

Narrative of the Proposed 2019-2020 Per Capita Budget 223rd General Assembly (2018)

[Note: figures listed are for 2019 Budget]

Working from the Stated Clerk's vision, while also focusing on the challenges facing us, the Office of the General Assembly, in partnership with the Presbyterian Mission Agency, presents this narrative version of the proposed 2019-2020 Per Capita Budget.

Total budget for 2019: \$15,565,241; Per Capita rate: \$10.71

Churchwide Ministries

Schedule 1A - General Assembly Operations - Total budget: \$1,552,668; Per Capita rate: \$1.07

1. Commissioner and Advisory Delegate Expenses
 - In 2018, there will be 538 commissioners along with approximately 150 YAADs, 15 TSADs, 8 MADs, and 15 EADs. Their expenses include travel, lodging, meals, and other costs. The 224th General Assembly (2020) will see slightly fewer commissioners; however, costs in Baltimore are expected to be higher.
2. Place of Meeting
 - This includes things such as freight (the GA share of shipping equipment, etc., to the GA site), first aid, security, and some of the Communication Center expenses.
3. Official Personnel
 - OGA covers travel, lodging, meals, and other expenses for many GA participants, including some OGA staff, OGA-recruited volunteers (platform staff, YAAD advisors, etc.), student assistants, and ecumenical representatives and guests.
 - The exception is ecumenical guests/representatives. For these attendees, we do not cover travel but do pay hotel and meals for the duration of their stay. All members of the WCRC are invited to send an ecumenical representative to attend the full assembly, and though most do not, and most of those who do come do not stay for the full eight days, it is very difficult to predict either the number or their average stay, and hence these charges.
4. Plenary
 - Covers expenses related to the assembly business sessions. The largest expense is audio visual support, which includes stagehands and additional labor.
5. GA Program
 - Includes OGA-sponsored programmatic activities that are not related to business, worship, etc., such as the Hands and Feet Celebration.
6. Committee on Local Arrangements
 - Former Stated Clerk Jim Andrews said we could put on a meeting without a local committee, but it wouldn't be a General Assembly. Volunteers donate numerous hours of labor planning worship services, arranging hospitality services, setting up the Family Room and Prayer Room, and making it possible for attendees to be hosted in area churches for Sunday worship and lunch as well as to participate in mission tours. To support this effort, we cover salaries for an executive coordinator and volunteer program assistant, and we contribute a small sum to the overall COLA budget (the administrative grant).

7. Training
 - Includes expenses (travel, lodging, meals, etc.) for members of the leader teams for the assembly committees who attend the Leader Briefing in Louisville.
8. Committees at GA
 - Includes the furnishings, equipment, electricity, and wifi needed for each of the assembly committee rooms (assembly committee expenses) and the travel, lodging, meals, etc., for the volunteers who support the committees – primarily committee assistants and parliamentarians.
9. Worship
 - We have been able to reduce expenses considerably since 2012 with the decision to hold all worship services in the same hall as the plenary sessions. We also reduced costs by including the worship bulletins in the program booklet rather than printing them separately. Now costs are mainly travel, lodging, meals, and honorariums for the preachers, along with organ/piano rental.
10. GA Technology
 - Rapid changes in technology make it difficult to estimate costs even a few years out. Unfortunately, all signs indicate that technology is getting more expensive, especially given our priority on having a robust network that supports PC-biz, voting, microphone cueing, and everything else that attendees expect.
11. **New for 2019-2020** is a modest increase across many of these expenses due to inflation and regional fluctuations in costs.

Schedule 1B - Assembly Support - Total budget: \$800,103; Per Capita rate: \$0.55

- Includes staff salaries and benefits, travel, and other expenses related to the provision of staff support to the assembly.

Schedule 1C - Permanent and Special Committees - Total budget: \$417,187; Per Capita rate: \$0.29

1. Includes all of the expenses related to meetings of permanent committees, such as travel, housing, meals, and other incidentals for committee members. Staff travel budgets absorb costs associated with supporting these committees, such as staff travel, housing, and meals. Here is a list of permanent committees:
 - Advisory Committee on the Constitution
 - Advisory Committee on Litigation
 - Committee on the Office of the General Assembly
 - General Assembly Committee on Ecumenical and Interreligious Relations
 - General Assembly Committee on Representation
 - General Assembly Nominating Committee
 - General Assembly Permanent Judicial Commission
 - Presbyterian Historical Society Board
2. Special committees are formed by various assemblies and are charged to do particular work of that assembly. Actions that create special committees often include specific instructions as to which church entity should provide staffing. The Per Capita Budget

covers expenses for the work of the committees, but costs related to staffing support are absorbed within the budget of the entity providing support. Though additional special committees may be formed by the 223rd General Assembly, here is the current list of special committees and their ending dates:

- All Agency Review Committee (2018)
- Way Forward Commission (2018)
- Christian Education in the 21st Century (2018)
- Rules of Discipline Task Force (2020)
- Safe and Sacred Space Task Force (2020)
- Vision 2020 Task Force

Schedule 1D - Presbyterian Historical Society - Total budget: \$1,839,805; Per Capita rate: \$1.27

1. The mission of the Presbyterian Historical Society is to collect and preserve the permanent records of the denomination. PHS also shares those records with Presbyterians, researchers, and the general public in order to increase knowledge and awareness of the history and ongoing story of American Presbyterianism.
2. PHS, housed in a Georgian-style building not far from Independence Hall in Philadelphia, carries out this mission with 62% of its budget supported through Per Capita giving and the rest through fundraising and reserves.
 - PHS holds 36,000 cubic feet of records, multi-media, paintings, photographs, and books. These collections represent more than 300 years of history of the Presbyterian Church (U.S.A.) and predecessor denominations from every state and territory as well as ecumenical bodies.
 - PHS actively collects records and oral histories from individuals, congregations, and organizations to fill gaps in its collections or document important historical moments that future researchers will want to study. PHS engages in the work of questioning long-held views of archives as repositories for the records of those in positions of power and is seeking ways to develop more inclusive and equitable archives that reflect who we are called to be as Christ's body.
 - PHS maintains a state-of-the-art facility with temperature- and humidity-controlled archives to properly maintain and preserve fragile papers, books, paintings, and multi-media. Staff are trained in emergency remediation, and PHS also digitizes fragile or much-used collections and photographs to make them better accessible to researchers.
3. PHS works closely with congregations and mid councils to answer questions about records management and preservation as well as to provide training.
 - Some of the important and most-used records preserved are transcripts from defunct Presbyterian institutions of higher education.
 - PHS maintains more than a million records of baptisms, marriages, and ordinations to local office, which can help individuals establish legal identity or track down their ancestors.
4. PHS served 709 visiting patrons in 2017, some of whom stayed for a few hours of research and others who stayed for several weeks.

- PHS curates in-house and online exhibits. Currently, an exhibit on Presbyterians and the American Revolution is available for viewing both at PHS and online.
- 5. PHS reaches out to the whole church to tell the story of Presbyterians in the United States, as well as the story of how we got here:
 - PHS works to share our common Presbyterian history and stories.
 - PHS helps the church to recognize the saints that came before us and to claim responsibility for the failures and sins of our foreparents and seek paths to repentance and restoration.
 - PHS partnered with the Presbyterian Foundation in 2017 to lead a Reformation 500 Study Tour in Germany and Switzerland. Plans include more domestic and international study tours that will enable us to come together as a church while learning more about our history.
- 6. **New for 2019-2020** are increased salary costs related to alignment with a 5:1 pay ratio for OGA employees.

Schedule 1E - Innovation and Engagement - Total budget: \$0.00; Per Capita rate: \$0.00

- **New for 2019-2020:** Schedule 1E is being eliminated from the budget. The work of innovation and engagement has been integrated across all OGA functions and no longer needs to be represented by a single office or function.

Schedule 1F - Records and History Louisville - Total budget: \$183,718; Per Capita rate: \$0.13

- Supports the gathering and dissemination of the statistics of the church as well as the production of General Assembly documents, the *Book of Order*, and the *Book of Confessions*.

Ecumenical and Ecclesial Ministries

Schedule 2A - Ecumenical Allocations - Total budget: \$916,000; Per Capita rate: \$0.63

1. Through the support of ecumenical councils, Presbyterians are connected to Christians nationally and globally. We are challenged by the wider Christian family, and we bring our gifts and witness to the wider Christian family. By joining together with Christians in the U.S. and the world, our voice and witness is amplified.
2. Through OGA, the PC(USA) supports:
 - World Council of Churches
 - World Communion of Reformed Churches and the Caribbean and North America Area Council
 - National Council of Churches of Christ in the USA and Church World Service
 - Christian Churches Together in the USA

Schedule 2B - Ecumenical Support - Total budget: \$383,965; Per Capita rate: \$0.26

- Includes staff salaries and benefits, travel, and other expenses related to the provision of staff support.
- Also includes staff support to the General Assembly Committee on Ecumenical and Interreligious Relations.

Schedule 2C – Communications and Technology – Total: \$700,653; Per Capita rate: \$0.48

- Supports technology purchases and upgrades to equipment, including but not limited to computers, phones, and other mobile devices.
 - Supports new developments and enhancements for all components of the OGA information system, including but not limited to preparation for ministry, Church Leadership Connection, statistics of the church, event registrations, General Assembly nominations, the OGA website, and mid council ministries.
 - Includes emerging multi-media trends and capabilities as well as web-based systems and subscriptions.
 - Includes production of educational and interpretive materials and employment of contract writers and videographers for special projects.
 - Supports the Communication Center at the General Assembly, which engages more than 30 staff and volunteers, and covers related expenses, such as travel, lodging, equipment, and publication of the *General Assembly News*.

Mid Council Ministries

Schedule 3A – Constitutional Interpretation – Total budget: \$300,282; Per Capita rate: \$0.21

- Trains judicial commissions, investigating committees, and administrative commissions.
- Consults with mid councils regarding constitutional questions.
- Supports the work of three standing committees of the General Assembly: General Assembly Permanent Judicial Commission, Advisory Committee on the Constitution, and Advisory Committee on Litigation.
- Supports the work of special committees appointed by the General Assembly – currently the Safe and Sacred Space Task Force and the Rules of Discipline Task Force.
- Supports training for new stated clerks.
- Creates and maintains resources for mid councils.

Schedule 3B – Ordered Ministry and Certification – Total: \$1,268,117; Per Capita rate: \$0.87

- Supports the Church Leadership Connection and presbytery Committees on Ministry.
- Supports ordination exams and the work of the Presbyterian Committee on Examinations.
- Creates and maintains resources for mid councils.
- Supports training for Committees on Preparation for Ministry.
- Provides training resources for ruling elders.
- Supports the Educator Certification Committee and certified Christian educators.
- Maintains the list of GA-approved national certifying bodies.
- Develops and nurtures immigration networks and advocacy.
- Leads planning for the annual Mid Council Leaders Gathering.

Schedule 3C – Mid Council Relations – Total budget: \$435,212; Per Capita rate: \$0.30

- Supports the work of the General Assembly Committee on Representation.
- Provides funds for a liaison with Korean-speaking councils and churches.
- Supports training for presbytery leaders through the Presbytery Leader Formation program and other efforts.
- Provides advice and counsel to mid councils.
- Coordinates the annual Moderators Conference.
- Creates and maintains resources for mid councils.
- **New for 2019–2020** is increased support for the Presbytery Leader Formation program to train new presbytery executives.
- **New for 2019–2020** is an increase in funds to subsidize mid council leader participation in the Mid Council Leaders Gathering.

Office of the Stated Clerk

The Office of the Stated Clerk was created in 2017 and includes OGA administration, human resources, support for the office of Moderator, and common expenses, as well as new initiatives.

Schedule 4A – Administration – Total budget: \$868,096; Per Capita rate: \$0.60

1. Includes staff salaries and benefits, travel, and other expenses related to the provision of staff support and leadership. Also provides staff support to the Stated Clerk, the Committee on the Office of the General Assembly, and the Co-Moderators.
2. **New for 2019–2020:** One of the challenges is employee compensation. Within the OGA Per Capita Budget are increases in some salary and benefits expenses.
 - Some salaries (most of those effected were in PHS) were adjusted in order for OGA to align with the GA action on the 5:1 ratio (highest paid to lowest paid).
 - Various personnel searches revealed that OGA salaries were not as competitive as those in some of the other PC(USA) agencies or mid councils.
 - For the last several years, OGA provided staff with flat \$1,000 raises. This strategy addressed the growing difference between the highest paid and lowest paid employees but served to compress certain salaries and keep them artificially low. OGA may need to hire new employees at higher-than-normal salaries while also providing equity adjustments to some existing staff, so that new employees do not automatically receive higher salaries than more long-term employees.

Schedule 4B – Human Resources – Total budget: \$90,000; Per Capita rate: \$0.06

1. Includes common expenses for professional development, recruitment and diversity outreach, dependent care, relocation costs, and staff training and events.
2. **New for 2019–2020** are centralized costs for dependent care and related costs to ease burden on specific program budgets.
3. **New for 2019–2020** is the addition of funds for staff to gather for strategic planning.

Schedule 4C – Office of the Moderator – Total budget: \$123,600; Per Capita rate: \$0.09

1. Includes travel for the Moderator, Vice Moderator, or Co-Moderators.

2. **New for 2019-2020** are additional funds for reimbursement to employers of Moderators, beyond the more traditional pulpit supply costs.

Schedule 4D – Common Expenses – Total budget: \$120,500; Per Capita rate: \$0.08

- Includes expenses for staff in Louisville, including office supplies, telephone service, and insurance.

Schedule 4E – New Initiatives – Total budget: \$316,300; Per Capita rate: \$0.22

- **New for 2019–2020** are new initiatives budgeted for:
 - Hands and Feet Giddings Lovejoy
 - Hands and Feet Baltimore
 - Leadership training initiative
 - Diversity capacity
 - Regional staffing of Mid Council Relations
 - Spanish-speaking council support

Presbyterian Mission Agency

Schedule 5 – Administration of Mission – Total budget: \$1,700,260; Per Capita rate: \$1.17

- Presbyterian Mission Agency Board meetings
- Administration, planning, coordination of PMA
- Work of the advocacy and advisory committees
- Communications
- **New for 2019–2020:** Based upon agreements between OGA and PMA, PMA receives roughly 14% of Per Capita income; as Per Capita income increases, so does PMA’s actual dollar amount.

Schedule 6 – Shared Services (fees paid to PMA for services to OGA) – Total budget: \$1,915,736; Per Capita rate: \$1.32

- Facilities
- Human resources
- Information technology
- Mail/print center
- Finance and accounting
- Distribution service/warehouse
- Investment management
- Shared expenses (audit fees, replacement capital reserve, contingency, copiers)
- Internal audit
- Legal
- Insurance
- Research services
- Customer service
- Gift receipt

Additional Expenses/Charges

Schedule 7 - Other Expenses - Total budget: \$100,000; Per Capita rate: \$0.07

- Includes a contingency amount in the event that OGA incurs unanticipated expenses or cost overruns.

Schedule 8 - Uncollected Apportionments - Total budget: \$1,533,040; Per Capita rate: \$1.05

1. Though most presbyteries pay their Per Capita in full, there are a number of presbyteries that do not. Some presbyteries have made the decision to pay only what they have received from their churches; others pay in full regardless of what they receive, and still others fall somewhere in between. Presbyteries in the Synod of the Sun do not collect Per Capita but rather rely on other funding processes to fund their ministry and commitments to higher councils.
2. For the 2016 Per Capita Budget, almost 70% of presbyteries paid in full. The remaining presbyteries paid anywhere from 99% to 0% of their apportionment.
3. Total unpaid Per Capita for 2016 was \$1,252,457. Nine presbyteries accounted for half of that unpaid Per Capita amount. Forty-four presbyteries accounted for the rest of the unpaid Per Capita.

Schedule 9 - Staff Severance Costs - Total budget: \$0.00; Per Capita rate: \$0.00

- At this time, no expenses related to reduction in force and severance costs are anticipated.

Reserves - Total Reserve Required: \$4,669,572; Remaining Reserve Available: \$3,741,714

- The General Assembly has mandated that OGA maintain a reserve amount of 30% of the annual budget. Therefore, the required amount changes each year, depending upon the budgeted amount. For example, the required amount of reserves for 2019, if the budget is approved, will be \$4,669,572, based upon the budgeted amount of \$15,565,241 for 2019. The total reserves are \$8,411,286, leaving \$3,741,714 over the required amount.