Budget Exhibit C

Pacific Southwest District 2023 Operating Budget and Church Planting Support Budget, and 2024 Operating Expense Maximum

In the pages that follow you will find the proposed 2023 PSWD Operating Budget, the 2023 Church Planting Support Budget, and the recommended 2024 Operating Expense Maximum from the Policy Board. The Policy Board took time at their April meeting to review the income and expenses of the last several years and they reaffirmed the decision of the 2016 Policy Board to work to keep the annual operating deficits at or below \$300,000. The expectation is that over the flow of the years the earnings on our investments will be significant enough to cover the deficit and also increase the asset base.

The District overall is in a good financial position. Investments we hold at with Eder Organizational Investing (formerly the Brethren Foundation) are still over \$4 million at the time of this report and while 2022 has been a tough year for the financial markets, over the last several years we are 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.

2023 PSWD Operating Budget

In the spreadsheets that follow is the proposed 2023 District Operating Budget. The Policy Board is recommending a budget expense of \$459,191. This is a decrease of \$12,000 from the 2022 District Operating Budget, and \$19,000 less than the 2023 Operating Expense Maximum set at last year's District Conference.

In this budget are salary increases for staff that follow the denominational COLA recommendations, as well as anticipated increases to health insurance. The most significant reduction in cost for the budget comes in the cost of personnel and is the result of two changes: ending the District Youth Advisor position, and the change in the Administrative Assistant position with Joe Vecchio's retirement.

2023 District Operating Budget Notes

Commitments

Ministry Partnership Funds – Key in this area are funds 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 2023.

<u>District Empowering Ministry</u> — We are seeing a savings in budget of \$8000 here as we continue to mix physically gathered meetings with hybrid or virtual gatherings. Commitments to building funds for the 2026 Youth Conference and money to support activities for youth, even in this time of transition, are included.

<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. Funds here also support the training of our Spanish speaking pastoral leaders.

<u>Youth Ministry</u> – While there is no funding for a District Youth Advisor in 2023, there is money through the Ministry & Improvement Fund to support the work of individual congregations in their work with youth. The district is bringing together a group from across the district to discuss how to best support churches and their youth at a district level. This conversation will be an active one with that group and the Policy Board in 2023 and may result in budget changes for 2024 and forward.

2023 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 were used up in early 2022, and the Ministry & Improvement Fund resources started to be used. The Policy Board is recommending a 2023 budget of \$78,180 across the four church plants that are in operation.

Action Item: The Policy Board recommends to the District Conference the adoption of the 2023 Operating Budget and the 2023 Church Planting Support Budget as presented.

2024 Operating Expense Maximum

The recommendation for 2023 of \$478,000 is a \$19,000 increase over the 2023 budget. The Board will work hard to keep focused on priorities and to bring back a strong plan that prioritizes needs and works to be fiscally responsible.

Action Item: The Policy Board recommends to the District Conference that the expense maximum for the 2024 Operating Budget be \$478,000.

Pacific Southwest District Church of the Brethren Income & Expense Summary - Proposed 2023 Budget

	•	2018 Actual	2019 Actual	2020 Actual	2021 Actual	2022 Budget	2023 Proposed
Contributions Income	4100	29,222	37,496	29,527	26,317	34,400	•
Interest and Other Income	4200	107,784	81,290	89,690	91,905	153,100	118,850
Participation Income	4600	21,983	39,136	2,713	10,118	16,100	12,100
Total Operating Income	_	158,989	157,922	121,930	128,340	203,600	165,350
Congregational Development Ministry	5005	36,540	30256	49,108	32,251	46,500	46,750
Pastoral Leadership & Support	5300	31,014	32685	8,641	23,096	28,200	28,800
District Empowering Ministry	5500	63,922	68871	19,366	10,802	42,600	34,250
Partnership & Property Ministry	5700	42,708	54854	10,501	18,156	18,250	17,900
Service Ministries	6300	5,471	6434	0	5,822	6,500	6,800
District Operating Ministry	6500	296,880	296429	293,132	334,696	329,671	324,691
Total Operating Expenses	_	476,535	489530	380,748	424,823	471,721	459,191
Operating Deficit		-317,546	-331,608	-258,818	-296,483	-268,121	-293,841

Budget Exhibit C

	2016-2	022, District	Budget Ove					
ver Church Report Levels	PC	2017	2018	2019	2020	2021	2022	2023
2 3 4	Line #	Actual	Actual	Actual	Actual	Actual	Budget	Propos
COME	4000							
MINISTRY INCOME	4010							
CONTRIBUTIONS INCOME	4100							
Individuals	4110	1,667	838	2,610	2,790	2,077	2,100	2,
Congregations	4120	30,520	27,714	32,471	26,637	24,240	32,000	32
Church Closure Contritribution	4125	0	0	0	0	0	0	
Groups	4126	100	0	0	0	0	0	
Subtotal Temp Restricted Income	4700	2,087	0	0	0	0	0	
CDS Children's Disaster Rapid Respon	4135	0	670	416	100	0	300	
Other Income	4140	475	0	2,000	0	0	0	
Subtotal Contributions Inc.	4100	34,849	29,222	37,496	29,527	26,317	34,400	34
NVESTMENT INCOME	4200							
CHECKING/MONEY MKT INCOME	4210	1	0	11,216	25,162	6,336	18,000	3
NOTES REC. INTEREST/FEES	4301	72,326	107,784	66,908	34,309	31,453	74,800	55
Investment Property Income	4400	0	0	0	30,000	30,000	30,000	30
MISC. INCOME	4550	27,923	0	3,165	220	24,116	30,300	30
Subtotal Investment Income	4200	100,250	107,784	81,290	89,690	91,905	153,100	118
PARTICIPATION INCOME	4600							
DIST CONF INCOME	4610	12,002	14,962	34,969	1,850	6,075	10,000	9
EVENTS INCOME	4630	3,335	7,021	4,167	863	4,043	6,100	3
Subtotal Participation Income	4600	15,337	21,983	39,136	2,713	10,118	16,100	12
TAL INCOME		150,436	158,989	157,922	121,930	128,340	203,600	165
TAL INCOME		100,100	100,000	101,022	121,000	120,010	200,000	
DENIGE								
PENSES	5000							
MINISTRY INVESTMENTS	5001							
CONGREGATIONAL DEV MIN	5005							
WEB SITE DEVELOPMENT	5020	715	801	1,088	2,241	1,871	1,500	1
				29,168	46,866	30,380	45,000	45
Ministry Partnership Funds	5180	25,675	35,739			0	0	
Cong Minister Support Grants	5100	91,000	0	0	0	-	40 500	
					49,108	32,251	46,500	46
Cong Minister Support Grants Subtotal Congregational Dev Min	5100	91,000	0	0		-	46,500	46
Cong Minister Support Grants Subtotal Congregational Dev Min PAST'L. LDRSHP & SUPPORT	5100 5005 5300	91,000 117,390	36, 540	0 30,256	49,108	32,251		
Cong Minister Support Grants Subtotal Congregational Dev Min PAST'L. LDRSHP & SUPPORT TRIM (TRAINING IN MIN)	5100 5005 5300 5310	91,000 117,390 220	0 36,540 230	0 30,256 1,641	49,108 245	32,251	1,500	1
Cong Minister Support Grants Subtotal Congregational Dev Min PAST'L. LDRSHP & SUPPORT TRIM (TRAINING IN MIN) SEBAH & EPMC	5100 5005 5300 5310 5315	91,000 117,390 220 4,137	230 9,849	1,641 2,784	49,108 245 3,020	32,251 477 2,649	1,500 2,900	1
Cong Minister Support Grants Subtotal Congregational Dev Min PAST'L. LDRSHP & SUPPORT TRIM (TRAINING IN MIN) SEBAH & EPMC BETHANY THEO. SEMINARY	5100 5005 5300 5310 5315 5320	91,000 117,390 220 4,137 0	230 9,849	1,641 2,784 4,300	245 3,020 4,400	32,251 477 2,649 5,565	1,500 2,900 5,000	1 3 5
Cong Minister Support Grants Subtotal Congregational Dev Min PAST'L. LDRSHP & SUPPORT TRIM (TRAINING IN MIN) SEBAH & EPMC BETHANY THEO. SEMINARY PASTORS' RETREAT	5100 5005 5300 5310 5315 5320 5325	91,000 117,390 220 4,137 0 10,710	230 9,849 0	1,641 2,784 4,300 14,387	245 3,020 4,400 606	32,251 477 2,649 5,565 12,930	1,500 2,900 5,000 14,800	1 3 5 16
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	5100 5005 5300 5310 5315 5320 5325 5330	91,000 117,390 220 4,137 0 10,710 4,221	230 9,849 0 17,446 2,120	1,641 2,784 4,300 14,387 2,180	245 3,020 4,400 606 0	32,251 477 2,649 5,565 12,930 1,225	1,500 2,900 5,000 14,800 2,500	1 3 5 16
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	5100 5005 5300 5310 5315 5320 5325 5330 5335	91,000 117,390 220 4,137 0 10,710 4,221 744	230 9,849 0 17,446 2,120 1,369	0 30,256 1,641 2,784 4,300 14,387 2,180 1,273	245 3,020 4,400 606 0 300	32,251 477 2,649 5,565 12,930 1,225 0	1,500 2,900 5,000 14,800 2,500 500	1 3 5 16
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	5100 5005 5300 5310 5315 5320 5325 5330 5335 5336	91,000 117,390 220 4,137 0 10,710 4,221 744 0	230 9,849 0 17,446 2,120 1,369	0 30,256 1,641 2,784 4,300 14,387 2,180 1,273 5,421	245 3,020 4,400 606 0 300 70	32,251 477 2,649 5,565 12,930 1,225 0	1,500 2,900 5,000 14,800 2,500 500	1 3 5 16 2
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	5100 5005 5300 5310 5315 5320 5325 5330 5335 5336 5338	91,000 117,390 220 4,137 0 10,710 4,221 744 0 583	230 9,849 0 17,446 2,120 1,369 0	1,641 2,784 4,300 14,387 2,180 1,273 5,421 700	245 3,020 4,400 606 0 300 70	32,251 477 2,649 5,565 12,930 1,225 0 0 250	1,500 2,900 5,000 14,800 2,500 500 0	1 3 5 16 2
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	5100 5005 5300 5310 5315 5320 5325 5330 5335 5336	91,000 117,390 220 4,137 0 10,710 4,221 744 0	230 9,849 0 17,446 2,120 1,369	0 30,256 1,641 2,784 4,300 14,387 2,180 1,273 5,421	245 3,020 4,400 606 0 300 70	32,251 477 2,649 5,565 12,930 1,225 0	1,500 2,900 5,000 14,800 2,500 500	1 3 5 16 2
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	5100 5005 5300 5310 5315 5320 5325 5330 5335 5336 5338 7943	91,000 117,390 220 4,137 0 10,710 4,221 744 0 583 583	230 9,849 0 17,446 2,120 1,369 0 0	1,641 2,784 4,300 14,387 2,180 1,273 5,421 700 0	245 3,020 4,400 606 0 300 70 0	32,251 477 2,649 5,565 12,930 1,225 0 0 250 0	1,500 2,900 5,000 14,800 2,500 500 0 1,000	1 3 5 16 2
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	5100 5005 5300 5310 5315 5320 5325 5330 5335 5336 5338 7943	91,000 117,390 220 4,137 0 10,710 4,221 744 0 583 583	230 9,849 0 17,446 2,120 1,369 0 0	1,641 2,784 4,300 14,387 2,180 1,273 5,421 700 0	245 3,020 4,400 606 0 300 70 0	32,251 477 2,649 5,565 12,930 1,225 0 0 250 0	1,500 2,900 5,000 14,800 2,500 500 0 1,000	1 3 5 16 2
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'l. Ldrshp & Support DISTRICT EMPOWERING MINISTRY DISTRICT CONFERENCE	5100 5005 5300 5310 5315 5320 5325 5335 5336 5338 7943 5300	91,000 117,390 220 4,137 0 10,710 4,221 744 0 583 583	230 9,849 0 17,446 2,120 1,369 0 0	1,641 2,784 4,300 14,387 2,180 1,273 5,421 700 0	245 3,020 4,400 606 0 300 70 0	32,251 477 2,649 5,565 12,930 1,225 0 0 250 0	1,500 2,900 5,000 14,800 2,500 500 0 1,000	1 3 5 16 2 1
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'l. Ldrshp & Support	5100 5005 5300 5310 5315 5320 5325 5335 5336 5336 5338 7943 5300 5500 5520 5540	91,000 117,390 220 4,137 0 10,710 4,221 744 0 583 583 21,198	230 9,849 0 17,446 2,120 1,369 0 0 31,014	1,641 2,784 4,300 14,387 2,180 1,273 5,421 700 0 32,685	245 3,020 4,400 606 0 300 70 0 8,641	32,251 477 2,649 5,565 12,930 1,225 0 0 250 0 23,096	1,500 2,900 5,000 14,800 2,500 500 0 1,000 0	11 3 5 16 2 11 28 10 2 10 2 2 10 2 10 2 10 2 10 2
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'l. Ldrshp & Support DISTRICT EMPOWERING MINISTRY DISTRICT CONFERENCE	5100 5005 5300 5310 5315 5320 5325 5335 5336 5338 7943 5300 5500 5520	91,000 117,390 220 4,137 0 10,710 4,221 744 0 583 583 21,198	230 9,849 0 17,446 2,120 1,369 0 0 31,014	1,641 2,784 4,300 14,387 2,180 1,273 5,421 700 0 32,685	245 3,020 4,400 606 0 300 70 0 8,641	32,251 477 2,649 5,565 12,930 1,225 0 0 250 0 23,096	1,500 2,900 5,000 14,800 2,500 500 0 1,000 0 28,200	11 33 55 16 22 11 288

Budget Exhibit C

2 3	NURTURING/CREDENT.COMM RESOURCE MATERIALS INTER-CULTURAL MINISTRY NATIONAL YOUTH CONFERENCE Youth Activity & Cabinet Expense btotal District Empowering Min RTNERSHIP & PROP. MIN DENOMINATIONAL ASSESSMENT STANDING COMMITTEE UNIVERSITY OF LA VERNE ECUMENICAL COUNCILS COUNCIL OF DIST EXECS	PC Line # 5630 5650 5660 5670 5680/7 5500 5700 5710 5720	2017 Actual 3,232 0 0 2,117 38,052	2018 Actual 12,152 0 1,213 13,741 230 63,922	2019 Actual 6,128 0 108 2,500 575 69,871	2020 Actual 11,101 185 500 2,500 0 19,366	2021 Actual 0 274 261 2,500 712 10,802	2022 Budget 9,500 500 1,500 5,000 2,000 42,600	2023 Propose 7,0 5 1,5 2,5 2,0
Sul	NURTURING/CREDENT.COMM RESOURCE MATERIALS INTER-CULTURAL MINISTRY NATIONAL YOUTH CONFERENCE Youth Activity & Cabinet Expense btotal District Empowering Min RTNERSHIP & PROP. MIN DENOMINATIONAL ASSESSMENT STANDING COMMITTEE UNIVERSITY OF LA VERNE ECUMENICAL COUNCILS	5630 5650 5660 5670 5680/7 5500 5700 5710 5720	3,232 0 0 0 2,117 38,052	12,152 0 1,213 13,741 230	6,128 0 108 2,500 575	11,101 185 500 2,500	0 274 261 2,500 712	9,500 500 1,500 5,000 2,000	7,0 5 1,5 2,5
Sul	RESOURCE MATERIALS INTER-CULTURAL MINISTRY NATIONAL YOUTH CONFERENCE Youth Activity & Cabinet Expense btotal District Empowering Min RTNERSHIP & PROP. MIN DENOMINATIONAL ASSESSMENT STANDING COMMITTEE UNIVERSITY OF LA VERNE ECUMENICAL COUNCILS	5650 5660 5670 5680/7 5500 5700 5710 5720	0 0 0 2,117 38,052	0 1,213 13,741 230	0 108 2,500 575	185 500 2,500 0	274 261 2,500 712	500 1,500 5,000 2,000	5 1,5 2,5
Sul	INTER-CULTURAL MINISTRY NATIONAL YOUTH CONFERENCE Youth Activity & Cabinet Expense btotal District Empowering Min RTNERSHIP & PROP. MIN DENOMINATIONAL ASSESSMENT STANDING COMMITTEE UNIVERSITY OF LA VERNE ECUMENICAL COUNCILS	5660 5670 5680/7 5500 5700 5710 5720	0 0 2,117 38,052	1,213 13,741 230	108 2,500 575	500 2,500 0	261 2,500 712	1,500 5,000 2,000	1,5 2,5
Sul	NATIONAL YOUTH CONFERENCE Youth Activity & Cabinet Expense btotal District Empowering Min RTNERSHIP & PROP. MIN DENOMINATIONAL ASSESSMENT STANDING COMMITTEE UNIVERSITY OF LA VERNE ECUMENICAL COUNCILS	5670 5680/7 5500 5700 5710 5720	2,117 38,052	13,741 230	2,500 575	2,500 0	2,500 712	5,000 2,000	2,5
Sul PAI	Youth Activity & Cabinet Expense btotal District Empowering Min RTNERSHIP & PROP. MIN DENOMINATIONAL ASSESSMENT STANDING COMMITTEE UNIVERSITY OF LA VERNE ECUMENICAL COUNCILS	5680/7 5500 5700 5710 5720	2,117 38,052	230	575	0	712	2,000	
PAI	RTNERSHIP & PROP. MIN DENOMINATIONAL ASSESSMENT STANDING COMMITTEE UNIVERSITY OF LA VERNE ECUMENICAL COUNCILS	5500 5700 5710 5720	38,052 1,494						2,0
PAI	RTNERSHIP & PROP. MIN DENOMINATIONAL ASSESSMENT STANDING COMMITTEE UNIVERSITY OF LA VERNE ECUMENICAL COUNCILS	5700 5710 5720	1,494	63,922	69,871	19,366	10,802		
	DENOMINATIONAL ASSESSMENT STANDING COMMITTEE UNIVERSITY OF LA VERNE ECUMENICAL COUNCILS	5710 5720					, i	42,000	34,2
	DENOMINATIONAL ASSESSMENT STANDING COMMITTEE UNIVERSITY OF LA VERNE ECUMENICAL COUNCILS	5720							
	STANDING COMMITTEE UNIVERSITY OF LA VERNE ECUMENICAL COUNCILS	5720		1,369	1,342	1,430	1,280	1,500	1,5
	UNIVERSITY OF LA VERNE ECUMENICAL COUNCILS		2,316	2,923	2,304	306	306	3,000	3,0
	ECUMENICAL COUNCILS	5725	4,000	4,000	4,000	4,000	4,000	4,000	4,0
		5730	300	500	0	250	250	500	.,,
	COUNCIL OF DISTEREOS	5740	779	450	405	385	360	450	
	PROPERTY & LEGAL	5800	117,751	33,466	46,803	4,130	11,960	8,800	8,4
	btotal Partnership & Prop. Min	5700	126,640	42,708	54,854	10,501	18,156	18,250	17,9
SEI	RVICE MINISTRIES	6300							
	DISASTER RESPONSE	6310	3,265	5,167	5,137	0	5,822	6,000	6,
9	CHILDREN'S DISASTER SERV	6320	100	304	195	0	0	500	;
	Other Dist Service Opportunity	6350	0	0	1,102	0	0	0	
<u>Sul</u>	btotal Service Ministries	6300	3,365	5,471	6,434	0	5,822	6,500	6,8
DIC	ST. OPERATING MINISTRY	6500							
		6520	20.000	40.000	40.050	47.057	20.007	10 110	10.0
	OFFICE SPACE & UTILITIES EQUIPMENT & MAINTENANCE	6600	28,860	16,338	16,956 0	17,357	20,907	19,140	19,2
	SUPPLIES/PRNTG/PUBLICAT'N	6650	5,834 6,436	5,238 4,760	5,324	650 4,937	6,038 5,188	2,000 5,700	2,0 4,5
	POSTAGE AND MAILING	6670	1,618	1,616	1,804	1,703	1,084	1,800	4,: 1,8
	INSURANCE	6680	13,309	13,843	14,205	15,750	16,280	16,400	17,3
	AUDIT AND PROF. FEES	6700	17,465	20,735	17,678	26,039	41,925	32,000	32,
	STAFF SALARIES	7000	163,100	171,704	169,594	180,016	185,043	186,979	172,5
	STAFF BENEFITS & RCWF	7100	26,032	27,269	28,955	32,643	31,846	33,402	40,8
	STAFF TRVL-PROF GROWTH	7500	25,161	33,796	38,301	11,178	24,653	28,950	30,7
	NEW LIFE/PUB ETC & Misc.	7750	2,984	1,581	3,613	2,859	1,732	3,300	3,3
	btotal Dist. Operating Ministry	6500	290,799	296,880	296,429	293,132	334,696	329,671	324,6
Subto	otal Ministry Investments	5001	597,444	476,535	490,530	380,747	424,823	471,721	459,
OTAL	EXPENSES		597,444	476,535	490,530	380,747	424,823	471,721	459,
	S INCOME\EXPENSES		(447,008)	(317,546)	(332,608)	(258,817)	(296,483)	(268,121)	(293,8