessments

The Diocese of New York does not have voluntary assessments. The Congregation's Apportioned Share (see Canon 18, Section 1.2, of the Canons of the Diocese of New York) is commonly called an assessment. The assessments of the Diocese of New York make up the vast majority of the income for each year's annual budget.

The assessment which is calculated for each congregation is based on a formula agreed upon by resolution of Diocesan Convention and set forth in the Canons of the Diocese of New York and applied to that congregation's average Normal Operating Income (as defined in Canon 18, Section 2.3, of the Canons of the Diocese of New York) for the last two years. According to Canon 18, Section 2.1, of the Canons of the Diocese of New York, the Apportionment Formula for assessment is:

- 4% of income from \$1 to \$50,000, plus
- 10% of income from \$50,000 to \$200,000, plus
- 15% of income from \$200,000 to \$500,000, plus
- 20% of all income above \$500,000

The Trustees are authorized from time to time to increase the dollar amounts that divide the brackets in the above formula to take into account inflation in the cost of the major items making up the budgets of congregations in the Diocese of New York. Payments of assessments are due quarterly.

Any congregation may appeal its assessment to the Adjustment Board, a Committee of the Diocesan Board of Trustees (see Canon 18, Section 1.3, of the Canons of the Diocese of New York); the Adjustment Board will affirm or adjust a congregation's assessment at a requested hearing. Any congregation may appeal the Adjustment Board's decision to the Trustees. ***Paid adjusted assessments are considered fully paid for the purposes of this budget report*** (any arrangements regarding arrears are between an individual congregation and the controller's office).

About Projected Unpaid Assessments

Since 2008 the Diocese of New York has had an ongoing non-payment issue from a number of congregations. The total dollar amount of unpaid assessments is about 18.4% of what is actually assessed, which is an improvement over last year when unpaid assessments are projected to be about 20.9%. To put that into some perspective, unpaid assessments totaled about 5% prior to 2008. The effects of this are fourfold. First, the Diocese of New York has been effectively operating at 80%, and programs that benefit the congregations and mission of the Diocese of New York are underfunded across the board. Second, as of December 31, 2014 a total of \$5,086,187.20 in arrears is owed to the Diocese of New York; this money would be used to replenish and build up the reserves we have dipped into since 2008. Third, this year we triggered the Trinity Cap, which would not have been triggered if every



congregation paid its full assessment. Finally, there is a growing concern that some congregations are not facing reasonable and canonical consequences for non-payment.

Consequences for non-payment are determined by resolution of Convention and set forth in detail in Canon 18, Section 4, of the Canons of the Diocese of New York. An excerpt from Section 4: “The Secretary of Convention shall report each congregation that has not paid in full its apportioned share for the budget year to the Convention in the year following the budget year. Any congregation that has not paid its full apportioned share for one budget year shall be denied any lay vote in Convention and any congregation that has not paid its full apportioned share for two budget years (whether or not consecutive) shall no longer have the right to send lay delegates to the Convention, until its unpaid apportioned shares shall have been paid in full...” Note that the canon continues and prescribes other, more severe consequences for continued non-payment.

Congregational Support Plan Contributions and Projected Unpaid CSP Contributions

These two lines are to be understood together. The first line (Congregational Support Plan Contributions) is the full amount “assessed” to CSP congregations. The second line (Projected Unpaid CSP Contributions) is the amount the diocese does not expect to receive; this is a negative line item and reflects a bad debt expense. If every CSP congregation paid its full contribution, then this bad debt expense would disappear. About 32% of the amount assessed is not being paid.

About the Congregational Support Plan

Since its inception, the Congregational Support Plan (see Canon 18, Section 3, of the Canons of the Diocese of New York) has helped to provide clergy for a number of congregations in the Diocese of New York. Congregations in the Plan receive money from the Diocese to help pay the salary and benefits of their priest. Congregations in the Plan do not pay an Apportioned Share or assessment, but they are expected to pay into the Plan 50% of their Normal Operating Income.

The financial viability, reach, and overall effectiveness of the CSP model have diminished drastically in recent years and it has gradually been replaced by more effective methods of supporting strategic congregations and missions in the Diocese of New York. A total of 64 congregations have been in the CSP since its inception. Since 2009, the number of congregations being supported by the plan has decreased sharply: 52 congregations as of January 1, 2009; 40 congregations as of January 1, 2010; 36 Congregations as of January 1, 2011; 31 Congregations as of January 1, 2012; 28 Congregations as of January 1, 2013; 27 Congregations as of January 1, 2014. 27 Congregations as of January 1, 2015. In that time numerous regional pastoral ministries have arisen which better meet the needs that our congregations and missions face in the second decade of the 21st century. Paralleling that, net income from CSP congregations was about \$1,000,000 more in 2009 than it was in 2015.

Allocation from Investment Income

The diocese has an unrestricted investment portfolio of approximately \$17 million at December 31, 2014. A draw down from a portion of these funds, based on the guideline of 4.5% of the 3 year moving average principle, is included in the diocesan budget.

The remainder of the investment portfolio consists of restricted or dedicated funds, meaning that money from those funds can only be used in certain ways. This income is not the purview of the Budget Committee and is not included in the budget. Annual audits which include income and expenses related



to the Convention Budget and also income and expenses related to all non-budget restricted funds are available on the diocesan website or upon request from the controller's office.

In 2015 a property owned by the diocese (the "108th Street property" – see "Rental Income" below for more information) was sold for \$11,700,000. This money was invested into the unrestricted endowment of the diocese, and is not reflected in \$17,000,000 noted above.

The sale increased the diocese investment portfolio and allowed for an increased draw of \$555,000 in 2015 (this was offset by a decrease in rental income of approximately \$500,000).

Rental Income

The diocese formerly owned a property on 108th street which had been rented for an approximate annual income of \$500,000. This property has been sold and the line has been zeroed out.

Trust Income

Trust Income represents income the diocese receives from Trusts not under the control of the diocese – nearly all of them are controlled by the Trustees of Estate and Property (aka DIT).

Fee Income

This is the income from a variety of fees, for example: Payroll processing, income from the Cathedral (while the Diocese pays the Cathedral for being on the Close, the Cathedral pays the Diocese some money for providing services such as the Mail room, etc.) etc. Fee income from Diocesan Convention is not listed here. Fee income from Diocesan Convention is listed on Schedule I.

Transfer from Diocesan Reserves

The Diocese has an unrestricted reserve account. When there is a surplus, the reserves are built up. When there is a deficit, the deficit is drawn from the reserves. Paid arrears normally go into these reserves. As of December 31, 2014, \$4,894,923 remains in the reserves.

SECTION 3: NARRATIVE DETAIL FOR DISBURSEMENTS

CANONICAL REQUIREMENTS OF A DIOCESE IN THE EPISCOPAL EPISCOPAL CHURCH

Assessment to The Episcopal Church

As the congregations in the Diocese of New York have canonically agreed to support the Diocese through each congregation's apportioned share, so too the Dioceses have agreed to support The Episcopal Church. The Episcopal Church passes a three year budget at each General Convention and includes a formula for calculating the financial obligation of each diocese for those three years.

In 2015 the General Convention modified the nomenclature and percentage of this obligation. Formerly, each diocese was assigned an "Asking" of about 20% of its operating budget. Now, each diocese is assigned a mandatory Assessment, and the percentage of its operating budget will be scaled down each year (18% in 2016; 16.5% in 2017; 15% in 2018).



NOTE: The formula is more complicated than a simple percentage: there are exceptions, averages of years, a lag time, and a number of different variables that complicate how each diocese's operating budget is calculated, and the asking is the agreed on percentage of that final calculated amount. The formula operates on a two year lag (for example, the 2016 assessment is based on 2014 numbers), and there is and has historically been no mechanism for appealing an Asking or an Assessment to The Episcopal Church. This means that The Episcopal Church, unlike the Diocese of New York, assumes a far greater amount of financial stability on the part of those it assesses than reality sometimes allows.

In 2015 the Diocese of New York paid an Asking to TEC of approximately 16.5%. Directions were provided by General Convention so that a diocese in our position was not required to "scale up" only to scale back down (emphasis added to portions relevant for our diocese):

The new 15% rate will be achieved by reducing the Asking/assessment in a step-wise fashion: 18% in 2016, 16.5% in 2017 and 15% in 2018. Dioceses currently giving below 19%, but above 15%, are asked to hold where they are and then to join in the step-wise reduction.

Source: http://www.episcopalchurch.org/files/documents/201618_gc_adopted_budget_book_modified_07272015.pdf

Because the Diocese of New York paid approximately 16.5% in 2015, we will remain at 16.5% in 2016 and 2017, and drop to 15% in 2018. We are happy to announce that this means in 2016 we have budgeted payment of our entire assessment to the Episcopal Church.

Assessment to Province II

This line helps cover expenses associated with the work of Province II. The figure is determined by a formula. We are budgeting 100% of our assessment to our Province. The purpose and mission of Province II, the International Atlantic Province, is to foster and support the Church's mission and ministry in a regional coalition of the Dioceses in the States of New York and New Jersey, Haiti and the Virgin Islands, and the Convocation of Episcopal Churches in Europe, by providing regular channels and systems of communication, promotion, support, education and fellowship.

Reserve for Deputies to General Convention

This figure represents the annual contribution to a reserve fund which pays the expenses of our deputation (in 2015 all deputies and two clergy alternates and two lay alternates were sent) to General Convention. In order to make election to the deputation available to anyone in the diocese, it is important to provide funding for travel to and from the Convention city, as well as lodging and meals when Convention is in session.

Reserve for Delegates to Provincial Synod

This line covers travel, meals, and lodging for our delegates to Provincial Synod.

Reserve for Future Episcopal Elections

No single year Assessment Budget could bear the cost of a search for a new bishop. Each year's budget makes a contribution to build up an adequate reserve. This fund covers the cost of surveys, Search Committee expenses and travel, as well as travel and hosting of the final candidates, as well as the liturgical and practical expenses of the bishop's ordination and installation.

Reserve for Lambeth



This reserve fund is maintained to pay travel, lodging, and meals for all of our bishops who attend Lambeth Conferences.

THE EPISCOPATE & SUPPORT

Bishop Dietsche: Bishop of New York

The Right Reverend Andrew M. L. Dietsche, Bishop of New York

Bishop Dietsche serves as the Ordinary and chief pastor of the Diocese of New York, and represents the Diocese in the national and international arenas. He hires and oversees the work of diocesan staff and presides over the process for candidates to ordained ministry, as well as the calling of clergy to serve the nearly 200 congregations of the diocese. The Bishop is in a different congregation in the diocese on an official visitation nearly every Sunday. Expenses for this line include compensation and benefits for Bishop Dietsche.



Bishop Shin: Bishop Suffragan

The Right Reverend Allen K. Shin, Suffragan Bishop of New York

Bishop Shin serves as the Bishop Suffragan of the Diocese of New York, and represents the Diocese in the national and international arenas. Almost every Sunday the Suffragan, like the Diocesan, is in a different church in the Diocese on official visitation. The Bishop Suffragan, working with diocesan staff and parish clergy and lay leaders, has oversight responsibility for the coordination of ministries to young adults and college chaplaincies, and the development of a vision for our outreach to and shared ministry with young adults in the church and across our communities. The Suffragan also carries the oversight responsibility for congregational development in the diocese. As the structures of diocesan and parish ministries evolve, the Suffragan will be given particular oversight of the structures for the support of parishes, resources for vestry leadership, stewardship and evangelism, and the development of lay ministries. Expenses for this line include compensation and benefits for Bishop Shin.

Assistant Bishop

The Assistant Bishop is appointed by the Diocesan Bishop. While there has been no Assistant Bishop in the Diocese of New York since mid-2014, the Bishop intends to hire an Assistant Bishop in 2016.

Bishop's Office, Bishop Suffragan's Office, Assistant Bishop's Office

These lines in the budget are associated with the immediate staff support and clerical assistance for the Bishops, the Canon to the Ordinary, and their offices. The offices keep the Bishops' calendar for both Diocesan and extra-diocesan events, handle the registration of confirmands and ordinands, maintain the database that keeps track of clergy, parishes and lay leadership, and the licensing of lay ministers, among other duties. Expenses for these lines include compensation and benefits for three full-time assistants and all office expenses.

Reserve for Discretionary Fund-Hospitality

This line allows the Diocesan Bishop to provide hospitality at his discretion. The line sets aside an annual amount that is transferred to a restricted fund that is not part of the Convention Budget.

Shared Travel

In addition to regular travel for Episcopal visitations and other diocesan business, this line also covers travel on behalf of the diocese for meetings of the House of Bishops and other national and international meetings, ordinations, and the Bishops' presence in the public sphere. Expenses for this line include a transportation pool of funds for the Diocesan Bishop, Bishop Suffragan, and Assistant Bishop.

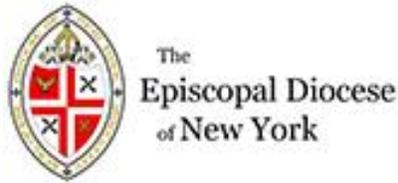
Canon to the Ordinary

The Rev. Wm. Blake Rider, Canon to the Ordinary

The Canon to the Ordinary in the Diocese of New York is a primary assistant to, and a representative of, the Bishop of New York. The Canon to the Ordinary primarily supervises the work of the office of the Bishop, synchronizing various endeavors with the other Bishops and functions much as a "chief of staff" in the supervision, coordination and assistance of the diocesan staff. Response to urgent matters and emergencies are directed by the Canon to the Ordinary, who also serves as the Intake Officer (regarding clergy disciplinary situations) for the Diocese. Various related roles are filled such as draft writer, research, protocol, Canon Law, policy setting and implementation. Additionally, the Canon currently serves as the primary office of contact for the Chancellor and Vice-Chancellors, for all Deacons of the diocese, for the Solitaries [and the discernment process for the Solitary Life] of the diocese, and for items



connected to The Episcopal Church and the Anglican Communion. Expenses for this line include compensation and benefits for a full-time Canon to the Ordinary, travel, and all office expenses.



Canon for Pastoral Care

The Rev. Canon K. Jeanne Person, Canon for Pastoral Care

The Canon for Pastoral Care serves as the Bishop's first line of contact for pastoral concerns relating to diocesan clergy and their families. The ministry includes ongoing pastoral companionship, availability for confidential counseling, ministry in times of crisis such as illness, death or spiritual darkness, chaplaincy in times of alleged clergy misconduct, and referrals for therapists, spiritual directors and other resources for self-care. The Canon for Pastoral Care also assists the Bishop in preparation for sacramental ministry, such as by offering pre-marriage counseling for clergy and meeting with clergy to plan for the Bishop's parish visitations. Programmatically, the Canon for Pastoral Care seeks to develop workshops, retreats, and other opportunities helpful to clergy in their self-care and their own pastoral ministries. Expenses covered by this line include compensation and benefits for a full-time Canon for Pastoral Care, travel, meals and hospitality involving time with clergy, and office expenses.

STAFF & SUPPORT FOR MINISTRIES & CONGREGATIONS

Archdeacon for Mission

The Venerable William C. Parnell, Archdeacon for Mission

The Archdeacon for Mission serves as advisor to, and representative of, the bishops regarding our witness to Christian ethics, mission and outreach. He assists the bishops in the development of strategic mission initiatives within the diocese, including regional partnerships and congregational development/redevelopment, and in focused mission initiatives that honor and celebrate the diversity of our diocese. The Archdeacon serves as the staff contact with the Social Concerns Commission, the Global Mission Commission, the Ecumenical and Interfaith Commission, the various committees that are under the aegis of those bodies, and other responsibilities as assigned. The Archdeacon is the primary representative of the Bishop and Diocese of New York to the various denominations and faiths of New York State and the metropolitan area, host to ecumenical and interfaith visitors to the region, and liaison to city, state and federal officials. The Archdeacon, along with the bishop's office, is a primary contact for the Diocese of New York with The Episcopal Church and the rest of the Anglican Communion. The Archdeacon has been responsible for coordinating the Indaba process which began in 2013. Expenses covered by this line include compensation and benefits for a full-time Archdeacon, travel expenses, office expenses, costs associated with committee meetings, and the consultant who supports global partnerships.

CSP Coordinator & Stewardship Officer

The Rev. Dr. Richard Sloan, Plan Coordinator and Stewardship Officer

The Congregational Support Plan (CSP) Coordinator is the staff member and administrator of the CSP program who serves as the primary connector between the diocese and CSP congregations. The CSP Coordinator provides information to, supports, and assists the CSP Committee and its Chair. The CSP Coordinator advises the bishops regarding CSP congregations and leadership, and assists other diocesan staff in their ministries with CSP congregations. Expenses covered by this line include compensation and benefits for a full-time CSP Coordinator, travel expenses, office expenses, and the costs associated with Committee meetings. The Stewardship Officer consults with congregations and individuals in the Diocese of New York regarding all forms of stewardship, including annual giving, capital campaigns, and planned giving. The Stewardship Officer works with clergy, vestries, and parish stewardship committees. Doctor Sloan also serves as the Episcopal Chaplain for Columbia University.

Canon for Ministry



The Rev. Canon Charles W. Simmons, Canon for Ministry

Mr. Alito Orsini, Liaison, Ministry Office and Transition Ministry Office

The Canon for Ministry works with the Bishop and the Commission on Ministry to assure that the selection and formation of future ordained leadership from within the Diocese meet the requirements and needs of the Church. The Canon for Ministry supports the Bishop in decision-making regarding Nominees (applicants), Postulants, Candidates and the newly ordained. With and on behalf of the Bishop, the Canon for Ministry guides and supports people in discernment for ordination to the priesthood and vocational diaconate, through the time of formation in seminary or the Diaconal Formation Program, and for two years after ordination. The Bishop and/or the Canon for Ministry visit annually with seminarians at their seminaries. The Office of Ministry annually prepares and sends application materials for financial aid grants to Postulants and Candidates, receives completed requests for funding, and the Canon for Ministry and members of the Commission on Ministry determine grants to individual seminarians from endowed funds for that purpose. The Canon for Ministry administers the Diaconal Formation Program, working with its Director. Grants for continuing education for clergy are also administered through this office. Expenses covered by this line include compensation and benefits for a full-time Canon for Ministry, compensation and benefits for a half-time assistant (shared with the Office for Transition Ministry which pays the other half), travel, workshops, Fresh Start Program for the newly ordained and costs for diocesan Discernment Conferences and Ordinations.

Canon for Transition Ministry

The Rev. Canon Deborah Tammearu, Canon for Transition Ministry

Mr. Alito Orsini, Liaison, Ministry Office and Transition Ministry Office

The Canon for Transition Ministry assists congregations searching for ordained leadership, helps oversee every search process, and advises clergy seeking placement. The Canon for Transition Ministry remains in contact with transition officers in other dioceses and manages such matters as background checks, Safe Church workshops, and other elements important to employment in the Diocese of New York. Expenses covered by this line include compensation and benefits for a full-time Canon for Transition Ministry, compensation and benefits for a half-time assistant (shared with the Office for Ministry which pays the other half), travel, workshops, and office expenses.

Canon for Congregational Vitality

The Rev. Canon Altagracia Perez-Bullard, Canon for Congregational Vitality

The Canon for Congregational Vitality supports congregations seeking to change in order to respond to the Gospel imperative as it presents itself in the changing contexts in which they minister. Through leadership development, skill building and planning and implementation of new ministry models, congregations are encouraged in their spiritual growth and equipped to share the Good News of transformative life in Christ Jesus. She provides congregational development leadership for the diocese. Expenses covered by this line include compensation and benefits for a full-time Canon for Congregational Vitality, travel, workshops, and office expenses.

Latino/Hispanic Missioner

The Rev. Yamily Bass-Choate, Latino/Hispanic Missioner

At the 2014 Convention of the Diocese of New York, Bishop Dietsche announced a new staff position dedicated to Latino/Hispanic ministry. The Latino/Hispanic Missioner provides leadership to the areas of Latino Ministries in the Diocese. Expenses covered by this line include compensation and benefits for a full-time Latino/Hispanic Missioner, travel, workshops, and office expenses. The position is funded jointly by the Diocese of New York and Trinity Church, Wall Street.



Property Support Director

Mr. Michael Rebic, Property Support Director

The Property Support Director formulates, implements, and manages the diocesan Property Support program and oversees real property held by the Board of Managers. The Director manages the diocesan grant and loan program, conducts site visits, works with clergy and congregational leadership in planning and implementing projects and identifying funding sources; evaluates grant and loan requests; reviews proposed work; provides technical assistance; develops program initiatives; reviews long-term real property transactions; serves as staff to the Property Support Committee; organizes workshops; assists congregations in the preparation of grant applications; produces technical documents and works cooperatively with outside funding organizations seeking to preserve religious buildings. In addition, the Director oversees diocesan-owned investment properties, works closely with congregations applying to the Standing Committee for real property matters, advises the Bishop and Standing Committee concerning proposed real property transactions requiring diocesan approval and serves as staff liaison to the Diocesan Environmental Committee. Expenses for this line include compensation and benefits for a full-time Director of Property Support, office expenses, travel, mailings, etc.

Mid-Hudson Region

Ms. Val Stelcen, Executive Assistant to the Bishop

The Mid Hudson Regional Office coordinates the workings of the Region and assists in the day to day life of congregations in the Counties of Orange, Sullivan, Ulster, and Dutchess, which includes 59 congregations (including 3 Spanish language congregations). Expenses for this line include compensation and benefits for a full-time Regional Administrator, telephone, office expenses, utilities, mailings, travel reimbursements, meetings, conferences (clergy day, new clergy welcome, lay worship leader training, etc.), and approximately \$15,000 in program money.

FUNDING FOR LEADERSHIP IN MISSIONS & CONGREGATIONS

Assistance Provided to CSP Congregations

The Rev. Michael Phillips, Chair of the Congregational Support Plan Committee

The Rev. Dr. Richard Sloan, Plan Coordinator and Stewardship Officer

This line funds salary and benefits for parish clergy in the Congregational Support Plan (CSP). The CSP includes a number of congregations that are not self supporting. In exchange for clergy compensation Congregational Support Plan congregations are expected to pay 50% of their Normal Operating Income to the Assessment Budget. See *Congregational Support Plan* above in the *Income* section for more information.

The Harlem Initiative

The Bishop's Office

This line funds a clergy presence at several churches in Harlem. In 2014 funding supported priests at two churches in Harlem. In 2015 funding increased to support a third congregation in Harlem. The Harlem Initiative is part of the Bishop's vision to stabilize and build up the Episcopal Church presence in Harlem.

Regional Pastorate Initiative

The Bishop's Office



This line funds clergy presence at two pastorates in the diocese, one in Mount Vernon and one in Sullivan County. The Regional Pastorate Initiative is part of the Bishop's vision to stabilize and build up the Episcopal Church presence in strategic parts of the diocese.

Growth & Transitional Support

The Bishop's Office

Funding from this line is given at the discretion of the Bishop to support congregations that are going through growth transitions. It currently supports a church in Region 2, as it transitions from a half-time clergy presence to a full-time clergy presence.



Hispanic Compensation

Congregational Development Commission

This line funds Hispanic clergy compensation and benefits as determined by the Hispanic Grants Committee, a subcommittee overseen by the Congregational Development Commission. The line has increased most years to reflect a growing concern for Hispanic ministry in the Diocese of New York and also because the benefits (primarily healthcare) it supports have increased each year.

Campus Ministry

The Rev. Caroline Stacey, Chair of the Committee for Campus Ministry

The Right Reverend Allen K. Shin, Bishop Suffragan of New York

The Diocese of New York has chaplains at six campuses within the Diocese of New York. The Committee for Campus Ministry supports the work of the current chaplains, advises the bishops regarding Episcopal ministry to students, faculty and staff of various colleges within diocesan boundaries and serves as a resource about campus ministry for congregations within the diocese. Members of the Committee are appointed by the Bishop and serve three-year terms. The campuses currently being served include:

- Columbia University (in addition to his duties as the Stewardship Office and CSP Coordinator):
The Rev. Dr. Richard Sloan
- Cornell University - Weill Medical College (part-time): The Rev. Curtis W. Hart
- Canterbury Downtown (Canterbury Club at New York University, New School, Cooper Union, Pace University) (full-time): The Rev. Mary Catherine Young
- State University of New York at New Paltz (part time): The Rev. Robin James
- United States Military Academy, West Point (part-time): The Rev. Judy Ferguson
- Vassar College (part-time): The Rev. Jennifer McG. Barrows

Expenses covered by this line provide compensation and benefits for the chaplains and program support.

GRANTS & PROGRAMS FOR CONGREGATIONS

Congregational Development Commission Programs

The Rev. Claire A. Woodley, Chair

The Congregational Development Commission works with the Canon for Congregational Vitality and oversees programs for Congregational Development. This line supports the work and programs offered by the Congregational Development Commission.

Christian Formation Commission Programs

The Rev. Jacob A. Smith, Chair

The Christian Formation Commission works with the Bishop Suffragan and oversees programs for Christian Formation. This line supports the work and programs offered by the Christian Formation Commission.

First Step Grants

Congregational Development Commission

A First Step Grant acts as a catalyst for a congregation that is seriously committed to taking the first substantive steps toward a long-term growth strategy. Funds are awarded to support strategic activities that will result in quantifiable spiritual and numerical growth within congregations. First Step grants are not intended for general operation, on-going program support, or benevolence. Applications are made through the Congregational Development Commission.



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Next Step Grants

Congregational Development Commission

A Next Step Grant is given to support a congregation making the transition from pastoral to program size by providing temporary, partial funding for an assistant clergyperson.

Property Support Grants

Ms. Franny Eberhart, Chair

Mr. Michael Rebic, Property Support Director

Details for 2015 will be available at year's end. In 2014, Property Support awarded 52 grants totaling \$350,000 to 39 congregations throughout the Diocese of New York. Included in this number are sixteen energy grants awarded to assist congregations in lowering utility bills and to undertake approved energy audits and two material grants were made available to congregations whose members were willing to donate volunteer labor to undertake projects pre-approved by Property Support. The remaining grants funded various projects ranging from masonry work, heating systems, roof repair and replacement, asbestos removal, exterior painting, rectory renovations, and stained glass restoration. Also included in the above grants are 18 consulting grants made to congregations enabling them to hire outside expertise to evaluate conditions, help plan and prepare building documents as well as to supervise projects. Two emergency grants were also awarded. In addition to the grant program, the Property Support Office also provided \$540,000 in loans to 9 parishes through the Revolving Loan Fund. As part of its mandate, the Property Support Office conducted site visits to parishes to investigate building-related problems and review proposed projects and provide technical advice. Together with the Chancellor's Office and the Standing Committee, Property Support fielded numerous legal inquiries from parishes regarding questions ranging from the renting of parish properties, tenancy issues, to the sale of property. Property Support also participated in a variety of diocesan-sponsored workshops as well as provided staff support to the diocesan Environmental Committee.

Hispanic Ministries Grants

Congregational Development Commission

The Hispanic Grants Committee, a subcommittee overseen by the Congregational Development Commission, meets to disburse these grants to Spanish-language/cultural congregations within the diocese.

DIOCESAN MINISTRY & OUTREACH PROGRAMS

Ecumenical and Multi-faith Councils Contribution

The Venerable William C. Parnell, Archdeacon for Mission

The Diocese of New York is by charter a member of both the New York State Council of Churches and the Council of Churches of the City of New York, which include other Protestant and Orthodox churches. The Archdeacon represents the Bishop on both the city and state councils. The councils engage in ecumenical dialogue on subjects of common concern and then translate that dialogue into engagement with city and state government on important issues of public policy. The New York State Council of Churches has been an important advocate for economic justice, criminal justice, anti-violence initiatives and environmental stewardship, and the Council is the credentialing body for chaplains in NYS correctional facilities and other state institutions. Our presence on these councils is highly valued. In addition to these bodies, the Archdeacon has in recent months been involved in the creation of a new



multi-faith council of religious leaders for the City of New York. This new organization will share in funding from this line as its formation progresses.



Ecumenical & Interfaith Commission

The Rev. Joseph Campo, Chair

The line item supports meetings with ecumenical and interfaith dialogue partners and councils. The funding also covers travel expenses of the Diocesan Ecumenical and Interfaith Officer, the Rev. Joseph Campo, and participation each spring in the annual meeting of the Episcopal Diocesan Ecumenical and Interfaith Officers (EDEIO). It also pays General Convention mandated dues of \$250 each year from each diocese to EDEIO. The Ecumenical and Interfaith Commission is engaged in fruitful dialogues with the Lutheran (ELCA), Roman Catholic, United Methodists and Eastern Orthodox churches, as well as with the Jewish and Muslim faith traditions.

Global Mission Commission

Ms. Kathi Watts Grossman, Chair

The Global Mission Commission coordinates and encourages our partnerships around the world including Tanzania, India, the Diocese of Jerusalem and the Middle East, Haiti, and the Diocese of London. It works with as our Global Women's Fund (which supports higher education for women) and the Global Hospitality Fund (which assists with welcoming Anglican guests who are visiting our diocese). The Commission also provides support for Young Adult Service Corps interns from the Diocese of New York who serve overseas. The work of the Global Mission Commission is being restructured to form networks for congregations and individuals who are involved (or wish to be involved) in particular regions of the world. The Commission itself will be composed of persons with significant experience in global partnerships, and will focus on training us all to be better mission partners, promoting opportunities for young persons such as the Young Adult Service Corps and Episcopal Service Corps, and raising funds for major grants to our partner dioceses and organizations.

Episcopal Asian Ministries

The Right Reverend Allen K. Shin, Bishop Suffragan of New York

The Global Mission Commission formerly funded Episcopal Asian Ministries. This line was broken out since these ministries are local, rather than global, and covers programs and funding for Asia-America Ministry, Metropolitan Japanese Ministry, and the Korean church plant.

Rural and Migrant Ministry

The Rev. Richard C. Witt, Executive Director

Rural and Migrant Ministry is a multi-faith organization founded by the Diocese of New York and serving rural and migrant people in New York State since 1981 through programs of youth empowerment, education, and accompaniment, and legislative reform. It is an extremely important church organization which works throughout New York State to protect migrant workers. The Rev. Richard Witt, its Executive Director, is recognized as a leader in the area of justice for farm workers, and the organization also had a very important role in education and youth empowerment. In addition to funding support from the Diocese of New York, contributions are made from a variety of religious traditions and represent most regions of the State.

Social Concerns Commission

The Rev. Winnie Varghese, Chair

The Social Concerns Commission includes membership in national and local organizations that promote important social witness by the diocese. Some of the Social Concerns Commission's areas of focus include children's advocacy, anti-racism conversations, study of reparations for slavery, LGBT concerns, protection of the environment, and domestic violence prevention and awareness.



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Sustainable Development Goals

The Venerable William C. Parnell, Archdeacon for Mission

This is a new line item to clarify our support of the Sustainable Development Goals (General Convention in 2015 recommended 0.7% as an appropriate amount of each diocesan budget). This has been funded out of the Social Concerns budget in past years through MDGs in past years.

Christian Formation for Youth and Young Adults

Christian Formation Commission

This line supports the annual Diocesan Summer Youth Conference at Incarnation Camp through scholarships, camp nurse and transportation. It also supports the Episcopal Service Corps in the Diocese of New York. Episcopal Service Corps is a program for young adults, who intern at congregations in the diocese. The program helps them discern their call to their life's work, and it assists them in developing the skills needed for a life of service. The Christian Formation Office also provides seed money to start new internship programs at congregations within the diocese and supports the interns in the form of a year-end stipend.

Support for Episcopal Charities

Ms. Mary Beth Sasso

Episcopal Charities, an independent 501(c)(3) foundation, supported 98 community outreach programs in 2014, in partnership with Episcopal congregations throughout the Diocese of New York. Programs are available to all persons in need regardless of faith or church affiliation. Grants are made to the following types of programs: Feeding, Skills Building, Health & Wellness, Children's Arts, Children's Academic Enrichment and Summer Recreation. These programs address locally identified needs and also serve as ready resources during times of particular urgency ... as they did following 9/11 and Hurricanes Irene and Sandy. In 2014 Episcopal Charities granted nearly nine hundred thousand dollars in funding to strengthen and equip programs to make the greatest possible impact on their communities. Financial support from the diocese is essential to soliciting funds from other sources.

DIOCESAN ADMINISTRATION

Cathedral Cost Sharing & Rent

The Diocese of New York utilizes a number of buildings owned and maintained by the Cathedral of St. John the Divine, including office and meeting spaces as well as a residence for Bishop Dietsche. The diocese pays the cathedral for the use of the space. The Diocese of New York rents parking spaces and one apartment in Diocesan House from the Cathedral of St. John the Divine.

Office services (Compensation)

Canon Michael McPherson, Interim Chief of Finance and Operations

This line includes the basic expenses of operating the Diocesan offices. Expenses for this line include compensation and benefits for a full-time office manager, a full-time assistant to the office manager, and one full-time mail room worker.

Administration (Compensation)

Canon Michael McPherson, Interim Chief of Finance and Operations

This line provides salary and benefits for the persons employed in the necessary administrative tasks in maintaining normal business practices. There are currently eight persons employed in the Administrative



Office who help with the creating of all budgets, accounting services for the diocese and for Episcopal Charities, payroll services, Board of Managers/Trustees support, DIT, and health insurance administration.

Office Expenses

This line covers expenses related to the operation of the Diocesan offices, such as office supplies, license and registration, telephone, postage, shipping, computers, parking, security, etc.

Administration Expenses

This line covers administrative expenses such as Professional Fees, Temporary Help, etc.

IT Expenses

Prior to 2011 IT matters were assigned to a diocesan staff person, but this work is now contracted out to a professional agency, resulting in a cost savings. This line covers our contract for IT services.

Overhead and Fixed Obligations

This line allows for an annual audit, legal fees, new office furniture purchases, fidelity bond for all diocesan congregations, worker's comp of diocesan employees, unemployment insurance, and retiree health insurance.

COMMUNICATIONS & ARCHIVES

Public Affairs & Archives (Compensation)

Mr. Nicholas Richardson, Communications Director & Editor, The Episcopal New Yorker

The Public Affairs department is responsible for the vital job of communicating the programs, activities and policies of the diocese both internally and externally using all available media, including the diocesan website (functionality and updating,) microsites on an as-needed basis (for special events or programs), email (including the regular Online News listings email), social media (Facebook, Twitter, Vimeo), the Episcopal New Yorker (see below), postal mail, and events. The Communications Director also provides communications advice and practical assistance to diocesan staff, commissions and committees; provides and administers free Internet hosting for approximately 50 parishes and other diocesan organizations; provides website templates and basic website setup for all parishes requesting it (currently about 7), and is responsible for handling all press inquiries that come into the diocesan offices.

Mr. Wayne Kempton, Archivist & Historiographer

The archives contain some 2,000 boxes of historical records, including some records for over 400 congregations and all of the original cathedral records. Sacramental records for about 80 congregations, including the cathedral, can also be found there, as well as the personal papers of our bishops and all manner of diocesan business files; legal documents, deeds, some blueprints, and trust fund materials as well. The diocesan archivist also acts as Registrar with respect to keeping the record of Episcopal Acts, like confirmations, the issuance of lay licenses, etc. The preparation of finding aids for this material, its preservation (purchasing archival boxes, photo sleeves and file folders), and the answering of all queries on all manner of church subjects from all manner of people is the responsibility of the archivist. The archivist also visits parishes wishing to consult on the care of their collections, and acts as records custodian for those parishes with special storage needs; that is, where their records may be in danger of being lost or not cared for, especially the sacramental records. Visiting researchers hosted throughout the



year include students, authors, lectors and genealogists. This year the archives has acquired the complete records from two congregations: St. Mary's, Scarborough and Christ Church, Patterson. Much time has been taken this summer working with an intern on the issues that some of our NYC congregations have with the NYC Department of Finance related to their tax-exempt status.

Public Affairs Expenses

This line covers travel, telephone, and other related office expenses to run the Public Affairs Office.

Episcopal New Yorker

The ENY is the newsprint quarterly edition of Diocesan news. This line includes purchase of paper, printing, distribution, writing and editing of the newspaper. Reductions have been realized by publishing fewer editions annually in favor of online news outlets. Further reductions could only come by increasing the number of advertisers.

Web Management

This line covers expenses associated with the hosting, design, updating, and trouble-shooting of the Diocesan website. The diocese also provides free website hosting and email hosting for any congregation that requests either service.

Archives

The budget line is used primarily for the purchase of archival supplies, folders, boxes, photo sleeves, digitization of audio tapes, and some conservation work done on oil paintings owned by the diocese. Computer equipment, including scanners and copiers, environmental controls like air conditioning, and maintenance for them are included in this line. Expenses also include a subscription to a computer back-up service for detachable drives (216 GB worth of material), which do not get backed up by the diocese.

DIOCESAN CONVENTION COSTS AND MEETINGS

Journal and Directory

The Journal and Directory are now available online for no expense.

Diocesan Convention & Diocesan Convention (Fee Income)

Ms. Sara Saavedra, Convention Officer

This line provides for the cost of Diocesan Convention. It also offsets expenses associated with Convention such as security, electronic support, and building use in order to keep delegates' fees as low as possible. Fee income offsets the expense of providing Convention. A two day Convention is more expensive; that expense is offset by more fee income.

Council/Convention Meetings

This line covers the costs of meetings of the Convention Planning Committee, the Standing Committee, the Council of the diocese, and the Commissions and Committees of the Council of the Diocese. Most of the cost is for refreshments, but also covers security for evening and weekend meetings as well as postage and copier charges related to the support of Council and Standing Committee.



PROVISION FOR MEDICAL INSURANCE INCREASES

The budget includes a line representing 10% of the total health insurance cost for the current year for the entire staff and also salaries paid through some grant and support programs (CSP, Initiatives, Hispanic Compensation, etc.).



SECTION 4: BUDGET PROCESS

Timeline

In general, the Budget Committee timeline is as follows:

- End of year
 - The Chair of the Budget Committee is appointed soon after Diocesan Convention.
- February
 - Diocesan Council meets and any requests to the budget may be given to the Chair of the Budget Committee.
- March
 - The Chairs of the Committee of Diocesan Council meet and any requests to the budget may be given to the Chair of the Budget Committee (this step is new and planned for 2016).
- April
 - the Budget Committee is appointed by the Bishop
- May
 - The Budget Committee meets, gets an overview of the current financial picture, all current requests, and sets dates for future meetings.
 - Diocesan Council meets and any requests to the budget may be given to the Chair of the Budget Committee.
- June
 - The Budget Committee meets for an extended meeting with the Bishop of New York.
 - The Budget Committee meets in person every two weeks throughout the summer. Members may call in to meetings if they wish. Correspondence is continued between meetings by email and occasional phone conferences.
- July
 - The Chairs of the Committees of Council meet and any last minute budget requests are suggested to the Budget Committee Chair (this step is new and planned for 2016).
 - The Budget Committee meets in person every two weeks throughout the summer. Members may call in to meetings if they wish. Correspondence is continued between meetings by email and occasional phone conferences.
- August
 - The Budget Committee meets in person every two weeks throughout the summer. Members may call in to meetings if they wish. Correspondence is continued between meetings by email and occasional phone conferences.
 - The budget and narrative are emailed to Diocesan Council two weeks before the September meeting of Council.
- September
 - The budget is presented to Diocesan Council. Council approves the budget (with or without changes) and the Budget Committee incorporates any changes as asked by Council.
 - The final version of the budget and narrative is included in the Calendar of Convention and sent to all Congregation and Delegates no later than 30 days before Convention.
- November
 - The budget is presented to Diocesan Convention and approved (with or without changes) for the coming year.



Committee Makeup

The Budget Committee is not a standing committee in the Diocese of New York. It is newly reappointed every year by the Bishop of New York, who personally appoints the Chair and all members of the Budget Committee. The Budget Committee is, by Diocesan Canon, a Committee of Diocesan Council, and for that reason there are always several members of Council appointed to the Budget Committee, including the Treasurer who is an *ex officio* member of the Diocesan Council and the Budget and Finance Committee. Additionally, at least one Diocesan Trustee is normally appointed to the Committee.

Requests for the Budget

The ideal way that requests are made to the Budget Committee is as follows:

- An individual, group or committee works with a standing Commission or Committee of the Diocese to draft a written request to Diocesan Council.
- At a normal meeting of Diocesan Council (February, May, and September) that Commission or Committee of the Diocese presents the request, in writing, to Council.
- Diocesan Council discusses the request.
- If the request is approved by Diocesan Council, Council formally asks/requires that the Budget Committee consider the request when drafting the budget for the coming year.
- If the Budget Committee is unable to include the request, the Chair reports back to Council at its next regular meeting and explains exactly why the request was not included.

Alternatively requests can be made as follows:

- The Chairs of the Commissions of Diocesan Council meet in July, and last minute requests, ideally in writing, can be made to the Budget Chair at this meeting.
- A specific written request can be emailed at any time of the year to the Chair of the Budget Committee or to the CFO of the Diocese of New York.
- The Bishop of New York personally advocates for your request.
- In all of the above cases, if the Budget Committee is unable to include the request, the Chair reports back to Council at its next regular meeting and explains exactly why the request was not included.

Written requests should include:

- A detailed analysis of the initiative, including to whom and in what ways it will be a benefit.
- The specific dollar amount requested for the initiative.
- Whether or not this is a one-time or ongoing initiative (if it is ongoing, offer a timeline).
- Which staff member or commission/committee has agreed to oversee and offer support for the initiative.
- Whether or not alternative funding is available or will supplement the initiative.
- A request form is available from the Budget Committee Chair, the CFO, and the Treasurer.