

2022 NARRATIVE BUDGET

C.1 Fall Recommended



The Episcopal Diocese of Olympia
The Episcopal Church in Western Washington



The Episcopal Branch of the Jesus Movement in Western Washington

In union with our Bishop, the Episcopal Diocese of Olympia, part of the Jesus Movement, bears witness to God's redemptive reign and acts out God's inclusive love, peace, and justice, uniquely living out this call within our specific local communities.

- Instead of operating from a “top-down” model that prizes centralized leadership, we believe that each congregation must be free to live out this vision in a way that best meets the unique needs of their specific community.
- We believe that our more than 100 worshiping communities are stronger when there are connections that allow our congregations to share stories, resources, challenges, and triumphs with one another.
- We are committed to equipping and empowering a community who is learning, growing, and gathering regularly to proclaim the good news of God as revealed in the life, ministry, and witness of Jesus Christ.
- We are a liturgical community that is rooted in our common prayer and our celebration of Holy Eucharist, which forms us and prepares us to step beyond our church walls and serve our neighborhoods, our towns and cities, and the world.

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The Episcopal Diocese of Olympia

The Episcopal Church in Western Washington



A LETTER FROM THE BISHOP

To the Good People of the Diocese of Olympia,

I write to share with you the recommended budget for our collective life as a diocese for the fiscal year 2022. This year, perhaps as no other, this rather simple and mundane task has become even more daunting. That caution comes not only from living through this last strange year as we all did, but also from the fact that “being church” has changed somewhat dramatically in that time. All of that makes this budget, this financial plan for this coming year, which all budgets are, a particularly special one. What has not changed - our call from God, our call as Christians, followers of Christ. That has not changed and, if anything, now is even more imperative for us to heed and follow. Through that faith we are called to be an abundant people, not a scarce or scared people, as Dennis puts so well in his letter.

So, you will see, as he notes, that we have not cut back. We have certainly adjusted, but not cut back. Instead, we are leaning into the robust generosity and continued giving that was experienced in this last year, and we are boldly moving forward in mission and hope, especially as it relates to racism, racial justice, and diversity inside, and outside our walls. That focus was exhibited loud and clear in last year’s convention, and we have spent this year working ever more toward that focus in preparing this budget, so that we can continue that work in this next year and the years to come.

I have heard many refer to our diocesan assessment as “taxes” or as “burdens.” I differ. I think of our assessments exactly as I think of our taxes due as citizens. These are not “burdens,” they are investments. We are investing in our future together. And I want you to know I firmly believe this is the right moment, the right call, the right action for this time.

Along with Dennis, I thank our Budget and Finance Team (both staff and volunteer), Hal Hall, Dede Moore, and our entire staff, for the great work and great courage it has taken to get to this budget. However, I most especially wish to thank the Rev. Dennis Tierney for his tireless work on our behalf. For many years, he has been the backbone of our work in this area and he has done it with a very steady hand and deeply servant heart. I cannot thank him enough.

I also must thank all of you. While the world has lived through this “sky is falling moment” - which might well have come closer to actually being such a moment than most have in my lifetime - you, as a whole, as the Body of Christ, did not succumb to that notion. As has been proven time and again in crisis, the faithful remain faithful and support our beloved Church. You all did that even through this time, and because of that faithfulness, we can present this budget with confidence.

Finally, I want to share my profound sense of loss at the death of our beloved Jim Campbell. While I am very hopeful and excited about this budget and our future, there is a solemnness to this process this year with the absence of Jim. He was a true servant to all of us. He too was tireless, committed, driven, and devoted. The loss of him is great in our collective life, and to me personally. This we know however. He fully supported this budget. He worked hard, maybe harder than anyone, to make sure we could present it. We do him the greatest honor by living and acting as he did and as he taught us in so many ways, leaning into this time, this challenge, this opportunity. May it be so.

Faithfully,

The Rt. Rev. Gregory H. Rickel

VIII Bishop of Olympia

2022 BUDGET LETTER

from THE BUDGET & FINANCE COMMITTEE, DIOCESAN COUNCIL

Rationale for the Recommended 2022 Annual Operating Budget of the Diocese of Olympia

The Rev. Dr. Dennis S. Tierney, Chair
Budget and Finance Committee
Diocesan Council

One of the more common quotes from Jesus throughout his ministry on earth is “Be not afraid.” Many of us may have repeated that phrase a lot in these past 18 months as we all have struggled with the upheavals caused by COVID-19. Many of us are bone-tired of the ravages of this disease, the uncertainty of our governmental responses, the increasing polarization, and the trampling of our commonweal in favor of rampant selfishness. Thus, one might expect, in this time of pandemic, this time of economic distress, this time of social and political unrest, that a budget for an organization like the diocese would be characterized by deep caution about new programs and prudent reductions in expenses in all areas. But we are Gospel people; we are Easter people. We are, in fact, not afraid. Our 2022 budget is characterized by boldness in the face of adversity; by hope in defiance of distress, by belief in our better angels as a society, and by our baptismal covenant to see the face of Christ in everyone we meet.

Our 2022 budget is larger than previous budgets by about 8%. The growth reflects commitments made by the diocese at its 2020 Convention to add new programs and staff to address our concerns about equity, inclusion, and social justice. This budget also continues previous programs in on-going commitments to supporting congregations and providing leadership and assistance to all congregations. We are blessed in that we could again this year meet all the budget requests that staff received from the field. Some judicious cuts to the previous year budget have been made to free up funds in new areas.

The means of accomplishing this lies in the use of net retained assets (savings accumulated over the last several years) and the judicious use of capital gains, earned from the growth of our Diocesan Investment Fund. While we have used both these sources in previous years, our use has increased significantly again for 2022.

We believe the rewards are worth the risk. We acknowledge that tapping deeper into “savings” in a time of uncertainty is counter-intuitive, but then, so is Christianity itself. As a matter of fiscal prudence, we intend to monitor our revenue sources very closely in the rest of 2021 and all of 2022. We are prepared to respond to declines in our primary revenue sources as necessary to preserve staff and programs.

As always, the fundamental financial soundness of our diocese rests on the contributions of thousands of Episcopalians in Western Washington and in the careful investment of contributions received from our forebears. These funds, in turn, have been spent with care by diocesan staff. I have argued before that we budget generously but spend parsimoniously. Our ability to be bold in difficult times rests on these values and practices.

2022 BUDGET LETTER

(continued)

I want to thank the diocesan staff for their continued excellence in ministry during this extremely challenging year. Their considerable gifts are only matched by their patience and good humor. They have shown great resilience in their work this year and have done so with panache.

This year, our Consulting Canon for Finance, Mr. Hal Hall, stepped down from his duties. We have called a new full-time Canon for Finance. I want to note publicly that Hal Hall made many important contributions to our financial policies and procedures. That we have managed so well in these difficult times is a tribute to his wisdom and skill as a chief financial officer.

Lastly, I have been blessed by a wonderful team of colleagues on Budget and Finance Committee. They do the “heavy lifting”, and they do that work with aplomb and their own panache. They have tolerated my leadership with great patience.

One final note. After I wrote this draft, on the evening that the 2022 operating budget was approved, Jim Campbell died. The shock waves of his passing are still reverberating through this diocese. Computer people use the aphorism, “WYSIWYG,” “What You See Is What You Get.” That was Jim. He was both passionate and pragmatic. He was elegant – not in dress or demeanor, but in his desire to have the best accomplished by the fewest steps involved. He understood money as a tool to accomplish the building of the kingdom. He was never afraid. This budget is touched deeply by his vision.

Members of Budget and Finance Committee 2020-2021

Joel Rupley	The Rev. R. C. Laird
Heather Irwin	Hal Hall
Stu Case	Canon Dede Moore
David Coburn	The Rev. Canon Arienne Davison
Jim Campbell (in memoriam)	The Rt. Rev. Gregory H. Rickel
The Rev. Cristi Chapman	

I joined this committee on my election to Diocesan Council in 2012. In early 2013, I became its Chair. This volunteer work has been always interesting and helped me to be useful to the diocese. I have worked on nine diocesan budgets. I believe that it is time for new leadership on this committee. Thus, I will stepping down as Chair at the 2021 Convention when this ninth budget I have worked on is adopted. It has been a privilege to serve in this manner; it is a joy to live into servant leadership.



Respectfully Submitted,

The Rev. Dr. Dennis S. Tierney, Chair



The EPISCOPAL DIOCESE of OLYMPIA: CONGREGATIONAL DEVELOPMENT

We believe that developing healthy congregations is central to our call.

TOTAL
2022 BUDGET
\$626,459



We support all congregations in developmental efforts towards greater health, regardless of the size or context. As a diocese we network and equip congregations with skills and tools for spiritual growth, which often leads to numerical growth.

College for Congregational Development:

We equip Christian leaders to embody Christ in local congregations.

Congregation Consulting Network: We connect trained consultants with congregations and ministries in need of facilitated conversation and frameworks for carrying out the important work of shared ministry.

Grants: We enhance ministry and revitalize congregations and staff for program growth through our grant programs.

Evangelism: We enable congregations to focus their growth potential through social media channels and improved web presence.

Congregations in Transition: We provide consultants for congregations in transition and funding to gather objective data and complete diocesan-identified assessments.

Data: We help congregations understand their communities by providing access to MissionIn-site demographic information.



The EPISCOPAL DIOCESE of OLYMPIA:
SUPPORT FOR CONGREGATIONS & LEADERS

TOTAL
2022 BUDGET
\$720,499



Resources and Leadership Training: We train leaders for vestries and bishop’s committees, supply vestry handbooks, and facilitate leadership training days.

Property-Specific Congregation Support: We preserve the integrity of the property that has reverted to the diocese due to congregation closings and support congregations in specific, emergent situations.

Misconduct Case Manager/ Congregations in Conflict: We ensure compliance with Title IV (disciplinary canon), intake officers, and complaint investigations. We also provide support for therapeutic intervention.

Technology Assistance and Resourcing: In the midst of COVID-19 we are resourcing congregations toward virtual ways to gather, worship, and connect through communicating best practices and empowering congregational leaders to discover what works best for their congregations in this time.





The EPISCOPAL DIOCESE of OLYMPIA: CLERGY LEADERSHIP



Clergy Residency: Our curacy program partners newly-ordained, seminary-trained clergy raised up from within the Diocese of Olympia with well-qualified clergy mentors in congregations where it has been determined that the curacy experience will be fruitful. The diocesan budget provides half of the salary, pension, insurance, and moving costs for the clergy, and congregations commit to funding the other half.

First Time in Charge: Our two-year program for first-time rectors/vicars consists of 18 units with the goal of contributing to successful and effective leadership.

Clergy Days: We provide opportunities for training, education, and collegial development through clergy days, workshops, and retreats hosted by the bishop.

Clergy Support Groups: As we work with the dual pandemics of COVID-19 and systemic racism impacting our congregations, we are working to provide clergy with specific support and networking opportunities that provide training, collegial support, and safe space to process and learn from the particular challenges of our time.



The EPISCOPAL DIOCESE of OLYMPIA: EMERGING MISSIONS

We provide strategic support for ongoing, emerging, and alternative missions in our diocese and support for churches who need assistance in revitalizing and reorganizing their congregations.

Emerging Ministry:
We provide support for our Total Common Ministry (TCM) and local priest congregations through our missioner and leadership retreats.





The EPISCOPAL DIOCESE of OLYMPIA: BISHOP DIRECTED PROGRAMS

TOTAL
2022 BUDGET
\$341,509



Bishop's Holy Land Pilgrimage:

A yearly opportunity to be refreshed in the faith and to deepen the Christian experience. Bishop Rickel leads clergy in the footsteps of Jesus and encounters God's Word in the Holy Land.

Bishop's Initiative Grants: We provide seed money for new and innovative ministries from congregations.

Bishop Directed Grants: We provide resources for the redevelopment of programs and support for existing programs.

BIPOC Ministry Fund: We provide support for BIPOC (Black, Indigenous & People of Color) clergy in the Diocese of Olympia leading ethnic congregations.

Non-Profit Management Training: This program on management skills training for non-profit organizations will be open to lay and clergy leaders in the diocese.

Bishop's Leadership Conference: Our week-long conference explores what it means for churches to be faithful, healthy, and effective in their current, local context, and helps congregations discern how God may be calling them to grow in new ways.

Diocesan House Carbon Offsets: This initiative provides off-sets for the carbon dioxide emitted due to lighting and heating Diocesan House by planting trees in the Southern Philippines through our sister diocese so that the Office of the Bishop will become carbon neutral.





The EPISCOPAL DIOCESE of OLYMPIA: ETHNIC MINISTRIES



We have renewed our commitment as a diocese to supporting ethnic and multicultural congregations and ministers within our body and engaging in real conversations with our neighbors.

Ethnic Congregations: We provide operational assistance for congregations with an ethnic or multicultural identity.

Leadership Development: We provide learning and formation for Intercultural Competency and Dismantling Racism.

Church-Wide Connections: We provide connections to and with church-wide ethnic and multicultural ministries.

Advocacy: We advocate for historically marginalized people and support BIPOC Ministers and Circles of Color advocating for themselves in the church and the world.



Ethnic Ministries Circles of Color are mutually supportive communities for resource sharing, networking, personal support, addressing issues of racism, encouraging leadership development among our people of color church communities, and connecting people of color with what they need emotionally and spiritually to be who God is calling them to be. We are committed to BIPOC advocacy, antiracism initiatives, and transforming institutionalized racism for equity and social justice for people of color. The Circles communities include: Full Circle; Clergy of Color Circle; Indigenous Circle; African American/ Black Circle; Asian Circle; Hispanic/Latino Ministries Circle, and Allies Circle.

We have failed to do many of these things and have hurt members of our Body. As members of the Diocese of Olympia, when we fall into the sin of racism, we will acknowledge our fault and turn to Jesus Christ for forgiveness.

* Ethnic Ministries includes 2021 budget areas from Bishop Directed Initiatives for Truth & Reconciliation (\$100,000) combined with 2021 budget areas for Multicultural Ministries (\$150,000 in direct grants to Ethnic Congregations).



The EPISCOPAL DIOCESE of OLYMPIA:
FAITH FORMATION FOR ALL AGES

Faith formation encompasses the ministries and activities offered by the church that help people grow in faith and in their understanding of and love for God.

**TOTAL
 2022 BUDGET
 \$219,978**

Children & Families: We believe connecting with families is critical to the health of our diocese so we introduce and support innovative approaches to this vital ministry through quarterly leadership meetings, webinars, and mini-grants.
New this year: Messy Church.

Youth Ministry: We come alongside local youth ministries by coordinating diocesan events – retreats and service projects - that bring middle and high school students together. Weekly online Youth Nights and regular adult leadership meetings maintain the community connection.
New this year: Holy Hikes.

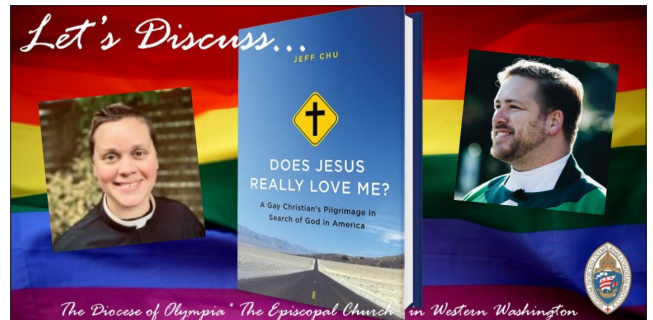
Campus Ministry: We support the dedicated efforts of Christ Church, Seattle and St. Paul's, Bellingham in reaching out to students at UW and WWU. *New this year:* a summer college intern program in the Diocese of Olympia's Faith Formation office.

Young Adults: Through leadership opportunities, annual retreats, mini-grants, and by underwriting participation in faith-based conferences, we engage people in their 20s and 30s.
New this year: a Wilderness Pilgrimage; Sanctus on-line liturgies, in partnership with Epiphany, Seattle; and, Sunday Stairway Walks, in collaboration with Saint Mark's Cathedral.



Life-Long Learning: We spotlight best practices and provide resources and instructional materials for local congregations. Our annual mini-conference, Better Together, offers speakers and workshops that challenge and inspire.

New this year: contemplative practices, Meaningful Movies, and discussion groups on racial healing, LGBTQIA+ issues and climate justice.





The EPISCOPAL DIOCESE of OLYMPIA: FAITH FORMATION FOR ALL AGES



Resource Center: We maintain a collection of circulating and reference materials for congregations and individuals. We adhere to the COVID-19 guidelines for in person use, and while browsing in the collection is not possible while the Office of the Bishop is closed, books may be sent and returned by mail.

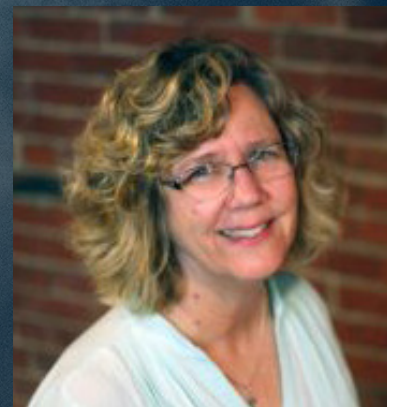
Education for Ministry: Through our contract with Sewanee, we assist in training mentors and support local trainings as possible, given COVID-19 guidelines.



Iona Olympia School:

We provide a comprehensive academic and practical curriculum for postulants seeking ordination to the diaconate, those seeking local ordination as priests and deacons, and for lay persons who feel called to such training.

TOTAL
2021 BUDGET
\$102,468





The EPISCOPAL DIOCESE of OLYMPIA:
STEWARDSHIP AND DEVELOPMENT OF ALL OUR RESOURCES

We teach and live the stewardship of all creation through the spiritual practices of giving and service. We share the good news of how stewardship has shaped our common life through workshops, coaching for local stewardship initiatives, and advocacy for the care of all creation.

TOTAL
2022 BUDGET
\$23,366

Regional Workshops: We facilitate workshops on planned giving, environmental stewardship, annual campaigns, development, and formation for all ages.

Planned Giving: We formed the Diocesan Joint Planned Giving Ministry Team with the Cathedral Foundation and Saint Mark’s Cathedral to bring the very best planned giving resources and assistance for our congregations and their members.

Bishop’s Society: We build membership through support and initiation of Legacy Societies. All people within the diocese have the option to become members by naming any Episcopal congregation or program in their estate plans.

Stewardship Assistance: We assist churches by providing ongoing support to green initiatives, online giving options, and stewardship ministries.

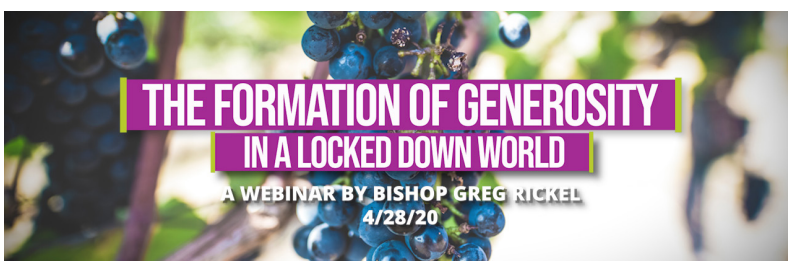
Bishop’s Committee on the Environment: We support congregations in environmental creation care ministries and administer “green

grants” to lower impact on the environment. We assist with energy audits and provide resources for environmental stewardship, responsible investments, and environmental advocacy.

Carbon Offset Partnership: We are part of a global mission partnership to stem climate change and address environmental justice issues through reforestation, reduction of CO₂ footprints, community development, relationships, and funding carbon offsets.

Episcopal Community Action (ECA): We expand knowledge about and participate in ECA to support ministries involved in meeting the needs of God’s people across Western Washington.

The Episcopal Network for Stewardship (TENS): We promote and continue to partner with TENS, including corporate and congregational membership, to encourage transformation through stewardship.





The EPISCOPAL DIOCESE of OLYMPIA: TELLING OUR STORIES

Our Communications Program shares the story of our diocese and congregations through a variety of communication platforms and supports the work, vision, and ministry of the Office of the Bishop's staff and wider diocese.

TOTAL
2022 BUDGET
\$458,834

Digital Technology and Congregational Support:

We provide regular consultations to congregations and ministries within the diocese on live video streaming, Zoom meetings, web design, content, social media, newsletters, and video production. We assist congregations in the purchase of video streaming equipment and streaming licenses to ensure compliance with copyright laws. When face-to-face gatherings are normal once again, we will continue our multi-year initiative to assist congregations in the production of high-quality welcome videos and high quality images for digital and print uses.

Accessibility: We provide assistance to diocesan ministries and programs in making their virtual offerings accessible through the use of captions, subtitles, ASL interpretation, and live language translation.

Across the Diocese: We publicize events and activities on both a diocesan and congregation level through our weekly newsletter and our diocesan website.

Social Media: We use our social media platforms (Facebook, Twitter, Instagram) to keep our communities connected throughout the diocese and raise awareness of the Episcopal Church in Western Washington.

Video Production: We share messages from the bishop with the wider diocese, webinars from experts on a wide range of subjects, and provide opportunities for other ministries and programs to request our services.

Graphic Design: We provide design services for diocesan programs, departments, and ministries.

Internet Strategy: We provide monitoring and resources so congregations can maintain a consistent and vibrant presence in cyberspace.

Database: We update, maintain, and continually look for new ways to use our systems.





The EPISCOPAL DIOCESE of OLYMPIA: GLOBAL MISSION WORK

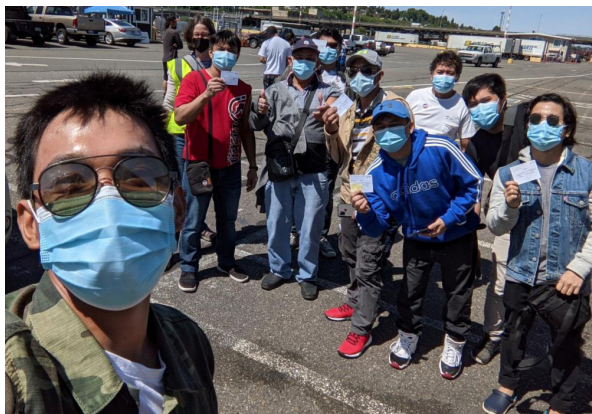


TOTAL
2022 BUDGET
\$57,100

Economic Justice: We explore issues of economic justice (living wage, immigration, racism) through the use of education, training, and electronic media.

Global Mission Committee: We support cross-cultural mission, Indigenous people, seafarers, and global needs.

Bishop's Committee for Justice & Peace in the Holy Land: We provide support for the Episcopal parishes, schools, hospitals, and human service missions in the Diocese of Jerusalem (one of our companion dioceses).



Refugee Resettlement Office: We provide support for the office's human development programs to low income communities and the resettlement of refugees in Western Washington.

Caring for Creation Covenant Partnership: We have a partnership with the Diocese of Southern Philippines to care for Creation through reforestation, reduction of CO2 footprints, environmental advocacy, establishing tree nurseries, building relationships, and creating and funding Carbon Offsets.

Diocese of El Salvador: We support the ministry of the broader church in El Salvador.

Millennium Development Goals: We set aside 0.07% of our unrestricted revenue for projects relating to mission and ministry throughout the world.

Episcopal Relief and Development: We support the work of our diocesan Episcopal Relief and Development coordinator.



The EPISCOPAL DIOCESE of OLYMPIA: SUPPORTING THE WORK OF THE BROADER CHURCH

We support the work of the broader church by contributing our diocesan share of the churchwide budget. We also actively participate ministries in our Province and Episcopal Church networks.



TOTAL
2022 BUDGET
\$442,000



We support the work of Province VIII, ecumenical & interfaith ministry, and our ministry partnership with Saint Mark's Cathedral.





The EPISCOPAL DIOCESE of OLYMPIA: CORPORATE & CANONICAL RESPONSIBILITIES



TOTAL
2021 BUDGET
\$1,857,635

We maintain our corporate and canonical responsibilities by supporting local ministries and ministers, networking congregations through governing bodies and resource sharing, and developing leaders for the church and the world.

The Office of the Bishop: We provide support for our bishop and his work in the diocese, nation, and world.

Commission on Ministry: We support and train postulants for the priesthood and diaconate through exams, retreats, and candidacy days.

Canon to the Ordinary: We support the office of the Canon to the Ordinary and her work assisting the bishop in diocesan ministry, working with congregations in transition and conflict. We also support the work of our Diocesan Title IV Officer, supporting the decisions and vision of the bishop.

Finance: We are committed to responsible business practices – accounting, risk management, the Diocesan Investment Fund (DIF), insurances, and tax affairs. We also provide financial resources and training for congregation treasurers and staff.

Archives: We provide resources for congregations to chronicle and maintain an historical archive - identifying, collecting, and preserving records of enduring value.

General Convention: We send a full deputation to each triennial meeting of the General Convention of The Episcopal Church.

Convention: We gather as a diocesan body for our annual convention to hear from the bishop, converse on issues, elect to diocesan offices, and enjoy fellowship with 600+ Episcopalians from all over Western Washington.

Diocesan Governance: We provide support for our diocesan governing bodies – Standing Committee, Diocesan Council, and Board of Directors - as well as regional ministries, property management, Personnel Commission, and Liturgy and Arts Commission.

Central/Plant Services: We maintain Diocesan House as a place that is not only home to the Office of the Bishop’s staff, but also provides meeting space for commissions, committees, affiliated ministries, organizations, and an occasional congregation.

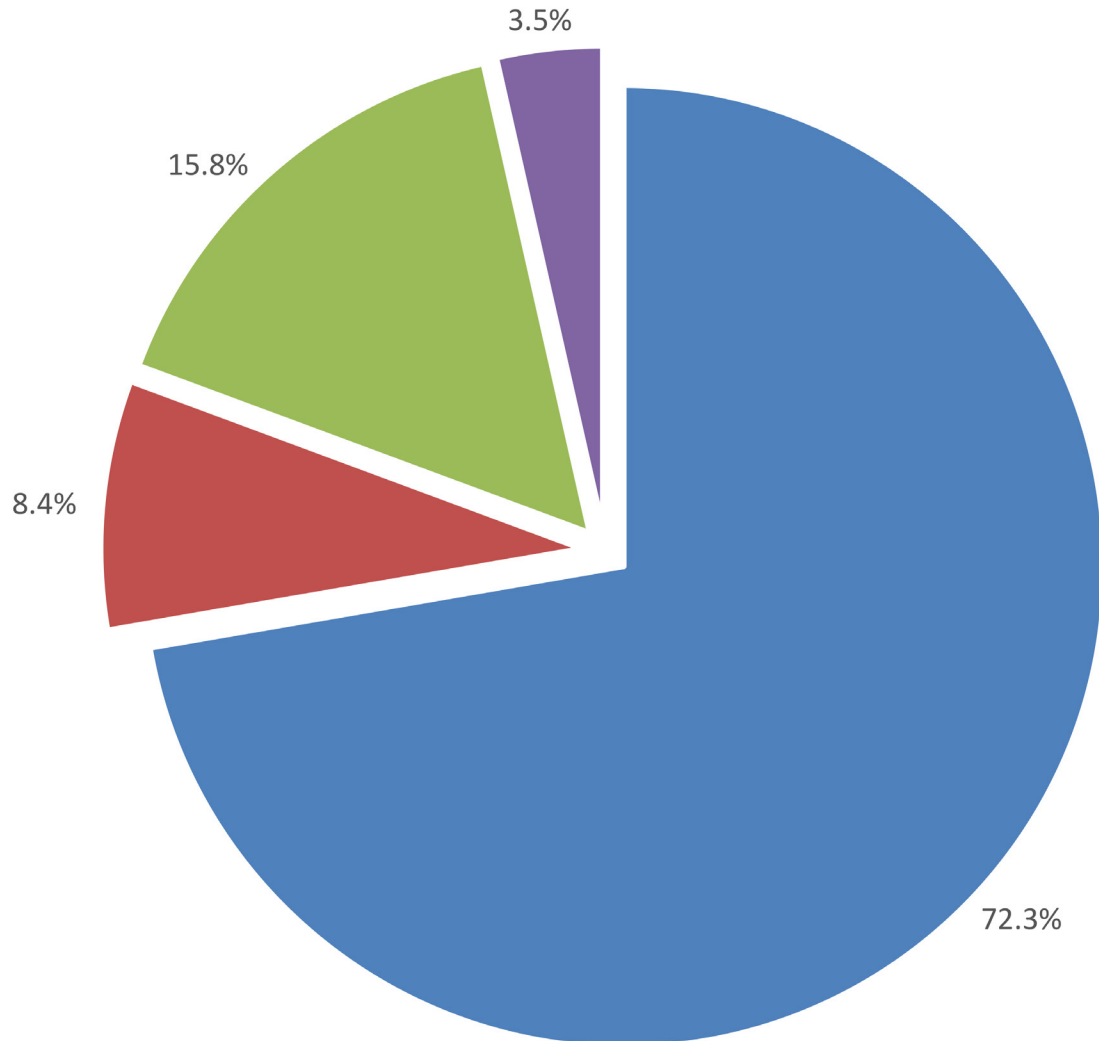




The EPISCOPAL DIOCESE of OLYMPIA: 2022 BUDGET TOTALS



DIOCESE OF OLYMPIA 2022 Budgeted Revenue Sources



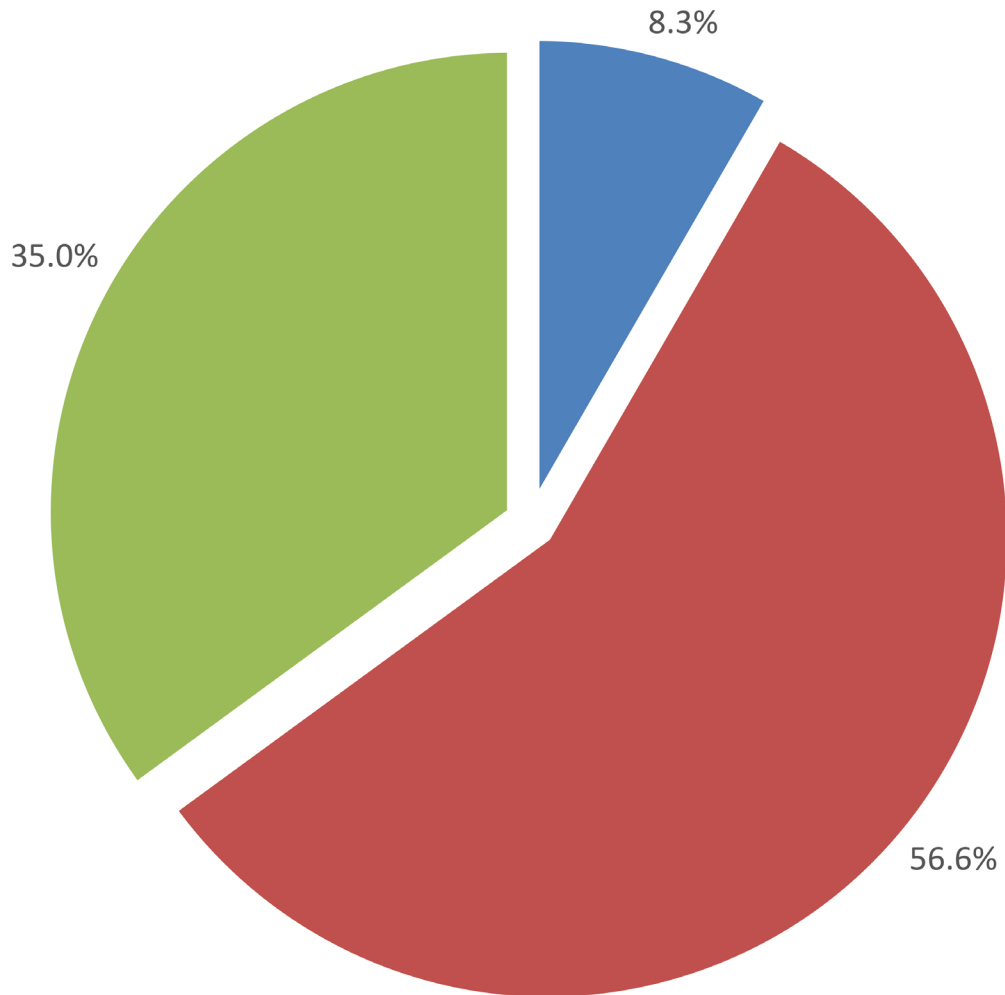
- 72.3% - Net Assessment Revenue
- 15.8% - Carry Forwards and Funds Releases
- 8.4% - Dividend Income
- 3.5% - Fees, Tuitions, and Reimbursements, and Other



The EPISCOPAL DIOCESE of OLYMPIA: 2022 BUDGET TOTALS



DIOCESE OF OLYMPIA 2022 Budgeted Expense Summary



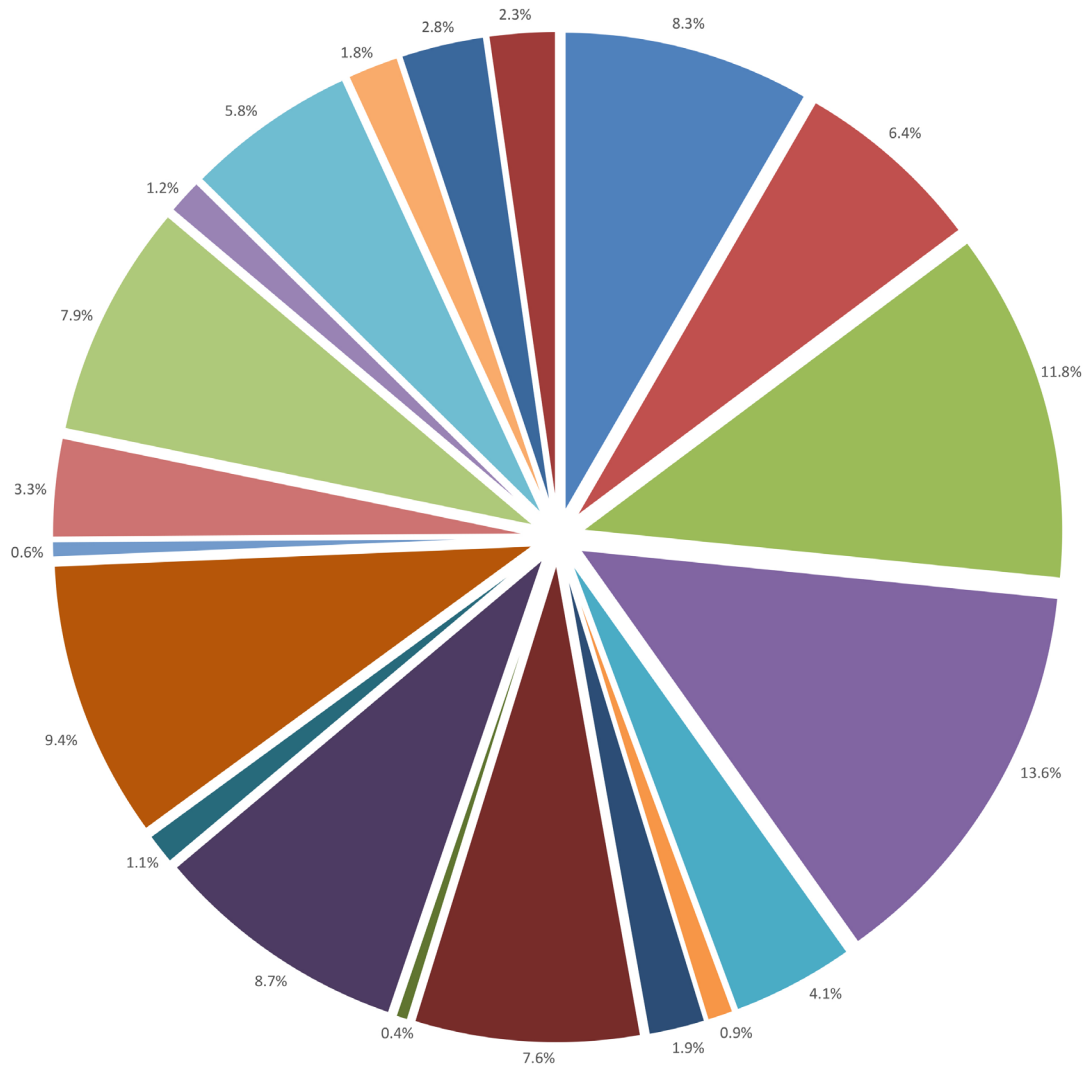
- 8.3% - Supporting the Broader Church
- 56.6% - Programs for Ministry - Empowering Congregations
- 35.0% - Canonical & Corporate Expenses



The EPISCOPAL DIOCESE of OLYMPIA: 2022 BUDGET TOTALS



DIOCESE OF OLYMPIA 2022 Budgeted Expense Detail



- 8.3% - Supporting the Broader Church
- 6.4% - Bishop Directed Programs
- 11.8% - Congregational Development
- 13.6% - Supporting Congregations
- 4.1% - Faith Formation: 35 & Under
- 0.9% - Diocesan Resource Center / Library
- 1.9% - IONA School of Olympia
- 7.6% - Ethnic Ministries
- 0.4% - Stewardship & Development
- 8.7% - Communications
- 1.1% - Global Mission Work
- 9.4% - Diocesan Bishop's Office
- 0.6% - Diocesan Assisting Bishop's Office
- 3.3% - Canon to the Ordinary Office
- 7.9% - Accounting & Finance Office
- 1.2% - Archives
- 5.8% - Diocesan Governance
- 1.8% - Property & Liability Insurance
- 2.8% - Compensation/Benefits Reserve
- 2.3% - Diocesan House

DIOCESE OF OLYMPIA

2022 Budget (as adopted by Diocesan Council August 2021) versus 2021 Budget (revised mid-year), 2020 Actual, and 2020 Budget (revised mid-year)

SUMMARY

Description	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)
	Variance Favorable / (UN-Favorable) 2021 Pre-Convention Recommended Budget Versus									
	Amount (d)					Percent (d)				
	Budget (Diocesan Council adopted Aug. 2021)	2021 Budget (revised mid- year)	2020 Actual	2020 Budget (revised mid- year)	2021 Budget (revised mid- year)	2020 Actual	2020 Budget (revised mid- year)	2021 Budget (revised mid- year)	2020 Actual	2020 Budget (revised mid- year)
Revenues										
(1) Net Assessment Revenue (b) (c)	\$ 3,670,000	\$ 3,570,000	\$ 3,620,820	\$ 3,460,000	\$ 100,000	\$ 49,180	\$ 210,000	2.80 %	1.36 %	6.07 %
(2) Prior Years' Assessment Receipts	162,000	160,000	108,431	60,000	2,000	53,569	102,000	1.25	49.40	170.00
(3) Dividend Income (Un-Restricted)	379,300	379,300	396,497	379,300	-	(17,197)	-	-	(4.34)	-
(4) Dividend Income (Restricted)	64,000	64,000	61,463	64,000	-	2,537	-	-	4.13	-
(5) Total Contribution, Assessment and Dividend Income	<u>4,275,300</u>	<u>4,173,300</u>	<u>4,187,212</u>	<u>3,963,300</u>	<u>102,000</u>	<u>88,088</u>	<u>312,000</u>	<u>2.44</u>	<u>2.10</u>	<u>7.87</u>
(6) Carry Forwards and Funds Releases	837,550	546,194	237,604	418,061	291,356	599,946	419,489	53.34	252.50	100.34
(7) Fees, Tuitions, and Reimbursements, Interest and Other	188,145	164,800	38,728	164,800	23,345	149,417	23,345	14.17	385.82	14.17
(8) Total Revenues (EX-cluding DIF unrealized capital gains)	<u>\$ 5,300,995</u>	<u>\$ 4,884,294</u>	<u>\$ 4,463,544</u>	<u>\$ 4,546,161</u>	<u>\$ 416,701</u>	<u>\$ 837,451</u>	<u>\$ 754,834</u>	<u>8.53 %</u>	<u>18.76 %</u>	<u>16.60 %</u>
Expenses										
(9) Supporting the Broader Church	\$ 442,000	\$ 438,890	\$ 414,687	\$ 417,687	\$ 3,110	\$ 27,313	\$ 24,313	0.71 %	6.59 %	5.82 %
Programs for Ministry: Empowering Congregations										
(10) Bishop Directed Initiatives	341,509	350,500	148,147	208,794	(8,991)	193,362	132,715	(2.57)	130.52	63.56
(11) Congregational Development	626,459	625,354	507,603	584,636	1,105	118,856	41,823	0.18	23.42	7.15
(12) Supporting Congregations	720,499	743,699	511,640	678,802	(23,200)	208,859	41,697	(3.12)	40.82	6.14
(13) Faith Formation: 35 & Under	219,978	214,401	156,852	204,884	5,577	63,126	15,094	2.60	40.25	7.37
(14) Diocesan Resource Center / Library	48,147	48,147	46,135	47,878	-	2,012	269	-	4.36	0.56
(15) IONA School of Olympia	102,468	102,468	58,652	92,128	-	43,816	10,340	-	74.71	11.22
(16) Multicultural Ministries	403,000	150,000	124,843	129,600	253,000	278,157	273,400	168.67	222.81	210.96
(17) Stewardship and Development	23,366	35,275	8,775	48,236	(11,909)	14,591	(24,870)	(33.76)	166.27	(51.56)
(18) Communications and Information Technology	458,834	430,304	394,515	402,683	28,530	64,319	56,151	6.63	16.30	13.94
(19) Global Mission Work	57,100	59,600	52,180	59,600	(2,500)	4,920	(2,500)	(4.19)	9.43	(4.19)
(20) Total Programs for Ministry: Empowering Congregations	<u>3,001,360</u>	<u>2,759,748</u>	<u>2,009,342</u>	<u>2,457,241</u>	<u>241,612</u>	<u>992,018</u>	<u>544,119</u>	<u>8.75</u>	<u>49.37</u>	<u>22.14</u>
Canonical and Corporate Expenses										
(21) Diocesan Bishop's Office	496,902	486,316	416,689	475,924	10,586	80,213	20,978	2.18	19.25	4.41
(22) Assisting Bishop's Office	30,000	18,450	12,341	9,000	11,550	17,659	21,000	62.60	143.10	233.33
(23) Canon to the Ordinary's Office	177,303	177,303	197,544	213,633	-	(20,241)	(36,330)	-	(10.25)	(17.01)
(24) Accounting and Finance Office	419,600	381,600	381,478	354,272	38,000	38,122	65,328	9.96	9.99	18.44
(25) Archives	64,452	69,452	62,641	69,781	(5,000)	1,811	(5,329)	(7.20)	2.89	(7.64)
(26) Diocesan Governance and Human Resources	306,081	297,634	252,533	286,483	8,447	53,548	19,598	2.84	21.20	6.84
(27) Property / Liability Insurance Premium	93,256	67,500	70,268	67,500	25,756	22,988	25,756	38.16	32.71	38.16
(28) Benefits	150,000	60,000	47,032	67,617	90,000	102,968	82,383	150.00	218.93	121.84
(29) Diocesan House	120,041	127,401	109,356	127,023	(7,360)	10,685	(6,982)	(5.78)	9.77	(5.50)
(30) Total Canonical and Corporate Expenses	<u>1,857,635</u>	<u>1,685,656</u>	<u>1,549,882</u>	<u>1,671,233</u>	<u>171,979</u>	<u>307,753</u>	<u>186,402</u>	<u>10.20</u>	<u>19.86</u>	<u>11.15</u>
(31) TOTAL EXPENSES	<u>5,300,995</u>	<u>4,884,294</u>	<u>3,973,911</u>	<u>4,546,161</u>	<u>416,701</u>	<u>1,327,084</u>	<u>754,834</u>	<u>8.53</u>	<u>33.39</u>	<u>16.60</u>
(32) Net Excess / (Deficit)	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 489,633</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ (489,633)</u>	<u>\$ -</u>	<u>- %</u>	<u>(100.00) %</u>	<u>- %</u>

(a) Chart Title: Amounts shown may not sum precisely due to the rounding of pennies.

(b) Side Caption, Line 1: Budgeted / Actual gross percentages assessed are / were, as follows: 2019 - 2021, 14.5%; 2017 - 2018, 15%; 2016, 16%; 2013 - 2015, 17%; 2012, 17.5%; 2007 - 2011, 18%; 2004 - 2006, 20%.

(c) Side Caption, Line 1: Each of the 2021, 2020, and 2019 Assessments Revenue Budgets shown here have been reduced by a \$50,000 "Short Fall" provision.

(d) Columns 5 through 10, Heading: The Variance convention used in this chart series is Favorable / (Unfavorable) thus Revenue amounts (column 1, lines 1 through 8) greater than comparable Revenue data (columns 2 through 4) are considered "Favorable" with such amount and percent variances shown as non-bracketed values in columns 5 through 10. Expense amounts (column 1, lines 9 through 30) greater than comparable Expense data (columns 2 through 4, lines 9 through 30) are considered to be "Un-Favorable" with such amount and percent variances shown as bracketed values in columns 5 through 10.