

## CRM Budget and Funding Report (2021–2025)

At the 2025 Annual Conference Session, a motion was passed requesting the Conference Council on Finance and Administration (CFA) to:

*provide a pre-conference 2026 report that gives justifications used for ongoing decrease in budgetary support for CRM excluding accounting for decreasing ministry shares from our local churches. It shall include the actual financial budget totals of our camp and retreat sites to accomplish their programming needs/goals and what the conference contributes and shall include the five year historical percentage of conference support for the CRM sites compared to their total budgets.*

This report responds to that request and summarizes CRM budgets from 2021 through 2025, including the percentage of Conference support relative to total operating budgets.

### **Justifications/Basis for Shared Ministries Funding**

CRM site budgets are supported by three primary revenue sources: program revenue (user fees), Conference shared ministries funding, and donations. Since the founding of UNY, CRM has pursued a deliberate strategy of growing the first and third of these — program revenue and donor support — to strengthen financial self-sufficiency and reduce dependency on Conference funding.

Conference shared ministries funding for CRM is based on annual budget requests submitted by the CRM Director — one for each of the five camp locations and one for general CRM administration. CFA evaluates these requests and recommends a funding level to Annual Conference. In each of the last five years, CFA has approved the requested ministry share funding submitted.

### **Conference Support in Practice: 2021–2025**

The accompanying worksheet details what was requested by each site for 2021-2025, what annual conference approved, and what was actually spent of the sites by the conference.

- **Requested:** Over this period, CRM budget requests were reduced annually — based on CRM's own projections for growth in program revenue and foundation support — with the expectation that this growth would offset reduced Conference funding. Between 2021 and 2025, CRM submitted budget requests totaling slightly more than **\$3.3 million** in Conference support.
- **Approved:** The annual conference approved just over **\$3.3 million**, reflecting annual downward adjustments at the budget approval stage.

**Spent:** At the beginning of each year CRM submitted a revised annual budget that over this five year span amounted to just over **\$3.0 million** dollars. However, Actual Conference support totaled just under **\$3.6 million over this five year span requiring additional draws on Conference funds**— particularly in 2024 and 2025.

Over this period, Conference funding averaged 25% of CRM operating costs, declining to 21% of the finalized budget in 2025. Cost containment measures contributed to this trend, including the elimination of the CRM Director position in early 2025.

From 2021 to 2023, budgeted Conference support was adequate to meet the operating needs of the sites. In 2024, however, operating costs exceeded the Conference budget by more than \$220,000, driven primarily by a sharp drop in registrations at Casowasco. Campers were relocated to other sites for the summer, and Casowasco ended the year with a \$392,000 operating deficit — \$225,000 above budget — after achieving only 50% of anticipated program revenue.

In 2025, the camps collectively recorded an operating deficit of \$760,545, exceeding budgeted Conference support by \$254,765. The largest driver was Casowasco's Sabbath year, which generated \$183,350 in shortfalls from unmet donation targets and higher-than-budgeted carrying costs. The remaining four sites also underperformed, missing program revenue projections by an average of 18%.

In support of this response, CFA is providing two worksheets for your review. **Worksheet one** summarizes final CRM budget requests and Annual Conference budget approvals for the years 2021-2026, and compares them with actual revenue, expenses and Conference support for years 2021-2025. It also highlights annual revenue and expense as well as the percentage of budgeted ministry shares to the total annual budget. **Worksheet two** provides a breakdown of budget requests by individual camp location for the years 2021-2026. Both worksheets also identify actual depreciation costs that are supported through Conference reserves.

**UPPER NEW YORK CONFERENCE**  
**COMBINED**  
**2021-2025 BUDGET VS ACTUAL**

	Budget						Actual					Budget Vs Actual				
	2026	2025	2024	2023	2022	2021	2025	2024	2023	2022	2021	2025	2024	2023	2022	2021
Donations	234,862	228,379	272,040	296,500	310,000	277,638	145,987	94,382	186,709	255,766	299,197	(82,392)	(177,658)	(109,791)	(54,234)	21,559
Program Revenue	1,857,078	1,572,028	2,059,840	1,850,361	1,550,869	1,076,849	1,295,993	1,614,579	1,649,943	1,496,272	1,098,534	(276,035)	(445,261)	(200,418)	(54,597)	21,685
Revenue	80,250	54,570	89,900	163,694	175,250	104,067	175,604	218,673	187,917	270,598	186,376	121,034	128,773	24,223	95,348	82,309
<b>Total Revenue</b>	<b>2,172,190</b>	<b>1,854,977</b>	<b>2,421,780</b>	<b>2,310,555</b>	<b>2,036,119</b>	<b>1,458,554</b>	<b>1,617,584</b>	<b>1,927,634</b>	<b>2,024,569</b>	<b>2,022,636</b>	<b>1,584,107</b>	<b>(237,393)</b>	<b>(494,146)</b>	<b>(285,986)</b>	<b>(13,483)</b>	<b>125,553</b>
Salary	1,474,193	1,448,320	1,861,848	1,782,790	1,590,590	1,323,527	1,419,121	1,620,707	1,507,845	1,475,727	1,242,308	29,199	241,141	274,945	114,863	81,219
Operating Exp	1,079,074	912,407	1,154,772	1,176,478	1,112,744	767,393	959,008	1,122,600	1,109,880	1,163,984	1,142,137	(46,601)	32,172	66,598	(51,240)	(374,744)
<b>Total</b>	<b>2,553,267</b>	<b>2,360,727</b>	<b>3,016,620</b>	<b>2,959,268</b>	<b>2,703,334</b>	<b>2,090,920</b>	<b>2,378,129</b>	<b>2,743,307</b>	<b>2,617,725</b>	<b>2,639,711</b>	<b>2,384,445</b>	<b>(17,402)</b>	<b>273,313</b>	<b>341,543</b>	<b>63,623</b>	<b>(293,525)</b>
<b>(Deficit)/Surplus</b>	<b>(381,077)</b>	<b>(505,750)</b>	<b>(594,840)</b>	<b>(648,713)</b>	<b>(667,215)</b>	<b>(632,366)</b>	<b>(760,545)</b>	<b>(815,673)</b>	<b>(593,156)</b>	<b>(617,075)</b>	<b>(800,338)</b>	<b>(254,795)</b>	<b>(220,833)</b>	<b>55,557</b>	<b>50,140</b>	<b>(167,972)</b>
Depreciation							(301,624)	(295,081)	(283,214)	(280,376)	(263,667)					
<b>(Deficit)/Surplus w/Depr</b>							<b>(1,062,169)</b>	<b>(1,110,754)</b>	<b>(876,370)</b>	<b>(897,451)</b>	<b>(1,064,005)</b>					
<b>Approved Ministry Share budget</b>	<b>429,900</b>	<b>505,750</b>	<b>595,000</b>	<b>700,000</b>	<b>700,000</b>	<b>828,728</b>	(254,795)	(220,673)	106,844	82,925	28,390					
<b>Percentage of Conference Support</b>	<b>17%</b>	<b>21%</b>	<b>20%</b>	<b>24%</b>	<b>26%</b>	<b>40%</b>	<b>32%</b>	<b>30%</b>	<b>23%</b>	<b>23%</b>	<b>34%</b>					
<b>Percentage of Conference Support Including Depreciation</b>							<b>40%</b>	<b>37%</b>	<b>30%</b>	<b>31%</b>	<b>40%</b>					

# UPPER NEW YORK CONFERENCE

CAMP AND RETREAT BUDGETS 2021-2026

ANNUAL MINISTRY SHARE REQUESTS

## MINISTRY SHARE BUDGET REQUESTED BY CRM AT BEGINNING OF YEAR

YEAR	CRM	Aldersgate	Asbury	Casowasco	Skye Farm	Sky Lake	TOTAL	Budget Approved at A/C	Actual Operating Deficit of CRM	Actual Operating Deficit of CRM With Depr.
2021	(81,681)	(77,413)	(103,261)	(172,172)	(79,327)	(118,512)	(632,366)	(828,728)	(800,338)	(1,064,005)
2022	(181,435)	(64,590)	(68,028)	(318,465)	(31,663)	(3,034)	(667,215)	(700,000)	(617,075)	(897,451)
2023	(241,829)	(85,851)	(55,479)	(182,560)	(70,265)	(12,729)	(648,713)	(700,000)	(593,156)	(876,370)
2024	(184,620)	(98,316)	(37,110)	(166,059)	(26,805)	(81,930)	(594,840)	(595,000)	(815,673)	(1,110,754)
2025	(155,750)	(80,000)	(32,000)	(92,000)	(66,000)	(80,000)	(505,750)	(505,750)	(760,545)	(1,062,169)
<b>Totals</b>	<b>(845,315)</b>	<b>(406,170)</b>	<b>(295,878)</b>	<b>(931,256)</b>	<b>(274,060)</b>	<b>(296,205)</b>	<b>(3,048,884)</b>	<b>(3,329,478)</b>	<b>(3,586,787)</b>	<b>(5,010,749)</b>
2026	(53,076)	(80,000)	(32,000)	(60,000)	(80,000)	(76,000)	(381,076)	(429,900)		
Increase/ (Decrease) in support from 2022	(128,359)	15,410	(36,028)	(258,465)	48,337	72,966				