EPISCOPAL DIOCESE OF CALIFORNIA

Proposed Diocesan Budget for 2027

A Ministry Plan for Our Shared Vision

Deanery Presentation, 20 August 2026

Presented by: Tish Busselle, Chair of Program and Budget; Lane Ringlee, Diocesan Treasurer; and The Rev. Robert J. Kossler, Interim Canon for Operations & Finance

Interpretation: Br. Angel Gabriel BSG

Rooted in Christ, bearing fruit for the healing of the world.

Love Beyond Our Doors: Justice, Mercy, & Witness
177th Convention
of the Episcopal Diocese of California
Friday, October 23 and Saturday, October 24

Opening Prayer

Almighty God, from whom all good counsels and all just works proceed: direct us in this meeting with your most gracious favor, so that everything we undertake may begin with your inspiration, continue in your strength, and be brought to a good end through your grace. Grant us wisdom to see clearly, patience to listen well, and charity in all our deliberations, so that the work of this diocese may serve the growth and transformation of your people. Give us grace to love you and our neighbors as we ourselves are loved, and keep before us that all we do here is for the pursuit of truth and to your greater glory; through Jesus Christ our Lord. ***Amen***.

Dios Todopoderoso, de quien procede todo buen consejo y toda obra justa: guíanos en esta reunión con tu gracia infinita, para que todo lo que emprendamos comience con tu inspiración y fortaleza, y llegue a buen término por tu gracia. Concédenos sabiduría para ver con claridad y paciencia para escuchar atentamente, con caridad, en todas nuestras deliberaciones. Bendice nuestra labor diocesana para que siga contribuyendo al crecimiento y la transformación de tu pueblo. Danos la gracia de amarte a ti y a nuestro prójimo como a nosotros mismos, mientras mantengamos presente todo lo que hacemos aquí en la búsqueda de la verdad y para tu mayor gloria; por Jesucristo nuestro Señor. ***Amén.***

Rooted in Christ

Our budget reflects our values. *It is built to express the vision our diocese discerned together — and to strengthen trust in how we steward what is entrusted to us.*

OUR VISION

A growing Church, alive and transformed in Christ, serving a diverse and interconnected Bay Area and wider world.

OUR PURPOSE

To follow Jesus as a community that embodies God's justice, love, and mercy — and to equip our congregations, institutions, and leaders to pursue that vision.

FIVE VALUES TO BUILD TRUST

- **Mattering**
- **Collaborating**
- **Collectively Empowering**
- **Sufficiency**
- **Belonging**

The plan's central call: to cultivate trust and practice trustworthiness. Reviewing this budget and process with you is one way we put that into practice.

Who Built This Budget

A budget built in the open, by many hands. Program and Budget shaped, tested, and refined this plan, with outreach to Deaneries, Clergy, and Ministry teams; then the Diocese's governance reviewed it.

PREPARED BY THE COMMITTEE ON PROGRAM & BUDGET

Tish Busselle, Chair

Susan Aley · Christine Bensen · The Very Rev. Jeff Dodge-Hogarth · Elizabeth Olson Lennon

Arthur Perkins · Lane Ringlee, Diocesan Treasurer · Eric Vezie

Approved by the Finance Committee and Executive Council

Participation and transparency in our financial governance — Focus Area IV, in practice.

Development of the Proposed 2027 Diocesan Budget

- **Spring 2026**
  - CFO provides Committee on Program and Budget (P and B) with **2026 budget update and initial projections for 2027**
  - P and B/CFO develop **working revenue and expense assumptions** on COLA, medical benefits, and fixed costs
  - P and B provides **budget overview and invites Diocesan-wide input** through budget request process

- **Summer 2026**
  - P and B considers **16 budget requests totaling over $300,000**
  - P and B reviews **budget requests and identifies priorities** within available funds
  - P and B/CFO develop **recommended budget** for Finance Committee comment
  - **Executive Council reviews and approves** recommended Diocesan Budget for 2027
  - **Deanery information meeting is held on proposed 2027 Diocesan Budget**

- **Fall 2026**
  - Convention considers proposed Diocesan Budget for 2027

- **January 1-June 30, 2027**
  - Convention-approved 2027 Diocesan Budget implemented

A Balanced Plan, Reflecting Our Shared Vision

2027 SNAPSHOT

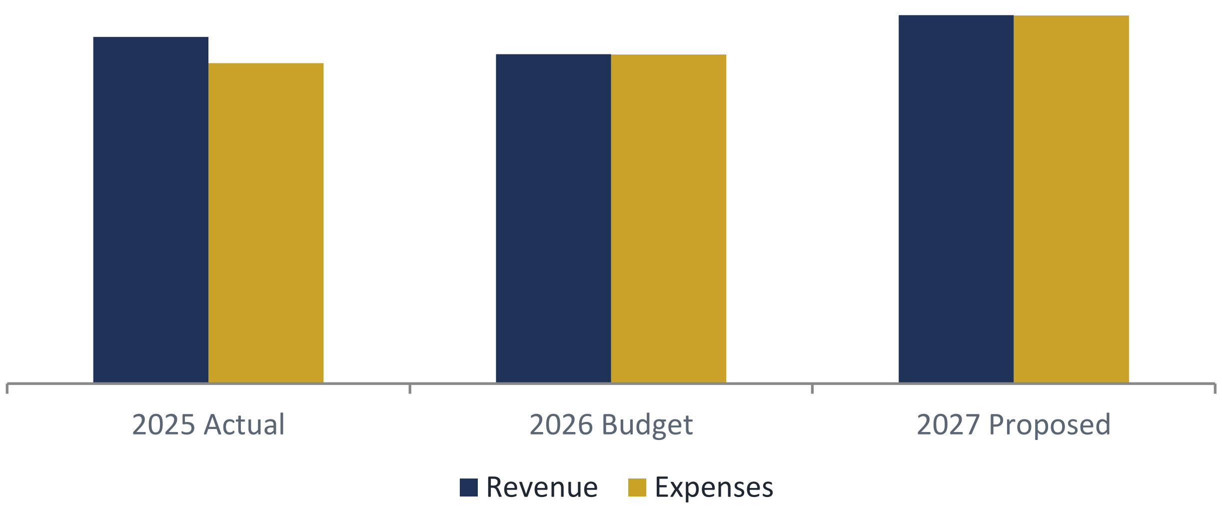
$5.54M
Total Revenue
Sources for ministry

$5.53M
Total Expenses
Across all ministries

Balanced
Revenue = Expenses
By design

3.8%
Cost Of Living Allowance
Bay Area CPI (EC-set)

Revenue & Expenses — Three-Year View



What the numbers say

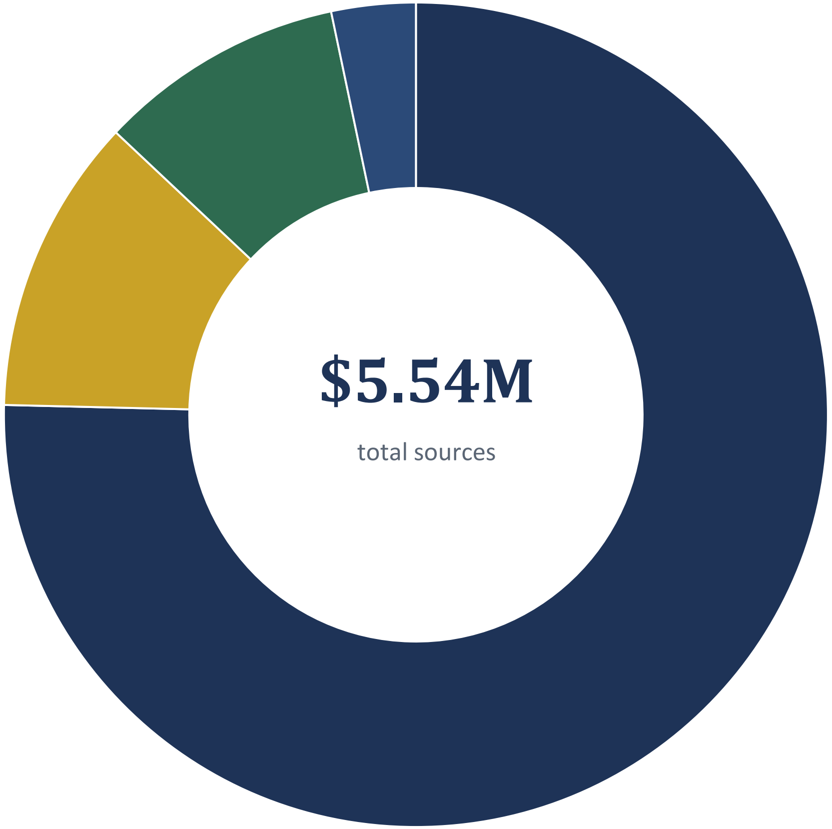
Revenue and expenses are matched. This is a balanced budget by design — not by adjusting the numbers to fit.

Most of what we spend is people and shared ministry. Costs rise with Bay Area inflation, and the COLA is a formula Executive Council set based on the April CPI — not a discretionary choice.

The margin is intentionally thin, reflecting real investment in our ministries.

Funding Sources

Your assessments are the foundation. Three of every four dollars for shared ministry come from our congregations' faithful stewardship.



Net Parish Assessments	$4,175,000	75.4%
Endowment Income	$644,287	11.6%
Fees — Planned Giving, Endowment & Payroll and Benefits Administration	$536,353	9.7%
Bishop's Discretionary / Interest / Other	$183,000	3.3%

A word on relief: before we count on assessments, we set aside $110,000 to relieve any congregation — parish or mission — facing hardship.

Our goal: we carry one another.

New Investments for 2027

FOR REFERENCE

Ten new investments for 2027 — full line-item detail. Each lands within a focus area of the Strategic Vision.

Investment	Focus area	Amount
Immigrant Family Emergency Fund	VII · Beyond Our Doors	$25,000
Emergency Preparedness & Safety	VI · Repair & Healing	$25,000
Mission Lay Leader Training	I · Formation & Leadership	$10,000
Young Adult Formation — SF	I · Formation & Leadership	$10,000
Capital Support for Missions	II · Congregational Development	$10,000
Clergy Cohort & Collaborative Dev.	I · Formation & Leadership	$4,200
Sacred Resistance & BRAID (RESJ)	VII · Beyond Our Doors	$3,250
School for Deacons Outreach	I · Formation & Leadership	$4,000
Committee on Ministry Gatherings	I · Formation & Leadership	$1,500
Standing Committee (increase)	IV · Finances	$850

Total **$93,800** in new 2027 investments — across five focus areas.

Christian Formation & Leadership

FOCUS AREA I

Nurturing the formation of the whole people of God — and the leaders, lay and ordained, who serve them. Here the Episcopate's spiritual leadership stands alongside how we form everyone else.

I

Leadership

& formation

WHAT THE 2027 BUDGET INVESTS

The Episcopate — Bishop's leadership & staff	$497,000
Office of the Bishop — travel, representation across the Episcopal Church, events, election fund, and general convention	$159,000
Forming deacons, priests & lay leaders	$76,000
NEW — Young Adult Formation (SF), Mission Lay Leader Training & clergy cohort	$24,000

Equipping leaders at every level — laying the foundation for a growing Church.

Congregational Development

FOCUS AREA II

Centering the gifts and needs of congregations — putting diocesan staff and resources in service of the communities they serve.

II

Direct Congregational Program Support

WHAT THE 2027 BUDGET INVESTS

Congregational Ministry & Lifelong Formation	$895,846
Congregational Program Support	$142,200
Deaneries & Regional Deans	$33,000
NEW —Capital Support for Missions	$10,000

Deaneries and Congregations as true partners in governance.

Mission Congregations

III

Investing with Our Mission Congregations

These congregations carry real strength that status has often obscured. 'Mission' means vocation, not deficiency.

WHAT THE 2027 BUDGET INVESTS

Mission Support — Congregational Ministry	$455,000

Defined by vocation, not finances — and resourced accordingly.

Finances

FOCUS AREA IV

Fostering participation, transparency, and accountability in how we steward our money — showing you what that stewardship costs.

IV

Financial Accountability And Oversight

WHAT THE 2027 BUDGET INVESTS

Finance & Administration staff	$696,000
Chancellor, Vice Chancellor & legal counsel	$275,000
Independent financial statement audit	$48,500
Financial governance & oversight	$11,000

> *"All things come of thee, O Lord, and of thine own have we given thee."*

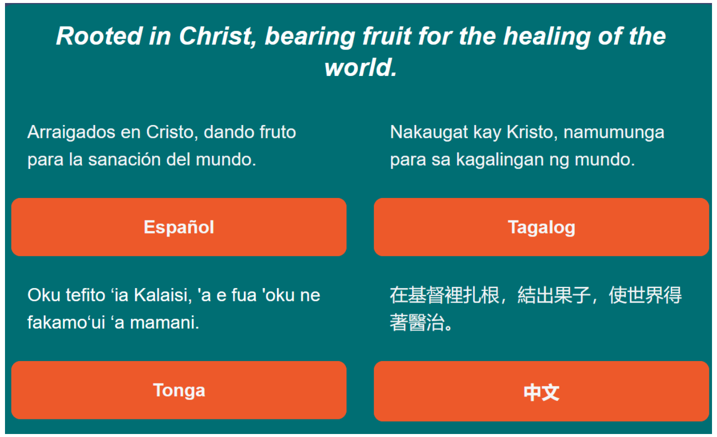
Multicultural & Multilingual Ministries

V

Seeds Planted

and growing

Across our diocese, God is already praised in many tongues — Chinese, Spanish, Tongan, and Tagalog among them. This budget begins to match that reality at the diocesan level, starting where need and capacity meet.



WHAT THE 2027 BUDGET INVESTS IN

Spanish translation & interpretation	$25,000
Multicultural & Justice Ministries	$19,000
NEW — Immigrant Family Emergency Fund	$25,000

So all can live and pray as full members of the body of Christ.

Repair & Healing

FOCUS AREA VI

VI

Culture

Strengthening our Resilience

Facilitating repair where trust has been broken and building structures of resilience. This is less a budget line item than a way of working — and it is why this budget looks the way it does.

WHAT THE 2027 BUDGET INVESTS

Honest, transparent budgeting & disclosure	**in practice**
Correcting standing inequities as we find them	**in practice**
NEW — Emergency Preparedness & resilience	**$25,000**

> *Accountable, Reflective, and full of grace.*

Beyond Our Church Doors

FOCUS AREA VII

Following Jesus into the world — prophetic witness, partnerships for justice and mercy, our diocesan Institutions and camps, the diaconate, and our belonging to the wider Church.

VII

Witness & Wider Church

WHAT THE 2027 BUDGET INVESTS

Our assessment to The Episcopal Church	$612,500
Camp, Campus & Institutions	$171,000
Public Witness ministry & the diaconate	$234,000
NEW — Sacred Resistance & BRAID	$3,250

Belonging to the wider body of Christ — beyond ourselves.

Keeping the Lights On

Every congregation lives it. Some costs simply keep the lights on. The diocese is no different — and sharing them means your congregations doesn't carry them alone.

Bank & payroll fees	$200,000
IT — support, hardware & software	$140,000
Property & liability insurance	$135,000
Diocesan House — maintenance	$51,500
Episcopal Residence — upkeep	$47,000
Utilities	$31,510
Real estate — Brentwood & Corte Madera	$25,000
Office supplies	$24,000

~$654,000 shared fixed costs — the plant and operations every ministry depends on.

Line-Item Detail by Category

Salary & Benefits	$2,582,197	46.9%
Episcopate Ministry	$499,209	19.4%
Public Witness & Support to Wider Church	$178,144	6.9%
Congregational Ministry & Lifelong Formation	$895,846	34.6%
Communications	$309,852	12.0%
Finance & Administration	$699,146	27.1%

Facilities & Admin	$692,434	12.6%
Episcopal Residence — Routine Maintenance & Repair	$38,000	5.5%
Episcopal Residence — Household Services	$9,000	1.3%
Diocesan House Maintenance	$51,500	7.4%
IT Support, Hardware & Software	$140,000	20.2%
Property & Liability Insurance	$135,000	19.5%
Real Estate Expense — Brentwood & Corte Madera	$25,000	3.6%
Office Supplies	$24,000	3.5%
Utilities	$31,510	4.6%
LOC Bank & Payroll Fees	$200,000	28.9%
Continuing Ed & License	$6,000	0.9%
Medical Premiums — Retired Clergy	$17,424	2.5%
Bishop Election Fund	$15,000	2.2%

Outreach Outside Diocese	$649,500	11.8%
The Episcopal Church Assessment	$612,500	94.3%
Province VIII	$12,000	1.8%
Grants — DioCal Affiliated Institutions	$25,000	3.8%

Mission Support	$455,000	8.3%
Mission Support — Congregational Ministry	$455,000	100.0%

Congregational & Program Requests	$93,800	1.7%

Program Spend	$605,800	11.0%
Archdeacon Ministry	$27,450	4.5%
School for Deacons	$36,000	5.9%
Deaneries & Regional Deans	$33,000	5.4%
Clergy Conference	$18,250	3.0%
Strategic Vision Implementation	$5,000	0.8%
Diocesan Events & Hospitality	$48,300	8.0%
Public Witness Program Support	$30,500	5.0%
Multicultural & Justice Ministries	$19,000	3.1%
Congregational Program Support	$142,200	23.5%
Campus Ministry	$83,000	13.7%
Camp Ministry	$51,000	8.4%
Communications Program Expense	$20,000	3.3%
Diocesan Convention	$35,000	5.8%
Translation & Interpretation	$25,000	4.1%
Commission on Ministry	$15,000	2.5%
Ordination Process Support	$6,600	1.1%
Church Governance	$10,500	1.7%

Legal & Professional	$323,500	5.9%
Financial Statement Audit	$48,500	15.0%
Chancellor's Retainer & Legal	$200,000	61.8%
Vice Chancellor	$75,000	23.2%

Travel	$116,800	2.1%
Bishop's Travel & Entertainment	$60,000	51.4%
Travel — Lambeth	$3,000	2.6%
Travel — General Convention	$28,000	24.0%
Public Witness Travel	$2,800	2.4%
Congregational Ministry Travel	$8,000	6.8%
Communications Travel	$6,000	5.1%
Finance & Admin Travel	$9,000	7.7%

Staying Engaged

Here is where things stand. Executive Council has approved this budget; these presentations are how we listen before it goes to Convention.

Approved
Executive Council
✓
Budget approved by EC

Now
Deanery Presentations
You are here — listening

Convention
Budget Adoption
Adopted at the Diocesan Convention

We want to hear from you. The budget is approved, but these conversations still matter —feel free to reach out to The Rev. Bob Kossler at bobk@diocal.org with any questions.

Questions & Discussion

The Rev. Robert J. Kossler · Interim Canon for Operations & Finance

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Back up Slides

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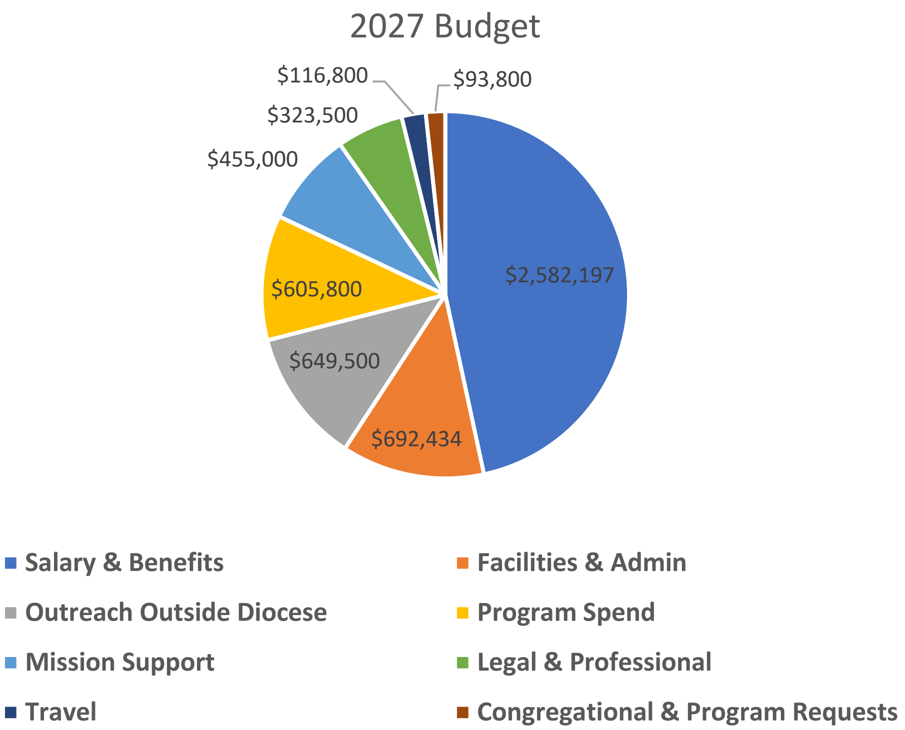
Expenses by Department

2025 Actual · 2026 Budget · 2027 Proposed

Department	2025 Actual	2026 Budget	2027 Budget	Change $	Chg %
Episcopate Ministry	$868,193	$761,123	$820,209	+$59,086	+7.8%
Public Witness	$793,630	$835,531	$879,944	+$44,413	+5.3%
Congregational Min. & Formation	$1,189,434	$1,446,777	$1,635,046	+$188,269	+13.0%
Communications	$311,298	$398,337	$417,452	+$19,115	+4.8%
Church Governance	$706	$10,500	$10,500	—	—
Finance & Administration	$1,390,025	$1,493,282	$1,662,080	+$168,798	+11.3%
Congregational & Program Req.	—	—	$93,800	+$93,800	New
TOTAL EXPENSES	$4,553,286	$4,945,550	$5,519,032	+$573,482	+11.6%

Where the Money Goes

2027 Budget — $5.5M by Spending Category



Category	Budget $'s	% of Budget	What's in it
Salary & Benefits	$2,582,197	46.9%	All staff across 5 depts
Mission Support	455,000	8.3%	Support for Diocesan Missions
Outreach Outside the Diocese	$649,500	11.8%	TEC Assessment, Province VIII, Grants
Facilities & Admin	$692,434	12.6%	DioHouse, insurance, utilities, IT
Program Spend	$605,800	11%	Congregational, campus, camp, comm. programs
Legal & Professional	$323,500	5.9%	Chancellor retainer, audit, Vice Chancellor
Travel	$116,800	2.1%	All departments combined
Congregational & Program Requests	93,800	1.7%	New requests + school, events, misc.
TOTAL	$5,519,032	100%	