

DRAFT BUDGET AND MISSION STATEMENT
OF
THE EXECUTIVE COUNCIL
TO
THE 76TH GENERAL CONVENTION
OF THE EPISCOPAL CHURCH



DRAFT BUDGET AND MISSION STATEMENT OF THE EXECUTIVE COUNCIL

INTRODUCTION

The Draft Budget has been prepared by the Presiding Officers and the Executive Council as a first step in developing a triennial budget for The Episcopal Church. The Budget, once approved by General Convention, is the Mission Statement for the church.

An Executive Council Task Force was formed to include the wider church in helping formulate a Draft Budget to present to the 76th General Convention. Feedback on budget priorities and spending were solicited from CCABs, Standing Committees of Executive Council and Church Center staff. Priorities set by the 75th General Convention were considered and adapted to acknowledge changing opportunities for mission. In June 2008, the Executive Council adopted priorities that were used to formulate the draft budget by the Council's Standing Committee on Administration and Finance (A&F) in collaboration with Church Center staff. In January 2009, the Draft Budget was approved by the 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 General Convention with a balanced, mission-driven budget that supports adopted mission priorities. PB&F begins its consideration by working with Church Center staff, requesting information about funding requests. Prior to and during General Convention, PB&F reviews all Resolutions with funding implications before legislative committees begin their work. At General Convention, while PB&F works in Sections—Corporate/Canonical, Program/Mission, Funding and Presentation—decisions and recommendations about the budget are decided by the committee of the whole. The work of PB&F involves prayer, respectful listening and difficult decision-making.

The proposed Budget of the General Convention, presented to the Joint Houses of Convention on the 8th legislative Day, will reflect the concerns and decisions of General Convention, based on available revenue.

In order to solicit church-wide input on the Budget, PB&F has worked with the Church Center staff to provide several opportunities to educate the church about the budgetary process and to encourage comments, concerns and suggestions. The venues are:

- The Episcopal News Service.
- The web site of the President of the House of Deputies.
- The e-mail link—draftbudgetcomments@episcopalchurch.org—where comments and suggestions about the draft budget may be expressed. Submissions received through this link will be collated and used by PB&F in their decision making process.
- This Mission Statement and Draft Budget, with narrative summaries.
- Provincial Synod meetings, at which members of the PB&F Executive Committee will present the draft budget.
- Open Hearings at General Convention, hosted by PB&F:
 - Budget Priorities July 7th 12:30-1:30 pm
 - Spending Hearing July 9th 7:30-9:00 pm
 - Funding Hearing July 10th 7:30-9:00 pm

The Budget, approved by the 76th General Convention, will give direction to the Church Center staff, CCABs and the Executive Council as to the work carried out by the church during the 2010-2012 triennium. You are asked to study this document, review the suggested spending and prayerfully consider the proposed funding—understanding that revenue is limited not only by economic conditions, but by those dioceses that do not contribute at the 21% asking set by General Convention. The Budget, once approved, is the Mission Statement for the church. May we all make wise decisions in carrying out God's call to each of us who are, together, the church.

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DRAFT

A MESSAGE FROM THE PRESIDING BISHOP

Fellow members of the Body of Christ:

I commend this Budget to you, a budget which represents the priorities for mission proposed by the Executive Council. It offers our hopes and dreams for mission in several fields: in the domestic (United States) part of The Episcopal Church, in the non-domestic dioceses of The Episcopal Church, with our Covenant partners (Brazil, IARCA, Mexico, Philippines, and Liberia), and other parts of the Anglican Communion, as well as with ecumenical partners. Together, we dream of healing this world God has made, and helping to build and nurture communities which look more like the Reign of God.

This Convention's theme of *Ubuntu* is a constant reminder that the Body of Christ has many parts, all interlinked and interdependent, and that together we will not grow up into the full stature of Christ until we understand ourselves and live as though we are truly one. The salvation of each of us depends on the salvation of all of us. We continue to work to honor the dignity of every person, through international peace and justice work centered on the MDGs, and we have added a broader focus to our concern with poverty, centered on the poorest in the United States. When Jesus reminded his hearers that salvation depends on caring for the least (Matthew 25:34-40), he meant those both near and far away. We cannot be deeply engaged in God's mission without attention to poverty in both domestic and international contexts.

Nor can we be deeply engaged in God's mission without finding new and creative ways to share the good news we know in Jesus Christ with groups and populations who are hungry to hear it. You will find in this mission budget initiatives designed to do that through multicultural evangelism, work with youth and young adults, building new kinds of faith communities, mobilizing new resources, and speaking and teaching about our faith and what it means to be an Episcopalian. Look for budget lines dealing with evangelism, church planting, emergent church, young people, mission funding, and communications.

This Budget has constraints, largely due to the current global economic situation. We have trimmed where we could and yet continued to insist that there are particular kinds of mission which only the whole Church can do most effectively. As we have made challenging decisions in preparing this Budget, we have attempted to abide by the principle that some kinds of mission work are more effectively done by smaller communities within the church—congregations and dioceses. This Budget represents those mission initiatives we believe need the gifts and gravitas of the whole of The Episcopal Church. Our challenge is to learn how to do the business of the church more efficiently, so that resources may be set free for the larger vision of God's mission as healing the world.

Jesus said, "I came that they might have life and have it abundantly" (John 10:10). He meant it for all people. May our work at General Convention help us to make that reality possible for more of our sisters and brothers, all God's children.



The Most Reverend Katharine Jefferts Schori

A MESSAGE FROM THE PRESIDENT OF THE HOUSE OF DEPUTIES

“For where your treasure is, there your heart will be also...”

Matthew 6:21

Holy people of God:

Creating a budget is not new work for most of us. We make budgets for our personal and family lives. We serve on vestries and church committees, as well as diocesan and provincial committees, where we prepare budgets to reflect the priorities of our hopes and dreams. Budget making is a task that can be exciting and very difficult at the same time. Budgets show us how much money we have to do the things we need and want to do. Most importantly, our budgets are living responses to what we believe God is calling us to do.

The Draft Budget is the result of the diligent and prayerful work of the staff and the Executive Council. The Draft Budget presented here is a “work in progress.” The deputies and bishops of the 76th General Convention will build upon the work already done.

Broadening the work on this Draft Budget, it is now the responsibility of the General Convention, with the able work of General Convention’s Joint Standing Committee on Program, Budget and Finance (PB&F), to listen to the hopes and dreams of the General Convention through hearings, legislation, conversation and prayer. It is our responsibility to develop the final budget for the mission and ministry. On the 8th legislative day, the Budget will be presented to the General Convention. On the 9th legislative day, the Budget for The Episcopal Church will come before each House of General Convention for consideration and vote.

It is our responsibility to read carefully and understand the Draft Budget, to attend and participate in the open budget hearings hosted by PB&F, listening carefully to what God is calling us to do. As stewards of God’s abundant gifts to us, we pray that the Budget for The Episcopal Church adopted by this General Convention will reflect our faithful response to God’s call to us.

At the 76th General Convention, inspired by the convention theme of *Ubuntu*, we will talk about, think about, and pray about getting just the right balance between mission and the infrastructure needed to support the mission. We will talk, pray and think about our baptismal call to love our neighbors as ourselves. The Budget for The Episcopal Church should reflect the love of Christ and our response to God’s call to us based upon the reality of what God has so generously given us.

When we have completed our work and approved a mission budget for the next triennium, let us pray that our efforts have been guided by the Holy Spirit and that the Budget for The Episcopal Church is a faithful response to God’s call to us and a glimpse into the *heart* of The Episcopal Church.



Bonnie Anderson, D.D.
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. Katharine Jefferts Schori, Presiding Bishop,
DFMS President and Chair
Ms. Bonnie Anderson, D.D., President, House of
Deputies, DFMS Vice President and Vice Chair
Mrs. Patricia C. Mordecai, DFMS Vice President, *until*
12/2006, succeeded by The Hon. Linda E. Watt, *1/2007*
The Rev. Dr. Gregory S. Straub, Secretary
Mr. N. Kurt Barnes, Treasurer

ELECTED BY GENERAL CONVENTION UNTIL GENERAL CONVENTION 2009

Mr. R.P.M. Bowden, Sr. (Atlanta, IV)
Ms. Dorothy J. Fuller (El Camino Real, VIII)
Mr. Thomas R. Gossen (Kansas, VII)
Josephine H. Hicks, Esq. (North Carolina, IV)
Sandra F. McPhee, Esq. (Chicago, V)
Mr. Albert T. Mollegen, Jr. (Connecticut, I)
The Rev. Titus L. Presler (Texas, VII), *resigned 11/2006*
The Rev. Miguelina Espinal (Dominican Republic, IX),
elected 11/2006, resigned 7/2007
The Rev. Canon Emily Morales (Puerto Rico, IX),
elected 10/2007
The Rt. Rev. Wilfrido Ramos-Orench (Ecuador Central,
IX)
The Rev. Canon Edward W. Rodman (Massachusetts, I)
The Rt. Rev. Stacy F. Sauls (Lexington, IV)

ELECTED BY PROVINCE UNTIL GENERAL CONVENTION 2009

I. Mr. Dennis Stark (Rhode Island)
II. Edgar K. Byham, Esq. (Newark)
III. John Vanderstar, Esq. (Washington)
IV. The Rev. Timothy E. Kimbrough
(North Carolina)
V. Canon Victoria L. Garvey (Chicago)
VI. Ms. Terry Roberts (Minnesota)
VII. Ms. Sharon F. Denton (Western Kansas)
VIII. Mr. Ted Yumoto (San Joaquin) *resigned 3/2008*
VIII. Mr. Bryan Krislock (Spokane) *appointed 4/2008*
IX. The Rt. Rev. Julio Cesar Holguín
(Dominican Republic)

ELECTED BY GENERAL CONVENTION UNTIL GENERAL CONVENTION 2012

The Rt. Rev. David Alvarez (Puerto Rico, IX)
Rosalie S. Ballentine, Esq. (Virgin Islands, II)
Ms. Hisako M. Beasley (Olympia, VIII)
The Rt. Rev. J. Jon Bruno (Los Angeles, VIII)
The Rev. Dr. Ian T. Douglas (Massachusetts, I)
Mr. E. Bruce Garner (Atlanta, IV)
Dr. Delbert C. Glover (Western Massachusetts, I)
Canon Bettye Jo Harris (Hawaii, VIII)
Ms. Angela Helt (Oklahoma, VII)
The Rev. Winnie S. Varghese (New York, II)

ELECTED BY PROVINCE UNTIL GENERAL CONVENTION 2012

I. The Rev. Dr. Lee Alison Crawford (Vermont)
II. The Rev. Cn. Petero A. N. Sabune (New York)
III. The Rev. Cn. Mark Harris (Delaware)
IV. Belton T. Zeigler, Esq. (Upper South Carolina)
V. The Rev. Gay C. Jennings (Ohio)
VI. The Rev. Cn. Tim Anderson (Nebraska)
VII. The Ven. Joyce Hardy (Arkansas)
VIII. The Rev. Floyd Gamarra (Los Angeles)
IX. Dr. George A. Frazer Stain (Honduras),
resigned 3/2009

BY INVITATION

Anglican Church of Canada Partner: The Rt. Rev. Michael
Ingham, *resigned 1/2009, replaced by* Dorothy Davies Flindall,
as of 1/2009
Evangelical Lutheran Church of America (ELCA): *vacant*

BUDGET PRIORITIES ESTABLISHED BY EXECUTIVE COUNCIL

June 30, 2008

The following is a true copy of a Resolution adopted by the Executive Council at its meeting on June 13-15, 2008, in Albuquerque, New Mexico, at which a quorum was present and voting.

Resolved, That the Executive Council proposes the following priorities for mission in the 2010-2012 triennium and to guide the deliberations of the Joint Standing Committee on Program, Budget & Finance in developing the Budget for The Episcopal Church:

Doing Justice & Alleviating Poverty

Addressing:

- Racism
- Xenophobia
- Ethnocentrism
- Poverty, especially extreme poverty

Advocating for:

- Environmental stewardship
- Education
- Literacy
- Healthcare
- MDGs
- Economic justice

Solidarity With:

- Refugees
- Migrants
- People living with disabilities
- The Poor

Claiming Our Identity

- Christ centered
- Multi-cultural, inclusive, multilingual, international church
- Archives – our living History
- Communication
- Lifelong Christian formation
- Liturgy and music
- Social justice
- Identity is multi-level: congregations, dioceses, provinces and church-wide
- Articulate what it means to be Christian, Anglican, Episcopalian

Growing Congregations

- Congregational development and revitalization
- Church planting and redevelopment
- Evangelism of underserved populations
- Multicultural
- Children, youth and young adults
- Stewardship
- Discipleship development
- Discernment and formation for lay and ordained ministries

Strengthening Governance and Foundations for Mission

- Accountability standards and measuring outcomes
- Education about governance and polity
- Leadership development
- Reviewing provincial and diocesan composition
- Enhancement of communication and technology including multicultural materials
- Methods of working
- Infrastructure
- Stewardship and fund development
- Legal services
- Legal and operational support for transitional dioceses

Promoting Anglican Partnerships

- Missionary personnel
- Anglican Communion funding
- Overseas Dioceses
- Covenant Partnerships
- Peace, International Affairs and Migration



The Rev. 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

MISSION CONTINUES TO DRIVE THE 2010-2012 DRAFT BUDGET

The development of this Budget began in summer 2007 and has involved The Episcopal Church Center (ECC) management and mission staff, the Administration and Finance Committee (A&F) of the Executive Council, the full Council and members of many Committees, Commissions, Agencies and Boards of the General Convention. That may seem like a long time, but the development of a three-year budget requires time, cooperation, patience and cheerfulness. As in 2005, the Executive Council established budget priorities to assist them in discerning the 2010-2012 Draft Budget for The Episcopal Church. Several groups of management, staff and the Executive Council worked independently and collaboratively to identify ministry and mission needs, opportunities, goals and priorities. After careful and thorough discussion, the groups decided that:

- Significant momentum has grown around the priorities adopted for the 2007-2009 budget; and
- While those priorities continue to be important, they should be modified to reflect new opportunities and needs.

So, with further reflection and prayerful discussion, the Executive Council resolved that the 2010-2012 Draft Budget should be developed according to the following priorities. The Council declined to rank the priorities and emphasized that they are equally important.

- Claiming Our Identity
- Doing Justice & Alleviating Poverty
- Growing Congregations
- Promoting Anglican Partnerships
- Strengthening Governance and Foundations for Mission

The initial budget requests, which totaled \$23 million more than expected income, were shared with the Executive Council in October 2008. The Executive Council was asked to provide feedback that would enable management to make refinements and be able to present a balanced budget.

The feedback resulted in some painful, but necessary, recommendations and, in the end, we arrived at a nearly balanced budget—with alternatives to achieve equilibrium.

The draft budget was carefully reviewed by the Administration and Finance Committee of the Executive Council in January 2009. After several adjustments were made and reviewed by A&F in January 2009, 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 14 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 more than \$7.5 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 the 2010-2012 budget cycle, the draw has been increased from 5.0% to the 5.5% rate used during 2004-2006—a higher rate necessitated by the decreased market value of our investments resulting from a historic stock market declines in 2008.

Despite slower income growth, overall spending is faithful to God's mission and the priorities of the Executive Council. For the next triennium, it is \$10 million, or 6.5% percent, higher. Several strategic activities of service have been increased significantly: There are increased funds to preserve our history; assist the most needy through Jubilee ministries; emphasize church planting and evangelism; enhance understanding throughout the Anglican Communion; and replace failing technology and related infrastructure. 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 36) will amount to approximately \$4.9 million during 2010-2012.

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 2007-2009, we conservatively estimate that more than \$15 million of our budget for the current triennium has been directed towards supporting the MDGs—equivalent to 11% and more than 16 times the 0.7% goal (details of which appear on page 38). Significant spending is expected to continue to support the MDGs in the 2010-2012 triennium. 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 manner—ignoring neither the concept of abundance nor the concept of being good stewards for all those who come after us. We believe that it reflects the theme of *Ubuntu*—community—I in you and you in me.

Faithfully,

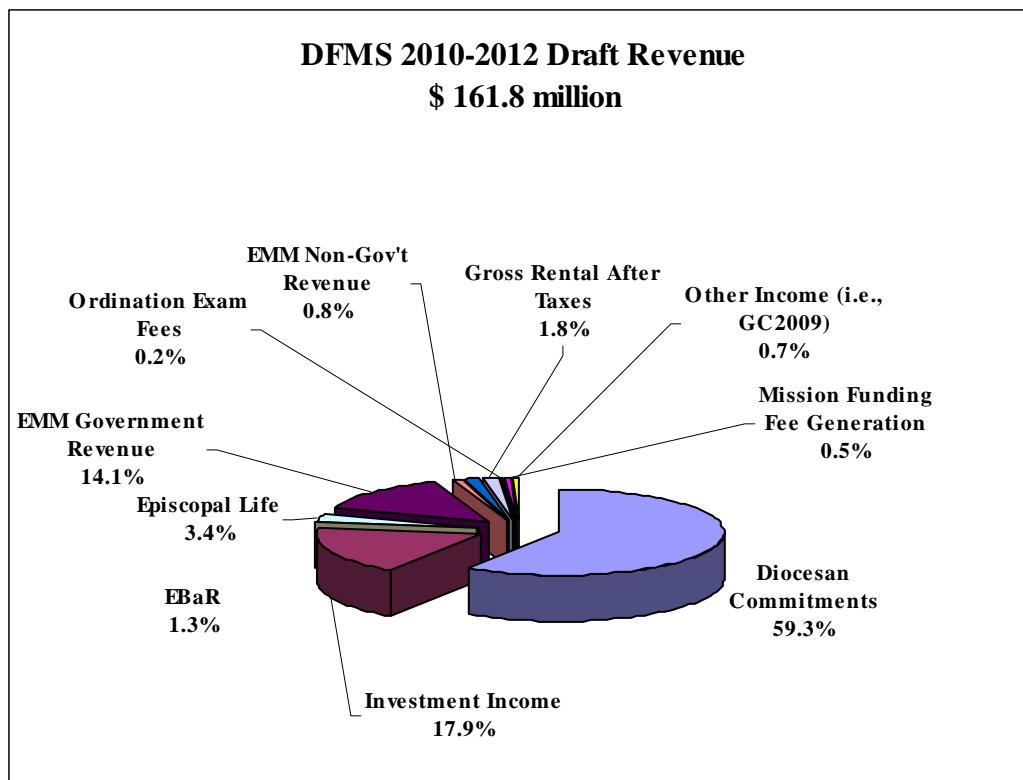
A handwritten signature in black ink, appearing to read "N. Kurt Barnes". The signature is written in a cursive, flowing style.

N. Kurt Barnes, Treasurer

DRAFT BUDGET FOR THE 2010-2012 TRIENNIUM

REVENUES	2010	2011	2012	Triennium
Diocesan Commitments	\$31,343,661	\$31,970,534	\$32,609,945	\$95,924,140
Additional Draw fro STR for LSD	0	0	0	0
Investment Income	10,185,257	9,041,494	9,701,962	28,928,713
EMM Government Revenue	7,911,128	7,631,128	7,336,500	22,878,756
EMM Non-Gov't Government Revenue	430,000	448,000	465,000	1,343,000
Episcopal Life	1,759,709	1,854,089	1,945,456	5,559,254
Episcopal Books and Resources	690,000	700,000	710,000	2,100,000
Gross Rental after Taxes	950,000	950,000	950,000	2,850,000
Ordination Exam Fees	100,000	100,000	100,000	300,000
Mission Funding Fee Generation	250,000	300,000	300,000	850,000
Other			1,086,750	1,086,750
Total Revenues	\$53,619,754	\$52,995,246	\$55,205,613	\$161,820,613
<hr/>				
EXPENSES	2010	2011	2012	Triennium
Total Expenditures	\$ 53,082,142	\$ 52,188,272	\$ 56,520,763	\$ 161,791,177
<hr/>				
Budgetary Net Income	\$537,612	\$ 806,974	\$(1,315,151)	\$ 29,435

DOMESTIC AND FOREIGN MISSIONARY SOCIETY 2010-2012 PROPOSED REVENUES



REVENUES

DIOCESAN COMMITMENTS

The funding policy for the period January 1, 2010, through December 31, 2012, 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 2010 asking would be based on actual 2008 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 \$1.0740, \$1.03 and \$0.94 per share in 2010, 2011 and 2012, respectively—an estimate, which in turn assumes a gross 8% annual growth rate in trust fund assets over that period and annual distributions set at 5.5% 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.

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 3,750 refugees per year through the Reception and Placement Program, and 1,520 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 affiliated organizations within dioceses to fund local programs.

EPISCOPAL LIFE (EL)

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

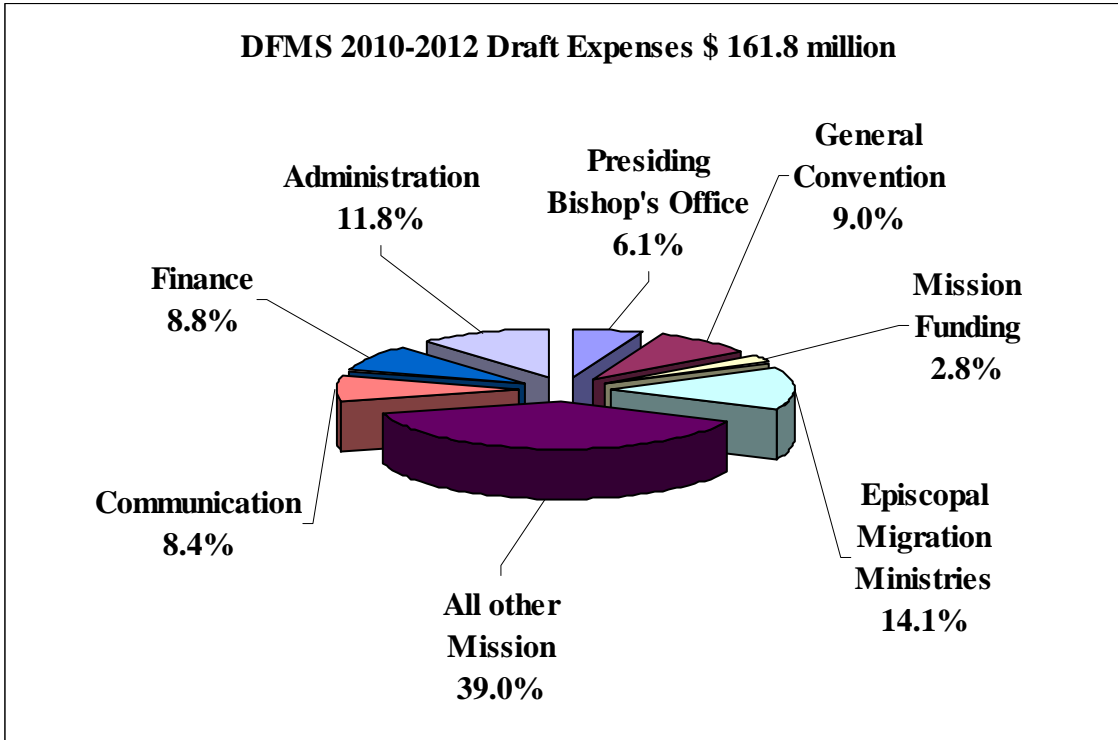
EPISCOPAL BOOKS AND RESOURCES (EB&R)

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.

Mission Funding Fee Generation (MF)

The Mission Funding Initiative was created in 2006 to develop additional financial resources from major donors in further support of the Church's mission priorities. The initial goal is to raise upwards of \$50 million during its first five years. In line with other development offices, its costs will be recovered by retaining a portion of the funds raised (typically 3% to 9% depending upon the size and terms of the prospective gift).

DOMESTIC AND FOREIGN MISSIONARY SOCIETY 2010-2012 PROPOSED EXPENSES



EXPENSES

PRESIDING BISHOP'S OFFICE
Office of the Presiding Bishop

This office supports the ministry of the Presiding Bishop in administration, communication and pastoral ministry. It oversees General Convention initiatives and policies; the ecumenical initiatives and relationships; and pastoral relationships with the bishops of The Episcopal Church. The office plans and coordinates the visits of the Presiding Bishop; plans all meetings of the House of Bishops; and oversees the processes of election and consecration of bishops. The office has responsibility for Title IV measures involving bishops and the preservation of the legacy of The Episcopal Church in instances where bishops have sought to remove dioceses from the church. In the most recent triennium, pastoral support to bishops has included coordination of renewal efforts in dioceses that have experienced the departure of former leaders, including bishops. The office retains oversight responsibilities for the Convocation of American (Episcopal) Churches in Europe, and the Church in Micronesia, as well as the Office of the Bishop for Chaplaincies.

	2010	2011	2012	Triennium
32 Staff Costs ¹	\$974,799	\$1,009,120	\$1,044,876	\$3,028,795
33 PB Dep. For Angl. Comm. Affairs	30,000	30,000	30,000	90,000
34 Presiding Bishop's Transition - Reserve	22,000	22,000	22,000	66,000
35 Convocation of Amer. Churches - Europe	20,020	20,020	20,020	60,060
36 Council of Advice	10,920	10,920	10,920	32,760
37 Other Costs	446,721	446,721	446,721	1,340,163
38 Total Office of the Presiding Bishop	\$1,504,460	\$1,538,781	\$1,574,537	\$4,617,778

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

House of Bishops

Expenses here support the work of the annual Interim and Special Committee meetings of the House, as well as providing additional support to special subcommittees, such as the Theology Committee and the Spouse Planning Group.

	2010	2011	2012	Triennium
40 Total Office House of Bishops	\$162,450	\$176,700	\$162,450	\$501,600

Chief Operating Officer

Assisting the Presiding Bishop in her role as Chief Executive Officer, the Chief Operating Officer oversees the staff of The Episcopal Church Center and coordinates the work of mission program, communication, finance and administration. The Chief Operating Officer is the principal implementer of the vision of the mission and ministry of the Church Center as established by the General Convention and works under the direction of the Presiding Bishop.

	2010	2011	2012	Triennium
43 Staff Costs	\$408,906	\$422,286	\$436,154	\$1,267,346
44 Staff Training	18,200	20,020	21,840	60,060
45 Other Costs	38,675	38,675	49,595	126,945
46 Total Chief Operating Officer	\$465,781	\$480,981	\$507,589	\$1,454,351

Office of Pastoral Development

This office supports the Presiding Bishop and House of Bishops in Episcopal formation and development through the College for Bishops. This includes the canonically-mandated formation program for new bishops and continuing education at each meeting of the House, as well as the pastoral care of bishops, their families and diocesan systems, direction support for dioceses and nominees in Episcopal elections, vocational assessment, training and deployment of bishops. This office also offers mediation work in Title IV disciplinary canons, giving attention to complaints and formal charges against bishops, with the goal of satisfactorily addressing the complaint so as to avoid an ecclesiastical trial.

	2010	2011	2012	Triennium
49 Staff Cost	\$300,305	\$310,769	321,663	\$932,736
50 College for Bishops	86,450	86,450	86,450	259,350
51 TEC Diocesan Assistance Consultant	20,000			20,000
52 Diocesan Assistance Consultant	35,000			35,000
53 Other Costs	79,638	65,824	64,759	210,220
54 Total Office for Pastoral Development	\$521,392	\$463,043	\$472,871	\$1,457,306

Title IV & Legal Assistance to Dioceses

These expenses are related to property litigation and disciplinary situations, as well as legal assistance to dioceses. Fundamentally, this activity concerns the preservation and ongoing stewardship of our heritage and resources, both financial and structural.

	2010	2011	2012	Triennium
57 Title IV Legal Assistance to Dioceses	\$600,000	\$600,000	\$600,000	\$1,800,000

PRESIDING BISHOP'S OFFICE TOTAL

	2010	2011	2012	Triennium
58 Presiding Bishop's Office Total	\$3,254,083	\$3,259,505	\$3,317,447	\$9,831,035

OFFICE OF THE GENERAL CONVENTION

House of Deputies

The President of the House of Deputies appoints all the lay and clergy members and serves as a member *ex officio* 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.

	2010	2011	2012	Triennium
132 Staff Costs	\$85,454	\$88,221	\$207,305	\$380,980
133 HOD Discretionary Fund	1,820	1,820	1,820	5,460
134 Other Costs	37,190	46,745	44,645	128,580
136 Total Office House of Deputies	\$124,464	\$136,786	\$253,770	\$515,020

Office of the General Convention (GCO)

This office undertakes the planning, logistical arrangements and staff support for the triennial Convention gatherings, the thrice-yearly Executive Council meetings and the meetings and work of the Committees, Commissions, Agencies and Boards. It handles production of the reports to the General Convention (known as the “Blue Book”) and 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. The GCO is implementing new systems for online publishing, online meetings and communications for CCABs and redesigning the legislative support software to provide greater efficiency in the next triennium. The GCO also works closely with the President of the House of Deputies and provides staff and logistical services where required.

	2010	2011	2012	Triennium
139 Staff Costs	\$1,161,733	\$1,203,588	\$1,247,255	\$3,612,576
140 GCO Information Technology	\$131,950	\$109,200	\$91,000	\$332,150
141 Other Costs	66,885	75,985	107,835	250,705
142 Total Office of General Convention	\$1,360,568	\$1,388,773	\$1,446,090	\$4,195,431

General Convention - Site & Facilities

The General Convention is the legislative 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.

	2010	2011	2012	Triennium
109 GC Computerization	\$0	\$0	\$182,000	\$182,000
110 Multimangement Contract	\$89,180	\$86,450	\$233,870	\$409,500
Site & Facilities:				
111 Hall Expenses	0	0	384,020	384,020
112 Audio Visual	0	0	209,300	209,300
113 Pre-Convention Meeting	36,400	49,950	40,950	118,300
114 Other Costs	0	19,656	1,388,114	1,407,770
115 Total GC - Site and Facilities	\$125,580	\$147,056	\$2,438,254	\$2,710,890

GC Publications

	2010	2011	2012	Triennium
117 Total General Convention Publications	\$77,350	0	\$162,663	\$240,013

GC Secretariat

	2010	2011	2012	Triennium
119 Total General Convention Secretariat	0	0	\$259,350	\$259,350

Executive Council

The Executive Council is the principal entity among the Committees, Commissions, Agencies and Boards (CCABs). It includes a total of thirty-eight elected representatives who serve for staggered six-year terms: two persons elected from each of the church's nine provinces, twenty people elected at large by the General Convention, and five *ex officio* members, including the Presiding Bishop and the President of the House of Deputies. The Council meets three times a year and has charge of the coordination, development and implementation of the ministry and mission of the church.

	2010	2011	2012	Triennium
122 Executive Council	\$375,830	\$375,223	\$380,229	\$1,131,282
124 Total EC Standing Committees	16,380	16,380	12,740	45,500
129 Total Executive Council	\$392,210	\$391,603	\$392,969	\$1,176,782

Other General Convention: Committees, Commissions, Agencies and Boards

The other CCABs study issues mandated to them by the Canons or referred to them by the General Convention and make recommendations to Convention, reporting in the *Blue Book* to all bishops and deputies.

	2010	2011	2012	Triennium
64 Board of Archives	\$12,740	\$12,740	\$10,920	\$36,400
70 Church Deployment Board	20,020	20,020	20,020	60,060
71 Committee on Pastoral Development	13,650	13,650	13,650	40,950
72 Committee on the State of the Church	20,000	20,000	20,000	60,000
73 CCAB/Legislative Chairs' Meetings	0	0	0	0
104 CCAB First Meeting	0	0	273,000	273,000
76 General Board of Examining Chaplains	27,300	27,300	27,300	81,900
78 JSC on Nominations	15,000	15,000	15,000	45,000
74 Presiding Bishop's Nominating Com.	20,020	20,020	20,020	60,060
79 JSC on Planning and Arrangements	8,190	8,190	8,190	24,570
80 JSC on Program, Budget and Finance	10,000	30,000	51,000	91,000
82 SC on Angl. & International Concerns	20,000	20,000	20,000	60,000
84 SC on Constitution and Canons	20,000	15,000	15,000	50,000
89 SC on Communications	13,650	13,650	13,650	40,950
85 SC on Domestic Mission & Evangelism	20,000	20,000	20,000	60,000
86 SC on Ecumenical Relations	20,000	20,000	18,000	58,000
87 SC on Health	9,100	9,100	9,100	27,300
81 SC on Liturgy & Music	36,400	36,400	16,380	89,180
90 SC on Ministry Development	36,400	36,400	16,380	89,180
91 SC on National Concerns	18,200	18,200	18,200	54,600
92 SC on Stewardship and Development	20,000	20,000	20,000	60,000
83 SC on Church in Small Congregations	15,000	15,000	15,000	45,000
93 SC on the Structure of The Church	20,000	20,000	20,000	60,000
96 SC on World Mission	25,000	25,000	25,000	75,000
97 SC on the Youth & Christian Formation	20,000	20,000	20,000	60,000
95 Translators for CCAB Meetings	40,000	40,000	20,000	100,000
105 Translations - Print	22,750	22,750	18,200	63,700
63 Presiding Bp's Installation (Reserve)	13,650	13,650	13,650	40,950
62 Presiding Bp's Transition Committee (Reserve)	2,275	2,275	2,275	6,825
106 Total GC CCABs	\$555,745	\$570,745	\$796,335	\$1,922,825

Archives

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.

	2010	2011	2012	Triennium
145 Staff Cost	\$712,765	\$740,721	\$770,182	\$2,223,667
146 GC Research/Data Management	30,030	30,030	30,030	90,090
147 Digital Content Management Cnslt.	27,300	27,300	27,300	81,900
148 Electronic Records Management	136,500	18,200	18,200	172,900
149 Rent	45,000	45,000	45,000	135,000
150 Other Costs	117,227	117,227	117,227	351,681
151 Total Archives-The Episcopal Church	\$1,068,822	\$978,478	\$1,007,939	\$3,055,238

General Board of Examining Chaplains

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.15, 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.

	2010	2011	2012	Triennium
154 Staff Cost	\$47,316	\$48,966	\$50,683	\$146,965
155 Readers Conferences	88,925	92,711	96,860	278,496
156 Total Non-Staff	39,006	39,990	40,992	119,988
157 Total Gen. Board of Ex. Chaplains	\$175,248	\$181,667	\$188,535	\$545,450
158 Total General Convention	\$3,879,986	\$3,795,108	\$6,945,905	\$14,620,998

Mission Funding and Episcopal Church Foundation

Mission Funding

The Mission Funding Initiative was created to develop additional financial resources from major donors in further support of the church's mission priorities. Five funding areas have been identified and, together, they seek to assist the church to serve as an effective agent for evangelism, reconciliation, education and transformation. The Funds are: Congregational Development; Leadership in Ministry; Communications; Spiritual Enrichment; and Global Ministry. Additionally, Mission Funding is undertaking fundraising for the Archives, the St. Ives Fund for legal defense and an on-line giving engine.

	2010	2011	2012	Triennium
177 Staff Cost	\$347,851	\$359,133	\$370,822	\$1,077,806
178 Funds Organization and Management	81,900	100,100	100,100	282,100
179 Org/Manage Advisory Board Meetings	40,950	40,950	40,950	122,850
180 Org/Manage Travel	77,350	86,450	113,750	277,550
181 Office Expense	26,663	27,755	27,755	82,173
182 Consultants	91,000	91,000	91,000	273,000
183 Donor Cultivation (activities)	96,640	106,015	120,120	322,775
184 Archives Assistant	227,500	227,500	227,500	682,500
185 Other Costs	470,925	470,925	470,925	1,412,775
186 Total Development Office	\$1,458,779	\$1,509,828	\$1,562,922	\$4,531,529

Grant to Support Episcopal Church Foundation

These are funds that support The Episcopal Church Foundation's (ECF) work to build the church's financial strength at parish and diocesan grass-roots levels and especially to facilitate the arrangement of planned gifts to church organizations.

	2010	2011	2012	Triennium
188 Church Foundation Total	\$9,100	\$9,100	\$9,100	\$27,300
189 Mission Funding & ECF Total	\$1,467,879	\$1,518,928	\$1,572,022	\$4,558,829

Mission

Mission Direction

This office supports and articulates the mission of The Episcopal Church and the programs of the four Mission Centers through print resources, digital communication and multimedia, conferences and visits to congregations, dioceses and provincial gatherings. The office leads the development and maintenance of a user-friendly, dynamic web site for the program areas of the church.

Mission Leadership

	2010	2011	2012	Triennium
163 Staff Cost	\$227,446	\$235,610	\$244,126	\$707,182
164 Strategic/Scenario Planning	25,480	25,480	25,480	76,440
165 Professional Development	18,200	18,200	18,200	54,600
166 Translation Work	45,500	45,500	45,500	136,500
167 Mission Education	13,650	13,650	13,650	40,950
168 New Media Development	31,850	31,850	31,850	95,550
168 Total Non-Staff	126,945	126,035	126,035	379,015
170 Total Mission Direction	\$463,591	\$470,845	\$479,361	\$1,413,797

Advocacy Center

The Advocacy Center, based in the Office of Government Relations in Washington, D.C., New York and Seattle, addresses the Gospel directive for people to love their neighbors as themselves. The offices educate, motivate, organize and empower Episcopalians to action for justice, peace and care for all of God's creation. The work of the offices encompasses all of the budget priorities by:

- Providing training, resources and action to promote a church without racism;
- Providing grants or loans to organizations and networks that serve and empower the poor and marginalized;
- Using its grassroots, Episcopal networks and policy expertise to advocate nationally and locally on issues of justice;
- Working with other religious denominations and partners to address issues of domestic poverty, health care, civil rights, the environment, the Millennium Development Goals, immigration and refugees, HIV/AIDS and international debt relief;
- Supporting peacemaking in areas of conflict worldwide;
- Advocating full equality for women and girls; and
- Monitoring the church's efforts to be socially responsible in the investment of its financial assets.

Direction & Administration

This office coordinates the work of the Advocacy Center, particularly between programs based in New York and Washington, D.C. (Office of Government Relations). An office in Seattle focuses on economic and environmental justice. The three locations coordinate work through regular communication and staff meetings to ensure a cohesive program of advocacy, network building and resource development.

	2010	2011	2012	Triennium
193 Staff Cost	\$355,162	\$368,246	\$381,916	\$1,105,323
194 Other Costs	14,105	14,105	16,835	45,045
195 Total Direction & Administration	\$369,267	\$382,351	\$398,751	\$1,150,368

Social & Economic Justice, Jubilee

This area works on creating a just society. It encourages the growth and development of networks, resources and partnerships throughout the church that address matters of justice through public policy advocacy, social outreach ministry, environmental stewardship and economic affairs. Issues of justice include affordable food, employment, affordable quality childcare, education, healthcare, immigration, cultural affirmation, equal protection under the law, economic opportunity, a healthy environment and affordable housing.

	2010	2011	2012	Triennium
198 Staff Cost	\$415,745	\$431,564	\$448,125	\$1,295,435
199 Field Office: Washington	195,520	197,480	216,846	609,846
200 Jubilee Ministries	302,150	212,150	230,150	744,450
201 Social Responsibility Investment	35,945	35,945	36,400	108,290
202 Criminal Justice	0	0	0	0
203 Economic Justice	13,650	13,650	13,650	40,950
204 Environmental Justice	36,400	36,400	39,130	111,930
205 Other Costs	0	0	0	0
206 Total Social & Eco. Justice, Jubilee	\$999,410	\$927,189	\$984,301	\$2,910,901

Anti-Racism, Racial Justice & Gender Equality

The office continues an 18 year commitment by General Convention to train the leadership of the church on how to identify and end racist structures. The office also works to promote gender equality, and includes Native American/Indigenous Ministries, which interprets and develops programs which address the needs and inclusion of Native American/Indigenous peoples and their communities within The Episcopal Church.

	2010	2011	2012	Triennium
209 Staff Cost	\$308,163	\$320,033	\$332,469	\$960,664
210 Native American Ministries	139,230	119,210	123,760	382,200
211 Racial Justice	95,550	95,550	98,280	289,380
212 Total Anti-Racism, Racial Justice, etc.	\$542,943	\$534,793	\$554,509	\$1,632,244

Peace, International Affairs, and Migration

This office supports Episcopal, Anglican, ecumenical and interfaith efforts to restore justice, seek reconciliation and overcome violence in the world. The staff works with staff of the Presiding Bishop's Office to gather information, provide support, stand in solidarity and initiate advocacy when violence and oppression cause harm, especially to our partners across the world.

	2010	2011	2012	Triennium
215 Staff Cost	\$474,737	\$492,910	\$511,943	\$1,479,590
216 Int'l Justice & Peace Making	133,770	70,070	72,800	276,640
217 Latin American Training	0	0	0	0
218 Episcopal Migration Advocacy	22,750	22,750	22,750	68,250
219 Total Peace, Intl. Affairs, Migration	\$631,257	\$585,730	\$607,493	\$1,824,480

220 Total Advocacy Center	\$2,542,876	\$2,430,063	\$2,545,054	\$7,517,993
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**Mission Leadership Center
Direction & Administration**

	2010	2011	2012	Triennium
224 Staff Cost	\$320,828	\$333,282	\$346,335	\$1,000,444
225 Other Costs	21,385	21,385	35,035	77,805
226 Total Direction and Administration	\$342,213	\$354,667	\$381,370	\$1,078,249

Ordained Leadership & Ministry Development

This office supports networks that strengthen ordained ministry, including Fresh Start, CREDO, diaconate and other clergy associations, seminary continuing education and dioceses in their work of leadership education and formation. The office initiates conversations that envision clergy leadership needs and leads new initiatives.

	2010	2011	2012	Triennium
229 Ordained Ministry Staff Cost	\$157,486	\$154,043	\$156,455	\$467,984
230 CDO Staff Cost	338,703	349,863	361,485	1,050,050
231 Ordained Leadership and Ministry Dev.	37,310	37,310	37,310	111,930
232 CDO Online Technical Upgrade	45,500	22,750	22,750	91,000
233 CDO Other Costs	198,535	172,372	158,722	529,629
234 Total Ordained Ministry & Transition	\$732,033	\$713,588	\$713,973	\$2,159,594

Lay Leadership and Ministry Development

This office helps laity to claim and act on their call to ministry and raises up skillful leaders for godly work inside and outside the church. Church work is conducted through Fresh Start, in partnership with new church plants, and by widening the reach of Proclaiming Education for All. Beyond the church, the office works to extend awareness of Episcopal workplace values and linking Sunday worship to weekday practice.

	2010	2011	2012	Triennium
237 Staff Costs	\$81,844	\$84,487	\$87,224	\$253,555
238 Other Costs	54,600	63,700	83,720	202,020
239 Total Lay Ministry	\$136,444	\$148,187	\$170,944	\$455,575

Young Adults & Campus Ministries

This office supports diocesan and provincial work with young adults (18-30) and in campus ministries through leadership training events, campus peer ministry training, service/learning internships, conferences, consultations and network programs. It produces resources for individuals, such as the Advent and Lenten meditation guides for students and young adult armed forces personnel. In conjunction with dioceses, seven new campus ministries have been initiated through two-year start-up grants. The office also works with ecumenical partners.

	2010	2011	2012	Triennium
242 Staff Costs	\$226,355	\$226,355	\$235,049	\$687,759
243 Campus Ministries	282,571	282,571	282,571	847,714
244 Young Adult Ministry	111,243	111,243	111,243	333,729
245 PLSE Program Total	13,650	13,650	13,650	40,950
246 Total Young Adults	\$594,284	\$594,284	\$602,979	\$1,791,547

Missionary Personnel

The Missionary Personnel Office recruits, trains and supports Appointed Missionaries, Volunteers for Mission and Young Adult Service Corps (age range 21-30) missionaries. Currently there are 80 missionaries serving in 32 countries. Their work supports the growth and development of overseas dioceses and provides the missionaries with knowledge and understanding that benefits them and their church communities when they return.

	2010	2011	2012	Triennium
249 Staff Costs	\$368,222	\$382,715	\$397,919	\$1,148,856
250 Appointed Missionaries	765,010	765,010	765,010	2,295,030
251 Volunteer for Mission	150,950	150,950	150,950	452,850
252 Young Adult Service Corps.	106,400	106,400	106,400	319,200
253 Other Costs	40,647	40,647	45,196	126,490
254 Total Missionary Personnel	\$1,431,229	\$1,445,722	\$1,465,475	\$4,342,426

Chaplaincies

The Office of the Bishop Suffragan for Chaplaincies addresses the care of Episcopalians in federal service, in Veterans' Affairs hospitals, in federal prisons and their families, 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.

	2010	2011	2012	Triennium
257 Staff Costs	\$467,342	\$484,126	\$501,632	\$1,453,100
258 Bishop Suffragan for Federal Ministries	284,739	290,854	356,425	932,018
259 Guam	0	0	0	0
260 Total Chaplaincies	\$752,081	\$774,980	\$858,057	\$2,385,119

Women's Ministry

Women's Ministries focuses on the mission and ministry of women at all levels of the church. The office seeks the empowerment of women and gender equity, creating tools, resources and networks to enhance the leadership capacity of women in the church and the world. Its advocacy work employs the Beijing Platform for action in critical areas of concern for all women throughout the world.

	2010	2011	2012	Triennium
265 Staff Costs	\$105,033	\$108,629	\$112,370	\$326,032
266 Other Costs	90,090	60,970	65,520	216,580
267 Total Women's Ministry	\$195,123	\$169,599	\$177,890	\$542,612
268 Mission Leadership Center Total	\$4,183,407	\$4,201,027	\$4,370,687	\$12,755,122

Evangelism & Congregational Life Center

Direction & Administration

This office provides oversight of programs, budgets, staff and administrative support (including meeting and event coordination) within the Evangelism & Congregational Life Center (E&CL). The budget includes funds for nine collaborative training events, one per province over the next triennium, presented by staff from each ministry area within E&CL, to share and learn about best practices.

	2010	2011	2012	Triennium
272 Staff Costs	\$322,817	\$334,195	\$346,048	\$1,003,060
273 Provincial Training	136,500	136,500	136,500	409,500
274 Other Costs	26,845	26,845	31,395	85,085
275 Total Direction and Admin.	\$486,162	\$497,540	\$513,943	\$1,497,645

Lifelong Christian Formation

This office serves Episcopal congregations, dioceses and provinces with resources for children's formation, youth formation and events, adult formation and older adult formation. The office fulfills General Convention mandates (including Safe Church Resolutions), through training, Christian education resources, consultations and network programs and church-wide events (including the Episcopal Youth Event). Its resources and programs assist in articulating what it means to be Christian, Anglican and Episcopalian in a diverse world.

	2010	2011	2012	Triennium
278 Staff Costs	\$452,847	\$466,487	\$480,764	\$1,400,098
279 Resource Development & Older Adults	65,520	65,520	65,520	196,560
280 Youth Formation	229,371	226,185	537,352	992,908
281 Adult Formation	69,446	61,808	83,885	215,139
282 Children's Formation	24,753	28,991	47,941	101,684
283 Total Christian Formation	\$841,937	\$848,991	\$1,215,462	\$2,906,389

Congregational Research

This office directs, coordinates and publishes ongoing research and analysis for the church, with a primary focus on Episcopal parishes and missions. Under the authority of the Office of the General Convention, Congregational Research undertakes the distribution, collection and analysis of the annual Parochial Report and conducts the triennial survey of Episcopal congregations. The office also conducts specialized studies of congregational life and ministry programs for various Committees, Commissions, Mission Programs, Agencies and Boards.

	2010	2011	2012	Triennium
286 Staff Costs	\$219,023	\$227,763	\$236,939	\$683,726
287 Total Non-Staff	61,777	61,777	65,417	188,972
288 Total Congregational Research	\$280,800	\$289,541	\$302,356	\$872,697

Congregational Vitality & Stewardship

This office serves congregations that are seeking to enrich and expand their capacity to serve the spiritual needs of their communities. Congregational Vitality provides resources for building and maintaining healthy faith communities, with a specialized focus on the needs of small congregations and their leadership. Stewardship seeks to engage all Episcopalians in a culture of abundance and generosity. The teaching and practice of stewardship involves seeking greater insight into spiritual growth, discernment of purpose, leadership, giving and the connection of money and faith.

	2010	2011	2012	Triennium
291 Staff Costs	\$241,234	\$250,720	\$260,670	\$752,624
292 Total Cong. Vitality & Stewardship	0	0	0	0
293 Total Cong. Vitality ASA<70	106,470	106,470	106,470	319,410
294 Total Cong. Vitality ASA>70	173,264	173,264	173,264	519,792
295 Total Stewardship	105,469	105,469	112,294	323,232
296 Total Congregational Vitality & Stew.	\$626,437	\$635,923	\$652,698	\$1,915,058

Ethnic & Multicultural Congregational Development & Evangelism

These offices develop, support and inspire congregational life with and among ethnic communities and multicultural churches by creating resources and providing networking, consultations and training events. The offices provide a voice of advocacy for the people of Asian, black, Latino/Hispanic, Native American and multicultural-by-design communities and for people living with disabilities. Harmony, understanding, and communication are promoted across cultures by developing common programs and projects. The five officers collaborate with other staff and provide online liturgical and theological resources, onsite consultations, conferences and clergy- and lay-training programs.

	2010	2011	2012	Triennium
299 Staff Costs	\$579,682	\$601,734	\$624,821	\$1,806,237
300 Multi-Cultural Ministries	47,320	47,320	47,320	141,960
301 Asian Ministries	126,490	126,490	126,490	379,470
302 Black Ministries	126,490	126,490	126,490	379,470
303 Hispanics Ministries	126,490	126,490	126,490	379,470
304 People with Disabilities Cost	35,490	35,490	40,040	111,020
305 Total Ethnic/ Multicult. Cong. Dev.&Ev.	\$1,041,962	\$1,064,014	\$1,091,651	\$3,197,627

Evangelism & Church Planting

The Office of Evangelism provides resources and training to assist congregations in the evangelization of underserved populations and in discipleship development. The office is developing regional experts in the field of evangelism and partnerships within the emerging church movement; and it is working with a recently created Network of Innovators dedicated to discovering and sharing what is working church-wide. By providing resources and consulting to diocesan and provincial leaders, the Office of Church Planting helps to identify and prepare those gifted for new church planting. It offers liturgical resources for emergent ministry forms, onsite consulting, weekly peer-to-peer support for church planters and ministry redevelopers, as well as regional and national training events. The office identifies best practices from around the church and the larger Anglican Communion.

	2010	2011	2012	Triennium
307 Staff Costs	\$223,369	\$231,294	\$239,556	\$694,219
308 Evangelism	58,559	58,559	58,559	175,676
309 Church Planting	58,559	58,559	58,559	175,676
310 Other Costs	40,586	40,586	40,586	121,758
311 Total Evangelism & Church Planting	\$381,072	\$388,997	\$397,259	\$1,167,328

Episcopal Migration Ministries (EMM)

EMM carries out the gospel mandate to “welcome the stranger” through work with 30 affiliates in 27 dioceses to engage parishes as co-sponsors in refugee resettlement in the US. The Office also responds to various requests for immigration assistance and trains immigration counselors. With church funding, EMM is able to assist dioceses and parishes actively engaged in work with undocumented migrants; such work cannot be funded by federal grants.

	2010	2011	2012	Triennium
314 Miami Expenses	\$89,820	\$89,820	\$89,820	\$269,460
315 Non-Govt. Expenses	119,856	122,263	133,830	375,949
316 Govt. Expenses	7,911,128	7,631,128	7,336,500	22,878,756
317 Total Episcopal Migration Ministries	\$8,120,804	\$7,843,211	\$7,560,150	\$23,524,165

Worship & Spirituality

This office designs and provides conferences, consultations and worship materials to enhance spiritual transformation for individuals and communities of faith. Networking with other organizations and institutions that focus on worship and spirituality, this office promotes grounding in both traditional and new forms of worship and spirituality that transform the human spirit in the power of the Holy Spirit and strengthen congregational life and mission. During 2010-2012, this office will expand an online Worship that Works resource with free downloadable worship and spirituality resources and links to other sites.

	2010	2011	2012	Triennium
320 Staff Cost	\$122,129	\$126,530	\$131,122	\$379,781
321 Collaborative Resources	18,200	18,200	18,200	54,600
322 Church-wide Training Resources	27,300	27,300	27,300	81,900
323 General Convention Mandates	45,500	45,500	45,500	136,500
324 Other Costs	37,310	37,310	41,860	116,480
325 Total Worship & Spirituality	\$250,439	\$254,840	\$263,982	\$769,261
326 Total Evangelism & Cong. Life	\$12,029,613	\$11,823,057	\$11,997,502	\$35,850,172

Partnerships Center
Direction & Administration

	2010	2011	2012	Triennium
330 Staff Cost	\$285,432	\$295,615	\$306,233	\$887,280
331 Other Costs	42,668	42,668	46,035	131,371
332 Total Direction & Administration	\$328,100	\$338,283	\$352,268	\$1,018,651

Anglican Communion

This office provides support to strengthen relationships between The Episcopal Church and the 37 other provinces in the Anglican Communion through hospitality, communication, education and financial support.

	2010	2011	2012	Triennium
335 Staff Cost	\$386,623	\$400,660	\$415,315	\$1,202,597
336 Africa	230,220	230,220	230,220	690,660
337 Asia & The Pacific	73,255	88,270	103,917	265,442
338 Europe	0	0	0	0
339 Middle East	3,496	3,496	3,495	10,487
340 Latin America & Caribbean	155,047	155,045	164,148	474,239
341 Network Development	71,219	71,218	82,139	224,576
342 Inter-Angl. Budget/Secretariat	600,000	600,000	600,000	1,800,000
343 Overseas Partnerships	17,745	17,745	17,745	53,235
344 Other Program Support Services	0	0	0	0
345 Total Anglican Communion	\$1,537,604	\$1,566,655	\$1,616,979	\$4,721,237

Diocesan Services

	2010	2011	2012	Triennium
348 Staff Cost	\$216,283	\$221,158	\$226,278	\$663,719
349 Province 2	502,563	502,563	502,563	1,507,688
350 Province 8	68,250	68,250	68,250	204,750
351 Province 9	1,045,720	1,045,720	1,045,720	3,137,160
352 Other Program Costs	46,653	46,653	46,653	139,958
353 Total Diocesan Services	\$1,879,468	\$1,884,343	\$1,889,464	\$5,653,274

Ecumenical & Interfaith Relations (EIR)

The Office of Ecumenical and Interreligious Relations coordinates, on behalf of the Presiding Bishop and The Episcopal Church, various bilateral and multilateral dialogues and conversations with other Christian communions working toward the greater unity and common mission of the church. In an increasingly multi-religious context, the office also works in Interreligious dialogue, seeking greater understanding of and cooperation with the other major world religions. The office primarily addresses the priorities of Claiming Our Identity and strengthening Partnerships among religious groups.

	2010	2011	2012	Triennium
356 Staff Cost	\$404,012	\$418,715	\$434,064	\$1,256,791
357 Ecumenical & Interfaith	168,350	168,350	163,800	500,500
358 Ecumenical & Appropriations	364,000	364,000	364,000	1,092,000
359 Total Ecumenical & Interfaith	\$936,362	\$951,065	\$961,864	\$2,849,291

Grants & Covenants

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.

	2010	2011	2012	Triennium
362 Staff Cost	\$93,996	\$97,257	\$100,650	\$291,903
363 MDG Partnership	0	0	0	0
364 Covenant Committees	50,487	39,446	39,446	129,378
Total Administration	\$144,483	\$136,702	\$140,096	\$421,282

Overseas Covenants

367 Liberia Covenant	\$204,250	\$193,500	\$182,750	\$580,500
368 Central America Covenant	772,266	744,496	716,726	2,233,488
369 Mexico Covenant	403,747	356,747	309,747	1,070,241
370 Philippines Covenant	0	0	0	0
371 Total Overseas Covenants	\$1,380,263	\$1,294,743	\$1,209,223	\$3,884,229

Domestic Appropriations

	2010	2011	2012	Triennium
374 Episcopal Conference of the Deaf	\$8,190	\$8,190	\$8,190	\$24,570
375 National Episcopal AIDS Coalition	51,870	51,870	51,870	155,610
376 Episcopal Disability Network	8,190	8,190	8,190	24,570
377 Support: Provincial Coordinators	159,250	159,250	159,250	477,750
378 DMP: New Opportunities	182,000	182,000	182,000	546,000
379 Native Ministries: New Opportunity	81,000	81,000	81,000	243,000
380 North Dakota	145,000	145,000	145,000	435,000
381 South Dakota	562,000	562,000	562,000	1,686,000
382 Navajo land	278,000	278,000	278,000	834,000
383 Alaska	350,000	350,000	350,000	1,050,000
384 Indigenous Theol. Training Institute	118,000	118,000	118,000	354,000
385 Episcopal Appalachian Ministries	14,000	14,000	14,000	42,000
386 Appalachian Initiatives	19,000	19,000	19,000	57,000
387 Post-Katrina Church Planting Initiative	0	0	0	0
388 Hist. Black Episcopal Colleges	1,000,000	1,000,000	1,000,000	3,000,000
389 Total Domestic Appropriations	\$2,976,500	\$2,976,500	\$2,976,500	\$8,929,500

Other Program Support

	2010	2011	2012	Triennium
397 Total Other Program Support	\$30,138	\$30,138	\$30,138	\$90,415
398 Total Grants & Covenants	\$5,428,908	\$5,334,515	\$5,252,388	\$16,015,810

United Thank Offering

This office provides administrative staff and services and accounting and banking support to the United Thank Offering program. UTO is entrusted to promote thank offerings, to receive the offerings and to distribute the monies through grants within the framework of the policies and procedures of the Domestic and Foreign Missionary Society (DFMS) of The Episcopal Church.

	2010	2011	2012	Triennium
401 Staff Cost	\$217,591	\$225,701	\$234,180	\$677,473
402 Other Costs	(32,518)	(34,140)	(30,836)	(97,495)
403 Total United Thank Offering	\$185,073	\$191,561	\$203,344	\$579,978

Episcopal Relief & Development

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 bring healing to a hurting world.

	2010	2011	2012	Triennium
406 Grant to ERD	\$50,000	\$50,000	\$50,000	\$150,000
407 DFMS Contributed Services	849,049	849,049	849,049	2,547,147
408 Total Episcopal Relief & Development	\$899,049	\$899,049	\$899,049	\$2,697,147
410 Partnership Center Total	\$9,496,465	\$9,467,372	\$9,477,258	\$28,441,095
411 Total Mission Coordination	\$30,183,831	\$29,911,293	\$30,441,885	\$90,537,009

Communication

Strategic Communications

Strategic Communications includes the work of Digital Media, Public Relations and brand identity.

Digital Media hosts and creates content for The Episcopal Church web site, www.episcopalchurch.org; created the IamEpiscopalian.org micro-site, which tells The Episcopal Church story through videos of diverse Episcopalians; maintains the Ecunet online work groups and e-mail listservs; and facilitates social networking, including search engine optimization, and blogging.

Public Relations includes public affairs, media relations, media training, crisis management, blog monitoring and message strategy.

Brand identity and the sharing of materials and best practices across the church are additional responsibilities of the Office.

	2010	2011	2012	Triennium
415 Staff Cost	\$316,210	\$327,848	\$340,026	\$984,084
416 Other Costs	263,900	172,900	183,820	620,620
417 Total Strategic Communication Total	\$580,110	\$500,748	\$523,846	\$1,604,704

Episcopal Life (EL)

Episcopal Life includes print and online activities. Episcopal Life produces a newspaper, a quarterly magazine, Sunday bulletin inserts, daily e-mail, customized publications and Episcopal Life Online. Revenues from circulation and advertising subsidize Episcopal Life costs. A goal for the triennium is the increase of revenues and subsequent diminution of subsidy while maintaining high quality journalism standards. Episcopal Life Digital Media creates documentary work and video news packages found on Episcopal Life Online and is involved in producing other communications, education and outreach materials, including live web casts.

	2010	2011	2012	Triennium
420 Staff Cost	\$1,613,180	\$1,715,988	\$1,854,900	\$5,184,158
421 Digital Media – Travel/Expenses	72,800	72,800	72,800	218,400
422 General Convention Cost	0	0	241,150	241,150
423 Director’s Discretionary Ad Fund	23,888	25,082	26,336	75,305
424 Dig. Media–Epis. Church web site hosting	182,000	182,000	91,000	455,000
425 Ntl. Ad Campaign (Test Markets)	22,750	22,750	22,750	68,250
426 Digital Media Consulting Fees	27,300	27,300	27,300	81,900
427 E-Life – Travel/Expenses	91,000	91,000	91,000	273,000
428 Radio, TV, Multi-Media	0	0	0	0
429 Com. PB Installation Expense	8,190	8,190	8,190	24,570
430 Postage – Dir., E-Life, Dig. Media	19,110	19,110	19,110	57,330
431 Computers – Dir., E-Life, Dig. Media	10,010	10,010	10,010	30,030
432 EL Board	0	0	0	0
433 E-Life Board of Gov. – Travel/Expenses	11,375	11,830	12,285	35,490
434 Administrative	0	0	0	0
435 E-Life Consultants and Freelancers	27,300	27,300	27,300	81,900
436 Direct Mail Marketing	13,650	13,650	13,650	40,950
437 E-Life Newspaper Printing Costs	482,300	482,300	482,300	1,446,900
438 E-Life Newspaper Mailing Costs	483,210	483,210	483,210	1,449,630
439 E-Life Rent – PA Office	19,243	16,000	16,000	51,243
440 Advertising	0	0	0	0
441 Other Costs	71,435	56,875	57,785	186,095
442 Total Episcopal Life Media	\$3,178,741	\$3,265,394	\$3,557,166	\$10,001,301

Episcopal Books and Resources (EBaR)

EBaR provides warehousing, marketing, order fulfillment and distribution services for Episcopal Church Center departments and affiliated organizations. The products have a primarily Episcopal/Anglican focus.

EBaR’s retail store, Catalyst, includes a café concession with seating.

EBaR/Catalyst sales revenue offsets a large part of their costs.

	2010	2011	2012	Triennium
445 Staff Cost	\$324,168	\$336,576	\$349,571	\$1,010,315
446 Total Non Staff	347,930	343,835	376,866	1,068,631
447 Total EBaR	672,098	680,411	726,437	2,078,946
448 Total Communication	\$4,430,949	\$4,446,554	\$4,807,449	\$13,684,952

Finance Office

Controller's Office

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.

	2010	2011	2012	Triennium
451 Staff Cost	\$988,606	\$1,027,717	\$1,068,756	\$3,085,079
453 Postage	10,000	12,000	13,000	35,000
454 Audit	135,000	140,000	140,000	415,000
455 Financial Systems	130,000	30,000	30,000	190,000
456 Payroll Management	45,000	45,000	45,000	135,000
457 Other Costs	36,757	37,940	53,592	128,289
458 Total Controller's Office	\$1,345,363	\$1,292,657	\$1,350,348	\$3,988,368

Treasurer's Office

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. The Treasurer has extensive responsibility for developing and monitoring the Budget of The Episcopal Church.

	2010	2011	2012	Triennium
461 Staff Cost	\$953,083	\$988,411	\$1,025,336	\$2,966,830
462 Liability Insurance	300,000	310,000	320,000	930,000
463 Directors & Officers Insurance	38,000	40,000	42,000	120,000
464 Other Costs	113,730	147,400	128,290	389,420
465 Total Treasurers Office	\$1,404,813	\$1,485,811	\$1,515,626	\$4,406,250

Refugee Loan Collection (IOM)

The U.S. Government provides resettlement loans to each refugee. The DFMS collects the loans and receives a portion. Any amount that exceeds the DFMS's collection costs may be used as determined by the General Convention Budget.

	2010	2011	2012	Triennium
468 Staff Cost	\$288,345	\$257,036	\$277,050	\$722,431
469 Non-Staff Cost	77,000	82,500	88,000	247,500
470 Total Refugee Loan Collection	315,345	339,536	365,050	1,019,931

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.

	2010	2011	2012	Triennium
472 Debt Financing and Repayment	\$1,600,000	\$1,600,000	\$1,600,000	\$4,800,000
473 Total Finance Office	\$4,665,521	\$4,718,004	\$4,831,024	\$14,214,549

Administration

Facilities Management

Facilities Management costs include those required for the maintenance and upkeep of The Episcopal Church Center at 815 Second Avenue in New York City, the operations of the mailroom, leasing costs for office equipment, office supplies and corporate printing. The largest elements of this budget are for utilities, building management and engineering and cleaning and security services. Some services are provided under the lease with our tenant, the Ad Council, as well as to DFMS offices and associated Episcopal agencies with offices in our building.

	2010	2011	2012	Triennium
477 Staff Cost	\$429,383	\$447,317	\$466,192	\$1,342,892
478 Building Services Other Costs	1,894,865	1,911,775	1,928,685	5,735,325
479 Mail Center Other Costs	107,310	107,310	116,410	331,030
480 Procurement Other Costs	188,240	192,970	212,350	593,560
481 Total Facilities Management	\$2,619,798	\$2,659,372	\$2,723,637	\$8,002,807

Human Resources

The Human Resources 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 best 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.

	2010	2011	2012	Triennium
484 Staff Cost	\$525,846	\$544,745	\$564,458	\$1,635,049
485 Employee Relocation	30,153	30,153	30,154	90,459
486 Ins: Workers Comp/Disability	157,000	157,500	158,105	472,605
487 Ins: Foreign Visitors & Travel	6,825	6,825	6,825	20,475
488 Unemployment Compensation	60,000	60,000	60,000	180,000
489 HR Database Management Admin Fee	24,000	24,000	24,000	72,000
490 Other Costs	91,016	91,751	95,134	277,902
491 Health/Life: Retirees	800,000	800,000	800,000	2,400,000
492 Pension Supplement	18,600	18,600	18,600	55,800
493 Total Human Resources	\$1,713,440	\$1,733,574	\$1,757,276	\$5,204,290

Performance-based Compensation

This provision is made to recognize those employees whose work is exceptional. (Note that no across-the-board compensation increases are contemplated for 2010.)

	2010	2011	2012	Triennium
496 Allowance Due to Salary Freeze	\$140,000	0	0	\$140,000
497 Total Performance-based Comp.	\$140,000	\$0	\$0	\$140,000

Additional Reduction in Staff Costs

The identification of additional savings in staff costs is necessary to achieve a balanced budget for the entire triennium.

	2010	2011	2012	Triennium
500 Staff Cost Reduction	(\$70,000)	(\$70,000)	(\$70,000)	(\$210,000)
501 Additional Reduction Staff Cost Totals	(\$70,000)	(\$70,000)	(\$70,000)	(\$210,000)

General Corporate Legal Fees

Under the direction of the Chief Operating Officer, two part-time in-house counsel provide guidance to The Episcopal Church Center staff and other church entities (such as Executive Council) on official legal matters, including contracts, employment, copyright, building codes, taxes, finance, regulatory and other issues. They also coordinate any referrals to outside counsel as required for corporate matters.

	2010	2011	2012	Triennium
504 Staff Cost	\$204,476	211,412	218,620	634,508
505 Other Costs	96,642	96,642	97,552	290,836
506 Total General Corporate Legal Fees	\$301,118	\$308,054	\$316,172	\$925,344

Technology

This office includes the functions of Management Information Systems (MIS) and Telecommunications (Telecom). MIS is responsible for all aspects of computer infrastructure and usage at The Episcopal Church Center and onsite at General Convention. 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. Telecom 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.

	2010	2011	2012	Triennium
509 Staff Cost	\$864,645	\$896,851	\$930,524	\$2,692,019
510 Computer Supplies	9,100	9,100	9,100	27,300
511 Computer Maintenance	13,000	13,000	13,000	39,000
512 Computer Software	22,750	22,750	13,650	59,150
513 Computer Hardware	265,720	15,470	33,670	314,860
514 On-line Services	90,000	90,000	90,000	270,000
515 Equipment Maintenance	17,745	0	0	17,745
516 Office Equipment	273	273	273	819
517 Postage	910	910	910	2,730
518 Telephone, Telegrams, Cables	21,600	0	0	21,600
519 Telecommunications Training	1,820	1,820	1,820	5,460
520 PBX Replacement				
521 System/Network Prep. & POE Upgrades	54,600	0	0	54,600
522 Project Mgt. and Staff Training	54,600	18,200	0	72,800
523 System Migration	69,797	0	0	69,797
524 On-Premises System/Gateway Equip.	38,675	0	0	38,675
525 SIP Channel Trunks	15,288	8,736	8,736	32,760
526 Toll-free Inbound and VoIP	32,692	32,214	32,214	97,120
527 New VoIP-Required Licensing	55,947	63,336	63,336	182,619
528 Phones (40 in 2009; 160 in 2010)	36,400	0	0	36,400
529 Other Costs	172,365	125,615	113,330	411,310
531 Total Technology	\$1,837,926	\$1,298,275	\$1,310,563	\$4,446,764

Translation Services

This office coordinates interpretation and translation for official requirements of the General Convention and other offices of the DFMS.

	2010	2011	2012	Triennium
533 Staff Cost	\$106,378	\$109,424	\$112,561	\$328,364
534 Total Non-Staff	19,110	19,110	26,845	65,065
535 Total Translations	\$125,488	\$128,534	\$139,406	\$393,429
536 Total Administration	\$6,667,772	\$6,057,809	\$6,177,053	\$18,902,633
537 Total Expenses	\$53,082,142	\$52,188,272	\$56,520,763	\$161,791,177
547 Net Budgetary Income (Loss)	\$537,612	\$806,974	(\$1,315,151)	\$29,435

Contributed Services ^{1, 2, 3}

Seven 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 consolidated in the DFMS financial statements. 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.

	2010	2011	2012	Triennium
551 Episcopal Relief and Development	824,790	841,286	858,112	2,524,188
552 Anglican UN Observer	65,745	67,060	68,401	201,206
553 Colleges and Universities of the Anglican Communion	64,203	65,487	66,797	196,486
554 Episcopal Church Building Fund	11,201	11,425	11,653	34,278
555 Episcopal Church Foundation	111,520	113,750	116,025	341,295
556 National Association of Episcopal Schools	48,005	48,965	49,945	146,915
557 Church Period Club/Bible & Common Prayer Book Society	5,394	5,502	5,612	16,507
558 Subtotal Contributed Services	1,130,858	1,153,475	1,176,544	3,460,877
559 Rent not Charged to Agencies	476,330	476,330	476,330	1,428,990
560 Total Contributed Services and Rent Foregone	1,607,188	1,629,805	1,652,874	4,889,867

- For Agencies that are not consolidated in the DFMS financials:* 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.
- For ERD:* 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.
- Effective 1/1/2010, each agency will be responsible for its share in annual allocated costs for Building Services, Telecommunications, the Mail Center and Purchasing above the allocated costs as of the base year of 2007, after a \$2,500 exemption.

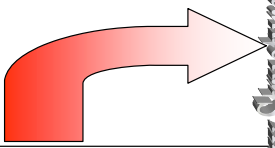
DOMESTIC & FOREIGN MISSIONARY SOCIETY COMPARATIVE INCOME STATEMENTS

During 2007, a group of volunteers and staff worked to recommend the most appropriate organization for the work of The Episcopal Church Center. That work, which included input from staff, bishops, Executive Council members and deputies to General Convention, resulted in a new organization that sought to emphasize responsiveness and interconnection between all staff while maintaining and honoring mission priorities agreed by GC2006.

A key element of the new organization is “Centers for Mission,” which clusters related activities to improve internal and external communication; de-centralize decision making; promote flexibility and cooperation; and facilitate more rapid response to requests from the church.

The new organization required an entirely new set of account codes—more than 7,000—designed to enable more efficient analysis of spending. To ensure that every area in the previous structure was accounted for in the new structure, the Finance Office created a budget “Crosswalk”—a checklist which looks backwards (to old account codes) and forwards (to new account codes). Sample crosswalks for 2007 follow below.

Many former departments migrated into the new structure unchanged. An example is the budget for Ecumenical Appropriations, whose total budget was \$542,000 in 2007. In the new organization, these appropriations were moved in their entirety (1 for 1) into the Partnership Center (see cell AZ801).

	B	C	E	AG	AH	AI	AJ	AK	AL	AM	AN	AO	AP	AQ	AR	AS	AT	AU	AV	AW	AX	AY	AZ	BA	BB	BT	BU	
2																												
	OLD Structure			New Structure																								
3				40	41	42	55	56	57	58	59	60	70	71	72	73	74	75	77	85	86	87	88	89	90			
801	1-1-615-475	Ecumenical Approprtns(WCC&NCC)		Advocacy	Mission Ldshp								Evang. & Cong. Life						Partnership									
802		6071	NCC Ecumenical Commitment Fund	Social & Economic Justice	Ethnic Issues;Anti-Racism	International Affairs & Mig	Ordained Ministry	Lay Ministry	Young Adults	Missionary Personnel	Chaplaincies	Theological Education	Christian Formation (all age)	Congregational Research	Congregational Vitality	Ethnic Cong. Dev. & Evang	Evangelism & Church Plan	Refugee Resettlement	Worship & Spirituality	Affiliated Organizations	Anglican Communion	Diocesan Services	Ecumenical & Interfaith	Grants & Covenants	United Thank Offering	1		542,000
803		6072	Church World Service/Witness																								0	
804		6073	NMU																								0	
805		6075	World Council of Churches																								0	
806		6078	Christian Churches Together US																								0	
807																											0	
1139																											0	
1140																											0	
																											542,000	

The work of some old structure departments, however, was divided between several new structure centers or sub-centers known as Focus Areas. An example can be found in the budget for the Office for Ministry Development.

- Conferences were divided 50/50 and assigned to the Mission Leadership Center Ordained Ministry (cell M7) and Lay Ministry (cell N7) focus areas; however,
- 100% of the Pastoral Search Leadership Effort (PLSE) was assigned to the Young Adults focus area (cell O16);
- In the end, the budgeted amount in the new structure (cell AK23) equals the budgeted amount in the old structure (cell AL21)—the objective of the crosswalk.

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

Description	2007-2009 Triennium Forecast		2010-2012 Triennium Draft		Explanation
Revenue		Goal at 0.7%		Goal at 0.7%	
EMM Government Revenue	25,869,946		22,878,756		
Total Revenue	<u>163,746,565</u>		<u>161,820,613</u>		
Net non-Government Revenue	137,876,620	965,136	138,941,857	972,593	Spending to support MDGs should exceed \$970K in the triennium

Direct Spending Attributed to MDG Goals

Work includes (conservative estimates)

Presiding Bishop's Office			
Staff Cost	299,016	302,879	10% of budget
PB Deputy for Angl. Comm. Affairs	3,000	9,000	10% of budget
Other Costs	144,684	134,016	10% of budget
General Convention			
Standing Commission on World Mission	17,064	15,000	20% of budget
Executive Council			
Executive Council	95,866	113,128	10% of budget
Committee on HIV/AIDS	6,080	-	40% of budget
Committee on Status of Women	13,080	-	40% of budget
House of Deputies			
Discretionary grants	7,000	7,000	Discretionary grants
Social & Eco. Justice, Jubilee			
Staff Cost	202,407	259,087	20% of budget
Field Office: Washington	150,397	152,462	25% of international policy analysis; work with globalpartners; Episcopal Public Policy Network
Social Responsible Investment	45,483	27,073	25% of SRI analysis and work
Economic Justice	6,888	8,190	20% of work is for overseas loans
Environmental Justice	62,543	83,948	75% of environmental spending worldwide
Peace, Int'l Affairs, and Migration			
Staff Cost	367,414	591,836	40% of budget
Int'l Justice & Peace Making	153,151	138,320	40% of budget
Latin America Training	7,350	-	40% of budget
Episcopal Migration Advocacy	60,700	68,250	100% of budget
Peace, Int'l Affairs Total, and Migration			Over 40% of peace and migration work supports MDG principles
Mission Leadership Center			
Direction & Administration			
Staff Cost	151,609		25% of budget
Missionary Personnel			
Total Staff Cost	210,935	344,657	Minimum 30% of budget
Total Appointed Missionaries	888,808	918,012	Minimum 40% of budget
Total Volunteer For Mission	368,064	271,710	Minimum 60% of budget
Total Young Adult Service Corps	145,111	127,680	Minimum 40% of budget
Other Costs	24,568	50,596	Minimum 40% of budget
Women's Ministry			
Staff Cost	131,116	97,810	30% of budget
Other Costs	103,031	64,974	Anglican Women's Empowerment; International Anglican Women's Network; UN Conf. Status of Women
Evangelism & Congregational Life Center			
Direction & Administration	9,900	22,465	Training across provinces include MDG workshops on theology, liturgy, and action
Christian Formation Total	45,190	43,596	Education and formation programs re MDGs as core Christian values
Congre. Vitality & Stewardship Total	159,508	134,054	Resource development for MDGs

Description	2007-2009 Triennium Forecast		2010-2012 Triennium Draft		Explanation
Ethnic & Multicultural Congre. Dev. & Evan.					
Multi Cultural Ministries	594		2,129		
Asian Ministries	22,377		18,974		Gender equality and empowerment of women Training and empowerment of leaders from developing nations through scholarships, subsidies, and grants
Black Ministries	26,854		20,871		Work of HBCUs and the CUAC partnership with the South African Restoration Project for education; Cuttington College; Sudanese ministries
Hispanics Ministries	4,028		3,795		Program support, especially in Province IX Global Partnership for Development
People w/ Disabilities Cost	-		1,110		Education re people living with HIV/AIDS
Evangelism & Church Planting Total	4,461		11,673		
Worship & Spirituality					
Other Costs	4,480		2,330		Liturgical texts and hymn language that promote gender equality
Partnerships Center					
Africa	344,760		345,330		50% of grant
Asia & The Pacific	138,317		132,721		50% of grant
Middle East	5,762		5,244		50% of grant
Latin America and Caribbean	181,059		237,120		50% of grant
Other Overseas Partnerships	49,463		26,618		50% of grant
Diocesan Services					
Staff Cost	115,332		199,116		30% of budget
Province 2	755,573		753,844		50% of grant
Province 8	140,125		102,375		50% of grant
Province 9	1,930,100		1,568,580		50% of grant
Ecumenical & Interfaith					
Staff Cost	151,274		163,383		
Ecumenical Approptrns	200,000		200,000.00		40% of grant to World Council of Churches
Grants & Covenants					
Staff Cost	91,801		145,952		50 of budget%
Covenant Committees	33,288		25,876		20% of Covenant Committee work
Overseas Covenants					
Liberia Covenant	482,554		435,375		75% of grants; decrease by agreement
Central America Covenant	1,981,257		1,675,116		75% of grants; decrease by agreement
Mexico Covenant	1,155,181		802,681		75% of grants; decrease by agreement
Philippines	75,000		-		75% of grants; decrease by agreement
Episcopal Relief & Development					
MDG Partnership	859,628		-		100% of ERD Inspiration Fund
Grant to ERD	-		75,000		50% of grant
Controller's Office					
Staff Cost	276,116		308,508		10% of budget
Other Costs	10,709		12,829		10% of budget
Treasurer's Office					
Staff Cost	271,032		296,683		10% of budget
Other Costs	32,411		38,942		10% of budget
TOTAL EXPENSE	13,026,795	9.4%	\$ 11,237,091	8.1%	
Contributed Services (e.g., accounting, banking, utilities, mail service, telecommunications, IT)					
Episcopal Relief & Development	2,402,302		2,524,188		Does not include any estimated cost of rent
Anglican Observer to the United Nations	109,264		201,206		Does not include any estimated cost of rent
	2,511,566	1.8%	2,725,395	2.0%	
Direct and Indirect Spending Attributed to MDG Goals	15,538,361	11.3%	13,962,486	10.0%	

The goal is to direct 0.7% of income towards MDG initiatives. DFMS spending during the 2010-2012 triennium amounts to 8.8% 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 2008

ECONOMY AND MARKETS REVIEW

Heading into 2008, it was clear that economic growth was slowing. As the months progressed, 2008 proved to be an absolute nightmare for most investors. In contrast to the previous year when most asset classes finished with gains, in 2008 most asset classes experiences significant losses. Two rare exceptions: US Treasury securities and gold—which lived up to their reputation as “safe havens”.

The economic concerns early in the year were over sub-prime mortgages. Mortgage delinquencies increased as borrowers faced higher interest payments. Concurrently, as commodity prices—notably oil and gas—rose, consumers curtailed their spending, which, in turn, led to even slower economic growth.

As borrowers of sub-prime mortgages defaulted, the primary holders of the debt—financial institutions—were forced to write down the value of the mortgages. As the write downs led to impairment of their balance sheets, those institutions were forced to sell other assets to shore up their balance sheets. Early victims were Bear Stearns, the investment bank and the IndyMac bank that was put into receivership. While several financial institutions were saved by Government bailouts, the bankruptcy of Lehman Brothers in mid-September is likely the critical event that unsettled investors, triggered massive sell offs of most investment assets and drove investors to seek the highest quality investments—Treasuries and gold.

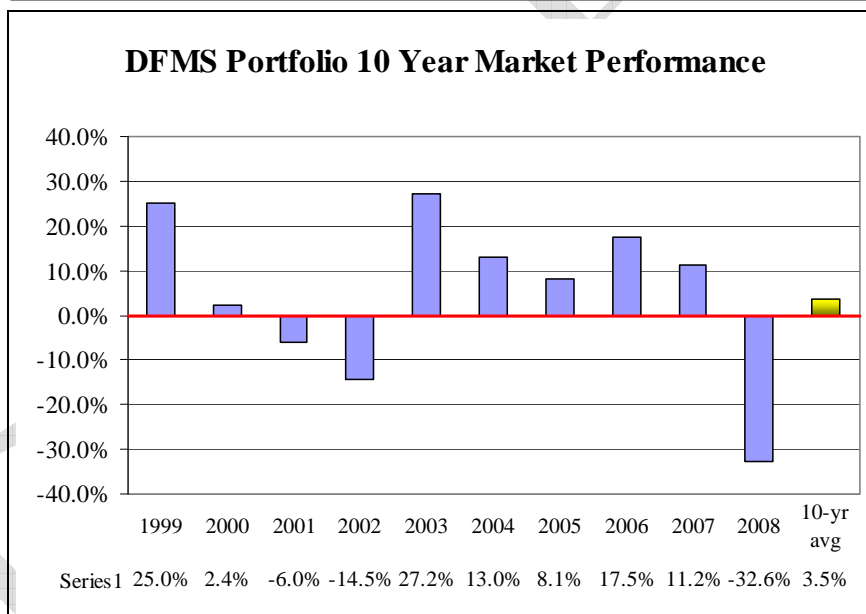
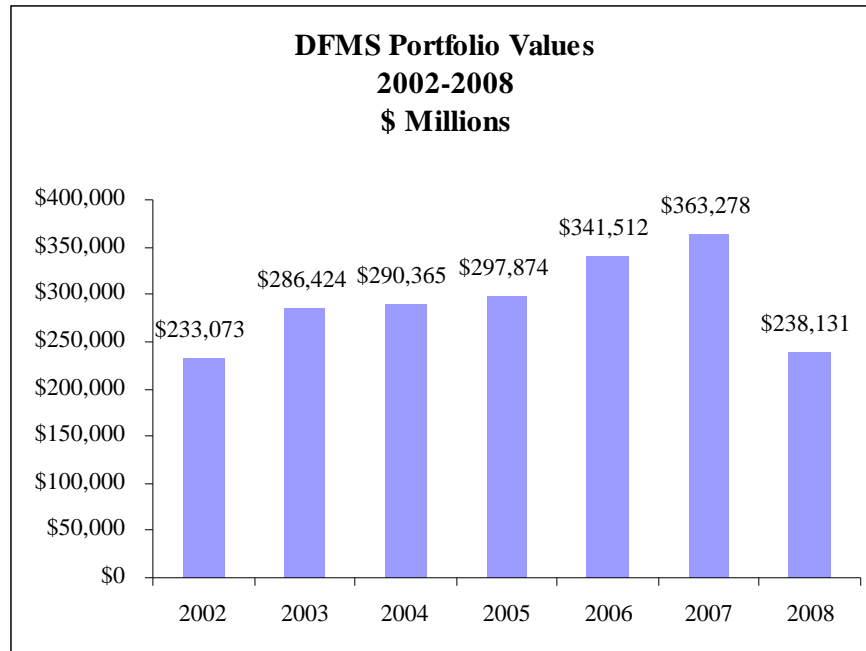
Equity markets worldwide declined dramatically during 2008. US equity market declines, driven lower initially by concerns about the financial sector, spread to cyclical sectors (e.g., consumer discretionary and materials). The S&P 500 Index, which fell to its lowest level in late November, recovered to end the year down -37.0%. That one-year decline was almost equal to the -37.6% three-year decline experienced during 2001-2003. Foreign markets performed even worse, as the US dollar strengthened late in the year. The MSCI Europe, Australia and Far East Index was down -43.4%; the MSCI Emerging Markets Index declined -53.2%. Alternative assets (e.g., real estate, hedge funds, private equity) also experienced double-digit declines.

Among fixed-income securities, only the highest quality—generally government-issued—securities showed positive returns.

The conditions that plagued the economy, equity and credit markets in 2008 continue at this time in 2009: lower home prices, fewer jobs, declining spending and banks holding cash rather than lending—conditions which are feeding on themselves in a vicious cycle. If lending were to resume, that could help to keep companies operating and give some confidence to investors to re-enter the securities markets. Most economists predict the worst economic conditions will occur at yearend 2009. Because securities markets have historically anticipated economic recovery by six to eight months, we are hopeful that the market for securities will begin improving at mid-year.

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 indices: Russell 3000 US equities; Morgan Stanley Capital International All-Country ex US equities; Barclays Capital Aggregate bonds; Merrill Lynch All Convertibles; NAREI Global Property; Hedge Fund of Funds index; and JPMorgan Global Government bonds.



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 2008, the total portfolio lost -32.6% before fees. That performance slightly lagged the portfolio's custom benchmark of passive investments by -1.2%. As a result of the significant decline in 2008, over the past three years, the total fund declined -4.2%, or +1.4% better than the custom benchmark. During this period, the domestic equity portfolio lost -5.6%, which was significantly above its benchmark S&P 500, which lost -8.6%. During the three-year period, the international equity portfolio lost -44.2% versus a loss of -45.2% for the MSCI AC ex-US index. The fixed income portfolio, impacted by 2008, showed a -0.6% return for the three year period. Over the past five years, the total portfolio gained +1.5%, again exceeding the modest benchmark return of +0.2%.

**DOMESTIC AND FOREIGN MISSIONARY SOCIETY SALARIES OF OFFICERS
AND PRINCIPAL EMPLOYEES – JANUARY 1, 2009**

Officers	Office/Center/Department	Annual Salary as of 1/1/2009
Presiding Bishop	Office of the Presiding Bishop	\$ 257,194
Chief Operating Officer	Office of the Chief Operating Officer	204,500
Chief Financial Officer	Office of the Treasurer	178,429
Executive Officer	Office of the General Convention	160,747
Principal Employees		
Canon To The Primate and Presiding Bishop	Office of the Presiding Bishop	\$ 160,000
Director	Communication	135,000
Director	Advocacy Center; Lead Center Director	160,000
Director	Evangelism & Congregational Life Center	124,200
Director	Mission Leadership Center	124,200
Director	Partnerships Center	124,200
Executive Director	Office of Pastoral Development	139,207
Bishop Suffragan for Federal Ministries	Chaplaincies, Mission Leadership Center	133,741
Deputy to the Presiding Bishop	Ecumenical and Interreligious Relations, Partnerships Center	127,131
Director	Management Information Systems	127,954
Controller	Office of the Controller	124,200
Director	Human Resource Management	121,112
Canonical Archivist and Director	The Archives of The Episcopal Church	116,274
Director	Mission Funding	105,000
Director	Episcopal Migration Ministries, Evangelism & Congregational Life Center	105,000

	D	E	I	J	K	L
12	Domestic and Foreign Missionary Society					
13	Comparative Income Statements					
14		2007-2009 New Operating Structure	2007-2009 Triennium			
15	<i>Description</i>	Approved by GC June 2006	Forecast at 1/31/09	Higher (Lower)	Higher (Lower)	Comments on significant variances vs. GC approved Budget
16	REVENUE					
17	Diocesan Commitments	92,978,494	90,574,526	(2,403,968)		-3% Reflects lower operating income for two principal dioceses
18	Investment Income	29,655,321	30,863,857	1,208,537		4%
19	Additional Draw from Short-term Reserves	-	4,650,000	4,650,000		n/a From Reserves for Title IV and diocesan reorganization assistance
20	Episcopal Life	6,261,845	5,350,457	(911,388)		-15% Lower subscription and advertising revenue
21	EMM Government Revenue	16,485,000	25,869,946	9,384,946		57% Increased number of refugees resettled
22	EMM Non-Gov't Revenue (Incl. IOM)	842,000	1,397,700	555,700		66% Refugee loan collection fee income
23	Episcopal Books & Resources	2,069,000	1,700,986	(368,014)		-18% Lower sales
24	Gross Rental After Taxes	2,211,828	1,763,815	(448,013)		-20% Rental space not occupied until 2008
25	Ordination Exam Fees	331,450	370,500	39,050		12% Fees increased to offset increasing costs and declining exam takers
26	Mission Funding Fee Generation	-	-	-		n/a
27	Other Income (i.e., GC2009)	1,168,050	1,204,779	36,729		3% Unexpected donation in 2008
28						
29	Total Revenue	152,002,988	163,746,565	11,743,578	8%	
30						
31	EXPENSES					
32	Presiding Bishop's Office					
33	Office of the Presiding Bishop	5,055,535	4,614,911	(440,624)		-9% Staff reconfiguration and other efficiencies
34	House of Bishops	639,000	478,192	(160,808)		-25% Expenses previously budfgeted too high
35	Chief Operating Officer	1,407,147	1,275,289	(131,857)		-9% Staff vacancy in 2007
36	Office of Pastoral Development	1,157,587	1,273,715	116,128		10%
37	Title IV & Legal Assistance to Dioceses	300,000	4,704,138	4,404,138		1468% Legal costs funded from Reserves
38	Presiding Bishop's Office Total	8,559,270	12,346,246	3,786,976	44%	
39						
40	General Convention					
41	Committees, Commissions, Agencies	1,314,500	1,380,898	66,398		5%
42	General Convention - Site & Facilities	3,174,561	2,934,200	(240,361)		-8%
43	GC Publications	-	281,988	281,988		n/a See GC Secretariat below
44	GC Secretariat	516,789	257,862	(258,927)		-50% See GC Publications above
45	Executive Council	930,600	1,117,647	187,047		20% Increased meeting expenses and activities
46	House of Deputies	334,114	431,417	97,304		29% Added staff; additional travel
47	Office of the General Convention	3,438,838	3,744,123	305,285		9% Added staff in 2007
48	Archives	2,521,446	2,387,558	(133,888)		-5%
49	General Board of Examining Chaplains	553,840	577,830	23,989		4%
50	General Convention Total	12,784,688	13,113,523	328,834	3%	
51						
52	Mission Funding					
53	Development Office	900,000	1,222,730	322,730		36% Added staff and activity
54	Grant to Support Episcopal Church Foundation	225,000	213,500	(11,500)		-5%
55	Mission Funding and ECF	1,125,000	1,436,230	311,230	28%	
56						
57	Mission Program					
58	Mission Direction					New organization of activity in the Program area effective 2008 results in significant reallocation of budgetary dollars among the 4 Centers that
59	Mission Leadership Administration	1,335,929	1,263,123	(72,806)		-5% follow.
60	Provision for Redundant Employees		240,000	240,000		n/a
62	Mission Direction Total	1,335,929	1,503,123	167,194	13%	
63						
64	Advocacy Center					
65	Direction & Administration	585,218	804,664	219,446		37%
66	Social & Eco. Justice, Jubilee	2,224,149	2,621,612	397,463		18%
67	Anti-Racism, Racial Just. & Gender Equality	930,517	1,738,706	808,189		87% Includes indigenous ministries
68	Peace, Int'l Affairs, and Migration	455,586	1,300,237	844,651		185% Includes non-government funded refugee activities
69	Advocacy Center Total	4,195,470	6,465,219	2,269,749	54%	
70						
71	Mission Leadership Center					
72	Direction & Administration	-	647,737	647,737		
73	Ordained Ministry & Transition	2,241,401	2,354,673	113,272		5%
74	Lay Ministry	-	307,841	307,841		
75	Young Adults	1,279,388	1,761,131	481,743		38%
76	Missionary Personnel	2,221,012	3,962,775	1,741,763		78% Includes pension contributions for lay missionaries
77	Chaplaincies	2,767,325	2,655,131	(112,194)		-4%
78	Theological Education	-	128,160	128,160		
79	Women's Ministry	1,110,598	780,491	(330,107)		-30% One staff person promoted to Center Director
80	Mission Leadership Admin Total	9,619,723	12,597,937	2,978,214	31%	

	D	E	I	J	K	L
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14		2007-2009 New Operating Structure	2007-2009 Triennium			
15	<i>Description</i>	Approved by GC June 2006	Forecast at 1/31/09	Higher (Lower)	Higher (Lower)	Comments on significant variances vs. GC approved Budget
81	Evangelism & Congregational Life Center					
82	Direction & Administration	422,258	659,994	237,736	56%	
83	Christian Formation	5,509,422	3,012,650	(2,496,772)	-45%	Some work reallocated to Leadership Center
84	Congregational Research	3,352,149	652,510	(2,699,639)	-81%	Some work allocated to Vitality & Stewardship
85						
86	Congre. Vitality & Stewardship	1,689,032	2,278,692	589,660	35%	
87	Ethnic & Multicultural Congre. Dev. & Evan.	4,110,740	3,227,079	(883,661)	-21%	Indigenous ministries moved to Advocacy Center
88	Evangelism & Church Planting	422,258	446,124	23,866	6%	
89	Episcopal Migration Ministries	17,937,917	26,831,160	8,893,243	50%	Increased refugee resettlement activity; compensated by increased contract revenue
90						
91	Evangelism & Congregational Life Center Total	34,020,550	37,682,734	3,662,184	11%	
92						
93	Partnerships Center					
94	Direction & Administration	1,017,777	593,044	(424,733)	-42%	
95	Anglican Communion	4,865,721	5,652,119	786,397	16%	Reallocation of grant to Anglican Communion Office
96	Diocesan Services	579,400	6,155,237	5,575,837	962%	Now includes grants to Provinces 2 and 9
97	Ecumenical & Interfaith	3,502,352	3,374,965	(127,387)	-4%	
98	Grants & Covenants	26,890,112	18,594,756	(8,295,356)	-31%	Grants to Provinces 2 and 9 and Anglican Communion Office moved
99	United Thank Offering	1,009,462	464,028	(545,435)	-54%	Reduced staff costs
100	ER&D Contributed Services	(2,426,560)	(2,402,302)	24,258	-1%	
101	Partnerships Center Total	35,438,264	32,431,847	(3,006,418)	-8%	
102	Total Mission Coordination	84,609,936	90,680,860	6,070,924	7%	Excluding EMM, Mission spending is less than budgeted
103		85,734,936	92,117,089			
104	Communication					
105	Strategic Communications	209,500	383,921	174,421	83%	Additional staff and branding in 2009
106	Episcopal Life Media	11,296,938	11,244,605	(52,334)	0%	
107	EBaR	1,958,958	1,846,597	(112,361)	-6%	
108	Total Communication	13,465,397	13,475,123	9,726	0%	
109						
110	Finance					
111	Controller's Office	3,803,891	3,482,088	(321,803)	-8%	Finance Office reorganization in 2007 reduced staff count
112	Treasurer's Office	4,678,201	3,942,307	(735,893)	-16%	Includes a \$275K class action insurance refund in 2008
113	Refugee Loan Collection (IOM)	57,600	598,498	540,898	939%	Costs of refugee loan collection assumed within Finance Office
114	Debt Financing and Repayment	5,665,645	5,475,807	(189,838)	-3%	Lower interest rates
115	Finance Total	14,205,338	13,498,701	(706,636)	-5%	
116						
117	Administration					
118	Facilities Management	8,134,460	8,458,263	323,803	4%	Higher energy costs; tenant costs offset by tenant income
119	Human Resources	4,670,299	4,744,079	73,780	2%	
120	Performance-based Compensation	-	224,856	224,856		
121	General Corporate Legal Fees	-	779,078	779,078		
122	Technology	3,978,171	3,648,019	(330,152)	-8%	Vacant staff position
123	Translation Services	469,736	174,861	(294,876)	-63%	Costs located in various departments
124	Administration Total	17,252,667	18,029,156	776,490	5%	
125	TOTAL EXPENSE	152,002,295	162,845,935	10,577,543	7%	
126						
134	Net Budgetary Income / (Loss)	693	900,630	899,937		