



**MISSION STATEMENT AND BUDGET PROPOSAL**  
**OF**  
**THE PRESIDING BISHOP AND THE EXECUTIVE COUNCIL**  
**TO**  
**THE 75<sup>TH</sup> GENERAL CONVENTION**  
**OF THE EPISCOPAL CHURCH**





**MISSION STATEMENT AND PROPOSED BUDGET OF  
THE PRESIDING BISHOP AND THE EXECUTIVE COUNCIL**

**INTRODUCTION**

The Mission Statement and Proposed Budget has been prepared by the Presiding Officers and the Executive Council as the first step in adopting a triennial budget for the Episcopal Church. In 2005, Executive Council reaffirmed the budget priorities approved by the 74<sup>th</sup> General Convention. These priorities gave the context in which this budget proposal was formulated by the Council's Standing Committee on Administration and Finance (A&F) in collaboration with Church Center staff. In January 2006, the proposed budget was approved by Executive Council and handed-off to the Joint Standing Committee on Program, Budget and Finance (PB&F).

PB&F's primary responsibility is to present the General Convention with a mission-driven budget that supports the adopted mission priorities. To achieve this goal, PB&F begins its consideration by working with Church Center staff and requesting information about funding requests. PB&F reviews all resolutions with funding implications before legislative committees begin their work. At General Convention, PB&F works in Sections: Corporate/Canonical, Program/Mission, Funding and Presentation, but decisions and recommendations about the budget are decided by the committee of the whole.

**OPEN HEARINGS SCHEDULE**

PB&F hosts several open hearings at Convention so that the triennial budget can reflect the voice of the Church:

June 12	12:30 pm–1:30 pm	Open Hearing on Priorities
June 14	7:30 pm–9:00 pm	Open Hearing on Spending
June 15	7:30 pm–9:00 pm	Open Hearing on Funding

**DECISION-MAKING GUIDELINES**

PB&F has prepared decision-making guidelines for its consideration of funding requests:

1. How does this proposal enhance the spread of the gospel?
2. Is this a mission priority? Where in the order of priorities does it fit?
3. Is the mission work being done? If so, by whom? If it is not being done, who should be doing it?
4. What resources are needed to accomplish this work? Are there resources available outside of this budget?

PB&F's final work is done after the open hearings and after it has reviewed resolutions with funding implications. On June 19, 2006, PB&F will present the Budget of the Episcopal Church for the 2007-2009 triennium in a joint session of the General Convention for consideration and appropriate action.

Bishops and deputies are asked to give prayerful consideration to this proposal with the accompanying messages from the Presiding Officers, the Executive Council and the Treasurer.

**TABLE OF CONTENTS**

	Page(s)
Message from the Presiding Bishop.....	2
Message from the President of the House of Deputies.....	3
Executive Council Report.....	4
Budget Priorities Established by Executive Council.....	5
Message from the Treasurer.....	6
Proposed Budget for the 2007–2009 Triennium.....	8
DFMS Comparative Income Statements.....	34
DFMS Support of the Millennium Development Goals.....	36
Investment Portfolio 2005.....	37
Detailed Distribution of Staff.....	39

Dear Brothers and Sisters in Christ:

Grace and peace to you in the name of the One who is our peace. Along with the President of the House of Deputies, I commend to you this mission statement and budget proposal. As you study it, be aware that the budget figures before you seek to embody and focus the mission energies that are so present among us.

I am enormously thankful that the mission focus of the church has remained constant as we continue to address the aspirations and yearnings of emerging generations and to recognize and serve the risen Christ in persons at home and abroad. At the same time, we recognize that it is not through our own energies but through the force and action of the Spirit at work in us that we are able to do “more than we can ask or imagine.”

Growing up in all ways into Christ is an ongoing process of unfoldment and discovery conditioned by the events and circumstances which press upon us from the world around us. We are continually faced with the question of our response to the exigencies of the present moment. Growing up into Christ is accomplished through love, a love which speaks the truth – a truth formed in us by the Spirit of truth. “Speaking the truth in love we must grow up in every way into him who is the head, into Christ, from whom the whole body, joined and knit together by every ligament with which it is equipped, as each part is growing properly, promotes the body’s growth in building itself up in love.” (Ephesians 4:15-16)

It is as we give ourselves away in the service of the gospel that we grow to maturity in Christ. This budget, therefore, is an action plan for service. It is a vehicle that allows us to give ourselves away. It is my prayer that losing ourselves for the sake of the gospel will lead us to finding ourselves in Christ and in relationship to one another in order that together we may reach out in love to our broken and wounded world.

Yours in Christ,

+ 

The Most Reverend Frank T. Griswold

At the Parish Church in Staunton Harold Leicestershire hangs the following tablet:

In the year 1653,  
When all things Sacred Were Throughout Ye Nation  
Either Demolisht or Profaned;  
Sir Robert Shirley, Baronet, founded this Church;  
Whose singular praise it is  
To have done the best things in ye worst time  
And hoped them in the most calamitous

As I am often reminded, we are called not just to a people and a place, but to a moment in God's history. Each moment is fraught with challenges yet bursting with opportunities. In a world of great need and great opportunity, how shall we choose the best use of our resources?

The Executive Council and its Standing Committee on Administration and Finance have lingered long and hard to carve a draft budget out of such questions.

Now the Joint Standing Committee on Program, Budget and Finance will listen to your hopes, dreams and suggestions as its members work to further perfect our next triennium's budget.

To help our focus, Executive Council has articulated five areas of priority: Young Adults and Youth; Reconciliation and Evangelism; Congregational Transformation; Justice and Peace; and Partnerships (in the Anglican Communion and with our Ecumenical and Interfaith partners).

Now, with the help of members of both Houses we shall try to "Do the best things ... and hope them" in the Name of Jesus Christ.

I join our Presiding Bishop in bidding your prayerful study of this mission statement and budget proposal that it might become a better engine for driving our work of witness and mission.

Faithfully, in Jesus Christ,



The Very Rev. George L. W. Werner  
President, The House of Deputies

## Executive Council

Since 1919, the canons of the Episcopal Church have provided for an Executive Council (in its early years called the National Council) to work with the Presiding Bishop between Conventions to implement and monitor the policies and programs authorized by the Convention. The Council also proposes and exercises oversight of the budget adopted by the General Convention. In its capacity as Board of Directors of the Domestic and Foreign Missionary Society—the church’s legal and financial entity—it directs the disposition of the monies and other property of the Society.

## MEMBERSHIP

### Officers

The Most Rev. Frank T. Griswold, Presiding Bishop,  
DFMS President and Chair  
The Very Rev. George L.W. Werner, HD President,  
DFMS Vice President and Vice-Chair  
Mrs. Patricia C. Mordecai, DFMS Vice President  
The Rev. Canon Rosemari G. Sullivan, Secretary,  
until 1/2005, *replaced by* The Rev. Gregory Straub,  
6/05  
Mr. N. Kurt Barnes, Treasurer, as of 11/03

### Elected by General Convention until General Convention 2006

The Very Rev. Cynthia L. Black, (W. Michigan, V)  
Dr. Louie Crew (Newark, II)  
The Rt. Rev. Theodore A. Daniels (Texas, VII)  
The Rev. J. Anthony Guillén (Los Angeles, VIII)  
*resigned 10/05, replaced by*  
The Rev. Miguelina Espinal (Dominican Republic,  
IX) *appointed 10/05*  
Ms. Sarah T. Harte (Long Island, II)  
Mr. Frank L. Oberly (Oklahoma, VII)  
Mr. Russell V. Palmore Jr. (Virginia, III)  
Ms. Diane B. Pollard (New York, II)  
The Rt. Rev. Catherine S. Roskam (New York, II)  
Ms. D. Rebecca Snow (Alaska, VIII)

### Elected by Province until General Convention 2006

*I* The Rev. Ann S. Coburn (Massachusetts)  
*II* The Rev. Canon Stephen T. Lane (Rochester)  
*III* The Rev. Edward E. Godden (Delaware)  
*IV* Dr. Lillian E. Yeager (Kentucky)  
*V* The Rev. Kwasi A. Thornell (Southern Ohio)  
*VI* The Rev. Tim E. Vann (Iowa)  
*VII* The Rev. Kenneth W. Kesselus (Texas)  
*VIII* The Rev. Brian N. Prior (Spokane)  
*IX* Mrs. Carmen Brooks (Honduras)

### Elected by General Convention until General Convention 2009

Mr. R.P.M. Bowden (Atlanta, IV)  
Ms. Dorothy J. Fuller (El Camino Real, VIII)  
Mr. Thomas R. Gossen (Kansas, VII)  
Ms. Josephine H. Hicks N. Carolina, IV)  
Ms. Sandra F. McPhee (Chicago, V)  
Mr. Albert T. Mollegen Jr. (Conn., I)  
The Rev. Titus L. Presler (Texas, VII)  
The Rt. Rev. Wilfrido Ramos-Orench (Conn., I)  
The Rev. Canon Edward W. Rodman (Mass., I)  
The Rt. Rev. Stacy F. Sauls (Lexington, IV)

### Elected by Province until General Convention 2009

*I* Dr. Delbert C. Glover (Mass.) *resigned 7/05*  
Mr. Thomas A. Little, Vermont *appointed 9/05*  
*II* Mr. Edgar Kim Byham (Newark)  
*III* Mr. John Vanderstar (Washington)  
*IV* The Rev. Timothy Kimbrough (N. Carolina)  
*V* Ms. Bonnie Anderson (Michigan) &  
HD Vice President  
*VI* Ms. Terry Roberts (Minnesota)  
*VII* Ms. Sharon F. Denton (Western Kansas)  
*VIII* Mr. Ted M. Yumoto (San Joaquin)  
*IX* The Rt. Rev. Julio Cesar Holguín  
(Dominican Republic)

### By Invitation

Anglican Church of Canada Partners:  
The Ven. James B. Boyles (past rep.); The Rev.  
Helena Rose Houldcroft (past rep.); The Rt. Rev.  
Michael Ingham; Dr. Ellie Johnson; Mr. Todd  
Russell (past rep.); The Rev. Andrew Welsey;  
Evangelical Lutheran Church of America (ELCA)  
Partners: The Rev. Dr. Randall Lee; The Rev. Karen  
Parker (past rep.)

---

## Budget Priorities Established by Executive Council

June 22, 2005

*The following is a true copy of a Resolution adopted by the Executive Council at its meeting on June 13-16, 2005 in Louisville, Kentucky, at which a quorum was present and voting.*

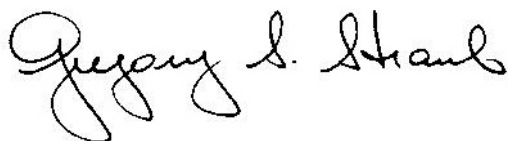
**RESOLVED**, That the Executive Council request the Church Center staff to prepare a draft budget for the 2007-2009 Triennium based on the following:

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 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 74<sup>th</sup> General Convention and identify for the mission of the Church during 2007–2009 the following priorities, listed in rank order of importance:

- 1. YOUNG ADULTS AND YOUTH:** Reaching out to young adults and youth through intentional inclusion and full incorporation in the thinking, work, worship and structure of the Church.
- 2. 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.
- 3. CONGREGATIONAL TRANSFORMATION:** Revitalizing and transforming congregations through commitment to leadership development, spiritual growth, dynamic and inclusive worship, greater diversity, and mission.
- 4. JUSTICE AND PEACE:** Promoting justice and peace for all of God's creation and reaching out to the dispossessed, imprisoned and otherwise voiceless needy.
- 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 Reverend Dr. Gregory S. Straub  
Secretary of the Executive Council and  
the Domestic and Foreign Missionary Society  
of the Protestant Episcopal Church in the United States of America

## **MOVING FORWARD IN MISSION CONTINUES TO DRIVE THE 2007-2009 PROPOSED BUDGET**

The development of this budget began in early 2005 and has involved the Episcopal Church Center (ECC) management and mission staff, the Administration and Finance Committee (A&F) of the Executive Council and the full Council. That may seem like a long time, but the development of a three-year budget requires time, cooperation, patience and cheerfulness. The Joint Standing Committee on Program, Budget and Finance (PB&F) requested that the Executive Council establish budget priorities once again to assist them in discerning the 2007-2009 draft Budget for the Episcopal Church. Several groups of management, mission staff and Executive Council responded to this request by first considering whether the work of the five priorities adopted three years ago should continue forward. Those groups also considered whether additional initiatives should replace or be added to the existing priorities. After careful, thorough and prayerful discussion, each group decided that:

- Significant momentum has grown around the existing priorities which continue to be important
- Some activities can be and are being done elsewhere, effectively and often in collaboration with Church Center staff.

So, with little hesitation, the Executive Council resolved that the 2007-2009 draft Budget should be developed by following the priorities adopted by the 74<sup>th</sup> General Convention in 2003. Those priorities are presented in rank order on page five.

As management proceeded in developing the budget, we asked ourselves and the mission staff:

1. What is the most creative budget we can propose that will respond to the energies of the Church, assuming the same level of resources as in 2004-2006?
2. If additional funds are available, what specific initiatives would you hope to see funded and at what cost?
3. If less funding is available, what specific reductions would you make?

After the budget submissions were received in July 2005, extensive conversations were held with each Canonical, Mission, Communication and Corporate department head, where the following questions were posed:

- What initiatives can be carried out with minimal funding but will have great effect (i.e., big payoff, small expenditure)?
- What programs can be carried out more effectively or more efficiently at another level (e.g., diocesan, congregational, provincial, ecumenically)? Who else might do it with minor input from ECC?
- Can this program be carried out in partnership, including financial partnership, with other departments, so that we benefit from synergy?
- Does the planned program clearly demonstrate to Church membership that it is responsive to their needs and that it is worth supporting financially through their dioceses?
- What is the Church meant to be doing NOW? Have the signs of the times been discerned? Is it in line with Church values and beliefs?

This collaborative work resulted in some painful but necessary recommendations and, in the end, we arrived at a balanced budget.



The proposed budget was carefully reviewed by the Administration and Finance Committee of Executive Council in October 2005. After several adjustments were made and reviewed by A&F in January 2006, the draft budget was thoroughly discussed and adopted by Council that same month.

Spending for the Church's mission is necessarily based on what money is available. Diocesan Commitments constitute almost 70 percent of our non-governmental revenue and are the primary support of the budget. While diocesan income support has grown over the past 11 years, slightly decreased growth has been budgeted for the next triennium. We are grateful for the 45 percent of the dioceses that have supported our mission and ministry at or above the General Convention Asking of 21 percent of diocesan income, but 55 percent of dioceses do not contribute at that level. While we are heartened by the growth in the total giving over the current triennium, we recognize the sensitivity of this projection as we move forward. *If each of the 100 dioceses in the U.S. contributed at the 21% level, there would be nearly \$7 million of additional funds for mission each year.*

Between 20% and 25% of DFMS non-governmental revenue comes from a draw from trust fund income. For this budget cycle the draw has been reduced to 5.0% from 5.5% during 2004-2006 – a higher rate necessitated by the decreased market value of our investments resulting from stock market declines in 2001 and 2002. In 2003, the Investment Committee cautioned about the need to return to the 5.0% draw as soon as possible.

Despite slower income growth, overall spending has been increased for the next triennium by seven percent. Several strategic activities of service delivery have been increased significantly: Chaplaincies; Church Deployment; Archives; Women's Ministries; and Congregational Development. Financial resources continue to be directed towards work in the five mission priorities. The DFMS will continue to contribute space, utilities and various other services to several related agencies that are located in the Episcopal Church Center offices. Those contributed services (detailed on page 33) will amount to approximately \$4.2 million during 2007-2009.

Many of you are interested in the Episcopal Church's response to the Millennium Development Goals (MDGs), whereby 0.7 percent of net disposable budgeted income should be directed to international development programs designed to make a significant impact on global poverty by 2015. After analyzing DFMS direct and indirect spending during 2004-2006, we conservatively estimate that nearly \$10 million of our budget for the current triennium has been directed towards supporting the MDGs – equivalent to 8.0% and more than 11 times the 0.7% goal (details of which appear on page 36). The work of Episcopal Relief & Development represents significant additional financial support for the MDG goals.

Where does this position our Church at this time? The efforts of many people have achieved a budget that reflects responsible stewardship without shortchanging the mission of the Church. This budget commits our resources in a responsible way to focus the work and ministry of the Church as we respond to the call to Engage God's Mission and Come and Grow.

Faithfully,

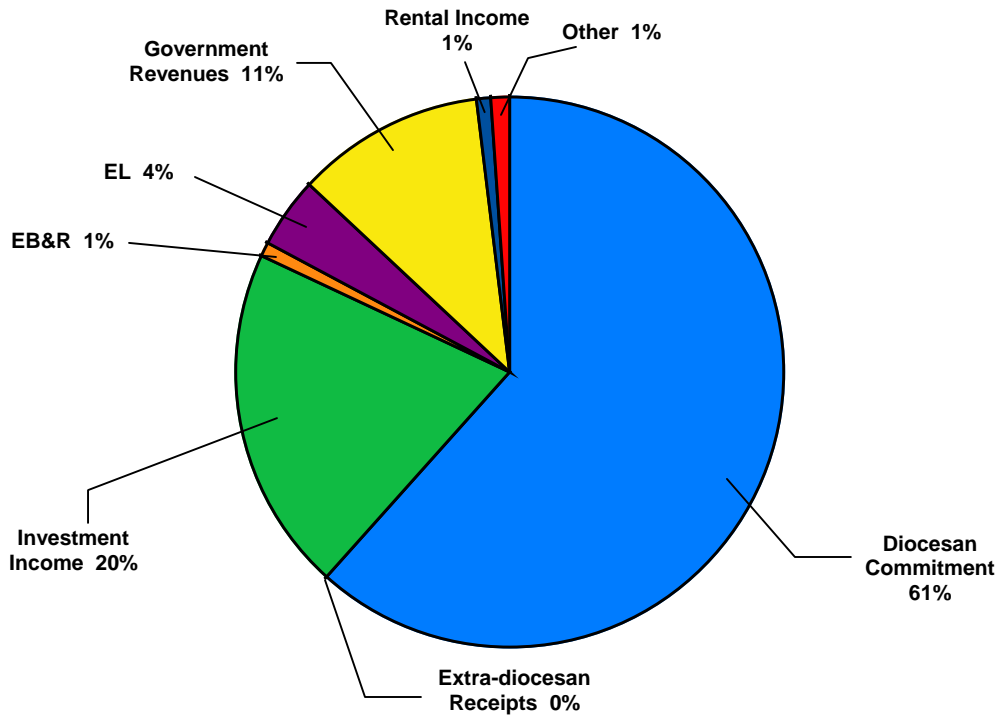


N. Kurt Barnes, Treasurer

**Proposed Budget for the 2007–2009 Triennium**

<b>REVENUES</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>Triennium</b>
Diocesan Commitments	\$29,887,248	\$30,783,865	\$31,707,381	\$92,378,494
Extra-diocesan Receipts	150,000	150,000	150,000	450,000
Investment Income	9,377,003	10,026,966	10,521,351	29,925,321
Episcopal Books & Resources	656,000	689,000	724,000	2,069,000
Episcopal Life	2,019,242	2,078,988	2,163,615	6,261,845
Government Revenues	5,699,000	5,779,000	5,849,000	17,327,000
Net Rental Income after Taxes	734,301	737,240	740,287	2,211,828
Other	107,250	112,700	1,146,000	1,365,950
<b>Total Revenues</b>	<b>\$48,630,044</b>	<b>\$50,357,760</b>	<b>\$53,001,634</b>	<b>\$151,989,438</b>
<b>EXPENSES</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>Triennium</b>
Canonical Total	\$8,594,434	8,889,266	11,405,073	28,888,774
Mission Program Total	16,649,359	16,731,665	17,032,651	50,413,674
Mission Block Grant Partnerships Total	9,424,339	9,179,693	9,204,422	27,808,454
Communication Total	4,911,096	5,036,506	5,494,412	15,442,014
Corporate Total	9,943,839	10,053,309	10,260,395	30,257,544
<i>Reduced total staff costs</i>	(275,000)	(275,000)	(275,000)	(825,000)
<b>Total Expenditures</b>	<b>\$49,248,067</b>	<b>\$49,615,439</b>	<b>\$53,121,954</b>	<b>\$151,985,460</b>
<b>Budgetary Net Income</b>	<b>\$(618,024)</b>	<b>\$742,321</b>	<b>\$(120,319)</b>	<b>\$3,978</b>

**Domestic & Foreign Missionary Society  
2007–2009 Proposed Revenues**



**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.

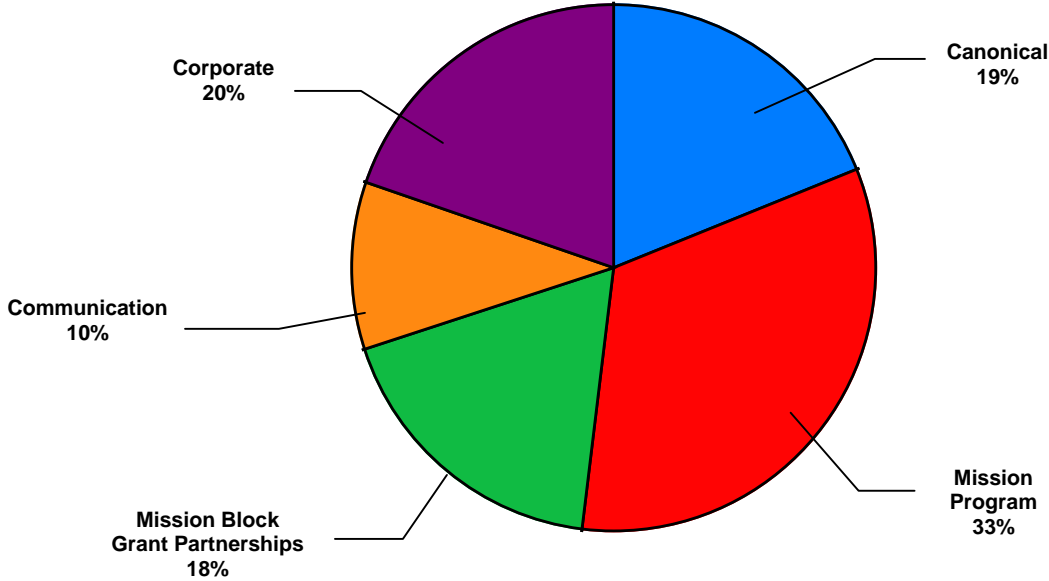
**Government Grants (EMM)**

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.

**Domestic & Foreign Missionary Society  
2007–2009 Proposed Expenses**



**EXPENSES**

**CANONICAL**

**Office of the Presiding Bishop**

This Office supports the Presiding Bishop in his 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.

	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>Triennium</b>
Staff Costs <sup>1</sup>	\$1,207,013	\$1,237,492	\$1,269,170	\$3,713,675
Council of Advice	12,000	12,000	12,000	36,000
Chancellor	35,000	35,000	35,000	105,000
Convocation of Amer. Churches - Europe	17,800	17,800	17,800	53,400
Presiding Bishop's Transition - Reserve	22,000	22,000	22,000	66,000
Other Costs	379,300	379,300	379,300	1,137,900
<b>Total Office of the Presiding Bishop</b>	<b>\$1,673,113</b>	<b>\$1,703,592</b>	<b>\$1,735,270</b>	<b>\$5,111,975</b>

<sup>1</sup> Note: In the following tables, "Staff Costs" include salaries and benefits costs; "Other Costs" include such program expenses as meetings, printing, and travel.

### Extra Episcopal Expenses

	2007	2008	2009	Triennium
Title IV Investigation and Trials	\$100,000	\$100,000	\$100,000	\$300,000
<b>Total Extra Episcopal Expenses</b>	<b>\$100,000</b>	<b>\$100,000</b>	<b>\$100,000</b>	<b>\$300,000</b>

### 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.

	2007	2008	2009	Triennium
Consultants and Chaplains	\$90,000	90,000	90,000	\$270,000
Interim Meetings	60,000	60,000	60,000	180,000
Other Costs	73,000	73,000	73,000	219,000
<b>Total House Of Bishops</b>	<b>\$223,000</b>	<b>\$223,000</b>	<b>\$223,000</b>	<b>\$669,000</b>

### 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.

	2007	2008	2009	Triennium
Advisory Council	\$24,000	\$24,000	24,000	\$72,000
Staff Costs	51,134	52,649	54,232	158,015
Other Costs	43,500	38,500	36,500	118,500
<b>Total House of Deputies</b>	<b>\$118,634</b>	<b>\$115,149</b>	<b>\$114,732</b>	<b>\$348,515</b>

**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.

	2007	2008	2009	Triennium
Staff Costs	\$1,039,063	\$1,061,439	\$1,084,745	\$3,185,247
Other Costs	96,000	96,000	110,000	302,000
<b>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>

**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.

	2007	2008	2009	Triennium
Secretariats	\$99,000	\$15,000	\$367,350	\$481,350
Site & Facilities:				
Site Expenses	90,000	155,000	805,000	1,050,000
Hall Expenses	0	0	375,000	375,000
Site Services	0	0	574,000	574,000
Site Personnel	30,000	50,000	606,000	686,000
<b>Total General Convention - Site and Secretariats</b>	<b>\$219,000</b>	<b>\$220,000</b>	<b>\$2,727,350</b>	<b>\$3,166,350</b>

**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.

<b>Executive Council:</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>Triennium</b>
Executive Council	\$300,000	\$300,000	\$300,000	\$900,000
Executive Council - Committees	0	0	0	0
Executive Committee	12,000	12,000	12,000	36,000
Council Committee - Investment & Audit	21,000	21,000	21,000	63,000
Administration and Finance	900	900	900	2,700
Committee on Anti - Racism	14,000	14,000	14,000	42,000
Committee on Science, Tech. & Faith	17,000	17,000	17,000	51,000
Committee on Criminal Justice	6,300	6,300	6,300	18,900
Committee on the Status of Women	15,000	15,000	15,000	45,000
Committee on Indigenous Ministries	15,000	15,000	15,000	45,000
Committee on HIV/AIDS	10,300	10,300	10,300	30,900
Mission Funding Task Force - meetings and consultation		Moved to Director of Mission		
<b>Subtotal Executive Council</b>	<b>\$411,500</b>	<b>\$411,500</b>	<b>\$411,500</b>	<b>\$1,234,500</b>



**Other General Convention: Committees,  
Commissions, Agencies and Boards**

	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>Triennium</b>
Board of Archives	\$15,000	\$15,000	\$12,000	\$42,000
Budgetary Funding Task Force	0	0	0	0
Church Deployment Board	22,000	22,000	22,000	66,000
Committee on Pastoral Development	10,000	20,000	20,000	50,000
Committee on the State of the Church	21,000	21,000	0	42,000
CCAB and Legislative Chairs' Meetings	0	0	0	0
CCAB First Meeting	0	0	0	0
General Board of Examining Chaplains	0	0	0	0
JSC on Nominations	10,000	20,000	0	30,000
JSC on Nominations - Advertising Costs	0	8,000	0	8,000
Joint Nominating Committee - Election of P.B. (Reserve)	22,000	22,000	22,000	66,000
JSC on Planning and Arrangements	8,000	8,000	9,000	25,000
JSC on Program, Budget and Finance	4,000	28,000	60,000	92,000
SC on Anglican & International Concerns	18,000	30,000	10,000	58,000
SC on Constitution and Canons	34,000	24,000	5,000	63,000
SC on Communications	0	0	12,000	12,000
SC on Domestic Mission & Evangelism	27,000	27,000	27,000	81,000
SC on Ecumenical Relations	35,000	35,000	20,000	90,000
SC on Health	16,000	16,000	16,000	48,000
SC on Liturgy & Music	35,000	50,000	15,000	100,000
SC on Ministry Development	25,000	50,000	25,000	100,000
Title III Revision Subcommittee	0	0	0	0
Title IV Review Committee	0	0	0	0
SC on National Concerns	30,000	30,000	15,000	75,000
SC on Stewardship and Development	10,000	20,000	20,000	50,000
SC on the Church in Small Congregations	7,000	15,000	9,000	31,000
SC on the Structure of The Church	18,000	27,000	10,000	55,000
SC on World Mission	10,000	37,000	25,000	72,000
Unplanned and Ad Hoc Meetings	0	0	0	0
Liaisons to other CCABs	21,000	21,000	11,000	53,000
Translators for CCAB Meetings	20,000	20,000	0,000	50,000
Reductions to offset CCAB First Meeting not previously budgeted; and SC on Health	(91,000)	(91,000)	(16,000)	(198,000)
<b>Subtotal Other GC CCABs</b>	<b>\$327,000</b>	<b>\$475,000</b>	<b>\$359,000</b>	<b>\$1,161,000</b>
Presiding Bishop's Installation (Reserve)	\$15,000	15,000	15,000	45,000
Presiding Bishop's Transition Committee (Reserve)	2,500	2,500	2,500	7,500
<b>Subtotal PB Installation Costs</b>	<b>\$17,500</b>	<b>\$17,500</b>	<b>\$17,500</b>	<b>\$52,500</b>
<b>Total Exec. Council &amp; GC CCABs</b>	<b>\$756,000</b>	<b>\$904,000</b>	<b>\$788,000</b>	<b>\$2,448,000</b>

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

The Office of the Bishop Suffragan for Chaplaincies continues its historic work of supporting clergy in armed service, healthcare, and prison settings, and its more recent work with emergency responder 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.

The work of this Office focuses on three Mission Priorities – Young Adults, Justice and Peace, and Partnerships. Chaplains in the military support a primary population of young adults. The Office has long advocated for prison reform, abolition of the death penalty, and “Just War.” Chaplain assignments worldwide strengthen bonds throughout the Anglican Communion.

	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>Triennium</b>
Staff Costs	\$570,929	\$586,307	\$602,330	\$1,759,566
Other Costs	356,500	381,500	371,500	1,109,500
<b>Total Office of the Bishop Suffragan for Chaplaincies</b>	<b>\$927,429</b>	<b>\$967,807</b>	<b>\$973,830</b>	<b>\$2,869,066</b>

**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.

	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>Triennium</b>
Staff Costs	\$237,288	\$243,233	\$249,414	\$729,935
Other Costs	143,482	146,182	149,082	438,746
<b>Total Office of Pastoral Development</b>	<b>\$380,770</b>	<b>\$389,415</b>	<b>\$398,496</b>	<b>\$1,168,681</b>

### 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 a coalition 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 administrative and programmatic 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.

OMD’s work primarily addresses the priorities of Congregational Transformation, Young Adults and Youth and Reconciliation and Evangelism.

	2007	2008	2009	Triennium
Staff Costs	\$403,066	\$413,611	\$424,588	\$1,241,265
Other Costs	153,100	153,100	153,100	459,300
<b>Total Office of Ministry Development</b>	<b>\$556,166</b>	<b>\$566,711</b>	<b>\$577,688</b>	<b>\$1,700,565</b>

### 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 is our intention to develop a portfolio approach for clergy and lay professionals and a high quality survey instrument for congregations. We will maximize the best of technology while at the same time provide the highest level of training to bishops and ministers of transition.

Our core work focuses on the Mission Priority of Congregational Transformation. We strive to guide the Church faithfully and effectively through the waters of change into a land of promise where all may flourish. Our ministry is built on a foundation of honesty, honor, humor and hospitality.

	2007	2008	2009	Triennium
Staff Costs	\$500,852	\$512,801	\$525,313	\$1,538,965
Fresh Start	75,000	75,000	75,000	225,000
Other Costs	110,900	95,900	77,900	284,700
<b>Total Church Deployment Office</b>	<b>\$686,752</b>	<b>\$683,701</b>	<b>\$678,213</b>	<b>\$2,048,665</b>

**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.

	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>Triennium</b>
Staff Costs	\$58,403	\$59,742	\$61,099	\$179,244
Other Costs	135,500	135,500	135,500	406,500
<b>Total General Board of Examining Chaplains</b>	<b>\$193,903</b>	<b>\$195,242</b>	<b>\$196,599</b>	<b>\$585,744</b>

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

The Office for Liturgy and Music supports the Presiding Bishop in his role 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. The Office especially responds to the mission priorities of Reconciliation and Evangelism through its work to support the North American Association for the Catechuminate, which strives to welcome people into the life of the church; and Congregational Transformation through the development of new liturgical rites and music resources that reflect diverse communities.

	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>Triennium</b>
Staff Costs	\$113,995	\$116,997	\$120,117	\$351,109
Other Costs	44,000	49,000	48,000	141,000
<b>Total Office of Liturgy &amp; Music</b>	<b>\$157,995</b>	<b>\$165,997</b>	<b>\$168,117</b>	<b>\$492,109</b>

### 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.

The work of the Archives with individuals, congregations and other organizations supports each mission priority; but especially Reconciliation and Evangelism, Congregational Transformation, and Justice and Peace as it assists individuals, congregations, dioceses and other organizations that inquire about their Episcopal identity and work.

	2007	2008	2009	Triennium
Staff Costs	\$581,102	\$598,529	\$616,789	\$1,796,420
Other Costs	246,685	250,767	254,876	752,328
<b>Total Archives of the Episcopal Church</b>	<b>\$827,787</b>	<b>\$849,296</b>	<b>\$871,665</b>	<b>\$2,548,748</b>

### 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.

The Office primarily addresses the priority of building and strengthening Partnerships among the major religions. Ecumenical cooperation and full communion relationships promote Congregational Transformation and Reconciliation and Evangelism.

	2007	2008	2009	Triennium
Staff Costs	\$358,323	\$367,416	\$376,867	\$1,102,606
Other Costs	280,501	280,501	280,501	841,503
<b>Total Office of Ecumenical &amp; Interfaith Relations</b>	<b>\$638,824</b>	<b>\$647,917</b>	<b>\$657,368</b>	<b>\$1,944,109</b>

**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

	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>Triennium</b>
Staff Costs	\$310,909	\$320,030	\$329,588	\$960,527
Other Costs	255,000	255,000	255,000	765,000
<b>Total Director of Mission and Program Support</b>	<b>\$565,909</b>	<b>\$575,030</b>	<b>\$584,588</b>	<b>\$1,725,527</b>

### Anglican and Global Relations (AGR)

The work of Anglican and Global Relations supports each of the Mission Priorities, especially focusing on Partnerships throughout the Anglican Communion.

The Anglican and Global Relations Office 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.

	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>Triennium</b>
Staff Costs	\$1,254,908	\$1,289,343	\$1,325,298	\$3,869,548
Anglican Partners				
Africa	\$220,000	\$220,000	\$220,000	\$660,000
Asia and Pacific	40,000	60,000	60,000	160,000
Europe & Middle East	33,000	33,000	34,000	100,000
Latin America/Caribbean	100,000	100,000	100,000	300,000
<b>Subtotal Anglican Partners</b>	<b>\$393,000</b>	<b>\$413,000</b>	<b>\$414,000</b>	<b>\$1,220,000</b>
Emerging Partnership Priorities	35,000	35,000	35,000	105,000
Mission Education/ Networks	137,000	137,000	137,000	411,000
Missionaries	1,175,000	1,175,000	1,175,000	3,525,000
Other Costs	208,000	208,000	208,000	624,000
<b>Total Anglican and Global Relations</b>	<b>\$3,202,908</b>	<b>\$3,257,343</b>	<b>\$3,294,298</b>	<b>\$9,754,548</b>

### 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.

	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>Triennium</b>
Staff Costs	\$730,275	\$746,280	\$763,028	\$2,239,583
Training: Congregational Development and Redevelopment	268,000	268,000	268,000	804,000
Resources	134,700	134,700	134,700	404,100
Consultation and Partnerships	51,000	51,000	51,000	153,000
Research	50,000	50,000	50,000	150,000
Emerging Generation Program	40,000	40,000	40,000	120,000
Other Costs	92,000	92,000	92,000	276,000
<b>Total Congregational Development</b>	<b>\$1,365,975</b>	<b>\$1,381,980</b>	<b>\$1,398,728</b>	<b>\$4,146,683</b>

### 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.

	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>Triennium</b>
Staff Costs	\$742,455	\$772,226	\$795,044	\$2,309,725
Asiamerican Ministries	169,250	169,250	169,250	507,750
Black Ministries	187,250	178,250	144,250	509,750
Hispanic Ministries	196,150	196,150	196,150	588,450
Native American Ministries	165,159	173,150	173,150	511,459
Other Costs	0	0	0	0
<b>Total Ethnic Congregational Development</b>	<b>\$1,460,264</b>	<b>\$1,489,026</b>	<b>\$1,477,844</b>	<b>\$4,427,134</b>



### 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.

PJM’s work primarily supports the priorities of Justice and Peace and Partnerships. Some specific initiatives include:

- Providing anti-racism training and resources for dioceses, congregations and national 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.

	2007	2008	2009	Triennium
Staff Costs	\$1,098,480	\$1,129,198	\$1,161,270	\$3,388,949
Office of Government Relations	233,000	202,000	244,500	679,500
Social Justice	138,375	138,000	138,000	414,375
Criminal Justice	50,000	50,000	50,000	150,000
Jubilee Ministries	264,663	254,663	215,913	735,239
Peace Ministries	151,000	106,000	106,000	363,000
Social Responsibility in Investments Committee	55,500	55,500	55,300	166,300
Other Costs	20,000	19,500	19,500	59,000
<b>Total Peace and Justice Ministries</b>	<b>\$2,011,018</b>	<b>\$1,954,861</b>	<b>\$1,990,483</b>	<b>\$5,956,363</b>

### 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.

	2007	2008	2009	Triennium
Staff Costs	\$231,644	\$237,930	\$244,496	\$714,070
UN Commission on the Status of Women	35,000	35,000	35,000	105,000
Other Costs	110,450	110,200	110,200	330,850
<b>Total Women's Ministries</b>	<b>\$377,094</b>	<b>\$383,130</b>	<b>\$389,696</b>	<b>\$1,149,920</b>

**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.

	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>Triennium</b>
Staff Costs	\$711,017	\$729,757	\$749,385	\$2,190,159
Children's Ministries	154,466	154,466	154,466	463,398
Young Adult and Higher Education	404,188	404,188	404,188	1,212,564
Youth Ministries	294,466	214,466	254,466	763,398
Other	169,000	169,000	229,000	567,000
<b>Total Ministries with Young People</b>	<b>\$1,733,137</b>	<b>\$1,671,877</b>	<b>\$1,791,505</b>	<b>\$5,196,519</b>

**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.

EMM’s work supports the priority of providing Justice and Peace by giving voice to refugees who are generally voiceless. The work also encourages Congregational Transformation for those congregations and dioceses that sponsor refugees.

	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>Triennium</b>
Staff Costs	\$1,309,628	\$1,347,492	\$1,387,084	\$4,044,205
Grants	4,460,725	4,506,725	4,552,725	13,520,175
Other Costs	162,700	164,200	165,700	492,600
<b>Total EMM</b>	<b>\$5,933,053</b>	<b>\$6,018,417</b>	<b>\$6,105,509</b>	<b>\$18,056,980</b>

**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.

	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>Triennium</b>
<b>Overseas Dioceses</b>				
Colombia	\$161,500	\$161,500	\$161,500	\$484,500
Cuba	38,000	38,000	38,000	114,000
Dominican Republic	332,500	332,500	332,500	997,500
Ecuador Central	171,000	171,000	171,000	513,000
Ecuador Litoral	114,000	114,000	114,000	342,000
Haiti	332,500	332,500	332,500	997,500
Honduras	332,500	332,500	332,500	997,500
Micronesia (Guam)	85,500	85,500	85,500	256,500
Puerto Rico	0	0	0	0
Taiwan	95,000	95,000	95,000	285,000
Venezuela	133,000	133,000	133,000	399,000
Virgin Islands	172,900	172,900	172,900	518,700
Contingency / Increased Funding	57,000	57,000	57,000	171,000
<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>
<b>Overseas Partnership &amp; Covenants</b>				
<b>Overseas Covenants</b>				
Central America	\$981,502	\$971,697	\$961,980	\$2,915,179
Liberia Covenant	215,000	215,000	215,000	645,000
Philippine Covenant	266,670	0	0	266,670
Mexico Covenant	568,077	545,354	523,541	1,636,972
<b>Subtotal Overseas Covenants</b>	<b>\$2,031,249</b>	<b>\$1,732,051</b>	<b>\$1,700,521</b>	<b>\$5,463,821</b>
<b>Inter-Anglican Assessment (Anglican Consultative Council)</b>	<b>753,000</b>	<b>783,000</b>	<b>814,000</b>	<b>2,350,000</b>
<b>Total Overseas Partnerships &amp; Covenants</b>	<b>\$4,809,649</b>	<b>\$4,540,451</b>	<b>\$4,539,921</b>	<b>\$13,890,021</b>

**Domestic Mission Support**

These are block grants paid regularly to domestic organizations that are historically important to the Episcopal Church.

	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>Triennium</b>
Domestic Missionary Partners (Eastern Oregon, Eau Claire, Western Kansas)	\$178,250	\$178,250	\$178,250	\$534,750
Native Americans (Alaska, Indigenous Theological Training Institute, Navajoland, North Dakota, South Dakota)	1,386,550	1,386,550	1,386,550	4,159,651
Historically Black Colleges (St. Augustine's, St. Paul's, Voorhees)	1,169,000	1,169,000	1,169,000	3,507,000
Others				
Commission on Religion in Appalachia	0	0	0	0
Episcopal Coalition for the Deaf	9,412	9,412	9,412	28,236
Episcopal Appalachian Ministries	0	0	0	0
Ministries with the Disabled	9,412	9,412	9,412	28,236
National Episcopal AIDS Coalition	60,000	60,000	60,000	180,000
Support for Provincial Coordinators	200,000	200,000	200,000	600,000
<b>Total Domestic Partnership &amp; Covenant Appropriations</b>	<b>\$3,012,624</b>	<b>\$3,012,624</b>	<b>\$3,012,624</b>	<b>\$9,037,873</b>

**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.

This financial support primarily addresses the priorities of Partnerships. It also supports work towards Justice and Peace, especially through programs of the World Council of Churches “Decade to Overcome Violence” and the National Council of Churches “Let Justice Roll.”

	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>Triennium</b>
Christian Churches Together in the USA	\$4,000	\$5,000	\$6,000	\$15,000
National Council of Churches (NCC)	367,000	367,000	367,000	1,101,000
World Council of Churches	171,000	171,000	171,000	513,000
<b>Ecumenical Appropriations</b>	<b>\$542,000</b>	<b>\$543,000</b>	<b>\$544,000</b>	<b>\$1,629,000</b>

### Episcopal Relief and Development (ERD)

Funding for Episcopal Relief and Development in the DFMS budget represents a block grant to support administrative costs. In addition to direct support, DFMS provides indirect support in the form of space and utilities as well as accounting and administrative services (shown as DFMS Contributed Services).

All ERD activities are directed to fulfilling its mission to be the primary means through which all Episcopalians can express their compassion for people in need throughout the world. ERD's work broadly supports the priorities of Justice and Peace and Partnerships as it reaches out to the dispossessed and otherwise needy and as it serves and works in conjunction with other provinces of the Anglican Communion and with other partners.

	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>Triennium</b>
Grant to ERD	\$200,000	\$200,000	\$200,000	\$600,000
<b>Total ERD</b>	<b>\$200,000</b>	<b>\$200,000</b>	<b>\$200,000</b>	<b>\$600,000</b>

### 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.

	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>Triennium</b>
Episcopal Church Foundation Support	\$75,000	\$75,000	\$75,000	\$225,000
<b>Total Planned Giving</b>	<b>\$75,000</b>	<b>\$75,000</b>	<b>\$75,000</b>	<b>\$225,000</b>

**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”.

	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>Triennium</b>
Staff Costs	\$1,192,290	\$1,222,392	\$1,253,615	\$3,668,297
News and Information	50,000	50,000	50,000	150,000
Radio, TV, Multi-Media Production	90,000	90,000	90,000	270,000
Satellite/Cable/Webcast	110,000	110,000	110,000	330,000
Web Hosting; Hardware Leasing; ListServ	85,000	85,000	85,000	255,000
Ecumenical & Organizational Memberships	40,000	40,000	40,000	120,000
General Convention Expenses	0	0	300,000	300,000
National Ad Campaign	275,000	275,000	275,000	825,000
Spanish/French - Language Communication	50,000	50,000	50,000	150,000
Media Consultants and Temporary Help	25,000	25,000	25,000	75,000
Other Costs	180,000	180,000	180,000	540,000
<b>Total Communication and Media Services</b>	<b>\$2,097,290</b>	<b>\$2,127,392</b>	<b>\$2,458,615</b>	<b>\$6,683,297</b>

**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.

EL’s work supports each of the mission priorities as it regularly publishes news and feature stories that reflect those priorities. It works in partnership with dioceses in publishing diocesan communications.

	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>Triennium</b>
Staff Costs	\$669,390	\$687,828	\$707,058	\$2,064,276
Other Costs	1,514,570	1,556,417	1,654,989	4,725,976
<b>Total Episcopal Life</b>	<b>\$2,183,960</b>	<b>\$2,244,245</b>	<b>\$2,362,047</b>	<b>\$6,790,252</b>

### 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.

	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>Triennium</b>
Staff Costs	\$201,846	\$208,868	\$214,750	\$625,464
Other Costs	428,000	456,000	459,000	1,343,000
<b>Total Episcopal Books &amp; Resources</b>	<b>\$629,846</b>	<b>\$664,868</b>	<b>\$673,750</b>	<b>\$1,968,464</b>

**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.

The work of the Corporate departments does not directly address any specific Mission Priority, but by acting as “servants of the servants of God,” it supports each Mission Priority.

**Office of the Chief Operating Officer**

Assisting the Presiding Bishop in his 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.

	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>Triennium</b>
Staff Costs	\$372,547	\$381,738	\$391,271	\$1,145,557
Other Costs	84,000	84,000	111,000	279,000
<b>Total Chief Operating Officer</b>	<b>\$456,547</b>	<b>\$465,738</b>	<b>\$502,271</b>	<b>\$1,424,557</b>

**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.

	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>Triennium</b>
Staff Costs	\$939,070	\$963,400	\$988,816	\$2,891,286
Other Costs	701,800	717,800	743,800	2,163,400
<b>Total Treasurer</b>	<b>\$1,640,870</b>	<b>\$1,681,200</b>	<b>\$1,732,616</b>	<b>\$5,054,686</b>



**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.

	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>Triennium</b>
Staff Costs	\$975,585	\$1,004,962	\$1,035,735	\$3,016,282
Other Costs	276,150	276,150	281,150	833,450
<b>Total Controller</b>	<b>\$1,251,735</b>	<b>\$1,281,112</b>	<b>\$1,316,885</b>	<b>\$3,849,732</b>

**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. Valuing responsibility, partnership and service over entitlement, dominance and self-interest, this office seeks to partner with others in developing and realizing opportunities for enhancing the quality of effort and productivity in our mutual ministry.

	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>Triennium</b>
Staff Costs	\$541,532	\$555,123	\$569,243	\$1,665,898
Other Costs	953,697	924,240	909,238	2,787,175
<b>Total Human Resource Management</b>	<b>\$1,495,229</b>	<b>\$1,479,363</b>	<b>\$1,478,481</b>	<b>\$4,453,073</b>

**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.

	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>Triennium</b>
Staff Costs	\$573,726	\$590,501	\$608,054	\$1,772,281
Other Costs	359,800	359,800	381,300	1,100,900
<b>Total Management Information Systems</b>	<b>\$933,526</b>	<b>\$950,301</b>	<b>\$989,354</b>	<b>\$2,873,181</b>

**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.

	2007	2008	2009	Triennium
Other Costs	\$250,000	\$260,000	\$275,000	\$785,000
<b>Total Purchasing</b>	<b>\$250,000</b>	<b>\$60,000</b>	<b>\$275,000</b>	<b>\$785,000</b>

**Mailing Center (MC)**

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

	2007	2008	2009	Triennium
Staff Costs	\$303,114	\$312,698	\$322,754	\$938,566
Other Costs	416,800	430,800	458,800	1,306,400
<b>Total Mailing Center</b>	<b>\$719,914</b>	<b>\$743,498</b>	<b>\$781,554</b>	<b>\$2,244,966</b>

**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.

	2007	2008	2009	Triennium
Staff Costs	\$178,269	\$184,000	\$190,020	\$552,289
Other Costs	195,800	195,800	195,800	587,400
<b>Total Telecommunications</b>	<b>\$374,069</b>	<b>\$379,800</b>	<b>\$385,820</b>	<b>\$1,139,689</b>

**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.

	2007	2008	2009	Triennium
Staff Costs	\$332,467	\$342,366	\$352,742	\$1,027,575
Utilities	346,500	346,500	346,500	1,039,500
Repairs and Maintenance	353,500	353,500	353,500	1,060,500
Cleaning	565,000	575,000	575,000	1,715,000
Security	100,000	100,000	100,000	300,000
Capital Projects	10,000	10,000	10,000	30,000
Other Costs	11,000	5,000	5,000	21,000
<b>Total Building Services</b>	<b>\$1,718,467</b>	<b>\$1,732,366</b>	<b>\$1,742,742</b>	<b>\$5,193,575</b>

## Debt Financing and Repayment

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.

<b>Debt Financing and Repayment</b>	<b>\$1,888,548</b>	<b>\$1,888,548</b>	<b>\$1,888,548</b>
-------------------------------------	--------------------	--------------------	--------------------

## 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. 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.

	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>Triennium</b>
Episcopal Relief and Development (ERD)	\$785,066	\$808,618	\$832,877	\$2,426,560
Anglican UN Observer	22,073	22,735	23,417	68,226
CUAC / Int Partnership for Learning	38,464	39,618	40,806	118,888
Episcopal Church Building Fund	3,934	4,052	4,173	12,159
Episcopal Church Foundation	77,802	80,136	82,540	240,479
National Association of Episcopal Schools	19,013	19,584	20,171	58,769
Church Period Club and Prayer Book Society	3,278	3,377	3,478	10,133
<b>Subtotal Contributed Services</b>	<b>\$949,631</b>	<b>\$978,120</b>	<b>\$1,007,463</b>	<b>\$2,935,213</b>
<b>Rent not Charged to Agencies</b>	<b>476,330</b>	<b>476,330</b>	<b>476,330</b>	<b>1,428,990</b>
<b>Total Contributed Services and Rent Foregone</b>	<b>\$1,425,961</b>	<b>\$1,454,450</b>	<b>\$1,483,793</b>	<b>\$4,364,203</b>

<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.

## DOMESTIC & FOREIGN MISSIONARY SOCIETY COMPARATIVE INCOME STATEMENTS

	2004–2006 Triennium Estimated	2004–2006 Triennium Adopted Feb-2004	Higher (Lower)	Higher (Lower)	Comments on significant variances
<b>REVENUES</b>					
Diocesan Commitments	\$85,319,237	\$85,713,790	\$(394,553)	0%	Reflects lower operating income reported by dioceses
Extra-diocesan Receipts	565,380	0	565,380	n/a	Contributions directly from parishes and individuals
Investment Income	30,573,342	30,837,508	(264,165)	-1%	
Episcopal Books & Resources	1,565,325	2,454,000	(888,675)	-36%	Lower sales offset by reduced expenses; business reorganized in 2005
Episcopal Life	5,341,184	5,956,899	(615,715)	-10%	Lower subscription & advertising revenue
Government Revenues	17,540,733	12,901,055	4,639,678	36%	Increased number of refugees resettled
Net Rental Income after Taxes	0	0	0	n/a	
Other	1,111,950	1,049,000	62,950	6%	Increased fees from General Convention
<b>TOTAL REVENUES</b>	<b>\$142,017,151</b>	<b>\$138,912,252</b>	<b>\$3,104,900</b>	<b>2%</b>	
<b>EXPENDITURES</b>					
<b>Canonical</b>					
Office of the Presiding Bishop	\$4,860,198	\$4,656,154	\$204,045	4%	Increased travel related to Anglican Communion
Title IV & Other Extra Episcopal Expenses	312,804	360,000	(47,196)	n/a	Expenses are difficult to budget; should be extra-budgetary
House of Bishops	638,223	715,500	(77,277)	-11%	Expenses better controlled
House of Deputies	319,582	334,000	(14,418)	-4%	
Office of the General Convention	3,455,228	3,480,722	(25,494)	-1%	
Gen. Convention - Site, Facilities & Secretariats	3,061,495	2,747,800	313,695	11%	Increased word and data processing; translation costs
GC - CCABs	2,882,721	2,692,000	190,721	7%	Added meeting of all CCABs in 11/06
GC - Presiding Bishop Installation Expenses	122,500	0	122,500	n/a	
Office of the Suffragan Bishop for Chaplaincies	2,359,157	2,500,754	(141,597)	-6%	Prison ministry transferred to Peace & Justice
Office of Pastoral Development	1,143,432	1,174,455	(31,023)	-3%	
Office for Ministry Development	1,491,324	1,543,803	(52,479)	-3%	Fresh Start transferred to Church Deployment Office
Church Deployment Office	1,757,535	1,601,088	156,447	10%	Consolidation of Fresh Start expenses
General Board of Examining Chaplains	585,438	559,039	26,398	5%	More ordination examinations administered
Liturgy & Music	509,245	617,429	(108,184)	-18%	Some work transferred to Ethnic Congregational Development
Archives	1,991,282	1,932,430	58,851	3%	Increased rent costs
Ecumenical & Interfaith Relations	1,861,702	1,776,886	84,816	5%	Support for World Council of Churches seven-year meeting
<b>Canonical Total</b>	<b>\$27,351,864</b>	<b>\$26,692,060</b>	<b>\$659,804</b>	<b>2%</b>	
<b>Mission Program</b>					
Program Ministries Support	\$1,145,417	\$1,070,412	\$75,005	7%	Mission Funding costs were transferred from Executive Council
Anglican & Global Relations	8,838,600	8,951,297	(112,697)	-1%	

	2004–2006 Triennium Estimated	2004–2006 Triennium Adopted Feb-2004	Higher (Lower)	Higher (Lower)	Comments on significant variances
Ethnic Congregational Development	4,236,960	4,061,264	175,696	4%	Some work transferred from Liturgy & Music
Women's Ministries	1,000,995	1,020,581	(19,586)	-2%	
Congregational Development	3,618,513	4,286,827	(668,314)	-16%	Emerging Generations program not initiated
Peace & Justice Ministries	5,609,107	5,751,067	(141,960)	-2%	
Ministries with Young People	5,004,349	5,152,182	(147,833)	-3%	
Refugees/Episcopal Migration Ministries	17,867,927	12,921,735	4,946,192	38%	Increased number of refugees resettled
<b>Mission Program Total</b>	<b>\$47,321,868</b>	<b>\$43,215,364</b>	<b>\$4,106,504</b>	<b>10%</b>	
<b>Mission Block Grant Partnerships</b>					
Overseas Partnerships & Covenants	\$14,174,733	14,320,034	\$(145,301)	-1%	
Domestic Appropriations	9,475,745	9,482,331	(6,586)	0%	
Ecumenical Appropriations (WCC & NCC)	1,598,523	1,598,523	0	0%	
Episcopal Relief & Development (ERD)	2,908,546	3,172,000	(263,454)	-8%	ERD declined grants for domestic work
Planned Giving	450,000	450,000	0	0%	
<b>Mission Block Grant Partnerships Total</b>	<b>\$28,607,547</b>	<b>\$29,022,888</b>	<b>\$(415,341)</b>	<b>-1%</b>	
<b>Communication</b>					
Communication & Media Services	\$6,745,363	\$6,401,109	\$344,254	5%	Increased Internet and electronic communications
Episcopal Life	6,063,424	6,755,097	(691,673)	-10%	Reductions due to reduced revenue
Episcopal Books & Resources	1,989,114	2,432,746	(443,632)	-18%	Reductions due to reduced revenue
<b>Communication Total</b>	<b>\$14,797,901</b>	<b>\$15,588,952</b>	<b>\$(791,051)</b>	<b>-5%</b>	
<b>Mission Program Total</b>	<b>\$90,727,315</b>	<b>\$87,827,203</b>	<b>\$2,900,112</b>	<b>3%</b>	
<b>Corporate</b>					
Chief Operating Officer	\$1,353,059	\$1,447,615	\$(94,556)	-7%	Reductions in conferences and consultants
Human Resources	2,183,581	2,262,431	(78,850)	-3%	Reductions due to reduced revenue
Retirees and Workers Compensation	2,096,456	2,281,182	(184,726)	-8%	Reduced costs due to retiree deaths
Management Information Systems	3,010,513	3,317,545	(307,032)	-9%	Reduced on-line services and training
Controller's Office	3,570,280	3,362,050	208,230	6%	Accounting software; payroll management
Treasurer's Office	4,687,967	4,861,793	(173,826)	-4%	Reductions in legal and professional fees
Purchasing	752,788	910,000	(157,212)	-17%	Cost containment
Mail Center	2,086,738	2,156,520	(69,782)	-3%	
Telecommunications	1,340,898	1,341,273	(375)	0%	
Building Services	5,145,507	5,024,579	120,928	2%	
Debt Financing and Repayment	0	0	0	n/a	
Allocation of Services Contributed to ERD	(2,308,546)	(2,572,000)	263,454	-10%	Increased costs of providing services to affiliates
<b>Corporate Total</b>	<b>\$23,919,242</b>	<b>\$24,392,988</b>	<b>\$(473,746)</b>	<b>-2%</b>	
<b>Reduced total staff costs</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>n/a</b>	
<b>TOTAL EXPENDITURES</b>	<b>\$141,998,422</b>	<b>\$138,912,251</b>	<b>\$3,086,171</b>	<b>2%</b>	
<b>BUDGETARY NET INCOME REVISION</b>	<b>\$18,730</b>	<b>\$(0)</b>	<b>\$18,730</b>	<b>n/a</b>	

**DOMESTIC AND FOREIGN MISSIONARY SOCIETY  
SUPPORT OF THE MILLENNIUM DEVELOPMENT GOALS (MDGs)**

	<b>2004–2006 Triennium</b>	<b>0.7%</b>
<b>Revenue – Total</b>	\$142,017,151	
Govt. Revenue	17,540,733	
Net non-Govt. revenue	<u>\$124,476,418</u>	\$871,335
<b>Direct Spending Attributed to MDG Goals</b>		<b>Work Includes (conservative estimates)</b>
Anglican & Global Relations	\$2,651,000	30% of Anglican & Global Relations budget
Grant to Episcopal Relief & Development	600,000	DFMS grant enables overseas assistance
Grants to Overseas Partners	3,093,000	25% of grants to overseas partners and covenants
World Council of Churches Grant	200,000	40% of grant to WCC
Peace & Justice (Washington Office)	625,000	International policy analysis; Episc. For Global Reconciliation; Episcopal Public Policy Network
Peace & Justice (NY Office)	513,000	Anglican Peace & Justice Network; Natl. Council of Churches environment and eco-justice task force; Jubilee overseas; Angl. Poverty & Trade Task Team; SRI/Interfaith Center for Corporate Responsibility
Women's Ministries	500,000	Anglican Women's Empowerment; International Anglican Women's Network; UN Conf. Status of Women
	<u>\$8,182,000</u>	6.6%
<b>Contributed Services (e.g., utilities, mail service, telecommunications, information technology)</b>		
ERD	\$1,708,546	Does not include any estimated cost of rent
Anglican Observer to the United Nations	60,000	Does not include any estimated cost of rent
	<u>\$1,768,546</u>	1.4%
<b>Direct and Indirect Spending Attributed to MDG Goals</b>	<u>\$9,950,546</u>	8.0%

The goal is to direct 0.7% of income towards MDG initiatives. DFMS spending during the 2004-2006 triennium amounts to 8.0% of non-government income.

Note: These figures do not include any grants and other assistance made directly by Episcopal Relief and Development or United Thank Offering.

## **REPORT OF THE TREASURER INVESTMENT PORTFOLIO 2005**

### **Economy and Markets Review**

The U.S. economy remained strong in 2005 despite weather-related disruptions and surging energy prices. The nation's real annual GDP rose an estimated +3.5% (versus +4.2% in 2004), aided by strong consumer demand, construction spending and record-setting home sales. The Federal Reserve raised its discount rate at each of its meetings in 2005, effectively pushing the bank prime lending rate up 200 basis points to 7.25% in an attempt to moderate inflation. The Consumer Price Index for All Urban Consumers increased +3.4% (or a modest +2.2% excluding food and energy costs) and unemployment fell to 4.9% by year-end.

Continued growth in the U.S. and China supported positive economic activity around the world during much of 2005 despite the surge in energy and other commodity prices. As interest rates were increased, the U.S. dollar strengthened, after three years of decline, against most world currencies.

Overall, the world economic outlook remains positive, though moderating, in 2006.

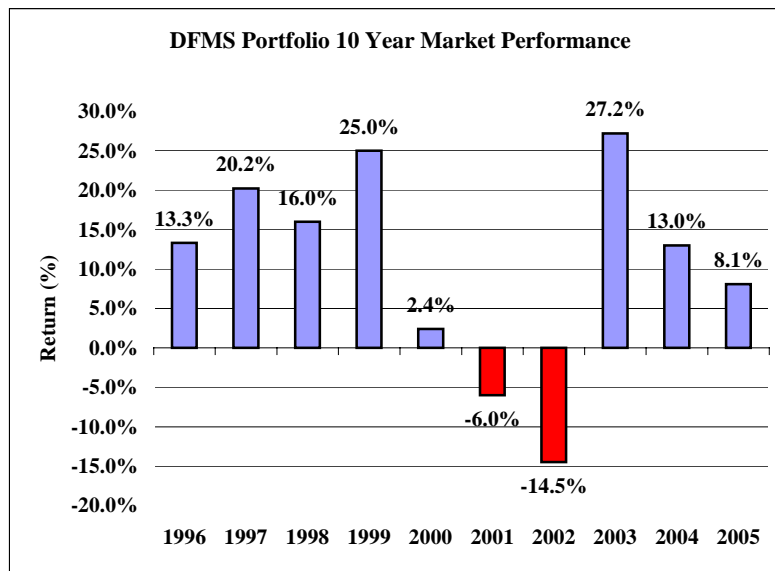
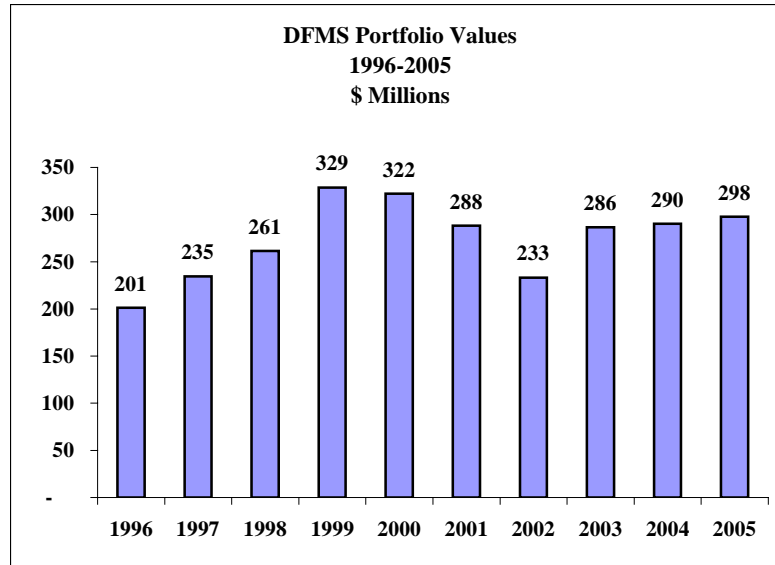
Energy cost increases and a significant increase in merger and acquisition activity were major factors influencing U.S. equity markets in 2005. Equities markets generally declined early in 2005 but finished the year in positive territory. For the year the S&P 500 Index increased + 4.9%, while the tech-heavy NASDAQ Composite gained +2.1%. Large capitalization stocks outperformed smaller stocks.

As the global economy continued to expand, global equity markets also showed improvement. The MSCI Europe, Australia and Far East Index rose +13.5% in dollar terms for the year but soared +29.0% in local currency terms. MSCI Japan rose +25.5% (+44.6% in Yen terms). Emerging markets, however, outpaced developed markets for the year as many benefited from record prices for oil and other commodities; the MSCI Emerging Markets index was up +34.5% in dollar terms.

During 2005, interest rates generally repeated what happened in 2004: Interest rates generally rose; yields rose for fixed short-term and intermediate term securities (maturities of less than one year through seven years), while the yields on longer-maturity bonds remained stable as economic conditions continued to improve. The Lehman Brothers Aggregate Index (a mix of U.S. Government, corporate and mortgage-backed bonds) returned +2.4% for the year. U.S. Government securities performed best +2.65%, while corporate bonds fared worse +1.95%, hurt by General Motors and other automotive companies. Outside the U.S., fixed income returns in developed markets were generally negative as the dollar appreciated, though soaring economic conditions aided fixed income returns among emerging markets.

### **DFMS Portfolio Performance**

Actual performance of the DFMS portfolio is compared to the expected return of a benchmark portfolio. The comparison enables us to measure the effect of active management on the Society's Endowment against the return that might have been achieved if all of the assets had been placed in indexed (i.e., unmanaged) accounts. The DFMS benchmark portfolio is a portfolio whose asset mix is based on a combination of the S&P 500 Index, the Russell 2000 small-capitalization index, the Morgan Stanley Capital International Europe, Australia, Far East (MSCI EAFE) Index for international equities and the Lehman Brothers Aggregate Bond Index.



The charts above display the valuations and returns of the Trust Funds Portfolio over the past 10 years. The DFMS portfolio performance has been aided by strong performance of the domestic large-cap managers and the domestic fixed income manager. Hiring new managers of non-U.S. equities has also been beneficial. In 2005, the total portfolio gained +8.1% before fees. That performance substantially exceeded the portfolio's custom benchmark of passive investments by +1.9%. Over the past three years, the total fund gained +15.8%, or +0.1% better than the custom benchmark. During this period, the domestic equity portfolio gained +17.4%, which was significantly above its benchmark S&P 500, which rose 14.4%. During the three-year period, the international equity portfolio gained +21.2% versus a gain of +17.5% for the MSCI EAFE index. The fixed income portfolio also outperformed with a 9.3% return during the three years versus a 3.6% return for the Lehman Brothers Aggregate Index. Over the past five years, a period that includes two years when the U.S. stock market fell 34%, the total portfolio gained +4.5%, again exceeding the benchmark return of +4.3%.



**DOMESTIC AND FOREIGN MISSIONARY SOCIETY  
DETAILED DISTRIBUTION OF STAFF**

Appointed Staff Positions	<u>Appointed Staff</u>		<u>Support Staff</u>	<u>Total Staff</u>
	Annual Salary as of 1/1/2006	Number	Number	Number
<b>CANONICAL</b>				
<b><i>Office of the Presiding Bishop</i></b>				
Presiding Bishop	\$240,300			
Canon to the Primate and Presiding Bishop	136,800			
Assistant to the Presiding Bishop for Communication	107,100			
Bishop in Charge of the Convocation of American Churches in Europe	64,200			
Executive Secretary to the Presiding Bishop	64,000			
Administrative Assistant to the Canon	62,200			
<b>Total</b>	<b>\$674,600</b>	<b>6</b>	<b>3</b>	<b>9</b>
<b><i>House of Deputies</i></b>				
Assistant to the President, House of Deputies (part-time)	\$29,200			
<b>Total</b>	<b>\$29,200</b>	<b>1</b>	<b>0</b>	<b>1</b>
<b><i>Office of the General Convention</i></b>				
Executive Officer	\$150,000			
Deputy Executive Officer	97,100			
General Convention Manager	105,600			
Liturgical Officer	76,400			
Staff Assistant, Legislation	72,000			
Staff Assistant, Publications	71,600			
Associate Meetings Manager	65,400			
Assistant Secretary, Executive Council	64,000			
Staff Assistant, Meetings	58,800			
Database and Web Manager (vacant; salary is estimated)	\$63,200			
<b>Total</b>	<b>\$824,100</b>	<b>10</b>	<b>1</b>	<b>11</b>
<b><i>Office of the Bishop Suffragan for Chaplaincies</i></b>				
Bishop Suffragan for Chaplaincies	\$124,800			
Director, Military Affairs and Micronesia	89,100			
Director, Chaplaincies	76,500			
<b>Total</b>	<b>\$290,400</b>	<b>3</b>	<b>2</b>	<b>5</b>
<b><i>Office of Pastoral Development</i></b>				
Executive Director	\$121,300			
Office Manager	40,000			
<b>Total</b>	<b>\$161,300</b>	<b>2</b>	<b>0</b>	<b>2</b>
<b><i>Church Deployment Office</i></b>				
Executive Director	\$110,200			
Assistant Director	85,000			
<b>Total</b>	<b>\$195,200</b>	<b>2</b>	<b>4</b>	<b>6</b>

Appointed Staff Positions	Appointed Staff		Support Staff	Total Staff
	Annual Salary as of 1/1/2006	Number	Number	Number
<b>Office for Ministry Development</b>				
Coordinator	\$105,600			
Associate Coordinator	86,300			
<b>Total</b>	<b>\$191,900</b>	<b>2</b>	<b>1</b>	<b>3</b>
<b>General Board of Examining Chaplains</b>				
Executive Secretary (part-time)	\$32,900			
<b>Total</b>	<b>\$32,900</b>	<b>1</b>	<b>0</b>	<b>1</b>
<b>Archives of the Episcopal Church</b>				
Director and Canonical Archivist	\$108,500			
Archivist for Records and Information Management	66,200			
Archivist for Institutional Research and Public Services	42,500			
Archivist for Information Access and Collection Management	43,500			
Administrative Deputy	38,800			
<b>Total</b>	<b>\$299,500</b>	<b>5</b>	<b>1</b>	<b>6</b>
<b>Ecumenical and Interfaith Relations</b>				
Deputy to the Presiding Bishop	\$121,300			
Associate Deputy	78,500			
<b>Total</b>	<b>\$199,800</b>	<b>2</b>	<b>1</b>	<b>3</b>
<b>Subtotal Canonical</b>	<b>\$2,898,900</b>	<b>34</b>	<b>13</b>	<b>47</b>

**MISSION PROGRAM**

**Mission Program Office**

Director of Mission	\$158,100			
<b>Total</b>	<b>\$158,100</b>	<b>1</b>	<b>1</b>	<b>2</b>

**Anglican and Global Relations**

Director	\$102,000			
Mission Personnel Officer (vacant; salary is estimated)	86,900			
Coordinator, United Thank Offering	84,200			
International Partnerships Officer	78,700			
Partnership Officer (vacant; salary is estimated)	77,700			
World Mission Interpretation and Networks Officer (vacant; salary is estimated)	77,500			
Partnership Services Officer	64,000			
Assistant, Mission Personnel	46,800			
<b>Total</b>	<b>\$617,800</b>	<b>8</b>	<b>6</b>	<b>14</b>

**Congregational Development**

Building Fund Reimbursement (Includes Director and two part-time staff)	\$180,000			
Director, Research	98,600			
Staff Officer, Small Church Development	72,800			
Staff Officer, Stewardship	72,800			
Deputy	45,900			
<b>Total</b>	<b>\$470,100</b>	<b>5</b>	<b>2</b>	<b>7</b>

Appointed Staff Positions	Appointed Staff		Support Staff	Total Staff
	Annual Salary as of 1/1/2006	Number	Number	Number
<b><i>Ethnic Congregational Development</i></b>				
Acting Director (part-time)	\$36,900			
Missioner, Asian American Ministries	72,800			
Missioner, Hispanic/Latino Ministries	72,800			
Missioner, Black Ministries	72,800			
Missioner, Native American Ministries	72,800			
<b>Total</b>	<b>\$328,100</b>	<b>5</b>	<b>5</b>	<b>10</b>
<b><i>Women's Ministries</i></b>				
Director	\$97,800			
Program Assistant	61,000			
<b>Total</b>	<b>\$158,800</b>	<b>2</b>	<b>0</b>	<b>2</b>
<b><i>Peace and Justice Ministries</i></b>				
Director	\$115,700			
Director, Government Relations, Washington	98,800			
Staff Officer, Social Justice	79,400			
Staff Officer, Prison Ministries	67,000			
Staff Officer, Jubilee Ministries (part-time)	59,600			
Domestic Policy Analyst, Washington	57,300			
International Policy Analyst, Washington	57,300			
Public Policy Network Coordinator, Washington	52,000			
Office Administrator, Washington	41,700			
<b>Total</b>	<b>\$628,800</b>	<b>9</b>	<b>3</b>	<b>12</b>
<b><i>Ministries with Young People</i></b>				
Director	\$101,900			
Staff Officer, Young Adult and Higher Education Ministries	76,000			
Staff Officer, Youth Ministries	72,800			
Staff Officer, Children's Ministries	70,000			
<b>Total</b>	<b>\$320,700</b>	<b>4</b>	<b>4</b>	<b>8</b>
<b><i>Episcopal Migration Ministries</i></b>				
Director	\$115,700			
Associate Director	96,900			
Staff Officer, Church Relations and Outreach	75,500			
Processing and Placement Manager	60,356			
Program Manager	60,356			
Program Manager	60,356			
Refugee Resettlement Manager, Florida	44,700			
Refugee Resettlement Case Worker, Florida	30,200			
<b>Total</b>	<b>\$544,068</b>	<b>8</b>	<b>6</b>	<b>14</b>
<b>Subtotal Mission Program</b>	<b>\$3,226,468</b>	<b>42</b>	<b>27</b>	<b>69</b>

Appointed Staff Positions	<u>Appointed Staff</u>		<u>Support Staff</u>	<u>Total Staff</u>
	Annual Salary as of 1/1/2006	Number	Number	Number
<b>COMMUNICATION</b>				
<i>Office of Communication</i>				
Director	\$127,500			
Director of Broadcast and Multimedia	88,000			
Deputy, Communication	84,600			
Manager, Episcopal Books & Resources	72,000			
Web Developer/Designer	71,400			
Translation Services Coordinator	70,000			
Web Systems Developer	67,500			
International Correspondent/Multimedia Manager, Episcopal News Service	61,500			
Web Systems Developer	60,000			
Web Content Editor	55,000			
Staff Writer, Episcopal News Service	54,600			
Correspondent, Episcopal News Service (part-time)	12,000			
<b>Total</b>	<b>\$824,100</b>	<b>12</b>	<b>1</b>	<b>13</b>
<i>Episcopal Life</i>				
Editor	\$110,200			
Marketing Director	69,000			
Associate Editor	68,600			
Advertising Sales Director	58,500			
Editorial Assistant (vacant; salary is estimated)	56,300			
<b>Total</b>	<b>\$362,600</b>	<b>5</b>	<b>1</b>	<b>6</b>
<i>Episcopal Books and Resources</i>				
None	\$0			
<b>Total</b>	<b>\$0</b>	<b>0</b>	<b>3</b>	<b>3</b>
<b>Subtotal Communication</b>	<b>\$1,186,700</b>	<b>17</b>	<b>5</b>	<b>22</b>

**CORPORATE**

*Chief Operating Officer*

Chief Operating Officer	\$178,500			
Deputy to the Chief Operating Officer	77,800			
<b>Total</b>	<b>\$256,300</b>	<b>2</b>	<b>1</b>	<b>3</b>

*Office of the Treasurer*

Treasurer and Chief Financial Officer	\$166,500			
Grants Auditor	82,700			
Assistant to the Treasurer	79,600			
Director, Investment Management and Banking	71,900			
Counsel (part-time)	33,000			
Recording Secretary, A&F and PB&F (part-time)	29,200			
<b>Total</b>	<b>\$462,900</b>	<b>6</b>	<b>4</b>	<b>10</b>

<b>Appointed Staff Positions</b>	<b>Appointed Staff</b>		<b>Support Staff</b>	<b>Total Staff</b>
	<b>Annual Salary as of 1/1/2006</b>	<b>Number</b>	<b>Number</b>	<b>Number</b>
<b><i>Office of the Controller</i></b>				
Controller	\$100,000			
Assistant Controller (full-time)	79,900			
Payroll Manager	79,500			
Grant/Loan Collection Administrator	54,000			
Assistant Controller (part-time)	58,700			
<b>Total</b>	<b>\$372,100</b>	<b>5</b>	<b>10</b>	<b>15</b>
<b><i>Human Resource Management</i></b>				
Director	\$113,016			
Manager	102,100			
Senior Generalist	74,200			
Human Resource Associate	41,000			
<b>Total</b>	<b>\$330,316</b>	<b>4</b>	<b>2</b>	<b>6</b>
<b><i>Management Information Systems</i></b>				
Director	\$119,400			
Network Administrator	80,900			
Software Applications Technician	75,100			
<b>Total</b>	<b>\$275,400</b>	<b>3</b>	<b>1</b>	<b>4</b>
<b><i>Building Services</i></b>				
Facilities Manager	\$107,000			
<b>Total</b>	<b>\$107,000</b>	<b>1</b>	<b>3</b>	<b>4</b>
<b><i>Mail Center</i></b>				
Supervisor	\$56,200			
<b>Total</b>	<b>\$56,200</b>	<b>1</b>	<b>4</b>	<b>5</b>
<b><i>Telecommunications</i></b>				
Supervisor	\$53,900			
<b>Total</b>	<b>\$53,900</b>	<b>1</b>	<b>2</b>	<b>3</b>
<b>Subtotal Corporate</b>	<b>\$1,914,116</b>	<b>23</b>	<b>27</b>	<b>50</b>
<b>Total Staff</b>	<b>\$9,226,184</b>	<b>116</b>	<b>72</b>	<b>188</b>

Note: Salaries are projected to grow at 2% per year in the 2007-2009 triennium budget.





[www.episcopalchurch.org/gc2006](http://www.episcopalchurch.org/gc2006)

General Convention Office  
815 Second Avenue  
New York, NY 10017  
800-334-7626