

# Budget 2007-2009

The Episcopal Church



Adopted June 21, 2006

# THE BUDGET FOR THE EPISCOPAL CHURCH

2007–2009

## TABLE OF CONTENTS

	Page(s)
Introductory Letter from the Chair of the Joint Standing Committee on Program, Budget and Finance & the Treasurer of the General Convention	
Presentation Letter from the Joint Standing Committee on Program, Budget & Finance.....	1–2
Mission Priorities and Millennium Development Goals .....	2
Overview of the Approved Budget .....	3–6
Summary of Actions .....	7
Detail of Budgeted Expenses for the 2007–2009 Triennium.....	8–13
Resolution 2006–D079 (Budget for the Episcopal Church 2007–2009) .....	Appendix A
Diocesan Commitments and Estimates.....	Appendix B
Resolution Tracking Chart.....	Appendix C
Budget Narrative .....	Appendix D
The Joint Standing Committee on Program, Budget & Finance, 2004–2006.....	Appendix E



## THE GENERAL CONVENTION OF THE EPISCOPAL CHURCH

August, 2006

Dear Bishops and Deputies,

We are pleased to present The Budget for the Episcopal Church for the 2007–2009 Triennium, adopted by the 75<sup>th</sup> General Convention in Columbus, Ohio. Included are a commentary of the Joint Standing Committee on Program, Budget and Finance (PB&F); the budget priorities adopted by the General Convention; and the enabling resolution.

The General Convention endorsed mission budget priorities set by the 74<sup>th</sup> General Convention, slightly rearranging their relative priorities and adding an emphasis on increasing clergy and lay leadership for further church growth. Children and the Millennium Development Goals were acknowledged as important aspects of existing priorities. The adopted budget reflects these priorities.

By canon, the Budget is crafted and voted on by the General Convention, following hearings and the legislative process. The budget process itself begins well before Convention, however, as staff from the Church Center and members of various Commissions, Committees, Agencies and Boards (CCAB's) and the Executive Council work together to formulate a proposed budget, which is then offered to the General Convention.

The Budget approved by the General Convention is prepared and approved well before the period to which it applies. With the passage of time, changes may occur which affect income available from investments and from individual dioceses. With that reality, each year during the Triennium, a revised annual budget, based on The Budget approved by the General Convention, is proposed, reviewed and approved by the Executive Council.

The Finance Office provides accurate and timely reports to the Church. Annual Budgets, monthly financial statements and annual audited statements are available on the Church's website at <http://www.episcopalchurch.org/finance>. Printed copies of all materials are available on request. Your comments are always invited and welcomed.

The General Convention endorsed the mission and ministry of God's people at work in the world. We pray that each diocese will continue to meet, exceed or make significant efforts to strive toward meeting their full asking in order that mission can continue.

In peace,

Pan Adams, Chair  
Joint Standing Committee on Program, Budget  
and Finance

N. Kurt Barnes, Treasurer of the General  
Convention

## JOINT STANDING COMMITTEE ON PROGRAM, BUDGET AND FINANCE PRESENTATION LETTER JUNE 19, 2006

The members of the Joint Standing Committee on Program Budget and Finance (PB&F) rejoice in the enthusiasm of The Episcopal Church to fulfill the opportunities for mission and ministry that clearly are before us. We are privileged to learn first-hand the results of mission activity that is based on the budget priorities from past Conventions. We appreciate and are moved by the zeal of this Convention for expanding new and creative mission.

Testimony from Episcopalians of all ages called our attention to mission, development, Christian formation and reconciliation both at home and abroad. The impetus is to turn outward. It's as if we as a Church are rediscovering our church's name – "The Domestic and Foreign Missionary Society." Along with all at the 75th Convention, we have caught the challenge for the Church of the Millennium Development Goals (MDGs).

In our capacity as a joint committee of General Convention, we present to you, our fellow deputies and bishops, this Budget for the 2007– 2009 triennium.

Your testimony at the open hearing on the mission priorities for the budget led us to emphasize support for justice, peace, development and equality among all people, and to add children to our continuing commitment to youth and young adults.

The budget addresses the Millennium Development Goals in two ways:

First, we have provided a new line item that represents more than 0.7% of the budget and is dedicated to supporting MDGs. It is our intention that decisions concerning distribution of those funds in the name of the General Convention be made through a collaboration among Episcopal Relief and Development, Jubilee Ministries, and Executive Council.

Second, we challenge every department and funded mission and ministry of this budget to allocate 0.7% of its funding towards one or more of the MDGs.

To allocate money for the support of mission domestically and "overseas," we decided to trim money that was requested to support our internal life as well as our meetings. Our intention is that all groups (most particularly, the Executive Council and the Commissions, Committees, Agencies and Boards) will continue to develop the ability to hold dispersed meetings with the help of technology, and meet more efficiently and effectively when we gather in person.

Hearing the urging of Convention for a plan to develop significant new financial resources to further mission, we provide an office for development of major gifts within the budget, funding it for the triennium for the first time.

We propose a funding formula identical to that of the current triennium.

With the enthusiasm for expanding mission, we did not want to make commitments based on a formula that would bring less income to the Episcopal Church (which would happen if, for instance, we increased the exemption for diocesan giving), or one whose projections might not be accurate (which would be the case if we altered or lowered the asking percentage).

We note that the Budgetary Funding Task Force, reauthorized at this Convention, will continue to address the patterns, realities and options for funding the budget of The Episcopal Church, and will report to the 76th General Convention in 2009.

We decided not to increase the "draw" on investments and reserves as compared with a 5.0%. The draw of 5.5% in the last Triennium resulted in a decrease of \$3,000,000 in capital. Continuing such a pattern would decrease income available for the future. Further, we believe that a Church which is alive in mission and alive in Christ will fund its vision from its members rather than draw more deeply from its endowments.

Some dioceses intentionally contribute no money whatsoever to the mission and life of The Episcopal Church. Several others create their own formulas, always offering less than the 21% Asking. Some

## **THE BUDGET FOR THE EPISCOPAL CHURCH, 2007–2009**

---

dioceses are genuinely unable to meet the Asking. If all our dioceses did contribute at the Asking level, our mission would be funded by an additional \$8,000,000 each year, or \$24,000,000 for the triennium.

Our committee has worked long and hard. We have thought creatively, we have debated, prayed, voted, struggled and cheered. We are privileged to serve Convention, and the Lord, in our work. We believe this budget is responsive to the Gospel and the voice of Convention, and will enable this Church to be an even greater blessing for the world.

Pan Adams, Chair  
Deputy from Arkansas

Andrew D. Smith, Vice-Chair  
Bishop of Connecticut

### **PRIORITIES**

The 75th General Convention adopted the following priorities to guide the work of PB&F and to inform the entire Church of where we will engage mission in the next triennium. The resolution reads:

“We offer these mission priorities as an expression of our commitment to Jesus Christ.

We are committed to the importance of our ministry of reconciliation and communion at every level of our communion.

We embrace diversity and seek to promote inclusion and power sharing which underlie and inform all priorities, decisions, and all that we do. In faithfulness to these commitments, we continue to honor our covenants and partnerships with domestic and overseas dioceses. We recognize that the work of mission depends in large part on increasing the leadership capacity of clergy and lay leaders of the church. We affirm the spirit of the budget adopted by the 74th General Convention and identify for the mission of the Church during 2007–2009 the following priorities, listed in rank order of importance:

1. **JUSTICE AND PEACE:** Promoting justice and peace for all of God’s creation and continuing and accelerating the leadership role and programs of the Episcopal Church, which support the eight (8) Millennium Development Goals\* in the dioceses of the Episcopal Church and in the world.
2. **YOUNG ADULTS, YOUTH AND CHILDREN:** Reaching out to young adults, youth and children through intentional inclusion and full incorporation in the thinking, work, worship and structure of the Church.
3. **RECONCILIATION AND EVANGELISM:** Reconciling and engaging those who do not know Christ by participating in God’s mission of reconciling all things to Christ and proclaiming the Gospel to those who are not yet members of the church.
4. **CONGREGATIONAL TRANSFORMATION:** Revitalizing and transforming congregations through commitment to leadership development, spiritual growth, lifelong learning, dynamic and inclusive worship, greater diversity, and mission.
5. **PARTNERSHIPS:** Reaffirming the importance of our partnerships with provinces of the Anglican Communion and beyond and our relationships with ecumenical and interfaith partners.

#### **\* THE MILLENNIUM DEVELOPMENT GOALS**

- Eradicate extreme poverty and hunger
- Achieve universal primary education
- Promote gender equality and empower women
- Reduce child mortality
- Improve maternal health
- Combat HIV/AIDS, malaria, and other diseases
- Ensure environmental sustainability
- Develop a global partnership for development”

## OVERVIEW OF THE APPROVED BUDGET

Revenue budgeted for 2007–2009 is \$152,002,988. Figure 1 illustrates anticipated total revenue and sources:

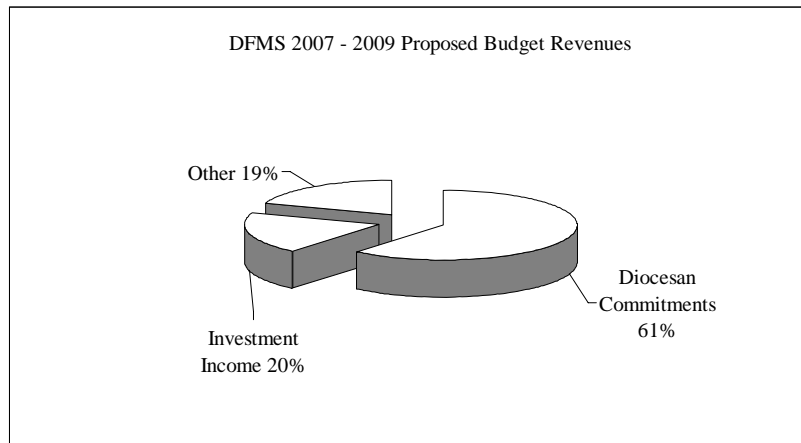


Figure 1

Revenues	2007	2008	2009	Triennium
Diocesan Commitments	\$30,087,248	\$30,983,865	\$31,907,381	\$92,978,494
Investment Income	9,287,003	9,936,966	10,431,351	29,655,321
Other Income	<u>9,264,043</u>	<u>9,439,228</u>	<u>10,665,902</u>	<u>29,369,173</u>
Total Revenues	\$48,638,294	\$50,360,060	\$53,004,634	\$152,002,988

Figure 2 captures the expenses for the Episcopal Church for the next three years by category.

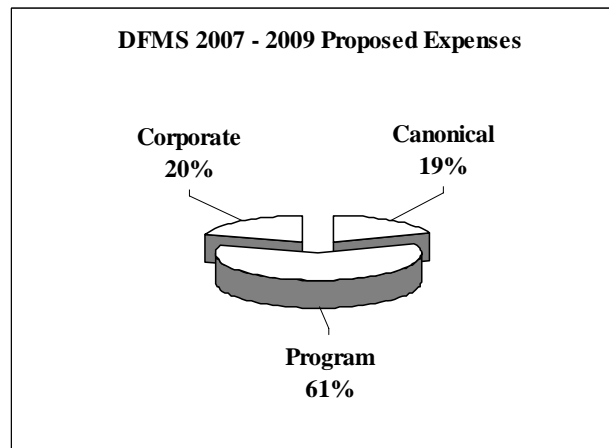


Figure 2

Expenses	2007	2008	2009	Triennium
Canonical	\$8,820,134	9,059,966	11,269,773	\$29,149,874
Program	31,202,138	30,991,486	31,557,453	93,569,078
Corporate	9,893,439	10,003,909	10,210,995	31,108,344
Reduced total staff costs	<u>(275,000)</u>	<u>(275,000)</u>	<u>(275,000)</u>	<u>(825,000)</u>
Total Expenses	\$49,458,711	\$49,780,362	\$52,763,222	\$152,002,295

**DETAILS OF REVENUE FOR 2007–2009**

**DIOCESAN COMMITMENTS**

Diocesan Commitments constitute 61% of the Domestic and Foreign Missionary Society’s (DFMS) projected income for the 2007–2009 triennium cycle and represent 71% of the non-governmental portion of that income stream. These commitments are the primary source of DFMS program support. They are also among the most volatile and difficult to predict due to economic conditions nationally, localized issues at the Diocesan level, and reactions to General Convention and DFMS policies.

DFMS commitments are based on 21% of each Diocese’s operating income, after a flat \$100,000 deduction, and calculated on a two-year trailing basis (e.g., 2007 DFMS Askings will be based on 2005 actually reported individual Diocesan income).

Actual Diocesan Commitment receipts for the 100 domestic U.S. dioceses for the first year of the last two triennia (2000 and 2003) and the most recent full year (2005) were as follows:

**HISTORY OF DIOCESAN GIVING (NUMBER OF DIOCESES)**

	<b>2000</b>	<b>2003</b>	<b>2005</b>
Over 21%	9	2	4
At 21%	43	53	44
1% to 20%	47	42	48
Zero	<u>1</u>	<u>3</u>	<u>4</u>
	100	100	100

As of June 14, for 2006, 46 Dioceses have pledged at the 21% or higher level (down slightly from 2005); 30 are giving between 10 and 20% of income; 17 are giving between 1 and 9%; 2 others are giving but have provided no Diocesan income information to the DFMS. (See Appendix B)

If all 100 U.S. dioceses contributed at the 21% level of Asking, it is estimated that in excess of \$8 million of additional income would be available to the DFMS program of mission each year.

**INVESTMENT INCOME**

The second most significant source of DFMS income, at 20% of total projected revenues, investment income consists principally of an annual dividend “draw” or “payout” from trust funds that are collectively invested. At year end 2005, the DFMS benefited from dividends on trust funds valued at \$250 million of the total \$298 million of assets invested.

The draw or payout is based on a five year rolling average of the market value of the portfolio, thus smoothing out investment returns for the purposes of a stable source of revenue. For the 2004-2006 triennium a 5.5% annual draw was in place; for the next triennium Executive Council recommended that the rate be reduced to 5% annually. The logic behind that reduction was apparent in 2005 when the portfolio had an actual market value appreciation of 8.1%, well above the custom investment return benchmark for the fund of 6.2%. However, after deducting actual inflation of 3.4%, investment fees of .8%, and the pay out of 5.5%, the portfolio suffered a real loss of purchasing power of a negative 1.6%.

Most of the increase in market value over 2004 came from superior investment performance from the professionally managed portfolio.

**DFMS PORTFOLIO 2001–2005 (YEAR-END MARKET VALUE)**

2001	\$288 million
2002	\$233 million
2003	\$286 million
2004	\$290 million
2005	\$298 million
<b>Five Year Average</b>	<b>\$279 million</b>

## THE BUDGET FOR THE EPISCOPAL CHURCH, 2007–2009

The investment performance of the portfolio is closely monitored and compared to similarly oriented endowment funds and to a custom benchmark unique to DFMS. For the 2007–2009 triennium the objective of the fund is to achieve an annual return of 8.5% before inflation, fees and expenses which are estimated at 3.5% collectively, leaving 5% available for the annual payout.

### DFMS GROSS INVESTMENT RETURNS

Year(s)	Investment Goal	Custom Return Benchmark	DFMS Return
2005	8.5%	6.2%	8.1%
Last 3 Years	8.5%	15.7%	15.8%
Last 5 Years	8.5%	4.3%	4.5%

In addition to the Trust Fund portfolio, the DFMS enjoys some \$750,000 dollars annually in interest income from aggressive cash management activities, Economic Justice Loan funds, a minority bank deposit program, and other non-endowment activities that are typically invested in conservative fixed income securities with a two-to five-year maturity.

### OTHER INCOME

The DFMS enjoys several smaller sources of revenue including Government Grants in support of Episcopal Migration Ministries, the Episcopal Life publication and the Episcopal Books and Resources.

Other Income	2007	2008	2009	Triennium
Government Grants (EMM)	\$5,699,000	\$5,779,000	\$5,849,000	\$17,327,000
Episcopal Life	2,019,242	2,078,988	2,163,615	6,261,845
Episcopal Books & Resources	656,000	689,000	724,000	2,069,000
Net Rental Income (After Taxes)	734,301	737,240	740,287	2,211,828
Other	<u>155,500</u>	<u>155,000</u>	<u>1,189,000</u>	<u>1,499,500</u>
Total Other Revenues	\$9,264,043	\$9,439,228	\$10,665,902	\$29,369,173

### EPISCOPAL LIFE

Episcopal Life costs are subsidized by revenues earned from advertising and subscription sales.

### GOVERNMENT GRANTS

Episcopal Migration Ministries (the refugee program) is primarily supported by federal government contracts, principally from the Reception and Placement Program funded by the State Department and the Department of Health and Human Services Matching Grant Program. DFMS and affiliated organizations resettles an estimated 2,500 refugees per year through the Reception and Placement Program, and 950 refugees per year will qualify for participation in the Matching Grant Program. After withholding amounts necessary to cover administrative costs, these funds are passed to dioceses to fund local programs.

### EPISCOPAL BOOKS & RESOURCES

Episcopal Books and Resources costs are largely subsidized through online and telephone sales of affordable, high-quality publications and other merchandise that has a primarily Anglican/Episcopal focus and context.

### RENTAL INCOME

A byproduct of the extensive renovations/asbestos abatement/redesign of the National Church headquarters building at 815 Second Avenue in New York City is the availability for rental of 2 ½ floors of prime space in the reconfigured building. Nearly \$750,000 annually has been projected in net rental income from this new stream of revenue.



## EXPENSE DETAILS FOR THE 2007–2009 TRIENNIUM

### EXPENSES

For purposes of this presentation of the Budget for the 2007–2009 triennium and for the enabling resolution (2003–D079), expenses are divided into the three portions identified in Canons I.4.6 (b) and (c): Canonical, Corporate and Program.

The Canonical portion provides for the expenses of the General Convention, the Presiding Bishop, the President of the House of Deputies, the Executive Council, and Committees, Commissions, Agencies and Boards. The Program portion provides support for the mission and ministry of the Church and Communication. The Corporate portion provides administrative support of the Domestic & Foreign Missionary Society offices.

While it is through the Program and Canonical portions of the Budget that we carry out the mission and ministry adopted by General Conventions, it is through the Corporate portion that such efforts obtain the administrative support so necessary for their day-to-day success.

### CONTRIBUTED SERVICES<sup>1, 2</sup>

Eight agencies are currently housed at the Episcopal Church Center. Most of the organizations have been housed there for 30 years or more; but only ERD is directly included in the budget of the DFMS.

Episcopal Relief and Development (ERD)  
Anglican UN Observer  
CUAC / Int. Partnerships for Learning  
Episcopal Church Building Fund

Episcopal Church Foundation  
National Association of Episcopal Schools  
Church Periodical Society and Prayer  
Book Society

The total amount of these contributed services budgeted for the 2007–2009 triennium is \$4,846,743.

<sup>1</sup> For Agencies that are not part of the DFMS budget: Postage and billable telephone costs plus IT services are charged and recovered from the non-DFMS agencies. Other costs such as utilities, mail services and telecommunications are allocated based on square footage of space occupied. Executive Council decided to forgive expenses incurred by Anglican UN Observer.

<sup>2</sup> For ERD, which receives direct support from the DFMS budget: The cost of utilities, mail services and telecommunications are allocated based on square footage of space occupied. The cost of staff services is allocated based on the number of employees.

## **SUMMARY OF ACTIONS**

The following is a summary of actions taken by PB&F in the Corporate, Canonical and Mission sections of the Budget as it thoroughly considered the proposed budget presented by the Presiding Bishop and the Executive Council. The PB&F review resulted in some significant reallocations of resources but, importantly, continues to address the funding priorities.

### **NEW OR INCREASED FUNDED MDGs**

ERD/Jubilee Ministries/The Episcopal Church Partnership	New Initiative & Increases	\$924,000
Native Americans – Block Grants	Increased Initiative	500,000
Post-Katrina special missionary initiatives	New	300,000
Episcopal Church in the Philippines	Increased	200,000
Historically Black Episcopal Colleges	Increased	110,000
Appalachian initiatives	New	70,000
Camp for Children of Prisoners	New	65,000
Episcopal Appalachian Ministries	Increased	50,000
Active non-violence training	New	21,000
Domestic abuse training	New	5,000
Episcopal Coalition for the Deaf	Increased	5,000

### **REVENUES**

- Increased General Ordination Exam fees
- Reduced short term investment income due to \$3 million transfer to Episcopal Building Fund approved by Executive Council

### **CORPORATE/CANONICAL**

#### **ADDITIONS**

- Funded the upgrading of hardware and software in support of the General Convention and the Committees, Commissions, Agencies and Boards (CCABs)
- Responded to music and liturgy initiatives with a block grant
- Increased funding for development of new and future leaders

#### **REDUCTIONS**

- Required more effective use of time and resources for CCABs
- Eliminated funding for undesignated contingencies, reserves and miscellaneous categories

### **MISSION**

#### **ADDITIONS**

- Funded new initiatives while maintaining the commitment to numerous existing Millennium Development Goal (MDG) related programs
- Increased allocations for children, youth and lifelong learning
- Increased commitments to domestic and foreign covenants relating to the Philippines, Historic Black Colleges, Native American Indigenous Peoples, Appalachian Ministries and other partnerships
- Funded a post-Katrina special missionary initiative
- Created Major Gifts Development Office
- Created Executive Council model of MDG partnership between The Episcopal Church, Episcopal Relief and Development and Jubilee Ministries

#### **REDUCTIONS**

- Realized reductions in financial commitments to Central America and Mexico in accordance with original terms of covenant agreements
- Agreed to a response toward the Anglican Consultative Council Asking
- Reallocated funding for national ad campaign and communication initiatives

Along with the Budget for 2007–2009, we include:

- the enabling resolution for funding (Appendix A)
- a table of the diocesan commitments to the budget for 2006 (Appendix B)
- a table showing the status of every resolution with funding implications (Appendix C)
- a brief narrative description of each section of the budget (Appendix D)

**BUDGETED EXPENSES FOR THE 2007–2009 TRIENNIUM**

	2007	2008	2009	Triennium
	\$	\$	\$	\$
<b>1 Office of the Presiding Bishop</b>				
2 Staff Costs	1,207,013	1,237,492	1,269,170	3,713,675
3 Council of Advice	12,000	12,000	12,000	36,000
4 Chancellor	35,000	35,000	35,000	105,000
5 Convocation of Amer. Churches-Europe	17,800	17,800	17,800	53,400
6 Presiding Bishop's Transition - Reserve	22,000	22,000	22,000	66,000
7 Other Costs	379,300	379,300	379,300	1,137,900
<b>8 Total Office of the PB</b>	<b>1,673,113</b>	<b>1,703,592</b>	<b>1,735,270</b>	<b>5,111,975</b>
<b>9 Extra Episcopal Expenses</b>				
10 Title IV Investigation & Trials	100,000	100,000	100,000	300,000
<b>11 Total Extra Episcopal Expenses</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>300,000</b>
<b>12 House of Bishops</b>				
13 Consultants & Chaplains	90,000	90,000	90,000	270,000
14 Interim Meetings	50,000	50,000	50,000	150,000
15 Other Costs	73,000	73,000	73,000	219,000
<b>16 Total House of Bishops</b>	<b>213,000</b>	<b>213,000</b>	<b>213,000</b>	<b>639,000</b>
<b>17 House of Deputies</b>				
18 Advisory Council	20,000	20,000	20,000	60,000
19 Staff Costs	51,134	52,649	54,232	158,015
20 Other Costs	43,500	38,500	36,500	118,500
<b>21 Total House of Deputies</b>	<b>114,634</b>	<b>111,149</b>	<b>110,732</b>	<b>336,515</b>
<b>22 Office of the General Convention</b>				
23 Staff Costs	1,039,063	1,061,439	1,084,745	3,185,247
24 Other Costs	96,000	96,000	110,000	302,000
<b>25 Total Office of the General Convention</b>	<b>1,135,063</b>	<b>1,157,439</b>	<b>1,194,745</b>	<b>3,487,247</b>
<b>26 General Convention</b>				
27 Secretariats	104,000	25,000	377,350	506,350
28 Site & Facilities				
29 Site Expenses	340,000	405,000	805,000	1,550,000
30 Hall Expenses	-	-	375,000	375,000
31 Site Services	-	-	574,000	574,000
32 Site Personnel	30,000	50,000	606,000	686,000
<b>33 Total General Convention - Site &amp; Secretariats</b>	<b>474,000</b>	<b>480,000</b>	<b>2,737,350</b>	<b>3,691,350</b>
<b>34 General Convention: Committees, Commissions, Agencies &amp; Boards</b>				
<b>35 Executive Council</b>				
36 Executive Council	225,000	225,000	225,000	675,000
37 Executive Council - Committees	-	-	-	-
38 Executive Committee	1,000	1,000	1,000	3,000
39 Council Committee - Investment & Audit	21,000	21,000	21,000	63,000
40 Administration & Finance	900	900	900	2,700
41 Committee on Anti - Racism	10,000	10,000	10,000	30,000
42 Committee on Science, Technology, & Faith	12,000	12,000	12,000	36,000
43 Committee on Criminal Justice	5,000	5,000	5,000	15,000
44 Sexual Misconduct Task Force	-	-	-	-
45 Committee on the Status of Women	10,000	10,000	10,000	30,000
46 Committee on Indigenous Ministries	15,000	15,000	15,000	45,000
47 Commission on HIV/AIDS	10,300	10,300	10,300	30,900
<b>48 Subtotal Executive Council</b>	<b>310,200</b>	<b>310,200</b>	<b>310,200</b>	<b>930,600</b>

**THE BUDGET FOR THE EPISCOPAL CHURCH, 2007–2009**

	2007	2008	2009	Triennium
	\$	\$	\$	\$
<b>53 Other GC CCABs</b>				
54 Board of Archives	15,000	15,000	12,000	42,000
55 Budgetary Funding Task Force	15,000	15,000	10,000	40,000
56 Church Deployment Board	22,000	22,000	22,000	66,000
57 Committee on Pastoral Development	5,000	15,000	15,000	35,000
58 Committee on the State of the Church	21,000	14,000	-	35,000
59 CCAB & Legislative Chairs' Meetings	-	-	-	-
60 CCAB First Meeting	-	-	-	-
61 General Board of Examining Chaplains	-	-	-	-
62 JSC on Nominations	10,000	10,000	-	20,000
63 JSC on Nominations - Advertising Costs	-	8,000	-	8,000
64 Joint Nominating Committee - Election of P.B. (Reserve)	22,000	22,000	22,000	66,000
65 JSC on Planning & Arrangements	8,000	8,000	9,000	25,000
66 JSC on Program, Budget, & Finance	4,000	28,000	33,000	65,000
67 SC on Anglican & International Peace wJustice Concerns	18,000	17,000	10,000	45,000
68 SC on Constitution & Canons	34,000	24,000	5,000	63,000
69 SC on Episcopal Church Communication	-	-	-	-
70 SC on Domestic Mission & Evangelism	22,000	22,000	22,000	66,000
71 SC on Ecumenical & Interreligious Relations	35,000	35,000	20,000	90,000
72 SC on Health	5,000	5,000	5,000	15,000
73 SC on Liturgy & Music	35,000	30,000	15,000	80,000
74 SC on Ministry Development	25,000	50,000	25,000	100,000
75 Title III Revision Subcommittee	-	-	-	-
76 Title IV Review Committee	-	-	-	-
77 SC on National Concerns	25,000	25,000	10,000	60,000
78 SC on Stewardship & Development	10,000	14,000	14,000	38,000
79 SC for Small Congregations	5,000	11,000	5,000	21,000
80 SC on the Structure of the Church	15,000	24,000	7,000	46,000
81 SC on World Mission	10,000	35,000	25,000	70,000
82 Task Force on Seniors D007	5,000	5,000	5,000	15,000
83 Liaisons to other CCABs	21,000	21,000	11,000	53,000
84 Translators for CCAB Meetings	20,000	20,000	10,000	50,000
85 SC on Lifelong Christian Education & Formation	16,000	16,000	16,000	48,000
<b>86 Subtotal Other GC CCABs</b>	<b>423,000</b>	<b>511,000</b>	<b>328,000</b>	<b>1,262,000</b>
87 Presiding Bishop's Installation (Reserve)	15,000	15,000	15,000	45,000
88 Presiding Bishop's Transition Committee (Reserve)	2,500	2,500	2,500	7,500
<b>89 Subtotal PB Installation Costs</b>	<b>17,500</b>	<b>17,500</b>	<b>17,500</b>	<b>52,500</b>
<b>90 Total Exec. Council &amp; GC CCABs</b>	<b>750,700</b>	<b>838,700</b>	<b>655,700</b>	<b>2,245,100</b>
<b>91 Office of the Bishop Suffragan for Chaplaincies</b>				
92 Staff Costs	570,929	586,307	602,330	1,759,566
93 Other Costs	331,500	356,500	346,500	1,034,500
<b>94 Total OSBC</b>	<b>902,429</b>	<b>942,807</b>	<b>948,830</b>	<b>2,794,066</b>
<b>95 Office of Pastoral Development</b>				
96 Staff Costs	237,288	243,233	249,414	729,935
97 Other Costs	143,482	146,182	149,082	438,746
<b>98 Total Office of Pastoral Development</b>	<b>380,770</b>	<b>389,415</b>	<b>398,496</b>	<b>1,168,681</b>
<b>99 Office of Ministry Development</b>				
100 Staff Costs	403,066	413,611	424,588	1,241,265
101 Other Costs	168,100	168,100	173,100	509,300
<b>102 Total Office of Ministry Development</b>	<b>571,166</b>	<b>581,711</b>	<b>597,688</b>	<b>1,750,565</b>
<b>103 Church Deployment Office</b>				
104 Staff Costs	500,852	512,801	525,313	1,538,965
105 Fresh Start	75,000	75,000	75,000	225,000
106 Other Costs	110,900	95,900	77,900	284,700

**THE BUDGET FOR THE EPISCOPAL CHURCH, 2007–2009**

	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>Triennium</b>	
	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	
107					
108					
109	<b>686,752</b>	<b>683,701</b>	<b>678,213</b>	<b>2,048,665</b>	
110	<b>General Board of Examining Chaplains</b>				
111	58,403	59,742	61,099	179,244	
112	125,500	125,500	125,500	376,500	
113	<b>183,903</b>	<b>185,242</b>	<b>186,599</b>	<b>555,744</b>	
114	<b>Office of Liturgy &amp; Music</b>				
115	113,995	116,997	120,117	351,109	
116	72,000	77,000	82,000	231,000	
117	<b>185,995</b>	<b>193,997</b>	<b>202,117</b>	<b>582,109</b>	
118	<b>Archives of the Episcopal Church</b>				
119	581,102	598,529	616,789	1,796,420	
120	246,685	250,767	254,876	752,328	
121	<b>827,787</b>	<b>849,296</b>	<b>871,665</b>	<b>2,548,748</b>	
122	<b>Ecumenical &amp; Interfaith Relations</b>				
123	358,323	367,416	376,867	1,102,606	
124	262,501	262,501	262,501	787,503	
125	<b>620,824</b>	<b>629,917</b>	<b>639,368</b>	<b>1,890,109</b>	
126	<b>Director of Mission &amp; Program Support</b>				
127	310,909	320,030	329,588	960,527	
128	130,000	130,000	130,000	390,000	
129	<b>440,909</b>	<b>450,030</b>	<b>459,588</b>	<b>1,350,527</b>	
130	<b>300,000</b>	<b>300,000</b>	<b>300,000</b>	<b>900,000</b>	
131	<b>308,000</b>	<b>308,000</b>	<b>308,000</b>	<b>924,000</b>	
132	<b>Anglican &amp; Global Relations (AGR)</b>				
133	1,254,908	1,289,343	1,325,298	3,869,548	
134	<b>Anglican Partners</b>				
135	Africa	240,000	240,000	230,000	710,000
136	Asia & Pacific	40,000	60,000	60,000	160,000
137	Europe & Middle East	33,000	33,000	34,000	100,000
138	Latin America/Caribbean	100,000	100,000	100,000	300,000
139	<b>Subtotal Anglican Partners</b>	<b>413,000</b>	<b>433,000</b>	<b>424,000</b>	<b>1,270,000</b>
140	Emerging Partnership Priorities	35,000	35,000	35,000	105,000
141	Mission Education/ Networks	137,000	137,000	137,000	411,000
142	Missionaries/VFM/YASC	1,185,000	1,185,000	1,185,000	3,555,000
143	Other Costs	181,000	181,000	181,000	543,000
144	<b>Total AGR</b>	<b>3,205,908</b>	<b>3,260,343</b>	<b>3,287,298</b>	<b>9,753,548</b>
145	<b>Ethnic Congregational Development</b>				
146	Staff Costs	742,455	772,226	795,044	2,309,725
147	Asiamerican Ministries	169,250	169,250	169,250	507,750
148	Black Ministries	187,250	178,250	144,250	509,750
149	Hispanic Ministries	196,150	196,150	196,150	588,450
150	Native American Ministries	142,159	150,150	150,150	442,459
151	Other Costs	-	-	-	-
152	<b>Total Ethnic Congregational Development</b>	<b>1,437,264</b>	<b>1,466,026</b>	<b>1,454,844</b>	<b>4,358,134</b>
153	<b>Women's Ministries</b>				
154	Staff Costs	231,644	237,930	244,496	714,070
155	UN Commission on the Status of Women	35,000	35,000	35,000	105,000
156	Other Costs	100,300	101,050	101,030	302,380
157	<b>Total Women's Ministries</b>	<b>366,944</b>	<b>373,980</b>	<b>380,526</b>	<b>1,121,450</b>

**THE BUDGET FOR THE EPISCOPAL CHURCH, 2007–2009**

	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>Triennium</b>	
	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	
158					
159					
160	<b>Congregational Development</b>				
161	Staff Costs	730,275	746,280	763,028	2,239,583
162	Training: Congregational Development & Redevelopment	258,000	258,000	258,000	774,000
163	Resources	121,700	128,700	126,700	377,100
164	Consultation & Partnerships	51,000	51,000	51,000	153,000
165	Research	50,000	50,000	50,000	150,000
166	Emerging Generation Program	40,000	40,000	40,000	120,000
167	Other Costs	72,000	72,000	77,000	221,000
168	<b>Total Congregational Development</b>	<b>1,322,975</b>	<b>1,345,980</b>	<b>1,365,728</b>	<b>4,034,683</b>
169	<b>Peace &amp; Justice Ministries (PJM)</b>				
170	Staff Costs	1,098,480	1,129,198	1,161,270	3,388,949
171	Office of Government Relations	228,000	197,000	234,500	659,500
172	Social Justice	136,375	136,000	136,000	408,375
173	Criminal Justice	70,000	60,000	65,000	195,000
174	Jubilee Ministries	249,663	239,663	200,913	690,239
175	Peace Ministries	115,000	70,000	70,000	255,000
176	Environmental Consultant Fees	36,000	36,000	36,000	108,000
177	Social Responsibility in Investments Committee	55,500	55,500	55,300	166,300
178	Active Non-Violence Training	7,000	7,000	7,000	21,000
179	Other Costs	6,000	6,000	7,000	19,000
180	<b>Total Peace &amp; Justice</b>	<b>2,002,018</b>	<b>1,936,361</b>	<b>1,972,983</b>	<b>5,911,363</b>
181	<b>Ministries with Young People</b>				
182	Staff Costs	711,017	729,757	749,385	2,190,159
183	Children's Ministries	148,366	148,366	148,366	445,098
184	Life-Long Learning/Christian Education	36,100	36,100	36,100	108,300
185	Young Adult & Higher Education	404,188	404,188	404,188	1,212,564
186	Youth Ministries	294,466	234,466	254,466	783,398
187	Support Services	169,000	169,000	229,000	567,000
188	<b>Total Ministries with Young People</b>	<b>1,763,137</b>	<b>1,721,877</b>	<b>1,821,505</b>	<b>5,306,519</b>
189	<b>Episcopal Migration Ministries (EMM)</b>				
190	Staff Costs	1,309,628	1,347,492	1,387,084	4,044,205
191	Grants	4,460,725	4,506,725	4,552,725	13,520,175
192	Other Costs	162,700	164,200	165,700	492,600
193	<b>Total EMM</b>	<b>5,933,053</b>	<b>6,018,417</b>	<b>6,105,509</b>	<b>18,056,980</b>
194	<b>Overseas Dioceses</b>				
195	Colombia	161,500	161,500	161,500	484,500
196	Cuba	38,000	38,000	38,000	114,000
197	Dominican Republic	332,500	332,500	332,500	997,500
198	Ecuador Central	171,000	171,000	171,000	513,000
199	Ecuador Litoral	114,000	114,000	114,000	342,000
200	Haiti	332,500	332,500	332,500	997,500
201	Honduras	332,500	332,500	332,500	997,500
202	Micronesia (Guam)	85,500	85,500	85,500	256,500
203	Puerto Rico	-	-	-	-
204	Taiwan	95,000	95,000	95,000	285,000
205	Venezuela	133,000	133,000	133,000	399,000
206	Virgin Islands	172,900	172,900	172,900	518,700
207	Emerging Needs	57,000	57,000	57,000	171,000
208	<b>Subtotal Overseas Dioceses</b>	<b>2,025,400</b>	<b>2,025,400</b>	<b>2,025,400</b>	<b>6,076,200</b>
209	<b>Overseas Partnership &amp; Covenants</b>				
210	<b>Overseas Covenants</b>				
211	Central America	923,018	859,329	800,036	2,582,383
212	Liberia Covenant	215,000	215,000	215,000	645,000
213	Philippines Covenant	266,670	100,000	100,000	466,670

**THE BUDGET FOR THE EPISCOPAL CHURCH, 2007–2009**

	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>Triennium</b>	
	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	
214					
215					
216	Mexico Covenant	544,747	497,747	450,747	1,493,241
217	<b>Subtotal Overseas Covenants</b>	<b>1,949,435</b>	<b>1,672,076</b>	<b>1,565,783</b>	<b>5,187,294</b>
218	<b>Inter-Anglican Assessment (Anglican Consultative Council)</b>				
219		<b>661,000</b>	<b>687,440</b>	<b>713,880</b>	<b>2,062,320</b>
220	<b>Total Overseas Partnerships &amp; Covenants</b>	<b>4,635,835</b>	<b>4,384,916</b>	<b>4,305,063</b>	<b>13,325,814</b>
221	<b>Domestic Partnership &amp; Covenant Appropriations</b>				
222	Domestic Missionary Partners (Eastern Oregon, Eau Claire, Western Kansas)				
223		225,871	225,872	225,872	677,615
224	Native Americans (Alaska, Indigenous Theological Training Institute, Navajoland, North Dakota, South Dakota)				
225		1,553,216	1,553,216	1,553,219	4,659,651
226	Historically Black Colleges (St. Augustine's, St. Paul's, Voorhees)				
227		1,205,666	1,205,667	1,205,667	3,617,000
228	Appalachian Initiatives	20,000	25,000	25,000	70,000
229	Episcopal Coalition for the Deaf	10,412	10,412	10,412	31,236
230	Episcopal Appalachian Ministries	15,000	15,000	20,000	50,000
231	Ministries with the Disabled	9,412	9,412	9,412	28,236
232	National Episcopal AIDS Coalition	60,000	60,000	60,000	180,000
233	Post-Katrina Special Missionary Initiative B011	100,000	100,000	100,000	300,000
234	Support for Provincial Coordinators	200,000	200,000	200,000	600,000
235	<b>Total Domestic Partnerships &amp; Covenant Appropriations</b>				
236		<b>3,399,577</b>	<b>3,404,579</b>	<b>3,409,582</b>	<b>10,213,738</b>
237	<b>Ecumenical Appropriations</b>				
238	Christian Churches Together in the USA	4,000	5,000	6,000	15,000
239	National Council of Churches (NCC)	367,000	367,000	367,000	1,101,000
240	World Council of Churches	171,000	171,000	171,000	513,000
241	<b>Ecumenical Appropriations</b>	<b>542,000</b>	<b>543,000</b>	<b>544,000</b>	<b>1,629,000</b>
242	<b>Episcopal Relief &amp; Development (ERD)</b>				
243	DFMS Cost of Contributed Services	785,066	808,618	832,877	2,426,560
244	<b>Total ERD</b>	<b>785,066</b>	<b>808,618</b>	<b>832,877</b>	<b>2,426,560</b>
245	<b>Planned Giving</b>				
246	Episcopal Church Foundation Support	75,000	75,000	75,000	225,000
247	<b>Total Planned Giving</b>	<b>75,000</b>	<b>75,000</b>	<b>75,000</b>	<b>225,000</b>
248	<b>Communication &amp; Media Services</b>				
249	Staff Costs	1,192,290	1,222,392	1,253,615	3,668,297
250	Radio, TV, Multi-Media Production & Broadcast	130,000	130,000	130,000	310,000
251	Satellite/Cable/Webcast	70,000	70,000	70,000	210,000
252	Web Hosting; Hardware Leasing; ListServ	85,000	85,000	85,000	255,000
253	Ecumenical & Organizational Memberships	40,000	40,000	40,000	120,000
254	General Convention Expenses	-	-	250,000	250,000
255	Groundwork	25,000	25,000	25,000	75,000
256	Spanish/French - Language Communication	50,000	50,000	50,000	150,000
257	Media Consultants & Temporary Help	25,000	25,000	25,000	75,000
258	Other Costs	190,000	190,000	190,000	650,000
259	<b>Total Communication &amp; Media Services</b>	<b>1,807,290</b>	<b>1,837,392</b>	<b>2,118,615</b>	<b>5,763,297</b>
260	<b>Episcopal Life (EL)</b>				
261	Staff Costs	669,390	687,828	707,058	2,064,276
262	Other Costs	1,395,925	1,404,270	1,435,528	4,235,723
263	<b>Total Episcopal Life</b>	<b>2,065,315</b>	<b>2,092,098</b>	<b>2,142,586</b>	<b>6,299,999</b>
264	<b>Episcopal Books &amp; Resources (EB&amp;R)</b>				
265	Staff Costs	201,846	208,868	214,750	625,464
266	Other Costs	428,000	456,000	459,000	1,343,000

**THE BUDGET FOR THE EPISCOPAL CHURCH, 2007–2009**

	2007	2008	2009	Triennium	
	\$	\$	\$	\$	
267					
268					
269	<b>Total Episcopal Books &amp; Resources</b>	<b>629,846</b>	<b>664,868</b>	<b>673,750</b>	<b>1,968,464</b>
270	<b>Chief Operating Officer</b>				
271	Staff Costs	372,547	381,738	391,271	1,145,557
272	Other Costs	84,000	84,000	111,000	279,000
273	<b>Total Chief Operating Officer</b>	<b>456,547</b>	<b>465,738</b>	<b>502,271</b>	<b>1,424,557</b>
274	<b>Human Resources Management (HRM)</b>				
275	Staff Costs	541,532	555,123	569,243	1,665,898
276	Other Costs	953,697	924,240	909,238	2,787,175
277	<b>Total HRM</b>	<b>1,495,229</b>	<b>1,479,363</b>	<b>1,478,481</b>	<b>4,453,073</b>
278	<b>Management Information Systems (MIS)</b>				
279	Staff Costs	573,726	590,501	608,054	1,772,281
280	Other Costs	359,800	359,800	381,300	1,100,900
281	<b>Total MIS</b>	<b>933,526</b>	<b>950,301</b>	<b>989,354</b>	<b>2,873,181</b>
282	<b>Office of the Controller (CONT)</b>				
283	Staff Costs	975,585	1,004,962	1,035,735	3,016,282
284	Other Costs	276,150	276,150	281,150	833,450
285	<b>Total CONT</b>	<b>1,251,735</b>	<b>1,281,112</b>	<b>1,316,885</b>	<b>3,849,732</b>
286	<b>Office of the Treasurer (TRO)</b>				
287	Staff Costs	939,070	963,400	988,816	2,891,286
288	Other Costs	671,800	687,800	713,800	2,073,400
289	<b>Total TRO</b>	<b>1,610,870</b>	<b>1,651,200</b>	<b>1,702,616</b>	<b>4,964,686</b>
290	<b>Purchasing</b>				
291	Other Costs	245,000	255,000	270,000	770,000
292	<b>Total Purchasing</b>	<b>245,000</b>	<b>255,000</b>	<b>270,000</b>	<b>770,000</b>
293	<b>Mail Center (MC)</b>				
294	Staff Costs	303,114	312,698	322,754	938,566
295	Other Costs	410,400	425,400	453,400	1,289,200
296	<b>Total MC</b>	<b>713,514</b>	<b>738,098</b>	<b>776,154</b>	<b>2,227,766</b>
297	<b>Telecommunications (Telecom)</b>				
298	Staff Costs	178,269	184,000	190,020	552,289
299	Other Costs	195,800	195,800	195,800	587,400
300	<b>Total Telecom</b>	<b>374,069</b>	<b>379,800</b>	<b>385,820</b>	<b>1,139,689</b>
301	<b>Building Services</b>				
302	Staff Costs	332,467	342,366	352,742	1,027,575
303	Utilities	346,500	346,500	346,500	1,039,500
304	Repairs & Maintenance	349,500	349,500	349,500	1,048,500
305	Cleaning	565,000	575,000	575,000	1,715,000
306	Security	100,000	100,000	100,000	300,000
307	Capital Projects	10,000	10,000	10,000	30,000
308	Other Costs	6,000	-	-	6,000
309	<b>Total Building Services</b>	<b>1,709,467</b>	<b>1,723,366</b>	<b>1,733,742</b>	<b>5,166,575</b>
310	<b>Debt Financing &amp; Repayment</b>	<b>1,888,548</b>	<b>1,888,548</b>	<b>1,888,548</b>	<b>5,665,645</b>
311	<b>DFMS Contribution for Administration</b>				
312	ERD	785,066	808,618	832,877	2,426,560
313	Anglican UN Observer	22,073	22,735	23,417	68,226
314	CUAC / Int Partnership for Learning	38,464	39,618	40,806	118,888
315	Episcopal Church Building Fund	3,934	4,052	4,173	12,159
316	Episcopal Church Foundation	77,802	80,136	82,540	240,479
317	National Association of Episcopal Schools	19,013	19,584	20,171	58,769
318	Church Periodical Club & Prayer Book Society	3,278	3,377	3,478	10,133



**THE BUDGET FOR THE EPISCOPAL CHURCH, 2007–2009**

---

	2007	2008	2009	Triennium
	\$	\$	\$	\$
319				
320				
321 Contribution subtotal	949,631	978,120	1,007,463	<i>2,935,213</i>
322 Rent not Charged to Agencies	637,176	637,176	637,176	<i>1,911,529</i>
323 Contribution for Administration & Rent Forgone	1,586,807	1,615,296	1,644,640	<i>4,846,743</i>

## RESOLUTION (2006–D079)

### BUDGET FOR THE EPISCOPAL CHURCH 2007–2009

*Resolved*, That the Budget for The Episcopal Church for the next triennium be adopted as set forth:

- 1.0 The Budget for The Episcopal Church for the period January 1, 2007 through December 31, 2009, which shall be a unified budget including Canonical, Corporate, and Program (mission) portions, is adopted at a total of \$152,002,295.00.
- 1.1 Canonical portion, providing for the contingent expenses of the General Convention, the stipend of the Presiding Bishop and the expenses of that office, the expenses of the President of the House of Deputies, and Church Pension Fund assessments is adopted at a total of \$ 29,149,874.00 as follows:
  - For the year 2007 \$ 8,820,134.00
  - For the year 2008 \$ 9,059,966.00
  - For the year 2009 \$ 11,269,773.00
- 1.2 Program (mission) portion, providing for support for the mission and ministry (restricted and unrestricted) of the Church, is adopted at a total of \$ 93,569,078.00 as follows:
  - For the year 2007 \$ 31,020,138.00
  - For the year 2008 \$ 30,991,486.00
  - For the year 2009 \$ 31,557,453.00
- 1.3 Corporate portion, providing for the requirements for the administrative support of the Domestic & Foreign Missionary Society offices, is adopted at a total of \$30,108,344.00 as follows:
  - For the year 2007 \$ 9,893,439.00
  - For the year 2008 \$ 10,003,909.00
  - For the year 2009 \$ 10,210,995.00
- 1.4 In order to achieve a balanced budget for the triennium, management will identify and effect staff cost reductions of \$825,000.00 through attrition and retirement. This reduction will be achieved throughout the Canonical, Program and Corporate portions of the Budget.
- 2.0 The funding policy for the period January 1, 2007 through December 31, 2009 is adopted, based on a single Asking (apportioned share) of the dioceses. After a \$100,000 exemption from total income, a single asking shall be applied at a flat rate of 21% of the balance of income to the diocese, reported in the diocesan financial statements for the year two years prior to the year to which the pledge is applied [e.g.: 2007 Askings (apportioned share) are to be based on 2005 actual income figures]. “Income” includes 1) all congregational giving to the diocese, 2) all unrestricted investment and endowment income to the diocese, 3) restricted investment and endowment income to the diocese which covers costs in the operating budget, and 4) other earnings from investments or enterprises. It is intended that income shall include revenues that fund normal operating and program expenses of the dioceses. It is not intended to include pass-through income that is used for expenses for programming that are simply administered by the dioceses, or that would not be otherwise funded by contributions from parishes or out of investment income.
- 2.1 We rejoice with dioceses that have moved toward, and those that give at and above, the 21% Asking. Such giving creates a strong financial basis for vital mission and witness of The Episcopal Church. We encourage all our dioceses to adopt the 21% Asking; then we could allocate an additional 8 million dollars each year toward fulfilling the mission priorities which we have embraced in this 75th General Convention.
- 2.2 For the budgetary period income from diocesan commitments, totaling \$92,978,494.00 is anticipated as follows:
  - For the year 2007 \$ 30,087,248.00
  - For the year 2008 \$ 30,983,865.00
  - For the year 2009 \$ 31,907,381.00
- 2.3 For the budgetary period 2007–2009, payment by the dioceses of the Askings shall be made in twelve equal monthly payments.
- 2.4 All additional income, other than from the Askings of the dioceses, totaling, is projected as follows \$59,024,493.00:
  - For the year 2007 \$ 18,551,046.00
  - For the year 2008 \$ 19,376,194.00
  - For the year 2009 \$ 21,097,253.00
- 2.5 A General Ordination fee is hereby authorized, which fees shall be added to the funding from dioceses and applied to the expenses of examination as appropriated in the budget. A candidate for Holy Orders eligible for examination and so certified by the diocesan bishop shall not be disqualified for examination because the fee has not been paid.

- 2.6 General Convention registration and exhibitors fees are hereby authorized, which fees shall be added to the funding from dioceses and applied to the expenses of the 2009 General Convention, and for no other purpose.
- 3.0 In the exercise of their respective authorities, the Executive Council of the General Convention and the Joint Standing Committee on Program, Budget and Finance shall be subject to the following policies:
- 3.1 Each year, the Executive Council, with the advice of the Joint Standing Committee on Program, Budget and Finance, shall adjust the budget to the assured income of the Executive Council so as to carry out the Budget for The Episcopal Church for that year on a balanced budget basis.
- 3.2 Resolutions of the General Convention calling for the expenditures of any moneys (or containing implied funding) which are not included in the adopted Budget for The Episcopal Church will not have special claim, advanced standing or priority for funding by the Executive Council.
- 3.3 The fiscal year shall begin January 1.
- 3.4 If in any year the total anticipated income for budget support is less than the amount required to support the budget approved by the General Convention, the Canonical portion of the Budget for The Episcopal Church shall have funding priority over any other budget areas.
- 3.5 Undesignated bequests and legacies received during the budgetary period shall be set aside in the general endowment fund of which only the income shall be used for the general purposes of the Society.
- 3.6 Designated bequests and legacies received during the budgetary period shall be set aside in specific funds of which only the income shall be used for the purposes so designated.
- 3.7 Each Committee, Commission, Agency and Board (CCAB) proposing to the General Convention any resolution with funding implications shall present to the Standing Committee on Program, Budget and Finance a detailed budget in support of its plan(s), including cost estimates from contractors and suppliers for all goods and services, by no later than six months before the opening day of the General Convention.
- 3.8 Subsequent editions of the Mission Statement and Budget Proposal of the Presiding Bishop and Executive Council to the 75th General Convention of The Episcopal Church contain the following information for each year of the preceding triennium:
  - A description of the actual income and expenditures of the DFMS, relating the expenditures to the Church's priorities with accompanying narrative.
  - Endowment balance and total investment return, with accompanying narrative.
  - Posting of this report on the DFMS website when it is released to the Bishops and Deputies.

<b>DIOCESAN COMMITMENTS AND ESTIMATES</b>					
<b>PLEDGE 2006</b>					
<b>Province</b>	<b>Diocese</b>	<b>2004 Income per Commitment Form, Dio. Rpt or Audit</b>	<b>21% after \$100,000 Exemption</b>	<b>Budget Pledge \$</b>	<b>% of income</b>
<b>Bold type means signed commitment received</b>					
4	Alabama	2,256,813	452,931	430,567	20.0%
8	Alaska	770,122	140,726	72,634	10.8%
2	Albany	-	-	139,474	n/a
8	Arizona	2,205,210	442,094	442,094	21.0%
7	Arkansas	1,366,139	265,889	253,228	20.0%
4	Atlanta	2,999,216	608,835	608,835	21.0%
3	Bethlehem	1,375,859	267,930	107,965	8.5%
8	California	3,389,220	690,736	690,736	21.0%
4	Central Florida	2,157,148	432,001	40,000	1.9%
4	Central Gulf Coast	1,759,649	348,526	160,532	9.7%
2	Central New York	1,722,821	340,792	340,792	21.0%
3	Central Pennsylvania	1,533,848	301,108	301,108	21.0%
5	Chicago	3,358,235	684,229	610,000	18.7%
6	Colorado	1,849,655	367,428	126,000	7.2%
1	Connecticut	4,841,658	995,748	1,025,000	21.6%
7	Dallas	4,055,257	830,604	-	0.0%
3	Delaware	1,231,887	237,696	237,696	21.0%
4	East Carolina	1,060,107	201,622	119,343	12.4%
4	East Tennessee	1,405,510	274,157	274,157	21.0%
5	Eastern Michigan	716,048	129,370	71,605	11.6%
8	Eastern Oregon	448,319	73,147	73,147	21.0%
3	Easton	591,053	103,121	103,121	21.0%
5	Eau Claire	441,691	71,755	40,000	11.7%
8	El Camino Real	1,647,619	325,000	325,000	21.0%
4	Florida	-	-	105,509	n/a
5	Fond du Lac	557,507	96,076	47,496	10.4%
7	Fort Worth	1,494,384	292,821	45,000	3.2%
4	Georgia	1,511,120	296,335	260,000	18.4%
8	Hawaii	1,772,948	351,319	351,319	21.0%
8	Idaho	540,102	92,421	92,421	21.0%
5	Indianapolis	2,557,857	516,150	516,150	21.0%
6	Iowa	1,056,050	200,771	200,771	21.0%
7	Kansas	1,237,121	238,795	238,800	21.0%
4	Kentucky	1,062,578	202,141	192,516	20.0%
4	Lexington	812,574	149,641	149,641	21.0%
2	Long Island	2,546,353	513,734	441,000	18.0%
8	Los Angeles	3,714,307	759,004	759,000	21.0%
4	Louisiana	1,204,046	231,850	90,000	8.2%
1	Maine	1,650,110	325,523	325,523	21.0%
3	Maryland	2,893,652	586,667	533,019	19.1%
1	Massachusetts	5,495,255	1,133,004	1,133,000	21.0%
5	Michigan	3,193,368	649,607	511,000	16.5%

DIOCESAN COMMITMENTS AND ESTIMATES					
PLEDGE 2006					
Province	Diocese	2004 Income per Commitment Form, Dio. Rpt or Audit	21% after \$100,000 Exemption	Budget Pledge \$	% of income
5	Milwaukee	1,393,643	271,665	271,665	21.0%
6	Minnesota	2,400,201	483,042	483,042	21.0%
4	Mississippi	1,865,870	370,833	291,477	16.5%
5	Missouri	1,830,794	363,467	321,200	18.6%
6	Montana	835,814	154,521	81,500	11.1%
8	Navajoland Area Mission	146,614	9,789	1,000	2.1%
6	Nebraska	745,096	135,470	135,470	21.0%
8	Nevada	670,433	119,791	119,791	21.0%
1	New Hampshire	1,368,000	266,280	266,389	21.0%
2	New Jersey	2,891,633	586,243	673,000	24.1%
2	New York	6,050,000	1,249,500	1,250,000	21.0%
2	Newark	3,149,940	640,487	668,000	21.9%
4	North Carolina	3,379,865	688,772	688,772	21.0%
6	North Dakota	549,985	94,497	41,330	9.2%
8	Northern California	1,670,358	329,775	329,775	21.0%
5	Northern Indiana	642,892	114,007	68,607	12.6%
5	Northern Michigan	548,374	94,159	67,500	15.1%
7	Northwest Texas	1,237,448	238,864	173,605	15.3%
3	Northwestern Pennsylvania	722,358	130,695	130,695	21.0%
5	Ohio	2,962,353	601,094	598,800	20.9%
7	Oklahoma	1,928,046	383,890	383,890	21.0%
8	Olympia	2,839,117	575,215	575,214	21.0%
8	Oregon	1,906,318	379,327	379,327	21.0%
3	Pennsylvania	4,075,842	834,927	494,567	12.4%
3	Pittsburgh	1,586,375	312,139	70,964	4.8%
5	Quincy	332,576	48,841		0.0%
1	Rhode Island	2,119,011	423,992	423,992	21.0%
7	Rio Grande	1,392,146	271,351	35,000	2.7%
2	Rochester	1,222,774	235,783	235,783	21.0%
8	San Diego	1,531,900	300,699	100,000	7.0%
8	San Joaquin	1,285,650	248,987	-	n/a
4	South Carolina	4,572,684	939,264	18,524	0.4%
6	South Dakota	523,802	88,998	42,950	10.1%
4	Southeast Florida	2,754,846	557,518	368,000	13.9%
5	Southern Ohio	3,372,705	687,268	722,269	22.1%
3	Southern Virginia	1,654,266	326,396	100,000	6.4%
4	Southwest Florida	2,275,567	456,869	456,869	21.0%
3	Southwestern Virginia	875,112	162,774	165,600	21.4%
8	Spokane	764,384	139,521	139,520	21.0%
5	Springfield	553,555	95,247	-	n/a
4	Tennessee	1,438,038	280,988	25,000	1.9%
4	Texas	6,100,462	1,260,097	375,752	6.3%
4	Upper South Carolina	2,193,625	439,661	253,000	12.1%
8	Utah	3,221,219	655,456	450,000	14.4%

<b>DIOCESAN COMMITMENTS AND ESTIMATES</b>					
<b>PLEDGE 2006</b>					
<b>Province</b>	<b>Diocese</b>	<b>2004 Income per Commitment Form, Dio. Rpt or Audit</b>	<b>21% after \$100,000 Exemption</b>	<b>Budget Pledge \$</b>	<b>% of income</b>
1	Vermont	813,982	149,936	113,000	15.8%
3	Virginia	3,706,600	757,386	757,386	21.0%
3	Washington	4,145,005	849,451	670,679	16.6%
7	West Missouri	1,387,405	270,355	270,355	21.0%
4	West Tennessee	1,245,066	240,464	120,437	10.5%
7	West Texas	3,716,418	759,448	43,346	1.2%
3	West Virginia	1,393,708	271,679	154,300	11.9%
7	Western Kansas	291,108	40,133	-	n/a
7	Western Louisiana	1,073,980	204,536	90,030	9.2%
1	Western Massachusetts	1,973,520	393,439	393,450	21.0%
5	Western Michigan	766,903	140,050	75,000	11.2%
2	Western New York	863,773	160,392	145,740	19.1%
4	Western North Carolina	1,387,263	270,325	270,325	21.0%
6	Wyoming	694,033	124,747	125,000	21.0%
	<b>Total Domestic Dioceses</b>	<b>185,522,870</b>	<b>36,901,803</b>	<b>28,292,086</b>	<b>15.3%</b>
2	Conv. Of Amer. Churches in Europe	267,069	35,084	24,000	14.4%
9	Colombia	309,294	43,952	1,000	0.5%
9	Dominican Republic	311,384	44,391	4,000	1.9%
9	Ecuador Litoral	191,155	19,143	-	0.0%
2	Haiti	624,034	110,047	-	0.0%
9	Honduras	102,210	464	2,000	90.5%
9	Mexico	-	(21,000)	-	n/a
9	Puerto Rico	744,007	135,241	Covenant grant foregone	n/a
8	Taiwan	555,580	95,672	-	0.0%
9	Venezuela	-	(21,000)	1,000	n/a
2	Virgin Islands	280,935	37,996	37,996	21.0%
	<b>Total Overseas Dioceses</b>	<b>\$ 3,385,668</b>	<b>\$ 479,990</b>	<b>\$ 69,996</b>	
	<b>Total All Dioceses</b>	<b>\$188,908,538</b>	<b>\$37,381,793</b>	<b>\$28,362,082</b>	<b>\$9,019,710.60</b>

The pledges of five dioceses exceed the 21% asking for 2006. We are grateful to the dioceses of New Jersey, Southern Ohio, Newark, Connecticut and Southwestern Virginia for their leadership.

If every diocese in the domestic U.S. contributed at the 21% asking rate, the potential additional revenue that would be available for the Church's mission would exceed \$8 million annually.

Several dioceses have not provided their Diocesan Reports. Their income is recorded as "n/a" and their pledge rates are not calculable.

<b>RESOLUTION TRACKING CHART</b>				
RESOLUTION	FUNDING REQUEST	PRE-CONVENTION EC PROPOSED BUDGET	CONVENTION APPROVED BUDGET	COMMENTS & REFERENCE IN PB&F SUMMARY BUDGET BOOK
A004: PB&F Appropriation	92,000	92,000	65,000	Cancel 1 meeting. Work electronically. Meet 1 day earlier for GC 2009. Page 10 Line 66
A005: HB Committee on Pastoral Development Budget Appropriation	51,000	50,000	35,000	Page 10 Line 57
A006: Triennial Survey of Congregations	48,500	-	-	Some basic questions could be added to Parochial report; other data require work on part of rectors and parish staff.
A008: MDGs Budget 0.7%	900,000	-	924,000	New Line Item. Page 11 Line 131
A042: Major Gifts Development for Mission	-	-	900,000	New Line Item. Page 11 Line 130
A050: SCECC Budget Appropriation	15,000	12,000	-	1 meeting Nov. 2006 already appropriated Page 10 Line 69
A052: Provincial Communication Specialists	81,000	-	-	Not funded
A053: Affirm Membership in CCCT:USA	NSR	-	15,000	Covered in Ecumenical Block Grants. Page 13 Line 238
A058: Continue Lesser Feasts & Fasts Revision	5,000	-	80,000	Block Grant given for SCLM to prioritize A058, A066, A069, A070, A071, A072. Page 11 Line 116
A066: Multi-sensory Resources	60,000	-	see note at A058	Page 11 Line 116
A068: Enriching our Worship Daily Office	20,000	-	see note at A058	Discharged to A069
A069: Enriching our Worship Eucharistic Prayers	40,000	-	see note at A058	Page 11 Line 116
A070: Enriching our Worship Adoption of Children	20,000	-	see note at A058	Page 11 Line 116
A071: Burial & Reconciliation Liturgical Materials	20,000	-	see note at A058	Page 11 Line 116
A072: Multi-Cultural Musical Resources	35,000	-	see note at A058	Page 11 Line 116
A073: Praise & World Music	25,000	-	-	Combined with A072
A079: Leadership Program for Musicians Serving Small Congregations	75,000	75,000	75,000	Already in budget. Page 11 Line 116
A080: Revise the Catechumenal Materials in the Book of Occasional Services	25,000	-	-	Discharged
A081: International Anglican Liturgical Consultation	10,000	-	10,000	Page 11 Line 116
A083: Clergy Resignation Age	25,000	-	-	Work with Church Pension Group
A086: Committee for Pastoral Materials	60,000	-	-	Work with Church Pension Group
A087: Committee on Missionary Dioceses	10,000	-	-	Funding request withdrawn
A089: Pastoral Leadership Search Effort	385,906	75,000	140,000	Page 10 Line 101

<b>RESOLUTION TRACKING CHART</b>				
<b>RESOLUTION</b>	<b>FUNDING REQUEST</b>	<b>PRE-CONVENTION EC PROPOSED BUDGET</b>	<b>CONVENTION APPROVED BUDGET</b>	<b>COMMENTS &amp; REFERENCE IN PB&amp;F SUMMARY BUDGET BOOK</b>
A091: Budget Appropriation for the SCMD	141,000	100,000	100,000	Page 10 Line 74
A093: Reconciliation TF	33,000	-	-	Recommendation: Work with Anti-Racism Committee
A096: Create Consortium	25,000	-	-	Commission asked to collect data/research as resource
A097: First Responders Network	33,000	-	-	Discharged. ERD doing this work.
A102: Culture of Debt	30,000	-	-	Not funded
A103: Worship Resources	20,000	-	-	Appropriate for diocesan level response. Seek other resources.
A105: Standing Commission on Youth & Christian Formation	48,000	-	48,000	Page 10 Line 85
A106: Fund Standing Commission on Health	48,000	48,000	15,000	SC charged to develop national policy and strategy. Work with Washington Office. Page 10 Line 72
A113: Missionaries & Volunteers for Mission	3,300,000	3,105,000	3,105,000	Page 11 Line 142
A114: Young Adult Service Corps	550,000	420,000	450,000	Page 11 Line 142
A115: World Mission Education Materials	180,000	165,000	165,000	Page 11 Line 141
A116: Short-Term Mission Pilgrimages	120,000	-	-	Not funded
A117: Seminarian Cross-cultural Formation	180,000	-	-	Unable to fund
A120: Support Episcopal Church of the Philippines Centennial Endowment Fund	200,000	-	200,000	Page 12 Line 213
A122: Francophone Network	150,000	15,000	65,000	Page 11 Line 135
A125: Employment Policies & Practices TF	15,000	-	-	Work with Church Pension Group
A137: Baptismal Equality TF	40,000	-	-	Refer to SCLM to address need/concern
A138: Domestic Abuse Training	5,000	-	5,000	Page 11 Line 156
A141: Open Dialogue on Difficult Issues	28,000	-	-	Unable to fund
A146: Budget Appropriation for The Archives of the Episcopal Church	2,548,747	2,548,748	2,548,748	Page 11 Line 121
See A146: Budget Appropriation for The Archives Board	42,000	42,000	42,000	Page 10 Line 54
A148: Budget Appropriation for GBEC	380,067	265,094	555,744	Total proposed before recovery fees. Page 11 Line 113
A151: Budgetary Funding TF	60,000	-	40,000	Page 10 Line 55
A152: Title IV Budget Appropriation	50,000	-	-	
A158: Continue Sexual Misconduct TF	50,000	-	-	Work with Church Pension Group
B001: Family of Clergy Wellness	291,000	-	-	Recommend collaboration with CREDO & CPG



<b>RESOLUTION TRACKING CHART</b>				
<b>RESOLUTION</b>	<b>FUNDING REQUEST</b>	<b>PRE-CONVENTION EC PROPOSED BUDGET</b>	<b>CONVENTION APPROVED BUDGET</b>	<b>COMMENTS &amp; REFERENCE IN PB&amp;F SUMMARY BUDGET BOOK</b>
B011: Special Missionary Initiative	300,000	-	300,000	Page 13 Line 233
B013: Ending Genocide in Uganda	50,000	-	-	Not funded
C012: Episcopal Network for Economic Justice	21,000	-	21,000	Added to Page 12 Line 172
C036: Review General Ordination Examinations	25,000	-	-	Unable to fund
D007: TF on Seniors	30,000	-	15,000	Page 10 Line 82
D009: Continuing Education Project	25,000	-	-	Unable to fund
D012: Summer Camp for Children of Persons in Prison	150,000	-	65,000	Page 12 Line 173
D018: Active Non-violence Training	35,000	-	21,000	Page 12 Line 178
D021: Comprehensive Prison Ministry Program	175,000	-	195,000	Page 12 Line 173
D040: Restore Justice & Mission Partnerships Fund	550,000	-	875,865	Page 13 Line 236
D046: Jamestown Covenant	30,000	-	-	Funding request withdrawn
D078: EYE Support	20,000	-	20,000	Page 12 Line 186
D083: Ethnic Congregational Ministries Support	500,000	-	4,358,134	Page 11 Line 152

## BUDGET NARRATIVE

### BUDGET NARRATIVE—REVENUES

#### Diocesan Commitments

The funding policy for the period January 1, 2007 through December 31, 2009 is based on a single Asking of the Dioceses (apportioned share). After a \$100,000 exemption from total income, a single asking shall be applied at a flat rate of 21% of the balance of income to the Diocese, as reported in the Diocesan Financial Statements for the year two years prior to the year to which the pledge is applied. For example, the 2007 Asking would be based on actual 2005 income. “Income” includes 1) all congregational giving to the Diocese, 2) all unrestricted investment and endowment income to the Diocese, 3) restricted investment and endowment income to the Diocese which covers costs in the operating budget, and 4) other earnings from investments or enterprises. It is intended that income shall include revenues that fund normal and programming expense of the dioceses. It is not intended to include pass-through income that is used for expenses for programming that is simply administered by the Dioceses or that would not be otherwise funded by contributions from parishes or out of investment income.

#### Investment and Interest Income

Investment income consists principally of income on the DFMS endowment, which represents both restricted and unrestricted income. This estimate assumes trust fund income at \$0.99, \$1.06 and \$1.12 per share in 2007, 2008 and 2009, respectively, an estimate which in turn assumes a net 5% annual growth rate (net of distributions and management fees) in trust fund assets over that period and annual distributions set at 5.0% of a five-year rolling average asset value. DFMS non-endowment assets are invested in short-term (usually 2-5 years to maturity) fixed income instruments.

#### Episcopal Life (EL)

Episcopal Life costs are subsidized by revenues earned from advertising and subscription sales.

#### Government Grants (EMM)

Episcopal Migration Ministries (the refugee program) is primarily supported by federal government contracts, principally from the Reception and Placement Program funded by the State Department and the Department of Health and Human Services Matching Grant Program. DFMS and affiliated organizations will resettle an estimated 2,500 refugees per year through the Reception and Placement Program, and 950 refugees per year will qualify for participation in the Matching Grant Program. After withholding amounts necessary to cover administrative costs, these funds are passed to dioceses to fund local programs.

#### Episcopal Books and Resources (EB&R)

Episcopal Books and Resources costs are largely subsidized through online and telephone sales of affordable, high-quality publications and other merchandise that has a primarily Anglican/Episcopal focus and context.

### BUDGET NARRATIVE—EXPENDITURES

#### CANONICAL

##### Office of the Presiding Bishop

This Office supports the Presiding Bishop’s administrative and communication responsibilities as well as pastoral ministries. This includes working with and supporting the staff in carrying forth General Convention initiatives and policies, supporting the ecumenical initiatives and relationships of the Episcopal Church, and supporting pastoral relationships with the bishops of this Church. This Office plans and coordinates the visits of the Presiding Bishop, as well as planning for meetings of the House of Bishops at General Convention and interim and special meetings. The Office is responsible for the processes of election and consecration of bishops.

##### House of Bishops

The expenses in this area support the design and implementation of the annual Interim and Special Committee meetings of the House. Additional support is given to the planning group for the spouses meetings, which coincide with the House of Bishops meetings.

##### House of Deputies

The President of the House of Deputies, along with the Presiding Bishop, appoints members and serves *ex officio* as a member of all committees, commissions, agencies and boards. The incumbent shares leadership of the Executive Council, appoints legislative committees, represents the Episcopal Church in various Anglican and ecumenical capacities, coordinates planning for the business of the House and presides over it during the General Convention.

##### Office of the General Convention (GCO)

The General Convention Office, under the direction of the Executive Officer of the General Convention, 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 Committees, Commissions, Agencies and Boards. It handles production of the *Reports to the General Convention*—known as the “Blue Book”—as well as

the *Journal* and the updated *Constitution and Canons* issued after each Convention. Through the Director of Research, the GCO undertakes the collection, publication, and analysis of annual Parochial Report and Diocesan Report data.

### **General Convention**

The General Convention is the legislating body of the Episcopal Church, consisting of the House of Deputies with about 800 members (up to four clergy and four lay persons from every diocese), and the House of Bishops, with nearly 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.

Although bishops and deputations pay their own travel and lodging expenses, the planning, administrative, security and facilities costs are borne by this budget.

### **General Convention: Committees, Commissions, Agencies and Boards (CCABs)**

Between the triennial meetings of the General Convention, Committees, Commissions, Agencies, and Boards carry out the ongoing work of the Church.

Chief among these is the Executive Council, which 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 ministry and mission of the Church.

The other Committees, Commissions, Agencies and Boards study issues and make recommendations to Convention, reporting in the *Blue Book* to all bishops and deputies for study before General Convention.

### **Office of the Bishop Suffragan for Chaplaincies (OBSC)**

The Office of the Bishop Suffragan for Chaplaincies works to support clergy in armed service, healthcare, and prison settings, and assists emergency responders and maritime chaplains. It provides both direct support for chaplains in federal service and the indirect support through advocacy and training for chaplains affiliated with diocesan bishops. The Office assists in domestic disaster response by providing chaplains when needed and has oversight of the missionary work in Micronesia.

### **Office of Pastoral Development (OPD)**

The Office of Pastoral Development of the House of Bishops supports the Presiding Bishop and the House of Bishops in episcopal formation and development; pastoral care of bishops; their families and diocesan systems; and mediation in Title IV (disciplinary) matters. Episcopal formation includes direct support for all episcopal elections, training and mentoring for all bishops, vocational assessment, retirement transitions, and deployment. Pastoral care includes making residential care facility referrals for bishops and priests, planned interventions, and mediation within diocesan systems. Mediation in the Title IV disciplinary canons provides a response from the Presiding Bishop's Office to complaints and formal charges against or concerning bishops, with the goal of satisfactorily addressing the cause of the complaint or charge so as to avoid an ecclesiastical trial.

The Bishop for the Office also serves as the Director of the College for Bishops, and serves on several General Convention and House of Bishops bodies, covering work of Episcopal Visitors to Religious Orders and Communities, Title IV, Institutional Wellness and the Presiding Bishop's Council of Advice.

### **Office for Ministry Development (OMD)**

The Office for Ministry Development supports initiatives for recruitment and formation of effective, healthy leaders, especially those who will serve congregations; it serves as a resource to the Standing Commission on Ministry Development. Its work includes:

- Production of video and written resources to prepare dioceses to recruit leaders from diverse cultural backgrounds;
- Formation of leaders committed to urban ministry;
- Exploring how the church can become more inclusive of children and adults with special needs;
- Helping congregations identify and cultivate gifted young people for potential vocations in ordained ministry through the Pastoral Leadership Search Effort (PLSE);
- Providing support for the Convention-mandated study of the Church's education delivery systems ("PEALL");
- Partnering in the Fresh Start program implemented by many dioceses to promote successful relationship-building in the first two years of a new clergy placement.

### **Church Deployment Office (CDO)**

The work of the Church Deployment Office is the ministry of transition, which includes the management of a personnel database for clergy and lay professionals and for dioceses, parishes and other institutions engaged in search processes. The CDO is undergoing its own transition as it addresses new opportunities for the 21<sup>st</sup> century church. During this triennium it intends to develop a portfolio approach for clergy and lay professionals and a high-quality survey instrument for congregations.

### **General Board of Examining Chaplains (GBEC)**

The General Board of Examining Chaplains, elected by the General Convention and responsible to the House of Bishops, consists of four bishops, six clergy with pastoral cures, six members of seminary faculties, and six lay persons. Its work, defined by Canon III.31, is primarily the annual administration of the General Ordination Examination, administered to seminary seniors and others pursuing Holy Orders, who are nominated by the bishops of the dioceses. The GBEC collaborates as needed with other General Convention groups devoted to the development and support of ordained ministry.

### **Office for Liturgy and Music (LM)**

The Office for Liturgy and Music supports the Presiding Bishop as Chief Liturgical Officer of the Church, especially in organizing worship at General Convention, by assisting in planning occasional liturgical events for other national entities within the church, and by responding to questions about worship. The Office supports the work of the Standing Commission on Liturgy and Music.

### **Archives of the Episcopal Church**

The Archives of the Episcopal Church is the national repository for documentation on the church, related Anglican organizations and individual Episcopalians. Through its main research office in Austin, Texas, a records management office at the Episcopal Church Center in New York, and a digital archives repository for online access to principal documents of the General Convention, the Executive Council and other key archival resources, the Archives seeks to preserve and make available evidence of the historic and contemporary ministry of the church.

### **Office of Ecumenical and Interfaith Relations (EIR)**

The Office of Ecumenical and Interfaith Relations coordinates, on behalf of the Presiding Bishop and the Episcopal Church, various bilateral and multilateral dialogues and conversations with other Christian communions working with the greater unity and common mission of the church. In an increasing multi-religious context, the Office also works in interfaith dialogue, seeking greater understanding of and cooperation between the major religions of the world.

## **MISSION PROGRAM**

The Mission Program budget is an expression of the Episcopal Church's mission priorities and initiatives as informed by the Baptismal Covenant, the priorities adopted by the General Convention and Executive Council, mission covenant and partnership commitments, and the actions of the General Convention itself.

### **Director of Mission and Program Support**

The Director of Mission serves as a mission leader and staff officer to the Presiding Bishop and is a member of the Management Team. The Director of Mission supervises and supports all Mission Program units, builds collaborations for mission, chairs the Mission Leadership Roundtable, and provides communication and education for mission throughout the Church. Mission Program Support enables all Mission Program units to accomplish their goals by providing funding for travel, office coordination, and expenses related to planning, consultation, fund raising and collaborative efforts. The Mission Program Support Office coordinates the work of the following areas:

- Anglican and Global Relations
- Congregational Development
- Ethnic Congregation Development
- Peace and Justice Ministries
- Women's Ministries
- Ministries with Young People
- Episcopal Migration Ministries
- Mission Funding
- Overseas Appropriations
- Domestic Appropriations

The Director of Mission will also lead in a **Major Gifts Development for Mission** and coordinate a new **Millennium Development Goals Partnership** where Episcopal Relief and Development, Jubilee Ministries, and other programs will work collaboratively to expand their existing work to reduce poverty worldwide.

### **Anglican and Global Relations (AGR)**

The work of Anglican and Global Relations supports each of the Mission Priorities, especially focusing on Partnerships in the Anglican Communion. AGR strengthens the church's work of reconciliation and mission by:

- Encouraging the growth and development of overseas dioceses and partner churches throughout the Anglican Communion;
- Providing leadership support and assistance to many international relationships enjoyed by dioceses, congregations and networks in the Episcopal Church;
- Recruiting, training, and supporting Appointed Missionaries, Volunteers for Mission and Young Adult Service Corps participants who serve in more than 30 countries;
- Researching and analyzing relationships and providing financial assistance to enhance the effectiveness of the work and witness of partner provinces and Anglican networks;
- Supporting theological education through scholarships for church leaders pursuing study domestically and overseas;
- Developing educational materials for world mission interpretation;
- Supporting and facilitating global mission networks in our church.

### **Congregational Development**

Congregational Development includes the work of development, redevelopment, stewardship and research. Working with the offices for Ethnic Congregational Development and Women's Ministries, this office helps to implement a comprehensive strategy to develop, grow and transform congregations in the Episcopal Church by planning and producing resources as well as conducting national and regional training events. Work is focused on racial, ethnic, socio-economic and generational diversity in congregations. Congregational Development also includes the work of the Office of Research which directs and coordinates an ongoing program of research and analysis for the church.

### **Ethnic Congregational Development**

The Ethnic Congregational Development Office:

- Develops and supports congregational life among the communities of Episcopalians who are Asian American, Black, Latino and Native American; and
- Provides a voice of advocacy for these communities so that their concerns for social equality and economic justice are raised up in the life of the Church.

This work is accomplished by four Missioners and their support staffs who interact with other units at the Episcopal Church Center. Each Missioner provides onsite consultation and resources for clergy and lay education and development, for ministries among Young Adults and Youth; for worship, liturgy and stewardship; for renewal and Congregational Transformation and establishing new congregations; and for Reconciliation and Evangelism through the inclusion of immigrant groups in the life of the Episcopal Church.

### **Peace and Justice Ministries (PJM)**

The work of Peace and Justice Ministries arises from the many social and programmatic policies established by General Convention and Executive Council. PJM works to equip Episcopalians to carry out their Baptismal Covenant to "strive for justice and peace among all people and respect the dignity of every human being" and to be faithful stewards of all God's creation. PJM work includes the Office of Government Relations; international Peace Ministries; domestic Social Justice, Jubilee Ministries, and environmental advocacy. Some specific initiatives of PJM include:

- Providing anti-racism training and resources for dioceses, congregations and overall Church leadership;
- Providing grant support to Jubilee Centers and networks and loans to organizations that serve and empower the poor and marginalized;
- Advocating Church policies to government and working with bishops and others to strengthen the Church's public witness with government officials worldwide;
- Working with other religious denominations and partners to address issues of poverty reduction, health care, civil rights, the environment, the Millennium Development Goals, the AIDS pandemic, debt relief and peacemaking in areas of conflict;
- Monitoring the Church's efforts to be socially responsible in the investment of its financial assets.

### **Women's Ministries (WM)**

Women's Ministries serves the mission and ministry of women at all levels of the church. With justice and advocacy a priority, Women's Ministries seeks to ensure that women's engagement in church and society continues to make a difference in the ministry of reconciliation to which Christ calls us. Through its current partnership with the Anglican Observer to the UN and its work with offices of Congregational Development, Ethnic Congregational Development and Ministry Development, this Office address each of the budget priorities.

### **Ministries with Young People (MYP)**

Ministries with Young People provides support to congregations, dioceses, and provinces in the areas of children's ministries, Christian education, youth ministries, and ministries with young adults and higher education. Through programs and special projects mandated by General Convention, MYP fulfills its mission through training events, conferences, consultations, network programs, and by producing basic and specialized resources for congregational use. MYP also works extensively with ecumenical partners and Episcopal curriculum developers in providing resources for the Church. The 2003 General Convention approved \$1 million in additional funding in support of programs for young adults and youth, with specific funding to be determined by Executive Council in consultation with young people and DFMS staff. The proposed budget for 2007–2009 continues that funding priority.

### **Episcopal Migration Ministries (EMM)**

Episcopal Migration Ministries assists in refugee resettlement and advocacy for refugee and immigration policy. Through a network of diocesan affiliates, EMM annually assists between 2,500 and 3,000 refugees to restart their lives in the US. EMM advocates for the protection and welfare of overseas refugees, particularly those for whom resettlement may be their only hope; advocates for the welfare of asylum seekers who hope to escape persecution; and migrants who seek relief from poverty and economic oppression. EMM undertakes various educational programs to increase awareness within the Church about the plight of those forcibly displaced because of persecution or other forms of violence or oppression.

## MISSION BLOCK GRANT PARTNERSHIPS

### Church-wide Partnerships

The Executive Council is committed to providing ongoing support for the overseas dioceses of the Episcopal Church; the partner churches with which we have covenant agreements; dioceses called Domestic Missionary Partners (formerly Coalition 14); and the three historically black Episcopal colleges. Also reflected here is the Episcopal Church's fair share of the Inter-Anglican Budget (Anglican Consultative Council).

### Overseas Covenants and Partnerships

Support for Covenant Agreements provides a means for all Episcopalians to participate in the development and mission work of the Anglican/Episcopal church in Central America, Liberia, Mexico, and the Philippines; the financial commitments are part of the autonomy processes approved by General Convention.

Specific funding for overseas dioceses will be done on a year-to-year basis upon evaluation of parochial/diocesan reports and other indicators. Funds will be distributed among the following dioceses and jurisdictions by the Executive Council: Cuba, Colombia, Dominican Republic, Ecuador Central, Ecuador Litoral, Haiti, Honduras, Micronesia (Guam), Taiwan, Venezuela and Virgin Islands.

### Domestic Mission Support

These are block grants paid regularly to domestic organizations that are historically important to the Episcopal Church. New work includes a Post-Katrina special initiative to support renewal in the Diocese of Louisiana.

### Ecumenical Appropriations

The mission of the Ecumenical and Interfaith Relations Office is to promote the growth of visible unity in one Eucharistic fellowship, sustain, and strengthen dialogue for Christian unity with other churches. These appropriations represent the Episcopal Church's financial support and participation in national and international councils, bodies, and communions seeking the unity of the church.

### Episcopal Relief and Development (ERD)

Funding for Episcopal Relief and Development reflects the cost of accounting and administrative services provided by the DFMS. In addition, the DFMS provides indirect support in the form of space and utilities.

### Planned Giving

The Planned Giving funds are used to support the Episcopal Church Foundation's (ECF) work to build the church's financial strength at parish and diocesan grass-roots levels.

## COMMUNICATIONS

### Office of Communication

The Office of Communication supports the mission and ministries of the Episcopal Church through:

- Timely news and information that emphasizes national, international and local interrelationships;
- Affordable, quality books and resources that deepen understanding and practice of the Christian faith in the Anglican context;
- Creative broadcast and multimedia tools that invite viewers into mission;
- Practical, forward-looking Internet and technology applications to enhance web sites and other electronic communication churchwide;
- Enabling a collaborative comprehensive communication plan and a churchwide advertising initiative;
- Calling church members and the general public to "Come and Grow" in spiritual depth and maturity and to "Cultivate Community".

### Episcopal Life (EL)

Episcopal Life is a monthly communication vehicle to more than 250,000 Episcopal households. Its mission is to inform, inspire and involve the people of God in the Episcopal Church by: reporting accurately and fairly events and issues in the church and the Anglican Communion; welcoming a healthy exchange of ideas and opinions; and nurturing the ministry to which baptism calls us.

### Episcopal Books and Resources (EB&R)

Episcopal Books and Resources is a retail provider of affordable, high-quality publications and other merchandise that has a primarily Anglican/Episcopal focus and context. In 2005, EB&R combined the operations of the former Episcopal Parish Services and the Church Center bookstore. Through online and telephone capabilities, EB&R distributes resources for many church organizations and mission departments, including: the Episcopal Church Foundation, Episcopal Relief and Development and the United Thank Offering. Its products also include the "Groundwork" evangelism and hospitality series and a collection of church signs for exterior use.

## CORPORATE

The Corporate section includes all of the administrative and financial activities associated with operating DFMS. The Corporate departments provide service to all DFMS activities, but the costs are not allocated (or charged) to those individual departments.

**Office of the Chief Operating Officer**

Assisting the Presiding Bishop's role as Chief Executive Officer, the Chief Operating Officer coordinates the work of the Management Team and the entire organization. This involves managing internal organizational support functions, including human resources, building services, management information systems, telecommunications, and mail and purchasing. The Chief Operating Officer also has a central role in the triennial budget process and has managed the renovation of the Church Center.

**Treasurer's Office (TREAS)**

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 assets such as endowment portfolio and charitable trusts, and short-term assets, such as DFMS operating cash and custodial accounts held for others; oversight of banking functions, such as electronic funds transfers; financial management training; and oversight of entities and activities funded through the budget.

**Office of the Controller (CONT)**

As a unit of the Treasurer's Office, the Controller's Office is responsible for processing all of the financial transactions for DFMS and reporting, summarizing, and interpreting financial data for the use of management, creditors, boards and committees of the organization. It helps to develop budgets and forecasts, measures actual performance against operating plans and interprets the results of operations to all levels of management. The Office performs all of the accounting functions for DFMS which includes cash receipts, accounts payable, payroll, cash disbursements, account and diocesan receivables and grants payable. It works closely with the Society's independent auditors to design and implement appropriate controls to safeguard the assets and resources of DFMS.

**Human Resource Management (HRM)**

The Human Resource Management Office strives to have the best person in the right job at the appropriate time, adequately prepared, effectively motivated, in compliance with moral and civil law, and reflective of the cultural diversity of the Church and society. The Human Resource Management team ensures that all staff— both current and retired— are treated fairly in keeping with stated human resources policies and practices. This office seeks to partner with others in developing and realizing opportunities for enhancing the quality of effort and productivity in our mutual ministry.

**Management Information Systems (MIS)**

Management Information Systems is responsible for all aspects of computer infrastructure and usage at The Episcopal Church Center and onsite at General Conventions. The network it maintains enables document creation, E-mail, and Internet access to all employees, including remote access for traveling staff. Its servers host numerous commercial software packages in finance, human resources, fundraising and other areas. Upon request, MIS develops and hosts data base applications (mostly web-accessible) for other departments, including systems for Parochial Reports; Church Deployment; and General Convention legislation, registration, and housing. MIS also takes a leading role in data modeling and shared initiatives with other Episcopal organizations such as the Church Pension Group.

**Purchasing**

The Purchasing function for the procurement of supplies and equipment is carried out primarily through the Office of the Chief Operating Officer and Building Services. This includes the direct costs of stationery, office supplies, office equipment leases and maintenance costs.

**Mailing Center (MC)**

The Mailing Center handles all processing and mailing functions at the Episcopal Church Center for DFMS.

**Telecommunications (TELECOM)**

Telecommunications operators are the first voices heard when calling the Episcopal Church Center. The office answers church-related inquiries and directs calls to the appropriate offices. It also manages the physical and financial operations of the phone system.

**Building Services**

The Episcopal Church Center is open twenty-four hours a day, seven days a week. The Building Services staff manages all building functions, from utilities to cleaning, repairs, maintenance and security. The staff coordinates the purchasing of furniture and fixtures, as well as all capital building improvements, including the renovation of the Church Center.

The removal of asbestos, improvements to all mechanical and electrical systems and fireproofing of the offices at 815 Second Avenue were financed through a bank line of credit which will be repaid over time.

**DFMS Contribution for Administration**<sup>1,2</sup>

Eight agencies are currently housed at the Episcopal Church Center. Most of the organizations have been housed there for 30 years or more; but only ERD is directly included in the budget of the DFMS. Many of the agencies were established either by prior Presiding Bishops or by General Convention. The agencies work closely with numerous departments and staff members on a daily basis; many agency representatives participate in staff meetings and other DFMS meetings. All are very much a part of the community and workings of the Episcopal Church Center; they complement and extend the mission and ministry of DFMS.

<sup>1</sup> *For Agencies that are not part of the DFMS budget:* Postage and billable telephone costs plus IT services are charged and recovered from the non-DFMS agencies. Other costs such as utilities, mail services and telecommunications are allocated based on square footage of space occupied. Executive Council decided to forgive expenses incurred by Anglican UN Observer.

<sup>2</sup> *For ERD, which receives direct support from the DFMS budget:* The cost of utilities, mail services and telecommunications are allocated based on square footage of space occupied. The cost of staff services is allocated based on the number of employees.



## THE JOINT STANDING COMMITTEE ON PROGRAM, BUDGET & FINANCE 2004–2006

### PROVINCE I

Mr. Peter Bickford (Maine)  
The Hon. Byron Rushing, Secretary (Massachusetts)  
The Rt. Rev. Andrew D. Smith, Vice-Chair (Connecticut)

### PROVINCE II

The Rt. Rev. George E. Councill (New Jersey)  
Ms. Lyn Headley-Deavours (Newark)  
The Rev. Gerald W. Keucher (New York)

### PROVINCE III

Ms. Anne Bardol (Northwestern Pennsylvania)  
The Rt. Rev. W. Michie Klusmeyer (West Virginia)  
Ms. Amy Seitz (West Virginia)

### PROVINCE IV

Mr. Arthur M. Bjontegard, Jr. (Upper South Carolina)  
The Rt. Rev. A. Clark Marble, Jr. (North Carolina)  
Mr. Thomas G. O'Brien III (Southeast Florida)

### PROVINCE V

Mr. Jon B. Boss (Southern Ohio)  
Mr. Pete Dawson (Eau Claire)  
The Rt. Rev. Mark Hollingsworth, Jr. (Ohio)

### PROVINCE VI

The Rev. Canon John Floberg (North Dakota)  
The Rev. Kathleen S. Milligan (Iowa)  
The Rt. Rev. Alan Scarfe (Iowa)

### PROVINCE VII

Ms. Pan Adams, Chair (Arkansas)  
The Rev. Jo Ann T. Ford (Kansas)  
The Rt. Rev. Dean Wolfe (Kansas)

### PROVINCE VIII

Canon Holly McAlpen (California)  
The Rev. Altagracia Perez (Los Angeles)  
The Rt. Rev. James Edward Waggoner, Jr. (Spokane)

### PROVINCE IX

The Rt. Rev. Lloyd Allen (Honduras)  
The Rev. Cristobal Leon (Litoral Ecuador)  
Mr. Francisco Quinones (Puerto Rico)

### EX OFFICIO MEMBERS

The Most Rev. Frank Griswold, Presiding Bishop  
The Very Rev. George L. W. Werner, President of the House of Deputies  
The Rev. Dr. Gregory Straub, Secretary of the General Convention  
Mr. N. Kurt Barnes, Treasurer of the General Convention