

DRAFT
Approved by Diocesan Council
October 9, 2021



THE *Episcopal* CHURCH IN
WEST MISSOURI

2022

Plan For Ministry

New Life — The Episcopal Church in West Missouri



From the Treasurer

It is my privilege to serve as your diocesan treasurer. I am pleased to report that your diocese is in good financial shape. Our long-term investments have grown significantly due to favorable financial markets. Remarkably, overall operating revenues for our 47 churches are down only slightly year over year, despite the socialization challenges of COVID-19. Diocesan expenses have been under budget largely due to reduced travel and in-person programs.

As mentioned above, our apportionment revenue will be down about 4% or \$30k. However, our standard 5% draw on long-term investment assets will be up \$84k or 13%. We anticipate that the compensation package for our prospective Bishop Provisional will be higher than Bishop Marty's package, but this will be more than offset by other personnel cost savings due to retirements and two position eliminations. This budget incorporates a 1.5% cost of living increase and a 6% increase in healthcare insurance.

The Plan for Ministry 2022 is not remarkably different from the Plan for Ministry 2021. In my opinion, there are several reasons for this.

First, the diocesan leadership has been in transition with the announced resignation of Bishop Marty at convention in 2018 and the anticipated approval of a Bishop Provisional at this year's convention.

Second, the unfolding of the pandemic and the delta-variant surge drove a conservative approach to both the Plan for Ministry 2021 and 2022; and argue for continuing conservation of resources.

Lastly, our operating-expense savings due to reduced travel and programing have bolstered our reserves for post-pandemic ministry. Maintaining a reserve seemed prudent, given that we have not known how the crisis would play out in its impact on our congregations, parishes, and the diocese.

Understandably, there is concern that we are lacking a fresh, go-forward sense of our mission as a diocese. The reasons above explain much of this, but your Diocesan Council, working with our Bishop Provisional, clergy, and congregations, looks forward to discerning a revitalized missional purpose for The Episcopal Church in West Missouri. We are optimistic that, following the pandemic, our diocese's stronger

Operating Income Summary

	2020 Actual	2021 Budget	2022 Request	Percentage of 2022 Total
Operating income for all programs				
A. Congregational Covenanted Portions <i>(see page 4)</i>	1,219,955	1,229,784	1,196,561	
<i>Subtotal: A. Congregational Covenanted Portions (see page 4)</i>	1,219,955	1,229,784	1,196,561	60.40%
B. Investment Income <i>(see page 5)</i>				
1. Unrestricted Investments				
a) Remfry & Shank Trusts <i>(not included on page 5)</i>	188,163	180,000	180,000	
b) Investments in DFMS Trust Funds	164,497	278,916	345,956	
c) Unrealized Gains (Losses) from DFMS	71,059	-	-	
2. Campus Ministry Fund	10,000	10,000	10,000	
3. Expansion Fund	36,571	71,174	88,915	
4. Youth Ministry	35,411	34,171	41,363	
5. Education & Training				
a) Continuing Education	452	984	1,253	
b) Seminary and BKSM Training	19,981	19,997	24,255	
6. Mission Work				
a) International Mission Work	2,195	2,200	2,668	
b) Rural Mission Work	30,870	30,927	16,310	
7. Hispanic Ministry	638	639	775	
<i>Subtotal: B. Investment Income (see page 5)</i>	559,837	629,008	711,495	35.92%
C. Reserves & Council Designated Funds				
1. Diocese Wide Hispanic Ministry	4,355	4,355	4,355	
<i>Subtotal: C. Reserves & Council Designated Funds</i>	4,355	4,355	4,355	0.22%
D. Other Income				
1. Northeast Episcopal Regional Ministry Assessment	7,843	-	-	
2. Episcopal Churches of the Ozarks Regional Min. Assess.	52,800	52,800	42,000	
3. South Youth Network Assessment	-	-	-	
4. Cost Sharing Income (ELCA)	22,000	24,000	24,000	
5. Miscellaneous Income	1,416	2,500	2,500	
<i>Subtotal: D. Other Income</i>	84,059	79,300	68,501	3.46%
Total operating income for all programs	1,868,207	1,942,447	1,980,911	100.00%

Notes on Operating Income Summary:

Section A) Congregational Covenanted Portions – (Note: Operating Income is determined from the parish’s parochial reports.) The Calculation Base is the lesser of (1) the average of the two prior year’s Operating Incomes after the exclusion of outreach expense (also per parochial reports), OR (2) the Operating Income from the most recent year’s parochial report less outreach expense. The calculation is 10.52% of the first \$50k, 11.37% of the next \$50k, 12.22% of the next \$50k, and 13.92% on anything over \$150k.

Section B) Investment Income – The Diocese annually receives a portion of the investment growth of the Remfry Trust and the Shank Trust (both administered by Bank of America/U.S. Trust). The remainder of the diocese’s investments are held in the trust funds of the Domestic and Foreign Missionary Society (DFMS). Each fund’s restricted or designated purpose is reviewed annually.

Section C) Reserves & Council Designated Funds - Funds held specifically to support Hispanic Ministry will be for that designated purpose in 2022.

Section D) Other Income – After remitting their regular Covenanted Portions, the congregations of the Episcopal Churches of the Ozarks (EChO) remit an additional, annual, contracted Regional Assessment toward the funding of bi-vocational priests who provide sacramental, teaching, and missional leadership for the regional ministry’s churches.

financial position resulting from our cautionary stewardship will position us to pursue meaningful and aspirational work to accomplish the mission we know God has in mind for us to pursue.

I would like to personally thank our finance staff, Ron Weil and Elaine Gilligan, the finance committee, diocesan council, and Bishop Marty for their advice and counsel.

Tom Kokjer
Treasurer, The Diocese of West Missouri



Operating Income Summary

Section D4) Cost Sharing Income (ELCA) - Since January 2019, the Bishop and staff of the Central States Synod of the Evangelical Lutheran Church in America have occupied our Diocesan Center alongside our Diocesan Staff. They currently occupy the first floor offices, and both staffs share common spaces like the kitchenette, the conference room, storage rooms, and the lobby. This has enhanced the missional cooperation between our diocese and one of TEC's chief ecumenical partners.

Congregational Covenanted Portions -- 2022

Parish or Congregation Name	2016 Operating Income	2017 Operating Income	2018 Operating Income	2019 Operating Income	2020 Operating Income	Calculation Base for 2022	2022 Covenanted Portion
Skidmore, St. Oswald's	2,233	2,835	3,548	3,480	6,251	4,866	512
Mt. Grove, Transfiguration	8,426	10,557	7,565	9,046	3,521	3,521	370
Savannah, St. Mary's	6,600	12,313	10,410	9,876	21,925	15,901	1,673
Clinton, St. Paul's	8,575	14,732	10,182	11,673	8,238	8,238	867
Trenton, St. Philip's	15,122	10,805	12,435	11,514	6,013	6,013	632
Fayette, St. Mary's	16,063	15,139	13,317	16,132	13,049	13,049	1,373
Boonville, Christ	19,015	15,221	20,398	19,085	14,105	14,105	1,484
Cassville, St. Thomas a Becket	20,504	16,916	28,211	22,842	23,074	22,958	2,415
Noel, St. Nicholas'	15,127	26,384	21,830	24,198	18,136	18,136	1,908
Neosho, St. John's	26,492	23,582	26,476	25,349	17,955	17,955	1,889
Monett, St. Stephen's	33,048	36,460	35,018	27,223	22,602	22,602	2,377
Bolivar, St. Alban's-Ozarks	33,134	31,768	37,669	29,392	25,767	25,767	2,710
Lexington, Christ	38,602	33,618	38,224	36,453	31,113	31,113	3,273
Kimberling City, St. Mark's	55,734	56,043	58,108	38,254	43,916	41,085	4,322
Harrisonville, St. Peter's	50,224	44,157	40,018	38,711	36,824	36,824	3,873
Ozark, St. Matthew's	29,294	37,586	39,168	39,122	40,037	39,580	4,163
Ex. Springs, St. Luke's	63,546	66,279	43,000	51,901	49,735	49,735	5,232
Chillicothe, Grace	73,194	68,046	68,021	49,277	65,832	57,555	6,118
Branson, Shepherd Hills	51,120	51,364	55,926	57,450	53,954	53,954	5,709
Nevada, All Saints'	65,550	68,110	66,617	61,276	63,304	62,290	6,657
Camdenton, St. George's	105,292	81,524	77,444	65,008	65,008	65,008	6,966
Warrensburg, Christ	56,541	62,029	63,392	68,780	67,121	67,121	7,206
Indep., St. Michael's	100,918	88,889	74,766	69,161	60,636	60,636	6,469
Raytown, St. Matthew's	97,603	85,183	83,810	71,754	62,821	62,821	6,717
West Plains, All Saints'	52,656	58,466	60,415	85,191	74,661	74,661	8,063
Lebanon, Trinity	62,985	74,384	73,108	76,300	78,000	77,150	8,346
Independence, Trinity	127,309	119,437	113,120	115,812	105,119	105,119	11,569
Lee's Summit, St. Anne's	130,623	138,296	128,905	117,326	101,088	101,088	11,077
Sedalia, Calvary	101,353	115,804	120,356	138,463	131,098	131,098	14,744
Lee's Summit, St. Paul's	171,289	186,497	143,432	137,277	122,953	122,953	13,748
Liberty, Grace	211,523	208,998	170,543	147,959	150,336	149,148	16,949
KC, St. Augustine's	109,177	112,021	141,023	156,854	142,880	142,880	16,183
Belton, St. Mary Magdalene	117,049	243,592	150,536	165,403	182,041	173,722	20,355
St. Joseph, Christ	199,963	172,288	194,578	178,976	152,967	152,967	17,466
Blue Springs, Resurrection	169,097	200,234	163,757	196,796	167,291	167,291	19,460
KC, St. Mary's	220,843	193,214	171,928	200,214	204,725	202,470	24,356
KC, St. Peter & All Saints'	309,826	297,757	209,597	216,571	324,448	270,510	33,827
Joplin, St. Philip's	214,158	186,853	209,807	217,219	176,914	176,914	20,799
Springfield, St. James'	167,739	183,907	236,054	259,371	244,485	244,485	30,204
KC, Good Shepherd	253,042	224,699	241,777	268,963	231,908	231,908	28,454
Springfield, St. John's	238,775	252,649	257,158	273,931	242,959	242,959	29,992
KC, Redeemer	334,738	362,667	394,500	395,916	307,665	307,665	38,998
Carthage, Grace	451,287	434,476	486,567	493,142	464,383	464,383	60,811
KC, St. Paul's	680,200	735,713	702,754	672,963	689,489	681,226	90,993
Springfield, Christ	806,247	751,488	820,707	787,573	831,705	809,639	108,867
KC, G&HT Cathedral	1,608,630	1,814,963	1,917,668	1,688,174	1,647,350	1,647,350	225,466
KC, St. Andrew's	1,598,432	1,728,394	1,780,643	2,046,687	1,902,092	1,902,092	260,922
TOTALS	\$9,374,317.00	\$9,805,064.00	\$9,867,724.00	\$9,914,042.00	\$9,517,498.00	\$9,400,511.50	\$1,196,561

* - The proposed formulas decreases the % on income less than 100,000 and slightly increases the rate on incomes greater than 500,000

Proposed Calculation

First 50k - 10.5%	10.52%	\$ 5,259.38
Next 50k - 11.4%	11.37%	\$ 10,943.75
Next 50k - 12.2%	12.22%	\$ 17,053.13
Above 150k - 13.9%	13.92%	

Notes:

The Operating Income columns for 2016, 2017 & 2018 are for historical reference only. Only the 2019 & 2020 columns are included when determining the Calculation Base.

Investment Income

Purpose	Account Name	Account No.	4 QTR Average	2022 Budget Amount
General				
	1077 WMO - Diocese - General Fund (2015)	20-000-2881-5060	\$ 2,047,911	\$ 102,396
	1083 WMO - Other Fund (2015)	20-000-2881-5066	\$ 395,177	\$ 19,759
	1085 WMO - Kate Leslie Bequest (2015)	20-000-2881-5068	\$ 125,128	\$ 6,256
	1086 WMO - William Shank Trust (2015)	20-000-2881-5069	\$ 7,134	\$ 357
	1087 WMO - John B Rust Trust (2015)	20-000-2881-5070	\$ 16,498	\$ 825
	1088 WMO - Poindexter Fund (2015)	20-000-2881-5071	\$ 15,352	\$ 768
	1091 WMO - Bidwell Fund (2015)	20-000-2881-5074	\$ 2,940	\$ 147
	1094 WMO - McGuire (2015)	20-000-2881-5080	\$ 24,240	\$ 1,212
	1120 WMO - St. Luke's Endowment (2015)	30-000-5704-0000	\$ 4,284,737	\$ 214,237
	Total General		\$ 6,919,117	\$ 345,956
Christian Formation				
	1095 WMO - Diocesan College Work (2015)	20-000-2881-5081	\$ 304,096	\$ 10,000
	1114 WMO - Diocese - Youth Ministry Fund (from Cliff Springs Sale) (2015)	30-000-5704-0000	\$ 827,263	\$ 41,363
	Total Christian Formation		\$ 1,131,359	\$ 51,363
Clergy Formation				
Gen'l Clergy Formation (New Clergy)				
	1084 WMO - Mabel Cave Bequest (2015)	20-000-2881-5067	\$ 35,035	\$ 1,752
	1112 WMO - School for the Diaconate (2015)	30-000-5704-0000	\$ 17,433	\$ -
	1113 WMO - Elmquist Fund (2015)	30-000-5704-0000	\$ 339,753	\$ 16,988
	1115 WNO - M. Shields Matheny Memorial Fund (2015)	30-000-5704-0000	\$ 41,146	\$ 2,057
Gen'l Clergy Formation (Any Clergy)				
	1110 WMO - Clergy Cont Education & SABB Endowment Fund (2015)	30-000-5704-0000	\$ 25,056	\$ 1,253
BKSM & Clergy Formation at BKSM				
	1107 WMO - West MO School for Ministry (2015)	30-000-5704-0000	\$ 69,173	\$ 3,459
Interim Ministry				
	1108 WMO - Dioc of West Mo - Interim Ministry (2015)	30-000-5704-0000	\$ 62,047	\$ -
	Total Clergy Formation		\$ 589,643	\$ 25,508
Mission				
	1093 WMO - Rust (2015)	20-000-2881-5076	\$ 750,282	\$ 16,310
	1097 WMO - Expansion Fund - Diocese of West Missouri (2015)	30-000-5704-0000	\$ 1,778,296	\$ 88,915
	1104 WMO - Church Growth 5th Start (2015)	30-000-5704-0000	\$ 15,496	\$ 775
	1106 WMO - Georgiana King Restricted (2015)	30-000-5704-0000	\$ 53,362	\$ 2,668
	1111 WMO - Seventh Start (2015)	30-000-5704-0000	\$ 29,413	\$ -
	Total Mission		\$ 2,626,850	\$ 108,667
Special Reserves				
	1090 WMO - Mary Miller Fund (2015)	20-000-2881-5073	\$ 1,329	\$ -
	1105 WMO - Episcopal Transition Reserve (2015)	30-000-5704-0000	\$ 194,849	\$ -
	1118 WMO - Diocese of West Missouri - Auto Replacement Fund (2015)	30-000-5704-0000	\$ 58,610	\$ -
	Total Special Reserves		\$ 254,788	\$ -
		TOTALS	\$ 11,521,756	\$ 531,495

Operating Expense Summary

	2020 Actual	2021 Budget	2022 Request	Percentage of 2022 Total
<u>Operating expenses for all programs</u>				
A. Congregational Life				
1. Congregational Development <i>(see page 9)</i>	169,876	189,111	122,831	
2. Hispanic Ministry <i>(see page 10)</i>	94,651	98,525	98,469	
2. Northeast Episcopal Regional Ministry <i>(see page 11)</i>	37,067	1,000	-	
3. Episcopal Churches of the Ozarks <i>(see page 12)</i>	145,830	118,869	58,310	
<i>Subtotal: A. Congregational Life</i>	447,424	407,505	279,610	14.12%
B. Christian Formation				
1. Campus Ministry <i>(see pages 13-14)</i>	342	10,000	10,000	
2. Youth Ministry <i>(see page 15)</i>	136,712	149,588	125,348	
3. Christian Formation <i>(see page 16)</i>	68,954	107,447	104,920	
<i>Subtotal: B. Christian Formation</i>	206,008	267,035	240,268	12.13%
C. Social Ministries <i>(see pages 17-18)</i>				
D. Leadership Development <i>(see pages 19-20)</i>				
E. Communications <i>(see page 21)</i>				
F. Work of Deaneries <i>(see page 22)</i>				
G. Administration & Governance <i>(see pages 23-24)</i>				
1. Administration	419,738	476,137	617,033	
2. Governance	2,504	11,000	13,000	
3. Support of the Larger Church	240,742	225,875	221,325	
4. Bishop's Compensation	191,080	193,674	244,878	
<i>Subtotal: G. Administration & Governance</i>	854,064	906,686	1,096,236	55.34%
Total operating expenses for all programs	1,814,337	1,942,447	1,980,911	
Total operating income for all programs	1,868,207	1,942,447	1,980,911	
<i>Subtotal: Net operating income/(loss)</i>	53,870	-	-	
Non-operating income/(loss) - <i>(see notes)</i>	1,812,648	-	-	
Total net income/(loss)	1,866,518	-	-	

Notes on Expenses:

In the 2020 column, the dollar figure in the line item entitled "Non-operating income/(loss)" includes investment fund gain/(loss) not used to support operations as well as expansion fund income and interest income. The amount shown is the net amount after depreciation expense, and investment expense.

Staff Roster

Name	Position	FTE	Staff Area
Mr. Gary Allman	Communications Director	1.00	Admin
The Rev. Anne Cheffey	Bi-Vocational Regional Ministry Developer (EChO)	0.25	Program
Ms. Emily Davenport	Bishop's Executive Asst.	1.00	Admin
Ms. Jamillah Duckett	Events Coordinator	0.50	Admin
The Rev. Dr. Bill Fasel	Leadership Development	0.25	Admin
The Rt. Rev. Diane M. Jardin Bruce	Bishop Provisional	1.00	Bishop
Ms. Elaine Gilligan	HR Administrator & Financial Asst.	0.40	Admin
The Rev. Chandler Jackson	Bi-Vocational Regional Ministry Developer (EChO)	0.25	Program
The Rev. Jerry Kolb	Chaplain to Retirees (North)	0.10	Program
The Rev. Paula Lively	Bi-Vocational Regional Ministry Developer (EChO)	0.25	Program
The Rev. Jerry Miller	Chaplain to Retirees (South)	0.10	Program
The Rev. Jose Palma	Hispanic Missioner	1.00	Program
Pending	Canon to the Ordinary	0.50	Program
Ms. Kim Snodgrass	Christian Formation Coord.	0.50	Program
Mr. Josh Trader	Diocesan Youth Ministry Coord.	1.00	Program
Mr. Ron Weil	Finance Administrator	1.00	Admin

Total = 9.10

Admin. = 4.15; Program = 3.95; Bishop = 1
Part-time staff = 10; Full-time staff = 6

Grants Available to Parishes

Name of Grant or Program	Committee/Commission	Budget Amount	Page
Development of Existing Congregations	Congregational Development	25,000	8
International Outreach Grants	Social Ministry	14,015	15-16
Jubilee Ministries	Social Ministry	4,200	15-16
	Total =	\$43,215	

Notes: This page is **informational only** and provides a synopsis of the grant opportunities for which parishes might apply. In the past, parish leaders have noted the difficulty of spotting grant opportunities scattered throughout the various sections of the Plan for Ministry. This table is to ease that difficulty.

Congregational Development

	2020 Actual	2021 Budget	2022 Request	Percentage of 2022 Total
<u>Operating income for Congregational Development</u>				
A. Share of Congregational Assessments	112,931	67,136	23,532	
B. Investment Income				
1. Proportional Share of Unrestricted Investment Income	61,694	67,956	32,613	
2. Expansion Funds	27,429	53,380	66,686	
Total operating income for Congregational Development	202,053	188,472	122,831	6.20%
<u>Operating expense for Congregational Development</u>				
A. Grants for Development of Existing Congregations	21,063	25,000	25,000	
B. Summer Church Summit	462	2,000	2,000	
C. Canon to the Ordinary Travel	3,355	13,000	13,000	
D. Auto Replacement Fund	4,000	4,000	4,000	
E. Personnel Costs (salary, benefits, taxes)	140,995	145,111	78,831	
Total operating expense for Congregational Development	169,876	189,111	122,831	6.20%

Notes on Congregational Development expenses:

Section A) Grants for Development of Existing Congregations - Parish requests for financial assistance to support programs to enhance congregational vitality, evangelism, membership, or mission receive their grants from this program line item.

Section B) Summer Church Summit - These funds allow for a Summer Church Summit to engage speakers and provide development programs centered around the missional realities of ministering to our modern contexts: congregations large, small, and mid-sized in urban, rural, and small-town communities.

Section C) Canon to the Ordinary Travel - This line item is to cover travel for Diocesan Transitional Ministers' meetings as well as "in diocese" travel.

Section D) Personnel includes the Canon to the Ordinary a .5 full-time equivalent.

Hispanic Ministry

	2020 Actual	2021 Budget	2022 Request	Percentage of 2022 Total
<u>Operating income for Hispanic Ministry</u>				
A. Share of Congregational Assessments	76,723	48,214	67,194	
B. Investment Income				
1. Proportional Share of Unrestricted Investment Income	61,694	67,956	26,145	
2. Church Growth 5th Start (Hispanic)	638	639	775	
C. Prior Year Reserves and Council Designated Funds				
1. Diocese Wide Hispanic Ministry	4,355	4,355	4,355	
Total operating income for Hispanic Ministry	143,410	121,164	98,469	4.97%
<u>Operating expense for Hispanic Ministry</u>				
A. Hispanic Ministry	4,299	7,000	7,000	
B. Personnel Costs (salary, benefits, taxes)	90,352	91,525	91,469	
Total operating expense for Hispanic Ministry	94,651	98,525	98,469	4.97%

Notes on Congregational Development expenses:

Section A) Hispanic Ministry – These funds support the diocese's outreach to and development of ministry with, among, and to persons whose first language is Spanish. Congregationally, this includes St. Nicholas, Noel and the Spanish-speaking congregation-within-a-congregation at Grace Church, Carthage. It also includes the ministry expenses of the diocese's Hispanic Missioner and development of other ministries designed to reach Hispanic individuals and communities in West Missouri. The Hispanic Missioner is a member of the Diocesan staff.

Section B) Personnel includes the Hispanic Missioner, 1 full-time equivalent.

Northeast Episcopal Regional Ministry (NERM)

	2020 Actual	2021 Budget	2022 Request	Percentage of 2022 Total
<u>Operating income for Northeast Episcopal Regional Ministry (NERM)</u>				
A. Share of Congregational Assessments	24,887	-	-	
B. Investment Income				
1. Proportional Share of Unrestricted Investment Income	8,644	-	-	
2. Rust Fund (Rural Mission)	12,042	-	-	
C. Other Income				
1. Northeast Episcopal Regional Ministry Assessment	7,843	-	-	
Total operating income for NERM	53,417	-	-	0.00%
<u>Operating expense for Northeast Episcopal Regional Ministry (NERM)</u>				
A. Regional minister other costs				
1. Travel	1,185	-	-	
2. Continuing education support	-	1,000	-	
B. Personnel (salary, benefits, taxes)	35,881	-	-	
Total operating expense for NERM	37,067	1,000	-	0.00%

Notes on Northeast Episcopal Regional Ministry expenses:

A new era has dawned in the Northeast Episcopal Regional Ministry. With the retirement of NERM's Regional Ministry Developer, member churches, while staying organized as a mutually supporting regional ministry, will arrange for sacramental and teaching ministries from among Resident Clergy plus the diocese's list of available Supply Clergy. With this transition being new going into 2021, it was requested that \$1000 be budgeted for any unknown transition expenses that might have developed. As we look toward 2022 we anticipate no expenses going forward.

Episcopal Churches of the Ozarks (EChO)

	2020 Actual	2021 Budget	2022 Request	Percentage of 2022 Total
<u>Operating income for Episcopal Churches of the Ozarks (EChO)</u>				
A. Share of Congregational Assessments	97,962	34,805	-	
B. Investment Income				
1. Proportional Share of Unrestricted Investment Income	34,025	36,337	-	
2. Rust Fund (Rural Mission)	18,827	30,927	16,310	
C. Other Income				
1. EChO Regional Ministry Assessment	52,800	52,800	42,000	
Total operating income for Episcopal Churches of the Ozarks	203,614	154,869	58,310	2.94%
<u>Operating expense for Episcopal Churches of the Ozarks (EChO)</u>				
A. Supply clergy				
1. Honorariums & travel reimbursements	-	2,000	2,000	
B. Regional minister other costs				
1. Travel	10,156	12,500	12,500	
2. Continuing education support	-	1,000	1,000	
C. Personnel (salary, benefits, taxes)	135,674	103,369	42,810	
Total operating expense for Episcopal Churches of the Ozarks	145,830	118,869	58,310	2.94%

Notes on Episcopal Churches of the Ozarks expenses:

The Episcopal Churches of the Ozarks (EChO) Regional Ministry was officially formed in 2012 as a means to provide affordable priestly oversight to three congregations in the Southern Deanery. EChO churches have served as the training ground for candidates for ordination and newly ordained priests. As clergy numbers and parochial and diocesan resources are inadequate to provide a priest for every church, the number of trained and licensed lay ministers in positions such as Eucharistic Visitor, Preacher, and Worship Leader has increased. This has provided the added benefit of lay people willingly taking on leadership roles that have been traditionally seen as within the role of the priest. In some of the churches, the regular use of lay-led Morning Prayer and other daily offices has been reintroduced. Though having Holy Eucharist each Sunday is still highly desired, lay led worship continues to meet community's worshipping needs and the congregations have embraced periodic Holy Eucharists on days other than Sundays. Gatherings during the week to promote fellowship, ecumenical interaction, and community engagement through marketing, outreach, and evangelism have been held in all the churches. In an area where liturgical and sacramental denominations seek to provide a broader understanding of Christianity in the, challenging, predominantly conservative-evangelical Ozark culture, EChO maintains the Episcopal Church's presence largely because of the laity and clergy dedicated to the Episcopal branch of the Jesus Movement.

The 3 congregations in EChO include: St. Stephen's, Monett; St. Matthew's, Ozark; and St. Mark's, Kimberling City. Combined these 3 congregations have 97 active baptized members.

In addition to the Regional Assessment of \$42,000, EChO congregations will pay regular assessments in the amount of \$10,862 in the aggregate to cover their Covenanted Portions.

The diocesan cost above EChO's contractual Regional assessments is \$16,310 (total costs of \$58,310 less regional assessment of \$42,000) or \$5,437 per congregation.

Section C) Personnel includes 3, bi-vocational Priests-in-Residence, which = .75 full-time equivalents.

Campus Ministry

	2020 Actual	2021 Budget	2022 Request	Percentage of 2022 Total
<u>Operating income for Campus Ministry</u>				
A. Share of Congregational Assessments	244	-	-	
B. Investment Income				
1. Proportional Share of Unrestricted Investment Income	85	-	-	
2. Diocesan College Work	10,000	10,000	10,000	
Total operating income for Campus Ministry	10,329	10,000	10,000	0.50%
<u>Operating expense for Campus Ministry</u>				
A. Campus Programs				
1. Campus Ministers & Peer Ministers				
a) Springfield, Christ Church - MSU & Drury	-	5,000	5,000	
2. Ministry Support				
a) Springfield, Christ Church - MSU & Drury	342	5,000	5,000	
Total operating expense for Campus Ministry	342	10,000	10,000	0.50%

Notes on Campus Ministry expenses:

The Campus Ministry Community allows young adults to come together in community, learn more about the Church, and explore their faith through a variety of ways such as outreach, book/bible study, and music. Campus ministry gives the diocese an opportunity to reach an age group that is not well represented in the Church.

Section A1) Campus & Peer Ministers – Successfully providing an inviting environment of faithful Christian living through fellowship and learning involves investing a significant amount of time, creativity, and planning. Stipends are based on 10 hours a week for 16 weeks each semester. While not used in the 2020/2021 school year due to Covid, plans are in place for a Missioner in the 2021-2022 school year.

Section A2) Ministry Support - Provides financial support for Christ Church, Springfield to offer ministry through which Episcopal young adults can stay connected to the Church, as well as to reach out to the young adults, faculty, and staff of local institutions of higher learning who seek spiritual growth, knowledge, and depth. This faith-based community provides opportunities: for personal growth through study and discussion; to grow in community and compassion through outreach activities at the local, diocesan, provincial, and national church levels; and to grow leaders within the local ministry.

Youth Ministry

	2020 Actual	2021 Budget	2022 Request	Percentage of 2022 Total
<u>Operating income for Youth Ministry</u>				
A. Share of Congregational Assessments	91,741	80,319	55,145	
B. Investment Income				
1. Proportional Share of Unrestricted Investment Income	31,864	35,098	28,839	
2. Diocese - Youth Ministry Fund (from Cliff Springs Sale)	35,411	34,171	41,363	
Total operating income for Youth Ministry	159,015	149,588	125,348	6.33%
<u>Operating expense for Youth Ministry</u>				
A. Diocesan and Network Programs				
1. Youth Activities	13,275	24,000	25,000	
B. Continuing Education & Training	5,446	9,500	7,500	
C. Office and Administration				
1. Office & Communication	6,146	3,500	4,000	
2. Travel	5,231	5,400	5,400	
D. Auto Replacement Fund	4,000	4,000	4,000	
E. General Convention Reserve	-	-	3,333	
F. Personnel Costs (salary, benefits, taxes)	102,613	103,188	76,115	
Total operating expense for Youth Ministry	136,712	149,588	125,348	6.33%

Notes on Youth Ministry expenses:

Section A) The Youth Ministry Commission's (YMC) funding request seeks to support a variety of its ministry, the most obvious being the support of youth events. Over the course of 2022, the YMC will support: at least 3 Youth Ministry Commission meetings, a week-long summer camp (Camp WEMO), attendance of the General Convention to observe and learn more about the governance and polity of the Church, MissionPalooza (a week long service oriented event for senior high), 4-6 other weekend-long events that are currently being created, and a variety of other events. Funding from the Plan for Ministry offsets the cost of each event in order to: 1.) keep events affordable for youth and their families, 2.) provide shared transportation to and from events taking place across the the diocese, and 3.) offer scholarships (i.e. full or partial cost-sharing) to those who need additional assistance. Portions of the funds requested will be used for gatherings for leaders around the diocese for trainings and other continuing education opportunities.

Section B) Education and Training allow us to offer quality continuing education for our volunteers and paid youth leaders. This may come in the form of online meetings, in-person gatherings, retreats, attending the FORMA and National Youth Workers Conferences and safeguarding updates. Funds are also used to reimburse the Assistant to the Bishop for Youth Ministry Development for travel expenses or rental vehicles to and from events and meetings.

Section C) Office & Communication - Besides providing the essential office supplies, diocesan resources allow for effective communication to equip youth and leaders, and those to whom they minister, with the resources needed to create dynamic, local ministries with youth. Ideally, these ministries result in people experiencing God and fully integrating into the life of their congregations.

Section E) General Convention Reserve - To set aside funds to cover youth travel and lodging for General Convention that is held every three years.

Section F) Personnel includes the Youth Ministry Coordinator equalling 1.00 FTE.

Christian Formation

	2020 Actual	2021 Budget	2022 Request	Percentage of 2022 Total
<u>Operating income for Christian Formation</u>				
A. Share of Congregational Assessments	46,358	54,683	80,781	
B. Investment Income				
1. Proportional Share of Unrestricted Investment Income	16,101	16,764	24,139	
Total operating income for Christian Formation	62,460	71,447	104,920	5.30%
<u>Operating expense for Christian Formation</u>				
A. Program Costs				
1. Formation Resources	14,010	3,700	-	
2. Hospitality	-	1,500	-	
3. Internships	-	12,500	13,500	
4. Everything Holy	-	36,000	35,000	
5. Seasonal Projects	-	-	3,000	
B. Travel	4,944	2,500	1,000	
C. Personnel Costs (salary, benefits, taxes)	50,000	51,247	52,420	
Total operating expense for Christian Formation	68,954	107,447	104,920	5.30%

Notes on Christian Formation expenses:

The Christian Formation program empowers individuals, families, and congregations to embrace a diocesan-wide vision of growing Christian knowledge and building life-long faith.

Section A1) Formation Resources - Includes membership resources such as Sparkhouse, Leader Resources, and WingClips. These and other resources are compiled into a resource website for the use and aid of all congregations.

Section A2) Hospitality – Enables refreshments to be provided during opportunities for prayer, study, fellowship, and ministry development.

Section A3) Internships - Program and congregational support through internships and ministry consultants specifically in regards to children, family, intergenerational, and youth ministry. Connecting the dots between faith and life, beginning with our youngest members, makes church relevant and is vital to the health of our diocese.

Section A4) Everything Holy - comes from the belief that everyday life experience provides us with ample opportunity to transform seemingly mundane moments - like grocery shopping, studying, gardening or working - into something more. With the understanding that this is nothing short of a lifelong process, an Everything Holy monthly offering has been created to reach out to West Missouri households of all shapes and sizes in a tangible, experiential way. Each month participants receive a packet containing unique elements of formation – liturgy, service, education and fellowship - woven together through a subtle theme and keeping multiple learning styles in mind. Additional tangible supplies will often be included that tie it all together.

Section C) Personnel includes the Assistant to the Bishop for Christian Formation Development, at .5 FTE.

Social Ministry

	2020 Actual	2021 Budget	2022 Request	Percentage of 2022 Total
<u>Operating income for Social Ministry</u>				
A. Share of Congregational Assessments	56,728	69,994	67,195	
B. Investment Income				
1. Proportional Share of Unrestricted Investment Income	19,703	22,131	20,877	
2. Georgiana King Restricted (International Mission)	2,195	2,200	2,668	
Total operating income for Social Ministry	78,626	94,325	90,740	4.58%
<u>Operating expense for Social Ministry</u>				
A. Diversity & Reconciliation Commission	1,132	10,000	6,000	
B. Ecumenical Relations Commission				
1. Workshop on Christian Unity & Annual Meeting of EDEIO	1,265	1,400	1,400	
2. Annual EDEIO Dues	300	300	300	
3. Contribution to Missouri Faith Voices	-	125	125	
4. United Methodist Church Full Communion Work	-	500	500	
C. Grants & Donations				
1. Episcopal Relief & Development	2,250	2,500	2,500	
2. NourishKC	30,000	30,000	30,000	
3. Council of Churches of the Ozarks	30,000	30,000	30,000	
4. International Outreach Grants	13,651	13,600	14,015	
5. Jubilee Ministries	4,200	4,200	4,200	
6. Cursillo	500	500	500	
7. Daughters of the King	1,200	1,200	1,200	
Total operating expense for Social Ministry	84,498	94,325	90,740	4.58%

Notes on Social Ministry expenses:

Section A) Diversity & Reconciliation Commission - *Resolution 2015-A182: Address Systemic Racial Injustice*, adopted by the 78th General Convention of The Episcopal Church, calls the wider Church to be in conversation and to take action on Racial Reconciliation and Justice. At the 79th General Convention in 2018, no fewer than 5 resolutions were approved that dealt with the many facets of anti-racism in the life of Church and society. The Catechism notes that the mission of the church is "to restore all people to unity with God and each other in Christ." The Church pursues its mission "as it prays and worships, proclaims the gospel, and promotes justice, peace, and love." This Diversity & Reconciliation Commission serves the diocese by calling the diocesan membership to intentional conversations that reveal systemic discrimination while also helping church leaders become more conversant and comfortable with these important issues. Workshops conducted by the commission facilitate individuals and congregations to process their feelings about racism and other forms of oppression in safety and in meaningful and practical ways to make change in their local community. The more people understand the attendant costs of division in the Body of Christ the more incentive they will have to overcome those divisions. Growing in compassion and love, seeing one another as brothers and sisters, and as partners in change, will help us heal communities.

Section B) Ecumenical Relations Commission - This line item supports 1.) the attendance of our Diocesan Ecumenical & Interreligious Officer at the 2022 National Workshop on Christian Unity & the Annual Meeting of the Episcopal Diocesan Ecumenical and Interreligious Officers (EDEIO); 2.) annual dues to EDEIO; and 3.) an annual Diocesan contribution to Missouri Faith Voices. The ecumenical and interreligious ministry of the Diocese empowers parishes by promoting effective collaboration with churches of other denominations with whom The Episcopal Church already has full communion agreements or with whom TEC is moving toward such agreements. This work directs us out of our Episcopal "silo" to recover the full unity of the Church and to work with non-Christian groups on common values of justice and peace.

Social Ministry

Section C1) Episcopal Relief & Development (ERD) - This supports the Church's major arm for responding quickly and energetically to disasters and economic development needs around the world.

Section C2) NourishKC - This organization provides social ministry programs in the greater KC metro area, especially related to hunger relief, food reclamation (gleaning) and direct services including the Kansas City Community Kitchen (KCCCK), which each weekday provides freshly prepared and balanced meals to all who come for breakfast & lunch. NourishKC reports: "Our work cannot be done without the incredible support of The Diocese of West Missouri and the community. We use volunteers every day to serve lunch at KCCCK in a 'restaurant style' food service where volunteers are hosts, waiters, bussers, beverage station attendants, etc. We obtain food through partners such as After the Harvest and Harvesters as well as Whole Foods, Farm to Market Bread, and HyVee. NourishKC serves nearly 150,000 hot, healthy meals annually."

Section C3) Council of Churches of the Ozarks - CCO offers an existing and efficient avenue for the Diocese of West Missouri's outwardly directed resources. The three Episcopal parishes that are active in CCO and part of the Southern Deanery, along with 69 other CCO member churches, have made the following impact on the community: 7,364 children; 35,560 seniors; 484 homeless women; and 71,164 food insecure people received services through CCO for a total of 114,572 people in the Southern Deanery receiving critical services; thus magnifying the gifts to make a larger, community-wide improvement of life for the most vulnerable in the Southern Deanery. The \$30,000 gift to CCO was leveraged to provide services including food, shelter, and clothing for an average of \$.30 per person.

Section C4) International Outreach Grants - Each year, the diocese sets aside 0.7% of its annual income to support international missions. Funds are available to WestMo parishes as matching grants of up to \$1,000 to support outside-the-US projects.

Section C5) Jubilee Ministry - Established as a ministry of the Episcopal Church in every diocese by the General Convention of 1982 (also requiring a Jubilee Officer in every Diocese), this line item provides for travel and training expenses for our Jubilee Officer to attend National Jubilee Ministry events. Jubilee Grants (to a max. of \$500) aid Jubilee Centers to help buy supplies & materials needed for outreach ministries.

Section C6) Cursillo - The Cursillo focuses on showing Christian laypeople how to become effective Christian leaders. Heartland Episcopal Cursillo is a joint ministry of the Dioceses of West Missouri and Kansas. Our local cursillo ministry donates \$1,000 in annual dues to TEC's Episcopal Cursillo Ministry (\$500 per Diocese) to support the program locally and internationally. Cursillo participants are encouraged to embrace a rule of life and to group frequently to support each other. Weekends are conducted annually to introduce people to the joy of Christian leadership.

Section C7) Daughters of the King - DOK exists to promote community, growing disciples, and evangelism through their use of the gifts of time and prayer. They annually maintain a prayer chapel at Diocesan Convention and lift the delegates and clergy in prayer throughout the business days. This donation also aids them in discernment classes for potential Daughters, travel for officers to church-wide DOK meetings, etc.

Leadership Development

	2020 Actual	2021 Budget	2022 Request	Percentage of 2022 Total
<u>Operating income for Leadership Development</u>				
A. Share of Congregational Assessments	48,798	33,137	27,725	
B. Investment Income				
1. Proportional Share of Unrestricted Investment Income	16,949	22,045	22,550	
2. Clergy Cont ED & SABB Endowment Fund	452	984	1,253	
3. Mabel Cave Bequest	1,441	1,444	1,752	
4. West MO School for Ministry	2,846	2,851	3,459	
5. Elmquist Fund	14,000	14,006	16,988	
6. M. Shields Matheny Memorial Fund	1,693	1,696	2,057	
7. Expansion Fund	9,143	17,793	22,229	
Total operating income for Leadership Development	95,323	93,956	98,012	4.95%
<u>Operating expense for Leadership Development</u>				
A. Support for Bishop Kemper School for Ministry	36,000	36,000	36,000	
B. COM Program Support	-	2,000	1,000	
C. Ordination Process				
1. Scholarship Aid	7,430	12,600	15,000	
2. Background Checks	107	300	720	
3. Psychological Exams	1,170	3,000	5,400	
4. General Ordination Exams	750	1,500	1,500	
5. Ordination Expenses	330	1,500	2,000	
D. Travel Costs	1,128	2,000	1,000	
E. College of Presbyters	1,000	3,500	3,500	
F. Community of Deacons	200	1,200	1,200	
G. Bishop's Day	1,728	2,500	2,500	
H. Diocesan Clericus and Clergy Wellness	792	3,500	3,500	
I. Personnel Costs (salary, benefits, taxes)	22,065	24,356	24,692	
Total operating expense for Leadership Development	72,700	93,956	98,012	4.95%

Notes on Leadership Development expenses:

Section A) Bishop Kemper School for Ministry (BKSM) began in 2013 as a collaboration between the Dioceses of West Missouri, Kansas, Western Kansas, and Nebraska. The first class consisted of 13 students on track to become deacons or priests in the four diocese. Since then the school has expanded to offer education and formation for those on track for ordination to the Presbyterate or Diaconate; formation and education for those seeking lay licenses; continuing academic formation for lay and clergy, such as in professional leadership development (Leadership Boot Camp), etc. Additionally, BKSM now trains students from the Evangelical Lutheran Church in America (ECLA) for enrollment as Pastoral Ministry Associates. This academic year (2021-2022) will have a total enrollment of 47 students.

Section B) COM Program Expense - This is for training members of the diocese to participate in vocational discernment. The estimate is for four training events with travel and materials costs of \$250 each.

Section C) Ordination Process - Scholarship Aid - Our diocesan policy is to cover 1/3 of the tuition costs (\$210 per course: one course each month) for our students at BKSM who are in academic tracks to receive completion certificates (for example, the priest or deacon track). We also provide the same amount (\$70/month) for our students at residential seminaries while they are in seminary. This is the amount we expect to pay for the academic year 2021-2022. Thus, it is also our best guess for the calendar year 2022.

Leadership Development

Sections E,F,H) College of Presbyters, Community of Deacons, and Diocesan Clericus - this line item supports the costs of these groups in order to keep down registration fees. The program content builds leadership skills among clergy and promotes cooperation, sharing and fellowship. The Community of Deacons line item includes travel costs for the Archdeacon or other deacons for meetings to support the Deacons ministry in the Diocese of West Missouri.

Section G) Bishop's Day w/ Wardens, Vestries, Treasurers, etc. is an annual leadership training event held to assist congregational lay leaders and clergy to know best practices for parochial governance and for missional visioning.

Section I) Personnel includes the Bishop's Ass't for Leadership Development and two Chaplains to Retirees, totally .45 FTE. The Chaplains to the Retired Clergy and Surviving Spouses provide pastoral care and oversight for retired clergy and surviving spouses located in the diocese on behalf of the bishop.

Communications

	2020 Actual	2021 Budget	2022 Request	Percentage of 2022 Total
<u>Operating income for Communications</u>				
A. Share of Congregational Assessments	50,018	73,430	76,258	
B. Investment Income				
1. Proportional Share of Unrestricted Investment Income	17,373	22,510	22,788	
Total operating income for Communications	67,391	95,940	99,046	5.00%
<u>Operating expense for Communications</u>				
A. Diocesan Website	8,789	7,037	7,476	
B. Ministry Support	-	4,223	4,878	
C. Episcopal Communicators Network				
1. Annual conference attendance	425	425	425	
2. Membership & Dues	150	150	150	
D. Advertising and Promotion	-	1,600	1,600	
E. Travel	999	5,136	5,530	
F. Personnel Costs (salary, benefits, taxes)	64,220	77,369	78,987	
Total operating expense for Communications	74,583	95,940	99,046	5.00%

Notes on Communications expenses:

Section A) Diocesan Website - The diocesan websites are the central hub of the diocesan and churches online connections with members and visitors. We currently support 28 websites for churches and key ministries on Digital Faith. The costs include some additional security software to keep our sites safe from hacking and malicious attacks.

Section B) Ministry Support - The ministry budget includes several software tools that support the work of multiple ministries within the diocese and tools to streamline production of promotional materials. Included here are our mailing service, image and video editing, and management applications, as well as social media monitoring and posting software. For 2022 this has been increased to allow for some discretionary funds to help churches with IT problems involving livestreaming and screen recording software.

Section C) Episcopal Communicators Network - The Episcopal Communicators Network is an invaluable resource for assisting the Communications Team and keeping us up to date on trends and initiatives, enabling us to advise churches in turn.

Section D) Advertising and Promotion - Social Media is no longer free. We need to advertise in order to get our message seen by more people, promoting both the Episcopal Church and our churches.

Section E) Travel - These funds are used to enable the Communications Director to attend key church and diocesan events and individual churches for training/site visits. It also includes a travel allowance to attend the ERD annual network meeting.

Section F) Personnel includes the Communications Director, a total of 1 FTE.

Work of Deaneries

	2020 Actual	2021 Budget	2022 Request	Percentage of 2022 Total
<u>Operating income for Work of Deaneries</u>				
A. Share of Congregational Assessments	50,384	58,934	59,284	
B. Investment Income				
1. Proportional Share of Unrestricted Investment Income	17,500	18,066	17,716	
Total operating income for Work of Deaneries	67,884	77,000	77,000	3.89%
<u>Operating expense for Work of Deaneries</u>				
A. Program Costs				
1. Central Deanery	24,999	25,000	25,000	
2. Northwest Metro Deanery	25,000	25,000	25,000	
3. Southern Deanery	25,000	25,000	25,000	
B. Administrative Costs				
1. Central Deanery	20	400	400	
2. Northwest Metro Deanery	20	400	400	
3. Southern Deanery	20	1,200	1,200	
Total operating expense for Work of Deaneries	75,059	77,000	77,000	3.89%

Notes on Work of Deaneries expenses:

Section A) Program Costs - Each deanery is allotted funds to support deanery activities and grants for localized missional purposes, which in turn support other initiatives such as evangelism and outreach efforts in the community.

Section B) Administrative Costs - To assist with administrative costs (so they will not be born solely by the Deans' parishes), each deanery is allotted funds to help with mileage reimbursements, office supplies, mailing, etc. The Southern Deanery's administrative expenses are higher due to additional travel required of the Dean of that deanery to attend meetings.

Administration & Governance

	2020 Actual	2021 Budget	2022 Request	Percentage of 2022 Total
<u>Operating income for Administration & Governance</u>				
A. Share of Congregational Assessments	575,210	663,177	713,301	
B. Investment Income				
1. Proportional Share of Unrestricted Investment Income	199,784	218,009	356,433	
C. Other Income				
1. Rental Income from ELCA	22,000	24,000	24,000	
2. Miscellaneous Income	1,416	2,500	2,500	
Total operating income for Administration & Governance	798,409	907,686	1,096,235	55.34%
<u>Operating expense for Administration & Governance</u>				
A. Administration				
1. Professional Fees				
a) Audit Fees	12,000	12,000	12,000	0.61%
b) Legal Fees	14,517	7,000	10,000	0.50%
c) Bank & Paypal Fees	1,587	1,610	1,850	0.09%
d) ACS Fees, Supplies & Training	4,095	4,216	4,400	0.22%
e) ADP Payroll Processing Fees	912	900	950	0.05%
2. Non-compensation Insurance				
a) Retired Bishop's Health Insurance	10,080	7,560	12,300	0.62%
b) Clergy & Lay Group Life	10,966	11,100	11,500	0.58%
c) Worker's Compensation Insurance	2,263	3,076	3,076	0.16%
d) Property & Casualty Insurance	17,971	17,000	19,500	0.98%
e) Key Person Insurance	1,053	1,053	-	0.00%
3. Diocesan Center Expenses				
a) Utilities	12,603	13,500	13,500	0.68%
b) Maintenance	3,559	4,500	4,500	0.23%
c) Facility Repairs	-	5,000	5,000	0.25%
d) Office Supplies & Equipment	11,467	13,000	16,000	0.81%
e) Copy Machine Expense	2,811	3,000	2,500	0.13%
f) Postage	1,442	1,500	1,500	0.08%
g) Downtown KC Streetcar Assessment	1,761	1,800	2,000	0.10%
h) The Episcopal Network for Stewardship (TENS) dues	1,000	1,000	1,000	0.05%
i) Education for Ministry Sponsorship Fees	1,750	1,750	1,750	0.09%
4. Travel				
a) Bishop Travel	8,925	21,230	21,230	1.07%
b) Lay Administrative Staff Travel	793	4,000	4,000	0.20%
5. Reserves				
a) Auto Replacement fund	4,000	4,000	4,000	0.20%
b) Repair/Replace Diocesan Center Equipment	3,000	3,000	3,000	0.15%
c) Episcopal Transition Fund	-	-	-	0.00%
d) Assessment Underfunding	49,487	83,354	85,000	4.29%
e) General Convention	12,000	12,000	12,000	0.61%
f) Special Travel	2,000	2,000	2,000	0.10%
g) Covid	-	-	122,711	6.19%
6. Springfield Apartment				
a) Springfield Apartment	10,190	11,500	11,500	0.58%
7. Miscellaneous Expense				
a) Miscellaneous Expense	4,863	5,300	5,000	0.25%
B. Governance				
1. Diocesan Convention				

Administration & Governance

a) Contracts & Arrangements	1,020	8,000	10,000	0.50%
2. Diocesan Council & Standing Committee	1,484	3,000	3,000	0.15%
C. Support of the Larger Church				
1. General Church Assessment	238,146	223,275	218,725	11.04%
2. Province VII Assessment	2,596	2,600	2,600	0.13%
D. Bishop Compensation (salary, benefits, taxes)	191,080	193,674	244,878	12.36%
E. Administrative Personnel Costs (salary, benefits, taxes)	212,642	219,188	223,265	11.27%
Total operating expense for Administration & Governance	854,064	906,686	1,096,235	55.34%

Notes on Administration & Governance expenses:

Section A2) Non-compensation Insurance - includes insurance benefits for retirees, lay and clergy group life, worker's compensation, property and casualty insurance, and key person insurance on the Bishop.

Section A3) Diocesan Center Expenses - This line item covers many costs of the Diocesan Office maintenance, operations and utilities, as well as the Diocese's portion of the Downtown KC Streetcar Assessment levied to the Cathedral. The Diocese also pays the membership fees to The Episcopal Network for Stewardship, which affords congregations access to their resources, and the Education for Ministry sponsorship fee, which allows each group in the diocese to participate at reduced costs.

Section A4) Travel - this amount supports travel and training not otherwise included in other program and travel expenses.

----- This line item is to cover travel for Diocesan Bishop Provisional's meetings as well as "in diocese" travel.

-----Lay staff travel includes the following conferences outside the Diocese: Episcopal Business Administrators Conference for the financial admin. staff and Bishop's Executive Secretaries Together for the Bishop's Assistant, as well as "in diocese" travel.

Section A5) Reserves - Current year funds set aside each year to cover future expenses.

Section A6) Springfield Apartment - This provides housing in Springfield for the Bishop, Canon to the Ordinary, or other staff member traveling for meetings, trainings or other purposes in the Southern Deanery in lieu of paying hotel expenses for each overnight stay. It also provides a base of operations and office space (with internet, printer, etc.) for staff to use between meetings or events even if no overnight stay is involved.

Section B1) Diocesan Convention - This line item provides funds for speakers, contracts, logistical needs, and other arrangements for the Annual Convention or Special Conventions of the Diocese of West Missouri.

Section C) Support of the Larger Church - This includes support of Province VII (our internal province of the 11 in The Episcopal Church) as well as the General Church. The General Church assessment is calculated this way: the diocese's 2020 Operating Income, minus a \$140,000 holdback, is then multiplied by 15%.

Section C2) Province VII Assessment - Province VII had been only asking for half of the assessment due to high reserves. In 2020 the decision was made to start asking Dioceses for the full assessment.

Section E) Administrative Personnel includes: 1.) the Events Coordinator, 2.) the Bishop's Assistant, 3.) the HR Administrator/Finance Ass't, and 4.) the Finance Administrator, equalling 2.9 FTEs.