Budget Exhibit C

Pacific Southwest District 2022 PSWD Operating Budget and Church Planting Support Budget, and 2023 Operating Expense Maximum

In the pages that follow you will find the proposed 2022 PSWD Operating Budget, the 2022 Church Planting Support Budget, and the recommended 2023 Operating Expense Maximum from the Policy Board. In 2016 the Policy Board spent a significant amount of time looking at the District budget and the operating deficits that were represented in budgets over the last several years. The determination of the 2016 Policy Board was that continued deficits at this level would not provide a base of funding at which we could work to operate as a district with the kinds of programs and support that were desired. From that work they determined that the Operating Budget deficit each year should work to be not more than \$300,000. That year they also began to bring to the District Conference a proposal to set an Operating Expense Maximum for the following year.

The District overall is in a good financial position. Investments we hold at the Brethren Foundation (over \$4 million at the time of this report) continue to perform well, generally producing growth that exceeds the deficit reflected in the operating budget. This provides the resources needed for us to carry out the ministry and program that is the work of the Pacific Southwest District.

2022 PSWD Operating Budget

In the spreadsheets that follow is the proposed 2022 District Operating Budget. The Policy Board is recommending a budget expense of \$472,720. This is an increase of \$6,000 from the 2021 District Operating Budget, and \$2,280 less than the 2022 Operating Expense Maximum set at last year's District Conference.

In this budget are salary increases for staff in line with denominational recommendations, as well as anticipated increases to health insurance. Most of the budget increase over 2021 can be found in these costs.

Other areas may have increased while some have decreased. In other areas, like our legal expenses, the expense line has been assigned to a different area of the budget and so the decrease in one area is offset by an increase in another (most legal is now in Operating Ministry - Audit and Professional Fees).

The anticipated deficit for 2022 is \$299,120, a decrease from the 2021 budget, and in line with the optimal operating deficit that the Board had articulated in 2016.

2022 District Operating Budget Notes

Commitments

Ministry Partnership Funds — These funds work with congregations to encourage entrepreneurial work to revitalize, grow, and try new ministries with shared financial support from the district. Funds are also available to support vital ministry in communities whose mission is with those who are on the economic margins. This is where the highest portion of this budget is expended. \$45,000 is marked for this work in 2022.

Ministry Training and Minister Support – Our work with providing training for those called into ministry continues to grow, and as some students finish their work other students are just beginning. It is a vital partnership - the district support of ministry training - that seeks to ensure we have strong pastoral leaders for the years to come. We also provide funds for the annual retreat for pastors and chaplains, a key week of spiritual and personal renewal, and for the professional growth event prior to District Conference.

Youth Faith Development & NYC – Summer 2022 will have the quadrennial COB National Youth Conference. We have reserved funds from each year's budget to plan for our support of getting youth to this mountain top event. The 2022 budget reflects a commitment of \$5,000 to this work, adding to the \$7,500 already set aside. Additionally we continue to grow leaders through their participation on the Youth Cabinet and as Youth/Young Adult members of the Policy Board.

<u>Congregational Mission and Transition Support</u> – The work of our District staff represented in the Operating Ministry portion of the budget plays key roles in helping congregations in connecting to resources, supporting Boards and pastors, and working with congregations in pastoral transitions or evaluating future steps in ministry.

2022 Church Planting Support Budget

The Policy Board set aside the funds (approximately \$123,000) from the sale of the New Harvest Lindsay church property and the Ministry & Improvement Fund approved at District Conference 2019 included \$225,000 to be used for Church Planting Support. The funds from Lindsay will have been used by the end of 2021, and the Ministry & Improvement Fund resources will start to be used in 2022. The Policy Board is recommending a 2022 budget of \$84,180 (the same amount as in 2021) across the four church plants that are in operation.

Action Item: The Policy Board recommends to the District Conference the adoption of the 2022 Operating Budget and the 2022 Church Planting Support Budget as presented.

2023 Operating Expense Maximum

The recommendation for 2023 of \$478,000 is a \$5,280 increase over the 2022 budget. This level will require the Policy Board to make strategic choices in budget planning next year. This level of expense holds us right in the area of an anticipated deficit very near the working deficit level identified by the Policy Board in their prior work.

Action Item: The Policy Board recommends to the District Conference that the expense maximum for the 2023 Operating Budget be \$478,000.

Pacific Southwest District Church of the Brethren Income & Expense Summary - Proposed 2022 Budget

		2017 Actual	2018 Actual	2019 Actual	2020 Actual	2021 Budget	2022 Proposed
Contributions Income	4100	34,849	29,222	37,496	29,527	33,500	-
Interest and Other Income	4200	100,250	107,784	81,290	59,690	91,300	123,100
Participation Income	4600	15,337	21,983	39,136	2,713	20,700	16,100
Total Operating Income	=	150,436	158,989	157,922	91,930	145,500	173,600
Congregational Development Ministry	5005	117,390	36,540	30,256	49,108	46,500	46,500
Pastoral Leadership & Support	5300	21,198	31,014	32,685	10,771	31,650	29,200
District Empowering Ministry	5500	38,052	63,922	69,871	19,366	46,600	42,600
Partnership & Property Ministry	5700	126,640	42,708	54,854	10,501	23,805	18,250
Service Ministries	6300	3,365	5,471	6,434	0	9,500	6,500
District Operating Ministry	6500	290,799	296,880	296,429	293,132	308,674	329,670
Total Operating Expenses	-	597,444	476,535	490,530	382,877	466,729	472,720
Operating Deficit		-447,008	-317,546	-332,608	-290,947	-321,229	-299,120

Budget Exhibit C

	2016-2	022, District	budget Ove	erview				
er Church Report Levels	PC	2016	2017	2018	2019	2020	2021	2022
2 3 4	Line #	Actual	Actual	Actual	Actual	Actual	Budget	Propos
COME	4000							
MINISTRY INCOME	4010							
CONTRIBUTIONS INCOME	4100							
Individuals	4110 4120	337 31,201	1,667	838	2,610	2,790	1,200	2,
Congregations Church Closure Contritribution	4125	17,880	30,520 0	27,714 0	32,471 0	26,637 0	32,000	32,
Groups	4126	0 0	100	0	0	0	0	
Subtotal Temp Restricted Income	4700	2,059	2,087	0	0	0	0	
CDS Children's Disaster Rapid Respon		0	0	670	416	100	300	
Other Income	4140	1,000	475	0	2,000	0	0	
Subtotal Contributions Inc.	4100	52,477	34,849	29,222	37,496	29,527	33,500	34,
NVESTMENT INCOME	4200							
CHECKING/MONEY MKT INCOME	4200	2	1	0	11 216	25 162	2,000	18
NOTES REC. INTEREST/FEES	4301	39,044	72,326	107,784	11,216 66,908	25,162 34,309	2,000 89,000	74
SALE OF CHURCH PROPERTY	4500	0	72,320	0	00,300	0,505	03,000	, -
MISC. INCOME	4550	3,578	27,923	0	3,165	220	300	30
Subtotal Investment Income	4200	42,624	100,250	107,784	81,290	59,690	91,300	123
PARTICIPATION INCOME	4600							
DIST CONF INCOME	4610	16,770	12,002	14,962	34,969	1,850	17,000	10
EVENTS INCOME	4630	2,624	3,335	7,021	4,167	863	3,700	6
Subtotal Participation Income	4600	19,394	15,337	21,983	39,136	2,713	20,700	16
TAL INCOME		114,495	150,436	158,989	157,922	91,930	145,500	173
PENSES	5000							
PENSES MINISTRY INVESTMENTS	5000 5001							
CONGREGATIONAL DEV MIN WEB SITE DEVELOPMENT	5001 5005 5020	306	715	801	1,088	2,241	1,500	
CONGREGATIONAL DEV MIN WEB SITE DEVELOPMENT Ministry Partnership Funds	5001 5005 5020 5180	268	25,675	35,739	29,168	46,866	45,000	
CONGREGATIONAL DEV MIN WEB SITE DEVELOPMENT Ministry Partnership Funds Cong Minister Support Grants	5001 5005 5020 5180 5100	268 132,477	25,675 91,000	35,739 0	29,168 0	46,866 0	45,000 0	45
CONGREGATIONAL DEV MIN WEB SITE DEVELOPMENT Ministry Partnership Funds	5001 5005 5020 5180	268	25,675	35,739	29,168	46,866	45,000	45
CONGREGATIONAL DEV MIN WEB SITE DEVELOPMENT Ministry Partnership Funds Cong Minister Support Grants	5001 5005 5020 5180 5100	268 132,477	25,675 91,000	35,739 0	29,168 0	46,866 0	45,000 0	45
MINISTRY INVESTMENTS CONGREGATIONAL DEV MIN WEB SITE DEVELOPMENT Ministry Partnership Funds Cong Minister Support Grants Subtotal Congregational Dev Min PAST'L. LDRSHP & SUPPORT TRIM (TRAINING IN MIN)	5001 5005 5020 5180 5100 5005 5300 5310	268 132,477 133,052 1,637	25,675 91,000	35,739 0	29,168 0 30,256	46,866 0	45,000 0 46,500	45 46
MINISTRY INVESTMENTS CONGREGATIONAL DEV MIN WEB SITE DEVELOPMENT Ministry Partnership Funds Cong Minister Support Grants Subtotal Congregational Dev Min PAST'L. LDRSHP & SUPPORT TRIM (TRAINING IN MIN) SEBAH & EPMC	5001 5005 5020 5180 5100 5005 5300 5310 5315	268 132,477 133,052 1,637 15,648	25,675 91,000 117,390 220 4,137	35,739 0 36,540 230 9,849	29,168 0 30,256 1,641 2,784	46,866 0 49,108 245 3,020	45,000 0 46,500 1,500 3,150	45 46 1 2
MINISTRY INVESTMENTS CONGREGATIONAL DEV MIN WEB SITE DEVELOPMENT Ministry Partnership Funds Cong Minister Support Grants Subtotal Congregational Dev Min PAST'L. LDRSHP & SUPPORT TRIM (TRAINING IN MIN) SEBAH & EPMC BETHANY THEO. SEMINARY	5001 5005 5020 5180 5100 5005 5300 5310 5315 5320	268 132,477 133,052 1,637 15,648 0	25,675 91,000 117,390 220 4,137 0	35,739 0 36,540 230 9,849 0	29,168 0 30,256 1,641 2,784 4,300	46,866 0 49,108 245 3,020 4,400	45,000 0 46,500 1,500 3,150 7,000	45 46 1 2 5
MINISTRY INVESTMENTS CONGREGATIONAL DEV MIN WEB SITE DEVELOPMENT Ministry Partnership Funds Cong Minister Support Grants Subtotal Congregational Dev Min PAST'L. LDRSHP & SUPPORT TRIM (TRAINING IN MIN) SEBAH & EPMC BETHANY THEO. SEMINARY PASTORS' RETREAT	5001 5005 5020 5180 5100 5005 5300 5310 5315 5320 5325	268 132,477 133,052 1,637 15,648 0 17,319	25,675 91,000 117,390 220 4,137 0 10,710	35,739 0 36,540 230 9,849 0 17,446	29,168 0 30,256 1,641 2,784 4,300 14,387	46,866 0 49,108 245 3,020 4,400 606	45,000 0 46,500 1,500 3,150 7,000 15,000	45 46 1 2 5
MINISTRY INVESTMENTS CONGREGATIONAL DEV MIN WEB SITE DEVELOPMENT Ministry Partnership Funds Cong Minister Support Grants Subtotal Congregational Dev Min PAST'L. LDRSHP & SUPPORT TRIM (TRAINING IN MIN) SEBAH & EPMC BETHANY THEO. SEMINARY PASTORS' RETREAT MINISTER'S WORKSHOP	5001 5005 5020 5180 5100 5005 5300 5310 5315 5320 5325 5330	268 132,477 133,052 1,637 15,648 0 17,319 1,800	25,675 91,000 117,390 220 4,137 0 10,710 4,221	35,739 0 36,540 230 9,849 0 17,446 2,120	29,168 0 30,256 1,641 2,784 4,300 14,387 2,180	46,866 0 49,108 245 3,020 4,400 606 0	45,000 0 46,500 1,500 3,150 7,000 15,000 2,500	45 46 1 2 5
MINISTRY INVESTMENTS CONGREGATIONAL DEV MIN WEB SITE DEVELOPMENT Ministry Partnership Funds Cong Minister Support Grants Subtotal Congregational Dev Min PAST'L. LDRSHP & SUPPORT TRIM (TRAINING IN MIN) SEBAH & EPMC BETHANY THEO. SEMINARY PASTORS' RETREAT MINISTER'S WORKSHOP OTHER DISTRICT WORKSHOPS	5001 5005 5020 5180 5100 5005 5310 5315 5320 5325 5330 5335	268 132,477 133,052 1,637 15,648 0 17,319 1,800	25,675 91,000 117,390 220 4,137 0 10,710 4,221 744	35,739 0 36,540 230 9,849 0 17,446 2,120 1,369	29,168 0 30,256 1,641 2,784 4,300 14,387 2,180 1,273	46,866 0 49,108 245 3,020 4,400 606 0 500	45,000 0 46,500 1,500 3,150 7,000 15,000 2,500 500	45 46 1 2 5 14 2
CONGREGATIONAL DEV MIN WEB SITE DEVELOPMENT Ministry Partnership Funds Cong Minister Support Grants Subtotal Congregational Dev Min PAST'L. LDRSHP & SUPPORT TRIM (TRAINING IN MIN) SEBAH & EPMC BETHANY THEO. SEMINARY PASTORS' RETREAT MINISTER'S WORKSHOP OTHER DISTRICT WORKSHOPS MINISTER'S ETHICS TRAINING	5001 5005 5020 5180 5100 5005 5310 5315 5320 5325 5330 5335 5336	268 132,477 133,052 1,637 15,648 0 17,319 1,800 0	25,675 91,000 117,390 220 4,137 0 10,710 4,221 744 0	35,739 0 36,540 230 9,849 0 17,446 2,120 1,369 0	29,168 0 30,256 1,641 2,784 4,300 14,387 2,180 1,273 5,421	46,866 0 49,108 245 3,020 4,400 606 0 500 1,000	45,000 0 46,500 1,500 3,150 7,000 15,000 2,500 500 1,000	45 46 1 2 5 14 2
MINISTRY INVESTMENTS CONGREGATIONAL DEV MIN WEB SITE DEVELOPMENT Ministry Partnership Funds Cong Minister Support Grants Subtotal Congregational Dev Min PAST'L. LDRSHP & SUPPORT TRIM (TRAINING IN MIN) SEBAH & EPMC BETHANY THEO. SEMINARY PASTORS' RETREAT MINISTER'S WORKSHOP OTHER DISTRICT WORKSHOPS	5001 5005 5020 5180 5100 5005 5310 5315 5320 5325 5330 5335	268 132,477 133,052 1,637 15,648 0 17,319 1,800	25,675 91,000 117,390 220 4,137 0 10,710 4,221 744	35,739 0 36,540 230 9,849 0 17,446 2,120 1,369	29,168 0 30,256 1,641 2,784 4,300 14,387 2,180 1,273	46,866 0 49,108 245 3,020 4,400 606 0 500	45,000 0 46,500 1,500 3,150 7,000 15,000 2,500 500	45 46 1 1 2 5 14 2
CONGREGATIONAL DEV MIN WEB SITE DEVELOPMENT Ministry Partnership Funds Cong Minister Support Grants Subtotal Congregational Dev Min PAST'L. LDRSHP & SUPPORT TRIM (TRAINING IN MIN) SEBAH & EPMC BETHANY THEO. SEMINARY PASTORS' RETREAT MINISTER'S WORKSHOP OTHER DISTRICT WORKSHOPS MINISTER'S ETHICS TRAINING PROF. GROWTH SUBSIDY	5001 5005 5020 5180 5100 5005 5310 5315 5320 5325 5330 5335 5336 5338	268 132,477 133,052 1,637 15,648 0 17,319 1,800 0 0	25,675 91,000 117,390 220 4,137 0 10,710 4,221 744 0 583	35,739 0 36,540 230 9,849 0 17,446 2,120 1,369 0	29,168 0 30,256 1,641 2,784 4,300 14,387 2,180 1,273 5,421 700	46,866 0 49,108 245 3,020 4,400 606 0 500 1,000	45,000 0 46,500 1,500 3,150 7,000 15,000 2,500 500 1,000 1,000	45 46 1 1 2 5 14 2 1 1
CONGREGATIONAL DEV MIN WEB SITE DEVELOPMENT Ministry Partnership Funds Cong Minister Support Grants Subtotal Congregational Dev Min PAST'L. LDRSHP & SUPPORT TRIM (TRAINING IN MIN) SEBAH & EPMC BETHANY THEO. SEMINARY PASTORS' RETREAT MINISTER'S WORKSHOP OTHER DISTRICT WORKSHOPS MINISTER'S ETHICS TRAINING PROF. GROWTH SUBSIDY TEMP RESTRICTED EXPENSES Subtotal Past'I. Ldrshp & Support	5001 5005 5020 5180 5100 5005 5300 5310 5315 5320 5325 5330 5335 5336 5338 7943 5300	268 132,477 133,052 1,637 15,648 0 17,319 1,800 0 0 485 248	25,675 91,000 117,390 220 4,137 0 10,710 4,221 744 0 583 583	35,739 0 36,540 230 9,849 0 17,446 2,120 1,369 0	29,168 0 30,256 1,641 2,784 4,300 14,387 2,180 1,273 5,421 700 0	46,866 0 49,108 245 3,020 4,400 606 0 500 1,000 1,000	45,000 0 46,500 1,500 3,150 7,000 15,000 2,500 500 1,000 1,000	45 46 1 1 2 5 14 2 1 1
CONGREGATIONAL DEV MIN WEB SITE DEVELOPMENT Ministry Partnership Funds Cong Minister Support Grants Subtotal Congregational Dev Min PAST'L. LDRSHP & SUPPORT TRIM (TRAINING IN MIN) SEBAH & EPMC BETHANY THEO. SEMINARY PASTORS' RETREAT MINISTER'S WORKSHOP OTHER DISTRICT WORKSHOPS MINISTER'S ETHICS TRAINING PROF. GROWTH SUBSIDY TEMP RESTRICTED EXPENSES Subtotal Past'I. Ldrshp & Support	5001 5005 5020 5180 5100 5005 5300 5310 5315 5320 5325 5330 5335 5336 5338 7943 5300	268 132,477 133,052 1,637 15,648 0 17,319 1,800 0 485 248 37,137	25,675 91,000 117,390 220 4,137 0 10,710 4,221 744 0 583 583 21,198	35,739 0 36,540 230 9,849 0 17,446 2,120 1,369 0 0 31,014	29,168 0 30,256 1,641 2,784 4,300 14,387 2,180 1,273 5,421 700 0 32,685	46,866 0 49,108 245 3,020 4,400 606 0 500 1,000 1,000 0 10,771	45,000 0 46,500 1,500 3,150 7,000 15,000 2,500 500 1,000 1,000 0 31,650	1 45 46 1 2 5 14 2 2 1 1 1 29
CONGREGATIONAL DEV MIN WEB SITE DEVELOPMENT Ministry Partnership Funds Cong Minister Support Grants Subtotal Congregational Dev Min PAST'L. LDRSHP & SUPPORT TRIM (TRAINING IN MIN) SEBAH & EPMC BETHANY THEO. SEMINARY PASTORS' RETREAT MINISTER'S WORKSHOP OTHER DISTRICT WORKSHOPS MINISTER'S ETHICS TRAINING PROF. GROWTH SUBSIDY TEMP RESTRICTED EXPENSES Subtotal Past'I. Ldrshp & Support DISTRICT EMPOWERING MINISTRY DISTRICT CONFERENCE	5001 5005 5020 5180 5100 5005 5300 5310 5315 5320 5325 5330 5335 5336 5338 7943 5300 5500 5520	268 132,477 133,052 1,637 15,648 0 17,319 1,800 0 485 248 37,137	25,675 91,000 117,390 220 4,137 0 10,710 4,221 744 0 583 583 21,198	35,739 0 36,540 230 9,849 0 17,446 2,120 1,369 0 0 31,014	29,168 0 30,256 1,641 2,784 4,300 14,387 2,180 1,273 5,421 700 0 32,685	46,866 0 49,108 245 3,020 4,400 606 0 500 1,000 1,000 0 10,771	45,000 0 46,500 1,500 3,150 7,000 15,000 2,500 500 1,000 0 31,650	45 46 1 1 2 5 14 2 1 1 2 9
CONGREGATIONAL DEV MIN WEB SITE DEVELOPMENT Ministry Partnership Funds Cong Minister Support Grants Subtotal Congregational Dev Min PAST'L. LDRSHP & SUPPORT TRIM (TRAINING IN MIN) SEBAH & EPMC BETHANY THEO. SEMINARY PASTORS' RETREAT MINISTER'S WORKSHOP OTHER DISTRICT WORKSHOPS MINISTER'S ETHICS TRAINING PROF. GROWTH SUBSIDY TEMP RESTRICTED EXPENSES Subtotal Past'I. Ldrshp & Support DISTRICT EMPOWERING MINISTRY DISTRICT CONFERENCE MINISTRY COMMISSION	5001 5005 5020 5180 5100 5005 5300 5310 5315 5320 5325 5330 5335 5336 5338 7943 5300	268 132,477 133,052 1,637 15,648 0 17,319 1,800 0 485 248 37,137	25,675 91,000 117,390 220 4,137 0 10,710 4,221 744 0 583 583 21,198	35,739 0 36,540 230 9,849 0 17,446 2,120 1,369 0 0 31,014	29,168 0 30,256 1,641 2,784 4,300 14,387 2,180 1,273 5,421 700 0 32,685	46,866 0 49,108 245 3,020 4,400 606 0 500 1,000 1,000 0 10,771	45,000 0 46,500 1,500 3,150 7,000 15,000 2,500 500 1,000 0 31,650 18,900 500	11 2 5 5 144 2 1 1 1 2 2 9 1 3 2 2 9
CONGREGATIONAL DEV MIN WEB SITE DEVELOPMENT Ministry Partnership Funds Cong Minister Support Grants Subtotal Congregational Dev Min PAST'L. LDRSHP & SUPPORT TRIM (TRAINING IN MIN) SEBAH & EPMC BETHANY THEO. SEMINARY PASTORS' RETREAT MINISTER'S WORKSHOP OTHER DISTRICT WORKSHOPS MINISTER'S ETHICS TRAINING PROF. GROWTH SUBSIDY TEMP RESTRICTED EXPENSES Subtotal Past'I. Ldrshp & Support DISTRICT EMPOWERING MINISTRY DISTRICT CONFERENCE	5001 5005 5020 5180 5100 5005 5300 5310 5315 5320 5325 5330 5335 5336 5338 7943 5300 5500 5520 5540	268 132,477 133,052 1,637 15,648 0 17,319 1,800 0 485 248 37,137	25,675 91,000 117,390 220 4,137 0 10,710 4,221 744 0 583 583 21,198	35,739 0 36,540 230 9,849 0 17,446 2,120 1,369 0 0 31,014	29,168 0 30,256 1,641 2,784 4,300 14,387 2,180 1,273 5,421 700 0 32,685 42,885 3,370	46,866 0 49,108 245 3,020 4,400 606 0 500 1,000 0 10,771	45,000 0 46,500 1,500 3,150 7,000 15,000 2,500 500 1,000 0 31,650	11 2 5 5 144 2 1 1 1 2 2 9 1 1 3 2 1 1
CONGREGATIONAL DEV MIN WEB SITE DEVELOPMENT Ministry Partnership Funds Cong Minister Support Grants Subtotal Congregational Dev Min PAST'L. LDRSHP & SUPPORT TRIM (TRAINING IN MIN) SEBAH & EPMC BETHANY THEO. SEMINARY PASTORS' RETREAT MINISTER'S WORKSHOP OTHER DISTRICT WORKSHOPS MINISTER'S ETHICS TRAINING PROF. GROWTH SUBSIDY TEMP RESTRICTED EXPENSES Subtotal Past'I. Ldrshp & Support DISTRICT EMPOWERING MINISTRY DISTRICT CONFERENCE MINISTRY COMMISSION STEWARDS COMMISSION BD OF ADM & WORK GROUPS NURTURING/CREDENT.COMM	5001 5005 5020 5180 5100 5005 5300 5310 5315 5320 5325 5330 5335 5336 5338 7943 5300 5500 5520 5540 5560	268 132,477 133,052 1,637 15,648 0 17,319 1,800 0 0 485 248 37,137	25,675 91,000 117,390 220 4,137 0 10,710 4,221 744 0 583 583 21,198 17,967 1,644 0	35,739 0 36,540 230 9,849 0 17,446 2,120 1,369 0 0 31,014	29,168 0 30,256 1,641 2,784 4,300 14,387 2,180 1,273 5,421 700 0 32,685 42,885 3,370 0	46,866 0 49,108 245 3,020 4,400 606 0 500 1,000 0 1,000 0 10,771	45,000 0 46,500 1,500 3,150 7,000 15,000 2,500 500 1,000 0 31,650 18,900 500 500	11 2 5 5 144 2 1 1 1 2 2 9 1 1 3 2 2 1 1 8
CONGREGATIONAL DEV MIN WEB SITE DEVELOPMENT Ministry Partnership Funds Cong Minister Support Grants Subtotal Congregational Dev Min PAST'L. LDRSHP & SUPPORT TRIM (TRAINING IN MIN) SEBAH & EPMC BETHANY THEO. SEMINARY PASTORS' RETREAT MINISTER'S WORKSHOP OTHER DISTRICT WORKSHOPS MINISTER'S ETHICS TRAINING PROF. GROWTH SUBSIDY TEMP RESTRICTED EXPENSES Subtotal Past'I. Ldrshp & Support DISTRICT EMPOWERING MINISTRY DISTRICT CONFERENCE MINISTRY COMMISSION STEWARDS COMMISSION BD OF ADM & WORK GROUPS NURTURING/CREDENT.COMM RESOURCE MATERIALS	5001 5005 5020 5180 5100 5005 5300 5310 5315 5320 5325 5336 5338 7943 5300 5500 5520 5540 5560 5600 5630 5650	268 132,477 133,052 1,637 15,648 0 17,319 1,800 0 485 248 37,137 18,827 765 234 14,347 3,483 0	25,675 91,000 117,390 220 4,137 0 10,710 4,221 744 0 583 583 21,198 17,967 1,644 0 13,092 3,232 0	35,739 0 36,540 230 9,849 0 17,446 2,120 1,369 0 0 31,014 19,088 708 220 16,570 12,152	29,168 0 30,256 1,641 2,784 4,300 14,387 2,180 1,273 5,421 700 0 32,685 42,885 3,370 0 14,305 6,128	46,866 0 49,108 245 3,020 4,400 606 0 1,000 1,000 0 10,771 1,945 546 0 2,589 11,101 185	45,000 0 46,500 1,500 3,150 7,000 15,000 2,500 500 1,000 0 31,650 18,900 500 500 11,200 8,500 500	11 29 13 29 18 8 9
CONGREGATIONAL DEV MIN WEB SITE DEVELOPMENT Ministry Partnership Funds Cong Minister Support Grants Subtotal Congregational Dev Min PAST'L. LDRSHP & SUPPORT TRIM (TRAINING IN MIN) SEBAH & EPMC BETHANY THEO. SEMINARY PASTORS' RETREAT MINISTER'S WORKSHOP OTHER DISTRICT WORKSHOPS MINISTER'S ETHICS TRAINING PROF. GROWTH SUBSIDY TEMP RESTRICTED EXPENSES Subtotal Past'I. Ldrshp & Support DISTRICT CONFERENCE MINISTRY COMMISSION STEWARDS COMMISSION STEWARDS COMMISSION BD OF ADM & WORK GROUPS NURTURING/CREDENT.COMM RESOURCE MATERIALS INTER-CULTURAL MINISTRY	5001 5005 5020 5180 5100 5005 5300 5310 5315 5320 5325 5336 5338 7943 5300 5500 5520 5540 5560 5660 5650 5660	268 132,477 133,052 1,637 15,648 0 17,319 1,800 0 485 248 37,137 18,827 765 234 14,347 3,483 0 200	25,675 91,000 117,390 220 4,137 0 10,710 4,221 744 0 583 583 21,198 17,967 1,644 0 13,092 3,232 0 0	35,739 0 36,540 230 9,849 0 17,446 2,120 1,369 0 0 31,014 19,088 708 220 16,570 12,152 0 1,213	29,168 0 30,256 1,641 2,784 4,300 14,387 2,180 1,273 5,421 700 0 32,685 42,885 3,370 0 14,305 6,128 0 108	46,866 0 49,108 245 3,020 4,400 606 0 1,000 1,000 0 10,771 1,945 546 0 2,589 11,101 185 500	45,000 0 46,500 1,500 3,150 7,000 15,000 2,500 500 1,000 0 31,650 18,900 500 500 11,200 8,500 500 1,500	45 46 11 22 51 14 2 11 12 29 13 22 11 8 9
CONGREGATIONAL DEV MIN WEB SITE DEVELOPMENT Ministry Partnership Funds Cong Minister Support Grants Subtotal Congregational Dev Min PAST'L. LDRSHP & SUPPORT TRIM (TRAINING IN MIN) SEBAH & EPMC BETHANY THEO. SEMINARY PASTORS' RETREAT MINISTER'S WORKSHOP OTHER DISTRICT WORKSHOPS MINISTER'S ETHICS TRAINING PROF. GROWTH SUBSIDY TEMP RESTRICTED EXPENSES Subtotal Past'I. Ldrshp & Support DISTRICT EMPOWERING MINISTRY DISTRICT CONFERENCE MINISTRY COMMISSION STEWARDS COMMISSION BD OF ADM & WORK GROUPS NURTURING/CREDENT.COMM RESOURCE MATERIALS	5001 5005 5020 5180 5100 5005 5300 5310 5315 5320 5325 5336 5338 7943 5300 5500 5520 5540 5560 5600 5630 5650	268 132,477 133,052 1,637 15,648 0 17,319 1,800 0 485 248 37,137 18,827 765 234 14,347 3,483 0	25,675 91,000 117,390 220 4,137 0 10,710 4,221 744 0 583 583 21,198 17,967 1,644 0 13,092 3,232 0	35,739 0 36,540 230 9,849 0 17,446 2,120 1,369 0 0 31,014 19,088 708 220 16,570 12,152	29,168 0 30,256 1,641 2,784 4,300 14,387 2,180 1,273 5,421 700 0 32,685 42,885 3,370 0 14,305 6,128	46,866 0 49,108 245 3,020 4,400 606 0 1,000 1,000 0 10,771 1,945 546 0 2,589 11,101 185	45,000 0 46,500 1,500 3,150 7,000 15,000 2,500 500 1,000 0 31,650 18,900 500 500 11,200 8,500 500	45 46 1 1 2 5 14 2 1 1

Budget Exhibit C

	2016-2	022, District	Budget Ove	erview				
wer Church Report Levels	PC	2016	2017	2018	2019	2020	2021	2022
2 3 4	Line #	Actual	Actual	Actual	Actual	Actual	Budget	Proposa
PARTNERSHIP & PROP. MIN	5700							
DENOMINATIONAL ASSESSMENT	5710	1,609	1,494	1,369	1,342	1,430	1,500	1,5
STANDING COMMITTEE	5720	2,304	2,316	2,923	2,304	306	3,000	3,0
UNIVERSITY OF LA VERNE	5725	5,000	4,000	4,000	4,000	4,000	4,000	4,0
ECUMENICAL COUNCILS	5730	400	300	500	0	250	500	
COUNCIL OF DIST EXECS	5740	900	779	450	405	385	405	
PROPERTY & LEGAL	5800	44,891	117,751	33,466	46,803	4,130	14,400	8,8
Subtotal Partnership & Prop. Min	5700	55,103	126,640	42,708	54,854	10,501	23,805	18,
SERVICE MINISTRIES	6300							
DISASTER RESPONSE	6310	3,011	3,265	5,167	5,137	0	6,000	6,0
CHILDREN'S DISASTER SERV	6320	100	100	304	195	0	500	
Other Dist Service Opportunity	6350		0	0	1,102	0	3,000	
Subtotal Service Ministries	6300	3,111	3,365	5,471	6,434	0	9,500	6,
DIST. OPERATING MINISTRY	6500							
OFFICE SPACE & UTILITIES	6520	28,497	28,860	16,338	16,956	17,357	18,800	19.
EQUIPMENT & MAINTENANCE	6600	4,234	5,834	5,238	0	650	1,500	2,0
SUPPLIES/PRNTG/PUBLICAT'N	6650	5,545	6,436	4,760	5,324	4,937	6,500	5,
POSTAGE AND MAILING	6670	2,352	1,618	1,616	1,804	1,703	1,800	1,8
INSURANCE	6680	12,044	13,309	13,843	14,205	15,750	15,100	16,4
AUDIT AND PROF. FEES	6700	20,730	17,465	20,735	17,678	26,039	20,600	32,
STAFF SALARIES	7000	174,286	163,100	171,704	169,594	180,016	181,105	186,9
STAFF BENEFITS & RCWF	7100	19,721	26,032	27,269	28,955	32,643	31,269	33,4
STAFF TRVL-PROF GROWTH	7500	23.541	25,161	33.796	38,301	11,178	28.600	28,9
NEW LIFE/PUB ETC & Misc.	7750	4,272	2,984	1,581	3,613	2,859	3,400	3,3
Subtotal Dist. Operating Ministry	6500	295,224	290,799	296,880	296,429	293,132	308,674	329,6
		,	,	,	,	,	,	,
Subtotal Ministry Investments	5001	564,231	597.444	476,535	490.530	382.877	466,729	472,7
Subtotal Willingtry Investments	3001	304,231	331,444	470,000	430,330	302,077	400,723	712,
OTAL EXPENSES		564,231	597,444	476,535	490,530	382,877	466,729	472,
(CESS INCOME\EXPENSES		(449,736)	(447,008)	(317,546)	(332,608)	(290,947)	(321,229)	(299,1