



Upper New York Conference
The United Methodist Church

Narrative Budget Booklet 2020





2020 Upper New York Conference Budget

Introduction

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The 2018 and 2019 *Narrative Budget Booklets* have been incredibly helpful in enabling members across the UNY Conference to understand what their Ministry Shares support. That encouraging response has prompted the UNY Conference to continue producing the budget in a narrative format this year.

We hope you use this booklet to become more familiar with the ministries the UNY budget will support in 2020. Budgets have a very important job and that is to tell a story. In fact, this budget tells many stories, stories about the family of churches that stretch across UNY. Our family is composed of many different people united not by blood but by love, a love for Jesus and for each other. We are a family that wants to share the love of God with all people.

This budget exists to show how the Conference supports the stories of the ministries of our churches by offering tools for ministry.

Ministry Shares, more traditionally called “apportionments,” are an avenue enabling each local church to share together in doing ministry, ministry we could never do individually, ministry that is greater than any one church, greater even than our UNY Conference. All of this ministry is the work of God.

To better understand how this works, picture a toolbox. Most toolboxes hold a hammer, a screwdriver, a wrench, or some other tools. But neither the tools or the toolbox are the point. The point is the good things you can accomplish with these tools!

This booklet describes what we can put in our ministry toolbox in 2020. The team budgets and goals described here are key tools that will enable us to be part of some incredible stories in 2020.

So what are these stories? They are too numerous to mention in this booklet, but include:

- Stories of adults, youth, and children that encounter God at camps and retreats
- Stories of people receiving and responding to God’s call on their lives
- Stories of lives changed when helping others that have suffered a disaster
- Stories of a mission central that cares for those in need
- Stories of local churches making a difference
- Stories of United Methodists making a difference
- Stories of the UNY Conference supporting and enabling leaders, leaders that will affect change

So...what story are you hoping to tell in 2020?





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 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 2019 session of the Upper New York Annual Conference. Feedback and questions can be sent to Budget@unyumc.org.

Narrative Budget Summaries

Editor's Note: The number that precedes each ministry area represents the budget line item for that ministry. The number following each ministry area represents the 2020 Ministry Share Revenue Budget.

I 10: Connectional Ministries \$254,797

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). This past year the Office of Connectional Ministries has worked with Conference teams on strategic planning, assisted congregations with financial stewardship, and linked Conference leaders with denominational resources. In 2020, Connectional Ministries will continue to prioritize increasing the number of transformational leaders, vital existing congregations, and vital and sustainable New Faith Communities. It will also build on the work begun to develop strong District Leadership Teams and strengthen the UNY connection to the larger United Methodist Church beyond its borders.

I 13: Conference Leadership Team \$6,000

The Conference Leadership Team (CLT) 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 2020 the Conference Leadership Team, working in partnership with District Leadership Teams, the Extended Cabinet and Conference teams, will continue to develop and implement a range of Ministry Action Plans (MAPs) related to increasing transformational leaders, vital existing congregations and vital and sustainable New Faith Communities.



Utica: Worship without Walls New Faith Community

I 22: New Faith Communities Ministries \$177,000 & I 23: New Faith Communities Team \$4,000

The planting of New Faith Communities (NFC) is one of the three central foci of the Upper New York Annual Conference as we seek to live out our mission of "making disciples of Jesus Christ for the transformation of the world." The staff and various New Faith Community teams of the UNY Conference are continually working to build and improve a system that supports the inspiring, recruiting, assessing, equipping, deploying, coaching, and supervision of the people (both lay and clergy) who feel called by God to create new places for new people. The 2020 budget will support the work of the Director of New Faith Communities and all the people and teams that keep this movement going forward into the future.

I 24: Congregational Revitalization \$132,400

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 resources and direction so that greater vitality will be experienced. Vital Congregations is reaching toward living the Gospel of Jesus Christ and being God's love with our neighbors in all places. Partnering with other groups in the Conference, Vital Congregations is working to increase the number of transformational leaders, increase the vitality of existing congregations, and increase the number

of vital and sustainable New Faith Communities. Currently 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, Tending the Soul, and select special events.

Part of the ongoing work of Vital Congregations is helping to tend to the spiritual life of our leaders. This is done through raising up Spiritual Directors, providing retreat facilitation, and additional resources to be used by Districts and local congregations. Continued ministry will be engaged in the Pastoral Leadership Development groups, Team Vital, and increasing the number of leadership development interactions for laity along with clergy. In addition, ministry is being engaged with District Leadership Teams, Board of Ordained Ministry, strategic partnerships across the United Methodist connection, 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.



Leadership Academy

I26: Hispanics Ministries Task Force \$1,000

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 congrega-

tions 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 2020, these goals will continue to drive the work of the Hispanic Ministries Task Force.

I30: Older Adult Ministries Team

The purpose of 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 2020, 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.

I31: Young People Ministries Team \$8,175

The Young People Ministries Team is made up of young adult clergy and laity from around the Upper New York Conference. The Young People Ministries Team models how local churches can authentically connect across generations through worship and other resources. The Young People hope to connect young adults across the Conference, helping them build relationships and leadership capacity within the local church and beyond. In 2020, they will continue to work to help young people translate/connect their faith to action through mission opportunities. And they will also help their relationship with each other strengthen through specific events.

I32: Conference Council on Youth Ministries \$4,900

The Conference Council on Youth Ministries (CCYM) is vital for the UNYAC to live out its mission and vision. Discipleship has no minimum age, and youth often make up the most passionate and enthusiastic demographic in the Church. This excitement to



OUTWARD!

be Christ's body in the world is evident year round, most clearly at fall events held in various Districts around the Conference. The spring event, formally known as "Up!Word," is Conference-wide. These events bring together youth from all over the Conference. At these gatherings, youth hear prophetic speakers and sing together. Youth grow in their faith, knowledge, and capacity as leaders through workshops held on several different subjects. Each event is a powerful experience for Conference youth.

In 2018-2019, the CCYM changed these gatherings slightly to be more accessible to different youth. The fall gatherings are now hosted by the Districts in various locations (about five), but still sponsored by the CCYM. The Spring event as well as the goal of creating disciples remains the same. In 2020, the CCYM will continue offering these encouraging, spirit-filled events to inspire others to become disciples for the transformation of the world.

I33: Commission on Archives and History \$24,000

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 records of the Annual Conference and its agencies, including data relating to the origin and history of the conference and its antecedents." 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 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 all over the country. The Archives and History ministry also helps local churches in managing their records and tasks, and serves as a resource for preservation of records.

Now that the archives that were previously housed in three different places are all under one roof at The United Methodist Center, the Commission on Archives and History can better assist people. In 2018 and 2019, the Commission on Archives and History worked diligently on organizing all materials with the help from an in-kind grant from Documentary Heritage & Preservation Services for New York (DHP-SNY). In 2020, the Commission will continue to best organize all records from churches from all over the Conference.

I34: Safe Sanctuaries \$2,000

The Safe Sanctuaries Team focuses on building healthy congregations and growing Christ-following leaders by establishing minimum standards and procedures, providing training, and assisting local churches in reducing the risks of abuse to the most vulnerable among us. These responsibilities are set forth in the 2011 Safe Sanctuaries Resolution. Numerous UNY Safe Sanctuaries training opportunities were offered by more than 70 volunteer trainers and Safe Sanctuaries related questions and situations have been addressed by Conference Staff and team members. Compliance reports are reviewed. In 2020, the team will continue to accomplish the tasks set forth in the 2011 Safe Sanctuaries Resolution.



Safe Sanctuaries Training

I36: Media Resource Center \$68,428

The Media Resource Center, our free lending library, provides materials to the local churches, Districts, and Conference to support the mission, vision, and ministry of our Conference. With our focus on prayer this quadrennium, you will find several studies and books dedicated to prayer. As we strive to make disciples of Jesus for the transformation of the world, you will find studies and support materials to help your local church better understand just what it is to be a disciple.

While we continue to expand the leadership capacity of the people in our Conference, there are many resources to help with visioning, leadership, and spiritual growth. Support materials are available for all ages across the theological spectrum on a wide variety of topics. The coordinator provides consultations to laity and clergy as to which resources would be helpful in their ministry setting. There are some resources in Spanish with hopes to expand the diversity of materials offered each year. A display cart was added and is available to borrow for District and Conference events. No matter where you are located in our Conference, the resource library is available to you.



Laity Session at Annual Conference

I52 Board of Laity \$4,000

Our Board of Laity are volunteers who work with clergy toward our shared mission and vision. Budgeted funds support transportation and housing costs that encourage attendance at various meetings.

Did you know that our 12 District Lay Leaders serve on District Leadership Teams, as well as other

teams, like committees on superintendency? Other leaders represent our Lay Servant Ministries, United Methodist Men, United Methodist Women, Youth, and other teams. All are urged to help plan, teach, and attend District events and regional charge conferences as active partners with clergy. They exercise vital leadership skills.

In addition, our Conference Lay Leader, Susan Hardy, and Associate Lay Leader, Drew Griffin, bring lay voices to the Conference Leadership Team, Sessions, Rules, Episcopacy, and Extended Cabinet. They also attend the Northeastern Jurisdiction Association of Conference Lay Leaders annual gathering (Springfield, Massachusetts in Fall of 2018), and the Annual Association of Conference Lay Leaders (Santa Fe, New Mexico in Spring of 2019).

One shared responsibility is to plan each year's Laity Session for Annual Conference. Another is to seek out, encourage, and nominate qualified persons from all Districts to serve on Conference level teams by participating with our Nominations Team.

All team members work very hard to keep costs transparent and responsible. One way they do this is to meet electronically whenever that option is available.

I53: Lay Servants Ministries Team \$1,100

According to *The Book of Discipline*, every Conference is encouraged to create a Conference Committee on Lay Servant Ministries. Lay Servant Ministries is an important way that new leaders are equipped and deployed for their ministry work. 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. The number of active Certified Lay Servants, Lay Speakers and Lay Ministers continued to grow in 2018. Lay Servant Ministries have equipped approximately 1,000 women and men who serve as disciples of Jesus Christ as they live out their call to ministry in a myriad of ways including, but not limited to: VIM, Small Group Leaders, Trustees, SPRC members, Sunday School Teachers, Visitation Coordinators, Prayer Leaders, Eucharistic Ministers, Worship Leaders, and more. In 2020, UNY Lay Servant Ministries will continue to use the tools available to grow and deploy leaders across UNY and across the connection.



Oswego: First UMC's ministry for college students

I54: College Ministries Team \$58,834

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.

I60: Conference Commission on Religion and Race \$25,700

The purpose of the Conference Commission on Religion and Race (CCORR) is "to challenge, lead, and equip the people of the United Methodist Church to become interculturally competent, to ensure institutional equity, and to facilitate vital conversations about religion, race, and culture" (¶2002).

The work of CCORR is rooted in the UNY vision of "Living the Gospel of Jesus Christ and being God's love with our neighbors in all places." Facilitating vital conversations about religion, race & culture are essential to our vision as we make disciples of Jesus.

CCORR has worked with (and as part of) the Bishop's Task Force on Eliminating Racism (BTFER) for 18 months. That task force has completed its work of planning and launching "Imagine No Racism." Now CCORR is taking the lead on this long-term initiative for Upper New York to understand, ad-

dress, and eliminate racism. Clergy are engaging in curriculum the General Commission on Religion & Race (GCROR) created in collaboration with the BTFER. Next steps are for clergy to bring those insights to overcome racism back to their local churches and ultimately into local communities. The challenge for UNY local churches is to address (1) racism and congregational privilege, (2) local community needs, and (3) the 2016 Northeastern Jurisdiction's "Call to Action."

I61: Conference Commission on the Status and Role of Women \$1,000

Since the Conference Commission on the Status and Role of Women (COSROW) has been charged with monitoring, research, education, and advocacy to eradicate sexism in The United Methodist Church, our mission is huge, and what is at stake is the lives of women and girls and all with whom they interact. This work can most prominently be seen in monitoring at Annual Conference, as well as in other leadership environments, but it also involves behind-the-scenes conversations and education on the part of COSROW members.

I62: Conference Committee on Native American Ministries \$6,440

The Committee on Native American Ministries continues to be a vibrant presence in the Upper New York Conference. In 2018, they presented the Conference office with three gifts (a copy of the Hiawatha Wampum Belt, a print of Saint Kateri Tekawitha by Mohawk artist Jordan Thompson, and a map of the UNY Conference locating the three United Method-



Imagine No Racism launch event

ist Churches on the Haudenasaunee territories). These gifts are hung in different locations throughout the center and are prayerful reminders of the vibrant cultural presence that Native people bring to the Upper New York Conference

In 2019, CONAM began the work of planning to host two important ministries of the United Methodist Church. It is their turn in UNY to host the 2019 Northeastern Jurisdiction Committee on Native American Ministries meeting. This three-day event is an opportunity to introduce other Native people from throughout the jurisdiction to the Haudenasaunee territories and that presence within our UMC communities. The big highlight for those visiting is to see Niagara Falls, some for the first time.

The other event is the Native American Family Camp sponsored by the Native American International Caucus. Held every two-three years, this event relocates each time to a different jurisdiction. In 2020, it will be held in Western NY also with the intent of visiting Niagara Falls. Nearby is the Tuscarora territory which will provide the traditional welcoming. UNY CONAM is looking forward to planning and hosting this event.

CONAM members continue to be involved with NEJCNAM and numerous issues of concern to Native peoples throughout the country. They will continue the important work that was made manifest during the Act of Repentance to nurture the crucial relationships in ministry with indigenous people.



CONAM

I63: Committee on Accessibility Concerns \$1,000

The Accessibility Concerns Team's purpose is to "promote the full inclusion of persons with disabilities in the life of the local church and 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 2020, they will continue to raise awareness of accessibility needs within our Conference and communities. They have shared information and resources with congregations, set up a Facebook page to resource communities and share ideas. They have worked to meet with churches and be available by phone to help people think of ways of being more accessible physically and in attitude for their communities to reach more people. They will continue to gather resources for physical accessibility, mental health support, learning disabilities, and autism inclusion. They will also continue to be a resource for local churches who are attempting to be accessible to all people, thereby fulfilling its disciplinary mandate in a way that puts the local church at the center of ministry.

I65: Nominations & Leadership Development \$700

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 Team. This is an essential feature of the Conference's primary task of "equipping and deploying Christ-following leaders." In 2020, the Nominations Team will seek to place a diverse and gifted group of leaders in ministry in the Upper New York Conference.



UNY Annual Conference 2018.

I 66: Annual Conference Sessions \$195,000

Long before our Annual Conference takes place each year, the Sessions Committee is busy planning all the various aspects that surround the event. The Committee is comprised of volunteers and Conference staff, all of whom have been tasked with duties, time constraints, and responsibilities to ensure the event is timely, well-coordinated, and, most importantly, glorifies God.

Varying aspects of this undertaking include teams who focus on securing a venue, arranging the meals, preparing the agenda, coordinating all the technical and technology pieces, maintaining our budgetary constraints, securing our Bible study leader, communicating the event to the entire Upper New York body, and planning the several worship services held during our time together, just to name a few. Each one of these teams relies on the help and coordination of each other and input from many other Conference teams.

With these tasks, we are mindful of hotel availability, dietary needs, handicapped accessibility, childcare, music, transportation, volunteers needed, rules, logistics, and legalities at the AC Session.

Through the grace of God and with our advanced planning, we are looking forward to a successful and efficient 2020 Annual Conference.

I 82: Global Ministries \$1,000

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 2020, the Global Ministries Team will seek to fulfill its disciplinary responsibilities through wise investment of time and resources and being God's love to all people and in all places!

I 83: Social Holiness \$7,500

Social Holiness is a team representing different committees of the Upper New York Conference that pertain to the "social ministries" focused on justice and compassion. The committees represented give not only a presence in our various communities, but also put 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 2020, the Social Holiness team will continue to meet monthly to further their social justice efforts and will also offer more training to local churches so that all in Upper New York and around the world might feel the Love of God in their lives.

Additionally, the team hopes to provide specific tools that will help local churches to offer trainings and educate their congregation with bulletin inserts and resources related to social ministries.

I 84: Disaster Response Team \$7,255

The Disaster Response Team provides 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 2020, 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.

I85: Volunteers in Mission \$6,730

Volunteers in Mission (VIM) represent Christ's hands and feet in constructing and renewing of mission facilities, teaching, witnessing, conducting medical clinics, conducting children's Bible School, and serving in disaster relief efforts around the world with United Methodist Committee on Relief (UMCOR). VIM offers Lay Servant mission, Team Leader training, Early Response Team (ERT) and advanced response courses. Northeastern Jurisdiction (NEJ) UMVIM/UMCOR Academy provides VIM with best practices in theology of mission, trainer certification, and cultural sensitivity training. Partial scholarships support academy attendance and mission teams. VIM collaborates with NEJ to offer accident and medical insurance to team members. Use of social media including email, Facebook, and online course registration improves connections. Presentations at District events improves understanding of mission possibilities. The UNY Mission Central HUB offers space for storage, assembling UMCOR kits, building projects, and more. VIM continues training, presentations, support, and experiences in 2020.



UNY Mission Central HUB

I86: Mission Central HUB

Occupying 6,000-square-feet at the United Methodist Center, the Upper New York Mission Central HUB serves as a place for coordinating relief efforts, training volunteers, and gathering and deploying relief



Early Response Team in North Carolina

supplies. Equipped with meeting spaces, loading bays and storage areas, UNY's Mission Central HUB is a vital resource to congregations, the conference, the jurisdiction, and the wider community as we seek to be the hands and heart of Jesus in a hurting world. The Upper New York Mission Central HUB is in a covenant relationship with Mission Central in Mechanicsburg, PA as well as the United Methodist Committee on Relief. This line item does not yet have a dollar item associated with it as the initial funds came from a donation from Earlville UMC when it closed in 2017.

200: The Episcopal Office \$53,617

The Episcopal Office supports 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 2020, the Episcopal Office will continue to provide these essential services to support leadership in the Area and Conference.

205: Committee on Episcopacy \$2,400

The UNY Committee on Episcopacy is focused on supporting and encouraging the Bishop of the UNY Conference. They are, in some ways, like an SPRC for the Bishop. The committee gathers 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 they 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 2020, 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.



UNY Conference Cabinet members

210: The Cabinet \$130,400

The full cabinet consists of the Resident Bishop, the Director of Connectional Ministries/Assistant to the Bishop, the Director of HR/Benefits, 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 vision of living the Gospel of Jesus Christ and being God's love with our neighbors in all places. The Superintendents continue to work for alignment with The United Methodist mission and Upper New York vision to increase the leadership capacity of our clergy and lay leaders. Christ-following transformational leaders will in turn grow healthy

congregations who will make disciples that will transform the world. The Superintendents are working to create this alignment within their specific contexts through their District Leadership Teams, District events and various District committees. Additionally, the appointive cabinet works to prayerfully and effectively deploy and supervise clergy as well as focusing on adaptive leadership in our changing world. The UNY Superintendents are continually learning and experimenting with new ways of leading so that our congregations may be healthy and vital.

214: Bishop's Crisis Response Team \$7,000

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 2020, this team will continue to invest resources in training, preparedness and the provision of care as needed.

220: District Operations \$2,189,619

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 office. Each District is provided with funding for trainings and workshops that help them to live out our primary task of increasing the leadership capacity of laity and clergy. 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.

240: Board of Ordained Ministry \$265,626

The Board of Ordained Ministry (BOM) is tasked with recruiting, developing, and credentialing ministerial leaders for the United Methodist Church. Annually they grant monies to full and part time seminary students. 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 BOM has helped all active UNY clergy to complete a Boundaries Training and has developed a process to continue this training. This is to help clergy not only with sexual ethics, but issues regarding clergy transitions. Our clergy effectiveness division is developing the process for formal reviews and self-evaluations of clergy as outlined in the 2016 *Book of Discipline*. 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 2020, BOM will continue offering their recommendations, as well as offering support, education, and trainings to UNY clergy.

250: Conference Board of Pension & Health Benefits \$59,775

This Board supports the Conference's mission of developing effective leaders by overseeing health, pension, and welfare programs that support the clergy, employees, and their dependents. Each of these persons has a vital role in making disciples of Jesus Christ and transforming the world. Functions of the Board are directed by *The Book of Discipline* of the General Church, and by the actions of the Annual Conference—they serve at the direction of the Annual and General Conferences.

They continually review and bring recommendations to the Conference that will provide sustainable support systems to our leadership so that they may better serve the total mission of the conference and The United Methodist Church. The cost of the benefits is sustained through direct billing of local churches; however, this budget area supports the educational opportunities provided by the Board, the meeting expenses associated with administering these many functions, and the Retired Clergy Moving Benefit.

260: Equitable Compensation \$200,000

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 the policy of the Commission to support troubled churches that have a strong potential for returning to financial health.

The Commission's work aligns with our shared emphases of reaching our neighbors in all places and holding down Conference costs, allowing more resources to stay at the local-church level where disciples are made. The Commission also seeks to ensure that leadership capacity in the local church is maximized, by establishing fair and adequate salary standards for our clergy.

270: General & Jurisdictional Conference Travel \$10,250

The funds allocated for General & Jurisdictional Travel support expenses related to the upcoming 2020 General and Northeastern Jurisdictional Conferences. These funds will support orientation and training of all delegates and cover travel, housing, and meals of alternative delegates.

300: Camp & Retreat Ministries (CRM) \$820,000

CRM is a significant outreach ministry/mission in the Upper New York region. The UNY UMC shared ministry support along with earned revenue and the gifts of faithful donors is invested in serving nearly 20,000 guests per year with faith, discipleship, spiritual and leadership development opportunities through quality camp and retreat programs. CRM engages all ages and backgrounds, including United Methodists, other denominations, seekers, and the un-churched, offering connection to an expanded Christian community. Many campers and young adults on summer staff make new or renewed faith decisions and go on to pursue careers in ministry or mission. CRM leaders recognize that mission support is changing and are investing in developing sustainable sites and programs.

A strategic plan is being implemented to broaden and sustain outreach by building site capacity with programs and facilities that are attractive and meet youth, adult, and family needs. CRM remains committed to being good stewards of our resources in the goal of making disciples, intentionally developing leaders, and providing meaningful, relevant, viable programs that offer attractive, premiere Christian hospitality so that lives continue to be transformed.



Aldersgate Camp and Retreat Center

410: Conference Administrative Office Operations \$298,701

The United Methodist (UM) Center of Upper New York has continued to be a well-used facility for the benefit of the people of Upper New York! The use of the space in the past year has increased exponentially from the previous year. This space directly supports the mission and vision of the annual conference, enabling conference leadership development and mission opportunities. The budgeted amounts in the Administrative Operations lines are monitored and reviewed by the Conference Office Manager and go to support the day-to-day operations of this facility and your Annual Conference, in general. Visitors and meeting participants in the UM Center are met by your staff Welcoming and Support Specialist (receptionist with added hospitality and clerical responsibilities), heated or air-conditioned spaces, lights, and all other utilities. This budget area also pays for the resources needed by our ministry areas to function, such as paper, copiers and office supplies. Supply consumption is monitored with an eye toward reuse-recycle-repurpose and supply purchasing is routinely shopped for cost efficiencies.

Administrative operations also include managing, maintaining, and protecting the physical assets of the Conference. Routine maintenance supplies and exterior maintenance are included in this budget area along with staff support. The Building and Maintenance Technician is responsible for cleaning and maintaining your UM Center property and Mission Central HUB. To support other Conference properties, there is a property manager, who works with the trustees to oversee processes and protections for abandoned properties and the multi-peril insurance program.

412: Treasurer's Operations \$495,160

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 financial support. The Treasurer's office is responsible for the stewardship of Conference funds. The Treasurer provides direct leadership support to trustees, Council on Finance & Administration, cabinet, executive staff, Information Technologies, benefits, and Camp & Retreat Ministries.

The staff in the finance ministry consists of the Treasurer, Finance Manager, along with support specialists. The Treasurer and finance staff are responsible for processing and reporting all financial activity of the Conference including the operations of our Conference Connectional Ministry Teams, Camp & Retreat Ministries, District offices, Conference properties, Investments, Ministry Shares, Clergy Benefits, and the Episcopal office. Daily, 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, responds to local church inquiries, and maintains the financial books and records of the Conference.

414: HR/Benefits Office Operations \$279,785

The HR/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 asset management. A cooperative, connectional approach to providing these services is more cost effective and efficient than pursuing them



UNY Conference Human Resources and Benefits Team

individually. The office provides this support to over 1,000 clergy families, almost 100 employee families, and over 850 local churches. Having sustainable benefit plans as part of pastoral compensation in the Upper New York Conference is important to attracting effective leaders to come alongside the clergy in UNY who are already making disciples for Jesus Christ. Local church leadership can turn to the staff in this Ministry area to receive guidance on NYS mandated welfare programs as well as human resource best practices. This ministry area budget contains funding for three employees, their benefits, continuing education, supplies, and travel to connectional events related to pension and health benefits. This team works to support the ministry goals of the Annual Conference, the Board of Pension & Health Benefits, and the Commission on Equitable Compensation. In 2020, 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 \$215,495

The Conference IT team is staffed by a manager and a support technician. This team is responsible for managing the operations of the IT department supporting all aspects of IT throughout the UNY Conference. They also provide direction and leadership in the use of technology for all staff including executives, cabinet members, and office staff supporting finance, human resources, communications, property management, Camp & Retreats ministry, event management, and connectional ministries for the Conference office, District offices, and the Camp & Retreat centers.

They are also responsible for negotiating contracts and planning, purchasing, configuring, and deploying new equipment including servers and file storage, desktops, laptops, MacBook's, iPads, tablets, cell phones, hotspots, networking equipment, and internet services.

Although the primary focus for the IT department is to improve services, a very import and positive effect from combining IT resources and centralizing the network includes a significant short-term and long-term cost savings helping with sustainability of the center and the churches that we serve.

By 2020, the six Camp & Retreat Centers will get infrastructure upgrades including new technologies for broad band internet and VOIP phones. They are also planning on extending services to local churches by providing tools and resources to aid in outreach programs and to consolidate subscriptions and maximize spending efficiencies while improving communication.



UNY Conference IT meets with the Cabinet

420: Conference Council on Finance and Administration (CF&A) \$16,925

In fulfilling the Conference Council on Finance and Administration's (CF&A) purpose to develop, maintain and administer a comprehensive and coordinated plan of fiscal and administrative policies, procedures and management services for the Annual Conference, CF&A has continued to spend much time developing and communicating a narrative budget for the Annual Conference. This narrative budget took the typical line-item budget and told the stories about ministries that that budget supports. We prepared a video of explanation about how we approach the budget,

which was shared at Annual Conference. We spent a great deal of time during 2018 in the search for our new Conference Treasurer, and look forward to working closely with him during 2020 and beyond, as we work on communication with the various teams and ministries of our Annual Conference

In 2020, we hope to further communicate the stories that ministry share giving has supported. CF&A will also continue to create necessary policies and procedures and to work with local churches and other teams regarding ministry shares, direct bills, effectively connecting various teams and local churches for stewardship and disciple-making ministries.



UNY Communications

430: Director of Communications \$351,180

The Communications Ministry Area is responsible for leading the way in sharing 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.

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 website, the *Weekly Digest* e-newsletter, frequent e-notes, and social media. 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, raising up leaders, and deploying leaders all at the same time.

The team also tells stories effectively through special campaigns, videos, and publications including this *Narrative Budget Booklet*. These projects are developed through close work with Conference bodies like the Conference Leadership Team, the Council on Finance and Administration, Connectional Ministry teams, special task forces like the Bishop's taskforce on ending Racism, and others. They may also be generated more internally when a need is identified by a Communications Team member or a member of the Conference Leadership Team that acts in an advisory capacity to the Communications team.

The Communication team works hard to tell the stories taking place throughout the Conference in new, creative, and exciting ways. This effort will continue in 2020 and beyond. Members of the UNY Conference 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. Our story is what allows us to be God's love to with our neighbors in all places. By sharing our story we are living the gospel of Jesus Christ.

434: Board of Trustees \$62,500

The mission of your Annual Conference's Board of Trustees is to be stewards of the properties that have been entrusted to the Upper New York Annual Conference and to maintain a property insurance program to safeguard the properties, assets and people of our conference. Through careful attention to maintaining and preserving the assets of the Annual Conference, the Trustees seek to support both the Annual Conference and our local congregations. This asset preservation and maintenance might take the form of purchasing new buildings, selling closed buildings and attempting to develop policies that support the mission of our Annual Conference. The Trustees join with other leadership groups to strive to develop new and vibrant leaders for our Annual Conference. Rest assured that as we seek to support the mission and vision of our Annual Conference, your Board of Trustees will continue to do the important work that will allow us to empower the vision and mission of our Annual Conference.

UPPER NEW YORK CONFERENCE OF THE UNITED METHODIST CHURCH

2020 MINISTRY SHARE LINE ITEM BUDGET

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

	2018 Actual	2019 Budget	2020 Budget	B20 vs B19
GENERAL CHURCH APPORTIONMENTS				
World Service	1,129,294	1,084,041	1,073,654	(10,387)
Ministerial Education	286,067	233,414	271,973	38,559
Black College	152,146	146,049	144,650	(1,399)
Africa University	34,050	32,685	32,372	(313)
Episcopal	334,430	321,029	317,953	(3,076)
Interdenominational Cooperation	29,830	28,635	28,360	(275)
General Administration	134,094	128,721	127,488	(1,233)
Jurisdictional Administration	32,263	25,534	32,263	6,729
Unpaid General Church Apportionments	-	-	-	-
General Church Apportionments at 100%	2,132,174	2,000,108	2,028,713	28,605

CONFERENCE MINISTRIES				
Conference Connectional Ministries Support				
Support				
110	247,080	292,504	254,797	(37,707)
113	7,912	7,650	6,000	(1,650)
165	98	1,300	700	(600)
166	230,358	253,370	195,000	(58,370)
Enhancing Ministries				
123	-	5,250	4,000	(1,250)
122	197,677	198,772	177,000	(21,772)
160	4,247	26,970	25,700	(1,270)
161	-	1,970	1,000	(970)
162	565	7,710	6,440	(1,270)
163	-	1,970	1,000	(970)
124	133,188	148,760	132,400	(16,360)
126	875	1,970	1,000	(970)
133	11,804	25,293	24,000	(1,293)
134	1,049	2,570	2,000	(570)
136	65,854	73,458	68,428	(5,030)
Equipping Ministries				
152	1,739	5,000	4,000	(1,000)
153	835	1,100	1,100	-
130	-	1,970	-	(1,970)
131	1,220	9,145	8,175	(970)
132	-	4,900	4,900	-
Extending Ministries				
154	26,756	61,648	58,834	(2,814)

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.

182	Global Ministries	-	5,470	1,000	(4,470)
183	Social Holiness Team	855	16,000	7,500	(8,500)
184	Disaster Response Team	4,327	8,525	7,255	(1,270)
185	Volunteers In Mission	3,829	8,000	6,730	(1,270)
186	Missional Engagement	-	-	-	-
	Subtotal Conference Ministries Support	940,268	1,171,275	998,959	(172,316)
300	Conference Camp and Retreat Ministries	978,588	870,000	820,000	(50,000)
	Ministerial Support				
240	Board of Ordained Ministry (BOM)	173,288	300,676	265,626	(35,050)
250	Board of Pension and Health Benefits	44,716	32,625	59,775	27,150
260	Equitable Compensation	141,473	220,000	200,000	(20,000)
205	Episcopacy Committee	1,166	2,400	2,400	-
200	Episcopal Office	50,987	61,295	53,617	(7,678)
214	Bishop's Crisis Response Team	147	7,000	7,000	-
270	General & Jurisdictional Conference Travel	7,456	10,250	10,250	-
	Sutotal Ministerial Support	419,233	634,246	598,668	(35,578)
	Cabinet & Districts				
210	Cabinet	101,756	169,000	130,400	(38,600)
220	District Operations	2,194,165	2,304,768	2,189,619	(115,149)
	Subtotal Cabinet & Districts	2,295,921	2,473,768	2,320,019	(153,749)
	Administrative Ministries				
410	Conference Office & Administrative Services	297,881	268,140	298,701	30,561
414	Operations of Director of Benefits	329,039	248,354	279,785	31,431
412	Operations of Treasurer	527,952	554,582	495,160	(59,422)
418	Computer Services	197,872	231,554	215,495	(16,059)
430	Operations of Director of Communication	386,793	408,855	351,180	(57,675)
420	Council on Finance and Administration	10,664	16,925	16,925	-
434	Board of Trustees	25,683	12,500	62,500	50,000
432	Communications Commission	-	-	-	-
	Subtotal Administrative Ministries	1,775,884	1,740,910	1,719,746	(21,164)
	Total Conference Ministries	6,409,894	6,890,199	6,457,392	(432,807)
	Draw on Prior Year Reserves	(191,093)	-	-	-
	Conference Ministry Shares at Full Giving	1,644,025	1,084,693	1,488,895	404,202
	TOTAL GENERAL CHURCH AND CONFERENCE MINISTRIES	9,995,000	9,975,000	9,975,000	-
	PERCENTAGE OF MINISTRY SHARE COLLECTION NEEDED	83.55%	89.13%	85.07%	

PROPOSED 2020 MINISTRY SHARE LINE ITEM BUDGET EXPLANATION

The Conference Council on Finance and Administration (CF&A) is proud to present our Proposed 2020 Ministry Share Budget for consideration and adoption by the Annual Conference. The preparation of this budget began in the fall of 2018. We continued the process of distributing budget worksheets and compensation information to the various Conference Ministry Areas. Each Ministry Area drafted and submitted a preliminary budget request and a plan for ministry in their area. Conference staff worked with the Ministry Areas to compile the requests for review by Conference CF&A. The initial submissions amounted to a total budget need of over \$9,100,000. During this process the Conference Finance Office was monitoring the ministry share payments from local churches. The payments received in 2018 were down to only \$8,355,000 which would require a 9% increase in ministry share payments to meet the 2020 submitted budget numbers. The Finance Ministry Area and CF&A also looked at the 2019 budget and realized that the current budget would require just under \$8,900,000 to meet all obligations. The decision was made to reach back out to all

Ministry Areas and ask them to do the hard work needed to create a reduced spending plan beginning in 2019 while noting any changes that may occur in 2020 and we would use the revised 2019 spending plan for our 2020 draft budget. We felt this process was necessary to be good stewards of the conference ministry share payments that were coming in. The Ministry Areas worked diligently on this request and were able to resubmit spending plans that were reduced to just under \$8,500,000 for both 2019 and 2020. Although this number is higher than what was received in 2018, it is less than what was received in 2017. Executive Staff and CF&A feel this budget will still allow the Conference to meet its mission of making 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 Areas would like to acknowledge and thank all our team leaders and staff for their dedicated efforts to create our 2020 Ministry Share plan.





The 2020 Ministry Share Budget represents our primary operating plan for Conference ministry activities and participation in the global initiatives of The United Methodist Church. The 2020 budget totals were maintained at the initial 2019 total of \$9,975,000. The actual expenditures under these plans are dependent on the level of Ministry Share payments by churches throughout the year.

Our priority of the 2020 plan was to maintain our prior year efforts of supporting and developing Clergy and Lay Leaders throughout the Conference along with maintaining our continued efforts of planting seed churches through growth of New Faith Communities. All Conference teams worked diligently to maintain their mission but lower the cost to reduce the financial impact on our local Churches.

Ministry Area budgets represent fixed amounts each Ministry Area 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. The difference for 2019 is estimated to be only 11% of the total budget. The 2020 difference is estimated at 15%. The revised spending plan for 2019 also brings the estimate to 15% as well.

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.

Ministry Share payments by our churches in 2016 and 2017 exceeded our expectations, allowing the Conference to pay 100% of its apportionment in both years. In 2018, our Ministry Share payments dipped below our expectation; however, the Conference decided to draw on prior year reserves to maintain our commitment to paying 100% of our General Church apportionments. CF&A, along with Executive Staff, feel it is vital we make every effort to pay full General Church apportionments, as it is the process that makes our Methodist system connectional, allowing us to make disciples for Jesus Christ around the world.

The 2020 budget maintains this commitment to General Church apportionments at 100% with the belief that all Churches will look to fulfill their commitment to paying 100% of their ministry shares.

BUDGET CHANGES IN ADMINISTRATIVE MINISTRIES

Most of the areas of our 2020 Ministry Share budget were reduced as compared to 2019 to bring our spending plan more in line with current Ministry Share payments. This reduction was done looking at actual expenditures in 2017 and 2018 and then projecting actual need in 2020. Some other comparative differences are listed below:

General Church apportionments for 2020 were actually reduced by 1% overall, however in 2019 the Ministerial Education fund was recorded at 18% lower than actual. Once corrected this caused an overall increase in the 2020 budget of \$28,608.

Connectional Ministries show a larger reduction which is mainly due to a re-allocation of a staff position. This position was fully transitioned to Office and Administrative Services to better align the duties to the ministry area.

The 2020 Annual Conference Sessions budget was decreased related to a move back to three days and no voting equipment needed. In addition, this current budget level should help to balance out the cost of Annual Conference over the span of four years.

Global Ministries and Social Holiness budgets were reduced in total by 60% as a result of right sizing their budgets in relation to the two prior year expenditures.

Board of Pension and Health Benefits budget was increased by \$27,150. This increase is related to required quadrennial trainings along with anticipation of a need for higher moving expense reimbursement related to a potential increase in clergy retirement in 2020.

GENERAL BUDGET EXPLANATIONS AND DESCRIPTIONS

The budget increase in Office and Administration is \$30,561. This increase is related to re-allocation of personnel costs from Connectional ministries to properly reflect a change in responsibilities.

The budget increase in Director of Benefits is \$31,431 is mainly associated with shifting a current position from a Human Resource assistant to a Human Resource Generalist that offers a deeper knowledge base related to all Human Resource components.

The budgets for the Office of Treasurer, Computer Services and Communications combined for a reduction of \$133,156. This savings is a result of not filling an existing vacancy in Finance and distributing the duties to existing staff, adjustment for correct use of Conference health coverage along with some efficiencies gained in the IT department.

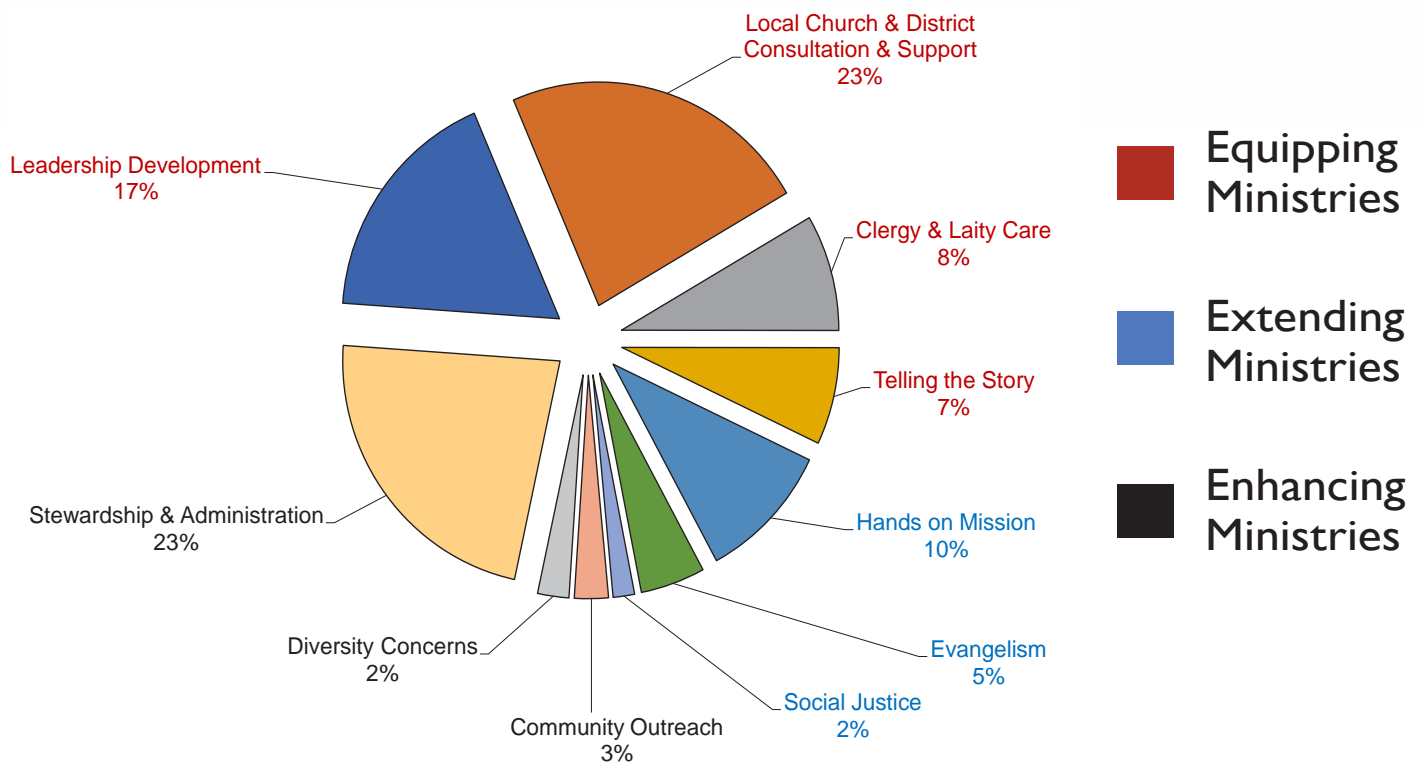
The Board of Trustees budget increased by \$50,000 as a direct result of a movement from housing allowances to purchase of parsonages for District Superintendents. We now own 11 District parsonages and this increase helps cover all maintenance costs associated with each location.


Compensation levels for 2020 do not include any increase for staff. Benefits, including payroll taxes, health insurance and pension costs reflect predicted rates for 2020.

Salaried staff compensation and benefits by position for 2020

Position	Salary & Housing	Benefits
Director of Connectional Ministries/Assistant to the Bishop	\$106,120	\$39,226
District Superintendents (13 individuals)	\$81,071-\$99,071	\$24,479-\$38,413
*Housing allowance for 2 DS without a parsonage amounting to \$18,000 each		
Benefits Officer	\$86,530	\$16,023
Treasurer	\$102,000	\$38,261
Director of Communications	\$97,121	\$17,794
Director of Vital Congregations	\$81,927	\$35,887
Director of Camp & Retreat Ministries	\$88,143	\$37,498
Camp Directors (4 full-time) (Aldersgate is a consultant)	\$49,394-\$52,020	\$11,592 - \$34,287

A quantitative portrayal of how the Conference staff engages in Ministry





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FREQUENTLY ASKED QUESTIONS

What is needed to fund all Conference ministries?

The estimated minimum funding needed for Conference ministries in 2020 is the Ministry Share revenue budget of 9,975,000, minus the Ministry Shares at Full Giving (\$1,488,895), for a net amount of 8,486,105.

The estimated minimum funding needed for 2019 is \$8,890,307. This assumes that we will again pay our General Church apportionments at 100% in 2019. However, the finance office and CF&A have worked with all programs to create a reduced spending level plan set at \$8,484,397. This reduction was based on anticipated collection rates.

Why is the proposed Conference budget set at \$9,975,000?

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 2020. 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 2020 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.

FREQUENTLY ASKED

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It provides leadership resources to local church clergy and lay leaders through connectional 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.

This is only the beginning. To learn more about how staff directly support ministry see the chart on page 23. 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*.

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

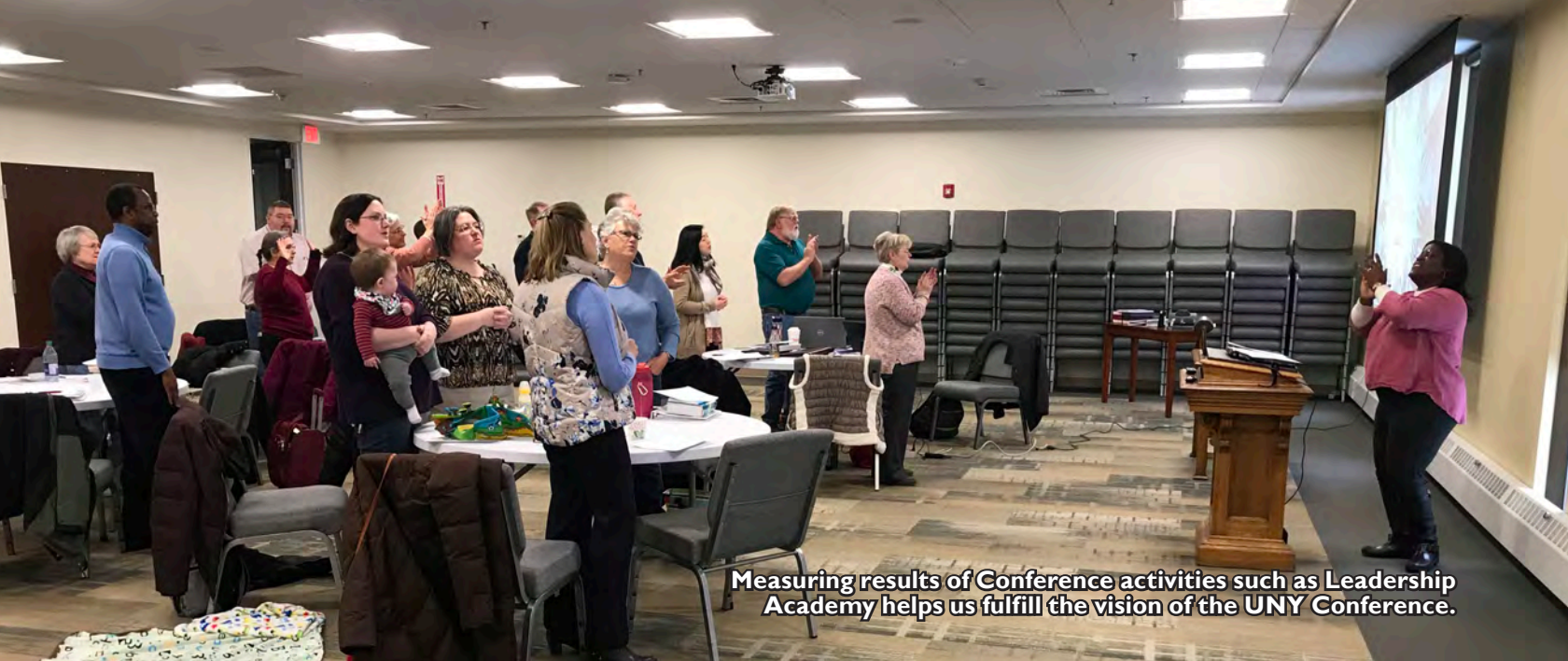
Measuring results for non-profit organizations like the Upper New York Conference is a challenge because, unlike a business, success can't be measured in terms of sales revenue or widgets sold. The bottom line for ministry is a changed life.

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 spring OUTWARD! 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



Vol. 8 Issue 4 of the *Advocate*:

https://issuu.com/uppernewyork/docs/upper_new_york_vol_8_issue_4



Measuring results of Conference activities such as Leadership Academy helps us fulfill the vision of the UNY Conference.

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 is 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 Council 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 (line 52t on the EZRA report). The total of all churches' annual operating income for 2017 is approximately \$68M. 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 calculated for the 2019 budget was 14.7% based on 2017 local church operating income.

FREQUENTLY ASKED QUESTIONS

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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.

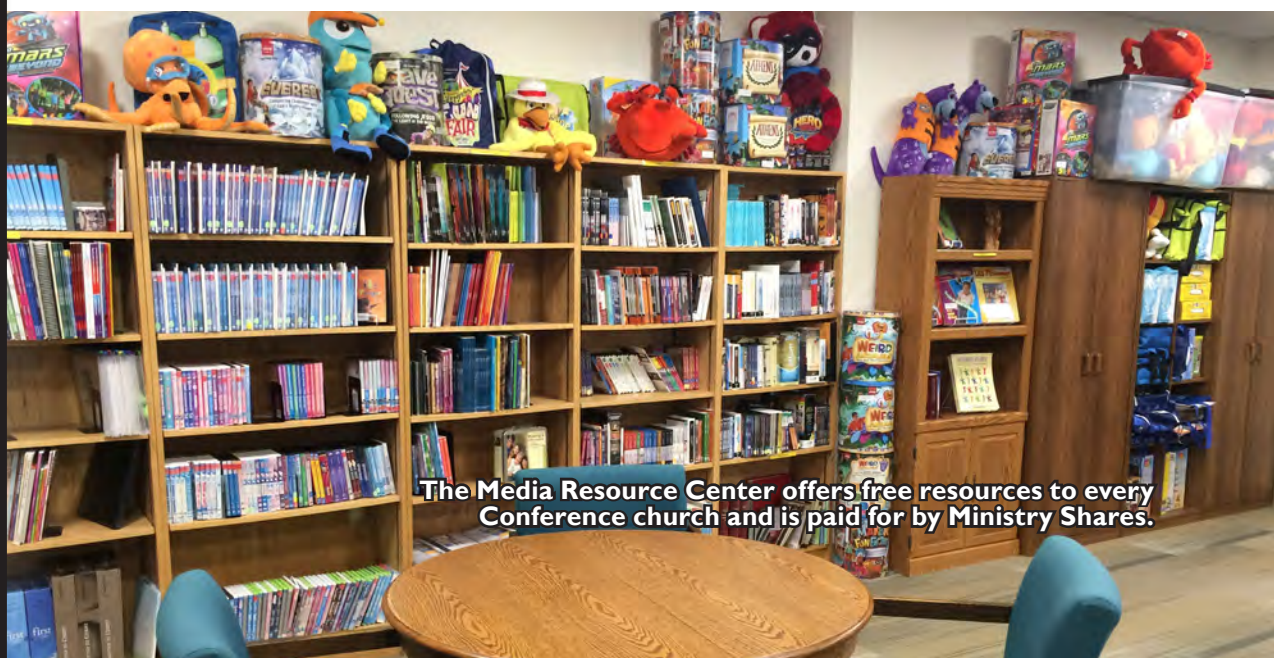
If we are sending 14.7% of our budget to Conference, how can we compete with other non-United Methodist congregations that do not have such a burden? Aren't they able to fund youth ministries, music ministries, outreach ministries, and local missions that we cannot afford?

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 five 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 non-UMC churches do not have and allows for ministry no 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 Confer-



The Media Resource Center offers free resources to every Conference church and is paid for by Ministry Shares.



Five camp and retreat ministry sites offer year-round programming such as the 2018 Summer Fun Retreat at Absary Retreat Center.

ence 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. Ministry Share payments continued to grow in 2017 with even higher payments than 2016, totaling over \$8.6 M. In 2018, the Ministry Share payments decreased, to \$8.35M. This has required reductions in spending from the 2019 budget approved by the 2018 Annual Conference. The 2019 spending plan was reduced by \$405K, from \$8.9M to \$8.5M. The Conference Council on Finance and Administration will be working to determine why Ministry Share payments declined in 2018, and putting action plans in place to address the issues identified.

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 Conferences. For example, UNY's Director of Connectional Ministries/Assistant to the Bishop's current salary (including housing) is \$106,120. The average salary across the United States for the same position in 2015 was \$108,066; across the Northeastern Jurisdiction it was \$103,124. UNY's Conference Treasurer's salary is \$102,000. The average salary across the United States for the same position in 2015 was \$112,344; across the Northeastern Jurisdiction it was \$110,745.

FREQUENTLY ASKED QUESTIONS

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Extensive work is done with every hire to clearly identify the specific responsibilities and appropriate salary level. Staffing levels are regularly adjusted as roles 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. Compared to other businesses in Central New York, the UNY Conference's compensation is just under or at the middle range for similar positions.

To learn more about the ministry of the Conference Staff see the graph on page 23 or the Day in the Life blog at <http://www.unyumc.org/news/perspectives/tagged/day-in-the-life>.

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.

DAY IN THE LIFE



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. The 2020 Narrative Budget Booklet, as well as the 2018 and 2019 Narrative Budget Booklets, can be viewed online on the Conference website, <http://www.unyumc.org/about/finance>.

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

The preparation of the 2020 budget began in the fall of 2018 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 2020 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.

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). In 2018 we experienced a reduction to 610 Churches that paid 100% of ministry shares. This reduction had a direct impact on our overall ministry share col-



lection for 2018. However, the Conference still made a decision to pay 100% of General Church apportionments by drawing on prior year reserves to make up the shortfall. Therefore, in 2016 and 2017 we paid our General Church apportionments at 100%. The Conference has hit this milestone for the last three years in a row – another first for our Conference.

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 Conference website, <http://www.unyumc.org/about/ministry-shares> is full of helpful videos, brochures, graphics, articles, and more. Also, you may be interested in some of the Stewardship resources that can be found on the Conference website, <http://www.unyumc.org/resources/stewardship>.

Who should I contact for more information?

For more information, please contact Upper New York Conference finance office at (315) 898-2000 or e-mail questions to budget@unyumc.org.

Budget Booklet 2020 • www.unyumc.org



Upper New York Conference

The United Methodist Church

