



# Presiding Bishop's Budget Proposal 2013-2015

### A Message from the Presiding Bishop

Budgets are moral documents. Our investment of time and energy in preparing a budget is a kind of liturgical work, giving shape to the "public work of the people." Budgets reflect our hopes and dreams as a community. They reveal the secrets of our hearts. They represent a concrete strategy for achieving what we believe God is calling us to do and to be in moving toward shalom or the Reign of God. They offer an opportunity for faithfulness.

The "responsibility for leadership in initiating and developing the policy and strategy in the Church" rests with the Presiding Bishop.<sup>2</sup> The budgeting process that developed through Executive Council represented new behavior, which should be applauded for its courage. In spite of those faithful efforts a coherent strategy did not emerge.<sup>3</sup>

I have, therefore, sought the development of a budget proposal that could be offered to General Convention which is more clearly based on missional strategy than the current draft proposed budget. I believe this reflects what I have seen and experienced firsthand in my visits throughout The Episcopal Church. Those very significant signs of health and hope in congregations and dioceses across this Church are examples of powerful engagement with God's mission. What follows is a plan for making this Church a more effective agent of God's redeeming love made manifest in Jesus Christ.

This approach begins with mission, and insists that mission shape the budget rather than the other way around. The perspective of the churchwide staff has been exceedingly helpful in this process, for they are deeply connected to mission at the local level, and have the unique

<sup>2</sup> Capon I 2 4(a)(1)

<sup>&</sup>lt;sup>1</sup> Matthew 6:21

<sup>&</sup>lt;sup>3</sup> See the Commentary on the Draft 2013-2015 Triennial Budget: http://www.episcopalchurch.org/sites/default/files/commentary on the draft 2013-2015 triennial budget.pdf

ability to see across boundaries between communities.<sup>4</sup> This Budget Proposal reflects extensive consultations with staff, directed by the Chief Operating Officer, Bishop Stacy Sauls. The process reflects a selfless and kenotic approach to the wellbeing of the whole Church, to which I know they are deeply committed.

The strategic and spiritual principle of this Budget Proposal is that the Church is most truly itself, the Body of Christ, when it lives and breathes mission. Indeed, our baptismal identity is grounded in commitment to mission and in the assurance that in our faithful pursuit of that mission God will bless both us and our work.

As Episcopalians we have a shared understanding of mission: to restore all people to unity with God and each other in Christ.<sup>5</sup> Paul reminds us that God has given us the ministry of reconciliation,<sup>6</sup> but as the body is composed of many members with varied gifts, different methods and approaches are required.<sup>7</sup> Some of us look to the Great Commission<sup>8</sup> for primary definitions of mission; others, to Jesus' mission statement,<sup>9</sup> or Jesus' call to care for "the least of these." The variety is reflective of our Anglican ethos, yet together in Christ we have one mission and we pursue it as we pray and worship, proclaim the Gospel, and promote justice, peace, and love. <sup>11</sup>

The Presiding Bishop's Budget Proposal takes mission as its organizing principle and uses the Five Marks of Mission<sup>12</sup> endorsed by the General Convention<sup>13</sup> as the strategic

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<sup>&</sup>lt;sup>4</sup> For example, program staff currently work with at least 130 committees and local networks

<sup>&</sup>lt;sup>5</sup> BCP, p 855

<sup>&</sup>lt;sup>6</sup> 2Corinthians 5:18-20

<sup>&</sup>lt;sup>7</sup> Romans 12:4ff

<sup>&</sup>lt;sup>8</sup> Matthew 28:18-20

<sup>&</sup>lt;sup>9</sup> Luke 4:18-21

<sup>&</sup>lt;sup>10</sup> Matthew 25:31-46

<sup>&</sup>lt;sup>11</sup> BCP, p 855

<sup>&</sup>lt;sup>12</sup> Articulated by the Anglican Consultative Council in 1984 and 1990: http://www.anglicancommunion.org/ministry/mission/fivemarks.cfm

<sup>&</sup>lt;sup>13</sup> 2009 Resolution D-027

priorities for the budget as a moral document. The Budget Proposal contains six strategic initiatives.

- Mark 1: To Proclaim the Good News of the Kingdom. \$2 million is designated for starting new congregations and worshiping communities (line 27). The intent is to use churchwide resources to strengthen local mission efforts through partnering with dioceses to provide coaching, support, and one-third of new start costs. Using a partnership approach infuses a total of \$6 million for establishing new communities of faith, both traditional and non-traditional. This strategy is also intended to inspire the creation of many new, multicultural, and non-traditional worshiping communities.
- *Mark 2: To Teach, Baptize, and Nurture New Believers.* One of the most significant and encouraging opportunities available to our Church is the work of our Latin American dioceses to teach, baptize, and nurture new believers. The lay and clergy leadership of Province IX have together committed to a process of leadership development to make the ministry of the province self-sufficient and sustainable. The Tela Initiative, from which the rest of the Church has much to learn, was introduced and enthusiastically embraced by the Province IX Synod in March. The Budget Proposal allocates \$1 million to support Province IX in carrying out its effective work of making disciples of Jesus long into the future (line 61).
- *Mark 3: To Respond to Human Need by Loving Service*. The Budget Proposal contains two strategic initiatives under Mark 3.

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<sup>14</sup> http://episcopaldigitalnetwork.com/ens/2012/03/09/province-ix-adopts-financial-self-sustainability-as-a-focus/

<sup>15</sup> http://archive.episcopalchurch.org/79425 127382 ENG HTM.htm

<sup>16</sup> http://lideresixp.org/

- First, it envisions a time when all Episcopal young people will have the opportunity and desire to devote themselves to this goal through missionary service. \$1 million is allocated for that effort through both existing and new program, through partnering with sponsoring dioceses to help cover the cost. The target objectives include (1) doubling the number of young adults placed in non-U.S. mission sites by partnering with sponsoring dioceses to cover part of the cost; (2) supporting the expansion of the Episcopal Service Corps, a network which places young adults in mission projects in the United States, in partnership with participating dioceses; and (3) the creation of a gap year program (for young people between high school and college or work) by successfully completing a pilot project in at least two dioceses (line 79).
- Second, the Proposal builds on the Church's commitment to the Millennium Development Goals by supporting the Diocese of Haiti in rebuilding its crucial service infrastructure of church-operated schools and clinics destroyed in the 2010 earthquake. The Haiti initiative seeks to leverage 0.7% of the churchwide budget through the work of the Development Office to raise an additional \$1.4 million in a matching gift program. This would make more than \$2 million available for Haiti (line 83).
- *Mark 4: To Seek to Transform Unjust Structures of Society.* \$1 million is allocated to involve Episcopalians in the eradication of poverty in the United States (line 108). The intent is to develop a network of responders, resources, advocacy, and capacity building that will involve members of our Church in spiritually transformative relationships of solidarity with the poor in urban areas, Native American reservations, and areas of rural poverty, including

Appalachia. In an era of rising poverty in this nation, the opportunity to meet and serve the incarnate Jesus can lead Episcopalians to become more effective advocates for God's reign of justice.

Mark 5: To Strive to Safeguard the Integrity of Creation and Sustain and Renew
the Life of the Earth. Significant work on Mark 5 is being done at the local level.
The Budget Proposal allocates \$1 million to strengthen and coordinate local
initiatives in environmental ministry and to strengthen and encourage the
engagement of dioceses and congregations in environmental ministry (line 122).

The mission section of the budget also directs churchwide resources to support the Marks of Mission through the work of others. One section is devoted to making resources available to local expressions of ministry within The Episcopal Church – dioceses, congregations, institutions, and networks. Another is devoted to making resources available beyond The Episcopal Church through partnerships with other members of the Anglican Communion, other churches, and other faiths.

The Presiding Bishop's Budget Proposal is organized by spiritual priority – mission first, followed by sections devoted to governance (central to the way our community shares in decision making), and to administration (essential to providing necessary support services for mission initiatives). The Budget Proposal tries to assign appropriate weight to each, the second and third being servants of the first. The Budget Proposal has been crafted with the belief that the canonical budget model of canonical, corporate, and program expenses no longer adequately serves the Church in responding to a world very much in need of our partnership.

The categories of canonical, corporate, and program have always had a certain arbitrariness, and various expenses have been assigned to different areas in different triennia. In order to satisfy the canons, each line item in this Proposal is also given a designation according

to canonical categories, but the existing canonical categories do not seem strategically useful and the Budget Proposal is not organized accordingly.

Several other points should be noted about the development of the Presiding Bishop's Budget Proposal for 2013-2015.

- The mission portion of the Presiding Bishop's Budget Proposal was developed as a zero-based approach. That is, the current budget did not define the budget proposal. This permitted a more theologically based and strategic process.

  Rather than seeking to deconstruct what has been in order to conform to current financial realities, the Budget Proposal sought to build what was needed for mission in our current context and develop a budget for that, looking ahead to what could be rather than backward to what has been. It was more difficult work than starting with the budget for the current triennium, but it has encouraged creativity and innovation, precisely what our Church most needs at this moment. That has made the process spiritually enriching rather than depleting. This makes direct comparisons with previous budgets difficult, but this Proposal does its best to show parallels. Deputies and Bishops are asked to do the same sort of challenging but creative work in considering the Budget Proposal.
- The proposal is made in the context of the Presiding Bishop's role and office and is detailed as to those parts of the budget (mission and administration) for which that office bears canonical oversight and responsibility. In the area of governance, however, the proposal suggests overall reductions rather than specific reductions. The proposal anticipates a process to allocate the overall 5% reduction collaboratively, in consultation with other elected leaders including the

- President of the House of Deputies, the Executive Officer of General Convention, and the Executive Council.
- Details of the new initiatives related to the Five Marks of Mission remain to be developed, in consultation between churchwide staff and the Executive Council. This is understood as an opportunity for creative collaboration. Indeed, the creation of the Young Adult Service Corps resulted from a similar invitation to creative leadership issued by the 2003 General Convention, which named ministry with young people as a strategic priority. Cooperative collaboration between staff and Executive Council has led, and can again lead, to productive engagement of the challenges before us.
- The Budget Proposal takes a new approach to churchwide ministry by abandoning an understanding that the churchwide staff can accomplish all things for all people, and instead focuses our staff and financial assets on essential and strategic initiatives.
- The Budget Proposal suggests eliminating 12.75 staff positions from current levels, some of them currently existing but unfilled positions. It is here that the staff's courage was particularly evident and for that I am most grateful.
- Believing that we must answer to moral authority beyond ourselves, the staff and I have sought to make our Church's budget at least minimally accountable to standards for secular charities. We have had some successes in this. Part of this is due to reclassifying some areas previously listed as "canonical" which seem more appropriately listed as mission; part of it is due to making new money available for mission from previous budgets and drafts; and part of it is due to

taking into account the in-kind services provided to affiliated agencies. (See budget document for charts.)

• Finally, with a desire to consider the best use of all our churchwide resources, I have directed Bishop Sauls to conduct a thorough study of the location of the Episcopal Church Center, made possible by generous assistance provided by the Diocese of Los Angeles. We anticipate that the study will be completed, presented to an upcoming meeting of the Executive Council, probably in October 2012, and implemented before General Convention reconvenes in 2015. We commit to working toward further savings and reductions in administrative costs as well as to being the best possible stewards of the church's financial assets, for we are all trustees for the poor on Christ's behalf.

The heart of this body is mission – both domestic and foreign mission – in partnership with anyone who shares that passion. This Budget Proposal is intended to help us reorient ourselves to that passion, to be true to who we are as the community of the baptized, to come to know ourselves as the friends of Jesus who are sent to heal the world. As it is in every age, our church is in need of reform, in order to engage the mission God has set before us. This Budget Proposal is intended as the beginning of that reforming effort. It sets out what we can do at this General Convention, and offers a strategic direction for the next era in this Church's life as partners in healing God's broken world.

The Most Rev. Katharine Jefferts Schori Presiding Bishop

				Description	2010-2012 Actual and Fcst	2013-2015 EC Draft Budget	2013-2015 PB Proposed Budget	Difference between Actuals and PB Proposed Budget	Difference between EC Draft Budget and PB Proposed Budget	Commentary	Previous Line #
	1	Inco	ome	Diocesan Commitments	77,442,774	70,607,748	73,500,000	(3,942,774)	2,892,252	We have received a higher level of commitments from dioceses for 2012 than originally anticipated and have revised our forecast accordingly while still planning for the possibility of a 1% decline annually over the triennium based on a recent survey of diocesan bishops. The decrease in giving from dioceses from the previous triennium is largely based on a proposed reduction in the percentage asking from 21-20-19 in 2010-2012 to 19-19-19 in 2013-2015, thus stabilizing the asking at the 2012 level.	4
	33			Investment Income	27,500,573	25,257,490	25,257,490	(2,243,083)		The investment portfolio consists of several kinds of funds, some of which are traditional endowment, some of which are restricted to particular purposes, and some of which are usable at the discretion of the Church's governing bodies. The amount of investment income available to support the budget is based on a set percentage of the average value of the investment portfolio over the five preceding calendar years. The investment income for 2013-2015 incorporates actual results from 2007-2011, which includes the recession, and assumptions of 8.0% annually in 2012 and 2013, which is conservative based on the portfolio's historical performance (9.7% annually since 1988). Due to market volatility and the desire to rebuild the portfolio's value after losses in value incurred during the 2008-2009 recession, the Executive Council recommended a percentage draw for 2013-2015 of 5%, down from 5.5% in 2010-2012.	5
	1			Investment Draw for Development Office	-	3,766,300	3,766,300	3,766,300	-	Represents a special draw from unrestricted securities to provide adequate funding for a revitalized Development Office which stands to increase revenues at all levels of the church. The amount is intended to be limited to actual expenditures of the office not to exceed \$3,766,300 for the triennium.	6
-				Rental Income	2,891,749	4,050,000	4,050,000	1,158,251	-	2.5 floors have been rented since 2010, with the leasing of another floor nearing completion.	7
H	7	-	1	Program and Event Polated Food					-		
-	3			Program and Event Related Fees: General Convention Income	1,086,750	1,170,311	1,170,311	83,561	-	Registrations and exhibitor fees are assumed to be increased in line with inflation.	8
				Digital Communications Income	126,215	206,795	300,000	173,785	93,205	From the sale of ads appearing in digital publications.	767
1	וכ			Episcopal News Service Income	1,032,204	178,694	178,694	(853,510)	-	From the sale of ads appearing on ENS pages.	789

				Description	2010-2012 Actual and Fcst	2013-2015 EC Draft Budget	2013-2015 PB Proposed Budget	Difference between Actuals and PB Proposed Budget	Difference between EC Draft Budget and PB Proposed Budget	Commentary	Previous Line #
11				Episcopal Migration Ministries Non-	338,059	330,000	330,000	(8,059)	_	Grants and donations.	743
				Government Income	330,033	330,000	330,000	(0,033)		Grants and donations.	743
12				College of Bishops Income	163,816	162,360	162,360	(1,456)	-	This income goes to partially offset the staff costs on line 140.	62
13				Refugee Loan Collection Income	2,163,008	2,100,000	2,100,000	(63,008)	-	As a condition of government contracts, DFMS collects loans made by the government for refugee resettlement. DFMS receives 25% of repayments it collects.	288
14				Mission Technology Income	207,187	221,400	126,000	(81,187)	(95,400)	Relates to supplemental fee-for-service usage of mission technology department by affiliated organizations (see lines 249-255).	343
15				Facilities Management Income	191,898	264,900	264,900	73,002	-	Relates to supplemental fee-for-service usage of facilities management department by affiliated organizations (see lines 249-255) and building tenants.	304
16				Total Program & Event Related Fees	5,309,137	4,634,460	4,632,265	(676,872)	(2,195)		
17				Development Income: Service in Haiti	-	-	1,556,885	1,556,885	1,556,885	We anticipate raising \$1.5M through the efforts of the Development Office to match the Church's MDG contribution (see line 83). The total will be used for capacity building in schools and hospitals.	
19 20				Other Income	564,917	-	-	(564,917)	-	Miscellaneous income (e.g., insurance settlements) is unpredictable. We prefer to be conservative and not include a forecast.	9
21		Tot	al In	come	113,709,150	108,315,998	112,762,940	(946,210)	4,446,942		
22											
23 24		Exp	ense								
			MI.	ssion							
25 26				The Five Marks of Mission							
27	Р			Mark 1: Proclaim the Good News Goal: Starting New Congregations	-	-	2,000,000	2,000,000	2,000,000	Amount available to start at least 20 new worshipping communities within the Episcopal Church during the triennium in partnership with dioceses.	
28 29				Presiding Bishop's Office:							
30	Ca			Special assistant for Haiti	40,758	36,000	36,000	(4,758)	-	Travel and other program assistance for the Diocese of Haiti.	16
31	Ca			Convocation of Episcopal Churches in Europe	49,715	48,048	48,048	(1,667)	-	Block grant support.	20
32	Ca			Bishop in charge of Europe	69,081	162,000	162,000	92,919	-	Reimbursement to Paris cathedral for housing and related expenses for Bishop of Europe.	30
33	Ca			Hospitality and entertainment	33,055	28,392	28,392	(4,663)	-	Internal and external guests.	22
34	Ca		_	Official & discretionary expenses	12,548	12,000	12,000	(548)	-	Internal and external guests.	23
35	Ca			House of Bishops	313,663	248,400	248,400	(65,263)	- (20.000)	Includes meetings, planning, consultants, translation, and other costs.	37, 39, 44, 50
36	Ca			PB Deputy for Anglican Communion Affairs	43,784	30,000	=	(43,784)	(30,000)	Sunsetting a position in light of normalized relations within the Anglican Communion.	28

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37	Ca		Travel	457,198	357,336	357,336	(99,862)	-	Business travel for PB, spouse, and all other staff.	32
38	Ca		Other departmental costs	229,814	136,254	136,254	(93,560)	-	Reflects reduction based on more normalized relations within the Anglican Communion.	15, 17, 31
39	Ca		Staff costs	3,178,279	3,542,340	3,259,796	81,517	(282,544)	All staff costs include a 2% cost of living increase annually and an estimated 8% increase in annual health insurance premiums.	14
40 41			Total Presiding Bishop's Office	4,427,895	4,600,770	4,288,226	(139,669)	(312,544)		
42		-	Director of Mission's Office:							
43	Р		Departmental costs	417,257	=	112,000	(305,257)	112,000	Travel and program assistance.	353-358
44	Р		Staff costs	2,208,633	1,765,133	1,412,728	(795,905)		All staff costs include a 2% cost of living increase annually and an estimated 8% increase in annual health insurance premiums.	352
45 46			Total Director of Mission's Office	2,625,890	1,765,133	1,524,728	(1,101,162)	(240,405)		
48			Departmental costs						of evangelism, mission communication, brand and communication strategy, corporate communication, advertising sales, maintenance and development of episcopalchurch.org, webcasts, multimedia, social media, mobile strategy and development, news gathering and dissemination, and language services. Its work welcomes newcomers, deepens the faith of current members, and raises the profile of the Episcopal Church.	
48	Р		Departmental costs Director's office	687,918	543,609	543,609	(144,309)	_	Office of the Director includes strategic and creative	751
			Sirector 5 on the	,	ŕ		, , ,		direction, budget and operations oversight, and communication for mission.	
50			Digital communications	1,320,735	865,008	865,008	(455,727)	-	Digital Communications includes multimedia, social media, episcopalchurch.org, and digital communications and promotion for mission. All documentary and video work, website maintenance, e-newsletters, event promotion, and Facebook and Twitter activity reside here.	769-773
51	Р		Corporate communications	421,576	146,183	146,183	(275,393)	-	This office includes major media relations, public affairs, Daily Scan, Infoline, and monitoring of social media.	779
52			EBaR total expenses	125,186	-	-	(125,186)	-	Eliminated in 2010.	786
53	P		Episcopal News Service	1,382,408	776,489	776,489	(605,919)	-	Episcopal News Service (ENS) offers reporting and analysis of regional, national, and international news for Episcopalians and others interested in the church's mission and ministry.	791
54	Р		Translation services	162,431	77,483	190,000	27,569	112,517	This office coordinates all translation and interpretation services for the Office of General Convention and DFMS.	794

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55	Р	Staff costs	5,861,254	6,770,045	6,662,675	801,421	(107 270)	All staff costs include a 2% cost of living increase	750, 768,
33	Р	Staff Costs	3,801,234	6,770,043	0,002,073	801,421	(107,570)	annually and an estimated 8% increase in annual health insurance premiums.	750, 768, 778, 790, 795
56		Total Communications	9,961,508	9,178,817	9,183,964	(777,544)	5,147		
57									
58		Proclaiming the Good News Total	17,015,293	15,544,720	16,996,918	(18,375)	1,452,198		
59									
60		Mark 2: Teach, baptize, and nurture new believers							
61	Р	Goal: Strengthening Province IX for Sustainable Mission	-		1,000,000	1,000,000	1,000,000	Province IX Bishops met in Tela, Honduras in 2011 to consider the sustainability of the Episcopal Church's mission in Latin America. The Tela plan for sustainability of the important ministry of Province IX resulted. That plan has subsequently been enthusiastically embraced by the provincial synod. Now is the time for the Episcopal Church to stand behind the diocesan leadership in the implementation of their plan, from which the whole church has much to learn.	
62 63		Formation and vocation:							
64		Departmental costs	1,801,575	286,438		(1,801,575)	(286,438)		
65	Р	Episcopal Generations/Lifelong Formation	1,001,373	200,430	251,767	251,767		Bridging the gaps in lifelong formation. Includes evangelism and formation as vocation and faith formation resource development.	
66	Р	Formation & vocation networks			310,447	310,447	310,447	Building capacity by affirming and assisting emerging networks and increasing connectivity.	
67	Р	Campus ministry grants			300,000	300,000	300,000		
68	Р	Events & gatherings			609,167	609,167	609,167	Includes Episcopal Youth Event, young adult festival, and student gatherings.	
69	Р	Other departmental costs	-	-	196,000		196,000	Includes travel costs.	
70	Р	Staff costs	1,247,764	-	1,241,797	(5,967)	1,241,797	All staff costs include a 2% cost of living increase annually and an estimated 8% increase in annual health insurance premiums.	526, 548
71		Total Formation & Vocation	3,049,339	286,438	2,909,178	(140,161)	2,622,740		556
72									
73		House of Bishops Theology Cmte	28,569	24,000	24,000	(4,569)	-		42
74	Ca	College for Bishops grant	237,099	120,000	237,099	-	117,099	A grant to support the Living Our Vows training for bishops; an outside grant for this purpose in 2010-2012 is not being renewed. This represents approximately 20% of the College for Bishops budget.	58
75							1		
76		Teaching, Baptizing, & Nurturing Total	3,315,007	430,438	4,170,277	855,270	3,739,839		
77									
78		Mark 3: Respond to human need in loving service							

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			Description	2010-2012 Actual and Fcst	2013-2015 EC Draft Budget	Proposed Budget	PB Proposed Budget	Proposed Budget	Commentary	Previous Line #
79	Р		Goal: Making Missionary Service Available for	-	-	1,000,000	1,000,000	1,000,000	The intention is to make a missionary experience	
			All Episcopal Young People			, ,	, ,		available to all Episcopal young people through the Young Adult Service Corps, a new program for a gap year experience between high school and college or work, and the Episcopal Service Corps.	
80										
81	Р		Episcopal Service Corps	-	200,000	200,000	200,000	-	Grant to network for domestic missionary opportunities for young people.	709
82		<u> </u>								
83	Р		Building Capacity for Serving the Haitian People	-	-	2,335,327	2,335,327	2,335,327	The schools and hospitals of the Diocese of Haiti will be the recipient of the Episcopal Church's ongoing commitment to the Millennium Development Goals of 0.7% of our income to that purpose. The intention is to use the development office to leverage that commitment by raising an additional \$1.5M from faithful Episcopalians in a 2 for 1 matching gift program to add to the budget commitment of \$774K, a total of \$2.3M. (See Line 18)	
84										
85			Episcopal Migration Ministries Non- Government:						Since 1988, Episcopal Migration Ministries has served as the refugee resettlement program of the Episcopal Church, partnering with the federal government and many faith communities to meet the needs of refugees.	
86	Р		Departmental costs	281,826	315,438	315,438	33,612	-		742
87	Co		Refugee loan collection costs	983,442	1,007,796	1,007,796	24,354	-	DFMS staff and operating costs of refugee loan collection.	289
88	Р		Staff costs	335,645	808,262	468,972	133,327	(339,290)	All staff costs include a 2% cost of living increase annually and an estimated 8% increase in annual health insurance premiums.	741
89			Total EMM Non-Government	1,600,913	2,131,496	1,792,206	191,293	(339,290)		
90										
91		$\sqcup \downarrow$	Mission Personnel:	ļ						
92			Appointed missionaries	113,456	114,000	114,000	544	-	Travel and meetings.	705
93	Р	$\sqcup \downarrow$	Volunteers for Mission	61,523	60,000	60,000	(1,523)		Travel and meetings.	706
94	Р		Young Adult Service Corps	321,514	381,150	-	(321,514)	(381,150)	This area to be re-conceived in the work undertaken in mark of mission #3.	707
95	Р		Other departmental costs	182,440	744,761	182,761	321	(562,000)	In-service retreat and support of Young Adult Service Corps.	704, 709
96			Staff costs	3,581,798	3,501,981	3,242,154	(339,644)	(259,827)	All staff costs include a 2% cost of living increase annually and an estimated 8% increase in annual health insurance premiums.	703
97	Р		Less income	(298,097)	(66,000)	(66,000)		-	Funds raised by missionaries to offset deployment costs.	711
98			Total Mission Personnel	3,962,634	4,735,892	3,532,915	(429,719)	(1,202,977)		
99										

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				2010-2012	2013-2015 EC	2013-2015 PB Proposed	Actuals and PB Proposed	and PB Proposed		Previous
			Description	Actual and Fcst	Draft Budget	Budget	Budget	Budget	Commentary	Line #
100			Federal Ministries:					-	The Office of the Bishop Suffragan for Federal	
100			reactar withistries.						Ministries addresses the care of Episcopalians and	
									outreach in the context of federal service, Veterans'	
									Affairs hospitals, federal prisons, supporting clergy	
									in these contexts, and work with emergency	
									responder and maritime chaplains. It provides both	
									direct support for chaplains in federal service and	
									indirect support through advocacy and training for	
									chaplains affiliated with diocesan bishops and their	
									families.	
101	Ca	+	Departmental costs	672,295	628,000	628,000	(44,295)	_	Meetings, chaplain conferences, travel, and rent at	71
101	Ca		Departmental costs	072,233	028,000	020,000	(44,233)		Washington National Cathedral.	/1
102	Ca		Staff costs	1,185,469	1,178,589	1,034,373	(151,096)	(144.216)	All staff costs include a 2% cost of living increase	69
				_,,	_,_, _,_,	_,,,,,,,,	(===,===)	(=::,===,	annually and an estimated 8% increase in annual	
									health insurance premiums.	
103			Total Federal Ministries	1,857,764	1,806,589	1,662,373	(195,391)	(144,216)	·	
104										
105		1	Responding To Human Need Total	7,421,311	8,873,977	10,522,821	3,101,510	1,648,844		
106		$\vdash$								
107			Mark 4: Seek to change unjust structures							
108	Р		Goal: Engaging Episcopalians in the	-	-	1,000,000	1,000,000	1,000,000	Network of responders, resources, capacity building,	
			Eradication of Domestic Poverty						advocacy, etc. to involve the people of this Church in	
									eradicating domestic poverty and in building	
									relationships of solidarity with the poor.	
109		+								
110			Advocacy and Social Justice:							
111	Р		OGR departmental costs	632,933	629,820	694,400	61,467	64,580	Includes rent in Washington DC office, travel,	727
									support of Episcopal Public Policy Network, anti-	
									poverty advocacy, dues and memberships, and	
112	Р	++	Migration refugee advocacy	50,776	60,107	_	(50,776)	(60 107)	office expenses  Now included in staff costs (consultant)	734
113		t	Staff costs	1,229,982	1,917,553	2,081,714	851,732	164,161	All staff costs include a 2% cost of living increase	726
				_,,	_,,	_,,, 1	222,302		annually and an estimated 8% increase in annual	
									health insurance premiums.	
114			Total Advocacy and Social Justice	1,913,691	2,607,480	2,776,114	862,423	168,634		
115	L_	++								
116	Р		Anti-racism advocacy	-	-	25,626	25,626	25,626	Live webcast eventState of Racism in America.	
117										
118			Seeking To Change Unjust Structures Total	1,913,691	2,607,480	3,801,740	1,888,049	1,194,260		
119										
120			Mark 5: Strive to safeguard the integrity					]		
			of creation and sustain and renew the life					1		
		$\bot \bot$	of the earth							
121								L		

122	P		<b>Description</b> Goal: Creating and Strengthening Local  Networks to Care for Creation	2010-2012 Actual and Fcst -	2013-2015 EC Draft Budget -	2013-2015 PB Proposed Budget 1,000,000	Difference between Actuals and PB Proposed Budget 1,000,000	Difference between EC Draft Budget and PB Proposed Budget 1,000,000	Commentary  The facilitation and support of emerging networks and diocesan and congregational efforts toward environmental sustainability and care. Both domestic and international advocacy is anticipated working closely with the Office of Government Relations, and a strong tie-in to poverty eradication around the world is planned.	Previous Line #
123 124			Safeguarding and Sustaining Total	_	-	1,000,000	1,000,000	1,000,000		
125						, ,	,,	,,		
126 127			Supporting the Five Marks of Mission through Local Efforts in The Episcopal Church							
128			Congregational and Pastoral Development:						Congregational Development includes: Transition Ministry (guiding lay and ordained individuals, congregations, and institutions through times of discernment and calling); Church Planting (providing resources and training to assist dioceses and provinces to develop partnerships within the emergent church movement); Congregational Research (directing, coordinating, and publishing ongoing research and analysis for the church, focusing on Episcopal parishes and missions); and Congregational Vitality (assisting church leaders in exploring new ideas for strengthening congregational life). Pastroal Development supports the Presiding Bishop and House of Bishops in episcopal formation and development through the College for Bishops. The office also supports the whole church through the management of disciplinary matters and conflicted pastoral relationships.	
130			Program and technical costs (congregational development)	180,869	104,608	104,608	(76,261)	-	ECF and CREDO are taking over the Fresh Start program.	246
131			Research and development costs (congregational development)	38,730	40,950	40,950	2,220	-		247
132	Р		Other congregational development costs	149,325	184,214	137,211	(12,114)	(47,003)		244, 245, 249
133	Ca		New Bern office (pastoral development)	73,630	74,607	200.000	(73,630)	(74,607)		59
134	P		Other pastoral development costs  Congregational research	133,524 135,419	172,944 133,700	200,000 133,700	66,476 (1,719)	27,056	Includes research contracts, leadership assessment tools, demographic data for congregations, and triennial congregational survey.	56-58, 60 382-389
136	Р		Evangelism and church planting	269,792	3,000	-	(269,792)	(3,000)	This area to be re-conceived in the work undertaken in mark of mission #1.	378

				1			1	Diff	Т	
							Difference	Difference between EC		
							between	Draft Budget		
						2013-2015 PB	Actuals and	and PB		
				2010-2012	2013-2015 EC	Proposed	PB Proposed	Proposed		Previous
			Description	Actual and Fcst	Draft Budget	Budget	Budget	Budget	Commentary	Line #
137	Р		Congregational vitality	248,441	10,000	-	(248,441)	(10,000)		399
138	Р		Stewardship development	198,377	8,190	385,264	186,887	377,074	Partnership with The Episcopal Network for	410
									Stewardship to support a local network empowering churchwide stewardship ministry.	
139	Р		Worship and spirituality	185,337	-	-	(185,337)	-		429
140	Ca/ P		Staff costs	3,477,341	3,732,399	2,761,864	(715,477)	(970,535)	All staff costs include a 2% cost of living increase annually and an estimated 8% increase in annual health insurance premiums.	54, 243, 370, 381, 393
141			Total Congregational and Pastoral Development	5,090,785	4,464,612	3,763,597	(1,327,188)	(701,015)		
142										
143	P		Episcopal Cooperative Project		550,000	326,000	326,000	(224,000)	Start-up funds for Episcopal Cooperative to initiate a shared services approach to administration allowing dioceses, congregations, and other institutions to access accounting and group purchasing services capitalizing on economies of scale uniquely available at the churchwide level and saving significant resources for mission at the local level. Investment is expected to offer significant savings to dioceses, congregations, and institutions. See Presentation: Ministry to Support Local Mission (http://www.episcopalchurch.org/page/publicaffairs).	357
144 145			TEC Grants and Appropriations:							
146	Р		Haiti	1,064,176	1,064,176	1,064,176	-	-		614
147	Р		Virgin Islands	513,513	513,513	513,513	-	-		615
148			Province 2 Total	1,577,689	1,577,689	1,577,689	=	=		
149	Р		North Dakota	435,000	544,000	544,000	109,000	-		666
150	P		South Dakota	1,686,000	2,100,000	2,100,000	414,000	-	Part of grant request submitted to the President of the House of Deputies by dioceses and institutions with significant involvement in indigenous ministries.	667
151		$\vdash \vdash$	Province 6 Total	2,121,000	2,644,000	2,644,000	523,000	-		660
152			Alaska	1,050,000	1,300,000	1,300,000	250,000	-	Part of grant request submitted to the President of the House of Deputies by dioceses and institutions with significant involvement in indigenous ministries.	668
153			Navajoland	834,000	1,000,000	1,000,000	166,000	-	Part of grant request submitted to the President of the House of Deputies by dioceses and institutions with significant involvement in indigenous ministries.	670
154		$\Box \Box$	Guam	150,000	150,000	150,000	-	-		617
155	Р	$\sqcup \bot$	Taiwan	204,750	204,750	204,750	-	-		618
156	_	<b>L</b>	Province 8 Total	2,238,750	2,654,750	2,654,750	416,000	- (4.000.555)		627
157	Р		Province 9 Undesignated	-	1,000,000	=	-	(1,000,000)	This work to be focused on Province IX sustainability project located on line 61 (mark of mission #2).	627
158	Р		Colombia	382,200	382,200	382,200	-	-		620, 621

165   P	59 P 60 P 61 P 62 P 63 P	Description  Dominican Republic  Ecuador Central  Ecuador Litoral  Honduras  Venezuela	2010-2012 Actual and Fcst 682,500 504,790 346,830 682,500 395,010	2013-2015 EC Draft Budget 682,500 504,790 346,830 682,500 395,010	2013-2015 PB Proposed Budget 682,500 504,790 346,830 682,500 395,010	Difference between Actuals and PB Proposed Budget	Difference between EC Draft Budget and PB Proposed Budget	Commentary	Previous Line # 622 623 624 625 626
Ethnic Ministries:					2,993,830 -		(1,000,000) (150,000)		665, 669, 673, 674, 675, 676, 678, 679, 680, 681
170   P   Indigenous Theological Training   354,000   426,000   426,000   72,000   - Includes training for ITTI, Bishop's Collaborative, a new indigenous communities in Provinces 8, 9, are the Philippines.   171   P   Episcopal Asiamerica ministries   321,264   325,793   308,500   (12,764)   (17,293)     172   P   Black ministries   272,864   278,373   308,500   35,636   30,127     173   P   Historically Black Episcopal Colleges   2,245,000   2,025,000   2,025,000   (220,000)   - Includes grant that is allocated based on enrollme among \$t\$. Augustine's, \$t\$. Paul's, and Voorhees Colleges.   174   P   Hispanic/Latino ministries   544,731   514,000   336,000   (208,731)   (178,000)   Church planting work moved to Starting New Congregations initiative (see line 27).   175   P   New Community Training   -   197,200   197,200   197,200   Includes New Community Training event, Asset Based Community Development training, and Alternative Leadership Development work.   176   P   Multicultural ministries   61,588   -   -   (61,588)   -   177   P   Staff costs   2,251,163   1,675,077   2,105,400   (145,763)   430,323   All staff costs include a 2% cost of living increase annually and an estimated 8% increase in annual	67		3,7-2,7-2		3,313,232	3.5/5.12		congregational life with and among ethnic communities and multicultural churches by creating resources and providing networking, consultation, and training events. The offices provide a voice of advocacy for the people of Asian, black, Latino/Hispanic, Native American, and multicultural-by-design communities and for people living with disabilities. The five officers collaborate with other staff and provide online liturgical and theological resources, onsite consultations, conferences, and	
171 P   Episcopal Asiamerica ministries   321,264   325,793   308,500   (12,764)   (17,293)     172 P   Black ministries   272,864   278,373   308,500   35,636   30,127     173 P   Historically Black Episcopal Colleges   2,245,000   2,025,000   2,025,000   (220,000)   - includes grant that is allocated based on enrollme among St. Augustine's, St. Paul's, and Voorhees Colleges.   174 P   Hispanic/Latino ministries   544,731   514,000   336,000   (208,731)   (178,000)   Church planting work moved to Starting New Congregations initiative (see line 27).   175 P   New Community Training   197,200   197,200   197,200   Includes New Community Training event, Asset Based Community Development work.   176 P   Multicultural ministries   61,588   (61,588)   -   (61,588)   -   (71,293)   177,200				•				given in current triennium) Includes training for ITTI, Bishop's Collaborative, and new indigenous communities in Provinces 8, 9, and	436 671
174     P     Hispanic/Latino ministries     544,731     514,000     336,000     (208,731)     (178,000)     Church planting work moved to Starting New Congregations initiative (see line 27).       175     P     New Community Training     -     -     197,200     197,200     197,200     Includes New Community Training event, Asset Based Community Development training, and Alternative Leadership Development work.       176     P     Multicultural ministries     61,588     -     -     (61,588)     -       177     P     Staff costs     2,251,163     1,675,077     2,105,400     (145,763)     430,323     All staff costs include a 2% cost of living increase annually and an estimated 8% increase in annual	72 P	Black ministries	272,864	278,373	308,500	35,636			437 438 672
177PStaff costs2,251,1631,675,0772,105,400(145,763)430,323All staff costs include a 2% cost of living increase annually and an estimated 8% increase in annual				514,000				Church planting work moved to Starting New Congregations initiative (see line 27). Includes New Community Training event, Asset Based Community Development training, and	439
	77 P	 Staff costs	2,251,163			(145,763)	,	_	444 435

			Description	2010-2012 Actual and Fcst	2013-2015 EC Draft Budget	2013-2015 PB Proposed Budget	Difference between Actuals and PB Proposed Budget	Difference between EC Draft Budget and PB Proposed Budget	Commentary	Previous Line #
180	Р		Environmental Ministries	112,224	106,470	-	(112,224)	(106,470)	This area to be re-conceived in the work undertaken in mark of mission #5.	451
181 182 183	Р		Jubilee Ministries	985,987	168,000	-	(985,987)	(168,000)	This area to be re-conceived in the work undertaken in mark of mission #4.	466
184	Р		Other social/economic ministries	1,515	-	-	(1,515)	-		469, 472, 474
185	P		Development Office	1,305,166	2,516,300	3,766,300	2,461,134	1,250,000	The Development Office was reconfigured in July 2011 and has assisted in developing case statements and fundraising strategies for DFMS and church-related organizations, including Campaign for the Archives, Campaign for Haiti, St. Paul's College, the Diocese of Costa Rica, and others. Its future work is envisioned to include solicitation of donors and collaboration with Episcopal Relief & Development, the Episcopal Church Foundation, TENS, and others.	366
187 188			Total Supporting Mission Through TEC Local Efforts	23,844,799	24,643,254	23,972,766	127,967	(670,488)		
189 190			Supporting the Five Marks of Mission through Anglican, Ecumenical, and Interfaith Relations							
191			Anglican Communion:						This office provides support to strengthen relationships between The Episcopal Church and the 37 other provinces in the Anglican Communion through hospitality, communication, education, and financial support.	
193	Р		Inter-Anglican Budget/Secretariat	1,160,000	850,000	500,000	(660,000)	(350,000)	Support to Anglican Communion office.	606
194	Р		International visitors	-	-	45,000		45,000	Hospitality and travel.	
195 196	P P		Other departmental costs Staff costs	973,120	- 1,126,364	239,000 1,692,518	239,000 719,398	239,000 566,154	All staff costs include a 2% cost of living increase annually and an estimated 8% increase in annual health insurance premiums.	560, 612
197			Total Anglican Communion	2,133,120	1,976,364	2,476,518	343,398	500,154		
198										
199	Р	$\vdash \vdash$	Grants within the Anglican Communion:	12.020	0.000	13.000	/4 0201	2.420	Cupport of current relationships	EC4
200	P	$\vdash$	Burundi Central Africa	13,838 4,920	8,580 3,050	12,000 9,000	(1,838) 4,080		Support of current relationships. Support of current relationships.	564 565
202	Р		Congo	22,755	17,009	21,000	(1,755)		Amount based on slight reduction of 2012 granting level.	566
203	Р		Sudan	43,783	27,145	36,000	(7,783)	8,855	Despite challenging relationship, we need to show our desire to remain in relationship.	570
204	Р		Conference of Anglican Provinces in Africa (CAPA)	13,838	8,580	18,000	4,162	9,420	Provides support to entire province.	573

		Description	2010-2012 Actual and Fcst	2013-2015 EC Draft Budget	2013-2015 PB Proposed Budget	Difference between Actuals and PB Proposed Budget	Difference between EC Draft Budget and PB Proposed Budget	Commentary	Previous Line #
205	Р	African Network of Institutes of Theological Education Preparing Anglicans for Ministry (ANITEPAM)	17,220	10,676	12,000	(5,220)	1,324	Support of current relationships.	576
206	Р	Episcopal Church of the Philippines	45,172	28,007	45,000	(172)	16,993	Provides clergy pension support. Would be gradually reduced over the triennium as ECP becomes more financially self-supporting.	585
207	Р	Joint Committee on Provincial Companionship Meeting (Philippines)	23,769	14,737	20,000	(3,769)	5,263	(Formerly the Committee on the Philippines Covenant) Important for maintaining relationship with a significant Anglican partner.	586
208	Р	Caribbean	5,880	3,646	6,000	120	2,354	Office expenses for partnership officer for the Caribbean based in Panama.	588
209		Cuba	84,828	52,593	106,000	21,172	53,407	Major relationship priority for triennium. Includes \$30K for bishop salary.	591
210	Р	Other grants within the Anglican Communion	869,276	-	-	(869,276)	-		562-605
211		Total Grants Within the Anglican Communion	1,145,279	174,023	285,000	(860,279)	110,977	Focusing efforts on primary partners.	
212		Covenants within the Anglican Communion:						Support for covenant agreements provides a means for all Episcopalians to participate in the development/mission work of the Anglican/Episcopal Church in Central America, Liberia, and Mexico; the financial commitments are part of the autonomy processes approved by General Convention.	
214	Р	Central America	1,658,365	1,436,856	1,436,856	(221,509)	-	Reduced based on previously planned amounts.	683
215	Р	Liberia	431,022	366,369	366,369	(64,653)	-	Reduced based on previously planned amounts.	684
216	Р	Mexico	794,654	620,964	620,964	(173,690)	-	Reduced based on previously planned amounts.	685
217	Р	Anglican Communion United Nations Office (ACUNO)	9,619	-	-	(9,619)	-	DFMS provides in-kind administrative and support services provided at no charge by DFMS to ACUNO. See line 250.	686
218		Total Covenants within the Anglican Communion	2,893,660	2,424,189	2,424,189	(469,471)	-		
219									
220		Ecumenical, Interfaith & Global Relations:					-	This office coordinates (on behalf of the Presiding Bishop and The Episcopal Church) various multilateral dialogues and conversations with other Christian communions working toward the greater unity and common mission of the church. In an increasingly multi-religious context, the office also works in interreligious dialogue, seeking greater understanding of and cooperation with other major world religions. The office has an increasing emphasis on promoting cooperation and shared work at a local level.	

						2013-2015 PB	Difference between Actuals and	Difference between EC Draft Budget and PB		
			Description	2010-2012 Actual and Fcst	2013-2015 EC Draft Budget	Proposed Budget	PB Proposed Budget	Proposed Budget	Commentary	Previous Line #
221	Р		Program development grants	-	-	120,000	120,000	120,000	Grants to meet emergent unpredicted needs throughout the triennium.	
222	Р		Global networking	-	-	65,000	65,000	65,000	\$47K travel and \$18K development	
223	Р		Support for ecumenical reps	67,716	-	65,000	(2,716)	65,000	Covers Episcopal Church representation to National Council of Churches, World Council, Church World Service, Christian Churches Together, Anglican Communion meetings, Churches Uniting in Christ	636
224	Р		Coordinating committees	-	-	24,000	24,000	24,000	Meetings of full communion partners (includes teleconference and in person): Philippine Independent Church, Moravian, Old Catholic, and Evangelical Lutheran Church.	
225	Р		Interfaith relations	29,012	-	30,000	988	30,000		637
226	Р		Dialogues	79,202	-	65,000	(14,202)	65,000	Includes meetings with United Methodist, Anglican Roman Catholic, Church of Sweden, and Presbyterian.	639
227	Р		Churches Uniting in Christ	17,162	-	15,000	(2,162)	15,000	Works on reconciliation of ministries through the lens of the church-dividing issue of race.	640
228	Р		PB Deputy	54,447	=	35,000	(19,447)	35,000	Travel and expenses representing TEC.	641
229	Р		WCC Assembly	15,000	-	15,000	-	15,000	Next assembly in North Korea in 2013.	643
230	Р		Other departmental costs	114,029	-	-	(114,029)	-		633, 634, 635, 638, 642
231	Р		Staff costs	554,298	647,751	970,642	416,344	322,891	All staff costs include a 2% cost of living increase annually and an estimated 8% increase in annual health insurance premiums.	632
232			Total Ecumenical, Interfaith & Global Relations	930,866	647,751	1,404,642	473,776	756,891		
233										
234			Ecumenical Appropriations:							
235	Р		World Council of Churches	165,602	-	100,921	(64,681)	100,921	Regenerating engagement as we plan the assembly in North Korea.	648
236	Р		Church World Service/Witness	248,628	-	-	(248,628)	-	This area to be re-conceived in the work undertaken in mark of mission #5.	649
237	Р		National Ministries Unit of NCC	65,380	-	45,766	(19,614)	,	Funds to support national ministries work of National Council of Churches that is done in coalition (e.g. racial and gender justice).	650
238	Р		NCC Ecumenical Commitment Fund	250,566	-	155,396	(95,170)		Primary method of interreligious work.	651
239	Р		Christian Churches Together US	14,750	-	10,325	(4,425)		Largest gathering of Christians which includes Orthodox, Roman Catholics, Evangelicals, Episcopalians, and Protestants of major denominations.	652
240			Total Ecumenical Appropriations	744,926	524,258	312,409	(432,517)	(211,849)		
241		-	Courts Coursests C. A							
242	Р		Grants, Covenants, & Appropriations:  MDG Partnership with ERD	805,113	703,296	-	(805,113)	(703,296)	This area to be re-conceived in the work undertaken in mark of mission #2	657
244	Р		Covenant Committees	48,498	45,000	45,000	(3,498)	-	in mark of mission #3.  Meetings and travel of overseas Covenant Committees.	659
245	Р		Program support and other departmental costs	24,958	-	-	(24,958)	-	commutes.	661, 662, 663

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								Difference		
							Difference	between EC		
							between	Draft Budget		
					2013-2015 EC		PB Proposed	and PB Proposed Budget		Previous
									_	
			Description	Actual and Fcst	Draft Budget	Budget	Budget		Commentary	Line #
246			Total Grants, Covenants, & Appropriations	878,569	748,296	45,000	(833,569)	(703,296)		
247										
248			Support Provided to Affiliated Organizations:						This is the estimate of in-kind administrative and support services, as well as fair market value of rent, provided at no charge by DFMS to the listed organizations. As these expenses are already included in the various administrative line items, the expenses are reduced on the line immediately below to avoid double-counting.	
249	Р		Episcopal Relief and Development	2,547,147	2,547,147	3,607,800	1,060,653	1,060,653	This represents approximately 4 times the 0.7% amount previously designated to ERD as a part of the Church's commitment to Millennium Development Goals.	658
250	Р		Anglican UN Office	-	-	91,298	91,298	91,298		
251	Р		Colleges and Universities of the Anglican Communion	-	-	214,031	214,031	214,031		
252	Р		Episcopal Church Foundation	_	-	436,149	436,149	436,149		
253	P		National Association of Episcopal Schools	-	-	187,749	187,749	187,749		
254	Р		Church Periodical Club/Bible & Common Prayer Book Society	=	П	42,186	42,186	42,186		
255			Total Support Provided to Affiliated Organizations	2,547,147	2,547,147	4,579,213	2,032,066	2,032,066		
256	Р		Less: offset of support provided	(2,547,147)	(2,547,147)	(4,579,213)	(2,032,066)	(2,032,066)		719
257				(=/= :: /= :: /	(=,=,=)	(1,010,000)	(=,===,===,	(=,===,===,		
258			International Justice and Peace Making:							
259	Р		Grants to partner organizations	88,835	72,600	30,000	(58,835)	(42,600)		694, 697
260	Р		Anglican Peace & Justice Network	37,718	32,760	20,000	(17,718)	(12,760)		695
261	Р		Other departmental costs	73,253	77,730	-	(73,253)	(77,730)		693
262	Р		Staff costs	900,325	976,146	-	(900,325)		Moved to Advocacy and Social Justice	692
263			Total IJ&PM:	1,100,131	1,159,236	50,000	(1,050,131)	(1,109,236)		
264			United Thank Offering:						The United Thank Offering program is entrusted to promote thank offerings, to receive the offerings, and to distribute the monies through grants within the policies and procedures of DFMS. This office provides administrative support and services to the UTO. DFMS provides accounting, banking, and investment services to UTO at no cost.	
266	Р		Staff costs	472,233	602,478	635,249	163,016	32,771	All staff costs include a 2% cost of living increase annually and an estimated 8% increase in annual health insurance premiums.	715
267	Р		Less offset from UTO	(291,313)	(421,478)	(317,625)	(26,312)	103,854	Reflects a reimbursement of 50% of staff costs by UTO.	716
268			Total United Thank Offering	180,920	181,000	317,625	136,705	136,625		
269		Ш					/=	,		
270			Total Supporting Mission Through Anglican, Ecumenical, and Interfaith Relations	10,007,471	7,835,117	7,315,382	(2,692,089)	(519,735)		

			Description	2010-2012 Actual and Fcst	2013-2015 EC Draft Budget	2013-2015 PB Proposed Budget	Difference between Actuals and PB Proposed Budget	Difference between EC Draft Budget and PB Proposed Budget	Commentary	Previous Line #
271										
272		Tot	al Mission Expenses	63,517,572	59,934,986	67,779,904	4,262,332	7,844,918		
273			, and the second							
274		Gov	vernance							
275			Presiding Bishop's Office:							
276	Ca		Governance-related costs	166,414	161,388	161,388	(5,026)		Advisory Council, Chancellor, Court of Trial of a Bishop, costs for attending Lambeth, PB transition costs	19, 21, 24, 25, 26, 27
277	Ca		Title IV	1,069,531	820,654	820,654	(248,877)	-	Expenses related to disciplinary situations, investigation, and trials, when necessary.	66
278			Total Presiding Bishop's Office	1,235,945	982,042	982,042	(253,903)	-		
279										
280 281	Ca		General Convention:	1 005 207	662,630	552 520	(424 677)		CCAR - to the form of the day the second of	110
			Committees, Commissions, Agencies and Boards	1,085,307	663,630	663,630	(421,677)	-	CCABs study issues mandated to them by the Canons or referred to them by the General Convention and make recommendations to Convention, reporting in the Blue Book to all bishops and deputies.	
282			Structural Reform Study	6,825	500,000	100,000	93,175		Churchwide consultation on how the church might be restructured.	84
283	Ca		Sites and Facilities	2,044,869	2,057,342	2,057,342	12,473		The General Convention is the legislative body of The Episcopal Church, consisting of the House of Deputies (with up to 880 members—four clergy and four lay persons from every diocese and regional area) and the House of Bishops (with approximately 300 active and retired bishops). The Convention meets every three years in legislative session. Its powers are established by the first article of the church's Constitution. The Houses meet and act separately, and both must concur in order to adopt legislation. This line item includes the planning, administrative, security and facilities costs of the convention.	150
284	Ca		Official Youth Presence	-	-	125,000	125,000	125,000		
285	Ca		Less Constable Grant income	-	-	(125,000)	(125,000)	(125,000)	The Official Youth Presence at General Convention has historically been funded by a Constable Grant.	
286			Publications	161,024	66,866	66,866	(94,158)		These publications include Blue Books, deputy handbooks, budgets, and other documents, plus translations.	165
287	Ca		Secretariat	251,812	177,810	177,810	(74,002)	-		179
288			Total General Convention	3,549,837	3,465,648	3,065,648	(484,189)	(400,000)		
289										

29	0 Ca		Description  Executive Council	2010-2012 Actual and Fcst 1,567,187	2013-2015 EC Draft Budget 1,439,250	2013-2015 PB Proposed Budget 1,439,250	Difference between Actuals and PB Proposed Budget (127,937)	Difference between EC Draft Budget and PB Proposed Budget	Commentary  The Executive Council is the principal entity among the CCABs. It includes a total of thirty-eight elected representatives who serve for staggered six-year terms: two persons elected from each of the church's nine provinces, twenty people elected at large by the General Convention, and five ex officio members, including the Presiding Bishop and the President of the House of Deputies. The Council meets three times a year and has charge of the coordination, development, and implementation of the mission & ministry of the church.	Previous Line #
29 29			Support for Provincial Coordination	292,824	382,000	300,000	7,176	(82,000)	The group requested and was given a larger grant in	677
20	2								the EC budget process.	
29 29			House of Deputies:							
29	_		Advisory council	68,742	85,000	85,000	16,258	_	Travel and accommodations.	212
29	_	_	Discretionary	12,850	5,460	5,460	(7,390)	-	Travel and decommodations.	211
29	_	_	Other departmental costs	191,973	175,285	175,285	(16,688)	-		213, 215
29	8 Ca		Staff costs	259,965	472,530	511,676	251,711		Includes increase of 1 FTE. All staff costs include a 2% cost of living increase annually and an estimated 8% increase in annual health insurance premiums.	210
29	_		Total House of Deputies	533,530	738,275	777,421	243,891	39,146		
300			Office of General Convention:						This office undertakes the planning, logistical arrangements, and staff support for the triennial Convention gatherings, the thrice-yearly Executive Council meetings, and the meetings and work of the CCABs. It handles production of the reports to the General Convention (known as the "Blue Book") and the Journal and the updated Constitutions and Canons issued after each Convention. Through the Director of Research, the GCO undertakes the collection, publication, and analysis of annual Parochial and Diocesan Report data. The GCO is implementing new systems for online publishing, online meetings, and communications for CCABs and redesigning the legislative support software to provide greater efficiency in the next triennium. The GCO also works closely with the President of the House of Deputies and provides staff and logistical services where required.	
30	2 Ca		Departmental costs	942,061	609,205	609,205	(332,856)	-	Costs include a consultant for website development and maintenance, four contract employees in GC year, GC software, and travel for the Executive Officer.	221

			1	_	ı	ı	1			
							D:#	Difference		
							Difference	between EC		
							between	Draft Budget		
				2010-2012	2042 2045 50	2013-2015 PB	Actuals and	and PB		D
			Description	Actual and Fcst	2013-2015 EC Draft Budget	Proposed Budget	PB Proposed Budget	Proposed Budget	Commentary	Previous Line #
303	Ca		Staff costs	2,525,622	2,861,108	2,837,300	311,678	(23,808)	All staff costs include a 2% cost of living increase	220
									annually and an estimated 8% increase in annual	
									health insurance premiums.	
304			Total Office of General Convention	3,467,683	3,470,313	3,446,505	(21,178)	(23,808)		
305										
306			Archives:							
307			Digital content management	49,939	51,000	51,000	1,061	-		228
308	Ca		Other departmental costs	543,954	570,000	570,000	26,046	-	Includes provision for rent increase at the current location.	226, 227
309	Ca		Staff costs	1,852,339	2,146,518	2,133,494	281,155	(13,024)	All staff costs include a 2% cost of living increase	225
									annually and an estimated 8% increase in annual health insurance premiums.	
310	Ca		Less 5% overall departmental reduction			(137,725)	(137,725)	(137,725)		
311			Total Archives	2,446,232	2,767,518	2,616,769	170,537	(150,749)		
312										
313	Ca		GBEC	190,806	-	-	(190,806)	-	The General Board of Examining Chaplains work has been primarily the annual administration of the General Ordination Examination, administered to seminary seniors and others pursuing Holy Orders. The GBEC collaborates as needed with other General Convention groups devoted to the development and support of ordained ministry. This budget carries over the intention of Executive Council to eliminate GBEC.	238
314 315	Ca		Less 5% overall reduction in governance costs			(631,382)			Reductions to be allocated in consultation with	
									Executive Council.	
316 317		7-	tal Carramana Francia	13,284,044	13,245,046	11,996,254	(1,287,790)	(1,248,792)		
318		10	tal Governance Expenses	13,204,044	13,243,040	11,550,254	(1,207,730)	(1,240,732)		
319			lus lus la demandia de							
		Aa	Iministrative							
320			Chief Operating Officer:						Assisting the Presiding Bishop in her role as Chief Executive Officer, the Chief Operating Officer oversees the staff of the Episcopal Church Center and coordinates the work of mission programs, communications, finance, and administration. The Chief Operating Officer works under the direction of the Presiding Bishop.	
321	Со		Staff anti-racism training	30,252	25,626	-	(30,252)	(25,626)	Moved to anti-racism mission	259
322	Co		Other departmental costs	99,321	90,520	90,520	(8,801)			258, 261
323	Co		Staff costs	1,315,569	1,527,012	1,621,957	306,388	94,945	All staff costs include a 2% cost of living increase annually and an estimated 8% increase in annual health insurance premiums.	257
324			Total Chief Operating Officer	1,445,142	1,643,158	1,712,477	267,335	69,319		
325				·	·	·				

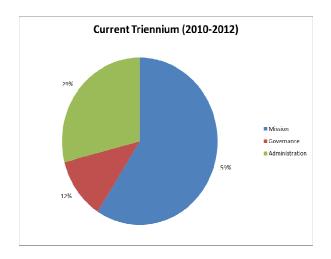
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							Difference		
						Difference	between EC		
						between	Draft Budget		
					2013-2015 PB	Actuals and	and PB		
			2010-2012	2013-2015 EC	Proposed	PB Proposed	Proposed		Previous
		Description A	Actual and Fcst	Draft Budget	Budget	Budget	Budget	Commentary	Line #
326		Finance:						The Controller's Office processes all of the financial	
								transactions for DFMS and reporting, summarizing,	
								and interpreting financial data for management,	
								creditors, boards, and committees of the	
								organization. It helps to develop budgets, measures	
								actual performance against operating plans, and	
								interprets the results of operations to management.	
								The office performs all accounting for DFMS,	
								including cash receipts, accounts payable, payroll,	
								cash disbursements, accounts and diocesan	
								receivables, and grants payable. It works closely	
								with independent auditors to ensure appropriate	
								controls to safeguard the assets and resources of	
								DFMS. The Treasurer's Office is responsible for	
								oversight of the financial functions and the	
								investment assets of DFMS. This includes	
								investment management of both long-term and	
								short-term assets; oversight of banking functions;	
								financial management training; and oversight of	
								entities and activities funded through the budget.	
								The Treasurer has extensive responsibility for	
								developing and monitoring the budget of the	
								Episcopal Church.	
327	Со	Controller's Office departmental costs	783,379	761,785	761,785	(21,594)	-	Annual audit fees, financial systems, outsourced payroll services, professional training.	270
328	Co	Treasurer's Office departmental costs	1,179,988	1,067,000	1,067,000	(112,988)	-	Property, directors, liability, sexual misconduct, and	282
								other insurance premiums, job training, banking	
220		 	7 700 057	0.700.000	2 400 000	(4.222.257)	(5.200.000)	fees.	205
329	Co	Debt repayment interest expense	7,732,257	8,700,000	3,400,000	(4,332,257)	(5,300,000)	Interest at a fixed 3.69% rate. Principal repayment	285
								of \$4.5 million, as implemented by Executive	
220	C-	Controller's Office staff	2 400 250	2047070	2 024 002	225 624	/05.073	Council, is shown on line 367.	267
330	Co	Controller's Office staff costs	2,496,359	2,917,970	2,821,993	325,634	(95,977)	All staff costs include a 2% cost of living increase	267
								annually and an estimated 8% increase in annual	
		1 200						health insurance premiums.	L
331	Со	Treasurer's Office staff costs	2,870,179	2,989,225	3,156,940	286,761	167,715	All staff costs include a 2% cost of living increase	274
								annually and an estimated 8% increase in annual	
								health insurance premiums.	
332	Co	Treasurer's Office recovery from endowment	-	(276,000)	(276,000)	(276,000)	-	Accountant for investment portfolio is proposed to	275
		for staff costs						be funded through investment portfolio assets. This	
1		1	1					is done by many corporate and public pension funds,	
						•	1	land is sharry have as a pagetire armones	
								and is shown here as a negative expense.	
333	Со	Less 5% overall departmental reduction			(546,586)		(546,586)	To be determined by management.	
333 334 335	Co	Less 5% overall departmental reduction Total Finance	15,062,162	16,159,980	(546,586) 10,385,132	(4,677,030)		- ,	

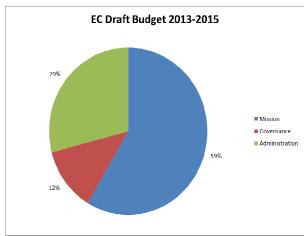
			Description	2010-2012 Actual and Fcst	2013-2015 EC Draft Budget	2013-2015 PB Proposed Budget	Difference between Actuals and PB Proposed Budget	Difference between EC Draft Budget and PB Proposed Budget	Commentary	Previous Line #
336		Hui	man Resources:						This office strives to have the best person in the appropriate job, adequately prepared and effectively motivated, in compliance with moral and civil law, and reflective of the cultural diversity of the church and society. The team ensures that current and retired staff are treated fairly in keeping with stated policies and best practices.	
337	Со	Ret	tiree medical costs	2,198,765	1,800,850	1,800,850	(397,915)	-		310
338	Со	De	partmental costs	1,193,362	422,071	722,071	(471,291)	300,000	Includes background and reference checks, employee wellness, and employee relations.	326
339			fff costs	1,273,662	1,523,775	1,198,785	(74,877)		All staff costs include a 2% cost of living increase annually and an estimated 8% increase in annual health insurance premiums.	308, 309
340		Tot	tal Human Resources	4,665,789	3,746,696	3,721,706	(944,083)	(24,990)		
341		Leg	gal:						Under the direction of the Chief Operating Officer, in-house counsel provide guidance to the DFMS staff and other church entities (such as Executive Council) on official legal matters, including contracts, employment, copyright, building codes, taxes, finance, regulatory, and other issues. They also coordinate referrals to outside counsel when required.	
343	Co	Dej	partmental costs	145,920	198,700	198,700	52,780	-	Primarily outside counsel when needed.	331
344	Со	TEC	C property litigation	3,115,190	2,000,000	2,000,000	(1,115,190)	-	Reduced expenses for property litigation as breakaway group activity lessens.	332
345	Co	Sta	ff costs	531,526	588,879	795,723	264,197	206,844	All staff costs include a 2% cost of living increase annually and an estimated 8% increase in annual health insurance premiums.	330
346		Tot	tal Legal	3,792,636	2,787,579	2,994,423	(798,214)	206,844		
347										
348 349			ssion Technology: partmental costs	1,690,600	393,246	863,246	(827,354)	470,000	Major computer and telecommunications systems were replaced in 2012.	342
350	Co	Sta	iff costs	1,939,099	2,109,448	2,075,372	136,273	(34,076)	All staff costs include a 2% cost of living increase annually and an estimated 8% increase in annual health insurance premiums.	336
351 352		Tot	tal Mission Technology	3,629,699	2,502,694	2,938,618	(691,081)	435,924		
353		Fac	cilities Management:						Facilities Management includes some items related to the maintenance of the Episcopal Church Center, as well as operational costs of the churchwide staff including the mailroom, leasing costs for office equipment, office supplies, and corporate printing. The largest elements of this budget are for utilities, building management and engineering, and cleaning and security services.	

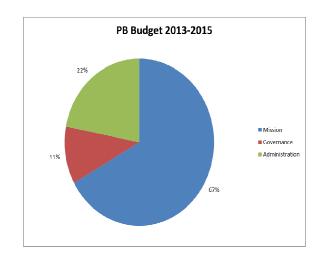
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							Difference	between EC		
							between	Draft Budget		
						2013-2015 PB	Actuals and	and PB Proposed		Previous Line #
				2010-2012	2013-2015 EC	Proposed	PB Proposed			
			Description	Actual and Fcst	Draft Budget	Budget	Budget	Budget	Commentary	
354	Со		Building service	4,691,224	4,917,884	4,917,884	226,660	-	Full building operations to provide services to	297
									affiliated organizations and revenue-generating tenants.	
355	Со		Mail center	280,797	378,430	280,797	-	(97,633)	Postage, delivery, and shipping, including to General Convention.	298
356	Со		Purchasing	433,938	445,920	445,920	11,982	-	Equipment and supplies, including to General	299
357	Со		Staff costs	1,005,347	985,903	965,049	(40,298)	(20,854)	Convention.  All staff costs include a 2% cost of living increase annually and an estimated 8% increase in annual health insurance premiums.	296
358			Total Facilities Management	6,411,306	6,728,137	6,609,650	198,344	(118,487)		
359 360		To	tal Administrative Expenses	35,006,734	33,568,244	28,362,006	(6,644,728)	(5,206,238)		
361										
362		Total E	xpenses	111,808,350	106,748,276	108,138,163	(3,670,187)	1,389,888		
363										
364		Budget	ary Surplus/(Deficit)	1,900,800	1,567,722	4,624,776	2,723,976	3,057,054	The cash surplus projected will be used to repay \$4.5 million of principal related to outstanding debt.	
365										
366	_	Use	es of Cash Surplus:							
367	Со		Repayment of principal related to outstanding debt	-	-	4,500,000	4,500,000	4,500,000		
368		_   .		4 000 000	4 555 500	404 ===	(4 === 6 00 4)	14 442 046		
369 370		Remain	ning Cash Surplus/(Deficit)	1,900,800	1,567,722	124,776	(1,776,024)	(1,442,946)		
371		Eniscon	oal Migration MinistriesGovernment:						This line item represents the total of funds passed	
									through to EMM's network of 31 affiliate offices in	
									27 dioceses to staff and carry out the work of	
									refugee resettlement in those locations, through a	
									national administration/local implementation model.	
372			Total income	(40,038,592)	(47,639,382)	(48,825,199)	(8,786,607)	(1,185,817)		810
373			Staff costs	4,428,998	5,696,202	6,882,020	2,453,022	1,185,818		811
374			Non-staff costs	35,609,594	41,943,179	41,943,179	6,333,585	-		812
375		Total E	piscopal Migration MinistriesGovernment	-	(1)	-	-	1		
376	-	C	A New Activities	1.000.000	4 567 704	4.524.775	2 722 676	2.057.655		
377 378		Combir	ned Net Activities	1,900,800	1,567,721	4,624,776	2,723,976	3,057,055		
379		-	+	+						
380		-		1						
381			Total Staff Costs	47,955,969 43%	52,062,688 49%	52,570,191 49%	4,614,222	507,503		
$\vdash$				43%	49%	49%				<del>                                     </del>
			Mission as a % of total expenses	59%	59%	67%			*Amounts adjusted to include the value of donated services to affiliated organizations in mission rather than administrative costs.	
		-	Governance as a % of total expenses	12%	12%	11%			chan dammistrative costs.	
$\vdash$			Administration as a % of total expenses	29%	29%	22%				

## **Comparison of Budget Allocations**

#### Mission/Governance/Administration







## Canonical/Corporate/Program

