



# Upper New York Conference

The United Methodist Church

## 2018 Budget Booklet





# 2018 Upper New York Conference Budget: *Introduction*

**B**udgets tell a story. This budget's story is of a family of churches stretched across Upper New York (UNY), united by their love for Jesus and their desire to share the love of God with all people. This budget exists to show how the Conference supports the ministries of these churches by offering tools for ministry – tools that can be visualized as a compass, a lever, and a bridge.

## Equipping Ministries – A Compass

The compass symbolizes how the Conference equips churches for ministry by growing Christ-following leaders. Leaders equipped with a compass are able to guide people through rough terrain to new and promising places. The primary way the Conference equips leaders is through recruiting, training, credentialing, deploying, supporting, and supervising ordained and licensed clergy. The simplest way to answer the question “What do I get from the Conference?” is to point to your pastor! He or she is with you because of our connection as a Conference. Your pastor’s call to ministry was recognized and nurtured by the Conference; his or her gifts and skills were developed with Conference resources; and he or she was sent to minister among you by the Conference. Although laity are primarily equipped and supported by their local churches, the leadership of lay people is also increased through Conference initiatives and programs (e.g., Lay Servant Ministries, Older Adult Ministries, Conference Council on Youth Ministries, communication channels, coaching, leadership training, and much more).



## Enhancing Ministries – A Lever

The lever symbolizes how the Conference enhances local church ministries by developing and “scaling up” resources to be shared by all. With a lever, you can magnify and stretch your efforts. Examples of how churches leverage their efforts through the Conference include our Conference’s camp and retreat ministries and our Media Resource Center. Few churches could own a camp site or purchase 1,000 DVD-based Sunday school programs, but churches linked together have access to these things. These are only a couple of the countless examples of how UNY churches leverage their efforts together.



## Extending Ministries – A Bridge

The bridge symbolizes how the Conference extends the reach of local churches beyond their neighborhood or community. Bridges connect people across geography and culture. Conference “bridging ministries” include Conference Volunteers in Mission (VIM) programs, disaster response ministries, Conference support of Global Ministries’ missionaries and UMCOR aid workers that are supported through our General Church apportionments, and much more.



These three tools – the compass of spiritual leadership, the lever of shared resources, and the bridge of connection– are what we build together as a Conference to support the work we do as local churches.

*Note: In the following Narrative Budget Summaries and the Line Item Budget you will be able to go deeper into what each funded ministry area is doing to support local ministries through the tools explained above and what they are doing to support the Conference’s mission, vision, primary task, and outcomes. This information should provide insight to those learning about the budget and allow those individuals to provide feedback to the UNY Committee on Finance and Administration as they prepare a final draft budget for the 2017 session of the Upper New York Annual Conference. Feedback and questions can be sent to [Budget@unyumc.org](mailto:Budget@unyumc.org).)*



# Narrative Budget Summaries



Fresh Start NFC Sunday Worship at Regal Cinema.  
Photo by Mary Dalglish

*Editor's Note: The numbers that precede each ministry area below represent the budget line item for that particular ministry.*

## 110: Connectional Ministries

The Connectional Ministries area places people and resources in the service of God's mission by providing strategies, networks, and resources for districts, congregations, teams, and leaders to increase the leadership capacity of local church clergy and laity. As part of this work, it seeks to develop and strengthen the ethnic, age-level, and outreach ministries of local congregations and align all Conference work with the core values of the Upper New York Conference (UNY) (centrality of the local church, connectionalism, and lay-clergy partnership). In 2018 the Connectional Ministries will invest financial and human resources in Conference priorities of increasing the number of transformational leaders, vital existing congregations, and vital and sustainable New Faith Communities. It will also work to enhance the work of district leadership teams and strengthen the UNY connection to the larger United Methodist Church beyond its borders.

## 113: Conference Leadership Team

The Conference Leadership Team serves as the executive body of the Conference between Annual Conference sessions to ensure the decisions of the Conference are implemented in accordance with our mission, vision, primary task, and core values. In 2018, the Conference Leadership Team, working on behalf of the Conference and in partnership with the Bishop and the Extended Cabinet, will discern, deliberate, and articulate outcomes for all Conference ministries related to increasing transformational leaders, vital existing congregations and vital and sustainable new faith communities.

## 114: District Block Grants

The District Block Grants provide funding for each district to live out our primary task of increasing the leadership capacity of laity and clergy. District Block Grants are used to fund training, resources, and new ministry approaches geared specifically for each district ministry context. Block grant monies have also been pooled to provide regional training events such as workshops with Jorge Acevedo and Jason Moore. In 2018, the Ministry Block Grants will provide the financial support needed to raise up, train, and resource new leaders. They also have the potential to serve as financial resources as those leaders design and implement innovative and life changing ministries in their unique context.



2015 Workshop with Jorge Acevedo.  
Photo by UNY Communications

## 122 & 233: New Faith Communities

New Faith Communities (NFCs) are a movement of the Holy Spirit in partnership with the people of God. NFCs are being planted by people (lay and clergy) who have been called to reach new people by planting new places for new people in their communities. The various NFC Teams of the Upper New York (UNY) Conference are committed to coming alongside those who are feeling called to plant, and provide them with the leadership assessment, training, networking, coaching, and resources they need to thrive in their work of reaching new people with the good news of God's grace in Jesus Christ. The goal for NFCs in 2018 is to be more fruitful in making disciples of Jesus Christ for the transformation of UNY and the world.



**Aldersgate Hispanic NFC Sunday Worship.**  
*Photo courtesy of Pastor Hector Rivera*

## 126: Hispanics Ministries Task Force ¶655

The goal of the Hispanic Ministries Task Force is to assist lay and clergy leaders in reaching and supporting members of the Hispanic/Latino community. Specifically, this task force seeks to find ways to develop strategies to: (1) Strengthen existing ministries and congregations reaching Hispanic/Latino communities in Upper New York (UNY), (2) Start new congregations and ministries in UNY, including intentional ministries with children and youth, (3) Identify, equip, and deploy (lay and clergy) leaders that are uniquely equipped to minister to Hispanic/Latino communities, (4) Identify financial and material resources to support and maintain" these strategies. In 2018, these goals will continue to drive the work of the Hispanic Ministries Task Force.



**Illuminate Preaching Academy at Casowasco Camp & Retreat.** *Photo by Mary Dalglish*

## 124: Congregational Revitalization

The Vital Congregations ministry area continues making disciples of Jesus Christ for the transformation of the world by coming alongside districts and local churches to provide resource and direction so that greater vitality will be experienced in local churches. This increased vitality allows the Conference to move towards its vision of Living the Gospel of Jesus Christ and being God's love with our neighbor in all places.

At this time in the life of the Annual Conference the most important focus is developing the capacity of Christ-Following leaders, and Vital Congregations shares this ministry focus with all the ministries in Upper New York. Currently the programming being offered by Vital Congregations includes, Leadership Academy, Illuminate Preaching Academy, Hand to Plow, Tending the Fire, Tending the Soul, and EQ-HR Workshops. In addition ministry is being engaged with District Leadership Teams, Board of Ordained Ministry, and the UNY Cabinet.

In the midst of the programs and key relationships, there is continued work with local congregations through preaching, teaching, coaching, and other forms of support as needed. In 2018 and beyond, many of the ministry activities of Vital Congregations will continue while additional strategies and opportunities to serve the local congregations as they share the ministry of making disciples of Jesus Christ for the transformation of the world.

### **130: Older Adult Ministries Team ¶651**

The purpose the Older Adult Ministries Team is to “strengthen the older-adult ministries in the local churches and districts” of the Conference. This provides a pathway for older adults, who have vast experiences but face unique challenges in the life of the church, to grow as leaders and support the mission of the United Methodist Church. In 2018, this team seeks to fulfill its disciplinary mandate to “initiate and support ministries, plans, activities, and projects that are of particular interest to older adults,” looking for creative and effective ways to advocate for the needs of older adults and champion their full participation in the life and mission of the Church.



**AC2016 Worship lead by Young People Ministries.**  
Photo by Matthew Williams

### **131: Young People Ministries Team**

The Young People Ministries Team is made up of young adult clergy and laity from around the Upper New York (UNY) Conference. The Young Adult Task Force model shows local churches how to authentically connect across generations through worship and other resources. The dream of the task force is to connect youth and young adults across the Conference, helping them build relationships and deepen their leadership capacity within the local church and beyond. Furthermore, the task force work to help youth and young adults translate and connect their faith to action through mission opportunities.

One of the fruits of this work includes involving youth in the Annual Conference Young People’s Worship Service planning (which used to be led only by young adults). In January 2017,

young adults participated in a “mission” type trip that was named “The ‘Do Something’ Experience,” where young adults from Upper New York traveled to Washington D.C. for seminars, mission work, and to better understand the United Methodist Connection. These examples illustrate the great potential of developing young people as leaders both for now and the future of the Upper New York Conference.

In 2018, the Young People Ministries Team seeks to continue providing similar enriching experiences for young adults from the UNY Conference and to support young people in using their unique gifts to help the UNY Conference live into its mission and vision.

### **132: Conference Council on Youth Ministries (CCYM)**

The Conference Council on Youth Ministries exists to raise youth to be leaders in the church. By facilitating leadership opportunities for youth on the council, other youth across the Conference are also reached and encouraged to grow. The budget of the CCYM is used to host three annual events and fund a week-long training camp for the CCYM team. Money may be used to hire a special band or speaker for events, or to cover the general needs of training camp.

Other money is used to connect CCYM members to the NEJ CYM through opportunities such as Mission of Peace, an annual journey of shalom to a foreign country. Giving high-school-aged youth the chance to lead ministry to other youth not only leaves an impact now, but also serves as a stepping stone to them leading youth and adults when they themselves are adults. This is the essence of the primary task of the Upper New York Conference, to increase leadership capacity.

In 2018, the CCYM will continue to offer the events, trainings, and experiences that grow the Conferences’ youth into leaders at the local church and beyond so that they may be a part of leading the Conference into its vision.

### **133: Commission on Archives and History**

According to the *Book of Discipline*, all Conferences are required to have a Commission on Archives and History to “collect, preserve, and make accessible the historically significant re-

records of the annual conference and its agencies, including data relating to the origin and history of the conference and its agencies.” That said, the Upper New York (UNY) Conference Commission on Archives and History seeks to fulfill more than a disciplinary mandate. It seeks to keep and uphold the story of our past in order to help us understand our present and plan for our future. In day-to-day practice UNY collects artifacts, historical documents, books, etc., which help tell the story of the UNY Conference. Archives and History also assists researchers such as local churches as well as genealogists all over the country. The Archives and History ministry also helps local churches in managing their records, tasks, and serves as a resource for preservation of records. In 2018 Archives and History will finally be housed in one location at the new Conference Center. This will better allow the impact of Archives and History to be felt in developing leaders and living into our vision.

### 134: Safe Sanctuaries Team

The Safe Sanctuaries Team’s responsibilities are based on a resolution that was adopted in 2011 calling on the team to address issues of policy making, training, and accountability to protect the most vulnerable among those we are in ministry to. The standardized training is designed for adult learners and includes these topics: Why Safe Sanctuaries?; The Nuts and Bolts of Safe Sanctuaries; Abuse: The Types, Signs, and Effects; Responding, and Reporting of Abuse, Beyond Sunday School, and Youth Group; Beyond the Walls of the Church. The training is facilitated by certified individuals that have completed the three-

hour Safe Sanctuaries Training of Trainers. They help congregations and ministries understand and implement The Minimum Standards. The intent of the standards is to reduce the risk of abuse. A church that is doing their best to reduce the risk of abuse is taking an important step in building a healthy congregation. In order for persons to grow as disciples and leaders, they must first be safe. In 2018, the Safe Sanctuaries team will offer more trainings for adult learners as well as more trainings for the trainers so that the Upper New York Conference might continue to grow safer as it lives into its vision.

### 136: Media Resource Center

The Media Resource Center provides materials to the local churches, districts, and the Conference to support the mission, vision, and ministry of the Upper New York (UNY) Conference. Among others, resources are provided for leadership, visioning, discipleship, and spiritual growth. Support materials are available for Sunday School and Vacation Bible School. The director provides consultations to laity and clergy as to which resources would be helpful in their ministry setting. The Media Resource Center has the capacity to touch people exponentially by supporting small group studies, Christian Education, and outreach programs. In 2018, the Media Resource Center will continue to expand its resources, equipping and growing leaders as they engage in ministry across the UNY Conference. It will also be of great use to anybody visiting the new Conference Center, which is where the Media Resource Center is moving in spring of 2017.





### **152: Board of Laity**

The Upper New York (UNY) Conference Board of Laity has five defined purposes, expressed in Paragraph 631 of the *Book of Discipline*. These five may be condensed into one major expectation: to equip and connect leaders for ministry in local congregations, districts, Conferences, and jurisdictions, as well as national and global communities. UNY equips and connects lay leaders through participation in jurisdictional and national gatherings. At these events, leaders encounter inspired worship, experience education in current best practices, receive updates on legislative issues, and may nominate and elect officers. This supports the Conference's primary task of developing leaders.

Our Conference Lay Leader and District Lay Leaders also often serve as the lay counterpart to clergy leadership in countless settings ranging from local church charge conferences to Annual Conference itself. This partnership between lay and clergy leadership is one of the core values of the UNY Conference.

In 2018, the Board of Laity will continue to grow its leadership abilities through continued participation in trainings and gatherings, but more importantly it will continue to be part of the core leadership that moves the UNY Conference towards its vision.

### **153: Lay Servants Ministries Team**

According to the *Book of Discipline*, every Conference is encouraged to create a Conference committee on Lay Servant Ministries. This is be-

cause Lay Servant Ministries is one of the important ways that new leaders are equipped and deployed. Increasing leadership capacity is currently the primary task of the Upper New York (UNY) Conference, so the role of Lay Servant Ministries is very important. In 2016, the UNY Conference had over 852 active Lay Servants. There were also approximately 42 training courses offered across our Conference with almost 400 Lay Servants in attendance. These Lay Servants then go out and serve as disciples of Jesus Christ through a myriad of ministries including: VIM, Small Group Leaders, Trustees, SPRC members, Sunday School Teachers, Visitation Coordinators, Prayer Leaders, and more. In 2018, UNY Lay Servant Ministries will continue to use the tools available to grow and deploy leaders across UNY and beyond.

### **154: College Ministries Team ¶ 634**

The purpose of the College Ministries Team is to guide the Upper New York (UNY) Conference in its program of ministry in higher education; to train and provide resources for district committees and local church ministry areas of higher education and campus ministry; and to evaluate schools, colleges, universities, and campus ministries related to the UNY Conference, with concern for the quality of their performance, the integrity of their mission, and their response to the missional goals of the General Church and the Annual Conference, particularly in the area of leadership development. In 2018, the team will invest its resources and time in fulfilling these responsibilities so that more young United Methodists have the chance to grow and lead.

## **160: Conference Commission on Religion and Race (CCORR) ¶643**

The purpose of the Conference Commission on Religion and Race is the same as the General Commission: “to challenge, lead, and equip the people of the United Methodist Church to become inter-culturally competent, to ensure institutional equity and to facilitate vital conversations about religion, race, and culture” (¶2002). In 2018 CCORR will invest time and resources in training, programs, tools, and initiatives which enable our Conference to live more deeply into this reality. In concert with the Bishop’s Task Force on Racism, the commission will specifically focus on implementing the Northeastern Jurisdiction’s 2016 “Call to Action.”



## **161: Conference Commission on the Status and Role of Women (COSROW) ¶644**

Since 1972, COSROW has been charged with monitoring, research, education, and advocacy to eradicate sexism in The United Methodist Church. This work has been based on the conviction that all people are created in the image of God, and that the Holy Spirit empowers females, as well as males, with the intelligence, discernment, and strength to live as whole persons with multiple gifts to share. This work can most prominently be seen in monitoring at Annual Conference as well as other leadership environments. Goals for the future also include training opportunities and resources. In 2018, COSROW will seek to fulfill its disciplinary mandates toward the end of enhancing the status and role of women in our churches, communities and world.



## **162: Committee on Native American Ministry (CONAM)**

CONAM is an Upper New York (UNY) Conference committee made up of representatives from the three Native American churches located on Haudenosaunee territory as well other territories of Native and non-Native people. CONAM continues to play an ongoing role in the healing and reconciliation begun through the Conference Acts of Repentance and Building Relationships with Indigenous Persons. CONAM seeks to advocate for ministry with and by Native Americans and to educate all regarding the rich and diverse culture, history, and traditions of Native Americans. The education helps to empower leaders, both Native and non-Native by giving them knowledge and



tools. Moreover, CONAM strives to be God's Love with our neighbors in all places by granting requests from numerous Native groups throughout the Upper New York geographic area to help with their programming. These requests range from: visitations among Native elders on the territories, preservation of Native language, cultural and educational programs, support for individual needs of the Native congregations, and more. In 2018, CONAM will continue to nurture the relationships between the Native Americans and all people in the UNY Conference and will continue to help with programming specifically designed to reach Native people who are often underserved by traditional Conference programming.

### **163: Committee on Accessibility Concerns ¶653**

The Accessibilities Concerns team's purpose is to "promote the full inclusion of persons with disabilities in the life of the local church and the Annual Conference" by advocating, developing, and promoting programs at all levels of the Conference that meet the needs of persons with disabilities. Fully including individuals who are differently abled is a great example of being God's love for all people and allows people with unique outlooks and skills to develop as leaders, greatly enriching the body of Christ. In 2018, this team specifically seeks to be a resource for local churches who are attempting to develop ministries that are attitudinally and architecturally accessible, thereby in fulfilling its disciplinary mandate in a way that puts the local church at the center of ministry.

### **165: Nominations & Leadership Development ¶610**

The Nominations Team serves throughout the year to recruit called, gifted, and skilled lay and clergy leaders to serve on various Conference committees, boards, teams, task forces, and agencies. It submits an annual roster of nominees for adoption by the Annual Conference each year

and fills interim vacancies with submissions to the Conference Leadership Development Team. This is an essential feature of the Conference's primary task of "equipping and deploying Christ following leaders." In 2018, the Nominations Team will seek to place a diverse and gifted group of leaders in ministry in the Upper New York Conference.



**Morning Worship at the 2016 Upper New York Annual Conference Session.** Photo by Matthew Williams

### **166: Annual Conference Sessions**

The Annual Conference Session is an important part of what it means to be United Methodist. This time of worship, connections, and Christian conversation is crucial to the work of the Conference and central to living into the vision of what it means to be United Methodist in Upper New York.

However, long before Annual Conference takes place each year, the Sessions Committee is busy planning all the various aspects that surround the multi-day, 1,500 participant event. The Committee is comprised of volunteers and Conference staff, who all have been tasked with duties and responsibilities that ensure the event is timely, well-coordinated, inspiring, informative and, most importantly, glorifies God.

In 2018, the venue for the Annual Conference will need to change due to a scheduling conflict. Despite this added challenge, the gifted team of volunteers and staff will work to ensure another spirit-filled and inspiring Annual Conference.



## 182: Global Ministries Team ¶633

The purpose of the Global Ministries Team is to explore, develop, and support partnerships between the Conference, districts, and local churches with mission projects beyond the bounds of the Conference. It is also responsible for maintaining the connectional relationships between the Conference and the General Church, primarily through the General Board of Global Ministries. In 2018, the Global Ministries Team will seek to fulfill its disciplinary responsibilities through wise investment of time and resources, and be God's love to all people and in all places!

## 183: Social Holiness Team

Social Holiness is a team that is made up of nine different committees of the Upper New York Conference that pertain to the "social ministries" or ministries focused on justice and compassion. The committees represented here are what give not only a presence in our various communities, but also, place a face on our faith statements. These reach from supporting the work of the Peace with Justice in Israel and Palestine to the funding of programs that help local churches better reach out to the marginalized in their locations. The areas of religion and race, Native American ministries, Ministries within the Prison System of New York, and the New York State Council of Churches are also areas that are supported and part of our monthly discussions. In other words, these ministries are directly involved in the Upper New York Conference serving as the love of God in local communities throughout UNY. The Social Holiness Committee sponsors various trainings and is a valuable resource for local churches across the Conference. In 2018, the Social Holiness team will continue to meet monthly to further their social justice efforts and will also offer more trainings to local churches so that all in Upper New York and around the world might feel the Love of God



in their lives.

## 184: Disaster Response Team:

The Disaster Response team exists to provide physical, emotional and spiritual relief and assistance to churches and their communities in times of natural and human-made disaster. When people are in unthinkable pain, this team is there to respond with God's love and meet the physical and spiritual needs of those in pain. In 2018, this team will increase its preparedness to respond to disaster through training and resource-building. Most importantly, they will be at the ready to respond with the love of God when called upon.

## 185: Volunteers in Mission (VIM)

VIM inform, train, and support individuals and teams engaged in short-term missions. Clergy and lay members, as well as non-members of UM churches and the unchurched are encouraged to join in UM mission efforts. These mission efforts provide God's love and physical/spiritual support for people and communities in need around the Upper New York Conference and the World.

In recent months, Various training sessions have been conducted through VIM, including: Team Leader Training (FLT), which informs and encourages best practices; Early Response Team (ERT), which certifies individuals to UMCOR standards for early disaster response; and NEJ UM-VIM/UMCOR Academy. UNY attendance at Academy continues to exceed that of all other Conferences in the jurisdiction. VIM attributes that to improved communication especially to those newly engaged. VIM trainers increased the number of people trained and greatly increased the capacity of leaders in this kind of mission field. In 2018, VIM will continue to help individuals and teams to successfully carry out short-term missions as well as train leaders to teach others to respond to mission calls.



### 200: Episcopal Office

The Episcopal Office supports and implements the leadership of the resident Bishop and the cabinet. It oversees the personnel files of clergy, provides administrative support to the twelve district offices, and maintains vital connections with other denominational, ecumenical and secular organizations. In 2018, the Episcopal Office will continue to provide these essential services to support leadership in the Area and Conference.

### 205: Committee on Episcopacy

The UNY Committee on Episcopacy is focused on supporting and encouraging the Bishop of the UNY Conference. They are, in some ways, similar to an SPRC for the Bishop. They gather a few times a year to sit with the Bishop, to hear his concerns and vision for the Conference, to make sure his family has adequate housing and encouragement, to share potential insights we feel he should hear, and to pray for Bishop Webb that the Holy Spirit will empower, strengthen, and encourage him in his leadership. In short, a healthy bishop is better empowered to lead the Conference in developing leaders and living into our vision and mission. In 2018, the Committee on Episcopacy will continue to gather feedback to share with the Bishop, provide support for the Bishop, and encourage the Bishop in leading the Conference into its vision.

### 210: The Cabinet

The **full cabinet** consists of the Resident Bishop, the Director of Connectional Ministries/ Assistant to the Bishop, the Conference Benefits Officer, the Conference Treasurer, the Conference Lay Leader and the District Superintendents. The Cabinet provides oversight and direction for the work of the Annual Conference, districts, and local churches.

The **appointive cabinet** consists of the resident Bishop and the District Superintendents.

The job description for the Upper New York Conference Superintendents states: The Superintendent is a disciple of Jesus Christ, who lifts up the United Methodist Mission of making disciples of Jesus Christ for the transformation of the world, and the Upper New York Conference



The cabinet at AC 2016. Photo by Dan Wistrup

vision of living the Gospel of Jesus Christ and being God's love with our neighbors in all places. The Superintendent increases the capacity of lay and clergy leaders in order to grow disciples, vital congregations and transformational leaders. The Superintendent is a steward of the connection, alongside the Bishop, Cabinet and members of the Annual Conference. The Superintendent is focused on adaptive leadership, continually learning and experimenting with new ways of leading.

In total, the Cabinet is tasked with both leading the Conference towards its vision and putting other leaders in place to share in this responsibility. This work will continue in 2018 just like it must every year.

### **214: Bishop's Crisis Response Team**

The Bishop's Crisis Response Team works with congregations and pastors in situations of acute trauma, particularly involving cases of clergy misconduct. The team, made up of trained clergy and laity, are deployed by the Bishop to provide support for all parties involved in the allegation: the complainant, the accused, a spouse, or other involved persons. The team may also provide appropriate care to the affected congregation as a whole. In 2018 this team will invest resources in training, preparedness, and the provision of care as needed.

### **270: General & Jurisdictional Conference Travel**

The funds allocated for General & Jurisdictional Travel support travel to, or related to the General Conference and the Northeastern Jurisdictional Conference.

### **220: District Offices**

The District Office is a resource to the pastors and churches of the district and the District Superintendent. It is an important connector between the pastors and laity of the district, the District Superintendent, and the Conference offices. Each district office employs a part-time district assistant who provides administrative support to the District Superintendent and the churches and pastors of the district. Job duties of the district assistant include reception, answering telephones, database management, calendar

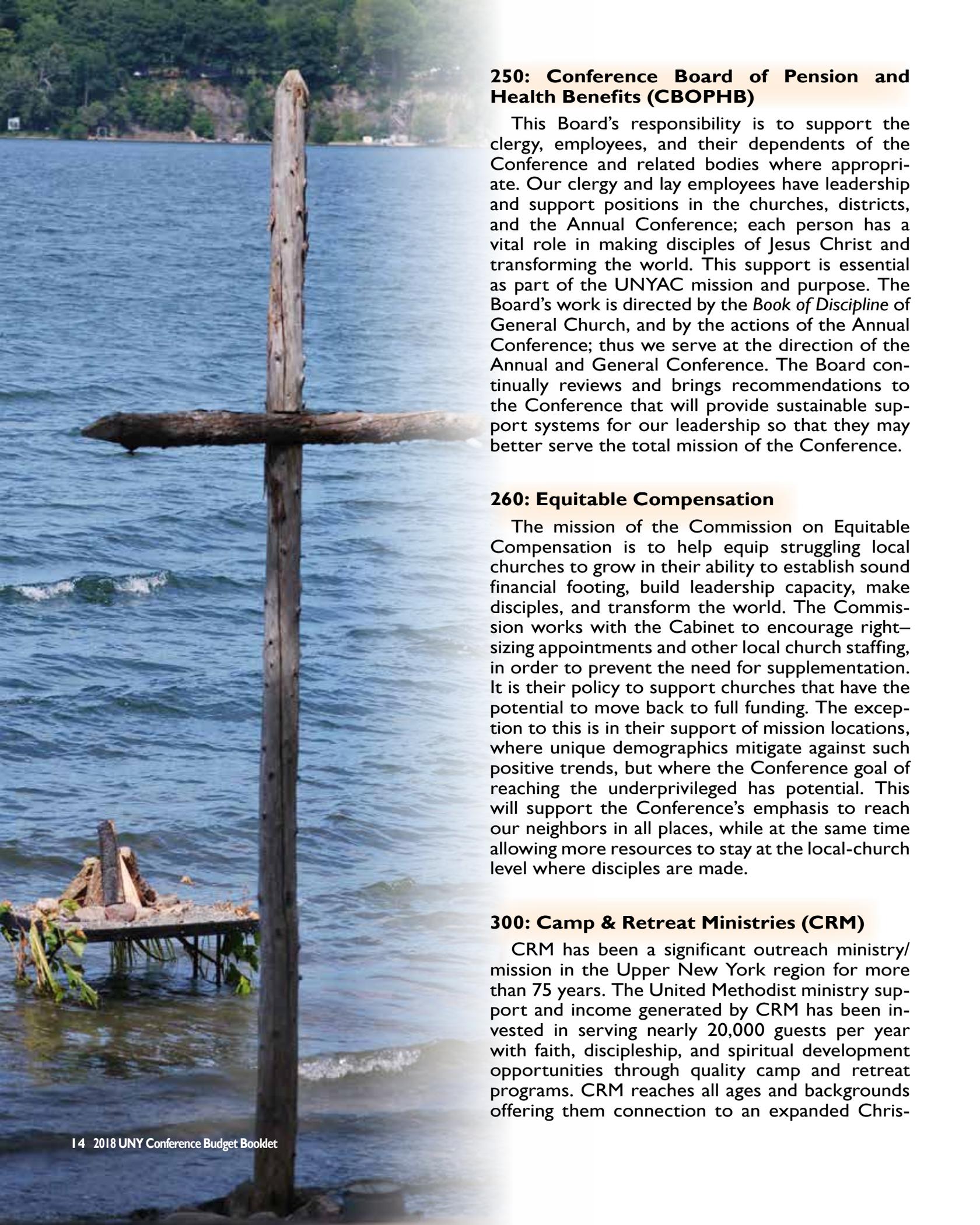
maintenance, storage of all church and clergy-related files, provision of general information including annual reports and direct communication through mail, email and websites. The District Office provides a computer work station for persons who may not have access to a computer at home or in their church in order to complete reports and other Conference-related work.



Ordination at AC 2015. Photo by Matthew Williams

### **240: Board of Ordained Ministry (BOM)**

BOM is tasked with recruiting, developing, and credentialing ministerial leaders for the United Methodist Church. They recommend to clergy session those considered for licensing, commissioning, ordination, status changes, and retirement. They provide continued nurture of the clergy of the Conference through continuing education, spiritual formation, and clergy care grants as well as programs and training. The 2016 *Book of Discipline* has charged the BOM with developing the process for formal reviews and self-evaluations of clergy. In doing so, they provide for the clergy leadership of the local churches and other ministries of the Conference, who will make disciples of Jesus Christ for the transformation of the world. In 2018, BOM will continue offering their recommendations, as well as offering support, education, and trainings to UNY clergy.



## **250: Conference Board of Pension and Health Benefits (CBOPHB)**

This Board's responsibility is to support the clergy, employees, and their dependents of the Conference and related bodies where appropriate. Our clergy and lay employees have leadership and support positions in the churches, districts, and the Annual Conference; each person has a vital role in making disciples of Jesus Christ and transforming the world. This support is essential as part of the UNYAC mission and purpose. The Board's work is directed by the *Book of Discipline* of General Church, and by the actions of the Annual Conference; thus we serve at the direction of the Annual and General Conference. The Board continually reviews and brings recommendations to the Conference that will provide sustainable support systems for our leadership so that they may better serve the total mission of the Conference.

## **260: Equitable Compensation**

The mission of the Commission on Equitable Compensation is to help equip struggling local churches to grow in their ability to establish sound financial footing, build leadership capacity, make disciples, and transform the world. The Commission works with the Cabinet to encourage right-sizing appointments and other local church staffing, in order to prevent the need for supplementation. It is their policy to support churches that have the potential to move back to full funding. The exception to this is in their support of mission locations, where unique demographics mitigate against such positive trends, but where the Conference goal of reaching the underprivileged has potential. This will support the Conference's emphasis to reach our neighbors in all places, while at the same time allowing more resources to stay at the local-church level where disciples are made.

## **300: Camp & Retreat Ministries (CRM)**

CRM has been a significant outreach ministry/mission in the Upper New York region for more than 75 years. The United Methodist ministry support and income generated by CRM has been invested in serving nearly 20,000 guests per year with faith, discipleship, and spiritual development opportunities through quality camp and retreat programs. CRM reaches all ages and backgrounds offering them connection to an expanded Chris-

tian community. They serve a broad constituent base, Methodist, other denominations, seekers, and the un-churched. Surveys show that nearly 70 percent of ordained and lay leadership had a singularly significant spiritual experience at a camp or retreat. Many young adult summer staff move on to careers in ministry or mission. CRM leaders also recognize that mission support is changing and are investing in developing sustainable sites and programs. They have initiated a strategic plan to broaden and sustain our outreach by building site capacity with the types of programs and facilities that are attractive, meet youth, adult's, and family's needs, while reducing maintenance expenses. Their goals in 2018 and beyond are to continue to make disciples, intentionally develop leaders, and provide meaningful, relevant, sustainable programs at sites that offer attractive, premiere Christian hospitality so that lives are transformed.



Teambuilding at Casowasco Camp & Retreat.

#### **410: Conference Director of Administrative Operations**

The budgeted amounts in the Administrative Operations lines go to support the day-to-day operations of your Annual Conference. These include the “light bill” type of expenses, such as telephone and utilities, as well as the resources needed by our ministry areas to function, such

as paper, copiers, and office supplies. Staff in this ministry area includes the Conference receptionist/support services clerk who provides hospitality, guidance to clergy and church members seeking information from Conference personnel, and general office support. The support of administrative operations helps staff throughout the Conference to accomplish leadership development by enabling outreach to constituents (via phone and mail) and by providing essential materials. Supply consumption is monitored with an eye toward reuse-recycle-repurpose.

Administrative Operations also includes managing, maintaining, and protecting the physical assets of the Conference. Staff support includes our Property Manager, who works with the Trustees to oversee processes and protections for abandoned properties and the multi-peril insurance program. An estimated expense has also been included for the management and maintenance of the new Conference office facility. The goals for 2018 will remain to support the primary task of the Annual Conference along with the mission, vision, and outcomes.

#### **412: Treasurer's Operations**

The ministry of the Treasurer's Office is to serve and inform the leaders of our Conference teams and local churches by acting as a resource to provide varied, professional financial support. The Treasurer and finance staff are responsible for processing, accounting for and reporting all financial activity of the Conference including the operations of our Conference Connectional Ministry Teams, Camps & Retreat Ministries, District offices, Conference properties, investments, Ministry Shares, clergy benefits, and the Episcopal office. These Conference activities total approximately \$23,000,000 each year. The finance team receives and disburses all Conference funds, processes payroll, manages cash flow, develops and monitors the annual budget, oversees the annual Conference audits, and maintains the financial books and records of the Conference. The Treasurer provides direct leadership support to Trustees, CF & A, Cabinet, Executive Staff, Information Technologies, Benefits, and Camp & Retreat Ministries. The staff in the finance ministry consists of the Treasurer, Finance Manager, an Accountant, and three support specialists.



The Conference IT team. Photo by Mary Dalglish

#### **414: Benefits Director Operations**

The Benefits Office has a significant ministry within the Annual Conference to all clergy, local churches, and the employees of the Conference through the provision of benefits, employment law guidance and compliance, leadership development, and asset management. A cooperative, connectional approach to providing these services is more cost effective and efficient than pursuing them individually. The office provides this support to over 1,000 clergy families and almost 100 employee families. Having sustainable benefit plans as part of the overall understanding of pastoral compensation in the Upper New York Conference is important to attracting effective leaders to come alongside the many clergy who will be of retirement age in the near future. This team works to support the ministry goals of the Annual Conference and, specifically the Board of Pension & Health Benefits, and the Commission on Equitable Compensation. In 2018, the office will continue to support the primary task of the Conference by providing service and support to leaders who can then focus on their development and mission.

#### **418: Computer Services**

The Conference IT team is staffed by a manager and a support technician. This team is responsible the planning, design, implementation and maintenance of all Conference computer, electronic office equipment and other information technology systems. Our IT staff provides Conference leaders with the technical support they need to connect and operate in the digital world.

#### **420: Council on Finance and Administration (CF&A) ¶611**

The Conference Council on Finance and Administration's purpose is "to develop, maintain, and administer a comprehensive and coordinated plan of fiscal and administrative policies, procedures, and management services for the Annual Conference." In 2018 CFA will seek to gather the abundant resources God has provided the Upper New York Conference for ministry and see that these resources are wisely and effectively used to equip and connect local churches for disciple-making ministries.

### 430: Director of Communications Operations

In the end, Communications role is to share the story of what it means to be United Methodist in Upper New York (UNY) with as many people as possible, in as many ways as possible. By sharing the story of what it means to be United Methodist Christians in UNY, the Conference is equipping and empowering leaders to make disciples of Jesus for the transformation of the world. The primary purpose of the Annual Conference is to increase the capacity of Christ following leaders so that they may better be the love of God for all people and transform the world by making disciples. To that end, a leader must know our story and be able to share our story in order to lead. This goes back to the command to go forth and share the story, making disciples in all the lands.



The UNY Communications team successfully tells our story through multiple modalities including the print publications of the *Bridge* and *The Advocate*, electronic platforms, like the [unyumc.org](http://unyumc.org) website, the *Weekly Digest* e-newsletter and frequent e-notes, and social media. The team also tells stories effectively through video. Each of these mediums has their own audiences identified and communications are tailored specifically to that audience. This allows for the team to focus on evangelism, communicating with leaders, rising up leaders, and deploying leaders all at the same time.

The Communication team puts forth much to tell the stories taking place throughout the Conference in new, creative, and exciting ways. This effort will continue in 2018 and beyond. Members

of the UNY Conference and beyond can continue to expect Conference Communication channels to grow, multiply, and evolve just as they have in the past, with the overarching goal of sharing our story. This is crucial to both the Conference's primary task and living into the Conference's vision. Without our story to share, leaders cannot be grown or deployed and without our story we could not be God's love. Our story is truly our primary tool for all we do!

### 432: Communications Commission

The *Book of Discipline* suggests that each Conference have a Communications Commission or equivalent body to provide visioning for how the Conference tells its story. At times in UNY this work has been done by the Conference Leadership Team or other leaders but ultimately the goal is the same, to find new and innovative ways to share the story of what it means to be United Methodist in Upper New York. In 2018, leaders in the area of Communications Ministry will continue to explore models for communications that best work in Upper New York with the ultimate goal of continuing to support the excellent strides that have been made in how our story is shared with each other and the world.

### 434: Board of Trustees

The mission or ministry of the Board of Trustees is to be good stewards of the property that has been entrusted to the Upper New York (UNY) Conference for the work of God and to maintain property insurance for the benefit of the Conference assets. The Trustees' ministry aligns with the Conference mission through the preservation and maintenance of the assets entrusted to the Trustees of the Annual Conference and the churches. This may take the form of purchasing and remodeling a new Conference Center to better support mission and leadership development in Upper New York. It may also take the form of selling properties that are no longer in use so that the assets may be used for new ministry. In fact, there are countless ways that the work of the Trustees supports the mission and vision of the UNY Conference. In 2018, the Trustees will continue to do the "on the ground" work that will enhance and empower the vision and mission of the Upper New York Conference.

UPPER NEW YORK ANNUAL CONFERENCE OF THE UNITED METHODIST CHURCH  
MINISTRY SHARE LINE ITEM BUDGET

Line Item	2018 Ministry Share Revenue Budget	B18 vs B17 increase(decrease)	2017 Ministry Share Revenue Budget
<b>GENERAL CHURCH APPORTIONMENTS</b>			
World Service	903,435	40,135	863,300
Ministerial Education	228,854	6,566	222,288
Black College	152,146	( 5,487 )	157,633
Africa University	34,050	( 1,228 )	35,278
Episcopal	267,544	7,676	259,868
Interdenominational Cooperation	23,864	684	23,180
General Administration	107,275	3,078	104,197
Jurisdictional Administration	25,534	-	25,534
Unpaid General Church Apportionments	382,743	( 108,201 )	490,944
General Church Apportionments at 100%	<b>2,125,445</b>	<b>( 56,777 )</b>	<b>2,182,222</b>
<b>CONFERENCE MINISTRIES</b>			
Conference Connectional Ministries Support -			
110 Connectional Ministries	291,606	54,541	237,065
113 Conference Leadership Team	2,370	( 290 )	2,660
114 District Block Grants	120,000	-	120,000
165 Nominations & Leadership Development Team	2,370	1,005	1,365
166 Annual Conference Sessions	170,000	-	170,000
Enhancing Ministries -			
122 New Faith Communities Team	5,250	-	5,250
233 New Faith Communities Ministries	166,486	( 3,641 )	170,127
160 Commission on Religion and Race	5,120	1,620	3,500
161 Commission on Status and Role of Women	1,970	( 3,280 )	5,250
162 Committee on Native American Ministry	2,845	( 1,355 )	4,200
163 Committee on Accessibilities Concerns	1,970	( 480 )	2,450
124 Congregational Revitalization	133,191	17,289	115,902
126 Hispanic/Latino Ministries	1,970	1,970	-
133 Commission on Archives and History	1,970	( 2,057 )	4,027
134 Safe Sanctuaries Team	2,390	466	1,924
136 Resource Center	64,553	( 860 )	65,413
Equipping Ministries -			
152 Board of Laity	5,070	( 1,335 )	6,405
153 Lay Servant Ministry Team	700	700	-
130 Older Adult Ministries Team	1,970	( 6,973 )	8,943
131 Young People Ministries Team	15,465	12,035	3,430
132 Council on Youth Ministries	4,900	-	4,900
Extending Ministries -			
154 College Ministries	44,469	9,625	34,844
182 Global Ministries Team	1,970	( 2,790 )	4,760
183 Social Holiness Team	1,970	( 1,355 )	3,325
184 Disaster Response Team	8,525	6,026	2,499
185 Volunteers In Mission	7,920	( 1,580 )	9,500
Subtotal Conference Connectional Ministries	<b>1,067,020</b>	<b>79,281</b>	<b>987,739</b>
300 Conference Camp and Retreat Ministries	<b>870,000</b>	<b>( 39,000 )</b>	<b>909,000</b>
Ministerial Support -			
240 Board of Ordained Ministry	209,971	10,464	199,507
250 Board of Pensions and Health Benefits	28,825	175	28,650
260 Equitable Compensation	220,500	( 10,865 )	231,365
205 Episcopacy Committee	2,570	1,677	893
200 Episcopal Office	55,575	5,615	49,960
214 Bishop's Crisis Response Team	7,000	-	7,000
270 General & Jurisdictional Conference Travel	5,250	-	5,250
Subtotal Ministerial Support	<b>529,691</b>	<b>7,066</b>	<b>522,625</b>
Cabinet & Districts -			
210 Cabinet	130,000	450	129,550
220 District Operations	2,102,027	( 14,021 )	2,116,048
212 Ministerial Support - Moving	-	( 5,250 )	5,250
Subtotal Cabinet & Districts	<b>2,232,027</b>	<b>( 18,821 )</b>	<b>2,250,848</b>
Administrative Ministries -			
410 Conference Office & Administrative Services	297,758	9,894	287,864
414 Operations of Director of Benefits	299,573	( 17,135 )	316,708
412 Operations of Treasurer	494,357	11,230	483,127
418 Computer Services	221,000	33,998	187,002
420 Council on Finance and Administration	3,025	837	2,188
434 Board of Trustees	63,500	20,572	42,928
430 Operations of Director Communications	364,739	( 19,722 )	384,461
432 Communications Commission	1,500	( 1,195 )	2,695
Subtotal Administrative Ministries	<b>1,745,452</b>	<b>38,479</b>	<b>1,706,973</b>
Total Conference Ministries	<b>6,444,190</b>	<b>67,005</b>	<b>6,377,185</b>
Conference Ministry Shares at Full Giving	<b>1,425,365</b>	<b>( 93,660 )</b>	<b>1,519,025</b>
<b>TOTAL GENERAL CHURCH AND CONFERENCE MINISTRIES</b>	<b>9,995,000</b>	<b>( 83,432 )</b>	<b>10,078,432</b>



UPPER NEW YORK ANNUAL CONFERENCE OF THE UNITED METHODIST CHURCH  
***Proposed 2018 Ministry Share Line Item Budget Explanation***

The Conference Council on Finance and Administration (CF&A) is proud to present our Proposed 2018 Ministry Share Budget for consideration and adoption by the Annual Conference. The preparation of the budget began in the fall of 2016 with the distribution of budget worksheets and compensation information to the various Conference ministry teams. Each team drafted and submitted a preliminary budget request and a plan for ministry for their area. Conference staff worked with the Teams to compile the requests for review by Conference CF&A. Executive Staff and CF&A reviewed requests to ensure our plan for 2018 was in alignment with the Conference mission and strategies to make disciples of Jesus Christ for the transformation of the world by equipping our local churches for ministry and by providing a connection for ministry beyond the local church.

CF&A and the Conference Finance Ministry Team would like to acknowledge and thank all our team leaders and staff for their dedicated efforts to create our 2018 Ministry Share plan.



As United Methodists, we seek to enhance and expand the mission and ministries of local churches by joining together as an annual conference. *The Book of Discipline* in ¶601 defines the purpose of the annual conference as:

To make disciples of Jesus Christ for the transformation of the world by equipping its local churches for ministry and by providing a connection for ministry beyond the local church; all to the glory of God.

In fulfilling this purpose, the primary tasks of the Upper New York Annual Conference are to:

- Recruit, train, equip, and deploy transformational clergy and lay leadership so that our congregations will joyfully and faithfully live out the vision of UNY.
- Resource our local churches with effective tools and practices for effective disciple-making in the 21st century, and reforming the church for vitality, relevance, and fruitfulness.
- Nurture a planting culture where people are recognizing the movement of the Spirit in their neighborhoods to plant new communities of faith; and, provide the training, support, and resources needed for people to plant new, sustainable communities of faith.
- Align resources to support the purpose of the Annual Conference and the mission of the local church and implement a system of accountability for mission and ministry at all levels.
- Communicate how we share a common mission as United Methodist Christians in the 21st century.

The core values of the Upper New York Conference are:

**Centrality of the Local Church** – “The local church provides the most significant arena through which disciple-making occurs.” (BOD ¶ 201) - Mission happens at the local church.

**Connectionalism** – “We are connected by sharing a common tradition of faith, constitutional policy, common mission, common ethos that characterizes our distinctive way of doing things.” (BOD ¶132) – We do big things together.

**Calling And Gifts of Laity and Clergy Leadership** – “The United Methodist tradition has recognized that laypersons as well as ordained persons are gifted and called by God to lead the Church.” (BOD ¶134) – The power of partnership.



The 2018 Ministry Share Budget represents our primary operating plan for the Conference ministry activities and participation in the global initiatives of The United Methodist Church. The 2018 budget totals \$9,995,000 compared to the 2017 budget of \$10,078,432, a decrease of \$83,432. The actual expenditures under the plan are dependent on the level of Ministry Share payments by Churches throughout the year.

Our priority for the 2018 plan was to align Conference efforts to support and develop Clergy and Lay Leaders throughout the Conference. Conference teams reviewed priorities and costs to better align our work and reduce the financial impact on our Churches.

Over the past few years, our budget was categorized into fixed, General Church Apportionments, variable, and contingent costs. In an effort to simplify and clarify our Ministry Share Plan, we have reduced the four components to fixed team budgets and Ministry Shares at Full Giving amounts. The 2017 budget has been conformed to the same format as the 2018 budget.

Team budgets represent fixed amounts each team will have to spend based on the alignment of their ministry plan with the mission and purpose of the Conference.

Ministry Shares at Full Giving represents the estimated difference between the Ministry Shares billed and the Ministry Shares paid by our Churches. This difference for 2018 is estimated to be 18% of the total budget. The 2017 difference was estimated at 22%.

**General Church Apportionments** represent the Conference's apportionment determined by

the General Church to fund the broader initiatives of the denomination. The Conference's ability to pay these apportionments is directly dependent on the level of Ministry Share payments by our Churches. The Conference adopted a plan to increase the apportionments paid as follows: 80% for 2018, 75% for 2017, 70% for 2016 from 65% in 2015 and 59% for 2014.

We exceeded our expectations as the Conference was able to pay 100 percent of the apportionments for 2016.

**Connectional Ministries** encompass the direct work of staff and team volunteers to:

- Identify, train, deploy, and support leaders throughout the Conference.
- Empower, resource, support, build, and connect with our congregations and members.
- Connect, support and aid our neighbors in the Conference in need.

**Ministerial Support's** primary focus is to identify, recruit, train, credential, deploy, and support clergy to serve in our churches and congregations.

**Conference Camp and Retreat Ministries** represents Ministry Share funds directed to support our camps. The budget reduction reflects the effects of cost controls and operational efficiencies.

**Cabinet & Districts** includes funding for our 13 District Superintendents' staff and offices.

**Administrative Ministries** include the Conference-level activities to manage the operations of the Conference to enable and support the work of our staff and teams as they carry out our mission and strategies.

## General Budget explanations and descriptions:

For the most part budget differences between 2018 and 2017 represent minor changes to previous estimates and actual costs. Individual line item variances are less than one-half of one percent. Several Connectional Ministries activities show small budget reductions due to standardizing mileage & hospitality expenses and consolidation of training expense.

Connectional Ministries' 2018 budget shows an increase of \$54,541 over 2017 to establish this fund as well as an Emerging Ministries fund to foster and support new programs activities developed by conference teams in 2018.

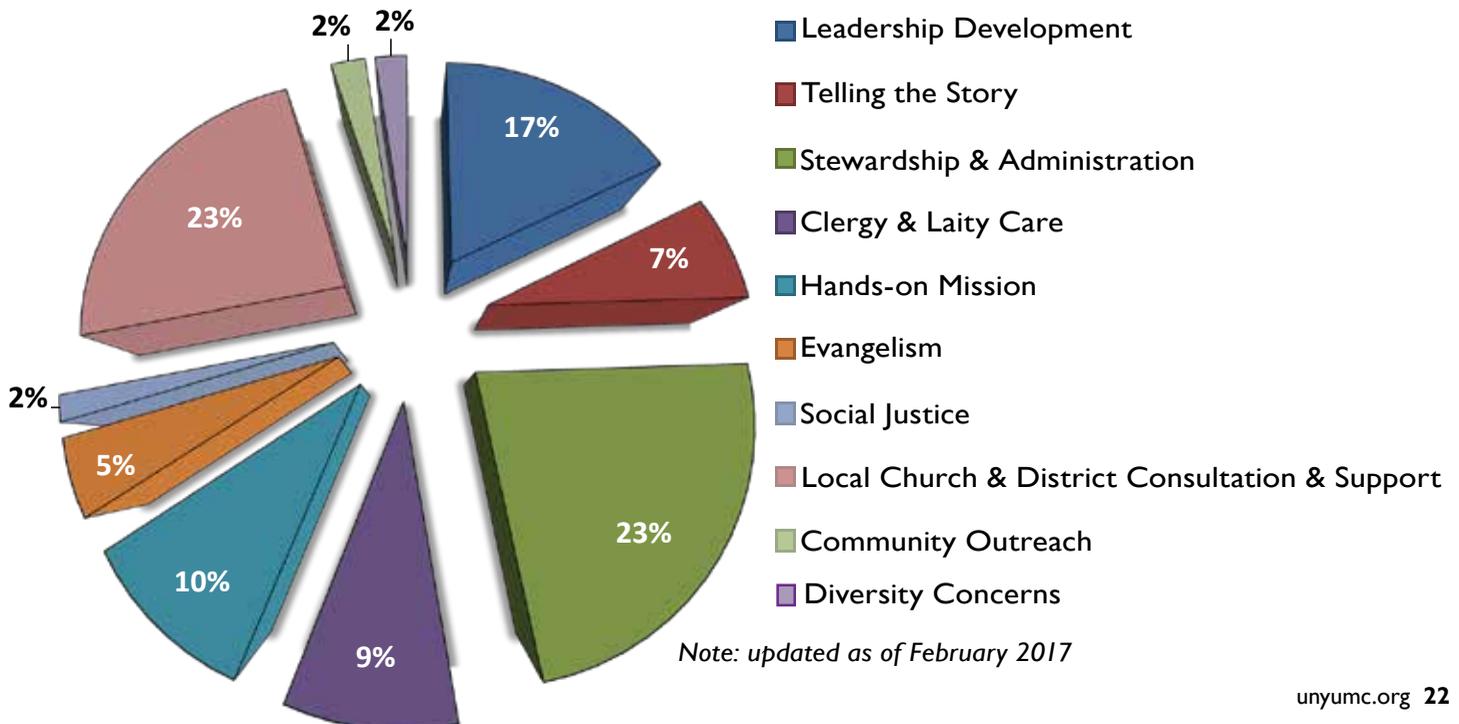
Conference staffing levels in 2018 are expected to remain at the same levels as in 2017. Compensation levels for 2018 include a 2% pay increase for non-executive staff. Benefits including payroll taxes, health insurance and pension costs reflect predicted rates for 2018.

Executive Staff have received only one pay increase in the past 5 years. Also, there were no pay increases for non-executive staff in 2016 and 2017.

Salaried staff compensation and benefits by position for 2018 are as follows:

Position	Salary & Housing Allowance per position	Benefits including health insurance, pension, workers compensation, disability, life insurance & FICA
Director of Connectional Ministries / Assistant to the Bishop	\$ 104,244	\$ 39,382
District Superintendent (13 individuals)	97,638* to 79,638	44,644 to 17,943
*Housing Allowances for 3 District Superintendents without a parsonage amounting to \$18,000 each		
Treasurer	104,244	24,977
Benefits Officer	104,244	37,775
Director of Communications	95,404	27,012
Director of Vital Congregations	80,478	40,139
Director of Camp & Retreat Ministries	86,584	40,415
Camp Operations Manager	52,020	10,687
Camp Directors (3 full-time, 2 part-time)	\$ 48,450 to 18,870	\$ 28,113 to 3,334

## A quantitative portrayal of how the Conference staff engages in Ministry



# 2018 UNY Conference Budget Frequently Asked Questions





# You asked and we answered...

## **What is needed to fund all Conference ministries?**

The estimated minimum funding needed for Conference ministries in 2018 is the Ministry Share revenue budget of \$9,995,000, minus Unpaid General Church Apportionments (\$382,743) and the Ministry Shares at Full Giving (\$1,425,365), for a net amount of \$8,186,892.

The estimated minimum funding needed for 2017 is \$8,068,463.

## **Why is the proposed Conference budget set at \$9,995,000?**

The Conference shared ministries budget represents what we believe is needed to fund the ministries we understand God is calling us to carry out in 2018. It is based on prayer, conversation, and calculation. It is in line with the shared ministry budgets of Annual Conferences of similar size across the United States.

## **How do the stated ministries of the Conference compare in priority to the ministries of the local church?**

*The Book of Discipline* in ¶202 states: “The function of the local church ... is to help people to accept and confess Jesus Christ as Lord and Savior and to live their daily lives in light of their relationship with God; therefore, the local church is to minister to persons in the community where the church is located, to provide appropriate training and nurture to all, to cooperate in ministry with other local churches, to defend God’s creation and live as an ecologically responsible community, and to participate in the worldwide mission of the church. The *Book of Discipline* in ¶601 defines the purpose of the Annual Conference “to make disciples of Jesus Christ for the transformation of the world, by equipping its local churches for ministry and by providing a connection for ministry beyond the local church; all to the glory of God.”



## How does our actual Conference spending match up with our stated Conference priorities?

The objective for the 2018 budget was to align Conference efforts to support and develop clergy and lay leaders throughout the Conference. Conference teams reviewed priorities and costs to better align the work and reduce the financial impact on local churches.

In fulfilling the purpose stated in the question above, the primary tasks of the Upper New York Conference are to:

- Recruit, train, equip, and deploy transformational clergy and lay leadership so that our congregations will joyfully and faithfully live out the vision of UNY.
- Resource local churches with practical tools and practices for effective disciple-making in the 21st century, and reforming the church for vitality, relevance, and fruitfulness.
- Nurture a planting culture where people are recognizing the movement of the Spirit in their neighborhoods to plant new communities of faith; and, provide the training, support, and resources needed for people to plant new, sustainable communities of faith.
- Align resources to support the purpose of the Annual Conference and the mission of the local church and implement a system of accountability for mission and ministry at all levels.
- Communicate how we share a common mission as United Methodist Christians in the 21st century.

## What does the large portion of the budget called Administration provide for the local church?

The dictionary defines “administration” as “the action of dispensing, giving, or applying something.” Administration is supportive work; it adds value to the work of others. Conference administration equips, enhances, and extends the ministries of the local church.

It provides leadership resources to local church clergy and lay leaders through connective ministries and the ministry of the Bishop’s

cabinet. It helps local churches connect with each other, tell their story, and hear the story of God’s work among us through communication ministries. It helps local churches care for their financial, personnel, and property resources through the finance and benefits ministry areas. Through passionate staff and administration The Conference enhances local church ministries by developing and scaling up resources to be shared by all, such as Camp and Retreat ministries, and the Media Resource Center. The Conference extends the reach of local churches beyond their neighborhood or community through programs such as Volunteers in Mission and UMCOR aid workers.



**Volunteers in Mission and the Shower Trailor.**

*Photo by UNY Communications*

This is only the beginning. To learn more about how staff directly support ministry see the chart on page 22. To learn more about what we are able to do together, thanks to our connection and Ministry Shares, see the Vol. 8 Issue 4 of the Advocate.

## UPWORD!

Photo by Ashley Riddell



### **How do we measure the results of our shared ministries spending?**

Measuring results for non-profit organizations like the Upper New York Conference is a challenge because, unlike a business, success can't be measured in terms of sales revenue or widgets sold. The bottom line for ministry is a changed life.

That said, there are ways to measure the results of Conference activities. Examples include: number of children and youth attending a summer camping programs; number of youth participating in leadership activities sponsored by the Conference Council on Youth Ministries (CCYM) and number of youth attending CCYM's Fall Gatherings and spring UPWORD! event; number of clergy completing Conference leadership development programs, such as the Leadership Academy and the Illuminate Preaching Academy; number of churches participating in the Hand to Plow process; number of laity completing Lay Servant courses and the number of laity achieving Certified Lay Servant or Certified Lay Minister status; number of individuals, congregations and teams involved in a Volunteer in Mission project or trip. Tracking the number of participants involved in such programs helps us see the immediate results of Conference activities. Gauging the impact of these results on the fulfillment of the larger vision (i.e., to increase the number of transformational leaders, vital congregations and vital/sustainable New Faith Communities) is work the Conference Leadership Team is now undertaking.

### **Isn't it a lot, to ask churches to dedicate almost 15% of their local budget to shared ministries?**

Churches are not asked to contribute Ministry Shares based on their total local budget. Ministry Share allocations are based on the income received by a church that are for the operations of the church. Funds given for missions, capital improvements and endowments are not counted in the Ministry Share calculations.

### **How does that percentage compare to other Conferences?**

There are nearly 60 Conferences in the USA. Each Conference adopts its own funding model. Some base their calculations on revenue, some on expenses, some on various congregational statistics or combinations of factors. Conferences include different costs in their budgets. Some Conferences have a two-layered Ministry Share charge; part billed by the Conference and part billed by individual Districts. As a result, a comparison of the Ministry Share percentage does not tell the whole story.

Even though the comparison question is complex, the Conference Commission on Finance and Administration has done the work to understand and compare the UNY methodology with other Conferences. In short they have found that taking differences into consideration, UNY is in line with other Conferences.

## How is the Ministry Share percentage computed?

The approved annual Conference Ministry Share revenue budget is allocated to the local churches based on operating income reported by local churches on their annual statistical reports. The total of all churches annual operating income is approximately \$69 M. The total Ministry Share revenue budget divided by the operating income total gives an annual Ministry Share percentage to be applied to each local church's reported annual operating income. The percentage was 14.4% in 2016.

## Wouldn't the churches be much more effective, if shared ministries were lowered to (say) a tithe of 10%?

Although a 10% tithe of a local church's income might appear to be a more simple approach, and also be biblically based, the amount received bears no relationship to the Conference budget. A tithe would be on all church income not just operating income and the final amount received may be more or less than that which is required for the our shared ministry as the Upper New York Conference.

## If we are sending 14.4% of our budget to Conference, how can we compete with other non-United Methodist congregations that do not have such a burden? Aren't they able to fund youth ministries, music ministries, outreach ministries, and local missions that we cannot afford?

The genius of United Methodism is our ability to pool our resources in order to provide benefits to all of our churches – small, medium, and large membership in rural, small town, urban, and suburban settings. For example, every Conference church has access to thousands of cutting-edge youth ministry and Sunday School resources through our Media Resource Center. Every one of our churches has access to six camp and retreat ministry sites offering summer and year-round programming for children, youth, and adults. Through shared ministry giving, every church has a stake in the global outreach of the United Methodist Church,

in Asia, Africa, Latin America, and Europe. And close to home, when it's time for new pastoral leadership, every one of our churches can count on a team of Conference leaders to help fill that vacancy. For many non-UMC congregations, finding a new pastor can take a year and a half or more. In short, the connectional system provides support that even the largest churches, who are not a part of it, do not have and allows for ministry, no individual church could accomplish on its own.



## What is being done to address the underpayment of shared ministries?

In early 2016, Bishop Webb, the Conference Council on Finance and Administration, the Conference Leadership Team, the Cabinet, and Conference staff developed a plan to address the underpayment of Ministry Shares. All churches in the Conference that did not pay their 2015 Ministry Share obligation in full have been asked to develop a three-year ministry plan to meet their congregation's full connectional giving. On an ongoing basis, District Superintendents work with and support these Churches to implement their ministry plans. As a result, Ministry Share payments for 2016 reached an all-time high of just over \$8.5 M. These efforts and support will continue.

## Is the underpayment a result of local church financial hardship, or is there another factor?

The reasons for underpayment vary from church to church. For each church underpaying, leaders are working to understand the reasons and provide the support needed to help them fully participate in our shared ministry.

## How do the salaries of Conference-level clergy compare to the salaries of local church clergy?

The Conference establishes a minimum salary for clergy based on ordination status, educational level, and years of service. This guideline sets the floor on clergy salaries. There is no established ceiling on salaries. The salaries of clergy appointed to serve in extension ministry with the Conference (i.e., District Superintendents, Directors of Connectional Ministries and Vital Congregations) are comparable to the salaries of clergy serving larger congregations.

## How does our overall staffing and staff salaries compare to other Annual Conferences?

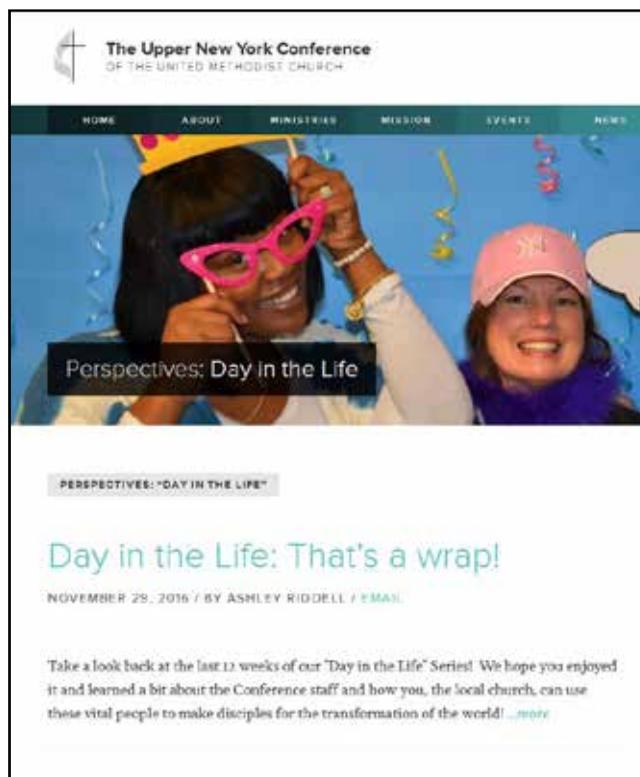
According to a 2015 salary survey conducted by Conference treasurers, the UNY Conference staff salaries are comparable to similar staff positions in other Annual Conference. For example, UNY's Director of Connectional Ministries

salary (including housing) is \$104,244. The average salary across the United States for the same position was \$108,066; across the Northeastern Jurisdiction it was \$103,124. UNY's Conference Treasurer's salary is also \$104,244. The average salary across the United States for the same position was \$112,344; across the Northeastern Jurisdiction it was \$110,745.

	UNY	US – UMC	NEJ
DCM	\$104,244	\$108,066	\$103,124
• cost/member	\$0.66	\$1.14	\$0.97
Treasurer	\$104,244	\$112,344	\$110,745
• cost/member	\$0.66	\$1.22	\$1.05

Extensive work is done with every hire to clearly identify the specific responsibilities and appropriate salary level. Staffing levels are regularly adjusted as rolls and needs change. This has resulted in a marked decrease in staff levels since the coming together of the Upper New York Conference, while drastically increasing productivity and outputs by the staff.

To learn more about the ministry of the Conference Staff see the graph on page 22 or the Day in the Life blog at <http://www.unyumc.org/news/perspectives/tagged/day-in-the-life>.



## New Conference Center.

Photo by Mary Dalglish



### How much of the budget is due to the new Conference Center?

The funds that are being used to buy and renovate the new Conference Center are designated funds resulting from the sale of Conference buildings from Upper New York's predecessor Conferences. These funds cannot be used towards the Ministry Shares budget, and over time this new Conference Center will realize a cost-savings for the Conference versus the other options explored.

### Has the increase in the Ministry Share percentage paid been a true increase, or has there simply been a shift from direct billing to shared ministries?

The increase was a true increase, and not due to a shift from direct bill payments.

### What did we do with the Ministry Share funds received that exceeded the \$7.8 M spending plan?

The funds received in 2016 that exceeded the \$7.8 M spending plan have been used as follows:

- The Conference was able to pay the General Church apportionments at 100%, for the first time in Conference history.
- \$50 K will be used for infrastructure for training and equipping leaders
- \$250 K will be used to fund an Operating Reserve

The Conference Leadership Team, Council on Finance & Administration, Trustees, Conference staff, and other Conference Teams work collaboratively to prioritize spending areas outlined in the annual budget. The 2017 Spending Plan was developed at the end of 2016 from an estimate of Ministry Share collections of \$8,100,000 based on actual collection levels in 2016.



### Construction at the New Conference Center.

Photo by Mary Dalglish

## My church struggles to make ends meet; in what way has the Conference shared in this burden?

The Conference has reduced staff, scaled back program expenditures, and reduced the shared ministries budget.

## In the local church, I can understand what gets budgetary priority; are Conference priorities more important?

The number one priority of the local church is shared by the conference: to effectively make disciples of Jesus Christ for the transformation of the world. The local church does this directly through its ministries of nurture, outreach and witness. The Conference does this by supporting the ministries of the local church through activities which increase the number of transformational leaders, vital existing congregations, and vital and sustainable New Faith Communities.

## How am I supposed to understand such a complicated budget, let alone promote support for it in the local church?

The Conference budget is just one of the ways we communicate our ministry passions and priorities. It speaks to some people, but not to others. Both Vol. 8 Issue 4 of the Advocate, which is packed with stories about how local-church giving and Conference ministries are making a difference and the Budget Booklet provide alternatives to simply presenting a spreadsheet style budget that lists columns of numbers under various headings.

## What is the budget development process? How does CF&A decide what is important and what isn't?

The preparation of the 2018 budget began in the fall of 2016 with the distribution of budget worksheets and compensation information to the various Conference ministry teams. Each team drafted and submitted a preliminary budget request and a plan for ministry for their area. Conference staff worked with the teams to compile the requests for review by Conference Council on Finance and Administration (CF&A). Executive Staff and CF&A reviewed requests to ensure our plan for 2018 was in align-



ment with the Conference mission and strategies to make disciples of Jesus Christ for the transformation of the world by equipping our local churches for ministry and by providing a connection for ministry beyond the local church.

### Are we financially healthy as a Conference? What is 'health' for us?

A simple definition of financial health would be we have sufficient financial resources to fund the ministries we discern God is calling us to offer and we are able to do so year after year (i.e., our finances are stable and sustainable). Though we have struggled in the past, there are many signs we are improving our overall financial health as a Conference: 621 of churches paid 100% or more of their ministry shares last year. We also received more revenue through ministry shares in 2016 than in any previous year while keeping expenditures at or below the previous year's spending. In 2016 we were also able to pay our General Church apportionment at 100% - another first for our Conference.

### What is the process for developing the annual spending plan?

The Conference Leadership Team, Council of Finance & Administration, Trustees, Conference staff and other Conference Teams work collaboratively to prioritize spending areas outlined in the annual budget. The 2017 Spending Plan was developed at the end of 2016 from an estimate of Ministry Share collections of \$8,100,000 based on actual collection levels in 2016.

### What was the exact amount of Ministry Share dollars that did come in for 2016?

We received just over \$8.5M which was 85% of our \$10M Ministry Share revenue budget.

### How can I help improve Ministry Share giving?

Work with your church to give 100 percent of your Ministry Shares benevolence. Some churches have even given beyond 100 percent of their Ministry Shares and if your church can afford to do that it would be worth prayerfully considering. If you cannot give 100 percent don't just give

up. Send what you can to support our shared ministry and work on a plan to improve your church's giving level.

### Are there tools to help me tell the story of why Ministry Shares matter?

Yes! The Ministry Shares Toolbox is full of helpful videos, brochures, graphics, articles, and more. Visit <http://www.unyumc.org/resources/ministry-shares-toolbox> for the Ministry Shares Toolbox.

The screenshot shows the website for The Upper New York Conference of the United Methodist Church. The page is titled "Ministry Shares Toolbox" and is part of the "RESOURCES / FINANCE" section. It features a navigation menu with links for HOME, ABOUT, MINISTRIES, MISSION, EVENTS, NEWS, and RESOURCES. The main content area includes a search bar, a list of resources such as "Finance", "Treasurer's Message", "Finance Staff", "100% Paid Ministry Shares 2016", "2016 Spending Plan FAQ", "Clergy Compensation and Taxes Video", "Monthly Statements", and "Statistics". There is a "RECOMMENDED" section with a link to "Finance, Churches on Track". Below this, there is a "Brochure" section with links to download the "Ministry Shares Brochure" and the "2016 Ministry Shares Allocation Document". A "Ministry Shares Advocate: Nov. 2016" section features a video player with a thumbnail image of a person holding a sign that says "ADVOCATE". The page also includes "News Stories" and "Videos" sections with links to related content.

### Who should I contact for more information?

For more information, please contact Upper New York Conference finance office at (315) 424-7878 ext. 325 or e-mail questions to [budget@unyumc.org](mailto:budget@unyumc.org).



[www.unyumc.org](http://www.unyumc.org)